BETA PHI MU ORAL HISTORY PROJECT

"FAMOUS LIBRARIANS IN MISSOURI"

INTERVIEW: GENE MARTIN

MARCH 11 and 25, 1980

INTERVIEWER: LINDA ARLEDGE

ORAL HISTORY: PRINCIPLES AND TECHNIQUES

SCHOOL OF LIBRARY AND INFORMATIONAL SCIENCE

UNDER THE DIRECTION OF

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BETA PHI MU

"FAMOUS LIBRARIANS IN MISSOURI"

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Arledge: Gene Martin was born January 31, 1926, in Cape Girardeau, Missouri. He received his Bachelor of Science degree from Southeast Missouri State University in Cape Girardeau in 1949. He received his Masters of Library Science from the University of Illinois, Urbana in 1954.

Mr. Martin worked for about one year each in the Cincinnati Public Library in Ohio and the Jefferson Township Library in Indiana. He returned to Missouri as Director of the Ozark Regional Library in 1956. In 1961 he became Director of the Cape Girardeau Public Library. During this time he chaired the Library Development Committee for the Missouri Library Association, which set standards for regional systems in the state. In 1966, Mr. Martin became Director of the Daniel Boone Regional Library system, centered in Columbia, Missouri. During that time he has served on many Missouri Library Association committees and was fundamental in the formation of the Mid-Missouri Library Network.

This is Linda Arledge, and I am interviewing Mr. Gene Martin of Daniel Boone Regional Library. Mr. Martin, I'm just curious why you came back to Missouri after being in Ohio, Illinois, and Indiana.

Martin: Well I, of course, was born in Missouri. I'm a native Missourian and I had worked as a page in a public library in the State of Missouri. I also had worked in a college library in the state and I was very familiar with libraries. When I worked outside I felt there was a great deal more vivid interest in libraries and what they could do in Missouri than there were in some of these other states I was in. Now perhaps I just wasn't in the right library in some of these other states, but I felt a strong pull to come back here and I've never regretted it since that day.

Arledge: You went back to Ironton . . .

Martin: Right.

Arledge: And then you moved to your native home of Cape Girardeau . . .

Martin: Right.

Arledge: Then you came here to Columbia, to be Director of Daniel Boone Regional. What were the circumstances that brought you to Daniel Boone?

Martin: Well, I had always admired the library when Susanna Alexander was the librarian here. Many of us felt that the impetus for development in the State of Missouri as far as library service was actually concerned actually lay in this area. All the factors were there, and a population that was responsive to library service. A growing economy in terms of . . . of not in factories or anything like that, but in terms of a medical center, an area for education--this kind of thing. There was population growth which is going to create a larger tax base, so it seemed that all these elements could be brought together and a successful library program could be developed here.

As I said, Susanna Alexander began this development. I very much admired what she had done. And, of course, when she resigned, to me this was a real tragedy because she had really just begun to . . . in a sense she was at the top of the hill ready to take off now, because she had built slowly to this point. And I remember quite frankly that I was so disturbed by the fact that she resigned; even knowing what the circumstances were, again I admire her for having the strength to do that rather than to stay on and fight what at the time seemed liked a hopeless situation; that I personally wrote a letter to the editors of the papers up here and I indicated to them that no self-respecting librarian would assumed this job after Mrs. Alexander had left. I guess I had to eat my words because about a year and a half later I did accept the job, but there was an interim period there things had quieted down to some degree and I felt that possibly coming in now one could pick up where Mrs. Alexander had left off and begin to build again.

Arledge: What year was this, specifically?

Martin: 1966. I came July the first, 1966.

Arledge: What were the circumstances that led to her leaving that had to quiet down?

Martin: You'd probably get . . . if you asked ten (10) different people that question, you'd get ten (10) different answers. It depends upon what points they were aware of or how much emphasis they placed on certain of those points. I think that a number of factors were involed, and I think growth again was one of them. I mean an expanding population base which gave you a wider variety in the populace . . . they had not been able to erase yet the feeling that this is mine and that is yours, even though they were operating together as a unit. There was a great deal of question about are you spending some of my money over here or this kind of thing. Of course, the whole purpose of a regional system is that you would develop area-wide, equal library service and maybe some years you might spend a little more in one area then you're going to spend in another but the long run its going to be equated.

I think all this came into . . . that some felt the others were living off them in a sense. There were some at this time . . . The John Birch Society was very much alive here, I think that was a straw in the wind I think at the time because there were a few censorship problems. Not to the degree that there had been in other areas in the state of Missouri or . . . and particularly other areas in the nation. I think it was the inability of all the people involved in the library situation to take the same view and see the same courses of action that would lead them where they wanted to go. And so all of this together maybe with somewhat of a lack of communication which no one involved in the situation was truly aware of led to this. I don't know. I mean I've read over it many times what happened. I have gone back over it and it's very, very difficult to say this is the straw that broke the camel's back. But it was just a lot of conflicting factors all at once, and Mrs. Alexander had the strength to say the only way to preserve what is here is to do something that is going to be so shocking that it will awaken the board and the staff and the populace to do something about it. She hit upon the very best thing, and that was resigning.

Arledge: Her resignation then was a form of making peple sit up and take notice of the fact that the town had outgrown their attitudes?

Martin: Right. I think that her resignation was absolutely a protest to what was occurring.

Arledge: In the year that followed her resignation, when things quieted down, these people had then realized what was going on, had changed their viewpoints enough to allow a "self-respecting librarian" to come in?

Martin: I suppose so. No, I think that they had begun to do their homework really. I think that they really began to see the real worth of sharing resources. When they were at the point where the whole thing might fall apart, and everybody would have to stand on his own, I think quieter heads took over and reasoning came into play. They realized not one of them could have alone what they could share together. I think that as a result of this they did revise a contract; and perhaps it was a good thing that the contract was revised, because it did bring out in the open at that time those points that had helped to bring all this to the fore.

Consequently, in revising the contract, they took care of those problems. Right now, when you look at them they were minor problems, but at that time and stage they were not minor problems presumably. Also, I think it placed more emphasis upon the need for the appointment of good board members who were interested in the library rather than anyone having his own pet row to hoe in a sense. Everybody was involved finally in bringing it back together again. Certainly the citizens played a large role in preserving the regional system.

Arledge: Prior to your coming to Columbia, you had been very much involved
             with the MLA [Missouri Library Association] and their Library
             Development Committee which was a committee to further the growth
             of libraries in Missouri and library service. Coming here was
             . . . was it your personal method of trying to put these goals of
             this committee . . .

Martin: I suppose to a degree. I had worked with a committee and it was
             the Library Development Committee which was attempting to
             coordinate or at least to get down on paper guidelines for library
             development in the State of Missouri. It was a total statewide
             development.

             Yes, I foresaw as I had been years before with Susanna Alexander
             who had been librarian here, I saw again Columbia as the one area
             where one if he or she were willing to do the work necessary could
             evolve a kind of library service program and a kind of library
             operation that was envisioned by that plan.

             Yes, the ground work was laid. As I said earlier, all the facets
             were here. All it needed was somebody to come and pick them up
             and work with everybody involved.

             I think the one thing you've got to remember is no librarian walks
             into a situation and says "We're going to do it my way." I mean
             you assess what you have to work with. Then you determine what
             steps are necessary in working with this group in order to bring
             you to the goal you want to achieve.

             I think everybody assisted in turning this library around. The
             staff, the public, the board, they all worked very hard and they
             all worked on one single sole purpose.

Arledge: The growth of this library.

Martin   The growth of this library.

Arledge: Have you seen this similar growth around the state, and where has
             it been?

Martin: Oh, I would say . . . ah, yes there was tremendous growth in
             Jackson County: Mid-Continent Public Library. That came a little
             earlier than the Daniel Boone Regional Library System did. Of
             course, the tax base there was enormous. Jim Leathers, who is the
             librarian there has contributed greatly to the development of the
             library service program there. That is one area that really
             stands out as far as growth is concerned.

             I'm sure there are other areas in the state that have had growth,
             but I don't think either one of them was quite as spectacularly as
             Independence did and Columbia did, mainly becuase of the--a fact
             of massive population growth that was there. Of course, this area
             is now referred to as a metropolitan unit in terms of the U.S.

Census and so on taking into account . . . See when I speak of Columbia I guess I also mean Columbia, and Fulton, and Jeff City [Jefferson City] as all in one big triangle here. There is a massive population here.

Arledge: The growth of the population has built up the growth of the library . . .

Martin: I think it certainly had major . . .

Arledge: and library services?

Martin: effect upon it. I don't think there's any question about that.

Arledge: The libraries frequently rely on state funding as well as local funding, have you been able to get the necessary funding for this?

Martin: Everybody's going to say that we have never gotten the necessary state funding period. If a library is going to be considered an educational institution, it's a far cry from the proportion of state funds that go to schools, and I'm not talking against schools getting those funds. I think it's great. I only wish that libraries were half as lucky.

Our state aid for exmaple, coming directly from the state legislature to run this institution is about five percent (5%) of our total budget. But now when you look at the school, you see that it's over fifty percent (50%) of the total budget. So there is a wide discrepency there.

I think that for most libraries in the state of Missouri still the major source of income is on the local level. And in a way I can't fight against this regardless of how much state aid we got or regardless of how much federal aid we might get, I still think since a library is a very personalized thing in terms of constituency, I think the constituency should be the major supporter of that institution. Because only they can devise, define and develop a program that's going to be suitable for their needs, and I'll be the first one to say that all public libraries are not alike. Just because they're public is no sign that they all have the same constituency, nor do they have the same demands made upon them.

Arledge: The idea of cooperation among libraries which has formed library cooperatives all over the state, this is building into networks. How is this happening?

Martin: You know, it was one step at a time. Back in the . . . Oh I'd say late forties and the early fifties, the idea of banding units of service together; county units or city units or however you wanted to form a regional library or county library gradually . . . those were the first stages. The regional library was probably the first major step toward the creation of networking. But once the

regional library was established the next there came kind of centralized services that you could purchase. In other words you could join the Library Serices Center of Missouri which was a cataloging cooperative.

Now all you were doing was banding together with other libraries to pay the cost of processing and cataloging materials, and the only thing that that center had control of was the cataloging and of those materials. It had nothing to do with the internal operation of your library.

Then there were things like the Missouri Film Cooperative. Again where you joined and it had a membership and all. The representative from each one of the libraries belonging met and determined what they were going to purchase and determined what the policy of the Film Coop was going to be and so on. So they you were drawing representatives from regional libraries, small towns, county libraries together into one aspect of a service program.

The next step was to actually band together the regional systems and all kinds of . . . Up to this point we've been talking about public tax supported institutions. We're now talking about networking. In networking we're talking about pulling together and joining together the regional libraries, city libraries, county libraries, university libraries, special libraries, whatever you have. Each one of them again taking out a membership in a network wherein they determine what services this network is going to provide. Then they support the network in order to have those services provided.

It is the ultimate step for the State of Missouri. I mean once this program is completed the next attachment will have to be out state. In other words, connecting this network with regional networks and regional networks to a state network.

Arledge: Where is Missouri at this point?

Martin: Well to me the most amazing thing since I've worked in the state for a good number of years now: twenty-five at least; I have never seen anything develop as quickly as this idea of networking developed. I mean I think it had been given lip service over the years, but suddenly within one or two years five networks were established within the state of Missouri, and that's rather miraculous in that short a period of time.

All of them are going concerns. There is no indication that anybody is going to pull out of any of them. In fact the talk is now centralized on how to create a state-wide network. So I think we are already past the baby stage or the infant stage in networking in Missouri.

Arledge: What do you attribute this sudden growth to?

Martin: I think to the fact that people are facing facts. There is no conceivable way that a small county could operate by itself. It had to attach itself with other counties to form a region. The same economics are right there today. I represent a regional system myself, three counties and the city of Columbia. There is no way that we can provide the services or meet the demands that are made upon this library without outside resources and by outside resources I mean the resources of libraries next to us regardless of what kind of libraries they are.

    This is why I think networking has developed so rapidly. All libraries are facing the same problem. It's a problem of economics.

    What we're beginning to learn about networking now is that it is proving several assumptions false. Before we entered the network; I mean talking among ourselves; we were convinced that all the public libraries were going to have collections that were fairly similar. That is just not true. We found that out immediately.

    Secondly, another fallacy that was quickly brought home to us was that if something is popular in Columbia, it's going to be popular in Moberly, it's going to be popular in Jeff City. That proves not to be true either, because some of the things we have on our waiting list over here we can pick up instantly from these other libraries. They simply are not out or not as popular there as they are here and vice versa.

    So all the advantages are there for the library who is a member of a network. In the first year that this network was in operation, this library sent through ten thousand requests through the network. Now all of those were not filled, but well over half of them were filled.

    In other words, in the second year of operation, pretty much the same. The second year of operation I think this library paid about $4,300 toward the operation of that network. And this past year we paid $10,000, I think. Well $10,000 . . . our outlay there . . . we then could say, "Okay for every book we requested we paid one dollar in a sense." But if we had to buy the books it would have been $60,000 or $70,000 worth of new books. So its just basically a cheaper method for which to operate.

Arledge: Do you think automation has driven some groups into networking?

Martin: I think it possibly could have, yes. Of course, no one is automated in the Mid-Missouri Library Network; well, except the University of Missouri of course, which serves as a resource center for the network. And this library now has an automated circulation control system. But basically it's going to help only us.

Now we would hope in the future it would become system-wide. That would really be great. That would enable a lot of the routine things that are done by the network to be dispensed with and the computer would do them. But if and when that comes to pass I don't know.

Arledge: The Washington Library Network is being banded back and forth among the people at the University system as a possibility for their own catalog. Can you see the use of this new software being expanded into just the general large state network that you expect to come?

Martin: I would assume from what I read about the Washington State Network that it's a viable plan and if the money were available which would then make it feasible; I could think that it could be developed.

But then I feel that way about most automated systems today. There are three or four or five probably firms that could develop this kind of thing on a statewide basis, if the funds were available. Of course, I know one of the major things that one worries about when he goes into an automated project is "Will it be obsolete next year?" I mean will something come out that I should have waited on. I think that yeah, there's always going to be something new come out next year but I also don't fear as I know a lot of people do right now the inability to interface one system with another.

I feel that the market is becoming so competitive that ways and means of interfacing will be developed. That's the only way these companies can continue to exist because they are not going to be able to sell otherwise.

Right down at the bottom line you have to make a decision when to go, and go. Then hope and work toward the possibility that an interface will be developed or will exist by the time you are bordered by people who have other kinds of systems.

Arledge: You mentioned the University (of Missouri) Library as the resource library for your network. You consider that your major resource library?

Martin: Right, at the present time.

Arledge: Then what would you label as your system resource library?

Martin: I don't think that we . . . I think the two terms are inter-changable here. I think the University of Missouri is our system resource library, is what it is. I'm just used to referring to it as our resource center, but it's a systems resource center is what it is.

Arledge: In other words the original outline for the plan . . . your
             original plan has been sort of recut to fit the individual
             situation?

Martin: Right.   That is very true.   And another thing about network-
             ing . . . I know that networking means giving up a little bit of
             autonomy in one or two areas where you're going to have to change
             your rules and your policies and so on so that you all have the
             same general policy regarding something. I know that it is the
             fear of this that probably keeps some libraries from joining a
             network.   I think this is a real fallacy on their part because
             when you're talking about service to people the individual doesn't
             really care where service comes from. He doesn't really care who
             gives it to him, and he doesn't really care what prescribed means
             or forms are used to get it to him. I mean all he's interested in
             is the end result. And I think sometimes librarians just worry to
             darn much about the hows and whys rather than the reason for.

Arledge: I'm jumping around a little bit here, but what other work have
             you done with the MLA, and how have you seen its growth?

Martin: Its grown tremendously, particularly in membershp. I guess I've
             served on practically every committee that its possible to serve
             on in the Association, simply because I've been here twenty-five
             (25) years. I have been president of the Association.

             But I think that the Association had changed in later years and I
             think it's changed because of a larger membership then it
             previously had. Any remarks I make now are not comparing the old
             with the new and say one is better than the other. I think that
             there were a smaller number of people in it of course twenty-five
             (25) years ago.

             I think it was a little bit more structured than it is now, in the
             sense that if you were in the Public Library Division your
             concerns were really the Public Library Division. If you were in
             the University and College Division the same thing. I think that
             each one was working towards its own ultimate goals.

             But I honestly felt even then that although everybody was working
             hard he was working in a . . . well a telescoped area in a sense.
             There was not as much across the board as we have today, which I
             think is a very good thing. I think that the Networking Bill
             we're trying to get through now is a perfect example of all
             divisions working together for the good of the whole.

             I think that these were just modes of development is what they
             were, because at the time that regional libraries and public
             libraries were so involved and so busy. It was a developmental
             stage. I mean we were just starting out on something and we had
             to get there and it would take years to do it.

Well, I think once that was achieved . . . I like the set up of the Association now. I think that this across the board idea is much, much better than working as one individual group just because you have to be tabbed into that group.

Arledge: Do you think that by crossing over you're letting your experiences aid the other members of the organization?

Martin: Yes, I think so. I don't think there's any question about that. Again when several people from different walks of life sit down around a table to discuss anything, you're going to get varying viewpoints. And if you're after a concensus, it may take an awful long time to get it.

But I think you can eventually get it, and I think that the Missouri Library Association has again and again got a concensus. But it may have taken two or three years to get some of those. But during the process your thinking has been exposed to situations to which you are not familiar.

I know one of the pet gripes that public librarians used to have . . . run around saying, "If the school libraries just took care of themselves, everything would be fine." Well, we didn't know that much about school libraries, and when you really begin to get to know them, they've got their problems too, and believe you me, they're as bad, if not worse than what the public librarian has. They want a way out too. So yeah, I think an exchange of views is very good. I think it leads to a broadening interpretation of what libraries can do together. Particularly what they can do, and different aspects that each can take, in order to strengthen the whole.

Arledge: Have you found that different kinds of libraries have similar problems?

Martin: Yes, they just look at them in different lights that's all. I mean basically the problems are almost all the same. I mean we have money problems, Elmer Ellis Library has money problems. Well they're different only in how each of us tries to solve those problems, because legally we have to solve them one way, they have to solve them another, but it's the same thing.

We even share the same readership. For years I know people would say . . . I've been in areas where they would say "Well we don't need a public library because they can use the college library if they want." Or vice versa, "We don't have to buy this, let the public library buy it."

I mean we're beginning to realize that we all serve the same student but we serve him in a different ways. Since we've now started a computer system and do have a registration file on tape we have a tremendous number of University of Missouri student users. But we knew that all along. And we do try to get local

residents to go to the University library. Whenever we know the material is over there, and they can serve them better than we can, we try to get them over there. I think that all libraries serve the same clientele, except they serve them as I said before; in different ways that's all.

Arledge: Earlier you mentioned the Networking Bill that's being discussed in the MLA. Specifically what is this bill?

Martin: This bill establishes networks in Missouri as a legal entity that is recognized as a structure; a formal structure and that they can operate within the statutes of the state. And it also provides for funding of those networks through the Coordinating Board of Higher Education. Although we hope this bill will pass, there will not be funding on this bill this year. We simply wanted the bill on the books and next year we would work toward the funding on this.

The funding would be through the Coordinating Board of Higher Education. It would go into the legislature in their budget, and then if it were approved, then the grants would be administered by the Coordinating Board through the Missouri State Library.

Arledge: This bill then is in the state legislature?

Martin: Yes, it's passed the House and it's in the Local Government Committee of the Senate right now. We have every reason to expect that it's going to come out "do pass" and will be passed this session.

We tried a bill like this last year, and it never got to first base. I think one of the reasons was that the bill probably wasn't specific enough. There were a lot of loopholes. This year we tried to make it even simpler than it was last year but to definitely specify . . . plug up any loopholes that somebody would question. So far it's gone very successfully.

Arledge: Then you see this as being very beneficial for the state in general.

Martin: To me right now this is the most important piece of state public library legislation that I've worked on in a great number of years, because it's really going to be the basis for all the future development in the State of Missouri. We need this law on the books now so that it will at least let us know how to establish a growth pattern for these networks.

Otherwise you are going to have topsy-turvy things. I mean the one in the southwest is going to be operating one way and we're going to be operating another. Not that that isn't good, but at least if get a bill through we'll have a sound basis saying that there are certain facets of each network that will be the same. Then each one can individually go off from that norm to meet what

they consider to be the needs of their constituencies, so that all networks will not be alike, except there will be a certain strata where they will be alike, and it's that strata probably that will be funded.

Arledge: And at that point that would lead to the basic Missouri Network itself?

Martin: Right. Opens the door for it.

Arledge: I've mentioned this before, and I just want to get your basic opinion of it. What is your opinion of automation in the library?

Martin: Well, I feel that in certain areas it is extremely important simply because it dispenses with routine tasks. This is why, of course, that we went into the automated circulation control system. Also, it can give you greater accuracy in collection control. In fact there is no way that a staff working routinely can come up with the kind of statistics that a computer can give you, can come up with the kind of checks and balances that you can get through the automated system.

I think that this automated system is going to change probably a little bit our book selection policy in terms of what we buy and how many copies we buy of it, because for the first time we'll be able to really determine what is being read in this library without a hit or miss guess. It will also let us know really where our users are and if we have large areas where there are no users. It will behoove us to find out why we don't have, which would again alter our service program to some extent.

Now some people do not like the idea of the COM [Computer Output Microform] catalogs. I do. COM catalogs to me are just fine. I've seen them in operation, and I know they're workable, and I know that they don't scare the patron.

I mean go back to where the mother and child . . . The mother won't let the child get experience. I mean he's got to stumble and fall, hurt himself a couple of times to learn not to do that again. But some parents simply will not let the child do that.

Well it's the same way with a lot of librarians' attitudes toward automation I think. They are trying to protect the poor patron from the ravages of automation, and the point is that the patron could care less really. He is going to gripe a little bit and he's going to say, "We were better off the other way," but it won't be ten minutes 'til he's going to fall right into the groove because all his life he's adjusted. He will adjust to that and go right on.

So maybe somebody loved to open those catalog drawers and flip through the cards. Well if we took them away and we put in a COM catalog when we can afford it, I expect to have a lot of yelling

for about a week, and that's going to be the end of it. I mean the public will go along with that and librarians have no right to assume that because they don't like it that it should be closed out.

Arledge: Do you think that an on-line catalog would be just as beneficial?

Martin: Yes, I think it would be for some institutions. I don't know how much greater benefit it would be to us, but to the University of Missouri certainly I think it would be . . . it's necessary for survival. And it may be for us someday too.

Arledge: Do you see the possibility if everybody ends up with either a COM or on-line system eventually in this area, that the catalogs would end up being joined into a union catalog . . .

Martin: Sure.

Arledge: For the benefit of everybody?

Martin: Yeah. You're going to have a problem with catalogers here because I mean some of them are going to lose their commas and their quotation marks on those cards, and that's going to be terrible you know.

Tape 1, Side 2

Arledge: We both know that part of the reason Mrs. Alexander left Daniel Boone library was because of a certain problem of censorship. What, in general, is your idea of censorship?

Martin: Well I don't like it of course. I mean it's a problem everybody has to face. Not only librarians but probably everybody else in their life at one time or another has to face some kind of censorship.

In regard to libraries, I think that it's extremely important that you have a well stated book selection policy which would then provide a basis for selection. I know for example we have a composite thing here. We have a very simple book selection policy statement, then we have four or five pages that are administrative guidelines for interpretation. I think the longer a book selection policy is the more problems you're asking for if a subsequent problem arises, because when people get into arguments it's always over words which boils down to nothing more than semantics really. So you should use as few of them as possible in expressing your selection policy, and then you can really lay it on the line and go into great detail in guidelines and that kind of thing.

I'm surprised there has not been more censorship in this area than there is. Then again sometimes I say, "Well I'm not surprised,"

either. Because most people here in this area in the state are broad-minded. They are willing to say, "Well I'm a little coo-coo myself and so I'm not going to point at the other guy because he does something weird." It's just occasionally that something will pop up, and almost invariably it doesn't pop up in what you think it's going to. Quite often we'll buy material and well the selector or one of us will say, "Well we're probably going to hear about this." We never hear about that. What we get hit with is something in left field that we hadn't anticipated that had been on the shelves for years and suddenly there it was. But if you're prepared—and that's where you'll be prepared is to have that selection policy.

Secondly, if a patron really wants to register a complaint we don't want to take it orally from them. We ask them first to fill out a form which asks a great deal of information on that form, like for example, "What specifically did you object to in this book?" then "Did you read the entire thing?" and a number of questions like that. That helps the person get organized what he wants to say to you and it gives you a chance to look at something written before you talk to this individual.

We always require they leave it and that the person who chose the material or the administrative librarian will be in touch. That's another error one should never make. You should always respond to any complaints you get regardless of how negligible you consider that to be. Because to the person who made it it's not negligible. It's extremely important.

During the time that I've been here I think maybe we've had twenty-five (25) or thirty (30) minor incidents of somebody wishing something to be taken off the shelf and we have not yet removed anything. What we did do was in each one of these incidents, come to an agreement with the individual concerned, except in I think two (2) cases where they understood our position on the matter and we understood theirs. I always like to at least say this to them; the individual who is making a complaint that, "I respect your right to that, and if you don't want to read it I don't think you should. If you don't want your family exposed to it that is your decision, but you cannot make that decision for others."

Arledge: Can you give a few examples of what has been complained about?

Martin: I don't even think I can remember the titles of some of . . . Yes, years ago in one of the county areas where we have the bookmobile stop at a rural school, one of the kids got a book that I don't think any of us knew we even had or existed because it had never been really important. But it was one of those world war personal narrative things. The kid had gotten it and apparently the parents had become very irate over it. They wanted to have it withdrawn from the shelves, and they wanted us to censor the books that went on the bookmobile. In other words, they wanted us to

make very careful that there were no books in there with cuss words in them or this kind of thing, or with adult situations in them and etcetera.

So I met with the parents involved, with the school superintendent, with the minister and etcetera in this town where this occurred. Right from the beginning I said, "We will not censor the bookmobile. Everybody uses the bookmobile. What goes on there is what comes out of the general collection: 1) I don't have the staff to go there and see if there's anything wrong; 2) I would not let them do it if they could, and 3) if you desire not to read something on there that is your choice but you will have to make the choice, and you will have to determine how you're going to prevent your son from getting it or your daughter from getting it or somebody in this school getting it."

So I listened then for about a half hour to all this big discussion. Now we were already out of it because we told them what we would do. Their decision was that they would select at each PTA [Parent-Teacher Association] meeting a group of parents, and when the bookmobile came the kids' could come on and get the books, and the parents would all be waiting in the cafeteria. The kids would lay the books down on the table and they would look at the books. I said, "Fine, whatever you want to do."

The first time that happened the bookmobile people reported to me that those kids stood in line and the parents had no idea what they were letting themselves in for. There were kids who had checked out five hundred books! And they were just piled all over and they were trying to go through them.

Anyway the next time they went there were no parents to check any books, nobody came on the bookmobile and said anything, and all the kids came on and got what they wanted. Well when you're faced with a situation like that I guess you just honestly expose the person to the situation that they create.

There have been a couple of incidents though where it did not work out well at all in the sense that the individual simply would not give up on or agree that other people have the right to read something. In that case your only answer is, "Then you will have to go to a court of proper jurisdiction and you will have to sue us," to get it taken off.

Arledge: Has anyone actually ever done that?

Martin: No, and only two have even gotten to that point. Usually if you talk to people on a personal basis face to face there is almost nothing that you can't iron out really between the two of you, and part at least respecting each other's views. I found that to be true. I think sometimes librarians create two-thirds of their censorship problems by a superior attitude that "I happen to know

that this won the Nobel Prize" or "I happen to know this and it's good literature" and that's it.

Well right away you've got a person's back up and I don't blame the person. Mine would be up too if someone treated me that way. If somebody didn't respect my opinions--didn't have to agree with them--but if they can't respect the fact that I have them well then I'm going to give that person all the trouble I can. That's just human nature.

Arledge: Have you found the problem to be mostly with obscenities or what people define as obscenities, or are they political?

Martin: I think in the last twenty years it's probably been more obscenities in terms of sexual themes or something like that. I think it's been more that. Or it's objection to certain sexual morays that are reflected in books today.

Now the political aspect of it I don't think has been very prominent since the early fifties. Maybe a few but not just that much. In fact we're more concerned about books in the nonfiction area then we are at any time in the fiction area, because your big problem there is not to buy and to push in a sense something that is false. Something that has misinformation in it.

I mean that's where your real worry lies. That's why you do have your book selection policy. That's why you have guidelines that you look at the publisher, you look at the author. You try to get reviews, particularly if it's in an area where you have no hesitancy at all about calling somebody at the University or one of the other colleges or somebody in town who happens to know the subject matter and say, "What do you think of this? Do you recognize this person, this author as somebody who is in the field and who knows what he's talking about?" We do that quite often in certain areas.

Of course, some things you buy you know it's nothing more than personal opinion and these books aren't any problem either because it is a personal opinion and that's it. But when you get down to something that's going to change somebody's lives you want to be darn sure that it's factual in nature and that it's basically held up by research or something.

Arledge: I can see by the way that Daniel Boone is structured that you don't have much in the way of what we call "closed shelves." What is your opinion of closed shelves?

Martin: I don't agree with it at all. For one thing if a library has closed shelves the library is putting itself in the position of a censor. I can't countenance that, nor can I agree with it.

I think that certain people have the right of censorship. The parent has the right of censorship over his young child over what

he eats, where he plays, what he reads maybe. I mean I don't say that I as a parent would have this over my child but I can see why certain parents do want it over their child and that's their prerogative.

But to ask the library to make decisions for them, I think that's wrong. I don't think the parent has the right to say "Why did you let my child have this?" Our answer to that person is "Why don't you check what your child reads and make a determination what he can have. Tell him what he can have, and he will let this alone."

There're only rare cases where kids will take something that's way above their heads or something, and when that occurs sometimes a parent will catch it and bring it back. Some cases the parent thinks, "Well if the child brought it let him try to read it," and the child himself's going to give up before very long.

Closed shelves smack of definitely censorship to me. And I don't think a library should buy something of which it's ashamed, that it has to put into a dark corner somewhere.

Arledge: This is in terms of a public library?

Martin: Yes. Oh, I can see why you've got to have closed stacks in certain kinds of libraries. Yes, very definitely, because where you have a specific kind of clientele--and okay so we're talking about colleges and universities--where you've got a specific type of clientele; large numbers of whom are dependent upon any one item in that collection in order for them to peacefully get out of school and assume a job somewhere. Then you have to protect the students with closed shelves. That's the only way you can sometimes, so that they are available for the use of all, rather than being in open stacks where some of them are just going to be carted off.

I was talking strictly about a public library. Again, I don't think a public library has any business buying rare books which they're going to put in a glass case somewhere unless its a large metropolitan library like New York City or something like that where this has been a structure from way back. But frankly we would not buy a rare book because what would we do with it? If somebody gives us one we usually give it to the University or to the Missouri Historical Society. We would rather they would have it because they've got closed shelves. For us to have it, we'd just have to put it in a closet somewhere.

Arledge: Earlier you were mentioning COM catalogs and the possibility of that coming into being here at Daniel Boone. You see that as being very soon?

Martin: No, five years at the earliest. Of course that's soon I suppose in the terminology of changes in libraries. No, I think we have a couple of years to live with this system here and to further

develop it. We may want to implement the equipment that we have and so on and so forth so any expenditure will probably will be in refining the present system.

Arledge: This is going to be a sort of overall question. You've worked in many different libraries and this one seems to have been the one where you've settled in. Of all the libraries could you compare them and tell me where you think their growth was going and where it appears to have gone now from what you can see?

Martin: Well I think that the way I was working in an Ohio library; it was a large institution; and that probably changed my thinking more than any other single factor in my professional life was the months that I spent there. I'm sorry to say that I found it to be an extremely hide bound institution. But I think my problem was that I worked in the headquarters library downtown. I think that if I had been in a branch library I would have probably seen a closer relationship to people and the development of certain kinds of services that were appealing to those people, that would bring them into the library or satisfy them as users.

But being downtown I found that it was such a very, very structured situation that very rarely did I feel that there was any growth patterns at all in that library. It was so departmentalized that you were loyal to your department. I mean I used to feel guilty when I was there to be caught in another department. I thought I would be looked down upon by my codepartment workers. That I was in there giving away deep dark secrets. Now it's terrible to work in a situation where you feel that way, but I did feel that way.

But in another way it was one of my greatest experiences in working with people though because when I went there the library was getting ready to move to a new multimillion dollar building. That meant for months; and for seven (7) months; all I really did was assist in that move. My assistance consisted of indexing all the newspapers and the magazines. That is tabbing them for the shelves they were going to have in the new building and so on. This is a rather voluminous job and just took months and months because it also included government documents.

For my help they hired twenty-five (25) people straight out of the employment agency. Most of these people were people who didn't have jobs or couldn't hold jobs and so on. And I worked with these twenty-five (25) people for seven (7) months and that turned out to be a really great experience.

I think I learned most about how to work with people in working with that group of men, because for one thing I was suspect with them because well I had a masters' degree and that was just terrible! But then I found that I could converse with them and I did not have to get down into the gutter to do it. I mean they

were human beings who just happened to be in one phase of life.
Some of them may never get beyond that but that didn't mean they
weren't good people.

So I developed many marvelous ideas about how to work with people
and so on through that experience. So my tour of duty at this
library was not all for nothing. I felt it was valuable.

Arledge: Which library was that one?

Martin: Cincinnati [Ohio] Public Library. The other job that I took in
            Indiana was they needed somebody and they wanted him for a year to
            recatalog their entire library collection. It was a small
            township library [Jefferson Township Public Library]. And I
            accepted that job on that basis, and did recatalog the whole
            library with the use of H.W. Wilson and Company. Then I stayed on
            as assistant director for a while and when they opened a branch I
            opened that and got that set up before I left.

            Again, it was a small town library and I think they had a service
            pattern--remember we're talking about twenty (20) years ago now
            and I don't know what that service pattern would be today--but my
            own opinion if it was that probably in that particular library
            again would not be that much different then I was although it was
            a nice home town library. I thought they had a good collection. I
            thought the staff was very competent, but it was a library period
            with quotation marks around it. And I never am quite satisfied
            with those quotation marks in any place that I have been.

            From there . . . Ozark Regional at Ironton [Missouri] was a
            totally different situation where you really worked because you
            had to. The staff was small but it was dedicated. The area was
            beautiful.

            Here's where I got my first real experience in working with
            grants. That is applying for grants and securing them. We did a
            demonstration through the state library in the three counties that
            were there. When I left there was a fourth county added to it as
            a result of this demonstration.

            It was a very pleasurable experience for me. I remember it very
            fondly and gave me a lot of grass roots experience, because where
            I had been sitting as a cataloger I now was the administrator and
            I was a cataloger and I was a film shower, and I was just about
            anything that had to be done. I even drove the bookmobile when I
            had to. That's the only thing I got uptight about because I
            didn't feel comfortable in that bookmobile; particularly after I
            unloaded the whole thing going over a rut and it all ended on the
            floor.

            Then from there to Cape Girardeau [Missouri] where again I had the
            opportunity to revamp an entire library program. That seems to be
            what I enjoy doing most in going and revamping something.

I think that's a good library. I think the individual who followed there has really gone forward. They're moving into a new building in May or June of this year [1980] and Martha Ann Maxwell who is the librarian there has brought about that.

I was there five (5) years. What I was able to do was to break down a stereotype library program, to expand it, to open the library at nights which it had not been opened on, and to really build the clientele for the library.

When I came up here [Columbia], Martha Ann Maxwell came behind me. From that moment she just kept going upward until she had . . . The community which had always loved libraries but hadn't really thought they ought to spend any money on them now found themselves digging down pretty deep to pay for a new building.

She and I both have had marvelous experiences there. Then, of course, Susanna laid down the groundwork for this one [Daniel Boone Regional Library] and I came here.

This one and the Cape Girardeau one are similar except of course this is a larger population area. There's a larger tax base and I do think there's greater use of the library service here. I have never worked in any area where your problem was not to get people to use the library but your problem was to have enough there for them when they wanted to use it. The question here is just never being able to keep up with demand, and I don't expect to ever keep up with it.

Arledge: There are some libraries in the state that have tended to stagnate, where acquisitions have essentially stopped. The collection has gotten out of date. What is your opinion of this? How would you deal with it?

Martin: Well it depends if it's financial. If that is the cause then, of course, they have no recourse but probably to do what they're doing. But I think before you give in to the fact that you don't have enough funds you ought to put up a sufficient fight to try to be sure that you can't get any more.

I know some people who hesitate to go for a library tax vote because they say, "This is a bad time to do it." I don't know when there's ever been a good time to do it. I think that your first duty to a community is to provide as good a library service as you can, and it does take money.

I think these libraries that are just stratifying on the vine like that . . . If they have reached as far as they can go financially in terms of what would be allowed and the vote under the state statute has been denied, then there's just not much they can do. But I think they could go to the voter and ask for an increase in taxes. Now if the voter tells you he won't give you that then I guess you realistically have to say, "Okay, this area is not going

to pay for quality library service," or "It isn't going to pay for even adequate library service so I have to decide how am I going to be satisfied to give them what I can give them on the present income or should I just for them as well as for myself, leave and let somebody else come in who is willing to serve as a caretaker, because I'm not." Finances are going to always be the ultimate thing although I know some libraries that have quite good financing but still have a rather stereotyped attitude toward what libraries should do.

Arledge: In other words you think stereotypes should be broken, that you should expand outward?

Martin: Yes, I feel that there should be expansion. Now maybe there are certain areas in the state or even the nation that don't want a broadened library service program. Well if they don't well then they should have what they want.

I guess my greatest argument through the years has been "Am I my brothers' keeper?" I consider myself I suppose to be my brothers' keeper to a certain point and then he's got to keep himself. I mean I can only go so far in the self-help area.

When the assistance you need is not forthcoming I think I would say, "Well that's it." That's the way it's going to be and I'm not going to be able to do anything about it." Yes, I fight always against the stereotype. I can't stand that.

Arledge: You can tell that by the way Daniel Boone has its free movies and various craft courses offered through this library. There have been some public libraries that have had the trouble with the average bum just walking in and taking a nap in the chairs. Have you had that problem here?

Martin: No, not really. We've had several occur but it's been isolated. We had some problems but they were mainly discipline problems early when we moved into the building. But that was just because it was a new building and everybody wanted to come. For a while there it became a real good hang out for junior high school kids, and they're terribly difficult to deal with because if they recognize authority I don't know when or where. So we did have a few rough times there.

But we haven't had really as many kinds of problems which some people coming in and sleeping here. I think we've had a drunk in a couple of times but then maybe he just stayed too long at the Pow Wow Lounge or something, I don't know. No real problems.

Arledge: What would you suggest to libraries that do tend to have that problem?

Martin: I'd get a security guard. I don't think your staff is equipped to handle that kind of thing, and I don't think they should be asked

to handle it. That is not why they were hired. I think you should get a security guard.

We did. We have off and on had a security guard. We don't have one right now, but we have had one for the last couple of years. There doesn't seem to really be any much need to have one now so we dispensed with it a couple of weeks ago. Now I may tell you that now and I may have to call him back next week.

But I think a security guard's the best means to handle something like that. Because you need a bouncer. The staff just simply should not be embroiled in that, because it's going to create bad public relations all the way around. Somebody in a uniform they're going to obey an awful lot quicker than somebody who doesn't have a uniform on.

Arledge: You don't see the library then as somebody's babysitter?

Martin: No. In fact we don't countenance that position. You have indicated the freedom you see in this library program and its broadness, but there are certain things we will not countenance and we won't countenance being babysitters. Now if a parent wants to leave their child here and the child is well behaved then we have no call to say anything to that child. But if the child runs around all over the building constantly with two or three others or is annoying staff, I mean we have simply called the parents and told them to come and get them. We blame the parents not the child. (Long pause.)

Well we've talked about a lot of things. Probably more than you realize right now.

Arledge: Right. Services to the handicapped. This building is very accessible to the handicapped, and the old building was also that they could at least get into the building.

Martin: Right, they could.

Arledge: Obviously Daniel Boone has the attitude of pro-handicapped. What kind of special services does this library have specifically for that?

Martin: Well, of course, the physical structure itself is one indication of our desire to be able to serve the handicapped individual. Secondly, we've developed a whole outreach service program over the years that's a fairly strong program now. In fact I would say as for as outreach is concerned it's one of the strongest programs in the state in which we serve all the nursing homes or retirement homes in the three county areas. We serve individuals in their homes who can no longer leave their home for one reason or another, and of course we provide tours and I would suppose you would say entertainment to a certain degree, and just a nice place to visit for the kids at New Ha . . . at uh . . .

Arledge: Woodhaven?

Martin: Woodhaven, yes.   They're in here quite often; at least once a
             week I think. Those handicapped with sight or something like that
             we've expended a small fortune on large print books, this kind of
             thing and have developed a whole service program around the
             elderly, the handicapped which is distinct from the rest of the
             service program.

Arledge: I mentioned the fact that there was an old building, and you've
             mentioned that this one is new. People who listen to these tapes
             will probably wnat to know just what happened. Why is there an
             old bulding and a new building?

Martin: When I came in [19]66 we were in the old library building, but I
             have to back up a few years before that. In 1962 I think it was
             that Susanna Alexander and the library board had posed to the
             public a twenty cent (2 0) building levy to run for ten (10)
             years, and it was passed.

             When I came in [19]66 that levy had been on, oh, for three (3)
             years already, so they already had funds available. What happened
             in [19]62 when they voted that tax levy, the community ws
             relatively much smaller than it is now.

             But this really accelerated growth pattern began almost
             immediately so what they had thought was going to be able to
             produce, oh say, in a ten (10) year period would maybe produce,
             uh, $1,200,000; we actually got $2,220,000 out of it.

             Originally the library was proposed to in terms of size be
             twenty-five thousand (25,000) square feet, and that is what the
             consultant indicated they would need, and that's what they did
             need in [19]62 when this tax vote was . . .

             Well when [19]66 came along and I got here twenty-five thousand
             (25,000) square feet was already too small. I mean if we
             attempted to build a building that way we were going to be wasting
             everybody's money.

             So we took a different crack and again had a consultant come in.
             This time a sixty thousand (60,000) square foot building was
             proposed.

             When we saw those figures I could already estimate what the tax
             income was going to be. We didn't have enough to build that so I
             made a grant proposal to the Missouri State Library. At that time
             federal funds were available for building purposes and we got
             $600,000 in federal funds to add to local funds which threw us
             well over $2,000,000.

             Then we had the problem with the site and tried two (2) or three
             (3) places and finally ended up with this site here [Broadway and

Garth]. I think that it was wise we couldn't get the other places
'cause I think we have an ideal site.

Then construction began in [19]78 and we moved in the building in
December 1970, opened to the public in [19]71. This building
reflects a lot of people's planning and organization and energies.
Besides the architect there was the board, there was myself, there
was the staff. Everybody worked together in this.

We had a marvelous relationship with the architect. He was rather
amazing in that he had never built a library before. But when he
was given the contract he did tour a number of cities and look at
libraries. Then I had him talk to my staff in groups--department
by department--so he'd get some feeling for what they were doing,
what their jobs entailed and what they saw in the future.

When he came back with his first set of plans drawn we didn't
actually change anything except switching two locations. I mean
he had gotten it that well. The exterior was never changed.
Nothing was added to it. The original exterior he designed was
the one we used. Where he had placed the children on the second
floor I felt that wasn't a very good place to put them. I told
him I wanted them on the first floor closest to the entrance as we
could get them. That's why the children's department is there.
But he was a great guy.

Arledge: You said the building started in 1978 and you moved in 1970. You
             mean 1968?

Martin: 1968. I'm sorry. Yes, I meant 1968.

Arledge: I wanted to make sure that I heard that.

Martin: And we opened it in December of 1971. I mean January 1971. We
             actually moved in and we had a long bag brigade to move the
             building.

Arledge: You incorporated the entire community in the "Book Bag Brigade"?

Martin: Everybody who wanted to join. It was the young adult librarian at
             the time organized this with the Young Adult Review Board. And so
             a lot of other people were added in with them.

             We had a string of people from way down across Providence [Road]
             where the old library was [Seventh Street] to up here [Garth] in
             just a steady stream of people who passed bags back and forth,
             filled ones up and empty ones back.

Arledge: Probably held up traffic.

Martin: Yeah, everybody was out watching that morning. It was a beautiful
             December day.

Arledge: Well thank you Mr. Martin, I think this is everything we'll need for a while anyway.

Martin: Okay, thank you.

Tape 2, Side 1

Arledge: This is March 25, and I'm Linda Arledge. I'm interviewing Gene Martin of Daniel Boone Regional Library.

Mr. Martin, before we were talking about networks and coops [cooperatives] and what I didn't get was the basic structure of coops.

Martin: We have two (2) or three (3) very good examples in the state. A coop is usually formed by a group of independent libraries. By that I mean any kind of library except they each have their own administration and they sign contracts to operate a coop for a particular kind of service. For example, a film coop in Missouri serves the libraries that belong to it only with sixteen millimeter films. We have two cataloging coops in the state of Missouri and again libraries banded together to join the coop in order to have processing done. Usually a coop is nothing more than an activity which is shared jointly by a number of independently administrative libraries.

Arledge: There's no really set structure among the various coops?

Martin: No. I think the structure is probably determined by the function of the coop.

Arledge: You've mentioned the cataloging and the film coops, are there others in the state?

Martin: There was one time a cassette coop and that was very successful for a couple of years until we purchased all the cassettes we were able to get that the manufacturer or the copyright owner would permit us to duplicate. That has kind of gone by the wayside now because it quickly exhausted its purpose.

Arledge: Is there any sort of cooperative movement about to share the collection throughout the state?

Martin: I think that's actually more a function of a network. I think since networks are being developed this is one of the things of course that is one of the strong points for a network, is its sharing of resources. Each individual library in the network shares its resources with the other membership. Again a network is probably just another form of cooperative and the network operates on the basis of services which it was designed to give.

Arledge: You mentioned networks and it was the next thing I had down here.
             How are the networks supported themselves? Where are they funded
             from?

Martin: I think originally all the networks in the state--now I shouldn't
             say all because I'm not quite sure about the one in Southwest
             Missouri--I think it too was initially funded by the Missouri
             State Library through the utilization of federal funds. I know
             that the one in Mid-Missouri was begun that way. The first year
             we had full funding through LSCA funds [Library Services and
             Construction Act] as administered by the Missouri State Library.
             The second year the Mid-Missouri Library Network (MMLN) determined
             that they would pay a small amount of the costs the second year
             and I think the amount paid was something like $4,000 by the
             membership and again a federal grant picked up the rest of the
             budget which was considerable. In the third year we upped the
             local anty to $14,000 and at the present time the Mid-Missouri
             Library Network is operating at twenty-seven percent (27%) of its
             budget being paid for by local funds or by the member libraries
             and the other seventy-three percent (73%) being funded through a
             federal grant through the Missouri State Library.

             One of the things that we have been working for the last two years
             and is going to come to fruition this year in the network bill. A
             state network bill which if passed by the legislature provides
             a legal basis for networks and also provides for funding.

Arledge: What are the other networks in Missouri besides the Mid-Missouri
             Library Network?

Martin: At the present time there are five (5) operative networks
             besides the Mid-Missouri Network. One is the Southwest Missouri,
             one is in Northeast Missouri, one in Northwest Missouri, one in
             the Kanasa City area, embracing the Kansas City metropolitan area;
             and one embracing the St. Louis metropolitan area. I think that
             makes six (6), does it not?

Arledge: Yes. Do these networks interact?

Martin: I think the plan is eventually for interaction. I do know the
             coordinators for each of those networks have their own meetings.
             My understanding is that we usually get a report when such a
             meeting is held. They're discussing the problems each of them
             individually has, they discuss the services which the network
             provides, and I foresee in the future where there will be a direct
             interaction of the networks. In fact that's the whole purpose of
             forming a network to begin with. First you utilize the area, then
             you utilize the state and then you utilize the nation.

Arledge: How are the various networks structured, at least the one you are
             most familiar with?

Martin: Well, according to our by-laws each member library has two voting members. It is anticipated and expected that one of those members will be a trustee of the library and the other one a librarian, but in certain cases where there is not a trustee then, of course, it's two librarians, but each library has two voting members. We meet together once a month. The coordinator serves, of course, in the capacity of an executive officer. Once the year's budget is established then the coordinator operates within that budget and within the policy guidelines established by the network. We are thinking because our network has grown to fifteen (15) libraries; now that means thirty (30) members and it's a little difficult to get thirty (30) people together and sometimes it's difficult to conduct business when you have thirty (30) people; so I think we are on the verge probably in the next year of electing an executive committee from the board which would meet monthly while the total membership would meet maybe four (4) times a year.

Arledge: What other library legislation besides the Networking Bill have you been involved in?

Martin: Oh that goes back so many years. We're involved--myself as well as other librarians in the state--are involved with trying to get more state aid and so that's an annual battle. In addition to that there was an attempt to get certification, but this bill never really passed the legislature. I frankly was never that wild about certification to begin with myself and I don't think any of us have missed the fact that that bill wasn't passed. There were I'm sure before my time; before I came into the state; I'm sure there was work done on county libraries and proviso within these for establishing regional libraries etc.

            We've also fought some bills and sometimes the Association [MLA] has . . . there's been a line down through it because of a piece of legislation. For example, a law when county libraries were established; the law read that if there was a city within that county it was not a member of that county library district, but when the city annexed territory that territory remained in the county for library purposes. This pitted in a sense the city library against the county library, but I don't think it's really caused any serious problems because for example Daniel Boone Regional is a very good example of an independent library in the middle of a regional district. Columbia is not a member of the Boone County Library but they signed contracts with Boone County, with Callaway and Howard to form Daniel Boone Regional Library and its worked out very, very effectively.

Arledge: You mentioned certification. Do you mean certification of librarians?

Martin: Yes. I'm sorry I wasn't specific about that.

Arledge: In our last interview you were talking about the factors of growth in Columbia that brought you here, that made you believe that this was a good town to build a library in. What were these specific factors?

Martin: Well I think it was probably my own familiarity with the library scene here because so many conferences were held here. I knew Susanna Alexander for many, many years and I knew what kind of library service program she had. I knew that she told me the same tales that I'm now telling everyone else. The problem was to be able to afford to give the kind of service that the patrons demanded. At the time that I came here this seemed to be the one area in the state that had real opportunity for development of service because it was growing rapidly in terms of population. Even back twenty (20) years ago one could see the eventually formulation of a metropolitan district which is exactly what happened with the triangle of Jefferson City, Fulton and Columbia. Now with the availability of networking I feel that Columbia is still a major center for development in the years ahead.

Arledge: You mentioned in the earlier tape there were . . . various citizens played roles in preserving Daniel Boone Regional when Mrs. Alexander was gone. Can you give me any specifics on that?

Martin: Well, for example, I think that when Mrs. Alexander resigned there was no leadership of the staff. The next person in line in terms of administrative powers under Mrs. Alexander very shortly left the library after that to take another position and so did two other people, so one librarian remained--Marian Albrecht. She deserves a great deal of credit. She was the children's services librarian, but Marian served as interim librarian between Mrs. Alexander's going and my arriving. It was through her belief in the system that it was held together with her as the leader until arrangements could be made for it to go forward.

There were a number of townspeople I'm sure who were very instrumental in preserving the regional system as well as for the county people. It's amazing to me they had something very, very good and they almost lost it, but when they say they were going to lose it they realized how good it was and they came out of the woodwork in a sense to preserve it. I feel that Daniel Boone Regional Library is stronger for that happening.

Arledge: We've talked an awful lot of Daniel Boone Regional Library and various different types of systems of library service, but we've never talked about the structure of a regional system. I think we need to get into that, specifically Daniel Boone's . . .

Martin: All right. I think ours is just a prototype. I think most regional systems . . . well now there is one system in the state and it is no longer referred to as a regional system, but I'll go into that at the end.

Most regional libraries are contractual agreements between different public libraries. It could be a county library, a city library, or one or more of each going together and signing a contract to operate as one single administrative unit. In so doing one administrator is hired by the collective board. There is board representation for example in Daniel Boone Library from each of the counties and from the city of Columbia have a board of twenty-four (24) people; five (5) by law from each county, and nine (9) by law from the city of Columbia. The board establishes policy, and I carry out that policy, and I develop a library service program based upon it. The four (4) boards as a group approved a budget. I mean one cannot independently approve it and the others not approve it. It has to be approved by all four (4) boards, meeting separately and then meeting together so that it is clearly understood that this is the decision of the board and that this is the way we will operate for the next year.

Now there is one library in the state that was previously a regional library system but is now a consolidated library district. This is a case where all county lines and city lines are wiped out. It is consolidated in that sense and a new board is appointed which hopefully is representative of the area, but does not necessarily have to be so.

Arledge: Which one is this?

Martin: This is Mid Continent Public Library.

Arledge: Where is it located?

Martin: Independence, [Missouri].

Arledge: You've talked about community involvement in the public library? How has the community assisted? I mean individual interest?

Martin: Well, I think that some of them are just interested in libraries period. They use them and they believe that they are valuable. In fact they believe they are more than valuable they believe they are essential to a community's development. Normally those people are going to support you very, very strongly. Sometimes people become members of organizations where the organization as a collective unit is a strong supporter of the library. For example, the League of Women Voters is a perfect example of that and Friends of the Library or something like that.

I think that the library board and the staff play a large role in the support also that the library gets. I mean if the board and staff together can develop a viable library service program and if they can serve the public at least partially meeting their demands then they've taken a major step which is going to gain them support.

I know many times over, I've gone though four (4) tax votes since I've been here and each case has been successful. In each case it was a doubling of the tax, and when you ask somebody to double a library tax I mean that's asking a . . . little bit and it was done. Columbia; the city of Columbia increased its levy from twenty to twenty-five cents (25-30) and its only one of two or three libraries in the state that is at that level, so they have taxed themselves as high as the state law permits for library service. I'm inclined to believe that if there were not a lid on the law for example you could go to thirty or thirty-five cents (30-3 5). I would almost feel that if economics warrent it this city would go higher than twenty-five cents (25) in order to maintain its service on the level that it wants it.

Arledge: I was talking to some different people and I remembered a few little anecdotes that came up in the development of Daniel Boone. Could you tell us about the White Knight? That would be interesting.

Martin: Oh yes! I had forgotten that. When we moved into the new building, Helen Kriegh who was then the young adult librarian purchased a chess set and it was a very large one. It has a fur rug and the pieces were at least a foot high. We put in on a small round table and this delighted the kids, many of whom played chess. Even the adults played with it. But one day one of the knights; the white knight; was missing. What Mrs. Kriegh did is she put an ad in the paper to the fact that the white knight was missing. It was broadcast over all the media that the white knight was missing and the very next morning, the white knight was returned by two little boys who said they found it in a gutter, and no questions were asked.

Arledge: This is itself was an example of the way the community reacted ...

Martin: Right, to the loss of something like that.

Arledge: We need to talk about specifically the way this library is arranged. And in a way the White Knight leads up to that because it shows this library encourages people just by its very appearance in a lot of ways things that are offered. You have a fish tank.

Martin: Yes.

Arledge: How do you get fish for the fish tank?

Martin: We purchase them. We, in fact, . . . we've had problems with the fish through the years. I mean they seemed to end up dying on us or something, but it was because I don't think we were taking proper care of the tank. But we've made arrangements with a local firm who comes in and cleans that tank once a month. We've been much more successful after that.

The fish are a real drawing card—not just for the children but for adults as well. It's information in a sense. I mean how many of us have a fish bowl at home, or a fish farm? So we feel it's very fitting for the children's part. You will also find a pine tree over there and various other little items that the people who work in that area feel very valuable for children to see and be around.

Arledge: This library then also stocks itself with realia besides audio-visual and book materials?

Martin: That's true. A lot of the things have been developed—maybe one of the staff has read about them being used somewhere else or maybe it's just somebody's idea. Now dial-a-story which we started a little over a year ago is a borrowed program in a sense. Other libraries have used it. The library went to bat for this program and helped raise the money for it. It's been probably the least expensive service the library has to offer because we average a tremendous amount of calls on that and all we have to pay is the telephone bill which is about $15.75 a month. So when you average a couple of thousand calls a month on that, that's pretty cheap.

Arledge: The dial-a-story, the fish tank, everything can pretty much be related to the growth during the [19]60's that took place in this community?

Martin: That's right, and our coming to this building in the [19]70's also another interest to it because we had space, and the opportunity to develop some new things that were not costly but that were attention getters I suppose you might say.

Our collection is again for two reasons, it's arranged the way it is: 1) is economics and 2) is the honest belief that it better serves the public. We're probably one of the few public libraries that interfiles its juvenile nonfiction along with the adult nonfiction. Originally it was not done that way. We had a children's department, we had a reference department, and then we had a fine arts department on the second floor. But with the money crunch we were operating three independent departments with three independent staffs so the decision was made to remove the barrier between the children's department and the reference department which was nothing but high shelves. We just lowered them to waise high. Then we were able to watch the floor with a lesser number of people.

At the same time we merged with two nonfiction collections. The reasons as I said was economics because then the reference people could be placed close to the nonfiction collection and they could serve either children or adults. Secondly, some children are far more advanced that the material you've going to find on the

juvenile shelves with a "J" on it. They're going to end up in the adult section anyway and are going to have to be helped over there.

The reverse side of the coin is many adults simply want a very quick and simple answer to something. They don't want to have to read six hundred (600) pages to get it. So consequently they would not go over in the juvenile department and use that material because they knew it was juvenile and there's some face saving thing there I guess. But the instance is was slammed together we noticed that adults and children take whatever they want. Part of it's juvenile, part of it's adult.

We were told we were going to have very serious problems and, of course, the first thing that raised its head was sex education books. We've had absolutely no problem at all with that because they're never in to begin with. I mean they just come in and go out. Of course, like a lot of libraries our philosophy is we're not going to take material away from a child and say, "You can't have this." That is a parent's prerogative, it's not ours. If a child goes home with it and the parent doesn't like it, well then the parent can take matters into their own hands and I think that's entirely up to them.

Arledge: You're talking about the way you've thrown the juvenile and adult collections together. In a way you have managed to serve everybody in the community that want to be served by the library.

Martin: We've certainly made the attempt.

Arledge: You have an outreach program which you mentioned before. There are various developments in library services that are going to need some discussion. They're coming more and more into focus. Things like information and referral, librarian as an advocate for the patron, social worker role. What are your views on these things?

Martin: Well, I feel that a library is a neutral ground. I feel that for a long time the library has felt that it should show all sides of the question so long as it maintains this neutrality. I cannot see the librarian becoming an advocate not as a librarian. As far as I'm concerned anybody on my staff can advocate anything they want to. They just don't advocate it in this building. I'm a firm believer in one should disassociate his personal life from his professional life. Consequently, I am not a strong supporter of advocacy in that sense.

A perfect example very recently is a particular display in the library. I was approached by the opposition on this display, and they felt that the display should be removed. My answer to them was, "No, it will not be removed, because it is informational. There is nothing there saying 'vote for this.' But I will also tell you that you are welcome to put up a display yourself,

however you want to do. The only thing you can't say is 'vote against this.' I said, "This is an information center and if you have information to impart on the other side then we will give you the opportunity to do it."

I would much rather have the library in a position of not turning anyone away and in a sense giving full credence to any and all views. Now we do draw the line in materials in the sense that there are certain things we won't put on the shelf, particularly if we find that the information in them is questionable, because I think that is very wrong to either the pros or the cons is to feed false information or questionable information to particularly young minds. A lot of the nonfiction material we buy we're sure that it is reputable in the sense the person who wrote it has the background for it, that the firm that's published it is a reputable publisher. But again getting right back to advocacy I just can't see myself as a librarian going out and saying, "I'm going to vote for Carter, and I'm going to put all these books in here for Carter, and we advocate everybody that comes in here vote for Carter," because I may not vote for Carter, I don't know.

Arledge: What about information referral?

Martin: I think that's extremely important, yes. Now it's difficult for a library this size to say how involved it's going to get in that kind of thing. That's why I want to be a member of the network. It is my sincere hope that our information and referral service will be through the network because it's far too expensive in terms of one single staff in a library this size. But I think all libraries going together we could have that kind of service.

Arledge: Information and referral can easily work into a sort of social worker role for the librarian. Do you see this happening?

Martin: Well it depends on what you see as social work. Certainly in provision of information in the social field, yes. I'm all for that. But I certainly don't want any member of my staff counseling anybody in terms of divorce or childbirth or anything else. But as far as providing information, yes, I see that as a social service, but I see that as a political service or any other kind of service, I suppose. Again, I have difficulty in semantics here in breaking things down into very, very small parts. I think the library is a social agency to begin with by its very nature.

Tape 2, Side 2

Arledge: We mentioned in the earlier interview the fact that you switched from an old building to a new building but we never specifically said where either building was or what the other sites where that were considered. Could you give us . . . like a physical description of everything?

Martin: Yeah, I'll try. The building that the library formerly occupied
was at Seventh and Broadway and it's now the Parks and Recreation
Department building. At the time that the library was there space
was at a premium. I think that maybe it may have had--now this is
a guess--it couldn't have had more than five thousand (5000)
square feet in the entire building. Before we moved to this
building when we knew we were coming here we did not stop
purchasing. We just went ahead and bought because I felt that to
try and catch up after we got here would have been just a super
human task. Instead we rented an annex on Business Loop 63 and we
housed a lot of material out there. It was a kind of holding bin
for us until we could get into this building.

When they finally began to look around for sites before I came I
think about three (3) sites had been considered. There had
apparently been problems with all of those sites, particularly one
site that they were going to purchase. A site had been purchased
when I came as administrative librarian. I'm a little unsure of
about the streets but it was very close to the University. It was
a few blocks down from the old library toward the University. I
would say about a quarter of a city block is the space that they
had purchased. But I had a feeling after my first meeting with
the board that they really had no intention of building there
because it was too small. The site was just far past considera-
tion because the community had grown so much.

This is when the decision was made to have a second team of
consultants come in and to do a survey for us which was done by a
firm working out of Toledo, Ohio. Their final recommendation was
that we needed a building of at least fifty thousand (50,000)
square feet with adequate parking for in excess of one hundred
(100) cars. When they said that that began to limit the
possibilities for a site. Although there was some interest still
in a site downtown, I personally was opposed to it. Mainly
because the site would have been just horrendously expensive to
buy that much property, and even to get a half a city block would
have . . . we knew already from the appraisal it would cost us
$400,000 or $500,000 plus where are you going to get parking? So
you're going to build your library on three or four levels in
order to get the square footage and put the parking underneath. So
you're going to have a staff . . . a staff with so many people on
it that you're not going to be able to afford books or anything
else because there's no other way to man that kind of building. We
finally made the decision that we needed no more than a two story
building and it should be in a location where there was adequate
parking and it should be street level parking.

Just by accident this tract set here. It had three houses on if
facing Garth and there was a large house that had been abandoned
sitting in the middle of all the weeds and ditches here. So the
decision was made to try for that site. We had to work with four
(4) owners plus a Skelly station that had been left to in a sense
fall to pieces on the corner here . . . I take it back, there were

five (5) we worked with. Each parcel was put together and we ended up paying almost $300,000 for this site, but it gave us the opportunity to erect a two story building containing sixty thousand (60,000) square feet with parking for in excess of one hundred (100) cars, and believe you me we have needed that parking! There have been nights and there have been days when you cannot find a place to park out here.

Arledge: This location is on Providence and Garth. Not Providence . . .

Martin: No, it's Garth and Broadway.

Arledge: Yes, Garth and Broadway. I'm confusing my streets. This is oh about four (4) or five (5) blocks up from the old location?

Martin: Maybe a little bit more than that, not much I think if you start at three (3) . . . I'd say it was about six (6) or seven (7) because you've got one really long block there. I'm sure everybody knows how we got here in the sense that we had the book bag brigade where everybody helped us move the library.

Arledge: These books were moved up from the old building on Seventh and Broadway all the way up here?

Martin: Right. Now some of the stuff had been brought up but a big portion of the collection was left to be transported that way.

Arledge: Could you give a physical description of this building specifically?

Martin: It's a building that's been designed to be totally open. The weight is on piers. It is not on interior partitions. There are some partitions in here but all of them can be removed. Now I'd say all of them I mean all of the public service area, some of the office areas are probably weight bearing walls and certainly the multipurpose room is, but the public service area there are no weight bearing walls there except on the outside of the building. It was so designed so that it would be flexible and we could change the collection anytime we wanted to, which we've done three (3) times since we've been in here. We can reorganize it anyway we want it.

It was designed also with two (2) entrances but they're directly across from each other so that one circulation desk could maintain total control of entrance and exit from the building. Of course, there is a side entrance in the back, but the staff uses that. It's not for public use and the public never comes in through there because it's a work area.

The administrative quarters and the multipurpose room were designed so that they're off from the lobby of the circulation area. The multipurpose room was put there so that at night at

nine o'clock we can lock the door into the library and there is an outside exit so if a meeting goes on passed nine there people simply go out the outside exit. It's a self-locking door.

So it was designed for expansion and it was designed for change. I feel that it's a very functional building. Now after having been in here for almost ten (10) years now there're certain things we didn't take into account. I'm sure that if I ever met a library director who moved into a building and it was everything that he thought it was going to be that man should be put in a cage and everybody can look at him!

We banked on circulation increasing a certain percentage. We did not bank on how much it was going to increase and we did not bank on the fact that it wasn't going to level off somewhere along the way. So what we have ended up with--I'm fighting doing anything about it at the present time--is too small a circulation room for the incoming books to be shelved until they can be put on the shelves themselves. We need space about twice that we have there. I hesitate to eat up any of the public service area so I've just said, "No, we're going to keep it this way as long as we can," but I do think we're going to have to do something about that circulation room in the future. That't the only major thing that I really feel that if I had it to do over again that I would have done differently. I say I would have done differently, I would have talked to the architect and the board and hope that they would do it differently. Otherwise I'm very satisfied with the building.

Arledge: What's on the first floor specifically?

Martin: Specifically is the circulation desk, the children's area which includes the story hour room and the children's fiction area, the reference area which comprises the middle portion of the floor, and then the adult and juvenile nonfiction stack area. Our telephone books are housed on the first floor too, because we have to have very easy access to them because a lot of our telephone calls have to do with telephone numbers or locating somebody in a distant city or something like that.

The second floor houses the adult fiction, the art prints, the recordings, the microfilm and microfilm viewers. We also house our current magazines there in a specially designed magazine room. We also have a magazine storage for those magazines we're waiting to get microfilm on. As soon as the microfilm comes in we throw away the magazines.

There is a quiet study area up there. We know with the way this building is constructed as open as it is, that there is a certain noise factor in the building, particularly with the kind of circulation we have, which means we're going to have numerable people in here at all given hours. That room has a sign on it upstairs that says, "This is a quiet area. If you're going go use

this area, please don't talk." We anticipated we would be running on there every five minutes to hush somebody but we have never had to go in there at all. People who want quiet go in there, and I think that it is so quiet in there that if you went in there and talked and everybody stared and looked at you, you'd get up and leave. We don't have to do anything about it.

Arledge: Maybe I spaced off a little bit but I didn't hear you mention the card catatlog.

Martin: The card catalog is on the first floor. The major part of the library really. We actually have three card catalogs. We have juvenile catalog over for the children so they can use it for fiction. Then we have a total catalog that has all the holdings in the building in it and all the holdings of Fulton, in one major catalog in the reference area. Then upstairs we have a record catalog. Of course, our shelflist is back in the tech [technical] processes. Our Outreach Department is located on the first floor too, but it's a non-public area.

Arledge: Speaking of outreach, and earlier we talked about the various outreach programs you have for the handicapped and the elderly, are there any other outreach programs?

Martin: Well I suppose we call outreach anything that's done outside of the building, and we do an awful lot of programming. We do an awful lot of story hours and that kind of thing in the county areas. Of course, the bookmobile serves the rural schools and the rural population. They serve all the nursing homes and they serve individuals in their homes; around four or five hundred right now I think.

We have a referral service for many people who need more service than we can provide. For example, those that are totally blind we immediately put in touch with the Wolfner Library for the Blind. So all in all I think our service program is designed to serve the individual from the day his parent is able to bring he or she into the library until the day the individual no longer has use of library service period, 'cause if that person can't come to the library, we will go to him.

Arledge: This library has been historically barrier free, first the old building, then the new building. How have you found other libraries in this regard?

Martin: When you say barrier free, what are you referring to?

Arledge: Barrier free as in access to the handicapped.

Martin: Yes, well now some of the libraries probably face problems because they have certain problems they can't do anything about. I mean if you're living in a Carnegie building with all those beautiful

steps going up to it there is just not much you can do unless you just build a new building. I think a lot of libraries because of federal laws are trying to renovate when and where they can.

Now I know exactly the problems that some are facing. We have a building in Fulton and we are going for a new building there. We're in the process of negotiating for property right now as for a site.

This building is terrible. We have a large flight of steps up to it, and even if you go around to the side entrance which is grade level you have to go up a flight of steps to get upstairs or a flight of steps downstairs and there is just nothing we can do about it with that building until we get out of it. We're going to get out of it as quickly as we can but it's going to be at least three or four years. I think any modern library is designed with the handicapped in mind.

Arledge: In other words, it was probably a good think that Columbia did not accept the Carnegie Library that it was offered?

Martin: I can't really say because the size of that building probably ... I think they'd have had a lot of problems progressing with a building like that because people would have said, "Well we've got a building. It's paid for!" but I think people around here wanted the new building as badly as they wanted library service because they realized that they had adequate library service but it could be better if they had space in which to utilize it, so maybe a Carnegie building would have made a little difference. They would have still wanted to get out of there. I think there would have been a few people who would have clung to it historically, because they always do, but I think the majority would have had no love for it.

Arledge: We've mentioned the new building that hopefully you'll be building in Fulton, which is part of the Daniel Boone System. Do you see any trends that Daniel Boone is working toward?

Martin: I wouldn't call it a trend, I think our major problem right now is like it is with most libraries. We are at the present time in a planning stage for the changing of certain types of services. Maybe converting them to a more economical means of carrying them out. This is going to take time. I do feel that we don't want to cut back on the service program, but in order to maintain it at these levels we're going to have to find different means of doing some of the things that we're doing now. I'm specifically thinking in terms of bookmobiles. A terribly expensive operation and yet those people need service as well as the people in the city need service. So we're embroiled in a two year study right now in a determination of what are the alternative patterns of service that we might be able to offer to replace the junking of the bookmobiles.

Arledge: Several years ago you bought a vehicle called a media mobile rather than a bookmobile. How was this different from the average bookmobile?

Martin: This was again a federal project through LSCA [Library Services and Construction Act] funds. It was an attempt on our part to determine whether a certain element of the population . . . the program was designed to work with--well I guess you might say economically deprived, maybe culturally deprived. How effective such an operation would be when you utilize books as only part of it, but you utilized arts and crafts and films and various other things all in one media van where the children came and they had an opportunity to do a number of various things.

I feel that the project was not that successful, but it was not that the idea was wrong, it was probably the area of population that was wrong because you had to drive for miles in unpopulated areas to serve the kind of people you're talking about and then not very many people could come because there weren't that many people in the area. I think the program would have been astronomical had we done it in the city of Columbia or the city of Fulton, but it was not designed for that, nor the grant was not designed for us to serve that element of the population.

So we ended up at the end of the project period making our report on it. What we did was then sell the media mobile for $18,000 to St. Louis Public Library and we took the $18,000 since it was federal funds and we poured it back into the purchase of this computer system so that we could always point to say that's where the funds went. I think that program was designed for an urban area, a thickly populated area, but we wanted to see at the time on an experimental basis if it couldn't be successful in a semi-urban area. I don't feel it was that successful.

Arledge: The population of this region then is just a little too scattered as yet?

Martin: Yes, when you want to find the economic and socially deprived you just don't have that large a percentage of the population in this particular area that falls into that catagory. So it was probably a miscalculation in the beginning.

Arledge: You've mentioned the possibility to phase out book mobiles. Do you have any ideas what you would probably turn to?

Martin: Not at the present time. I mean we're examining like books-by-mail. We've been canvassing other libraries nationally for about six months now and the Outreach staff has been working toward some kind of plan. I've asked them to have that plan ready as a suggestion by this fall so that we will have one year to look at it and to maybe change it or implement it. Of course, this is going to take board action in order to do this so it's going to be a kind of a growing out process. But I hope that in one year from

this September that we have developed an alternative program that's going to be acceptable to the board, the staff and to the public. As to what that's going to be I really don't know right now. It could be a combination of things.

Arledge: Well we're coming near to the end of the tape and I was wondereing if you have any final comments you'd like to make in general about library growth in general, libraries services?

Martin: Just generally I think that libraries have changed a great deal over the last twenty years. I think the public has begun to look at them in a different light. Oh, I think still a few people think they are places for books and that's all they want to get

out the library. But I think that other people are beginning to look on them as a place of information, as a social service, as a civic center and various other things.

Now not all libraries want to be known as that but I happen to be administrator of a library that prides itself as being known as a civic center in a way or a community meeting place. We've done everything in our power to create that impression and to create that feeling for people.

I don't think that I would be very satisfied or very fulfilled as a librarian if each day's work were the same as the next day's work and I would know that five years from now I'm going to be ordering so many biographies and so many juvenile titles per year and we're just going to put them on the shelf and we're going to check them out. I feel a library has to be alive, and I think it's more than just a storage place for books. Now if--if you push me in a corner and said to me, "All right if we were going to eliminate fifty percent of your programs, which fifty percent would you let go?" Well, I wouldn't let you touch the books. I'd have to be honest about that. It's still the basic backbone of the library. But to many people books are not that important.

A library should be important to all people for different reasons. So you create other services that makes that library important to those people because your whole hope is to be able to eventually serve them with information, and if you can't get them in here how are you going to do that? You can get them in with programming and you can get them in with a lot of other things, and then they begin to use your informational services and a lot of them become prolific library users.

Arledge: I heard mentioned the other day by a gentlemen that he was upset because librarians are named after their building. What title would you give yourself if you couldn't call yourself a librarian?

Martin: I would call myself a . . . you know I don't know what I'd call myself! I suppose I'd call myself an administrator.

Arledge: An administrator.

Martin: Because I do feel that's what I do most is administrate and that
             I'm a little bit removed from a lot of aspects of librarianship
             that twenty (20) years ago I wasn't removed from. I think that
             this happens to a medium sized public library and I think anybody
             who is director of that is going to be pretty administrative; more
             administrator than librarian really.

             I just don't want to lose touch and I have deliberately not let
             myself lose touch. I work on the floor at least four (4) hours a
             week and sometimes eight (8) just to fill in. Actually my regular
             tour of duty is Monday night six to ten (6-10); I mean five to
             nine (5-9) where I actually am in the public service area and I do

             reference questions and things like that. I wouldn't give that up
             really. It's one thing that's not administrating, it's actually
             being a librarian and working with the public and that's what I
             started out to do so many, many years ago.

Arledge: Oh yes, what does LSCA stand for? You've mentioned that.

Martin: Library Services and Construction Act.

Arledge: Okay.

Martin: There hasn't been any construction for years!

Arledge: Thank you.