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Board of Trustees Personnel Committee Meeting
Tuesday, May 15, 2018, 5:30 p.m.
St. Cloud Public Library Mississippi Room
Agenda

- | | |
|---|------|
| 1. Call to Order | 5:30 |
| 2. Adoption/Amendment of Agenda | 5:31 |
| 3. Public Relations Department Reorganization Proposal (Requested Action – Approve) | 5:32 |
| a. Recommendations on Future Development Staffing by Library Strategies | |
| b. Public Relations Department & Positions Title Changes | |
| c. Communications & Development Coordinator Position Description | |
| d. Graphic Designer Position Description Revisions | |
| 4. Next Meeting – July 17, 2018, at 5:30 p.m. | 5:49 |
| 5. Adjournment | 5:50 |



Public Relations Department Reorganization

Submitted by Julie Schmitz, Associate Director – Human Resources

BOARD ACTION REQUESTED

Information

Discussion

Approve/Accept

RECOMMENDATION

Recommend approval to change the title of the Public Relations department to Communications & Development department. This will include changing the position title of the Public Relations Specialist and Public Relations Assistant to Communications & Development Specialist and Communications & Development Assistant respectively.

Recommend approval of the attached position descriptions:

- Communications & Development Coordinator – replaces the Associate Director of Public Relations position that is currently vacant
- Graphic Designer – revisions to current position

BACKGROUND INFORMATION

Supporting Documents Attached:

- Recommendations on Future Development Staffing for the Great River Regional Library
- Clean copy of position description for Communications & Development Coordinator
- Marked up and clean copy of position description for Graphic Designer. Updating this position description was on hold due to the transition of the Public Relations department.

The Associate Director of Public Relations position has been vacant since September 2017. Understanding the need to make a stronger commitment to fund development, we worked with Library Strategies to conduct a fundraising and development audit. Results of the audit recommend that GRRL focus heavily on major individual and corporate donors as well as planned giving.

In order to accomplish this focus, it is recommended we replace the Associate Director of Public Relations with a full-time Communications & Development Coordinator to provide a focused approach to fund development and to oversee the Public Relations department. This is a blended position between fund development and communications because our current fundraising income does not support a full-time position devoted to fundraising. There is also a need for supervision of the Public Relations department. As fundraising income increases in the next few years, we will reevaluate the staffing allocation to fundraising.

After considerable discussion with the Fund Development Committee, current Public Relations staff and the Library Strategies consultant, we recommend changing the Public Relations department to the Communications & Development department to more accurately reflect its function at GRRL. The department will remain with blended functions between communications and fund development. This is a step toward a full-time development position. Once fundraising reaches higher levels we will re-examine needs.

FINANCIAL IMPLICATIONS

Estimated Cost: \$

Funding Source:

Budgeted: Yes No N/A

ACTION

Passed

Failed

Tabled

Recommendations on Future Development Staffing for the Great River Regional Library

By *Stu Wilson, Library Strategies Director – April 25, 2018*

Overview

Library Strategies is currently conducting a fundraising and development audit, resulting in a development plan, for the Great River Regional Library. The findings portion of that planning process has concluded, and Library Strategies will provide a full report and plan; however, in this separate document we are providing an overview of the need and recommendations for development staffing as GRRL moves into its next fiscal year.

Development Staffing Needs

Currently, GRRL does not have a dedicated lead development staff to oversee fundraising directions, meet with potential donors, coordinate donor recognition, etc. Many of these functions fall to the Library Director, who has limited time to focus on fundraising. GRRL does have a number of support staff who perform many of the regular functions of fundraising, such as entry in the database, creating and distributing mailings, and writing occasional grants. This system has worked reasonably well, but the staff are stretched thin and there is little to no room for additional fundraising efforts by staff.

In Library Strategies fundraising report and plan, we will be recommending that the next stage of fundraising by GRRL focus heavily on major individual and corporate donors, as well as planned giving. We feel that these areas of fundraising afford GRRL the greatest opportunity for significant increases in fundraising revenue over the next 5 years. However, these areas of fundraising depend, to a large degree, on building direct relationships with donors over an extended period of time. These tasks are time intensive, and due to their sensitive nature, depend on being performed by a senior level position.

Staffing Recommendations

Due to GRRL's interest in significantly increasing fundraising income, the constraints on current development staffing, and the recommended next steps for development, Library Strategies recommends that GRRL pursue increasing its development staff at one of the two following levels:

1. **Hire a full-time Community Engagement Director (or similarly named senior position)** to evenly split time overseeing development and PR/marketing. While perhaps difficult to find someone with high level skills in both areas, this kind of position has worked at other libraries, and fundraising and public awareness have a natural affinity. If this option is pursued, we feel that it would be critical that the position be securely dedicated half-time to fundraising, and that it be a senior level position with appropriate title. An additional possibility under this option is to hire for the split position, but also budget for some fundraising coaching or mentoring for the new person in the first year or two to help ensure that the launch of the new efforts are successful. Given that GRRL is building its fundraising efforts, we believe this approach would

be an effective first step toward ultimately having a full-time development director, as well as possibly building toward creation of a library foundation over the next 5-10 years.

2. **Hire a full-time Development Director.** Hiring one dedicated fundraising professional is the most effective way to significantly ramp up fundraising. However, this option also means a more significant commitment of resources than a half-time split position. If GRRL has substantial resources, we would recommend this approach, but given the Library's simultaneous need for high level PR staff, and the fact that your fundraising only garners in the \$100K range per year currently, a more incremental approach to full-time development staff may be the wiser option at this juncture, with long range plans to increase development staffing as fundraising proves successful.

In either option above, it should be noted that new development staff need to be given time to create a fundraising program, particularly one built around major donors and relationships. It often takes three years before a new development person can be expected to provide a significant return on investment. Thus, for either of the above positions, Library Strategies recommends that GRRL make at least a three-year commitment to the chosen position.



COMMUNICATIONS & DEVELOPMENT COORDINATOR

Department: Communications & Development
Reports To: Executive Director
Union: Non-Union

Pay Grade: 25
FLSA Status: Exempt

Date Approved: 05/15/18
Date of Last Revision:

Under general direction, the Communications & Development Coordinator assists the organization in meeting its strategic plan goals through marketing and fundraising. Areas of responsibility include providing leadership on fundraising initiatives and effective and efficient management of the Communications & Development department.

PRIMARY DUTIES AND RESPONSIBILITIES

The following are the regular duties for this position. These duties are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

1. Builds and maintains relationships with major donors of all types and solicits or coordinates the solicitation by other GRRL staff, Board or volunteers, as appropriate. Identifies and pursues new sources of corporate and foundation funding.
2. Coordinates giving campaigns that encourage higher level donations.
3. Works with the Fund Development Committee, as outlined in the Development and Fundraising Plan, to broaden fundraising activities to grow major gifts program, planned giving program, online giving platform, solicitation of bequests and grants.
4. Serves as a resource to individuals, communities and organizations on giving opportunities; networks with donor groups.
5. Oversees utilization of the fund development software and donor communications.
6. Forms a strong support system for the library by building and sustaining working relationships with library advocates, facilitating communication between Friends of the Library groups throughout the region, and growing alliances.
7. Keeps up-to-date on current fundraising programs, practices and procedures used in the nonprofit sector and informs leadership of items that would benefit GRRL.
8. Oversees the development and distribution of communication materials that raise awareness, increase library usage and maintain brand cohesiveness.
9. Increases GRRL visibility by representing, communicating and promoting the library and advocating for support.
10. Serves on the Leadership Support Team to develop, plan, and implement the GRRL Strategic Plan and regional cross-department initiatives.
11. Promotes communication and transparency with the GRRL Board of Trustees by preparing materials for GRRL Board meetings. May attend meetings and present information related to external communications and fund development.
12. Maintains a high level of operations by training and coaching staff, evaluating job performance, and initiating personnel actions in conjunction with Human Resources.

13. Gathers and analyzes data and develops reports for informational purposes and to aid in decision making.
14. Makes and implements recommendations to improve department processes and procedures.

MINIMUM QUALIFICATIONS

Education and Experience:

- Bachelor's degree in marketing, communications or related field, or equivalent
- Two years related experience, professional fundraising experience preferred
- One year of supervisory experience

Required Knowledge, Skills and Abilities:

- Clear and persuasive written and verbal communication, presentation and organizational skills
- Proficient computer skills with the ability to master fund development software
- Excellent organizational and leadership skills with the ability to think strategically and manage multiple priorities
- Confident public speaking and ability to express ideas verbally and in writing
- Ability to maintain confidential information
- Understanding of digital marketing strategies including social media and web site design
- Knowledge and experience in the design and execution of marketing, branding, communications and fund development activities
- Ability to be a self-starter to initiate donor visits and fundraising calls
- Ability to build effective relationships with individuals, organizations and community partners
- Ability to develop, train and direct staff
- Ability to work outside of regular work hours to attend meetings and events
- Possession of a valid driver's license and satisfactory driving record with ability to travel throughout the region

Complexity of Work: Complex

Budget Responsibility: Monitors department and fund development budgets.

Supervisory Responsibility: Supervises Communications & Development department staff.

Scope of Relationships (internal): Regular contact with staff regarding policies and procedures and to resolve issues, member of Leadership Services Team.

Scope of Relationships (external): Occasional contact with Board members, media, vendors; regular contact with donors, Friends of the Library members and community business partners; serves on Fund Development Committee.

ACKNOWLEDGEMENT

This position description does not constitute an employment agreement between GRRL and the employee and is subject to change by GRRL as the needs of GRRL and requirements of the job change.

GRRL is an Equal Opportunity Employer in compliance with the Americans with Disabilities Act. GRRL will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with GRRL.

Employee signature below indicates employee's understanding of the duties and requirements of the position.

Employee _____

Date _____

Printed Name: _____

PHYSICAL DEMANDS/WORK ENVIRONMENT

The physical demands and work environment characteristics described below are representative of those that must be met by an employee to successfully perform the essential functions of the job. Work is performed primarily in standard office environment. Position requires frequent travel throughout the region.

N=Not at all; O=Occasionally (under 1/3); F=Frequently (1/3 to 2/3); C=Continuously (over 2/3)

PHYSICAL DEMANDS		N	O	F	C	Description
Repetitive use of hands				X		Keyboarding
Looking at computer screen				X		
Reaching in any direction			X			
Kneel/Crouch/Crawl		X				
Bend/Stoop/Squat		X				
Balance		X				
Push/Pull/Twist		X				
Climb heights/ladder		X				
Sit				X		
Stand			X			
Walk			X			
Lift	1-10 lbs	X				
	11-19 lbs	X				
	20-49 lbs	X				
	50+ lbs	X				
Carry	1-10 lbs	X				
	11-19 lbs	X				
	20-49 lbs	X				
	50+ lbs	X				

WORK ENVIRONMENT	Yes	No	Comments
Working on unprotected heights	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Working near moving equipment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Exposure to temperature extremes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Driving automotive equipment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Travel throughout the region
Exposure to dust, fumes and gases	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Working in restricted spaces	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Exposure to elevated noise levels for extended periods of time	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Exposure to cleaning chemicals	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Operation of equipment and/or machinery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	General office equipment



GRAPHIC DESIGNER

Department: Communications & Development Public Relations/GRRL **Class-Code:** 925
Reports To: Communications & Development Coordinator/Associate Director, Public Relations **Pay Grade:** 18
Union: General Unit **FLSA Status:** Non-Exempt

Date Approved: 05/01/2001
Date of Last Revision: 11/19/2013, 05/15/18

Under general supervision, the ~~position of~~ Graphic Designer in the ~~Public Relations Department~~ is responsible for ~~designs producing~~ visual materials that ensure brand consistency and generate support and usage of the library. ~~a variety of printed and electronic materials promoting GRRL services and programs. The Graphic Designer also is responsible for the creative style and appropriate arrangement of information presented on GRRL's website.~~

PRIMARY DUTIES AND RESPONSIBILITIES

THE FOLLOWING ARE THE REGULAR DUTIES FOR THIS POSITION. THESE DUTIES ARE NOT TO BE CONSTRUED AS EXCLUSIVE OR ALL-INCLUSIVE. OTHER DUTIES MAY BE REQUIRED AND ASSIGNED.

- ~~• Participates as an effective member of the Public Relations department. Participates in establishing and implementing communications and fund development policies, procedures, plans, goals, and budgets.~~
 - ~~1. Designs print copy, digital communications, presentations and other materials to include new design concept, graphics and layout.~~
 - ~~2. Collaborates with branches to meet marketing needs and promote special projects. Assists in creation, evaluation and implementation of communications and fund development programs.~~
 - ~~• Designs and produces visual materials including posters, banners, flyers, brochures, annual reports, bookmarks, cards, invitations and other items for library promotional activities. This may include design with graphs and charts, scanned images, visual and typographical components, logos, and branding campaigns. Creates displays and signage. Edits and proofreads basic copy as appropriate.~~
 - ~~• Consults with staff on extraordinary graphic design projects requiring unusual solutions, e.g. large posters or specialty items.~~
 - ~~• 3. Maintains graphics and photographic files and/or digital records of materials developed by the department.~~
- ~~• Ensures consistent branding region-wide.~~
- ~~• 4. Designs and creatively arranges graphics, links and information on GRRL's website. Works cooperatively with IT staff to ensure GRRL's web design is attractive and up-to-date.~~
 - ~~• Other essential duties include but are not limited to the following:
Prepares "originals" in proper media format, together with print order specifications, to facilitate the printing of GRRL promotional materials either internally or by vendors.~~

- 5. Obtains price estimates from vendors, and makes recommendations on print orders for approval by supervisor.
- 6. Coordinates the printing and/or production process to ensure timeliness, quality and specification requirements. Verifies accuracy of invoices.
- 7. Edits and proofreads copy to ensure quality of materials.
 - Assists in creation, evaluation and implementation of Fund Development programs. Assists in preparation and coordination of timely direct mail solicitations to donors/prospects using donor software, mail merge, etc.
 - Communicates with copier technicians and orders copier supplies.
 - Participates on appropriate Teams as assigned.
 - Attends GRRL staff meetings and takes part in continuing education and training opportunities.

MINIMUM QUALIFICATIONS

Education and Experience:

~~Completion of High School diploma and~~ and two Associate's degree in design or related field or equivalent years of formal education or equivalent.

AND

~~At least t~~Two years of design related experience.

Required Knowledge, Skills and Abilities:

~~The requirements listed below are representative of the qualities, knowledge, skill, and/or ability required to perform the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.~~

- Strong organization skills with attention to detail
- Excellent communication skills both written and verbal
- Ability to manage multiple priorities and effectively meet deadlines
- Ability to be creative in designing materials (artistic ability to create user friendly, professional and informative documents
- Demonstrated proficiency with computers
- Proficient with Adobe Suite
- Experience with website design
- ~~Ability to operate a variety of office and library equipment including a computer and printer, scanner, paper cutter and photocopier.~~
- ~~Excellent creativity and ability to apply knowledge of design principles to produce effective and attractive posters, displays and other publicity items.~~
- ~~Ability to effectively communicate with printers regarding print specifications and pricing options.~~
- ~~Ability to effectively plan the workflow of assigned area of responsibility including the delegation of tasks to staff members and volunteers to facilitate productive use of their time.~~
- ~~Ability and willingness to work in fast paced environment, positive attitude, enjoys challenging work.~~
- ~~Advanced desktop publishing skills~~
- ~~Strong interpersonal communication skills~~
- ~~Strong organizational skills and attention to detail.~~

- ~~Excellent judgment, with the ability to work independently and manage multiple projects and deadlines~~
- ~~Ability to travel as needed to library and community sites when necessary. Possession of a valid Minnesota driver's license and the ability to ensure safe operation of library vehicles.~~
- ~~Must be able to read, write, give, follow and comprehend verbal and written instructions. Must have effective oral and written communication skills to communicate productively with staff and library users.~~

Scope of Work: Complex

Budget Responsibility: None

Supervisory Responsibility: None

Scope of Relationships (internal): Regular contact with library staff for informational purposes

Scope of Relationships (external): Occasional contact with printers/vendors

ACKNOWLEDGEMENT

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Employee signature below indicates employee's understanding of the duties and requirements of the position.

Employee _____ Date _____

Printed Name _____

PHYSICAL DEMANDS/WORK ENVIRONMENT

The physical demands and work environment characteristics described below are representative of those that must be met by an employee to successfully perform the essential functions of this job. Work is performed in a standard office environment.

N=Not at all; O=Occasionally (under 1/3); F=Frequently (1/3 to 2/3); C=Continuously (over 2/3)

PHYSICAL DEMANDS		N	O	F	C	Description
Repetitive use of hands					X	Keyboarding
Looking at computer screen					X	
Reaching in any direction		X				
Kneel/Crouch/Crawl		X				
Bend/Stoop/Squat		X				
Balance		X				
Push/Pull/Twist		X				
Climb heights/ladder		X				
Sit					X	
Stand			X			
Walk			X			
Lift	1-10 lbs		X			
	11-19 lbs	X				
	20-49 lbs	X				
	50+ lbs	X				
Carry	1-10 lbs	X				
	11-19 lbs	X				
	20-49 lbs	X				
	50+ lbs	X				

WORK ENVIRONMENT	Yes	No	Comments
Working on unprotected heights	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Working near moving equipment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Exposure to temperature extremes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Driving automotive equipment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Exposure to dust, fumes and gases	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Working in restricted spaces	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Exposure to elevated noise levels for extended periods of time	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Exposure to cleaning chemicals	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Operation of equipment and/or machinery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	General office equipment

PHYSICAL DEMANDS/WORK ENVIRONMENT

The physical demands and work environment characteristics described on the attached Physical Demands Analysis 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.

ACCEPTANCE STATEMENT

I have carefully read, understand, and accept the position description, including the qualifications, requirements, and physical demands, with or without reasonable accommodation, of the position of Graphic Designer at GRRL. If employed, I certify that I can and will perform the primary duties and responsibilities of the position. Management reserves the right to change job responsibilities, duties and hours as needs prevail. This document is for management communication only and does not indicate a written or implied contract of employment.

Acknowledgement of Review

I acknowledge that I have read the information presented above and I understand the expectations set forth hereto.

Employee Signature _____ Date

GRRL Supervisor Signature _____ Date

Scope of Work: Complex

Budget Responsibility: None

Supervisory Responsibility: None

Scope of Relationships (internal): Regular contact with library staff for informational purposes.

Scope of Relationships (external): Occasional contact with printers/vendors.

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	11-19 lbs	X				
	20-49 lbs	X				
	50+ lbs	X				
Carry	1-10 lbs	X				
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Exposure to elevated noise levels for extended periods of time	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Exposure to cleaning chemicals	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Operation of equipment and/or machinery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	General office equipment