

LEWIS & CLARK LIBRARY SYSTEM

BYLAWS

ARTICLE I

A. NAME

The name of this organization shall be Lewis & Clark Library System.

B. AUTHORITY

The Lewis & Clark Library System derives its authority from the Illinois Library System Act, 75 Illinois Compiled Statutes 10/1 et. seq. as amended; and operates in accordance with the Administrative Rules of Title 23, Part 3030 of the Illinois Administrative Code (hereinafter called "Administrative Rules") promulgated thereunder.

C. PURPOSE

1. The system is a cooperative multitype library system serving academic, public, school, and special libraries in the southwestern Illinois counties of Bond, Calhoun, Greene, Jersey, Macoupin, Madison, Monroe, Montgomery, and partial counties of Clinton, Sangamon, and St. Clair.
2. In accordance with its Long Range Strategic Plan and its Annual Plan of Service, the system provides services and facilitates cooperation among its member libraries in order to implement the objectives stated in the Illinois Library Systems Act, the Administrative Rules of Title 23, Part 3030 of the Illinois Administrative Code and the Standards for the Services of Illinois Multitype Library Systems.
3. To achieve its purpose the system efficiently utilizes the Area & Per Capita grant appropriation from the Illinois General Revenue Fund as disbursed and administered by the Illinois State Library as a department of the Secretary of State's office. Additionally, the system actively pursues alternative revenue streams and earned income opportunities to fulfill its mission.

ARTICLE II

MEMBERSHIP

A. ELIGIBILITY AND TYPES OF MEMBERSHIP

1. Membership in the system shall be open to any library in Bond, Calhoun, Greene, Jersey, Macoupin, Madison, Monroe, Montgomery, and the partial counties of Clinton, Sangamon, and St. Clair, if they meet the criteria for full or developmental membership.
2. Full membership is available to libraries meeting the definition of "library" in the

Administrative Rules of the Illinois Library System Act, and the membership requirements of the Lewis & Clark Library System. Full member libraries are entitled to all services provided by the Lewis & Clark Library System.

3. Developmental membership is available to libraries that meet the definition of "library" (as above) and agree to the requirements of the Lewis & Clark Library System. Developmental library members are entitled to the following system services: consulting, continuing education, system communications, and they may apply for state grants. Developmental libraries are not eligible for representation on the Lewis & Clark Library System Board of Directors.

B. MEMBERSHIP REQUIREMENTS

The statutes of the State of Illinois govern membership of the System. Any public, school, academic or special library, within the service area, is eligible to apply for membership in the Lewis & Clark Library System. Members agree to comply with policies, rules and regulations required for maintaining membership. Any member library may be suspended from membership if not in compliance with State statutes or System requirements.

ARTICLE III

A. GOVERNING BOARD

The governing board shall be the system board of directors, hereinafter referred to as the "system board."

1. Number of Directors

The system shall be composed of nine (9) members representing the variety of library interests in the system area.

2. Representation

The system board shall be composed of elected members according to the following manner:

- a. Five (5) members of the board of directors shall be members of the governing boards of public library members.
- b. Four (4) members of the board of directors shall represent in the following manner:
 - 1) One (1) representative shall represent academic libraries
 - 2) One (1) representative shall represent special libraries
 - 3) One (1) representative shall represent school libraries
 - 4) One (1) representative shall represent the public libraries
- c. No more than one director shall be elected to the board of directors or appointed to fill a vacancy therein from any one member library at one time.

3. Nomination of Candidates

- a. Each public library may nominate one candidate from its governing board. Up to three at-large directors will be nominated in this manner. The Nominating/Election Committee shall be appointed at the January Board meeting.
- b. Two (2) board of directors from the public library representation will be chosen based on population served. One (1) director will be chosen from trustees serving libraries above 15,000 population. One (1) director will be chosen from trustees serving libraries less than 15,000 population. Candidates may be self-nominated or nominated by a governing board. Latest population statistics will be used for this division.
- c. Four (4) board of directors representing the type of library may be self-nominated or nominated by their interest groups. The call for nominations shall go out by January 30.
- d. Names of eligible candidates shall be conveyed to the system in writing and shall be received by March 31.

4. Election of Directors

- a. The Nominating/Election Committee shall oversee the election process from the board of directors and nominate officers for the board.
- b. A ballot will be prepared and distributed by the Nominating/Election Committee by April 15. Each library will be entitled to return one ballot for its choice of candidates for the board of directors.
- c. The ballots for the election of board of directors shall be returned to the Nominating/Election Committee by May 15. The Nominating/Election Committee shall then report the results of the election at the May meeting of the board.

5. Terms of Office

- a. The term of office for elected system board members shall be three (3) years.
- b. No board member shall be permitted to serve for more than a total of six (6) consecutive years unless two (2) years have elapsed since his/her sixth year of service.
- c. All terms of office shall be staggered.
- d. System board terms of office begin on July 1 and end on June 30, or according to the system's fiscal year.
- e. Any appointment to the system board for a partial term is counted as a full year of service at the conclusion of the most current fiscal year.

6. Powers and Duties

The powers and duties of the system board shall be in accordance with the Illinois Library System Act and the Rules and Regulations promulgated thereunder.

7. Economic Interests

- a. No member of the system board may profit personally, either directly or indirectly, from any business connected with the system.
- b. Each member of the system board shall file a Statement of Economic Interest pursuant to the Illinois Governmental Ethics Act.
- c. All records and accounts of the system shall be kept in the system headquarters office and in the custody of the Executive Director. All such records and accounts shall be open to the inspection and use of all members of the system board at all reasonable times.
- d. The members of the system board shall serve without compensation, but their actual and necessary expenses shall be paid by the system.

8. Officers

The system board shall elect a president, vice-president, secretary, and treasurer. Officers shall perform the following duties:

- a. The president shall preside at all meetings of the board, appoint any necessary committees, be an ex-officio member of all committees except the Nominating Committee, and is entitled to vote on each committee.
 - (1) In the event that the office of president becomes vacant, the vice-president shall assume the duties of the president, and the board shall elect one of its members to the office of vice-president for the remainder of the term. In the event one of the other offices becomes vacant, the board shall elect one of its other members to fill the remainder of the term.
- b. The vice-president shall preside at meetings in the absence of the president.
- c. The secretary shall have the responsibility for all the records of the system board, shall keep the minutes of all meetings.
- d. The treasurer shall be responsible for the board review of system expenditures, serve as primary signatory on system checks with the executive director. The treasurer shall also be bonded in the amount to be approved by the system board and in keeping with the Illinois Library Systems Act.

9. Election of Officers

The Nominating/Election Committee shall present a slate of officers and hold the election at the June meeting. The officers shall be elected for one (1) year, and no officer shall serve more than two (2) consecutive terms. A term of six (6) months or more shall be considered a full term. The term of office begins at the start of the fiscal year.

10. Attendance of Directors

Directors are expected to fulfill the duties imposed on them by the nature of their office. The system board, by a majority vote may, with a quorum present, declare a board position vacant if a director fails to attend three (3) meetings during the fiscal year. The Secretary shall call all members missing their first meeting. The President shall call members missing their second meeting. Upon a member's third absence the topic will be included on the agenda for discussion at the next meeting. When a director leaves the local position by virtue of which the director was eligible, nominated, and elected, the directorship shall be declared vacant, except when the director changes positions within the entity or is still otherwise qualified to represent the type of library which the director was elected. In the event a director is unable to attend a regularly scheduled board meeting, he or she may elect to attend via electronic means. The secretary must be notified at least 48 hours in advance of the intent to e-attend in accordance with the Illinois Open Meetings Act SB585 and a majority of the quorum must be physically present.

11. Vacancy

In the event of a vacancy the board shall appoint a new member to serve the remainder of the term. However, if a regular board election is scheduled to be held within four (4) months or less from the time of the vacancy, the board can determine to keep that vacancy open in order for that board seat to be included on the ballot of the regularly scheduled election.

12. Indemnification

If any claim or action not covered by insurance is instituted against a director of the Lewis & Clark Library System arising out of an act or omission by a director acting in good faith for a purpose believed to be in the best interest of the system; or if any claim or action not covered by insurance is instituted against an officer or employee of the system allegedly arising out of an act or omission occurring within the scope of his or her duties as such officer or employee of the system; the system shall, at the request of the officer, director, or employee:

- a. Appear and defend against the claim of action; and
- b. Pay or indemnify the officer, director, or employee for a judgment and court costs, based on such claim or action; and
- c. Pay or indemnify the officer, director, or employee for a compromise or settlement of such claim or action, providing the settlement is approved by the system board.

For the purpose of this section, the term director, officer, or employee shall include a former director, officer, or employee of the system. This section shall not apply if the Board of Directors finds that the claim or action is based on malicious, willful, or criminal misconduct. In such cases, indemnification will be determined after an

investigation of the facts.

13. Committees

The president of the system board shall appoint all committees. Committee appointments are for one (1) year or until their business is completed.

- a. The president, vice-president, secretary, and treasurer shall constitute the Executive Committee to conduct business between regularly scheduled meetings and shall be prepared to bring the findings and recommendations to the Board of Directors.
- b. The Nominating/Election Committee shall be appointed by the system board president, with the board's approval. They shall have charge of the conduct of the annual election including the counting and tabulation of all ballots and the nomination of officers for the Board of Directors.
- c. Special committees and task forces may be appointed by the president to handle specific assignments as deemed necessary by the board.

14. Meetings

- a. The board shall hold a minimum of nine (9) monthly meetings per year to conduct the business of the system. Board agendas shall be posted in accordance with the Illinois Open Meetings Act. Board meetings shall be scheduled every month except August and December.
- b. An annual meeting of the system shall be held at a time and place to be selected by the board within 120 days of the fiscal year end. This annual meeting may precede a regular board meeting. The purpose of the annual meeting is for all members to hear an accounting of the system from the board, officers, and staff.
- c. The president may call special board meetings on his/her initiative; the president must call a special board meeting when requested by at least three (3) board members. Notice shall be given a minimum of five (5) days prior to the date of the meeting and shall state the business to be transacted. The meeting will be limited to the business stated.
- d. A quorum shall be a simple majority of the members of the system board.
- e. Should both the president and vice-president be absent from any meeting, the directors present shall choose, from among their number, a temporary, presiding officer who shall be designated President Pro Tem for that meeting.

ARTICLE IV

SYSTEM EXECUTIVE DIRECTOR

The system board shall employ an executive director who shall be a full-time employee of the system, and whose educational attainment shall include a Masters Degree in Library Science accredited by the American Library Association. The system director shall have at least five years post-graduate employment that includes responsible library experience. The system director shall be the system's chief executive officer and be responsible for the administration of the system. The system director shall report directly to the board, serve as advisor to the board, and be authorized to develop the program, implement the plan of service, establish the organizational structure, employ the personnel, spend the funds on items budgeted, and undertake such other activities as may be necessary for the system's operation, subject to the policies and regulations established by the board.

ARTICLE V

AMENDMENTS AND REVISIONS

- A. These bylaws may be amended or revised at any board meeting by a two-thirds vote of those directors present and voting, provided that directors have been notified in writing of the proposed amendment or revision at least ten (10) days prior to the meeting.
- B. Bylaws changes can originate from the system board or from the membership of the system submitted to the system board.

ARTICLE VI

PARLIAMENTARY AUTHORITY

All meetings shall be conducted in accordance with Robert's Rules of Order, latest edition, and shall be open to the public in compliance with the "Illinois Open Meetings Act," as amended (Illinois Compiled Statutes 120/1 et. seq.)

All motions shall be decided by a roll call vote.

Approved by LCLS Board Action 3/21/1995
Revised by LCLS Board Action 2/19/2002
Reviewed by LCLS Board 2/17/2004
Revised by LCLS Board Action 3/15/2005
Reviewed by LCLS Board 2/21/2006
Revised by LCLS Board Action 3/20/2007
Reviewed by LCLS Board 1/29/2008
Revised by LCLS Board Action 1/20/2009

To: LCLS Board of Directors
From: Tina Hubert, Executive Director
RE: Calendar year 2008 Self Evaluation
Date: January 12, 2010

Covering the time period of January 1, 2009, through December 31, 2009.

Board Relations

- Monthly reports developed to reflect priorities based on LCLS Goals and those responsibilities delegated by the Board to the Executive Director
- Consultant's Monthly reports consolidated into one report to reflect combined LCLS efforts and to decrease duplication of effort
- Timely posting of Board agenda at front door
- Full slate for the Board election
- Highlights identified on monthly financial statements
- Monthly lunch meetings with Board President
- Demonstrations of specific services, programs, or products provided at regular board meetings
- Regular email updates regarding crucial issues

Personnel Development

- With the retirement of the Executive Assistant and the departure of the Accountant, evaluated the option of outsourcing business office functions; determined that there would not be an hour for hour cost savings and that with the instability of the receipt of revenues these duties need to remain with in-house staff. As a result, reorganized the Consultant Assistant position to become a 30 hour Receptionist/Office Assistant position.
 - Promoted Julia Pernicka to Executive Assistant
 - Hired Stacy Bond as Accountant
 - Hired Linda Petty as Receptionist/Office Assistant
- All monthly staff meetings cover in-depth discussion of employee topics
- Managers meetings on a regular basis
- Twice monthly Leadership Team meetings with consultants
- Continuing staff development offerings
- Instituted new performance management process

Community and Organizational Involvement

- Illinois Library System Directors Organization (ILSDO) treasurer/secretary
- Illinois State Library Standards & Rules Revision Committee member
- Member, Edwardsville – Glen Carbon Chamber of Commerce
- Attending legislative events throughout the service area
- Statewide Continuing Education calendar (L2) team participant
- Continue to share resources with other systems
- Encourage staff to participate in regional, statewide, and national opportunities
- Intellectual Freedom committee representation
- Illinois libraries representation on Federal Reserve Library Advisory Board
- Partnership with the Madison County Department of Employment and Training for occasional additional staff and testing of applicants

Membership Relations

- Overall membership relations are quite good
- Member site visits occurring
- Utilize L2 for Professional Development activities
- Began delivering training to members at their locations (CE2Me)
- Continued to serve as conduit between State Library and members – explaining requirements, speaking on behalf of each, representing the interests of each

Administration/Fiscal Responsibilities

- Continued to use a modified zero-based budget process
- All managers involved in the budget decision-making process for a full understanding of budgetary goals and constraints
- Budget linked to mission, goals and objectives, and the annual plan of service
- In actuality, only \$26,218 of our reserves were spent in FY2009; \$139,328 had been budgeted to be spent from reserves
- FY10 amended budget incorporates an increased budgeted deficit of \$192,305, due to reduced funding from the state (lost revenue = \$178,000 annually)
- Managers utilizing financial software to access real time financial information
- Continuing to make fiscal projections
- Holding deficit to a minimum by identifying cost savings measures as well as revenue generating opportunities
- All grants incorporate System reimbursement for administrative costs, actual staff time costs, or both
- New procedure in place for surplus items
- Purchased new printer/copier/fax machine
- Received donation that covered the expense of installing automatic doors for accessibility
- No raises
- Reduced costs of phone system in half
- Reduced cleaning service and therefore costs
- Updated security alarm system resulting in reduced monthly costs
- Cut all out of state travel from budget

Planning

- Yearly plan of service reflects the overall long range plan and the format addresses “strategy specifics” relating to the system goals
- 6 month progress report on FY2010 plan of service
- Work closely with Librarians Advisory Council to address policy needs; revision of LAC Bylaws to increase member representation as well as ability to impact decision-making process
- Email project ongoing; began moving members to other email providers with domain names that market individual libraries

Biggest Personal Challenges

- Concern regarding revenue – to date we have not received any area & per capita grant funds (the majority of our revenue)
- Balancing diverse member needs with fiscal realities while considering opposing viewpoints

**Lewis & Clark Library System
Plan of Service
Fiscal Year 2009-2010 Revised
Semi-Annual Progress Report**

Lewis & Clark Library System: Possibilities

GOAL A: Support organizational stewardship and sustainability

STRATEGIES:

1. Invest in the resources necessary to recruit and retain quality employees; update equipment; ensure System staff competence as responsibilities evolve
2. Evaluate programs and services to increase efficiency and effectiveness; assess policies and procedures and revise as appropriate
3. Research, identify, and implement supplemental funding sources for LCLS
4. Identify and implement methods of reducing costs
5. Innovate to proactively manage change

Targets and Tasks

1. Provide staff training
 - a. Envision the future of regional multitype Library Systems
 - This topic is being discussed by the System Directors and the State Library at this time
 - b. Market and promote LCLS
 - Fielded questions from the press regarding libraries during economic crisis; ensured new content on Web site; evaluated the Marketing Plan to gauge progress and spoke with legislators on value of the System
 - c. Provide advanced training on Financial Edge accounting software
 - d. Initiate a new Employee Performance Management process
 - The Staff has completed the new Performance Feedback process and has met with their individual supervisors
2. Pursue opportunities to adapt and strengthen the System's infrastructure
 - a. Develop and maintain a master contract schedule
 - b. Pursue opportunities to revamp the building and grounds using high-energy-efficiency equipment and strategies
 - i. Replace HVAC system if funding can be obtained
3. Envision the future of regional multitype Library Systems
 - a. Initiate member feedback regarding System service priorities
 - Have contacted SIUE Institute for Urban Research to facilitate this project
 - b. Develop an action plan based on findings from member feedback
4. Pursue and market supplemental funding sources
 - a. Seek sponsors for the item bands
 - b. Recruit sponsors for ads on our Web site
 - The System's Web site now features ads from Google

- c. Seek sponsors for vehicle donation
 - d. Research, develop, and initiate alternative funding for illinoismap.info
 - We have met with SIRPDCC concerning illinoismap.info's future. We will also be meeting with an UMSL economic development consultant in January.
 - e. Seek other revenue-generating opportunities
5. Strengthen and update business office procedures
- a. Complete the documentation for business office activities
 - b. Implement a reporting system for managing financial projects
 - c. Investigate and consider implementing online bill paying
 - d. Investigate and consider implementing a process to accept credit cards for payment
 - e. Review financial manual

GOAL B: Orient members to new and evolving opportunities and challenges impacting library services

STRATEGIES:

1. Provide relevant consulting to share discoveries and assist members in improving the effectiveness of library services
2. Increase the outreach of consulting
3. Support staff development of libraries through professional development programs and consulting services
4. Provide professional development beyond traditional delivery methods
5. Partner with educational organizations, consortia, and library organizations to enhance professional development opportunities

Targets and Tasks

1. Regularly post to the Conduit blog concerning new trends, professional development ideas, and other issues impacting library services
 - Items posted on Conduit included FOIA and OMA; LibraryLearning; Show Me the Money, concerning public library tax revenue; Technology, Buying Computers; RSS and other Cataloging Tools; and Information on RDA and FirstSearch.
2. Identify specific needs of members to proactively deliver timely information
 - a. Share research findings on specific library-related topics with appropriate members
 - Information concerning the Researching Communities to Prepare for the Future grant findings was share with the membership, the other Systems and in WebJunction Illinois.
 - b. Assist member library boards/governing bodies with director searches
3. Contact members regularly to touch base, especially those members rarely in contact with LCLS staff
 - a. Continue site visits to members (year two of the three-year cycle)
 - The site visits are continuing
 - b. Continue the Executive Director's welcome packets to new member librarians
 - This is in development
 - c. Visit member boards/governing authorities to convey what services the System provides

- The Bunker Hill PLD trustees were visited in October to discuss the System services and also annexation. Additionally, numerous consultations have been conducted via phone and e-mail access.
 - d. Initiate phone calls by Executive Director to members
 - e. Implement e-list management of member contact information
 - Staff are assisting members to evolve away from email to products that better suit their expanding needs. As part of this process, we are also changing our member contact information.
 - f. Continue statistical analysis to determine under-represented members
4. Implement findings and recommendations from the Continuing Education Survey
- a. Explore implementing **CE2Me** project, to provide direct on-demand staff training at member libraries
 - Equipment has been purchased and a pilot with two libraries has been completed. A plan for implementation is being developed and launches in January 2010.
 - b. Develop core CE classes
 - LCLS is working with other System CE Coordinators to develop core CE classes to eliminate duplication of effort.
 - i. Present core classes internally for development and feedback
 - ii. Develop and implement LCLS staff presenter process to provide peer feedback
 - c. Deliver instruction and materials to members unable to attend events
 - Handout materials are routinely uploaded/posted within L2. Screencasts have been developed in a number of areas. Handout materials are sent via Email to members unable to attend meetings.
 - d. Institute a minimum charge for all LCLS events (other than GateNet and core classes); recover actual costs for events with outside presenters
 - A minimum \$10 fee has been implemented for all non-core classes.

GOAL C: Enhance resource sharing among LCLS members

STRATEGIES:

1. Provide courier services to deliver materials
2. Act as legal authority for the Local Library System Automation Project (LLSAP), known as GateNet
3. Investigate larger units of shared resources

Targets and Tasks

1. Continue seeking efficiencies and best practices about resource sharing
 - a. Encourage growing use of WebJunction Illinois
 - Members receive regular WebJunction Illinois reminders via the Front Page, Conduit, the Extra, during workshops and e-mail distribution.
 - b. Seek out and promote use of OCLC tutorials on a wide variety of topics relevant to members
 - Messages and promotional materials have been sent to members. Articles are routinely posted in the Extra and in relevant sections of the Web site.
2. Continue exploring and developing group discount offers for the members

- a. Coordinate with Library Partnership Trust whenever possible
 - b. Update appropriate direct vendor discounts as needed
 - The System has received 8 new and/or updated discounts on behalf of our members. We also secured reduced renewal rates for Tumblereadables for 15 school members.
3. Continue evaluating courier services for efficiency and effectiveness
- a. Deliver material using USPS as warranted
 - This is an ongoing activity.
 - b. Use FY09 volume levels to make delivery adjustments
 - To contain costs, while maintaining quality delivery service, the Thursday Auburn route was reviewed. After evaluation, this route will be removed. The 5 libraries will receive delivery on another day and therefore will receive the same level of delivery as in 2009.
 - c. Develop and administer charges for any additional delivery services beyond those required by the State Library
 - This is being researched by the System Business Managers.
4. Continue expanding the LLSAP capabilities
- a. Investigate and test a discovery layer for GateNet with possible implementation by others
 - Completed the WorldCat Local pilot and the three participating libraries determined they would not pursue this opportunity as a group due to cost.
 - b. Continue efforts to increase LLSAP membership
 - Worked with Pat Wagner and a small group of GateNet directors to market GateNet to existing members in an effort to increase member participation in organization's activities.

GOAL D: Strengthen alliances and partnerships

STRATEGIES:

1. Encourage member participation in System and statewide initiative
2. Seek projects and/or funding with regional and/or statewide library implications
3. Pursue appropriate partnerships with non-library organizations to advocate the value of libraries
4. Share resources, expertise, and knowledge among members and with other regional multitype Library Systems
5. Represent the System and members in regional, and state library and policy forums.

Targets and Tasks

1. Use the Participation Survey results to encourage member participation in applicable projects
 - The Participation Survey was used to determine the IT pilot project library; it was also used when beginning the Human Library Project.
2. Develop relationships with legislators that benefit members
 - a. Initiate semi-annual meetings between local legislators and Executive Director
 - Two meetings have been conducted by Advocacy Consultant

- b. Conduct visits to local legislative offices with member libraries' staff
 - School and public library members have been on visits to two legislators
3. Share LCLS-developed instruction and programs with other Library Systems
 - The consultants have presented workshops for other Systems, including PALS' trustee mini-conference. Projects, such as Librarians Helper Handbook have been shared with the Systems and on WebJunction Illinois. Programs have been developed across Systems by youth service consultants.
4. Widely market findings and recommendations from *Researching Communities to Prepare for the Future* grant project
 - The final report and the community specific report from *Researching Communities to Prepare for the Future* has been distributed to the participating libraries, their mayors, their Library System director, the Illinois State Library and has a home on WebJunction Illinois. During the 2009 ILA Conference, a presentation was made to conference attendees. And an article is being submitted for publication. The project was also featured on the WebJunction Illinois home page for several weeks. The project will be highlighted in *Conduit* during January.
5. Focus efforts more regionally to develop networks and relationships that benefit member libraries
6. Continue consultant representation in regional and state organizations
 - Consultant serves on ILA Youth Services Forum
 - Participating on the Illinois Leadership Conference planning committee – this conference is hosted by University of Illinois Extension in Champaign.
7. Encourage member libraries to share expertise in content-specific workshops
 - School and youth services staff in public libraries share expertise at content driven workshops.
8. Continue to promote the Illinois Talking Book and Braille services
 - This is an ongoing project.

Adopted by Lewis & Clark Library System Board of Directors May 19, 2009
Revised by Board of Directors September 15, 2009

Lewis & Clark Library System
Evaluation of the Executive Director

Date: _____

Rating Code:

- 5 Consistently exceeds expectations (excellent)
- 4 Meets expectations well enough/often enough to be above average (good)
- 3 Maintains expectations effectively enough or often enough (satisfactory)
- 2 Able to maintain expectations on occasional basis. Needs improvement or more time to learn (fair)
- 1 Consistently fails to meet expectations. Needs to improve or learn skills/responsibility in order to retain position (needs improvement)
- NA Have no direct knowledge in this area

Feel free to include additional sheets for comments as needed.

RATING	AREA
_____	<p>Board Relations <i>Effectively communicates orally and in writing with the Board. Provides information, options, and recommendations needed by the Board to establish policies. Keeps Board members informed on legislative and legal matters pertaining to the System. Brings matters to the Board's attention in a timely manner.</i> Additional Comments:</p>
_____	<p>Personnel Development <i>Maintains or increases productivity of staff. Maintains positive management/staff relations. Makes full and effective use of the skills and resources of staff by delegating authority and holding subordinates accountable for results. Actively seeks avenues for staff development.</i> Additional Comments:</p>
_____	<p>Community and Organizational Involvement <i>Actively promotes an understanding of System services throughout the LCLS area. Actively participates in state and national professional organizations. Active in library matters at the state level. Is a positive advocate for library issues. Effectively serves as the LCLS Board ambassador. Encourages cooperative partnerships.</i> Additional Comments:</p>

<p>_____</p>	<p>Membership Relations <i>Maintains a professional relationship with library members. Actively promotes positive relationships with member libraries. Considers opposing viewpoints when determining future directions for System services. Understands the diversity of needs in a multi-type System and strives to balance those needs. Proactively works with the Librarian's Advisory Council to discuss pressing issues and determine resolutions.</i> Additional Comments:</p>
<p>_____</p>	<p>Administration/Fiscal Responsibilities <i>Prepares, evaluates, justifies, and makes efficient use of the budget. Reviews present programs and services and makes revisions through creative decision-making and problem solving. Oversees the maintenance and improvement of the System building and property. Prepares annual budget for Board consideration. Maintains professional surroundings and a safe working environment.</i> Additional Comments:</p>
<p>_____</p>	<p>Planning <i>Develops challenging, yet realistic, goals and objectives for the System. Demonstrates an ability to carry out the plans for meeting System goals and objectives. Ties the work of the staff to the goals of the System. Provides reports on achievement and attainment of goals and objectives. Conducts an ongoing assessment of the System and member needs and responds by taking appropriate actions. Prepares and updates annually a one-year service plan and a multi-year long-range plan.</i> Additional Comments:</p>
<p>_____</p>	<p>Miscellaneous <i>Exhibits confidence and leadership. Takes initiative. Considers a broad perspective in decision-making. Effectively communicates. Is persuasive. Incorporates a long-term vision for the health of the System and membership.</i> Additional Comments:</p>

(Evaluator's Signature)