



1300 W. St. Germain  
St. Cloud, Minnesota 56301  
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**Board of Trustees Special Session  
Tuesday, February 18, 2020, 6:00 p.m.  
St. Cloud Public Library Mississippi Room  
Agenda**

Public Open Forum—Total time: 10 minutes, each person limited to two minutes, speakers must address library related topics *not* already on the agenda, board members *will not* interact with public speaker (concerns are referred to management for follow-up), and all parties are expected to display appropriate behavior.

- |   |      |
|---|------|
| 1. Call to Order  | 6:00 |
| 2. Public Open Forum  | 6:01 |
| 3. Pending Litigation – <b>Closed Session</b><br><i>Closed meeting as permitted by the attorney-client privilege pursuant to Minn. Stat. 13D.05, Subd. 3(b)</i> | 6:04 |
| 4. Committee Reports  | 6:34 |
| 4.1 Finance Committee (verbal) <b>(Requested Action – Approve)</b>  |      |
| 4.2 Central Minnesota Libraries Exchange Board (verbal)   |      |
| 5. Central Minnesota Libraries Exchange Discussion  | 6:44 |
| 6. 2016-2020 GRRL Strategic Plan  | 6:59 |
| 6.1 Fourth Quarter 2019 Statistics  |      |
| 6.2 2019 Library Impact Report  |      |
| 6.3 Year-End Campaign Report and Analysis   |      |
| 6.4 Fourth Quarter 2019 Strategic Plan Progress   |      |
| 6.5 2020 Department Work Plans  |      |
| 7. Next Meeting – March 17, 2019  | 7:14 |
| 8. Adjournment  | 7:15 |

February 18, 2020



# Review of Central Minnesota Libraries Exchange Service Impact within GRRL

Submitted by Karen Pundsack, Executive Director

## BOARD ACTION REQUESTED

- Information
  Discussion
  Approve/Accept

## RECOMMENDATION

Review requested information on current service levels provided by Central Minnesota Libraries Exchange (CMLE) within GRRL and discuss potential impacts of a change in boundaries.

## BACKGROUND INFORMATION

Supporting Documents Attached

- CMLE services to library members located in counties covered by GRRL in the last year
- May 2019 Linking Our Libraries downloads
- May 2019 Reading With Libraries downloads
- FY2020 CMLE budget
- Memo to CMLE Board from academic library representatives
- MN Statute 134.351 Multicounty, Multitype Library Systems
- Maps of Minnesota multitype and regional public library systems
- Excerpts from 2010 Minnesota Office of the Legislative Auditor’s report on Public Libraries

In January 2020, the East Central Regional Library board passed a resolution requesting the Commissioner of Education reconsider CMLE’s boundaries. The GRRL Board considered a resolution and requested additional background information on services delivered by CMLE within the GRRL region.

## FINANCIAL IMPLICATIONS

Estimated Cost: \$                      Funding Source:                      Budgeted:  Yes     No     N/A

## ACTION

- Passed
  Failed
  Tabled



## CMLE services to library members located in counties covered by GRRL in the last year

**Minigrants distributed in FY20 (only those to GRRL area libraries) – total \$3,426.06**

Library	Awarded	Project
Stearns History Museum	\$ 300.00	Family History Conference speaker fees and mileage
Little Falls Community School	\$ 292.60	Bus to Student Powered Conference
Talahi Community School	\$ 300.00	WeDoLego 2.0
Dassel Elementary School	\$ 287.82	Branches Series Books
Pinewood Media Center	\$ 200.00	add Spanish books to collection
Bertha-Hewitt School	\$ 285.64	adventure series books library
Cokato Elementary	\$ 260.00	RAZ Plus EL student resources
Clearview Elementary	\$ 300.00	Spanish books to immersion collection
Jane Goodall Environmental Sciences Academy	\$ 300.00	Reading Kits for book clubs/storage
Monticello Middle School	\$ 300.00	Books from Project Lit community
Oak Hill Community School	\$ 300.00	Expand VR collection Google Cardboard
LPGE Elementary School	\$ 300.00	Nonfiction books 1st&2nd grade levels

**Scholarships to individuals distributed in FY20 (only those to GRRL area libraries) – total \$1,457.14**

Workplace	Awarded	Conference attended
Alcuin Library	\$ 275.00	MLA 2019
Sartell High School	\$ 300.00	Impact Learning Conf
Talahi Community School	\$ 300.00	Impact Learning Conf
Pine Meadow Elementary	\$ 300.00	Impact Learning Conf
Sartell Middle School	\$ 282.14	Impact Learning Conf

### Other activities

#### Member Events (open to all members)

These are opportunities for members to connect in person, particularly for members who are in schools and who work alone. Making these connections is part of our mission statement, and included in our strategic plan.

Attendance ranges from 4-20 people. A few of CMLE's recent events are listed here:

- Camping at Lake Maria
- Tea at Mad Hatter teahouse in Anoka
- Monthly book group discussion sessions at Mexican Village in St. Cloud
- Author events at St. Ben's College (several events)
- Roller derby, St. Cloud

A couple of upcoming member events (all are welcome!):

- Tuesday February 12, 5:30: book group discussion at Mexican Village in St. Cloud
- Monday February 17, 10:30: book group discussion at Coffee Corner in Princeton
- March 10, 7:00: Susan Steinberg author event, St. Ben's College

We produce a lot of our work online. Our most recent needs assessment and our discussions with members – especially school library members – was clear that our members prefer material to be available online, so it is flexible to meet their schedule.

#### Linking Our Libraries podcast

Started at about 15 downloads per episodes, and are up 40.

In this podcast, we look at all sorts of different skills library staff members will need to be successful. We have a variety of Guest Hosts who come to share their experiences and ideas on these skills. You can use them across every job, in every library.

It doesn't matter what you do, what kind of library/archive you work in, or how much training you have already had – we all need to keep building our skills. Your library needs you to be good at your job! Your community needs you to be good at it!

Some recent episodes:

#### *Season Six Episodes (with Guest Host information)*

- |     |        |   |
|-----|--------|---|
| 601 | Dec 19 | <a href="#">Working With Teachers</a> Amy Moe, Instructional Technology Specialist at Pine Meadow Elementary school                                       |
| 602 | Dec 26 | <a href="#">Professional Development</a> Leah Larson, LSTA Coordinator at the Minnesota State Library Services  |
| 603 | Jan 2  | <a href="#">Integrating Tech with Literacy</a> Jason Menth, Technology Integrationist at Talahi Community School  |
| 604 | Jan 9  | <a href="#">Services for patrons with learning differences</a> director of the libraries at St. Benedict's College and St John's University: Kathy Parker |
| 605 | Jan 16 | <a href="#">Starting new job/keeping job fresh</a> Stephanie Schlangen and Glen Irvin, who are technology integration coaches from Sauk Rapids-Rice HS    |
| 606 | Jan 23 | <a href="#">Marketing the Library</a> Kate Wallace and Matt Klimkhammer, from the St Cloud Technical and Community College                                |
| 607 | Jan 30 | <a href="#">Connecting With Students</a> (Student Powered Conference) Audrey, from Mississippi Elementary in Sauk Rapids                                  |
| 608 | Feb 6  | Genealogy Wendy, from Great River   |
| 609 | Feb 13 | ISTE/Conference participation Jennifer Hill, St Cloud State University  |
| 610 | Feb 20 | Digital Citizenship Bethany Kauffman, Media Specialist Rogers High School   |

#### Reading with Libraries podcast

Started with about 30 downloads per episode, and are now up to about 75 to 100 downloads.

- **First:** we want to chat about books, and to have fun doing it! There are so many great books to read out there, that we are establishing a weekly theme.

- **Second:** we do like to provide some educational content to our work. So, this podcast will also help library people in their Reader's Advisory work!

(We are recording Season Five episodes now, if anyone wants to join us and talk about a few books in a genre they enjoy!)

401	Cozy Mysteries	Lydia (Great River staff)
402	MN Youth Reading Awards	Jennifer Hill (St Cloud State University)
403	Hermione's Birthday!	Lydia, Kate, Ariel (Great River and St Cloud Technical and Community College)
404	Own Voices	Lydia (Great River Staff)
405	Natural Disasters	Ariel (Great River Staff)
406	Cult Families	Lydia (Great River Staff)
407	Engineering	Jason (Information technologist, Talahi School)
408	Irish novels	Kathy Parker (Director of the libraries, St Bens and St John's)
409	Zines	Violet (Dewey Editor, OCLC)
410	Kids Books, From Kids	Molly, Liam, Charlotte, Ian (Great River library family kids)
411	Children's Biographies	Kate (Washington County Library)
412	Indigenous Representations	Hannah (State Library Services)
413	True Crime	Kelly Henke (Great River)
414	Narrative Nonfiction	Leah (State Library Services)
415	Minnesota	Wendy (Great River)

#### Virtual Reality (VR) Kits

They come with images, videos, worksheets, and lesson plans! All kinds of different academic areas are part of this program, from K thru 12. We loan these kits at no cost to our members.

CMLE serves 12 counties in central Minnesota: Aitkin, Benton, Chisago, Isanti, Kanabec, Mille Lacs, Morrison, Pine, Sherburne, Stearns, Todd, and Wright. If you are in a library in that system – you are a member!

In the 2019-2020 school year, these are only available to school libraries. After that, we will try to expand to make them available to all of our library members.

Each kit has eight headsets. We provide transportation to and from each school. We also provide training in using the headsets, downloading new content, using the material for class planning, and sharing content across our group of libraries. We are now working on reaching out to teachers, to give them training in using the educational content in their classrooms. The kits are loaned to the library staff, and they distribute it to the teachers. (We do not usually connect directly with teachers; but in this case, it would save the time of our library member to do this directly while they are learning about the new system too.)

#### Library Visits

We visit our members in their libraries. Part of this is to help form personal connections with our members. Part of it is to be in their libraries, to see their accomplishments, and to help them solve problems while we are onsite. This has been a good way to admire the work being done across our system. And, we send follow-up emails to the principals of our members, telling them the value a good school library can bring to students.

Online classes

We are building online classes for members. They can complete the short classes on their own schedule, and can connect back to us at the end of the short class to receive a certificate for one hour of PD credit toward their state certification requirements.

We are building more classes, both those that are short (one hour) and some longer classes. Longer classes will be able to go more in-depth on material, and will operate over an approximate four-week period.

After member requests, we are beginning to build a training program to meet new state teacher certification requirements for eight cultural competencies. There are not enough trainers available to offer the needed training, not enough training offered in a flexible online format, and no trainers focused on providing training with a focus on the needs of school library staff. We are in the preliminary stages of this work.

The primary beneficiaries of all this training would be certified school librarians, and they tend to be employed in schools in the Great River counties, as opposed to be in schools located in East Central area schools where there seems to be less funding for certified teachers in the libraries. We are pushing to encourage all school library staff to participate in training, regardless of whether it is required for certification or not; but it is a harder sell to make that happen when it is not a job requirement.

Weekly newsletter

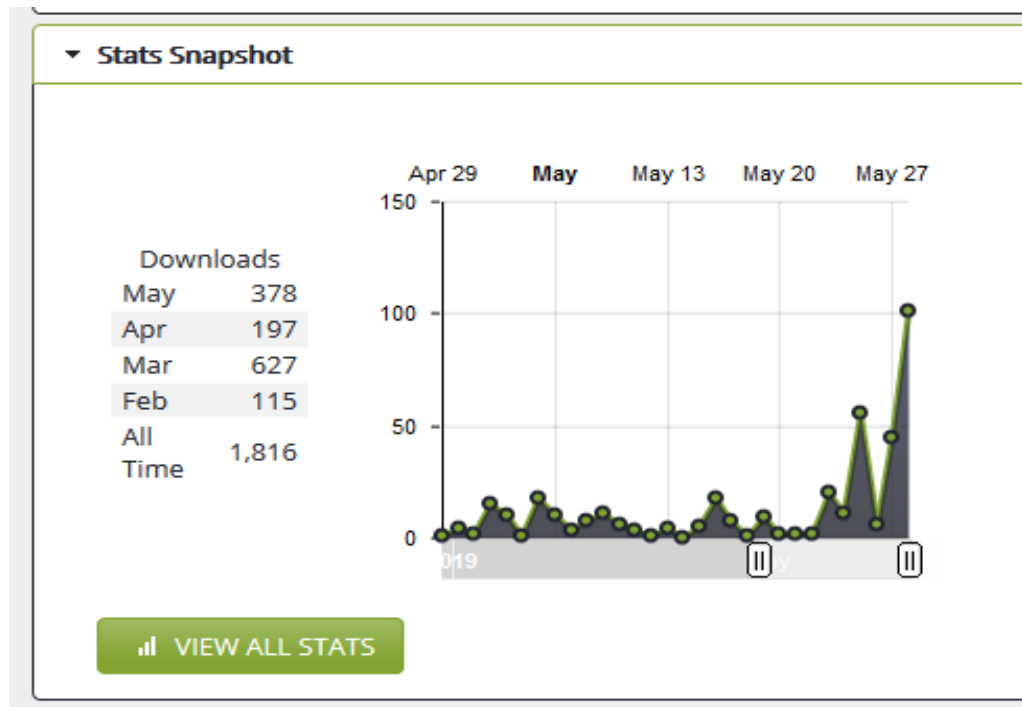
Delivered to about 1,000 people.

Website

Daily website visits (original articles we write each day, pages with training or other professional information, member information, etc.): this has built from maybe 25 visitors a day in 2017 and has grown to over 100 a day.



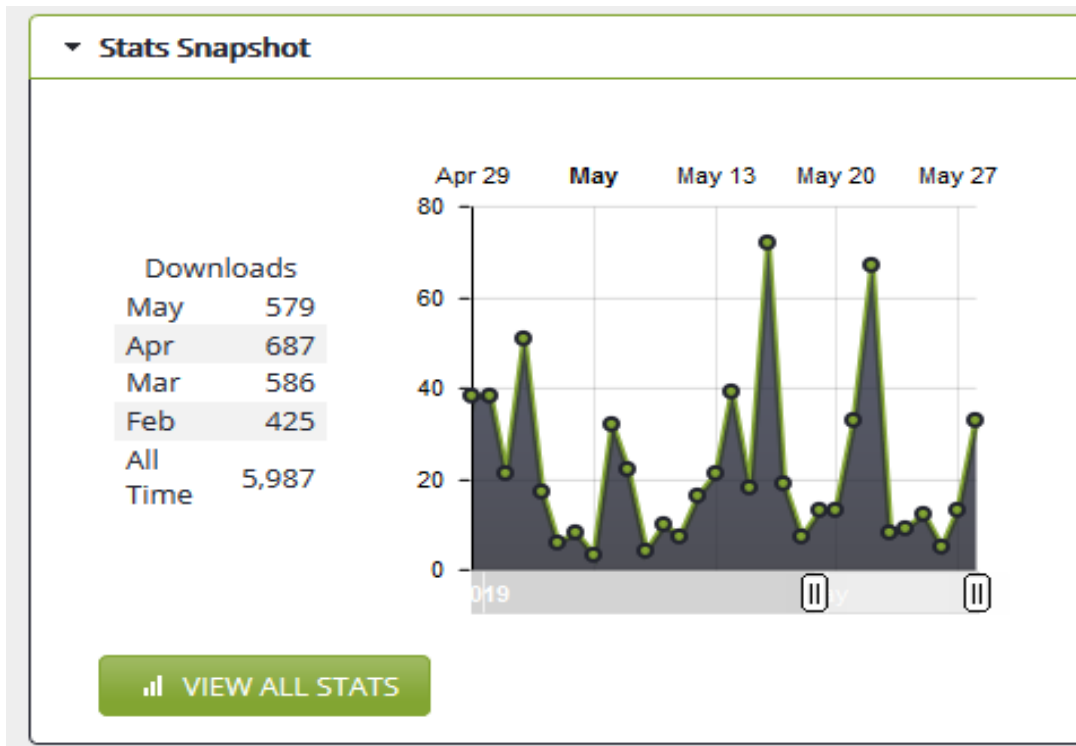
## Linking Our Libraries May 28, 2019



Title	Mar	Apr	May	Total Uniques
Episode 504: Policies and Procedures	0	0	32	<b>32</b>
Episode 505- Collection Development	0	0	30	<b>30</b>
Episode 503: Social Media	0	0	26	<b>26</b>
Episode 502: Customer Service	0	0	36	<b>36</b>
Episode 501: Cataloging	0	23	21	<b>44</b>
Book Bites: Under the Banner of Heaven	0	22	8	<b>30</b>
Episode 210 Customer Service	8	1	8	<b>22</b>
Book Bites: Unmentionables	7	1	7	<b>29</b>
Book Bites: Jeeves and the King of Clubs	25	2	7	<b>34</b>
Book Bites: Jonathan Seagull (Live!)	7	1	7	<b>23</b>
Book Bites: The Housekeeper and the Professor	19	1	7	<b>32</b>
Episode 411: Resource Management	8	2	6	<b>28</b>
Episode 408 Flexibility	9	4	5	<b>43</b>
Book Bites: On Desperate Ground (Live!)	7	2	5	<b>28</b>
Episode 414 Maturity	8	1	5	<b>28</b>
Episode 409 Political Understanding	9	2	5	<b>32</b>

Episode 415 Problem Solving	8	1	5	<b>25</b>
Episode 410 Enthusiasm	7	1	5	<b>30</b>
Episode 407 Credibility	8	2	5	<b>28</b>
We take a break - but with so many books for you!	7	1	5	<b>20</b>
Book Bites: Algeria is Beautiful Like America	8	1	4	<b>26</b>
Episode 405 Creativity	7	1	4	<b>28</b>
Book Bites: Tales from the Inner City (Live!)	8	1	4	<b>35</b>
Book Bites: The Ring	17	7	4	<b>28</b>
Book Bites: Written in Dead Wax	0	20	4	<b>24</b>
Book Bites: Sabriel (Live!)	8	1	4	<b>29</b>
Episode 401 Integrity	8	3	4	<b>27</b>
Episode 203: Grants	8	0	4	<b>17</b>
Episode Twelve: Stress in Libraries	7	1	4	<b>18</b>
Bonus Episode: Reprise of Conferences	5	2	4	<b>17</b>
Book Bites: Zealot	0	25	4	<b>29</b>
Book Bites: The Confidence Code for Girls	21	5	4	<b>30</b>
Episode 310: Communication	6	1	3	<b>12</b>
Episode 312: Networking	5	1	3	<b>10</b>
Episode 403 Interpersonal Skills	10	3	3	<b>34</b>
Episode 412 Accountability	7	1	3	<b>21</b>
Book Bites: Mary Russell series (Live!)	9	2	3	<b>27</b>
Book Bites: So Far So Good (Live!)	7	1	3	<b>32</b>
Episode 13: Local History Resources	6	0	3	<b>13</b>
Episode 404 Communication Skills	7	2	3	<b>25</b>
Episode 413 Risk Taking	9	1	3	<b>22</b>
Episode Five Materials: Digitization Projects	6	0	3	<b>11</b>
Book Bites: Stiff and Gulp (Live!)	6	1	3	<b>23</b>
Book Bites: Pride (Live!)	9	1	3	<b>30</b>
Episode 308: Budgeting	7	1	3	<b>14</b>
Episode 402 Delegation	10	2	3	<b>31</b>
CMLE 2018 Reading With Libraries Awards	6	1	3	<b>23</b>
Episode Ten: International Libraries	6	0	2	<b>9</b>
Episode 307: Planning	7	1	2	<b>12</b>
Episode Eleven: Copyright	6	0	2	<b>9</b>

# Reading With Libraries May 28, 2019



Title	Mar	Apr	May	Total Uniques
Reading with Libraries - Taking a break!	0	50	11	61
Book Bites The Silence of the Girls	0	0	51	51
Book Bites The Queens of Innis Lear	0	0	25	25
Bonus Episode 316 Reading Challenges	0	72	12	84
Episode 315 Minnesota	0	63	11	74
Episode 313 Sociology	44	16	5	65
Episode 312 Advocacy Books	50	8	8	66
Book Bites: The Terror	0	28	33	61
Book Bites: Beartown	0	0	52	52
Book Bites: Blind Descent	0	0	56	56
Episode 311: Literary Mysteries	59	7	11	77
Episode 309 Short Stories and Essays	26	21	6	77
Book Bites: Art Matters	0	43	14	57
Library Legislative Day 2019	6	5	12	68
Episode 308: Cyberpunk	10	5	6	65
Episode 310: Women in Science Fiction	55	7	7	69
Episode 314: Weird Fiction	0	80	8	88

307- Regency Historical Romances	17	10	6	82
Episode 306: Weather	4	3	12	57
Episode 303: Plain, Amish, and Mennonite Books	13	3	3	77
Episode 305- Business books	5	5	4	65
Episode 304: Young Adult	7	7	9	81
Episode 302: Metaphysical and Philosophical Books	4	7	3	82
Episode 301 Cooking and Food Books	8	10	8	88
Reading With Libraries Season Three starts soon!	4	1	8	42
CMLE 2018 Reading With Libraries Book Awards	3	8	3	53
Book Bites: Jonathan Livingston Seagull	6	3	8	70
Book Bites: On Desperate Ground by Hampton Sides	5	5	3	56
Book Bites: Unmentionables	5	9	3	45
Book Bites: Mary Russell series	5	6	3	55
I Am Still Alive	4	8	3	63
Book Bites Live!: Merchants of Despair	6	2	3	45
Lethal White	15	12	3	88
Gone with the Wind	10	13	7	81
The Trouble With Goats and Sheep	4	8	6	63
The Outsider	11	5	5	59
My War Gone By: I Miss it So	3	11	5	64
Eleanor Oliphant is Completely Fine	7	10	12	100
The Backstagers	5	9	3	58
Election Day Book Bites	3	1	3	42
The Grapes of Wrath	4	2	7	65
Dumplin'	6	6	6	74
Book Bites: A Darker Shade of Magic	16	10	4	67
Seven Days of Us	4	2	3	53
The Rice Mother	5	2	3	53
Book Bites: Deep River	4	3	3	46
Walking Point: A Vietnam Memoir	3	5	3	74
Book Bites: Option B	2	1	4	52
Book Bites: Where'd You Go, Bernadette	4	3	3	66
Book Bites: Gang Leader for a Day: A Rogue Sociologist Takes to the Streets	5	8	5	58

**Multicounty Multitype Library System Name: CMLE**  
**State Fiscal Year 2020**  
**Draft to Board Meeting: June 5, 2019**

DRAFT A	FY20 plan	FY19 actual	
<b>Personnel Expenses</b>			
Salaries and Wages	\$ 113,171.00	\$ 112,397.11	increases as given on step chart approved March 2019 board meeting (ED to step four - \$1/hr; IT to step seven) FICA, PERA, Health Plan, CMLE Cost, HSA cost, Life insurance, Long term disability no change; we anticipate spending this on conference registration and meeting attendance
Benefits	\$ 25,021.00	25,184.27	
Staff Development, Tuition and Other Reimbursements	\$2,000	\$2,000	
Total Personnel	\$ 140,192.00	\$139,581	
Total FTE Supported	1.7	1.7	
<b>Operating Expenses</b>			
Telephone (voice and data)	\$0	\$0	no change to this; we do not do this so no money spent
Telecommunications	\$0	0	we have not spent this in the past so eliminating it
Computer Software and Software Licensing	\$2,000	1500	increase to add on our online classes platform Podia; this is also our SurveyMonkey, WordPress, and Libsyn, Mozy, CleanTalk, Bluehost fees
Other Technology Equipment	800	1000	last year we bought three refurbished laptops; this year we anticipate video equipment
Printing and Copying	500	300	slight increase here, to reflect member postcards and sale postcards
Postage and Delivery	500	\$500	no change; we spend this mailing postcards to members
Travel and Mileage	2000	1800	slight increase, with anticipated increase in member visits
Rent	8552	8381	2% increase with new lease
Operating Leases or Rentals	0	\$0	no change to this; we do not do this so no money spent
Utility Services	0	\$0	no change to this; we do not do this so no money spent
Repairs and Maintenance Services	0	\$0	no change to this; we do not do this so no money spent
Insurance	700	650	\$50 increase for projected billing increase
Dues and Memberships	500	600	cutting this down a little bit; MLA, ALA sections, ITEM memberships
Audit	6500	6000	increased \$500, but we are looking for a new auditor and hoping to under-spend this
Board expenses, including per diem	1200	1500	slight decrease to reflect expenses
Materials and Supplies	500	500	no change; we anticipate spending this full amount this year
Other (please specify)	1200	1200	this is bank fees, lobbyist, and contingency; ERDC budget breaks it out individually
Total Operating Expenses	\$24,952	\$24,102	

<b>Program and Service Expenses</b>			
Automation	0	0	no change to this; we do not do this so no money spent
Consulting Fees/Fees for Services	1000	1000	no change; we anticipate spending this full amount this year
Services Purchased from Other MN Joint Powers Agencies	0	0	no change to this; we do not do this so no money spent
Vehicles	0	0	no change to this; we do not do this so no money spent
Delivery	0	0	no change to this; we do not do this so no money spent
Equipment	0	0	no change to this; we do not do this so no money spent
Travel and Mileage	200	250	no change; we do not use much in this account as most reimbursements are through our scholarship program
Scholarships/Direct Member support	5000	5000	we are really proud of the growth here, and want to keep supporting members
Library Materials and Collections	100	100	this has not been of much interest to members; but we may want to increase this later
Communications and Marketing	100	100	no change; we anticipate spending this full amount this year
Staff Development	0	0	this was also \$0 last year; this is probably an area we will increase in future years
Materials and Supplies	500	150	we anticipate spending on this for programs
Workshops and Events	1200	1,500	slight decrease, though we anticipate more programming
Other Contracted services	1100	1000	slight increase; we have had great value from our contractor and want to repeat another few months
Food and Beverages	500	800	slight decrease, though we anticipate more programming
Other (please specify)	0	\$0	no change; there was nothing budgeted here in last year
<b>Total Program Expenses</b>	<b>9700</b>	<b>\$9,900</b>	
<b>Total Anticipated State Aid Expenditures</b>	<b>\$174,844</b>	<b>\$173,583</b>	
<b>Total Anticipated State Aid</b>	<b>\$175,000</b>	<b>\$175,000</b>	
<b>FINAL State Aid amount</b>		<b>175,117.83</b>	

To: CMLE Board  
From: Academic Library Representatives  
Re: Public Library Resolutions

The CMLE Academic Library Representatives to the Board share the stated interest of the ECRL Board in being good stewards of designated resources. However, we are writing to express our apprehension about the regional public library resolutions regarding the future of CMLE. Recognizing the CMLE Board's statutory and ethical requirement to act in good faith, in the best interests of the organization, we raise concern that these resolutions are to the detriment of members.

The resolution that was presented to the CMLE Board by ECRL at the last board meeting on January 15<sup>th</sup> came as a surprise to the other Board members who represent academic, special and school libraries. The proposal seemed to be largely concerned with service to the public libraries with little attention paid to the needs of the other member libraries. It is disappointing these proposals were prepared without consultation with other member libraries.

Our fear is in conflating the regional library system and the multitype library program, the public libraries would divide, absorb and redirect the funding for the library multitype and be unable to provide the multitude of services provided by CMLE to school, academic and special libraries. The structure of CMLE is a librarian to librarian/library focus for the professional development of library staff in all types of libraries in our region. The public library structure, in contrast, has a library to patron focus. The missions are fundamentally different by design. The public library proposals say very little about how the regional library systems would be able to sustain let alone strengthen services to all member libraries, and we fear that the school libraries, those with the least resources, are in the biggest danger of losing professional support.

The ECRL resolution shared with the CMLE Board does not qualify its recommendation based on new state funds. Therefore, if adopted and the multitype is split in half there will not be enough funds to adequately provide services to anyone. Current CMLE members would experience a decline in service, as would other libraries across Minnesota because other multitype organizations would have a reduced share of available state funds. We anticipate that what the regional systems are proposing would require legislative action and it not as simple as asking the Commissioner of Education to redraw the boundaries of the multitype to cut it in half.

We ask that the CMLE board reject the public library resolutions aimed at redrawing the boundaries of CMLE and that all member libraries are consulted in a formative process for any future proposals.

Vi Bergquist (Board Member)  
Director of the St. Cloud Technical & Community College Library

Kathleen Parker (Board Alternate)  
Director of Libraries, CSB/SJU





**134.351 MULTICOUNTY, MULTITYPE LIBRARY SYSTEMS.**

Subdivision 1. **Establishment.** The commissioner of education, upon the advice of the Advisory Council to the Division of State Library Services, may approve the establishment of multicounty, multitype library systems and the geographic boundaries of those systems.

Subd. 2. **Services.** Each multicounty, multitype library system is encouraged to develop services including, but not limited to the following: referral of users, intrasystem reciprocal borrowing, cooperative collection development, cooperative reference services, staff development, research and development, cooperative storage facilities, publicity and community relations.

Subd. 3. **Agreement.** In order for a multicounty, multitype library system to qualify for planning, development, or operating aid pursuant to sections 134.353 and 134.354, each participating library in the system shall adopt an organizational agreement providing for the following:

- (a) Sharing of resources among all participating libraries;
- (b) Long-range planning for cooperative programs;
- (c) The development of a delivery system for services and programs;
- (d) The development of a bibliographic database; and
- (e) A communications system among all cooperating libraries.

Subd. 4. **Governance.** (a) In any area where the boundaries of a proposed multicounty, multitype library system coincide with the boundaries of the regional library system or district, the regional library system or district board shall be designated as the governing board for the multicounty, multitype library system. In any area where a proposed multicounty, multitype library system encompasses more than one regional library system or district, the governing board of the multicounty, multitype library system shall consist of nine members appointed by the cooperating regional library system or district boards from their own membership in proportion to the population served by each cooperating regional library system or district. In each multicounty, multitype library system there shall be established an advisory committee consisting of two representatives of public libraries, two representatives of school media services, one representative of special libraries, one representative of public supported academic libraries, and one representative of private academic libraries. The advisory committee shall recommend needed policy to the system governing board.

(b) Upon recommendation from its advisory committee, a multitype library cooperation system governing board may choose to reconstitute the governance of the multitype system by the creation of a combined board which replaces the previous governing board and advisory committee. A combined board shall consist of five or seven citizens, not employed in library or information services, and four library or information service workers. The constituent regional public library system boards shall select the citizen members from the at-large population of the region. In any area where a multicounty, multitype library system encompasses more than one regional public library system, cooperating regional system boards shall appoint citizen members of the combined board members in proportion to the population of each cooperating regional system. The combined board members who are library and information workers shall be selected, one from each type of library: academic, public, school, and special. Governing board members of the combined board shall serve two-year terms for no more than three successive terms with the members of the first combined board serving one- and two-year terms as determined by lot with a simple majority serving for two years. Elections shall be pursuant to the adopted bylaws of the multitype system and may provide additional requirements to those in this section. New combined governing boards shall take effect at the beginning of

134.351

MINNESOTA STATUTES 2019

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the fiscal year, July 1, and shall continue the authority, ownership, and obligations of the previously constituted multitype system in its region.

**Subd. 5. Property.** All property given, granted, conveyed, donated, devised or bequeathed to, or otherwise acquired by any multicounty multitype library system board shall vest in, and be held in the name of, the multicounty multitype library system board. Any conveyance, grant, donation, devise, bequest, or gift made to, or in the name of, any multicounty multitype library system shall be deemed to have been made directly to the multicounty multitype library system board.

**Subd. 6. Ratification.** All property heretofore given, granted, conveyed, donated, devised, bequeathed to, or otherwise acquired by any multicounty multitype library system board is hereby validated, ratified and confirmed as the property of the board.

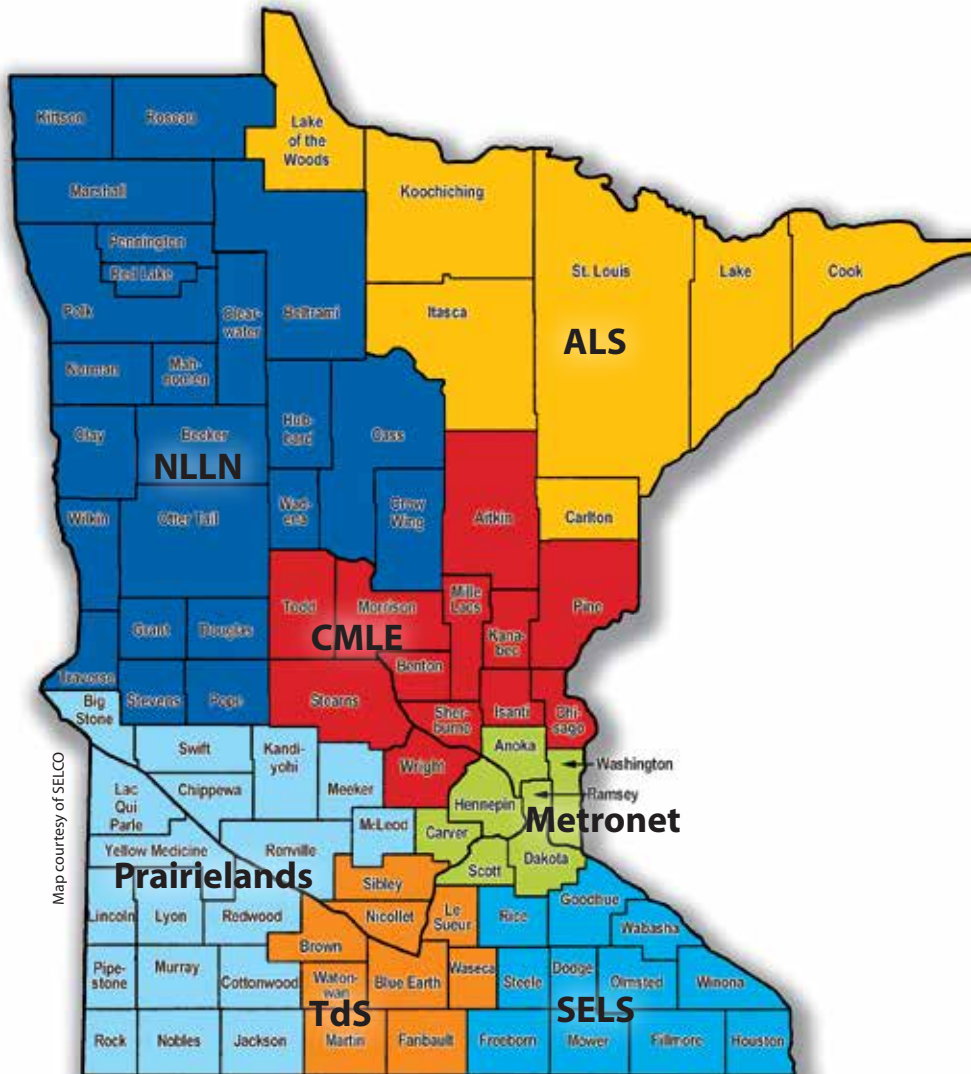
**Subd. 7. Reports.** Each multicounty, multitype system receiving aid pursuant to section 134.353 or 134.354 shall provide an annual progress report to the Department of Education.

**History:** 1979 c 334 art 9 s 9; 1981 c 358 art 6 s 28-30; 1983 c 314 art 11 s 13,14; 1Sp1985 c 12 art 9 s 2; 1988 c 718 art 7 s 53; 1991 c 265 art 11 s 21; 1993 c 375 art 7 s 5; 1Sp1995 c 3 art 10 s 3; art 16 s 13; 1998 c 398 art 5 s 55; 2003 c 130 s 12; 2013 c 116 art 7 s 8,9,22



# Minnesota Multitype Library Cooperative Systems

The seven multicounty, multitype library systems provide critical links between the academic, public, school and special libraries in the state. Each multitype system responds to the needs of the librarians in its region by providing support services. Key areas in which these systems provide efficient, cost effective services include: consulting, communications, sharing of resources across all types of libraries, ongoing opportunities for professional and staff development, and assistance with strategic planning.



**Northern Lights Library Network (NLLN)**

*Kathy B. Enger, Executive Director*  
 P.O. Box 136  
 1104 7th Avenue South  
 Moorhead, MN 56563  
 218-477-2934  
 kathy.enger@nlln.org  
 nlln.org

**Arrowhead Library System (ALS)**

*Jim Weikum, Executive Director*  
*Shari Fisher, Assistant Director*  
 5528 Emerald Ave.  
 Mountain Iron, MN 55768  
 218-741-3840  
 218-748-2171 - FAX  
 jim.weikum@alslib.info  
 shari.fisher@alslib.info  
 www.alslib.info

**Central Minnesota Libraries Exchange (CMLE)**

*Mary Wilkins-Jordan, Executive Director*  
 570 1st St. SE  
 St. Cloud, MN 56304  
 320-257-1933  
 mwilkinsjordan@cmle.org  
 www.cmle.org

**Metronet**

*Ann Walker Smalley, Director*  
 1619 Dayton Ave., Suite 314  
 St. Paul, MN 55104  
 651-646-0475  
 651-649-3169 - FAX  
 ann@metronet.lib.mn.us  
 metrolibraries.net

**Southeast Library System (SELS)**

*Krista Ross, Executive Director*  
*Reagen Thalacker, Regional Librarian*  
 2600 19th Street NW  
 Rochester, MN 55901-0343  
 507-288-5513  
 507-288-8697 FAX  
 800-992-5061 Toll-Free  
 kross@selco.info  
 rthalacker@selco.info  
 www.selco.info

**Prairie Lands Library Exchange (Prairie Lands)**

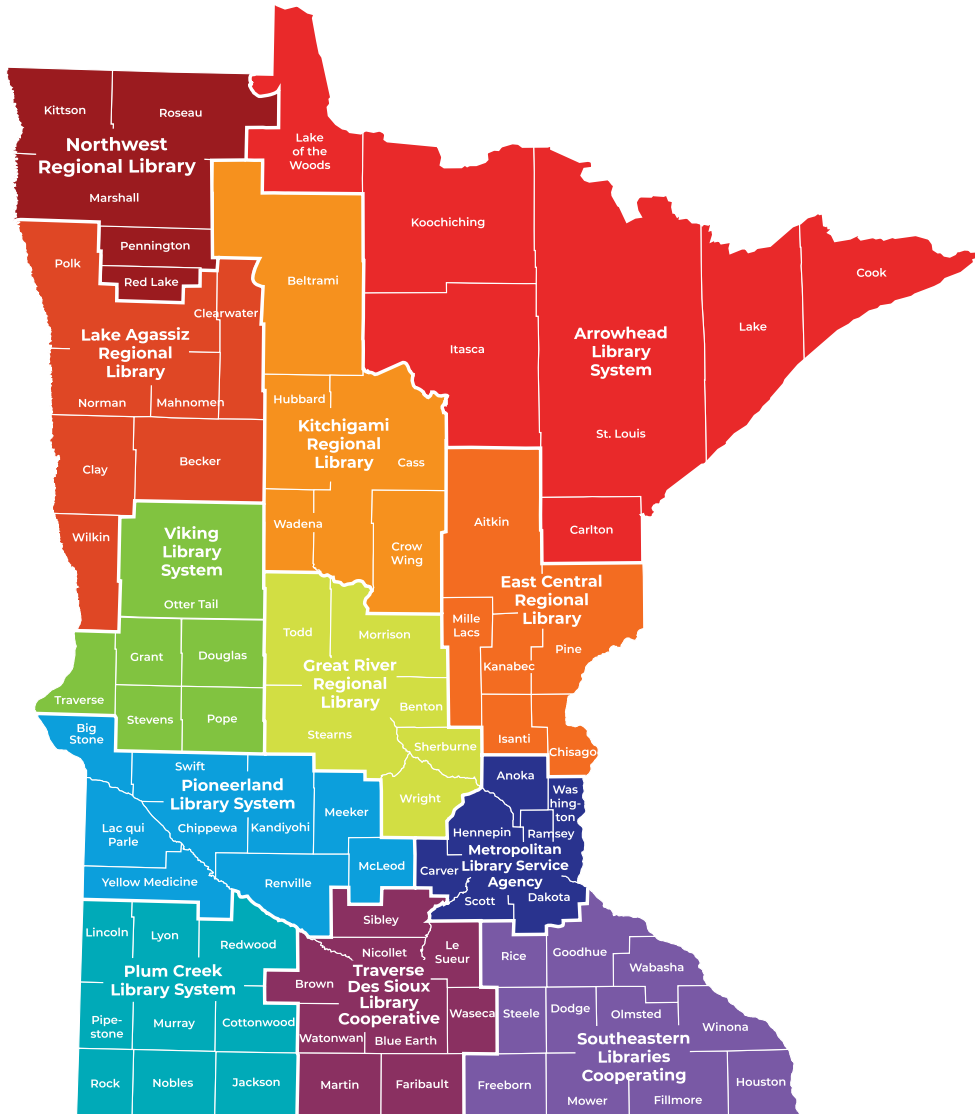
*Shelly Grace, Executive Director*  
 SMSU McFarland Library  
 1501 State Street  
 Marshall, MN 56258  
 507-532-9013  
 507-532-2039 FAX  
 800-788-6479 Toll Free  
 shelly@sammie.org  
 www.sammie.org

**Traverse des Sioux Library Cooperative (TdS)**

*Ann Hokanson, Executive Director*  
 1400 Madison Ave., Suite 622  
 Mankato, MN 56001  
 507-625-6169  
 507-625-4049 Fax  
 ahokanson@tds.lib.mn.us  
 tdslib.org

MMLCS MULTI MAP  
rev 10/22/18

# Minnesota Regional Public Library Systems



## Northwest Regional Library

210 LaBree Ave. N  
 P.O. Box 593  
 Thief River Falls, MN 56701-0593  
 Jim Trojanowski, Director  
 Phone 218-681-1066  
 trojanowskij@nwrlib.org  
 www.nwrlib.org

## Arrowhead Library System

5528 Emerald Avenue  
 Mountain Iron, MN 55768-2069  
 Jim Weikum, Executive Director  
 Phone 218-741-3840 Ext. 230  
 Fax 218-748-2171  
 jim.weikum@alslib.info  
 www.alslib.info

## Lake Agassiz Regional Library

118 5th St S  
 Moorhead, MN 56560  
 Liz Lynch, Director  
 Phone 218-233-3757 Ext. 127  
 Fax 218-233-7556  
 lynchl@larl.org  
 www.larl.org

## Kitchigami Regional Library

310 2nd Street North  
 P.O. Box 84  
 Pine River, MN 56474-0084  
 Stephanie Johnson, Director  
 Phone 218-587-2171  
 Fax 218-587-4855  
 johnsons@krls.org  
 www.krls.org

## Viking Library System

1915 W Fir Avenue  
 Fergus Falls, MN 56537  
 Erin Smith, Director  
 Phone 218-739-5286  
 Fax 218-739-5287  
 esmith@vikinglibrarysystem.org  
 www.viking.lib.mn.us

## Great River Regional Library

1300 West St. Germain  
 St. Cloud, MN 56301-3697  
 Karen Pundsack, Executive Director  
 Phone 320-650-2512  
 Fax 320-650-2556  
 karenp@grrl.lib.mn.us  
 www.griver.org

## Metropolitan Library Service Agency

1619 Dayton Ave., Suite 314  
 St. Paul, MN 55104-6276  
 Scott Vrieze, Executive Director  
 Phone 651-645-5731  
 scott@melsa.org  
 www.melsa.org

## Southeastern Libraries Cooperating

2600 19th St. NW  
 Rochester, MN 55901-0767  
 Krista Ross, Executive Director  
 Phone 507-288-5513  
 kross@selco.info  
 www.selco.info

## State Library Services

Minnesota Department of Education  
 1500 Hwy 36 West  
 Roseville, MN 55113

Jennifer Nelson,  
 State Librarian  
 Phone 651-582-8791  
 Fax 651-582-8752

jennifer.r.nelson@state.mn.us  
<http://education.state.mn.us/MDE/dse/Lib/sls/index.htm>

## East Central Regional Library

244 South Birch Street  
 Cambridge, MN 55008-1588  
 Carla Lydon, Executive Director  
 Phone 763-689-7390  
 Fax 763-689-7436  
 clydon@eclrlib.org  
 www.eclrlib.org

## Pioneerland Library System

410 5th St. SW  
 P.O. Box 327  
 Willmar, MN 56201-0327  
 Laurie Ortega, Executive Director  
 Phone 320-235-6106 Ext.28  
 Fax 320-214-0187  
 laurie.ortega@pioneerland.lib.mn.us  
 www.pioneerland.lib.mn.us

## Plum Creek Library System

290 S. Lake Street  
 P.O. Box 697  
 Worthington, MN 56187-0697  
 Phone 507-376-5803  
 Fax 507-376-9244  
 www.plumcreeklibrary.org

## Traverse des Sioux Library Cooperative

1400 Madison Avenue Suite 628  
 Mankato, MN 56002-5488  
 Ann Hokanson, Executive Director  
 Phone 507-702-3050  
 Fax 507-625-4049  
 ahokanson@tds.lib.mn.us  
 www.tdslib.org

Library Services. It wants a more visible and active state library agency, a role considerably beyond that set forth for the agency in statutes. This disconnect is further fueled by the ambitious agenda that State Library Services has carved out for itself—one that it has been unable to fulfill over the last several years.

Overall, we think that limited changes are needed to better define the state’s role in the public library system.

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### RECOMMENDATION

*To reduce duplication and enhance coordination, the Legislature should eliminate multitype library cooperation systems and move their function and funding to the regional public library systems.*

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Overall, we saw duplication between some multitype and regional library systems, with little effort to work together. Given their funding and staffing levels, the roles that multitype systems are expected to play—although important—are somewhat overwhelming. We think that the actions taken by Traverse des Sioux Regional Library and Southeastern Libraries Cooperating unofficially “merging” their multitype cooperation systems into their regional library systems make sense. Although cost savings will likely be small (mostly in administrative areas such as fewer financial audits or less space), opportunities for public libraries to work more closely with other types of libraries, especially school libraries, should be enhanced and more coordinated. Many regional library systems as well as individual public libraries already work with the school libraries in their areas. Also, regional library systems already have a strong working relationship with Minitex, which electronically links public, academic, school, and state government libraries. The Legislature should continue to fund cooperative efforts across all types of libraries, but the money should be appropriated to the Department of Education for the regional public library systems. State Library Services should require the regional systems to file annual expense and activity reports detailing how this money is being spent (as multitype systems are currently required to do). The agency should build this information into the reports that regional systems are already required to submit.

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### RECOMMENDATION

*State Library Services should work more closely with regional public library systems to help identify and address critical needs and issues that have statewide implications.*

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State Library Services should play a more prominent role vis-à-vis regional public library systems, which are creations of the state and at least partially funded with state dollars. Local governments largely set forth service expectations for the regional systems, but State Library Services uses the regional systems to help ensure statewide access to library services. Although we think that the regional systems are doing a good job providing basic services to their members, especially in the areas of interlibrary loans, delivery of materials, and

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**Some multitype library cooperation systems have “unofficially” merged with their regional public library systems.**





March 12, 2010

James Nobles  
Office of the Legislative Auditor  
Room 140 Centennial Building  
658 Cedar Street  
St. Paul, Minnesota 55155-1603

Dear Mr. Nobles:

Thank you for the many hours of research and study that went into the development of this report. We understand the complexity of the delivery of library services to Minnesotans and its attendant funding intricacies. Jo Vos and Emi Bennett were very thorough in their efforts and we have received positive feedback from library stakeholders who worked with them during this process. We appreciate the opportunity to respond to this report.

One of the purposes of the study as outlined in the *Office of Legislative Auditor Topic Selection Background Paper* was to examine the adequacy of public library organization and oversight, including the role of the Minnesota Department of Education. We are pleased to see that the current regional library systems structure is working well for Minnesotans. We appreciate the analysis of the public library maintenance of effort and the regional library basic system support aid program. State Library Services expressed concern that there are additional responsibilities and roles that were not included in your report, particularly as it relates to the Braille and Talking Book Library and its impact on public library services for those with print disabilities.

The department is in agreement with the recommendations and will work with the Legislature to facilitate Recommendation 1 and the State Library Services will implement Recommendations 2, 3 and 4.

Recommendation 1: To reduce duplication and enhance coordination, the Legislature should eliminate multi-county, multi-type library systems and move their function and funding to the regional public library systems.

Response: I concur with the report's recommendation regarding the multi-county, multi-type library cooperation systems. The goals and priorities currently charged to the multi-type systems could be integrated into the regional public library systems, transforming them into regional library systems that work with all types of libraries within their respective regions.

Recommendation 2: State Library Services should work more closely with regional public library systems to help identify and address critical needs and issues that have statewide implications.

Response: State Library Services will continue to work closely with regional public library systems, their respective member counties and cities, and other library stakeholders on issues of critical importance to the development, support, and provision of library services statewide.

Recommendation 3: The Legislature should require the State Librarian to issue a biennial *State of the State for Public Libraries Report* to the appropriate legislative committees by January 1 of each odd-numbered year.

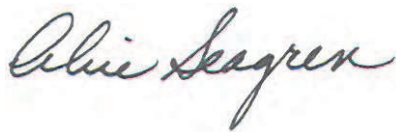
Response: A biennial *State of the State for Public Libraries Report* to the state legislature by the state librarian would be a useful document to advise the legislature on the challenges and issues facing public libraries as well as the critical services they provide to their communities.

Recommendation 4: State Library Services should develop a process to verify local government spending for maintenance of effort certification using the best data available from the State Auditor's Office and the Department of Education's annual public libraries survey.

Response: We appreciate your bringing to our attention additional data available through the State Auditor and will adjust our analysis process to include this data. Discrepancies in the data submitted by the local reporting institutions for the *Public Library Statistics* report will be reviewed to improve alignment with data from the State Auditor and the regional library basic system support applications.

I appreciate the opportunity to respond to the recommendations for the State Library Services. Please contact Suzanne Miller at 651-582-8251 if you have any questions or comments.

Sincerely,



Alice Seagren  
Commissioner of Education



**2019 Fourth Quarter Update**  
**2016-2020 GRRL Strategic Plan Statistical Targets**  
*Library usage targets identified to measure strategic plan progress*

	2019 Qtr 4 Cumulative	2018 Qtr 4 Cumulative	2017 Qtr 4 Cumulative	2016 Qtr 4 Cumulative	2015 Qtr 4 Cumulative	2019 Target
<b>Online Catalog Requests</b> Number of items requested online	553,891*	765,696	776,579	750,022	787,941	803,980
<b>Chat Reference Sessions</b> Number of questions answered through chat	1,239	1,028	1,072	1,074	1,122	1,155
<b>Digital Library Users</b> Number of borrowers registered for Digital Library	Overdrive 38,597 Axis 360 4,510	Overdrive 35,112 Axis 360 2,519	Overdrive 31,924 Axis 360 N/A	Overdrive 28,599 Axis 360 N/A	Overdrive 24,843 Axis 360 N/A	Overdrive 36,870 Axis 360 2,645
<b>Active Digital Library Users</b> Number of borrowers using either Digital Library platform	Overdrive 10,227 Axis 360 2,326	Overdrive 10,081 Axis 360 1,802	N/A	N/A	N/A	Overdrive 10,585 Axis 360 1,892
<b>Digital Library Checkouts</b> Number of e-books and e-audiobooks borrowed	213,036	205,922	199,220	200,345	193,303	219,640
<b>Resident Borrower Numbers</b> Number of residents with active library card	103,216	104,623	106,305	109,360	114,005	104,623
<b>Book-a-Librarian Sessions</b> Number of people receiving services and attending programs	58	105	111	115	65	125
<b>Program Attendance</b> Number of people attending library programs	102,819	103,459	88,310	79,212	79,690	108,632
<b>Website Usage (sessions)</b> Number of unique sessions taking place	1,287,104	1,248,508	1,153,741	1,566,022	1,924,178	1,310,933

## 2019 Fourth Quarter Update

### 2016-2020 GRRL Strategic Plan Statistical Targets

	2019 Qtr 4 Cumulative	2018 Qtr 4 Cumulative	2017 Qtr 4 Cumulative	2016 Qtr 4 Cumulative	2015 Qtr 4 Cumulative	2019 Target
<b>Express Checkout – Checkout Sessions</b> Percentage of checkout sessions	47% (20 libraries with stations all year)  46% (all 22 libraries)	49% (13 libraries with stations all year)  43% (all 20 libraries)	30.9%	27.4%	37.72%	50%
<b>Express Checkout – First Checkouts</b> Percentage of first checkouts	39% (20 libraries with stations all year)  38% (all 22 libraries)	43% (13 libraries with stations all year)  36% (all 20 libraries)	25.9%	22.8%	28.85%	40%
<b>Information Transactions</b> Number of reference & technology questions (extrapolated estimate)	161,512	179,036	202,800	227,222	235,248	250,000
<b>Summer Reading Program Participation</b> Number of 0-3, children & teens registering for SRP	12,030	11,166	10,654	11,429	11,262	11,825
<b>Door Count</b> Number of people entering the library (extrapolated estimate)	1,197,924	1,268,124	1,325,948	1,394,692	1,412,164	1,482,772
<b>Social Media Metrics</b> Likes on Facebook and Follows on Twitter	4,465 Likes 641 Follows	4,019 Likes 590 Follows	3,521 Likes 546 Follows	2,999 Likes 455 Follows	2,579 Likes 380 Follows	4,220 Likes 620 Follows

## 2019 Fourth Quarter Database Statistics

	2019 Qtr 4	2018 Qtr 4	2017 Qtr 4	2016 Qtr 4	2015 Qtr 4	2019 Target
<b>Ancestry (searches)</b> Genealogy tool. In-library use only.	16,570	14,238	49,384	46,845	42,627	14,950
<b>Heritage Quest (searches)</b> Genealogical research materials including the U.S. Federal Census.	9,498	14,706	32,159	24,559	24,952	15,441
<b>ChiltonLibrary (searches)</b> Auto repair information searchable by year, make and/or model.	2,043	2,134	1,745	2,295	2,938	2,241
<b>Tumblebooks (books accessed)</b> Animated picture books that can be read or listened to from any device.	29,480	36,933	25,351	24,253	73,627	38,730
<b>Lynda (logins)</b> 3,000+ courses on business, technical and creative skills	5,099	4,252	1,834	2,775	1,114	4,465
<b>Pronunciator (logins)</b> 60 languages. 3 million lessons. The world's largest language-learning service.	1,944	2,064	2,640	1,851	1,880	2,167
<b>Novelist K8 (searches)</b> Search children's books and find similar titles, reviews and reading group guides.	813	1,013	820	1,236	870	861
<b>Novelist (searches)</b> Find new fiction titles to read. Search by author, title or series.	3,489	3,402	2,993	5,252	4,234	3,143
<b>RefUSA (searches)</b> Directories for Canadian and U.S. businesses and market research.	2,204	4,456	4,900	4,487	2,897	4,679



## 2019 Strategic Plan Statistical Targets

### Exceeded targets

*Chat reference sessions* – Communications & Development promoted this service more heavily this year, which contributed to this increase.

*Digital Library users* – Both platforms met the target to increase by 5 percent. However, Axis 360 saw significantly more growth this year. Some patrons use both platforms, so the statistics are reported by platform rather than as an aggregate total. Our vendor OverDrive changed how user numbers are tabulated in 2018 making it difficult to compare statistics year over year.

*Active Digital Library users* – Overall, active users increased by more than 5 percent. Growth on Axis 360 contributed to most of this activity increase. We started using this statistic in 2018 so we can use the same statistic from both the Axis 360 and OverDrive platforms.

*Social media metrics* – Social media metrics continue surpass our initial 2015 targets as well as the reset target of a 5 percent increase over 2018 activity. Seven more libraries added local Facebook pages this year. The statistics for these local Facebook pages also showed growth. This project is now overseen by a new Content Workgroup. This group is working to go beyond basic promotion create content that is valued by users to create trust and kinship in our brand. They retooled the website this year to be more blog-like.

### Within target

*Digital Library checkouts* – While the target was missed, usage did increase compared to 2018. Usage had declined in 2017, so this sustained growth is a good sign.

*Express Checkout sessions and first checkouts* – Most libraries (20) now have an Express Checkout station. We are seeing patrons use them with greater frequency and most libraries are met or exceeded the regional benchmarks.

### Missed targets

*\*Online Catalog Requests* – How this metric is tracked changed with the move to the Enterprise catalog, so year-over-year statistics are not comparable. We have adjusted our system settings and hope this number will be more stable next year.

*Resident borrowers* – Total resident borrowers continues to decline, although at a slower pace than prior years. A breakout by branch, in the table 2019 Change in Borrowers, shows how this decline varies widely by library. Borrower numbers continued to decline overall regionally by 1.38 percent. However, five branches experienced an increase in borrowers over last year. Our goal was to stabilize this decline. Deeper analysis has shown us this is a result of people not returning to the library after their first visit. Borrower retention, particularly in our larger libraries, will be a bigger focus in our next strategic plan.

*Book-A-Librarian* – Demand for 1:1 librarian sessions continues to be strong. This year's decline in activity can be attributed to increased demands on staffing due to the LSTA Breaking Down Barriers to Family Literacy grant work. It was also impacted turnover in the Patron Services Librarian position. St. Cloud Patron Services

desk coverage and staff availability limits the growth of this service. Adjustments to this schedule were made this year, so librarians can have more flexibility in their schedules to deliver this service.

*Program attendance* – Total attendance declined for the first time in several years. Much of this can be attributed to inclement weather cancellations and low attendance in January and February.

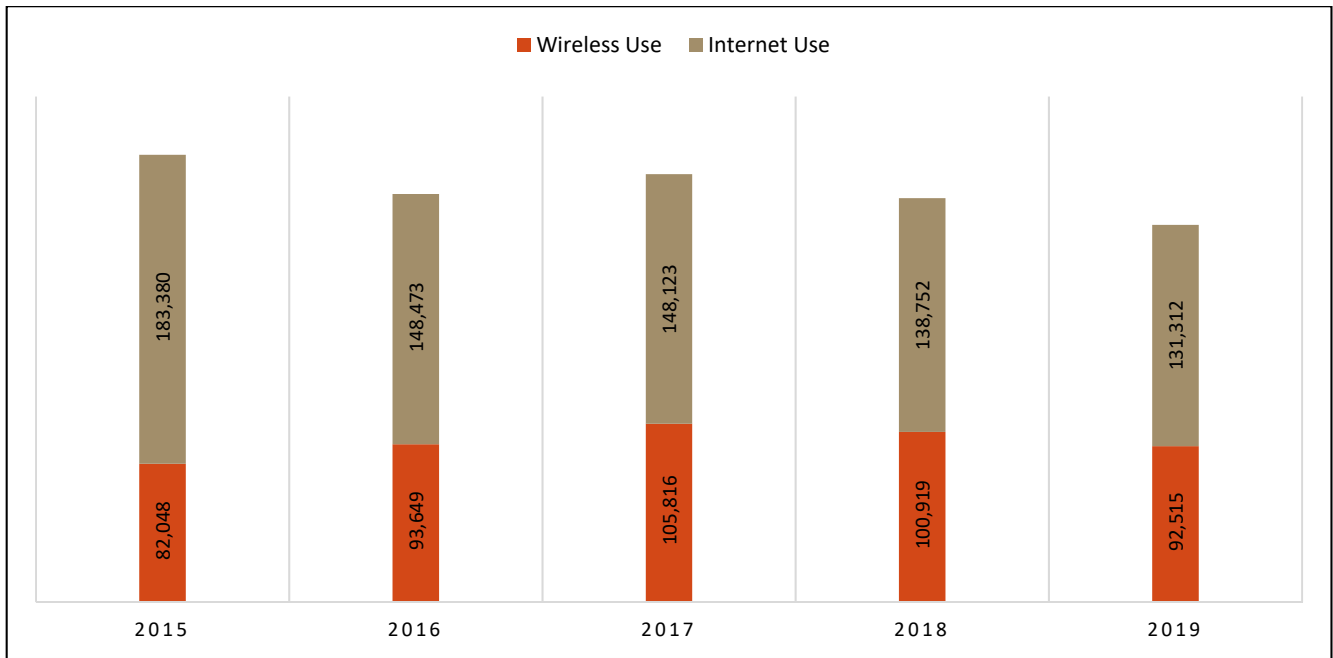
*Website usage* – The website saw growth this year, but missed the target slightly. The 2016 website update changed how some web activity is being calculated. In 2018, we saw a continued rise in website activity. This was a goal of both the 2016 website redesign and the social media pilot project. A graph of quarterly sessions is included in this packet.

*Information Transactions* – While the total number of estimated questions answered declined, our tech help tracking shows the types of questions asked are taking more time and are often more complex than in years past.

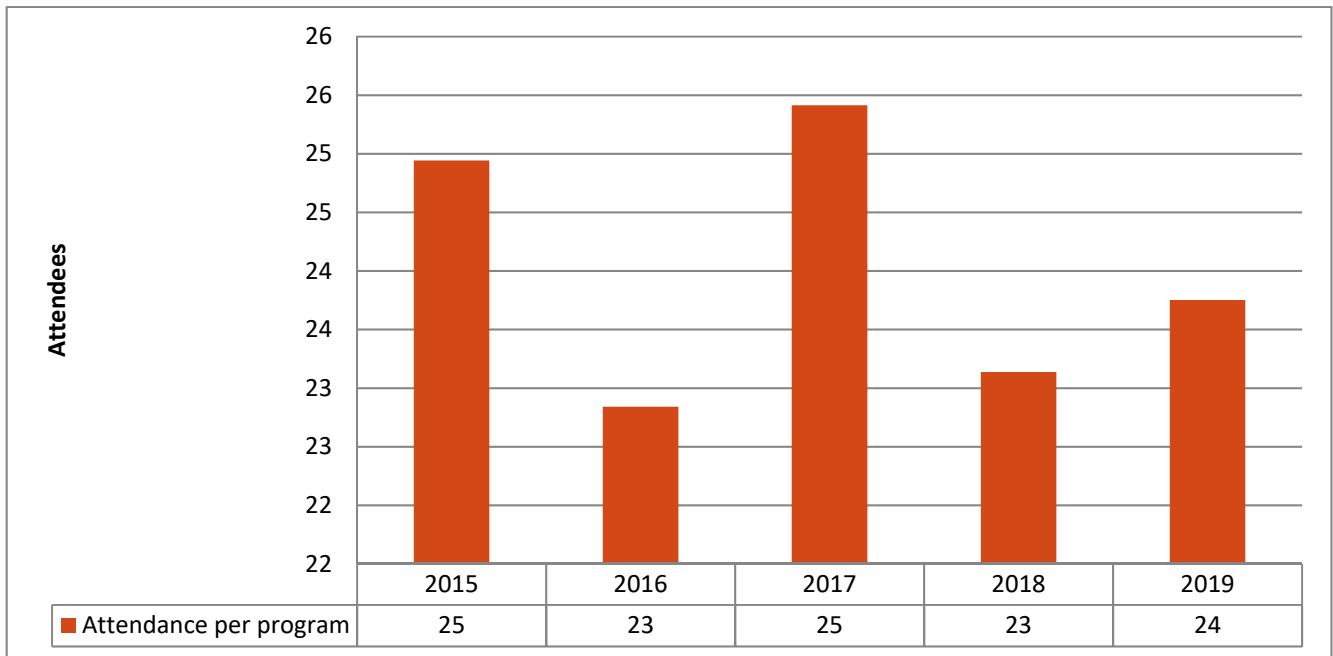
*Door Count* – Total foot traffic declined slightly again this year. In 2015, we aimed to increase patron visits to GRRRL libraries, measured by the annual door count, by 5 percent over 2015 levels. However, this target has not been met. Overall door count is down by 17%. A few branches did meet or exceed 5% increase: Elk River (14%), Pierz (11%), Royalton (5%), Swanville (118%), and Upsala (15%).

*GRRRL Database Statistics* - Only a few online resources succeeded in achieving this goal despite being promoted via library marketing resources such as the event guide, website, and social media. Ancestry, Lynda, and Novelist met or exceed the target. Heritage Quest, Chilton, Pronunciator, Tumblebooks, Novelist K8, and Reference USA did not meet the target. It is time to evaluate whether these online resources provide the resources needed in our communities and consider reallocating funds to grow resources experiencing growth such as the digital library.

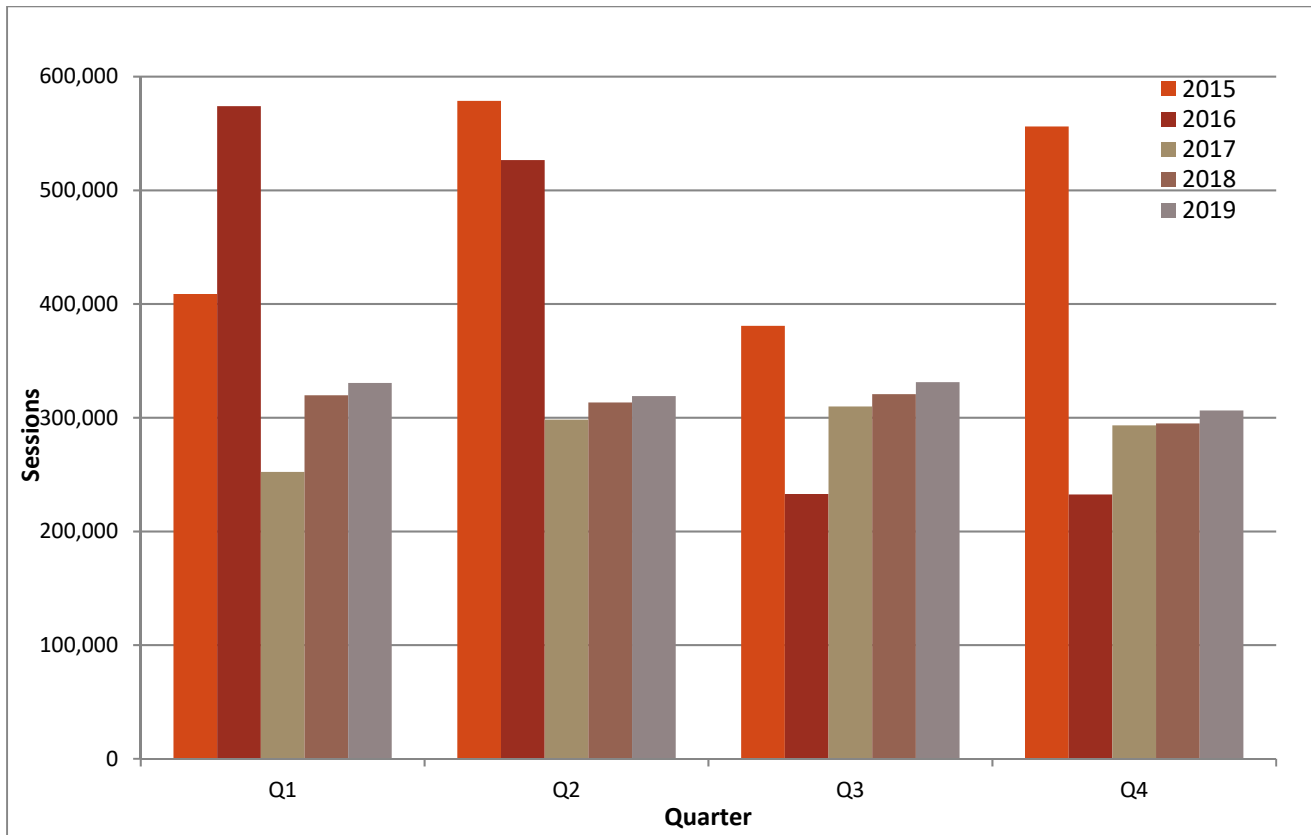
### 2015-2019 Internet and Wireless Usage



### 2015-2019 Attendance per Program



### 2015-2019 GRRL Website Sessions per Quarter



### 2019 Social Media Statistics

*“Likes” on local library Facebook pages*

Branch	1/1/2020	1/1/2019	7/1/2018
Albany	66	N/A	N/A
Becker	165	120	78
Belgrade	87	N/A	N/A
Cokato	32	N/A	N/A
Cold Spring	163	99	60
Delano	192	N/A	N/A
Eagle Bend	85	52	34
Elk River	274	N/A	N/A
Grey Eagle	56	43	32
Howard Lake	38	N/A	N/A
Monticello	591	515	417
Paynesville	226	186	135
Richmond	89	49	30
Saint Cloud	658	499	355
Saint Michael	237	N/A	N/A
Staples	246	181	141
Waite Park	106	92	78



## 2015-2019 Change in Borrowers

Library	1/1/2020	1/1/2019	1/1/2018	1/1/2017	1/1/2016	% Change 2015 to 2019
Albany	2,611	2,612	2,616	2,715	2,801	-7%
Annandale	2,274	2,297	2,230	2,222	2,314	-2%
Becker	2,554	2,516	2,465	2,405	2,423	5%
Belgrade	490	487	452	489	511	-4%
Big Lake	2,700	2,774	2,858	2,989	3,143	-16%
Buffalo	6,750	6,920	7,108	7,414	7,732	-15%
Clearwater	1,039	1,085	1,156	1,168	1,193	-15%
Cokato	1,554	1,577	1,592	1,654	1,755	-13%
Cold Spring	2,433	2,478	2,483	2,644	2,806	-15%
Delano	3,259	3,487	3,455	3,457	3,470	-6%
Eagle Bend	582	561	595	576	591	-2%
Elk River	10,729	11,172	11,537	12,171	12,698	-18%
Foley	1,670	1,783	1,839	1,867	1,863	-12%
Grey Eagle	378	384	391	412	425	-12%
Howard Lake	971	1,083	1,150	1,202	1,195	-23%
Kimball	664	693	774	785	787	-19%
Little Falls	4,753	4,873	4,769	4,944	4,941	-4%
Long Prairie	1,750	1,808	1,815	2,073	2,135	-22%
Melrose	1,184	1,216	1,164	1,146	1,226	-4%
Monticello	6,295	6,429	6,631	6,677	7,082	-13%
Paynesville	1,682	1,673	1,651	1,552	1,572	7%
Pierz	1,265	1,342	1,357	1,354	1,357	-7%
Richmond	637	603	611	627	670	-5%
Rockford	1,611	1,742	1,769	1,850	1,908	-18%
Royalton	1,058	1,094	1,078	969	931	12%
Saint Michael	8,217	7,999	7,841	7,727	7,767	5%
Sartell Locker	366	274	55	0	0	100%
Sauk Centre	1,718	1,771	1,796	1,837	1,833	-7%
St. Cloud	29,958	29,798	30,846	32,154	34,880	-16%
Staples	2,079	2,092	2,143	2,254	2,362	-14%
Swanville	451	409	408	442	434	4%
Upsala	650	610	639	646	650	0%
Waite Park	2,769	2,964	3,048	3,094	2,893	-4%
<b>Region Total</b>	<b>107,162</b>	<b>108,641</b>	<b>110,367</b>	<b>113,565</b>	<b>118,376</b>	<b>-10%</b>

## 2015-2019 Summer Reading Program Registrations

	2019 Total registered	2018 Total registered	2017 Total registered	2016 Total registered	2015 Total registered	% Change 2015 to 2019
Albany	476	354	353	452	502	-5%
Annandale	265	256	243	257	266	0%
Becker	238	322	360	361	333	-29%
Belgrade	71	34	71	73	69	3%
Big Lake	365	247	356	334	401	-9%
Buffalo	583	477	440	549	585	0%
Clearwater	143	127	98	104	95	51%
Cokato	274	245	255	292	206	33%
Cold Spring	426	344	423	359	450	-5%
Delano	1,026	1,088	978	1,038	1,057	-3%
Eagle Bend	77	75	77	73	69	12%
Elk River	1,266	1,372	1,166	1,337	1,058	20%
Foley	317	250	253	240	231	37%
Grey Eagle	41	51	40	52	47	-13%
Howard Lake	163	179	180	192	204	-20%
Kimball	112	147	167	156	167	-33%
Little Falls	278	308	273	331	320	-13%
Long Prairie	155	169	160	174	152	2%
Melrose	225	174	216	240	212	6%
Monticello	1,159	824	589	744	823	41%
Paynesville	299	285	200	211	156	92%
Pierz	187	161	175	215	240	-22%
Richmond	180	130	141	158	119	51%
Rockford	241	364	328	364	383	-37%
Royalton	107	98	94	44	50	114%
Sauk Centre	269	253	237	263	263	2%
St. Cloud	1,225	1,214	1,126	1,097	1,284	-5%
St. Michael	1,283	1,140	1,111	1,069	932	38%
Staples	154	128	114	143	97	59%
Swanville	45	49	39	32	43	5%
Upsala	87	68	112	129	126	-31%
Waite Park	293	233	279	346	322	-9%
<b>Region Total</b>	<b>12,030</b>	<b>11,166</b>	<b>10,654</b>	<b>11,429</b>	<b>11,262</b>	<b>7%</b>

## October 2019 Circulation Statistics

Location	Month Total	CKO Sessions	Circ/Hour Oct 2019	Circ/Hour Oct 2018	CPH % Change	YTD 2019	YTD 2018	% Change YTD
+ Albany	6,904	968	41	35	16.4%	64,055	56,586	13.2%
Annandale	3,632	871	32	34	-4.8%	39,518	39,529	0.0%
Becker	4,711	820	34	42	-19.4%	48,962	51,671	-5.2%
Belgrade	1,692	239	19	16	17.0%	12,650	13,577	-6.8%
Big Lake	4,646	884	36	47	-23.8%	49,318	60,321	-18.2%
Buffalo	14,616	2,712	66	72	-7.6%	155,701	159,285	-2.3%
Clearwater	2,243	497	21	29	-26.5%	26,609	29,246	-9.0%
Cokato	3,485	647	27	39	-30.1%	44,302	45,790	-3.2%
Cold Spring	5,551	1,095	36	42	-14.5%	60,280	63,570	-5.2%
Delano	9,385	1,360	50	53	-5.7%	97,758	98,848	-1.1%
+ Eagle Bend	2,656	380	30	32	-8.6%	25,090	22,282	12.6%
Elk River	19,709	3,227	84	100	-15.5%	208,446	227,336	-8.3%
+ Foley	4,610	701	29	25	15.7%	44,441	43,858	1.3%
Grey Eagle	1,063	207	12	13	-2.0%	12,715	12,950	-1.8%
Howard Lake	3,183	535	25	25	0.7%	22,530	33,866	-33.5%
Kimball	1,664	272	19	19	1.2%	17,616	17,911	-1.6%
Little Falls	9,022	1,874	46	55	-17.4%	95,880	98,053	-2.2%
Long Prairie	4,340	857	27	33	-18.9%	45,827	48,384	-5.3%
+ Melrose	7,179	653	64	57	10.6%	67,361	64,470	4.5%
Monticello	14,731	2,347	76	84	-10.1%	148,212	158,700	-6.6%
Paynesville	3,808	653	27	33	-16.7%	39,121	41,460	-5.6%
+ Pierz	3,027	522	29	27	7.0%	31,795	30,332	4.8%
+ Richmond	1,342	267	15	20	-22.0%	18,197	15,596	16.7%
Rockford	4,381	727	31	36	-13.7%	47,479	52,234	-9.1%
+ Royalton	1,605	306	17	20	-14.3%	15,153	14,747	2.8%
Saint Cloud	56,967	9,521	212	254	-16.5%	596,044	639,169	-6.7%
Saint Michael	14,743	2,465	73	90	-18.8%	156,126	162,793	-4.1%
+ Sauk Centre	7,343	971	50	44	13.5%	67,657	63,835	6.0%
Staples	5,119	913	32	41	-21.5%	53,718	56,377	-4.7%
Swanville	818	223	9	7	35.5%	5,426	5,746	-5.6%
Upsala	3,014	519	30	34	-12.4%	28,089	30,628	-8.3%
Waite Park	8,923	1,761	66	68	-2.4%	92,237	93,498	-1.3%
+ Sartell Locker	1,546	185				12,563	9,440	33.1%
<b>Total</b>	<b>237,658</b>	<b>40,179</b>	<b>57</b>	<b>61</b>	<b>-6.6%</b>	<b>2,450,876</b>	<b>2,562,088</b>	<b>-4.3%</b>
+ Digital	17,472					179,898	173,362	3.8%

+ Indicates an increase in monthly circulation total over last year

## November 2019 Circulation Statistics

Location	Month Total	CKO Sessions	Circ/Hour Nov 2019	Circ/Hour Nov 2018	CPH % Change	YTD 2019	YTD 2018	% Change YTD
+ Albany	5,337	850	38	37	2.6%	69,392	61,897	12.1%
Annandale	3,180	749	31	34	-8.3%	42,698	42,897	-0.5%
Becker	4,150	738	37	40	-7.4%	53,112	56,273	-5.6%
Belgrade	995	217	13	12	4.1%	13,645	14,569	-6.3%
Big Lake	4,436	784	39	44	-10.8%	53,754	65,339	-17.7%
Buffalo	13,435	2,365	74	73	2.3%	169,136	172,703	-2.1%
Clearwater	2,054	454	23	28	-18.0%	28,663	31,751	-9.7%
Cokato	3,482	589	32	35	-10.1%	47,784	49,805	-4.1%
Cold Spring	4,752	888	36	42	-15.8%	65,032	69,341	-6.2%
Delano	8,070	1,171	53	54	-2.2%	105,828	107,368	-1.4%
+ Eagle Bend	2,088	304	29	29	-2.5%	27,178	24,364	11.5%
Elk River	17,832	2,861	93	97	-4.1%	226,278	246,508	-8.2%
+ Foley	4,561	650	33	28	19.7%	49,002	47,695	2.7%
Grey Eagle	1,091	218	14	14	-0.6%	13,806	14,006	-1.4%
Howard Lake	3,042	452	28	24	16.2%	25,572	36,483	-29.9%
Kimball	1,509	276	20	20	-0.3%	19,125	19,366	-1.2%
Little Falls	8,031	1,681	49	53	-7.4%	103,911	106,937	-2.8%
Long Prairie	4,142	809	30	33	-8.9%	49,969	53,030	-5.8%
+ Melrose	7,518	598	81	64	26.9%	74,879	70,520	6.2%
Monticello	12,643	1,997	77	76	0.8%	160,855	171,469	-6.2%
Paynesville	3,056	513	26	29	-10.3%	42,177	44,967	-6.2%
+ Pierz	2,721	461	32	28	16.0%	34,516	32,788	5.3%
+ Richmond	1,485	247	19	18	2.8%	19,682	16,986	15.9%
Rockford	3,889	595	33	38	-14.0%	51,368	56,833	-9.6%
+ Royalton	1,362	294	20	18	11.9%	16,515	16,035	3.0%
Saint Cloud	51,522	8,518	229	258	-11.3%	647,566	698,286	-7.3%
Saint Michael	11,366	2,008	70	82	-14.8%	167,492	176,538	-5.1%
+ Sauk Centre	6,090	839	49	41	17.7%	73,747	69,133	6.7%
Staples	4,539	803	34	38	-8.8%	58,257	61,469	-5.2%
Swanville	482	126	7	6	9.1%	5,908	6,194	-4.6%
Upsala	2,273	374	24	34	-28.1%	30,362	33,281	-8.8%
Waite Park	8,104	1,577	73	67	9.5%	100,341	101,166	-0.8%
+ Sartell Locker	1,559	180				14,122	10,416	35.6%
<b>Total</b>	<b>210,796</b>	<b>35,186</b>	<b>51</b>	<b>53</b>	<b>-4.7%</b>	<b>2,661,672</b>	<b>2,786,413</b>	<b>-4.5%</b>
+ Digital	16,553					196,451	189,618	3.6%

+ Indicates an increase in monthly circulation total over last year

## December 2019 Circulation Statistics

Location	Month Total	CKO Sessions	Circ/Hour Dec 2019	Circ/Hour Dec 2018	CPH % Change	YTD 2019	YTD 2018	% Change YTD
+ Albany	4,918	802	34	33	2.7%	74,310	66,586	11.6%
Annandale	2,787	642	29	33	-11.8%	45,485	46,024	-1.2%
Becker	3,556	686	29	37	-21.2%	56,668	60,449	-6.3%
Belgrade	869	183	11	13	-13.4%	14,514	15,610	-7.0%
Big Lake	3,918	680	34	40	-14.7%	57,672	69,930	-17.5%
Buffalo	11,614	2,107	61	63	-2.5%	180,750	184,428	-2.0%
Clearwater	2,081	416	23	28	-15.1%	30,744	34,202	-10.1%
Cokato	2,974	519	27	31	-13.2%	50,758	53,137	-4.5%
Cold Spring	4,694	835	36	42	-14.4%	69,726	74,864	-6.9%
Delano	6,897	1,014	43	48	-11.1%	112,725	114,884	-1.9%
+ Eagle Bend	1,994	334	23	30	-22.5%	29,172	26,524	10.0%
Elk River	14,642	2,469	73	84	-13.7%	240,920	263,223	-8.5%
+ Foley	3,963	522	29	22	27.1%	52,965	50,724	4.4%
Grey Eagle	743	159	9	10	-9.3%	14,549	14,856	-2.1%
Howard Lake	2,545	372	23	23	-1.7%	28,117	39,073	-28.0%
Kimball	1,176	222	14	16	-12.0%	20,301	20,719	-2.0%
Little Falls	7,374	1,526	43	45	-4.2%	111,285	114,545	-2.8%
Long Prairie	3,827	729	28	30	-8.5%	53,796	57,093	-5.8%
+ Melrose	7,511	538	74	52	41.9%	82,390	75,761	8.7%
Monticello	10,605	1,677	62	66	-6.6%	171,460	182,691	-6.1%
Paynesville	2,651	435	22	26	-14.4%	44,828	48,115	-6.8%
+ Pierz	2,419	420	26	24	9.5%	36,935	35,082	5.3%
+ Richmond	1,738	218	21	18	17.9%	21,420	18,442	16.1%
Rockford	3,393	528	29	34	-17.3%	54,761	61,004	-10.2%
+ Royalton	1,465	285	19	15	25.5%	17,980	17,277	4.1%
Saint Cloud	48,063	7,816	207	226	-8.4%	695,629	750,765	-7.3%
Saint Michael	10,188	1,705	58	67	-12.9%	177,680	187,967	-5.5%
+ Sauk Centre	5,977	745	49	44	11.3%	79,724	74,504	7.0%
Staples	4,816	782	35	40	-11.7%	63,073	66,724	-5.5%
Swanville	628	172	8	5	65.3%	6,536	6,574	-0.6%
Upsala	1,990	307	21	28	-24.0%	32,352	35,618	-9.2%
Waite Park	7,601	1,508	61	65	-5.1%	107,942	108,856	-0.8%
+ Sartell Locker	1,451	188				15,573	11,268	38.2%
<b>Total</b>	<b>191,068</b>	<b>31,541</b>	<b>46</b>	<b>48</b>	<b>-3.8%</b>	<b>2,852,740</b>	<b>2,987,519</b>	<b>-4.5%</b>
+ Digital	16,585					213,036	205,922	3.5%

+ Indicates an increase in monthly circulation total over last year

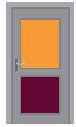
## 2019 Circulation Statistics

For 2019, many libraries saw a significant drop in activity at the beginning of the year. The severe winter weather in January and February resulted in library closures. Some libraries recovered. Circulation increased for the second year in a row in Albany, Eagle Bend, Pierz, Richmond and Royalton. An increase in programs and changes in collection marketing helped to boost Foley's circulation this year. Sauk Centre saw an increase as well. Digital Library circulation and Sartell GRR2Go both show continued growth over last year. Howard Lake circulation was impacted by the extended closure due to facility issues at the beginning of the year. Circulation per open hour in Howard Lake seems to be increasing, so we hope to see activity recover there in 2020.

# 2019

## The Year in Numbers

### Library Impact Report



Patron Visits  
**1,197,924** (est.)



Items Checked Out  
**2,889,927**



Reference Questions Answered  
**161,512** (est.)



Meeting Room Uses  
**1,614**  
(Attendance 19,745 est.)



Delivery Service to Borrowers  
**162,303**



Book-a-Librarian Sessions  
**58**



Wireless Connections  
**92,515**



Checkout Sessions  
**477,109**



Chat Reference Sessions  
**1,239**



Computer Uses  
**131,312**



Digital Checkouts  
**213,036**



Active eBook Patrons  
**12,553**



Patron Program Attendance  
**102,819**



Total Programs  
**4,329**

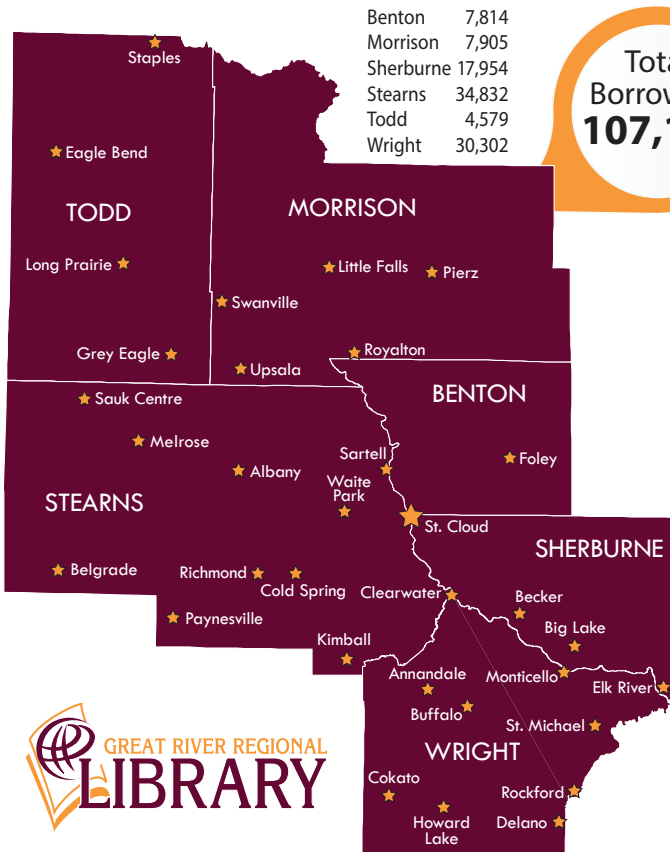
## GRRRL2GO

Total Borrowers  
**107,162**

Sartell Locker System

Checkout Sessions  
**2,194**

Items Checked Out  
**15,573**



## IT'S SHOWTIME AT YOUR LIBRARY!

Summer Reading Program Participation  
**12,030**



Winter Reading Program Participation  
**3,470**







**Great River Regional Library  
Campaign Analysis  
For the Years Ended 2010 - 2019**

<b>Campaign</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Annual Appeal	29,534	33,755	38,218	33,168	28,215	42,975	71,842	49,401	41,858	42,617
Annual Appeal 2nd Mailing	-	-	-	17,604	14,999	13,961	12,855	18,631	13,397	-
<b>Annual Appeal Total</b>	<b>\$ 29,533.93</b>	<b>\$ 33,755.00</b>	<b>\$ 38,218.33</b>	<b>\$ 50,771.89</b>	<b>\$ 43,213.65</b>	<b>\$ 56,936.35</b>	<b>\$ 84,697.02</b>	<b>\$ 68,032.20</b>	<b>\$ 55,254.56</b>	<b>\$ 42,617.15</b>
Currents	-	1,200	595	250	235	325	250	-	-	1,215
High 5 - Ended in 2017	14,684	19,251	14,716	15,300	13,059	11,790	14,639	11,427	-	-
Locally Growin	-	-	-	-	-	-	-	-	21,759	24,764
Own A Day	-	-	-	-	-	-	-	-	800	300
Read Down Your Fines	-	-	-	10,506	125	125	180	87	-	-
Summer Reading Program (SRP)	7,245	6,045	6,050	4,288	8,316	10,884	4,868	2,475	7,436	7,281
Wishlist	-	-	-	-	-	660	293	250	-	-
<b>Total Monetary</b>	<b>\$ 51,463</b>	<b>\$ 60,251</b>	<b>\$ 59,579</b>	<b>\$ 81,116</b>	<b>\$ 64,948</b>	<b>\$ 80,720</b>	<b>\$ 104,927</b>	<b>\$ 82,271</b>	<b>\$ 85,250</b>	<b>\$ 76,177</b>

<b>Campaign</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Annual Appeal In-Kind	\$ 10.00	\$ -	\$ 250.00	\$ 100.00	\$ -	\$ 25.00	\$ -	\$ 30.00	\$ -	\$ -
Summer Reading Program (SRP) In-Kind	4,594	6,050	14,135	9,252	5,033	604	-	12,522	24,654	14,188
<b>Total In-Kind</b>	<b>\$ 4,604</b>	<b>\$ 6,050</b>	<b>\$ 14,385</b>	<b>\$ 9,352</b>	<b>\$ 5,033</b>	<b>\$ 629</b>	<b>\$ -</b>	<b>\$ 12,552</b>	<b>\$ 24,654</b>	<b>\$ 14,188</b>

<b>Total Fund Development Efforts</b>	<b>\$ 56,067</b>	<b>\$ 66,301</b>	<b>\$ 73,964</b>	<b>\$ 90,468</b>	<b>\$ 69,980</b>	<b>\$ 81,349</b>	<b>\$ 104,927</b>	<b>\$ 94,823</b>	<b>\$ 109,904</b>	<b>\$ 90,364</b>
Major Gifts					\$ 6,500	\$ 11,510	\$ 14,100	\$ 12,000	\$ 16,125	\$ 6,680
Planned Gifts							\$ 30,000	\$ 12,600	\$ 10,000	\$ 40,654
<b>Total In-Kind Materials (Donated)</b>	<b>\$ 86,409</b>	<b>\$ 83,425</b>	<b>\$ 81,292</b>	<b>\$ 78,811</b>	<b>\$ 86,332</b>	<b>\$ 58,718</b>	<b>\$ 73,066</b>	<b>\$ 88,893</b>	<b>\$ 127,765</b>	<b>\$ 152,971</b>

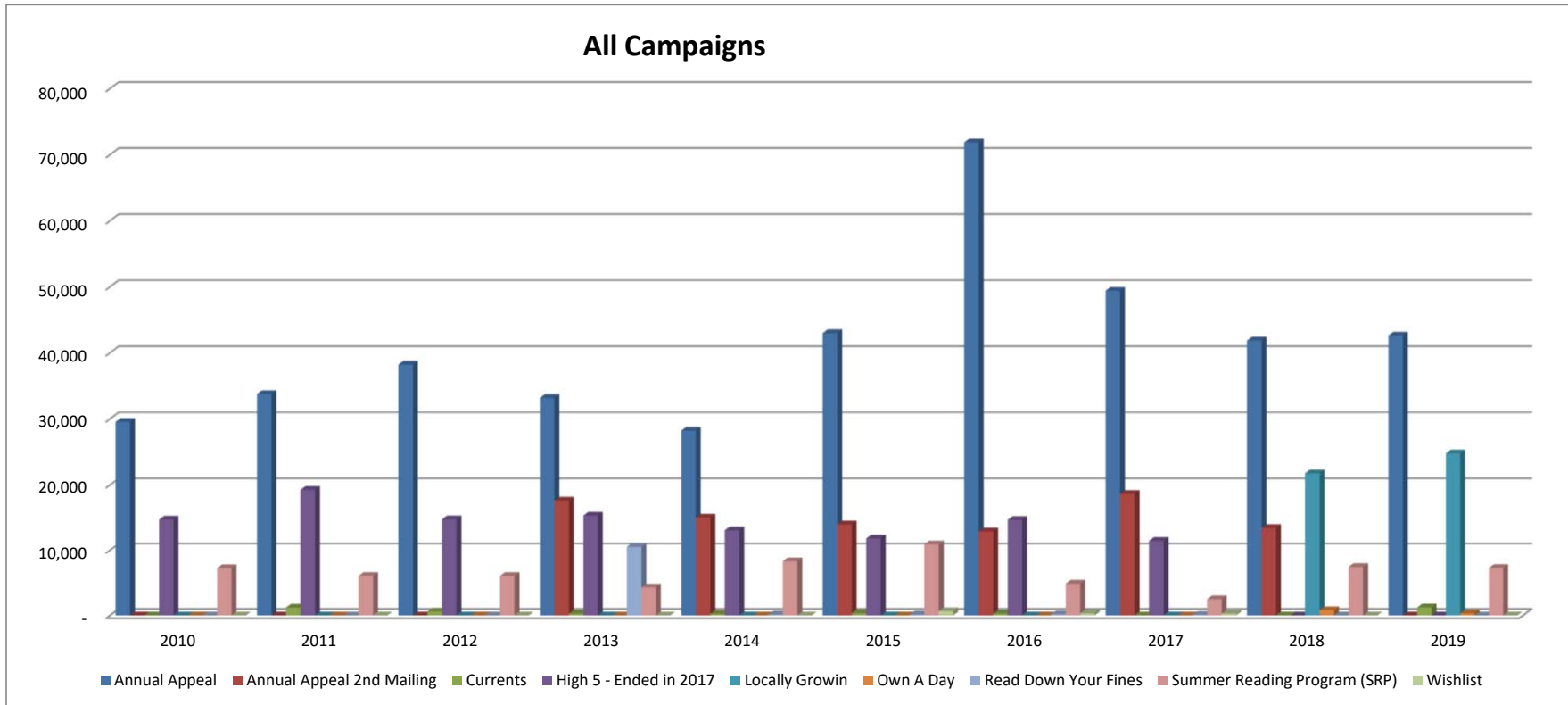
Note to 2016/2017 Currents Total: Figures are already reported in the proper campaign and/or appeal. Reported total is for informational purposes only.

Note to 2019 SRP Total: Figure includes monies brought in through Currents. 2019 Currents total is shown for informational purposes only.

Major and Planned Gift amounts are for informational purposes only and have not been deducted from their respective appeals/campaigns.

Information is as of 02/06/20. Totals are by campaign, not by calendar year.

**Great River Regional Library  
Campaign Analysis  
For the Years Ended 2010 - 2019**



Note for 2016: Big donation of \$30K add to Annual Appeal, and note that it came through Currents.

Source: Fundraiser and/or Raisers Edge Report Writer



## 2016-2020 GRRL Strategic Plan Progress Fourth Quarter 2019

### SERVICE PRIORITY: LITERACY

#### Patron Services

As part of the overall Strategic Plan, each library set local target audience goals developed by the Library Services Coordinator (LSC) to better provide programs and services to the community. During the first quarter of 2019, over half of the LSCs made some significant progress in meeting these goals.

#### Expanding services to seniors:

- In Annandale, the LSC met with the program director of a local nursing home to plan ways for library staff and volunteers to bring services and programs to residents.
- A number of libraries held additional programs for seniors, such as a presentation in Big Lake on normal aging versus aging with dementia, and author visits and arts programs in Clearwater.
- In Eagle Bend, Pierz and Upsala, staff promoted and/or expanded the 'Bundled Book Service' for homebound patrons by working with community partners.
- In Kimball, a nursing home facility applied for a caretaker account, and staff have worked closely with them to develop improved ways to get books and other items into residents' hands.

#### Expanding services to educators:

- Delano library staff worked with a local parochial school to provide outreach story times for children ages 3 to 8.
- Elk River staff started a "Schooled in Art" series at the library, designed for homeschool students and educators.
- Rockford staff worked on expanding their avenues for communicating with home educators to promote programs and services.

#### Expanding services to children and their families:

- In Grey Eagle and Melrose, staff have expanded the number of story times offered.
- Long Prairie and Royalton have welcomed dozens of children into their new 1,000 Books Before Kindergarten programs.
- Monticello staff have been giving library tours to hundreds of young students from local schools due to expanded outreach efforts with local schools.

Each Library Services Coordinator was asked to rate the level of engagement with their target audience(s) at the beginning of 2018 and at the end of 2019 on a scale of one (virtually none) to five (extremely high). The average engagement rose from 2.3 to 3.6. In addition, LSCs provided input on what worked well, what they might do differently, and recommendations for others working with the target audience. This feedback will be shared among LSCs so they can learn from each other's experiences.

The borrower work group provided recommendations used by LST in a number of ways to both assess current initiatives and plan the 2021-2025 Strategic Plan.

With Book a Librarian, we served 56 patrons in 14 locations. For Regional Tech Help, we served 88 patrons in 12 locations.

In all 22 libraries (69%) offered three or more Tech Help programs. Region-wide, local staff offered 239 of these programs and assisted 344 patrons. Only six libraries did not offer any local-led programs, but of these, the majority took advantage of regional Tech Tutor offerings.

## SERVICE PRIORITY: ACCESS

### Information Technology

**Library Catalog** – Our Enterprise catalog was upgraded and now works better on mobile devices. The update took place on September 12<sup>th</sup>. On October 23<sup>rd</sup>, we switched all links to our catalog so patrons are now directed to the new catalog. As of November 5<sup>th</sup>, 97 percent of library catalog sessions are taking place on the new catalog. The previous catalog was maintained so patrons could access any lists they created until the end of 2019.

**Wireless Printing (Print2Go)** – Implementation of our new printing solution for patrons' personal devices is nearly complete. The new service has been branded Print2Go in keeping with our other services GRRL2Go and Wifi2Go. Since September 1, 2019, we implemented the new system which includes computer reservation and print management in addition to Print2Go. Only St. Cloud remains to be migrated. We were set to upgrade St. Cloud and discovered that the workflow that works everywhere else is not usable for St. Cloud. Our vendor is working on an enhancement, and we hope to finish this project soon.

### Patron Services

Our target was to increase Summer Reading Program (SRP) participation by 5 percent over 2015 levels. We met this goal. Overall, 6.4 percent increase from 11,262 total participants in 2015 to 12,030 in 2019. Increases by age group:

- 0-3: 1%
- 3-12: 8%
- 12-17: 5%

In 2015, we aimed to increase patron visits to GRRL libraries, measured by the annual door count, by 5 percent over 2015 levels. However, this target has not been met. Overall door count is down by 17 percent. A few branches did meet or exceed 5 percent increase: Elk River (14%), Pierz (11%), Royalton (5%), Swanville (118%), and Upsala (15%).

With a full assessment of all libraries, the Library Development Plan was approved October 15, 2019.

GRRL currently works with Meals on Wheels to provide homebound delivery in two counties – Morrison and Todd. Staff had planned to expand into Stearns County; however, there were multiple factors that inhibited expansion:

- The program has not been as successful in Morrison and Todd county as anticipated so staff want to review promotion and method to recommend changes,
- The LSTA grant, Breaking Down Barriers to Family Literacy, required input and work from every member of the Homebound Delivery Workgroup, most in a key way,
- Staff turnover inhibited the ability of key staff to focus on both homebound delivery and the LSTA grant.

## SERVICE PRIORITY: LIFELONG LEARNING

### Collection Development

There has been continued demand for kits. In Quarter 1, we added more Brain Fitness kits, Try It Yourself kits, Book Club Kits, and Memory Box kits.

Shelf Ready Measurements – Another time study is under way in Technical Services to determine how quickly materials move from receipt to being ready for patron delivery. The data will provide us with an opportunity to improve workflow.

Wi-Fi Hotspot (WiFi2Go) Pilot in Pierz – Access to reliable, high speed internet is still a challenge in many of our communities. Many libraries across the U.S. have started to circulate Wi-Fi hotspots, and GRRL's WiFi2Go hotspot pilot program was launched in May. We started small with five mobile hotspots assigned to the Pierz Library, with funding from Fund Development. The hotspots allow patrons to connect up to 10 devices to the internet, essentially allowing patrons to check out an internet connection! The hotspots are only available to checkout in person at the Pierz Library – first come, first served. They check out for one week, and overdue fines are \$1/day. Service will be disabled when the devices are overdue. With 112 checkouts since mid-May, the patron response has been tremendously positive.

Local Collection Mini-Grants – Collection Development Librarians Amy Schrank and Elizabeth Nummela worked with LSCs around the region to purchase \$1,000 of materials for each library to be held locally. From additional juvenile series books in Elk River to additional Book Club Kits for kids in Cold Spring, these local purchases are a way our regional fund development dollars support local library goals. While these materials are available to the whole region, they will always return “home” to one library.

On-Site Visit in Swanville – Collection Development Librarians Amy Schrank and Elizabeth Nummela met with LSC Cindy Bruggenthies to review collection use in Swanville. We brainstormed ways to keep local collections with lower use fresh, and some of those ideas involved testing new relocating processes during summer 2019.

Explore Streaming Services – This goal was overshadowed by the work required for the acquisitions module. As other libraries across the nation and Minnesota have adopted platforms, it has become evident that demand frequently outstrips available resources. A staff workgroup of both collection and patron services staff will be leveraged in 2020 to explore potential vendors.

### Communications & Development

Our target was to have users of chat reference services increase by 5 percent over 2015 through regional and local promotions. Sessions surpassed 2015 sessions by 7 percent. We have promoted the Chat with a Librarian service in the Event Guide, on the library website homepage, and in the monthly e-newsletter, to name a few.

**ORGANIZATIONAL PRIORITY: EXCEPTIONAL SERVICE**Executive Director & Leadership Team

At the beginning of the year, we conducted five small group meetings around the region in February to go over 2018 strategic plan progress. Forty-six staff members attended. We also hosted small group meetings in the fall that focused on creating a “Theory of Change” for GRRL. This was part of our strategic plan development. Forty-eight staff members attended these sessions. Karen also resumed Day at the Desk activities and spent time working at Richmond, St. Michael, Becker, Pierz, Sauk Centre, Belgrade, and Paynesville in 2019.

Human Resources

During the year, 47 new employees attended Day One orientation in St. Cloud and worked on completing on-line orientation.

In 2019, 20 employees attended Shadow Day to train with Patron Services staff on how to present and/or build a program, and to review circulation desk issues and Patron Services reference work.

We had 29 employees attend Organizational Orientation in 2019 to help them understand how various departments work together at GRRL and how their jobs fit with the total organization.

All Staff Day training was in April 2019 with 243 employees attending. The training day focused on giving staff knowledge and confidence in serving our communities. The main session was on identifying and overcoming obstacles to inclusion and was presented by Cultural Fluency Associates through LSTA grant funding. Another session was related to health and safety in our communities. This session was presented by representatives from the St. Cloud and Waite Park Police departments and included de-escalation techniques and information on sex trafficking and drug abuse in Central Minnesota. We also completed our annual compliance training on harassment and data privacy with presenters from MCIT and State Library Services.

In order to ensure that 100 percent of public services staff are able to answer basic patron technology questions, all staff in a Patron Services position completed a self-assessment on their basic technology skills. The assessment included resources for staff to refresh their basic technology skills and the opportunity to identify areas where they need additional training.

A User/Non-User survey was conducted in 2019. Results will continue to be analyzed as we work on the next strategic plan.

Staff turnover was slightly higher in 2019 than the GRRL’s prior five-year average, 16.50 percent compared to 15.48 percent. Although the unemployment rate in Minnesota is just over 3 percent, we continue to receive adequate applicant pools and are able to fill open positions in a timely manner with qualified candidates.

We are developing training opportunities to assist employees in meeting the core competencies for their positions. We identified potential topics and internal trainers based on the competencies needed in certain positions and will be scheduling training opportunities throughout the region during 2020.

The Employee Communication and Engagement Survey was completed by 231 employees in August 2019. Results of the survey indicate that 68.17 percent of staff are satisfied with internal communication at GRRL. Compared to the 2017 results of 69.4 percent, there is a slight decrease in satisfaction with

internal communication. Trust between senior management and employees also decreased slightly, from 52.05 percent in 2017 to 49.78 percent in 2019.

## ORGANIZATIONAL PRIORITY: OPERATIONAL EXCELLENCE

### Accounting

We reached out to our auditors, BerganKDV, for a risk assessment document that we could incorporate into our annual audit process. The assessment was geared toward specific areas of risk such as Political and Social, Regulatory, Economic, etc. Accounting completed the assessment, and found that GRRL is at a very low risk in the majority of the sections. Some sections do not apply to GRRL such as Production Process, Product Line, and Facilities and Equipment. This is a great tool for GRRL to use to assess our overall environmental and business risk as it allows one to look at our industry with more depth and clarity.

### Communications & Development

We have created messages and a case for support (the reason to give to the library) and have published this on our website at [griver.org/why-give](http://griver.org/why-give). This information was communicated with staff at the Regional Staff Meeting in 2019. We also connected “Why Give” within our Year-End Campaign.

Creating a process for communicating with a major donor/Scholar level donor is complete. This group of donors will receive strategic communication for identification, cultivation, solicitation, and stewardship.

### Executive Director & Leadership Team

GRRL submitted letters of support for two Partner For Student Success/United Way grant projects. They received a 21st Century Learning Centers grant from the Department of Education. This is a three-year grant, with the opportunity to apply for an additional three years. As a grant partner, GRRL may be contracting to extend library services to grant-designated sites. This would allow us to extend the work of the Breaking Down Barriers to Family Literacy grant.

Our 501c3 application was submitted in August. We received confirmation of receipt from the IRS and are awaiting their review.

Two process improvements were undertaken in 2019 – the content workgroup and the staffing calculator.

Associate Director – Human Resources Julie Schmitz retimed activities in libraries to compare with current staffing calculator data. Patron Services Supervisors and Julie also met to talk about possible baselines to be considered.

The staffing calculator is one of the tools that is used for evaluating staffing needs based on objective data. It was developed in 2010 by the Branch Restructure Committee. The committee included members of the GRRL Board, management and branch staff.

As part of our strategic plan to look at a process for improvement, we reviewed the staffing calculator to see whether updates are needed on job tasks or the length of time it takes to complete job tasks for the Library Aide position.

Julie visited multiple libraries of different sizes and observed and timed tasks included in the Library Aide calculator. Results support adjusting the timings for certain tasks. Since we do more evaluation of materials at check-in, some processes are taking longer now. Other areas such as holds pick-up show a reduction in the time needed. Some tasks took the same amount of time. We intend to use the updated calculator beginning in 2020 when we are able to update it with 2019 statistics. Our practice is to review the calculator and make adjustments to staffing when a position becomes vacant and generally only once per year per position. Therefore, we are not making immediate adjustments to Library Aide staffing levels at this time.

The content workgroup implemented content marketing strategies with our social media and website presence. Efforts completed:

- The “Find It at Your Library Brochure” is new and improved. This brochure is used primarily for new and renewing patrons when they receive a library card or for outreach events. The content in this brochure now focuses on what new users or potential new users at outreach events need to know about the library, with a key concept taking high priority: "What is the benefit to patrons?" The group also enlarged the font to make it more readable.
- The Winter Reading Program posters and updates on Facebook have added information to include the benefits to patrons of participation, beyond the chance to win prizes. More hats were ordered for 2019 since they are a popular incentive. On social media, we are using photos of staff using the hats & mugs to highlight the great design and theme.
- The jobs landing page was reviewed with the move to NEOGOV, and the language made more accessible and less technical.
- Updated procedures for social media contributions and shared with the Facebook pilot branches to implement.
- Created content ideas/ready-to-go posts page for social media contributors.
- Revised the Event Approval Request (EAR) form to include content marketing prompts for program descriptions.
- Began the content audit of our website.
- Discussed personas and are working on developing targeted audiences based on personas.
- Discussed “Find It” brochure inserts for targeted audiences as a spin-off from the Public Services Team.
- We now have 17 branch Facebook pages, with more to be added as we are able.
- The website was migrated to a new blog-like format to make it easier to share content.
- The e-newsletter was redesigned to better match our other marketing materials.
- Completed a digital audit of GRRL’s website and social media presence through BadCat Digital Marketing.

#### Information Technology

Switch Replacement – Information Technology (IT) staff have completed the process of replacing 50 of our network switches. The old switches required the use of Java inside a web browser in order to make configuration changes. All major browser makers have plans to eliminate in-browser Java for security reasons, and Firefox and Chrome have already done so.

Windows 10 Upgrade – Microsoft ended support for Windows 7 on January 14, 2020. From then on, there will be no security updates. Today all but 15 staff workstations and the Sartell locker computer have been upgraded. We are continuing to carefully reload the remaining machines.



Server Replacement – Two servers and a storage array came up for replacement in 2019. The servers had increasing maintenance contract costs due to age and the storage array was completely out of support. We acquired a new array with the Board’s approval and purchased two servers as part of our routine replacement schedule. All three units are in place and operating smoothly.

Integrated Library System Upgrade – In November, we upgraded our Integrated Library System (ILS), Horizon. This was a routine maintenance upgrade that fixed a few long-standing issues. As with any upgrade, we experienced wrinkles and are working with our vendor to resolve issues that appeared following the upgrade.

## ORGANIZATIONAL PRIORITY: COMMUNITY FOCUS

### Communications & Development

We are in the process of completing a Communications Plan. After meeting with staff in small groups, donors and retirees over coffee, discussions within the Communications and Development department, and reviewing feedback from Gaslight Creative, we are finalizing a document that encompasses all voices.

We continue to use a centralized e-mail distribution list of new borrowers to inform them about library services. Currently, there is an open rate of 40 percent and 5,133 emails have been sent to date.

### Executive Director & Leadership Team

We continued our community meeting efforts and held sessions in Clearwater, Annandale, Eagle Bend, Richmond, Big Lake, Rockford, Elk River, and Upsala. Feedback from each meeting has been summarized and shared with participants and stakeholders. In response to our email sharing the results, an area legislator and the school superintendent expressed appreciation for the meeting summary. We also scheduled a meeting in Paynesville, but no one attended. We will use the trends from the compiled feedback received from all community meetings since 2016 to develop the next strategic plan.

Cities continue to receive quarterly emails from GRRL. Communication to our city stakeholders highlighted open GRRL Board seats, Kimball’s new building project, service animal policy updates and library legislative activities. An email sharing our 50<sup>th</sup> anniversary video went out and was shared by several on their local website or social media pages. We also sent out a notice prior to the October GRRL Board meeting regarding the Library Development Plan update.

### Patron Services

All libraries have developed a local resource listing of local community organizations offering basic technology services. Additions of local community organizations that offer social, health and employment services are indicated by 26 (81%) of libraries.

An annual milestone is for each library to provide a presentation or outreach event about library services and/or technology (e.g., Kiwanis, Chamber of Commerce), with emphasis on developing new community connections. This was completed by 25 (78%) of libraries.



# Executive Director Department Work Plan 2020

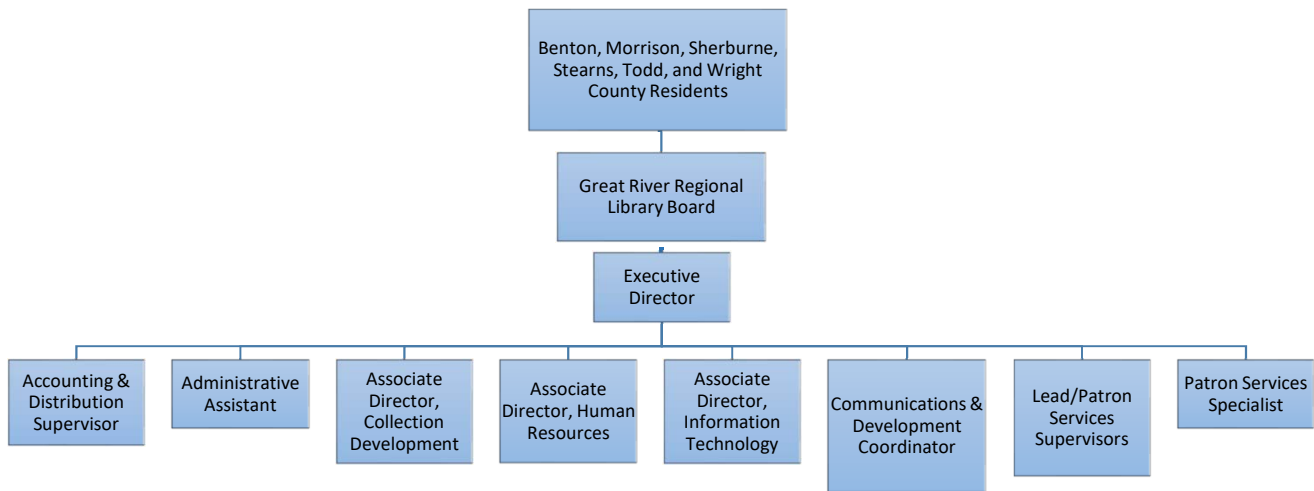
## DEPARTMENT FUNCTION

The Executive Director sets the strategic direction of Great River Regional Library (GRRL). The Executive Director heads the Leadership Support Team which develops, plans, and implements the GRRL Strategic Plan and regional cross-department initiatives. The Executive Director also interprets library resources, services and programs to the regional library board, governmental authorities and citizens.

In conjunction with the Accounting Department, the Executive Director oversees the development of the annual budget and completion of the annual audit. The Executive Director leads advocacy efforts and maintains effective relationships with board members and community stakeholders and maintains effective communication with governmental officials regarding funding issues.

## DEPARTMENT STRUCTURE

The Accounting & Distribution Supervisor, Administrative Assistant, Associate Directors, Patron Services Supervisors and Patron Services Specialist report to the Executive Director. The Executive Director reports directly to the Great River Regional Library Board of Trustees, which is led by the Board President.



**EXECUTIVE DIRECTOR: POSITIONS**

Job Title	2017	2018	2019	2019	2020
Executive Director	1.000	1.000	1.000	1.000	1.000
Administrative Assistant	0.750	0.750	0.750	0.750	0.750
Accounting & Distribution Supervisor	1.000	1.000	1.000	1.000	1.000
Assoc Dir Coll Dev	1.000	1.000	1.000	1.000	1.000
Assoc Dir HR	1.000	1.000	1.000	1.000	1.000
Assoc Dir IT	1.000	1.000	1.000	1.000	1.000
Assoc Dir PS (restructured 2016)	0.000	0.000	0.000	0.000	0.000
Assoc Dir PR (restructured 2018)	1.000	1.000	0.000	0.000	0.000
ComDev Coordinator	0.000	0.000	1.000	1.000	1.000
Patron Services Supervisors	3.000	3.000	3.000	3.000	3.000
Patron Services Specialist	1.000	1.000	1.000	1.000	1.000
<b>Total</b>	<b>10.750</b>	<b>10.750</b>	<b>10.750</b>	<b>10.750</b>	<b>10.750</b>

**DEPARTMENT REVENUE**

Budget Category	2016	2017	2018	2019	2020 Budgeted
Operating Revenue	\$ 9,029,321	\$ 9,104,160	\$ 9,447,171	\$ 9,431,172	\$ 9,428,101
Signatory Operating Revenue	\$ 6,931,402	\$ 7,005,400	\$ 7,151,809	\$ 7,126,916	\$ 7,130,201
Capital Revenue	\$ 93,734	\$ 94,734	\$ 96,712	\$ 96,373	\$ 96,415
RLBSS - State FY Received	\$ 1,547,099	\$ 1,521,414	\$ 1,606,252	\$ 1,598,276	\$ 1,600,000
City of Staples	\$ 6,869	\$ 6,869	\$ 6,869	\$ -	\$ -
Fines & Fees	\$ 346,916	\$ 347,507	\$ 306,770	\$ 284,894	\$ 345,000

**DEPARTMENT EXPENDITURES**

Budget Category	2016	2017	2018	2019	2020 Budgeted
Other Salaries - Extra Time	\$ 8,381	\$ 4,125	\$ 3,086	\$ 6,140	\$ 4,652
Other Salaries - Meetings	\$ 14,954	\$ 23,873	\$ 24,443	\$ 22,310	\$ 31,343
Legal Services	\$ 22,633	\$ 20,067	\$ 11,937	\$ 16,788	\$ 16,000
System Directors Fund	\$ 6,388	\$ 6,765	\$ 7,000	\$ 6,783	\$ 7,000
Insurance	\$ 34,871	\$ 31,803	\$ 26,974	\$ 27,370	\$ 33,000
Regional Board Meetings	\$ 4,231	\$ 4,329	\$ 5,127	\$ 5,590	\$ 4,500

**CAPITAL/COMMITTED FUNDS (EXPENDITURES)**

Budget Category	2016	2017	2018	2019	2020 Balance
Capital - Branch Development	\$ -	\$ 58,966	\$ 165,333	\$ -	\$ 16,904
Innovation Fund	\$ -	\$ -	\$ -	\$ 6,528	\$ 43,472

**DEPARTMENT INDICATORS**

Indicator	2015	2016	2017	2018	2019
Net Tax Capacity	\$ 445,808,207	\$ 462,725,069	\$ 488,417,408	\$ 516,487,381	\$ 544,343,332
Adjusted Net Tax Capacity	\$ 465,663,977	\$ 480,696,978	\$ 513,526,037	\$ 550,830,573	N/A
Resident Borrowers	113,454	108,983	106,042	104,623	103,216
Population	474,482	478,862	484,488	491,496	N/A

**DEPARTMENT STRATEGIC INITIATIVES**

Activity	Service Priority			Operational Priorities		
	Literacy	Access	Lifelong Learning	Exceptional Service	Operational Excellence	Community Focus
With LST: Analyze 2018 user/non-user survey data to measure progress with 2015 results.					X	
Target: Library users will report at least a 5 percent increase in satisfaction with programming services over 2015 levels.		X				
Target: Library users will report at least a 5 percent increase in satisfaction with overall library services over 2015 levels.		X				
With LST: Conduct community meetings to determine effectiveness of library technology, literacy and access services, including programs and outreach activities.					X	
With LST: At least two processes have been identified for improvement and analyzed. At least one of those processes has been made more efficient through analysis.					X	



# Accounting & Distribution

## Department Work Plan

### 2020

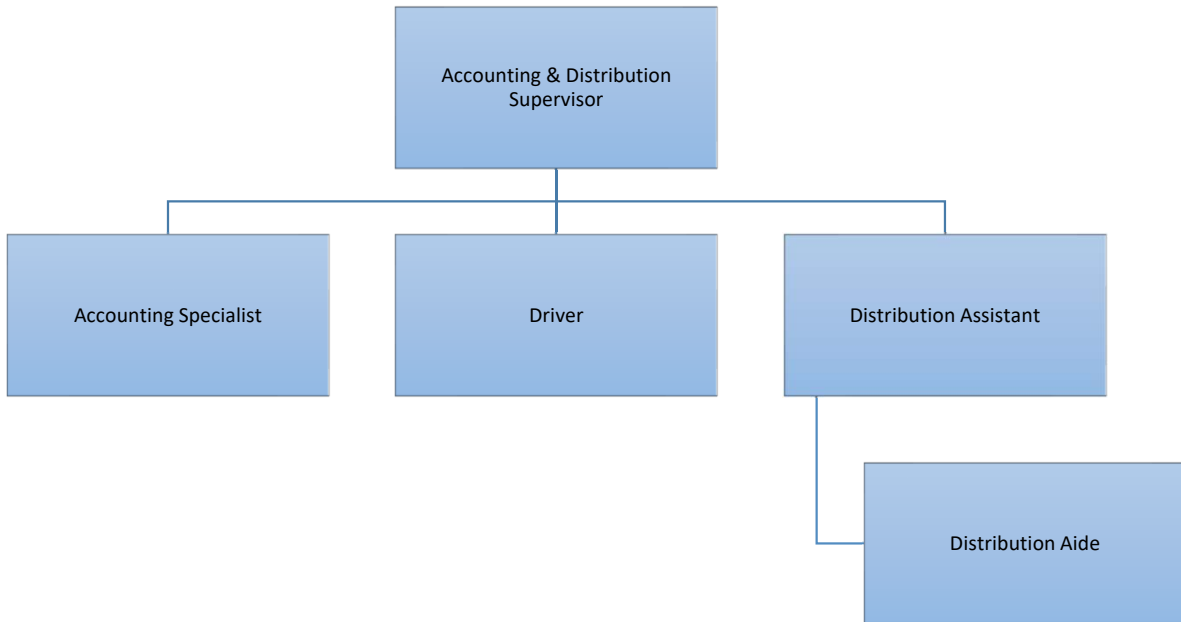
#### DEPARTMENT FUNCTION

The Accounting Department provides administrative support to the library system in relation to financial matters. Accounting reports the financial performance of the library system to management and the Board of Trustees including preparation of the annual audit. The department prepares and assists with the development of the annual budget.

The Distribution Department is responsible for the timely delivery of library materials throughout the region.

#### DEPARTMENT STRUCTURE

The Accounting Specialist, Drivers and Distribution Assistant report to the Accounting & Distribution Supervisor. The Distribution Assistant oversees the work flow and direction of the Distribution Aides.



**ACCOUNTING & DISTRIBUTION: POSITIONS**

Job Title	2016	2017	2018	2019	2020
Accounting & Distribution Supervisor	1.000	1.000	1.000	1.000	1.000
Accounting Specialist	1.000	1.000	0.800	0.800	0.800
Distribution Coordinator/Assistant (reorganized 2017)*	0.000	1.000	0.750	0.794	0.794
Distribution – Driver*	0.000	3.375	3.482	3.494	3.463
Distribution Aide*	0.000	2.020	2.020	2.013	2.013
<b>Total</b>	<b>2.000</b>	<b>8.395</b>	<b>8.052</b>	<b>8.101</b>	<b>8.070</b>

\*Distribution reorganized and moved to Accounting in March 2017.

**DEPARTMENT REVENUE**

Budget Category	2016	2017	2018	2019	2020 Budgeted
City of Elk River	\$ -	\$ -	\$ 9,800	\$ 10,000	\$ 10,200
Interest	\$ 43,533	\$ 70,791	\$ 138,943	\$ 191,513	\$ 154,900
Minitex Last Mile Grant	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
MNLink Gateway	\$ 9,005	\$ 7,744	\$ 9,512	\$ 9,044	\$ 23,500
PERA Aid	\$ 17,151	\$ 17,151	\$ 17,151	\$ 17,151	\$ -
Revenue Fund	\$ 19,166	\$ 16,891	\$ 19,344	\$ 15,994	\$ 62,000
Sartell Operations/City of Sartell	\$ -	\$ 2,480	\$ 9,115	\$ 10,792	\$ 15,800
St. Cloud Reimbursement	\$ 100,162	\$ 96,244	\$ 104,664	\$ 95,149	\$ 100,300

**DEPARTMENT EXPENDITURES**

Budget Category	2016	2017	2018	2019	2020 Budgeted
Audit	\$ 15,400	\$ 15,800	\$ 18,000	\$ 17,750	\$ 18,500
Building Maintenance	\$ 96,303	\$ 139,835	\$ 123,278	\$ 110,510	\$ 115,000
Contingency	\$ 139	\$ 1,234	\$ 63	\$ 213	\$ 200
Equipment Rental & Repair - Institutional	\$ 1,522	\$ 564	\$ 1,870	\$ 1,925	\$ 1,500
Equipment Rental & Repair - Public	\$ 7,471	\$ 16,645	\$ 16,462	\$ 21,504	\$ 8,000
Operating Equipment - Institutional	\$ 1,049	\$ 775	\$ 3,155	\$ -	\$ 500
Operating Equipment - Public	\$ 7,000	\$ 7,503	\$ 6,261	\$ 743	\$ 5,500
Sales Tax	\$ 2,887	\$ 2,997	\$ 2,968	\$ 3,507	\$ 3,000
Small Equipment - Institutional	\$ 200	\$ -	\$ 465	\$ 313	\$ 300
Small Equipment - Public	\$ 1,690	\$ 832	\$ 2,650	\$ 1,456	\$ 1,300
Small Equipment - Operational	\$ 1,008	\$ 855	\$ 163	\$ 914	\$ 600
Telephone	\$ 1,000	\$ -	\$ 4,000	\$ 6,095	\$ 17,700
Vehicle expenses	\$ 54,283	\$ 59,311	\$ 65,878	\$ 40,141	\$ 35,000



**CAPITAL/COMMITTED FUNDS (EXPENDITURES)**

Budget Category	2016	2017	2018	2019	2020 Budgeted
Capital - Equipment	\$ 30,318	\$ -	\$ 34,218	\$ -	\$ -
Capital - Vehicle	\$ 45,755	\$ 48,200	\$ -	\$ 21,545	\$ -
City of Elk River	\$ -	\$ -	\$ 9,800	\$ 10,000	\$ 10,200
Minitex Last Mile Grant	\$ -	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
Revolving Fund	\$ 422,309	\$ 3,927	\$ 41,270	\$ 45,347	\$ -
Building Maintenance	\$ 676	\$ 5,792	\$ -	\$ 120	\$ -
Sartell Operations/City of Sartell	\$ -	\$ 499	\$ 11,595	\$ 10,792	\$ 15,800

**DEPARTMENT INDICATORS**

Indicator	2015	2016	2017	2018	2019
Total Checks Processed	2,313	2,193	2,120	2,212	1,754
Holds Filled	892,921	820,349	846,710	851,928	811,516
GRRL2Go - Sartell - Check Out Sessions	N/A	N/A	348	2,088	2,194
GRRL2Go - Sartell - # of Items Checked Out	N/A	N/A	1,374	11,268	15,573

**DEPARTMENT STRATEGIC INITIATIVES**

Activity	Service Priority			Operational Priorities		
	Literacy	Access	Lifelong Learning	Exceptional Service	Operational Excellence	Community Focus
Internal controls and standards are evaluated to maximize financial security for the library system.					X	



# Collection Development Department Work Plan 2020

## DEPARTMENT FUNCTION

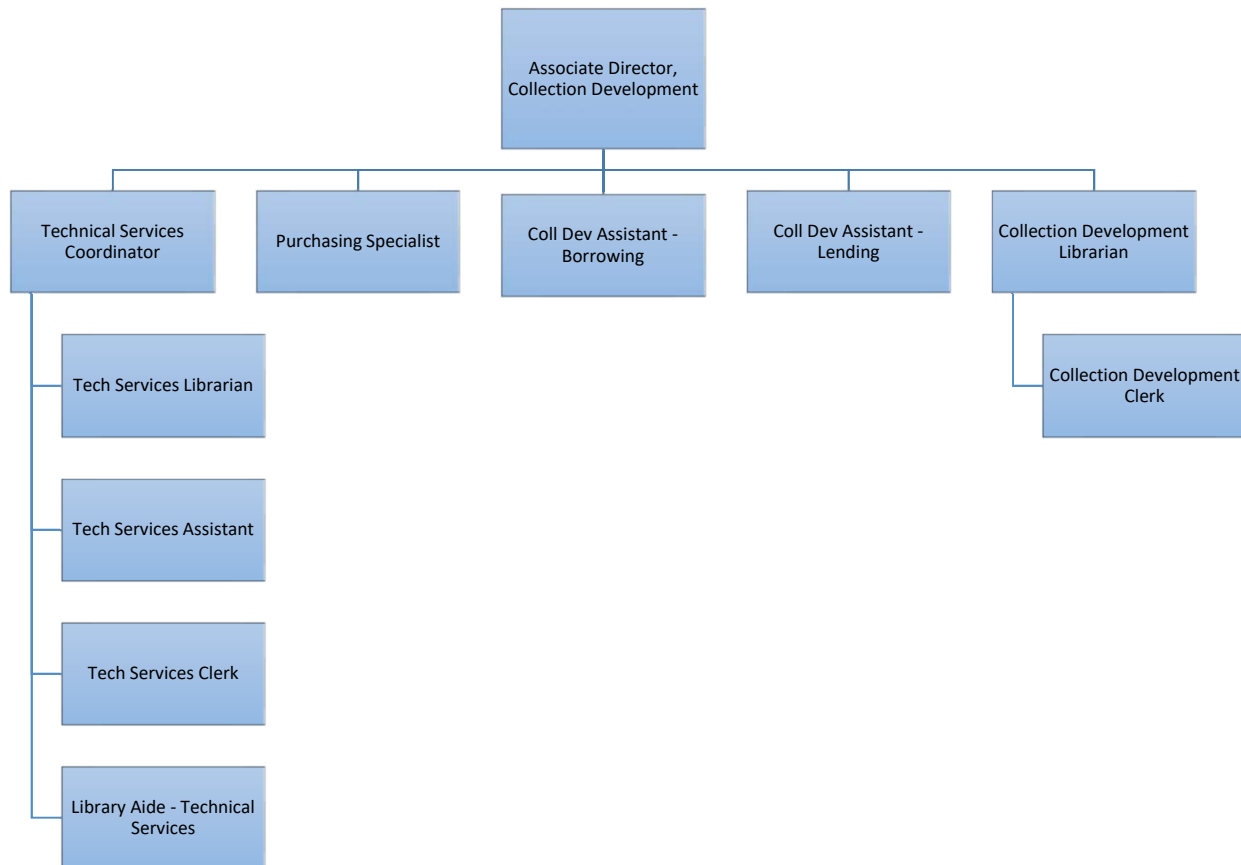
The Collection Development (CD) Department manages the collection of materials available through Great River Regional Library (GRRL) to meet the diverse needs of the regional community. Staff monitor trends, lists, and journals to ensure Central Minnesota’s library users have access to a top quality collection of books, music, videos and other information resources.

Tasks associated with this responsibility include selecting, ordering, receiving, cataloging, processing, and distributing materials in various formats in a timely fashion. The CD Department oversees the management of donated materials, deciding which items to accept into the collection. The CD Department manages the mending of items, and the withdrawal from circulation of items which are no longer necessary or suitable for use due to damage, obsolescence, or decline in popular appeal.

The CD Department curates the collection in anticipation of and response to patron requests. In addition to purchasing, the CD department also borrows materials for GRRL patrons from libraries across the nation and provides a reciprocal service to other libraries.

## DEPARTMENT STRUCTURE

The Technical Services Coordinator, Purchasing Specialist, Collection Development Assistants, and Collection Development Librarians report to the Associate Director of Collection Development. All Technical Services staff report to the Technical Services Coordinator. The Collection Development Clerks report to the Collection Development Librarians.



**COLLECTION DEVELOPMENT: POSITIONS**

Job Title	2016	2017	2018	2019	2020
Collection Development Librarian	2.000	2.000	2.000	2.000	2.000
Collection Development Clerk	1.313	1.313	1.313	1.313	1.313
Technical Services Coordinator	1.000	1.000	1.000	1.000	1.000
Technical Services Librarian	1.000	1.000	1.000	1.000	1.000
Technical Services Assistant	1.850	1.850	1.850	1.850	1.800
Technical Services Clerk	3.680	3.680	3.680	3.680	3.680
Technical Services Aide	1.450	2.200	2.200	2.200	1.450
Purchasing Specialist	1.000	1.000	1.000	1.000	1.000
Collection Dev. Assistant - Lending	1.000	1.000	1.000	1.000	1.000
Collection Dev. Assistant - Borrowing	1.000	1.000	1.000	1.000	1.000
Distribution Coordinator*	1.000	0.000	0.000	0.000	0.000
Distribution – Driver*	3.000	0.000	0.000	0.000	0.000
Distribution Aide*	3.590	0.000	0.000	0.000	0.000
Associate Director – Collection Development	1.000	1.000	1.000	1.000	1.000
<b>Total</b>	<b>23.883</b>	<b>17.043</b>	<b>17.043</b>	<b>17.043</b>	<b>16.243</b>

\*Distribution reorganized and moved to Accounting in March 2017.

**DEPARTMENT REVENUE**

Budget Category	2016	2017	2018	2019	2020 Balance
Value of donated materials added to the collection	\$ 73,066	\$ 88,893	\$ 127,765	\$ 152,971	N/A
Fund Development Collection	\$ 47,473	\$ 53,196	\$ 29,994	\$ 45,542	\$ 109,172
Interlibrary Loan	\$ 1,760	\$ 1,702	\$ 1,808	\$ 1,692	\$ 5,279

**DEPARTMENT EXPENDITURES**

Budget Category	2016	2017	2018	2019	2020 Budgeted
Catalog Services	\$ 87,745	\$ 87,546	\$ 86,855	\$ 87,574	\$ 96,000
Delivery Services	\$ 1,960	\$ 1,366	\$ 1,483	\$ 1,590	\$ 1,495
Library Materials (total)	\$ 880,010	\$ 880,000	\$ 917,400	\$ 948,020	\$ 953,420
<i>Adult book</i>	\$ 254,723	\$ 280,465	\$ 291,374	\$ 285,576	\$ 280,000
<i>Large Print</i>	\$ 36,471	\$ 37,704	\$ 42,064	\$ 43,850	\$ 42,000
<i>Print reference</i>	\$ 2,879	\$ 790	\$ 1,075	\$ 7,664	\$ 1,000
<i>YA book</i>	\$ 31,329	\$ 31,023	\$ 35,211	\$ 30,902	\$ 40,000
<i>Juvenile book</i>	\$ 143,460	\$ 169,053	\$ 168,086	\$ 210,616	\$ 200,000
<i>Databases</i>	\$ 74,417	\$ 59,720	\$ 88,639	\$ 84,860	\$ 90,000
<i>eBook/eAudio* (includes platform)</i>	\$ 95,654	\$ 82,546	\$ 67,831	\$ 82,128	\$ 68,920
<i>Kits</i>	\$ 7,188	\$ 2,688	\$ 1,808	\$ 3,054	\$ 4,000
<i>Spoken Word Adult</i>	\$ 52,800	\$ 44,579	\$ 47,921	\$ 42,419	\$ 50,000
<i>Spoken Word Juvenile</i>	\$ 2,841	\$ 3,038	\$ 5,338	\$ 3,491	\$ 6,000
<i>Spoken Word YA</i>	\$ 3,113	\$ 2,827	\$ 2,806	\$ 4,802	\$ 4,000
<i>Music</i>	\$ 27,110	\$ 20,157	\$ 16,117	\$ 14,071	\$ 15,000
<i>Video</i>	\$ 88,858	\$ 83,207	\$ 87,143	\$ 81,256	\$ 95,000
<i>Periodicals</i>	\$ 53,016	\$ 55,983	\$ 56,829	\$ 48,057	\$ 52,000

Postage	\$ 22,429	\$ 21,938	\$ 21,151	\$ 17,824	\$ 23,000
Supplies - institutional	\$ 2,803	\$ 3,250	\$ 3,637	\$ 1,973	\$ 3,700
Supplies - public	\$ 57,806	\$ 64,470	\$ 62,684	\$ 60,684	\$ 62,945
Supplies - operational	\$ 746	\$ 665	\$ 294	\$ 287	\$ 300

Restricted/Assigned Funds	2016	2017	2018	2019	2020 Balance
Interlibrary Loan	\$ 950	\$ 600	\$ 835	\$ 1,692	\$ 5,279
Regional CD Gift Fund - GRRL 01 (general)	\$ 2,277	\$ 11,702	\$ 1,402	\$ 8,841	\$ 13,371
Regional CD Gift Fund - GRRL 02 (e-resources)	\$ 4,986	\$ 11,604	\$ -	\$ 8,476	\$ 759
Regional CD Gift Fund - GRRL 04 (bookplates)	\$ 300	\$ 627	\$ 1,151	\$ 278	\$ 204
Regional CD Gift Fund GRRL 05 (WishList)	\$ 36	\$ 225	N/A	N/A	N/A
St. Cloud CD Gift Fund HQ 04 (Morgan Family Foundation Grant)	\$ 15,524	\$ 16,378	N/A	N/A	N/A

#### DEPARTMENT INDICATORS

Indicator	2015	2016	2017	2018	2019
Number of patron title RQs for purchase	17,327	17,142	15,349	15,459	16,012
Number of unique patrons placing title requests	3,543	3,153	3,015	2,880	2,642
Total Unique titles held	406,491	419,639	435,089	446,128	462,358
Total Library materials held (copies)	950,384	926,025	865,153	843,873	856,338
Holds Filled	892,921	820,349	846,710	851,928	811,516
Circulation: Adult Print	1,058,547	970,021	985,345	982,423	883,827
Circulation: Adult Media	310,881	273,754	267,401	225,723	182,160
Circulation: Juvenile Print	1,046,072	992,005	1,017,365	1,036,272	1,063,534
Circulation: Juvenile Media	51,235	46,457	45,211	43,167	41,133
Circulation: Video	808,380	761,392	762,883	737,539	719,273
ILL – items loaned	26,739	23,450	30,883	32,187	32,471
ILL – items borrowed	16,848	16,416	19,411	19,781	19,415
Digital titles licensed	8,036	9,312	10,666	11,414	13,746
Digital copies licensed	10,809	12,672	14,612	15,640	19,104
Circulation: Digital	193,905	200,345	199,220	205,922	213,036
Digital Library Users	24,843	28,599	31,924	37,631	43,107
Active Digital Library Users	N/A	N/A	N/A	11,883	12,553
Number of donated items added to collection	3,928	4,639	6,248	8,987	9,061
Collection HQ: items transferred	2,842	4,759	3,900	4,093	2,674
Collection HQ: circulations generated	4,523	11,546	9,263	10,659	6,582
Collection HQ: avg addition circ/item from transfers	1.59	2.43	2.38	2.60	2
Items withdrawn	72,724	80,362	122,491	86,860	48,581

**DEPARTMENT STRATEGIC INITIATIVES**

Activity	Service Priority			Operational Priorities		
	Literacy	Access	Lifelong Learning	Exceptional Service	Operational Excellence	Community Focus
Explore streaming services with a staff workgroup.			X			
Activity on the GRRL Databases page will increase by 5 percent year over year activity.			X			
Implement the Acquisitions module in Horizon to improve workflow.					X	
Identify new ways to move material around the region to improve the patron browsing experience.			X			

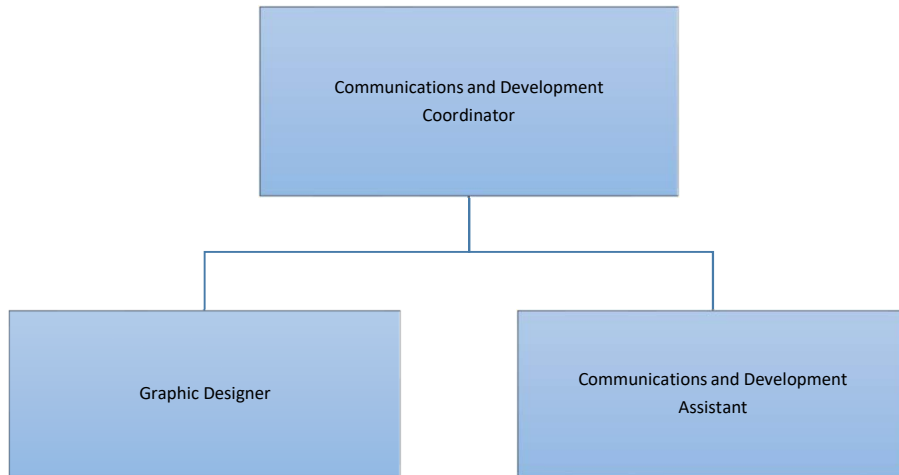
# Communications and Development Department Work Plan 2020

**DEPARTMENT FUNCTION**

The Communications and Development (ComDev) Department is responsible for Great River Regional Library's promotions throughout the community, which includes materials, media relations, speaking engagements, and advocacy efforts. The department also works to provide financial support to improve and enhance its services, and share the Library's mission and vision to increase awareness among users and nonusers.

**DEPARTMENT STRUCTURE**

All Communications and Development staff report to the Communications and Development Coordinator.



**COMMUNICATIONS AND DEVELOPMENT: POSITIONS**

Job Title	2016	2017	2018	2019	2020
Communications and Development Coordinator <i>(formerly Associate Director Public Relations)</i>	1.000	1.000	1.000	1.000	1.000
Communications and Development Specialist <i>(formerly Public Relations Specialist)</i>	1.000	1.000	1.000	1.000	0.000
Graphic Designer	1.000	1.000	1.000	1.000	1.000
Communications and Development Assistant <i>(formerly Public Relations Assistant)</i>	0.750	1.000	1.000	0.800	1.000
<b>Total</b>	3.750	4.000	4.000	3.800	3.000

**DEPARTMENT CAMPAIGNS**

Budget Category	2015	2016	2017	2018	2019
Year-End Campaign (formerly known as Annual Appeal)	\$ 39,419	\$ 36,004	\$ 56,046	\$ 40,873	\$ 34,440
Currents Newsletter	\$ 325	\$ 1,855	\$ 715	\$ -	\$ -
High \$5	\$ 11,790	\$ 14,636	\$ 11,152	\$ -	\$ -
Read Down Your Fines	\$ 265	\$ 180	\$ 87	\$ -	\$ -
SRP - Regional	\$ 6,874	\$ 4,865	\$ 2,425	\$ 7,436	\$ 7,281
SRP In-Kind	\$ 604	\$ -	\$ 12,432	\$ 24,654	\$ 14,188
WishList	\$ 650	\$ 290	\$ -	\$ -	\$ -
Locally Growin'	\$ -	\$ -	\$ -	\$ 21,759	\$ 24,764
Planned Gifts	\$ -	\$ 30,000	\$ 12,600	\$ 10,000	\$ 40,654
Major Gifts	\$ 11,510	\$ 14,100	\$ 12,000	\$ 16,125	\$ 6,680

**GRANT REVENUE/AWARD**

Budget Category	2016	2017	2018	2019	2020
Minnesota Historical Society Grant	\$ -	\$ -	\$ 8,990	\$ -	\$ -
ALA Let's Talk About It Grant	\$ -	\$ -	\$ -	\$ -	\$ -
LSTA Playful Learning Grant	\$ -	\$ -	\$ -	\$ -	\$ -
ALA Great Stories Grant	\$ -	\$ -	\$ 1,200	\$ -	\$ -
PLA Intern Program	\$ -	\$ 2,205	\$ -	\$ -	\$ -
LSTA Breaking Down Barriers	\$ -	\$ -	\$ 89,654	\$ -	\$ 75,411
CommunityGiving Paynesville Area	\$ -	\$ -	\$ -	\$ -	\$ 2,900

**DEPARTMENT EXPENDITURES**

Budget Category	2016	2017	2018	2019	2020 Budgeted
Institutional Printing/Public Information	\$ 2,150	\$ 14,226	\$ 5,201	\$ 8,184	\$ 8,000
Public Services Printing/Public Information	\$ 30,259	\$ 26,293	\$ 22,922	\$ 21,779	\$ 23,000

Restricted/Assigned Funds	2016	2017	2018	2019	2020 Balance
FD Marketing – 20% (2018 end balance rolled to FD Communications)	\$ 4,817	\$ 34,841	\$ 9,630	\$ -	\$ -
FD General – 20% (2018 end balance rolled to FD Communications)	\$ 8,355	\$ 3,498	\$ 1,167	\$ -	\$ -
FD Communications – 20%	\$ -	\$ -	\$ 8,023	\$ 10,406	\$ 61,535
Minnesota Historical Society Grant	\$ -	\$ -	\$ 8,990	\$ -	\$ -
ALA Let's Talk About It Grant	\$ 587	\$ -	\$ -	\$ -	\$ -
LSTA Playful Learning Grant	\$ (116)	\$ -	\$ -	\$ -	\$ -
ALA Great Stories Grant	\$ -	\$ -	\$ -	\$ 1,200	\$ -
PLA Intern Program	\$ -	\$ 2,205	\$ -	\$ -	\$ -
LSTA Breaking Down Barriers	\$ -	\$ -	\$ 17,733	\$ 57,678	\$ -



**DEPARTMENT INDICATORS**

Indicator	2015	2016	2017	2018	2019
Graphic copier count	241,296	235,469	288,196	258,699	197,876
Total Active Donors	1,474	1,612	1,737	1,500	1,710
Donor retention rate	50.35%	48.91%	47.02%	48.83%	53.06%
First Year Donor Retention rate	N/A	N/A	15.71%	24.19%	17.84%
Donor acquisition	369	485	390	423	282
Number of Gifts	1,870	2,003	2,693	1,883	1,676
Number of Major Gifts	8	12	12	10	11

**DEPARTMENT STRATEGIC INITIATIVES**

Activity	Service Priority			Operational Priorities		
	Literacy	Access	Lifelong Learning	Exceptional Service	Operational Excellence	Community Focus
Launch a planned giving program to provide long-term support to the library.					X	
Create a separate memorial/tribute program for ongoing promotion					X	
Create opportunities for corporate partnerships and expand corporate sponsorship solicitations and gifts.					X	
The library will maintain a centralized e-mail distribution list of new borrowers to inform them about library services. Messages regarding library services are delivered by email to new borrowers automatically at increments: immediate, one week, three weeks, five weeks.						X



# Human Resources

## Department Work Plan

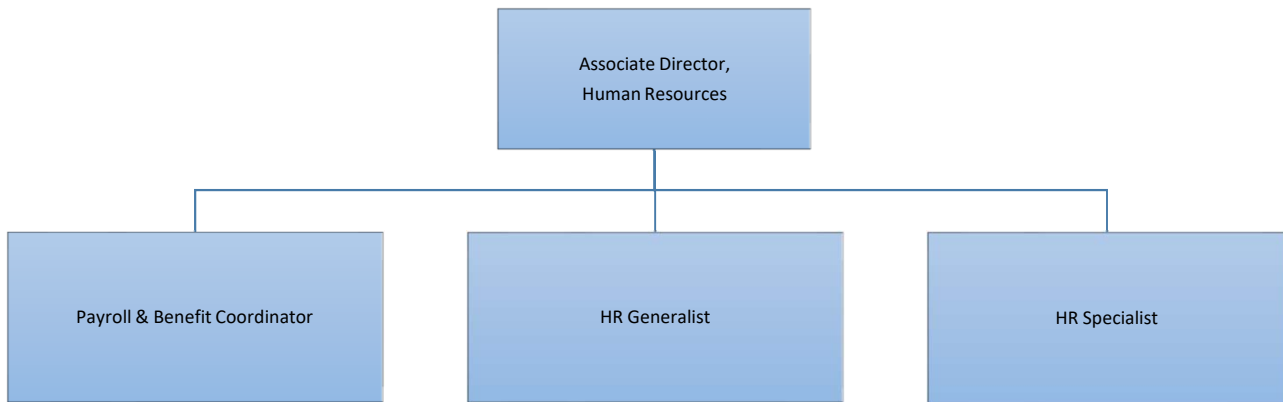
### 2020

**DEPARTMENT FUNCTION**

Through partnership and collaboration, the Human Resources (HR) Department assists the organization in meeting its strategic goals by recruiting, developing and retaining a high performing work force. HR serves as an advocate and resource for employees and a business partner to management. HR guidance is provided in the areas of compensation and benefit administration, payroll processing, recruitment and retention, communication and staff recognition, training and development, policy and procedure development, safety and wellness, and performance management.

**DEPARTMENT STRUCTURE**

All Human Resources staff report directly to the Associate Director of Human Resources.



**HUMAN RESOURCES: POSITIONS**

Job Title	2015	2016	2017	2018	2019
Associate Director of Human Resources	1.000	1.000	1.000	1.000	1.000
Payroll & Benefit Coordinator	1.000	1.000	1.000	1.000	1.000
HR Generalist	1.000	1.000	1.000	1.000	1.000
HR Specialist	1.000	1.000	1.000	1.000	1.000
<b>Total</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>

**DEPARTMENT EXPENDITURES**

Budget Category	2016	2017	2018	2019	2020 Budgeted
Personnel	\$ 6,837,218	\$ 6,978,599	\$ 6,879,454	\$ 7,010,826	\$ 7,498,600
Staff Development	\$ 26,245	\$ 25,142	\$ 28,723	\$ 27,601	\$ 25,000
All Staff Day Training	\$ 5,335	\$ 3,488	\$ 7,300	\$ 5,162	\$ 7,300
HRIS/Payroll Services	\$ 83,309	\$ 81,289	\$ 75,771	\$ 72,978	\$ 76,000
Recruitment Services	\$ 271	\$ 561	\$ 1,125	\$ 1,020	\$ 1,000
Benefit Administration	\$ 5,854	\$ 3,379	\$ 4,779	\$ 4,043	\$ 4,500
Memberships & Subscriptions	\$ 6,743	\$ 6,049	\$ (350)	\$ 4,535	\$ 6,000
Vehicle Mileage Institutional	\$ 636	\$ 1,114	\$ 1,279	\$ 2,288	\$ 2,300
Vehicle Mileage Public	\$ 15,447	\$ 16,158	\$ 22,097	\$ 30,607	\$ 22,300

Restricted/Assigned Funds	2016	2017	2018	2019	2020 Balance
Emergency, Sub & Severance-UI	\$ -	\$ -	\$ 3,163	\$ 6,555	\$ 30,282
Payroll & HRIS Services	\$ 3,708	\$ 488	\$ 5,237	\$ 1,024	\$ 2,558
Consulting Fees	\$ -	\$ -	\$ 4,127		\$ -
Staff Development Services	\$ -	\$ -	\$ -		\$ 9,114
Staff Recognition Gift Fund	\$ 1,549	\$ 7,236	\$ 2,862	\$ 3,245	\$ 789
Volunteer Recognition Gift Fund	\$ 991	\$ 991	\$ 1,898	\$ 727	\$ 299

**DEPARTMENT INDICATORS**

Indicator	2015	2016	2017	2018	2019
Average Number of Staff	271	273	277	276	273
Total FTEs	139.668	139.579	138.85	138.516	138.353
Total Full-Time Staff (40 hrs per week)	42	47	44	45	44
Total Part-Time Staff (under 40 hrs per week)	202	196	200	201	192
Total Substitutes	31	32	34	34	37
Total Benefit Eligible Staff (30 hrs per week)	54	58	57	63	62
LSC Unit	27	27	26	24	23
General Unit	54	56	60	61	59
Turnover	13.66%	18.33%	18.06%	14.51%	16.50%
Separations	37	50	50	40	45
New Hires	38	46	52	41	40
Promotions/Transfers	13	14	8	6	8
Total Applicants	558	569	542	481	484

Note: Turnover/Separations/New Hires recalculated to remove temporary employees

**DEPARTMENT STRATEGIC INITIATIVES**

Activity	Service Priority			Operational Priorities		
	Literacy	Access	Lifelong Learning	Exceptional Service	Operational Excellence	Community Focus
Training all new employees in the region, an estimated 51 newly hired and promoted staff members annually.				X		
Providing All Staff Day training to approximately 250 employees. Attendees will report an increase in knowledge and/or confidence in using library resources to serve patrons needs and/or a stronger awareness of how GRRL Core Values and Strategic Plan goals impact them on an individual level.				X		
All employees meet the core competencies for their positions.				X		
Library users will report at least a 5 percent increase in satisfaction with overall library services over 2015 levels.				X		
Retention rate for all positions improves over prior five-year average compared with state and community trends.				X		



# Information Technology Department Work Plan 2020

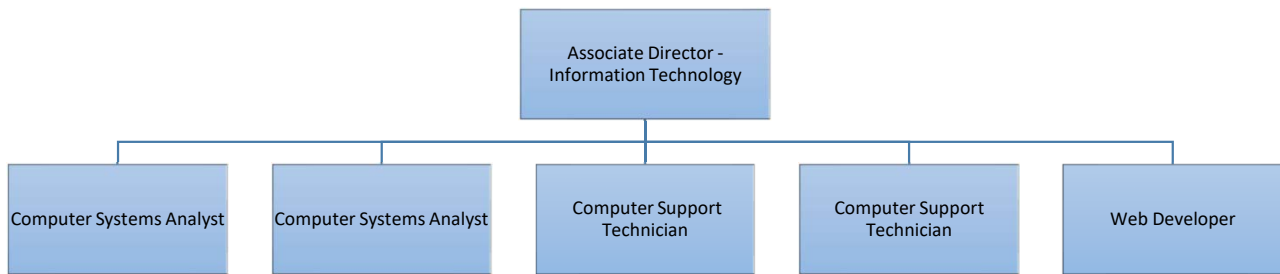
**DEPARTMENT FUNCTION**

The mission of the Information Technology (IT) Department is to make available an appropriate information technology environment that provides to each patron, staff member, and visitor the information technology access, resources, and support that the Library establishes as necessary to meet its mission. This environment must be managed in a way that assures high levels of reliability and usefulness in as cost-effective a manner as possible. While providing open access to information, the department must maintain suitable protection of personal and other confidential information.

The department must constantly be aware of changing information needs of library patrons and staff, adapting the information environment as necessary to meet new priorities. The IT Department provides leadership to assist policy- and priority-making groups with the identification of planning issues and recommends possible strategies. The department is committed to providing continuous improvement in service.

**DEPARTMENT STRUCTURE**

All Information Technology staff report to the Associate Director of Information Technology.



**INFORMATION TECHNOLOGY: POSITIONS**

Job Title	2016	2017	2018	2019	2020
Associate Director - IT	1.000	1.000	1.000	1.000	1.000
Computer Systems Analyst	2.000	2.000	2.000	2.000	2.000
Web Developer	1.000	1.000	1.000	1.000	1.000
Computer Support Technician	1.625	1.625	1.650	1.750	1.750
Total (Week)	5.625	5.625	5.650	5.750	5.750

**DEPARTMENT EXPENDITURES**

Budget Category	2016	2017	2018	2019	2020 Budgeted
Automation Maintenance	\$ 118,928	\$ 130,409	\$ 176,097	\$ 203,489	\$ 172,335
Automation Equipment	\$ 72,975	\$ 25,071	\$ 92,295	\$ 118,655	\$ 96,000
Automation Software	\$ 16,253	\$ 12,037	\$ 67,645	\$ 8,947	\$ 11,000
Professional Services	\$ 454	\$ 41	\$ 6,443	\$ 9,981	\$ 2,000
<b>Total</b>	<b>\$ 208,610</b>	<b>\$ 167,558</b>	<b>\$ 342,480</b>	<b>\$ 341,071</b>	<b>\$ 281,335</b>

Assigned/Committed Fund	2016	2017	2018	2019	2020 Balance
Computer Replacement	\$ -	\$ 66,338	\$ 33,497	\$ 122,514	\$ 67,870
Capital - Automation	\$ 11,997	\$ 5,999	\$ 18,300	\$ 33,594	\$ 671,582
Regional Library Telecommunications Aid	\$ 116,563	\$ 153,969	\$ 175,413	\$ 94,367	\$ 727,977
Patron Self-Service	\$ 19,000	\$ 22,616	\$ 66,819	\$ 29,002	\$ 18,148
Equipment Sales Revenue	\$ -	\$ 274	\$ -	\$ 112	\$ 49,657
Opportunity Hardware Grant	\$ 31,551	\$ -	\$ -	\$ -	\$ 28,295
<b>Total</b>	<b>\$ 179,111</b>	<b>\$ 249,196</b>	<b>\$ 294,029</b>	<b>\$ 279,588</b>	<b>\$ 1,563,529</b>

**DEPARTMENT INDICATORS**

Indicator	2015	2016	2017	2018	2019
Staff Computers	190	191	191	191	190
Public Computers	282	283	283	281	279
Self-service Machines	10	12	16	23	26
Physical Servers	6	6	6	6	6
Virtual Servers in Production	41	48	48	43	44
Service Tickets Opened	1,494	1,511	1,749	1,371	1,391
Service Tickets Closed	1,464	1,518	1,821	1,373	1,390
Problem Tickets Closed	N/R	N/R	1,392	1,082	1,110
Enhancement Tickets Closed	N/R	N/R	429	291	280
Median Time to Close	14:19	13:18	13:48	11:42	13:29
Median Time to Close Problems	N/R	N/R	13:17	11:38	11:44
Median Time to Close Enhancements	N/R	N/R	15:13	12:52	26:49
Pending Requests on 1/1	N/R	N/R	90	88	104
Average Requests per IT FTE	266	269	310	238	242
Aggregate Positives from Annual Survey	N/A	N/A	95%	96%	98%



**DEPARTMENT STRATEGIC INITIATIVES**

Activity	Service Priority			Operational Priorities		
	Literacy	Access	Lifelong Learning	Exceptional Service	Operational Excellence	Community Focus
Maintain and enhance the library web site.		X				
Maintain and evaluate the effectiveness of the library catalog.		X				
Replace desktop computers aged 5 years or older in 2019.					X	
Replace servers aged 3 years or older in 2019.					X	
Create processes and implement systems to regularly monitor technology vendors for updates to products in use by the library.					X	
Review and update software and web applications.					X	



# Patron Services Department Work Plan 2020

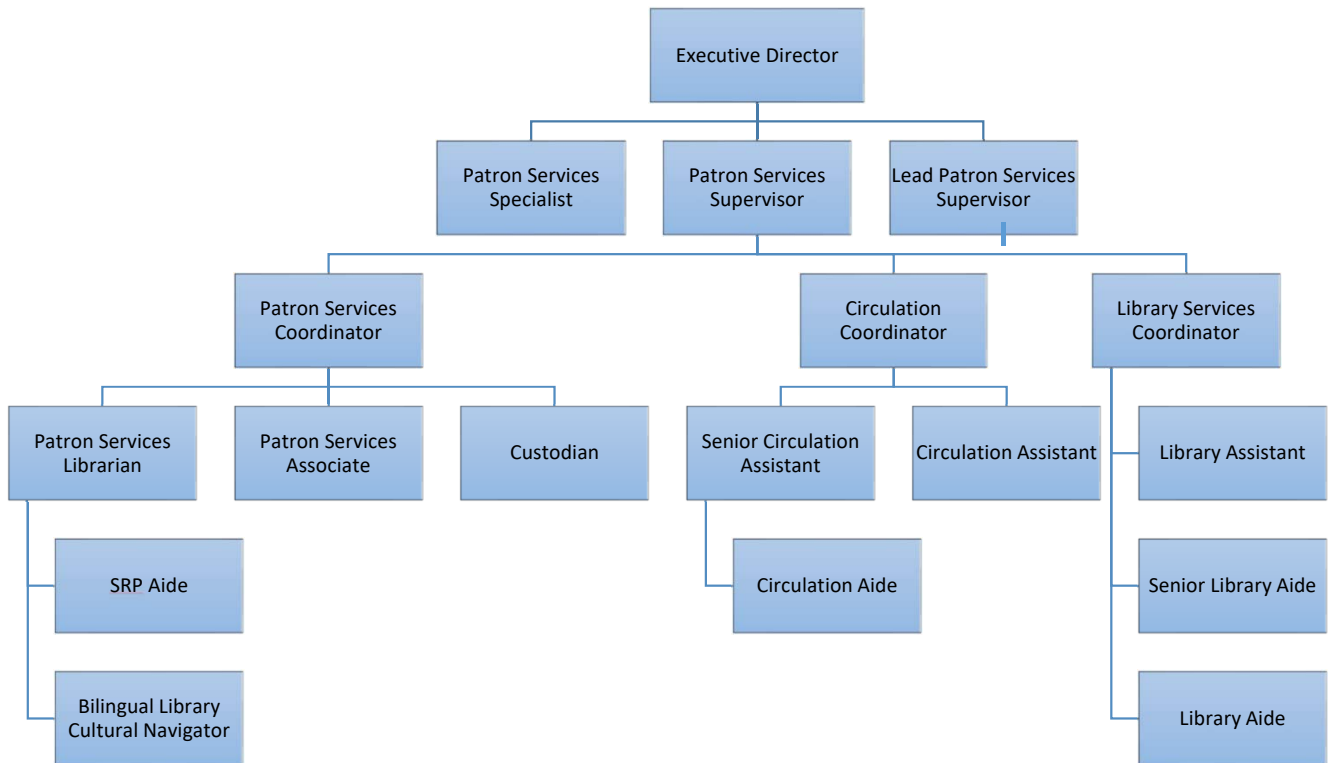
## DEPARTMENT FUNCTION

The Patron Services (PS) Department provides circulation, programming, and information services for the Great River Regional Library system. PS administrative staff oversee and provide supervision and managerial support of front line patron service staff.

The Patron Services Department exists to maximize resources and provide efficient patron services for the Great River Regional Library system. The PS department is responsible for observing trends in library public service and advocating on behalf of library users to ensure that GRRL meets their information needs. In that role as patron advocates, PS staff ensure the library patron remains at the center of planning and activity.

## DEPARTMENT STRUCTURE

The Patron Services Supervisors report to the Executive Director. All staff responsible for direct public services report to the Patron Services Supervisors. The Lead Patron Services Supervisor also has regional responsibilities for the department, including budget recommendations, work plan oversight, etc.



**PATRON SERVICES: POSITIONS**

Job Title	2016	2017	2018	2019	2020
Assoc Dir PS (Restructured 2016)	1.000	0.000	0.000	0.000	0.000
Lead PS Supervisor	0.000	1.000	1.000	1.000	1.000
PS Supervisor	3.000	2.000	2.000	2.000	2.000
PS Specialist	1.000	1.000	1.000	1.000	1.000
PS Coordinator	2.000	2.000	2.000	2.000	2.000
PS Librarian	2.000	3.000	3.000	3.000	3.000
Associate Librarian	6.150	5.900	5.900	5.900	5.900
Custodian	2.500	2.500	2.500	2.500	2.500
Summer Aide	0.280	0.280	0.275	0.275	0.275
Circ Coordinator	1.000	1.000	1.000	1.000	1.000
Sr Circ Asst	1.000	1.000	1.000	1.000	1.000
Circ Asst	5.920	5.920	5.844	5.844	5.838
Circ Aide	9.280	9.240	9.238	9.238	9.225
Lib Serv Coordinator	17.160	17.340	17.488	16.934	16.834
Lib Asst	26.000	25.320	25.194	25.828	26.225
Sr Lib Aide	2.000	1.650	2.338	3.120	4.094
Lib Aide	20.090	20.120	18.968	17.560	16.481
Bilingual Library Cultural Navigator*				1.000	0.000
<b>Total</b>	<b>100.38</b>	<b>99.27</b>	<b>98.745</b>	<b>98.199</b>	<b>98.371875</b>

\*LSTA Grant-Funded position through Sept. 2019, budgeted estimate

**DEPARTMENT REVENUE**

Budget Category	2016	2017	2018	2019	2020 Balance
Legacy - State FY	\$ 183,129	\$ 177,551	\$ 208,159	\$ 208,317	\$ 212,911
Fund Development - Programs & Services	N/A	N/A	\$ 2,175	\$ 19,803	\$ 22,020

**DEPARTMENT EXPENDITURES**

Budget Category	2016	2017	2018	2019	2020 Budgeted
Program Pool	\$ 28,254	\$ 30,507	\$ 36,149	\$ 35,311	\$ 42,986
Public Licensing Services	\$ 3,729	\$ 3,927	\$ 4,125	\$ 4,356	\$ 4,356
Patron Contact Services	\$ 53,827	\$ 53,584	\$ 59,518	\$ 57,174	\$ 60,000

Restricted/Assigned Funds	2016	2017	2018	2019	2020 Balance
Legacy	\$ 145,593	\$ 177,314	\$ 202,007	\$ 201,112	\$ 7,206
Regional PS Gift Funds - GRRL 03 (SRP)	\$ 3,089	\$ 4,597	\$ 5,038	\$ 6,224	\$ 6,813
Regional PS Gift Funds - GRRL 09 (Prog)	\$ 12,836	\$ 8,373	\$ 11,512	\$ 9,835	\$ 5,452
10.40.5200.822 FD - Programs & Services	N/A	N/A	\$ 97	\$ 8,229	\$ 22,020

## DEPARTMENT INDICATORS

Indicator	2015	2016	2017	2018	2019
Total Borrowers	123,591	118,376	113,566	110,367	108,641
Door Count*	1,412,164	1,363,752	1,325,948	1,268,124	1,197,924
Checkout Sessions	539,504	502,514	509,397	498,804	477,109
Circulation	3,275,115	3,016,484	3,078,205	3,025,124	2,889,927
Number of libraries w ExpChk full year	8	10	11	13	20
Express Check aver usage - first cko**	30%	37%	40%	43%	39%
Express Check aver usage - cko sessions**	37%	43%	47%	49%	47%
Information Transaction Count*	235,248	226,148	202,800	179,036	161,512
Chat Reference Sessions picked up by GRRL	1,122	1,074	1,072	1,028	1,239
Chat Reference Questions by GRRL patrons	790	896	828	797	1,071
Reg Tech Help patrons served	112	115	193	191	147
Local Tech Help patrons served*	N/A	N/A	7,921	7,575	9,243
Children's Programs	2,184	2,242	2,072	2,497	2,480
Children's Program Attendance	58,091	59,033	60,130	69,392	71,438
Teen Programs	360	390	384	341	374
Teen Program Attendance	3,502	3,496	3,714	5,777	5,766
Adult Programs	741	986	1,141	1,511	1,353
Adult Program Attendance	12,584	12,902	14,992	18,336	19,032
Outreach Programs	89	112	144	127	122
Outreach Program Attendance	10,645	10,077	9,411	9,954	6,583
School Visits (staff to schools)	98	138	132	161	114
School Visit Attendance	7,459	13,346	9,854	11,750	9,969
Class Visits (classes to library)	206	275	283	294	226
Class Visit Attendance	5,803	6,724	7,625	7,283	6,865
0-3 SRP Registrants	1,016	1,192	1,043	1,085	1,028
3-12 SRP Registrants	8,676	8,649	8,122	8,469	9,354
Teen SRP Registrants	1,570	1,588	1,489	1,612	1,648
WRP Registrants	3,342	3,570	3,048	3,146	3,470

\*Estimated totals based on extrapolated samples.

\*\* Using locations with full-year statistics only

**DEPARTMENT STRATEGIC INITIATIVES**

Activity	Service Priority			Operational Priorities		
	Literacy	Access	Lifelong Learning	Exceptional Service	Operational Excellence	Community Focus
Computer-based literacy services will be delivered through local and regional resources including Book a Librarian services and programs conducted through the laptop lab.	X					
Borrower numbers regionally will exceed 2019 registrations by 3 percent.	X					
Users of chat reference services will reach 1,300 users annually. (2019 total: 1,239)			X			
A work group will investigate best practices and new ideas to increase repeat use from new borrowers (developed from 2019 borrower workgroup).				X		
Expand and implement existing services to homebound patrons.		X				
Each library will provide a presentation or outreach event about library services and/or technology at least annually (e.g., Kiwanis, Chamber of Commerce), with emphasis on developing new community connections.						X