

## **WORKING RELATIONSHIPS TOOLKIT**

### **JANUARY 2014**

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# INTRODUCTION

## Background

During our Working Relationships workshop at the 2013 OLA Super Conference, we learned about elements that characterize the relationship between Friends of Libraries and their Library Board and library management.

A national survey of Friends of Library groups conducted in 2010 demonstrated the diversity of Friends groups, both in size and structure. Friends groups range in size from less than ten members (31%) to greater than ninety-nine (23%).

Only one-quarter have a mission statement or job descriptions for their Executive or Committee Chairs. . Only 9% have a constitution and/or bylaws. The Executive Committee structure is informal for 1/3 of these groups.

## Our toolkit

A successful working relationship must be characterized by trust, respect and open communication.

This toolkit is designed to help you create a document that best fits your particular circumstances. Those who use this toolkit are the stakeholders - Friends, Library Board Trustees and library management and staff involved in the process You can call it a Memorandum of Understanding, Terms of Reference, Affiliation Agreement, or Policy Statement.

You can use this toolkit to collect ideas and set goals. It offers a *basic framework* within which you work to write your own document. It can be both a *yardstick* used to measure the current status of your group, as well as a *goal to attain* in the future. Take from our template what applies in your situation.

The toolkit will outline roles for stakeholders - Friends, Library management, Library Staff, Library Board Trustees and possibly the Library Foundation, municipal councilors and library volunteers. Your library community includes all of these individuals, with differing roles, responsibilities and interests.

Is your Friends group autonomous, and what is the nature of the arms- length relationship with the Library Board and management? If your Friends group is incorporated or registered as a charitable not-for-profit organization, how does that affect your governance structure?

Our toolkit will help you outline the benefits you see in creating this document. Key stakeholders who are engaged in this discussion will work towards a consensus – a shared vision and a step-by-step process needed to achieve the end result.

## **VALUE**

**What is the value of a Memorandum of Understanding (MOU) or some sort of formal agreement and/or Policy Statement?**

### **Relationships**

- Prevent conflict/problems
- Clarify issues & relationships
- Avoid misunderstandings
- Increase awareness
- Continuity
- Liability
- Risk avoidance

### **Volunteers**

- Recruit/retain membership
- Define support offered/needed
- Increase satisfaction
- Establish trust
- Motivation
- Loyalty & commitment

## **DRAWBACKS**

**What do you see as drawbacks to adopting a Memorandum of Understanding or some sort of formal agreement and/or Policy Statement to define roles and relationships?**

- Rigid – not flexible
- Approval process required
- Living the documents may be a challenge
- May lose volunteers

## CHARACTERISTICS OF RELATIONSHIP

### CHECKLIST

Yes No

- |                          |                          |  |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Informal committee structure                         |
| <input type="checkbox"/> | <input type="checkbox"/> | Joint representation (Library CEO, staff or Trustee) |
| <input type="checkbox"/> | <input type="checkbox"/> | Elected executive                                    |
| <input type="checkbox"/> | <input type="checkbox"/> | Constitution/bylaws                                  |
| <input type="checkbox"/> | <input type="checkbox"/> | Separate bank account                                |
| <input type="checkbox"/> | <input type="checkbox"/> | Charitable status/Revenue Canada                     |
| <input type="checkbox"/> | <input type="checkbox"/> | Incorporated   |

### Informal

If your group answered "Yes" to the first two questions in the checklist, but "No" to most of the remaining questions, you have an informal working relationship with your library.

### Formal

If your group answered "Yes" to most of the questions in the checklist, but not to the first two, you have a formal working relationship with your library.

## WORKING RELATIONSHIPS

The relationship with your Friends group and your Library and Library Board is based on the ability to maintain a meaningful dialogue. The nature of your collaboration needs to be defined. There needs to be an understanding of what motivates each group. Friends bring a certain set of skills and resources. There is an ebb and flow of strategic planning and activities.

Your relationship with your Library and Library Board is based on roles and responsibilities which are defined and understood by Friends, the Library and the Library Board.

- Scope of activities
- Approval processes, constraints and purposes of each group
- Communication protocols
- Support services available to each group
- Timeframe to revisit

## **Relationships defined**

Relations should be characterised by collaboration, communication and cooperation. Each party should respect the responsibilities and needs of the others, when setting priorities and developing policies and procedures.

Friends of the Library support the library, and receive guidance from the Library Board and Library Management.

Accountability: The Friends may provide The Library Board regular updates, and annual financial reports. Minutes of regular meetings of the Friends are sent to the library liaison person and/or the Library CEO.

The Library Board provides guidance to the Friends of the Library because of shared areas of interest, including advocacy and fundraising. Trustees may attend meetings of the Friends, and may volunteer at Friends events.

Accountability: The Library Board is governed by provincial legislation, and reports to municipal council in terms of financial management and providing library service needed in the community.

Chief Executive Officer/Chief Librarian provides guidance and key information and/or resources to the Friends of the Library. The Librarian informs the Library Board and Library staff on Friends' activities.

Accountability: The Chief Executive Officer is employed by the Library Board, and reports directly to them at regular Board meetings.

Library staff should be aware of the Friends activities and the value of what they do , and provide support, as approved by the Library CEO. This could include providing meeting room space, use of a photocopier or storage space for book sales.

Library Liaison: A staff member, Chief Executive Officer or Trustee may attend Friends meetings on a regular basis and may play the role of liaison with the Friends to assist with meetings, promotion, and activities.

Library volunteers may be involved at the library for specific tasks, such as a homebound service or homework club. Volunteers may or may not belong to the Friends group. The library may have a volunteer management policy, or offer a training program for library volunteers and Friends volunteers. They are governed by their policies relating to privacy and code of conduct.

Municipal Council members may serve on the Library Board, or may be library supporters in the community.

The Library Foundation has a mandate to create alternative sources of revenue in order to provide additional funding to the library.

Accountability: The Foundation supports the mission of the Library Board, and is registered as a charitable organization with the Canada Revenue Agency, and files annual income tax returns.

## **Memorandum of Understanding**

### **Template**

This template was developed with input from a team from Friends of Canadian Libraries, Ontario Library Trustees and Ontario Library Association conference delegates at the 2013 OLA Super Conference. We encourage you to use this as a guide and utilize what is helpful for your own organization.

1. Objective of the Memorandum of Understanding
    - 1.1 Partners
  2. Roles & Relationships
    - 2.1 Specific Purposes/Role of Each Partner
  3. Administration and Governance
  4. Communication
  5. Allocation of Funds
  6. Fundraising
  7. Conflict Resolution
  8. Dissolution of the Friends Organization
  9. Term of the MOU
  10. Parties' Representatives
- Appendix - Policies

### **1. Objective of this Memorandum of Understanding**

This Memorandum of Understanding (MOU) or Affiliation Agreement, signed on \_\_\_\_\_(date), is an operating agreement between the Friends of the \_\_\_\_\_ Library, the \_\_\_\_\_ Library Board and the \_\_\_\_\_ Library and the \_\_\_\_\_ Public Library Foundation.

This MOU clarifies the relationship between all parties and each one's roles and responsibilities relative to each other. It has been created through good faith negotiations, and provides guidelines for ongoing voluntary working relationships among all parties. It will stand unless modified by mutual agreement.

#### **Partners**

- The \_\_\_\_\_ Public Library Board
- The Friends of the \_\_\_\_\_ Public Library
- The \_\_\_\_\_ Public Library Chief Executive Officer/Chief Librarian
- The \_\_\_\_\_ Public Library Foundation

## 2. Relationships

	BOARD	CEO	STAFF	FRIENDS	FOUNDATION
Mission	<ul style="list-style-type: none"> <li>To govern</li> </ul>	<ul style="list-style-type: none"> <li>To administer</li> </ul>	<ul style="list-style-type: none"> <li>To implement</li> </ul>	<ul style="list-style-type: none"> <li>To support</li> </ul>	<ul style="list-style-type: none"> <li>To finance</li> </ul>
Mandate	<ul style="list-style-type: none"> <li>Public Libraries Act</li> <li>Municipal By-law</li> </ul>	<ul style="list-style-type: none"> <li>Job description</li> <li>Mission statement, goals and objectives</li> </ul>	<ul style="list-style-type: none"> <li>Job description</li> </ul>	<ul style="list-style-type: none"> <li>Constitution</li> </ul>	<ul style="list-style-type: none"> <li>Charitable status</li> <li>Not-for-profit corporation</li> </ul>
Role	<ul style="list-style-type: none"> <li>Policy &amp; planning</li> <li>Accountability</li> <li>Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Administration</li> <li>Planning and procedures</li> <li>Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Implementation</li> <li>Administration as delegated</li> <li>Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Fundraising</li> <li>Volunteer support</li> <li>Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Enhance library's role and mission</li> <li>Provide additional funding</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Fiscal health of the library</li> <li>Representation of the community</li> <li>Services that meet needs of community</li> <li>Liaison with Council</li> <li>Securing support for the library from Council and the community</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of services</li> <li>Staffing</li> <li>Budget monitoring</li> <li>Representing the library in the community</li> </ul>	<ul style="list-style-type: none"> <li>Provision of services</li> <li>Advising CEO on services</li> <li>Representing the library in the community</li> </ul>	<ul style="list-style-type: none"> <li>Fundraising campaigns</li> <li>Volunteer hours or scheduling</li> <li>Speaking out for library services in the community</li> </ul>	<ul style="list-style-type: none"> <li>Assist Library Board by fundraising</li> <li>Make grants in support of library</li> <li>Administer investments</li> </ul>
Activities	<ul style="list-style-type: none"> <li>Monthly meetings</li> <li>Budget presentation to Council</li> <li>Development and review policies and plans</li> <li>CEO performance appraisal</li> </ul>	<ul style="list-style-type: none"> <li>Carry out Board directives</li> <li>Monitor service delivery through output measures</li> <li>Supervise staff</li> <li>Report to Board</li> </ul>	<ul style="list-style-type: none"> <li>Executive procedures</li> <li>Report to CEO or delegate</li> </ul>	<ul style="list-style-type: none"> <li>Plan and execute fundraising activities</li> <li>Work as volunteers on specific services</li> <li>Report to Board</li> <li>Maintain membership</li> </ul>	<ul style="list-style-type: none"> <li>Receive donations and gifts</li> <li>Fundraise through charitable events and campaigns</li> <li>Support short-term and long-term projects</li> </ul>

This table originated from the Southern Ontario Library Service. It presents the essence of the necessary separation of roles and responsibilities.  
 \* Foundation information added Jan. 2014.

### 2.1 Specific Purposes/Role of Each Partner

#### Friends of the \_\_\_\_\_ Public Library

The Friends of the \_\_\_\_\_ is a not-for-profit organization and is registered as a charity with Revenue Canada (or is not registered as a charity with Revenue Canada). (if applicable, include charitable status #)

The Friends are an independent, arms-length body which collaborates and consults with the Library Board and library administration. The Friends organization supports the mission of the Library Board and the Library through its activities and projects and will keep the Library Board and the CEO informed of their activities. The Friends agree to publicly support the Library and its policies.

The purposes of the Friends are:

- To promote and publicize library services in the community,
- To fundraise,
- To raise awareness, and
- To advocate for the library, when requested by the Library Board and the library.

## **Library Board**

The Public Libraries Act (R.S.O. 1990) has mandated that the board is the legal authority for the library and is responsible for the organization's highest level of decision-making. The board is accountable for establishing the library's vision and mission and setting the rate of progress in achieving these. The board carries out its governance function by developing and monitoring policy and delegating authority to the CEO. Library Board Trustees will value and support the Friends organization and keep them informed on library planning and policies.

Mission Statement of the Library – insert your library's mission statement here

## **Library CEO and staff**

The CEO manages the day-to-day operations of the library and serves as a professional advisor to the library board. The Library CEO and staff recognize the existence of the Friends organization as an independent organization which shares the goals of the Library and which was formed to support the library.

The Library will keep the Friends informed of operational matters in a timely fashion through the CEO. The Library agrees to include the Friends in the planning process to ensure that the Friends are aware of the goals and direction of the Library. At the beginning of each fiscal year, the Library agrees to share with the Friends the library's strategic initiatives, and to discuss with the Friends how their resources and support might help forward these initiatives.

Library staff will collaborate with the Friends to ensure that they have the support required to be a successful and viable organization.

The Library shall provide assistance to the Friends by providing:

- a. Retail and/or storage/sorting space for Friends used book sales. This also includes the provision of services such as utilities, cleaning and maintenance.
- b. Use of library meeting rooms and facilities to the Friends, at no charge.
- c. Free use of the library's photocopier to produce materials for Friends meetings and activities.

## **3. Administration and Governance**

The Library CEO or a library liaison will serve on the Friends Board as an ex-officio, non-voting member, attending all regular meetings. A representative of the Library Board may also be an ex-officio, non-voting member of the Friends Board.

#### **4. Communication**

A Library Trustee, The Chief Librarian or CEO, and/or library liaison will attend Friends meetings in order to serve as a liaison between partners, and to make the Friends aware of strategic directions, plans, priorities and needs of the library.

A representative of the Friends will attend at least one meeting of the Library Board annually to present a report on Friends activities and fundraising events. Minutes of all Friends meetings will be provided to the CEO and the Library Board.

#### **5. Financial Management**

The Friends will maintain their own bank account and provide a yearly accounting of their finances at their Annual General Meeting. The Friends of the Library independently manage their funds. Any and all monies raised will be spent exclusively for library programs, services, and other Library defined needs, unless otherwise agreed to by both the Friends and the Library.

Fundraising and spending decisions follow open communication, in which a consensus is reached which respects the goals, priorities and responsibilities of all partners.

The Library will work closely with the Friends to determine appropriate fundraising goals and priorities for the enhancement of the Library and its services.

The Library CEO will make written requests (often called a "wish list") to the Friends for specific funds. The Friends will take a vote to approve how their funds will be spent and will respond in a timely manner to the library's requests. Allocation of funds raised by the Friends is by the sole authority of the Friends; however, the CEO will provide advice on allocation priorities and may refuse offers deemed inappropriate for the Library.

#### **6. Fundraising**

Friends' funds are raised primarily through the sale of memberships, special events or activities , and ongoing or annual used book sales.

Funds raised will be used to enhance new and existing library programs and services, and for specific capital needs. Friends funds donated to the Library are intended for items not funded in the Library's operating budget.

#### **7. Conflict Resolution**

If a conflict arises regarding any item in this MOU, the parties involved should have equal interest in reaching resolution in a timely and efficient manner. Either partner may

request a face-to-face meeting with the other partner and raise the issue/question(s). The question/issue is presented in written form; the resolution is documented at the close of the meeting.

By sitting down and talking, a resolution can be reached and no further action needs to be taken. If the parties are unable to resolve the disagreement, this MOU may be terminated, to be effective thirty (30) days after the sending of written notice to the other party.

## **8 Dissolution of the Friends organization**

If the Friends organization is to be dissolved, with an approved motion from the Friends Board, all funds remaining in the Friends bank account, once debts have been paid, will be given to the library to be used as the Friends determine.

(NOTE: If the Friends have a clause in their Constitution and/or By-Laws regarding the disbursement of funds upon the dissolution of the organization, the wording of such a clause should be repeated here).

## **9. Term of the MOU**

This document may be reviewed on a regular basis, or at the time leadership changes.

You can choose to review when:

- the Library Board is appointed
- a Chief Executive Officer is hired
- Friends elect a new Chair or President

## **10. Representatives of Each Party**

The following persons will be the authorized representatives of the parties for the purposes of this MOU:

Signatures

Date

## **Appendix - Constitution and/or By-Laws, Policies**

Append, as needed, additional documents that may include:

- Library policies relating to volunteer management, fundraising, privacy, code of conduct, advocacy and so on.
- Friends Constitution and/or ByLaws
- Friends policies relating to volunteer recruitment and training, charitable status, non-profit incorporation, code of conduct and privacy, for example.



## Recommended Reading

Friends of the Sault Ste. Marie Public Library

*Code of conduct*

*Friends privacy policy*

London Public Library Policy - *Policy: Friends of the London Public Library*

Loucks, R. (Ed.) (1994) *Should our library form a "Friends of the Library" group? Trustee tips #8.*

Retrieved January 25, 2014 from

<http://www.sols.org/files/docs/develop/publications/trusteetips/trusteetipsTip8e.pdf>

Loucks, R. (Ed.) (1992) *The Role of the Board in Advocacy and Lobbying Trustee tips #5.* London:

Southern Ontario Library Service. Retrieved January 25, 2014 from

<http://www.sols.org/files/docs/develop/publications/trusteetips/trusteetipsTip5e.pdf>

Loucks, R. (Ed.) (1999) *Cultivating your Friends . Trustee tips #16.* Retrieved January 25, 2014 from

<http://www.sols.org/files/docs/develop/publications/trusteetips/trusteetipsTip16.pdf>

Macnaughton D. and van Haaften, J. (2007) *How to form your Friends of the Library group.* Sault Ste. Marie: Friends of Canadian Libraries.

Ontario Library Boards' Association (2012) *Leadership by design.* Retrieved January 25, 2014 from

[http://www.accessola.org/OLAWEB/OLBA/Leadership\\_by\\_Design/](http://www.accessola.org/OLAWEB/OLBA/Leadership_by_Design/)

[OLAWEB/OLBA/Leadership\\_by\\_Design/Leadership\\_by\\_Design.aspx?hkey=81a464f2-](http://www.accessola.org/OLAWEB/OLBA/Leadership_by_Design/Leadership_by_Design.aspx?hkey=81a464f2-176e-405c-9947-765abe323df2)

[176e-405c-9947-765abe323df2](http://www.accessola.org/OLAWEB/OLBA/Leadership_by_Design/Leadership_by_Design.aspx?hkey=81a464f2-176e-405c-9947-765abe323df2)

Ottawa Public Library *Memorandum of Understanding*

Oxford County Public Library Board

*Excerpt from Community Engagement Policy Advisory Committees – Friends of the Library*

*Governance Policy - Local Advisory Committees/Friends of the Library*

Stratford Public Library *A Stratford Public Library Fundraising Protocol*

United for Libraries (2012) *The role of the Friends Board. Fact sheet for Friends and*

*Foundations #10.* Retrieved January 25, 2014 from <http://www.ala.org/united/foundations/factsheets>

United for Libraries (2012) *The role of the Library Trustees. Fact sheet for Friends and*

*Foundations #11.* Retrieved January 25, 2014 from <http://www.ala.org/united/foundations/factsheets>

United for Libraries *Sample Memorandum of Understanding Between Friends and Libraries.* Retrieved

January 25, 2014 from <http://www.ala.org/united/>

[sites/ala.org.united/files/content/friends/factsheets/unitedff25.pdf](http://www.ala.org/united/sites/ala.org.united/files/content/friends/factsheets/unitedff25.pdf)

## Contacts

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