



Branch District Library MEMO

To: John Rucker, BDL Director
From: Benjamin Jewell, Board President, on behalf of the BDL Board of Trustees
Date: August 19, 2019
Re: **2019-2020 Performance Expectations**

Below are our performance expectations for you during your first year as the ongoing Branch District Library Director. These are in addition to (or an expansion of) the job responsibilities contained in your employment contract. The first section are things that we expect on an ongoing basis. We expect the remaining items to be completed, absent significant changes in circumstances, by the time we do your performance review in April 2020.

ONGOING

1. Provide weekly email updates to the full Board and/or to one or more of the Board's committees to keep Board members or committee members informed of what's going on with the BDL every week.
2. Meet with the BDL's stakeholders on a regular basis as outlined below. At evaluation time, please provide the Board with a list of all branch visits and meetings (dates, which manager).
 - a. Visit each Branch at least monthly.
 - b. Spend a full day at each Branch every quarter.
 - c. Meet regularly (at least once a year) with the advisory boards and Friends groups.
 - d. Meet regularly (at least once a year) with the leaders of the 16 townships, cities & villages in the "district." This can be delegated to the assistant director or the director of public services on a case by case basis.
 - e. Meet regularly (at least once a year) with the various civic organizations in the district. This can be delegated to the assistant director or the director of public services on a case by case basis.
3. Effectively manage the staff in accord with the provisions of your contract and Board policies including, but not limited to, the following:
 - a. Make sure they are trained for the work they are assigned and provide developmental opportunities where appropriate;
 - b. Recognize outstanding performance and provide appropriate consequences for less than satisfactory performance or inappropriate behavior; and
 - c. Ensure that accurate job descriptions exist for each job class and that employees know what work and behavior is expected of them, as well as what is unacceptable.

4. Lead by example: communicate clearly, be fair, be honest, be objective, be consistent, avoid behavior that could be construed as favoritism, dress appropriately for a Library Director, and treat employees with respect.

SPECIFIC TO 2019-2020

1. "Right the ship," i.e., correct the errors of the past by taking the actions necessary to bring the Board a revised 2019 budget that is not grossly out of balance by FTEs and salary increases that were not part of the approved budget for 2018.
2. Propose to the Board systemic changes that will help the Board to better monitor the approved annual budget, particularly FTEs and personnel costs.
3. Produce a new personnel manual with the assistance of the Board's Personnel Committee.
4. Continue to reinforce the Board's direction to reinforce whenever possible that the BDL is one organization with 6 branches.
5. Update the collection development policy and submit it to the Board for approval.
6. Develop new, more concise job descriptions for BDL positions and employees.
7. Develop a plan for the next evaluation year (2019-2020) to get back to implementing the BDL Strategic Plan, including an suggested changes.

The Board may add things to this list, or change things, as needed. We hope you will feel free to suggest changes to the Board as well. Please do not hesitate to ask if you have any questions.

We would like to reiterate what we have said to you before, John: We are very grateful that you agreed to take on the Library Director job and we have every faith that you will be successful! We support you and will help as we can when needed.