GREAT RIVER REGIONAL
LIBRARY
Explore...learn...connect...

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

Board of Trustees Work Session
Tuesday, February 16, 2021, 6:00 p.m.
Agenda

In response to COVID-19 and pursuant to Minnesota Statute Chapter 12. Emergency Management, Governor Walz declared a state of emergency. In accordance with the state of emergency and Minnesota Statute Chapter 13D.021, the GRRL Board of Trustees and GRRL staff will participate in the meeting by telephone or other electronic means rather than being personally present at the regular St. Cloud Public Library meeting location. The meeting will be conducted electronically via Zoom. Members of the public may monitor the meeting at https://us02web.zoom.us/j/83473259173?pwd=WkVzYlpkYit2c3l4VHdTRHdXN1hEZz09, Passcode: 557683,
or US: +1 312 626 6799, *Webinar ID: 834 7325 9173.*

1. Call to Order   6:00

2. Fourth Quarter 2020 Statistics   pg 3   6:01

3. GRRL 2020 Annual Report   pg 15   6:06

4. GRRL 2020 Impact Report   pg 17   6:10

5. Diversity, Equity & Inclusion Committee Survey Results & Recommendations Presentation (verbal) 6:15

6. Edge Assessment Results & Recommended Action Steps   pg 19   6:35

7. 2016-2019 GRRL Community Meeting Summary   pg 27   6:50

8. Theory of Change Results & Recommendations   pg 29   7:00

9. Next Meeting – March 16, 2021   7:14

10. Adjournment   7:15

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

	2020 Qtr 4 Cumulative	2019 Qtr 4 Cumulative	2018 Qtr 4 Cumulative	2017 Qtr 4 Cumulative	2016 Qtr 4 Cumulative	2015 Qtr 4 Cumulative	2020 Target
Online Catalog Requests Number of items requested online	676,032	553,891*	765,696	776,579	750,022	787,941	803,980
Chat Reference Sessions Number of questions answered through chat	2,927 *Platform for AskMN migrated in May; May & June excluded from count*	1,239	1,028	1,072	1,074	1,122	1,155
Digital Library Users Number of borrowers registered for Digital Library	Overdrive 42,019 Axis 360 6,058 Hoopla 1,513	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 40,500 Axis 360 4,700
Active Digital Library Users Number of borrowers using either Digital Library platform	Overdrive 11,277 Axis 360 2,271 Hoopla 1,985	Overdrive 10,227 Axis 360 2,326	Overdrive 10,081 Axis 360 1,802	N/A	N/A	N/A	Overdrive 10,700 Axis 360 2,400
Digital Library Checkouts Number of eBooks and eAudiobooks borrowed	253,687	213,036	205,922	199,220	200,345	193,303	219,640
Resident Borrower Numbers Number of residents with active library card	90,323	103,216	104,623	106,305	109,360	114,005	104,623

Book-a-Librarian Sessions Number of people receiving services and attending programs	36	58	105	111	115	65	131
Program Attendance Number of people attending library programs	20,737	102,819	103,459	88,310	79,212	79,690	108,632
Website Usage (sessions) Number of unique sessions taking place	1,116,045	1,287,104	1,248,568	1,153,723	1,545,792	1,924,178	1,351,500

Online Catalog Requests – How this metric is tracked changed with the move to the Enterprise catalog, so year-over-year statistics before 2019 are not comparable.

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

	2020 Qtr 4 Cumulative	2019 Qtr 4 Cumulative	2018 Qtr 4 Cumulative	2017 Qtr 4 Cumulative	2016 Qtr 4 Cumulative	2015 Qtr 4 Cumulative	2020 Target
Express Checkout – Checkout Sessions Percentage of checkout sessions	37%	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%
Express Checkout – First Checkouts Percentage of first checkouts	33%	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%
Information Transactions Number of reference & technology questions (extrapolated estimate)	Not collected	161,512	179,036	202,800	227,222	235,248	250,000
Summer Reading Program Participation Number of 0-3, children & teens registering for SRP	2,671 in person 1,409 virtual	12,030	11,166	10,654	11,429	11,262	12,630
Door Count Number of people entering the library (extrapolated estimate)	Not collected	1,197,924	1,268,124	1,325,948	1,394,692	1,412,164	1,482,772
Social Media Metrics Likes on Facebook and Follows on Twitter & Instagram	5,095 Likes 690 Follows 288 Follows	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	4,690 Likes 670 Follows

2020 Fourth Quarter Database Statistics

	2020 Qtr 4 Cumulative	2019 Qtr 4 Cumulative	2018 Qtr 4 Cumulative	2017 Qtr 4 Cumulative	2016 Qtr 4 Cumulative	2020 Target
Ancestry (searches) Genealogy tool. In-library use only. (Outside access available during the pandemic.)	39,545	16,570	14,238	49,384	46,845	17,399
Heritage Quest (searches) Genealogical research materials including the U.S. Federal Census.	4,601	9,498	14,706	32,159	24,559	9,973
ChiltonLibrary (searches) Auto repair information searchable by year, make, and/or model.	1,648	2,043	2,134	1,745	2,295	2,145
Tumblebooks (books accessed) Animated picture books that can be read or listened to from any device.	16,316	29,480	36,933	25,351	24,253	30,954
Lynda/LinkedIn Learning (logins) 3,000+ courses on business, technical, and creative skills.	4,401	5,099	4,252	1,834	2,775	5,354
Pronunciator (logins) 60 languages. 3 million lessons. The world's largest language-learning service.	1,352	1,944	2,064	2,640	1,851	2,041
Novelist K8 (searches) Search children's books and find similar titles, reviews, and reading group guides.	694	813	1,013	820	1,236	854
Novelist (searches) Find new fiction titles to read. Search by author, title, or series.	7,298	3,489	3,402	2,993	5,252	3,663
RefUSA (searches) Directories for Canadian and U.S. businesses and market research.	981	2,204	4,456	4,900	4,487	2,314

2020 Strategic Plan Statistical Targets

Exceeded targets

Chat Reference Sessions – The AskMN platform migrated in May, so the statistics are not a full count of activity. May and June activity is excluded from count. With the emphasis on electronic service this year, chat reference exceeded targets. The new platform also made the chat widget much more prominent on the website.

Digital Library Users – The Digital Library saw a surge in use in 2020. The number of users exceeded targets for the year. Nearly half of GRRL borrowers are registered for the Digital Library.

Active Digital Library Users – Active users also increased and exceeded 2020 targets. Hoopla was an additional platform in 2020, which included streaming content.

Digital Library Checkouts – Digital Library usage hit record levels in 2020.

Social Media Metrics – Both regional and local social media platforms grew in 2020. Several more libraries added a local Facebook page. Regionally, Instagram was added as a new platform. Social media helped to get up-to-date information out about library services as they evolved over the year.

Within targets

GRRL Database Statistics – Some databases, such as Ancestry and Novelist, exceeded targets due to changes in how patrons could access the content. Our targets for 2020 were a five percent year-over-year increase in database usage. Several databases have not met this target since 2015. As a result, those that consistently missed usage targets, such as Chilton Library, HeritageQuest, and Reference USA, will be discontinued as contracts come up for renewal.

Missed targets

*Online Catalog Requests – Online requests for physical materials did not meet target, but exceeded 2019 levels. These numbers were trending higher in quarter two when curbside orders were the only way patrons could access the collection. This level of activity has grown and been sustained as library services moved into the "grab and go" model of service.

Resident Borrowers – Resident borrower numbers have been trending downward for several years and seemed to stabilize a bit in quarter one. The reduction of physical access to the library made it difficult to maintain current borrowers. We were fortunate to have developed an online library card registration process prior to the closure, which enabled remote access to digital content.

Book-A-Librarian – This service was limited due to the inability to meet with patrons during the pandemic.

Program Attendance – In-person programming and outreach were suspended as a compliance measure with the Stay Safe MN order.

Website Usage – Website usage for 2020 was not as strong as 2019. Our events page was typically one of the top-accessed pages, but usage declined with the reduction in programming. However, some parts of the

website have seen substantially increased activity, such as the eBooks page, the hours and locations page, our New, Best, and Fun book recommendations, and the library card registration page.

Express Checkout Usage – Express Checkout usage did not meet target, due in part to the offering of curbside services. Express Checkout stations were not available to patrons for several months in 2020.

Summer Reading Program (SRP) Participation – During the height of SRP, libraries were offering limited services which impacted access to this program. GRRL offered its first ever online SRP, which reached 1,409 children.

Information Transactions and Door Count – Libraries were offering limited services during the annual door and information count week in 2020, so this data was not collected.

2020 Local Facebook Statistics

"Likes" on local library Facebook pages

Library	1/1/2021	1/1/2020	1/1/2019	7/1/2018
Albany	255	66	N/A	N/A
Becker	344	165	120	78
Belgrade	146	87	N/A	N/A
Big Lake	223	N/A	N/A	N/A
Buffalo	542	N/A	N/A	N/A
Clearwater	46	N/A	N/A	N/A
Cokato	222	32	N/A	N/A
Cold Spring	231	163	99	60
Delano	502	192	N/A	N/A
Eagle Bend	171	85	52	34
Elk River	409	274	N/A	N/A
Foley	186	N/A	N/A	N/A
Grey Eagle	90	56	43	32
Howard Lake	178	38	N/A	N/A
Monticello	870	591	515	417
Paynesville	298	226	186	135
Pierz	119	N/A	N/A	N/A
Richmond	121	89	49	30
Rockford	112	N/A	N/A	N/A
Saint Cloud	907	658	499	355
Saint Michael	718	237	N/A	N/A
Sauk Centre	73	N/A	N/A	N/A
Staples	433	246	181	141
Waite Park	140	106	92	78

2015-2020 Change in Borrowers

Library	1/1/2021	1/1/2020	1/1/2019	1/1/2018	1/1/2017	1/1/2016	% Change 2015 to 2020
Albany	2,260	2,611	2,612	2,616	2,715	2,801	-19%
Annandale	1,974	2,274	2,297	2,230	2,222	2,314	-15%
Becker	2,151	2,554	2,516	2,465	2,405	2,423	-11%
Belgrade	470	490	487	452	489	511	-8%
Big Lake	2,400	2,700	2,774	2,858	2,989	3,143	-24%
Buffalo	5,919	6,750	6,920	7,108	7,414	7,732	-23%
Clearwater	945	1,039	1,085	1,156	1,168	1,193	-21%
Cokato	1,408	1,554	1,577	1,592	1,654	1,755	-20%
Cold Spring	2,161	2,433	2,478	2,483	2,644	2,806	-23%
Delano	2,945	3,259	3,487	3,455	3,457	3,470	-15%
Eagle Bend	516	582	561	595	576	591	-13%
Elk River	9,688	10,729	11,172	11,537	12,171	12,698	-24%
Foley	1,401	1,670	1,783	1,839	1,867	1,863	-25%
Grey Eagle	350	378	384	391	412	425	-18%
Howard Lake	803	971	1,083	1,150	1,202	1,195	-33%
Kimball	569	664	693	774	785	787	-28%
Little Falls	4,005	4,753	4,873	4,769	4,944	4,941	-19%
Long Prairie	1,515	1,750	1,808	1,815	2,073	2,135	-29%
Melrose	1,027	1,184	1,216	1,164	1,146	1,226	-16%
Monticello	5,432	6,295	6,429	6,631	6,677	7,082	-23%
Paynesville	1,342	1,682	1,673	1,651	1,552	1,572	-15%
Pierz	1,073	1,265	1,342	1,357	1,354	1,357	-21%
Richmond	535	637	603	611	627	670	-20%
Rockford	1,378	1,611	1,742	1,769	1,850	1,908	-28%
Royalton	932	1,058	1,094	1,078	969	931	0%
Saint Michael	7,456	8,217	7,999	7,841	7,727	7,767	-4%
Sartell Locker	450	366	274	55	0	0	N/A
Sauk Centre	1,692	1,718	1,771	1,796	1,837	1,833	-8%
St. Cloud	25,243	29,958	29,798	30,846	32,154	34,880	-28%
Staples	1,801	2,079	2,092	2,143	2,254	2,362	-24%
Swanville	396	451	409	408	442	434	-9%
Upsala	578	650	610	639	646	650	-11%
Waite Park	2,556	2,769	2,964	3,048	3,094	2,893	-12%
Region Total	**93,371**	**108,641**	**110,367**	**113,565**	**118,376**	**118,348**	**-21%**

November 2020 Circulation Statistics

	Location	Nov 2020 Total	Nov 2019 Total	Nov 2020 CKO Sessions	Circ/Hour Nov 2020	Circ/Hour Nov 2019	CPH % Change	YTD 2020	YTD 2019	% Change YTD
	Albany	4,236	5,337	537	30	38	-19.5%	45,673	69,392	-34.2%
	Annandale	2,863	3,180	499	30	31	-1.3%	24,906	42,698	-41.7%
	Becker	3,867	4,150	605	34	37	-8.4%	37,002	53,112	-30.3%
	Belgrade	775	995	162	10	13	-16.8%	8,534	13,645	-37.5%
	Big Lake	4,322	4,436	615	39	39	1.0%	37,875	53,754	-29.5%
	Buffalo	13,424	13,435	1,951	74	74	-0.1%	112,739	169,136	-33.3%
+	Clearwater	2,201	2,054	372	26	23	13.5%	18,662	28,663	-34.9%
+	Cokato	4,617	3,482	541	44	32	37.6%	38,803	47,784	-18.8%
	Cold Spring	3,902	4,752	643	30	36	-15.3%	38,064	65,032	-41.5%
	Delano	7,382	8,070	1,008	48	53	-9.1%	64,375	105,828	-39.2%
+	Eagle Bend	2,457	2,088	290	31	29	7.4%	21,110	27,178	-22.3%
	Elk River	16,780	17,832	2,247	88	93	-5.4%	135,912	226,278	-39.9%
	Foley	3,706	4,561	449	28	33	-15.7%	32,718	49,002	-33.2%
+	Grey Eagle	1,160	1,091	176	15	14	9.1%	10,418	13,806	-24.5%
+	Howard Lake	2,768	3,042	357	26	28	-6.4%	25,659	25,572	0.3%
	Kimball	997	1,509	183	12	20	-37.2%	12,277	19,125	-35.8%
	Little Falls	5,484	8,031	1,094	34	49	-30.0%	55,821	103,911	-46.3%
	Long Prairie	3,594	4,142	549	27	30	-11.3%	32,137	49,969	-35.7%
+	Melrose	7,835	7,518	563	83	81	3.1%	68,636	74,879	-8.3%
	Monticello	11,972	12,643	1,616	72	77	-5.9%	101,182	160,855	-37.1%
	Paynesville	2,900	3,056	329	25	26	-3.1%	23,147	42,177	-45.1%
	Pierz	2,210	2,721	342	25	32	-22.9%	24,177	34,516	-30.0%
	Richmond	978	1,485	164	12	19	-35.0%	11,041	19,682	-43.9%
	Rockford	3,342	3,889	331	28	33	-14.8%	35,937	51,368	-30.0%
	Royalton	1,246	1,362	207	18	20	-7.2%	11,593	16,515	-29.8%
	Saint Cloud	39,757	51,522	5,663	180	229	-21.4%	353,775	647,566	-45.4%
+	Saint Michael	13,328	11,366	1,859	75	70	8.0%	103,685	167,492	-38.1%
	Sauk Centre	4,254	6,090	616	35	49	-27.2%	46,229	73,747	-37.3%
	Staples	3,511	4,539	595	26	34	-23.2%	35,370	58,257	-39.3%
	Swanville	253	482	84	3	7	-50.3%	3,583	5,908	-39.4%
+	Upsala	2,555	2,273	298	29	24	18.8%	27,069	30,362	-10.8%
	Waite Park	6,407	8,104	1,157	55	73	-24.3%	62,193	100,341	-38.0%
	Sartell Locker	1,471	1,559	147				10,553	14,122	-25.3%
	Total	**186,554**	**210,796**	**26,249**	**83**	**51**	**62.1%**	**1,670,855**	**2,661,672**	**-37.2%**
+	Digital	19,635	16,553					231,175	196,451	17.68%

+ Indicates an increase in monthly circulation total over last year.

December 2020 Circulation Statistics

	Location	Dec 2020 Total	Dec 2019 Total	Dec 2020 CKO Sessions	Circ/Hour Dec 2020	Circ/Hour Dec 2019	CPH % Change	YTD 2020	YTD 2019	% Change YTD
	Albany	3,931	4,918	551	25	34	-27.2%	49,604	74,310	-33.2%
	Annandale	2,772	2,787	511	26	29	-9.8%	27,678	45,485	-39.1%
+	Becker	3,992	3,556	640	32	29	7.8%	40,994	56,668	-27.7%
	Belgrade	806	869	158	10	11	-4.9%	9,340	14,514	-35.6%
+	Big Lake	4,255	3,918	665	36	34	7.7%	42,130	57,672	-26.9%
+	Buffalo	13,258	11,614	2,019	65	61	6.3%	125,997	180,750	-30.3%
+	Clearwater	2,487	2,081	458	25	23	6.4%	21,149	30,744	-31.2%
+	Cokato	4,416	2,974	569	39	27	43.2%	43,219	50,758	-14.9%
	Cold Spring	3,466	4,694	649	25	36	-30.4%	41,530	69,726	-40.4%
+	Delano	7,717	6,897	1,072	44	43	3.6%	72,092	112,725	-36.0%
	Eagle Bend	1,857	1,994	269	22	23	-4.7%	22,967	29,172	-21.3%
+	Elk River	16,646	14,642	2,358	78	73	6.8%	152,558	240,920	-36.7%
	Foley	3,672	3,963	483	25	29	-11.2%	36,390	52,965	-31.3%
+	Grey Eagle	1,522	743	200	19	9	102.3%	11,940	14,549	-17.9%
+	Howard Lake	2,718	2,545	370	24	23	3.1%	28,377	28,117	0.9%
+	Kimball	1,551	1,176	262	19	14	30.3%	13,828	20,301	-31.9%
	Little Falls	6,384	7,374	1,234	35	43	-18.2%	62,205	111,285	-44.1%
	Long Prairie	3,568	3,827	649	24	28	-11.2%	35,705	53,796	-33.6%
+	Melrose	7,590	7,511	498	72	74	-2.8%	76,226	82,390	-7.5%
+	Monticello	11,152	10,605	1,686	63	62	1.6%	112,334	171,460	-34.5%
+	Paynesville	3,163	2,651	360	25	22	11.9%	26,310	44,828	-41.3%
	Pierz	2,373	2,419	381	23	26	-11.6%	26,550	36,935	-28.1%
	Richmond	1,000	1,738	183	12	21	-45.2%	12,041	21,420	-43.8%
+	Rockford	4,422	3,393	481	34	29	19.3%	40,359	54,761	-26.3%
	Royalton	1,381	1,465	242	16	19	-13.5%	12,974	17,980	-27.8%
	Saint Cloud	41,020	48,063	6,309	167	207	-19.5%	394,795	695,629	-43.2%
+	Saint Michael	13,707	10,188	2,074	69	58	18.9%	117,392	177,680	-33.9%
	Sauk Centre	4,394	5,977	639	33	49	-32.0%	50,623	79,724	-36.5%
	Staples	3,646	4,816	601	25	35	-29.4%	39,016	63,073	-38.1%
	Swanville	410	628	109	5	8	-41.4%	3,993	6,536	-38.9%
+	Upsala	2,738	1,990	314	29	21	34.7%	29,807	32,352	-7.9%
	Waite Park	7,101	7,601	1,302	59	61	-4.3%	69,294	107,942	-35.8%
+	Sartell Locker	1,643	1,451	176				12,196	15,573	-21.7%
	Total	**190,758**	**191,068**	**28,472**	**85**	**47**	**82.4%**	**1,861,613**	**2,852,740**	**-34.7%**
+	Digital	22,512	16,585					253,687	213,036	19.08%

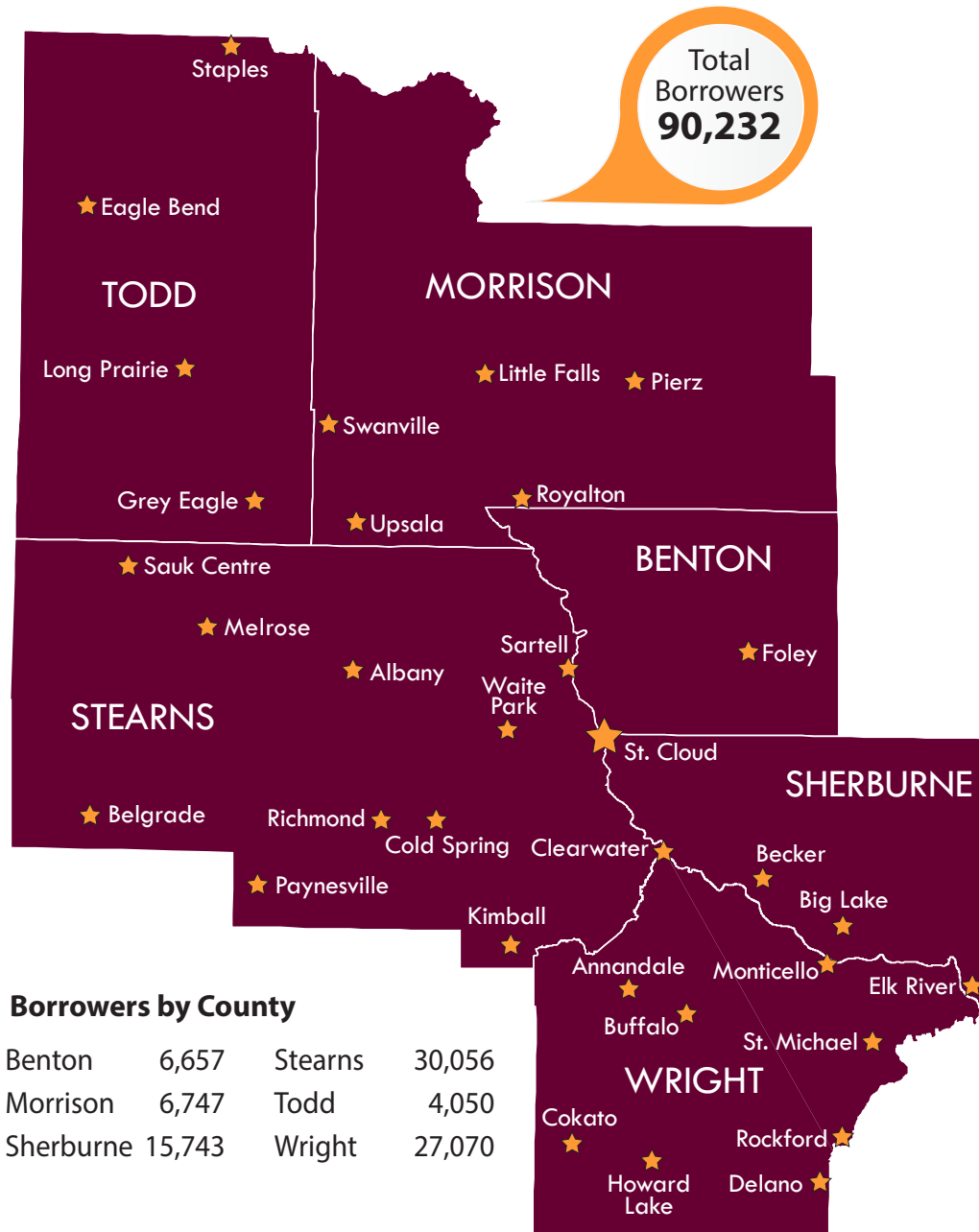**+ Indicates an increase in monthly circulation total over last year.**

2020 Circulation Statistics

It is not surprising to see overall circulation was down over 30 percent last year due to the extended closure during some of the seasonally busiest months of the year. By December, over half of the libraries saw a month-over-month increase in circulation. One library, Howard Lake, did end the year with a slight increase over 2019. It is the only library where circulation activity is somewhat comparable between 2019 and 2020. Howard Lake was closed for 10½ weeks in 2019 between January and April due to facility issues.

The Digital Library ended the year with its highest circulation ever. The increase in activity that began with the March closures was sustained throughout the year. The Digital Library was the second highest circulating "library" for 2020.

Total Borrowers 90,232

TODD
Staples
Eagle Bend
Long Prairie
Grey Eagle
Sauk Centre
Melrose

MORRISON
Little Falls
Pierz
Swanville
Royalton
Upsala

BENTON
Sartell
Foley
Waite Park
St. Cloud

STEARNS
Belgrade
Richmond
Cold Spring
Clearwater
Paynesville
Kimball
Albany

SHERBURNE
Becker
Big Lake
Annandale
Monticello
Elk River

WRIGHT
Buffalo
St. Michael
Cokato
Rockford
Howard Lake
Delano

Borrowers by County

Benton	6,657	Stearns	30,056
Morrison	6,747	Todd	4,050
Sherburne	15,743	Wright	27,070

GRRL2GO

Sartell Locker System

Checkout Sessions
1,646
Items Checked Out
12,196

2020 SUCCESSES

Throughout the region, strategic efforts developed community partnerships and reach out to underserved populations. Highlights include:

CURBSIDE PICKUP — Beginning in March, Curbside Pickup allowed library cardholders to continue to pick up their books and items.

GREAT RIVER REGIONAL LIBRARY 1-833-GET-GRRL *Explore...learn...connect...* — In response to library changes, the Hotline service offered answers to questions about library hours, card accounts, technology, and more.

WiFi2GO — WiFi2GO service is checking out and bringing home a WiFi hotspot, giving access to areas with limited bandwidth. Access to WiFi also expanded into library buildings' parking lots.

hoopla — Digital collection expansion, including streaming movies, music and e-audio books through hoopla.

STORY STROLL — In place of the library's popular storytimes, "Story Strolls" were created to give families the opportunity to walk through a story book in the park or outside at their library.

TAKE HOME STORYTIME — Take-Home Storytime kits offer family storytime to promote literacy.

GET CREATIVE — Take-and-Make crafts, a spin-off of the library's previous Make-and-Takes, is a hit for kids.

Print2GO — Print2Go service offers library users the ability to send documents from anywhere and pick them up at curbside or during the library's Grab-and-Go service hours.

Partnerships were formed to help seniors stay connected and learn, through senior center technology calls.

STORIES OF HOPE

"She emailed back, *'That information was just what I needed!* –grateful library patron (smiling behind the mask).'" -Lisa H.

"The families were so relieved that *internet access was not going to be an issue [with WiFi2GO].* One family even had neighboring students connect thru the hotspot too." -Grace H.

"She said that '*hearing the voice on the audiobook helps her feel less lonely.*'" -Connie L.

"He came in to use the computer and pick out a book. He also wanted to make copies and was very thankful for the help. He said, '*Because of you the rest of my day will be better.*'" -Cindy B.

Our Most Popular Adult Titles in 2020

Title	Author
Where the Crawdads Sing	Owens, Delia
The Guardians	Grisham, John
Blue moon	Child, Lee
The Giver of Stars	Moyes, Jojo
A minute to midnight	Baldacci, David
The Night Fire	Connelly, Michael
American Dirt	Cummins, Jeanine
The Silent Patient	Michaelides, Alex
The Dutch House	Patchett, Ann
Little Fires Everywhere	Ng, Celeste

Title	Author
Becoming	Obama, Michelle
Educated	Westover, Tara
Talking to strangers : what we should know about the people we don't know	Gladwell, Malcolm
The splendid and the vile : a saga of Churchill, family, and defiance during the blitz	Larson, Erik
Catch and kill : lies, spies, and a conspiracy to protect predators	Farrow, Ronan
Untamed	Doyle, Glennon
Too much and never enough : how my family created the world's most dangerous man	Trump, Mary L.

GRRL VISION

The Neighborhood Gateway:
Inspiring Central Minnesota to shape the future through exploration, knowledge and connection.

2020 Board of Trustees

2020 - THE YEAR IN NUMBERS

ANNUAL REPORT
2020

GREAT RIVER REGIONAL LIBRARY

Explore…learn…connect…

Active eBook Patrons
15,533

Items in Catalog
881,856

Chat Reference Sessions
2,927

Digital Library Titles
26,462

Checkout Sessions
300,887

Summer Reading Participants
4,080

Digital Library Users
49,590

Digital Checkouts
259,014

Winter Reading Participants
3,258

Wireless Connections
37,888

Items Checked Out
1,879,824

GRRL Staff
250

Computer Uses
43,379

Online Catalog Requests
676,032

Volunteers
147

FINANCIAL ANALYSIS

2020 Revenue
- County Contributions 72.60%
- State Grants 19.92%
- Other 5.14%
- Fines & Miscellaneous 1.63%
- Fundraising .71%

2019 Revenue
- County Contributions 71.19%
- State Grants 20.34%
- Other 4.86%
- Fines & Miscellaneous 2.81%
- Fundraising .80%

2020 Operating Expenditures
- Personnel 79.54%
- Library Materials 10.98%
- Services & Contracts 5.13%
- Automation 3.13%
- Other 1.22%

2019 Operating Expenditures
- Personnel 78.27%
- Library Materials 10.58%
- Services & Contracts 5.59%
- Automation 3.80%
- Other 1.76%

Overall 2020 revenue was $9,954,874.45, a decrease of 1.89% over the 2019 figure of $10,146.63. The majority of the decrease in receipts was in Fines & Miscellaneous and Grant Revenue from the previous year. Total 2020 expenditures were $8,909,549.07, a decrease of -.59% over the 2019 figure of $8,962,601.43. Expenditures in Automation and Services & Contracts were lower than the previous year.

*Signatory Payments from Benton, Morrison, Sherburne, Stearns, Todd and Wright Counties

Donors & Contributions

Special thank you to our Scholar-level ($1000+) donors in 2020:

Ann and Mark Thelen
Bernie Berns
Blattner Energy
Central MN Noon Optimist Club
Denis Hynes
High Points Networks, LLC
Joanne and Chris Kudrna

Marksman Metal Company
Marilyn Savage
Mary Eilers
Michael Bonine
Melvin Zimmerman
St. Cloud Reading Room Society
Anonymous donors

2020 calendar year fundraising totals:

Year End Campaign	$61,731
Friends of the Library	$ 8,053
Locally Growin'	$8,286
Summer Reading Program	$ 9,698
Honor & Memorial Gifts	$3,340
Library Giving Day	$2,495
Scholar-Level Donations	$51,733
In-Kind Donations	$10,303

GRRL wishes to extend sincere appreciation to individuals, corporations, foundations and organizations for their generous support.

We would also like to acknowledge our Friends of the Library groups that made a Scholar-level significant impact in their local libraries:

Friends of the Annandale Library
Friends of the St. Cloud Library

2020 The Year in Numbers
Library Impact Report

Active Digital Library Users
15,533

Digital Library Titles
26,462

Digital Library Users
49,590

Wireless Connections
37,888

Items in Catalog
881,856

Checkout Sessions
300,887

Digital Checkouts
259,014

Items Checked Out
1,879,824

Computer Uses
43,379

Online Catalog Requests
676,032

Chat Reference Sessions
2,927

GRRL Staff
250

Borrowers by County

Benton	6,657	Stearns	30,056
Morrison	6,747	Todd	4,050
Sherburne	15,743	Wright	27,070

Total Borrowers 90,232

GRRL 2 GO

Sartell Locker System

Checkout Sessions 1,646

Items Checked Out 12,196

DigDeeper: Read, Investigate, Discover

Summer Reading Program Participation 4,080

SNOW BETTER TIME TO READ

Winter Reading Program Participation 3,258

Map labels

Staples, Eagle Bend, TODD, Long Prairie, Grey Eagle, Sauk Centre, Melrose, STEARNS, Belgrade, Richmond, Cold Spring, Paynesville, Kimball, Albany, Sartell, Waite Park, St. Cloud, Annandale, Monticello, Buffalo, WRIGHT, Cokato, Howard Lake, Delano, Rockford, St. Michael, Elk River, Big Lake, Becker, SHERBURNE, Foley, BENTON, Royalton, Upsala, Swanville, Little Falls, Pierz, MORRISON, Clearwater

GREAT RIVER REGIONAL LIBRARY

GREAT RIVER REGIONAL LIBRARY

December 2019 Assessment

About this report

The following pages provide an overview of your library's most recent Edge Assessment results. As you connue t o engage with Edge tools and training, this data will help you strengthen your library's technology offerings and raise your library's profile as a community tech leader.

Understanding the results

Your library's below Assessment results are presented in 10 benchmark groupings, which are further organized into three overarching strategic areas: community value, engaging the community and organizaonal management. The Edge benchmarks represent comprehensive best pracces f or libraries related to public access technology, based on data from U.S. and Canadian libraries of all sizes.

Acng on these r esults

Edge is designed to help your library set a path for connuous impr ovement. Points achieved and priories ar e unique to each library that takes the Assessment. No ma er your results, the below data empowers your team to idenf y improvement opportunies tha t are anchored in your library's and your community's strategic goals.

Assessment Results Summary

	YOUR LIBRARY RESULTS	POSSIBLE TOTAL
Community Value	219	454
BENCHMARK 1: DIGITAL SKILLS	161	328
BENCHMARK 2: ECONOMIC OPPORTUNITY	18	37
BENCHMARK 3: CIVIC ENGAGEMENT	9	25
BENCHMARK 4: EDUCATION	21	34
BENCHMARK 5: HEALTH	9	31
Engaging the Community and Decision Makers	132	267
BENCHMARK 6: UNDERSTANDING COMMUNITY NEEDS AND OUTCOMES	34	159
BENCHMARK 7: LEADERSHIP	28	28
BENCHMARK 8: RELATIONSHIPS WITH COMMUNITY LEADERS	71	80
Organizaonal Management	169	279
BENCHMARK 9: TECHNOLOGY PLANNING, POLICIES AND AVAILABILITY	110	181
BENCHMARK 10: STAFF DIGITAL EXPERTISE	58	98
TOTAL	**520**	**1,000**

Library Bandwidth Range

This data has not been defined in your library profile (/library-profile).

19

February 16, 2021   Edge Benchmarking Platform
Assessment Results Details

	RESPONSES	YOUR LIBRARY RESULTS	POSSIBLE TOTAL

Community Value

		219	454

BENCHMARK 1: DIGITAL SKILLS		161	328

1.1 Classes or instrucon on digit al skills		49	67

1.1.1 The library has classes or instrucon f or:		49	67
Basic computer skills	Yes		
Office productivity software	Yes		
Using the internet for search	Yes		
Informaon lit eracy	Yes		
Online safety, privacy and security	Yes		
Social media	Yes		
Mulmedia pr oducon	No		
User-owned devices, such as eReaders, iPods, tablets, smartphones	Yes		
Digital skills that are available in languages other than English	No		
Helping people determine whether informaon is trus tworthy	Yes		

1.2 Individual help for digital services		37	55

1.2.1 The library offers one-on-one technology support for users on demand at all locaons.	Yes	3	3

1.2.2 The library offers one-on-one technology support for users by appointment at all locaons.	Yes	6	6

1.2.3 The library offers one-on-one technology support in at least one locaon f or:		12	12
User-owned devices (e.g., eReaders, tablets, smartphones)	Yes		
Digital tools, software, digital services	Yes		

1.2.4 The library offers one-on-one technology support:		15	34
In languages other than English	No		
To help seniors use digital resources, programs and services	Yes		
To help limited English speakers use digital resources, programs and services	No		
To help people with cogniv e and physical disabilities use digit al resources, programs and services	Yes		

1.3 Access to digital tools		44	141

1.3.1 Users have the ability to retrieve and store data to portable devices while using computers at all locaons.	Yes	3	3

1.3.2 The library's website makes it possible to access:		12	18
Downloadable e-books	Yes		
Downloadable audiobooks	Yes		
Streamable video	No		
Downloadable interacv e language learning tools	Yes		

1.3.3 The library makes available:		3	40
Photo editing software	Yes		
Video/audio recording and editing software	No		
Videoconferencing equipment	No		
3-D printers	No		
Presentaon equipmen t (e.g., projector, microphone)	No		
Mulmedia pr oducon equipmen t (e.g., digital cameras, audio recorders, video cameras)	No		
Web development and coding software	No		

1.3.4 The library:		23	46
Provides a digital archive for local content creators	No		
Provides users with the tools to scan, digiz e or preserve personal items	Yes		
Provides wireless-enabled printers available for user-owned devices	Yes		
Loans internet-enabled devices	No		
Loans Wi-Fi hotspots	In Progress		
Selects and organizes online resources about available home broadband and wireless services	No		
Provides real-me r eference services through text messaging, Skype, Twi er, chat or other interacv e applicaons	Yes		

1.3.5 The library has at least one public terminal with assisv e technology that addresses the needs of:		0	18
People with visual impairments	No		
People with motor and dexterity impairments	No		
Those needing accommodaon of wheelchair or mobility v ehicles	No		
People who are hearing impaired	No		

	RESPONSES	YOUR LIBRARY RESULTS	POSSIBLE TOTAL
1.3.6 The library uses an online validaon ser vice to demonstrate compliance with World Wide Web Consorum (WW3) accessibility s tandards.	No	0	3
1.3.7 How often do library users run out of the me allo ed to them in a given day to use the internet on the library's computers?	Somemes	3	6
1.3.8 How often do library users have to wait to borrow internet-enabled devices for use outside the library due to a limited number of available devices?	Often	0	6
1.4 Awareness of digital tools		9	15
1.4.1 The library has signage about:		6	9
Digital tools, peripheral equipment and resources	Yes		
Digital tools, peripheral equipment and resources in the languages spoken in the community	Yes		
Digital tools, peripheral equipment and resources in braille	No		
1.4.2 The library sends announcements (e.g., email, newsle er or social media announcements) to users about available digital tools, peripheral equipment and resources.	In Progress	3	6
1.5 Content creaon		21	49
1.5.1 Users create the following kinds of content using library digital tools:		21	49
Videos	No		
Podcasts	No		
Objects or materials using 3-D printers	No		
Blogs	Yes		
Reports or wri en material for school assignments	Yes		
Web pages	Yes		
Software	No		

BENCHMARK 2: ECONOMIC OPPORTUNITY

	RESPONSES	YOUR LIBRARY RESULTS	POSSIBLE TOTAL
BENCHMARK 2: ECONOMIC OPPORTUNITY		18	37
2.1 Job skills, workforce development, entrepreneurship		18	37
2.1.1 The library selects and organizes online resources:		18	25
For job search, building workforce skills or professional cerfic aon	Yes		
For small business development and entrepreneurship	Yes		
For career tesng pr eparaon r esources	Yes		
That guide users to government websites and government data	No		
2.1.2 At least quarterly, the library holds classes, either online or at the library facility, on:		0	12
Job search, building workforce skills, or professional cerfic aon	No		
Small business development and entrepreneurship	No		

BENCHMARK 3: CIVIC ENGAGEMENT

	RESPONSES	YOUR LIBRARY RESULTS	POSSIBLE TOTAL
BENCHMARK 3: CIVIC ENGAGEMENT		9	25
3.1 eGov, legal assistance, ciz enship		9	25
3.1.1 Users take advantage of online library resources that:		9	15
Guide them to government websites (e.g., eGov)	Yes		
Guide them to online legal research or legal assistance	Yes		
Guide them to informaon on ho w to become a ciz en	No		
3.1.2 At least quarterly, the library holds classes, either online or at the library facility, on how to:		0	9
Use online government resources	No		
Become a ciz en	No		

BENCHMARK 4: EDUCATION

	RESPONSES	YOUR LIBRARY RESULTS	POSSIBLE TOTAL
BENCHMARK 4: EDUCATION		21	34
4.1 Early literacy, homework, lifelong learning		21	34
4.1.1 The library makes available:		18	18
A selecon of or ganized online resources related to homework help, research and informaon lit eracy	Yes		
A selecon of or ganized online resources about college selecon and financial aid f or students, parents or guardians	Yes		
Educaonal t esng pr eparaon (e. g., GED, SAT, GRE, GMAT, TOEFL) through the library's website	Yes		
Online exam proctoring services and software	Yes		
4.1.2 The library holds classes, at least on a quarterly basis, on using or navigang online educ aonal c ontent resources.	No	0	6

	RESPONSES	YOUR LIBRARY RESULTS	POSSIBLE TOTAL
4.1.3 Parents, caregivers and children parcipa te in online early literacy games or read-along programs at the library or using the library's website.	Yes	3	3
4.1.4 Users take ESL and foreign language classes through online programs or classes held at the library.	No	0	6

BENCHMARK 5: HEALTH		**9**	**31**
5.1 Health and wellness		9	31

5.1.1 Library users are able to:		9	15
Consult a selecon of or ganized online resources to learn about medical condions, pr ocedures and prescripons, and w ellness	Yes		
Consult medical databases through the library website	Yes		
Take classes, at least quarterly, on using online health and wellness resources, including electronic health care	No		

5.1.2 The library selects or organizes digital resources to help people:		0	15
Find out about local doctors or health care providers	No		
Learn about opons f or obtaining health insurance	No		
Enroll in health insurance	No		

Engaging the Community and Decision Makers

		132	**267**

BENCHMARK 6: UNDERSTANDING COMMUNITY NEEDS AND OUTCOMES		**34**	**159**
6.1 Community and user engagement		21	64

6.1.1 In order to understand community needs:		9	52
Quesons about c ommunity digital needs are included in a library-sponsored needs assessment tool.	No		
The library conducts focus groups or forums with community members and users on the community's digital services, programs, tools and resource needs.	Yes		
The library conducts a community needs assessment for technology resources in languages other than English.	No		
The library conducts a community needs assessment for technology resources for people with disabilies.	No		
A local government assessment tool asks community members about library digital services, programs, tools and resource needs.	No		
The library asks community members and library users to test prototypes of digital services, programs, tools and resources.	No		

6.1.2 The library updates digital services, programs, tools and resources based on the result of the library's efforts to understand community needs.	Yes	6	6
6.1.3 The library updates digital services, programs, tools and resources based on users' feedback and requests.	Yes	6	6

6.2 Assessment		12	95
6.2.1 Does the library have a program in place to determine the results of the programs and services it provides its users and community?	No	0	9

6.2.2 Idenf y whether your library engages in acvies t o determine the results of the library's programs or resources on patrons':		0	46
Digital skills			
Ability to protect their online privacy and security			
Ability to find a job			
Level of workforce preparedness			
Level of health or wellness			
Educaonal a ainment			
Ability to pursue ars c or cr eav e acvies			
Ability to create and distribute digital content			

6.2.3 How does the library determine the results of library programs or resources?		0	18
Project outcome			
Partnerships with local universies			
Tools the library has developed			

6.2.4 The library has a program in place to formally assess the outcomes and impacts of the library's programs or resources?		0	9

6.2.5 The library keeps track of the use of the following?		12	12
Databases	Yes		
Hotspots	Yes		

BENCHMARK 7: LEADERSHIP		**28**	**28**
7.1 Library thought leadership		28	28

	RESPONSES	YOUR LIBRARY RESULTS	POSSIBLE TOTAL

7.1.1 Libraries leaders and staff: | | 28 | 28

Make at least one presentaon annually a t professional gatherings on the library's efforts to help library users improve digital skills, learn about new technologies, understand their personal data or improve informaon lit eracy | Yes | |

Parcipa te in inia v es, such as those involving state libraries or library consora, tha t seek to improve the digital programs libraries offer or digital capabilities of libraries themselves | Yes | |

Collaborate on grant and other funding opportunies with a c ommunity organizaon f or inia v es to improve digital access, skills and informaon lit eracy for community members | Yes | |

Consult with community leaders and others on inia v es to improve digital skills, digital programs (e.g., using technology for job search) or network access for the community | Yes | |

BENCHMARK 8: RELATIONSHIPS WITH COMMUNITY LEADERS   71   80

8.1 Outreach to community leaders and partners | | 71 | 80

8.1.1 In its outreach to community leaders and partners, the library: | | 31 | 31

Shares training resources and curricula with other libraries or community-based organizaons | Yes | |

Maintains a list of community organizaons t o help distribute materials about library digital services, programs, tools and resources | Yes | |

Maintains a list of community organizaons tha t offer digital services and resources to easily refer community members for addional ser vices | Yes | |

Have a list of local media contacts and updates it at least annually | Yes | |

Conducts outreach to local media at least quarterly through one-on-one meengs, pr ess releases, op-eds or media events at the library | Yes | |

Partners with corporate foundaons, priv ate foundaons, c ommunity nonprofit organizaons and other ins tuons t o support digital programs | Yes | |

Partners with corporate foundaons, priv ate foundaons, c ommunity nonprofit organizaons and other ins tuons in its outr each on digital services, programs, tools and experse | Yes | |

8.1.2 Library leaders or staff do the following things with respect to community outreach: | | 34 | 43

Library leaders a end meengs of loc al elected governing bodies within their legal service area at least annually. | Yes | |

A library representav e makes a presentaon a t least annually to a community-based organizaon (e. g., Kiwanis, Chamber of Commerce) on the library's digital services and tools. | Yes | |

At least one library representav e sits on the board of a key community-based organizaon. | No | |

Library leadership effecv ely communicates community priories t o library staff. | Yes | |

Library leaders communicate the outcomes and impact of the library's digital programs to local government officials. | Yes | |

Library leaders communicate the findings of efforts to understand the results of library's digital services, programs, tools and experse t o partners (e.g., companies, nonprofits, schools). | Yes | |

8.1.3 At least one leader from a community-based organizaon ser ves on a library commi ee or governing board. | Yes | 6 | 6

Organizaon al Management   169   279

BENCHMARK 9: TECHNOLOGY PLANNING, POLICIES AND AVAILABILITY   110   181

9.1 Technology planning | | 25 | 55

9.1.1 The library has a technology management plan? | No | 0 | 3

9.1.2 The library's technology plan has accessibility goals. | | 0 | 6

9.1.3 The library annually updates its accessibility goals. | | 0 | 6

9.1.4 The library has: | | 18 | 28

A software and hardware replacement plan with a three to five year refresh cycle | Yes | |

A user privacy plan that has pracces t o ensure security of user data, including clearing online session data from public computers and procedures for handling sensiv e informaon | Yes | |

Network security pracces f or mely applic aon of upda tes and patches | In Progress | |

Processes for system recovery to ensure connuity of ser vices in the event of catastrophic technology failure | Yes | |

Processes to provide technology services to the community in the event of a disaster or other community emergency | No | |

9.1.5 The library annually updates its BYOD and device lending policies. | Yes | 6 | 6

9.1.6 The library's technology management plan is available for all staff to consult. | No | 0 | 6

9.2 Digital services and programs planning | | 12 | 18

9.2.1 The library's strategic plan includes goals aimed at helping users improve digital skills, understand their personal data or improve informaon lit eracy. | Yes | 6 | 6

9.2.2 The library's strategic plan includes goals for library staff to stay up to date with the latest developments in informaon and c ommunicaons t echnology. | Yes | 6 | 6

9.2.3 The library has explicit policies for technology product and service partnerships. | No | 0 | 6

	RESPONSES	YOUR LIBRARY RESULTS	POSSIBLE TOTAL
9.3 Technology management		40	58
9.3.1 When it comes to managing its internal technology capabilities, the library:		31	31
Conducts speed tests on public computers to compare actual and adversed bandwidth speed	Yes		
Responds to alerts about connecvity problems in a mely way	Yes		
Monitors in real me connecvity (up/down/ping) at the network level for all locaons	Yes		
Allocates bandwidth for library staff funcons and public internet access through separate data circuits in some locaons	Yes		
Uses session management software	Yes		
Makes available to staff a troubleshoong guide for network devices and peripherals, including call numbers and service provider informaon	Yes		
Uses a master image deployment and recovery system (e.g., Clonezilla, Ghost) for public computers	Yes		
Has a lockdown software program (e.g., Deepfreeze) installed on public computers	Yes		
Has cold spares available to switch out downed devices with fresh hardware within a business day	Yes		
9.3.2 With respect to the library's network capabilies:		9	12
The wireless network signal extends to all public areas of the library at all locaons.	No		
The library has access to personnel with sufficient IT experse to maintain its network and public technology systems.	Yes		
The library has at least one staff member located onsite with sufficient IT experse to maintain the library's network and public technology systems.	Yes		
9.4 Digital services and program tracking		34	49
9.4.1 For library web resources, staff:		12	15
Checks web links at least monthly	No		
Reviews library analycs (e. g., number of website and social media visitors, traffic types, popular pages, referrals, retweets) at least quarterly	Yes		
Reviews subscripon content (e.g., EBSCO databases, Freegal Music, Learning Express, Lynda.com) usage reports at least quarterly	Yes		
9.4.2 With respect to metrics for library digital resources, staff records metrics of:		21	34
Hours public devices are in use by users	Yes		
Number of a endees in digital classes	No		
Wait mes for public devices	No		
Number of requests for one-on-one technology help	Yes		
Number of Wi-Fi sessions inia ted by users	Yes		
BENCHMARK 10: STAFF DIGITAL EXPERTISE		58	98
10.1 Staff digital knowledge		37	61
10.1.1 Public service staff job descripons contain digital competencies and responsibilies.	Yes	6	6
10.1.2 The annual evaluaon of public service staff performance includes digital services, programs, tools and competency goals.	Yes	6	6
10.1.3 How many public service staff are able to answer basic quesons about the library's technology and digital resources:	Most	3	3
10.1.4 How many public service staff are able to answer intermediate quesons about the library's technology and digital resources:	About Half	3	6
10.1.5 How many public service staff are able to answer advanced quesons about the library's technology and digital resources:	Few	0	9
10.1.6 To enhance the staff's levels of digital capabilies, the library:		18	25
Parcipa tes in or facilitates formal or informal mentorship programs related to digital skills or access	Yes		
Offers a collecon of current technology devices and loans them to staff for professional development	Yes		
Provides training at least annually to help serve users with limited accessibilies (e. g., physical disabilities, cognion challeng es, seniors)	No		
Provides training at least annually on how to protect the online privacy and security of library users	Yes		
10.1.7 The library evaluates staff's preparedness to serve digital needs of library users.	No	0	6
10.2 Staff thought leadership and parcipa on		21	37
10.2.1 Library staff:		21	37
Receives recognion for parcipa ng in knowledge-sharing forums on libraries' digital programs and services	No		
Parcipa tes in the design, evaluaon and implemen taon of digital services, programs and tools	Yes		
Parcipa tes in internal inia v es to improve the community's digital skills and access	Yes		
Parcipa tes externally with partners, community organizaons or professional associaons	Yes		
Parcipa tes in emerging technology and digital applicaons inia v es in the community (e.g., new eGovernment portals, community technology centers, technology programs)	No		
TOTAL		**520**	**1,000**

Recommended action steps from Edge Assessment benchmarks for GRRL 2021-2025 Strategic Plan

Benchmark: Access to Digital Tools
Create a resource list for patron referrals for free/low-cost video/audio software options.

Explore making video/audio recording software and conferencing equipment as a pilot in locations with local funding sources, appropriate space and trained staff.

Benchmark: Awareness of Digital Tools
Regularly send announcements (e.g. email, newsletter or social media) to users about available digital tools, peripheral equipment and resources.

Benchmarks: Digital skills, Health, Economic Opportunity, Civic Engagement
Evaluate whether the current resources pages are used by staff. If useful, expand to include local health care, health insurance resources, government websites, government data and citizenship.

Explore regularly offered virtual regional programs in these areas:

- How to use online government resources.
- Job search, workforce skills or professional certification.
- Using online health and wellness resources, including electronic health care.
- Small business development and entrepreneurship.
- Using or navigating online educational content resources.
- How to become a citizen.

Benchmark: Staff Digital Expertise
Update job descriptions to contain digital competencies and responsibilities. Align with DEI job description updates.

Provide staff training to help serve users with limited accessibilities and technical skills.

Evaluates staff's preparedness to serve digital needs of library users as part of annual performance evaluation.

Evaluate annually what skills are defined as basic digital competencies.

Benchmark: Technology Planning and Management
Formalize the library's technology management plan, and make available for all staff to consult.

Formalize and document network security practices for timely application of updates and patches.

Include accessibility goals in the technology plan. Align with DEI goals and website audit results. Improve accessibility of digital tools and library website over course of strategic plan.

Benchmark: Understanding Community Needs and Outcomes
Develop a program to formally assess the outcomes and impacts of the library's programs or resources.

2016-2019 GRRL Community Meetings Summary
23 meetings (2 with no attendance) 143 attendees

What are the core factors that give life to this community?

school	20	services	8
small town	12	arts	7
amenities	11	business	7
civic engagement	9	events	7
community	9	location	7
faith community	9	families	5
outdoors	8		

Outside of work, what do you spend the most time doing in this community?

outdoors	25	wellness	11
events	18	library	11
faith	12	school	10
shopping	12	connection	10
volunteer	11	kids	9

What are some personal challenges as a resident of this community?

transportation	30	poverty	7
lack of network/connection	14	busy	6
local retail	13	community center	6
newcomer	9	school	6
access	7	technology	6
boredom	7		

It is 3-5 years from now and the Library and our community have an even more productive relationship. What is different from today?

awareness	19	technology	10
collaboration	15	collection	9
programs	15	open hours	9
outreach	14	participation	7
space	14	gathering space	6

What steps should GRRL take in this library to help our community thrive?

awareness	41	school	7
programs	19	advocacy	6
collaboration	14	other	6
funding	12	outreach	6
technology	9		
space	8		

2019 Fall Executive Director staff small group meetings
Theory of Change activities 1 & 2
Four meetings held between October 8 & 29, 2019
48 attendees, including LST participation

What is the one big problem that, if solved, defines success for your organization? The problem your organization holds itself accountable to solving?

Group 1
- Literacy gap
- Community building
- Access to resources, including knowledge of them

Group 2
- Helping people know we're free and exist and valuable and breaking down barriers that add costs to patrons.
- Accessibility (traveling library) language, time, perceived return on investment of time for parents.
- Needed materials not readily available in the branch location (in the moment patron visits).

Group 3
- The community is challenged by cultural differences.
- A culture of literacy should be maintained in our communities.
- Poverty and addiction detract from a culture of all types of literacy.

Group 4
- Neutral/welcoming space for critical conversations.
- Access to buildings, services and materials.

Outcomes that represent what your organization hopes to accomplish.

Group 1 (w/Ryan McCormick)
- Literacy gap
  1. Residents having a wide variety of literacy knowledge, print, digital & media, have more opportunities to learn, explore and excel in the world around them.
  2. People have opportunity to grow their literacy from where they are.
  3. Area children from all backgrounds will be kindergarten ready.

- Community building
  1. Sense of community in branch libraries are unique in that we're all part of GRRL but each community (branch) has unique needs and interests.
  2. Community members will view the library as a trusted institution in which to meet and exchange views.
  3. People feel welcomed, respected, connected, involved – like they belong.
  4. Everyone entering a library feels welcome.

- Access to resources, including knowledge of them
    1. Our residents can find and use the information they need to improve their lives.
    2. Residents know how to access their local library resources.
    3. Patrons can find materials that reflect their lived experience.

Group 2 (w/Rachel Thomas)

Priority outcomes:
1. Whole families are engaged through programming, resources or activities.
2. The community understands that their library belongs to them, they are welcome there and that the library is eager to provide spaces, programs and services that they want/need.
3. The general public will be aware of the library and the services it has to offer.
4. Everyone in the community knows where the library is located.
5. Patrons go home with a book after every library visit.
6. Patrons will have the materials they want when they leave the library.
7. Patrons that are homebound can get materials.
8. Engaging whole families/groups with something (program, seating, activity) to occupy time.
9. Greater accessibility for all people of different abilities.
10. Continue reducing barriers to access, like limiting costs to library use – limiting fines/fees.
11. Patrons can receive instant programming or activity in the library.
12. The general public recognizes the value of the library in their community.
13. Patrons will be able to count on consistent service by employees that are there 20+ hours a week.
14. The library will be staffed by employees dedicated to the library and focused on GRRL.

Group 3 (w/Breanne Johnson)

- The community is challenged by cultural differences.
    1. People are treated with respect everywhere they go.
    2. Our community becomes more united.
    3. Our patrons replace the fear of the unknown with the joy of learning.
    4. Community members are provided the proper resources and experiences to work together.
    5. Our diverse community has ample resources technologically to improve literacy.

- A culture of literacy should be maintained in our communities.
    1. LF second grade takes a field trip to the library.
    2. Senior citizens view the library as a help center.
    3. All school classes visit regularly.
    4. Our community becomes one a reading community.
    5. Adults come to the library for technology help.
    6. Every student has a library card and visits the library once a year.
    7. Families with children participate in literacy building activities.
    8. Parents have access to literacy skills to pass onto their children.
    9. Our patrons embrace a positive culture of literacy.
    10. Families are coming to the library for programs and books.
    11. Patrons are ordering books and able to download ebooks.

- Poverty and addiction detract from a culture of all types of literacy.
  1. Resources are available to assist with social problems.
  2. The economy is such that there is a decline in poverty.
  3. Community members with low income have access to computers and tech help.
  4. Community organizations work together to provide training and skill building.
  5. Community members facing financial or health issues are provided with helpful resources.
  6. Peoples experiencing poverty in and around our community are provided with ample resources for learning (literacy).

Group 4 (w/Brandi Canter)

- Neutral/welcoming space for critical conversations.
  1. Region wide, staff have been trained and integrated an understanding of unconscious bias in daily work.
  2. Provide group meets for people to express frustrations.
  3. Community connection is achieved by finding common ground – doughnuts, gardening, cats – "common group" ground.
  4. Less "blowups" on social media – division – critical conversation.
  5. Compassion and visibility for all.
  6. Region wide, GRRL is partnering with organizations to host critical conversation programs.
  7. Community takes the time to come to critical conversations – division – critical conversation.
  8. Everyone feels welcome and safe in the library and comfortable having critical conversations respectfully and openly.
  9. Libraries provide a neutral/welcoming space for critical conversations.
  10. People coming to the library are exposed to different points of view through displays, materials and services.
  11. Visibility for LGBTQ youth due to collection diversity.
  12. Bridge building with Somali community.
  13. Current work – providing programs from different culture backgrounds for education/access.
  14. Tweens/teens are visible members in the community and feel empowered to use their voice.
  15. All eco/social groups have access to library buildings, services and materials.
  16. Mentally challenged are welcomed and served.

- Access to buildings, services and materials.
  1. We offer free meeting rooms.
  2. Meeting room space offered in all branches.
  3. We have enough money to increase open hours and staff to help all.
  4. We have opened up collaboration with each community to identify groups needing assistance.
  5. Open & free space to EVERYONE w/o having to buy or do anything.
  6. Every single person has adequate access to library buildings, services and materials they require to fit their individual needs.
  7. Public libraries are trusted in our community.
  8. Homebound patrons have access to physical materials through local partnerships or mail a book.

9. Exposing kids to the public library through GOAL by working with the school media specialist.
10. Measure homebound service registration and use.
11. We offer bookmobile services to homebound and rural communities.
12. People who have transportation issues are able to get materials and services.
13. Patrons/community is becoming more technologically savvy.
14. The library will find a way to provide workforce support to the community.
15. We offer free Wi-Fi plus free tech assistance.
16. Mobile library at ECFE in the park to provide books to kids.
17. Patrons get computers and job help.
18. A wide and growing range of access to services/collection/programs through apps and digital devices.

GREAT RIVER REGIONAL LIBRARY

Core Values

Strategic Priorities

Mission:
Explore. Learn. Connect.

Theory of Change:

People in our communities can find and use trusted information they need to thrive.

- Exceptional Service
- Forward Thinking
- Community Focus

- Literacy
- Access
- Library Awareness
- Operational Excellence

Vision:
The Neighborhood Gateway: Inspiring Central Minnesota to shape the future through exploration, knowledge and connection.

- Culture of Literacy
- Community Collaboration
- Community Engagement