

## 2018 Library Trustee Orientation & Personnel Management

Presented by  
NH Library Trustees  
Association



1

## The Trustees – Election

### RSA 202-A:6

- Board of Trustees is elected at Town Meeting (RSA 202-A:6)
- Board must be an odd number (3, 5, 7 most commonly)
- Serve staggered 3-year terms.
- Up to 3 alternates appointed by the Selectmen (RSA 202-A:10)

4

## NH Laws Relating to Public Libraries

- RSA = NH Revised Statutes Annotated
- RSA 202-A = Public Libraries
- RSA 201-D:11 = Library User Confidentiality
- RSA 91-A = Right to Know Law governing public meetings
- RSA 32 = Municipal Budget Law
- Case Law (Taylor decision: Library staff are not town employees)
- The local library's bylaws and policies

2

## Patron Confidentiality

### RSA 201-D:11

- Library patron records are confidential and shall not be disclosed.
- Includes electronic records, circulation data (materials, services used)
- **EXCEPTIONS**
  - By request or consent of the patron
  - Pursuant to subpoena, court order
  - Otherwise required by statute

5

## Key Legislative Policy

### RSA 202-A:1. Declaration of Policy

NH Legislature "declares that the public library is a valuable supplement to the formal system of free public education" and "deserves adequate financial support from government at all levels."

### RSA 202-A:4. Maintenance

If a town has a public library, it MUST appropriate funds "sufficient to provide and maintain adequate public library service...or to supplement funds otherwise provided."

### RSA 202-A:5. Status

Every public library shall remain forever free to the use of every resident of the town wherein it is located.

3

## Fiduciary Responsibilities of Board Members in General

The standards of conduct and attention required of individual board members:

- The **Duty of Care** – prudent decisions
- The **Duty of Loyalty** – undivided allegiance
- The **Duty of Obedience** – faithful to the mission of the organization

6

## Library Trustees in NH are Powerful Elected Officials



RSA 202-A:6

*"The library trustees shall have the entire custody and management of the public library and of all the property of the town relating thereto ..."*

7

## The Friends of the Library

- Provide funds and support for the Library
- Undertake fundraising activities
- Provide hospitality for Library events
- Strongly advocate for the Library
- Are often incorporated as 501(c)(3) organizations, and thus are not under the control of the trustees

*The Friends are GENEROUS supporters and important allies!!!*

10

## Power But Not Pay

- Trustee is a volunteer post—no compensation
- Can be reimbursed for expenses (e.g., travel to a conference)

*RSA 202-A:14 Compensation of Trustees*

8

## Trustees Establish Policy for the Library

11

## What Are the Responsibilities of a Trustee?

- Trustee Responsibilities are defined by laws of N.H.
- Essentially, Trustees have three principal responsibilities
  - To write the policies that govern the library
  - To ensure that the library is sufficiently funded
  - To appoint/hire and oversee a library director

9

## Trustees Establish Policies

- Policies are required by law.
- If you don't adopt them, they "just happen."
- Policies provide guidance to board, staff, and patrons.
- Policies assure consistency, comfort and trust.

12

## Four Tests of a Legal and Enforceable Policy

1. It must comply with current statutes and court cases.
2. It must be reasonable (and all penalties must be reasonable).
3. It must be clear (not ambiguous or vague).
4. It must be applied without discrimination.

Review them and update on a regular basis and provide time for board review and updates.

13

## Trustees Adopt & Manage Budgets

### 202-A:11 Powers and Duties

- Prepare an annual budget
- Shows what support is needed from public funds
- To be submitted to Selectmen, Town Council, City Council, etc.
- A separate budget request required for new construction, capital improvements

16

## Sample Library Policies

- Circulation and Materials
  - Challenged materials
  - Overdue Items and Fines
- Financial Policies
  - Investment Policy
  - Purchasing Policy
- Security and Weapons
- Personnel Policies (often mirror town policy)

*Tip: Check out other libraries's webpages to see what they have adopted for policies.*

14

## Preparing a Budget

*Process and timetable will vary depending on whether you have a traditional town meeting, are an "SB2 town," or a city. All have these elements:*

- Preliminary budget
  - Director prepares
  - BOT reviews and approves
- Meet with Selectmen/Budget Committee/City or Town Council
- Final Proposed Budget
- Final Budget – approved at Town Meeting or City Council

17

## Budgeting and Management of Funds

15

## Gross Budgeting Required

- Gross Budgeting Is Required by RSA 32:5 III
- Definition: "All appropriations recommended shall be stipulated on a "gross" basis, showing anticipated revenues from all sources, including grants, gifts, bequests, and bond issues, which shall be shown as offsetting revenues to appropriations affected."
- Revenues to be shown: anticipated income from fines, fees, donations, etc.

18

## XYZ Public Library Budget

Acct #	Description	Town Funding	Anticip. Fees, Fines	Anticip. Grants, Donations, Credits	Total Budget
12345	Salaries	\$200,000			\$200,000
12346	Benefits	\$60,000			\$60,000
12350	Building Maint.	\$2,000	\$400		\$2,400
12360	Periodicals	\$500		\$1,500	\$2,000
12370	Books and Multimedia	\$18,000	\$10,000		\$28,000
12380	Digital Materials	\$2,250		\$1,800	\$4,050

19

## Sources of Library Money

- PUBLIC MONEY - from the taxpayers
- PRIVATE MONEY - from private donations, fine money, money from income-generating equipment\*, gifts\*, grants\*, trusts [\*requires town meeting vote once] – require board action to accept these funds. Ref: RSA 202-A:4-c, -d

*View webinar “The Other Money” presented by Terry Knowles of the NH Attorney General’s Office, available on the NHLTA website.*

22

## Advocating for Your Budget

- Present the budget in the context of the library’s mission, goals, objectives.
- Share statistics on circulation, programs, collection—opportunity to educate the public!
- Know what share of the town budget the library represents.
- Know what the library costs taxpayers annually.
  - Pennies on the tax rate
  - Dollars per capita or per average household

***The Library is one of the best deals in Town!***

20

## Managing to a Budget

- Choose a strong Treasurer
- Monthly Treasurer’s Report to the Trustees
- Cannot overspend the bottom line
- Several ways to manage the money:
  - 1) Allow the town to serve as your bookkeeper.
  - 2) Use town for payroll services, but manage the rest of the money yourself.
  - 3) Handle ALL the money yourself.

23

## Trustees Spend Money

- III. Expend all moneys raised and appropriated by the town...
- IV. Expend income from all trust funds... in accordance with the conditions of each donation or bequest accepted by the town
- 202-A:4-c Trustees’ Authority to Accept and Expend Gifts... any town at an annual meeting may adopt an article authorizing... the public library trustees to apply for, accept and expend...***unanticipated money***... which becomes available ***during the fiscal year***.

21

## If You Manage the Checkbook Yourself

- Should have a memo of understanding between the Town and Library for timing of distribution of funds by the Town Treasurer. (RSA 202-A:11, III)
- Trustees should sign monthly check register.
- Bank account may require two Trustee signatures on all checks or just amount.



24

## Segregation of Funds

- RSA 202-A:11, III: Money from fines and lost/damaged materials “shall be used for general repairs and upgrading, and for the purchase of books, supplies and income-generating equipment...”
- Need to *account* for fines, fees, etc., separately from public funds so that they do not lapse to the General Fund at year end as public funds do.

25

## Board of Trustees Meetings

- Meetings generally occur monthly and last from an hour and a half to two hours.
- Send out an agenda at least several days ahead.
- Stick to the agenda.
- Address new and ongoing business of the library.
- Review library policies, update, and approve them on a regularly scheduled basis.
- Review finance, fundraising, and director’s reports.
- Chair is in charge! Robert’s Rules or Alice Sturgis Standard Code of Parliamentary Procedure provide guidance for an orderly meeting.

*See NHLTA “Resources” webpage for samples.*

28

## Financial Policies

- Adopt policies to guide the management of funds
- Sample topics for policies:
  - Investment
  - Purchasing – use of credit card, when to go out to bid, etc.
  - Authority to over-spend (transfer from line to line) without prior trustee approval

26

## Board Meeting Evaluation

- Evaluate the effectiveness of the board meetings periodically and make necessary adjustments.
- A timed agenda can improve meeting effectiveness.
- Make sure all participants stay involved.
- Keep track of on-going actions, pending matters.

29

## Trustee Meetings

27

## RSA 91-A. The Right To Know Law

- Meetings must be open to the public.
- Meetings must be posted in 2 places at least 24 hours prior to the meeting. Library website can be one of the places.
- Minutes must be kept, and draft minutes must be *available* to the public not more than 5 business days after the meeting.
- Serial communications may not be used to contravene the spirit of the law. *NO deliberations or decisions via email, other than setting meeting dates.*

30

## Non-Public Sessions

- Can only go into “non-public” to discuss
  - matters relating to individual personnel (hiring, firing, compensation, discipline, etc.)
  - Matters that would likely adversely affect the reputation of any person other than a board member
  - Buying, selling or leasing real or personal property
  - Lawsuits filed or threatened against the Library until fully resolved
  - Emergency functions related to terrorism

31

## 12 Golden Rules for Board Members

7. Listen to the advice of the community, to your fellow Board members, and to the organization's Executive Director.
8. Be positive about your organization and its Board in public, even if you don't agree with some of its decisions.
9. Speak up when you disagree with an item being considered by the Board, but concede graciously if the majority doesn't agree with your rationale.
10. Prepare for Board meetings, so that you can be an effective contributor.
11. Maintain the confidentiality of the Board.
12. Have fun, and enjoy the feeling of contributing something positive to your community!

Clear logic consulting group

34

## 12 Golden Rules for Board Members

1. Before you accept a position on the Board, commit yourself to attending every meeting.
2. Contribute towards Board business by sharing your knowledge, experience and time.
3. Get involved with your organization! If it offers services to the public attend its programs whenever possible.
4. Take responsibility for doing things that you say you'll do.
5. Be a promoter. Tell others about the value of your organization's products and services.
6. Communicate regularly with members of the community or group you represent, so you can bring forward their needs and opinions. Keep them informed of Board activities.

32

## Personnel Responsibilities of Library Trustees

35

## Procedures for Non-Public

- Must go into non-public from a noticed public meeting
- Must state the reason for going into non-public
- Majority roll call taken
- Once in non-public, can only discuss the reason for non-public; no other business can be discussed
- Must take minutes
- May seal the minutes at end of the non-public session; otherwise they are available to the public within 72 hrs.
- Exit non-public, regular meeting resumes

33

## Trustees, Librarian and Staff

- The Trustees are the governing body of the Library. They are responsible for policies, for budgeting and for hiring a competent staff.
- The Librarian is responsible for day-to-day operations, supervising staff and volunteers, and maintaining a collection of media consistent with the educational and entertainment needs of the community.
- The staff are responsible to the Librarian.

36

## Specific Trustee Responsibilities

- Hiring, evaluating, dismissing Librarian and staff - see RSA 202-A:17);
- Supervising and evaluating the Library Director, *but not the staff or volunteers*
- Setting annual goals
- Setting compensation
- Adopting Personnel Policies for the Library

*Attend NHLTA and Dept. of Labor training sessions.*

37

## Letter of Appointment for Library Director

The letter of appointment/hire should contain:

- Term of appointment (date of hire and length of initial commitment), agreed to by the library director
- Compensation/salary
- Basic benefits (health insurance, paid leave) as described in personnel policies
- Hours of work (# of hours/week)
- Job description (attachment to letter)

*Have an attorney check the letter before finalizing it.*

40

## Trustees Appointing Authority

- 202-A:11 (Powers & Duties of Library Trustees)  
Appoint a Librarian who shall not be a trustee and, in consultation with the Librarian, all other employees of the library and determine their compensation and other terms of employment ...
- Library employees are **NOT** town employees, they are employees of the Library Board of Trustees (NH Supreme Court, Taylor decision)

38

## Performance Appraisal

- The cornerstone of a healthy employment relationship!
- Trustees evaluate the Library Director; Director evaluates staff and volunteers.
- May have staff complete self-evaluation as part of the process
- Annual evaluation
  - Specific job responsibilities (as detailed in job description)
  - Personal attributes (flexibility, creativity, etc.)
  - Review achievement of goals set at prior evaluation
  - Set goals for the coming year

41

## Hiring a Library Director

RSA 202-A:15 Public Librarian; Qualification and Tenure

“The librarian shall be appointed by the board of library trustees for a term of office agreed to at the time of employment and until a successor is appointed and qualified.”

- Protects the librarian from arbitrary termination.
- Protects the library from an extended term of unsatisfactory performance.
- Renewal is a mutual decision of the Board and the Librarian.

39

## Disciplinary Action

- Adhere to Personnel Policies
  - Progressive Discipline
  - Grievance Procedures
- Only trustees can terminate employment of any library staff member.

*All personnel discussions (other than adopting/amending policies) should take place in non-public session.*

42

## Removal of Staff

RSA 202-A:17 Employees; Removal

“No employee of a public library shall be discharged or removed from office except by the board of trustees for malfeasance, misfeasance, or inefficiency in office, or incapacity or unfitness to perform the employee’s duties.”

- Notice and the opportunity for a public hearing must be provided. (Public hearing is the choice of the employee.)
- The library staff are NOT “at will” employees.

43

## Library Advocacy

- **Advocacy** is the act of supporting, educating, or recommending for a cause, idea or policy.
- Advocating for a library includes:
  - educating the public and policymakers about the current and evolving roles and values of libraries
  - promoting library programs, and
  - seeking adequate financial support.

46

## Volunteers

- Volunteers report to the Librarian.
- Volunteers can be used in a variety of ways to supplement *but not replace* the staff.
- Appropriate tasks include shelving, stamping, installing dust covers, etc.
- A background check should be required for all employees and volunteers who have contact with children.

44

## Library Advocacy

Things you should know about your library

- Staff, Friends, Key Volunteers
- Strengths, Programs, Collections
- What makes your library *special*?
- What are your library’s goals for the next year and into the future?
- Your key audiences: town officials, managers

*Create a 3-minute “elevator” speech and be prepared to deliver it anytime, anywhere.*

47

## Library Advocacy

45

## NHLTA Resources

- NHLTA Board Members
- NHLTA Conferences and Workshops
  - 2018 Spring Conference is Monday, May 14
- 2016 Trustee Manual (mailed to each library)
- NHLTA Newsletter – published quarterly
- NHLTA Web Site : <http://www.NHLTA.org>  
(join listserv via link on Home Page)
- ListServ: to post a message, send email to  
[NHLTA-L@maillist2.nh.gov](mailto:NHLTA-L@maillist2.nh.gov)

48