

**State Library Services & School Technology
Department of Education**

**Resource Sharing Among
Minnesota Libraries:
Inter-Library Delivery Services
Structure, Costs, and
Current/Future Funding**

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Management Analysis and Development

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EXECUTIVE SUMMARY

Interlibrary loan (ILL) and delivery – the mechanisms for library *resource sharing* and the physical movement of library materials among libraries to meet the needs of library users – are core library services. Although they receive relatively little attention outside the library community, the complex systems through which library materials are shared among Minnesota (and out-of-state) libraries represent critical infrastructure for the provision of quality library services.

Technology – especially in connection with the Internet – has vastly increased the amount of information available electronically. Although electronic access to information continues to increase dramatically, the paper and other physical formats of information (books, articles, video and audio media, and others) are in no danger of going out of use. To meet the needs of library users for these kinds of materials, the physical movement of library collection materials will continue on a large scale for the foreseeable future. Furthermore, new technology-enabled library tools becoming available to Minnesota library users (through MnLINK) will enable *unmediated requests* for materials statewide (that is, online requests without library staff assistance or intervention). This will likely translate to increased demand for resource sharing and higher volumes of movements of library materials.

The MINITEX Delivery Service headquartered on the University of Minnesota Twin Cities Campus) provides the *backbone* interregional (and multi-state) delivery network for libraries in Minnesota. Regional library systems provide delivery services within their regions. Counties and larger cities, academic libraries, school libraries, and special libraries may also provide local area delivery services. Often the scheduled services combine deliveries among library types along the backbone network and through the library systems, achieving economies of scale. For remote libraries and those with low volumes, package delivery is employed.

Funding of Delivery Services: Reduction of Available Federal Funds

As a necessary component of interlibrary resource sharing, *delivery* is widely recognized within the library community as a top funding priority. Local units of government fund most public library services including local delivery services. Academic libraries are principally supported through funding from the state higher education systems and school (K-12) libraries through local school districts. State appropriations directly and indirectly support regional library systems; public, academic, school, and state government libraries; and statewide library support programs (including support for delivery services).

Federal funds – specifically, Library Services and Technology Act (LSTA) grants, administered at the state level by the State Library Services & School Technology division in the Department of Education – support statewide and regional programs for libraries. MINITEX and regional delivery services are supported in part by LSTA grants. For Fiscal Year 2004, MINITEX received nearly \$557,000 in LSTA grant funds for resource sharing among public, academic, school, and special libraries (of which close to \$201,800, or 36 percent, is estimated to cover delivery services), and regional library systems received \$300,000 in LSTA grants for delivery services. All Minnesota's LSTA delivery grants require local matching funds. In sum, paying for library delivery services

is a joint effort involving funding from local, state, and federal sources. However, as a result of changed federal LSTA funding requirements and state decisions concerning the use of federal LSTA grant funds, the federal portion of funding for ongoing delivery services is not expected to be available beginning in State Fiscal Year 2006. Funding to offset these delivery grants and/or other operational adjustments will be necessary.

Funding Options: Alternative Funding and/or Operational Changes

State level funding. Many people in the library community conclude that funding the statewide “backbone” network that supports interregional Minnesota delivery is a state-level responsibility. This model is consistent with the practices of many other states, although practices vary. Reliance on state-level funding could take the form of an additional appropriation to State Library Services & School Technology in coordination with the Minnesota Higher Education Services Office for MINITEX to cover the loss of the federal funds for backbone interregional delivery. An increase in state-funded Regional Library Basic System Support (RLBSS) at the level of recent LSTA grants could offset the loss of the regional portion of federal delivery funding. The federal funding for regional delivery has been phased downward in recent years by State Library Services & School Technology and is expected to phase out. An increased state funding model is the path for minimal operational changes in the movement away from current federal funding. As noted in this report, several states pay fully for interlibrary delivery, with no costs to libraries.

Local government funding. Another model is a system of full or partial charge-backs for interregional “backbone” delivery services to the regional library systems or local units of government. Some states employ a charge-back model but subsidize a basic level of delivery for individual libraries and regional systems, often based on the volume of delivery to each location. A shift to local or regional funding for interregional delivery would leave to those decision makers what level of delivery services they believe is needed and could be paid for. This model could result in significant service reductions and overall difficulties in planning “backbone” services, and would be especially problematic in regions and areas where local library resources are most stressed.

Operational changes in the backbone network to plan for service level changes and reduce costs. The design of MINITEX “backbone” services has evolved to a combination of “hub and spoke” and “direct delivery” as needs have been regularly examined. MINITEX innovates regularly to meet customer needs. Even so, in light of possible significant funding shifts, MINITEX must focus on options for reduced services proportioned to various models of available funding. MINITEX may consider additional selective charge-backs and cost recovery, internal processes and courier practice changes, and other minimally disruptive cost reduction actions to be applied if needed.

Operational changes at the regional and local levels to reduce costs. The regional library systems may similarly plan for operational changes to offset the loss of federal funding. Among the operational changes (beyond the usual consideration of internal priorities and tradeoffs) are additional cross-regional efficiencies through interchange of delivery services near borders between regions, and actions to reduce duplicative delivery services. Further work is needed for such a review, and it would be best done on a statewide level.

Additional cooperative actions and systemic planning. Other efficiencies may be promoted through additional sharing of delivery “best practices.” MINITEX may find a broader role in assisting regions that negotiate with delivery couriers for better costs and services, through its leverage as a major purchaser and knowledge of the markets around the state. Negotiation based on the greatest practical economies of scale, careful monitoring of services, and sharing of information among those who negotiate can improve services and reduce overall costs. Importantly, development of better, more uniform delivery cost, service, and performance statistics and their central collection would better support local and state-level funding decisions.

Other governmental and nongovernmental sources of funds. Libraries are innovating in response to budget cuts, as well as putting greater effort into traditional nongovernmental fundraising efforts. Such efforts may reasonably be seen as a stopgap when the real need is for stable, adequate delivery funding. However, on an individual basis, libraries that can adopt new fundraising mechanisms and whose constituencies can support it can improve their ability to pay for delivery and other services. Many libraries charge for a limited range of services, and the practice and range of services appear to be increasing. Examples are charges for photocopies and loans of best-seller books when they’re “hot.” Another, probably more remote, option would be to seek from the Legislature independent levy authority. Two of the regional public library systems currently have authority as library districts in statutes, but have not exercised it.

Maximum encouragement of electronic resource use. The focus of the study was on the need for funding of physical delivery. However, there is clearly a substitution effect with electronic information access and delivery. Continued and increased funding of electronic databases, serials, and books – especially where their selection is calculated to reduce the need for interlibrary transfers – takes pressure off physical delivery costs.

Transition

Essential components of Minnesota’s existing infrastructure for inter-library delivery are funded in part by federal LSTA grants – the MINITEX “backbone” delivery network and the regional library-sponsored intraregional delivery networks. Federal LSTA funding is clearly substantial enough that its sudden, complete or substantial loss would impair the delivery network. Savings from system efficiencies and reduction of overlapping services *would not* in the near term be enough to offset the loss of funding. Among the scenarios: With a less strong backbone network, interregional resource sharing services would be reduced, and compensating efforts would be made on a regional or sub-regional level. In any scenario of reduced delivery funding, the better-funded library systems in more densely populated regions would fare better. Increased reliance on US Postal delivery or individual package delivery may result, with higher overall system costs and higher local costs. Other states illustrate this.

In summary, if federal interlibrary delivery funding is lost and state funding does not compensate, the costs now paid with federal funds for delivery would likely devolve to local responsibility, and/or delivery services would be cut back. Continuing the phased federal funding drop-off for an additional one or two years promotes a more orderly transition to alternative funding and/or other adjustments. The situation requires either alternative funding commitments at the state and/or local levels or delivery service cutbacks in the not-distant future.

INTRODUCTION

The information resources available to Minnesotans at libraries have many benefits for individuals, communities, and the state. The availability of library resources depends, in part, on a large network of exchange among libraries because no library can have within its walls all items that its users will want. Through both electronic transmission and the physical movement of library collection items, information requests from users of libraries are routinely (and in large numbers) filled so that the items are delivered to a location where the requester finds it convenient to retrieve or use the information. Although the volume of information made available through electronic means has vastly increased, the volume of items that require physical delivery also remains very large – and in fact, has been growing, along with electronic delivery.

Library funding overall from local, state, and federal sources has been under stress. In particular, the availability of certain federal funding that has historically been used in part for interlibrary loan and delivery services among libraries – that is, for the ongoing operations of these services – is in flux.

The Library Services and Technology Act (LSTA), a section of the Museum and Library Services Act of 2003, provides grants that promote access to information resources through all types of libraries. The federal Institute of Museum and Library Services (IMLS) provides LSTA funds to state library agencies (among them State Library Services & School Technology in the Minnesota Department of Education) using a population-based formula. State libraries may use the appropriation to support statewide initiatives and services and for sub-grant competitions or cooperative agreements to public, academic, research, school, and special libraries in support of IMLS and State LSTA Plan objectives and goals. In general, the key requirement of the IMLS grants is, to put it colloquially, that they be used for innovation or service expansion in line with federal and state plan goals and not for routine, ongoing operations.

LSTA grants have annually provided funding for library support activities, including interlibrary loan and delivery services, under the category of competitive grants. The most recent of those grants to the regional library systems for one-year *delivery projects* were executed in August of 2004. The total amount of those grants was \$300,000. Similarly, a two-year grant to the Minnesota Higher Education Services Office (MnHESO) for MINITEX services that include interlibrary loan and *delivery services*, in the amount of \$1,144,858 (a portion of which pertains to delivery services) was executed in July of 2003 for a two-year term that ends June 30, 2005.

The participants in the program largely acknowledge that delivery grant funds are sometimes used, at least in part, for ongoing delivery services as well as innovation and service expansion. Beginning with grants to be in effect in FY2006, the LSTA grant funds *for delivery projects* will be available *only* for innovation and service expansion. Alternatives for funding the routine, ongoing delivery services need to be found or other means employed, such as service cutbacks or “borrowing” from other library programs, to offset the effects of the loss of these funds.

Project Purpose

The purpose of this project is to document the Minnesota inter-library delivery systems that would be affected by the actions occurring with respect to the federal LSTA funding and to review and evaluate options for addressing the potential shortfall of needed funds for delivery services.

The report describes the current delivery infrastructure and operations, funding, potential efficiencies, and future funding scenarios or options, with emphasis on the major system components (“backbone” network and regional systems). The emphasis of the effort was to identify and evaluate options for delivery funding and other potential actions to ameliorate the effects of the phase-out of LSTA funding for ongoing delivery services. Potential delivery efficiencies and service improvements and “unmet needs” for the services were examined. The practices of other states, notably those that operate similar statewide delivery networks, were reviewed for their applicability to future options and scenarios. At this point, some definitions may be useful:

- *Delivery*: physical movements of library materials (books, periodicals, video and audio media, and other items in library collections) between libraries in response to requests from individual registered library users. Delivery is a key component of library infrastructure that underlies what library users commonly know as interlibrary loans.
- *Interlibrary loan (ILL)*: library materials, or copies of the materials, *provided* by one library to another upon request, *and* library materials, or copies of the materials, *received* by one library from another library upon request. Library automation plays a central role in enabling interlibrary loans.
- *Regional library systems*: Minnesota has two region-based systems of support for libraries. The twelve Regional Public Library Systems provide services for public libraries, either in consolidated or federated multi-county units. The seven Multitype Multicounty Library Systems provide support services that serve all four categories of libraries (public, academic, school, and special) in a region. The Multitypes and Public Library Systems provide *intraregional* delivery services, often in partnership or through contractual arrangements.
- *MINITEX*: The MINITEX Library Information Network is a publicly supported provider of a variety of library support services on a statewide basis. The services include operation and management of the state and multi-state *interregional* “backbone” delivery network that operates among regions. MINITEX is a program of the Minnesota Higher Education Services Organization (MnHESO).
- *State Library Services & School Technology*: This division of the Department of Education provides leadership and support to the Minnesota library community in planning, developing, and implementing high quality library and information services statewide. The division administers federal and state grant programs for libraries and is the federally designated State Library Agency.

Appendix A to this report contains a more extensive glossary of terms used throughout the report.

Study Process and Acknowledgements

Management Analysis and Development, a division of the Minnesota Department of Administration, conducted the project for the State Library Services & School Technology division in the Department of Education. Through exchanges of information with the principal stakeholders, descriptive, statistical, and cost data for delivery in the state was gathered and evaluated. The information gathering was promoted through individual and group interviews, group discussions, and exchanges of ideas at six regional meetings (Mt. Iron, Rochester, Mankato, St. Paul, and Detroit Lakes, and St. Cloud). The participation of stakeholders at the policy level and the operational level for inter-library delivery was actively sought.

A dedicated project Website was set up with the assistance of the Department of Administration's Office of Technology for information exchange and discussion among project participants. More than 150 members of the library community from all library regions were subscribed to the Website and considered to be primary project participants. Additional information exchanges were maintained via e-mail, phone, and fax during the project.

Appendix D contains a list of all participants who directly provided information for the project and a list of the organizations represented by the participants. We very gratefully acknowledge their participation and assistance in this project.

The Department of Administration's Land Management Information Center (LMIC) provided assistance with GIS (geographic information systems) technology for the delivery system maps that are included throughout the report. For a complete listing of GIS maps in the report, refer to Appendix C.

Report Overview

The report provides an overview of libraries in the state and the organizations that operate and support them. Next is a discussion of the policies and practical benefits of the strong resource sharing ethic among libraries and the role that interlibrary loan and delivery services have in the practices of that sharing. This section also describes some of the *end-user benefits* from delivery services. The infrastructure of inter-library delivery services is described, including a series of GIS maps that illustrate components of the systems, service levels, and the interacting delivery systems. Costs for the key components of the delivery systems infrastructure are described and examined. Findings concerning what seem to be gaps or unmet needs for delivery services are described.

Funding currently provided for the major delivery system components is examined, along with a review of the changes taking place and their potential implications. Finally, the options for bridging the federal funding shortfall are examined, both as to other potential funding sources and actions that may be taken in the absence of or insufficiency of complete replacement funding. Last, the overall conclusions and recommendations of the report are provided. The appendices to the report include a glossary of terms, listing of exhibits from the report, listing of GIS maps in the report, project participants, a bibliography, case summaries and anecdotes (that illustrate points made in the report concerning library funding and statements of the *end-user benefits* received from having interlibrary loan and delivery services available), and a database listing of delivery services as used in the GIS mapping.

LIBRARIES OVERVIEW

Libraries collect, organize, preserve, and provide access to information and knowledge.¹ The information available in libraries is a record of culture. People can access these repositories of information for work, formal education, lifelong learning, recreation, and other purposes.

Libraries are often categorized by their purposes or the intended users whose needs they exist to serve. Public libraries serve all members of the general public. School libraries (or school media centers) serve students and faculty through the high school level. College and university libraries (“academic libraries”) serve students and faculty in higher education. Research libraries serve the needs of advanced scholars. Special libraries serve various organizations, businesses, and governmental agencies, and some special libraries offer services to the public. Each type maintains collections of materials and offers services needed by its clientele.

In the United States, there are approximately 131,000 libraries, of which school libraries represent the majority, nearly 100,000. Public libraries number close to 16,000 in the United States. Libraries of all types form resource sharing networks with other libraries. These alliances help them obtain access to materials outside their local collections.

Public funding of libraries, offering free access to local users, first gained widespread support in the 19th century. The idea was that the local library would be the “people’s university” permitting anyone including those of limited financial means to gain knowledge at no cost.

Today nearly 80 percent of all public library revenue in the United States comes from local tax sources, especially property taxes. Some communities fund local libraries with other forms of taxes. Federal and state funding also provides public library support. In addition, public libraries actively seek funds from private individuals and organizations through foundations and Friends of the Library organizations. In response to budget shortfalls, libraries also have introduced fees on special services. Some critics of this practice contend that user fees at publicly supported libraries are an inappropriate form of discrimination based on a user’s ability to pay.

Academic libraries (at colleges and universities) are an essential resource of their institutions since research is central to their missions. Most college and university libraries are linked to other libraries in cooperative networks so that they can share resources for research, often including collections of rare or seldom-accessed materials. Many academic libraries also open their collections to the general public, although with limited borrowing privileges. Funding for academic libraries generally comes from the same sources as that of the institution, including state and federal government support and student tuition.

¹ This general and historical discussion of US libraries on this page is derived in significant part from *Library (Institution)*. MSN Encarta. http://encarta.msn.com/text_761564555. (Accessed Aug. 11, 2004).

School libraries/media centers (K-12) support educational programs and develop students' skills in locating and using information. Faculty members use school libraries to develop and bolster their curricula. Students use school library materials to help them with their class work. Most school libraries network with other school libraries. Some also network with other types of libraries for resource sharing. Funding for school libraries comes mostly from individual school districts through property taxes, with some support from state and federal sources. As a result, the libraries in schools tend to reflect the financial circumstances of the communities in which they reside.

Special libraries belong to business corporations, museums, religious institutions, hospitals and health service organizations, associations of various kinds, government entities, and others. These are specialized collections attuned to the needs of the organizations. Special libraries, too, often network for sharing resources.

Interlibrary loans

The circulation departments of most libraries offer interlibrary loan and delivery services, through which users can request materials from other libraries that participate in resource sharing networks. Users can request materials by interlibrary loan at their local library, but increasingly users with Internet access can make the requests online. When users request materials from another library, the items are delivered to the user's library by US Mail or by courier delivery services, either operated by the libraries, library support organizations, or by contract couriers hired by them. Libraries also increasingly are sending copies of materials, mainly articles from journals, by fax or Internet.

Minnesota libraries in overview

The infrastructure of Minnesota libraries and library support agencies includes state-level administrative agencies, state-level support service agencies, twelve regional public library systems, seven regional multitype multicounty cooperative systems, county systems, various consortia and other cooperation configurations, and the individual libraries.

State Library Services & School Technology division in the Department of Education. State Library Services & School Technology is the *State Library Agency*, which administers federal and state programs to support public and school libraries. This agency administers federal Library Services and Technology Act (LSTA) grant funds and is charged with developing library services in the state.

Higher Education Services Office. MnHESO advocates for and provides services that enable access to post-secondary education. The agency oversees two statewide library programs: MINITEX and MnLINK (see next two paragraphs). MnHESO also administers the Minnesota Education Telecommunications Council, which is responsible for the Learning Network of Minnesota. The Network connects all public post-secondary education campuses with interactive video and also connects public school districts and regional libraries.

MINITEX Library Information Network. MINITEX (formerly MINITEX Interlibrary Telecommunications Exchange) is a program of the Minnesota Higher Education Services Office and is located at the University of Minnesota, Minneapolis. Its mission is to enhance the effectiveness and efficiency of participating libraries by expanding their access to local, state, regional, national and international information resources. MINITEX promotes partnerships and sharing of library resources including collections and electronic resources, bibliographic records, and reference services through conventional and electronic means. Among its many services for libraries is the MINITEX Delivery Service, known as the state's "backbone" interregional (and also multi-state) delivery service. The service is delivered under contracts with commercial couriers and with a leased delivery van that travels among University of Minnesota libraries and to the Minneapolis Public Library.

MnLINK. The Minnesota Library Information Network (MnLINK), a program of the Minnesota Higher Education Services Office (MnHESO), is a statewide library automation project that will link public, academic, school, and government libraries throughout Minnesota. It is referred to as a virtual library. The MnLINK "Gateway" currently links the online catalogs of 20 library systems and the Electronic Library of Minnesota (ELM). With completion of key features of the system, Minnesotans with valid library cards will be able to search for and request materials statewide, including through interlibrary loans, online, without going to their libraries.

Regional Public Library Systems.

The twelve regional public library systems provide "basic system services" for public libraries in their regions, which include resource sharing, reciprocal borrowing, cooperative reference, and communication among participants, at a minimum. The territory of each regional system coincides with the boundaries of multiple adjacent counties. The two types of systems are *consolidated* and *federated*.

Consolidated regional public library systems have one centralized administrative unit (and board) for the member libraries in the region. The centralized administration is responsible for operating and staffing all public library outlets in the region. Each library operates as a "branch" of the library system. The centralized administration is responsible for funding.

In a *federated* regional public library system, each participating library has financial and administrative autonomy, but works within the regional system to develop cooperative services with other participating libraries. In some federated systems, the regional system provides services only to participating libraries; in others, it also provides services directly to the public.

Minnesota is divided into twelve regional public library systems, listed below. Beginning in the 1960's, most public libraries became part of regional public library systems. With their library cards, residents could borrow from any public library in their region. Since 1986, when a Reciprocal Borrowing Agreement was executed, Minnesotans have been able to use their public library cards to check out materials from any Minnesota public library.

-
- Arrowhead Regional Library System
 - East Central Regional Library
 - Great River Regional Library
 - Kitchigami Regional Library System
 - Lake Agassiz Regional Library
 - Metropolitan Library Service Agency (MELSA)
 - Northwest Regional Library System
 - Pioneerland Library System
 - Plum Creek Library System
 - Southeastern Libraries Cooperating (SELCO)
 - Traverse des Sioux Library System
 - Viking Library System

Exhibit 1 at the end of this section of the report provides basic information about the regional public library systems. It shows their headquarters, counties included, the combined populations, areas of coverage (square miles), and average population density. The seven-county metro area system (MELSA) serves a combined population of 2.7 million people. At the other end, Northwest serves close to 49,000. Northwest has the lowest average population density, 8.8 people per square mile, while MELSA has the highest, at 966 people per square mile. The smallest combined territory is MELSA (2,813 square miles); the largest is Arrowhead (17,699 square miles). These features of territory and population have significant implications for delivery services and delivery costs.

Regional Multicounty Multitype Library Systems.

The multitypes are cooperative networks consisting of any combination of public libraries, regional public library systems, public school libraries, public or private college or university libraries, and any other libraries that share services and resources within a multi-county area. The services provided by the seven multitypes can include reciprocal borrowing, cooperative collection development, cooperative reference services, staff development, research and development, cooperative storage facilities, referral or users, and publicity and community relations. The territory of each multitype coincides with one or more regional public library systems. The seven multitypes are:

- Central Minnesota Libraries Exchange (CMLE)
- Metronet
- North Country Library Cooperative (NCLC)
- Northern Lights Library Network (NLLN)
- Southcentral Minnesota Interlibrary Exchange (SMILE)
- Southeast Library System (SELS)
- Southwest Area Multicounty Multitype Interlibrary Exchange (SAMMIE)

Exhibit 2 at the end of this section of the report provides basic demographic and geographic information about the multitypes. As noted earlier, each multitype represents a territory that coincides with the territory of one or more regional public library systems. The largest territories are Northern Lights, with over 25,000 square miles, North Country, with 17,000 square miles, and SAMMIE, with 12,000 square miles. By contrast,

Metronet (the seven-county, metropolitan Twin Cities area, which coincides with MELSA), contains 2,813 square miles. Similarly, population densities range from 966 per square mile (Metronet) to 19 per square mile (Northern Lights) and 17.6 per square mile (North Country).

As noted earlier, the demographics and size of territories have important implications for delivery services and costs. The next few exhibits highlight some of these differences. In Exhibit 3, the multitypes are listed in decreasing order of combined population. Exhibit 4 illustrates relative order of territory sizes, noting for example that the largest multitype territory is nearly nine times as large as the smallest. Exhibit 5 shows the ratios of population density: the ratio of the most to least population dense multitype regions is nearly 55 to 1.

Exhibits 6 and 7 illustrate the large differences in average travel distances for interlibrary delivery to public libraries. Exhibit 6 shows, for example, that there is one public library location for every 27 square miles in the Metronet region, but one every 582 square miles in the Northern Lights region. Another indicator is the distance between the two most distant public libraries in each multitype region. In Metronet, the travel distance between the two most distant public libraries is 88 miles. In Northern Lights and North Central, the distance is more than 300 miles.

GIS Maps showing the outlines of the regions in relation to population and the locations of libraries (in the largest overview) are presented at the end of this section of the report. Libraries will be listed in later sections of the report.

Exhibit 8. Map showing libraries and population – state

Exhibit 9. Map showing libraries and population – Twin Cities Metro area

Exhibit 10. Map showing libraries by type – state

Exhibit 11. Map showing libraries by type – Twin Cities Metro area

Trends and developments affecting libraries and library use

The changes affecting libraries in the past few decades have in many ways profoundly changed library services. Here are some of them and comments about how they relate to the subject of this study.

Vast expansion of readily available information

Technology – especially in connection with the Internet – has vastly increased the amount of information available electronically in a distributed environment that now includes most businesses and homes. But it seems clear that, although electronic access to information continues to increase dramatically, the paper and other physical formats of information (books, articles, video and audio media, and others) are also in no danger of going out of use. Information gained through Internet access is often followed by a search for and use of additional information available through non-electronic media. To meet the needs of library users for these kinds of materials, the physical movement of library collection materials will continue on a large scale for the foreseeable future.

Automation of library functions and user access

Automation, most often through cooperative library projects, has greatly increased capabilities to process transactions and to enable sharing of resources among libraries. Among the significant developments are shared cataloging and easier user access to request items.

For example: MnLINK, the Minnesota Library Information Network, has been recently implemented to provide all people in Minnesota with access to a wide array of library services and global information resources. The MnLINK "Gateway" provides a Web-based virtual library card catalog currently covering the collections of approximately 450 Minnesota libraries including public libraries, technical, community college, and university libraries, state government libraries, and some school libraries.² Using the MnLINK service, a person in Minnesota with a library card (or anyone, using the "Guest" feature of MnLINK) can search for library items in this collection of participating libraries. Another MnLINK feature can be used to retrieve items through interlibrary loan. Interlibrary loan and delivery volumes may increase over time with potential widespread use of MnLINK access to library materials.

New learning modes

New modes of formal and informal learning are increasing. Sponsors and users of these courses make use of library resources in conjunction with these learning experiences. An important example is distance learning. Distance learning refers to college, university, and other post-secondary education courses and programs offered away from a main campus or in the absence of a traditional campus. The Association of College and Research Libraries (division of the American Library Association) noted some factors (not all of which are listed here) that have given rise to the need for libraries to accommodate distance learning:³

- Nontraditional study has rapidly becoming a major element in higher education
- An increase in technological innovations to transmit information and delivery courses
- Added shifts away from central campus enrollments
- The search for more cost-effective sources for post-secondary education
- The appearance and rapid development of the virtual or all-electronic university, having no physical campus of its own
- Increased recognition of need for library resources and services other than at main campuses
- Demand for equitable services for all students, no matter where the "classroom" may be
- Greater demand for library resources and services by faculty and staff at distance learning sites

² For a complete list of MnLINK participating libraries, see <http://gateway.mnlink.org/info/>. The home page for MnLINK is at <http://www.mnlink.org/>.

³ See <http://www.ala.org/ala/acrl/acrlstandards/guidelinesdistancelearning.htm>.

The increase in new learning opportunities and their use in Minnesota⁴ has been accompanied by the recognition among academic institutions that library resources and services must meet the needs of faculty, students, researchers, and academic support personnel regardless of their location. The ACRL has produced “Guidelines for Distance Learning Library Services”⁵ that, among other things, describes in detail the types of library services required to support distance learning. Among the eleven services specified in the guidelines are two related to interlibrary loan and delivery services:

- *Reciprocal or contractual borrowing or interlibrary loan services*
- *Prompt document delivery such as courier system and/or electronic transmission.*

Increasing use of alternative learning formats for higher education and lifelong education will certainly have impacts on libraries and their interlibrary loan/delivery services.

Increasing integration of resources

The virtual integration of library resources from local, regional, statewide, multistate, and beyond is continuing. One vision sees the eventual merging of all local library catalogs into a single global catalog that has one very user-friendly search interface and requires only one search to be performed when seeking an item. In this vision, the distinction between local and non-local library holdings would be eliminated. Items could be returned to and stored at any library that is a partner in this system. The catalog would simply be updated to reflect this change.⁶ There are many large practical problems to overcome for this vision. But such visions of alternative futures represent continuations and elaborations of current trends. The virtual integration of library access will clearly affect resource sharing protocols and practices, including interlibrary loan and delivery services (in addition to electronic access).

Information format expansion

A recent report of the Online Computer Library Center (OCLC) reported on trends of information formats.⁷ One conclusion was that “traditional information formats (for example, printed books and serials) are not going away.” The challenge for libraries is that the universe of materials that they must manage and disseminate is not simply shifting (for example to electronic versions) but rather *building* into a much more complex universe of old and new, published and unpublished, physical and virtual. New

⁴ For example, see the Minnesota Virtual University Website, a gateway to distance learning opportunities from the University of Minnesota, Minnesota State Colleges and Universities, Minnesota Private College Council members, proprietary schools, private training centers, corporations, businesses, and nonprofit organizations. <http://www.mnvu.org/mnvu/200.jsp>.

⁵ See <http://www.ala.org/ala/acrl/acrlstandardsguidelines.htm>.

⁶ *Building Earth's Largest Library: Driving Into the Future*. Steven Coffman. Searcher, March 1999. <http://www.infotoday.com/searcher/mar99/coffman.htm>.

⁷ *Five-Year Information Format Trends*. OCLC Online Computer Library Center, Inc. March 2003. (OCLC is a nonprofit, membership organization dedicated to furthering access to the world's information and reducing information costs. More than 50,000 libraries in 84 countries and territories use OCLC services to locate, acquire, catalog, lend and preserve library materials.)

digitized formats are rapidly expanding. Online journals are expected to expand substantially. Audiovisual materials are increasing in library collections, and “circulation has grown 32 percent over three years.”⁸ Electronic books, print-on-demand services, and electronic course materials and tools for course management are expected to increase dramatically.

Libraries must deal not only with collection management but also the prospect for increased interlibrary circulation of new collection materials, such as audiovisual materials and other items in new formats. And, as noted, the traditional format items are “not going away” and will continue to circulate.

Funding constraints

Beginning in the 1980s, economic recession resulted in some dramatic cutbacks for libraries. Public and school libraries were especially hit hard. Some recovery has occurred, but along with funding cutbacks have come increasing costs of collection materials, technology equipment and communications, and staff training – coinciding with higher user expectations for services based in part on the new Internet model for speed of access.

Resources to make library materials available through interlibrary loan and delivery are certainly stressed by cutbacks. Some Minnesota libraries are reducing hours, closing branches, cutting materials budgets, and restructuring staff to accommodate the loss of state support for local government. To make up for revenue shortfalls, libraries have made their cases with local funding authorities, with varying success. Coincidentally, some libraries are experiencing increased demand for services.

⁸ Ibid. (quoting the Library Journal, Nov. 15, 2002.)

Exhibit 1. Populations served and geographic coverage for the twelve regional public library systems.

Regional Public Library System	Headquarters	Counties	Combined Population	Combined Area (sq. mi.)	Average Population Density
<i>MELSA</i>	St. Paul	Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, Washington (7 counties)	2,715,877	2,813	965.5
<i>SELCO</i>	Rochester	Dodge, Fillmore, Freeborn, Goodhue, Houston, Mower, Olmsted, Rice, Steele, Wabasha, Winona (11)	473,606	6,769	70.0
<i>Great River</i>	St. Cloud	Benton, Morrison, Sherburne, Stearns, Todd, Wright (6)	408,168	4,916	83.0
<i>Arrowhead</i>	Mt. Iron	Carlton, Cook, Itasca, Koochiching, Lake, Lake of the Woods, St. Louis (7)	310,952	17,699	17.6
<i>Traverse des Sioux</i>	Mankato	Blue Earth, Brown, Faribault, LeSueur, Martin, Nicollet, Sibley, Waseca, Watonwan (9)	224,598	5,133	43.8
<i>Pioneerland</i>	Willmar	Big Stone, Chippewa, Kandiyohi, Lac qui Parle, McLeod, Meeker, Renville, Swift, Yellow Medicine (9)	165,729	6,227	26.6
<i>East Central</i>	Cambridge	Aitkin, Chisago, Isanti, Kanabec, Mille Lacs, Pine (6)	165,249	5,186	31.9
<i>Kitchigami</i>	Pine River	Beltrami, Cass, Crow Wing, Hubbard, Wadena (5)	160,670	6,977	23.0
<i>Lake Agassiz</i>	Moorhead	Becker, Clay, Clearwater, Mahnommen, Norman, Polk, Wilkin (7)	141,735	7,503	18.9
<i>Viking</i>	Fergus Falls	Douglas, Grant, Ottertail, Pope, Stevens, Traverse (6)	124,258	4,966	25.0
<i>Plum Creek</i>	Worthington	Cottonwood, Jackson, Lincoln, Lyon, Murray, Nobles, Pipestone, Redwood, Rock (9)	119,295	5,841	20.4
<i>Northwest</i>	Thief River Falls	Kittson, Marshall, Pennington, Red Lake, Roseau (5)	49,238	5,581	8.8

Source for population and area: U.S. Census Bureau, *Minnesota QuickFacts*, <http://quickfacts.census.gov> (updated to July 9, 2004). Population: “2003 estimate.”

Exhibit 2. Population and Geographical Coverage of Regional Multicounty Multitype Library Systems.

Multitype Library Systems	Regional Public Library Systems	Counties	Combined Population	Combined Area (Sq. Miles)	Average Population Density
<i>Central Minnesota Libraries Exchange (CMLE) - St. Cloud</i>	East Central Regional Library (ECRL) Cambridge	Aitkin, Chisago, Isanti, Kanabec, Mille Lacs, Pine	165,249	5,186	31.9
	Great River Regional Library (GRRL) St. Cloud	Benton, Morrison, Sherburne, Stearns, Todd, Wright	408,168	4,916	83.0
	<i>Combined CMLE</i>		<i>573,417</i>	<i>10,102</i>	<i>56.8</i>
<i>Metronet - St. Paul</i>	Metropolitan Library Services Agency (MELSA) St. Paul	Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, Washington	2,715,877	2,813	965.5
<i>North Country Library Cooperative (NCLC) - Mt. Iron</i>	Arrowhead Library System (ALS) Mt. Iron	Carlton, Cook, Itasca, Koochiching, Lake, Lake of the Woods, St. Louis	310,952	17,699	17.6
<i>Northern Lights Library Network (NLLN) - Detroit Lakes</i>	Kitchigami Regional Library (KRLS) Pine River	Beltrami, Cass, Crow Wing, Hubbard, Wadena	160,670	6,977	23.0
	Lake Agassiz Regional Library (LARL) Moorhead	Becker, Clay, Clearwater, Mahnomen, Norman, Polk, Wilkin	141,735	7,503	18.9
	Northwest Regional Library Thief River Falls	Kittson, Marshall, Pennington, Red Lake, Roseau	49,238	5,581	8.8
	Viking Library System Fergus Falls	Douglas, Grant, Ottertail, Pope, Stevens, Traverse	124,258	4,966	25.0
	<i>Combined NLLN</i>		<i>475,901</i>	<i>25,027</i>	<i>19.0</i>

Multitype Library Systems	Regional Public Library Systems	Counties	Combined Population	Combined Area (Sq. Miles)	Average Population Density
<i>Southcentral Minnesota Inter-Library Exchange (SMILE) - Mankato</i>	Traverse des Sioux Library System (TDS) Mankato	Blue Earth, Brown, Faribault, LeSueur, Martin, Nicollet, Sibley, Waseca, Watonwan	224,598	5,133	43.8
<i>Southeast Libraries Cooperating (SELCO) - Rochester</i>	Southeast Library System (SELS) Rochester	Dodge, Fillmore, Freeborn, Goodhue, Houston, Mower, Olmsted, Rice, Steele, Wabasha, Winona	473,606	6,769	70.0
<i>Southwest Area Multicounty Multitype Interlibrary Exchange (SAMMIE) - Marshall</i>	Pioneerland Library System Willmar	Big Stone, Chippewa, Kandiyohi, Lac qui Parle, McLeod, Meeker, Renville, Swift, Yellow Medicine	165,729	6,227	26.6
	Plum Creek Library System Worthington	Cottonwood, Jackson, Lincoln, Lyon, Murray, Nobles, Pipestone, Redwood, Rock	119,295	5,841	20.4
	<i>Combined SAMMIE</i>		285,024	12,068	23.6

Source for population and area: U.S. Census Bureau, *Minnesota QuickFacts*, <http://quickfacts.census.gov> (updated to July 9, 2004). Population: "2003 estimate."

Exhibit 3. Multitype Cooperating Library Systems in order by size of populations in counties served.

Multitype Library System	Headquarters	Combined Population
<i>Metronet</i>	St. Paul	2,715,877
<i>CMLE</i>	St. Cloud	573,417
<i>NLLN</i>	Detroit Lakes	475,901
<i>SELS</i>	Rochester	473,606
<i>SAMMIE</i>	Marshall	285,024
<i>NCLC</i>	Mt. Iron	310,952
<i>SMILE</i>	Mankato	224,598

Exhibit 4. Multitype Library Systems in order by size of service area.

Multitype Library System	Headquarters	Service Area (sq. mi.)	Ratios of Service Area Sizes
<i>NLLN</i>	Detroit Lakes	25,027	8.9
<i>NCLC</i>	Mt. Iron	17,699	6.3
<i>SAMMIE</i>	Marshall	12,068	4.3
<i>CMLE</i>	St. Cloud	10,102	3.6
<i>SELS</i>	Rochester	6,769	2.4
<i>SMILE</i>	Mankato	5,133	1.8
<i>Metronet</i>	St. Paul	2,813	1.0

Exhibit 5. Multitype Library Systems in order by population density of service area.

Multitype Library System	Headquarters	Average Population Density	Ratios of Population Density
<i>NCLC</i>	Mt. Iron	17.6	1.0
<i>NLLN</i>	Detroit Lakes	19.0	1.1
<i>SAMMIE</i>	Marshall	23.6	1.3
<i>SMILE</i>	Mankato	43.8	2.5
<i>CMLE</i>	St. Cloud	56.8	3.2
<i>SELS</i>	Rochester	70.0	4.0
<i>Metronet</i>	St. Paul	965.5	54.9

Exhibit 6. Average number of public library locations per square mile in regions, and comparison.

Multitype Regional Library System	Area (sq. mi.)	No. of Public Library Locations	Ratio of Number of Public Library Locations to Region's Area	Index of Ratios
<i>Metronet</i> – St. Paul	2,813	104	27	21.6
<i>SMILE</i> – Mankato	5,133	44	117	5.0
<i>SELS</i> – Rochester	6,679	36	188	3.1
<i>SAMMIE</i> – Marshall	12,068	59	205	2.8
<i>CMLE</i> – St. Cloud	10,102	46	220	2.6
<i>NCLC</i> – Mt. Iron	17,699	31	571	1.1
<i>NLLN</i> – Detroit Lakes	25,027	43	582	1.0

Exhibit 7. Distances between the two most distant public libraries in each region.

Region	Distance (Miles)	Ratio	Library 1	Library 2
<i>Metronet</i> – St. Paul	88	1.00	Marine	Belle Plaine
<i>SMILE</i> – Mankato	100	1.14	Arlington	Elmore
<i>SELS</i> – Rochester	147	1.67	Caledonia	Northfield
<i>CMLE</i> – St. Cloud	161	1.83	Sandstone	Eagle Bend
<i>SAMMIE</i> – Marshall	240	2.73	Graceville	Jackson
<i>NLLN</i> – Detroit Lakes	308	3.50	Hallock	Crosby
<i>NCLC</i> – Mt. Iron	308	3.50	Baudette	Grand Marais

Exhibit 8. Map showing libraries and population distribution - state

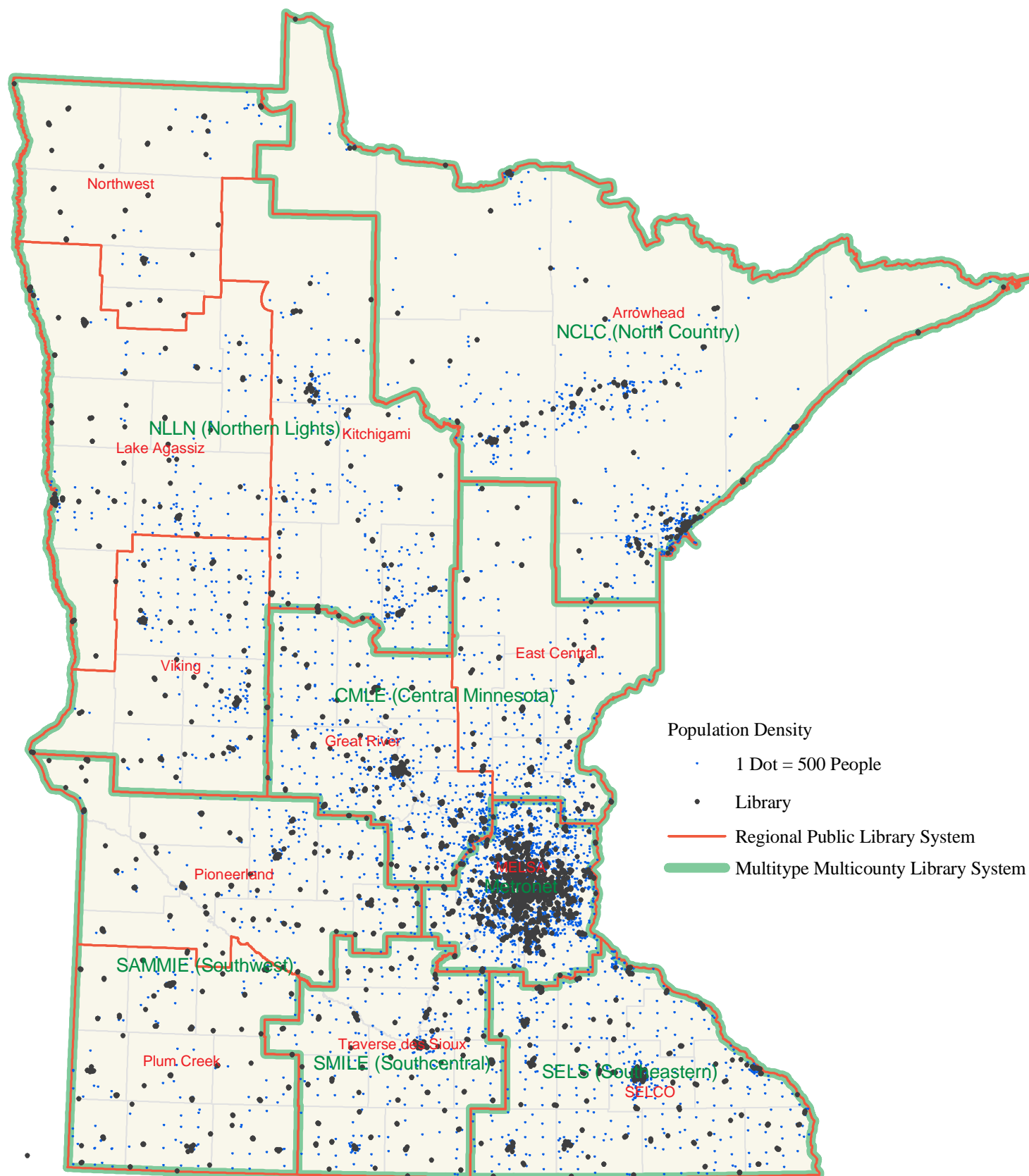


Exhibit 9. Map showing libraries and population distribution - Twin Cities Metro area

Population Density

- 1 Dot = 500 People
- Library
- Regional Public Library System
- Multitype Multicounty Library System

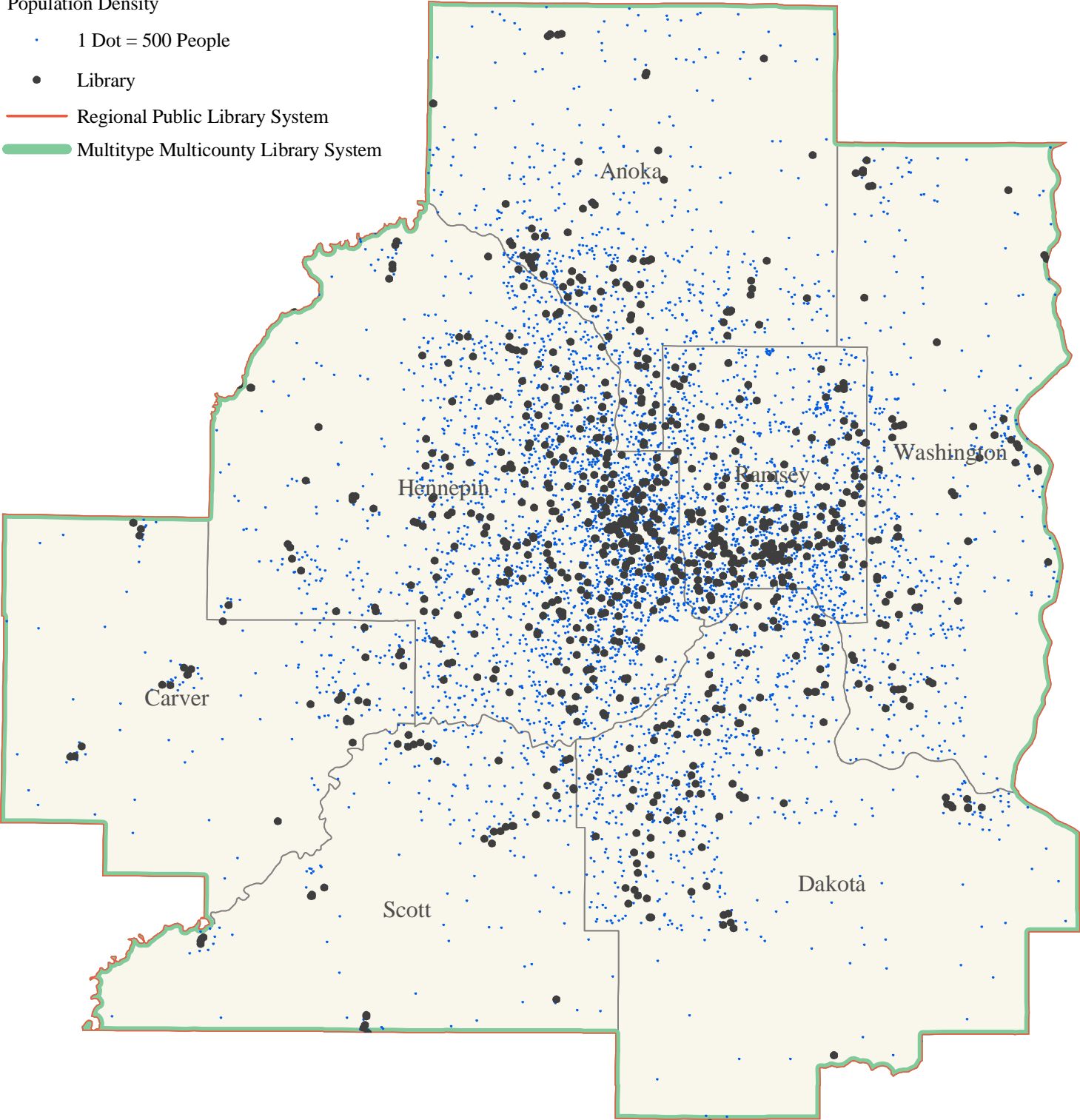


Exhibit 10. Map showing locations of libraries by type - state

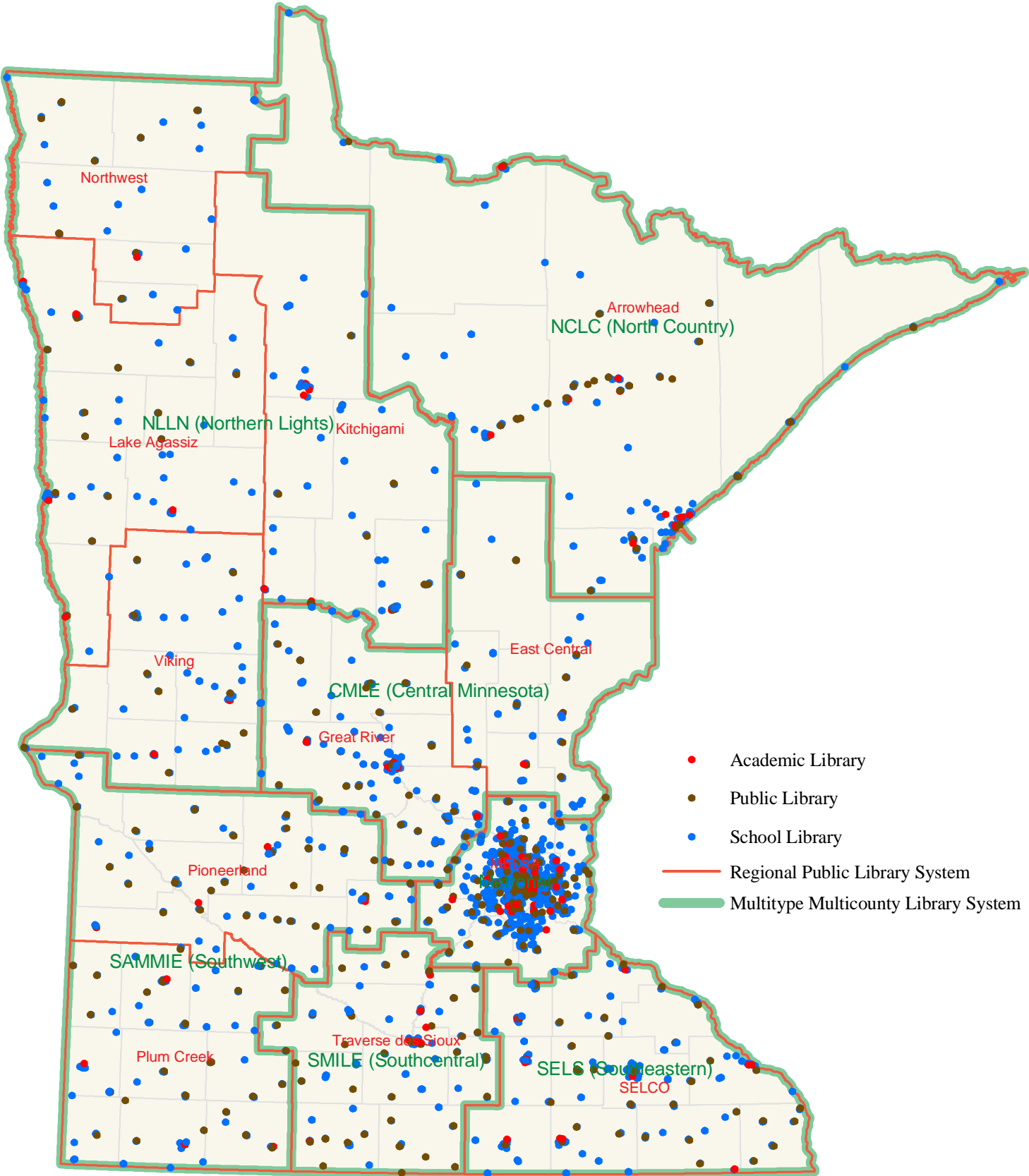
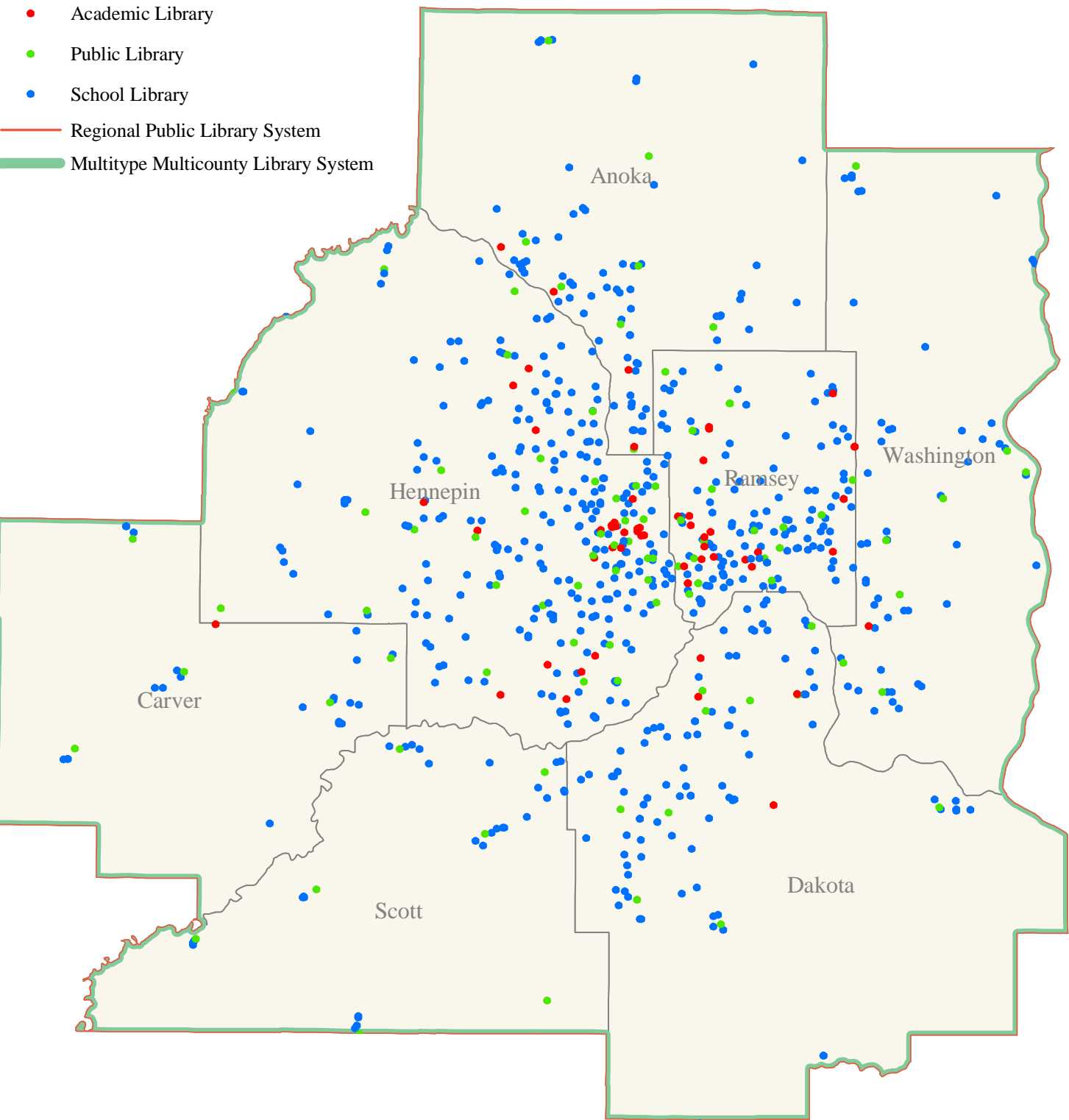


Exhibit 11. Map showing locations of libraries by type - Twin Cities Metro area



LIBRARY RESOURCE SHARING

If the only materials available to a library user were those within the closest libraries, the value of library services would be greatly diminished – particularly in places and in types of libraries where the collections are not large and the average age of materials makes some uses problematic. Orderly, efficient resource sharing among libraries in the state maximizes the value of the collection materials investments. The benefits of cost effective and sufficiently funded interlibrary delivery networks accrue to individual library users and to society. As noted in a recent report, resource sharing is an essential feature of modern libraries:

By their very nature, publicly supported libraries exist to share resources. They were founded to hold information for the common good, made affordable through shared ownership. Private libraries had existed for centuries; it was the emergence of modern democracies and educational institutions that led to libraries that would serve whole communities, rather than wealthy individuals. . . . Since colonial times, Americans have seen literacy and knowledge as the building blocks to sustain democracy. Libraries were created in schools and colleges to educate children and young people, while public libraries provided lifelong education to community residents of all ages. . . . University libraries have a particularly significant role in sharing research findings among people working at the frontiers of knowledge and people who translate basic research into applications.⁹

Interlibrary loans and delivery services – the mechanisms for library resource sharing and the physical movement of library materials between libraries – are core library services. Although it receives relatively little attention outside the library community, the complex systems through which library materials are shared among Minnesota (and out-of-state) libraries represents critical infrastructure for the provision of quality library services.

Interlibrary loan¹⁰ came into being during the twentieth century and has had most of its growth in the last thirty years. Prior to that, it was commonly thought that each library should provide materials for its own users through purchase. Borrowing materials would be used only as a last resort. Researchers and scholars could more easily make the case for access to remote library collections than the average library user. In the past few decades, however, the volume of publishing has increased substantially and library funding has not kept up in proportion. Additionally, new technologies made larger-scale borrowing feasible and turnaround times acceptable. Now, because of the relative ease of requests and acceptability of service levels, interlibrary loan traffic has grown dramatically.

⁹ *Sources of Library Funding: Preliminary Report*. Minnesota Library Planning Task Force. February 1, 1996. <http://www.MnHESO.state.mn.us/pdf/library/Prelim.pdf>.

¹⁰ The distillation of ILL history in this paragraph is based on materials in *Cutting Out the Middle: Patron-Initiated Interlibrary Loans*, Preece and Kilpatrick, Southern Illinois University at Carbondale, paper presented at 1997 ACRL National Conference, Nashville, TN.

Resource sharing: end-user benefits

As noted above, interlibrary loan and delivery services are important components of library services that directly benefit many users of the services. Stated generally, the benefits result from increased access to library materials beyond what is available locally. Stated more emphatically, it helps to open up the world of information to people who need or want it.

The phrase *end-user outcome*¹¹ refers to the benefits that result from access to library collections and services for those who use library services. The benefits can be difficult to capture (library users don't often express or make a record of the benefits) and measure directly (for example, the benefits often are intangible or longer-term, and the tools for measurement are inexact and can be practically difficult to administer).¹² However, statements of end-user benefits are not difficult to find anecdotally with some effort. Libraries often have such stories. Additionally, library staff members may consider that they too are end-users and beneficiaries of interlibrary loan and delivery services because they are enabled to better serve their customers.

People who obtain access to information that they otherwise would not have been able to access can express how and why the information was used and results that they obtained from its use. This study's project participants provided examples of statements of end-user benefits, as expressed in anecdotes or case summaries. Other examples were collected in a pilot study conducted during the study of MINITEX services by Management Analysis and Development, referenced in the footnote in the preceding paragraph. The examples of end-user benefits are collected in Appendix F. Here is a sampling of the end-user benefits from these sources:

- ACT Preparation Book was accessed through ILL/delivery and helped a student get higher test scores and a scholarship
- Master's Degree work was completed with books received through interlibrary loan/delivery. Access saved the person expense and time in accomplishing the goal.
- An avid reader was able to access and complete an entire reading series through ILL/delivery.
- An 8th grade class completed research for Festival of Nations booths based on materials received in ILL/delivery and successfully participated in the events.
- Physicians and staff at a major regional hospital have requested large numbers of articles containing "necessary, up-to-date information" that "improves the quality of

¹¹ "Outcome" is not precisely synonymous with "benefit," but the terms will be used interchangeably here. Strictly speaking, *outcomes* in the context of library funding relate to the concept of *outcome based evaluation*. See *Perspectives on Outcome Based Evaluation for Libraries and Museums*. Institute of Museum and Library Services. 2000. <http://www.imls.gov/pubs/pdf/pubobe.pdf>.

¹² For a discussion of end-user outcomes applied to certain library services including delivery, see *Application of Outcome-Based Evaluation to MINITEX Interlibrary Loan, Delivery, and Reference Services*. August 2003. Minnesota Department of Administration, Management Analysis Division.

care for patients.” Health sciences students also rely on the service for their studies. Delivery of health sciences articles saves significantly on costs – electronic full text articles can cost \$10 to \$20 each.

- Students were able to research local history without having to travel to museums and regional libraries. Many items were only available through interlibrary loan.
- A teacher reports that classroom projects would have to change if the classes only had access to the Internet and local resources. Interlibrary loan/delivery provides far greater access to resources. Students learn that everything valuable is not on the Internet.
- Students received honorable mention and prizes for History Day projects done with research materials obtained through interlibrary loan/delivery.
- Students learned “real life” research, organization, and presentation skills with the help of materials obtained through interlibrary loan.
- Readers of Shakespearean plays obtained through interlibrary loan/delivery improved reading skills and became more active readers through journaling.
- Library staff members operating under budget constraints obtained materials that the library would not be able to purchase and made them available to library users.

Resource sharing statistics

Minnesotans hold more than 2.5 million resident public library cards (with a state population of close to 5 million) and a large number have cards in more than one library system through reciprocal borrowing agreements.¹³ Exhibit 12 at the end of this section has additional detail about library card holders. Minnesotans make nearly 26 million visits to public libraries annually. Minnesota public libraries have an annual total circulation of 48.7 million.¹⁴ In 1997, circulation was 44.6 million; the increase from 1997 to 2002 was 9.1 percent.

The resources of Minnesota public libraries include roughly 15.8 million books and serials, 722,000 audio items, and 556,000 video items, as well as multi-format, electronic, and “other” items for a total materials collection count of 18.1 million items.¹⁵

Collection materials are shared among libraries according to reciprocal agreements. Statewide in 2002, a half-million items were loaned to another library outside the originating library’s system (interlibrary loans) and 1.25 million items were loaned to another library with the originating library’s system.¹⁶ Interlibrary loans increased more than 50 percent from 1997 to 2002.¹⁷

¹³ Resident library cards are those issued to people who reside in the library’s service area. Additional cards are issued to nonresidents of the library service area per reciprocal borrowing agreements.

¹⁴ 2002 *Minnesota Public Library Statistics. 2002 Statistical Highlights*. Department of Education, State Library Services and School Technology. 2003.

¹⁵ 2002 *Minnesota Public Library Statistics. 2002 Statewide Summary*. Department of Education, State Library Services and School Technology. 2003.

¹⁶ In 2002, the materials sharing included “interlibrary loan *provided*” of 511,425, “interlibrary loan *received*” of 505,140, and “intra-library loan” of 1,250,030. *Ibid*.

¹⁷ 1997: “ILL Received” 321,040; “ILL Provided” 327,579. 2002 numbers noted in previous footnote.

Future directions in resource sharing

MINITEX identified the following trends that affect future interlibrary loan and delivery services and volumes:¹⁸

- Requests for photocopies (nonreturnables) will continue to decrease slowly as electronic content becomes more readily available.¹⁹
- Requests for interlibrary loans (returnables) will increase as more people become aware of and actually use the new tools to initiate requests for items.
- The MnLINK Gateway will increase access to library catalogs in Minnesota and to electronic resources and will increase the volume of interlibrary loan requests. MnLINK use will also increase user expectations about what is obtainable and the acceptable turnaround time. The result of increased use of MnLINK will change current patterns of interlibrary loan and delivery.
- The volume of materials being transported via MINITEX and local delivery systems continues to increase as it becomes easier to locate and request materials from libraries in the three-state region (Minnesota, North Dakota, South Dakota).
- Electronic resources (e-books, online databases) will continue to be licensed at the state level and by local libraries, and will have a significant impact on resource sharing.²⁰

In a discussion of these trends, the MINITEX Advisory Committee added comments that further identify factors that have a bearing on the future of resource sharing (including interlibrary loan, delivery services, and funding for the services).²¹

Increasing user expectations vs. limits on service due to budget restrictions. Patrons' reference points include innovations and fast service such as what they find at Amazon.Com and other e-businesses, including delivery to their door.

Feasibility of fees for library services. The questions include: what are basic library services for which there should be no charges? What are "premium" services for which there may be charges? Some patrons have offered to pay for extra services, such as expedited interlibrary loan.

Impact of MnLINK on resource sharing. The impacts of this new software on interlibrary loans have many complications, including the resource sharing relationships among libraries.

Percent changes from 1997 to 2002: "ILL Received" 57.3%; "ILL Provided" 56.1%. *Ibid.*, "Materials Sharing."

¹⁸ MINITEX Library Information Network, *MINITEX Resource Sharing Report FY03, & Trends and Predictions for the Future*. October 2003.

¹⁹ Comment: This presupposes that licensing agreements that allow the use of electronic content to fill interlibrary loan requests are maintained and increased in scope and that nonfinancial issues such as copyright stay manageable.

²⁰ Comment: An implication of increased electronic serials subscriptions is that the corresponding paper version subscriptions are typically canceled. After that, if an electronic subscription license is not renewed, the title would no longer be available electronically. Access to the articles would presumably be obtained through interlibrary loan and delivery.

²¹ MINITEX Advisory Committee Meeting Minutes, December 12, 2003.

Exhibit 12. Number of registered borrowers for selected public library systems.

	Resident Borrowers²²	Reciprocal Borrowers	Total Registered Borrowers
Regional Public Library Systems			
Arrowhead Library System*			262,095
East Central Reg. Library	42,716	2,878	45,594
Great River Reg. Library	116,536	5,186	121,722
Kitchigami Reg. Library	49,398	3,435	52,833
Lake Agassiz Reg. Library	40,461	3,808	44,269
MELSA†			
Northwest Reg. Library	15,688	0	15,688
Pioneerland Library System*			
Plum Creek Library System	61,172	2,604	63,776
SELCO	2,980	329	3,309
Traverse des Sioux Lib. System*			
Viking Library System	3,572	0	3,572
Metro County Library Systems			
Anoka County Library	195,143	31,426	226,569
Carver County Library	48,057	5,336	53,393
Dakota County Library	234,572	28,477	263,049
Hennepin County Library	403,617	87,839	491,456
Ramsey County Library	157,214	91,857	249,071
Scott County Library	60,644	6,151	66,795
Washington County Library	115,989	23,908	139,897
Larger City Libraries			
Duluth Public Library	42,611	16,276	58,887
Minneapolis Public Library	271,583	57,082	328,665
Rochester Public Library	66,720	4,547	71,267
St. Paul Public Library	175,188	54,898	230,086

Source: *2003 Minnesota Public Library Statistics* (draft), Department of Education, State Library Services & School Technology. Aug. 2004.

*Arrowhead, MELSA, and Plum Creek are federated systems, where each participating library has financial and administrative autonomy, but works within the regional system to develop cooperative services with other participating libraries. Each member reports its own statistics; the system does not.

†MELSA statistics are shown in the Metro County Library Systems, Minneapolis Public Library, and St. Paul Public Library

²² Resident borrowers are those who reside in the same jurisdiction as the library for which they have a library card. Reciprocal borrowers use their library card to borrow from a library in another jurisdiction.

DELIVERY INFRASTRUCTURE

The 1999 Himmel & Wilson *Minnesota Interlibrary Loan Study*²³ provided some noteworthy observations about interlibrary loan and delivery. In summary, with respect to delivery, the study describes an infrastructure that works well at the level of the interregional “backbone” network and less well for regional and local delivery. The study notes wide variation in the “quality and frequency” of delivery on the regional and local levels. The study notes that overall delivery traffic is very high compared to that of other states. Recommendations in the report relate to improving local and regional delivery, standards setting, and possible greater centralized coordination. Finally, the study identifies that the organizational structures that blur the categorization of interlibrary and intralibrary loans also seem to make more difficult the determination of which delivery activities the state will subsidize.

With that introduction, this report section will describe the major interlibrary delivery networks and provide a comparison with delivery networks in selected other states.

²³ Excerpts from the report are presented here. The bracketed and italicized headings are this report author’s characterization of the report text selections, not the words of the ILL Study authors.

[1. *Scattered responsibilities for delivery services.*] “Responsibilities for services that support interlibrary loan are scattered. Perhaps the best example of this relates to the physical delivery of materials. While the courier service coordinated by MINITEX provides a statewide delivery “backbone,” the quality and frequency of delivery on the regional and local level varies considerably. One of the results of this situation is that materials moving from one section of the state to another may spend more time in transit than would be the case if the entire statewide system were coordinated centrally.”

[2. *Intralibrary loans and interlibrary loans. Heavy volumes of traffic.*] “To truly understand the extent of resource sharing in the state, one needs to be aware of both interlibrary loan (between two libraries under separate administrative organizations) and intralibrary loan (between two libraries under the same administrative organization). The existence of multi-county library systems turns many transactions that in most states would be interlibrary loans into intralibrary loans. Both interlibrary loan and intralibrary loan traffic are very heavy in Minnesota compared to other states. . . . the level of movement of materials within municipal and county libraries in Minnesota is comparable to that observed in other states”

[3. *Blurring of responsibilities arise from categorization.*] “In the public library sector, the intralibrary loan traffic is many times higher (often by a factor of 10 to 1) than interlibrary loan traffic. While this is both desirable and completely appropriate, it does lead to some unusual situations and to a blurring of responsibility for services that support the movement of materials such as courier service. An item can move fifty miles or more between two public library locations in one area of the state and still be an intralibrary loan transaction while in another area a book moving between two libraries a few miles apart is an interlibrary loan. Academic libraries are somewhat different. Transactions between campuses of a “system” such as MnSCU are considered to be an interlibrary loan while transactions between libraries in a multicounty public library system are considered intralibrary loan. . . . the administrative structures in place make it difficult to determine what is fair in establishing resource-sharing protocols and in determining which activities the state will subsidize in some way (emphasis added.)”

[4. *Himmel & Wilson recommendations for delivery (excerpts).*] “Recommendation 1: Local and regional delivery of physical materials needs to be improved. Furthermore, delivery systems need to be designed to handle the less centralized model of resource sharing that is emerging. . . . Recommendation 2: Work toward development of regional delivery systems that either interface well with or are a part of the MINITEX coordinated delivery system. Develop standards for regional delivery.”

MINITEX Delivery Service

The MINITEX Library Information Network, located at the University of Minnesota on the West Bank campus, is a program of the Minnesota Higher Education Services Office (MnHESO). MINITEX has provided interlibrary loan services to public, academic, and government libraries for more than 30 years. MINITEX services to school libraries/media centers were recently added under a federal LSTA grant. Loans of library materials (“returnables”) and photocopies (“nonreturnables”) are provided from the University of Minnesota’s Twin Cities Campus libraries and the Minneapolis Public Library to libraries in Minnesota, North and South Dakota, and Wisconsin.²⁴ When items are not available from those two collections, requests are referred to other libraries in the region. MINITEX extensively uses electronic delivery (“desktop”), contract courier delivery services, and United Parcel Service.

MINITEX provides sorting and delivery services for libraries (among its other services in support of libraries).²⁵ Maps showing the delivery areas and locations are at <http://www.minitex.lib.umn.edu/delivery>. The MINITEX Delivery Unit in the Elmer L. Andersen Library at the University of Minnesota, Minneapolis, continually processes incoming materials and sorts and packs outgoing materials. Couriers deliver and pick up bins at the loading dock. The US Postal Service and United Parcel Service also deliver and pick up materials each day. Three times daily, a staff member drives the MINITEX van to Wilson Library to pick up and return materials from campus libraries and the Minneapolis Public Library. Sorting and packing of materials continues until late evening. Couriers pick up the bins throughout the evening for the overnight delivery.

MINITEX Routes and Statistics

MINITEX Delivery directly or indirectly serves public, academic, school, and special libraries. GIS maps at the end of this section of the report show various features of MINITEX services. As detailed below, the primary delivery designations for MINITEX routes and programs are “academic” and “public.” Notice that the services now include a distance learning delivery arranged between SELCO (multitype regional library system), CLIC (service organization for Twin Cities private colleges), and Augsburg College (see the last bulleted item in the list below).

MINITEX Delivery *academic* library routes and programs

- *MnSCU PALS Direct Borrowing* – library materials requested by MnSCU/PALS libraries directly from other MnSCU/PALS libraries on the PALS interlibrary loan system. The system includes academic, public, and state government libraries.
- *Triangle Route* – serves Fargo/Moorhead, St. Cloud, Mankato, and Rochester academic libraries. Items are delivered overnight directly among these MnSCU/PALS locations (not routed through the MINITEX office in Minneapolis).

²⁴ The costs of delivery services to North Dakota and South Dakota libraries is paid by their respective state library agencies. The arrangement with Wisconsin, historically based on a balanced volume of borrowing, is currently under discussion.

²⁵ See <http://www.minitex.umn.edu/prog-serv/> for more information about the range of services provided by the MINITEX Library Information Network.

-
- *Metropolitan MnSCU Direct Borrowing* – metro area State University community and technical colleges route materials to be sorted at the MINITEX office and delivered daily.

MINITEX Delivery **public** library routes and programs

Public library interlibrary loan staff use the MnLINK Gateway ILL systems to place requests for materials, or use “place holds” on materials requested by another library. The receiving library processes the requests. Many of the “filled” and “returned” items are routed via MINITEX for sorting and delivery (“sort and send” services).

- *Sort and Send to Greater Minnesota* – MELSA libraries send materials to Greater Minnesota libraries and have them returned.
- *Sort and Send to MELSA* – public libraries in Greater Minnesota send materials to MELSA libraries and have them returned.
- *Triangle Route* – the same route that serves academic libraries also serves public libraries.

MINITEX Delivery **other** services

- *Courtesy Return Service* – When a patron returns an item to a different library than the one that owns the item and the owning library is on the MINITEX delivery route, MINITEX Delivery returns the item to the owning library.
- *Augsburg College Distance Learning/SELCO delivery* – The distance learning program established by Augsburg College in the SELCO (Rochester) region was assisted when MINITEX, in cooperation with CLIC²⁶ and the SELCO office, became the hub to sort materials sent between libraries in the SELCO region and Augsburg College for Augsburg students.

MINITEX Delivery has several service components – the “backbone” or interregional delivery network covering four states, in-Minnesota direct delivery routes, and delivery among Minnesota public and academic libraries. As shown in the table below, deliveries for Minnesota libraries in the “backbone” delivery network comprise approximately 85 percent of the number of items delivered by MINITEX (91 percent of loans and 80 percent of copies). The volume of items delivered is summarized below in four parts.

	<i>Total Number of items</i> ²⁷	<i>Number of Loans</i> ²⁸	<i>Number of Copies</i> ²⁹
Minnesota	160,519	86,449	74,070
North Dakota	14,837	3,533	11,304
South Dakota	12,851	5,278	7,573
<i>Totals</i>	<i>188,207</i>	<i>95,260</i>	<i>92,947</i>

²⁶ The Cooperating Libraries in Consortium, which operates a courier service among thirteen academic libraries in the Twin Cities. <http://www.clc.edu/Member%20Libraries.htm>.

²⁷ The number of “fills” – that is, the number of items actually delivered, out of the larger number of “requests.”

²⁸ “Loans” are “returnables.” They make a two-way trip – from a library and returned to that library.

²⁹ Photocopies of articles are “nonreturnables.” They make a one-way trip from a library to the user’s library. Thus, delivery for nonreturnables is half the number of trips than for returnables.

The total number of delivered items in FY2004 is shown below. The Place-A-Holds/MnLINK Gateway VDX and the Direct Borrowing statistics reflect items that are nearly always loans (returnables) and not copies.

Backbone network (from above)	188,207 items
Place-A-Holds/MnLINK Gateway VDX ³⁰	94,681
HESO Direct Borrowing ³¹	35,300
Other Direct Borrowing Networks ³²	<u>12,632</u>
Total FY2004 items in MINITEX delivery	330,820 items

The number of delivery “item-trips” (one way plus two-way), based on this item count, would be close to 568,700.³³

Exhibit 13 at the end of this section of the report displays recent delivery volume statistics. The recent year-to-year change (based on six-month statistics each year) showed an overall increase of five percent. The statistics for a relatively new category of service, the MnLINK Gateway VDX Sort and Sends (a component of the category called “Combination” services), accompanies the rollout of the MnLINK Library Information Network electronic infrastructure for interlibrary loan. As shown, the delivery volume for this new service increased to 25,049 items during July to December 2003, from zero in the previous July to December.³⁴ This VDX phenomenon represents a conversion from

³⁰ These are deliveries where public libraries borrow and lend among themselves with MINITEX delivery.

³¹ These are items exchanged directly among libraries (not necessarily on the routes of the “backbone” network) paid by the Higher Education Services Office and delivered by MINITEX.

³² These are items exchanged directly among libraries in networks such as the Triangle network of academic institutions and public libraries – and delivered and paid by MINITEX.

³³ $(92,947 \times 1) + (237,873 \times 2)$

³⁴ “Combination” delivery volume increased overall from MnLINK Gateway VDX adoption

- *MnLINK Gateway VDX Sort and Sends*: Delivery volume increased from zero (July to December 2002) to 25,049 (July to December 2003).
- *CLIC/St. Paul Public*: Delivery volume declined 45.5 percent on a very small volume of 606 in July to December 2003.
- *Northern Lights*: Delivery volume declined 65.4 percent on an infinitesimal volume of 27 in July to December 2003.

Academic libraries delivery volume dropped from changes at certain private colleges

- *PALS Direct Borrowing*: Delivery volume declined 9.7 percent. Reason: beginning in July 2003, St. Cloud State University, St. John’s University, and the College of St. Benedict started using a Web form in anticipation of their migration to Aleph.
- *Metropolitan MnSCU*: Delivery volume declined 11.7 percent.
- *Triangle Route direct delivery*: Delivery volume declined 37.8 percent. Reason: Starting in July, 2003, St. Cloud State University, St. John’s University, and the College of St. Benedict started using a Web form in anticipation of a migration to Aleph.

Public libraries delivery volume dropped from conversion to MnLINK Gateway VDX

- *Sort and Send to MELSA*: Delivery volume declined 41.5 percent. Reason: Starting in February, 2003, libraries using Place-A-Hold began migrating to MnLINK Gateway VDX system.
- *Sort and Send to Greater Minnesota*: Delivery volume declined 44.2 percent. Reason: Starting in February, 2003, libraries using Place-A-Hold began migrating to MnLINK Gateway VDX system.
- *Triangle Route for public libraries*: Delivery volume declined 31.6 percent. As of February 2003, only Place-A-Hold items are included in the count. MnLINK Gateway VDX materials are not included.
- *Courtesy Returns*: Delivery volume increased 71.9 percent, but on a very small volume of 2,639 in July to December 2003.

other systems, so it does not represent new delivery items. Most of the delivery volume changes noted in the detailed statistics (see footnote below) derive from two basic sources: (1) the large-scale changeover to MnLINK Gateway VDX Sort and Sends delivery and (2) a reduction in deliveries related to the changes at St. Cloud State University, St. Johns University, and the College of St. Benedict.

Interregional “Backbone” Network

The MINITEX Delivery Service links Twin Cities public libraries, academic libraries, state government libraries, and all regional public library systems in Minnesota. These delivery services link to regional and local delivery networks that serve public, academic, school, and special libraries in Minnesota. Through several hub sorting locations, MINITEX delivers library materials to major libraries overnight five days per week.

The MINITEX “backbone” network operates on a model like that of Federal Express delivery – the hub-and-spoke network³⁵ (contrast with a point-to-point model which has many more interchange hubs). MINITEX does not necessarily provide end-to-end delivery (origination to end-user or in this case to the final library destination) as the Federal Express service provides.³⁶ Additionally, FedEx deliveries are one-way, whereas most interlibrary loan transactions are out-and-back. However, the existing major sorting locations, notably in the Twin Cities (see MINITEX Sorting below), and the very high volume of ILL “fills” originating from libraries in the Twin Cities, support the hub-and-spoke, out-and-back model. MINITEX makes exchanges with the other delivery networks or delivers to the destination libraries. The extra delivery steps necessarily add to the end-to-end service interval. The MINITEX model provides reliable overnight 5-day per week delivery to all destination points on the MINITEX network of primary hub locations. MINITEX also provides limited direct delivery (point to point) in situations where, based on high volume traffic, that model would potentially improve regional and cross-regional services. An example is the Triangle Delivery route that includes Traverse des Sioux, Lake Agassiz, Great River, and SELCO regional library systems.

MINITEX Courier and Van

MINITEX works directly with several commercial couriers including Velocity Express, Lanter, and Waltco. The “backbone” delivery services are provided principally through a contract between MINITEX and Velocity Express. Velocity directly delivers to and picks up at 62 library sites each day, five days per week (310 stops per week). In addition to these 62 “primary sites,” the configuration of MINITEX services includes 109

³⁵ The CEO of Federal Express explained: “Put all points on a network and connect them through a central hub. If you take any individual transaction, that kind of system seems absurd – it means making at least one extra stop. But if you look at the network as a whole, it’s an efficient way to create an enormous number of connections. If, for instance, you want to connect 100 markets with one another and if you do it all with direct point-to-point deliveries, it will take 100 times 99 -- or 9,900 -- direct deliveries. But if you go through a single clearing system, it will take at most 100 deliveries. So you’re looking at a system that is about 100 times as efficient.” Fortune magazine. *How We Got Started*: Fred Smith, . . . created the world’s first overnight delivery network. <http://www.fortune.com/fortune/fsb/specials/innovators/smith.html>.

³⁶ However, see discussion below “Last Mile Grants” through which MINITEX provides financial support for the last leg of deliveries for a small number of delivery hubs.

“secondary sites.” Each secondary site receives delivery from a primary site library via a connecting delivery system with funding paid in part by MINITEX through “last mile grants” or similar arrangements. Materials are transported to and picked up from local libraries by the regional public and multitype library systems.

MINITEX also currently uses the United Parcel Service to deliver to MINITEX affiliated library locations where the comparatively low volume of items or other circumstances do not support a courier delivery system connection. MINITEX has also used the US Postal Service for package delivery to very low volume locations.

For certain local pickup and deliveries in the Twin Cities, MINITEX operates a van, leased by MINITEX and driven by a person hired by MINITEX. The MINITEX Van picks up and delivers at four University of Minnesota libraries (one at the St. Paul campus and three at the Minneapolis campus) and the Minneapolis Public Library five days per week (for a total of 35 stops per week).

MINITEX Sorting

MINITEX staff and University of Minnesota students sort items for the delivery system at the MINITEX office at the University of Minnesota’s Elmer L. Andersen Library. Additionally, the contract courier sorts at its locations in Sioux Falls and Duluth for delivery in Minnesota.

The sort locations and frequency of sorting items are important to the efficiency of interregional library delivery services. A major feature of the hub-and-spoke model of delivery – the MINITEX overnight delivery service’s basic model – is that sorting occurs at a small number of locations, and frequently. This arrangement provides efficient, high volume sorting but also makes necessary carrying more items longer distances than might be the case with a different model having more sort locations. Some extra travel would be eliminated if items were dropped off earlier for sorting at additional regional locations. It’s not clear, however, that the model with more sort locations (or sort locations in each region) along the MINITEX backbone network would promote greater efficiency, improve overall speed of delivery to destinations, or be most cost-effective.

Support for the existing hub-and-spoke model is based on the propositions that, since items arrive at their destinations on a daily basis (that is, MINITEX provides 5 day per week overnight delivery), the service levels are consistently high, and inefficiencies from less local sorting along with some longer travel distances are less costly and more efficient overall than establishing additional sorting locations on a regional basis. Support for a model with a greater number of distributed sort locations is based on eliminating extra travel that is inherent in a hub-and-spoke model of delivery. The idea is that carrying items back and forth to a central hub arguably would be more costly than necessary and would cause delays.³⁷

³⁷ MINITEX staff note that the costs of local sorting in the hub-and-spoke model, other than by MINITEX and contract courier personnel, are considered in-kind contributions of local library staff.

However, if delivery times from the originating to the destination library are longer than necessary, the underlying problem, as noted in the Himmel & Wilson report, may be that regional and local delivery connections and deliveries are sometimes not equipped to maximize the end-to-end efficiency of the delivery networks.

MINITEX Last Mile Grants

MINITEX “last mile grants” pay for local delivery of library items to other public libraries and private and public academic libraries in a city or region after the items have been dropped off at a main delivery point – the “last mile.”³⁸ The interregional “backbone” service typically does not deliver materials to their final destinations. The movement of materials in the later legs of the trip to the end user may be a cause of delay. Last mile grants from MINITEX help to fund local delivery for higher education institutions to improve the end-to-end service. The “last mile grants” do not use LSTA funds. MINITEX provides a limited number of such grants. Currently, the MINITEX last mile grants are awarded to: St. Cloud State University, Traverse des Sioux Library System, Concordia College, Riverland Community College – Austin, Carleton College, Minnesota State University – Moorhead, SELCO, Minnesota West Community & Technical College, and Winona State University. The grants are typically small, from \$1,000 to \$4,000. Additional grants are provided to assist delivery in Northeast Minnesota, and in the Twin Cities for CLIC libraries. The last mile grants are a mechanism by which MINITEX can positively influence delivery performance end-to-end and lower local delivery costs.

Exhibit 14 at the end of this section of the report shows that the volume of requests to MINITEX are highest from public libraries, private colleges, MnSCU/PALS college and university campuses, University of Minnesota campuses, and other states and Canada (in that order). Of the total, academic libraries collectively comprised 57.5 percent of requests; public libraries, 23.3 percent, school libraries, 0.1 percent; special libraries, 3.4 percent; and libraries outside Minnesota, 15.7 percent. To interpret the numbers, note that not all requests are “filled” (completed) and some requests are filled by electronic delivery (fax or Internet transmission services). The MINITEX “fill” rate for loans and photocopies in FY2003 was 91 percent.³⁹

Another illustration of the pattern of MINITEX deliveries can be seen from recent daily delivery shipping logs. Exhibit 15 shows the destinations and number of bins sent by the MINITEX courier on a day in September 2004.

Of the 80 bins delivered, 30 were destined for academic libraries, 20 for Twin Cities Metro county and city library systems, 18 for regional library systems, one for a courier

³⁸ Originally, MINITEX would deliver to a single point in a city and “last mile” grants would pay for same-day local delivery (by another entity) to other MINITEX academic libraries. MINITEX avoided having to deliver to two or more academic libraries in the same city. Gradually, the “last mile grants” have expanded in scope – they now support local resource sharing among various types of libraries within the same city – including MINITEX supported MnHESO academic libraries and State Library supported public libraries.

³⁹ MINITEX Resource Sharing Report FY03, and Trends and Predictions for the Future (October 2003). In FY2003, MINITEX staff searched for 148,250 requests for returnables and nonreturnables from collection of the University of Minnesota and Minneapolis Public Libraries, and filled 134,644.

hub that redelivers into southwest Minnesota, and 11 for North Dakota, South Dakota, and Wisconsin library systems. The MINITEX libraries “link” with regional and local delivery services for distribution to other area libraries.

A second column in Exhibit 15 shows the daily average number of bins in a recent two-week period in September. MINITEX notes that the volume of bins received and delivered daily for each location is nearly always the same (that is, for example, one bin dropped off and one bin picked up). Although the averages change somewhat seasonally (notably with the school and academic summer months), this shows that, of the Minnesota delivery destinations:

- 60 percent averaged one bin per stop (< or =1)
- 17 percent averaged two bins per stop (>1 up to 2)
- 13 percent averaged three bins per stop (>2 up to 3)
- 10 percent averaged more than three bins per stop (>3)

Of the items delivered, some make a one-way trip (nonreturnables) and some make a two-way trip to the originating library (returnables). Nonreturnables are photocopies, which are not returned (and which are increasingly being accessed or sent electronically).⁴⁰ In this framework, the libraries have differing profiles with respect to the types of interlibrary loan requests, and this has a direct bearing on the delivery volumes.

- For requests from academic libraries, 62 percent are nonreturnables. That is, nearly two-thirds of items delivered to academic libraries are articles on one-way trips.
- Similarly, for special libraries, 68 percent are nonreturnables.
- For North Dakota and South Dakota libraries, 63 percent (average of the two) are nonreturnables.
- By contrast, 90 percent of public library ILL requests are for returnables. So 9 out of 10 ILL requests from public libraries to MINITEX call for two-way deliveries.

The trend toward electronic delivery and access for what are now the nonreturnable items may foretell a potentially steep decline in the volume of nonreturnables, with implications for delivery volumes of those items for academic, special, and out-of-state libraries.⁴¹ Public libraries, however, would continue or expand delivery of items that are not so amenable to electronic delivery and nearly always require two-way delivery. Public library deliveries may therefore become an increasing share of all deliveries as the volume of nonreturnables declines.

Exhibits 16 and 17 provide maps of MINITEX delivery and sort points in Minnesota and in the Twin Cities Metropolitan area.

⁴⁰ The MINITEX electronic delivery services are Ariel (online document delivery to the user’s desktop) and MEDD – MINITEX Electronic Document Delivery (users receive an e-mail message instructing how to access articles from the MINITEX server for a limited period of time or limited number of accesses).

⁴¹ Copyright requirements and limitations have made some aspects of delivery more complex, both for physical and electronic delivery of “copies.” Treatment of the topic is beyond this study, but it should be noted that copyright restrictions can and do complicate and restrict distribution of copies.

Exhibit 13. MINITEX Delivery Statistics by Category of Service

	<i>2002 Jul. to Dec.</i>	<i>2003 Jul. to Dec.</i>	<i>Percent change</i>
Academic libraries ⁴²	29,559	23,628	– 20%
Public libraries ⁴³	39,598	24,603	– 38%
Combination ⁴⁴	1,189	25,682	+++
Totals	70,346	73,913	+ 5%

Source: *Delivery Statistics for Fiscal Year 2004*. MINITEX staff. Undated internal document.

Exhibit 14. Sources of MINITEX ILL requests FY2002 and FY2003.

Source	FY2002 requests	FY2003 requests	Two year average percent of total requests
MnSCU state universities	35,174	33,959	12.7%
MnSCU two year colleges	17,104	16,583	6.2%
Private colleges	61,779	60,476	22.4%
University of Minnesota campuses (Morris, Duluth, Crookston, Twin Cities)	46,062	41,982	16.2%
Minnesota public libraries	56,246	70,248	23.3%
Minnesota schools ⁴⁵	181	607	0.1%
State government libraries	8,302	6,006	2.6%
Hospital libraries	2,654	1,900	0.8%
Other states and Canada ⁴⁶	44,336	41,388	15.7%

Source: MINITEX Resource Sharing Report, FY03 & Trends and Predictions for the Future. (October 2003)

⁴² *Academic libraries delivery* includes: PALS direct borrowing, Metropolitan MnSCU, and Triangle Route.

⁴³ *Public libraries delivery* includes: Sort and Send to MELSA, Sort and Send to Greater Minnesota, SAMMIE-Pioneerland, Courtesy Returns, and Triangle Route.

⁴⁴ *Combination delivery* includes: CLIC/St. Paul Public, Northern Lights, and MnLINK Gateway VDX Sort and Sends.

⁴⁵ MINITEX staff note that these K-12 schools are in the Twin Cities metropolitan area, and that many more school ILL requests are received at public, multitype, and academic libraries outside this area and processed through local resource sharing agreements.

⁴⁶ Including North Dakota, South Dakota, University of Illinois, Wisconsin WILS, Wisconsin WIRL, and Lakehead University in Thunder Bay, Ontario.

Exhibit 15. MINITEX Courier delivery (Velocity): number of bins sent to destinations in September 2004.

Libraries	Number of bins sent Sep. 24, 2004	Avg. daily number of bins sent/ received at MN libraries for ten business days ending Sep. 13, 2004 ⁴⁷
Academic		
University of Minnesota		
Crookston	1	1
Morris	2	1.3
St. Mary's Graduate Center	1	1
MnSCU		
Anoka Ramsey Community College	1	1.1
Anoka Hennepin Technical College	1	1
Central Lakes College	1	1
Century College	1	1
Dakota County Technical College	1	1
Hennepin Technical College	1	1
Inver Hills Community College	1	1
Metropolitan State University	1	1
Minneapolis Community and Technical College	1	1
Minnesota State University Mankato	2	0.9
Minnesota State University Moorhead	3	3
Minnesota State University St. Cloud	3	3.1
Normandale Community College	1	1
North Hennepin Community College	1	1
St. Paul Technical College	1	1
Winona State University	3	1.2
Private Academic Libraries		
Carlton College	1	1
Gustavus Adolphus College	0	1
Minn. School of Professional Psychology	1	1
North Central University	1	1
Regional Public Library Systems		
NEMIDS/Arrowhead	4	3.1
East Central Regional Library	1	1.5
Kitchigami Regional Library	1	1
Northwest Regional Library	1	1
Pioneerland Library System	2	2.2
Traverse des Sioux Library System	3	3.1
Viking Library System	1	1.1

⁴⁷ This is an average of the number of bins for ten business days from Aug. 31 to Sep. 13, 2004. MINITEX notes that nearly always the number of bins delivered and picked up are equal at each location. For example, when one bin is dropped off, one bin is picked up.

Libraries	Number of bins sent Sep. 24, 2004	Avg. daily number of bins sent/ received at MN libraries for ten business days ending Sep. 13, 2004 ⁴⁷
SELCO	5	4.2
County and City Libraries		
Anoka County Library	1	1
Carver County Library	1	1
Dakota County Library	2	1
Hennepin County Library	6	2.5
Minneapolis Public Library	3	2.1
Ramsey County Public Library	1	1.3
St. Paul Public Library	3	2.6
Scott County Library	2	1
Washington County Library	1	1
Delivery System Hubs		
Southwest MN Delivery System – Sioux Falls	1	2
Other States Libraries		
North Dakota State Library	1	-
University of North Dakota	1	-
State Delivery System of South Dakota	2	-
Indianhead Federated Library System WI	1	=
Nicollet Federated Library System WI	1	=
Northern Waters Library Service WI	1	-
Outagamie Waupaca Library System	1	-
South Central Library System	2	-
Wisconsin Valley Library Service	1	-
Total Number of Bins Sent by Courier	80	-

Source: MINITEX Delivery Unit Shipping Log. Sep. 24, 2004 for the one-day figures, and MINITEX Shipping Logs for the period Aug. 31 to Sep. 13, 2004 for the two-week averages.

Exhibit 16. MINITEX delivery and sort locations - state

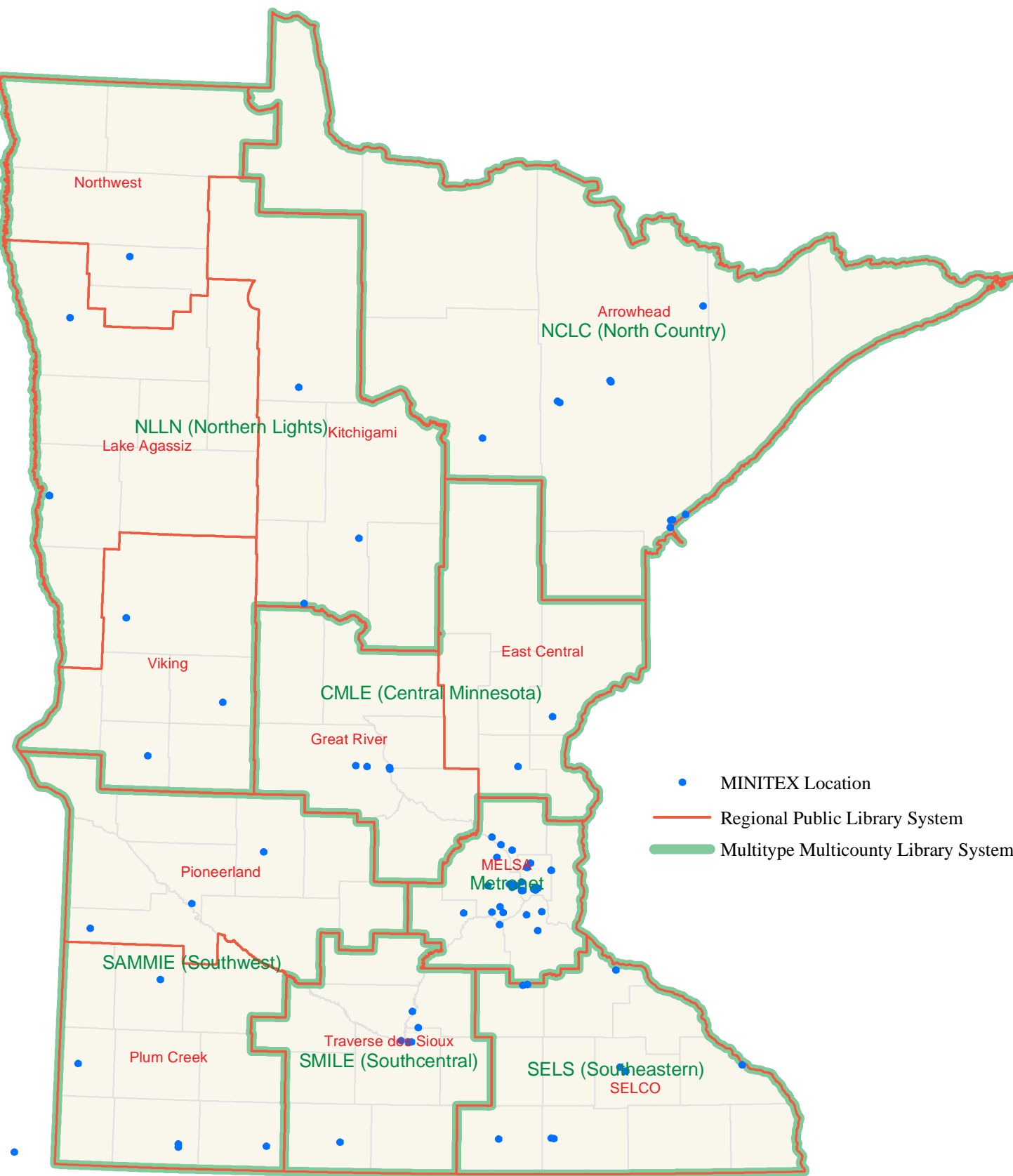
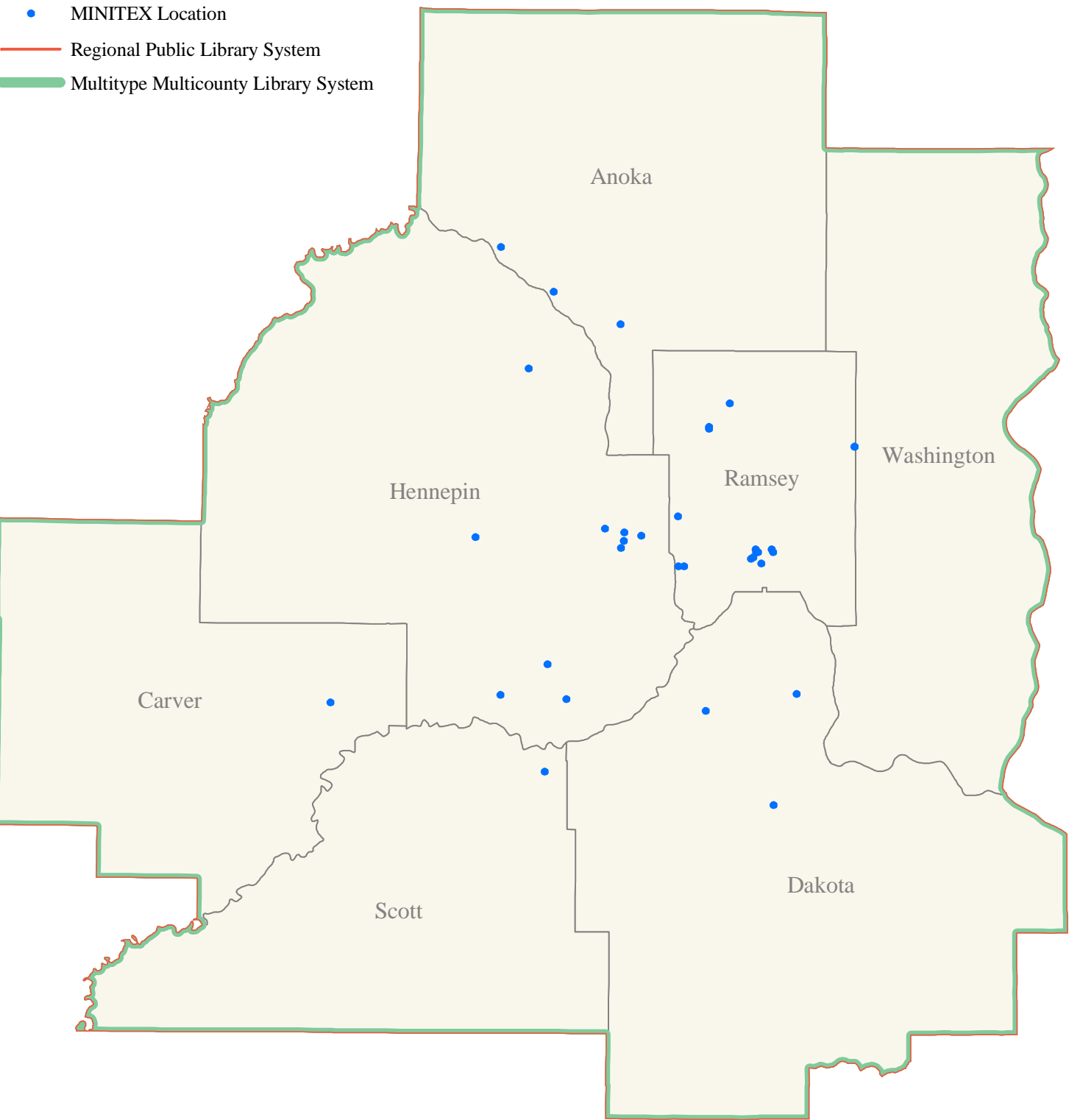


Exhibit 17. MINITEX delivery and sort locations - Twin Cities Metro area



Regional delivery networks

Delivery networks operated by or on behalf of the regional library systems provide the major intraregional infrastructure for movements of materials between libraries. Large quantities of library materials are delivered daily both among regions (interregional delivery) and within regions (intraregional delivery).

Pattern and volumes of interregional delivery

The major interregional delivery patterns are illustrated by reciprocal borrowing⁴⁸ among regional public library systems. Exhibit 18 summarizes reciprocal borrowing among public library regions. Exhibit 19 is a state map showing a more complete picture of the patterns of reciprocal borrowing among library regions. These exhibits show that:

- The MELSA (headquarters St. Paul) to Great River (headquarters St. Cloud) combination has by far the largest volume – about as large as the next four pairs combined.
- SELCO (headquarters Rochester) to MELSA and Great River to MELSA are the next two highest volume reciprocal borrowing pairs.
- The biggest lenders overall of library items are MELSA, Great River, and SELCO.
- The highest volume recipients are Great River (slightly more than twice as large as the next largest), MELSA, and Pioneerland (headquarters Willmar).

The reciprocal borrowing statistics reflect essential characteristics of the state interregional library delivery traffic. A very large volume of borrowed library items flows out of the Twin Cities metro counties. Great River Regional Library in St. Cloud is both a large volume lender and a very large volume borrower. SELCO in Rochester also lends comparatively high volumes of library items.

The regional library systems, both public and multitype, are involved in providing delivery services. Each of the delivery systems is reviewed in the following sections, grouped within the seven multitype regions. A GIS map accompanies the discussion of each region, showing the library locations, types, and service levels (frequency of deliveries). A listing of the libraries in each region is presented in Appendix G.

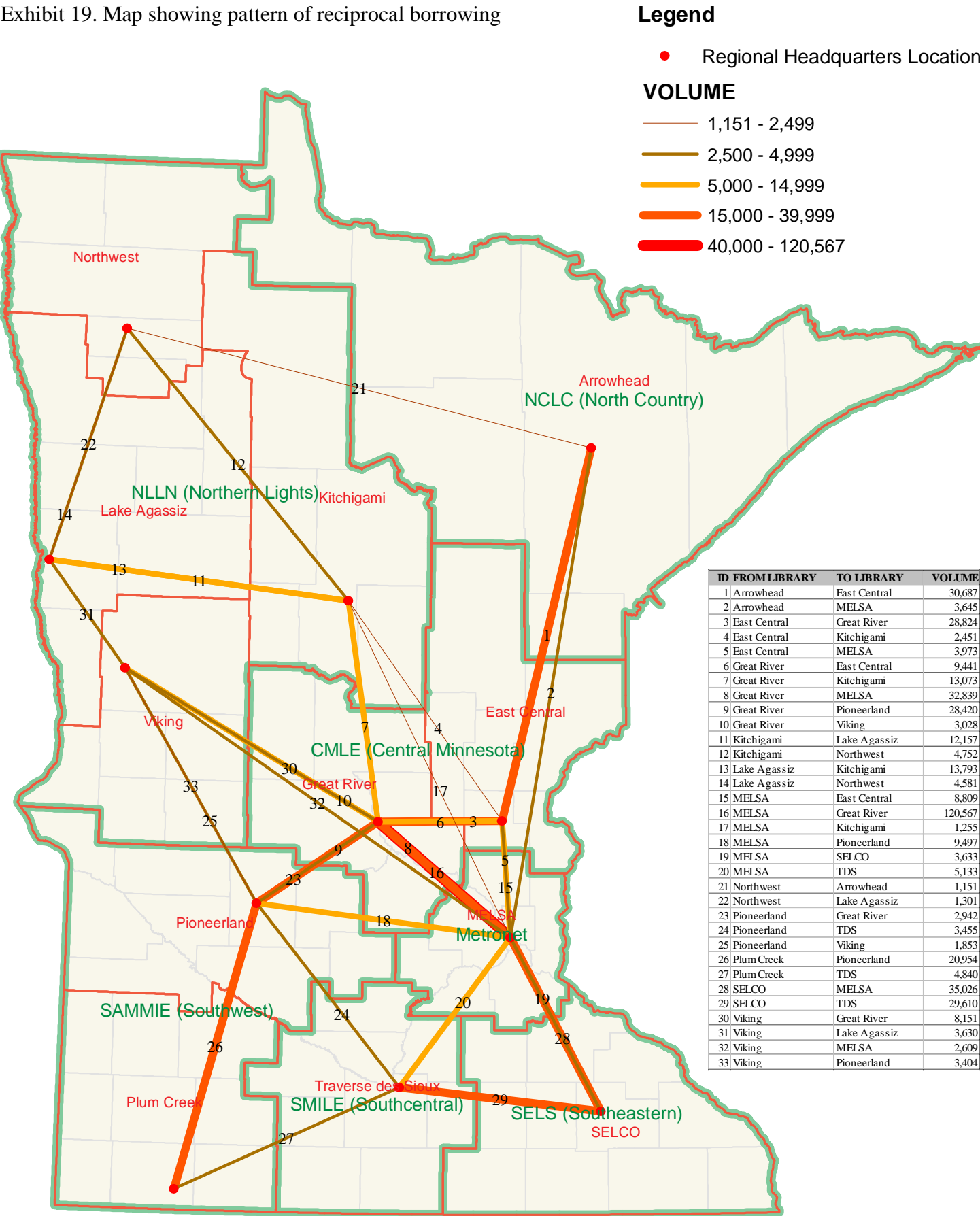
⁴⁸ Reciprocal borrowing refers to the agreements among libraries through which one library's users can check out another library's materials. In this case, the referenced movements are interregional.

Exhibit 18. Reciprocal Borrowing by Regional Public Library Systems.

<i>Biggest lender/recipient pairs</i>		<i>Overall biggest lenders</i>		<i>Overall biggest recipients</i>	
MELSA to Great River	120,567	MELSA	152,529	Great River	161,582
SELCO to MELSA	35,026	Great River	87,752	MELSA	79,200
Great River to MELSA	32,839	SELCO	67,909	Pioneerland	63,324
Arrowhead to East Central	30,687	East Central	36,099	East Central	49,380
SELCO to Traverse des Sioux	29,610	Arrowhead	35,862	Traverse des Sioux	44,261
East Central to Great River	28,824	Plum Creek	26,085	Kitchigami	19,316
Great River to Pioneerland	28,420	Viking	20,285	Lake Agassiz	18,295
Plum Creek to Pioneerland	20,954	Lake Agassiz	19,334		
Great River to Kitchigami	13,073	Kitchigami	18,381		
Kitchigami to Lake Agassiz	12,157				

Source: 2002 *Minnesota Public Library Statistics. Reciprocal Borrowing by System*. Department of Education, State Library Services & School Technology. 2003.

Exhibit 19. Map showing pattern of reciprocal borrowing



Regional Delivery (Pt. 1 of 7):

- **Central Minnesota Libraries Exchange (CMLE)**
- **East Central Regional Library (ECRL)**
- **Great River Regional Library (GRRL)**

CMLE

The CMLE office is located in the Miller Center at St. Cloud State University (SCSU). CMLE receives materials from and submits requests to the MINITEX office through the SCSU Interlibrary Loan Office. On a daily basis, SCSU receives a MINITEX delivery, sorts the materials and distributes them daily via a local van delivery service. Materials delivered include MINITEX, SCSU and CMLE materials and go directly to five locations including the College of St. Benedict, Great River Regional Library, the St. Cloud Hospital, the St. Cloud Technical College and St. John's University. GRRL then distributes materials further to all of its branches. SCSU owns the van and hires student drivers. This delivery service is funded by the five participating locations and a "Last Mile Grant" from MINITEX.

CMLE subsidizes the Central MN Educational Research and Development Council (ERDC) for library delivery services to 65 schools that subscribe to ERDC's media services contract. ERDC is a nonprofit organization established to provide services to school districts. If the school subscribes to the contract, CMLE is able to send ILL materials along on the delivery van for \$1 per package each way. Not all schools are in ERDC's contractual region, and of those who are, only 43 percent were able to allocate budget dollars for this contract in FY 2004. Starting July 1, 2004, delivery to contracted schools has been reduced from two days a week to one day a week. An additional 24 sites in FY2004 and FY2005 received this delivery service through the use of federal dollars. Six additional schools are currently involved in a collaborative pilot project between CMLE and GRRL through federal funding. CMLE staff provides the ILL services to these schools and packages materials for GRRL to deliver with its usual deliveries to these towns. The school then must find a way to pick up the materials at the public library.

When other options are not available, CMLE uses US Postal Service for delivery. 146 locations in the region receive only mail delivery. State and local funding pays postage costs *to* the member library. The member library pays the return postage cost. In general, mail delivery is considered slow and costly in comparison to other options.

ECRL

East Central Regional Library provides sorting and delivery services to 13 branches, two area colleges, and two high school media centers. ECRL owns two one-ton delivery vans. Staff members make the deliveries four days per week. In the morning, a staff member drives the 200-mile western route, then returns to headquarters to sort materials. When that is complete, the 180-mile eastern route materials are loaded and delivered. With this sorting between routes, materials are often delivered to the designated branch library

within 24 hours of the request being made electronically. The library contracts to deliver to the Federal Correctional Institution in Sandstone. The library also serves nursing homes, retirement centers, day care providers, and nursery schools. ECRL also receives one delivery per week from CMLE. The Cambridge campus of Anoka Ramsey College receives sorting services five times per week. The Cambridge Public Library is the headquarters for the East Central Regional Library. ECRL coordinates deliveries to ECRL branches and receives deliveries eight times per week. The library system links with MINITEX five times per week at the Cambridge headquarters.

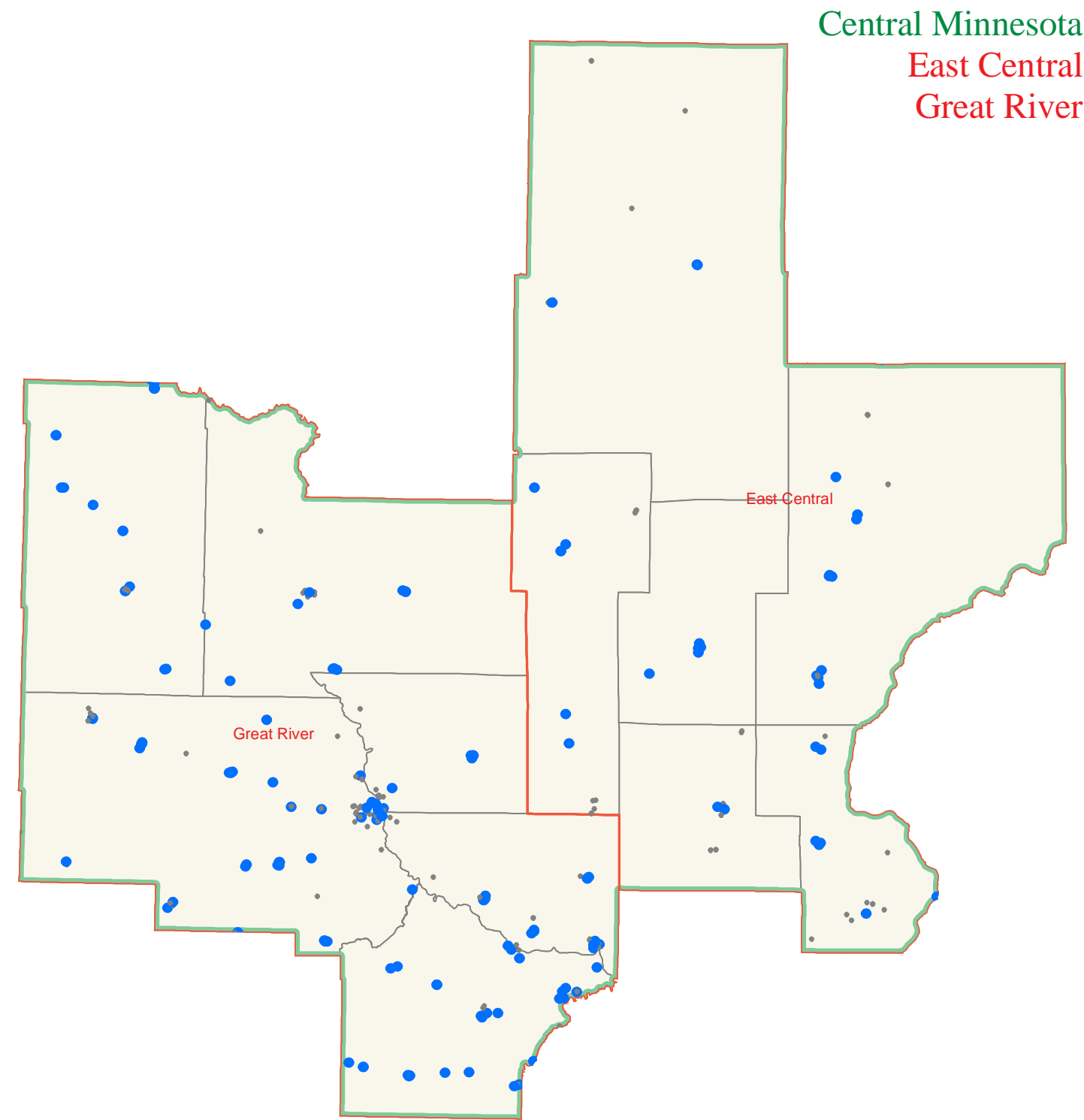
GRRL

Great River Regional Library's delivery services uses three vehicles and 2.5 Full-Time-Equivalent employees to cover three routes: the north run is 160 miles, south run is 130 miles, and central run is about 100 miles. Deliveries are daily to 26 libraries and four days per week to six libraries. Some sorting is done en route. GRRL receives daily service from MINITEX through the St. Cloud State University Interlibrary Loan Office. Materials received at the St. Cloud State University ILL Office are sorted and sent to the GRRL office by student courier once per day. GRRL also participates in the Triangle Delivery System. Items are sent from GRRL (via St. Cloud State University) to Traverse des Sioux (via Minnesota State University Mankato) and Lake Agassiz Regional Library (via Minnesota State University Moorhead).

Exhibit 20. CMLE, ECRL, and GRRL summary statistics.

	Number of libraries in region	Number served by MINITEX courier	Number served by regional delivery
Public	46	0	44
Academic	8	4	6
School	208	0	91
Special	40	0	5
<i>Totals</i>	<i>302</i>	<i>4</i>	<i>146</i>

Exhibit 21. CMLE/East Central/Great River regions -- types of delivery to libraries



See Appendix G for details of delivery

- Courier Delivery
- Other Delivery
- Regional Public Library System
- Multitype Multicounty Library System

Regional Delivery (Pt. 2 of 7):

- **Metronet**
- **MELSA**

Metronet

MELSA provides delivery services for Metronet libraries. The regional boundaries of Metronet and MELSA are the same.

MELSA

The Metropolitan Library Service Agency is a multi-jurisdiction federation of city and county public libraries in the Metropolitan Twin Cities area. MELSA is the administrative agency for receiving and sharing state and federal grant appropriations. MELSA provides delivery service for its nine member libraries – two city libraries (Minneapolis Public Library and St. Paul Public Library) and seven county libraries (Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, and Washington). MELSA delivery is provided five days per week. Based on a survey conducted in October 2003, MELSA moves approximately 600,000 items annually. These items represent interlibrary loans between MELSA libraries and other regions, interlibrary loans between MELSA libraries, and crossover borrowing and returns.

MELSA is currently in the first year of a three-year contract with Expedited Transportation for 24-hour sort and delivery of materials each business day to each of the nine member libraries' central libraries. Hennepin County also receives a second pick-up at its central sorting facility. The contract courier sorts items at a central dispatch center after all scheduled delivery stops are completed.

MELSA members' headquarters libraries serve as nodes for MINITEX delivery. Prior to MELSA selecting another delivery vendor, the MINITEX contract had piggy-backed on MELSA delivery for cost savings.

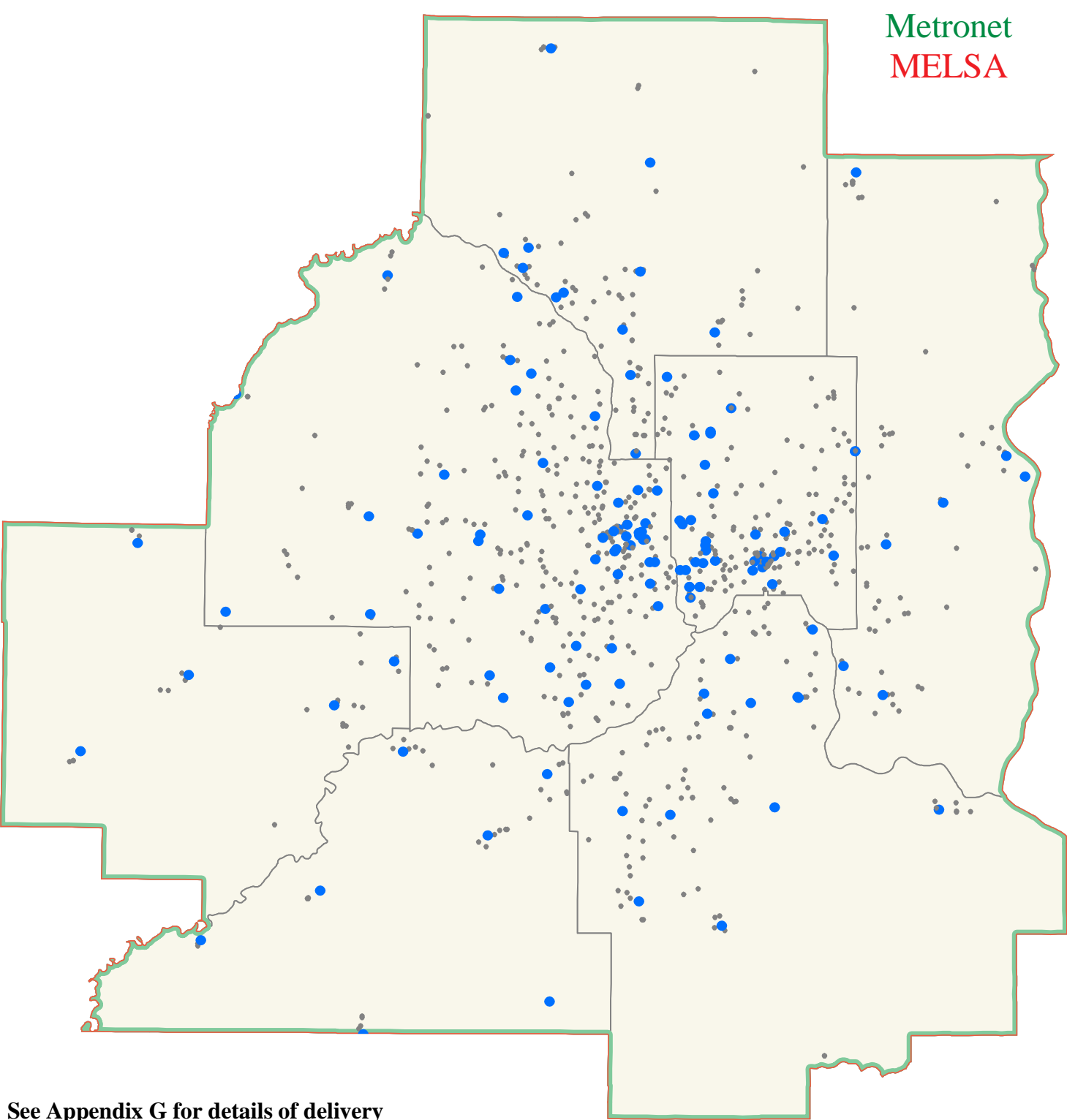
Metro Counties (MELSA members)

Five of the MELSA member libraries use internal staff and their own delivery vans. Four members contract with an outside vendor for deliveries. Anoka County Library delivery is provided six days per week during the school year and five during summer months. Smaller buildings receive three or four days per week deliveries. An ACL employee drives an ACL-owned van. The funding source is Anoka County. Sorting of materials occurs on the truck at each library building. ACL delivery links to MINITEX and MELSA deliveries. Carver County Library delivery is by county-owned vehicle and employees. Sorting by the county library's delivery driver for deliveries within the Carver County system occurs at the Carver County Chanhassen branch where the interlibrary loan staff is located. Dakota County Library deliveries are provided through Street Fleet Courier. Dakota County Library staff sort materials sent through the Fleet Street daily delivery.

Exhibit 22. Metronet/MELSA summary statistics.

	Number of libraries in region	Number served by MINITEX courier	Number served by regional delivery	Number served by MELSA members
Public	102	8	9	100
Academic	57	18	1	0
School	451	0	0	0
Special	111	7	0	2
<i>Totals</i>	<i>721</i>	<i>33</i>	<i>10</i>	<i>102</i>

Exhibit 23. Metronet/MELSA regions -- types of delivery to libraries



See Appendix G for details of delivery

- Courier Delivery
- Other Delivery
- Regional Public Library System
- Multitype Multicounty Library System

Regional Delivery (Pt. 3 of 7):

- **North Country Library Cooperative (NEMIDS)**
- **Arrowhead Library System**

North Country/NEMIDS

NCLC coordinates the Northeastern Minnesota Interlibrary Delivery Service (NEMIDS), which links public and academic libraries in the region and MINITEX. Velocity Express provides the delivery service for NEMIDS. NCLC charges a small administrative fee for operating the service. Other libraries receive delivery via MINITEX to NEMIDS to NCLC for delivery by US Postal Services. NCLC pays packaging and postage charges.

Arrowhead

Arrowhead and NCLC are headquartered in the same building in Mt. Iron. Arrowhead pays for the NEMIDS service for public libraries.

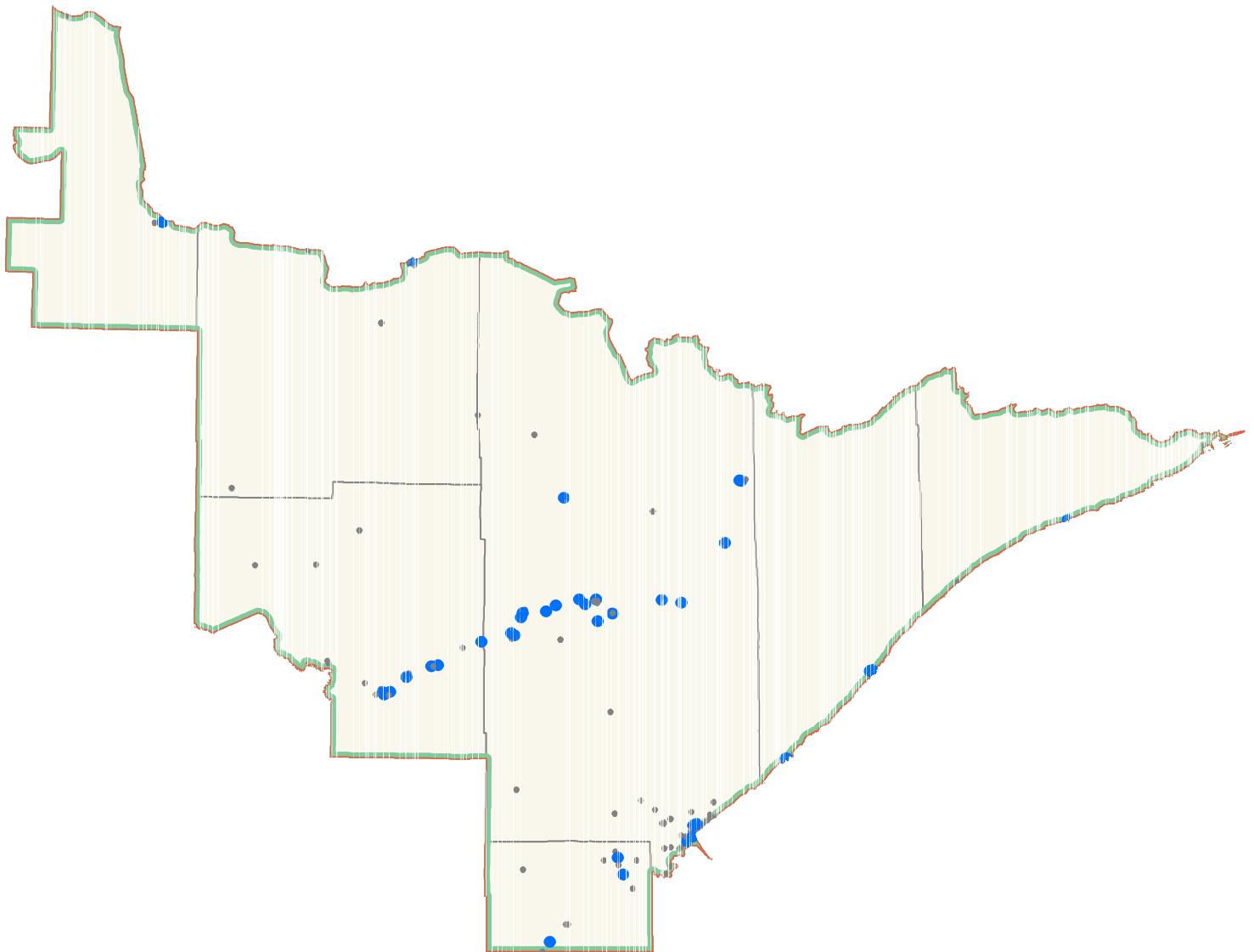
Arrowhead also operates the ALS Delivery Van, which delivers to 26 public libraries, nine schools and one special library (Iron Range Research Center). The van delivery operates four days per week. Arrowhead owns the van and hires the driver. The driver sorts materials along the delivery route. The van delivery service has links to NEMIDS, Waltco, and MINITEX deliveries. Waltco commercial courier (Waltco Package Delivery) provides delivery between Arrowhead headquarters and Baudette Public Library three times weekly. Arrowhead also operates a Books-by-Mail program.

Exhibit 24. NCLC and Arrowhead summary statistics.

	Number of libraries in region	Number served by MINITEX courier	Number served by regional delivery	Number served by USPS, UPS, Books by Mail
Public	29	0	29	0
Academic	12	11	0	1
School	110	0	9	101
Special	22	0	0	22
Totals	173	11	38	124

Exhibit 25. NCLC/Arrowhead regions -- types of delivery to libraries

North Country
Arrowhead



See Appendix G for details of delivery

- Courier Delivery
- Other Delivery
- Regional Public Library System
- Multitype Multicounty Library System

Regional Delivery (Pt. 4 of 7):

- **Northern Lights Library Network (NLLN)**
- **Kitchigami Regional Library System**
- **Lake Agassiz Regional Library System**
- **Northwest Regional Library System**
- **Viking Library System**

Northern Lights

NLLN contracts with MINITEX for Velocity Express delivery service four days per week between the headquarters of the four regional public library systems in the NLLN region (KRLS, LARL, NWRLS, VLS). This delivery links to the existing delivery systems in the region provided by the regional public library systems, MINITEX, and the service cooperatives in Fergus Falls and Thief River Falls. Minnesota State University-Moorhead provides backup service for NLLN resource sharing. Materials are delivered to requesting libraries, primarily school and special libraries, through this combination of delivery systems.

Kitchigami

Kitchigami Regional Library owns a van and hires a driver. KRLS provides delivery service between the headquarters and nine branch libraries. KRLS links with MINITEX and NLLN at the headquarters location. In 1998, deliveries were increased to five per week to all nine branches. In 2000, deliveries were reduced to three per week in response to budget restraints. LSTA grants increased deliveries to 5 per week in 2001 and to four per week in 2002 to May 2003. When that LSTA grant ended, deliveries were reduced to three per week. According to KRLS staff, the five participating counties are among the poorest in the state. The region's operating budget supports less than \$1 per capita for library materials. Kitchigami's delivery is now four days per week, three of them paid by LSTA funds.

Lake Agassiz

Lake Agassiz contracts with Courier Dispatch for twice-per-week delivery to member libraries. Fax, e-mail, and US Postal Service are also used as needed. Lake Agassiz participates in a daily Tri-College shuttle which delivers materials from local libraries and MINITEX. Currently, Courier Dispatch delivers materials from PLANET, Kitchigami, and Northwest Regional. The other participants are Moorhead State University, North Dakota State University, Concordia College Moorhead, Fargo Public Library, Moorhead Public Schools, and two medical libraries. MINITEX delivers LARL materials overnight to Moorhead State University. MINITEX materials for LARL are then sorted into a delivery system that moves the materials to each of the participants. Lake Agassiz also participates in the Triangle Delivery System. Materials are routed to

Great River in St. Cloud via St. Cloud State University's direct delivery and to Traverse des Sioux in Mankato via Minnesota State University Mankato direct delivery. Materials from both locations are sent from Moorhead State.

Northwest

Northwest Regional Library has twice weekly delivery to seven libraries in its region. MINITEX provides a daily delivery to and from Northwest. The volume is generally small. NW has once daily delivery between Lake Agassiz, Kitchigami, and Viking five days per week.

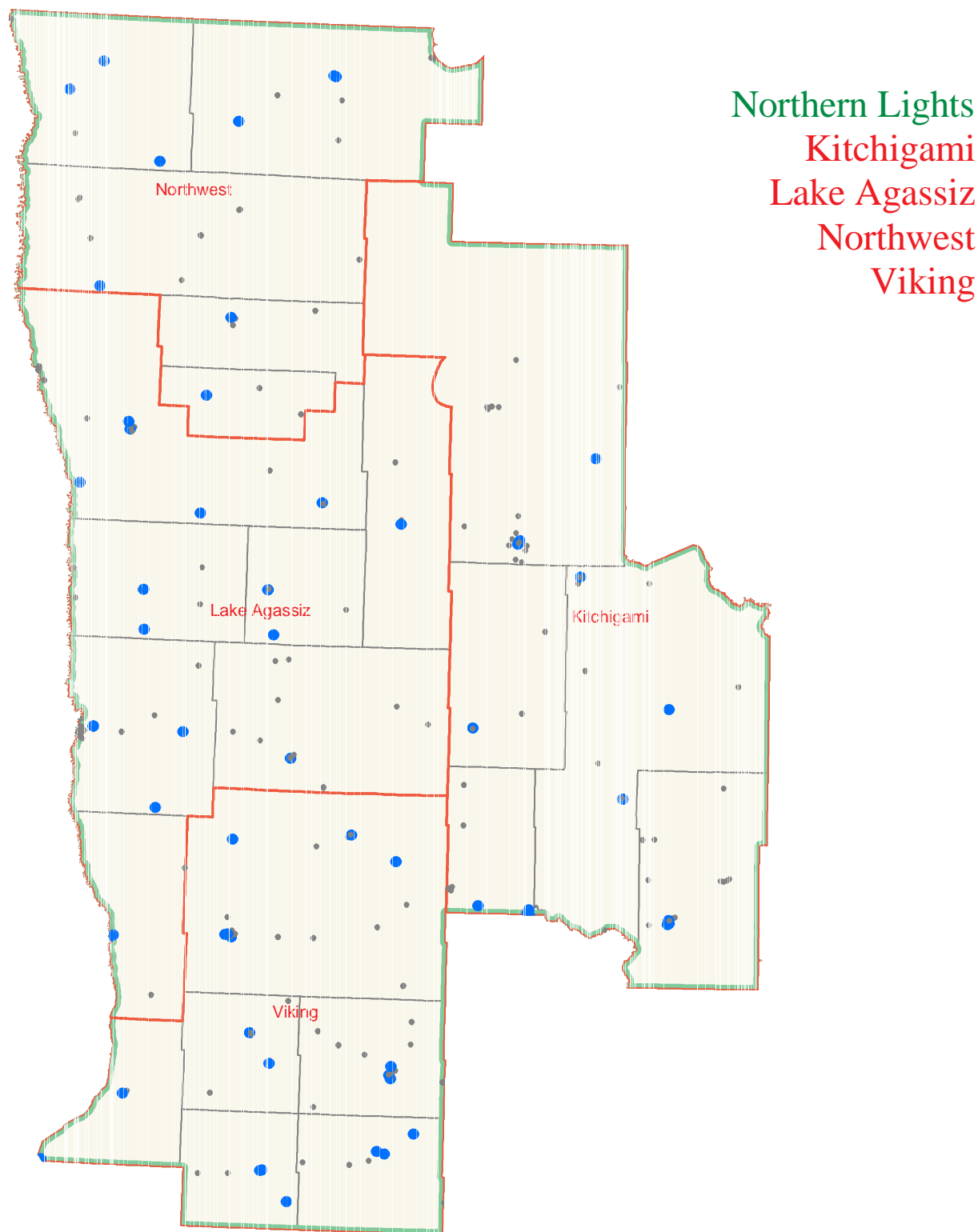
Viking

Viking Library System provides every other day service to its eleven member libraries, five K-12 schools and two area community/technical colleges. Viking owns a delivery vans and uses its own staff. Sorting is done at the headquarters office and along the route, which can result in same day service. The van routes some materials to Lakes Country Service Cooperative, which delivers to 26 additional schools. MINITEX provides a daily overnight service to Viking. Viking also has service between Northwest Regional Library, Kitchigami, and Lake Agassiz five days per week.

Exhibit 26. NLLN summary statistics.

	Number of libraries in region	Number served by MINITEX courier	Number served by regional delivery
Public	43	0	40
Academic	18	8	4
School	216	0	5
Special	46	0	6
<i>Totals</i>	323	8	55

Exhibit 27. NLLN/Kitchigami/Lake Agassiz/Northwest/Viking regions -- types of delivery to libraries



See Appendix G for details of delivery

- Courier Delivery
- Other Delivery
- Regional Public Library System
- Multitype Multicounty Library System

Regional Delivery (Pt. 5 of 7):

- **Southcentral Minnesota Interlibrary Exchange (SMILE)**
- **Traverse des Sioux Regional Library System**

SMILE and Traverse des Sioux (TdS) share office space and operate a cooperative delivery service available to six academic institutions, 40 public library locations, 89 schools, and four special libraries. TdS contracts with Waltco Inc., and SMILE contracts with TdS.

SMILE

Starting July 2004, SMILE began paying for direct MINITEX delivery to the Traverse des Sioux headquarters, replacing a delivery and sorting service provided by Minnesota State University – Mankato. Sorting is done at TdS headquarters, paid in part by SMILE.

Materials for schools are delivered to the local public library where one is in town. The schools pick up items from the public library. In towns with no public library, SMILE uses US Mail to deliver items to the school.

Traverse des Sioux

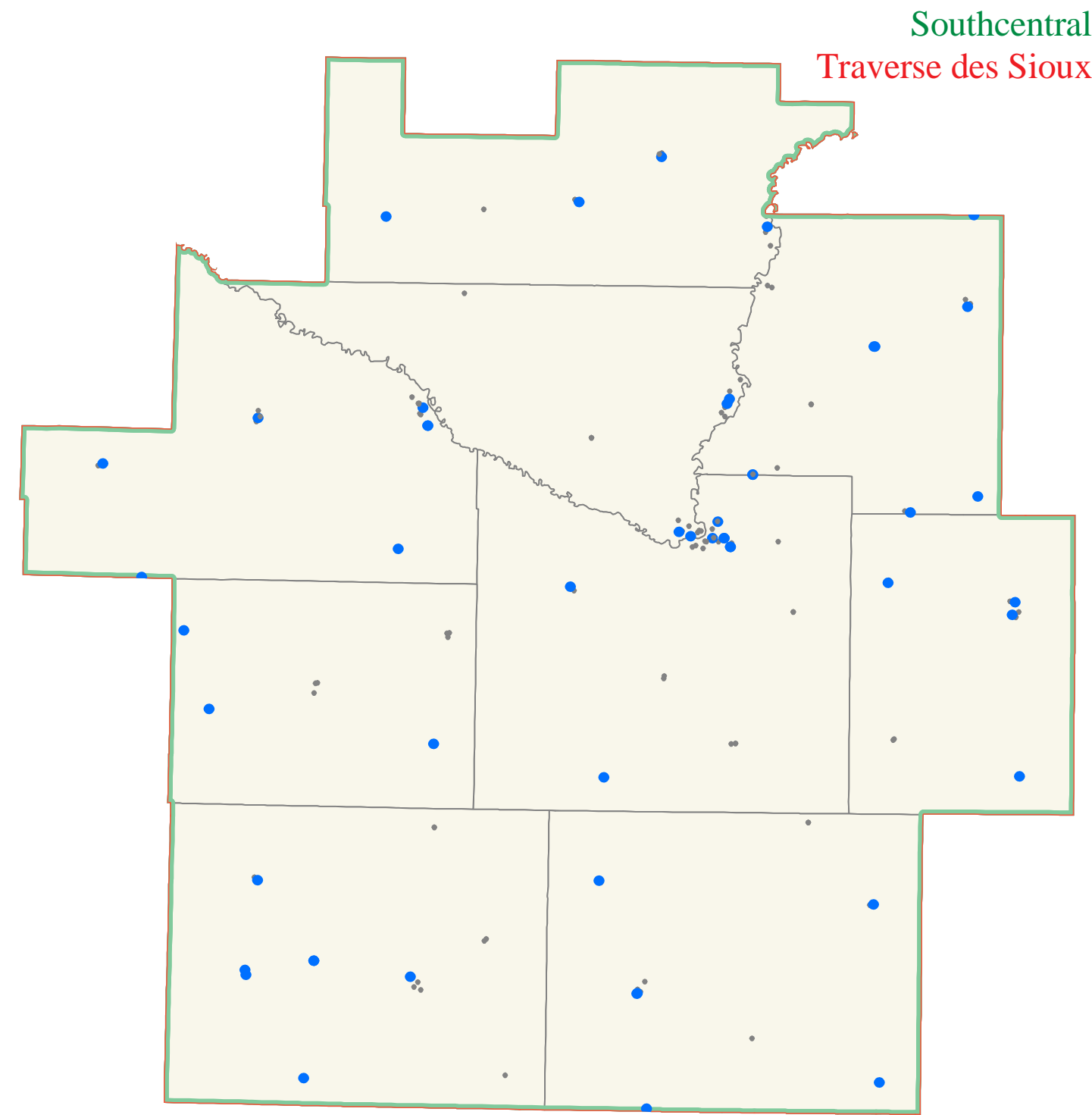
Materials for each member library are routed through the regional courier system. Each public library receives deliveries from Waltco from one to five times per week, depending on volume. MINITEX delivers materials directly to the TdS office. Materials are sorted and delivered the next day to many libraries and to MINITEX. TdS also participates in the Triangle Delivery System through Minnesota State University – Mankato. Materials are sent to Great River Regional Library via St. Cloud State University and to Lake Agassiz Regional Library (via Minnesota State University – Moorhead) by overnight delivery five days per week.

Traverse des Sioux also has a contract with MINITEX to provide delivery to regional academic institutions, and receives a “last mile” grant. from MINITEX. The delivery service provider is Waltco.

Exhibit 28. CMLE, ECRL, and GRRL summary statistics.

	Number of libraries in region	Number served by MINITEX courier	Number served by regional delivery
Public	46	0	44
Academic	8	4	6
School	208	0	91
Special	40	0	5
<i>Totals</i>	<i>302</i>	<i>4</i>	<i>146</i>

Exhibit 29. SMILE/Traverse des Sioux regions -- types of delivery to libraries



See Appendix G for details of delivery

- Courier Delivery
- Other Delivery
- Regional Public Library System
- Multitype Multicounty Library System

Regional Delivery (Pt. 6 of 7):

- **Southeast Libraries Cooperating (SELCO)**
- **Southeast Library System (SELS)**

SELCO

Southeast Library System (SELS) and Southeast Libraries Cooperating (SELCO) are located in the same office and share a single delivery system. The SELCO component, serving public libraries, has 97 stops per week. SELCO receives an overnight daily delivery from MINITEX and daily delivery from Minnesota State University Mankato. SELCO contracts with Velocity Express for deliveries. The delivery system links with MINITEX. Items are sorted at the SELCO delivery office. SELCO public libraries and a majority of SELS school members receive delivery via the delivery service from Southeast Service Cooperative. SELS member libraries, not on the SSC delivery, receive delivery via US Postal Service or United Parcel Service.

SELS

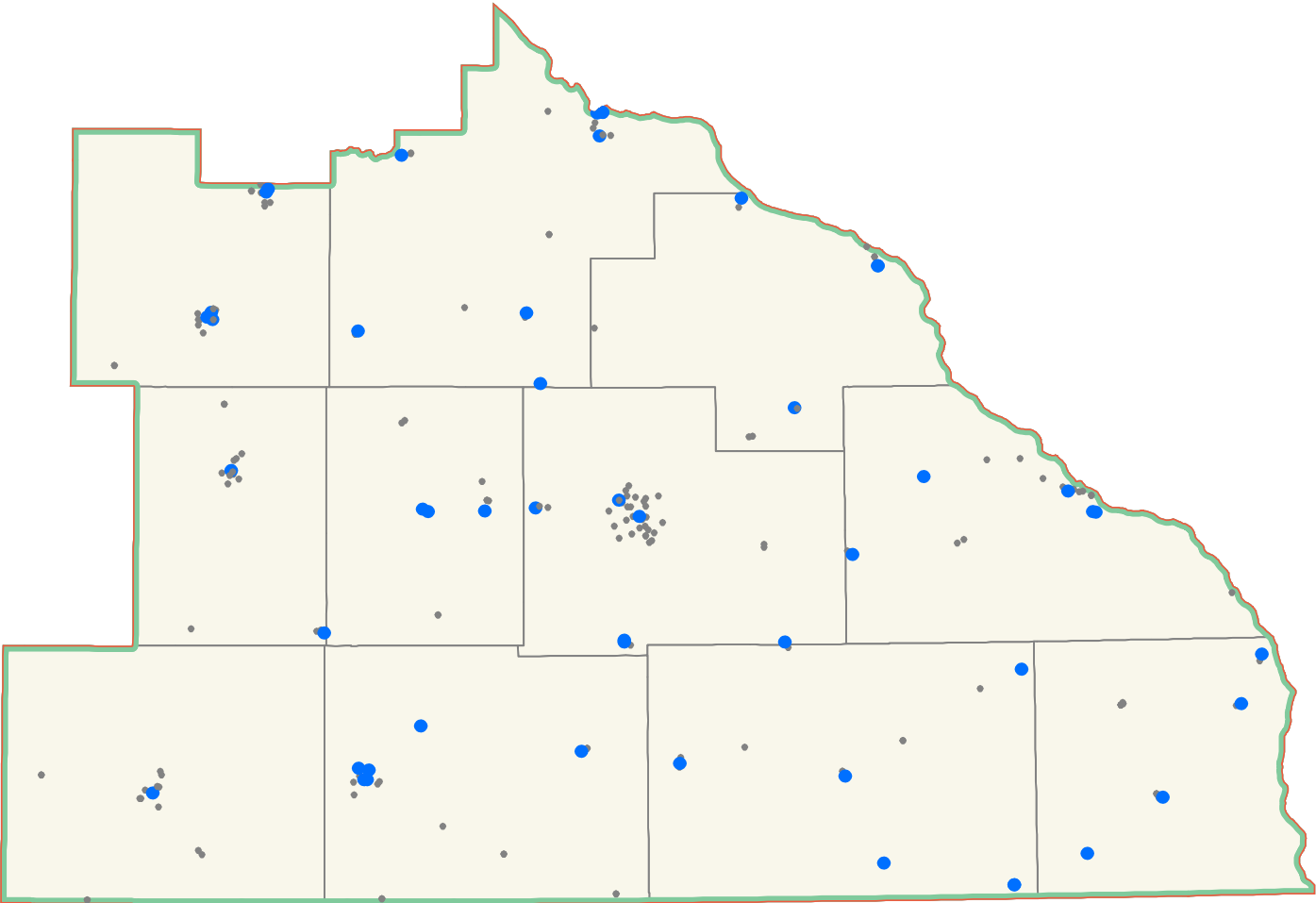
SELS contracts with SELCO to provide delivery to its multitype members. Each library receives either two or three day-per-week deliveries.

Exhibit 30. SELCO and SELS summary statistics.

	Number of libraries in region	Number served by MINITEX courier	Number served by regional delivery
Public	36	0	35
Academic	15	6	1
School	128	0	0
Special	15	0	3
<i>Totals</i>	<i>194</i>	<i>6</i>	<i>39</i>

Exhibit 31. SELS/SELCO regions -- types of delivery to libraries

SELS (Southeastern)
SELCO



See Appendix G for details of delivery

- Courier Delivery
- Other Delivery
- Regional Public Library System
- Multitype Multicounty Library System

Regional Delivery (Pt. 7 of 7):

- **Southwest Area Multicounty Multitype Interlibrary Exchange (SAMMIE)**
- **Pioneerland Library System**
- **Plum Creek Library System**

SAMMIE

The SAMMIE system office receives MINITEX Courier delivery service. Other libraries receive MINITEX delivery service by United Parcel Service. SAMMIE deliveries are through US Postal Service, fax, e-mail, phone, and the Southwest/West Central Service Cooperative. The Service Cooperative delivers to all Pioneerland libraries under a contract with Pioneerland and to schools that contract for their services.

Pioneerland

Pioneerland in Willmar serves 32 branch libraries in the region. A van, owned by the Southwest/West Central Service Cooperative and driven by their employee, delivers to Pioneerland branches twice per week. Bins are picked up at the Willmar headquarters for times weekly for delivery the same day. Sorting is done at the Willmar headquarters and by the driver at each stop. Pioneerland receives direct delivery from MINITEX five days per week.

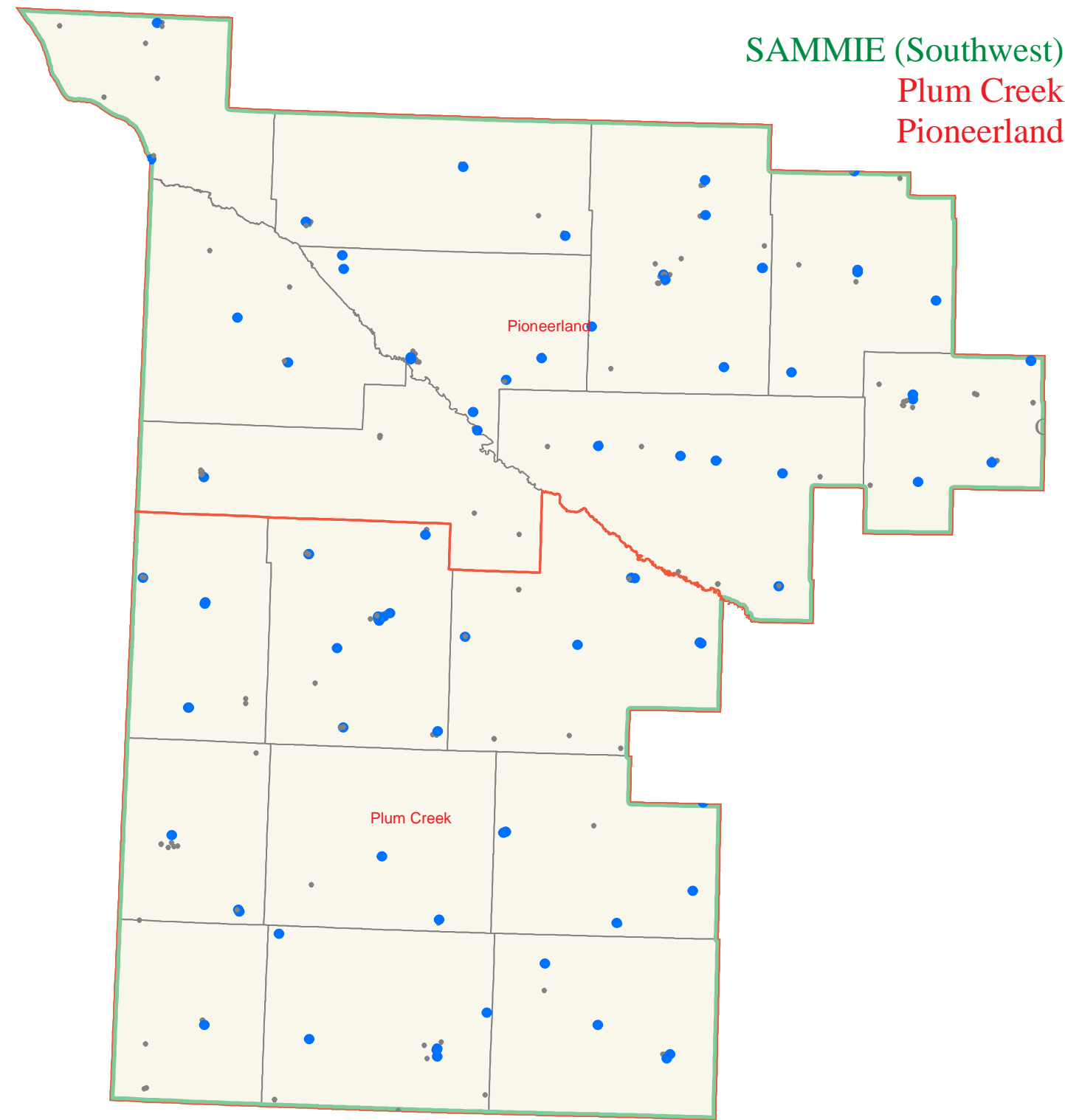
Plum Creek

Plum Creek Library System provides delivery to 26 member library locations and nine schools. Delivery is made with a library owned van driven by a library staff member. MINITEX links with Plum Creek at the headquarters in Worthington. Sorting is done en route. Member libraries pay 24.4 percent of the cost of the delivery service. Delivery is generally three times per week (Tu-Th-Sa) except twice weekly for schools, which are closed on Saturday. US Mail is sometimes used for rush requests, the cost paid by the sending library.

Exhibit 32. SAMMIE, Pioneerland and Plum Creek summary statistics.

	Number of libraries in region	Number served by MINITEX courier	Number served by regional delivery
Public	59	0	56
Academic	8	6	2
School	168	0	6
Special	22	0	0
<i>Totals</i>	<i>257</i>	<i>6</i>	<i>64</i>

Exhibit 33. SAMMIE/Plum Creek/Pioneerland regions -- types of delivery to libraries



See Appendix G for details of delivery

- Courier Delivery
- Other Delivery
- Regional Public Library System
- Multitype Multicounty Library System

Delivery Infrastructure Design in Other States

As described in Exhibit 34 at the end of this section, there are several basic designs for delivery services in nineteen states that reported major state-level involvement in delivery services. The first layer of information for this exhibit came from a 2003 LSTA-funded study conducted under the sponsorship of the Oregon Library Association. It was updated with information from the state library Websites and e-mail and telephone communications. Not all states were able to respond with updates and clarifications. Some information may be incomplete or out of date. Following is a summary of key features of the delivery system designs:

- Many operate as “backbone” networks, connecting with regional and local delivery services. Many serve libraries that have met volume thresholds, with varying levels of service based on the volume of items. In states where a backbone model is used, it often is funded principally by a state library agency, one or more multitype systems, or a higher education agency. In one case, delivery by two library systems and three academic libraries form the backbone network.
- Most use contract couriers. A few use their own vans and staff: Maryland, New Hampshire, and Wisconsin (South Central). One state uses United Parcel Service exclusively: Pennsylvania. Some states use a combination of contract couriers and their own staff and vehicles.
- Several states noted recent significant changes in contract courier arrangements including one courier that abruptly stopped services (in Florida), a state that dropped state-level courier service due largely to dramatic increase in proposed cost (Kansas), and many that have new gasoline surcharges built into contracts. Vendors generally have made a wholesale conversion from using employees in vendor-owned vehicles to using independent contractors with the independent contractors’ vehicles. It was often noted that courier arrangements are changing – and this changeability in terms of cost, service, and availability, sometimes happening very suddenly, is a continual challenge.
- Many states use state funding exclusively. A few use a combination of state and federal (LSTA) funds. In many states, delivery is provided to member libraries at no cost: Connecticut, Illinois, Kentucky, Louisiana, Maryland, New Hampshire, New Jersey, and Rhode Island. In other cases, non-member libraries could purchase services at a per-drop charge. In one case, services were paid with a combination of LSTA funds and fees charged to libraries, with participants paying approximately 75 percent of the costs.
- Delivery networks are variously sponsored by state library agencies, a state-level library service agency, one or more of the regional library systems, or not-for-profit membership organizations set up to provide delivery and other services.
- Most often, the number of deliveries per week at each library is based on the volume of items. In some cases, libraries choose their level of service and pay for it. In other cases, state funds pay for a baseline level of service (for example, one or two days per week or a fixed amount to cover a portion of the first-day cost), and libraries or library systems can purchase additional service.

A comparison with Minnesota's infrastructure for delivery services reveals similarities and differences:

- The combination of federal (LSTA) funding and state funding for the backbone network occurs in only a few states, including Minnesota. More states fund backbone delivery with state funds and no charge-backs to libraries. In those cases, the levels of service provided are based on the volume of items. Another model, employed about as often as the state-only funding is a combination of state funding and charge-backs to libraries or library systems. Finally, some states provide the services exclusively through charges to the libraries and library systems – in these states the libraries choose the level of service that they are able and want to pay for.
- Organizationally, MINITEX, as a program of the state's higher education organization (Higher Education Services Organization), is not unusual in its relation to libraries, as compared to other states' arrangements. Many delivery sponsors in the backbone network model are academic or multitype organizations. Others are components of state library agencies or regional library agencies (or combinations of them). In some states, delivery is a stand-alone service of a group of libraries who have no parent organization. Another state's design for an entity that provides delivery services is a not-for-profit membership organization.
- MINITEX Delivery provides five-day-per-week service to all libraries on its network (with one exception). Nearly all of the states in this group proportion the level of service to the volume of items.⁴⁹

The variety of delivery solutions apparent in this brief review of other states' practices may point to some thoughts with respect to the future of Minnesota delivery. They are presented in order from least change to the more fundamental change options.

- **State funding.** The case for state funding of the backbone delivery system might be supported based on its being most common among other states that have a backbone delivery design. Consider also that the two branches of this option are (1) use of state funding with no charge-backs to libraries or library systems, and (2) use of state funding with a system of charge-backs to cover a portion of the costs from other than direct state funding. Where charge-backs are used, state funding subsidizes a baseline level of services or an established amount upon which libraries can build up to the level of services they want or can pay for.
- **Volume-based service levels.** Some states pay for all library delivery (not just the backbone network), without charge-backs to libraries or library systems. This design very consistently relies on determinations of the level of services each library should receive based on volume indicators. In some cases there are minimal service levels such as one or two deliveries per week. US Mail and other package delivery – not courier services – are used for very low volume libraries. In other instances, the lowest level of service provided appears to be none. As noted, however, this model is often combined with a feature that allows individual libraries or library systems to buy more services incrementally.

⁴⁹ It is not known whether the number of deliveries per week for each library on the MINITEX backbone system would change if the service level were based on the volume of deliveries, particularly since thresholds are apparently not used. As noted earlier in Exhibit _x3_, approximately 60 percent of MINITEX primary delivery locations average one bin per day. The actual item counts, combined with volume-based delivery guidelines and funding restrictions, *might* indicate (although there other factors to consider beyond volume) where fewer than five deliveries per week may be appropriate.

- **Partial reliance on federal funding.** Consider that a small number of other states are making use of federal funding in combination with state funding. From available information about the federal (LSTA) program, however, it is not clear that federal funding will continue to be available. On the other hand, two states that currently use federal funds indicated they expected that these funds would be available for upcoming funding of delivery. The current expectation, based on the language of Minnesota's Five-Year LSTA Plan and its apparent interpretation of the federal requirements for the use of this program, is that federal funding for routine delivery services would cease beginning in Fiscal Year 2006.
- **Funding fluctuations shift focus to regional and local decisions.** Note how some states address funding ups and downs by straightforwardly and apparently predictably increasing or decreasing the level of charge-backs or services to regions and libraries to cover shortfalls or increases in funding. The level of charge-backs is changed based on the level of state funding available. Library systems and libraries have the option to reduce the service levels or pay the difference. Presumably, they also may choose to make alternative arrangements for delivery within their financial capabilities.

Exhibit 34. State Delivery Systems Overview

<i>State and Delivery System Administrator</i>	<i>Operator</i>	<i>Delivery Services</i>	<i>Annual costs and volume</i>	<i>Funding components and sources</i>
Colorado Colorado Central Library System, one of seven regional library systems	Sprint Express	Libraries can choose 1,2,3,4,5 days per week dropsite service. Can buy for school or calendar year. Courier sorts at sorting center		Standard dropsite fee is \$11 per drop
Connecticut Connecticut Services	Beaver Express Courier Company and Connecticut library staff	Operates like state backbone courier. Libraries can choose from 2 to 5 days per week service. Seven full time routes, one half time route. Services to 265 libraries.	Annual operating costs \$500,000	Paid for by combination of state and federal funds. Services provided to members at no cost. Non-member libraries can pay for on-demand service for \$7.50 per delivery

<i>State and Delivery System Administrator</i>	<i>Operator</i>	<i>Delivery Services</i>	<i>Annual costs and volume</i>	<i>Funding components and sources</i>
Florida Tampa Bay Library Consortium	RR Donnelly Logistics	Libraries can choose 1, 3, or 5 days per week, with some exceptions. 227 participating libraries. 796 stops. Vendor volatility is a concern. Former courier cancelled.	Annual budget \$550,000 to \$600,000, largest component is \$515,000 to courier. Currently the competitive situation is keeping costs reasonable. However, availability of vendors varies considerably region to region. Fuel surcharge is another concern, but appears manageable	Paid with combination of LSTA (federal) \$150,000 and fees charged to libraries. Participants pay approximately 75% of costs, balance paid by LSTA. Once- per-week service costs \$500 for 12 months. Courier can stop at each branch so system doesn't need its own; costs extra \$50 per day per dropsite. Six multitypes pay for services (academic libraries paid from two different funds) with 2 paying for all and 4 billing back.
Illinois Illinois State Library, division of Secretary of State Office	State library contracts with two library systems and three academic libraries	Delivery by two library systems and three academic libraries forms backbone network. Delivery to 10 regional library systems and 27 academic libraries daily. At least 2 days per week (minimum standard) and up to 5 depending on demand/volume. Courier runs six routes each day to each of 12 regional systems. Each regional library system determines how many deliveries each library receives each week. Minimum standard is two per week. Nearly 99 percent of libraries are members served by courier system. Serve more than 4,300 libraries on at least twice-per-week basis.	\$4 million annually	State of Illinois pays 100%. State delivery funding comes from two grant programs: Live and Learn, Educate and Automate. Regions pay nothing. No local funding and no federal funding.
Indiana Indiana State Library (INCOLSA Wheels: Indiana Cooperative Library Services Authority)	Lanter Delivery Services	Libraries select from 1 to 5 days-per-week service. Select calendar or school year.	600,000 annual	Calendar year, 5 day- per-week service costs \$3,085. State library subsidizes first dropsite for \$545.74, so first day is \$71.66, all additional days \$617.40 per day

<i>State and Delivery System Administrator</i>	<i>Operator</i>	<i>Delivery Services</i>	<i>Annual costs and volume</i>	<i>Funding components and sources</i>
Kansas (dropped state delivery in 1998)	Ended state delivery service (Pony Express) in 1998. Evaluation committee considered the anticipated quality of service and price. None of the bidders' ⁷ submissions were sufficient.	Northeast Kansas Library System has created its own regional library courier delivery system. Beyond that, US Postal Service is used for ILL. There is interest in a statewide courier system because of the expense of postal delivery of ILL materials. No RFP or service design timetable at present.		US Postal Service delivery is funded from local library budgets.
Kentucky Kentucky Virtual Library	Lanter Delivery Services	Public libraries and academic libraries receive 1 to 5 stops per week, can purchase more. Currently 304 stops per week. School libraries not serviced.	\$700 per stop per year	No charge to individual libraries for "base" days. They can purchase more service. Independent academics pay for all.
Louisiana Louisiana State Library (Loan SHARK resource sharing program)	Lanter Delivery Services who subcontracts to Statewide Courier	Services for all public and academic libraries. From 3 to 5 day-per-week service. 64 parish public library systems and academic libraries at 100 dropsites	Courier cost is flat fee of \$11 per dropsite per drop. \$250,000 annual.	All state funds. Charges are not passed along to individual library systems
Maryland Maryland State Library	Staffed by Maryland State Library	Set up like backbone system that connects with other regional couriers		No cost to libraries
Massachusetts Boston Regional Library Service	CD&L Delivery Service, and one other smaller courier in Boston	Close to 700 libraries served by regional delivery systems. Delivery operates via six multitype regional library systems. Courier sorts for either next-day or 2-day delivery. Five days-per-week for those that meet delivery volume. Most schools do not meet volume requirement. Each region determines which libraries eligible for delivery services and how to provide it. No written formula about volume threshold. Two regions hire their own staff, four regions use contract courier. Service contracts when funds are short. Six regions are connected by cross-state route that operates overnight between regional delivery hubs.	Boston Region spends \$60,000 annually for regional courier. Huge budget cuts in 2002 reduced many stops from 5. Asked local contractor to help reduce delivery costs by 25% without dropping actual library locations. Reduced stops per week based on surveys. Boston Public spends \$80- 100,000 annual to operate the cross state linking route.	Direct line items in state budget for libraries. Regions receive funds from Mass. Bd. of Library Commissioners. No "matching" funds although there is state aid to each public library. Larger municipalities may pay for delivery to branches. Overnight interregional delivery is also funded by the state on a budget line item other than that of regional funding. Interregional system is administered by Boston Public Library and delivered by contract courier

<i>State and Delivery System Administrator</i>	<i>Operator</i>	<i>Delivery Services</i>	<i>Annual costs and volume</i>	<i>Funding components and sources</i>
Minnesota MINITEX Library Information Network	Velocity Express	Backbone system that connects to regional and academic delivery networks. Includes three state region. Both MINITEX and courier sorting. Delivery is 5 days-per-week. Does not include all libraries	Estimated cost of Minnesota delivery for backbone network is \$201,800. Number of delivery "trips" or items moved would be nearly 570,000 including MN and adjacent states.	Funding from state higher education organization (MnHESO) and LSTA through the State Library Services & School Technology division (the State Library Agency).
New Hampshire New Hampshire State Library	State Library staff. Six vans.	Exchange materials with other couriers that service academic libraries (NH College and University Council). 1,2, or 3 days-per-week depending on volume. 180 libraries direct delivery. Additional 100 libraries receive delivery via a library that receives direct delivery.	\$155,000 annual. 258,550 including some non-ILL items	State and LSTA funds. No costs or charge-backs to libraries.
New Jersey Joint service of all four regional library consortia	CD&L Delivery Service. Long-time vendor, Comet Delivery Service went out of business in 2002. Now all vendors use independent contractors.	Courier sorts at central sorting center. 2, 4, or 5 days-per-week service. 645 library stops including some K-12 libraries. Protocol is 75 items for 2-day delivery (60 items prorated for schools), 150 items for 4-day delivery, 1000 items for 5-day delivery. 119 direct stops. Any member school library can connect via a "depot" library, which can be either another school or public library	Approximately \$600,000 annual or about \$6 per stop. No cost to libraries. Three-year contract with fixed costs per stop and escalator based on gas prices.	Entirely funded by South Jersey Regional Library with state tax dollars appropriated for the New Jersey Library Network. State funds pay cost of
New York NYLink, a not-for-profit membership organization for libraries. Courier program is called LAND		Forms statewide backbone network and connects to libraries and regional couriers. Any library can subscribe		\$4,250 annual cost for 5 day per week service. Plus initial startup fee of \$180 to \$300 for supply of mail bags
Ohio Ohio State Library. Statewide courier service is called MORE	US Cargo Delivery Co.	2 to 5 days-per-week service. Courier sorts. Of 250 public libraries, 200 subscribe. Some K-12 also subscribe. Academic libraries served under different program called Ohio Link. US Cargo is also courier for this.		\$11.15 per day service. Example: 5 days per week for 52 weeks costs \$2,900 annual. Dropsites with more than 60 bags per day have slight surcharge.

<i>State and Delivery System Administrator</i>	<i>Operator</i>	<i>Delivery Services</i>	<i>Annual costs and volume</i>	<i>Funding components and sources</i>
Pennsylvania Interlibrary Delivery Service, a non profit organization	UPS (United Parcel Service)	PA has many sites with very few items per pick-up/ delivery. 180 members. Seeking ways to make service more affordable for libraries with minimal volume. Have reviewed other delivery models, concluded that this model with delivery to a large number of sites, no matter the number of items, works best. Due to recent library funding cuts, 20 full members and 52 affiliates dropped out. Board recently voted to include several out- of-state academic libraries who have a lot of ILL with PA libraries to membership	\$1.4 million. 326,000 items, average cost of \$3.56 per item	State support through Office of Commonwealth Libraries 53.4%, membership fees 46.6%. State funding increased from \$500,000 to \$600,000 in 2001 and has stayed at that level. Members and Commonwealth share costs. Member fees based on categories for number of packages shipped
Rhode Island Library of Rhode Island Network		For members: 5 day-per- week service for academic and public libraries, and 3 days-per-week for school libraries. 157 dropsites.	Close to 30,000 deliveries annually	State funding. No charges to member libraries. Plans being made to allow nonmembers to connect for flat fee of \$7.50 per pickup.
Texas Texas State Library and Archives Commission: TEExpress (part of larger TexShare program).	Amigos Library Services	Interfaces with Trans- Amigos Express Courier Service, which operates in 4 other states. 166 out of 697 libraries are in the TexShare Consortium and receive delivery. There is a cap on the number of libraries that can join, currently 168. Includes academics and public libraries; no schools, no special libraries, by statute. Before 1998, delivery was run by higher education.	The cost of service is \$2,925 annually per library for 5-day service.	Currently the state subsidizes \$835 and libraries pay \$4090 for courier service. Two years ago the subsidy was nearly double that amount. Libraries are invoiced for their portion. No federal funds in delivery.
Wisconsin South Central Library Service (SCLS)	Staffed by library employees. Owns 21 vehicles, garage, and sort center.	Backbone for state except for one part contracted to commercial courier. SCLS sorts. All public libraries in a four-county area. Currently bidding to renew contract to provide delivery for Univ. of Wisconsin's 26 campuses. Also provides connection to 17 regional library districts	1.3 million items annual (Oregon study), updated to 5.25 million (telephone interview) including general increased volume and addition of academic libraries	Major components of funding: \$505,000 state appropriation, \$275,000 member charges, \$776,000 University. Other additional, smaller components for various delivery services.

Sources: (1) *Oregon Statewide Interlibrary Delivery of Materials: Research and Planning Project*. Oregon Library Association. Project Director, Wes Stevens. 2003. Funded through federal LSTA (Library Services and Technology Act) grant. (2) Responses to e-mail and telephone communications addressed to state administrators of the delivery service programs. (3) Information from state library and delivery Websites.

DELIVERY COSTS

As detailed in this section of the report, the estimated annual cost of delivery services that includes MINITEX, the regional public library systems, and the seven-county Twin Cities Metro Area library systems (that is, MELSA members), is \$2.7 million. The estimate for MINITEX delivery is approximately \$544,000, \$1.5 million for the regional library systems, and \$668,000 for the local delivery by MELSA members. As noted in several places below, the component numbers are based on a wide variety of explicit or implicit definitional and methodological assumptions. Therefore, the total should be regarded as an approximation of costs for the major delivery networks.

MINITEX Delivery Costs

Total Fiscal Year 2004 costs for MINITEX interlibrary loan and delivery including sorting materials and document delivery were \$2,174,479.⁵⁰ Of these costs, the expenses for “delivery” were \$543,620 (about 25 percent of the total).⁵¹ Of these costs of delivery, an estimated \$201,819 was paid with LSTA grant funds.⁵²

The major expenses for MINITEX Delivery⁵³ included personnel costs of \$219,885, Velocity Express Courier \$217,370, and United Parcel Service \$41,501. Close to 40 percent of the courier costs (\$86,380) were offset by payments for delivery services from North Dakota, South Dakota, and the Traverse des Sioux regional library system.

MINITEX paid a total of \$50,939 in “last mile grants” in the cities of Moorhead, St. Cloud, Mankato, Rochester, Duluth, Austin, Northfield, Worthington, and St. Paul. The remainder of the costs related to delivery included the MINITEX Van (\$6,391)⁵⁴ and other internal operating costs.

⁵⁰ Memo/e-mail message from Bill deJohn dated Sept. 22, 2004. These are the services connected with interlibrary loans including electronic delivery services. They include the costs of taking requests, processing to find the items, locating and retrieving items, sorting for delivery, delivery by MINITEX, and the similar return components handled by MINITEX.

⁵¹ Memo from Bill de John dated October 22, 2004.

⁵² The components were: \$83,434 for MINITEX Sort and Process Items in the MINITEX Delivery System, plus 25 percent (\$118,385) of \$473,538 for the delivery component of “Interlibrary Loan Services.” The total for MINITEX delivery costs would be \$201,819.

⁵³ MINITEX Delivery System fiscal document 1055FY04.xls (8/20/04).

⁵⁴ The \$6,391 represents van operating costs only (personnel costs not included). MINITEX estimates that the full annual costs of the MINITEX van were approximately \$40,000 (including personnel). The van picks up and delivers at four University libraries (Minneapolis and St. Paul campuses) and the Minneapolis Public Library five days per week (35 stops per week).

Regional Delivery Costs

The costs and sources of funding regional delivery services are summarized in Exhibit 35 (total costs) and Exhibit 36 (percentage sources of funding).⁵⁵ The additional following exhibits provide the cost and revenue source details of each regional delivery network. The information in these following exhibits is taken from tables submitted by the regional library systems in support of their applications for the most recent (awards in September 2004) LSTA grants. Grant applicants were directed to document “all funds currently expended on delivery within the region.”

The regional cost figures do not include MINITEX costs and may or may not include those of other local library interlibrary loan and delivery services if they were not under the reporting entity’s sponsorship. MELSA included the local delivery costs of its Twin Cities Metro Area members collectively as a separate line item – “other” local funds.

Exhibit 35 shows that approximately \$2.2 million was reported as the total cost of delivery for regional systems (public library systems and multitype systems) that applied for LSTA grants. MELSA had the largest delivery costs totaling close to \$800,000 – which included the local delivery costs of its members. The Viking Library System’s delivery costs were second highest at near \$300,000. Great River reported approximately \$210,000 and Lake Agassiz about \$160,000. SMILE/Traverse des Sioux, CMLE, and SELCO (not including SELS) each reported close to \$100,000 in delivery costs. SELCO and SELS together totaled \$143,000. The costs of MELSA delivery, including the local delivery of its member libraries, represent 36 percent of the total regional delivery costs and 30 percent of all reported delivery costs (that is, also including MINITEX).

Exhibit 36 shows that *on average* the regional library systems (regional public library systems and multitype library systems) rely on federal LSTA grant awards for approximately 31 percent of total delivery funding.⁵⁶ On average for the regions, state funds⁵⁷ pay for approximately 26 percent, and local funds about 42 percent. (Note that these figures were calculated using an average of the percentages for all of the systems that received LSTA grants in the most recent grant cycle.)

⁵⁵ The reported regional delivery costs were not necessarily based on uniform definitions of cost components or of the costs that should be included or excluded. There may be gaps, overlaps, and/or variations in interpretation that are not immediately apparent in these regional cost figures. As a result, these figures should be regarded as an approximation of total costs of delivery for the regional library systems.

⁵⁶ The actual percentage for Federal LSTA funding may be slightly lower because, as noted in the detail level exhibits, the federal grant amounts were reduced after the original expenditure plans were submitted. The overall reduction for the total amount of LSTA grants awarded (compared to the original requests) was near 11 percent. The original amounts requested by the grantees totaled \$338,689; the amount of all awards was \$300,000. *If the total amount of the original budgets remained the same as originally proposed and these other sources of funding made up the difference*, the overall LSTA funding percentage of the total would be lower, closer to 32 percent for the regional public libraries collectively; 15 percent for the multitypes; and 28 percent overall. The percentages for the other funding sources collectively would be correspondingly higher. *However, if overall budgets were reduced by the amount of reduced LSTA funding*, the exhibit’s LSTA percentages of the total would be approximately correct.

⁵⁷ The source of the state funds is Regional Library Basic Systems Support (RLBSS).

Exhibit 36 also shows some differences in reliance on LSTA funding for regional public library systems and multitype systems. Whereas for the regional public library systems, the average share for LSTA funds was 36 percent of total funding, it was 17 percent on average for the multitypes (however, by not including MELSA, the average for multitypes was 25 percent of funding from LSTA). Among both regional public library systems and multitype library systems, there is wide variation with respect to the percentage contributions of federal, state, and local funding sources. The regional systems that rely most strongly on LSTA funds are Northwest (89 percent) and SELS (57 percent). The least reliance on LSTA funding is by MELSA (3 percent), Viking (8 percent), and Great River (12 percent). This information clearly indicates that the impacts of reduced federal funding would be much greater on some systems than on others.

See Exhibits 37 to 50 and the accompanying notes for more information about the funding sources and delivery costs of individual regions. These exhibits show that federal LSTA funds are used most frequently to pay for all or a portion of:

- Delivery commercial courier contracts
- Contracts with school service cooperatives
- The costs of delivery drivers
- Delivery vehicle operation expenses
- Adding delivery staff
- Purchase of a delivery van
- The costs of other interlibrary loan and delivery-related personnel

Exhibit 35. Costs of Regional Delivery Services.⁵⁸

	Reg. Public or Multitype	Federal – LSTA	State Funds	Local Funds	Other Funds	Total
Arrowhead	Reg. Public	\$25,000	\$29	\$78,560	-	\$103,589
CMLE	Multitype	25,000	50,091	10,053	14,235	99,379
East Central	Reg. Public	25,000	10,000	38,100	-	73,100
Great River	Reg. Public	25,000	-	185,531	-	210,531
Kitchigami	Reg. Public	22,900	-	28,093	-	50,993
Lake Agassiz	Reg. Public	25,000	34,670	98,037	-	157,707
MELSA	Multitype	25,000	37,635	735,700	-	798,335
Northwest	Reg. Public	17,600	2,150	0	-	19,750
Pioneerland	Reg. Public	25,000	33,706	20,891	5,400	84,997

⁵⁸ The figures listed in the LSTA column are the original amounts requested. However, the total amount of LSTA grants awarded was \$300,000, which was \$38,689 less than the total of the amounts requested and listed in this table. It is not known at this time whether the grantees will reduce their budgets by the differences between the amounts requested and awarded (or where in the budget this amount will be reduced) or make up the difference with other sources of funding. Therefore, the original amounts are used in this exhibit. The reduction is approximately 11 percent from the original LSTA requests and represents approximately 1.8 percent of the total delivery costs noted here.

	Reg. Public or Multitype	Federal – LSTA	State Funds	Local Funds	Other Funds	Total
Plum Creek	Reg. Public	25,000	19,960	16,500	-	61,460
SELCO ⁵⁹	Multitype	25,000	71,728	5,787	-	102,515
SELS	Reg. Public	23,189	15,391	2,030	-	40,610
SMILE and TdS	Reg.+ Multi	25,000	75,819	0	-	100,819
Viking	Reg. Public	25,000	29,803	244,684	-	299,487
Totals		\$338,689	\$380,982	\$1,463,966	\$19,635	\$2,203,272

Exhibit 36. Comparison of Funding Sources Among Recipients of LSTA Delivery Grant Awards.

	Reg. Public or Multitype	Federal - LSTA	State Funds	Local Funds	Other Funds
<i>Arrowhead</i>	<i>Reg. Public</i>	24%	-	76%	-
<i>CMLE</i>	<i>Multitype</i>	25%	50%	10%	14%
<i>East Central</i>	<i>Reg. Public</i>	34%	14%	52%	-
<i>Great River</i>	<i>Reg. Public</i>	12%	-	88%	-
<i>Kitchigami</i>	<i>Reg. Public</i>	45%	-	55%	-
<i>Lake Agassiz</i>	<i>Reg. Public</i>	16%	22%	62%	-
<i>MELSA</i>	<i>Multitype</i>	3%	5%	92%	-
<i>Northwest</i>	<i>Reg. Public</i>	89%	11%	-	-
<i>Pioneerland</i>	<i>Reg. Public</i>	29%	40%	25%	6%
<i>Plum Creek</i>	<i>Reg. Public</i>	41%	32%	27%	-
<i>SELCO</i>	<i>Multitype</i>	24%	70%	6%	-
<i>SELS</i>	<i>Reg. Public</i>	57%	38%	5%	-
<i>SMILE and TdS</i>	<i>Reg.+ Multi</i>	25%	75%	-	-
<i>Viking</i>	<i>Reg. Public</i>	8%	10%	82%	-
Avg. of Percentages	Reg. Public	36%	17%	47%	-
Avg. of Percentages	Multitypes	17%	42%	36%	5%
Avg. of Percentages	Multitypes without MELSA	25%	60%	8%	7%
Avg. of Percentages	Reg.+ Multi	25%	75%	-	-
Avg. of Percentages	All except MELSA	33%	28%	38%	1%
Avg. of Percentages	Overall	31%	26%	42%	1%

⁵⁹ SELCO and SELS share a single delivery system. To arrive at the cost of the SELCO/SELS delivery, the two line items should be added.

Exhibit 37. Arrowhead Regional Library Delivery Costs

Category of Expenditure	Federal – LSTA	State Funds	Local Funds	Other Funds	Total
Personnel	25,000	-	20,304	-	45,304
Supplies	-	29	2,703	-	2,732
Contractual	-	-	48,920	-	48,920
Other	-	-	6,633	-	6,633
<i>Totals</i>	<i>25,000</i>	<i>29</i>	<i>78,560</i>	<i>-</i>	<i>103,589</i>
<i>Percentages</i>	<i>24%</i>	<i>-</i>	<i>76%</i>	<i>-</i>	

Notes:

1. LSTA funding was reduced to \$22,000 after this budget was submitted. The revised figures were not available at the time this report was prepared; therefore, percentages are based on the original budget.
2. LSTA funds cover a portion of the costs of the Arrowhead van driver.
3. Contractual expenditures (paid with local funds) include a courier contract with Velocity Express (coordinated through North Central/NEMIDS) and a contract with Waltco for delivery to one library.

Exhibit 38. Central Minnesota Libraries Exchange Delivery Costs

Category of Expenditure	Federal – LSTA	State Funds	Local Funds	Other Funds - Federal	Total
Personnel	13,300	46,901	10,053	14,235	83,679
Equipment and Furniture	1,700	-	-	-	1,700
Supplies	400	-	-	-	400
Contractual	9,600	4,000	-	-	13,600
<i>Totals</i>	<i>25,000</i>	<i>50,091</i>	<i>10,053</i>	<i>14,235</i>	<i>99,379</i>
<i>Percentages</i>	<i>25%</i>	<i>50%</i>	<i>10%</i>	<i>14%</i>	

Notes:

1. LSTA funding was reduced to \$22,000 after this budget was submitted. The revised figures were not available at the time this report was prepared; therefore, percentages are based on the original budget.
2. The contractual item (\$9,600 federal portion) is a contract with the Central Minnesota Educational Research and Development Council for delivery to 24 schools. The state funds add 65 schools to the CMERDC delivery (less costly per school because these schools are members of the CMERDC network for other deliveries).

Exhibit 39. East Central Regional Library Delivery Costs

Category of Expenditure	Federal – LSTA	State Funds	Local Funds	Other Funds	Total
Personnel	19,500	10,000	27,500	-	57,000
Supplies	1,000	-	-	-	1,000
Other	4,500	-	10,600	-	15,100
<i>Totals</i>	<i>25,000</i>	<i>10,000</i>	<i>38,100</i>	<i>-</i>	<i>73,100</i>
<i>Percentages</i>	<i>34%</i>	<i>14%</i>	<i>52%</i>	<i>-</i>	

Notes:

1. LSTA funding was reduced to \$15,400 after this budget was submitted. The revised figures were not available at the time this report was prepared; therefore, percentages are based on the original budget.
2. The federal funds would be used to hire additional staff or contract for staff to add the fifth delivery day to the ECRL delivery route. The other uses of the federal funds are additional supplies and operating costs related to that additional delivery service.

Exhibit 40. Great River Regional Library Delivery Costs

Category of Expenditure	Federal - LSTA	State Funds	Local Funds	Other Funds	Total
Personnel	3,145	-	159,389	-	162,534
Equipment and Furniture	16,905	-	-	-	16,905
Supplies	1,725	-	2,000	-	3,725
Other	3,225	-	24,142	-	27,367
<i>Totals</i>	<i>25,000</i>	<i>-</i>	<i>185,531</i>	<i>-</i>	<i>210,531</i>
<i>Percentages</i>	<i>12%</i>	<i>-</i>	<i>88%</i>	<i>-</i>	

Notes:

1. LSTA funding was reduced to \$22,000 after this budget was submitted. The revised figures were not available at the time this report was prepared; therefore, percentages are based on the original budget.
2. The LSTA cost for equipment is to purchase a delivery van. The personnel item is for a portion of the driver costs. Local funding for personnel includes three drivers and two interlibrary loan staff. The Other expenses covered by federal funding include costs of operating, maintaining, and repairing the delivery vehicle.

Exhibit 41. Kitchigami Regional Library Delivery Costs

Category of Expenditure	Federal - LSTA	State Funds	Local Funds	Other Funds	Total
Personnel	13,004	-	19,613	-	32,617
Equipment and Furniture	9,550	-	1,100	-	10,650
Telecommunications	100	-	260	-	360
Telecom Equipment	-	-	56	-	56
Automation Hardware	-	-	690	-	690
Supplies	246	-	214	-	460
Other	-	-	6,160	-	6,160
<i>Totals</i>	<i>22,900</i>	<i>-</i>	<i>28,093</i>	<i>-</i>	<i>50,993</i>
<i>Percentages</i>	<i>45%</i>	<i>-</i>	<i>55%</i>	<i>-</i>	

Notes:

1. LSTA funding was reduced to \$22,000 after this budget was submitted. The revised figures were not available at the time this report was prepared; therefore, percentages are based on the original budget.
2. The LSTA portion of personnel costs includes a portion of an ILL supervisor and a delivery clerk. Equipment paid with federal funds is for fuel and repairs to the delivery vehicle.

Exhibit 42. Lake Agassiz Regional Library Delivery Costs

Category of Expenditure	Federal - LSTA	State Funds	Local Funds	Other Funds	Total
Personnel	-	4,670	40,480	-	45,150
Library Materials	-	30,000	-	-	30,000
Equipment and Furniture	17,720	-	-	-	17,720
Telecommunications	-	-	4,350	-	4,350
Telecom Equipment	-	-	1,510	-	1,510
Automation Software	-	-	15,000	-	15,000
Staff Development	-	-	3,500	-	3,500
Supplies	260	-	240	-	500
Contractual	7,020	-	32,957	-	39,977
<i>Totals</i>	<i>25,000</i>	<i>34,670</i>	<i>98,037</i>	<i>-</i>	<i>157,707</i>
<i>Percentages</i>	<i>16%</i>	<i>22%</i>	<i>62%</i>	<i>-</i>	

Notes for Lake Agassiz:

1. LSTA funding was reduced to \$22,000 after this budget was submitted. The revised figures were not available at the time this report was prepared; therefore, percentages are based on the original budget.
2. Equipment costs include ten each of computers, barcode scanners, and receipt printers.
3. The contractual cost of \$7,020 covers courier delivery for once-per-week service to each of the library link sites that are in the scope of the grant.

Exhibit 43. MELSA Delivery Costs – including Local Delivery of Member Counties and Cities

Category of Expenditure	Federal - LSTA	State Funds	Local Funds	Other Funds	Total
Personnel	-	2,200	67,500	-	69,700
Contractual	25,000	35,435	-	-	60,435
Other			668,200		668,200
<i>Totals</i>	<i>25,000</i>	<i>37,635</i>	<i>735,700</i>	<i>-</i>	<i>798,335</i>
<i>Percentages</i>	<i>3%</i>	<i>5%</i>	<i>92%</i>	<i>-</i>	

Notes:

1. LSTA funding was reduced to \$22,000 after this budget was submitted. MELSA resubmitted the document, adding “Other” local funds of \$668,200, representing the undifferentiated total for all members’ local delivery costs. (The revision also modified the original LSTA submission reflecting the change to \$22,000. However, for consistency among all the regions’ exhibits, the original \$25,000 has been kept in this table. Note, however, that MELSA intends that the total budget will be \$795,335.)
2. The cost of nine member libraries’ delivery support staff is \$67,500.
3. The state funds for personnel include administrative costs and the costs of a survey.
4. Expedited Transportation is the contract courier for MELSA. The contract has a monthly fee of \$4,920 in 2004 and \$5,075 in 2005.
5. Five of the MELSA member libraries use internal staff and own their delivery vans; four libraries contract with a commercial courier. Due to difficulty in separating costs among members, the “local cost of delivery between member library branches . . . totals \$668,200. These are in-kind or matching costs that support the MELSA delivery.”
6. MELSA has funded delivery between member libraries using regional library basis system support funding. Due to population shifts and other formula factor changes, MELSA’s portion of this allocation is declining. MELSA therefore would use LSTA funds to subsidize some basic delivery costs.

Exhibit 44. Northwest Regional Library Delivery Costs

Category of Expenditure	Federal - LSTA	State Funds	Local Funds	Other Funds	Total
Personnel	8,200	400	-	-	8,600
Contractual	9,400	-	-	-	9,400
Other	-	1,750	-	-	1,750
<i>Totals</i>	<i>17,600</i>	<i>2,150</i>	<i>-</i>	<i>-</i>	<i>19,750</i>
<i>Percentages</i>	<i>89%</i>	<i>11%</i>	<i>-</i>	<i>-</i>	

Notes:

1. The original request for \$17,600 was awarded in total.
2. The goal of the grant is to continue existing delivery services.
3. The contractual amount is for the Northwest Service Cooperative (Thief River Falls) to provide delivery during the school year or year-round.

Exhibit 45. Pioneerland Library System Delivery Costs

Category of Expenditure	Federal - LSTA	State Funds	Local Funds	Other Funds - RLTA and E-rates	Total
Personnel	-	8,406	20,891	-	29,297
Telecommunications	-	-	-	5,400	5,400
Supplies	-	300	-	-	300
Contractual	25,000	25,000	-	-	50,000
<i>Totals</i>	<i>25,000</i>	<i>33,706</i>	<i>20,891</i>	<i>5,400</i>	<i>84,997</i>
<i>Percentages</i>	<i>29%</i>	<i>40%</i>	<i>25%</i>	<i>6%</i>	

Notes:

1. LSTA funding was reduced to \$22,000 after this budget was submitted. The revised figures were not available at the time this report was prepared; therefore, percentages are based on the original budget.
2. The contractual amounts include \$25,000 LSTA and \$25,000 state funds for the delivery contract with Southwest/West Central Service Cooperative.

Exhibit 46. Plum Creek Library System Delivery Costs

Category of Expenditure	Federal - LSTA	State Funds	Local Funds	Other Funds	Total
Personnel	15,000	11,380	9,920	-	36,300
Telecommunications	-	180	180	-	360
Staff Development	500	-	-	-	500
Supplies	500	275	275	-	1,050
Other	9,000	8,125	6,125	-	23,250
<i>Totals</i>	<i>25,000</i>	<i>19,960</i>	<i>16,500</i>	<i>-</i>	<i>61,460</i>
<i>Percentages</i>	<i>41%</i>	<i>32%</i>	<i>27%</i>	<i>-</i>	

Notes:

1. LSTA funding was reduced to \$22,000 after this budget was submitted. The revised figures were not available at the time this report was prepared; therefore, percentages are based on the original budget.
2. Plum Creek has two delivery drivers who total 60 hours per week. LSTA funds pay for a portion of the personnel costs.
3. The Other costs are related to operating, maintaining, and repairing the delivery vehicle.

Exhibit 47. Southeast Libraries Cooperating (SELCO) Delivery Costs

Category of Expenditure	Federal - LSTA	State Funds	Local Funds	Other Funds	Total
Personnel	-	23,433	-	-	23,433
Supplies	-	1,110	-	-	1,110
Contractual	25,000	47,185	5,787	-	77,972
<i>Totals</i>	<i>25,000</i>	<i>71,728</i>	<i>5,787</i>	<i>-</i>	<i>102,515</i>
<i>Percentages</i>	<i>24%</i>	<i>70%</i>	<i>6%</i>	<i>-</i>	

Notes:

1. LSTA funding was reduced to \$22,000 after this budget was submitted. The revised figures were not available at the time this report was prepared; therefore, percentages are based on the original budget.
2. SELCO and SELS together operate the delivery system. The costs of the two together present the full picture.
3. The contract is with Gold Cross Courier for 97 stops per week (the state plus federal funds portion).

Exhibit 48. Southeast Library System (SELS) Delivery Costs

Category of Expenditure	Federal - LSTA	State Funds	Local Funds	Other Funds	Total
Personnel	-	9,159	-	-	9,159
Supplies	-	400	-	-	400
Contractual	23,189	5,832	2,030	-	31,051
<i>Totals</i>	<i>23,189</i>	<i>15,391</i>	<i>2,030</i>	<i>-</i>	<i>40,610</i>
<i>Percentages</i>	<i>57%</i>	<i>38%</i>	<i>5%</i>	<i>-</i>	

Notes:

1. LSTA funding was reduced to \$22,000 after this budget was submitted. The revised figures were not available at the time this report was prepared; therefore, percentages are based on the original budget.
2. SELCO and SELS together operate the delivery system. The costs of the two together present the full picture.

Exhibit 49. Traverse des Sioux and SMILE Delivery Costs

Category of Expenditure	Federal - LSTA	State Funds	Local Funds	Other Funds	Total
Supplies	-	100	-	-	100
Contractual - TdS	25,000	43,250	-	-	76,634
-SMILE	-	6,384	-	-	-
Other – Courier Sort	-	4,749	-	-	26,085
- Office Overhead	-	21,336	-	-	-
<i>Totals</i>	<i>25,000</i>	<i>75,819</i>	<i>-</i>	<i>-</i>	<i>100,819</i>
<i>Percentages</i>	<i>25%</i>	<i>75%</i>	<i>-</i>	<i>-</i>	

Notes:

1. The \$25,000 award was not reduced on the basis that it was a joint submission by the regional public library system and the multitype system.
2. The LSTA funds would pay for approximately one-third of the total courier contract cost for the regional delivery.
3. Starting July 1, 2004 MINITEX will pick up and deliver to the Traverse des Sioux office. Up to then, MINITEX delivered to Minnesota State University Mankato and TdS pickup and dropped from that location. This direct-to-TdS delivery will be SMILE's responsibility and cost \$2,700 for five-day-per-week service.

Exhibit 50. Viking Regional Library Delivery Costs

Category of Expenditure	Federal - LSTA	State Funds	Local Funds	Other Funds	Total
Personnel	25,000	17,789	209,370	-	252,159
Library Materials	-	-	35,314	-	35,314
Telecommunications	-	300	-	-	300
Supplies	-	600	-	-	600
Other	-	11,114	-	-	11,114
<i>Totals</i>	<i>25,000</i>	<i>29,803</i>	<i>244,684</i>	<i>-</i>	<i>299,487</i>
<i>Percentages</i>	<i>8%</i>	<i>10%</i>	<i>82%</i>	<i>-</i>	

Notes:

1. LSTA funding was reduced to \$22,000 after this budget was submitted. The revised figures were not available at the time this report was prepared; therefore, percentages are based on the original budget.
2. Two regular drivers and two backup drivers make the deliveries. They are full-time Viking employees but drive part-time. Administrative personnel are paid with basic system support funds.
3. The costs of local library staff and other costs are included and “are conservative.” Costs were estimated for printing a pull list, pulling materials, sorting, and routing. The total of local costs is \$183,900 for twelve sites.

UNMET NEEDS FOR DELIVERY SERVICES

A starting point to deal with unmet needs is the recognition that there are many dimensions. Establishing priorities and addressing important needs in an orderly manner is essential. Unmet needs for library services should be addressed with an assessment, planning, funding, and re-evaluation of progress at regular intervals. Dealing with needs requires a structure to identify and address those that are most important. A recent Wisconsin report⁶⁰ provides a useful statement of a fundamental dilemma and some of its dimensions:

. . . not all libraries or library systems believe that they need or can afford more frequent delivery. There may be a need for discussions to develop a consensus about an appropriate and affordable level of service. Such discussions should acknowledge the tensions between local/regional needs and the needs of a statewide delivery network.

Agreement about priorities and resources that can be applied are first steps. These matters are complicated by differences in priorities and a shortage of resources. Often the priority unmet needs concern specific regions or locales that have relatively fewer resources for library services, specific types of libraries that have fewer interlibrary loan and delivery options and services, and access issues with respect to underserved populations. Another dimension of complication in defining unmet needs within delivery services is the competition for resources between “tiers” of the delivery system (as noted in the quote above).

Generally, “unmet needs” can be better assessed in relation to agreed-upon standards. How much delivery service should be available in what circumstances? What are the major priorities and the dimensions of tradeoffs that will be necessary to achieve the goals of meeting those standards? The context for assessing delivery needs must also necessarily take account of available resources, since needs for delivery services compete with needs in other areas of library funding and societal needs.

There appears to be no generally agreed upon state-level standards for appropriate levels of delivery services. In some states, volume-based levels of delivery services establish a framework for assessing relative needs. Together with an assessment of available resources, this framework allows for the selection of priorities among competing indications of need.

In the absence of agreed-upon decision rules or guidelines to assess needs, anecdotal stories can be used to indicate where additional resources should be applied. In this study, most suggestions of need were in relation to schools and regions that had comparatively few resources for delivery (and for library resources and services generally). Additionally, unmet needs for delivery might be viewed in relation to “underserved populations” – one of the concepts used as a basis to allocate certain state and federal resources.

⁶⁰ *Delivery of Library Materials in Wisconsin*. Wisconsin Department of Public Instruction. 1997. At p. 35.

School libraries/media centers

During this study, many school library/media center staff members noted that schools in many regions have comparatively little access to outside materials via interlibrary loan and delivery services. Exhibits 51 and 52 at the end of this section show the locations of K-12 schools with libraries/media centers. There are exceptions, noted in this report. Some regions make direct deliveries to schools (often district offices or central locations) or deliver to the nearest public library for pick-up by school personnel. Some mail items, especially where there is no nearby public library. Some make use of the services of EDRCs (economic development regional cooperatives), which are nonprofits that provide a range of services to schools. In a few regions, EDRCs are paid by the regional library systems to piggyback library deliveries on their regular delivery routes. The service, where used, appears to be very inexpensive. However, some EDRCs appear to be reducing available services that would assist library deliveries. During the study, it was widely noted that often schools do not have resources to participate in interlibrary loan programs. On the other hand, several schools that are making use of interlibrary loans contributed anecdotes concerning the end-user benefits of interlibrary loan and delivery services. Those stories are incorporated into this report (See Appendix F).

The issues of school access to interlibrary loans and delivery services are being reviewed by regional library systems and state level organizations. As noted earlier, agreement on principles, standards, and uniform ways to measure gaps from standards would be beneficial. The delivery task force whose work was summarized earlier might conduct further work to develop delivery standards for schools.

Underserved populations

Another approach to the discussion of unmet needs is in relation to the goals of library services at the federal and state levels in providing for “underserved populations.” It is a primary goal of certain federal and state funding to increase services to underserved populations. To the extent that interlibrary loan and delivery services promote achieving this goal, the actions would seem to address unmet needs. The Minnesota 2003-2007 LSTA Plan focuses on four areas of need with respect to underserved populations: Meeting the informational and recreational needs of (1) seniors, (2) individuals with limited English proficiency, (3) Minnesotans with disabilities, and (4) children living in poverty (ages 0-17).

Demographic information for elderly, immigrant, low income, minority populations, and children may illustrate where this type of “unmet needs” exists. It is beyond the scope of this report to assess each of these areas with respect to “unmet needs.” The following GIS maps (Exhibits 53 to 57) illustrate where the need for certain library services, including interlibrary loan and delivery, *may* exist by showing the distribution of populations with the identified demographics, allowing comparisons among regions. Such demographic data can be examined in greater detail to address the needs of these populations.

Differences in regional and local resources

The ability to deal with local and regional “unmet needs” depends principally on local and state resources. Since most library funding, and derivatively most delivery services funding, is from local resources, disparities in available local funding will be evidenced in many cases by differences in the level of delivery services that local libraries and regional library systems in parts of the state can afford. The “backbone” five-day-per-week service to each regional library system and major academic institutions levels the inequity at the interregional level of delivery services. At the intra-regional and local levels of service – starting at the intersection with the backbone delivery services – the disparities appear. As noted in the data presented in the Delivery Funding section of this report, certain regions rely more heavily on federal funding as the largest component of funding for their delivery services. The impacts of loss of this funding would fall most heavily in just a few regions. Their ability to deal with “unmet needs” for delivery services would be impaired disproportionately with greater reliance on local funding.

Exhibit 51. Map showing school with libraries/media centers - state

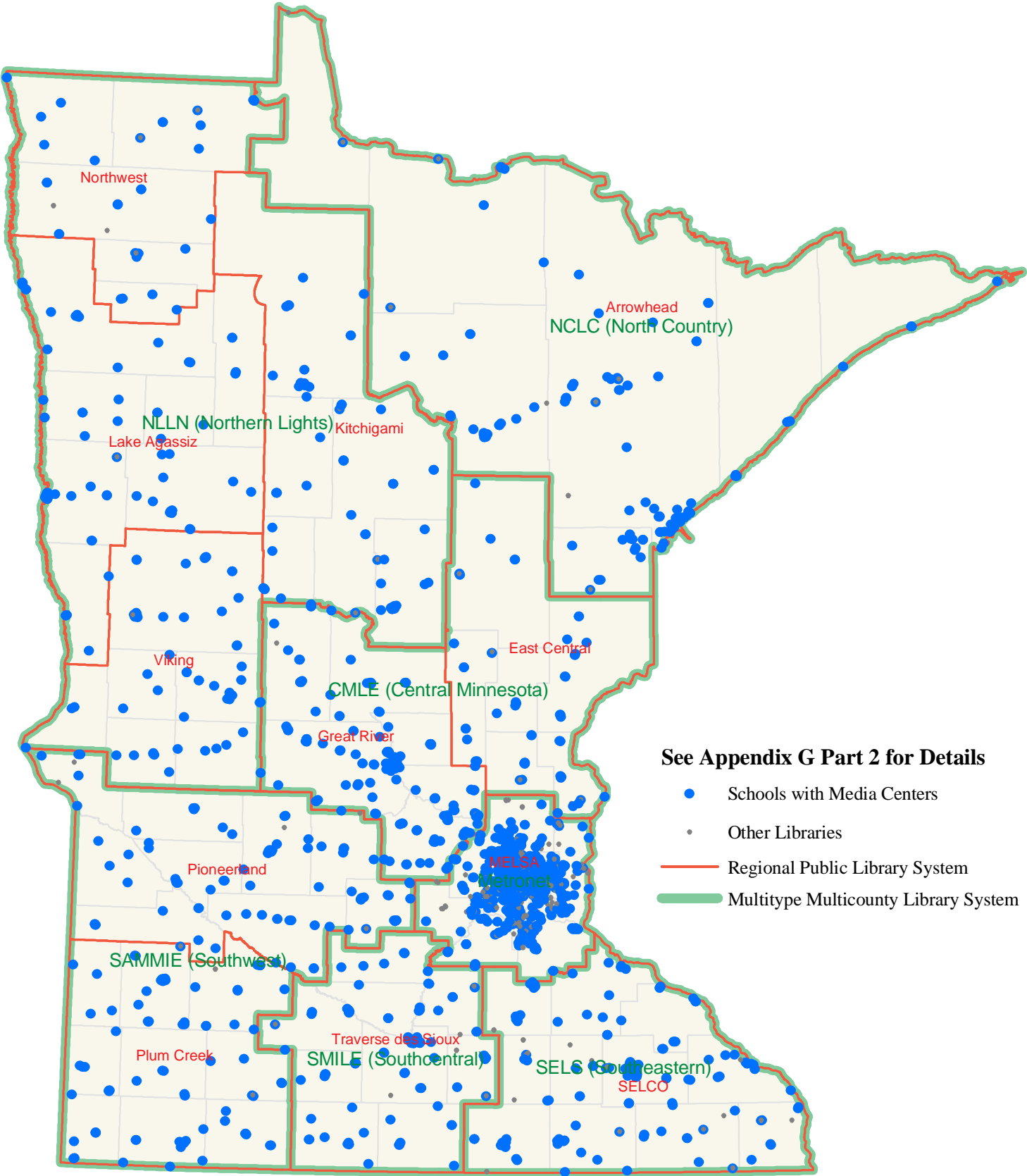
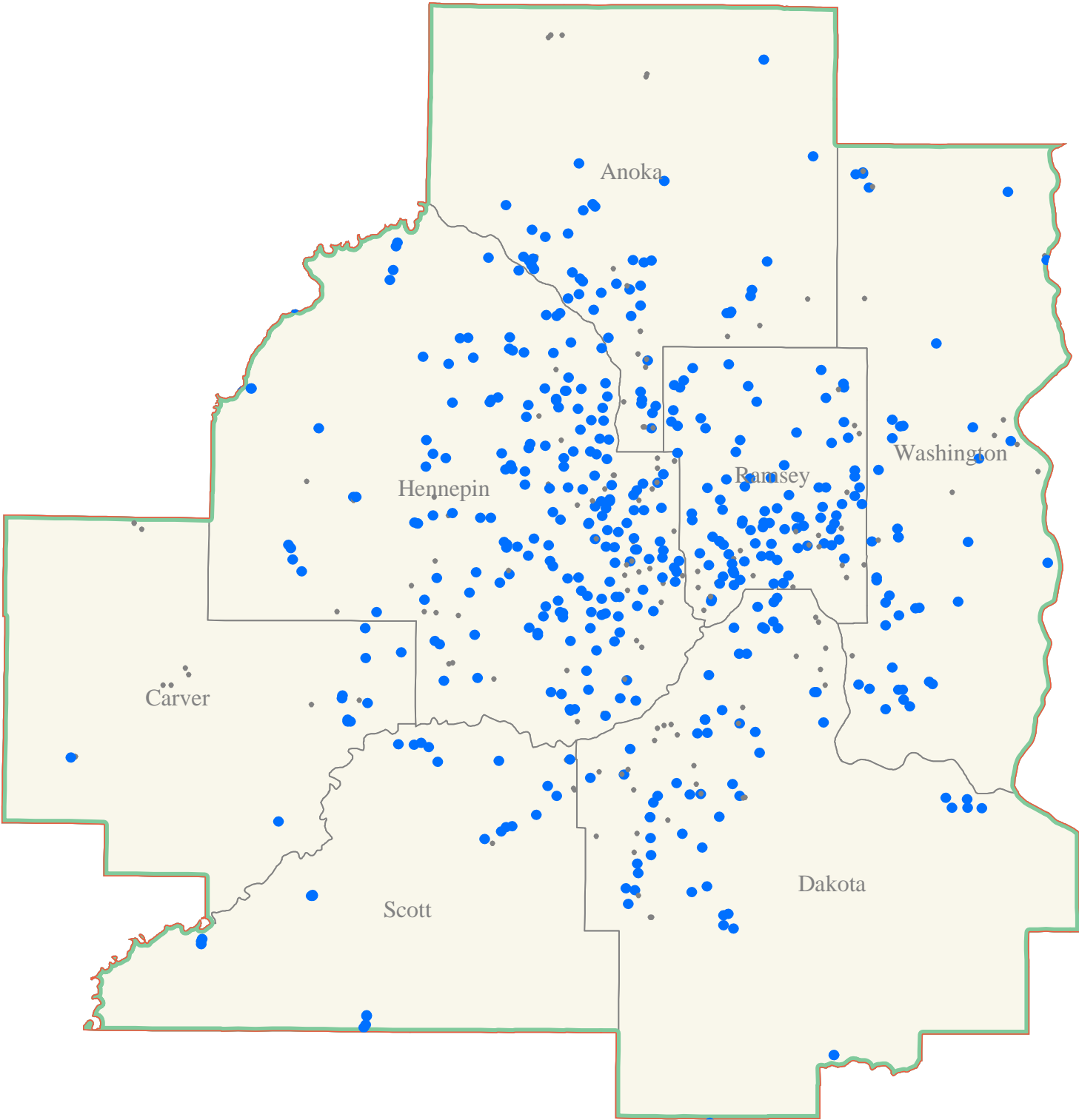


Exhibit 52. Map showing schools with libraries/media centers - Twin Cities Metro area



See Appendix G Part 2 for Details

- Schools with Media Centers
- Other Libraries
- Regional Public Library System
- Multitype Multicounty Library System

Exhibit 53. Map showing the percent of population age 65 and older by county

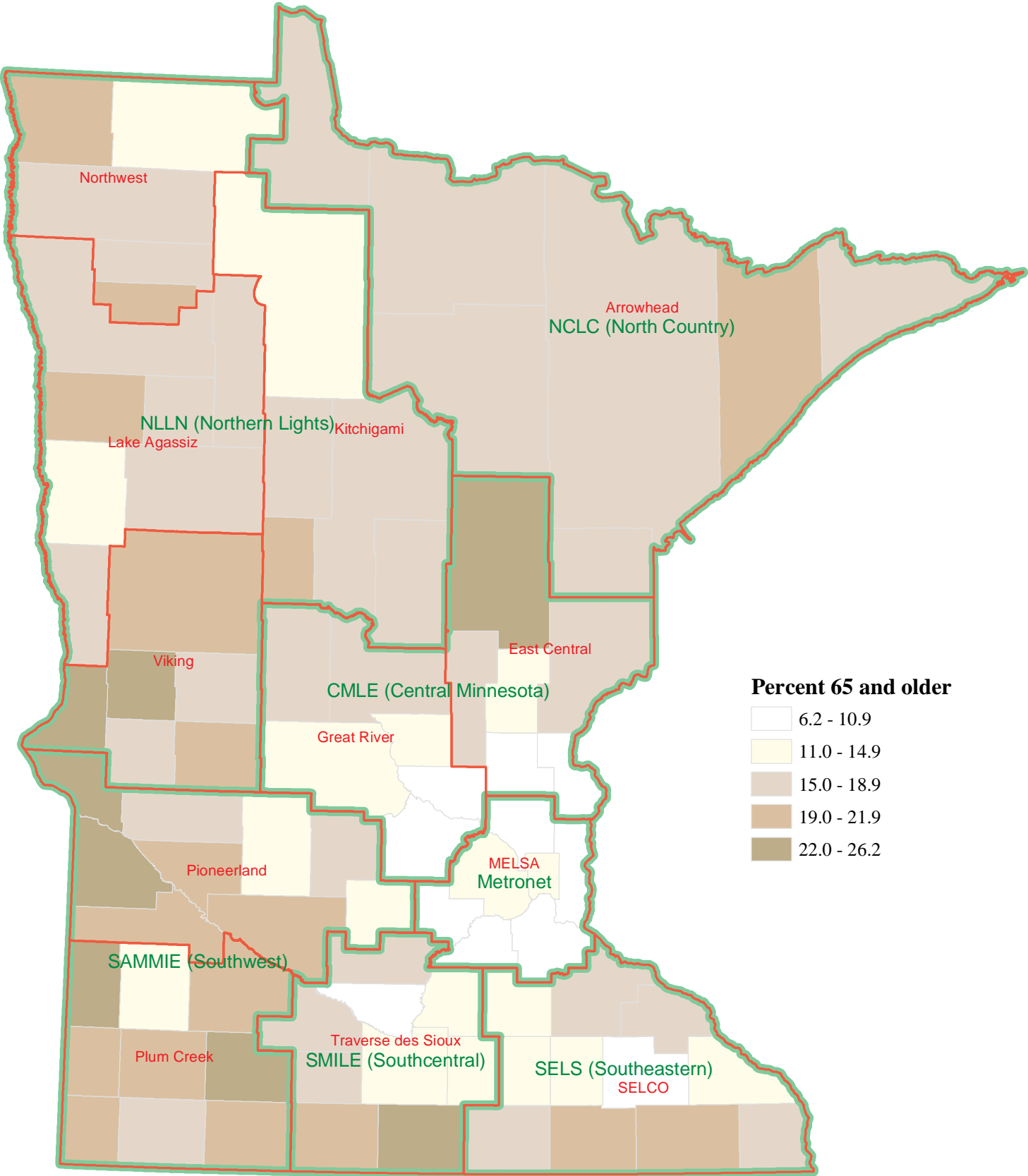
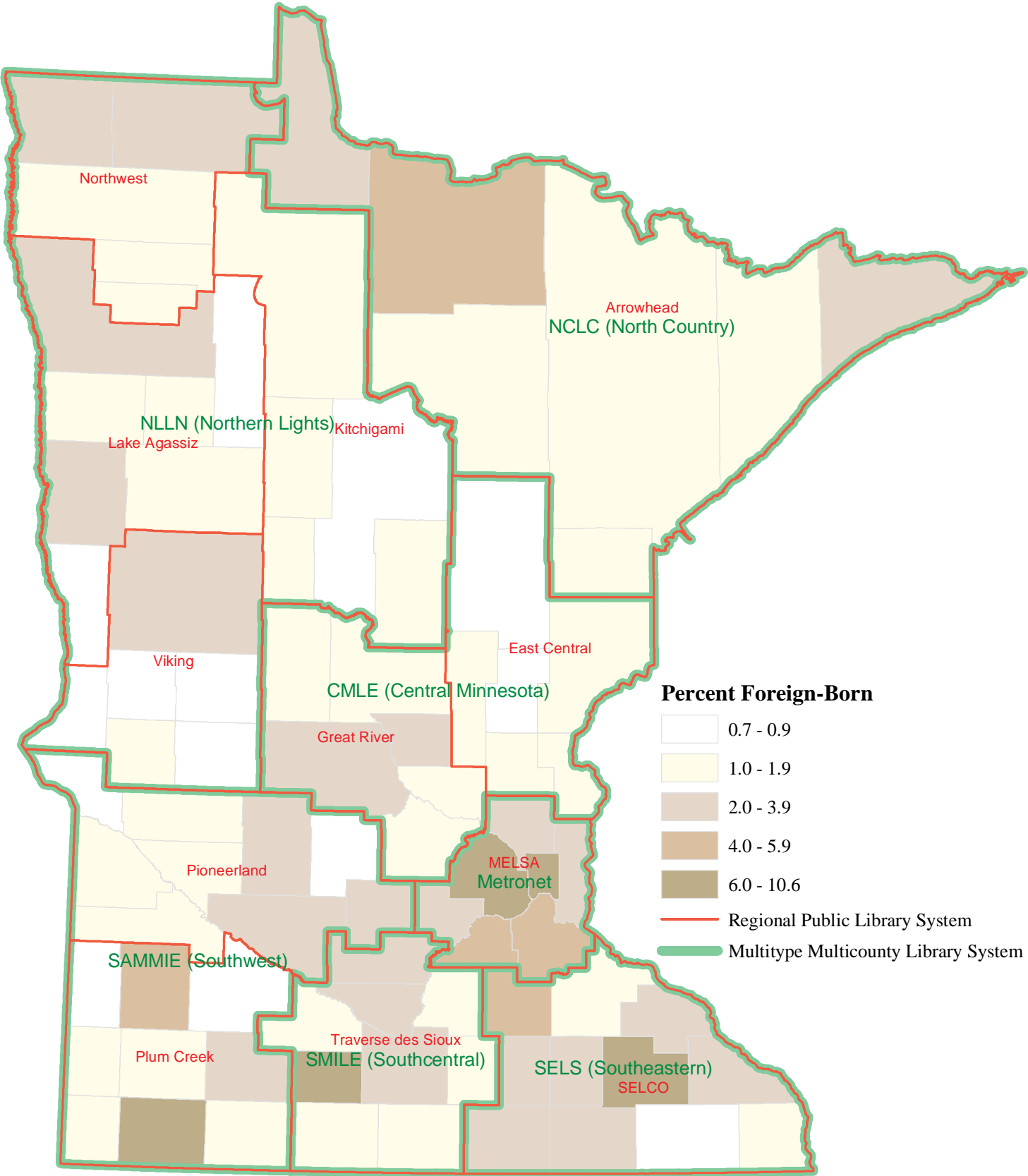


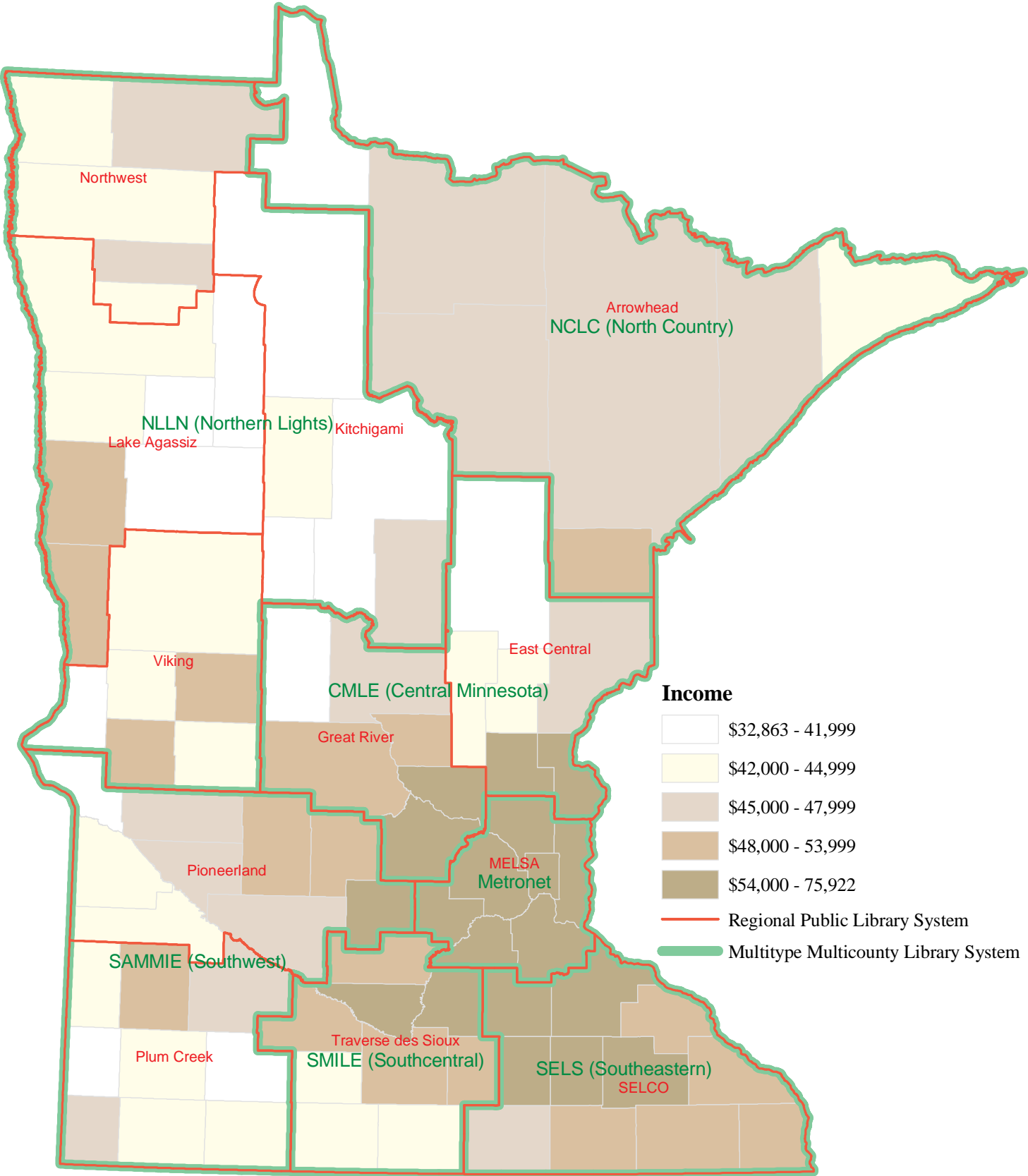
Exhibit 54. Map showing percent of population born outside the United States by county



Data Source: U.S. Department of Census, 2000

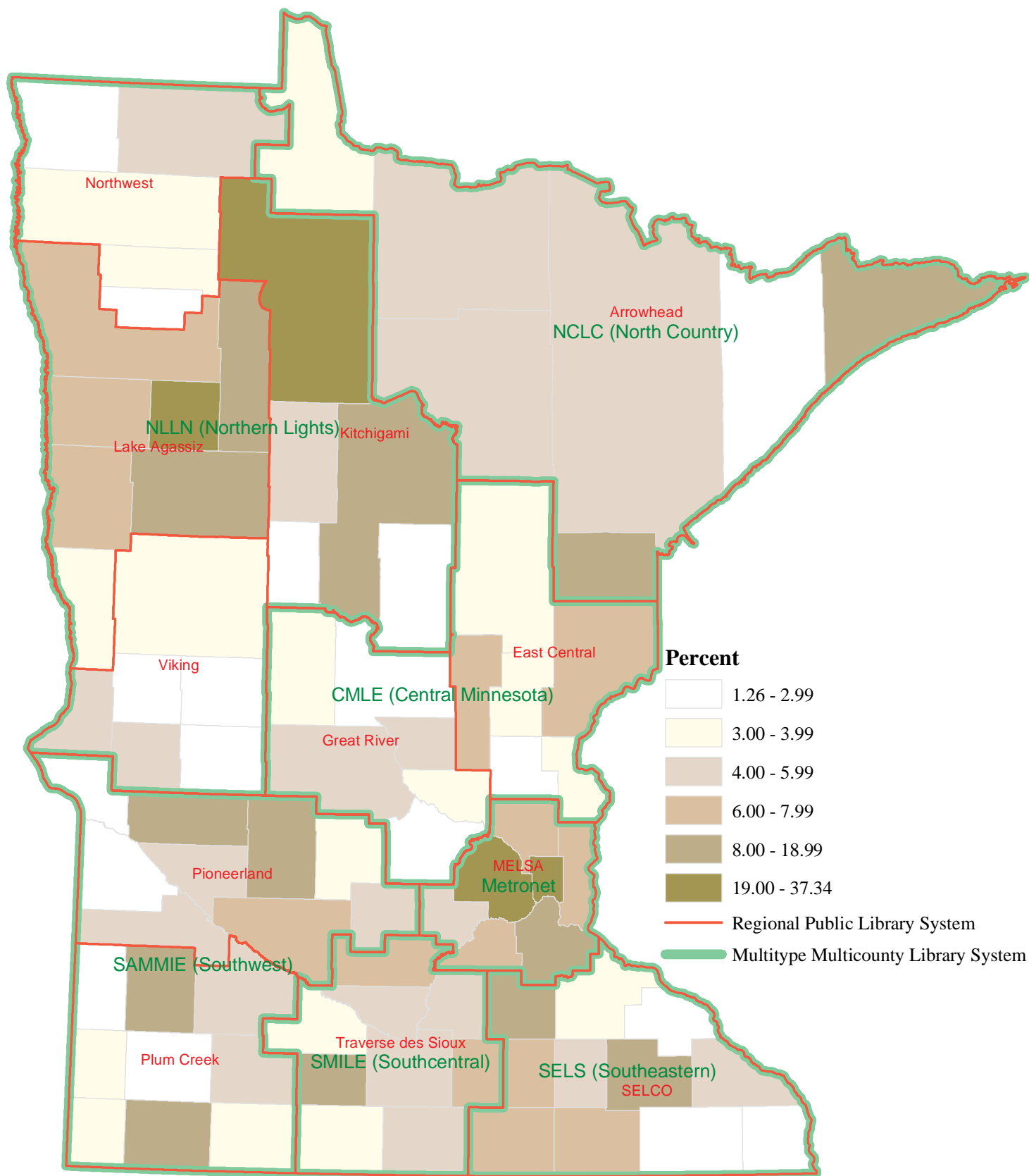
Foreign born -- The foreign-born population includes all people who were not U.S. citizens at birth. Foreign-born includes people who were either a U.S. citizen by naturalization or not a citizen of the United States.

Exhibit 55. Map showing median family income for families with children under 18 years of age



Data Source: U.S. Department of Census, 2000

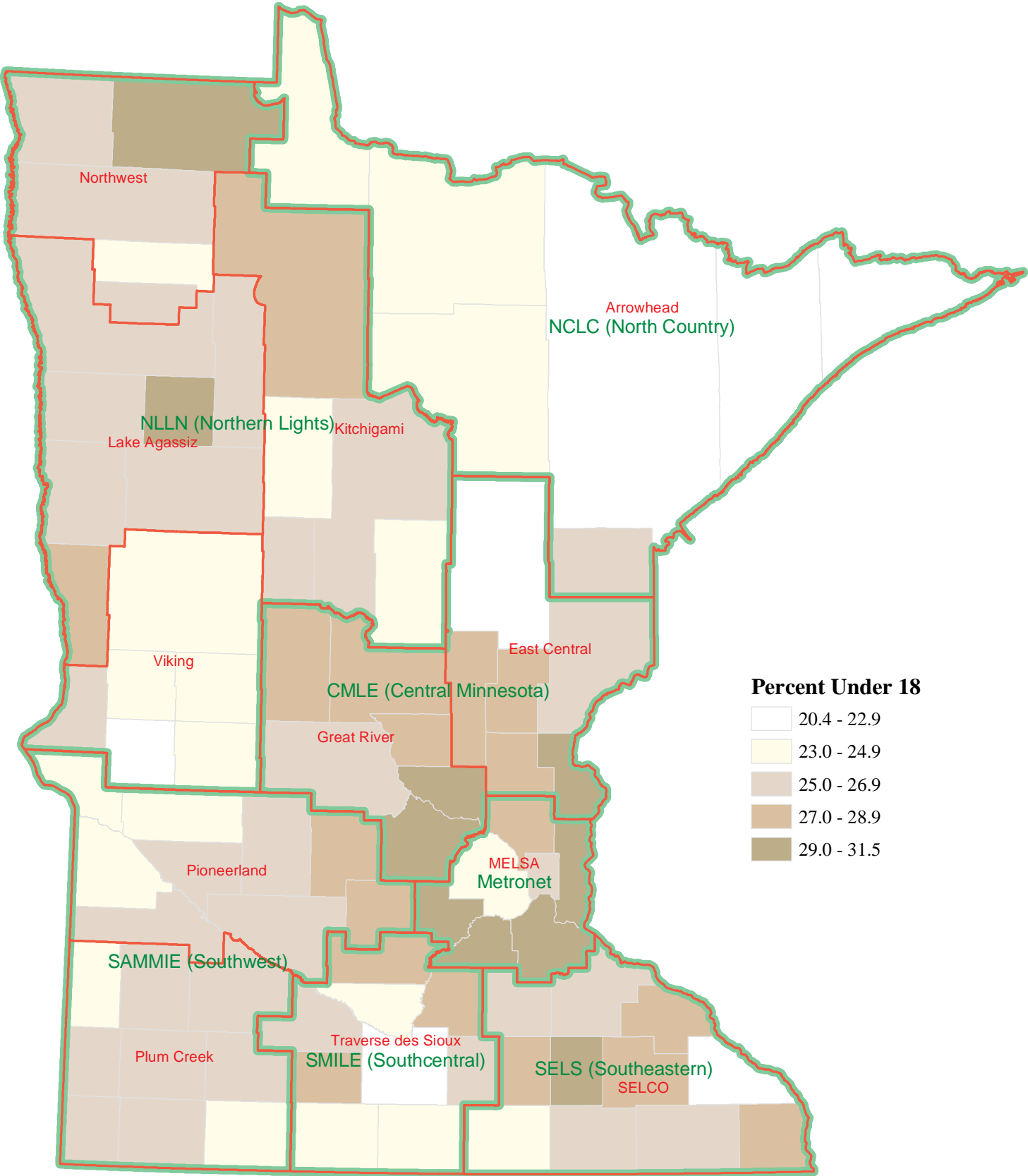
Exhibit 56. Map showing minority populations as percentage of total population by county



Data Source: U.S. Department of Census, 2000

Total Minority includes: Black or African American; American Indian and Alaska Native; Asian
Native Hawaiian and other Pacific Islander; Other Race; Two or More Races; and Hispanic or Latino

Exhibit 57. Map showing the percent of population under the age of 18 by county



Data Source: U.S. Department of Census, 2000

DELIVERY FUNDING

As a necessary component of interlibrary resource sharing, *delivery* – the physical movement of library materials among libraries to meet the needs of individual library users – is widely recognized within the library community as a top funding priority. This discussion starts with an overview of library funding generally and then moves to the funding of delivery services.

Introduction

A 1996 report⁶¹ noted that, because Minnesota libraries are operated by a variety of public and private organizations, information on their funding is not maintained or collected in a uniform manner. With these caveats, the study reported estimated sources of library funding for FY1994.⁶² However, the focus of this discussion will be the library systems and support organizations that are directly impacted by changes in LSTA grant requirements.

Library funding

Local units of government fund most public library services including local delivery services. Academic libraries are principally supported through funding from the state higher education systems and school (K-12) libraries through local school districts. State appropriations directly and indirectly support regional library systems; public, academic, school, and state government libraries; and statewide library support programs (including support for delivery services).

Federal funds – Library Services and Technology Act (LSTA) grants, administered at the state level by the State Library Services & School Technology division in the Department of Education – support statewide and regional programs that aid libraries. MINITEX and regional delivery services are supported in part by LSTA grants. All of the LSTA delivery grants require local matching funds.

In sum, paying for library delivery services is a joint effort involving funding from local, state, and federal sources. An overview of the sources of recent funding – state, local, and federal – is provided in Exhibit 58. This most recent information reinforces that local funding predominates (over 90 percent for county and large city libraries and close to 53

⁶¹ *Sources of Library Funding: Final Report*. Minnesota Library Planning Task Force. August 1996. <http://www.MnHESO.state.mn.us/pdf/library/Finalrpt.pdf>.

⁶² The sources of 1994 library funding noted in the report: \$130 million from local taxes and other city and county receipts, including state aids to local government; \$82 million from state appropriations used for libraries in public schools and post-secondary institutions; \$57 million from other sources including private college tuition revenues, miscellaneous gifts, fines and earned income, and federal and state funds that could not be separated from non-tax sources; \$13 million from direct state appropriations for library services; \$5 million from state appropriations to state government used for library services; and \$3 million from federal grants for library services.

percent for regional public library systems). For regional public library systems, the remaining funding sources average 36 percent state funding, four percent federal funding, and eight percent “other” (such as from foundations and Friends organizations).

Most library funding is the result of local decisions, dependent on the local ability to raise funds and the priority that library services have within the community, school, campus or other parent organization. There are wide differences in some measures of library support, such as per capita spending in the various public library regions. As shown in Exhibit 59 at the end of this section, the amounts of regional library systems’ expenditures on a per capita basis range from \$10.62 for Kitchigami and \$11.59 for East Central to \$39.05 for MELSA. The average for the twelve regional public library systems is \$23.65; the average excluding MELSA is \$22.25. Among the seven county library systems in the Twin Cities Metropolitan Area, the range is from \$17.46 for Scott County and \$18.81 for Anoka County to \$46.77 for Hennepin County. The average for the seven metro county library systems is \$27.96.

For school and academic libraries, funding depends on the judgments of a variety of decision makers. Public school library/media center funding decisions are made by school districts or schools from general state aid, local tax revenues, and miscellaneous sources. Campus administrators make public academic library funding decisions, allocating funds principally from state appropriations and tuition revenues.

The largest direct legislative appropriations, Regional Basic Support Systems Grants, Regional Library Telecommunications Grants, and Regional Library Telecommunications Aid, fund public regional library systems and public library cooperation rather than individual libraries. State appropriations are made to the Higher Education Services Office for MINITEX to provide resource-sharing services to academic and state agency libraries. Multicounty multitype library systems are directly funded by state appropriations to provide leadership, service delivery, and coordination among libraries.

Of the total operating revenues provided to public libraries in 2002 (\$165.9 million), 85.6 percent came from local government (principally cities and counties), 7.3 percent from state government, 0.8 percent from the federal government, and 6.3 percent from “other” sources such as library foundations and “friends” organizations.⁶³ Libraries may also benefit from other grants and occasionally targeted appropriations from the Legislature (such as for telecommunications infrastructure or collection development).

It is also important to note that library funding around the nation and in Minnesota has been cut back in recent years.⁶⁴

⁶³ 2002 *Minnesota Public Library Statistics*. Minnesota Department of Education, State Library Services and School Technology. 2003.

⁶⁴ The American Library Association reported in early 2004 that public, academic, and school libraries in more than 40 states have incurred greater than \$50 million in funding cuts during 2003.⁶⁴

Federal LSTA funding changes

Significant changes in federal library grant award requirements occurred in 1997 with the changeover from the Library Services Construction Act (LSCA) to the Library Services and Technology Act (LSTA). The state library agencies (in Minnesota, the State Library Services & School Technology division in the Department of Education) were directed to award grants under the new law for innovation projects and statewide initiatives and not for projects the purpose of which were ongoing library operations, which would be funded from state and local resources. The changeover in several states, including Minnesota, has been problematic and gradual.

Beginning in 1997, the State Library Agency began a multiyear process to change the distribution of federal library aid funds to meet the new federal requirements. Under the LSCA, federal funding was distributed to the regional public library systems based upon the statutory formula for Regional Library Basic System Support. The LSTA required a broader focus on all types of libraries and identified specific policy goals for use of the funds.

As a result of changed federal LSTA funding requirements and decisions concerning the state's use of the federal LSTA grant funds, a portion of the current funding for ongoing delivery services is not expected to be available beginning in Federal Fiscal Year 2006. Funding to offset these federal delivery grants, and/or other operational adjustments, will be necessary.

MINITEX funding

MINITEX is funded primarily from state and federal sources. MINITEX receives an appropriation from the Legislature (through the Minnesota Higher Education Services Office) to provide services without charge to Minnesota academic libraries and state government libraries. Among the services, MINITEX provides interlibrary loan and delivery services from the University of Minnesota libraries and Minneapolis Public Library to academic and state government libraries. MINITEX also receives funds from the North Dakota and South Dakota State Libraries, which covers the costs of courier services for deliveries to libraries in these states.

Exhibit 60 shows the amounts of federal LSTA funding awarded by the State Library Agency (State Library Services & School Technology) to MINITEX (through MnHESO as the grantee) *for interlibrary loan and delivery services* during the period from FY1998 to FY2004. The amounts have been generally increasing gradually to a current level of nearly \$557,000 for FY2004. The framework for a major portion of MINITEX funding is a two-year interagency agreement between State Library Services & School Technology in the Department of Education and MnHESO. The current two-year agreement that ends June 30, 2005 is for the "purpose of sharing and delivering library materials, resources and information between and among public, school, academic and special libraries in Minnesota." Under this contract, MINITEX provides interlibrary loan and delivery

services as further specified in the agreement, making use of \$1,144,858 (\$556,972 for FY2004, \$587,886 for FY2005) in federal LSTA grant funds.⁶⁵

Regional library systems funding

Regional Library Basic System Support Grants⁶⁶ provide state funds to assist regional *public* library systems in providing basic system services. The current legislative allocation for RLBSS is \$8,570,000. The grants are distributed to the twelve regional public library systems by a formula based on population, area, equalized valuation of property, and a base grant for systems support. Among the specific objectives of the program are providing incentives for cities and counties to work together in regional public library systems, maintaining and improving the infrastructure, and strengthening library collections. Each participating city and county must meet a minimum level of public library service support based on adjusted net tax capacity. All 87 Minnesota counties participate in the program. The funding sources for the program include federal, state general funds, and local levy. The annual direct legislative funding for the seven *multitype* regional systems has been steady at approximately \$900,000 (collectively) since 1998.

Beginning in FY2000, a noteworthy change occurred in federal LSTA grant funds made available through the State Library Agency to the regional public library systems and their member or branch libraries. As a consequence of static state funding of Regional Library Basic System Support,⁶⁷ the State Library Agency decided in FY2000 to cover delivery costs for the regional public library systems from federal LSTA funds, although the change in funding sources was not intended to be permanent. The action freed up state RLBSS funds for other system needs. The LSTA grants to regional library systems, which totaled approximately \$1.3 million per year in FY1998 and FY1999, were changed in FY2000 to fund (1) a statewide initiative (\$650,000 interagency agreement with MnHESO for MINITEX interlibrary loan, delivery, and backup reference services) and (2) competitive grants available to regional library systems and school, public, and academic libraries.

Delivery: 4.b grants

Apart from this change of funding structure to increase LSTA funds available to MINITEX, noted above, delivery grants of LSTA funds have been made available to both the regional public library systems and the multitype systems. Exhibit 61 shows the amounts of LSTA “competitive” grants awarded to the twelve regional public libraries for the specific goal, *4.b. Support the costs of interlibrary loan and delivery*. Exhibit 62 shows the same for multitype regional library systems. *4.b* is one of many goals described in the Minnesota 5-Year LSTA Plan for which LSTA funds are awarded in Minnesota.

⁶⁵ In its grant application, MINITEX estimated the portion of costs attributable to the two components of its contractual obligation as follows:

	FY2004	FY2005
(1) Receive and process requests for books & photocopies	\$473,538	\$499,765
(2) Sort and process items in the Delivery System	\$ 83,434	\$ 88,121
	\$556,972	\$587,886

⁶⁶ See Minn. Stat. § 134.20- 134.35.

⁶⁷ Regional Library Basic System Support funding has been level since 1991, except that in 1999 three categorical aid grants were rolled in to RLBSS to promote state-level paperwork reduction.

In FY1998, only one grant of \$48,160 was awarded for the *4.b* purpose to regional public libraries out of total LSTA grants of \$1,302,000 (less than 4 percent of the total). In FY1999, two *4.b* grants were awarded to regional public libraries, totaling \$88,347 out of a grand total of \$1,298,000 in LSTA grants (less than 7 percent). In 2000, there were no LSTA *4.b* grants to regional public libraries. Starting in 2000, \$650,000 annually was awarded for *4.b* purposes. In FY2001, the total was \$650,000; in FY2002, \$393,518; in FY2003, \$380,736 and in FY2004, \$300,000.

Implications of funding changes

In summary, the reduction in availability of a significant portion of federal LSTA funding currently used to fund ongoing delivery services – for the regional library systems and especially for MINITEX – presents an immediate problem. The next section of the report discusses options.

Exhibit 58. Sources of Operating Funds for Selected Public Library Systems (\$000's).

	City	County	Local Tax	State	Federal	Other	Operating Total
Regional Pub. Lib. Systems							
Arrowhead Library System		763		1,114	45	568	2,489
East Central Reg. Library	24	1,322		368	37	119	1,871
Great River Reg. Library	78	4,977		895	25	372	6,347
Kitchigami Reg. Library	214	878		437	15	53	1,597
Lake Agassiz Reg. Library	1,199	722		560	69	101	2,650
MELSA				2,879	79	236	3,194
Northwest Reg. Library	250	265		292	24		832
Pioneerland Library System	992	1,037	616	426	245	444	3,760
Plum Creek Library System		76	60	368	66	140	710
SELCO	484	88	175	1,112	258	82	2,199
Traverse des Sioux Lib. Sys.				1,058	61		1,119
Viking Library System		381		319	66	41	807
<i>Average % from sources</i>	<i>12%</i>	<i>38%</i>	<i>3%</i>	<i>36%</i>	<i>4%</i>	<i>8%</i>	<i>100%</i>
Metro County Lib. Systems							
Anoka County Library		6,190		39		544	6,774
Carver County Library	73	1,312		147			1,532
Dakota County Library		9,202		88		448	9,738
Hennepin County Library		34,000		295		1,902	36,197
Ramsey County Library		7,020		143	24	899	8,086
Scott County Library	240	1,559		49		276	2,125
Washington County Library	28	4,654		82		72	4,836
<i>Average % from sources</i>	<i>—</i>	<i>93%</i>		<i>1%</i>	<i>—</i>	<i>6%</i>	<i>100%</i>
Larger City Libraries							
Duluth Public Library	3,623			45		327	3,995
Minneapolis Public Library	18,899			452	40	623	20,014
Rochester Public Library	3,599	616		28		253	4,495
St. Paul Public Library	11,667			98	50	991	12,806
<i>Average % from sources</i>	<i>92%</i>	<i>1%</i>		<i>2%</i>	<i>—</i>	<i>5%</i>	<i>100%</i>

Source: 2003 Minnesota Public Library Statistics (DRAFT), Department of Education, State Library Services & School Technology. Aug. 2004. "Other" includes funds from library foundations and "friends" organizations. (Totals may not be exact due to rounding.)

Exhibit 59. Per capita library spending (all operating expenditures) 2002.

	Per Capita Expenditures
Regional Public Library Systems	
Arrowhead	\$35.53
East Central	\$11.59
Great River	\$16.09
Kitchigami	\$10.62
Lake Agassiz	\$19.18
MELSA	\$39.05
Northwest	\$17.25
Pioneerland	\$20.36
Plum Creek	\$29.86
SELCO	\$32.31
Traverse des Sioux	\$28.74
Viking	\$23.21
<i>Average for Regional Public Library Systems.</i>	<i>\$23.65</i>

Per Capita Expenditures	
Metro County Library Systems	
Anoka County Library	\$23.70
Carver County Library	\$18.81
Dakota County Library	\$28.40
Hennepin County Library	\$46.77
Ramsey County Library	\$36.58
Scott County Library	\$17.46
Washington County Library	\$24.03
<i>Average for Metro Counties</i>	<i>\$27.96</i>
Larger City Libraries	
Duluth Public Library	\$46.34
Minneapolis Public Library	\$57.85
Rochester Public Library	\$38.70
St. Paul Public Library	\$43.97

Source: 2002 Minnesota Public Library Statistics. Expenditures and Per Capital Spending. Department of Education, State Library Services & School Technology. 2003.

Exhibit 60. MINITEX – Federal LSTA grants awarded for interlibrary loan, document delivery, and delivery.

	FY1998	FY1999	FY2000	FY2001	FY2002	FY2003	FY2004
MINITEX	-	-	447,218	419,898	446,904	468,754	556,972

(State Fiscal Years) Source: Fiscal worksheets provided by Department of Education, and MINITEX.

Exhibit 61. Regional Public Library Systems – “Competitive” Federal LSTA grants awarded for interlibrary loan and delivery.

	FY1998	FY1999	FY2000	FY2001	FY2002	FY2003	FY2004
Arrowhead	-	-	-	79,085	40,000	30,000	22,000
East Central	-	15,500	-	31,156	40,000	30,000	15,400
Great River	-	-	-	50,496	40,000	30,000	22,000
Kitchigami	48,160	47,605	-	34,660	40,000	30,000	22,000
Lake Agassiz	-	-	-	38,497	40,000	29,411	22,000
MELSA	-	-	-	160,200	-	30,000	22,000
Northwest	25,925	30,742	-	24,363	35,658	20,240	17,600
Pioneerland	-	-	-	49,977	40,000	30,000	22,000
Plum Creek	-	-	-	42,768	40,000	30,000	22,000
SELCO	-	-	-	61,179	39,390	30,000	22,000
Traverse des Sioux	-	-	-	49,526	-	30,000	25,000
Viking	-	-	-	28,093	38,470	30,000	22,000

(State Fiscal Years) Source: Fiscal worksheets for Goal 4b provided by Department of Education.

**Exhibit 62. Multitype Multicounty Regional Library Systems – “Competitive”
Federal LSTA grants awarded for interlibrary loan and *delivery*.**

	FY1998	FY1999	FY2000	FY2001	FY2002	FY2003	FY2004
Central Minn. CMLE	-	-	-	6,200	7,294	9,681	22,000
Metronet	-	-	-	6,200	-	-	-
North Country NCLC	-	-	-	22,316	-	-	-
Northern Lights NLLN	-	-	-	6,200	-	-	-
SMILE	-	-	-	6,200	-	-	-
SELS	-	-	-	23,863	20,806	21,405	22,000
SAMMIE	-	-	-	2,861	6,200	-	-

(State Fiscal Years) Source: Fiscal worksheets for Goal 4b provided by State Library Services & School Technology, Department of Education.

FUTURE DELIVERY FUNDING OPTIONS

The options for preserving interlibrary delivery services despite the expected loss of federal LSTA delivery funding include replacement funding and operational adjustments. To sustain delivery services at levels that meet the expectations of current users (that is, current service levels), replacement funding will be needed. However, options to adapt if replacement funding is not adequate are also presented, and a summary is presented in Exhibit 63. Advantages and disadvantages of the options are noted.

State appropriations

Many people in the library community conclude that funding the statewide “backbone” network that supports interregional Minnesota delivery is a state level responsibility. Others contend that all interlibrary delivery services are a state responsibility. The model of total state funding of interlibrary delivery services is consistent with the practices of some states, although practices vary. In some cases state funding supports base-level funding. The case for a large proportion of state level funding of interlibrary delivery services can be made on the basis of optimizing the system on a state level. It might be expected that states that fund a large part of interlibrary delivery have greater leverage to establish practices that support equitable service levels, promote greater service predictability, enforce collection of good data for decision making, promote efficiencies on a state scale, and adapt to funding changes on an orderly and well understood basis.

Reliance on state level funding could take the form of an additional appropriation to the State Library Agency (State Library Services & School Technology) for MINITEX to cover the loss of the federal funds for the backbone interregional delivery. As noted earlier, MINITEX delivery services are funded in part with an estimated \$201,800 in federal LSTA funds. Application of the funds to MINITEX services would be best made as a cooperative venture of the State Library Agency and MnHESO.

Additionally, although they are not necessarily connected, an increase in Regional Library Basic System Support (RLBSS) at the level of recent LSTA grants for regional public library systems delivery could offset the loss of federal delivery funding. Although this funding has been phased downward in recent years by State Library Services & School Technology, and is expected to continue to decline, the current replacement funding would be \$300,000 annually.

This increased state funding model is the path for minimal operational changes in the movement away from current federal funding. As noted in the report, several states pay fully for interlibrary delivery, with no costs to libraries.

Pass-through in part or fully to local government

Another model is full or partial charge-backs for interregional “backbone” delivery services to the regional library systems or local units of government. Some states that employ a charge-back model subsidize a basic level of delivery for individual libraries and regional systems, often based on the volume of delivery items at each location. All additional costs are local government responsibility.

A shift to local or regional funding for interregional delivery would leave to those decision makers greater discretion regarding the level of delivery services they believe are needed and could be paid for. It would disadvantage libraries and library systems with fewer resources. This model would likely result in significant service reductions. It would also translate to difficulties in planning the interregional “backbone” services and would be especially problematic in regions and areas where local resources are most stressed.

Other governmental and nongovernmental sources of funding

Libraries are innovating in response to budget cuts, as well as putting greater effort into traditional fundraising efforts. Such efforts may reasonably be seen as a stopgap when the real need is for stable, adequate delivery funding. However, on an individual basis, libraries that can adopt and enhance fundraising mechanisms and whose constituencies can support it can improve their ability to pay for delivery and other services.

Library districts

Another possible option to increase funding on a sustained and comparatively predictable basis would be to seek independent levy authority from the Legislature. The option appears to have only a remote chance of success based on conversations during this study, and it may not have much support among libraries. Two of the regional public library systems currently have authority as library districts in statutes, but have not exercised it.

Operational changes – backbone delivery network

In light of the expected reduction in available LSTA funding, MINITEX and its advisors may study options for reduced services proportioned to various models of available funding and assess how to minimize negative impacts. This contingency planning may include small and larger-scale modifications. The design of services may change. The current combination of “hub and spoke” and “direct delivery” has been regularly examined by MINITEX to stay attuned to user needs. MINITEX innovation may accelerate. MINITEX may also consider selective additional charge-backs and cost recovery, reduction of discretionary supports, internal process and courier practice changes, and other cost reduction actions to be applied if needed.

Operational changes – regional and local delivery

The regional library systems may similarly plan for operational changes to offset the loss of federal funding from within their current-level appropriations. Among the operational changes (beyond the internal priority selection and tradeoffs among all library services) are reduced delivery days, additional partnering with local delivery services (if available and appropriate), and other actions that could reduce unnecessary (in light of reduced funding) or duplicative delivery services. Further work is needed for such a review, and it could be accomplished between regions as they identify opportunities or, more beneficially, on a statewide level.

Structure for library funding

A recent Wisconsin delivery report⁶⁸ provides useful observations about the governance structure for delivery services and relationships to participation in decision making and funding:

A governance structure for delivery service . . . should provide a way for all participants (or their representatives) to be part of the planning, coordinating, and oversight process. The most basic question . . . is whether delivery services should be regarded as a program of the individual public library systems, a state-administered program, a cooperative venture by a group of libraries, a service that individual libraries or library systems can choose to purchase, or some combination of these approaches.

Choices about governance for delivery services . . . interact with the choices made about the structure of the delivery network and how the service is paid for. If individual libraries are asked to contribute more to the delivery service, it may be appropriate to find a structure where more libraries (including non-public libraries) have a voice. If public library systems expand their service (especially if they include non-public libraries), the systems could be the focus of the governance structure. If [the academic systems] take a larger role in funding the backbone, their role in governance should probably be highlighted. If the delivery network becomes a centralized state-funded single-vendor service, governance . . . could be combined with the governance of other state-level programs.

The models of delivery services in other states, by their diversity, show that many options can be implemented. Minnesota's model, from comments received, is one that works well overall. Many comments were received to the effect that the MINITEX delivery service is highly valued. It is worth noting that changing components of funding may either promote or reduce essential features of the current system and the opportunities for system improvements.

⁶⁸ *Delivery of Library Services in Wisconsin*. Wisconsin Department of Public Instruction. 1997. p. 40. Study funded by LSCA.

Exhibit 63. Summary of Delivery Options In Lieu of Increased Funding.

<i>Option</i>	<i>Description</i>	<i>Examples</i>	<i>Advantages</i>	<i>Disadvantages</i>	<i>Observations</i>
<i>Service Reductions at the backbone network level</i>	Selectively cut back delivery services on a rational basis with input from stakeholders	Reduce number of “stops” per week to selected libraries based on volume and system considerations. Reduce staff or available hours to deal with sorting and delivery activities	Directly ties delivery funding reductions to impacts on delivery services	Delivery service cutbacks in one location have negative cross-impacts on service levels in many other locations	Might be used where service level expectations are not well settled or low, and where other options are more problematic
<i>Triage with other library services and add funding to delivery if appropriate</i>	Reduce expenditures on other library services to provide funding for delivery	Reducing the amount spent on automation, reference, collections, open hours, automation, or staff	Tradeoffs are made based on overall local priorities	Reduces other services to library users. Decisions to cut back services in one library or system can have negative cross-impacts on other libraries and systems	Traditional and most likely means to handle insufficient funding, particularly where delivery is viewed as a priority
<i>Restrictions on use of interlibrary borrowing at the user level</i>	Establish limit on use of interlibrary loan	Limits on number of interlibrary loan items out at one time. Limits on use of MnLINK services, especially for high volume users	Rules for users at highest levels of usage, if made known in advance, may help preclude very high cost usage situations	Not consistent with general philosophy of open access. Potential practical difficulties in creating and enforcing rules consistently and equitably	Some additional ILL usage rules may be inevitable and they likely will impact spending on delivery
<i>Ad hoc cooperative agreements aimed at overall cost reductions, such as cross boundary agreements</i>	Cross-border delivery locations (between regions) could be bridged with additional service agreements and cost sharing	Where two regional systems deliver to points within their borders that are adjacent to locations in another region and the items will be sent by a longer route	Cost savings potential	Requires new cooperative agreements including payments. Requires equitable financial arrangements so that one system is not subsidizing another’s services	Mutually satisfactory arrangements that deal with cross border efficiencies, especially where there are complementary impacts (offsetting costs), could reduce overall costs

<i>Option</i>	<i>Description</i>	<i>Examples</i>	<i>Advantages</i>	<i>Disadvantages</i>	<i>Observations</i>
<i>Other mechanisms for coordination and integration of services including delivery</i>	Systematic joint planning among stakeholders, including for courier arrangements and oversight of systems.	Additional MINITEX advisory role, possibly coordination and handling of agreements. Additional sorting locations if they result in greater efficiencies and shorter delivery distances	Potential cost reduction and service improvements from coordination and joint problem solving	Difficult issues to resolve including those with respect to funding of changes	Efforts to periodically review essential components of the delivery systems' interactions, such as optimal sorting locations and coordination of delivery systems, support continual improvements and cost efficiencies
<i>Other cost reduction strategies and service improvement strategies</i>	Explore other means to reduce delivery costs	Workload and process analysis.	Provides ways to get more value for expenditure, continually improve services while reducing or maintaining costs	Time and costs to conduct analysis	Provides opportunities to develop and broadly implement delivery-related "best practices"

CONCLUSIONS and RECOMMENDATIONS

Conclusions

1. Individual libraries cannot possibly meet all of the information needs of people in their communities with only the resources in their buildings. The Internet's resources, although vast, do not replace other resources available at libraries. The existing investment in library resources has the greatest return when efficient and cost-effective exchange takes place. Interlibrary loan (ILL) and delivery – the mechanisms for library *resource sharing* and the *physical movement of library materials* between libraries to meet the needs of library users – are core library services. Although they receive relatively little attention outside the library community, the complex systems through which library materials are shared among Minnesota (and out-of-state) libraries represent critical infrastructure for the provision of quality library services.
2. Technology – especially in connection with the Internet – has vastly increased the amount of information available electronically in a distributed environment that now includes most businesses and homes. It seems clear that, although electronic access to information continues to increase dramatically, the paper and other physical formats of information (books, articles, video and audio media, and others) are not only in no danger of going out of use but continue to grow. To meet the needs of library users for these kinds of materials, the physical movement of library collection materials will continue on a large scale for the foreseeable future.
3. New technology-enabled library tools becoming available to Minnesota library users (through MnLINK Gateway) will enable *unmediated requests* for materials statewide (that is, online requests without library staff assistance or intervention). This would likely translate to greater resource sharing and higher volumes of movements of library materials.
4. As a necessary component of interlibrary resource sharing, *delivery* is widely recognized within the library community as a top funding priority.
5. All of Minnesota's federal LSTA delivery grants require state or local matching funds. In sum, paying for library delivery services is a joint effort involving funding from local, state, and federal sources.
6. Essential components of Minnesota's existing infrastructure for interlibrary delivery are funded in part by federal LSTA grants – the MINITEX “backbone” delivery network and the regional library systems-sponsored intraregional delivery networks. LSTA funding is consequential enough that its sudden and complete or substantial loss would impair the delivery network.

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7. LSTA funding that is potentially at risk *with respect to delivery services* is estimated at approximately \$201,800 for the *interregional* backbone network of Minnesota delivery and \$300,000 (at the current level of support) for *intraregional* delivery.
 8. Among the future scenarios following significant loss of federal funding and no offset are these: With a less strong backbone network, interregional resource sharing service levels would be reduced, and compensating efforts would be attempted on a regional or sub-regional level. In any scenario of reduced delivery funding, the better-funded library systems in more densely populated regions would fare better. Increased reliance on US Postal delivery or individual package delivery would result in significantly higher overall system costs and local costs. There are such examples in other states. If state funding does not offset, the costs now paid with federal funds for delivery would likely devolve to local responsibility and/or delivery services would be significantly cut back. The cutbacks would have a much stronger effect on regions with greater delivery distances between libraries (thus higher costs per item or delivery stop) and fewer resources to devote to delivery services.
 9. Other states' interlibrary physical delivery practices are instructive. It is noteworthy that practices vary considerably. In a number of states, state-level funding eliminates the need for local funding. In other states, the state-level funding covers a baseline level of services, such as one or two deliveries per week, often based on the volume of items moved, and other funding adds services if regional or local libraries so choose and can pay for it. The "backbone" network design, like Minnesota's, is not uncommon among states that provide state-level funding. Generally, higher levels of state funding accompany greater state level authority and statewide integration of services.
 10. A two- or three-year scenario of phased federal funding drop-off would promote a more orderly transition to state and local funding. The situation at this time of significant federal LSTA funds reduction requires either alternative funding commitments at the state and/or local levels or initiation of planning for significant delivery service cutbacks.
 11. The current configuration of delivery services does not clearly place responsibility for coordinating the planning, organization, and implementation of more integration and end-to-end delivery solutions. MINITEX, which provides the state "backbone" delivery network, provides the "glue" for the interregional delivery system and some end-to-end solutions with "last mile grants." Based on information received in this study, MINITEX provides reliable service with a high level of customer satisfaction. The MINITEX infrastructure and staff expertise and experience position it to play a greater role in developing further delivery solutions, working with its stakeholders. It would be important to make best use of the considerable experience and expertise of interlibrary loan and delivery staff members in the regional systems and libraries around the state.
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12. Most delivery services are established and operated within each library system (coinciding with the funding sources) based on local needs, and then coordinated among systems. This coordination continues to work well, but the components are frequently changing and the efficiency of state delivery as a whole is probably improvable. The data needed to examine efficiencies of delivery activities are incomplete and not uniform among systems. Improvements in measurement tools and data uniformity would promote greater efficiencies locally and on a larger scale. These efforts by the cooperating systems would be likely to reduce overall system costs and provide greater flexibility in adapting efficiently, equitably, and judiciously to changes in funding levels.

Recommendations

The recommendations are addressed to state and regional library leadership and others whose actions can influence future inter-library delivery funding.

- 1. Seek state-level funding to replace LSTA grant funds for delivery. However, also plan for contingencies including developing local funding sources, cost reduction and streamlining, nongovernmental funding as a stopgap, and additional revenue-generation.**

The best case is for state level funding. State-level funding had paid for delivery services to a greater degree prior to 2000 when federal LSTA funding became more prominent. Recapturing state funding for this function has been very difficult in recent attempts. From the experiences of other states, it seems appropriate to conclude that state-paid delivery services – at least to the level of basic services and perhaps to a much larger extent – probably promote greater integration, efficiency, satisfaction, system adaptability, and cost effectiveness overall. However, planning for alternative scenarios is also appropriate. Specifically, scenarios for increased coverage from local government funding sources should be explored. Stopgap funding, although not optimal, should also be considered. Some familiar sources of revenues might be expanded – for example, creating an e-commerce outlet to sell excess inventory online.

- 2. Encourage electronic delivery and develop guidelines for MnLINK unmediated requests.**

There is clearly a substitution effect between physical delivery and electronic information access and delivery. Increased funding of electronic databases, serials, and books takes some pressure off physical delivery. Decisions about which electronic services to purchase should be made in part based on their impacts on delivery costs. It should be noted that when funding for electronic resources is cut back, interlibrary loan and delivery may be the only means to obtain the same information, especially when paper subscriptions have been stopped. MnLINK's unmediated interlibrary loan feature may have significant implications for delivery demand. Guidelines for individuals and MnLINK operation may be necessary and should be implemented in a problem prevention mode.

3. Generate awareness and create support for interlibrary loan and delivery among library users and encourage their advocacy.

Advocacy directed to policy makers by those who make use of interlibrary loan and delivery services would support the objectives of stable funding and increasing funding to levels needed by users. Developing and maintaining awareness of the services and the need for users to advocate for maintaining the services is an area of opportunity for libraries.

4. Develop contingency plans for reduced delivery services, bringing together MINITEX, regional libraries, advisory groups with relevant experience, and, if needed, couriers.

Many other states have made decisions about delivery service levels based on volume thresholds for each delivery location. Many factors beyond delivery volumes would influence actual service levels, but general agreement on thresholds would be needed initially. Volume thresholds for various levels of state-funded delivery service would have to be determined. If less funding overall for delivery is available, some rational basis for decisions about service reductions would be needed. Existing advisory groups to State Library Services & School Technology, MnHESO, and MINITEX could assist with development of guidelines and thresholds for decisions. One notable feature of some other states' practices in this regard is that the level of delivery services, and the thresholds themselves, change as the state level funding changes. The allocation method is thus known in advance and the results are, if not desirable, then at least apparently more equitable from having gone through a deliberative process.

5. Explore additional cooperative arrangements and promote further system-level planning to streamline and integrate overall delivery, including more end-to-end delivery solutions.

Operational efficiencies and cost savings may be promoted through additional sharing of delivery "best practices" among MINITEX, the regional library systems, and libraries. MINITEX should find a broader role in assisting regions to negotiate with delivery couriers for better costs and services through its leverage as a major purchaser of the services and knowledge of the markets around the state. Negotiations based on the greatest practical economies of scale, attention to local needs as a top priority, careful monitoring of services, and sharing of information among those who negotiate with couriers can improve services and reduce overall costs. Among the options, it appears that MINITEX is currently well positioned to take greater responsibility to facilitate regional and local delivery systems to develop improved *end-to-end solutions* and otherwise help to *integrate* delivery system components. MINITEX, in consultation with its delivery partners and the State Library Agency, could be charged to have a larger role in the planning and implementation of delivery services integration. Most likely this would occur on a situation-by-situation basis with the identification of specific opportunities and with the agreement and engagement of the necessary partners to develop and implement solutions. The evolution of this idea would be first to actions that do not require additional formal authority, then an assessment whether greater funding and authority are needed for further solutions. State and federal funding can be leveraged to promote overall delivery system cost effectiveness, integration, and service quality.

6. Consider alternative strategies for governance of the delivery function if needed to support better long-term alternative funding strategies and greater efficiencies (with attention to statewide and local needs).

The choice of funding sources and the choice of governance can be closely related. If individual libraries – including any or all types – are asked to participate in funding, then a structure that puts them in the center of decision-making is appropriate. If regional public library systems and/or multitype systems and/or academic libraries provide a much greater share of the funding, then their decisions and priorities may be foremost in the governance structure. If state-level funding takes a more significant role in overall funding, then the structures of governance for the delivery function, in order to promote high service levels and cost effectiveness, should be reconsidered. Although any model of governance for delivery must take account of local needs and the interests of all stakeholders, the design of governance significantly shapes the end results. As described in the report, some other states provide examples of integrated oversight and operation of delivery services.

7. Develop better delivery data for decision-making.

Better, more comprehensive and uniform delivery cost, service, and performance statistics and their central collection would better support state-level, regional, and local delivery funding decisions. It is imperative that reliable and comparable data (among libraries, library systems, and library types) for the volumes of materials moved among libraries be developed for all libraries who wish to participate in state-funded delivery and be reported to a central agency at the state level where decisions about funding state-level delivery are made. The data developed by all libraries should help clarify the actual volume of library materials movements. Both definitions and the practices for counting items vary considerably. Without reliable numbers for materials movements on a consistent basis across the state, decision rules for allocating state delivery resources must be less useful than they should be. Better data would promote appropriate decisions about the use of state resources for delivery services and would help demonstrate to decision makers and funders that the resources are being used effectively and efficiently. The changeover to MnLINK Gateway VDX and patron-initiated interlibrary loan requests may change delivery patterns, although this is unlikely to occur very quickly because adoption will likely be gradual, at least in the near term. Better, more uniform and timely data gathering concerning the movement of library materials at all levels will enable better decisions.

8. Consider whether and where additional fees, charge-backs, and other cost-sharing arrangements for delivery would be appropriate.

It is a fundamental consideration whether non-publicly funded libraries would receive no-cost or reduced cost delivery services from MINITEX and regional library systems when the funding sources are inadequate overall. The value of shared collection materials from these libraries has provided the rationale for the practice. Further study of this practice may be useful. Additionally, some libraries charge for library services other than delivery while others do not. An emerging area of revenue potential (and operational complications for libraries) is the idea of charging for “premium services” such as mailing items to homes or businesses. Discussions of

potential new revenue opportunities in relation to delivery services, while uncomfortable, may be appropriate to deal with funding reductions. If there is a shift to more local funding for delivery services along with continuing revenue shortfalls, then charging fees for services may become more widespread. Discussions of different practices and guidelines, or alternatives for guidelines, should be encouraged.

9. Develop a long-term strategy for delivery to school libraries– the principal “unmet need” according to people who participated in this study. This should include ensuring good use of electronic access and delivery.

School libraries/media centers – the most numerous type of library in the state – are the least likely libraries to get regular delivery services. This situation appears to be not unusual among other states. Several regional delivery systems attempt regular, though usually infrequent, deliveries to schools and adjust service levels as frequently as the funding sources change. Others use local public libraries as drop off points for schools. Increased coverage of delivery services for school libraries/media centers will require imaginative or insightful adaptations to local circumstances in the short term and comprehensive planning – in addition to increased funding. It is also noteworthy that some study participants concluded that greater electronic access to resources was a better, more cost effective solution.

10. Consider the implications for libraries of new online resources and information-seeker practices to reduce delivery costs.

An example illustrates that there may be new opportunities for libraries to deal with delivery options: To some extent, online booksellers compete with libraries for information seekers’ attention and resources. Used books can often be obtained at low cost, with receipt at the purchaser’s home within a few days for an extra fee or at no extra cost for later delivery. One might question if there are circumstances in which it would be beneficial for a library to order the same book for the user (for example, if the overall cost is less than other options including the interlibrary loan and delivery costs, and the item would be of continuing value to the library). There may be other examples of how libraries can benefit from emerging technologies to improve user services and lower delivery costs.

11. Develop additional capabilities to make best use of commercial courier delivery services.

Commercial courier services play a central role in cost-effective delivery for libraries at the interregional and regional levels. The industry and its local manifestations around the state present several dimensions of challenges for those who contract with them. Establish a courier committee (or attach this topic to an existing committee) to discuss the issues of coordination, funding, and oversight of courier services. Among the issues to address are how best to take advantage of economies of scale, handle negotiations, and promote coordination among regional and state networks. One state issued a request for information (RFI) seeking ideas to improve practices and components of delivery infrastructure. Another state brought their long-time courier into discussions of how best to reduce delivery services in response to funding changes in order to identify the least harmful options and avoid unnecessary problems.

APPENDIX A. Glossary

Libraries and Library Organizations

Public libraries. A public library is an entity established under state enabling laws or regulations to serve a community, district, or region, that provides at least the following: (1) an organized collection of printed or other library materials, or a combination thereof; (2) paid staff trained to provide and interpret materials as required to meet the needs of the clientele; (3) an established schedule in which services of the staff are available to the public; (4) the facilities necessary to support such a collection, staff, and schedule; and (5) is supported in whole or in part with public funds.

Academic libraries. An entity in a postsecondary institution that provides the collections, staff, services, and facilities as described in the description above of public libraries (items 1 to 4 only).

School library/media centers. An organized collection of printed, audiovisual, and/or computer resources in a K-12 school that is administered as a unit, is located in a designated place or places, and makes resources and services available to students, teachers, and administrators.

Special libraries. An organized collection of information resources located in business firms, professional associations, government agencies, or other organized groups. A special library may operate for a parent organization to serve a specialized clientele or as an independent library providing materials and services to the public, a segment of the public, or other libraries. They include libraries in state government. The scope of special library collections and services is limited to the subject interests of the host or parent institution.

State Library Services & School Technology division, Department of Education: the State Library Agency. The agency in each state and territory that administers federal Library Services and Technology Act (LSTA) grant funds and is authorized to develop library services in the state. In Minnesota, the State Library Agency is State Library Services & School Technology in the Department of Education.

Higher Education Services Office. MnHESO advocates for and provides services that enable access to post-secondary education. The agency oversees two statewide library programs: MINITEX and MnLINK. MnHESO administers the Minnesota Education Telecommunications Council, which is responsible for the Learning Network of Minnesota. The Network connects all public post-secondary education campuses with interactive video and also connects public school districts and regional libraries.

MINITEX Library Information Network. MINITEX (formerly MINITEX Interlibrary Telecommunications Exchange) is a program of the Minnesota Higher Education Services Office (MnHESO), located at the University of Minnesota, Minneapolis. Its mission is to provide a range of state-level services that enhance the effectiveness and efficiency of participating libraries. Among its many services for libraries is the MINITEX Delivery Service, known as the state's "backbone" interregional (and also

multi-state) delivery service. The service is delivered under contracts with commercial couriers and a local van that travels among University of Minnesota libraries and to the Minneapolis Public Library. <http://www.minitex.umn.edu/>.

Minnesota Library Information Network (MnLINK). MnLINK, a program of the Minnesota Higher Education Services Office (MnHESO), is a statewide library automation project that will link public, academic, school, and government libraries throughout Minnesota. It is referred to as a virtual library. The MnLINK “Gateway” currently links the online catalogs of 20 library systems and the Electronic Library of Minnesota (ELM). With completion of key features of the system, Minnesotans with valid library cards will be able to search for and request materials, including through interlibrary loans, online.

Regional Public Library Systems. Multi-county public library service agencies that provide free access to all residents of the region without discrimination, organized under Minn. Stat. Chapter 134, 317A, or 471.59. The twelve regional public library systems provide “basic system services” which include resource sharing, delivery of materials, reciprocal borrowing, cooperative reference, and communication among participants, at a minimum. Minn. Stat. § 134.001, subd. 4, 5. The two types of systems are *consolidated* and *federated*. The territory of each regional system coincides with county boundaries.

Consolidated. Consolidated regional systems have one centralized administrative unit (and board) for the member libraries in the region. The centralized administration is responsible for operating and staffing all public library outlets in the region. Each library operates as a “branch” of the library system. The centralized administration is responsible for funding.

Federated. In a federated regional system, each participating library has financial and administrative autonomy, but works within the regional system to develop cooperative services with other participating libraries. In some federated systems, the regional system provides services only to participating libraries; in others, it also provides services directly to the public.

Multicounty Multitype Regional Libraries. Cooperative networks consisting of any combination of public libraries, regional public library systems, public school libraries, public or private college or university libraries, and any other libraries that share services and resources within a multi-county area. (Minn. Stat. § 134.001, subd. 6.) The services of the seven *multitypes* provided include intra-system reciprocal borrowing, cooperative collection development, cooperative reference services, staff development, research and development, cooperative storage facilities, referral or users, and publicity and community relations. (Minn. Stat. § 134.351, Subd. 2.) The territory of each multitype coincides with one or more regional public library systems.

Institute of Museum and Library Services. The IMLS is an independent Federal grant-making agency “dedicated to creating and sustaining a nation of learners by helping libraries and museums serve their communities.” Among its programs is the Library Services and Technology Act (LSTA) which promotes access to information resources by all types of libraries. LSTA funds are provided to states on a population-based formula. At the state level, funds are administered by a state library agency, which in

Minnesota is State Library Services & School Technology division in the Department of Education. The LSTA funds may be used for statewide initiatives and services, and may be distributed through subgrant competitions or cooperative agreements.

OCLC (Online Computer Library Center). OCLC is a nonprofit, membership, computer library service and research organization dedicated to the public purposes of furthering access to the world's information and reducing information costs. More than 50,000 libraries in 84 countries and territories use OCLC services to locate, acquire, catalog, lend and preserve library materials. <http://www.oclc.org/>.

Minnesota Library Association. The MLA is a statewide organization that represents libraries and library workers and works to improve library services and resources. <http://www.mnlibraryassociation.org/>.

Minnesota Educational Media Organization. MEMO is an organization that serves school library media center staff and information technology professionals.

Capitol Area Library Consortium. CALCO is an organization of cooperating state government libraries in the area around the State Capitol. <http://www.state.mn.us/libraries/calco.html>.

Cooperating Libraries In Consortium. CLIC is a nonprofit federation of the libraries of eight private colleges and universities in Saint Paul and Minneapolis. http://www.clic.edu/what_is_clic.htm.

Council of Academic Library Directors. CALD is an organization of the directors of Minnesota academic libraries. The Council includes all four-year academic institutions in Minnesota.

Council of Regional System Library Administrators. CRPSLA is an organization of the administrators of the regional public library systems.

Council of Cooperating Libraries. The Council is an organization of the regional multitype library systems administrators .

Public Library Directors. The organization represents directors of public libraries.

Special Libraries Association Minnesota. The MN SLA's mission is to "to promote the collection, organization, and dissemination of information; to develop the usefulness, efficiency and coordination of special libraries and other reference and research agencies in the State of Minnesota...."

Health Sciences Libraries of Minnesota. An organization of individuals and groups concerned with library and information access issues in relation to health care access and services. <http://www.hslm.org/>.

Minnesota Association of Law Libraries. An organization established to promote law librarianship. Its membership includes academic law libraries, county law libraries, corporate legal departments, law firm libraries, and federal, state agency and court libraries. <http://www.aallnet.org/chapter/mall/>.

MINITEX Advisory Committee. The Committee advises MnHESO on MINITEX issues.

MINITEX/State Library Joint Standards Task Force. Approves standards for use in Minnesota to be adopted by the MINITEX Advisory Committee and the Advisory Council to the Minnesota State Library Agency (State Library Services & School Technology).

University of Minnesota Libraries. The University of Minnesota libraries include five major facilities and eleven branch sites. The collection includes nearly 6 million print volumes, 45,000 serial subscriptions, 5.7 million microforms, 2.6 million government documents, and 400,000 maps. It is the 17th largest research library in North America. The Libraries employs 309 staff including 99 librarians and circulates more than 1 million items annually. <http://www.lib.umn.edu/>.

Minneapolis Public Library. The Minneapolis Public Library includes the downtown Central Library, fourteen community libraries, a bookmobile, a literacy center, two technology centers, and a website “library without walls.” The collection includes more than 3 million items, housed primarily at the Central Library. It is the largest central public library collection in the state and fourth largest in the nation. Member of MELSA. <http://www.mplib.org/>.

MnSCU/PALS. MnSCU/PALS (Minnesota State Colleges and Universities – Project for Automated Library Services) is a consortium of over 125 libraries and branches with a common philosophy of resource sharing. MnSCU/PALS libraries utilize a centralized library automation system (PALS) developed over the past 20 years. <http://www.pals.msus.edu/pals/>.

Library Foundation. A nonprofit entity with funds managed by its own trustees that provides a source of income for a library through investments.

Minnesota Association of Library Friends. “Friends of the Library” organizations support libraries through financial contributions, often for specific projects, and through volunteer work. MALF promotes excellence in library services working with and through Friends organizations and the libraries they represent, assisting the organizations to be more effective in their support and enthusiasm for libraries of all types. <http://www.malf.info/>.

Minnesota Private Colleges Council. The council represents private higher education in Minnesota. Members are 17 private, four-year liberal arts colleges. <http://www.mnprivatecolleges.com/>.

Operations

Library Collections. Library items available for public use (public library definition) or other populations of users for academic, school, and special libraries. Collections include books, serials, audio and video materials, multi-format materials, and other physical items (pictures, for example). Collections also include electronic serials and book subscriptions and databases.

Electronic Access. Electronic services provided by libraries or library systems through subscription, lease, license, or group (consortial) membership or agreement. It would include full text, serial subscriptions, and electronic databases.

E-Books. Digital documents (including those digitized by the library), licensed or not, with searchable text, which can be seen in analogy to a printed book. E-books are loaned to users on portable reading devices or by transmitting the contents to the user's personal computer for a limited time.

Interlibrary loan and delivery terms

Interlibrary loan. As defined in the National Interlibrary Code for the United States, 2001, ILL is the process by which a library requests materials from, or supplies materials to, another library. It also refers to library materials, or copies of the materials, provided by one library to another upon request, and library materials, or copies of the materials, received by one library from another library upon request. The libraries involved in *interlibrary* loans are not under the same library administration. An *intralibrary* loan means that materials are provided from one outlet to another when both function under the same administrative agency. Both interlibrary and intralibrary loans as defined here can involve the physical delivery of items between libraries. (See Consolidated and Federated under Regional Public Libraries, above.)

Borrower. A borrower is any individual who has completed procedures to borrow materials from a library. A resident registered borrower resides in the jurisdiction for which the library is legally responsible (city, township or and/or county taxes from the household of this individual support the library). A registered reciprocal borrower resides in a jurisdiction other than the one for which the library is legally responsible (city, township, and/or county taxes from the household of this individual support this "other" library).

Delivery. Delivery is the physical movement of library materials between and among libraries in response to requests by individual library users. It does not include rearrangement of collection holdings among branches or bookmobile services. It includes books-by-mail.

Electronic delivery. A variation or subset of electronic access in which content is provided via the Internet through, for example, Web page access or e-mail. It also includes fax and phone transmission of content. It does not involve the physical movement of library materials between libraries, which distinguishes it from *delivery* as defined above.

Document delivery. The requesting and filling of nonreturnables (copies of journal articles) or the physical movement of materials. It is sometimes used synonymously with delivery. The library community has not yet reached agreement on what this term defines.

Direct borrowing. The request of an item by one library directly from another library, either on a one-time basis or by standing arrangement between cooperating libraries.

"Last mile" delivery. The "last mile" refers to the problems in a delivery network of moving the items the last leg of the journey to destination. Interregional delivery moves the items efficiently into central hub locations. However, from there to the final destination library involves another delivery network and equipment. A system that is timely at the level of interregional delivery can be less so when the origin to destination benchmark is used. MINITEX provides a small number of grants to help some libraries provide delivery for the last mile.

Mediated interlibrary loan requests. A library staff member manually authenticates patrons, performs verification, and direct the requests throughout the request process. This is the traditional procedure of interlibrary loans.

Unmediated interlibrary loan requests. Interlibrary loan requests for which authentication of the patron and verification of potential lenders is done automatically within the automated system, without the need for staff intervention. Unmediated requests are enabled with online technologies including those incorporated in library system Websites and MnLINK.

VDX. Virtual Document Exchange is an interlibrary loan management system from the Fretwell-Downing company. It is a Web-based or Windows-based ILL management software package. This software is used by the MnLINK Gateway.

Bookmobile. A traveling branch library consisting of at least all of the following: (1) a truck or van that carries an organized collection of library materials, (2) a paid staff, and (3) regular scheduled hours (bookmobile stops) open to the public.

Books-by-Mail. A unit that provides a direct mail order service for books and other library materials, typically serving rural residents, the disabled, the homebound, and others without access to another type of public library. Requests are usually received by mail, e-mail, and telephone.

Place-a-hold. An automated circulation process that blocks a circulating item from being checked out by someone else when a request for it has been made and simultaneously initiates a message to initiate retrieval of the item. The process is also used to place the requester in a queue for a checked-out item, and may initiate a notice to the requester that the item is available.

Returnables. Collection materials that are sent and returned to the owning library.

Nonreturnables. Collection materials that are not returned to the lending library. The nonreturnables make a one-way trip to the customer. Example: a photocopy of an article that is delivered but is not to be returned to the sending library.

Direct Request. Users initiate interlibrary loan requests directly from the library's ILL online search interface without assistance from library staff.

Funding terms

LSTA. The federal Library Services and Technology Act, administered by the Institute of Museum and Library Services (IMLS), provides grant funds to states for the support of libraries. The funds are provided to states for further disbursement consistent with LSTA goals and state plans. In September 2003, the most recent authorization provided appropriations authority of \$232 million annually for libraries for FY2004 through 2009. http://www.ims.gov/grants/library/lib_gsla.asp.

Basic Regional Library System Support. These are legislative appropriations to the regional public library systems in the nature of regional system support grants and regional library telecommunications aid. This source is the foundational state level funding for regional public library systems. The funding is administered by State Library Services & School Technology and based on a formula that includes a per capita

component (57.5 percent), a square mile component (12.5 percent), a base grant to each system (5 percent), and a component based on an adjusted net tax capacity per capita of the regions (25 percent). The formula and methodology for calculation is provided in Minn. Stat. § 134.355.

Local Government Aid. State aids to local units of government based on a number of statistical variables that attempt to measure the expenditure needs of the local units of government. The variables attempt to identify characteristics that cause some units of government to need to spend more than others to provide the same level of service. Spending is measured by the revenue base or property tax levy plus general state aids. Expenditures are compared to the revenue-raising capacity. Those whose revenue capacity is less than the need to spend are eligible for a share of the aid distribution.

Operating expenditures. The current and recurrent costs needed to support library services. It does not include capital expenditures.

Operating income. Income generally from multiple sources used for operating expenditures. It includes federal, state, local governmental funding, grants, and other sources such as revenues from library foundations.

Sources of glossary definitions:

Some definitions are adapted from *Minnesota Public Library Report 2003 – Data Element Definitions*. 2004. Minnesota Department of Education, State Library Services & School Technology.

APPENDIX B. List of Exhibits

1. Populations served and geographic coverage for the twelve regional public library systems.
2. Population and Geographical Coverage of Regional Multicounty Multitype Library Systems.
3. Multitype Cooperating Library Systems in order by size of populations in counties served.
4. Multitype Library Systems in order by size of service area.
5. Multitype Library Systems in order by population density of service area.
6. Average number of public library locations per square mile in regions, and comparison.
7. Distances between the two most distant public libraries in each region.
8. Map showing libraries and population – state
9. Map showing libraries and population – Twin Cities Metro area
10. Map showing libraries by type – state
11. Map showing libraries by type – Twin Cities Metro area
12. Number of registered borrowers for selected public library systems.
13. MINITEX Delivery Statistics by Category of Service
14. Sources of MINITEX ILL requests FY2002 and FY2003.
15. MINITEX Courier delivery (Velocity): number of bins sent to destinations in Sept. 2004.
16. Map of MINITEX Delivery Points and Sort Locations – Minnesota.
17. Map of MINITEX Delivery Points and Sort Locations – Twin Cities Metro area.
18. Reciprocal Borrowing by Regional Public Library Systems.
19. Map showing patterns of reciprocal borrowing.
20. CMLE, ECRL, and GRRL summary statistics.
21. Map of CMLE Region Delivery
22. Metronet/MELSA summary statistics.
23. Map of Metronet Region Delivery
24. NCLC and Arrowhead summary statistics.
25. Map of NCLC Region Delivery
26. NLLN summary statistics.
27. Map of NLLN Region Delivery
28. CMLE, ECRL, and GRRL summary statistics.
29. Map of SMILE Region Delivery
30. SELCO and SELS summary statistics.
31. Map of SELCO Region Delivery
32. SAMMIE, Pioneerland and Plum Creek summary statistics.
33. Map of SAMMIE Region Delivery
34. State Delivery Systems Overview

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35. Costs of Regional Delivery Services
 36. Comparison of Funding Sources Among Recipients of LSTA Delivery Grant Awards.
 37. Arrowhead Regional Library Delivery Costs
 38. Central Minnesota Libraries Exchange Delivery Costs
 39. East Central Regional Library Delivery Costs
 40. Great River Regional Library Delivery Costs
 41. Kitchigami Regional Library Delivery Costs
 42. Lake Agassiz Regional Library Delivery Costs
 43. MELSA Delivery Costs – including Local Delivery of Member Counties and Cities
 44. Northwest Regional Library Delivery Costs
 45. Pioneerland Library System Delivery Costs
 46. Plum Creek Library System Delivery Costs
 47. Southeast Libraries Cooperating (SELCO) Delivery Costs
 48. Southeast Library System (SELS) Delivery Costs
 49. Traverse des Sioux and SMILE Delivery Costs
 50. Viking Regional Library Delivery Costs
 51. Map showing schools with libraries/media centers – state
 52. Map showing schools with libraries/media centers – Twin Cities Metro area
 53. Map showing percent of population age 65 and older by county
 54. Map showing percent of population born outside the United States by county.
 55. Map showing median family income for families with children under 18 years of age.
 56. Map showing minority populations as percentage of total population.
 57. Map showing percentage of population under age 18 by county.
 58. Sources of Operating Funds for Selected Public Library Systems (\$000's).
 59. Per capita library spending (all operating expenditures) 2002.
 60. MINITEX – Federal LSTA grants awarded for interlibrary loan, document delivery, and delivery services.
 61. Regional Public Library Systems – “Competitive” Federal LSTA grants awarded for interlibrary loan and delivery.
 62. Multitype Multicounty Regional Library Systems – “Competitive” Federal LSTA grants awarded for interlibrary loan and delivery.
 63. Summary of Delivery Options In Lieu of Increased Funding.

APPENDIX C. List of GIS Maps

- Exhibit 8. Libraries and population – state
- Exhibit 9. Libraries and population – Twin Cities Metro area
- Exhibit 10. Libraries by type – state
- Exhibit 11. Libraries by type – Twin Cities Metro area
- Exhibit 16. MINITEX Delivery Points and Sort Locations – Minnesota.
- Exhibit 17. MINITEX Delivery Points and Sort Locations – Twin Cities Metro area.
- Exhibit 19. Patterns of reciprocal borrowing.
- Exhibit 21. CMLE Region Delivery
- Exhibit 23. Metronet Region Delivery
- Exhibit 25. NCLC Region Delivery
- Exhibit 27. NLLN Region Delivery
- Exhibit 29. SMILE Region Delivery
- Exhibit 31. SELCO Region Delivery
- Exhibit 33. SAMMIE Region Delivery
- Exhibit 51. Schools with libraries/media centers – state
- Exhibit 52. Schools with libraries/media centers – Twin Cities Metro area
- Exhibit 53. Percent of population age 65 and older by county
- Exhibit 54. Percent of population born outside the United States by county.
- Exhibit 55. Median family income for families with children under 18 years of age.
- Exhibit 56. Minority populations as percentage of total population.
- Exhibit 57. Percentage of population under age 18 by county.

APPENDIX D. Project Participants

Organizations

People from the organizations listed below provided information for the study.

Anoka County Library	Illinois State Library
Arrowhead Library System (ALS)	Iron Range Research Center
Association of Research Libraries	Institute of Museum and Library Services (IMLS)
Babbitt Public Library	Itasca Community College
Capitol Area Library Consortium (CALCO)	Kansas Library Network Board
Carver County Libraries	Kasson Public Library
Cathedral High School/John XXIII Middle School, St. Cloud	Kentucky Virtual Library
Central Minnesota Libraries Exchange (CMLE)	Kinney Public Library
Century College	Kitchigami Regional Library (KRL)
Ceptsform Library	Lake Agassiz Regional Library (LARL)
Chisholm Public Library	Lincoln High School, Thief River Falls
College of St. Benedict	Mankato Schools
Comfrey Public School	Martin Luther College
Concordia College	Metronet
Cooperating Libraries in Consortium (CLIC)	Metropolitan Library Service Agency (MELSA)
Dakota County Libraries	MINITEX Library Information Network
Detroit Lakes Middle School	Minneapolis Public Library
Duluth Public Library	Minnesota Department of Transportation
East Central Regional Library (ECL)	Minnesota Educational Media Organization (MEMO)
Fergus Falls Public Library	Minnesota Library Information Network (MnLINK)
Gilbert Public Library	Minnesota State University – Mankato
Great River Regional Library (GRRL)	Minnesota State University – Moorhead
Gustavus Adolphus College	New Hampshire State Library
Hennepin County Library	North Branch Middle School
Hibbing Public Library	North Country Library Cooperative (NCLC)
Houston High School	
Hoyt Lakes Public Library	

North Mankato Public Library	Southwest Area Multicounty Multitype Interlibrary Exchange (SAMMIE)
North St. Paul, Maplewood, and Oakdale School District	South Central Technical College
Northern Lights Library Network (NLLN)	Special Libraries Association
Northfield Public Library	State Library Services & School Technology (Department of Education)
Northwest Regional Library	St. Cloud Hospital, Health Sciences Library Commission
Owatonna Public Schools	St. Cloud State University
Paynesville Schools	St. John's University
Pennsylvania Office of Commonwealth Libraries	St. Paul College
Pioneerland Library System	St. Paul Public Library
Plum Creek Library System	Tampa Bay (Florida) Library Consortium
Ramsey County Library	Texas State Library and Archives Commission
Riverland Community College	Traverse des Sioux Library System (TDS)
Rochester Public Library	University Center – Rochester
Rochester Public Schools	University of Minnesota – Duluth
ROCORI High School	University of Minnesota – Twin Cities
Sartell Schools	Viking Library System
Scott County Library	Waseca Schools
South Central Library System, WI	Washington County Library
Southcentral Minnesota Inter-Library Exchange (SMILE)	Winona State University
Southeast Libraries Cooperating (SELCO)	
Southeast Library System (SELS)	

People

These people provided information for the study.

Dennis Anderson	Jane Evers	Joan Klanderud
R. K. Anderson	Elizabeth Feinberg	Adele Krusz
Darlene Arnold	Deb Fena	Pat Krueger
Jerry Baldwin	Fred Finch	Gina LaForce
Susan Baxter	Barbara Fister	Chris Lang
Steven Bean	Bev Flaherty	Karen Langsjoen
Ken Behringer	Cindy Flatin	Janet Leick
Terri Benson	Kathy Fredette	Linda Liebl
Brook Berg	Sandy Gibson	Lucy Lowry
Barbara Bestick	Donna Gilbreth	Richard MacDonald
Audrey Betcher	Mic Golden	Kathie Martin
Patty Biesterfeld	Helen Goodin	Ann Mason
Vanessa Birdsey	David Gosdeck	Annette McAlister
Bob Boese	Mike Grossman	David McQuin
Melissa Brechon	Katherine Hadley	Mary Mehsikomer
Judy Bull	Peter Hamon	Happy Michau
Bescye Burnett	Eric Hansen	Suzanne Miller
Roseanne Byrne	Nancy Hegdahl	Barbara Misselt
Alice-Jo Carlson	Alice Hofstad	Marlene Moulton Janssen
Mary Caven	Ann Hokanson	Ray Murray
Robin Chaney	Joyce Hommel	Carol Nelson
Jean Clark	John Houlahan	Kathleen Nelson
Pat Conley	Ann Hutton	Joan Nevitt
Paul Deaven	Barbara Jacquet-Kalinoski	Pam Newbauer
Bill DeJohn	Mary Jackson	Dana Noonan
Russ Dennison	Peter Jarnstrom	Joan O'Driscoll
Kaia Densch	Doug Johnson	Verne Oleksowicz
Mary Downing	Brian Karschnia	Chris Olson
Kathy Drozd	Mike Kathman	Charles Parker
Walt Dunlap	Elizabeth Kelly	Rebecca Patton
Mark Eriksen	Zach Kelly	Donald Penn
Audrey Evers	Deb Keena	Melissa Perron

Donna Peterson	Dianne Schmidt	Les Tlougan
Dianne Plager	Joyce Schneider	Judy Todd
Bruce Pomerantz	Gary Schwartz	Linda Wadman
Patricia Post	Jennifer Schwint	Nancy Walton
Jane Prestebak	Virginia Smith	Jim Weikum
Nicole Reuter	Ruth Solie	Peg Werner
Ginny Richmond	Bill Sozansky	Pam Werre
Marian Ridge	Alan Stanaway	Sharon Wieners
Nancy Riesgraf	Paula Stanaway	Betsy Williams
Becky Ringwelski	Nancy Steele	Enid Wohlstein
Erika Rux	Roger Sween	Margaret Woodling
Myla Salfer	Gladys Swick	Jym Wroblewski
Greg Sauve	Angie Taylor	Lynne Young
Marcia Savela	Sue Thompson	
	Geri Thostenson	

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APPENDIX F. Case Summaries and Anecdotes

Funding

Minneapolis Public Library. The Library Board adopted a 2004 budget that would reduce library hours by one-third and lay off one in four library positions. The library budget is 45 percent from state-provided local government aid. The system will spend \$18.3 million in 2004 compared to \$22.9 million in 2003. (11/20/2003)

Ely Public Library. To help balance the city budget, a library clerk retired early; the city is considering not filling the position. However, by not filling the position the library falls below state requirements for funding the library and would lose its free Internet connections, card catalog, and interlibrary loan services. The library cut open hours from 49 to 40 per week. (5/13/2004) Citizens of Morse Township approved a contribution of \$10,846 to the 2005 budget to help operate the Ely library, following cuts in local government aid to the city. (3/15/2004)

Ramsey County Library. The county proposed a 2005 budget that boosts property taxes by 4.9 percent. A portion of the additional funding would go toward hiring new staff at the recently opened North St. Paul branch. The system should have enough funding to maintain current operating schedules without closures. (8/6/2004)

Duluth Public Library. Budget was reduced by \$279,000. The Library Foundation plans fundraising to buy books for the city's three libraries. (10/7/2003)

Golden Valley Library. Effective Jan. 5, 2004, the library is closed on Fridays. During the rest of the week the library is open 40 hours (down from 51 hours per week in 2003). (1/15/2004)

St. Cloud Public Library. The library closed the media center and TV/video viewing due to cuts in state funding of \$115,000 to the library's \$6.4 million budget. (8/29/2003)

St. Paul Public Library. Three librarians were cut from staff but library hours will be maintained. (9/24/2003)

Fundraising

Metropolitan State University Library. Private donations totaling \$800,000 helped the library absorb the impacts from severe budget cuts. (8/22/2003)

Minneapolis/Franklin Community Library. The library received a grant from Thrivent Financial to remain open as an interim library while the building is being renovated. Grassroots efforts have contributed \$14,000 for the interim library. (9/10/2003)

Ramsey County Library. The Roseville branch added a second gift shop, which added \$55,000 in revenues over the year. (9/26/2003)

End-User Benefits of Delivery

These are responses to a survey done in mid-2003 on behalf of MINITEX concerning the value of certain MINITEX services. The following comments pertain to MINITEX Delivery Services.

- It is our chief means of receiving and sending ILL materials. Only 1-2 percent is handled through the mail. (college library)
- Our city patrons are able to receive library materials from virtually anywhere in the state. It is used heavily. (public library)
- The CLIC courier makes two stops a day at the MINITEX offices This is very important to us because of the percentage of requests that MINITEX fills for us. (college library)
- The MINITEX delivery system is the link our libraries and their users have to resources outside the region. MINITEX delivery system helps [the region] fulfill one of its basic functions. It is used daily, continually, and extensively. (regional library system)
- We will become more and more dependent on the delivery aspect as the state OPAC allows us to direct borrow from more libraries. (college library)
- As MnLINK Fretwell Downing software becomes fully operational, [the region] anticipates that requests will increase. (regional library system)
- All libraries that have budget restraints need to take advantage of resource sharing . . . Also, technology only opens the door to more access so I would guess that we will still need MINITEX delivery services as much as and probably more than we currently do. (college library)
- Use of the MINITEX delivery system should increase in the future due to the use of unmediated, patron-initiated ILL. (regional library system)
- Patrons want materials immediately and MINITEX is able to provide that service with products such as MEDD and other electronic delivery methods. (college library)
- Facilitate a delivery system that will encourage regional borrowing. (college library)
- Continue to provide daily delivery between MINITEX and regions and among regions. (regional library system)
- Helping libraries tie into the delivery system, as MINITEX is already doing with the “last mile” grants. (college library)
- Networks, systems, and regions benefit from a good delivery system for resource sharing, especially with new computer systems being set up in each of the ND, MN, and SD regions. (college library)

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- It's important for MINITEX to continue to do its job well so we can continue to do our job well. (regional library system)
 - MINITEX should continue to be the central point for the library networks. This would be the most effective way of delivering items. (college library)
 - We would have a very hard time meeting patron needs without deliveries from MINITEX. (college library)
 - The delivery system is of vital importance in helping us meet our patron needs. Without it, we couldn't afford anywhere near the level of service we now provide. (college library)

Additional end-user benefits provided by study participants

These are additional examples of end-user benefits provided by the study project participants:

- I had an ACT Test Prep book delivered from a library over 80 miles away for both of my high school seniors. High ACT scores spell scholarships. I know that book helped them get higher test scores and great scholarships. (small rural high school media specialist)
- When I'm done with this book, I will have read the whole series! (avid 7th grade reader in small public library who had just received a book by inter-library delivery)
- I cannot emphasize enough how important ILL and delivery are to our school. It is a daily goal of mine to raise standards for our students in the research and information that they seek. . . . Our budget cuts cannot possibly allow us to fill in the gaps. (school media specialist)
- Our 8th grade . . . studies other countries and . . . makes booths of artifacts similar to ones at the Festival of Nations. In order to prepare them for this [teaching] unit, they use delivered materials from CMLE to research their countries. This is one of the largest culminating events of the year. (school media specialist)
- Interlibrary loan is invaluable for researching local history information. . . . It is difficult for students to plan trips to the county heritage museum or to large regional or college libraries. ILL brings that information to us. My favorite part of ILL is watching as students realize that the Internet does not have the local history covered – and start using other resources, including many only available through ILL. I would be very concerned if ILL was not available, since it would leave us stranded with only our collection and the Internet. We would have to change some of our assignments since we can't expect our students to be able to physically research in other libraries and museums. ILL is an integral part of our media center. I tell our students not to think of our media center as just the four-walled room, but with the Internet and interlibrary loan there is no end to our resources. (school media center specialist)
- Three years ago my students began participating in the National History Day program. This is an academically rigorous program that requires a wide range of research materials on an even wider range of topics, culminating in a major project. Without the use of the ILL system, our participation in History Day would have to

terminate. Over these past 3 years, we have ordered dozens of books for research from libraries that my students would have no way of accessing otherwise. We have had a large number of [History Day] entries make it through local, regional and state competitions. We've had research paper entries and exhibit board entries receive honorable mention and prizes. Our students are learning real research, organization and presentation skills with the help of the ILL program. These are essential academic and real life skills. (instructor who received an award for History Day)

- Besides using the service for a 10th grade Reader's Workshop, I have encouraged my College English class to access Shakespearean plays. Instead of having to purchase a copy of one of the plays, most students have been able to access the texts through interlibrary loan [and delivery]. The system has significantly improved my students' ability to access ANY book. [Reader's Workshop is a reading program provides students with a daily opportunity to read and then journal their thoughts about what they've read. The goal is to create active readers.]
- I used the services on a regular basis last year while working toward a Master's Degree. I had required classroom books shipped to me, along with books to help with my final thesis paper. Interlibrary loan [and delivery] saved me money, since I didn't have to buy the books, and it also saved me time, since I didn't have to leave the school library. I appreciated the convenience of this program and hope to use it even more in the future. (high school teacher)
- Public patrons, students, and teachers use our service. I really enjoy the ability to receive and send materials nationwide. (community/school library)

The sources for Case Studies and Anecdotes include:

Source for the **Funding** and **Fundraising** cases: *Library Funding, ALA's Anecdotal Database, Minnesota*. American Library Association. The information was provided to the ALA by the named libraries. The date in parenthesis following each entry notes when the item was posted to the ALA Website. (<http://www.ala.org/ala/news/libraryfunding/libraryfundingstories.htm>.)

Sources for **End-User Benefits for Delivery** cases: (1) *Application of Outcome-Based Evaluation to MINITEX Interlibrary Loan, Delivery, and Reference Services*. Management Analysis Division, Minnesota Department of Administration, St. Paul. August 2003. (2) Project participants.

APPENDIX G. Minnesota Libraries Delivery Services Data

Courier Delivery to Libraries (Pt. 1: Public, Academic, Special)

Multitype Sys

CMLE

Reg Publ Sys

East Central

Library Type

Academic

Library Name

County

City

*MINITEX
Delivery*

*Regional
Delivery*

*County/City
Delivery*

*Academic
Delivery*

Anoka Ramsey Comm College Cambridge Ca	Isanti	Cambridge	0	5	0	0
Pine Technical College	Pine	Pine City	5	4	0	0

Library Type

Public

Library Name

County

City

*MINITEX
Delivery*

*Regional
Delivery*

*County/City
Delivery*

*Academic
Delivery*

Aitkin Public Library	Aitkin	Aitkin	0	4	0	0
Cambridge Public Library	Isanti	Cambridge	0	1	0	0
Hinckley Public Library	Pine	Hinckley	0	4	0	0
Lindstrom Public Library	Chisago	Lindstrom	0	4	0	0
McGregor Public Library	Aitkin	McGregor	0	4	0	0
Milaca Community Library	Mille Lacs	Milaca	0	4	0	0
Mille Lacs Community Library	Mille Lacs	Isle	0	4	0	0
Mora Public Library	Kanabec	Mora	0	4	0	0
North Branch Area Library	Chisago	North Branch	0	4	0	0
Pine City Public Library	Pine	Pine City	0	4	0	0
Princeton Area Library	Mille Lacs	Princeton	0	0	0	0
Rush City Public Library	Chisago	Rush City	0	4	0	0

Sandstone Public Library	Pine	Sandstone	0	4	0	0
Taylors Falls Public Library	Chisago	Taylors Falls	0	0	0	0

Library Type *Reg Public*

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
East Central Regional Library	Isanti	Cambridge	5	1	0	0

Library Type *Special*

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
Aitkin County Historical Society	Aitkin	Aitkin	0	0	0	0
Amador Heritage Center	Chisago	Almelund	0	0	0	0
Chisago County History Center	Chisago	Lindstrom	0	0	0	0
Hazelden Library and Information Resources	Chisago	Center City	0	0	0	0
Health Sciences Library	Isanti	Cambridge	0	0	0	0
Hinckley Fire Museum	Pine	Hinckley	0	0	0	0
Isanti County Historical Society	Isanti	Cambridge	0	0	0	0
Kanabec County Historical Society	Kanabec	Mora	0	0	0	0
Minnesota Extended Treatment Options/Cam	Isanti	Cambridge	0	0	0	0
MN Correctional Facility-Rush City	Chisago	Rush City	0	1	0	0
Pine County Historical Museum & Library	Pine	Askov	0	0	0	0
Pine Medical Center	Pine	Sandstone	0	0	0	0
Sandy Lake Visitor Center	Aitkin	McGregor	0	0	0	0

Reg Publ Sys

Great River

<i>Library Type</i>		<i>Academic</i>				
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
Central Lakes College	Todd	Staples	0	0	0	0
College of St. Benedict/Clemens Library	Stearns	St. Joseph	5	5	0	0
Rasmussen College	Stearns	St. Cloud	0	2	0	0
St. Cloud State University	Stearns	St. Cloud	5	0	0	0
St. Cloud Technical College	Stearns	St. Cloud	0	5	0	0
St. John's University	Stearns	Collegeville	5	5	0	0

Library Type		Public				
Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
Albany Branch Library	Stearns	Albany	0	5	0	0
Annandale Branch Library	Wright	Annandale	0	5	0	0
Becker Branch Library	Sherburne	Becker	0	5	0	0
Belgrade/Myrtle Mabee Library	Stearns	Belgrade	0	5	0	0
Big Lake Branch Library	Sherburne	Big Lake	0	5	0	0
Buffalo Public Library	Wright	Buffalo	0	5	0	0
Clearwater Branch Library	Wright	Clearwater	0	5	0	0
Cokato Branch Library/Historical Museum	Wright	Cokato	0	5	0	0
Cold Spring Branch Library	Stearns	Cold Spring	0	5	0	0
Delano Branch Library	Wright	Delano	0	5	0	0
Eagle Bend Public Library	Todd	Eagle Bend	0	4	0	0
Elk River Branch Library	Sherburne	Elk River	0	5	0	0
Foley Branch Library	Benton	Foley	0	5	0	0

Grey Eagle Branch Library	Todd	Grey Eagle	0	4	0	0
Howard Lake Branch Library	Wright	Howard Lake	0	5	0	0
Kimball Branch Library	Stearns	Kimball	0	5	0	0
Little Falls/Carnegie Library	Morrison	Little Falls	0	5	0	0
Long Prairie Branch Library	Todd	Long Prairie	0	5	0	0
Melrose Branch Library	Stearns	Melrose	0	5	0	0
Monticello Branch Library	Wright	Monticello	0	5	0	0
Paynesville Branch Library	Stearns	Paynesville	0	5	0	0
Pierz Branch Library	Morrison	Pierz	0	4	0	0
Richmond Branch Library	Stearns	Richmond	0	5	0	0
Rockford Public Library	Wright	Rockford	0	5	0	0
Royalton Branch Library	Morrison	Royalton	0	4	0	0
Sauk Centre/Bryant Public Library	Stearns	Sauk Centre	0	5	0	0
St. Cloud Public Library	Stearns	St. Cloud	0	6	0	0
St. Michael/Roy Simms Community Library	Wright	St. Michael	0	5	0	0
Staples Public Library	Todd	Staples	0	5	0	0
Swanville Branch Library	Morrison	Swanville	0	4	0	0
Upsala Branch Library	Morrison	Upsala	0	4	0	0
Waite Park Branch Library	Stearns	Waite Park	0	5	0	0

<i>Library Type</i>	<i>Reg Multitype</i>					
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
CMLE: Central Minnesota Libraries Exchange	Stearns	St. Cloud	5	5	0	0

<i>Library Type</i>	<i>Reg Public</i>						
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>	
Great River Regional Library	Stearns	St. Cloud	5	5	0	0	

<i>Library Type</i>	<i>Special</i>						
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>	
Benton County Historical Society	Benton	Sauk Rapids	0	0	0	0	
Buffalo Memorial Hospital Medical Library	Wright	Buffalo	0	0	0	0	
Central Minnesota Service Cooperative	Stearns	St. Cloud	0	0	0	0	
Christie Home Historical Society	Todd	Long Prairie	0	0	0	0	
CMERDC Media Library	Stearns	St. Cloud	0	5	0	0	
Hill Monastic Manuscript Library	Stearns	Collegeville	0	5	0	0	
Lakewood Health System	Todd	Staples	0	0	0	0	
Mid-State Educational Cooperative	Morrison	Little Falls	0	0	0	0	
MN Corrections Facility	Stearns	St. Cloud	0	0	0	0	
Monticello-Big Lake Comm. Hospital Library	Wright	Monticello	0	0	0	0	
North Central Services Cooperative	Todd	Staples	0	0	0	0	
Paynesville Area Hospital	Stearns	Paynesville	0	0	0	0	
Paynesville Historical Society	Stearns	Paynesville	0	0	0	0	
Sherburne County Historical Society	Sherburne	Becker	0	0	0	0	
Sinclair Lewis Foundation	Stearns	Sauk Centre	0	0	0	0	
St. Clare Resource Center	Morrison	Little Falls	0	0	0	0	
St. Cloud Daily Times	Stearns	St. Cloud	0	0	0	0	
St. Cloud Hospital Health Science Library	Stearns	St. Cloud	0	5	0	0	

St. John's Lutheran Church Library	Sherburne	Elk River	0	0	0	0
St. Michael's Hospital & C&NC	Stearns	Sauk Centre	0	0	0	0
Stearns County Extension	Stearns	St. Cloud	0	0	0	0
Stearns County Law Library	Stearns	St. Cloud	0	0	0	0
Stearns History Museum	Stearns	St. Cloud	0	0	0	0
Veterans Administration Medical Center Libra	Stearns	St. Cloud	0	5	0	0
Weyerhaeuser Museum & Morrison City Histo	Morrison	Little Falls	0	0	0	0
Wright County Historical Society	Wright	Buffalo	0	0	0	0
Wright Technical Center	Wright	Buffalo	0	0	0	0

Multitype Sys

Metronet

Reg Publ Sys

MELSA

Library Type

Academic

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
Anoka Hennepin Technical College	Anoka	Anoka	5	0	0	0
Anoka Ramsey Community College	Anoka	Coon Rapids	5	0	0	0
Argosy University Twin Cities	Hennepin	Bloomington	5	0	0	0
Art Institute International Minnesota	Hennepin	Minneapolis	0	0	0	0
Augsburg College/Lindell Library	Hennepin	Minneapolis	0	0	0	5
Bethel College and Seminary	Ramsey	St. Paul	0	0	0	5
Bethel Theological Seminary	Ramsey	St. Paul	0	0	0	5
Century College East Campus	Ramsey	White Bear Lake	0	0	0	5
Century College West Campus	Ramsey	White Bear Lake	5	0	0	0
CLIC: Cooperating Libraries in Consortium	Ramsey	St. Paul	5	5	0	0

College of St. Catherine	Hennepin	Minneapolis	0	0	0	5
College of St. Catherine/Library F-10/Library	Ramsey	St. Paul	0	0	0	5
College of Visual Arts	Ramsey	St. Paul	0	0	0	0
Concordia University	Ramsey	St. Paul	0	0	0	5
Crown College	Hennepin	St. Bonifacius	0	0	0	0
Dakota County Technical College	Dakota	Rosemount	5	0	0	0
Dunwoody Institute	Hennepin	Minneapolis	0	0	0	0
Graduate School of America	Hennepin	Minneapolis	0	0	0	0
Hamline University/Bush Library/Law Library	Ramsey	St. Paul	0	0	0	5
Hennepin Technical College	Hennepin	Brooklyn Park	0	0	0	5
Hennepin Technical College	Hennepin	Eden Prairie	5	0	0	0
Herzing College	Hennepin	Minneapolis	0	0	0	0
Inver Hills Community College	Dakota	Inver Grove Heights	5	0	0	0
Lakeland Medical-Dental Academy	Hennepin	Minneapolis	0	0	0	0
Luther Seminary	Ramsey	St. Paul	0	0	0	5
Macalester College	Ramsey	St. Paul	0	0	0	5
Maranatha Community College	Hennepin	Brooklyn Park	0	0	0	0
Metropolitan State University	Ramsey	St. Paul	5	0	0	0
Minneapolis College of Art & Design	Hennepin	Minneapolis	0	0	0	10
Minneapolis Community and Technical Colleg	Hennepin	Minneapolis	5	0	0	0
Minneapolis School of Anesthesia	Hennepin	St. Louis Park	0	0	0	0
Minnesota School of Business	Hennepin	Brooklyn Center	0	0	0	0
Minnesota School of Business	Hennepin	Richfield	0	0	0	0
Minnesota School of Business	Hennepin	Plymouth	0	0	0	0

National College	Ramsey	St. Paul	0	0	0	0
National Education Center-Brown Institute	Dakota	Mendota Heights	0	0	0	0
NEI College of Technology	Anoka	Columbia Heights	0	0	0	0
New Life Academy	Washington	Woodbury	0	0	0	0
Normandale Community College	Hennepin	Bloomington	5	0	0	0
North Central University	Hennepin	Minneapolis	5	0	0	0
North Hennepin Community College	Hennepin	Brooklyn Park	5	0	0	0
Northwestern College	Ramsey	St. Paul	0	0	0	5
Northwestern Health Sciences University	Hennepin	Bloomington	0	0	0	0
Rasmussen College	Dakota	Eagan	0	0	0	0
Rasmussen College	Hennepin	Minnetonka	0	0	0	0
St. Mary's University of Minnesota	Hennepin	Minneapolis	5	0	0	0
St. Paul Seminary	Ramsey	St. Paul	0	0	0	0
St. Paul Technical College	Ramsey	St. Paul	5	0	0	0
United Theological Seminary of the Twin Citie	Ramsey	New Brighton	0	0	0	5
Univ. of Minn. Bio-Medical Library	Hennepin	Minneapolis	5	0	0	0
Univ. of Minn. Law Library	Hennepin	Minneapolis	0	0	0	0
Univ. of Minn. McGrath Library	Ramsey	St. Paul	5	0	0	0
Univ. of Minn. Wilson Library	Hennepin	Minneapolis	15	0	0	0
Univ. of St. Thomas Minneapolis - Keffer/Law	Hennepin	Minneapolis	0	0	0	5
Univ. of St. Thomas O'Shaughnessy-Frey/Joh	Ramsey	St. Paul	0	0	0	5
Walden University	Hennepin	Minneapolis	0	0	0	0
William Mitchell College of Law	Ramsey	St. Paul	0	0	0	0

Library Type**Public**

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
Anoka County Library - Northtown	Anoka	Blaine	5	5	6	0
Arden Hills Branch Library	Ramsey	Arden Hills	0	0	6	0
Arlington Hills Branch Library	Ramsey	St. Paul	0	0	5	0
Augsburg Park Community Library	Hennepin	Richfield	0	0	5	0
Bayport Public Library	Washington	Bayport	0	0	5	0
Belle Plaine Branch Library	Scott	Belle Plaine	0	0	5	0
Brookdale-Hennepin Area Library	Hennepin	Brooklyn Center	0	0	5	0
Brooklyn Park Library	Hennepin	Brooklyn Park	0	0	5	0
Burnhaven Community Library	Dakota	Burnsville	0	0	5	0
Carver County Library/Chaska Public Library	Carver	Chaska	5	5	1	0
Centennial Branch Library	Anoka	Circle Pines	0	0	6	0
Champlin Community Library	Hennepin	Champlin	0	0	5	0
Chanhassen Public Library	Carver	Chanhassen	0	0	1	0
Columbia Heights Public Library	Anoka	Columbia Heights	0	0	3	0
Crooked Lake Branch Library	Anoka	Coon Rapids	0	0	6	0
Dakota County Library/ Wescott	Dakota	Eagan	5	5	5	0
Dayton's Bluff	Ramsey	St. Paul	0	0	5	0
East Lake Community Library	Hennepin	Minneapolis	0	0	5	0
Eden Prairie Community Library	Hennepin	Eden Prairie	0	0	5	0
Edina Community Library	Hennepin	Edina	0	0	5	0
Excelsior Community Library	Hennepin	Excelsior	0	0	5	0
Farmington Community Library	Dakota	Farmington	0	0	5	0

Forest Lake Public Library	Washington	Forest Lake	0	0	5	0
Franklin Community Library/Learning Ctr/Com	Hennepin	Minneapolis	0	0	5	0
Galaxie Branch Library	Dakota	Apple Valley	0	0	5	0
Golden Valley Community Library	Hennepin	Golden Valley	0	0	5	0
Hamline Branch Library	Ramsey	St. Paul	0	0	5	0
Hayden Heights Branch Library	Ramsey	St. Paul	0	0	5	0
Hennepin County Library - Ridgedale	Hennepin	Minnetonka	0	5	5	0
Heritage Library	Dakota	Lakeville	0	0	5	0
Highland Park Branch Library	Ramsey	St. Paul	0	0	10	0
Hopkins Community Library	Hennepin	Hopkins	0	0	5	0
Hosmer Community Library	Hennepin	Minneapolis	0	0	5	0
Inver Glen Library	Dakota	Inver Grove Heights	0	0	5	0
Johnsville Branch Library	Anoka	Blaine	0	0	6	0
Jordan Branch Library	Scott	Jordan	0	0	5	0
Lake Elmo Branch Library	Washington	Lake Elmo	0	0	5	0
Lexington Outreach Branch Library	Ramsey	St. Paul	0	0	5	0
Linden Hills Community Library	Hennepin	Minneapolis	0	0	5	0
Long Lake Community Library	Hennepin	Long Lake	0	0	5	0
Maple Grove Community Library	Hennepin	Maple Grove	0	0	5	0
Maple Plain Community Library	Hennepin	Maple Plain	0	0	5	0
Maplewood Branch Library	Ramsey	Maplewood	0	0	11	0
Marine Branch Library	Washington	Marine on St. Croix	0	0	5	0
Merriam Park Branch Library	Ramsey	St. Paul	0	0	10	0
Minneapolis Public Library & Information Cent	Hennepin	Minneapolis	5	5	0	0

Minnetonka Community Library	Hennepin	Minnetonka	0	0	5	0
Mississippi Branch Library	Anoka	Fridley	0	0	6	0
Mounds View Branch Library	Ramsey	Mounds View	0	0	6	0
New Market Branch Library	Scott	New Market	0	0	5	0
New Prague Branch Library	Scott	New Prague	0	0	5	0
Newport Public Library	Washington	Newport	0	0	5	0
Nokomis Community Library	Hennepin	Minneapolis	0	0	5	0
North Central Branch Library	Anoka	Ham Lake	0	0	4	0
North Regional Community Library	Hennepin	Minneapolis	0	0	5	0
North St. Paul Branch Library	Ramsey	North St. Paul	0	0	0	0
Northeast Community Library	Hennepin	Minneapolis	0	0	5	0
Norwood-Young America Public Library	Carver	Young America	0	0	1	0
Oakdale Branch Library	Washington	Oakdale	0	0	5	0
Osseo Community Library	Hennepin	Osseo	0	0	5	0
Oxboro Community Library	Hennepin	Bloomington	0	0	5	0
Park Grove Branch Library	Washington	Cottage Grove	0	0	5	0
Penn Lake Community Library	Hennepin	Bloomington	0	0	5	0
Pierre Bottineau Community Library	Hennepin	Minneapolis	0	0	5	0
Pleasant Hill Library	Dakota	Hastings	0	0	5	0
Plymouth Community Library	Hennepin	Plymouth	0	0	5	0
Prior Lake Branch Library	Scott	Prior Lake	0	0	5	0
Ramsey County Public Library	Ramsey	Shoreview	5	5	6	0
Rice Street Branch Library	Ramsey	St. Paul	0	0	5	0
Riverview Branch Library	Ramsey	St. Paul	0	0	5	0

Rockford Road Community Library	Hennepin	Crystal	0	0	5	0
Rogers Community Library	Hennepin	Rogers	0	0	5	0
Roosevelt Community Library	Hennepin	Minneapolis	0	0	5	0
Roseville Branch Library	Ramsey	Roseville	0	0	11	0
Rum River Library	Anoka	Anoka	0	0	6	0
Scott County Library System/Savage Branch	Scott	Savage	0	5	5	0
Shakopee Branch Library	Scott	Shakopee	0	0	5	0
South St. Paul Public Library	Dakota	South St. Paul	0	0	5	0
Southdale-Hennepin Area Library	Hennepin	Edina	5	0	5	0
Southeast Community Library	Hennepin	Minneapolis	0	0	5	0
St. Anthony Community Library	Hennepin	St. Anthony	0	0	5	0
St. Anthony Park Branch Library	Ramsey	St. Paul	0	0	5	0
St. Bonifacius Community Library	Hennepin	St. Bonifacius	0	0	5	0
St. Francis Branch Library	Anoka	St. Francis	0	0	3	0
St. Louis Park Community Library	Hennepin	St. Louis Park	0	0	5	0
St. Paul Public Library/Central	Ramsey	St. Paul	5	5	5	0
Stillwater Public Library	Washington	Stillwater	0	0	5	0
Sumner Community Library	Hennepin	Minneapolis	0	0	5	0
Sun Ray Branch Library	Ramsey	St. Paul	0	0	5	0
Valley Branch Library	Washington	Lakeland	0	0	5	0
Waconia Public Library	Carver	Waconia	0	0	1	0
Walker Community Library	Hennepin	Minneapolis	0	0	5	0
Washburn Community Library	Hennepin	Minneapolis	0	0	5	0
Washington County Library/Woodbury Public	Washington	Woodbury	5	5	5	0

Watertown Library	Carver	Watertown	0	0	1	0
Wayzata Community Library	Hennepin	Wayzata	0	0	5	0
Webber Park Community Library	Hennepin	Minneapolis	0	0	5	0
Wentworth Community Library	Dakota	West St. Paul	0	0	5	0
West Seventh Library	Ramsey	St. Paul	0	0	5	0
Westonka Community Library	Hennepin	Mound	0	0	5	0
White Bear Lake Branch Library	Ramsey	White Bear Lake	0	0	6	0
Wildwood Branch Library	Washington	Mahtomedi	0	0	5	0

Library Type **Reg Multitype**

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
Metronet	Ramsey	St. Paul	0	0	0	0

Library Type **Reg Public**

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
MELSA: Metropolitan Library Service Agency	Ramsey	St. Paul	0	2	0	0

Library Type **Special**

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
3M Center Information Services, Building 201	Ramsey	St. Paul	0	0	0	0
A Chance to Grow	Hennepin	Minneapolis	0	0	0	0
Abbott-Northwestern Hospital	Hennepin	Minneapolis	0	0	0	0
Aero Systems Engineering	Ramsey	St. Paul	0	0	0	0
AgriBank, F.C.B.	Ramsey	St. Paul	0	0	0	0
Allina Health System	Hennepin	Minneapolis	0	0	0	0

Allina Health System/Library Services	Hennepin	Minneapolis	0	0	0	0
Anoka County Govt/History Center Library	Anoka	Anoka	0	0	3	0
Bakken Library and Museum	Hennepin	Minneapolis	0	0	0	0
Cargill Information Center	Hennepin	Wayzata	0	0	0	0
Carmichael Lynch	Hennepin	Minneapolis	0	0	0	0
Carver County Law Library	Carver	Chaska	0	0	0	0
Childrens Hospital, Inc./Medical Library	Ramsey	St. Paul	0	0	0	0
Crane Engineering and Forensic Services	Hennepin	Plymouth	0	0	0	0
Dakota County Law Library	Dakota	Hastings	0	0	0	0
Deloitte and Touche	Hennepin	Minneapolis	0	0	0	0
Donaldson Company Information Center	Hennepin	Minneapolis	0	0	0	0
ECOLAB Inc.	Ramsey	St. Paul	0	0	0	0
FAIR/Fine Arts Interdisciplinary Resource	Hennepin	Crystal	0	0	0	0
Fairview Southdale Hospital (Mary Ann King	Hennepin	Edina	0	0	0	0
Fairview University Medical Center	Hennepin	Minneapolis	0	0	0	0
Federal Reserve Bank of Minneapolis	Hennepin	Minneapolis	0	0	0	0
Fire/EMS/Safety Library	Ramsey	St. Paul	0	0	0	0
First Call for Help	Ramsey	St. Paul	0	0	0	0
Fredrikson & Byron, P.A.	Hennepin	Minneapolis	0	0	0	0
General Mills, Inc.	Hennepin	Minneapolis	0	0	0	0
H.B. Fuller Company	Ramsey	Vadnais Heights	0	0	0	0
Hallberg Information Services, Inc.	Ramsey	White Bear Lake	0	0	0	0
Hennepin County Law Library	Hennepin	Minneapolis	0	0	0	0
Hennepin County Medical Center	Hennepin	Minneapolis	0	0	0	0

Honeywell HTC Library	Hennepin	Minneapolis	0	0	0	0
Honeywell, Inc	Hennepin	Hopkins	0	0	0	0
Honeywell, Inc.	Hennepin	Plymouth	0	0	0	0
IDS Investment Resource Center	Hennepin	Minneapolis	0	0	0	0
James J. Hill Library	Ramsey	St. Paul	5	0	0	0
Larkin, Hoffman, Daly & Lindgren	Hennepin	Bloomington	0	0	0	0
Lockheed Martin Tactical Defense	Dakota	Eagan	0	0	0	0
Lutheran Brotherhood	Hennepin	Minneapolis	0	0	0	0
Maslon, Edelman, Borman & Brand	Hennepin	Minneapolis	0	0	0	0
Melpomene Institute for Women's Health	Ramsey	St. Paul	0	0	0	0
Mercy Medical Center/Allina	Anoka	Coon Rapids	0	0	0	0
Metro East Devel. Partnership	Ramsey	St. Paul	0	0	0	0
Metropolitan Council	Ramsey	St. Paul	0	0	0	0
Metropolitan Waste Control Comm.	Ramsey	St. Paul	0	0	0	0
Midway Hospital	Ramsey	St. Paul	0	0	0	0
MIGIZI Communications, Inc.	Hennepin	Minneapolis	0	0	0	0
MINITEX Library Information Network	Hennepin	Minneapolis	0	0	0	0
Minneapolis Institute of Arts	Hennepin	Minneapolis	0	0	0	0
Minnegasco, Inc.	Hennepin	Minneapolis	0	0	0	0
Minnesota Genealogical Society	Hennepin	Golden Valley	0	0	0	0
Minnesota Indian Women's Resource Center	Hennepin	Minneapolis	0	0	0	0
Minnesota Institute of Public Health	Anoka	Anoka	0	0	0	0
Minnesota Newspaper Foundation	Hennepin	Minneapolis	0	0	0	0
MN Attorney General's Office	Ramsey	St. Paul	0	0	0	0

MN Dept of Admin	Ramsey	St. Paul	0	0	0	0
MN Dept of Economic Security	Ramsey	St. Paul	0	0	0	0
MN Dept of Health/R.N. Barr Public Health Li	Hennepin	Minneapolis	0	0	0	0
MN Dept. of Corrections	Anoka	Lino Lakes	0	0	0	0
MN Dept. of Corrections	Washington	Stillwater	0	0	0	0
MN Dept. of Human Services	Ramsey	St. Paul	0	0	0	0
MN Dept. of Natural Resources	Ramsey	St. Paul	5	0	0	0
MN Dept. of Revenue	Ramsey	St. Paul	0	0	0	0
MN Dept. of Trade & Economic Devel.	Ramsey	St. Paul	0	0	0	0
MN Dept. of Transportation/Transportation Lib	Ramsey	St. Paul	5	0	0	0
MN Historical Society	Ramsey	St. Paul	5	0	0	0
MN Legislative Reference Library	Ramsey	St. Paul	5	0	0	0
MN Pollution Control Agency	Ramsey	St. Paul	5	0	0	0
MN State Law Library	Ramsey	St. Paul	5	0	0	0
MN Technology, Inc.	Hennepin	Minneapolis	0	0	0	0
MN Trade Office	Ramsey	St. Paul	0	0	0	0
MN Zoo	Dakota	Apple Valley	0	0	0	0
Mounds Park Hospital	Ramsey	St. Paul	0	0	0	0
National Service-Learning Clearinghouse	Ramsey	St. Paul	0	0	0	0
Newman Center	Hennepin	Minneapolis	0	0	0	0
North Memorial Medical Center	Hennepin	Robbinsdale	0	0	0	0
Northwestern National Life Ins. Co	Hennepin	Minneapolis	0	0	0	0
Onan Corporation	Anoka	Fridley	0	0	0	0
Oppenheimer Law Firm	Ramsey	St. Paul	0	0	0	0

Paramax Systems Corp.	Ramsey	St. Paul	0	0	0	0
Park Nicollet Health Services/Methodist Hospi	Hennepin	St. Louis Park	0	0	0	0
Park Nicollet Institute	Hennepin	Minneapolis	0	0	0	0
Pillsbury Company	Hennepin	Minneapolis	0	0	0	0
Planned Parenthood of Minnesota	Ramsey	St. Paul	0	0	0	0
Prince of Peace Lutheran Church	Hennepin	St. Louis Park	0	0	0	0
Quatrefoil Library	Ramsey	St. Paul	0	0	0	0
Ramsey County Law Library	Ramsey	St. Paul	0	0	0	0
Regions Hospital	Ramsey	St. Paul	0	0	0	0
Resource Center of the Americas	Hennepin	Minneapolis	0	0	0	0
Resources for Child Caring	Ramsey	St. Paul	0	0	0	0
Ridgeview Medical Center	Carver	Waconia	0	0	0	0
Rosemount, Inc.	Hennepin	Chanhassen	0	0	0	0
Science Incorporated	Hennepin	Bloomington	0	0	0	0
Scott County Law Library	Scott	Shakopee	0	0	5	0
St. John's Northeast Hospital	Ramsey	Maplewood	0	0	0	0
St. Joseph's Hospital/Health East	Ramsey	St. Paul	0	0	0	0
Teltech Resource Network	Hennepin	Bloomington	0	0	0	0
Tennant Company	Hennepin	Minneapolis	0	0	0	0
TIES	Ramsey	Roseville	0	0	0	0
U.S. 8th Circuit Court of Appeals	Hennepin	Minneapolis	0	0	0	0
U.S. Corps of Eng., St. Paul District Library	Ramsey	St. Paul	0	0	0	0
U.S. Court of Appeals	Ramsey	St. Paul	0	0	0	0
U.S. Fish & Wildlife Service	Hennepin	Bloomington	0	0	0	0

United Hospital/Allina Health System Libr Ser	Ramsey	St. Paul	0	0	0	0
United Way of Minneapolis Area	Hennepin	Minneapolis	0	0	0	0
Unity Hospital/Allina Health System	Anoka	Fridley	0	0	0	0
Valspar Corporation	Hennepin	Minneapolis	0	0	0	0
Veterans Administration Medical Center	Hennepin	Minneapolis	0	0	0	0
Walker Art Center	Hennepin	Minneapolis	0	0	0	0
Washington County Law Library	Washington	Stillwater	0	0	0	0
West Group	Dakota	Eagan	0	0	0	0
William Stumpf and Associates	Hennepin	Minneapolis	0	0	0	0

Multitype Sys

NCLC

Reg Publ Sys

Arrowhead

Library Type

Academic

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
College of St. Scholastica	St. Louis	Duluth	5	5	0	0
Fond du Lac Tribal and Community College	Carlton	Cloquet	0	0	0	0
Hibbing Community College	St. Louis	Hibbing	0	5	0	0
Itasca Community College	Itasca	Grand Rapids	0	5	0	0
Lake Superior College	St. Louis	Duluth	0	0	0	0
Mesabi Range Community and Technical Coll	St. Louis	Virginia	0	0	0	0
Mesabi Range Community and Technical Coll	St. Louis	Eveleth	0	0	0	0
Rainy River Community College	Koochiching	International Falls	0	0	0	0
Univ. of Minn. - Duluth	St. Louis	Duluth	5	5	0	0
Vermilion Community College	St. Louis	Ely	0	5	0	0

<i>Library Type</i>	<i>Public</i>						
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>	
Aurora Public Library	St. Louis	Aurora	0	3	0	0	
Babbitt Public Library	St. Louis	Babbitt	0	3	0	0	
Baudette Public Library	Lake of The Woods	Baudette	0	3	0	0	
Bovey Public Library	Itasca	Bovey	0	5	0	0	
Buhl Public Library	St. Louis	Buhl	0	1	0	0	
Calumet Public Library	Itasca	Calumet	0	1	0	0	
Carlton Public Library	Carlton	Carlton	0	1	0	0	
Chisholm Public Library	St. Louis	Chisholm	0	5	0	0	
Cloquet Public Library	Carlton	Cloquet	0	5	0	0	
Coleraine Public Library	Itasca	Coleraine	0	2	0	0	
Cook Public Library	St. Louis	Cook	0	1	0	0	
Duluth Public Library	St. Louis	Duluth	0	5	0	0	
Ely Public Library	St. Louis	Ely	0	5	0	0	
Eveleth Public Library	St. Louis	Eveleth	0	5	0	0	
Gilbert Public Library	St. Louis	Gilbert	0	5	0	0	
Grand Marais Public Library	Cook	Grand Marais	0	5	0	0	
Grand Rapids Area Library	Itasca	Grand Rapids	0	5	0	0	
Hibbing Public Library	St. Louis	Hibbing	0	5	0	0	
Hoyt Lakes Public Library	St. Louis	Hoyt Lakes	0	5	0	0	
International Falls Public Library	Koochiching	International Falls	0	5	0	0	
Keewatin Public Library	Itasca	Keewatin	0	1	0	0	
Kinney Public Library	St. Louis	Kinney	0	1	0	0	

Marble Public Library	Itasca	Marble	0	0	0	0
McKinley Public Library	St. Louis	McKinley	0	1	0	0
Moose Lake Public Library	Carlton	Moose Lake	0	5	0	0
Mountain Iron Public Library	St. Louis	Mountain Iron	0	2	0	0
Mt. Royal Branch Library	St. Louis	Duluth	0	0	0	0
Silver Bay Public Library	Lake	Silver Bay	0	5	0	0
Two Harbors Public Library	Lake	Two Harbors	0	5	0	0
Virginia Public Library	St. Louis	Virginia	0	5	0	0
West Duluth Branch	St. Louis	Duluth	0	0	0	0

Library Type *Reg Multitype*

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
NCLC: North Country Library Cooperative	St. Louis	Mountain Iron	5	0	0	0

Library Type *Reg Public*

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
Arrowhead Library System	St. Louis	Mountain Iron	0	5	0	0

Library Type *Special*

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
Arrowhead Regional Development Commissi	St. Louis	Duluth	0	0	0	0
Carlton County Historical Society	Carlton	Cloquet	0	0	0	0
Federal Prison Camp Library	St. Louis	Duluth	0	0	0	0
Forest History Center	Itasca	Grand Rapids	0	0	0	0
Grand Itasca Clinic & Hospital	Itasca	Grand Rapids	0	4	0	0

Grand Portage National Monument	Cook	Grand Marais	0	0	0	0
Iron Range Historical Society Resource Cente	St. Louis	Gilbert	0	0	0	0
Iron Range Research Center	St. Louis	Chisholm	0	2	0	0
Karpeles Manuscript Library Museum	St. Louis	Duluth	0	0	0	0
Lake Superior Marine Museum Association	St. Louis	Duluth	0	0	0	0
Mesabi Regional Medical Center	St. Louis	Hibbing	0	0	0	0
Miller-Dwan Medical Center	St. Louis	Duluth	0	0	0	0
MN Dept. of Natural Resources	Itasca	Grand Rapids	0	0	0	0
Moose Lake Regional State Operated Service	Carlton	Moose Lake	0	0	0	0
Northeast Minnesota Historical Center	St. Louis	Duluth	0	0	0	0
SMDC Health System	St. Louis	Duluth	0	0	0	0
St. Louis County Law Library	St. Louis	Duluth	0	0	0	0
St. Luke's Hospital	St. Louis	Duluth	0	0	0	0
U.S. Environmental Protection Agency Libr	St. Louis	Duluth	0	0	0	0
Univ. of Minn. Duluth Natural Resources Rsch	St. Louis	Hermantown	0	0	0	0
Virginia Regional Medical Center	St. Louis	Virginia	0	0	0	0
White Oak Society	Itasca	Deer River	0	0	0	0

Multitype Sys

NLLN

Reg Publ Sys

Kitchigami

Library Type

Academic

Library Name

County

City

*MINITEX
Delivery*

*Regional
Delivery*

*County/City
Delivery*

*Academic
Delivery*

Bemidji State University/Clark Library	Beltrami	Bemidji	5	0	0	0
Central Lakes College	Crow Wing	Brainerd	5	0	0	0

Leech Lake Tribal College	Cass	Cass Lake	0	0	0	0
Northwest Technical College	Wadena	Wadena	0	0	0	0
Northwest Technical College	Beltrami	Bemidji	0	0	0	0
Oak Hills Christian College	Beltrami	Bemidji	0	0	0	0

Library Type **Public**

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
Bemidji Public Library	Beltrami	Bemidji	0	4	0	0
Blackduck Community Library	Beltrami	Blackduck	0	4	0	0
Brainerd Public Library	Crow Wing	Brainerd	0	4	0	0
Cass Lake Community Library	Cass	Cass Lake	0	4	0	0
Crosby Public/Jessie F. Hallett Memorial Libr	Crow Wing	Crosby	0	0	0	0
Ironton Public Library	Crow Wing	Ironton	0	0	0	0
Longville/Margaret Welch Memorial Library	Cass	Longville	0	4	0	0
Park Rapids Area Library	Hubbard	Park Rapids	0	4	0	0
Pine River Public Library	Cass	Pine River	0	4	0	0
Wadena City Library	Wadena	Wadena	0	4	0	0
Walker Public Library	Cass	Walker	0	4	0	0

Library Type **Reg Public**

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
Kitchigami Regional Library	Cass	Pine River	5	4	0	0

Library Type **Special**

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
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Brainerd State Hospital Library	Crow Wing	Brainerd	0	0	0	0
Crow Wing County Historical Society Library	Crow Wing	Brainerd	0	0	0	0
Crow Wing County Law Library	Crow Wing	Brainerd	0	0	0	0
First Lutheran Church Library	Beltrami	Bemidji	0	0	0	0
Hubbard County Law Library	Hubbard	Park Rapids	0	0	0	0
Minnesota Extension Services	Cass	Pine River	0	0	0	0
North Country Hospital Library	Beltrami	Bemidji	0	0	0	0
Red Lake Tribal Information Center	Beltrami	Red Lake	0	0	0	0
Tri-County Hospital Library	Wadena	Wadena	0	5	0	0
Wadena County Historical Society	Wadena	Wadena	0	0	0	0
Wadena County Law Library	Wadena	Wadena	0	0	0	0

Reg Publ Sys Lake Agassiz

<i>Library Type</i>	<i>Academic</i>						
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>	
Concordia College	Clay	Moorhead	5	0	0	5	
MN State University - Moorhead	Clay	Moorhead	5	4	0	0	
Northwest Technical College	Clay	Moorhead	0	0	0	0	
Northwest Technical College	Polk	East Grand Forks	0	0	0	0	
Northwest Technical College	Becker	Detroit Lakes	0	0	0	0	
Univ. of Minn. - Crookston Library	Polk	Crookston	5	0	0	0	
White Earth Tribal and Community College	Mahnomen	Mahnomen	0	0	0	0	

<i>Library Type</i>	<i>Public</i>						
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>	

Ada Public Library	Norman	Ada	0	2	0	0
Bagley Public Library	Clearwater	Bagley	0	2	0	0
Barnesville Public Library	Clay	Barnesville	0	2	0	0
Breckenridge Public Library	Wilkin	Breckenridge	0	4	0	0
Climax Public Library	Polk	Climax	0	2	0	0
Crookston Public Library	Polk	Crookston	0	5	0	0
Detroit Lakes Public Library	Becker	Detroit Lakes	0	5	0	0
East Grand Forks Public Library	Polk	East Grand Forks	0	0	0	0
Fertile Public Library	Polk	Fertile	0	2	0	0
Fosston Public Library	Polk	Fosston	0	3	0	0
Hawley Public Library	Clay	Hawley	0	3	0	0
Mahnomen Public Library	Mahnomen	Mahnomen	0	2	0	0
McIntosh Public Library	Polk	McIntosh	0	2	0	0
Moorhead Public Library	Clay	Moorhead	0	5	0	0

<i>Library Type</i>	<i>Reg Multitype</i>					
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
NLLN: Northern Lights Library Network	Becker	Detroit Lakes	0	0	0	0

<i>Library Type</i>	<i>Reg Public</i>					
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
Lake Agassiz Regional Library	Clay	Moorhead	5	4	0	0

<i>Library Type</i>	<i>Special</i>					
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>

Agassiz Valley Vocational Center Library	Polk	Crookston	0	0	0	0
Becker County Historical Society/Law Library	Becker	Detroit Lakes	0	0	0	0
Clay County Historical Society Archives	Clay	Moorhead	0	0	0	0
Clay County Law Library	Clay	Moorhead	0	0	0	0
Clay County Vocational Center Library	Clay	Moorhead	0	0	0	0
Mahnomen County Historical Society Library	Mahnomen	Mahnomen	0	0	0	0
Mahnomen County Law Library	Mahnomen	Mahnomen	0	0	0	0
Mount St. Benedict Monastery	Polk	Crookston	0	0	0	0
Polk County Historical Society Library	Polk	Crookston	0	0	0	0
Polk County Law Library	Polk	Crookston	0	0	0	0
Red River Valley Area Spec Educ Coop	Polk	East Grand Forks	0	0	0	0
St. Mary's Regional Health Center	Becker	Detroit Lakes	0	0	0	0
Trinity Lutheran Church Library	Clay	Moorhead	0	3	0	0
Wilkin County Law Library	Wilkin	Breckenridge	0	0	0	0

Reg Publ Sys Northwest

Library Type Academic

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
Northland Community and Technical College	Pennington	Thief River Falls	0	0	0	0

Library Type Public

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
Godel Memorial Library	Marshall	Warren	0	2	0	0
Greenbush Public Library	Roseau	Greenbush	0	2	0	0
Hallock Public Library	Kittson	Hallock	0	2	0	0

Red Lake Falls Public Library	Red Lake	Red Lake Falls	0	2	0	0
Roseau Public Library	Roseau	Roseau	0	4	0	0
Thief River Falls Public Library	Pennington	Thief River Falls	0	5	0	0
Warroad Public Library	Roseau	Warroad	0	4	0	0

Library Type **Reg Public**

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
Northwest Regional Library	Pennington	Thief River Falls	5	0	0	0

Library Type **Special**

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
Kittson County Law Library	Kittson	Hallock	0	0	0	0
Marshall County Historical Society	Marshall	Warren	0	0	0	0
Northwest Service Cooperative Media Center	Pennington	Thief River Falls	0	0	0	0
Pennington County Courthouse	Pennington	Thief River Falls	0	0	0	0
Pennington County Historical Society Library	Pennington	Thief River Falls	0	0	0	0
Roseau Area Hospital Library	Roseau	Roseau	0	4	0	0

Reg Publ Sys **Viking**

Library Type **Academic**

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
Alexandria Technical College	Douglas	Alexandria	5	2.5	0	0
Fergus Falls Community College	Otter Tail	Fergus Falls	5	5	0	0
Lutheran Brethren/Hillcrest Academy Schools	Otter Tail	Fergus Falls	0	5	0	5
Univ. of Minn. - Morris	Stevens	Morris	5	0	0	0

<i>Library Type</i>	<i>Public</i>						
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>	
Browns Valley Public Library	Traverse	Browns Valley	0	2.5	0	0	
Douglas County Library	Douglas	Alexandria	0	2.5	0	0	
Elbow Lake/Thorson Memorial Library	Grant	Elbow Lake	0	2.5	0	0	
Fergus Falls Public Library	Otter Tail	Fergus Falls	0	10	0	0	
Glenwood Public Library	Pope	Glenwood	0	2.5	0	0	
Hancock Community Library	Stevens	Hancock	0	2.5	0	0	
Morris Public Library	Stevens	Morris	0	2.5	0	0	
New York Mills Public Library	Otter Tail	New York Mills	0	2.5	0	0	
Pelican Rapids Public Library	Otter Tail	Pelican Rapids	0	2.5	0	0	
Perham Area Public Library	Otter Tail	Perham	0	2.5	0	0	
Wheaton Community Library	Traverse	Wheaton	0	2.5	0	0	

<i>Library Type</i>	<i>Reg Public</i>						
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>	
Viking Library System	Otter Tail	Fergus Falls	5	5	0	0	

<i>Library Type</i>	<i>Special</i>						
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>	
Douglas County Historical Society Library	Douglas	Alexandria	0	0	0	0	
Douglas County Law Library	Douglas	Alexandria	0	0	0	0	
First Lutheran Church Library	Douglas	Alexandria	0	0	0	0	
Grant County Historical Society Library	Grant	Elbow Lake	0	0	0	0	

Grant County Law Library	Grant	Elbow Lake	0	0	0	0
Health Sciences Library	Douglas	Alexandria	0	0	0	0
History Museum of East Otter Tail County	Otter Tail	Perham	0	2.5	0	0
Lake Region Healthcare Corporation	Otter Tail	Fergus Falls	0	5	0	0
Lakes Country Service Cooperative Media Ce	Otter Tail	Fergus Falls	0	5	0	0
Otter Tail County Historical Society	Otter Tail	Fergus Falls	0	0	0	0
Otter Tail County Law Library	Otter Tail	Fergus Falls	0	0	0	0
Otter Tail Power Company Library	Otter Tail	Fergus Falls	0	0	0	0
Pope County Court House	Pope	Glenwood	0	0	0	0
Pope County Historical Society & Museum Lib	Pope	Glenwood	0	0	0	0
Stevens County Historical Society	Stevens	Morris	0	0	0	0

Multitype Sys	SAMMIE
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Reg Publ Sys	Pioneerland
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<i>Library Type</i>	<i>Academic</i>
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<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
MN West Community and Technical College	Yellow Medicine	Canby	5	5	0	0
MN West Community and Technical College	Yellow Medicine	Granite Falls	5	5	0	0
Ridgewater College	McLeod	Hutchinson	0	0	0	0
Ridgewater College	Kandiyohi	Willmar	0	0	0	0

<i>Library Type</i>	<i>Public</i>
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<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
Appleton Public Library	Swift	Appleton	0	2	0	0

Atwater Public Library	Kandiyohi	Atwater	0	2	0	0
Benson Public Library	Swift	Benson	0	2	0	0
Bird Island Public Library	Renville	Bird Island	0	2	0	0
Brownton Public Library	McLeod	Brownton	0	2	0	0
Canby Public Library	Yellow Medicine	Canby	0	0	0	0
Clara City Public Library	Chippewa	Clara City	0	2	0	0
Clarkfield Community Library	Yellow Medicine	Clarkfield	0	0	0	0
Cosmos Public Library	Meeker	Cosmos	0	2	0	0
Dassel Public Library	Meeker	Dassel	0	2	0	0
Dawson Public Library	Lac Qui Parle	Dawson	0	2	0	0
Fairfax Public Library	Renville	Fairfax	0	2	0	0
Glencoe Public Library	McLeod	Glencoe	0	2	0	0
Graceville Public Library	Big Stone	Graceville	0	2	0	0
Granite Falls Public Library	Yellow Medicine	Granite Falls	0	2	0	0
Grove City Public Library	Meeker	Grove City	0	2	0	0
Hector Public Library	Renville	Hector	0	2	0	0
Hutchinson Public Library	McLeod	Hutchinson	0	2	0	0
Kerkhoven Public Library	Swift	Kerkhoven	0	2	0	0
Lake Lillian Library	Kandiyohi	Lake Lillian	0	2	0	0
Litchfield Public Library	Meeker	Litchfield	0	2	0	0
Madison Public Library	Lac Qui Parle	Madison	0	2	0	0
Maynard Public Library	Chippewa	Maynard	0	2	0	0
Milan Public Library	Chippewa	Milan	0	2	0	0
Montevideo/Chippewa Co. Public Library	Chippewa	Montevideo	0	4	0	0

New London Public Library	Kandiyohi	New London	0	2	0	0
Olivia Public Library	Renville	Olivia	0	2	0	0
Ortonville Public Library	Big Stone	Ortonville	0	2	0	0
Raymond Public Library	Kandiyohi	Raymond	0	2	0	0
Renville City Library	Renville	Renville	0	2	0	0
Spicer Public Library	Kandiyohi	Spicer	0	2	0	0
Willmar Public Library	Kandiyohi	Willmar	0	4	0	0
Winsted Public Library	McLeod	Winsted	0	2	0	0

Library Type ***Reg Public***

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
Pioneerland Library System	Kandiyohi	Willmar	5	0	0	0

Library Type ***Special***

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
Appleton Municipal Hospital	Swift	Appleton	0	0	0	0
Canby Community Health Services	Yellow Medicine	Canby	0	0	0	0
Chippewa County-Montevideo Hospital	Chippewa	Montevideo	0	0	0	0
Glencoe Area Health Center	McLeod	Glencoe	0	0	0	0
Granite Falls Municipal Hospital	Yellow Medicine	Granite Falls	0	0	0	0
Holy Trinity Hospital	Big Stone	Graceville	0	0	0	0
Immanuel Lutheran	Kandiyohi	Willmar	0	0	0	0
Johnson Memorial Health Center	Lac Qui Parle	Dawson	0	0	0	0
Lawson Memorial Library	Kandiyohi	Willmar	0	0	0	0
Madison Hospital	Lac Qui Parle	Madison	0	0	0	0

Ortonville Area Health Services	Big Stone	Ortonville	0	0	0	0
Prairie Correctional Facility	Swift	Appleton	0	0	0	0
Rice Memorial Hospital Medical Library	Kandiyohi	Willmar	0	0	0	0
Southwest/West Central Educational Coopera	Chippewa	Montevideo	0	0	0	0
Willmar Regional Treatment Center	Kandiyohi	Willmar	0	0	0	0

Reg Publ Sys Plum Creek

Library Type Academic

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
MN West Community and Technical College	Jackson	Jackson	5	0	0	0
MN West Community and Technical College	Pipestone	Pipestone	5	0	0	0
MN West Community and Technical College	Nobles	Worthington	5	0	0	0
Southwest State University Library	Lyon	Marshall	5	0	0	0

Library Type Public

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
Adrian Branch Library	Nobles	Adrian	0	3	0	0
Balaton Community Library	Lyon	Balaton	0	3	0	0
Cottonwood Library	Lyon	Cottonwood	0	3	0	0
Fulda Memorial Library	Murray	Fulda	0	3	0	0
Hendricks Public Library	Lincoln	Hendricks	0	0	0	0
Heron Lake Public Library	Jackson	Heron Lake	0	3	0	0
Ivanhoe Public Library	Lincoln	Ivanhoe	0	3	0	0
Jackson County Library	Jackson	Jackson	0	3	0	0
Lake Benton Public Library	Lincoln	Lake Benton	0	3	0	0

Lakefield Public Library	Jackson	Lakefield	0	3	0	0
Lamberton Public Library	Redwood	Lamberton	0	3	0	0
Luverne/Rock County Community Library	Rock	Luverne	0	3	0	0
Marshall-Lyon County Library	Lyon	Marshall	0	3	0	0
Minneota Public Library	Lyon	Minneota	0	3	0	0
Morgan Public Library	Redwood	Morgan	0	3	0	0
Mountain Lake Public Library	Cottonwood	Mountain Lake	0	3	0	0
Nobles County Library	Nobles	Worthington	0	3	0	0
Pipestone/Meinders Community Library	Pipestone	Pipestone	0	3	0	0
Redwood Falls Public Library	Redwood	Redwood Falls	0	3	0	0
Runals Memorial Library	Pipestone	Edgerton	0	3	0	0
Slayton Public Library	Murray	Slayton	0	3	0	0
Tracy Public Library	Lyon	Tracy	0	3	0	0
Tyler Public Library	Lincoln	Tyler	0	3	0	0
Wabasso Public Library	Redwood	Wabasso	0	3	0	0
Westbrook Public Library	Cottonwood	Westbrook	0	3	0	0
Windom Public Library	Cottonwood	Windom	0	3	0	0

Library Type *Reg Multitype*

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
SAMMIE: Southwest Area MultiCounty MultiT	Lyon	Marshall	0	0	0	0

Library Type *Reg Public*

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
Plum Creek Library System	Nobles	Worthington	5	6	0	0

Library Type **Special**

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
Hendricks Community Hospital	Lincoln	Hendricks	0	0	0	0
Medical Library Redwood Falls Municipal Hos	Redwood	Redwood Falls	0	0	0	0
Pipestone County Museum	Pipestone	Pipestone	0	0	0	0
Southwest Minnesota Arts & Humanities Cou	Lyon	Marshall	0	0	0	0
Weiner Memorial Medical Center	Lyon	Marshall	0	0	0	0
Windom Area Hospital	Cottonwood	Windom	0	0	0	0
Worthington Regional Hospital	Nobles	Worthington	0	0	0	0

Multitype Sys **SELS**

Reg Publ Sys **SELCO**

Library Type **Academic**

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
Carleton College	Rice	Northfield	5	0	0	0
Crossroads College	Olmsted	Rochester	0	0	0	0
MN State College - SE Technical	Winona	Winona	5	0	0	0
MN State College - SE Technical	Goodhue	Red Wing	0	0	0	0
Pillsbury Baptist Bible College	Steele	Owatonna	0	0	0	0
Riverland Community College	Freeborn	Albert Lea	0	0	0	0
Riverland Community College	Mower	Austin	5	0	0	0
Riverland Technical College	Steele	Owatonna	0	0	0	0
South Central Technical College	Rice	Faribault	0	0	0	0

St. Mary's University of Minnesota	Winona	Winona	0	0	0	0
St. Olaf College	Rice	Northfield	0	0	0	0
Univ. of Minn. - Hormel Institute Library	Mower	Austin	5	0	0	0
University Center Rochester/Comm and Tech	Olmsted	Rochester	5	5	0	5
Winona State University	Winona	Winona	5	0	0	0
Winona State University	Olmsted	Rochester	0	0	0	0

Library Type ***Public***

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
Albert Lea Public Library	Freeborn	Albert Lea	0	5	0	0
Austin Public Library	Mower	Austin	0	5	0	0
Blooming Prairie Public Library	Steele	Blooming Prairie	0	3	0	0
Brownsdale Public Library	Mower	Brownsdale	0	3	0	0
Caledonia Public Library	Houston	Caledonia	0	3	0	0
Cannon Falls Public Library	Goodhue	Cannon Falls	0	3	0	0
Chatfield Public Library	Fillmore	Chatfield	0	3	0	0
Dodge Center Public Library	Dodge	Dodge Center	0	5	0	0
Faribault Public Library/Buckham	Rice	Faribault	0	5	0	0
Grand Meadow Public Library	Mower	Grand Meadow	0	3	0	0
Harmony Public Library	Fillmore	Harmony	0	3	0	0
Hokah Public Library	Houston	Hokah	0	3	0	0
Houston Public Library	Houston	Houston	0	0	0	0
Kasson Public Library	Dodge	Kasson	0	5	0	0
Kenyon Public Library	Goodhue	Kenyon	0	3	0	0
LaCrescent Public Library	Houston	La Crescent	0	3	0	0

Lake City Public Library	Wabasha	Lake City	0	2	0	0
Lanesboro Public Library	Fillmore	Lanesboro	0	3	0	0
LeRoy Public Library	Mower	LeRoy	0	3	0	0
Mabel Public Library	Fillmore	Mabel	0	3	0	0
Northfield Public Library	Rice	Northfield	0	5	0	0
Owatonna Public Library	Steele	Owatonna	0	5	0	0
Pine Island Public Library/Van Horn	Goodhue	Pine Island	0	5	0	0
Plainview Public Library	Wabasha	Plainview	0	5	0	0
Preston Public Library	Fillmore	Preston	0	3	0	0
Red Wing Public Library	Goodhue	Red Wing	0	5	0	0
Rochester Public Library	Olmsted	Rochester	0	5	0	0
Rushford Public Library	Fillmore	Rushford	0	3	0	0
Spring Grove Public Library	Houston	Spring Grove	0	3	0	0
Spring Valley Public Library	Fillmore	Spring Valley	0	3	0	0
St. Charles Public Library	Winona	St. Charles	0	3	0	0
Stewartville Public Library	Olmsted	Stewartville	0	3	0	0
Wabasha Public Library	Wabasha	Wabasha	0	5	0	0
West Concord Public Library	Dodge	West Concord	0	3	0	0
Winona Public Library	Winona	Winona	0	5	0	0
Zumbrota Public Library	Goodhue	Zumbrota	0	5	0	0

Library Type Reg Multitype

<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>
SELS: Southeast Library System	Olmsted	Rochester	0	0	0	0

<i>Library Type</i>	<i>Reg Public</i>						
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>	
SELCO: Southeastern Libraries Cooperating	Olmsted	Rochester	5	5	0	0	

<i>Library Type</i>	<i>Special</i>						
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>	
Ceptsform Library	Goodhue	Red Wing	0	1	0	0	
Freeborn County Historical Museum	Freeborn	Albert Lea	0	0	0	0	
Goodhue County Adult Detention Center	Goodhue	Red Wing	0	0	0	0	
Goodhue County Historical Society	Goodhue	Red Wing	0	2	0	0	
Mayo Medical Library/Graduate School	Olmsted	Rochester	0	0	0	0	
MN Correctional Facility	Rice	Faribault	0	0	0	0	
MN Correctional Facility	Goodhue	Red Wing	0	0	0	0	
MN Library for Blind & Physically Handicap	Rice	Faribault	0	0	0	0	
MN State Academy for the Deaf	Rice	Faribault	0	0	0	0	
Norwegian-American Historical Association	Rice	Northfield	0	0	0	0	
Ohr Elchanon Judaica Lending Library	Olmsted	Rochester	0	0	0	0	
Olmsted County Historical Society	Olmsted	Rochester	0	0	0	0	
Parenting Resource Center, Inc.	Mower	Austin	0	3	0	0	
Rochester Post Bulletin	Olmsted	Rochester	0	0	0	0	
Winona County Historical Society, Inc.	Winona	Winona	0	0	0	0	

Multitype Sys

SMILE

Reg Publ Sys

Traverse des Sioux

<i>Library Type</i>	<i>Academic</i>						
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>	
Bethany Lutheran College	Blue Earth	Mankato	0	5	0	0	
Bethany Lutheran Theological Seminary	Blue Earth	Mankato	0	0	0	0	
Gustavus Adolphus College	Nicollet	St. Peter	5	0	0	0	
Martin Luther College	Brown	New Ulm	0	2	0	0	
MN State University - Mankato	Blue Earth	Mankato	5	5	0	0	
Rasmussen College	Blue Earth	Mankato	0	2	0	0	
South Central Technical College	Nicollet	North Mankato	0	5	0	0	

<i>Library Type</i>	<i>Public</i>						
<i>Library Name</i>	<i>County</i>	<i>City</i>	<i>MINITEX Delivery</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>	<i>Academic Delivery</i>	
Arlington Public Library	Sibley	Arlington	0	3	0	0	
Blue Earth Community Library	Faribault	Blue Earth	0	5	0	0	
Butterfield Branch Library	Watonwan	Butterfield	0	3	0	0	
Ceylon Branch Library	Martin	Ceylon	0	1	0	0	
Comfrey Community Library	Brown	Comfrey	0	3	0	0	
Darfur Branch Library	Watonwan	Darfur	0	2	0	0	
Dunnell Branch Library	Martin	Welcome	0	1	0	0	
Dyckman Free Library	Brown	Sleepy Eye	0	3	0	0	
Elmore Public Library	Faribault	Elmore	0	1	0	0	
Elysian Public Library	Le Sueur	Elysian	0	1	0	0	
Faribault County Library Service	Faribault	Blue Earth	0	1	0	0	
Frost Community Library	Faribault	Frost	0	0	0	0	

Gaylord Public Library	Sibley	Gaylord	0	3	0	0
Gibbon Public Library	Sibley	Gibbon	0	3	0	0
Granada Branch Library	Martin	Granada	0	0	0	0
Hanska Community Library	Brown	Hanska	0	2	0	0
Henderson Branch Library	Sibley	Henderson	0	3	0	0
Janesville Public Library	Waseca	Janesville	0	3	0	0
Kasota Public Library	Le Sueur	Kasota	0	0	0	0
Lake Crystal Public Library	Blue Earth	Lake Crystal	0	3	0	0
Le Center Public Library	Le Sueur	LeCenter	0	3	0	0
Le Sueur Public Library	Le Sueur	LeSueur	0	4	0	0
Lewisville Branch Library	Watonwan	Lewisville	0	2	0	0
Madelia Branch Library	Watonwan	Madelia	0	4	0	0
Mapleton Public Library	Blue Earth	Mapleton	0	3	0	0
Martin County Library	Martin	Fairmont	0	5	0	0
MN Valley Regional Library/Blue Earth Count	Blue Earth	Mankato	0	5	0	0
Montgomery Public Library	Le Sueur	Montgomery	0	3	0	0
Muir Library	Faribault	Winnebago	0	4	0	0
New Richland Public Library	Waseca	New Richland	0	3	0	0
New Ulm Public Library	Brown	New Ulm	0	5	0	0
North Mankato Taylor Library	Nicollet	North Mankato	0	5	0	0
Sherburn Branch Library	Martin	Sherburn	0	3	0	0
Springfield Public Library	Brown	Springfield	0	4	0	0
St. Peter Public Library	Nicollet	St. Peter	0	5	0	0
Trimont Branch Library	Martin	Trimont	0	3	0	0

Truman Branch Library	Martin	Truman	0	3	0	0
Waldorf Public Library	Waseca	Waldorf	0	1	0	0
Waseca-Le Sueur Regional Library	Waseca	Waseca	0	5	0	0
Waterville Public Library	Le Sueur	Waterville	0	2	0	0
Watonwan County Library	Watonwan	St. James	0	5	0	0
Welcome Branch Library	Martin	Welcome	0	1	0	0
Wells Public Library	Faribault	Wells	0	4	0	0
Winthrop Public Library	Sibley	Winthrop	0	3	0	0

Library Type **Reg Multitype**

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
SMILE: Southcentral MN Inter-Library Exchan	Blue Earth	Mankato	0	5	0	0

Library Type **Reg Public**

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
TDS: Traverse des Sioux Library System	Blue Earth	Mankato	5	5	0	0

Library Type **Special**

Library Name	County	City	MINITEX Delivery	Regional Delivery	County/City Delivery	Academic Delivery
Blue Earth County Extension/Info & Ref	Blue Earth	Mankato	0	0	0	0
Blue Earth County Library/Historical Society	Blue Earth	Mankato	0	0	0	0
Faribault County Law Library	Faribault	Blue Earth	0	0	0	0
Immanuel-St Josephs Mayo Health System	Blue Earth	Mankato	0	2	0	0
MN DNR SW Regional Headquarters	Brown	New Ulm	0	0	0	0
MN Security Hospital	Nicollet	St. Peter	0	0	0	0

NCHS Treaty Site History Ctr	Nicollet	St. Peter	0	0	0	0
Region Nine Development Commission	Blue Earth	Mankato	0	0	0	0
Sibley Medical Center	Sibley	Arlington	0	0	0	0
Sleepy Eye Depot Museum	Brown	Sleepy Eye	0	0	0	0
South Central Service Cooperative	Nicollet	North Mankato	0	0	0	0
Southwest Regional Service Center/St. Peter	Nicollet	St. Peter	0	0	0	0
University of MN Extension Svc - Martin Cou	Martin	Fairmont	0	0	0	0
Waseca County Historical Society	Waseca	Waseca	0	0	0	0

Courier Delivery to Libraries (Pt. 2: Schools)

Multitype Sys

CMLE

Reg Publ Sys

East Central

<i>School Name</i>	<i>Media Ctr?</i>	<i>County</i>	<i>City</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>
AITKIN ALP		Aitkin	AITKIN	0	0
AITKIN SEC.	X	Aitkin	AITKIN	0	0
BRAHAM AREA SEC.	X	Isanti	BRAHAM	0	0
BRAHAM EL.	X	Isanti	BRAHAM	0	0
C.E. JACOBSON EL.	X	Chisago	RUSH CITY	0	0
CAMBRIDGE EL.	X	Isanti	CAMBRIDGE	0	0
CAMBRIDGE MIDDLE	X	Isanti	CAMBRIDGE	0	0
CAMBRIDGE-ISANTI HIGH	X	Isanti	CAMBRIDGE	0	0
CHISAGO LAKES MIDDLE	X	Chisago	LINDSTROM	0	0
CHISAGO LAKES PRIMARY	X	Chisago	CHICAGO CITY	0	0
CHISAGO LAKES SR.	X	Chisago	LINDSTROM	1	0
Community Christian School	X	Mille Lacs	Pease	1	0
EAST CENTRAL EL.	X	Pine	SANDSTONE	0	0
EAST CENTRAL MIDDLE	X	Pine	ASKOV	0	0
EAST CENTRAL SR.	X	Pine	SANDSTONE	1	0
FAIRVIEW EL.	X	Kanabec	MORA	1	0
FINLAYSON EL.	X	Pine	FINLAYSON	1	0
HILL CITY EL.		Aitkin	HILL CITY	0	0
HILL CITY SEC.	X	Aitkin	HILL CITY	0	0
HINCKLEY EL.	X	Pine	HINCKLEY	1	0
HINCKLEY-FINLAYSON SEC.	X	Pine	HINCKLEY	1	0
ISANTI EL.	X	Isanti	ISANTI	0	0
ISANTI MIDDLE	X	Isanti	ISANTI	0	0
ISLE ALC		Mille Lacs	ISLE	0	0
ISLE EL.	X	Mille Lacs	ISLE	0	0
ISLE SEC.	X	Mille Lacs	ISLE	0	0
LAKESIDE EL.		Chisago	CHICAGO CITY	0	0

LINWOOD EL.	X	Chisago	WYOMING	0	0
MCGREGOR EL.	X	Aitkin	MCGREGOR	0	0
MCGREGOR SEC.	X	Aitkin	MCGREGOR	0	0
MILACA EL.	X	Mille Lacs	MILACA	0	0
MILACA HIGH SCHOOL	X	Mille Lacs	MILACA	1	0
Mille Lacs Academy	X	Mille Lacs	Onamia	1	0
MN CENTER		Isanti	ISANTI	0	0
MORA SEC.	X	Kanabec	MORA	1	0
Nay Ah Shing Abinoojiiyag Media C	X	Mille Lacs	Onamia	1	0
NORTH BRANCH ALC		Chisago	NORTH BRANCH	0	0
NORTH BRANCH MAIN STREET	X	Chisago	NORTH BRANCH	0	0
NORTH BRANCH MIDDLE	X	Chisago	NORTH BRANCH	1	0
NORTH BRANCH PRIMARY EL.	X	Chisago	NORTH BRANCH	0	0
NORTH BRANCH SR.	X	Chisago	NORTH BRANCH	4	0
NORTH EL.	X	Mille Lacs	PRINCETON	0	0
OGILVIE EL.		Kanabec	OGILVIE	0	0
OGILVIE SEC.	X	Kanabec	OGILVIE	1	0
ONAMIA EL.	X	Mille Lacs	ONAMIA	1	0
ONAMIA SEC.	X	Mille Lacs	ONAMIA	1	0
PALISADE EL.	X	Aitkin	PALISADE	0	0
PINE CITY EL.	X	Pine	PINE CITY	1	0
PINE CITY SEC.	X	Pine	PINE CITY	1	0
PRINCETON MIDDLE	X	Mille Lacs	PRINCETON	0	0
PRINCETON SR.	X	Mille Lacs	PRINCETON	0	0
RIPPLESIDE EL.	X	Aitkin	AITKIN	0	0
RUSH CITY SEC.	X	Chisago	RUSH CITY	1	0
SCHOOL FOR SEASONS EL		Isanti	ISANTI	0	0
SOUTH EL.	X	Mille Lacs	PRINCETON	0	0
St. Mary's School	X	Pine	Pine City	0	0
TAYLORS FALLS EL.	X	Chisago	TAYLORS FALLS	0	0
TRAILVIEW EL.	X	Kanabec	MORA	1	0
TRIO PROGRAM		Chisago	LINDSTROM	0	0
WILLOW RIVER EL.	X	Pine	WILLOW RIVER	0	0
WILLOW RIVER SEC.	X	Pine	WILLOW RIVER	0	0

WYOMING EL.	X	Chisago	WYOMING	0	0
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Reg Publ Sys *Great River*

<i>School Name</i>	<i>Media Ctr?</i>	<i>County</i>	<i>City</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>
ALBANY EL.	X	Stearns	ALBANY	1	0
ALBANY JR.		Stearns	ALBANY	1	0
ALBANY SR.	X	Stearns	ALBANY	1	0
ALBERTVILLE PRIMARY EL.	X	Wright	ALBERTVILLE	1	0
ANNANDALE MIDDLE	X	Wright	ANNANDALE	0	0
ANNANDALE SR.	X	Wright	ANNANDALE	1	0
APOLLO SR.	X	Stearns	ST. CLOUD	0	0
AVON EL.	X	Stearns	ALBANY	1	0
BECKER INTERMEDIATE	X	Sherburne	BECKER	1	0
BECKER MIDDLE	X	Sherburne	BECKER	1	0
BECKER PRIMARY	X	Sherburne	BECKER	1	0
BECKER SR.	X	Sherburne	BECKER	1	0
BELGRADE-BROOTEN-ELROSA	X	Stearns	BELGRADE	0	0
BENDIX EL.	X	Wright	ANNANDALE	0	0
BERTHA EL.		Todd	BERTHA	1	0
BERTHA SEC.	X	Todd	BERTHA	1	0
BIG LAKE MIDDLE	X	Sherburne	BIG LAKE	1	0
BIG LAKE SR.	X	Sherburne	BIG LAKE	1	0
BROWERVILLE EL.	X	Todd	BROWERVILLE	0	0
BROWERVILLE SEC.	X	Todd	BROWERVILLE	0	0
BUFFALO COMMUNITY MIDDLE	X	Wright	BUFFALO	0	0
BUFFALO HIGH SCHOOL	X	Wright	BUFFALO	1	0
Catholic Educ. Ministries Media Ce	X	Stearns	St. Cloud	0	0
Christ the King School	X	Todd	Browerville	0	0
CLEARVIEW EL.	X	Sherburne	CLEAR LAKE	0	0
COKATO EL.	X	Wright	COKATO	0	0
COLD SPRING EL.	X	Stearns	COLD SPRING	1	0
COMMUNITY MIDDLE	X	Morrison	LITTLE FALLS	0	0
DASSEL-COKATO MIDDLE	X	Wright	COKATO	1	0
DASSEL-COKATO SR.	X	Wright	COKATO	0	0

DELANO COMMUNITY EDUC.		Wright	DELANO	0	0
DELANO EL.	X	Wright	DELANO	0	0
DELANO MIDDLE	X	Wright	DELANO	1	0
DELANO SR.	X	Wright	DELANO	0	0
DISCOVERY COMMUNITY EL.	X	Stearns	WAITE PARK	0	0
DISCOVERY EL	X	Wright	BUFFALO	0	0
EAGLE VALLEY EL.	X	Todd	CLARISSA	2	0
EAGLE VALLEY SEC.		Todd	EAGLE BEND	1	0
EARLY CHILDHOOD CENTER		Stearns	ST. CLOUD	0	0
EDEN VALLEY EL.		Stearns	EDEN VALLEY	1	0
ELK RIVER SR.	X	Sherburne	ELK RIVER	0	0
FOLEY EL.	X	Benton	FOLEY	1	0
FOLEY INTERMEDIATE EL.	X	Benton	FOLEY	1	0
FOLEY SR.	X	Benton	FOLEY	1	0
GREY EAGLE EL.	X	Todd	GREY EAGLE	1	0
HANDKE MAGNET EL.	X	Sherburne	ELK RIVER	0	0
HANOVER EL.	X	Wright	HANOVER	0	0
HEALY SEC.	X	Morrison	PIERZ	1	0
HILLSIDE EL.	X	Benton	SAUK RAPIDS	0	0
HOLDINGFORD EL.	X	Stearns	HOLDINGFORD	0	0
HOLDINGFORD SEC.	X	Stearns	HOLDINGFORD	1	0
Holy Family School Library	X	Stearns	Albany	1	0
Holy Family School Library & Media	X	Stearns	Sauk Centre	0	0
Holy Trinity School Library	X	Morrison	Pierz	0	0
HOWARD LAKE EL	X	Wright	HOWARD LAKE	1	0
HOWARD LAKE-WAVERLY-WINS	X	Wright	HOWARD LAKE	1	0
HUMPHREY EL.	X	Wright	WAVERLY	1	0
INDEPENDENCE EL.	X	Sherburne	BIG LAKE	0	0
IVAN SAND COMMUNITY		Sherburne	ELK RIVER	0	0
KENNEDY EL.	X	Stearns	ST. JOSEPH	0	0
KIMBALL EL.	X	Stearns	KIMBALL	5	0
Kimball Holy Cross School	X	Stearns	Kimball	0	0
KIMBALL SEC.	X	Stearns	KIMBALL	5	0
KNIGHT EL.	X	Morrison	RANDALL	0	0

LIBERTY EL.	X	Sherburne	BIG LAKE	0	0
LINCOLN EL.	X	Morrison	LITTLE FALLS	0	0
LINCOLN EL.	X	Sherburne	ELK RIVER	0	0
LINCOLN EL.	X	Benton	ST. CLOUD	0	0
LINDBERGH EL.	X	Morrison	LITTLE FALLS	0	0
LITTLE FALLS SR.	X	Morrison	LITTLE FALLS	0	0
LITTLE MOUNTAIN EL.	X	Wright	MONTICELLO	0	0
LONG PRAIRIE EL.	X	Todd	LONG PRAIRIE	1	0
LONG PRAIRIE-GREY EAGLE MI	X	Todd	LONG PRAIRIE	1	0
LONG PRAIRIE-GREY EAGLE SE	X	Todd	LONG PRAIRIE	1	0
MADISON EL.	X	Stearns	ST. CLOUD	0	0
MAPLE LAKE EL.	X	Wright	MAPLE LAKE	0	0
MAPLE LAKE SEC.	X	Wright	MAPLE LAKE	1	0
Mary of Lourdes Elem. Library	X	Morrison	Little Falls	0	0
Mary of Lourdes Middle School Libr	X	Morrison	Little Falls	0	0
MEADOWVALE EL.	X	Sherburne	ELK RIVER	0	0
MELROSE EL.	X	Stearns	MELROSE	0	0
MELROSE SEC.	X	Stearns	MELROSE	1	0
MISSISSIPPI HEIGHTS MIDDLE S	X	Benton	SAUK RAPIDS	0	0
MONTICELLO HIGH	X	Wright	MONTICELLO	1	0
MONTICELLO MIDDLE	X	Wright	MONTICELLO	0	0
MONTROSE EL.	X	Wright	MONTROSE	1	0
MOTLEY EL.		Morrison	MOTLEY	0	0
MOTLEY-STAPLES MIDDLE	X	Morrison	MOTLEY	0	0
NORTH JR.	X	Stearns	ST. CLOUD	0	0
North Star Christian Academy	X	Morrison	Little Falls	0	0
OAK HILL COMMUNITY EL.	X	Stearns	ST. CLOUD	0	0
OTSEGO EL.	X	Wright	OTSEGO	1	0
PARKER EL.	X	Sherburne	ELK RIVER	1	0
PARKSIDE EL	X	Wright	BUFFALO	0	0
PAYNESVILLE EL.	X	Stearns	PAYNESVILLE	0	0
PAYNESVILLE MIDDLE	X	Stearns	PAYNESVILLE	0	0
PAYNESVILLE SR.	X	Stearns	PAYNESVILLE	5	0
PHOENIX LEARNING CENTER		Wright	BUFFALO	0	0

PINE MEADOW EL.	X	Stearns	SARTELL	0	0
PINEWOOD EL.	X	Wright	MONTICELLO	1	0
PIONEER EL.	X	Morrison	PIERZ	1	0
PLEASANT VIEW EL.	X	Benton	SAUK RAPIDS	0	0
RICE EL.	X	Benton	RICE	0	0
RICHMOND EL.	X	Stearns	RICHMOND	1	0
Rivercrest Christian School Library	X	Wright	Monticello	0	0
ROCKFORD MID.	X	Wright	ROCKFORD	1	0
ROCKVILLE EL.	X	Stearns	ROCKVILLE	1	0
ROCORI MIDDLE	X	Stearns	COLD SPRING	1	0
ROCORI SR.	X	Stearns	COLD SPRING	1	0
ROYALTON EL.	X	Morrison	ROYALTON	1	0
ROYALTON SEC.	X	Morrison	ROYALTON	1	0
Sacred Heart School Library	X	Stearns	Freeport	0	0
Sacred Heart School Library	X	Benton	Sauk Rapids	1	0
Sacred Heart School Library	X	Todd	Staples	0	0
SALK JR.	X	Sherburne	ELK RIVER	1	0
SARTELL EL.	X	Stearns	SARTELL	0	0
SARTELL MIDDLE	X	Stearns	SARTELL	1	0
SARTELL SR.	X	Stearns	SARTELL	0	0
SAUK CENTRE EL.	X	Stearns	SAUK CENTRE	0	0
SAUK CENTRE JR.	X	Stearns	SAUK CENTRE	1	0
SAUK CENTRE SEC	X	Stearns	SAUK CENTRE	1	0
SAUK RAPIDS-RICE SENIOR HIG	X	Benton	SAUK RAPIDS	1	0
SOUTH JR.	X	Stearns	ST. CLOUD	1	0
St. Andrew's School Library	X	Sherburne	Elk River	0	0
St. Augustine School Media Ctr.	X	Stearns	St. Cloud	0	0
St. Cloud Cathedral/John XXIII Libr	X	Stearns	St. Cloud	1	0
St. Cloud Christian School	X	Stearns	St. Cloud	0	0
St. Elizabeth Ann Seton Intermediat	X	Stearns	St. Cloud	0	0
St. Elizabeth Ann Seton Primary Sc	X	Stearns	St. Cloud	0	0
St. Francis Xavier Library	X	Stearns	Sartell	0	0
St. Francis Xavier School	X	Wright	Buffalo	1	0
St. James Lutheran School	X	Wright	Howard Lake	1	0

St. John/St. Andrew School Library	X	Stearns	Melrose	0	0
St. John's Area School Library	X	Benton	Foley	0	0
St. John's Prep School	X	Stearns	Collegeville	0	0
St. John's School Library	X	Stearns	Melrose	0	0
St. Joseph Lab School Media Cent	X	Stearns	St. Joseph	0	0
St. Joseph's School Library	X	Stearns	Waite Park	1	0
St. Mary's Cathedral Grade School	X	Stearns	St. Cloud	0	0
St. Mary's Elementary School Libra	X	Stearns	Melrose	0	0
St. Mary's Help of Christians Librar	X	Stearns	St. Cloud	0	0
St. Mary's School	X	Todd	Long Prairie	0	0
ST. MICHAEL EL.	X	Wright	ST. MICHAEL	1	0
ST. MICHAEL-ALBERTVILLE MID	X	Wright	ST. MICHAEL	1	0
ST. MICHAEL-ALBERTVILLE SR.	X	Wright	ALBERTVILLE	1	0
St. Peter's School	X	Wright	Delano	0	0
St. Timothy School Library	X	Wright	Maple Lake	1	0
St. Wendelin School	X	Stearns	St. Cloud	0	0
STAPLES EL.	X	Todd	STAPLES	0	0
STAPLES-MOTLEY SR.	X	Todd	STAPLES	1	0
Sts. Peter, Paul & Michael Primary	X	Stearns	St. Cloud	0	0
SWANVILLE EL.	X	Morrison	SWANVILLE	0	0
SWANVILLE SEC.	X	Morrison	SWANVILLE	1	0
TALAH COMMUNITY EL.	X	Sherburne	ST. CLOUD	0	0
TATANKA EL	X	Wright	BUFFALO	1	0
TECHNICAL SR.	X	Stearns	ST. CLOUD	1	0
Trinity Lutheran School		Todd	Long Prairie	0	0
Trinity Lutheran School Library	X	Benton	Sauk Rapids	0	0
UPSALA EL.	X	Morrison	UPSALA	0	0
UPSALA SEC.	X	Morrison	UPSALA	1	0
VANDENBERGE JR.	X	Sherburne	ELK RIVER	1	0
WESTWOOD EL.	X	Sherburne	ZIMMERMAN	0	0
WESTWOOD EL.	X	Stearns	ST. CLOUD	0	0
ZIMMERMAN EL.	X	Sherburne	ZIMMERMAN	1	0
ZIMMERMAN HIGH		Sherburne	ZIMMERMAN	0	0
ZIMMERMAN MIDD	X	Sherburne	ZIMMERMAN	1	0

<i>School Name</i>	<i>Media Ctr?</i>	<i>County</i>	<i>City</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>
Academy of Sts. Peter and Paul	X	Hennepin	Loretto	0	0
Academy of Holy Angels	X	Hennepin	Minneapolis	0	0
ADAMS EL.	X	Anoka	COON RAPIDS	0	0
ADAMS MAGNET EL.	X	Ramsey	ST. PAUL	0	0
AFTON-LAKELAND EL.	X	Washington	LAKELAND	0	0
AKIN ROAD EL.	X	Dakota	FARMINGTON	0	0
ALICE SMITH EL.	X	Hennepin	HOPKINS	0	0
AMERICAN INDIAN/MOUNDS PA		Ramsey	ST. PAUL	0	0
AMES EL.	X	Ramsey	ST. PAUL	0	0
ANDERSEN EL.		Washington	BAYPORT	0	0
ANDERSEN EL.	X	Hennepin	MINNEAPOLIS	0	0
ANDERSEN OPEN	X	Hennepin	MINNEAPOLIS	0	0
ANDOVER EL.	X	Anoka	ANDOVER	0	0
ANDOVER SR.	X	Anoka	ANDOVER	0	0
ANNE SULLIVAN COMMUNICATI	X	Hennepin	MINNEAPOLIS	0	0
ANOKA SR.	X	Anoka	ANOKA	0	0
ANTHONY MIDDLE	X	Hennepin	MINNEAPOLIS	0	0
ANWATIN MIDDLE	X	Hennepin	MINNEAPOLIS	0	0
APPLE VALLEY SR.	X	Dakota	APPLE VALLEY	0	0
AQUILA EL.	X	Hennepin	ST. LOUIS PARK	0	0
ARLINGTON SR.	X	Ramsey	ST. PAUL	0	0
ARMATAGE COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
ARMSTRONG EL.	X	Washington	COTTAGE GROVE	0	0
BANCROFT COMMUNITY		Hennepin	MINNEAPOLIS	0	0
BARTON OPEN	X	Hennepin	MINNEAPOLIS	0	0
BASSWOOD EL.	X	Hennepin	MAPLE GROVE	0	0
BATTLE CREEK MAGNET EL.		Ramsey	ST. PAUL	0	0
BATTLE CREEK MIDDLE	X	Ramsey	ST. PAUL	0	0
BAYVIEW EL.		Carver	WACONIA	0	0
BEL AIR EL.	X	Ramsey	NEW BRIGHTON	0	0

BELLE PLAINE EL.	X	Scott	BELLE PLAINE	0	0
BELLE PLAINE JR.	X	Scott	BELLE PLAINE	0	0
BELLE PLAINE SR.	X	Scott	BELLE PLAINE	0	0
BENJ. E. MAYS MAGNET/RONDO		Ramsey	ST. PAUL	0	0
BENJAMIN BANNEKER MIDDLE	X	Hennepin	MINNEAPOLIS	0	0
BETHUNE COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
BIRCH GROVE EL.	X	Hennepin	BROOKLYN PARK	0	0
BIRCH LAKE EL.	X	Ramsey	WHITE BEAR LAK	0	0
BIRCHVIEW EL.	X	Hennepin	PLYMOUTH	0	0
BLACK HAWK MIDDLE	X	Dakota	EAGAN	0	0
BLAINE SR.	X	Anoka	BLAINE	0	0
Blake Schools - Blake Upper Schoo	X	Hennepin	Minneapolis	0	0
BLUE HERON EL.	X	Anoka	LINO LAKES	0	0
BLUFF CREEK EL.	X	Carver	CHANHASSEN	0	0
BOTTINEAU E.E.C		Hennepin	MINNEAPOLIS	0	0
Breck School	X	Hennepin	Golden Valley	0	0
BRIMHALL EL.	X	Ramsey	ROSEVILLE	0	0
BROOKLYN CENTER SEC.	X	Hennepin	BROOKLYN CENT	0	0
BROOKLYN JR.	X	Hennepin	BROOKLYN PARK	0	0
BRUCE F VENTO EL.	X	Ramsey	ST. PAUL	0	0
BRYN MAWR COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
BURNSVILLE SR.	X	Dakota	BURNSVILLE	0	0
BURROUGHS COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
CAPITOL HILL MAGNET/RONDO	X	Ramsey	ST. PAUL	0	0
CARVER EL		Ramsey	MAPLEWOOD	0	0
CASTLE EL.	X	Washington	OAKDALE	0	0
CAVANAGH EARLY CHILDHOOD		Hennepin	CRYSTAL	0	0
CEDAR CREEK COMMUNITY EL.		Anoka	CEDAR	0	0
CEDAR ISLAND EL.	X	Hennepin	MAPLE GROVE	0	0
CEDAR MANOR EL.	X	Hennepin	ST. LOUIS PARK	0	0
CEDAR PARK EL.		Dakota	APPLE VALLEY	0	0
CEDAR RIDGE EL.	X	Hennepin	EDEN PRAIRIE	0	0
CEDAR SCHOOL		Dakota	EAGAN	0	0
CENTENNIAL EL.	X	Anoka	CIRCLE PINES	0	0

CENTENNIAL EL.		Hennepin	RICHFIELD	0	0
CENTENNIAL MIDDLE SCHOOL	X	Anoka	LINO LAKES	0	0
CENTENNIAL SR.	X	Anoka	CIRCLE PINES	0	0
CENTERVILLE EL.		Anoka	CENTERVILLE	0	0
CENTRAL EL.	X	Carver	NORWOOD	0	0
CENTRAL KINDERGARTEN CEN		Hennepin	EDEN PRAIRIE	0	0
CENTRAL MIDDLE		Carver	NORWOOD	0	0
CENTRAL MIDDLE	X	Ramsey	WHITE BEAR LAK	0	0
CENTRAL MIDDLE		Anoka	COLUMBIA HEIGH	0	0
CENTRAL MIDDLE SCHOOL		Hennepin	EDEN PRAIRIE	0	0
CENTRAL PARK EL.	X	Ramsey	ROSEVILLE	0	0
CENTRAL SR.	X	Ramsey	ST. PAUL	0	0
CENTRAL SR.		Carver	NORWOOD	0	0
CENTURY JR.		Washington	FOREST LAKE	0	0
CENTURY JR.	X	Dakota	LAKEVILLE	0	0
CHAMPLIN EL.	X	Hennepin	CHAMPLIN	0	0
CHAMPLIN PARK SR.	X	Hennepin	CHAMPLIN	0	0
CHANHASSEN EL.	X	Carver	CHANHASSEN	0	0
CHASKA EL.	X	Carver	CHASKA	0	0
CHASKA MIDDLE EAST	X	Carver	CHASKA	0	0
CHASKA MIDDLE WEST	X	Carver	CHASKA	0	0
CHASKA SR.		Carver	CHASKA	0	0
CHELSEA HEIGHTS EL.	X	Ramsey	ST. PAUL	0	0
CHEROKEE HEIGHTS MAGNET E	X	Ramsey	ST. PAUL	0	0
CHERRY VIEW EL.	X	Dakota	LAKEVILLE	0	0
CHIPPEWA MIDDLE	X	Ramsey	SHOREVIEW	0	0
CHRISTA MCAULIFFE EL.	X	Dakota	HASTINGS	0	0
CHRISTINA HUDDLESTON EL.		Dakota	LAKEVILLE	0	0
CITYVIEW COMMUNITY		Hennepin	MINNEAPOLIS	0	0
CITYVIEW P.A.M.		Hennepin	MINNEAPOLIS	0	0
CLEAR SPRINGS EL.		Hennepin	MINNETONKA	0	0
CLEARWATER MIDD.		Carver	WACONIA	0	0
CLEVELAND QUALITY MIDDLE	X	Ramsey	ST. PAUL	0	0
CLOVER RIDGE EL.		Carver	CHASKA	0	0

COLUMBIA HEIGHTS SR.	X	Anoka	COLUMBIA HEIGH	0	0
COLUMBUS EL.	X	Washington	FOREST LAKE	0	0
COMO PARK EL.	X	Ramsey	ST. PAUL	0	0
COMO PARK SR.	X	Ramsey	ST. PAUL	0	0
CONCORD EL.	X	Hennepin	EDINA	0	0
COON RAPIDS MIDDLE	X	Anoka	COON RAPIDS	0	0
COON RAPIDS SR.	X	Anoka	COON RAPIDS	0	0
COOPER COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
CORNELIA EL.	X	Hennepin	EDINA	0	0
COTTAGE GROVE EL.	X	Washington	COTTAGE GROVE	0	0
COTTAGE GROVE JR.	X	Washington	COTTAGE GROVE	0	0
COUNTRYSIDE EL.	X	Hennepin	EDINA	0	0
COWERN EL.	X	Ramsey	NORTH ST. PAUL	0	0
CREEK VALLEY EL.	X	Hennepin	EDINA	0	0
CREST VIEW EL.		Hennepin	BROOKLYN PARK	0	0
CRESTVIEW EL.	X	Washington	COTTAGE GROVE	0	0
Cretin-Derham Hall	X	Ramsey	St. Paul	0	0
CROOKED LAKE EL.	X	Anoka	ANDOVER	0	0
CROSSROADS SCIENCE	X	Ramsey	ST. PAUL	0	0
CRYSTAL LAKE EL.		Dakota	LAKEVILLE	0	0
DAKOTA ALC		Dakota	FARMINGTON	0	0
DAKOTA HILLS MIDDLE		Dakota	EAGAN	0	0
DAYTON EL.	X	Hennepin	DAYTON	0	0
DAYTONS BLUFF EL.	X	Ramsey	ST. PAUL	0	0
DEEPHAVEN EL.		Hennepin	WAYZATA	0	0
DEERWOOD EL.	X	Dakota	EAGAN	0	0
DeLaSalle High School	X	Hennepin	Minneapolis	0	0
DIAMOND PATH EL.	X	Dakota	APPLE VALLEY	0	0
DISTRICT SERVICE CENTER	X	Dakota	FARMINGTON	0	0
DOWLING U.E.		Hennepin	MINNEAPOLIS	0	0
DOWNTOWN OPEN	X	Hennepin	MINNEAPOLIS	0	0
EAGAN SR.	X	Dakota	EAGAN	0	0
EAGLE POINT EL	X	Washington	OAKDALE	0	0
EAGLE RIDGE JR.		Scott	SAVAGE	0	0

EARLE BROWN EL.	X	Hennepin	BROOKLYN CENT	0	0
EARLY CHILDHOOD CENTER	X	Carver	CHASKA	0	0
EAST BETHEL COMMUNITY EL.		Anoka	CEDAR	0	0
EAST UNION EL.	X	Carver	CARVER	0	0
EASTERN HEIGHTS EL.	X	Ramsey	ST. PAUL	0	0
EASTSIDE WORKPLACE KDGN		Ramsey	ST. PAUL	0	0
EASTVIEW EL.	X	Dakota	LAKEVILLE	0	0
EASTVIEW SR.	X	Dakota	APPLE VALLEY	0	0
ECHO PARK EL.		Dakota	BURNSVILLE	0	0
EDEN LAKE EL.		Hennepin	EDEN PRAIRIE	0	0
EDEN PRAIRIE SR.	X	Hennepin	EDEN PRAIRIE	0	0
EDGERTON EL.	X	Ramsey	MAPLEWOOD	0	0
EDGEWOOD EL.	X	Hennepin	BROOKLYN PARK	0	0
EDGEWOOD MIDDLE	X	Ramsey	MOUNDS VIEW	0	0
EDINA SR.	X	Hennepin	EDINA	0	0
EDINBROOK EL.	X	Hennepin	BROOKLYN PARK	0	0
EDISON SR.	X	Hennepin	MINNEAPOLIS	0	0
EDWARD NEILL EL.	X	Dakota	BURNSVILLE	0	0
EISENHOWER EL.		Hennepin	HOPKINS	0	0
EISENHOWER EL.	X	Anoka	COON RAPIDS	0	0
ELM CREEK EL.	X	Hennepin	MAPLE GROVE	0	0
Emanuel Lutheran School	X	Dakota	West St. Paul	0	0
EMERSON L.I.	X	Hennepin	MINNEAPOLIS	0	0
ERICSSON COMMUNITY		Hennepin	MINNEAPOLIS	0	0
EVERGREEN PARK EL.	X	Hennepin	BROOKLYN CENT	0	0
EXCELSIOR EL.	X	Hennepin	EXCELSIOR	0	0
EXPO/HARRIET BISHOP CENTE		Ramsey	ST. PAUL	0	0
FAIR OAKS EL.	X	Hennepin	BROOKLYN PARK	0	0
FAIRVIEW COMMUNITY CENTER		Ramsey	ROSEVILLE	0	0
FALCON HEIGHTS EL.	X	Ramsey	FALCON HEIGHT	0	0
FALCON RIDGE MIDDLE		Dakota	APPLE VALLEY	0	0
FARMINGTON EAST MIDDLE	X	Dakota	FARMINGTON	0	0
FARMINGTON EL.	X	Dakota	FARMINGTON	0	0
FARMINGTON SR.	X	Dakota	FARMINGTON	0	0

FARMINGTON WEST MIDDLE	X	Dakota	FARMINGTON	0	0
FARNSWORTH EL.	X	Ramsey	ST. PAUL	0	0
FERNBROOK EL.	X	Hennepin	MAPLE GROVE	0	0
FIELD COMMUNITY		Hennepin	MINNEAPOLIS	0	0
FIVE HAWKS EL.	X	Scott	PRIOR LAKE	0	0
FOLWELL MIDDLE		Hennepin	MINNEAPOLIS	0	0
FOREST EL.	X	Hennepin	CRYSTAL	0	0
FOREST HILLS EL.	X	Hennepin	EDEN PRAIRIE	0	0
FOREST LAKE ALC		Washington	FOREST LAKE	0	0
FOREST LAKE EL.	X	Washington	FOREST LAKE	0	0
FOREST LAKE MONTESSORI		Washington	FOREST LAKE	0	0
FOREST LAKE SR.	X	Washington	FOREST LAKE	0	0
FOREST VIEW EL.	X	Washington	FOREST LAKE	0	0
FOUR SEASONS EL		Ramsey	ST. PAUL	0	0
FRANKLIN EL.	X	Anoka	ANOKA	0	0
FRANKLIN MAGNET EL.	X	Ramsey	ST. PAUL	0	0
FRANKLIN MIDDLE	X	Hennepin	MINNEAPOLIS	0	0
FRED MOORE MIDDLE	X	Anoka	ANOKA	0	0
FRENCH IMMERSION/HIGHLAND		Ramsey	ST. PAUL	0	0
FRIDLEY MIDDLE	X	Anoka	FRIDLEY	0	0
FRIDLEY MOORE ALC	X	Anoka	FRIDLEY	0	0
FRIDLEY SR.	X	Anoka	FRIDLEY	0	0
FRIENDLY HILLS MIDDLE SCHO	X	Dakota	MENDOTA HEIGH	0	0
FROST LAKE MAGNET EL.	X	Ramsey	ST. PAUL	0	0
GALTIER MAGNET EL.	X	Ramsey	ST. PAUL	0	0
GARDEN CITY EL.	X	Hennepin	BROOKLYN CENT	0	0
GARLOUGH EL.	X	Dakota	WEST ST. PAUL	0	0
GATEWOOD EL.		Hennepin	MINNETONKA	0	0
GIDEON POND EL.		Dakota	BURNSVILLE	0	0
GLACIER HILLS EL.	X	Dakota	EAGAN	0	0
GLEASON LAKE EL.	X	Hennepin	PLYMOUTH	0	0
GLEN LAKE EL.	X	Hennepin	MINNETONKA	0	0
GLENDAL E ELEMENTARY	X	Scott	SAVAGE	0	0
GOLDEN LAKE EL.		Anoka	CIRCLE PINES	0	0

GORDON BAILEY EL.	X	Washington	WOODBURY	0	0
GRAINWOOD EL.	X	Scott	PRIOR LAKE	0	0
GRANDVIEW MIDDLE	X	Hennepin	MOUND	0	0
GREEN CENTRAL COMMUNITY		Hennepin	MINNEAPOLIS	0	0
GREENLEAF EL.	X	Dakota	APPLE VALLEY	0	0
GREENWOOD EL.	X	Hennepin	PLYMOUTH	0	0
GREY CLOUD EL.	X	Washington	COTTAGE GROVE	0	0
GROVELAND EL.		Hennepin	MINNETONKA	0	0
GROVELAND PARK EL.		Ramsey	ST. PAUL	0	0
HALE COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
HALL COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
HAMILTON COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
HAMILTON EL.	X	Anoka	COON RAPIDS	0	0
HANCOCK/HAMLIN MAGNET EL	X	Ramsey	ST. PAUL	0	0
HARDING SR.	X	Ramsey	ST. PAUL	0	0
HARRIET BISHOP EL.	X	Scott	SAVAGE	0	0
HASTINGS MIDDLE	X	Dakota	HASTINGS	0	0
HASTINGS SR.	X	Dakota	HASTINGS	0	0
HAYDEN HEIGHTS EL.	X	Ramsey	ST. PAUL	0	0
HAYES EL.	X	Anoka	FRIDLEY	0	0
HAZEL PARK MIDDLE SCHOOL A	X	Ramsey	ST. PAUL	0	0
HENRY SIBLEY SR.	X	Dakota	WEST ST. PAUL	0	0
HENRY SR.	X	Hennepin	MINNEAPOLIS	0	0
HERITAGE MIDDLE SCHOOL	X	Dakota	WEST ST. PAUL	0	0
HIAWATHA COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
HIDDEN OAKS MIDDLE		Scott	PRIOR LAKE	0	0
HIDDEN VALLEY EL.		Scott	SAVAGE	0	0
HIGHLAND EL.		Dakota	APPLE VALLEY	0	0
HIGHLAND EL.		Anoka	COLUMBIA HEIGHTS	0	0
HIGHLAND PARK EL.		Ramsey	ST. PAUL	0	0
HIGHLAND PARK JR.	X	Ramsey	ST. PAUL	0	0
HIGHLAND PARK SR.	X	Ramsey	ST. PAUL	0	0
HIGHLANDS EL.	X	Hennepin	EDINA	0	0
HIGHVIEW MIDDLE	X	Ramsey	NEW BRIGHTON	0	0

HIGHWOOD HILLS EL.		Ramsey	ST. PAUL	0	0
HILL MONTESSORI		Ramsey	ST. PAUL	0	0
HILLCREST EL.	X	Hennepin	BLOOMINGTON	0	0
Hill-Murray High School	X	Ramsey	St. Paul	0	0
HILLSIDE EL.	X	Washington	COTTAGE GROVE	0	0
HILLTOP EL.		Dakota	INVER GROVE HE	0	0
HILLTOP PRIMARY EL.	X	Hennepin	MINNETRISTA	0	0
HOLLAND COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
Holy Name of Jesus School	X	Hennepin	Wayzata	0	0
HEMECROFT EL.		Ramsey	ST. PAUL	0	0
HOOVER EL.	X	Anoka	COON RAPIDS	0	0
HOPKINS NORTH JR.	X	Hennepin	MINNETONKA	0	0
HOPKINS SR.	X	Hennepin	MINNETONKA	0	0
HOPKINS WEST JR.	X	Hennepin	MINNETONKA	0	0
HOWE COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
HUGO EL.		Washington	HUGO	0	0
HUMBOLDT JR.	X	Ramsey	ST. PAUL	0	0
HUMBOLDT SR.	X	Ramsey	ST. PAUL	0	0
IHM - St. Lukes School	X	Ramsey	St. Paul	0	0
INDIAN MOUNDS EL.	X	Hennepin	BLOOMINGTON	0	0
INVER GROVE HEIGHTS MIDDLE	X	Dakota	INVER GROVE HE	0	0
IRONDALE SR.	X	Ramsey	NEW BRIGHTON	0	0
ISD #623 DISTRICT CENTER		Ramsey	ROSEVILLE	0	0
ISLAND LAKE EL.	X	Ramsey	SHOREVIEW	0	0
JACKSON MAGNET EL.	X	Ramsey	ST. PAUL	0	0
JACKSON MIDDLE	X	Hennepin	CHAMPLIN	0	0
JEFFERSON COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
JEFFERSON EL.	X	Anoka	BLAINE	0	0
JEFFERSON SR.	X	Hennepin	BLOOMINGTON	0	0
JENNY LIND COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
JOHN F. KENNEDY EL.		Dakota	LAKEVILLE	0	0
JOHN GLENN MIDDLE	X	Ramsey	MAPLEWOOD	0	0
JOHN JOHNSON ACHIEVEMENT		Ramsey	ST. PAUL	0	0
JOHNSON SR.	X	Ramsey	ST. PAUL	0	0

JOHNSVILLE EL.	X	Anoka	BLAINE	0	0
JONATHAN EL.	X	Carver	CHASKA	0	0
JORDAN EL.	X	Scott	JORDAN	0	0
JORDAN PARK COMMUNITY		Hennepin	MINNEAPOLIS	0	0
JORDON HIGH	X	Scott	JORDAN	0	0
JORDON MIDD.	X	Scott	JORDON	0	0
KAPOSIA EDUCATION CENTER		Dakota	SOUTH ST. PAUL	0	0
KATHERINE CURREN EL.	X	Hennepin	HOPKINS	0	0
KEEWAYDIN COMMUNITY		Hennepin	MINNEAPOLIS	0	0
KENNEDY EL.	X	Dakota	HASTINGS	0	0
KENNEDY SR.	X	Hennepin	BLOOMINGTON	0	0
KENNETH HALL EL.		Anoka	SPRING LAKE PA	0	0
KENNY COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
KENWOOD COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
KENWOOD P.A.M.		Hennepin	MINNEAPOLIS	0	0
KENWOOD TRAIL JR.	X	Dakota	LAKEVILLE	0	0
KIMBERLY LANE EL.	X	Hennepin	PLYMOUTH	0	0
L.H. TANGLEN EL.	X	Hennepin	MINNETONKA	0	0
L.O. JACOB EL.	X	Anoka	COON RAPIDS	0	0
LAKE ELMO EL.		Washington	LAKE ELMO	0	0
LAKE HARRIET LOWER COMMU	X	Hennepin	MINNEAPOLIS	0	0
LAKE HARRIET UPPER COMMUN	X	Hennepin	MINNEAPOLIS	0	0
LAKE JR.	X	Washington	WOODBURY	0	0
LAKE MARION EL.		Dakota	LAKEVILLE	0	0
LAKEAIRES EL.	X	Ramsey	WHITE BEAR LAK	0	0
LAKEVIEW EL.	X	Dakota	LAKEVILLE	0	0
LAKEVIEW EL.	X	Hennepin	ROBBINSDALE	0	0
LAKEVILLE SR.	X	Dakota	LAKEVILLE	0	0
LIBERTY RIDGE EL.	X	Washington	WOODBURY	0	0
LILY LAKE EL.		Washington	STILLWATER	0	0
LINCOLN 5'S ALIVE		Hennepin	BROOKLYN PARK	0	0
LINCOLN CENTER EL.		Dakota	SOUTH ST. PAUL	0	0
LINCOLN COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
LINCOLN EL.		Ramsey	WHITE BEAR LAK	0	0

LINCOLN EL.	X	Anoka	ANOKA	0	0
LINO LAKES EL.	X	Anoka	LINO LAKES	0	0
LINWOOD A+ MAGNET EL.	X	Ramsey	ST. PAUL	0	0
LITTLE CANADA EL.	X	Ramsey	LITTLE CANADA	0	0
LONGFELLOW COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
LONGFELLOW MAGNET EL.	X	Ramsey	ST. PAUL	0	0
LORING COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
LUCY LANEY COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
LYNDALE COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
M.W. SAVAGE EL.		Scott	SAVAGE	0	0
MADISON EL.	X	Anoka	BLAINE	0	0
MAHTOMEDI MIDDLE	X	Washington	MAHTOMEDI	0	0
MAHTOMEDI SR.	X	Washington	MAHTOMEDI	0	0
MANN EL.		Ramsey	ST. PAUL	0	0
MAPLE GROVE JR.	X	Hennepin	MAPLE GROVE	0	0
MAPLE GROVE SR.	X	Hennepin	MAPLE GROVE	0	0
MAPLEWOOD MIDDLE	X	Ramsey	MAPLEWOOD	0	0
MARCY OPEN	X	Hennepin	MINNEAPOLIS	0	0
MARINE EL.		Washington	MARINE ON ST. C	0	0
MAXFIELD MAGNET EL.		Ramsey	ST. PAUL	0	0
MCGUIRE JR.		Dakota	LAKEVILLE	0	0
MCKINLEY EL.	X	Anoka	HAM LAKE	0	0
MCKNIGHT E.E.C.		Hennepin	MINNEAPOLIS	0	0
MEADOW LAKE EL.	X	Hennepin	NEW HOPE	0	0
MEADOWBROOK EL.	X	Hennepin	GOLDEN VALLEY	0	0
MEADOWVIEW EL.	X	Dakota	FARMINGTON	0	0
MENDOTA EL.	X	Dakota	MENDOTA HEIGH	0	0
METCALF JR.		Dakota	BURNSVILLE	0	0
MIDDLETON EL.	X	Washington	WOODBURY	0	0
Minnehaha Academy	X	Hennepin	Minneapolis	0	0
MINNETONKA EAST MIDDLE	X	Hennepin	MINNETONKA	0	0
MINNETONKA SR.	X	Hennepin	MINNETONKA	0	0
MINNETONKA WEST MIDDLE	X	Carver	EXCELSIOR	0	0
MINNEWASHTA EL.		Hennepin	EXCELSIOR	0	0

MISSISSIPPI EL.	X	Anoka	COON RAPIDS	0	0
MISSISSIPPI MAGNET EL.	X	Ramsey	ST. PAUL	0	0
MONROE COMMUNITY	X	Ramsey	ST. PAUL	0	0
MONROE EL.	X	Hennepin	BROOKLYN PARK	0	0
MORELAND EL.	X	Dakota	WEST ST. PAUL	0	0
MORRIS BYE EL.	X	Anoka	COON RAPIDS	0	0
Mounds Park Academy	X	Ramsey	St. Paul	0	0
MOUNDS VIEW DISTRICT CENT	X	Ramsey	ROSEVILLE	0	0
MOUNDS VIEW SR.	X	Ramsey	ARDEN HILLS	0	0
MOUND-WESTONKA SR.	X	Hennepin	MINNETRISTA	0	0
MURRAY JR.	X	Ramsey	ST. PAUL	0	0
MUSEUM MAGNET/RONDO		Ramsey	ST. PAUL	0	0
NEILL EL.		Hennepin	CRYSTAL	0	0
NELLIE STONE JOHNSON	X	Hennepin	MINNEAPOLIS	0	0
NEW HOPE EL.	X	Hennepin	NEW HOPE	0	0
NEW PRAGUE INTERMEDIATE E	X	Scott	NEW PRAGUE	0	0
NEW PRAGUE MIDDLE	X	Scott	NEW PRAGUE	0	0
NEW PRAGUE PRIMARY EL.	X	Scott	NEW PRAGUE	0	0
NEW PRAGUE SR.	X	Scott	NEW PRAGUE	0	0
NEWPORT EL.		Washington	NEWPORT	0	0
NICOLLET JR.	X	Dakota	BURNSVILLE	0	0
NOBLE EL.	X	Hennepin	GOLDEN VALLEY	0	0
NOKOMIS MONTESSORI/MAGNE		Ramsey	ST. PAUL	0	0
NORMANDALE EL.	X	Hennepin	EDINA	0	0
NORMANDALE HILLS EL.	X	Hennepin	BLOOMINGTON	0	0
NORMANDY PARK EDUCATION		Ramsey	WHITE BEAR LAK	0	0
NORTH END EL.	X	Ramsey	ST. PAUL	0	0
NORTH PARK EL.	X	Anoka	FRIDLEY	0	0
NORTH SR.	X	Ramsey	NORTH ST. PAUL	0	0
NORTH SR.	X	Hennepin	MINNEAPOLIS	0	0
NORTH STAR COMMUNITY		Hennepin	MINNEAPOLIS	0	0
NORTH TRAIL EL	X	Dakota	FARMINGTON	0	0
NORTH VIEW JR.	X	Hennepin	BROOKLYN PARK	0	0
NORTHDALE MIDDLE		Anoka	COON RAPIDS	0	0

NORTHEAST MIDDLE		Hennepin	MINNEAPOLIS	0	0
NORTHPORT EL.	X	Hennepin	BROOKLYN CENT	0	0
NORTHROP U.E.	X	Hennepin	MINNEAPOLIS	0	0
NORTHVIEW EL.		Dakota	EAGAN	0	0
O.H. ANDERSON EL.	X	Washington	MAHTOMEDI	0	0
OAK GROVE EL.		Hennepin	BLOOMINGTON	0	0
OAK GROVE MIDD.	X	Hennepin	BLOOMINGTON	0	0
OAK HILLS EL.	X	Dakota	LAKEVILLE	0	0
OAK PARK EL.		Washington	STILLWATER	0	0
OAK POINT INTERMEDIATE EL.	X	Hennepin	EDEN PRAIRIE	0	0
OAK RIDGE EL.	X	Dakota	EAGAN	0	0
OAK VIEW EL.	X	Hennepin	MAPLE GROVE	0	0
OAK VIEW MIDDLE	X	Anoka	ANDOVER	0	0
OAKDALE EL	X	Washington	OAKDALE	0	0
OAK-LAND JR.	X	Washington	LAKE ELMO	0	0
OAKRIDGE EL.	X	Scott	PRIOR LAKE	0	0
OAKWOOD EL.		Hennepin	PLYMOUTH	0	0
OLSON EL.	X	Hennepin	BLOOMINGTON	0	0
OLSON MIDD.	X	Hennepin	BLOOMINGTON	0	0
OLSON MIDDLE	X	Hennepin	MINNEAPOLIS	0	0
OLTMAN JR.	X	Washington	ST. PAUL PARK	0	0
ORCHARD LAKE EL.		Dakota	LAKEVILLE	0	0
ORONO EARLY CHILDHOOD CE		Hennepin	MAPLE PLAIN	0	0
ORONO INTERMEDIATE EL.		Hennepin	LONG LAKE	0	0
ORONO MIDDLE	X	Hennepin	LONG LAKE	0	0
ORONO SR.	X	Hennepin	LONG LAKE	0	0
OSSEO EL.	X	Hennepin	OSSEO	0	0
OSSEO JR.	X	Hennepin	OSSEO	0	0
OSSEO SR.	X	Hennepin	OSSEO	0	0
OTTER LAKE EL.	X	Ramsey	WHITE BEAR LAK	0	0
Our Lady of Grace School	X	Hennepin	Edina	0	0
OXBOW CREEK EL.	X	Hennepin	CHAMPLIN	0	0
PALMER LAKE EL.	X	Hennepin	BROOKLYN PARK	0	0
PARK BROOK EL.	X	Hennepin	BROOKLYN PARK	0	0

PARK CENTER SR.	X	Hennepin	BROOKLYN PARK	0	0
PARK SPANISH IMMERSION EL.	X	Hennepin	ST. LOUIS PARK	0	0
PARK SR.	X	Washington	COTTAGE GROVE	0	0
PARK TERRACE EL.		Anoka	SPRING LAKE PA	0	0
PARK VIEW MONTESSORI	X	Hennepin	GOLDEN VALLEY	0	0
PARKVIEW CENTER EL.	X	Ramsey	ROSEVILLE	0	0
PARKVIEW EL.		Ramsey	WHITE BEAR LAK	0	0
PARKVIEW EL.	X	Dakota	ROSEMOUNT	0	0
PARKWAY EL.		Ramsey	ST. PAUL	0	0
PAUL AND SHEILA WELLSTONE	X	Ramsey	ST. PAUL	0	0
PEARSON EL.	X	Scott	SHAKOPEE	0	0
Perpich MN Center for Arts Educati	X	Hennepin	Golden Valley	0	0
PETER HOBART EL.	X	Hennepin	ST. LOUIS PARK	0	0
PHALEN LAKE EL.	X	Ramsey	ST. PAUL	0	0
PHILLIPS COMMUNITY		Hennepin	MINNEAPOLIS	0	0
PIKE LAKE EL.	X	Ramsey	NEW BRIGHTON	0	0
PILGRIM LANE EL.	X	Hennepin	PLYMOUTH	0	0
PILLSBURY M.S.T.	X	Hennepin	MINNEAPOLIS	0	0
PILOT KNOB EL.	X	Dakota	EAGAN	0	0
PINE BEND EL.	X	Dakota	INVER GROVE HE	0	0
PINE HILL EL.	X	Washington	COTTAGE GROVE	0	0
PINECREST EL.		Dakota	HASTINGS	0	0
PINEWOOD EL.	X	Dakota	EAGAN	0	0
PINEWOOD EL.	X	Ramsey	MOUNDS VIEW	0	0
PIONEER RIDGE FRESHMEN CE	X	Carver	CHASKA	0	0
PLYMOUTH CREEK EL.	X	Hennepin	PLYMOUTH	0	0
PLYMOUTH MIDDLE	X	Hennepin	PLYMOUTH	0	0
PONDS EDGE EL.		Scott	PRIOR LAKE	0	0
POPLAR BRIDGE EL.		Hennepin	BLOOMINGTON	0	0
POWDERHORN COMMUNITY		Hennepin	MINNEAPOLIS	0	0
PRAIRIE VIEW EL.	X	Hennepin	EDEN PRAIRIE	0	0
PRATT COMMUNITY		Hennepin	MINNEAPOLIS	0	0
PRIOR LAKE HIGH SCHOOL	X	Scott	PRIOR LAKE	0	0
PROSPERITY HEIGHTS EL.	X	Ramsey	ST. PAUL	0	0

PULLMAN EL.	X	Washington	ST. PAUL PARK	0	0
PUTNAM COMMUNITY		Hennepin	MINNEAPOLIS	0	0
RAHN EL.		Dakota	EAGAN	0	0
RAMSEY EL.	X	Anoka	RAMSEY	0	0
RAMSEY F.A.P.A.	X	Hennepin	MINNEAPOLIS	0	0
RAMSEY JR.	X	Ramsey	ST. PAUL	0	0
RANDOLPH EL.	X	Dakota	RANDOLPH	0	0
RANDOLPH HEIGHTS EL.	X	Ramsey	ST. PAUL	0	0
RANDOLPH SEC.	X	Dakota	RANDOLPH	0	0
RED OAK EL.	X	Scott	SHAKOPEE	0	0
RED PINE EL.	X	Dakota	EAGAN	0	0
RED ROCK EL.	X	Washington	WOODBURY	0	0
Redeemer Lutheran School	X	Hennepin	Wayzata	0	0
RICE LAKE EL.		Anoka	LINO LAKES	0	0
RICE LAKE EL.	X	Hennepin	MAPLE GROVE	0	0
RICHARDSON EL.	X	Ramsey	NORTH ST. PAUL	0	0
RICHFIELD INTER. EL.		Hennepin	RICHFIELD	0	0
RICHFIELD MIDDLE	X	Hennepin	RICHFIELD	0	0
RICHFIELD SR.	X	Hennepin	RICHFIELD	0	0
RIDGEVIEW EL.	X	Hennepin	BLOOMINGTON	0	0
RIVERVIEW EL.	X	Hennepin	BROOKLYN PARK	0	0
RIVERVIEW MAGNET EL.		Ramsey	ST. PAUL	0	0
ROBBINSDALE ARMSTRONG SR.	X	Hennepin	PLYMOUTH	0	0
ROBBINSDALE COOPER SR.	X	Hennepin	NEW HOPE	0	0
ROBBINSDALE SPANISH IMMER	X	Hennepin	ROBBINSDALE	0	0
ROCKFORD EL.	X	Hennepin	ROCKFORD	0	0
ROCKFORD SEC.	X	Hennepin	ROCKFORD	0	0
ROGERS EL.	X	Hennepin	ROGERS	0	0
ROGERS JR.	X	Hennepin	ROGERS	0	0
ROGERS SR.	X	Hennepin	ROGERS	0	0
ROOSEVELT MAGNET EL.	X	Ramsey	ST. PAUL	0	0
ROOSEVELT MIDDLE	X	Anoka	BLAINE	0	0
ROOSEVELT SR.	X	Hennepin	MINNEAPOLIS	0	0
ROSEMOUNT EL.		Dakota	ROSEMOUNT	0	0

ROSEMOUNT MIDDLE		Dakota	ROSEMOUNT	0	0
ROSEMOUNT SR.	X	Dakota	ROSEMOUNT	0	0
ROSEVILLE AREA MIDDLE	X	Ramsey	LITTLE CANADA	0	0
ROSEVILLE AREA SR.	X	Ramsey	ROSEVILLE	0	0
ROYAL OAKS EL.	X	Washington	WOODBURY	0	0
RUM RIVER EL.	X	Anoka	ANDOVER	0	0
RUSH CREEK EL.	X	Hennepin	MAPLE GROVE	0	0
RUTHERFORD EL	X	Washington	STILLWATER	0	0
SALEM HILLS EL.		Dakota	INVER GROVE HE	0	0
SAND CREEK EL.		Anoka	COON RAPIDS	0	0
SANDBURG MIDDLE	X	Hennepin	GOLDEN VALLEY	0	0
SANDBURG MIDDLE	X	Anoka	ANOKA	0	0
SANFORD MIDDLE	X	Hennepin	MINNEAPOLIS	0	0
SATURN RIVER FRONT ACADEM		Ramsey	ST. PAUL	0	0
SCANDIA EL.	X	Washington	SCANDIA	0	0
SCENIC HEIGHTS EL.		Hennepin	MINNETONKA	0	0
SCHOOL OF ENVIRONMENTAL S		Dakota	APPLE VALLEY	0	0
SCHUMANN EL.		Hennepin	LONG LAKE	0	0
SCOTT HIGHLANDS MIDDLE	X	Dakota	APPLE VALLEY	0	0
SEWARD MONTESSORI	X	Hennepin	MINNEAPOLIS	0	0
SHAKOPEE JR.	X	Scott	SHAKOPEE	0	0
SHAKOPEE SR.	X	Scott	SHAKOPEE	0	0
SHANNON PARK EL.	X	Dakota	ROSEMOUNT	0	0
SHERIDAN EL.	X	Ramsey	ST. PAUL	0	0
SHERIDAN F.A.P.A.	X	Hennepin	MINNEAPOLIS	0	0
SHERIDAN HILLS EL.	X	Hennepin	RICHFIELD	0	0
SHINGLE CREEK U.E.		Hennepin	MINNEAPOLIS	0	0
SHIRLEY HILLS PRIMARY EL.	X	Hennepin	MOUND	0	0
SIMLEY SR.	X	Dakota	INVER GROVE HE	0	0
SIOUX TRAIL EL.		Dakota	BURNSVILLE	0	0
SKY OAKS EL.		Dakota	BURNSVILLE	0	0
SKYVIEW COMMUNITY EL.	X	Washington	OAKDALE	0	0
SKYVIEW COMMUNITY MIDDLE	X	Washington	OAKDALE	0	0
SNAIL LAKE EL.	X	Ramsey	SHOREVIEW	0	0

SOMERSET EL.	X	Dakota	MENDOTA HEIGH	0	0
SONNESYN EL.	X	Hennepin	NEW HOPE	0	0
SORTEBERG EL.	X	Anoka	COON RAPIDS	0	0
SOUTH GROVE EL.		Dakota	INVER GROVE HE	0	0
SOUTH SR.	X	Hennepin	MINNEAPOLIS	0	0
SOUTH ST. PAUL SEC.		Dakota	SOUTH ST. PAUL	0	0
SOUTH VIEW MIDDLE	X	Hennepin	EDINA	0	0
SOUTHVIEW EL.	X	Dakota	APPLE VALLEY	0	0
SOUTHVIEW EL.		Carver	WACONIA	0	0
SOUTHWEST JR.	X	Washington	FOREST LAKE	0	0
SOUTHWEST SR.	X	Hennepin	MINNEAPOLIS	0	0
SPRING LAKE PARK SR.	X	Anoka	SPRING LAKE PA	0	0
ST. ANTHONY MIDDLE		Hennepin	ST. ANTHONY	0	0
ST. ANTHONY PARK EL.	X	Ramsey	ST. PAUL	0	0
ST. ANTHONY VILLAGE SR.		Hennepin	ST. ANTHONY	0	0
St. Bernard High School	X	Ramsey	St. Paul	0	0
St. Charles Borromeo School	X	Hennepin	Minneapolis	0	0
ST. FRANCIS EL.		Anoka	ST. FRANCIS	0	0
ST. FRANCIS INTERMEDIATE EL.		Anoka	ST. FRANCIS	0	0
ST. FRANCIS JR.		Anoka	ST. FRANCIS	0	0
ST. FRANCIS SR.		Anoka	ST. FRANCIS	0	0
St. John the Baptist	X	Scott	Savage	0	0
St. Joseph's School	X	Ramsey	St. Paul	0	0
ST. LOUIS PARK JR.	X	Hennepin	ST. LOUIS PARK	0	0
ST. LOUIS PARK SR.	X	Hennepin	ST. LOUIS PARK	0	0
St. Martin's School Library	X	Hennepin	Rogers	0	0
St. Paul Academy & Summit Schoo	X	Ramsey	St. Paul	0	0
St. Stephen's School	X	Anoka	Anoka	0	0
St. Thomas Academy	X	Ramsey	St. Paul	0	0
STEVENSON EL.		Anoka	FRIDLEY	0	0
STILLWATER JR.	X	Washington	STILLWATER	0	0
STILLWATER SR.	X	Washington	STILLWATER	0	0
STONEBRIDGE EL.		Washington	STILLWATER	0	0
SUN PATH EL.	X	Scott	SHAKOPEE	0	0

SUNNY HOLLOW EL.	X	Hennepin	NEW HOPE	0	0
SUNNYSIDE EL.	X	Ramsey	NEW BRIGHTON	0	0
SUNRISE PARK MIDDLE		Ramsey	WHITE BEAR LAK	0	0
SUNSET HILL EL.	X	Hennepin	PLYMOUTH	0	0
SUSAN LINDGREN EL.	X	Hennepin	ST. LOUIS PARK	0	0
SWEENEY EL.	X	Scott	SHAKOPEE	0	0
TARTAN SR		Washington	OAKDALE	0	0
TECHNOLOGY & LANGUAGE CA	X	Hennepin	ROBBINSDALE	0	0
THOMAS LAKE EL.	X	Dakota	EAGAN	0	0
TILDEN EL.	X	Dakota	HASTINGS	0	0
Totino Grace High School	X	Anoka	Fridley	0	0
TURTLE LAKE EL.	X	Ramsey	SHOREVIEW	0	0
TUTTLE COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
UNIVERSITY EL.	X	Anoka	BLAINE	0	0
VADNAIS HEIGHTS EL.	X	Ramsey	VADNAIS HEIGHT	0	0
VALENTINE HILLS EL.	X	Ramsey	ARDEN HILLS	0	0
VALLEY MIDDLE	X	Dakota	APPLE VALLEY	0	0
VALLEY VIEW EL.		Anoka	COLUMBIA HEIGH	0	0
VALLEY VIEW EL.		Hennepin	BLOOMINGTON	0	0
VALLEY VIEW MIDD.	X	Hennepin	BLOOMINGTON	0	0
VALLEY VIEW MIDDLE	X	Hennepin	EDINA	0	0
VISTA VIEW EL.		Dakota	BURNSVILLE	0	0
W. HARRY DAVIS ACADEMY	X	Hennepin	MINNEAPOLIS	0	0
WACONIA SR.		Carver	WACONIA	0	0
WAITE PARK COMMUNITY		Hennepin	MINNEAPOLIS	0	0
WASHBURN EL.	X	Hennepin	BLOOMINGTON	0	0
WASHBURN SR.	X	Hennepin	MINNEAPOLIS	0	0
WASHINGTON EL.		Anoka	ANOKA	0	0
WASHINGTON TECHNOLOGY M	X	Ramsey	ST. PAUL	0	0
WATERTOWN SR.		Carver	WATERTOWN	0	0
WATERTOWN-MAYER EL.		Carver	WATERTOWN	0	0
WATERTOWN-MAYER MIDDLE		Carver	WATERTOWN	0	0
WAYZATA CENTRAL MIDDLE		Hennepin	PLYMOUTH	0	0
WAYZATA EAST MIDDLE	X	Hennepin	PLYMOUTH	0	0

WAYZATA SR.	X	Hennepin	PLYMOUTH	0	0
WAYZATA WEST MIDDLE	X	Hennepin	WAYZATA	0	0
WEAVER EL	X	Ramsey	MAPLEWOOD	0	0
WEAVER LAKE EL.	X	Hennepin	MAPLE GROVE	0	0
WEBSTER EL		Ramsey	NORTH ST PAUL	0	0
WEBSTER MAGNET EL.	X	Ramsey	ST. PAUL	0	0
WEBSTER OPEN		Hennepin	MINNEAPOLIS	0	0
WENONAH COMMUNITY	X	Hennepin	MINNEAPOLIS	0	0
WESTVIEW EL.	X	Dakota	APPLE VALLEY	0	0
WESTWOOD EL.		Anoka	BLAINE	0	0
WESTWOOD EL.		Hennepin	BLOOMINGTON	0	0
WESTWOOD EL.	X	Scott	PRIOR LAKE	0	0
WESTWOOD MIDDLE		Anoka	BLAINE	0	0
WHITE BEAR AREA LEARNING C	X	Ramsey	WHITE BEAR LAK	0	0
WHITE BEAR HIGH NORTH CAM	X	Ramsey	WHITE BEAR LAK	0	0
WHITE BEAR HIGH SOUTH CAM	X	Ramsey	WHITE BEAR LAK	0	0
WHITTIER PARK COMMUNITY F	X	Hennepin	MINNEAPOLIS	0	0
WILDWOOD EL.	X	Washington	MAHTOMEDI	0	0
WILLARD COMMUNITY		Hennepin	MINNEAPOLIS	0	0
WILLIAM BYRNE EL.		Dakota	BURNSVILLE	0	0
WILLIAMS EL.	X	Ramsey	SHOREVIEW	0	0
WILLOW LANE EL.	X	Ramsey	WHITE BEAR LAK	0	0
WILSHIRE PARK EL.	X	Hennepin	ST. ANTHONY	0	0
WILSON EL.	X	Anoka	ANOKA	0	0
WILSON MIDDLE	X	Ramsey	ST. PAUL	0	0
WINDOM OPEN	X	Hennepin	MINNEAPOLIS	0	0
WITHROW EL.	X	Washington	HUGO	0	0
WOODBURY EL.	X	Washington	WOODBURY	0	0
WOODBURY JR.	X	Washington	WOODBURY	0	0
WOODBURY SR.	X	Washington	WOODBURY	0	0
WOODCREST EL.		Anoka	FRIDLEY	0	0
WOODLAND EL.	X	Hennepin	BROOKLYN PARK	0	0
WOODLAND EL.		Dakota	EAGAN	0	0
WORLD CULTURES & LANG/MN	X	Ramsey	ST. PAUL	0	0

ZACHARY LANE EL.	X	Hennepin	PLYMOUTH	0	0
ZANEWOOD EL.	X	Hennepin	BROOKLYN PARK	0	0

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Reg Publ Sys Arrowhead

<i>School Name</i>	<i>Media Ctr?</i>	<i>County</i>	<i>City</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>
A.I. JEDLICKA MIDDLE	X	St. Louis	PROCTOR	0	0
ALBROOK EL.		St. Louis	SAGINAW	0	0
ALBROOK SEC.	X	St. Louis	SAGINAW	0	0
BABBITT EL.	X	St. Louis	BABBITT	0	0
BABBITT SEC.	X	St. Louis	BABBITT	0	0
Balsam Elementary School		Itasca	Bovey	0	0
BARNUM EL.	X	Carlton	BARNUM	0	0
BARNUM SEC.	X	Carlton	BARNUM	0	0
BAY VIEW EL.	X	St. Louis	DULUTH	0	0
BIGFORK EL.	X	Itasca	BIGFORK	0	0
BIGFORK SEC.	X	Itasca	BIGFORK	0	0
BIRCH GROVE EL.	X	Cook	TOFTE	0	0
CARIBOU LAKE EL.	X	St. Louis	SAGINAW	0	0
CARLTON SEC.	X	Carlton	CARLTON	0	0
CENTRAL SEC.	X	St. Louis	DULUTH	0	0
CHERRY EL.		St. Louis	IRON	0	0
CHERRY SEC.	X	St. Louis	IRON	0	0
CHESTER PARK EL.	X	St. Louis	DULUTH	0	0
CHISHOLM EL.	X	St. Louis	CHISHOLM	0	0
CHISHOLM SR.	X	St. Louis	CHISHOLM	0	0
CHURCHILL EL.	X	Carlton	CLOQUET	0	0
CLOQUET MIDDLE	X	Carlton	CLOQUET	0	0
CLOQUET SR.	X	Carlton	CLOQUET	0	0
COHASSET EL.	X	Itasca	COHASSET	0	0
CONGDON PARK EL.	X	St. Louis	DULUTH	0	0
CONNOR-JASPER MIDDLE	X	Itasca	BOVEY	0	0
COOK COUNTY MIDDLE SCHOO	X	Cook	GRAND MARAIS	0	0
COOK COUNTY SEC.	X	Cook	GRAND MARAIS	0	0

COOK EL.		St. Louis	COOK	0	0
COOK SEC.	X	St. Louis	COOK	0	0
COTTON EL.		St. Louis	COTTON	0	0
COTTON SEC.	X	St. Louis	COTTON	0	0
CROMWELL-WRIGHT EL		Carlton	CROMWELL	0	0
CROMWELL-WRIGHT SEC	X	Carlton	CROMWELL	0	0
DEER RIVER SEC.	X	Itasca	DEER RIVER	0	0
DENFELD SR.	X	St. Louis	DULUTH	0	0
EAST SR.	X	St. Louis	DULUTH	0	0
EVELETH-GILBERT JR.	X	St. Louis	EVELETH	0	0
EVELETH-GILBERT SR.	X	St. Louis	EVELETH	0	0
FALLS EL.	X	Koochiching	INTERNATIONAL	0	0
FALLS SEC.	X	Koochiching	INTERNATIONAL	0	0
FLOODWOOD EL.		St. Louis	FLOODWOOD	0	0
FLOODWOOD SEC.		St. Louis	FLOODWOOD	0	0
Fond du Lac Ojibwe School	X	Carlton	Cloquet	0	0
FOREST LAKE EL.	X	Itasca	GRAND RAPIDS	0	0
FRANKLIN EL.	X	St. Louis	EVELETH	0	0
GRAND PORTAGE EL.	X	Cook	GRAND PORTAG	0	0
GRAND RAPIDS MIDDLE	X	Itasca	GRAND RAPIDS	0	0
GRAND RAPIDS SR.	X	Itasca	GRAND RAPIDS	0	0
GRANT MAGNET EL.	X	St. Louis	DULUTH	0	0
GREENHAVEN EL.	X	St. Louis	HIBBING	0	0
GREENWAY SR.	X	Itasca	COLERAINE	0	0
HERMANTOWN EL.	X	St. Louis	HERMANTOWN	0	0
HERMANTOWN MIDDLE	X	St. Louis	HERMANTOWN	0	0
HERMANTOWN SR.	X	St. Louis	HERMANTOWN	0	0
HIBBING HIGH SCHOOL	X	St. Louis	HIBBING	0	0
HOLLER EL.	X	Koochiching	INTERNATIONAL	0	0
Holy Rosary School Library	X	St. Louis	Duluth	0	0
HEMCROFT EL.	X	St. Louis	DULUTH	0	0
INDUS EL.		Koochiching	BIRCHDALE	0	0
INDUS SEC.	X	Koochiching	BIRCHDALE	0	0
JOHNSON EL.	X	Lake	TWO HARBORS	0	0

KEEWATIN EL.		Itasca	KEEWATIN	0	0
KELLEY SEC.	X	Lake	SILVER BAY	1	0
KING EL.	X	Itasca	DEER RIVER	0	0
LAKE OF THE WOODS EL.		Lake of the Wo	BAUDETTE	0	0
LAKE OF THE WOODS SEC.	X	Lake of the Wo	BAUDETTE	0	0
LAKEWOOD EL.	X	St. Louis	DULUTH	0	0
LAURA MACARTHUR EL.	X	St. Louis	DULUTH	0	0
LESTER PARK EL.	X	St. Louis	DULUTH	0	0
LINCOLN EL.	X	St. Louis	HIBBING	0	0
LINCOLN PARK EL.	X	St. Louis	DULUTH	0	0
LINCOLN SEC.	X	Carlton	ESKO	0	0
LITTLEFORK-BIG FALLS EL.		Koochiching	LITTLEFORK	0	0
LITTLEFORK-BIG FALLS SEC.	X	Koochiching	LITTLEFORK	0	0
LOWELL MUSIC MAGNET EL.	X	St. Louis	DULUTH	0	0
MARBLE EL.	X	Itasca	MARBLE	0	0
Marquette Catholic School	X	St. Louis	Virginia	0	0
Marshall School	X	St. Louis	Duluth	0	0
MARY MAC DONALD EL.	X	Lake	SILVER BAY	1	0
MEMORIAL SEC.	X	St. Louis	ELY	1	0
MERRITT EL.	X	St. Louis	MOUNTAIN IRON	0	0
MESABI EAST EL.	X	St. Louis	AURORA	0	0
MESABI EAST SEC.		St. Louis	AURORA	0	0
MINNEHAHA INTERMEDIATE EL.	X	Lake	TWO HARBORS	0	0
MOOSE LAKE EL.		Carlton	MOOSE LAKE	0	0
MOOSE LAKE SEC.	X	Carlton	MOOSE LAKE	0	0
MORGAN PARK MIDDLE	X	St. Louis	DULUTH	0	0
MOUNTAIN IRON-BUHL SEC.	X	St. Louis	MOUNTAIN IRON	0	0
MURPHY EL.	X	Itasca	GRAND RAPIDS	0	0
NASHWAUK SEC.	X	Itasca	NASHWAUK	0	0
NELLE SHEAN EL.	X	St. Louis	EVELETH	0	0
NETT LAKE EL.	X	St. Louis	NETT LAKE	0	0
NETTLETON MAGNET EL.	X	St. Louis	DULUTH	0	0
NORTH EL.	X	Itasca	TALMOON	0	0
NORTHLAND LEARNING CENTE		St. Louis	VIRGINIA	0	0

NORTHOME EL.		Koochiching	NORTHOME	0	0
NORTHOME SEC.	X	Koochiching	NORTHOME	0	0
ORDEAN MIDDLE	X	St. Louis	DULUTH	0	0
ORR EL.		St. Louis	ORR	0	0
ORR SEC.	X	St. Louis	ORR	0	0
PARKVIEW EL	X	St. Louis	VIRGINIA	0	0
PIEDMONT EL.	X	St. Louis	DULUTH	0	0
PIKE LAKE EL.	X	St. Louis	DULUTH	0	0
PROCTOR SR.	X	St. Louis	PROCTOR	0	0
RIVERVIEW EL.	X	Itasca	GRAND RAPIDS	0	0
ROCKRIDGE EL.	X	St. Louis	DULUTH	0	0
SAWTOOTH MOUNTAIN EL.	X	Cook	GRAND MARAIS	0	0
SOUTH TERRACE EL.	X	Carlton	CARLTON	0	0
SOUTHWEST EL.	X	Itasca	GRAND RAPIDS	0	0
SQUAW LAKE EL.	X	Itasca	SQUAW LAKE	0	0
St. Joseph's School	X	Itasca	Grand Rapids	0	0
St. Michaels School Library	X	St. Louis	Duluth	0	0
STOWE EL.	X	St. Louis	DULUTH	0	0
TOWER-SOUDAN EL.		St. Louis	TOWER	0	0
TOWER-SOUDAN SEC.	X	St. Louis	TOWER	0	0
TWO HARBORS SEC.	X	Lake	TWO HARBORS	1	0
VANDYKE EL.	X	Itasca	COLERAINE	0	0
VAUGHAN EL.	X	St. Louis	CHISHOLM	0	0
VIRGINIA EL.	X	St. Louis	VIRGINIA	0	0
VIRGINIA SEC	X	St. Louis	VIRGINIA	0	0
VL Reishus School		St. Louis	Biwabik	0	0
WASHINGTON EL.	X	St. Louis	HIBBING	0	0
WASHINGTON EL.	X	Carlton	CLOQUET	0	0
WASHINGTON EL.	X	St. Louis	ELY	0	0
WINTERQUIST EL.	X	Carlton	ESKO	0	0
WOODLAND MIDDLE	X	St. Louis	DULUTH	0	0
WRENSHALL EL.		Carlton	WRENSHALL	0	0
WRENSHALL SEC.	X	Carlton	WRENSHALL	0	0

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<i>School Name</i>	<i>Media Ctr?</i>	<i>County</i>	<i>City</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>
BACKUS EL.	X	Cass	BACKUS	0	0
BAXTER EL.	X	Crow Wing	BAXTER	0	0
BEMIDJI MIDDLE	X	Beltrami	BEMIDJI	0	0
BEMIDJI SR.	X	Beltrami	BEMIDJI	0	0
BLACKDUCK EL.	X	Beltrami	BLACKDUCK	0	0
BLACKDUCK SEC.	X	Beltrami	BLACKDUCK	0	0
BRAINERD SR.	X	Crow Wing	BRAINERD	0	0
Bug-O-Nay-Ge-Shig Library	X	Cass	Bena	0	0
CASS LAKE-BENA EL.	X	Cass	CASS LAKE	0	0
CASS LAKE-BENA MIDD.		Cass	CASS LAKE	0	0
CASS LAKE-BENA SEC.	X	Cass	CASS LAKE	0	0
CENTRAL EL.	X	Beltrami	BEMIDJI	0	0
CROSBY-IRONTON SEC	X	Crow Wing	CROSBY	0	0
CUYUNA RANGE EL.	X	Crow Wing	DEERWOOD	0	0
Emily Charter School Library	X	Crow Wing	Emily	0	0
FRANKLIN JR.	X	Crow Wing	BRAINERD	0	0
GARFIELD EL.	X	Crow Wing	BRAINERD	0	0
HARRISON EL.	X	Crow Wing	BRAINERD	0	0
HORACE MAY EL.	X	Beltrami	BEMIDJI	0	0
KELLIHER EL.		Beltrami	KELLIHER	0	0
KELLIHER SEC.	X	Beltrami	KELLIHER	0	0
LAPORTE EL.		Hubbard	LAPORTE	0	0
LAPORTE SEC.	X	Hubbard	LAPORTE	0	0
LINCOLN EL.	X	Beltrami	BEMIDJI	0	0
LINCOLN EL.	X	Crow Wing	BRAINERD	0	0
LONGVILLE EL.	X	Cass	LONGVILLE	0	0
LOWELL EL.	X	Crow Wing	BRAINERD	0	0
MENAHGA EL.		Wadena	MENAHGA	0	0
MENAHGA SEC.	X	Wadena	MENAHGA	0	0
MISSISSIPPI HORIZONS MIDDLE	X	Crow Wing	BRAINERD	0	0

NEVIS EL.		Hubbard	NEVIS	0	0
NEVIS SEC.	X	Hubbard	NEVIS	0	0
NISSWA EL.	X	Crow Wing	NISSWA	0	0
NORTHERN EL.	X	Beltrami	BEMIDJI	0	0
NORTHLAND SEC.	X	Cass	REMER	0	0
PARK RAPIDS AREA CENTURY E	X	Hubbard	PARK RAPIDS	0	0
PARK RAPIDS AREA CENTURY	X	Hubbard	PARK RAPIDS	0	0
PARK RAPIDS SR.	X	Hubbard	PARK RAPIDS	0	0
PEQUOT LAKES EL.	X	Crow Wing	PEQUOT LAKES	0	0
PEQUOT LAKES MIDD.		Crow Wing	PEQUOT LAKES	0	0
PEQUOT LAKES SEC.	X	Crow Wing	PEQUOT LAKES	0	0
PILLAGER EL.		Cass	PILLAGER	0	0
PILLAGER SEC.	X	Cass	PILLAGER	0	0
PINE RIVER EL.	X	Cass	PINE RIVER	0	0
PINE RIVER SEC.	X	Cass	PINE RIVER	0	0
PONEMAH EL.	X	Beltrami	PONEMAH	0	0
RED LAKE EL.	X	Beltrami	RED LAKE	0	0
RED LAKE MIDDLE	X	Beltrami	RED LAKE	0	0
RED LAKE SR.	X	Beltrami	RED LAKE	0	0
REMER EL.	X	Cass	REMER	0	0
RIVERSIDE EL.	X	Crow Wing	BRAINERD	0	0
SEBEKA EL.		Wadena	SEBEKA	0	0
SEBEKA SEC.	X	Wadena	SEBEKA	0	0
SMITH EL.	X	Beltrami	BEMIDJI	0	0
SOLWAY EL.	X	Beltrami	BEMIDJI	0	0
St. Ann School Library	X	Wadena	Wadena	0	0
St. Francis School Library	X	Crow Wing	Brainerd	0	0
St. Mary's Mission School	X	Beltrami	Red Lake	0	0
St. Philips School	X	Beltrami	Bemidji	0	0
VERNDALE EL.		Wadena	VERNDALE	0	0
VERNDALE SEC.	X	Wadena	VERNDALE	0	0
WADENA-DEER CREEK EL	X	Wadena	WADENA	0	0
WADENA-DEER CREEK SR.	X	Wadena	WADENA	0	0
WASHINGTON MIDDLE	X	Crow Wing	BRAINERD	0	0

WHA EL.	X	Cass	WALKER	0	0
WHA MIDD.	X	Cass	WALKER	0	0
WHA SEC.	X	Cass	WALKER	0	0
WHITTIER EL.	X	Crow Wing	BRAINERD	0	0

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ADA EL.	X	Norman	ADA	0	0
ADA-BORUP SEC	X	Norman	ADA	0	0
BAGLEY EL.	X	Clearwater	BAGLEY	0	0
BAGLEY SEC.	X	Clearwater	BAGLEY	0	0
BARNESVILLE EL.	X	Clay	BARNESVILLE	0	0
BARNESVILLE SEC.	X	Clay	BARNESVILLE	0	0
Berean Baptist Christian School Lib	X	Becker	Detroit Lakes	0	0
BORUP EL	X	Norman	BORUP	0	0
BRECKENRIDGE EL.	X	Wilkin	BRECKENRIDGE	0	0
BRECKENRIDGE MIDDLE	X	Wilkin	BRECKENRIDGE	0	0
BRECKENRIDGE SR.	X	Wilkin	BRECKENRIDGE	0	0
CALLAWAY EL.	X	Becker	CALLAWAY	0	0
CAMPBELL-TINTAH EL.		Wilkin	CAMPBELL	0	0
CAMPBELL-TINTAH SEC.	X	Wilkin	CAMPBELL	0	0
CENTRAL MIDDLE	X	Polk	EAST GRAND FO	0	0
Circle of Life School Library	X	Mahnomen	White Earth	0	0
CLEARBROOK-GONVICK EL.	X	Clearwater	CLEARBROOK	0	0
CLEARBROOK-GONVICK SEC.	X	Clearwater	CLEARBROOK	0	0
CLIMAX EL.		Polk	CLIMAX	0	0
CLIMAX SEC.	X	Polk	CLIMAX	0	0
CROOKSTON HIGH	X	Polk	CROOKSTON	0	0
DETROIT LAKES HIGH SCHOOL	X	Becker	DETROIT LAKES	0	0
DETROIT LAKES MIDDLE	X	Becker	DETROIT LAKES	0	0
DILWORTH EL.		Clay	DILWORTH	0	0
DILWORTH-GLYNDON-FELTON J	X	Clay	DILWORTH	0	0
DILWORTH-GLYNDON-FELTON S	X	Clay	GLYNDON	0	0
EAST GRAND FORKS SR.	X	Polk	EAST GRAND FO	0	0

EDISON EL.		Clay	MOORHEAD	0	0
FERTILE-BELTRAMI EL.		Polk	FERTILE	0	0
FERTILE-BELTRAMI SEC.	X	Polk	FERTILE	0	0
FISHER EL.		Polk	FISHER	0	0
FISHER SEC.	X	Polk	FISHER	0	0
FOSSTON SEC.	X	Polk	FOSSTON	0	0
FRAZEE EL.	X	Becker	FRAZEE	0	0
FRAZEE SEC.	X	Becker	FRAZEE	0	0
GLYNDON-FELTON EL.		Clay	GLYNDON	0	0
HAWLEY EL.	X	Clay	HAWLEY	0	0
HAWLEY SEC.	X	Clay	HAWLEY	0	0
HIGHLAND MIDD.	X	Polk	CROOKSTON	0	0
HOLMES COMMUNITY CENTER		Becker	DETROIT LAKES	0	0
Holy Rosary Elementary School Lib	X	Becker	Detroit Lakes	0	0
LAKE PARK AUDUBON EL	X	Becker	AUDUBON	0	0
LAKE PARK AUDUBON SECOND	X	Becker	LAKE PARK	0	0
LINCOLN EL.	X	Polk	CROOKSTON	0	0
MAGELSSSEN EL.	X	Polk	FOSSTON	0	0
MAHNOMEN EL.	X	Mahnomen	MAHNOMEN	0	0
MAHNOMEN SEC.	X	Mahnomen	MAHNOMEN	0	0
MOORHEAD JR.	X	Clay	MOORHEAD	0	0
MOORHEAD SR.	X	Clay	MOORHEAD	0	0
NAYTAHWAUSH EL.	X	Mahnomen	NAYTAHWAUSH	0	0
NEW HEIGHTS EL.	X	Polk	EAST GRAND FO	0	0
NORMAN COUNTY EAST	X	Norman	TWIN VALLEY	0	0
NORMAN COUNTY EAST EL.	X	Norman	GARY	0	0
NORMAN COUNTY WEST EL.	X	Norman	HENDRUM	0	0
NORMAN COUNTY WEST SEC.	X	Norman	HALSTAD	0	0
OGEMA EL.	X	Becker	OGEMA	0	0
Osage Elementary	X	Becker	Osage	0	0
PINE POINT EL.	X	Becker	PONSFORD	0	0
PROBSTFIELD EL.	X	Clay	MOORHEAD	0	0
RIVERSIDE EL.	X	Clay	MOORHEAD	0	0
ROBERT ASP EL.	X	Clay	MOORHEAD	0	0

ROOSEVELT EL.	X	Becker	DETROIT LAKES	0	0
ROSSMAN EL.	X	Becker	DETROIT LAKES	0	0
ROTHSAY EL.		Wilkin	ROTHSAY	0	0
ROTHSAY SEC.	X	Wilkin	ROTHSAY	0	0
Sacred Heart School Library High S	X	Polk	East Grand Forks,	0	0
SOUTH POINT	X	Polk	EAST GRAND FO	0	0
SPRING PRAIRIE EL.	X	Clay	HAWLEY	0	0
St. Joseph School Library	X	Clay	Moorhead	0	0
St. Mary's School Library	X	Wilkin	Breckenridge	0	0
Thomas Edison Elementary Library	X	Clay	Moorhead	0	0
ULEN-HITTERDAL EL.		Clay	ULEN	0	0
ULEN-HITTERDAL SEC.	X	Clay	ULEN	0	0
WASHINGTON EL.	X	Clay	MOORHEAD	0	0
WASHINGTON EL.	X	Polk	CROOKSTON	0	0
WAUBUN EL.		Mahnomen	WAUBUN	0	0
WAUBUN SEC.	X	Mahnomen	WAUBUN	0	0
WIN-E-MAC EL		Polk	ERSKINE	0	0
WIN-E-MAC SEC	X	Polk	ERSKINE	0	0

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<i>School Name</i>	<i>Media Ctr?</i>	<i>County</i>	<i>City</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>
ANGLE INLET EL.		Roseau	WARROAD	0	0
ARGYLE EL		Marshall	ARGYLE	0	0
ARGYLE JR.		Marshall	ARGYLE	0	0
BADGER EL.	X	Roseau	BADGER	0	0
BADGER SEC.	X	Roseau	BADGER	0	0
CENTRAL SEC.	X	Marshall	NEWFOLDEN	0	0
CHALLENGER EL.	X	Pennington	THIEF RIVER FAL	0	0
FRANKLIN MIDDLE	X	Pennington	THIEF RIVER FAL	0	0
GOODRIDGE EL.		Pennington	GOODRIDGE	0	0
GOODRIDGE SEC.	X	Pennington	GOODRIDGE	0	0
GREENBUSH EL.		Roseau	GREENBUSH	0	0
GREENBUSH-MIDDLE RIVER JR.	X	Marshall	MIDDLE RIVER	0	0
GREENBUSH-MIDDLE RIVER SR.	X	Roseau	GREENBUSH	0	0

GRYGLA EL.		Marshall	GRYGLA	0	0
GRYGLA SEC.	X	Marshall	GRYGLA	0	0
J.A. HUGHES EL.	X	Red Lake	RED LAKE FALLS	0	0
KARLSTAD EL.		Kittson	KARLSTAD	0	0
KITTSON CENTRAL INTERM. EL.	X	Kittson	KENNEDY	0	0
KITTSON CENTRAL SEC	X	Kittson	HALLOCK	0	0
KITTSON CENTRAL-ST. VINCENT	X	Kittson	ST. VINCENT	0	0
LAFAYETTE SEC.	X	Red Lake	RED LAKE FALLS	0	0
LANCASTER EL.		Kittson	LANCASTER	0	0
LANCASTER SEC.	X	Kittson	LANCASTER	0	0
LINCOLN SR.	X	Pennington	THIEF RIVER FAL	0	0
MALUNG EL.	X	Roseau	ROSEAU	0	0
MIDDLE RIVER EL.	X	Marshall	MIDDLE RIVER	0	0
NEWFOLDEN EL.	X	Marshall	NEWFOLDEN	0	0
NORTHWEST ALC		Pennington	THIEF RIVER FAL	0	0
OKLEE EL.		Red Lake	OKLEE	0	0
OKLEE SEC.	X	Red Lake	OKLEE	0	0
PLUMMER EL.		Red Lake	PLUMMER	0	0
RED LAKE CO. CENTRAL MIDDLE	X	Red Lake	PLUMMER	0	0
ROSEAU EL.	X	Roseau	ROSEAU	0	0
ROSEAU SEC.		Roseau	ROSEAU	0	0
STEPHEN EL	X	Marshall	STEPHEN	0	0
STEPHEN-ARGYLE HIGH	X	Marshall	STEPHEN	0	0
TRI-COUNTY SEC.	X	Kittson	KARLSTAD	0	0
VIKING EL.		Marshall	VIKING	0	0
WANNASKA EL.	X	Roseau	WANNASKA	0	0
WARREN EL.	X	Marshall	WARREN	0	0
WARREN-ALVARADO-OSLO SEC	X	Marshall	WARREN	0	0
WARROAD EL.	X	Roseau	WARROAD	0	0
WARROAD MIDDLE	X	Roseau	WARROAD	0	0
WARROAD SR.	X	Roseau	WARROAD	0	0

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ADAMS EL.	X	Otter Tail	FERGUS FALLS	0	0
ASHBY EL.		Grant	ASHBY	0	0
ASHBY SEC.	X	Grant	ASHBY	0	0
BATTLE LAKE EL.		Otter Tail	BATTLE LAKE	0	0
BATTLE LAKE SEC.	X	Otter Tail	BATTLE LAKE	0	0
BELGRADE-BROOTEN-ELROSA	X	Pope	BROOTEN	0	0
BRANDON EL.		Douglas	BRANDON	0	0
BRANDON SEC.	X	Douglas	BRANDON	0	0
BROWNS VALLEY EL.		Traverse	BROWNS VALLEY	0	0
BROWNS VALLEY MIDDLE	X	Traverse	BROWNS VALLEY	0	0
CARLOS EL.	X	Douglas	CARLOS	0	0
CHOKIO-ALBERTA EL.	X	Stevens	CHOKIO	0	0
CHOKIO-ALBERTA SEC.	X	Stevens	ALBERTA	0	0
CLEVELAND EL.	X	Otter Tail	FERGUS FALLS	0	0
CYRUS TECHNOLOGY EL	X	Pope	CYRUS	0	0
DENT EL.	X	Otter Tail	DENT	0	0
DISCOVERY MIDDLE	X	Douglas	ALEXANDRIA	0	0
E.N. NORDGAARD EL	X	Pope	GLENWOOD	0	0
EISENHOWER EL.	X	Otter Tail	FERGUS FALLS	0	0
EVANSVILLE EL.	X	Douglas	EVANSVILLE	0	0
EVANSVILLE SEC.	X	Douglas	EVANSVILLE	0	0
FERGUS FALLS MIDDLE	X	Otter Tail	FERGUS FALLS	0	0
FERGUS FALLS SR.	X	Otter Tail	FERGUS FALLS	0	0
GARFIELD EL.	X	Douglas	GARFIELD	0	0
HANCOCK EL.		Stevens	HANCOCK	0	0
HANCOCK SEC.	X	Stevens	HANCOCK	0	0
HEART OF THE LAKE EL.	X	Otter Tail	PERHAM	0	0
HENNING EL.		Otter Tail	HENNING	0	0
HENNING SEC.	X	Otter Tail	HENNING	2.5	0
HERMAN EL.		Grant	HERMAN	0	0
HERMAN SEC.	X	Grant	HERMAN	0	0
JEFFERSON SR.	X	Douglas	ALEXANDRIA	0	0
LINCOLN EL.	X	Douglas	ALEXANDRIA	0	0
MCKINLEY EL.	X	Otter Tail	FERGUS FALLS	0	0

MILTONA EL.	X	Douglas	MILTONA	0	0
MINNEWASKA SEC.	X	Pope	GLENWOOD	0	0
Morning Sun Christian School Libra	X	Otter Tail	Fergus Falls	5	0
MORRIS AREA EL.	X	Stevens	MORRIS	0	0
MORRIS AREA SEC.	X	Stevens	MORRIS	0	0
NEW YORK MILLS EL.	X	Otter Tail	NEW YORK MILLS	0	0
NEW YORK MILLS SEC.	X	Otter Tail	NEW YORK MILLS	0	0
OSAKIS EL.		Douglas	OSAKIS	0	0
OSAKIS SEC.	X	Douglas	OSAKIS	0	0
Our Lady of Victory School Library	X	Otter Tail	Fergus Falls	0	0
PARKERS PRAIRIE EL.	X	Otter Tail	PARKERS PRAIRI	0	0
PARKERS PRAIRIE SEC.	X	Otter Tail	PARKERS PRAIRI	0	0
PEARSON EL.	X	Traverse	WHEATON	0	0
PELICAN RAPIDS EL	X	Otter Tail	PELICAN RAPIDS	0	0
PELICAN RAPIDS SEC	X	Otter Tail	PELICAN RAPIDS	0	0
PERHAM SR.	X	Otter Tail	PERHAM	2.5	0
PRAIRIE WIND MIDDLE	X	Otter Tail	PERHAM	0	0
St. Agnes School Library	X	Douglas	Osakis	0	0
St. Henry's School Library	X	Otter Tail	Perham	0	0
St. Mary's School Library	X	Douglas	Alexandria	0	0
St. Mary's School Library	X	Stevens	Morris	0	0
STARBUCK EL.	X	Pope	STARBUCK	0	0
Trinity Lutheran Church School Libr	X	Otter Tail	Fergus Falls	0	0
UNDERWOOD EL.		Otter Tail	UNDERWOOD	0	0
UNDERWOOD SEC.	X	Otter Tail	UNDERWOOD	2.5	0
VILLARD EL.	X	Pope	VILLARD	0	0
VOYAGER EL.	X	Douglas	ALEXANDRIA	0	0
WADENA-DEER CREEK EL.	X	Otter Tail	DEER CREEK	0	0
WASHINGTON EL.	X	Douglas	ALEXANDRIA	0	0
WEST CENTRAL AREA NORTH E	X	Grant	ELBOW LAKE	0	0
WEST CENTRAL AREA SEC.	X	Grant	BARRETT	2.5	0
WEST CENTRAL AREA SOUTH E	X	Douglas	KENSINGTON	0	0
WHEATON SEC.	X	Traverse	WHEATON	0	0
Zion Lutheran School Library	X	Douglas	Alexandria	0	0

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A.C.G.C. NORTH EL.	X	Kandiyohi	ATWATER	0	0
A.C.G.C. SEC.	X	Meeker	GROVE CITY	0	0
A.C.G.C. SOUTH EL.	X	Meeker	COSMOS	0	0
APPLETON EL	X	Swift	APPLETON	0	0
Area Learning Center	X	Kandiyohi	Willmar	0	0
BELLINGHAM EL.	X	Lac Qui Parle	BELLINGHAM	0	0
BENSON ALC-ECSE		Swift	BENSON	0	0
Benson Christian School	X	Swift	Benson	0	0
BENSON SEC.	X	Swift	BENSON	0	0
BERT RANEY EL.	X	Yellow Medicin	GRANITE FALLS	0	0
BIG STONE COLONY EL.		Big Stone	CLINTON	0	0
Big Stone Hutterite Colony	X	Big Stone	Graceville	0	0
BOLD SR.	X	Renville	OLIVIA	0	0
BOLD-BIRD ISLAND EL.	X	Renville	BIRD ISLAND	0	0
BOLD-OLIVIA EL.	X	Renville	OLIVIA	0	0
BUFFALO LAKE-HECTOR EL.	X	Renville	BUFFALO LAKE	0	0
BUFFALO LAKE-HECTOR SEC.	X	Renville	HECTOR	0	0
CANBY EL.	X	Yellow Medicin	CANBY	0	0
CANBY SEC.	X	Yellow Medicin	CANBY	0	0
CEDAR MOUNTAIN EL		Renville	MORGAN	0	0
Cedar Mountain-Franklin Elementar	X	Renville	Franklin	0	0
Central MN Christian Elem. School	X	Kandiyohi	Prinsburg	0	0
C-G-B EL	X	Big Stone	CLINTON	0	0
C-G-B MIDDLE.	X	Big Stone	BEARDSLEY	0	0
C-G-B SEC.	X	Big Stone	GRACEVILLE	0	0
CLARKFIELD JR	X	Yellow Medicin	CLARKFIELD	0	0
Community Christian School	X	Kandiyohi	Willmar	0	0
CORNERSTONE SEC.		McLeod	HUTCHINSON	0	0
DASSEL EL.	X	Meeker	DASSEL	0	0
DAWSON-BOYD EL.		Lac Qui Parle	DAWSON	0	0

DAWSON-BOYD SEC.	X	Lac Qui Parle	DAWSON	0	0
Echo Charter School	X	Yellow Medicin	Echo	0	0
Eci Nompaa Woonspe	X	Renville	Morton	0	0
EDEN VALLEY SEC.	X	Meeker	EDEN VALLEY	0	0
G.F.W. MIDDLE	X	Renville	FAIRFAX	0	0
GLENCOE-SILVER LAKE HIGH	X	McLeod	GLENCOE	0	0
GRANITE FALLS SR.	X	Yellow Medicin	GRANITE FALLS	0	0
HAGG EL.		Yellow Medicin	CLARKFIELD	0	0
HELEN BAKER EL.	X	McLeod	GLENCOE	0	0
HENRY HILL INTERMEDIATE EL.	X	McLeod	GLENCOE	0	0
Holy Family Catholic School	X	McLeod	Silver Lake	0	0
Holy Trinity H.S.	X	McLeod	Winsted	0	0
HUTCHINSON MIDDLE	X	McLeod	HUTCHINSON	0	0
HUTCHINSON PARK EL.	X	McLeod	HUTCHINSON	0	0
HUTCHINSON SR.	X	McLeod	HUTCHINSON	0	0
HUTCHINSON WEST EL.	X	McLeod	HUTCHINSON	0	0
Immanuel Lutheran School	X	McLeod	Hutchinson	0	0
JEFFERSON EL.	X	Kandiyohi	WILLMAR	0	0
KENNEDY EL.	X	Kandiyohi	WILLMAR	0	0
KERKHOVEN SEC.	X	Swift	KERKHOVEN	0	0
KNOLL EL.		Big Stone	ORTONVILLE	0	0
LAC QUI PARLE VALLEY SEC.	X	Lac Qui Parle	MADISON	0	0
LAKE RIPLEY EL.	X	Meeker	LITCHFIELD	0	0
LAKESIDE EL.	X	McLeod	SILVER LAKE	0	0
LESTER PRAIRIE EL.		McLeod	LESTER PRAIRIE	0	0
LESTER PRAIRIE SEC.	X	McLeod	LESTER PRAIRIE	0	0
LINCOLN JR.	X	McLeod	GLENCOE	0	0
LINCOLN MAGNET EL.	X	Kandiyohi	WILLMAR	0	0
LISMORE COLONY EL.		Big Stone	CLINTON	0	0
LITCHFIELD MIDDLE	X	Meeker	LITCHFIELD	0	0
LITCHFIELD SR.	X	Meeker	LITCHFIELD	0	0
M.A.C.C.R.A.Y. EAST EL.	X	Kandiyohi	RAYMOND	0	0
M.A.C.C.R.A.Y. JR.	X	Chippewa	CLARA CITY	0	0
M.A.C.C.R.A.Y. SR.	X	Chippewa	CLARA CITY	0	0

M.A.C.C.R.A.Y. WEST EL.	X	Chippewa	MAYNARD	0	0
MADISON-MARIETTA-NASSAU E	X	Lac Qui Parle	MADISON	0	0
Maplewood Academy	X	McLeod	Hutchinson	0	0
MCLEOD WEST EL.	X	McLeod	STEWART	0	0
MCLEOD WEST JR.		McLeod	BROWNTON	0	0
MCLEOD WEST SR.	X	McLeod	BROWNTON	0	0
MILAN EL	X	Chippewa	MILAN	0	0
MONTEVIDEO MIDDLE	X	Chippewa	MONTEVIDEO	0	0
MONTEVIDEO SR	X	Chippewa	MONTEVIDEO	0	0
MURDOCK EL.	X	Swift	MURDOCK	0	0
NEW LONDON-SPICER MIDDLE		Kandiyohi	NEW LONDON	0	0
NEW LONDON-SPICER SR.	X	Kandiyohi	NEW LONDON	0	0
NORTHSIDE EL.	X	Swift	BENSON	0	0
ORTONVILLE SEC.	X	Big Stone	ORTONVILLE	0	0
PRAIRIE MEADOWS KNDG. CNT		Kandiyohi	SPICER	0	0
PRAIRIE WOODS EL.	X	Kandiyohi	NEW LONDON	0	0
RAMSEY EL.	X	Chippewa	MONTEVIDEO	0	0
RENVILLE COUNTY WEST ELEM	X	Renville	SACRED HEART	0	0
RENVILLE COUNTY WEST HIGH	X	Renville	RENVILLE	0	0
RENVILLE COUNTY WEST MIDD	X	Renville	DANUBE	0	0
ROOSEVELT EL.	X	Kandiyohi	WILLMAR	0	0
SANFORD EL	X	Chippewa	MONTEVIDEO	0	0
St. Anastasia School	X	McLeod	Hutchinson	0	0
St. Andrew's School	X	Renville	Fairfax	0	0
St. John's Lutheran School	X	Kandiyohi	Atwater	0	0
St. Mary's Grade School	X	Renville	Bird Island	0	0
St. Peter's School	X	Yellow Medicin	Canby	0	0
St. Philip's School Library	X	Meeker	Litchfield	0	0
WAGNER EL.	X	Meeker	LITCHFIELD	0	0
WATKINS EL.		Meeker	WATKINS	0	0
WILLMAR JR.	X	Kandiyohi	WILLMAR	0	0
WILLMAR SR.	X	Kandiyohi	WILLMAR	0	0
WINSTED EL.	X	McLeod	WINSTED	0	0

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ADRIAN EL.	X	Nobles	ADRIAN	0	0
ADRIAN SEC.	X	Nobles	ADRIAN	0	0
BALATON EL.	X	Lyon	BALATON	0	0
BREWSTER EL.	X	Nobles	BREWSTER	0	0
BROWN EL.	X	Pipestone	PIPESTONE	0	0
CEDAR MOUNTAIN SEC.	X	Redwood	MORGAN	3	0
Chandler Christian School	X	Murray	Chandler	0	0
EAST SIDE EL.	X	Lyon	MARSHALL	0	0
Edgerton Christian Elementary		Pipestone	Edgerton	0	0
EDGERTON EL.	X	Pipestone	EDGERTON	0	0
EDGERTON SEC.	X	Pipestone	EDGERTON	3	0
ELLSWORTH EL.		Nobles	ELLSWORTH	0	0
ELLSWORTH SEC.	X	Nobles	ELLSWORTH	0	0
Faith Christian High School	X	Nobles	Bigelow	0	0
Free Christian School	X	Pipestone	Edgerton	0	0
FULDA EL.	X	Murray	FULDA	0	0
FULDA SEC.	X	Murray	FULDA	0	0
HERON LAKE-OKABENA EL.	X	Jackson	HERON LAKE	0	0
HILL EL.	X	Pipestone	PIPESTONE	0	0
Hills Christian School	X	Rock	Hills	0	0
HILLS-BEAVER CREEK EL.	X	Rock	BEAVER CREEK	0	0
HILLS-BEAVER CREEK SEC.	X	Rock	HILLS	0	0
Holy Redeemer	X	Lyon	Marshall	0	0
Immanuel Lutheran School	X	Jackson	Lakefield	0	0
JACKSON COUNTY CENTRAL MI	X	Jackson	LAKEFIELD	0	0
JACKSON COUNTY CENTRAL SR	X	Jackson	JACKSON	0	0
Jasper Elementary Library	X	Pipestone	Jasper	0	0
LAKE BENTON EL.		Lincoln	LAKE BENTON	0	0
LAKE BENTON SEC.	X	Lincoln	LAKE BENTON	3	0
LAKEVIEW EL.		Lyon	COTTONWOOD	0	0
LAKEVIEW SR.	X	Lyon	COTTONWOOD	0	0

Leota Christian School	X	Nobles	Leota	0	0
LINCOLN H.I. EL.	X	Lincoln	HENDRICKS	3	0
LINCOLN SEC.	X	Lincoln	IVANHOE	3	0
LUVERNE EL.	X	Rock	LUVERNE	0	0
LUVERNE MIDDLE	X	Rock	LUVERNE	0	0
LUVERNE SR.	X	Rock	LUVERNE	0	0
LYND EL.	X	Lyon	LYND	0	0
MARSHALL JR.	X	Lyon	MARSHALL	0	0
MARSHALL SR.	X	Lyon	MARSHALL	0	0
MILROY EL.		Redwood	MILROY	3	0
MILROY JR.	X	Redwood	MILROY	0	0
MINNEOTA EL.		Lyon	MINNEOTA	3	0
MINNEOTA SEC.	X	Lyon	MINNEOTA	3	0
Mountain Lake Christian School	X	Cottonwood	Mountain Lake	0	0
MOUNTAIN LAKE EL.	X	Cottonwood	MOUNTAIN LAKE	0	0
MOUNTAIN LAKE SEC.	X	Cottonwood	MOUNTAIN LAKE	0	0
MURRAY CO. CENTRAL EL.	X	Murray	SLAYTON	0	0
MURRAY COUNTY CENTRAL SE	X	Murray	SLAYTON	0	0
PARK SIDE EL.	X	Lyon	MARSHALL	0	0
PIPESTONE MIDDLE		Pipestone	PIPESTONE	0	0
PIPESTONE SR.	X	Pipestone	PIPESTONE	0	0
PLEASANTVIEW EL.	X	Jackson	LAKEFIELD	0	0
PRAIRIE EL.	X	Nobles	WORTHINGTON	0	0
R.T.R. EL.	X	Pipestone	RUTHTON	0	0
R.T.R. MIDDLE	X	Lyon	RUSSELL	0	0
R.T.R. SR.	X	Lincoln	TYLER	0	0
RED ROCK CENTRAL ELEMENT	X	Cottonwood	JEFFERS	0	0
RED ROCK CENTRAL SECONDA	X	Redwood	LAMBERTON	0	0
REDWOOD VALLEY MIDDLE	X	Redwood	REDWOOD FALLS	0	0
REDWOOD VALLEY SR.	X	Redwood	REDWOOD FALLS	0	0
REEDE GRAY EL	X	Redwood	REDWOOD FALLS	0	0
RIVERSIDE EL.	X	Jackson	JACKSON	0	0
ROUND LAKE SEC.	X	Nobles	ROUND LAKE	0	0
Samuel Lutheran School	X	Lyon	Marshall	0	0

Southwest Christian High School	X	Pipestone	Edgerton	0	0
SOUTHWEST STAR CONCEPT S	X	Jackson	OKABENA	0	0
St. Anne School	X	Redwood	Wabasso	0	0
St. Edward School	X	Lyon	Minneota	0	0
St. John's Lutheran School	X	Redwood	Redwood Falls	0	0
St. Mary's School	X	Lyon	Tracy	0	0
St. Mary's School Library	X	Nobles	Worthington	0	0
St. Michael School Library	X	Redwood	Morgan	0	0
St. Paul's Lutheran School	X	Murray	Fulda	0	0
St. Peter's Lutheran School	X	Lyon	Balaton	0	0
TRACY EL.	X	Lyon	TRACY	0	0
TRACY SEC.	X	Lyon	TRACY	0	0
VESTA EL.		Redwood	VESTA	0	0
VESTA SEC.		Redwood	VESTA	0	0
WABASSO EL.		Redwood	WABASSO	0	0
WABASSO SEC.	X	Redwood	WABASSO	0	0
WALNUT GROVE EL.	X	Redwood	WALNUT GROVE	0	0
WEST SIDE EL.	X	Lyon	MARSHALL	0	0
Westbrook Christian School Library	X	Cottonwood	Westbrook	0	0
WESTBROOK EL.	X	Cottonwood	WESTBROOK	0	0
WESTBROOK WALNUT GROVE	X	Redwood	WALNUT GROVE	0	0
WESTBROOK-WALNUT GROVE	X	Cottonwood	WESTBROOK	0	0
WINDOM DISTRICT OFFICE		Cottonwood	WINDOM	0	0
WINDOM MID		Cottonwood	WINDOM	0	0
WINDOM SEC.	X	Cottonwood	WINDOM	0	0
WINFAIR EL.	X	Cottonwood	WINDOM	0	0
Worthington Christian School	X	Nobles	Worthington	0	0
WORTHINGTON HIGH SCHOOL	X	Nobles	WORTHINGTON	0	0
WORTHINGTON MIDD.	X	Nobles	WORTHINGTON	0	0
Yankton Country School	X	Lyon	Balaton	0	0
Zion Lutheran School	X	Redwood	Sanborn	0	0

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ALBERT LEA HIGH	X	Freeborn	ALBERT LEA	0	0
ALDEN-CONGER EL.	X	Freeborn	ALDEN	0	0
ALDEN-CONGER SEC.	X	Freeborn	ALDEN	0	0
ALTURA INTERMEDIATE EL	X	Winona	ALTURA	0	0
AUSTIN SR.	X	Mower	AUSTIN	0	0
BAMBER VALLEY EL.	X	Olmsted	ROCHESTER	0	0
BANFIELD EL.	X	Mower	AUSTIN	0	0
BISHOP EL.	X	Olmsted	ROCHESTER	0	0
BLOOMING PRAIRIE EL.	X	Steele	BLOOMING PRAIR	0	0
BLOOMING PRAIRIE SEC	X	Steele	BLOOMING PRAIR	0	0
BLUFF VIEW EL.	X	Wabasha	LAKE CITY	0	0
BONNER EL.		Olmsted	STEWARTVILLE	0	0
BRIDGEWATER ELEMENTARY	X	Rice	NORTHFIELD	0	0
BROWNSDALE EL.	X	Mower	BROWNSDALE	0	0
BURNSIDE EL.	X	Goodhue	RED WING	0	0
BYRON ELEMENTARY	X	Olmsted	BYRON	0	0
BYRON HIGH SCHOOL	X	Olmsted	BYRON	0	0
BYRON MIDDLE		Olmsted	BYRON	0	0
CALEDONIA EL.	X	Houston	CALEDONIA	0	0
CALEDONIA MID.		Houston	CALEDONIA	0	0
CALEDONIA SR.	X	Houston	CALEDONIA	0	0
CANNON FALLS EL.		Goodhue	CANNON FALLS	0	0
CANNON FALLS SECONDARY	X	Goodhue	CANNON FALLS	0	0
CENTER FOR ONLINE LEARNIN		Houston	HOUSTON	0	0
CENTRAL EL.	X	Winona	WINONA	0	0
CENTRAL EL.	X	Olmsted	STEWARTVILLE	0	0
CENTURY SR	X	Olmsted	ROCHESTER	0	0
CHOSEN VALLEY EL.	X	Fillmore	CHATFIELD	0	0
CHOSEN VALLEY SEC.	X	Olmsted	CHATFIELD	0	0
CHURCHILL EL.	X	Olmsted	ROCHESTER	0	0
Consolidated Catholic School Librar	X	Rice	Faribault	0	0

DAKOTA EL.	X	Winona	DAKOTA	0	0
DOVER-EYOTA EL.	X	Olmsted	EYOTA	0	0
DOVER-EYOTA SEC.	X	Olmsted	EYOTA	0	0
ELGIN EL.	X	Wabasha	ELGIN	0	0
ELGIN SEC.	X	Wabasha	ELGIN	0	0
ELLIS MIDDLE	X	Mower	AUSTIN	0	0
ELTON HILLS EL.	X	Olmsted	ROCHESTER	0	0
EMMONS EL.		Freeborn	EMMONS	0	0
FARIBAULT HIGH SCHOOL	X	Rice	FARIBAULT	0	0
FARIBAULT MIDDLE SCHOOL	X	Rice	FARIBAULT	0	0
FILLMORE CENTRAL EL	X	Fillmore	PRESTON	0	0
FILLMORE CENTRAL MIDDLE	X	Fillmore	PRESTON	0	0
FILLMORE CENTRAL SR.	X	Fillmore	HARMONY	0	0
FOLWELL EL.	X	Olmsted	ROCHESTER	0	0
FRANKLIN EL.	X	Olmsted	ROCHESTER	0	0
FRIEDEL MIDDLE SCHOOL	X	Olmsted	ROCHESTER	0	0
GAGE EL.	X	Olmsted	ROCHESTER	0	0
GLENVILLE EL	X	Freeborn	GLENVILLE	0	0
GLENVILLE-EMMONS JR.		Freeborn	EMMONS	0	0
GLENVILLE-EMMONS SR.	X	Freeborn	GLENVILLE	0	0
GOODHUE EL.		Goodhue	GOODHUE	0	0
GOODHUE SEC.	X	Goodhue	GOODHUE	0	0
GOODVIEW EL.		Winona	WINONA	0	0
GRAND MEADOW EL.		Mower	GRAND MEADOW	0	0
GRAND MEADOW MIDD.		Mower	GRAND MEADOW	0	0
GRAND MEADOW SEC.	X	Mower	GRAND MEADOW	0	0
GREENVALE PARK EL.	X	Rice	NORTHFIELD	0	0
HALVERSON EL.	X	Freeborn	ALBERT LEA	0	0
HAWTHORNE EL.	X	Freeborn	ALBERT LEA	0	0
HAYFIELD EL.	X	Dodge	HAYFIELD	0	0
HAYFIELD SEC.	X	Dodge	HAYFIELD	0	0
HOKAH PR-K		Houston	HOKAH	0	0
HOOVER EL.	X	Olmsted	ROCHESTER	0	0
HOUSTON EL.	X	Houston	HOUSTON	0	0

HOUSTON SEC.	X	Houston	HOUSTON	0	0
Immanuel Lutheran School	X	Wabasha	Plainview	0	0
JEFFERSON EL.	X	Olmsted	ROCHESTER	0	0
JEFFERSON EL.	X	Winona	WINONA	0	0
JEFFERSON EL.	X	Rice	FARIBAULT	0	0
JOHN ADAMS MIDDLE	X	Olmsted	ROCHESTER	0	0
JOHN MARSHALL SR.	X	Olmsted	ROCHESTER	0	0
KASSON-MANTORVILLE EL.	X	Dodge	KASSON	0	0
KASSON-MANTORVILLE INTERM		Dodge	MANTORVILLE	0	0
KASSON-MANTORVILLE MIDDLE		Dodge	KASSON	0	0
KASSON-MANTORVILLE SR.	X	Dodge	KASSON	0	0
KELLOGG MIDDLE	X	Olmsted	ROCHESTER	0	0
KENYON-WANAMINGO EL.	X	Goodhue	WANAMINGO	0	0
KENYON-WANAMINGO MIDDLE	X	Goodhue	KENYON	0	0
KENYON-WANAMINGO SR		Goodhue	KENYON	0	0
KINGSLAND EL.	X	Fillmore	SPRING VALLEY	0	0
KINGSLAND MIDDLE	X	Fillmore	WYKOFF	0	0
KINGSLAND SR.	X	Fillmore	SPRING VALLEY	0	0
LACRESCENT SEC.	X	Houston	LACRESCENT	0	0
LACRESCENT-HOKAH EL.	X	Houston	LACRESCENT	0	0
LAKEVIEW EL.	X	Freeborn	ALBERT LEA	0	0
LANESBORO EL.		Fillmore	LANESBORO	0	0
LANESBORO SEC.	X	Fillmore	LANESBORO	0	0
LEROY EL.		Mower	LEROY	0	0
LEROY SEC.	X	Mower	LEROY	0	0
LEWISTON EL.	X	Winona	LEWISTON	0	0
LEWISTON SEC.	X	Winona	LEWISTON	0	0
LINCOLN AT MANN EL.	X	Olmsted	ROCHESTER	0	0
LINCOLN EL.	X	Rice	FARIBAULT	0	0
LINCOLN EL.	X	Steele	OWATONNA	0	0
LINCOLN SEC.	X	Wabasha	LAKE CITY	0	0
LONGFELLOW EL.	X	Olmsted	ROCHESTER	0	0
LONGFELLOW EL.	X	Rice	NORTHFIELD	0	0
Lourdes High School	X	Olmsted	Rochester	0	0

LYLE EL.		Mower	LYLE	0	0
LYLE SEC.	X	Mower	LYLE	0	0
MABEL-CANTON EL.		Fillmore	MABEL	0	0
MABEL-CANTON MIDD.		Fillmore	MABEL	0	0
MABEL-CANTON SEC.	X	Fillmore	MABEL	0	0
MADISON EL.		Winona	WINONA	0	0
MAYO SR.	X	Olmsted	ROCHESTER	0	0
MCKINLEY EL.		Steele	OWATONNA	0	0
MEDFORD EL.		Steele	MEDFORD	0	0
MEDFORD SEC.		Steele	MEDFORD	0	0
MINNESOTA VIRTUAL ACADEMY		Houston	HOUSTON	0	0
MONTESSORI AT FRANKLIN		Olmsted	ROCHESTER	0	0
MORRISTOWN EL.		Rice	MORRISTOWN	0	0
NEVELN EL.	X	Mower	AUSTIN	0	0
NORTHFIELD MIDDLE	X	Rice	NORTHFIELD	0	0
NORTHFIELD SR.	X	Rice	NORTHFIELD	0	0
NRHEG ELEM/MIDDLE		Steele	ELLENDALE	0	0
OWATONNA JR.	X	Steele	OWATONNA	0	0
OWATONNA SR.	X	Steele	OWATONNA	0	0
PINE ISLAND EL.		Goodhue	PINE ISLAND	0	0
PINE ISLAND MIDDLE	X	Goodhue	PINE ISLAND	0	0
PINE ISLAND SEC.	X	Goodhue	PINE ISLAND	0	0
PINEWOOD EL.	X	Olmsted	ROCHESTER	0	0
PLAINVIEW EL.	X	Wabasha	PLAINVIEW	0	0
PLAINVIEW SEC.	X	Wabasha	PLAINVIEW	0	0
RED WING SR.	X	Goodhue	RED WING	0	0
RIVERSIDE CENTRAL EL.	X	Olmsted	ROCHESTER	0	0
Riverway Learning Community	X	Winona	Minnesota City	0	0
ROLLINGSTONE COMMUNITY EL	X	Winona	ROLLINGSTONE	0	0
ROOSEVELT EL		Rice	FARIBAULT	0	0
RUSHFORD-PETERSON EL.		Fillmore	RUSHFORD	0	0
RUSHFORD-PETERSON MIDDLE		Fillmore	PETERSON	0	0
RUSHFORD-PETERSON SR.	X	Fillmore	RUSHFORD	0	0
Shattuck-St. Mary's School	X	Rice	Faribault	0	0

SIBLEY EL.	X	Freeborn	ALBERT LEA	0	0
SIBLEY EL.	X	Rice	NORTHFIELD	0	0
SOUTHGATE EL.	X	Mower	AUSTIN	0	0
SOUTHLAND EL.	X	Mower	ROSE CREEK	0	0
SOUTHLAND MIDDLE	X	Mower	ADAMS	0	0
SOUTHLAND SR.		Mower	ADAMS	0	0
SOUTHWEST MIDDLE		Freeborn	ALBERT LEA	0	0
SPRING GROVE EL.		Houston	SPRING GROVE	0	0
SPRING GROVE SEC.	X	Houston	SPRING GROVE	0	0
ST. CHARLES EL.	X	Winona	ST. CHARLES	0	0
ST. CHARLES SEC.	X	Winona	ST. CHARLES	0	0
St. Felix	X	Wabasha	Wabasha	0	0
St. Francis School Library	X	Olmsted	Rochester	0	0
St. Mary's School	X	Steele	Owatonna	0	0
STEWARTVILLE MIDDLE	X	Olmsted	STEWARTVILLE	0	0
STEWARTVILLE SEC.	X	Olmsted	STEWARTVILLE	0	0
SUMMIT LEARNING PROGRAM		Houston	HOUSTON	0	0
SUMNER EL.	X	Mower	AUSTIN	0	0
SUNNYSIDE EL.	X	Goodhue	RED WING	0	0
SUNSET TERRACE EL.	X	Olmsted	ROCHESTER	0	0
TRITON ELEMENTARY		Dodge	DODGE CENTER	0	0
TRITON HIGH SCHOOL	X	Dodge	DODGE CENTER	0	0
TRITON INTERMEDIATE		Dodge	WEST CONCORD	0	0
TWIN BLUFF MIDDLE	X	Goodhue	RED WING	0	0
WABASHA-KELLOGG EL.	X	Wabasha	WABASHA	0	0
WABASHA-KELLOGG SEC.	X	Wabasha	WABASHA	0	0
WASHINGTON EL.	X	Olmsted	ROCHESTER	0	0
WASHINGTON EL.		Steele	OWATONNA	0	0
WASHINGTON-KOSCIUSKO EL.	X	Winona	WINONA	0	0
WATERVILLE-ELYSIAN-MORRIS		Rice	MORRISTOWN	0	0
WILLOW CREEK INTERMEDIATE		Steele	OWATONNA	0	0
WILLOW CREEK MIDDLE	X	Olmsted	ROCHESTER	0	0
WILSON EL.		Steele	OWATONNA	0	0
WINONA MIDDLE	X	Winona	WINONA	0	0

WINONA SR.	X	Winona	WINONA	0	0
ZUMBROTA-MAZEPPA EL.		Goodhue	ZUMBROTA	0	0
ZUMBROTA-MAZEPPA MIDDLE	X	Wabasha	MAZEPPA	0	0
ZUMBROTA-MAZEPPA SR.	X	Goodhue	ZUMBROTA	0	0

Multitype Sys

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Traverse des Sioux

<i>School Name</i>	<i>Media Ctr?</i>	<i>County</i>	<i>City</i>	<i>Regional Delivery</i>	<i>County/City Delivery</i>
AMBOY MIDDLE		Blue Earth	AMBOY	0	0
BLUE EARTH AREA JR.	X	Faribault	BLUE EARTH	0	0
BLUE EARTH AREA SR.	X	Faribault	BLUE EARTH	0	0
BLUE EARTH EL	X	Faribault	BLUE EARTH	0	0
BUDD EL.	X	Martin	FAIRMONT	0	0
BUTTERFIELD EL.		Watonwan	BUTTERFIELD	0	0
BUTTERFIELD SEC.	X	Watonwan	BUTTERFIELD	0	0
Cathedral High School	X	Brown	New Ulm	0	0
CLEVELAND EL.		Le Sueur	CLEVELAND	0	0
CLEVELAND SEC.	X	Le Sueur	CLEVELAND	0	0
COMFREY EL.		Brown	COMFREY	0	0
COMFREY SEC.	X	Brown	COMFREY	0	0
DAKOTA MEADOWS JR	X	Nicollet	NORTH MANKAT	0	0
EAGLE LAKE EL.	X	Blue Earth	EAGLE LAKE	0	0
EAST CHAIN EL.	X	Faribault	BLUE EARTH	0	0
ELYSIAN EL.		Le Sueur	ELYSIAN	0	0
FAIRMONT HIGH SCHOOL	X	Martin	FAIRMONT	0	0
FIVE LAKES EL.	X	Martin	FAIRMONT	0	0
FRANKLIN EL.	X	Blue Earth	MANKATO	0	0
G.F.W. EL.	X	Sibley	GIBBON	0	0
G.F.W. SR.	X	Sibley	WINTHROP	0	0
GARFIELD EL.	X	Nicollet	NORTH MANKAT	0	0
GOOD THUNDER EL.	X	Blue Earth	GOOD THUNDER	0	0
GRANADA-HUNTLEY SEC.	X	Martin	GRANADA	0	0
HARTLEY EL.	X	Waseca	WASECA	0	0
HILLTOP EL.	X	Sibley	HENDERSON	0	0

Holy Rosary Catholic School	X	Nicollet	North Mankato	0	0
Holy Trinity Middle School	X	Brown	New Ulm	0	0
HOOVER EL.	X	Nicollet	NORTH MANKAT	0	0
JANESVILLE-WALDORF-PEMBE		Waseca	JANESVILLE	0	0
JANESVILLE-WALDORF-PEMBE	X	Waseca	WALDORF	0	0
JANESVILLE-WALDORF-PEMBE		Waseca	JANESVILLE	0	0
JEFFERSON EL.	X	Brown	NEW ULM	0	0
JEFFERSON EL.	X	Blue Earth	MANKATO	0	0
KENNEDY EL.	X	Blue Earth	MANKATO	0	0
Lafayette Elementary	X	Nicollet	Lafayette	0	0
LCWM EL.	X	Blue Earth	LAKE CRYSTAL	0	0
LCWM SEC.	X	Blue Earth	LAKE CRYSTAL	0	0
LECENTER EL.	X	Le Sueur	LECENTER	0	0
LECENTER SEC.	X	Le Sueur	LECENTER	0	0
LESUEUR-HENDERSON SEC.	X	Le Sueur	LESUEUR	0	0
Loyola High School	X	Blue Earth	Mankato	0	0
MADELIA EL.	X	Watonswan	MADELIA	0	0
MADELIA SEC.	X	Watonswan	MADELIA	0	0
MANKATO EAST JR.	X	Blue Earth	MANKATO	0	0
MANKATO EAST SR.	X	Blue Earth	MANKATO	0	0
MANKATO WEST SR.	X	Blue Earth	MANKATO	0	0
MAPLE RIVER SR.	X	Blue Earth	MAPLETON	0	0
MAPLETON EL.	X	Blue Earth	MAPLETON	0	0
MARTIN CO. WEST SR.	X	Martin	SHERBURN	0	0
MARTIN COUNTY WEST JR.	X	Martin	TRIMONT	0	0
MINNESOTA LAKE EL.		Faribault	MINNESOTA LAK	0	0
MINNESOTA LAKE MIDDLE	X	Faribault	MINNESOTA LAK	0	0
Minnesota Valley Lutheran High Sc	X	Brown	New Ulm	0	0
MONROE EL.	X	Nicollet	NORTH MANKAT	0	0
MONTGOMERY-LONSDALE EL.		Le Sueur	MONTGOMERY	0	0
MONTGOMERY-LONSDALE INTE		Le Sueur	MONTGOMERY	0	0
MONTGOMERY-LONSDALE SEC.	X	Le Sueur	MONTGOMERY	0	0
N.R.H.E.G. SR.		Waseca	NEW RICHLAND	0	0
NEW ULM JR.	X	Brown	NEW ULM	0	0

NEW ULM SR.	X	Brown	NEW ULM	0	0
NICOLLET EL.	X	Nicollet	NICOLLET	0	0
NICOLLET SEC.	X	Nicollet	NICOLLET	0	0
NORTH INTERMEDIATE EL.	X	Nicollet	ST. PETER	0	0
Notre Dame Elementary School	X	Blue Earth	Mankato	0	0
NRHEG ELEM	X	Waseca	NEW RICHLAND	0	0
PARK EL.	X	Le Sueur	LESUEUR	0	0
ROOSEVELT EL.	X	Blue Earth	MANKATO	0	0
SHERBURN EL.	X	Martin	SHERBURN	0	0
SIBLEY EAST-ARLINGTON EL.	X	Sibley	ARLINGTON	0	0
SIBLEY EAST-ARLINGTON SR.	X	Sibley	ARLINGTON	0	0
SIBLEY EAST-GAYLORD EL.		Sibley	GAYLORD	0	0
SIBLEY EAST-GAYLORD JR.	X	Sibley	GAYLORD	0	0
SLEEPY EYE EL.		Brown	SLEEPY EYE	0	0
SLEEPY EYE SEC.	X	Brown	SLEEPY EYE	0	0
SOUTH EL.	X	Nicollet	ST. PETER	0	0
SPRINGFIELD EL.		Brown	SPRINGFIELD	0	0
SPRINGFIELD SEC.	X	Brown	SPRINGFIELD	0	0
St. Anthony's Elementary School	X	Brown	New Ulm	0	0
ST. CLAIR EL.		Blue Earth	ST. CLAIR	0	0
ST. CLAIR SEC.	X	Blue Earth	ST. CLAIR	0	0
ST. JAMES ARMSTRONG EL.	X	Watonwan	ST. JAMES	0	0
ST. JAMES NORTHSIDE EL.	X	Watonwan	ST. JAMES	0	0
ST. JAMES SEC.	X	Watonwan	ST. JAMES	0	0
St. Johns Lutheran School	X	Blue Earth	Good Thunder	0	0
St. Mary's Catholic Schools	X	Brown	Sleepy Eye	0	0
St. Mary's School	X	Watonwan	Madelia	0	0
ST. PETER MIDDLE		Nicollet	ST. PETER	0	0
ST. PETER SR.	X	Nicollet	ST. PETER	0	0
TRIMONT EL.		Martin	TRIMONT	0	0
TRUMAN EL.		Martin	TRUMAN	0	0
TRUMAN SEC.	X	Martin	TRUMAN	0	0
USC EL.	X	Faribault	WELLS	0	0
USC HIGH	X	Faribault	WELLS	0	0

USC MIDDLE	X	Faribault	KIESTER	0	0
WASECA INTERMEDIATE ELEME	X	Waseca	WASECA	0	0
WASECA JR HIGH	X	Waseca	WASECA	0	0
WASECA SR.	X	Waseca	WASECA	0	0
WASHINGTON EL.	X	Blue Earth	MANKATO	0	0
WASHINGTON EL.	X	Brown	NEW ULM	0	0
WATERVILLE EL.	X	Le Sueur	WATERVILLE	0	0
WATERVILLE-ELYSIAN-MORRIS	X	Le Sueur	WATERVILLE	0	0
WELCOME EL.	X	Martin	WELCOME	0	0
WINNEBAGO EL	X	Faribault	WINNEBAGO	0	0