Northern Lights Library System

Executive Committee Agenda
August 17, 2015
5:00 pm

1. Call to Order

2. Agenda

3. Minutes from the **June 13, 2015** Executive Committee Meeting,

4. Process for hiring the Director Position

5. Library manager secondment

6. 2016 Budget

7. Financial Report

8. S.V of West Baptiste (motion has been made to join the system… next steps) Village of Andrew – email request for presentation received.

9. LMAC report

10. Interim Directors report

11. Chairman's Report

12. Adjournment

Next meeting will be held:

September 12 at 8:30 am

Present: Arnold Hanson, Dallas Degenhardt, Pat Gordeyko, Steven Schafer, Stephen Dafoe, Wayne Bokenfohr, Dianne Ross, Vicky Lefebvre, Laurent Amyotte, Greg Barr

Staff: Julie Walker, Wei Xuan, Patty Mathiot

Guest: Maureen Penn

1. Meeting called to order at 5:40 pm
2. Additions to the agenda – Add in camera – process of hiring director and alternate, questions from the board, personnel. **Motion to approve the agenda as amended – Wayne Bokenfohr – carried.**
3. Meeting minutes of June 13, 2015 – Stephen Schafer approved the minutes of the Exec meeting in June. The board minutes were looked at and people making the motions were clarified. **Motion to approve the Executive Committee minutes of June 13th as amended – Stephen Dafoe - carried**
4. Process for hiring director (moved to in camera)
5. Library manager secondment – Maureen and Ina will be doing some work to help the libraries. The libraries helped themselves out during the summer. Ina hasn't been utilized as of yet. Maureen has helped a couple of libraries in the meantime which is great. Maureen is commenting that Lamont is a different circumstance because of the public and school side which is intertwined. PLSB doesn't having an issue with the library managers helping out in the secondment position. Maureen doesn't know if Lamont has an agreement with the school division. Jen Anderson should have her report of school housed libraries out this fall. **Motion to accept as information moved by Stephen Dafoe – carried.**
6. 2016 budget – Julie has looked at bib services as far as pay scale and training. Wei has looked at assistive technologies and other IT items. Julie was able to get budgets from other systems to see how they are formatted. PLSB was only looking as best practises, not the budget itself. The organizational review is part of the budget process. Will need to have a budget meeting. Stephen recommended to take a look at last years budget and go line by line as a start. NLLS is not sure how the government is funding the system being that the budget is being passed so late in the year. IT is the biggest thing for the budget. Training will be needed for IT staff for the new server. **Motion - a. the 2014 and 15 budget be sent to the executive committee for review, b. have the departments prepare a list of needs and reductions for the 2016 budget, c. Budget committee review, d. budget committee to meet and discuss the budget, e. the budget will be reviewed quarterly or semi-annually moved by Stephen Dafoe – carried.**
7. Financial Report – received the grant from the government and the library boards have been invoiced – **Motion to accept the financial report as information moved by Wayne Bokenfohr - carried**
8. SV of West Baptiste, Village of Andrew – need a motion from their council in order for them to become members. The presentation takes place before they make the motion to join. Julie will

make the presentation. If there is a board member present, give the municipal version of what they save by joining the system. The seconded library managers can help with what is expected at library level. **Motion to accept as information – Stephen Dafoe - carried**

9. LMAC report – Book Allotment – the final guidelines would be in place. The book allotment committee hasn't met. Would like to have the new director in place before the guidelines are official.   There are a few libraries that aren't adhering to the guidelines but with gentle reminders they are coming around. The book allotment committee is still formed and will be called if needed. Would like to see the Zinio collection increased from 40 to 50 subscriptions. **Motion to move acceptance of the LMAC report – Dallas Degenhardt - carried**

10. Interim Directors Report
    - Conference is set. The grant that was applied for the conference was not received. 115 registrations received to date.
    - Servers – the grant that was applied for hasn't been received.
    - 7 systems are looking a becoming one – There is a meeting on the 25th of August the Julie will be attending. Possibility of looking at a new ILS. – Potential efficiencies would include a centralized cataloguing system. Will effect the board and how things will be voted on. Looking at ILL system to become as one (to replace VDX)
    - Intercom system – sent out 3 requests for proposals. One quote was received at $1,600.00.
    - EBSCO host will be 10,500 for the next 3 years (budget line) Universal Core
    - PLSB – new subscription for Canadian News stand is up and running.
    - Training for staff – WHIMIS and violence in the workplace
    - FOIP was extended for another 3 years. Julie will need to see who has it and who doesn't
    - WEI went to iii for SQL training to do custom reports.
    - VDX training in house for 20 members and web ex training. Need to start doing webinars for training as well through go-to-webinars. The same company that NLLS uses go-to assist.
    - Director and chairs meeting in October. To discuss the one system and possibly first nations
    - Three staff members will be attending Mary Anne Penner's retirement party in Cold Lake on August 24th.
    - System van ¾ or 1 tonne chassis to handle the weights that the van carried. The current van is having axle issues due to the weight being carried. There are 2 – 2009 Uplander vans that the mileage is okay. Julie would like to see one passenger van and a smaller vehicle used for consultant visits. The van for van run is customized being that it has one door on each side because it is hard to pull the tubs across. Need a RFP for a ¾ tonne van. Julie is also requesting for a magnetic decal for the van instead of the wrap that is currently on them which is a hazard while driving.
    - Efficiencies –
        i. Printers in house at NLLS. Currently there are 12 printers plus the big Xerox printers. The Xerox printer is more efficient and isn't being utilized. Would like to see NLLS go down to 4 printers in house and have the majority of staff use

the Xerox printer. It would save NLLS approximately $700.00 in the cost of toners.

ii. Standardizing mileage for Library Managers and Board members. Have the library managers claim mileage from the Library and the NLLS Board members/Exec members claim mileage from their municipal Office would have a savings of approximately $3232.00

iii. Eliminate the charter service to Jasper and release the block of rooms being held for the conference. Keep a reservation of rooms for staff members and Executive Committee members. In 2015 two library managers didn't adhere to the 60 day cancellation policy. This would free up staff time for figuring out the billing for the charter service and the rooms. The executive recommends to cancel for 2016 but if there is demand, restrictions will be put in place.

Motion to accept the interim Directors report – Dianne Ross - Carried

11. Chairman's Report – majority of what the Chairman has been working with will be in camera

12. In camera – process of hiring, personnel, questions from the board. **Motion to go in to camera at 7:33 moved by Wayne Bokenfohr – carried. Motion to come out of camera at 8:53 moved by Dallas Degenhardt – carried. Motion to re-affirm that Julie Walker is the interim Director moved by Vicky Lefebvre – carried. Motion to separate HR from payroll files moved by Wayne Bokenfohr –carried. Motion to secure cabinets and have a lock box with codes for HR and all keys are to remain in the building in accordance with best practises moved by Steven Schafer – carried. Motion to hire Toni May at $25.00 per hour after background checks are made moved by Laurent Amyotte – carried. Motion to pay Maureen Penn a consultant fee of $35.00 per hour on behalf of her time spent for NLLS – moved by Dallas Degenhardt – carried. Motion to nominate a Dallas Degenhardt(1), Wayne Bokenfohr(2), Steven Schafer(3) as an alternate for the interview process in case one individual of the three cannot attend – moved by Greg Barr. Motion from the in camera session discussion that the acting director get paid an extra $10.00 fee to her wage in the acting director role effective September 1, 2015. Moved by Dallas Degenhardt – carried.**

13. Adjournment – **motion to adjourn at 9:03 pm moved by Pat Gordeyko – carried.**

Approved by: _____ Date: _____

Northern Lights Library System

Balance Sheet As at 07/30/2015

ASSET

CURRENT ASSETS

Petty Cash	400.00	
Chequing Account	1,780,049.64	
USD Account	18,097.05	
USD Exchange Acct	4,468.01	
CU Equity	23,491.93	
CASH TOTAL		1,826,506.63
A/R - General	10,675.86	
A/R - Yearend	670.95	
AR Total		11,346.81
Total Current Assets		1,837,853.44

FIXED ASSETS:

Vehicles	117,662.38	
Computer Equipment	74,052.51	
Furniture & Equipment	32,073.10	
Parking Lot	81,000.00	
Building	2,894,640.88	
Land	50,000.00	
Accumulated Amortization	-620,041.00	
Total Fixed Assets		2,629,387.87
Total Fixed Assets		2,629,387.87

TOTAL ASSET		4,467,241.31

LIABILITY

Current Liabilities

Accounts Payable		32,546.10
Vacation Payable		81,042.97
R.R.S.P. Payable	101.04	
Deduction Payables Total		101.04
WCB Payable		-307.16
GST Charged On Operating S...	3,016.18	
GST Paid On Operating Purch...	-17,379.67	
GST Paid - Exempt Purchases	-10,486.14	
GST Payable (Refund)		-24,849.63
AELK-Funds	5,351.83	
AELK- Purchases	-5,077.34	
AIRC- Funds	533.07	
AATH-Funds	4,690.81	
AATH-Purchases	-2,209.51	
ATOF- Funds	65.70	
ALLB-Funds	276.34	
AHOM-Funds	24.32	
AVIK-Funds	622.91	
AVIK-Purchases	-111.75	
AGCM-AME-Funds	2,289.01	
AGCM-AME-Purchases	-1,401.51	
ACLM-Funds	665.27	

Northern Lights Library System

Balance Sheet As at 07/30/2015

ACLM-Purchase	-13.77	
ATHI-Funds	2.09	
ABRUM- Funds	5,717.48	
ABRUM-Purchases	-2,000.00	
AMAN-Funds	1,910.28	
AMAN-Purchases	-30.89	
APV-Funds	33.19	
ANE-Funds	21.03	
ASL-Funds	29.95	
AWAS-Funds	1,225.50	
AWAIC- Funds	658.49	
ABOY-Funds	915.00	
ABOY-Purchases	-94.49	
AMO-Funds	-2.77	
AVER- Funds	435.36	
AVE-Funds	994.87	
ABOA-Funds	43.56	
AIP- Funds	186.79	
AVI-Funds	144.78	
AVI-Purchases	-98.73	
AGRAS-Funds	362.00	
ARED - funds	1,000.00	
Library Acquistion Accounts		17,158.87
Deferred Grant Contributions		3,551.34
Deferred Contributions		1,399,834.20
TOTAL CURRENT LIABILITIES		1,509,077.73

Libraries Collection Develop...

Cold Lake - Allocations	65,529.47	
Cold Lake - Purchases	-24,185.67	
Vilna - Allocation	2,112.18	
Vilna - Purchases	-2,016.38	
Bruderheim - Allocations	9,307.51	
Bruderheim - Purchases	-1,497.47	
Kitscoty- Allocation	9,634.73	
Kitscoty-Purchases	-4,199.91	
Gibbons- Allocations	15,440.69	
Gibbons- Purchases	-6,853.98	
Ashmont- Allocations	7,038.56	
Ashmont- Purchases	-2,247.83	
Edgerton - Allocations	3,140.72	
Edgerton - Purchases	-1,084.55	
Elk Point - Allocations	3,482.80	
Elk Point - Purchases	-2,779.61	
Bonnyville- Allocations	37,208.68	
Bonnyville- Purchases	-14,247.47	
Holden- Allocations	2,825.02	
Holden-Purchases	-1,294.89	
Edmonton Garrison - Allocation	10,109.76	
Edmonton Garrson- Purchases	-4,844.92	
Mallaig - Allocations	8,385.23	
Mallaig - Purchases	-3,675.24	
Mannville - Allocations	4,076.08	
Mannville - Purchases	-2,119.63	

Northern Lights Library System

Balance Sheet As at 07/30/2015

Myrnam - Allocation	3,178.55
Myrnam - Purchases	-2,075.75
Marwayne - Allocation	6,932.99
Marwayne - Purchases	-3,279.66
Paradise Valley - Allocation	3,884.51
Paradise Valley - Purchases	-2,013.55
Ryley - Allocation	4,913.27
Ryley - Purchase	-1,686.00
Smoky Lake - Allocations	5,377.21
Smoky Lake - Purchases	-2,427.91
Radway - Allocations	2,439.37
Radway - Purchases	-1,375.20
St. Paul - Allocation	13,440.68
St. Paul - Purchases	-9,078.90
Thorhild - Allocations	3,269.73
Thorhild - Purchases	-961.22
Two Hills - Allocation	6,770.56
Two Hills - Purchases	-4,382.99
Tofield - Allocation	13,324.06
Tofield - Purchases	-2,382.42
Vegreville - Allocations	24,793.78
Vegreville - Purchases	-7,878.97
Vermilion - Allocations	17,290.85
Vermilion - Purchases	-10,490.37
Viking - Allocations	6,300.27
Viking - Purchases	-2,537.62
Wainwright - Allocations	22,150.61
Wainwright - Purchases	-10,345.18
Waskatenau - Allocations	7,736.67
Wasatenau - Purchases	-770.49
Newbrook - Allocations	4,902.29
Newbrook - Purchases	-1,531.39
Mundare - Allocations	7,418.66
Mundare- Purchases	-2,805.07
Irma - Allocation	2,872.33
Irma - Purchases	-2,032.58
Chauvin- Allocations	2,924.12
Chauvin- Purchases	-362.67
Lamont-Allocations	6,390.51
Athabasca - Allocations	22,890.09
Athabasca - Purchases	-8,644.87
Boyle - Allocations	6,560.79
Boyle - Purchases	-3,151.78
Innisfree - Allocations	1,180.54
Innisfree - Purchases	-925.41
Grassland - Allocations	5,743.55
Grassland - Purchases	-427.54
Rochester - Allocations	2,422.21
Rochester - Purchasea	-622.01
Wandering River - Allocations	2,073.61
Wandering River - Purchases	-927.24
Bon Accord - Allocations	11,223.57
Bon Accord - Purchases	-5,886.50
Lac La Biche - Allocations	17,458.05

Northern Lights Library System

Balance Sheet As at 07/30/2015

Lac La Biche - Purchases	-10,304.49	
Morinville - Allocations	40,979.48	
Morinville - Purchases	-17,657.69	
Redwater - Allocations	12,684.36	
Redwater- Purchases	-4,047.08	
Plamondon- Allocations	2,592.67	
Plamondon - Purchases	-2,468.82	
Floating Romance Coll - Alloca...	2,821.29	
Floating Romance Coll- Purch...	-741.72	
Collection Development		277,962.02
TOTAL - UNUSED COLLECTI...		277,962.02
TOTAL LIABILITY		1,787,039.75

EQUITY

Retained Earnings	
Current Earnings	91,773.61
Opening Retained Earnings	843,371.17
Capital surplus	1,227,339.66
Internally Restricted Funds	458,795.20
Internally Restricted Funds Spe...	58,921.92
Total Retained Earnings	2,680,201.56
TOTAL EQUITY	2,680,201.56
LIABILITIES AND EQUITY	4,467,241.31

Northern Lights Library System

Income Statement 01/01/2015 to 07/30/2015

REVENUE

Revenue

Levies - Municipalities	1,061,678.28
Levies - Library Boards	0.00
Prov. Operating Grant	825,580.40
Prov. Rural Sevices Grant	0.00
Prov. Establishment Grant	17,188.60
Deferred Allotment	-152,564.80
Travel Grants	1,752.27
Wage Subsidies	0.00
Non Resident Fees	3,350.00
C.I.P. Grant	0.00
Library Enhancement Program	0.00
Sales - Misc.	4,325.13
Sales Office Supplies	67,396.67
Service Administrative	0.00
Sales-SRP	1,659.43
SRP Provincial Sales	0.00
Library Programming	0.00
Annual Conference	14,170.00
Sales Office Services Rent	0.00
Interest earned	9,328.70
Myrnam Revenue	0.00
Garrison Revenue	0.00
Amort. of Deferred Contribution	0.00
Revenue Total	1,853,864.68

TOTAL REVENUE	1,853,864.68

EXPENSE

Expense

Bank Charges	-7.00	
Bank Expense		-7.00
Total		-7.00

Staff Expenses

Staff Salaries	841,514.69	
EI Expense	15,232.58	
C.P.P. Expense	28,372.54	
Group Life	0.00	
Extended Health Expense	11,445.39	
Dental Expense	8,882.59	
W.C.B. Expense	615.81	
Salaries		906,063.60
TOTAL - GENERAL PAYROL...		906,063.60

Other Staff Costs

Coll. Dev. Training/Conference	2,497.41	
Coll. Dev. Travel	5,230.72	
Tech/Public Training/Conference	865.53	
Tech/Public Travel	2,614.01	

Northern Lights Library System

Income Statement 01/01/2015 to 07/30/2015

Support Training/Conference	1,153.90	
Support Travel	7,703.63	
Staff Recruitment	55.00	
Contract Fees	0.00	
Human Resource Tools	1,098.00	
Resource Trans. Training/Conf...	250.85	
Resource Trans. Travel	184.17	
Other Staff Costs		21,653.22
Total Other Staff Costs		21,653.22

Book Allotment

Coll. Dev. Cold Lake	24,600.28
Coll. Dev. Mundare	2,837.45
Coll. Dev. Gibbons	7,082.25
Coll. Dev. Chauvin	362.67
Coll. Dev. Bonnyville	14,895.15
Coll. Dev. Kitscoty	4,342.21
Coll. Dev. Bruderheim	1,609.51
Coll. Dev. Floating Romance	741.72
Coll. Dev. Morinville	18,087.61
Coll. Dev. Innisfree	965.80
Coll. Dev. Bon Accord	5,899.69
Coll. Dev. Lamont	0.00
Coll. Dev. Plamondon	2,482.45
Coll. Dev. Radway	1,417.03
Coll. Dev. Edgerton	1,133.13
Coll. Dev. Elk Point	2,799.56
Coll. Dev. Holden	1,322.66
Coll. Dev. Edmonton Garrison	5,008.72
Coll. Dev. Mannville	2,340.93
Coll. Dev. Myrnam	2,075.75
Coll. Dev. Marwayne	2,613.29
Coll. Dev. Paradis Valley	2,013.55
Coll. Dev. Smoky Lake	2,634.37
Coll. Dev. St. Paul	9,245.89
Coll. Dev. Two Hills	4,398.56
Coll. Dev. Tofield	2,481.33
Coll. Dev. Ryley	1,871.79
Coll. Dev. Vermilion	10,726.43
Coll. Dev. Viking	2,622.34
Coll. Dev. Vilna	2,063.47
Coll. Dev. Waskatenau	770.49
Coll. Dev. Wainwright	10,755.52
Coll. Dev. Thorhild	961.22
Coll. Dev. Newbrook	1,531.39
Coll. Dev. Vegreville	8,194.65
Coll. Dev. Athabasca	8,812.35
Coll. Dev. Wandering River	941.62
Coll. Dev. Grassland	427.54
Coll. Dev. Irma	2,032.58
Coll. Dev. Lac La Biche	10,495.56
Coll. Dev. Mallaig	3,675.24
Coll. Dev. Boyle	3,225.55
Coll. Dev. Rochester	622.01

Northern Lights Library System

Income Statement 01/01/2015 to 07/30/2015

Coll. Dev. Ashmont	2,247.83	
Coll. Dev. Redwater	4,243.91	
Coll. Development		199,613.05
Total Collection Development		199,613.05
Library Services		
HQ- Theme Collection	3,524.79	
HQ- Large Print	-275.03	
HQ- Professinal Collection	-1,181.96	
HQ-Selection Tools	1,343.29	
Programming Kits	371.38	
Audio Books	0.00	
International Collection	0.00	
Service Supplies	6,699.78	
Catalouging Tools	616.00	
Shipping & Freight	153.55	
Catalog/Process-Forms/Suppli...	1,544.98	
Assistive Technologies	5,963.14	
Computer Replacement Progr...	0.00	
ACSI Managed Services	33,300.00	
TRAC	78,235.00	
TRAC Online Fees	20,464.00	
e Resources Books on Line	10,290.41	
ILL Canvas Bags	1,609.00	
Establishment Expense	4,493.95	
NLLS Annual Conference	4,110.29	
Library Staff Training	418.51	
Librarians Council and Worksh...	8,485.64	
Summer Reading Program	13,803.74	
Summer Reading Program Pro...	0.00	
Library Programming	0.00	
CED Hardware Program	0.00	
Postage/Courier	1,133.89	
Coll. Dev. Shipping/ILL	392.21	
Vehicle Expense	14,484.98	
Online Database	36,385.70	
Board of Record Payments	178,266.45	
Myrnam-Operating expenses	3.75	
Garrison- Operating Expenses	13,160.25	
Board Travel	8,862.32	
Board Food and Beverages	1,061.72	
Board Conference/Education	7,084.66	
Board Special Events	856.76	
Board Committee Meetings	7,614.67	
Board No Budgeted	0.00	
Hospitality General	226.78	
Office Equipment	4,712.51	
Photocopy Meter Charges	4,294.67	
Brokerage Fees	0.00	
Legal Fees	7,122.47	
Marketing	9,363.08	
Audit Costs	480.00	
Bad Debts	-9.12	
Bank Charges	83.00	

Northern Lights Library System

Income Statement 01/01/2015 to 07/30/2015

Charges Card Interest Expenses	232.93	
Insurance	9,006.51	
Subscriptions	625.20	
Memberships	9,396.06	
Office Supplies Resale	71,627.10	
Office Supplies	2,585.21	
Telecommunications	12,557.67	
General Maintenance/Contracts	0.00	
Building Maintenance	2,713.55	
Janitorial Services	18,695.00	
Janitorial Supplies	774.99	
Utilities	17,002.77	
Amortization	0.00	
Total Expenses		634,768.20
Total Expenses		**634,768.20**
Capital Reserves		
Transfer to Reserve	0.00	
Gain/Loss on Sale	0.00	
Total Reserves		0.00
Total Reserves		**0.00**
TOTAL EXPENSE		1,762,091.07
NET INCOME		91,773.61

Northern Lights Library System

Trial Balance As at 07/30/2015

Ac...	Account Description	Debits	Credits
1050	Petty Cash	400.00	-
1100	Chequing Account	1,780,049.64	-
1110	USD Account	18,097.05	-
1111	USD Exchange Acct	4,468.01	-
1140	CU Equity	23,491.93	-
1200	Advances Receivable	0.00	-
1220	A/R - General	10,675.86	-
1226	A/R - Yearend	670.95	-
1230	A/R - GST Rebate	0.00	-
1380	Prepaid Expenses and Deposits	0.00	-
1385	Pre-Paid CAP	0.00	-
1520	Vehicles	117,662.38	-
1530	Computer Equipment	74,052.51	-
1535	Sign	0.00	-
1540	Furniture & Equipment	32,073.10	-
1550	Parking Lot	81,000.00	-
1570	Building	2,894,640.88	-
1580	Land	50,000.00	-
1590	Accumulated Amortization	-	620,041.00
2150	Year Accounts Payable	-	0.00
2155	Accounts Payable	-	32,546.10
2200	Vacation Payable	-	81,042.97
2201	Vacation Payable Link	-	0.00
2270	EI Payable	-	0.00
2280	CPP Payable	-	0.00
2290	Federal Income Tax Payable	-	0.00
2370	R.R.S.P. Payable	-	101.04
2371	Extended Health	-	0.00
2372	Dental	-	0.00
2373	LTD	-	0.00
2380	STD	-	0.00
2381	Optional Life Insurance	-	0.00
2395	Alberta Health Care Payable	-	0.00
2397	Other Deductions Payable	-	0.00
2400	WCB Payable	307.16	-
2450	GST Charged On Operating Sa...	-	3,016.18
2470	GST Paid On Operating Purcha...	17,379.67	-
2480	GST Paid - Exempt Purchases	10,486.14	-
2500	AELK-Funds	-	5,351.83
2501	AELK- Purchases	5,077.34	-
2502	AIRC- Funds	-	533.07
2503	AIRC-Purchases	-	0.00
2504	AATH-Funds	-	4,690.81
2505	AATH-Purchases	2,209.51	-
2506	ATOF- Funds	-	65.70
2507	ATOF- Purchases	-	0.00
2508	ALLB-Funds	-	276.34
2509	ALLB-Purchases	-	0.00
2510	APL-Funds	-	0.00
2511	APL-Purchases	-	0.00
2512	AHOM-Funds	-	24.32
2513	AHOM-Purchases	-	0.00
2514	AVIK-Funds	-	622.91

Northern Lights Library System

Trial Balance As at 07/30/2015

Ac...	Account Description	Debits	Credits
2515	AVIK-Purchases	111.75	-
2516	AGCM-AME-Funds	-	2,289.01
2517	AGCM-AME-Purchases	1,401.51	-
2518	AWR-Funds	-	0.00
2519	AWR- Purchases	-	0.00
2520	ACLM-Funds	-	665.27
2521	ACLM-Purchase	13.77	-
2522	ATHI-Funds	-	2.09
2523	ATHI-Purchases	-	0.00
2524	ABRUM- Funds	-	5,717.48
2525	ABRUM-Purchases	2,000.00	-
2526	AMAN-Funds	-	1,910.28
2527	AMAN-Purchases	30.89	-
2531	APV-Funds	-	33.19
2532	APV-Purchases	-	0.00
2534	ANE-Funds	-	21.03
2535	ANE-Purchases	-	0.00
2536	ABM-Funds	-	0.00
2537	ABM-Purchases	-	0.00
2538	ASL-Funds	-	29.95
2539	ASL-Purchases	-	0.00
2540	AWAS-Funds	-	1,225.50
2541	AWAS-Purchases	-	0.00
2544	AWAIC- Funds	-	658.49
2545	AWAIC-Purchases	-	0.00
2546	ABOY-Funds	-	915.00
2547	ABOY-Purchases	94.49	-
2548	AMO-Funds	2.77	-
2549	AMO-Purchases	-	0.00
2550	AVER- Funds	-	435.36
2551	AVER- Purchases	-	0.00
2552	AVE-Funds	-	994.87
2553	AVE-Purchases	-	0.00
2556	ABOA-Funds	-	43.56
2557	ABOA-Purchases	-	0.00
2564	ASTP-Funds	-	0.00
2565	ASTP-Purchases	-	0.00
2567	AIP- Funds	-	186.79
2568	AIP- Purchases	-	0.00
2569	AVI-Funds	-	144.78
2570	AVI-Purchases	98.73	-
2571	AGRAS-Funds	-	362.00
2572	AGRAS-Purchases	-	0.00
2573	ARED - funds	-	1,000.00
2574	ARED - Purchases	-	0.00
2597	ALLB-Funds Special	-	0.00
2598	ALLB-Purchases-Special	-	0.00
2625	Deferred Grant Contributions	-	3,551.34
2626	Deferred Grant Contribuiont/Bui...	-	0.00
2650	Deferred Contributions	-	1,399,834.20
2799	Cold Lake - Allocations	-	65,529.47
2800	Cold Lake - Purchases	24,185.67	-
2801	Vilna - Allocation	-	2,112.18

Northern Lights Library System

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Ac...	Account Description	Debits	Credits
2802	Vilna - Purchases	2,016.38	-
2803	Bruderheim - Allocations	-	9,307.51
2804	Bruderheim - Purchases	1,497.47	-
2805	Kitscoty- Allocation	-	9,634.73
2806	Kitscoty-Purchases	4,199.91	-
2807	Gibbons- Allocations	-	15,440.69
2808	Gibbons- Purchases	6,853.98	-
2809	Ashmont- Allocations	-	7,038.56
2810	Ashmont- Purchases	2,247.83	-
2811	Edgerton - Allocations	-	3,140.72
2812	Edgerton - Purchases	1,084.55	-
2813	Elk Point - Allocations	-	3,482.80
2814	Elk Point - Purchases	2,779.61	-
2815	Bonnyville- Allocations	-	37,208.68
2816	Bonnyville- Purchases	14,247.47	-
2817	Holden- Allocations	-	2,825.02
2818	Holden-Purchases	1,294.89	-
2819	Edmonton Garrison - Allocation	-	10,109.76
2820	Edmonton Garrson- Purchases	4,844.92	-
2821	Mallaig - Allocations	-	8,385.23
2822	Mallaig - Purchases	3,675.24	-
2823	Mannville - Allocations	-	4,076.08
2824	Mannville - Purchases	2,119.63	-
2825	Myrnam - Allocation	-	3,178.55
2826	Myrnam - Purchases	2,075.75	-
2828	Marwayne - Allocation	-	6,932.99
2829	Marwayne - Purchases	3,279.66	-
2831	Paradise Valley - Allocation	-	3,884.51
2832	Paradise Valley - Purchases	2,013.55	-
2833	Ryley - Allocation	-	4,913.27
2834	Ryley - Purchase	1,686.00	-
2835	Smoky Lake - Allocations	-	5,377.21
2836	Smoky Lake - Purchases	2,427.91	-
2837	Radway - Allocations	-	2,439.37
2838	Radway - Purchases	1,375.20	-
2839	St. Paul - Allocation	-	13,440.68
2840	St. Paul - Purchases	9,078.90	-
2841	Thorhild - Allocations	-	3,269.73
2842	Thorhild - Purchases	961.22	-
2843	Two Hills - Allocation	-	6,770.56
2844	Two Hills - Purchases	4,382.99	-
2845	Tofield - Allocation	-	13,324.06
2846	Tofield - Purchases	2,382.42	-
2847	Vegreville - Allocations	-	24,793.78
2848	Vegreville - Purchases	7,878.97	-
2849	Vermilion - Allocations	-	17,290.85
2850	Vermilion - Purchases	10,490.37	-
2851	Viking - Allocations	-	6,300.27
2852	Viking - Purchases	2,537.62	-
2853	Wainwright - Allocations	-	22,150.61
2854	Wainwright - Purchases	10,345.18	-
2855	Waskatenau - Allocations	-	7,736.67
2856	Wasatenau - Purchases	770.49	-

Northern Lights Library System

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Ac...	Account Description	Debits	Credits
2857	Newbrook - Allocations	-	4,902.29
2858	Newbrook - Purchases	1,531.39	-
2859	Mundare - Allocations	-	7,418.66
2860	Mundare- Purchases	2,805.07	-
2861	Irma - Allocation	-	2,872.33
2862	Irma - Purchases	2,032.58	-
2863	Chauvin- Allocations	-	2,924.12
2864	Chauvin- Purchases	362.67	-
2865	Lamont-Allocations	-	6,390.51
2866	Lamont-Purchases	-	0.00
2869	Athabasca - Allocations	-	22,890.09
2870	Athabasca - Purchases	8,644.87	-
2871	Boyle - Allocations	-	6,560.79
2872	Boyle - Purchases	3,151.78	-
2873	Innisfree - Allocations	-	1,180.54
2874	Innisfree - Purchases	925.41	-
2875	Grassland - Allocations	-	5,743.55
2876	Grassland - Purchases	427.54	-
2877	Rochester - Allocations	-	2,422.21
2878	Rochester - Purchasea	622.01	-
2879	Wandering River - Allocations	-	2,073.61
2880	Wandering River - Purchases	927.24	-
2881	Bon Accord - Allocations	-	11,223.57
2882	Bon Accord - Purchases	5,886.50	-
2883	Lac La Biche - Allocations	-	17,458.05
2884	Lac La Biche - Purchases	10,304.49	-
2885	Morinville - Allocations	-	40,979.48
2886	Morinville - Purchases	17,657.69	-
2887	Redwater - Allocations	-	12,684.36
2888	Redwater- Purchases	4,047.08	-
2889	Plamondon- Allocations	-	2,592.67
2890	Plamondon - Purchases	2,468.82	-
2996	Floating Romance Coll - Allocat...	-	2,821.29
2997	Floating Romance Coll- Purcha...	741.72	-
3520	Prior Period Adjustment	-	0.00
3550	Opening Retained Earnings	-	843,371.17
3600	Capital surplus	-	1,227,339.66
3700	Internally Restricted Funds	-	458,795.20
3710	Internally Restricted Funds Spe...	-	58,921.92
4010	Levies - Municipalities	-	1,061,678.28
4040	Levies - Library Boards	-	0.00
4041	Prov. Operating Grant	-	825,580.40
4042	Prov. Rural Sevices Grant	-	0.00
4044	Prov. Establishment Grant	-	17,188.60
4050	Deferred Allotment	152,564.80	-
4126	Travel Grants	-	1,752.27
4128	Wage Subsidies	-	0.00
4132	Non Resident Fees	-	3,350.00
4135	C.I.P. Grant	-	0.00
4470	Library Enhancement Program	-	0.00
4510	Sales - Misc.	-	4,325.13
4520	Sales Office Supplies	-	67,396.67
4530	Service Administrative	-	0.00

Northern Lights Library System

Trial Balance As at 07/30/2015

Ac...	Account Description	Debits	Credits
4550	Sales-SRP	-	1,659.43
4551	SRP Provincial Sales	-	0.00
4552	Library Programming	-	0.00
4560	Annual Conference	-	14,170.00
4590	Sales Office Services Rent	-	0.00
4610	Interest earned	-	9,328.70
4613	Myrnam Revenue	-	0.00
4614	Garrison Revenue	-	0.00
4900	Amort. of Deferred Contribution	-	0.00
5319	Bank Charges	-	7.00
5500	Staff Salaries	841,514.69	-
5530	EI Expense	15,232.58	-
5540	C.P.P. Expense	28,372.54	-
5541	Group Life	0.00	-
5542	Extended Health Expense	11,445.39	-
5543	Dental Expense	8,882.59	-
5550	W.C.B. Expense	615.81	-
5981	Coll. Dev. Training/Conference	2,497.41	-
5982	Coll. Dev. Travel	5,230.72	-
5983	Tech/Public Training/Conference	865.53	-
5984	Tech/Public Travel	2,614.01	-
5985	Support Training/Conference	1,153.90	-
5986	Support Travel	7,703.63	-
5987	Staff Recruitment	55.00	-
5988	Contract Fees	0.00	-
5989	Human Resource Tools	1,098.00	-
5990	Resource Trans. Training/Conf...	250.85	-
5991	Resource Trans. Travel	184.17	-
6000	Coll. Dev. Cold Lake	24,600.28	-
6001	Coll. Dev. Mundare	2,837.45	-
6002	Coll. Dev. Gibbons	7,082.25	-
6003	Coll. Dev. Chauvin	362.67	-
6004	Coll. Dev. Bonnyville	14,895.15	-
6005	Coll. Dev. Kitscoty	4,342.21	-
6006	Coll. Dev. Bruderheim	1,609.51	-
6007	Coll. Dev. Floating Romance	741.72	-
6008	Coll. Dev. Morinville	18,087.61	-
6009	Coll. Dev. Innisfree	965.80	-
6010	Coll. Dev. Bon Accord	5,899.69	-
6011	Coll. Dev. Lamont	0.00	-
6012	Coll. Dev. Plamondon	2,482.45	-
6014	Coll. Dev. Radway	1,417.03	-
6016	Coll. Dev. Edgerton	1,133.13	-
6018	Coll. Dev. Elk Point	2,799.56	-
6020	Coll. Dev. Holden	1,322.66	-
6022	Coll. Dev. Edmonton Garrison	5,008.72	-
6024	Coll. Dev. Mannville	2,340.93	-
6026	Coll. Dev. Myrnam	2,075.75	-
6028	Coll. Dev. Marwayne	2,613.29	-
6030	Coll. Dev. Paradis Valley	2,013.55	-
6032	Coll. Dev. Smoky Lake	2,634.37	-
6035	Coll. Dev. St. Paul	9,245.89	-
6038	Coll. Dev. Two Hills	4,398.56	-

Northern Lights Library System

Trial Balance As at 07/30/2015

Ac...	Account Description	Debits	Credits
6040	Coll. Dev. Tofield	2,481.33	-
6042	Coll. Dev. Ryley	1,871.79	-
6044	Coll. Dev. Vermilion	10,726.43	-
6046	Coll. Dev. Viking	2,622.34	-
6047	Coll. Dev. Vilna	2,063.47	-
6049	Coll. Dev. Waskatenau	770.49	-
6051	Coll. Dev. Wainwright	10,755.52	-
6053	Coll. Dev. Thorhild	961.22	-
6055	Coll. Dev. Newbrook	1,531.39	-
6059	Coll. Dev. Vegreville	8,194.65	-
6061	Coll. Dev. Athabasca	8,812.35	-
6063	Coll. Dev. Wandering River	941.62	-
6067	Coll. Dev. Grassland	427.54	-
6068	Coll. Dev. Irma	2,032.58	-
6070	Coll. Dev. Lac La Biche	10,495.56	-
6071	Coll. Dev. Mallaig	3,675.24	-
6072	Coll. Dev. Boyle	3,225.55	-
6074	Coll. Dev. Rochester	622.01	-
6075	Coll. Dev. Ashmont	2,247.83	-
6076	Coll. Dev. Redwater	4,243.91	-
6080	HC - Theme Collection	3,524.79	-
6081	HC - Large Print	-	275.03
6082	HC - Professinal Collection	-	1,181.96
6084	HQ Selection Tools	1,343.29	-
6085	Programming Kits	371.38	-
6087	Audio Books	0.00	-
6089	International Collection	0.00	-
6090	Service Supplies	6,699.78	-
6102	Catalouging Tools	616.00	-
6106	Shipping & Freight	153.55	-
6108	Catalog/Process-Forms/Supplies	1,544.98	-
6114	Assistive Technologies	5,963.14	-
6118	Computer Replacement Program	0.00	-
6167	ACSI Managed Services	33,300.00	-
6168	TRAC	78,235.00	-
6169	TRAC Online Fees	20,464.00	-
6170	e Resources Books on Line	10,290.41	-
6202	ILL Canvas Bags	1,609.00	-
6205	Establishment Expense	4,493.95	-
6206	NLLS Annual Conference	4,110.29	-
6207	Library Staff Training	418.51	-
6208	Librarians Council and Worksh...	8,485.64	-
6250	Summer Reading Program	13,803.74	-
6251	Summer Reading Program Pro...	0.00	-
6252	Library Programming	0.00	-
6264	CEO Hardware Program	0.00	-
6266	Postage/Courier	1,133.89	-
6268	Coll Dev. Shipping/ILL	392.21	-
6270	Vehicle Expense	14,484.98	-
6280	Online Database	36,385.70	-
6301	Board of Record Payments	178,266.45	-
6400	My an-Operating expenses	3.75	-
6401	Garan- Operating Expenses	13,160.25	-

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Northern Lights Library System

Trial Balance As at 07/30/2015

Ac...	Account Description	Debits	Credits
6500	Board Travel	8,862.32	-
6504	Board Food and Beverages	1,061.72	-
6508	Board Conference/Education	7,084.66	-
6510	Board Special Events	856.76	-
6520	Board Committee Meetings	7,614.67	-
6521	Board No Budgeted	0.00	-
6522	Hospitality General	226.78	-
6600	Office Equipment	4,712.51	-
6602	Photocopy Meter Charges	4,294.67	-
6604	Brokerage Fees	0.00	-
6606	Legal Fees	7,122.47	-
6608	Marketing	9,363.08	-
6610	Audit Costs	480.00	-
6611	Bad Debts	-	9.12
6612	Bank Charges	83.00	-
6613	Charges Card Interest Expenses	232.93	-
6614	Insurance	9,006.51	-
6615	Subscriptions	625.20	-
6616	Memberships	9,396.06	-
6618	Office Supplies Resale	71,627.10	-
6620	Office Supplies	2,585.21	-
6622	Telecommunications	12,557.67	-
6700	General Maintenance/Contracts	0.00	-
6702	Building Maintenance	2,713.55	-
6704	Janitorial Services	18,695.00	-
6706	Janitorial Supplies	774.99	-
6708	Utilities	17,002.77	-
6798	Amortization	0.00	-
7500	Transfer to Reserve	0.00	-
7501	Gain Loss on Sale	0.00	-
		7,237,895.66	7,237,895.66

Northern Lights Library System

Aged Overdue Payables Detail As at 07/30/2015

Source	Type	Date	Due Date	Total Due	Total Current	Total Overdue	1 to 30 Overdue	31 to 60 Overdue	61+ Overdue
Alice B. Donahue Library & Archives									
07142015	Invoice	07/15/2015	07/15/2015	37.04	-	37.04	37.04	-	-
Amber Fehr									
07142015	Invoice	07/15/2015	07/15/2015	104.84	-	104.84	104.84	-	-
BCH Enterprises									
#42415CN	Invoice	04/23/2015	04/23/2015	-37.80	-	-37.80	-	-	-37.80
Brodart Co.									
952126	Invoice	07/30/2015	07/30/2015	870.71	870.71	-	-	-	-
952830	Invoice	07/30/2015	07/30/2015	73.50	73.50	-	-	-	-
952248	Invoice	07/30/2015	07/30/2015	40.66	40.66	-	-	-	-
Total outstanding:				984.87	984.87	-	-	-	-
Cynthia Graefe									
0807445	Invoice	07/15/2015	07/15/2015	28.48	-	28.48	28.48	-	-
Ebsco Canada Ltd.									
9762746	Invoice	07/15/2015	07/15/2015	639.32	-	639.32	639.32	-	-
9763498	Invoice	07/15/2015	07/15/2015	132.66	-	132.66	132.66	-	-
9763183	Invoice	07/30/2015	07/30/2015	1,410.45	1,410.45	-	-	-	-
Total outstanding:				2,182.43	1,410.45	771.98	771.98	-	-
Heaven Sent									
150778	Invoice	07/15/2015	07/15/2015	114.89	-	114.89	114.89	-	-
Irma Municipal Library									
7/15/2015	Invoice	07/17/2015	07/17/2015	124.29	-	124.29	124.29	-	-
Marilyn Newton									
7/17/2015	Invoice	07/17/2015	07/17/2015	12.60	-	12.60	12.60	-	-
Overdrive									
04/17/2015	Invoice	04/17/2015	04/17/2015	2,000.00	-	2,000.00	-	-	2,000.00

Northern Lights Library System

Aged Overdue Payables Detail As at 07/30/2015

Source	Type	Date	Due Date	Total Due	Total Current	Total Overdue	1 to 30 Overdue	31 to 60 Overdue	61+ Overdue
03/25/2015 AWAIC	Invoice	04/20/2015	04/20/2015	300.00	-	300.00	-	-	300.00
04/20/2015 ASTP	Invoice	04/20/2015	04/20/2015	500.00	-	500.00	-	-	500.00
04/20/2015 AMAL	Invoice	04/20/2015	04/20/2015	200.00	-	200.00	-	-	200.00
03/25/2012 AIRC	Invoice	04/20/2015	04/20/2015	300.00	-	300.00	-	-	300.00
03/26/2015 ARAD	Invoice	04/20/2015	04/20/2015	100.00	-	100.00	-	-	100.00
04/10/2015 ATHI	Invoice	04/20/2015	04/20/2015	250.00	-	250.00	-	-	250.00
04/09/2015 ATH...	Invoice	04/20/2015	04/20/2015	100.00	-	100.00	-	-	100.00
AK 2015	Invoice	04/27/2015	04/27/2015	500.00	-	500.00	-	-	500.00
AMAR 2015	Invoice	04/27/2015	04/27/2015	100.00	-	100.00	-	-	100.00
AMO 2015	Invoice	04/27/2015	04/27/2015	2,000.00	-	2,000.00	-	-	2,000.00
AATH 2015	Invoice	04/29/2015	04/29/2015	1,000.00	-	1,000.00	-	-	1,000.00
ACHM 2015	Invoice	04/30/2015	04/30/2015	150.00	-	150.00	-	-	150.00
AVER2015	Invoice	05/21/2015	05/21/2015	500.00	-	500.00	-	-	500.00
APV2015	Invoice	05/21/2015	05/21/2015	200.00	-	200.00	-	-	200.00
AMAN 2015	Invoice	05/21/2015	05/21/2015	1,000.00	-	1,000.00	-	-	1,000.00
Total outstanding:				**9,200.00**	-	**9,200.00**	-	-	**9,200.00**
Servus Credit Union Ltd.									
Yaychi's 000035	Invoice	03/06/2015	03/06/2015	34.35	-	34.35	-	-	34.35
Chapters-556741...	Invoice	06/29/2015	06/29/2015	29.40	-	29.40	-	29.40	-
9585008 Amazon	Invoice	07/15/2015	07/15/2015	11.34	-	11.34	11.34	-	-
5803460 Amazon	Invoice	07/15/2015	07/15/2015	29.45	-	29.45	29.45	-	-
55746221 Chapt...	Invoice	07/15/2015	07/15/2015	26.44	-	26.44	26.44	-	-
55757136 Chapt...	Invoice	07/15/2015	07/15/2015	49.87	-	49.87	49.87	-	-
55739554 Chapt...	Invoice	07/15/2015	07/15/2015	29.85	-	29.85	29.85	-	-
4607443-2 Amazon	Invoice	07/15/2015	07/15/2015	179.63	-	179.63	179.63	-	-
53258856 Amazon	Invoice	07/15/2015	07/15/2015	23.80	-	23.80	23.80	-	-
2213868-1 Amazon	Invoice	07/15/2015	07/15/2015	83.74	-	83.74	83.74	-	-
0663429 Amazon	Invoice	07/15/2015	07/15/2015	60.24	-	60.24	60.24	-	-
5993831 Amazon	Invoice	07/15/2015	07/15/2015	12.60	-	12.60	12.60	-	-
2213868-2 Amazon	Invoice	07/15/2015	07/15/2015	16.85	-	16.85	16.85	-	-
55796677 Chapt...	Invoice	07/17/2015	07/17/2015	54.81	-	54.81	54.81	-	-
1745800 Amazon	Invoice	07/17/2015	07/17/2015	50.77	-	50.77	50.77	-	-
3950627 Amazon	Invoice	07/17/2015	07/17/2015	36.72	-	36.72	36.72	-	-
Amazon-DVCWij...	Invoice	07/30/2015	07/30/2015	21.51	21.51	-	-	-	-
Amazon-6353005	Invoice	07/30/2015	07/30/2015	6.30	6.30	-	-	-	-

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Aged Overdue Payables Detail As at 07/30/2015

Source	Type	Date	Due Date	Total Due	Total Current	Total Overdue	1 to 30 Overdue	31 to 60 Overdue	61+ Overdue
Amazon-DVgrLM...	Invoice	07/30/2015	07/30/2015	115.02	115.02	-	-	-	-
Chapters-557180...	Invoice	07/30/2015	07/30/2015	18.20	18.20	-	-	-	-
Chapters-555544...	Invoice	07/30/2015	07/30/2015	81.41	81.41	-	-	-	-
Chapters55814429	Invoice	07/30/2015	07/30/2015	62.09	62.09	-	-	-	-
aMAZON-4627424	Invoice	07/30/2015	07/30/2015	29.33	29.33	-	-	-	-
Amazon-DJ5FDL...	Invoice	07/30/2015	07/30/2015	43.77	43.77	-	-	-	-
5271	Invoice	07/30/2015	07/30/2015	15.00	15.00	-	-	-	-
Amazon-DJtnQW...	Invoice	07/30/2015	07/30/2015	19.09	19.09	-	-	-	-
Amazon-1505029	Invoice	07/30/2015	07/30/2015	94.49	94.49	-	-	-	-
Amazon-3480247	Invoice	07/30/2015	07/30/2015	54.58	54.58	-	-	-	-
Total outstanding:				1,290.65	560.79	729.86	666.11	29.40	34.35
Smoky Lake Municipal Library									
7/16/2015	Invoice	07/17/2015	07/17/2015	112.61	-	112.61	112.61	-	-
Staples Advantage									
38929631	Invoice	07/30/2015	07/30/2015	52.88	52.88	-	-	-	-
38926187	Invoice	07/30/2015	07/30/2015	115.21	115.21	-	-	-	-
Total outstanding:				168.09	168.09	-	-	-	-
Town of Elk Point									
13072015	Invoice	07/30/2015	07/30/2015	77.00	77.00	-	-	-	-
UK.E Contract & Rentals									
578	Invoice	07/30/2015	07/30/2015	787.50	787.50	-	-	-	-
United Library Services									
502269	Invoice	07/15/2015	08/15/2015	91.33	91.33				
502320	Invoice	07/15/2015	08/15/2015	70.86	70.86	-	-	-	-
502267	Invoice	07/15/2015	08/15/2015	63.76	63.76	-	-	-	-
501919	Invoice	07/15/2015	08/15/2015	332.77	332.77	-	-	-	-
502266	Invoice	07/15/2015	08/15/2015	38.51	38.51	-	-	-	-
501918	Invoice	07/15/2015	08/15/2015	304.24	304.24	-	-	-	-
500804	Invoice	07/15/2015	08/15/2015	20.16	20.16	-	-	-	-
501227	Invoice	07/15/2015	08/15/2015	1,668.12	1,668.12	-	-	-	-

Northern Lights Library System

Aged Overdue Payables Detail As at 07/30/2015

Source	Type	Date	Due Date	Total Due	Total Current	Total Overdue	1 to 30 Overdue	31 to 60 Overdue	61+ Overdue
501473	Invoice	07/15/2015	08/15/2015	566.08	566.08	-	-	-	-
501916	Invoice	07/15/2015	08/15/2015	805.13	805.13	-	-	-	-
501310	Invoice	07/15/2015	08/15/2015	689.96	689.96	-	-	-	-
502414	Invoice	07/17/2015	08/17/2015	1,166.21	1,166.21	-	-	-	-
502773	Invoice	07/17/2015	08/17/2015	803.36	803.36	-	-	-	-
503180	Invoice	07/30/2015	08/30/2015	919.50	919.50	-	-	-	-
503323	Invoice	07/30/2015	08/30/2015	319.87	319.87	-	-	-	-
502871	Invoice	07/30/2015	08/30/2015	119.98	119.98	-	-	-	-
508872	Invoice	07/30/2015	08/30/2015	8.18	8.18	-	-	-	-
504490	Invoice	07/30/2015	08/30/2015	617.36	617.36	-	-	-	-
501864	Invoice	07/30/2015	08/30/2015	1,610.00	1,610.00	-	-	-	-
503878	Invoice	07/30/2015	08/30/2015	552.74	552.74	-	-	-	-
504447	Invoice	07/30/2015	08/30/2015	1,001.78	1,001.78	-	-	-	-
Total outstanding:				11,769.90	11,769.90	-	-	-	-
Vermillion Public Library									
07142015	Invoice	07/15/2015	07/15/2015	967.11	-	967.11	967.11	-	-
Wainwright Public Library									
07142015	Invoice	07/15/2015	07/15/2015	791.44	-	791.44	791.44	-	-
Waste Management of Canada Corpration									
205-01027	Invoice	07/30/2015	07/30/2015	420.46	420.46	-	-	-	-
Xerox									
Credit Rebate	Invoice	04/23/2015	04/23/2015	-90.30	-	-90.30	-	-	-90.30
Total outstanding:				29,046.10	16,179.06	12,867.04	3,731.39	29.40	9,106.25

Northern Lights Library System

Aged Overdue Receivables Detail As at 07/30/2015

Source	Type	Date	Due Date	Total Due	Total Current	Total Overdue	1 to 30 Overdue	31 to 60 Overdue	61+ Overdue
Alice B. Donahue Library and Archives									
6001	Invoice	07/30/2015	07/30/2015	27.30	27.30	-	-	-	-
5999	Invoice	07/30/2015	07/30/2015	50.24	50.24	-	-	-	-
Total outstanding:				77.54	77.54	-	-	-	-
Anne Chorney Public Library									
4876	Invoice	02/03/2014	02/03/2014	12.00	-	12.00	-	-	12.00
5591	Invoice	12/31/2014	12/31/2014	36.38	-	36.38	-	-	36.38
Total outstanding:				48.38	-	48.38	-	-	48.38
Bonnyville Municipal Library									
5957	Invoice	06/24/2015	06/24/2015	141.81	-	141.81	-	141.81	-
5970	Invoice	06/29/2015	06/29/2015	420.00	-	420.00	-	420.00	-
Total outstanding:				561.81	-	561.81	-	561.81	-
Chauvin Public Library									
5483	Invoice	10/21/2014	10/21/2014	14.77	-	14.77	-	-	14.77
Cold Lake Public Library									
5597	Invoice	01/19/2015	01/19/2015	2,900.00	-	2,900.00	-	-	2,900.00
5960	Invoice	06/24/2015	06/24/2015	15.66	-	15.66	-	15.66	-
5941	Invoice	06/24/2015	06/24/2015	31.50	-	31.50	-	31.50	-
Total outstanding:				2,947.16	-	2,947.16	-	47.16	2,900.00
County of St. Paul Library Board									
5986	Invoice	07/03/2015	07/03/2015	280.00	-	280.00	280.00	-	-
County of Thorhild Library Board									
5981	Invoice	06/29/2015	06/29/2015	140.00	-	140.00	-	140.00	-
5994	Invoice	07/03/2015	07/03/2015	140.00	-	140.00	140.00	-	-
Total outstanding:				280.00	-	280.00	140.00	140.00	-

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Northern Lights Library System

Aged Overdue Receivables Detail As at 07/30/2015

Source	Type	Date	Due Date	Total Due	Total Current	Total Overdue	1 to 30 Overdue	31 to 60 Overdue	61+ Overdue
Edgerton Municipal Library									
5989	Invoice	07/03/2015	07/03/2015	55.78	-	55.78	55.78	-	-
6004	Invoice	07/30/2015	07/30/2015	177.85	177.85	-	-	-	-
Total outstanding:				233.63	177.85	55.78	55.78	-	-
Edmonton Garrison Community Library									
5880	Invoice	05/12/2015	05/12/2015	229.38	-	229.38	-	-	229.38
Elk Point Public Library									
5954	Invoice	06/24/2015	06/24/2015	30.24	-	30.24	-	30.24	-
Innisfree Public Library									
5992	Invoice	07/03/2015	07/03/2015	140.00	-	140.00	140.00	-	-
Kitscoty Hilltop Library									
5803	Invoice	04/17/2015	04/17/2015	3.65	-	3.65	-	-	3.65
5972	Invoice	06/29/2015	06/29/2015	140.00	-	140.00	-	140.00	-
Total outstanding:				143.65	-	143.65	-	140.00	3.65
Lac La Biche County Library Board									
5952	Invoice	06/24/2015	06/24/2015	140.00	-	140.00	-	140.00	-
M.D. of Bonnyville Library Board									
5892	Invoice	05/13/2015	05/13/2015	872.79	-	872.79	-	-	872.79
5966	Invoice	06/29/2015	06/29/2015	280.00	-	280.00	-	280.00	-
Total outstanding:				1,152.79	-	1,152.79	-	280.00	872.79
Mannville Municipal Library									
6008	Invoice	07/30/2015	07/30/2015	760.20	760.20	-	-	-	-
5998	Invoice	07/30/2015	07/30/2015	177.85	177.85	-	-	-	-
Total outstanding:				938.05	938.05	-	-	-	-

Marwayne Public Library

Northern Lights Library System

Aged Overdue Receivables Detail As at 07/30/2015

Source	Type	Date	Due Date	Total Due	Total Current	Total Overdue	1 to 30 Overdue	31 to 60 Overdue	61+ Overdue
5979	Invoice	06/29/2015	06/29/2015	139.60	-	139.60	-	139.60	-
McPherson Municipal Library									
5988	Invoice	07/03/2015	07/03/2015	16.80	-	16.80	16.80	-	-
Metro Kalyn Community Library									
5868	Invoice	05/12/2015	05/12/2015	2.72	-	2.72	-	-	2.72
5915	Invoice	05/28/2015	05/28/2015	7.00	-	7.00	-	-	7.00
Total outstanding:				9.72	-	9.72	-	-	9.72
Morinville Municipal Library									
5943	Invoice	06/24/2015	06/24/2015	560.00	-	560.00	-	560.00	-
6006	Invoice	07/30/2015	07/30/2015	41.32	41.32	-	-	-	-
6003	Invoice	07/30/2015	07/30/2015	161.78	161.78	-	-	-	-
Total outstanding:				763.10	203.10	560.00	-	560.00	-
Mundare Public Library									
5496	Invoice	10/30/2014	10/30/2014	20.16	-	20.16	-	-	20.16
5692	Invoice	02/18/2015	02/18/2015	36.75	-	36.75	-	-	36.75
5795	Invoice	04/17/2015	04/17/2015	2.44	-	2.44	-	-	2.44
5866	Invoice	05/12/2015	05/12/2015	79.43	-	79.43	-	-	79.43
Total outstanding:				138.78	-	138.78	-	-	138.78
Myrnam Community Library									
5955	Invoice	06/24/2015	06/24/2015	109.25	-	109.25	-	109.25	-
Newbrook Public Library									
5828	Invoice	04/28/2015	04/28/2015	17.11	-	17.11	-	-	17.11
5824	Invoice	04/28/2015	04/28/2015	76.29	-	76.29	-	-	76.29
Total outstanding:				93.40	-	93.40	-	-	93.40
Radway Municipal Library									
5996	Invoice	07/30/2015	07/30/2015	41.95	41.95	-	-	-	-

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Northern Lights Library System

Aged Overdue Receivables Detail As at 07/30/2015

Source	Type	Date	Due Date	Total Due	Total Current	Total Overdue	1 to 30 Overdue	31 to 60 Overdue	61+ Overdue
Redwater Municipal Library									
6002	Invoice	07/30/2015	07/30/2015	79.80	79.80	-	-	-	-
Rhonda Cusack									
5693	Invoice	02/20/2015	02/20/2015	21.70	-	21.70	-	-	21.70
Rochester Municipal Library									
5787	Invoice	04/16/2015	04/16/2015	55.35	-	55.35	-	-	55.35
Saskatchewan Publisher Group									
5995	Invoice	07/03/2015	07/03/2015	220.00	-	220.00	220.00	-	-
Smoky Lake Municipal Library									
6000	Invoice	07/30/2015	07/30/2015	317.39	317.39	-	-	-	-
St. Paul Education RD#1									
5953	Invoice	06/24/2015	06/24/2015	140.00	-	140.00	-	140.00	-
St. Paul Municipal Library									
6007	Invoice	07/30/2015	07/30/2015	14.44	14.44	-	-	-	-
Stuart McPherson Municipal Library									
5963	Invoice	06/29/2015	06/29/2015	38.62	-	38.62	-	38.62	-
5987	Invoice	07/03/2015	07/03/2015	638.32	-	638.32	638.32	-	-
Total outstanding:				676.94	-	676.94	638.32	38.62	-
Thorhild Municipal Library									
5997	Invoice	07/30/2015	07/30/2015	26.25	26.25	-	-	-	-
Tofield Municipal Library									
5797	Invoice	04/17/2015	04/17/2015	3.75	-	3.75	-	-	3.75
Town of Athabasca									
5947	Invoice	06/24/2015	06/24/2015	140.00	-	140.00	-	140.00	-

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Northern Lights Library System

Aged Overdue Receivables Detail As at 07/30/2015

Source	Type	Date	Due Date	Total Due	Total Current	Total Overdue	1 to 30 Overdue	31 to 60 Overdue	61+ Overdue
Town of Smoky Lake									
5934	Invoice	06/08/2015	06/08/2015	140.00	-	140.00	-	140.00	-
Vegreville Centennial Library									
5991	Invoice	07/03/2015	07/03/2015	140.00	-	140.00	140.00	-	-
6005	Invoice	07/30/2015	07/30/2015	30.24	30.24	-	-	-	-
Total outstanding:				170.24	30.24	140.00	140.00	-	-
Village of Holden									
5949	Invoice	06/24/2015	06/24/2015	140.00	-	140.00	-	140.00	-
Total outstanding:				10,675.86	1,906.61	8,769.25	1,630.90	2,746.68	4,391.67

PUBLIC LIBRARY SERVICES BRANCH

ALBERTA MUNICIPAL AFFAIRS

ORGANIZATIONAL REVIEW OF NORTHERN LIGHTS LIBRARY SYSTEM (NLLS)

JULY-AUGUST 2015

Prepared by Bonnie Gray and Ken Allan

TABLE OF CONTENTS

Executive Summary

At the June 13 2015 Northern Lights Library Board (NLLB) meeting, Bonnie Gray and Ken Allan from Public Library Services Branch (PLSB) presented a proposal for an organizational review of NLLS, following conversations with the NLLB Executive Committee.

During the months of July and August 2015, PLSB staff consulted NLLS staff (by interview), NLLS member library board representatives (by interview), NLLS member library managers (by interview), and NLLB members (by survey and phone interview). PLSB staff also reviewed policy documents and spoke to staff members in other library systems in Alberta.

All staff members at NLLS were interviewed. We consulted with representatives (board member and library manager) from all member municipality library boards who operated a service point, except one. A total of 16 NLLB survey responses were received, representing 30.8% of the board's 52 total members.

Key findings of our review include:

- NLLS board members believe in the value of NLLS and want to see the system succeed. However, board member engagement is low and the board's governance structure (e.g. board member terms of appointment, structure of executive committee) does not allow them to fulfill their governance role effectively. Board member turnover is very high.
- The governing documents of NLLS are inadequate. In particular, the policy documents are brief, and procedure documents appear to consist mainly of rescinded policy documents that may or may not have board approval.
- Communication between and among NLLB members, NLLS staff members, and NLLS member library boards is inconsistent. Some NLLS member library boards perceive that they are not a priority for the organization.
- The organizational structure of NLLS does not conform to the organizational chart, and management roles are unclear. A negative corporate culture has been allowed to fester in the organization, creating an unpleasant work environment for many staff members.
- Financial policies and procedures are unclear, do not appear to be regularly reviewed by the whole board, and are lacking in key areas, particularly operational purchasing. Budget preparation is mostly done by staff members, with little opportunity for board input.

Unlike an advisory board, it is the responsibility of a governing board like the NLLB to set policies and give direction that facilitates the implementation of service. Board members need to realize that their actions dictate the level of service that their local libraries receive.

The status quo is not an effective option for NLLS. We urge all NLLB members to read this report, and take action to strengthen the governance and operations of NLLS, so it can fulfill its mandate to provide support and leadership to public libraries across north-eastern Alberta.

Part 1: Board Governance and Engagement

Summary: Review Process

Members of the NLLB were asked to participate in an online survey between August 7 and August 28 2015. Board members were asked about the vision and mission of the board, the governance of NLLS, and how they participated in that governance. Board members were also given the opportunity to leave their contact information if they wished to discuss their answers further with PLSB staff.

A total of 16 responses were received, representing 30.8% of the board's 52 total members. While this low response rate increases the margin of error of this survey, the responses still pointed to several trends that seemed consistent with our own observations, and conversations with NLLS staff and NLLS member library board representatives.

Board policies, plans, meeting minutes and other board documents were also reviewed as part of this evaluation.

Summary: Key Issues

- **Governing Documents:** The board's governing documents (Budget, Plan of Service, Policies) do not provide sufficient direction for board members and staff.

- **Engagement Levels:** The board is not strongly engaged in the governance work of the organization, but rather has assumed the role of approving the work of the staff.

- **Appointment Lengths:** The average appointment length of a board member is too short to learn and effectively fulfill the trustee role. On the other hand, there are no term limits on the executive committee and overly long executive terms create other problems.

- **Meeting Preparation:** NLLB members should receive meeting packages far enough in advance to allow them sufficient time for review before the meeting.

- **Board Decisions and Actions:** It appears board decision making is sometimes informal and undocumented. NLLB needs to make sure important decisions of the board are supported with board motions that are voted on, approved and documented in board minutes.

- **Executive Committee:** Relative to other library systems, the executive committee carries a lot of authority and is not representative of the board as a whole. NLLB may wish to consider revising the structure of the committee so that different regions and library sizes are consistently represented. The executive committee should take steps to ensure its actions reflect the will of the whole board. Finally, executive term limits would ensure renewal and discourage the formation of entrenched interests.

- **Board Committees:** NLLB may wish to consider creating additional standing committees to allow more participation in the work by board members other than those on the executive.

<u>**Governing Documents**</u>

One of the key ways a governing board exerts its authority is through the use of governing documents. Library system boards govern via a budget, plan of service, and policies.

Budget

We reviewed the 2015 NLLS budget for this report. Overall, this document explains what is being spent very well, with revenues and expenses well-laid out with accompanying notes. The pie graphs allow for better comprehension by board members. Capital expenses are detailed out to 2021.

More explanation of budgeting decisions would help the reader get a clearer understanding of finances. For example, item 20 under Expenses shows that the Exinda traffic shaper "gives each library an equal share of the bandwidth being used during the busy times." More of these explanations would allow new and learning board members a greater understanding of the rationale for NLLS expenditures.

Previously, it was the operating procedure of NLLS to present budgets only at the board meeting where they were to be voted on, for review and discussion at that meeting. The NLLS budget is a complicated document and board members should have time to review it thoroughly before approval. The NLLB chair, with the assistance of NLLS staff, has since begun to send budget documents to the board before meetings in most cases. The 2016 budget is an exception to this rule, due to the absence of many key staff positions involved in budget-making.

The Board should consider forming a finance committee, to increase its control and understanding of finances. This committee could help prepare the budget. A committee including board members who are not on the executive committee would allow more people to review the budget, increasing the quality of the budget and allowing more board members to have a sense of ownership over the board's budget.

Plan of Service

We reviewed the 2014-2017 NLLS Plan of Service for this report. This document describes a reasonable methodology for consulting the NLLS member municipalities, board, and library managers to create this report.

The strategic directions developed seem overly operational and internal. Most of them focus on expanding or maintaining the services that are already available, or focus on internal operations rather on services to member libraries.

The plan is also vague in describing how NLLS will reach these strategic directions. One of the few concrete, measurable objectives given in the Plan of Service is an 80% satisfaction rate by library managers and staff on an annual survey. Most other objectives involve the creation of strategies, or reports for board review. The plan gives little direction on the how these strategies will be developed, or what measurable levels of success will be used to show that NLLS has reached its goals.

This Plan of Service also places most responsibility for developing strategies and reports on the NLLS staff, with the board only reviewing. It is best practice for library and system boards to take the lead role in developing strategy and direction, while the staff takes the lead in implementing strategy. It appears that the NLLS Plan of Service places staff in the lead role of strategic policy development, with the board giving advice only. This can lead to a lack of oversight, and board disengagement.

Plans need to be regularly reviewed to be effective. The Board may wish to consider adding a regular report on the Plan of Service to their Board meeting agenda, to allow them to more closely monitor how they are achieving the goals they have set for themselves.

The NLLS Plan of Service includes the goals "Staff view NLLS as a good and fair employer" and "NLLS evaluates results, refines, and makes improvements to its programs and services". As seen in other sections of this report, many NLLS staff are not satisfied with NLLS as an employer, and some member library boards and staff perceive that their suggestions for improvement are not being heard. We hope this report will help give the NLLB and system staff some tools to help them reach these goals more effectively.

Policies

The September 2014 NLLS Policy Manual of NLLS, as retrieved from the NLLS website in August 2015, is brief, unclear, and ineffective. Many essential policies, such as policies around vacation, payroll, leave, and finance do not give sufficient direction to staff or are missing completely. As an example, Policy 14 Confidentiality consists of only one sentence: "NLLS shall maintain confidentiality". This policy provides no explanation or detail as to what constitutes confidentiality, or how confidentiality should be maintained – it merely paraphrases the title. The finance policy gives little direction to staff in the implementation of day-to-day financial operations. The purchasing section of the policy, item 10.14, states only that NLLS should follow "sound business practices" when purchasing goods and services. This provides no useful direction for staff and does not allow the board to maintain sufficient oversight of the operational purchasing process.

The Board duties policy, item 4.3, reinforces the passivity of the board. Most board duties begin with the word "approves", suggesting that the staff is providing both direction and implementation of NLLS, with the Board being reduced to an advisory, "rubber-stamping" role.

When asked if there were any further policies or procedures for NLLS, the system staff provided additional policies for PLSB review. It is the understanding of PLSB staff that NLLS continues to follow these older policies as operational procedures. However, a motion of the February 11 2006 NLLB meeting states that the board rescinded all policies prior to that meeting date, and approved a new policy, which we assume to be the document that is now known as the September 2014 Policy Manual. The additional "policies" we received were approved or last revised before this date. Are they in force, or not? Does the board approve of these "policies"/procedures, or not?

Even assuming that these "policies" are in force and approved by the board, problems remain. These older policies have not been followed consistently or are badly written. As an example, staff has

reported to us that the vacation time policy (F.7) and the probationary period policy (F.2) have not been consistently implemented as written.

Good policy allows staff to complete their work with the knowledge that they are following processes that are approved by the management of the organization, and gives clarity and consistency to their work duties. These policies fall far short of that goal.

It is critical that the board reviews and revises policies as soon as possible, in order to take an active role in the direction of Northern Lights Library System. The board should also review the current operating procedures at NLLS.

The board may wish to consider setting up a policy committee to complete these duties. This committee can include both board and staff members, to ensure that policy both reflects the will of the board and is consistent with best operational practices at NLLS. The Board may also wish to consider setting up a schedule for policy review, to ensure that policies are reviewed and updated regularly.

<div align="center">

Board Engagement Issues

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Board Member Engagement

Only 30.8% of all board members responded to our survey. Within the current context, this suggests a very low level of board member engagement overall. This low engagement level was noted in other areas of our review as well. Both the policies and the plan of service of NLLS suggest that the board has transferred some responsibilities to the NLLS staff. During our interviews, NLLS staff often commented that it appeared that board members understood little about the workings of NLLS, and are primarily concerned with the efficient spending of money. Member library boards indicated that they received little correspondence from the NLLB, and the effectiveness of their local NLLB member at delivering information varied.

Ethically, board members should want to be on the board. Municipal councils should appoint board members who are passionate about library service and invested in the success of the system. The system board should not be a training ground for new councillors, or an automatic part of a councillor's rotating duties.

NLLB should ensure that new board members are suitably trained in their role. Training can be provided by PLSB staff, a committee of the board, or both.

The Role of a Governing Board

Unlike an advisory board, a governing board like the NLLB is directly responsible for ensuring results. Board members need to realize that they determine the level of service that their local libraries receive.

 The NLLB sets strategic direction of the system, defines goals, and determines how the system will reach those goals by setting fiscal and operational policies. It is the job of the staff to manage the day-to-day operations, and to deliver service so the goals of the board are achieved. Staff also need to

report back to the board on the operations of the library on a regular basis, for board review and evaluation.

While it is important to monitor funds to ensure they are spent effectively, financial oversight is not the only job of a governing board. Rather than minimize the spending of funds, it is the job of a governing board to set direction and allocate funds so effective services can be delivered to all their member libraries.

<u>**Structural Issues for Review and Options for Improvement**</u>

In the course of our review, we noted several governance issues that should be addressed in order to allow the board to fulfill their governance mandate more effectively. They are listed below:

Board Member Appointments and Term Lengths

Ten out of sixteen survey respondents reported being appointed for only a single year. In the most recent NLLB membership list, almost all member terms end in October 2015.

As a governing board, the NLLB carries a higher level of responsibility than most boards that municipal councillors are appointed to. NLLB trustees require time to learn their role and fulfill it effectively. We would suggest that board members be appointed for at least two years, and be appointed for three years as often as possible. Now that the *Municipal Governance Act* states that councillors are appointed for four years and not three, it is more feasible for councillors to serve at least a two-year term.

We also noted that some board members have been on the board more than 9 years. Section 32 of the *Libraries Regulation* states that a system board member may be appointed for no more than 9 consecutive years without the approval of two-thirds of their municipal council. NLLS needs to ensure that all their board members are appointed legally. Ineligible board members call into question the legality of board decisions, and may affect your ability to receive the provincial operating grants.

Meeting Preparation and Procedure

 Several survey respondents said they often did not have time to review meeting material sufficiently before being asked to vote on it. The board chair should ensure NLLB members have sufficient time for review before a vote is called, which means sending out meeting packages well in advance of meetings. The NLLS Interim Director, Julie Walker, suggested that NLLS staff are prepared to do this.

In addition, the chair and other officers of the NLLB should make sure they are well acquainted with meeting procedures so meetings are governed effectively. For example, PLSB staff noted that there was no official motion to approve the creation of this report. The Board should ensure that decisions of the board are supported with a motion, to allow all board members the opportunity to vote and to legitimize board decisions.

Executive Committee

According to the policy manual, it is the responsibility of the executive committee to "deal with matters which arise between regularly scheduled Board meetings, except for those responsibilities which are the exclusive purview of the Board." In practice, this gives the Executive Committee broad authority to carry out the business of the board, in partnership with the NLLS management and staff. It is therefore important that this committee is structured to represent the wide range of NLLS member communities, and to allow for regular rotations of NLLB members on the committee. This will ensure that the committee reflects the will of the whole board.

The needs of libraries in NLLS vary greatly based on many factors, including the size of the municipality where the library is located. Currently, NLLS allows Sturgeon County an automatic seat on the executive based on the size of the community. NLLS might consider replacing this narrow rule with a broader policy that reserves executive seats for smaller, medium-sized, and larger members. This approach is used in other systems to provide communities of all sizes with a voice in executive decisions. Other systems have also had success ensuring that one executive member is appointed from each geographic area within the system.

Finally, the executive committee needs to remember they are not the governing body of NLLS, but rather the body that acts in that group's stead when the full board is unable to meet. The executive needs to take steps to make sure they have the mandate of the whole board before making financial and operational decisions.

Other Board Committees

In our conversations with NLLS board and staff, many expressed frustration that NLLB members were not sufficiently informed about the business of the system to properly fulfill their role. Longer board member terms as described above would improve this. As well, the board should consider forming regular board committees other than the executive. This would allow board members the opportunity to become better acquainted with the work of the board. NLLB members have extensive experience with local government, other boards and their communities. NLLB should make better use of individual expertise

Other systems have had success with a powerful executive and no other standing committees, but those systems have structured the executive to ensure it is representative of all regions of the system, and have placed term limits on the members of the executive.

Part 2: Communications Strategies

Summary of Process

The information on which this section is based was obtained through staff interviews in June, through member library visits in July and August, from the Northern Lights Website and from survey responses returned by individual board members. We have approached communications not only from the point of internal effectiveness with members at all levels, but also from the message that Northern Lights is delivering about itself and its programs and services. The section on communications will focus on several areas:

- Internal :Headquarters staff and communication with member library staff and trustees
- Internal: Headquarters staff and the NLLB
- Internal: NLLB membership and between members and executive
- Internal: NLLB communication with councils
- Internal: NLLB communication with member library boards
- External : NLLB communication with the public

There does not appear to be a current communication plan which outlines target audiences, messages or methodology although the Plan of Service identifies Communication and Promotion as two of its strategic directions. The plan defines success as a "high [level] of communication and cooperation…between members, clients, partners and funders". While there are communication practices and tools, information on system plans, policies and issues is inconsistent or incomplete, information on system programs and services is operationally focused and the messages about Northern Lights in general do not support a goal oriented, successful organization. Over the last few months, lack of consistent messaging has created insecurity, confusion and concern about the competency and future of the organization.

Communications Strategies

Internal: Headquarters staff and communication with member library staff and trustees

Within headquarters itself, communication channels are not clear.   The vague management and reporting structure leads to cross communication, or lack of communication within the headquarters. Staff are updated on issues or decisions that affect them including reports from board meetings at staff meetings. Some of the work units have unit meetings to discuss issues and procedures. Staff were concerned that they were not provided with information on termination or plans to hire new staff.

Staff communications with member library staff tends to be related to provision of NLLS service. There is also some consulting support on library service issues.

Staff use email most frequently as a communication tool as it is the quickest and most effective way of getting information out. Messages can be left even when the libraries are not open. They also use telephone for problem-solving, providing advice and answering questions. Staff are encouraged to use additional tools including: Help desk (where incoming queries are reviewed and directed to the most appropriate staff member), some on site visits, and Library Managers Advisory Committee (LMAC) meetings. Other tools include the *Aurora* newsletter*,* which provides information on member library activities and headquarters updates, a listserv, the website and Facebook pages.

Very few member library managers or local trustees mentioned using these items during our meetings. The website is more fact oriented and includes dates for programs and events, board member information and board governance documents, contact information for members, manuals and training tools. The Facebook page appears to be used for book reviews and special "days" that might become a focus for library programming and links to local Facebook sites.

In general, member library staff were satisfied with communications from NLLS staff. NLLS staff were also prepared to listen to their suggestions and new ideas. Questions are answered relatively quickly. The HelpDesk software got mixed reviews. If library staff asked a general or more obscure question through HelpDesk, it wasn't clear who could answer it. Likewise, headquarters staff often preferred consulting directly with member library staff as this created stronger work relationships. Several library managers indicated that they appreciated the consulting support from the public services consultant on library service issues.   So, while they could always improve, there are acceptable procedures in place to provide information to member libraries.

There are some troubling issues related to providing and receiving input to and from member library staff and trustees. One issue which was referenced was the fact that NLLB charges for consultative visits. Member libraries receive one IT consulting visit and one public services consulting visit per year, but if they require additional visits, there is a charge of $75.00 per visit. This is a deterrent for the smaller libraries who have small budgets and who may require more assistance and seems counterproductive if NLLS is established as a service to support its member libraries.

Several staff at headquarters indicated that they had been discouraged from talking directly to library managers. In some cases conversations were monitored or directed by the assistant director or executive director. It is not clear why this occurred.

Communication with local boards is less targeted. Most of the communication between system and member library staff tends to be operational so the communication with local boards tends to be delivered through the local library manager. As a result, local boards depend on the skills or ability of the library manager to provide NLLB information. This varies throughout the region. Some managers aren't able to attend LMAC meetings or other events and miss important information presented at those meetings. Local board members may receive some or all Northern Lights information through their NLLB member but there is no clear or consistent message or specific communication tool.

One area in which information is lacking is the use of funding transferred by local boards to NLLB. The amount of the transfer is approved through municipal acceptance of the budget requests, but the local boards are not consulted on the process and are expected to transfer the funding to NLLB. It would be a sound practice to inform the boards about the use of this funding and how the boards receive a return on their investment. Other comments indicated that the boards did not know how NLLB allocated the funds from municipalities without library boards. The process of counting members was applied inconsistently and was not clearly documented.

One troubling issue which was raised on several occasions was that NLLS management was not prepared to listen to and did not appreciate input from local library staff. One manager was told that "NLLS serves municipalities, not libraries – libraries aren't important". Another reported that "the NLLS Board is not listening to local managers". It is not clear if this message originated with the board or with management. However, this message recurred in several conversations with library managers and is one that the NLLB needs to address.

Many staff and trustees from member libraries commented that our consultations provided the first detailed contact they had received about the situation at NLLS and that the lack of information had led to speculation and concern about the future of the system.

Internal: Headquarters staff communication with NLLB

Based on interviews, this is limited. Most staff heard about board meetings when the Director and Assistant Director reported about the board meetings at staff meetings. Minutes were available as were Board Briefs however, not all staff read them. Staff did not know if or how their concerns were taken to the board. Staff would like to have more communication with board members perhaps through on site visits or tours. There has been discussion at the executive committee level about having consultants participate in board meetings and this may require another look.

Internal: NLLB communication among members and between Executive Committee and NLLB members

Board members receive agendas, minutes and associated documents as part of their board package. They also receive copies of Board Briefs. NLLB members receive information for review and approval but do not have significant opportunities for development or evaluation of ideas, policies, plans or services. Given the range of expertise and knowledge on the board there should be serious thought given to using skills of board members and more opportunities provided for board members to exchange information.

One of the comments that was repeated in the board survey was that NLLB and its Executive committee did not have a good communication process. This has led to lack of understanding about the decision making process, lack of participation and in some cases mistrust of executive decisions. There were concerns expressed over secrecy of decisions and lack of information. "Executive Summaries" are posted to the website, but there have been no updates since February 2015.

Given the current structure that empowers the executive to guide the executive director and make decisions on behalf of the board, this is one area that urgently requires improvement. Some of the communications issues could be resolved through clearer governance policies and structures as noted in the section on Board Governance.

Internal: NLLB communication with councils

A number of board members indicated that they reported back to their councils following board meetings. In addition, they advocated for continued council participation on Northern Lights. Some NLLB members attended this summer's meetings with the library managers and local trustees. They noted that the Executive Director attended council meetings and provided information on system activities and services that was useful to councils. Councils also receive Board Briefs although that item provides only a summary of meeting decisions with little in the way of extended explanation.

The communication with councils is impacted by the minimal level of communication and engagement among board members but it is reassuring to know that most councils continue to be prepared to participate as members of NLLB.

Internal: NLLB communication with member library boards

Some board members are also members of local boards and they report at local board meetings. This appears to be the best communication process with local boards. Occasionally board members who are not on the local board do attend the meetings but it is not a consistent practice. Boards also have access to Executive Summaries and Board Briefs, but none indicated that they used them.

Communications between NLLB and member library boards might be improved if NLLB members attended local board meetings even if they are not appointed to the local board, and for the NLLB to provide a report template to provide information. NLLB members could also request input from the

local board that can in turn be presented at an NLLB meeting. That may strengthen the relationship between the boards, create a better understanding of the link between local and system services and provide suggestions for planning.

External: NLLB communication with the public

This is accomplished through the website which is a combination of internal and external information. There is no clear message about Northern Lights, its purpose, goals or successes. If the NLLB is serious about implementing its Plan of Service related to communications and advocacy, it needs to work on messages and methods for delivering them. At the moment there does not appear to be any process for implementing this component of the plan.

Part 3: Organizational Structure

Summary: Staff Consultations

To obtain information on the organizational structure of the Northern Lights Library System, staff consultations were held on Monday, June 22 and Wednesday June 24, 2015 at the headquarters in Elk Point. One absent staff member was consulted later in July. The consultations were part of the Organizational Review Project approved during the June 13 Northern Lights Library Board meeting. The intended outcomes are to review existing organizational structure within the headquarters.

There are four main work units: Administration, Bibliographic Services, Public Services and Information Technology, based on a 2014 Northern Lights Library System Organizational Chart (attached). There were 22 positions but only 17 people were employed by the board at the end of June. At the time of the interviews, Julie Walker had been appointed as Interim Director. Julie was asked to maintain operations and services but was not expected to make significant organizational changes. Julie has established interim solutions which have eased some of the problems. As a result, basic service is continued, but some of the underlying problems still must be addressed.

Based on the interviews, underlying problems include:

1. Unclear management structure and roles. The management structure did not conform to the organizational chart. Work unit managers were defined as consultants and did not have full management responsibility over staff or budget in their work units. This situation has created uncertainty in management, reporting   and service planning.

2. Negative corporate culture. During the interviews, a number of staff referred to negative relationships between and among staff. These issues were not addressed by management and were allowed to fester and create an unpleasant work environment.

3. The temporary problem of staff covering the vacant positions along with their own work. Unmanageable workloads and a lack of expertise with an unfamiliar workload, are contributing to delays, further dissatisfaction, continue to deal with problems stemming from too much work and not enough knowledge of the work they are covering. This creates delays, frustration and inefficiency.

4. Reduction in services to member libraries. While core services are being maintained, staff have less personal contact with member library staff, and less time to provide consultative support or answer questions. Those covering off may also not have the information required to respond.

Organizational Structure: Key Issues

Management Structure and Roles

Staff structure and reporting: The first impression of the organizational structure from the 2014 Organizational Chart is that the management structure is unusual. The Executive Director directly supervises one Bibliographic Services Consultant, one Executive Assistant, one Assistant Director (finance and administration) two Public Service consultants and one Information Technology consultant. The director supervises a mix of consultants, an assistant director and an executive assistant. Some of the consultants (but not all) appear to supervise work units within the organization but their role as managers is not specified. So, while the structure is unusual, with clarity it could still be functional.

Unfortunately, the structure described by staff in the interviews does not align with this chart. The resulting inconsistency leads to a number of issues that must be addressed by the Board.

Clarity of responsibility

1. Role of consultants: On the chart, three of the consultant positions appear to be supervisory as they appear to be responsible for work units. In interviews, staff indicated that the consultants did not have full management or supervisory authority for activities within their work units. They did have professional and supervisory roles but their management responsibilities were not clear, nor were they compensated as managers.

2. Role of Assistant Director: On the chart, this position is not responsible for managing staff, but in the interviews it was apparent that the position was vested with significant authority. Budget authority rested with the Assistant Director. This included not only signing authority for activities within work units but also approvals for time off for staff within work units and approvals for training and continuing education for those staff. Normally this authority would rest with the supervisor but in the current situation neither consultants nor other staff were clear on who was actually responsible for supervision and approvals of funding, staff training or time off. Further discussions also indicated that consultants reported to the Assistant Director on operational issues.

3. Role of Executive Director: It is not clear if the executive director managed the staff in other ways including performance planning and training.

4. Reporting: While most staff identified with their work units, they were not clear about the level of authority held by their supervisors, or how responsibility was shared between supervisor and assistant director.

The board has a role in ensuring that there is a clear organizational structure and that it is outlined in policy documents.

Restructuring the organization

Since the existing organizational chart does not reflect the existing structure, there is reason and opportunity to look at a reorganization of headquarters operations.   One of the first responsibilities of the board and its new executive director and management team should be to review the structure of the organization to reflect the work done at headquarters. This will provide a basis for any necessary restructuring to streamline workflow and increase effectiveness. There may be opportunities to reconfigure work units, reassign responsibilities, develop work teams or set out new service priorities. Processes can be reviewed to streamline procedures or implement new services that meet the needs of member libraries. While the Executive Director will be pivotal to this process, there are solutions that could involve board members, managers from member libraries, senior staff and other staff representatives. In some library systems this function is the responsibility of board committees working with staff or member libraries.

 Many staff referred to the need for cross-training. In part this seemed to come from the fact that people often "filled in" for other staff members because of scheduling, holidays or sick time. It may be that some of these jobs are suitable for work teams instead on having only one person responsible for one specific task. "Filling in" seems to be expected within Bibliographic Services, but there are other times when there is some overlap of activity with Information Technology (IT) or Public Services and there are some times when the work overlaps with finance. There may be more opportunity for cross-training if job responsibilities are adjusted.

A Learning Organization

Providing leadership to member libraries requires a forward looking and efficient organization. This is achieved through ongoing learning and training opportunities. This outcome is referenced in the Board's Plan of Service: "NLLS will support any opportunity to develop staff capacity and ensure NLLS provides outstanding technological services to its clients".

Unfortunately, our survey responses contradict this.   Several staff members referred to the need for training and continuing education in order to keep up with new technology but also to stay on top of trends in librarianship. Requests for training were turned down; opportunities were limited to events such as the Alberta Library Conference even if there were other, more suitable programs.

If the library system is to demonstrate leadership for its member libraries, staff need to have access to training for upgrading and professional development. Included in the opportunities are paid training programs, conferences, meetings with other systems and provincial committees. Training in the use of software and other technology upgrades would also help to provide more effective service.

Corporate Culture

While staff did have pride in their work and their ability to assist staff of member libraries, there were no positive comments about working at the Northern Lights headquarters.   There were some suggestions on how things could improve, however, no one identified the work situation as satisfying.

Instead, there were a number of comments which indicated the opposite, almost to the point of a culture of bullying or fear as well as a divided workforce. Comments such as "walking on eggshells" "don't feel as restrained (now)", "won't be punished" "keep my head down" "divided organization- two sides" "Team A vs Team B" were interspersed in the conversations.

In an organization as small as the NLLS headquarters, this type of corporate culture has an impact on staff morale and service. At the end of June employees were still trying to find out if the "rules" had changed, if there was more flexibility to do things or if the previous rules still applied. These unresolved issues, combined with the lack of a clear organizational structure, continued to plague the work culture within headquarters. If the board intends to achieve the goals related to outcomes of "satisfied staff", it will need to identify some solutions.

Personnel policies will require review. Included in this component are clarification on management positions, and consistent policy approaches such as the length of probationary periods. Performance review and grievance procedures are at best unclear and at worst non-existent. Staff are concerned about job security despite the fact that the chair indicated that there would be no further terminations. The way in which terminations were implemented caused concern because the other staff were not informed of the process or the reasons.

Board and Staff Relationship

Many staff commented that there was a lack of respect for their knowledge and abilities. Staff were told what to do and "not heard" by management but they also indicated that they did not think that members of the board were aware of the work they did to support local library service. Some indicated that they would appreciate more opportunities to provide information to the board on the work they do. Some of the proposed solutions included staff recognition at board meetings, staff participation at board meetings, board orientation to headquarters activities, board involvement on personnel committees and someone in administration with experience in human resource issues. Staff would appreciate a stronger relationship with the board as currently it tends to be limited to reports to and from senior management.

It is important to realize that some of the points raised in discussion referred to the period when there were many staff changes and that the interviews were carried out at the end of June. The changes had more impact on some of the staff than others. Since the interviews were carried out, there have been some changes in the work environment, however, the underlying issues must still be addressed.

Best outcomes from staff

All staff look forward to having a new director who has strong leadership and management skills and who can deal with issues before they become problems. This person will understand the complexities of managing a library system and the value of public library service to the community. He or she will have the skills to communicate well with staff, member libraries, board and councils. Staff also looked forward to having a public services consultant and administrative staff with financial and human resource expertise. The need for developing work teams in all of these areas was noted.

Part 4: Financial Review: Examination of policies and procedures

Tracking source materials for financial review has involved a labyrinth of documentation. The 2014 NLLB Policy Manual finance policy states that "The Board shall adopt regulations to ensure that the finances of Northern Lights are managed in an efficient and accurate manner and in accordance with generally accepted accounting principles and to provide a sound basis for long-term financial management of the affairs of the system and conserve the assets of the system for the future."

The noted regulations have not yet been passed by the NLLB.   The "Policy Manual with Procedures" would appear to contain procedures necessary to implement the finance policies, however, on closer inspection many of the policies are dated prior to 2006.   On February 11, 2006, the NLLB passed a motion to rescind all policies passed prior to that date. Many of the procedural elements of NLLB finance were passed prior to 2006 so are therefore rescinded.

As noted in the policy section, the role of the board related to financial policy is defined as "approving the annual budget", "approving audited financial statements", "approving honoraria and expenses" "approving policy". The NLLB appears to have no role in developing, evaluating or amending policy and has taken no steps to do this since the policy manual was revised.

This leaves a large gap in the financial policy related to budget development and approval, procurement and hiring procedures, salary scales, development of financial policies, approval of expenditures, board expenditures, selection of auditor, or other common financial procedures. We have not been able to locate any current documents if they do exist. This speaks to some of the concerns NLLB members raised about funding and purchasing decisions. If there are no clear policies, then there can be no abuse of the policy.

The policies that do exist need to be reviewed and updated. Currently, signing authority has been approved for the "Manager, Finance and Administration". This position does not exist on the organizational chart. The board needs to review its policies on a regular basis to ensure that they reflect the current situation.

Budget preparation appears to have been done by staff with little opportunity for board input. In some other systems there are finance committees that review and develop financial policy, set financial goals in keeping with the board's Plan of Service, work with system staff to develop the budget and present the budget to the board. Levels of engagement and accountability tend to be higher in the boards that take a more active role in financial decisions. The current policy refers to a Finance Committee although the Executive Committee appears to have taken on the responsibility of the Finance Committee.

Funding for Northern Lights comes primarily from the municipal and provincial tax base so it is essential that the board is accountable to these levels of government for its use of those resources. Board members have a responsibility to understand how the funding is allocated and to be able to explain its use to the funders. Clear policies need to be in place. In addition, as noted in Part 2, NLLB receives transfer funding from member library boards, but not all of these boards are aware of what the funding

is used for, nor is there a specific policy describing what the boards receive for the funds transferred from their accounts.

This is important because the boards have no vote on budget decisions that affect the amount they are required to transfer.

Since we did not do a detailed audit of the financial records we do not have anything to report on related to use of funding. We can say that many of the concerns that were raised by trustees in the survey do have a basis in lack of clear policy direction and board participation in procurement, levels of approval and decision making. The board may choose to have a higher level of participation in financial decisions or, if it continues to limit its participation to reviewing and approving decisions, then it must develop more comprehensive policy documents to support the decision making.

Conclusion: A Time for Change

As we have seen, there are many governance and operational issues affecting NLLS, both at the board level and the operational level. These are urgent issues that deserve serious and measured consideration by both the board as a whole and NLLS management. The best plan is no good if it is not followed, so the whole board, NLLS management, and NLLS staff must also show dedication and commitment in following whatever changes the board decides to make.

The status quo is not an effective option for NLLS. As part of its 2014 – 2017 Plan of Service, NLLB expressed a desire to develop a plan to "build Board capacity". We urge the board to review these issues, and take action to strengthen the governance and operations of NLLS, so it can fulfill its mandate to provide support and leadership to public libraries across north-eastern Alberta.

APPENDIX A: NLLB Member Survey

1. I have been on the Northern Lights Library Board for _____ year(s). Select from the options below. (Between less than 1 year and 10 or more years)

2. My appointment is for a _____ year term. Select from the options below. (1-3 Years)

3. I attended a board orientation session when I became a member of the board.

Yes

No

4. I am proud to be a trustee on the Northern Lights Library Board.

Yes

No

Why or why not?

5. I advocate for Northern Lights in my municipality in the following ways:

6. I contribute to the success of Northern Lights by:

7. I participate in funding and policy deliberations at board meetings in the following ways:

8. I meet with the municipal library board(s) that serve(s) citizens of my municipality _____ times each year. Select from the options below. (0 times to 10 or more times)

9. The Northern Lights Library Board is an effective organization.

Yes

No

Why or why not?

10. What are the strengths of the Northern Lights Library Board?

11. What are the weaknesses of the board?

12. How many meetings is a library system board is required to hold each year?

13. In your opinion is the current Northern Lights Library Board governance model effective? Why or why not?

14. In your opinion does the Northern Lights Library Board have an effective process to select its executive to represent different types of communities on the board?

Yes

No

Why or why not?

15. In your opinion are you well informed of board and executive decisions?

16. How is Northern Lights funded?

17. How does Northern Lights monitor and control the spending of funds?

18. I am able to explain the budget process and answer questions about the budget to stakeholders in my local community.

Yes

No

19. What is my role as a system board member?

20. The mission statement of Northern Lights is:

21. I agree with the mission of the board.

Yes

No

22. The mission statement could be improved by:

23. Are you familiar with the Northern Lights Library Board Plan of Service?

Yes

No

How well is it achieving the goals of the board?

24. In your opinion, what are the three most important services that Northern Lights provides to its member municipalities?

25. The most important benefit of the Northern Lights Library System to my municipality is:

Optional: If you would like to discuss these questions further with Branch staff leave your contact information below.

Name

Phone:

Email Address:

APPENDIX B: NLLS Staff Questions

TOPIC: Organizational Structure

1. Tell me about your job. What are your duties here at NLLS, as you understand them?
2. What is the most rewarding element about your job? What is the most frustrating element of your job?
3. Do you feel you have enough time to complete your assigned tasks during the day, or are you struggling to keep up?
4. Do any other staff members perform similar tasks at NLLS? If so, do you see any ways that you could better organize your common duties with those staff members?
5. In your opinion, what are the most beneficial services that you provide to the member library staff?
6. What beneficial services do you provide to member library staff that could be strengthened?
7. In your opinion, what if any are the least beneficial services that you provide to the member library staff?
8. Are there any services you provide to member library staff that you feel are no longer needed?
9. What actions could be taken by the following people to improve the service you provide to member library staff:
   a. You
   b. Supervisor
   c. NLLS Senior Management
   d. NLLS Board
10. Do you see any other ways that the organizational structure at NLLS could be improved? If so how?

TOPIC: Communication with Member Libraries

1. What tools do you use to communicate with member library staff? (Aurora, LMAC Meetings, phone calls, emails, site visits, others)?
2. Are these tools effective? Why or why not?
3. Would you suggest any other tools?
4. How do you solicit feedback from member libraries about the services provided by NLLS? Do you solicit it regularly?
5. How do you act on feedback that you've received (Discussion at staff meeting, with co-workers, with supervisor, etc.)?
6. When do you need to go to a supervisor for further permission to act on feedback?
7. How does your supervisor react to feedback?
8. Do you get regular reports on what the Board is doing? In what form? (Staff meeting updates, email, etc.)

TOPIC: Changes at NLLS

1. How have the recent changes at NLLS affected your day-to-day work here?
2. What would be the best outcome of the recent changes at NLLS?
3. Do you have any other thoughts or observations about the recent changes at NLLS?

APPENDIX C: NLLS Member Library Board and Library Manager Questions

1. What services provided through Northern Lights are most used by this library? Do you have opportunities to provide input on decisions related to these services and what are they?

2. What are the main advantages that come with being part of the library system? How satisfied are you with being part of Northern Lights?

3. a) Each year your board transfers funding to Northern Lights to be used for purchases or services made through the system. What is your understanding of the purpose of this transfer and are you satisfied with how it is used? If so, why and if not, why not?

   b) Do you have an opportunity to participate in making decisions about the use of this funding?

4. What are some of the emerging library service needs in this community based on your plan of service? Is there a way that Northern Lights could assist with them? Are there other services that would benefit your community?

5. a) How do you find out about programs, services or initiatives taking place through Northern Lights? What communication tools are used by Northern Lights staff and board members?

   b) How do you communicate with system staff about service problems, new ideas or general information?

6. How does the board find out about Northern Lights board decisions or issues that may have an effect on local policies or goals? Does this need to be improved?