

1300 St. Germain Street West  
St. Cloud, MN 56301  
Telephone 320-650-2500 Fax 320-650-2501

**Board of Trustees Work Session**  
**Tuesday, February 18, 2025, 6:00 p.m.**  
**St. Cloud Public Library Mississippi Room**  
**Agenda**

- |   |      |
|---|------|
| 1. Call to Order  | 6:00 |
| 2. 2022-2025 GRRL Strategic Plan Reports  | 6:01 |
| 2.1 Fourth Quarter 2024 Strategic Plan Objectives & Key Results pg 3                          |      |
| 2.2 2024 Strategic Plan Progress pg 11  |      |
| 3. Diversity, Equity & Inclusion Team Presentation – Strategic Plan Objectives Progress pg 15 | 6:09 |
| 4. Central Minnesota Libraries Exchange Executive Director Update pg 17                       | 6:25 |
| 5. 2024 Year-End Fundraising Report pg 23   | 6:40 |
| 6. GRRL 2024 Annual Report (on table)   | 6:43 |
| 7. GRRL Board Guiding Documents Review  | 6:45 |
| 7.1 Board of Trustees Bylaws pg 25  |      |
| 7.2 Board Code of Conduct pg 33   |      |
| 8. GRRL Job Descriptions Review   | 6:50 |
| 8.1 Board Member pg 35  |      |
| 8.2 Fund Development Committee Member pg 37   |      |
| 9. Evaluation for Floating Library Assistant Pilot Project pg 39                              | 6:52 |
| 10. Next Meeting – March 18, 2025   | 6:58 |
| 11. Adjournment   | 7:00 |

February 18, 2025

**GRRL 2022-2025 Strategic Plan Objectives and Key Results**  
**Total Borrowers by Library – Q4 2024**

<b>Library</b>	<b>1/1/2024</b>	<b>1/1/2025</b>	<b>Total change YTD</b>
Albany	2,335	2,352	17
Annandale	2,188	2,281	93
Becker	2,482	2,528	46
Belgrade	422	419	(3)
Big Lake	2,888	3,086	198
Buffalo	5,799	6,051	252
Clearwater	963	1,040	77
Cokato	1,402	1,399	(3)
Cold Spring	2,152	2,246	94
Delano	2,915	3,090	175
Eagle Bend	437	430	(7)
Elk River	9,989	10,746	757
Foley	1,561	1,633	72
Grey Eagle	332	318	(14)
Howard Lake	973	1,212	239
Kimball	870	850	(20)
Little Falls	4,268	4,388	120
Long Prairie	1,440	1,474	34
Melrose	1,216	1,258	42
Monticello	5,188	5,268	80
Paynesville	1,288	1,361	73
Pierz	1,231	1,309	78
Richmond	638	696	58
Rockford	1,286	1,349	63
Royalton	1,114	1,076	(38)
Saint Cloud	22,754	23,390	636
Saint Michael	9,376	9,901	525
Sartell Locker	652	777	125
Sauk Centre	1,635	1,679	44
Staples	1,765	1,794	29
Swanville	385	370	(15)
Upsala	463	482	19
Waite Park	2,639	2,708	69
<b>Region Total</b>	<b>95,046</b>	<b>98,961</b>	<b>3,915</b>

**GRRL 2022-2025 Strategic Plan Objectives and Key Results**  
**New Borrowers by Library – Q4 2024**

<b>Library</b>	<b>2024 YTD Q4 new borrowers</b>	<b>2023 YTD Q4 new borrowers</b>	<b>2022 YTD Q4 new borrowers</b>	<b>2021 YTD Q4 new borrowers</b>	<b>2020 YTD Q4 new borrowers</b>
Albany	332	418	374	261	101
Annandale	419	365	439	300	136
Becker	521	514	475	398	190
Belgrade	66	102	70	43	48
Big Lake	654	570	661	407	278
Buffalo	1,139	1,049	997	836	543
Clearwater	193	183	139	115	89
Cokato	231	217	232	227	133
Cold Spring	399	342	421	239	125
Delano	609	615	480	390	249
Eagle Bend	77	71	80	64	47
Elk River	2,416	2,161	2,040	1,621	1,113
Foley	331	383	255	196	106
Grey Eagle	33	33	43	41	21
Howard Lake	387	164	222	149	71
Kimball	143	161	142	173	28
Little Falls	794	810	798	616	284
Long Prairie	263	248	247	237	91
Melrose	235	294	160	158	74
Monticello	961	1,042	972	641	478
Paynesville	251	312	201	167	82
Pierz	193	182	360	115	65
Richmond	123	126	119	64	34
Rockford	256	263	228	172	107
Royalton	248	189	187	188	79
Saint Cloud	4,863	4,714	4,703	3,189	2,246
Saint Michael	2,109	2,051	1,812	1,478	848
Sartell	292	298	176	135	114
Sauk Centre	313	264	273	518	240
Staples	307	410	376	226	231
Swanville	35	32	89	46	19
Upsala	67	56	68	27	97
Waite Park	446	451	415	254	173
<b>Region Total</b>	<b>19,706</b>	<b>19,090</b>	<b>18,254</b>	<b>13,691</b>	<b>8,540</b>

## October 2024 Circulation Statistics

Location	Month Total	CKO Sessions	Circ/Hour Oct 2024	Circ/Hour Oct 2023	CPH % Change	YTD 2024	YTD 2023	% Change YTD
Albany	5,882	786	33	42	-21.8%	62,455	64,943	-3.8%
Annandale	3,777	755	30	34	-11.3%	34,819	35,118	-0.9%
+ Becker	4,478	803	29	32	-8.9%	48,824	46,243	5.6%
Belgrade	830	146	9	8	14.8%	7,624	7,882	-3.3%
+ Big Lake	5,061	864	35	33	6.7%	51,071	48,316	5.7%
+ Buffalo	13,574	2,320	62	65	-5.4%	142,727	136,201	4.8%
Clearwater	1,950	421	17	23	-24.7%	23,688	24,591	-3.7%
Cokato	3,200	587	23	26	-12.1%	35,217	37,386	-5.8%
Cold Spring	5,331	913	31	31	-0.3%	52,831	57,884	-8.7%
Delano	6,935	1,171	35	38	-9.5%	70,234	74,523	-5.8%
Eagle Bend	1,364	218	13	15	-15.8%	13,601	15,085	-9.8%
+ Elk River	16,681	2,879	76	84	-8.8%	177,761	176,643	0.6%
+ Foley	4,181	605	26	24	7.3%	41,953	40,321	4.0%
Grey Eagle	648	155	6	9	-26.9%	6,303	7,660	-17.7%
+ Howard Lake	2,857	499	21	16	25.4%	21,895	21,869	0.1%
Kimball	1,440	271	15	17	-14.0%	16,486	16,965	-2.8%
Little Falls	6,741	1,388	33	36	-10.0%	67,256	72,061	-6.7%
Long Prairie	2,900	640	17	21	-19.4%	28,463	33,570	-15.2%
Melrose	11,792	715	96	79	21.4%	98,960	102,295	-3.3%
Monticello	9,228	1,459	61	59	2.7%	108,028	116,104	-7.0%
Paynesville	1,718	404	11	14	-19.7%	18,905	20,330	-7.0%
Pierz	1,806	410	14	16	-7.8%	18,238	20,045	-9.0%
+ Richmond	1,070	255	10	11	-9.3%	13,271	12,528	5.9%
Rockford	3,342	488	22	20	11.3%	29,084	31,808	-8.6%
Royalton	1,336	260	13	15	-16.9%	13,642	15,381	-11.3%
Saint Cloud	37,897	6,642	141	160	-11.8%	402,496	424,910	-5.3%
+ Saint Michael	18,577	2,877	86	85	1.5%	188,173	183,863	2.3%
Sauk Centre	5,110	743	32	37	-13.0%	54,353	57,390	-5.3%
Staples	3,977	828	23	25	-8.2%	42,656	42,939	-0.7%
Swanville	592	134	6	5	2.7%	6,296	6,860	-8.2%
Upsala	2,275	294	21	19	10.4%	22,269	25,934	-14.1%
Waite Park	6,196	1,299	43	49	-12.3%	64,758	65,625	-1.3%
Sartell Locker	1,043	188				7,548	9,926	-24.0%
<b>Total</b>	<b>193,789</b>	<b>32,417</b>	<b>43</b>	<b>40</b>	<b>6.6%</b>	<b>1,991,885</b>	<b>2,053,199</b>	<b>-3.0%</b>
+ Total OverDrive	39,445					385,114	315,186	22.2%

+ Indicates an increase in YTD circulation total over last year

## November 2024 Circulation Statistics

Location	Month Total	CKO Sessions	Circ/Hour Nov 2024	Circ/Hour Nov 2023	CPH % Change	YTD 2024	YTD 2023	% Change YTD
Albany	5,900	697	39	40	-2.6%	68,355	71,321	-4.2%
Annandale	3,404	730	30	29	4.5%	38,223	38,375	-0.4%
+ Becker	3,968	701	31	32	-2.0%	52,792	50,579	4.4%
Belgrade	603	123	7	8	-14.1%	8,227	8,576	-4.1%
+ Big Lake	4,817	798	38	29	28.7%	55,888	52,237	7.0%
+ Buffalo	12,863	2,195	71	65	9.7%	155,590	148,836	4.5%
Clearwater	2,027	418	21	22	-3.5%	25,715	26,779	-4.0%
Cokato	2,915	518	24	22	12.4%	38,132	40,110	-4.9%
Cold Spring	5,265	865	37	33	12.5%	58,096	62,895	-7.6%
Delano	5,967	939	36	38	-6.9%	76,201	81,272	-6.2%
Eagle Bend	1,399	210	17	11	59.4%	15,000	16,026	-6.4%
+ Elk River	16,139	2,568	88	77	13.6%	193,900	191,621	1.2%
+ Foley	4,005	559	28	25	13.0%	45,958	43,941	4.6%
Grey Eagle	592	135	7	7	-8.2%	6,895	8,349	-17.4%
+ Howard Lake	2,639	431	22	15	46.7%	24,534	23,775	3.2%
Kimball	1,357	275	15	14	5.5%	17,843	18,279	-2.4%
Little Falls	6,142	1,299	36	36	-1.0%	73,398	78,625	-6.6%
Long Prairie	2,832	619	20	20	0.8%	31,295	36,622	-14.5%
Melrose	10,955	637	108	80	35.9%	109,915	110,913	-0.9%
Monticello	7,348	1,154	60	57	6.0%	115,376	126,045	-8.5%
Paynesville	1,758	387	14	12	13.6%	20,663	21,951	-5.9%
Pierz	1,646	401	16	17	-6.5%	19,884	21,938	-9.4%
+ Richmond	1,150	231	13	10	31.0%	14,421	13,456	7.2%
Rockford	3,182	410	25	22	15.9%	32,266	34,774	-7.2%
Royalton	1,181	229	14	14	-0.1%	14,823	16,676	-11.1%
Saint Cloud	35,975	6,309	160	158	1.2%	438,471	462,209	-5.1%
+ Saint Michael	16,319	2,596	89	82	8.8%	204,492	199,436	2.5%
Sauk Centre	4,589	728	33	39	-14.9%	58,942	62,978	-6.4%
Staples	3,556	695	26	27	-4.8%	46,212	47,025	-1.7%
Swanville	471	116	6	6	-5.5%	6,767	7,427	-8.9%
Upsala	2,046	303	20	21	-4.3%	24,315	28,072	-13.4%
Waite Park	5,525	1,163	46	45	1.3%	70,283	71,535	-1.8%
Sartell Locker	995	183				8,543	10,987	-22.2%
<b>Total</b>	<b>179,530</b>	<b>29,622</b>	<b>39</b>	<b>38</b>	<b>4.7%</b>	<b>2,171,415</b>	<b>2,233,640</b>	<b>-2.8%</b>
+ Total OverDrive	38,408					423,522	346,991	22.1%

+ Indicates an increase in YTD circulation total over last year

## December 2024 Circulation Statistics

Location	Month Total	CKO Sessions	Circ/Hour Dec 2024	Circ/Hour Dec 2023	CPH % Change	YTD 2024	YTD 2023	% Change YTD
Albany	5,571	627	37	39	-7.1%	73,926	77,476	-4.6%
Annandale	2,559	631	23	26	-13.0%	40,782	41,318	-1.3%
+ Becker	3,632	650	28	28	-2.2%	56,424	54,263	4.0%
Belgrade	494	110	5	8	-31.7%	8,721	9,283	-6.1%
+ Big Lake	4,516	703	36	30	17.6%	60,404	56,290	7.3%
+ Buffalo	11,328	1,937	60	58	2.7%	166,918	159,812	4.4%
Clearwater	2,094	389	21	19	13.6%	27,809	28,604	-2.8%
Cokato	2,272	420	19	21	-9.3%	40,404	42,573	-5.1%
Cold Spring	4,476	727	31	33	-5.8%	62,572	67,779	-7.7%
Delano	5,089	879	29	33	-10.9%	81,290	87,052	-6.6%
Eagle Bend	1,109	190	11	10	12.5%	16,109	16,900	-4.7%
+ Elk River	13,283	2,251	70	74	-5.3%	207,183	205,653	0.7%
+ Foley	3,825	521	27	22	21.8%	49,783	47,147	5.6%
Grey Eagle	492	138	5	6	-12.9%	7,387	8,920	-17.2%
+ Howard Lake	2,161	369	17	15	18.2%	26,695	25,588	4.3%
Kimball	1,254	229	13	16	-18.2%	19,097	19,747	-3.3%
Little Falls	6,131	1,278	35	33	6.0%	79,529	84,540	-5.9%
Long Prairie	2,753	560	19	22	-17.3%	34,048	39,861	-14.6%
Melrose	11,254	560	103	99	3.9%	121,169	121,350	-0.1%
Monticello	7,961	1,350	47	51	-8.5%	123,337	134,747	-8.5%
Paynesville	1,383	340	10	11	-8.5%	22,046	23,463	-6.0%
Pierz	1,530	361	14	15	-6.6%	21,414	23,599	-9.3%
+ Richmond	1,055	196	11	11	4.0%	15,476	14,427	7.3%
Rockford	2,862	363	22	19	16.7%	35,128	37,188	-5.5%
Royalton	951	218	11	12	-8.9%	15,774	17,731	-11.0%
Saint Cloud	33,390	5,772	144	153	-5.9%	471,861	497,854	-5.2%
+ Saint Michael	14,721	2,361	77	74	4.5%	219,213	213,229	2.8%
Sauk Centre	4,756	692	34	40	-14.8%	63,698	68,563	-7.1%
Staples	3,749	669	26	24	8.5%	49,961	50,457	-1.0%
Swanville	446	97	5	7	-27.8%	7,213	7,998	-9.8%
Upsala	2,008	266	20	20	-0.2%	26,323	30,104	-12.6%
Waite Park	5,603	1,186	43	46	-5.7%	75,886	77,294	-1.8%
Sartell Locker	908	182				9,451	12,078	-21.8%
<b>Total</b>	<b>165,616</b>	<b>27,222</b>	<b>36</b>	<b>35</b>	<b>2.7%</b>	<b>2,337,031</b>	<b>2,402,888</b>	<b>-2.7%</b>
+ Total OverDrive	39,369					462,891	380,405	21.7%

+ Indicates an increase in YTD circulation total over last year

## DVD Loan Period and Renewal Policy Change Impacts on 2024 Circulation

Jami Trenam, Associate Director – Collection Development

We implemented two Patron Service policy changes last year. First, the loan period for DVDs increased from one week to three weeks. In the past, the loan period was shorter for video due to high demand. However, patron demand for DVDs dropped off significantly in 2020. Increasing the checkout period for DVDs created consistency in loan periods for all items except Lucky Day items. Second, we increased the number of times patrons can renew items from two to three. This change is a convenience to patrons without impact to wait times; patrons cannot renew if others are waiting for the item.

### COMPARISON OF CIRCULATION IN 2023 – 2024

	2023	2024	PERCENT CHANGE
ADULT PRINT	782,148	804,545	3%
ADULT MEDIA	97,327	97,663	0%
JUVENILE PRINT	1,093,544	1,113,785	2%
JUVENILE MEDIA	28,991	31,373	8%
VIDEO (DVD)	423,299	309,429	-27%
TOTAL CIRCULATION	2,425,309	2,356,795	-3%

While overall circulation decreased in 2024 compared to 2023, the decrease directly relates to the change in the DVD period. DVD checkouts decreased 27 percent while all other collection use increased at least slightly over 2023 levels.

### COMPARISON OF RENEWALS AND CHECKOUT SESSIONS IN 2023 – 2024

	2023	2024	PERCENT CHANGE
RENEWALS	602,610	578,425	-4%
CKO SESSIONS	401,175	405,245	1%

The renewal policy change did not result in additional renewals; overall, renewals fell 4 percent compared to 2023. This decrease also links to the DVD policy change. Renewals of DVDs decreased 49 percent compared to 2023, likely because the longer checkout period allowed the patron to use the item without needing to renew.

Last, the number of checkout sessions increased 1 percent in 2024 compared to 2023. Checkout sessions refer to the number of times patrons checked out physical materials. Overall, these trends point toward a recovery in library usage.



Great River Regional Library		October	November	December	Q4 Cumulative	
<b>Increase regularly offered virtual regional programs in areas identified in Edge benchmarks.</b>						
Owner	Baseline 2023	Status 10/31/2024	Status 11/30/2024	Status 12/31/2024	Q4 2024 - Cumulative	
Edge programs offered in libraries, in-person and virtual	Patron Services	66	28	25	13	66
<b>Expand the eBook, eAudiobook and database collection.</b>						
Owner	Baseline Q4/2023	Status 10/31/2024	Status 11/30/2024	Status 12/31/2024	Q4 2024 - Cumulative	
Digital Library circulation increases	Collection Development	97,815	39,445	38,408	39,369	117,222
Active Digital Library users increase	Collection Development	25,509	10,457	10,419	10,578	31,454
<b>Enhance the physical collection of library materials</b>						
Owner	Baseline Q4/2023	Status 10/31/2024	Status 11/30/2024	Status 12/31/2024	Q4 2024 - Cumulative	
Key metric - Circulation/Open Hour by library increases	Collection Development	37 avg	43	39	36	39
Key metric - Percent of dead materials by library declines	Collection Development	14.64%			18%	
Key metric - Number of collection check items by library declines	Collection Development	6,556			6,565	
<b>Eliminate late fees on all library materials to remove a major barrier to access.</b>						
Owner	Baseline Q4/2023	Status 10/31/2024	Status 11/30/2024	Status 12/31/2024	Q4 2024 - Cumulative	
Key metric - New resident borrowers by regional increase	Leadership Support Team	3,585	1,477	1,317	1,076	3,870
Key metric - Total current resident borrowers by regional increase	Leadership Support Team	92,151	95,674	95,908	95,652	95,652
Key metric - Items/checkout session by library increase	Leadership Support Team	6.04	5.96	6.03	6.07	6.02
Key metric - Circulation - physical materials	Leadership Support Team	547,025	195,642	180,898	167,128	543,668
Key metric - \$ collected - Miscellaneous receipts	Accounting	\$21,662	\$10,554	\$8,836	\$8,047	\$27,437
<b>Increase targeted advertising to reach a wider audience.</b>						
Owner	Baseline 12/31/2023	Status 10/31/2024	Status 11/30/2024	Status 12/31/2024	Q4 2024 - Cumulative	
Regularly post on social media to followers about collections and services	Communications & Development	NA	posts about newspapers, hoopla streaming, Play2Learn kits, 1,000 Books Before Kindergarten, Year in Reading challenge	posts on Read Grateful challenge, Try It Yourself kits, Binge Boxes, books on Veterans Day, holiday music, books on Thanksgiving, Libby app	posts on ShoStoWriMo challenge, LEGO club, Wicked read-alikes, Disney DVDs, Bluey books, eBook collection, Reading Wrap-Up challenge, Pronunciator database	
Number of e-newsletter subscribers	Communications & Development	4,596	3,675	3,652	3,772	
E-newsletter open rate	Communications & Development	45%	51.98%	52.09%	52.86%	

<b>Build GRRL's culture of philanthropy.</b>	<b>Owner</b>	<b>Baseline 2023</b>	<b>Status 10/31/2024</b>	<b>Status 11/30/2024</b>	<b>Status 12/31/2024</b>	<b>Q4 2024 - Cumulative</b>
Board giving rate	Communications & Development	66%				66%
Staff giving rate	Communications & Development	14%				14%
<b>Increase donor support of the library.</b>						
<b>Owner</b>	<b>Baseline Q4/2023</b>	<b>Status 10/31/2024</b>	<b>Status 11/30/2024</b>	<b>Status 12/31/2024</b>	<b>Q4 2024 - Cumulative</b>	
Donor retention rate	Communications & Development	61%	59%	55%	50%	54%
Donors acquired	Communications & Development	39	3	11	6	20
Fund Development Plan progress	Communications & Development	NA	2024 Year-End Campaign begins with letters mailed to Board of Trustees and Friends of the Library members	2024 Year-End Campaign donor letter mailed	Currents newsletter mailed; FDC calls to major donors	
<b>Maximize partnerships with community organizations that serve those unable to come to the library in person.</b>						
<b>Owner</b>	<b>Baseline 2023</b>	<b>Status 10/31/2024</b>	<b>Status 11/30/2024</b>	<b>Status 12/31/2024</b>	<b>Q4 2024 - Cumulative</b>	
Number of active institutional/caretaker accounts	Patron Services	116				119
<b>Increase training to support access and awareness.</b>						
<b>Owner</b>	<b>Baseline Q4/2023</b>	<b>Status 10/31/2024</b>	<b>Status 11/30/2024</b>	<b>Status 12/31/2024</b>	<b>Q4 2024 - Cumulative</b>	
Organizational Orientation attendees	Human Resources	0	0	0	9	9
Merchandising training attendees	Human Resources	0	15	0	0	15
Summer Reading Challenge Resource Fair attendees (10/5 & 10/7)	Patron Services	0	41	0	0	41
Homeless Library Academy attendees	Human Resources	23	27	22	12	61
<b>Maximize library financial investment options.</b>						
<b>Owner</b>	<b>Baseline Q4/2023</b>	<b>Status 10/31/2024</b>	<b>Status 11/30/2024</b>	<b>Status 12/31/2024</b>	<b>Q4 2024 - Cumulative</b>	
Number of accounts with new financial institutions established	Accounting	Q4 Ending # of CD = 25	27	28	29	28
Key metric - Overall CD portfolio rate of return	Accounting	Q4 average = 5.17%	5.06%	4.91%	4.83%	4.93%

## GRRL 2024 Strategic Plan Progress

### STRATEGIC PRIORITY: LITERACY

#### OUR COMMUNITIES DEVELOP A STRONG CULTURE OF LITERACY

GOAL 1: PROVIDE SERVICES TO ADVANCE USERS' LITERACY SKILLS.

**Objective 2: Expand the eBook, eAudiobook and database collection.**

Digital Library circulation ended the year 21.7% above 2023 levels. 9,586 new users on Libby; 2,140 new users on hoopla. In quarter one, added the Consumer Reports database. In quarter two, eBooks Minnesota collection records were added to the public catalog to increase discoverability of no-wait eBooks.

**Objective 3: Enhance the physical collection of library materials.**

Weeding for Condition training delivered at All Staff Day in October. New weeding slips implemented. Floating Library Assistants received advanced weeding training. \$25,000 designation used to enhance the collection at the new Howard Lake Library. CollectionHQ and weeding training provided to all Library Services Coordinators (LSC) at the August Regional Staff Meeting. \$5,000 designation used to enhance the collection in Eagle Bend and celebrate the expansion. Exploring potential for new shelving in Elk River.

### STRATEGIC PRIORITY: ACCESS

#### ALL USERS FEEL WELCOME AT THE LIBRARY AND CAN EASILY ACCESS LIBRARY SERVICES

GOAL 1: EXPAND EFFORTS TO MAKE THE LIBRARY MORE WELCOMING AND EASIER TO ACCESS.

**Objective 2: Increase display of library materials to represent a wide range of experiences and viewpoints at all libraries.**

GRRL Merchandising Manual was presented at the Regional Staff Meeting in August. In November, Patron Services Supervisors (PSS) announced the requirement that each location complete "Step 0" of decluttering shelves. PSS worked with Coordinators to identify problematic items (figurines, globes, stuffed animals, etc.) and plans to remove them by February 1, 2025. In quarter one, Eagle Bend's expansion resulted in the same number of books in a larger space, but the shelving has been shifted. It is much more accessible, and there are new spaces for merchandising. The better use of space makes the library feel much more open and inviting. Long Prairie experimented with display units that highlight series. Elk River shifted tables and shelving units to create more seating areas, created more space between computers, and improved lines of visibility. The combination has created a more visually appealing space with better flow and more areas for people to sit and spend time. In Buffalo, the addition of shelving inserts that allow items to be forward facing has improved the 'shopability' of easy independent (EI) books for young readers.

**Objective 3: Have programs and services for patrons with special needs.**

Throughout the year, 10 libraries provided programs for patrons with special needs. Three libraries – Buffalo, St. Cloud, and Sauk Centre – provided these programs on a regular basis and accounted for the majority of the 47 such programs offered to 1,023 attendees. The type of program varied – Sauk Centre

offered a monthly Open Mic Music Night in partnership with Camp Hill group home, Buffalo offered a sensory-friendly story time with Functional Industries, Delano offered a Senior Paint Club in partnership with local senior housing, and St. Cloud offered a writing workshop series in partnership with WACOSA and Tipping Cow Press. Partnership was developed with Stearns County Human Services to host a social worker onsite at the St. Cloud Public Library (SCPL) on a weekly basis.

**Objective 4: Maximize accessibility of digital tools and library website.**

Added LibraryAware Newsletter, Ask a Librarian widget, and a new events calendar/room reserve system (LibCal).

**STRATEGIC PRIORITY: LIBRARY AWARENESS**  
**COMMUNITY MEMBERS VIEW THE LIBRARY AS A TRUSTED INSTITUTION**  
**IN WHICH TO MEET AND EXCHANGE VIEWS**

**GOAL 1: EXPAND AWARENESS OF THE LIBRARY'S ROLE IN THE COMMUNITY.**

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**Objective 1: Increase targeted advertising to reach a wider audience.**

Post 4-5 days a week on Facebook and at least twice a week on Instagram about collections and services. Monthly e-newsletter subscribers continued to increase, including NextReads newsletters. Open rate average is 52.86%.

**Objective 2: Increase awareness of digital tools.**

Databases highlighted throughout the year were NovelList (Jan.), Pronunicator (Feb.), LinkedIn Learning (March), Chilton (April), A to Z Databases (May), Consumer Reports (June), Tumblebooks (July), Ancestry for Libraries (Aug.), NovelList (Sept.), hoopla (Oct.), Libby (Nov.), and hoopla (Dec.)

**Objective 3: Increase the information about diversity, equity and inclusion efforts with the GRRL Board.**

In March, the Monticello LSC shared local community and everyday diversity efforts. The Youth Advisory Council presented at the May GRRL Board meeting.

**Objective 4: Build GRRL's culture of philanthropy.**

In November, presentation to GRRL Board on the importance of board participation in the Year-End Campaign and information on planned giving.

**GOAL 2: DEVELOP PARTNERSHIPS AND COLLABORATION WITH COMMUNITY ORGANIZATIONS.**

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**Objective 2: Increase collaboration with community organizations to offer resources and provide training and skill building.**

Multiple libraries have worked with community partners on this goal. Examples include:

- Presentations such as Spanish conversation circles to discuss resources available through the Department of Health and Human Services
- Mental health resources from Sherburne County Human Services
- MN Department of Human Services presentation on Hear Better on the Phone program
- MN Department of Health One Health Antibiotic Stewardship display

- Ongoing partnerships between SCPL and Stearns County for onsite social workers and supply of the Little Lifeline cabinet with items for patrons in need. SCPL provides a room for the social workers to use to meet with clients/patrons Monday, Wednesday, and Thursday. On average, the social workers have met with eight people per week, mostly from Stearns County. However, there have been a few individuals from Benton and at least one from Wright County as well.
- Partnerships with both local school districts and neighboring regional library systems has resulted in expanding library card sign up efforts.
- A partnership with local community education has become more successful, resulting in expanded access for 2024 Summer Reading Challenge programming.

**Objective 3: Increase presentations about library services to share information and gather feedback.**

Executive Director and area staff presentations to the six county boards regarding library activities and the 2025 budget.

**STRATEGIC PRIORITY: OPERATIONAL EXCELLENCE**  
WE USE RESOURCES EFFECTIVELY AND ANTICIPATE FUTURE NEEDS

**GOAL 1: ENHANCE EFFORTS TO OFFER EFFECTIVE AND WELCOMING LIBRARY SERVICE.**

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**Objective 2: Improve recruitment processes and job descriptions.**

Final updates for job descriptions completed, 25 job descriptions updated in 2024.

**Objective 3: Have a formal assessment process for library programs and services.**

M3 Huddle conducted in September with representation from all libraries. Leadership Support Team implemented a project evaluation process for the following initiatives: Senior Library Assistant Staffing Pilot, Tablets for staff use, EPIC kits, Wifi2Go, Floating Library Assistant Pilot, CEP/Patron communication lifecycle, 2024 mileage policy changes/fleet vehicle usage, 2022 additional open hours, and ARPA laptops. Work groups formed in 2024 to analyze Delivery, AMHS/RFID, and Staffing. Youth Advisory Council administered a survey during summer to gauge youth satisfaction of library services.

**Objective 4: Continue efforts to address diversity, equity & inclusion in the library.**

Additional Youth Advisory Council members recruited. October meeting held. Staff Diversity, Equity & Inclusion Team formed and began meeting in August.

**GOAL 2: PROVIDE UP-TO-DATE LIBRARY TECHNOLOGY.**

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**Objective 1: Have a formal library technology management plan, and make it available for all staff to consult.**

Plan is posted and available for staff to review. Additional content sections are being developed as the need arises.

**Objective 2: Have a formal network security practices document for timeline application of updates and patches.**

Network practices are included in the Technology Management Plan, which is posted for staff.

February 18, 2025

Great River Regional Library - Strategic Plan DEI Objectives				
		2022	2023	2024
<b>Eliminate late fees on all library materials to remove a major barrier to access.</b>	<b>Baseline - 2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Key metric - New resident borrowers by library and regional increase	13,691	18,254	19,090	19,706
Key metric - Total current resident borrowers by library and regional increase	82,922	82,171	92,151	95,652
Key metric - Items/checkout session by library increase	6.55	6.23	6.04	5.82
Key metric - Circulation - physical materials	2,485,172	2,455,176	2,425,309	2,356,795
Key metric - Circulation/Open Hour by library increases	49	45	45	44
Key metric - \$ collected - Miscellaneous receipts	avg \$17,822/mo	avg \$8,772/mo	avg \$9,562/mo	avg \$10,333/mo
<b>Increase display of library materials to represent a wide range of experiences and viewpoints at all libraries.</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>
Develop staff skills and foster idea sharing between staff and libraries, promote efforts on social media		Posted information on Daily News, local and regional meetings, and at 1-on-1 meetings between Library Services Coordinators and Patron Services Supervisors.	User/Non-user survey results showed that many patrons recalled seeing local displays. Survey participants commented about the displays being engaging, colorful, interesting and informative.	GRRL Merchandising Manual was presented at Regional Staff Meeting and All Staff Day.
<b>Have programs and services for patrons with special needs.</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>
Programs and services offered in libraries		In St. Cloud there was a special needs storytime. Elk River held a series of art programs for seniors with Alzheimer's or dementia.	Regionally there were 8 programs offered with 132 in attendance. Efforts included art classes for seniors, hosting Alzheimer's' support group, open mic program bringing together local musicians and adults with disabilities, and a region-wide collaboration with EveryMeal to distribute free food.	Throughout the year 10 libraries provided programs for patrons with special needs. Three libraries - Buffalo, St. Cloud, and Sauk Centre - provided these programs on a regular basis and accounted for the majority of the 47 such programs offered to 1,023 attendees. The type of program varied - Sauk Centre offered a monthly Open Mic Music Night in partnership with Camp Hill group home, Buffalo offered a sensory-friendly storytime with Functional Industries, Delano offered a Senior Paint Club in partnership with local senior housing, and St. Cloud offered a writing workshop series in partnership with WACOSA and Tipping Cow Press. Partnership developed with Stearns County Human Services to host a social worker onsite at the St. Cloud Public Library on a weekly basis.
<b>Maximize accessibility of digital tools and library website.</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>
Library website improvements		Updates to title request form, new best fun, and card application for auto completion. Print2Go upgraded	Website accessibility upgrades and new features for ease of use (All locations dropdown, quick links, and return to top button)	Added LibraryAware Newsletter, Ask a Librarian widget, and a new events calendar/room reserve system (LibCal).

<b>Increase targeted advertising to reach a wider audience.</b>	<b>Baseline - 2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Regularly post on social media to followers about collections and services		Post 4-5 days a week on Facebook, at least 2 a week on Instagram, and occasionally on Twitter about collections and services. Monthly e-newsletter subscribers continued to increase month by month. Consistent open rate around 25-30%, above industry rate.	Posted 4-5 days a week on Facebook and at least twice a week on Instagram about collections and services. Monthly e-newsletter subscribers continued to increase, including new NextReads newsletters. Open rate average is 44%.	Post 4-5 days a week on Facebook and at least twice a week on Instagram about collections and services. Monthly e-newsletter subscribers continued to increase, including NextReads newsletters. Open rate average is 52.86%
Develop a billboard campaign to build a larger reach		Billboards for Fines Free, Local marketing efforts for Summer Reading, St. Cloud had digital billboard locations		Local marketing efforts has focused on radio advertisements over billboards
Number of e-newsletter subscribers	4,183	5,743	4,596	3,772
E-newsletter open rate	17.7%	33%	45%	52%
<b>Increase the information about diversity, equity and inclusion efforts with the GRRL Board.</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>
Information on DEI initiative shared at GRRL Board meeting quarterly		DEI cataloging efforts, LSTA job description updates, WACOSA partnership	Fines Free, Youth Advisory Council formation, website accessibility updates	Monticello local DEI efforts, Youth Advisory Council presentation
<b>Continue efforts to address diversity, equity &amp; inclusion in the library.</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>
Establish DEI action steps		LSTA grant received to update job descriptions, offer training on working with patrons with disabilities, mental health challenges, implicit bias and cultural competency training	Staff DEI small group discussions	DEI Team formed and developed definition of DEI for GRRL
Establish a staff Diversity, Equity and Inclusion Team with a clearly defined role.				Team membership identified, meetings began in August
Youth Advisory Council			Added to bylaws, membership identified	presentation to GRRL board, summer youth survey



# 2024 Minnesota K-12 School Library Census Results

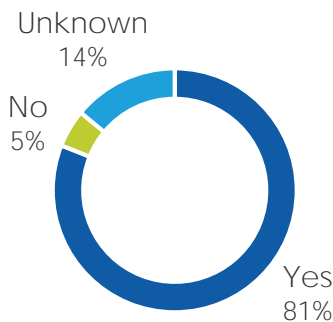
## Executive Summary

### Invest in school libraries: A call to action

Results from the census indicate that school libraries are struggling and need support. By adequately staffing library media centers and equipping them with the resources necessary to update and expand their collections, Minnesota can improve access to the knowledge, tools, and literacy students need to succeed. Buy-in from state, district, and school leaders on the value of school libraries is critical to equipping them with the proper resources and ensuring they realize the full benefits of aid provided by the state.

81% of schools in Minnesota reported that they have a library media center

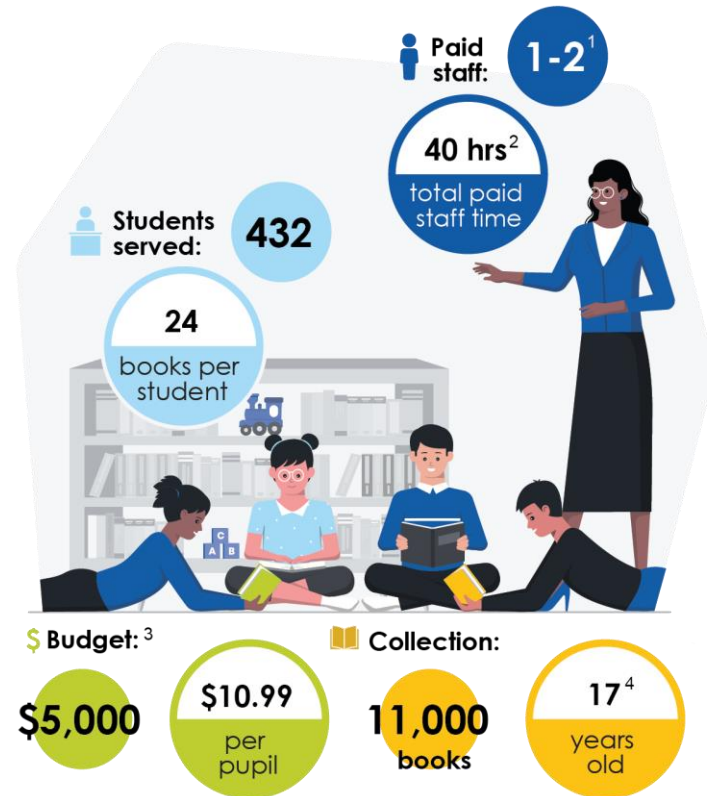
PERCENTAGE OF SCHOOLS WITH A LIBRARY MEDIA CENTER



## Background

In spring 2024, the Multicounty Multitype Library Systems, supported by State Library Services, conducted a census of K-12 public and charter schools in Minnesota to learn about the status of school libraries. A total of 1,528 out of 1,777 eligible schools completed the census. The findings can help legislators, school staff, librarians, and families support effective school library programs across Minnesota.

### AVERAGE SCHOOL'S LIBRARY MEDIA CENTER STATISTICS



<sup>1</sup> most likely a licensed media specialist or a paraprofessional  
<sup>2</sup> among all LMC staff (regardless of licensure or FTE status)  
<sup>3</sup> without grants and excluding salaries, furniture, and printing  
<sup>4</sup> year 2007

Note. The above numbers are from schools with a Library Media Center. They represent the median.

The American Association of School Librarians (AASL)

Recommends that all schools, regardless of size, have a full-time licensed media specialist managing the library media center and a full-time support staff.

Only 6% of Minnesota schools are meeting the standard identified by AASL

Minnesota state statute

Requires that an LMC is served by a licensed media specialist or licensed school librarian (Minnesota Statutes 2023, section 124D.911).

55% are meeting the legislative requirement codified in state statute

LMS	Non-LMS	% of Schools
	or	44%
		6%
		19%
		5%
		8%
		11%
		6%

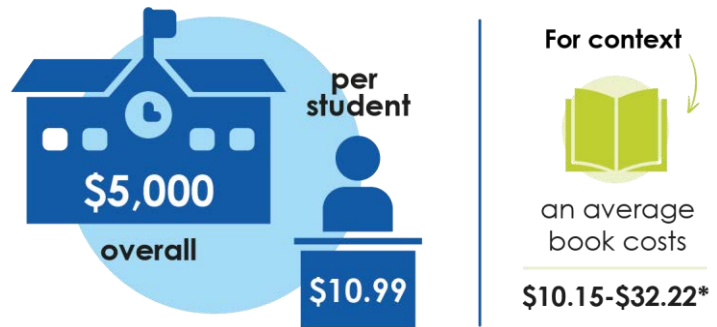
Full-time  
 Part time  
 None

Definitions

A **library media center (LMC)** is a centralized educational resource that provides comprehensive media information services to students and staff. Typically, these centers combine traditional library functions with modern multimedia and technology resources to support teaching and learning (AASL, 2019).

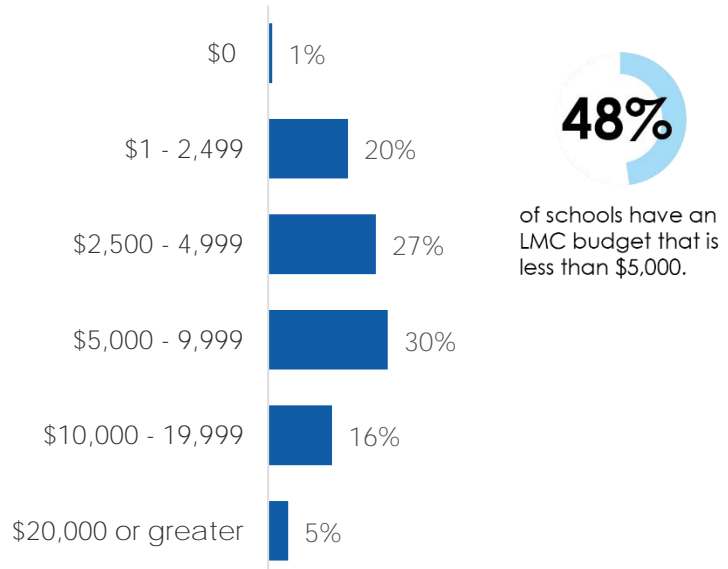
A **licensed media specialist (LMS)** is a licensed teacher who has obtained specific state certification to manage and support a school's library media center (Minnesota Professional Educator Licensing Standards Board, 2024).

MEDIAN SCHOOL LMC BUDGET



Note. Depending on the audience (e.g., children, young adult) and type (e.g., paperback, hardcover; fiction, nonfiction) (SLJ Library Staff, 2024). Budget calculations exclude salaries/benefits, furniture, printing, and grants/donations.

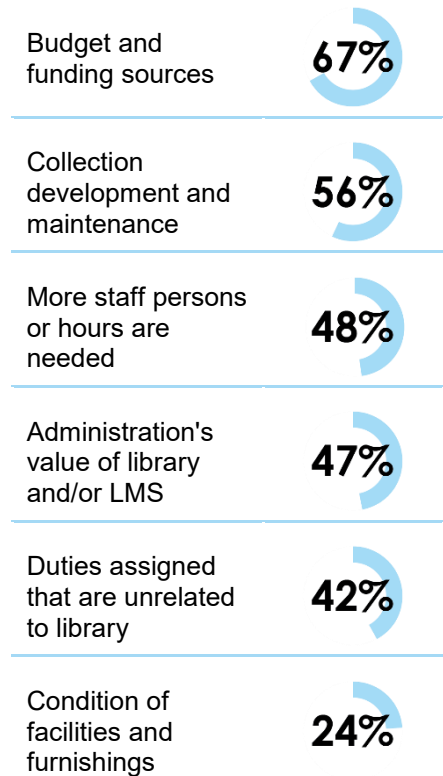
LMC BUDGET TOTALS ACROSS CENSUS RESPONDENTS (N=974)



Note. Totals do not equal 100% due to rounding.

The most frequently cited challenge by library staff is budget and funding

GREATEST CHALLENGES LMC STAFF FACE IN THEIR JOB



Note. Respondents were asked to rank their top three challenges. This analysis combines responses and reports the percentage of respondents that selected each option as one of their top three.

As of fiscal year 2024, school districts and charter schools receive an automatic distribution of school library aid from the state to fund staff, technology, and infrastructure needs (Minnesota Statutes 2024, section 124D.992).

40% of respondents were unaware of state School Library Aid received by the school district. Among those that were aware, nearly one-half reported they were unaware of the impact of those funds on the school library

“I am disappointed that our district used funding to pay salaries of existing employees instead of investing some of the money into materials that directly impact students.”

“School Library Aid legislation needs to properly fund 1.0 FTE for a media specialist and then fund our libraries separately for materials.”

“We are grateful for the state funding that will allow our district to not make drastic cuts to our district media program amidst declining enrollment.”

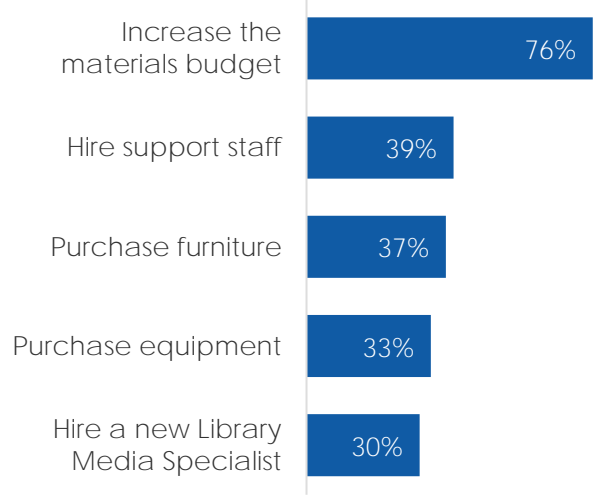


Eighty-six percent of library staff say that the majority of their budget is spent on library books and materials. Still, they reported the need for more funds for materials as a top priority. The school's LMC collection was 17 years old (median), indicating a need for weeding and updating.

“If we want to increase literacy, we need to have great books and plenty of them for students to read.”

## By far, the top priority for library staff is an increase in their materials budgets

TOP PRIORITIES FOR LMC STAFF TO IMPROVE STUDENT ACCESS TO AN EFFECTIVE SCHOOL LIBRARY (N=1,038)



Note. Respondents were asked to select their top priority, their second priority, and their third priority. This analysis combines responses and reports the percentage of respondents that selected each option as one of their three top priorities.



## Critical Insights

- 1. There is more work to be done to ensure all schools have a library media center.** Schools may not have an LMC for many reasons, such as a lack of resources (e.g., budget, space, staffing). However, schools that reported not having an LMC were still eligible to receive School Library Aid.
- 2. School districts should hire licensed media specialists and support staff, support teachers and other staff in seeking licensure, and increase overall staff hours.** An effective school library media center is managed by a licensed media specialist. More Minnesota school districts and schools should hire licensed media specialists and protect their time to run the media center. In addition to the need for staff with necessary training (licensure), many LMCs would benefit from additional support staff and overall staff hours.
- 3. More schools across Minnesota would benefit from district-level staff supporting the work of licensed media specialists.** Ideally, district staff play a key role in the effectiveness of a school library. The district-level school library supervisor formulates and administers a district-wide school library vision, advocating for equitable resources and leading the implementation of National School Library Standards. They ensure adherence to policies on intellectual property and digital citizenship; provide professional development; evaluate library effectiveness; promote data-driven dialogue on library impact; and curate diverse, high-quality materials (AASL, 2021).
- 4. Students and teachers will be better equipped for academic and instructional success with the support of a licensed media specialist.** It is possible that students who attend a school without an LMS are not receiving beneficial instruction such as reading support, information literacy skills, and support for research projects and digital learning. And teachers have less support for aspects that enhance learning, such as integrating technology into lessons and access to curriculum-aligned materials.
- 5. Schools need resources to curate their collections to meet the needs of students and a licensed media specialist to ensure this is done in a way that carries the greatest educational value.** Updating school library collections ensures students have access to accurate, current, and diverse materials that support their learning while removing outdated or damaged resources. Staff should instruct students to use eLibraryMN.org, a free resource available to all Minnesota schools.
- 6. The Minnesota Department of Education should consider strategies to enforce state statute regarding the definition of a school library, the requirement that LMCs be served by a licensed media specialist, and the use of School Library Aid.** Findings call into question whether the 2023 school library legislation is having the intended impact of supporting LMC staffing and infrastructure. LMC staff input into the use of state School Library Aid may help ensure funds address critical needs.

Note. Survey design and data collection by Counting Opinions. Data preparation, analysis, and reporting by Wilder Research.

This summary presents highlights of The State of School Libraries in Minnesota.

For more information about this report, contact Anna Granas at Wilder Research, 651-280-2701 or [anna.granas@wilder.org](mailto:anna.granas@wilder.org)

## **Wilder Research®**

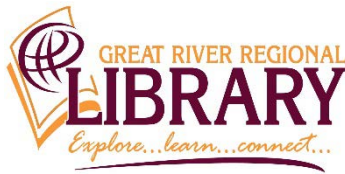
Information. Insight. Impact.

Authors: Anna Granas and Anne Li

JANUARY 2025



MINNESOTA MULTITYPE  
LIBRARY SYSTEMS



## Great River Regional Library Fundraising in 2024

### 2024 Year-End Campaign (October 2024 – February 2025)

	<u>2024 Goals</u>	<u>Final Totals</u>
Dollar Amount	\$94,500	\$75,852
Number of Donors	1,212	775
Board Participation	100%	100%
Staff Participation	15%	8%
Avg. Gift	\$78	\$97

Major Fundraising Area or Activity	2022 Actuals	2023 Actuals	2024 Goals	2024 Actuals
Year-End Campaign	\$63,693	\$75,927	\$94,500	\$75,852
Locally Growin’	\$26,330	\$28,932	\$28,000	\$27,301
SRP appeal	\$10,025	\$15,043	\$15,000	\$19,266
Major individual donations	\$110,140*	\$31,567*	\$42,000*	\$51,243*
Memorial/tribute gifts	\$7,769	\$9,028	\$10,000	\$18,200
Grants/foundation support	\$19,821	\$9,397	\$200,000	\$14,368
Planned gifts	\$158,000	\$204,453	\$12,000	\$221,533
Misc. activities / General (minus FOL)	\$19,130	\$26,540	\$6,000	\$91,342
<b>TOTALS</b>	<b>\$304,768</b>	<b>\$369,320</b>	<b>\$365,500</b>	<b>\$467,862</b>

\*pulled from campaigns

## 2025 Fundraising Goals

### Chart of Fundraising Revenue Goals

Note: The following is only for “cash” donations to the system, and does not include in-kind, nor local Friends support.

<b>Major Fundraising Area or Activity</b>	<b>2022 Actuals</b>	<b>2023 Actuals</b>	<b>2024 Actuals</b>	<b>2025 Goals</b>
Year-End Campaign	\$63,693	\$75,927	\$75,852	\$100,000
Locally Growin’	\$26,330	\$28,932	\$27,301	\$30,000
Summer Reading sponsors	\$10,025	\$15,043	\$19,266	\$20,000
Major individual donations	\$110,140*	\$31,567*	\$51,243*	\$50,000*
Memorial/tribute gifts	\$7,769	\$9,028	\$18,200	\$15,000
Grants/foundation support	\$19,821	\$9,397	\$14,368	\$258,000
Planned gifts	\$158,000	\$204,453	\$221,533	\$20,000
Misc. activities / General (minus FOL)	\$19,130	\$26,540	\$91,342	\$7,000
<b>TOTALS</b>	<b>\$304,768</b>	<b>\$369,320</b>	<b>\$467,862</b>	<b>\$450,000</b>

\*pulled from campaigns

### 2025 Fundraising Plan Strategies

#### From Fundraising Plan

- Friends relationship: Hold annual “Friends Meet Friends” gathering.
- Grants: Develop grant proposal for LSTA or project-related grant opportunities
- Planned Giving: provide brochures to all Friends of the Library members and local area senior centers
- Year-End Campaign: explore capturing potential donor lists, in all letters list previous donation & specifically ask for next gift at higher level
- Donor recognition: hold annual donor luncheon
- Donor feedback regarding online giving and giving preferences

### 2025 Fundraising Plan Goal Specifics

- Major Donors: >50 gifts of \$1,000+
- Year-End Campaign: 1,266 gifts, \$100,000 raised, \$79 avg.
- Locally Growin’: 825 gifts, \$30,000 raised, \$36 avg.
- Summer Reading sponsorship: \$20,000, at least 16 sponsors
- Planned Giving: 10 future planned gifts documented
- Grants: \$25,000



# Bylaws of the Great River Regional Library Board of Trustees

## Article I. Name

This organization shall be called "The Board of Trustees of the Great River Regional Library" existing by virtue of the provisions of Section 134.20 of the Laws of the State of Minnesota and the Regional Library Agreement and exercising the powers and authority and assuming the responsibilities delegated to it under said statute and agreement. Great River Regional Library is organized exclusively for educational purposes including for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code or the corresponding section of any future federal tax code.

## Article II. Purpose

The purpose of the Great River Regional Library Board of Trustees is to represent the Library to the people and to the governing officials. It is the trustee's obligation to see that adequate funds are obtained for good library service, to promote the best possible use of all library resources in the area, to improve existing services and extend library service to those not previously served.

## Article III. Board of Trustees

### Section 1. Number and Qualification

The board is composed of 15 members as appointed by their respective County Boards of Commissioners according to the provisions of the regional service agreement and representing the counties of Benton, Morrison, Sherburne, Stearns, Todd and Wright.

Any party with two or fewer trustees is allowed to have an official alternate who in the absence of the official delegate may be seated and have the right to vote. This alternate will be paid per diem by GRRL when voting.

### Section 2. Term of Office

The terms of the trustees shall be three years and shall end with the calendar year, provided always, however, that each trustee shall hold office until the successor is appointed. A trustee may serve a total of three three-year terms for a total of no more than nine years of service.

A trustee who has served nine years or a total of three full terms may be reappointed after a one-year lapse of membership.

### Section 3. Termination of Trustee's Term

A trustee's term shall terminate immediately in the event such member:

1. resigns as trustee; or
2. is removed by the appointing authority for misconduct or neglect; or
3. ceases to reside for voter qualification purposes within that part of the geographical territory of the party who appointed him or her in which such party levies a tax to provide its contribution to the general operating fund of the library.

Resignation shall be effective upon delivery in writing to the President of the board and the governing body of the appointing party. The governing body of a party may remove a trustee appointed by such party for misconduct or neglect. Trustees who are appointed by virtue of their elected office may be replaced if not re-elected.

#### **Section 4. Disqualifications, Vacancies**

Any member who moves out of the political subdivision he/she represents shall be responsible for notifying the Library Executive Director. Upon receipt of such notification, the position shall be declared vacant.

A trustee may be terminated from the board due to excess absences, three consecutive meetings without sufficient reason or without any notification. When any trustee fails to attend at least three consecutive meetings of the board, the board may declare his/her position vacant.

It shall be the duty of the President to notify the appointing governing body of the vacancy. Vacancies on the board shall be reported to the governing body of the party whose appointed trustee has left office and shall be filled for the unexpired term.

### **Article IV. Officers**

#### **Section 1.**

Officers of the board shall be chosen at the regular annual meeting of the board and shall be as follows: President, Vice President, Secretary and Treasurer to serve until successors shall be elected and qualified. An officer may succeed himself, provided, however, that a President or Vice President shall not serve more than two consecutive terms.

#### **Section 2. Vacancies**

If a vacancy occurs in an office, the board shall select a successor to the office at the next regular meeting who shall serve until the next annual meeting.

#### **Section 3. Duties of Officers**

The President of the board shall attend all meetings, appoint all committees and serve as an ex-officio member of such committees, certify all bills approved by the board, authorize calls for special meetings and generally perform the duties of a presiding officer.

The Vice President shall preside in the absence of the President and shall assume the duties of the President in case of a vacancy until the next regular board meeting.

The Secretary shall be responsible for the maintenance of a true and accurate account of all proceedings of the board meetings.

The Treasurer shall receive and be custodian of all money belonging to the Library from whatever source derived. The Treasurer shall be the custodian of all bonds belonging to the Library. The Treasurer will serve on the Finance Committee.

The board may at its annual meeting delegate such custodial duties to the Finance Manager. That person shall be responsible for investments, maintaining cash receipts and disbursements and preparing financial statements.

## **Article V. Meetings**

### **Section 1. Regular Meetings**

A schedule of the regular meetings of the GRRL board shall be kept on file at GRRL's administrative office in St. Cloud, Minnesota. The schedule shall include the date, time and location of the meetings. The schedule of meetings shall also be posted on the principal bulletin board of GRRL located at the St. Cloud Public Library. The regular meetings shall be held in January, March, May, July, September and November. The annual meeting shall be held in January and the schedule of regular meetings for the coming year shall be determined at the September meeting and re-affirmed at the annual meeting. If the board decides to hold a regular meeting at a time or place different from the time or place stated in its schedule of regular meetings, it shall give the same notice of the meeting that is provided for a special meeting.

### **Section 2. Special Meetings and Work Sessions**

Special meetings and work sessions of the Board of Trustees may be called by the President or upon written request of three members for the transaction of business as stated in the meeting request. Notice stating the time and place of any special meeting or work session and the purpose for which called shall be given each member of the Board of Trustees or Executive Committee at least three days in advance of the meeting.

Written notice of the date, time, place and purpose of the special meeting or work session shall be placed on the principal bulletin board of GRRL located at the St. Cloud Public Library at least three days before the date of the meeting. The notice shall also be mailed or otherwise delivered to each person who has filed a written request for notice of special meetings or work sessions with GRRL at least three days before the date of the meeting.

### **Section 3. Quorum**

A quorum for transaction of business shall consist of a simple majority of the membership.

## **Section 4. Order of Business**

The order of business at regular meetings shall be as follows:

- Call to order
- Adoption of agenda
- Approval of minutes
- Public Open Forum
- Approval of bills
- Approval of financial reports
- Consent Agenda
- Communications
- Presentations
- Staff Reports
- Report of committees
- Unfinished business
- New business
- Board Open Forum
- Adjournment

## **Section 5. Parliamentary Authority**

Robert's Rules of Order, latest revised edition, may be used as a guide to govern the order and procedure of the board for all matters not otherwise covered by these bylaws.

## **Article VI. Committees**

### **Section 1.**

In accordance with the regional library agreement, an Executive Committee shall have and exercise in the intervals between regular meetings all the powers of the full board except to:

1. Set an annual operating budget and/or;
2. Overturn decision(s) which were previously enacted by a majority vote of the full Board.

This committee shall consist of one member from each political subdivision (including board officers) plus the past president if still serving on the board. Meeting times and locations shall be subject to Article V, Section 1 of these bylaws.

### **Section 2.**

Special committees for the study and investigation of special problems may be appointed by the President.

**Section 3.**

The President shall appoint a Personnel Committee whose duties shall be recommendations to the Board of Trustees on personnel policy and any other matters pertaining to library personnel. The appointed members of this committee shall include the board president who is not to serve as the committee chairperson.

**Section 4.**

The President shall appoint a Finance Committee to oversee GRRL's fiscal responsibilities. The committee shall consist of seven (7) voting members, consisting of a commissioner from each of the six member counties, and one citizen-at-large member.

The committee shall include the President and Treasurer who shall participate in all meetings of the Finance Committee. The President and Treasurer shall serve as ex officio members of the committee unless: (1) they also are a county commissioner serving as an official member of the Finance Committee; or (2) if the President or Treasurer is also the designated citizen member of the Finance Committee who can therefore participate as a voting member of the committee. There will never be more than seven (7) voting members of the Finance Committee to ensure that the Finance Committee does not become a quorum of the full Library Board of Trustees. The recommendations of the Finance Committee will be advisory only - all final budgeting decisions are reserved to the full Board of Trustees at a meeting properly called for that purpose.

The Finance Committee shall have the authority to perform the following functions and other duties delegated by the full Board of Trustees:

- a. Appoint a member to participate in the annual post-audit meeting;
- b. Assist in preparation of preliminary budget;
- c. Review final draft of budget;
- d. Make recommendations regarding requests for expenses in excess of budget;
- e. Review quarterly and annual financial reports.

**Section 5.**

The President shall appoint two to three GRRL Board members to the Fund Development Committee whose duties shall be advance fundraising for Great River Regional Library and help build increased financial support from external resources.

**Article VII. Duties of the Board**

The duties of trustees consist of carrying out the powers given them by Minnesota State Statutes and the regional library service agreement. It is their duty and responsibility to:

1. Determine the policy of the library system to ensure the highest possible degree of operating efficiency.
2. Select and appoint a competent Library Executive Director.

3. Advise in the preparation of the annual library system budget, approve it, and ensure that adequate funds are provided to finance the approved budget.
4. Study and support legislation which will bring about improved library service for residents.
5. Cooperate with fellow board members by supporting final Board decisions.
6. Maintain positive public relations related to Board decisions and actions.
7. Review the Great River Regional Library signatory agreement every three (3) years.

## **Article VIII. Library Executive Director**

### **Library Executive Director**

The Library Executive Director shall be considered the executive officer of the board and shall have sole administration of the Library under the direction and review of the board. The Executive Director shall be held responsible for the care of the buildings and equipment; for the employment and direction of the staff; for the efficiency of the library service to the public; and for the operation of the Library under the financial conditions set forth in the annual budget. The Executive Director shall attend all board meetings except when excused.

### **Evaluation**

On an annual basis, the Board of Trustees shall evaluate the job performance and compensation of the Executive Director.

## **Article IX. Limitations**

No member of the board or immediate relative of a board member shall be considered for staff employment. No member of the board or immediate relative of a board member shall use for personal use or profit the resources, business, finances or contracts of the library that are not intended for personal use or profit.

## **Article X. Travel and Per Diem**

### **Section 1. Travel**

Board members will be reimbursed for actual mileage to attend library related meetings and conferences at a per mile rate to be determined by board action and reviewed periodically or at current air transportation rates, if such rates are less than travel cost by vehicle including mileage, lodging, meals, etc., as permitted by state or federal law.

### **Section 2. Mileage**

Board members will be reimbursed for actual mileage to attend library related meetings at a per mile rate to be determined by board resolution and reviewed periodically or at current air transportation rates if such rates are less than travel cost by vehicle including mileage, lodging, meals, etc.

### **Section 3. Per Diem**

Board members may receive a per diem payment, as permitted by state or federal law, for attendance at regular board meetings, special board meetings, executive committee meetings, special committee meetings, and conferences at a rate to be determined by board action and reviewed periodically.

### **Section 4. Other**

Other expenses incurred by Board members related to service on the GRRL Board which are not otherwise addressed in these by-laws should be pre-authorized by the Board to be eligible for reimbursement as permitted by state or federal law.

## **Article XI. Dissolution**

Upon the dissolution of Great River Regional Library, assets shall be distributed to its respective counties for a public purpose, for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future Federal tax code. Any assets not so disposed shall be disposed of by a court of competent jurisdiction of the county in which the principal office of GRRL is located. Disposal shall be made exclusively for exempt or public purposes, or be made to such organization or organizations as the court shall determine to be organized exclusively for such purposes.

## **Article XII. Amendments**

These bylaws may be amended at any regular meeting of the board with a quorum present, by majority vote of the members present, providing the amendment was stated in the call for the meeting.

## **Article XIII. Precedence**

Where these bylaws conflict with state and federal statutes or regulations, or with the library service agreement, said statutes and regulations shall have precedence.

## **Amendment History**

Adopted September 10, 1985

Amended September 10, 1996; May 11, 1999; July 13, 1999; May 9, 2000; May 13, 2003; May 9, 2006; November 10, 2009; March 15, 2011; May 10, 2011; November 15, 2011; September 16, 2014; September 15, 2015; July 18, 2017; September 18, 2018; March 15, 2022; July 18, 2023







## Code of Conduct for the Great River Regional Library Board of Trustees and Committees

Great River Regional Library Board of Trustees is to represent the Library to the people and to governing officials. The GRRL Board President appoints individuals to committees based on GRRL bylaws. Each committee has specific staff assigned and designated to support its function. The function and reporting relationship to the Board will vary from committee to committee.

Great River Regional Library is a **PATRON CENTERED** organization, and we express this commitment through three Core Values:

### EXCEPTIONAL SERVICE

- We are an empowered, knowledgeable staff.
- We speak and act with honesty and integrity.
- We operate with respect for all, and appreciate our opportunity to serve.
- We provide free and equal access to information.

### FORWARD THINKING

- We challenge ourselves to always do better.
- We explore innovation and new ideas.
- We are responsive to a changing world, and will build on past success.
- We promote lifelong learning.
- We anticipate future service needs.

### COMMUNITY FOCUS

- We build trust with one another, and operate as a team.
- We communicate openly.
- We create partnerships throughout the communities that we serve, to promote our libraries and services.
- We are inclusive, and embrace diversity.

In alignment with these values, the GRRL Board expects committee members to maintain a respectful work and public service environment. Members of the GRRL Board and all GRRL committees shall act in a professional, respectful, lawful manner at all times while performing their duties, and any time they are representing the library system. The GRRL Board will not tolerate disrespectful or unprofessional behavior towards patrons, members of the public, employees or elected officials.

The following rules of conduct shall apply to all GRRL Board meetings and GRRL Board appointed committee meetings:

## Meeting Operation

- Adopt Robert’s Rules of Order for the conduct of meeting business. Assemble an agenda to guide the business of the meeting.
- Each chairperson is responsible, along with the members, with ensuring the members adhere to these rules of conduct. This includes the holding of a conversation with any members not adhering to the Code of Conduct. If inappropriate behaviors are not resolved, then the member may be subject to removal by their appointing authority for misconduct or neglect.
- Chairpersons shall be consistent with process.

## Member Decorum

- Members respect the majority vote of body and do not undermine or sabotage implementation of policies and rules passed the majority.
- Members respect, and do not belittle, the minority opinions and votes of members who are not part of the majority vote on key issues.
- Members respect the dignity of all individuals.
- Members allow citizens, staff members and colleagues sufficient opportunity to present their views. Be tolerant, respectful and attentive. Avoid comments, body language or distracting activity that conveys disrespect for presentations from citizens, staff or colleagues.
- Members are respectful when there are differences of opinion and listen openly to all members’ points of view.
- Members refrain from using profane, threatening or abusive language.
- Members are courteous in their dealings and do not interrupt other members, the staff or citizens when they are speaking.
- Members focus on issues, not personalities and avoid questioning motives.
- Members recognize the interdependency of the committee and the professional staff.
- Members praise in public and critique in private.

## Revision History

Approved May 18, 2021; reviewed March 21, 2023



## MEMBER OF THE GREAT RIVER REGIONAL LIBRARY BOARD OF TRUSTEES

**Date Approved:** May 10, 2011; reviewed April 18, 2017, March 16, 2021

**Date of Last Revision:** May 16, 2023

### SUMMARY

Members of the Great River Regional Library Board of Trustees provide direction and vision for the organization.

This job description is a guide outlining the responsibilities of GRRL Board of Trustees members. The GRRL Board reserves the right to revise job responsibilities as needed to conform to Minnesota law and the most current version of the GRRL Bylaws.

### OUR COMMITMENT TO DIVERSITY AND INCLUSION

GRRL is committed to recruiting and retaining a diverse workforce and providing a work environment free from discrimination and harassment.

We seek to foster an environment of inclusion where everyone is treated respectfully and valued for their strengths. Our work is guided by our values of providing exceptional customer service, being forward thinking and having a community focus that serves patrons from all socioeconomic, educational, literacy, and cultural backgrounds.

### PRIMARY RESPONSIBILITIES

#### Basic Responsibilities of GRRL Board of Trustees:

- Determine mission, vision and purpose. Also periodically review the mission and vision statements to ensure they accurately reflect the library's goals and purposes given the demands of the patrons served.
- Adopt bylaws and policies as appropriate to fulfill the regional library purpose.
- Work to ensure adequate financial resources are secured for the organization to fulfill its mission, vision and purpose.
- Protect assets and provide proper financial oversight by developing the annual budget and ensuring that proper financial controls are in place.
- Select, support and evaluate the director. The board should employ the best qualified person for the position of director. The board should ensure that the director has the moral and professional support he or she needs to further the goals of the organization.

- Ensure effective planning by actively participating in overall strategic plan process and monitoring the plan's goals.
- Ensure legal compliance and ethical integrity. The board is ultimately responsible for adherence to legal standards and ethical norms.
- Enhance the organization's public standing. The board should clearly articulate the organization's accomplishments to the public and work to garner support from the community.
- Build a competent board. All boards have a responsibility to articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate their own performance.

**Individual GRRL Board Member Responsibilities:**

- Attend board and committee meetings and functions, such as special events.
- Be informed about the organization's mission, services, policies, and programs.
- Review agenda and supporting materials prior to board and committee meetings.
- Abide by the GRRL Board Code of Conduct.
- Serve on board committees and offer to take on special assignments or appointments.
- Make a personal financial contribution to the organization as personal situations allow.
- Suggest possible nominees to the board who can make significant contributions to the work of the board and the organization.
- Keep up-to-date on significant developments in the library field.
- Follow conflict-of-interest and confidentiality policies.
- Refrain from making special or burdensome individual requests of the staff except through the director. Adhere to appropriate board member/staff roles.
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual financial statements.

**Personal characteristics desired for GRRL Board Members:**

- Ability to: listen, analyze, think clearly and creatively, work well with people individually and in a group.
- Willing to: prepare for and attend board and committee meetings, ask questions, take responsibility and follow through on a given assignment, contribute personal and financial resources in a generous way according to circumstances, open doors in the community, and evaluate oneself.
- Develop certain skills if you do not already possess them, such as to: cultivate and solicit funds, cultivate and recruit board members and other volunteers, read and understand financial statements, and learn more about the substantive program areas of the library.
- Possess: honesty, sensitivity to and tolerance of differing views, a friendly, responsive, and patient approach, community-building skills, personal integrity, and a sense of humor.



## FUND DEVELOPMENT COMMITTEE MEMBER

**Date Approved:** 01/15/19

**Date of Last Revision:**

### SUMMARY

Members of the Fund Development Committee advance fundraising for Great River Regional Library and help build increased financial support from external resources.

### PRIMARY RESPONSIBILITIES

**The following is a guide outlining responsibilities of Fund Development Committee members. GRRL reserves the right to revise and assign responsibilities as needed.**

1. Prepares for and participates in committee meetings.
2. Monitors and supports implementation of the Fund Development Plan and works with other committee members and staff to make changes as necessary to meet objectives.
3. Keeps abreast of GRRL's services and policies, as well as trends and challenges that impact library services throughout the region.
4. Identifies new prospects and individuals who have the potential for a major gift.
5. Assists with donor solicitation by making personal contacts.
6. Assists with donor recognition by making personal contacts to express appreciation, such as personal telephone calls or thank you notes.
7. Assists with cultivating and fostering mutually supportive fundraising partnerships with local community groups and organizations, including Friends of the Library.
8. Helps plan and implement fundraising events.
9. Acts as an ambassador for the organization at fundraising events.
10. Maintains confidential information and abides by conflict of interest policies.

### QUALIFICATIONS

- Has an interest in fund development and community outreach
- Is enthusiastic and willing to take initiative and be creative
- Has a passion for the role of libraries in our communities
- Has the ability to analyze data to measure effectiveness of fundraising efforts to make recommendations
- Is willing and able to take on assigned volunteer tasks

### COMMITMENT

The Fund Development Committee will meet approximately once per quarter. Members will serve a one year, renewable term.

February 18, 2025



## PROJECT EVALUATION SHEET

**Title of Project:** Full-Time Floating Library Assistant

**Date(s):** May—December of 2024; approved by the Personnel Committee on March 19, 2024.

**Usage/statistics (outputs):** Keeping libraries open, keeping building projects moving forward, and getting much needed collection work started and maintained  
These positions facilitated access across the region by helping local branches avoid staffing closures.

**Patron demographics served by the project:** All patrons in assigned area of the region.

**What were the stated goals for the project (intended outputs/outcomes)?**

Our goals for this project include the following:

- Successfully recruit and fill the two approved positions
- Fill open library shifts across the region.
- Positive LSC feedback
- Complete collection management tasks and work on special regional projects.

**How did the project go as a whole? What went well? What would you do differently?**

As a whole, the project worked well. Both floating Assistants have covered shifts across the region. In general, they do not have issues filling 30 hours a week. There have been some initial communication struggles with LSCs and a desire has been expressed for a more streamlined scheduling process. We still need to work through how assignments for collection work should be set up, how the branches and floating assistants should track that work so everyone knows where to start or what has been done.

**Did you have the resources and information you needed to prepare for the project?**

For the most part yes, both floating Assistants reporting wanting Collection Development training sooner.

**What do you wish you'd known before you began work on the project?**

Both report wanting Collection Development training sooner.

**Were stated goals for the project met?**

Yes. GRRL has two people able to be placed in a branch during extended absences. Both floating assistants have the ability to help with Collection Management for larger projects, such as carpeting, new buildings, to supplement what the local staff are already doing. In addition, LSCs and staff across the region appreciate both the flexibility in covering open shifts, and the Assistants' collection management knowledge.

**Were other goals met by the project that were unexpected (unintended outcomes)?**

We learned about gaps in training at the branch level necessitating a look at training requirements. Because of the number of hours these staff members work, they are developing a depth of knowledge that staff with less days per week are lacking.

**Was there positive feedback? Specify.**

Staff report receiving positive feedback from most LSC's and other employees. Their availability is helpful, and their training to weed, opening up space on shelves, is appreciated.

**Recommendation to continue/discontinue.**

We recommend continuing the project. Both current floating assistants have been invaluable in keeping branches open through extended vacancies, building projects, and collection work. A possible solution for the collection work assignments is to have the floating assistants work 4 days on the desk and 1 day in a branch on the collection. The collection day would be a rotating schedule of the branches.