Dorr Township Library

1804 Sunset Drive

Dorr, MI 49323

June 24, 2020

Dorr Library Board

Dear Dorr Library Board,

On the 24th of June, 2020, I was given a formal notice regarding poor performance of my duties as specifically described in my official job description and noted on my annual evaluation dated June 24, 2020.

I was given the opportunity to write a formal written response for public record. Here is my written response.

Best wishes,

Elyshia Hoekstra, Director

Dorr Township Library

Notice and Terms of Probation

Employee Name: Elyshia Hoekstra

Employee Position: Director of the Dorr Township Library

**Action Plan**

During the next 90 calendar days the above mentioned employee must successfully complete the following:

1. Update and maintain Quickbooks to accurately reflect the library’s current finances, accounts, vendors, payroll, etc.
   1. I have already updated many of these areas including accounts, vendors, payroll, etc., and I will continue to do so in the coming months and beyond.
2. Provide requested documents, access to Quickbooks, and other financial information to the Treasurer of the Board within 48 hours of the request being sent. If a request is made after 8 PM, the 48 hour window will begin at 8 AM the following day.
   1. As stated before I have given the auditors notice that she has access to this information. I will continue to do so in the time requested. Because I often work every other day however, I’d like to ask that if something takes longer because it is a more extensive request that I can request another 48 hours to get that information to the Treasurer.
   2. I have also included the language expressed to me from our auditors and will continue to update them on who is accessing, has access, and is handling financials and financial documents.

Hi Elyshia,

Thanks for calling earlier today to discuss the accounting duties and roles of various people at Dorr Library. As we discussed, every library handles these things a little differently, but most treasurers are not involved with the daily accounting transactions of the library. Most libraries contract for accounting services, though Dorr Library has traditionally asked the Director handle these duties. The treasurer should have access to the accounting transactions of the Library, through read-only access to your Quickbooks file, but I wouldn’t authorize the treasurer to record transactions or have access to bank

accounts. The treasurer should be able to see all transactions, create reports, and have access to all supporting documentation.

We also discussed ways to improve internal controls that would protect the Library and you. Segregation of duties, which some refer to as “checks and balances,” is an excellent means of improving internal controls. The basic idea is that no one person should handle all phases of a transaction. You mentioned that an assistant director could potentially handle some accounting tasks. The assistant could:

1. be involved in making or reviewing deposits,
2. provide the second signature on every check,
3. review employee timesheets/expense reimbursements,
4. and prepare or review bank reconciliations.

I hope these ideas are helpful. I would be glad to continue the conversation, if necessary.

Dan

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1. Present accurate information to the board at all meetings. This includes, but is not limited to, correct ledgers and balance sheets, budget spreadsheets (with detailed line items and breakdown for directors insurance along with other requested line items), treasurers notebook (including: a coded credit card statement, QuickBooks reconciliation report, all bank statements, receipts/invoices for all purchases or money spent, and director's check stubs), statistics and other information based on the agenda.
   1. I will do my best to make sure that everything that is presented to the board is accurate and is free of errors.
2. Create and implement a written detailed plan for cross training the staff. It needs to include what training is needed for which employees, what the training will consist of, and when the training will be completed. The above mentioned employee will lead the training sessions.
   1. I have included the staff training matrix once again and have updated it with more specific times and to require myself to lead all the training sessions.



1. Maintain professionalism and professional conduct with library employees regarding decisions made by the board.
   1. I look forward to nurturing a more professional environment with my staff regarding decisions made by the board.

**Immediate Changes**

1. The above mentioned employee will change work hours from Fridays to Saturdays and work onsite at the Dorr Township Library, effective the week of July 6, 2020. If the board votes to reopen the library on Fridays, the employee can request to have work hours changed.
2. The 25 hours per week the employee works for Dorr Township Library will be completed onsite at Dorr Township library.
   1. There are several times in a normal month that I might venture out on library time for meetings. I’d like to request that I’d be allowed to attend those regular meetings as well as to venture out to purchase the kinds of supplies that are cheaper in person rather than being ordered online. These regular monthly or bi-monthly meetings are as below when they are once again held in a physical setting instead of a digital one.
      1. Lakeland Library Board Meetings – 2nd Thursday of every month
      2. Allegan County Library Association Meetings – 3rd Thursday of every other month. The last one was postponed and then cancelled. The next meeting date is scheduled for September 17th.
      3. About once a month, I usually go out to get supplies or program materials in store that are cheaper than it is to purchase them online. For example, toilet bowl cleaner at Walmart or using a 50% off coupon at Joann’s without paying extra for shipping. This typically takes 1-2 hours a month.
3. Notify the Vice President of the Board if the employee is using PTO and/or will not be working onsite for any reason.
4. Minutes and other information regarding past board meetings will be posted to the website within 5 days of receiving them from the Secretary of the Board. If a posted open meeting is not held for whatever reason, a placeholder or note will be posted on the website to indicate there was not a meeting within two days of the scheduled meeting date.
   1. I will continue to post meeting agendas and minutes in the time frame requested.

**Supports**

The above mentioned employee will meet with the President of the Board, Rachel Vote, and the Vice President of the Board, Sara Rydman, and/or the Treasurer of the Board, Tara McMillin, every 3 weeks to discuss the employee’s progress. The first meeting will take place the week of June 29, 2020. The Board President will contact the employee with dates and times to choose from.

I’d like to request that these meetings be included as part of the regular meeting as unfinished business for this timeframe in order to insure that everyone on the board is hearing the same information and is keeping informed of progress.

The employee can request more frequent meetings and/or contact the above board members with questions.

Employee Name (Printed): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Employee Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Board President Name (Printed): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Board President Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_