

Purpose: The Library Board recognizes the importance of informed trustees. It supports this policy by providing, within the limits of its budget, orientation programs, encouragement and support of attendance at library conferences and workshops within and outside the City, and institutional membership in library associations.

1.1. The Board Development and Policy committee coordinates the welcome and orientation of new members

1.2. New trustees are given an orientation and education program to familiarize them with:

- 1.2.1. The Provincial Library environment
- 1.2.2. The Library and its services by the Library Manager
- 1.2.3. A trustee's responsibilities and duties

1.3. The orientation program consists of three stages.

1.3.1. An information sheet attached to the application package given to prospective board members.

1.3.2. Trustee Orientation Package (Attachment A) given to newly appointed board members.

1.3.3. Complete board materials including, but not limited to:

- 1.3.3.1. Alberta Libraries Act and Regulations, policies and Bylaw in either paper or digital format.
- 1.3.3.2. Brief history and current focus of the Brooks Public Library
- 1.3.3.3. Provincial and national associations available to library trustees
- 1.3.3.4. Information about the Library's key partners

Approved by: _____
Board Chair

Date Approved: September 24th, 2018

Attachment A

Trustee Orientation Package

Welcome to the Brooks Public Library Board and congratulations on being a library trustee. You will perform a critical public role in making library service possible in your community. The library board makes fundamental decisions about what form library service will take. It is up to us to guide and shape the current and future library.

We look forward to working with you, and hope you find this orientation document a helpful introduction to the world of public library governance. Please feel free to reach out to your fellow board members or to our Library Manager at any time if you would like more information.

CONTENTS

- Libraries: An Overview (pg2)
- The Libraries Act and Regulations (pg3)
- LAA Statement of Intellectual Freedom (pg3)
- Library Trustees: Personal Responsibilities (pg4)
- The Library Boards: Roles and Responsibilities (pg5)
- Library Board Structure (pg6)
- Committee Mandates (pg7)
- Board and Staff Roles (pg9)
- Board Calendar (pg11)
- Plan of Service (pg12)
- Board Meetings (pg12)

Approved by: _____

Board Chair

Date Approved: September 24th, 2018

Libraries: An Overview

In Alberta, library service is defined by legislation dating from 1907. Alberta libraries are a municipal service and have a strong history of local autonomy. A provincial network has grown over the years, with library systems, resource sharing and other arrangements creating links between libraries, but the public library is still established and controlled at the local level. However, the municipality does not directly control the library. Library service is managed by a library board which the municipality creates.

Libraries are funded by their municipalities, with additional funding from the provincial government and possibly from other sources such as fundraising and grants. The library board is legally required to submit a “budget and estimate of money required” for the following year to municipal council by December 1. The budget includes all expected revenue and expenditures for the following year; the “estimate of money required” is the portion of revenue that will come from the municipality. The municipality can approve the estimate of money required, “in whole or in part”; in other words, they can provide the money requested, or some lesser amount. They cannot change the budget itself, e.g. allowing one expenditure and not another; the board decides how to spend whatever money it has.

Municipal Council

- Establishes the library board by bylaw under the Libraries Act
- Funds municipal library service
- Appoints (and removes) board members
- Receives library bylaws from library board, and may disallow
- Receives library budget; approves requested (or adjusted) municipal appropriation (not library budget)
- Approves auditor or financial reviewer (that the board selects and hires)
- Signatory to /member of library system

Library systems are formed under the Libraries Act. Municipalities are members of the systems. Library systems provide centralized services to municipalities and municipal libraries, including:

- Centralized purchasing, cataloguing and processing of books and other materials
- Provision of a library catalogue
- IT support
- Delivery of materials between libraries
- Training and consultation
- Direct delivery of library service to the public via a system-run library or other venues such as a programming website.



The Brook Public Library is part of the Shortgrass System.

Approved by: _____

Board Chair

Date Approved: September 24th, 2018

The Libraries Act and Regulations

The Libraries Act is the legal basis for library boards in Alberta. It sets rules for:

- Board formation, trustee appointment and removal, selection of board chair
- Financial accounting
- Board meeting frequency and recordkeeping
- Bylaws relating to library safety, use and fees.

The Libraries Regulation includes required management practices:

- Public status of meetings and policies
- Province's right to inspect the board and library operations
- Professional librarian requirement for libraries in communities over 10,000 population
- Rules for the operation of public libraries housed in schools
- Annual report requirements
- Required policies and plan of service.

Library Association of Alberta Statement of Intellectual Freedom

Every Albertan, as embodied in the Canadian Charter of Rights and Freedoms, and as supported in the Alberta Bill of Rights and Alberta's Human Rights, Citizenship and Multiculturalism Act, has the fundamental right to have access to all expressions of knowledge, creativity and intellectual activity, and to express their thoughts publicly. This right to intellectual freedom, under the law, is essential to the health and development of democracy and society in Alberta.

Libraries in Alberta have a fundamental responsibility to protect and promote intellectual freedom. Alberta libraries have a responsibility to guarantee and facilitate access to all expressions of knowledge, opinion, creativity and intellectual activity including those which some elements of society consider unconventional, unpopular, unorthodox or unacceptable.

To this end, Alberta libraries shall acquire and make available, through purchase or resource sharing, the widest variety of materials and communication media (including the Internet) that support the intellectual and recreational pursuits of both their communities and individual Albertans.

Alberta libraries have a responsibility to guarantee the right of free expression by making available all of the library's facilities and services to any Albertan who needs them regardless of age, religion, ability, gender, sexual orientation, social or political views, national origin, economic status, location and/or level of information literacy.

Alberta libraries provide service based upon the right of each Albertan to judge individually on questions of politics, religion and morality. Parents have the responsibility for determining their children's access to all library materials.

Approved by: _____
Board Chair

Date Approved: September 24th, 2018

Alberta library employees do not need to endorse or support every idea or presentation contained in the materials they make available. Alberta library employees do have the responsibility to insure that all perspectives are represented in their collections. Alberta libraries should resist all efforts to limit their ability to protect and promote intellectual freedom, while at the same time recognizing the right of criticism by individuals and groups. All requests for removal or limitation of access to materials must, however, follow the library's written procedures for reconsidering materials.

Library Trustees: Personal Responsibilities

When an individual agrees to serve as a trustee, he or she takes on the following six legal obligations:

1. A library trustee is expected to manage the affairs of the library system with the same degree of skill and hard work and care he or she brings to their own affairs
2. A library trustee has a duty to become informed about the business of the board, including: applicable legislation, and what is required in order to be an effective trustee.
3. A library trustee must keep confidential private information he/she learns as a result of their activity as a trustee, and may not personally benefit from it, either during the term or after.
4. A library trustee must put the best interests of the board before their own or any other.
5. A library trustee may not make advance agreement with another person or organization to vote a certain way.
6. If a library trustee stands to make a personal profit from any activity of the board, he/she must declare his/her interest, and may not participate in discussion or vote in relation to it.

In addition, the library trustee has the following three ethical obligations:

1. A library trustee must want to serve as a trustee.
2. A library trustee must endorse, without reservation, the mission of the library board.
3. A library trustee must believe in the value of libraries.

Carrying out this duty requires the library trustee to help develop and deliver good library service that meets the needs of the community. The trustee can best do this by

- Advocating on behalf of the library and communicating the value of public libraries to funders, decision-makers and the general public
- Securing adequate funding for library operations
- Ensuring the library is responsive to the needs of the community
- Providing governance and oversight (while leaving management to library staff).

Managing Multiple Roles

Library trustees fill other roles in their lives: they may be municipal councillors, parents, business owners, and many other things. Sometimes one role can conflict with another. How should you balance different responsibilities?

Think of the library trustee role, and the other roles you play in your life, as being like "hats". When you are acting as a library trustee (during a board meeting, at an official event, etc.) you have your trustee "hat" on and you act as a trustee. When you are filling some other role, you wear a different "hat" and you act accordingly.

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Date Approved: September 24th, 2018

It can be hard to know what hat you are wearing sometimes. If you are a library trustee and also a municipal councillor, what are you when the library board presents at a council meeting? Wear one hat or the other. Know what side of the table you are sitting at.

Good Boards Speak With One Voice

- Decisions are voted on in meetings, and the majority rules.
- Issues are debated before the vote – not after.
- If you disagree with a decision, your options include:
 - Not speaking for or against the decision in public
 - Bringing up the issue at a later board meeting
 - Resigning if you cannot accept the situation

Library Board: Roles and Responsibilities

A Library Board:

- Is a governing board under provincial legislation
- Is a corporation, thus can hire staff, enter into contracts and agreements, sue, or be sued
- Creates bylaws and polices to enable provision of public library service delivery and good management of the Library
- Is accountable to the public, to municipal council, and to the provincial government
- Determines library service priorities, creates Plan of Service based on community needs assessment and advises Library management as requested
- Is responsible for library funding, requesting municipal appropriation and applying for provincial grants
- Is responsible for providing space, staff required for public library service delivery
- Keeps financial records and bank accounts, prepares and manages library budget
- Handles finances appropriately and arranges regular review of financial records
- Employs a competent library manager, giving direction to and evaluating performance
- Advocates on behalf of the library, to promote and support the library
- Stays current of library issues, trends and developments
- Is part of the larger library community, in Alberta and beyond.

The following strategies can help a board to be effective:

- **Governance:** Strong boards are not involved in the operations of the library; they make big decisions and leave implementation details to staff.
- **Vision and planning:** The governing board looks ahead and plans for the future.

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- **Measurement and evaluation:** Results and outcomes need to be examined and evaluated via statistics and other measurements to determine if services are being delivered effectively.
- **Community connection:** The board must connect the library to the community by building relationships and having conversations with people and agencies.
- **Advocacy:** The board must sell the municipality and the community on the value of library service.
- **Board-manager relationship:** The library manager is the one employee that the board should work with as an employer. The board should communicate expectations and evaluate performance, be consistent and let the manager manage staff and operations.
- **Efficiency:** Board officers other than the chair, vice-chair, secretary and treasurer should be appointed as needed. Committees should be formed when an issue needs to be worked through outside regular meetings. Keeping board meetings on track and productive ensures that necessary decisions are made, necessary work gets done and board members don't become discouraged by dysfunction.
- **The library community:** Good boards are "plugged into" the Alberta library community, developing relationships with other players and contributing to the provincial network.
- **Growth and learning:** Good boards don't coast on the knowledge and abilities they have; they look outwards and always seek to grow.

Library Board Structure:

- The City of Brooks Library Board consists of no more than 10 and no less than 5 members, including:
 - One or two members of City Council
 - Up to nine individuals appointed by the City of Brooks Council
- The City of Brooks Library Board has an executive consisting of a Board Chair, Vice Chair, Treasurer and Secretary.
- Board members serve on one of the two standing committees, Human Resource and Finances or Board Development and Policy, except for the Board chair who attends both.
- Committee chairs are chosen from within the committee membership
- Additional ad-hoc committees are occasionally struck to address specific needs. Occasionally, members of the public, staff, or Friends of the Library are invited to participate in these types of committees.

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Board Chair

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Brooks Library Board

Board Development and Policy Committee Mandate

General Purpose:

The Board Development and Policy Committee aims to maintain a superior and learned Board that is engaged and involved in the Library community. They will produce policy that is forward-thinking and enhances the public experience and maintains effective operations in the library. They will be proactive and will ensure that the policies and development reflect the changing needs of their community.

The Board Development and Policy Committee functions to ensure that Board members are adequately trained and informed in fulfill their role as a Library Board member. They are responsible for Governance, Collections, Services and Operations policy development, revision, and presentation to the Board.

Roles and Responsibilities

1. To recruit potential board members on advisement from :
 - a. Current board members
 - b. Staff
 - c. General public
2. To recommend potential board members to the Board. The Board will then make their recommendations to the City Council
3. To keep the Board informed of training opportunities
4. To hold an annual board professional development day
5. To develop and update a Trustee Orientation Package for board members
6. To provide orientation to new board members
7. To ensure adherence to the Libraries Act and Regulations
8. To annually review and update the by-laws for enactment by the Board
9. To review assigned policies according to the schedule outlined in G.6 Policy on Policy Making. Policies to be presented to the Board for approval.

Composition and Appointment

1. This standing committee is comprised of half the members of the Board plus the Board Chair.
2. The committee Chairperson shall be appointed from within the committee.
3. The Library Manager shall be present for advice and counsel.
4. All membership appointments will be for one year. Re-appointments are permitted.

Meetings

1. Meetings will occur monthly to a minimum of eight (8) times per year and are called by the Chair of the committee.

Approved by: _____
Board Chair

Date Approved: September 24th, 2018

Review:

1. Review of the committee shall be carried out annually to ensure that the committee is reaching its goals and adhering to the Mandate.
2. The Mandate will be reviewed annually following committee reappointments.

Brooks Library Board

Human Resources and Finance Committee Mandate

General purpose:

The Human Resources and Finance Committee is responsible for recommendations and leadership to the City of Brooks Library Board in matters relating to personnel and financial governance. The committee is responsible for Human Resources and Finance policy development, revision, and presentation to the Board. The committee will ensure policies are in place that uphold standards reflecting current legislation and guiding principles.

Roles and Responsibilities

1. To monitor and review revenue and expenditures on a monthly basis.
2. Review the current budget and prepare a projected financial request that follows the municipal budget cycle
3. Present the upcoming fiscal year budget to the Board for approval in October
4. Meet with financial stakeholders (e.g. City Council, County council etc.) to present the funding request
5. Participate in the review of the annual audited financial statement with the auditor and ensure presentation at a Board meeting
6. Ensure that the annual audit is forwarded to financial stakeholders following its submission to the Provincial Government by their granting deadline.
7. Provide recommendations to the Board re: the recruitment, selection, and evaluation of the Library Manager
8. Review and approve the remuneration and benefit program to ensure staff members are fairly compensated for work expectations within the fiscal capacity of the Library

Compositions and Appointment

1. This standing committee is comprised of half the members of the Board plus the Board Chair.
2. The Chairperson of this committee shall be appointed from within the committee.
3. The Library Manager shall be present for advice and counsel.
4. All membership appointments will be for one year. Re-appointments are permitted.

Meetings

1. Meetings will occur monthly and are called by the Chair of the committee.

Review:

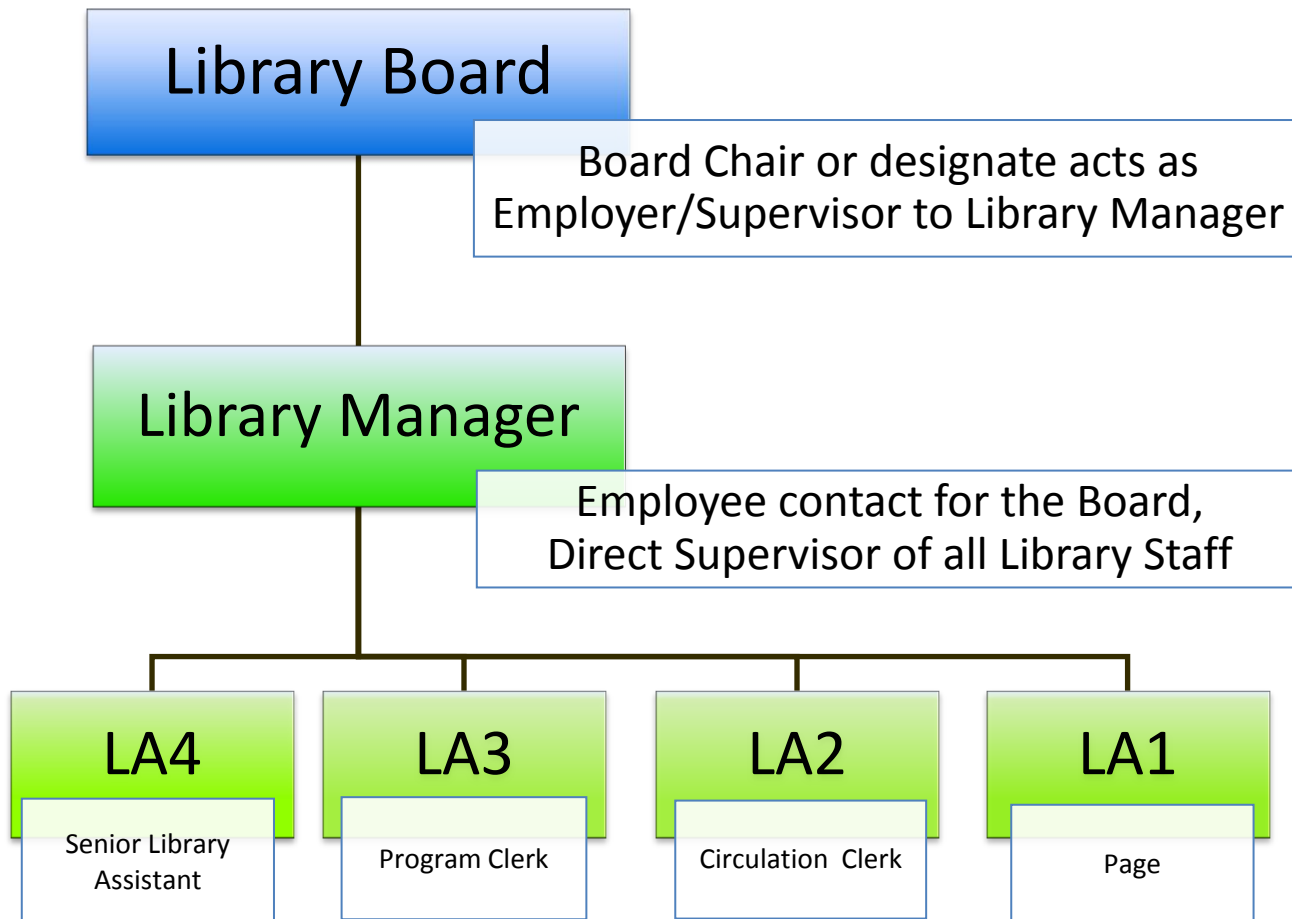
1. Review of the committee shall be carried out annually to ensure that the committee is reaching its goals and adhering to the Mandate.
2. The Mandate statement will be reviewed annually following committee reappointments.

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Board/Staff Structure

Board and staff have different roles. The board should concentrate on governance and advocacy, while operations and staff supervision should be delegated to the library manager. A good library board focuses on governance, not operational details.



Board and Staff Areas of Responsibility

Board	Library Manager	Other Staff
Accountable and legally responsible for the library	Manages day-to-day operation of the library	Carry out daily procedures
Assesses community's needs	Helps board clarify patron needs; develops programs and services	Provide patron service. Suggest and help develop new programs
Sets policies	Assists with policy development	Identify policy gaps, implementation issues
Sets budget and ensures sufficient funds to achieve it	Prepares budget in consultation with board; manages expenditures	Identify needs, account for expenditures
Hires, instructs, monitors, and evaluates Library Manager	Hires, supervises, and evaluates staff	Work as members of a professional team
Develops plan of service	Assists board in plan development	Provide information for planning process
Monitors and evaluates library's operation	Directs and evaluates operations, reports to the board	Maintain required records and reports, provide feedback on programs & services
Advocates for value of libraries, builds community relationships	Promotes library activities, seeks community support	Provide service, represent the library to the community
Establish board committees, officers, other board structure	Supports board function; usually attends board and committee meetings	Provide information and assistance to board as needed via library manager

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Board Calendar

A library board is required to perform certain tasks according to the Libraries Act. This calendar outlines those tasks as well as foreseeable obligations that are conventionally performed as a board.

Duties performed by specific board members (“chair meets with Library Manager regularly to keep abreast of issues”) are not included here. These are also not all of the duties performed at the board’s meetings; other issues arise on a month-by-month basis.

<p style="text-align: center;">JANUARY</p> <ul style="list-style-type: none"> • Review Plan of Service • Plan out large annual projects • Plan out board professional development for the year • Committees will prioritize Policy Review Schedule 	<p style="text-align: center;">JULY</p>
<p style="text-align: center;">FEBRUARY</p> <ul style="list-style-type: none"> • Approval of Alberta Municipal Affairs Public Library Survey & Annual Report (required for provincial grant funding) 	<p style="text-align: center;">AUGUST</p> <p>No meeting unless extenuating circumstances warrant</p>
<p style="text-align: center;">MARCH</p>	<p style="text-align: center;">SEPTEMBER</p> <ul style="list-style-type: none"> • Library Manager presents draft budget
<p style="text-align: center;">APRIL</p>	<p style="text-align: center;">OCTOBER</p> <ul style="list-style-type: none"> • BD&P Committee or designated Social Committee should meet to plan Board/Staff/Friends holiday party • Approval of annual budget
<p style="text-align: center;">MAY</p> <ul style="list-style-type: none"> • Meet with Auditor to review annual audit of library finances 	<p style="text-align: center;">NOVEMBER</p> <ul style="list-style-type: none"> • Set library closure dates for upcoming year. Board self-evaluation. • HR&F (or Board Chair initiates) Library Manager Performance Evaluation
<p style="text-align: center;">JUNE</p> <ul style="list-style-type: none"> • Board Annual Organizational Meeting (every trustee appointed to either Board Development & Policy Committee or Human Resources & Finance Committee) • Review of committee mandates. 	<p style="text-align: center;">DECEMBER</p> <p>No Meeting</p>

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Plan of Service

Services are the reason libraries exist. All the other things demanding the board's attention – the building, the collection, the staff and the board itself – are means to an end.

Service planning makes a library better. It is also great for public relations, marketing and advocacy. When you ask the community about its needs and what the library can do for it, you show that the library matters in a very real way. You will make new positive connections with people and help them see the library in a positive light. When it comes time to ask municipal council for funding, you can show you are providing real benefits and responding to local needs.

Provincial legislation requires library boards to have a Plan of Service. The Plan of Service needs to be based on a community needs assessment, and it needs to include a mission statement, goals and objectives. The library board creates the plan. A plan must be filed with the Ministry every five years and it must be reviewed by the library yearly.

Board Meetings

Some basic Rules of Order, from Roberts Rules of Order

(Numbers following each note show the corresponding section from Newly Revised 10th Ed.)

- The board can conduct business only at a proper meeting, with members meeting together, prior notice given to all members and a quorum present. (49) Emergency decisions and actions may be undertaken but they must be ratified at the next meeting.
- A quorum is the minimum number of members that must be present for a meeting to be proper. A quorum is one half of all members unless specified otherwise. (3)
- Each board selects officers who have additional responsibilities. (3) The chair runs meetings by starting them (stating "The meeting will come to order"), recognizing motions and requests to take the floor (speak), initiating votes and otherwise moving things along.
- There is a structure and order to what gets discussed at each meeting. (3) The order of business is normally:
 - Approval of agenda
 - Reading and approval of minutes
 - Committee and officer reports (if any)
 - Special priority items (matters previously assigned a special priority, if any)
 - Unfinished business (from previous meetings)
 - New business.

The agenda adds specific items to the above categories, and can allot time periods to each item.

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- Items of business are brought up via a motion made by a board member, i.e. when a member takes the floor and states “I move that [the board takes an action, makes a decision, etc.]”.
- Only one motion can be active at a time (except for “subsidiary” motions that relate to the “main” active motion, e.g. amendments).
- A motion can be removed from active discussion in a number of ways including:
 - Being voted on, and approved or rejected
 - Being tabled, i.e. set aside for the moment to be taken up later.
- Strictly speaking, discussion is only supposed to happen after a motion is made. In practice, however, library boards often discuss issues informally and only make a motion when they are ready to vote.
- With a maximum of 10 members, Alberta library boards are small enough that some rules of order can be relaxed, unless local custom or rules prevent this. (49)
 - It is not necessary for any motions to be seconded.
 - It is not generally necessary to close or limit discussions and debate.
 - The chair can speak in discussions, make motions and vote.
- A board cannot delegate authority, i.e. it can’t empower a subordinate group to act in its name. A board can establish committees to work on particular issues; the committee must report back to the board for decision making and action.

Some common motions:

<i>To do this:</i>	<i>Say this:</i>	<i>Can you interrupt?</i>	<i>Is it debatable?</i>	<i>Vote needed</i>
Make a motion	I move that ...	No	Yes	Majority
Amend a motion	I move that the motion be amended by ...	No	Yes	Majority
Send motion to committee for study	I move that we refer this matter to committee	No	Yes	Majority
End discussion and initiate vote	I call the question	No	No	2/3
Suspend (set aside) motion	I move that we table this motion	No	No	Majority
Recess meeting	I move that we recess until ...	No	Only if no other motion is active	Majority
Adjourn meeting	I move we adjourn	No	No	Majority

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Some common motions (cont'd):

<i>To do this:</i>	<i>Say this:</i>	<i>Can you interrupt?</i>	<i>Is it debatable?</i>	<i>Vote needed</i>
Make follow agenda	I call for the orders of the day	Yes	No	None
Limit or extend debate	I move that debate be limited to ...	No	No	2/3
Postpone to a certain time	I move to postpone the motion to ...	No	Yes	Majority
Informal Consideration	I move to go into "Committee of the Whole"	Yes	Yes	2/3
Kill main motion	I move that the motion be postponed indefinitely	No	Yes	Majority
Divide motion	I move to divide the question	No	No	Majority
Reconsider motion	I move to reconsider ...	No	Varies	Majority
Complain re. noise, temperature etc.	Point of privilege	Yes	No	Majority
Make a procedural objection	Point of order	Yes	No	Chair decides
Request clarification	Point of information	Yes	No	No vote
Object to undiplomatic motion	I object to consideration of this question	Yes, before another has begun to speak about the motion	No	2/3
Take up previously tabled motion	I move to take from the table	No	No	Majority

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