

Bath Township Public Library Board of Trustees

Sue Garrity - President
Lynn Bergen - Treasurer
Larry Fewins-Bliss

Theresa Kidd – Vice President
Audrey Barton - Secretary
Ken Jensen

AGENDA, SEPTEMBER 15, 2021 – 6 P.M. Meeting In Person at BTPL

1. Call to Order.
2. Moment of Civic Reflection
3. Approval of the Agenda
4. Public Comment – limited to 3 minutes, on agenda items only.
5. Disclosure of Conflicts of Interest
6. Review and Approval of Minutes (attachment)
7. Financial Report – Treasurer & Director (attachments)
8. Director Report (attachment)
9. Unfinished Business - Items for Discussion
 - a. Millage submission and acceptance by township
 - b. Open Precincts for election: Bath Township Office, Bath Community Center, and Bath Middle School
10. Unfinished Business – Items for Action
 - a.
11. New Business - Items for Discussion
 - a. Review of existing Circulation Policy with revisions (attachment)
 - b. Refresh of Strategic Plan
 - c. Prepare for Library Director Evaluation
12. Items for Action
 - a. Vote on Circulation Policy
 - b. Vote on going forward with an updated Strategic Plan
13. Public Comment – Limited to 3 minutes
14. Board Member Comments
15. Adjournment

Reminder: Next Meeting is October 20, 2021, 6 p.m.

Bath Township Public Library

Meeting Minutes

Wednesday, August 18, 2021 (in person at BTPL)

Present: (Board Members) Sue Garrity, Lynn Bergen, Ken Jensen,
Theresa Kidd (via Zoom), Larry Fewins-Bliss, Audrey Barton
(Library Director & Staff) Kristie Reynolds

Public Present: none

Next meeting: Wednesday, September 15, 2021 @ 6:00pm

I. Regular Business

- a. Meeting called to order at 6:04pm
- b. Moment of civic reflection.
- c. Audrey moves to approve the agenda with the addition of item 10 a., Larry 2nd, all in favor.
- d. Public comment: none
- e. Disclosures of conflict of interest: none
- f. Larry moves to approve the minutes with suggested changes (spelling error). Lynn 2nd, all in favor.

II. Financial Report

Attached. Overall a good budget report. The library is currently operating at 4% over budget, mostly due to unexpected expenses including accessibility improvements. So far this year, more grants and donations than expected have been received. Changes in staff and payroll, annual payments for contractual services, and general settling-in expenses contributed to the slight budget imbalance. Budget adjustments will be brought before the Board in October.

Audrey moves to accept the financial report, Ken 2nd, all in favor.

III. Director Report

Attached. Kristie spoke with the library's lawyer, Anne Seurynk, to clear up confusion in millage resolution language regarding the dates. Another month of high community involvement in programming and events. Kristie is also working with other township groups on the Safe Routes to School initiative.

IV. Unfinished Business

- a. Millage submission and acceptance by township

V. Unfinished Business – Items for Action

- a. Sign updated resolution reflecting proper dates and removal of the word “district,” read aloud by Sue Garrity as a motion. Lynn 2nd. Roll call vote ensues.

Sue Garrity, yes.

Lynn Bergen, yes.

Ken Jensen, yes.

Theresa Kidd, unable to vote remotely.

Larry Fewins-Bliss, yes.

Audrey Barton, yes.

VI. New Business – Items for Discussion

- a. Report on Friends’ activity to support millage election - The Friends have created informative documents to be shared in support of the millage, leading to the election. There will be a library booth at the upcoming summer celebration at Wiswasser Park.

- b. Wage Scale for Part Time Employees - Sue moves to approve the proposed wage scale, Lynn 2nd, all in favor.

- c. Mask/Public Health Policy - General update and review of mask policy. Currently, staff are required to wear masks and patrons are recommended to do so. Masks will be available for those without a personal mask.

- d. Review of existing Circulation Policy with revisions

Discussion of updated requirements for new patrons who sign up for a library card virtually, and thoughts on the library going fine-free, getting rid of overdue charges but retaining the fees for lost items. The board will revisit at the September meeting.

- e. Review of existing General Operating Policies - Sue moves to accept the change of adding Juneteenth to the official list of recognized holidays. Larry 2nd, all in favor.

VII. Items for Action

- a. none

VIII. Closing

- a. Public Comment: none
- b. Board Member Comment: Wishes of good health to Theresa and her family. The library's sign has moved (finally!) to an appropriate location.
- c. Sue moves to adjourn the meeting. Ken 2nd, all in favor.

Meeting adjourned at 7:31 pm.

Treasurer's Report 9/10/2021

As of August 31, 2021 8 months = 66.7%

MSUFCU Savings \$120,267.33*

MSUFCU Checking \$180,806.99**

*Transfer from savings for the unbudgeted shelving order and the November Millage Renewal will leave just under \$100,000 in our savings account.

**Includes \$50,000 for bookcases. We anticipate this expense will be paid and recorded at the end of September.

Notes:

- All August expenses were verified using Kristie's Reconciliation and the MSUFCU Statement.
- Overall expenses are 69.5% which is about 2.8% over budget. 2.8% is a downward trend from last month's 4%.
 - Insurance renewal expense for next year will be received and paid before year end.
 - As an update to our anticipated reimbursement for professional development, we will be receiving \$721.50 for professional development and \$601.57 for memberships.
- Budget adjustments will be brought before the Board in October.
- Overall, we are in good shape.

Lynn Bergen, Treasurer

| | A | B | C | D |
|----|--|----------------------|----------------------|------------------------|
| 1 | Bath Township Public Library | | | |
| 2 | Budget vs. Actuals: FY2021 - FY21 P&L | | | |
| 3 | January - August, 2021 | | | |
| 4 | | | | |
| 5 | | Total | | |
| 6 | | Actual | Budget | % of Budget |
| 7 | Income | | | |
| 8 | 4000 Donation | 6,732.52 | 2,500.00 | 269.30% |
| 9 | 4100 Grant Income | 55,743.65 | 5,000.00 | 1114.87% |
| 10 | 4200 State Aid | 10,058.92 | 9,200.00 | 109.34% |
| 11 | 4300 Tax Revenue | 307,553.52 | 310,670.00 | 99.00% |
| 12 | 4500 Penal Fines | 34,703.27 | 45,000.00 | 77.12% |
| 13 | 4600 Service Fees | 666.75 | 600.00 | 111.13% |
| 14 | 4700 Interest | 33.65 | | |
| 15 | 4910 Miscellaneous | 99.00 | 200.00 | 49.50% |
| 16 | Total Income | \$ 415,591.28 | \$ 373,170.00 | 111.37% |
| 17 | Gross Profit | \$ 415,591.28 | \$ 373,170.00 | 111.37% |
| 18 | Expenses | | | |
| 19 | 6000 Capital Expenses | 12,275.39 | 11,000.00 | 111.59% |
| 20 | 6010 Collection Acquisitions | 18,187.75 | 22,600.00 | 80.48% |
| 21 | 6020 Library Programming | 4,243.89 | 6,000.00 | 70.73% |
| 22 | 6030 Miscellaneous Expense | | 2,000.00 | 0.00% |
| 23 | 6200 Advertising & Marketing | 2,065.54 | 7,000.00 | 29.51% |
| 24 | 6310 Contractual Services | 21,825.23 | 33,140.00 | 65.86% |
| 25 | 6320 Legal & Professional Services | 903.00 | 2,000.00 | 45.15% |
| 26 | 6400 Payroll | 85,641.86 | 120,000.00 | 71.37% |
| 27 | 6410 Payroll Taxes/Benefits | 10,448.36 | 15,300.00 | 68.29% |
| 28 | 6430 Benefits | 11,347.85 | 17,200.00 | 65.98% |
| 29 | 6500 Bank Charges & Fees | 72.56 | 200.00 | 36.28% |
| 30 | 6510 Insurance | 3,774.00 | 3,700.00 | 102.00% |
| 31 | 6530 Meals | 106.12 | 3,000.00 | 3.54% |
| 32 | 6540 Membership | 6,404.11 | 8,600.00 | 74.47% |
| 33 | 6550 Office Supplies & Software | 4,901.24 | 7,000.00 | 70.02% |
| 34 | 6560 Professional Development | 721.50 | 1,000.00 | 72.15% |
| 35 | 6580 Rent & Lease | 34,407.00 | 45,900.00 | 74.96% |
| 36 | 6590 Repairs & Maintenance | 4,695.13 | 12,000.00 | 39.13% |
| 37 | 6620 Technology | 6,021.55 | 10,500.00 | 57.35% |
| 38 | 6640 Utilities & Internet | 7,010.77 | 10,100.00 | 69.41% |
| 39 | Total Expenses | \$ 235,052.85 | \$ 338,240.00 | 69.49% |
| 40 | Net Operating Income | \$ 180,538.43 | \$ 34,930.00 | 516.86% |
| 41 | Net Income | \$ 180,538.43 | \$ 34,930.00 | 516.86% |
| 42 | | | | |
| 43 | | | | |
| 44 | | | | |

| | A | B | C | D |
|----|---|---|---|---|
| 45 | Wednesday, Sep 08, 2021 04:45:49 PM GMT-7 - Accrual Basis | | | |

Directors Report August 2021

- Legal & Professional
 - I spoke with Anne Seurynk about an addendum to the Resolution language
- Staffing
 - Jana attended her first retreat for her Leadership Cohort
 - Joana returned from vacation
 - Carrie left
 - We had a reshuffling of duties
 - Jana is the Youth Librarian, Joana is the Head of Circulation, Charles is the Adult Programming Librarian, Christine is taking on Cataloging and MEL
- Scheduling
 - We have gone back to masks required for staff and highly recommended for patrons
- Upcoming Programs
 - We are still keeping in person programming light however we are continuing our Youtube programming, make and takes and
- Community outreach
 - Working on the Saft Routes to School Grant
 - Hosted our Open Houses
 - Attended the Farmers Market
 - Staff attended the Summer Party at Park Lake
- Technology
 - Purchased a new receipt printer because the old one was not working.
- Policy
 - Reviewed the Circulation Policy and overdues
- Continuing Education
 - Attended the Library of Michigan's Director Meeting

- Attended the Woodlands Cooperative Directors Meeting
- Attended the Library of Michigan Foundation meeting
- Finished the Internal Controls class for the Financial Cohort

- Projects

- Working on the thank you plaque for the library center members.

- Statistics

| July | 2020 | 2021 |
|----------------------------|---------------|------|
| Visit | 88 (curbside) | 675 |
| Items Checked out | 603 | 1496 |
| Computer Use | N/A | 99 |
| Wireless use | 90 | 185 |
| Hoopla | 136 | 154 |
| Overdrive | 316 | 189 |
| Kanopy | N/A | 3 |
| New Cards | 12 | 31 |
| Renewal Cards | N/A | 259 |
| Virtual Program Attendance | 7 | 68 |
| Events | N/A | 102 |
| Story Time Attendance | N/A | 40 |
| Passive Program Attendance | N/A | 42 |
| Ancestry.com | N/A | 141 |
| Tutor.com | N/A | 0 |
| Reference Calls | 135 | 136 |
| Outreach | 0 | 173 |

CIRCULATION POLICY

I. Eligibility for a Library Card at the Bath Township Public Library.

- A. Township residents. An individual residing in or paying real property taxes (which would include the owners of businesses that pay property taxes) to the Bath Township Public Library is eligible for a Library Card from the Library at no cost. Proof of identity and current address is required as stated more fully in this Circulation Policy (“Policy”). Library Residents are entitled to all Library services provided by the Library.
- B. Non-Resident Library Card Holders. Individuals who are not Library Residents may purchase a Library Card. Non-Resident Library Cards shall only be sold to individuals for \$25.00 per year or family card for \$50.00. Non-Resident Cards are valid for one (1) year from the date of purchase.
- C. Students of Bath Community Schools. Students currently attending Bath Community Schools are eligible for a Library Card from the library at no cost. Proof of identity for school attendance is required. (i.e. report card, student i.d.)

II. Receiving a Library Card.

- A. Every person wishing to receive a Library Card from the Library must complete an Application for a Library Card. To obtain a Library Card, applicants must provide a valid photo ID with the current address on it, such as a driver’s license, passport or state ID card. If the address on their ID is not current or the ID is from a state other than Michigan, the applicant must provide a proof of address in the form of mail, such as a lease or utility bill, received at their place of residence. For those individuals who are eligible for Library Resident status because they pay property taxes, they must provide documentation of taxpayer or business owner status.
- B. By signing the Application, the person (or parent or guardian for minors under the age of 18) agrees to and acknowledges that they are subject to the policies and procedures of the Library, which may be amended from time to time. Library Cards are valid for a period of one (1) year.
- C. Cards will be renewed after identification, address and telephone number have been verified for accuracy and all fines and fees have been paid to under \$5.00.
- D. Minors between age 5 and 18 are eligible for a Library Card. Minors must be accompanied by a parent or legal guardian when applying for a card. The parent or legal guardian must provide the same valid ID as stated above. By signing the Application, the parent or legal guardian agrees to be liable for payment or return of the materials identified in that Library record. Put another way, the signing parent/guardian is financially responsible for all items checked out on a child's card.

- E. Library Card or State I.D. must be presented at checkout and patrons are responsible for maintaining control over their cards. Lost cards must be reported immediately because the patron is responsible for all materials checked out to their card.
- F. Patrons may receive a replacement card for a set fee.

III. Circulation of Material; Interlibrary Loan

- A. The Library has exclusive authority to determine what materials will be circulated. Books in the reference section will not be circulated unless specifically authorized by the Library Director.
- B. Bath Township Public Library participates with the State of Michigan Electronic Library Interlibrary Loan System (MelCat). If the Bath Township Public Library does not own a book a patron wants, they may request it from another library participating in MelCat. Once it has been successfully requested, the item will be sent to the Bath Township Public Library where it will be processed, and the patron will be notified they can pick up their item.

IV. Reserving and Reserved Material.

Patrons may place holds on certain materials that are currently checked out by other patrons by reserving the material on the Library's website and logging into the catalog, calling the Library or requesting in person. Patrons will receive a notice by phone or email from the Library when the item is available for them. Reserved library materials will be held for (5) days. Materials must be checked out on the account of the person placing the request. If a patron has placed a hold on an item currently available on the shelf, and that item has not yet been pulled for that patron, the item may be checked out by another patron physically at the Library. The hold will be retained in the system, and the patron with the hold will be the next person to receive the item when it is returned.

IV. Lost and Damaged Material.

- A. **Lost Material.** Material not returned within sixty (60) days of the due date is considered lost and the patron who checked out the material is responsible for all replacement costs or accrued overdue fees. The Library Director shall determine what the list price is for the material and either notify the patron of the amount due or designate a staff member to notify the patron of the amount due. Overdue fines (maximum \$5.00) shall be assessed until the material is returned or the lost material has been paid for by the patron. If the item is subsequently found after the replacement costs have been paid, the patron may keep the material and no refunds shall be issued.
- B. **Damaged Material.** If material is returned damaged and may not be put back into circulation, the patron checking out the material is responsible for the payment of the replacement costs. If material is damaged but may be put back in circulation, the Library shall assess a fee of \$2.00 per item. If the material is an audiobook, the Library staff has

the authority to determine whether a repair or replacement fee shall be assessed depending on the cause and nature of the damage; for example, whether the damage was a result of negligent use or misuse of the audiobook. The Library shall have the exclusive and final authority to determine whether the book may be repaired.

V. Loan Periods.

Items are loaned out according to the following schedule. The DVD's shall have a limit of 5 items that may be checked out at one time by a patron; however, there is no limit to how many other materials a patron may have checked out. The Library also limits the number of renewals allowed as identified in the chart below. No renewals are permitted for Library material that has been placed on hold. Encyclopedias, reference items and genealogy materials are non-circulating.

| Material | Loan Period | Limit on Number of Items Checked out at one Time | Renewals allowed |
|--|-------------|--|------------------|
| All Books | 3 weeks | No limit | One (1) renewal |
| Magazines | 3 weeks | No limit | One (1) renewal |
| Audio Books and CDs | 3 weeks | No limit | One (1) renewal |
| DVDs (excluding multi-disc television show sets) | 1 week | Five (5) titles at one time | One (1) renewal |
| Multi-disc television show sets DVDs | 3 week | Five (5) titles at one time | One (1) renewal |
| Nontraditional Materials | 3 weeks | | One (1) renewal |

VI. Overdue Charges.

A. There are no overdue fines. However, patrons will be charged for lost items.

A. The Library's overdue charges are identified in the chart below:

| Material | Overdue Charges |
|--|------------------------|
| All Books | \$.10 per day per item |
| Magazines | \$.10 per day per item |
| Audio Books and CDs | \$.10 per day per item |
| DVDs (excluding multi-disc television show sets) | \$.50 per day per item |
| Multi-disc television show sets DVDs | \$.50 per day per item |
| Nontraditional Materials | \$.50 per day per item |

B. The above fines are limited to a maximum of \$5.00 per item for all materials that are returned.

C. The Library is not required to provide notice of overdue material or fines. The Patron is responsible for the fines and fees and the return of material.

- D. When a patron has accumulated fines fees greater than \$5.00 or has (1) one or more items 30 days or more overdue items, the patron shall be considered delinquent. This includes cards on which the patron is the only person identified as well as any card the patron has agreed to take liability for in the returning of materials and the payment of fines.
- E. The Library reserves the right to turn over any delinquent account to a collection agency and the patron will be responsible for all actual costs of collection and a \$10.00 processing fee or any additional fees and costs that the court may order.
- F. Patrons who are delinquent may not check out any additional items or use Library computers until the outstanding fines have been paid in full.
- D. During a crisis and the library needs to be closed fines for materials will be suspended. Any charges accrued during this time will be forgiven.

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Bath Township Library

Strategic Plan 2019 - 2022

I. SUCCESSFUL MILLAGE

a. Key Objectives

- i. Marketing and Education Campaign
- ii. Determine funding levels needed
- iii. Create a strategy
- iv. New space opening event

II. MEET SPACE AND SERVICE NEEDS

a. Key Objectives

- i. Identify the costs for the expansion
- ii. Determine the best 6000 sq ft. space for initial utilization
- iii. Utilities upgrade HVAC/bathrooms/drive up book drop/handicapped accessibility
- iv. Upgrade signage
- v. Dedicated book sales space

III. ENHANCED PROGRAMS AND SERVICES

a. Key Objectives

- i. Family resource center/referrals – comfortable spaces
- ii. Enhanced special needs
- iii. Increased outreach services
- iv. Engage Southern Township residents
- v. Community center – meetings
- vi. Expanded collection
- vii. Adequate staffing

IV. FUNDRAISING

a. Key Objectives

- i. Identify donors.
- ii. Create a campaign with donor recognition.



BATH TOWNSHIP PUBLIC LIBRARY
14033 Webster Rd. Bath, MI 48808 517.641.7111
www.bathtownshippubliclibrary.org

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Bath Township Public Library Director Job Description Adopted 4/16/18

The Director serves as the chief executive officer of the library and is responsible for the administration of all library functions within the goals, guidelines, and policies established by the Library Board of Trustees. This responsibility includes the organization and dissemination of information and services through the effective utilization of library resources. The director is also responsible for the facilities, financial management, and personnel of the library, under the governance and oversight of the board.

The Director is expected to provide a leadership role within the library, the community, and the library profession. The Director serves as the official representative of the library.

AREAS OF RESPONSIBILITY:

1. General Administration and Management
 - a. Formulates and recommends policies to the library board
 - b. Implements library policies and procedures
 - c. Submits an annual budget to the library board in a timely way and directs and monitors expenditures
 - d. Provides monthly financial planning data to the library board to assist in establishing long and short-term financial priorities
 - e. Looks for new revenue sources, collaborations with other organizations, and profit-centered approaches to services with the business community
 - f. Orients new trustees and serves as a resource for trustee activities
 - g. Employs management techniques effectively in directing, planning, organizing, staffing, coordinating, budgeting, and evaluating the library's operation
 - h. Directs the maintenance of the library building and grounds and recommends future space needs
 - i. Establishes and maintains a staff manual of library procedures
 - j. Demonstrates leadership within the organization: Takes initiative, solves problems, effects change through the action of others, and encourages the development of other staff through a positive work environment
2. Planning, Organization, and Evaluation
 - a. Plans, organizes, coordinates, and directs a balanced program of library service to meet the immediate and long-range goals of the library and the community
 - b. Identifies the standards of excellence for all operations
 - c. Evaluates the effectiveness of library services in relation to the changing needs of the community
 - d. Provides for critical review of internal library operations such as acquisitions, circulation, etc.

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- e. Analyzes data affecting the library's operation such as legal, physical, and statistical factors
 - f. Investigates new trends and specific library programs and facilitates testing of new techniques, materials, and equipment to improve the operation of the library
3. Personnel Management
- a. Develops staff job descriptions, recommends and administers personnel policies
 - b. Hires, evaluates, promotes and terminates staff (except when library board consultation is required)
 - c. Defines expectations for staff performance and sets goals for service and programming
 - d. Works to promote high staff morale
 - e. Supervises planning for optimum utilization of personnel
 - f. Provides in-service programs for employee training and development, encouraging staff input
 - g. Encourages staff professional growth at all levels by supporting participation in professional associations, workshops, seminars, and activities
 - h. Ensures that staff performance appraisals are done on a regular schedule
 - i. Acts as a consultant, mediator, and facilitator for staff
4. Community and Professional Development
- a. Recommends and administers public relations programs
 - b. Represents the library and speaks before community, civic, and other groups regarding the objectives and activities of the library
 - c. Establishes and maintains effective working relationships with other governmental agencies, civic and community groups, and the general public
 - d. Serves as official representative of the library in actions that legally bind or politically influence the library
 - e. Serves as a model to staff in the sense of professionalism, demonstrating strong professional ethics and keeping informed through professional literature
 - f. Supports and facilitates the work of the Friends of the Library
 - g. Attends professional and other meetings to maintain contact with other professional and library-related agencies
 - h. Participates in professional development opportunities to enhance managerial skills and maintains an awareness of new trends and developments in the library field
5. Other duties as required

DESIRED QUALIFICATIONS

1. A Master's degree in library science from an ALA accredited school
2. Professional certification in compliance with state law
3. Two years of library experience preferred, with a proven track record of successfully achieving goals in previous library experiences.
4. Thorough knowledge of the philosophy and techniques of all facets of public library service
5. Ability to think analytically and to develop new services
6. Ability to exercise initiative and independent judgment

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7. Considerable knowledge of computers and data communications especially in regards to library applications
8. Ability to prepare comprehensive reports and present ideas clearly and concisely in written and oral form
9. Highly developed verbal and written communication skills, social skills, and adaptability
10. Ability to make administrative decisions, develop policies and supervise staff
11. Effective interpersonal skills consisting of creative and diplomatic management abilities
12. Demonstrated dynamic motivational leadership skills
13. Ability to process information effectively to learn new materials, handle complex concepts, and consider issues macrocosmically
14. Ability to motivate, establish and maintain effective working relationships with associates, supervisors, volunteers, other community agencies, governmental bodies and the general public
15. Visionary regarding library trends, the impact of changing information technology, and the amount of acceptable risk the board is willing to take in implementing new ideas
16. A desire to meet and serve the public

CRITICAL MENTAL REQUIREMENTS

Continuously:

- Is consistently accurate
- Uses good organizational skills at all times
- Maintains absolute confidentiality of library records and administrative matters

Frequently:

- Acts independently and assumes responsibility
- Works effectively with associates, supervisors, and customers
- Is flexible, works well under short time constraints, and meets deadlines
- Makes sound administrative decisions and judiciously interprets and applies policies.
- Interacts positively with co-workers and supervisors, and the public.

CRITICAL PHYSICAL REQUIREMENTS

Continuously: Observing and analyzing

Frequently: Keyboarding or handwriting to complete forms

Occasionally: Walking, sitting

Director Annual Evaluation Form for Trustees

Director's Annual Evaluation

Date: 9/15/21 – Submit by 10/15/21

Form Instructions:

- 1) *each board member should individually respond to this form.*
- 2) *In responding to the form, board members could refer to the plan of service, board minutes, usage statistics, program results or other information sources from the year.*
- 3) *Submit this form to the Board President for inclusion in the Summation Form that will be used during the face-to-face appointment with the director.*

Scale: E = excellent S = satisfactory N = needs improvement U = unknown

General Administration & Management

| Areas of Responsibility | Rating |
|---|---------|
| • Formulation of policies recommended to the library board | E S N U |
| • Implementation of library policies and procedures | E S N U |
| • Timely submission of annual budget to the library board | E S N U |
| • Directing & monitoring expenditures throughout the year | E S N U |
| • Monthly provision of financial statements to assist in establishing long term and short term priorities | E S N U |
| • Identifies new revenue sources, collaborating with other organizations in the business community with a profit-centered approach to services to the community | E S N U |
| • Orientation of new trustees, serving as a resource for trustee activities | E S N U |
| • Demonstrates effective management techniques in directing, planning, organization, staffing, coordinating, budgeting and evaluating library operations | E S N U |
| • Direction of maintenance of library building and grounds, recommending future space needs | E S N U |
| • Establish and maintain a staff manual of library procedures | E S N U |
| • Demonstrate leadership within organization, taking initiative, solving problems, effecting change through the action of others, encouraging staff development through positive work environment | E S N U |

Planning, Organization & Evaluation

| Areas of Responsibility | Rating |
|--|---------|
| • Plans, organizes, coordinates and directs a balanced program of library services to meet the immediate and long-range goals of the library and community | E S N U |
| • Identifies the standards of excellence for all operation | E S N U |

| | |
|--|---------|
| <ul style="list-style-type: none"> Evaluates the effectiveness of library services in relation to the changing needs of the community | E S N U |
| <ul style="list-style-type: none"> Analyzes data affecting the library operations such as legal, physical and statistical factors | E S N U |
| <ul style="list-style-type: none"> Investigates new trends and specific library programs and facilitates testing of new techniques, materials and equipment to improve the operation of the library | E S N U |

Personnel Management

| Areas of Responsibility | Rating |
|--|---------|
| <ul style="list-style-type: none"> Develops staff job descriptions, recommends and administers personnel policies | E S N U |
| <ul style="list-style-type: none"> Hires, evaluates, promotes and terminates staff (except when library board consultation is required) | E S N U |
| <ul style="list-style-type: none"> Defines expectations for staff performance and sets goals for service and programming | E S N U |
| <ul style="list-style-type: none"> Works to promote high staff morale | E S N U |
| <ul style="list-style-type: none"> Supervises planning for optimum utilization of personnel | E S N U |
| <ul style="list-style-type: none"> Provides in-service programs for employee training & development, encouraging staff input | E S N U |
| <ul style="list-style-type: none"> Encourage staff professional growth at all levels by supporting participation in professional associations, workshops, seminars and activities | E S N U |
| <ul style="list-style-type: none"> Ensure that staff performance appraisals are done on a regular schedule | E S N U |
| <ul style="list-style-type: none"> Act as consultant, mediator and facilitator for staff | E S N U |

Community & Professional Development

| Areas of Responsibility | Rating |
|---|---------|
| <ul style="list-style-type: none"> Recommends and administers public relations programs | E S N U |
| <ul style="list-style-type: none"> Represents the library and speaks before community, civic and other groups regarding the objectives and activities of the library | E S N U |
| <ul style="list-style-type: none"> Establishes and maintains effective working relationships with other governmental agencies, civic and community groups, and the general public | E S N U |
| <ul style="list-style-type: none"> Serves as official representative of the library in actions that legally bind or politically influence the library | E S N U |
| <ul style="list-style-type: none"> Serves as a model to staff in the sense of professionalism, demonstrating strong professional ethics and keeping informed through professional literature | E S N U |

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| <ul style="list-style-type: none">• Supports and facilitates the work of the Friends of the Library | E S N U |
| <ul style="list-style-type: none">• Attends professional and other meetings to maintain contact with other professional and library-related agencies | E S N U |
| <ul style="list-style-type: none">• Participates in professional development opportunities to enhance managerial skills and maintain awareness of new trends and developments in the library field | E S N U |

Comments & Notes: