TRUSTEE PACKET

Materials and draft versions of reports and documents the board reviews during open meetings. See the Approved Minutes posted online after each meeting for a record of board decisions.

CHRISTIAN COUNTY LIBRARY

Christian County Library's Board of Trustees - Open Session
Monday, December 16, 2024 at 6:00 p.m. (Doors open at 5:30 p.m.)
Nixa Community Branch, Large Meeting Room

Pledge of Allegiance

Consent Agenda
1. Minutes
    A. Minutes of the Wednesday, November 27, 2024 Special Meeting - Open Session
2. Financial Reports
    A. Adjustments to Anticipated Bills for November 2024
    B. Estimated Bills for December 2024
    C. Balance Sheet
    D. Monthly Report
3. Report of the Executive Director

Administrative Highlights
- None

Public Comments

Old Business
- Resource Sharing Software Update
- Bylaws Revision - Second Reading
    - Article V: Order Of Business
- Bylaws Revision - First Reading (Tabled at November Meeting)
    - Article VIII: Scope of Authority

New Business
- Equipping the Library for Hybrid Meetings
- MO Sunshine Request Notifications to the Board
- CCL Memberships and Professional Association Review
- CCL ILS Discussions

Adjournment

Revised: 12/11/2024

<div align="center">**Wednesday, November 27, 2024: Special Meeting - Open Session (Virtual)**</div>

Trustees in Attendance: Diana Brazeale, John Garrity, and Echo Schneider.

Trustee(s) Absent: Janis Hagen.

Also Present: Renee Brumett, and Nicholas Holladay.

Christian County Library's Board of Trustees met virtually for a special open session on Wednesday, November 27, 2024, at 1:00 p.m.

President Echo Schneider presided.

Start Time: 1:01 p.m.

Agenda Items
Minutes of the Tuesday, November 19, 2024 Open Meeting
Diana Brazeale moved to approve the minutes as presented. John Garrity seconded. All Trustees present were in favor. The motion passed. Roll Call: Trustee Brazeale: Aye; Trustee Garrity: Aye; and Trustee Schneider: Aye.

Adjournment
The meeting was adjourned by the Chair at 1:02 p.m.

Christian County Library Adjustment Report for Nov 2024 (Unaudited)

	Anticipated	Actual	Adjustment
Amazon Capital Services, Inc.	4,468.80	3,095.94	(1,372.86)
Baker & Taylor-Books	4,155.82	3,565.85	(589.97)
BambooHR	1,140.85	1,159.28	18.43
Casey's General Store	363.41	80.61	(282.80)
Cengage Learning	572.36	752.76	180.40
Concur Technologies, Inc.	345.72	-	(345.72)
Credit Card	7,018.61	5,194.81	(1,823.80)
Missouri Library Association	-	70.00	70.00
Ozark Water Department	54.14	45.10	(9.04)
Personnel	158,850.10	159,972.64	1,122.54
Square, Inc.	61.11	57.33	(3.78)
SWMO Services	2,680.00	-	(2,680.00)
Unique Management Services	186.40	-	(186.40)
Verizon Wireless	2,049.75	2,103.95	54.20
			-

Original Anticipated Bills		216,617.54
Adjustment		(5,848.80)
Reimbursements		0.00
Total November 2024 CCL Bills		**210,768.74**

CDs

CD#: 37840052 matures August 28, 2025 (int rate .9%)	250,000.00	
CD#: 197708399 matures September 16, 2025 (int rate .75%)	256,618.58	
CD Total		506,618.58
Ozark Bank Checking		957,589.60
Southern Bank Checking (SONDHI)		143,166.36
Undeposited Funds		
Cash Drawer ($40 @ Clever, $40 @ Nixa, $80 @ Ozark, $40 @ Sparta)		170.00
Printer Change Bag (Clever - $40; Nixa - $40; Ozark - $80, Sparta - $57)		237.00
Petty Cash (Nixa - $120; Ozark - $50)		170.00

Bond Funds	
CCL Cop 2020 REV	0.00
CCL Cop 2020 PROJ	553,090.23
CCL Cop 2020 COI	0.00
CCL Cop 18 Prj	29.23
CCL Cop 18 Lrf	0.00
CCL Cop 18 Rf	110,065.15
Total Library Funds as of November 30, 2024	**2,271,136.15**

Foundation Funds

CCLF Checking	19,444.97
Community Foundation of the Ozarks - CCLF Fund Finley (as of 3rd Qtr 2024)	9,123.69
Coummunity Foundation of the Ozarks - CCLF Fund - Nixa (as of 3rd Qtr 2024)	1,104.28
Edward Jones Insured Bank Deposit	5.66
Edward Jones CDs	25,000.00
Edward Jones Mutual Funds	40,255.04
	0.00
Total Foundation Funds	94,933.64

***Total Current CCLF and CCL Assets**	2,366,069.79

Christian County Library
Anticipated Bills
December 2024

	Dec 24	
ADT LLC	648.47	
Amazon Capital Services, Inc.	6,513.67	
Baker & Taylor-Books	3,966.58	
BambooHR	1,159.28	
Blackstone Publishing	240.00	
BOK Financial	1,000.00	Reissue lost check from May
Brickstone Ace Hardware	42.94	
Brittany Russell	25.00	
Casey's General Store	381.89	
Cengage Learning	453.44	
Center Point Large Print	607.64	
Chilton's Environmental Services LLC	108.00	
Chuck Mercer	120.00	
City of Clever	26.30	
City of Nixa	165.00	
City of Sparta	53.40	
Credit Card	7,216.95	
Concur Technologies, Inc.	345.72	
Debra Tucker - Yoga instructor	120.00	
Federal Protection, Inc.	232.80	
GFI Digital	1,110.11	
GFL Environmental (formerly WCA)	238.85	
Handy Helper	556.60	
Hoopla by Midwest Tape	6,500.06	
Lakeland Office Systems	216.76	
Liberty Utilities	1,990.81	
Lowe's	47.75	
Mercy Specialized Billing Services	90.00	
Midwest Tape	1,768.45	
MOBIUS	(13,150.18)	Refund
MOPERM	49,431.00	Property & Liability Insurance
Nixa Utilities	1,695.54	
OverDrive, Inc.	47.50	
Ozark Water Department	45.10	
Proquest Information	7,089.04	Ancestry & Newspapers.com
Quadient Finance USA, Inc	750.50	
Quality Clean, LLC	2,650.00	
Republic Services	195.49	
Socket	613.59	
Spire (formerly Missouri Gas Energy)	593.35	
Square, Inc.	57.33	
Staples Advantage Business Credit	80.00	
Styron & Shilling	4,162.50	
SWMO Services	1,463.00	
UniFirst Corporation	901.80	
Unique Management Services	186.40	
USA Today	34.00	
Verizon Wireless	2,103.95	
WT.Cox Information Services	428.44	
Personnel	162,295.58	
TOTAL	**257,620.40**	

Christian County Library
Balance Sheet - Unaudited
As of November 30, 2024

Cash Basis

	Nov 30, 24
ASSETS	
Current Assets	
Checking/Savings	
Southern Bank Checking (SONDHI)	143,166.36
CCLFoundation -Do not Reconcile	
CCLFoundation Edward Jones	
CCLFoundation Insured Bank Dep	5.66
CCLFoundation CDs	25,000.00
CCLFoundation Mutual Funds	40,255.04
Total CCLFoundation Edward Jones	65,260.70
CCLFoundation Checking Account	19,444.97
Community Foundation of the Oza	
CCLFoundation Fund - Finley	9,123.69
CCLFoundation Fund - Nixa	1,104.28
Total Community Foundation of the Oza	10,227.97
Total CCLFoundation -Do not Reconcile	94,933.64
CD's	506,618.58
Ozark Bank Checking	957,589.60
Total Checking/Savings	1,702,308.18
Other Current Assets	
Cash on hand	170.00
Petty Cash	170.00
Printer Change Bag	237.00
Total Other Current Assets	577.00
Total Current Assets	1,702,885.18
Other Assets	
CCL Cop 2020 PROJ	553,090.23
CCL Cop 18 Prj	29.23
CCL Cop 18 Rf	110,065.15
Total Other Assets	663,184.61
TOTAL ASSETS	**2,366,069.79**
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	352.71
Credit Cards	5,194.81
Other Current Liabilities	
Payroll Liabilities	12,357.49
Total Other Current Liabilities	12,357.49
Total Current Liabilities	17,905.01
Total Liabilities	17,905.01
Equity	2,348,164.78
TOTAL LIABILITIES & EQUITY	**2,366,069.79**

Christian County Library
Monthly Report - Unaudited
November 2024

Cash Basis

	Nov 24
Ordinary Income/Expense	
Income	
Tax Rev	9,430.76
Copier/Fines/Fees	3,367.52
Interest Income	190.20
Total Income	12,988.48
Gross Profit	12,988.48
Expense	
Collection	
Technology (Hotspots)	2,014.69
Audio/Visual	
Youth AV	787.39
Adult AV	965.03
Total Audio/Visual	1,752.42
Books	
Youth Services	2,049.32
Electronic Coll. (Hoopla & OD)	18,242.06
Adult Books	3,924.95
Total Books	24,216.33
Periodicals & Zinio	34.00
Total Collection	28,017.44
Operating Expense	
Bank Service Charges	62.67
IT Discretionary Budget	
Services	1,726.31
Computer Hardware	
Staff Computers	185.24
Total Computer Hardware	185.24
Software/Licensing	
Staff Computer Software	2,805.25
Total Software/Licensing	2,805.25
Total IT Discretionary Budget	4,716.80
Building & Grounds	4,200.66
Professional Services	165.00
Marketing	385.19
Memberships	349.00
Postage	915.13
Programming	
Adult Programs	365.00
Total Programming	365.00
Programming Supplies	
Adult Programming Supplies	120.73
Youth Programming Supplies	392.88
Total Programming Supplies	513.61
Staff & Board- Travel	3,071.76
Supplies	1,764.19
Telephone/Fax/Modem	702.85
Utilities	4,850.04

	Nov 24
Vehicles	171.61
Total Operating Expense	22,233.51
Personnel	160,517.79
Total Expense	210,768.74
Net Ordinary Income	-197,780.26
Net Income	**-197,780.26**

Report of the Executive Director December 2024

Collection & Services
- As the increase for non-resident library cards is going into effect January 1, we have notified all active non-resident patrons by both mail and email (if available) of the increase. The fee goes from $20 to $40 per household to move the payment closer to what the average county resident pays in taxes. We hope this will also help minimally offset the costs for digital use as we expect many non-residents use our digital resources.
- As part of the strategic plan, we have formed a Local History Committee, led by Ozark Branch Manager Nick Hyten. Members of the committee are staff from across the district and goals include improving staff confidence in providing local history assistance, improving access to local history content, improving security and sustainability of local history materials, and increasing interest and engagement in local history content.
- We are so pleased to have a contribution from the Nixa Chamber to replenish and update our business resource materials to better serve our local businesses and entrepreneurs.

Community Engagement
- The Nixa Utilities payment kiosk that has been in the works for quite a while has been installed and is in the process of going live. We are eager to partner with the City of Nixa to offer this for a convenience to Nixa residents.
- Our CCL Merch Store is live and getting lots of sales!

Facilities
- Handy Helper helped us with a solution for an issue with floor outlets in the Nixa branch. They had become problematic and a potential trip hazard and they were able to install new lower profile covers as a remedy.

Outreach
- Ozark and Outreach staff walked in the Ozark Christmas parade on Nov. 23. The library will participate in parades in Sparta, Highlandville, Nixa, and Clever in the month of December, supporting communities across the county.

Professional Development
- I attended the Library Journal Director's Summit in Columbia, South Carolina last month. This is an incredibly beneficial free event that allows me to connect with other library directors across the country. I always learn from others' experiences and bring back ideas for our library and encouragement and connections for further learning.
- Communications staff attended the Library Marketing and Communications Conference in St. Louis last month. This is also a great resource for these professionals to help gain ideas and improve their skills for library promotion, advocacy, and community engagement.

- Nixa Branch Manager Brandon Jason attended the first Lead Ozarks: Leadership Conference, hosted by the Nixa Chamber of Commerce. This professional event brought in local and outside speakers to help provide development for professionals in the county and throughout the region. It received tons of positive feedback and they expect to make it an annual event. We're looking forward to more staff participating in the future.
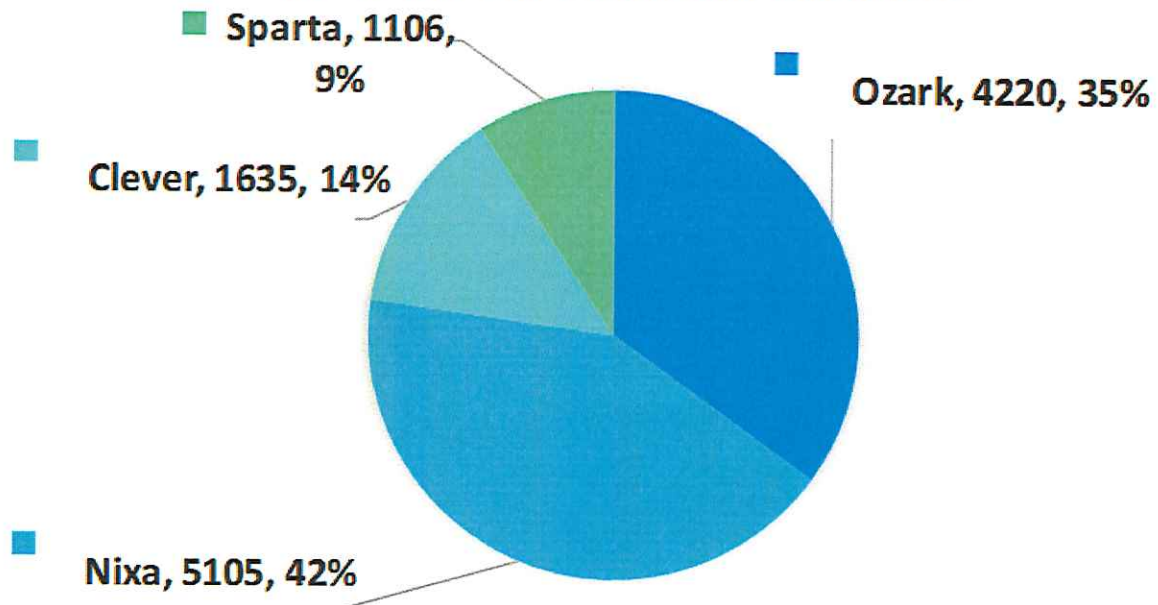
Programs
- The vaccine clinics hosted by Alps Pharmacy were well attended once again. A total of 43 individuals received shots across all 4 branches.
- #BookClub at the Nixa Branch continues to be popular, with 21 in attendance last month. This program was the result of a direct request from storytime grownups who wanted to discuss books but have their littles in tow. This event is a more casual book discussion that allows parents to supervise their own children but also connect with other adults.
- The Stuffed Animal Hospital event at the Ozark branch provided a valuable service to families in the community. 9 stuffies were restored to good health during this well-attended program.
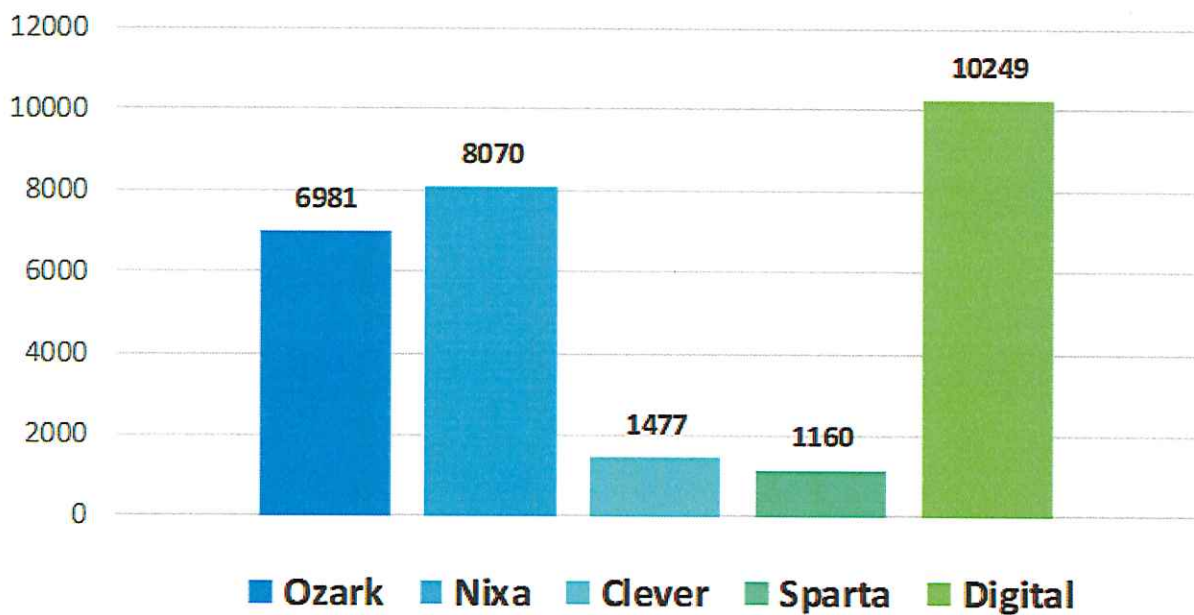- The Imagination Play Day brought several kiddos out to learn through play at the Clever branch.
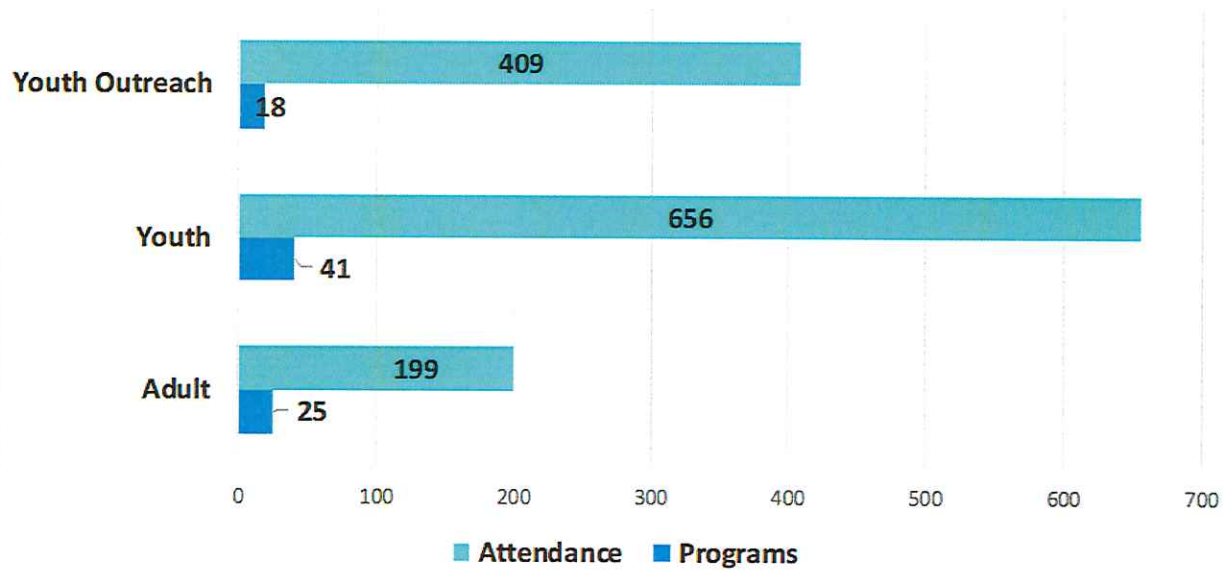
NOVEMBER BRANCH TRAFFIC

Sparta, 1106, 9%

Clever, 1635, 14%

Ozark, 4220, 35%

Nixa, 5105, 42%

November Circulation by Location

	Ozark	Nixa	Clever	Sparta	Digital
	6981	8070	1477	1160	10249

November
Programs/Attendance

Youth Outreach	409 / 18
Youth	656 / 41
Adult	199 / 25

Legend: Attendance, Programs

X-axis: 0, 100, 200, 300, 400, 500, 600, 700

Major Gifts & Restricted Donations
None presented.

Bequests & Memorials
None presented.

Grants Awarded

- **Missouri State Library - $438.65 - *Collaborative Summer Library Program Promotional Grant (CSLP):*** State divides up funds to provide support for summer library program promotional items for summer 2025. *Offered October 11th - Grant Agreement Finalized November 21st.*

Resource Sharing Update

Received refund check from MOBIUS

Interlibrary Loan (OCLC) patron request workflow improvements

- Confirmed no additional costs
- Staff testing/training in progress
- Public documentation in progress
- Soft launch with select patrons in next few weeks
- Promotion planned for late January

MOBIUS migration

- Continued progress on development
- Meeting scheduled for this week -- one-on-one with developers to plan a timeline for CCL to potentially move to production in soft launch

BOARD OF TRUSTEES BYLAWS

Article V: Order Of Business
Section I.

The Library's Executive Director or designee shall be held responsible for preparing an agenda of business and packet of materials for consent agenda items for each regular meeting and sending it to the Library Board members at least 7 days prior to the meeting so there is time to review and make edits before the 24-hour notice to the public. In preparing the agenda, the Executive Director shall obtain the approval of the Board President or designee before publicly posting notice.

Section II.

The agenda of business shall always include, but not be limited to, the following items:

- Pledge of Allegiance
- Attendance
- Minutes of Last Meeting for Approval
- Public Comments
- Financial Report
- Report of the Executive Director
- New Business
- Adjournment

Article V: Order Of Business
Section I.

The Library's Executive Director or designee shall be held responsible for preparing an agenda of business for each meeting of the Library Board and include it with the notice of meeting sent to each member and posted publicly prior to each meeting. In preparing the agenda, the Executive Director shall have the consultation of the President of the Board of Trustees as needed.

Section II.

The agenda of business shall always include, but not be limited to, the following items:

- Attendance
- Minutes of Last Meeting for Approval
- Public Comments
- Financial Report
- Report of the Executive Director
- Adjournment

BOARD OF TRUSTEES BYLAWS

Article VIII: Scope of Authority

Section I.

The Board delegates all Library services and Library personnel management responsibility to the Executive Director. The Trustees' job is hiring and managing an Executive Director; setting the Library's annual operating budget and overseeing the responsible use of taxpayer monies; and working with the Director to set the Library's public policies and strategic plans.

Section II.

Just as the Executive Director regularly evaluates the staff, it is the responsibility of the Board of Trustees to regularly evaluate the Library's Director's effectiveness in providing library services to the Community.

Section III.

The Executive Director is responsible to the Board of Trustees as a whole, but not responsible to each Trustee individually. Individual Trustees, including the Board President, have no power to make demands or give orders unilaterally to the Director. This does not rule out individual Trustees asking the Director for clarification about issues facing the Board or discussing with the Director individual concerns. However, the Board of Trustees must speak with one voice when delegating to the Director, when giving direction to the Director, or when requesting information.

Section IV.

Since the Trustees collectively serve as the direct Supervisor of the Executive Director, but not of other Library personnel, all requests from Trustees of other Library staff must first be made to or approved by the Executive Director. Any assignments Trustees have should be given to the Executive Director who can then delegate to other staff as they see fit. If the Executive Director authorizes a member of their staff to work with the Trustees on a project or issue directly, the Executive Director must still be copied on, included in, or fully briefed about all direct communications or collaborative work between Trustees and Library personnel.

Excerpt from **Missouri Secretary of State's Public Library Trustee Manual** used to create **Article VIII Scope of Authority** section of the bylaws upon request from the library's Board of Trustees at that time.

Library Trustees and Personnel Practices

Understand how the board's role and the library director's role differ

The board of trustees and the library director are both involved in library governance and policy development, financial management, and personnel administration. However, the type and level of involvement must be clearly differentiated in order to avoid conflict and for the library to operate professionally and effectively.

Typically the board establishes overall personnel policies such as guidelines for salary and benefits, hiring practices, and other personnel actions unless the library is part of a town/city and must follow municipal policy. If the library is part of a municipal system that maintains authority to hire the director, the board hires the library director and sets salary and benefits.
Your public library director is the department head of a city service and is responsible for the day-to-day management of the library. The director acts as the professional/technical adviser to the library board on policy, finances, planning, library performance and more.

Some of the ways the roles of the library director and the board differ are:

- The library director may suggest or draft policies. It is the board that actually adopts the policies. Once a policy is adopted, the director and staff carry it out as they operate the library.
- The board hires and evaluates the library director while the director hires and evaluates other staff.
- The library director may draft a budget request; the board officially adopts the budget.

Use the chart below to openly discuss the board's role and the director's role. Most conflicts can be avoided if the board and director understand and respect each other's roles.

Duties and Responsibilities of the Board and Library Director

Library Board	Library Director
Staff: Employ a competent and qualified librarian. Includes recruiting, hiring and annually evaluating the director based upon a well-defined job description and expectations. Adopt personnel policy and set adequate salary and benefits for all staff.	**Staff:** Recruit, hire and annually evaluate library staff based upon well-defined job descriptions and expectations. Suggest improvements needed in salaries, working conditions and personnel policy.
Policy: Determine and adopt written policies to govern the operation of the library.	**Policy:** Carry out the policies of the library as adopted by the board. Recommend policies to library board.

Planning: Determine the direction of the library by studying community needs. See that a plan is developed for meeting needs and that the plan is carried out.	**Planning/Management:** Suggest and carry out plans for library services. Manage day-to-day operation of library. Design library services to meet community needs/interests. Report library's progress and future needs to the board.
Budget: Examine budget proposed by the director; make revisions as needed; officially adopt the budget; present library budget to mayor/city council. Review expenditures in accord with budget, amending line items within the budget if needed.	**Budget:** Prepare and submit to library board a budget request based on present and anticipated needs. Maintain complete and accurate records of finances. Expend funds based on approved budget.
Advocacy: Advocate for library through contacts with general public, civic organizations and public officials. Attend city council meetings to keep council informed on library activities. Work to secure adequate funds to carry out the library's services.	**Advocacy:** Advocate for library through contacts with general public, civic organizations and public officials. Attend city council and/or county supervisor meetings. Work to secure adequate funds to carry out the library's services.
Legal Issues: Be familiar with library ordinance as well as state and federal laws affecting the library.	**Legal Issues:** Be familiar with library ordinance and keep board informed on laws affecting library.
Continuing Education: Participate in continuing education activities and encourages library director to do the same. Provide and/or see that new trustees receive an orientation to the library.	**Continuing Education:** Participate in continuing education activities and professional organizations; encourage continuing education for library staff. Participate in orientation of new trustees.
Communicate with the library director	**Communicate with the library board**
Collection Development: Adopt collection development policy.	**Collection Development:** Select and order all books and other library materials and resources.
Board Meetings: Regularly attend board meetings; conduct affairs of board at regularly scheduled meetings.	**Board Meetings:** Attend board meetings; prepare written progress report; provide information as needed/requested by board.
Board Member Recruitment: Recommend qualifications and candidates for board to mayor/city council or county commissioners. Notify city council/mayor or county commission of board vacancies.	**Board Member Recruitment:** Assist in developing qualifications for new trustees.

Working with the Library Director

Human relationships determine the inner climate of the library. Every effort should be made to maintain cordially cooperative and mutually productive relationships. Chief among these relationships, because of its effect on the overall library administration, is that between the library board and the library director. The working relationships that prevail within the library determine the attitudes of librarians and staff, which in turn determine the quality of service offered to the public.

The board delegates all library management responsibility to the director. The board's job is monitoring the director's effectiveness in providing library service to the community. This system is effective because it has a board of trustees who represent the interests of the community and a qualified director who has the skills to make the library run efficiently within the parameters set by the board. How much does the board do and what are the responsibilities of the library director? There are several ways to clarify responsibilities:

- Look at the relationship with the director as a partnership between the board and the director in providing the best library service to the community.
- The board members' duties can be defined loosely as dealing with issues that affect the whole library and its position in the community. The board sets parameters of how the library will operate. Then the director's duty is to carry out the day-to-day functions (procedures) of running the library within the parameters (policies) set by the board.
- Open communication prevents confusion and conflict. Board members and the director must feel free to discuss their respective roles.

The director is a valuable resource to the board on all issues and often the leader on many issues that come before the board. The director should attend all board meetings and be encouraged and expected to make well-supported recommendations on all issues that come before the board. The director should be expected to take part in deliberations to help the board make decisions in the best interests of the library service to the community.

Although the director is responsible for the management of the library, the board retains ultimate responsibility. It is the right and responsibility of the board to request from the director all information necessary to fulfill the board's governing responsibility. It is the director's obligation to report to the board accurately and completely about how the library is being managed including problems, plans, progress.

The director is responsible to the board as a whole, but not responsible to each board member individually. Individual board members, including the board president, have no power to make demands or give orders to the director. This does not rule out individual board members asking the director for clarification about issues facing the board or discussing with the director concerns that individual board members may have. The board

must speak with one voice when delegating to the director, when giving direction to the director, when requesting information. The director must serve the board as a whole in order to manage the library efficiently.

Evaluating the Library Director

Just as the library director regularly evaluates the staff, it is the responsibility of the board to regularly evaluate the library director. Trustees evaluate the director all of the time—by what they see in the library, what they hear from the public and what they perceive as the library's reputation in the community. That informal consideration does not take the place of a formal review of the director's performance. The best way to evaluate and monitor director effectiveness is by providing a good job description for the director and then doing a formal, annual evaluation to determine how well the director is meeting the job description and accomplishing library goals.

An annual evaluation:
- provides the director with a clear understanding of the board's expectations
- ensures the director is aware of how well the expectations are being met
- serves as a formal vehicle of communication between the board and director
- identifies the board's actual concerns so that appropriate action can be taken
- creates an opportunity to review and acknowledge the director's accomplishments
- documents annual accomplishments of the library
- demonstrates sound management practices and accountability to municipal officials and the community.

The format and procedure for director evaluation must be worked out by each board, but it is important for each board member to understand what is appropriate and inappropriate for the evaluation. The method used should be agreed upon by the board and director at the beginning of the evaluation period so it is clear to both the board and director what the basis for the evaluation will be.

Acknowledge and reward good performance; work with the director to correct inadequate areas of performance. If problems arise with the director's performance during the year, the board should discuss these problems with the director at that time, along with possible solutions. *At the time of the annual evaluation, there should be no surprises.*

Make the evaluation a positive effort to communicate better with the director. A written evaluation allows the board and the director a system to communicate about how to make the library better. Look as much for what the director does well as for areas that need improvement. Then, the cycle starts again by deciding the basis of the evaluation for the coming year's performance.

John's Suggested Revisions

Article VIII: Scope of Authority

~~Section I.~~

~~The Board delegates all Library services and Library personnel management responsibility to the Executive Director. The Trustees' job is hiring and managing an Executive Director; setting the Library's annual operating budget and overseeing the responsible use of taxpayer monies; and working with the Director to set the Library's public policies and strategic plans.~~

~~Section II.~~

~~Just as the Executive Director regularly evaluates the staff, it is the responsibility of the Board of Trustees to regularly evaluate the Library's Director's effectiveness in providing library services to the Community.~~

~~Section III.~~

~~The Executive Director is responsible to the Board of Trustees as a whole, but not responsible to each Trustee individually. Individual Trustees, including the Board President, have no power to make demands or give orders unilaterally to the Director. This does not rule out individual Trustees asking the Director for clarification about issues facing the Board or discussing with the Director individual concerns. However, the Board of Trustees must speak with one voice when delegating to the Director, when giving direction to the Director, or when requesting information.~~

~~Section IV.~~

~~Since the Trustees collectively serve as the direct Supervisor of the Executive Director, but not of other Library personnel, all requests from Trustees of other Library staff must first be made to or approved by the Executive Director. Any assignments Trustees have should be given to the Executive Director who can then delegate to other staff as they see fit. If the Executive Director authorizes a member of their staff to work with the Trustees on a project or issue directly, the Executive Director must still be copied on, included in, or fully briefed about all direct communications or collaborative work between Trustees and Library personnel.~~
~~Updated August 2021~~

The District Library Board of Trustees is defined by state law and its Bylaws. RSMO 182.
The Board of Trustees has the following powers and responsibilities:

- Policy Setting: The board establishes library policies, including rules for the operation and use of library facilities and services in coordination with the Executive Director.
- Budget Approval: The board approves the library's budget and oversees financial management, ensuring responsible use of public funds.
- Personnel Management: The board hires, regularly evaluates, and may terminate the library Executive Director. The Executive Director typically manages day-to-day operations and staff.
- Long-term Planning: The board is involved in strategic planning to ensure the library meets community needs and adapts to changes.

John's Suggested Revisions

- Compliance with Laws: The board retains legal counsel to ensure that the library complies with all relevant state and federal laws.

Taking points -

The bylaws as written today restrict both communication and authority of the board with regard to its working relationship with the Executive Director.

The revision clarifies the scope of the board much closer to the Statute *(RSMO 182)* and allows for open communication to all, in a productive and interactive way.

Attorney Notes - for the August 2021 revision
Harry Styron commented - in email on July 20, 2021
In Article VIII Scope of Authority - *"limits the board unnecessarily"*

Echo's Suggested Addition

May we please add to the Article 8 discussion the potential addition of this bullet?

"Facilities: The board can acquire, maintain, and improve library grounds and buildings, including issuing bonds for these purposes."

Hybrid meetings

Make use of existing available laptop and "Owl" virtual meeting equipment

The Owl provides audio and video capabilities

Use Google Meet for trustee/presenter calling in

Advanced notice needed to ensure equipment not in use for library programs and for setup time

Sunshine requests

June 2024: reported to board completion of 22 records requests from previous 12 months

June-December 2024: 14 requests

2024 Professional Association Memberships

Institutional:

Clever Chamber	$103
Ozark Chamber	$300
Nixa Chamber	$340
Sparta Chamber	$55
Show Me Christian County	$1,000

Individual:

Missouri Public Library Directors	$30
Missouri Association of Community Arts Agencies	$25
Public Sector Human Resource Management	$175
Society for Human Resource Management	$264
Springfield Area Human Resource Management	$50
American Library Association/Public Library Association	$1365

      only paid when attending conference
      provides discounted conference registration
      7 attendees at PLA, fees based on wages/tenure
      individual costs range from $120-$247

Missouri Library Association	$605

      only paid when attending conference
      provides discounted conference registration
      8 attendees, fees based on wages
      individual costs range from $40-$130

2024 budget: $4500

2025 budget: $2500
no ALA/PLA attendance, fewer MLA attendees planned

Echo's MOBIUS ILS Research Packet

CCL ILS Research and Financial Review

This document shares additional research and information to review and examine the differences between the current CCL ILS systems and the example the board has heard about over recent months, Missouri (MO) Evergreen or other ILS systems like Polaris or Follet.

CCL's current Integrated Library System (ILS) comprises Sierra ILS, COOLcat, and Mobius / OCLC. Learning more about the system reveals how many parts must be purchased separately. As this conversation moves forward about Mobius, we need to understand as much information as possible to assess the total cost of ownership.

As a note about the cost from several months ago, when it was discovered that the Consortia cost had already exceeded $59,000 for the year, it appears that the costs have returned to the $46-$48,000 range. Thank you to Director Brummet for taking forward our desire for fee refunds associated with Mobius.

System Cost Comparison

While this initial review has attempted to be as accurate as possible, the need for itemization in the details to clarify the costs for Sierra ILS software and any recurring licensing fees or associated costs becomes quickly apparent in the following pages. It will be important to request further budget information to prevent speculation of undisclosed costs and ensure sufficient transparency in this program's total life-cycle cost of the ILS, additional services, and related systems to CCL.

Portions of the following information are based on the information that Director Brummet shared during board meetings and presented in trustee packets for background; other information came from online examples of different systems.

CCL Current ILS System		Example MO Evergreen Example Shared	

Sierra ILS	• *Cost Unknown*
	  ○ Is this a part of the ~ $60,000 annual software/licensing budget item?
	
	  ○ If the budget's Consortia Category includes Mobius and COOLcat, where are the software, service, and/or membership costs associated with Sierra? And what is the cost?
		Missouri Evergreen System	• $15,000 Annually
			  ○ "Supports all aspects of the library and patron service workflow" (purchasing, cataloging, circulation, patron self-service, etc.)
			
			  ○ Resource-sharing with over 70 Missouri Public Libraries (more than 4 million items)
			
			  ○ No Licensing Fees or charges to use the software
			
			  ○ Web-based interfaces (desktop, laptop, tablet, and mobile friendly)
			
			  ○ Multilingual Search

COOLcat	• $28,396.76		
MOBIUS	• $16,303.98 ○ Included as a reference for similar membership		
OCLC ILL	• $1,758.30		

Cost Comparison Estimation

The current system requires multiple pieces to function, which must be considered compared to other systems like MO Evergreen, which would replace the need for several separate pieces. This may not be the same cost consolidation for other ILS.

Other Sample ILS Costs Comparison Estimates – Sierra & Polaris

ILS Cost Estimates   4/9/2019

	Sierra Stand-Alone Current	Polaris Stand-Alone Annual	Polaris Stand-Alone Migration	CCS Polaris Annual	CCS Polaris Migration
DIRECT COSTS					
ILS					
Annual	83,600.00	68,408.50		71,920.43	
OPAC	included	included		included	
Development Fee (over 3 years)					34,939.00
Migration			52,500.00		52,665.00
RAILS Consortium Migration Grant					-44,265.00
OCLC Searching	340.02	340.02			
OCLC Full Searching				20,038.00	
Hosting	not included	20,210.00		included	
Test Server		6,063.00		included	
ILS Features/Configuration					
Web-based		included		included	
Automated phone, email and text notices		included		included	
Acquisitions with EDI		included		included	
Self-Check	included	5,428.50		included	
Catalog Add Ons					
Syndetics Enriched Content				included	
Syndetics Unbound	2,369.00	2,369.00			
Novelist Select				included	
Novelist Plus	5,000.00	5,000.00		included	
Novelist K-8 Plus	5,000.00	5,000.00		included	
Library Aware	5,000.00	5,000.00		included	
Mobile app for patrons	6,000.00	included		6,000.00	
Training				included	
Custom Documentation				included	
System wide knowledge base meetings				included	
Management					
System administration				included	
Tech Support				included	
Marcive authority control				included	
OCLC updates				included	
Custom Report Development				included	
Custom Catalog page				included	
NACO Membership				included	
TOTAL DIRECT COST	107,309.02	117,819.02	52,500.00	97,958.43	43,339.00
IN-KIND COSTS					
Staff Time					
iii tickets	21,900.00	21,900.00		4,051.50	
Upgrades	821.25	included		included	
Server Back ups	2,093.28	included		included	
FY roll over	484.68	484.68		included	
Cataloging eContent	5,816.16	5,816.16		included	
emptying delivery bins	no change	no change		8,736.00	
pulling items from hold lists	no change	no change		26,208.00	
TOTAL INDIRECT COSTS	31,115.37	28,200.84		38,995.50	
TOTAL COST (Direct & Indirect)	138,424.39	146,019.86	52,500.00	136,953.93	43,339.00

All costs and grant funding are best available estimates at this time.

Questions about CCL's Sierra ILS Costs to Review

Are there additional costs to CCL in the current system for direct and indirect costs:

- Sierra annual fees?

- Online Public Access Catalogs (OPACs)?

- OCLC searching?
  - *For the global library cooperative that provides online tools for searching, analyzing, and sharing library collections, such as WorldCat.*

- OCLC Updates?

- Any additional ILS features or configurations?

- Syndetics Enriched Content?

  - *Additional, detailed information like summaries, cover images, author biographies, series details, and related titles are automatically added to a library catalog entry through the Syndetics Unbound service.*

- Syndetics Unbound?
  - *A service that enriches online library catalogs by adding interactive features and comprehensive data to enhance user discovery and browsing experiences, allowing patrons to explore a broader range of related titles and information directly within a library's catalog, powered by data from ProQuest and LibraryThing.*

- Novelist Select?
  - *A service provided by EBSCO that integrates with library catalogs, offering enhanced book recommendations based on a user's current selection.*

- Novelist Plus?
  - *An online database that helps readers find new books by providing recommendations based on their favorite authors, genres, or plot elements.*

- Novelist k-8 Plus?
  - *An online database designed to provide book recommendations specifically for young readers in grades K-8.*

- MARCHIVE authority control?
  - *The process of standardizing and managing bibliographic data like names, subject headings, and other access points within a library catalog, explicitly using the MARCIVE service to ensure consistency and accuracy across different records, making it easier for users to find relevant information when searching the catalog.*

- Library Aware?
  - *An online program that helps libraries promote their collections, programs, and services to their communities (templates, email marketing, etc.)*

- Other catalog add-ons?

- Development fees?

- Technical support?

- System administration costs?

- Hosting (on-prem or cloud)?

- Staff time involved in maintaining, upgrading, and performing any necessary server backups?

- Training related to Sierra or COOLcat?

  - *Any travel related to attending training or other Sierra-related events?*

- Other management costs?

- Any other costs not mentioned above?

Growth of MO Evergreen

One of the concerns in prior discussions of whether MO Evergreen was a reasonable ILS to compare to was based on the size. This information is being shared to ensure MO Evergreen, as one example, is sensible when compared against size and other factors.

When the Board heard information earlier throughout 2024 about MO Evergreen, there were more than 60 Missouri Public Libraries in the MO Evergreen Consortium as opposed to 5 Missouri Public Libraries in Mobius (Springfield-Green Couty Library, St. Charles City-County Library, St. Louis County Library, Missouri River Regional Library, and CCL).

As of December 2024, MO Evergreen has added 12 new public libraries this year. Nine of those libraries were from the Municipal Library Consortium of St. Louis, which joined in October — a population of over 141,000 people.

Populations[i] of Member Libraries in Missouri for Mobius/MO Evergreen

	Mobius	Missouri Evergreen
MO Public Libraries	1,659,137	1,747,241

It should also be noted that Pulaski County, Texas County, and Camden County are the libraries that have migrated specifically from Sierra to MO Evergreen. Three other public libraries in Missouri switched from the same ILS (Sierra) in 2016, 2017, and 2019.

Current Member Libraries of Missouri Evergreen

Year Migrated to MO Evergreen	Library	Population	Previous ILS
2012	Poplar Bluff Municipal Library (PBPL)	16,225	TLC
	Grundy County Jewett Norris Library (GCJN)	9,595	Follett
	Marshall Public Library (MPL)	13, 522	Evergreen
	Carrollton Public Library (CPL)	3,471	Book Systems

Year Migrated	Library	Population	Previous ILS
2012 *continued*	Lebanon-Laclede County Library (LEB)	35,895	III – Millennium
	Stone County Library (SCG, SCC, SCBE)	32,465	III – Millennium
	Webster County Library (WC)	39,859	III – Millennium
2013	Doniphan-Ripley County Library (DR)	13,300	TLC
	Albany Carnegie Public Library (ACPL)	1,661	TLC
	Howard County Public Library (HCPL)	10,001	SirsiDynix
	Little Dixie Regional Libraries (LDXR)	31,406	Book Systems
	Carthage Public Library (CGPL)	15,522	Follett
	Webb City Public Library (WBCPL)	13,031	TLC
	Bollinger County Public Library (BCPL)	10,567	Mandarin
2014	Scenic Regional Library (SRL)	147,730	LISTEN
	Washington Public Library (WPL)	8,771	LISTEN
	Caruthersville Public Library (CVPL)	5,562	TLC
	Sikeston Public Library (SKPL)	14,435	Follett
	Marion County Library Subdistrict #1 (MCL)	6,734	Alexandria
2015	Cameron Public Library (CAMPL)	8,513	Follett
	Willow Springs Public Library (WSPL)	2,164	Library Soft
	Schuyler County Library District (SCYCL)	4,032	*Unknown*
	Dulany Memorial Library (DML)	1,563	Mandarin
2016	De Soto Public Library (DSPL)	6,449	Follett
	Salem Public Library (SLMPL)	4,608	TLC
	Polk County Library (PLK)	31,519	Book Systems
	Ste. Genevieve County Library (STGEN-CL)	17,924	Evergreen
	Pulaski County Library (PLSK)	52,759	III – Sierra

Year Migrated	Library	Population	Previous ILS
2017	Jefferson County Library (JCL)	135,409	SirsiDynix
	Festus Public Library (FEST-PL)	12,706	Follett
	Texas County Library (TX)	24,487	III – Sierra
	Trails Regional Library (TRLS)	82,736	LISTEN
	Livingston County Library (LVG-CL)	14,557	LISTEN
	Douglas County Library (DC-PL)	11,578	TLC
2018	Crawford County Library District (CC)	21,563	Evergreen
	Mountain View Public Library (MV-PL)	2,533	TLC
	North Kansas City Public Library (NKC-PL)	4,467	SirsiDynix
	Riverside Regional Library (RR)	85,846	TLC
	Cass County Library (CASS)	107,824	SirsiDynix
	Wright County Library (WRC)	18,188	Book Systems
2019	Camden County Library District (CMDN)	42,745	III – Sierra
	Ray County Library (RAY-CL)	23,158	Book Systems
	Seymour Community Library (SEY-CL)	993	Book Systems
	Heartland Regional Library (HEART)	33,154	SirsiDynix
	Barry-Lawrence Regional Library (BLRL)	72,535	TLC
	Montgomery City Public Library (MONT)	2,811	*Unknown*
2020	Oregon County Library (OCLD)	8,635	Book Systems
	Keller Public Library (KPL)	7,927	Mandarin
	Putnam County Public Library (PCPL)	4,681	Book Systems
	Brookfield Public Library (BPL)	4,111	Mandarin
	Neosho-Newton County Library (NNCL)	54,445	SirsiDynix
	Bowling Green Public Library (BGPL)	4,195	LiBRARYSOFT

Year Migrated	Library	Population	Previous ILS
2021	James Memorial Public Library (JMPL)	3,935	Follett
	Henry County Library (HENRY)	21,946	Book Systems
	Rolla Public Library (RPL)	19,943	TLC
	Cedar County Library (CEDAR)	14,188	Book Systems
2022	Reynolds County Library District (RCLD)	6,096	none
	Ralls County Library District (RALLS)	10,065	Book Systems
	Barton County Library District (BARTON)	11,637	Unknown
2023	Mississippi County Library (MSCLD)	12,577	Unknown
	St. Joseph Public Library (SJPL)	61,254	Sirsi-Dynix Symphony
	Cape Girardeau Public Library (CAPE)	36,170	Unknown
	Nevada Public Library (NEVADA)	8,212	Atriuum
	Morgan County Library (MOCO)	21,006	Unknown
March 28, 2024	West Plains Public Library (WPPL)	12,184	Unknown
May 2, 2024	Adair County Library (ADAIR)	25,314	TLC
July 11, 2024	Sarcoxie Public Library (SAR)	1,406	Follett
October 17, 2024	Brentwood Public Library (MLC-BR)	8,233	Polaris
October 17, 2024	Ferguson Municipal Public Library (MLC-FE)	18,527	Polaris
October 17, 2024	Kirkwood Public Library (MLC-KI)	29,461	Polaris
October 17, 2024	Maplewood Public Library (MLC-MA)	8,269	Polaris
October 17, 2024	Richmond Heights Memorial Library ((MLC-RI)	9,286	Polaris
October 17, 2024	Rock Hill Public Library (MLC-RO)	4,750	Polaris
October 17, 2024	University City Public Library (MLC-UC)	35,065	Polaris

Year Migrated	Library	Population	Previous ILS
October 17, 2024	Valley Park Community Library (MLC-VP)	3,140	Polaris
October 17, 2024	Webster Groves Public Library (MLC-WG)	24,010	Polaris
To be determined	Bonne Terre Memorial Library	6,903	*Unknown*
To be determined	Lewis Library of Glasgow	1,087	*Unknown*

Benefits of Public Library Focus vs. Academic

Beyond cost savings considerations, Missouri Evergreen's and others' examples present additional areas to consider when discussing the pros and cons of various ILS systems.

In patron experiences shared with the board, wait times to receive material through Mobius (before the months of downtime) would frequently take weeks or months to receive an item. In reviewing the Christian County Library Mobius lending/borrowing report for 2023, roughly 80% of CCL patrons borrowed material from other public libraries.[ii] However, to get some of these items, CCL borrowed from public libraries in Iowa, Louisiana, Arkansas, Oklahoma, and Colorado. There are also further distance examples, including materials received as far away as from South Carolina.

The number of public libraries that have merged into Missouri-based systems would increase quick and easy access to a much larger and closer pool of similar material that our patrons would use. Collection size alone should not be the sole comparison; further analysis of what percentage of a given collection most patrons leverage regularly should be conducted.

Options like MO Evergreen continue to allow access to academic material through OCLC. However, the more frequent, daily requests from the majority of CCL patrons in our community would benefit from community library connectivity within our state.

Below is additional information about materials borrowed by CCL patrons (calendar year sample January 2023 - December 2024).

Source Borrowed Through by Mobius
- Public Libraries: 10,162
    - In State — 4,906
    - Out of State — 5,256

- University or Special Libraries: 2,582

■ MO Public Library   ■ Public Library (Out of State)   ■ University & Special Library

University & Special Library, 2,582

MO Public Library, 4,906

Public Library (Out of State), 5,256
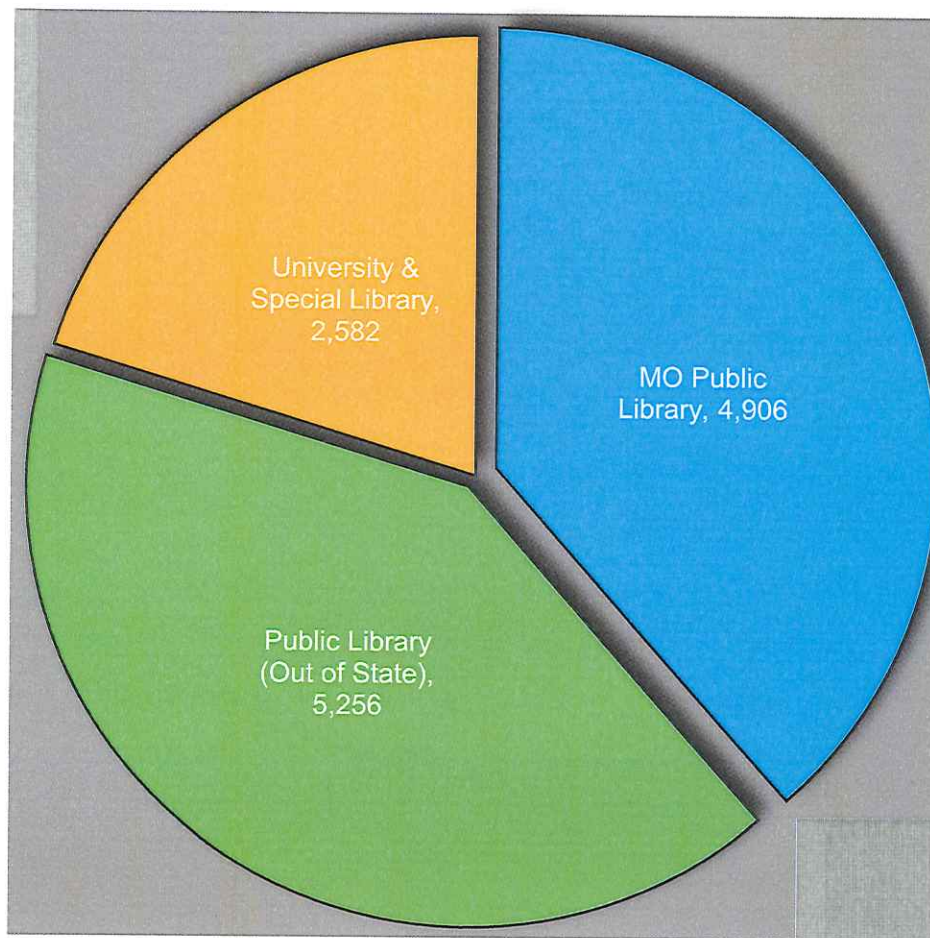
Example Experiences of Public Library Conversion to MO Evergreen

Below are some of the benefits highlighted in conversations that patrons have had and shared, as well as online articles and discussions.

Conversion Timelines

In examples online from libraries such as Kirkwood Public Library, it was reported that their system was down for only 4 days while the transition was made to MO Evergreen. They also noted that the transition provided them access to over 4 million items across the MO Evergreen participating libraries.[iii]

Resource Sharing

When asked for reassurance about the resource sharing by a patron, a Circulation Director of another Missouri library shared it was great. They elaborated that it is rare that there is something they can't get ahold of from another MO Evergreen library, and in that event, it is not a problem because they can use WorldCat for hard-to-find items. That is a practice that CCL has already been using with Mobius when a patron cannot locate an item in that consortium.

Reciprocal Library Cards and Services

One library shared that library cards are reciprocal with other MO Evergreen libraries.[iv] The Circulation Director shared that reciprocal agreements are an option that allows a library that is a member of the more extensive Evergreen Library to give patrons access to every library in their system.

With a reciprocal card, patrons have access to a computer, borrow or return material, and use services if they find themselves in a different part of Missouri near an Evergreen library and need to use their library. This system does this while allowing individual libraries to maintain autonomy with their particular policies, late fees, charges, etc.

Mobile Friendly App

Patrons have shared feedback and an average 4.5 out of 5-star rating for the MO Evergreen app[v] (across iPhone and Android) and system. They note pleasing features, including that it offers customizable notifications, such as text alerts and options for email or phone calls, to alert patrons when holds are ready.

Cost

When a patron asked whether the cost savings were 'too good to be true,' the Circulation Director confirmed that MO Evergreen takes care of all the pieces: the ILS, resource sharing, and catalog.

Training

They also shared that switching from Sierra, COOLcat, and Mobius to MO Evergreen reduced training overall, which they found beneficial on a larger scale. This would be something to compare against CCL's current Sierra training requirements and how to compare those to other systems for a reasonable analysis to show the time and indirect cost impacts.

Patron Experience and Feedback

When the Circulation Director was asked if their patrons were happy with MO Evergreen since they switched a few years ago, they joked that their patrons love Evergreen so much that there might be a backlash if they ever tried to change. They shared that there was *'no way they would ever go back!'*

Go-Live Migration

In the example of MO Evergreen (Equinox), the migration team will assist in the process and even send one person to each branch to assist in the cut-over on "Go-Live" day.

Additional Information

Below is the sales team contact number for the Missouri Evergreen software company Equinox if there are any additional questions, they might be able to help answer regarding costs, transition timelines, collection sizes, or other information presented herein:

Equinox
877-673-6457

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[i] Areas served from MO Secretary of State website in 2020 census data
[ii] https://mobiusconsortium.org/borrowing_n_lending
[iii] https://kirkwoodpubliclibrary.org/kpl-to-join-missouri-evergreen-in-october/
[iv] https://moevergreenlibraries.org/wp-content/uploads/2021/02/Missouri-Evergreen-Circulation-Policy-February-2021.pdf
[v] Android https://play.google.com/store/apps/details?id=net.kenstir.apps.mo&pli=1, and iTunes
https://apps.apple.com/us/app/missouri-evergreen/id1522068206