LIBRARY BOARD

Mission Statement:

We link people in the city and beyond with the transforming power of knowledge.

Primary Businesses:

In January 2004, the Library Board adopted new mission and vision statements, a statement on how we achieve our mission and vision, and four key results. The four key results are as follows:

1. Responsive public library service of the highest quality
2. Centers of community and neighborhood vitality
3. Improved literacy among all patrons
4. Sound stewardship of resources

Key Trends and Challenges Impacting the Department: .

Sustained/increased demand for library services in a time of declining resources. Unlike the school system, for example, which faces declining enrollment, the Library has seen increased usage in recent years. Even after the reduction in hours in January 2004, the percentage decline in some indicators has been less than the percentage reduction in hours, in other words, business per hour open has increased. The dramatic cut in Local Government Aids requires the Library, along with City departments and the Parks, to change its expectations for future revenue and reexamine how to deliver services in this new environment.

Growth in non-English speaking households. The significant number of households who do not speak English at home presents a challenge to the Library to increase the availability of world language material, the outreach activity of our multilingual outreach staff, and our English language learning activity.

Growth in electronic access to information. The explosion of information available via the Internet is transforming the library business. Most patrons who use the Minneapolis Public Library each day do not walk in the front door of a library but rather come in through the website. Patrons' expectations of how they want to receive information are changing and they are interested in having material available in multiple formats. Subscriptions to electronic material raise issues about the Library's – and patrons' - access to archive material. Given that the ability to navigate information is arguably the key ability of a skilled workforce, the poor state of information literacy among most adults and teens (e.g. most adults believe that anything they read on the Internet is true) is a challenge for the community as a whole.

Illiteracy. Illiteracy in the broadest sense is a challenge for the Library. This includes early literacy and poor school readiness, elementary and secondary student achievement, proficiency in reading, speaking and understanding English, and information literacy.

Key Initiatives or Other Models of Providing Service to be implemented in 2005

Attached is the Library's strategic plan. Designed to achieve the four key results discussed above, it identifies 20 objectives, the measure for each objective, and the lead strategy. Staff is in the process of identifying target measures for each objective. Initiatives of note in 2005 are as follows:

- Increase early literacy instruction for parents and caregivers and, in partnership with the Minneapolis Public Schools and the association of school media specialist, develop basic instruction in information literacy for teens.
- Continue to implement express checkout and self pick-up of holds to free staff to focus on other patron services.
- Building on the 2004 start of 24/7 chat reference service offered in partnership with the Hennepin County Public Library, increase electronic services, including on-line learning and on-line customer services such as paying fines and applying for a library card.
- Increase technology instruction and staff support available at libraries.

Primary Business: Responsive public library service of the highest quality

Description of Primary Business: *The Library Board provides access direct and staff-mediated access to print and electronic information resources to the public.*

Key Performance Measures that are impacted by 2005 resources:

	2001 Actual	2002 Actual	2003 Actual	2004 Estimated	2005 Projected
Circulation	2,848,860	2,998,380	2,750,820	2,476,000	2,600,000
Reference Service	2,176,991	1,918,539	1,216,547	1,000,000	1,200,000
The LIST: Public Page Views		73,034	131,648	157,977	189,573
Unique Daily Website Visitors		392,077	565,295	678,354	814,025
Click through to Databases		123,202	139,377	167,252	200,703
Electronic Database Searches		184,948	341,836	410,203	492,243
INFORM Service Requests	1385	2517	4646	8164	8980

Explanation of Key Performance Measures: The above key performance measures demonstrate the usage of the library's materials for home use (circulation) and use in the Library. The Reference and Directional service figures provide an indicator of staff assistance both in-person and by telephone. Remote electronic access, available 24 hours a day, 7 days a week, is an important measure of the availability of the library's resources during open and closed hours.

Primary Business: Centers of community and neighborhood vitality

Description of Primary Business: *The individual libraries operated by the Library Board are important anchors in neighborhoods and strengthen the vitality of the City.*

Key Performance Measures that are impacted by 2005 resources:
The most important measure of whether libraries are vital centers in communities and neighborhoods is library usage during open hours. The Library is also working hard to find ways to increase library hours. Specific indicators are as follows:

	2001 Actual	2002 Actual	2003 Actual	2004 Estimated	2005 Projected
Visitor Count	774,922	898,131	696,204	560,000	600,000
In-Library Use of Materials	2,256,837	1,784,191	1,402,712	900,000	1,000,000
Library Program Attendance	66,417	60,189	62,556	33,000	50,000
Meeting Room Use/Attend.	42,327	40,264	25,216	20,000	25,000

Explanation of Key Performance Measures: The library plays a vital role in the community through providing meeting space and library programs to reach all segments of the community. Meeting rooms are used by book clubs, neighborhood organizations and other individuals and groups. The Library offers programs targeted to children, teens and various ethnic groups.

Primary Business: Improved literacy among all patrons.

Description of Primary Business: *The Library Board seeks to improve literacy among all patrons in four areas, early literacy, K-12 student achievement, English language learning, and information literacy.*

The strategy for improving literacy among all patrons is, in partnership with others, to strengthen programs and activities in areas of early literacy, K-12 student achievement, English language learning, and information literacy. The Library will develop evaluation mechanisms for each program or initiative to evaluate improvements in literacy. Other indicators are as follows:

Key Performance Measures that are impacted by 2005 resources:

	2001 Actual	2002 Actual	2003 Actual	2004 Estimated	2005 Projected
Franklin Learning Center Students	448	424	375	400	425
Homework Helper	9,599	10,696	10,054	10,000	12,000
Library Links!	26,249	12,883	15,169	12,000	14,000
Summer Reading Program attendance	12,368	16,486	11,108	12,000	13,000

Explanation of Key Performance Measures: The Franklin Learning Center is a literacy program of the Library. Other services include the Homework Helper (tutoring students), Library Links! Outreach program to immigrants, and the Summer Reading Program to encourage youth to read. Each of these programs, separately or together, contributes to improved literacy of users and residents of all ages.

Primary Business: Sound stewardship of resources

Description of Primary Business: *The Library Board is responsible for the sound stewardship of resources, including public and private funds, buildings, books and material, and technology.*

The most important measures of the Library's sound stewardship of resources are as follows: the percentage increase in revenue growth; the percent of total revenue that comes from sources other than LGA and property taxes; the extent to which we meet our asset management goals; and the extent to which our capital projects are on-time and within budget, and meet our service goals. Additional specific measures follow:

Key Performance Measures that are impacted by 2005 resources:

	2001 Actual	2002 Actual	2003 Actual	2004 Estimated	2005 Projected
% increase in Revenue	1.37%	10.96%	(11.01%)	(2.49%)	1.27%
% of Revenue, not LGA or Property Tax	8.59%	11.03%	10%	6.56%	6.21%
INFORM Revenues	$104,319	$102,112	$125,360	$125,000	$190,000

Explanation of Key Performance Measures: The above key performance measures demonstrate the usage of the library's materials for home use (circulation) and use in the Library.

Financial Analysis:

EXPENDITURE

In 2005, the Minneapolis Public Library Board's total expenditures increase by 7% to $20 million and 4.5 positions are added for a total position count of 246.50. Since the Library went through a major reorganization, some of the FTE's shifted between the divisions.

The budget for this independent board includes $49,800 for benefits administration which was centrally budgeted in the past. The Library Board's budget also includes $300,000 to begin phasing in General Fund overhead charges, previously known as City Management Services Fees. An additional $30,000 in the City's General Fund expenditures is covered through the Library Board's capital funds.

REVENUE

The Library Board's budget in 2005 shows a revenue increase of 2.2% due to several factors. Consistent with the City's tax policy, Property Taxes revenue is $12 million, a $463,000 increase from the previous year. Funding from the Federal Government is $66,000, a 33% increase over 2004. There is also an increase in Contributions and Rents. State Government funding, however, decreases by 2.4% to $6.8 million due to a reduction in the amount of LGA the city will receive in 2005.

MAYOR'S RECOMMENDED BUDGET

No changes were recommended by the Mayor.

ADOPTED BUDGET

No changes were adopted by the Council. If General Fund overhead charges are phased in over a five year period, the Library's annual General Fund overhead charges are estimated to be $660,800.

LIBRARY BOARD
Staffing Information

	2002 Adopted Budget	2003 Adopted Budget	2004 Adopted Budget	2005 Adopted Budget	% Change	Change
FTE's by Division						
Administration/Operations	23.50	23.50	17.00	26.50	55.88%	9.50
Central Library-Patron Services	116.70	116.20	67.10	45.70	-31.89%	(21.40)
Community Libraries-Patron Services	113.20	108.40	78.20	71.70	-8.31%	(6.50)
Collections/Technical Services	62.10	62.80	39.20	75.80	93.37%	36.60
Building Maintenance	49.50	49.50	37.50	19.00	-49.33%	(18.50)
Special Services	3.00	3.00	3.00	-	-100.00%	(3.00)
Partnerships and Development	-	-	-	7.80	-	7.80
Total FTE's	**368.00**	**363.40**	**242.00**	**246.50**	**1.86%**	**4.50**

Minneapolis Public Library
Strategic Plan – 2004 to 2006

Perspective	Objective	Measure	Strategy
Patrons and Stakeholders	Enhance library services, collection and activities to align with patron needs	Percentage of library services, collections and activities that are aligned with patron needs as identified in patron/stakeholder survey	Patron, stakeholder input informs annual work planning for collections, services, activities
	Enhance public support	Increased numbers of people supporting MPL through contributions, volunteering, advocacy, and supporting MPL in decision making	Work with the Friends to increase contributions, volunteers and participation with advocacy committee initiatives. Develop a communications plan to increase public coverage of MPL activities.
	Increase access & community usage of libraries	Usage data shows increase	Increase in hours open and use of libraries during open hours
	Enhance programs and services to promote patron literacy	Evaluation mechanisms show improved literacy	In partnership with others, strengthen programs and activities in areas of early literacy, K-12 student achievement, English language learning, and information literacy
	Assure a welcoming & safe environment	Percent of patrons, stakeholders, employees who report MPL provides a welcoming and safe environment	Improve the extent to which patrons experience a pleasant, safe, and secure environment through supporting staff to welcome all patrons and handle challenging situations.
	Assure patron/stakeholder satisfaction	Percent of patrons/stakeholders who report being satisfied to very satisfied with MPL services	Deliver library services, collections, and activities that are aligned with patron needs.
Financial	Develop management information & reporting tools	Management information tools are established and in place for regular reviews on key indicators; the information is used to make decisions.	Divisions identify, create, and report key management indicators
	Enhance revenue	Percentage increase in revenue growth and percentage of total revenue from sources other than property taxes and LGA is increased	Work with city and others to increase LGA funding from the state; seek increased grant and entrepreneurial revenue, and private and corporate contributions
	Align financial resources with strategic objectives	Percentage of budget that reflects year over year alignment with strategic objectives	Budget setting process based on implementing key results and strategic objectives

Minneapolis Public Library
Strategic Plan – 2004 to 2006

Perspective	Objective	Measure	Strategy
	Ensure sound resource management to protect assets	Percentage of asset management goals that are established and met	Each manager develops and implements management plan, including key measures
Internal Processes	Develop patron/stakeholder input processes	Annual plan for patron and stakeholder input is developed and implemented.	Develop and execute annual patron/stakeholder input processes on needs and satisfaction as part of the budget setting process and the development of the Library's strategic plan.
	Assure easy and intuitive access for patrons (remote, in-person)	Percentage of patron access points that are adapted to assure easy and intuitive access as reported by patrons	Based on patron survey results on ease of use and access, each division identifies priority areas for review and modification.
	Define the Library's comprehensive service delivery model	*Measures to be determined*	All operational decisions are evaluated considering the long-term needs.
	Successfully implement community & Central library capital projects	Percentage of projects on time and within budget and meet our service facility goals	Develop and implement plans and schedules for successful completion of capital projects
	Strengthen & streamline internal processes and systems	Number of high impact, critical internal systems that are strengthened or streamlined to have improved outcomes and add value Service level is maintained or increased with level staffing; in the event of expanded staffing, service level is significantly increased	Divisions identify and undertake review of key processes and systems in order to improve efficiency, effectiveness
Learning and Growth	Develop workforce plan	Workforce plan is established and implemented	Create a comprehensive workforce plan.
	Assure staff skills are aligned with critical outcomes on strategic plan	Number of managers that successfully implement annual development plan	Annual development plan, including funding, developed to implement strategic plan
	Assure accountability at all levels	# of Managers that successfully implement performance communication system	Improve performance communication system, including better identification of expectations and more frequent communication throughout the year

Minneapolis Public Library
Strategic Plan – 2004 to 2006

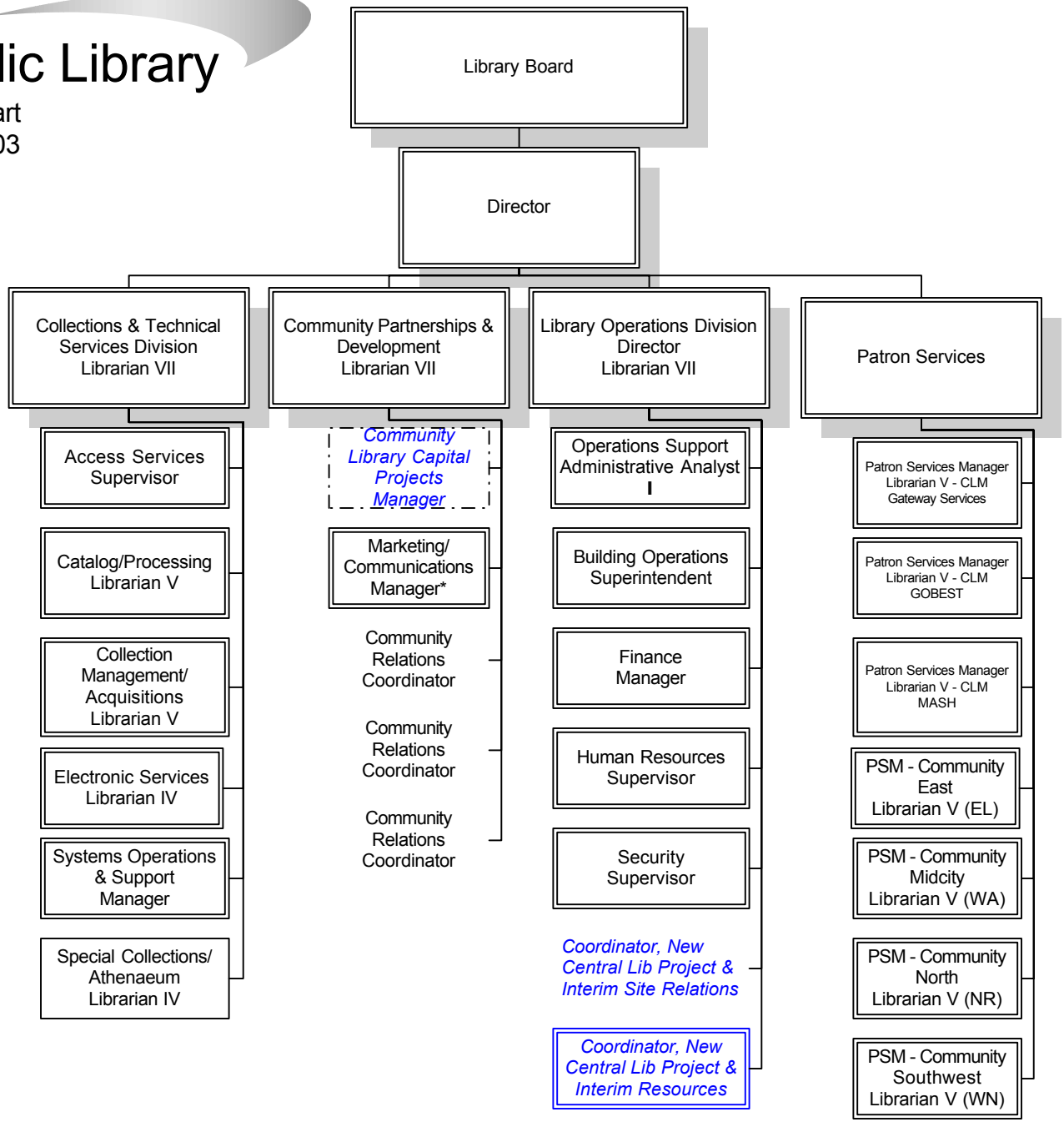
Perspective	Objective	Measure	Strategy
	Assure employees are valued and are engaged in problem-solving	Percentage of employees report feeling satisfied or very satisfied with the level of engagement and respect	Managers actively promote a culture of respect and dignity and include staff as appropriate in identifying and solving key problems as measured by an annual employee survey
	Develop a culture focused on the patron	Progress made towards integrating a patron focus in the Library culture.	Implement MPL strategic objectives

Minneapolis Public Library
Preliminary 3-year Forecast
Operating Fund 1800
As of June 10, 2004

Description	2004 Original	2004 Revised Budget	2005 Estimate	Revised 2005 Estimate	2006 Estimate	Revised 2006 Estimate	2007 Estimate	Revised 2007 Estimate	Projected Percentage
	(12/15/03)	(5/07/04)							
Balance, January 1	$330,513	$2,896,363	$1,269,927	$1,269,927	$1,027,042	$1,270,691	$299,178	$877,782	
Revenue:									
Property Taxes	$11,588,106	$11,588,106	$12,051,630	$12,051,630	$12,533,695	$12,533,695	$13,035,043	$13,035,043	4%
Federal Grants	49,396	77,769	12,000	65,866	12,000	65,866	12,000	65,866	
State Grants	55,000	84,601	38,234	38,234	55,000	55,000	55,000	55,000	
Local Grants	0	7,446	0	0	20,000	20,000	20,000	20,000	
LGA	6,648,389	6,648,389	6,648,389	6,483,389	6,648,389	6,483,389	6,648,389	6,483,389	0%
MELSA	234,218	234,218	246,050	246,050	237,555	237,555	175,247	175,247	
Fund Transfers (MERF)	195,000	180,000	155,000	155,000	130,000	130,000	105,000	105,000	
INFORM	105,000	125,000	190,000	190,000	190,000	190,000	190,000	190,000	
Fines and Forfeits	380,000	285,000	285,000	285,000	290,700	290,700	296,514	296,514	2%
Library Parking Ramp (net)	0	0	0	0	124,017	124,017	196,257	196,257	
Friends of MPL	57,500	219,566	84,511	167,011	67,500	150,000	67,500	150,000	
Miscellaneous Revenue	64,900	66,050	71,050	81,050	72,471	82,671	73,920	84,324	2%
Total Revenue	$19,377,509	$19,516,145	$19,781,864	$19,763,230	$20,381,327	$20,362,893	$20,874,870	$20,856,640	
Expenditures:									
Salaries and Wages	$10,015,547	$10,634,232	$11,049,198	$11,063,827	$11,205,182	$11,285,104	$11,429,286	$11,510,806	2%
Fringe Benefits	966,067	1,219,750	916,913	916,913	935,251	935,251	953,956	953,956	2%
Health Care	1,040,083	1,097,000	1,305,430	1,305,430	1,553,462	1,553,462	1,848,620	1,848,620	19%
Pension (MERF/PERA)	687,999	672,999	663,775	663,775	652,051	652,051	640,092	640,092	
Total Personnel Costs	$12,709,696	$13,623,981	$13,935,316	$13,949,945	$14,345,946	$14,425,868	$14,871,954	$14,953,474	
Contractual Services	$558,920	$751,295	$578,025	$535,524	$578,025	$535,524	$578,025	$535,524	0%
Utilities	524,198	544,298	620,093	620,093	644,897	644,897	670,693	670,693	4%
Other Operating Costs	950,075	969,833	971,119	957,919	971,119	957,919	971,119	957,919	0%
Interim Location Operating Costs	659,320	720,000	774,370	774,370	205,208	205,208	0	0	
Capital Outlay -									
Building Improvements	273,000	264,200	273,000	200,000	273,000	100,000	273,000	100,000	0%
Furniture/Equipment	18,410	49,505	18,410	18,000	18,410	18,000	18,410	18,000	0%
Computer Equipment/Software	231,367	334,313	240,835	240,835	240,835	240,835	240,835	240,835	0%
Capital Equipment Reserve	239,300	669,830	323,100	323,100	323,100	323,100	0	0	
Books and Materials	1,800,000	1,831,014	1,800,000	1,600,000	1,837,800	1,633,600	1,876,394	1,667,906	2.1%
Planetarium Design	0	900,000	0	0	0	0	0	0	
City Service Charges/Nicollet Mal	390,948	390,948	390,948	390,948	390,948	390,948	390,948	390,948	
Total OTPS	$5,645,538	$7,425,236	$5,989,900	$5,660,789	$5,483,342	$5,050,031	$5,019,423	$4,581,824	
Incr for New Central Library	0	0	0	52,199	1,176,389	1,176,389	1,211,681	1,211,681	3%
Total Operating Costs	$18,355,234	$21,049,217	$19,925,216	$19,662,933	$21,005,677	$20,652,288	$21,103,057	$20,746,978	
Library Bd Trustee Expenditures	$82,861	$93,364	$99,533	$99,533	$103,514	$103,514	$107,655	$107,655	4%
Total Expenditures	$18,438,095	$21,142,581	$20,024,749	$19,762,466	$21,109,191	$20,755,802	$21,210,712	$20,854,633	
Balance, December 31	$1,269,927	$1,269,927	$1,027,042	$1,270,691	299,178	877,782	(36,664)	$879,789	
Individual Year Gap (Rev to Exp)	$939,414	($1,626,436)	($242,885)	$764	(727,864)	(392,909)	(335,842)	$2,007	

Minneapolis Public Library

Organization Chart
November 3, 2003



D. Banish

11/3/2003

LIBRARY BOARD
Expense Information

	2002 Actual	2003 Actual	2004 Adopted Budget	2005 Adopted Budget	% Change	Change
Special Revenue Funds						
Capital Outlay	45,814	29,779	319,803	246,803	-22.8%	-73,000
Contractual Services	1,998,938	2,007,527	2,086,583	2,397,093	14.9%	310,510
Equipment	2,819,988	2,260,656	2,290,427	2,176,785	-5.0%	-113,642
Fringe Benefits	2,922,151	3,079,177	2,723,046	2,931,687	7.7%	208,641
Operating Costs	795,351	557,095	950,575	956,619	0.6%	6,044
Salaries and Wages	13,496,068	12,599,194	10,067,661	11,053,841	9.8%	986,180
Total for Special Revenue Funds	22,078,310	20,533,427	18,438,095	19,762,828	7.2%	1,324,733
Total for LIBRARY BOARD	22,078,310	20,533,427	18,438,095	19,762,828	7.2%	1,324,733

LIBRARY BOARD
Revenue Information

	2002 Actual	2003 Actual	2004 Adopted Budget	2005 Adopted Budget	% Change	Change
Special Revenue Funds						
Charges for Sales	64,247	49,921	1,000	600	-40.0%	-400
Charges for Service	559,700	474,951	536,500	523,300	-2.5%	-13,200
Contributions	14,600	107,317	57,500	167,011	190.5%	109,511
Federal Government	61,681	33,030	49,396	65,866	33.3%	16,470
Fines and Forfeits	0	0	500	250	-50.0%	-250
Interest	451	0	0	0	0.0%	0
Local Government	25,524	0	0	0	0.0%	0
Operating Transfers In	323,376	49,485	0	0	0.0%	0
Other Misc Revenues	3,275	38,801	1,400	1,400	0.0%	0
Property Taxes	11,069,019	10,650,271	11,588,106	12,051,250	4.0%	463,144
Rents	35,638	22,583	10,500	30,500	190.5%	20,000
Sales and Other Taxes	1,039	969	0	0	0.0%	0
State Government	10,190,705	8,474,268	6,937,607	6,767,673	-2.4%	-169,934
Total for Special Revenue Funds	22,349,255	19,901,596	19,182,509	19,607,850	2.2%	425,341
Total for LIBRARY BOARD	22,349,255	19,901,596	19,182,509	19,607,850	2.2%	425,341