



# LIBRARY MANAGER'S HANDBOOK

Parkland Regional Library System

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## Acknowledgements

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We also wish to acknowledge with gratitude the work of Rebekkah Smith Aldrich of the Mid-Hudson Library System in Poughkeepsie, NY. Her *Handbook for New Public Library Directors in New York State*<sup>1</sup> was the inspiration for this revised manual. Her advice for new library directors in their first days on the job was copied in its original form, revised to include local information.

## Introduction

Welcome to Parkland Regional Library System, central Alberta's public library cooperative network. In your position you have the opportunity to make a lasting impact on your community and the people who share it. You have the opportunity to bring people together to explore their many and varied interests, to unite people with shared interests who wouldn't ordinarily meet, to champion literacy and lifelong learning in your community. You have the opportunity to break down barriers in your community, foster understanding of different issues and reduce isolation for individuals of all ages. Parkland Regional Library System staff is here to support this important work, and we look forward to working with you to help create great things in your community.

Please contact us [libraryservices@prl.ab.ca](mailto:libraryservices@prl.ab.ca) anytime to request assistance, to share information about what you are doing or hoping to do, to discuss and bounce ideas around, or for any other reason.

## Your First Day(s)

### Before your first day (if possible)

Obtain basic information about the library:

- Library mission and vision statements.
- Service population (municipality and surrounding area).
- Size of the staff, collection and building.
- Location of the building in the community in relation to surrounding businesses, schools, municipal buildings and amenities.

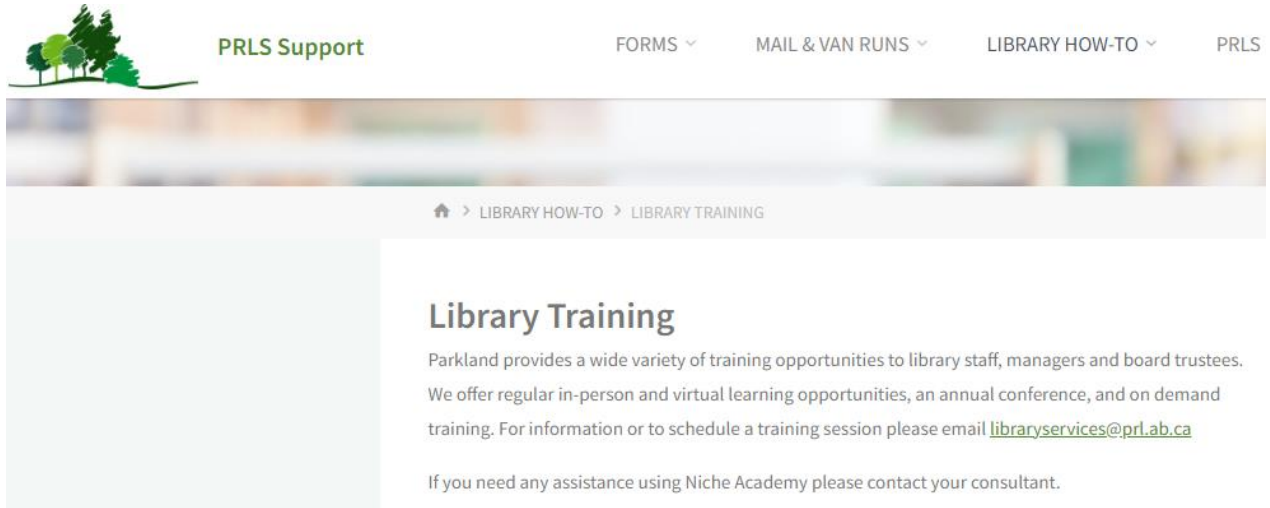
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<sup>1</sup> [http://midhudson.org/directors\\_handbook.pdf](http://midhudson.org/directors_handbook.pdf)

## In the first few days

- Introduce yourself to all staff; find out who does what. You will want to connect with:
  - Your assistant, if you have one.
    - Ask them for a list of the board of trustees (including names, telephone numbers, email addresses and positions held on the board).
    - Find out who has been doing the staff scheduling since the last library manager left. In a small library, you will assume this task, in a larger library you will want to become familiar with how things are done in this area.
  - The person who handles the money.
    - Set up a meeting with your bookkeeper or treasurer to review the library's finances and budget.
    - Get an overview of the library's bank accounts and holdings.
    - Obtain and, within your first week or two, read copies of past audits (receipts and disbursements) of the library's finances.
  - The person who takes care of the building (facility manager or custodian).
    - Get a tour of the library. Take note of general areas of the library – circulation desk, reference area, public access computers, children's area, fiction and nonfiction collections, display areas, meeting space, staff work spaces, bathrooms, storage space and mechanical room. Save critique and suggestions for a later time.
    - Ask for the keys to the manager's office and library entrances, ask for alarm codes and alarm company contacts.
    - Locate water turn off, septic tank/sewer lines; boiler or furnace, HVAC system; circuit breakers and alarm panel (if present).
  - Parkland Regional Library System.
    - Establish an email address as the library manager (if needed); set up orientation session with your Parkland Consultant.
- Orient yourself to your office and the library; discover what is in the files – both physical and electronic.
- Locate essential documents you may need immediately.
  - Important contracts (i.e., board members, a friends group, staff emergency contacts).
  - Budget documents.
  - Board bylaws and policies.
  - Plan of Service and business or action plans.
  - Personnel or Human Resources Manual or Policy.
  - Calendar of important dates and reporting deadlines. Your Parkland Consultant will be able to fill you in on dates for reports to the Public Library Services Branch, but make sure you are aware of dates for submitting applications and reports to your municipal and county councils, as well as to any additional funders/grant providers. You can find the calendar on the PRLS Support site here: [2024 Notable Dates and Events](#).
  - Insurance policies (for the facility, Directors & Officers insurance for the board).
  - If you have a Friends Group, information about the leadership.
  - Library's emergency response plan.

- Review or establish a *key inventory*. Who has keys to the library? If it seems like too many people or you learn that people outside of your supervision have keys, you may want to consider having locks re-keyed to start fresh and get “key control” of your building.
- Start watching Library Manager training videos on Parkland Library Staff Academy <http://support.prl.ab.ca/>



### During your first weeks

- Introduce yourself to patrons; ask staff and/or volunteers to point out regulars.
- Call and introduce yourself to:
  - Alarm company – change passwords/codes to alarm system; inform only those who really need to know.
- Read through the minutes of previous board meetings to get a feel for what is going on.
- Review the library’s web presence and social media.
- Work all shifts to meet all staff, volunteers and regular patrons face to face.
- Review the *Notable Dates and Events* document (in the Q Drive: [Q:\2024 Notable Dates and Events.docx](#)) and make a list of any additional important dates: report due dates, board meetings, contract/policy expiry dates, etc.
- Take steps to convey to your staff, volunteers, board, patrons and the community at large that you are “open and accessible” to them.
- Schedule a meeting with your board chair to talk about the next board meeting.
- Meet with staff and volunteers to find out what they do and gather their opinions on what’s working and what they think isn’t working.
- Clarify communication plans with staff. Who communicates with who, in which situations and through which medium?
- Schedule a meeting with your Friends group chair, if you have one.

### During your first months

- Conduct a facility inventory, inside and out.

- Note problem areas.
- Determine age of major systems: HVAC, roof, wiring, etc.
- Assess the maintenance routine.
- Are the circuit breakers and water shut off labeled?
- Conduct a signage inventory (inside and out) – could a new patron find their way around? Learn about services? Know where to go for help and how to access services? Would they even know to come through the door?
- Is there a fire drill schedule and procedure in place?
- Conduct a policy inventory – consult the list of required and recommended policies in this handbook.
- Get an introduction to the technology infrastructure in the library – staff and public access computers – how many do you have, what software is on them, network structure, security measures in place, passwords, etc.
- Conduct a Communications Assessment.
  - How does the library currently communicate internally and externally?
    - Staff communications (if needed).
    - Board communications.
    - Friends’ communications.
    - Patron signage, notification and publicity.
    - Community-wide publicity.
  - How does the library receive communication from patrons and the community?
- Attend meetings with other libraries in your system and province (your Parkland Consultant will be able to provide information on Parkland Libraries Council (PLC) meetings as well as other groups for library managers).
- Start as early as possible to become visible as a community leader locally; for example, join the Chamber of Commerce or a service organization, participate in community events and attend local happenings. It’s not enough to just attend – introduce yourself and tell people what you do.

## Core Competencies

The following is a detailed list of skills and abilities library managers should strive to master.

### Personal/Interpersonal

#### **Listening and Understanding**

Ability to practice active listening, to understand and respond appropriately when interacting with individuals and groups.

#### **Effective Communication**

Ability to communicate effectively verbally, in writing and through body language to all audiences.



**Collaborative Relationships**

Ability to develop and maintain healthy relationships with others to achieve common goals including teamwork and collective problem solving.

**Learning and Growth Mindset**

Engaging in continuous learning to provide high quality service.

**Adaptability and Flexibility**

Ability to step outside one's comfort zone and accept change.

**Problem solving**

Ability to identify problems and use good judgement to find appropriate solutions.

**Decision Making**

Ability to make the best possible decisions based on existing knowledge and experience.

**Initiative**

Capacity to identify issues and to develop and implement solutions to address those issues.

**Ethics and Values**

Upholding ethics and values of the organization.

**Innovation**

Ability to apply imagination for the purpose of meeting needs and to design new methods when established ones do not suffice.

**Management and Leadership****Budget and Finance**

Ability to demonstrate financial literacy skills in planning and managing library budgets.

**Funding Development**

Ensuring the library has financial support to maintain operations and meet service priorities.

**Organizational Leadership**

Ability to provide vision and strategic direction to library staff and board members.

**Strategic Planning**

Ability to develop, implement and evaluate operational plans based on the library's goals.

**Project Management**

Ability to investigate, plan and implement projects on time and on budget.

**Service or Department Oversight**

Ability to manage the efficiency and effectiveness of the service or department through an understanding of operational and organizational goals.

**Personnel Management**

Ability to build a productive, safe and well compensated workforce through effective recruitment, training and policy making. Ability to develop and implement appropriate training strategies for staff.

**Conflict Resolution**

Ability to implement formal or informal process to find a peaceful solution to a dispute.

**Organizational Communication**

Ability to represent goals and objectives of the library internally and externally.

**Staff Training and Assessment**

Capacity to assess abilities of staff; ability to plan for and provide appropriate training to ensure they meet competency requirements.

**Team Building**

Ability to create an environment that fosters cooperation within a group for the purpose of achieving the group's goals.

**Facilities**

Ability to create a welcoming, safe and user-friendly physical environment that encourages all community members to use library services.

**Community Relations**

Ability to develop partnerships, collaborations and networks with all stakeholders within communities served.

**Marketing**

Ability to promote library services including market research and advertising.

**Collection Management****Collection Development**

Ability to build and maintain a collection of resources in appropriate formats based on a determination of the interests of the entire community.

**Collection Evaluation and Management**

Ability to establish and apply evaluation criteria to maintain a collection of high quality, popular and relevant resources.

**Resource Sharing**

Knowledge of collection resources available regionally and provincially.

**Organization of Collection**

Understanding of call numbers and library shelving principles.

### **Marketing of Collection**

Ability to maximize the appeal of the collection through displays, finding aids, word of mouth and other promotional methods.

### **Digital Resources Technology**

Ability to demonstrate working knowledge of digital resources and an understanding of their role in the library.

## Technology

### **Data Records Management**

Understanding the importance of digital file management, organization and retention.

### **Troubleshooting**

Ability to demonstrate initiative to identify issues and determine resolutions including seeking instructions from Parkland.

### **Security**

Basic knowledge on network and Internet security. Understanding the importance of responsible use of technology.

### **Microsoft Windows**

Comfortable navigating the Microsoft Windows operating system and demonstrates the ability to function and use programs including Microsoft Outlook, Word, Teams and Excel.

### **Polaris Integrated Library System**

Ability to use Polaris Integrated Library System (ILS) in order to perform day-to-day operations. This includes both Polaris LEAP interface and the Public Access Catalogue (PAC).

### **Computer Hardware Knowledge**

Ability to identify and use a computer, monitor, printer and other peripherals. Ability to identify and employ network equipment such as cables, router, switch, wireless access point, etc.

### **Social Media**

Ability to use social media platforms such as Facebook, Twitter, etc.

### **Patron Technology Assistance**

Ability to train and guide patrons in the use of technology.

## Library Governance

### **Library Plan of Service**

Ability to assess community needs and developing library services to meet those needs within the resources available.

### **Records Management**

Ability to maintain and manage library records based on legal and historical obligations.

**Policies and Bylaws**

Ability to develop, maintain and enforce policies and bylaws that govern the provision of library services and how they are used.

**Provincial and Regional Agreements**

Understanding of legislation and membership agreements that impact public library service.

**Public Library Sector**

Understanding the framework for public library service in Alberta. The role of libraries in the promotion of democratic principles and intellectual freedom (including freedom of expression, thought and conscience).

**Board Engagement and Development**

Ability to facilitate board effectiveness through orientation, education and succession planning.

**Roles and Responsibilities**

Ability to cultivate a healthy, mutually empowering relationship between the Library Board and Manager respecting each other's roles.

**Advocacy**

Ability to develop and maintain relationships with decision makers, stakeholders and community leaders to increase knowledge of and support for the library.

**Municipal Relations**

Ability to cultivate a good working relationship with municipal staff and councilors.

**Public Service****Approachability**

Exhibiting behaviours that welcome patrons and place them at ease.

**Customer Service**

Ability to enhance the level of patron's satisfaction with library services and to use effective techniques to address difficult situations with patrons.

**Reader Advisory**

Ability to recommend library material based on the desires of the patron and a thorough knowledge of available resources and collection materials.

**Community Outreach**

Ability to connect with organizations, stakeholders and community members in efforts to promote and support the library.

**Reference**

Ability to provide appropriate information based on a reference interview.

## Knowledge of Services

Knowledge of programs, collections and resources provided by the library and ability to promote them appropriately.

## Programming

Ability to plan, deliver, promote and evaluate programs on various topics for diverse audiences.

## Public Libraries in Alberta

Public libraries in Alberta are governed under the *Libraries Act* and the *Libraries Regulation* and are administered under the authority of the Public Library Services Branch (PLSB) of Alberta Municipal Affairs. PLSB provides an annual operating grant to public libraries that meet government requirements including submission of a current plan of service and the timely filing of an annual report, budget and report of receipts and disbursements. PLSB also provides annual operating grants to Parkland Regional Library System on behalf of rural municipalities that do not appoint a library board and that are members of the regional library system. PLSB passes this grant on in the form of a rural library services grant.

In Alberta a public library network links libraries and enables sharing. Network components include policies, agreements, technology and support. The network consists of the Public Library Services Branch and 16 library nodes including:

Chinook Arch Library Board (regional system)	City of Calgary Library Board
City of Edmonton Library Board	City of Grande Prairie Library Board
City of Lethbridge Library Board	City of Medicine Hat Library Board
City of Red Deer Library Board	City of St. Albert Library Board
Marigold Library Board (regional system)	Northern Lights Library Board (regional system)
Parkland Library Board (regional system)	Peace Library Board (regional system)
Wood Buffalo Library Board	Shortgrass Library Board (regional system)
Strathcona County Library Board	Yellowhead Library Board (regional system)

The Nodes are responsible for:

- a) Implementing network operational guidelines in cooperation with the PLSB;
- b) Facilitating access to the network by other network participants;
- c) Providing necessary staffing, technology and expertise to support the network.

See the entire Public Library Network Policy and other [provincial policies](#)<sup>2</sup> relating to Public Library Services on the PLSB website.

PLSB also funds digital library resources at the provincial level. This includes funding for the Pronunciator language learning software, PressReader (which includes 2200 newspapers from 97

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<sup>2</sup> <https://www.alberta.ca/public-library-board-policies-and-bylaws.aspx>

countries in 54 languages) and Overdrive (books, comics and magazines). PLSB also funds a collection of Alberta eBooks called Read Alberta eBooks.

Alberta Library Portal is a gateway to access library collections throughout Alberta. Patrons can use the Alberta Library Portal ([alberta.relaisd2d.com](http://alberta.relaisd2d.com)) to request books from participating libraries.

Membership at any PRLS library entitles patrons to register for the *ME Libraries service*. This service allows patrons to use their PRLS library borrower card at most public libraries in the province to borrow materials like a local patron of that library. More information is available at [www.melibraries.ca](http://www.melibraries.ca).

## Membership in Parkland Regional Library System

Library systems are established by the Minister under the *Libraries Act*<sup>3</sup> when municipalities in an area agree to jointly provide library system services. There are seven library system boards in the province. System boards are incorporated under the act and are one of the few programs established under provincial legislation that provide municipal services at a regional level. The systems in Alberta are: Chinook Arch Regional Library System, Marigold Library System, Northern Lights Library System, Parkland Regional Library System, Peace Library System, Shortgrass Library System and Yellowhead Regional Library.

Library systems provide professional and technical support to public libraries within the system area so that even the smallest library has access to advice and assistance along with the cost effectiveness and synergies made possible by working through a larger unit. Systems manage regional resource development and sharing at the regional level. Systems also function as nodes within the provincial public library network to connect resources to residents using municipal libraries in small rural communities. Each member municipality/county pays money into Parkland to belong and has a service agreement outlining the responsibilities of both parties.

## About Parkland Regional Library System

Founded in 1959, Parkland Regional Library System (PRLS) is the longest serving system library in Alberta. PRLS covers more than 24,000 square kilometers within central Alberta and serves over 200,000 people.

Parkland Regional Library System is a consortium of municipalities in central Alberta. Through cooperation and collaboration, these municipalities are able to provide an enhanced level of library service to their communities. PRLS provides services to 44 public libraries, 4 outlet libraries and 1 Indigenous library service point. One public and two outlet libraries are located within school facilities.

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<sup>3</sup> <http://www.qp.alberta.ca/documents/Acts/L11.pdf>

Parkland Regional Library System's Board of 64 members is a mix of municipal councilors, local library board members and members of the public. The Executive Committee comprises 10 members based on geographical representation and meets regularly to address ongoing business on behalf of the board as a whole.

Questions or concerns may be addressed to the Director of Parkland Regional Library System, to the Board, or to the Executive Committee of the Board.

#### Vision

Parkland Regional Library System is a leader for its members to achieve excellence in library service.

#### Mission

Expanding opportunities for discovery, growth and imagination for all Central Albertans.

#### Strategic Priorities

Headquarters activities and initiatives are guided by our Strategic Plan. Priorities identified in the plan include:

- Libraries will have a strong and supportive relationship with local and provincial governments that recognize the value of public libraries and prioritize public library service.
- Municipalities will have sustainable and effective library service.
- Parkland Regional Library System member municipalities will have an effective and responsive system board.
- Parkland residents will have a greater awareness of the public library and regard public libraries as an essential part of their communities.

## Communicating with Parkland & Libraries around the region

Communication between PRLS is conducted via the following methods

#### Telephone

Dial 403.782.3850 or 1.800.567.9024. PRLS has an automated switchboard that allows you to dial an extension directly.

#### Mailing address

Parkland Regional Library System  
4565 - 46 St., Lacombe, Alberta T4L 0K2

#### Email

PRLS staff email addresses are normally based on the formula first initial and last name @prl.ab.ca (e.g., Ron Sheppard's email address is [rsheppard@prl.ab.ca](mailto:rsheppard@prl.ab.ca)). All Parkland email addresses can be found in Outlook. Most PRLS services have dedicated email addresses:

Finance Clerks: [orders@prl.ab.ca](mailto:orders@prl.ab.ca)  
IT Support: [helpdesk@prl.ab.ca](mailto:helpdesk@prl.ab.ca)  
Finance: [finance@prl.ab.ca](mailto:finance@prl.ab.ca)

Cataloguing: [cataloguing@prl.ab.ca](mailto:cataloguing@prl.ab.ca)  
Library Services: [libraryservices@prl.ab.ca](mailto:libraryservices@prl.ab.ca)  
Interlibrary Loans: [ill@prl.ab.ca](mailto:ill@prl.ab.ca)

Various departments and staff members at PRLS can also be contacted using the forms available on the PRLS support website (<http://support.prl.ab.ca/index.php/forms/contact-prls/>).

## Social Media

Parkland can be found on [Facebook](#), [Instagram](#) and [Twitter](#) under the handle @PRLsystem.

## Website

PRLS public website is <https://prl.ab.ca>. This site focuses on services that patrons around the region have access to.

## Staff Support Site

Our library staff site is <http://support.prl.ab.ca>. The support site includes our blog plus links to contact forms for all PRLS services, library how-to procedures for the region, training videos and information about mail and vans as well as on the services PRLS provides to member libraries.

## Newsletters

Parkland Regional Library System distributes a number of newsletters to member libraries and library boards throughout the region. Copies of previous issues are archived on our website at <http://www.prl.ab.ca/about-us/newsletters>.

- Parkland Update – A bi-monthly email to keep municipalities and member libraries updated on Parkland and library news, learning opportunities, upcoming dates and resources to support staff and the public.
- Board Talk – Published 4 times a year, this is a brief, one-page recap of decisions made and information shared at Parkland Regional Library System Board meetings. It's a great way to keep up with issues impacting the region.
- Collection Insider – A monthly mailing list to support libraries with collection development. Each month features a different genre listing 5 – 10 new and upcoming releases. Contact your consultant about subscribing to this list.

## Groups in Office365

Parkland launched Office365 in 2016 and groups are one of the handy features we can use to communicate with others who share mutual interest in a topic.

- **Lib-Share:** a group in which library staff throughout the region can bounce ideas off one another, ask for advice and share tips around issues of common. Not every question needs to be shared on Library Share – if you have questions about library operations, systems, collections and more, don't forget to check in with your Parkland Consultant, we're here to make your work easier.



- **2024 TD Summer Reading Program** ([2024tdsummerreadingclub@prl.ab.ca](mailto:2024tdsummerreadingclub@prl.ab.ca)) has all the libraries that signed up for the TD summer Reading program in 2024. Use this to send information about TD SRC.
- **PRLS Programming** ([prlsprogramming@prl.ab.ca](mailto:prlsprogramming@prl.ab.ca)) is used to update on new kits, coffee breaks, programming workshops, everything programming news.
- **Social Media and Marketing** ([socialmediaandmarketing@prl.ab.ca](mailto:socialmediaandmarketing@prl.ab.ca)) is used for social media and marketing updates (like don't fall for scam DM's)
- **Grant Information** ([grantinformation@prl.ab.ca](mailto:grantinformation@prl.ab.ca)) is used for grant information and updates.
- **East Libraries:** a group set up for the libraries located in the most eastern part of the region, to enable them to share ideas and programming opportunities.

To find a list of all groups currently available, click on -> *Discover* underneath "Groups" in your list of email folders (left frame when you are logged in to the Office 365 web version of Outlook). Groups can be created to communicate with your staff team locally or to share information on topics of interest with other libraries (i.e., fundraising, programming). For more information about getting started with Groups, contact your PRLS Consultant.

### Microsoft Teams

Parkland library staff are encouraged to use Microsoft Teams to interact with others in the organization including Parkland staff, other library managers/staff and staff members in their own organization. For training on teams visit [Parkland Library Staff Academy](#).

Teams that are created and managed by Parkland Staff are:

- Library Managers
- Library Programmers

### Member Libraries

A contact list of your fellow member libraries is located on the Q Drive.<sup>4</sup> This provides locations, phone numbers and email addresses. Please keep PRLS updated about changes in your library's contact information by submitting a Library Information Update form on the support site Forms page (<http://support.prl.ab.ca/index.php/forms/>).

### Parkland Consulting Services

Parkland Consultant librarians provide professional support to library staff and trustees in person, by phone and online. On-site visits will occur depending on the library's needs and the consulting schedule. If you would like an on-site visit for any reason, contact your Parkland Consultant to schedule an appointment. Consulting services include, but are not limited to:

#### Collection management:

- collection development and weeding;

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<sup>4</sup> Q:\Member Library Contact List.pdf

- purchase suggestions/selection assistance;
- personal shopping (book buying) with consultants.

### Space management:

- facility planning for new builds and renovations;
- re-organization of library space.

### Administration:

- strategic planning process/Plan of Service;
- library advocacy;
- policy development;
- board development.

### Training:

- orientation for new library managers;
- training and workshops for library staff and volunteers.

Library Services Consultants are happy to provide advice and connect you with information on any topic of interest or concern. Access consulting services by contacting your assigned PRLS Consultant or emailing [libraryservices@prl.ab.ca](mailto:libraryservices@prl.ab.ca).

## Continuing Education

Parkland Regional Library System offers a variety of learning opportunities, including professional development (PD) days and topical workshops. Training materials are shared with all PRLS libraries whenever possible. On request, consultants may visit your library to work with library staff, volunteers and boards on a variety of issues. Continuing professional development is an essential part of keeping up with trends in public libraries.

Each library board is required to have a policy on orientation and continuing education for boards and staff. You might wish to examine your local policy to see what opportunities for continuing education are considered. If funds for continuing education are in short supply, you can keep current on many topics by taking advantage of free online resources such as webinars and MOOCs. Parkland hosts a number of free professional development events in person and online. We will also bring training workshops to you; contact your consultant for more information.

As time permits, PRLS staff members provide individualized training as part of consulting visits and at Parkland Libraries Council meetings.

## Workshops

Each year we host a number of workshops at Parkland, such as the annual report workshop, programming workshops, technology workshops and more. Parkland also offers a number of workshops that we will bring to you including customer service, reader's advisory and reference service, advocacy, board basics training, and an overview of the Strategic Planning for Results process for board members. We offer eContent training, not only when new products are launched, but can arrange a special session for you and your library staff at any time. We also

offer one-on-one or small group training during consulting visits. Feel free to talk to us about your training needs anytime.

### Professional Development Collection

The PRLS Non-fiction collection is loanable and accessible through the regional catalogue. Books available cover a broad variety of library topics, including:

- library management
- board development
- programming and storytelling
- collection management
- policy development
- reader's advisory
- strategic planning / community assessment
- advocacy
- technology and libraries
- leadership
- human resource management
- space planning and design
- fundraising

This collection also contains local histories for the Parkland Regional Library System area and select genealogy research books. These resources are available for loan to library staff and patrons.

### Parkland Libraries Council Meetings

Three times a year PRLS pairs up a morning Parkland Libraries Council (PLC) meeting with an afternoon professional development seminar or networking event. If you have ideas for short training sessions you would like to see, please let your Parkland Consultant know.

### Fall Conference / Professional Development Day

Every September PRLS hosts a full day professional development event in Lacombe. This event is open to library staff and board members; it is free of charge to member libraries and lunch is provided. Consider making the fall conference a staff-wide PD Day by closing for the day and traveling together with interested board members to maximize your continuing education budget. If you are the lone participant from your library, consider ride sharing with nearby library staff. We have great speakers from around Alberta; it is worthwhile to do what you can to attend.

### Shared Collections and Equipment for loan

#### eLibrary

PRLS provides a variety of digital resources for public library patrons, including cloudLibrary, Read Alberta eBooks, Overdrive (Libby), PressReader, Calgary Herald Archive, CBC Corner, Ancestry (Library Edition), Pronunciator (language learning), Cypress Resume, Consumer Reports, Grant Connect and Alberta Research Portal. These resources are freely accessible for use within all PRLS public libraries.

Remote access to eContent (from home, office, etc.) for registered borrowers (cardholders) is available for all resources except Grant Connect and Ancestry which must be used in the library. For more information see the full list of eContent on PRLS shared eLibrary webpage at <http://www.prl.ab.ca/elibrary>. Patrons can also reach the eLibrary page via each library's website and/or through a catalogue search in many cases.

If you encounter technical difficulties accessing any of PRLS online resources, contact the PRLS Helpdesk ([helpdesk@prl.ab.ca](mailto:helpdesk@prl.ab.ca)) for assistance.

### Rotating Collections

PRLS manages a few collections that are available to all member libraries to borrow in bulk for local display and lending. This allows libraries to stretch their collection budgets further by borrowing materials that meet special format needs rather than purchasing these materials as well. Our rotating collections include a Large Print Collection and an Audiobook Collection.

Request blocks using the online form on the Forms support page <http://support.prl.ab.ca/index.php/forms/>.

When they arrive at your library, a packing list of titles is included in each block. You do not have to check them in. All items in this collection are available as title-specific requests through the catalogue. Library staff can use Reports to find out which titles are currently shelved in their library and how long they have been on loan from PRLS. While there is no fixed period for you to return the blocks to PRLS, you generally want to refresh your rotating collection materials every 3-6 months.

#### Large Print Collection:

PRLS collects adult large print (LP) books, both fiction and non-fiction; some juvenile/ young adult material is also available. The available genres are: Christian, General, Mystery, Romance, Western, Non-Fiction and YA/Juvenile. Blocks will generally contain 25 books and can be genre specific or contain a mix of genres.

#### Audiobooks:

PRLS maintains a circulating collection of unabridged audiobook titles. We recommend that libraries refresh their collection every 3 to 6 months to ensure patrons have ready access to new material. Titles include adult fiction and non-fiction, young adult and junior fiction. Formats available are CD and MP3. Blocks generally contain 25 audio books, and library staff may specify the genres and formats preferred. Available genres are: Christian, General, Mystery, Romance, Western, Non-Fiction and Juvenile.

### Equipment that can be booked and borrowed from PRLS

Parkland maintains a collection of programming kits, promotional equipment, computer equipment and devices that can be booked by libraries to run programs and events. Equipment

is sent from and returned to PRLS on your weekly van run. It can be booked for up to 2 weeks for most items and up to 3 months for Victor Readers. Please plan ahead to ensure van delivery dates meet your timelines and check the online calendar on the support site for availability.

With the exception of the Victor Readers, which can circulate to print disabled patrons, these items are not available for direct loan to the public.

### Program Kits, Promotional Equipment, Computers and Devices

If you are interested in booking a programming kit, equipment, promotional items, etc., please visit the PRLS support site and follow the instructions in the FORMS section:

<http://support.prl.ab.ca/index.php/forms/booking-form/>.

### Program Kits

PRLS collection of program kits for children, teens and adults includes over 100 boxes encompassing story times, STEM kits, book clubs, promotional materials, gaming/ computer equipment and so much more!

*Program kits are intended to assist public libraries in planning and delivering library programs, and the contents of these boxes are not for loan directly to patrons.* The boxes are booked on a first-come, first-served basis. Details about the contents of all program kits and booking information, and loan periods can be found on the support site:

<http://support.prl.ab.ca/index.php/forms/kit-booking/>.

*Note: Please return all program materials in the box used to ship it to you. Double-check that all components of the box are included before returning. If an item is damaged, please still return it and make a note in the Comment Book in the kit.*

### Promotional Equipment

Exhibiting at a tradeshow or community event is a solid part of an effective marketing plan and a perfect way to deliver your library's message to a large group of people. Likewise, a temporary display inside or just outside the library can help create buzz. PRLS has a selection of display banners, price wheels, table runners and tablecloths that can be borrowed to set up a display.

For more information, see <http://support.prl.ab.ca/index.php/forms/kit-booking/>.

### Computer and Electronic Equipment

PRLS invites member public libraries to borrow "tech toys" for use in their libraries or by library staff. Equipment is sent on your weekly van delivery and returned to PRLS Headquarters on your next weekly van run or can be booked for up to 2 weeks for most items through the Booking Form on the support site. These items are not for loan to the public, meaning that library members are able to use them in the library or at your program but are not to take them home on loan.

Available equipment includes:

- Oculus Rift virtual reality labs
- Laptop training labs (5 laptops per lab), 2 of the labs include games
- Smartphone video kit (to create your own local videos)
- Wii and Wii U gaming systems
- Daisy Readers (allowed for loan to patrons with print disabilities only)
- Dell Projector
- Wireless Scanners
- Cricut Cutter
- Cricut Easy Press 3
- Button Maker
- TELUS Smart Hub

For more detailed information, see: <http://support.prl.ab.ca/index.php/forms/kit-booking/>

## Resource Sharing (Interlibrary Loans)

Provincial resource sharing guidelines stipulate that patron requests should be filled first by the patron's local library or local system holdings (i.e., Parkland). If an item is unavailable locally (in Polaris) it may be requested from other libraries within or outside of Alberta. Under the Provincial Resource Sharing Operational Policy only Alberta residents are eligible for interlibrary loans. Requests cannot be made for Institutional borrowers, such as schools and care homes. For access to interlibrary loans forms and procedures, visit <http://support.prl.ab.ca/index.php/library-how-to/interlibrary-loans/>.

## Shipping and receiving

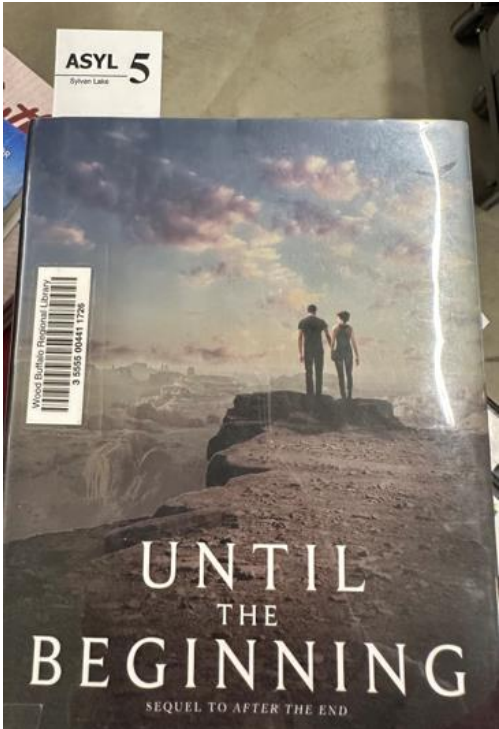
### Van Runs

PRLS vans visit each library at least once a week to deliver transit items and interlibrary loans, new purchases, rotating collections, program kits, correspondence, invoices, requested supplies, equipment, etc.

### Shipping library materials by van run

*Each item* should be slipped with a flag before being placed in a grey bin. Ensure the destination code is visible (protruding from the top of the item) and that the flag is securely placed in the book or DVD so it cannot easily slip out. If you have an excess of used flags, you can send them back to Parkland, and we will redistribute them as needed. If you need some flags, use the form at <http://support.prl.ab.ca/index.php/forms/van-supplies> or print them from the template files located at Q:\PRLS Flags and Labels.

Examples of a transit flag



Due to the high volume of bins transported around the system we ask that you fill the bins as much as possible, while keeping in mind the weight of individual bins. Use the grey bins and PRLS vans to transport ILL materials sent from your library to other libraries within the Parkland region, including headquarters. In order for van drivers to fit everything in their vehicles please ensure all items being sent via the PRLS van service will fit into a grey bin with the provided lid affixed. All items being sent from your library to fill interlibrary loan requests from libraries outside of the Parkland region should be sent to Parkland headquarters for processing and shipping.

Improperly closed bin



Properly closed bin



If sending heavy items, try to distribute the weight across several bins if possible. Place DVDs and other more fragile items at the top of the bin to avoid damage. *Due to the volume of materials sent around the region, we ask that you not send discarded or auxiliary items (such as ink cartridges) through the van run. Please contact your Consultant to arrange alternate transportation.*

If sending correspondence and payments via the van run, package them in a blue bag or envelope and seal it well. If you leave these items loose in the bin or tuck them inside a book, we are likely to miss them. Every library has 2 legal size plastic coloured file folders. These are also



used to send correspondence and payments. If you cannot locate these, or have questions, please contact your Consultant.

**Remove the flag from the outside front of the bin before sending it on to PRLS.** No flag on the front tells us that it is coming back to PRLS.

If you have materials destined for libraries that follow yours on the van run, put these items in a blue or white bag with that library's code tucked in the window. Van drivers will then drop these at the appropriate library for same day delivery.

### Shipping materials by Canada Post (Canada Post Shipping Tool)

Canada post offers a greatly reduced shipping cost to libraries so that they can ship materials to other. Instructions can be found at [http://support.prl.ab.ca/wp-content/uploads/2018/02/Shipping\\_Tool\\_Instructions\\_December\\_2017.pdf](http://support.prl.ab.ca/wp-content/uploads/2018/02/Shipping_Tool_Instructions_December_2017.pdf) and the shipping tool can be accessed at <http://libraryshippingtool.ca/en/home/>. Your Parkland Consultant can give you a password for the shipping tool. Contact your consultant if you have questions about mailing items directly to patrons.

### Postage Reimbursement

PRLS will reimburse you the cost of postage used for shipping library materials to patrons or other libraries. Fill out the postage log, recording destination (city and province) and provide the Canada Post tracking number. We recommend that you save the postage log on your computer and email the Excel file to the PRLS Finance Department at [finance@prl.ab.ca](mailto:finance@prl.ab.ca) on a regular basis (e.g., monthly if you ship a high volume of materials by post, quarterly if your volume is not high). You will find the postage log on the Q drive at Q:\Postage Reimbursement.

### Supplies

Parkland Regional Library System provides supplies for library memberships, for processing books and for resource sharing. Available library supplies include barcodes, membership cards, expiry date stickers and spine label/barcode protectors. Most library supplies are free to member libraries. More information on supplies and links to order forms can be found on the Forms support page <http://support.prl.ab.ca/index.php/forms/library-supplies>.

### Van Supplies

PRLS also provides van supplies to member public libraries to assist with the transport of transit and interlibrary loan materials. Van supplies include grey bins, cloth bags for sending materials via government courier (or sending to a library that follows yours on the same van run trip, same day), ME Flags and transit flags (flag going in returned book to another library). All flags can be found in the Q Drive: [In-system Transits and Van Runs/PRL Flags and Labels](#).

Van supplies are free for member libraries.

## Technology

### Polaris Integrated Library System

Polaris is Parkland's integrated library system (ILS). It includes an online public access catalogue (PAC) as well as circulation and purchasing modules for library staff. The ILS, as well as the relevant technical support and training, is available to public library staff at no charge as part of your PRLS membership.

### Training

Consultants provide Polaris training at your library and/or at PRLS headquarters. Hands-on training includes searching the catalogue, checking books in and out, creating patron records and adding items, generating reports and using the online public catalogue (Leap). In addition, a number of quick guides to frequent functions are located on the PRLS support website at <http://support.prl.ab.ca/index.php/library-how-to/circulation>. The full Circulation Manual is available at the top of the Circulation page. There are training videos on Polaris available through [Parkland Library Staff Academy](#) and there are additional resources, including a helpful guide to the various Polaris Reports and when to run them, available in the Q Drive: [Q:\Member Services\Polaris](#).

### Polaris and FOIP (Freedom of Information and Protection of Privacy)

Library staff and volunteers need to be aware of the protection of personal information held in the Polaris database. Regional and public libraries alike are subject to the *Freedom of Information and Protection of Privacy Act* and must demonstrate due diligence in protecting the personal information of library members. It is important that all circulation transactions in Polaris be conducted by library staff or volunteers. Patrons should never be provided with access to the Polaris database to check out their own materials. If you are interested in allowing patrons to check out their own books, you will want to look at purchasing a self-check station (i.e., Meescan). Your Parkland Consultant will provide you with more information on these stations upon request.

If you have questions about FOIP, contact [FOIP@prl.ab.ca](mailto:FOIP@prl.ab.ca).

### Library Website Hosting

PRLS hosts most member library websites using Sitecore; there is no charge for this service. Our team is available to update your website for you as needed. Submit updates to PRLS using our website update form at <http://support.prl.ab.ca/index.php/library-how-to/library-websites> or email your changes to [helpdesk@prl.ab.ca](mailto:helpdesk@prl.ab.ca).

## Information Technology (IT) Support

### IT Service Parameters

Technology support is available from PRLS Helpdesk ([helpdesk@prl.ab.ca](mailto:helpdesk@prl.ab.ca)) to assist library staff in the effective use of technology to serve library patrons. This assistance focuses on configuring, maintaining and trouble-shooting library workstations and networks.

Questions on **how** to use Polaris and Reports, establish local library procedures, or interpret reports should be directed to your Consultant.

### Summary of the PRLS IT Service Parameters

Services PRLS provides at no cost	Telephone, email and remote desktop support
	One annual IT visit per library
	SuperNet administration
	Internet service including wireless
	Email hosting
	Website hosting through Sitecore
	After-hours support
	Advice on purchasing equipment
Services PRLS does not provide	Legacy (old/outdated) software and hardware
	Services peripheral to core library services
	Support of or participation in the use of illegal software, hardware or other services
	Apple (Mac) and other non-Microsoft Windows based computers
	Custom website and/or software development
	Support for patron devices
Skills expected at the local level	Fundamental knowledge of computers and networks
	Proficient in the use of email and web browsers
	Proficient in the use of a Windows based operating system
	Understanding of basic computer and network security and ethical usage.

*Note: Phone, email and remote computer support is always free. On-site visits may be billable (rarely); contact PRLS for more information.*

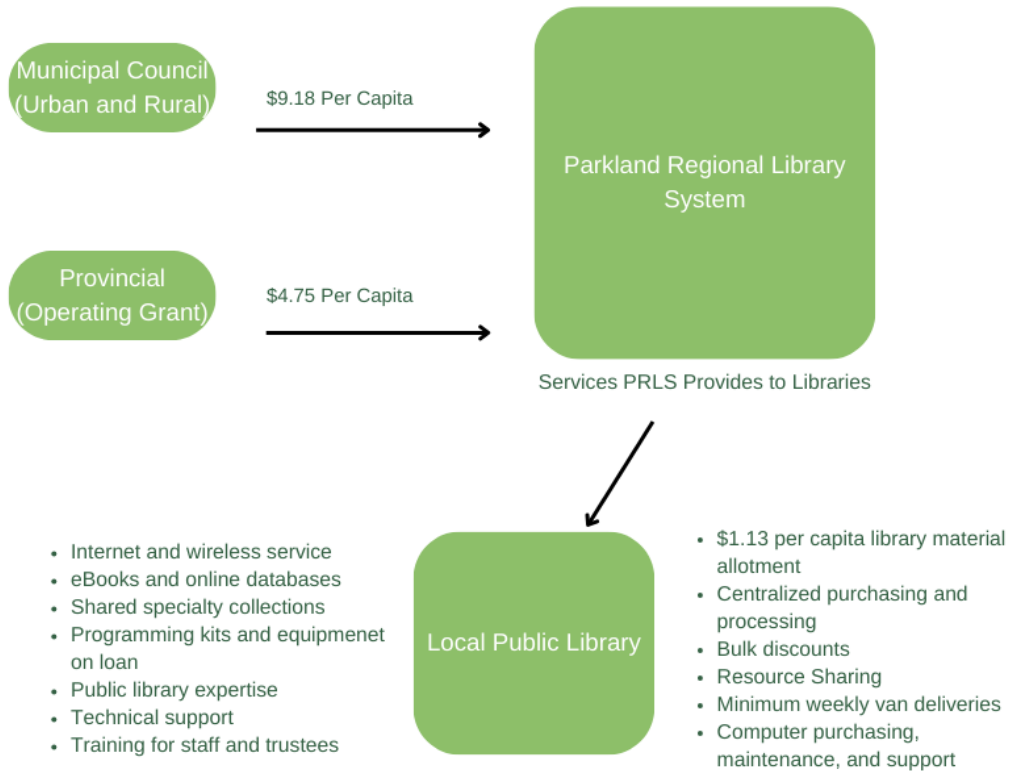
For detailed list of service parameters, please see the IT Service Parameters document located on the PRLS Support Site Information Technology page at <http://support.prl.ab.ca/index.php/services/information-technology>.

## Funding of Public Libraries

**Each municipal and intermunicipal library board is allotted base funding of \$9,000 plus a per resident rate of \$5.60 based on the 2019 Municipal Affairs Population List. (See attached funding model as per the Province of Alberta).**

## Regional Library Funding

### Parkland Regional Library System Funding



## Rural Libraries Services Grant

**Rural Libraries Services Grant**  
\$5.60 per capita distributed to libraries within a member rural municipality that does not operate a library board. This is passed directly from the province to the libraries in the area according to the direction of the municipality, as per PRLS' membership agreement.



## The Provincial Operating Grant

In order to receive a provincial operating grant, the library board must ensure several important documents are filed with the Public Library Services Branch, Municipal Affairs. These documents include a current Library Plan of Service, the Public Library Survey and Annual Report (completed by the end of February each year) and by June 15 each year a completed funding application that includes the library's budget and a statement of receipts and disbursements.

### Library Plan of Service

The *Libraries Regulation* requires boards to have a current plan of service, including a mission statement and goals and objectives, based on a community needs assessment. Your plan of service is much more than a legal requirement; it is an important tool for managing the library and your resources. It helps a board to govern at a strategic level, it aligns the library with the community and helps increase use. It builds community support and helps fundraising efforts and advocacy. It helps a library measure its success and identify areas for improvement. Library boards are responsible for planning and can choose the approach that works best for their situation. If boards are wanting resources or support, please contact your Consultant.

The plan of service for your library should be submitted in winter of the year your plan expires and *must* be submitted to PLSB no later than June 15<sup>th</sup> of the year following the expiration of your last plan of service (i.e., if your plan of service runs 2022-2025, you have until June 15<sup>th</sup> of 2026 to submit a new plan). Please note that your plan of service can cover a maximum of 5 consecutive years.

Consultants are also available to facilitate the needs assessment in your community and help you develop goals and objectives. Contact your consultant with questions and for assistance.

Information, tools and sample plans are also posted on the PLSB's website at

<https://www.alberta.ca/public-library-board-plan-of-service.aspx>

### Public Library Survey and Annual Report

The *Public Library Survey and Annual Report of Public Libraries in Alberta* (Annual Report) is due each year by the end of February.

Parkland compiles much of the data required for the report and shares this with libraries. We also provide additional guidance documents with information specific to Parkland libraries, available on the Reports page of the support website <http://support.prl.ab.ca/index.php/library-how-to/reports>.

Some Annual Report data must be collected locally. You will have to track this information throughout the year (or for one week and multiply by 50). Parkland Regional Library System recommends using 3 or 4 sample weeks throughout the year to get a more accurate picture of what happens in your library.

### **1. Collections:**

- a. Number of wireless hotspots available for loan.
- b. Number of mobile devices available for loan.

### **2. Circulation:**

- a. Number of times electronic equipment (wireless hotspots or mobile devices) was checked out.

### **3. Information Services & Use**

- a. Number of reference questions answered, whether in person, by telephone, or electronically (email or other online). Do not count directional questions (e.g., Where is the bathroom?) or administrative ones (e.g., How do I get a library card?) Remember to count Readers' Advisory questions (e.g., What author writes like Janet Evanovich?) You can track for a week and multiply by 50 to get an annual number.
- b. If examination services are provided at the library (e.g., proctoring/invigilating, or exam administration), please report the number of exams held at the library during the reporting year.
- c. If the library does not have a counter on the door, staff will need to keep track of how many people enter the library. You can count the same person if they enter the library multiple times. You can track this with an actual count through the year, or by measuring for a week and multiplying that number by 50.
- d. These are items that are used within the library but not checked out. If you do not regularly use Polaris' "in House" tracking, you will need to track this for a sample week and multiply by 50 to get an annual figure. If you use Polaris' "in-house use" check-in, there is a report that shows your number for the year: Polaris>Public Libraries>Collection>In-House Use
- e. Number of informal technology training assistance encounters (e.g., how to use email, print a document, access a website or e-resource, etc.).
- f. Number of formal bookings of library meeting rooms or similar spaces.

### **4. Programs and library awareness**

- a. A Library program is a pre-planned, coordinated event that meets a service response as indicated in the board's Plan of Service, is hosted/presented by the public library; is set for a designated time and place; has a defined purpose; has library resources (staff time, money, etc.) dedicated to it and may involve a registration process and/or some promotion.  
*Note to libraries located in schools:* please, do not count weekly class visits to the library unless each class would have come to the public library every week even if was located somewhere else in town. You will be asked to supply the number of sessions and total participants for children's, young adult, adult, family/multigenerational and other programs throughout 2021.

- b. Report the number of activities that promoted awareness of the library (e.g., trade shows, an open house, participation in community events, etc.). Report the number of participants reached through library awareness activities.
- c. Number of formal technology sessions and number of participants.
- d. Number of virtual programs and number of participants.
- e. Number of outreach sessions and number of participants.

## 5. Electronic Measurements

- a. Number of public workstations with and without internet access
- b. Number of mobile workstations (these are items such as Chromebooks, laptops and/or tablets or iPads that are provided to patrons for use in the library in lieu of a computer workstation).
- c. Workstation sessions – This is the number of times the public computers are used, track for one week and multiply by 50. If one person uses a computer twice in one day it counts as one user, two sessions.
- d. Workstation hours - number of hours that workstations were used during the year. If computer sessions are the same length, this can be calculated by tracking number of sessions. If sessions vary in length, you can record for a sample week and multiply by 50.
- e. Length of workstation sessions (minutes).
- f. Report the number of discrete Wi-Fi sessions, as captured on a router or similar device. This can be done as an annual or weekly count (multiply by 50 for an annual total).

You must complete the *Public Library Survey and Annual Report* in order to qualify for your operating grant from the province. For help with this process, please contact your Consultant, they are available to answer any questions you may have.

## Applying for an Operating Grant

Every year, public library boards must submit the following documents as part of their grant application on or before the deadline of June 15th.

1. An application for financial assistance signed by a member of the Board.
2. A statement of receipts and disbursements or a financial report from the previous fiscal year.
3. A budget for the current year.

Information and forms can be located on the PLSB website at <https://www.alberta.ca/public-library-services.aspx>.

## Libraries Act, Regulations and other important legislation

The *Libraries Act* provides the legal framework for public library service in Alberta, while the *Libraries Regulation* defines required business practices for public library boards. Other relevant

legislation includes: *Employment Standards, Occupational Health and Safety, Workers Compensation, Freedom of Information and Protection of Privacy* and Anti-Spam legislation.

## Library Bylaws and Policies

### Library Bylaws

According to the Libraries Act, every public library board in Alberta needs bylaws for the safety and use of library facilities. These bylaws protect your library, and the people and things in it and are legally enforceable. If your library board writes new bylaws or revises existing bylaws, they must go through a process in order for them to become official. Your library board must read and pass the bylaws three times; over two meetings is common, though you can hold all three readings at the same meeting if the board unanimously passes a motion to do so. The Public Library Services Branch has posted a sample Library Board Bylaw and a guide to creating Library Bylaws at <https://www.alberta.ca/public-library-board-policies-and-bylaws.aspx>

Once your board has passed or revised its bylaws, a copy must be sent to municipal council for review at a council meeting. Council can either accept or disallow the library board bylaws. If your bylaws are disallowed, it is a good idea to ask your council why so that the board can discuss and make revisions that will be acceptable to municipal council.

Once your new or revised bylaws have been accepted by Council, you must send a copy to the Public Library Services Branch and to your Parkland Consultant.

## Policies

### Required and Recommended Library Policies

Library policies provide the backbone for library service and guide the operating procedures of a library.

*Regulation identifies **required** policies, which include:*

1. Confidentiality of user records
2. Orientation and continuing education of board and staff
3. Finance
4. Personnel
5. Selection, acquisition and disposition of materials (Collection policy)
6. Resource sharing
7. Provision for library resources to be lent
8. Provision for persons unable to use conventional print
9. Records retention policy and schedule
10. Personal Information Banks (PIB)

*Policies that are recommended include:*

1. Internet and computer use
2. Library code of conduct



3. Unattended children
4. Customer service policy
5. Programming policy
6. Meeting space policy

The Parkland Regional Library System Board writes the bylaws and policies for our service points (outlet libraries). We encourage others to use these as a guide in developing their own policies. Access these policies as an editable Word document in the shared Q drive: Q:\Administration\Bylaws and Policies.

Whenever you have updated your policies, please send an updated copy to the PLSB.

## Working with your Board

### Roles and Responsibilities

Board and staff have different roles. The board is responsible for governance, advocacy and supervision of the Library Manager. The library manager is responsible for operations and supervision of other staff and volunteers.

Board	Senior Staff Position	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 appropriate programs and services	Provide patron service. Suggest and help develop new programs
Sets policies	Assists board and committees with policy development	Identify policy gaps and implementation problems
Sets budget and ensures sufficient funds to achieve it	Prepares budget in consultation with board; manages money	Identify resource needs; account for expenditures
Develops and authorizes plan of service	Assists board in planning process	Provide information needed for planning process
Advocates in the community on behalf of the library	Interprets policy via programs; seeks community support	Provide service; represent the library to the community
Creates a structure/ committees to carry out its work; builds the board	Supports board function; usually attends board and committee meetings	Assist board committees if required

<sup>1</sup> From *Library Board Basics: a handbook for library trustees and managers, 2016.*

### Board Meetings

According to the *Libraries Act*, library boards must meet at least once every 4 months and at any other time it considers necessary. A number of library boards throughout the Parkland region meet monthly between September and June and take a break over the summer. The *Libraries Regulation* states that every meeting of a board is open to the public and that people or groups

may make representations to the board at its meeting if the representations relate to the board and its programs, and provided that they have asked and been given permission in advance by the Board to do so.

As Library Manager it is good practice for you to attend all library board meetings. Not only are you responsible to report to your library board about library news, statistics, upcoming programs and program attendance, community collaborations, patron or service issues and other matters, you are also ideally situated to provide them with information that they can use as they make strategic decisions and plan for the future.

Shortly after assuming your position, you will want to review minutes from prior meetings as well as previous reports submitted to the board by the library manager.

### The Budget

The budget is the library's financial plan. The budget should reflect the Board's Plan of Service in numerical form. It is created in advance for the coming year. The Libraries Act states in section 8 that the "*municipal board shall before December 1st in each year prepare a budget and an estimate of the money required during the ensuing fiscal year to operate and manage the municipal library*". The budget and the estimate of money shall be forthwith submitted to Council. You may wish to contact your municipal and county council office to ask about their budgeting cycle in order to time the submission of your budget appropriately.

The plans and decisions that go into the budget allow the board to define and control the general activities of the library. The budget is a key tool for implementing the plan of service. Ideally the library manager and board will work together to establish the budget each year.

### Library Marketing

Library marketing is an essential component of library management as it helps raise awareness about the library's services, resources and events among the public. A successful marketing campaign can attract new patrons to the library, increase usage of its resources and provide support for library initiatives. Library marketing also helps to communicate the value of the library to the community and stakeholders, which can lead to increased funding and support. By promoting the library, Library Managers can ensure that the community is aware of all the resources and services available and can leverage those resources to support community initiatives. Overall, library marketing is a critical tool for libraries to effectively connect with the communities they serve, increase usage and support the growth of their programs and initiatives.

Marketing support is available through Parkland, you can find resources and information on the [support site marketing page](#). Additionally, you can contact the Marketing Specialist at Parkland for help with social media, branding and marketing strategies, creating campaigns for specific services, or any questions you may have on the subject.

## Library Advocacy

One of the common challenges facing public libraries is advocacy. Community members may not be fully aware of the variety of services and materials that modern libraries provide. As we know, this image does not accurately reflect the depth and breadth of activities that libraries engage in today, nor does it reflect the value of the library within the community. As library trustees and staff, it is up to us to demonstrate that the library is a place where people connect, discover, grow and have fun.

Parkland Regional Library System offers a workshop to library boards to develop an advocacy framework, help them identify the key influencers in the community, develop key messages and build a strong and effective advocacy plan.

If your library does not already have an advocacy plan, contact your Parkland Consultant to schedule an Advocacy workshop for you and your board.

## Municipal and Community Relations

While the Libraries Act makes public library boards independent corporations, library boards are dependent on their municipalities for funding. This means that an important function of the library manager and board is to develop and maintain respectful and collaborative relationships with their municipal and county offices and council.

Familiarize yourself with the goals and priorities of your local councils and consider how you can demonstrate the value of the library to them in meeting these goals and priorities. For an excellent discussion on building relationships, watch the University of Toronto's [Library Advocacy Unshushed](#) through the [Parkland Library Staff Academy](#).

To expand your focus to working with the entire community a wonderful resource is the [Community-Led Library Service Network](#)<sup>5</sup>. Though developed to highlight a community development approach for working with socially-excluded communities, it describes tools that can be used in any community (community entry, community mapping, relationship building, partnerships, program planning and more).

## Fundraising

There are a number of great resources on fundraising for libraries, everything from the book sales to capital campaigns. If you are ready to energize your fundraising efforts look for books in Parkland's nonfiction collection as well as in the collections of member libraries. There are a variety of fundraising resources available on the Q Drive: [Q:\Administration\Funding, Financials and Grants\Fundraising](#).

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<sup>5</sup> <https://clacommunityled.wordpress.com/resources>

## Grants and Grant Applications

Grant seeking is a competitive process, and the competition is steadily increasing. While there are many opportunities to obtain grants, success involves having confidence in yourself and the library you represent. Your job when writing a grant proposal is to convince a funder that your project is worthy of funding -- more worthy than the stack of others competing for the same dollars.

Parkland Regional Library System subscribes to [Grant Connect](#), a tool that helps organizations identify funders who share their cause. *Grant Connect* provides searchable, detailed information on all Canadian grant-making foundations, hundreds of corporate community investment programs, as well as government funding programs and American foundations that will fund Canadian charities. When applying, be aware that some grants may be intended only for charities registered with the CRA. If you are not certain of your status, you can check with your consultant or search the [CRA's list of registered charities](#).<sup>6</sup>

## Human Resources

If you are new to supervising employees, here are some things you need to be aware of.

*Note: There are a variety of resources available through the [Parkland Library Staff Academy](#) and Parkland's Reference Collection. Any time you have questions related to Human Resources and personnel management, feel free to contact your Parkland Consultant.*

## Employment Standards Act

The best place to start if you are new to managing people is with [Employment standards | Alberta.ca](#)<sup>7</sup>. In Alberta, employment standards are found in the *AB Employment Standards Rules*. These laws set minimum standards for employment including pay, hours, leaves, overtime, termination and vacations. Your Personnel Policy may touch on these topics as well; it is important that the provisions of your policy match or improve on the minimum standards outlined in legislation. If your library is operating in a unionized environment, you will also need to become familiar with the collective agreement.

## Performance Evaluations & Management

If you are supervising staff (as well as volunteers) you will need to decide whether you are going to have a process for annual performance evaluations or set up some other mechanism to provide regular feedback to employees.

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<sup>6</sup> <https://www.canada.ca/en/revenue-agency/services/charities-giving/charities-listings.html>

<sup>7</sup> <https://www.alberta.ca/employment-standards.aspx>

Performance evaluations, if done, should never be the first place an employee learns of a performance issue. Ideally, there will be two-way communication taking place all year long so that at year end, you are conducting a review, the contents of which will hold no surprises for your employees. Done properly they can help to motivate your team, recognize past performance and set goals for the coming year.

Evaluations can be useful where performance management is necessary. If there are issues with performance or behaviours on the job that may be corrected, a performance evaluation may be useful. The review records the issue and manager and employee discuss how the issue will be corrected or improved in the coming year. *The Core Competencies: Fundamentals* document is available in the Q Drive (Q:\Training and Manuals\Core Competencies) can be a helpful resource during employee evaluations.

### Terminating Employees

If it becomes necessary to terminate an employee, seek advice before proceeding. It is never easy to do and can be problematic for the library if handled improperly, however, it is your responsibility as the Library Manager to address these issues. For advice, feel free to contact your Parkland Consultant. You may wish to consult with your board for support before proceeding. It is possible that a board member will be available to sit in on the termination to back you up.

There are two ways to terminate an employee, with or without cause. More information can be found in the Government of Alberta's Employment Standards pages. If you terminate "without cause" you must provide notice or pay in lieu of notice to your employee. Terminating without cause is just that, you are not required to give a cause and it is advised that you don't. When you terminate "with cause" you must be able to support your reasons with documentation (the process of performance management can be useful for this).

It is important to respect the privacy of the employee involved. Refrain from providing details to other staff, a simple message informing them that the employee is no longer working at your library is enough. Once again, do not hesitate to contact Parkland to discuss the matter, we will treat this information with the utmost confidence.

### Training and Continuing Education

An important part of building a great team is to ensure that new staff receive adequate training and orientation to your library, including the organizational culture, strategic plan, policies and procedures. Continuing education is also important to ensure that staff remain current in their knowledge of library trends, technology and customer service.

Parkland offers a number of opportunities for continuing education throughout the year and we are happy to come to your library to provide in-house workshops on a number of topics including: customer service, reference and reader's advisory, navigating eContent, advocacy, strategic planning for results and board basics.

Looking for something else? Find details on the PRLS support site and in various communications from Parkland.

### Workers' Compensation

If a staff member or volunteer has been injured on the job, you have 72 hours after becoming aware of an injury or illness to submit the employer report of injury form. You should submit a report to WCB if the accident results in, or is likely to result in, lost time or the need for medical treatment beyond first aid, amongst other things. If in doubt fill out the report. If an employee or volunteer is injured on their break or lunch and they are away from the building you should still report it to WCB and let them determine whether or not there is a valid claim. For more information contact your Parkland Consultant or refer to the [Workers Compensation](#)<sup>8</sup> website.

### Volunteers

Volunteers play a valuable role to libraries. Though they are not paid staff, they should be treated in the same way in terms of orientation, training, continuing education, having job descriptions, receiving recognition, etc.

Like staff, if volunteers are working with children and/or vulnerable persons, you may wish to have a vulnerable sector check performed. Please be sure to include volunteers in any health and safety training. [Volunteer Alberta](#)<sup>9</sup> provides some valuable information on this topic on their website.

### Friends Groups

While Friends groups differ greatly from library to library, they have one thing in common: every Friends group is formed to support their library. Friends become involved in raising money for programming, special events and collections. The scope of your Friends' reach will depend on your number of volunteers, their interests and skills, and what time they can give. In every case, Friends' goals and activities should align closely with the library's Plan of Service.

Libraries and library boards are able to do their own fundraising without having a Friends group. However, Friends groups that are registered societies are eligible to apply for a [casino license](#)<sup>10</sup>, something that libraries are not able to do.

The secret to successful relationships between libraries, library boards and Friends groups is for everyone to understand their roles. Parkland has created a number of resources to help you get

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<sup>8</sup> <https://www.wcb.ab.ca/>

<sup>9</sup> [http://volunteeralberta.ab.ca/programs\\_services\\_resources/people/volunteer-screening/](http://volunteeralberta.ab.ca/programs_services_resources/people/volunteer-screening/)

<sup>10</sup> <https://aglc.ca/gaming/licences/casino>

started on creating your own Friends group, if you do not already have one. Contact your Parkland Consultant for information and support.

## Managing a Library Collection

Collection Management is the ongoing process of improving the selection of materials housed in the library, through policy, collection development, evaluation and deselection/weeding. Each item considered for addition or removal should be evaluated according to how well it meets the goals of that collection and the needs of the community. All public libraries in Alberta are required to have a policy on the selection, acquisition, purchase and disposition of library materials, including a policy respecting gifts and donations.

To address the needs of the whole community, the library manager must offer a collection that is well rounded and appeals to a wide variety of interests, reading levels and points of view. When evaluating a book for purchase you will want to look at the purpose, scope and audience for a book. When selecting materials, consider your budget, your collection plan and service priorities. Use the collection evaluation to determine purchasing priorities and guide new purchases. Consider the physical form of items (format, binding, appearance, illustrations, size) as well as author, publisher and price. Selection tools may include annotated lists, reviews, award lists, interlibrary loan requests and patron suggestions.

Collection development staff should evaluate and select materials according to set selection criteria which can be incorporated into the library's collection development policy.

Parkland recommends using the following selection criteria:

- a. Information currency (*published within the last five years*)
- b. Information accuracy
- c. Popular demand
- d. Authority and credibility of the author
- e. Accessibility to print-disabled library users
- f. Suitability of format
- g. Price, quality and availability
- h. Budget and space constraints
- i. Relationship to existing collection
- j. Scarcity of information in the subject area
- k. Availability of item or similar material elsewhere (e.g., other libraries, online licensed databases)
- l. Durability (e.g., durable binding and paper)
- m. Requests from patrons for specific titles or subjects will be considered within the previous principles

You can find training videos on how to develop and maintain your library's collections in the Parkland Library Staff Academy at: <https://my.nicheacademy.com/prl-staff?category=6073>. If you are interested in learning more about selecting and deselecting books for a library collection please see the PRLS Collections Management Handbook (Q:\Training and Manuals\Collections\Collections Management Handbook.pdf) or talk to your Parkland Consultant.

### Statement on Intellectual Freedom

*Intellectual Freedom* – The right of every person to seek and access information from all points of view without being restricted.

Libraries recognize and value the *Canadian Charter of Rights and Freedoms*<sup>11</sup> and support and promote the universal principles of intellectual freedom as defined in the *Universal Declaration of Human Rights*<sup>12</sup>. See *CFLA's Statement on Intellectual Freedom and Libraries* at: <https://cfla-fcab.ca/en/guidelines-and-position-papers/statement-on-intellectual-freedom-and-libraries/>.

### Allotment

As part of the regular budgeting process, the PRLS board provides a materials allotment for member libraries in accordance with the Parkland Regional Library System Agreement. Allotment is an amount of money Parkland holds on account for member libraries to be spent on materials for library collections purchased from our vendors or with an approved personal shopping purchase order. This money is allocated on a \$1.13 per capita. Following best practices, member libraries are expected to spend their allotment within the fiscal year in which the allotment is issued. Please see the Collections Management Handbook or contact your PRLS Consultant for more information about your member library's allotment funding.

The recommended allotment spending schedule is as follows:

- *March 31* - Libraries should have encumbered (ordered) 50% of their allotment
- *June 30* - Libraries should have encumbered (ordered) 75% of their allotment
- *September 30* - Libraries should have encumbered (ordered) 100% of their allotment
- *November 30* – The cutoff date for published items that can be ordered in the fiscal year.

### Purchasing books and other materials for the library collection

Parkland is here to assist with the ordering process. Contact your Consultant with questions about ordering processes. You can also contact the Finance Clerks at [orders@prl.ab.ca](mailto:orders@prl.ab.ca) if you wish to inquire about a specific order.

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<sup>11</sup> <https://www.justice.gc.ca/eng/csj-sjc/rfc-dlc/ccrf-ccd/rfcp-cdlp.html>

<sup>12</sup> <https://www.un.org/en/about-us/universal-declaration-of-human-rights>



There are several different purchasing resources that your Parkland Consultant can show you during a library visit/virtual meeting. You will find them listed, along with instructions for ordering at <http://support.prl.ab.ca/index.php/library-how-to/ordering-items>.

Once you have submitted your order following the ordering directions available in the *Collections Management Handbook* and the Q Drive at: <Q:\Training and Manuals\Collections\Collections Management Handbook.pdf>, Parkland will:

- Place the order
- Add a record to the catalogue
- Apply the amount against your allotment (or process it as a bill direct invoice if that is how you placed the order)

Physical materials will be shipped to Parkland where we will process them with labels, barcodes and everything they need to be shelf ready. You will receive your new books on your van run as soon as they are ready to go. If there is any issue with an item you order, i.e., the title is canceled by the publisher or the price is quite different from the listed price, you will be contacted by Parkland.

A *Item Order Status* report can be generated in [Polaris Reports](#) (available through the Support Site) to see what items have been ordered in the current budget year.

### Ordering

Orders submitted online using *ULS* or *CVS Midwest Tape* for physical items, *cloudLibrary* and *Overdrive (Libby)* for eContent can be processed most quickly. When you order in this fashion, our Finance Clerks are able to download a MARC record<sup>13</sup> for the item from the vendor straight into Polaris (the ILS).

### Things to remember when ordering

We depend on local library staff to ensure that they are ordering the title they want in the correct format.

#### *Be sure to check for:*

- Publication date and/or edition, are you ordering the latest version?
- Format – did you want it in Hardcover, Paperback, Large Print, Graphic Novel, unabridged audio version? Each format will have a unique ISBN, make sure you give us the right ISBN for the format you want.
- Check to see whether your library already has a copy (to avoid ordering duplicates). Sometimes you may wish to order a duplicate (e.g., to replace a worn title), please indicate if this is the case.

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<sup>13</sup> MARC is a library acronym that stands for Machine Readable Cataloguing.

- If you accidentally order a duplicate, you are responsible for reselling it or absorbing the cost. Many libraries post accidentally duplicated titles on Lib-Share and usually find new homes for them.

**To be Noted:**

- If libraries would like to know the number of items they have ordered, they must track it themselves. Finance Clerks can only provide dollar amount of over-encumbered.
- Digital ordering still has a cut off of Nov 30<sup>th</sup> (order date and publication date)

Please see the *Collections Management Handbook* for more detailed information on collections development, maintenance and purchasing.

### Collection Organization

Libraries in the Parkland Region use the Dewey Decimal Classification (DDC) system to organize nonfiction collections. The DDC organizes materials into subject areas giving each book a unique call number (or shelf location). All knowledge is divided into ten main classes which include:

- 000 General Works (Computers, information, the unexplained, general reference)
- 100 Philosophy and Psychology (How people think and feel)
- 200 Religion (World religions, Bible stories, mythology)
- 300 Social Sciences (Government, Holidays, Military, Folklore)
- 400 Languages (Sign language, foreign languages, dictionaries)
- 500 Science (Books about the natural world)
- 600 Technology (Inventions, things made by people, pets, how people use science)
- 700 Arts and Recreation (Sports, art, music, crafts)
- 800 Literature (Poetry, jokes, plays)
- 900 History and Geography (Past events and places of the world)

Each of these classes are further divided to become more and more specific. In DDC books are filed by digit, not whole number. It helps to think of it like money 5.07 is less than 5.48 so 5.07 would come first on the shelf.

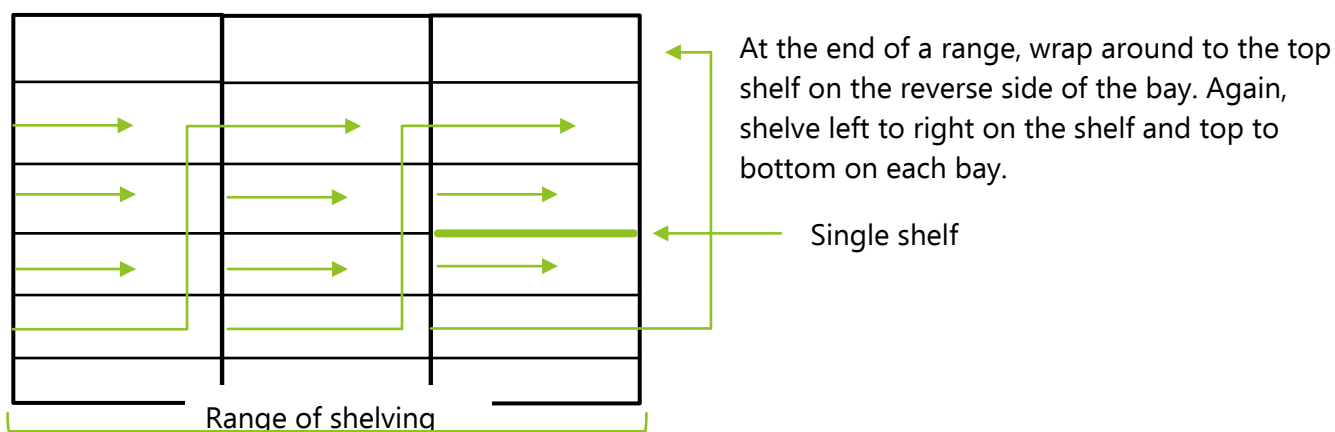
For example:

Call number	Correct order
598.235	598.07342
598.178	598.092
598.07342	598.178
598.923	598.235
598.092	598.923

Shelving is broken down into a single shelf, a bay (a vertical series of shelves), a range (a number of bays lined up in a row). Shelving can be single-sided (usually placed along a wall) or double-sided (freestanding).

Collections are shelved from left to right, top to bottom on a single bay. When you get to the bottom shelf on a bay you move to the top shelf of the next bay and again shelve from left to right, top to bottom. If your shelving is tall, consider leaving the top and bottom shelves empty to reduce reaching and crouching for your members. You will also want to leave space at the end of each shelf (1/3 to 1/4) so that you have room to turn a book to face outward, thus merchandising your collection. People are more likely to discover new and interesting books when they see the covers.

### Bay of Shelving



Some libraries shelve their adult and junior nonfiction in separate areas and some libraries shelve their nonfiction together (so that adults can find easier to read books and juniors can find more in-depth treatments of topics of interests). You will want to consider which method would work best in your community. For more information about the DDC and organizing collections, talk to your Parkland Consultant, they can help you map out different layouts for the collections in your library.

Another vital part of collection organization is shelf-reading. This is the practice of checking to see that every item is in the proper order on the shelf. It is the easiest way to make sure your collection is in order. This makes it much easier to complete daily tasks while ensuring that patrons can find what they need with less assistance. Some library managers chose to assign sections, while others use a schedule. If you are unsure about how to get started, contact your Parkland Consultant.

## Facilities

There are many resources available to assist you in planning new or renovated facilities. The nonfiction collection at Parkland has a number of good titles on planning new libraries and renovating existing ones.

The Public Library Services Branch (PLSB) [Standards and Best Practices for Public Libraries in Alberta](#)<sup>14</sup> section on *Facilities* includes a discussion of public library space needs considering collections, public areas and staff work space as well as a worksheet that can assist boards and staff with preliminary planning.

When contemplating a new or renovated space, many questions need to be considered. Contact your Parkland Consultant at the start of discussions to tap into professional advice and expertise in space planning and management.

Additional documents and tools that can assist you in planning and design for new, renovated or existing spaces:

- [Public Library Space Needs: A Planning Outline](#)<sup>15</sup> (2009) by Anders C. Dahlgren.
- A Space Needs Worksheet (Q:\Facilities\Library Spaces) designed to perform calculations from input data.
- [Teen Space Guidelines](#)<sup>16</sup> developed by the Young Adult Library Services Association.
- View WebJunction's [Flexible Spaces - Flexible Futures](#)<sup>17</sup> archived webinar.
- The Danish Agency for Culture has published a toolkit for library design in the digital age: [Model Programmer for Public Libraries](#)<sup>18</sup>.
- [Designing Libraries](#)<sup>19</sup> is a resource for planning and designing libraries.
- Administrators of Rural and Urban Public Libraries of Ontario have created [guidelines](#)<sup>20</sup> for public libraries (2012).

## Funding for Library Buildings

Is your community planning to renovate or build a new library? Alberta's public libraries qualify for funding through the [Community Initiatives Program](#) (CIP) and [Community Facility Enhancement Program](#) (CFEP). Please contact your Parkland Consultant if you would like support with applying for funding.

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<sup>14</sup> <https://www.alberta.ca/best-practices-for-public-libraries.aspx>

<sup>15</sup> <http://dpi.wi.gov/pld/boards-directors/space-needs>

<sup>16</sup> <http://www.ala.org/yalsa/guidelines/teenspaces>

<sup>17</sup> <http://www.webjunction.org/events/webjunction/flexible-spaces-flexible-futures.html>

<sup>18</sup> <https://designinglibraries.org.uk/index.asp?PageID=432>

<sup>19</sup> <http://designinglibraries.org.uk/index.asp>

<sup>20</sup> [http://aruplo.weebly.com/uploads/2/8/3/7/2837807/aruplo\\_guidelines\\_2nd\\_edition\\_january\\_2012.pdf](http://aruplo.weebly.com/uploads/2/8/3/7/2837807/aruplo_guidelines_2nd_edition_january_2012.pdf)

## Appendix 1

# Regular Reports Guide

## Daily Reports

**Picklist** – Daily picklist run through Polaris under **Utilities** → **Picklist Processing**. See pg. 39 in the Polaris LEAP Manual for Picklist instructions.

**Holds** – Daily report run through SQL Server Reporting Services here: **Public Libraries** → **Holds** → **Hold Notification – Phone Contact**. Contact patrons with holds appearing on this report for the timeframe you've specified.

**Overdues** – Daily report run through SQL Server Reporting Services here: **Public Libraries** → **Patron** → **Overdue Items – Phone Contact**. Contact patrons with holds appearing on this report for the timeframe you've specified. *\*\*This report is especially important if your library charges late fees.*

## Weekly Reports (Run Through SQL Server Reporting Services)

**Unclaimed** – Unclaimed holds found under Picklist. Holds will remain on hold for a patron for **7 days** before moving on to the Unclaimed report. Remove items from the holds cart/shelf, check-in and follow prompts from Polaris.

Picklist				
<a href="#">Pending (32)</a>	<a href="#">Located (0)</a>	<a href="#">Unclaimed (3)</a>	<a href="#">Unclaimed ILL (1)</a>	<a href="#">Holds to Transfer (0)</a>

## Monthly Reports (Run Through SQL Server Reporting Services)

**Possible Transit Problems** – Transit issues; items from your collection that have been in transit status for a long time either from you or in transit to you. Check your shelves and look into the history of the items before contacting other libraries that might have your items. If an item isn't found on your or the borrowing member library's shelves, check the item in and mark it missing. Report can be found in **Public Libraries** → **Collection** → **Possible Transit Problems**.

**\*\*Please note:** *If an item appearing on this report is an Inter-library Loan (ILL), please contact the PRLS ILL Dept ([ill@prl.ab.ca](mailto:ill@prl.ab.ca)) so they can investigate.*

**Patron Records to Delete** – Patron accounts to delete that can't be automatically deleted by PRLS. Check the patron account for any blocks and delete the blocks. Then, delete the patron account. Report can be found in **Public Libraries** → **Patron** → **Patron Records to Delete**.

**Lost and Missing Items** – Items that have gone to Lost and/or Missing status. Check the collection for items under Missing status. If a missing item is located, check it in and re-shelve. Lost items will automatically be withdrawn after 12 months if they have no interactions with Polaris during that time period. Report can be found in **Public Libraries** → **Collection** → **Lost and Missing Items**.

**\*\*Please note:** *If lost item is an ILL, please contact the PRLS ILL Dept ([ill@prl.ab.ca](mailto:ill@prl.ab.ca)) so they can investigate.*

**Orphaned Holds** – These are bibliographic records with holds placed where no item exists in any PRLS member library. Check if the patron is still interested in the item and then check if the item can be ordered

from outside of PRLS through D2D Relais or through PRLS ILL Dept. Report can be found in **Public Libraries → Holds → Orphaned Holds**.

**Long Overdue** – Items in the Long Overdue report must be changed to **Lost** status. To do this, select the item in the patron account and then select the button **Declare Lost**. Contact the associated patrons for these items. The Long Overdue Report can be found in **Public Libraries → Patron → Long Overdue Items**.

**Expired Patrons** – These are expired patron accounts that need to be renewed. Save the report as an Excel file and sort the results by expiration date. Check the last printed report for its most recent expiration date and print out any expired patrons from *after* that date. Contact patrons by phone regarding renewing their library membership. Report can be found in **Public Libraries → Patron → Expired Patrons**.

## Appendix 2

### Glossary of Key Terms <sup>21</sup>

**Accessible Formats:** Formats designed for people with disabilities. Accessible formats for traditional print material may be tactile (e.g., Braille), audio (e.g., DAISY), or visual (e.g., specialized fonts).

**Alberta-Wide Borrowing:** The right of any resident in Alberta holding an eligible public library card to borrow on-site from any other network participant as if they were a local user, without using interlibrary loan mechanisms.

**ALTA:** Acronym for the Alberta Library Trustee's Association.

**APLAC:** Acronym for the Alberta Public Library Administrator's Council.

**Assistive Technologies:** Technology tools designed for people with disabilities.

**CELA:** Centre for Equitable Library Access.

**CVS:** Acronym for CVS Midwest Tape, the vendor that Parkland has a purchasing agreement with for DVD's and audiobooks.

**Decolonization of space:** A way of reframing public space to create a safe and comfortable space and support for Indigenous people to reclaim what was lost to them (i.e., ceremony, culture, language, art).

**Deselection and Disposition:** The choosing of which materials will be weeded and discarded in a library collection.

**E-government:** The use of electronic communications devices, computers and the Internet to provide public services to citizens and other persons in a country, province or municipality.

**Equitable Access:** Fair and reasonable in a way that gives equal treatment to everyone.

**FCSS:** Acronym for Family Community Support Services.

**Friends of the Library:** A group that fundraises for the library board and supports the library within the community. This group is often registered as a society or a charity.

**Human Resources:** Often referred to as HR, encompasses all of the activities related to the ongoing administration of current employees.

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<sup>21</sup> <https://open.alberta.ca/dataset/d424e091-e381-4dc4-b03f-a5a8b51a80fb/resource/bb49bd6b-7ba8-4fd1-85b4-d33f514279f0/download/best-practices-for-alberta-public-libraries-2018.pdf>

**Information Ethics:** That which focuses on the relationship between the creation, organization, dissemination and use of information, and the ethical standards and moral codes governing human conduct in society.

**Integrated Library System (ILS):** A software package that enables library staff to manage library resources and library users to access them. Specifically, an ILS consolidates a variety of components that enable core library service functions such as acquisitions (ordering, receiving and invoicing for materials), cataloguing (classifying and indexing materials), searching (public interface for finding and requesting items) and circulation (lending materials to patrons and receiving them back).

**Intellectual Freedom:** The right of every individual to both seek and receive information from all points of view without restriction. It provides for free access to all expressions of ideas through which any and all sides of a question, cause, or movement may be explored.

**Interlibrary Loan (ILL):** The transfer of print and non-print library materials, or a copy of those materials, from one participating library to another in response to a specific patron request. This may be done physically or electronically.

**Intermunicipal Library Board:** A library board formed by two or three municipalities under section 12.2(1) of the Libraries Act.

**Joint-Use Facility:** A joint-use facility is defined as a public library co-located with another entity (other than a school) such as a community centre, recreation centre, or a post office. Or, when there are three or more parties involved, e.g., a public library, a school and a community centre.

**LAA:** Acronym for the Library Association of Alberta.

**LibPAS:** The online tool used by the Public Library Services Branch to collect public library annual reports.

**Library Board:** A municipal, intermunicipal, or system library board, as defined in the Libraries Act.

**Library Manager:** The position in the library or library system that reports directly to the library board and is responsible for all operational management of the library or library system, including the management of other staff. May also be referred to by other titles (e.g., CAO, Chief Librarian, Director, etc.).

**Library Resources:** Any material, regardless of format, that is held in a library's collection and includes books, periodicals, audio recordings, video recordings, projected media, paintings, drawings, photographs, micromaterials, toys and games, kits, CD-ROMs and electronic databases.

**Library Staff:** Paid employees of the library board, including the Library Manager.



**Library System:** A corporation established by the Minister under the Libraries Act when municipalities in an area agree to jointly provide regional library services. Library systems provide professional and technical support to public libraries within the system area, manage resource development and sharing at the regional level, and function as nodes within the provincial public library network to connect resources to residents via municipal libraries.

**Library Volunteers:** Citizens who provide service to the library on an unpaid basis.

**MARC:** A library acronym that stands for Machine Readable Cataloguing.

**Meescan:** Library self-checkout system.

**Mobile Library:** A mobile service point, specifically a vehicle that is designed for and used to provide public library service outside of the physical library, such as a bookmobile or book bike.

**MOOC:** Massive Open Online Course.

**Municipal Library Board:** A library board formed by a single municipality under section 3(1) of the Libraries Act.

**NNELS:** The National Network for Equitable Library Service.

**PLC:** Acronym for Parkland Library Council.

**PLSB:** Acronym for the Public Library Services Branch of the Government of Alberta.

**Periodical:** A magazine or newspaper that is published on a regular basis.

**Plan of Service:** A strategic plan based on a community needs assessment that identifies the mission statement, goals and objectives of the library for a defined period of time. All municipal and system library boards are required by the Libraries Act to have a plan of service.

**Plan of Service Goals:** To define the goals of a plan of service/strategic plan you need to:

- Understand your organization's mission and define its ultimate purpose.
- Describe your organization's vision.
- Craft long-term goals and objectives that are clearly aligned with the organization's vision.
- Formulate a strategic plan that outlines how the organization will achieve its goals in the next 3–5 years.
- Determine clear goals based on your vision.
- Make a purposeful statement to create a strategic objective, form a statement that shares how you will move from point A to point B in a certain amount of time.
- Use actionable steps.
- Check in on your progress.

**Print Disability or Perceptual Disability:** Defined in the Canadian Copyright Act (1985, s 2) as mobility, cognitive and vision impairments that prevent individuals from being able to read traditional print.

**Public Library Network (PLN):** A technological and operational framework that connects Alberta's public libraries to enable access to public library resources and services for Albertans. The network is coordinated and supported by PLSB.

**Resource Sharing:** Making available to other libraries the library resources owned by a board, the information contained in those resources and the staff expertise required to locate and make available the information or the library resources.

**School Authority:** Means a school district, school division or regional division.

**SuperNet:** A broadband network built by the Alberta government to connect public institutions across the province and enable them to access high-speed internet access, video conference and other services. SuperNet supersedes high-speed Internet access by providing enhanced speed, stability and security, which are key to facilitating basic library operations such as integrated library system (ILS) and network functions and enabling access to other network services, such as multimedia services and digital resources.

**TAL:** Acronym for The Alberta Library.

**Trustee:** A member of a board elected or appointed to direct the funds and policy of an institution. Often used interchangeably with board member.

**ULS:** Acronym for United Library Services, the vendor that Parkland has a purchasing agreement with for books of various formats.

**Universal Design:** An environment that is designed so that it can be accessed, understood and used to the greatest extent possible by all people regardless of their age, size, ability or disability (National Disability Authority, n.d.).

**VDX:** Interlibrary loan software used by Alberta public libraries to borrow and lend library material.

**Weeding:** In librarianship, the systematic removal of resources from a library based on selected criteria, usually age, appearance and frequency of use.

**YCW:** Acronym for Young Canada Works, a federal grant program to enable businesses and non-profits to hire students and young workers under 30.