



Chestatee Regional Library System

Board of Trustees Policies

Approved by the Chestatee Regional Library Board of Trustees
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Chestatee Regional Library System Policies
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SECTION I: BOARD OF TRUSTEES POLICIES

Part 1. - Process for Developing, Implementing, Amending Board Policy

1.1 Purpose

The Chestatee Regional Library Board, as the governing body of the Chestatee Regional Library System, is entrusted with the authority to establish policy for the governance of the library system.

The purposes of our policies are to

- Inform everyone of board intent, goals and aspirations.
- Prevent confusion among board members, staff and the public.
- Promote consistency of board action.
- Eliminate the need for instant (crisis) policy making.
- Reduce criticism of the board and management.
- Improve public relations.
- Clarify board member, Director and staff roles.
- Give management a clear direction from the board.

1.2 Policy Development

Board Policies vs. Management Procedures

The Chestatee Regional Library Board makes an important distinction between board policies and management procedures. Board policies establish the broad parameters within which board members, committees, library management, and staff will operate. Management procedures, developed and implemented by the Director, outline the specifics of how the organization and staff will operate within board policy.

Once the Board officially adopts a new board policy, that policy is the standard for dealing with the subject matter covered by the policy. If an issue comes before the Board that is not in line with existing policy, the issue is out of order and will be considered only in terms of policy change.

Majority Required

All policy decisions will be made by majority vote of the board and only at board meetings open to the public. Before adopting any policy, all board members will receive a copy of the proposed policy in advance of the meeting at which the vote is to be taken.

Source of Policies

Policies may be recommended to the Board by committees of the Board, individual board members or the Regional Library Director. All proposed policies will be researched to ensure that they are legal, and do not contradict already established policy or bylaws of Chestatee Regional Library System. If approved by the Board, policies will be written, coded, dated at time of approval and included in all copies of the board policy manual.

1.3 Policy Implementation

The library director will be accountable to the board for carrying out these policies, ensuring that all policies are effectively explained to the employees and making every reasonable effort to see that they are understood, accepted and complied with.

A copy of the board policy manual will at all times be available in the Chestatee Regional Library office for review and inspection by employees and board members. Each board member will be given a policy manual annually if revisions have been made during the previous year.

1.4 Policy Amendment

All policies will be regularly reviewed by the Board or a committee of the board for accuracy and appropriateness, and recommendations will be made to the Board for amendment, addition or elimination. Except as otherwise provided by law, any policy of the board may be suspended, repealed, amended, or waived by a majority vote of the board, provided that at least one full week advance notice has been given to all board members of the intention to consider revocation, repeal, waiver, or amendment.

Part 2 - Structure & Organization

2.1 Establishment of the Organization

Chestatee Regional Library System is established under Georgia law (O.C.G.A. 20-5-40). The Chestatee Regional Library Board of Trustees is established as the authority to operate Chestatee Regional Library in accordance with the constitution, bylaws and board policies, as well as applicable federal, state, and local laws.

Chestatee Regional Library business will be conducted in accordance with the laws of Georgia, bylaws of the Board, board policies, and generally accepted business practices that will accomplish the Library System's mission.

2.2 Authority of the Board of Trustees

Each member of the Chestatee Regional Library Board, together with other members of the Board, is legally and morally responsible for all activities of Chestatee Regional Library System. All members of the board share in a joint and collective authority which exists and can only be exercised when the group is in session, open to the public.

2.3 Board Member Rights

Members of the Chestatee Regional Library Board are granted certain specific rights. All board members have the right to

- Receive notice of board meetings and the agenda.
- Attend and participate in board meetings.
- Examine Chestatee Regional Library System books, records, meeting minutes, financial statements and contracts.
- Place items on the Board meeting agenda at the appropriate time.

2.4 Board Member Responsibilities

Serving as a board member of Chestatee Regional Library involves a very special commitment. To meet that commitment, board members are expected to

- Ensure adherence to Chestatee Regional Library System's mission.
- Attend and actively participate in all of the board's meetings, and notify the Director or board chairperson of anticipated absence.
- When absent from a meeting, review minutes and results of the missed meeting.
- Do their homework to be prepared to participate fully in board and committee meetings.
- Serve actively on at least one committee.
- Act only with the full board, not individually, unless authorized to do so by the full board.
- Speak for the full board only when the full board sanctions their doing so.

2.5 Ethical Obligations

Confidentiality of Information

It is expected that board members, even after they complete board service, will not use patron lists or other confidential information acquired by virtue of being a member of the board.

Gifts

Members of the Chestatee Regional Library Board must never offer, give, solicit or receive any form of bribe or kickback through their connection to the library system. This restriction applies to both actual and proposed business transactions involving the Chestatee Regional Library System.

Conflicts of Interests

Board members have a duty to subordinate personal interests to the welfare of Chestatee Regional Library and those we serve. Conflicting interests can be financial, personal relationships, status or power. Board members may not be ex-employees of Chestatee Regional Library System.

Board members are prohibited from receiving gifts, fees, loans, or favors from suppliers, contractors, consultants, or financial agencies, which obligate or induce the board member to compromise responsibilities to negotiate, inspect or audit, purchase or award contracts, with the best interest of Chestatee Regional Library in mind.

Board members are prohibited from knowingly disclosing information about Chestatee Regional Library to those who do not have a need to know or whose interest may be adverse to the library system, either inside or outside the organization. Nor may board members in any way use such information to the detriment of Chestatee Regional Library.

Board members may not have a significant financial interest in any property which Chestatee Regional Library purchases, or a direct or indirect interest in a supplier, contractor, consultant or other entity with which Chestatee Regional Library does business.

Since it is not possible to write a policy that covers all potential conflicts, board members are expected to be alert for and avoid situations which might be construed as conflicts of interests.

Any possible conflict of interests on the part of any board member should be disclosed to the other board members and made a matter of record, either through an annual procedure or when the interest becomes a matter of board action.

Any board member having a conflict of interest or possible conflict of interests should not vote or use his/her personal influence on the matter, and he/she should not be counted as part of a quorum for the meeting. The minutes of the meeting should reflect that a disclosure was made, the abstention from voting, and the quorum situation.

These restrictions should not be construed as preventing the board member from briefly stating his/her position in the matter, nor from answering pertinent questions of other board members, since his or her knowledge could be of assistance to the deliberations.

Political Activity

Members of the Chestatee Regional Library Board must never make any political contributions, direct or indirect, on behalf of the library system. If a board member takes an active part in the political process, it must be done at the board member's personal expense. Chestatee Regional Library will not reimburse anyone for a political contribution.

2.6 Board Membership

Perpetuation of the organization

Continuance of the organization is the responsibility of the Chestatee Regional Library Board, and requires that the Board carefully select replacements to recommend for appointment as board members leave the County Boards. Appropriate potential new board members must be recruited to maintain continuity of the governance of the library system.

The Board will maintain an ongoing recruiting plan that can fill County Board vacancies with well-qualified candidates and with minimal disruption to the Board's work. When selecting new board members to recommend for appointment, the Board will attempt to find a broad representation of the community that will offer diverse perspectives to the Board's decisions.

Vacancies on the Board

When vacancies occur on the Regional Board other than normal expiration of terms, the Board of Trustees will notify the respective County Board within 30 days of the declaration of vacancy, and the County Board will elect a replacement board member no later than its next regularly scheduled meeting to complete the Regional Board term.

When vacancies occur on the County Board other than normal expiration of terms, the Board of Trustees may recommend to the appointing body individuals to fill the vacancies. The appointed board member may fill the position until the expiration of the term of the person he/she replaces, and may be eligible for reappointment as specified in the appropriate Board's constitution.

The process for appointment to the County Board will be as follows:

- The chair will accept recommendations from the Regional Board, County Board members, and/or the library director.
- A list of the nominees will be submitted to all county board members prior to the meeting at which the County Board will select the name(s) for recommendation.
- Recommendations for individuals to fill a vacancy will be made only by a majority vote of the board members present at an official meeting of the County Board.
- The board chair will notify the appointing body (county commission or other local funding authority) of the person(s) recommended by the Board.

Removal of board members

It is the policy of the Chestatee Regional Library Board to remove board members who fail to perform the expected duties of a board member. A board member may be removed from the board because of

- Negligence of board duties and responsibilities.
- Failure to attend board meetings regularly.
- Illegal activity as a member of the board.
- Acting in any manner detrimental to Chestatee Regional Library.

A trustee is automatically removed by operation of Georgia law for absence from three consecutive meetings of the Board and/or committees of which he or she is a member.

Board members may be removed only by a majority vote of all currently serving board members, and the motion to remove will state clearly the cause for removal.

2.7 Board Member Benefits

Compensation

Board members will not be compensated for service on this board.

Board Member Travel

Authorized travel is defined as travel in connection with the business of Chestatee Regional Library which has been directed or requested and approved in accord with Board policy prior to the departure date.

All requests for business travel by board members will include the purpose of the trip, dates of meetings (if any), anticipated expenses, date of departure and date of return.

Travel for board members must be approved by the Board.

Upon completion of the travel, a report must be submitted to the Board to demonstrate completion of the purpose and to share business information with the rest of the board.

Chestatee Regional Library staff will make travel arrangements (other than personal car travel) for board members on library business.

Airline travel will be booked coach class, and discounted airfares will be sought whenever advance notice of the travel allows.

Board members canceling travel reservations or creating a "no show" situation for any reservations because of personal preference will be charged any cancellation fees and room charges.

Reimbursement of Expenses

Reimbursement of authorized out-of-pocket expenses will be according to the same reimbursement policy applied to staff as found in the Chestatee Regional Library Policy Manual, Section VI, Personnel.

At the completion of authorized travel, an expense report will be submitted to the Chestatee Regional Library accounting office. The report will list by date and place all reimbursable expenses claimed, and will be accompanied by the required receipts and invoices. Claimed expenses for lodging, travel, car rental and miscellaneous expenses must be documented by original receipts. Unless specifically authorized by the Board of Trustees, no expenses are authorized nor will be reimbursed by Chestatee Regional Library for expenses of friends, relatives or families accompanying a board member on library business, nor for any non-related business travel or extension of stay beyond completion of the intended library business.

Some expenses can be deemed unreasonable and unnecessary or extravagant. Such charges will be deemed personal and not reimbursable without compelling cause and at the discretion of the Board.

Board member orientation and development

The Chestatee Regional Library Board believes that professional development for board members is vital to good governance of the library system. Therefore, new board members will be given, within 30 days of the beginning of their term, a thorough orientation about Chestatee Regional Library, board operations, finance, board ethics, responsibility and liability.

The Board may also include in the annual budget of Chestatee Regional Library a line item for board development. The line item will be used to pay for publications and materials to assist the Board to learn the job, training and in-service programs oriented to board operations and travel to conferences and conventions that will assist board members to develop their governance skills.

2.8 Communications

Speaking for the Board to the Public or Media

Individual board members may not speak to the public or the media on behalf of the Board unless authorized by the Board to do so.

When speaking about Chestatee Regional Library or about board action, board members should be careful to define when their remarks represent personal opinion and when their remarks represent official board position. Board members must be aware that they are always seen as board members even when they designate comments as personal.

Management of Staff and Public Concerns

It is the policy of the Chestatee Regional Library Board that when a board member is contacted by a staff member or member of the general public who has a concern or

complaint about the library system or persons within it, the board member will follow the following procedures:

- Remember that individual board members have no power or authority to speak or act for the full board.
- Listen to the person's concern.
- Express a desire to reach a satisfactory solution.
- Explain that the Board and management have established a process for handling concerns which starts with the person most immediately responsible. Suggest that the concern be discussed with the person immediately responsible.
- Assure the person that the library director will be informed of the concern.
- Ask the person to report back to you about the progress or resolution of the concern, if desired.
- Inform the Director of the complaint or concern immediately.

2.9 Open Records

Under Georgia's Open Records Act (O.C.G.A., 50-18-70), "All state, county and municipal records, except those which by order of this state or by law are prohibited from being open to inspection by the general public, shall be open for a personal inspection of any citizen of this state at a reasonable time and place; and those in charge of such records shall not refuse this privilege to any citizen."

The definition of a "public record" which is available for inspection and copying by any member of the public has been broadened to include all documents, papers, tapes, or similar material "prepared and maintained or received in the course of the operation of a public office or agency." When a request for a particular record is received pursuant to the Open Records Act, almost everything is included within the broad definition of "public record," unless a specific exception is contained in the law. Some records are not available for public inspection and copying pursuant to exceptions under the Open Records Act, specified in O.C.G.A., 50-18-72.

Upon receipt of a written request, a determination will be made within three (3) days whether records in question are public or protected records. The requestor will be notified of this decision and when and where the records will be available. Eligible records will be made available for inspection during business hours in the presence of library staff.

No charge will be made for copy requests totaling fewer than 5 copies. Individuals with copy requests greater than five pages will be charged the prevailing rate for general public copying, plus the cost of staff time to process the request. The completed request forms will be maintained in the Administrative office.

Part 3 - Regional Library Director Responsibilities & Functions

3.1 Role

The library director is responsible for all business operations, including management of the assets of Chestatee Regional Library System; hiring, training, promotion, discipline, and termination of employees; and for establishing and maintaining the organization and structure to efficiently conduct the management functions of Chestatee Regional Library System.

The library director plans for and administers a program providing service in accordance with Chestatee Regional Library System's stated purpose and in such a manner that optimum results are achieved in relation to the resources of the agency, and operates under the general direction of the Chestatee Regional Library System Board of Trustees.

The Board's job is generally confined to establishing topmost policies, leaving implementation of board policy to the library director. All board authority delegated to staff is delegated through the Director.

The Director is authorized to establish all further policies, make all decisions, take all actions and develop all activities which are true to the Board's policies. The Board will respect the library director's choices so long as the delegation continues. This does not prevent the board from obtaining information about activities in the delegated areas.

No individual board member, officer or committee has any authority over the library director. Information may be requested by such parties, but if such request, in the Director's judgment, requires a material amount of staff time, it may be refused.

Acting with the authority granted above, the chief executive may not perform, allow or cause to be performed any act which is unlawful, insufficient to meet commonly accepted business and professional ethics for the "prudent person" test, in violation of funding source requirements or regulatory bodies, or contrary to explicit board constraints on executive authority.

Should a situation arise wherein the library director deems it unwise to comply with a board policy or request, he/she will inform the Board of Trustees. Informing is simply to guarantee no violation may be intentionally kept from the board. It is not for the purpose of receiving approval. Board response at that time does not exempt the library director from subsequent board judgment of his/her action.

3.2 Responsibilities

In the area of human resources, the library director relates both to the Board and to the staff of Chestatee Regional Library, but has ultimate responsibility to the Board.

For the Board of Trustees, the library director

- Develops and recommends to the Board specific, written, long and short-range plans for the development of Chestatee Regional Library programs and services.
- Maintains appropriate relations with the Board and various board committees, and keeps them informed.
- Interprets trends in the fields of service in which Chestatee Regional Library is engaged, by maintaining involvement in the professional field as a whole.
- Assists with orientation and training programs for the Board.

For the Chestatee Regional Library staff, the Director

- Supervises and directs key staff in the performance of their duties.
- Evaluates the performance of key staff members.
- Provides overall control of and direction for the personnel of Chestatee Regional Library, including active participation in or approval of personnel actions.

In the area of **planning**, the library director

- Evaluates the services being provided by Chestatee Regional Library in relation to specified goals and standards, and recommends modifications where appropriate.
- Recommends new programs, or discontinuance of programs, to the Board.

In the area of **finance**, the Director

- Prepares Chestatee Regional Library budgets and is accountable for control of these resources once approved.
- Directs all financial operations of Chestatee Regional Library System.

In the area of **constituent relations**, the library director manages all activities including coordinating board activities in this area.

In the area of **public relations**, the library director interprets the function of Chestatee Regional Library to the community by assisting the Board, through direct involvement and through public relations programs, including personal contact, descriptive program literature, and the media.

In the area of **interagency relations**, the Director

- Maintains appropriate relations with other professional and service groups in the community.
- Maintains appropriate relations with federal, state, and local government units.
- Maintains appropriate relations with other agencies in similar fields of service.

In the area of **organizational operations**, the library director

- Recommends policies to the Board and/or assists the Board in the formulation of policies for the effective and economical operation of Chestatee Regional Library and its programs.
- Ensures implementation of the policies adopted by the Board.
- Has chief administrative responsibility for maintenance of agency facilities, and regular reporting to various bodies.
- Carries chief staff responsibility to ensure that legal obligations of Chestatee Regional Library are met.

3.3 Performance Evaluation

It is the policy of the Chestatee Regional Library System to regularly evaluate the work performance of the library director.

The evaluation will be given at the October board meeting so that fiscal year-end progress reports can be considered, and all board members participating in the evaluation will have had a full year of interacting with and observing the Director's performance.

Although the evaluation will be facilitated by the personnel committee, the entire board will have the opportunity to participate in the evaluation process.

The process begins with a review of the current performance evaluation form, the job description, and organization objectives. Once the personnel committee has accepted or amended the evaluation form, respondents will be asked to rate the Director's performance against each line item on the form.

The team mails the checklist to all board members with a self-addressed stamped envelope so that all evaluations are returned to the home or business address of the board or committee chair. A request is sent with the evaluation form to complete within ten days. Respondents have the option of signing or not signing their evaluation forms. Constructive criticism from board members should be specific so that appropriate corrective action may be taken by the library director.

A copy of the evaluation checklist is also given to the Director with the request to complete a self-evaluation and recommend performance objectives for the upcoming year. The form completed by the Director will not be included in the Board's compilation of results.

When the board members have returned the evaluation forms, the chair of the Board or committee makes up a composite checklist which, by line item, indicates the number of responses for each rating. All comments are randomly listed without identifying the source of each comment.

Next, the personnel committee meets, without the library director present, but with a Director's designee present, to review the composite evaluation and performance objectives for the upcoming year. The board must reach consensus on each item in the checklist.

Then the personnel committee meets with the library director to present the recommendations from the evaluation. Should the library director be in serious disagreement with part or all of the evaluation, the Director has the right to respond. Such a response should lead to a dialogue in which the problem area can be resolved in a candid and professional way. The personnel committee then presents its recommendations and evaluation to the full board in executive session. The Board comes out of executive session and votes on the final performance evaluation document.

The final agreed-upon evaluation should be signed by both the library director and the board chairperson. A copy of the evaluation is given to the Director, and the original evaluation is kept on file by the board chairperson to be passed on to the next board chairperson.

Board members will not solicit information regarding the library director's performance from subordinate staff. Staff plays no role in the evaluation. The board recognizes that including staff can seriously erode the relationship which must exist between the library director and staff. The Director will be encouraged to solicit staff feedback on an ongoing basis as a part of good management practice.

3.4 Compensation of the Director

Compensation of the library director is determined by the state librarian pay scale plus an agreed-upon local supplement expressed as a percentage of state salary, or the

amount appropriate to experience on the Board-approved salary scale for Chestatee Regional Library employees, whichever is greater. Additional compensation may be negotiated between the Director and the Board, in which case it may be approved by the Board through the library system budget approval process.

3.5 Succession Policy

A policy for library director succession must include two parts—the process the board will follow to replace a retiring or resigning library director, and a process to continue uninterrupted service in the event of sudden loss of the library director.

Resigning or retiring library director

The process for replacing a resigning or retiring library director will be as follows:

- The Board will determine the exact retirement or termination date of the current library director.
- The Board will determine a specific target date to bring on a new library director. This target date will be flexible to allow the selected candidate some latitude in the beginning date.
- The Board will designate an acting library director to serve for the time between the ending date of the current Director and the beginning date of the new Director. Board members are not eligible to serve as the acting library director.
- The board chair will nominate a search committee of not less than three board members and not more than five board members. The current library director may be an ex-officio, non-voting member of the search committee. The board chair may appoint up to two additional search committee members from outside the Board, e.g., former board members, community leaders, Friends of the Library, or other persons who would be valuable resources to the committee. The board chair will seek board approval of the nominees.
- The Board will consider the need for any changes to the management structure before the search for a new library director.

The search committee will begin as soon as possible to

- Update the job description for the library director.
- Develop a profile of the preferred candidate.
- Determine the feasibility of utilizing a search firm to assist the board in the search.
- Determine salary range and terms of the contract to be offered.
- Determine the extent of staff and community involvement in the search process.
- Identify appropriate advertising media to be used.
- Establish a schedule to complete interviews, reference checks, and final selection.
- Determine who will conduct the interviews and what questions will be asked.
- Establish a process for communicating search progress to the board and staff.
- The search committee will seek approval of the full Board for all of the above.
- The search committee will interview no less than three candidates and present a recommendation to the Board that one or more candidates be considered for appointment.
- The Board will meet with the recommended candidate(s) and select the new library director.

External candidates and current employees will be eligible to apply for the position.

The Board will set dates for three-month and six-month reviews of library director performance. These reviews will be informal discussions between the Board and Director for the purpose of assisting the Director to understand board needs and intent, as well as affirmation of good library director performance. The board will do a formal written performance evaluation of the library director after approximately one year of employment and then annually.

Sudden loss of library director

The process to continue uninterrupted service in the event of sudden loss of the library director will be as follows:

- The Board will designate one staff person who will assume the duties of the library director if, in the judgment of the Board, that becomes necessary.
- The current library director will compile a list of vital instructions for an acting director and update that list annually. The list may include, but is not limited to, such information as
 - a staff flow chart showing chain of command and a list of responsibilities of all management personnel.
 - special instructions about which staff members should be consulted for special assistance in such areas as personnel management, maintenance, finance, computer operations and other essential functions of the organization.
 - location of all bank accounts and financial records, and instructions about disbursement authority.
 - location of all vital documents, such as policies and contracts.
 - location of all computer backup files.

If it becomes necessary to implement these emergency procedures, the Board will meet as soon as possible with the designated acting library director to

- Establish a plan for continued operation.
- Officially designate the selected staff person to be the acting library director.
- Establish a schedule of board meetings to provide adequate support for the acting director.

Part 4 - Board Meetings

4.1 Regular Meetings

Regular meetings of the Board will be held quarterly. So that board members can schedule for the meetings well in advance, the specific dates will be established for the full year by the Board's July meeting each year. The Board will make every effort to maintain those dates as board meeting dates.

4.2 Special Meetings

Special meetings of the Board should be called only rarely when the business to be addressed cannot be handled by the Executive Committee and cannot wait until the next regularly scheduled meeting. A special meeting of the Board may be called by the Chair of the Board or by written request of three board members. A call for a special meeting will state the business to be addressed by the Board at the special meeting. No business

other than that for which the meeting was called may be discussed or conducted at a special meeting.

4.3 Absence from Meetings

When a board member is absent from three consecutive regularly-scheduled or called meetings, the board member is automatically removed from the Board by operation of Georgia law. Any such board member will be notified by certified mail. Notification will be made to the County Board within 30 days of the declaration of vacancy, and a replacement board member will be elected by the County Board to complete the Regional Board term.

4.4 Open Meetings

The Chestatee Regional Library Board and affiliate County Boards will comply with the state open meetings law (O.C.G.A. 50-14). All meetings of the Board and committees of the Board will be open to the public except on the occasion when the Board votes to close the session for purposes defined by state law, and in the manner prescribed by state law.

However, those attending board meetings, other than the board members and the library director, will be asked to sit away from the board table in an area designated for visitors to the meeting. Visitors will also be asked to refrain from taking part in the Board's deliberations except upon request from the Board, and visitors will otherwise not disrupt the Board's work.

Board meetings open to the public view should not be confused with public meetings in which anyone is allowed to speak. The Board recognizes in all instances its right to control board meetings.

Visitors may ask for time on the board agenda if the request is made in writing to the library director at least two business days in advance of the Board meeting. The library director and the board chairperson will determine if the request to be on the agenda is honored, and how much time will be allocated to the agenda item.

4.5 Closed Meetings

All meetings of the board will be open to the public except as specified below. The board will close its meetings only when: discussing or deliberating upon the appointment, employment, compensation, hiring, disciplinary action or dismissal, or periodic evaluation or rating of an employee; discussing the future acquisition of real estate; consulting with legal counsel pertaining to pending or potential litigation, settlement, claims, administrative proceedings, or other judicial action brought or to be brought by or against the agency or any officer or employee, or in which the agency or any officer or employee may be directly involved; or discussing other matters which are made confidential by law.

To close a meeting, a motion must be made and approved by a majority of the board stating the specific reasons for closing the meeting. Business conducted in the closed session must pertain directly to the stated purpose for closing the meeting. The minutes

shall reflect the reasons for closure, the names of the members present, and the names of those voting for closure.

When any meeting is closed, the Chair or other person presiding over such meeting shall execute and file with the official minutes of the meeting a notarized affidavit stating under oath that the subject matter of the meeting or the closed portion thereof was devoted to matters within the exceptions provided by law and identifying the specific relevant exception.

4.6 Meetings by Conference Call

It is not the practice of the Chestatee Regional Library Board or the affiliate County Boards to hold meetings by conference telephone calls. The Board understands that Georgia law does not explicitly permit or approve of meetings by telephone conference call for public library boards. However, emergency situations may dictate that some board members cannot attend the meeting in person, but may attend via telephone conference call. In those cases, any or all of the board members may participate in the meeting by conference telephone.

All board meetings in which one or more of the board members are participating by telephone will be conducted under the following rules:

- All board members participating in the meeting and any member of the public attending such meeting must be able to hear and speak to each other.
- All rules for calling meetings and notification of board members as spelled out in other sections of this policy manual will apply.
- All rules for conduct of meetings, including role call and quorum, will be followed.
- Minutes of the meeting will be kept. Minutes will be reviewed and adopted by the Board at the next regularly scheduled board meeting.

4.7 Minutes

Records of all actions of the Board will be set forth in the minutes of the meeting. Minutes will be kept on file as the official record of the library board.

The office of secretary of the Board will be responsible for the minutes. However, it is vital that all members of the Board and the Director be able to fully participate in the discussions and deliberations, so minutes will be recorded in writing during each meeting by a member of the Chestatee Regional Library staff or by a volunteer, not by a member of the Board or by the Director.

Minutes of the meeting are a record of the actions of the board, not a record of discussion. Minutes of library board meetings will include

- The date, time and place the meeting was called to order.
- The type of meeting—regular, special or continued.
- The name of the presiding officer.
- A statement that a quorum was or was not present.
- The names of those board members present and the names of those board members absent from the meeting.
- The exact wording of all motions, whether passed or failed.

- Disposition of each motion made—passed or failed. (If the vote is by roll call, each board member's vote will be recorded by name. When a ballot vote is taken, the number voting for and the number voting against will be recorded. No views, protests or explanations from board members about the vote will be recorded in the minutes unless the full board votes to allow such entries.)
- Notation of each committee report.
- Notation that financial reports were examined by the board.
- Notation of time of adjournment of the meeting.

Minutes of committee meetings may be attached to the minutes if these items are important clarification for the minutes of the meeting.

Part 5 - Board Officers

5.1 Officers of the Board and Job Definitions

Officers of the Board will be a chair, vice-chair, and secretary/treasurer. The chair and vice-chair will be elected by a majority vote of the board; the secretary/treasurer will be appointed by the Board.

The chair of the Board will collaborate with the Director to prepare board meeting agendas, preside at board meetings, appoint committees and committee chairs, sign official documents requiring signature, and may represent the Board in public and official capacities as instructed by the Board. The chair will also

- Chair the Executive Committee.
- Make special assignments and appoint representatives to other organizations.
- Act as liaison between Board and Director.
- Encourage the board to do long-range planning.
- Assist board members to build their board skills.
- Act to discipline board members who violate ethical standards of the board.
- Encourage all board members to participate in board activities.
- Ensure that all board members' views are represented in board meetings.

The vice-chair will preside at board meetings in the absence of the chair and assume the office of the chair when the board determines that the chair can no longer serve. The vice-chair will also

- Serve on the Executive Committee.
- Work with the chair to be prepared to assume that office if necessary.
- Manage special assignments as requested by the board chair.

The secretary/treasurer will oversee the records of the Board, including meeting minutes, the charter and any historical documents. The secretary/treasurer will oversee but not manage the financial records of Chestatee Regional Library System and ensure that the Board regularly receives good reports of the financial condition of the library system. The secretary/treasurer will also

- Ensure that all official documents are safely passed to the next secretary.
- Research Chestatee Regional Library records when necessary for information for the Board.
- Assist the Board to understand the annual budget before approval.

- Arrange in-service programs for the Board so board members will be better able to understand the financial reporting process.

5.2 Officer Election Process

Officers of the Board will be elected at the April meeting in even fiscal years to begin serving July 1. The Board of Trustees will adhere to the following procedures in electing its officers

- A nominating committee will be appointed by the board chair at the January meeting.
- The nominating committee will present a slate of officers (one name for each position) as a motion at the April board meeting.
- Officer candidates must have consented to seek office before their name is placed in nomination.
- A vote will be taken on the proposed slate; in the event that the motion fails, nominations will be accepted from the floor and individual votes taken for each office.
- If there is more than one nominee for an office, the vote will be taken by secret ballot. A systematic elimination process will be used in voting, i.e. if 5 candidates, vote for 3 and take top 3, vote for 2, take top 2 and then vote for 1.

5.3 Terms of Office

Terms of all officers will be for two years. With the exception of the secretary/treasurer, only properly elected or appointed members of the board may serve as officers of the board. The secretary/treasurer may be a member of the Board or the Regional Library Director. Officers may not be reelected for successive terms to the same office, with the exception of secretary/treasurer.

5.4 Officer Authority

Officers of the Board are elected to be servant-leaders of the board. All authority of the officers is delegated to them by the Board of Trustees. No officers will have any authority to speak or act on behalf of the Board other than that authority specifically granted in board policy or by majority vote of the Board of Trustees.

5.5 Vacancies of Officer Positions

If a vacancy occurs in any elected office because of resignation, death, ineligibility to hold office or formal removal of an officer by the board, the board will proceed to fill the vacancy at the earliest possible time.

If the vacancy occurs in the chair's office, the vice-chair will assume the office as soon as the Board of Trustees declares the position vacant. The vice-chair will hold the office of chair until the Board elects a new chair.

A vacancy is filled in the prescribed manner of election of officers in this policy.

5.6 Removal of Officers

The Chestatee Regional Library System Board has the right to remove any officer from that elected position by the same authority that elected the officers. Officers may be removed from office for

- Gross or willful neglect of the duties of the office.
- Misuse of Chestatee Regional Library System funds.
- Conviction of a felony.
- Intentional lack of public support for the Chestatee Regional Library System mission, staff or programs
- Failure to inform the board about issues that might impact board decisions.

Procedure for removal of any officer from office will be a simple majority vote of the board.

Part 6 - Committees of the Board

6.1 Committee Purpose

It will be the purpose of any committee appointed by the Chestatee Regional Library System Board to assist the Board of Trustees to govern more efficiently. A board committee is not designed to do staff work. Committees will be used to investigate, deliberate and analyze special issues on behalf of the Board.

6.2 Committee Authority

Any committee established by the Board will have only the powers specifically delegated to it by the Board. Functions of each committee will be in writing as part of board policy or recorded in the minutes of the meeting at which the committee was established.

6.3 Committee Accountability

Committees are a subsidiary of the Board, and will be expected to report their work to the full board on a regular basis. Each committee will be expected to make recommendations to the Board for action, such recommendations to be made by a member of the committee in the form of a motion at a full board meeting.

The Chestatee Regional Library Director, in conjunction with the board chair, will annually review the work of each committee and determine which committees will be reappointed and which committees will be abandoned as no longer necessary.

6.4 Appointment of Committees

The chair of the Board will appoint the chair of each committee and all committee members, taking into consideration the preference of the board members for committee assignment. Board members will be polled as to their committee preference. Non-board members may also be appointed as committee members, but all committees shall include at least one member of the Board.

6.5 Ex Officio Committee Members

The chair of the Board will be an ex officio member of all committees, but will only vote on the committee(s) to which he/she is assigned. The Director or the Director's

delegated representative will be a nonvoting member of all committees as resource to the committee.

6.6 Duties of the Committee Members

Duties of the members of individual board committees will vary, but certain basic committee member responsibilities remain the same for all committees. Those responsibilities include

- Attend all meetings of the committee to which the board member is assigned.
- Prepare for committee meetings by studying the agenda and researching issues to be discussed at committee meetings.
- Actively participate in discussions at committee meetings.
- Follow through promptly on any assignments for the committee.
- Support committee recommendations before the full Board.

6.7 Committee Meetings

The committee chair will convene all meetings of the committee, or a majority of the committee members may call a committee meeting. Meeting dates will be coordinated with the Director to ensure compliance with open meetings law, avoid conflict and to ensure availability of staff support.

Minutes will be kept of committee meetings. Committees will submit a written summary of committee actions and recommendations to the board in the board meeting packet for the meeting at which committee recommendations will be considered.

6.8 Guidelines for the Committee Chair

The committee chair will be expected to lead the committee just as the board chair is expected to lead the Board. The committee chair is accountable for ensuring the productivity of the committee by

- Planning the agenda for the committee meetings.
- Ensuring that all members of the committee are notified of committee meetings.
- Convening committee meetings, and keeping meetings on track.
- Appointing a member of the committee to keep a written record of committee actions.
- Encouraging the committee to take action on the issues discussed by the committee.
- Ensuring that reports and recommendations for action from the committee are presented to the full Board.
- Leading the committee to evaluate its own operations.

6.9 Executive Committee

The executive committee will consist of officers of the full board and an additional board member from each county as specified in the Constitution of the Chestatee Regional Library Board. This committee will meet as necessary to prepare issues to be presented to the full Board and/or to make emergency decisions on behalf of the Board when it is not possible to assemble a quorum of the Board. This committee will have no power other than emergency action or other powers as may be delegated to it by the full Board from time to time.

6.10 Board Development Committee

The Board Development Committee will be responsible for improving the operations of the Chestatee Regional Library System Board of Trustees by

- Reminding board members to be alert for potential new board members.
- Maintaining a file of potential board members.
- Serving as the nominating committee to nominate persons for board membership.
- Facilitating the orientation of new board members.
- Facilitating ongoing board in-service programs.
- Encouraging board members to attend statewide meetings that will help board members understand and carry out their job better.
- Initiating annual board self-evaluation as described below:

Board Self-Evaluation

Performance accountability for the Board can only be maintained at a high level through regular self-evaluation of the Board's work. Therefore, the Chestatee Regional Library Board will annually conduct a written self-evaluation of the Board's performance for the past year. The evaluation will include, but not be limited to

- quality of meetings
- committee performance
- progress on the long-range plan
- fiscal monitoring
- cohesiveness of the board team
- quality of the relationship with the library director
- exercise of vision on behalf of the organization
- level of participation in board activities by all board members
- community relations

Part 7 - Board Member Job Description

7.1 Board Member Responsibilities

Board members are responsible for determining library policy in human resources, planning, finance, community relations, and organizational operations.

Human Resources - Board members have three key responsibilities in this area:

- **Board membership**, which includes recruiting new board members, recognizing and nurturing existing board members, and providing existing board members with opportunities to grow and develop as leaders.
- **Library director oversight**, which includes hiring, termination, disciplining and ongoing evaluation of the library director.
- **Personnel policies**, which includes policies relating to the library director's employment, and ensuring that the library director has complete and up-to-date policies in place for management of staff.

Planning - Board members have three key responsibilities in this area:

- Establishing and reviewing the library system's philosophy/ mission/goals.

- Planning which services and programs Chestatee Regional Library System provides.
- Evaluating the library system's services, programs, and operations on a regular basis.

Finance - Board members have four key responsibilities in this area:

- Ensuring financial accountability of Chestatee Regional Library System.
- Overseeing an ongoing process of budget development, approval and review.
- Raising funds and/or ensuring that adequate funds are available to support Chestatee Regional Library's policies and programs.
- Overseeing properties or investments of the library system.

Community Relations - Board members have three key responsibilities in this area:

- Ensuring that the library's programs and services appropriately address the needs of those we serve.
- Advocating for library services and programs, which includes an awareness that board members are always emissaries of Chestatee Regional Library System in the community.
- Cooperative action, which includes determining occasions when the library system could or should take part in coalitions, joint operations, etc.

Organizational Operations - Board members have four key responsibilities in this area:

- Ensuring that the library system's management systems are adequate and appropriate.
- Ensuring that the board's operations are adequate and appropriate, which includes writing policies for conduct of meetings and operation of board business.
- Ensuring that organizational and legal structure are adequate and appropriate.
- Ensuring that Chestatee Regional Library System and its board members meet all applicable legal requirements.

7.2 Performance Expectations for Board Members

In performing duties as a member of the Chestatee Regional Library Board, every board member is expected to

- Demonstrate a strong belief and commitment to the library's mission.
- Devote the necessary time to prepare for and participate in board and committee meetings.
- Exhibit high ethical standards and integrity in all board actions.
- Be an enthusiastic advocate for the library system.
- Take responsibility and accountability for Chestatee Regional Library and all decisions made by the Board.
- Spend the time necessary to learn how to do the job, and maintain an ongoing schedule of in-service to learn how to do the job better.
- Demonstrate willingness to work as a team member with other board members and the library director.

7.3 Ethics Statement for Public Library Trustees

- Trustees shall observe ethical standards with absolute truth, integrity and honor*
- Trustees must avoid situations in which personal interests might be served or financial benefits gained at the expense of library users, colleagues, or the institution.
- It is incumbent on any trustee to disqualify himself or herself immediately whenever the appearance of a conflict of interest exists.
- Trustees must distinguish clearly in their actions and statements between their personal philosophy and attitudes and those of the institution, acknowledging the formal position of the Board even if they personally disagree.
- A trustee must respect the confidential nature of library business while being aware of and in compliance with applicable laws governing freedom of information.
- Trustees must be prepared to support to the fullest efforts of librarians in resisting censorship of library materials by groups or individuals.
- Trustees who accept library board responsibilities are expected to perform all of the functions of library trustees.

Adopted by the Board of Directors of the American Library Trustee Association, July 1985; Adopted by the Board of Directors of the Public Library Association, July 1985; Amended by the Board of Director of the American Library Trustee Association, July 1988; Approval of the amendment by the Board of Directors of the Public Library Association, January 1989.

* Modified by Chestatee Regional Board, 4/27/2009