



**Board of Trustees Work Session**  
**Tuesday, October 19, 2021, 6:00 p.m.**  
**Agenda**

**St. Cloud Public Library Mississippi Room**

1300 St. Germain Street West  
St. Cloud, MN 56301

**Cokato Public Library Community Room**

175 4<sup>th</sup> Street West  
Cokato, MN 55321

- |  |      |
|--|------|
| 1. Call to Order   | 6:00 |
| 2. Central Minnesota Libraries Exchange Presentation pg 3        | 6:01 |
| 3. 2021 Regional Sustainability Plan Progress & Statistics pg 11 | 6:30 |
| 4. 2022-2025 Development & Fundraising Plan Draft pg 19          | 6:40 |
| 5. 2021 Year-End Campaign (verbal)                               | 6:50 |
| 6. Next Meeting – November 16, 2021                              | 6:58 |
| 7. Adjournment   | 7:00 |

October 19, 2021

# CMLE Strategic Plan FY 22-25

## Mission Statement

- Partnering with libraries for visioning, advocating, and educating

## Vision Statement

- We partner with our members to help them provide quality service to the communities they serve, using research, advocacy, education, and network building.

We are here to support our members, and to help them make their libraries stronger. With a combination of resources that includes research data, collected banks of information, advocacy, and networking with members and professionals around the state and around the profession, we are ready to provide assistance to make all of our members stronger.

## Goals

In this strategic plan we will be working to build on our four primary areas of service to our members.

- Information sharing
  - Update website to provide most current information to members, including professional knowledge and building library skills
  - Send out weekly newsletter to provide information from the website
  - Create and share podcasts to build skills library, and in readers advisory work, on a weekly basis
- Education and training
  - Create and distribute online classes (focus will be both member-requested and useful library skills)
  - Host an online conference for library staff
  - Hold in-person classes for library skills
  - Distribute virtual reality kits to members, as well as some training aimed at library staff, teachers, and students
  - Formalize our Professional Development certification program with the state
  - Evaluate possibilities for fundraising opportunities
- Providing networking opportunities
  - Host regular salon discussions for library staff

- Create and promote online services (such as Discord) to provide both synchronous and asynchronous discussion in a variety of formats (audio, video, text)
- Host annual meetings for members, with participation available both online and in person
- Grant making
  - Provide mini grants to members
  - Provide information on grants across the library profession to members
  - Create and distribute training opportunities for grant writing

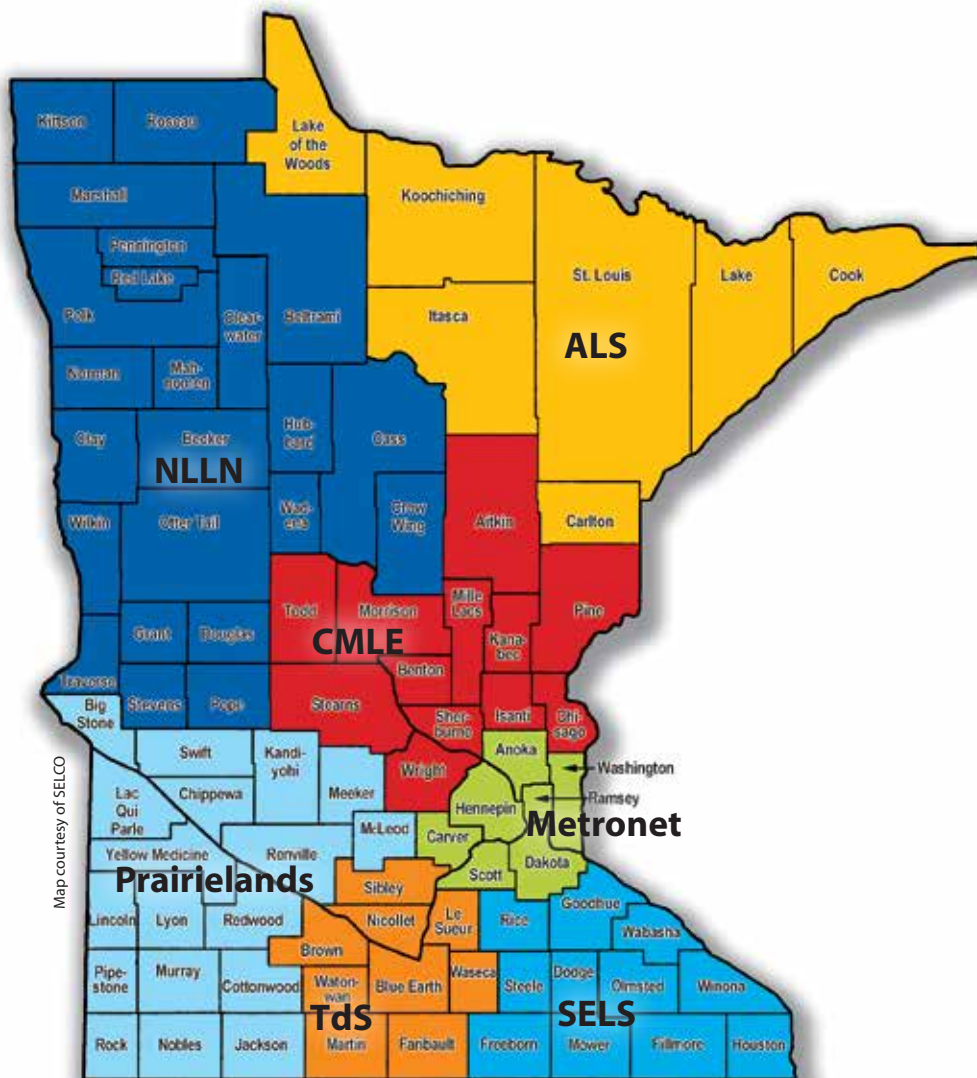
In addition, we will be working internally to focus our organization to serve member needs more effectively. This will include activities such as:

- Establishing benchmarks for performance
- Establishing quantitative and qualitative evaluation templates
- Creating procedure, and implementing, prior to end of our current lease to establish the best place to continue to provide services to all members
- Establishing a definition and practice of organizational sustainability



# 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.



Map courtesy of SELCO

### Northern Lights Library Network (NLLN)

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 218-477-2934  
 kathy.enger@nlln.org  
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### Arrowhead Library System (ALS)

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*Shari Fisher, Assistant Director*  
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### Central Minnesota Libraries Exchange (CMLE)

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### Metronet

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 ann@metronet.lib.mn.us  
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### Southeast Library System (SELS)

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*Reagen Thalacker, Regional Librarian*  
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 800-992-5061 Toll-Free  
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MMLCS MULTI MAP  
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### Prairielands Library Exchange (Prairielands)

*Shelly Grace, Executive Director*  
 SMSU McFarland Library  
 1501 State Street  
 Marshall, MN 56258  
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### Traverse des Sioux Library Cooperative (Tds)

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 tdslib.org





# Minnesota Multicounty Multitype Library Systems

*Joint Strategic Plan 2020-2021*

## VISION

Communicate – Contribute – Connect :  
Partnering for stronger libraries

## MISSION

We strengthen libraries through advocacy,  
education, and communication.



### COMMUNICATE

MCMTs are a valued  
advocacy partner.



### CONTRIBUTE

MCMTs meet the  
learning needs of  
members.



### CONNECT

MCMTs connect members  
with information and  
each other.

### GOALS

- Communicate MCMT value to the legislature and Department of Education with a united advocacy strategy.
- Prepare members to communicate with stakeholders inside and outside of the library sector.

### GOALS

- Develop continuing education and network learning opportunities identified by members as necessary to improve operations and skills.
- Leverage strengths of MCMT staff and members across regions by providing opportunities for members to share their expertise.

### GOALS

- Develop channels of communication so libraries that rely on MCMTs for support have information needed to strengthen their operations and services.
- Cultivate networks to share learning and deepen relationships.





**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 2020

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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

## GRRL 2021 Regional Sustainability Plan Third Quarter Progress

### SERVICE PRIORITY: ACCESS

**Goal 1:** Residents will have clean and comfortable facilities that promote community connection and enhance physical library services access.

#### Objective 1: Access inside the library

- Regional staff have been working on ways to provide support, resources and education for front line staff in order to make "Holiday" themed displays more accessible. Using feedback from the Diversity, Equity & Inclusion (DEI) survey, Patron Services Supervisors and Think Tank have discussed how best to support DEI in local libraries while also respecting the local community cultural norms and, in some areas, city-wide Christmas celebrations that the library is invited to join. A discussion on this topic is planned at the October 26 Regional Staff Meeting

#### Objective 3: Support for at-home learners

- Our Literacy Leadership VISTA has been visiting libraries to observe current practices while also completing training on how to build access and school readiness. In addition, regional staff have been updating resources available to local staff. These resources can be used for developing take-home storytimes and in other ways support the needs of home learners.

### ORGANIZATIONAL PRIORITY: EXCEPTIONAL SERVICE

**Goal 2:** The library provides consistent day-to-day operations and smooth transitions during times of staff absences and vacancies.

#### Objective 2: Develop a strategy for continuity of operations

- In Collection Development, written procedures developed and posted for key processes such as importing order records and placing orders. Cross training in early stages.
- Human Resources generalist position revised and approved by GRRL Board in July. Position posted in September.

### ORGANIZATIONAL PRIORITY: COMMUNITY FOCUS

**Goal 1:** Residents will have a broader awareness of the library services available to them as potential users.

#### Objective 1: Bring awareness of library services

- Detailed planning for migrating content and functionality continues. The upgrade to Drupal 8/9 is a major undertaking. Great care is being taken to make sure we can successfully bring the new website online without significant issues.

- Billboards were used for September's Library Card Sign-Up Month and included the message to renew your card as well.
- Merchandising Monday posts continue. Display guideline procedures were updated.

**Objective 2: Continue efforts to address diversity, equity & inclusion in the library**

- Collection Development formed a work group to create a process to address DEI in subject headings and determine how to leverage cataloging to increase visibility of diverse materials for staff and patrons.
- The GRRL Board passed a budget to support the fines free effort and policy changes to implement in 2022.
- LSTA grant awarded to expand staff capacity to respond to marginalized people in our community by providing staff training on topics of cross-cultural communication, serving those with disabilities, and best practices in diversity, equity, and inclusion. Work will take place through 2021 and Q2 2022.
  - Organizational membership to Niche Academy (Ryan Dowd) and required trainings for all public services staff.
  - Cultural awareness speaker for 2022 All Staff Day in April.
  - Filsan Partners, LLC will review job descriptions and hiring process.

**ORGANIZATIONAL PRIORITY: OPERATIONAL EXCELLENCE**

**Goal 1:** Library users will experience effective and efficient library service and up-to-date library technology each time they use GRRL through a well-maintained infrastructure focused on continuous improvement and process simplification.

**Objective 1: Network penetration testing**

- A penetration testing vendor was selected, and we held a project kickoff call.

**Goal 2:** Ensure stable and sustainable funding for regional library services for residents now and into the future.

**Objective 2: Explore and develop new fund development initiatives that support new and existing library services.**

- SWOT Analyses were created in meetings with the Fund Development Committee (FDC) and Leadership Support Team (LST), then incorporated into plan draft. A 2022-2025 Fundraising Plan draft has been created. Presented to FDC and LST.

## GRRL 2021 Regional Sustainability Plan Third Quarter Update

### Key Regional Metrics

	2021 Qtr 3 Cumulative	2020 Qtr 3 Cumulative	2019 Qtr 3 Cumulative	2019 YE Total
<b>Resident Borrower Numbers</b> Number of residents with active library card	83,997	92,053	103,790	103,216
<b>Circulation</b> Number of books and media borrowed by patrons (not digital)	1,899,501	1,296,532	2,241,445	2,889,927
<b>Juvenile Circulation</b> Number of juvenile items (books and media) borrowed by patrons	846,766 45% of total circulation	502,655 39% of total circulation	862,369 38% of total circulation	1,104,667 38% of total circulation
<b>New Digital Library Users</b> Number of borrowers registered for Digital Library	4,026	5,536	3,983	5,106
<b>Digital Library Checkouts</b> Number of eBooks and eAudiobooks borrowed	199,850	194,230	162,426	213,036
<b>Internet usage</b> Number of in-person Internet computer sessions	39,875	33,783	103,006	131,312

## GRRL 2021 Regional Sustainability Plan Third Quarter Update

### Total Borrowers by Library

Library	1/1/2021	10/1/2021	Total change	% Change Q3 2021
Albany	2,260	2,120	(140)	-6.19%
Annandale	1,974	1,855	(119)	-6.03%
Becker	2,151	2,114	(37)	-1.72%
Belgrade	470	406	(64)	-13.62%
Big Lake	2,400	2,353	(47)	-1.96%
Buffalo	5,919	5,524	(395)	-6.67%
Clearwater	945	895	(50)	-5.29%
Cokato	1,408	1,370	(38)	-2.70%
Cold Spring	2,161	1,983	(178)	-8.24%
Delano	2,945	2,824	(121)	-4.11%
Eagle Bend	516	500	(16)	-3.10%
Elk River	9,688	8,995	(693)	-7.15%
Foley	1,401	1,351	(50)	-3.57%
Grey Eagle	350	335	(15)	-4.29%
Howard Lake	803	804	1	0.12%
Kimball	569	685	116	20.39%
Little Falls	4,005	3,733	(272)	-6.79%
Long Prairie	1,515	1,419	(96)	-6.34%
Melrose	1,027	946	(81)	-7.89%
Monticello	5,432	4,891	(541)	-9.96%
Paynesville	1,342	1,195	(147)	-10.95%
Pierz	1,073	964	(109)	-10.16%
Richmond	535	500	(35)	-6.54%
Rockford	1,378	1,254	(124)	-9.00%
Royalton	932	873	(59)	-6.33%
Saint Michael	7,456	7,622	166	2.23%
Sartell Locker	450	374	(76)	-16.89%
Sauk Centre	1,692	1,579	(113)	-6.68%
St. Cloud	25,243	22,303	(2,940)	-11.65%
Staples	1,801	1,646	(155)	-8.61%
Swanville	396	390	(6)	-1.52%
Upsala	578	528	(50)	-8.65%
Waite Park	2,556	2,456	(100)	-3.91%
<b>Region Total</b>	<b>93,371</b>	<b>86,787</b>	<b>(6,584)</b>	<b>-7.05%</b>

## GRRL 2021 Regional Sustainability Plan Third Quarter Update

### New Borrowers by Library

Library	2021 Q3 New Borrowers	2020 Q3 New Borrowers	Change 2021-2020
Albany Public Library	220	70	150
Annandale Public Library	242	98	144
Becker Public Library	354	153	201
Belgrade Public Library	29	37	(8)
Big Lake Public Library	333	224	109
Buffalo Public Library	653	414	239
Clearwater Public Library	91	66	25
Cokato Public Library	173	104	69
Cold Spring Public Library	201	101	100
Delano Public Library	312	186	126
Eagle Bend Public Library	52	35	17
Elk River Public Library	1,291	858	433
Foley Public Library	169	81	88
Grey Eagle Public Library	34	17	17
Howard Lake Public Library	114	53	61
Kimball Public Library	150	18	132
Little Falls Public Library	489	220	269
Long Prairie Public Library	175	61	114
Melrose Public Library	97	55	42
Monticello Public Library	497	367	130
Paynesville Public Library	130	62	68
Pierz Public Library	90	45	45
Richmond Public Library	46	27	19
Rockford Public Library	137	80	57
Royalton Public Library	83	63	20
Saint Cloud Public Library	2,351	1,718	633
Saint Michael Public Library	1,153	633	520
Sartell Community Center Locker	111	93	18
Sauk Centre Public Library	476	204	272
Staples Public Library	165	185	(20)
Swanville Public Library	41	13	28
Upsala Public Library	24	34	(10)
Waite Park Public Library	196	153	43
<b>Regional Total</b>	<b>10,679</b>	<b>6,528</b>	<b>4,151</b>

### July 2021 Circulation Statistics

Location	Month Total	CKO Sessions	Circ/Hour July 2021	Circ/Hour July 2020	CPH % Change	YTD 2021	YTD 2020	% Change YTD
+ Albany	9,333	1,078	58	29	101.8%	52,530	26,145	100.9%
+ Annandale	4,194	871	38	19	104.5%	21,235	13,804	53.8%
+ Becker	4,915	853	38	31	19.2%	31,533	19,753	59.6%
+ Belgrade	987	191	11	10	15.3%	6,107	5,132	19.0%
+ Big Lake	5,235	817	40	27	50.1%	30,532	20,372	49.9%
+ Buffalo	16,675	2,600	79	51	56.8%	99,303	59,367	67.3%
+ Clearwater	2,927	516	29	18	58.1%	16,376	9,522	72.0%
+ Cokato	5,370	768	43	34	25.5%	33,486	20,814	60.9%
+ Cold Spring	6,360	900	42	25	70.6%	34,484	22,137	55.8%
+ Delano	9,656	1,382	54	43	23.6%	56,296	35,467	58.7%
+ Eagle Bend	2,146	322	24	25	-2.6%	14,359	11,581	24.0%
+ Elk River	21,349	3,248	95	48	96.7%	127,574	72,284	76.5%
+ Foley	5,514	597	36	18	97.0%	32,270	18,304	76.3%
+ Grey Eagle	1,281	210	15	13	12.5%	8,232	5,628	46.3%
+ Howard Lake	3,404	471	27	22	21.7%	20,579	14,120	45.7%
+ Kimball	1,806	380	21	15	40.1%	12,294	7,473	64.5%
+ Little Falls	7,842	1,588	41	23	81.3%	47,264	32,240	46.6%
+ Long Prairie	4,190	850	27	17	63.0%	25,644	18,811	36.3%
+ Melrose	9,443	701	85	70	20.9%	57,217	39,681	44.2%
+ Monticello	14,439	2,197	76	42	80.8%	84,414	53,175	58.7%
+ Paynesville	2,866	487	21	12	66.6%	14,656	12,310	19.1%
+ Pierz	2,720	506	24	25	-6.7%	16,885	14,643	15.3%
+ Richmond	1,279	211	15	11	31.6%	8,333	7,040	18.4%
+ Rockford	4,238	565	31	27	16.0%	28,650	19,535	46.7%
+ Royalton	1,510	263	17	10	65.8%	9,786	6,275	56.0%
+ Saint Cloud	50,622	7,791	193	108	78.5%	300,480	204,688	46.8%
+ Saint Michael	20,230	3,106	97	39	152.1%	109,131	52,844	106.5%
+ Sauk Centre	5,917	876	41	32	29.1%	37,569	27,905	34.6%
+ Staples	4,443	775	29	18	59.5%	29,293	20,581	42.3%
+ Swanville	432	130	5	4	19.7%	3,071	2,328	31.9%
+ Upsala	2,804	395	28	31	-11.8%	19,164	14,944	28.2%
+ Waite Park	7,187	1,425	53	46	16.0%	45,014	34,890	29.0%
+ Sartell Locker	1,195	169				10,089	5,837	72.8%
<b>Total</b>	<b>241,314</b>	<b>37,070</b>	<b>52</b>	<b>66</b>	<b>-20.9%</b>	<b>1,433,761</b>	<b>923,793</b>	<b>55.2%</b>
+ Total Digital	22,759					154,587	151,708	1.9%

+ Indicates an increase in YTD circulation total over last year



### August 2021 Circulation Statistics

Location	Month Total	CKO Sessions	Circ/Hour Aug 2021	Circ/Hour Aug 2020	CPH % Change	YTD 2021	YTD 2020	% Change YTD
+ Albany	8,825	1,106	54	32	70.5%	61,355	31,162	96.9%
+ Annandale	3,947	878	36	24	50.5%	25,182	16,331	54.2%
+ Becker	5,054	831	38	33	17.5%	36,587	23,958	52.7%
+ Belgrade	958	176	11	12	-11.2%	7,065	6,002	17.7%
+ Big Lake	5,080	763	41	32	26.3%	35,612	24,395	46.0%
+ Buffalo	15,748	2,524	74	61	22.4%	115,051	71,869	60.1%
+ Clearwater	2,690	510	27	22	20.3%	19,066	11,692	63.1%
+ Cokato	5,353	703	44	34	27.8%	38,839	24,865	56.2%
+ Cold Spring	5,813	857	39	27	43.2%	40,297	26,113	54.3%
+ Delano	7,953	1,181	44	41	7.9%	64,249	42,556	51.0%
+ Eagle Bend	1,908	301	21	26	-18.9%	16,267	13,832	17.6%
+ Elk River	20,399	3,107	91	66	37.1%	147,973	86,700	70.7%
+ Foley	4,636	598	30	20	51.6%	36,906	21,104	74.9%
+ Grey Eagle	1,017	188	12	12	-1.6%	9,249	6,698	38.1%
+ Howard Lake	3,149	423	26	26	1.7%	23,728	17,217	37.8%
+ Kimball	1,793	350	20	13	54.5%	14,087	8,673	62.4%
+ Little Falls	7,821	1,651	42	28	46.3%	55,085	37,473	47.0%
+ Long Prairie	3,958	777	26	21	20.3%	29,602	21,994	34.6%
+ Melrose	9,132	647	84	65	28.6%	66,349	46,780	41.8%
+ Monticello	13,602	1,998	72	58	24.1%	98,016	64,020	53.1%
+ Paynesville	2,463	432	18	16	10.9%	17,119	14,234	20.3%
+ Pierz	2,317	476	22	21	3.7%	19,202	16,941	13.3%
+ Richmond	1,352	237	15	11	43.5%	9,685	7,982	21.3%
+ Rockford	3,767	505	28	34	-17.7%	32,417	24,077	34.6%
+ Royalton	1,784	291	21	13	60.3%	11,570	7,428	55.8%
+ Saint Cloud	47,774	7,663	185	120	54.7%	348,254	235,095	48.1%
+ Saint Michael	19,511	2,771	95	56	69.6%	128,642	64,125	100.6%
+ Sauk Centre	5,924	768	43	36	18.9%	43,493	32,781	32.7%
+ Staples	4,049	712	26	22	17.6%	33,342	23,956	39.2%
+ Swanville	415	133	5	4	27.8%	3,486	2,649	31.6%
+ Upsala	2,672	379	27	34	-21.8%	21,836	18,361	18.9%
+ Waite Park	6,400	1,327	49	54	-9.4%	51,414	42,009	22.4%
+ Sartell Locker	1,107	169				11,196	6,702	67.1%
<b>Total</b>	<b>227,264</b>	<b>35,263</b>	<b>49</b>	<b>77</b>	<b>-36.3%</b>	<b>1,661,025</b>	<b>1,093,072</b>	<b>52.0%</b>
+ Total Digital	23,721					178,308	173,953	2.5%

+ Indicates an increase in YTD circulation total over last year

## September 2021 Circulation Statistics

Location	CKO Sessions	Circ/Hour Sept 2021	Circ/Hour Sept 2020	CPH % Change	YTD 2021	YTD 2020	% Change YTD
+ Albany	837	56	35	60.9%	70,075	36,651	91.2%
+ Annandale	630	28	23	20.7%	28,026	18,873	48.5%
+ Becker	671	31	35	-10.3%	40,583	28,378	43.0%
+ Belgrade	162	12	11	2.1%	7,960	6,776	17.5%
+ Big Lake	748	40	38	5.5%	40,467	28,921	39.9%
+ Buffalo	2,305	71	68	4.5%	129,206	85,553	51.0%
+ Clearwater	408	23	23	1.7%	21,315	13,972	52.6%
+ Cokato	717	43	39	10.5%	43,875	29,421	49.1%
+ Cold Spring	804	38	28	36.2%	45,739	30,110	51.9%
+ Delano	1,036	40	41	-4.8%	71,005	49,735	42.8%
+ Eagle Bend	283	24	27	-11.3%	18,203	16,068	13.3%
+ Elk River	2,666	87	73	17.8%	166,499	102,424	62.6%
+ Foley	538	30	23	30.6%	41,223	24,502	68.2%
+ Grey Eagle	162	12	14	-17.3%	10,188	7,834	30.0%
+ Howard Lake	440	26	24	9.6%	26,747	19,972	33.9%
+ Kimball	350	25	15	59.9%	16,015	9,879	62.1%
+ Little Falls	1,361	35	33	6.7%	61,452	43,442	41.5%
+ Long Prairie	711	24	19	21.9%	33,097	24,861	33.1%
+ Melrose	571	78	63	23.6%	74,421	53,187	39.9%
+ Monticello	1,800	67	69	-3.1%	110,036	76,286	44.2%
+ Paynesville	383	20	23	-11.2%	19,751	16,957	16.5%
+ Pierz	464	21	25	-14.0%	21,496	19,436	10.6%
+ Richmond	186	12	13	-9.9%	10,596	9,032	17.3%
+ Rockford	460	28	33	-15.7%	36,026	28,357	27.0%
+ Royalton	280	19	15	24.5%	13,271	8,687	52.8%
+ Saint Cloud	6,876	175	149	17.5%	391,394	271,822	44.0%
+ Saint Michael	2,332	86	64	34.0%	145,551	76,680	89.8%
+ Sauk Centre	707	40	33	20.4%	48,835	37,283	31.0%
+ Staples	703	27	25	7.3%	37,327	27,669	34.9%
+ Swanville	117	6	4	83.1%	3,995	2,941	35.8%
+ Upsala	359	30	35	-15.2%	24,582	21,704	13.3%
+ Waite Park	1,301	50	57	-10.7%	57,724	48,794	18.3%
+ Sartell Locker	152				12,344	7,684	60.6%
<b>Total</b>	<b>31,368</b>	<b>45</b>	<b>83</b>	<b>-46.6%</b>	<b>1,866,680</b>	<b>1,276,207</b>	<b>46.3%</b>
+ Total Digital					199,850	194,230	2.9%

+ Indicates an increase in YTD circulation total over last year

# Great River Regional Library Fundraising Plan – *DRAFT* 2022-2025

## Vision

Ultimately, the goal of the development efforts of GRRL will be to provide, based on a long-term average, annual private support equal to approximately 5% of the system’s annual budget. This target goal would equal \$450,000 to \$500,000 annually. Libraries Strategies (previously contracted for 2018-2021 fundraising plan) stated that they believe this is a realistic and achievable, *long-range*, 10- to 20-year goal. Additionally, GRRL should have parallel, long-term goal to develop an endowment or permanent fund, primarily from planned gifts, of at least one million dollars.

## Case for Support & Goals

The fundraising case for support: Covering six counties, Great River Regional Library serves many communities with varying needs and interests. As communities continue to evolve, the Library has a greater demand to provide the best quality for more services and resources. Financially supporting Great River Regional Library provides the ability to enhance new collections and provide innovative library services.

### Chart of Projected Fundraising Revenue Goals

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

Major Fundraising Area or Campaign	2020 Actuals	2021 Actuals (projections as of 9/29/21)	2022 Goals	2023 Goals	2024 Goals	2025 Goals
Year-End Campaign	\$101,703	\$75,000	\$86,000	\$90,000	\$94,500	\$100,000
Locally Growin’	\$8,286	\$23,161	\$25,000	\$26,000	\$28,000	\$30,000
Summer Reading Program	\$9,698	\$10,771	\$10,000	\$12,000	\$15,000	\$20,000
Major individual donations	\$51,733*	\$25,000*	\$30,000*	\$35,000*	\$42,000*	\$50,000*
Memorial/tribute gifts	\$2,515	\$3,000	\$5,000	\$8,000	\$10,000	\$15,000
Grants/foundation support	\$55,288	\$146,444	\$100,000	\$130,000	\$200,000	\$258,000
Planned gifts	\$1,495	\$2,000	\$4,000	\$8,000	\$12,000	\$20,000
Misc. activities (LGD, etc.)	\$2,495	\$3,000	\$4,000	\$5,000	\$6,000	\$7,000
<b>TOTALS</b>	<b>\$181,480</b>	<b>\$263,376</b>	<b>\$234,000</b>	<b>\$279,000</b>	<b>\$365,500</b>	<b>\$450,000</b>

\*=pulled from campaigns

NOTE: \* = carried over from 2018 – 2021 Fundraising Plan.

\*\* = carried over from 2022 – 2025 GRRL Strategic Plan.

~ = pulled from SWOT Analyses from Fund Development Committee and Leadership Support Team.

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*Strategic Priority: Library Awareness*  
*Goal 1: Expand awareness of the library's role in the community.*  
*Objective 4: **Build GRRL's culture of philanthropy.***

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### *Committee Development*

**GOAL: Expand the capacity of the Fund Development Committee to advance fundraising.**

**Strategies:**

1. \*Participate in fundraising efforts (annual meaningful gift; sharing of networks; participation in fundraising activities) as well as volunteer tasks.
2. \*Connect to philanthropy networks each year to help in advancing major gift, corporate and foundation gifts.
3. Add two more committee members, preferably that have diversity and/or financial background.
4. As committee tasks increase, update committee meetings to bi-monthly.
5. ~Committee members meet with and solicit local connections and local “celebrities.”

**Outcomes by end of 2025:**

- Committee members are involved and actively participating in fundraising activities.

### *GRRL Board and Staff*

**GOAL: Foster board, leadership, and staff awareness of library's case for support.**

**Strategies:**

1. \*\*Provide planned giving resources to staff and board members.
2. Send board and staff e-version of Currents newsletter.
3. Communicate with and celebrate fundraising with staff.
4. ~Involve local staff with community connections.

**Outcomes by end of 2025:**

- GRRL Board members and staff members report an improved understanding of the importance of philanthropy in supporting the library's mission.

### *Donor Database System*

**GOAL: Simplify and streamline donor database.**

**Strategies:**

1. Review the library's current donor database, Raiser's Edge by Blackbaud, before contract is up at the end of 2022. Determine pros and cons on its service, platform functionality, and price.

2. Research donor databases used by other Minnesota libraries and nonprofits.
3. If new database is chosen, migrate donor data into new database.

**Outcomes by end of 2023:**

- Determination of renewal of Raiser’s Edge contract or migrating to a new system.
- Donor database is organized and can build more reports for continued library donation growth.

*Friends Relationship*

**GOAL: Continue to advance the relationship with Friends groups to provide maximum support for the Library.**

**Financial goals:** Maintenance of Friends local support through book sales, membership, etc.

**Strategies:**

1. \*Hold an annual “Friends Meet Friends” gathering.
2. \*Discuss with the Friends groups additional ways they might support system-wide fundraising, especially in the areas of planned giving and memorials/tribute gifts.
3. \*Explore options and determine ways for the Fund Development Committee to further support the work of the Friends (such as local fundraising activities Friends can participate in).
4. ~Engage with Friends quarterly (or monthly) by email on updates, ideas, and connections.

**Outcomes by end of 2025:**

- Further solidification of local Friends support for system-wide fundraising.
- Increased annual support by local Friends.

*Local Capital Campaigns*

**GOAL: Explore options for GRRL’s system-wide fundraising program to help support or get involved in capital campaigns for local libraries.**

**\*Recommendation/Opportunities:**

Facilities and building projects often resonate most strongly with donors, particularly major donors. Given that the library facilities are locally controlled, there can be a disconnect between the system’s fundraising, and the local effort by the Friends group or local municipality to raise funds for their library. Nonetheless, there is a potential synergy for GRRL’s fundraising efforts to get involved, as the professional fundraising approach could help raise additional funds, and in return, GRRL’s annual fundraising could benefit by developing relationships with major donors at the local level. The potential returns are significant for all parties, but structuring the support or help may be difficult, and involve guidelines or new policies. Thus, it is recommended that GRRL conduct an exploration process in the next year or two on the possibilities for developing this kind of approach.

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*Strategic Priority: Library Awareness*  
*Goal 2: Develop partnerships and collaboration with community organizations.*  
*Objective 4: Increase donor support of the library.*

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*Major Individual Giving*

**GOAL: Increase major gifts (over \$1,000) to significantly increase annual support to the Library.**

**Financial goals:** In the previous plan, the goal for 2021 was at least 25 gifts of \$1,000 or more. Building off of that momentum, we will increase major giving. From these starting points, the following goals are recommended:

- 2022 – at least 30 gifts of \$1,000 or more
- 2023 – at least 35 gifts of \$1,000 or more
- 2024 – at least 42 gifts of \$1,000 or more
- 2025 – at least 50 gifts of \$1,000 or more

**Strategies:**

1. \*Encourage major gifts by all current and past board and committee members. It may be desirable for a Library leader to have a personal conversation with each person to encourage a stronger financial commitment.
2. \*Make a personal direct appeal to anyone who has given at the \$1,000 anytime in the last two years.
3. \*Send out a special appeal and reach out personally to as many people in the database who have given previously at the \$1,000 level or above to ask for gift.
4. \*Identify all previous donors who have given at the \$500-\$999 level and send a special appeal to give at the major gift level.
5. \*Ask all board and committee members to identify (and ideally help solicit) individuals that have the potential for a major gift. Meet with each of these individuals and suggest a gift at the major level, reinforcing how important it is for the future of the Library.
6. \*Reach out to each individual who makes a major gift with a special, personal thank you.

**Outcomes by end of 2025:**

- \*Major donors are providing significant increased income.

*Year-End Campaign*

**GOAL: Increase income from the annual fall campaign by approximately 5% annually**

**Financial goals:** In 2020, GRRL had a record-breaking campaign with 1,052 donors who raised \$104,939. Although the results may have been in-part due to the pandemic, we hope to continue this growth. The following goals are recommended:

- 2022 – 1,120 gifts, \$86,000 raised (\$76 average)
- 2023 – 1,170 gifts, \$90,000 raised (\$77 average)
- 2024 – 1,212 gifts, \$94,500 raised (\$78 average)
- 2025 – 1,266 gifts, \$100,000 raised (\$79 average)

**Strategies:**

1. \*Achieve 100% annual board and committee giving.
2. \*Expand the year-end fundraising campaign, incorporating a number of the following major features and activities:
  - All committee members provide a list of at least 10 potential donors.
  - Explore other possibilities for capturing potential donor lists.
  - If a donor society or recognition event is created, list that opportunity in the solicitation.

- Focus and send special letters to current givers to encourage their continued support.
- Focus and special letters to lapsed/lapsing contributors to encourage them to return as donors, with a compelling reason to do so.
- In all letters, list the previous donation and specifically ask for a gift this year at the next higher level.

**Outcomes by end of 2025** (based on Blackbaud Raiser's Edge benchmarking):

- Donor retention is 59%
- Donor recapture is 16%
- Donor acquisition is 34%

*Spring Campaigns: Locally Growin'*

**GOAL: Increase giving to the spring (Locally Growin') campaign**

**Financial Goals:**

2022 – 750 gifts, \$25,000 raised (\$33 average)  
 2023 – 775 gifts, \$26,000 raised (\$34 average)  
 2024 – 800 gifts, \$28,000 raised (\$35 average)  
 2025 – 825 gifts, \$30,000 raised (\$36 average)

**Strategies:**

1. \*Continue the current direction of increasing the base ask amount for these campaigns of at least \$35, and encourage giving at even higher levels.

**Outcomes by end of 2025:**

- Locally Growin' continues to build momentum and engagement locally.

*Planned Giving*

**GOAL: Grow the planned giving program to provide long-term support to the Library.**

**Financial goals:** At least 40 future planned gifts documented by the end of 2025, with at least one gift of at least \$20,000 received.

**Strategies:**

1. Provide planned giving brochures to all Friends of the Library members and local area senior centers.
2. \*Encourage board members, committee members, and current and former library staff to designate a planned gift (of any size – through their will or estate plan, insurance beneficiary, etc.) in order to build a legacy society membership.

**Outcomes by end of 2025:**

- All fundraising materials include details about planned giving.
- One third of board members have completed a Letter of Intent, including the library in their will.

*Memorial & Tribute Giving*

**GOAL: Maximize the number of memorial and tribute gifts annually to the Library.**

**Financial goal:** Average \$15,000 annually in memorial and tribute gifts by end of 2025

**Strategies:**

1. \*Consider creating a higher-level memorial/tribute level (\$1,000) with gifts that go to branch funds that support the Library or a particular project or two, such as collections or children's services.
2. \*Ensure that there is an annual recognition vehicle (annual report, website, etc.) for recognition of memorial/tribute donors, especially larger donors.

**Outcomes by end of 2025:**

- Memorial & Tribute giving becomes a regular part of the fundraising calendar.

*Online Giving*

**GOAL: Simplify, make more prominent, and promote online giving opportunities.**

**Financial goal:** 100% increase in online giving over current levels by the end of 2025.

**Strategies:**

1. \*Review the Library's web page to make a donation option stand out.
2. \*Simplify the Library's donation pages to direct potential givers to fewer, higher, unrestricted opportunities.
3. \*Regularly publicize the Library's online giving opportunities, primarily through the use of social media.
4. \*Over time, develop other app, text, and social media venues for giving.

**Outcomes by end of 2025:**

- Receive donor feedback on what they are seeking in online giving.
- Online giving is seamless and attracts younger generation donors.

*Grants & Foundation Support*

**GOAL: Expand support to the Library through foundation grants.**

**Financial goals:** Averaging \$25,000 annually by 2025

**Strategies:**

1. Follow the new GRRL grant vision procedure that was created in 2020.
2. \*Identification of new projects or areas at GRRL for which to seek foundation support.
3. Short list created of the most likely foundation funders created (based on research).

**Outcomes by end of 2025:**

- Strategic efforts yearly to achieve and help fulfill GRRL Strategic Plan goals.



*Corporate Sponsorships: Summer Reading Program*

**GOAL: Create opportunities for corporate partnerships and expand corporate sponsorship solicitations and gifts.**

**Financial Goals:**

2022 – \$10,000, at least 12 sponsors

2023 – \$12,000, at least 12 sponsors

2024 – \$15,000, at least 14 sponsors

2025 – \$20,000, at least 16 sponsors

**Strategies:**

1. \*Identify and develop relationships with the top 10-20 potential corporate/business sponsors in the community.
2. Continue to build on Summer Reading Program sponsorship opportunity, using tactics and recognition that appeals to businesses and corporations.

**Outcomes by end of 2025:**

- The Summer Reading Program sponsorship is well known as a corporate participation opportunity in the community.

*Donor Recognition*

**GOAL: Provide additional recognition and nurturing of individual donors, particularly major donors, planned givers, and long-time contributors.**

**Strategies:**

1. \*Communicate directly with major donors to explain what their gifts have allowed the library to accomplish (a special call from Committee member, Library Director or lead development staff for gifts over \$1,000). Attempt to have at least one personal contact with every major donor annually.
2. \*Consider creating recognition groups for major donors, planned givers, and eventually, long-time supporters. Determine whether library should have a “society” (associated with status/ amount of giving) or a “giving circle” (focused on building connection).
3. \*Create a special recognition (separate event, special thank you, etc.) for people who have given every year for a number of years (5, 10, etc.), or incorporate into the donor recognition event.
4. Explore cultivation connections, such as giving anniversaries, birthdays, etc.

**Outcomes by end of 2025:**

- Solidification of recognition groups for library donors.
- Further stewardship through special recognition opportunities.

## Summary of Recommended Fundraising Tasks through 2025

The following are recommended new tasks to add to the development program, or significant changes to the current approaches. On-going, continuing tasks from previous years – such as the annual fund mail campaign – are not included here. Champions (one individual who will be responsible for the task) and a completion deadline should be filled in by the Library or Fund Development Committee.

<b>TASK OR STRATEGY</b>	<b>CHAMPION</b>	<b>COMPLETION DEADLINE</b>
Provide planned giving resources to staff and board members.	ComDev Coordinator	May 2022
Present to the Board of Trustees on the importance of board participation in the Year-End Campaign	Fund Development Committee	Oct. 2022
Advance the Year-End Campaign by adding a special appeal to major donors	ComDev Coordinator	Nov. 2022
Research opportunities of a new donor database; Transfer to new fund development platform.	ComDev Assistant and Coordinator	June 2022; Jan. 2023
Begin a monthly or quarterly communications with Friends groups on updates, ideas, and connections.	ComDev Coordinator	March 2023
Present to the Board of Trustees on the importance of leaders participating in planned giving	ComDev Coordinator	July 2023
Create special recognition for loyal, continuous donors.	ComDev Coordinator	Nov. 2023
Seek options for donating via text or social media.	ComDev Coordinator	April 2024
Train Fund Development Committee members on cultivating and stewarding major donors.	Fund Development Committee	July 2024