

# Great River Regional Library Library Assessment Plan

*Approved 07/19/2016*

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## EXECUTIVE SUMMARY

### FACILITY IMPROVEMENTS

The following libraries are in need of improvements due to accessibility, space or safety issues:

- Becker
- Cokato
- Cold Spring
- Eagle Bend
- Howard Lake
- Kimball
- Sauk Centre
- Waite Park

Further detail on each of these facilities is included in the Facilities Assessment.

### ALTERNATIVE SERVICES

Enhanced library service is desired by some communities without libraries within the GRRL service area. The alternative services identified could most feasibly be offered within the constraints of our existing service model. Expansion of any library service would be dependent on the regional cost to add the service and/or local funds to support the service long-term.

### OPEN HOURS

Based on usage patterns and population increases, GRRL should increase open hours at Big Lake, Clearwater, Delano, Pierz and Upsala when budget and staffing conditions permit. All changes to open hours with budgetary impact will come through the annual GRRL budgeting process for approval by the Board of Trustees.

### EXPRESS CHECKOUTS

Expansion of Express Checkout at GRRL would increase patron access to public service staff for enhanced customer service experiences and outreach to the community. Analysis of future Express Checkout sites is included in the Express Checkout Expansion section.

### POLICY RECOMMENDATIONS

The Library Assessment Committee recommends the following changes and additions to the existing Library Development Policy:

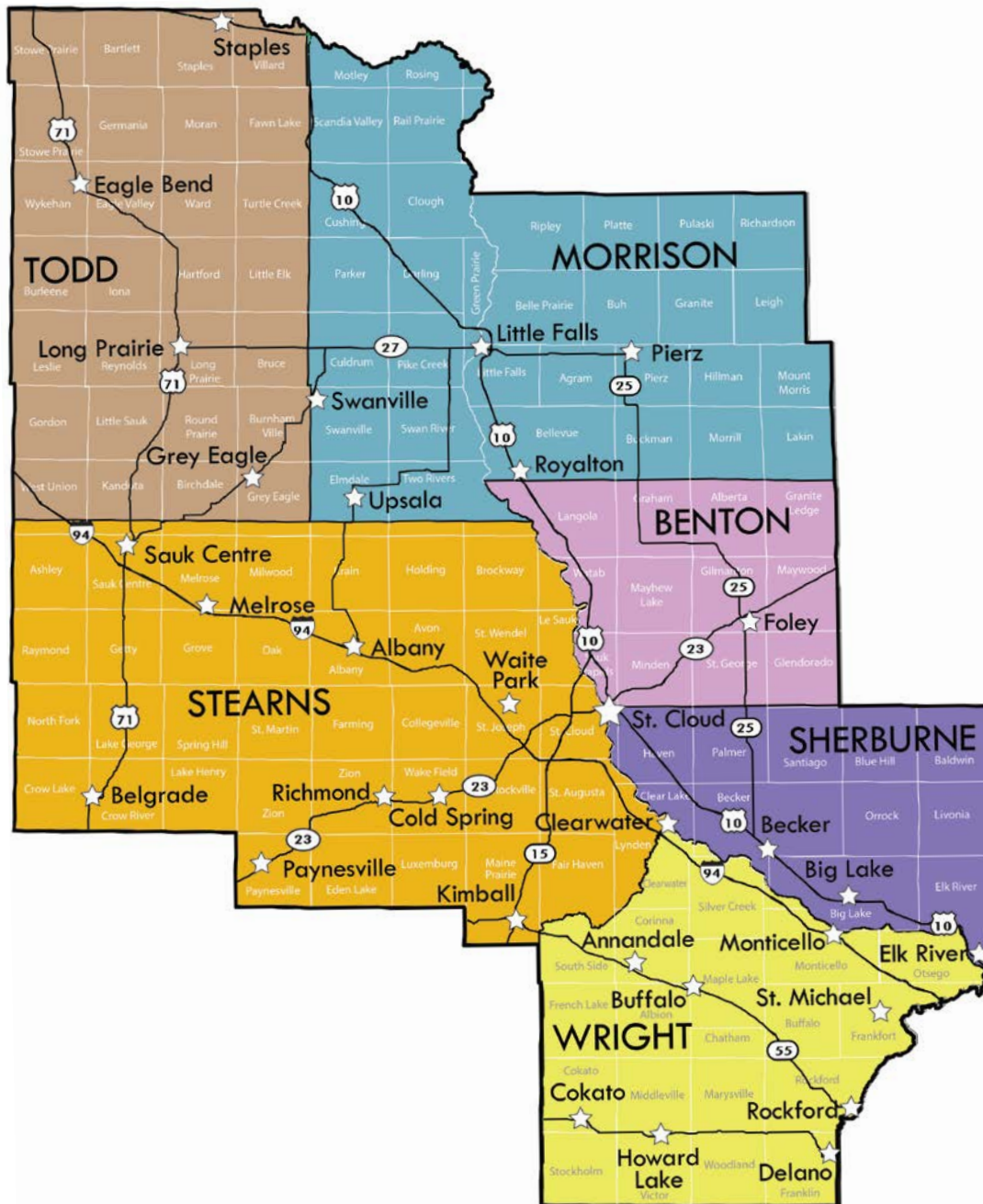
- Revise *100 Service and Administration, Chapter 3C. Library Branch Agreement* with proposed language and require all cities to sign the new agreements to continue GRRL services in their community. Cities would need to agree to the new Branch Agreement with 30 days of GRRL Board approval or an agreed upon timeline.

- Add language to *100 Service and Administration, Chapter 3D. Library Development Policy, 3. New Libraries* to clarify requirements and process to adding a new GRRL branch library.
- Add policy language to GRRL Service Policy to incorporate standards for minimum levels of service and scale of services delivered.
- Add policy language regarding Alternative Library Services to GRRL Library Development Policy.



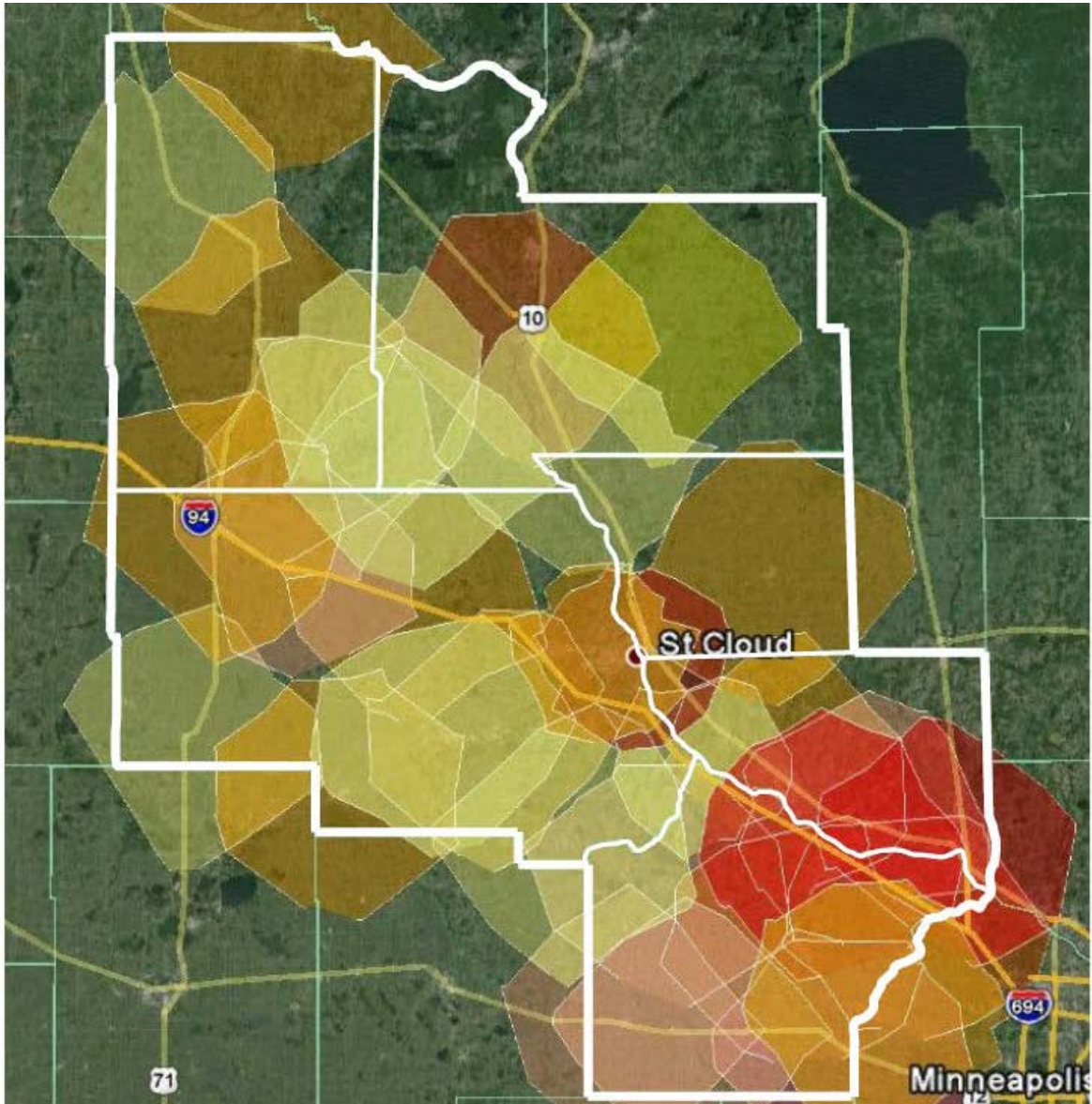
## GREAT RIVER REGIONAL LIBRARY OVERVIEW

GRRL is a consolidated regional library. It operates 32 libraries in six counties in central Minnesota. GRRL is responsible for all costs associated with the provision of library services. Cities are responsible for the costs associated with buildings, insurances, utilities, and related building operations.



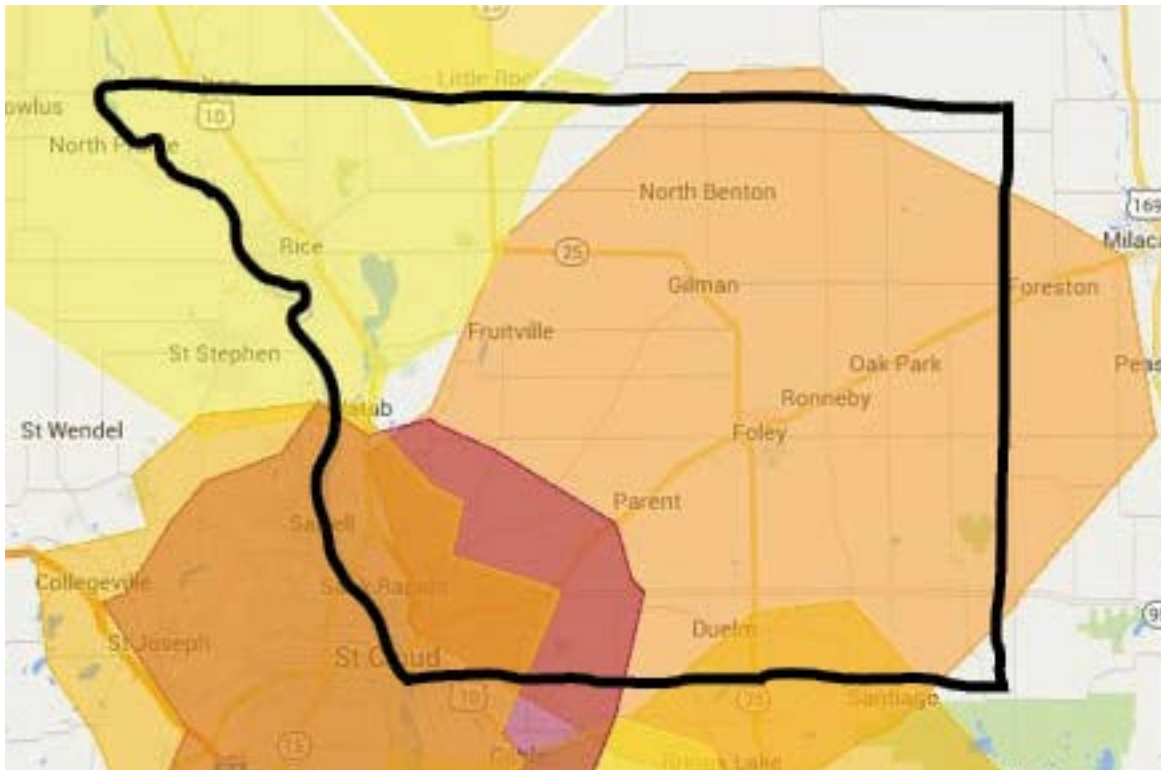
## GRRL OPEN HOURS COVERAGE

The following map shows coverage for a 15-minute drive time from all GRRL locations. This is the standard GRRL has established in policy for distance between libraries. On this map red/dark orange areas represent libraries open 40 hours or more. Orange/peach areas indicate libraries open 25-37 hours. Yellow areas show libraries open 20-23 hours.





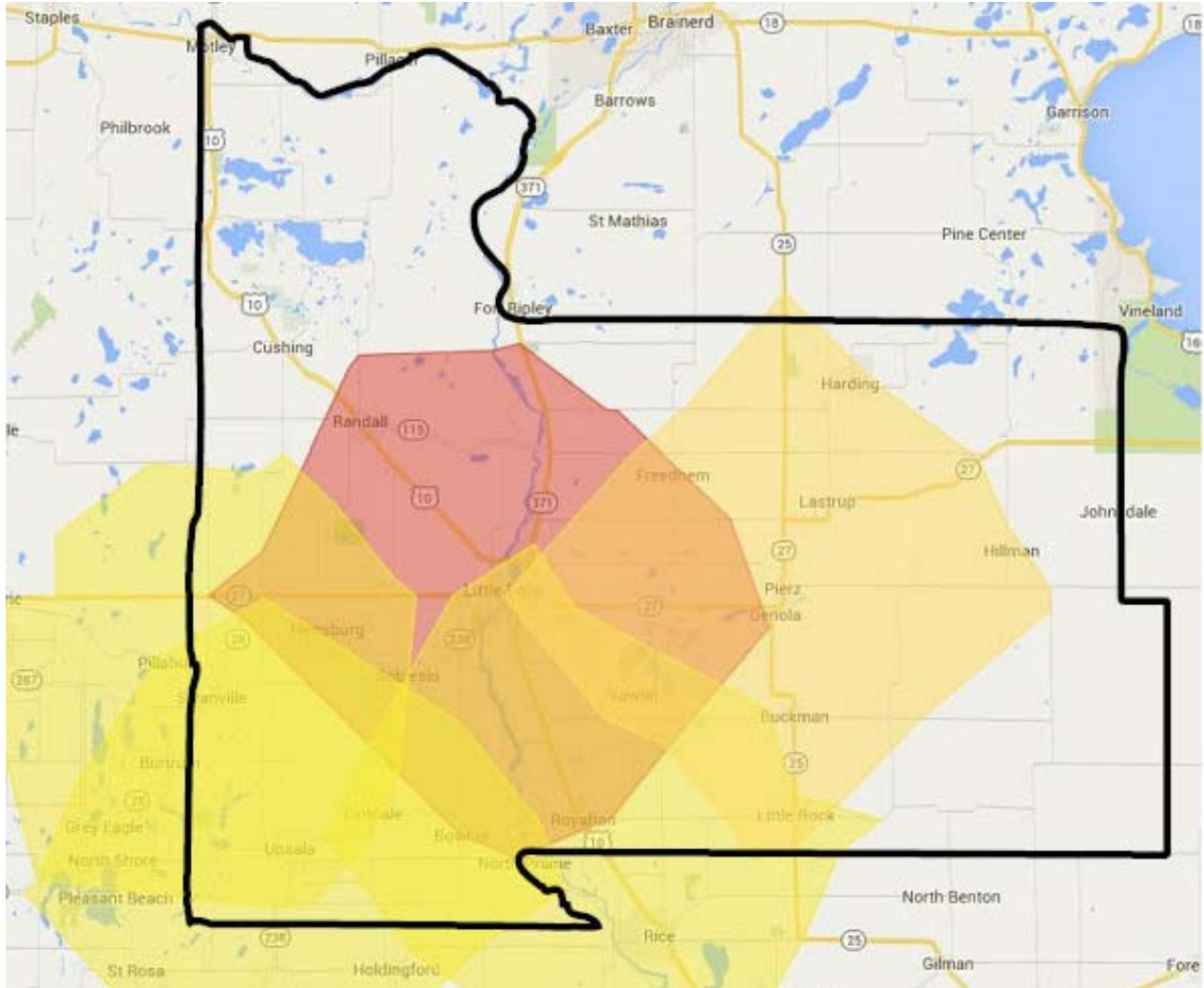
BENTON COUNTY COVERAGE



This map shows coverage for a 15 minute drive time for the following GRRRL locations:

Branch	Open Hours	Branch	Open Hours
Becker	30	Clearwater	20
Foley	35	Pierz	23
Royalton	20	St. Cloud	59
Waite Park	30		

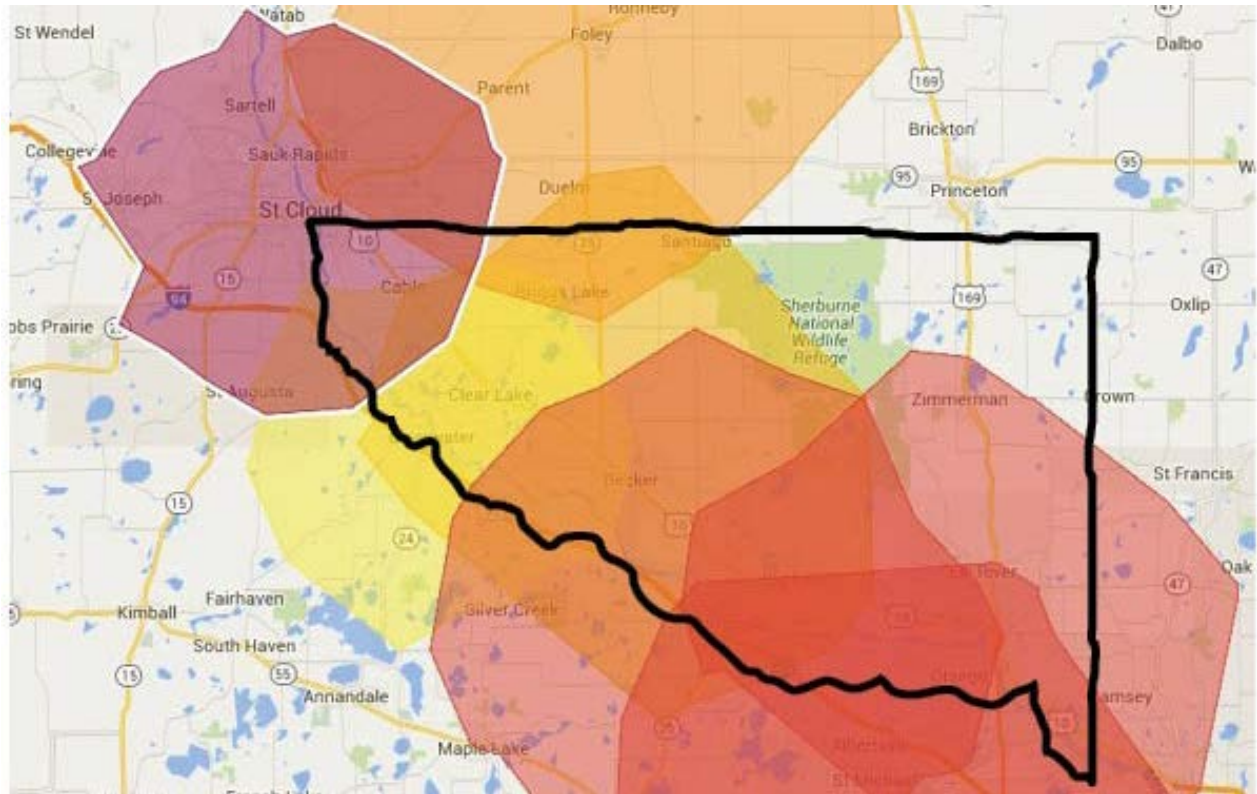
MORRISON COUNTY COVERAGE



This map shows coverage for a 15-minute drive time for the following GRRL locations:

Branch	Open Hours	Branch	Open Hours
Little Falls	43	Pierz	23
Royalton	20	Swanville	20
Upsala	20		

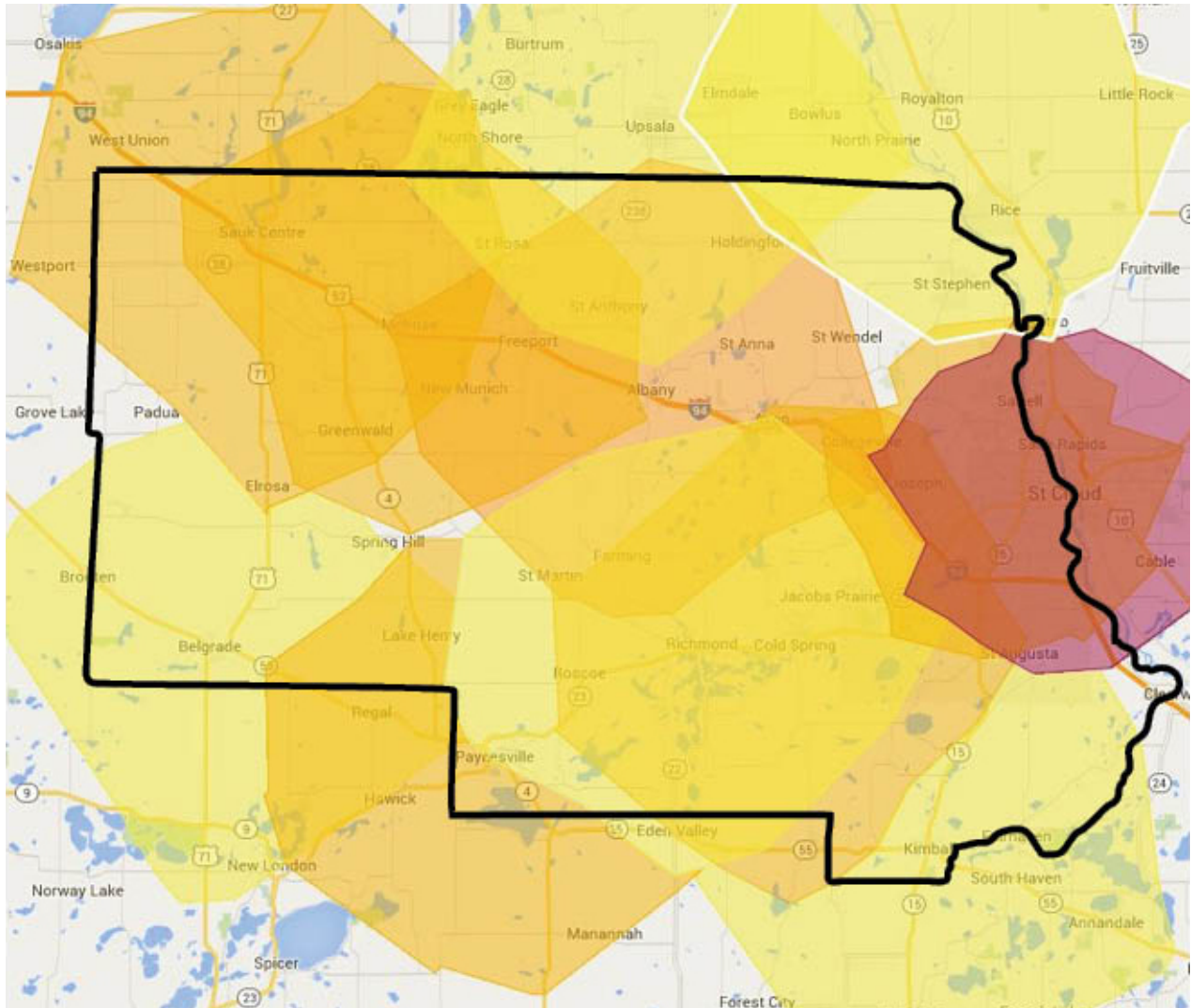
SHERBURNE COUNTY COVERAGE



This map shows coverage for a 15-minute drive time for the following GRR locations:

Branch	Open Hours	Branch	Open Hours
Becker	30	Big Lake	25
Clearwater	20	Foley	35
Elk River	48	Monticello	43
St. Cloud	59	St. Michael	43

STEARNS COUNTY COVERAGE

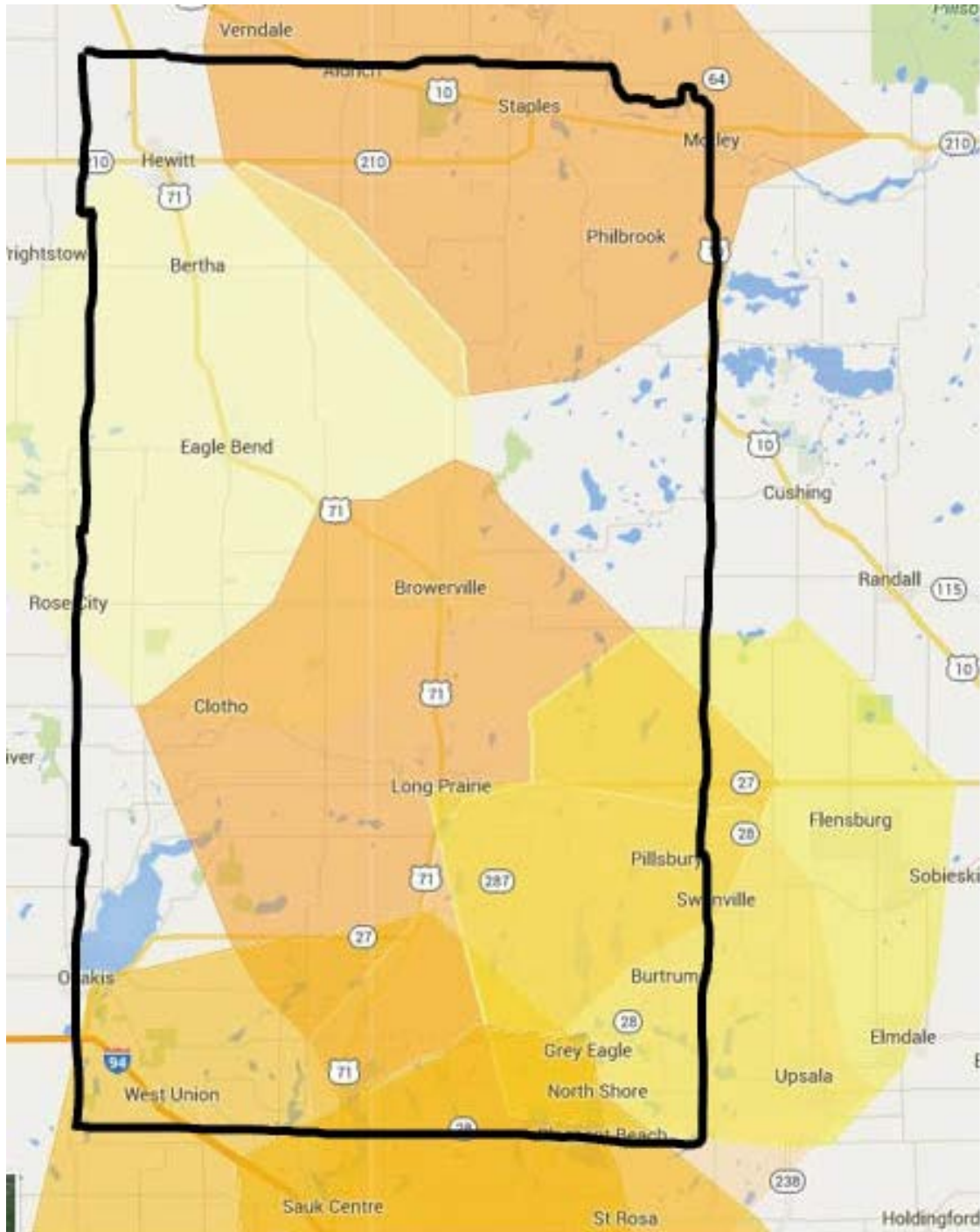


This map shows coverage for a 15-minute drive time for the following GRRRL locations:

Branch	Open Hours	Branch	Open Hours
Albany	37	Belgrade	20
Cold Spring	34	Kimball	20
Melrose	25	Paynesville	31
Richmond	20	Royalton	20
St. Cloud	59	Sauk Centre	32
Upsala	20	Waite Park	30



TODD COUNTY COVERAGE

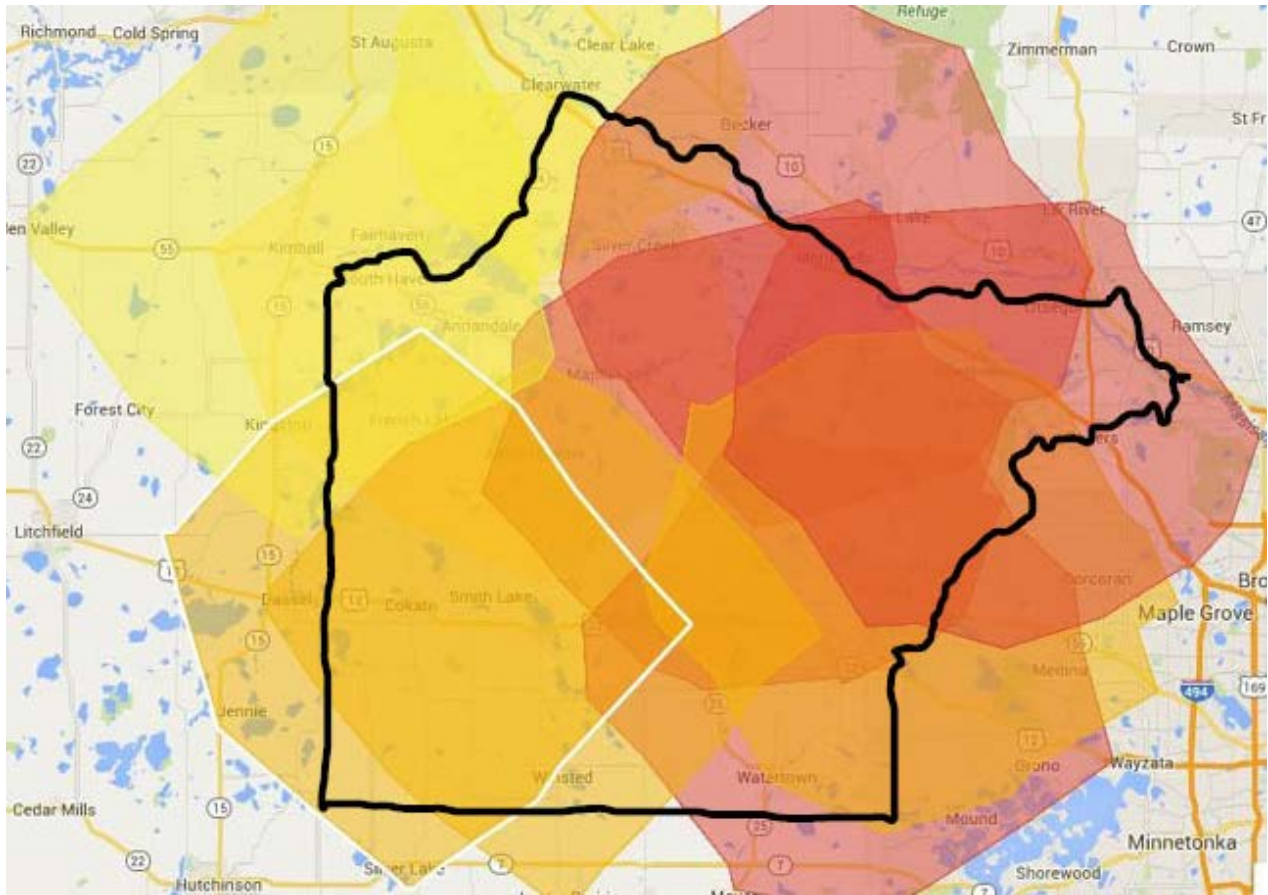


This map shows coverage for a 15-minute drive time for the following GRRL locations:

Branch	Open Hours	Branch	Open Hours
Eagle Bend	20	Grey Eagle	20
Long Prairie	35	Melrose	25
Sauk Centre	32	Staples	35
Swanville	20		



WRIGHT COUNTY COVERAGE



This map shows coverage for a 15-minute drive time for the following GRRRL locations:

Branch	Open Hours	Branch	Open Hours
Annandale	25	Buffalo	48
Clearwater	20	Cokato	28
Delano	40	Howard Lake	28
Kimball	20	Monticello	43
Rockford	31	St. Michael	43

## BACKGROUND

The focus of the 1989 Branch Establishment Plan was to address how to add additional libraries to GRRL in light of the discontinuation of bookmobile service. The document sought to assist in the determination of communities in GRRL that would be able to feasibly establish branch libraries. This included the additions of unaffiliated libraries in GRRL counties, such as Paynesville, Sauk Centre, and Staples.

The primary focus of the 2000 Branch Establishment Plan update was to include minimum responsibilities and requirements for communities wishing to establish GRRL service. In 2008, the plan titled “Library Services for the Future” provided an evaluation of the current library facilities and provided criteria for evaluation of library services for the future.

The 2016 Library Assessment Plan builds on the foundation of previous GRRL library services plans. With an eye toward the changing information environment and population trends, current services within GRRL’s 32 communities will need to adapt.

Programming is a growing service for libraries, and space needs to provide this service have changed. With dramatic changes in technology, patrons expect more self-service and virtual options. Options exist today that were not available five years ago, such as library kiosks. These new methods of delivering library service should be considered so GRRL can continue to provide Central Minnesota with exceptional library service.

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## GOVERNING STATUTES

Minnesota Statute Chapter 134 Public and Multitype Libraries governs how public library service is delivered. In order to be eligible for state library aid funding, including Regional Library Basic System Support and Regional Library Telecommunications Aid, a library must be a part of a regional public library system (Minn. Stat. § 134.34). Counties are required to provide financial support for public library services (Minn. Stat. § 134.341). Cities and counties are required to provide a minimum level of financial support for library operations which shall not be decreased below 90 percent of the amount provided in 2011 (Minn. Stat. § 134.341 Subd. 4).

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## CHALLENGES

The goal of the GRRL Board and Administration is to provide the best possible library services to its residents with the dollars available. GRRL operates with less total revenue per capita than the statewide average. In 2013, average statewide public library funding was \$38.54 total revenue per capita compared with GRRL’s \$21.40, according to the most recent data from the Institute of Museum and Library Services, the U.S. federal library agency.

Spreading limited dollars over a large geographic region has the effect of limiting overall library services available. Staffing dollars comprise the bulk of GRRL expenditures, approximately 80 percent of operating expenditures. The majority of GRRL operating revenue is received from the county signatories, approximately 77 percent. City contributions are limited to coverage of the maintenance and upkeep of the local library facility.

Based on GRRL policy regarding criteria for reducing or discontinuing library services, challenges have been identified in some of our current library facilities. Driven by population shifts, usage patterns have changed significantly over time since some library sites were established. As a result, some buildings are smaller than current library usage requires. Some facilities have a history of accessibility limitations or maintenance issues.

Considerations of recommended library service area and alternative service models are based on current policy, including 100 Service and Administration: 3D Library Development Policy, which includes established standards for GRRL facilities, 100 Service and Administration: Criteria for Reducing or Discontinuing Library Services and New Libraries requirements.

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#### LIMITATIONS

This evaluation is a snapshot in time and reflects the current state of GRRL locations as of 2015. Technological advances and community needs are changing the demands on our library facilities. What residents will expect from library services in the future will continue to change as the information environment changes.

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#### ASSUMPTIONS

A guiding assumption of the current study is, GRRL will continue as a six-county consolidated public library system. This system will aim to provide library service equitably to all county residents. The current model of city responsibility for costs associated with buildings, insurances, utilities, and related building operations is assumed to continue as is.

**OPEN HOURS DETAIL**

**Criteria**

Recommendations for adjusting library open hour schedules to meet changes in patron need throughout the region are based on the following criteria:

- Borrower numbers
- Circulation per open hour
- Staffing per open hour
- Location of library in the county seat
- Proximity to other libraries
- Building size
- Shared patron base with nearby libraries
- Presence of an Express Checkout

**Base levels**

All libraries located in a county seat are open at least 35 hours weekly. All libraries are open a minimum of 20 hours and four days weekly. All open hours occur between 9 a.m. - 9 p.m. Monday-Friday and 9 a.m. – 5 p.m. Saturday. Current open hour schedules fall into the following groupings:

<b>Tier</b>	<b>Open Hours</b>	<b>Borrowers</b>	<b>Average Circulation/ Open Hour*</b>
1	20-23	400-1,300	< 40
2	24-40	1,300-4,000	30-90
3	41-49	4,000-20,000	50-200
4	50 or more	20,000 or more	> 200

*\* Average Circulation/Open Hour ranges are based on actual 2016 open hours assigned to branches.*

**Criteria for increasing open hours**

- Ability to make changes within existing base budget
  - Sustained increases in circulation and borrower activity over 10-year period
  - Adequate facility size to support increased usage
  - Average circulation/open hour compared with libraries of similar size or service population
- OR
- Local funds available to increase hours with at least a 5-year commitment

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## HISTORICAL OPEN HOURS ADJUSTMENTS

Adjustments to open hours took place in 2009 based on budgetary constraints. Additional adjustments in 2011-2013 were based on the Open Hours Workgroup recommendations:

<b>Library</b>	<b>2008 weekly open hours</b>	<b>Change</b>	<b>Year changed</b>	<b>Current weekly open hours</b>	<b>Reason for change</b>
Albany	41	Decrease 4	2009	37	Budgetary
Eagle Bend	25	Decrease 5	2009	20	Budgetary
Kimball	25	Decrease 5	2009	20	Budgetary
Melrose	28	Decrease 3	2009	25	Budgetary
Pierz	25	Decrease 2	2011	23	Circulation/open hour alignment
Little Falls	47	Decrease 4	2012	43	Circulation/open hour alignment
Monticello	40	Increase 3	2012	43	Increasing usage; circulation/open hour alignment
Big Lake	25	Increase 1	2012	26	Increasing usage; circulation/open hour alignment
Howard Lake	31	Decrease 3	2013	28	Decreasing usage; circulation/open hour alignment
St. Michael	40	Increase 3	2013	43	Increasing usage circulation/open hour alignment

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## CRITERIA FOR DECREASING OPEN HOURS

- Sustained decrease in circulation and borrower activity over 10-year period
- Budgetary needs
- Inadequate facility space or condition

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## REDUCTION IN USAGE

Administration will monitor usage at all GRRL locations. If decreasing trends are noticed at any GRRL location, GRRL administration will conduct a market analysis of the area to determine how GRRL services fit with the need and desire of the community. If decreasing trends continue, a future open hour reduction would be considered.



Budget constraints and current policy regarding RLTA funding has limited adjustments in open hours to no less than 20 hours weekly. If rules regarding receipt of this funding change, a decrease in hours would be considered.

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#### FACILITY SIZE

Some facilities are currently undersized, and would be unable to accommodate an increase in open hours. Waite Park and Cold Spring performance indicators demonstrate a need for additional open hours in these communities. The city of Cold Spring has been considering facility improvements. Should these improvements take place, it is recommended that the open hours be increased in this location. The Waite Park facility is also undersized for the amount of activity that takes place in this library.

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#### PATRON FEEDBACK

Adjustments to existing schedules should be evaluated based on patron feedback. Several libraries, including St. Michael, Grey Eagle and Waite Park, have had substantial patron and/or community feedback indicating a need for different open hours. This has been identified as an action step in the 2016-2020 Strategic Plan.

Open Hour Survey results from August 2010 indicated most patrons prefer library schedules that offer a variety of morning, afternoon and evening hours. At least 25 percent of survey respondents also expressed interest in Sunday hours. This opinion was particularly strong for users of St. Cloud Public Library. Feedback from Waite Park and Elk River community members also indicate an examination of Sunday hours for these facilities would be warranted. Patron responses in the 2015 User/Non-user Survey indicated consistent open hours and program schedules would improve access.

ALBANY



Location Statistics								
Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Albany	1969	1960	18,312	71,210	3,500	37	4	1
Express Check Feasibility			Facility Highlights					
Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?		
Space would be sufficient to add an express station.	Sufficient	Yes	Adequate but not ideal; No separate office for the LSC. Three staff computer workstations.	None	Yes, shared with city/city council.	Owned by city.		

The library is located within the city offices facility. The library is a well-lighted, spacious, window filled space with great visual sight lines from the check out desk. There is a small magazine reading area and a small children’s’ seating/table area. The center of the library has available display table space. The only true programming space is the city council chambers. It has an outdoor book drop. The staff area behind the checkout desk was recently enlarged when the desk was moved forward and expanded. This creates space for two staff stations with plenty of room between them. The back staff area is a long and very narrow space with a single staff station. It would be ideal to have more space there with two stations because there are two aides and several volunteers who could utilize both stations at almost any time. The library was re-carpeted and repainted in 2012. Open hours were reduced from 41 to 37 in this library in 2009 due to budgetary reasons. Circulation in this location decreased by approximately 25 percent after this reduction.

**Express Check Feasibility:** Albany may be a good candidate for an express station. There is sufficient space and the library is often single staffed.

**Open Hours Adjustments:** Past usage statistics indicate an increase in open hours would result in increased library activity in Albany. Based on the needs in other areas, reinstating library hours at this location would not be a top priority.

## ANNANDALE



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Annandale	1969	1900	17,368	46,242	3,850	25	5	2

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Large, dual level.	Sufficient	Yes	Sufficient but public aide work area, semi-private desk area for LSC. Three staff computer workstations.	None	Three flexible spaces. Use controlled by city.	Owned by city.

The Annandale library facility is bright, light-filled and centrally located. Built in 2003, it is part of a joint-use facility with City Hall and senior dining services and has excellent shared programming spaces. The collection and computer spaces are generally able to meet the needs of the community. The circulation desk is spacious and well-organized, and there is a small, separate staff work area. The Annandale Improvement Club, Annandale Friends of the Library, and city-appointed board all work to make sure that any shelving and furniture needs are addressed. Issues with the roof required repairs in 2013 and 2014, but otherwise the building is in good condition.

**Express Check Feasibility:** The Annandale library would be an ideal location for an Express Check – it has a large desk area and a significant amount of single-staffing.

**Open Hours Adjustments:** None recommended at this time.

## BECKER



Location Statistics								
Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Becker	1984	1984	17,260	66,319	3,500	30	4	2
Express Check Feasibility			Facility Highlights					
Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?		
Express station installed in April 2015.	Sufficient	Yes	Space behind the desk is sufficient. There is also a back room but the Friends of the Library use it for book sale storage. Three staff computer work stations.	None	Shared with community center.	Owned by city.		

The Becker library is part of the Becker Community Center. The facility was built in 1994. Overall the facility is in good repair; however cosmetic updates such as new carpeting would be advised as soon as possible. Space for collection, seating, and Internet computers is tight, and there is no further space for wiring additional public access computers. There is also limited space for programming in the library proper – most programming occurs in the shared community space. Therefore, the library often has to schedule its programming around various other groups’ schedules. The circulation desk is newly renovated, spacious and efficient; however there is no separate staff or Friends work space. This has been remedied with use of temporary walls to portion off some work area, but this reduces the amount of space available for the collection. One issue which occasionally arises is that there is no separate entrance for the library, and the library can only be open when the Community Center is. Because of this, Great River staff has had to close early on occasion to conform to the Community Center’s holiday schedules.

**Express Check Feasibility:** Since its installation in April, usage numbers have continued to increase each month.

**Open Hours Adjustments:** None recommended at this time.

## BELGRADE



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Belgrade	1969	1927	8,105	17,461	1,789	20	3	1

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Minimally adequate, standing only.	Would need to be installed.	No, but space available.	Insufficient size and publicly visible. Two staff computer workstations.	None	No	Leased

The Belgrade Library is a remodeled storefront with an open arrangement and good artificial lighting. There is a small work area for staff, with one staff computer used for check-in set slightly behind a partial wall. There is no backroom office space for staff. The carpeting is in good condition. The shelving is uniform in appearance and is generally lined up against the outer walls. There is no programming space except for a large table in the middle of the room that is used for book club and other small group meetings. The space is minimally adequate to meet current demand.

**Express Check Feasibility:** As a 20 hour library with mostly single-staffing, the Belgrade library would be a great location for an Express Check. However, the city would need to provide additional wiring and a new cabinet/desk for the Express Check placement as there is insufficient space on the desk.

**Open Hours Adjustments:** None recommended at this time.



## BIG LAKE



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Big Lake	1984	1984	24,632	78,578	2,750	26	6	2

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Adequate room.	Adequate	Yes	Private. Four staff computer workstations.	1	One large room.	Owned by city.

In early 2008 the Big Lake Library moved to its current location in a multi-use commercial building. It is a good-sized space with a fair amount of room for the current collection, ample space for public access computers and staff work areas, and a separate, generously-sized programming area. The library is located across the street from an elementary school and next door to an apartment complex, making it a busy and easy destination for children.

In 2011 GRRL provided the City of Big Lake with a space needs analysis for a new library facility that would serve the community's needs through 2030. The study was accepted by Hay Dobbs Architects and incorporated into a larger study of municipal facility needs that they completed for the City. The study provided by GRRL estimated that the community of Big Lake required a facility of approximately 11,000 square feet. In 2013, the City of Big Lake purchased the building where the library is currently housed. As of 2015, the library and the police department occupy the entire building.

Open hours were increased from 25 to 26 in 2012 based on increasing activity in the new facility. This additional hour also allowed the library to be open on a six-day rather than five-day weekly schedule.

**Express Check Feasibility:** An Express Check was installed in January 2016.

**Open Hours Adjustments:** Population growth and sustained increases in usage indicate a need for additional hours. Based on the needs of the Big Lake community and Sherburne County, Big Lake should be a top priority for increased open hours. They are currently able to increase 3 open hours without any increases in staff schedules, assuming continued growth in Express Checkout activity.

## BUFFALO



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Buffalo	1969	1907	41,328	194,026	10,000	48	8	4

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Express station installed in April 2010.	Sufficient	Yes	Large, with separate office for LSC. Six staff computer workstations.	4	No	Owned by city.

The Buffalo library is a stand-alone facility, situated on Buffalo Lake in downtown Buffalo. The building was built in 1973 and renovated in 1995 and 2010. In the latest, renovation two meeting rooms were repurposed to increase collection and reading space, and the entire building received an interior design and functionality update that included efficient lighting and HVAC improvements. However, the renovation resulted in a reduction in programming and meeting room spaces. The library has four study rooms available.

In spite of the increased amount of space available for the collection, the area is fairly crowded and will only become more so as usage increases. Lack of a dedicated meeting room and programming space is an issue of concern for a facility that serves a population as large as Buffalo. In addition, even though the library is bounded on two sides by parking lots, the number of spaces available for Buffalo library patrons and staff is extremely limited as the lots are also used by the Wright County office staff, local merchants and others. This too we expect to become more of a problem as library usage increases.

**Express Check Feasibility:** Buffalo’s express station usage is consistently above 40 percent each month.

**Open Hours Adjustments:** None recommended at this time.

## CLEARWATER



Location Statistics								
Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Clearwater	2001	2001	14,722	36,377	3,750	20	4	1
Express Check Feasibility			Facility Highlights					
Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?		
Would likely require shifting existing staff station to back work area.	Sufficient	Yes	Sufficient, but no office for LSC. Three staff computer workstations.	None	In the library, but only space is only separated by half a wall so there is not much privacy.	Leased		

The Stickney Crossing Library relocated to a much larger space in 2012. It is a convenient location in a shopping area with excellent parking. The library is spacious and will allow for additional shelving if needed. The space also includes an area for public meetings and programming. The facility is leased by the city. Small cosmetic touch ups such as new ceiling tiles are needed as well. A crash bar on the rear exit would also increase security.

**Express Check Feasibility:** A station is planned for installation in 2016. A separate cabinet, near the desk, will be made to house the station. Space, wiring and staff buy-in are already available.

**Open Hours Adjustments:** Circulation per open hour statistics indicate an increase in open hours would be warranted in Clearwater. If successful, the installation of a new Express Checkout in 2016 has potential to increase open hours.

## COKATO



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Cokato	1976	1927	12,219	59,267	1927	28	2	1

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Adequate, seated only.	Space available	Yes	Large, no private Office. Three staff computer work stations.	None	Shared space with city and museum.	Owned by city.

The Cokato library is in a joint use facility, sharing space with a museum/historical center and a large meeting room. In 2009 the Friends of the Cokato Area Library (FOCAL) invested in a study to renovate and expand the facility. GRRL provided a space-needs study showing need for a larger space to meet community needs. SEH Architects then developed floor plans and drawings that were presented to the city in 2010. Two years later, the library was renovated with predominately cosmetic updates that stayed within the existing footprint. While the library is now much brighter and more inviting, the building and restrooms are still not adequately handicap accessible. The staff enjoys a large separate work/storage area, however, it is not efficiently or ergonomically designed, and there is no separate office for the LSC.

**Express Check Feasibility:** The Cokato library would be an excellent location for an Express Check. Installation would require some re-arranging on the circ desk, but there is wiring and room available.

**Open Hours Adjustments:** : None recommended at this time.

## COLD SPRING



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Cold Spring	1969	1969	11,687	82,244	1,768	34	2	1

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Small, cramped, dual level.	No	Yes	Insufficient in size and open to public. Three staff computer workstations.	None	Yes, shared with city.	Owned by city.

The Cold Spring Library is significantly under-sized for its borrower numbers and circulation, and the city and Friends have been looking for alternatives since at least 2005. In 2016, the city charged the planning commission with investigating alternatives for the library. During this time period, GRRL has provided three (3) space needs studies – 2008, 2010 and 2016 – to assist the city with planning a new facility.

The primary concern for the Cold Spring library is space which is inadequate for the collection, internet and catalog stations, patron seating and staff work areas. Since it is a joint-use facility with the city, police and fire departments, there is shared programming and meeting room space, which is generally sufficient. Parking is at times a concern as well, particularly for large programs, as the parking lot is shared with the city and local businesses.

**Express Check Feasibility:** An Express Check would not be feasible in the current Cold Spring facility. The circulation desk is small and cramped, and the traffic patterns between it, the exit/entrance, and the holds shelving are such that an Express Check would likely add to congestion. In addition, in such cramped quarters it would be difficult to maintain adequate privacy for Express Check and walk-up users.

**Open Hours Adjustments:** None recommended at this time, although if and when Cold Spring receives a new/expanded library, there may be a need for additional open hours and/or additional morning hours.



## DELANO



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Delano	1969	1939	29,805	134,000	5,970	40	7	2

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Large, dual level.	Yes	Yes	Adequate size, both public and private spaces, no private office for LSC. Five staff computer workstations.	1	1	Owned by city.

The Delano Library relocated to a remodeled bank building in 2004. Initially, some of the space was retained by the city for storage. A further renovation in 2010 converted this space into small but efficient staff work areas and provided for a drive-up book drop. One of the distinctive features of the space is the converted vault, now the teen area, which provides Delano with possibly the most secure tornado shelter in the region. While the facility does meet current needs and is overall relatively spacious, it is becoming cramped for adult print and media and there is little to no room for growth in other areas of the collection without losing important activity space. Parking is sometimes insufficient during programs and at the height of summer business.

**Express Check Feasibility:** Already onsite, but under-utilized. There is room on the desk to reposition to a more central location.

**Open Hours Adjustments:** Community requests and business patterns suggest this branch would benefit from an additional morning and more standard hours. Recommended change would be on Thursdays and Fridays: Thursday 10 a.m. to 6 p.m. (currently 1 p.m. to 8 p.m.) and Friday 2 p.m. to 6 p.m. (currently 1 p.m. to 6 p.m.). Through increased Express Checkout utilization some additional open time may be possible. Remainder would require additional staffing allocations.

## EAGLE BEND



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Eagle Bend	1982	1982	10,775	21,305	2,800	20	4	1

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Currently insufficient space.	Likely insufficient currently, but city is always open to improvements.	Yes	Cramped, but workable. No office for LSC. Two staff computer workstations.	None	No and building is shared with the museum making in-library usage sometimes difficult as well.	Owned by city.

The Eagle Bend Library shares space with the local history museum. The library space is narrow and crowded and appears dark, even though there is plenty of artificial light. The shelves are tall to utilize the limited floor space, giving the library its shaded and dark appearance. There is a small office at the back shared with museum staff, which is more suited for use as a coffee/break room. It has no staff computer. The area behind the desk contains two staff computers in a very small space where all check-in and checkout is done. There is a table in the computer area for small group programming. Although not ideal, the city does own a community meeting room across the street that the library can use for programming. Moving the museum out and expanding into their space would provide much needed space for materials and programming. In 2013, the doors and windows were replaced and an indoor book drop was added.

Due to budgetary reasons, open hours were reduced in this location from 25 to 20 in 2009.

The City of Eagle Bend has expressed a desire to expand the existing space through grant options. Future expansion and improvement of the facility should be encouraged.

**Express Check Feasibility:** Current space would make a station difficult to install.

**Open Hours Adjustments:** None recommended at this time.

## ELK RIVER



Location Statistics								
Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Elk River	1972	1921	46,201	283,030	16,500	48	12	5
Express Check Feasibility			Facility Highlights					
Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?		
Large, seated only.	Yes	Yes	Ample, private office for LSC. Seven staff computer workstations.	3	One which can be accessed after hours without compromising library security.	Owned by city.		

The Elk River Library, at slightly over 16,500 square feet, was built in 2007 and is recognized as the first library in Minnesota to receive Leadership in Energy and Environmental Design (LEED) certification. The facility boasts excellent natural lighting in almost every part of the building, and has well-differentiated spaces for adult, children and teen collections. There are also three study rooms and a large programming / meeting room. Staff areas are large and efficiently designed as well. The original plans include drawings for expansion if and when that is needed. The facility also has a well-sized parking lot that is usually sufficient, although parking can be problematic during large programs or at the height of summer business.

Some of the mechanics of the building have begun to wear out or break, but in 2015 the city and the Elk River Library Board developed a long-term Capital Investment Plan to ensure timely repairs and/or replacement of equipment. In addition, the library suffers from unfortunately poor sound design: staff have expressed concerns about the difficulty maintaining patron confidentiality at the desk, and patrons have sometimes complained about sound from the children's area carrying too loudly into the 'quiet' areas of the library.

**Express Check Feasibility:** Already onsite, but under-utilized. There is room on the desk to reposition to a more central location.

**Open Hours Adjustments:** There has been consistent community desire for additional Sunday hours. In addition, it would be good to adjust the schedule for consistent hours on Tuesday and Thursday to better meet community needs.

## FOLEY



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Foley	1974	1941	15,076	58,041	5,000	35	4	2

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Large, but difficult to reposition staff stations. Seated only.	Need to add.	Yes	Ample size, private, but no office for LSC. Three staff computer workstations.	None	Yes, shared with city.	Owned by city.

The Foley Library is located in a multi-use facility that includes the city Hall and Police Station. The space is marginally adequate for the collection, computers and some public seating, although there is not sufficient room for a dedicated Young Adult area, and holds for all patrons must be kept in the Children’s area. There is no separate parking lot for the library; however, on-street parking is generally sufficient for patron needs except during large programs.

**Express Check Feasibility:** The Foley library would be a good location for an Express Check because of the amount of single-staffing and workable traffic flow. Because of built-ins on the circ desk, situating an Express Check on the desk might be a challenge unless the second circ station was moved to the back work area.

**Open Hours Adjustments:** None recommended at this time.

## GREY EAGLE



Location Statistics								
Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Grey Eagle	1993	1945	12,875	19,493	2,500	20	3	1
Express Check Feasibility			Facility Highlights					
Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?		
Inadequate room.	Insufficient. Would need additional wiring and conduit.	No	Public. Two staff computer workstations.	None	Small room in the back of the building.	Leased		

This facility is housed in a converted store front with large windows. Additional lighting was added about two years ago. The desk is in a location that provides great sight lines for the entire library. There is no staff work space other than what is provided at the check-out desk. There are two staff computers; the back station is used for check-in. The shelving units are a mix and match selection of varying colors. There is a small programming room in the back of the building and a good size magazine reading/seating area at the front. The library is of an adequate size for current demand.

**Express Check Feasibility:** An Express Check could help the library staff because they are only open 20 hours, but successful installation would take quite a bit of preparation.

**Open Hours Adjustments:** Shift 1 hour from Monday to Wednesday. Monday is their slowest day and Wednesday is their busiest.

## HOWARD LAKE



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Howard Lake	1969	1905	12,920	44,042	1,200	28	3	1

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Extremely small, cramped dual level.	Need to install.	No	Insufficient, semi-private. Three staff computer workstations.	None	One shared with city, senior center. Second floor, no elevator access.	Owned by city.

Howard Lake Library is located on the lower level of a community building built in 1982. The second level of the building houses the city's community center, which is also available to the library for programming space. In 2013, open hours were reduced from 31 to 28 weekly open hours based on declining circulation per open hour.

The building is not adequately handicap accessible. While there is handicap parking and an accessible entrance at both the library and community room levels, only a stairwell provides interior access between the two spaces. In addition, the library bathrooms are accessed via a hallway with only 26 inches of clearance between the wall and a water fountain. The bathrooms in the community room are fully accessible.

The space is attractive but small and meets only minimum needs for the current collection, requiring the Internet stations to be located closely adjacent to the children's play area, and requiring a mixed teen/adult collection space. There is no room for expansion of either the collection or public access computers. An additional concern with the space is too little room for the circulation desk and only a very tiny staff work space.

In 2011, the library experienced a significant problem with winter snow melt causing water seepage through one of the back walls. The city completed major exterior structural work in 2012 to address drainage needs, including installation of a completely new and upgraded drain tile system. Minor seepage again occurred after heavy summer rains in 2015, and the city is investigating a fix.

In 2014, the city planning commission announced a vision of moving the Community Center into a historic building in downtown Howard Lake, at which point the library could move into the larger upper floor. There is as yet no concrete plan or timeline, however.



**Express Check Feasibility:** Installing an Express Check would be difficult in the current Howard Lake facility. At this time there does not seem to be a good location for self-pickup of holds, so all holds are kept behind the desk. The circulation desk area is small and cramped, and there does not appear to be a good location for an off-desk Express Check without adding to the already-congested traffic patterns around the desk. In addition, in such cramped quarters it would be difficult to maintain adequate privacy for Express Check and walk-up users.

**Open Hours Adjustments:** None recommended at this time.

## KIMBALL



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Kimball	1969	1960	9,887	24,756	792	20	1	1

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Insufficient, seated only.	Yes	Yes	Insufficient and Public. Two staff computer workstations.	None	Yes, shared use, but lack of sound barrier causes privacy and comfort concerns.	Owned by city.

The Kimball library is a joint-use facility in a historical building, sharing space with the city hall and local historical society offices. While the building is lovely from the outside, it has significant and persistent problems as a library space due to both insufficient size and facility problems.

In 2010, the city requested and was provided with a GRRL library space needs study. Unfortunately, as of 2015, there are no indications of any movement toward a new/renovated facility or that our ongoing concerns will be addressed in a meaningful way.

First, the facility is not sufficiently handicap accessible for either the library proper or restrooms. In addition, there is a significant problem with sound control. As part of a renovation in 2009, two suspended ceilings over the library were removed. Now, in two-thirds of the space there is approximately 10 feet of open air between the ceiling and the top of the wall separating the library from the council chambers/meeting room. Because the space is large and has few soft surfaces, sound echoes badly. Privacy for patrons and staff is seriously compromised, as is simple comfort.

GRRL has shared its concerns on numerous occasions with the city, and there have been attempts to reduce the use of the meeting room during library open hours. These measures have not, however, been consistent or sufficient.

Additionally, there are concerns with air circulation in the building. A garage/workshop for city vehicles is located beneath the library, and in the past, city staff sometimes left vehicles running there. Library staff and patrons complained about the smell of exhaust in the building, and in several cases noted health concerns such as headaches and nausea. The city was notified of our concerns, and they have told staff not to leave vehicles running in the garage. While we appreciate this step and agree it is a good short-term solution, it has not addressed the structural issues with the facility.

The space allotted to the collection is too small, forcing additional work for staff to aggressively weed the collection to stay within the available shelving. In addition, the facility lacks adequate parking, shelving is locally-made and of non-standard sizes so that it does not adequately fit the collection, and storage and staff work areas are inadequate.

Open hours were reduced from 25 to 20 in this library in 2009 due to budgetary reasons.

**Express Check Feasibility:** Installing an Express Check would be unfeasible in the current Kimball facility. The circulation desk area is too small to add an Express Check on the desk without seriously compromising staff work flow. There does not appear to be a good location for an off-desk Express Check without adding to the already-congested traffic patterns around the desk. In addition, in such cramped quarters it would be difficult to maintain adequate privacy for Express Check and walk-up users.

**Open Hours Adjustments:** None recommended at this time.

## LITTLE FALLS



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Little Falls	1986	1904	36,102	122,677	14,000	43	5	4

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Not enough space currently. A new desk is being discussed.	Currently insufficient. Also potentially difficult to add given building's historical status.	Yes	Sufficient. LSC has separate office on third floor. Five staff computer workstations.	1	Yes	Owned by city.

This is a beautiful original Carnegie Library that was remodeled in 1998 to meet accessibility needs, adding an elevator and a ground floor entrance. It is four floors, making security an issue. Therefore a security video system is in place. The building has good lighting, gorgeous woodwork and plenty of space. However, there is a shortage of shelving that has been addressed in various, creative ways over the years. There is a small staff break room and a large staff work area close to the circulation desk. This area has two staff stations where the check-in takes place. There is an additional office space on the 3rd floor for the manager. The circulation area, with two work stations, is small and crowded because of the self-pickup of holds that requires staff to access materials around one another, carts and delivery bags. The desk is necessarily always staffed by two people. There are two meeting rooms, one quite large that can accommodate most events and one smaller room for groups of 1-6. A relatively small parking lot means that parking is always an issue.

Open hours were reduced from 47 to 43 in 2012 to better align with the number of hours assigned to communities of similar size and due to budgetary factors.

**Express Check Feasibility:** Although a new Circulation Desk is currently being discussed, the existing one does not have space for an Express Check. Adding new wiring may also be difficult given the building's historical status.

**Open Hours Adjustments:** None recommended at this time.

## LONG PRAIRIE



Location Statistics								
Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Long Prairie	1974	1974	12,021	56,663	2,570	35	5	2
Express Check Feasibility			Facility Highlights					
Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?		
Adequate	Yes	Yes	Public. Three staff computer workstations.	None	0	Leased		

This facility is adequately sized for the current demand. It was expanded in the early 2000s. There is light and space and three staff stations behind a large checkout desk. There is a small reading area at the back of the library and two small programming tables in the children's area. The book drop is indoors, but accessed through a door on the outside of the library. This works well enough. A large mural depicting life in Long Prairie and its history decorates one wall. There is no programming space other than small table areas.

**Express Check Feasibility:** An Express Checkout may not be an immediate need in Long Prairie but it could easily go into place. Should one be placed in the library, instructions and signage in multiple languages will need to be provided.

**Open Hours Adjustments:** None recommended at this time.

## MELROSE



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Melrose	1969	1969	16,326	88,571	2,850	25	3	2

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Slightly inadequate.	Yes. New wiring as of January 2016.	Yes	Mostly public. Private area is small. Three staff computer workstations.	None	Two flexible spaces, use controlled by city.	Owned by city.

This library is located in the same building as the city offices and the senior center. The library has its own space. It is open and very light. There is a good sized workroom for check-in of material. There is an indoor book drop and a beautiful, whimsical mural in the children's area. The shelves are full and there is not much room for expansion. The library staff has access to two community rooms for programming. There is a new circulation desk as of January 2016.

Open hours were reduced in Melrose in 2009 from 28 to 25 due to budgetary reasons.

**Express Check Feasibility:** With the new circulation desk, there is ample room for 2 computers and an Express Check. Should an Express Check be placed in the library, instructions and signage in multiple languages will need to be provided.

**Open Hours Adjustments:** One additional open hour would create more consistency in closing times. This increase is possible without any changes to staff hours.



## MONTICELLO



Location Statistics								
Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Monticello	1973	1973	41,692	195,235	9,700	43	7	3
Express Check Feasibility			Facility Highlights					
Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?		
Adequate, dual level.	Yes	Yes	Ample, private office for LSC. Six staff computer workstations.	No, but semi-private tables.	2	Owned by city.		

The Monticello Library was moved into its current location, a renovated bank building, in 2005. It is a very busy library, serving residents of both Wright and Sherburne Counties. Parking is generally sufficient except during large programs or at the height of summer business.

The facility is generally in good repair; however, there are recurrent water leaks on the south side windows. There are clear distinctions between the children's, teen and adult areas, and comfortable reading areas for patrons. The space also provides for a sizeable work and storage room for the Friends. The main staff work area is undersized, but the Library Services Coordinator office is a good size. Another area that is undersized is the receiving room for the drive-up book drop. In 2011, the Friends helped address this problem by providing an outside book drop next to the main entrance. There is a mid-sized, well-used programming space as well.

The library was given additional open hours in 2012. There is an increasing need for more collection area. It is recommended that GRRL complete a space needs analysis so that the City of Monticello can plan for future needs.

**Express Check Feasibility:** Already onsite, but under-utilized. There is some room on and near the desk to reposition to a more central location.

**Open Hours Adjustments:** Additional open hours at this location may be warranted, but should be evaluated in conjunction with any adjustments made to the Big Lake Public Library schedule due to their close proximity.

## PAYNESVILLE



Location Statistics								
Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Paynesville	1992	1908	11,099	48,479	2,896	31	3	2
Express Check Feasibility			Facility Highlights					
Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?		
Inadequate, standing only.	Would need to install additional conduits and wiring.	Yes	Insufficient to meet needs, mostly public. Very small back room. Three staff computer workstations.	One that is too small with poor ventilation.	No	Owned by city.		

The library is located in a remodeled storefront on the main city street. It is a busy library and is no longer meeting demand. The check out desk is small, making it difficult for two people to be working there at one time. The staff work area is a small and crowded room that is inadequate for check-in and collection management tasks, requiring staff to perform these tasks at the front desk. Visibility from the desk is poor; mirrors are used to see the back of the library. There is a central area with tables for small programming events. There is no lot for library parking, only parallel-street parking, so that it is insufficient during busiest times and events.

**Express Check Feasibility:** Installing an Express Check would be difficult in the current Paynesville facility. The circulation desk area is very small, and the only possible place to add an Express Check without significantly hampering staff effectiveness with other tasks is on the lower part of the desk facing the children’s collection and Internet stations. The holds are kept on the other side of the library. While it might be useful to have the Express Check near the children’s area, to do so in Paynesville would likely create significant traffic flow problems and congestion around the desk area. There might be room for a stand-alone Express Check cabinet off the desk area, but this could have a negative impact on the small amount of space relegated to programming and patron seating

**Open Hours Adjustments:** None recommended at this time.

## PIERZ



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Pierz	1971	1938	13,057	38,118	3,570	23	6	2

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Adequate	Likely insufficient but the city is open to improvements.	No	Public. Two staff computer workstations.	None	No	Leased

Pierz moved into a new facility in December 2008. The move to this large space with good lighting and easy access was welcome. The large circ desk has two staff stations but there is no back workroom for staff. There is a very comfortable reading room and a small area at the back with large tables for programming. There is a teen reading area and a similar space in the adult area. It is a leased space.

Due to budgetary reasons, open hours were reduced in 2011 from 25 to 23 weekly open hours. However, activity has continued to increase significantly in the new location and reinstatement of these hours should be considered.

**Express Check Feasibility:** Pierz has been increasing in circulation and has limited staffing so an Express Check may be helpful. However, they currently do not have the shelving space for self pickup of holds. It could be an interesting location to try an Express Check without the self pickup of holds in place.

**Open Hours Adjustments:** Activity levels warrant an increase of two open hours if possible within budget. If successful in other libraries, a Senior Library Aide position or Express Checkout station could allow for staffing adjustments and an expansion in open hours.

## RICHMOND



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Richmond	1969	1962	5,746	18,752	1,440	20	3	1

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Sufficient, seated only.	Need to install.	Yes	Public and small. Two staff computer workstations.	None	No	Owned by city.

The building that houses the Richmond Library was built in 1998 mostly through donations and grants. While it is in generally good repair, it is very small, and the lack of separate or sufficient space for storage and programming poses a sometimes-significant challenge for patrons and staff. There is also insufficient lighting for some of the space. The Friends provided funds for a very attractive circulation desk area, which is needed since there is no separate staff work area.

Parking is on the street but is generally sufficient, except during programs. Because the library is on the border between downtown and residential areas, many patrons are able to ride their bikes or walk to the library.

**Express Check Feasibility:** Wiring may be maxed-out in the conduits, making the addition of an Express Check expensive for the city. Otherwise, the Richmond library would likely be an excellent location for an Express Check machine. While traffic patterns are a bit snug near the entrance/circ desk/Internet station area, the amount of single-staffing would make it a good location for an Express Check machine.

**Open Hours Adjustments:** None recommended at this time.

## ROCKFORD



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Rockford	1989	1947	21,442	68,399	3,900	31	4	2

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Sufficient, seated only. Numerous built-ins limit flexibility.	Yes	Yes	Mostly public. Private area lacks computer. Three staff computer workstations.	None	No	Owned by city.

The Rockford Library is a former fire station, remodeled in 2000. There is inadequate space for the current collection, resulting in the need for staff to aggressively weed the physical collection in order to maintain its attractiveness. There is sufficient room for public access computers and seating for patrons, although there is little room for future growth and, with no separate programming space, the seating areas are typically taken over for story times and other programs. The space does provide good work areas for staff, including a separate work/break room that could become more useful if wiring were added so that a circ terminal could be placed there for check-in and collection management tasks.

The Friends have approached the city to provide better cover for the entrance to protect patrons and staff from the elements. As of 2015, there are no concrete plans to move forward on this project. In 2014 and 2015, staff alerted GRRL and the city to issues with mold in the building that were causing health concerns for both staff and patrons. The city moved quickly to address these issues; however, this issue should be carefully monitored in the future.

As a result of significant spring rainfall in 2011 and 2014, concerns were raised about possible flooding of the library because it is built on a flat area near the Crow River. However, in spite of the river cresting at the 'major flood' level in 2014, it did not top the levee. The City of Rockford reinforced and improved the levee in 2009 and is vigilant in its maintenance, however this will likely remain an area of concern for the library in its current location.

**Express Check Feasibility:** The built-ins on the circulation desk limit its flexibility, so any Express Check at the Rockford library would likely need to be off-desk. Otherwise, the Rockford library would likely be an excellent location for an Express Check machine. While traffic patterns are a bit snug near the entrance/circ desk/Internet station area, there could feasibly be space for a stand-alone station near the holds if the city was able to run the wiring.

**Open Hours Adjustments:** None recommended at this time.

## ROYALTON



Location Statistics								
Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Royalton	1969	1908	8,631	19,939	2,000	20	3	1
Express Check Feasibility				Facility Highlights				
Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?		
Adequate	Yes	Yes	Public. Two staff computer workstations.	None	No	Owned by city.		

This library was moved in 2007. It shares space with the city offices, the museum and the police department. The library has its own space within this facility. It is well lit and roomy enough for current demand. The circulation desk location allows limited sight lines to certain parts of the library. There is no back staff workroom and virtually no storage space. Two staff computers are at the circulation desk. The manager has planted the idea with the city to reposition the desk to meet safety and accessibility issues. A small reading area doubles as a small programming area. The library has easy access to the city council chambers for events.

**Express Check Feasibility:** Royalton would be an excellent location to add an Express Check. They are only open 20 hours, and have limited staffing. An Express Check would allow them to plan programming when it is needed, rather than when they have double staffing. They are well prepared with desk space and self pickup of holds.

**Open Hours Adjustments:** None recommended at this time.



## ST. CLOUD



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
St. Cloud	1969	1902	345,204	840,787	118,000	59	61 2 print release stations	14

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Furnishings near the desk are sufficient. Two express stations are currently in use.	Sufficient	Yes	Private. Three staff computer workstations.	16	Three meeting rooms. One programming space.	Owned by city.

The St. Cloud Public Library, built in 2008, has become a cornerstone of the St. Cloud community. The facility affords plentiful parking as well as spaces for community meetings and library programs.

The library is meeting current demand, but may need to be re-evaluated in the future. Most notably the building should be rewired so the generator can power the building in the event of a major outage to sustain continuity of operations for the entire regional system. The audio-visual equipment in the community meeting rooms as well as the programming room is slated for replacement in 2016. Other small improvements are also needed. Custodial staffing levels could be increased to keep pace with the size and use of the building.

**Express Check Feasibility:** Express Check is already in place.

**Open Hours Adjustments:** There has been consistent community desire for additional Sunday hours.

## ST. MICHAEL



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
St. Michael	1989	1989	39,010	170,915	9,375	43	6	3

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Ample room	Room for growth	Yes	Private. Five staff computer workstations.	2	One large room, use controlled by city.	Owned by city.

The large, light-filled joint-use facility was completed in late 2010, housing City Hall and council chambers, the Crow River Senior center and the library. The library space was a joint project, funded by the cities of St. Michael, Albertville and Hanover, donations to the volunteer-driven Building It Together committee, and a Minnesota Public Library Accessibility and Construction grant.

Additional open hours were given to St. Michael in 2013 in response to a significant increase in circulation following the move. The community is growing quickly, and the library/city facility is located in a new development area that is expected to house restaurants, businesses and medical facilities in the coming years. We expect that borrower numbers and circulation will continue to rise. While the current footprint provides for beautiful and ample space for the existing collection, we do have concerns that there is not enough space for growth to keep pace with what we expect from this library. There is, however, significant room for growth of public access computers, and the staff work areas are large, spacious and well planned. A drive-up book drop on the north side of the building is unprotected, and although it adds convenience for patrons it can be problematic for staff.

The proximity of the library to the Senior Center has enabled dynamic collaboration with shared programs. While the programming spaces are shared with other entities within the facility, the flexibility provided by the different sizes and types of programming spaces is a huge asset.

**Express Check Feasibility:** St. Michael currently has one Express Check, but it is easily missed due to its placement. Signage near the holds, as well as the Express Check could be added to promote usage.

**Open Hours Adjustments:** Due to demands for library wireless and Internet services, consideration should be given to creating a consistent opening schedule at this library. The library's location in a joint-use facility creates difficulties when the library is not open when patrons arrive. The city has requested we revise the open hours schedule to better address this demand. Specifically, the lack of Thursday morning hours has been noticed. They are able to open earlier without changing weekly allocated staff hours.

## SAUK CENTRE



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Sauk Centre	1990	1904	22,645	92,071	5,032	32	3	2

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Slightly inadequate.	Difficult	No	Mostly public. Three staff computer workstations.	2	One programming space.	Owned by city.

The library is in a remodeled Carnegie Library on the second floor. This level, accessible by stairs or an elevator, seems adequate for the current demand. The space behind the circ desk holds two staff work stations. It feels cramped, especially when the aide is doing check-in and the shelving of holds. The staff work area, behind a short wall, is small and does not accommodate two employees. The manager is often using this space, so check-in is done at the circ desk. Wireless reception is poor because of the make-up and thickness of the walls. The library was re-carpeted in 2012. It needs painting.

The lower floor houses a local history museum. A shared programming space, while large, is unattractive. Water damage has been detected in the programming space. The city conducted an inspection and will be following the outlined recommendations to eliminate future water intrusion. The bookdrop is loud and the city is researching options for an outside, freestanding bookdrop.

**Express Check Feasibility:** Sauk Centre is not a good Express Checkout location for the immediate future. Quite a bit of preparation would need to take place. Self pickup of holds would need to be established and PAC's would need to be moved to create room for an Express Check. Moving computers would be difficult because the wiring is poor due to the age and construction of the building.

**Open Hours Adjustments:** None recommended at this time.

## STAPLES



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Staples	1997	1909	22,180	79,867	4,733	35	8	2

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Sufficient. An express station was placed in Staples in January 2015.	Sufficient	Yes	Yes, sufficient, but no private LSC office. Three staff computer workstations.	None	Yes, but shared with city/city council.	Owned by city.

This is a new and beautiful facility; the library moved in 2010. It shares a building with the city offices. It is light and accommodates needs currently. This is a busy library and they may soon grow out of their space. The circ desk is large with ample space for two employees and a book drop. There is a workroom that, while once appearing large, is now filled with activity. The Friends of the Library have filled the library space with artwork and fanciful children’s furniture and fixtures. Programming and meetings take place in the adjacent city council chambers.

**Express Check Feasibility:** A station was installed in January of 2015 and is currently used more than any other station in GRRL with usage at over 50 percent each month.

**Open Hours Adjustments:** None recommended at this time.



## SWANVILLE



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Swanville	1969	1957	5,966	6,970	879	20	2	1

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Not enough space on the current desk to support an express station.	Sufficient	No	None. Two staff computer workstations.	None	Space is available in the basement, but it is uninviting.	Owned by city.

Swanville expanded in 2012. It added about 400 square feet and received new shelving to accommodate additional materials. It is still small but it does serve the current level of demand from the community. There is a small reading area, but no programming space. The library has access to a basement and to the Senior Center to meet this need, although neither location is very conducive to library programming.

**Express Check Feasibility:** Low. Current space is not sufficient.

**Open Hours Adjustments:** This location is at the minimum-level of open hours to support Regional Library Telecommunications Aid funding, 20 hours weekly. Circulation in this library has declined by more than 50 percent over the past five years. If this trend continues, options for reducing services at this location should be considered.

## UPSALA



### Location Statistics

Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Upsala	1988	1987	7,917	36,963	1,726	20	2	1

### Express Check Feasibility

### Facility Highlights

Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?
Adequate	Sufficient	No	Public. Three staff computer workstations.	None	No	Leased

The Upsala library moved in 2010 adding about 626 sq. ft. of space. The additional space has increased their materials collection, meeting the needs of the community. A small work area is used by staff and volunteers. The library uses a variety of facilities around the community for programming. The library is a leased space.

**Express Check Feasibility:** Upsala may be a good location for Express Check. The desk could be tight with the addition of an Express Check, and there is not currently a good location to set up self pickup of holds. But in the future, with some changes, Upsala could benefit from an Express Check due to their being open 20 hours with limited staffing.

**Open Hours Adjustments:** Circulation per open hour statistics indicate an increase in open hours would be warranted in Upsala. If successful, the Senior Library Aide pilot could provide an expansion in open hours.

## WAITE PARK



Location Statistics								
Location	Date Joined GRRL	Date Opened	Collection Size	2015 Circulation	Total Floor Space (Sq Ft.)	2015 Open Hours	Public Internet Stations	Public Catalog Stations
Waite Park	1969	1963	16,642	124,248	3,472	30	5	2
Express Check Feasibility			Facility Highlights					
Desk Configuration	Wiring	Holds Self Pick Up	Staff Work Area	Study Rooms	Separate Meeting/ Programming Space	Is space leased/rented?		
Express station installed in September 2013.	Sufficient	Yes	Crowded, with no private area for the LSC. Four staff computer workstations.	None	None	Owned by city.		

The Waite Park library was remodeled and expanded in 2003. It has plentiful parking. The space is used to its fullest potential yet struggles to meet the demands of a growing community. The use of the Waite Park branch did not decline despite the opening of the new St. Cloud Public Library, and expansion or relocation is needed to keep up with circulation and use. Additional wiring would be needed to support any additional technology. Building improvements and expansion are needed to keep pace with patron demand. Additional room is needed for the collection and dedicated spaces for programming, meeting, and studying are needed. Staff need a private staff work/break area.

This lack of space is very apparent when staff empty the bookdrop. The number of items in the bookdrop is too high to be checked in by staff due to the cramped work area. As such, Waite Park sends 3-5 bags of items directly to St. Cloud for check in each day.

A Reading Garden behind the library is scheduled for completion in 2016. This area will be available for outdoor library programming as well as general patron use.

**Express Check Feasibility:** Waite Park has had a station for a long time but usage remains low. The station has recently been relocated, which has helped, and staff continue working on ways to increase usage.

**Open Hours Adjustments:** More open hours are needed, but the current facility would not support increased activity.

## ALTERNATIVE SERVICE MODEL RECOMMENDATIONS

### LOCAL MATERIAL DELIVERY/RETURN

#### RECOMMENDATION

Offer this extension of library service to communities with local funds to support the additional costs of operation, including delivery and network connection. Develop a service agreement that outlines the responsibilities for GRRL and the community and criteria for adding or discontinuing the service.

#### DESCRIPTION

Other library systems have used this model to extend services to communities without libraries. A locker system is a secure depository for materials requested by library patrons. Hugo public library installed a locker system serving 205 borrowers in 2011. The Hugo Library Express operated with 2 day/week delivery using a 40-locker unit. The service includes lockers and a book return that are accessible 24 hours/7 days a week. Patrons are notified when their items are available. A library computer kiosk for ordering materials is located inside the city hall and is available during regular business hours.



Book returns ranged between 125 and 900 items per month. Usage between the lockers and book return seemed to correlate. The Hugo population is approximately 13,000. It is 10-15 minutes away from the nearest libraries in Forest Lake and Mahtomedi.

Current hold and request levels at existing GRRL locations greatly exceed the capacity provided by a locker system, even in the smallest libraries. A locker system and book return capacity would be limited by the frequency of the delivery. This alternative service option would need to be evaluated regularly to ensure demand would not outstrip the number of lockers for holds or book return space available.

## LOCKER SYSTEM INFORMATION

Capacity	40 to 160 compartments per controller* (maximum of 8 units)
Pricing (estimated)	10 compartment unit with controller \$14,500 40 compartment unit with controller \$45,000 Could include more compartments if smaller sizes are selected. Includes complete turnkey installation.
Book return	\$3,500-5,000

*\*Controller – The system which connects the library and the locker system allowing the library to set and reset codes for access.*

### Patron Benefit

- More convenient access to library materials for residents without a library in their community.

### Additional costs for this service model

- Delivery time: Time will depend on location, whether it is close to a current delivery route, and number of delivery days. Each stop will need to include time for loading and unloading lockers and emptying book return. Washington County averages 15 minutes per stop.
- Controller connection
- Time to process incoming/outgoing delivery and returns – dependent on usage and number of delivery days.

### Other considerations

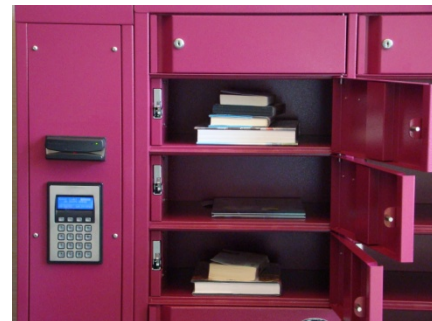
- A notification system will need to be developed
- Expired holds period for items at this location
- Number of delivery days
- Checkout period
- Whether to offer other services – PAC or Internet station, wireless

OTHER PHOTOS

VICTORIA



ANOKA





GRANVILLE, NORTH CAROLINA



LIVERMORE, CALIFORNIA



### RECOMMENDATION

Offer this extension of library service to communities or organizations with local funds to support the additional costs of operation, including delivery of materials. Develop a service agreement that outlines the responsibilities for GRRL and the community or organization and criteria for adding or discontinuing the service.

### DESCRIPTION

GRRL staff transport a small collection of library materials to a municipality on a monthly basis. GRRL staff loan these materials to the public over an agreed upon period of time. No GRRL library materials or equipment are stored on site. This service is similar to East Central Regional Library Outreach Services and Lake Agassiz Regional Library LINK sites.

Continuation of the service will be evaluated annually to gauge usage. If usage levels are not above 20 items per service hour, this service will be discontinued.

#### **Patron Benefit**

- More convenient access to library materials for residents without a library in their community.

#### **Criteria for establishing**

- Population - GRRL will consider establishing mini libraries in communities serving 700 or more. This population will be determined by the latest census or state demographer's estimates.
- Building Space - The municipality must provide an adequate building for the provision of this service. It must be air conditioned in summer and heated in winter. It must be large enough to provide adequate space for browsing library materials, staffing and checkout. Cities must provide a telecommunications data line to connect with the GRRL catalog. The building must be convenient to load and unload library materials. The building must meet all applicable ADA criteria for accessibility. The community must provide suitable furniture or tables for display of materials.
- Location - The location must be in a centrally located public area in the community.
- Drive Time - Consideration would be given to establishing such services if there were no GRRL libraries or other outreach services within 15 minutes drive time from the community.
- The city must provide Internet connectivity to allow for on-line circulation functions on site.

#### **Criteria for discontinuing services**

- Circulation - GRRL will periodically evaluate usage in the community. Significant decreases in usage over time may result in the discontinuation of services.
- Staffing or budget limitations - GRRL reserves the right to discontinue such services if funding for staff, library materials, technology or delivery services is no longer available to provide for them.

- A community mini library would be discontinued if a library were to be opened in that community or within 15 minutes drive time of the community.

#### **Additional costs for this service model**

- Staff time and travel: Expenses will depend on proximity to other libraries. Each stop will need to include time for loading and unloading library materials. Estimated staffing needs per stop: 4 hours per month Library Assistant, 4 hours per month of Library Aide, and drive time (depending on route).

#### **Other considerations**

- Would patrons be allowed to request materials? If so, loan periods may need to be adjusted and additional time allocated for processing materials.
- What type of collection is desired by the community? Additional contributions by the community may be required if popular materials are desired as part of the available collection.
- Large demands for this service may require additional investment in library vehicles and potential storage.

### RECOMMENDATION

Offer this extension of library service to communities or organizations with local funds to support the additional costs of operation, including delivery of materials and security of the collection. Develop a service agreement that outlines the responsibilities for GRRL and the institution and criteria for adding or discontinuing the service.

### DESCRIPTION

GRRL staff transport a small collection of library materials to an institution on a monthly basis. The institution agrees to handle the loan of the materials on-site. The institution also accepts responsibility for the loss or damage of the materials. This service is currently extended to a few existing institutions based on previous arrangements. Senior living facilities are an example of an institution this model could serve.

#### **Patron Benefit**

- Access to library materials for residents without reliable transportation or means to travel to the library, such as those living in senior living facilities.

#### **Criteria for establishment**

- Preference will be given to establishing these collections in communities not currently served by libraries or other outreach services.
- Preference will be given to the establishment of these collections in facilities in which mobility or disability of the residents is a barrier to accessing library services.
- A committed staff person on-site to manage and monitor the collection and coordinate with library staff.

#### **Criteria for discontinuing services**

- Circulation - GRRL will evaluate usage periodically. Significant declines in usage over time may result in service being discontinued
- Staffing limitations or budget limitations - GRRL reserves the right to discontinue such services if funding for staff, library materials, and delivery services is no longer available.
- Loss of library materials - If library materials are not returned on a timely basis and/or become lost, the library reserves the right to be compensated for the lost materials. If payment cannot be made for these items, this service may be discontinued until payment has been made. Service will be resumed upon receipt of complete payment.

**Additional costs for this service model**

- Staff time and travel: Expenses will depend on proximity to other libraries. Each stop will need to include time for loading and unloading library materials. Estimated staffing required: 1 hour per week Library Assistant; 1 hour per week Library Aide.

**Other considerations**

- Would patrons be allowed to request materials? If so, loan periods may need to be adjusted and additional time allocated for processing materials.
- If onsite programming is desired, this enhanced service would require 2 hours Patron Services Librarian time per program.

## LOCAL BOOK RETURN

### RECOMMENDATION

Offer this extension of library service to communities with local funds and resources to support the additional costs of operation, including delivery of materials. Develop a service agreement that outlines the responsibilities for GRRL and the community and criteria for adding or discontinuing the service.

### DESCRIPTION

Provide a local book return in cities without library facilities. Location would need to be visible and near other public facilities that are regularly monitored by local city staff to ensure security of library materials. Returns would be picked up by GRRL Distribution staff on a regular basis. Returns must be placed for easy access for emptying materials and in an area protected from weather elements.

Continuation of the service will be evaluated annually to gauge usage. If usage levels are not above 100 items per pick up, this service will be discontinued.

### BOOK RETURN INFORMATION

Book return	Estimated \$3,500-5,000
Capacity	Approximately 200-500 books/media cases

### Patron Benefit

- More convenient return of library materials for residents without a library in their community.

### Additional costs for this service model

- Staff time and travel: Time will depend on location and whether it is close to a current delivery route and number of delivery days. Each stop will need to include time for emptying book return.

### Other considerations

- Frequency of stops may impact loan periods and availability of materials for other patrons.



## E-BOOK DOWNLOAD STATION

### RECOMMENDATION

Offer this extension of library service to communities with local funds and resources to support the additional costs of operation. Develop a service agreement that outlines the responsibilities for GRRL and the community and criteria for adding or discontinuing the service.

### DESCRIPTION

Provide an OverDrive download station to allow easy access to the GRRL Digital Library collection. Location would need to be visible and near other public facilities that are regularly monitored by local city staff to ensure security of library materials.

### DOWNLOAD STATION INFORMATION

Kiosk terminal	Estimated \$9,000-\$15,000
Connection	City would need to provide ethernet cable, Internet connection and electrical wiring for the station.
Software maintenance	Annual maintenance for the software is estimated at \$550.

### Patron Benefit

- More convenient access to electronic library materials for residents.

### Additional costs for this service model

- Due to demand on the regional Digital Library collection, local funding would need to be provided annually to purchase additional content.

### Other considerations

- If GRRL expands to other ebook providers, they will not be supported on the Overdrive platform.

**RECOMMENDATION**

Test this model of library service in communities with existing libraries with a high rate of requested materials and high levels of wireless and/or public Internet usage.

If tests prove successful, offer the extension of this library service to new communities with local funds and resources to support the additional costs of operation, including the purchase of a new materials-only collection. Develop a service agreement that outlines the responsibilities for GRRL and the community and criteria for adding or discontinuing the service.

**DESCRIPTION**

Library would feature only a new materials collection – items that are less than 6 months old. These materials would not be available for request to other libraries in the system until they have aged out of the collection. At least one copy of each item in this collection would be available for request at other libraries in the region. All items returned from other libraries would be transported and distributed back to the original location.

Space and staffing would focus more on information and technology services, such as 1:1 computer assistance, digital inclusion efforts, Digital Library assistance, and reader’s advisory. This model has been successfully used in the Victoria Public Library in Carver County.

**Patron Benefit**

- Better browsing experience and improved access for patrons served by the individual library.
- Improved public access technology services, including basic computer assistance.

**Additional costs for this service model**

- Additional wiring would be required in order to offer more technologically focused library service. Additional equipment, such as scanners, computers, monitors or other devices would need to be purchased.
- Additional delivery time to process returns from other libraries and redistribute these materials.
- Depending on technology services desired, additional training for staff or investment in support may be required.
- Cataloging for the items in this collection may require additional time due to their non-floating status.

**Other considerations**

- Patrons from other areas of the region who are accustomed to requesting materials from any library in the system may be frustrated that the collection is unavailable for requests.

OTHER PHOTOS

VICTORIA



**EXTENDED OPEN HOURS**

<b>Library</b>	<b>Current weekly open hours</b>	<b>Recommended change</b>	<b>Recommended weekly open hours</b>	<b>Reason for recommendation</b>	<b>Funding Source</b>
Big Lake	26	Increase 6	32	Average circulation/ open hour, 10-year increase in borrower numbers	Est. 3 hours through increased Express Checkout utilization. Remainder would require additional staffing allocations.
Clearwater	20	Increase 3	23	Average circulation/open hour, 10-year increase in borrower numbers	If successful, the installation of a new Express Checkout in 2016 has potential to increase staffing availability for additional open hours.
Delano	40	Increase 3	43	Average circulation/open hour, 10-year increase in borrower numbers	Through increased Express Checkout utilization some additional open time may be possible. Remainder would require additional staffing allocations.
Pierz	23	Increase 2	25	10-year increase in circulation per hour, 10-year increase in borrower numbers	If successful in other libraries, a Senior Library Aide position or Express Checkout station could provide an expansion in open hours.
Upsala	20	Increase 3	23	Average circulation/open hour	If successful, the Senior Library Aide pilot could provide an expansion in open hours.

### **Additional Notes**

Increasing open hours at locations above base levels or adding options like Sunday hours could be considered if locally funded. GRRL would need to create a new process and the city would need to agree to provide ongoing funding for at least a five-year period. Expanded open hour services using this option would be dependent on continuation of local funding.

## EXPRESS CHECKOUT EXPANSION

Express Checkouts have been used at GRRL and other library systems across the country to enhance patron service. The goal for expansion of Express Checkout at GRRL is to increase patron access to public service staff for enhanced customer service experiences and outreach to the community.

Libraries with Express Checkout stations include: Becker, Buffalo, Delano, Elk River, Monticello, St. Cloud, St. Michael, Staples and Waite Park. In 2016, stations are being installed in Clearwater and Big Lake.

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### CRITERIA FOR FUTURE STATIONS

- Building readiness
- Self pick up of holds
- Circulation over 100,000
- Low staffing levels - enhance desk coverage
- Staffing levels with potential for open hours increase
- Percent of circulation attributed to hold activity

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### POTENTIAL NEXT LOCATIONS FOR EXPRESS CHECKOUT PLACEMENT

- Albany
- Annandale
- Cokato
- Foley
- Melrose
- Rockford
- Royalton

Analysis of Express Checkout feasibility for each location is included in the Facility Assessments.



## ALTERNATIVE SERVICES CONSIDERED BUT NOT RECOMMENDED

### BOOKMOBILE

#### RECOMMENDATION

The long-term direct and indirect costs of offering this service would require substantial investment. The service would have limited availability due to scheduling. Reinstatement of bookmobile service at GRRL is not recommended.

#### BOOKMOBILE INFORMATION

Capacity	Approximately 2,000 items, determined by length and height of vehicle
Pricing (estimated)	\$200,000-250,000

#### Additional costs for this service model

- Staff time: A best practice of other library systems with bookmobile service is at least two employees scheduled for each open hour for security reasons.
- Insurance and maintenance for the vehicle.
- Mobile internet access to ILS

#### Other considerations

- Length and height of vehicle limits collection size, and also is a factor in the type of driver's license required to operate the vehicle.
- Safety standards for operating these types of vehicles are becoming more stringent.
- Storage of the vehicle would need to be determined.
- Vehicle would need to be replaced approximately every five years. Number of stops and amount of usage would impact the replacement cycle.
- Mobile Internet access may be poor in some parts of the region

## LIBRARY WITH LIMITED OPEN HOURS (LESS THAN 20)

### RECOMMENDATION

Regional Library Telecommunications Aid supports network connectivity in all GRRL locations. This funding requires operating libraries at least 20 hours weekly. The reduction in staffing costs, as a result of reducing open hours in a library to less than 20 hours per week, does not offset the loss of this funding. Reducing open hours in existing libraries below 20 hours weekly is not recommended.

#### Other considerations

- Telecommunications costs for a library open less than 20 hours weekly could be reduced if a lower quality DSL Internet connection would be acceptable. A past pilot project demonstrated that cable and DSL internet connections are not sufficient to effectively run Horizon, the library's Integrated Library System which sustains basic operations.

## AUTOMATED LIBRARY KIOSK

### RECOMMENDATION

Estimated costs for a stand-alone library kiosk are \$115,000-\$200,000. With maximum holding capacity of 800 items, the number of patrons this service would serve would be substantially fewer than even the smallest branch. The long-term direct and indirect costs of offering this service would require substantial investment. The addition of automated library kiosks is not recommended at this time.

#### Additional costs for this service model

- Delivery time: Time will depend on location, whether it is close to a current delivery route, and number of delivery days. Each stop would need to include time for loading and unloading the kiosk and emptying the book return.
- Network connection would need to be maintained.
- Time to process incoming, outgoing delivery and returns – dependent on usage and number of delivery days.
- Maintenance for the system would cost an estimated \$3,000-\$4,000/year.

#### Other considerations

- Location would need to be visible and near other public facilities that are regularly monitored by local city staff to ensure security of library materials.
- Book return would need to be provided. This would require additional staff time for pick up and delivery.

### RECOMMENDATION

Based on existing levels for requested materials, demands for this service would likely outstrip any funding available. Meeting the needs of homebound patrons would be more sustainable through other alternative services or partnerships with outside agencies. The reinstatement of Mail-a-Book service is not recommended at this time. Should the need to expand outreach services continue to grow and dedicated funding become available to add the service, this recommendation should be reconsidered in the future.

RECOMMENDATION

In order to ensure consistent levels of library service throughout the region, a revised branch agreement is proposed. Several GRRL libraries have branch agreements that are out of date. The standard branch agreement language currently in place has resulted in areas of confusion regarding city and GRRL responsibilities. It is recommended the GRRL Board of Trustees pass the revision below and renegotiate agreements with all cities for continued provision of library service.

### Library Branch Agreement

**THIS AGREEMENT**, made and entered into this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_, by and between the City of \_\_\_\_\_, a municipal corporation, hereinafter collectively referred to as “CITY,” and Great River Regional Library, a public regional library system established under Minnesota Statutes, hereinafter referred to as “GRRL.”

WHEREAS, the \_\_\_\_\_ City Council, by written action, has established a branch library of the Great River Regional Library System in the City of \_\_\_\_\_.

NOW, THEREFORE, the parties hereto wish to commit in writing the terms and conditions under which the CITY, will be affiliated with GRRL, and in consideration of the premises, the parties do hereby agree as follows.

1. **SERVICES.** Throughout the term of this agreement GRRL agrees to provide basic system services as defined in Minnesota Statute 134.001, Subdivision 5. These services shall include, but shall not be limited to, communication among parties, resource sharing, delivery of materials, reciprocal borrowing, and cooperative reference service. In addition, the following specific services shall be provided:
  - A. Determination and development of services to be provided with input from citizens of the communities.
  - B. Development and carrying out of all library policies. GRRL maintains uniform policies for all library services and to minimize confusion no individual policies for the \_\_\_\_\_ location will be maintained.
  - C. GRRL administrative staff determines hours of service with input from local residents.

- D. The GRRL staff is responsible for selection of library materials for all GRRL libraries. All materials purchased for any library are to be ordered through GRRL regardless of the source of funds. Local citizens are encouraged to make suggestions for collection development and GRRL staff will evaluate those recommendations utilizing the library's Collection Development Policy. Gift materials, monetary donations, and equipment will be accepted under the provisions of GRRL policies.
- E. Personnel administration: GRRL is responsible for the selection, training and employment of all branch personnel. The GRRL Board is responsible for maintaining a region-wide pay schedule and personnel policy for all GRRL personnel. All decisions relating to promotion, demotion, hiring or termination are the responsibility of GRRL.
- F. GRRL will insure all building contents, including materials, which are owned by GRRL.
- G. Miscellaneous services – telephone service, delivery service, purchase of essential operating supplies and all other responsibilities not directly associated with the provision and maintenance of physical facilities. Services beyond established GRRL base-level services will be the responsibility of the City.
- H. Automation equipment, software and licenses required to perform assigned GRRL functions. GRRL maintains a centralized integrated library automation system and is a MnLINK participant. Computers are to be used for library purposes only. No hardware or software can be added to any GRRL computer without the authorization of library administration.
- I. All library Internet access will be provided through GRRL, to assure compliance with the state and federal regulations and funding requirements. GRRL will provide an Internet connection to operate the GRRL- sponsored integrated library system as well as public computing stations and public wireless services.

2. **EQUIPMENT AND FURNISHINGS.** In connection with the location of a branch library in the City of \_\_\_\_\_, the City of \_\_\_\_\_ will provide appropriate equipment and furnishings for the library as determined by GRRL policy. It is the understanding of the parties hereto that the title to the said equipment and furnishings will remain with the CITY throughout the term of this agreement. If during the term of the agreement the equipment and furnishings shall be deemed to be obsolete or shall need replacing, then the original furnishings and equipment shall be returned to the City of \_\_\_\_\_ for sale or other disposition. In the event that the equipment provided by the City of \_\_\_\_\_ becomes inadequate for the provision of library service, the CITY shall have ninety (90) days to provide acceptable equipment before this agreement may be terminated.

3. **LIBRARY FACILITY.** Throughout the term of this agreement, the City of \_\_\_\_\_ will provide a facility to serve as the location of the GRRL branch library based on the standards as outlined in GRRL policy.

All costs associated with operation and upkeep of the building, including, but not limited to custodial services, utilities, insurance, and building maintenance will be paid for by the CITY without offset or reimbursement to or from the GRRL funds or appropriations. The CITY, its employees and agents, will be allowed to access the said building in order to provide janitorial

services and maintain the building. Janitorial and trash removal services will be provided on at least a weekly basis. The CITY will make necessary arrangement to provide for all necessary maintenance and repair of the buildings and grounds, including but not limited to raking, lawn mowing and timely snow removal. The facility needs to meet the following requirements:

- Adequate air conditioning and heating.
- Adequate space to meet its service, operation and storage needs.
- Complies with local or state ADA parking requirements, whichever is greater.
- Complies with federal, state and local restroom requirements.
- Has an exterior book drop in a well lit area. If it empties into the interior of the library, it must be contained in a fireproof room.
- New buildings or remodels are done in consultation with an architect with library experience approved by GRRL.
- Size and space requirements are met as established through a GRRL space needs analysis.
- Pass GRRL safety audit standards and meet library insurance carrier requirements.
- Complies with GRRL policies and includes GRRL branding for building identification and internal signage.
- Interior space is well maintained to GRRL standards including walls, paint, wiring and flooring.

4. **ADDITIONAL CITY RESPONSIBILITIES.** In connection with the operation of a branch in the City of \_\_\_\_\_, the CITY shall be responsible for the following:

- A. The host location must meet maintenance of effort requirements throughout the term of this agreement. Libraries must receive financial support sufficient to qualify for state and federal aid;
- B. Development and interpretation of policies related to meeting room use (if applicable);
- C. Support of special programming such as discussion groups, lectures, art exhibits and children’s programming;
- D. Support for provision of adequate funding for regional library service programs with local, state, and federal authority;
- E. Development of additional local funding (taxes, gifts, etc.) for supplementary materials and equipment; and
- F. Establishing “Rules of Behavior”, satisfactory to GRRL; this will be enforced by the City or County Law Enforcement. GRRL will, upon request, provide examples of previously approved behavior codes.
- G. Libraries must abide by the policies established by the GRRL Board of Trustees.

5. **FIRE AND EXTENDED COVERAGE INSURANCE.** CITY as its sole cost and expense, shall keep the building and all improvements appurtenant thereto, and all fixtures and equipment therein, insured for the benefit of the CITY against loss or damage by fire and against such other risks as



are or shall be customarily covered with respect to buildings similar in construction, general location, use, and occupancy, including, but not limited to, windstorm, hail, explosion, vandalism, riot and civil commotion, damage from vehicles, smoke damage, and such other damage as may be deemed necessary by the CITY.

6. **PERSONAL PROPERTY INSURANCE.** GRRL shall maintain insurance coverage upon all personal property owned by GRRL including library materials and equipment. The CITY shall maintain insurance coverage upon all other personal property including that of the CITY or the personal property of any others kept, stored, displayed (visual arts) or maintained on the \_\_\_\_\_ Library premises against loss or damage by fire, windstorm, or other casualties for such amounts as GRRL or the CITY may desire.
7. **GIFTS AND ENDOWMENTS.** After the execution of this agreement, all property, except library materials and equipment, given, granted, conveyed, donated, devised, or bequeathed to, or otherwise acquired by the CITY shall vest in, and be held in the name of the City of \_\_\_\_\_. All library materials and equipment so acquired by the CITY will be handled in accordance with the provisions of GRRL policy.
8. **EMPLOYEES.** GRRL will employ such individuals as it deems appropriate to provide the necessary library services associated with operating the branch library. The salary, employment schedule and job description for all employees will be established by GRRL. Any employees will serve under the terms of the GRRL Personnel Rules and Policies.
9. **TERMINATION OF AGREEMENT.** This Agreement shall remain in full force and effect until terminated by either party at the end of any GRRL fiscal year, by providing written notice of resignation at least three (3) full calendar months prior to the end of such calendar year. If the City fails to fulfill its obligations under this Agreement in a proper and timely manner, or otherwise violates the terms of this Agreement, GRRL has the right to terminate this Agreement.

The GRRL Board of Trustees, at a regular meeting, by a two-thirds (2/3) vote of those present and voting (assuming a quorum), may terminate the membership of any library in violation of any requirements of this agreement, provided that notice of such meeting shall specifically state that such termination shall be one of the items of business to be considered at the meeting.

If the agreement is terminated the City agrees to:

- a. Return all items borrowed from GRRL and from other Minnesota libraries through statewide resource sharing networks.
- b. Return all items borrowed from library customers as part of the regional reciprocal borrowing services or as part of Minnesota's Reciprocal Borrowing Compact.
- c. Allow GRRL staff and Internet service provider to remove all telecommunications equipment owned by GRRL but located on site.
- d. Return all materials, equipment or other items received from GRRL for which the ownership has not been transferred.

Cities terminating the agreement cannot re-apply for services until a minimum of three years has passed from the date of termination. Termination does not relieve the party of any current

obligations, including state library maintenance of effort requirements. Cities that terminate services can make no future claims against GRRL.

Upon termination of this Agreement by either party, the operation of the branch library will cease. Each party will be responsible for removing its property from the facility. GRRL will remove its property from the branch facility within 30 days of the closing of the branch location.

- 10. **NOTICES.** All communications and notices required to be given or served hereunder shall be in writing and shall be deemed to have been duly given or served if delivered in person or deposited in the United States Mail, postage prepaid, for mailing by certified or registered mail, return receipt requested, and addressed to a party to this agreement at the address hereafter stated:

Executive Director  
Great River Regional Library  
1300 W St. Germain Street  
St. Cloud, MN 56301

City Administrator  
City of \_\_\_\_\_

- 11. **BINDING EFFECT.** This agreement shall be binding on and shall inure to the benefit of the parties hereto and to their assigns and successors in interest.
- 12. **AMENDMENT, MODIFICATION, AND WAIVER.** No amendment, modification, or waiver of any condition, provision, or term hereof shall be valid or of any effect unless made in writing, signed by parties hereto and specifying with particularity the extent and nature of such amendment, modification, or waiver. Any waiver by any party of any default of another party shall not affect or impair any right arising from any subsequent default.
- 13. **SEVERABLE PROVISIONS.** Each provision, section, sentence, clause, phrase, and work of this agreement is intended to be severable. If any provision, section, sentence, clause, phrase, or work hereof is illegal or invalid for any reason whatsoever, such illegality or invalidity shall not affect the validity of the remainder of the agreement.
- 14. **MINNESOTA LAW.** This agreement shall be construed and enforced in accordance with the laws of the State of Minnesota.
- 15. **ASSIGNMENT.** Neither party may assign its interest hereunder without the express written consent of the other party.

IN WITNESS WHEREOF, the parties have caused this agreement to be executed the day and year first above written.

CITY OF \_\_\_\_\_

\_\_\_\_\_  
Mayor

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City Clerk

**GREAT RIVER REGIONAL LIBRARY**

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Library Executive Director

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President, GRRL Board of Trustees

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Secretary, GRRL Board of Trustees

## NEW BRANCH CONSIDERATION PROCESS

### RECOMMENDATION

To clarify responsibilities of local cities and GRRL, the following steps are recommended as an addition to current GRRL processes. These steps clarify the process for new branch .

### STEPS REQUIRED FOR NEW BRANCH CONSIDERATION

1. City makes an official request by resolution for addition of a new branch location to the GRRL Board.
2. Upon GRRL Board approval, GRRL management provides the City and the GRRL Board with a full analysis of the requirements needed for new branch service, including start-up and ongoing operational costs.
3. City takes official action by resolution to show it is prepared to meet the requirements outlined for new branch service and presents its proposal to the GRRL Finance Committee for consideration and recommendation to the full GRRL Board of Trustees.
4. The GRRL Board considers the proposal. Any new branch service ongoing operational costs are incorporated into future GRRL budgets.

## NEW BRANCH LIBRARY REQUIREMENTS

### RECOMMENDATION

To clarify responsibilities of local cities and GRRL, the following steps are recommended as an addition to current GRRL *100 Service and Administration, Chapter 3D. Library Development Policy, 3. New Libraries*:

- Library buildings and their primary area of service must be within the following Minnesota counties: Benton, Morrison, Sherburne, Stearns, Todd, and Wright.
- The city wishing to add a new GRRL library location needs to meet all GRRL specifications for community size, facility space and distance from other GRRL libraries as outlined in GRRL policy and the GRRL Branch Agreement or other requirements set by the GRRL Board of Trustees.
- Start-up costs for new library facilities are the responsibility of the host city to be provided through local funds. These costs include but are not limited to:
  - Library equipment and furnishings – funding for staff and public computers, network equipment, copier, telephone, Express Checkout machine. Equipment must meet minimum GRRL standards as outlined in policy to ensure compatibility with existing systems.
  - Opening Day Collection – Funding for a physical collection of a size adequate to meet the size of the community. Per policy materials for a new collection would need to be 70 percent of the shelving capacity of the new facility. At least 75 percent of the materials would be newly purchased with 25 percent being drawn from the existing GRRL collection.
  - Any other items needed to open the library and meet GRRL specifications as determined by library administration and the GRRL Board.
- The following services and related equipment will be provided as part of regional library operations:
  - Provision of basic telephone service and Internet connections
  - Equipment maintenance
  - Collection maintenance – including future purchases and de-acquisitions (weeding)
  - Hiring and training of staff and determination of staffing levels
  - Provision of programs and services
- Furnishings and shelving purchased by the city must be approved by GRRL. Furnishings and shelving will remain as property of the city that will bear the responsibility of maintaining the facility and furnishings as outlined in the branch agreement. All purchased equipment will

become the property of GRRL and must be approved by GRRL who will bear the responsibility of maintaining library operations as outlined in the branch agreement.

## MINIMUM LEVEL OF SERVICE

### RECOMMENDATION

To clarify responsibilities of local cities and GRRL, it is recommended to establish a minimum level of library services provided by GRRL. The following minimum level of service is defined as the basic GRRL library services delivered at every library throughout the region. The total amount of services delivered will be dependent on facility space, population size of community and surrounding area, proximity to other libraries, active registered borrowers, and patron demand.

#### Collection

- Shared and Floating - The collection is shared and floats freely among all GRRL libraries.
- Broad audience - Materials are purchased in a variety of formats representing a wide variety of views and tastes.
- Community driven - Patrons may suggest specific titles for purchase. Whenever possible, Interlibrary Loan will be offered for items GRRL does not purchase.
- Delivery - Delivery of requested material is provided on a regular basis.
- Collection maintenance - Library materials are systematically evaluated to facilitate the repair or withdrawal of damaged, unused or obsolete materials from the collection.

#### Technology

- Wireless - Public wireless Internet is available for web browsing from most devices.
- Internet station - Computer workstations with software are provided for public use.
- Public Access Catalog - Computer workstations are restricted to library catalog use and accessing library provided databases or services.
- Copying - Copiers are available for patrons to use for a fee per page.
- Printing from public computers - Patrons may print from GRRL computer workstations for a fee per page.

#### Locally delivered public services

- Information services - Reference, reader's advisory and technology assistance provided in-person or over the phone.
- Circulation services - Registration of library cards, check out and check in of library materials. Automated telephone or email notification for requested materials.
- Programming services - Programs for all ages: pre-k, school age, teen, and adult with a minimum of 25 programs annually. A minimum of one outreach event per library community annually.



## Regionally delivered public services

### Web-based

- Online catalog - The library catalog is maintained to reflect library holdings and facilitate convenient 24/7 access to library materials.
- Digital Library - eBooks and eAudio materials are available through the library's website.
- Virtual reference – Email reference available during library open hours. Chat reference available 24/7 through statewide AskMN consortium.
- Subscription Databases - Patrons have access to databases on various topics that are subscribed to by GRRL or Electronic Library of Minnesota (ELM).

### In-library

- Book-a-Librarian - Personalized face-to-face sessions with a librarian by scheduled appointment.
- Programming
  - Arts & Cultural Heritage Programs (grant dependent)
  - Summer Reading Program
  - Winter Reading Program
- Marketing and publicizing programs and services

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## CRITERIA FOR SCALE OF SERVICES DELIVERED

The number of public and staff computer stations will be dependent on facility size and wiring capacity. Additionally, total Internet usage, borrowers, and open hours will be used to determine the number of stations assigned to a library. A minimum of one public access catalog, two public Internet station and two staff computer work stations will be provided in each library.

The amount of programs, marketing and publicity will be dependent on the number of borrowers served at each library and grouped by Tier.

Tier	Open Hours	Borrowers	Minimum annual program levels
1	20-23	400-1,300	25
2	24-40	1,300-4,000	30
3	41-49	4,000-20,000	40
4	50 or more	20,000 or more	200

## BRANCH FACILITY NON-COMPLIANCE PROCESS

### RECOMMENDATION

To clarify responsibilities of local cities and GRRL, the following steps are recommended if a GRRL facility is in need of updates or out of compliance with GRRL standards:

1. GRRL management and local staff will notify city officials of facility branch agreement non-compliance issues, such as maintenance needs, wiring requirements, or safety concerns.
2. GRRL management and local staff will work with city officials to develop an action plan to address identified issues.
3. All notifications and actions will be included in management and building reports to the GRRL Board of Trustees.
4. If unsatisfactory response from the city, management will share concerns with the GRRL Board and request approval of next steps for action. These steps will include:
  - An identified timeline for improvements based on safety, security and/or other issues.
  - Presentation of the city's response to management concerns (if any).
  - Proposed level/s of response if GRRL needs/expectations are not met.

If issues remain unresolved for an unsatisfactory amount of time, GRRL Board may vote to suspend services as outlined in the GRRL Branch Agreement.

## ALTERNATIVE LIBRARY SERVICES

### RECOMMENDATION

Great River Regional Library system has focused resources to deliver the highest quality patron experience in the 32 libraries across six counties. These existing libraries are located within 15 minutes driving distance to the majority of the residents in the area.

Access to library services is a GRRL Strategic Plan Service Priority. Enhanced library service is desired by some communities without libraries within the service area. The alternative services identified here are those that could most feasibly be offered within the constraints of the existing service model.

Expansion of any library service would be dependent on the regional cost to add the service and/or local funds to support the service long-term. A community would need to demonstrate a desire for this type of service. Methods to determine resident interest would include a survey of residents and current GRRL library usage. Additionally, financial and political support from the community would be essential. Any facilities or service points require approval of library administration and the GRRL Board. The facility or service point would need to meet GRRL requirements and be maintained as long as the service was delivered.

If a community wants to add library service using one of the described alternative services, priority would be given to those with underserved communities as demonstrated by:

- Local literacy rates
- Percentage of registered borrowers
- Access to public transportation
- Number of homebound residents

Consideration would also be given to overall population size, proximity to existing library services, and traffic patterns.