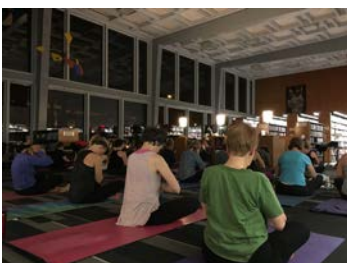# GROSSE POINTE PUBLIC LIBRARY

LIBRARY OF THE FUTURE

FIVE YEAR STRATEGIC PLAN
JUNE 2017

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EXECUTIVE SUMMARY

We live in a world where we are challenged to predict the changes ahead. The Grosse Pointe Public Library (GPPL) has a rich history and plays a pivotal role in our community. As technology continues to shift how we work, play and communicate, individuals are seeking new ways to make real connections and create communities. GPPL is in an unique position to continue to provide legacy services and support while creating innovative resources, programming, and facilities that best meet the needs of tomorrow's GPPL patron.

The GPPL Trustees and GPPL leadership embarked on a strategic planning process to understand the changing needs of their stakeholders and develop a five year strategic plan that enables the library system to better meet those needs. The process included a community based Executive Committee; a Steering Committee comprised of GPPL staff; six subcommittees focused on specific issues; community focus groups; and community surveys.

The primary and secondary data collection confirmed a high level of satisfaction amongst library users and a significant lack of awareness of library programming and services amongst non-users. Less than 40% of Grosse Pointe residents hold active GPPL library cards; which is well below the mean and median for comparable libraries. This 40% is comprised of 58% adult users and 42% youth card holders. The youth cards are distributed primarily through the Grosse Pointe Public School System (GPPSS).

The team identified the following strategic directions and key initiatives designed to enable GPPL to truly become the "Library of the Future."

TECHNOLOGY

- Embrace and invest in technology including products, services, and staff
- Continuously identify and evaluate existing and new resources including databases, digital content providers, hardware and software
- Invest and deliver high capacity internet services within the libraries and high quality website access

SPACE AND COLLABORATION

- Re-imagine the use of the physical spaces at all three branches to meet the changing needs of the community
- Explore opportunities to create makerspaces within one or more branches

MARKETING

- Create a unified marketing campaign to consistently communicate with card-holders, non-card holder community residents, and other stakeholders
- Develop tactics to reach the community outside of the physical library branches through community partnerships, collaborations, community outreach, and creative use of exterior spaces

PROGRAMMING

- Focus programming initiatives to leverage the library's core strengths and maximize value to the community while increasing collaboration with the Grosse Pointe Public School System, community non-profits, and the Grosse Pointe and Harper Woods municipalities
- Adhere to a centralized programming plan (for GPPL, Foundation and Friends) that ensures all programming supports the core GPPL mission and is delivered in a consistent manner that meets identified GPPL standards
- Engage and partner with the community businesses to provide relevant programming and resources

USER EXPERIENCE

- Provide a consistent and accessible exceptional user library experience for all library guests

STAFFING

- On-going investment in technical training and professional development for the staff
- Create and staff new roles including Branch Managers, marketing/programming, IT, outreach and teen librarians with additional contract support for accounting and graphic design

CAPITAL PROJECTS

- Develop a 10 year capital improvement plan to maintain and improve the physical facilities and ensure they evolve to meet the changing needs of the community

GOVERNANCE

- Develop a formal collaboration between the GPPL Friends and GPPL Foundation Boards to create a unified community message and interfaces, maximize impact, coordinate efforts, and reduce administrative expenses

The GPPL has a solid financial base with current assets of approximately $9.5M in General Funds and Capital Projects Funds. The GPPL Foundation and Friends have additional assets of approximately $2M. The 2012 Library Refunding Bonds carry a liability of approximately $14.2M in 2028 without any early defeasance. The 2016/2017 projected expenses are approximately $3.8M in General Operating and $1.4M in Capital for a total of $5.2M. Total expenses for FYE 2018 are projected to increase to $6.2M as the organization invests in staffing, technology, and repurposed physical space.

The supplemental millage is currently levied at $.53. If this level is continued through FYE 2022, the cumulative operating deficit is projected at $732K. An increase to the maximum supplemental of $.70 (subject to Headlee Adjustment) would result in positive net income of $1.4M. The projected cash balance at the end of FYE 2022 would then be $9.6M with the potential to defease the bonds on or after April 1, 2022 for approximately $6.1M.

HISTORY OF THE GPPL

The Grosse Pointe Public Library began with a station in the Grosse Pointe Shores Village Hall in 1922. The organization occupied a myriad of locations including municipal buildings, the original Neighborhood Club, and Grosse Pointe Public School (GPPS) sites before building the Central Library in 1953. The Library continued to use GPPS facilities until the Ewald (2005) and Woods (2007) branches were completed.

The Grosse Pointe Public Library was established by the School District in June of 1929. The Central Branch was constructed in 1953 to consolidate existing library services in a central location. Planning for the expansion of Grosse Pointe's inadequate and disbursed library services began in the late 1940s and culminated in a series of recommendations presented in 1950 by Robert Orr, Director of public libraries. Orr strongly advocated for a new library facility located near the geographic center of the community, an area previously underserved.

The Friends of the GPPL was established in 1948 as an independent 501(c)3 non-profit member organization dedicated to supporting and expanding the educational, cultural and outreach programs of the Library. The Grosse Pointe Public Library was required to separate from the Grosse Pointe School District and create an independent district library in 1994, due to school finance reform under Proposal A.[1] This led to the creation of the GPPL Board of Trustees. Members are appointed by the five Grosse Pointe municipalities and Harper Woods plus a member-at-large. The Grosse Pointe Library Foundation was established by the Library in 2004 as a non-profit fundraising entity.[2]

The 15,000 square foot Carolyn and Ted Ewald Memorial Branch Library in Grosse Pointe Park was opened in January 2005. The Woods Branch, adjacent to Parcells Middle School, opened in 2007 with 27,000 square feet. It was determined that the Central Library structure could no longer meet the community's needs for library services and a decision was made to demolish and rebuild the building on the current or alternative locations. This prompted a groundswell of support for preserving Breuer's modernist landmark, including the launch of an online design charrette to explore alternatives to demolition. Several organizations backed the cause including the World Monuments Fund, who placed the building on its 2008 Watch List of 100 Endangered Sites. The library board eventually reconsidered its decision and initiated a campaign for the restoration and expansion of the Central Library known as the "Marcel Breuer Library Preservation Fund."[3] A significant restoration of the Central Branch was completed in 2016.

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1   http://www.grossepointenews.com/letters-1885.112112-grosse-pointe-public-library.html

2   http://www.gp.lib.mi.us/history-and-mission/

3   http://www.michiganmodern.org/buildings/grosse-pointe-public-library

STRATEGIC PLANNING ROLES

The GPPL Trustees hired a new Executive Director, Jessica Keyser, in August 2016. They subsequently determined that it was the appropriate time to engage in a long-range strategic planning process. The organization engaged Strategiz, LLC to lead this process and develop a 5 year strategic plan. Several committees were developed and discussions held with GPPL staff, Board members, and the community to encourage and ensure engagement throughout the process.

EXECUTIVE COMMITTEE

The Executive Strategic Planning Committee included the Board Chairs and representatives from key stakeholders including each of the Grosse Pointe and Harper Woods communities. The group met monthly throughout this processes to provide strategic input and feedback on findings and recommendations. **Committee members were:**

- **Jenny Boettcher:** Grosse Pointe Chamber of Commerce Executive Director
- **Gary Colett:** GPPL Foundation Board Chair
- **Judy Gafa:** Former Grosse Pointe Public School System Board Treasurer
- **Vicki Granger:** Friends of the GPPL Board Chair
- **Andrew Humphrey:** Grosse Pointe Community Member
- **Jessica Keyser:** GPPL Director
- **George Lapastora:** GPPL Trustees Treasurer
- **Matt Swegles:** Raymond James Investment Manager
- **Greg Theokas:** Former Grosse Pointe Park Mayor and Council Member
- **Elizabeth Vogel:** GPPL Trustees Board Chair
- **Mark Wollenweber:** Grosse Pointe Shores City Manager

STEERING COMMITTEE AND SUBCOMMITTEES

The Strategic Planning Steering Committee was formed to engage staff leadership. Twelve members comprised the Steering Committee and each member was tapped to lead a subcommittee to focus on fundamental initiatives for the five year strategic plan. All staff librarians, coordinators and support staff were then assigned to a subcommittee. **Subcommittees were charged with researching and vetting current and potential solutions for their area of expertise and sharing the following with the team:**

1. Current practices and procedures
2. SWOT
3. Best practices, benchmarks, and relevant trends
4. Desired future state and its impact on the GPPL system and the community
5. The eco-system and the competitive differentiation for the GPPL system.
   Look forward 5 years: Is this differentiation sustainable?
6. Critical steps, milestones and resources (people, dollars, equipment, facilities, etc.)
   required to implement each component of the future state.

Following are the Steering Committee Members and Subcommittee Co-Chairs.

- **Jen Bingaman:** Foundation of the GPPL Executive Director
- **John Clexton:** Branch Coordinator, Ewald
- **Kathleen Gallagher:** Youth Services Librarian
- **Kim Hart:** Operations Manager
- **Danis Houser:** Reference and Technical Services Librarian
- **Diana Howbert:** Adult Services Librarian
- **Peggy Kitchel:** Assistant Director
- **Stefanie Lozon:** ILS Coordinator
- **Patrick Lynch:** IT Coordinator
- **Pat McClary:** Branch Coordinator, Woods
- **Chris Scapini:** Friends of the GPPL Executive Director
- **Lynne Severini:** Circulation Coordinator

See Appendix 1 for a full list of Subcommittees participants.

MISSION AND VALUES

MISSION STATEMENT

To Expand Learning, Inspire Creativity, and Connect Our Community

VALUES

These core values are the foundation for the day to day operations, management and leadership of the GPPL organization. They inform daily decision-making, longer term strategic decisions, and shape the culture of the organization.

SERVICE

ACCESS

INTELLECTUAL CURIOSITY

INNOVATION

RESOURCES

RESPECT

INCLUSION
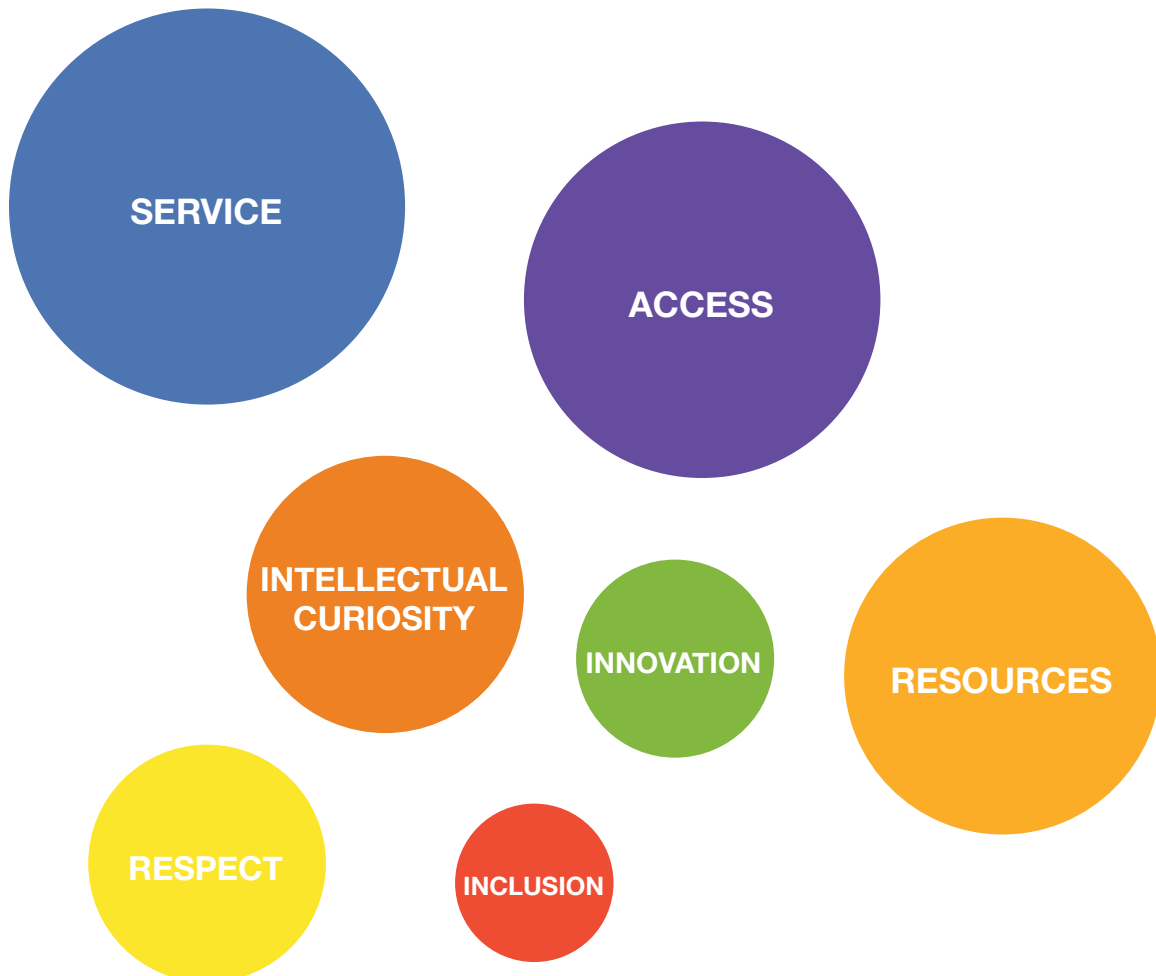
BIG HAIRY AUDACIOUS GOALS (BHAGs)

These goals represent the vision of the GPPL system in five plus years. They drive both daily decision-making and short and long-term investments to build the foundation for success.

- Every child in GP/HW participates in "1000 Books Before Kindergarten" program
- Library card holders represent 70% of Grosse Pointe/Harper Woods eligible population
- Successful millage renewals
- Cutting edge technology–recognized as regional or national benchmark
- Center for lifelong learning in the community
- Includes community engagement and civil discourse
- Resource for continuing professional development/job skills
- Continue legacy of hosting award-winning authors and celebrating literature
- Preserve the historical value of the Central Branch while continuing to reimagine the space in all three branches to best meet the changing needs of the community
- Retire the 2012 Library Refunding Bonds in 2023 (5 years prior to final maturation).

2017/2018 SMART GOALS

Smart goals are specific, measurable, attainable, realistic and timely. **These goals were chosen to guide GPPL towards the achievement of the BHAGs listed above, in the initial year of the plan.**

- Approve increased millage to accrue funds to pay down bonds by July 2017
- Offer early retirement incentive Q1
- Complete Memorandum of Understanding (MOU) for GPPL Friends and GPPL Foundation partnerships in Q1
- Complete MOU for collaboration between GPPL, GPPL Friends and GPPL Foundation in Q1
- Implement participation tracking program for "1000 Books Before Kindergarten" by end of Q1 to create benchmark going-forward
- Complete 10 year maintenance assessment and plan for all three branches by end of Q2
- Rollout Project Outcome (from the Public Library Association) in Q2 to support on-going customer experience surveys and outcome measurement and analysis
- Branches implement consistent hours of operation, signage, single phone number, and presentation of collections by Q3
- Design and launch new website with online card registration by Q3
- Library cardholders represent 52% of the community by end of Q4
- Complete 1000 new library card registrations at community outreach events/activities by end of Q4
- $275,000 investment in technology for hardware, software, digital content and staff by end of Q4
- 40 hours of professional development for librarians and administration and 15 hours of professional development for support staff by end of Q4
- Complete space assessment for all three branches by Q4
- Expand staffing resources
  - Establish Branch Manager roles Q1
  - Marketing and programming coordinator Q1
  - IT Manager Q2
  - Maintenance Staff Q2
  - 3 new librarians Q2-Q4
  - Part-time delivery drivers Q1

SWOT ANALYSIS

The GPPL system has created a strong value proposition for the community by responding to community needs and recognizing changes in the greater educational and learning resource ecosystem. The GPPL system has been challenged to anticipate changes and effectively manage a three branch system. Key future opportunities include rapidly changing technology and changes in user access to library resources. The library system continues to be mindful of potential threats and developing strategies for future funding and long-term financial stability. **Below is a compilation of the SWOT discussions with the strategic planning committees and staff.**

STRENGTHS

- Current Funding
- Hours of Operations
- Website
- Art Collection
- Job Search Support
- Computer + wifi access
- Comfortable space
- New and well-maintained facilities
- Meetings Rooms
- Staff
- GPPSS student cards
- Availability of other media
- Programs
- Tools

WEAKNESSES

- Three branches
- Hours of operations
- Not fully ADA compliant
- Lack of atmosphere
  (as a gathering venue)
- Limited space for print materials
- Multiple Boards and role confusion
- Website
- No app except Overdrive
- Fee for DVD rentals
- Parking at Woods Branch
- Brand Clarity
- Marketing/Communications
- Social Media Engagement

OPPORTUNITIES

- Increased diversity
- Technology
- Collaboration with other
  community organizations
- Non-users in GP and HW
  (residents, businesses and students)
- New residents
- Growth in Detroit

THREATS

- Future Funding
- Technology
- Other entertainment options
- Utility Costs
- Other Community organizations
- Growth in Detroit

VALUE PROPOSITION

The GPPL provides value in many different ways to many different stakeholders. While it may be challenging to meet the spectrum of needs, this diversity may also create value itself by bringing individuals together in a supportive and inclusive environment focused on learning and education. Below is a summary of the primary value propositions for the library's key constituents collected from discussions with the strategic planning committees and focus groups.

STAKEHOLDER	PROPOSITION
GROSSE POINTE PUBLIC SCHOOL SYSTEM (GPPSS) STUDENTS	• TUTORING • PLACE TO GO • SUMMER READING • ACCESS TO BOOKS
COMMUNITY AT LARGE	• EDUCATION • NEW TECHNOLOGY
BUSINESSES	• RESOURCES • SUPPORT FOR START-UPS
FAMILIES	• EDUCATIONAL RESOURCE • ACCESS TO BOOKS (PRINT AND ELECTRONIC) • WIFI AND INTERNET ACCESS • CONNECTING WITH OTHER FAMILIES
SENIORS	• PROGRAMMING • SOCIALIZATION • QUALITY OF LIFE • GATHERING PLACE • PRINT BOOKS, MAGAZINES AND NEWSPAPERS

PRIMARY DATA

COMMUNITY LIBRARY PATRON FOCUS GROUPS

Focus groups were held at each of the branches with a total of 43 participants in January and early February of 2017. The conversations focused on what they love and value about the library; the opportunities and challenges for the library; services they access at other community organizations; and future investment priorities for the GPPL system. **Below is a summary of the feedback.**

WHAT DO YOU LOVE AND VALUE ABOUT THE LIBRARY?

- Books
- Three branches
- Staff
- CDs
- DVDs
- Childrens area
- Kids activities
- Inviting spaces
- Programs
- Reserving and renewing books online
- MEL
- Used book sale

WHAT ARE THE KEY OPPORTUNITIES AND CHALLENGES FACING THE LIBRARY?

- Getting a library card
- Ebooks–choices are not readily available
- No debit or credit cards accepted
- Can't pay fees online
- Limited access to card catalog–only 1 or 2 computers dedicated for access
- Phone system–hard to get to a real person–different numbers for each branch
- Tech support on website
- Website
- Availability of books at different branches is not consistent
- Branch hours are not consistent
- More collaboration with GP Parks

HOW CAN THE GPPL SYSTEM INVEST IN THE FUTURE?

- Ensure access for all–children, teens, emerging adults, parents, seniors and special needs
- Engage in social media
- Be the go to facility for learning about technology
- Create makerspaces
- Evolving space to meet community needs
- More parking
- Staff–highly trained and available
- On-line databases to access music, movies, etc.
- On-going commitment to and investment in the system's physical infrastructure

Comprehensive feedback for each focus group is found in Appendices 2-5.

The focus groups also discussed the relative position of the GPPL and other community public and private organizations and businesses on community value and education, learning and access to information. While GPPL ranks highly on both attributes, there are many others in the community providing similar service and seeking to increase their overall value to the community.

COMMUNITY CENTER
HIGH VALUE

GP PARKS*

GPPL

NC*

SOC*

COFFEE
HOUSES*

CHURCHES

WAR
MEMORIAL*

EDUCATION/LEARNING
ACCESS TO INFORMATION LIMITED

EDUCATION/LEARNING
ACCESS TO INFORMATION HIGH

GP PUBLIC
SCHOOLS*

COMMUNITY CENTER
LOW VALUE

* INCLUDES FEE-BASED PROGRAMS

PRIMARY DATA
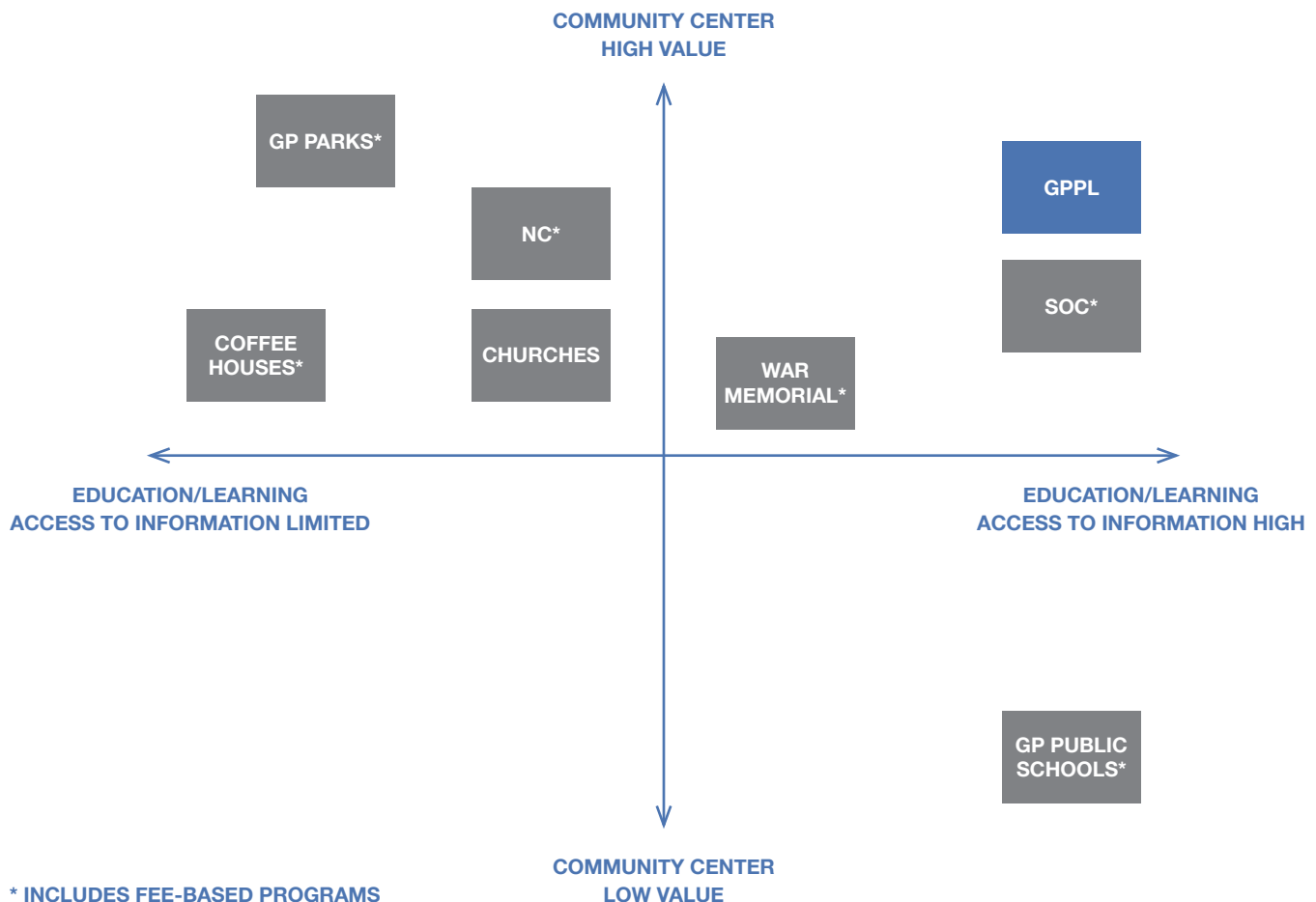
COMMUNITY NON-USER FOCUS GROUP

A small group of community residents who do not use the library was held at the Central Branch in January 2017. **They identified the following key reasons why they do not use the library:**

- Lack of information on what's available
- Did not know they could use the library as a Harper Woods resident
- The library doesn't (easily) offer what they want
  (current print and ebooks, access to academic level reference services)
- They view the library primarily as a place to borrow books
- They regularly access many other community organizations for classes,
  social interaction, and cultural activities.

COMMUNITY SURVEY

A community survey was distributed in mid-April to collect current feedback on how people are using the library, accessing information about the library, and what changes the library might make to increase their library usage. 1559 community members completed the survey. This was a strong response representing over 7.5% of the cardholder base and continuing to demonstrate the engagement of the library users. 97% of those completing the survey are current GPPL card-holders. 73% were female and 55% were 17-59 years of age.

Several questions were repeated from the 2015 community survey in order to identify changes. The comparative data reveals changes in how people use and value the library. The library continues to primarily serve as a place to access learning and entertainment content, whether it is print, digital, or on-line. It is important to consider that the majority of the surveys were completed manually in 2015, while approximately 95% of the surveys were completed online in 2017. **Below are some key findings from the survey.**

- The percentage of people checking out print books dropped from 92% in 2015 to 84%
  in 2017–over 8 points.
- The percentage of people attending events for children/family and adults increased from
  23% in 2015 to 42% in 2017.
- The percentage of people getting research assistance or book recommendation from a
  librarian decreased from 41% in 2015 to 13% in 2017.

HOW DO YOU TYPICALLY USE THE LIBRARY?

- Check out print books
- Check out movies or music
- Check out digital content such as e-books, e-audio media, etc.
- Read newspapers or magazines
- As a quiet place to read, study or reflect
- Attend events for adults

HOW WOULD YOU PREFER TO RECEIVE INFORMATION ABOUT LIBRARY SERVICES AND PROGRAMS?

- 79%- GPPL email newsletter
- 47%- GPPL website
- 23%- printed materials in the library
- 21%- GP News or GP Times
- 20%- social media

**WHAT CHANGES WOULD INCREASE YOUR
LIBRARY USAGE:**

- 69%- availability of new books and movies
- 42%-drive-up and off-site book drops
- 39%- more parking
- 37%- text notification for holds or overdue notices
- 33%- personalized reading recommendations
- 33%- frequency or type of programs, events and classes
- 31%- expanded hours of operation

Please see Appendix 6 for a complete summary of responses.

BUSINESS OWNER SURVEY

An on-line only survey was also distributed to business owners in Grosse Pointe through the GP Chamber and GP Village and GP Hill associations. 20 responses were received with 75% of the respondents self-identified as current GPPL cardholders.

The businesses who use the library accessed printed books, reference materials, reference assistance from the library, meeting room rentals, and movies. **They identified the following resources that would increase their library usage:**

- 58%- business workshops or seminars
- 35%- additional meeting rooms for small groups
- 29%- 3D printer

Please see Appendix 7 for a complete summary of responses.

SECONDARY DATA

MICHIGAN LIBRARY DATA

All public libraries in Michigan report statistics to the State on an annual basis. These statistics include circulation, staffing, library usage, physical space, programming, income and millage rates. They are compiled and shared through the Annual Report/State Aid Application. The GPPL is categorized as a Class 6 Public Library with a population of just over 50,000. Class 6 includes communities with 50,000 plus residents, which includes the City of Detroit. The latest data is available on the state's website at http://www.michigan.gov/documents/libraryofmichigan/2016_LM_Michigan_Public_Statistics_2015-2016_For_Web_Autosaved_533822_7.xlsx

Comparisons were made with other Class 6 libraries in Southeast Michigan that had similar demographic or community size criteria. Library systems chosen for comparison included:

- Clinton Macomb Public Library
- Farmington Community Library
- Livonia Public Library
- Novi Public Library
- Rochester Hills Public Library
- West Bloomfield Township Public Library

Please see Appendix 8 for detailed Michigan Benchmarking Data.

NATIONAL LIBRARY DATA

The research included libraries that had similar demographics and system size. These libraries report to the Institute of Museum and Library Services. This national database enabled insight into comparable systems in different geographic regions. The latest data is available at https://www.imls.gov/sites/default/files/pls_fy2014_data_files_csv.zip **Library systems evaluated included:**

- Oak Park, IL
- Wheaton, IL
- Columbus, OH
- Newton, MA
- Cleveland Heights, OH
- Lakewood, OH
- Shaker Heights, OH
- Newport Beach, CA

Please see Appendix 9 for detailed US Benchmarking Data.

THE COMMUNITY

The GPPL system services all five of the Grosse Pointe municipalities and the portion of Harper Woods that is part of the Grosse Pointe Public School System. This is an aging community bordering the City of Detroit and St. Clair Shores with limited vacant land for new development. Just under 40% of the community served by the GPPL system hold library cards. The GPPSS provides cards to all students with over 90% of the students active card holders. (It is important to note that GPPL cards must be renewed on an annual basis. This practice differs widely between library systems.)

Below is a summary of the city population and total card holders. While the Grosse Pointe population is not expected to increase over the next 5 years, there remains significant opportunity to increase the percentage of card holders.

CITY	CITY POPULATION	ACTIVE CARDS	% OF ACTIVE CARDHOLDERS
GROSSE POINTE CITY	5,421	2,437	44.95%
GROSSE POINTE FARMS	9,479	4,033	42.55%
GROSSE POINTE PARK	11,555	5,185	44.87%
GROSSE POINTE SHORES	2,933	641	21.85%
GROSSE POINTE WOODS	16,135	6,047	38.10%
HARPER WOODS	5,532	1,761	31.83%
NON-RESIDENT	N/A	393	N/A
TOTALS	**51,055**	**20,597**	**39.57%**

US CENSUS DATA

Data from the 2010 National Census was also evaluated, with some additional information from the US Census Bureau in 2015 regarding specific data points. Please note that the census figures do not exactly match the population figures in the cardholder data table above due to the following reasons:

- The census figures are based on 2010 and 2015 figures as noted, while the cardholder data is based on more current population estimates.
- Due to the low population, Grosse Pointe Shores was not detailed in the census data.
- The census figures for Harper Woods are for the entire city, not just the area within the GPPSS boundaries.

The following demographic characteristics of the Grosse Pointe and Harper Woods areas are found in the Census Data that inform the Library's understanding of their target market and changes within that market:

- The population of the four surveyed Grosse Pointe communities plus Harper Woods in 2010 was 56,826. In 2015 the estimate population fell to 55,282, a drop of 2.7%.

- Approximately 5% of the population is under the age of 5, with 26% under the age of 18 and 15% over the age of 65. The population of the Grosse Pointe communities was approximately 90% white, while Harper Woods was approximately 50% white.

- There were a total of 21,203 households in the communities with 80% living in owner occupied housing.

- 65% of the population 25 years of age or older had at least a college degree in the Grosse Pointe communities, with only 21% in Harper Woods.

- The median household income of the Grosse Pointe communities was just over $100,000. The median household income in Harper Woods was $48,000. The percent of population in poverty in 2011 for Grosse Pointe was 4.3% while in Harper Woods the percent was 13.5%.[4]

COMMUNITY SCHOOL ENROLLMENT STUDY

A current set of school age population projections was recently commissioned by the GPPSS board as part of their annual budgeting process. These projections anticipate a continued overall decline in the public, private and parochial school enrollment in Grosse Pointe. Elementary school enrollment is anticipated to level off (with small declines) after this 2016/2017 school year while the middle and high school enrollments continue to decrease. Total current enrollment is approximately 7500. The study projects total enrollment of approximately 7100 in 2021/2022 for an additional decrease of approximately 5%.

- Public elementary school enrollment dropped 17% from the 2005-2006 school year to the 2016-2017 school year. Losses occurred at all schools except Mason Elementary.

- Public middle school enrollment dropped 13% from the 2005-2006 school year to the 2016-2017 school year. Losses were spread fairly evenly at all 3 schools.

- Overall public high school enrollment dropped approximately 8%, with most of the decline found at Grosse Pointe North High School.

- Private and parochial school enrollments in the Grosse Pointe area dropped by an average of 26% with a large decrease of almost 50% found at St. Clare School.

- State of Michigan data indicated that there was a 12% decrease in student enrollment statewide from 2005-2006 through 2015-2016.[5]

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4   https://www.census.gov/quickfacts/table/PST045216/2636700,2635580,2635540,2635520,2635480

5   http://gpschools.schoolwires.net/cms/lib05/MI01000971/Centricity/domain/72/2017/Student_Enrollment_ Presentation_041017.pdf

GPPL BOARD AND STAFF ENGAGEMENT

The GPPL staff participated in two strategic planning retreats as a part of this process, in addition to their work on the steering committee and subcommittees. The first was held in January to kick-off the strategic planning process and gather their input on key issues and opportunities. The second was held in March to share insight from the American Library Association's Library of the Future and engage the team in envisioning the GPPL "Library of the Future."

The GPPL Trustees, Friends and Foundation Boards also participated in a strategic planning session with the ALA in March to gather their input on the possibilities for the future of the GPPL system. Representatives from each Board participated in the Executive Strategic Planning Committee in order to facilitate overall Board communication.

STAFF KICKOFF SESSION

A project kick-off strategic planning session was held with the GPPL staff on January 6, 2017. Ths discussion identified the unique services and role of the GPPL in the community and where they overlap with other community organizations.

This team saw their value proposition to the community as accurate, personal, trusted, experts.

The staff identified the following as key reasons community members do NOT currently use the library:
- Too busy
- Insufficient parking
- Can afford to buy books
- Growth in e-books
- Technology
- Not top of mind at the schools
- Limited collaboration between GPPL and GPPSS
- Not aware of what the library offers

And the following changes in how people use the library?
- Increased venue for social interaction
- Decrease overall in the school age kids
- More non-residents
- Decrease in circulation for families and afterschool programs
- Decrease in DVD rentals
- Demand for private study rooms

Please see Appendix 10 for a complete summary of this discussion.

STAFF AND BOARD STRATEGIC RETREATS WITH AMERICAN LIBRARY ASSOCIATION'S LIBRARY OF THE FUTURE

Two strategic retreats were held to share findings and facilitate a discussion on the Library of the Future with Miguel Figueroa, Director of the American Library Association Center for the Future of Libraries. The staff retreat was held on the afternoon of March 30 with Miguel sharing the ALA's findings on key library trends. Miguel shared the findings and facilitated a joint discussion with the GPPL Trustee, Friends of the GPPL, GPPL Foundation and Executive Strategic Planning Committee members on the evening of March 30th. **Miguel identified a number of trends and issues impacting the Library of the future:**
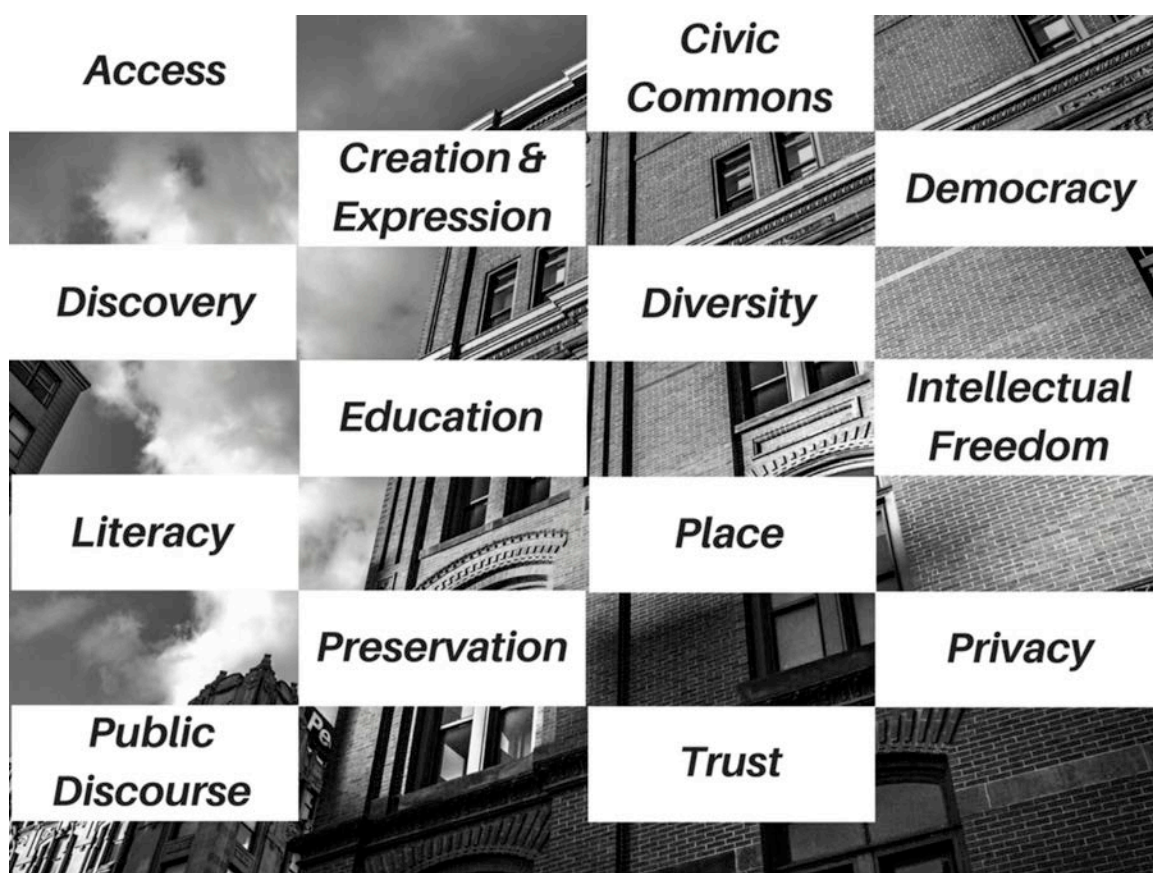
Miguel also shared several significant societal changes that are key influencers in the future library shaping patron needs and expectations.

LESS IN COMMON

- Individual and customized activities are abundant
- Public parks vs. private gyms
- Subscription streaming services
- Headphones and earbuds
- Electronic reading

COMPETING "THIRD SPACES"

- Retailers are creating experiences
- Includes coffee shops, restaurants and retailers (Starbucks, McDonald's, Panera, Nike)

CREATIVE PLACEMAKING

- Improves public space
- Sparks public discourse
- Connects neighborhoods
- Nurtures an authentic sense of place

CO-CREATION

- Purposeful action of partnering and collaborating

EMERGING ADULTS

- Find 20-30 year olds where they are
- Create emerging adult spaces, services and collection

The staff worked in small groups to develop two and five year visions for the Library. The two year vision included touch screen technology, virtual videos, repurposed library space, parking, pick-up and drop-off sites, outreach programs, better use of outdoor space, partnerships with the municipalities to provide library cards, and enhanced technology to facilitate access to all library services. Five year visions included dramatically repurposed library space that embraces the increase in digital content and decrease of the physical connection, welcoming exterior spaces for each of the branches, a large event space, increased outreach, full recognition of emerging adults with programming and space designed to meet their needs, and 70%+ cardholder registrations.

The Steering Committee also identified the following trends impacting GPPL and its future:

- Digital literacy
- Responsible design
- Focused user experience
- Library without walls
- Reaching people where they are
- Using library from home
- Use of space changing
- Independent/do it yourself learning
- Technology
- Accessing subscription services
- Increasing reading of print and periodicals in the library
- Use of quiet space
- Creating/providing information (vs. data)
- Maker culture
- STEM
- Human contact

SUBCOMMITTEE SUMMARIES

Following are brief summaries of the work and recommendations compiled by the Strategic Planning Subcommittees. This work was led by members of the Strategic Planning Steering Committee and engaged all members of the library staff.

INFRASTRUCTURE SUBCOMMITTEE

This committee identified areas within the Library in need of improvement and identified solutions with the vision of creating the library of the future for the GPPL system.

1. The team evaluated the current reporting structures and proposed changes that would allow the Director more flexibility and less need to be involved in the day to day operation of the Library. This led to the development of a organizational structure to more efficiently use current and existing resources and support the highest levels of customer service. A significant recommendation is to assign Branch Managers management responsibility for all librarians and support staff in their branch with custodial and maintenance support managed by the Operations Director. Librarians currently report to the Assistant Library Director, and all support staff currently reports to the Library Director.

2. Additional staffing positions were recommended for IT, marketing/programming, maintenance, and librarians.

3. The committee identified ongoing education as well as cross training of the staff within the union guidelines as critical to keep employees up to date with the latest technologies and to enable staff to provide the best customer service possible.

4. The subcommittee recommended an assessment of current materials spending and the identification of options for materials such as electronic resources and book and DVD leasing to meet the changing needs and desires of the community.

5. Multiple strategies and tactics were identified to improve internal communications including monthly branch meetings and enhanced online internal communication processes and procedures.

PROGRAMMING SUBCOMMITTEE

Programming within the GPPL system, including events for the Friends of the GPPL and the Foundation, present opportunities for efficiencies and focus to best meet the needs of the community and support the mission of the GPPL system. The subcommittee identified the need for a Program Coordinator to identify and shape programming, coordinate the programming calendar, and promote programs to the community. **The team also identified the following key initiatives to support community needs and the GPPL mission:**

COMMUNITY OUTREACH
- Create visibility in the community
- Off-site programs to reach a wider audience outside library walls
- Establish relationships with public and private schools in the community
- Youth Programs in community parks

MINI-LIBRARIES

- Representatives at community events, such as sidewalk sales, farmers markets, community concerts, etc.
- Speakers and presenters to book clubs and community groups
- Technology classes or individual help on a scheduled basis

TEEN ADVISORY BOARD

- Create special activities geared toward teens
- Create opportunities for teen volunteers
- Seek input and recommendations from local high schools, including teachers and advisors
- Create opportunities for teens to complete requirements for volunteer hours, especially with technology assistance

PROGRAMMING ON THE WEBSITE

- Record programs and archive on website
- Virtual Library Tours

MARKETING SUBCOMMITTEE

While the GPPL system delivers significant value to the 20,000+ cardholders and other community residents, there is a significant opportunity to increase awareness and ultimately increase engagement across all demographics. **This subcommittee identified the following strategies and tactics to achieve these goals:**

- Improve internal communications to ensure all staff can share consistent information with the community
- Develop and implement a comprehensive marketing plan
- Use social media to drive library card registration, philanthropy, program attendance and community support
- Create a permanent full-time staff marketing coordinator position
- Engage contract graphic design, brand management and Search Engine Optimization (SEO) support

Key metrics for these marketing initiatives include:

- Library visits
- Circulation stats
- Attendance stats
- Website visitors
- Increased donations and sponsorships

TECHNOLOGY SUBCOMMITTEE

The Technology Subcommittee benchmarked and visited several Class 6 libraries including Ann Arbor, Birmingham, Kent District, Kalamazoo, Novi and West Bloomfield plus benchmarked a sampling of national libraries including Hennepin (MN), Seattle (WA), and Brooklyn (NY) Public Libraries. Additionally, the subcommittee conducted a small sample technology survey focused on "millennial" users and non-users. **The following recommendations promote the mission of the library through its strategic use of information and technology.**

TECHNOLOGY HARDWARE

- Upgrade to lightning speed for both wired and wireles.
- Encapsulated touch screen online public access catalog (OPAC) displays mounted throughout the libraries
- Increase number of wireless access points and provide stronger bandwidth capabilities
- Implement an area with mobile devices such as iPads & tablets
- Continue upgrades of printer and copiers within the five year cycle
- Monitor and upgrade public and staff computers and printers
- Mobile hotspot devices available for checkout at all of the branches
- Migrate to thin client technology
- Privacy/Security enhancements
- VOIP infrastructure to replace existing phone system.

MOBILE ABILITIES

- Create a GPPL specific phone based/handheld barcode App with links to each library service (catalog, account, events, library card, printer, text patron with book availability, pay fines, registration, debit option)
- Advanced program reservations with current available open spaces noted
- Website redesign to easily navigate from mobile devices
- Utilize existing and future Library Apps including:
  - MyLibrary! Mobile app by Innovative Interfaces – search the library catalog, manage one's account and find reading suggestions.
  - Mango Mobile Library Edition – access over 60 foreign language courses and 17 English courses taught in the native language of the user.
  - OneClickdigital eAudio player – listen to Audiobooks on their device.
  - Overdrive – read eBooks on individual cardholder devices.
  - PrinterOn - print from one's mobile device to the library's printer.
  - One Button Studio App -simplify the workflow surrounding video production.

TECHNOLOGY USER EXPERIENCE

- Offer patrons co-working spaces with comfort and café options
- Wireless drop and go charging system for cell phones, tablets, laptops, etc. integrated in study spaces, conference rooms and office spaces
- Offer a "cone of silence" study space with sound proof acoustics
- One-on-one technology assistance with a "sign-up" genius type opportunity or Skype
- Multimedia Creation Stations offering various abilities/capabilities including 3D printing

STAFF AND PATRON EDUCATION AND TRAINING

- Professional development support and required training for IT, librarian and support staff
- Virtual and Augmented Reality technologies
- Adult and Senior course opportunities
- Resume creation, job search, equipment for disabled
- Tech Tutorials/Instructional on-demand videos

MILLENNIAL TECHNOLOGY SURVEY RESULTS

13 surveys were completed by millennials that included current library users and non-users. The findings suggest that patrons of this age group are very interested in coworking and quiet workspace with snack options. The survey also showed it is crucial to have ample charging opportunities and stronger wifi capabilities. Most indicated they use multiple electronic devices and could benefit from free resources.

USER EXPERIENCE SUBCOMMITTEE

Over the past several years, User Experience (UX) research and design has become popular in the world of libraries, primarily in academia but increasingly in public libraries as well. In the UX framework, the center of attention is always the library's users and their experiences at all digital and physical touchpoints. A great user experience must have three essential elements: usefulness, usability, and desirability.

GPPL'S MOST CRITICAL USER EXPERIENCE ISSUES

The following key User Experience initiatives are based on the subcommittee's "Use versus Intent" observations, the combined survey results, and the committee's research:

- Establishing a formal UX department within GPPL
- Upgrading the GPPL website, including all of the third-party portions
- Creating more effective and consistent signage within each branch and across all three branches
- Updating policies and procedures for staff (and patron) training.

ENHANCING THE GPPL USER EXPERIENCE

INITIATIVE 1:
ESTABLISH A FORMAL UX DEPARTMENT

The User Experience Subcommittee's Future Vision for the GPPL is to expand the already highly-regarded customer service reputation into a "superior, exemplary customer service" model, similar to that of retail role models such as Nordstrom and Zappos, and knows as "The GPPL Experience." The UX department would serve as the link between all of the Library's departments and role and manage the process of identifying and solving problem points in service, establish training protocols and schedules, create a system for measuring and responding to problems, and manage projects focused on improving users' experiences.

INITIATIVE 2:
UPGRADE THE GPPL WEBSITE

As the world becomes ever more digital and mobile, the Library website functions as much as a front door to the organization as any of the physical doors. Given that the GPPL website is the portal to the vast majority of information and is the second most important tool in the service model (after the staff), it is arguably more essential than any of those physical doors.

INITIATIVE 3:
UPGRADE, UPDATE, AND STANDARDIZE SIGNAGE

While each of the branches has distinct identity and floorplan, they are still integral parts of a single Grosse Pointe Public Library system. There are significant differences in how collections are displayed, how and which policies are implemented, and how changes to all of these facets are communicated between branches. Within each branch, there are gaps and confusion surrounding all types of signage: directional, informational, procedural, etc. All of these signage-related problems affect both patrons and staff, particularly those who visit or work at more than one branch, and ultimately has a negative impact on the user experience.

INITIATIVE 4:
UPDATING POLICIES, PROCEDURES, AND TRAINING

There are several components impacting inconsistent service in the system, including many different sets of procedures and policies (both explicit and implicit) for different patrons and different branches, and a wide variety of knowledge discrepancies and training processes for the staff. UX and Design Thinking frameworks are fundamentally based on empathy with one's customers and require resources and techniques not found in traditional customer service training.

Ultimately, the subcommittee's vision of "The GPPL Experience" is a sort of concierge model of service proactively focused on getting patrons connected to whichever space or service they're seeking. A UX framework simultaneously requires and allows restructuring job descriptions and roles in order to be flexible and responsive enough to enable staff to play to their strengths, and to cross-train for when playing to strengths isn't feasible. The result is an innovative organizational culture focused on GPPL patrons.

BENCHMARKING SUBCOMMITTEE

The benchmarking subcommittee was charged with evaluating published data regarding how comparable libraries are performing and making recommendations for where GPPL can improve.

The comparison systems in Michigan included:

- Farmington Public Library, Farmington, MI
- Livonia Public Library, Livonia, Mi
- Novi Public Library, Novi, MI
- Plymouth Public Library, Plymouth, MI
- Rochester Hills Public Library, Rochester Hills, MI
- West Bloomfield Public Library, West Bloomfield, MI[6]

The comparison systems nationwide included:

- Newton Free Public Library, Newton, Massachusetts
- Shaker Heights Public Library, Shaker Heights, Ohio
- Cleveland Height Public Library, Cleveland Heights, Ohio
- Lakewood Public Library, Lakewood, Ohio
- Oak Park Public Library, Oak Park, Illinois
- Newport Beach Public Library, Newport Beach, California

Several of the national libraries were surveyed in prior GPPL strategic plans. The reporting of these statistics for both the Michigan and national reports is completed by each library and therefore some metrics may not be consistently measured at all libraries. As a simple example, the patron counter at the Central Branch is located in an area where staff must pass to get to and from the offices and patrons must pass to get to and from the restrooms. This leads to an increased patron count.

KEY FINDINGS

- The Grosse Pointe area is high in household income relative to most of the comparable libraries.
- The combined three-branch system is smaller in square footage and has a ratio of population to square footage of .83, compared with the Class 6 (over 50,000 population served) average ratio of 1.38.
- GPPL had a smaller staff than most comparables. The total number of librarians was low at 14.43 Full Time Equivalent (FTE) compared with an average of 17.29 FTE for all Class 6 libraries. Other staff was 31.68 FTE compared with an average of 57.97 FTE. On a nationwide basis, GPPL has 14.43 FTE librarians, below the average of 20.07 for librarians in the national survey group and GPPL has 31.68 other staff FTE, below the national group average of 48.12 FTE.
- GPPL spent over the Class 6 average for print materials, and less than the average for other materials (CD, DVD, etc) and for electronic materials.
- Although data for parking is not collected from either the state or national surveys, the benchmarking team felt that lack of sufficient parking is a real concern at all three library sites. The lack of a comprehensive public transportation option exacerbates this problem.

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6   http://www.michigan.gov/documents/libraryofmichigan/2016_LM_Michigan_Public_Statistics_2015-2016_For_Web_Autosaved_533822_7.xlsx

TALENT MANAGEMENT

ORGANIZATIONAL STRUCTURE

The GPPL system benefits from a staff with significant experience and expertise. Technology and evolving community expectations are creating new and different requirements for the staff. The strategic initiatives identified in this plan also create the need for new resources and ongoing professional development. **Additional resources identified in this plan include the following:**

- Marketing/Programming coordinator
- 2 additional outreach librarians
- 1 teen librarian
- 2 additional IT support including Emerging Technology Coordinator
- Maintenance staff
- Delivery drivers

The leadership team also carefully evaluated the current management structure and recognized the opportunity to create more effective reporting structures enabling managers to have significantly more on-site presence with employees. This recommendation creates supervisory Branch Manager positions responsible for all branch librarians and support staff. Maintenance and delivery staff would report to the centralized Operations Director. **See the proposed organizational structure on the next page.**

A number of administrative, librarian, and support staff are eligible for retirement over the next 5 years. While none of the staff has submitted a retirement plan, the financial projections include the retirement of 5 librarians, 3 support staff, and 2 administrators over this 5 year period with new staff hires to back-fill all of these potential retirements. These retirements will create the opportunity to create new positions, including the User Experience Librarian in 2018. Additional changes in roles and responsibilities will be evaluated as these positions are back-filled. An incentive plan for early retirement has also been discussed but no decision or offer has been made. Given the uncertainty of the offer and timing, the potential impact on expenses of this offer has not been factored into the financial forecasts.

PROFESSIONAL DEVELOPMENT

Continuing education is a key priority for the staff to encourage the introduction of new ideas and technologies into the library and ensure that the library can continue to be the educational resource for the community. Continuing education will be offered and delivered on-site, online, and through participation in off-site conferences and classes. This professional development may include in-house training and retreats.

Librarians and Administration will be required to complete a minimum of 40 hours of professional development each year. Support staff will be required to complete a minimum of 15 hours of professional development each year. Additional training may be available (and funded by the library) that enables the team to obtain the knowledge and develop the skills critical for the GPPL Library of the Future.

ORGANIZATIONAL STRUCTURE

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                        BOARD OF TRUSTEES
                              |
                        LIBRARY DIRECTOR
                              |
   ┌──────────────┬───────────┴──────────┬──────────┬─────────┐
OPERATIONS            ASSISTANT DIRECTOR    MKTG/PROG  IT MANAGER  FINANCE
   |                          |
 ┌─┴────────────┬──────────┐  |
ADMIN  MAINTENANCE   DELIVERY  |
        COORD        DRIVERS   |
         |                     |
   MAINTENANCE STAFF           |
                               |
   ┌───────────────────────────┼───────────────────────────┐
EWALD                       WOODS                       CENTRAL
BRANCH MGR                  BRANCH MGR                  BRANCH MGR
   |                           |                           |
 ┌─┴──────────┐          ┌─────┴───────┐          ┌───────┴────────┐
EWALD      EWALD       WOODS        WOODS       CENTRAL        CENTRAL
SUPPORT    LIBRARIANS  SUPPORT      LIBRARIANS  SUPPORT        LIBRARIANS
COORD                  COORD                    COORD
  |                      |                        |
EWALD                  WOODS                   CENTRAL
SUPPORT STAFF          SUPPORT STAFF           SUPPORT STAFF
  |                      |                        |
EWALD PAGES            WOODS PAGES             CENTRAL PAGES
```

FINANCIAL PLAN

The financial plan was developed using input from the strategic planning committees, subcommittees, and the library administrative and Board leadership. The plan used actual financials from May 2016-April 2017 as the baseline to develop 5 year financial projections that support the strategic initiatives identified in this process and the strategies and tactics required for successful implementation.

CURRENT FINANCIALS

Budgets are developed each year and approved by the Board of Trustees. Each budget is an annual budget only, with no monthly breakdowns. The library uses a 2009 year version of Quickbooks to manage and report financial activities. The chart of accounts is kept at a very high level, which does not allow for a detailed evaluation of more granular expense categories. **Following are several recommendations that would enable the Library to create more meaningful management reports to support decision-making and ensure the library continues to create the appropriate checks and balances and oversight within the financial processes.**

- Update Quickbooks to the most current version to ensure continued support and/or consider Quickbooks Online, which provides continual upgrades, data security, easier remote access and secured backup.
- Develop monthly budgets.
- Enhance the chart of accounts to utilize subaccounts to more finely evaluate spending in specific areas and provide data to better track variances and inform decision-making.
- GPPL tracks the capital and operating accounts separately which causes there to be internal transactions moving funds between accounts. The new contract accountant has recommended that the capital and operating accounts be combined into a single consolidated profit and loss statement to simplify reporting.

INFLATION RATE

The financial projections use a standard rate of inflation of 2% for most of the line items in the financial plan. This figure was determined through research derived from the Cleveland Federal Reserve bank, which opined that inflation for the next 10 years should average less than 2%.[7]

Some exceptions to this figure were as follows:

- Salaries and associated costs were planned to rise 3% for the first year and 2% for each year thereafter.
- In the content acquisition area, CDs and DVDs were planned to increase only at 1%, with some funds previously devoted to purchasing physical media shifted to streaming services. Spending on books would be increased due to higher costs for networked sharing services (Hoopla, OverDrive). Periodical spending will grow at 1%, due to less usage and increased usage of electronic repositories.
- Investment expenses and gains/losses will increase at a 3% rate year over year.

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[7]   https://www.clevelandfed.org/our-research/indicators-and-data/inflation-expectations.aspx

STAFFING

The staffing in the financial model reflects the following staff additions and staff replacements over the 5 year period.

FYE 2018

- 1 new Emerging Technologies Coordinator
- 1 new marketing/programs manager
- 1 new maintenance staff
- 2 new librarians (one at Woods and one new at Ewald)
- 1 new outreach librarian
- Additional part time delivery drivers
- 2 retiree librarian replacements*

FYE 2019

- 1 new outreach librarian
- 1 new teen librarian
- 1 retiree librarian replacement*
- 1 retiree admin replacement*

FYE 2020

- 1 new IT staff
- 1 retiree support replacement*
- 1 retiree admin replacement*

FYE 2021

- 1 retiree support replacement*
- 1 retiree librarian replacement*

FYE 2022

- 1 retiree support replacement*
- 1 retiree librarian replacement*

* No potential retirees have submitted notice of intended retirement to this point, however, it was deemed prudent to identify staff positions where retirements might be considered. It is anticipated that one of the initial retiree replacements will be back-filled with a User Experience Librarian position.

This results in the following staffing levels for FYE 2017-2022:

	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021	FYE 2022
ADMIN	6	8	8	8	8	8
LIBRARIANS	15	18	20	20	20	20
SUPPORT	22	23	23	23	23	23
TOTAL	43	49	51	51	51	51

MILLAGE

The millage calculation was formulated through information provided by Scott T. Vandemergel, Wayne County Director of Assessment and Equalization. Mr. Vandemergel identified the total taxable value used in the millage calculation for 2017 as $2,666,243,381. This provided the base taxable value in the model with the currently used millage rates in order to determine projected revenue. The monthly revenue distribution from FYE 2016 was used as the basis for determining incoming revenue throughout the 5 year projections.

The current allowed millage rates are established as a permanent millage rate of 1.5412 and a secondary millage rate of up to .6955. The library board has voted to only use .53 of the secondary millage rate up to this point. This decision can be changed by the board of trustees on a year by year basis. The secondary millage rate is up for referendum in 2019.

A 1.77% increase in taxable valuation was projected for each year, based on the difference between 2016 assessed value and the figures from Wayne County. For purposes of this forecast, we used the current millage rates of 1.5412 and a Headlee Adjusted maximum for all years. The understanding that the secondary millage rate will be up for renewal in 2019 allowed the team to develop several scenarios for tax revenue planning. Based on the results of these scenarios, the team is projecting the maximum as the secondary millage rate for FYE 2018-2022. **The results of several of the scenarios are shown below.**

MILLAGE 2 SUPPLEMENTAL*	FYE 2018	FYE 2019	FYE 2020	FYE 2021	FYE 2022	TOTAL REVENUE	ADDITIONAL REVENUE FROM INCREASED MILLAGE RATE
BASE CASE	0.53	0.53	0.53	0.53	0.53	$28,181,098	
SCENARIO 1	0.60	0.60	0.60	0.60	0.60	$29,147,930	$966,832
SCENARIO 2	0.53	0.6895	0.6861	0.6827	0.6792	$29,900,888	$1,719,789
SCENARIO 3	0.6930	0.6895	0.6861	0.6827	0.6792	$30,335,476	$2,154,378

* The voters approved a .70 supplemental millage in 2011 that expires in 2019. Due to the Headlee Rollback, the maximum allowable leverage is currently .6930.

     FINANCIAL PLAN

NOTES AND PROJECTS

The staff and leadership of the library developed a list of new projects that would be funded over the next 5 years. **Below is a list of the key projects by year:**

FYE 2018

- Authors to the Pointe
- Library Favorite Author Visit
- New Phone System
- Upgrades to WiFi systems
- Professional Graphic Design
- Capital Projects Assessment and Plan
- Technology Products and Content
- Lynda Library
- SMS (Text messaging) Alerts Subscription for ILS notifications
- Hoopla
- Overdrive
- Outdoor Furniture and Sculpture Central
- Space Needs Assessment (Central)
- Landscaping Central
- iPads or Tablets to check-out within the libraries (Ewald)
- Upgrade Surveillance System (Woods)
- Encapsulated touch screen displays (interior)
- Website Refresh

FYE 2019

- Exterior Signage
- Outdoor Furniture and Sculpture Woods

FYE 2020

- Recording studio
- Outdoor Furniture and Sculpture Ewald

FYE 2021

- Website Refresh

CAPITAL INCOME AND EXPENDITURES

In the financial forecast, all of the tax revenue income was counted as part of the operating budget. In addition, movements to and from capital accounts were disregarded as they cancelled each other out. The assumption was made that account 6100-00 (Capital Outlay) is for large projects that have little carryover. The FYE 2018 baseline was set to zero and projects were used to adjust the forecast moving forward. On the other hand, 6755-00 (Cap Contracted Services & Labor) is defined for ongoing services and the baseline for FYE 2018 was set to Forecast Actuals (May 2016-April 2017) plus any projects moving forward.

For cashflow forecasting purposes, a projected capital expenditure was developed for each year. For FYE 2018, the expenditure was set to the amount approved by the board of trustees for the HVAC replacement at Central.

FINANCIAL PROJECTIONS

Detailed financial projections were developed for each fiscal year, starting with FYE 2018, which begins on July 1, 2017. The financial projections assume maximum second millage (and renewal) through FYE 2022. There has been some discussion of moving to a fiscal year aligned with the calendar year. **Below is a summary of revenues and expense projections for FYE 2018-FYE 2022.**

	FYE 2018	FYE 2019	FYE 2020	FYE 2021	FYE 2022
REVENUES	$6,372,799	$6,456,605	$6,541,535	$6,627,607	$6,714,834
EXPENSES	$6,192,182	$6,176,798	$6,219,490	$6,405,005	$6,342,851
NET INCOME	$180,617	$279,807	$322,045	$222,602	$371,983

Detailed projections are found in Appendix 17 with accompanying notes defined in Appendix 18.

CASH FLOW PROJECTIONS

A Cash Flow projection was developed that used the current balances of the investment accounts (as of April 30, 2017) as the beginning cash balance of $9,466,372. The forecasted revenues and expenses for each year were then applied as well as an estimate of capital expenses for each year to develop an annual ending cash balance. The projected cash balance at the end of the forecast period at 6/30/2022 was $9,567,484.

The Cash Flow Forecast can be found in Appendix 19.

BONDS PAYOFF PROJECTIONS

The Bonds Payoff projection was developed to evaluate the impact of paying off the 2012 Library Refunding Bonds earlier than the scheduled 2028 redemption date. This model took the interest and principal statement from Bendinzski and Co. dated 07/23/2012. The model showed that by paying the bonds in 2023, the library would save $709,922 in interest payments. Paying off the bonds in later years would provide reduced savings.

The Bonds Payoff Projections can be found in Appendix 20.

KEY PERFORMANCE INDICATORS (KPIs)

The team has identified these 6 key performance indicators that will enable the leadership team and staff to quickly assess and monitor the health of the organization.

- Library card holders
- Library visits per branch
- Website engagement
- Number of unique wireless users
- Number of e-materials checked out
- Monthly and Annual Program Participation
  - Youth
  - Adult
  - Teen
  - General

IMPLEMENTATION PLAN

The implementation of this plan requires a commitment and ongoing focus by the GPPL staff and the GPPL Board of Trustees. **The following key steps are recommended to support success and ensure the continued engagement of the team in the process.**

MILLAGE REVIEW

The increase in secondary millage levied is recommended to generate the revenue for the investments identified in this strategic planning process and create the opportunity to defease the 2012 Library Refunding Bonds in 2023, prior to full maturity in 2028. This is a GPPL Board of Trustees decision and requires careful consideration relative to the 2019 millage renewal ballot initiative.

ORGANIZATIONAL STRUCTURE

The changes identified in the organizational structure create the opportunity for enhanced communications and performance throughout the organization. The creation of supervisory Branch Managers enables on-site management and provides the opportunity for the administrative team to support the staff through increased community involvement and ongoing thought leadership.

BRANCH OPERATIONS

The branches will move towards similar processes and procedures including hours of operations, phone systems, signage, and presentation of collections. The branches will collaborate to create and communicate distinct offerings such as makerspace or specific material (print, media, periodicals,) collections available at specific branches.

SUBCOMMITTEES

The subcommittee structure established for the strategic planning process can be an effective structure to support the plan implementation. Subcommittees can meet on a monthly basis to review progress, budgets, and next steps. **The following subcommittees are recommended:**

- Infrastructure
- Programming
- Marketing
- User Experience
- Technology
- Reporting (formerly known as Benchmarking and includes Project Tracking)

MONTHLY ACTUAL VS. BUDGET ANALYSIS

While the GPPL budget will be approved by the Board as an annual budget, the development of a monthly budgets will enable the team to better manage and understand revenues and expenses. It is also recommended that monthly financials (at a high level of detail) be shared with the team in combination with financial literacy development to ensure the entire team connects everyday decision-making, financial impacts, and potential returns on investment.

PROJECT TRACKING

A key outcome of this process was to identify projects and investments required to create the GPPL of the Future. While some of the changes recommended in this plan are shifts in culture, processes or procedures; much of the future of the library rests on the investment in staff, technology, facilities, and materials. It will be critical to track project launch, completion, and impact and share these results on a monthly or quarterly basis.

The 10 year facility plan and space repurposing analyses are both critical to the GPPL Library of the Future. The facility plan will ensure the community's investment in the physical buildings is preserved. The space repurposing enables the organization to identify best and most creative approaches to using the existing space in new and different ways to meet the changing needs of the community. It is anticipated that the funding required to re-imagine the existing space will be supported by fundraising from the GPPL Foundation and Friends.

GPPL FRIENDS AND FOUNDATION BOARDS

Complete the MOU to define the partnership relationships between the Friends and Foundation Boards to streamline community communications and outreach and maximize operating efficiencies and effectiveness. Concurrently complete the collaboration MOU defining the relationships and roles between GPPL, GPPL Friends Board and GPPL Foundation Board.

BALANCED SCORECARD

A quarterly Balanced Scorecard is recommended to track key annual results vs. goals and share with the GPPL staff and GPPL Trustees, Friends, and Foundation Boards. This provides a communication tool to share and discuss results and identify requirements for a shift in strategy or resources.

APPENDIX 1
SUBCOMMITTEE STRUCTURE

PROGRAMMING
Co-Chairs: Kathleen Gallagher and Diana Howbert
Peter Axe
Kathy Gaughan
Jane Marsden
Catherine Poletis
Rachel Stocking

TECHNOLOGY
Co-Chairs: Patrick Lynch and Chris Scapini
Priscilla Burns
Tammy Ivers
Jeff Jerzy
Mary Lynn Martin
Catherine Ricard

USER EXPERIENCE
Co-Chairs: Danis Houser & Stefanie Lozon
Maria Almaguer
Marge Hilgendorf
Shirley Maylock
Jeanette Olbey
Mary Kay Reno

INFRASTRUCTURE
Co-Chairs: Kim Hart and Peggy Kitchel
Cynthia Lewis
Jackie McCabe
Kristine Moy
Deborah Nowowiecki
Frank Passmore

BENCHMARKING
Co-Chairs: John Clexton and Lynne Severini
Rachel Charette
Sandra Novacek
Annie Rapas
Debbie Roseborough
Marlene VandenBoom

MARKETING
Co-Chairs: Jen Bingaman and Pat McClary
Laney Corrado
Deb Lynch
Kerri Manos
Jean Weston

APPENDIX 2
WOODS BRANCH FOCUS GROUP NOTES (1.25.17)

PARTICIPANTS

NAME	RESIDENCE	HOW LONG HAVE YOU BEEN A GP/HW RESIDENT?	AGE	NOTES
Susan Wenskus	Grosse Pointe Woods		59	therapy dog and read with the GPPL.
Mary Beth Nicholson	Grosse Pointe Woods	29 years	48	
Veronica Mcatee	Grosse Pointe Woods	8 years	36	2 kids, 2 and 4 y/o
Judy Flanz	Grosse Pointe Farms	40 years	76	
Chris Kaczanowski	Grosse Pointe Woods	30 years	64	don't use library much
Nicole Barber	Grosse Pointe Woods	7 years	40-ish	2 kids
Cathy Foster	Grosse Pointe Woods	20 years	55	teach class on robots and coding
Bonnie Medura	Grosse Pointe Woods	55 years	80	heavy library user
Jan Brennecke	Grosse Pointe Woods	25 years	66	entertainment user DVD
Susan Leithauser-Yee	Grosse Pointe Woods	15 years	55	
Janet Weber	Grosse Pointe Woods	45 years	75	
Helen Johnson	Roseville		48	Nanny in GP for 28 years
Rita Smyth	Grosse Pointe Woods	15 years	66	Farms before that, Book Clubs and grandkids
Jeff Jensen	Grosse Pointe Woods	5 years	35	4 kids elementary, preschool and 2 infants
Madelyne Markowitz	Grosse Pointe Park	20 years	64	all three libraries, 2 book clubs
Melissa Bunker	Grosse Pointe Woods	20 years	56	grew up in Farms, 17 and 19 yo, Judy Gafa recommended, don't like to buy books
Kim Monts	Grosse Pointe Woods		52	1 middle school son, teaches, used library as quiet study place.

WHAT YOU LOVE ABOUT THE LIBRARY

- Enlighting spaces, inviting, warm environment with fireplace, peaceful, updated, comfortable
- Central is airy, each branch has its own personality
- *Requesting a book and getting an email that it is there
- Easy returns - notify that it is due
- *3 branches - easy to return
- E-books
- Website - calendar, hours, MELCAT
- Newsletter
- Variety of materials and currency - films, best sellers, ebooks
- Special Orders
- *Friendly librarians
- Childrens area with farm and people, beanbags
- *Kids activities, age ranges, quality, mommy pop-ins (literary focused)
- *Tools - telescope
- Media, computers, web access, wifi - free for people
- Quality of Programs, Bringing in speakers
- 11 out of 17 use multiple branches - can order books from other branches
- *Tutoring
- computers/wi-fi
- Access to information from building or remote
- Calendar of activities
- Hours
- Warm environment
- Children's area
- space/peaceful and warm
- *Information (reference librarian)
- Periodicals and Magazines
- *Integration with GPPSS - afterschool kids programs - enrichment programs (archery!)
- Central closed and renewed (4 months)
- All three locations comfortable, inviting

* - Only at library

WHY DO YOU USE ANOTHER BRANCH

- Central has tween night (11-13 yo). Activities, held once a month. Ex. Pokemon Go, open/airy
- Ewald-talks; Woods to order books, Central for tween
- Depending where I am in the area.
- Branches seem to have personalities with book choices

HOW OFTEN DO YOU USE THE LIBRARY?

ON-SITE

- 2 or more times a week 3/17
- 1 time a week 4/17
- 2 times a month 4/17
- 1 time per month 3/17
- Less than 1 time per month 2/17

ON-LINE

- 2 or more times a week 2/17
- 1 time a week 1/17
- 2 times a month 2/17
- 1 time per month 6/17
- Less than 1 time per month 4/17

WHY?

- Quicker
- Like the physical touch
- Ability to browse
- Programs and to get out of the house
- Getting books and dropping off
- More variety and selection
- More print books than ebooks
- (2 users read ebooks from the library, 6 read ebooks outside of the library)
- 24 hour access - get audio books
- Be patient to wait for ebooks - don't like to wait/will obtain from other source (buy)
- 50% or less is available with ebooks online/don't have to wait for library to open
- Cheaper to use ebooks
- Ebooks can be hard to use

WHY NOT?

- Parking - Parking - Parking
- Safety in the parking lot - tripping, ice, muddy, slippery
  - Want walkway between Parcells building and courtyard to front entrance of library
- Streaming world - can stream all the movies they want
- Specials orders unclear
- Drive through for pickup and drop off materials
- Return book box for during school day
- Buy books when there are Friends sales
- Expand the books store - spacewise and hours
- More recurring events
- Sign up and get an event but forget to go - awareness/marketing, targeted marketing
- Newsletter and calendar needs to be mobile friendly
- Lot of information in the newsletter but there is an online calendar that is for newer events

WISH LIST

- Mobile library for elderly shut ins, Families with children
- Librarians go to senior homes
- Friends program for Children - 1 book a month and have them volunteer
- Boxes at gate for drop off during lot closure
- Friends bookstore larger and open more hours
- Mobile library (bookmobile) with shelves of books
- More notice for posting events and and better format for website for use on all devices
- Organize items in newsletter and calendar that points to that audience to make it easier and avoid missing things.
- Summer Reading - more school visits too, weekly emails or regular announcements through schools during school year. (this is a library admin to school admin conversation)
- Talk directly to authors
- After hours events for younger adults - wine & whatever)
- Important - quiet, private space - yet not feel alone
- Small group meeting space

OTHER COMMUNITY ORGANIZATIONS YOU USE AND WHY

- **Parks**: Recreation, arts, concerts, fitness, athletic fields
- **Museum District DIA, MOCAD**: culture
- **Campus Martius**
- **Belle Isle**: outdoor space, conservancy, aquarium
- **Zoo**: tourist venue, hospitality, education
- **GPW Community Center**: trips, classes, senior programming
- **Riverfront**: guest speaker, fishing rodeo, children's book giveaway
- **St. Clair Shores Adult Ed**
- **SCS Library**
- **SOC**: play bridge, meetings
- **GPWM:** trips, classes, war dance, ski hi, speakers, showers, outdoor concerts, weddings, space
- **Churches:** speakers, children's events, spaces, exercise
- **Exercise Places**
- **Neighborhood Club:** exercise, sports team
- **Ford House**: tours, concerts, children's programming, bird watching

WHAT IS THE FOCUS (VALUE PROP) OF THE LIBRARY?

- Lot of competition for mindspace
- Librarians
- "No additional charge to use resources or spend time"
- Reading room (magazines, study rooms, areas around fireplace such as Ewald)
- After school program (STEP) daily
- Information resource where you live
- Meeting place - socialization
- Can walk to one wherever you are - easy access - destination
- Books

WHAT DOES THE LIBRARY LOOK LIKE IN THE FUTURE?

- Music (records, cds) Listening stations
- Community meeting space
- Coffee Bar
- Marketing message to stay at home moms
- Schools focused programs - summer reading programs - eliminated paper, needs to be electronic
- Taking library service outside the building
- Talk to an author - programs/Skype/more special author events tied to book that is getting a lot of attention due to writing/relevance/trends
- More books
- More digital resources and support
- Charging stations
- Spending time

PRIORITY SPENDING

- 1 Materials - books, licenses, subscriptions
- 2 Staff
- * Parking
- Tools
- Infrastructure
- 4 Technology
- 3 Programming
- Makerspace/Labs
- Community Space

FINAL QUESTIONS

- Has renovation at Central made a difference in usage?
- Young families - need the library
- Space for nonprofits
- Bookstore open more hours
- More programs for little ones
- Seniors - tables in community room
- Learning - non-partisan space, secure, safe space
- Are we duplicating things already offered
- Are we relevant
- Are we using what we have in a way it is needed?
- Are we concentrating on youngest and seniors?

APPENDIX 3
CENTRAL BRANCH FOCUS GROUP NOTES (2.7.17)

PARTICIPANTS

The group reflected a mix of Farms (52%), City (24%), and Park (24%) residents. 4 (24%) of the 17 participants were between 30 and 35. 4 participants were between 50 and 60 and 58% were 60+. The group was predominantly (88%) female, with 2 male participants.

NAME	RESIDENCE	AGE
Rita Bontomas	Grosse Pointe City	70
Rachel Walpole	Grosse Pointe Park	56
Anne Giny	Grosse Pointe Park	67
Bridget Christian	Grosse Pointe Farms	35
Jean Murawski	Grosse Pointe Park	56
Sue Woodall	Grosse Pointe City	68
Joan Balok	Grosse Pointe Farms	70
Kathy Fisk	Grosse Pointe City	68
Renee Siegan	Grosse Pointe Farms	68
Nancy Solak	Grosse Pointe Farms	69
Annette Cataldi	Grosse Pointe Farms	52
David Moss	Grosse Pointe Park	56
Jayne Kasuba	Grosse Pointe Park	66
Elizabeth Echrin	Grosse Pointe Farms	76
Carly Casazza	Grosse Pointe Farms	32
Neil Sroka	Grosse Pointe Farms	32
Jean Conroy	Grosse Pointe Farms	71

WHAT WE LOVE ABOUT THE LIBRARY:

- Travel research
- Free---no additional charge
- Programs
  - Movie night
  - Storytime
  - Speakers
  - Arts and crafts
  - Books groups (especially Mother and Daughter)
- Reserving books online
- Renewing books online
- Due date reminders
- MEL
- Shared resources between branches and with GPPSS
- Accessible for kids of all ages
- Books
- Staff
- Break-out space at Ewald and Woods
- Community asset
- Branches have different personalities
- Different collections
- Tools
- Seeds
- Open to change
- Friends
- Used book sale
- Reading lists (curated)
- Author visits
- Music downloads
- DVDs
- Audio collection
- Opportunity to be challenged
- Outreach

CHALLENGES AND OPPORTUNITIES

- Getting a library card
  - Idea to get library and voter registration cards at the same time either at the library or at City Hall or other location
- Understanding why people don't use the library
- Ebooks—choices are not readily available
- No debit or credit cards accepted
- Can't pay fees online
- Woods has better 'kid" space
- Limited access to card catalog---only 1 or 2 computers dedicated for access
- Mobile app—is it really an app or just a mobile website
- Signage
- Phone system---hard to get to a real person
- Tech support on website
- Expanded outreach

There was a discussion on eliminating the $1 charge for DVDs and/or adding fees for premium services:
The group in general felt the $1 charge for DVDs was insignificant (didn't care) and they liked the fact it built revenue for the library. We talked about other fees and there was a diversity of opinion. While fees could generate revenue and perhaps regulate demand; they also voiced the concern that fees could impact equitable access. They suggested DVDs, MEL and new (best-seller) books could have a premium fee.

WHAT OTHER COMMUNITY ORGANIZATIONS DO YOU ACCESS? WHAT IS THEIR VALUE PROPOSITION?

- **War Memorial:** Classes, Community Center (fee based)
- **Neighborhood Club:** Exercise, Community Center (fee based)
- **SOC:** Yoga—Bridge Groups, Community Center (fee based---nominal fees)
- **GPPSS:** Education, Community Center (tax payer funded with some fee based services)
- **Parks:** Community Center (tax payer funded with some fee based services)
- **GPPL:** Education, Community Center

ADDITIONAL OPPORTUNITIES IDENTIFIED FOR GPPL:

- Partner with park systems
- Community garden
- Adult education
- History series

WHAT COULD THE FUTURE LOOK LIKE –IN 10 OR 20 YEARS–FOR THE GPPL?

- Books
- Community Center
- Community activities
- Learning community
- Go to for learning about technology
- Media literacy
  - Enable patrons to be good consumers of media
  - Help patrons navigate all the sources—know what's real and what's not
- References sources and non-fiction online
  - Ensures info is updated and timely
  - Curated
- Multilingual resources
- Meets the needs of multi-generations
- Access for all---children, seniors and special needs
- Recommend books and programs based on history
- Curating book groups to bring readers together
- Social media---meetups to discuss books, topics, etc.

APPENDIX 4
EWALD BRANCH FOCUS GROUP NOTES (1.17.17)

PARTICIPANTS

NAME	RESIDENCE	AGE
John Engstrom	Grosse Pointe Park	56
Mary Ellen Anglewicz	Grosse Pointe Park	77
Jen Evans	Grosse Pointe Park	43
Sarah Coats	Grosse Pointe Park	41
Toni Gibson	Grosse Pointe Park	66
Dick Trost	Grosse Pointe Park	56
Marlane Washington	Grosse Pointe Farms	61
Khristi Zimmeth	Grosse Pointe Park	55
Rosemary Gugino	Harper Woods	70

WHAT DO YOU VALUE ABOUT THE LIBRARY?

- Free (no additional fee) books
- Coffee
- Fireplaces
- Parking at Ewald Branch
- MELCAT
- Clean and organized
- Integration with GPPSS
- CDs
- DVDs
- Tools
- 3 locations
- Freegal (music)
- Friends Book Sales
- Friends Book Store
- Staff
- Meeting Space
- Seed Library
- Author Presentations
- 4th Monday at Woods Branch Book Group
- Special programs
- Reader Dogs
- Wowberry Newsletter
- Timed (limited) computer access
- Print books
- Wifi
- Computers
- Storytime

WHAT DO YOU GET AT THE LIBRARY THAT YOU DON'T GET ANYWHERE ELSE?

- Free books
- MELCAT
- Integrations with GPPSS
- Seed Library
- Staff
- Storytime

HOW OFTEN DO YOU ACCESS THE LIBRARY?

ON-SITE

- 2 or more times a week: 5/9
- 1 time a week: 2/9
- 2 times a month: 2/9
- Never: 0/9

ON-LINE

- 2 or more times a week: 1/9
- 1 time a week: 5/9
- 1 time a month: 1/9
- Never: 2/9

KEY CHALLENGES AND OPPORTUNITIES FOR THE GPPL SYSTEM:

- Website
  - Search function
  - More user friendly
- Books on reserve process
- Availability of books at different branches is not consistent
- Longer Hours—Ewald Branch closed on Sundays
- More collaboration with Parks and Rec Departments—offering family services and programming

WHAT SERVICES DO YOU ACCESS FROM OTHER COMMUNITY ORGANIZATIONS?

- **GPWM:** Youth, exercise, trips, cultural, education, GP Artists Association, meeting space (primarily fee based)
- **Schools:** Programs, kids club
- **SOC:** Meeting space, lunch, programs, Meals on Wheels
- **Neighborhood Club:** Fitness, day-care, health care (Beaumont) youth programming (fee based)
- **Parks and Rec:** Fitness, community
- **Churches:** Community
- **GP Music Academy:** Meeting space
- **GP Theater:** Cultural, entertainment

WHAT ARE YOUR SPENDING/INVESTMENT PRIORITIES FOR THE GPPL SYSTEM?

1. Book purchases
2. Staff (training, number)
3. Programs
4. Technology
5. Marketing
6. Makerspace
7. Databases—include those that access music, movies, etc.
8. Tools

PLUS need to have on-going commitment and investment to the infrastructure

HOW DO YOU USE THE WEBSITE?

- To find and reserve books
- Renew books
- Reserve programs
- Reserve DVDs
- Calendar

WHAT CHANGES HAVE YOU SEEN IN THE COMMUNITY OVER THE PAST 5+ YEARS?

- Increase in cultural diversity
- Drop in youth programs and participation

ADDITIONAL THOUGHTS/RECOMMENDATIONS:

- The library focus is books (whether print or e-books)
- Opportunity to provide/deliver books to assisted living
- Media experiences
- Facilitated community discussions (more—have done some)
- Understand the cost structure of print vs. ebooks---identify average cost per use
- More analytics on circulation by branch---impacts collections at the branches
- Value of librarians to the base and millennials
- Potential for fee based services (reserves)
- Business/entrepreneurial support

APPENDIX 5
NON USER FOCUS GROUP NOTES
(1.14.17)

PARTICIPANTS

The group was comprised of 3 Grosse Pointe and 1 Harper Woods residents. They were 65+ and long-time residents of the area. Guy, Paul and Christine are not active library users. Christine was not aware (until she received an invitation for this focus group) that Harper Woods residents could use the GP Library.

OPENING COMMENTS

PARTICIPANT 1

- Recently retired as Pediatric Chair at Children's Hospital and WSU Medical Faculty
- Has not spent much time on pleasure reading—wants to learn more about authors and (non-business/medical) writing
- Long-time user of the WSU Library—does not understand community libraries concept relative to academic libraries
- First introduction to the library years ago was the tool collection
- Raised 3 children in GP---currently lives with his wife in City of GP

PARTICIPANT 2

- Retired pediatric psychiatrist
- Former Board Chair of GPWM
- Moved to The Rivers with his wife 3-4 years ago—raised 4 children in GP
- Reading is his #1 hobby—reads 35-40 books a years—lots of nonfiction
- Wants to use the library but it doesn't work for him
- Reads on ipad and is not able to get the books he wants---the available e-books tends to be less relevant and less current
- Would pay a premium to get ebooks that he current purchases (on average $15/book)

PARTICIPANT 3

- PR and marketing consultant
- Big reader---primarily fiction and biographies
- Uses the Woods Branch
- Prefers print—reads some on her kindle
- Finds the GPPL website challenging
- Handicapped parking at Woods Branch is difficult
- Single---no kids
- Good experience with nephew who has autism attending programs and accessing resources at both Central and Ewald Branches
- Wanted to join a book group at the Library and they were full

PARTICIPANT 4

- Didn't know HW residents could use the GPPL
- Mental health psychologist
- Would like to see more variety in scheduling
- Avid reader
- 20-something daughter who also reads but does not use the library
- Uses the HW Library---questions over access for both GP and HW libraries and funding for follow-up

WHAT OTHER COMMUNITY RESOURCES DO THEY ACCESS?

- **GP Parks and Rec** (exercise)
- **SOC:** lending closet, lots of services available even if they don't access them, Paul's wife volunteers at SOC/medicare counseling, Very posisitve/warm feeling in the community
- **Neighborhood Club**: some have used it when their children were young
- **Church**
- **GPWM:** Classes, Fitness, Salsa dancing, GP Artists Association (wife)
- **Detroit cultural organizations (DIA, DSO, MOT, etc.)**

WHAT IS CHANGING IN GP

- More racially diverse community
- More commercial development
- Impact of development in Detroit—positive for GP
- Still a sense of community
- Still great services

DISCUSSION/RECOMMENDATIONS

- Make appointments for reference assistance
- Mission statement falls short
- How will we measure success
- Libraries without walls
- Why would I want to go to the library—has to be easy
- Lack of training for library staff---staff member who did not know how to use ebooks
- Benchmarks are important—look at Stuart Florida
- An annual or semi-annual meeting of GP mayors and leaders of community service institutions—Library, SOC, War Memorial, GP Public Schools, etc—to review special initiatives they are planning in hopes of identifying synergies that could yield cross institutional, community wide themes. We mentioned Black History Month as one example—lectures at the War Memorial and the Public Schools, readings at the library and school curriculums, etc.
- Were not aware that they GPPL had 3 Boards—no clarity (amongst the 4) on the role of each Board

SUMMARY

- This was a group of senior citizens that value the role of a library in their community.
- 3 of the 4 were not active library users for several reasons:
  - Lack of information on what's available
  - Did not know they could use the library as a HW resident
  - The library doesn't (easily) offer what they want (current print and ebooks, access to academic level reference services)
  - They view the library primarily as a place to borrow books
  - They regularly access many other community organizations for classes, social interaction, cultural activities.

APPENDIX 6
COMMUNITY SURVEY

Grosse Pointe Public Library Community Survey 2017

Q1 How often do you use the library?

Answered: 1,550   Skipped: 9
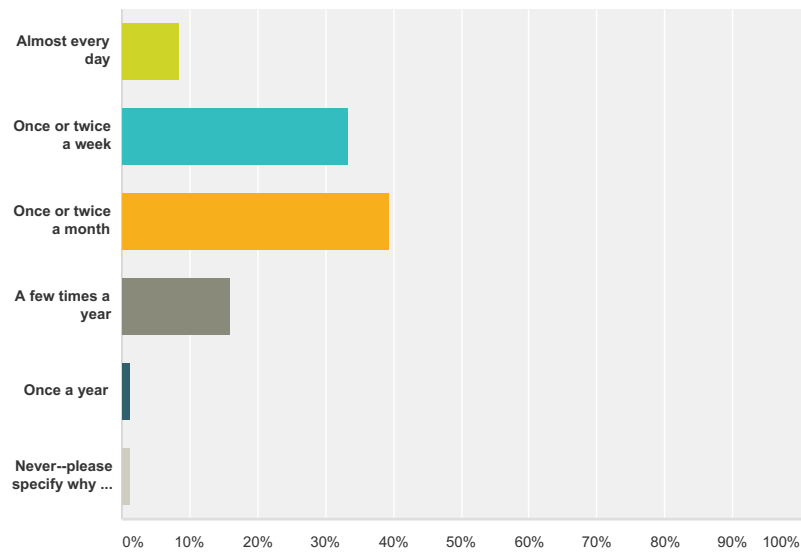
Answer Choices	Responses	
Almost every day	**8.52%**	132
Once or twice a week	**33.42%**	518
Once or twice a month	**39.55%**	613
A few times a year	**16.00%**	248
Once a year	**1.23%**	19
Never--please specify why you do not use the library.	**1.29%**	20
Total		**1,550**

Grosse Pointe Public Library Community Survey 2017

Q2 **How do you typically use the library
(Check all that apply)?**

Answered: 1,549   Skipped: 10
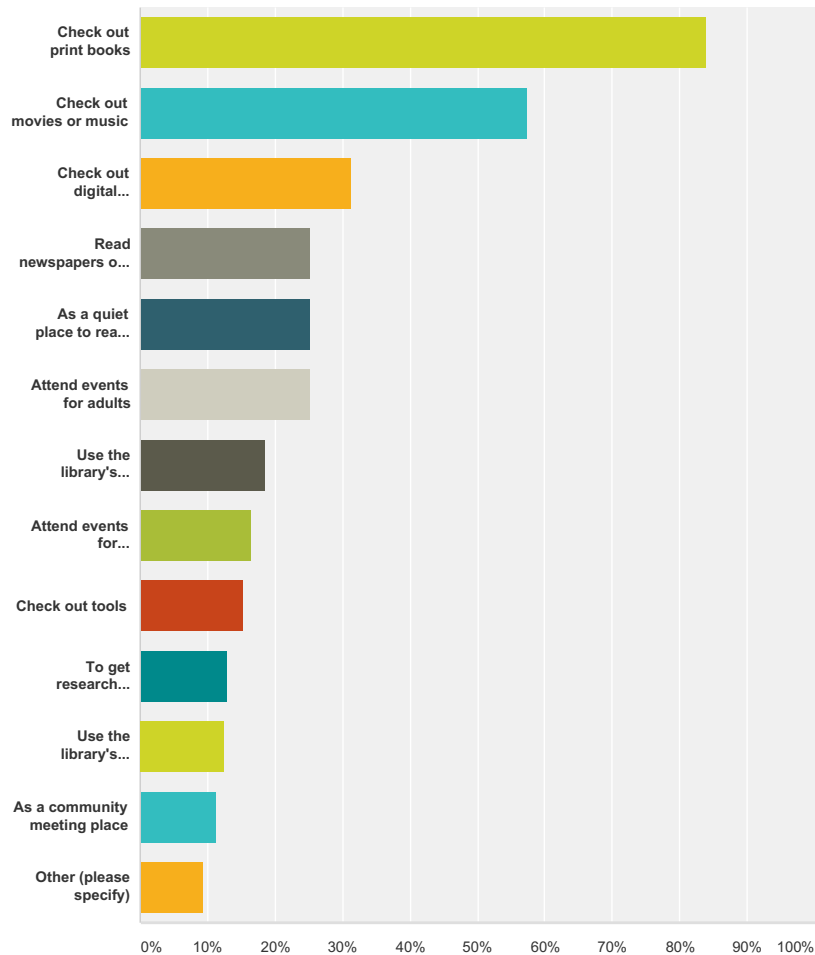
Answer Choices	Responses	
Check out print books	**83.93%**	1,300
Check out movies or music	**57.33%**	888
Check out digital content, such as e-books, e-audio media, etc.	**31.31%**	485
Read newspapers or magazines	**25.18%**	390
As a quiet place to read, study or reflect	**25.18%**	390
Attend events for adults	**25.18%**	390

Grosse Pointe Public Library Community Survey 2017

Use the library's computer or access the internet	**18.53%**	287
Attend events for children/family	**16.46%**	255
Check out tools	**15.17%**	235
To get research assistance or book recommendations from a librarian	**12.85%**	199
Use the library's databases	**12.52%**	194
As a community meeting place	**11.30%**	175
Other (please specify)	**9.36%**	145
Total Respondents: 1,549		

Grosse Pointe Public Library Community Survey 2017

Q3 How would you prefer to receive information about library services and programs? Please check all that apply.

Answered: 1,529   Skipped: 30
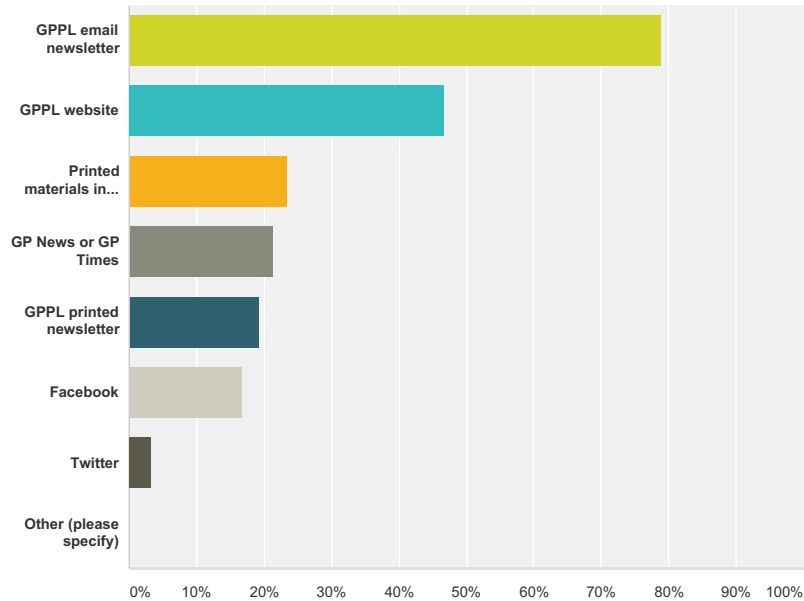
Answer Choices	Responses	
GPPL email newsletter	**78.88%**	1,206
GPPL website	**46.83%**	716
Printed materials in the library (posters, fliers, bookmarks)	**23.28%**	356
GP News or GP Times	**21.26%**	325
GPPL printed newsletter	**19.23%**	294
Facebook	**16.61%**	254
Twitter	**3.27%**	50
Other (please specify)	**0.00%**	0
Total Respondents: 1,529		

Grosse Pointe Public Library Community Survey 2017

Q4 What technology elements are key to your use of the library? Please check all that apply.

Answered: 1,243   Skipped: 316
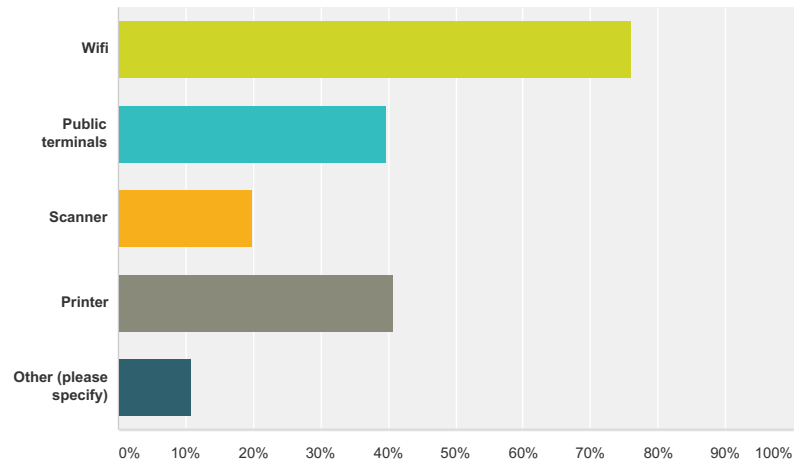
Answer Choices	Responses	
Wifi	**75.95%**	944
Public terminals	**39.66%**	493
Scanner	**19.79%**	246
Printer	**40.63%**	505
Other (please specify)	**10.78%**	134
Total Respondents: 1,243		

Grosse Pointe Public Library Community Survey 2017

Q5 What additional technology elements would increase your use of the library? Please check all that apply.

Answered: 911   Skipped: 648
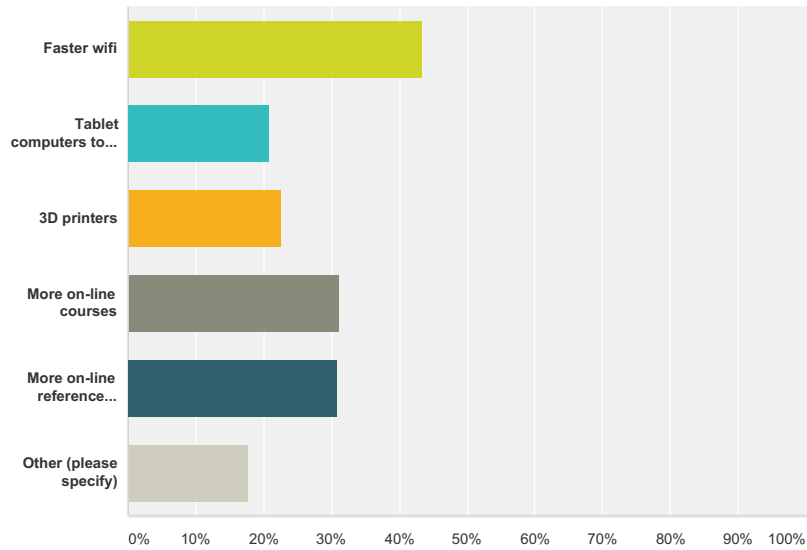
Answer Choices	Responses	
Faster wifi	**43.36%**	395
Tablet computers to use within the library	**20.97%**	191
3D printers	**22.50%**	205
More on-line courses	**31.17%**	284
More on-line reference material	**30.85%**	281
Other (please specify)	**17.67%**	161
Total Respondents: 911		

Grosse Pointe Public Library Community Survey 2017

Q6 Rank the following program types from most impactful to least impactful relative to their unique benefit to the community. 1 is the most impactful and 9 is the least impactful.

Answered: 1,220   Skipped: 339
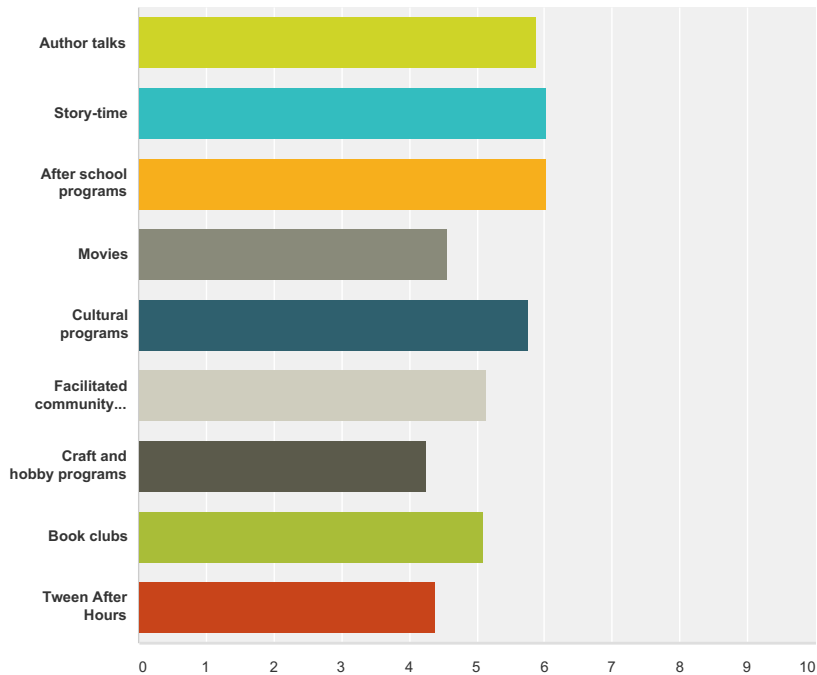
	1	2	3	4	5	6	7	8	9	Total	Score
Author talks	22.86% 203	12.95% 115	12.61% 112	8.90% 79	11.26% 100	7.88% 70	10.02% 89	6.53% 58	6.98% 62	888	5.89
Story-time	27.48% 222	15.84% 128	10.15% 82	7.55% 61	6.68% 54	8.04% 65	7.92% 64	6.93% 56	9.41% 76	808	6.03
After school programs	20.76% 164	19.24% 152	12.66% 100	10.76% 85	7.34% 58	6.58% 52	7.09% 56	9.62% 76	5.95% 47	790	6.03
Movies	9.84% 87	9.50% 84	9.73% 86	9.73% 86	9.62% 85	10.75% 95	10.63% 94	14.14% 125	16.06% 142	884	4.58
Cultural programs	11.01% 97	17.82% 157	15.78% 139	13.51% 119	12.49% 110	9.42% 83	8.17% 72	7.04% 62	4.77% 42	881	5.77
Facilitated community discussions	8.38% 73	10.91% 95	13.78% 120	13.32% 116	12.63% 110	12.63% 110	11.71% 102	8.38% 73	8.27% 72	871	5.13
Craft and hobby programs	5.77% 50	6.57% 57	9.23% 80	10.61% 92	11.42% 99	11.42% 99	14.76% 128	14.53% 126	15.69% 136	867	4.25
Book clubs	8.16% 75	7.73% 71	14.47% 133	14.04% 129	14.04% 129	15.56% 143	10.12% 93	10.55% 97	5.33% 49	919	5.10
Tween After Hours	7.18% 67	9.00% 84	10.93% 102	9.43% 88	11.25% 105	8.68% 81	11.15% 104	12.11% 113	20.26% 189	933	4.39

Grosse Pointe Public Library Community Survey 2017

Q7 Please rate the importance of the following types of Grosse Pointe Public Library services to you and/or your family:

Answered: 1,502   Skipped: 57
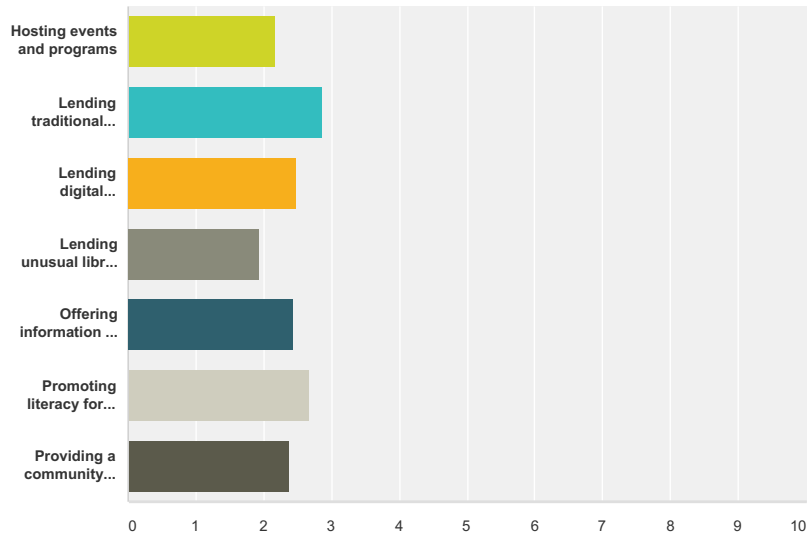
	Very Important	Important	Not at All Important	Total	Weighted Average
Hosting events and programs	**33.71%** 482	**50.07%** 716	**16.22%** 232	1,430	2.17
Lending traditional library materials (books, magazines, movies, music, video games)	**87.93%** 1,311	**11.20%** 167	**0.87%** 13	1,491	2.87
Lending digital materials (downloadable books, audiobooks, magazines, music)	**57.95%** 835	**33.10%** 477	**8.95%** 129	1,441	2.49
Lending unusual library materials (framed art, seeds, tools)	**23.01%** 329	**47.90%** 685	**29.09%** 416	1,430	1.94
Offering information and technology resources to people without other access	**55.56%** 795	**33.82%** 484	**10.62%** 152	1,431	2.45
Promoting literacy for children and adults	**72.05%** 1,039	**22.82%** 329	**5.13%** 74	1,442	2.67
Providing a community gathering place	**48.08%** 690	**42.30%** 607	**9.62%** 138	1,435	2.38

Grosse Pointe Public Library Community Survey 2017

Q8 Would changes to any of the following aspects of the Grosse Pointe Public Library increase your library usage? Please check all that apply, and feel free to provide additional options or details below in Question 9.

Answered: 1,335   Skipped: 224
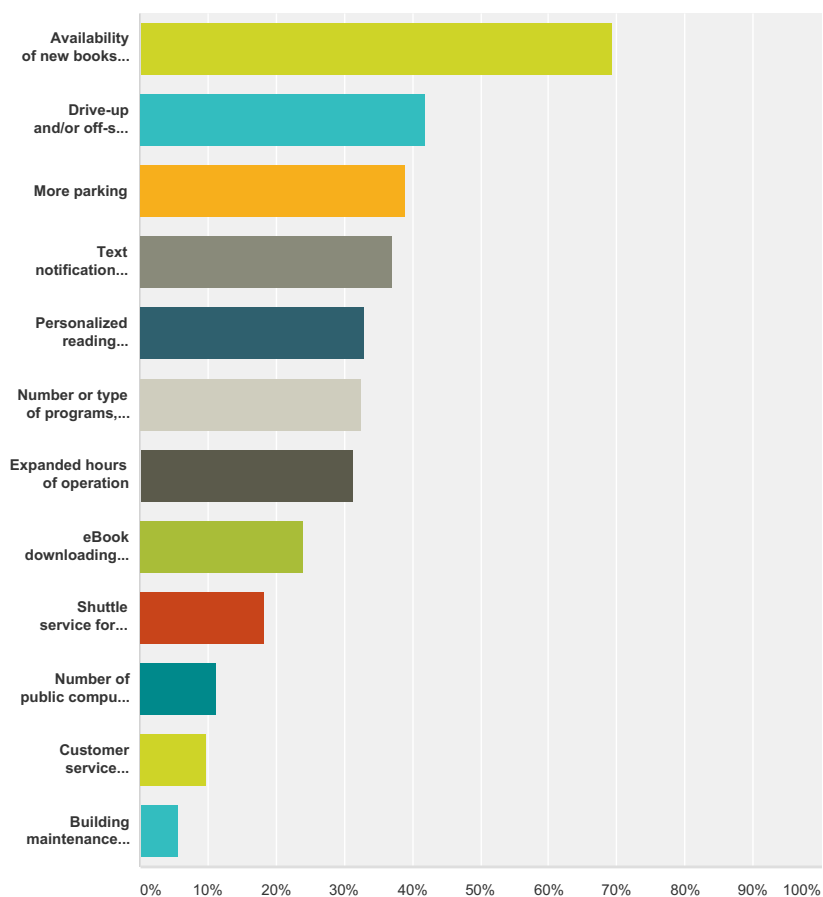
Answer Choices	Responses	
Availability of new books and movies	**69.36%**	926
Drive-up and/or off-site book drops	**42.02%**	561
More parking	**38.95%**	520
Text notification for holds or overdue notices	**37.23%**	497

Grosse Pointe Public Library Community Survey 2017

Personalized reading recommendations from the librarians	**32.88%**	439
Number or type of programs, events, and classes	**32.58%**	435
Expanded hours of operation	**31.39%**	419
eBook downloading assistance	**23.97%**	320
Shuttle service for senior citizens and/or for special events	**18.28%**	244
Number of public computer terminals	**11.31%**	151
Customer service upgrades	**9.89%**	132
Building maintenance improvement	**5.62%**	75
Total Respondents: 1,335		

Grosse Pointe Public Library Community Survey 2017

Q10 Do you have a Grosse Pointe Library card?

Answered: 1,508   Skipped: 51
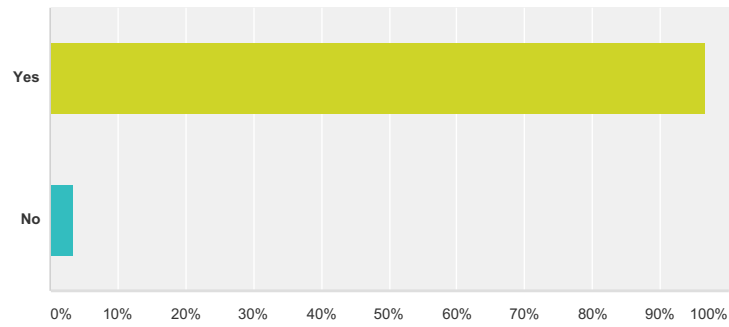
Answer Choices	Responses	
Yes	**96.75%**	1,459
No	**3.25%**	49
Total		**1,508**

Grosse Pointe Public Library Community Survey 2017

Q11 Please tell us your age and gender:

Answered: 1,503   Skipped: 56
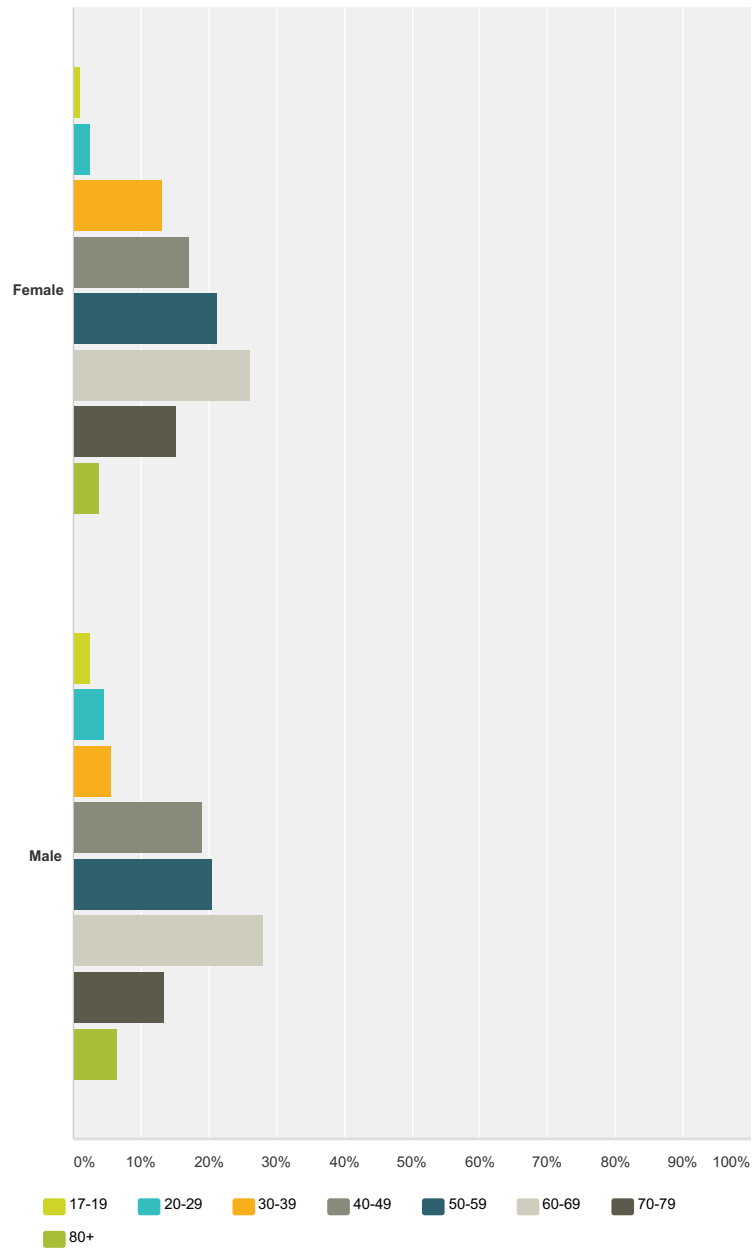
	17-19	20-29	30-39	40-49	50-59	60-69	70-79	80+	Total
Female	0.96% 11	2.45% 28	13.13% 150	17.16% 196	21.28% 243	26.01% 297	15.24% 174	3.77% 43	1,142
Male	2.46% 10	4.68% 19	5.67% 23	18.97% 77	20.44% 83	28.08% 114	13.30% 54	6.40% 26	406

Grosse Pointe Public Library Community Survey 2017

Q12 Where do you live?

Answered: 1,512   Skipped: 47
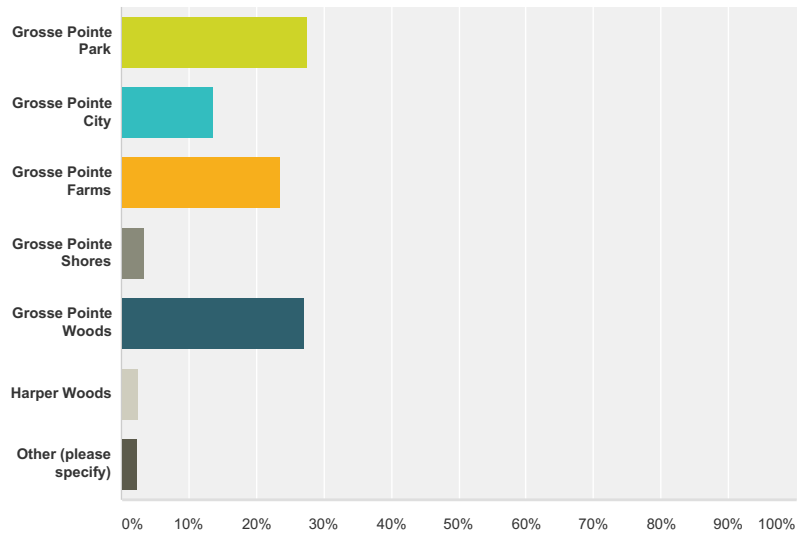
Answer Choices	Responses	
Grosse Pointe Park	27.51%	416
Grosse Pointe City	13.49%	204
Grosse Pointe Farms	23.61%	357
Grosse Pointe Shores	3.44%	52
Grosse Pointe Woods	27.05%	409
Harper Woods	2.51%	38
Other (please specify)	2.38%	36
Total		1,512

APPENDIX 7
BUSINESS OWNER SURVEY

GPPL Business Survey

Q1 As a business owner in the Grosse Pointe area, how do you use the Grosse Pointe libraries? Please check all that apply.

Answered: 19   Skipped: 1
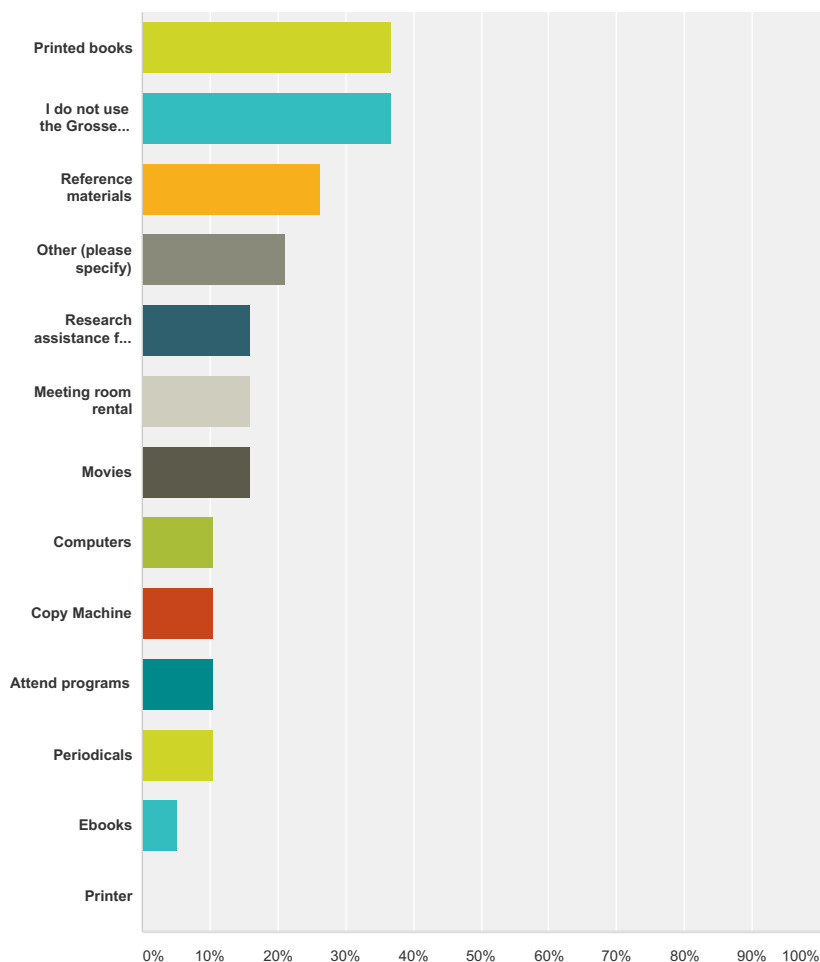
Answer Choices	Responses	
Printed books	**36.84%**	7
I do not use the Grosse Pointe Public Library	**36.84%**	7
Reference materials	**26.32%**	5
Other (please specify)	**21.05%**	4
Research assistance from a librarian	**15.79%**	3

GPPL Business Survey

Meeting room rental	**15.79%**	3
Movies	**15.79%**	3
Computers	**10.53%**	2
Copy Machine	**10.53%**	2
Attend programs	**10.53%**	2
Periodicals	**10.53%**	2
Ebooks	**5.26%**	1
Printer	**0.00%**	0
Total Respondents: 19		

GPPL Business Survey

Q2 Which of the following resources would you use if available at the library? Please check all that apply.

Answered: 17   Skipped: 3
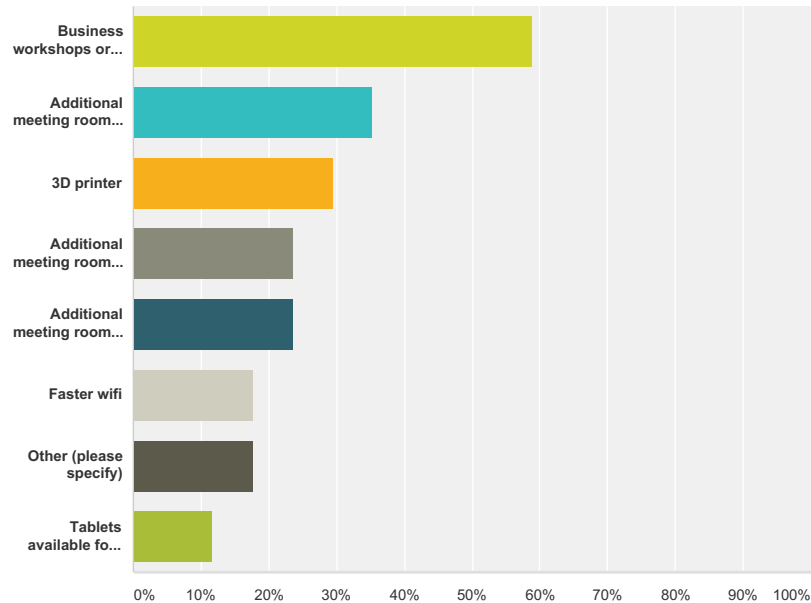
Answer Choices	Responses	
Business workshops or seminars	**58.82%**	10
Additional meeting rooms for small groups (less than 10 people)	**35.29%**	6
3D printer	**29.41%**	5
Additional meeting rooms for groups of 10+	**23.53%**	4
Additional meeting rooms for groups of 50+	**23.53%**	4
Faster wifi	**17.65%**	3
Other (please specify)	**17.65%**	3
Tablets available for loan within the library	**11.76%**	2
Total Respondents: 17		

GPPL Business Survey

Q4 Please indicate what type of business you operate in the GP community.

Answered: 19   Skipped: 1
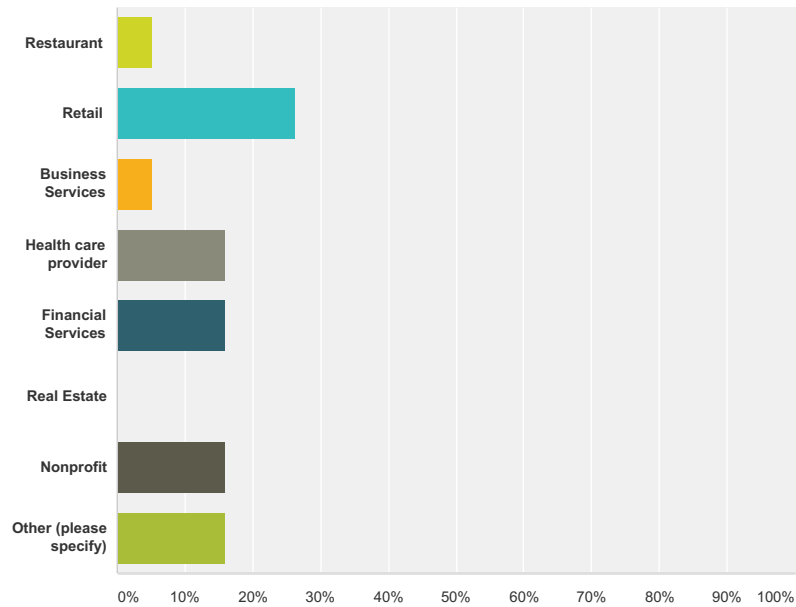
Answer Choices	Responses	
Restaurant	**5.26%**	1
Retail	**26.32%**	5
Business Services	**5.26%**	1
Health care provider	**15.79%**	3
Financial Services	**15.79%**	3
Real Estate	**0.00%**	0
Nonprofit	**15.79%**	3
Other (please specify)	**15.79%**	3
Total		19

GPPL Business Survey

Q5 Where do you live?

Answered: 20   Skipped: 0
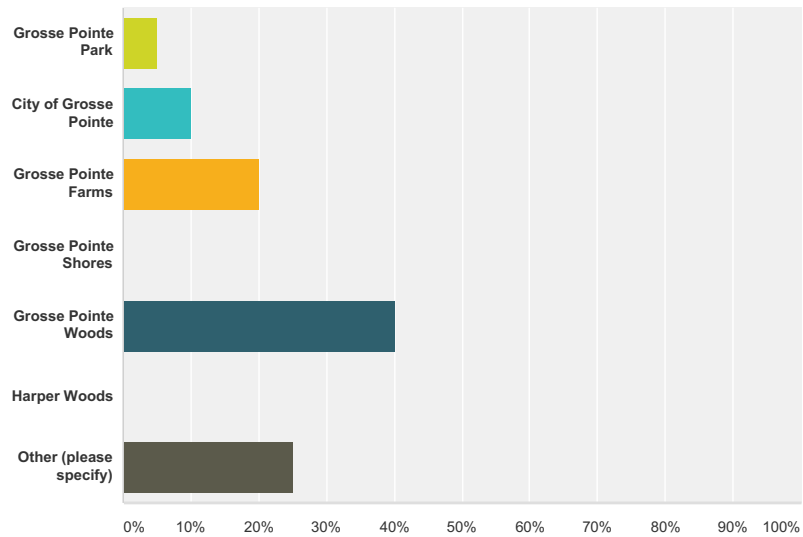
Answer Choices	Responses	
Grosse Pointe Park	5.00%	1
City of Grosse Pointe	10.00%	2
Grosse Pointe Farms	20.00%	4
Grosse Pointe Shores	0.00%	0
Grosse Pointe Woods	40.00%	8
Harper Woods	0.00%	0
Other (please specify)	25.00%	5
Total		20

GPPL Business Survey

Q6 Which Grosse Pointe Library Branch do you most frequently visit?

Answered: 20   Skipped: 0
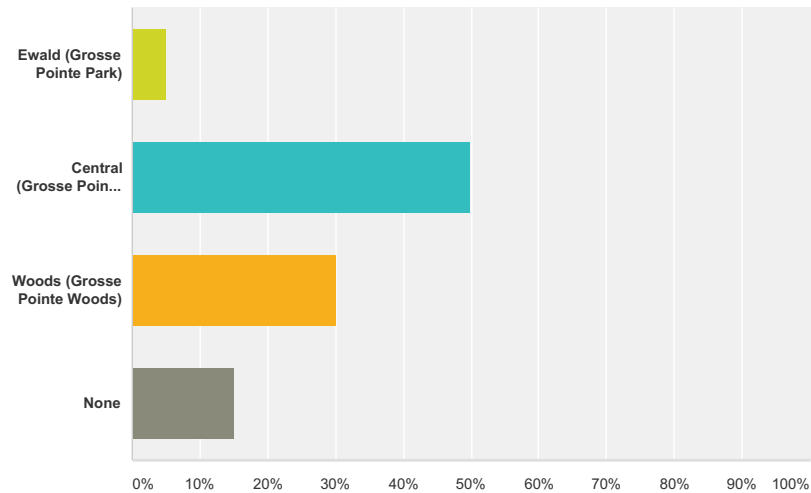
Answer Choices	Responses	
Ewald (Grosse Pointe Park)	5.00%	1
Central (Grosse Pointe Farms)	50.00%	10
Woods (Grosse Pointe Woods)	30.00%	6
None	15.00%	3
Total		**20**

GPPL Business Survey

Q7 Do you have a current Grosse Pointe Library card?

Answered: 20   Skipped: 0
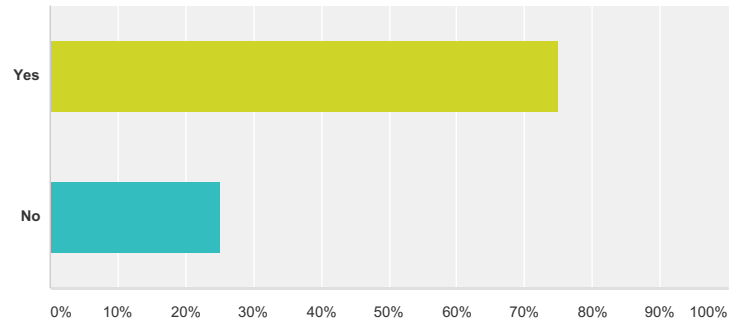
Answer Choices		Responses	
Yes		**75.00%**	15
No		**25.00%**	5
Total			**20**

APPENDIX 8
MICHIGAN BENCHMARKING DATA

APPROACH

Benchmarking is a means to understand what comparable organizations are doing and then determine if any of the practices are transferable. For this analysis, the focus group identified five Michigan libraries in comparison using data obtained from the 2014-2015 Michigan Public Library Statistics. Libraries with a service population of 50,000 to 99,999 were reviewed. The comparable libraries were further refined to ensure that they served a similar demographic to the Grosse Pointe Public Library District.

From this review, the following libraries were identified for comparisons

CHART 1: BENCHMARK LIBRARIES

LIBRARY	LOCATION
Grosse Pointe Public Library	Grosse Pointe, MI
Farmington Public Library	Farmington, MI
Livonia Public Library	Livonia, MI
Novi Public Library	Novi, MI
Rochester Hills Public Library	Rochester Hills, MI
West Bloomfield Public Library	West Bloomfield, MI

For each of the communities, total population served and median household income was collected. The purpose of collecting this information was to further verify the comparables, as residents with similar income levels tend to have similar spending and behavioral habits.

CHART 2: DEMOGRAPHIC COMPARISONS

LIBRARY	POPULATION SERVED	MEDIAN HOUSEHOLD INCOME
Grosse Pointe Public Library	51,133	$100,688
Farmington Public Library	90,112	$71,061
Livonia Public Library	96,942	$69,386
Novi Public Library	55,374	$80,299
Rochester Hills Public Library	100,485	$80,806
West Bloomfield Public Library	71,755	$103,078

CHART 3: STAFFING

POPULATION GROUP	STAFF (FTE)		
50,000 to 99,999	LIBRARIANS	OTHER STAFF	TOTAL
Grosse Pointe Public Library	14.43	31.68	46.11
Farmington Public Library	28.00	47.43	75.43
Livonia Public Library	16.00	27.28	43.78
Novi Public Library	14.05	25.20	39.25
Rochester Hills Public Library	21.26	38.26	59.52
West Bloomfield Public Library	15.91	18.75	34.66
Median of all Libraries	15.96	29.48	45.44
Mean of all Libraries	18.28	31.43	49.71

CHART 4 : ANNUAL COUNT PER CAPITA MEASURES

POPULATION GROUP	ANNUAL COUNT PER CAPITA MEASURES		
50,000 to 99,999	CIRCULATION	VISITS	REFERENCE TRANSACTIONS
Grosse Pointe Public Library	10.95	9.97	1.63
Farmington Public Library	12.48	6.83	2.10
Livonia Public Library	5.34	8.84	1.11
Novi Public Library	15.48	7.08	2.05
Rochester Hills Public Library	18.27	5.52	No Response
West Bloomfield Public Library	39.32	17.25	4.76
Median of all Libraries	13.98	7.96	2.05
Mean of all Libraries	16.97	9.25	2.33

CHART 5: USAGE MEASURES

POPULATION GROUP 50,000 to 99,999	COLLECTION TURNOVER	TOTAL COLLECTION (HOLDINGS)	TOTAL COLLECTION (HOLDINGS) PER CAPITA	CARD HOLDERS	CARD HOLDERS AS % OF POPULATION	CIRCULATION PER CARD HOLDER	BUILDING SIZE IN SQ.FT
Grosse Pointe Public Library	2.37	236,551	4.63	21,897	42.82	10.95	61,000
Farmington Public Library	3.18	353,984	3.93	56,356	63.65	12.48	90,000
Livonia Public Library	1.84	281,160	2.90	45,395	46.83	5.34	85,615
Novi Public Library	4.13	207,415	3.75	27,238	49.19	15.48	59,314
Rochester Hills Public Library	6.25	294,012	2.93	70,128	69.79	18.27	76,910
West Bloomfield Public Library	10.44	270,119	3.76	71,890	100.19	39.32	76,000
Median of all Libraries	3.66	275,639	3.76	50,875	56.42	13.98	74,806
Mean of all Libraries	4.70	273,873	3.65	48,817	62.08	16.97	76,455

APPENDIX 9
US BENCHMARKING DATA

Benchmarking is a means to understand what comparable organizations are doing and then determine if any of the practices are transferable. For this analysis, the focus group identified six national libraries and compared using data obtained from the 2014 Library Systems Public Library Survey. Libraries with a service population of 50,000 to 99,999 were reviewed. The comparable libraries were further refined to ensure that they served a similar demographic to the Grosse Pointe Public Library District.

From this review, the following libraries were identified for comparisons:

CHART 1: BENCHMARK LIBRARIES

LIBRARY	LOCATION
Grosse Pointe Public Library	Grosse Pointe, MI
Oak Park Public Library	Oak Park, IL
Newton Free Public Library	Newton, MA
Cleveland Heights Public Library	Cleveland Heights, OH
Lakewood Public Library	Lakewood, OH
Shaker Heights Public Library	Shaker Heights, OH
Newport Beach Library	Newport Beach, CA

For each of the communities, total population served and median household income was collected. The purpose of collecting this information was to further verify the comparables, as residents with similar income levels tend to have similar spending and behavioral habits.

CHART 2: DEMOGRAPHIC COMPARISONS

LIBRARY	POPULATION SERVED	MEDIAN HOUSEHOLD INCOME
Grosse Pointe Public Library	51,133	$100,688
Oak Park Public Library	52,567	$78,895
Newton Free Public Library	86,307	$119,148
Cleveland Heights Public Library	57,867	$53,155
Lakewood Public Library	51,983	$45,098
Shaker Heights Public Library	32,311	$75,177
Newport Beach Library	96,100	$107,991

CHART 3: STAFFING

POPULATION GROUP	STAFF (FTE)		
50,000 to 99,999	LIBRARIANS	OTHER STAFF	TOTAL
Grosse Pointe Public Library	14.43	31.68	46.11
Oak Park Public Library	27.98	60.34	78.32
Newton Free Public Library	31.27	34.58	65.85
Cleveland Heights Public Library	26.5	70.9	97.4
Lakewood Public Library	5.33	54.15	59.48
Shaker Heights Public Library	19.00	42.75	61.75
Newport Beach Library	16.00	42.42	58.42
Median of all Libraries	19.00	42.75	61.75
Mean of all Libraries	20.07	48.12	68.19

GPPL has 14.43, below the average of 20.07 for librarians
GPPL has 31.68, below the average of 48.12 for other staff

CHART 4 : ANNUAL COUNT PER CAPITA MEASURES

POPULATION GROUP	ANNUAL COUNT PER CAPITA MEASURES		
50,000 to 99,999	CIRCULATION	VISITS	REFERENCE TRANSACTIONS
Grosse Pointe Public Library	10.95	9.97	1.63
Oak Park Public Library	26.52	15.07	1.27
Newton Free Public Library	21.02	8.01	1.77
Cleveland Heights Public Library	30.75	18.09	1.01
Lakewood Public Library	31.91	17.26	0.65
Shaker Heights Public Library	34.19	12.61	2.68
Newport Beach Library	17.58	14.57	1.98
Median of all Libraries	26.52	14.57	1.77
Mean of all Libraries	24.70	13.69	1.61

GPPL circulation has 10.95 well below average
GPPL visits has 10.22-Close to average
GPPL reference transactions has 1.92, above average

CHART 5: USAGE MEASURES

POPULATION GROUP 50,000 to 99,999	COLLECTION TURNOVER	TOTAL COLLECTION (HOLDINGS)	TOTAL COLLECTION (HOLDINGS) PER CAPITA	CARD HOLDERS	CARD HOLDERS AS % OF POPULATION	CIRCULATION PER CARD HOLDER	BUILDING SIZE IN SQ.FT
Grosse Pointe Public Library	2.37	236,551	4.63	21,897	42.82	10.95	61,000
Oak Park Public Library	4.43	310,479	5.98	52,557	101.37	26.18	111,632
Newton Free Public Library	3.34	543,315	6.30	46,438	53.81	39.06	91,000
Cleveland Heights Public Library	3.86	461,071	7.97	44,971	77.71	39.57	108,256
Lakewood Public Library	2.48	270,119	12.88	92,866	178.65	17.86	103,00
Shaker Heights Public Library	3.05	362,758	11.23	32,819	101.57	33.66	65,00
Newport Beach Library	5.37	314,965	3.28	131,978	137.33	12.80	91,000

MEDIAN OF ALL LIBRARIES

- Collection Turnover 3.34
- Total Collection (Holdings) 362,758
- Total Collection (Holdings) per Capita 6.30
- Card Holders 46,438
- Card holders as % of Population 101.37
- Circulation per Card Holder 26.18
- Total Building size In Sq.FT 90,126.86

MEAN OF ALL LIBRARIES

- Collection Turnover 3.56
- Total Collection (Holdings) 414,113.14
- Total Collection (Holdings) per Capita 7.47
- Card holders 60,503.71
- Card holders as % of Population 99.04
- Circulation per Card holder 25.73
- Total Building size in sq ft 91,000
- Collection Turnover for GPPL has 2.37
- Total collection GPPL 46,438

CHART 6: MISCELLANEOUS USAGE MEASURES

LIBRARY	E-BOOK CIRCULATION	TOTAL PROGRAMS
Grosse Pointe Public Library	38,330	1132
Oak Park Public Library	57,426	975
Newton Free Public Library	12,042	1,704
Cleveland Heights Public Library	74,450	3,378
Lakewood Public Library	31,930	44,969*
Shaker Heights Public Library	44,157	1,594
Newport Beach Library	91,600	1,187

E BOOK CIRCULATION:

- Median- 44,157
- Mean – 49,990.71
- GPPL-38,330

TOTAL PROGRAMS:

- Median-1,390.5
- Mean- 1,661.67
- GPPL- 1,132

*Lakewood is an outlier and would have skewed the results so therefore not included. Also note, the STEP program at GPPL was not included

APPENDIX 10
STAFF STRATEGIC PLANNING RETREAT (1.6.17)

LIBRARY SERVICES

WHAT UNIQUE SERVICES DOES THE GPPL OFFER?

- Tools*
- Plant Exchange
- Seed Catalog
- Tutoring Space
- Organized after school care*
- Play-time Pop-ins*
- Little Shop (gifts)*
- Friends Used Book Store*
- Reader Dogs
- Wifi and Internet Access*
- Technology Assistance
- Access to books and materials
- Reference service
- Proctoring
- Databases*
- Ebooks*
- Programs
- Public Space for individuals
- Public Space for meetings
- Meeting Rooms for nonprofits and community groups

* While these services are available through other organizations or businesses in the community (or on–line); they are offered by the GPPL at no additional charge.

WHAT SERVICES DOES THE GPPL OFFER THAT OVERLAP WITH OTHER COMMUNITY ORGANIZATIONS? WHO ARE THOSE ORGANIZATIONS?

- GP War Memorial
- Neighborhood Club
- SOC
- Family Center
- Assumption Greek Orthodox Church
- Area Churches
- GP Schools
- GP Private Schools (Liggett, Academy, St. Pauls, etc.)
- Hospitals
- GP Parks and Rec Departments
- Coffee Shops
- Book Stores

LIBRARY PATRONS

DESCRIBE YOUR CURRENT LIBRARY PATRONS.

- Babes to Seniors
- Family focused
- Older
- Women—especially in circulation
- Men—using computers and study space
- Detroit Community—income diversity

HOW DO THEY DIFFER FROM BRANCH TO BRANCH?

EWALD

- Patrons are the most diverse
- Seeing a decline in school age children using the library
- Parking is a challenge
- Increase in rentals

CENTRAL

- Highest average level of income (patrons) of the 3 branches
- More demanding patrons
- More stable population
- Most pedestrian traffic
- Parking usually available
- Seeing a decline in computer use

WOODS

- Most families participating of the 3 branches
- Increase in rentals
- No parking
- Increase in computer users

WHICH (IN GENERAL) COMMUNITY MEMBERS ARE NOT USING THE LIBRARY?

Late 20s-30s are not checking out books although they may use the space for studying

WHY DO COMMUNITY MEMBERS NOT USE THE LIBRARY?

- Too busy
- Parking
- Can afford to buy books
- Growth in e-books
- Technology
- Not top of mind at the schools
- Limited collaboration between GPPL and GPPSS
- Germs
- Not aware of what the library offers

WHAT CHANGES HAVE YOU SEEN IN WHO USES THE LIBRARY?

- Increased venue for social interaction
- Decrease overall in the school age kids
- More non-residents (provide free guest passes)
- Decrease in circulation for families and afterschool programs
- Decrease in DVD rentals
- Demand for private study rooms

WHAT ARE PEOPLE LOOKING FOR AT THE LIBRARY:

- Computer training
- Resume writing
- Fax services
- Community service experts and support
- Library flicks
- Special needs programs/services

OPPORTUNITIES FOR NEW SERVICES/PROGRAMS

- Fee paid services such as frequent user/priority programs (e.g. move up the wait list for books)
- Increased community visibility
- Marketing
- Offering more services outside the walls of the libraries

VALUE PROPOSITION: ACCURATE, PERSONAL, TRUSTED, EXPERTS

APPENDIX 11
INFRASTRUCTURE SUBCOMMITTEE
FINAL REPORT

SUBCOMMITTEE MEMBERS
Co-Chairs:

Peggy Kitchel – Assistant Director @ Central

Kim Hart – Operations Manager @ Central

Kris Moy – Support Staff @ Ewald

Debbie Nowowiecki – Support Staff @ Woods

Jackie McCabe – AV Staff @ Central

Frank Passmore – Custodial Staff

Jeanette Olbey – Librarian @ Ewald

Cynthia Lewis – Retired Librarian @ Central

STATE OF THE GPPL:
OBJECTIVE ASSESSMENT OF CURRENT PROCESSES, PROCEDURES, SYSTEMS, FACILITIES

OPPORTUNITIES:

- Restructure Organizational Chart
- Prepare the GPPL and Staff to implement Current trends
- Give staff opportunity to fill roles they love- identify individual strengths
- Play to people's strengths
- Continue to offer and increase opportunities for professional development
- Physical space- moveable furniture, games, after hours, digital space
- Facilities- Specialty Branches- Digital (no books), book branch, delivery services, maintenance of spaces at all branches, space assessment, capital improvement plan
- Combine roles/responsibilities so all staff can perform routine tasks
- Communication- create environment of easy/open communication

CHALLENGES:

- Organizational chart restructure within the confines of the Union Contracts
- Supervision responsibilities
- Retraining staff for changing patron needs and library role
- Library Pay/Benefits (attracting and keeping talent)
- Get staff invested in the success of the library – motivation
- Re-identify the library's role in the community
- Communication between Administration and staff
- Role of the Friends and Foundation

DESCRIPTION AND ANALYSIS OF THE CURRENT STATE OF INFRASTRUCTURE WITHIN THE GPPL SYSTEM.

In an effort to improve the state of the Library organization an objective assessment of current practices and procedures was made so problems could be identified and solutions offered. Starting at the top, the committee examined the existing chain of command and found that the current system relied heavily on the Director with regard to everyday issues. We then went on to individual job duties and agreed that, to an extent, job duties were largely being performed in a routine way as if on autopilot. Currently, marketing of programs, newsletters and technology issues are among the many things taking staff away from their assigned duties. It was also agreed that our current organization is much departmentalized and that the present system of employee evaluation is ineffective. We also discussed the fact that the allocated budget is not being used in its entirety, and that budget expenditures are a largely staff driven decision. Within the Library organization there is a lack of cohesion and consistency among the three Libraries with regard to procedure and policies, and, more importantly, a lack of communication throughout. In the current system, the three locations are used in the same way as far as collections, building use, etc.

While evaluating current practices, we identified many things that the Library excels at! The Library offers exceptional customer service and provides an experienced reference staff that possesses the knowledge to go beyond the typical internet search in their effort to serve the community. We have not just books but periodicals, newspapers, business resources, an extensive audio visual collection as well as electronic resources. The Library also has the ability to obtain materials from throughout the state of Michigan in order to fulfill patron requests. We offer an assortment of events, free of charge, including visits by renowned authors, movies, story times and countless programs tailored to youth. The library provides computer and internet access and the ability to print, copy and scan documents and we keep the community informed by Emailing weekly newsletters. We also offer one thing that is quite unique, a quiet space to study, read, write, relax or just reflect.

With an eye toward the future, we identified areas within the Library in need of improvement and offered solutions. First, we evaluated the current chain of command and proposed changes that would allow the Director more flexibility and less need to be involved in the day to day operation of the Library. We developed a new chain of command and discussed who should be responsible for the direction of workflow within specific groups and locations and the process for dealing with problems concerning patrons, staff, and the buildings. In an effort to break out of current routines we discussed updating and revising existing job descriptions, adding classifications within jobs and assessed staffing needs for all locations so that additional staff may be hired or current positions increased from part time to full time where needed. The committee also felt that ongoing education as well as cross training of the staff within the union guidelines was necessary to keep employees up to date with the latest technologies and, more importantly, to enable staff to provide the best customer service possible. To better serve the community, we felt a reassessment of current material spending was needed and options for materials such as electronic resources and book and DVD leasing be explored.

We proposed that additional positions be created in the I.T. department providing assistance during the majority of operating hours and easing the burden currently put on staff, to improve upon the web page and to create a Library App. A Branch Coordinator was proposed and has already been added to the Central Library staff to take over many responsibilities currently being handled by the assistant director and to facilitate periodic staff meetings. We propose that the Library hire a Publicity / Marketing professional to coordinate and promote all of our programing so that we can achieve a level of consistency and we also spoke about developing a recognizable Library brand. This position would also likely compile the newsletters and be responsible for an online presence for the Library, freeing up current staff.

We discussed the existing system for employee evaluations and agreed it needed revision to include job specific expectations and performance standards. Presently, evaluations are performed annually and we spoke of making them less frequent as outlined in the Union contract, instead dealing with any issues at the time they arise. The committee also felt the reinstatement of monthly branch meetings with Administration was needed to enable discussion of issues specific to locations and to maintain consistency among the branches. We found that throughout the system communication is an ongoing concern and proposed an online approach, accessible to the entire staff, be taken.

KEY FINDINGS:
DATA RESEARCH

- Methods and relevancy of data research and review of best practices, relevant trends, and benchmark research that will inform our future vision of Infrastructure of the GPPL system.

- As part of the Infrastructure report, we wanted to look at our current library structure and gather information and data from comparable libraries, be able to discuss other possibilities to build on the current GPPL , retaining many of our best practices and reviewing other information.
  To this end, we phoned or emailed other libraries asking for information on some key points of interest.

- We agreed that in order to further market the library and emphasize the activities we do best, we might need a marketing/publicity person on staff. Three out of four libraries contacted have professional marketing coordinators, two full-time, one half time with extensive duties ranging from graphic design to web site, digital newsletter, press releases, interior signage and more. This position did not coordinate the library programs.

- The underlying structure of GPPL works well but needs clarification of each position's responsibilities, what the duties are, who reports to whom, etc. and should make sure that everyone in each department understands these responsibilities.

- From all data collected, it seems that the use of technology is important. All the libraries have IT positions, some more extensive than others, but it was helpful to see that all used some technology such as Evanced. Software for scheduling is used if it works for employees' schedules.

- The contacts we made and information gathered was relevant for collecting ideas for changes to come so GPPL can be comfortable and welcoming as well as providing excitement and new ideas to appeal to all in the community.

KEY FINDINGS:

Review of best practices, relevant trends, and benchmark research that will inform our future vision of Infrastructure of the GPPL system.

ORGANIZATIONAL HEALTH:

- Improve communication
- Shared schedule for all staff
- System wide online log- viewable by all staff
- System wide meetings for all staff - Bi-annually
- Branch Meetings – all branch staff – Quarterly
- IT – Quarterly – All tech staff
- Evaluate and update policies and procedures
- Restructure the organizational chart

ROLES AND RESPONSIBILITIES:

- Update job descriptions and job titles
- Evaluate and update policies and procedures
- Change Evaluations – ½ of staff per year in writing , face-to-face meeting to address immediate issues
- Train current Pages for Tech. Support and AV support
- After school Monitors at Branches- provide structured job duties
- Combine Friends and Foundation -Role is to Support the Library
- Provide a Welcome/Information desk to be staffed with Paraprofessionals
- Mobile/Roaming Reference Staff
- Librarians curate a virtual collection and help community to navigate the internet
- Require basic competencies of all staff – procedures, technology
- Require Staff Training – Quarterly Training/ continuing Education opportunities/ annual conferences/ ALA certificates/In-Service days

ADDITIONAL STAFF:

- Reference/Professional Staff
  - Central Branch Manager
  - 2 - 19 hour degreed librarians
- I.T. Department
  - 1 full time I.T professional
  - Hourly Techs to help patrons at each library and to help troubleshoot
  - Interns for Digital Lab – CCS and WSU students
    –No cost. Work for college credit.
- Custodial
  - 1 Full Time Custodial staff -Delivery and custodial duties (or)
  - 1 part-time delivery hourly person for delivery services between the branches
- Administration
  - Financial Services – Consultant
  - 1 Full Time Marketing & Library Programming Event Coordinator

FACILITIES:

- Conduct a space needs assessment to evaluate how we can best meet the needs of the modern library user while remaining historically sympathetic to the architectural integrity of our three unique buildings.
- Evaluate buildings and grounds
- Dedicate space for group study/collaborative space
- Dedicated quiet space
- Create Teen space, creative makerspace

ATTRACT AND RETAIN TALENT:

- Look at salary structure and ranges
- Cross-training within classifications per Bargaining Agreement

- Changing the culture to look forward – be on the cutting edge, leaders in libraries including Updating the Web Page
- Creating a GPPL app
- Reference - Chat style
- Mobile devices and Hotspots to check out
- Virtual library with access 24/7
- Virtual Reference and Database for entrepreneurs
- STEM/STEAM learning kits for youth of all ages
- Partner with groups and organizations
- Coding classes for all ages
- Database and online courses for lifelong learning

DESCRIPTION OF THE POTENTIAL COMMUNITY BENEFIT OF THE FUTURE STATE OF INFRASTRUCTURE OF THE GPPL SYSTEM.

The GPPL is the anchor of the five Grosse Pointe communities. The influence of the GPPL will extend beyond the physical locations of the branches. Managing a library for public use requires constant evaluation of how effectively the programs, amenities, policies and procedures, and design features serve patrons and the mission of the library itself. The GPPL will operate effectively and efficiently by responding to evolving needs of users with ongoing improvements and refinements.

RESOURCES REQUIRED AND IMPLEMENTATION OF INFRASTRUCTURE PLAN FOR THE GPPL SYSTEM

PRESENT – 2 YEARS

Critical steps, milestones and resources (people, dollars, equipment, facilities, Systems or technology) required to implement each component of the future state.

COMMUNICATION:
- Staff Scheduling Software like LibStaffer ($2,000)
- Utilize full capabilities of current email provider (Outlook) to create calendar (0.00)
- New Communications system including Automated notification system for special circumstances – VOIP ($10,000 - $15,000)
- Meetings:
  - Administration meetings weekly – determined by Director
  - System wide meetings for all staff - Bi-annually (Subs $1,200)
  - Branch Meetings – all branch staff – Quarterly ($ 00.00 no Subs required)
  - IT – Quarterly – All tech staff ($ 00.00 no Subs required)
  - Custodial – Quarterly – all maintenance staff with Operations Manager ($ 00.00 no Subs required)
  - Evaluate and update policies and procedures- Administration staff time
  - Restructure of the Organizational Chart (Infrastructure 1 Organizational Chart)

ADDITIONAL STAFF:

- Central Branch Manager ($5,000 Stipend)
- 1 - 19 hour degreed librarians at Ewald ($22,000 per year, with prorated benefits)
- 1 Full Time Head of Maintenance - $45,000 - $65,000 + single $8,000 or family $21,500 benefits
- 1 Full Time Marketing & Library Programming Event Coordinator - $37,000-$65,000 + single $8,000 or family $21,500 benefits
- 1 full time I.T Professional $47,000 - $60,000 + single $8,000 or family $21,500 benefits
- Hourly Techs to help patrons at each library and to help troubleshoot
- $10-$15 per hour x 24 hours= $12,500 - $19,000
- Interns for Digital Lab – CCS and WSU students –No cost. Work for college credit.

FACILITIES:

- Conduct a space needs assessment to evaluate how we can best meet the needs of the modern library user while remaining historically sympathetic to the architectural integrity of our three unique buildings. ($5,000 -$10,000)
- Dedicate space for group study/ collaborative space
- Dedicated quiet space
- Create Teen space, creative makerspace
- Evaluate buildings and grounds (Plante Moran estimate TBD)
- Create a Capital Improvements Schedule – Begin projects as determined
- Regular Roof Maintenance at Ewald and Woods
- Concrete work at Central
- Landscaping at Central

ATTRACT AND RETAIN STAFF:

- Cross-training within classifications per Bargaining Agreement (Staff time)
- Changing the culture to look forward – be on the cutting edge, leaders in libraries including Updating the Web Page ($50,000-100,000)
- Creating a GPPL app (Cost included in Technology Plan)
- Reference - Chat style
- Mobile devices and Hotspots to check out (Cost included in Technology Plan)
- Virtual library with access 24/7
- Virtual Reference and Database for entrepreneurs
- STEM/STEAM learning kits for youth of all ages ($2,000 – $8,000)
- Partner with groups and organizations
- Coding classes for all ages
- Database and online courses for lifelong learning (Lynda.com $15,000)

3 – 5 YEARS

Critical steps, milestones and resources (people, dollars, equipment, facilities, Systems or technology.) required to implement each component of the future state.

ADDITIONAL STAFF:

- 1 - 19 hour degreed librarians at Woods ($22,000 per year, with prorated benefits)
- Financial Services – Consultant $200 per hour x 30 - 40 hours = $6,000 - $8,000
- 1 Full Time Custodial staff at contract rate $29,000 + single $8,000 or family $21,500 benefits
- 1 part-time delivery hourly person $10-$15 x 15=$7,800 - $11,700 hours for delivery services between the branches

FACILITIES:

- Create Teen space, creative makerspace
- Schedule and complete Capital Improvements – Elevator, enclose outdoor space

ATTRACT AND RETAIN STAFF:

- Update salary structure and ranges
- STEM/STEAM learning kits for youth of all ages ($2,000 – $8,000)

ENVISIONING:
FUTURE IN TWO YEARS

- Touch screen technology with user friendly, large, graphics at the entrance to the branch, welcoming, directing and informing patrons about the resources and programs. Possibly in the form of a kiosk, that is creative, artistic or quirky, suitable to the style of each branch but displaying GPPL's logo or brand. Touch screen signage on the endcaps of the stacks to allow patrons to discover and explore collection.

- Virtual reference and live reference which allows patron access to knowledge/information from anywhere through email, text, skype or live chat.

- Virtual reality of GPPL programs and events allowing patrons to enjoy the libraries resources whenever and wherever they choose. Not to leave out the young patrons; story time of stories, poems, songs or kids events.

- Repurposing library space to create dedicated study/quiet room zone, use of movable/flexible seating to invite participation and better use of program room by allowing limited time for afterschool tutoring such as 3-5 p.m. Youth room as a possible space for more collaborative needs of small family oriented community groups such as Girl Scouts, Boy Scouts or school related projects. Create an evolving/changing gallery section to show off arts/crafts/interests/history of Grosse Pointe and community groups.

- Pick up parking at entrance of library and drive by drop-off sites to allow patrons easy access and to help alleviate parking space problem.

- Bring library out into the community through outreach programs, community events, street fairs, and to the park system by use of book bikes. Better use of outdoor space to provide seating and interesting area for patrons to gather and relax (with access to Wi-Fi). Outdoor space can also be used for library programs, music events or interesting installations/sculptures.

- Increased technology available such as streaming, library app, new website and ability to check out and create new library cards off site.

ENVISIONING:
FUTURE IN FIVE YEARS

- Recognition of emerging adult/new adult/millennials category and creating programs, spaces and Outreach services that appeal to their needs.
- Total reorganization of library space and function at every branch due to loss of physical collection and an increase in digital/emerging technology - think virtual library.
- All parking and traffic flow issues at Woods and Central are resolved

APPENDIX 12
MARKETING SUBCOMMITTEE
FINAL REPORT

SUBCOMMITTEE MEMBERS

- **Laney Corrado, Deborah Lynch, Virginia Veltri, Jean Weston**, are circulation clerks, and their role at the circulation desk centrally located in each library branch makes them "front line" staff. They answer questions and give direction to nearly guest who visits the library and with every encounter they have the opportunity to gather information about our library community. Their knowledge and one-on-one contact with patrons is a valuable tool to obtain feedback from our users.

- **Kerri Manos** is an Administrative Assistant in the Library Director's office. Her role in the Library's administrative offices gives her key insight to how we are performing in our role to connect people to resources, programs, events and other library services.

- **Tamra Bell** is a graphic designer who has worked as a contractor for the library and the Foundation. She has extensive experience in brand management and graphic design for small to global firms, and the training and skill to offer guidance about how to position our library as a key community resource.

- **Jennifer Bingaman** has spent the last 5 years as the Executive Director of the Library Foundation building advocacy and support through fundraising, development and special events. Prior to that Jen had a career in college administration and college corporate recruiting.

- **Pat McClary**, Woods Branch Coordinator and Youth Librarian brings her strong background and experience in marketing, programming, supervisory and building management skills, team and community relations from a career in marketing with the City of Detroit including the Detroit Zoo and her role as a librarian and manager for the Detroit Public Library, Oak Park Library and Grosse Pointe Public Library.

CURRENT STATE

Recent surveys have shown that there is a general satisfaction for services, hours, resources, programs and collections. However, statistics are not reflecting that positive survey response, and there is continuous feedback from users and non-users alike that points to a lack of presence and knowledge of what the library is offering.

People who use the library have a preference for which branches they use aligned with where they live, or work and pick up children from school or activity. They use one location exclusively and rarely visit the others.

A consistent message from the community points to the confusion that the Grosse Pointe Library's three building locations are separate and in line with the five (5) Grosse Pointe communities (Grosse Pointe Park, City of Grosse Pointe, Grosse Pointe Farms, Grosse Pointe Shores and Grosse Pointe Woods), a borrower must use the building that serves their area.

ANALYSIS OF CURRENT STATE

It was the committee's conclusion that people feel the library is an important resource in their community, and they hold it as a value not only to sustain the integrity of their community but also a contributor to their quality of life.

It is important that the library continue to retain that position within the community, while reviewing and looking at opportunities to improve current or create new approaches to service, resources, programs and collections as they relate to wants, needs and trends.

General promoting (emerging adults millennials) delay in where they are in their life - in school longer and with parents, gap between using as a student and as a parent how do we get back in. and niche marketing

KEY FINDINGS

Initially, the committee reviewed several strategic plans for our and other libraries, articles about the process and examples of some other marketing initiatives taken in like-library systems that. Committee members were given an opportunity to ask questions about the committee's task and the process so that they had a clear understanding of what our task was.

Following that was a set of discussions about the recent library survey results and the dilemma of why the library scores so high with our users yet does not enjoy the statistics to accompany the compliments. It became obvious that the library would need to assess its current practices and develop a plan to re-image and communicate with its users and attract new interest and the library could identify partners and advocates to help communicate the library's messages.

Once the objectives were simply stated, the committee used "brainstorming," and members were encouraged to share experiences and stories to provide examples. Every idea was noted and later stacked in order to support each objective. During this stage, articles of other library initiatives were shared and discussed along with recommendations and suggestions by the committee and placed in the outline.

The committee was provided all notes and drafts for their review and feedback and identified key elements.

WHAT'S THE PLAN?

It's important that the library create an organizational culture with systems and practices that provide a "make-ready" environment for responding to crisis or opportunities.

First, it is important to have an objective assessment of current processes, procedures, systems policies and directives.

Internal communications are key to sharing information and creating a two-way process of what the library is doing to promote the library's messages and how they are being received.

A cultural shift, there is the idea that identifying ways to give staff autonomy, flexible schedules and more time to interact both internally and with the community through events, as presenters, serving on committees or boards and as speakers to obtain and monitor community feedback.

Internal communications such as e-newsletter for staff and stakeholders, meetings, events and social gatherings for staff, stakeholders, volunteers and partners provides opportunities to share information, advise of changes and reinforce the library's message among those who will interact with the library community.

Finally, using social media to not only promote but drive increased library card registrations, philanthropy, program attendance and community support.

To position the library as a valuable community resource, the library will:
- Increase awareness
- Increase ways to engage community participation as users (current and new)
- Create partnerships & public advocacy

The marketing strategic initiative intends to create an organizational template that lends itself to changing trends, issues, and opportunities or challenges over time. The strategic marketing plan we created represents what we know about our library community in this time period and provides steps and strategies to be taken to make it successful now and in the future. It also becomes a valuable tool when the library encounters a challenge or is presented with an opportunity and can serve to help measure the library's performance.

SUMMARY

1. Libraries play an important role and serve as an anchor in the community
2. Libraries connects people with lifelong learning opportunities, edutainment, digital media and worldwide resources, special services and collections, and a space to gather
3. Libraries serve diverse populations, wants and needs

OBJECTIVES

- Increase Awareness and Participation
  - Assess current practices
  - Develop creative ways in which to share information (ads, banners, promotions, events)
  - Develop innovative ways to make the library and librarians mobile
- Be a valued Community Resource
  - Review/Maximize physical space/patron experience – Be welcoming, helpful, and accessible. Be safe and clean. Reduce clutter/noise, materials must be in excellent condition; utilize bookstore-style displays, empower librarians to be mobile.
  - Develop and host programs and activities that provide edutainment and information on current trends and community needs (finance, health, family living, government policy/taxes, parenting, senior lifestyle, educational goals, etc.)
  - Establish Partnerships and Promote Public Advocacy
  - Develop list of organizations that have like goals.
  - Create a list of library resources that can be used to develop a working relationship for a program, event, and activity or to serve the community.
  - Develop a template for providing a summary of library's needs and be prepared to outline what library will do to make it happen, communicate often and follow through.
- Develop structure/guidelines for maintaining relationship and communication.

KEY MESSAGES

- Create a "buzz" and "wow factor"
- Communicate value: emotional and financial
- Books and More (not more than books)
- Partnership value/give and take: business tie-ins/discounts/incentives, partners providing programming

GOALS

- Hire permanent Marketing/Community Relations Coordinator
- Hire contract Graphic Designer/Brand Manager
- Hire contract SEO Web Producer
- Hire contract marketing firm or partner with schools/local channel to create PSAs
- Develop a Marketing Plan
- Launch a Public Awareness Campaign
- Develop promotional spots for media

RESULTS

Will be measured by:

- increased visit, circulation, and attendance stats
- increased donations and sponsorships

RESOURCES REQUIRED AND IMPLEMENTATION PLAN

MARKETING/COMMUNITY RELATIONS COORDINATOR WILL:

- Identify target audience & segmented audience
- Develop process map for specific audiences including timelines
- Develop internal & external publicity distribution map including timelines
- Guide process of defining brand & developing tagline/slogan with Graphic Designer
- Develop seasonal campaigns including displays, advertising, and programming/collections
- Identify media partners & community partners
- Work with web developer to create dedicated space on the GPPL website
- Work with web producer to migrate promotional articles/pieces to web and other media layouts.

GRAPHIC DESIGNER/BRAND MANAGER WILL:

- Reimage logo (keep flower)
- Create marketing collateral templates for print & digital
- Help inform decisions on
  - Use of logo and designated colors/sizes (black and white/color)
  - Advertising Placement and Mediums (print, digital, web, tv, etc)
  - Contract studio or identify partner to develop PSAs and/or YouTube videos

(Samples with proposed cost to be submitted by sub-committee member Tammy Bell, Graphic Designer.)

WEB SITE PRODUCER WILL:

- Produce articles or migrate to digital with SEO optimization including title tags, headlines and decks.
- Produce services to also include adding engagement optimization to help drive library card sign-ups and other registration actions for programs, donor activities and advocacy.
- Deliverables include: Weekly and monthly reports
- Experience in CMS Platforms like CQ5, WordPress, Drupal and Expression Engine
- Base level understanding of SEO tactics required
- Has Experience with use of Microsoft Suite (Word, Excel, PPT, etc.)
- Some project management skills

BUDGET

SALARIES:

- According to Payscale.com a full-time Marketing Coordinator earns an average annual salary of $41,000 per year.
- Community Relations Coordinator annual salary averages $42,000.
- Web Producer with some experience average $35,000 annually.

OUTDOOR ELECTRONIC READER BOARDS:

Outdoor signs vary widely in price depending on the design, but estimates begin at a minimum of $4,000 each, times three branches for an estimate of at least $12,000.

BANNERS:

Vinyl and Fabric/Indoor and Outside (20 banners with hardware for installation) $3,000
Local Vendor: Allegra Printing (can assist with process)

MARKETING MATERIALS:

to support marketing/community relations campaigns (that will be converted to digital form) could include:

- Newsletters (e and print)
- Gift Shop items
- Imprinted items for giveaway
- Coupons/Raffle Tickets
- Printed Brochures: Based on 500 pieces (50¢ B&W; $1 Color)
- Bookmarks: Based on 500 pieces (25¢ B&W)
- Flyers – 1 sided: Based on 500 pieces (8¢ B& W; 29¢ Color)
- Posters – 11x 17: Based on 50 pieces ($5 B&W; $1 each for Color)

APPENDIX 13
PROGRAMMING SUBCOMMITTEE FINAL REPORT

PROGRAMMING SUBCOMMITTEE MEMBERS

Co-Chairs:

Diana Howbert – Adult Services Programming

Kathleen Gallagher – Youth Services Programming

Jane Marsden – Youth Librarian, Central

Peter Axe – Librarian, Woods

Kathy Gaughan – Support Staff, Woods

Catherine Poletis – Support Staff, Woods

Rachel Stocking – Support Staff, Technical Services, Central

OPPORTUNITIES

- Grosse Pointe is a very family-oriented community
- There are many empty nesters and seniors in our community
- We have many groups in the community that would be ideal partners
- We can serve as a clearinghouse of information for community groups and events

CHALLENGES

- We are not reaching young adults and millennials
- We have a lot of repetition among programs
- We have competition from other groups for the same types of programs in our community
- We must find a more effective way of disseminating information about programs, through the website or other means.

PRESENT STATE OF PROGRAMMING

- Lack of coordination
- Overlap within the organization and with other outside organizations
- Friction between various groups and departments
- Lack of communication
- Competition for space
- Gaps in target audience (20- and 30-year olds)
- Too many programs
- Lack of Marketing
- No Organization
- Confusing to Staff and Patrons
- Good Variety of Programs
- High Quality Programs
- Competent staff

BEST PROGRAMMING PRACTICES

What is the library doing well? What do we need to improve?

- Author Visits, Book Discussions, Storytime
- The best programs are those that promote our collections and the culture of learning that we strive to achieve in the library.
- Programming Coordinator that acts as point person and coordinator of events for programming and activities

RELEVANT PROGRAMMING TRENDS

What specific types of programs bring people to the library? Our community does not lack for entertainment or cultural opportunities.

- Programs that promote a culture of learning
- Programs that promote the collections, library materials, and library resources
- Look for partners in the community to help promote library materials
- Coordinate with other groups to avoid repetition
- Remote programming
- Outreach programming at community events (festivals, farmer's market, etc.)

BENCHMARK RESEARCH

The committee surveyed 11 libraries in the area that served demographics similar to Grosse Pointe. We sought answers to the follow questions:

- Does the library have a mission statement?
- Does the library have a programming or event coordinator?
- Why type and how many programs are offered?
- Does the library offer remote or off-site programming?
- Does the library cooperate or partner with other community groups or institutions?
- Does the library have an endowment?
- Does the library have a foundation?
- Does the library have a Friends group? If yes, does the Friends group present programs? If yes, how often, how many, and what kind?

Please see table at the end of this section for the results of survey.

FUTURE STATE

PROGRAM COORDINATOR

- Identify needed programs or areas of overlap
- Coordinate the programming calendar
- Promote programs to the public

COMMUNITY OUTREACH

- Create visibility in the community
- Off-site programs to reach a wider audience outside library walls

TEEN ADVISORY BOARD

- Create special activities geared toward teens
- Create opportunities for teen volunteers

PROMOTE LIBRARY PROGRAMS ON THE LIBRARY WEBSITE

- Increase visibility of programs on the website
- Interactive and easy to navigate

DEVELOPMENT OF FUTURE STATE

PROGRAM COORDINATOR

- This should be a designated, professional librarian
- Establish quarterly meeting with adult and youth staff involved in programming
- Establish schedule, publicity, and programming deadlines
- Coordinate web postings and online calendar
- Coordinate press releases/publicity
- Troubleshoot ongoing issues

COMMUNITY OUTREACH

- Establish relationship with public and private schools in the community
- Youth Programs in community parks
- Stories, games, crafts, face painting, balloons, giveaways, etc.
- Mini Libraries
- Representatives at community events, such as sidewalk sales, farmers markets, community concerts, etc. Promote the library with handouts, fliers, etc.
- Off-Site Programs
- Speakers and presenters to book clubs and community groups
- Technology classes or individual help on a scheduled basis

TEEN ADVISORY BOARD

- Revive and recreate the teen advisory board
- Seek input and recommendations from local high schools, including teachers and advisors
- Create opportunities for teens to complete volunteer requirements, especially with technology assistance

PROGRAMMING ON THE WEBSITE

- Display current newsletter in a prominent way, with links to calendar
- Allow printable version of newsletter
- Weekly online newsletter
- Record programs and archive on website
- Virtual Library Tour

BENEFIT TO THE COMMUNITY

The future state strives to create a more organized structure, streamline the current programming, and promote the library outside of the library walls. The community will have an increased awareness of the library and its offerings. The Grosse Pointe Public Library has a culture of learning and knowledge. We have a strong tradition of hosting prominent authors, storytimes, and programs. This is a part of our heritage which we seek to extend outside of the library walls.

	PROGRAM COORDINATOR	TYPES OF PROGRAMS OFFERED	OFF-SITE PROGRAMMING	COMMUNITY PARTNERS	FRIENDS GROUP?	FOUNDATION	ENDOWMENT
ROCHESTER HILLS PUBLIC LIBRARY	Yes Adult Programs scheduled by Community Relations Director Youth by Youth Dept.	Adult, Youth, Teen Concerts, lectures, Sat am coffees, book groups	Yes Farmers Market Community Events Bookmobile Big Blue Bus (Youth)	Yes Older Persons Commission	Yes Host fundraising events, not programs Run Book Sales $ supports library programs	No	Yes Greater Rochester Community Foundation HR person handles grant requests
BLOOMFIELD TOWNSHIP PUBLIC LIBRARY	Yes Youth, Adult Asst Dir.	Adult, Youth, Teen Concerts, book groups Story times, lectures, Computer classes, Special needs	Yes Youth librarian delivers special needs programming at schools Computer classes taught at sr ctr.	Yes Schools Senior Center Community Groups rent program rooms	Y Yes No programs $ from book sales go to support programs artwork, sculptures, garden, collections, programming. Programming is advertised as "Sponsored by Friends" Accepts Visa/MC	No	Yes Community Foudation of SE MI
TROY PUBLIC LIBRARY	No	Adult, Youth, Teen	Yes	No	Yes	No	Yes
BALDWIN PUBLIC LIBRARY (BIRMINGHAM)	Yes Adult and Youth Department Heads—report to Asst. Dir.	Adult, Youth, Teen	Yes		Yes	No	Yes
FARMINGTON COMMUNITY LIBRARY	No, Librarians plan their own programs	Adult, Youth, Teen Investment programs Yoga, music	Yes Farmers Market Wellness Fair	Yes Farmington Civic Costick Center Mercy High School Chamber of Commerce Soroptimist Club	Yes No Programs $ raised from book sale goes to support library programs	No	Yes

	PROGRAM COORDINATOR	TYPES OF PROGRAMS OFFERED	OFF-SITE PROGRAMMING	COMMUNITY PARTNERS	FRIENDS GROUP?	FOUNDATION	ENDOWMENT
WEST BLOOMFIELD TOWNSHIP LIBRARY	Yes Adult and Youth Department Heads	Adult, Youth, Teen Story Time, TAB, Lectures, movies, Gaming, Book Groups	Yes Mall Jewish Comm Ctr	Local School Districts Chamber of Commerce Rotary	Yes No Programs Raise $ from book sales, store	No	Yes
CLINTON MACOMB PUBLIC LIBRARY	Yes 1 Youth, 1 Adult	Adult, Youth, Teen Book Groups, Story Time, crafts, movies	Mostly onsite, Local parks in summer	School Districts	Yes Underwrite and fund programs, do not plan	No	No
CANTON PUBLIC LIBRARY	Yes, Dept Heads 1 Youth, 1 Adult Sole Responsibility	Adult, Youth, Teen Trivia Night, Gale, STEM, SAT practice Dance, book groups Music	Yes, but mostly onsite except for school visits	Yes NHS from High School Board Gaming League Community Literacy Council	Yes Fund all programming through book sales	No	Yes Small endowment maintained by Friends
PLYMOUTH PUBLIC LIBRARY	1 Main Program Person	Adult, Youth, Teen STEM, Reader Dogs, Movie and Anime Family Fun, Story time Computer Classes Chess	Just one, "Books On Tap" at local brewery	Yes NHS from High School Community Literacy Council AARP	Yes	No	No
EAST LANSING PUBLIC LIBRARY	Assistant Director oversees all programming	Adult, Youth, Teen Book groups, writing center, ESL, movies, Story Time, concerts	Yes "Books on Tap" at local sports bar	Yes City of East Lansing Kiwanis Rotary MSU High School	Yes Friends Group is very active. Raises money for pro-grams planned by li-brarians through book store	No Too difficult to have both foundation and Friends Group.	Yes Capital Region Community Foundation
NOVI PUBLIC LIBRARY	Yes Programming Coordinator	Adult, Youth, Teen Concerts, Book Group, TAB, Story Time, STEM and STEAM	Yes Twelve Oaks Mall Local parks	Yes School District Twelves Oaks Mall Michigan State Univ.	Yes Raises money for pro-grams. Host functions for Friends members.	Formerly. Dissolved due to conflicts.	No

APPENDIX 14 BENCHMARKING SUBCOMMITTEE FINAL REPORT

SUBCOMMITTEE MEMBERS:

Rachel Charette (Youth Librarian Woods Branch)

John Clexton (Branch Coordinator Ewald Branch)

Annie Rapas (Ewald Circulation)

Deborah Roseborough (Central Circulation)

Lynne Severini (Head of Circulation)

Marlene Vandenboom (Woods Circulation)

BENCHMARKING

Benchmarking is a means to understand what comparable organizations are doing and then determine if any of the practices are transferable. It is also used to see if data can determine if any practices of these other libraries are transferable and could be used for Grosse Pointe Public Library.

These statistics are not limited to local or state libraries but are drawn from national libraries as well. This includes all sorts of data ranging from building size, collection ratio, and holding information. Further data can also be expanded to marketing, finances, staffing etc. It also can be used as a living document to further analyze and/or aid in decision making in the future.

The challenges are many. One such challenge is the question of whether the statistical information is being kept and recorded using the same standards that define that number from library to library. For example, when you collect numbers on programs, does that include all programs, does it included co-sponsored programs such as with Friends of the Library organizations? So many time variables can and do exist. However, for the most part, they are still accurate and vital enough to make effective cost analysis and help in achieving additional things for the GPPL Public library when using comparable libraries.

The Grosse Pointe Public Library has collected data for many areas of the library that are consistent with other Michigan libraries. For example: population, circulation, collections, services, programs, millage, revenue, expenses, income, and staffing.

In this process, we used data from the State of Michigan Public Library Statistics 2015 for each selected Michigan library, and for the National comparison from the Unites States Public Library Statistics 2014.

See Appendices 8-9 for data on both Michigan and US libraries.

We took 4 libraries from the strategic plan that Plante Moran did for Grosse Pointe Public Library in 2006 and added 2 additional libraries to the mix.
They are:

- Newton Free Public Library Newton, Massachusetts
- Shaker Heights Public Library, Shaker Heights, Ohio
- Cleveland Height Public Library, Cleveland Heights, Ohio
- Lakewood Public library, Lakewood, Ohio
- Oak Park Public Library, Oak Park, Illinois
- Newport Beach Public Library, Newport Beach , California

For Michigan, the libraries we used were:

- Farmington Public Library, Farmington, MI
- Livonia Public Library Livonia, Mi
- Novi Public Library Novi, MI
- Plymouth Public Library Plymouth, MI
- Rochester Hills Public Library Rochester Hills, MI
- West Bloomfield Public Library West Bloomfield, MI

We used data consisting of demographics, staffing, circulation, visits, reference transactions, building sizes, total collections, cardholders, programs, e-book usage and a few other categories on which to base our results.

CURRENT STATE OF AFFAIRS

We are doing well in that our numbers are being reported and for the most part are conducive and mirror correct numbers that are being reported to the state of Michigan from the other libraries.
Based on our benchmarking research, GPPL reports data well in the following areas: visits, reference transactions, and programs.

However, there is room for improvement, starting with a hard look at our current statistical data record keeping. First, in looking at any numbers that are being collected, some lack definition from within our own library. For example, with regard to programs - are those library specific programs, or do they also include community activities that take place in the library? Another example, when door count is registered at each library, where are the door counters located, etc.? For example, at our Central facility, the door counters are in a location that also will track staff traffic from the library floor and the back and forth of staff and others continually in movement to the second floor. Therefore, it counts continual staff traffic, and people coming in and out of the restroom. This does not accurately record "True" numbers.

With the help of the Library of Michigan, numbers are reported to the State Library of Michigan and then those numbers are compiled and come out in an annual report. New categories are starting to be kept of data, such as E-Books and Data bandwidth, to name a few. The bad news is that not all libraries are reporting such data, but this tends to catch up as time passes. Continued use of the report that the Library of Michigan puts out will require us to consistently evaluate all that applies to GPPL. In addition, it is suggested that national and other state data also be used to continue to break the traditional boundaries that the library has. We hope that this will project the library into the future and establish a new definition of what a library is. As the library of tomorrow eclipses today's library, data needs to continue to be collected, presented, and evaluated, to make sure application of any principles remains effective and relevant.

For instance, if we look at wireless usage, we do keep track of the number of wireless users, but we do not further those in evaluating how often the library is being used.

Another example may be Speed data. At this time it does not appear we keep statistics on things such as upload speeds and download speed. Some of these IT types of data will be critical in evaluating new IT gadgets and programs.

So, current reporting standards should be defined and evaluated so that numbers and comparisons are accurate and will help clearly define parameters used in making fiscally sound and technically beneficial decisions.

KEY FINDINGS:

In most categories, Grosse Pointe falls well below the averages. The one category that we are always high in is Median household income.

GPPL could improve measures in the following areas:

CIRCULATION:

- All library cardholder's measures are in the form of (# of cardholders etc.) We should work towards increasing our cardholders from 42.82% of the population to over 50%, and then 60%. We could focus our initial effort in September, as it is Library Card Sign-Up Month, with a plan and incentives.
- We also could improve our promotion and outreach to areas where the library could either promote library card sign up or promote the library in itself.

STAFFING:

- GPPL is well below the average for staffing levels for our national comparison. We are closer to the average for Michigan although still unquestionably low. Even with the numbers closer, in light of new programs and the reinvention of daily job duties, a review of appropriate staffing numbers needs to be conducted. Not only will this help with the workload, but will also allow us to hire some talent that may be needed to address some of our ambitions in technology, marketing, programing and the future vision of a library.

PHYSICAL SPACE:

- One major obstacle for GPPL that is not in our comparison charts is inadequate parking. It is problematic at all libraries, but the Woods Library has exceedingly limited parking space and other space that is required to conduct larger programs or host large events. We feel strongly that the three libraries as is, are essential to the makeup of the Grosse Pointe Library system as each has their unique own clientele. Many walk to the libraries and many consider them neighborhood focal points. With regard to the parking space issues, it becomes tricky, as Grosse Pointe is a strongly landlocked community. In order to achieve more space, it would be necessary to have support and buy-in from cities and/or school system.
- Some of the best practices for today in libraries tend to be taking spaces within the library that were intended for one thing and refurbishing them to house something else, such as maker spaces and computer labs. According to benchmarking results, we could afford to scale down some possible areas such as audio, video and print collections.

Although still relevant today, they are slowly on the decline, and careful decision making should be done in finding replacements or adapting to new ways of technology. This takes very sensitive and deliberate consideration, as we still cherish the traditional offerings of a library. Although eBook popularity has risen, print still remains an escape from our digital world. Audio and video are now being replaced by streaming to the masses, as sales decline in DVDs and CDS. But then we see the astonishing rebirth of such things as vinyl records.

The numbers speak for themselves in the attached data documents. Numbers will show the trend of such aforementioned items. Again, not all is inclusive some analysis has been concluded by looking at the numbers, then comparing them to the most recent community survey done last by GPPL.

The future state and the needs of the community are going to be meet by further analysis of infrastructure, marketing, programming, technology, and user experience. The ideas and objectives that arrive out of these departments will be defined if feasible based on data from other libraries that have such programs and if we can compare ourselves to them in these matters. Achievability must first be determined, and then steps below can be taken to initiate.

The completion of the strategic analysis is essential to the future of the library to get ahead of what the community will want and expect from the library in the future.

Some examples of ideas we can consider can be found in what other libraries are currently doing. We also found information from a blog site called "Why I don't use public libraries and how they might lure me back"

Information obtained there tells us that the younger generation wants the fastest internet available. They want e-book access the same way that Amazon provides it, which is instant. They want an item right away with no holds on it but do not want to pay for it either. This generation also wants the library to recommend books for them within their patron records.

A good size portion of our population will be over 65 soon. This is the age group that asks staff to put holds on new best seller books very often. Our group found a program called Book Me. It is an auto reserve service that will place holds on books automatically. The patron can select a maximum of 15 of their favorite authors. A hold will be placed on the patron's card as soon as the author releases a new title.

Outside areas for study and pleasure at all three of our libraries should be mirrored of local coffee houses. Wireless could be used freely with a broader range in the community that promotes the library

Seeing others enjoying the outside may prompt patrons to give walking to the library a priority. This could be beneficial on weather favorable days and help to lessen our parking problems for at least three seasons.

As benchmarking will be used in every committee aspect of the strategic plan, it's important to begin continually redefining statistical analysis frequently. It also should be given to a chairperson or committee to keep data fresh and relevant. This information will secure decisions that are used in other focus areas, along with proving to be a check and balance of decision making.

Generally, not much is needed for purchase except for staff organization and assignment.

Critical steps and resources that will be required to implement such ideas will be subjective to the idea itself. However, things such as budgets, building size and staffing will be needed to fully be analyzed if such things can be executed.

Assigned staff members will be needed, with minimal dollars. Systems and technology that are currently being used should be efficient.

CLEVELAND HEIGHTS PUBLIC LIBRARY (HTTP://HEIGHTSLIBRARY.ORG/)

- They offer a multitude of computer classes:
- DigitalLearn.org is self-directed tutorials for beginners.
- Lynda.com is instructional videos on business, software, technology and creative studies for intermediate and advanced users.
- GCF learnfree.org, which offers 125 tutorials for reading, math and more.
- Cleveland Heights also offers after school snacks/meals for anyone up to 18 years of age. The school system provides the food.

LAKEWOOD PUBLIC LIBRARY (HTTP://LAKEWOODPUBLICLIBRARY.ORG/)

- They have some excellent fully online programs such as Program Guides that are done online by the season (http://lakewoodpubliclibrary.org/programs)

LIVONIA PUBLIC LIBRARY (HTTP://LIVONIAPUBLICLIBRARY.ORG/)

- They have a Noontime concert series that is a huge draw for seniors

FARMINGTON PUBLIC LIBRARY (HTTP://WWW.FARMLIB.ORG/)

- They have BOOK ME, from which you can select 15 of your favorite authors and automatic holds can be placed for you. (http://www.farmlib.org/bookmedanno/)

NEWPORT BEACH PUBLIC LIBRARY (HTTP://WWW.NEWPORTBEACHLIBRARY.ORG/)

- Newport Beach also has a café at the Central branch. Many patrons may recall the café in the Village Borders, in Grosse Pointe and may welcome this in the library. (http://www.bistroexpressnewportbeach.com/)
- The Newport Beach Library also has art and cultural exhibitions events, such as artist exhibitions at the library. They receive guidance and support from Newport Beach City Arts Commission. There is a link on the web page called Cultural Arts that showcases community art events. (http://www.newportbeachca.gov/government/departments/library-services/cultural-arts)

NOVI PUBLIC LIBRARY
(HTTP://WWW.NOVILIBRARY.ORG/)

- They have an extensive amount of quality programming, including literature, daytime concert music programs and much more. Novi also has quite an extensive international section. They offer language clubs so patrons of the same heritage can meet and talk in their native tongues. They have international story times where volunteers read books in their native tongue to preschool children, and they offer US Citizenship classes and reading materials.(http://www.novilibrary.org/Adults/AdultOverview.asp & http://www.novilibrary.org/Documents/InternationalLanguageResources.pdf)

OAK PARK PUBLIC LIBRARY
(HTTP://OPPL.ORG/)

- Book Bike program (http://oppl.org/visit/oak-park-book-bike)
- Branch Curbside Pickups and returns
- Participatory community experiences (http://oppl.org/visit/idea-box)

SHAKER HEIGHTS PUBLIC LIBRARY
(HTTPS://SHAKERLIBRARY.ORG/)

- They have " Know your Shaker Home" which is all about Shaker Heights homes, including origins/blueprints etc. You can put your own info in on their website and get answers. (https://shakerlibrary.org/local-history/)

WEST BLOOMFIELD PUBLIC LIBRARY
(HTTPS://WWW.WBLIB.ORG/)

- West Bloomfield offers a service for adults and youth called "Readers Advisory". A patron fills out an online questionnaire form so that an expert can then suggest 10 titles that the patron may enjoy (http://www.wblib.org/services/readersadv.php)

Review and consideration of the above programs and services (and more) for implementation, the value of staff time levels, and systems set to record better statistics are necessary to better evaluate what will best keep the Grosse Pointe Public Library system relevant and valid, inspire a return on investment (via the millage renewal), and solidify continued support for the library.

APPENDIX 15
TECHNOLOGY SUBCOMMITTEE
FINAL REPORT

The Grosse Pointe Public Library exists to provide physical space and to mediate print and digital content for independent study, collaborative learning, research, creative endeavors, intellectual discourse, knowledge sharing and the housing of historically significant materials.

In our digital age and to maintain an essential role in our community, it is imperative that each library location adapts to serve as an available access point for library users of all ages. This includes options outside of the traditional 'brick and mortar' to serve as an available access point wherever the patron location may be. Following are the recommendations of the GPPL Technology Subcommittee.

SUBCOMMITTEE MEMBERS

Co-Chairs:
Patrick Lynch
Chris Scapini

Priscilla Burns
Tammy Ivers
Jeff Jerzy
Mary Lynn Martin
Catherine Ricard

EXISTING TECHNOLOGY

NETWORKS:
- Fiber-optic running to all 3 Branches. Circuit and Networks through TLN.
- Current bandwidth 50 Mbps at Ewald and Woods. 100 Mbps at Central.

SERVERS:
- Windows Server 2012 and Active Directory running on Central Server - Each branch has its own server also running Windows Server 2012.
- Email server at Central is running Exchange 2013. (Approximately 4 years old).
- Two Sierra Servers are used for Catalogue and Circulation for all 3 Branches.
- Computers/Access Points/Phone System
- PC Reservation and LPT-One running on all public computers
- WinSelect and Deep Freeze running on all public computers
- Symantec Endpoint Anti-virus software used on all computers.
- Appriver.com filters email spam on all staff computers.
- OpenDNS, through TLN, filters content and further protects from online attacks.
- Computer updates to Windows 10 initiated. (Starting with Ewald)

- 11 Aerohive wireless Access Points are used throughout 3 Branches
- Millennium Business Systems services printers and 7 new Toshiba copiers.
- AT&T phone lines and Toshiba phone system

OBJECTIVE ASSESSMENT

COMPUTERS

- Public computers are kept running well. They are useful for most of public usage needs.
- Microsoft Office 2010 on all computers. Upgrade to Office 2016 in the future is planned.

BANDWIDTH/WIFI

- Bandwidth was increased at the Branches; future increase to 100 Mbps at Ewald and Woods. 150 Mbps at Central.
- Wifi has been updated and is much better than it was. Bandwidth will be increased as circuits are updated by TLN.
- Investigating alternative Internet companies to serve as back-up such as Rocket Fiber in Detroit, Comcast Business.
- Sierra service varies from branch to branch, dependent on bandwidth. Recent Security certificate issues were resolved.
- Surveillance systems are adequate but upgrades are planned for Central and Woods.

COPIERS/PRINTERS/SOFTWARE/PRIVACY FILTERS

- Public and Staff copiers were all upgraded. Efforts to enhance support service on printers and copiers have been initiated.
- Software, like ABC mouse gets plenty of use on all youth computers.
- Value Line and Ancestry.com are very popular with Library patrons.
- New Public printers have arrived and will be installed to improve patron printing.
- Privacy filters screens for individual public computers have been requested for the Central Library Computer Room.
- A "digital lab" including a 3-D printer and scanner are proposed at Ewald
- Hoopla is expected to launch soon.
- Program room equipment is all new at Central. Very user friendly.
- Training of Paging staff members has been initiated to assist with Program Room equipment set up.

CHALLENGES

- Additional staffing requirement expenses
- Ongoing technology advancements and staying relevant
- Communication barriers due to lack of user knowledge and staff training
- User software not correlating to libraries updates
- Privacy issues/Security breaches
- Daily maintenance of computer systems to ensure latest security and technology updates
- Lack of power and USB charging outlets necessary for users
- Additional Study spaces needed for patrons

KEY FINDINGS

The Technology Subcommittee benchmarked and visited several Class 6 libraries including Ann Arbor, Birmingham, Kent District, Kalamazoo, Novi and West Bloomfield. We also reviewed a sampling of national libraries including Hennepin, Seattle, and Brooklyn Public Libraries. Additionally, we conducted a small sample 'technology survey' based on "millennial" users and non-users. We feel that our recommendations are relevant to promote the mission of the library through its strategic use of information and technology; to increase efficiency and convenience of library functions; and to educate the community in the use and benefits of technology within the Grosse Pointe Public Library. **The following four primary groupings comprise our future state technology recommendations:**

TECHNOLOGY HARDWARE

- Become renowned throughout the Pointes as the most robust and reliable internet.
- Upgrade to lightning speed for both wired and wireless.
- Encapsulated touch screen OPAC displays mounted at end-aisle of stacks, as well as, displays serving as virtual concierge services.
- Increase wireless access points and provide stronger bandwidth capabilities.
- Implement an area with mobile devices such as iPads & tablets.
- Maintain upgrade of printer and copiers relevant within the five year cycle.
- Monitor and upgrade public and staff computers and printers.
- Mobile Hotspot devices for the Branches.
- Eventually migrate to thin client technology.
- Hardware and software upgrades as necessary.
- Privacy/Security enhancements, such as improved surveillance equipment.
- VOIP structure to replace existing phone system.

MOBILE ABILITIES

- Create a GPPL specific phone based/hand held barcode App with links to each library service (catalog, account, events, library card, printer, text patron with book availability, pay fines, registration, debit option).
- Advanced reservations and ability to know how many spaces available in programming.
- Website redesign to easily navigate via a device.
- Utilize existing Library Apps such as:
  - Bookmyne – an app to search the library catalog, manage ones account and find reading suggestions.
  - Mango Mobile Library Edition – and app that accesses over 60 foreign language courses and 17 English coursed taught in the native language of the user.
  - OneClickdigital eAudio player – and app to listen to Audiobooks on their device.
  - Overdrive – an app that allows one to read eBooks on their device.
  - PrinterOn- an app that allows printing from one's mobile device to the Library's printer.
  - One Button Studio App simplifies the workflow surrounding video production with an app.

TECHNOLOGY USER EXPERIENCE

- Offer patrons co-working spaces with comfort and café options or at a minimum, provide a reasonable phone friendly zone (such as a Tech Café or dedicated Conference Room).
- Wireless drop and go charging system for cell phones, tablets, laptops, etc. integrated in study spaces, conference rooms and office spaces due to an increase in patrons bringing in their own wireless devices to use in the Library.
- Offer a "cone of silence" study space with sound proof acoustics. Students are looking for quiet study spaces.
- One-on-one technology assistance with a "sign-up" genius type opportunity or Skype.
- Multimedia Creation Stations offering various abilities/capabilities including 3D printing.

STAFF AND PATRON SELF-EDUCATION TECHNOLOGY OPPORTUNITIES

- Staff technology education and empowerment
- Tech Tutorials/Instructional on-demand videos such as:
  - Lynda.com
  - MOOC (Massive Open Online Courses)– free software/coding
  - SAT online practice – potential partner with Sylvan learning
  - Niche Academy – "how to" videos
  - GCF LearnFree.org – Computer Tips/Instructional videos
  - Hoopladigital.com
  - Outsource consultants to offer their unique technology specialties within the Library.
- Youth Programming
- Coding, S.T.E.M. (Science, Technology, Engineering, Mathematics) & Robotics
- Collaborate with schools for college application, financial aid, ACT/SAT, Military, FAFSA, etc.
- Google is launching a "Libraries Ready to Code" initiative with ALA
- Tutoring Services: Utilize student organizations that require community service hours (i.e., NHS, SERVE, Varsity Club) to tutor public in their technology needs.
- Virtual and Augmented Reality technologies
- Adult and Senior course opportunities
- Resume creation, job search, equipment for disabled
- Stream videos

SURVEY RESULTS:

We conducted a small sample of library users and non-users in the primarily "millennial" age group. Our findings suggest that patrons of this age group are very interested in coworking and quiet workspace availability with snack options. The survey also showed it is crucial to have ample charging opportunities and stronger wifi capabilities. Most indicated they use multiple electronic devices and could benefit from free resources.

TECHNOLOGY SUBCOMMITTEE PROPOSAL

We feel that relevant technology will help keep the libraries current and help broaden efforts to create inclusive environments for our valued patrons. It also provides the power to revitalize the library and community. We feel it is important to offer relevant technology suitable for age appropriate patrons which include entry level to high technology knowledge bases. New technology approaches demonstrate that libraries are worth investing and will positively influence support with the next millage.

We recommend the following be implemented within the next two years:

- An accessible digital Strategic Technology Plan
- One or two additional IT Personnel
- Hire an App designer to create a GPPL specific App
- Two encapsulated touch screen OPACs per library
- Highest possible speed internet
- Purchase 6 Hotspot devices (2 per library)
- Additional Access Points for remote locations and improved signal coverage
- Increase and divide space for coworking and complete silence (including acoustical measures)
- Wireless drop and go and/or individual locker option for charging stations.
- Robotic, STEM and Coding courses available at varying levels.

We recommend the following be adapted within the next five years:

- Ability to access Live interactional/virtual reference.
- Increase AV library space for additional Creation Station options.
- Creation Stations versatile to adapt to options such as video editing.
- The continuing effort to keep technology relevant
- Revisit the policy on internal 'Intranet' services and maintain relevancy.
- Continue to seek 'free resources' and maintain relevancy.

The Technology Subcommittee supports the following proposals submitted by other committees in preparation of the Strategic Plan:

- IT Staff increase
- Staff Technological Education
- Website redesign
- Dedicated co-working /café/phone friendly and silence zones
- Multimedia creation station with 3D option

RESOURCES AND ASSOCIATED COSTS

OBJECTIVE/GOALS	COST ASSESMENT	DETAIL/DESCRIPTION
Robust and reliable wireless internet for both wired and wireless	$27,000.00	Annual cost as the increase in bandwidth is made across the Branches
Encapsulated touch screen display mounted at end-aisle or shelves at each library	$10,000.00	Propose two units per library.
Increase wireless access points and charging options	1. $550 per unit 2. $600 per unit	1. Drop and go charging system 2. Charging station with locker
Increase mobile friendliness with a GPPL specific App	$5,000.00	Create a GPPL specific phone based/handheld barcode App with links to all library links/areas
In-house technology: 1. iPads & Tablets 2. Printers & Copiers 3. Mobile Hotspot 4. Virtual & Augmented Reality Technologies	1. $200-$400/ea. or $11,000 for 10 with MacProfessionals 2. 39 month contract with MBS @ $3200 a month. 3. $150/ea. 4. $15/unit free App	1. Purchase iPads & tablets or use Mac-Professionals with added support 2. Maintain upgrade printer and copiers. 3. Mobile Hotspot devices (google.org offers grants) 4. Virtual and Augmented Reality technologies
Hardware and software upgrades	$15,000 + a year	As necessary
Privacy/Security	$3500 a year	Cost for Appriver, Symantec Anti-virus and System backup software licenses.
Multimedia Creation Stations offering various abilities/capabilities including 3D printing.	Approx. $4,000 - $5,000	Media Center will be located at the Ewald Branch

Increase Technology Education:
1. One-on-one technology assistance
2. Tutorials/Instructional on-demand videos
3. Coding, STEM & Robotics
4. Job search creation station
5. Educational Resources
6. Whiteboards in every conference room
	1. Staff expense
	2. - $7,000/yr.
	  - $2,000/yr.
	  - Free links
	3. $1,000/yr
	4. Free resources
	5. $3,000/yr
	6. $45-$200/ea.
		1. One-on-one with a "signup" genius tutor or online Skype
		2. - Lynda.com
		  - Niche Academy
		  - GCFlearnfree.org
		3. Coding/STEM/Robotics ("Libraries Ready to Code" initiative with ALA & Google)
		4. Resume, job search, job postings
		5. "Unplugged" Activity Kits i.e., cognitive activities for special needs adults and children, "how to" activities.
		6. Whiteboards to brainstorm ideas technical or otherwise.

APPENDIX 16
USER EXPERIENCE COMMITTEE
FINAL REPORT

INTRODUCTION

The User Experience Subcommittee, co-chaired by Danis Houser (Reference and Technical Services Librarian) and Stefanie Lozon (ILS Coordinator) was assigned the following additional members: librarians Maria Almaguer and Sandy Novacek, and support staff Marge Hilgendorf, Mary Kay Reno, and Shirley Maylock. There was a steep learning curve about the concept of User Experience for most of the committee members, so we all had the opportunity to learn a great deal of useful information during this process. The following is a brief, general introduction to the concept of User Experience.

Over the past several years, User Experience (UX) research and design has become popular in the world of libraries, primarily in academia but increasingly in public libraries as well. In the UX framework, the center of attention is always the library's users and their experiences at all digital and physical touchpoints. A great user experience must have three essential elements: usefulness, usability, and desirability. If the library isn't useful, we can't be important to the community. If we're useful but difficult or frustrating to use, people won't want to use our services. If our library is useful and/or usable but people don't need or want to use our products or services, we might as well stop providing them.

UX research can be used to discover how patrons interact with the library, as well as to identify any potential trouble spots, such as those points of service and space where patrons become frustrated or even choose not to use the library at all. This research can then be used to inform user-centered design. UX research is an ongoing process of observation, design, usability testing, refinement, and observation, so the work of discovering how patrons experience the library is never done, and thus the library is always responsive to its patrons' needs.

GPPL CURRENT STATE

As indicated by several past user surveys and the recent focus groups, GPPL patrons overall are quite satisfied with their experiences at our libraries. We are consistently lauded for our excellent customer service, collections, and programming. However, these surveys and other information-gathering efforts have revealed some persistent areas where we could improve our patrons' experiences. **The following list indicates the most frequently encountered issues:**

- Inconsistency of services and policies across all branches;
- Poor signage and general navigational confusion, beginning at the entrances and extending throughout all three buildings;
- Study rooms at Woods especially are used inefficiently, with inadequate usage regulation and significant wasted space;
- Confusion among patrons and staff about the website, the online catalog, and the other third-party sites that we provide as digital resources;
- Library cards versus school library cards, with additional differences for students at private schools;
- Current policy manual and posted signs, especially at computer stations and regarding food and drink rules, do not reflect actual current practices; and,
- Parking is inadequate, especially at Woods and especially during other community events.

As we will discuss later in this report, the majority of these problems stem from underlying system-wide communication and training issues, and UX concepts can be applied to correct them.

ANALYSIS OF CURRENT STATE

Overall, our Library's services and staff are highly esteemed throughout our community. This statement is supported by the results of several surveys conducted over the past ten years, as well as by the initial Strategic Planning Focus Group results reported at the Steering Committee meetings. More specific details from those surveys are described in the Key Findings section below.

For the purposes of focusing the UX Committee's work, we discussed the areas where the Library needs improvement based on our collective interactions with and observations of patrons as they use our three libraries. Using UX principles and tools, we created a list of discrepancies between the Library's intentions for a service, product, program, space, etc., and the way our patrons use it. We also brainstormed potential solutions, as a starting point for future planning. The following list presents some examples of these use versus intent discrepancies.

USE VERSUS INTENT EXAMPLES

- Patrons frequently rearrange furniture in both seating and study areas, including sometimes moving heavy tables instead of the much lighter chairs.
- Patrons, especially youths and teens, rarely have their library cards or even know if they have a card, and they usually don't know or remember the computer use guidelines.
- Public computers are used unevenly across the system (empty at Central, wait lists at Ewald and Woods); at Central the lack of privacy is a key issue, and at the branches, the ability to work in pairs is hampered by the physical structure of the computer stations.
- Catalog stations often have malfunctioning or confusing screens, and their locations are not obvious to all patrons.
- Copy machines are confusing to both patrons and staff, and instructions aren't clear, nor are staff consistently trained on operating the machines.
- Signage is inadequate, outdated, confusing, and inconsistent at all branches, in all areas, from basic directional information, to collection navigation, to general information about policies and procedures.
- Patrons and staff are confused about the access distinctions between the Library's website, the online catalog, our linked third party websites (e.g., OverDrive), and the general internet; additionally, the website is displayed vastly differently on all platforms.
- Reference desk computers and workstations are organized differently both within and between the branches, making it difficult for both permanent and substitute librarians to provide consistent and efficient service.
- Much of our service information is only available online, and many patrons still want printed resources such as program brochures, reading lists, and event calendars; this information is handled differently at all branches.
- Patrons, especially students, often request a wide range of office and school supplies that we do not typically have on hand.

KEY FINDINGS

As mentioned in the examination of the Library's Current State above, the Grosse Pointe community has an established history of valuing the Library. Some of this understanding is based on our day-to-day interactions and conversations, both within and outside of the library settings. However, the Library has also invested substantial resources to obtaining more formal measurements of patron satisfaction, in the form of nearly a dozen surveys of different scopes conducted over the past ten years.

SUMMARIES OF PAST SURVEYS

Since 2007, there have been at least four different committees which have conducted patron surveys, including the now-defunct Customer Service Committee, the Technology Committee, the Website Committee, and the 2015 Community Survey Committee. UX Subcommittee Co-Chair Danis Houser served on all of these four committees, and Co-Chair Stefanie Lozon served on the 2015 Community Survey Committee as well.

Between May 2007 and December 2008, the Customer Service Committee conducted six rounds of brief Exit Surveys to measure patron satisfaction at each branch. A total of 1391 respondents answered the question rating their overall satisfaction with the library, on a scale of 1 (Very Dissatisfied) to 5 (Very Satisfied); across the six surveys, 88% of those 1391 respondents rated their library experience as either a 4 (Satisfied) or 5 (Very Satisfied).

In November 2009, the Customer Service Committee conducted its first online survey of patron satisfaction. Respondents were asked to rate their overall library experiences, both on the day they took the survey and in general: 94% of the 238 respondents rated the day's experience as either Very Good or Good, and 97% of those respondents rated their general library experiences as either Very Good or Good. In both cases, the vast majority of those respondents (77% and 82%, respectively) rated their Grosse Pointe Public Library experience as Very Good.

In between 2009 and 2015, there were two additional online surveys, one which measured patrons' use of specific library services and programs, and one which measured reactions to key aspects of our original GPPL website as we embarked on our first website redesign project. Neither of these surveys had questions specifically addressing general library experiences, but the responses and comments to both surveys indicated a generally high level of satisfaction with our Library.

In May 2015, the Community Survey Committee released a comprehensive survey to every household in the GPPL District, as well as an online version. One of the questions addressed user satisfaction with their experiences of the most typical library services and programs, and in almost every aspect, the overwhelming majority of users rated the services as either Excellent or Good. In the few cases where the Excellent and Good ratings either were not the majority, or were not a statistically significant majority, the respondents generally indicated that they did not use that service at all. Most of these unused services were technology-based, which reflects the self-reported low-technological proficiency of most of the respondents to that survey.

BEST PRACTICES AND BENCHMARKS

The body of professional literature on UX and related best practices tends to be focused on academic libraries, but it is continuously expanding into the public library arena. Additionally, UX processes incorporate the concept of Design Thinking, and there is substantial professional literature on that topic. Furthermore, User Experience, Usability Testing, and Design Thinking have been some of the most popular topics at professional conferences and workshops over the past couple of years, and members of the UX Subcommittee have been attending these sessions regularly. Much of the following discussion of best practices is culled from those experiences.

Regarding benchmarking in User Experience, most of the UX framework is subjective and qualitative, and thus does not translate well into the concept of general benchmarking. There is a persistent interest in developing standards and benchmarks in professional development circles, but nothing has been established to date.

As we mentioned in our Introduction, UX in libraries means designing the library experience from the users' perspectives. It is a cyclical process, not a one-time event. UX involves the whole library: staff, space, collections, etc., both as each component is experienced individually, and as each contributes to the user's overall perspective of each library experience.

UX also combines problem solving with service design. The UX/Design Thinking framework relies on observing how patrons actually use the library (which often differs from how we think they should use it), then encouraging staff to collaborate on designing solutions and services. This requires overcoming the "curse of knowledge," in that sometimes relying on expertise and experience can impede innovation and service. In the UX framework, we must keep in mind that information seeking is not merely a task that individuals perform; it is a process they experience emotionally. To a large extent, libraries intuitively incorporate UX philosophies into their service models, as our professional codes of conduct and customer service practices acknowledge that how a patron feels about the information, services, and materials we provide is as important as those products themselves.

SUMMARY OF GPPL'S MOST CRITICAL USER EXPERIENCE ISSUES

Based on our Use versus Intent observations, the combined survey results, and our committee's research, we have identified four main User Experience initiatives to concentrate on, both immediately and during the implementation of the impending Strategic Plan:

1. Establishing a formal UX department GPPL;
2. Upgrading our website, including all of the third-party portions of our web presence;
3. Creating more effective and consistent signage within each branch and across all three branches;
4. Updating our policies and procedures for staff (and patron) training.

SUBCOMMITTEE PLAN

The User Experience Subcommittee's Future Vision for the GPPL is that we expand our already highly-regarded customer service reputation into a "superior, exemplary customer service" model, similar to that of retail role models such as Nordstrom and Zappos. We dubbed this concept "The GPPL Experience," and we brainstormed many ideas for how to create it. The four User Experience Initiatives that we identified above are integral to implementing this GPPL Experience. As we noted in our discussion of the GPPL's Current State, many of the troublesome touch points in our users' experiences can be traced to a communication problem somewhere along the line. Better communications translate to better user experiences, and each of our initiatives contributes to better communication, both immediately and over the long-term.

INITIATIVE 1:
ESTABLISH A FORMAL UX DEPARTMENT

We envision the UX department as the link between all of the Library's departments and roles. UX practices originated in making sure technology-based services such as websites and digital content were useable and useful, and current UX frameworks extend that philosophy to the entire organization, both in what the customers experience and in all the ways those experiences are created, from the website and catalog, to navigating the buildings, to how materials get on shelves and in patron hands, to the consistency of interactions with staff, etc. A formal UX Department can manage the process of identifying and solving problem points in our service. A UX Department can establish training protocols and schedules, create a system for measuring and responding to problems, and manage projects which focus on making our users' experiences the best they can be.

INITIATIVE 2:
UPGRADE OUR GPPL WEBSITE

As the world becomes ever more digital and mobile, our Library website functions as much as a door to our organization as any of the physical doors to our buildings. Given that the GPPL website is the portal to the vast majority of our information architecture and is the second most important tool in our service model (our staff being the first!), it is arguably more essential than any of those physical doors. Our current website has substantial flaws in usability, especially on mobile devices, and it is difficult to navigate. Correcting these problems will enable us to create more pleasant and effective technology interfaces, more consistent staff knowledge, and increase use of our resources.

INITIATIVE 3:
UPGRADE, UPDATE, AND STANDARDIZE SIGNAGE

While each of our branches has distinct identity and floorplan, they are still integral parts of our unified Grosse Pointe Public Library system. Furthermore, between the three branches there are drastic differences in how collections are displayed, how and which policies are implemented, and how changes to all of these facets are communicated. Within each branch, there are gaps and confusion surrounding all types of signage: directional, informational, procedural, etc. All of these signage-related problems affect both patrons and staff, particularly those who visit or work at more than one branch, and the resultant confusion has multiple layers of negative impact on our users' experiences.

INITIATIVE 4:
UPDATING POLICIES, PROCEDURES, AND TRAINING

There are several components which create inconsistent service in our system, not the least of which are that we have many different sets of procedures and policies (both explicit and implicit) for different patrons and at different branches, and that we also have a wide variety of knowledge discrepancies and training processes for our staff. Additionally, because UX and Design Thinking frameworks are fundamentally based on empathy with one's customers, we need to get -- and stay -- current on resources and techniques for cultivating empathy, which is not the same as classic customer service training.

TIMELINES AND RESOURCES

Work on several of these User Experience Initiatives has already begun, both as a part of the normal workflows and efforts of existing work groups and as a consequence of the enthusiasm generated by this strategic planning process. Other of our recommendations would require additional planning, along with the patience to implement them at the best times for optimal efficacy. The short- and long-term resource needs for each UX initiative are summarized below.

INITIATIVE 1: UX DEPARTMENT AT GPPL

The creation of a UX Department could occur in several ways, but the key factors are that it requires active participation from all existing GPPL departments and must have support, and enforcement, from the highest administrative levels.

- Because UX is so closely tied to technology matters, we recommend that a new Coordinator position be created, which would bring together the oversight of the website, the catalog, all third-party online resources, ongoing UX research and design, and training/information coordination for both staff and patrons.

- This Coordinator position should also involve some combination of a standing committee made up of representatives of all departments and branches and/or a formal new department made up of members who have overlapping roles in existing departments.

- Another key function of this department would be to develop a regular schedule of usability testing and reporting for all library services and spaces.

- This Coordinator position could be added to an existing professional position, with the primary cost being the addition of a new Coordinator stipend of $5000, as well as some tangential costs of revising a few job descriptions.

- There are also professional development and training costs, but these most likely could be covered by existing Professional Development budgeting.

- The timeline for creating this department could be as brief as a few weeks.

INITIATIVE 2: GPPL WEBSITE REDESIGN

As part of the work of the Website Committee, a FYE 2018 budget request for website redesign, in the amount of $45,000 to $75,000, was submitted in January, with the intention of beginning the process after the new fiscal year's budgets were finalized.

- Administration approved starting the process in the current fiscal year, so an RFP was created concurrently to this subcommittee work.

- The RFP release date was April 10, and the project stipulates a new website to be launched by the end of November 2017.
- Related to a new website, there will be updates to our ILS and several new online services are being launched, including Hoopla and SelectReads.
- Some of the costs of these products are incorporated into existing FYE 2016-2017 budgets, some were ordered and approved by other departments, and some are included in such FYE 2018 budget proposals as the existing Technology Committee's $15,000 request for Technology Products and Content, which enables that Committee to research and implement new technology services in a more rapid and responsive time frame.
- Recent technology services, such as the previously mentioned Hoopla and Select Reads, were able to be launched this year because the Technology Committee requests this funding for new products and services annually.

INITIATIVE 3: SIGNAGE

As part of the work of the standing GPPL Technology Committee (not the strategic planning subcommittee), a FYE 2018 budget request of $5000 was submitted for new digital signage at all three branches. Research had already begun on design and usability testing for those signs, but further efforts have been postponed pending the release of the Strategic Plan, as all of our other initiatives and those of the other subcommittees are related to this project. Additionally, this initiative and the next one are natural tasks for a formal UX team.

INITIATIVE 4: POLICIES, PROCEDURES, AND TRAINING

- A critical function of a new UX department would be to develop and implement routine systems for updating GPPL policies and procedures, as well as processes and schedules for training staff on using new information to maximize our users' satisfaction with their Library experiences. Some of the tools we would need are readily and freely available from professional literature and other resources, e.g., Usability Testing models.
- Other tools would include productivity software such as an editable version of Adobe, which would facilitate collaboration between staff members on shared projects. A budget request of $2500 for this software was included in the Technology Committee's FYE 2018 requests.
- Many of the in-house staff training functions could be conducted using existing resources and without substantial scheduling disruptions, but we recommend adding at least one annual, all-staff in-service as well as quarterly meetings of various staff groupings, all of which might require some additional funds for substitute support staff and librarians.
- There are also likely to be training scenarios which would benefit from hiring professionals from outside our organization, but none have been identified yet for FYE 2018. These training events would require both consultant fees and additional substitute hours.

CONCLUSION

In our research for this plan, the subcommittee encountered many variations on the following mantras regarding User Experience:

- You are not your user.
- Start from empathy.
- Be kind.
- Users are not broken, and nobody likes feeling ignorant.
- UX work is never done; it is an ongoing cycle of observation, improvement, testing, and revision.

Ultimately, our subcommittee's vision of The GPPL Experience is a sort of concierge model of service, in which we proactively focus on getting patrons connected to whichever space or service they're seeking without them having to figure it out on their own, unless they want to do so, in which case, it is our goal to make that process as pleasurable as possible. We would merge traditional roles and services with the User Experience framework, and design from "Why?"-- anticipating patrons' motivations for seeking a service when creating or adjusting that service. A UX framework simultaneously requires and allows us to restructure job descriptions and roles in order to be flexible and responsive enough to enable staff to play to their strengths, and to cross-train for when playing to strengths isn't feasible, and thus to foster an innovative organizational culture in which GPPL patrons are our focus.

APPENDIX 17
FINANCIAL FORECASTS

Grosse Pointe Public Library System
Budget Model
For Fiscal Year Jul-17 - Jun-18
FYE 2018

Note: July-2017 through April-2017 are based on FYE 2017 actuals. May through June are based on FYE 2016 actuals.

	Notes	Description		Based on FYE 2017 Actuals									Based on FYE 2016 Actuals		
			Jul-2017	Aug-2017	Sep-2017	Oct-2017	Nov-2017	Dec-2017	Jan-2018	Feb-2018	Mar-2018	Apr-2018	May-2018	Jun-2018	Totals
Ordinary Income/Expense															0
Income															0
0500-00 · Property tax levy	18MIL	Millage FYE 2018	0	0	0	0	0	588,477	2,655,286	1,410,471	954,323	41,375	0	265,933	5,915,865
0505-00 · Delinquent property tax		2% Change	0	0	42	0	0	0	78	0	0	0	0	-5,603	-5,483
0510-00 · Miscellaneous Income		2% Change	3,076	8,252	25,019	4,733	952	6,981	1,793	514	1,665	0	7,188	30,618	90,790
0520-00 · Investment income		2% Change	5,681	10,674	9,604	4,170	8,910	6,244	6,809	8,964	9,620	5,071	7,190	5,224	88,162
0525-00 · County and state aid		2% Change	-34,948	52,460	0	0	0	0	0	0	0	0	0	34,948	52,460
0530-00 · Fines and rentals		2% Change	10,710	11,981	8,416	9,568	8,928	10,949	10,972	9,259	10,133	9,662	7,546	8,344	116,467
0535-00 · Gifts		2% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
0536-00 · Friends - Book Sales		2% Change	0	0	0	0	4,968	0	0	2,130	0	2,740	0	3,789	13,628
0655-00 · Foundation Gifts		2% Change	0	0	0	0	0	0	0	0	0	0	51,000	0	51,000
0680-00 · Friends - Donations		2% Change	0	0	0	9,180	1,715	0	0	0	0	21,420	0	14,945	47,260
0690-00 · Dev. S.E.M. Comm Fdn.		2% Change	1,325	0	0	0	0	1,325	0	0	0	0	0	0	2,650
Total Income			-14,156	83,367	43,081	27,650	25,473	613,975	2,674,938	1,431,339	975,741	80,267	72,924	358,200	6,372,799
Expense															
1100-00 · Salaries															
1160-00 · Administration	18ADM	FY18 Administration	22,290	22,290	22,290	22,290	22,290	33,435	28,060	28,060	28,060	28,060	28,060	42,089	327,274
1162-00 · Board of Trustees		0% Change	0	0	0	540	0	0	570	0	510	0	0	1,200	2,820
1230-00 · Librarians	18LIB	FY18 Librarians	63,187	63,187	63,187	63,187	63,187	94,780	66,155	66,155	66,155	66,155	66,155	99,232	840,720
1620-00 · Support staff	18SUP	FY18 Support staff	47,179	47,179	47,179	47,179	47,179	70,769	49,487	49,487	49,487	49,487	49,487	74,231	628,333
1841-00 · Temporary librarian	18TLB	FY18 Temporary librarian	5,422	5,422	5,422	5,422	5,422	8,133	5,422	5,422	5,422	5,422	5,422	8,133	70,486
1891-00 · Temporary clerical	18TCL	FY18 Temporary clerical	6,565	6,565	6,565	6,565	6,565	9,848	6,565	6,565	6,565	6,565	6,565	9,848	85,350
1892-00 · Students	18STU	FY18 Students	10,378	10,378	10,378	10,378	10,378	15,568	10,378	10,378	10,378	10,378	10,378	15,568	134,919
Total 1100-00 · Salaries			155,022	155,022	155,022	155,562	155,022	232,533	166,637	166,067	166,577	166,067	166,067	250,301	2,089,902
2100-00 · Benefits															
2120-00 · Employee Benefits	18BEN	FY18 Employee Benefits	24,028	24,028	24,028	24,028	24,028	36,043	25,740	25,740	25,740	25,740	25,740	38,611	342,046
2820-00 · Retirement	18RET	FY18 Retirement	13,998	13,998	13,998	13,998	13,998	20,997	13,998	13,998	13,998	13,998	13,998	20,997	181,970
2830-00 · Payroll taxes	18TAX	FY18 Payroll taxes	13,952	13,952	13,952	13,952	13,952	20,928	14,946	14,946	14,946	14,946	14,946	22,419	187,837
2840-00 · Worker's compensation	18WC	FY18 Worker's compensation	310	310	310	310	310	465	332	332	332	332	332	498	4,174
2850-00 · Unemployment compensation	18UC	FY18 Unemployment compensation	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 2100-00 · Benefits			52,288	52,288	52,288	52,288	52,288	78,432	55,016	55,016	55,016	55,016	55,016	82,524	697,479

Grosse Pointe Public Library System
Budget Model
For Fiscal Year Jul-17 - Jun-18
FYE 2018

	Notes	Description	Based on FYE 2017 Actuals										Based on FYE 2016 Actuals		
			Jul-2017	Aug-2017	Sep-2017	Oct-2017	Nov-2017	Dec-2017	Jan-2018	Feb-2018	Mar-2018	Apr-2018	May-2018	Jun-2018	Totals
3100-00 · Purchased Services															
3150-00 · Professional management fees		2% Change	663	959	6,312	866	882	1,596	369	981	2,139	2,226	1,520	982	19,496
3170-00 · Legal fees		2% Change	64	714	787	214	159	580	0	3,541	0	4,162	559	3,499	14,280
3180-00 · Audit fees		2% Change	0	16,014	0	0	0	0	0	0	0	0	0	0	16,014
3191-00 · Library network		2% Change	3,687	0	0	0	0	0	0	0	0	0	0	0	3,687
3350-00 · Program fees	18-3350	FYE 2018-Acct 3350 Projects + 2% Change	3,334	28,987	4,408	40,465	10,490	7,801	17,272	6,972	18,609	35,398	14,535	12,915	201,186
3410-00 · Telephone		2% Change	1,800	2,404	2,105	2,117	2,356	2,131	2,040	2,047	2,139	1,872	2,595	2,147	25,753
3600-00 · Printing	18-3600	FYE 2018-Acct 3600 Projects + 2% Change	3,000	36	528	0	393	0	0	1,912	0	900	984	385	8,138
3800-00 · Utilities	18-3800	FYE 2018-Acct 3800 Projects + 2% Change	11,771	14,233	15,183	16,107	15,211	13,627	22,966	15,796	14,303	14,657	18,723	18,021	190,598
3920-00 · General liability insurance		2% Change	31,374	12,759	0	0	0	0	0	0	0	0	0	0	44,133
4130-00 · Contracted Services	18-4130	FYE 2018-Acct 4130 Projects + 2% Change	79,915	23,711	21,467	85,581	23,059	14,095	43,845	21,886	30,478	28,051	32,767	60,963	465,818
Total 3100-00 · Purchased Services			135,609	99,816	50,790	145,351	52,550	39,831	86,492	53,135	67,668	87,264	71,683	98,913	989,103
5100-00 · Supplies, Books & AV															
5170-00 · Audio visual		0% Change	5,914	20,243	6,928	15,439	10,739	7,413	8,510	15,430	10,863	6,851	9,996	13,256	131,582
5172-00 · Micro software	18-5172	FYE 2018-Acct 5172 Projects + 5% Change	71,579	5,108	20,687	12,492	3,990	15,200	9,497	14,320	3,674	5,146	8,928	1,127	171,748
5300-00 · Library books	18-5300	FYE 2018-Acct 5300 Projects + 2% Change	33,043	16,797	32,586	26,504	27,729	3,833	33,360	49,286	16,558	19,412	36,236	58,672	354,015
5400-00 · Periodicals		1% Change	203	156	1,119	374	20,394	385	1,056	711	1,702	183	5,562	332	32,176
5700-00 · Auto expense		2% Change	127	90	246	150	94	56	851	94	211	108	83	1,108	3,219
5820-00 · Building supplies		2% Change	710	1,290	480	2,773	135	752	371	967	3,992	3,096	1,041	1,614	17,219
5910-00 · Administrative supplies		2% Change	974	3,625	907	2,426	2,320	2,511	1,707	3,417	1,498	3,044	3,667	13,104	39,201
5920-00 · Postage		2% Change	0	0	0	0	219	0	8	0	0	0	0	0	227
5993-00 · Memberships	18MEM	Add ALA membership	2,679	174	0	0	863	0	0	0	75	0	0	0	3,791
Total 5100-00 · Supplies, Books & AV			115,230	47,483	62,951	60,159	66,482	30,149	55,360	84,226	38,573	37,840	65,513	89,213	753,179
6100-00 · Capital Outlay	18-6100	FYE 2018-Acct 6100 Projects + 2% Change	0	20,000	0	0	0	0	0	90,000	0	6,175	25,000	0	141,175
6111-00 · Development Programs															
9120-00 · Dev. Senior Symposium		2% Change	0	0	0	0	0	0	0	0	0	0	23	0	23
9135-00 · Dev. Tools	18-9135	FYE 2018-Acct 9135 Projects + 2% Change	0	0	374	1,350	28	247	16	0	25	98	0	625	2,763
Total 6111-00 · Development Programs			0	0	374	1,350	28	247	16	0	25	98	23	625	2,786

Grosse Pointe Public Library System
Budget Model
For Fiscal Year Jul-17 - Jun-18
FYE 2018

Note: July-2017 through April-2017 are based on FYE 2017 actuals. May through June are based on FYE 2016 actuals.

	Notes	Description	Jul-2017	Aug-2017	Sep-2017	Oct-2017	Nov-2017	Dec-2017	Jan-2018	Feb-2018	Mar-2018	Apr-2018	May-2018	Jun-2018	Totals
													Based on FYE 2016 Actuals		
6755-00 · Cap Contracted Services & Labor	18-6755	FYE 2018-Acct 6755 Projects + 2% Change	12,054	10,000	37,756	10,000	10,000	0	21,225	2,626	3,878	1,600	0	29,642	138,781
7111-00 · Other/Miscellaneous															
3210-00 · Staff development	18STAFDI	ALA Conference/Staff Training	1,000	40	0	2,063	585	1,276	2,685	0	838	3,714	764	10,099	23,065
6410-00 · New furniture and equipment	18-6410	FYE 2018-Acct 6410 Projects + 2% Change	6,857	29,486	0	13,150	5,871	0	5,000	600	1,580	3,456	0	2,732	68,732
6450-00 · Replacement furniture		2% Change	0	0	0	0	0	0	0	0	0	224	383	579	1,185
7600-00 · Tax refunds		2% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 7111-00 · Other/Miscellaneous			7,857	29,526	0	15,213	6,456	1,276	7,685	600	2,418	7,393	1,146	13,410	92,982
Total Expense			478,061	414,135	359,182	439,923	342,827	382,469	392,432	451,670	334,156	361,454	384,449	564,629	4,905,387
Net Ordinary Income			-492,217	-330,769	-316,101	-412,273	-317,353	231,506	2,282,506	979,668	641,585	-281,187	-311,525	-206,429	1,467,413
Other Income/Expense															
Other Income															
1082-00 · Unrealized/Realized Gain/Loss	Z2	Zero Row	0	0	0	0	0	0	0	0	0	0	0	0	0
8000-00 · Other income															
8101-00 · Transfer from General Fund		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
8102-00 · Transfer from Capital Projects		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
8107-00 · Transfer from Fund Balance		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 8000-00 · Other income			0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Income			0	0	0	0	0	0	0	0	0	0	0	0	0
Other Expense															
7100-00 · Other Expenses															
7604-00 · Transfer to General Fund		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 7100-00 · Other Expenses															
7606-00 · Transfer to Debt Service Funds	18DEBT	Debt Service FYE 2018				215,618						1,060,618			1,276,236
8001-00 · Other Expense															
8500-00 · RJames Investment Fd Expenses		3% Change	7,576	0	0	7,574	0	0	7,293	0	0	7,402	0	0	29,846
Total 8001-00 · Other Expense			7,576	0	0	7,574	0	0	7,293	0	0	7,402	0	0	29,846
Total Other Expense			7,576	0	0	223,192	0	0	7,293	0	0	1,068,020	0	0	1,306,082
Net Other Income			-7,576	0	0	-223,192	0	0	-7,293	0	0	-1,068,020	0	0	-1,306,082
Net Income			-499,793	-330,769	-316,101	-635,465	-317,353	231,506	2,275,213	979,668	641,585	-1,349,207	-311,525	-206,429	161,330

Grosse Pointe Public Library System
Budget Model
For Fiscal Year Jul-18 - Jun-19
FYE 2019

	Notes	Description	Jul-2018	Aug-2018	Sep-2018	Oct-2018	Nov-2018	Dec-2018	Jan-2019	Feb-2019	Mar-2019	Apr-2019	May-2019	Jun-2019	Totals
Ordinary Income/Expense															
Income															
0500-00 · Property tax levy	19MIL	Millage FYE 2019	0	0	0	0	0	595,904	2,688,799	1,428,274	966,368	41,897	0	269,290	5,990,532
0505-00 · Delinquent property tax		2% Change	0	0	43	0	0	0	80	0	0	0	0	-5,715	-5,592
0510-00 · Miscellaneous Income		2% Change	3,138	8,417	25,519	4,827	971	7,120	1,829	524	1,698	0	7,332	31,230	92,606
0520-00 · Investment income		2% Change	5,795	10,887	9,797	4,253	9,088	6,369	6,946	9,144	9,813	5,172	7,334	5,329	89,925
0525-00 · County and state aid		2% Change	-35,647	53,509	0	0	0	0	0	0	0	0	0	35,647	53,509
0530-00 · Fines and rentals		2% Change	10,924	12,221	8,584	9,759	9,107	11,168	11,192	9,444	10,335	9,855	7,697	8,511	118,797
0535-00 · Gifts		2% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
0536-00 · Friends - Book Sales		2% Change	0	0	0	0	5,067	0	0	2,173	0	2,795	0	3,865	13,901
0655-00 · Dev. Annual Fund		2% Change	0	0	0	0	0	0	0	0	0	0	52,020	0	52,020
0680-00 · Friends - Donations		2% Change	0	0	0	9,364	1,749	0	0	0	0	21,848	0	15,244	48,205
0690-00 · Dev. S.E.M. Comm Fdn.		2% Change	1,351	0	0	0	0	1,351	0	0	0	0	0	0	2,703
Total Income			-14,439	85,034	43,943	28,203	25,983	621,912	2,708,845	1,449,558	988,214	81,567	74,383	363,402	6,456,605
Expense															
1100-00 · Salaries															
1160-00 · Administration	19ADM	FY19 Administration	29,393	29,393	29,393	29,393	29,393	29,393	44,089	44,089	29,393	29,393	28,858	28,858	381,035
1162-00 · Board of Trustees		0% Change	0	0	0	540	0	0	570	0	510	0	0	1,200	2,820
1230-00 · Librarians	19LIB	FY19 Librarians	68,954	68,954	68,954	68,954	68,954	68,954	103,431	103,431	68,954	68,954	73,294	73,294	905,084
1620-00 · Support staff	19SUP	FY19 Support staff	50,466	50,466	50,466	50,466	50,466	50,466	75,698	75,698	50,466	50,466	50,466	50,466	656,052
1841-00 · Temporary librarian	19TLB	FY19 Temporary librarian	5,530	5,530	5,530	5,530	5,530	5,530	8,296	8,296	5,530	5,530	5,530	5,530	71,896
1891-00 · Temporary clerical	19TCL	FY19 Temporary clerical	6,697	6,697	6,697	6,697	6,697	6,697	10,045	10,045	6,697	6,697	6,697	6,697	87,057
1892-00 · Students	19STU	FY19 Students	10,586	10,586	10,586	10,586	10,586	10,586	15,879	15,879	10,586	10,586	10,586	10,586	137,617
Total 1100-00 · Salaries			171,625	171,625	171,625	172,165	171,625	171,625	258,008	257,438	172,135	171,625	175,431	176,631	2,241,561
2100-00 · Benefits															
2120-00 · Employee Benefits	19BEN	FY19 Employee Benefits	26,602	26,602	26,602	26,602	26,602	26,602	39,903	39,903	26,602	26,602	27,192	27,192	347,005
2820-00 · Retirement	19RET	FY19 Retirement	13,744	13,744	13,744	13,744	20,617	13,744	13,744	13,744	13,744	13,744	20,617	13,744	178,677
2830-00 · Payroll taxes	19TAX	FY19 Payroll taxes	15,446	15,446	15,446	15,446	15,446	15,446	23,169	23,169	15,446	15,446	15,789	15,789	201,487
2840-00 · Worker's compensation	19WC	FY19 Worker's compensation	343	343	343	343	343	343	515	515	343	343	351	351	4,477
2850-00 · Unemployment compensation	19UC	FY19 Unemployment compensation	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 2100-00 · Benefits			56,136	56,136	56,136	56,136	63,008	56,136	77,332	77,332	56,136	56,136	63,948	57,076	731,646

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	Notes	Description	Jul-2018	Aug-2018	Sep-2018	Oct-2018	Nov-2018	Dec-2018	Jan-2019	Feb-2019	Mar-2019	Apr-2019	May-2019	Jun-2019	Totals
3100-00 · Purchased Services															
3150-00 · Professional management fees		2% Change	677	978	6,438	883	900	1,628	376	1,001	2,182	2,270	1,550	1,002	19,886
3170-00 · Legal fees	19LEG	2019 Legal Fees for Millage	5,064	8,214	5,787	214	159	580	0	3,541	0	4,162	559	3,499	31,780
3180-00 · Audit fees		2% Change	0	16,334	0	0	0	0	0	0	0	0	0	0	16,334
3191-00 · Library network		2% Change	3,761	0	0	0	0	0	0	0	0	0	0	0	3,761
3350-00 · Program fees	19-3350	FYE 2019-Acct 3350 Projects + 2% Change	3,334	28,987	4,408	37,965	10,490	7,801	17,272	6,972	18,609	35,398	14,535	12,915	198,687
3410-00 · Telephone	19-3410	FYE 2019-Acct 3410 Projects + 2% Change	1,800	2,404	2,105	2,117	2,356	-12,869	2,040	2,047	2,139	1,872	2,595	2,147	10,753
3600-00 · Printing	19-3600	FYE 2019-Acct 3600 Projects + 2% Change	3,000	36	528	0	393	0	0	1,912	0	900	984	385	8,138
3800-00 · Utilities		2% Change	12,006	14,517	15,487	16,429	15,516	13,899	23,426	16,112	14,589	14,950	19,097	18,382	194,410
3920-00 · General liability insurance		2% Change	32,002	13,014	0	0	0	0	0	0	0	0	0	0	45,016
4130-00 · Contracted Services	19-4130	FYE 2019-Acct 4130 Projects + 2% Change	79,955	23,751	21,507	60,621	23,099	14,135	43,885	23,926	30,518	28,091	32,807	61,003	443,298
Total 3100-00 · Purchased Services			141,599	108,236	56,260	118,230	52,912	25,176	86,999	55,510	68,037	87,642	72,128	99,333	972,062
5100-00 · Supplies, Books & AV															
5170-00 · Audio visual		0% Change	5,973	20,446	6,997	15,593	10,846	7,487	8,595	15,585	10,972	6,919	10,096	13,389	132,898
5172-00 · Micro software	19-5172	FYE 2019-Acct 5172 Projects + 5% Change	76,530	5,108	20,687	12,492	3,990	15,200	9,497	14,320	3,674	5,146	8,928	1,127	176,699
5300-00 · Library books		2% Change	33,704	17,133	33,238	27,034	28,284	3,909	34,027	50,272	16,889	19,800	36,961	59,845	361,096
5400-00 · Periodicals		1% Change	205	157	1,130	377	20,597	389	1,067	718	1,719	185	5,618	335	32,498
5700-00 · Auto expense	19-5700	FYE 2019-Acct 5700 Projects + 2% Change	527	490	646	550	494	456	1,251	494	611	508	483	1,508	8,019
5820-00 · Building supplies		2% Change	724	1,315	489	2,829	137	767	378	987	4,072	3,158	1,062	1,646	17,564
5910-00 · Administrative supplies		2% Change	994	3,698	925	2,475	2,367	2,561	1,741	3,485	1,528	3,105	3,741	13,366	39,985
5920-00 · Postage		2% Change	0	0	0	0	224	0	8	0	0	0	0	0	232
5993-00 · Memberships		2% Change	2,733	177	0	0	880	0	0	0	77	0	0	0	3,867
Total 5100-00 · Supplies, Books & AV			121,390	48,524	64,111	61,351	67,819	30,769	56,565	85,861	39,541	38,821	66,888	91,217	772,857
6100-00 · Capital Outlay	19-6100	FYE 2019-Acct 6100 Projects + 2% Change	0	50,000	0	0	0	0	0	0	0	6,175	0	0	56,175
6111-00 · Development Programs															
9120-00 · Dev. Senior Symposium		2% Change	0	0	0	0	0	0	0	0	0	0	24	0	24
9135-00 · Dev. Tools		2% Change	0	0	381	1,377	29	252	16	0	26	100	0	638	2,818
Total 6111-00 · Development Programs			0	0	381	1,377	29	252	16	0	26	100	24	638	2,842
6755-00 · Cap Contracted Services & Labor	19-6755	FYE 2019-Acct 6755 Projects + 2% Change	2,054	0	22,756	0	0	0	21,225	2,626	3,878	1,600	0	29,642	83,782
7111-00 · Other/Miscellaneous															
3210-00 · Staff development		2% Change	1,020	41	0	2,104	597	1,301	2,739	0	855	3,788	779	10,301	23,526
6410-00 · New furniture and equipment	19-6410	FYE 2019-Acct 6410 Projects + 2% Change	0	11,000	0	6,300	5,871	0	0	5,357	1,580	3,456	0	2,732	36,296
6450-00 · Replacement furniture		2% Change	0	0	0	0	0	0	0	0	0	228	390	591	1,209
7600-00 · Tax refunds		2% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 7111-00 · Other/Miscellaneous			1,020	11,041	0	8,404	6,468	1,302	2,739	5,357	2,435	7,472	1,169	13,624	61,031
Total Expense			493,825	445,562	371,270	417,664	361,861	285,259	502,883	484,124	342,188	369,571	379,587	468,160	4,921,956
Net Ordinary Income			-508,264	-360,528	-327,327	-389,461	-335,878	336,653	2,205,961	965,434	646,026	-288,004	-305,205	-104,759	1,534,649

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	Notes	Description	Jul-2018	Aug-2018	Sep-2018	Oct-2018	Nov-2018	Dec-2018	Jan-2019	Feb-2019	Mar-2019	Apr-2019	May-2019	Jun-2019	Totals
Other Income															
1082-00 · Unrealized/Realized Gain/Loss		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
8000-00 · Other income															
8101-00 · Transfer from General Fund		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
8102-00 · Transfer from Capital Projects		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
8107-00 · Transfer from Fund Balance		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 8000-00 · Other income			0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Income			0	0	0	0	0	0	0	0	0	0	0	0	0
Other Expense															
7100-00 · Other Expenses															
7604-00 · Transfer to General Fund		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 7100-00 · Other Expenses															
7606-00 · Transfer to Debt Service Funds	19DEBT	Debt Service FYE 2019				198,718						1,043,718			1,242,436
8001-00 · Other Expense															
8500-00 · RJames Investment Fd Expenses		3% Change	7,804	0	0	7,801	0	0	7,512	0	0	7,624	0	0	30,742
Total 8001-00 · Other Expense			7,804	0	0	7,801	0	0	7,512	0	0	7,624	0	0	30,742
Total Other Expense			7,804	0	0	206,519	0	0	7,512	0	0	1,051,342	0	0	1,273,178
Net Other Income			-7,804	0	0	-206,519	0	0	-7,512	0	0	-1,051,342	0	0	-1,273,178
Net Income			-516,068	-360,528	-327,327	-595,980	-335,878	336,653	2,198,449	965,434	646,026	-1,339,346	-305,205	-104,759	261,471

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	Notes	Description	Jul-2019	Aug-2019	Sep-2019	Oct-2019	Nov-2019	Dec-2019	Jan-2020	Feb-2020	Mar-2020	Apr-2020	May-2020	Jun-2020	Totals
Ordinary Income/Expense															
Income															
0500-00 · Property tax levy	20MIL	Millage FYE 2020	0	0	0	0	0	603,425	2,722,736	1,446,301	978,565	42,426	0	272,689	6,066,141
0505-00 · Delinquent property tax		2% Change	0	0	44	0	0	0	81	0	0	0	0	-5,829	-5,704
0510-00 · Miscellaneous Income		2% Change	3,201	8,586	26,029	4,924	990	7,263	1,865	535	1,732	0	7,478	31,855	94,458
0520-00 · Investment income		2% Change	5,911	11,105	9,992	4,338	9,270	6,496	7,085	9,327	10,009	5,275	7,480	5,435	91,724
0525-00 · County and state aid		2% Change	-36,360	54,579	0	0	0	0	0	0	0	0	0	36,360	54,579
0530-00 · Fines and rentals		2% Change	11,142	12,465	8,756	9,954	9,289	11,391	11,415	9,633	10,542	10,052	7,851	8,682	121,173
0535-00 · Gifts		2% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
0536-00 · Friends - Book Sales		2% Change	0	0	0	0	5,169	0	0	2,217	0	2,851	0	3,942	14,179
0655-00 · Dev. Annual Fund		2% Change	0	0	0	0	0	0	0	0	0	0	53,060	0	53,060
0680-00 · Friends - Donations		2% Change	0	0	0	9,551	1,784	0	0	0	0	22,285	0	15,549	49,170
0690-00 · Dev. S.E.M. Comm Fdn.		2% Change	1,379	0	0	0	0	1,379	0	0	0	0	0	0	2,757
Total Income			-14,728	86,735	44,822	28,767	26,503	629,954	2,743,182	1,468,011	1,000,848	82,889	75,870	368,683	6,541,535
Expense															
1100-00 · Salaries															
1160-00 · Administration	20ADM	FY20 Administration	28,112	28,112	28,112	28,112	28,112	28,112	42,168	42,168	28,112	28,112	31,184	31,184	371,600
1162-00 · Board of Trustees		0% Change	0	0	0	540	0	0	570	0	510	0	0	1,200	2,820
1230-00 · Librarians	20LIB	FY20 Librarians	74,744	74,744	74,744	74,744	74,744	74,744	112,117	112,117	74,744	74,744	74,744	74,744	971,677
1620-00 · Support staff	20SUP	FY20 Support staff	51,463	51,463	51,463	51,463	51,463	51,463	77,195	77,195	51,463	51,463	50,754	50,754	667,606
1841-00 · Temporary librarian	20TLB	FY20 Temporary librarian	5,641	5,641	5,641	5,641	5,641	5,641	8,462	8,462	5,641	5,641	5,641	5,641	73,334
1891-00 · Temporary clerical	20TCL	FY20 Temporary clerical	6,831	6,831	6,831	6,831	6,831	6,831	10,246	10,246	6,831	6,831	6,831	6,831	88,798
1892-00 · Students	20STU	FY20 Students	10,798	10,798	10,798	10,798	10,798	10,798	16,196	16,196	10,798	10,798	10,798	10,798	140,370
Total 1100-00 · Salaries			177,589	177,589	177,589	178,129	177,589	177,589	266,954	266,384	178,099	177,589	179,952	181,152	2,316,205
2100-00 · Benefits															
2120-00 · Employee Benefits	20BEN	FY20 Employee Benefits	27,526	27,526	27,526	27,526	27,526	27,526	41,289	41,289	27,526	27,526	27,893	27,893	358,575
2820-00 · Retirement	20RET	FY20 Retirement	13,040	13,040	13,040	13,040	19,560	13,040	13,040	13,040	13,040	13,040	19,560	13,040	169,522
2830-00 · Payroll taxes	20TAX	FY20 Payroll taxes	15,983	15,983	15,983	15,983	15,983	15,983	23,975	23,975	15,983	15,983	16,196	16,196	208,205
2840-00 · Worker's compensation	20WC	FY20 Worker's compensation	355	355	355	355	355	355	533	533	355	355	360	360	4,627
2850-00 · Unemployment compensation	20UC	FY20 Unemployment compensation	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 2100-00 · Benefits			56,905	56,905	56,905	56,905	63,425	56,905	78,837	78,837	56,905	56,905	64,008	57,488	740,928

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	Notes	Description	Jul-2019	Aug-2019	Sep-2019	Oct-2019	Nov-2019	Dec-2019	Jan-2020	Feb-2020	Mar-2020	Apr-2020	May-2020	Jun-2020	Totals
3100-00 · Purchased Services															
3150-00 · Professional management fees		2% Change	690	998	6,567	901	918	1,661	383	1,021	2,225	2,316	1,581	1,022	20,284
3170-00 · Legal fees	20LEG	2020 Legal Fees for Millage reduced	64	714	787	214	159	580	0	3,541	0	4,162	559	3,499	14,280
3180-00 · Audit fees		2% Change	0	16,661	0	0	0	0	0	0	0	0	0	0	16,661
3191-00 · Library network		2% Change	3,836	0	0	0	0	0	0	0	0	0	0	0	3,836
3350-00 · Program fees	20-3350	FYE 2020-Acct 3350 Projects + 2% Change	3,334	28,987	4,408	37,965	10,490	7,801	17,272	6,972	18,609	35,398	14,535	12,915	198,687
3410-00 · Telephone		2% Change	1,836	2,453	2,147	2,159	2,403	-13,126	2,081	2,088	2,182	1,909	2,647	2,190	10,968
3600-00 · Printing		2% Change	3,060	36	539	0	400	0	0	1,950	0	918	1,004	393	8,301
3800-00 · Utilities		2% Change	12,247	14,808	15,796	16,758	15,826	14,177	23,894	16,434	14,881	15,249	19,479	18,749	198,298
3920-00 · General liability insurance		2% Change	32,642	13,275	0	0	0	0	0	0	0	0	0	0	45,916
4130-00 · Contracted Services	20-4130	FYE 2020-Acct 4130 Projects + 2% Change	80,995	23,791	21,547	60,661	23,139	14,175	43,925	21,966	30,558	28,131	32,847	61,043	442,778
Total 3100-00 · Purchased Services			138,704	101,721	51,792	118,659	53,335	25,269	87,556	53,972	68,455	88,082	72,653	99,812	960,009
5100-00 · Supplies, Books & AV															
5170-00 · Audio visual		0% Change	6,093	20,855	7,137	15,905	11,063	7,636	8,767	15,896	11,191	7,058	10,298	13,657	135,556
5172-00 · Micro software	20-5172	FYE 2020-Acct 5172 Projects + 5% Change	90,280	5,108	20,687	12,492	3,990	15,200	9,497	14,320	3,674	5,146	8,928	1,127	190,450
5300-00 · Library books		2% Change	34,378	17,475	33,902	27,574	28,849	3,987	34,708	51,278	17,227	20,196	37,700	61,042	368,318
5400-00 · Periodicals		1% Change	207	159	1,141	381	20,803	393	1,078	725	1,736	187	5,674	339	32,823
5700-00 · Auto expense		2% Change	538	500	659	561	504	466	1,276	504	624	518	493	1,538	8,180
5820-00 · Building supplies		2% Change	739	1,342	499	2,885	140	782	385	1,006	4,153	3,221	1,083	1,679	17,915
5910-00 · Administrative supplies		2% Change	1,014	3,772	943	2,524	2,414	2,612	1,776	3,555	1,559	3,167	3,816	13,633	40,785
5920-00 · Postage		2% Change	0	0	0	0	228	0	8	0	0	0	0	0	236
5993-00 · Memberships		2% Change	2,787	181	0	0	897	0	0	0	78	0	0	0	3,944
Total 5100-00 · Supplies, Books & AV			136,036	49,391	64,968	62,324	68,889	31,077	57,495	87,285	40,241	39,493	67,991	93,015	798,206
6100-00 · Capital Outlay	20-6100	FYE 2020-Acct 6100 Projects + 2% Change	15,000	20,000	0	0	0	0	0	0	0	6,175	0	0	41,176
6111-00 · Development Programs															
9120-00 · Dev. Senior Symposium		2% Change	0	0	0	0	0	0	0	0	0	0	24	0	24
9135-00 · Dev. Tools		2% Change	0	0	389	1,405	29	257	16	0	26	102	0	650	2,875
Total 6111-00 · Development Programs			0	0	389	1,405	29	257	16	0	26	102	24	650	2,899
6755-00 · Cap Contracted Services & Labor		2% Change	2,095	0	23,211	0	0	0	21,650	2,678	3,956	1,632	0	30,235	85,457
7111-00 · Other/Miscellaneous		`													
3210-00 · Staff development		2% Change	1,040	42	0	2,146	609	1,328	2,794	0	872	3,864	795	10,507	23,996
6410-00 · New furniture and equipment	20-6410	FYE 2020-Acct 6410 Projects + 2% Change	0	11,000	0	6,300	5,871	0	0	600	1,580	3,456	0	2,732	31,539
6450-00 · Replacement furniture		2% Change	0	0	0	0	0	0	0	0	0	233	398	602	1,233
7600-00 · Tax refunds		2% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 7111-00 · Other/Miscellaneous			1,040	11,042	0	8,446	6,480	1,328	2,794	600	2,452	7,552	1,193	13,842	56,769
Total Expense			527,369	416,648	374,854	425,868	369,747	292,424	515,302	489,756	350,134	377,530	385,821	476,195	5,001,648
Net Ordinary Income			-542,097	-329,913	-330,032	-397,101	-343,245	337,530	2,227,880	978,255	650,714	-294,640	-309,951	-107,512	1,539,887

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	Notes	Description	Jul-2019	Aug-2019	Sep-2019	Oct-2019	Nov-2019	Dec-2019	Jan-2020	Feb-2020	Mar-2020	Apr-2020	May-2020	Jun-2020	Totals
Other Income/Expense															
Other Income															
1082-00 · Unrealized/Realized Gain/Loss		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
8000-00 · Other income															
8101-00 · Transfer from General Fund		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
8102-00 · Transfer from Capital Projects		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
8107-00 · Transfer from Fund Balance		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 8000-00 · Other income			0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Income			0	0	0	0	0	0	0	0	0	0	0	0	0
Other Expense															
7100-00 · Other Expenses															
7604-00 · Transfer to General Fund		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 7100-00 · Other Expenses															
7606-00 · Transfer to Debt Service Funds	20DEBT	Debt Service FYE 2020				179,706						1,024,706			1,204,412
8001-00 · Other Expense															
8500-00 · RJames Investment Fd Expenses		3% Change	8,038	0	0	8,035	0	0	7,738	0	0	7,853	0	0	31,664
Total 8001-00 · Other Expense			8,038	0	0	8,035	0	0	7,738	0	0	7,853	0	0	31,664
Total Other Expense			8,038	0	0	187,741	0	0	7,738	0	0	1,032,559	0	0	1,236,076
Net Other Income			-8,038	0	0	-187,741	0	0	-7,738	0	0	-1,032,559	0	0	-1,236,076
Net Income			-550,135	-329,913	-330,032	-584,842	-343,245	337,530	2,220,143	978,255	650,714	-1,327,200	-309,951	-107,512	303,812

Grosse Pointe Public Library System
Budget Model
For Fiscal Year Jul-20 - Jun-21
FYE 2021

	Notes	Description	Jul-2020	Aug-2020	Sep-2020	Oct-2020	Nov-2020	Dec-2020	Jan-2021	Feb-2021	Mar-2021	Apr-2021	May-2021	Jun-2021	Totals
Ordinary Income/Expense															
Income															
0500-00 · Property tax levy	21MIL	Millage FYE 2021	0	0	0	0	0	611,041	2,757,101	1,464,555	990,916	42,961	0	276,130	6,142,704
0505-00 · Delinquent property tax		2% Change	0	0	45	0	0	0	83	0	0	0	0	-5,946	-5,818
0510-00 · Miscellaneous Income		2% Change	3,265	8,757	26,550	5,022	1,010	7,408	1,903	545	1,767	0	7,628	32,492	96,347
0520-00 · Investment income		2% Change	6,029	11,327	10,192	4,425	9,456	6,626	7,226	9,513	10,209	5,381	7,630	5,544	93,558
0525-00 · County and state aid		2% Change	-37,087	55,671	0	0	0	0	0	0	0	0	0	37,087	55,671
0530-00 · Fines and rentals		2% Change	11,365	12,714	8,931	10,153	9,475	11,619	11,644	9,825	10,753	10,253	8,008	8,855	123,596
0535-00 · Gifts		2% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
0536-00 · Friends - Book Sales		2% Change	0	0	0	0	5,272	0	0	2,261	0	2,908	0	4,021	14,462
0655-00 · Dev. Annual Fund		2% Change	0	0	0	0	0	0	0	0	0	0	54,122	0	54,122
0680-00 · Friends - Donations		2% Change	0	0	0	9,742	1,820	0	0	0	0	22,731	0	15,860	50,153
0690-00 · Dev. S.E.M. Comm Fdn.		2% Change	1,406	0	0	0	0	1,406	0	0	0	0	0	0	2,812
Total Income			-15,022	88,469	45,718	29,342	27,033	638,100	2,777,956	1,486,700	1,013,644	84,234	77,388	374,044	6,627,607
Expense															
1100-00 · Salaries															
1160-00 · Administration	21ADM	FY21 Administration	31,759	31,759	31,759	31,759	47,639	47,639	31,759	31,759	31,759	31,759	31,759	31,759	412,870
1162-00 · Board of Trustees		0% Change	0	0	0	540	0	0	570	0	510	0	0	1,200	2,820
1230-00 · Librarians	21LIB	FY21 Librarians	76,224	76,224	76,224	76,224	114,336	114,336	76,224	76,224	76,224	76,224	75,023	75,023	988,509
1620-00 · Support staff	21SUP	FY21 Support staff	51,604	51,604	51,604	51,604	77,406	77,406	51,604	51,604	51,604	51,604	50,846	50,846	669,338
1841-00 · Temporary librarian	21TLB	FY21 Temporary librarian	5,754	5,754	5,754	5,754	8,631	8,631	5,754	5,754	5,754	5,754	5,754	5,754	74,800
1891-00 · Temporary clerical	21TCL	FY21 Temporary clerical	6,967	6,967	6,967	6,967	10,451	10,451	6,967	6,967	6,967	6,967	6,967	6,967	90,574
1892-00 · Students	21STU	FY21 Students	11,014	11,014	11,014	11,014	16,520	16,520	11,014	11,014	11,014	11,014	11,014	11,014	143,177
Total 1100-00 · Salaries			183,322	183,322	183,322	183,862	274,983	274,983	183,892	183,322	183,832	183,322	181,363	182,563	2,382,088
2100-00 · Benefits															
2120-00 · Employee Benefits	21BEN	FY21 Employee Benefits	28,415	28,415	28,415	28,415	42,622	42,622	28,415	28,415	28,415	28,415	28,111	28,111	368,787
2820-00 · Retirement	21RET	FY21 Retirement	13,301	13,301	13,301	19,951	13,301	13,301	13,301	13,301	13,301	19,951	13,301	13,301	172,912
2830-00 · Payroll taxes	21TAX	FY21 Payroll taxes	16,499	16,499	16,499	16,499	24,748	24,748	16,499	16,499	16,499	16,499	16,323	16,323	214,134
2840-00 · Worker's compensation	21WC	FY21 Worker's compensation	367	367	367	367	550	550	367	367	367	367	363	363	4,759
2850-00 · Unemployment compensation	21UC	FY21 Unemployment compensation	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 2100-00 · Benefits			58,581	58,581	58,581	65,232	81,222	81,222	58,581	58,581	58,581	65,232	58,098	58,098	760,591

	Notes	Description	Jul-2020	Aug-2020	Sep-2020	Oct-2020	Nov-2020	Dec-2020	Jan-2021	Feb-2021	Mar-2021	Apr-2021	May-2021	Jun-2021	Totals
3100-00 · Purchased Services															
3150-00 · Professional management fees		2% Change	704	1,018	6,698	919	936	1,694	391	1,041	2,270	2,362	1,613	1,042	20,689
3170-00 · Legal fees		2% Change	66	728	803	218	162	592	0	3,611	0	4,245	570	3,569	14,565
3180-00 · Audit fees		2% Change	0	16,994	0	0	0	0	0	0	0	0	0	0	16,994
3191-00 · Library network		2% Change	3,913	0	0	0	0	0	0	0	0	0	0	0	3,913
3350-00 · Program fees	21-3350	FYE 2021-Acct 3350 Projects + 2% Change	3,334	28,987	4,408	37,965	10,490	7,801	17,272	6,972	18,609	35,398	14,535	12,915	198,687
3410-00 · Telephone		2% Change	1,872	2,502	2,190	2,203	2,451	-13,389	2,123	2,129	2,225	1,947	2,700	2,234	11,187
3600-00 · Printing		2% Change	3,121	37	549	0	408	0	0	1,989	0	936	1,024	401	8,467
3800-00 · Utilities		2% Change	12,492	15,104	16,112	17,093	16,142	14,461	24,372	16,763	15,178	15,554	19,869	19,124	202,264
3920-00 · General liability insurance		2% Change	33,295	13,540	0	0	0	0	0	0	0	0	0	0	46,835
4130-00 · Contracted Services	21-4130	FYE 2021-Acct 4130 Projects + 2% Change	80,035	23,831	21,587	60,701	23,179	14,215	43,965	22,006	30,598	28,171	32,887	61,083	442,258
Total 3100-00 · Purchased Services			138,832	102,740	52,348	119,100	53,769	25,375	88,123	54,512	68,881	88,613	73,198	100,369	965,860
5100-00 · Supplies, Books & AV															
5170-00 · Audio visual		0% Change	6,215	21,272	7,280	16,223	11,285	7,789	8,942	16,214	11,415	7,199	10,503	13,930	138,267
5172-00 · Micro software	21-5172	FYE 2021-Acct 5172 Projects + 5% Change	92,681	5,108	20,687	12,492	3,990	15,201	9,497	14,320	3,674	5,146	8,928	1,127	192,850
5300-00 · Library books		2% Change	35,065	17,825	34,580	28,126	29,426	4,067	35,402	52,303	17,571	20,600	38,454	62,263	375,684
5400-00 · Periodicals		1% Change	209	160	1,153	385	21,012	397	1,088	733	1,753	189	5,731	342	33,151
5700-00 · Auto expense	21-5700	FYE 2021-Acct 5700 Projects + 2% Change	938	900	1,059	962	904	866	1,676	904	1,024	918	893	1,938	12,980
5820-00 · Building supplies		2% Change	753	1,368	509	2,943	143	798	393	1,027	4,236	3,286	1,105	1,713	18,273
5910-00 · Administrative supplies		2% Change	1,034	3,847	962	2,575	2,462	2,665	1,812	3,626	1,590	3,230	3,892	13,906	41,601
5920-00 · Postage		2% Change	0	0	0	0	233	0	8	0	0	0	0	0	241
5993-00 · Memberships		2% Change	2,843	185	0	0	915	0	0	0	80	0	0	0	4,023
Total 5100-00 · Supplies, Books & AV			139,738	50,665	66,229	63,706	70,369	31,781	58,819	89,127	41,343	40,568	69,505	95,219	817,070
6100-00 · Capital Outlay	21-6100	FYE 2021-Acct 6100 Projects + 2% Change	0	0	0	0	0	0	0	0	0	6,175	0	0	6,176
6111-00 · Development Programs															
9120-00 · Dev. Senior Symposium		2% Change	0	0	0	0	0	0	0	0	0	0	25	0	25
9135-00 · Dev. Tools		2% Change	0	0	397	1,433	30	262	17	0	27	104	0	663	2,932
Total 6111-00 · Development Programs			0	0	397	1,433	30	262	17	0	27	104	25	663	2,957
6755-00 · Cap Contracted Services & Labor	21-6755	FYE 2021-Acct 6755 Projects + 2% Change	52,095	0	23,211	0	0	0	21,650	2,678	3,956	1,632	0	30,235	135,457
7111-00 · Other/Miscellaneous															
3210-00 · Staff development		2% Change	1,061	42	0	2,189	621	1,354	2,850	0	890	3,941	811	10,718	24,476
6410-00 · New furniture and equipment		2% Change	0	11,220	0	6,426	5,989	0	0	612	1,612	3,525	0	2,787	32,170
6450-00 · Replacement furniture		2% Change	0	0	0	0	0	0	0	0	0	237	406	615	1,258
7600-00 · Tax refunds		2% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 7111-00 · Other/Miscellaneous			1,061	11,263	0	8,615	6,609	1,354	2,850	612	2,501	7,703	1,217	14,119	57,904
Total Expense			573,629	406,572	384,089	441,948	486,983	414,977	413,932	388,833	359,121	393,349	383,405	481,266	5,128,104
Net Ordinary Income			-588,652	-318,102	-338,371	-412,605	-459,950	223,123	2,364,024	1,097,866	654,523	-309,115	-306,018	-107,221	1,499,503

Grosse Pointe Public Library System
Budget Model
For Fiscal Year Jul-20 - Jun-21
FYE 2021

	Notes	Description	Jul-2020	Aug-2020	Sep-2020	Oct-2020	Nov-2020	Dec-2020	Jan-2021	Feb-2021	Mar-2021	Apr-2021	May-2021	Jun-2021	Totals
Other Income/Expense															
Other Income															
1082-00 · Unrealized/Realized Gain/Loss		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
8000-00 · Other income															
8101-00 · Transfer from General Fund		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
8102-00 · Transfer from Capital Projects		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
8107-00 · Transfer from Fund Balance		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 8000-00 · Other income			0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Income			0	0	0	0	0	0	0	0	0	0	0	0	0
Other Expense															
7100-00 · Other Expenses															
7604-00 · Transfer to General Fund		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 7100-00 · Other Expenses															
7606-00 · Transfer to Debt Service Funds	21DEBT	Debt Service FYE 2021				158,581						1,103,581			1,262,162
8001-00 · Other Expense															
8500-00 · RJames Investment Fd Expenses		3% Change	8,279	0	0	8,277	0	0	7,970	0	0	8,089	0	0	32,614
Total 8001-00 · Other Expense			8,279	0	0	8,277	0	0	7,970	0	0	8,089	0	0	32,614
Total Other Expense			8,279	0	0	166,858	0	0	7,970	0	0	1,111,670	0	0	1,294,776
Net Other Income			-8,279	0	0	-166,858	0	0	-7,970	0	0	-1,111,670	0	0	-1,294,776
Net Income			-596,931	-318,102	-338,371	-579,463	-459,950	223,123	2,356,055	1,097,866	654,523	-1,420,785	-306,018	-107,221	204,727

Grosse Pointe Public Library System
Budget Model
For Fiscal Year Jul-21 - Jun-22
FYE 2022

	Notes	Description	Jul-2021	Aug-2021	Sep-2021	Oct-2021	Nov-2021	Dec-2021	Jan-2022	Feb-2022	Mar-2022	Apr-2022	May-2022	Jun-2022	Totals
Ordinary Income/Expense															
Income															
0500-00 · Property tax levy	22MIL	Millage FYE 2022	0	0	0	0	0	618,754	2,791,899	1,483,040	1,003,423	43,503	0	279,616	6,220,234
0505-00 · Delinquent property tax		2% Change	0	0	46	0	0	0	84	0	0	0	0	-6,065	-5,935
0510-00 · Miscellaneous Income		2% Change	3,330	8,933	27,081	5,123	1,030	7,556	1,941	556	1,802	0	7,780	33,142	98,274
0520-00 · Investment income		2% Change	6,150	11,554	10,396	4,513	9,645	6,758	7,371	9,703	10,413	5,488	7,783	5,655	95,429
0525-00 · County and state aid		2% Change	-37,829	56,784	0	0	0	0	0	0	0	0	0	37,829	56,784
0530-00 · Fines and rentals		2% Change	11,592	12,969	9,110	10,356	9,664	11,851	11,877	10,022	10,968	10,458	8,168	9,032	126,068
0535-00 · Gifts		2% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
0536-00 · Friends - Book Sales		2% Change	0	0	0	0	5,377	0	0	2,306	0	2,966	0	4,102	14,751
0655-00 · Dev. Annual Fund		2% Change	0	0	0	0	0	0	0	0	0	0	55,204	0	55,204
0680-00 · Friends - Donations		2% Change	0	0	0	9,937	1,857	0	0	0	0	23,186	0	16,177	51,156
0690-00 · Dev. S.E.M. Comm Fdn.		2% Change	1,434	0	0	0	0	1,434	0	0	0	0	0	0	2,868
Total Income			-15,323	90,239	46,633	29,929	27,573	646,354	2,813,172	1,505,627	1,026,606	85,602	78,935	379,488	6,714,834
Expense															
1100-00 · Salaries															
1160-00 · Administration	22ADM	FY22 Administration	32,346	32,346	32,346	32,346	48,519	48,519	32,346	32,346	32,346	32,346	32,346	32,346	420,497
1162-00 · Board of Trustees		0% Change	0	0	0	540	0	0	570	0	510	0	0	1,200	2,820
1230-00 · Librarians	22LIB	FY22 Librarians	76,123	76,123	76,123	76,123	114,185	114,185	76,123	76,123	76,123	76,123	74,898	74,898	987,152
1620-00 · Support staff	22SUP	FY22 Support staff	51,778	51,778	51,778	51,778	77,667	77,667	51,778	51,778	51,778	51,778	51,005	51,005	671,566
1841-00 · Temporary librarian	22TLB	FY22 Temporary librarian	5,869	5,869	5,869	5,869	8,803	8,803	5,869	5,869	5,869	5,869	5,869	5,869	76,297
1891-00 · Temporary clerical	22TCL	FY22 Temporary clerical	7,107	7,107	7,107	7,107	10,660	10,660	7,107	7,107	7,107	7,107	7,107	7,107	92,385
1892-00 · Students	22STU	FY22 Students	11,234	11,234	11,234	11,234	16,851	16,851	11,234	11,234	11,234	11,234	11,234	11,234	146,041
Total 1100-00 · Salaries			184,456	184,456	184,456	184,996	276,685	276,685	185,026	184,456	184,966	184,456	182,458	183,658	2,396,757
2100-00 · Benefits															
2120-00 · Employee Benefits	22BEN	FY22 Employee Benefits	28,591	28,591	28,591	28,591	42,886	42,886	28,591	28,591	28,591	28,591	28,281	28,281	371,060
2820-00 · Retirement	22RET	FY22 Retirement	11,917	11,917	11,917	17,876	11,917	11,917	11,917	11,917	11,917	17,876	11,917	11,917	154,925
2830-00 · Payroll taxes	22TAX	FY22 Payroll taxes	16,601	16,601	16,601	16,601	24,902	24,902	16,601	16,601	16,601	16,601	16,421	16,421	215,454
2840-00 · Worker's compensation	22WC	FY22 Worker's compensation	369	369	369	369	553	553	369	369	369	369	365	365	4,788
2850-00 · Unemployment compensation	22UC	FY22 Unemployment compens	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 2100-00 · Benefits			57,478	57,478	57,478	63,437	80,258	80,258	57,478	57,478	57,478	63,437	56,984	56,984	746,228

Grosse Pointe Public Library System
Budget Model
For Fiscal Year Jul-21 - Jun-22
FYE 2022

	Notes	Description	Jul-2021	Aug-2021	Sep-2021	Oct-2021	Nov-2021	Dec-2021	Jan-2022	Feb-2022	Mar-2022	Apr-2022	May-2022	Jun-2022	Totals
3100-00 · Purchased Services															
3150-00 · Professional management fees		2% Change	718	1,038	6,832	937	955	1,728	399	1,062	2,315	2,409	1,645	1,063	21,103
3170-00 · Legal fees		2% Change	67	743	819	223	165	604	0	3,684	0	4,330	582	3,641	14,856
3180-00 · Audit fees		2% Change	0	17,334	0	0	0	0	0	0	0	0	0	0	17,334
3191-00 · Library network		2% Change	3,991	0	0	0	0	0	0	0	0	0	0	0	3,991
3350-00 · Program fees	22-3350	FYE 2022-Acct 3350 Projects +	3,334	28,987	4,408	37,966	10,490	7,801	17,272	6,973	18,609	35,398	14,535	12,915	198,687
3410-00 · Telephone		2% Change	1,910	2,552	2,234	2,247	2,500	-13,656	2,165	2,172	2,270	1,986	2,754	2,278	11,411
3600-00 · Printing		2% Change	3,184	38	560	0	417	0	0	2,029	0	955	1,044	409	8,636
3800-00 · Utilities		2% Change	12,741	15,406	16,434	17,435	16,465	14,750	24,860	17,098	15,482	15,865	20,266	19,507	206,309
3920-00 · General liability insurance		2% Change	33,960	13,811	0	0	0	0	0	0	0	0	0	0	47,771
4130-00 · Contracted Services	22-4130	FYE 2022-Acct 4130 Projects +	80,075	23,871	21,627	60,741	23,219	14,255	44,005	24,046	30,638	28,211	32,927	61,123	444,739
Total 3100-00 · Purchased Services			139,981	103,779	52,916	119,549	54,211	25,482	88,701	57,063	69,314	89,154	73,754	100,936	974,839
5100-00 · Supplies, Books & AV															
5170-00 · Audio visual		0% Change	6,339	21,697	7,425	16,548	11,510	7,945	9,121	16,539	11,643	7,343	10,714	14,208	141,033
5172-00 · Micro software		5% Change	95,461	5,261	21,308	12,867	4,110	15,657	9,782	14,750	3,784	5,300	9,196	1,161	198,635
5300-00 · Library books		2% Change	35,767	18,181	35,272	28,688	30,015	4,148	36,110	53,349	17,923	21,012	39,223	63,508	383,198
5400-00 · Periodicals		1% Change	211	162	1,164	389	21,222	401	1,099	740	1,771	190	5,788	345	33,482
5700-00 · Auto expense		2% Change	957	918	1,080	981	922	883	1,709	922	1,044	936	911	1,977	13,240
5820-00 · Building supplies		2% Change	769	1,396	519	3,002	146	814	401	1,047	4,321	3,351	1,127	1,747	18,639
5910-00 · Administrative supplies		2% Change	1,055	3,924	981	2,626	2,512	2,718	1,848	3,698	1,622	3,295	3,970	14,184	42,433
5920-00 · Postage		2% Change	0	0	0	0	237	0	9	0	0	0	0	0	246
5993-00 · Memberships		2% Change	2,900	188	0	0	934	0	0	0	81	0	0	0	4,103
Total 5100-00 · Supplies, Books & AV			143,457	51,728	67,749	65,101	71,606	32,565	60,080	91,045	42,189	41,428	70,928	97,131	835,008
6100-00 · Capital Outlay		2% Change	0	0	0	0	0	0	0	0	0	6,299	0	0	6,299
6111-00 · Development Programs															
9120-00 · Dev. Senior Symposium		2% Change	0	0	0	0	0	0	0	0	0	0	25	0	25
9135-00 · Dev. Tools		2% Change	0	0	404	1,461	31	267	17	0	27	106	0	677	2,991
Total 6111-00 · Development Programs			0	0	404	1,461	31	267	17	0	27	106	25	677	3,016
6755-00 · Cap Contracted Services & Labor	22-6755	FYE 2022-Acct 6755 Projects +	2,095	0	23,211	0	0	0	21,650	2,679	3,956	1,632	0	30,235	85,458
7111-00 · Other/Miscellaneous															
3210-00 · Staff development		2% Change	1,082	43	0	2,233	633	1,381	2,907	0	907	4,020	827	10,932	24,966
6410-00 · New furniture and equipment		2% Change	0	11,444	0	6,555	6,108	0	0	624	1,644	3,595	0	2,842	32,814
6450-00 · Replacement furniture		2% Change	0	0	0	0	0	0	0	0	0	242	414	627	1,283
7600-00 · Tax refunds		2% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 7111-00 · Other/Miscellaneous			1,082	11,488	0	8,787	6,742	1,381	2,907	624	2,551	7,857	1,241	14,401	59,062
Total Expense			528,550	408,929	386,215	443,332	489,533	416,638	415,858	393,346	360,482	394,370	385,390	484,023	5,106,667
Net Ordinary Income			-543,873	-318,690	-339,583	-413,402	-461,960	229,715	2,397,313	1,112,281	666,124	-308,768	-306,455	-104,535	1,608,167

Grosse Pointe Public Library System
Budget Model
For Fiscal Year Jul-21 - Jun-22
FYE 2022

	Notes	Description	Jul-2021	Aug-2021	Sep-2021	Oct-2021	Nov-2021	Dec-2021	Jan-2022	Feb-2022	Mar-2022	Apr-2022	May-2022	Jun-2022	Totals
Other Income/Expense															
Other Income															
1082-00 · Unrealized/Realized Gain/Loss		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
8000-00 · Other income															
8101-00 · Transfer from General Fund		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
8102-00 · Transfer from Capital Projects		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
8107-00 · Transfer from Fund Balance		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 8000-00 · Other income			0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Income			0	0	0	0	0	0	0	0	0	0	0	0	0
Other Expense															
7100-00 · Other Expenses															
7604-00 · Transfer to General Fund		3% Change	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 7100-00 · Other Expenses															
7606-00 · Transfer to Debt Service Funds	22DEBT	Debt Service FYE 2022				134,956						1,084,956			1,219,912
8001-00 · Other Expense															
8500-00 · RJames Investment Fd Expenses		3% Change	8,527	0	0	8,525	0	0	8,209	0	0	8,331	0	0	33,592
Total 8001-00 · Other Expense			8,527	0	0	8,525	0	0	8,209	0	0	8,331	0	0	33,592
Total Other Expense			8,527	0	0	143,481	0	0	8,209	0	0	1,093,287	0	0	1,253,504
Net Other Income			-8,527	0	0	-143,481	0	0	-8,209	0	0	-1,093,287	0	0	-1,253,504
Net Income			-552,401	-318,690	-339,583	-556,883	-461,960	229,715	2,389,105	1,112,281	666,124	-1,402,055	-306,455	-104,535	354,663

APPENDIX 18
NOTES TO FINANCIAL STATEMENTS

Grosse Pointe Public Library System					
Budget Model					
Notes Description					

Year	Note Code	Description	Occurrence	Calculation Type	Estimated Annual Cost
FYE 2018	18-3350	STEM/STEAM Learning Kits	Recurring	Variance + Inflation	$ 2,250
		Multi Learning Cube (Woods)	1X	Variance + Inflation	$ 1,500
		Youth Room Learning Materials (Ewald)	1X	Variance + Inflation	$ 1,000
		Authors to the Pointe	Recurring	Variance + Inflation	$ 21,000
		Early Learning Literacy Kit (All)	Recurring	Variance + Inflation	$ 2,250
		Library Favorite Author Visit	Recurring	Variance + Inflation	$ 10,000
		National Library Week	Recurring	Variance + Inflation	$ 5,000
	18-3410	New phone system	1X	Variance + Inflation	$ 15,000
	18-3600	Banners	Recurring	Variance + Inflation	$ 3,000
	18-3800	Upgrades for wifi systems	Recurring	Variance + Inflation	$ 27,000
		Internet Service Charges	Recurring	Variance + Inflation	$ 950
	18-4130	Professional Graphic Design	Recurring	Variance + Inflation	$ 10,000
		Accounting Services	Recurring	Variance + Inflation	$ 7,000
		Capital Projects Assessment and Plan	1X	Variance + Inflation	$ 25,000
	18-5172	Branch Communications	Recurring	Variance + Inflation	$ 2,000
		New Editable Edition of Adobe Software	Recurring	Variance + Inflation	$ 2,500
		Technology Products and Content	Recurring	Variance + Inflation	$ 15,000
		Lynda Library	Recurring	Variance + Inflation	$ 13,125
		SMS (Text messaging) Alerts Subscription for ILS notifications	Recurring	Variance + Inflation	$ 8,424
		3 Self Check out stations (1 per branch)	1X	Variance + Inflation	$ 5,000
		Mobile App	Recurring	Variance + Inflation	$ 5,000
		Select Read Software	Recurring	Variance + Inflation	$ 4,200
		Mango Language Database	Recurring	Variance + Inflation	$ 3,500
		Linked Data from Innovative Interfaces-ILS	Recurring	Variance + Inflation	$ 9,375
	18-5300	Hoopla	Recurring	Variance + Inflation	$ 25,000
		Overdrive	Recurring	Variance + Inflation	$ 8,000
	18-6100	Outdoor Furniture and Sculpture Central	1X	Variance + Inflation	$ 20,000
		Space Needs Assessment (Central)	1X	Variance + Inflation	$ 90,000
		Landscaping Central	1X	Variance + Inflation	$ 25,000
	18-6410	Wireless access points and charging options	Recurring	Variance + Inflation	$ 1,800
		Upgrade Surveillance System (Central)	1X	Variance + Inflation	$ 4,757
		Book Bike	1X	Variance + Inflation	$ 2,100
		iPads or Tablets to check-out within the libraries (Ewald)	Recurring	Variance + Inflation	$ 11,000
		Book Trucks (3)	1X	Variance + Inflation	$ 1,050
		Slimline Book Trucks (3)	1X	Variance + Inflation	$ 810
		Upgrade Surveillance System (Woods)	1X	Variance + Inflation	$ 16,626
		Encapsulated touch screen displays (interior)	1X	Variance + Inflation	$ 10,000
		New Early Learning Computers (Woods)	1X	Variance + Inflation	$ 3,150
		Multimedia Creation Center	Recurring	Variance + Inflation	$ 5,000
		Digital Signs for all branches	1X	Variance + Inflation	$ 5,000
	18-6755	Website Refresh	1X	Variance + Inflation	$ 50,000
		Wrap the van	1X	Variance + Inflation	$ 5,000
	18-9135	Mobile Hotspot Devices	Recurring	Variance + Inflation	$ 1,350
	18ADM	Staffing FYE 2018 - Administration	1X	Value	$ 324,457
	18BEN	Staffing FYE 2018 - Employee Benefits	1X	Value	$ 321,832
	18DEBT	Debt Service based on Schedule from Bendzinski for FYE 2018	1X	Value	$ 1,276,236
	18LIB	Staffing FYE 2018 - Librarians	1X	Value	$ 837,092
	18MEM	Add ALA membership	Recurring	Variance	$ 500
	18MIL	Property Tax Income based on Millage Calculator for FY 2018	1X	Value	$ 5,915,865
	18RET	Staffing FYE 2018 - Retirement	1X	Value	$ 181,082
	18STAFDEV	ALA Conference/Staff Training	Recurring	Variance	$ 14,000
	18STU	Staffing FYE 2018 - Students	1X	Value	$ 134,334
	18SUP	Staffing FYE 2018 - Support staff	1X	Value	$ 625,377
	18TAX	Staffing FYE 2018 - Payroll taxes	1X	Value	$ 186,870
	18TCL	Staffing FYE 2018 - Temporary clerical	1X	Value	$ 84,933
	18TLB	Staffing FYE 2018 - Temporary librarian	1X	Value	$ 70,142
	18UC	Staffing FYE 2018 - Unemployment compensation	1X	Value	$ -
	18WC	Staffing FYE 2018 - Worker's compensation	1X	Value	$ 4,153

Legend					
Occurrence	1X	A one time charge that will be reversed in following year			
	Reversing	The reversing entry for prior 1X charge			
	Recurring	A charge that will recur in subsequent years			
Calculation Type	Value	The amounts shown will be entered for the line			
	Variance	The amounts shown will be added to the previous years forecast amount			
	Variance + Inflation	The amounts shown will be added to the sum of previous years forecast amount plus the inflation perentage			

FYE 2019	19-3350	Multi Learning Cube (Woods)	Reversing	Variance + Inflation	$	(1,500)
		Youth Room Learning Materials (Ewald)	Reversing	Variance + Inflation	$	(1,000)
	19-3410	New phone system	Reversing	Variance + Inflation	$	(15,000)
	19-4130	Accounting Services - Increase	Recurring	Variance + Inflation	$	480
		Capital Projects Assessment and Plan	Reversing	Variance + Inflation	$	(25,000)
		Woods Bulb Replacement (excluding Periodical Room)	1X	Variance + Inflation	$	2,000
	19-5172	3 Self Check out stations (1 per branch)	Reversing	Variance + Inflation	$	(5,000)
		MyLibrary! App Subscription for ILS	Recurring	Variance + Inflation	$	9,951
	19-5700	Vehicle for Outreach	Recurring	Variance + Inflation	$	4,800
	19-6100	Outdoor Furniture and Sculpture Central	Reversing	Variance + Inflation	$	(20,000)
		Exterior Signage	1X	Variance + Inflation	$	30,000
		Outdoor Furniture and Sculpture Woods	1X	Variance + Inflation	$	20,000
		Space Needs Assessment (Central)	Reversing	Variance + Inflation	$	(90,000)
		Landscaping Central	Reversing	Variance + Inflation	$	(25,000)
	19-6410	Upgrade Surveillance System (Central)	Reversing	Variance + Inflation	$	(4,757)
		Book Bike	Reversing	Variance + Inflation	$	(2,100)
		Book Trucks (3)	Reversing	Variance + Inflation	$	(1,050)
		Slimline Book Trucks (3)	Reversing	Variance + Inflation	$	(810)
		Upgrade Surveillance System (Woods)	Reversing	Variance + Inflation	$	(16,626)
		Encapsulated touch screen displays (interior)	Reversing	Variance + Inflation	$	(10,000)
		New Early Learning Computers (Woods)	Reversing	Variance + Inflation	$	3,150
		Digital Signs for all branches	Reversing	Variance + Inflation	$	(5,000)
		Upgrade Surveillance System (Ewald)	1X	Variance + Inflation	$	4,757
	19-6755	Website Refresh	Reversing	Variance + Inflation	$	(50,000)
		Wrap the van	Reversing	Variance + Inflation	$	(5,000)
	19ADM	Staffing FYE 2019 - Administration	1X	Value	$	378,768
	19BEN	Staffing FYE 2019 - Employee Benefits	1X	Value	$	345,456
	19DEBT	Debt Service based on Schedule from Bendzinski for FYE 2019	1X	Value	$	1,242,436
	19LEG	2019 Legal Fees for Millage - additional	1X	Variance	$	17,500
	19LIB	Staffing FYE 2019 - Librarians	1X	Value	$	901,744
	19MIL	Property Tax Income based on Millage Calculator for FY 2019	1X	Value	$	5,990,532
	19RET	Staffing FYE 2019 - Retirement	1X	Value	$	177,805
	19STU	Staffing FYE 2019 - Students	1X	Value	$	137,021
	19SUP	Staffing FYE 2019 - Support staff	1X	Value	$	653,037
	19TAX	Staffing FYE 2019 - Payroll taxes	1X	Value	$	200,587
	19TCL	Staffing FYE 2019 - Temporary clerical	1X	Value	$	86,632
	19TLB	Staffing FYE 2019 - Temporary librarian	1X	Value	$	71,545
	19UC	Staffing FYE 2019 - Unemployment compensation	1X	Value	$	-
	19WC	Staffing FYE 2019 - Worker's compensation	1X	Value	$	4,457
FYE 2020	20-4130	Accounting Services - Increase	Recurring	Variance + Inflation	$	480
		Ewald Bulb Replacement	1X	Variance + Inflation	$	1,000
		Woods Bulb Replacement (excluding Peridical Room)	Reversing	Variance + Inflation	$	(2,000)
	20-5172	Decision Center application from Innovative Interfaces-ILS	Recurring	Variance + Inflation	$	13,750
	20-6100	Recording studio	1X	Variance + Inflation	$	15,000
		Exterior Signage	Reversing	Variance + Inflation	$	(30,000)
		Outdoor Furniture and Sculpture Woods	Reversing	Variance + Inflation	$	(20,000)
		Outdoor Furniture and Sculpture Ewald	1X	Variance + Inflation	$	20,000
	20-6410	Upgrade Surveillance System (Ewald)	Reversing	Variance + Inflation	$	(4,757)
	20ADM	Staffing FYE 2020 - Administration	1X	Value	$	369,233
	20BEN	Staffing FYE 2020 - Employee Benefits	1X	Value	$	357,033
	20DEBT	Debt Service based on Schedule from Bendzinski for FYE 2020	1X	Value	$	1,204,412
	20LEG	2020 Legal Fees for Millage reduced	1X	Variance	$	(17,500)
	20LIB	Staffing FYE 2020 - Librarians	1X	Value	$	968,540
	20MIL	Property Tax Income based on Millage Calculator for FY 2020	1X	Value	$	6,066,141
	20RET	Staffing FYE 2020 - Retirement	1X	Value	$	168,695
	20STU	Staffing FYE 2020 - Students	1X	Value	$	139,761
	20SUP	Staffing FYE 2020 - Support staff	1X	Value	$	664,561
	20TAX	Staffing FYE 2020 - Payroll taxes	1X	Value	$	207,309
	20TCL	Staffing FYE 2020 - Temporary clerical	1X	Value	$	88,365
	20TLB	Staffing FYE 2020 - Temporary librarian	1X	Value	$	72,976
	20UC	Staffing FYE 2020 - Unemployment compensation	1X	Value	$	-
	20WC	Staffing FYE 2020 - Worker's compensation	1X	Value	$	4,607

Legend			
Occurrence	1X	A one time charge that will be reversed in following year	
	Reversing	The reversing entry for prior 1X charge	
	Recurring	A charge that will recur in subsequent years	
Calculation Type	Value	The amounts shown will be entered for the line	
	Variance	The amounts shown will be added to the previous years forecast amount	
	Variance + Inflation	The amounts shown will be added to the sum of previous years forecast amount plus the inflation perentage	

FYE 2021	21-4130	Accounting Services - Increase	Recurring	Variance + Inflation	$	480
		Ewald Bulb Replacement	Reversing	Variance + Inflation	$	(1,000)
	21-5172	Worklist for ILS	Recurring	Variance + Inflation	$	2,400
	21-5700	Replace existing van	Recurring	Variance + Inflation	$	4,800
	21-6100	Outdoor Furniture and Sculpture Ewald	Reversing	Variance + Inflation	$	(20,000)
		Recording Studio	Reversing	Variance + Inflation	$	(15,000)
	21-6755	Website Refresh	1X	Variance + Inflation	$	50,000
	21ADM	Staffing FYE 2021 - Administration	1X	Value	$	410,704
	21BEN	Staffing FYE 2021 - Employee Benefits	1X	Value	$	367,291
	21DEBT	Debt Service based on Schedule from Bendzinski for FYE 2021	1X	Value	$	1,262,162
	21LIB	Staffing FYE 2021 - Librarians	1X	Value	$	985,358
	21MIL	Property Tax Income based on Millage Calculator for FY 2021	1X	Value	$	6,142,704
	21RET	Staffing FYE 2021 - Retirement	1X	Value	$	172,069
	21STU	Staffing FYE 2021 - Students	1X	Value	$	142,556
	21SUP	Staffing FYE 2021 - Support staff	1X	Value	$	666,433
	21TAX	Staffing FYE 2021 - Payroll taxes	1X	Value	$	213,266
	21TCL	Staffing FYE 2021 - Temporary clerical	1X	Value	$	90,132
	21TLB	Staffing FYE 2021 - Temporary librarian	1X	Value	$	74,436
	21UC	Staffing FYE 2021 - Unemployment compensation	1X	Value	$	-
	21WC	Staffing FYE 2021 - Worker's compensation	1X	Value	$	4,739
FYE 2022	22-4130	Accounting Services - Increase	Recurring	Variance + Inflation	$	480
		Woods Bulb Replacement (excluding Peridodical Room)	1X	Variance + Inflation	$	2,000
	22-6755	Website Refresh	Reversing	Variance + Inflation	$	(50,000)
	22ADM	Staffing FYE 2022 - Administration	1X	Value	$	418,318
	22BEN	Staffing FYE 2022 - Employee Benefits	1X	Value	$	369,623
	22DEBT	Debt Service based on Schedule from Bendzinski for FYE 2022	1X	Value	$	1,219,912
	22LIB	Staffing FYE 2022 - Librarians	1X	Value	$	984,270
	22MIL	Property Tax Income based on Millage Calculator for FY 2022	1X	Value	$	6,220,234
	22RET	Staffing FYE 2022 - Retirement	1X	Value	$	154,169
	22STU	Staffing FYE 2022 - Students	1X	Value	$	145,407
	22SUP	Staffing FYE 2022 - Support staff	1X	Value	$	668,809
	22TAX	Staffing FYE 2022 - Payroll taxes	1X	Value	$	214,620
	22TCL	Staffing FYE 2022 - Temporary clerical	1X	Value	$	91,935
	22TLB	Staffing FYE 2022 - Temporary librarian	1X	Value	$	75,924
	22UC	Staffing FYE 2022 - Unemployment compensation	1X	Value	$	-
	22WC	Staffing FYE 2022 - Worker's compensation	1X	Value	$	4,769
All Years	Z2	Zero Row	1X	Value	$	-

Legend						
Occurrence	1X	A one time charge that will be reversed in following year				
	Reversing	The reversing entry for prior 1X charge				
	Recurring	A charge that will recur in subsequent years				
Calculation Type	Value	The amounts shown will be entered for the line				
	Variance	The amounts shown will be added to the previous years forecast amount				
	Variance + Inflation	The amounts shown will be added to the sum of previous years forecast amount plus the inflation perentage				

APPENDIX 19
CASH FLOW FORECAST

Grosse Pointe Public Library System					
Budget Model					
Cash Flow Forecast					
Category	**FYE 2018**	**FYE 2019**	**FYE 2020**	**FYE 2021**	**FYE 2022**
Beginning Cash Balance (Cap and Oper)	9,466,372	9,252,842	9,338,667	9,466,564	9,495,018
Annual Income					
Total Income	6,372,799	6,456,605	6,541,535	6,627,607	6,714,834
Total Other Income	0	0	0	0	0
Total Annual Income	6,372,799	6,456,605	6,541,535	6,627,607	6,714,834
Less					
Annual Expenses					
Total Operating Expense	4,880,247	4,897,602	4,977,562	5,104,377	5,083,495
Transfer to Debt Service Funds	1,276,236	1,242,436	1,204,412	1,262,162	1,219,912
RJames Investment Fund Expenses	29,846	30,742	31,664	32,614	33,592
Projected Capital Needs	400,000	200,000	200,000	200,000	200,000
Total Annual Expenses	6,586,329	6,370,779	6,413,638	6,599,152	6,536,999
Net Annual Cash	-213,530	85,825	127,897	28,454	177,835
Ending Cash Balance	9,252,842	9,338,667	9,466,564	9,495,018	9,672,854
Notes:					
Beginning cash balance for FYE 2018 is as of 4/30/2017					

APPENDIX 20
BONDS PAYOFF FORECAST

Grosse Pointe Public Library System						
Budget Model						
Bonds Payoff						
Fiscal Year Ending	**Interest October**	**Interest April**	**Principal April**	**Total Payments**	**Early Payoff Amt**	**Interest Savings**
2018	230,618	230,618	750,000	1,211,236		
2019	215,618	215,618	845,000	1,276,236		
2020	198,718	198,718	845,000	1,242,436		
2021	179,706	179,706	845,000	1,204,412		
2022	158,581	158,581	945,000	1,262,162		
2023	134,956	134,956	950,000	1,219,912		
2024	111,506	111,506	1,050,000	1,273,012	6,120,000	709,922
2025	84,956	84,956	1,050,000	1,219,912	5,070,000	486,910
2026	69,206	69,206	1,035,000	1,173,412	4,020,000	316,998
2027	48,506	48,506	1,125,000	1,222,012	2,985,000	178,586
2028	30,225	30,225	1,210,000	1,270,450	1,860,000	81,574
2029	10,562	10,562	650,000	671,124	650,000	21,124