

TRUSTEE PACKET

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



Christian County Library's Board of Trustees - Special Meeting - Open Session

Friday, January 31, 2025 at 4:00 p.m.

Nixa Community Branch, Large Meeting Room

[Trustee Bylaws, Article I, Section II](#) empowers the President of the Board or three Trustees together to call a Special Meeting as needed.

Pledge of Allegiance

Agenda Items

Executive Director Search Process

- Timeline
- Interview Process
- Salary Review
- Job Description Feedback Discussion

Adjournment

Revised: 01/30/2025

Trustee Garrity's DRAFT

Executive Director Hiring Process

Preparation and Recruitment (8 weeks total)

- Review and finalize the job description
- Finalize application questionnaire from BoT and Admin Staff.
- Post job ad on platforms - Admin Staff
- Set application deadline (6 weeks from posting)
- Close application period

Screening and Initial Interviews (2 weeks total)

- Review resumes and shortlist candidates (typically 3–5).
- Conduct initial virtual/phone screenings interviews (20–30 minutes).
- Finalize the list for formal interviews.
- Background checks for shortlisted candidates.

Final Interviews and Selection (1 week)

- Conduct individual interviews (in-person) BoT Panel with agreed on questions.
- Debrief and make final selection decision.
- Reference checks and background verification.

Offer and Negotiation (2 days)

- Extend the offer to the selected candidate.
- Negotiate terms, start date, and confirm acceptance.

Onboarding (TBD)

- Tours and introductions with staff
- Training orientation on policy, procedures and systems

Similarly Sized Missouri Library Districts 2023	2020 USA Population Served	Geography Served	Number of Branches	Total Staff FTEs	Director Salary	Director Benefits	Director Salary & Benefits	Director Salary & Benefits as % of Revenue	Director Tenure	Minimum Required Director Education	Collected Tax Rate	Assessed Valuation	Operating Revenue
Boonslick Regional Library	59,455	Multi-County	4	21	\$82,534	\$1,076	\$83,610	4.5%	10+ Years	Bachelor's Degree	\$0.14	\$1,163,991,139	\$1,872,616
Saint Joseph Public Library	61,254	City	4	43	\$87,110	\$19,360	\$106,470	2.8%	10+ Years	MA in Library Science from ALA Accredited Institution	\$0.42	\$781,851,115	\$3,811,220
Barry-Lawrence Regional Library	72,535	Multi-County	9	36	\$97,897	\$10,552	\$108,449	3.6%	10+ Years	MA in Library Science from ALA Accredited Institution	0	\$1,259,625,455	\$3,022,385
Trails Regional Library	82,736	Multi-County	8	43	\$109,500	\$25,184	\$134,684	3.6%	2 - 5 Years	MA in Library Science from ALA Accredited Institution	\$0.26	\$1,332,417,297	\$3,740,538
Riverside Regional Library	85,846	Multi-County	6	19	\$90,022	\$19,399	\$109,421	9.8%	5 - 10 Years	MA in Library Science from ALA Accredited Institution	\$0.07	\$1,033,784	\$1,111,546
Christian County Library (2023)	(2020) 88,842	County	4	45	\$75,923	\$21,480	\$97,403	2.8%	2 - 5 Years	MA in Library Science from ALA Accredited Institution	\$0.1861	\$1,813,255,563	\$3,463,273
Missouri River Regional Library	90,553	Multi-County	2	41	\$85,700	\$14,079	\$99,779	2.6%	5 - 10 Years	MA in Library Science from ALA Accredited Institution	\$0.20	\$1,648,792,581	\$3,858,335
CCL (2025 Approved MIN - \$38/ Hr Salary Range)	(2024 est.) 94,422	County	4	43	\$79,040	\$23,771	\$102,811	2.5%	0 Years	Bachelor's Degree	\$0.1861	\$1,861,781,680	\$4,070,313
CCL (2025 Approved MAX - \$42/ Hr Salary Range)	(2024 est.) 94,422	County	4	43	\$87,360	\$24,986	\$112,346	2.8%	0 Years	Bachelor's Degree	\$0.1861	\$1,861,781,680	\$4,070,313
Cass County Public Library	107,824	County	7	43	\$84,000	\$28,013	\$112,013	1.8%	One Year or Less	MA in Library Science from ALA Accredited Institution	\$0.22	\$2,397,135,049	\$6,160,391
Jefferson County Library	135,409	School District	4	58	\$81,211	\$19,898	\$101,108	2.2%	2 - 5 Years	MA in Library Science from ALA Accredited Institution	\$0.26	\$1,652,900,518	\$4,581,294
Scenic Regional Library	147,730	Multi-County	9	50	\$128,041	\$64,747	\$192,788	2.9%	More than 10 Years	MA in Library Science from ALA Accredited Institution	\$0.19	\$3,388,941,705	\$6,548,274

Christian County Library - 2025 Pay Scale

Position Categories	Starting Pay Range	Current Job Titles	Minimum Experience	Minimum Education Level	Supervisory Responsibilities
Assistants	\$13.75- \$14.75	Shelver; Collection Services Assistant; Outreach/Delivery Assistant; ILL/MOBIOUS Assistant; Library Assistant	Dependent upon the position	15 college credits preferred	none
Associate	\$15.00- \$16.00	Bus. Office Associate, Library Associate, Youth Services Assistant, Maintenance Associate, Programming Associate	1-2 years of relevant exp.	30 college credits	PIC eligible
Assoc. Admin	\$17.00- \$18.00	Collection Services Specialist; Youth Programming Specialist; Outreach Specialist; IT Support Specialist; ILL/MOBIOUS Coordinator; Visual Designer; Communications Coordinator; Outreach Coordinator	3 years of relevant exp. or see ed. level	60 college credits, Bachelors preferred	PIC eligible; may supervise other employees
Administrator I	\$19.00- \$23.00	no current titles	4-5 years of library or relevant exp. or see ed. level	Bachelors Degree	Mid-level management
Administrator II	\$25.00- \$28.00	Community Branch Manager; Collections Services Manager; Outreach Manager	5-6 years of library or relevant exp. or see ed. level	Bachelors Degree or higher	High level management
Administrator III	\$29.00- 33.00	Dir. of Communications & Community Engagement; Dir. of Development & Strategic Partnerships; Dir. of Finance & Business Operations; Dir. of Youth Services; Dir. of IT & Facilities	7-8 years of library or relevant exp. or see ed. level	Bachelors Degree or higher	High level management
Executive Director	\$38.00- \$42.00	Executive Director	10+ years of library or relevant exp. or see ed. level	Masters Degree	High level management

Year	2020 Debt Service Payments	2022 Debt Service Payments	Combined	Paid From 2020 Debt Service Fund	Paid from Fremont Property Sale	Net Debt Service Budget
2025	290,000	413,353	703,353	290,000	17,353	396,000
2026	293,600	416,387	709,987	216,834	93,553	399,600
2027	291,800	413,423	705,223		204,272	500,951
2028	294,800	414,711	709,511			709,511
2029-2039	292,164					

Current Executive Director Starting Pay Range Approved in the 2025 Payscale (Budgeted for \$40.55/hr)

\$38/hr	79,040					
\$42/hr	87,360					
Proposed Starting Pay Range for New Director						
\$43.27/hr	90,000	10,960	14%	Increase From Current Minimum Starting Salary		
\$62.50/hr	130,000	42,640	49%	Increase from Current Max Starting Salary		



**Christian County Library
Executive Director Job Description**

Job Title: Executive Director

FLSA Status: Exempt, Full Time

Schedule: Varied; Typically, Monday - Friday: Some evenings and weekends

Reports To: Board of Trustees

Position Overview:

The Executive Director (ED) oversees the day-to-day operations of the library district, providing strategic leadership to ensure the delivery of high-quality library services to the community. This role involves managing staff, developing programs, maintaining collections, and ensuring compliance with library policies and law as approved by the Board of Trustees.

The ED is the chief executive and administrative officer of the library and is accountable to the Board of Trustees and serves at their pleasure. The ED works with the Board to establish a strategic plan to fulfill the mission of the library to ensure success into the future and optimize support for learning within the library and community.

[182.060. Board to organize – rules and regulations – county librarian, appointment](#)

Duties and Responsibilities: include the following. Other duties may be assigned.

Leadership:

- Provide vision and direction for library services and programs.
- Rapidly diagnose complex challenges and engineer innovative solutions that drive organizational effectiveness.
- Articulate compelling strategic narratives that inspire, influence, and align diverse stakeholders toward shared organizational goals.

Staff Management:

- Supervise library staff, including recruitment, training, and performance evaluations.
- Ability to delegate work appropriately and plan and direct work of subordinates.
- Foster a positive work environment that encourages professional development.

Program Development:

- Ensures that programs, services, and functions are designed and operated to develop the best user experience.
- Launches initiatives to improve services and expand the user base.
- Collaborate with local organizations and schools to promote literacy and learning.

Collection Development:

- Oversee the selection, acquisition, and management of library materials and resources commensurate with community standards.
- Ensure collections reflect diverse perspectives and comply with state and federal laws.

Budget and Financial Management:

- Prepare and manage the library district's budget in coordination with the Board of Trustees.
- Provide vision and oversight of grant opportunities and additional funding sources for library initiatives.
- Work with county officials, administrative staff, and outside consultants to file tax levy and yearly audit information.

Community Engagement:

- Build strong relationships with the community and be responsive to their concerns or requests as appropriate.
- Market and promote the library to galvanize support and involvement of the community in library services and programs.
- Spearhead comprehensive community needs assessments, soliciting diverse stakeholder input to shape strategic priorities and maximize organizational impact.

Facilities Management:

- Manage proactive maintenance strategies, cultivating inviting spaces that enhance patron experiences and operational efficiency.
- Strategize and execute long-term capital investment plans, anticipating facility needs and optimizing resource allocation for critical upgrades.

Technology Integration:

- Stay current with emerging technologies and trends in library services.
- Lead the implementation of appropriate technology to enhance library services.
- Orchestrate the seamless integration of advanced technological solutions, maximizing the efficiency and reach of library resources.
- Implement practical library technologies to enhance digital services and improve patron experiences.

Reporting and Evaluation:

- Communicate complex concepts orally, in writing, and in presentations.
- Prepare weekly and monthly reports for the Board of Trustees on operations, programs, personnel changes, budget, and any other ad hoc items requested.
- Utilize data and analytics to inform, guide, and communicate transparency in decision-making processes.
- Submit mandatory reports to the Missouri State Library and the Missouri Ethics Commission.

Educational and Experiences Requirements:

- Bachelor's Degree required
- Masters Degree in Library Science or related field preferred
- 10 years management/supervisory experience
- (with 5 years minimum in library administration preferred)
- Strong knowledge of database systems, operations, and public facing services
- Experience in community service and public engagement

Physical Demands:

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

- Remain in a stationary position for significant periods of time
- Occasionally move up to 30 lbs.
- Routinely position self to access library materials and office equipment on the floor, in bins, and shelves up to 6 feet in height
- Able to communicate information and ideas accurately so others can understand
- Occasionally work in outdoor weather conditions for programs and events

Knowledge, Skills, and Other Abilities:

- Excellent customer service skills
- Proficient computer skills: familiar with using internet, office productivity software (i.e. Google Workspace, Microsoft), and email
- Working knowledge of reader interest levels, books, authors, and reference sources
- Working knowledge of library services platforms and online databases
- Ability to develop or demonstrate the necessary supervisory, decision-making, leadership, team-building, strategic, conflict resolution, and marketing skills
- Ability to set priorities, organize, and coordinate multiple projects
- Ability to successfully maintain the performance of assigned duties and responsibilities to achieve the desired outcome
- Ability to interact in a positive, effective manner with co-workers, Trustees, and the general public
- Ability to perform with minimum supervision, to work collaboratively in a team environment, and to demonstrate professional standards, good judgment, dependability, and timeliness in work environments
- Ability to adapt to multiple demands and changing priorities, to learn, remain flexible, and be willing to embrace change.
- Ability to present ideas and provide instruction. Comfortable with teaching and use of various forms of technology

I would suggest removing "and is accountable to the Board of Trustees and serves at their pleasure." You might replace that with "and reports to the Board of Trustees from time to time." I would also remove the blue text with the reference to 182.060.

I think you should also include a bullet that they attend state library meetings and district library institutes, as required by law. I don't know that it fits clearly within any duties and responsibilities, but maybe under Leadership or Program Development.

I don't see any other concerns.

Thanks,

Robert E. Petrowsky

Ellis, Ellis, Hammons & Johnson, P.C.

Relevant Excerpts from Missouri Law County Libraries

182.060. Board to organize — rules and regulations — county librarian, appointment. — ...

2. The board, in case such library district establishes its own free county library, shall appoint a qualified librarian who shall be the chief executive and administrative officer for the library district and shall serve at the pleasure of the board.

182.110. Librarians required to attend meetings — expenses. — ...

County librarians shall be required to attend state library meetings and district library institutes, the actual and necessary expenses incident thereto being a charge against the county library fund.