



I. Vision and Mission; Long-Range Planning

- A. With the Board of Trustees, develops a vision for the library and successfully implements change when needed.
- B. Directs the development and implementation of a strategic plan in concert with staff, Board of Trustees, and community.
- C. Furnishes sufficient information to the board so that it may review and adopt short- and long-range plans.

II. Policy and General Administration

- A. Works in conjunction with the Board of Trustees to develop and implement library policies governing the operations of the library. Initiates the preparation and presentation of policies for board approval as required.
- B. Prepares and presents an annual budget keyed to previously adopted plans.
- C. Reviews policies every three years and recommends revisions for adoption by the board.
- D. Submits reports and recommendations to the board in sufficient time so that board trustees can review and prepare prior to meetings.
- E. Keeps members of the board up-to-date monthly about library business and library activities.
- F. Seeks advanced knowledge of new developments in library services and trends and keeps the board updated, explaining their applicability to our library.
- G. Ensures that the buildings, grounds, and collections are kept in a neat and orderly manner to reflect standards set by the board.
- H. Identifies the standards of excellence for all operations.
- I. Oversees the orientation of new trustees.
- J. Serves as a resource for trustee activity.

III. Financial Administration

- A. Retains primary responsibility and oversight for organizational budgets as well as all revenues and expenditures.
- B. Retains primary responsibility and oversight for library district's indebtedness.
- C. Ensures that library funds are expended in a manner that reflects the library's goals and is within the budget authorized by the board.
- D. Ensures financial records are kept as prescribed by law and generally accepted rules of accountancy.
- E. While not preparing the reports, ensures that reports of financial status are provided for monthly board meetings.
- F. Ensures purchasing practices provide the best products and services at the best price and in a timely manner.
- G. Ensures that appropriate public, private, and library-developed fiscal resources are sought with acceptable success.
- H. Ensures that new revenue sources and collaborations with other organizations and profit-centered approaches to services with the business community are sought.





IV. Personnel Administration

- A. Ensures that the library attracts, retains, and develops people to maximize the collective skills of the organization.
- B. Ensures proper management of all personnel, including evaluation practices and termination procedures.
- C. Oversees the development of a compensation and benefit package including the financial aspects of employee termination.
- D. Oversees the development of a staff development plan including providing opportunity for growth and knowledge for all employees through workshops and in-service education.
- E. Ensures that the library is operated efficiently and effectively.
- F. Recommends needed improvements in working conditions, salary, and fringe benefits to the board.
- G. Ensures that there is a climate of cooperation and positive and open communication among staff.

V. Politics and Influence; Community Relations

- A. Ensures the library is successful in public relations and fundraising.
- B. Makes appearances before the Mesa County Board of County Commissioners as required.
- C. Represents the library as a member of professional organizations of librarians and libraries, and in community organizations.
- D. Ensures an effective press and media campaign is waged.
- E. Ensures service clubs, schools, and other community organizations know about library programs, plans, services, and needs.

VI. Professional Characteristics

The Board of Trustees expects the Mesa County Libraries Director will:

- Take initiative; be proactive with staff, community and trustees
- Continue developing as a manager and learning about business management as well as non-profit management through informal means (self-development) and formal means (training classes)
- Be cooperative
- Be organized
- Demonstrate creativity
- Be timely in actions
- Show consideration of others
- Communicate effectively
- Be enthusiastic
- Conduct herself or himself professionally
- Motivate others effectively
- Be receptive to others' ideas
- Be appropriately firm and clear in expressing opinions and recommendations
- Accept feedback positively
- Embrace diversity
- Lead strategically and not be a micromanager





- Manage by walking around and being positive and encouraging
- Able to foster a sense of community within the library
- Demonstrate effective customer service skills
- Be cooperative
- Be more interested in the success of the team than on individual recognition
- Enjoy life and his or her job

VII. Standards of Performance

- A. The strategic planning process is conducted every three years with input from staff, Board of Trustees, and community. The strategic plan is treated as a working document, guiding the activities of the library.
- B. Policies are considered for revision at a minimum of every three years or as circumstances change. Policies adhere to current Colorado laws and federal laws. Additional policies are suggested whenever appropriate. Policies are implemented as written.
- C. Staffing levels are adequate and are adjusted according to workload. Compensation system, performance evaluations, hiring, and termination practices are carried out according to law and follow current HR best practices. Staff members are well trained and are consulted regularly for recommendations on improvements to the workplace.
- D. Collection management plan is evaluated annually. Use statistics are carefully monitored to track trends. Collection budget is allocated to maximize return on investment.
- E. Buildings and grounds are properly maintained to provide for user safety and to protect the district's real estate investment. Enhancements to the buildings are suggested as needed.
- F. Technology is current and supports advance delivery of information to the community. Staff processes are automated whenever possible to cut costs and provide optimum library service.
- G. Annual budget is developed according to established timeline in concert with department managers and Board of Trustees and supports the work of the strategic plan. District revenues are managed according to recommended general accounting principles and specific State of Colorado budgetary law.
- H. Ensures that any bonds and notes held are managed and serviced properly in a timely manner and ensures regular review by the Board of Trustees.
- I. Mesa County Libraries are consistently viewed as essential institutions within the community. Patron satisfaction with library services will be surveyed every two years.
- J. Additional funds are secured through fundraising efforts.
- K. New ideas for improved service are regularly shared with staff and the Board of Trustees. Service is improved as a direct result of attendance at regional and national conferences.
- L. Library staff members understand the importance of their contribution to the organization and report job satisfaction. The library is a culture of openness and honesty where all employees feel empowered to voice their opinions.
- M. The director will support library staff throughout any necessary changes, initiatives, or modifications to current processes.
- N. Director-board-staff relationships are positive and productive. Direction from the board is met with a positive attitude toward change.





VIII. Qualifications

A. Education and Training

1. Master’s in Library Science from an ALA-accredited program.
2. Five years of progressively responsible experience in a library environment.
3. Any combination of experience, education, and training equivalent to VIII(A)(1)&(2) which provides the knowledge, skills, and abilities necessary to perform the work and lead the organization.

B. Knowledge, Skills, and Abilities Required

1. Excellent people skills with demonstrated experience in creating an environment of open and honest communication; a strong commitment to customer service; the ability to adapt to change.
2. Effective communication skills both verbal and written; a good listener, effective public speaker, and a clear and spare writer; possesses the necessary computer acumen.
3. Knowledge of and ability to effectively apply the principles and practices of library science.
4. Understands the value of networking and community building within a broad range of citizens, cultural groups, and community organizations; political savvy.
5. Ability to collaborate in a team environment through strong administrative skills.
6. An organized person.
7. Strong management skills; demonstrated decision-making ability; a proven leader.
8. Knowledgeable in financial matters and able to develop and manage budgetary and financial information; able to do financial planning.
9. Willingness to take initiative and act on opportunities.
10. Physical skills of ability to infrequently lift and carry up to 25 pounds with occasional standing, reaching, stooping, bending, and climbing onto a step stool or ladder.

C. Additional Requirements

1. Occasional travel.

Library Director Name (Printed): _____

Library Director Signature

Date Signed

MCL Board of Trustees President Signature

Date Signed

