



PERSONNEL COMMITTEE LIBRARY BOARD OF TRUSTEES MEETING

**Mukwonago Community Library
511 Division Street, Mukwonago, WI 53149
July 16, 2026 at 6:00 PM**

AGENDA

*****UPDATED AGENDA*****

Zoom Link

<https://us02web.zoom.us/j/86521011626?pwd=4RIMFUfN6YPlnOxZZNKDQleg6953Ta.1>

- 1. Call to Order**
- 2. Roll Call and Introduction of Guests**
- 3. Approval of Minutes**
 - 3.1 Approval of September 17, 2024, Library Personnel Committee Minutes as prepared and distributed.
 - 3.2 Approval of November 6, 2025, Library Joint Personnel/Policy Committee Minutes as prepared and distributed.
- 4. Discussion/Action Items**
 - 4.1 Village S.P.A.R.K. Committee - Discussion and possible action on a presentation by Associate Director Katelyn Morrison, the Library's representative on the Village's S.P.A.R.K. Committee, regarding the Committee's activities.
 - 4.2 Revised Job Descriptions - Discussion and possible action on proposed updates to the Adult Services Librarian and Youth Services Librarian job descriptions.
 - 4.3 Library Director Evaluation - Discussion and possible action regarding the process for the Director's annual performance evaluation.
- 5. Referral Items**
- 6. Confirm Next Meeting Date**
- 7. Adjournment**

It is possible that a quorum of, members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Please note, upon reasonable notice, efforts will be made to

accommodate the needs of individuals with disabilities through appropriate aids and services. For additional information or to request this service, contact the Municipal Clerk's Office, (262) 363-6420.

Village of Mukwonago
**DRAFT MINUTES OF MUKWONAGO COMMUNITY LIBRARY'S
PERSONNEL COMMITTEE MEETING
Tuesday, September 17, 2024**

Time: **6:00 pm**

Place: **Mukwonago Community Library, 511 Division St., Mukwonago, WI 53149**

Call to Order

The Vice President Donna Whalen called the meeting to order at 6:00 p.m. located in the Mukwonago Community Library Community Room, 511 Division St., Mukwonago, WI 53149

Roll Call and Introduction of Guests

Committee Members Present

E. Pautz
M. Penzkover
C. Stienstra
D. Whalen

Excused

M. Oberwise-Lacock

Also Present

Director Armour, Library Director

Comments from the Public

None.

Approval of Minutes

E. Pautz/D. Whalen motioned to approve the minutes from the Personnel Committee meeting on July 18, 2024. Unanimously carried. M. Penzkover and C. Stienstra abstained.

Discussion/Action Items

Employee Evaluation Forms and Rubric

Discussion and possible action on proposal to update Employee Performance Annual Evaluation Form, Employee Performance Periodic Evaluation Form, and Employee Performance Standards Rubric.

Director Armour noted that several libraries were contacted in hopes of determining the evaluation process at comparable libraries within the Bridges system. Further discussion was held regarding the results and what is being proposed going forward for the staff evaluation form and rubric. It was also determined that staff should be allocated five business days to reflect on their evaluation and submit any further employee comments prior to finalization and signatures.

M. Penzkover/C. Stienstra motioned to make a recommendation to the full board to approve the updated employee evaluation forms and rubric drafts as discussed. Unanimously carried.

Village Code of Conduct

Discussion and possible action on referral from the Library Board to review the Village's new Code of Conduct for Elected and Appointed Officials.

Director Armour discussed the packet's attached forms as well as the legal counsel's response to the Committee's questions after this topic was discussed at the last meeting. Discussion was held on how best to move forward with this document. The committee decided to separate pertinent information for staff and Trustees even though some areas may overlap. The staff code of conduct would then be placed within the Personnel Policy and the Trustee code of conduct would be associated with the Trustee Bylaws. D. Whalen and Director Armour noted that they would conduct the first review and bring the updated documents to the committee for review prior to going to the full board for approval.

Referral Items

Village Code of Conduct document to be adjusted for MCL employees and Trustees.

Confirm Next Meeting Date

To Be Determined

Adjournment

C. Stientra/M. Penzkover motioned to adjourn the meeting. Unanimously carried. Meeting was adjourned at 6:36 pm.

Village of Mukwonago
**DRAFT MINUTES OF MUKWONAGO COMMUNITY LIBRARY'S
JOINT PERSONNEL and POLICY COMMITTEE MEETING
Thursday, November 6, 2025**

Time: **6:00 pm**

Place: **Mukwonago Community Library, 511 Division St., Mukwonago, WI 53149
and via Zoom**

Call to Order

The President H. Pringle called the meeting to order at 6:02 p.m. located in the Mukwonago Community Library History Room, 511 Division St., Mukwonago, WI 53149 and via Zoom

Roll Call and Introduction of Guests

Committee Members Present

H. Pringle
K. Sperstad
D. Whalen
A. Cooper

via Zoom

C. Stienstra

Excused

M. Oberwise Lacock

Also Present

A. Armour, Library Director

Comments from the Public

None.

Discussion/Action Items

Library Property Issuance

Discussion and possible action on adding new section to the Personnel Policy regarding issuing Library property to employees.

D. Whalen/K. Sperstad motioned to make a recommendation to the Library Board to approve and adopt the addition of the new "Section IV.L. Issuance of Library Property" and "Appendix K. Library Property Issuance Form" to the Personnel Policy. Discussion included refining the language to accurately include legal counsel's guidance, edits to the proposed Appendix K. to reflect language regarding damaged items, and the overall necessity of the proposed additions.

D. Whalen/K. Sperstad amended their motion to make a recommendation to the Library Board to approve and adopt the addition of the new "Section IV.L. Issuance of Library

Property” and “Appendix K. Library Property Issuance Form” to the Personnel Policy including the edits as discussed. Unanimously carried.

Referral Items

None.

Confirm Next Meeting Date

This joint committee meets as needed.

Adjournment

D. Whalen/K. Sperstad motioned to adjourn the meeting. Unanimously carried. Meeting was adjourned at 6:21pm.

Minutes submitted by Abby Armour

S-P-A-R-K

Support | Positive | Appreciation | Relationships | Knowledge

An employee team partnering with management to ignite ideas, strengthen workplace culture, and help create an environment where people feel valued, supported, and motivated to stay and grow.

Overview

The Village Strategic Plan identifies employee engagement as essential to organizational success. Building strong relationships and open communication will foster the support and appreciation necessary to provide stability and trust. By listening to employees and encouraging shared problem-solving, the Village can make meaningful improvements that promote a positive, professional workplace where employees can prosper and succeed.

Purpose

The SPARK Committee serves as an advisory group to:

- Provide employee insight on policies, benefits, and workplace initiatives
- Strengthen communication between staff and management
- Encourage ideas that enhance morale, retention, and organizational effectiveness
- Promote a culture of appreciation, respect, and collaboration

Subject Matters to Address

- Current Assessment – identifying strengths and opportunities within our workplace
- Employee Roadmaps & Evaluations – feedback on a roadmap for success with feedback on our performance processes.
- Stay Interviews – understanding what helps employees remain engaged
- Benefit Reviews & Assessments – gathering employee perspective on benefit changes
- Education & Awareness – supporting training and communication initiatives
- Talent Retention – recommending strategies to attract and retain quality staff

This is a partnership advisory group not a grievance committee. Information gathered within this group is meant to align with the Strategic Goal of energized workforce.

Mukwonago Community Library Job Description Adult Services Librarian

POSITION:

- a. **Job Title:** Adult Services Librarian
- b. **Under Direct Supervision of:** Associate Director of Collections and Programs
- c. **Supervises:** Library Associates
- d. **Schedule:** 40 hours per week including morning, afternoon, evening and weekend hours
- e. **Benefits:** This position comes with full benefits. Refer to the Village of Mukwonago Employee Handbook for more details.
- f. **FLSA Status:** Non-exempt

GENERAL POSITION SUMMARY:

Working directly under the supervision of the Associate Director of Collections and Programs, this position supervises and coordinates the work and activities in the Adult Services Department. Provides professional library services to adults, teens, and children. Develops and catalogs the adult collections. Manages budgets allocated to the Adult Services Department. Plans, coordinates, and performs adult programming and outreach activities. Advocates for Adult Services and acts as a liaison with other agencies and organizations that serve adults within the community.

DUTIES AND RESPONSIBILITIES/ESSENTIAL FUNCTIONS:

Adult Services Department & Leadership

- Responsible for assisting the Associate Director of Collections and Programs in the planning, organization, supervision, development, and administration of all library services, personnel, operations, and programs as related to the Collections & Programs Team and as determined by the Library Director.
- Responsible for mentoring as a specialist in their field including coaching staff and modeling professional standards and behaviors befitting a leader in the library.
- Provides overall leadership including planning, coordinating, and supervising the activities of the Adult Services Department.
- Uses experience and professional knowledge to identify needs, concerns, or challenges in the Adult Services Department and communicates them to the Associate Director of Collections and Programs.
- Designated point of contact regarding adult services for the library system. Communicates adult services related information from the library system to the Associate Director of Collections and Programs. Communicates MCL issues related to adult services to the library system.
- Performs administrative tasks such as record keeping, reporting, and scheduling.
- Supervises Library Associates and other staff assisting in the Adult Services Department. Prepares training materials, guides, and procedures as necessary for tasks and duties in

the Adult Services Department. Provides feedback on performance to the staff member being supervised and to the Associate Director of Collections and Programs.

- Attends conferences, workshops, webinars, and training sessions related to job description as part of on-going professional development. Uses new ideas and information to improve services and collections.
- Attends staff meetings and library system meetings as appropriate. Represents the viewpoint of adult services.
- Provides input and assists with the development of policies and procedures to ensure optimal library operations.
- Performs human resource activities including, but not limited to, assisting Library Director or Associate Directors with screening and selecting staff members, providing training and development, and assisting with performance management.
- Collaborates and coordinates with the other Specialists to deliver high quality educational opportunities, collections, and customer service.
- Performs other job-related duties as assigned. Tasks may extend to other departments within the library.

Collection Development

- Selects materials for the adult collection from reputable sources and according to policy. Maintains collection through periodic review and deselection of worn or non-circulating materials.
- Is the definitive Collection Developer for all items added to the adult collections. Uses professional judgment to consider requests from the community, recommendations from staff members, and donated items.
- Under the direction of the Associate Director of Collections and Programs, utilizes tools, user feedback, and professional discretion to identify needs in the collection and continuously evolve collection development approach to meet the needs of the community.
- Uses professional knowledge to purchase materials wisely. Manages allocated budget independently. Assists with development of materials budget.
- Stays current on changes in publishing, technology, and user demands. Utilizes new technologies and platforms to track and respond to trends and changes in demands for materials. Maintains current knowledge of materials, online databases and resources, current library trends in technology, etc.
- Trains and supervises Library Associates on routine collection development tasks.

Cataloging

- Under the supervision of the Associate Director of Collections and Programs, utilizes library client/server software to catalog items selected for the adult collection according to professional and MCL standards.
- Audits and updates bibliographic and item records as needed. Communicates to the Associate Director of Collections and Programs if errors are found or if they are unable to fix something.

- Supervises Library Associates on routine cataloging tasks as approved by the Associate Director of Collections and Programs.
- Creates catalog content that engages patrons and promotes the library's collections.

Programs & Services

- Performs outreach visits and activities to local assisted living facilities, organizations serving adults and older adults, etc.
- Manages projects, programs, and timelines including the preparation of a calendar of events and programming.
- Creates and performs programs for adults including reading programs.
- Uses data and feedback to provide programs that the community wants and needs.
- Creates displays to enhance the library experience and to promote use of library resources.
- Performs a variety of promotional activities such as preparing promotional materials, attending community events, posting on social media, etc.
- Under the direction of the Associate Director of Collections and Programs, coordinates the Summer Library Program for adults including reading activities, programs, performers, and volunteers.
- Establishes and maintains relationships with appropriate agencies and organizations within the community in order to promote library services and facilitate programming and service delivery through various outreach efforts.
- Performs and supervises reference services at the Information Desk including reader's advisory; placing holds; answering the phone; interpreting and applying library policies and procedures; answering reference questions; instructing customers on the use of library equipment; and assisting users with technology, databases, online resources, and the catalog.
- Organizes and maintains neat and orderly Information Desk that clearly promotes library initiatives and programs.

EXPERIENCE ACQUIRED FOR POTENTIAL ADVANCEMENT:

- Supervisory experience
- Leadership and mentoring experience
- Project management experience
- Budget management experience

ADDITIONAL KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledgeable about professional library standards and ethics.
- Ability to complete training on and maintain library technologies related to job duties and area of supervision including, but not limited to: catalog client and modules; public computers; copiers; and productivity software such as Microsoft 365.
- Ability to display creativity, accountability, and flexibility in implementing the library's mission, vision, values, and strategic plan goals.

- Ability to adhere to professional standards of behavior including, but not limited to: maintaining schedules and meeting deadlines; working within budgeted guidelines; taking direction from supervisor; keeping accurate records in required format; upholding and adhering to library policies; and managing time effectively and productively.
- Ability to teach and train others in an effective and respectful manner.
- Ability to successfully track and manage projects.
- Ability to positively and effectively interact with diverse individuals.
- Ability to establish and maintain effective working relationships with direct supervisor, MCL staff, other agencies, and the general public.
- Ability to learn new tasks and skills, take feedback, reflect on performance, and improve.
- Ability to work independently and make effective decisions based upon experience, knowledge, and training.
- Ability to understand and follow oral and written instructions.
- Ability to utilize data to drive decision making.
- Ability to recognize trends and library user needs and respond to them appropriately.
- Ability to physically perform the essential job functions.
- Ability to work a *flexible* schedule that will include days, evenings, and weekends.
- Skilled in utilizing technology to conduct all aspects of the job including communication, record keeping, and customer service.
- Excellent oral and written communication skills.
- Excellent customer service skills.
- Excellent interpersonal skills using tact, adhering to privacy policies, patience and courtesy.

QUALIFICATIONS AND REQUIREMENTS:

- ~~Required: Master's Degree in Library Science (MLS) or Master's Degree in Library and Information Science (MLIS) from an American Library Association accredited program~~
- Required: Master's Degree in Library Science (MLS) or Master's Degree in Library and Information Science (MLIS) from an American Library Association accredited program; or Bachelor's degree in related field plus at least two (2) years of professional experience in adult services, reference, or a closely related area that demonstrates the knowledge, skills, and abilities required for this position.
- Equivalent combination of education and experience may be deemed acceptable by the hiring authority.
- Preferred: two (2) years of related library work experience
- All applicants are subject to fingerprinting and a background check. Employment is contingent on passing those assessments.

PERSONAL ATTRIBUTES:

The candidate must be detail orientated, have a high standard of customer service, be friendly and cooperative, be open-minded, and strive to provide excellent customer service. The candidate must be eager to collaborate with others and enjoy working in a team environment. The candidate should have a thorough knowledge of adult library user needs and interests in reading for information, recreation, and knowledge. The candidate should be enthusiastic about meeting the needs of the community and take pride in providing high quality programs and collections.

PHYSICAL DEMANDS/WORKING CONDITIONS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Work is performed inside a typical interior/office work environment. While performing the duties of this job, this position is regularly required to:
 - Constantly remain in a stationary position
 - Frequently move around an office environment to access drawers, shelving, office equipment, etc.
 - Constantly operate a computer and other office productivity equipment such as a computer, copier, telephone, tablet, etc.
 - Occasionally position self to reach office equipment, tall shelves, low shelves, into deep bins, etc.
 - Constantly communicate with supervisors, staff, and library users. Must be able to exchange accurate and timely information in these situations.
 - Frequently process and respond to questions and requests from supervisors, staff, and library users. Must be able to exchange accurate and timely information in these situations.
 - Frequently detect and decode writing, pictures, and colors on a computer screen, in small and large size, on signage, close up, and on a variety of surfaces
 - Occasionally move carts up to 50 lbs.

The Mukwonago Community Library is an equal opportunity employer. The job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities and activities may change or new ones may be assigned at any time with or without notice.

Mukwonago Community Library Job Description Youth Services Librarian

POSITION:

- a. **Job Title:** Youth Services Librarian
- b. **Under Direct Supervision of:** Associate Director of Collections and Programs
- c. **Supervises:** Library Associates
- d. **Schedule:** 40 hours per week including morning, afternoon, evening and weekend hours
- e. **Benefits:** This position comes with full benefits. Refer to the Village of Mukwonago Employee Handbook for more details.
- f. **FLSA Status:** Non-exempt

GENERAL POSITION SUMMARY:

Working directly under the supervision of the Associate Director of Collections and Programs, this position supervises and coordinates the work and activities in the Youth Services Department. Provides professional library services to children, teens, and adults. Develops and catalogs the youth collections. Manages budgets allocated to the Youth Services Department. Plans, coordinates, and performs youth programming and outreach activities. Advocates for Youth Services and acts as a liaison with schools and other agencies and organizations that serve youth within the community.

DUTIES AND RESPONSIBILITIES/ESSENTIAL FUNCTIONS:

Youth Services Department & Leadership

- Responsible for assisting the Associate Director of Collections and Programs in the planning, organization, supervision, development, and administration of all library services, personnel, operations, and programs as related to the Collections & Programs Team and as determined by the Library Director.
- Responsible for mentoring as a specialist in their field including coaching staff and modeling professional standards and behaviors befitting a leader in the library.
- Provides overall leadership including planning, coordinating, and supervising the activities of the Youth Services Department.
- Uses experience and professional knowledge to identify needs, concerns, or challenges in the Youth Services Department and communicates them to the Associate Director of Collections and Programs.
- Designated point of contact regarding youth services for the library system. Communicates youth services related information from the library system to the Associate Director of Collections and Programs. Communicates MCL issues related to youth services to the library system.
- Performs administrative tasks such as record keeping, reporting, and scheduling.
- Supervises Library Associates and other staff assisting in the Youth Services Department. Prepares training materials, guides, and procedures as necessary for tasks and duties in

the Youth Services Department. Provides feedback on performance to the staff member being supervised and to the Associate Director of Collections and Programs.

- Attends conferences, workshops, webinars, and training sessions as part of on-going professional development. Uses new ideas and information to improve services and collections.
- Attends staff meetings and library system meetings as appropriate. Represents the viewpoint of youth services.
- Provides input and assists with the development of policies and procedures to ensure optimal library operations.
- Performs human resource activities including, but not limited to, assisting Library Director or Associate Directors with screening and selecting staff members, providing training and development, and assisting with performance management.
- Collaborates and coordinates with the other Specialists to deliver high quality educational opportunities, collections, and customer service.
- Performs other job-related duties as assigned. Tasks may extend to other departments within the library.

Collection Development

- Selects youth materials from reputable sources and according to policy. Maintains collection through periodic review and deselection of worn or non-circulating materials.
- Is the definitive Collection Developer for all items added to the youth collection. Uses professional judgment to consider requests from the community, recommendations from staff members, and donated items.
- Under the direction of the Associate Director of Collections and Programs, utilizes tools, user feedback, and professional discretion to identify needs in the collection and continuously evolve collection development approaches to meet the needs of the community.
- Uses professional knowledge to purchase materials wisely. Manages allocated budget independently. Assists with development of materials budget.
- Stays current on changes in publishing, technology, and user demands. Utilizes new technologies and platforms to track and respond to trends and changes in demands for materials. Maintains current knowledge of materials, online databases and resources, current library trends in technology, etc.
- Trains and supervises Library Associates on routine collection development tasks.

Cataloging

- Under the supervision of the Associate Director of Collections and Programs, utilizes library client/server software to catalog items selected for the youth collection according to professional and MCL standards.
- Audits and updates bibliographic and item records as needed. Communicates to the Associate Director of Collections and Programs if errors are found or if they are unable to fix something.

- Supervises Library Associates on routine cataloging tasks as approved by the Associate Director of Collections and Programs.
- Creates catalog content that engages patrons and promotes the library's collections.

Programs & Services

- Performs outreach visits and activities to local schools, daycares, parent groups, etc.
- Creates and performs programs for youth including storytime and reading programs.
- Manages projects, programs, and timelines including the preparation of a calendar of events and programming.
- Uses data and feedback to provide programs that the community wants and needs.
- Creates displays to enhance the library experience and to promote use of library resources.
- Performs a variety of promotional activities such as preparing promotional materials, attending community events, posting on social media, etc.
- Under the direction of the Associate Director of Collections and Programs, coordinates the Summer Library Program for youth including reading activities, programs, performers, and volunteers.
- Establishes and maintains relationships with appropriate agencies and organizations within the community in order to promote library services and facilitate programming and service delivery through various outreach efforts.
- Performs and supervises reference services at the Youth Services Desk including reader's advisory; placing holds; interpreting and applying library policies and procedures; answering reference questions; instructing customers on the use of library equipment; and assisting users with technology, databases, online resources, and the catalog.
- Organizes and maintains a neat and orderly Youth Services Desk that clearly promotes library initiatives and programs.
- Performs reference services at the Information Desk including reader's advisory; placing holds; answering the phone; interpreting and applying library policies and procedures; answering reference questions; instructing customers on the use of library equipment; and assisting users with technology, databases, online resources, and the catalog.

EXPERIENCE ACQUIRED FOR POTENTIAL ADVANCEMENT:

- Supervisory experience
- Leadership and mentoring experience
- Project management experience
- Budget management experience

ADDITIONAL KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledgeable about professional library standards and ethics.

- Ability to complete training on and maintain library technologies related to job duties and area of supervision including, but not limited to: catalog client and modules; public computers; copiers; and productivity software such as Microsoft 365.
- Ability to display creativity, accountability, and flexibility in implementing the library's mission, vision, values, and strategic plan goals.
- Ability to adhere to professional standards of behavior including, but not limited to: maintaining schedules and meeting deadlines; working within budgeted guidelines; taking direction from supervisor; keeping accurate records in required format; upholding and adhering to library policies; and managing time effectively and productively.
- Ability to teach and train others in an effective and respectful manner.
- Ability to successfully track and manage projects.
- Ability to positively and effectively interact with diverse individuals.
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- Equivalent combination of education and experience may be deemed acceptable by the hiring authority.
- Preferred: two (2) years of related library work experience

- All applicants are subject to fingerprinting and a background check. Employment is contingent on passing those assessments.

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 - Constantly operate a computer and other office productivity equipment such as a computer, copier, telephone, tablet, etc.
 - Occasionally position self to reach office equipment, tall shelves, low shelves, into deep bins, etc.
 - Constantly communicate with supervisors, staff, and library users. Must be able to exchange accurate and timely information in these situations.
 - Frequently process and respond to questions and requests from supervisors, staff, and library users. Must be able to exchange accurate and timely information in these situations.
 - Frequently detect and decode writing, pictures, and colors on a computer screen, in small and large size, on signage, close up, and on a variety of surfaces
 - Occasionally move carts up to 50 lbs.

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Mukwonago Community Library
Director Evaluation Form: Abby Armour
October 2025 – July 2026

The Mukwonago Community Library Board of Trustees is responsible for the hiring and oversight of the Library Director. This multi-faceted position is responsible for the employment and direction of staff, care of the Library facility and equipment, for the efficiency of the Library's services to the public, for the fulfillment of the strategic plan and mission, and for the operation of the Library under the financial conditions set forth in the annual budget. This position reports directly to the Library Board of Trustees and serves as a member of the Village's department head team. An annual review is conducted in early summer to evaluate performance of the previous twelve (12) months in preparation for considering merit-based wage increases during the annual budget process.

Please respond to the questions below using the following ratings:

Rating Guideline:

3 = Exceeds Expectations: Employee consistently performs above the established performance standard. In addition, the employee regularly makes positive contributions to the Library that demonstrates creativity and initiative. Employee has complete understanding of all the requirements of the position and how they relate to the goals of the organization and the mission of the Library. Employee takes a leadership role in developing new ideas on how to improve the level of service and possesses the job knowledge, skills, and abilities required to successfully complete all assigned tasks efficiently and effectively.

2 = Meets Expectations: Employee maintains performance level in accordance with the established standard and performs position duties at or near full proficiency. Employee's work is completed accurately and on time and the employee works well with associates, the Library Board, and the public.

1 = Below Expectations: Employee is not meeting a significant number of performance standards. Employee lacks the required knowledge, skills, and abilities and is unable to perform many of the tasks required of the position. Corrective measures are necessary and a formal performance plan should be implemented.

Note: Some examples of how each performance factor may be demonstrated are provided, but these are not all inclusive.

Section 1: General Performance Factors

Professionalism

- Effectively interacts with other individuals in a reasonable, positive, and productive manner.
- Demonstrates tactful, diplomatic, and respectful behavior to all.
- Positively represents the Mukwonago Community Library and the Village of Mukwonago with a professional appearance and demeanor.

Rating for Professionalism _____

Comments (Optional)

Leadership

- Respected by peers and looked to as an opinion leader, subject matter expert, and go-to person.
- Creates a positive environment for staff and Library Board.
- Sees potential in others and takes opportunities to apply and develop that potential.

Rating for Leadership _____

Comments (Optional)

Communication

- Prepares, presents, and comprehends information through various verbal, nonverbal, and written means in an effective, professional manner.
- Provides a consistent and regular flow of information to appropriate individuals and groups.
- Respects and encourages feedback as part of the communication process.

Rating for Communication _____

Comments (Optional)

Innovation

- Demonstrates an ability and willingness to adapt to changing organizational needs.
- Fosters an environment that encourages new ideas.
- Suggests and develops new concepts, processes and/or procedures.

Rating for Innovation _____

Comments (Optional)

Section 2: Job Specific Performance Factors

Relationship with Library Board of Trustees

- Working with the Library Board of Trustees, develops, and promotes a vision for the library in the community. Provides leadership in achieving the vision.
- Develops strategic plan in coordination with the Library Board of Trustees. Facilitates implementation of strategic plan.
- Reports regularly to the Library Board of Trustees on progress of both long and short-range plans.
- Keeps the Library Board of Trustees informed on Library issues, needs, trustee training opportunities, library trends, and operations of the library.
- Offers professional advice to the Library Board on items requiring Board action, with appropriate recommendations based on thorough study and analysis.
- Supports and implements Library Board approved policies promptly and effectively.
- Communicates effectively and efficiently with the Library Board of Trustees; treats Board members with dignity and respect.

Rating for Relationship with Library Board of Trustees _____
Comments (Optional)

Relationship with Staff

- Establishes and maintains a Library organizational structure that facilitates maximum effectiveness of human resources, facility, and equipment.
- Develops, implements, and maintains human resource management programs and practices that are consistent with the policies established and approved by the Library Board of Trustees. Makes recommendations to the Library Board of Trustees on human resources programs and policies that would serve to attract, develop, equitably compensate, and retain competent personnel.
- Establishes and maintains a safe working environment within the Library that encourages a high level of employee morale and productivity.
- Delegates authority to staff appropriate to the positions each hold.
- Encourages staff to develop their skills through workshops and other training opportunities.
- Monitors and evaluates the performance of staff to provide timely formal and informal feedback, and provides support, coaching, resources, and remediation to improve job performance based on documented deficiencies and proficiencies.

Rating for Relationship with Staff _____
Comments (Optional)

Relationship with Community

- Monitors the scope and effectiveness of existing services on a continuous basis; assures that significant trends in customer interests are identified and defined; adapts Library resources to meet such trends.
- Directs and/or initiates and maintains continuing liaison with community leaders, other groups, other libraries, and local, county, and state government officials, as appropriate to Library operations.
- Promotes the Library and its services throughout the community through speaking opportunities, attendance at community group meetings, or other advocacy occasions.
- Coordinates the Library's participation in the Bridges Library System. Advocates for the needs of MCL to the system and other system libraries as well as ensures MCL adheres to contracts with and through the library system.
- Participates and holds office in professional organizations, as appropriate.
- Treats the public and community officials with dignity and respect.

Rating for Relationship with Community _____

Comments (Optional)

Administrative and Finance

- Develops estimated forecasts of Library operations to facilitate long and short-term planning; analyzes information that aids the planning process.
- Plans and prepares the annual budget to achieve objectives as identified by the Library Board of Trustees.
- Controls expenses of the Library and implements measures necessary to ensure compliance with budget limitations. Presents monthly financial statements and bills for Library Board of Trustees action.
- Acts to resolve operational and administrative conflicts and problems; decides alternative courses of action; monitors and evaluates progress of delegated matters.
- Develops internal procedures that uphold and align with policies. Works with staff to implement procedures. Provides guidance and training to staff about policies and procedures.
- Adheres to open records and records retention policies. Keeps clear, organized records for easy communication to the Library Board, the staff, stakeholders, and future managers of Library business.
- Compliance with NAGPRA and oversight of the needs of the Grutzmacher Collection.

Rating for Administrative and Finance _____

Comments (Optional)

Section 3: Goals

Goal 1: Renovation Project Management

Facilitate development of construction documents and oversee the bidding and pre-construction phases of the library renovation, including: coordinating with architects and workgroups/committees, managing public communications and meetings, planning staff and collection relocations, and ensuring project timeline adherence.

Rating for Goal 1 _____

Comments (Optional)

Goal 2: Capital Campaign Leadership

Lead capital campaign fundraising efforts through all phases, including: recruiting and coordinating committee members, conducting donor meetings and solicitations, managing third-party contractor relationships, facilitating Board and staff communications, and executing both silent and public campaign components.

Rating for Goal 2 _____

Comments (Optional)

Goal 3: Long-term Donor Stewardship Strategy

Develop a comprehensive donor engagement plan that extends beyond the capital campaign, building on feasibility study findings and best practices learned through the capital campaign planning to create sustainable systems for ongoing donor communication, impact reporting, and relationship cultivation to ensure continued philanthropic support.

Rating for Goal 3 _____

Comments (Optional)

Goal 4: Strategic Planning Development

Lead creation and implementation of the library's next strategic plan, including: facilitating stakeholder data collection, writing the plan document, adherence to timeline, establishing Board progress reporting mechanisms, and coordinating staff assignments for plan execution.

Rating for Goal 4 _____

Comments (Optional)

Comments Regarding Overall Performance (Optional):

Do you have suggestions for improving this form? (Optional)

Goal 1: Renovation Project Management

Facilitate development of construction documents and oversee the bidding and pre-construction phases of the library renovation, including: coordinating with architects and workgroups/committees, managing public communications and meetings, planning staff and collection relocations, and ensuring project timeline adherence.

- Wrote and submitted Wisconsin state Projects Grants for Local Projects program – awarded \$238,000 for capital campaign
- Developed iterations of donor wall concepts including communicating vision from Board to staff, coordinating with vendors, and keeping project on agendas to ensure it kept moving
- Administration work on Board agendas and in communication with architects to establish proposal for construction documents
- Trustee training planning and implementation to bring in directors from other libraries who have undergone renovation projects to help Board understand the scope of the project and address things early; resulted in identifying need for Project Manager and referral to Building & Grounds Committee
- Weekly meetings with Associate Directors to discuss renovation concerns and develop project plans for preparing and moving collections, staff education and communication, etc.

Goal 2: Capital Campaign Leadership

Lead capital campaign fundraising efforts through all phases, including: recruiting and coordinating committee members, conducting donor meetings and solicitations, managing third-party contractor relationships, facilitating Board and staff communications, and executing both silent and public campaign components.

- Coordinated with Trustee Pautz and Library Strategies consultants to recruit committee chair
- Administration of all aspects of the Ad Hoc Capital Campaign Committee including creation, agendas, minutes, and all open meetings law compliance
- Created organizational and communication materials for committee members
- Coordinated with Waukesha County Community Foundation to establish dedicated project fund
- Hand-deliver deposits to the Waukesha County Community Foundation and communicate regularly with our account administrator over donor questions
- Facilitated Building and Grounds Committee discussion on naming rights
- Completely rewrote Gift Acceptance Policy and Naming Rights and Commemorations Policies to align with best practices and prepare for the capital campaign; facilitated appropriate Committee and Board meetings to ensure approval in time

- Maintain routine meetings with Campaign Chairperson and Library Strategies to ensure campaign pacing
- Available 24/7 via personal cell phone calls and/or text messages to Capital Campaign Committee members for questions and donor meeting support
- Capital Campaign Committee communication including emailed reminders and updates with major donations
- Took feedback from Capital Campaign Committee and improved support of their efforts including adding material to the Library's website, procuring business cards for the Campaign Chairperson, and providing insight ensuring messaging gets through junk filters
- As of mid-July, have helped fundraise 50% of goal of \$1.1 million

Goal 3: Long-term Donor Stewardship Strategy

Develop a comprehensive donor engagement plan that extends beyond the capital campaign, building on feasibility study findings and best practices learned through the capital campaign planning to create sustainable systems for ongoing donor communication, impact reporting, and relationship cultivation to ensure continued philanthropic support.

- Researched and found high-quality, sustainable Customer Retention Management (CRM) platform on Monday.com, received free with application for non-profit rate
- Built comprehensive donor CRM database to track relationships and communications
- Capturing donor information and preferences during campaign conversations
- Completed professional fundraising certificate program through UW-Madison Division of Continuing Studies
- Applying nonprofit fundraising best practices to develop sustainable stewardship systems
- Worked with retired Business Manager to create clear internal workflows for donations
- Training new Business Manager on donation management and discussing internal updates for smooth workflows in anticipation of public campaign

Goal 4: Strategic Planning Development

Lead creation and implementation of the library's next strategic plan, including: facilitating stakeholder data collection, writing the plan document, adherence to timeline, establishing Board progress reporting mechanisms, and coordinating staff assignments for plan execution.

- Coordinated SWOT analysis sessions for both staff and Board
- Personally conducted SWOT analysis when facilitator was unavailable
- Analyzed data and created draft strategic plan for Board review
- Created proposed action items in January to accompany plan draft
- Developed designed version for public sharing and personally added it to new website
- Presented final plan to staff during Staff Development Day on January 16
- Updated Director's Report with Strategic Plan implementation integrated throughout
- Weekly meetings with Associate Directors to discuss Strategic Plan implementation including renovation planning, staff assignments, and priorities