

WORK SESSION AGENDA

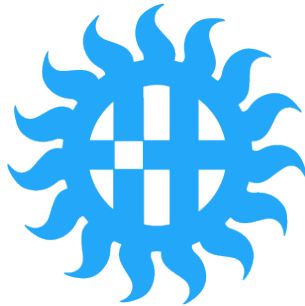
Monday, October 27, 2025 at 1:00 PM

Mayor
Eric Enriquez

Mayor Pro Tem
Johana Bencomo

Councilors
Cassie McClure
William Mattiace
Becki Graham
Becky Corran
Yvonne Flores

Council Chambers



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Council Work Session Summary

Meeting: Work Session - Oct 27 2025

TITLE: PRESENTATION OF ARCHITECTURAL DESIGN FOR THE THOMAS BRANIGAN MEMORIAL LIBRARY RENOVATION AND EXPANSION.

PURPOSE(S) OF DISCUSSION: ☒ Inform/Update ☒ Direction/Guidance ☐ Legislative Development/Policy

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

In accordance with the Las Cruces Public Libraries Master Plan approved by City Council on October 21, 2024, Desert Peak Architects and Consultant Brad Waters will present their design for the renovation and expansion of the Thomas Branigan Memorial Library. The design incorporates input from the public and staff, while retaining the spirit and history of the original building. Feedback will be requested regarding the design, and future direction for the project.

SUPPORT INFORMATION:

[Las Cruces Public Libraries Master Plan](#)
[Library Master Plan Appendices](#)

PLAN(S):

Elevate Las Cruces

COMMITTEE/BOARD REVIEW:

None

Las Cruces Public Libraries Master Plan

Final Report

*for the
City of Las Cruces*

October 2, 2024

submitted by:

 **Godfrey's Associates**
an RI, Waters Library Consultation Services Co.

*Godfrey's Associates, Inc.
Library Planners & Consultants
Dallas, Texas
(469) 987-5725*



Executive Summary

Section 1. Project Background

Project intent.

History of Las Cruces and the Branigan Memorial Library.

Las Cruces demographic characteristics.

Report contents.

Section 2. Industry Trends & Best Practices

Industry trends, standards & best practices that influence Master Plan development:

- Services & facilities in other libraries.
- Technological innovations.
- Levels of library services in terms of resource allocations per capita for collections, staffing & library facility square footage.

Section 3. Public Engagement

Recent & current community challenges & needs from public forums and research:

- Interviews with key stakeholders to identify significant issues.
- Focus groups with various community representatives.
- Community-wide meetings.
- Online surveys in English & Spanish.

Section 4. Peer Library Analysis

The City's level of service compared with those of similar regional cities and industry standards – with a summary of existing conditions, inventories & levels of service, inclusive of any areas of shortfall as compared to average industry, regional & national standards.

Section 5. Operations Analysis

The City's level of service in the following areas:

- Ratio of staff to operate recommended hours & services.
- Staff recruitment.
- Diversity, inclusion & accessibility in staffing, programs & services based on Las Cruces' demographics.

- Library technology relative to future needs.
- General fund budget resources expended for library operations.
- Expenditures on children's collections, bilingual materials, programs & services.

Section 6. Analysis of Library Facilities

Twenty-year population projections for Las Cruces.

Gaps in the City's current & projected Library square footage as compared with national standards & space in comparable cities.

Section 7. Mapping Library Service Areas

Definition of existing Library service areas boundaries. Identification of areas of the city not currently serviced by the existing Library.

- Unserved and underserved areas of the city that need or would benefit from library services.
- Areas of the city that are within reach of County Libraries in neighboring communities to avoid duplication of service areas.

Library locations that would strategically broaden the reach of library services to the greatest number of residents.

Section 8. Recommendations

Recommend attainable goals, objectives & policies that articulate a clear roadmap to guide library services & facilities.

Options for improvements using a phased, multi-year approach over a 5-, 10- & 20-year implementation schedule that includes:

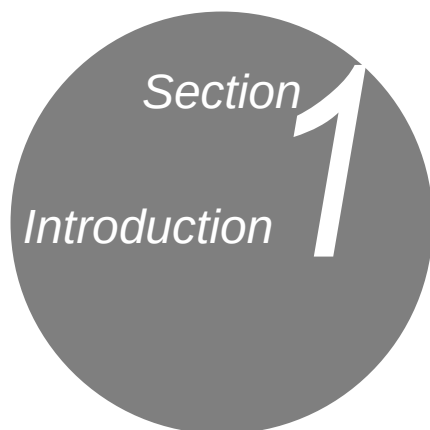
- Strategies & priorities for budgetary support for short-term (5 years), mid-term (10 years) & long-term (20 years) sustainability & planned growth of the overall Library system.
- A plan for renovation, expansion, and/or acquisition and development of any necessary land or space for library facilities.
- Recommendations for staffing, operating hours, capital construction & replacement plan – with programming & budget needs, inclusive of alternate funding mechanisms for consideration.

Section 9. Appendices. Supporting data for specific Sections of the Final Report:

- 1.1 Complete US Census Bureau demographic statistics comparing Las Cruces with Dona Ana County, New Mexico, and the United States.
- 2.1 Definition of Terms.
- 2.2 Library Facility Standards.
- 2.3 Library Space Standards.
- 2.4 Library Parking Guidelines.
- 2.5 Library Site Evaluation Criteria.
- 2.6 *State of U.S. Public Libraries – More Popular & Digital Than Ever*
- 2.7 Public Libraries Mixed with Housing
- 2.8 Data Analytics for Public Libraries
- 2.9 Library Technology Trends
- 3.1 Complete Online Survey Responses in English.
- 3.2 ‘I Want My Library To . . .’ Survey Questions.
- 4.1 Complete Statistics Used to Analyze Peer Libraries.
- 5.1 New Branch Library Staffing Plan.
- 6.1 20-year Las Cruces Population Projections.
- 6.2 Space Needs for Prototype Branch & Branigan Libraries.
- 7.1 Map of Las Cruces.
- 8.1 2017 Texas Public Libraries ROI Report.
- 8.2 Mobile Library Service Alternatives.
- 8.3 Phased Branigan Library Renovation & Expansion Cost Model.

Section 1: Introduction

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Eric Klinenberg, in his book, *Palaces for the People: How Social Infrastructure Can Help Fight Inequality, Polarization, and the Decline of Civic Life*,¹ defines social infrastructure as the physical places and organizations that shape the way people interact. He includes stores, coffee shops, free spaces such as parks, beaches, playgrounds, and especially – libraries – all of which are vital to promoting civic engagement and maintaining the society we live in.

Klinenberg believes public libraries are really the paradigmatic social infrastructure – the best case of a physical place open and accessible to everyone, regardless of age, ethnicity or race, social class, political or citizenship status. Public libraries are places defined by generosity of spirit, predicated on the idea that every human being deserves access to our shared cultural heritage by virtue of their humanity.

Klinenberg goes on to point out that public libraries are more than just welcoming physical places. They can be used flexibly, programmed, and staffed by librarians and information specialists dedicated to helping people discover what they are looking for without judgment or surveillance. Public libraries truly are Palaces for the People. This has been, can, and should be the case for Las Cruces Public Libraries.

¹Crown, © September 11, 2018.

Project Understanding & Intent

The City of Las Cruces (the City) issued a Request for Proposals (RFP) from qualified consulting firms to develop a Library Master Plan as described in this Section. Responses to the solicitation were submitted to the City Purchasing Section, subject to requirements and conditions of General Conditions of Proposing, subject to Chapter 24 of the City Procurement Code, Las Cruces Municipal Code. Subsequently, Godfrey's Associates, Inc. (the Consultants) were selected to work closely with City of Las Cruces staff, community stakeholders, and existing strategic and comprehensive plans to develop a master plan for the library system.

Godfrey's Associates, Inc. Library Planners & Consultants

Godfrey's Associates is a full-time library consulting and planning firm, in continuous business since 1979. We collaborate nationwide with libraries of all types and sizes, but public libraries are our largest customer base. We combine the expertise of Masters of Library Science (MLS)-trained Librarians with a practicing Architect to provide clients an array of services.

Godfrey's has consulted with more than 380 clients in 47 of the 50 states, the District of Columbia, and abroad, blending an understanding of library operations with in-house library space planning and design. Our experience makes us sensitive to the need for staff-efficient library buildings – therefore, we stress functionality. Godfrey's work is typically conducted on-site – and from offices in Dallas, Texas.

Godfrey's history brought to Las Cruces a broad range of trends, innovative ideas, and solutions to meet the challenges of today and tomorrow. Our intent was to provide Las Cruces Public Libraries (LCPL) with an awareness of successful methods other progressive communities and their libraries use to meet emerging needs of residents and businesses. Godfrey's consultants have worked as librarians and administrators of public library systems, active in national library organizations such as the American Library Association (ALA), the Public Library Association (PLA), and the Urban Libraries Council (ULC).

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Section 1: Introduction

Community Involvement. Godfrey's Associates' consultants were charged with developing a public involvement strategy for Las Cruces Libraries – with methodologies to actively engage citizen participation in the decision-making process – ensuring that all interested stakeholders were aware of participation opportunities. The Consultants ensured that a diverse group of people were represented, including people who did not currently use library services. Community needs and desires were considered when making final recommendations. The Consultants provided a menu of options to meet these goals within Las Cruces' community, which included:

- Interviews with key stakeholders to identify significant issues; targeted or general surveys at community gatherings at public places and community spaces.
- Focus Groups with various representatives of special interests.
- Community Workshops.
- Surveys, interviews, and workshops accessible to the community, offering all the above in Spanish and ensure that meetings and surveys are accessible to people with disabilities.

The Consultant was required to work with City staff to comply with public meeting notification requirements and were responsible for preparing a public information program inclusive of producing materials to help inform the public about the plan's process, progress, key recommendations, and findings. Materials produced for the public were bilingual and ADA accessible.

The Consultants were responsible for producing a Library Master Plan that incorporated reports, data, and recommendations. This Master Plan includes, but is not limited to, the following:

- Development of a Master Plan that identifies industry standards and best practices.
- Incorporation of technological innovations and opportunities for services and facilities.
- Determination of options for improvements using a phased, multi-year approach and a 5- to 10-year implementation schedule.

- Identification of industry standards for resource allocation per capita for library services. Examples include levels of funding for library services and staffing, and square footage allocation for library facilities, etc.
- Clear and attainable library service goals. Master copies in full color, editable digital format for each report were delivered throughout the Library Master Plan project. File formats for public posting were compatible with the City's website and ADA compliant.

Major Tasks to be Accomplished

Godfrey's organized a Work Plan along the lines of three phases stated in the RFP, taking the liberty to reorder some tasks. This Master Plan addresses all RFP-stipulated requirements and more ([blue text indicates Consultant augmentations to the original RFP scope](#)). Our sequence for completing the Scope of Work was as follows:

Phase 1 Project Administration

- City-Provided Items.
- Progress Reporting.
- Deliverables.
- Public Engagement & Information.

Phase 2 Needs Assessment

- Library Facilities Analysis.
- Operations, Programs & Services Analysis.
 - [Staffing Analysis.](#)
 - [Financial Analysis, operational and capital.](#)
- Library Service Area & Location Mapping.

Phase 3 Recommendations

- Draft Master Plan Review.
 - [Implementation Plan.](#)
- Final Comprehensive Master Plan.

Godfrey's challenged LCPL to consider "how things ought to be" rather than "how things have always been," unleashing creative, innovative thinking. We provided a comprehensive Needs Assessment with specific attention to [Staffing](#), [Financial](#), and [Implementation Analyses](#) – details of which are specified in corresponding Sections of this Master Plan.

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Our work incorporated feedback from the public and Library staff, LCPL's Project Manager, the Library Advisory Board, and the Las Cruces City Council. Godfrey's first packaged our analyses findings, and conclusions in a draft Final Report, delivered to LCPL in May of 2024. Throughout this and previous Reports, LCPL is also referred to as "the Library," "Thomas Branigan Memorial Library," or "Branigan Library."

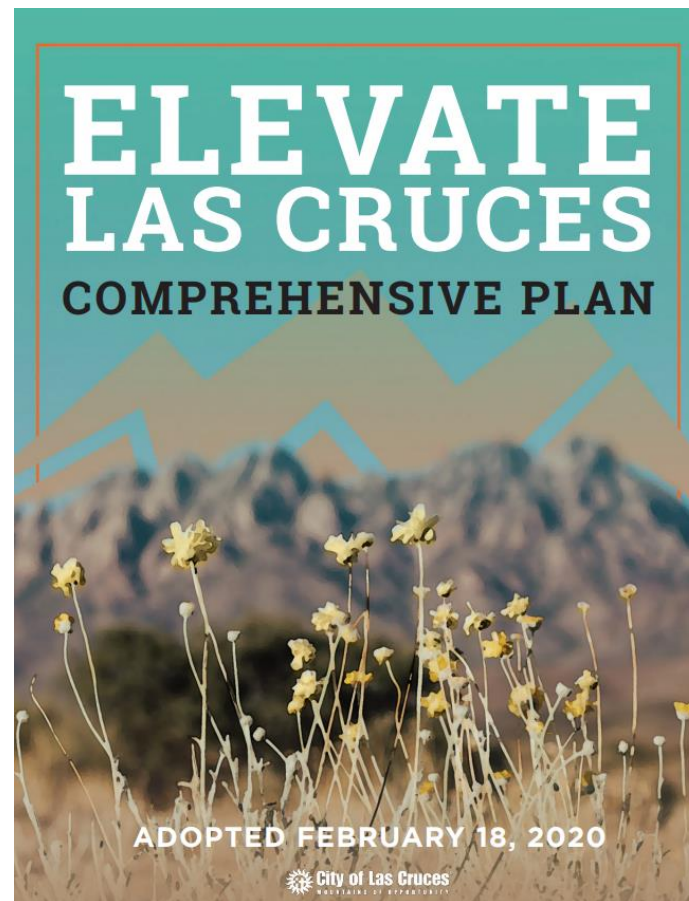
Library Goals & Objectives. Godfrey's understood LCPL's project objectives were like many public libraries in the United States, yet simultaneously unique to Las Cruces. Over the course of our history, Godfrey's has learned that successful public library planning cannot be realized in a vacuum. Library customers dictate programs and services, most of which require staff to deliver. Customers, services, and staff require efficient facilities – all of which require adequate funding – which in turn requires satisfied customers who vocalize their support. On goes the cycle of life of the Public Library.

In order to appeal to the sensibilities of the greater Las Cruces community, Godfrey's sought out ways that Las Cruces Public Libraries could reinforce the goals of City government through LCPL's stated goals and objectives.

City Planning Initiatives & Goals. The City of Las Cruces produced its most recent Comprehensive Plan, *Elevate Las Cruces, Volumes I through IV*, which was adopted on February 18, 2020. Subsequent City planning documents build upon the Comprehensive Plan, such as:

- *City of Las Cruces New Mexico Strategic Plan 2021-2026*, March 5, 2021
- *Final Quality of Life Business Plan*: January 31, 2023.
- *2023 Annual Action Plan, City of Las Cruces* which states "... achieve sustainable growth through its *Elevate Las Cruces Comprehensive Plan*."

The Consultants' primary goal was that this Final Report be a plan of action that will result in millions of dollars of library improvements over time.



Cover of *Elevate Las Cruces*, a four volume Comprehensive Plan for the future, describing the community's long-term vision for sustainable growth, produced by the City of Las Cruces

Section 1: Introduction

History of Las Cruces

Before the idea of Las Cruces, Doña Ana Colony was formed in 1844. In 1849, additional lots were plotted to aid in establishing the town of Las Cruces. People ranched and farmed along the Rio Grande River even after it changed course in 1854. Structures were re-built. Goods arrived via wagon over the Santa Fe Trail and Camino Real.

About that time, James Gadsden began negotiations to acquire additional land to establish a southern transcontinental railroad. In 1859, Cyrus Kurtz Holiday founded the Atchison, Topeka, and Santa Fe Railway. Though construction was delayed for years, tracks were eventually laid, building the line from Rincon, New Mexico to El Paso and running through Las Cruces, a scant three miles away from the county seat of Mesilla. On April 26, 1881, the first train came to Las Cruces, arriving at the first train depot, a wooden framed building. Railroads were economic stimulators as they needed local sources of coal and water to operate. Las Cruces saw growth opportunities, laying out a 42-block area between the Depot and Water Street, at that time, the western terminus of Las Cruces. That original village is now known as the Mesquite District.

In 1894, women in Las Cruces formed the Women's Improvement Association to make a difference in the town by creating safe places to raise families. They played a major role in promoting literacy, public lighting, and parks. In 1898, they used personal funds to establish the first park in Las Cruces, now known as Pioneer Women's Park.

When Las Cruces outgrew its depot in 1910, the Santa Fe Railway built a new one, with waiting rooms for both sexes at one end and a freight room at the other. The agent's office provided a view to the trains. Santa Fe Railroad discontinued passenger service to Las Cruces in 1968 and freight trains stopped service in 1988. The former depot was repurposed as the City of Las Cruces's Railroad Museum.

Today, Las Cruces is the second-largest city in New Mexico, home to New Mexico State University (NMSU), the State's only land-grant university.

Historic Las Cruces population, *Elevate Las Cruces, Volume I* (top),
Historic expansion of the city's limits (bottom)

TABLE 2.2, HISTORIC & CURRENT POPULATION

YEAR	POPULATION	GROWTH RATE
1910	3,836	--
1920	3,989	4.0%
1930	5,811	45.7%
1940	8,385	44.3%
1950	12,325	47.0%
1960	29,387	138.4%
1970	37,857	28.8%
1980	43,377	14.6%
1990	57,866	33.4%
2000	74,267	28.3%
2010	97,618	31.4%
EST. 2017	101,014	3.5%

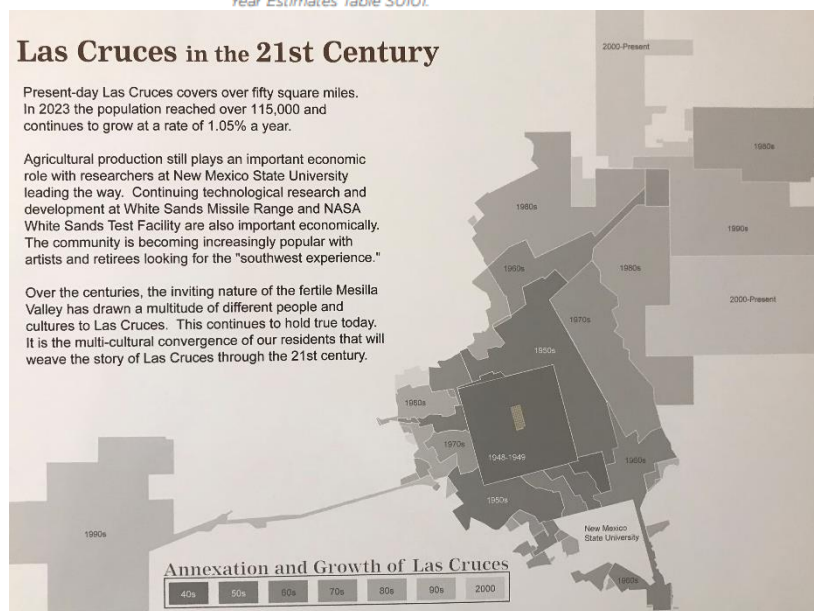
Source: U.S. Decennial Census, 2013-2017 American Community Survey Five-Year Estimates Table S0101.

Las Cruces in the 21st Century

Present-day Las Cruces covers over fifty square miles. In 2023 the population reached over 115,000 and continues to grow at a rate of 1.05% a year.

Agricultural production still plays an important economic role with researchers at New Mexico State University leading the way. Continuing technological research and development at White Sands Missile Range and NASA White Sands Test Facility are also important economically. The community is becoming increasingly popular with artists and retirees looking for the "southwest experience."

Over the centuries, the inviting nature of the fertile Mesilla Valley has drawn a multitude of different people and cultures to Las Cruces. This continues to hold true today. It is the multi-cultural convergence of our residents that will weave the story of Las Cruces through the 21st century.



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Section 1: Introduction

Branigan Library History

Public library service for Las Cruces was founded by the Women's Improvement Association in 1924. The city's first public library building was constructed in 1935 at 106 W. Hadley (now 501 N. Main Street), at the bequest of Mrs. Alice Branigan in memory of her husband, Captain Thomas Branigan.

The Thomas Branigan Memorial Library became the primary public library serving Las Cruces. As the new Branigan Library opened its doors, the Women's collection became the core of the Branigan collection.

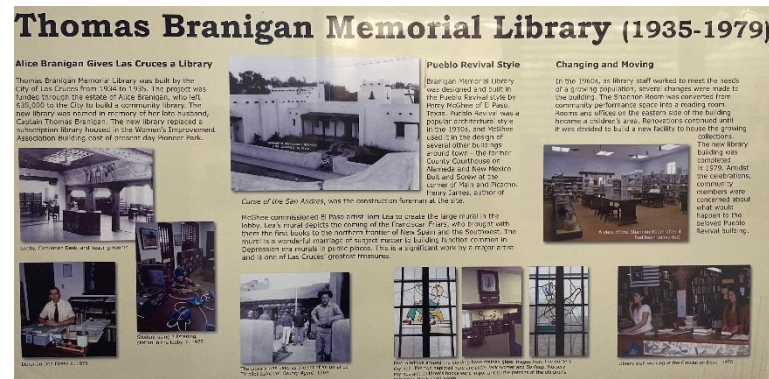
In 1979, a 27,398 square-foot structure located at 200 E. Picacho Avenue was constructed on the site of the former Lucero School (1942 to 1963). The Library's architects were Dean and Hunt Associates of Albuquerque. The new Branigan Library was dedicated December 9, 1979. The original 1935 library building is now the Branigan Cultural Center and is listed in the National Register of Historic Places.

The Branigan Library was expanded into a two-story facility with the collections on the first floor and offices and work areas on the second floor. In 2008, part of the collection was moved to the second level.

As adequate space became a problem, the City looked at plans for expanding the Branigan Library, as well as establishing branch libraries that could house larger collections – opening the one-room limited-service Branch Library at the Robert Munson Senior Center in July 2003.

Summer Reading Programs have been running since 1972, attracting 600 to 800 children each year. A homebound delivery program began in 1973 and two bookmobiles were purchased two years later. Mobile service continued until fiscal year 2008-2009, when the two units were replaced by a books-by-mail program. Regular art exhibits were held in the Terrace Gallery on Branigan's second floor.

Historical montage (top), exterior view of the main entrance (middle), interior view of the Children's area (bottom), Thomas Branigan Memorial Library, Las Cruces, New Mexico



Section 1: Introduction

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Las Cruces Demographic Trends

The Consultants used 2021 U.S. Census *QuickFacts* figures to perform a simple review of recent city-wide data, in contrast with similar information for New Mexico and the United States – yielding several demographic findings and conclusions. Data summarized in Table 1.1 allows readers to contrast metrics from New Mexico and the U.S. with Las Cruces.

Age Cohorts. There are differences between the city, the State, and U.S. populations concerning age. Under six percent of both the New Mexico and national populations are ages 0 to 4, with Las Cruces at 6.3% – or 16.7% more young children than the State and 10.5% more than the nation. Similarly, New Mexico and U.S. populations ages 0 to 17 comprise 22.4% and 22.2% of their respective totals – with Las Cruces at 23.7%, or +/-six percent higher than the State and the nation.

At the other end of the spectrum, the age 65+ city population is 15.1% compared to 18.5% of New Mexico and 16.8% of the United States. As such, Las Cruces is slightly younger than average, when compared with New Mexico and with the country as a whole.

Ethnicity. Here we see other deviations. Persons of Hispanic or Latino origin are 61.8% of the city, but only 50.1% of New Mexico and 18.9% of the U.S. population. Las Cruces' population of two or more races is 12.5%, compared with 2.5% of New Mexico, or 2.9% of the nation.

Housing. The owner-occupied housing rate in Las Cruces is 12% lower than New Mexico's and 8.4% lower than the national rate. The dollar amount of the median home value is 90.8% of New Mexico averages – and significantly lower at 68.5% of the national average.

Technology Penetration. City levels of households with a computer (93.3%) are on par with the U.S. average and 4.0% higher than New Mexico. Households with broadband Internet (83.4%) are also 3.4% higher than New Mexico but 4.6% lower than the U.S.

See Appendix 1.1 for the complete set of statistics from U.S. Census' *QuickFacts* comparing figures for Las Cruces, Dona Ana County, New Mexico, and the U.S.

Table 1.1

City of Las Cruces Demographics Comparisons, 2021

<i>fact</i>	<i>Las Cruces</i>	<i>New Mexico</i>	<i>United States</i>
Population estimates, July 1, 2021	112,914	2,116,677	332,031,554
Population, Census, April 1, 2010	97,618	2,059,179	308,745,538
Population % change - April 1, 2010 to April 1, 2020	14.1%	2.8%	7.4%
Persons under 5 years %	6.3%	5.4%	5.7%
Persons under 18 years%	23.7%	22.4%	22.2%
Persons 65 years and over %	15.1%	18.5%	16.8%
White alone	69.4%	81.3%	75.8%
Black or African American alone	2.7%	2.7%	13.6%
American India/Alaska Native alone	1.9%	11.2%	1.3%
Asian alone	1.7%	1.9%	6.1%
Native Hawaiian/Pacific Islander	0.1%	0.2%	0.3%
Two or More Races	12.5%	2.7%	2.9%
Hispanic or Latino	61.8%	50.1%	18.9%
Foreign born persons	11.0%	9.2%	13.6%
Language other than English spoken at home, persons 5 years+	37.4%	33.0%	21.7%
Owner-occupied housing unit rate	56.2%	68.2%	64.6%
Median value of owner-occupied housing units	\$167,800	\$184,800	\$244,900
Households	43,995	797,596	124,010,992
Persons per household	2.46	2.59	2.60
Population per square mile	1,447.8	17.5	93.8
Households with a computer	93.3%	89.7%	93.1%
Households with a broadband Internet subscription	83.4%	80.0%	87.0%

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Education. For those ages 25 and older living in Las Cruces, the percentages of graduates from high school (87.5%) and college (36.4%) are higher than State levels – much higher for college, at approximately 28% more than New Mexico and 9% more than U.S. levels.

Retail Sales. Total retail sales per capita in Las Cruces are higher than both New Mexico and the U.S. – at \$18,514 versus \$12,616 and \$15,224 respectively, suggesting sales tax as a potential Library revenue stream.

Employment. City employment is higher than the State and lower than national levels, at 58.1% versus 56.6% (New Mexico) and 63.1% (U.S.). Average travel time to work for Las Cruces workers ages 16 years+ is 19.1 minutes, or 3.8 minutes less than New Mexico workers, and 7.7 minutes less than nationally.

Income. Las Cruces' median household income is much lower than New Mexico and U.S. averages – \$47,722 (city) versus \$54,020 (State) and \$69,021 (U.S.) – or 69.1% of the national income per household. At \$26,290, Las Cruces ranks significantly lower in per capita income – at just over \$3,300 less than the New Mexico average, and \$11,300 less than the U.S. average.

Special Needs Populations. Not surprisingly, Las Cruces has a higher rate of persons in poverty (21.8%) in comparison with New Mexico (18.4%) and the U.S. (11.6%) – or almost double the national average. Persons with a disability under age 65 years of age in Las Cruces (12.0%) are also more common than the State (11.3%) and national (8.7%) averages.

Local Businesses. Census figures for numbers and ownership of firms were used to compare Women- and Minority-owned firms as a percentage of total firms. Women-owned firms in Las Cruces (18.2%) were less than State (20.4%) and U.S. (19.7%) numbers, but Minority-owned firms (25.2%) were higher than the State (22.8%) and the U.S. (17.7%).

These observations offer preliminary conclusions about Las Cruces Public Libraries' opportunities to address education and job skills training, in efforts to improve learning and earning potential of all Las Cruces residents.

Table 1.1 (continued)

City of Las Cruces Demographics Comparisons, 2021

<i>fact</i>	<i>Las Cruces New Mexico United States</i>		
High school graduate or higher of persons age 25 years+	87.5%	86.8%	88.9%
Bachelor's degree or higher of persons age 25 years+	36.4%	28.5%	33.7%
Total retail sales (\$1,000)	1,887,512	26,404,284	4,949,601,481
Total retail sales per capita	\$18,514	\$12,616	\$15,224
In civilian labor force, population age 16 years+	58.1%	56.6%	63.1%
Mean travel time to work (minutes), workers age 16 years+	19.1	22.9	26.8
Median household income (2018 dollars)	\$47,722	\$54,020	\$69,021
Per capita income in past 12 months (2018 dollars)	\$26,290	\$29,624	\$37,638
Persons in poverty	21.8%	18.4%	11.6%
Persons with a disability under 65 years	12.0%	11.3%	8.7%
All employer firms	2,034	32,562	5,744,643
Men-owned firms	NA	16,309	3,480,438
Women-owned firms	371	6,651	1,134,549
Minority-owned firms	512	7,437	1,014,958
Veteran-owned firms	160	2,445	351,237
Land area in square miles, 2020	76.93	121,313	3,533,038

Source: U.S. Census *QuickFacts*, July 1, 2021 estimates.

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Predictive Demographics – Indicators of Library Use

Library use in a typical community can be linked to characteristics of the general populous. Over the years, the Consultants have studied the demographics of countless libraries. We consistently find three demographic indicators predict higher levels of use of public libraries:

- **Education Attainment.** The number one predictor of library usage is the level of educational attainment. Be it a library located in a city or county, rural or metropolitan, where the educational attainment level is high, usage is also high. The more educated the community, the greater the reverence for the public library.
- **Presence of Children in the Home.** The second significant predictor is household type, specifically families with children living at home. For Las Cruces, we are seeing that for families with children, this holds true – and is likely an extension of the high regard for education in Las Cruces. Families that use the public library give their kids a head start when beginning their formal K-12 education process.
- **Homeownership.** The third important indicator is homeownership. Persons who own their home tend to make more use of public libraries than those who rent due to the belief that, as a taxpayer, some of their property taxes are supporting the public library.

The Consultants analyzed specific demographic data related to these three indicators to obtain a better understanding of Las Cruces and its needs, presented in Tables 1.2 and 1.3 at right.

Educational Attainment. One in eight Las Cruces residents age 25+ do not have a high school diploma. The City's traits for having a Bachelor or higher degree are above the national and State averages (a difference of three to eight percent) – indicating potential for high library usage.

Households with Children. The proportion of children and teenagers (23.7% of Las Cruces' population) indicate a tendency of children in the home – and a need for a vibrant program of service for youth.

Home Owners. The owner-occupied housing rate in Las Cruces is significantly lower than the State and lower than the nation.

Table 1.2

City of Las Cruces Demographics – Indicators of Library Use

<i>fact</i>	<i>Las Cruces</i>	<i>New Mexico</i>	<i>United States</i>
Persons age 25 years+ without a high school diploma or equivalent	12.5%	13.2%	11.1%
Persons age 25 years+ with a Bachelor's degree or higher	36.4%	28.5%	33.7%
Households with children age 0-17 in the home	30.8%	27.2%	40.0%
Owner-occupied housing units	56.2%	68.2%	64.6%

Sources: U.S. Census Bureau, Statistica, Statistical Atlas.

Table 1.3

Indicators of Library Use – Comparing Las Cruces Census & Survey Data

<i>fact</i>	<i>general population</i>	<i>Library survey data</i>
Persons age 25 years+ without a high school diploma or equivalent	12.5%	1.9%
Persons age 25 years+ with a Bachelor's degree or higher	36.4%	74.8%
Households with children age 0-17 at home	30.8%	35.9%
Owner-occupied housing units	56.2%	71.4%

Sources: U.S. Census Bureau, Statistical Atlas, Survey Monkey (see Section 4 of this Report for additional data).

Section 1: Introduction

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Contents of this Master Plan Report

Executive Summary briefly recapping the highlights of the Master Plan.

Section 1. Project Background includes the project intent, brief histories of Las Cruces and the Branigan Memorial Library, a summary of Las Cruces demographic characteristics, and report contents.

Section 2. Industry Trends & Best Practices surveys industry standards and best practices that influence Master Plan development, such as technological innovations and recognized opportunities for services and facilities found in other libraries.

Section 3. Public Engagement documents community needs through public forums and research, such as:

- Key stakeholders interviews.
- Focus groups and community workshops with various representatives of various special interests.
- Online surveys in English and Spanish.

Section 4. Peer Library Analysis compares and contrasts the City's level of service with those of comparable regional cities and industry best practices. This Section also identifies industry standard resource allocations per capita for library services, such as funding for staffing, square footage for library facilities, etc.

Section 5. Operations Analysis gauges the City's level of service in the following areas:

- Ratio of staff to operate recommended hours & services.
- Staff recruitment.
- Diversity, inclusion & accessibility in staffing, programs & services based on Las Cruces' demographics.
- Library technology relative to future needs.
- General fund budget resources expended for library operations.
- Expenditures on children's collections, bilingual materials, programs & services.

Section 6. Analysis of Library Facilities identifies 20-year population projections for Las Cruces, in order to analyze gaps in the City's current and the projected Library square footage when compared with national standards and library space allocations in comparable cities.

Section 7. Proposing Library Service Areas defines boundaries of the existing Library system service area to identify areas of the city not currently serviced by an existing Library. The process is based upon:

- Areas of the city that are within reach of County Libraries in neighboring communities to avoid duplication of service areas.
- Unserved and underserved areas of the city that need or would benefit from library services.
- Library locations that would strategically broaden the reach of Library services to the greatest number of residents.

Section 8. Recommendations for attainable goals, objectives and policies that articulate a clear roadmap to guide library services and facilities. Options for improvements using a phased, multi-year approach over a 5-, 10-, and 20-year implementation schedule include:

- Strategies and priorities for budgetary support for short-term (5 years), mid-term (10 years) and long-term (20 years) sustainability and planned growth of the overall Library system.
- A plan for renovation, expansion, and/or acquisition and development of any necessary land or space for library facilities.
- Recommendations for staffing, operating hours, capital repair/maintenance and replacement plan – with programming and budget needs, inclusive of alternate funding mechanisms for consideration.
- Supporting charts, graphs, maps, and other data as needed to support the plan and its presentation.

Section 9. Appendices include supporting data for specific Sections of the Final Report. See the Table of Contents for a complete list of Appendices.

Section 2: Industry Trends & Best Practice

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Section 2

Industry Trends & Best Practice

Godfrey's Associates was tasked by the project RFP with identifying industry standards and best practices. Trends in public libraries we chose to highlight are categorized under four primary headings:

- A. Library Technology.
- B. Library Facilities.
- C. Library Programs & Services.
- D. Library Staffing.

Staffing, facilities, and technology all support library programs and services. One commonality of the four library resources cited above is that they all have the ability to attract and retain customers. And all need to operate efficiently if the given library is to successfully sustain itself. Possibly the most important trend in public libraries this century is the understanding of the need to be sustainable.

Library Sustainability. To keep their doors open to the public, library systems require operational cost efficiencies, many of which are facility-centric. Concepts that are being designed into modern public library facilities optimize staff supervision while reducing the carbon footprint of the community. Attributes that sustainable libraries deploy include:

1. Provide more hours open to make highest and best use of taxpayer investments in library resources because the return on that investment is at least \$4.64 according to multiple studies.
2. Rely on a "Just in Time" service delivery mode versus the traditional "Just in Case" library model, to improve customer service and reduce the need for on-site storage of most everything.
3. Provide an assortment of government and community services in addition to traditional library service offerings through cross-training of staff and partnerships within the community, with service providers supplying staff and the Library providing space.
4. Implement a "Less is More" attitude toward library space and collections – so visual supervision of spaces by personnel is enhanced – and customers have the ability to find items on the shelves. Less walls, lower shelves, and wider aisles make libraries easier for customers to navigate and find what they need, and for staff to provide good customer service while supervising the space.
5. Deploy open, barrier-free, multi-use spaces that can be easily reconfigured using moveable and/or dual-use furniture and equipment, rather than building single-use spaces that might sit empty much of the time.
6. Use electronic and static multi-lingual signage, wayfinding, and graphics to assist customers in finding what they need.
7. Provide a small contingent of unstaffed space available with secure access after regular library hours, supported by automated equipment, potentially available 24 hours a day, seven days per week.
8. Require less construction – which results in less expensive projects. Adaptable infrastructure results in longer lasting building life, but not at the expense of operational cost efficiencies.
9. Provide an assortment of gathering spaces – of various sizes and types – that can support normal library functions and special occasions such as emergency operations – with the multi-purpose meeting room able to act as a back-up Emergency Operations Center (EOC) if properly outfitted with infrastructure.
10. Deploy demountable partitions with durable face materials for ease of removal and reconfiguration while minimizing the number of doors required – used only where security and/or acoustical privacy is required.
11. Paint exposed structure instead of installing dropped ceilings – to aid in future adaptability of infrastructure and as capital and maintenance cost savings measures. Find other acoustical attenuation solutions where needed.

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Section 2: Industry Trends & Best Practice

12. Employ automation and customer self-service to streamline staff workflow, promote library events, and improve the user experience.
13. Loan laptops and other devices in place of desktop computers, supported by a variety of seating options.
14. Loan portable battery packs & hotspots for in-library & take home use.
15. Use 5G wireless connectivity for utilization of customer-owned devices and loanable computers/tablets to replace most desktop computers requiring hard-wired connections. In their place, install collaborative desktop computers/monitors with high end software for two- or three-person use at one time.
16. Install solar panels on roofs to provide on-site power generation and storage via batteries, and to shade the roof membrane to reduce heat gain and associated deterioration.
17. Connect smart electrical panels to the solar panel network to accommodate battery storage and optimize solar power usage.
18. Install low voltage power networks with power monitoring to replace a portion of line voltage power outlets, wiring, and metal conduit, as capital and maintenance cost-saving measures.
19. Deploy smart light emitting diode (LED) lighting that gathers data on space occupancy via low-voltage electrical circuits that use Cat-6 cabling for power and data collection without requiring metal conduit.
20. Employ heat pump/variable flow refrigerant configuration of direct expansion (DX) heating, ventilation, air conditioning (HVAC) systems that require minimal duct work and offer redundancy in case of failure and/or emergency.
21. Consider proven geothermal energy sources to power HVAC systems.
22. Optimize floor to ceiling/deck height to allow for deeper penetration of natural light and temperature stratification in spaces, while enhancing visibility of signage and navigation that space. Use natural and mechanical ventilation to exhaust hot air from high spaces, while considering ways to allow cool outside air into low spaces in the building via gravity, in place of mechanical ventilation.
23. Configure external solar shades at windows depending on directional exposure (south-facing horizontal shades, west-facing vertical shades) to reduce solar heat gain and reflect light into the interior.
24. Deploy multiple membrane walls, glazing, and roofs.
25. Super-insulate roofs (R-50+), walls (R-32+) and floors (R-20+) for the quickest payback. Select roof materials with high reflectivity.
26. Replace existing single-pane glass with double- or triple-insulated glass.
27. Harvest rainwater to capture non-potable water for potential use in landscape irrigation and grey water plumbing systems.
28. Provide electric vehicle (EV) and electric bicycle charging stations at all facilities.
29. Consider deploying an EV fleet to make deliveries, perform outreach, and potentially shuttle customers to and from library service outlets.
30. See Appendices 2.1 through 2.5 for library planning and design guidelines, including parking standards and site selection criteria.



A public-private partnership of Chicago Housing Authority & Related Midwest. Little Italy Branch Library & Apartments, Chicago Public Library, Chicago, Illinois.

2A. Trending Library Technology

Library technology is becoming an increasingly global industry. As some products from outside North America gain traction abroad, the marketplace expects to see increased efforts by companies to expand into the lucrative markets of the U.S. and Canada. While library customers can benefit from increased insights into their resources and services, user privacy must be vigorously defended.

Information and communication technologies (ICT) are regarded as key ingredients for social and economic development because they have created new benefits and conveniences that society had not experienced before. As a result, public libraries are increasingly investing in technologies that deliver resources and services directly to customers. Systems that automate staff functions and physical collection management remain important, but those have become less differentiated from manufacturer to manufacturer in recent times, due to acquisitions of smaller vendors by larger ones. See Appendix 2.9 for but a few examples of automated customer services being deployed in public libraries.

Emerging Technologies to follow in the years ahead are artificial intelligence (AI) and data analytics. AI-powered chatbots and text-generation services have enormous implications for educational institutions and libraries. Library search services enhanced with AI will likely improve discovery of library resources yet may also bring unintended biases and consequences.

Data & Communications Distribution. Since 4G wireless network services were introduced, people have been able to experience broadband services with their mobile devices (smart phones and tablet PCs) and the end-user experience has become nearly equivalent to that of wired connections. In spite of such advanced 4G wireless technologies, it is hard to provide mobile services that require high speed, rapid response, high reliability, and energy efficiency. Hence, these features have become essential requirements for services in the emerging 5G era.

“Technologies to watch in the coming year include artificial intelligence and (data) analytics.”

*Quote by Marshall Breeding,
independent consultant, speaker, author, and editor
of the Library Technology Guides website*



Since 2016, Open+ is a technology that grants registered library customers self-service access to the library outside of normal operating hours, adding service without additional staff time.

The system automatically controls and monitors building entry, self-service kiosks, and public-access computers. It also controls lighting, alarms, public announcements, and customer safety.

Gwinnett County Public Library system, Lawrenceville, Georgia.

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5G Wireless Networks. As customers continue to bring their own devices into the public library, 5G is capable of delivering significantly faster data rates and more capacity than 4G. With peak rates of up to 20 gigabits per second (Gbps) and with a projected 100-fold increase in network capacity and efficiency, 5G provides instantaneous cloud services, tactile Internet, enhanced vehicle-to-everything (eV2X), Internet of Things (IoT), and communication with drones and robots – while guaranteeing quality of experience to mobile users. The high speed, rapid response, and energy efficiency result in less battery usage, hence, longer battery life and less frequent need to recharge.

Open Source Integrated Library Systems. In recent years, business acquisitions have brought changes to the library technology industry, creating seismic shifts in the balance of power.¹ But other events in 2022 – primarily advances in “open source” software that powers computerized integrated library systems (ILS) – have even bigger implications. Although proprietary products continue to dominate the market, open source alternatives are becoming increasingly competitive.

When referring to ILS, the term open source refers to computer software programs that can be modified and shared because its design is publicly accessible – the opposite of the proprietary systems traditionally sold to libraries. Open source software development initiatives, projects, and products embrace and celebrate principles of open exchange, collaborative participation, rapid prototyping, transparency, meritocracy, and community-oriented development.

Key to open source alternatives are application programming interfaces (APIs), which allow for the sharing of only the information necessary, keeping other internal system details hidden, helping with system security. Servers or devices do not have to fully expose data – so APIs enable the sharing of small packets of data, relevant to a specific request.

“I use (the Branigan Library) but I would use more if you had a branch closer to me. You need to have more branches!!!!.”

Online survey response 11, 11/6/2022

The modern digital era, with heavy use of devices & door-to-door delivery offered by Amazon and the like, has raised expectation levels of library customers.

¹ The 2023 Library Systems Report by Marshall Breeding, published by *American Libraries* (May 2023).

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Digital Marketing. Competition for the attention of the consuming public has never been more intense. As visits to public libraries have been declining (see graph at right), progressive libraries realize it is imperative to focus on digital marketing and analysis by studying integrated customer communications through:

- Social media marketing strategies.
- Website search engine practices.
- Promotional media and advertising.
- Emerging media.

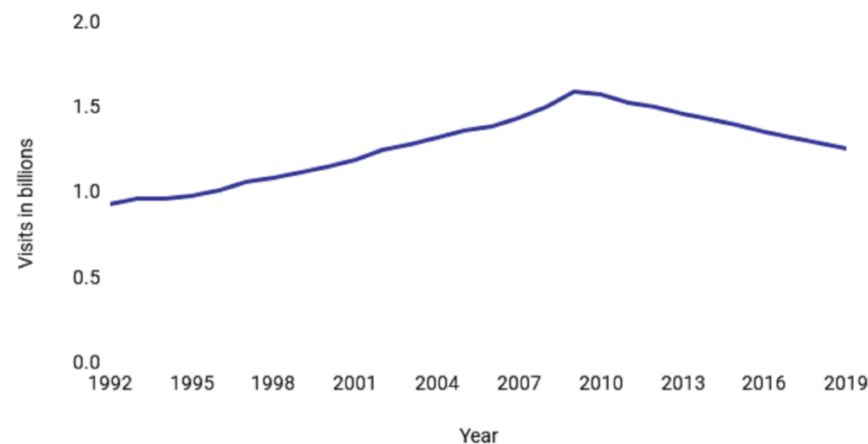
Progressive public libraries now develop tools needed to harness the mobile telecommunications environment, to effectively utilize social media, and to evaluate metrics that lead to stronger fundraising campaigns.

Public library needs are different than other government departments. Hence, a variety of digital marketing strategies are being employed by public libraries such as website optimization, web analytics, mobile marketing, and customer retention that may not be applicable to other departments. The more successful libraries often enjoy a degree of webpage autonomy from their parent governments, while maintaining security protocols.

Marketing is needed to inform customers and potential customers about the library offerings, especially in light of a general decline in people visiting public libraries. It is important to put this decline in context, which followed an increase from 2008 to 2010 – the aftermath of the Great Recession – when millions of Americans were unemployed, hence, using the free services of the public library for a variety of reasons.

Multi-Lingual Communications. Successful communication on any level is not just about words – it's about connecting with others across linguistic and cultural boundaries. Understanding cultural nuances is foundational to effective multilingual communication. In addressing cultural and linguistic diversity, libraries should serve all members of the community without discrimination based on cultural and linguistic heritage. Public libraries are hiring bilingual library staff and/or recruiting bilingual volunteers, adding to library staff members who speak other languages.

Visits to public libraries per year (in billions)



Ever since the peak in late 2009, the number of public library visitors has steadily declined, dropping by 21.20% to 1.25 billion visits in 2019, prior to the Covid pandemic. Annual data collected in the Covid years has been incomplete, and therefore, not comparable to prior years.

Source: *State of U.S. Public Libraries – More Popular & Digital Than Ever*, February 17, 2022, by Nicholas Rizzo, <https://wordrated.com/state-of-us-public-libraries/> See Appendix 2.6 for the complete article.

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2B. Library Facilities Trends

A negative trend over several years now has been an avoidance of constructing new public libraries. Many currently operating public library buildings are approaching, if not eclipsing, 50 years of age. The resulting deficits in space and modern infrastructure adversely affects the delivery of modern library programs, services, and amenities – leading to an evolution in library design – as outlined in the Sustainability discussion on pages 1 and 2 of this Section.

Carbon Footprint. In determining where libraries are located, the customer convenience factor of a 10-minute drive time to a location not only translates into more library use, but if it also reduces drive time, hence, it reduces traffic and the resulting vehicle emissions. Support for alternative means of transportation entails locating libraries on mass transit routes, bicycle paths, jogging trails, etc.

Libraries in Mixed-Use Developments. An emerging trend in public libraries nationwide is the inclusion of library space in mixed-use buildings that provide housing as a planned development. These projects are typically real estate developer-initiated, often include retail space, and are designed to help address the affordable housing crisis.

To optimize density under building codes, these projects typically consist of four to five floors of housing over a ground floor of library, retail, and parking. The housing is typically a mix of subsidized and market-rate units, to enable developers to make a profit and avoid community resistance. The public library space is often built at a discount from the developer, as the foot traffic generated by libraries is attractive to retail tenants and living above a library is desirable to many prospective residents.

The Consultants pioneered such a project over 15 years ago, embodied in the Rondo Community Outreach Library of the Saint Paul Public Library system in Minnesota. The result was library space at a reasonable cost to government through public-private partnership that benefitted a large, multi-lingual, at-risk community – with housing options over a wide spectrum of price points. The Consultants believe such projects are highly viable in Las Cruces. See Appendix 2.7 for more information.



Rondo Community Outreach Library/University & Dale Apartments, Saint Paul Public Library, Saint Paul, Minnesota.

This community-focused project was a joint venture between the public library & a private developer that combined 32,000 square feet of library with four stories of housing in 234,000 square feet, located in a diverse & vibrant community.

Section 2: Industry Trends & Best Practice

Shopping Mall Libraries are another example of mixed-use projects that have proved to be successful. See Appendix 2.7, parts A and B for additional discussions about alternative library service outlets.

Bookmobiles are one of the oldest forms of alternate library models. A full-size bookmobile, 36 feet in length, can cost upwards of \$400,000 and can house 5,000 to 6,000 books and media. To operate 32 to 40 hours a week requires a minimum of two full-time staff. One must have a commercial driver's license. Typically, full-size mobile units average about 4 to 5 miles per gallon in fuel.

Trending is a smaller library on wheels such as a Book or Technology Van. The vehicle body height varies to accommodate models from off-loading mobile carts to on-board browsing service with shelved collections of 1,000 items in an environmentally controlled climate.

Resiliency Planning. Like any government entity, municipalities maintain a responsive plan to address natural or man-made disasters. Several municipalities and counties in the U.S. have designated their public libraries as emergency response centers, as the community at-large is familiar with where libraries are located. Some of the advantages of using public libraries as emergency centers are:

- Libraries have flexible space, meeting rooms, and technology to support the temporary housing of displaced residents.
- Libraries are commercial construction, possibly designed with an increased factor of safety to withstand extreme weather events.
- In some locations, library staff are trained and/or tasked with operating emergency centers.

New library buildings are being constructed to serve as Emergency Shelter/Response locations in communities – to withstand extremely high winds or heavy snow, to have emergency power/redundant infrastructure systems, etc. New library furniture and equipment are designed for mobility/ease of reconfiguration, so making space for large gatherings of people or cots can be accommodated.

See Appendices 2.1 through 2.5 for design, space planning, and site selection standards for modern library facilities.



Branch in the Bellis Fair Mall, Bellingham Public Library, Bellingham, Washington (top), Bookmarks Branch at Northpark Mall, Dallas Public Library, Dallas, Texas (bottom).

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2C. Trends in Library Programs & Services

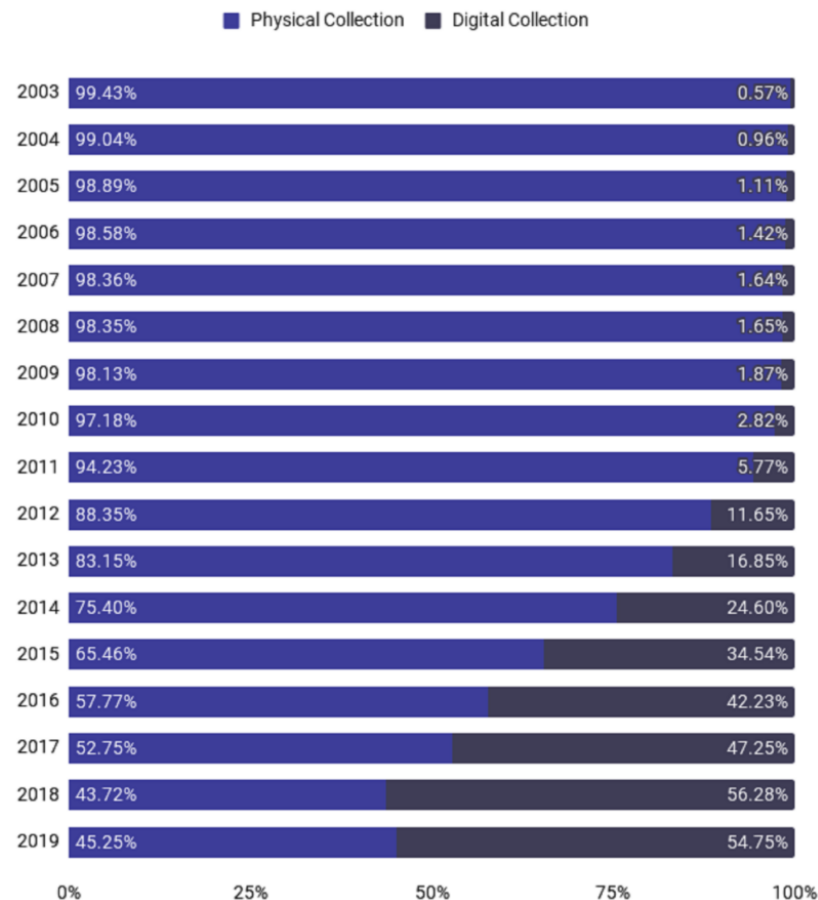
Public libraries are increasing their specialization in Youth Services recognizes and responds to the stages of development of the human brain and socialization – pre-birth, early childhood (infants, toddlers, pre-K and K), grade school (tweens and teens). For example, Play and Learn initiatives have been trending recently, as play has a significant influence on neuroplasticity during critical periods of brain development.

Bridging the Digital Divide. Public libraries are loaning technology that some households cannot afford to purchase – laptop computers and tablets, Internet hotspots, etc. – in an attempt to provide opportunities for lower income users.

e-Content. Already promoted by libraries and used well by customers, the Covid pandemic accelerated usage of e-content and the associated platforms/services provided by the public library. The obvious convenience of being able to download content from one's sofa at any time, the amount of material offered by well-curated content, and pay-as-you-use services such as Hoopla, drove a massive increase in usage through the pandemic. This increase has not stopped. Current usage remains very high even as the pandemic has waned. Many e-content users are prepared to wait longer for specific materials if there are high numbers of hold requests on an item, and often want something else to consume until they get that request filled.

The introduction of different payment models by platforms such as Overdrive has been heavily utilized by public libraries to meet the demand and to reduce wait times on hold lists. Libraries refocused funds away from physical collections during the shutdown to increase content offering. They are now seeing that the demand has not dropped off and, in some places, is still climbing. Taking a hard look at the physical collections as a result of this shift has led to reduction of or discontinuation of physical formats such as CD's and audiobooks in favor of their electronic versions. This not only frees up money to invest in e-content, but it also clears shelving space that can be reconfigured to comply with current accessibility code requirements.

Library collection distribution: physical vs digital



Nationally, total collection use is reaching record highs.

Despite the decrease in physical collection use, total public library collection use reached a record high of 2.98 billion in 2019, growing 15.96% since 2013.

This is due to the 153.16% growth in digital collection use from 302 million in 2013 to 1.15 billion in 2019. The Covid pandemic fueled an even larger increase in electronic collection demands since 2019.2

Source: State of U.S. Public Libraries – More Popular & Digital Than Ever, February 17, 2022, by Nicholas Rizzo

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Tracking Use of eBooks. U.S. public libraries are currently at a level of usage for e-content that was expected to be at least two to three years away – if the pandemic had not happened. It is now advisable to track circulation of physical and e-materials more closely – to look at circulation that is genuine – not figures combining renewal and auto renewal. It is important to note that even into 2022, statistical samples across all public library operations have not been as complete as pre-Covid stats.

Traditionally funding for e-content has always been much lower than physical materials but as these services and their usage grow it will be necessary to monitor budgets closely in order to allocate funds to ensure that e-content collections are built and accessible. These figures should be tracked in order to adjust budgets to ensure funding for e-content matches its usage to continue to build collections.

The Library of Things involves the loaning items for use at home – do-it-yourself (DIY) tools, unique cooking and baking utensils, photographic equipment, artwork, etc. Similarly, seed collections utilize a borrow, plant, grow, and replace process to replenish the collection.

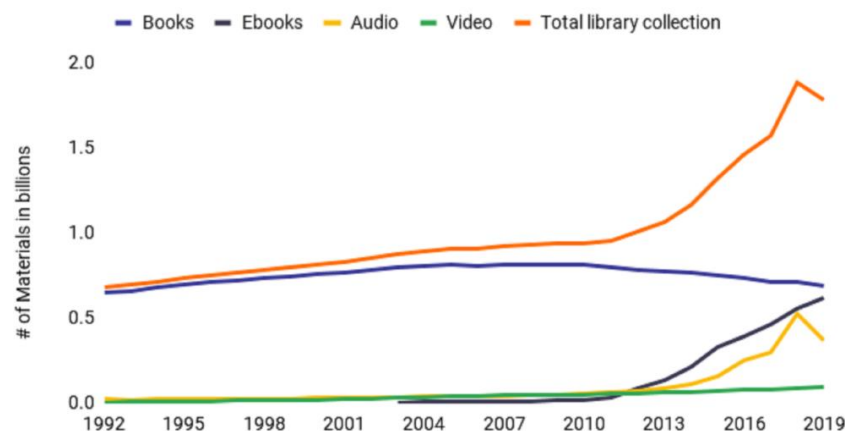
Outreach. As a result of facility limitations, public libraries have begun offering services beyond the walls of their bricks and mortar facilities. Outreach services utilize a variety of platforms, from traditional offerings to:

- Inter-library loan and books-by-mail.
- Home delivery of books.
- Bookmobiles and smaller, more nimble technology of book vans.
- Pop-up libraries.
- Partnerships with like-minded agencies.

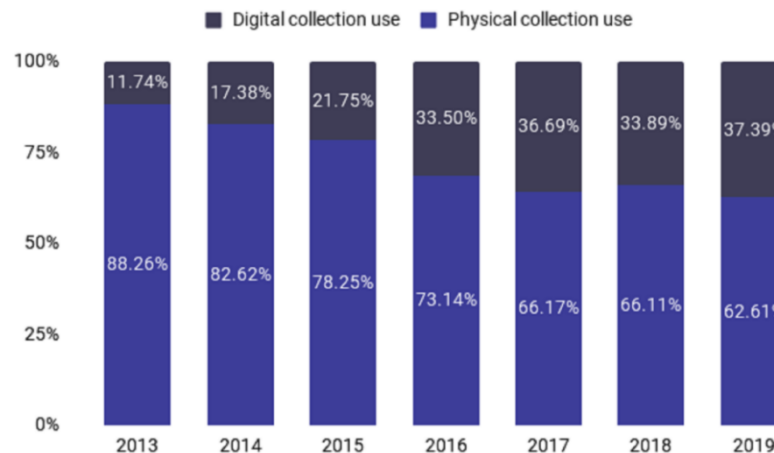
As alluded to in the previous discussion of mobile services, the traditional bookmobile has largely gone the way of the dinosaur – too large, not nimble, too costly. Smaller footprint vans, finished out with technology or with books (books in one vehicle and technology in another), visit scheduled locations weekly at consistent days and times. Customer response to a mobile service stop is often used to test the location for future full-service libraries.

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Collection size by material format



Distribution of digital vs physical collection use



Nationally from 2003 to 2019, both physical & digital audio materials accounted for more than a fifth of all public library collections (21%) while videos have consistently remained in the 4% to 6% range. On a per-capita basis, the total collection size has increased 48.10% from 2014 to 2019. During this time period, print books experienced a decline, while all other formats increased.

Source: State of U.S. Public Libraries – More Popular & Digital Than Ever, February 17, 2022, by Nicholas Rizzo.

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Library Programs Attendance continued to grow nationally to new highs, accounting for more library visits than ever before, as more people attended programs at their public library than ever before. Total program attendance reached 125.6 million in 2019, up 23.1% since 2014 and nearly doubled since 2004.

On average, 21.2 people attended each library program at U.S. public libraries. Attendance at programs for:

- Kids reached 81.8 million in 2019, up 16.6% from 2014.
- Young adults (Teens) reached 8.9 million in 2019, up 32.8% from 2014.

Although overall visits to libraries are in decline, the same is not true for program attendance. Program attendance now accounts for a total of 10.0% of all visits to libraries, up 84.0% from 2009.

The rise in program attendance accounting for more than a tenth of all visits suggests that library programs play an increasingly larger role in how libraries operate. Providing a greater depth and diversity of programs has been allowing libraries to address the needs of more people in their community and to connect with them.

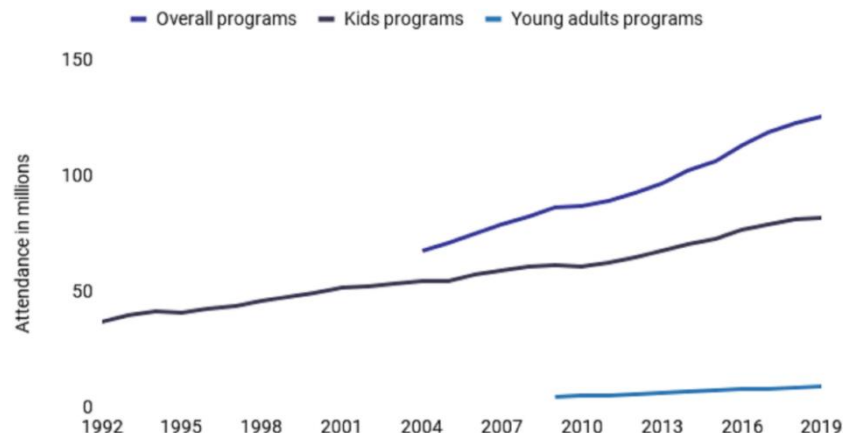
Library Programs Drive Visits & Circulation. Evidence shows that hosting more programs is strongly associated with greater program attendance. And running more programs appears to significantly increase a library's visits per capita and circulation per capita.

Comparing the bottom ten states with the top ten states, the number of programs per capita were:

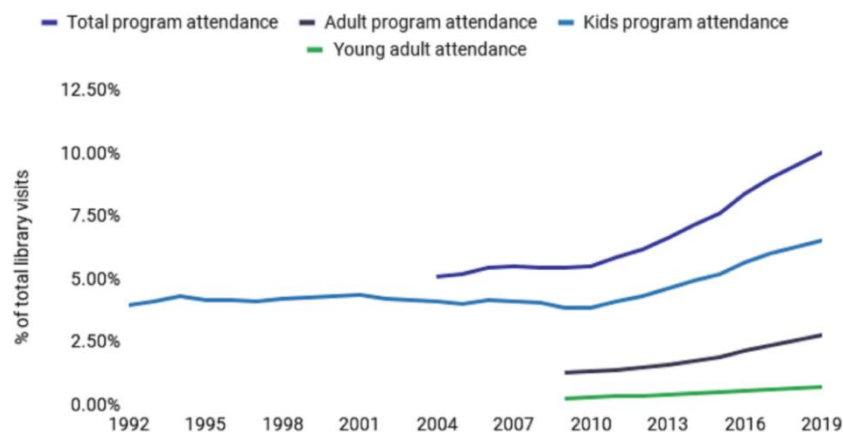
- 77.8% higher visits per capita in the top ten states.
- 133.9% higher program attendance per capita in the top ten.
- 52.3% higher collection use per capita in the top ten.

Greater program attendance per capita also has positive benefits for public libraries.

Total attendance at library programs



Program attendance as a % of total library visits



As libraries continue integrating digital solutions, physical spaces evolve to be used for functions other than storing books. One primary example of this has been offering greater diversity and depth of programming, using these as opportunities to serve and engage with more people in their communities.

Source: State of U.S. Public Libraries – More Popular & Digital Than Ever, February 17, 2022, by Nicholas Rizzo.

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Again comparing the bottom ten states, the top ten states for program attendance per capita revealed:

- 88.3% higher visits per capita.
- 12.2% more registered borrowers per capita.
- 28.9% higher collection use per capita.

This trend highlights how libraries that offer more programs per capita and generate higher program attendance per capita benefit in greater visits, collection use, and even registered borrowers.

Content Creation. Modern public libraries encourage creativity and content creation by members of the local community. This could take the form of a makerspace with tools for crafting physical objects, a digital creation lab with equipment for creating and editing media, or something as simple as classes and meeting space for people with an interest in creative writing or journaling.

Makerspaces. As simple as rooms with sewing machines and/or a 3D printer or a hacker space in the library offer a collection of parts that can be combined in different ways to create new inventions with tools for engineering. Advanced technologies are included in some makerspaces with tools for creating and recording a virtual reality experience.

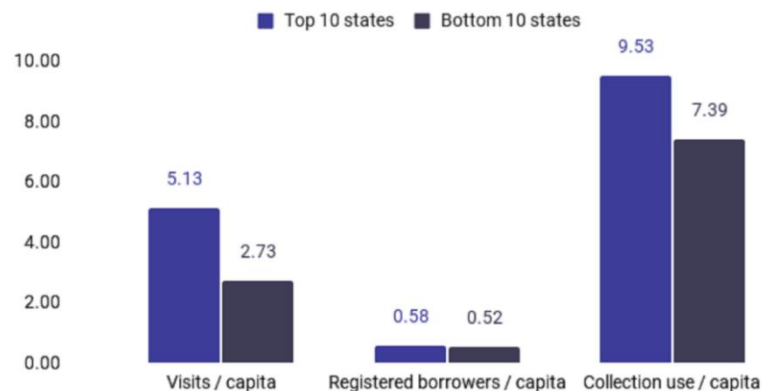
Fundraising. Competition for library funding continues to be high. Operational data can be used to justify continuation of existing revenue streams and/or securing additional funds from public and private sources.

Successful Library Foundations maximize their non-profit organization's capacity for funding from private sources by employing professionals trained in financial development, i.e. fundraising. Often, the expertise of at least one employee, and perhaps two – one manager experienced in development/fundraising and one support staffer – are hired, with salaries and benefits overseen by a volunteer Board of Directors.

Both Friends of the Library (FOL) and a Foundation can exist without stepping on each other's toes. That is the case in several locales. The key is to clearly define the purposes of both organizations and to make them known on a county-wide basis.

Benefits of higher program attendance per capita

Top 10 vs Bottom 10 states by average program attendance per capita



Source: State of U.S. Public Libraries – More Popular & Digital Than Ever, February 17, 2022, by Nicholas Rizzo.



3D printers have become popular in several public libraries.

Data Analytics for Public Libraries. In today's multifaceted society, data analytics are increasingly acknowledged as being indispensable across a multitude of sectors, spanning from business and healthcare to education and government. Public libraries are no exception, as they too recognize the pivotal role that leveraging data analytics can play in enhancing resource management, comprehending customer preferences, and optimizing services to effectively cater to the evolving needs of its communities. In an environment characterized by constrained budgets and resources, the strategic utilization of data analytics becomes imperative to justify the allocation of additional resources for continuous expansion and improvement of services.

Overall, data analytics play a crucial role in helping public libraries better understand their users, improve their services, demonstrate their value to stakeholders, and support applications for grants and other public- and private-sector fundraising measures.

Library Statistical Data. Libraries gather a multitude of data types to enhance their understanding of users, refine services, and make informed decisions. Through the analysis of diverse datasets, libraries glean valuable insights into user behavior, preferences, and needs – empowering them to focus services, curate collections, and enhance community engagement.

Determining appropriate initiatives for data analytics necessitates a thorough assessment of the library's objectives, resources, and user requirements. Prior to embarking on any data collection endeavors, comprehensive planning is essential to ensure that resources are effectively directed toward achieving library goals.

Amidst this backdrop, certain core areas within public library operations emerge as particularly influential and capable of narrating the library's story through insightful analysis of library statistical data, summarized in the six points listed in the righthand column. See Appendix 2.8 for a more comprehensive description of the virtues of statistical data mining and application for public libraries.

1. Understanding User Behavior: Librarians can use data analytics to track how customers use their resources, such as which books are being borrowed most frequently, which online databases are being accessed, or which services are being utilized most. This insight helps libraries tailor their collections and services to better meet the needs of their users.

2. Collection Development: Analyzing data on borrowing patterns and popular topics allows librarians to make informed decisions about which materials to purchase or subscribe to. This ensures that the library's collections remain relevant and appealing to users.

3. Resource Allocation Data: Analytics can help librarians allocate resources more effectively. If data shows a particular branch is experiencing high demand for a particular service, the library can allocate more staff or funding to meet demand.

4. Improving Services: By analyzing customer feedback and usage pattern data, librarians can identify areas for service improvements. For example, if data shows that customers are having difficulty finding certain resources, the library can adjust its cataloging system or improve its search functionality to make resources more accessible.

5. Budget Planning: Data analytics can assist librarians in budgeting by providing insights into which services and resources are being used most effectively. This helps libraries prioritize and allocate the budget to maximize the impact for their users.

6. Demonstrating Impact: Data analytics can help public libraries demonstrate their value and impact to stakeholders, such as funders, government agencies, and the community at-large. Librarians can effectively communicate the value they bring to their communities by providing documented results via outreach efforts, usage statistics, and user satisfaction.

2D. Trends Affecting Library Staffing

Diversity, equity, and inclusion (DEI) initiatives being implemented by an array of organizations are creating employment opportunities that allow entities to reflect the makeup of their potential customer base. In public libraries, DEI ultimately makes more customers feel welcome, accepted, and safe in the library of their choosing.

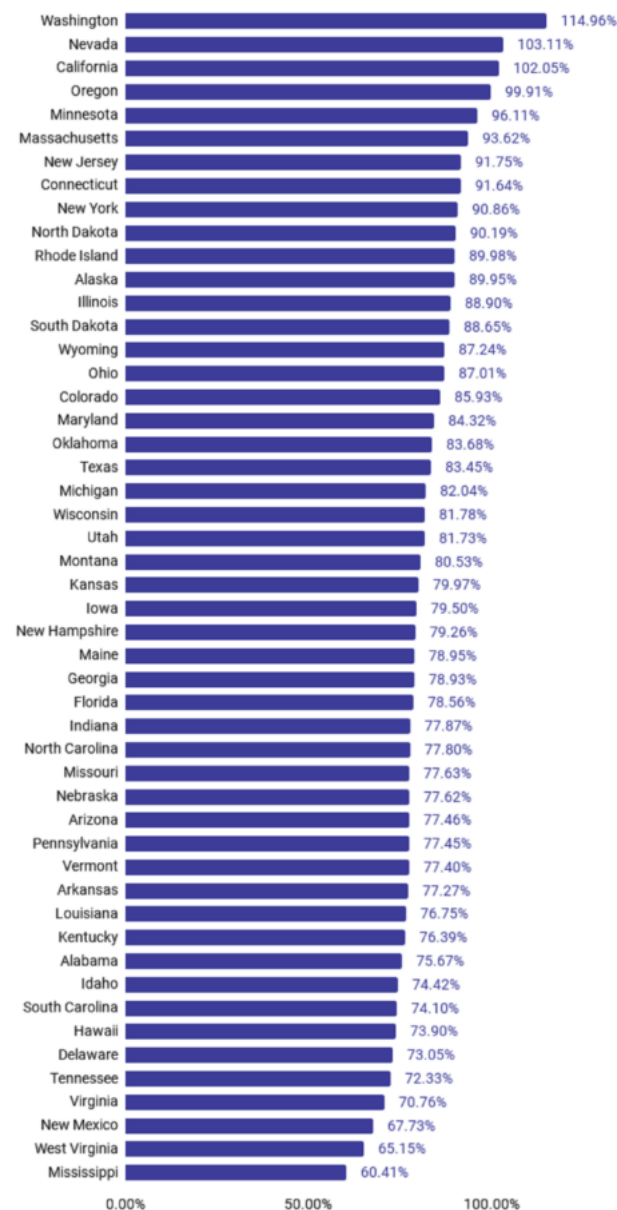
Outsourcing Collection Processing. More and more public libraries are investigating the full-range of services each can provide for tasks such as shelf-ready processing, cataloging, mending collection items, inventory control and security, etc. Up to 90 percent of all acquisitions to be delivered to each Library ready to be shelved once packing slips are checked and all ordered items are accounted for. Outsourcing allows for the transition of technical processing personnel into public-facing positions. The process begins by drafting Requests for Information (RFI) to be submitted to the libraries' current jobbers and suppliers – to gain an understanding of the possibilities and processes for the next step – securing competitive bids from suppliers.

Public & Private Sector Partnerships. To be most efficient with taxpayer dollars, library fiscal planning should leverage an array of public and private sector assets via concerted partnerships. Partnerships with like-minded agencies typically result in the Library providing space and partners providing personnel. Regardless of the arrangements, the intent is to strengthen the provision of services community-wide by avoiding or eliminating redundancy of efforts.

Personnel Salaries. A negative national trend in public library staffing is an exceeding tendency of low pay. As depicted in the graph at right, only three states pay library staff a living wage, on average. New Mexico ranks 48th out of the 50 states – providing just above two-thirds of the living wage for a family of three.

Library staff average salary as % of livable wage

Livable wage for 2 working adults and 1 child



Source: State of U.S. Public Libraries – More Popular & Digital Than Ever, February 17, 2022, by Nicholas Rizzo.

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Godfrey's Associates (the Consultants) believe that every step in the planning process is a public relations opportunity for the Las Cruces Public Libraries. So, to promote the Library while gaining additional insight into the Library, the Consultants engaged city residents and Library users in a series of community forums in-person and via Zoom. These forums included:

- Stakeholder interviews of several government officials, employees of the City of Las Cruces (also referred to as the City), and other community leaders.
- Focus group discussions with a cross-section of Library users, educators, business persons, residents, and Library staff.
- Community Meetings open to anyone.
- Library Advisory Board meeting, engaging members to express their concerns about the Library.
- An online survey, in both English and Spanish.

The Consultants received excellent support in our public engagement efforts from Library and City staff. They scheduled and distributed invitations to the various forums, attended several of those events, and advertised two online surveys about the Library. Scheduled meetings were held from September 26 through 30, 2022 and February 27 and 28, 2023. This Section describes the process and outcomes of our efforts to capture public input for the Las Cruces Public Libraries Master Plan.

It is important to note that even though some of this qualitative research contains quantified results, it is still based on 'what people say they do,' and not verifiable behavior based on quantifiable data.

Stakeholder Interviews

The Consultants facilitated one-on-one interviews with City government staff and individual community leaders. To promote candor in their responses, each interviewee was promised anonymity, in that their comments would be documented but not attributed to any one person.

The Current Facility. A variety of voices expressed that LCPL is an important part of the community it serves. Those who spoke in favor of the present location continuing to exist as a library cited the familiarity of the location in the community and the investment made over time.

Opinions of the Stakeholders. Regarding future of Public Libraries in Las Cruces, two lines of thought emerged:

- Construct and operate larger, new branch library facilities, in terms of being conveniently located to a majority of Las Cruces residents.
- Construct a new addition to the existing Thomas Branigan Memorial Library building to serve area residents.

In either of the two scenarios outlined above, the Branigan Library would serve as a centralized headquarters facility, housing select Library support functions. It was recognized that having more than one full-service facility would likely increase the annual operational budget when compared to operating a single, larger Library. The degree of such an increase could not be known at the time, as it would depend on services provided at each location, hours open, configuration of library space, needed staffing, etc.

Focus Group Discussions

The Consultants facilitated Focus Group discussions with various sets of Library constituents over the course of two weeks. A total of 57 individuals from the community participated, plus City and Library staff, and the Consultants. Participation for the various groups varied from three to nine persons from the community. The nine Focus Groups were:

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- Library staff – groups 1, 2, and 3.
- Friends of the Library.
- Power users of the Library.
- Community leaders – groups 1 and 2.
- Seniors.
- Teens.
- Spanish-speaking Library users.

A scheduled Zoom Focus Group with parents of young children had to be cancelled due to technical difficulties.

Notes taken by the Consultants paraphrased comments made by Focus Group participants. The notes were vetted by Library and City staff and are included in a Project Status Report. In addition, two Community Meetings were advertised by the City and several people participated during the two-hour open forum.

Opinions from the Focus Groups & Community Meetings. The input the Consultants received from the participants in both the Focus Groups and Community Meetings mirrored the opinions expressed by the Stakeholders, to a large extent. However, there were more comments about a need for larger and more distributed Branch Libraries, especially given the absence of reliable public transportation in Las Cruces – and that the east side of the Interstate Highway 25 is experiencing more development than the west side of City.

Input from the Focus Group discussions stressed the importance of education. Participants expressed concern about the homeless and the safety of their children at the existing Branigan Library. Another common concern was that the road leading to the existing Library building is in urgent need of repair.

In all venues, it is important to note that even though “problems” were identified, the Consultants did not hear the opinion expressed that Las Cruces did not need a public library system. On the contrary, the Library was viewed with much favor. Anecdotal comments were corroborated through an online survey mounted on the City’s website after the substantial completion of the Stakeholder Interview and Focus Group process, as documented at the end of this Section.

“I Want My Library To . . .” Survey

At the conclusion of each Focus Group discussion, participants were asked to complete a simple paper survey inquiring about 17 library services routinely provided by public libraries across the U.S. – briefly described – that participants believed were most important for Las Cruces Public Libraries to provide. This was accomplished by asking each person to rank only five of the 17 in their 1st, 2nd, 3rd, 4th, and 5th priority order.

The participants were also asked to look at the remaining 12 options – all good services – and to choose two that they individually believed the Library should not offer at all. By those two, they were asked to place an X. Thus, each participant marked seven of the 17 choices. Each #1 was awarded five points, #2s were awarded four points, #3s three points etc. The Xs were tallied and reported, but no points were subtracted for them.

“I Want My Library to ...” Survey Results. The responses were tabulated for each meeting and Focus Group. Results were aggregated separately for public participants and staff participants, calculating the scores for each group’s response. Finally, an *All participants combined* tabulation was prepared along with the rankings of the responses, with the results recapitulated in Table 4.1 on the next page. The least favored services were Consumer & Lifestyle Information (13 Xs), Local History & Genealogy (9 Xs), Ready Reference/General Information (8 Xs), and Business & Career Information (7 Xs).

Appendix 3.2 includes the descriptions of the 17 services and instructions for the participants of the Focus Groups.

Focus Group Findings. The Spanish Language Group results, ranked below, were not significantly different than the compiled total of all groups:

- 1 Adult & Teen Literacy.
- 2 Early Literacy.
- 3 Business & Career Information.
- 4 Connect With The Online World **tied** with Lifelong Learning Center.

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Seniors ranked their most important services in following order:

- 1 Early Literacy.
- 2 Adult & Teen Literacy.
- 3 Celebrate Diversity/Cultural Awareness tied with Lifelong Learning Center.
- 5 Current Topics & Titles.

The Teens indicated their most important priorities as:

- 1 Connect with the Online World.
- 2 Stimulate Imagination.
- 3 Local History & Genealogy.
- 4 Personal Creativity.
- 5 Business & Career Information.

Summary of Findings. The Consultants have administered the “I Want My Library To . . .” Survey dozens of times over the past ten years. The results we found in Las Cruces were not significantly different than those we have found in other locales. Early Literacy is almost always in the top three as is Lifelong Learning Center. The least favored are often Government Information, Local History & Genealogy, and Community Referral Service.

Library Advisory Board Meeting

A Zoom meeting with the Library Advisory Board (also referred to as the Library Board or the Board) was held to review the Library Master Plan process prosecuted by the Consultants and to get their impressions of LCPL services, facilities, operations, and needs. In that meeting, the Board and the Consultants engaged with two members of the Friends of the Thomas Branigan Memorial Library who provided feedback and expressed their desires for improvements at LCPL.

Input provided by Board and the public resulted in positive modifications to this draft Library Master Plan.

Table 4.1

I Want My Library to . . . Survey Results – All Participants Combined

<i>rank/library offering</i>	<i>number of points</i>
1 Early Literacy	96
2 Adult & Teen Literacy	86
3 Stimulate Imagination	65
4 Lifelong Learning Center	57
5 Connect with the Online World	39

As for the services that did not generate support, the highest number of Xs were:

Consumer & Lifestyle Information – 13
 Local History & Genealogy – 9
 Ready Reference (General Information – 8
 Business & Career Information – 7

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Online Survey Questionnaires

The Consultants administered two public input surveys through an online portal provided by Survey Monkey. Identical questions were asked in both English and Spanish. Each one was hosted on the City's webpage from October 10 to November 6, 2022, asking 24 specific questions about Las Cruces Public Libraries, such as frequency of use, services used, reasons for non-use, the technology offered by the Library, and potential services offerings. Decades of research points out that such non-random surveys are not scientific, and hence are not representative of the entire community with any level of confidence.

The results from the 734 respondents (729 English, five Spanish) were fairly consistent, as expressed in the quantitative and qualitative excerpts later in this Section. Typically, questions either asked respondents for factual data about themselves or to indicate their priorities, such as the importance of a given subject as being *Very Important*, *Somewhat*, *Slightly*, *Not At All*, or *Do Not Know*. In addition to questionnaire responses, participants were asked to provide comments, most of which were positive. The gist of some of the constructive criticisms ranged from 'New and standalone (not part of City Website) website – the new one is barely usable,' to 'Do not need to use.' See Appendix 3.1 for complete survey results and participants' comments.

Results Analysis. The methodology and sample size of the survey do not meet the scientific standards required to accurately represent the entire City within a factor of confidence. However, the qualitative value of this data is very helpful to the master planning process. And even though multiple questions in this survey indicate that the pool of respondents might include some non-users of the Library, there was no way to accurately conclude the number of non-Library users responding to these surveys.

Each of the survey questions and a corresponding summary of response results begins on the next page, beginning with Question 1 (Q1).

The total of 734 survey responses equated to 0.65% of the 2021 Las Cruces population of 112,914.

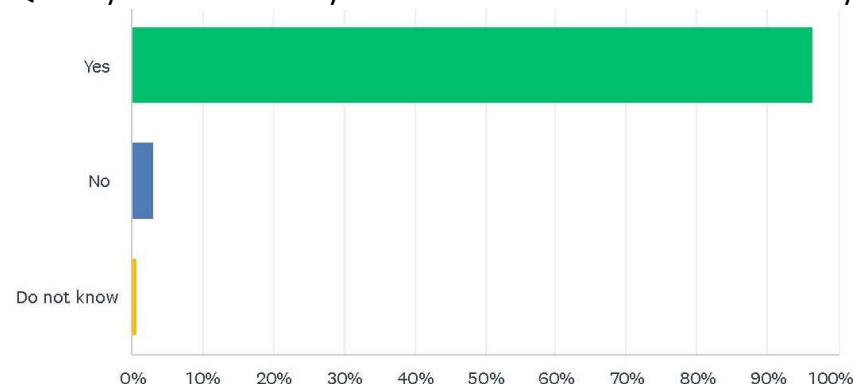


Everyone has a role in making a public library safe for children of all ages.

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Q1 Do you have a Library Card from the Las Cruces Public Library?



Question 1 Response Analysis. The total number of responses to this question were 729. The 96.3% affirmative responses is both a good result and more than the Consultants expected. The fact that 3.02% reported not having a Library card suggests the survey reached non-users of the Library – though it was a small number (22 responses). Less than one percent did not know if they have a Library card, possibly falling into either the user or non-user category.

Q2 How many times have you personally used the Las Cruces Public Library in the past year, including curbside pickup? (select one).

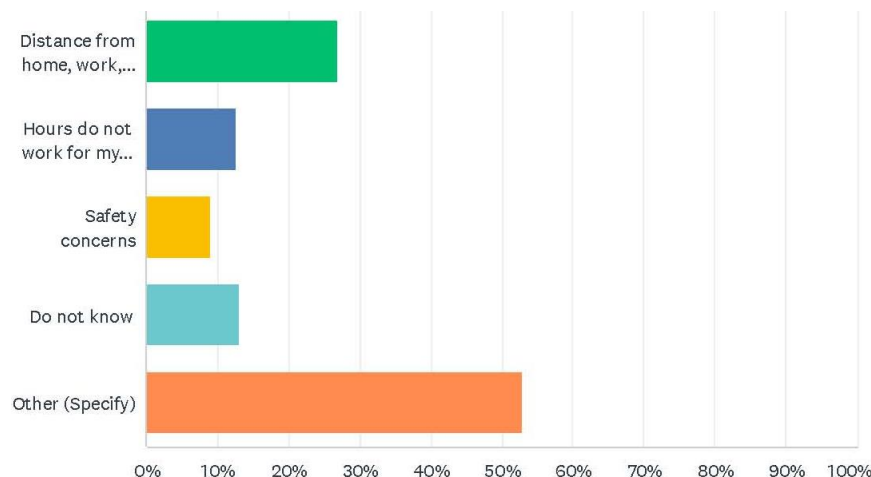
<i>frequency of visits</i>	<i>percentages</i>	<i>number of responses</i>
Every day	1.23%	9
Two or three times a week	7.63%	56
Weekly	22.34%	164
Monthly	30.93%	227
Three to five times a year	18.12%	133
Once or twice a year	8.17%	60
This is my first time	1.63%	12
None	8.72%	64
Do not know	1.23%	9
TOTAL	100.00%	734

Question 2 Response Analysis. Well more than half of the respondents (62s.13%) indicated that they used the Library at least monthly, if not every week. Another positive result of this question is that only 1.63% of responses (12 persons) indicated their first visit to LCPL was recent. However, with 8.72% (64 responses) replied *None*, suggests a healthy number of non-users of the Library might have responded to this survey. Or, the Consultants might have worded the question better to capture more precise responses.

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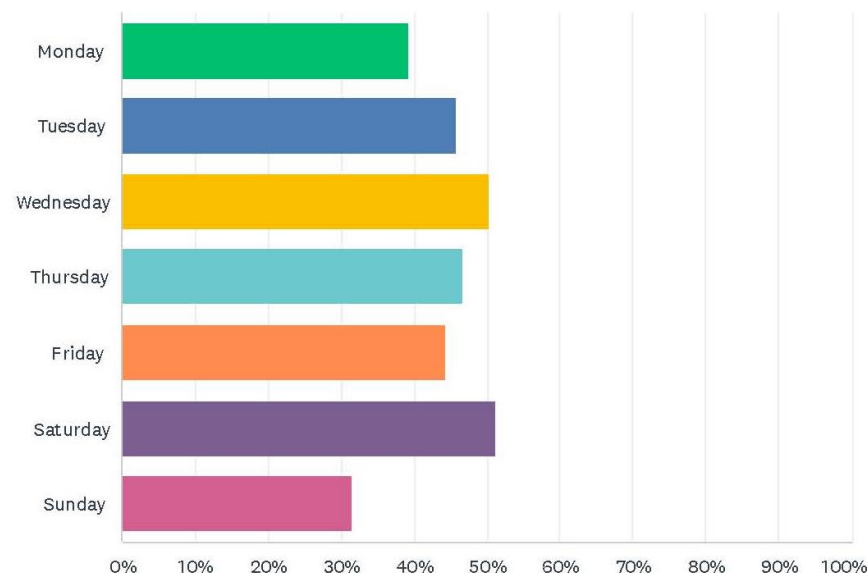
Q3 If you don't use the Library, why not? (select all that apply)



Question 3 Response Analysis. The top three specified choices given for not using LCPL are *Distance . . .* (72 replies, 26.87%), *Hours do not work . . .* (34 replies, 12.69%), and *Safety concerns* (24 replies, 8.9%). These three answers account for over 48% of the total – almost one-half.

Reasons for not using the Library (only 268 of 734 potential responses) reveal that all hope is not lost on attracting many of the infrequent or non-users to LCPL. And the *Other* responses (52.99% of the total) offer valuable insights to address at the current location, i.e. limited selection of books, living elsewhere, poor transit access, age of the facility, etc. In addition to negative comments about Las Cruces Public Libraries, ten respondents cited COVID-19 as a reason for not using the Library. Hence, there are opportunities to convert many of these negative respondents into loyal Las Cruces Public Library users. The complete list of comments concerning this, and every other question, can be found in Appendix 3.1.

Q4 What day of the week do you typically visit the Library? (select all that apply).



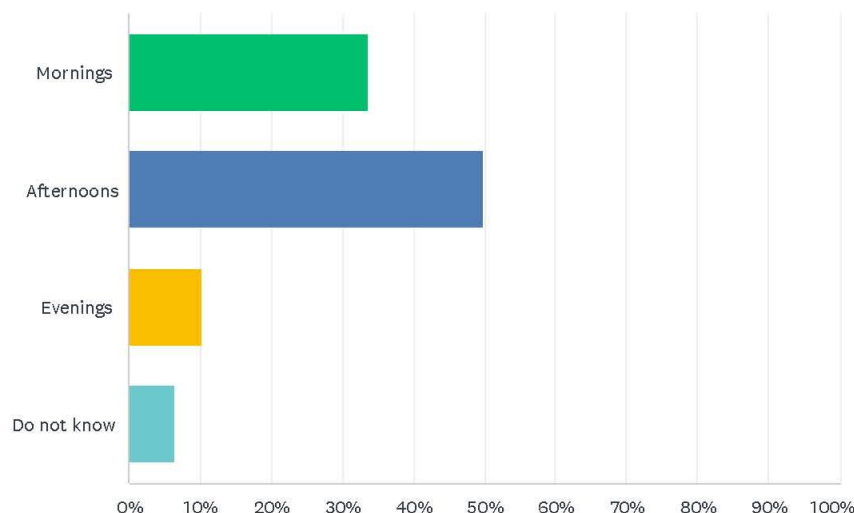
Question 4 Response Analysis. The distribution of use is fairly even across the entire week. The three most common days of the week for Library use were 1) *Saturday* (326 replies, 51.10% of the total); 2) *Wednesday* (321 replies, 50.31%); and 3) *Thursday* (298 replies, 46.71%). The Consultants subsequently learned the Farmers Market was held in downtown Las Cruces on Wednesdays and Saturdays, likely contributing to those two days being the most popular days to visit the Branigan Library.

Surprisingly, Sunday is the least busy day (201 replies, 31.50%) – possibly due to the limited hours – though Sundays are typically one of the busier days at public libraries across the U.S.

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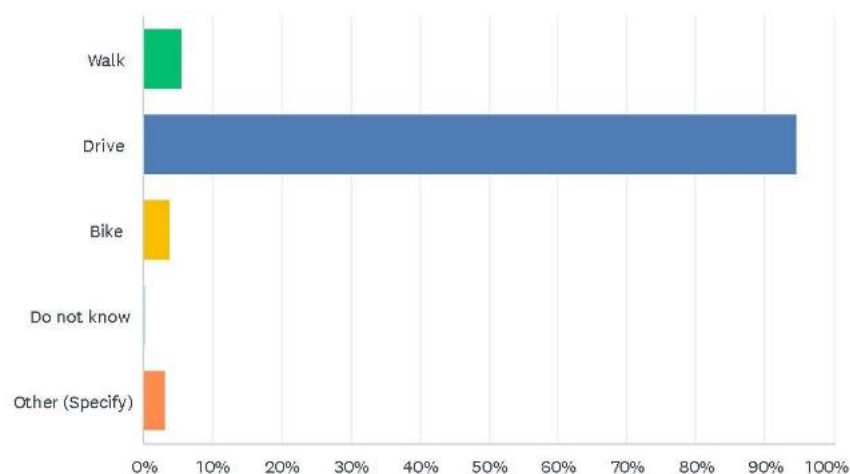
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Q5 What time of day do you typically visit the Library? (select only one)



Question 5 Response Analysis. Use of the Library in the afternoon (49.85% or 338 replies) exceeds the total of use in mornings and evenings combined (228 replies/33.63% and 69 replies/10.18%, respectively). *Do not know* (43 replies/6.34%) was the only other choice scoring is below 10% of the responses. These results could influence staffing patterns at the Library, or they could motivate efforts to attract more customers earlier and later in the day.

Q6 What mode of transportation do you use to get to the Library? (select all that apply)



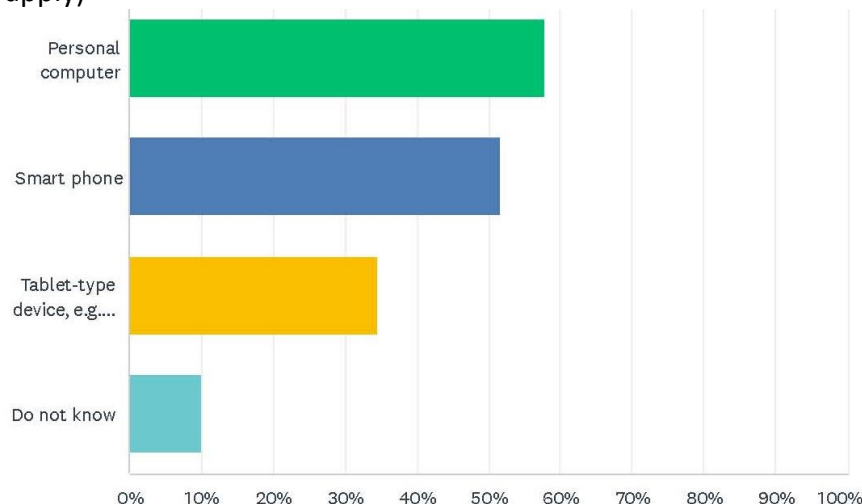
Question 6 Response Analysis. Las Cruces is certainly an automobile oriented community, so these responses come as no surprise. Driving to the Library was the primary mode at 671 replies (94.64%), with *Walk* at 5.64% and *Bike* at 3.81% (40 and 27 replies, respectively). This question proves that adequate and secure parking is a requirement for any public library in Las Cruces for the foreseeable future. Nonetheless, providing bike racks and the ability to secure parked bicycles should still be considered an amenity provided at the Library.

Of the 22 Other responses, about one-third of those (seven) cited the bus as their transportation of choice to arrive at the LCPL. Since taking public transit equated to about one percent of Library users, it suggests an investigation of how robust local bus service is in Las Cruces.

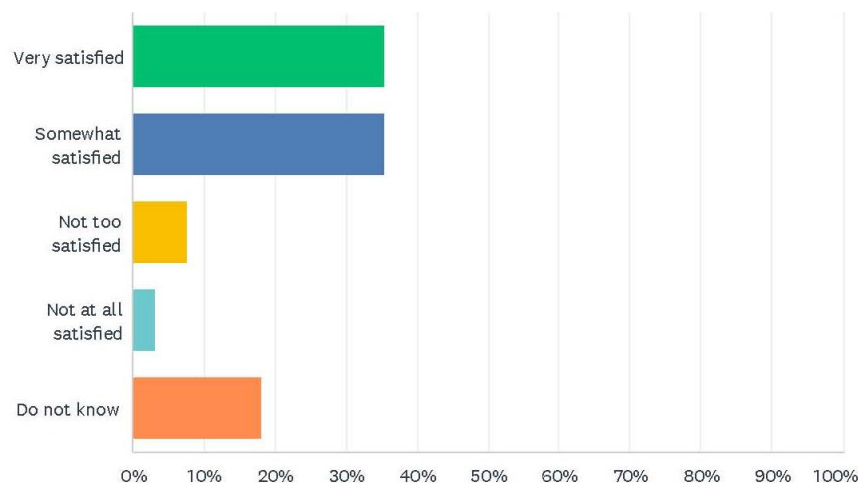
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Q7 If you access the Las Cruces Public Library's website or eBooks/eAudiobooks, do you use a personal computer, smartphone, tablet-type device, or do not know? (select all that apply)



Q8 Overall, how satisfied are you with the website and eBooks/eAudiobooks available to you through the Las Cruces Public Library? Would you say you are . . . (select one)



Question 7 Response Analysis. This survey question explored the technological methods that Library customers most often used when accessing Las Cruces Public Libraries. *Personal computer* (384 replies, 57.83% of the total) and *Smart phone* (342 replies, 51.51%) were followed by a *Tablet-type device* (229 replies, 34.49%). The remaining 10.09% or respondents (67 persons) replied *Do not know*.

As expected, Smartphone access to the Library's website in Las Cruces is consistent with a national trend in library service.

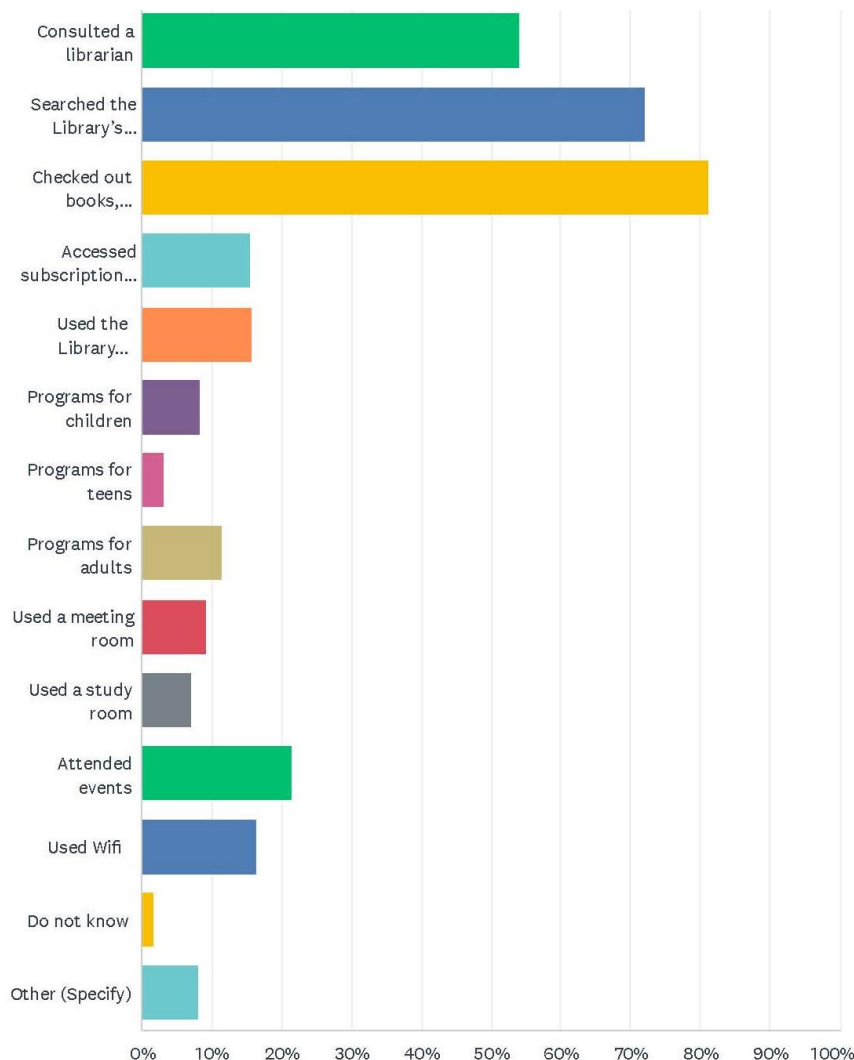
Question 8 Response Analysis. As for the level of satisfaction when it came to digitally accessing the Library, satisfaction was high – 35.49% were both *Very satisfied* and *Somewhat satisfied* (247 for responses each). A total of almost eleven percent (10.92%) were either *Not too satisfied* (7.76%, 54 responses) or *Not at all satisfied* (3.16%, 22 responses). *Do Not Know* polled at 18.10% – or 126 responses.

Again, national trends indicating increased prices for eBooks are likely affecting the ability to use eBooks in Las Cruces.

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Q9 During the past year, which of the following library services did you use? (select all that apply)



Question 9 Response Analysis. The Consultants believe this is the most important survey question inasmuch as it addresses Library services used. Of the 12 services and amenities queried, three received votes from over 50% of the respondents. The top responses in rank order are:

library offering	number of responses	percentage of responses
Checked out books or digital content	583	81.20%
Searched the Library's catalog	518	72.14%
Consulted a librarian	389	54.18%
Attended events	155	21.59%
Used Wi-Fi	118	16.43%
Used Library computers or printers via website	113	15.74%
Accessed subscription databases via website	111	15.46%
Programs for adults	82	11.42%
Used a meeting room	66	9.19%;
Programs for children	59	8.22%
Used a study room	50	6.96%
Programs for teens	23	3.20%

The response most common to this question for public libraries across the U.S. is *Check out books, audiobooks, eBooks, music, etc.* *Use public computers* was not a choice but *Used Wi-Fi* was the fifth most frequent response. *Used a study room* scored 6.96%, with 50 responses, likely an indication of the limited number of group study rooms (2) at LCPL.

Disappointing was that *Programs for children* (chosen 8.2%) is usually one of the most used services we have found in other libraries. Surprisingly, *Provide programs for teens* ranked lowest in importance of the 12 service choices at only 3.2 % of the total. Teens are the adults of tomorrow and can be a difficult group to reach at times. That is all the more reason to make reaching out to them a priority going forward.

Combining attendance at programs for all ages into one grouping: Programs for children, teens & adults, produced 164 combined replies, or 22.84% of the total.

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Q10 Here is a list of services that many public libraries provide. Read the list and check whether each service is very important, somewhat important, slightly important, or not at all important to you.

	VERY IMPORTANT	SOMEWHAT IMPORTANT	SLIGHTLY IMPORTANT	NOT IMPORTANT	DO NOT KNOW	TOTAL
Provide story hours, reading programs & other learning activities for children	66.06% 475	12.93% 93	5.29% 38	11.96% 86	3.76% 27	719
Provide books & other materials	95.71% 692	3.04% 22	0.69% 5	0.28% 2	0.28% 2	723
Provide books in other languages	43.18% 307	24.05% 171	12.24% 87	18.28% 130	2.25% 16	711
Provide computers & online services	61.94% 441	19.66% 140	9.41% 67	8.15% 58	0.84% 6	712
Access library collections & information from home computers	72.40% 522	19.97% 144	3.61% 26	2.50% 18	1.53% 11	721
Provide meeting & conference rooms for community groups & public activities	40.95% 292	32.12% 229	13.88% 99	10.10% 72	2.95% 21	713
Provide meeting & study rooms for personal use	34.88% 248	28.41% 202	15.61% 111	17.30% 123	3.80% 27	711
Provide special equipment for visually & hearing-impaired customers	59.44% 425	18.32% 131	8.39% 60	10.49% 75	3.36% 24	715
Provide classes, book discussions, lectures & other programs for adults	43.28% 309	33.47% 239	13.45% 96	6.86% 49	2.94% 21	714
Provide activities, discussions & programs for teenagers	49.65% 353	24.33% 173	9.28% 66	11.81% 84	4.92% 35	711
Provide activities and programs for teens and tweens	50.21% 355	24.19% 171	9.76% 69	11.46% 81	4.38% 31	707
Maintain the existing library facility	84.94% 609	10.18% 73	2.65% 19	1.12% 8	1.12% 8	717
Expand the current library facility	55.35% 388	22.11% 155	8.56% 60	5.71% 40	8.27% 58	701
Provide access to the library via computer / cell phone	77.65% 556	13.97% 100	4.47% 32	2.37% 17	1.54% 11	716
Have one or more branch libraries	51.97% 370	23.74% 169	10.39% 74	9.27% 66	4.63% 33	712
Provide materials other than books including DVDs, CDs, Hotspots, etc.	53.94% 383	24.08% 171	13.52% 96	5.77% 41	2.68% 19	710

Question 10 Response Analysis. This query addressed a list of services frequently offered by public libraries throughout the United States. A summary of the Library services that received responses that totaled over 50% as being *Very Important* in Las Cruces included:

<i>very important</i>	<i>responses</i>	<i>% of total</i>
Provide books/other materials	692	95.71%
Maintain existing library	609	84.94%
Provide access to library via computer/cell phone	556	77.65%
Access library collections/information from home	522	72.40%
Provide story hours/other activities for children	475	66.06%
Provide special equipment for impaired customers	425	59.44%
Expand current library facility	388	55.35%
Provide other materials including DVDs, hotspots, etc.	383	53.94%
Have one or more branch libraries	370	51.97%
Provide activities/programs for teens/tweens	355	50.21%

None of the choices deemed *Somewhat Important* received 50 percent of the responses. The highest polling choices with at least 24% were:

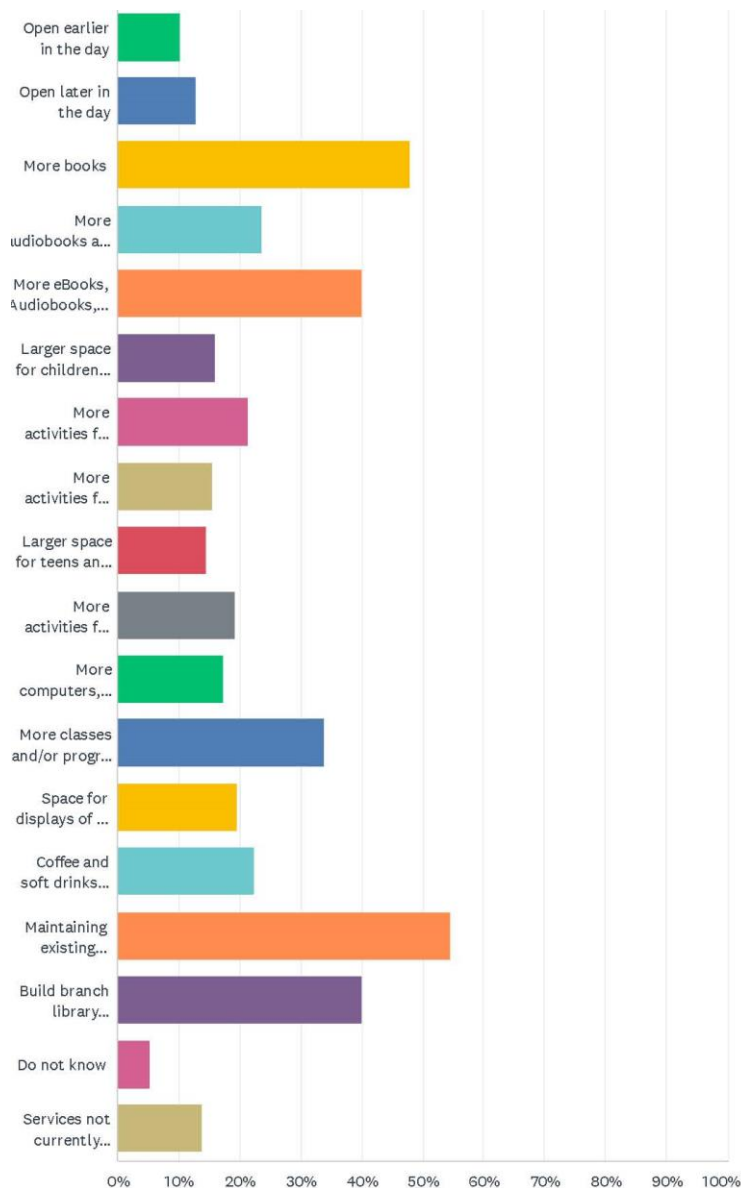
<i>somewhat important</i>	<i>responses</i>	<i>% of total</i>
Provide classes/programs, etc. for adults	239	33.47%
Provide meeting/conference rooms for groups	229	32.12%
Provide meeting/study rooms for personal use	202	28.41%
Provide activities/discussions for teenagers	173	24.33%
Provide activities/programs for teens/tweens	171	24.19%
Provide other materials including DVDs, hotspots, etc.	171	24.08%
Provide books in other languages	171	24.05%

A misnomer of the survey was the redundant choice of *Provide activities/programs for teens/tweens* and *Provide activities, discussions & programs for teenagers*. Because the replies to both were virtually identical across five priority levels (*Very important* to *Do not know*), it appears the same respondents consistently chose the same for both of these options. Hence, there was no appreciable skewing of the response for teens.

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Q11 What improvements would you like to see made regarding the Las Cruces Public Library? (select all that apply)



Question 11 Response Analysis. This question pivoted from what has been provided historically to what should be provided potentially. The highest ranked choices from 721 total respondents were:

<i>potential improvements</i>	<i>responses</i>	<i>% of total</i>
Maintaining existing library facilities	394	54.65%
More books	346	47.99%
More eBooks, eAudiobooks, or other digital content	289	40.08%
Build branch library facilities	289	40.08%
More classes and/or programs for adults	244	33.84%
More audiobooks and DVDs	171	23.72%
Coffee and soft drinks service	161	22.33%
More activities for school-age children	154	21.36%

Books and libraries have been synonymous since Ben Franklin helped invent the public library and will continue to be a primary library service. So, *More books* is a predictable priority. Classes and programs have the potential of attracting new customers of all ages, not just adults.

Concerning *Maintaining existing library facilities*, this answer could be interpreted multiple ways. For some survey-takers, this answer could indicate a love for the current conditions. For others it could be saying there is no need to spend to change current conditions. In terms of population and land area, Las Cruces is large enough to have more than one full-service facility, so *Build branch library facilities* was also a predictable reply. *Open earlier/later in the day* does not appear to be top a priority, with a combined 23.16% of replies 167.

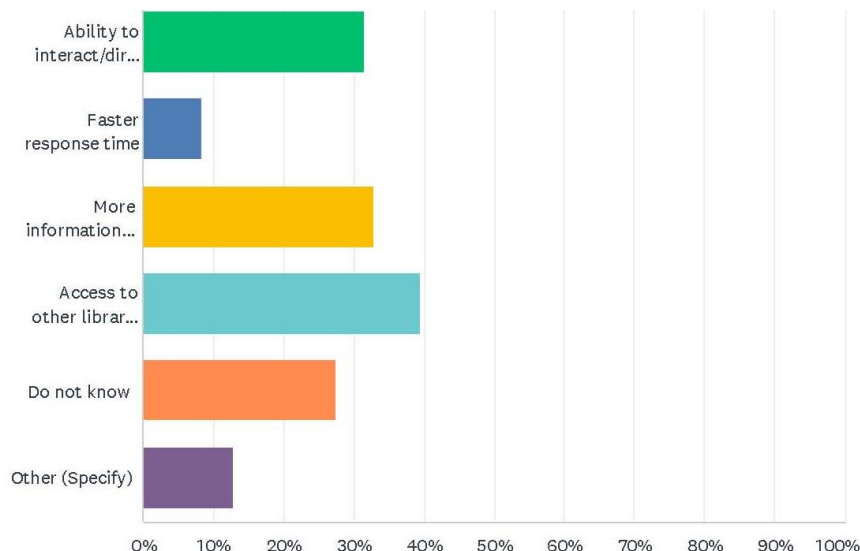
More audiobooks and DVDs appears to harken back to formats that are becoming obsolete. *Coffee and soft drinks service* is an oft-mentioned favorite in other libraries around the U.S. *More activities for school-age children* is also typically popular.

Not otherwise specified *Services not currently offered* included Drive-up book pick-up and return, Bookmobile, Branch library(s), Meeting spaces with technology, Interlibrary loan, 3D printer, Makerspace, Quiet reading room(s), to list a few of 100 replies.

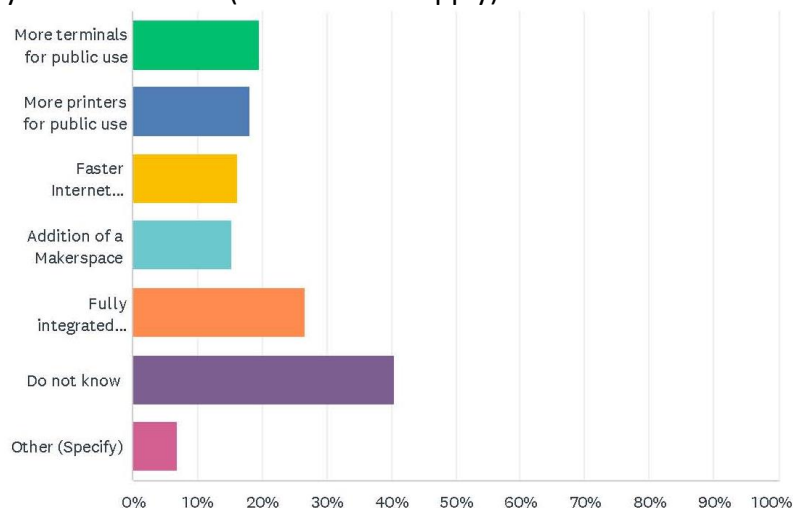
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Q12 What improvements would you like to see made regarding website/online catalog access to the Las Cruces Public Library? Would you like to see ... (select all that apply)



Q13 Are there technology improvements you would like to see at the Las Cruces Public Library within the Library building? Would you like to see ... (select all that apply)



Question 12 Response Analysis. Results from this question, the previous one, and the next provide insight into technology improvements. As the most common choice for upgrading the Library's website or online catalog, *Access to other library catalogs* (259 replies, 39.54%) might suggest a consensus that LCPL collections are limited.

The second and third choices of *More info available online* (215 replies, 32.82%) and *Ability to interact with staff online* (207 replies, 31.60%) underscore the thirst for information in Las Cruces. The response of *Do not know* (180 replies, 27.48%) might suggest over one-quarter of respondents are satisfied with existing services. That only 8.24% (54 responses) seek a *Faster response time* bodes well for the speed of the Library's current computer network, refuting some of the *Other* comments.

Other (84 replies, 12.84%) responses suggested improvements that were both general (ILL access) and detailed in nature (specific webpage design ideas).

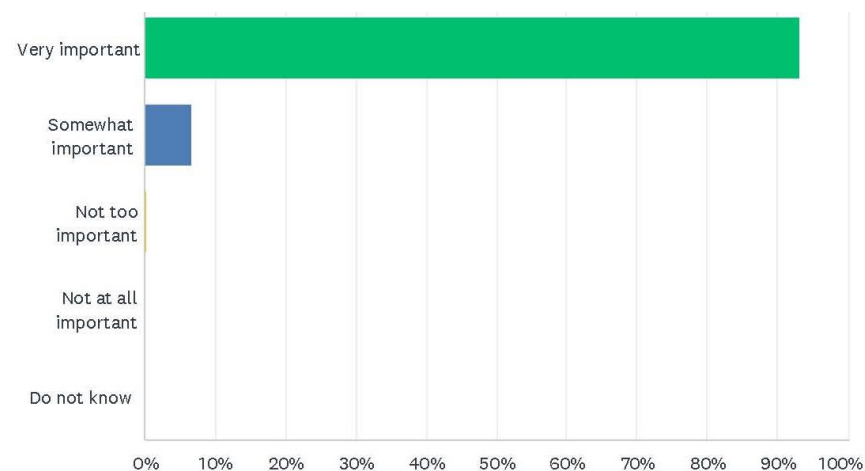
Question 13 Response Analysis. Continuing with technology, Question 13 focused on Technology Improvements within the Library building. Again, 247 persons (40.49%) responding *Do not know* might suggest that two of every five respondents are satisfied with existing technology at the Library. A *Fully integrated catalog* sharing digital content (defined as being able to see clips from videos, hear clips of music, etc.) was the second most popular response, at 26.72% (163 persons).

The 16.23% (99 responses) suggesting a *Faster response time* compares with 54 respondents selecting to the same choice in Question 12. *More terminals for public use* (120 replies, 19.67%) could indicate a shorter wait time for accessing a computer might be a solution. *More printers for public use* (111 replies, 18.11%) could indicate faster printing speed might be a remedy – or an expanded menu of printing capabilities – or both. *Addition of a Makerspace* (93 replies, 15.25%), while non-specific about a scope of amenities, is informative.

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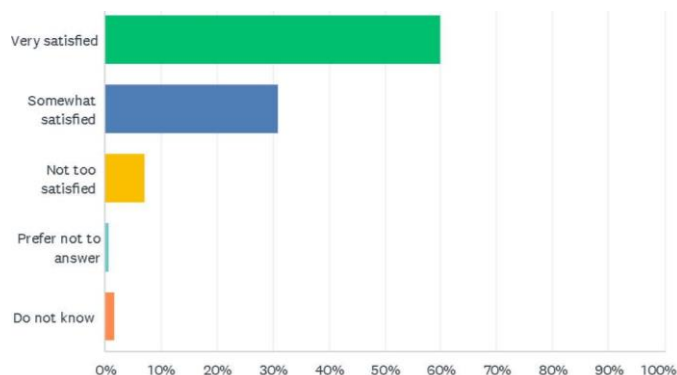
Q14 Overall, how important are the services provided by the Library? (select one)



Question 14 Response Analysis. The overwhelming response to this question about the importance of Library services ranked as being *Very important* (675 responses, 93.10%) was another example of atypical results compared to the Consultants' experience with public libraries across the U.S. Commonly, answers are distributed across the spectrum of choices, but still tilted toward *Very important* or *Somewhat important*. *Somewhat important* (48 responses, 6.62%), *Not too important* (2 responses, 0.28%), and *Not at all important/Do not know* (each with 0 responses) round out the choices.

The Friends of the Library might consider trying to leverage this favorable collective attitude to advocate for the Las Cruces Public Libraries at City Hall.

Q15 Overall, how satisfied are you with the Las Cruces Public Library? (select one)



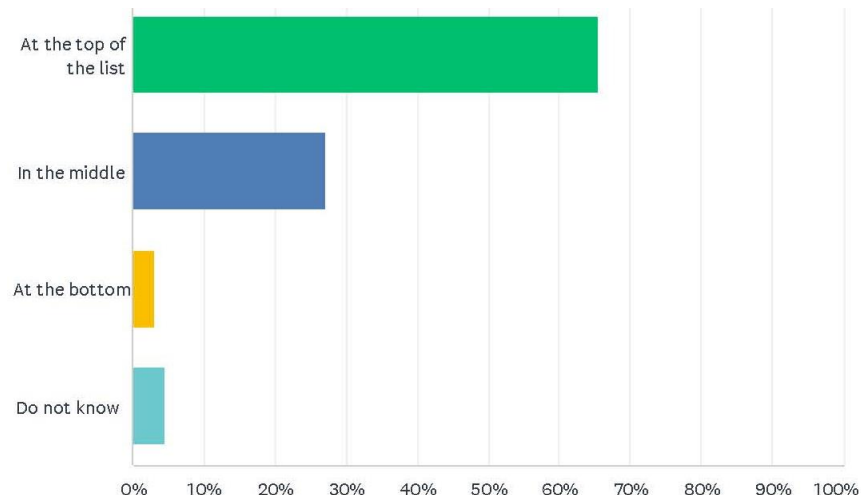
Question 15 Response Analysis. This question, addressing the satisfaction levels with the Library, yielded additional favorable results, 435 – or 59.92% of respondents are *Very satisfied* with Las Cruces Public Libraries. Adding the 224 (30.85%) who replied *Somewhat satisfied*, LCPL earns a satisfaction rate of over 90 percent.

As is almost always the case, there is currently room for improvement at the Las Cruces Public Libraries, as documented by respondents who answered *Not too satisfied* (51 responses, 7.02%) and *Somewhat satisfied* (224 responses, 30.85%) – totaling 275 replies. *Prefer not to answer/Do not know* (4 and 12 replies, respectively) complete the responses.

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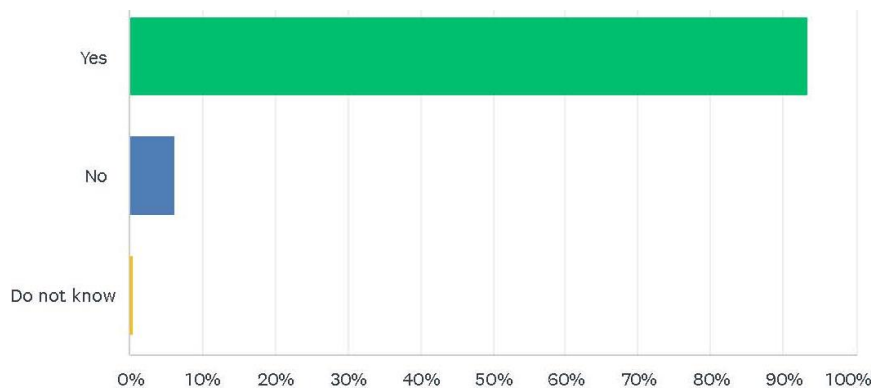
Q16 How would you rank the benefits of the Las Cruces Public Library as compared to the benefits of other tax-supported services, e.g. schools, parks, roads? (select one)



Question 16 Response Analysis. Question 16 explored the perceived benefits of Las Cruces Public Libraries when compared with other tax-supported services such as schools, parks, and roads. Of the four possible choices, *At the top of the list* dominated, with 65.47% or 474 responses. Distribution across the remaining three answers graduated downward. *In the middle* had 196 respondents (27.07%) and *At the bottom* had 21 responses (2.90%). *Do not know* (33 replies, 4.56%) complete the choices.

The conclusion is that survey respondents believe their tax dollars are well spent as these percentages attest.

Q17 Are you a resident of Las Cruces? (select one)

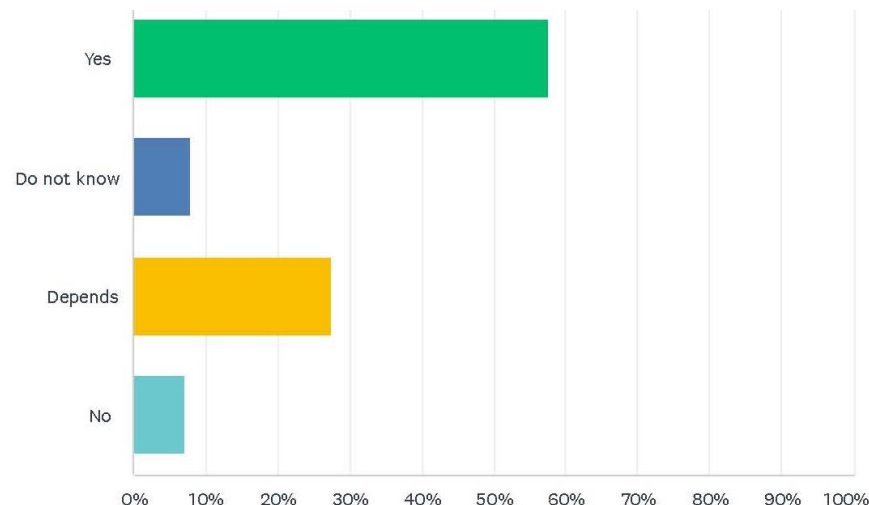


Question 17 Response Analysis. As would be expected, the majority of the pool of survey respondents were Las Cruces residents – 682 or 93.42%. Only 6.16% were not (45 replies) and only 0.41% *Did not know* (3 replies).

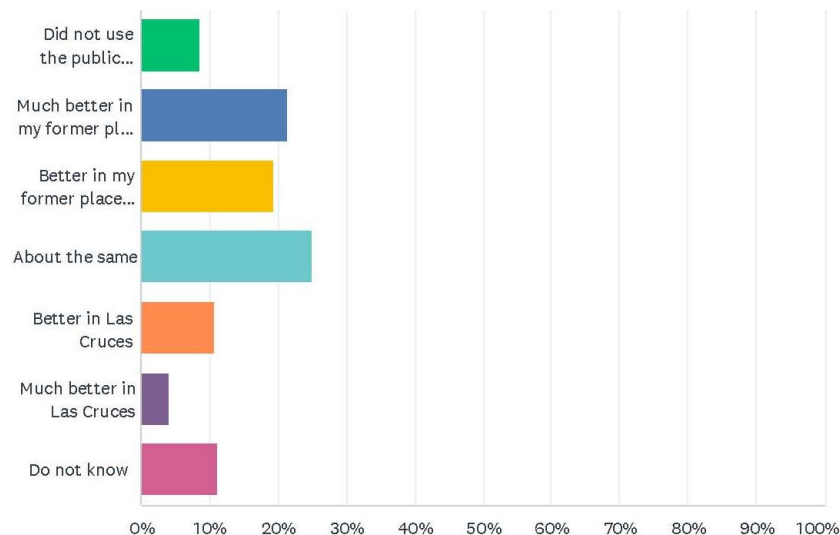
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Q18 Would you be in favor of a tax increase for improved public library services and/or more or larger facilities? (select one)



Q19 If you used the public library prior to moving to Las Cruces, how would you say the library services there compared to public library services in Las Cruces (select one)



Question 18 Response Analysis. Regardless of whether respondents were Library users or non-users, they indicated how much they value their public library, with 420 (57.53%) willing to pay more taxes for improved public library service. And about 27 percent (201 replies) responded *Depends*, which typically translates to 'It depends on the details (i.e. what is in it for me and my family?).' Only 52 respondents stated *No* (7.12%), which is atypically low and very encouraging. A similar number replied *Do not know* (57 responses, 7.81%).

While the 730 total replies might include some percentage of non-users of the Library, national statistics show that even library non-users vote to fund public libraries.

Question 19 Response Analysis. This question attempts to help gauge the need to improve the Las Cruces Public Libraries through comparisons with current customers' former public libraries.

Aggregating responses, 40.78% experienced better service than Las Cruces supplies (149 Much better, 136 Better) and 14.60% thought Las Cruces was better (28 Much better, 74 Better). *Do not know* (78 responses, 11.16%) and *Did not use the public library in my former residence* (59 responses, 8.44%) equate to 19.60% of the total.

The remaining 25.04% (175 replies) rated LCPL *About the same* as their previous library.

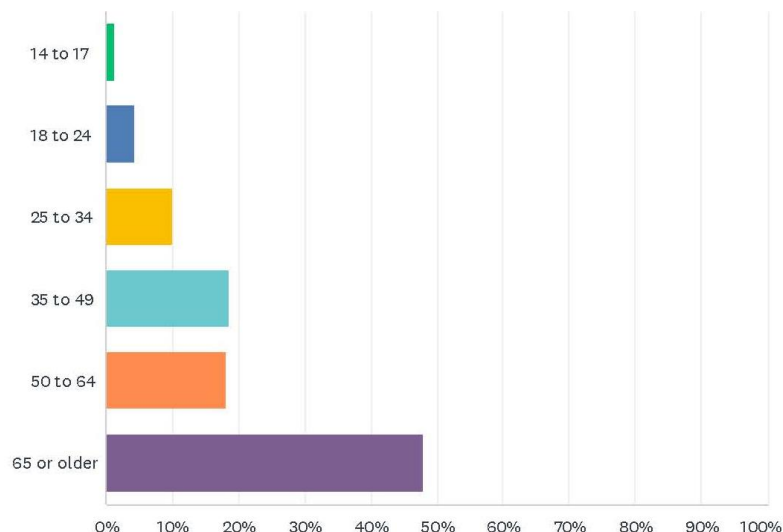
These responses give credence to service improvements in Las Cruces which will require an increase in the Library's operational budgets.

Questions 20 through 24 addressed demographic of survey respondents.

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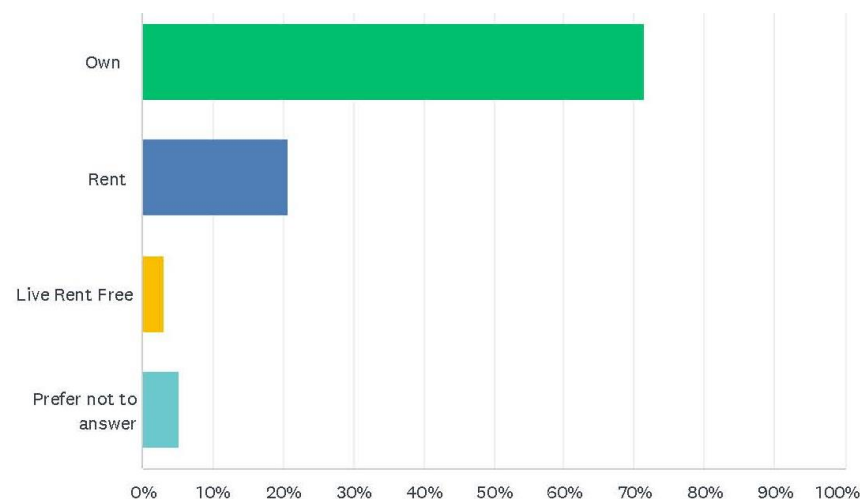
Q20 Are you between the ages of...? (select one)



Question 20 Response Analysis. This question shows about one-half of respondents were of age 65 or older. Age groups 35 to 49 and 50 to 64 each drew about 18 percent of responses (134 and 131 replies respectively). Age 25 to 34 (72 replies, 9.93%), Age 18 to 24 (31 replies, 4.28%), and Age 17 to 14 (9 replies, 1.24%) round out the answers.

Considering that there were not more younger customers reporting – the results could have skewed away from prioritizing certain age-appropriate services. Certainly, the Las Cruces Public Libraries must evaluate it likelihood of future long-term success if its actual customer base mirrors the age profile of these responses to this question.

Q21 Do you own or rent your current residence? (select one)



Question 21 Response Analysis. This was the first of three questions included in the survey as a primary predictor of library use – owning one's home as opposed to renting. About two-thirds of respondents fit this profile.

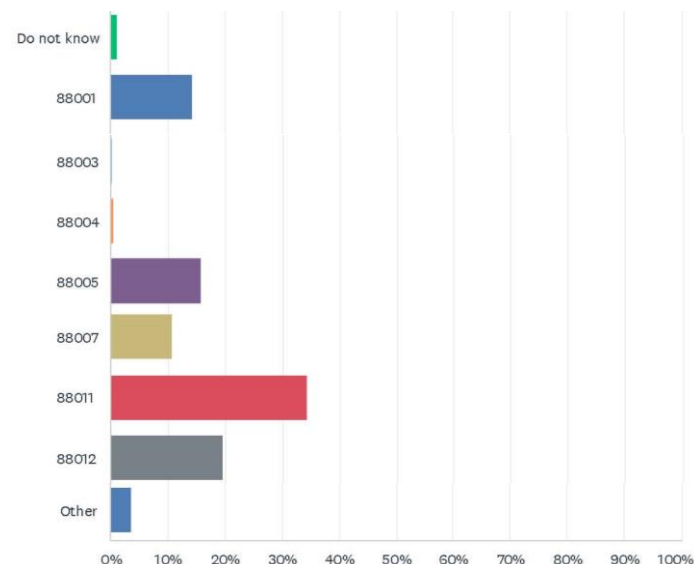
Owning or Renting Current Residence

housing	percentages	responses
Own	71.35%	518
Rent	20.66%	150
Live rent free	2.89%	21
Prefer not to answer	5.10%	37

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Q22 What is the Zip Code of your current place of residence?

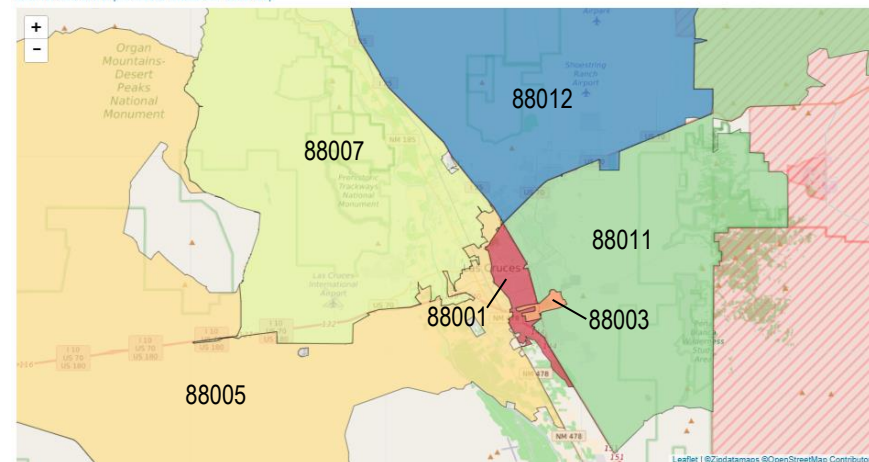


Question 22 Response Analysis. This question pinpoints the neighborhoods where persons responding to this survey reside. There were ten different Zip Codes listed as choices, three of which did not record any responses. Some 27 respondents replied as residing in other Zip Codes, and 0.97% (seven respondents) who *Do not know*.

Of the 725 total survey responses, 609 – or 83.00% – came from the five Zip Codes that cover the majority of the city limits of Las Cruces. Almost two-thirds of those came from 88011 and 88012, which are on the east side of Interstate 25 (I-25). Zip Codes 88001, 88005, and 88007 are east of I-25. Zip Code 88001 is home to the current Thomas Branigan Memorial Library and the Munson Branch. The Sage Branch is in 88011. The table below ranks the number of responses from the seven Codes from most to least.

Map of ZIP Codes in Las Cruces, New Mexico

[View the New and Improved Las Cruces ZIP Code Map](#)



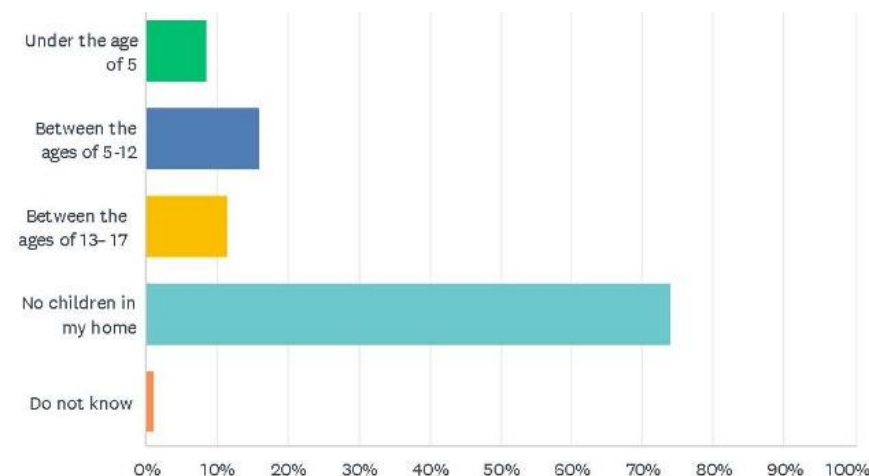
Residence Zip Codes of Survey Respondents

zip code	no. of responses	% of responses
88011	249	33.34%
88012	142	19.59%
88005	115	15.86%
88001	103	14.21%
88007	78	10.76%
Other	27	3.72%
Do not know	7	0.97%
88004	3	0.41%
88003	1	0.14%
Totals	725	100.00%

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Q23 Are there children living in your home who are ...? (select all that apply)



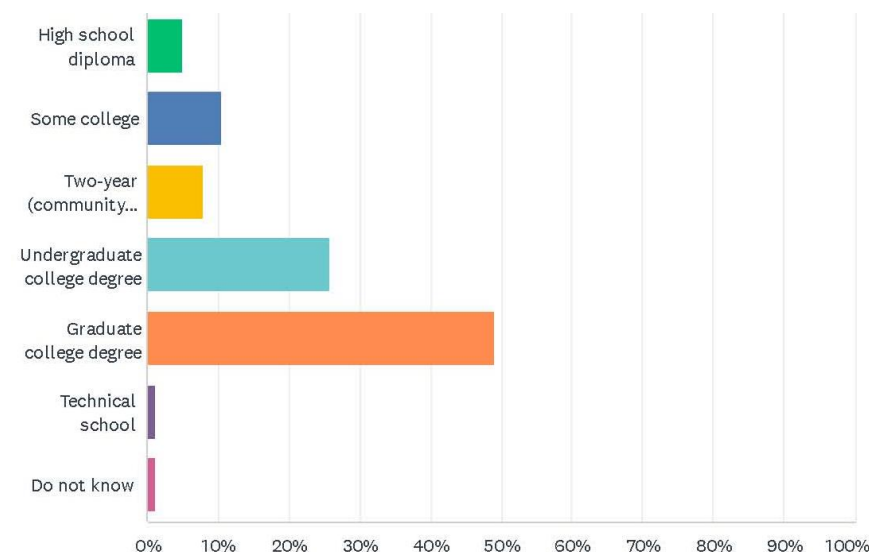
Question 23 Response Analysis. The Consultants included this question in the survey because the number of children in the home is another primary predictors of library use. The results from this question suggest that the LCPL customer base includes both households with and without children living in their homes.

Children Living at Home

age of children at home	yes	answer
Under the age of 5	8.53%	61
Between the ages of 5 to 12	15.94%	114
Between the ages of 13 to 18	11.47%	82

Again, the number of responses of *No Children in my Home* totaling 73.99% calls into question if LCPL can survive long-term without attracting younger users.

Q24 What is highest level of education you have attained? (select one)



Question 24 Response Analysis. As the third and final library use predictor, the results to this question are usually the most accurate. Of the nine possible choices, five combined to receive over 90% of the responses, with a broad distribution across a higher level of educational attainment. The majority of survey respondents hold some form of a college degree, albeit a two-year, four-year, or six-plus-year degree.

Educational Attainment of Respondents

education level	responses	% of total
High School diploma or GED	36	5.01%
Some college	75	10.43%
Two-year community college/associate degree	56	7.79%
Undergraduate college degree	186	25.87%
Graduate college degree	352	48.96%
Technical School	7	0.97%
Do not know	7	0.97%
Total number of responses		100.00%

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Summary of Survey Findings. The responses to the three questions Q14: Importance, Q15: Satisfaction, and Q16: Benefits, leave little doubt about what Las Cruces residents think about their public library. They see and experience the value of public library service and they are willing to have a portion of their tax dollars expended on current services. These responses indicate a healthy increase in the budget of the Library would be viewed favorably per Question 18, favoring a tax increase for improved public library services. The Consultants believe your Library customers will support ever-improved services going forward!

Technology is ever-evolving, so, improvements dealing with more and faster technologies are primarily cost factors, requiring budgeting for more and newer equipment. The refresh rate for computers and printers should be no more than a five-year cycle – with a three-year timeframe as the goal. Avoiding maintenance that older equipment often requires would help address the request for a fully-integrated catalog.

Your public expects the Library to make more information available digitally. This does not mean that non-digital services will disappear over time. Digital services can, and must, co-exist with the more traditional services.

Core Customers: If this survey data is taken at face value, the typical Las Cruces Public Library customer is over 65 years of age, is a homeowner with no children at home who resides within Las Cruces city limits on the east side of I-25, uses the Library one to four times a month, holds a graduate degree, and is an avid reader who searches for reading material both within and beyond the collection of their Library system.

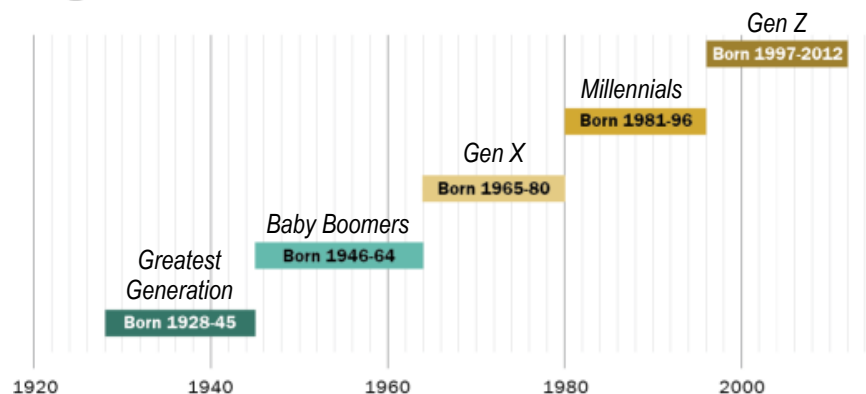
Survey results noted above reveal a public library system that is reasonably responsive to its customer base.

Could it be more responsive?

Yes, provided the needed funding is available for improved technology and at least one of the two branch libraries is either expanded or replaced with a larger, full-service facility.

Given that the ages of children living at home identified in Question 23 are mostly between the ages of 5 to 12 or ages of 13 to 17, their parents are statistically likely to be Millennials (age 27 to 42) or Generation Xers (age 43 to 58). These two generations span across the second, third, and fourth largest age groups that responded to this survey – ages 25 to 64, accounting for 46.48% of responses – or 1.52% less than the number of responses from persons aged 65 or over, Baby Boomers.

The generations defined



The Consultants believe the best approach to increase Library usage long-term would be to aggressively market to families of young children and teenagers – customer segments that appear to be missing in the Library to a significant degree, given the current demographic data of Las Cruces contrasted with these online survey responses.

The existing LCPL could possibly see an increase in usage if the funding was present for additional hours of service. That is a good way to increase usage – but one or two branch libraries would be better – albeit more costly. Makerspace additions would also be a component of more space.

In the best of worlds, both extended hours at the present facility and constructing at least one full-service Branch Library would be in the Library system's future – and not the distant future.

Section 4: Peer Library Analysis

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Section 4

Peer Library Analysis

Comparing and contrasting libraries with each other as an analytic tool has been a time-honored practice cross the United States. To facilitate this practice, State Libraries routinely request, receive, and document a number of industry-standard statistics that help gauge a library's performance in adhering to State laws that require public library services. Theses stats are often used for benchmarking – to identify strengths and weaknesses and help set goals to conform with industry best practices.

For this Master Plan, Godfrey's Associates (the Consultants) analyzed 15 public libraries plus Las Cruces using data compiled by the Institute of Museum and Library Services (IMLS), an independent federal agency providing research, grants, and policy development. The libraries, located in five regional states, were:

- New Mexico – Clovis, Farmington, Hobbs, Rio Rancho, Roswell, and Santa Fe.
- Arizona – Tempe.
- Colorado – Broomfield.
- Oklahoma – Lawton.
- Texas – Abilene, Amarillo, New Braunfels, San Marcos, Temple, and Wichita Falls.

These regional communities were selected based on having municipal public library systems serving populations ranging between 38,000 and 201,000¹ with the number of facilities utilized ranging from one to five libraries per system. The average population of the 16 communities was 93,063 based on 2020 US Census data, compared with 111,507 for Las Cruces. Populations ranged from 38,324 for Clovis to Amarillo, Texas, with 200,904. In New Mexico, the most recent United States or tribal census determines the population of the legal service area if the population figures are given separately for that area. A complete listing all populations and statistics for each of the 16 library systems can be found in Appendix 4.1 of this Report.

The Consultants have utilized IMLS data on a number of projects over the years. Data used for this Master Plan is from fiscal year (FY) 2019, the last full year of available statistics before COVID impacted many library operations. The collected data encompasses the following categories, presented in the following order in this Section of the Master Plan and the associated Appendix:

- Facilities and hours of operation.
- Revenue, operational and capital.
- Expenditures – staffing, collection, and other expenditures.
- Collections.
- Visits, reference, and borrowers (also known as library card holders).
- Circulation of materials and interlibrary loans – provided and received.
- Programs and electronic access.

For comparative purposes of each metric within the above categories, an average of the 16 libraries was calculated, as well as rankings within five different percentiles: 90th, 75th, 50th, 25th and 5th. Best practice indicates gauging dissimilar public library systems by using per capita metrics, as a way of making equitable comparisons in light of variances in population, expenditures, local economies, etc.

¹ The population range was not established at the outset the project, but rather, represents a by-product of the libraries selected.

Section 4: Peer Library Analysis

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Facilities & Hours of Operation

Access to public library service is often mandated by law in most States in the U.S. In New Mexico, Administrative Code 4.5.2 and 4.5.8 mandate the administration and funding of local public libraries in the State. So, the number and size of facilities – and the hours that they are open – may be the most critical benchmarks the Consultants analyze.

Facility Numbers & Size. Las Cruces Public Libraries reported three facilities that had a combined 45,676 square feet of space, or 0.41 square feet per capita based on 2019 square footage and 2020 population. The Central (Branigan) Library accounted for all but 1,176 square feet of the total. The largest peer group library was a 75,000 square foot Central Library in Temple, Texas. Other than the two Las Cruces Branch Libraries, the smallest was an 805 square foot branch in New Braunfels, Texas.

There are no national standards for the amount of public library space a community should provide. Many states have adopted minimum standards that range from 0.60 to 1.33 square feet per capita. Among the New Mexico peer libraries for which the Consultants collected data, square footage per capita ranged from a low in Las Cruces (0.41) to a high in Clovis (1.23), with Farmington at 1.07, and Rio Rancho at 0.43. The peer group average was 0.64. The peer group low was 0.31 in New Braunfels, Texas. Las Cruces ranked 13th out of the 16 library systems.

Las Cruces (2.69) ranked above average (2.01) in the number of libraries per 100,000 population.

Service Area Population. As statistics for New Mexico public libraries published in 2019 used 2010 US Census figures, the Consultants chose to use 2020 Census figures as providing per capita metrics comparable to the peer libraries in other states, as well as being more indicative of the impact on New Mexico libraries.

Hours. As for annual hours of service in 2019, the peer group average was 5,238, exceeded by Las Cruces at 5,724. See the table at right for additional statistics and Appendix 4.1 for the complete set of metrics analyzed.

Square Feet Per Capita					
peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
0.64	0.41	1.23	1.23	0.31	0.41
		Clovis	Clovis	New Braunfels	Las Cruces
Facilities per 100,000 Population					
peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
2.01	2.69	3.43	3.43	0.56	1.92
		Santa Fe	Santa Fe	Tempe	Rio Rancho
Facilities Operating Cost per Square Foot					
peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
\$43.63	\$46.52	\$105.71	\$83.32	\$17.07	\$17.07
		Broomfield	Farmington	Clovis	Clovis
Facilities Operating Cost per Service Hour					
peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
\$448.42	\$371.18	\$1,301.87	\$1,301.87	\$270.30	\$270.30
		Farmington	Farmington	Clovis	Clovis
Total Annual Public Service Hours					
peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
5,238	5,724	16,668	8,424	2,507	2,507
		Amarillo	Santa Fe	Hobbs	Hobbs

Section 4: Peer Library Analysis

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Operating Revenue

Las Cruces Public Libraries' (LCPL) total operating revenue came from three of the four documented sources – Local, State, and Other – with no Federal government monies received in 2019. However, six of the 16 peers (37.5%) did receive Federal monies that year.

Percentage-wise, Local revenue accounted for 85.66% of the total, State was 1.84%, and Other sources were 12.50%. The Other figure is far and away the highest of the peer group and much greater than the peer average of 1.99%. This translates into Las Cruces receiving much less of a percentage of Local government revenue than did the peer group (85.66% compared to 96.44%) – with no other peer receiving less than 94%. The majority of Las Cruces' Other revenue appears to be supplied by endowments and the Friends of the Library.

Per capita, the group average was \$29.08. At \$22.27, Las Cruces was almost \$7.00 below the peer average, and above the 25th percentile of \$20.76. In raw numbers, the peer average of total operating revenue was \$2,470,324. Las Cruces was \$2,482,739, placing just above the 50th percentile. As for Local government revenue, Las Cruces received \$2,126,733. The average was \$2,381,379. Las Cruces placed just below the 50th percentile.

Capital revenue was sparse among the peer group. Las Cruces reported \$22,643 in 2019, almost twice the group average and slightly below the 90th percentile.

Consultant Observations. Local public library revenue typically makes up +/-95% of the total for the vast number of library systems in the U.S. Unless the "Other" is a source that is quite dependable year-to-year, Local revenue source may need to be increased. There could be Federal dollars if a regular search for Federal grants is pursued.

The Consultants' experience is that an annual Friends of the Library contribution of \$60,000 to \$100,000 is significant, regardless of the percentage of the total revenue received.

Total Operating Revenue Per Capita

peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
\$29.08	\$22.27	\$73.49	\$73.49	\$13.49	\$20.97
		Farmington	Farmington	Lawton	Clovis

Local Operating Revenue %

peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
96.44%	85.66%	98.95%	98.95%	85.66%	85.66%
		Farmington	Farmington	Las Cruces	Las Cruces

Other Operating Revenue %

peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
1.99%	12.50%	12.50%	12.50%	0.00%	0.00%
		Las Cruces	Las Cruces	Hobbs & Rio Rancho	Hobbs & Rio Rancho

Total Capital Revenue

peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
\$11,551	\$22,643	\$120,189	\$120,189	\$0	\$0
		Hobbs	Hobbs	multiple	multiple

Section 4: Peer Library Analysis

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Operating Expenditures

Data was collected for expenditures for staffing, collections, and other expenditures. Money spent is of more interest to the Consultants than monies received because expenditures come with expectations of successful application over a defined time period, whereas revenue can be banked and used at a later date.

Recognizing that Total Expenditures equate to 100 percent, the Consultants analyze what percentage of the whole account for Staffing, Collections, and Other expenditures. Please note that the statistical sources of Other Revenue differ from Other Expenditures categories.

category	Las Cruces	peer group averages
Staff	69.02%	71.18%
Collection	16.52%	12.15%
Other	14.46%	16.67%

The Consultants believe an ideal modern public library distribution of expenses might be along the lines of Staffing: 65 to 70 percent; Collection: 15 to 25 percent; and Other: 15 to 5 percent. So, Las Cruces is within these ranges – and these percentages might deviate slightly from year to year, given extenuating circumstances. But note that a large percentage of Collections expenditures are paid from the Branigan trust rather than by the City.

Peer Analysis. The peer group averages also support these ideal ranges, with the universal realization that there is no industry standard for what constitutes “Other” expenditures. By this definition, other expenses are anything not related to personnel and collection purchasing and upkeep. So, it is apparent this category could be very broad.

Analyzing individual library systems more closely, as will become apparent, Farmington tends to rank well amongst this peer group across the board – almost exemplary – but not in percentage of staff expenditures. In searching for a explanations, we find that Farmington as ranks low in number of service hours open, hence, a lesser need for staff.

Total Operating Expenditures Per Capita

peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
\$28.47	\$19.05	\$89.35	\$89.35	\$13.49	\$19.05
		Farmington	Farmington	Lawton	Las Cruces

Staff Expenditures %

peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
71.18%	69.02%	87.07%	87.07%	55.17%	55.17%
		Rio Rancho	Rio Rancho	Farmington	Farmington

Collection Expenditures %

peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
12.15%	16.52%	21.91%	15.86%	6.39%	8.29%
		Wichita Falls	Farmington	Lawton	Roswell

Other Expenditures %

peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
16.67%	14.46%	28.96%	28.96%	3.61%	3.61%
		Farmington	Farmington	Rio Rancho	Rio Rancho

Section 4: Peer Library Analysis

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Staffing Levels & Expenditures

In terms of total expenditures for personnel, Las Cruces' \$1,466,327 is below both the 50th percentile and peer average of \$1,649,253. Of the seven New Mexico libraries in the peer group, Las Cruces expends the least amount per capita, as well as less than the average of the peer group, as shown in the table at right.

Las Cruces total staff salaries/wages were \$1,108,072, below the 50th percentile. The peer average was \$1,203,959. Employee benefits for Las Cruces were \$358,255 compared to the peer average of \$445,296, placing LCPL above the 25th percentile.

Quantified Staffing Levels. Data was analyzed for personnel categories of American Library Association (ALA)-MLS Librarians², total full-time equivalent (FTE) employees with "Librarian" as job title, and the number of other paid FTEs. The data shows LCPL had reported:

- 11.00 ALA-MLS Librarians, compared to the peer average of 8.63, placing Las Cruces below the 75th percentile.
- The same 11.00 FTE with "Librarian" in the job title, versus a peer average of 10.97. Please note that some libraries have a Librarian job title for employees who have not earned an ALA-accredited Master's degree.
- The balance of the Las Cruces' FTE staff equals 29.0, placing above the 75th percentile, compared with a peer average of 21.06.
- MLS and total staff per 1,000 population of 0.10 and 0.36 respectively, both slightly above the 50th percentile, versus peer averages of 0.09 and 0.39.

Contrasting LCPL's peer standing in quantities of personnel (typically above average) with peers' total staff expenditures and staff expenditures per capita (LCPL below average) strongly suggests that Las Cruces pays its Library staff less than its peers, both in New Mexico and beyond.

<i>peer New Mexico public library</i>	<i>total paid staff FTE</i>	<i>staff expenditures per capita</i>	<i>expenditures per FTE staff</i>
Farmington	55.02	\$49.30	\$75,813
Santa Fe	47.00	\$27.08	\$77,306
Hobbs	14.25	\$21.25	\$86,117
Roswell	23.00	\$18.92	\$61,208
Rio Rancho	42.00	\$17.58	\$49,975
Clovis	16.00	\$14.88	\$50,140
Las Cruces	40.00	\$13.15	\$53,116
Peer averages	32.03	\$19.60	\$73,388

Total Staff Per 1,000 Population					
<i>peer average</i>	Las Cruces	<i>Peer group high</i>	<i>New Mexico high</i>	<i>Peer group low</i>	<i>New Mexico low</i>
0.39	0.36	1.18	1.18	0.18	0.35
		Farmington	Farmington	Lawton	Hobbs
MLS Staff Per 1,000 Population					
<i>peer average</i>	Las Cruces	<i>Peer group high</i>	<i>New Mexico high</i>	<i>Peer group low</i>	<i>New Mexico low</i>
0.09	0.10	0.21	0.21	0.03	0.03
		Santa Fe	Santa Fe	Clovis	Clovis
Total Expenditures per Staff FTE					
<i>peer average</i>	Las Cruces	<i>Peer group high</i>	<i>New Mexico high</i>	<i>Peer group low</i>	<i>New Mexico low</i>
\$73,388	\$53,116	\$111,191	\$86,117	\$49,975	\$49,975
		New Braunfels	Hobbs	Rio Rancho	Rio Rancho

² Librarians earning a American Library Association (ALA)-accredited Master of Library Science (MLS) degree.

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Collections & Expenditures

Borrowing books is still the number one use of public libraries nationally, according to Consultant research and a national survey by the Pew Research Center in 2016. This trend was corroborated for Las Cruces Public Libraries by online survey data of Branigan Library users in the greater Las Cruces area, administered in October and November of 2022 by the Consultants and presented in Section 4 of this Master Plan Report. 81.2% of 718 survey respondents indicated they used LCPL for checking out books and media.

Key Collections Metrics. In the tables at right on this and the following page, the Consultants looked at particularly important metrics for public libraries, namely the bulk of their collections of books and audio-visual media such as eBooks and physical and downloadable entertainment (music and video).

Comparing the library system serving Las Cruces with a summary of peer group averages we find Las Cruces exceeds peer expenditures in some categories and lags behind in others:

<i>expenditures</i>	<i>peer group average</i>	<i>Las Cruces</i>
Print materials	\$165,775	\$234,123
Electronic materials	\$91,375	\$75,512
Other materials	\$37,833	\$44,379
Total collection	\$294,983	\$351,014
Per capita	\$3.59	\$3.15

Consultant Observations. One area that might be improved at LCPL is with the print materials, acknowledging the appeal of digital and downloadable materials. There have been reliable studies that show reading printed paper pages results in a significantly better retention level than reading a digital page. For this reason Las Cruces should consider striving to increase the number of printed books – for all age groups – to two items per capita (2.00 versus 1.24 in FY2019) over the next three to five years. Such an increase should not be done at the expense for the digital and downloadable collections.

Number of Print Materials

<i>peer average</i>	Las Cruces	<i>Peer group high</i>	<i>New Mexico high</i>	<i>Peer group low</i>	<i>New Mexico low</i>
165,134	138,071	280,000	280,000	98,934	115,380
		Santa Fe	Santa Fe	Broomfield	Clovis

Total Collection Items

<i>peer average</i>	Las Cruces	<i>Peer group high</i>	<i>New Mexico high</i>	<i>Peer group low</i>	<i>New Mexico low</i>
413,188	418,331	1,035,282	706,410	133,063	133,063
		Tempe	Santa Fe	Clovis	Clovis

eBooks

<i>peer average</i>	Las Cruces	<i>Peer group high</i>	<i>New Mexico high</i>	<i>Peer group low</i>	<i>New Mexico low</i>
118,965	62,606	428,694	310,000	1,893	1,893
		Wichita Falls	Santa Fe	Hobbs	Hobbs

Print Materials Per Capita

<i>peer average</i>	Las Cruces	<i>Peer group high</i>	<i>New Mexico high</i>	<i>Peer group low</i>	<i>New Mexico low</i>
2.05	1.24	3.53	3.53	1.15	1.21
		Roswell	Roswell	New Braunfels	Rio Rancho

Total Collection Items Per Capita

<i>peer average</i>	Las Cruces	<i>Peer group high</i>	<i>New Mexico high</i>	<i>Peer group low</i>	<i>New Mexico low</i>
4.45	3.75	9.53	8.07	2.14	2.47
		Wichita Falls	Santa Fe	Amarillo	Rio Rancho

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Electronic Collection Materials

For decades, public libraries have housed and lent audio and video recordings in various evolving formats – beginning with vinyl records and 16 millimeter films. Eventually, books joined the electronic collection in the form of books-on-tape and/or disc – to current eBooks. Similarly, audio and video have transitioned from physical items housed in library collections on shelves to downloadable electronic formats on multiple platforms. No doubt, technological innovations will continue to drive the evolution of all library collection materials, yet the printed book remains popular to this day.

Recent trends in the electronic book marketplace have driven up the cost per item, forcing some public libraries to reduce the quantities of eBooks it can offer – or pass the costs onto their customers. Simultaneously, the Covid-19 pandemic created an increase in demand for eBooks and other downloadable electronic content, placing most public libraries with difficult decisions to make on what to collect and what not to collect.

Given the current flux in the electronic marketplace, the Consultants hesitate to analyze LCPL's electronic collections too deeply, but rather, we merely report the comparative peer statistics shown in the righthand column.

Consultant Observations. With regard to peer average collection expenditures, Las Cruces expended more on print and other materials, but less for electronic materials – for a total higher by \$56,031, but lower per capita by \$0.44.

It appears that customer demand for electronic items versus rising costs will continue to require fluctuating budget decision-making year-to-year, for the near-term future. One trend appears to be holding – that physical collections of all formats (books, audio, and video) appear to be decreasing, despite the enduring popularity of print-on-paper books. The result in having fewer physical items in public library collections does not translate to smaller libraries, but rather, to better accessibility to the physical items housed in a given library through wider aisles and lower shelves.

Number of Downloadable Videos					
peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
11,588	15,550	48,921	23,000	10	10
		Tempe	Santa Fe	Hobbs	Hobbs
Number of Physical Videos					
peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
15,133	28,109	53,178	28,109	2,226	2,226
		Amarillo	Las Cruces	Clovis	Clovis
Number of Downloadable Audio Items					
peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
92,932	160,677	365,858	160,677	537	537
		Tempe	Las Cruces	Hobbs	Hobbs
Number of Physical Audio Items					
peer average	Las Cruces	Peer group high	New Mexico high	Peer group low	New Mexico low
9,178	13,099	18,751	13,099	2,410	2,410
		Las Cruces	Las Cruces	Clovis	Clovis

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Circulation of Collections & Interlibrary Loans

A large collection of items is only valuable if it is used.

Circulation, the number of collection items borrowed by library customers, is one of the primary services used to measure public library effectiveness. In terms of total annual circulation Las Cruces loaned 396,171 items, or 3.77 per capita. The average was 557,998, or 2.13 per capita. Amarillo, with 1,511,736 was far and away the busiest of the peer group. The “second place” library was New Braunfels, Texas, 885,290. In New Mexico, Santa Fe was tops with 719,088 and Clovis at 93,042 the lowest. On the per capita measurement, Broomfield, Colorado with 12.23 was the highest and Clovis at 2.50 lowest. Children’s circulation numbers saw Amarillo leading (523,855) and Clovis lagging (36,167). Per capita-wise Broomfield (5.20) was the highest and Las Cruces (0.74) the lowest.

The Consultants also acknowledge the importance of the currency of library collections – by offering items both current and relevant to the given community. These peer statistics do not gauge this variable. A deeper look into the Library’s catalog and usage data would be required. De-selection of collection items – removing them from circulation and storage – is an ongoing best practice known as “weeding” the collections.

Turnover. A key metric in terms of collection usage is the frequency items are checked out – or turnover – mathematically determined by the number of circulating items divided by the number of loans. A high number is a good indication the collection is being responsive to customer needs. Peer turnover: Broomfield, at 4.53, was highest, Las Cruces was 1.00, and Lawton was lowest at 0.31.

Interlibrary Loans (ILL) is a metric that can measure the desirability of a public library’s collection. If the number of items borrowed by other libraries is high and the items loaned is low, it could be a commentary on the quality of the collection. As for Las Cruces, 1,070 items were loaned to other libraries. The peer average was 4,697. Items received were 1,604 by LCPL versus a peer average of 6,063. Such relatively low numbers might also mean that there could be need for improvement in the ILL process, as it might not run as smoothly as it could.

Total Circulation per Capita					
peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
6.45	3.77	12.23	9.25	2.50	2.50
		Broomfield	Farmington	Clovis	Clovis
Children’s Items Circulation per Capita					
peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
2.13	0.74	5.20	2.47	0.74	0.74
		Broomfield	Farmington	Las Cruces	Las Cruces
Children’s Circulation %					
peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
35.86%	20.70%	49.04%	38.87%	20.70%	20.70%
		New Braunfels	Clovis	Las Cruces	Las Cruces
Collection Turnover					
peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
1.88	1.00	4.53	3.21	0.31	0.72
		Broomfield	Rio Rancho	Lawton	Clovis

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Library Visits, Reference & Borrowers

Visits, reference questions, and number of borrowers are all indications of customer services provided by public libraries. In most cases, the higher the number the better.

Visits. Las Cruces had 384,686 visitors vis-à-vis the peer group average of 364,783. The peer high was Amarillo, Texas with just over 1.2 million. The low was Hobbs with 59,281. Per capita measures: Las Cruces 3.45; High – Farmington 6.91; and Low – Hobbs 1.46.

Reference Transactions. Las Cruces totaled 70,326, or 0.63 per capita. Peer averages were 55,416 and 0.55, respectively. High – Amarillo 267,898. For New Mexico, Santa Fe had highest total at 140,000 and its 1.60 per capita was the highest of the entire peer group.

Borrowers are defined as individuals who have a valid library card which allows them to borrow circulating items from the library's collections. The average number of borrowers for the peer group was 49,380. Las Cruces had 71,711, well above the average. Tempe, Arizona, with 94,099, had the highest number and Clovis the lowest, with 13,750. Also included in the Consultant analysis is the Percent of Population with Library Cards, with a high of Farmington at 107.93%³

Consultant Observations. Las Cruces performs well when compared to its peers, as LCPL is above the 50th percentile on all of these key measures, including visits per capita – even though LCPL is below the peer average.

There are several customer contacts that are of consequence for public libraries, such as library programs. Metrics that quantify access to the library's website and to technology provided within the walls of a library are presented on the next page, followed by a page on the number of library programs and attendance.

Library Visits per Capita

peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
3.78	3.45	6.91	6.91	1.46	1.46
		Farmington	Farmington	Hobbs	Hobbs

Reference Transactions per Capita

peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
0.55	0.63	1.60	1.60	0.07	0.07
		Santa Fe	Santa Fe	Hobbs	Hobbs

Percent of Population with Library Cards

peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
57.44%	64.31%	107.93%	107.93%	29.21%	43.44%
		Farmington	Farmington	Lawton	Rio Rancho

³ The 107.93% indicates there are several non-residents who frequent Farmington on a regular basis and obtain a library card, thus the number above 100 percent.

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Electronic Access

The ability to access the Internet electronically in libraries is impacted by the quantity of computers/devices for public use within the facilities and remotely – as well as the number of uses of those computers/devices. The recorded data analyzed by the Consultants included:

- Number of Internet computers used by the general public.
- Total number of public computers per 2,000 population.
- Annual use of public Internet computers.
- Wireless sessions using the library's wireless service.
- Number of visits to the library's website.

Las Cruces was below average on three of four electronic metrics, and there was no recorded data for the fifth, at least none reported to the New Mexico State Library⁴. Las Cruces was only slightly below the 50th percentile on uses of Internet computers per year, but additional findings the Consultants see is concerning, as follows.

Use of Computers & Internet. Looking at the peer numbers of public-use computers with Internet connectivity:

- High – Tempe, 140 (1.56 per 2,000 population), Low – 12, Clovis (0.63 per 2,000 population).
- Average – 48 (1.06 per 2,000 population), Las Cruces – 32 (0.57 per 2,000 population).

LCPL provide the lowest number of public computers per capita in the peer group. Given that there is a major state university in Las Cruces, the below average electronic access data on public computers and their use is surprising to the Consultants.

Conversely, access to the Internet via LCPL's wireless network bodes much better, suggesting that many customers bring and use their own computers/devices to the Library.

Public Use Computers per 2,000 Population

peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
1.06	0.57	2.23	2.23	0.57	0.57
		Farmington	Farmington	Las Cruces	Las Cruces

Annual Use of Public Internet Computers

peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
47,784	46,541	101,331	88,496	10,223	10,223
		Tempe	Santa Fe	Hobbs	Hobbs

Number of Sessions Using Library Wireless Service

peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
26,022	55,776	103,188	70,733	3,347	8,904
		Wichita Falls	Santa Fe	Amarillo	Clovis

Number of Visits to Library Website

peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
145,475	n/a	311,493	311,493	5,000	5,000
		Farmington	Farmington	Clovis	Clovis

⁴ Las Cruces did not record the number visits to library website.

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Programs

Programs, as broadly defined, refer to an activity generally held at the library and attended by library customers and visitors alike – such as classes, seminars, performances, etc. Library Programs are typically divided into three groups by age – Children’s, Teens (Young Adult), and Total (including adults or families). For Las Cruces’ Adult, Family, and all other Programs we computed the number and attendance by subtracting the Children’s and Young Adult figures from the total numbers.

Programs. The peer average for total programs was 1,008. Las Cruces totaled 632. San Marcos held the highest number at 2,361 and 145 for Hobbs was the lowest.

- Children’s Programs – a peer average of 564 – with a high at Farmington (1,380), a low at Hobbs (115), and Las Cruces with 301.
- Children’s Attendance – average of 16,808 – high Farmington (42,278), low Clovis (3,864), Las Cruces (10,017).
- Teen (Young Adult) Programs – average, 1,807 – high Farmington (5,386), low Temple (161), Las Cruces (137).
- Teen Attendance – average 1,807 – high Abilene (8,279), low Temple (161), Las Cruces (887).

At Las Cruces Public Libraries, 69.31% of programs were for youth (Children and Teens) but attendees at those programs constituted 84.15% of total program attendance – largely due to Children’s programs and attendance – as 47.63% of the total number of programs were for kids but drew 77.3% of the total attendees.

Total Program Attendance per Capita					
peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
0.31	0.12	1.34	1.34	0.09	0.10
		Farmington	Farmington	Lawton	Roswell
Number of Children’s Programs % of Total					
peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
55.99%	47.63%	79.72%	79.72%	35.99%	43.26%
		Roswell	Roswell	Broomfield	Clovis
Children’s Program Attendance % of Total					
peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
66.45%	77.30%	90.19%	86.04%	50.38%	67.37%
		Wichita Falls	Roswell	Amarillo	Farming
Number of Teen Programs % of Total					
peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
13.31%	21.68%	23.50%	23.50%	2.06%	9.59%
		Farmington	Farmington	Amarillo	Rio Rancho
Teen Program Attendance % of Total					
peer group average	Las Cruces	peer group high	New Mexico high	peer group low	New Mexico low
7.14%	6.85%	11.85%	9.44%	1.28%	4.21%
		Abilene	Hobbs	Temple	Rio Rancho

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Summary

All factors considered, Las Cruces Public Libraries compare favorably with the peer group, both with the entire group and with other New Mexico libraries. The table in the righthand column indicates select measures and the percentiles LCPL achieved in the peer library analysis. Of these 18 crucial benchmarks, LCPL falls below the peer 50th percentile on a little more than half (factors 10 of the 18) – hence suggesting areas to consider for potential improvements. Yet, 8 of the 18 indicate strengths for LCPL to potentially maintain.

One improvement that is most needed is the amount of Library space (factor number 16 at right). The two branch libraries are extremely small in size and unable to provide a full range of services. And, in this computer age, the low number of computers for public use needs to be addressed (factor 17). The low ranking for Local Government Revenue (factor 18) is a mixed bag – low in part because of the generous revenue from Other sources.

Key Metrics Rankings. In order to focus on the measures that the Consultants consider most critical for Las Cruces Public Libraries to address, we present additional analysis of these 18 factors and more in Table 4.1 on the following pages. Critical per capita metrics in the Table are shown in **bold** text. Measures that have been cross-tabulated using the data in Appendix 4.1 are presented in *italicized* text in Table 4.1 and may or may not appear in the Appendix.

For comparative purposes, the Consultants calculated the average of the 16 libraries for each metric – as was done in ranking within five different percentiles: 90th, 75th, 50th, 25th and 5th. For written characterization of where LCPL falls within the various percentiles, the Consultants differentiate proximity to the nearest rank. For example, if a metric falls between the 75th and 50th levels, we locate which of the two percentiles Las Cruces Public Libraries is closest to by using ‘above’ or ‘below’ descriptors – i.e. below 75th if closer to the 75th percentile, versus above 50th when closer to 50th.

Percentiles Where Las Cruces Ranks (versus FY2019 peer statistics)

<i>factor</i>	<i>percentile</i>
1 Legal Service Area Population (2020 Census)	above 75 th
2 Annual Public Service Hours	below 75 th
3 FTE ALA-MLS Librarians	below 75 th
4 FTE Total Paid Employees	below 75 th
5 Total Collection Per Capita	below 75 th
6 Total Annual Visits	below 75 th
7 Reference Transactions Per Capita	below 75 th
8 Percent of Population with Library Cards	below 75 th
9 Print Materials in Collection	below 50 th
10 Total Number of Library Programs	below 50 th
11 Total Annual Circulation Transactions	below 50 th
12 Collection Turnover	above 25 th
13 Total Circulation Per Capita	above 25 th
14 Number of Children’s Library Programs	above 25 th
15 Total Revenue Per Capita	above 25 th
16 Square Feet Per Capita	below 25 th
17 Number of Public Computers per 2,000 Population	below 5 th
18 Local Government Revenue	below 5 th

Consultant Observations. In Table 4.1, the Consultants have ordered our opinions about how Las Cruces should prioritize addressing the key metrics we have identified – from top to bottom (highest priority at the top, lesser toward the bottom). We hope these suggestions will generate discussions with LCPL leadership, the Friends of the Library, and City of Las Cruces staff.

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Table 4.1 Peer Library Analysis – Key Metrics

<i>metrics</i>	<i>Las Cruces</i>	<i>peer average</i>	<i>deviation</i>	<i>deviation %</i>	<i>peer rank</i>	<i>percentile</i>
Square feet per capita	0.41	0.64	-0.23	-35.6%	13th of 16	below 25th
Public computers per 2,000 population	0.57	1.06	-0.48	-45.8%	16th of 16	below 5th
Children's circulation per capita	0.74	2.13	-1.39	-65.4%	16th of 16	below 5th
Total operating expenditures per capita	\$19.05	\$28.47	-\$9.41	-33.1%	14th of 16	below 25th
<i>Total Expenditures per Staff FTE</i>	<i>\$53,116</i>	<i>\$73,388</i>	<i>-\$20,272</i>	<i>-27.6%</i>	<i>14th of 16</i>	<i>above 5th</i>
Total operating revenue per capita	\$22.27	\$29.08	-\$6.81	-23.4%	10th of 16	above 25th
Local revenue as percent of total	85.66%	96.44%	-10.78%	-11.2%	16 th of 16	below 5 th
Print materials per capita	1.24	2.05	-0.81	-39.7%	12th of 16	at 25th
<i>Print materials as percent of total</i>	<i>33.01%</i>	<i>39.97%</i>	<i>-6.96%</i>	<i>-17.4%</i>	<i>13th of 16</i>	<i>above 25th</i>
Total circulation per capita	3.77	6.45	-2.68	-41.6%	12th of 16	above 25th
Collection turnover (circulation ÷ collection size)	1.00	1.88	-0.88	-46.6%	11 th of 16	above 25 th
Total program attendance per capita	0.12	0.31	-0.19	-62.0%	14th of 16	above 25th
Other expenditures as percent of total	14.46%	16.67%	-2.21%	-13.2%	11 th of 16	above 25 th
<i>Number of children's library programs as percent of total</i>	<i>47.63%</i>	<i>55.99%</i>	<i>-8.37%</i>	<i>-14.9%</i>	<i>12th of 16</i>	<i>above 25th</i>
Staff expenditures as percent of total	69.02%	71.18%	-2.16%	-3.0%	11 th of 16	below 50 th
Total number of library programs	632	1,008	-376	-37.3%	9 th of 16	below 50 th
<i>Total annual operating cost per square foot</i>	<i>\$46.52</i>	<i>\$43.63</i>	<i>\$2.88</i>	<i>6.6%</i>	<i>7th of 16</i>	<i>above 50th</i>
MLS staff per 1,000 population	0.10	0.09	0.01	7.0%	6th of 16	above 50th
Total staff per 1,000 population	0.36	0.39	-0.03	-7.7%	6th of 16	above 50th
Total collection per capita	3.75	4.45	-0.70	-15.7%	8th of 16	above 50th
Library visits per capita	3.45	3.78	-0.33	-8.8%	7th of 16	above 50th
<i>Attendance at teen library programs as percent of total</i>	<i>6.85%</i>	<i>7.14%</i>	<i>-0.30%</i>	<i>-4.2%</i>	<i>7th of 16</i>	<i>above 50th</i>
Number of visits to library website	no record	145,475	n/a	n/a	n/a	n/a
<i>Total annual operating cost per service hour</i>	<i>\$371.18</i>	<i>\$448.82</i>	<i>-\$77.63</i>	<i>-17.3%</i>	<i>12th of 16</i>	<i>above 25th</i>

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Table 4.1 Peer Library Analysis – Key Metrics *(continued)*

<i>metrics</i>	<i>Las Cruces</i>	<i>peer average</i>	<i>deviation</i>	<i>deviation %</i>	<i>peer rank</i>	<i>percentile</i>
FTE number of ALA-MLS Librarians	11.00	8.63	2.37	27.4%	6 th of 16	below 75 th
FTE total paid employees	40.00	32.03	7.97	24.9%	5 th of 16	below 75 th
Percent of population with library cards	64.31%	57.44%	6.87%	12.0%	6 th of 16	below 75 th
Wireless sessions using the library's wireless network	55,776	26,022	29,754	114.3%	3 rd of 16	below 75 th
<i>Number of teen library programs as percent of total</i>	<i>21.68%</i>	<i>13.31%</i>	<i>8.37%</i>	<i>62.8%</i>	<i>3rd of 16</i>	<i>below 75th</i>
<i>Attendance at children's library programs as percent of total</i>	<i>77.30%</i>	<i>66.45%</i>	<i>10.85%</i>	<i>16.3%</i>	<i>5th of 16</i>	<i>below 75th</i>
State/Federal revenue as percent of total	1.84%	1.57%	0.27%	16.9%	5 th of 16	below 75 th
Collection expenditures as percent of total	16.52%	12.15%	4.37%	36.0%	2 nd of 16	above 90 th
Other revenue as percent of total	12.50%	1.99%	10.51%	529.2%	1 st of 16	above 90 th
Number of facilities per 100,000 population	2.69	2.01	0.68	33.6%	2nd of 16	above 90th
2020 Census population	111,507	93,063	18,444	19.8%	4 th of 16	above 75 th

Section 5: Operations Analysis

Section 5 Operations Analysis

The Peer Analysis of Section 4 serves as a fair and comprehensive quantifiable look at the operational statistics of Las Cruces Public Libraries (LCPL). In this Section, the Consultants will provide qualitative analysis of specific LCPL strengths and challenges based on those statistics. The intent is to codify a set of Level of Service (LOS) standards at the end of this Section, which LCPL can use as measures of future performance.

The LOS measures the Consultants recommend in Table 5.1 are along the lines of widely accepted industry best practice, touching upon significant guideposts for crucial public library performance metrics.

Exactly 100 metrics were analyzed in the Peer Analysis. LCPL ranked in the four quartiles as follows:

quartile	% of all metrics	above/ below median	% of LOS metrics	above/ below median
Q4	19%	55%	0%	50%
Q3	36%		50%	
Q2	29%	45%	14%	50%
Q1	16%		36%	

In the aggregate, LCPL performed five percent better than the peer group, but was on the median when looking at the critical set of LOS metrics.

Table 5.1
Key Benchmarking Metrics for Las Cruces Public Libraries
Recommended Level of Service Measures

metric	2019 Las Cruces	peer group average	peer group quartile	peer group high	Las Cruces as % of avg.
Square feet per capita	0.41	0.64	Q1	1.23	64.1%
Total annual public service hours	5,724	5,238	Q3	16,668	109.3%
MLS staff per 1,000 population	0.10	0.09	Q3	0.21	111.1%
Total staff per 1,000 population	0.36	0.39	Q3	1.18	92.3%
Staff expenditures per capita	\$13.15	\$19.60	Q1	\$49.30	67.1%
Collection expenditures per capita	\$3.15	\$3.56	Q3	\$14.17	88.5%
Operating expenditures per capita	\$19.05	\$28.47	Q1	\$89.35	66.9%
Collection items per capita	3.75	4.45	Q3	9.53	84.3%
Circulation per capita	3.77	6.45	Q2	12.23	58.4%
Collection turnover	1.00	1.88	Q2	4.53	53.2%
Public computers per 2,000 population	0.57	1.06	Q1	2.23	53.8%
Percent of population with library cards	64.3%	57.4%	Q3	107.9%	112.0%
Library visits per capita	3.45	3.78	Q3	6.91	91.3%
Program attendance per capita	0.12	0.31	Q1	1.34	38.7%

Note: The numbers in **red** indicate metrics in which LCPL ranked last in the peer rankings (16 out of 16).

Section 5. Analysis of Operations, Programs, & Services

Crucial Strengths & Challenges Illuminated by Peer Analyses

Comparing LCPL’s specific performances above and below the Peer statistical median highlight both the Library’s strengths in operations and reveal some areas of concern.

- LCPL’s high number of total public service hours each year is the most import accessibility issue for public libraries.
- The total number of full-time equivalent (FTE) employees, especially ALA-accredited Librarians is an important contributor to the quality and quantity of services provided by LCPL.
- The total number of collection items per capita likely contributes to the numbers of visits to the Libraries as checking out books is a primary service customers seek in Las Cruces and nationwide.
- The number of reference transactions per capita is probably influenced by the availability of staff at multiple reference desks.
- The total number of annual visits to Libraries and the percent of the population with library cards both attest to how Las Cruces residents “vote” for Las Cruces Libraries and the good service they receive.

Library Collections. Total collection items per capita (print + electronic) appear to be a good LCPL attribute, yet total annual circulation, collection turnover, and total circulation per capita are below the peer median. Having lots of books that do not get checked out is a common problem the Consultants see. The potential reasons are manyfold – old books, subject matter not of interest to current customers, crowded shelves that make it difficult to find what one is looking for, high and low shelves that are out of reach of some customers, and the list can go on.

One Consultant theory is that institutions of higher learning generate high library attendance and borrowing. LCPL may have catered to New Mexico State University faculty requests over the years, developing a collection with fewer popular items than typically found in public libraries.

Square Feet per Capita. The lack of library space can have an adverse impact on most everything a public library does. LCPL being in the lowest peer quartile in terms of square footage does not bode well for Las Cruces residents and their access to library programs and services.

Table 5.2
Where Las Cruces Public Libraries Ranked Above the Peer Median

<i>performance metric</i>	<i>quartile</i>
1 Annual Number of Total Public Service Hours	Q3
2 Total FTE ALA-MLS Librarians	Q3
3 Total Paid FTE Employees	Q3
4 Total Collection Items per Capita	Q3
5 Total Annual Visits to Libraries	Q3
6 Reference Transactions per Capita	Q3
7 Percent of Population with Library Cards	Q3

*Based on Institute of Museum & Library Services (IMLS) FY2019 statistics.
See Appendix 4.1 for detailed numbers for all 16 peer libraries.*

Table 5.3
Where Las Cruces Public Libraries Ranked Below the Peer Median

<i>performance metric</i>	<i>quartile</i>
1 Total Number of Print Materials in the Collection	Q2
2 Total Number of Library Programs Offered	Q2
3 Total Annual Circulation Transactions	Q2
4 Collection Turnover	Q2
5 Total Circulation per Capita	Q2
6 Number of Children’s Library Programs	Q2
7 Total Revenue per Capita	Q2
8 Square Feet per Capita	Q1
9 Number of Public Computers per 2,000 Population	Q1
10 Local Government Revenue	Q1

Based on IMLS FY2019 statistics. See Table 5.2 above.

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Public Computers. The ratio of LCPL's public computers per capita being the lowest among the peer group is possibly a direct example of how limited space available within the Library creates additional deficiencies. Computers for adult customers are currently in a separate space known as the Computer Lab, isolated from the remainder of the Library, and requiring a full-time staff attendant to supervise and provide customer assistance.

Previously located with the general collection of books, the computers were moved to their current location as a solution to accommodate additional shelving. And though it might be possible to add a few more computer workstations to the current space, infrastructure deficiencies in that space have made wiring more computers an expensive undertaking.

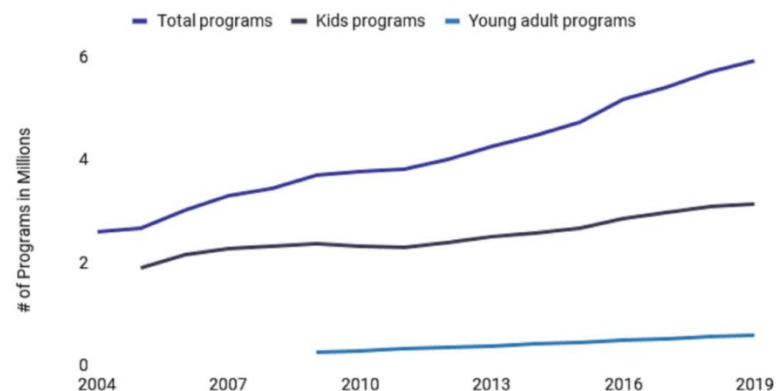
Library Programs Offered. The low total number of library programs and the corresponding number of children's library programs offered would appear to be a missed opportunity, as statistics show that higher numbers of programs tends to increase library visits, program attendance, and circulation of collection items, as cited in Section 2 of this Report and depicted in the graph in the upper righthand column of this page.

Low Total Revenue per Capita, as shown in the graph at right, is a direct result of the lowest Local Government Revenue among the peer group, which typically comprises around 95% of a public library budget.

For LCPL, local funds (85.7% of the total) are bolstered by private sector contributions of the Friends of the Thomas Branigan Memorial Library and multiple endowments bequeathed to the Library – in excess of 12% of the annual total – or almost three times as much as the next highest peer.

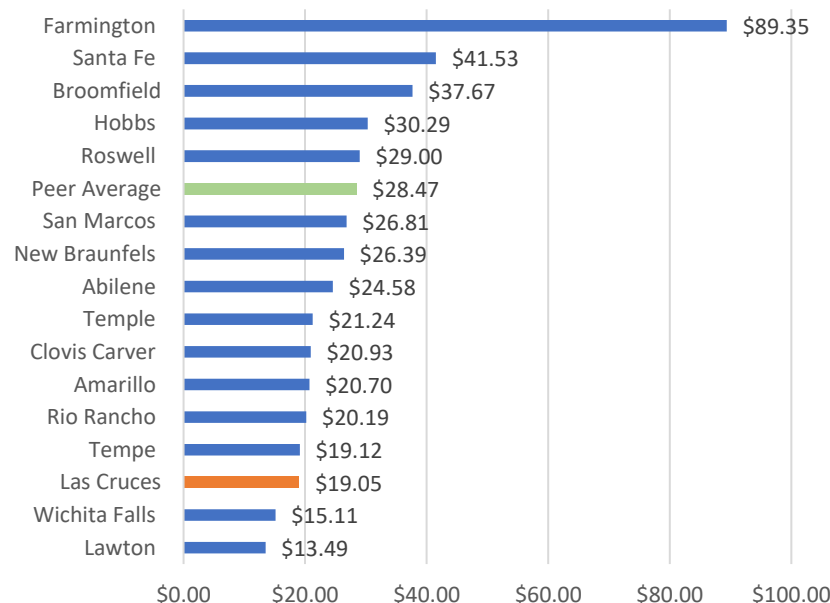
The Consultants are concerned that the City of Las Cruces is spending down the LCPL endowments when they should be protected, so they can grow in size through investment income that is shared with the Library. Besides, low spending on library services can have a negative impact on all aspects of a public library's operations.

Number of programs at libraries



Source: *State of U.S. Public Libraries – More Popular & Digital Than Ever*, February 17, 2022, by Nicholas Rizzo.

Total operating expenditures per capita



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Other Strengths & Challenges Facing Las Cruces Public Libraries

The Peer Analysis in Section 4 of this Report shed light on particular areas of strength in LCPL operations, as well as illuminating areas of concern. On this and the following pages, the Consultants parse those strengths and challenges, including specific areas of inquiry stipulated in the contract for this project.

Library Technology & Future Needs

As in our modern American society in general, public libraries are undergoing a constant technological evolution – often faster than municipal budgets can accommodate.

To its credit, LCPL has been on a leading edge of technological adoption for public libraries – attaching to each item of the Library's physical collection with radio-frequency identification (RFID) tags – in what amounts to a toll tag for books. A means for inventory control, RFID has allowed LCPL to automate the checking-out and checking-in of borrowed books, media, etc., supporting customer self-service at check-out and greatly reducing human error at check-in by sorting books accurately and quickly getting them back on the shelves for customers.

Additional automation can improve the customer experience while streamlining staff workflow in LCPL facilities of the future.

Data Gathering & Analysis. One critical area that LCPL can benefit from would be in upping its game in gathering and, most importantly, analyzing customer usage data. A public library's integrated library system (ILS) can store an immense amount of information related to individual and family library cardholders.

An industry trend mentioned in Section 2 of this Report – open source ILS functionality – has the potential to assist LCPL in gathering data, while artificial intelligence (AI) has the potential to aid in analyzing that data. LCPL should consider adopting both innovations as they ripen in the marketplace. See Appendix 2.8 for a more in-depth discussion on data analytics for public libraries.



A rendering of the automated materials handling sorter planned for the future Branigan Library renovation – an expansion of the current sorter in use today. As items are returned through the return slot in the wall their RFID tag is read & the item is automatically checked back into the system. The conveyor belt recognizes an item on the belt then moves it along the conveyor line & sorts it into the appropriate bin for reshelfing.

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A glaring void in LCPL's collecting customer usage statistics has been in the use of the public Wi-Fi network. Of the 100 stats captured in the Peer Analysis, LCPL was one of five of the 16 peers not to collect the public's use of the Library's website. The Quality Of Life Department's FY2024 Strategic Business Plan cites important Program Outputs to be monitored to include the number of computer and Library database sessions/logins – so hopefully these stats will be captured in the near future, if not sooner.

Computer Networking & Maintenance. LCPL, with assistance from the City of Las Cruces' Information Technology Department, maintains its public computers and offers technology training classes.

The Consultants have used the LCPL Wi-Fi network on multiple occasions and have not experienced any problems.

Expenditures for Children's Collection Materials

A 'canary in the coal mine' statistic the Consultants uncovered revealed an anomaly in LCPL's service to children. The Peer Analysis did not capture statistics on expenditures for Children's collection materials, but it did show that LCPL ranked last in the peer group in Children's circulation per capita at 0.74 items (versus a peer average of 2.13, or roughly three times the amount of items circulated by LCPL).

The peer group average circulation of Children's items as a percentage of total circulation was 35.9%, compared with LCPL at 20.7%, again below the 5th percentile. Yet, LCPL's number of Children's programs as a percent of total programs was 47.6% (just above the peers' 25th percentile – barely into the second quartile) and LCPL's attendance at Children's programs as a percent of the total was 77.3% (just below the peers' third quartile). There is so much meaning behind these numbers – high program attendance but low circulation – the Consultants needed to dig deeper into these statistics by looking at the size of the Children's collection, which we did.

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Possibly the most startling finding of the Peer Analysis was the proportionately small size of the Children's collection – only 27,209 items (20.1% of the total collection). It is not uncommon for a public library to hold almost as many Children's and Teen books as they do Adult collections. Though not conclusive, it seems logical that the small collection size contributes to the low circulation, hence, a perceived need to increase spending on Children's collection items. Popular and award-winning titles should be at the top of the list.

Expenditures for Bilingual Materials, Programs & Services

As of 2024, only 2.2 percent of LCPL's physical collection was in Spanish (split about 45% for children, 55% for adults). No other languages appear to be held in the Library's physical collection. As the demographics of Las Cruces presented in this Report highlight (see Section 1), 61.8% of the city's population identify as Hispanic or Latino. In 37.4% of Las Cruces homes a language other than English is spoken. As the Peer Analysis in Section 4 confirmed, LCPL is like the vast majority of U.S. public libraries – the majority of customers use the library to check out books and/or media. Therefore, a stronger Spanish collection should help form a foundation for attracting more customers to LCPL.

Equally important in attracting and retaining customers is the need for the staff of LCPL to mirror the make-up of Las Cruces – be it in language fluency, ethnicity, gender identification, or other characteristics. See a further discussion below on Diversity, Inclusion, and Accessibility.

General Fund Budget Resources Expended for Library Operations

As depicted in the graph in the lower righthand column of page 5.3, LCPL is near the bottom of the peer list in total operating expenditures per capita. This deficiency is likely the most important challenge for the City of Las Cruces to remedy.

Two crucial companion issues to total expenditures are: 1) the percentage of local government; and 2) the percentage other revenue sources for LCPL.

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Percentage of Local Funds. Las Cruces was not only last in the percentage of local government revenue provided to its public library, but Las Cruces was also 11 percentage points below the peer average and almost eight points below the next lowest peer.

Thomas Branigan Memorial Library (TBML) has been at least partially funded privately since its inception in 1935. The Branigan bequest is designated for the purchasing of books.

A Library Foundation. In our nationwide experience, the Consultants see numerous examples of successful and thriving 501 (c) (3) library foundations that generously fund their public libraries. In the past, a TBML Foundation was formed but has ceased to exist for unknown reasons. Legal research may be needed to determine if an LCPL Foundation could legally take over the stewardship of the current LCPL bequests. Diversity of revenue sources is an important component for long-term sustainability of the LCPL system.

Ratio of Staff to Operate Recommended Hours & Services

Over the course of this study, there have been as many as 10 vacant positions at LCPL, making it difficult for the Consultants to accurately assess staffing patterns at the Branigan Library. Staffing patterns at the Munson and Sage Libraries are simple – only one staff person on duty for every hour open at both facilities.

Proposed Branch Library Staffing. The Consultants submitted a staffing pattern for a new prototype Branch Library for LCPL review. See Appendix 5.1 for the detailed prototype Branch Library staffing pattern, including estimated staff compensation for salaries and benefits. Yet, there are some glaring gaps in the administrative ranks of the LCPL organization chart.

Quality personnel have been added to the LCPL roster recently, including the current Library Director (official title: Quality of Life Deputy Director) and subsequent hirings. Still, there are a number of approved positions waiting to be filled – and the Consultants believe there are key positions that are missing from the current organization.

Section 5. Analysis of Operations, Programs, & Services

Organization of Library Personnel. Like any public library, LCPL is a service business, even if it operates for the public good and not for profit. It needs a typical corporate structure with all roles filled to operate effectively and fulfill its mission, goals, and objectives.

From the Consultants' perspective, the Library Director serves as Chief Executive Officer (CEO) and Chief Operations Officer (COO). The Administrative Assistant also serves as Chief Financial Officer (CFO) and Corporate Secretary. The Outreach Librarian also serves as Chief Marketing Officer (CMO). The currently vacant Technical Services Department head would also fill the role of Chief Information Officer (CIO). The current Information Systems Tech also serves as Chief Technology Officer (CTO). The role of Branigan Library Manager is unclear. There appears to be no designated LCPL staff person overseeing facilities planning and maintenance issues.

Once upon a time, there was an office in the Branigan Library designated for an Assistant Library Director. If LCPL is to grow and serve Las Cruces residents to its fullest potential, dual role-filling should be replaced with individuals trained and/or experienced in their respective roles and responsibilities.

Staff Recruitment

Since June of 2022, the Consultants have witnessed long delays in bringing new hires on board at LCPL. One potential reason for delay appears have been a disconnect between City of Las Cruces terminology for position titles and library industry terms. Librarians or library paraprofessionals seeking employment may not have recognized the job titles that were open in Las Cruces, resulting in fewer applicants. The Consultants have heard comments that job titles advertised fit City criteria (more than once termed as 'rigid' by current City personnel) and did not use common library industry parlance.'

Similarly, the process of vetting applicants was characterized by Las Cruces staff as being cumbersome and/or time consuming, further elongating the process required to fill open positions.



Quality of Life Department, Library Division Organization Chart as of December 2023.

Section 5. Analysis of Operations, Programs, & Services

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Diversity, Inclusion & Accessibility

LCPL is further along with diversity in the personnel ranks than are many public libraries the Consultants have worked with in recent years, and programs and services offered reflect Las Cruces' demographics. However, there is still work to be done in these areas.

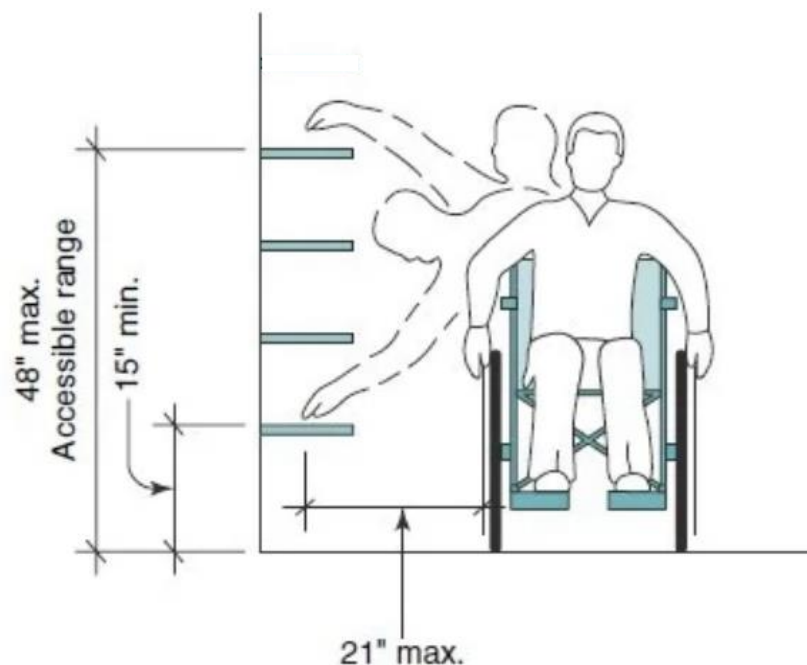
Reflecting the Community. LCPL employs Hispanic personnel, but not in proportion to the community at-large. Some staff members are fluent in Spanish, but other personnel rely on LCPL's promotional material and limited signage in Spanish to communicate with non-English-speakers.

Accessibility. LCPL has secured funding for the replacement of existing shelving. The accessible shelving is tentatively projected to be installed in late 2024 or early 2025. Old and damaged books currently held in the collection should be removed from the building – in a process informally termed 'weeding the collection' – before the new shelves can be filled.

Other public libraries that have reconfigured their shelves to be fully accessible to persons in wheelchairs have found that when collection items are within reach, they tend to circulate more frequently, increasing use of the collections significantly.

More of a facilities issue is the age of the Branigan Library, constructed well before current codes were in place, which make several aspects of the building design no longer code-compliant. Such remedies would come about in a building renovation and/or expansion. See Section 6: Facilities Analysis of this Report for details on future plans for Branigan.

Service Desks. The Branigan Library currently deploys four service desks in close proximity to each other, apparent remnants of days gone by. Each of the four desks are typically staffed during peak business hours. Personnel are figuratively tethered to the desks regardless of the number of customers in the building. It may be time to rethink this deployment of personnel, especially degreed Librarians.



Four shelves within reach require 66-inch high shelving units, compared with current 90-inch high shelving at the Branigan Library with seven shelves per unit.

Proposed Level of Service Standards

Against the backdrop of the issues discussed in this Section, the Consultants propose that the City of Las Cruces adopt the codified set of Level of Service (LOS) standards listed in Table 5.4. The Consultants commend these LOS measures as being within widely accepted industry best practice to serve as goals for future library performance.

The scenario envisioned is predicated on this set of inter-related variables facilitated by LCPL and the City as follows:

- LCPL's Square feet per capita increases with construction of a new Branch Library by 2029. Construction of additional new Libraries will be required to reach the goal of 1.00 by 2044.
- Total annual public service hours increase with the new Branch opening and closure of Munson and Sage Libraries by 2029.
- MLS staff, total staff, and staff expenditures increase to accommodate recent compensation study, fill new positions in 2025 and open the new Branch by 2029.
- Collection items and expenditures decrease in 2025 due to the new shelving installation, then increase by 2029.
- Operating expenditures gradually increase to fund staffing increases from 2025 to 2029.
- Circulation and collection turnover increase in 2025 due to new shelving, then again in 2029 due to an increased number of programs.
- Public computers increase slightly in 2025 due to a pilot project to loan laptops in-library, then increase by 2029 by adding self-service laptop dispensers.
- The percent of the population holding library cards, library visits, and program attendance increase in 2025 and again in 2029 due to the staffing and budget increases.

A significant funding increase can only do so much until there is a parallel increase in Library space – then the LCPL staff can do wonderful works for the residents of Las Cruces!

Table 5.4

**Recommended Level of Service Standards
for Las Cruces Public Libraries**

<i>metric</i>	<i>2019 Las Cruces</i>	<i>2025 Las Cruces</i>	<i>2029 Las Cruces</i>	<i>2044 Las Cruces</i>
<i>Square feet per capita</i>	0.41	n/a	0.60	1.00
<i>Total annual public service hours</i>	5,724	5,724	6,864	
<i>MLS staff per 1,000 population</i>	0.10	0.12	0.18	
<i>Total staff per 1,000 population</i>	0.36	0.38	0.51	
<i>Staff expenditures per capita</i>	\$13.15	\$21.49	\$29.66	
<i>Collection expenditures per capita</i>	\$3.15	\$3.00	\$3.50	
<i>Operating expenditures per capita</i>	\$19.05	\$27.49	\$36.16	
<i>Collection items per capita</i>	3.75	3.25	4.00	
<i>Circulation per capita</i>	3.77	4.00	6.50	
<i>Collection turnover</i>	1.00	1.25	2.00	
<i>Public computers per 2,000 population</i>	0.57	0.60	1.00	
<i>Percent of population with library cards</i>	64.3%	65.0%	70.0%	
<i>Library visits per capita</i>	3.45	4.00	6.00	
<i>Program attendance per capita</i>	0.12	0.15	0.30	

All numbers indicate proposed future metrics for LCPL based on completion of all inter-related variables. 2029 dollar amounts may require adjustment due to future economic events.

Section 6: Facilities Analysis

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Section 6 Facilities Analysis

It is commonly held – and logically so – that the demand for public library services is directly proportional to the number of residents in a given community. The need to accommodate both population growth and the associated need for library services in Las Cruces is cited in City Planning documents published in recent years:

- *City of Las Cruces New Mexico Strategic Plan 2021-2026*, March 5, 2021
- *Final Quality of Life Business Plan*: January 31, 2023.
- *2023 Annual Action Plan*, City of Las Cruces which states “. . . achieve sustainable growth through its Elevate Las Cruces Comprehensive Plan.”

Table 6.1 shows the twenty-year population projections for Las Cruces as published by the City of Las Cruces in its most recent Comprehensive Plan, *Elevate Las Cruces, Volume I*, adopted on February 18, 2020, and based on a 1.2% annual growth rate.

Gaps in Library Square Footage

Based on the level of service (LOS) standards proposed in Section 5, Table 6.1 also computes the gap in the City’s current Library square footage shortfall, using the 1.0 square foot per capita standard. This gap will continue to grow as the population increases and the City plans new facilities to meet standards that match library space allocations in comparable cities. See Appendix 6.1 for population/space comparisons.

Table 6.1
Las Cruces Population Forecast & Library Space Deficits

year	Las Cruces population projections	current library square footage	library space shortfall
2020	105,656	45,442	-60,214
2023	109,431	45,742	-63,690
2024	110,720	46,280	-64,439
2025	112,023	46,280	-65,743
2026	113,342	46,280	-67,061
2027	114,676	46,280	-68,396
2028	116,026	46,280	-69,746
2029	117,392	46,280	-71,111
2030	118,773	46,280	-72,493
2031	120,172	46,280	-73,891
2032	121,586	46,280	-75,306
2033	123,017	46,280	-76,737
2034	124,465	46,280	-78,185
2035	125,931	46,280	-79,650
2036	127,413	46,280	-81,133
2037	128,913	46,280	-82,633
2038	130,430	46,280	-84,150
2039	131,966	46,280	-85,685
2040	133,519	46,280	-87,239
2041	135,091	46,280	-88,811
2042	136,681	46,280	-90,401
2043	138,290	46,280	-92,010
2044	139,918	46,280	-93,638
2045	141,565	46,280	-95,285
2046	143,231	46,280	-96,951
2047	144,917	46,280	-98,637
2048	146,623	46,280	-100,343
2049	148,349	46,280	-102,069
2050	150,095	46,280	-103,815
2054	157,289	46,280	-111,008

Common Library System Configurations

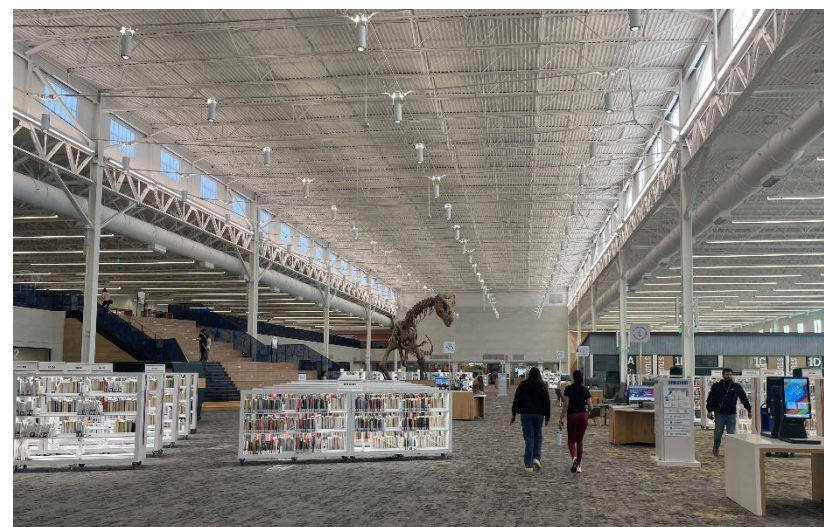
In the United States, the majority of public library systems would fall under one of four typical categories:

- **Main Library + Branches.** The most common configuration has the library headquarters co-located in a primary research library as the “main” or centrally located facility, serving as the system hub with smaller branches dispersed geographically.
- **Branches + Administrative Service Center.** A typology that recognizes that non-public service functions of support services and library administration may not need to occupy high value real estate, this alternative locates support functions centrally to the branch network in less expensive space than a modern library requires.
- **Regional Library Hubs + Branches.** Larger regional libraries serve as centralized operations centers in a multiple hub and spoke arrangement.
- **One Library, Centrally Located.** Rare but often effective where it is employed, some communities focus all of its resources on a single, large location.

The current Las Cruces Public Libraries system is considered a Main Library with Branches. Considerations in designing or reconfiguring a modern public library system include:

- **Redundancy.** Inevitably, operating multiple libraries will duplicate service offerings, personnel, and facilities from location to location. Such duplication increases operational costs. Conversely, redundancy allows for uninterrupted service access in the event one or more facilities need to shut down for whatever reason.
- **Equitable Access.** Ideally, libraries are located for ease of access to the greatest number of residents, regardless of the preferred mode of transportation.
- **Full-Service Outlets.** Facilities large enough to provide a full range of library services provide both equality of access and redundancy of service.

Value judgements must be made in weighing the costs against the benefits of community-wide library service.



One of the better examples of a single library system serving an automobile-oriented community of over 225,000 residents very well.

Frisco Public Library, Frisco, Texas.

Existing Las Cruces Library Facilities

The three libraries that comprise the network of Las Cruces Public Libraries in 2024 contribute space as follows:

- Thomas Branigan Memorial Library, a full-service library headquarters for Las Cruces, occupies two floors measuring at a total of 44,266 gross square feet.
- Munson Branch Library, occupies a small portion of the Munson Senior Center, estimated at 750 square feet.
- Sage Café Branch Library, occupies two rooms in the Sage Café Senior Center, estimated at 726 square feet.

The Branigan Library is open 64 hours over seven days per week. Both Branch Libraries are open limited weekly hours over five days, Mondays through Fridays. Sage Café Branch is open 25 hours per week and Munson is open 18 and 3/4 hours per week.

Branigan Library. Initially built in 1979, this structure was expanded four times in its first 32 years. The result is compartmentalized space that is disjointed. For example, much of the work space for personnel has been located in space available on the upper floor rather than near their designated public service areas on the ground floor. Designed before the advent of the personal computer, the space and infrastructure has been challenged in keeping up with technology and many library trends since.

One major challenge created by the original Branigan design is the split-level ground floor, which compromises the structure's ability to accommodate shelving reconfigurations as collections ebb and flow with user demands.

Munson Library. In 2023, the Munson Branch expanded into a second room housing public-use computers. While helpful, the additional space does not make this location come close to accommodating a full complement of library services. The size, combined with the age of the facility and the location so close to the Branigan Library, yield the Munson location as not at all viable to house a future full-service Library.

GOAL CP-5: EDUCATION FOR ALL AGES

PROVIDE LEARNING OPPORTUNITIES THAT PROMOTE PERSONAL GROWTH AND ENRICH THE LIVES OF RESIDENTS OF ALL AGES.

POLICY CP-5.2: MAKE IMPROVEMENTS TO COMMUNITY RESOURCES SUCH AS LIBRARIES AND MUSEUMS AS THE CITY CONTINUES TO GROW AND DEMAND FOR SERVICES CHANGE.

- **Action CP-5.2.1:** Examine the possibility of expanding the Branigan Memorial Library, establishing branch locations, and co-locating services in order to meet the increasing and changing needs and demands.
- **Action CP-5.2.2:** Explore options for increased public and private funding to meet the growing and changing demand for library services.

Elevate Las Cruces mentions libraries 13 times, including specific goals for Branigan & the growing demand for library services cited above.

Volume I, pages 160-161 & 278-279

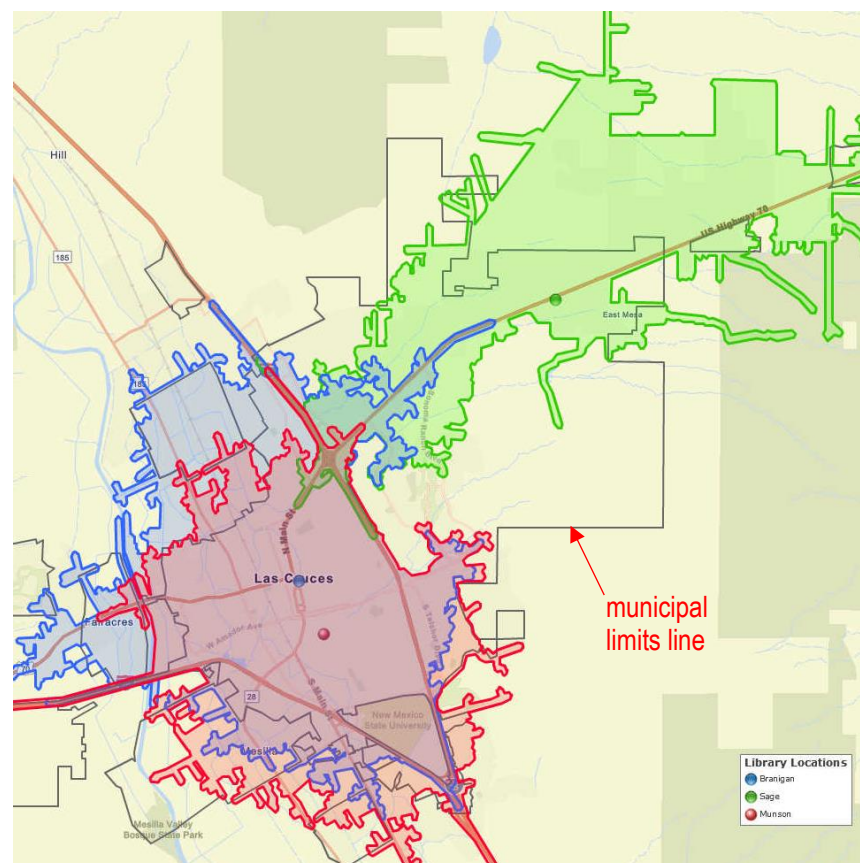
Section 6: Facilities Analysis

Sage Cafe Library. An expansion of the Sage Café Senior Center is scheduled for completion in late 2024 or early 2025. It is not clear if the project will allocate additional square footage to the Library. Regardless, the Sage Library would still be significantly smaller than a size required to accommodate a full set of services. So while the location is advantageous, the limited space suggests looking for a site in the area with the capacity to house a much larger Library.

Existing Library Locations. While the two Branch Libraries are quite small by national public library standards, they do provide some degree of service convenience for LCPL customers who reside closer to a Branch than to Branigan. The online survey of LCPL customers presented in Section 3 discovered that over 96% of respondents drive to their Las Cruces Library.

As noted above, there is a convenience factor that revolves around the proximity of libraries to resident users that must be balanced with the cost of operations. Elevate Las Cruces promotes alternative transportation modes of riding buses, biking, and walking. A five-minute drive time is a better tool in analyzing bicycle and foot traffic.

Munson provides very limited service in a location very redundant to the Branigan Library, so a better Library site in southern Las Cruces might prove advantageous. See Section 7 of this Report for a discussion on future LCPL service outlet options.



Map depicting 10-minute drive-time boundaries around each of the three existing Las Cruces Public Libraries (Branigan = blue, Munson = red & Sage = green). Municipal (city) limits are indicated by the black line.

Drive times are based on the existing street network in Las Cruces, circa 2024.

Future Library Facilities

Table 6.1 calculates a need to add 93,638 square feet in 20 years (by 2044), adding approximately two times the current space. In 30 years, the need is for an additional 111,008 square feet, or a library system three and one-half times the current size.

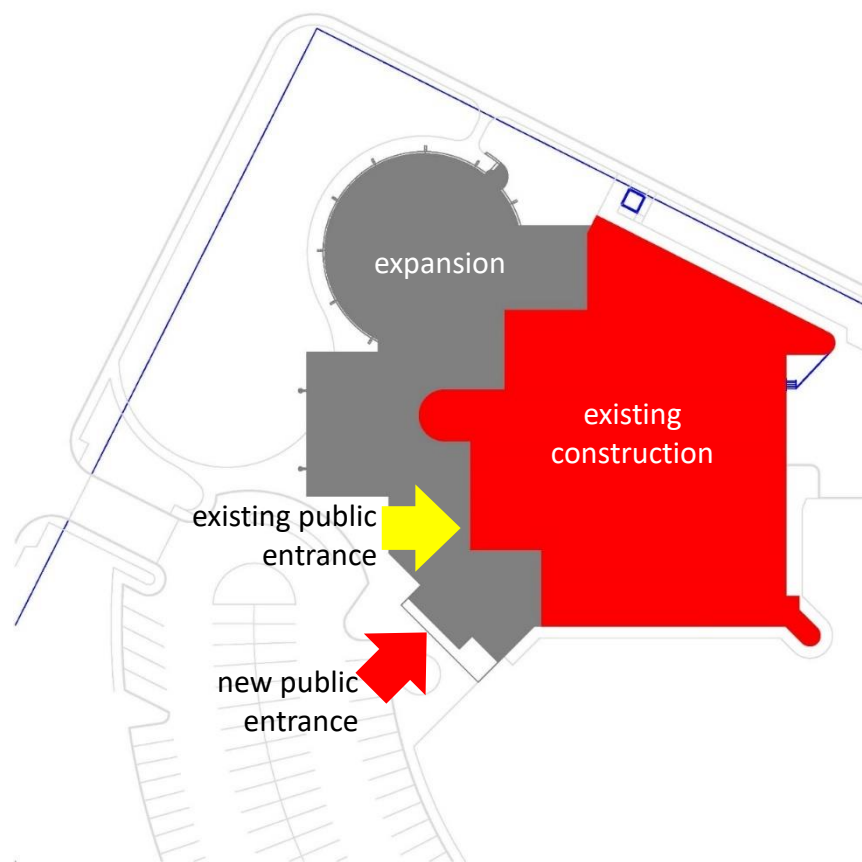
Prototype Branch Library Space Needs. In planning for the future of LCPL, the Consultants met with Library staff to brainstorm future needs for library space in Las Cruces. Space needs were defined based on the quantification of the furniture and equipment required for each functional component of a modern public library. The result was a need for 34,573 gross square feet to house a full-service branch library.

Branigan Library Space Needs. Using the same process, the Consultants established future space requirements for Branigan, to accommodate modern public library functionality. Next, the Consultants facilitated an on-site charrette to investigate the possibilities of expanding the current Branigan Library.

One conclusion of the charrette was the ability to add 21,650 square feet over three levels of existing construction, resulting in a total building capacity of 65,916 square feet on the current site. Such an expansion would also include renovation of all existing spaces, yielding a totally updated facility that would remain the LCPL system headquarters.

Such a renovation/expansion would allow the City of Las Cruces to optimize use of this existing resource, thereby reducing the project cost when compared to an all new construction option. The location is well-known within the community and the Library serves as an anchor at the northern end of the downtown Las Cruces district. Easy access to Highway 70 facilitates movement of deliveries from Branigan throughout Las Cruces.

See Appendix 6.2 for additional details on the space requirements for both a new prototype Branch Library and for the renovation and expansion of Branigan. See Appendix 6.3 for calculations and space diagrams depicting renovation and expansion concepts for the Branigan Library.



The diagram above depicts the proposed expansion (gray) to the existing Branigan Library footprint (red).

The expansion would include space for a new meeting room complex, a new children's library space & a new public entrance oriented for convenient access from more parking spaces than the current entrance. No parking would be lost in this expansion option.

Library System Configuration & Operational Costs

As previously discussed, the cost to operate an expanded LCPL system is a primary determinant in planning the size and number of future facilities. But cost must be balanced with convenient and equitable access by all users via full service – in facilities potentially ranging in size between 25,000 to 35,000 square feet each. To be equitable, all branches should be the same size, yet adaptable to host the particular needs of the community served by the given location.

Branch Library Operational Costs. The Consultants presented LCPL staff with a branch library staffing pattern/cost model for a new Prototype Branch Library, based upon past experience with numerous similar public library systems across the U.S.

It is important to note that library staffing requirements are not proportional to square footage, but rather, dependent upon the design and layout of the spaces being supervised, i.e. more open space is easier to supervise than compartmentalized spaces. Therefore, this staffing pattern is based on a new modern library design with the attributes outlined on pages 2.1 and 2.2 in Section 2 of this Report, supporting 64 open hours per week, at a projected cost of \$782,880 annually in 2024 dollars. See Appendix 5.1 for the details of the staffing pattern for a new prototype Branch Library.

System Options. In order to explore viable options for a future LCPL system, the Consultants plotted multiple alternatives to reach the LOS standard for library space as tabulated on page 6.1 of this Section:

- A 3-library network that meets space demand in 15 years (2039).
- 4-library networks that meet demand in 20, 25 or 29 years.
- 5-library networks covering 22 and 23 years.
- A 6-library network, viable if there is a political need for a Branch in every City Council District.

Options include a mixture of a renovated/expanded Branigan facility – or only renovation – with Branches ranging in standard sizes from 20,000 to 35,000 square feet. See Table 6.2 in the righthand column for details. Projected annual operating costs are forecasted in Section 7 and are dependent upon the number of facilities.

Table 6.2
Renovated Branigan Central Library System

no. of libraries	branch size in square feet	Branigan square feet	total system square feet	year of deficit
4	35,000	44,266	149,266	25 years (2049)
5	25,000	44,266	144,266	22 years (2046)
6	20,000	44,266	144,266	22 years (2046)

Expanded & Renovated Branigan Central Library System

no. of libraries	branch size in square feet	Branigan square feet	total system square feet	year of deficit
3	35,000	63,348	133,348	15 years (2039)
4	30,000	63,348	153,348	29 years (2053)
4	25,000	63,348	138,348	20 years (2044)
5	20,000	63,348	143,348	23 years (2047)

Notes:

1. Number of libraries = Branigan + number of branches.
2. Year of deficit = the year library space falls below 1.0 square feet per capita.
3. Number of years are calculated from 2024 to year of deficit.
4. A 20,000 square foot Branch Library may be too small to be full-service.

Section 7: Future Library Network

May 25, 2024

Section 7 Future Library Network

Having established Las Cruces Public Library (LCPL) space needs in Section 6, the next step is to determine the best configuration of LCPL locations. Three goals drive this portion of the Master Plan process:

- Identity areas unserved or underserved by current libraries.
- Determine the best reconfiguration of Las Cruces Library locations by identifying new locations that would strategically broaden the reach of Library services to the greatest number of residents.
- Incorporate current city planning into the process by including goals enumerated in *Elevate Las Cruces* such as land use guidelines, alternative modes of transportation: bus, biking, walking, etc.

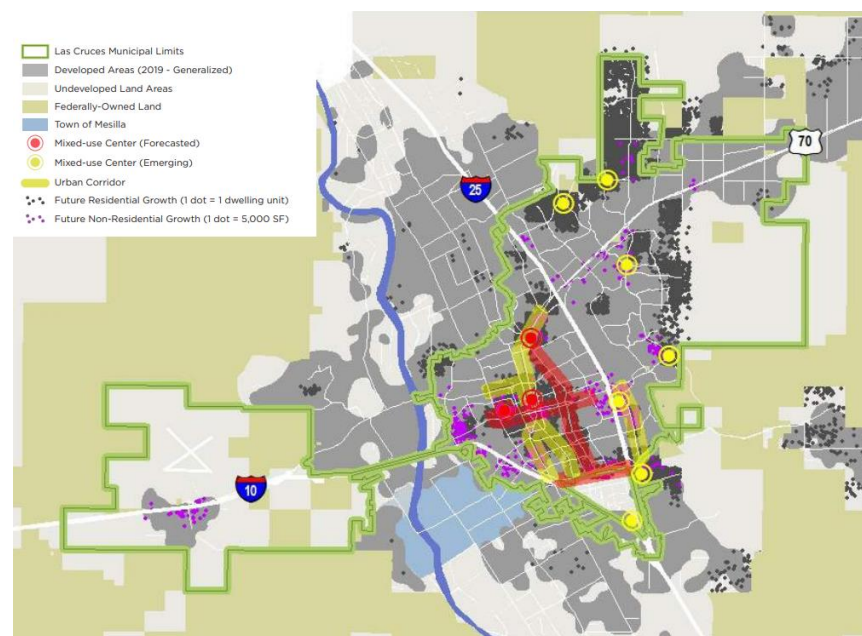
Additional considerations that should be folded into the process of locating new Library facilities:

- Planning must forecast long-term conditions beyond the City's current municipal limits.
- The cost to operate the Library system should be a primary decision-driver – balanced with convenient, equitable access by users.
- Redundancy of resources in any public library system is inevitable, be it duplicate coverage, facilities, personnel, etc.
- NMSU students, faculty, and staff are all potential LCPL users so the campus should fall within a Branch Library service area.



Las Cruces is a Livable Community. We invest in the services, amenities, and economic environment that provide our residents with feasible options to live, work, and play in Las Cruces regardless of personal means or stage in life. We improve our residents' daily quality of life by increasing access to careers, multiple transportation options, recreational and cultural amenities, and diverse housing types.

Extensive input & effort went into developing the Planning Framework for the future of Las Cruces. Above is one of its seven Vision Statements, Volume I: Elevate Las Cruces, page 19-20.



The outcome of a scenario planning process for the future of Las Cruces. See Figure 1.8, Future Development Map, Volume I: Elevate Las Cruces, page 17.

Section 7. Future Library Network

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Areas of the City Within Reach of County Libraries

The Consultants were tasked with identifying areas of the city in proximity to libraries in neighboring communities that might serve Las Cruces – in order to avoid duplication of service areas. Research found there are only two other public libraries in Doña Ana County in addition to Las Cruces:

- City of Anthony Public Library is 26 miles from downtown Las Cruces.
- Hatch Public Library is 40 miles from downtown Las Cruces.

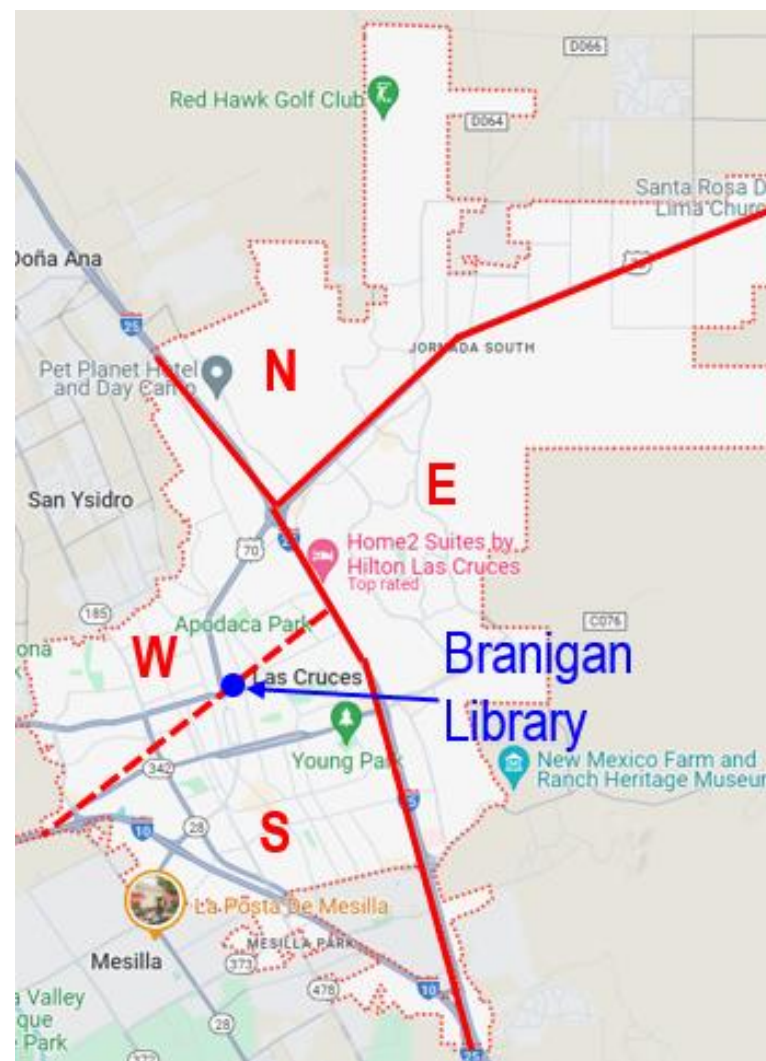
Libraries at New Mexico State University are not open to the public.

Identification of Unserved/Underserved Areas

The Consultants were also charged with identifying areas of the city not currently served by Las Cruces Public Libraries. In several studies similar to this Master Plan, the Consultants asked library customers' opinions on the maximum time they prefer to drive to their library. Responses have routinely topped out at ten minutes, indicating a factor of convenience that determines their preferred library's service area.

The Consultants recognize that rivers, arroyos, and mountain ranges create natural barriers to vehicular travel. Similarly, man-made barriers created by vehicular highways (Interstate 10 and 25, U.S. 70) must be accounted for, in how they affect transportation travel across Las Cruces. These highways create geographic sectors within the city's municipal limits and beyond, which the Consultants diagram in the map at right as North (N), East (E), South (S), and West (W) quadrants. The West-South dividing line is somewhat arbitrary but is designed to run through the center of the Branigan Library location – Las Cruces' Central Library, so Branigan is not located in any one quadrant. Another intent of the location of the West-South dividing line is to balance the land areas between quadrants as equally as possible.

Geographic Data Mapping. The Consultants enlisted the assistance of the City of Las Cruces's Geographic Information Systems (GIS) Division to better understand the distribution of LCPL cardholders in and around Las Cruces – and to plan for future public libraries within the city – based upon where residents live relative to Library facilities.



Map depicting the four major geographic quadrants of Las Cruces – North, East, South & West – as defined by Interstate Highways 10 & 25 along with U.S. Highway 70. The dividing line between West & South is arbitrary, intended to run through the Branigan Library as the Central Library & system headquarters.

Section 7. Future Library Network

May 25, 2024

Drive-Time Service Area Analysis. This task began by GIS mapping the locations of LCPL cardholder household addresses relative to the three existing Library locations. Based on the existing street network, GIS mapped five- and ten-minute drive time boundaries around the three LCPL locations to define the time to get to each library from home or work, considering speed limits, road types, road length, time of day, and other factors. Identifying the number LCPL cardholders living within these driving time boundaries reveals a convenience factor of library usage.

Geographic Coverage. This Drive-Time Analysis shows geographic coverage used to delineate the service areas of all existing and new facilities, relative to locations of LCPL cardholder households. Of particular interest to the Consultants are the overlaps in drive-time polygons – indicating potential redundancy of service, as well as the gaps between polygons – indicating potentially underserved areas of the City. See full-page maps in Appendix 7.1 depicting the locations of the current LCPL cardholders and current and future LCPL Service Areas.

In reviewing the GIS mapping of Las Cruces's public libraries, the Consultants were able to analyze how well LCPL's current system of three locations covered the Las Cruces municipal limits within a convenient driving time on the map at right.

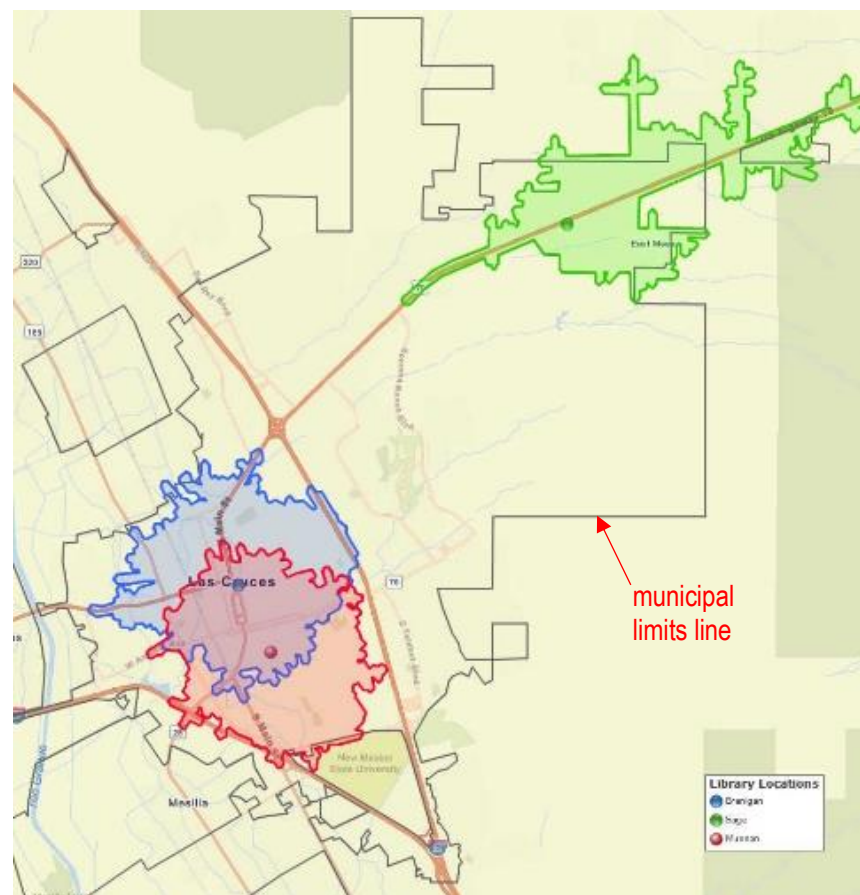
Correlating driving time to riding a bicycle and walking, here are widely accepted parameters of average speeds per mode of transportation:

Average in-town automobile speed: 24 to 26 miles per hour.
 Average biking speed: 12.5 miles per hour.
 Average walking speed: 3 miles per hour.

For calculation purposes, biking takes about twice as long as driving and walking takes about four times as long as biking. So, the 5-minute drive time boundary equates to a 10-minute bike trip and a 40-minute walk, maximum. Hence, there are several neighborhoods in Las Cruces that are not within convenient walking distance of an existing Library. Add in the highways crisscrossing Las Cruces that create barriers to walking and biking then it is no wonder most residents drive to their LCPL location.

Table 7
Equivalent Transportation Travel-Time Comparisons

mode	average speed	equivalent durations	
Driving	24-26 mph	5 minutes	10 minutes
Biking	12.5 mph	10 minutes	20 minutes
Walking	3 mph	40 minutes	80 minutes



Map depicting 5-minute drive-time boundaries around each of the three existing Las Cruces Public Libraries (Branigan = blue, Munson = red & Sage = green). The 5 minute drive time areas reveal gaps between locations where driving becomes the more likely mode of transportation to a given LCPL facility. Drive times are based on the existing street network in Las Cruces, circa 2024.

Section 7. Future Library Network

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Existing Library Locations. In an effort to better understand convenient access, the map at right depicts a ten-minute drive time boundary around each of the three existing locations. These three ten-minute drive times cover a significant portion of the municipal limits. There is significant overlap between the Branigan (blue) and Munson (red) Library service areas but minimal duplication between Branigan and Sage (green). Still, significant coverage gaps exist in all sectors of Las Cruces city limits.

The Branigan Library has an excellent location for a central headquarters Library, near U.S. Highway 70, which provides ease of access to most of Las Cruces. The Sage Branch also has easy access to U.S. 70. Munson is so close to Branigan it creates significant redundancy in coverage.

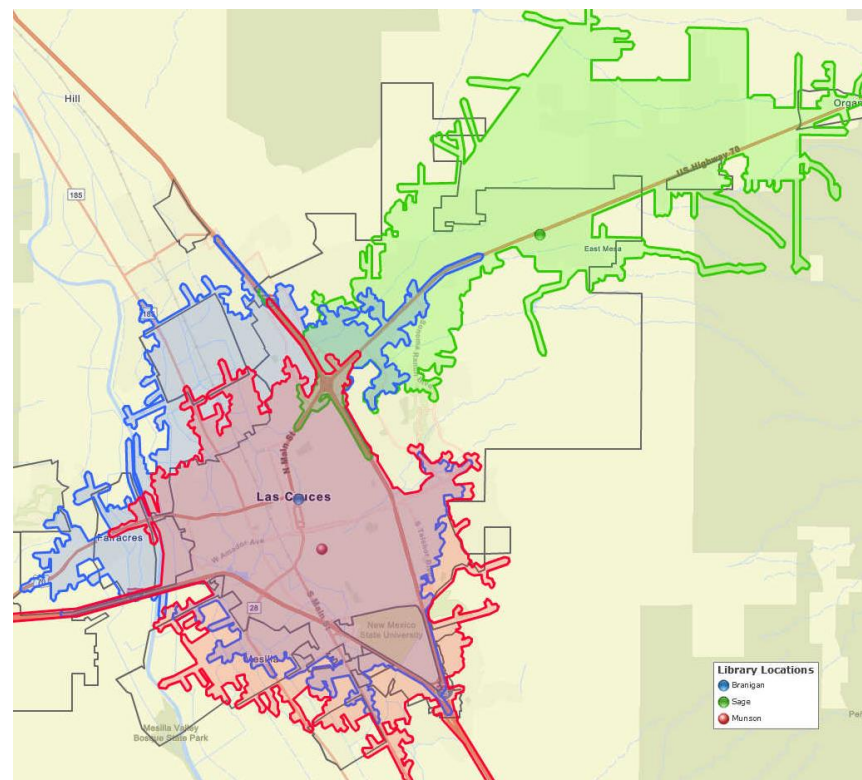
Unserved & Underserved City Areas. From the observations of the Consultants, areas of the city that need or would benefit from library services and are outside of 10-minute drive time coverage are limited but include:

- The far southern portion of East Quadrant, around the Memorial Medical Center, Centennial High School, and homes in and around the Sonoma Ranch Golf Course in the East Quadrant.
- The northern extremes of the North Quadrant.

The Consultants maintain that to ensure equitable access to Library services for all residents, all LCPL outlets should provide a full complement of services. This stipulation dictates a network of bricks and mortar branch libraries ranging from a minimum of 20,000 square feet to 35,000 square foot outlets.

Consultant observations from this drive-time analysis include:

- The vast majority of Library users drive to their preferred location, so, drive time measures a level of convenience.
- Existing locations cover the current city limits within a 10-minute drive.
- *Elevate Las Cruces* promotes buses, biking, and walking.
- A 5-minute drive time accounts for walking and biking while revealing gaps and overlaps in convenient geographic system coverage.
- The existing Munson Library provides very limited service in a redundant location, so a better south Library location is desirable.



Map depicting 10-minute drive-time boundaries around each of the three existing Las Cruces Public Libraries (Branigan = blue, Munson = red & Sage = green).

Drive times are based on the existing street network in Las Cruces, circa 2024.

Section 7. Future Library Network

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Viable Configurations of Las Cruces Library Locations

Building upon the definition of long-term space needs in Section 6, the Consultants analyzed alternative Library System configurations to meet those needs. The primary goal is to determine Library locations that will strategically deliver library services conveniently to the most residents. Importantly, the cost to operate the Library system is a primary driver that must be balanced with convenient, equitable access by users.

On this and the following pages, the Consultants propose a variety of Las Cruces Public Library networks that seek to maximize library coverage of the current municipal limits, mostly within 5-minute drive times, in hopes of promoting bicycle and foot traffic to and from Libraries. Generic options for LCPL's future include:

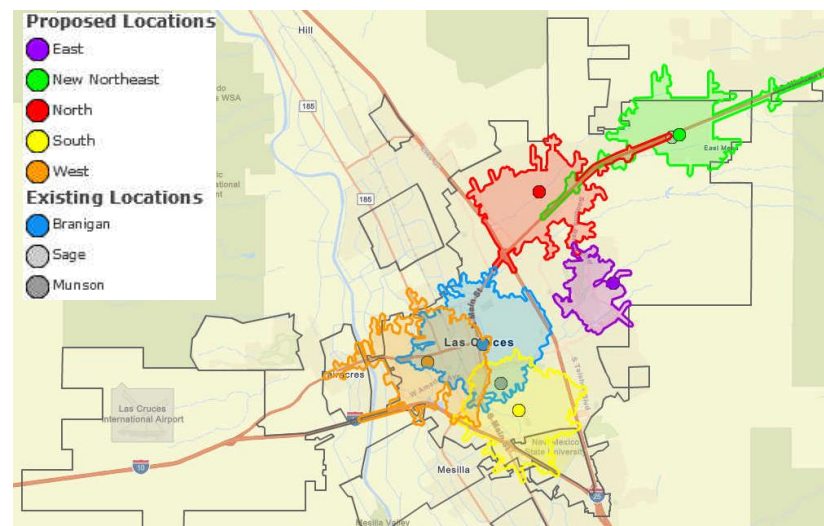
- A six-library system that attempts complete city coverage within 5-minute drive time with at least one outlet in each Council district, providing the best coverage but at the highest staffing cost.
- A five-library system, with the second highest staffing cost, less overlaps, and larger gaps than the six-library system.
- Four-library system options, balancing operations costs with coverage – with even less staff cost, less overlap, and larger gaps.
- A three-library system that relies on 10-minute drive time coverage thereby leaving fewer residents within walking or biking distance of a Library.

Each proposed LCPL network is predicated on relinquishing library space in the Munson and Sage Café Senior Centers while constructing a new full-service Northeast Branch adjacent to the East Mesa Pool and Park.

Six-Library System. This system would be implemented over a 22-year timeframe, completed by 2046. Five 20,000 square foot single-story libraries and associated parking would be constructed – in addition to the renovated Branigan Library. While an attempt was made to locate a Library in each Councilmember District, the need for geographic coverage resulted in two new Branch Libraries in District 6 and none in District 3.

Total library space 144,266 square feet.

Total annual Branch Library staffing costs: \$3,914,400.



As depicted, this six-library network overserves the West & South quadrants of Las Cruces but underserves the North & East quadrants – partially due to a street network that is not fully developed in much of the East & the northern extremes.

Section 7. Future Library Network

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Adequate Land for New Libraries. The City of Las Cruces should look to set aside adequate land in strategic locations for accommodate future public library facilities. The Consultants recommend that all new library construction be single-story. It then follows that in order to accommodate adequate parking, landscaping, firetruck access, and zoning setbacks, any new full-service library site needs four square feet of land for every one square foot of building (4:1 ratio of land to building).

The selection of the locations depicted relied on parcels in each quadrant that appear to be of sufficient size to accommodate a prototypical Branch Library, such as the proposed new South Branch Library, located at Frenger Park, with an approximate land area of 485,000 square feet.

Five-Library System. This system would be implemented over a 22-year timeframe, completed by 2046. It includes four 25,000 square foot single-story libraries and associated parking – along with the renovated Branigan Library option.

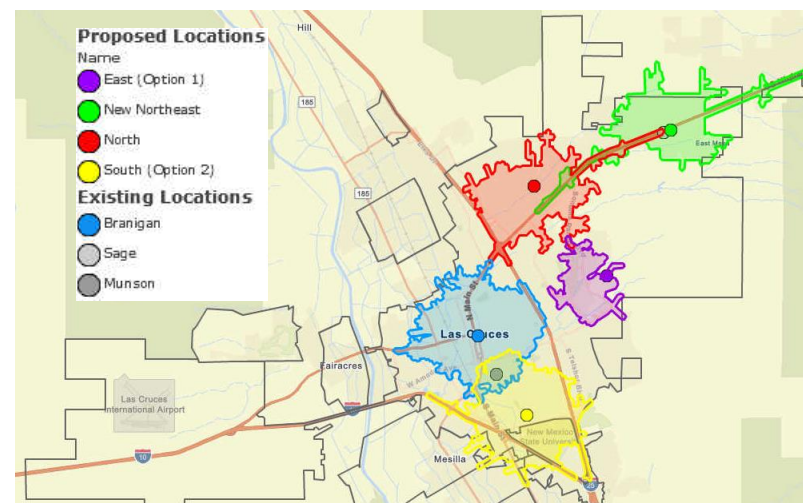
Total library space 144,266 square feet.

Total annual Branch Library staffing costs: \$3,131,520

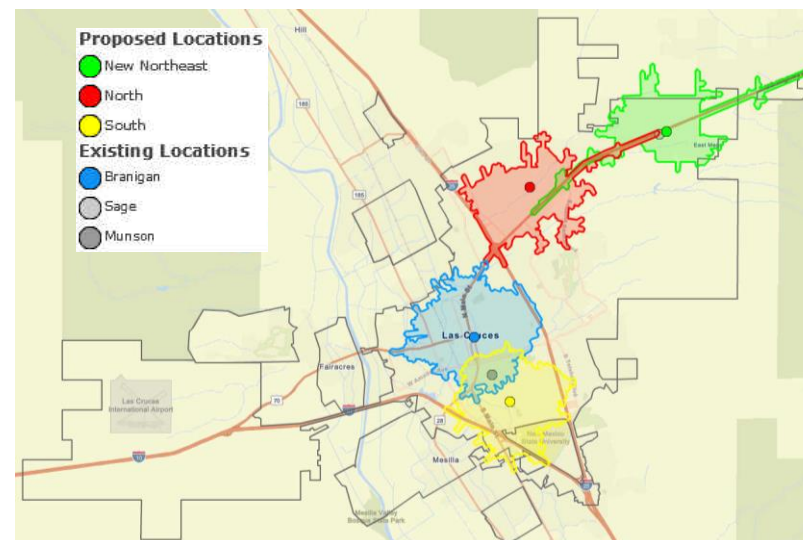
Four-Library System, Option 1. This four-facility system would be implemented over a 20-year timeframe, completed by 2044. It includes three 25,000 square foot single-story libraries and associated parking – along with the expanded and renovated Branigan Library option.

Total library space 138,348 square feet.

Total annual Branch Library staffing costs: \$2,348,640.



Similar to the 6 Library option, this concept eliminates the West Branch due to its overlap with the Branigan service area.



Again eliminating another Branch (East) due to its smaller service area.

Section 7. Future Library Network

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Four-Library System, Option 2. This four-facility system would be implemented over a 25-year timeframe, completed by 2049. Three 35,000 square foot single-story libraries and associated parking would be constructed – along with the renovated Branigan Library.

Total library space 149,266 square feet.

Total annual Branch Library staffing costs: \$2,348,640.

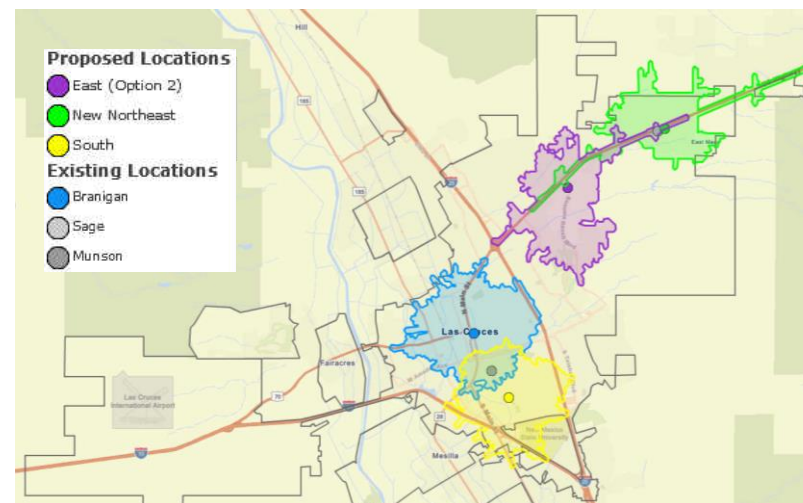
Three-Library System. This system would culminate by 2039 – a 15-year timeframe – and includes two 35,000 square foot single-story libraries with parking – along with the expanded and renovated Branigan Library option. Geographic coverage is based upon a 10-minute drive time, as this concepts greatly reduces walkable locations for many residents. A fourth 35,000 square foot single-story library would provide the space to maintain the 1.0 square foot per capita standard for an additional 20 years of population growth, to 2059.

Total library space 133,348 square feet.

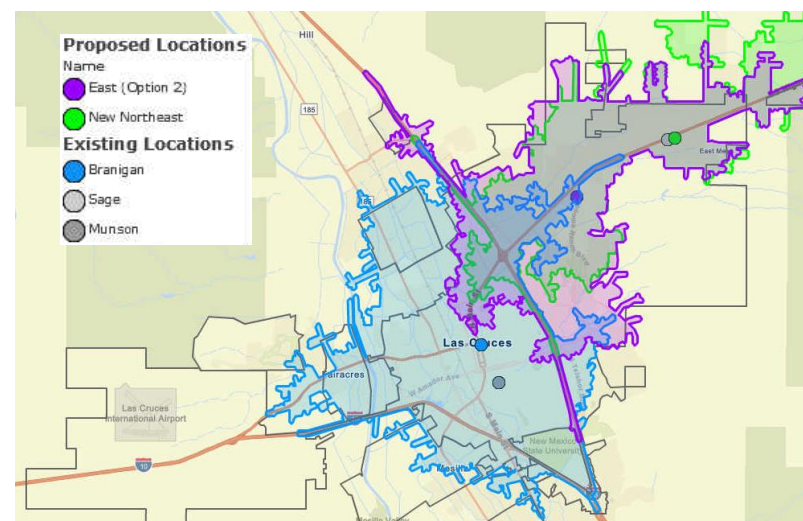
Total annual Branch Library staffing costs: \$1,565,760.

Geographic coverage using 10-minute drive times does favor potential Library locations on or near a Roadrunner Transit stop. Any current limitations to mass transit in Las Cruces should eventually be remedied as the population grows and the cost of mass transit recedes.

Branigan Library operations cost would likely exceed \$2 million by 2025, which includes the systemwide burden of Administrative and Support Services staff. Regardless, the cost to operate the central Branigan Library would be identical for each scenario proposed above. In 2024 dollars, the annual cost to staff each prototype Branch Library would be approximately \$783,000, regardless of square footage.



Another 4-Library option but with an East Branch location with a larger service area. This option maintains the 5-minute service area, but with larger gaps between Libraries.



This 3-Library option relies on larger 10-minute drive time service areas to gain adequate coverage of Las Cruces with only three service outlets. This location for an East Branch closely matches the majority of the Northeast service area, suggesting the possibility of a 2-Library system.

Section 8: Recommendations

September 22, 2024

Section 8 Recommendations

When hired for this project, Godfrey's Associates, Inc. (the Consultants) were tasked with the over-arching effort to recommend attainable goals, objectives and policies that articulate a clear roadmap to guide public library services and facilities in Las Cruces. The outcome was to include options for improvements using a phased, multi-year approach over a 5-, 10- and 20-year implementation schedule that would include:

- Recommendations for overall Library services and programming, staffing, and operating hours.
- A facilities plan for renovation, expansion, and/or acquisition and development of any necessary land or space for existing and/or new libraries, including capital repair/maintenance and replacement schedules.
- Budgetary strategies and priorities for support for short-term (5 years), mid-term (10 years), and long-term (20 years) sustainability and planned growth of the overall Library system, inclusive of alternate funding mechanisms for consideration.

This Section of the Master Plan Report recommends the steps LCPL will need to take to follow the roadmap for most efficiently serving the community. This roadmap will also leverage past and future Las Cruces investments, in order to provide the greatest return on those investments.

Overview of Level of Service Standards Recommendations

In Section 5 of this Report (Table 5.4), the Consultants proposed that the City of Las Cruces adopt the codified set of widely accepted industry best practice Level of Service (LOS) standards listed below. These standards reveal strengths and challenges for Las Cruces in coming years. These LOS measures will also serve as the primary goals for future library performance. The primary utility for each is summarized below:

Library Facilities

- **Square feet per capita.** Addressing the current lack of space will realize positive effects in almost all aspects of LCPL operations. Decades of investment in Branigan Library should be leveraged to renovate and expand that facility as system headquarters. The Consultants recommend adding satellite branches in locations that provide the most convenience to greatest number of Las Cruces residents to reach 1.0 square foot per capita within 20 years (by 2044 or before).

Library Access & Customers

- **Total annual public service hours.** A current strength with capacity for marginal increases, extending accessibility and convenience to more customers should always be a priority. Unstaffed after-hours access to a limited cadre of library services will extend accessibility and convenience even more. The goal is to increase the current 5,724 annual hours open to 6,864 annual hours open by 2029.
- **Percent of population with library cards.** A deficiency that is a sign of a marketing challenge, recommended improvements – once made – will provide impetus for promoting libraries and attracting more users. Reinforcing current outreach services will also bolster the ranks of LCPL cardholders. The recommended goal is to increase from the pre-Covid (2019) percentage of 64.3 to 70.0% by 2029.
- **Library visits per capita.** Another marketing challenge, this metric should take care of itself as other improvements come on line. The recommendation is to increase from 3.45 visits pre-Covid to 6.00 annual visits by 2029.

Section 8. Recommendations

September 22, 2024

Library Staffing

- **Total staff per 1,000 population.** The quantity of personnel is only slightly behind the curve while operating only one full-service facility (Branigan Library). Adding more full-service outlets will require additional staff. We recommend an increase from 0.36 staff per 1,000 population pre-Covid (2019) to 0.51 by 2029, when a new Branch Library is opened.
- **MLS Librarian staff per 1,000 population.** The quality of the current roster is strong, though slightly behind the quantity curve. An increase will allow better and more convenient service as the library system expands. The recommended goal is to increase from 0.10 Librarians per 1,000 population pre-Covid to 0.18 by 2029.

Library Collections

- **Collection items per capita.** Rectifying deficiencies in the Teen collection and a significant shortfall in Children's items should help increase circulation, turnover, and visits to the Library by customers of all ages. Simultaneously eliminating obsolete, old, worn books will make current and relevant items easier to find, helping to increase usage. This goal recommends LCPL increase the pre-Covid 3.75 items per capita to 4.00 items by 2029.
- **Circulation per capita.** This is another strength – yet another opportunity for increased usage though improved access from lower shelving with wider aisles – as well as purchasing items that customers demand. We recommend increasing circulation from 3.77 items per capita annually in 2019 to 6.50 items by 2029.
- **Collection turnover.** A natural byproduct of right-sized, accessible collections, this metric should take care of itself as other improvements are implemented. The recommended goal is to increase the average use of each item in the collection from 1.00 items checked-out annually pre-Covid to 2.00 collection items checked-out annually by 2029.

Recommended Level of Service Standards for Las Cruces Public Libraries

<i>metric</i>	2019	2025	2029
<i>Total staff per 1,000 population</i>	0.36	0.38	0.51
<i>MLS staff per 1,000 population</i>	0.10	0.12	0.18
<i>Collection items per capita</i>	3.75	3.25	4.00
<i>Circulation per capita</i>	3.77	4.00	6.50
<i>Collection turnover</i>	1.00	1.25	2.00

Section 8. Recommendations

September 22, 2024

Other Library Programs & Services

- **Public computers per 2,000 population.** The industry is trending away from this standard so adding laptops instead of desktop units will save money while increasing flexibility of computer use within library buildings. Space should be converted from some single-seat computer stations to collaborative stations that can be used by two or more people for individual and group training. The goal is to increase the 0.57 units per 2,000 population pre-Covid to 1.00 units by 2029.
- **Program attendance per capita.** Simultaneously, an age-specific strength and challenge in the aggregate, attracting more teens and adults should be a priority while maintaining high current attendance at the always important programs for children. The goal is to increase attendance of 0.12 per capita annually in 2019 to 0.30 by 2029.

Library Budgeting

- **Staff expenditures per capita.** The expansion of the LCPL system into multiple full-service locations will inevitably create redundancies in personnel. But this investment will provide competitive wages that attract and retain high quality employees who are already highly regarded by the community. The goal is to increase the annual 2019 expenditure for staff per capita by \$16.51, to \$29.66 by 2029.
- **Collection expenditures per capita.** As alluded to above, the benefits of investing in targeted collections will be an increase in usage – thereby, a more informed and better educated community coming to well-appointed facilities. This goal is to increase collection expenditures from \$3.15 per capita pre-Covid to \$3.50 by 2029.
- **Total operating expenditures per capita.** Along with stabilizing “Other” expenditures, the sum of the two variables above demonstrate the need to increase library funding, potentially via diversification of LCPL revenue streams. The recommended goal is to increase expenditures from \$19.05 pre-Covid to \$36.16 by 2029.

These recommended investments are projected to return \$4.64 according to the Texas ROI study (see Appendix 8.1)– while improving the quality of life for thousands of Las Cruces residents and visitors.

Recommended Level of Service Standards for Las Cruces Public Libraries

metric	2019	2025	2029
Public computers per 2,000 population	0.57	0.60	1.00
Program attendance per capita	0.12	0.15	0.30
Staff expenditures per capita	\$13.15	\$21.49	\$29.66
Collection expenditures per capita	\$3.15	\$3.00	\$3.50
Operating expenditures per capita	\$19.05	\$27.49	\$36.16

Section 8. Recommendations

Additional Primary Recommendations

The Consultants offer detail that support the recommended LOS standards, as well as peripheral improvements. Specific priorities are:

Data Collection & Analysis. The pivotal role of data analytics in public library operations cannot be overstated. As libraries strive to better understand their users, improve services, and justify resource allocation, data analytics emerge as a crucial strategic tool. By harnessing insights from diverse datasets, libraries can tailor collections, optimize resource allocation, and demonstrate their value to stakeholders. Through careful planning, prioritization, and continuous monitoring, libraries can enhance operational efficiency and ensure services are effectively aligned with user needs and strategic objectives (see Appendix 2.8 for additional details).

Outreach. LCPL already has an effective outreach program in place and has recently added staff resources to strengthen its efforts. Still, reaching out to current and potential customers where they live and work has proven to increase public library usage, in libraries and virtually (see Appendix 2.6). As its next evolutionary step, LCPL should investigate the lease or purchase of a small-footprint vehicle to support its current Outreach efforts. See Appendix 8.2 and the Association of Bookmobile and Outreach Services (ABOS) for additional information.

Digital Marketing. Public Libraries' needs are different from other City of Las Cruces departments. LCPL should partner with the City's IT and Communications Departments to employ techniques such as website optimization, web analytics, mobile marketing, and customer retention that may not be applicable to other departments. LCPL needs a degree of webpage autonomy, while maintaining the City's security protocols. The Library webpage has a lack of visibility on the City of Las Cruces website, making it difficult to find from some angles. Once there, Events scheduling appears to lax, failing to consistently list location.

Marketing is needed to inform customers and potential customers about library offerings, especially in light of a decline in people visiting public libraries nationally.



One example of a “Book Van” – a smaller, more nimble version of the traditional bookmobile.

Section 8. Recommendations

September 22, 2024

Operating Budget

The current annual LCPL budget is just under \$2.8 million, or 0.47% of the total City budget of \$596.6 million. In comparison, most municipalities serving over 100,000 residents fund their public libraries at a rate between 1.0 and 5.0% of total budget.

An increase of 89.8% over five years is recommended, stepping up each year in amounts that anticipate additional programs, services, and/or facilities coming on line. Correlated to that, staffing expenditures would increase to \$29.66 per capita and collection expenditures would rise to \$3.50 per capita. As a result, the City of Las Cruces should strive to fund 95% of the LCPL budget from the local tax base, in line with national averages. Annual Library revenue in Las Cruces would need to rise to \$5.3 million, coincidentally equating to 0.89% of the current City budget, in order to accommodate the priority increases in expenditures cited below.

Personnel. Near-term increases in staffing expenditures should prioritize these steps:

- 1 Fill all approved but currently vacant positions.
- 2 Establish and hire positions “missing” from the current organization, including Assistant Director, Marketing Officer, Facilities Manager, and an eventual Branch Manager (or a replacement, if promoted from within) at least one year before the Branch opening.
- 3 Rectify employee compensation for positions that are lower than industry norms.

Collections. The near-term increases in collection expenditures should prioritize these improvements:

- 1 Increase the number of items in the Children’s print collection by at least 100% over five years.
- 2 Budget for potential market increases for electronic collection items.
- 3 Increase the number of items in the Teen print collection by 15% over two years.
- 4 Update the Adult print collection through weeding and backfilling with relevant titles and customer requests over five years.

Reassess these priorities after the second year.

Section 8. Recommendations

September 22, 2024

Capital Improvements Recommendations

Specific Library facilities project priorities proposed by the Consultants are intended to balance community needs with the timing of available funds. For comparative purposes, all monetary figures quoted in this Section are in 2024 dollars.

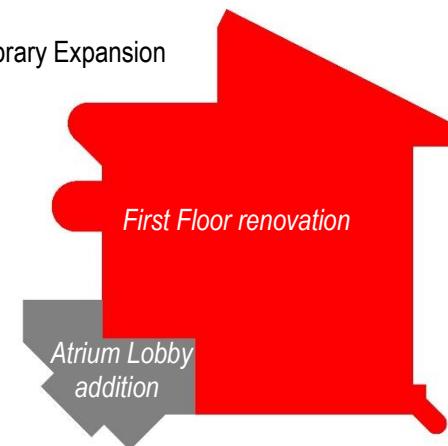
Near-Term Facilities Plan. Using available funding to optimize the utility of LCPL's current resources, it is logical to make Branigan more efficient by renovating and expanding the building in two affordable phases. Phase One would cost approximately \$15.51 million to renovate the Ground Floor and add a new Atrium Lobby, within an estimated two-year timeframe. In contrast, the cost to renovate and expand Branigan all at once carries a price tag of \$29.12 million, completed in approximately three years. See Appendix 8.3 for phased project cost details.

Phase Two would add additional Ground Floor space while renovating the Second Floor. This phase would cost approximately \$16.65, within an estimated two-year timeframe. The aggregated total project cost for Phases One and Two combined would be \$32.16 million with escalation for price inflation over the time to complete both phases.

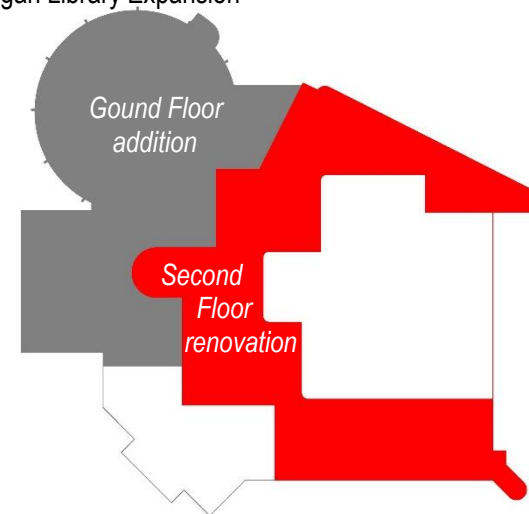
A phased renovation can allow portions of Branigan to remain operational while other portions were given over to contractors through the use of temporary partitions to segregate users. While the aggregate total cost of all phases would certainly eclipse the cost to renovate the entire building all at once, an extended timeline in securing funds for a full renovation would accrue inflation, thereby offsetting some or all of the savings.

Once the two phases are completed, the Branigan Library would house 60,415 square feet – or approximately one-half of the need for public library space by year 2031 – based on the LOS standard of 1.0 square feet per capita.

Phase One Branigan Library Expansion



Phase Two Branigan Library Expansion



September 22, 2024

Section 8. Recommendations

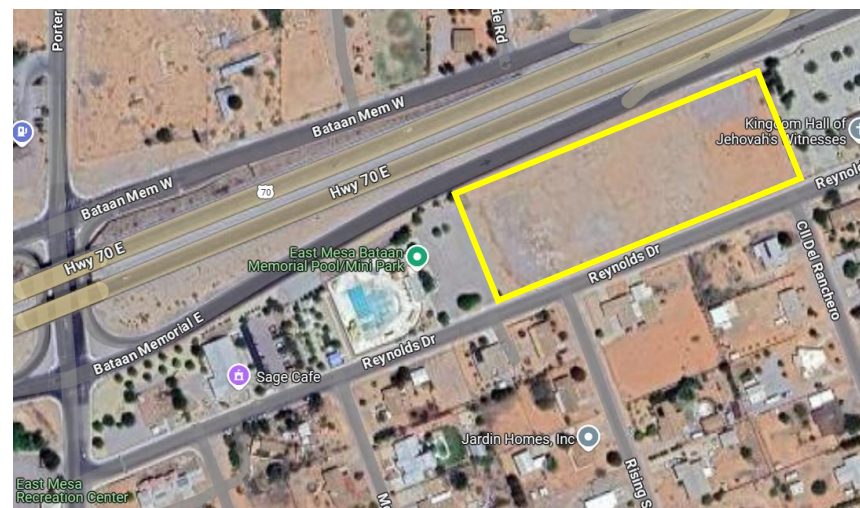
Mid-Term Facilities Plan. The primary goal for public libraries in *Elevate Las Cruces* is to build a new full-service Branch Library east of Interstate Highway 25 – specifically on the East Mesa. Indeed, the City of Las Cruces has a parcel of land set aside near the current Sage Café and Library. The current Branch Library at Sage Café is quite small, hence, not large enough to provide a complete compliment of library programs and services within its confines.

Such a new full-service facility could become the temporary headquarters of LCPL when funds became available to vacate the Branigan Library ahead of renovation and possible expansion. However, a \$21.19 million Branch Library project cost is widely considered to be out of reach of the City of Las Cruces in the near-term.

The proposed parcel of 2.33 acres would support a single-story Library of over 25,000 square feet. The lot is adjacent to the East Mesa Bataan Memorial Pool and Mini Park. Ideally, sharing some of the parking with the Pool/Mini Park would allow construction of a new Branch Library of 28,000 to 31,000 square feet – all the one floor – which would be mandatory to minimize staffing costs.

This parcel maintains an LCPL presence at a known Library location serving an immediate neighborhood of need, and within a 10-minute drive time for a large percentage of residents on the East Mesa.

By 2034, Las Cruces' need for library space is projected to reach 124,465 square feet. Ideally, another Branch, a new 35,000 square foot prototype Library would be built either east of Interstate Highway 25 or south of the Branigan Library as the final mid-term step of a 20-year Facilities Plan.



Proposed 2.33 acre site of a new full-service Branch Library (yellow rectangle), near the existing Sage Café Library & adjacent to East Mesa Bataan Pool

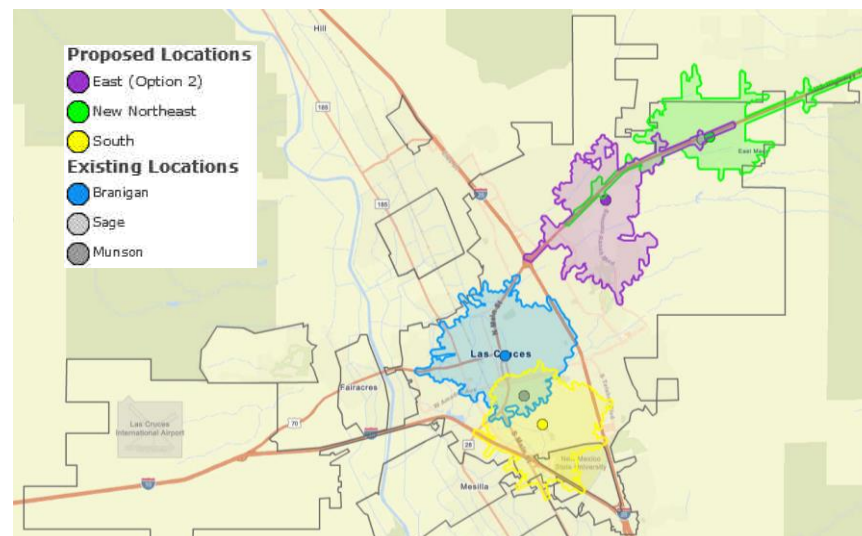
September 22, 2024

Section 8. Recommendations

Long-Term Facilities Plan. Building upon the defined long-term space needs in Section 6, the Consultants analyzed alternative Library System configurations to meet those needs. The primary determination was that four strategically located full-service Libraries could effectively deliver library services conveniently to the most residents. Importantly, the cost to operate the Library system is always a primary driver that must be balanced with convenient, equitable access by users.

The Consultants recommend a four-library system for Las Cruces to meet its 20-year population needs, projected to be 139,918 residents by 2044. Ideally, another new 35,000 square foot prototype Branch Library would be built south of the Branigan Library, as the next step of a 20-year Facilities Plan. This new full-service facility could serve and cater to the New Mexico State University clientele, as well as the south and west Las Cruces communities.

Locating Future Branch Libraries. The Consultants were privileged to have had the assistance of City of Las Cruces GIS staff in analyzing future Branch Library locations. Any future planning of Library locations should avail itself of GIS technology to determine the best locations available at that time. While the Consultants have forecasted new locations for 20 years from now, clearly, more up-to-date data will yield more accurate results.



Map depicting a proposed four-facility Library System for Las Cruces by 2044. Please note the color-coded boundaries shown represent a 5 minute drive-time, which correlates to a 10-minute bike time or a maximum 40-minute walk.

Section 8. Recommendations

September 22, 2024

Funding Capital Improvements

The City's interest in an expanded Main Library is exciting! If local funding is not available, the City could consider seeking State funds in the 2025 Legislative session, or the next cycle in 2027. The Consultants' understanding of the process is that Las Cruces' state legislators must be willing to place the project on their district's priority legislative requests for funds list.

It might be beneficial to provide the key State Legislative representatives with a presentation of the library expansion plans. The Library Board could invite them to a presentation, and the Library could inform them of growing community support for a larger library.

A Library Building Campaign should be a highly visible community event – a joyful, giving time for all community members to participate. It is an opportunity to engage community organizations, businesses, and groups in naming opportunities for millions of dollars to quarters from children.

Establish a Library Foundation

A Capital Campaign is the time to re-establish a Library Foundation in Las Cruces. There are probably wealthy and influential residents who would be Board members and leave a legacy for their family and community. A 501(c)(3) entity formed for the primary purpose of enhancing the LCPL system can secure financial and in-kind donations for programs, services, collections, and/or capital projects, usually from private sector entities.

The Benefits of Foundations. Donors may have a strong belief in the value of the public library yet do not wish to give their philanthropic gift to a public entity. They will, however, contribute to a non-profit, tax-exempt private organization like a library foundation. The foundation offers donors a familiar and reliable vehicle for tax-deductible contributions in support of a library. By raising private sector dollars, library foundations are able to help stretch public sector funds. The eight points highlighted in the column at right are paraphrased from *Establishing a Library Foundation: Planning, Persistence, Progress* by the American Library Association (ALA). The complete document can be found in Appendix 8.2.

1. Grant Eligibility: Most grantors require that recipients be qualified nonprofit organizations, so, foundations are eligible for grants for which public libraries may not qualify.

2. Sponsorships & Partnerships: Many companies like to be associated with the types of programs created by libraries.

3. Planned Giving Opportunities: Planned giving allows donors to make gifts to an organization and receive financial and tax benefits. Options include charitable or deferred gift annuities, pooled income funds, charitable remainder or lead trusts, retirement assets, and bequests.

4. Cash, Stocks, Real Estate & Life Insurance: Foundations can accept gifts for restricted and unrestricted purposes, providing donors a tax exemption to an extent qualified by law.

5. Endowments: Gifts to create endowed funds should be invested and only the income is spent on library needs. Endowments may be restricted by the donor.

6. Investment Opportunities: Foundations have the flexibility to invest their funds to maximize the benefit for the foundation and, eventually, the library. Investment options available to foundations are usually much less restrictive than public agencies.

7. Community Support & Confidence: People who give to a foundation know their gifts will be used as intended. Gifts may be restricted, making the giving even more appealing.

8. Foundations & Friends of the Library: These groups can happily coexist and still leverage community support at different levels of participation. In some cases, the Friends provide financial support for a local branch while the Foundation focuses on the entire system.

Section 8. Recommendations

Mixed-Use Library/Housing Projects

As a response to *Elevate Las Cruces* goals for housing – and to subsidize the capital cost for new Branch Libraries – the City should consider the viability of real estate developer-driven mixed-use projects. Several public library examples exist that the private sector is emulating (see Appendix 2.7), such as the newly announced 800 apartments to be built above a Costco store.¹

To help mixed-use library and housing projects succeed, planners should consider these factors:

- **Construction Cost Savings.** Stacking housing on top of ground floor libraries and retail space can reduce the amount of library construction (less or no roofing cost, incrementally less foundation cost). That savings is often passed on to the library or shared proportionately.
- **Alternative Financing.** Libraries can be funded by special tax levies. Market-rate housing is financed privately or through commercial banks. Private developers of affordable housing can take advantage of low-income housing tax credits. Municipal housing authorities can access funds from local, state, and federal sources to develop subsidized housing for low-income households.
- **Tax Implications.** Market-rate housing paired with a library is taxable and can help expand a community's tax base. Affordable housing is usually tax-exempt when owned by a housing authority or land trust, helping make those units affordable. The recent trend of a mixture of publicly subsidized, affordable, and market-rate housing can help underwrite development of the more affordable units – balancing community and developer needs for success.
- **Zoning Ordinance Variances.** Neighborhood rezoning could allow for mixed uses and additional building height to achieve goals such as developing affordable apartments and encouraging development that benefits the local economy.



Northtown Branch of the Chicago Public Library, built under 44 apartments, Chicago, Illinois



Outside the Children's area of the Cornelius Public Library, built under 45 apartments for low-income seniors, Cornelius, Oregon

¹ See plans for new Costco with apartments in South LA – NBC Los Angeles

Section 9: Appendices

Supporting data for specific Sections of the Final Report:

- 1.1 Complete US Census Bureau demographic statistics comparing Las Cruces with Dona Ana County, New Mexico, and the United States.
- 2.1 Definition of Terms.
- 2.2 Library Facility Standards.
- 2.3 Library Space Standards.
- 2.4 Library Parking Guidelines.
- 2.5 Library Site Evaluation Criteria.
- 2.6 *State of U.S. Public Libraries – More Popular & Digital Than Ever*
- 2.7 Public Libraries Mixed with Housing
- 2.8 Data Analytics for Public Libraries
- 2.9 Library Technology Trends
- 3.1 Complete Online Survey Responses in English.
- 3.2 'I Want My Library To . . .' Survey Questions.
- 4.1 Complete Statistics Used to Analyze Peer Libraries.
- 5.1 New Branch Library Staffing Plan.
- 6.1 20-year Las Cruces Population Projections.
- 6.2 Space Needs for Prototype Branch & Branigan Libraries.
- 7.1 Map of Las Cruces.
- 8.1 2017 Texas Public Libraries ROI Report.
- 8.2 Mobile Library Service Alternatives.
- 8.3 Phased Branigan Library Renovation & Expansion Cost Model.

Appendix 1.1

US Census Statistics Comparing Las Cruces with Dona Ana County, New Mexico & the United States

Appendix 1.1

Comparisons of Las Cruces with County, State & National Demographics

prepared by Godfrey's Associates, Inc.

May 30, 2023

Fact	Las Cruces	Dona Ana County	New Mexico	United States	Las Cruces	Dona Ana County	New Mexico	United States
Population Estimates, July 1 2022, (V2022)	NA	NA	2,113,344	333,287,557				
Population Estimates, July 1 2021, (V2021)	112,914	221,508	2,116,677	332,031,554				
Population estimates base, April 1, 2020, (V2022)	NA	NA	2,117,527	331,449,520				
Population estimates base, April 1, 2020, (V2021)	111,507	219,561	2,117,527	331,449,520				
Population, percent change - April 1, 2020 (estimates base) to July 1, 2022	NA	NA	-0.2%	0.6%				
Population, percent change - April 1, 2020 (estimates base) to July 1, 2021	1.3%	0.9%	0.0%	0.2%				
Population, Census, April 1, 2020	111,385	219,561	2,117,522	331,449,281				
Population, Census, April 1, 2010	97,618	209,233	2,059,179	308,745,538	Las Cruces' % difference from others			
Persons under 5 years, percent	6.3%	5.9%	5.4%	5.7%	-	106.8%	116.7%	110.5%
Persons under 18 years, percent	23.7%	23.9%	22.4%	22.2%	-	99.2%	105.8%	106.8%
Persons 65 years and over, percent	15.1%	16.5%	18.5%	16.8%	-	91.5%	81.6%	89.9%
Female persons, percent	50.6%	50.7%	50.2%	50.5%	-	99.8%	100.8%	100.2%
White alone, percent	69.4%	91.5%	81.3%	75.8%	-	75.8%	85.4%	91.6%
Black or African American alone, percent	2.7%	2.5%	2.7%	13.6%	-	108.0%	100.0%	19.9%
American Indian and Alaska Native alone, percent	1.9%	2.5%	11.2%	1.3%	-	76.0%	17.0%	146.2%
Asian alone, percent	1.7%	1.4%	1.9%	6.1%	-	121.4%	89.5%	27.9%
Native Hawaiian and Other Pacific Islander alone, percent	0.1%	0.2%	0.2%	0.3%	-	50.0%	50.0%	33.3%
Two or More Races, percent	12.5%	2.0%	2.7%	2.9%	-	625.0%	463.0%	431.0%
Hispanic or Latino, percent	61.8%	69.3%	50.1%	18.9%	-	89.2%	123.4%	327.0%
White alone, not Hispanic or Latino, percent	31.6%	26.1%	35.9%	59.3%	-	121.1%	88.0%	53.3%
Language other than English spoken at home, % of persons age 5 years+	37.4%	48.3%	33.0%	21.7%		77.4%	113.3%	172.4%
Foreign born persons, percent, 2017-2021	11.0%	16.0%	9.2%	13.6%	-	68.8%	119.6%	80.9%
Veterans, 2017-2021	8,209	13,555	139,347	17,431,290				
Housing units, July 1, 2021, (V2021)	NA	91,275	948,110	142,153,010	Las Cruces' % difference from others			
Owner-occupied housing unit rate, 2017-2021	56.2%	64.9%	68.2%	64.6%	-	86.6%	82.4%	87.0%
Median value of owner-occupied housing units, 2017-2021	\$167,800	\$162,200	\$184,800	\$244,900	-	103.5%	90.8%	68.5%
Median selected monthly owner costs -with a mortgage, 2017-2021	\$1,249	\$1,271	\$1,359	\$1,697	-	98.3%	91.9%	73.6%
Median selected monthly owner costs -without a mortgage, 2017-2021	\$385	\$351	\$378	\$538	-	109.7%	101.9%	71.6%
Median gross rent, 2017-2021	\$824	\$785	\$897	\$1,163	-	105.0%	91.9%	70.9%
Households, 2017-2021	43,995	79,933	797,596	124,010,992	Las Cruces' % difference from others			
Persons per household, 2017-2021	2.46	2.66	2.59	2.6	-	92.5%	95.0%	94.6%

Appendix 1.1

Comparisons of Las Cruces with County, State & National Demographics

prepared by Godfrey's Associates, Inc.
May 30, 2023

Fact	Las Cruces	Dona Ana County	New Mexico	United States	Las Cruces	Dona Ana County	New Mexico	United States
Households with a computer, percent, 2017-2021	93.3%	90.9%	89.7%	93.1%	-	102.6%	104.0%	100.2%
Households with a broadband Internet subscription, percent, 2017-2021	83.4%	80.4%	80.0%	87.0%	-	103.7%	104.3%	95.9%
High school graduate or higher, % of persons age 25 years+, 2017-2021	87.5%	80.7%	86.8%	88.9%	-	108.4%	100.8%	98.4%
Bachelor's degree or higher, % of persons age 25 years+, 2017-2021	36.4%	30.0%	28.5%	33.7%	-	121.3%	127.7%	108.0%
With a disability, under age 65 years, percent, 2017-2021	12.0%	11.4%	11.3%	8.7%	-	105.3%	106.2%	137.9%
Persons without health insurance, under age 65 years, percent	9.3%	13.5%	12.0%	9.8%		68.9%	77.5%	94.9%
In civilian labor force, total, percent population age 16 years+, 2017-2021	58.1%	55.9%	56.6%	63.1%		103.9%	102.7%	92.1%
In civilian labor force, female, percent population age 16 years+, 2017-2021	54.6%	51.6%	53.2%	58.7%	-	105.8%	102.6%	93.0%
Mean travel time to work (minutes), workers age 16 years+, 2017-2021	19.1	22.7	22.9	26.8	-	84.1%	83.4%	71.3%
Total retail sales, 2017 (\$1,000)	1,887,512	2,098,291	26,404,284	4,949,601,481				
Total retail sales per capita, 2017	\$18,514	\$9,705	\$12,616	\$15,224				
Median household income (in 2021 dollars), 2017-2021	\$47,722	\$47,151	\$54,020	\$69,021	-	101.2%	88.3%	69.1%
Per capita income in past 12 months (in 2021 dollars), 2017-2021	\$26,290	\$24,645	\$29,624	\$37,638	-	106.7%	88.7%	69.8%
Persons in poverty, percent	21.80%	19.30%	18.40%	11.60%	-	70.7%	73.1%	66.6%
Total employer establishments, 2020	NA	3,675	43,587	8,000,178				
Total employment, 2020	NA	53,960	651,756	134,163,349				
Total annual payroll, 2020 (\$1,000)	NA	1,902,324	28,386,324	7,564,809,878				
Total employment, percent change, 2019-2020	NA	0.8%	1.1%	0.9%				
Total nonemployer establishments, 2019	NA	13,662	129,145	27,104,006				
All employer firms, Reference year 2017	2,034	2,930	32,562	5,744,643	4.6%	1.9%	2.0%	2.8%
Men-owned employer firms, Reference year 2017	NA	1,505	16,309	3,480,438				
Women-owned employer firms, Reference year 2017	371	467	6,651	1,134,549	18.2%	15.9%	20.4%	19.7%
Minority-owned employer firms, Reference year 2017	512	823	7,437	1,014,958	25.2%	28.1%	22.8%	17.7%
Nonminority-owned employer firms, Reference year 2017	NA	1,527	20,591	4,371,152				
Veteran-owned employer firms, Reference year 2017	160	224	2,445	351,237				
Nonveteran-owned employer firms, Reference year 2017	1,433	2,134	25,733	4,968,606				
Population per square mile, 2020	1,447.8	57.7	17.5	93.8	113.4%	104.9%	102.9%	107.3%
Population per square mile, 2010	1,276.2	55	17	87.4				
Land area in square miles, 2020	76.93	3,808.19	121,312.75	3,533,038.28	100.6%	100.0%	100.0%	100.0%
Land area in square miles, 2010	76.49	3,807.51	121,298.15	3,531,905.43				

Appendix 2.1
Definition of Terms

Appendix 2.1

In order to establish a common language for future facility planning, Godfrey's Associates, Inc. (the Consultants) define key terms we propose to use throughout the Master Plan document.

Square Footage Definitions

Square footage, though only a two-dimensional measurement, is a common tool in assessing the space enclosed in public library facilities. There are three types of space referred to in many facilities. Here are definitions the Consultants use:

Net Usable Square Footage (NSF). Net square footage represents the actual unobstructed usable floor area or square footage assigned to a primary use for an individual unit, contained within a defined perimeter. In effect, net area is the actual area of book stacks, offices, computer workstations, support areas, or special function areas **exclusive** of partitions, exterior walls, public and private corridors, columns, pipe chases, stairs, mechanical and electrical space, and all similar areas that are not usable for library functions.

Net Assignable Square Footage (NASF). Net assignable square footage includes all **net areas** assigned to a given unit, as well as related corridor space for movement between areas, interior partitions, and other areas incidental to the spatial organization or construction. The internal corridor (people movement) space shared by units or connecting units to each other is included in this total area, for space planning purposes. Net assignable area **excludes** the area required for exterior walls, mechanical and electrical spaces and distribution shafts, stairs, restrooms, elevators, and other common building elements. In effect, this is the total area **assigned** to a use, functional unit or department, and is comparable to the amount of area occupied for a specific tenant as if it were leased from a landlord.

This area includes a numerical factor to account for internal partitions, corridors and allowances for columns, chases, etc., which penetrate the space. These efficiency factors added to the pure net square footage to accommodate these other assignable spaces might range from 10 to 30 percent of the total net area. When analyzing existing facilities, this

Definition of Terms

May 4, 2023

assignable factor is calculated by dividing the net usable area (NSF) by the total unit net assignable area (NASF) to determine the overall efficiency of the unit. The net-to-net assignable square footage relationship is primarily a factor of the size, type, configuration, number of individual spaces, and the anticipated width of internal personnel movement pathways.

Generally, units comprised of larger individual spaces will require less space for inter- and intra-unit movement. Units comprised of many smaller workstations, especially private offices, require a higher degree of intra- and inter-unit movement and wall space.

Building Gross Square Footage (BGSF). Building gross square footage reflects the total area of the building, including all net and net assignable areas as defined above, plus any additional area occupied by restrooms, vertical movement, janitorial/custodial closets, central mechanical and electrical space, chases, and other spaces related to primary air and power distribution, columns, and exterior walls.

When forecasting space requirements for new facilities, the total building gross area is estimated by applying an overall facility grossing factor to the total programmed net assignable area. Typically, these factors range from 15 to 20 percent in single-level buildings up to 30 percent in larger, multi-level facilities.

When analyzing existing buildings, the grossing factor, which is a measure of overall efficiency, can be calculated by dividing the total net assignable area by the total building gross area. As a rule, higher efficiency factors are used for public library facilities due to the amount of open space that accommodates horizontal movement. In a multi-story building however, this is partially offset by the vertical movement required for public access as well as the movement of staff, books, other library materials, and utility infrastructure from floor to floor.

In Summary. These equations summarize how we forecast these types of areas in new construction:

- 1) *Net square feet x efficiency factor = net assignable square feet*
- 2) *Net assignable square feet x efficiency factor = building gross square feet*

Appendix 2.1

In existing library construction, areas are defined, and their boundaries can be mapped onto a scaled drawing(s) and their square footages can be measured. In these instances, the equations to calculate actual efficiency are:

- 1) $\text{Net square feet} \div \text{net assignable square feet} = \text{net assignable efficiency}$
- 2) $\text{Net assignable square feet} \div \text{building gross square feet} = \text{building efficiency (sometimes referred to as net-to-gross efficiency)}$
- 3) $\text{Net square feet} \div \text{building gross square feet} = \text{the technical definition of net-to-gross efficiency.}$

When projecting space needs for an existing facility to be renovated, the actual net-to-gross efficiency factor(s) can be contrasted with the theoretical projected efficiency factor to gauge how efficient the existing building is versus how efficient it should be.

Types of Libraries

In the planning for future library facilities, it is important to “right-size” the facility for the geographic and demographic population a given library will serve. Different sizes of libraries, and thus types, are described below. First, we define the types of service provided, dependent on size.

Library Service Outlet: Staffed or unstaffed location from which customers may receive library services, such as a “bricks and mortar” building, a pop-up library, a vending kiosk/library materials dispenser, lending lockers, etc.

Library System: A group of library service outlets operated under a single administration.

Library Service Area: The geographical area around a given library service outlet location with a prescribed population of residents served by that location. In some cases, the service area boundary is legally recognized, such as municipal (city) limits or an extraterritorial zone.

Library Drive-Time Service Area: The geographical area around a given library service outlet location, identified by 75% of the customers who live or work within a maximum convenient drive-time to that location.

Definition of Terms

May 4, 2023

A Full-Service Library provides a variety of services and spaces, as follows:

- Collections for all ages, including print, non-print, and digital circulating and reference materials.
- Seating scaled appropriately for all ages.
- A full array of technology (express internet, one-place, two-place, and collaborative computer stations, wireless access, self-check, e-commerce, audio-visual equipment).
- Multi-purpose meeting room seating at least 75 people.
- Conference rooms seating from eight or more persons each.
- Four- and six-place group study rooms.
- Tutoring/research spaces for one to three people.

21st Century Library Service would include current, up-to-date collections of materials in all formats, physical and electronic, plus selected classic titles, a wide array of technology for public and staff use, meeting rooms of different sizes and for different ages, each with state-of-the-art technology. Youth services would be geared toward the evolving age strata of early childhood, elementary, tweens, and teens.

The modern library would employ a building infrastructure that both protects and enhances the library experience for all who use and work in the facility; maintainable landscaping; effective interior and exterior signage; sustainability in design, furnishings, and construction; and adequate parking for vehicles, motorcycles, scooters, and bicycles.

Sizes of Library Service Outlets. For purposes of the discussion of different sized libraries that might exist within a library system, the Consultants define terms related to size, from smallest to largest:

- Vending or Kiosk Library.
- Express Library.
- Neighborhood Library.
- Community Library.
- Regional Library.
- Central Research Library.

Appendix 2.1

Vending Library or Kiosk. A Vending Library is service outlet with a very small collection of books and/or media dispensed from a kiosk-type vending machine, typically located in a place with considerable pedestrian traffic – or in remote areas of a community.

Express Library. A small facility, potentially housed in a leased space, in or near an underserved area with a small collection of popular materials for all ages, limited technology, and a staff of two or three. An Express Library will range in size from approximately 400 to 3,000 BGSF. Limited space results in an Express Library not being able to provide a full range of services such as meeting/gathering spaces or programs.

Neighborhood Library. A Neighborhood Library is defined as a modern but less than full-service facility. Its collections and technology, although partially shaped by the neighborhood(s) it serves, is not intended to provide the depth of the larger Community Library. The collection is determined by the demographics within the neighborhoods. The materials for children and young people provide support for the school service through middle school. The service offered for children, young people, and teens – designed with the demographics in mind – may be provided in a special Youth area.

The collections for adults include circulating and very limited reference materials, a popular materials collection, and large print books. There is also a space with materials and seating for teens. There are adult, teen, and children's media collections, e.g., physical and downloadable audiobooks, music, movies, etc. The size and composition of the media collection will depend upon the demographics of the neighborhood(s) being served. Ideally, a neighborhood library has a multi-purpose meeting room that can be subdivided into two rooms with a high-quality, modular acoustical wall panel system.

A Neighborhood Library will range in size from approximately 3,000 to 16,000 square feet and would expect to serve persons with a drive time of five to seven minutes to the facility, i.e., a customer would typically drive between 5 and 7 minutes from home or business to reach a Neighborhood Library.

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Community Library. A Community Library is defined as a modern, full-service facility whose collections and technologies are shaped by the community it serves and its demographics. The materials for children and young people provide support for the school service through high school. The service offered is designed with the demographics in mind, and many are provided in an arts and crafts/storytelling space within a Youth area. The collections for adults include circulating and limited reference materials, a popular materials collection, and large print books, with some potentially in languages other than English.

There is also a special space with materials and seating for teens. There are adult, teen, and children's media collections, both physical and downloadable. The size of the media collections will depend upon the size and demographics of the community being served. There would be multiple meeting rooms of varying sizes and a makerspace.

A Community Library will range in size from approximately 16,000 to 35,000 square feet (BGSF) and would expect to serve persons who live and/or work within eight- to ten-minute drive time of the facility.

Regional Library. A Regional Library is defined as a modern, full-service facility with collections shaped by the population and geographic size of the region it serves. This type of library will also serve as a hub for Community and Neighborhood libraries within its ten- to 15-minute drive time sphere of influence.

The collections and technologies provide support for school services through the community college level. The service offered to children is also designed with the demographics in mind, and many are provided in an arts & crafts/storytelling space within the Youth area. The collections for adults include in-depth circulating and reference materials, a popular materials collections and periodicals, and large print books – all in multiple languages, as appropriate. There is also a space with materials and seating for teens. There are large adult, teen, and children's media collections – physical and electronic. There is a contingent of meeting rooms of various sizes and one or more makerspaces. Regional libraries will range in size from 35,000 to 60,000 BGSF.

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Central (Main) Library. A Central (or Main) Library is defined as a modern, full-service facility that serves as both the headquarters of a library system and a library with specialized collections, programs, services, and research capabilities not found in branch facilities of the system. A portion of a Central Library may also serve as an Express, Neighborhood, Community, or Regional Library for the residents living in its vicinity.

The headquarters functions typically include administrative unit(s), technical services for processing collection items into the system, and other support services that may or may not have a public-facing profile within the organization. Sizes of Central Libraries vary, with square footage based upon the variety and scope of the functions housed within the building.

Other Facility-Related Terms

Automated Materials Handling System (AMHS). A mechanical conveying system that relies on radio frequency identification (RFID) technology for sorting returned books and other library collections items into bins for reshelving.

Automated Storage & Retrieval System (ASRS). A robotic-based, high-density storage system that is computer-controlled to automatically place and retrieve items from set storage locations with precision and speed.

Charrette. An interactive planning process used to bring stakeholders together to make decisions in a short, intensive time frame.

Conceptual Design. An initial architectural design process used to test plans for a new building or renovation of an existing one.

Customer Service Hours. The number of hours a library is open for public use, typically totaled per week and/or annually.

Integrated Library System (ILS) is a computerized catalog of library holdings, library cardholder database, and statistical database capable of analyzing library usage, such as the circulation of library collections. Commercially offered systems can be either proprietary or open source.

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Office System Furniture. Staff office, workroom, and/ or public workstations built using a modular panel system, often referred to as cubicles. An acoustical panel system encloses a work area perimeter in a semi-private manner, while structurally supporting work surfaces and storage compartments. The panel system also serves as a conduit for wiring of power, task lighting, and data systems at each workstation.

Population. For the purposes of planning, the Consultants use three distinct definitions for population, based on what is being measured:

- **Actual Population:** Population for the city of Las Cruces, using the U.S. Census figures, last updated for 2020. As the “official” population, the figure is applied to library system-wide planning parameters only, such as square feet per capita.
- **Service Area Population:** The number of people within the service (trade) area of a given library as computed by a market analysis. The boundaries of service area populations for existing branch libraries may overlap, thereby accounting for those persons who use more than one library. Therefore, the total of all trade area populations does not necessarily equal the actual population.
- **Demographic-Based Population:** Demographic profiles for specific geographic locations, typically within 1- to 5-mile rings around the given location, produced by third party market research firms the Consultants routinely contract with. These projections are typically made for up to five years into the future.

Per Capita Measures. For planning purposes, the Consultants use two primary measures based on population. These measures apply the actual or projected total city populations to total library system-wide planning parameters. Service area population figures (see above) are used for branch-by-branch per capita measures. These two measures are:

- **Collections per Capita:** The number of collection items (books, periodicals, media, and/or downloadables) that a library offers for each person served. As an example, if a library were serving 42,356 persons and had a total collection of 109,345, its collections per capita would be 2.58 (109,345 divided by 42,356).

Appendix 2.1

- **Square Footage (BGSF) per Capita:** The total amount of enclosed library space a library system has for the total population of the area to be served. As an example, if a library system were serving 323,793 persons and had a total BGSF of 335,750, it would have 1.04 BGSF per capita (335,750 divided by 323,793).

Several other per capita measures are also useful metrics in gauging how successful the operations of a library or library system are – particularly in comparisons with other libraries, codified library standards, and/or grant money criteria for receiving awards.

Public Seating Types. For planning purposes, the Consultants use the following definitions for various types of seating for the public, based on net square feet (NSF) per type of seat (See Appendix 2.3 for specifics):

- **Reader Chair:** Chair, likely un-upholstered, four legs, placed at tables.
- **Lounge Chair:** Soft seat, fabric-covered, with or without a tablet arm that swivels or is retractable. Usually, the net area accommodates one side table for every two lounge chairs if no tablet arm is provided.
- **Task Chair:** Ergonomic office chair with casters, adjustable seat height and arm rests – for public use with computers, staff use at workstations, service desks, and worktables. NSF for these chairs is typically included with workstations.
- **Bench:** Usually seats two persons per unit square footage.
- **Read Aloud:** Lounge chair or love seat sized for an adult and one or two young children.
- **Floor Seat:** Cushion/pillow on the floor for very young children. and
- **Café Booth:** Banquet seating with a table, like a restaurant booth, usually for teen or café spaces.

Public-Use Computers. Computers for public use are defined as those computers available to the public as a service at each library, including online **public access computers** (PACs), **Internet access** computers, **productivity** computers (word processing, spreadsheets, presentations, etc.) which could accommodate one user, and **collaborative** computers accommodating multiple users for training on high-end software.

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Radio Frequency Identification (RFID). Technology that uses radio waves to identify a tagged book or media item. It is used in multiple commercial and industrial applications, from keeping track of items checked out of a library to tracking items along a supply chain.

Service Desk is a prominently placed and highly visible point of public service, designed to accommodate persons of various ages and physical capabilities.

Other Library-Related Terms

For the purposes of this study, Godfrey's Associates offers these definitions for words used within.

Community: A place or group of people within the city of Las Cruces considered together as having like inhabitants having similarities with each other.

Community Forum: A focus group, community summit, town hall meeting, world café, or similar planned gathering of community members.

Customer: An individual who uses a given library, regardless of type of transaction – physical or virtual – by recorded or unrecorded transaction.

Display Case is a free-standing or wall-mounted, glass-encased, lockable cabinet with internal lighting, for display of two- and three-dimensional items. Environmental control is provided to display valuable or rare special collection items.

Drive-Time refers to the maximum convenient driving time to a given location, based on the local street network leading to that location.

Household: A single occupied housing unit and all its occupants. A household may be comprised of one or more families, one or more unrelated individuals, or combinations of families and unrelated individuals.

Literature Rack is either a free-standing, desk-mounted, or wall-mounted dispenser for informational and/or promotional pamphlets.

Map Case. A free-standing file cabinet for flat storage of large format maps, drawings, and/or arts and crafts materials

Appendix 2.1

Market Segment is one of many discrete groups of households in the United States, as determined by Experian's Mosaic or Esri's Tapestry systems. For example, Mosaic® USA is a household-based consumer lifestyle segmentation system that classifies all U.S. households and neighborhoods into 72 segments, providing a detailed view of consumers' choices, preferences, and habits within a given segment.

Neighborhood: By definition, a neighborhood is a geographic area of land considered together with the characteristics of its inhabitants and built-environment. The City of Las Cruces does not define areas within the city limits as specific neighborhoods, however as of 2017, there were 46 registered neighborhood homeowners associations (HOA) in Las Cruces – primarily located in the East Mesa area.¹

Plan, The: This 20-year Las Cruces Public Libraries Master Plan spanning from 2024 to 2044 is the focus of this project. Any other plan is referred to by its full name, such as the City of Las Cruces' Comprehensive Plan, also known as *Elevate Las Cruces*.

Plan of Service. A plan defining the services and programs that a library seeks to provide.

Predictive Customer Model: An analytical tool that models library customer behavior based on thousands of historic transactions by customers in a given market segment.

Resources: Tangible funds, physical assets, and/or labor that can be applied to the library planning process.

Service, or Service Category: A single library service or affiliated group of services that are offered to library customers. Services can be tangible items such as books, virtual items such as computer usage, or interactive items such as a program, class, or seminar.

Service Mix: The mixture of collections, programs, and services at a given library service outlet location directed at customers served by that outlet.

¹ Elevate Las Cruces Comprehensive Plan, Volume II: Community Profile, page 54.

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Staffing Profiles: Appropriate staffing models for services recommended in a Plan of Service or a Strategic Plan.

Standards: A codified set of adopted criteria or guidelines related to a particular industry, intended to guide and/or measure performance.

Strategic Plan. Typically, a three- to five-year plan outlining goals and measurable objectives that a library system seeks to achieve.

Tools: For the purposes of this Master Plan, the term “tools” refers to physical or electronic implements designed for a specific application or task.

*Appendix 2.2
Library Facility Standards*

Appendix 2.2

Library Building Standards

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Some library facility standards are considered industry-wide standards, and some are proprietary to Godfrey's Associates (the Consultants). In this Appendix, we include standards of relevance for the Thomas Branigan Memorial Library (TBML), to be applied to your current facilities over the course of developing the Library Master Plan.

Library Building Standards

Based upon years of experience in library planning, the Consultants have developed a list of characteristics we believe determines if an existing library is capable of housing and delivering 21st century library services.

Modern Library Factors. The Consultants believe there are eight factors that need to be present in any public library facility for it to be judged a modern library. The eight factors are:

1. **Adequate Size.** We believe the size should be whatever is required to offer a range of services and spaces that are responsive to community needs. Square footage for each space should be built using the Library Space Planning Standards presented in Appendix 3 to satisfy the functional needs of each given space.
2. **User-Friendly Housing of Collections.** We believe no book stack should be taller than 66 inches, have 48-inch clear aisles, and be no more than 80 percent capacity (80% means there would be no less than seven inches of clear space at the end of each 36-inch bookshelf). Sloped shelves (also known as tilted shelves) should be deployed for the two lowest rows, with the lowest shelf positioned such that items could be easily grasped at least 15 inches above the floor – per Americans With Disabilities Act (ADA) requirements.
3. **Proper Ratio of Seating to Collections.** The Neighborhood Library ratio should be 1:1500 to 1:1800 (one seat per 1,500 collection items, etc.); Community Library ratio of 1:1200 to 1:1500; Regional Library ratio of 1:1000 to 1:1200; and 1:800 to 1:1000 for a Central (Main) Library exclusive of special collections, such as Government Documents, Local History, Genealogy, and/or Archives.
4. **Significant Technology for Public & Staff.** It is not only the numbers of computers, but also what they can do, where they are located, and how they are organized. Stand-up Internet Express and

PAC stations, productivity (with word processing, spreadsheet, presentation, etc. software capabilities), collaborative stations, laser color printers, gaming stations for children, tweens, teens, adults, seniors, etc. – all must be taken into consideration.

5. **Age-Specific Spaces.** Spaces that are inviting to the age groups: e.g., Children's Services with good space and furniture/equipment for very young (0 to 5 years old) and older children (5 to 10), tweens (10 to 13), teens (13 to 17), adults, and seniors (arm chairs they can easily get in and out of) and adequate daylighting for all ages.
6. **Public Meeting Spaces.** A variety – multi-purpose meeting rooms, conference rooms, group study rooms, individual/two/ three-person rooms for tutoring and/or research, each outfitted with good technology and good visual access to and into the rooms. The size of the building will determine how many rooms of each type are ideal, and their capacities.
7. **Adequate Staff Workspace.** Minimum space in a range of 150 to 200 NASF per FTE staff member, based on the items needed to function properly. See Appendix 2.3 for a list of components typically found in Staff Workrooms, under the heading Library Support Spaces.
8. **Sustainable Building Infrastructure.** Excellent lighting suited to the task, comfortable HVAC systems, ADA-compliant rest rooms, water-efficient plumbing fixtures, insulated-glass windows with exterior shading devices, a dry-pipe fire suppression system, etc.

Building Infrastructure Design Guidelines

The assessments of current library facilities, and the cost estimates for new modern library buildings will be developed based on the following guidelines and their characteristics, many of which contribute to sustainable architecture:

- **Single-Level Building:** Under 60,000 square feet, promoting staffing efficiencies.
- **Adaptable to Future Change:** Open spaces with minimal opaque partitioning, glass partitions where appropriate for security and acoustical control, and accessible infrastructure distribution systems.

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- **Elevated Floor Slab:** Under floor access, adaptability to future changes, mitigating expansive soil problems.
- **Long-Span Superstructure:** Fewer columns, making space more adaptable in accommodating shelving and responding to future change.
- **Sloped Standing Seam Metal Roof:** Lasting water-tight quality, reflective of sunlight, non-combustible for lower insurance premiums, and facilitating rainwater harvesting.
- **Operable Windows:** Facilitating user control to increase energy conservation.
- **Multi-Zoned HVAC System:** Utilizing geothermal heat pump for energy conservation, providing user control for comfort. Consider variable refrigerant flow (VRF) ductless system for cooling and/or radiant floor heating and cooling.
- **Plumbing Fixtures in Rest Rooms:** Water conservation, ease of maintenance.
- **Xeriscape Landscaping:** Water conservation, ease of maintenance
- **Drip Irrigation System:** Water conservation.
- **Fire Suppression System:** Dry-pipe pre-action system for safety of people, materials, and building.
- **Controlled Daylighting:** Exterior sunshades, energy conservation.
- **Task/Ambient Lighting:** Lighting the task with user control, centralized controls for ambient lighting.
- **LED Lighting:** Low-voltage fixtures with Power over Ethernet (PoE) wiring to allow for gathering data on room usage.
- **Electrical Power Distribution:** Separate line and low-voltage wiring networks using accessible wire ways and PoE where appropriate, serving smart outlets.
- **Consistent Signage:** User-friendly and attractive, illuminated exterior signage with messaging capabilities and professional-looking high-contrast interior applications.
- **Commercial Grade Carpet Tile:** Ease of maintenance and replacement, antimicrobial treatment, low volatile organic compound (VOC) material content.
- **Durable Finishes:** Lifetime cost savings through ease of maintenance, improved appearance.

- **Drive-Up Library Materials Return (Drive-In Pick-Up):** For customer convenience, improving parking efficiency.

Shelving Specifications. Square footage requirements and collection capacities are based on:

- 48-inch minimum clear aisles throughout public spaces.
- 66-inch-high maximum for all adult collections.
- 48-inch-high face-out bins for easy/picture books and 66-inch high for the balance of youth collections.

Seating Specifications. Seating quantities are based on:

- Age-appropriate scale and amenities, diverse mix of seating types appropriate to the task and meeting spaces.
- No fabric on reader chairs for ease of maintenance and cleanliness. Durable, stain- and odor-resistant fabric on soft seating.
- Ergonomic seating for all computer and machine stations.
- Office systems furniture for staff workstations and some public computer and tutoring stations.

Technology Specifications. Information technology considerations are based on these primary goals:

- Fiber to the staff Desktop, wireless for the public.
- A minimum broadband speed of 100 megabits per second (Mbps) downstream and 15 Mbps upstream.
- PCs networked to multi-function Laser printer/photocopy/scanner/fax machines.
- All public and staff computers are refreshed at least every three to five years.

Square Feet (BGSF) per Capita. When discussing per capita measures of library space, the type of square footage (SF) in question is BGSF. The Consultants recommend TBML strive to establish a standard of 1.00 SF of library space per capita. Based on 2022 figures, TBML utilizes approximately 45,676 BGSF for an U.S. Census-estimated population of 112,914, which equates to 0.40 SF per capita.

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Collections. The Consultants recommend that a reasonable standard for TBML is a total collection of no less than two items per capita (2.00). This number would exclude special collections such as Genealogy or New Mexico History.

Hours of Customer Service. The Consultants recommend hours of operation total a minimum of 62 hours per week, to improve service delivery and obtain greater value from the capital investments in library facilities. Hours should be consistent at all facilities, so as not to confuse the public.

Staffing. The Consultants recommend a branch library and/or Central Library support division deploys the following mix of staff:

- **Manager:** Assign one manager in each branch library and each support division. A manager will typically be a professional, as defined below. For public services units the Manager should spend at least 25 percent of his/her time assisting customers. The balance of his/her time will be devoted to managerial and/or library system responsibilities.
- **Professional:** Assign a minimum of two professionals in each branch library and each support division. A professional will usually have a master's degree in library and/or information science or a master's degree in an appropriate field related to his/her primary responsibilities. For public services units, a professional should spend at least 50 percent of his/her time assisting customers. The balance of his/her time will be devoted to collection development, program planning/execution, outreach, and/or library system responsibilities.
- **Paraprofessional:** Assign a minimum of two paraprofessionals in each branch library and/or support division. A paraprofessional will usually have a Bachelor or Associate (two-year) college degree or at least 10 years of library experience. For public services units, a paraprofessional should spend at least 50 percent of his/her time assisting customers. The balance of his/her time will be devoted to library system responsibilities.

- **Clerical:** Assign a minimum of at least one clerical position in each branch or support division. Clerical staff will usually have a high school education, and preferably an Associate degree or at least five years of library experience. For public services units, a clerical staff person should spend at least 25 percent of his/her time assisting customers. The balance of his/her time will be devoted to library system responsibilities.
- **Page:** Assign a minimum of at least one full-time equivalent (FTE) page (shelver) in each public services branch or support division. For public services units, the standard for determining the number of page hours required should be determined by the formula illustrated by the following example for Department X:
 - Assume an annual circulation of 300,000.
 - Assume in-library use of materials equal to 25 percent of annual circulation.
 - Assume new acquisitions each year equal to five percent of annual circulation.
 - Therefore, the total number of items to be shelved equals $300,000 + 0.25 \times 300,000 + 0.05 \times 300,000 = 390,000$ items.
 - One Page should be able to sort, shelve, and conduct a quick shelf read at a rate of 75 collection items per hour. If the library has an automated materials handling system (AMHS) one Page should be able to shelve at a rate of 85 items per hour.
 - Assuming a standard work week is 40 hours, or 2,080 hours per year, then one page should be able to shelve 156,000 items per year (75 collection items per hour x 2,080 hours per year without an AMHS).
 - Therefore, there is a need for 5,200 page hours per year (390,000 items divided by 75 items per hour), or 2.50 FTE (5,200 page hours divided by 2,080 hours per year = 2.50 FTE).

The equation can be summarized as follows:

$$\text{Page FTE} = (\text{annual circulation} \times 1.30) / 156,000$$

OR

$$0.83 \text{ Page FTE per } 100,000 \text{ items circulated annually}$$

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- **Staffing a Public Services Unit:** See operating costs based upon these recommended staffing levels for future branch libraries.

Public-Use Computer Space Allocations. The Consultants recommend TBML allocate net square footage (NSF) for various sizes of public computer stations, as follows:

- **Public Access Computer (PAC):** Stand-up station, 24 NSF.
- **Express Computer Station:** Stand-up station, 24 NSF.
- **Computer Station:** One seat, 36 NSF for adults and teens, and 30 NSF for children (seat and table heights vary, depending upon age).
- **Dual Computer Station:** Two seats for two persons at one computer or perhaps two persons at two computers, 48 NSF for adults and teens, and 40 NSF for children (seat and table heights vary, depending upon age).
- **Collaborative Computer Station:** Three to six persons at one or two computers, with a large wall-mounted monitor, 24 NSF per seat.

Public-use computers would require reservations, with the following time limits placed on usage:

- Express computer stations (15 minutes).
- Computer stations (60 minutes).
- Dual computer stations (60 minutes).
- Collaborative computer stations (as reserved).

Public Seating Capacities. The Consultants recommend TBML provide total quantities of public seating based on the following library building sizes:

- **Neighborhood Library:** Provide one seat for every 1,200 to 1,400 items.
- **Community Library:** Provide one seat for every 1,100 to 1,200 items.
- **Regional Library:** Provide one seat for every 1,000 to 1,100 items.
- **Central Research Library:** Provide one seat for every 800 to 1,000 items, exclusive of Local History, Genealogy, Special Collections, and Archives.

- **Local History, Genealogy, Special Collections & Archives:** Seating quantity would be determined by function and degree of public access.

Public Seating Space Allocations. The Consultants recommend each Library allocate net square footage for the various types of seats as outlined below. Seating is based on one seat per person unless otherwise noted.

- **4-Place Table:** One table with 4 reader chairs, 100 NSF.
- **2-Place Table:** One table with 2 reader chairs, 70 NSF.
- **1-Place Table:** One table with 1 reader chair, 35 NSF, or a study carrel, as an alternative to a table.
- **Lounge Chair:** One seat, 30 NSF, per lounge chair with a tablet arm or sharing one side table.
- **Bench:** Two persons, 10 NSF.
- **Read Aloud:** Large lounge chair or love seat-sized for an adult and one or two young children, 40 NSF.
- **Floor Seat:** Cushion/pillow on floor, for young children, 8 NSF.
- **Café Booth/Banquet:** One table with 4 seats, usually for teen or café spaces, 80 NSF.

Gathering Spaces. The Consultants recommend each Library provide the following types of gathering spaces, with total quantities of seating based on library building sizes:

- **Multi-Purpose Meeting Room(s):** Provide a large, sub-dividable room that accommodated – when divided into multiple rooms – a **minimum** seating capacity for the given sized divided rooms, allocated as follows:
 - **Neighborhood Library:** Provide one room of at least 50-seat capacity when not divided.
 - **Community Library:** Provide one room of at least 75 seats when not divided.
 - **Regional Library:** Provide one room of at least 150 seats when not divided.

Appendix 2.2

- **Central Library:** Provide a total capacity of at least 250 seats dividable into three rooms (75 seats + 75 seats + 100 seats = 250 seats).
- **Classrooms:** Provide a range of seating capacities as follows:
 - 25-seat capacity to
 - 35-seat capacity.
- **Conference Rooms:** Provide a variety of rooms, depending on the size of the Library, with minimum seating capacities around standard table configurations, as follows:
 - 8-seat capacity.
 - 14-seat capacity, or up to
 - 20-seat capacity.
- **Collaborative Group Study Rooms:** Provide multiple glass-enclosed group study rooms, in at least two sizes:
 - 4-seat capacity, round table.
 - 6-seat capacity, rectangular or round table.
- **Tutoring/Research Stations:** Each station should accommodate one to three persons. These stations should be built using office system furniture for more easily reconfiguration and because constructing such a small footprint as a wall-enclosed room with a door would be an inefficient use of square footage due to ADA requirements.

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Sustainability of Library Buildings. Sustainable library systems require operational cost efficiencies, many of which are facility-centric and include factors that should be designed into modern public library facilities to reduce the carbon footprint of the entire community such as these:

1. Provide more hours open to make highest and best use of taxpayer investments in library buildings because the return on that investment is at least \$4.64 according to multiple studies.
2. Rely on a “Just in Time” service delivery mode versus the traditional “Just in Case” library model, to improve customer service and reduce the need for on-site storage of most everything.
3. Provide an assortment of government and community services in addition to traditional library service offerings through cross-training of staff and partnerships with community, with service providers supplying staff and the Library providing space.
4. Implement a “Less is More” attitude toward library space and collections so visual supervision of spaces by personnel is enhanced, as is the ability to find items on the shelves. Less walls, lower shelves, and wider aisles make libraries easier for customer to navigate and find what they need, and for staff to provide good customer service while supervising the space.
5. Deploy open, barrier-free, multi-use spaces that can be easily reconfigured using moveable and/or dual-use furniture and equipment, rather than building single-use spaces that might sit empty most of the time. Use of multi-lingual signage, wayfinding, and graphics to assist customers in finding what they need.
6. Provide a small contingent of unstaffed space available with secure access after regular library hours, supported by automated equipment.
7. Less construction means less expensive projects. Adaptable infrastructure results in longer lasting building life, but not at the expense of operational cost efficiencies.
8. Provide an assortment of gathering spaces – of various sizes and types – that can support normal library functions and special occasions – such as emergency operations, with the multi-purpose

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- meeting room able to act as a back-up Emergency Operations Center (EOC) if properly outfitted with infrastructure.
9. Deploy demountable partitions and/or durable face materials for ease of removal and reconfiguration while minimizing the number of doors required – used only where security and/or acoustical privacy is required.
 10. Paint exposed structure instead of installing dropped ceilings – to aid in future adaptability of infrastructure and as a cost savings measure. Find other acoustical attenuation solutions where needed.
 11. Employ automation and customer self-service to streamline staff workflow and improve the user experience.
 12. Loan laptops and other devices in place of desktop computers, supported by a variety of seating options. Loan portable battery packs and Wi-Fi hotspots for in-Library and take home uses.
 13. Use 5G wireless connectivity and loanable computers/tablets to replace some desktop computers that require hard-wired connections. In their place, install collaborative desktop computers/monitors with high end software for two- or three-person use at one time.
 14. Install solar panels on roofs to provide on-site power generation and storage via batteries, to shade the roof membrane and reduce heat gain.
 15. Connect smart electrical panels to the solar panel network to accommodate battery storage and panel-generated power.
 16. Install low voltage power networks with power monitoring to replace a portion of line voltage power outlets and wiring.
 17. Deploy smart light emitting diode (LED) lighting that gathers data on space occupancy via low-voltage electrical circuits that use Cat-6 cabling for power and data collection without requiring metal conduit.
 18. Employ geothermal heat pump/variable flow refrigerant configuration of direct expansion (DX) heating, ventilation, air conditioning (HVAC) systems that require minimal duct work and offer redundancy in case of emergency.
 19. Optimize floor to ceiling/deck height to allow for temperature stratification in spaces and deeper penetration of natural light while enhancing visibility of signage and navigation of spaces. Use natural

- and mechanical ventilation to exhaust hot air from high spaces, while considering ways to allow cool outside air into low spaces in the building via gravity versus mechanical ventilation.
20. Configure external solar shades at windows depending on directional exposure (horizontal south-facing, vertical west-facing) to reduce solar heat gain and reflect light into the interior.
 21. Deploy double membrane walls, glazing, and roofs.
 22. Super-insulate roofs (R-50+), walls (R-32+) and floors (R-20+) for the quickest payback in capital investments.
 23. Replace single-pane glass with double- or triple-pane insulated glass.
 24. Harvest rainwater to capture non-potable water for potential use in landscape irrigation and grey water plumbing systems.
 25. Provide electric vehicle (EV) and electric bicycle charging stations at all facilities.

Resiliency. Each new Library should be constructed to serve as an Emergency Shelter/Response location for the City (withstand high force winds, have emergency power/redundant infrastructure systems, etc.). New library furniture and equipment should already be designed for mobility/ease of reconfiguration, so making space for large gatherings of people or cots should be second nature.

Appendix 2.3
Library Space Standards

Appendix 2.3

Library Space Planning Standards

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Library Space Planning Standards

Based upon years of experience in library planning, programming, designing, furnishing, equipping, and monitoring construction, the Consultants have developed a set of Library Space Planning Standards that we firmly believe result in a 21st century library facility that is ADA-compliant, user-friendly, and can be designed and built economically. The standards are organized into four categories:

- Personnel Offices & Workstations.
- Library Collections.
- User Seating & Gathering Spaces.
- Library Support Spaces, i.e. spaces required for a library-specific function, as opposed to support functions for any building such as restrooms, electrical rooms, stairs, etc.

For each of the four sections, the Standards provide the following:

- A brief description of the occupancy, activity, or task associated with the standard.
- A space code, designated for shorthand reference to specific items. Suffix code "A" is a specified size larger than "B" which is larger than "C" etc. Suffix "X" is of variable size needed to fit the given function.
- The net square feet (NSF) required to adequately accommodate each item, occupant, activity, and/or task.
- Notes that provide additional information.

The square footage projections for each Library are based upon the ability to accommodate the square footages recommended below and in the planning guidelines recommended in Appendix 2.2.

Personnel Offices & Workstations

PO = Private office with door*

SPO = Semi-Private Office (office systems furniture workstation/cubicle)

* The Consultants recommend no private office be less than 150 square feet.

position	space code	NSF per office	notes
Library Director	PO-A	300	Privacy & security required, host group meetings
Assistant Library Director	PO-B	250	Privacy & security required, host group meetings
Services Supervisor	PO-C	200	Privacy & security required, host group meetings
Department Supervisor	PO-D	180	Privacy & security required, host group meetings
Branch Manager	PO-E	150	Privacy & security required, host group meetings
Secretary	SPO-F	96	Cubicle, too large, not recommended
Technical Services Librarian	SPO-G	64	Cubicle, accommodate two book trucks
Public Services Librarian	SPO-H	48	Cubicle, presumed limited time at workstation
Library Associate	SPO-H	48	Cubicle, presumed limited time at workstation
Library Assistant/Specialist	SPO-H	48	Cubicle, presumed limited time at workstation
Library Clerk	SPO-I	36	Cubicle, presumed limited time at workstation
Custodian/Building Maintenance	SPO-I	36	Cubicle, presumed limited time at workstation
Library Shelver (Page)	SPO-J	24	Cubicle, shared workstation with other shelvers
Volunteer	SPO-J	24	Cubicle, shared workstation with other volunteers

Library Collections

SHLV = Cantilevered steel units with adjustable shelves, maximum upright height determined by material format

<i>materials format</i>	<i>space code</i>	<i>NSF per item</i>	<i>notes</i>
Current Periodicals	SHLV-A	1.00	66" high, face-out display, hinged tilt shelf over flat shelf
Youth Kits	SHLV-A	1.00	66" high, hanging bags
Popular Display	SHLV-B	0.33	60" high, combination face-out and spine-out display, minimum items per shelf
Reference/Research (all ages)	SHLV-B	0.33	48" high, spine-out
Backfile Periodicals	SHLV-C	0.15	66" high, spine-out. bound, in "Princeton" boxes, or lying on flat shelf
Oversize	SHLV-C	0.15	66" high, spine-out, some very large may lay flat
Special Collections	SHLV-D	0.12	66" high, spine-out
Adult Fiction	SHLV-E	0.10	66" high, spine-out
Adult Non-Fiction	SHLV-F	0.09	66" high, spine-out
Large Print	SHLV-F	0.09	66" high, spine-out
Teen Fiction/ Non-Fiction	SHLV-F	0.09	66" high, spine-out
Youth Non-Fiction	SHLV-F	0.09	66" high, spine-out
Books-on-CD	SHLV-F	0.09	66" high, spine-out or special housing to be determined
Youth Fiction	SHLV-G	0.08	66" high, spine-out
Easy/Picture Books	SHLV-H	0.07	48" high, in bins face-out or spine-out
Music CDs	SHLV-I	0.05	66" high, face-out display, or 48" high, in bins or special housing
DVDs	SHLV-I	0.05	66" high, face-out display, or 48" high, in bins or special housing
Artwork Display/Storage	SHLV-X	2.00	60" high, size varies, display of circulating flat art

User Seating & Gathering Spaces

<i>seat/ station type</i>	<i>space code</i>	<i>NSF per seat*</i>	<i>notes</i>
Collaborative Computer Station	SPO-G	64	Systems furniture workstation, number of ergonomic task chairs varies from 3 to 6
Two-Place Computer Station	SPO-H	48	Systems furniture workstation, 2 ergonomic task chairs
One-Place Computer Station	SPO-I	36	Systems furniture workstation, ergonomic task chair, CPU mounted under work surface
Tutoring Station	SPO-I	36	Systems furniture workstation, 2 ergonomic task chairs
Microform Machine	SEAT-A	45	"Microform" includes microfilm & microfiche, ergonomic task chair
Read Aloud Lounge Seat	SEAT-B	40	Two-passenger unit

* Unless otherwise noted.

User Seating & Gathering Spaces *(continued)*

<i>seat/ station type</i>	<i>space code</i>	<i>NSF per seat*</i>	<i>notes</i>
Study Carrel	SEAT-C	35	Square feet per person, conventional study carrel not recommended
One-Place Table	SEAT-C	35	Square feet per person
Two-Place Table	SEAT-C	35	Square feet per person, reader chair
Lounge Seat	SEAT-D	30	One-passenger unit, includes shared side table or tablet arm
Visual Magnifier	SEAT-D	30	Square feet per person
Conference Room	SEAT-D	30	Square feet per person, conference room includes credenza
Group Study Room	SEAT-D	30	Square feet per person, ergonomic task chair
Tutoring Room	SEAT-D	30	Square feet per person, ergonomic task chair
Four-Place Table	SEAT-E	25	Square feet per person, reader chair
Computer Lab	SEAT-F	20	Square feet per person, ergonomic task chair at training table
Café Booth & Table	SEAT-F	20	Square feet per person, banquette seating at table
Children's Four-Place Table	SEAT-F	20	Square feet per person, reader chair or stool
Multi-Purpose Meeting Room	SEAT-G	15	Square feet per person, stack chair at training table
Children's Classroom Room	SEAT-H	12	Square feet per person, combination floor & chair seats
Multi-Purpose Meeting Room	SEAT-H	12	Square feet per person, stack chair only, no tables
Multi-Purpose Meeting Room	SEAT-I	10	Square feet per person, stack chair only, no tables, no presentation area
Youth Floor Seat	SEAT-J	8	Square feet per person
Bench Seat	SEAT-K	5	Square feet per person, two-passenger recommended for efficiency

* Unless otherwise noted.

Library Support Spaces

<i>item/ space</i>	<i>space code</i>	<i>NSF per item</i>	<i>notes</i>
Customer Service Desk	SVDSK-A	120	Per station, Check-out desk, seated or stand-up work space, public queuing
Public Service Desk	SVDSK-B	80	Per station, Research/Teen/Children's desk, seating & work space, public queuing
Reference/Research Station	SVDSK-C	64	Research desk, stand-up work space for 1 staff & public
Information Desk	SVDSK-D	48	Seating & work space for 1 staff & public
Self-Check Station	SVDSK-E	30	No staff, public queuing
Information Kiosk	INFO-A	30	Electronic station, no staff
Shared Computer Station	SPO-I	36	Systems furniture workstation, ergonomic task chair
PAC Station	SPO-J	24	Public access computer, systems furniture workstation, stand-up, no seat

Library Support Spaces (continued)

item/ space	space code	NSF per item	notes
Express Internet Station	SPO-J	24	Stand-up, systems furniture workstation, no seat
Printer/Scanner Station	SPO-K	16	Table-top machine, systems furniture workstation
Printer/Scanner/Fax Station	COPY-A	48	Free-standing machine
Paper Cutter	TOOL-A	12	Table-top unit
Laminator	TOOL-A	12	Table-top unit
Binding Machine	TOOL-B	8	Table-top unit
Art or Youth Feature	ART-X	50	Size varies, recommended minimum size
Literature Rack	LIT-X	24	Size varies, free-standing, wall-mounted, or Service Desk mounted
Atlas Case/Stand	ATLS-X	12	Size varies, not recommended, best to house atlases on steel book stack shelving
Dictionary Stand	DICT-X	8	Size varies, not recommended, best to house dictionaries on book stack shelving
Globe	GLOB-X	9	Size varies
Display Case	CASE-X	50	Size varies, freestanding, wall-mounted, or recessed
Map Case/Flat File Cabinet	FILE-F	40	Space allows for extended drawer & user
Microform Cabinet	FILE-M	30	"Microform" includes film and fiche, space allows for drawer extended & user
File Cabinet	FILE-L	20	Lateral-pull cabinet
File Cabinet	FILE-V	18	Vertical front-pull cabinet, not recommended
Library Materials Return	MDRP-A	225	Includes drive-up return & drive-up checkout, includes fire suppression
Library Materials Room	MDRP-B	64	Walk-up return room, includes fire suppression
3-Bin Automated Sorter	AMHS-3	56	RFID-based automated materials handling system sorting conveyor with parking for 3 bins
7-Bin Automated Sorter	AMHS -7	78	RFID-based automated materials handling system sorting conveyor with parking for 7 bins
9-Bin Automated Sorter	AMHS -9	90	RFID-based automated materials handling system sorting conveyor with parking for 9 bins
Book Bin Parking	BKTRK-A	10	Book bin, in Library Materials Return Room or at Customer Service Desk
Book Truck Parking	BKTRK-B	8	Large truck, double-sided, 3 shelves each side
Book Truck Parking	BKTRK-C	5	Small truck, single-sided, 3 shelves
Baby Stroller Parking	STRLR-A	8	Two-passenger covered stroller
Work Counter	CNTR-A	48	Up to 12 linear feet of countertop, base and/or wall cabinets for storage are optional
Work Counter with Sink	CNTR-AS	48	Up to 12 linear feet of countertop & sink, base and/or wall cabinets for storage are optional
Work Counter	CNTR-B	32	Up to 8 linear feet of countertop, base and/or wall cabinets for storage are optional
Work Counter with Sink	CNTR-BS	32	Up to 8 linear feet of countertop & sink, base and/or wall cabinets for storage are optional
Workroom Shelving	SHLV-DF	20	Double-face section
Workroom Shelving	SHLV-SF	10	Single-face, wall-mounted section

Library Support Spaces (continued)

<i>item/ space</i>	<i>space code</i>	<i>NSF per item</i>	<i>notes</i>
Worktable	WKTBL-A	96	Up to 4 ergonomic task chairs
Worktable	WKTBL-B	75	Up to 2 ergonomic task chairs
Staff Locker	LKR-A	6	Per locker, full-height units
Staff Locker	LKR-B	3	Per locker, half-height units
Public Lending Locker	LKR-C	1	Per locker, five units high, for after-hours lending or special purpose use
Coat Rack	COAT-X	4	Size varies by capacity
Storage/Supply Room	STOR-X	150	Size varies, recommended minimum size, convertible to PO-E
Supply Cabinet	STOR-A	20	Size varies, recommended minimum size
Recycle Station	STOR-E	9	Four sorting bins
Trash Receptacle	STOR-F	4	Single trash can
Safe	SAFE-X	8	Size varies, in floor-mount recommended
Card Catalog	CARD-X	16	Size varies, only recommended for housing legacy files
Performance Area	STAGE-X	100	Size varies, within Multi-Purpose Meeting Room or Teen area
Lectern	STAGE-C	10	Co-locate with Multi-Purpose Meeting Room
Green Room	VEST-C	64	Recommended minimum size
Kitchen	KIT-A	120	10' x 12' room
Kitchen	KIT-B	80	8' x 10' room/space
Kitchenette	KIT-C	32	Up to 8 linear feet of countertop & sink
Kitchenette	KIT-D	20	Up to 5 linear feet of countertop & sink
Vending	VEND-A	25	Large machine
Vending	VEND-B	15	Medium machine
Vending	VEND-C	10	Small machine
Vestibule	VEST-X	84	Size varies, recommended minimum size – ADA requirements apply
Entrance Lobby	LOB-X	200	Size varies, recommended minimum size
Display/Gallery	GAL-X	200	Size varies, recommended minimum size
Building Directory	DIR-X	12	Electronic monitor, size varies, recommended minimum size
Computer Data Center	DATA-X	400	Size varies, based on number of servers accommodated over time
Computer Equipment Room	DATA-A	80	Minimum closet size recommended
Telecomm Equipment Room	TELE-X	81	Size varies, recommended minimum size
AV Equipment Room	EQUIP-X	64	Rack-mounted equipment only, size varies, recommended minimum size

Library Support Spaces (continued)

<i>item/ space</i>	<i>space code</i>	<i>NSF per item</i>	<i>notes</i>
Loading Room/Dock	LOAD-X	144	Size varies, recommended minimum size
Maintenance Room	MAINT-X	200	Workbench & supply storage, size varies, recommended minimum size
Janitor Closet	MAINT-A	55	Includes sink/mop basin, storage shelving, rolling cart parking
Public Toilet	TLT-3	120	ADA-compliant, 3 toilets/urinal & 2 lavatories in room
Staff Toilet	TLT-1	50	Uni-sex, ADA-compliant, single toilet & lavatory in room
Library Café	CAFÉ-X	500	Size varies, prep/serving area only, seating specified in User Seating & Gathering
Library Coffee Cart	CAFÉ-C	64	Mobile cart
Library Store	STORE-X	225	Size varies, minimum for Friends of the Library or Outside Vendor

*Appendix 2.4
Library Parking Guidelines*

Appendix 2.4

With most public libraries, adequate off-street parking – accessible and convenient to the primary entrance of the library building – is a principal factor in user satisfaction, as well as the amount of use a library will receive. Without adequate parking, there is every reason to anticipate usage of the library will not reach its full potential. Godfrey's Associates (the Consultants) believe this is true of both Central and branch libraries. The Consultants recognize that ride-share services such as Lyft and Uber are increasingly being used by people for short trips. We also recognize that the autonomous (driverless) vehicle is on the horizon and will have an impact, along with ridesharing, on the need for parking spaces at public libraries.

Parking Determination Factors

There are different ways to determine the number of spaces required. A review of the different factors follows.

Ratio of Square Footage to Parking. In the zoning ordinances of many municipalities, parking requirements for public use and commercial facilities are often expressed as a ratio of the square footage of the building. For example:

- One parking space for every four hundred square feet of building space, or
- One square foot of parking area (not parking spaces) for one square foot of building space.

Ratio of Parking to Seating. Another factor relates needed parking to seating requirements. Assuming a vehicle typically carries two people, the ratio of one parking space for every two reader seats within the library building is one factor. This number must be supplemented with parking for the meeting rooms in the building. The latter are often covered by local ordinance, even if library buildings are not specifically covered.

Parking for Staff. Parking for staff may also be regulated by local ordinance. Failure to provide adequate staff parking may become a source of staff frustration and discontent. Staff parking should be provided in a quantity of one parking space for every 1.5 full-time equivalent (FTE) staff.

Library Parking Guidelines

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Parking for Volunteers. Parking for volunteers should also be provided. Local ordinances for staff may include volunteers. If not, volunteers should be included as part of staff on any FTE count for the purposes of calculating total parking needs.

Main Library Parking Requirements

There are no standardized parking calculations for a Main or Central Library the Consultants are aware of. In a survey of several major urban libraries conducted by the Consultants, the amount of parking available for users and the staff ranged from 55 spaces to over 2,000. In every case except the 2,000 plus spaces, the library indicated that the number of parking spaces was inadequate.

Parking provided for many of these libraries was determined not by what was needed, but by the available space on site that could be allocated for parking. Other factors that influenced these projects were the availability of public transit, the corresponding number of customers expected to drive to the library, the number of seats in meeting rooms, and planning for subsequent expansion of the library building.

In developing library parking requirements for a typical Main Library building, we base our recommendations on the following:

- The total size of the facility.
- A likelihood of between 70 to 90 percent of library users will arrive by vehicle.

The Consultants propose three alternative calculations for determining Main Library parking spaces:

1. One parking space per every 400 to 500 square feet (SF) of building, stated as:

$$\frac{XXX,XXX \text{ square feet}}{400 \text{ or } 500 \text{ SF}} = YYY \text{ parking spaces}$$

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- One parking space per every two adult reader seats plus every five seats in a multi-purpose meeting room, stated as:

$$\frac{XXX \text{ reader seats}}{2} = YYY \text{ spaces}$$

plus

$$\frac{XXX \text{ seats in meeting room(s)}}{5} = YYY \text{ spaces}$$

= YYY total parking spaces

- One Parking space for every 150 square feet of public curriculum space, plus every 400 square feet of staff offices/workroom space, plus every five seats in meeting room(s), stated as:

$$\frac{XXX, XXX \text{ SF public space}}{150 \text{ SF}} = YYY \text{ space}$$

plus

$$\frac{XX,XXX \text{ SF staff space}}{400 \text{ SF}} = YYY \text{ spaces}$$

plus

$$\frac{XXX \text{ seats in meeting room(s)}}{5} = YYY \text{ spaces}$$

= Y,YYY total parking spaces

Branch Library Parking Requirements

To provide adequate parking based upon the factors described above, the Consultants recommend:

- One parking space for every 300 building gross square feet (BGSF) is necessary for Neighborhood Libraries up to 15,999 BGSF.
- One space for every 350 BGSF for Community Libraries up to 29,999 BGSF.
- One space for every 400 BGSF for Regional Libraries up to 60,000 BGSF.

Library Parking Guidelines

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For buildings above 60,000 BGSF, we recommend the Main Library factors be applied.

Land Requirements for Parking

To provide for each parking space, points of access and egress, turning spaces, and landscaping, the standard for square feet per parking space is 350. Thus, for a 20,000 square foot community library with 57 parking spaces, the land required for the parking would be 19,950 square feet.

Shared Parking

Depending upon where the new facility is located, it may be possible to share parking with an adjacent building(s). For instance, a public library's greatest need for parking is typically:

- Morning, when many senior citizens use the building and/or story hours are held.
- The noon hour, when many persons visit during their lunch break.
- After school until about 5:30 or 6:00 PM.
- Mid-evening from 7:30 to 8:30 PM.

Of course, there are also great demands for parking on weekends, and when there is a special event featuring a well-known author, or popular class planned for a meeting room. These times sometimes conflict with the needs of other buildings, especially in the afternoon and weekends. Therefore, shared parking while feasible, should not be viewed as an answer to more than 15 to 20 percent of the library's total needs.

Electric Vehicle Recharging Stations. A case could be made that electric vehicle (EV) recharging stations are a form of shared parking, as recharging is a temporary function reserved for specific vehicles. The trend is toward more EVs, whether they be used for ride-share or personal use.

If not already in place, consider future zoning requirements that will allocate several parking stalls for EV recharge, like the quotas for reserved parking for the handicapped.

Appendix 2.4

Library Parking Guidelines

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Conclusion

Lack of adequate parking is a frequent complaint expressed by persons who frequently use public libraries. There are also reported instances when the absence of safe, convenient parking has been a principal reason for persons not using their public library.

The public library is a service business. As for any successful business, adequate parking must be provided – parking that is convenient and safe – if library policymakers expect their public library facility(s) to be utilized to maximum potential.

Appendix 2.5
Library Site Evaluation Criteria

Appendix 2.5

Library Site Evaluation Criteria

May 5, 2023

Library Site Evaluation Criteria

Once the general location of a future library is determined by service area drive-time analysis, any new parcel of land identified as a potential library site should be selected based on a list of criteria that reinforces the goals of the Thomas Branigan Memorial Library (TBML). It is critical to approach the site selection process for a new public library with care. The ultimate success of any new library facility will be largely determined by where it is located. Acquiring anything less than a good site will prove to be a false economy in terms of the life-cycle costs of the facility. The wrong site will hinder public use of this important community resource.

Criteria for Site Evaluation. A principal tenet of real estate for centuries has been to determine the “highest and best use” of the land. In keeping with this tenet, the criteria listed below should be taken into account as each candidate site is evaluated, in the following order of priority:

1. **Site Capacity, Now & Future:** The site **must** be large enough to provide sufficient land for:
 - The projected library footprint.
 - Required parking for users, staff, and volunteers, on- or off-site. Any restrictions to having an adequate number of parking spaces will prove to be detrimental.
 - Necessary allowances for zoning-required setbacks and suitable landscaping.
 - Future expansion of both building and parking.

Rules of Thumb. The Consultants recommend a parcel's land area equate to at least four times the size of the building footprint. Parking guidelines recommended in Appendix 2.4 result in required surface parking square footage roughly equaling the footprint square footage, with zoning setbacks, landscaping, and future expansion area occupying the remainder of the parcel.

One-story library buildings are highly favored over multiple floors for operational cost-savings issues. Libraries less than 60,000 square feet in footprint should house all space on one floor for operational efficiency and ease of public access.

2. **Legal Matters:** If a candidate site proves to be large enough, then legal impediments to site ownership and/or development **must** be identified, such as:
 - The existence of easements, restrictive covenants, or other restrictions can serve to limit the amount of land on which a building can be located, i.e., the “buildable” area of the site, or
 - A site comprised of multiple parcels owned by several persons and/or entities could be difficult to acquire and/or take an extended period.

3. **Development Cost:** Once the above figurative hurdles have been cleared, the costs to develop a given site become a driving factor in the selection process. Issues to consider include:
 - The dollar value of the site.
 - Revenue loss if tax- or income-producing property is displaced.
 - Demolition costs.
 - Relocation costs for any existing site occupants.
 - The cost of providing or extending utility service.
 - Construction of drives and roads needed to fully access the site.
 - Any unusual site development and/or extra construction costs such as:
 - Poor soil conditions.
 - Limitations of the site such as requiring underground versus above grade parking,
 - Excessive drainage and/or earthwork.
 - Site configuration resulting in a less efficient layout and a corresponding more expensive operational solution.

4. **Physiography:** Issues such as the topography of the site and solar orientation are important considerations when considering operational costs. Orientation considerations include excessive heat gain from the west sun, and/or entrances exposed to prevailing winter winds or ice build-up. Topography issues include excessive slope that could not be easily mitigated or might reduce the buildable area of the site.

5. **Accessibility:** The site should be easily accessible by automobile and public transit, and within walking and/or bicycling distance of some potential users.
6. **Visibility by Passersby:** A highly visible site, along a major street (but **not** a major highway), along with easy accessibility, is ideal.
7. **Building “Fit” into the Fabric of the Community:** How will the library fit into the community and its neighborhoods, now and in the future? Are adjacent land uses compatible with library service?
8. **Views, Distant & Close:** What does one see from the library site looking outward, across the street, and several blocks away?

Ranking the Sites. Once the site selection criteria have been agreed upon, the next step in the process is to assign a point value to each of the above criteria. Each factor and sub-factor should be given a point value. The Consultants suggest the sum of points should be 100. The site that receives the most points is determined to be the best site. If the development costs of two or more sites were within proximity of each other, then the total site scores should be taken into consideration.

Tie-Breaking Factors. The last five criteria can serve as tie breakers. Purchase price of the site should not be the first consideration since the cost of the site will most likely be a fraction of the project costs for a new or replacement library – typically in the range of between 2 to 8 percent of total project costs. Property cost could be considered in addition to the 100 points of the other criteria, as a tie-breaking factor.

Appendix 2.6
State of U.S. Public Libraries – More Popular & Digital Than Ever

Appendix 2.6

State of US Public Libraries – More Popular & Digital Than Ever

State of US Public Libraries – More popular & digital than ever – WordsRated

This is a comprehensive analysis of the current state of public libraries in the US and the mapping of trends from 1992-2019. This report analyzes more than 12.5 million data points from all 50 states and nearly [17,500 libraries across the country](#).

With the latest reports, we were able to examine the [impact of Covid-19](#) on public libraries in the US.

Key Findings

People think “libraries are dying”. [Visits to libraries in a 10-year decline](#) (21.20% since 2009) while people borrow fewer books (19.21% less than in 2013).

Libraries are more popular than ever thanks to the strong shift to digital:

- [More registered borrowers](#) than ever (174.23 million, or 53.57% of the population).
- The total library collection size is larger and more digital than ever (58.75% of the collection).
- Library collection use is higher and more digital than ever (37.39% of all collection use)
- More library programs (6 million) and higher program attendance (125 million) than ever:
- [Library program attendance](#) now accounts for 10.01% of all visits to libraries, up 84% from 2009.
- States with the most programs per capita have more visits (88.25%), collection use (51.31%), and registered borrowers (12.21%) than states with least programs per capita.

It's never been more expensive to operate a library. [Average operating expenses](#) per library is \$765,715 up more than 17.00% since 2014.

Libraries costs are more administrative than ever – 89.18% spent on staff and other expenses vs only 10.82% on library collections.

Government funding hasn't covered library operating expenses since 1992. Libraries would be in a \$4.38 billion deficit if relying on government

by Nicholas Rizzo, WordsRated

February 17, 2022

funding alone. *Other Income* from donations, grants, fines, and fees addressed budget deficits and helped generate a \$17.05 billion budget surplus.

Highest-funded states per capita have more visits (80.99%), collection use (122.49%), programs (73.31%), and program attendance (81.76%) than the lowest-funded states.

There's never been more libraries (17,468) or librarians (51,190), but [library staff is still paid](#) 35.07% below a livable wage for a family of three on average.

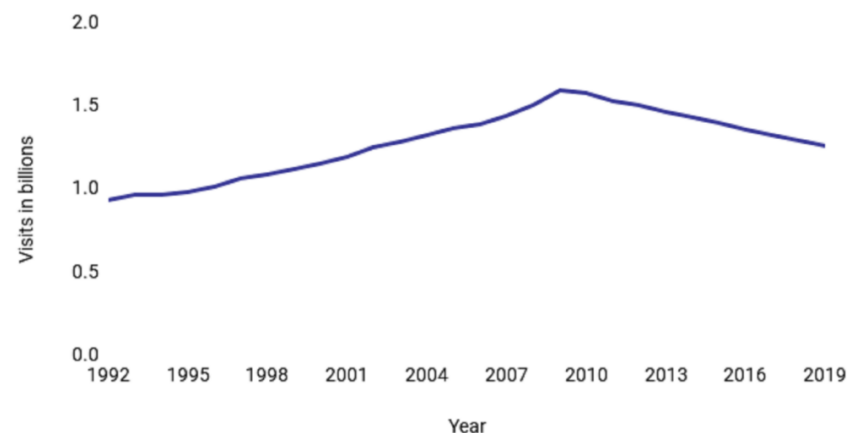
Why people think “libraries are dying”

A common question is whether or not libraries are dying or becoming obsolete. Before highlighting why that is not true, we wanted to highlight where these misconceptions come from:

- A decline in visits to libraries
- A decline in books and other physical collections being borrowed from libraries.

Visits in a 10-year decline

Visits to public libraries per year (in billions)



As a staple in American communities, the number of people visiting their local libraries had reached 1.59 billion in 2009, having grown 34.52%

Appendix 2.6

State of US Public Libraries – More Popular & Digital Than Ever

since 1992. Ever since its peak in 2009, the number of visitors has steadily decreased, dropping by 21.20% to 1.25 billion visits in 2019. Now there are an average of 3.85 visits to libraries per person in the US, a 14.81% decrease from 2014.

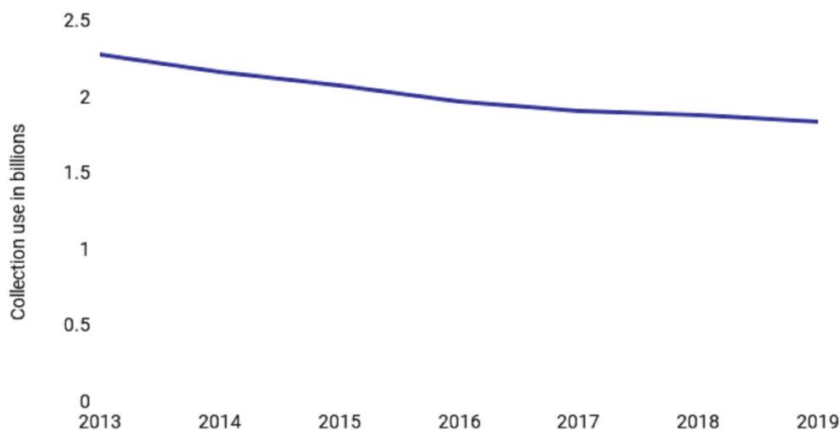
One reason why libraries are so great is that they allow you to read books and expand your vocabulary. They also often have computers that allows you to go online and play games like [Wordle](#), [Scrabble](#) or [Words with Friends](#).

People are borrowing fewer books

In addition to fewer people visiting libraries, fewer and fewer books are being borrowed each year as seen by the 19.21% decrease in physical collection use to 1.83 billion in 2019.

The logic seems simple enough, less people are going to the library and there are fewer books being borrowed, so “libraries must be dying”, when in fact, libraries have never been more popular.

Physical collection use in decline



Libraries are more popular than ever

Using just visits and materials borrowed to assess libraries is outdated as the role of libraries and how they serve their communities is evolving.

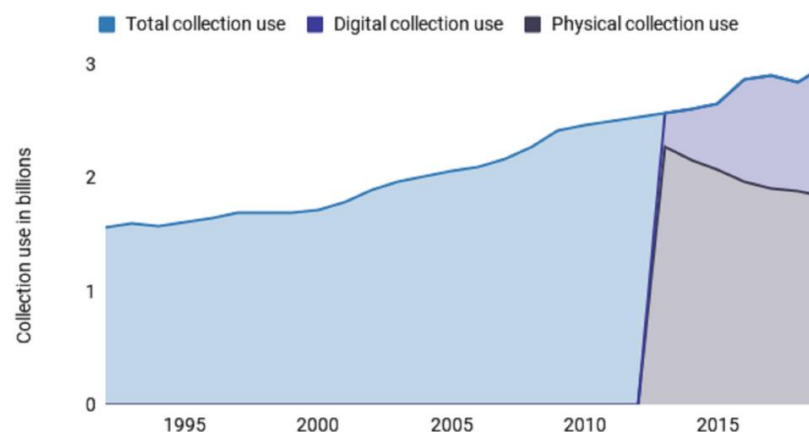
by Nicholas Rizzo, WordsRated

February 17, 2022

This is because it fails to account for how libraries are evolving to serve their communities digitally, while also evolving how they make use of their physical space.

Total collection use reaches record highs

Total library collection use: Physical vs Digital from 2013



A library collection consists of all digital and physical materials it has to offer to its members. How much of that collection is borrowed or used is known as total library collection use.

Despite the decrease in physical collection use, total library collection use reached a record high of 2.98 billion in 2019, growing 15.96% since 2013. This is due to the 153.16% growth in digital collection use from 302 million in 2013 to 1.15 billion in 2019.

More Americans are registered borrowers at public libraries than ever

There were 174.23 million registered borrowers as of 2019, the highest ever.

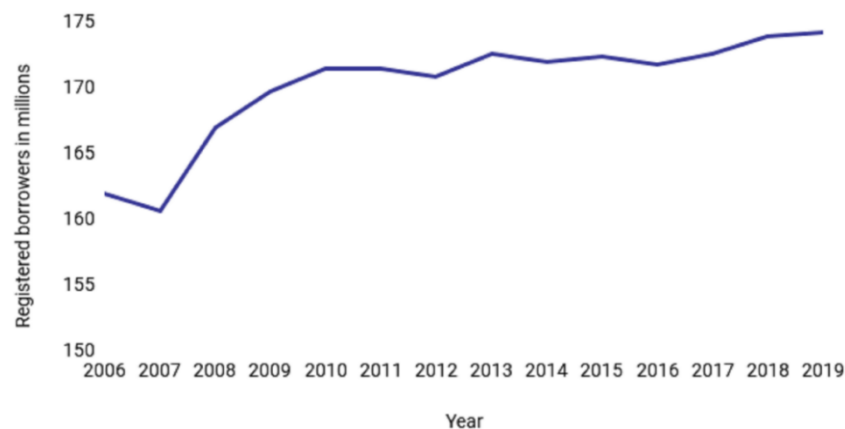
Appendix 2.6

State of US Public Libraries – More Popular & Digital Than Ever

by Nicholas Rizzo, WordsRated

February 17, 2022

Number of registered borrowers per year

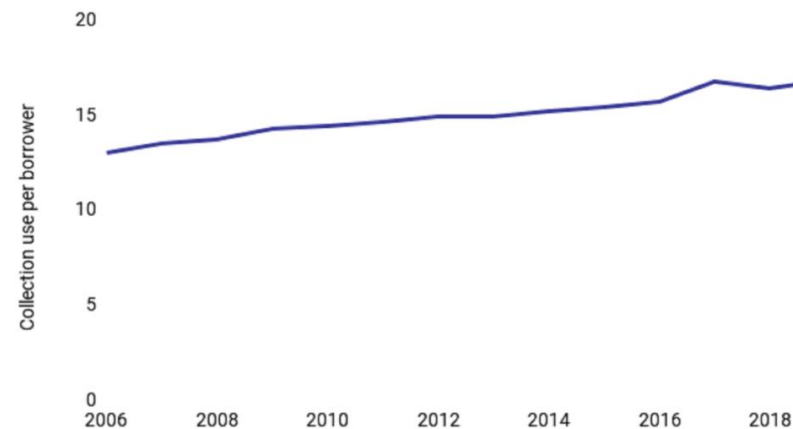


This means 53.52% of all Americans are registered borrowers at a public library. The number of registered borrowers has been consistently growing, increasing 7.60% since they began measuring this metric in 2006.

Registered borrowers are more active than ever

The 174.23 million registered borrowers at public libraries had an average collection use of 16.85 items in 2019, up 10.77% from 2014.

Collection use per registered borrower

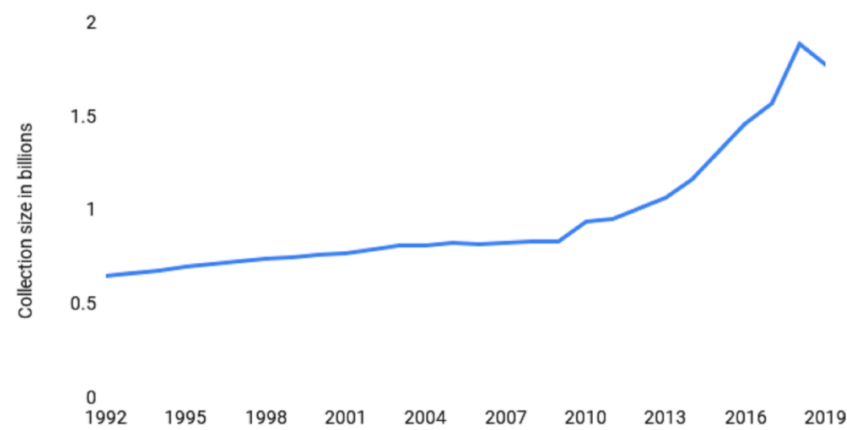


Between collection use and the number of registered borrowers being higher than ever, it's clear that libraries are not "dying". Libraries are evolving as they continue a strong shift to digital, providing more content digitally and finding new ways to use the physical space of libraries.

Library collections are larger and more digital than ever

The total collection size at public libraries grew 113.34% since 2009, peaking at 1.88 billion in 2018, before stabilizing at 1.77 billion in 2019.

Total library collection size per year



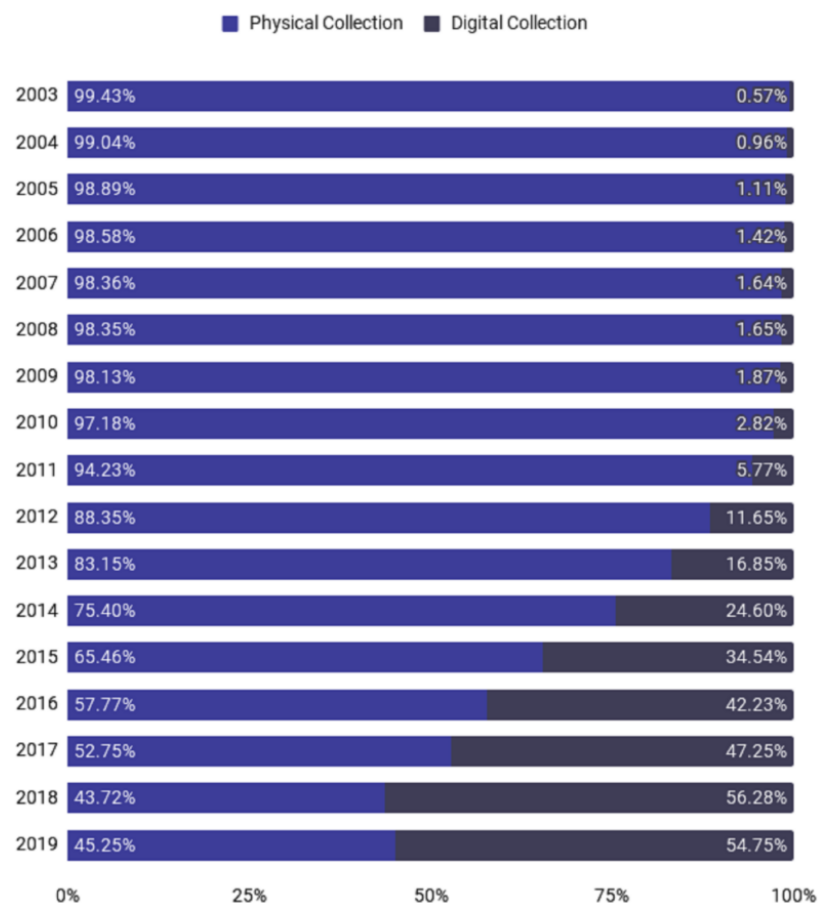
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Library collections are now more digital than ever, with digital collections accounting for more than half of all collections in 2018 (56.28%) and 2019 (54.75%).

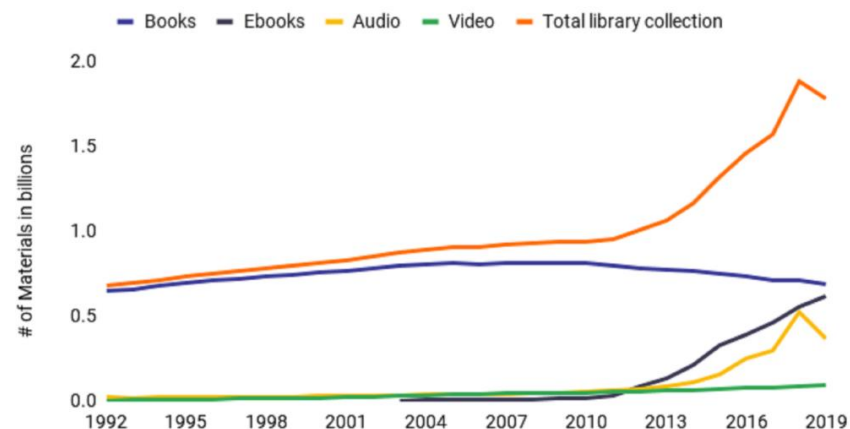
Library collection distribution: physical vs digital



Just 10 years ago in 2009, physical items like books, magazines, newspapers, and physical video and audio materials accounted for 98.13% of library collections, being cut in more than half down to just 45.25% in 2019.

Collection size by format

Collection size by material format



The number of books in library collections reached its peak of 816 million in 2008.

It then began a steady decline, dropping 15.08% to 693 million books in 2019.

When the period of decline for books began in 2008, eBooks began to take off in growth, followed by audiobooks.

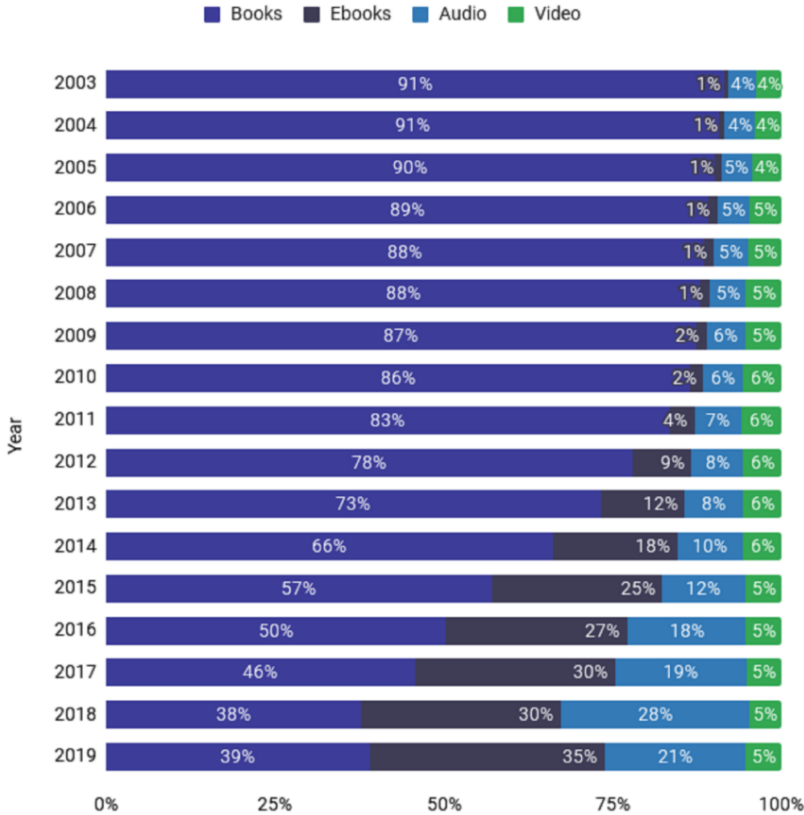
For the first time ever, eBooks account for more than a third of all library collections (35%) while books have declined from 91% in 2003 to 39% in 2019.

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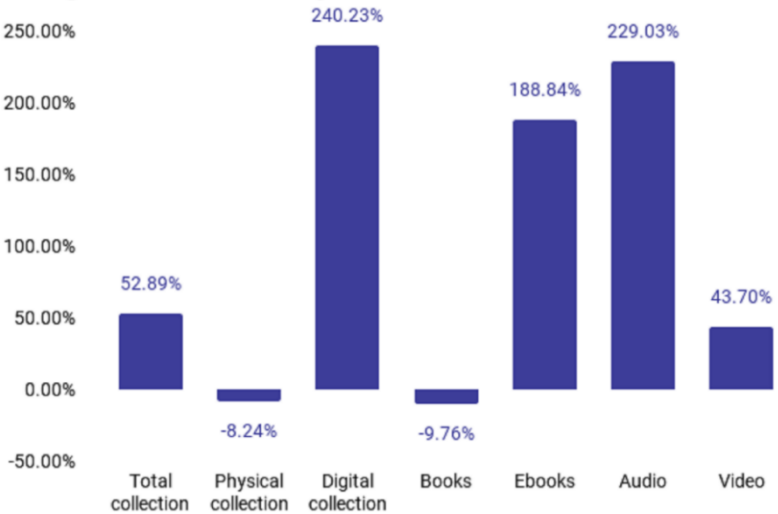
Distribution of library collection by format



Both physical and digital audio materials account for more than a fifth of all collections (21%) while videos have consistently remained in the 4% to 6% range.

On a per-capita basis, the total collection size has increased 48.10% from 2014 to 2019. During this time period, books experienced a decline, while all other formats increased.

Change in collection size by format 2014 - 2019



years	total collection	physical collection	digital collection	books	eBooks	audio	video
change 2009 – 2019	113.3%	-1.6%	6159.%	15.1%	3978.4%	596.3%	89.4%
change 2014 – 2019	52.9%	-8.2%	240.2%	-9.8%	188.8%	229.0%	43.7%
total size in 2019	1.77 billion	804.30 million	973.15 million	692.97 million	617.86 million	368.21 million	96.37 million

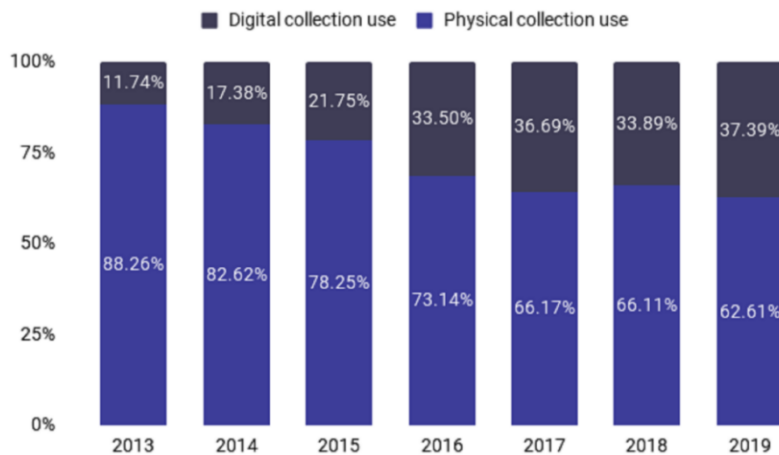
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Collection use is more digital than ever

Digital collection use accounts for more of total collection use than ever (37.39%), having more than tripled since 2013 (11.74%).

Distribution of digital vs physical collection use



Meanwhile, physical collection use has dropped to accounting for only 62.61% of all collection use, down from 88.26% in 2013.

Digital collection use up 121.64% while physical collection use in decline.

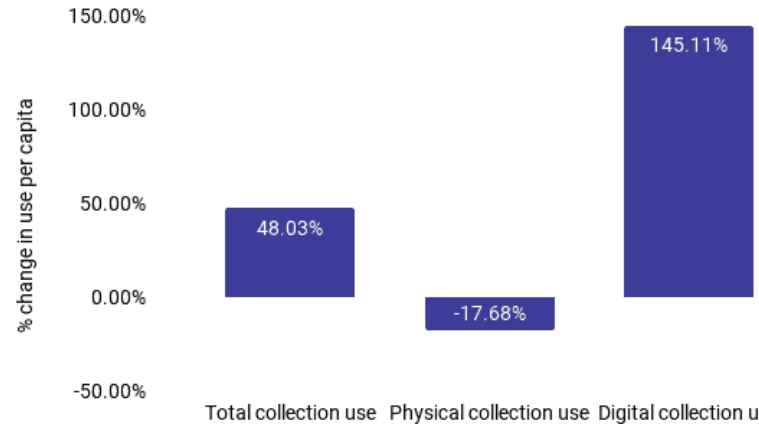
In 2019, the average collection use per person reached 5.45 in 2019, up 48.03% from 3.68 in 2014.

Driving that growth is the 145.11% increase in digital collection use per capita from 1.44 in 2014 to 3.53 in 2019. Which makes up for the 17.68% decrease in physical collection use per capita during that same time period.

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Change in collection use per capita 2014 - 2019



Despite these overall trends, physical items like books and magazines are still used the most. The number of physical collection items borrowed per capita (5.63) is 59.65% greater than digital collection use per capita (3.53).

year	total collection use per capita	physical collection use per capita	digital collection use per capita
2013	3.39	7.25	0.96
2014	3.68	6.84	1.44
2015	4.14	6.53	1.82
2016	4.56	6.15	2.82
2017	4.87	5.93	3.12
2018	5.81	5.80	2.97
2019	5.45	5.63	3.53

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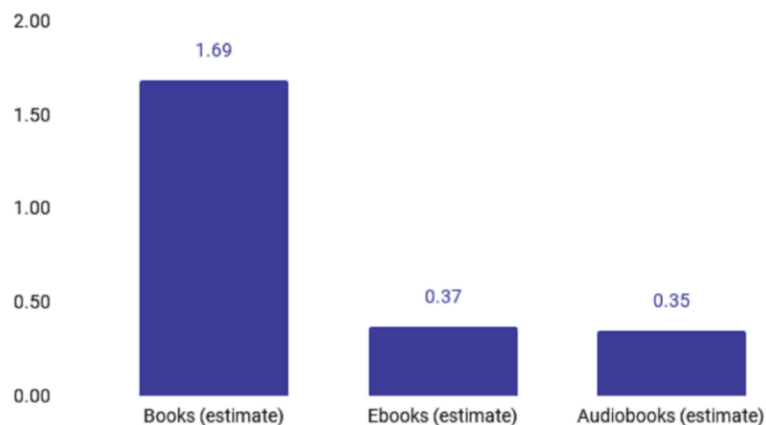
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Average use/borrows per material per year

Each book in a library's collection is borrowed an average of 2.29x per year. That's 518.92% more than eBooks (0.37x per year) and 554.29% more than audiobooks (0.35x per year).

Average use / borrows per material per year



Note: How average borrows of books, eBooks, and audiobooks were estimated.

eBooks & audiobooks

We estimated that 2/3rd of the digital materials borrowed were eBooks and 1/3rd audiobooks given that eBooks make up ~63.49% of all borrowable electronic materials and audiobooks make up 33.62%

Overdrive Rakuten, an industry-leading digital book and media provider for public libraries, stated that 67.65% of digital books borrowed were eBooks and 32.23% were audiobooks in 2018, with audiobooks growing at a faster yearly pace than eBooks.

Books

Books account for 86.15% of the physical material collection at libraries. Therefore, we estimated that books accounted for 86.15% of all physical collection use. We believe this to be a conservative estimate, based on assumptions that physical books are likely to be borrowed more frequently than other physical materials such as newspapers, periodicals, magazines, physical video, and audio materials.

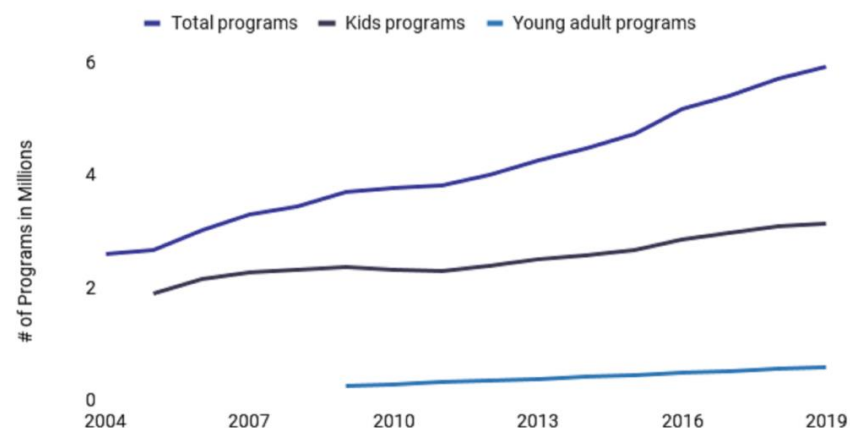
More library programs and higher program attendance than ever

As libraries continue integrating, using, and providing digital solutions, the physical space has the opportunity to evolve and be used for other means. One primary way of doing this has been through offering greater diversity and depth to their programming offerings. Using these as opportunities to serve and engage with more people in their communities.

More library programs than ever

There were a total of 5.925 million programs run at public libraries in 2019. The number of programs has more than doubled since 2004 (128.00% increase) and has increased 32.09% since 2014.

Number of programs at libraries



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Kids programs account for 3.136 million programs held at libraries in 2019, up 21.87% from 2.573 million in 2014.

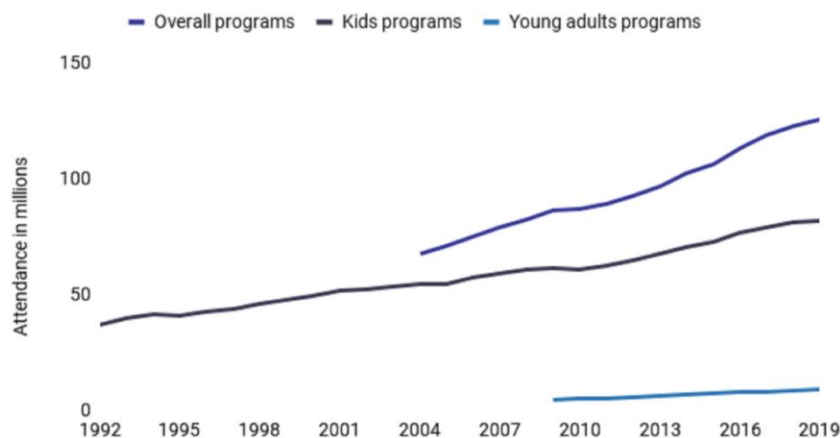
Programs for young adults reached a peak of .596 million programs in 2019. Although there are more than 4x kids programs, young adults programs are growing at a faster rate of 40.65% from 2014.

The US averages 9.63 library programs per 1,000 people. the average library ran 31.44% more programs per year in 2019 (339.24) in comparison to 2014 (258.10).

Library program attendance continues to grow to new highs

More people are attending programs at their public library than ever before. Total program attendance reached 125.55 million in 2019, up 23.06% since 2014 and nearly doubled since 2004.

Total attendance at library programs



On average, 21.19 people attend each library program at US public libraries. Attendance at programs for:

- Kids reached 81.84 million in 2019, up 16.57% from 2014.
- Young adults reached 8.89 million in 2019, up 32.79% from 2014.

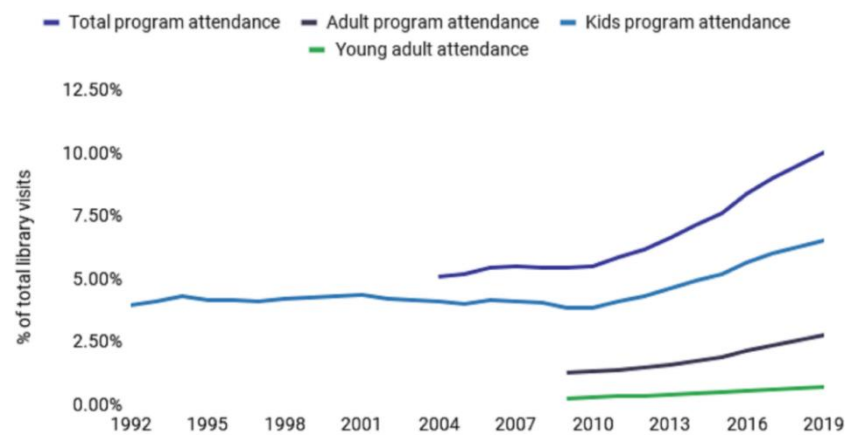
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Library program attendance accounts for more visits than ever

Although overall visits to libraries are in decline, the same is not true for program attendance. Program attendance now accounts for a total of 10.01% of all visits to libraries, up 84% from 2009.

Program attendance as a % of total library visits



The rising of program attendance accounting for more than a tenth of all visits suggests that library programs are playing an increasingly larger role in how libraries plan to operate. Providing a greater depth and diversity of programs that allow libraries to connect with and address the needs of more people in their community.

Library programs drive visits & circulation

We already know that running more programs is strongly associated with greater program attendance. But in addition to that, running more programs may significantly increase a libraries visits per capita and circulation per capita.

In comparison to the bottom 10 states, the top 10 states by the number of programs per capita have:

- 77.81% higher visits per capita.
- 133.91% higher program attendance per capita.
- 52.31% higher collection use per capita.

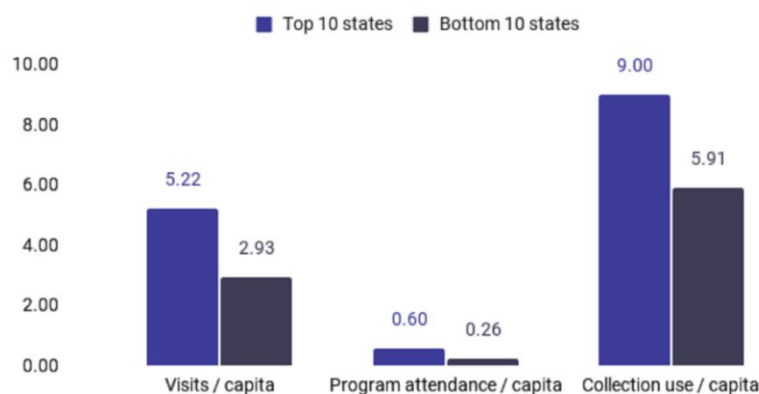
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Benefits of offering more programs per capita

Top 10 vs Bottom 10 states by number of programs per capita



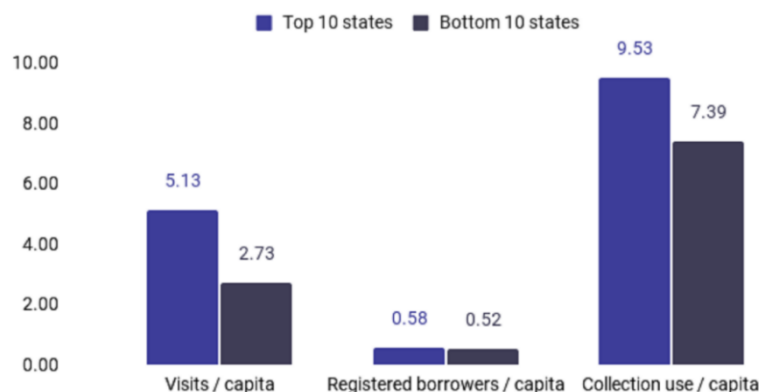
Greater program attendance per capita also has positive benefits for libraries.

In comparison to the bottom 10 states, the top 10 states for program attendance per capita had:

- 88.25% higher visits per capita.
- 12.21% more registered borrowers per capita.
- 28.95% higher collection use per capita.

Benefits of higher program attendance per capita

Top 10 vs Bottom 10 states by average program attendance per capita



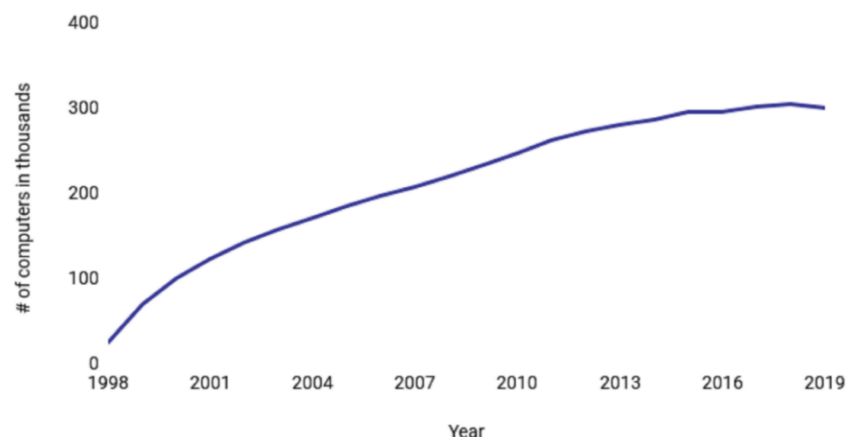
The trend points to benefits to libraries that offer more programs per capita and higher program attendance per capita, specifically in greater visits, collection use, and even registered borrowers.

Libraries address the technology gaps in communities

In addition to the vast collection of materials and programs, libraries also play an important role in meeting the technology needs of their communities. One of the most basic technology needs in this day and age is access to a computer and the internet.

Libraries have been continually stepping up to fill that technology gap in communities through access to 224 million people who logged a session on their 300,338 available computers.

Number of computers available at public libraries



The number of computers at libraries grew 332.6% since 2009, until it stalled out and experienced its first decline from 2018 to 2019. This decline in computers may be due to the 30.40% decline in computer users, lowering the demand for having as many actual computer stations. In that same time period though, the number of Wi-Fi sessions increased 234.54% to nearly 500 million sessions.

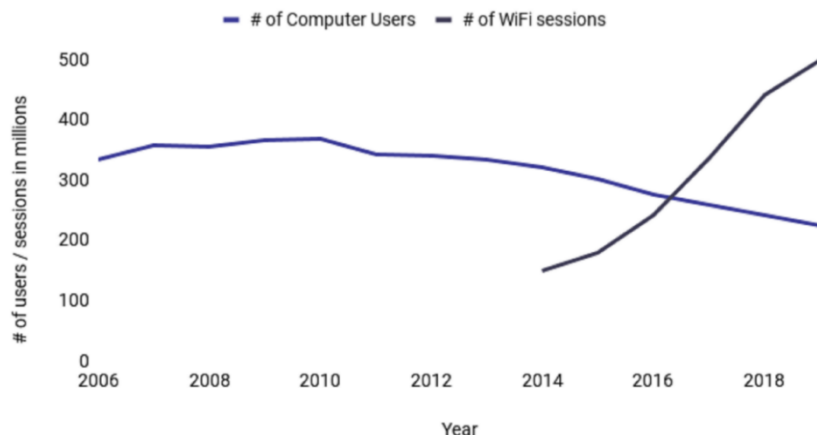
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of Computer Users and # of WiFi sessions



Libraries are ensuring that the basic technological needs of their communities are met through computer and internet access.

Libraries will continue meeting these basic technological needs while also meeting a new, wide range of technology gaps, with libraries offering everything from maker spaces (3D printing), audio and video design studios, web design & development software, or even gaming platforms.

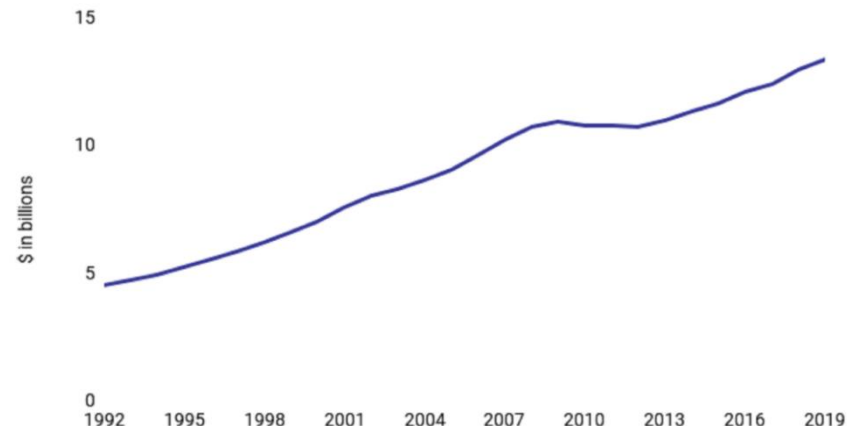
Never been more expensive to operate a library

It has never been more expensive to run a public library in the US. Total operating expenses reached \$13.37 billion in 2019.

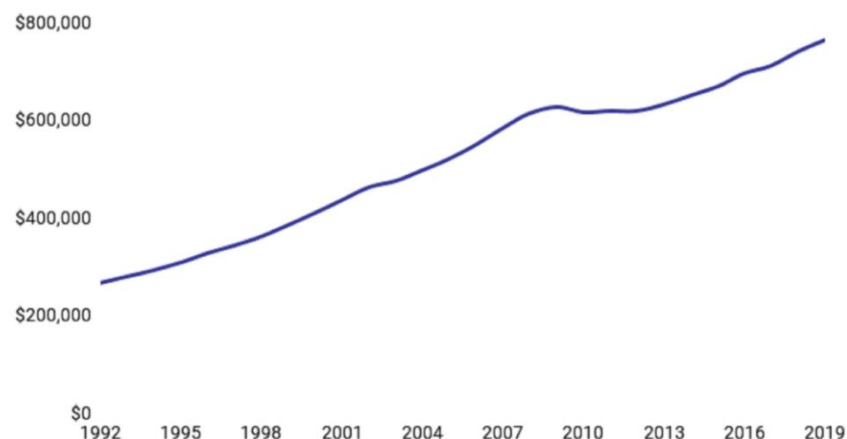
The total operating expenses of an average library is \$765,715.23, which is up 17.35% since 2014.

The price of operating a library has doubled since 2016/2017(\$326K to \$343K) and has nearly tripled since the \$267,884.55 per library price tag of 1992.

Total library expenses per year



Public library's average annual operating expenses



Libraries' costs are more administrative than before

The costs of running a library is more administrative than ever. 8.92 billion dollars were spent on library staff in 2019, 66.66% of all expenses. In comparison to the 1.45 billion spent on library collections and 3.01 billion on "other expenses".

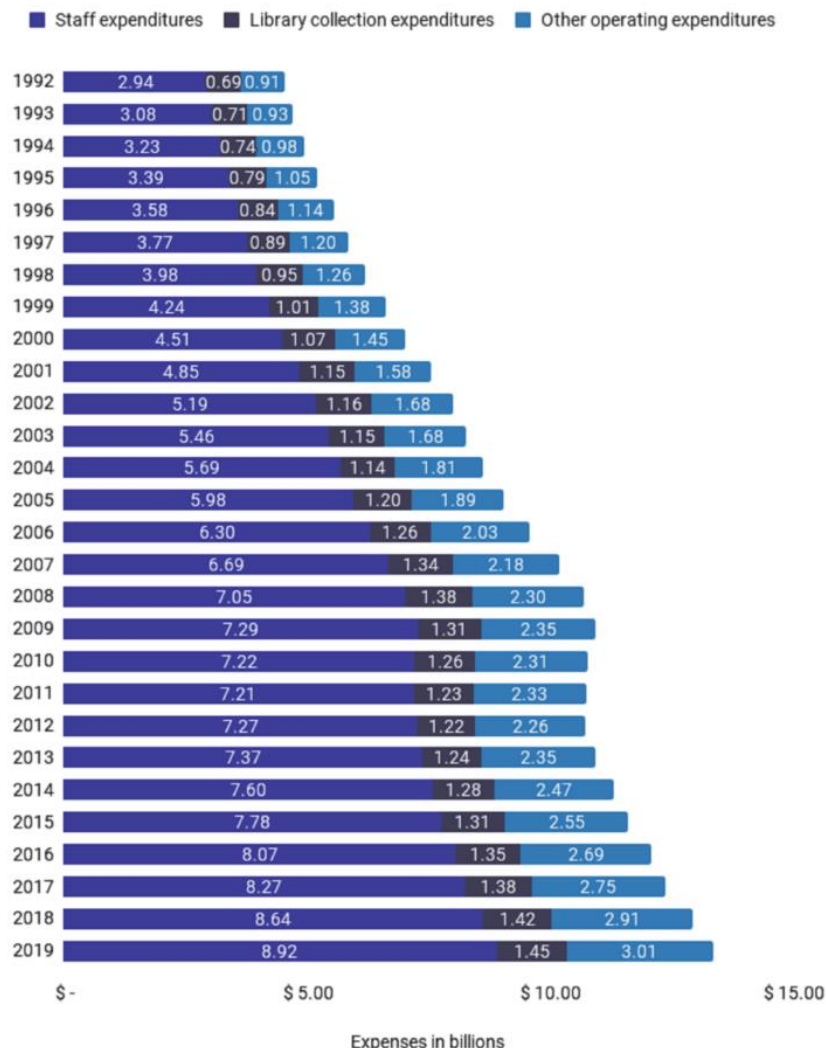
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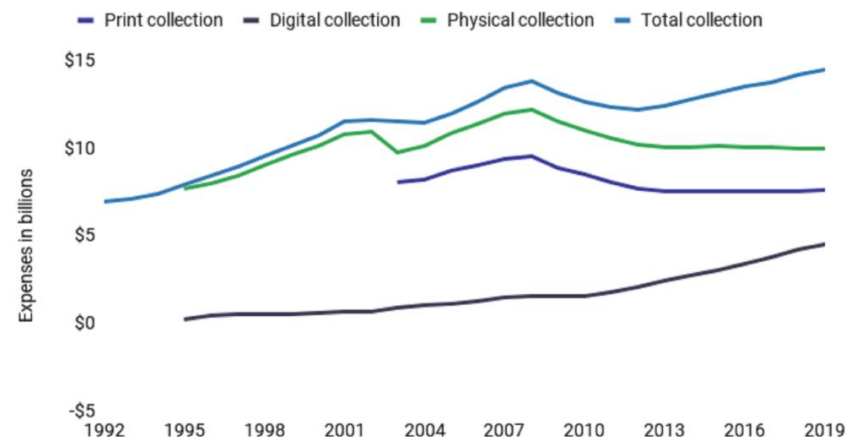
Distribution of public libraries total annual expenses



Libraries are spending less of their budget than ever on library collections, accounting for 10.82% of total expenses.

\$1.45 billion dollars spent on library collections in 2019 highest ever

Expenses on library collection per year



A total of \$1.45 billion dollars were spent on library collections in 2019, the highest ever. Digital collections like eBooks and audiobooks account for nearly a third (31.04%) of all library collection expenses, up from just 12.00% in 2009 and 5.22% in 1999.

In comparison to 2009, in 2019 library's spent:

- 10.40% more on total library collection costs – \$1.45 billion.
- 185.64% more on digital collection costs – \$449 million.
- 13.49% less on physical collection costs – \$997 million.
- 14.32% less on print collections costs – \$761 million.
- 10.73% less on other physical items (audio, video, etc.) – \$236 million.

Library collection cost per material is cheaper than ever

The average price per item in a library collection is \$0.81 in 2019, down 39.55% from its \$1.34 average price in 2010. The drop in price per item is due to library collections becoming increasingly digital. This is because the price per digital item has declined significantly. All while the average cost per book increased 10% since 2003.

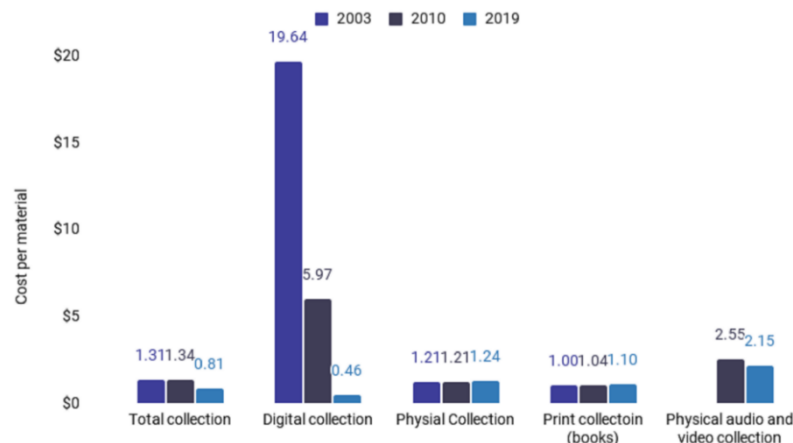
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Library collection average cost per material by format



Digital collection items like eBooks and audiobooks are now the cheapest material in a library's collection, although that wasn't always the case. Despite costing an average of \$0.46 now, they were 1132.60% more expensive in 2010 and 4169.56% more expensive in 2003. (\$5.97 and \$19.64)

Print materials are 139.13% more expensive than electronic materials but are still 95.54% cheaper than physical audio and video materials.

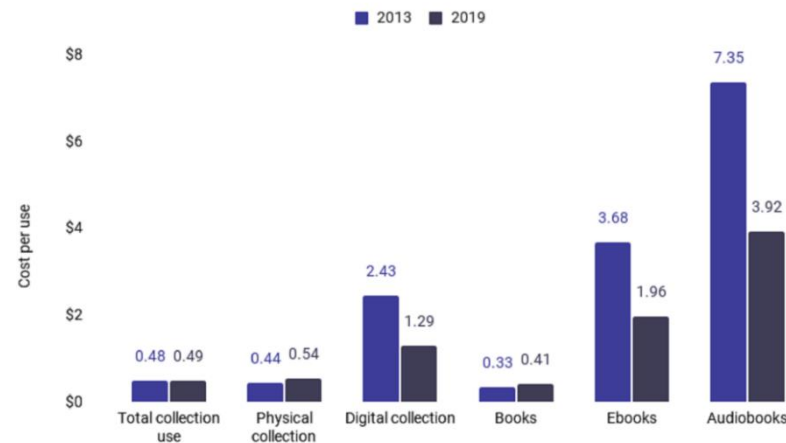
Physical audio and video materials are the most expensive, costing 367.39% more per material than electronic materials.

Library collection cost per use

Due to the average item in a library collection being borrowed or used an average of 1.23x per year, it costs libraries \$0.66 per material borrowed, 39.50% less than the cost per material itself (\$0.81).

Although digital items may be the cheapest for libraries to purchase, they cost a library more than 3x than a book on a per-use basis. Although, it's possible for these roles to reverse if the trends of price per electronic material continue to decline alongside increased digital collection use.

Library collection cost per material borrowed or used

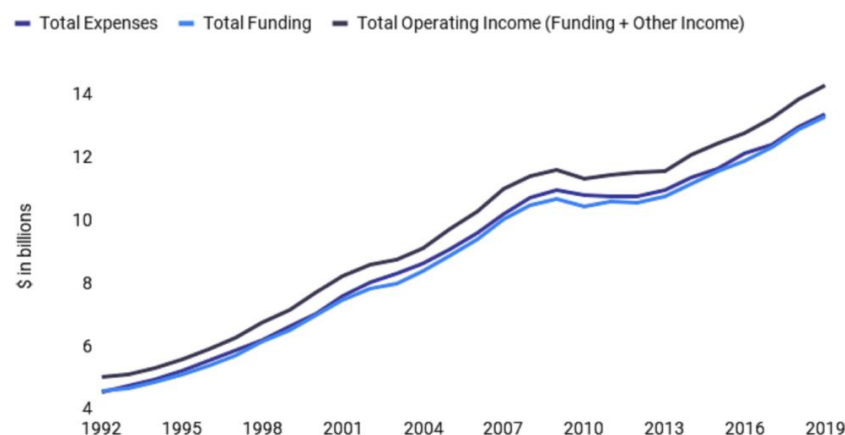


This can already be seen playing out through the 46.91% decrease in cost per digital collection use from 2013 to 2019.

Libraries cannot survive on government funding alone

Total operating income reached an all-time high at a total of \$14.31 billion dollars.

Total library funding and expenses



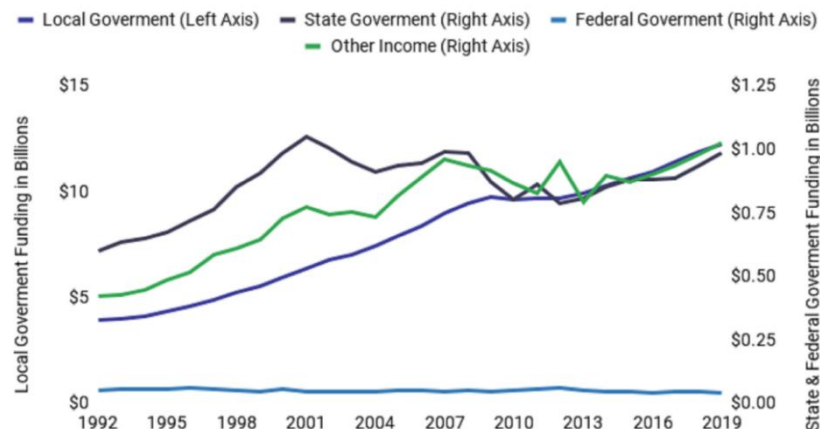
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\$13.28 billion of the total operating income comes from government funding and \$1.02 billion from other income in the form of monetary gifts, donations, interest, library fines, fees for library services, or grants.

Government funding hasn't covered the annual expenses of public libraries for 27 years, 85.69% of which comes from local governments.

Operating income: Government funding vs other income



When breaking down the other funding sources, we see:

Federal government funding has never been lower – dropping 13.14% since 2014 to \$39.66 million.

State government funding peaked in 2001 at \$1.04 billion – after years of declining since then, it is only just now nearing a return near to record highs with a total of \$0.98 billion in 2019.

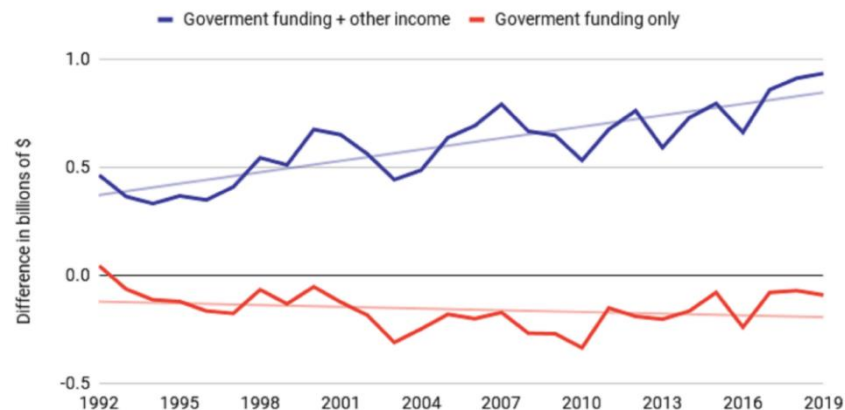
Other income from donations, grants, fees, and fines surpassed state funding for the first time in 2009 and still provides more operating income as of 2019.

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Difference between expenses and funding

Government funding with vs without other income



If libraries relied purely on government funding, they would be operating at a total deficit of \$4.38 billion.

This has forced libraries to rely on other income sources for the funds to continue serving their communities. Thankfully, this other income has put US Public Libraries in a surplus of \$17.05 billion since 1992.

Other income continues trending upwards as well, increasing libraries' surplus budgets year over year, while government funding is accounting for less and less.

The 25 government funding decreases over the past 27 years haven't improved the situation either.

	local government	state government	federal government
Funding Increases	26	19	11
Funding Decrease	1	8	16

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Increasing library funding drives visits, collection use & programs

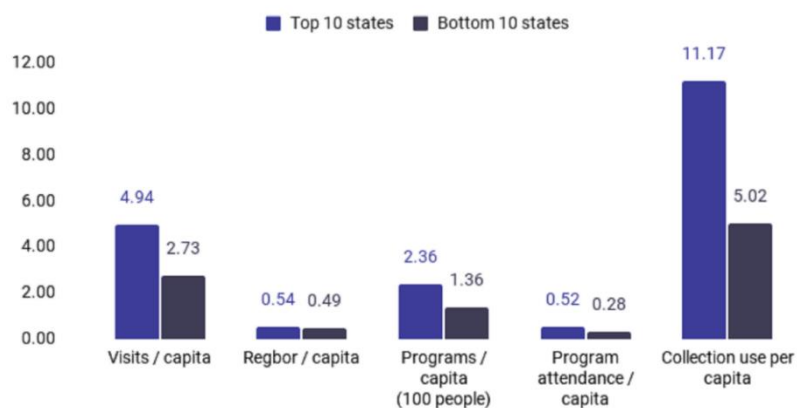
Having been underfunded by the government for quite some time, we wanted to understand just how beneficial increasing funding could be. To do this we compared each state's library funding per capita against performance metrics.

In comparison to the bottom 10 states by funding per capita, the top 10 states had:

- 80.99% more visits per capita.
- 9.93% more registered borrowers per capita.
- 73.31% more programs per capita.
- 81.76% higher program attendance per capita.
- 122.49% higher total collection use per capita.
- 126.70% higher physical collection use per capita.
- 113.52% higher digital collection use per capita.
- 104.31% more kids books borrowed per capita.

Benefits of higher library funding per capita

Top 10 vs Bottom 10 states by funding per capita



States with greater library funding per capita tend to see significantly better results on a wide range of metrics. Showing the potential clear benefit of increasing government funding of libraries, to help drive engagement and continue to evolve.

Never been more libraries

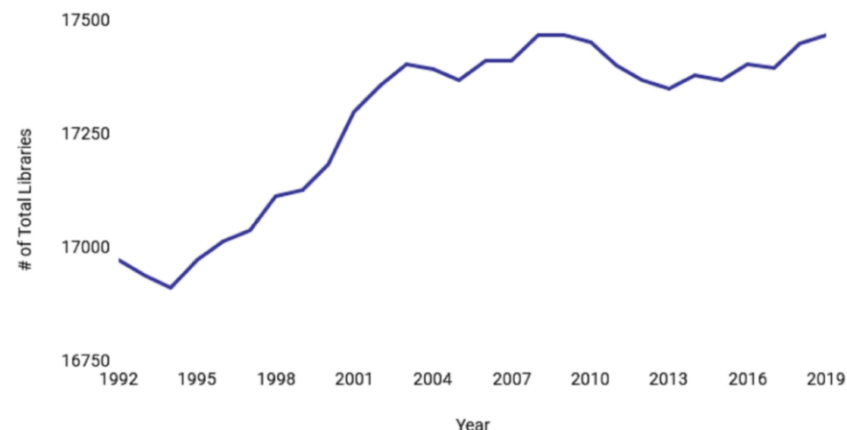
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There are 17,468 public libraries in the US, including central libraries, branch libraries, and bookmobiles.

Number of public libraries in the US



The US has an average of 5.37 libraries per 100,000 people, with an average of 349 libraries per state.

The 5 states with the most libraries had an average of 954.6 libraries, 1359.63% more than the average of the 5 states with the least libraries.

Bookmobiles in decline

Bookmobiles are “mobile libraries” that allow libraries to bring their resources, services, and engagement with their community out of the library.

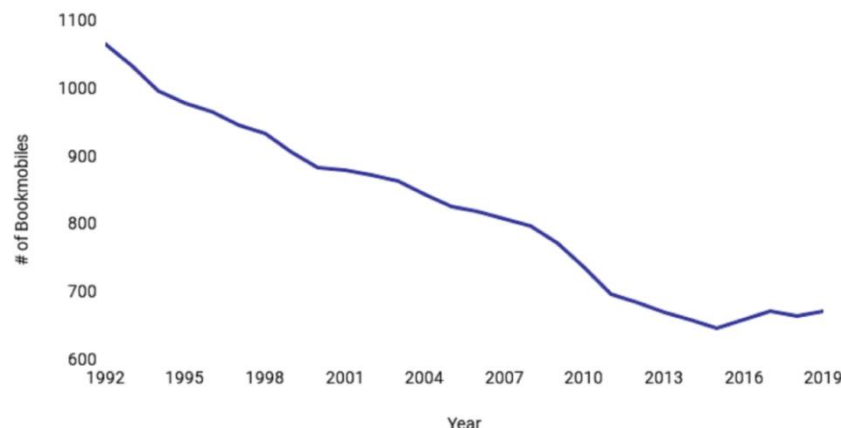
While the number of central and branch libraries has stayed rather consistent over time, bookmobiles have declined by 39.31% from 1066 in 1992 to 647 in 2015.

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That decline then stabilized around 650 mobiles, and with 671 in 2019.

Number of bookmobiles per year

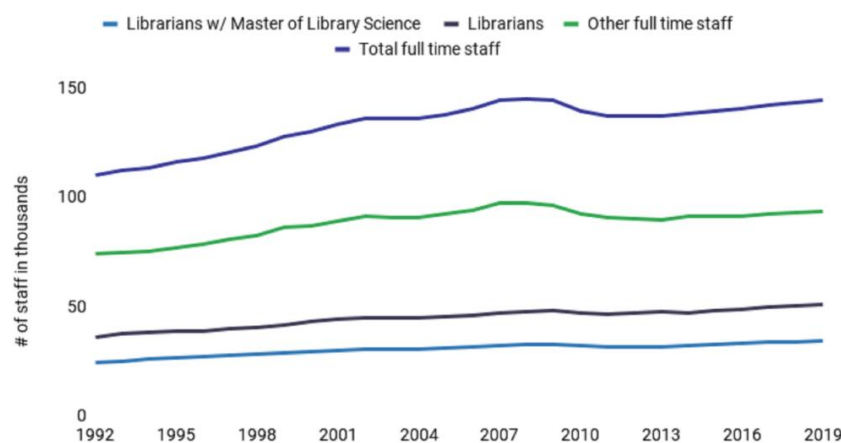


18 states increased their number of bookmobiles by an average of 35.56% while 13 states saw an average decrease of 12.93% from 2014 to 2019.

More librarians than ever – but not a livable wage

Public libraries employ a total of 144.6 thousand librarians and full-time library staff. Only 35.40% of all library staff are librarians (51,190) – two-thirds of which have a Master of Library Science degree (34,190).

Number of librarians and library staff at public libraries

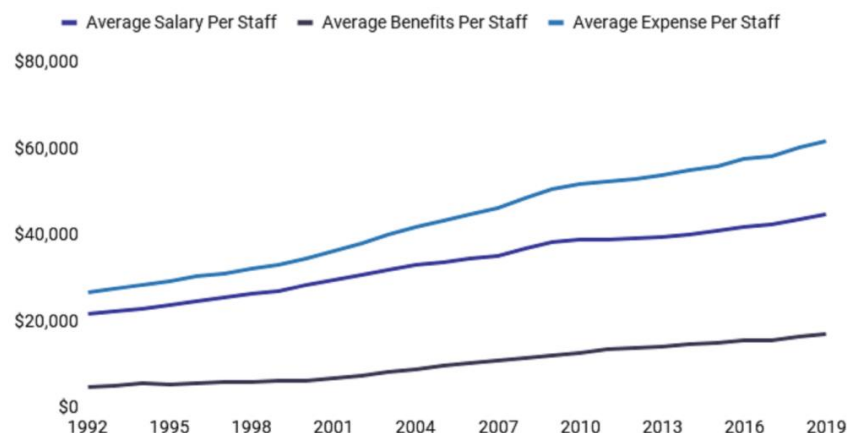


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The average expense for each librarian and library staff is \$61,659.77.

Average expenses per staff



The average full time library staff earned \$44,679 (before taxes) in 2019. Even with the average salary increasing 11.08% since 2014, library staff is still paid 35.07% below a living wage for a family of three with two working adults and one child.

Only three states pay librarians and library staff a living wage on average.

Conclusion

Libraries have made a significant digital shift over the years, and it isn't likely to slow down. Because of this, libraries have been able to provide more access to resources than ever.

As the future becomes increasingly digital, so will libraries. As this happens, how libraries use their physical space and the role they play in the communities may change.

Data Source:

For this analysis, we used the [IMLS's Public Libraries Survey \(PLS\) dataset](#). The PLS has been collected annually, across the entire US, from more than 17,000 individual public libraries. The digitally available data ranged from 1992 to 2019.

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PLS Data is provided annually and had two sets of data to collect, the individual public library dataset and the overall state-by-state dataset. All data was collected and reformatted to match a unified format created based upon the analysis of yearly changes in documentation.

Author Nick Rizzo Bio

Nick Rizzo is a market and consumer interest researcher, with experience as an educator and director of district-wide literacy initiatives in low-income, urban schools. His research has been cited in scientific peer-reviewed journals and leading publications like the Washington Post, Guardian, CNBC, LA Times, and many more.

Appendix 2.7
Public Libraries Mixed with Housing

Mixed-Use Developments: Libraries plus Affordable Housing

compiled by Godfrey's Associates Inc.

Presented here is a compilation of mixed-use development projects where public library facilities have been colocated with affordable housing.

Contents

- Mission Bay, San Francisco (2006)
- Rondo, St. Paul (2006)
- Cornelius, OR (2019)
- Independence Library, Chicago (2019)
- Northtown Library, Chicago (2019)
- Little Italy Library, Chicago (2019)
- Sunset Park Library, Brooklyn (2023)

For a good overview of this kind of project, including considerations such as zoning, financing, land use priorities, and tax implications, as well as discussion of the projects summarized on the following pages, please see this 2019 article, which originally appeared in Land Lines, a publication of the Lincoln Institute of Land Policy;

[A New Chapter: Cities Are Tackling the Housing Crunch – by Building Above the Library](#), by Kathleen McCormick.



Mixed-Use Developments: Libraries plus Affordable Housing

compiled by Godfrey's Associates Inc.

Mission Bay Branch Library & Mission Creek Senior Community

Location: San Francisco, CA
 Status: Opened July 8, 2006
 Library: 7500 sq. ft. branch of San Francisco Public Library
 Housing: 140 apartments for low-income seniors
 Designer: Santos Prescott & Associates
 Architect: HKIT Architects
 Construction Cost: \$3.9 million

Overview

One of the nation's first examples of a library and affordable housing sharing space took shape in San Francisco in 2006. As part of the 50-acre Mission Bay redevelopment, the city partnered with Catellus Development Corporation and Mercy Housing, a nonprofit affordable housing developer, to add a 7,500-square-foot branch library as a civic anchor.

The building that houses the library includes a community meeting hall, an adult day health center, a coffee shop, and Mission Creek Senior Housing, with 140 apartments for low-income seniors. The library is situated on the most prominent corner and is highlighted by a double high glass reading room to emphasize the civic nature of the building. A pedestrian arcade creates an inviting front that also serves to protect and shade the communal areas.

Sources:

[San Francisco Public Library](#) (about the branch library)

[Santos Precott & Associates](#) (about the branch library)

[Santos Prescott & Associates](#) (about the senior housing community)

[HKIT Architects](#) (about the senior housing community)



Mission Bay, San Francisco



Mission Bay, San Francisco

Mixed-Use Developments: Libraries plus Affordable Housing

compiled by Godfrey's Associates Inc.

Rondo Community Outreach Library and University Dale Apartments

Location: St. Paul, MN
 Status: opened in 2006
 Library: branch of St. Paul Public Library, 31,343 sq. ft.
 Housing: 92 apartments and 6 townhouses, serving various income levels
 Building Program: Godfrey's Associates, Inc/
 Designer: BKV Group
 Construction Cost: \$9 million

Overview

This community-focused project was a joint venture of the City of St. Paul, the Public Library, Legacy Management, and the community. The library occupies the ground level of the five-story project and underground parking is provided for the library's use.

The University and Dale Apartments project created 98 units of new urban housing, 80% of which are reserved for lower-income residents. The project is a key element in St. Paul's ongoing efforts to revitalize a formerly blighted and troubled neighborhood. With direct access to public transportation due to its prime location on the corner of two major streets in St. Paul's Midtown Business area, the project fits within the city's new transit oriented development plan.

Significant local financial support came from Family Housing Fund, a local nonprofit, Metropolitan Council, a regional planning agency, and Krause Anderson, the general contractor. Services are provided by the YWCA of St. Paul.

Sources:

[St. Paul Public Library](#)

[BKV Group](#) (about the Library)

[Public Libraries Online article](#)

[Corporation of Supportive Housing](#) (about the apartments)

[AFL-CIO Housing Investment Trust](#) (about the project)



Rondo Community Outreach Library, St. Paul



Rondo Community Outreach Library, St. Paul

Mixed-Use Developments: Libraries plus Affordable Housing

compiled by Godfrey's Associates Inc.

Cornelius Place

Location: Cornelius, OR

Status: Opened in 2019

Library: Cornelius Public Library, 13,650 sq. ft.

Housing: 45 apartments for low-income seniors

Architect: Scott Edwards Architecture

Construction Cost: \$5.7 million

Overview

The Library building encompasses 13,650 sq.ft. on the first floor of a three-story building that boasts 45 affordable senior apartments above.

The library has a large children's area, 18 public computers, a 100-person public meeting room, four quiet study rooms/work spaces, a Teen Zone and cafe.

The project came about through a public-private partnership among the library; Bienestar, a Hillsboro, OR-based affordable housing development group; and BRIDGE Housing, a San Francisco-based investment group that specializes in financing low-income housing.

In addition to the expanded public library, the property features community convening space, a YMCA center, a landscaped courtyard and a resident community room for social gatherings and resident programs.

Sources:

[Bridge Housing](#)

[Scott Edwards Architecture](#)

[City of Cornelius](#)

[Library Journal article](#)



Cornelius Place



Cornelius Place

Mixed-Use Developments: Libraries plus Affordable Housing

compiled by Godfrey's Associates Inc.

Independence Library & Apartments

Location: Chicago, IL

Status: opened in 2019

Library: branch of Chicago Public Library, 16,000 sq. ft.

Housing: 44 units of affordable housing

Architect: John Ronan Architects

Construction Cost: \$23.6 million

Overview

This location is part of an innovative partnership between Chicago Public Library and the Chicago Housing Authority to co-locate housing with library services.

The two-story library element is slid forward on the site to the street to foreground its public nature, while the residential block, which hovers above, is set back from the street. The second floor of the library extends out over the covered parking to form a park-like terrace space serving as an outdoor amenity space for residents as well as occasional library use.

The two-story library supports reading and learning areas for all age groups, as well as a large community multi-purpose room which supports public lectures, gatherings and events.

Sources:

[John Ronan Architects](#)

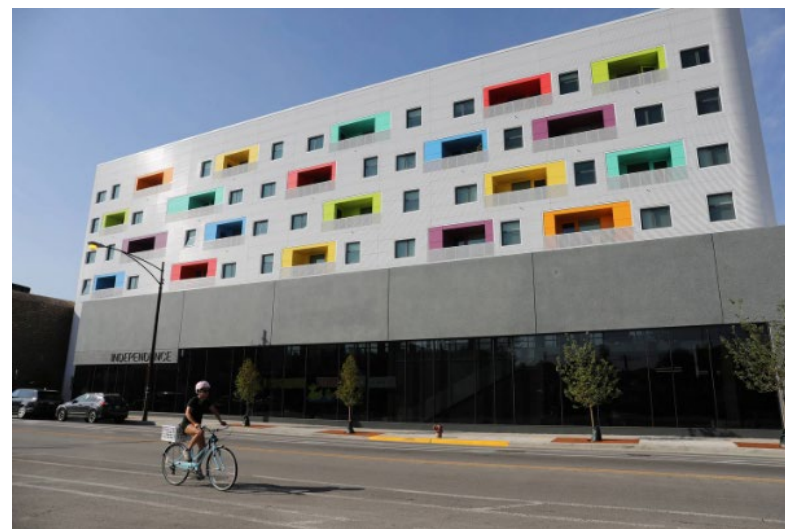
[Chicago Public Library](#)

[New York Times article](#)

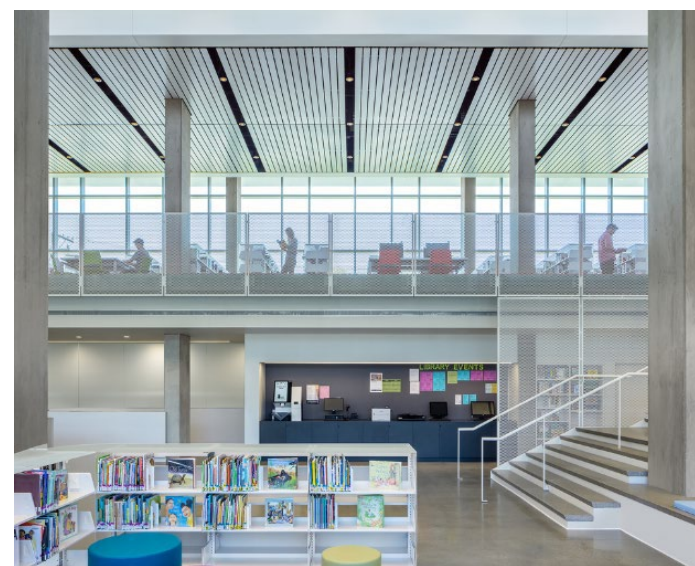
[Chicago Tribune article](#)

[Arch Daily article](#)

[Block Club Chicago article](#)



Independence Library, Chicago



Independence Library, Chicago

Mixed-Use Developments: Libraries plus Affordable Housing

compiled by Godfrey's Associates Inc.

Northtown Apartments and Library

Location: Chicago, IL
 Status: Opened in 2019
 Library: branch of Chicago Public Library, 16,000 sq. ft.
 Housing: 44 apartments for seniors
 Designer:
 Architect: Perkins & Will
 Construction Cost: \$34 million

Overview

This new branch, designed by the architectural firm of Perkins+Will, opened March 5, 2019. It is part of an innovative partnership between CPL and the Chicago Housing Authority to co-locate housing with library services. The innovative collocation project, one of three in Chicago and among the first in the nation, combines the amenities of the local library with 44 affordable apartments for seniors to encourage life-long learning.

The project is a four-storysnaking structure, shaped like a twisty garden hose, trimmed in fluorescent green, backing onto a historic bungalow district, along a stretch of avenue that features a Jiffy Lube and Mobil station. It's meant to be, and is, a beacon and an eye-catcher.

The building's upper floors include 44 one-bedroom apartments for seniors. They perch atop a bright, glazed, double-height, 16,000 square foot library, which curves around an interior, teardrop-shaped garden, the library's roof doubling as a terrace for the housing tenants. A community garden in the back helps negotiate the tricky transition between the bungalows and the busy avenue.

Sources:

[Perkins & Will](#)

[Chicago Public Library](#)

[New York Times article](#)

[Chicago Tribune article](#)

[Architectural Digest article](#)

[Block Club Chicago article](#)



Northtown Apartments and Library, Chicago



Northtown Apartments and Library, Chicago



Northtown Library, Chicago

Mixed-Use Developments: Libraries plus Affordable Housing

compiled by Godfrey's Associates Inc.

Taylor Street Apartments and Little Italy Branch Library

Location: Chicago, IL

Status: Opened in 2019

Library: branch of Chicago Public Library, 14,000 sq. ft.

Housing: 73 units of affordable housing

Architect: Skidmore, Owings & Merrill

Construction Cost: \$34 million

Overview

Accomplished through a public-private partnership with the Chicago Housing Authority (CHA), the Chicago Public Library, and Related Midwest, the project includes 73 apartments and a 14,000-square-foot library.

This seven-story complex is clad in terracotta colored, corrugated metal panels, standing out while drawing inspiration from the red brick masonry that defines the existing streetscape. The housing and library — as well as a street-level community room — are subtly set back and staggered across the site in order to accommodate a more welcoming sidewalk presence with new street furniture, and to preserve the Taylor Street Farms community garden.

Positioned prominently at the corner of the site, the library welcomes visitors inside with soaring open spaces designed for kids, teenagers, and adults located adjacent to centralized workspaces for librarians and staff. The south and east sides of the building that face the street use large panes of glass to maximize natural sunlight, while seamlessly integrating the library's interior with the activity of the streetscape outside.

Sources:

[Skidmore, Owings & Merrill](#)

[Chicago Public Library](#)

[New York Times article](#)

[Block Club Chicago article](#)

[Chicago Tribune article](#)



Taylor Street Apartments and Little Italy Branch Library, Chicago



Little Italy Branch Library, Chicago

Mixed-Use Developments: Libraries plus Affordable Housing

compiled by Godfrey's Associates Inc.

Sunset Park Branch Library & Apartments

Location: Brooklyn, NY

Status: Opened in November 2023

Library: 20,000+ sq. ft. branch of Brooklyn Public Library

Housing: 49 units of affordable housing

Architect: Magnusson Architecture and Planning

Library interior & façade: Mitchell Giurgola Architects

Construction Cost: \$17 million for the library, \$36.7 million for the residential portion

Overview

Brooklyn Public Library and the Fifth Avenue Committee (FAC), a nonprofit with extensive affordable housing and community development experience, teamed up to redevelop Sunset Park Library. The brand new, just over 20,000-square-foot branch is topped by 49 units of affordable housing—including 9 units reserved for victims of domestic violence.

Occupying the first two and a half levels of the eight-story building, the state-of-the-art Sunset Park Library is bright and comfortable, with an open, flexible design and up-to-date technological infrastructure. Its essential components, including the HVAC system, are all brand-new. The new library features the largest dedicated space for teens of any library in the borough, a recording studio, and a community program room available for scheduled community functions both during and outside of library hours.

The second through eighth floors of the building are occupied by the Sunset Park Apartments, a 100 percent affordable development providing 49 units of permanently affordable housing.

Sources:

[Brooklyn Reporter article](#)

[Fast Company article](#)

[Brooklyn Public Library](#)

[Magnusson Architecture and Planning](#)

[Mitchell Giurgola Architects](#)



Sunset Park Library, Brooklyn



Sunset Park Library, Brooklyn

Appendix 2.8
Data Analytics for Public Libraries

Appendix 2.8 Data Analytics for Public Libraries

An Approach to Harnessing Data

In today's multifaceted landscape, data analytics are increasingly acknowledged as indispensable across a multitude of sectors, spanning from business and healthcare to education and government. Public libraries are no exception, as they too recognize the pivotal role that leveraging data analytics can play in enhancing resource management, comprehending customer preferences, and optimizing services to effectively cater to the evolving needs of communities. In an environment characterized by constrained budgets and resources, the strategic utilization of data analytics becomes imperative to justify the allocation of additional resources for continuous expansion and improvement of services.

Public Library Statistical Data

Amidst this backdrop, certain core areas within library operations emerge as particularly influential and capable of narrating the library's story through insightful data analysis:

1. Understanding User Behavior: Libraries can use data analytics to track how customers are using their resources, such as which books are being borrowed most frequently, which online databases are being accessed, or which services are being utilized the most. This insight helps libraries tailor their collections and services to better meet the needs of their users.

2. Collection Development: Analyzing data on borrowing patterns and popular topics allows libraries to make informed decisions about which materials to purchase or subscribe to. This ensures that the library's collections remain relevant and appealing to its users.

3. Resource Allocation Data: Analytics can help libraries allocate their resources more effectively. For example, if data shows that a particular branch is experiencing a high demand for a certain type of service, the library can allocate more staff or funding to that branch to meet the demand.

4. Improving Services: By analyzing customer feedback and usage pattern data, libraries can identify areas for improvement in their services. For example, if data shows that customers are having difficulty finding

prepared by Godfrey's Associates, Inc.

March 6, 2024

certain resources, the library can adjust its cataloging system or improve its search functionality to make resources more accessible.

5. Budget Planning: Data analytics can assist libraries in budgeting by providing insights into which services and resources are being used most effectively. This helps libraries prioritize and allocate their budget in a way that maximizes the impact for their users.

6. Demonstrating Impact: Data analytics can help libraries demonstrate their value and impact to stakeholders, such as funders, government agencies, and the community. By providing concrete results via usage statistics, outreach efforts, and user satisfaction, libraries can effectively communicate the value they bring to their communities.

Overall, data analytics play a crucial role in helping public libraries better understand their users, improve their services, and demonstrate their value to stakeholders.

Types of Useful Data

Libraries gather a multitude of data types to enhance their understanding of users, refine services, and make informed decisions. Through the analysis of diverse datasets, libraries glean valuable insights into user behavior, preferences, and needs, empowering them to refine services, curate collections, and enhance community engagement. The following list provides a glimpse into some common types of data collected by public libraries, though it is not exhaustive:

1. Circulation Data: This includes the borrowing and returning of physical materials such as books, DVDs, CDs, etc., which can help libraries understand which materials are being borrowed most frequently and which are less popular.

2. Usage Statistics: Libraries should track usage statistics for various services and resources, such as the number of visits to the library, attendance at events and programs, and usage of online databases and digital resources.

3. User Registration Data: Information collected during the user registration process, such as demographic data (age, gender, location), helps libraries understand the demographics of their user base and tailor services accordingly.

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An Approach to Harnessing Data

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4. Reference Transactions: Data on reference transactions, including inquiries made at reference desks or through virtual reference services, provides insights into the information needs of library users and helps improve reference services.

5. Website & Online Catalog Usage: Libraries track data on website usage, including page views, search queries, and time spent on various pages. They also analyze data related to the use of online catalogs, including search queries, item views, and holds placed.

6. Feedback & Surveys: Libraries collect feedback from users through surveys, suggestion boxes, and other channels to gauge user satisfaction, identify areas for improvement, and gather suggestions for new services or resources.

7. Collection Data: Information on the library's collection, such as the number and types of materials owned, acquisition dates, and circulation history, helps libraries manage their collections effectively by making informed decisions about collection development.

8. Program Attendance: Libraries track attendance at events, workshops, and programs to evaluate their effectiveness and popularity among users.

9. Interlibrary Loan Data: Tracking loan requests and borrowing helps libraries understand user needs that are not met by their own collections and informs decisions about resource sharing and cooperative collection development.

10. Digital Usage Data: The rise of digital resources and services have libraries also collect data on the usage of electronic resources, such as e-books, e-journals, databases, and streaming media. In light of the significant surge in e-content usage driven by the Covid pandemic, it is imperative to meticulously track this usage for comparison with physical collections in order to facilitate budgeting processes.

11. Customer Psychographic Data: Progressive public libraries seek to understand the common behaviors of their users, what interests people spend their time and money on – known as psychographic data. Psychographic information summarizes a person's values, attitudes, interests, and personality traits. Such third-party data are used to build profiles of how groups of individuals view the world – what engages them and what motivates them to action. Once these behaviors are recognized,

libraries need to understand how to best reach and attract those people. Market segmentation systems are used to summarize consumer behavioral traits into like categories, to help all types of businesses target their outreach to **existing** and **potential customers**. For example:

- Esri's Tapestry segmentation system classifies neighborhoods in the United States into 67 unique segments, based on demographics and socioeconomic characteristics. Tapestry segmentation mapping can show dominant LifeMode Summary Groups in the U.S. by country, state, county, ZIP Code, census tract, and/or census block group, using 2022 American Community Survey (ACS) data from the US Census Bureau. An ArcGIS Online subscription is required to view geographic maps.
- Mosaic® USA by Experian is a similar segmentation system that classifies 71 unique segments, also organized into 19 overarching summary groups using consumer data from 126 million households and 650 lifestyle and interest attributes. Because Mosaic uses household level data, its findings are significantly more granular than data at the census block group level, allowing mapping to individual street addresses. Such granularity comes at a cost – as it is compiled and used for-profit – in contrast to the free ACS data made available by the US Census Bureau.

The amount of consumer data available for use by businesses is staggering, so care must be exercised by libraries in acquiring and applying pertinent information. However, the value of market segmentation is that it provides detailed data on all library users and non-users – information that is crucial in attracting customers.

Putting Data to Good Use

Determining appropriate initiatives for data analytics necessitates a thorough assessment of the library's objectives, resources, and user requirements. Prior to embarking on any data collection endeavors, comprehensive planning is essential to ensure that resources are effectively directed toward achieving library goals. Steps that libraries can follow to delineate the optimal approach to data analytics and to devise a coherent plan to attain their desired objectives include:

Appendix 2.8 Data Analytics for Public Libraries

An Approach to Harnessing Data

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1. Identify Strategic Goals: Begin by asking what are the key objectives and priorities? These goals could include improving user satisfaction, increasing resource accessibility, enhancing collection relevance, or optimizing operational efficiency.

2. Understand User Needs: Gain a deep understanding of the needs and preferences of library users. What services do they value most? What resources do they use frequently? Conduct surveys, interviews, focus groups, or user studies to gather insights directly from customers and potential users.

3. Assess Available Data: Take stock of the data that the library already collects. What types of data are currently being gathered? What data management systems are in place? Evaluate the quality, completeness, and accessibility of existing data.

4. Identify Data Gaps: Determine any gaps in the data that are hindering the library's ability to make informed decisions. Are there important aspects of user behavior or library operations that are not currently being tracked? Identify areas where additional data collection may be necessary.

5. Prioritize Analytical Needs: Priorities should be based on their alignment with strategic goals, the level of impact they are expected to have, and the feasibility of implementation. Consider factors such as the potential for cost savings, revenue generation, or service improvements.

6. Consider Resource Constraints: Take into account the library's constraints in budget, staff expertise, and technological capabilities. Assess whether the library has the necessary resources to collect, manage, analyze, and act upon data effectively.

7. Explore Tools & Technologies: Explore the availability of tools, technologies, and platforms for data collection, analysis, and visualization. Consider both proprietary and open-source solutions that align with the library's needs and budget. Many ILS packages have reporting software and tools that can provide a lot of the data the library is looking for. However, there are also third-party options that can be purchased such as *CollectionHQ* for collection and budget analysis or psychographic data providers that can also be explored.

8. Develop a Data Analytics Plan: Based on the above considerations, develop a Plan that outlines the specific initiatives to pursue, data sources to leverage, methods of analysis to employ, and the expected outcomes. Ensure that the Plan is aligned with the library's strategic goals and objectives.

9. Monitor: Continuously monitor the implementation of data analytics initiatives and assess their impact on library operations and user satisfaction. Review and adjust the Data Analytics Plan as needed, based on feedback, new insights, and changing priorities.

The pivotal role of data analytics in library operations cannot be overstated. As libraries strive to better understand their users, improve services, and justify resource allocation, the strategic utilization of data analytics emerges as a crucial tool. By harnessing insights from diverse datasets, libraries can tailor collections, optimize resource allocation, and demonstrate their value to stakeholders. Through careful planning, prioritization, and continuous monitoring, libraries can embark on a data-driven journey into the future that not only enhances operational efficiency but also ensures that services are effectively aligned with user needs and strategic objectives. As libraries evolve to meet the challenges of the modern era, data analytics remains at the forefront, guiding decision-making and shaping the future of library services.

Appendix 2.9
Library Technology Trends

All-Hours Access *Automated 24-hour access solutions*

By [Carrie Smith](#) editorial and advertising assistant | *American Libraries*, June 3, 2019

Making physical collections accessible remotely can go a long way toward providing access for people who can't make it to the library. Whether it's securely storing holds for 24-hour access or making portions of a collection available at offsite locations through a vending machine or an automated small branch, improving access outside traditional library hours can help underserved patrons take advantage of their library.



Patrons can check out and return materials at D-Tech's self-service LendIT kiosks at any time of day.

LendIT

D-Tech's self-service library vending machine, LendIT, can be placed anywhere with a power outlet and internet connection with a fixed IP address. That could be right outside the library building or in a mall or community center. Users can browse available books on screen, with images and descriptions provided by the library's discovery layer or generated by an onboard camera when books are loaded. Units with an optional clear front panel allow users to browse by looking directly into the machine, providing a more traditional experience.

D-Tech recently added a new software feature that gives users the ability to register for a library card at the machine. Information is forwarded to the library for approval. Users can check out items as soon as they're approved.

Patrons can choose to pick up holds at a LendIT location just like at a standard branch if the library enables the feature and reserves space in the machine. Returned books are automatically checked back in and made immediately available for checkout, cutting down on circulation staff time. To add items to the machine, libraries can load up to 50 items at a time into the loading column to be placed by the onboard robot or insert them one at a time via the item access door, similar to making a return. Kiosks are available in three capacities: 200, 500, or 1,000 items. LendIT will loan items of all types, up to 9.5 inches by 11.5 inches, provided they are RFID tagged.

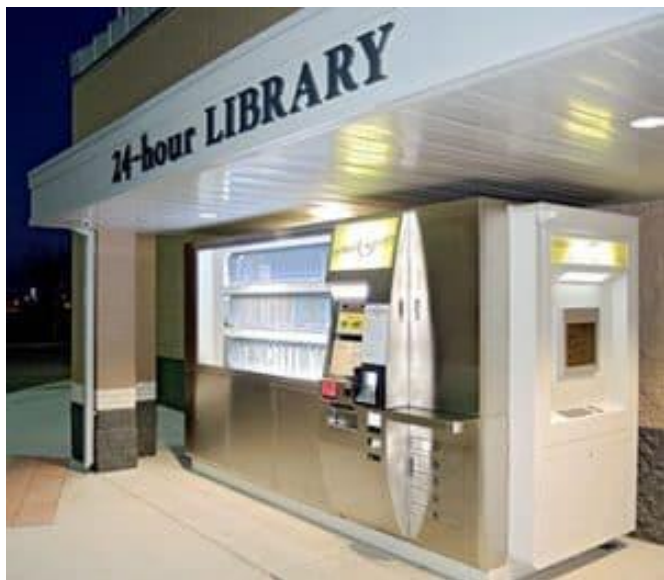
Basic models start at \$65,000, with additional features including custom colors and glass doors for an added cost. If located outdoors, LendIT also requires heating and cooling systems and a canopy for weather protection. For more information, visit bit.ly/SolLendIT.

24-Hour Library

EnvisionWare's 24-Hour Library is designed to act as a standalone, fully automated branch. Users can access Wi-Fi, search the library catalog, place holds, and check out physical and digital materials at any time of day.

Up to three users can browse items at the same time at the large 24-Hour Library, using two touchscreens mounted on the side and the front window and checkout screen. The three carousels inside the machine rotate independently and are usable concurrently.

The large unit holds up to 340 items, with 268 standard 12.5-by-8.25-by-1.6-inch slots; 67 wider 2.4-inch slots; and five hold drawers for larger items. It can accept almost three times its lending capacity in returns, with space for 1,000 items in 14 return bins. The smaller unit holds 235 items in 188 standard and 47 wide slots, with room for 600 returns. Both units allow for hold checkouts. Saving staff time, items on hold are automatically moved to the return bin for reprocessing if they are not picked up in the time allotted by the library.



EnvisionWare's 24-Hour Library functions like a remote branch.

The 24-Hour Library will broadcast a Wi-Fi signal in its proximity when it has a hardwired internet connection. Units without a wired connection can operate using 3G or 4G service to interface with the library's systems but will not provide customer Wi-Fi access.

EnvisionWare provides project management, installation, and training for its 24-Hour Library. Typical budgets for installation, including the opening collection, start around \$150,000, and EnvisionWare offers leasing options. For more information, visit bit.ly/Sol24hrLibrary.

remoteLocker

Bibliotheca's remoteLockers allow patrons to access their holds by providing a secure locker they can open using their library card.

How do you use remoteLockers? The lockers are installed at several locations where we have a vestibule that can be left open during off hours. Customers can request hold materials to be placed in one of our lockers spread throughout the county.

How do remoteLockers serve your library's needs? The remoteLockers give us and our customers more flexibility for accessing library books and media at times that work with busy schedules. We assumed that the lockers would be used most heavily in the evening and early morning, but we've learned most people are using the lockers just a few hours before we open, during a lunch break, or a few hours after we close.



Holds can be picked up from remoteLockers even when libraries are closed.

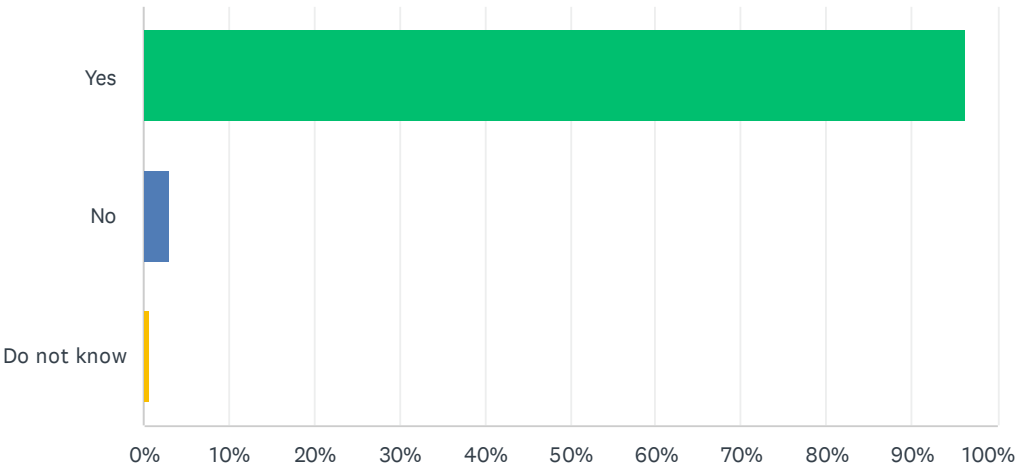
What are the main benefits? One key benefit is the ability to provide a certain level of customer service to the community outside our regular hours. Aside from the added hours of access, the lockers could be used to expand access to library resources at locations other than library branches. We haven't done this yet, but we know other systems have used these lockers at grocery stores and other places that don't typically have a library presence. Additionally, we've heard from customers that the increased privacy of their holds is something they appreciate.

What would you like to see improved or added to the lockers? In our experience, it would be helpful if there was an easier way to add additional items for the same customer to a locker, and it would be helpful if we were alerted to the fact that a specific customer already has items in a locker. We also ran into some challenges combining first-generation lockers with subsequent generations, so considering future interoperability will be important.

Appendix 3.1
Complete Online Survey Responses in English

Q1 Do you have a Library Card from the Las Cruces Public Library?

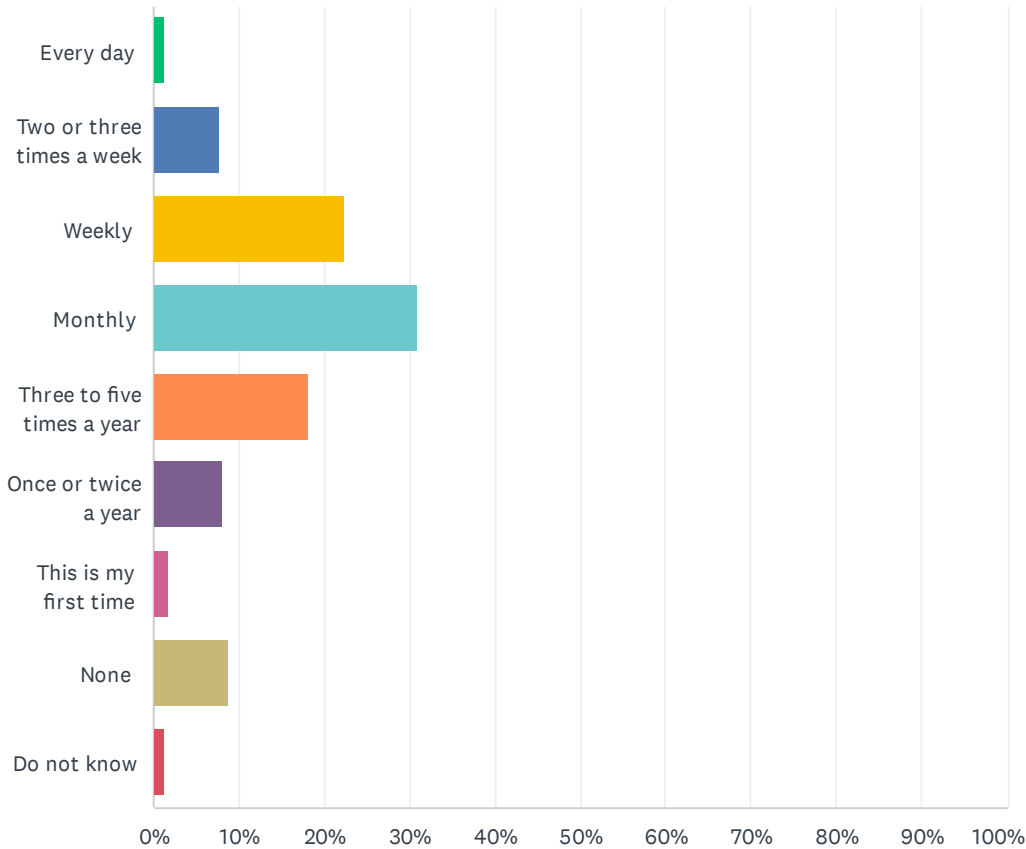
Answered: 729 Skipped: 5



ANSWER CHOICES		RESPONSES	
Yes		96.30%	702
No		3.02%	22
Do not know		0.69%	5
TOTAL			729

Q2 How many times have you personally used the Las Cruces Public Library in the past year, including curbside pickup? (select one).

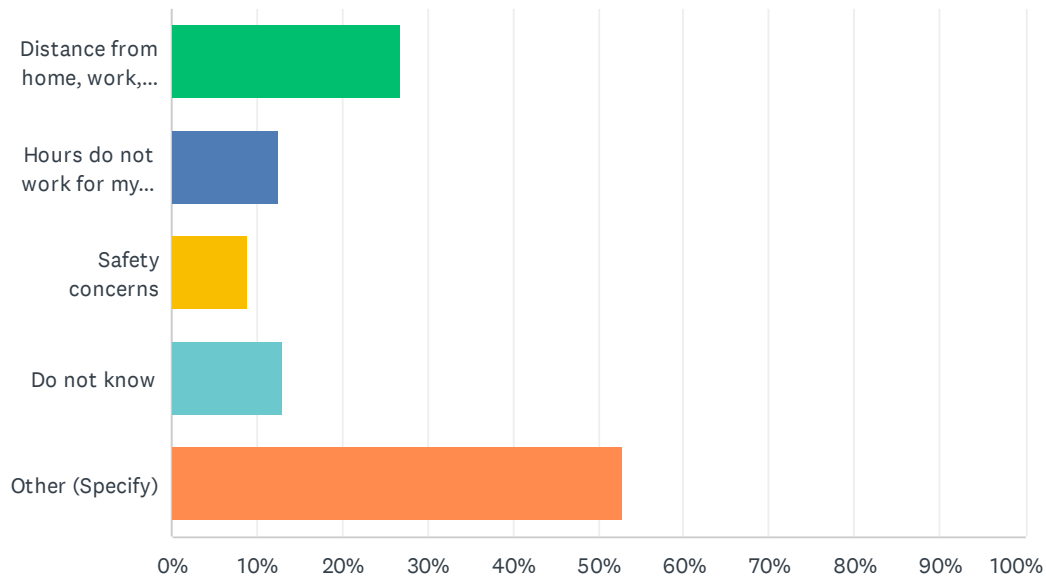
Answered: 734 Skipped: 0



ANSWER CHOICES	RESPONSES	
Every day	1.23%	9
Two or three times a week	7.63%	56
Weekly	22.34%	164
Monthly	30.93%	227
Three to five times a year	18.12%	133
Once or twice a year	8.17%	60
This is my first time	1.63%	12
None	8.72%	64
Do not know	1.23%	9
TOTAL		734

Q3 If you don't use the Library, why not? (select all that apply)

Answered: 268 Skipped: 466



ANSWER CHOICES	RESPONSES	
Distance from home, work, childcare, etc.	26.87%	72
Hours do not work for my schedule	12.69%	34
Safety concerns	8.96%	24
Do not know	13.06%	35
Other (Specify)	52.99%	142
Total Respondents: 268		

#	OTHER (SPECIFY)	DATE
1	Only urgent response, such tax purposes, farmers forms and other important resurge documents	11/6/2022 4:27 PM
2	I come with my wife which is a member	11/6/2022 2:44 PM
3	I use it but I would use more if you had a branch closer to me. You need to have more branches!!!!	11/6/2022 9:20 AM
4	n/a	11/5/2022 2:00 PM
5	Only here 6 months a year	11/5/2022 1:55 PM
6	only come in when I've time	11/5/2022 1:41 PM
7	have not needed to	11/5/2022 1:16 PM
8	I do use the library	11/5/2022 12:59 PM
9	I do use the Library	11/5/2022 12:45 PM
10	n/a	11/5/2022 12:33 PM

Agenda Item #2.1.

Las Cruces Public Library Survey

11	We go to COAS-no due dates	11/5/2022 9:34 AM
12	Too many books at home	11/4/2022 6:32 PM
13	None	11/4/2022 5:02 PM
14	I live in South Carolina now	11/4/2022 11:24 AM
15	Unable to drive	11/4/2022 11:24 AM
16	I utilize Libby most, because of convenience.	11/4/2022 10:29 AM
17	Trouble using ebook readers	11/4/2022 9:01 AM
18	Parking	11/4/2022 8:54 AM
19	Covid	11/4/2022 7:48 AM
20	Disability	11/4/2022 7:41 AM
21	Covid	11/3/2022 8:49 PM
22	el trafico	11/3/2022 7:01 PM
23	I have moved to Rio Rancho, NM	11/3/2022 9:48 AM
24	Not really part of my interests/fit my needs	11/3/2022 9:02 AM
25	It's a ghetto	11/3/2022 6:36 AM
26	just haven't gotten there	11/2/2022 11:01 PM
27	Use my Kindle	11/2/2022 6:24 PM
28	your book selection is awful	11/2/2022 5:39 PM
29	I buy books that I want and have time to read. I do come for other purposes, though.	11/2/2022 2:46 PM
30	Covid	11/2/2022 2:06 PM
31	I have very limited time for personal reading activities	11/2/2022 2:03 PM
32	read so much regarding political stuff for what i do, or other stuff for fiction-writing, buying used books or researching stuff on line, that i don't get there as often as i should.	11/2/2022 1:27 PM
33	info not needed	11/2/2022 1:03 PM
34	I do use the library	11/2/2022 12:47 PM
35	I don't like the layout of the library. I prefer libraries that are organized more like bookstores (by genre) than Library of Congress so that I can browse more easily.	11/2/2022 10:08 AM
36	Use the libby app	11/2/2022 9:58 AM
37	I think it needs to look more like a library I would really like a updated look not do modern hard to explain it thanks	11/2/2022 1:26 AM
38	Have fines that need paid	11/1/2022 8:54 PM
39	Just not enough time. Too many other things to do.	11/1/2022 8:43 PM
40	we have our own in our facility	11/1/2022 8:31 PM
41	Not a great selection and its very dark and depressing inside.	11/1/2022 7:55 PM
42	Part-time LC resident	11/1/2022 7:47 PM
43	Covid	11/1/2022 7:36 PM
44	I forget about it. Thanks for this reminder email!	11/1/2022 7:28 PM
45	I forget about it. Thanks for this reminder email!	11/1/2022 7:27 PM
46	Most often check out books through the Libby app	11/1/2022 6:56 PM

Agenda Item #2.1.

Las Cruces Public Library Survey

47	Live in TorC but use digital library often	11/1/2022 6:09 PM
48	I don't drive. Hard to get a ride	11/1/2022 5:10 PM
49	The only time I was there I was accosted in the library by an aggressive alt-right individual, and someone was attempting to set the flag on fire outside. The librarians knew nothing about the website or how to check out ebooks/audio, and honestly, I have never returned.	11/1/2022 4:56 PM
50	Las Cruces is my second home, so I am not always there or I'd use it weekly..	11/1/2022 4:51 PM
51	Working	11/1/2022 4:46 PM
52	I need to learn what services are available so I can take advantage of them Is there a book club?	11/1/2022 4:37 PM
53	I use mostly online	11/1/2022 4:13 PM
54	I use an app to listen to audio books. I rarely go to the actual library because it is a 20 minute drive from my house	11/1/2022 4:12 PM
55	Digital library doesn't have a lot of current books available	11/1/2022 4:06 PM
56	i'd use it more often but apparently it expired? i don't have time to drive downtown to renew it. bad system.	11/1/2022 3:34 PM
57	I use it, not enough books that I look for	11/1/2022 3:13 PM
58	You don't have most of the books needed for my child preschool program or any that I have needed for my book club.	11/1/2022 3:10 PM
59	I have a large collection of reading at home waiting for time.	11/1/2022 2:58 PM
60	I use the Libby App that the library wonderfully offers.	11/1/2022 2:53 PM
61	It has seemed uninviting and parking has been a problem.	11/1/2022 2:49 PM
62	Covid. Ebooks can be accessed at home.	11/1/2022 1:58 PM
63	ebooks using those a lot	11/1/2022 1:40 PM
64	Doesn't have ebooks I want	11/1/2022 1:25 PM
65	I use Amazon used books and google information	11/1/2022 1:22 PM
66	I am currently in a book club. Brannigan often has a limited library of books requested. Oftentimes, similar scarcity with ebooks.	11/1/2022 1:21 PM
67	I've gotten in the habit of reading e-books on my kindle, mostly checked out for the library in my summer home in Montana	11/1/2022 1:13 PM
68	parking is difficult	11/1/2022 1:12 PM
69	Utilize ebooks through Libby	11/1/2022 1:12 PM
70	I live in Anthony - so don't make it up to LC on a regular basis.	11/1/2022 1:07 PM
71	I buy a lot of books so I don't use the library as much as I might. Most of my reading is non-fiction. I do use ILL quite a bit.	11/1/2022 1:04 PM
72	I had lost my card and just got a new one	11/1/2022 12:35 PM
73	Find books on line	11/1/2022 12:31 PM
74	Do all of my loans, etc. on line.	11/1/2022 12:30 PM
75	NA	11/1/2022 12:22 PM
76	n/a	11/1/2022 12:20 PM
77	Out of habit	11/1/2022 12:15 PM
78	things are unpredictable at the library since covid.	11/1/2022 12:15 PM
79	I don't need to visit to check out books on Libby	11/1/2022 12:10 PM

Agenda Item #2.1.

Las Cruces Public Library Survey

80	I have fines and I never have cash when I'm near the library so I don't bother going in because I can't check anything out.	11/1/2022 12:08 PM
81	We have moved away from Las Cruces and will no longer be using this library.	11/1/2022 11:57 AM
82	COVID concerns	11/1/2022 11:55 AM
83	Lost my library card	11/1/2022 11:50 AM
84	Out of the habit.	11/1/2022 11:50 AM
85	reading a series that the library doesn't have	11/1/2022 11:30 AM
86	I provide new hard cover books to the library several times a year. I am presently reading only new books that I purchase then donate to the Brannigan Library.	11/1/2022 11:21 AM
87	The last time I went to the library- it didn't seem like a welcoming place.	11/1/2022 10:16 AM
88	we have just moved to Las Cruces; I expect to use the library regularly.	10/31/2022 5:59 PM
89	I don't read as often anymore	10/28/2022 12:22 PM
90	Book looking for not available	10/27/2022 7:51 PM
91	Not safe area of city	10/26/2022 10:56 AM
92	I use the library for my audiobooks. The selection is limited at Branigan. Now that Libby is available through Branigan I will check more often.	10/26/2022 10:47 AM
93	Have rarely found what I was looking for	10/26/2022 10:32 AM
94	I work at NMSU and use those libraries	10/25/2022 8:58 PM
95	I read online and research online	10/24/2022 8:02 PM
96	Not very updated.	10/24/2022 5:39 PM
97	Time	10/22/2022 11:18 AM
98	I have been followed around by men in the library. This includes walking to my car. This is not a safe place and I do not recommend it to anyone. I love the library and reading, but I do not feel safe being followed while I browse for books.	10/22/2022 6:37 AM
99	Mainly check out ebooks so I don't go to a physical location.	10/22/2022 12:15 AM
100	Prefer online ebooks and audio books on libby	10/21/2022 9:10 PM
101	No longer in school and I use the internet to obtain information	10/21/2022 5:15 PM
102	really miss the other classes (clubs)	10/21/2022 1:25 PM
103	Use personal reference materials, internet, or buy book from Apple.	10/21/2022 6:41 AM
104	Many times the books I need are not carried, or if they're in the system I can never find them on the shelves.	10/20/2022 11:30 PM
105	no time sometimes	10/20/2022 1:06 PM
106	I have an extensive library of my own, and go to the Brannigan to supplement my own holdings, especially with older and rare books	10/19/2022 9:25 PM
107	I just requested my library card	10/19/2022 2:54 PM
108	Covid	10/19/2022 12:08 AM
109	Just moved here full time	10/18/2022 5:07 PM
110	I use ebooks and audio books that I check out from home.	10/16/2022 10:59 PM
111	Purchase books to read	10/16/2022 9:16 PM
112	Usually purchase books; also library facility is usually congested and not sufficiently quiet.	10/16/2022 10:52 AM
113	Lack of knowledge of services available	10/16/2022 8:40 AM

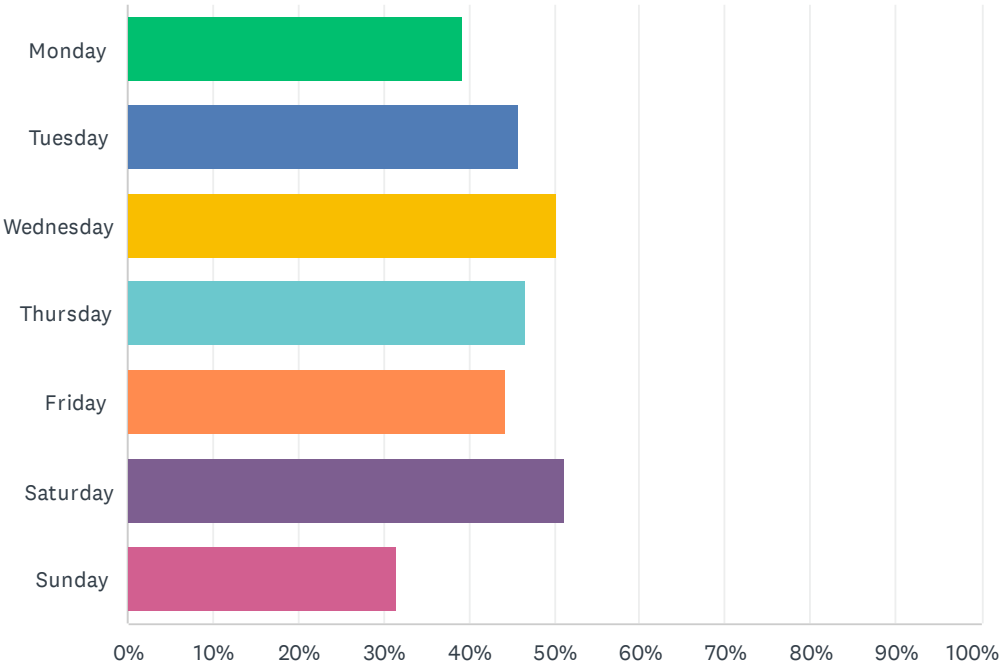
Agenda Item #2.1.

Las Cruces Public Library Survey

114	I read less with progressive lenses	10/16/2022 7:23 AM
115	Utilize checkout of ebooks online	10/16/2022 7:16 AM
116	Books I want are not available.	10/15/2022 7:08 PM
117	I lack the time to use it more.	10/15/2022 12:44 PM
118	Old fines from childhood.	10/15/2022 4:03 AM
119	content	10/14/2022 3:55 PM
120	I am disabled, and I am hesitant to travel from Picacho Mountain and back without help.	10/14/2022 1:26 AM
121	N/A	10/13/2022 5:35 PM
122	I didn't go to the library at all during COVID.	10/13/2022 3:44 PM
123	Usually only use it for research, like Consumer Reports before buying.	10/13/2022 3:43 PM
124	I havent had the need	10/13/2022 2:40 PM
125	Prefer digital library	10/13/2022 11:54 AM
126	Covid Pandemic restrictions	10/13/2022 8:58 AM
127	I prefer ebooks	10/12/2022 11:15 PM
128	children area is not comfortable	10/12/2022 6:44 PM
129	I'm a senior with some mobility issues and would like to take public transportation from the Sonoma Ranch area. I t would be great to have a bus chedule that goes directly from my neighborhood to downtown.	10/12/2022 5:24 PM
130	Don't have the books I'm looking for	10/12/2022 3:33 PM
131	I look around while my son participates in a teen group.	10/12/2022 2:55 PM
132	I look around while my son participates in a teen group.	10/12/2022 2:55 PM
133	don't have a lot of books	10/12/2022 11:07 AM
134	Don't typically have what we are looking for.	10/12/2022 10:48 AM
135	Haven't had a need.	10/12/2022 7:03 AM
136	Live in Colorado most of the year but own a house in LC	10/12/2022 12:16 AM
137	I now have Audiobooks app & streaming. I didn't realize the library has audio books	10/11/2022 11:39 PM
138	The library didn't have the books I was looking for.	10/11/2022 6:34 PM
139	Confusing question. I don't go but I'm on Libby almost everyday	10/11/2022 6:05 PM
140	Don't have the book I want	10/11/2022 4:55 PM
141	limited selection of books	10/11/2022 5:05 AM
142	Terrible selection and rude staff	10/11/2022 12:15 AM

Q4 What day of the week do you typically visit the Library? (select all that apply).

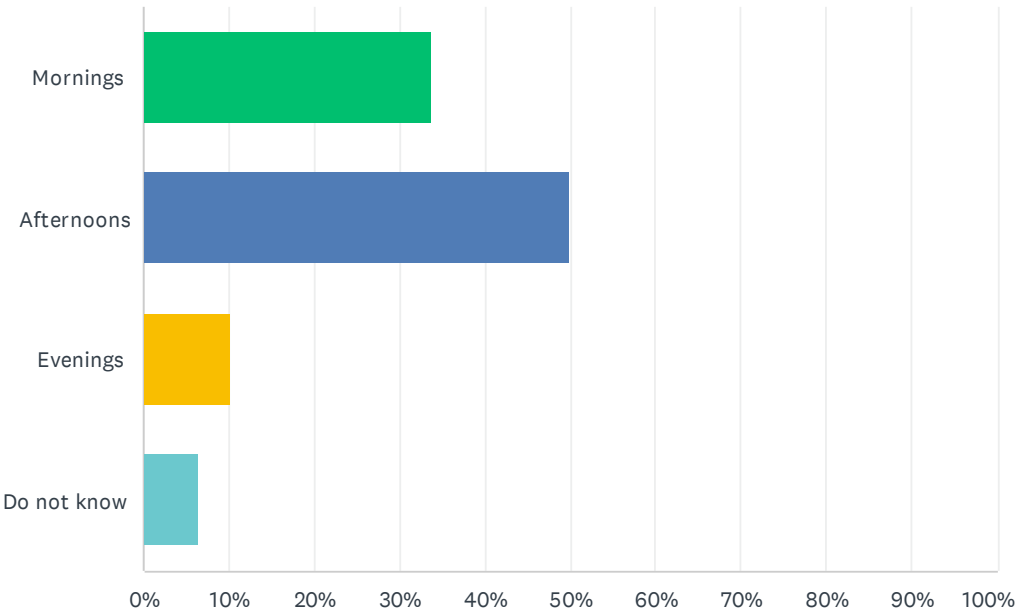
Answered: 638 Skipped: 96



ANSWER CHOICES	RESPONSES	
Monday	39.18%	250
Tuesday	45.92%	293
Wednesday	50.31%	321
Thursday	46.71%	298
Friday	44.36%	283
Saturday	51.10%	326
Sunday	31.50%	201
Total Respondents: 638		

Q5 What time of day do you typically visit the Library? (select only one)

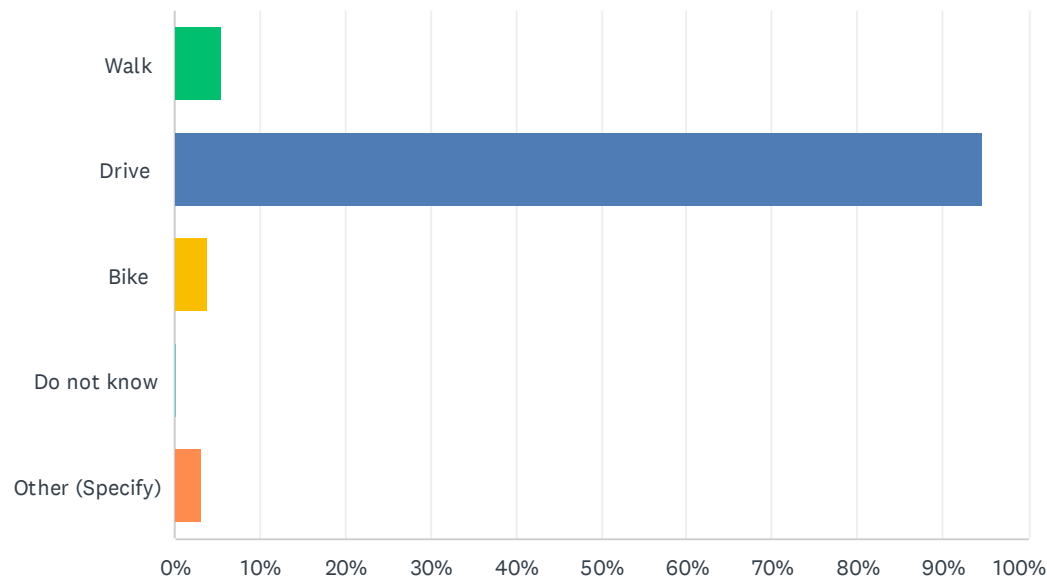
Answered: 678 Skipped: 56



ANSWER CHOICES	RESPONSES	
Mornings	33.63%	228
Afternoons	49.85%	338
Evenings	10.18%	69
Do not know	6.34%	43
TOTAL		678

Q6 What mode of transportation do you use to get to the Library? (select all that apply)

Answered: 709 Skipped: 25



ANSWER CHOICES	RESPONSES	
Walk	5.64%	40
Drive	94.64%	671
Bike	3.81%	27
Do not know	0.14%	1
Other (Specify)	3.10%	22
Total Respondents: 709		

#	OTHER (SPECIFY)	DATE
1	bus	11/5/2022 2:13 PM
2	I live in South Carolina	11/4/2022 11:24 AM
3	NA	11/4/2022 7:41 AM
4	bus	11/3/2022 11:57 AM
5	Digital, online	11/2/2022 12:47 PM
6	Bus	11/1/2022 7:13 PM
7	Bus	11/1/2022 5:57 PM
8	Friends to drive me there	11/1/2022 5:10 PM
9	Book by mail	11/1/2022 4:44 PM
10	Both bike and drive, depending.	11/1/2022 12:45 PM

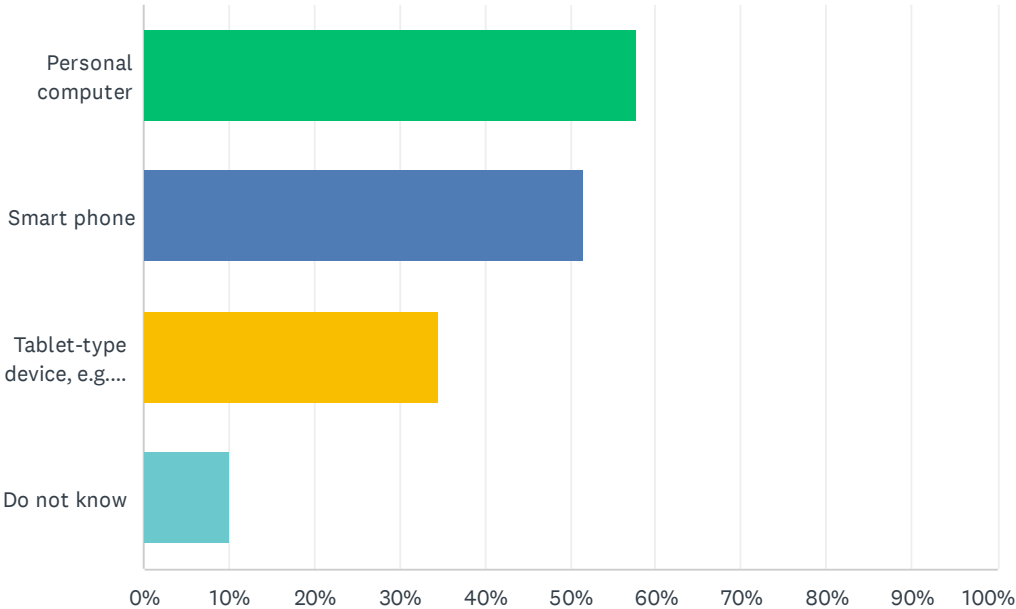
Agenda Item #2.1.

Las Cruces Public Library Survey

11	Roadrunner	11/1/2022 11:55 AM
12	Bus	11/1/2022 11:42 AM
13	Books by mail	11/1/2022 11:36 AM
14	I use the online services only and do not visit in person	10/21/2022 4:53 PM
15	Bus/bike Route 1 or 2	10/20/2022 1:01 PM
16	Listen to audiobooks daily at home.	10/16/2022 12:59 PM
17	bus	10/15/2022 10:18 PM
18	My husband drives me, but it would be great to be able to take a direct shuttle bus downtown. It would need to circle my neighborhood so I could board close to my house.	10/12/2022 5:24 PM
19	online - love Libby and Hoopla	10/12/2022 5:17 PM
20	walk/ drive	10/12/2022 6:47 AM
21	I am an ebook girl	10/11/2022 6:05 PM
22	virtually	10/11/2022 2:57 PM

Q7 If you access the Las Cruces Public Library’s website or eBooks/eAudiobooks, do you use ... (select all that apply)

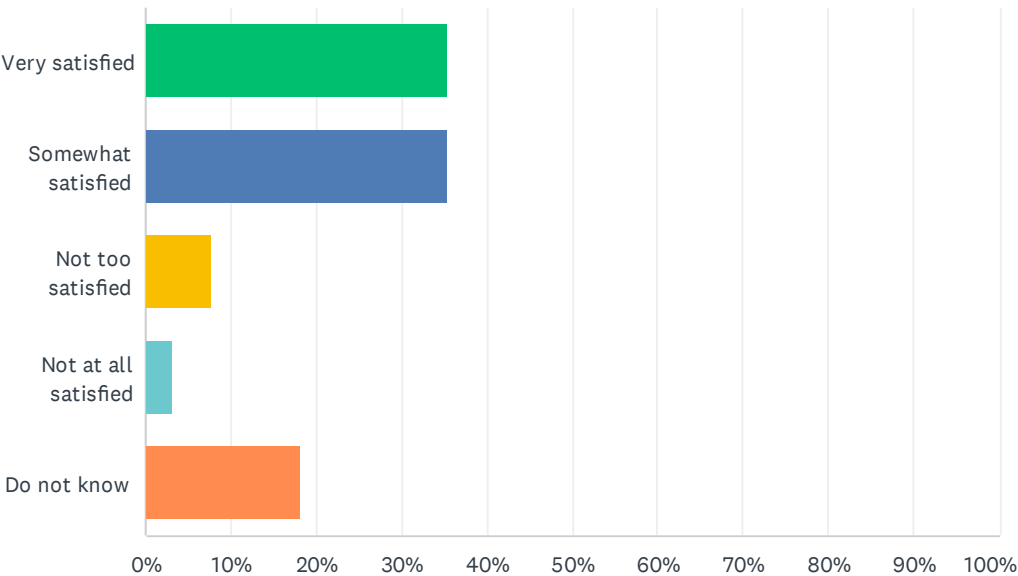
Answered: 664 Skipped: 70



ANSWER CHOICES	RESPONSES	
Personal computer	57.83%	384
Smart phone	51.51%	342
Tablet-type device, e.g. Kindle, iPad, etc.	34.49%	229
Do not know	10.09%	67
Total Respondents: 664		

Q8 Overall, how satisfied are you with the website and eBooks/eAudiobooks available to you through the Las Cruces Public Library? Would you say you are... (select one)

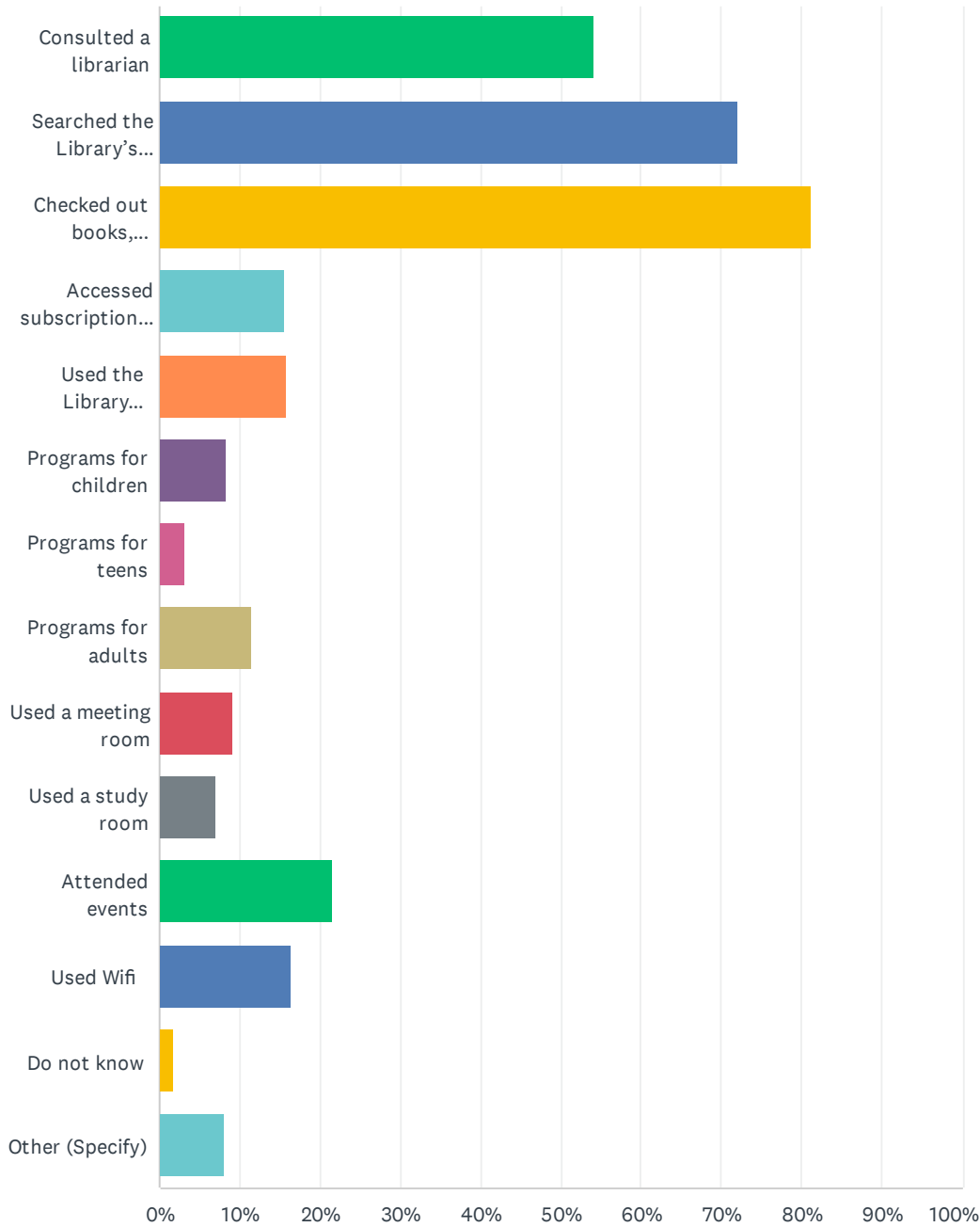
Answered: 696 Skipped: 38



ANSWER CHOICES	RESPONSES	
Very satisfied	35.49%	247
Somewhat satisfied	35.49%	247
Not too satisfied	7.76%	54
Not at all satisfied	3.16%	22
Do not know	18.10%	126
TOTAL		696

Q9 During the past year, which of the following library services did you use? (select all that apply)

Answered: 718 Skipped: 16



ANSWER CHOICES	RESPONSES	
Consulted a librarian	54.18%	389
Searched the Library's catalog	72.14%	518
Checked out books, audiobooks, eBooks, eAudiobooks, DVDs, other digital content	81.20%	583
Accessed subscription database services through the Library's website	15.46%	111
Used the Library computers or printers for the Internet, e-mail, etc.	15.74%	113
Programs for children	8.22%	59
Programs for teens	3.20%	23
Programs for adults	11.42%	82
Used a meeting room	9.19%	66
Used a study room	6.96%	50
Attended events	21.59%	155
Used Wifi	16.43%	118
Do not know	1.67%	12
Other (Specify)	8.08%	58
Total Respondents: 718		

#	OTHER (SPECIFY)	DATE
1	Check out books	11/6/2022 9:18 PM
2	movies	11/5/2022 2:04 PM
3	I often find it difficult to find a link to the order form page to order books by interlibrary loan	11/5/2022 1:32 PM
4	read books	11/5/2022 1:20 PM
5	Libraries are for learning & advancement not story & Play time	11/5/2022 1:16 PM
6	printing printer	11/5/2022 12:45 PM
7	worked the book sale	11/5/2022 12:33 PM
8	Notary service	11/4/2022 11:08 AM
9	reading challenge, newsletter	11/4/2022 9:18 AM
10	Tried to use the ebook system but failed	11/3/2022 9:02 AM
11	Movies & Documentaries	11/2/2022 9:41 PM
12	will not use the library	11/2/2022 5:39 PM
13	local authors event; other meetings in Roadrunner Room	11/2/2022 1:27 PM
14	None	11/2/2022 8:31 AM
15	Not used any	11/1/2022 11:05 PM
16	Personal note taking	11/1/2022 8:02 PM
17	assisted with a book sale, purchased books at a book sale	11/1/2022 6:56 PM
18	interlibrary loan	11/1/2022 6:18 PM
19	digital library	11/1/2022 6:09 PM

Agenda Item #2.1.

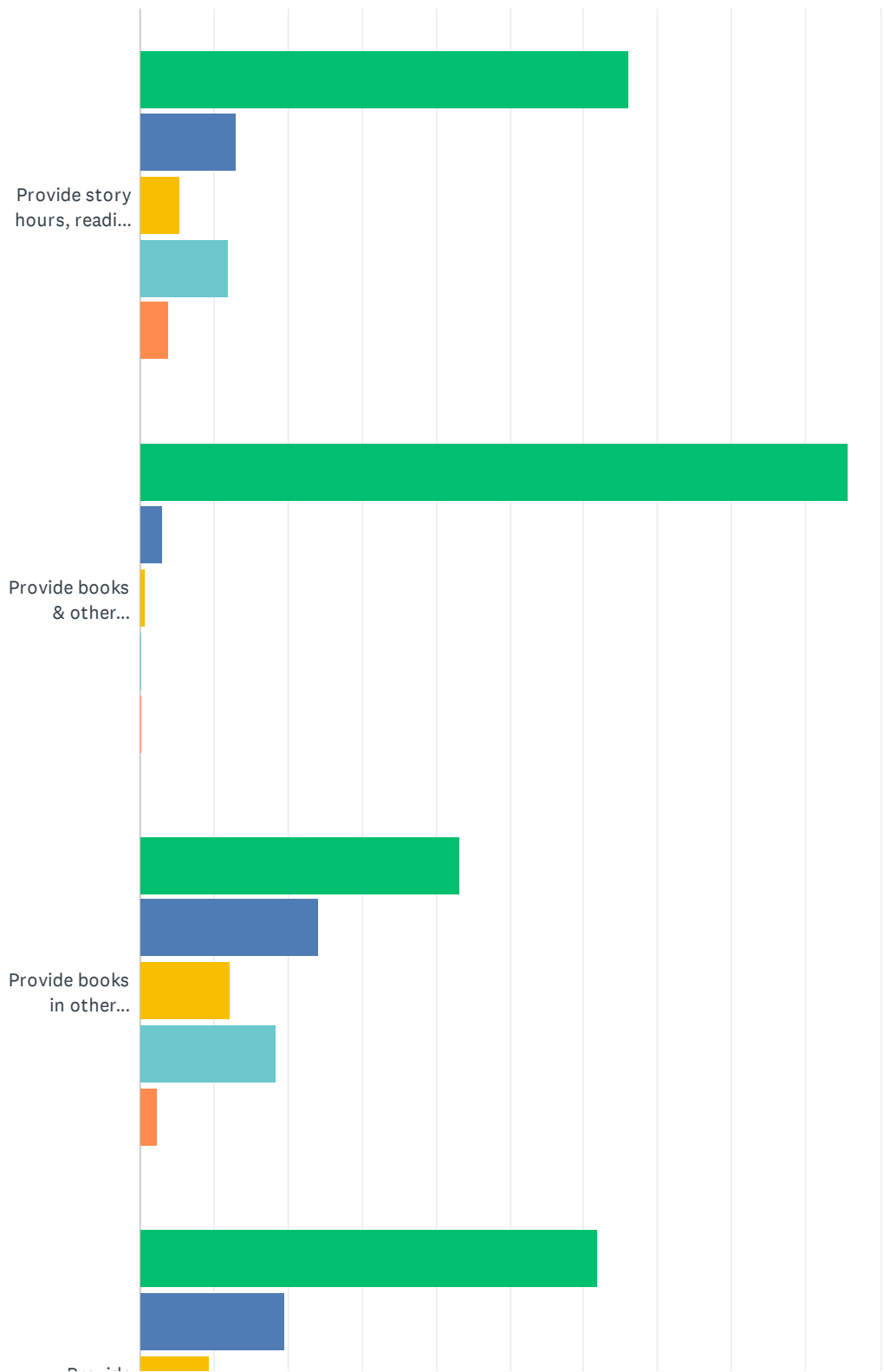
Las Cruces Public Library Survey

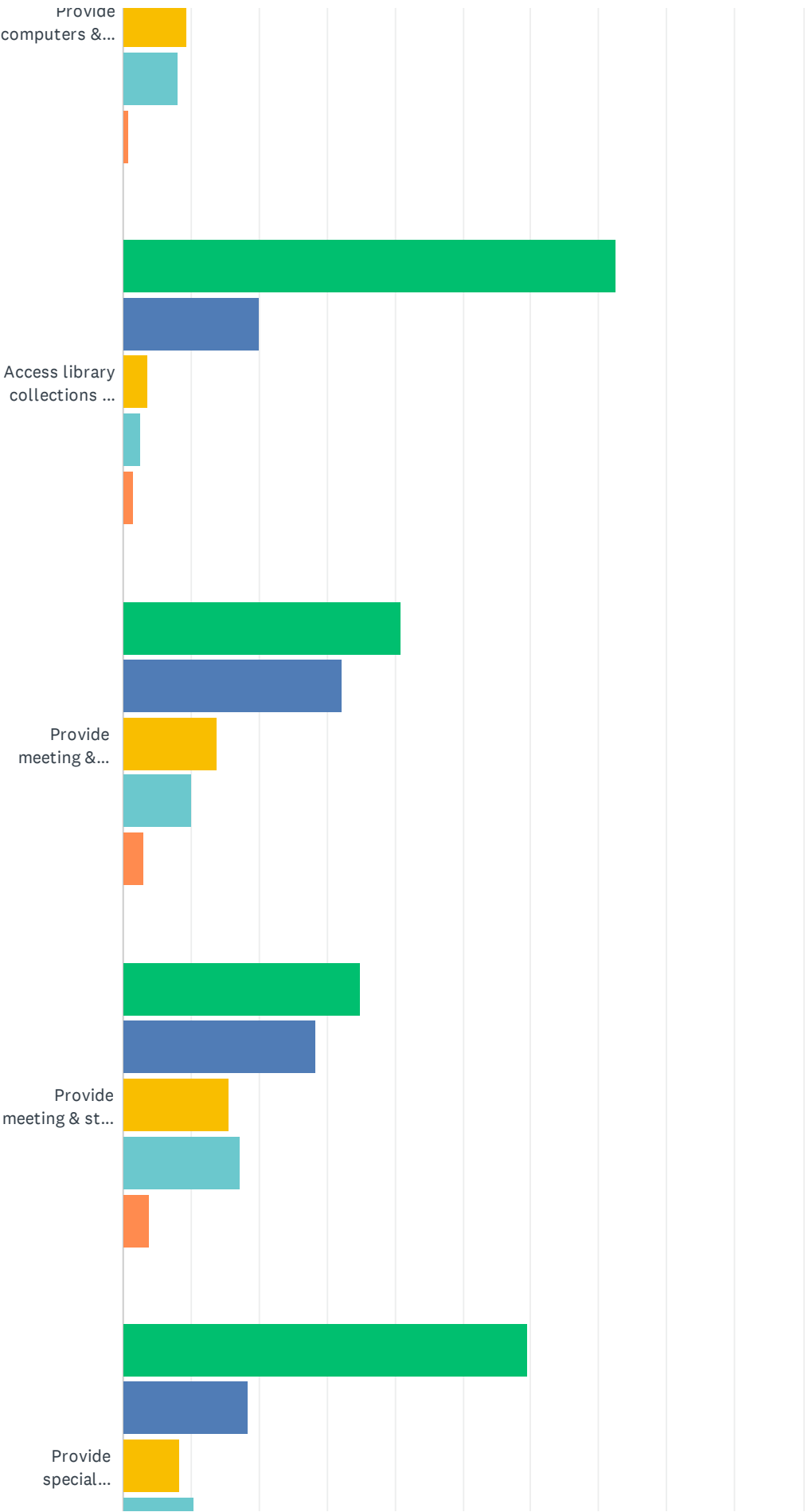
20	Copy machine...so very convenient	11/1/2022 5:52 PM
21	Visited the library with my grandkids	11/1/2022 2:19 PM
22	Used book sale & notary service	11/1/2022 2:10 PM
23	Browsed the New Book shelf	11/1/2022 1:58 PM
24	Checked out books	11/1/2022 1:18 PM
25	Inter library loan	11/1/2022 1:04 PM
26	Used genealogy section	11/1/2022 12:45 PM
27	Your interlibrary loan service - which rocks!	11/1/2022 12:16 PM
28	Inter library books	11/1/2022 12:15 PM
29	None	11/1/2022 11:55 AM
30	Never tried itmi	11/1/2022 11:50 AM
31	I really like putting books on hold and pick them up at the library. I have limited mobility and can't get around easily.	11/1/2022 11:45 AM
32	ill and requested purchases	11/1/2022 11:43 AM
33	Notary service	11/1/2022 11:42 AM
34	Checked out physical books	11/1/2022 11:27 AM
35	Donate new hard cover books	11/1/2022 11:21 AM
36	n/a	11/1/2022 10:16 AM
37	Used the records	10/31/2022 6:00 PM
38	The above were at our former libraries (reciprocal cards in two CO counties).	10/31/2022 5:59 PM
39	Haven't been to the library in over a year	10/27/2022 6:34 PM
40	Haven't gone in yrs last visit creepy guy was using public crt...and if drag queen story hrs are norm now will NOT support libraries	10/26/2022 10:56 AM
41	None	10/26/2022 10:32 AM
42	Recycled batteries	10/21/2022 11:00 PM
43	copier	10/21/2022 12:03 PM
44	None	10/21/2022 6:41 AM
45	Periodicals Room	10/20/2022 3:14 PM
46	got copys	10/20/2022 1:06 PM
47	movies	10/20/2022 1:01 PM
48	referred to reserved/rare books	10/19/2022 9:25 PM
49	Inter-library loans	10/18/2022 4:13 PM
50	seed library	10/18/2022 8:17 AM
51	Love the adult crafting classes.	10/16/2022 12:59 PM
52	Used notary services	10/15/2022 12:44 PM
53	Printing/Copying	10/14/2022 9:32 PM
54	participated in the mini art show, checked out seeds	10/14/2022 8:57 PM
55	Book sale	10/14/2022 1:56 PM
56	Used library as a quiet place to read and conduct research.	10/13/2022 9:52 AM

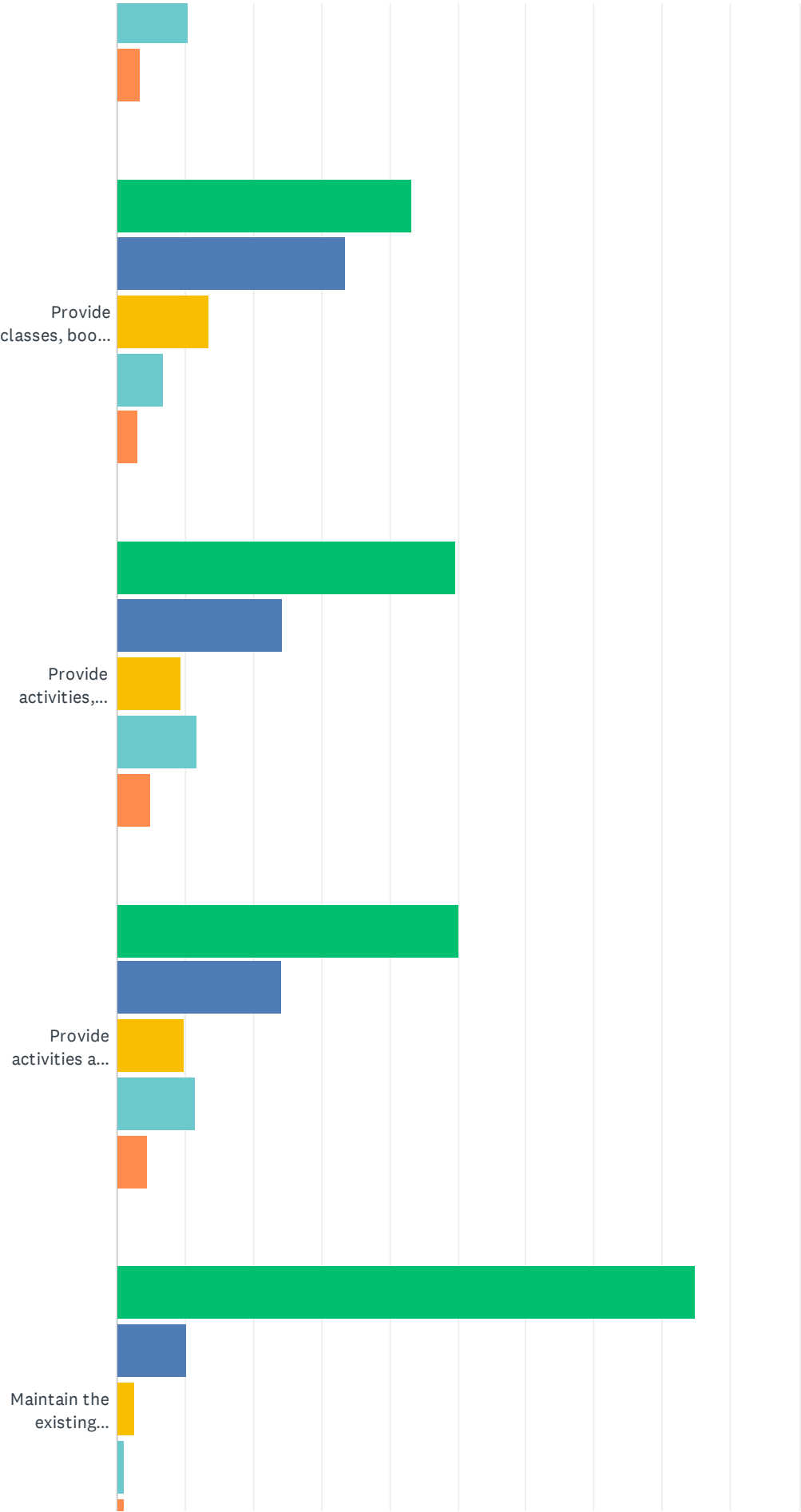
57	didn't realize Wifi was available - will use in the future	10/12/2022 5:17 PM
58	ILL	10/11/2022 5:05 AM

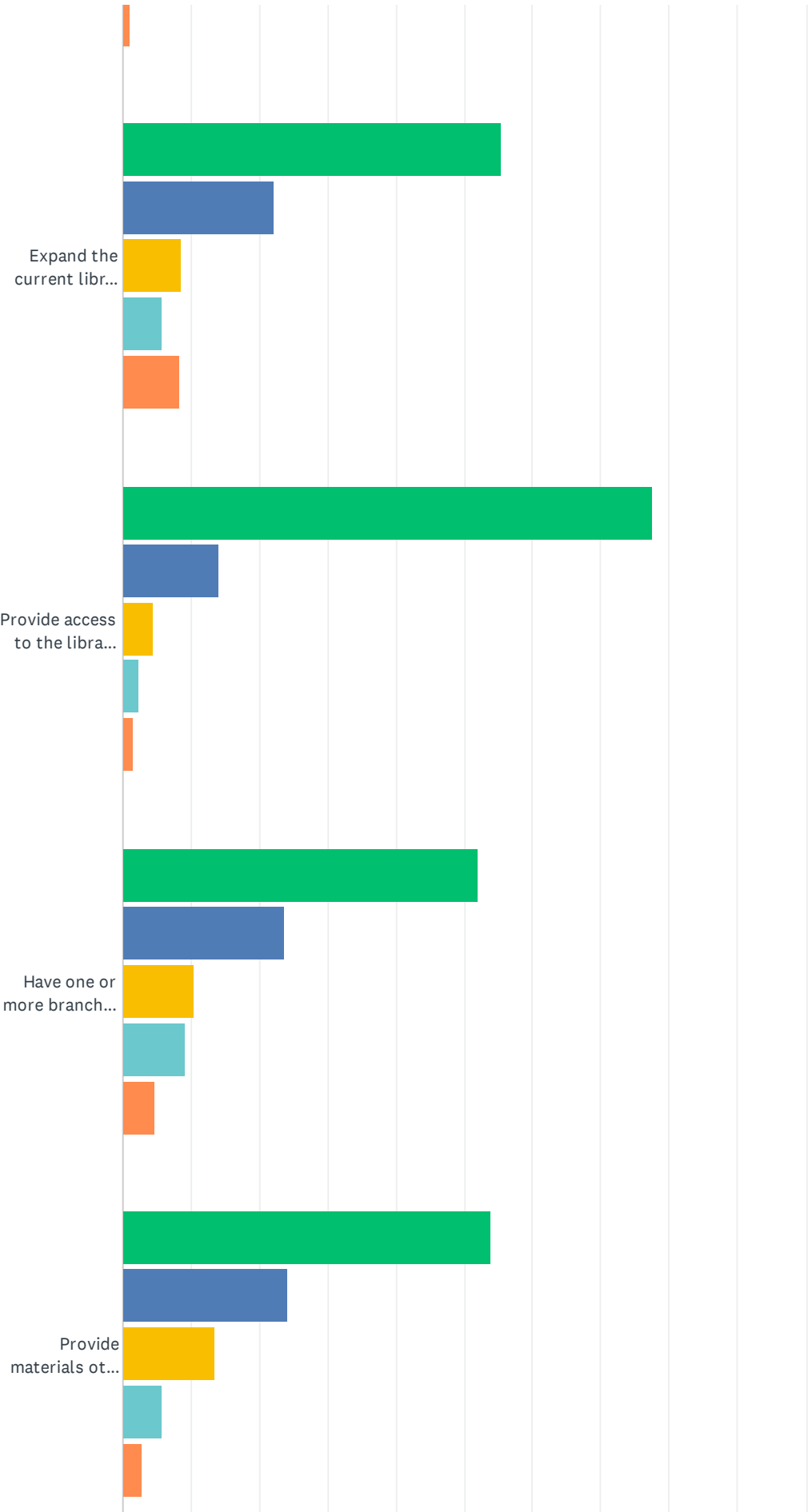
Q10 Here is a list of services that many public libraries provide. Read the list and check whether each service is very important, somewhat important, slightly important, or not at all important to you.

Answered: 728 Skipped: 6



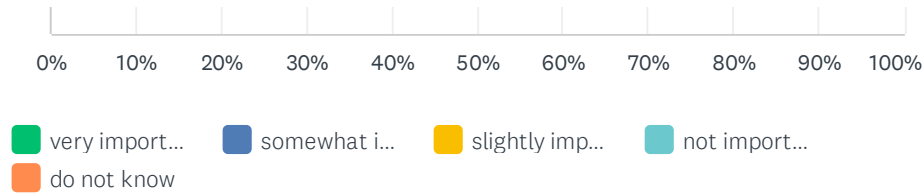






Agenda Item #2.1.

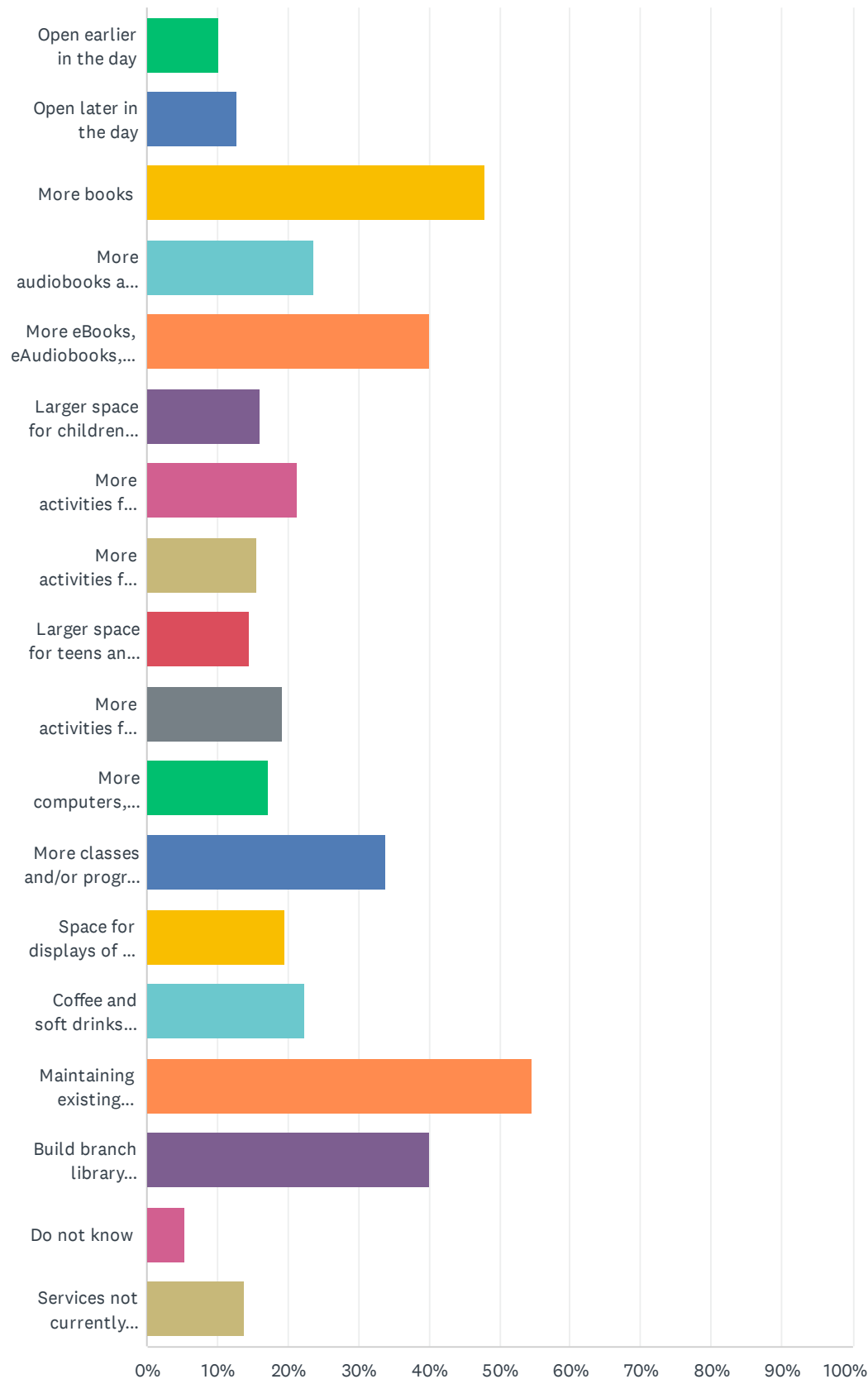
Las Cruces Public Library Survey



	VERY IMPORTANT	SOMEWHAT IMPORTANT	SLIGHTLY IMPORTANT	NOT IMPORTANT	DO NOT KNOW	TOTAL	WEIGHTED AVERAGE
Provide story hours, reading programs & other learning activities for children	66.06% 475	12.93% 93	5.29% 38	11.96% 86	3.76% 27	719	3.38
Provide books & other materials	95.71% 692	3.04% 22	0.69% 5	0.28% 2	0.28% 2	723	3.95
Provide books in other languages	43.18% 307	24.05% 171	12.24% 87	18.28% 130	2.25% 16	711	2.94
Provide computers & online services	61.94% 441	19.66% 140	9.41% 67	8.15% 58	0.84% 6	712	3.37
Access library collections & information from home computers	72.40% 522	19.97% 144	3.61% 26	2.50% 18	1.53% 11	721	3.65
Provide meeting & conference rooms for community groups & public activities	40.95% 292	32.12% 229	13.88% 99	10.10% 72	2.95% 21	713	3.07
Provide meeting & study rooms for personal use	34.88% 248	28.41% 202	15.61% 111	17.30% 123	3.80% 27	711	2.84
Provide special equipment for visually & hearing-impaired customers	59.44% 425	18.32% 131	8.39% 60	10.49% 75	3.36% 24	715	3.31
Provide classes, book discussions, lectures & other programs for adults	43.28% 309	33.47% 239	13.45% 96	6.86% 49	2.94% 21	714	3.17
Provide activities, discussions & programs for teenagers	49.65% 353	24.33% 173	9.28% 66	11.81% 84	4.92% 35	711	3.18
Provide activities and programs for teens and tweens	50.21% 355	24.19% 171	9.76% 69	11.46% 81	4.38% 31	707	3.18
Maintain the existing library facility	84.94% 609	10.18% 73	2.65% 19	1.12% 8	1.12% 8	717	3.81
Expand the current library facility	55.35% 388	22.11% 155	8.56% 60	5.71% 40	8.27% 58	701	3.39
Provide access to the library via computer / cell phone	77.65% 556	13.97% 100	4.47% 32	2.37% 17	1.54% 11	716	3.70
Have one or more branch libraries	51.97% 370	23.74% 169	10.39% 74	9.27% 66	4.63% 33	712	3.24
Provide materials other than books including DVDs, CDs, Hotspots, etc.	53.94% 383	24.08% 171	13.52% 96	5.77% 41	2.68% 19	710	3.30

Q11 What improvements would you like to see made regarding the Las Cruces Public Library? (select all that apply)

Answered: 721 Skipped: 13



ANSWER CHOICES	RESPONSES	
Open earlier in the day	10.26%	74
Open later in the day	12.90%	93
More books	47.99%	346
More audiobooks and DVDs	23.72%	171
More eBooks, eAudiobooks, or other digital content	40.08%	289
Larger space for children's services	16.09%	116
More activities for school-age children	21.36%	154
More activities for children under 5	15.53%	112
Larger space for teens and tweens	14.56%	105
More activities for teens and tweens	19.14%	138
More computers, software, printers/scanners, and technology	17.20%	124
More classes and/or programs for adults	33.84%	244
Space for displays of art and other items	19.69%	142
Coffee and soft drinks service	22.33%	161
Maintaining existing library facilities	54.65%	394
Build branch library facilities	40.08%	289
Do not know	5.27%	38
Services not currently offered (Specify)	13.87%	100
Total Respondents: 721		

#	SERVICES NOT CURRENTLY OFFERED (SPECIFY)	DATE
1	branches, drop offs around town	11/6/2022 12:37 PM
2	More online audiobook options	11/6/2022 10:07 AM
3	Open earlier on weekends, 9 am!	11/5/2022 6:40 PM
4	printers/scanners	11/5/2022 2:04 PM
5	English Dictionary	11/5/2022 1:20 PM
6	more programs for adults and perhaps visiting lectures by professors,authors and journalists that can be visited in-person or live on youtube	11/5/2022 12:23 PM
7	I love that children have programs, but I think it would be great if they had their own space where they can make noise and participate in their activities without disturbing those who are there to study or read quietly.	11/5/2022 4:11 AM
8	Book mobile, ability to borrow ebooks from other libraries.	11/4/2022 10:43 PM
9	Accessing libraries from the surrounding counties including those in Texas	11/4/2022 4:36 PM
10	It is great to hear that Sage is opening--Computers and newspapers.	11/4/2022 3:33 PM
11	Drive up pick up and return books and a designated parking space to return books!	11/4/2022 11:29 AM
12	Less homeless activity	11/4/2022 5:20 AM

Agenda Item #2.1.

Las Cruces Public Library Survey

13	We need another branch library in sonoma ranch and have for years now	11/3/2022 11:59 PM
14	Un grupo de amigos de la biblioteca más visible en la comunicad. Mayor colaboración con las escuelas públicas, DACC y NMSU. Mejor servicio en español, incluyendo esta encuesta.	11/3/2022 7:01 PM
15	meeting spaces (up to 15 people?) with Zoom capability to support citizen participation in collaborations across NM (with legislature?)	11/3/2022 10:45 AM
16	More Mobile book services for the community	11/3/2022 9:54 AM
17	more comprehensive selection of magazines	11/3/2022 9:13 AM
18	Life check outs, like board games, metal detectors, kits to learn a new skill	11/3/2022 9:02 AM
19	Expand large-print section	11/3/2022 8:47 AM
20	Expand/promote interlibrary loan	11/2/2022 5:10 PM
21	open earlier on Saturday to coincide with Farmer's market	11/2/2022 4:24 PM
22	More study Rooms	11/2/2022 12:47 PM
23	Accommodate a small space for the Lion Crane reading program which greatly benefits elementary age children.	11/2/2022 11:04 AM
24	more unisex/accessible restrooms, better internet/wifi for all, more spaces for casual meeting/reading	11/2/2022 10:08 AM
25	Satellite branch on the east side (Sonoma Ranch) for drop offs and pick up	11/2/2022 8:24 AM
26	Bookmobile for people living in more remote areas served by our library	11/2/2022 7:41 AM
27	Please bring aquariums back	11/2/2022 1:26 AM
28	Accommodate a small space for the Lion Crane reading program which greatly benefits elementary age children.	11/1/2022 10:05 PM
29	3D Printer	11/1/2022 9:13 PM
30	Don't change it. It's all fine.	11/1/2022 8:57 PM
31	Classes or events for the deaf	11/1/2022 8:54 PM
32	More drive through drop off boxes	11/1/2022 6:55 PM
33	Q	11/1/2022 6:41 PM
34	I very much miss Freading	11/1/2022 6:09 PM
35	3D Printers and classes	11/1/2022 5:48 PM
36	Hire librarians who know what the internet is, and what ebooks are.	11/1/2022 4:56 PM
37	Game night for adults (cards, board games, book club)	11/1/2022 4:37 PM
38	I would love for the Sage Cafe location to reopen.	11/1/2022 4:12 PM
39	expand hours at Sage Cafe branch	11/1/2022 3:34 PM
40	More Playaways	11/1/2022 3:29 PM
41	I have Auditory perception disorder, too much noise with kids running around and rude workers who talk loudly when upstairs close to offices. You all need to be less rude to those of us with hearing disorder. One quit room that is noisy as hell!!!!?? Stop being such bigots when it comes to people & disorder I do not need to show you my medical records. Less bigotry!!!!	11/1/2022 3:13 PM
42	Provide free makerspace for public with 3-D printers, Cricut machines, T-Shirt presses, sewing machines, etc.	11/1/2022 2:58 PM
43	Morning hours on Sundays	11/1/2022 2:10 PM
44	Search catalog by format (e.g. I want this book, but only as ebook).	11/1/2022 1:58 PM
45	more playaways	11/1/2022 1:50 PM

Agenda Item #2.1.

Las Cruces Public Library Survey

46	More magazines offered	11/1/2022 1:47 PM
47	branch in picacho hills	11/1/2022 1:40 PM
48	more technology for teens and adults to programing and making videos and a kind of maker space/	11/1/2022 1:10 PM
49	i love the library as it is.	11/1/2022 12:37 PM
50	Better interaction when patrons request new books, Better I.L.L. programL	11/1/2022 12:22 PM
51	Provide more work spaces for individuals	11/1/2022 12:15 PM
52	regular hours	11/1/2022 12:15 PM
53	A way to pay fines online. Please I beg you. I'll pay any fees associated with online fine payments.	11/1/2022 12:08 PM
54	Makerspace, technology checkout	11/1/2022 11:55 AM
55	Drive up windows	11/1/2022 11:49 AM
56	Media suite to transfer old tapes to Bluray. Seed library.	10/31/2022 5:59 PM
57	Drop box other than main branch; like at a bank or hospital	10/27/2022 7:51 PM
58	More blurays; Additionally, the probation period that exists on new library cards is asinine and detrimental to a properly functioning library. It is incumbent on a library to encourage patrons to use their services, not immediately hamper them upon signing up for said services. Imagine a young family coming in to get a new library card and then being told they can only check out five books at once for the first three months. That family that probably wanted to check out a dozen or more books (children's books don't take that long to read and variety is the spice of life) then might just decide not to use the library or at least not get into the habit of using it because of this restriction. Reasonable lending limitations are understandable, but when the first impression of the library is them saying "no, you can't use us as much as you want" then that leaves a sour taste in my mouth	10/25/2022 3:06 PM
59	Maybe a face lift to the place. It's looking very run down.	10/24/2022 5:39 PM
60	Remodel the library completely	10/23/2022 9:27 AM
61	John Stout should be paid much more.	10/21/2022 5:24 PM
62	Replace books that are missing from a series. Buy more classic/Newbury award books like The Good Master by Kate Seredy. Buy more children's animal/history books that are more like stories, for instance: books by Diane Stanley, Giovanni Caselli, or The Impatient Turtle and Trouble In A Fur Coat, both by Janette Oke.	10/21/2022 3:54 PM
63	New Buildings	10/21/2022 2:18 PM
64	your doing great :) keep up the good work!	10/21/2022 1:34 PM
65	Computer Classes (coding etc.)	10/21/2022 1:25 PM
66	renovate the whole building! flooring gets flooded underneath after heavy rain storm! Provide wheelchair accessibility for the back door entrance for employees!	10/21/2022 12:03 PM
67	Stop pushing agendas!	10/20/2022 11:30 PM
68	Better Language Learning Resources	10/20/2022 3:40 PM
69	video games to check out xbox, playstation	10/20/2022 3:07 PM
70	more large print books	10/20/2022 12:18 PM
71	Sharing with other libraries. Periodicals/newspapers from around the region at least digitally	10/19/2022 9:25 PM
72	freegal	10/19/2022 4:29 PM
73	More magazines to Chek out	10/18/2022 11:43 PM
74	Like to see storytimes and/or all ages programs offered in building and out in parks or other community facilities	10/18/2022 12:01 PM

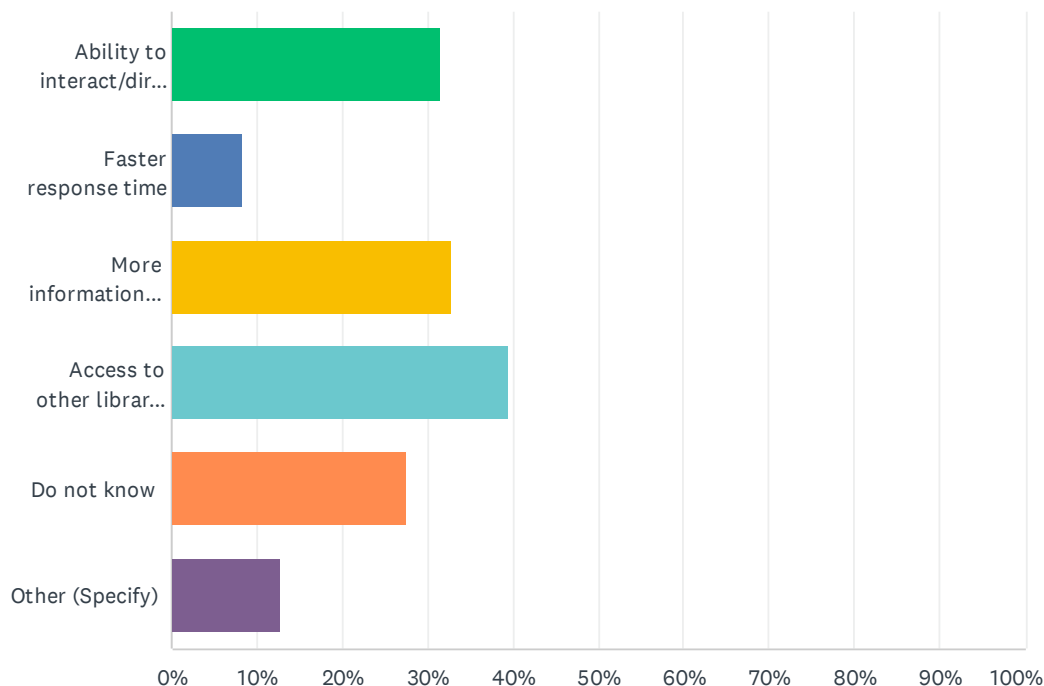
Agenda Item #2.1.

Las Cruces Public Library Survey

75	maker space, tool lending library	10/18/2022 8:17 AM
76	Maker materials, more programs, better books (the collection is awful), better customer service not so many desks, better building, more e-sources, quality materials for programs	10/17/2022 12:44 PM
77	Library of things for checking out equipment that is only occasionally used for cooking, gardening, etc	10/16/2022 10:39 PM
78	More materials in other languages, especially Spanish, but also widely spoken languages such as Arabic.	10/15/2022 12:44 PM
79	Amnesty options for library card fines & easier card applications for children under 18.	10/15/2022 4:03 AM
80	Kids play areas.Computers for kids to use to play learning games	10/14/2022 11:47 PM
81	activities during the day for homeschool children, science kits to checkout, board games to checkout	10/14/2022 8:57 PM
82	Better customer service. Employees more more concerned with defending library practices than how those practices inconvenience the customers.	10/14/2022 7:15 AM
83	More adult programs offered in evening hours or weekends	10/13/2022 2:55 PM
84	Public libraries in Silicon Valley, such as Sunnyvale, typically have a Patent Research Center. Entrepreneurs use the library as an "office" and conduct work there.	10/13/2022 9:52 AM
85	Open sundays	10/12/2022 5:34 PM
86	I would join a writer's critique group if it was mid afternoon.	10/12/2022 5:24 PM
87	Offer current literature in Spanish. The current selection is geared only towards children. Feature NM authors and history to help fill the gap schools leave in history education and to foster our state's legacy.	10/12/2022 5:17 PM
88	Improve the opportunities for volunteerism at the library. There should be more for volunteers to do besides dusting shelves. Assign a librarian to coordinate a volunteer program for adults. Look at volunteer programs best practices at other li	10/12/2022 5:14 PM
89	I think you all are doing great. Thank you,	10/12/2022 2:55 PM
90	I think you all are doing great. Thank you,	10/12/2022 2:55 PM
91	Bilingual basic computer courses	10/11/2022 11:39 PM
92	Board game lending	10/11/2022 9:43 PM
93	Maybe it's b/c I was a big city library user ...but the physical library just isn't inviting. For the size of the city, it's small and not modern. And branch libraries? I don't think Munson is really a branch. When I have talked to librarians, they've been super responsive. With Covid, I switched to ebooks. Libby seems anemic—wish you could partner at maybe a state level to provide more books but I know that's expensive. I do like that you are unafraid of providing books that have upset other patrons.	10/11/2022 6:05 PM
94	Provide adult programs for special needs adults, provide more ALL AGES activities (families have kids in several age brackets), offer more fun adult programs not lectures	10/11/2022 4:38 PM
95	Website redesign that takes it off the city's website which is not conducive for a library's website.	10/11/2022 4:22 PM
96	More craft classes for adults	10/11/2022 2:12 PM
97	ILL for books less than one year from publication release. Colorado libraries, for example, do not have that limitation. If the lending library declines to ILL a book that is one thing, but refusing to allow requests for a book based on year of publication is unnecessary.	10/11/2022 5:05 AM
98	kinder staff	10/11/2022 12:15 AM
99	More large print books	10/10/2022 10:39 PM
100	Reading areas with comfortable couches and chairs	10/10/2022 12:45 PM

Q12 What improvements would you like to see made regarding website / online catalog access to the Las Cruces Public Library? Would you like to see (select all that apply)

Answered: 655 Skipped: 79



ANSWER CHOICES	RESPONSES	
Ability to interact/direct message staff online	31.60%	207
Faster response time	8.24%	54
More information available online	32.82%	215
Access to other library catalogs	39.54%	259
Do not know	27.48%	180
Other (Specify)	12.82%	84
Total Respondents: 655		

#	OTHER (SPECIFY)	DATE
1	Usually check out books	11/6/2022 9:18 PM
2	Please move the My Account link to the top of the page, followed by the Library Catalog link. On the My Acct pg, please have the view default to the checkouts, not the personal info. The new catalog is a big improvement but it's still clunky to get to the checkouts/renewals-too many unnecessary clicks. Thank you for the opportunity to offer input.	11/5/2022 11:02 PM
3	calendar content for all events/ outside sign marketing	11/5/2022 2:00 PM
4	very happy with new catalog	11/5/2022 1:23 PM

Agenda Item #2.1.

Las Cruces Public Library Survey

5	valid results when you search by subject	11/5/2022 1:20 PM
6	more accessibility. people still have trouble understanding and accessing the catalog	11/4/2022 1:17 PM
7	The new online system is terrible compared to the old one. Waste of money.	11/4/2022 11:26 AM
8	Ability to see what is available for inter library loan	11/4/2022 9:57 AM
9	Picture of library on catalog page	11/4/2022 9:18 AM
10	provide drop box for books at other locations	11/4/2022 9:18 AM
11	When I lived in WA we had Interlibrary loan which allowed access to all the books in western WA. A very good system	11/3/2022 6:53 PM
12	actually useable ebook system	11/3/2022 9:02 AM
13	More variety of ebooks available to check out	11/2/2022 6:57 PM
14	A more user-friendly and easy to navigate website	11/2/2022 4:59 PM
15	The new web access to the catalog is downright horrible	11/2/2022 4:24 PM
16	More outside activities associated with the library having to do with getting other books n audio from other sources	11/2/2022 9:58 AM
17	Centralized Information (digital or paper) about non profit organizations and resources in the city/county	11/2/2022 8:24 AM
18	More books - many titles I want are not available	11/2/2022 7:48 AM
19	More information about accessing resources via Libby, Hoopla, Kanopy, etc. I have been using Libby for years and love it!	11/1/2022 9:54 PM
20	I have not tried this service, so do not know.	11/1/2022 8:43 PM
21	The new system is not showing the books I have checked out or requested in the past. I thought it was supposed to.	11/1/2022 5:26 PM
22	Not applicable	11/1/2022 4:13 PM
23	ability to apply for or renew a library card online	11/1/2022 3:34 PM
24	Easier online access, easier to find. More books!	11/1/2022 3:13 PM
25	COnection with other libraries	11/1/2022 3:09 PM
26	seems ok	11/1/2022 2:49 PM
27	Allow search by format.	11/1/2022 1:58 PM
28	I would like the menu at the top to be in larger print. Hard to see.	11/1/2022 1:50 PM
29	Interlibrary loan books available	11/1/2022 1:47 PM
30	Love the new catalog system!	11/1/2022 12:33 PM
31	None	11/1/2022 12:30 PM
32	Ability to click on authors name to find other books. Ability to find similar books.	11/1/2022 12:23 PM
33	Need to coordinate better wit hpatrons. Not all are computer Geeks. Keep it simple but effective. Troubleshoot better.	11/1/2022 12:22 PM
34	Website has errors that need to be fixed	11/1/2022 12:20 PM
35	Paying fees online please; more information on ILL on the web	11/1/2022 12:08 PM
36	Old style manual catalog index	11/1/2022 11:58 AM
37	Old style manual catalog index	11/1/2022 11:58 AM
38	Get a replacement library card	11/1/2022 11:55 AM
39	N/A	11/1/2022 11:50 AM

40	consistent, accurate cataloging	11/1/2022 11:46 AM
41	I did not like Hoopla. It was overwhelming!!	11/1/2022 11:45 AM
42	Seems pretty good as is. I mostly just use the website to auto renew books	11/1/2022 11:37 AM
43	More intuitive computer interface.	10/31/2022 4:07 PM
44	would love to be able to access ancestry.com from home	10/26/2022 3:47 PM
45	I wanted to use ebooks but concerned over getting my crt hacked so I don't	10/26/2022 10:56 AM
46	Have the catalog linked at the top of the library homepage in addition to being a navigational tab	10/25/2022 3:06 PM
47	Does NM have a system like MOBIUS in Missouri?	10/23/2022 9:34 AM
48	Main library website better layout to get to needed info more easily. I like the new catalog.	10/22/2022 11:27 AM
49	More eBooks	10/21/2022 4:53 PM
50	new catalog website doesn't work work well on my Amazon Fire tablet	10/21/2022 2:27 PM
51	things are not nowhere. Hard to Search	10/21/2022 2:18 PM
52	more accessible/simplified website	10/21/2022 2:05 PM
53	catalog easier to use and understand	10/21/2022 1:41 PM
54	looks awesome love the recent updates	10/21/2022 1:34 PM
55	event/calendar display on smartphone	10/20/2022 3:12 PM
56	people to be NICE when I ask for help with computers	10/20/2022 3:07 PM
57	Any improvements NEED to include drive through service window. Many immobile seniors in Las Cruces.	10/20/2022 12:55 PM
58	Ability to see if there is a waiting list for an item. Old website did this, new one doesn't.	10/19/2022 11:22 AM
59	Restore periodicals subscriptions online books and outside links	10/19/2022 12:08 AM
60	LC online library had much fewer options than other places I've lived.	10/17/2022 10:00 AM
61	Easier direct access. The library page is buried in the city's .gov site	10/17/2022 4:42 AM
62	Wider selection Of books (audio & print)	10/16/2022 6:07 PM
63	More user- friendly website	10/15/2022 5:49 PM
64	Either the search engine could be better or there could be more books! The engine could be improved to understand the book you're searching for and give you suggestions of other books if not in the catalog	10/14/2022 11:17 PM
65	improved access to other digital content (books)	10/14/2022 3:55 PM
66	Go back to the old one	10/13/2022 7:09 PM
67	The ability to know if I've already read a book - I frequently check out a book and discover that I've already read it. In the old days I could look at the check out card in the back and find my number. It would be good if that ability was available on the web site or at checkout.	10/13/2022 5:04 PM
68	Some of the Las Cruces city webpages seem to "jitter" when viewing them -- this could be improved.	10/13/2022 3:44 PM
69	I don't know if it's Libby or the library's servers, but content through Libby has been extremely glitchy and intermittent lately.	10/13/2022 11:07 AM
70	The switch from chile.las-cruces.org when the new catalog started should have been seamless. The fact that it redirects doesn't make sense (and honestly seems like a quick fix.)	10/13/2022 10:30 AM
71	The library should have its own website separate from the City of Las Cruces website, not just a landing page.	10/13/2022 9:50 AM

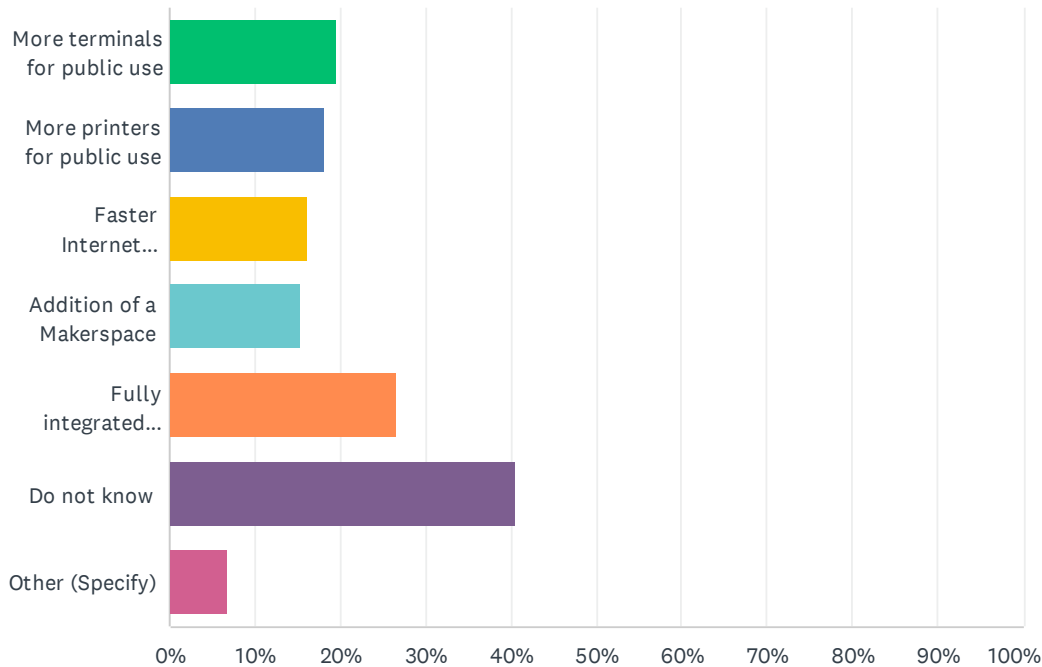
Agenda Item #2.1.

Las Cruces Public Library Survey

72	We need a branch!	10/13/2022 5:56 AM
73	partner with Mexico City libraries through the consulate and bring cultural programs to Las Cruces that they offer in El Paso. The Library doesn't have to host them - have the city and county community centers host them.	10/12/2022 5:17 PM
74	Ability to see sample of pages in books when browsing/reserving online	10/12/2022 12:03 AM
75	Allow more holds and checkout limits for teachers	10/11/2022 9:43 PM
76	Better organization, it's hard to find anything	10/11/2022 7:12 PM
77	Better discovery options instead of the normal opac search. Information on the Opac regarding events	10/11/2022 6:02 PM
78	Better organized website, you have to scroll forever to get to the directory for what page you need, couldn't it be streamlined	10/11/2022 4:38 PM
79	Website redesign that takes it off the city's website which is not conducive for a library's website.	10/11/2022 4:22 PM
80	Monthly Newsletter or book recommendations made by librarians for various genres	10/11/2022 2:12 PM
81	Consortium lending/request opportunities through the library. Example: Prospector alliance Colorado: https://encore.coalliance.org/iii/encore/?lang=eng	10/11/2022 5:05 AM
82	Now that website updated, it is easier to move around the site.	10/10/2022 3:05 PM
83	The website is not user friendly. I often click on something and it takes me to the wrong page or does not have the information I need.	10/10/2022 2:12 PM
84	Agreement with other New Mexico digits libraries to check out ebooks/audiobooks	10/10/2022 12:45 PM

Q13 Are there technology improvements you would like to see at the Las Cruces Public Library within the Library building? Would you like to see ... (select all that apply)

Answered: 610 Skipped: 124



ANSWER CHOICES	RESPONSES	
More terminals for public use	19.67%	120
More printers for public use	18.20%	111
Faster Internet response time	16.23%	99
Addition of a Makerspace	15.25%	93
Fully integrated catalog (where one could see clips from videos, hear clips from music and/or audio tapes, etc.)	26.72%	163
Do not know	40.49%	247
Other (Specify)	6.72%	41
Total Respondents: 610		

#	OTHER (SPECIFY)	DATE
1	Cleaner facility updated flooring	11/6/2022 3:07 PM
2	exterior sign/closed-open	11/5/2022 2:00 PM
3	or acquire a replacement printer with darker print quality is often very light or more frequent changing of int cartridges could help	11/5/2022 1:32 PM
4	Cleaner facility updated flooring	11/4/2022 12:31 PM

Agenda Item #2.1.

Las Cruces Public Library Survey

5	More self-service spaces	11/4/2022 11:26 AM
6	Would like books flagged that had already been checked out.	11/4/2022 9:53 AM
7	New and standalone (not part of City Website) website the new one is barely usable	11/2/2022 4:24 PM
8	All of the above would be nice	11/2/2022 9:58 AM
9	No improvements necessary.	11/1/2022 8:57 PM
10	Drive through drop boxes	11/1/2022 6:55 PM
11	More digital reference material	11/1/2022 4:55 PM
12	Object lending library - library of things - tools, and other useful items for loan - cake pans, craft tools, etc.	11/1/2022 2:58 PM
13	none that I think of	11/1/2022 2:49 PM
14	I trust the librarians to identify these	11/1/2022 1:50 PM
15	was not aware there were terminals and printers. Don't know if the amount is adequate.	11/1/2022 1:10 PM
16	I don't have enough insight into current demand to comment	11/1/2022 1:04 PM
17	Happy with current tech	11/1/2022 12:33 PM
18	None	11/1/2022 12:30 PM
19	N/A	11/1/2022 11:50 AM
20	I loved the old library catalog I could access online and request holds.	11/1/2022 11:45 AM
21	Media suite	10/31/2022 5:59 PM
22	I use to love borrowing library books but the turned into a germaphobe	10/26/2022 10:56 AM
23	3D printing! I would love to get into 3D printing. And 3D printing classes/programs are almost a given if that kind of space existed in the library	10/25/2022 3:06 PM
24	easier communication between floors.	10/22/2022 11:27 AM
25	make it clear what is actually in the library	10/21/2022 1:41 PM
26	ebooks in the catalog easier to find	10/21/2022 1:34 PM
27	better language learning resources	10/20/2022 3:40 PM
28	another copy machine	10/20/2022 3:07 PM
29	Would like to see the idea of a second branch.	10/19/2022 2:46 PM
30	The sound for Rhythm Roundup is never working so we can't hear the music. Can the speakers be fixed or train the librarian leading how to use the sound? Or at least use blue tooth speaker for better sound?	10/19/2022 2:30 PM
31	Bigger book sale area for donated books.	10/19/2022 11:22 AM
32	Ability to have combined in person and Zoom meetings for things like book discussions	10/16/2022 10:39 PM
33	Bring the children's computers back (with educational games)	10/15/2022 11:08 PM
34	More chairs	10/15/2022 7:55 PM
35	Free fax services	10/15/2022 5:49 PM
36	Kids section for computers	10/14/2022 11:47 PM
37	Writers room	10/13/2022 7:09 PM
38	Patent Research Center for entrepreneurs.	10/13/2022 9:52 AM
39	Partner with national and congress libraries so we have access to more broad ranges of educational material. It seems very closed off, limited - like a kindergarden library when technology today enables so much.more.	10/12/2022 5:17 PM

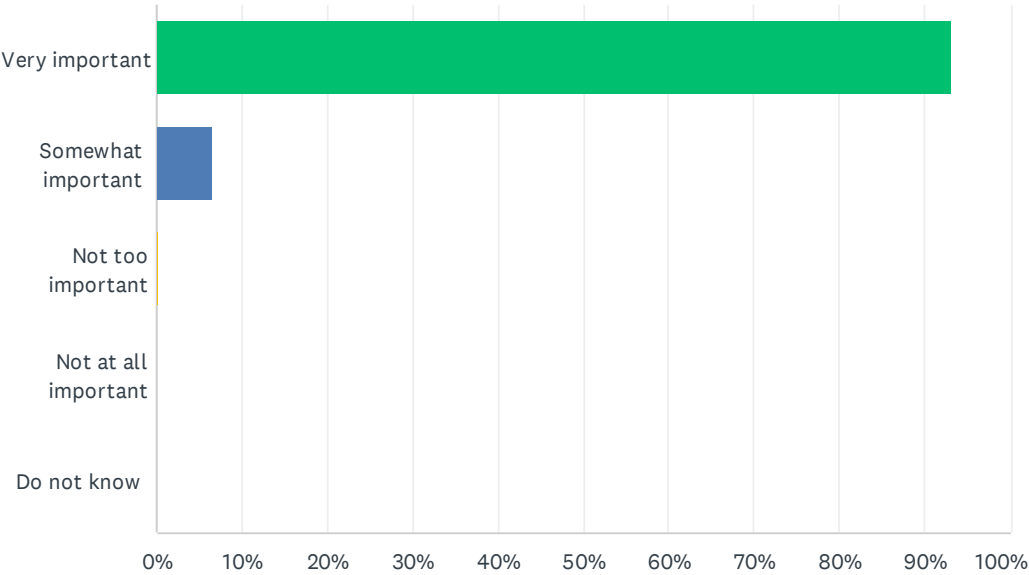
Agenda Item #2.1.

Las Cruces Public Library Survey

40	check out more technology	10/11/2022 7:12 PM
41	See 12, other. It would eliminate the need for a lot of ILL requests and greatly expand titles available to patrons.	10/11/2022 5:05 AM

Q14 Overall, how important are the services provided by the Library?
(select one)

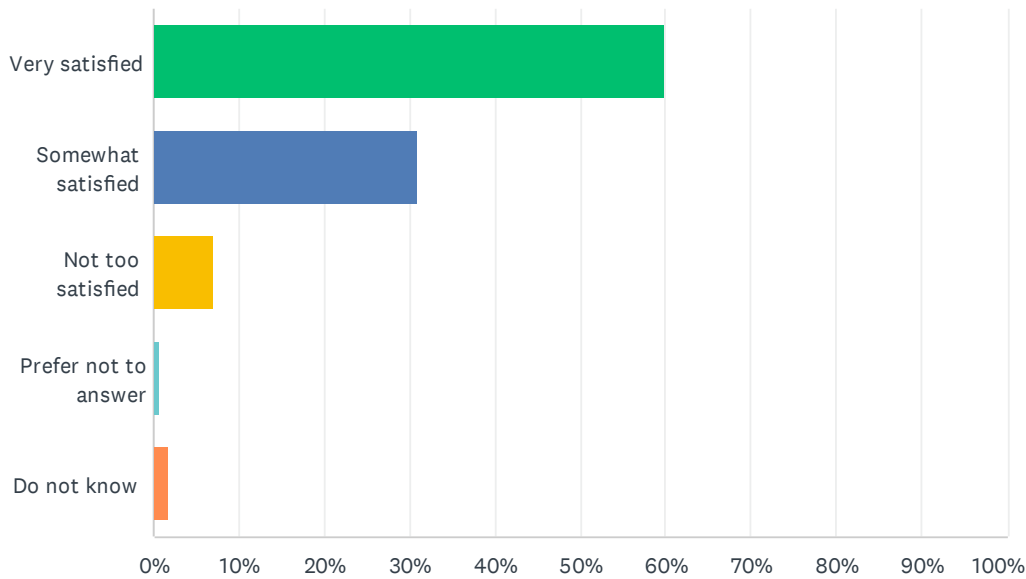
Answered: 725 Skipped: 9



ANSWER CHOICES	RESPONSES	
Very important	93.10%	675
Somewhat important	6.62%	48
Not too important	0.28%	2
Not at all important	0.00%	0
Do not know	0.00%	0
TOTAL		725

Q15 Overall, how satisfied are you with the Las Cruces Public Library?
(select one)

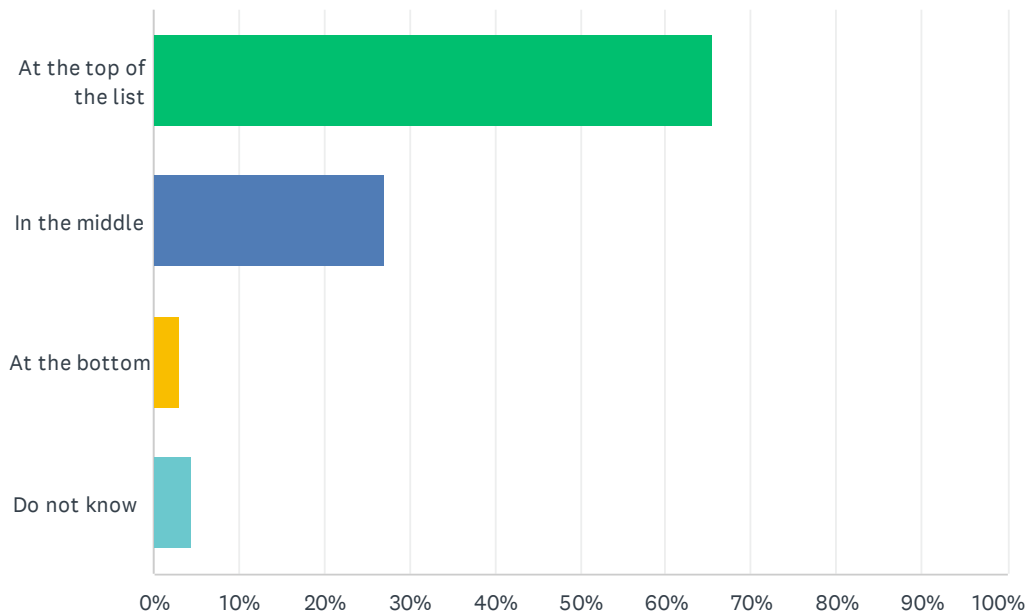
Answered: 726 Skipped: 8



ANSWER CHOICES	RESPONSES	
Very satisfied	59.92%	435
Somewhat satisfied	30.85%	224
Not too satisfied	7.02%	51
Prefer not to answer	0.55%	4
Do not know	1.65%	12
TOTAL		726

Q16 How would you rank the benefits of the Las Cruces Public Library as compared to the benefits of other tax-supported services, e.g. schools, parks, roads? (select one)

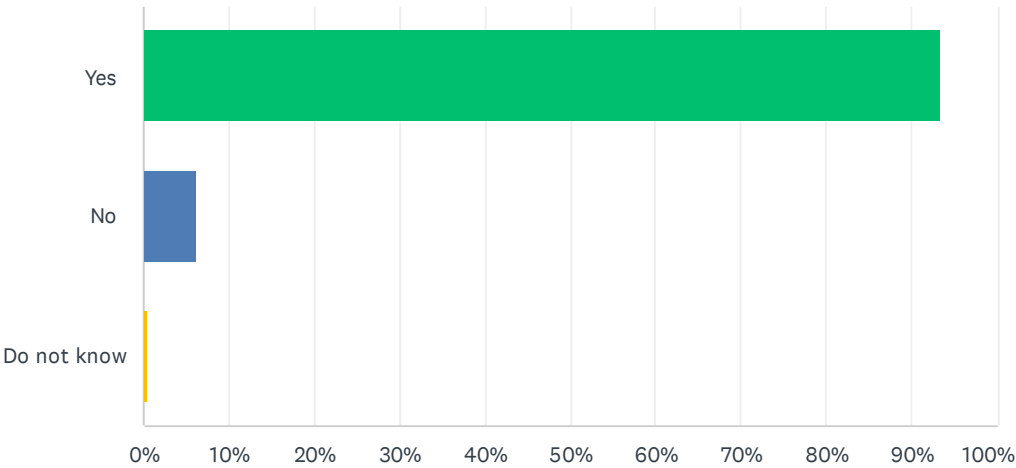
Answered: 724 Skipped: 10



ANSWER CHOICES	RESPONSES	
At the top of the list	65.47%	474
In the middle	27.07%	196
At the bottom	2.90%	21
Do not know	4.56%	33
TOTAL		724

Q17 Are you a resident of Las Cruces? (select one)

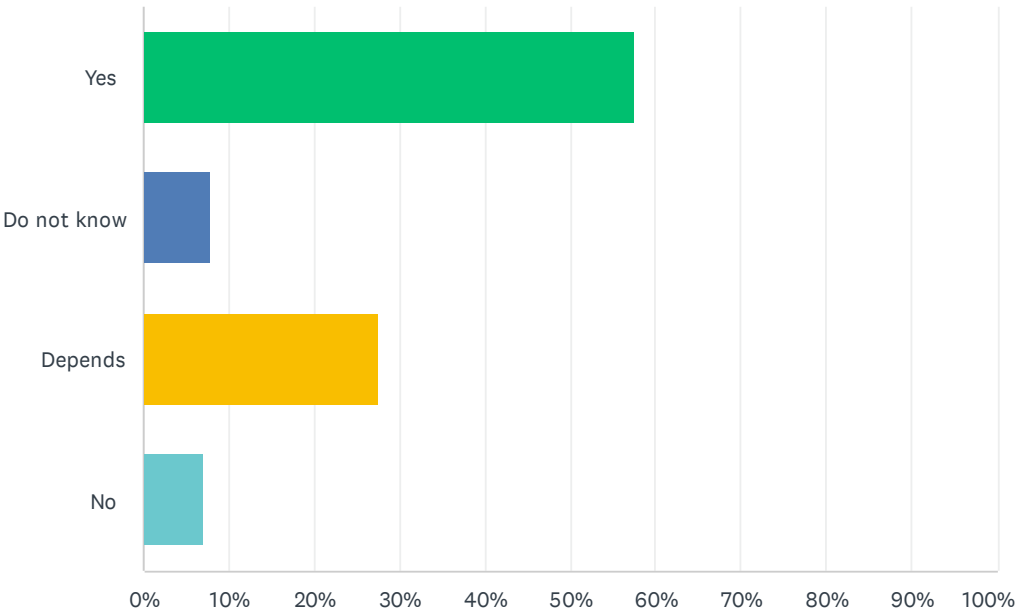
Answered: 730 Skipped: 4



ANSWER CHOICES		RESPONSES	
Yes		93.42%	682
No		6.16%	45
Do not know		0.41%	3
TOTAL			730

Q18 Would you be in favor of a tax increase for improved public library services and/or more or larger facilities? (select one)

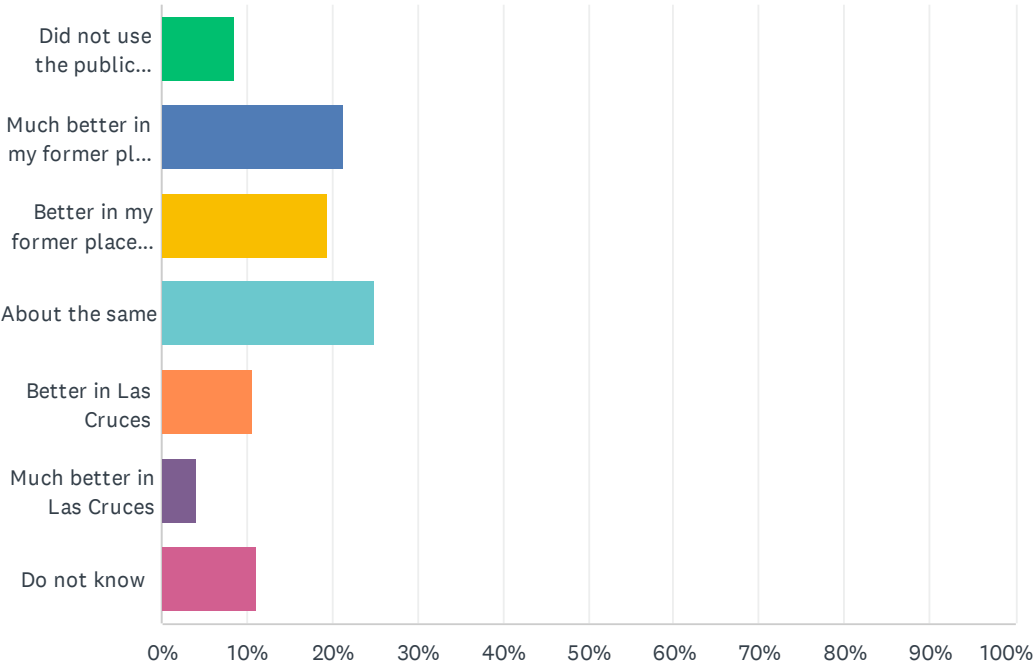
Answered: 730 Skipped: 4



ANSWER CHOICES	RESPONSES	
Yes	57.53%	420
Do not know	7.81%	57
Depends	27.53%	201
No	7.12%	52
TOTAL		730

Q19 If you used the public library prior to moving to Las Cruces, how would you say the library services there compared to public library services in Las Cruces (select one)

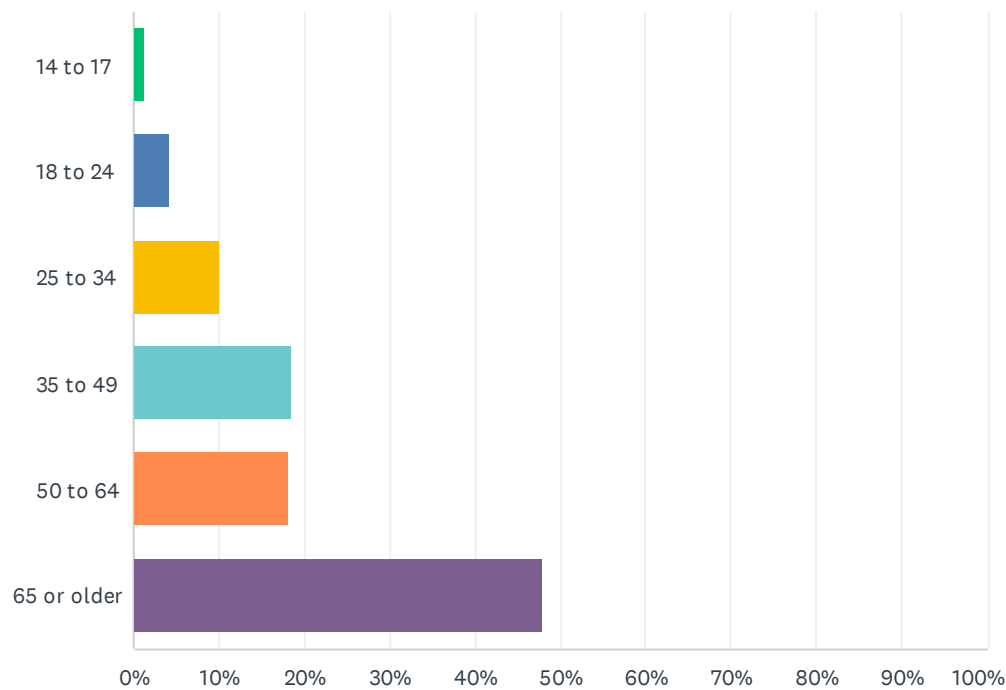
Answered: 699 Skipped: 35



ANSWER CHOICES	RESPONSES	
Did not use the public library in my former place of residence	8.44%	59
Much better in my former place of residence	21.32%	149
Better in my former place of residence	19.46%	136
About the same	25.04%	175
Better in Las Cruces	10.59%	74
Much better in Las Cruces	4.01%	28
Do not know	11.16%	78
TOTAL		699

Q20 Are you between the ages of...? (select one)

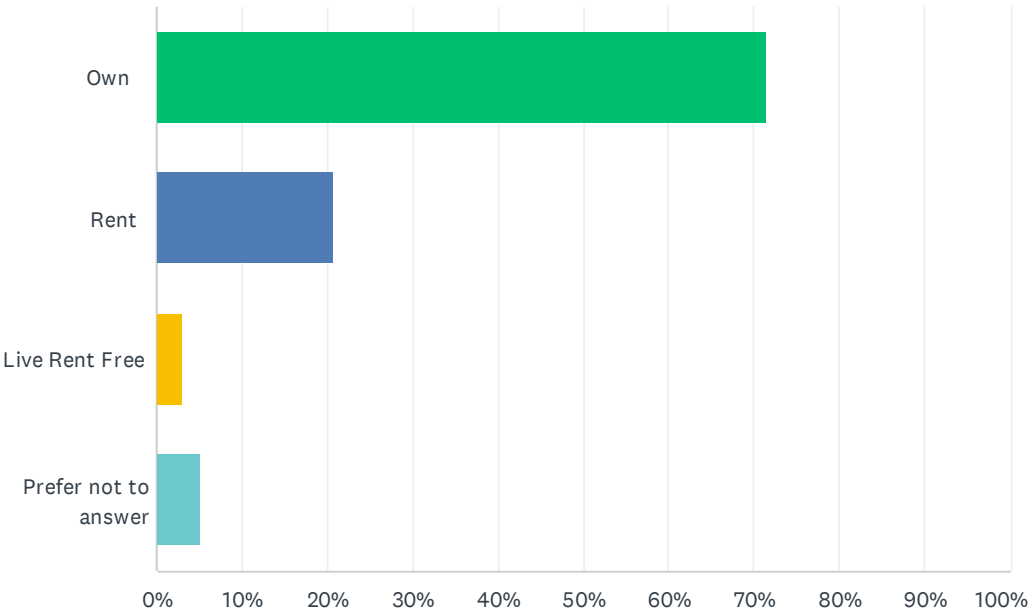
Answered: 725 Skipped: 9



ANSWER CHOICES	RESPONSES	
14 to 17	1.24%	9
18 to 24	4.28%	31
25 to 34	9.93%	72
35 to 49	18.48%	134
50 to 64	18.07%	131
65 or older	48.00%	348
TOTAL		725

Q21 Do you own or rent your current residence? (select one)

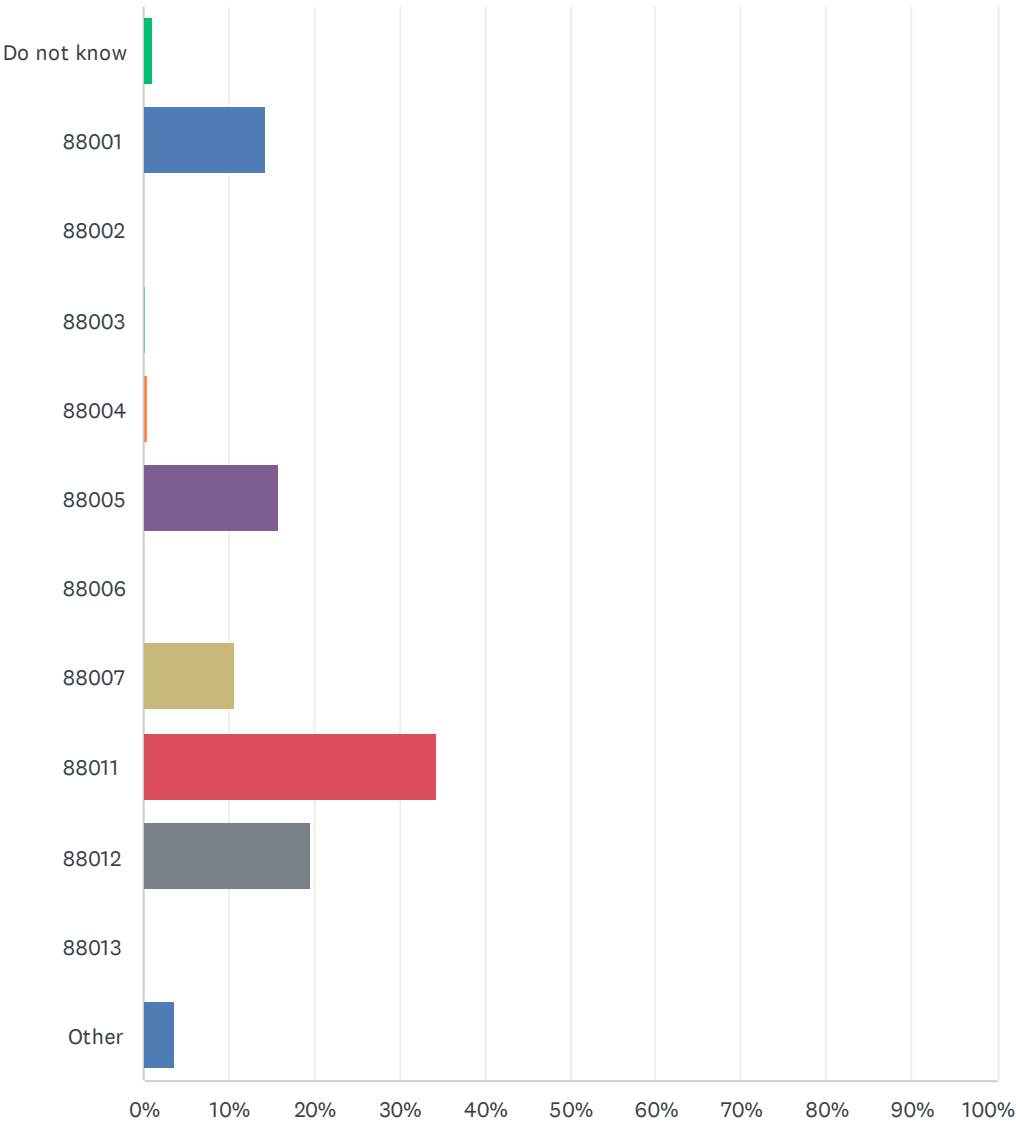
Answered: 726 Skipped: 8



ANSWER CHOICES	RESPONSES	
Own	71.35%	518
Rent	20.66%	150
Live Rent Free	2.89%	21
Prefer not to answer	5.10%	37
TOTAL		726

Q22 What is the Zip Code of your current place of residence?

Answered: 725 Skipped: 9



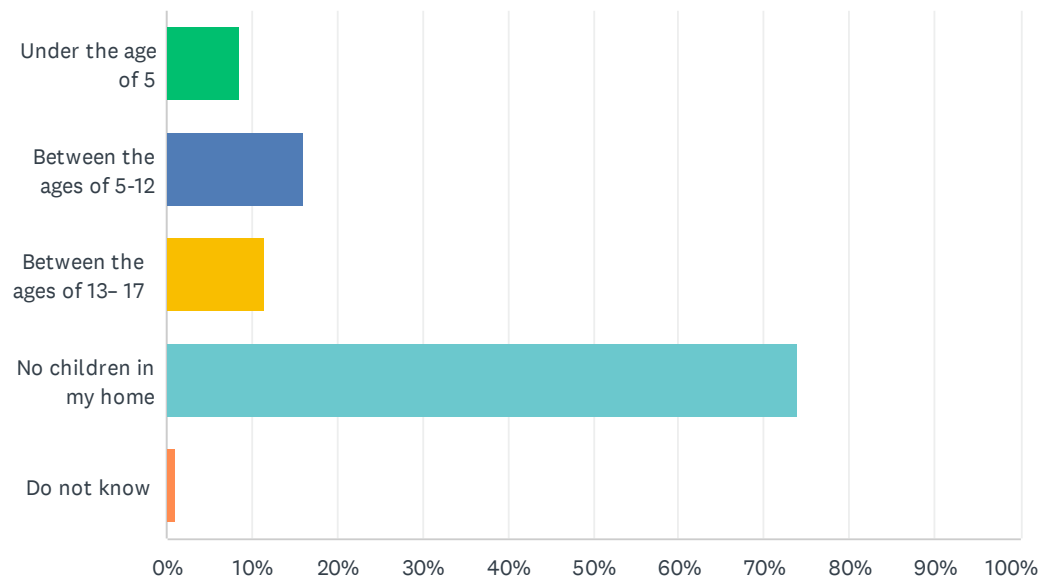
ANSWER CHOICES	RESPONSES
Do not know	0.97% 7
88001	14.21% 103
88002	0.00% 0
88003	0.14% 1
88004	0.41% 3
88005	15.86% 115
88006	0.00% 0
88007	10.76% 78
88011	34.34% 249
88012	19.59% 142
88013	0.00% 0
Other	3.72% 27
TOTAL	725

#	OTHER	DATE
1	88044.0	11/6/2022 4:27 PM
2	88061.0	11/5/2022 1:25 PM
3	88072.0	11/5/2022 1:23 PM
4	88046.0	11/4/2022 5:27 PM
5	29841.0	11/4/2022 11:24 AM
6	88072.0	11/2/2022 3:51 PM
7	88044.0	11/2/2022 10:28 AM
8	88021.0	11/2/2022 8:15 AM
9	88021.0	11/1/2022 8:52 PM
10	87901.0	11/1/2022 6:09 PM
11	87547.0	11/1/2022 2:24 PM
12	88047.0	11/1/2022 1:52 PM
13	88021.0	11/1/2022 1:07 PM
14	88044.0	11/1/2022 12:58 PM
15	88072.0	11/1/2022 12:45 PM
16	88012.0	11/1/2022 12:14 PM
17	88044.0	11/1/2022 12:05 PM
18	80537.0	11/1/2022 11:57 AM
19	88081.0	11/1/2022 11:42 AM
20	88008.0	10/24/2022 8:13 AM
21	88046.0	10/21/2022 11:00 PM

22	88046.0	10/20/2022 4:00 PM
23	88044.0	10/14/2022 8:34 PM
24	88047.0	10/13/2022 2:40 PM
25	88072.0	10/13/2022 1:24 PM
26	88047.0	10/13/2022 11:07 AM
27	88072.0	10/12/2022 10:48 AM

Q23 Are there children living in your home who are ...? (select all that apply)

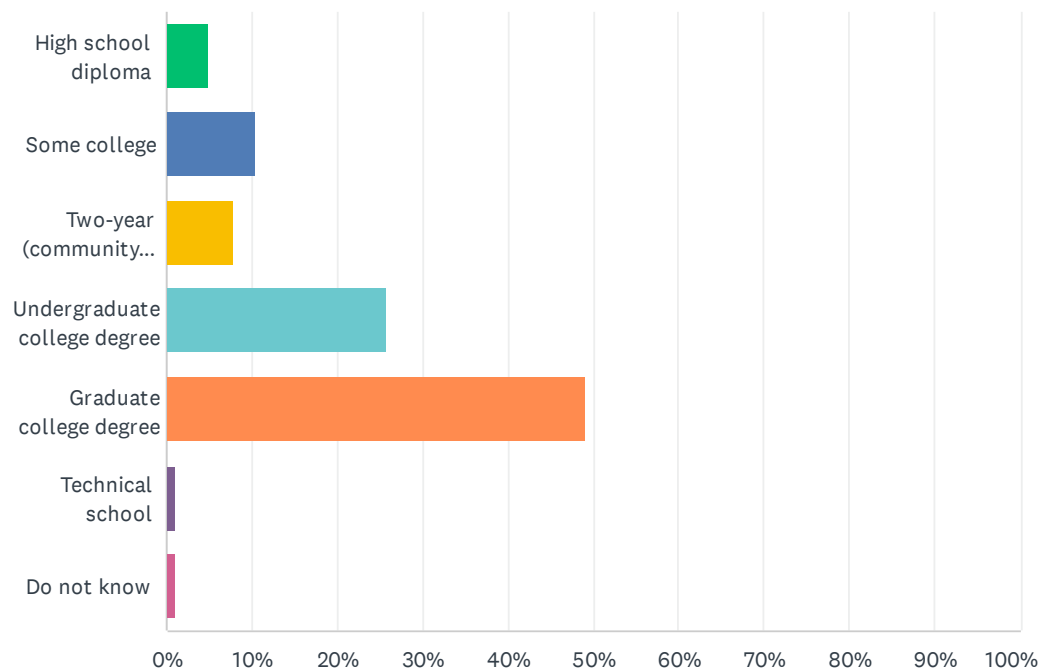
Answered: 715 Skipped: 19



ANSWER CHOICES	RESPONSES	
Under the age of 5	8.53%	61
Between the ages of 5-12	15.94%	114
Between the ages of 13– 17	11.47%	82
No children in my home	73.99%	529
Do not know	0.98%	7
Total Respondents: 715		

Q24 What is highest level of education you have attained? (select one)

Answered: 719 Skipped: 15



ANSWER CHOICES	RESPONSES	
High school diploma	5.01%	36
Some college	10.43%	75
Two-year (community college/associate degree) college	7.79%	56
Undergraduate college degree	25.87%	186
Graduate college degree	48.96%	352
Technical school	0.97%	7
Do not know	0.97%	7
TOTAL		719

Appendix 3.2
'I Want My Library To . . . ' Survey Questions

“I Want My Library To ...”

Listed on the other side of this piece of paper are 17 areas of focus that a public library might pursue. However, no library can do an equally good job of pursuing all 17. Each community needs a different focus mix, depending on its particular characteristics and composition, and on what other resources are available. Please indicate the importance of the 17 areas of focus listed as follows:

In the left-hand column place a 1 beside the area of focus you believe is most important for the Library to pursue. Then, also in the left-hand column, place a number 2 beside the area of focus you believe to be second most important. Continue until you have marked five of the 17, so that there is one #1, one #2, one #3, one #4, and one #5.

Then, please assign an X, also in the left-hand column, beside the two areas of focus you believe to be of least importance for the Library, areas of focus you believe the Library should not considered at all.

You will, therefore, be providing us with an indication for seven of the 17.

Please do not sign your name. However, please indicate (at the top of the page with the 17 services) if you are a Library Board Member, a Friends of the Library member, or a Library Staff member. Thank you.

Agenda Item #2.1.

I Want My Library to...

	...offer services that support and improve literacy for all who request such.
	...provide business and career information, including services related to job-seeking, personal finances, resume preparation, interviewing skills, and entrepreneurship.
	...serve as an inviting and digitally vibrant public space to help people meet and interact with others in the community.
	...provide technology, space, and assistance to help residents connect with the online world.
	...create young readers by offering programs and resources that focus on early literacy.
	...act as a community referral service by matching customers who are seeking the services of local agencies and organizations
	... help residents express their personal creativity by providing the print, digital, video, and audio resources required to generate and share creative content.
	...provide consumer and lifestyle information to help residents make informed consumer and health decisions.
	...celebrate diversity by providing programs and resources that explore a variety of cultures.
	...focus on current topics via programs and collections that reflect the diversity of the service area population.
	...offer educational support to those who are enrolled in a formal program of education, GED classes, and/or those who are pursuing their education through a program of home-schooling.
	...provide answers digitally or in-person to questions on a broad array of topics related to work, school, and/or personal life.
	...help people participate in the democratic process by offering governmental information about elected officials and governmental agencies and issues.
	... offer information services and classes that build skills related to finding, evaluating, and effectively using print, digital, audio, and visual information effectively.
	...serve as a lifelong learning center, addressing the desire for self-directed personal growth and development opportunities.
	...provide access to local history and genealogy services that help customers explore their personal or community heritage.
	...provide a wide variety of print, digital, video, and audio materials that stimulate imagination and creativity.

Appendix 4.1
Complete Statistics Used to Analyze Peer Libraries

Appendix 4.1: Las Cruces Public Libraries Peer Comparison

Facilities & Hours

Library Name	2020 Census Population	Population of Legal Service Area (FY19)	Number of Facilities (excluding mobile)	Number of Book- mobiles	Total Annual Public Service Hours for All Outlets	Average Service Hours per Week	Average Service Hours per Week per Facility	Square Feet of Central Library	Square Feet of All Branches	Total Square Feet of All Facilities	Square Feet per capita	Number of Facilities per 100,000 population	Total Annual Operating Cost per Square Foot of Facilities	Total Annual Operating Cost per Service Hour
Amarillo Public Library	200,904	199,924	5	-	16,668	320.54	64.11	63,262	55,536	118,798	0.59	2.49	\$35.00	\$249.45
Tempe Public Library	179,765	188,616	1	-	2,912	56.00	56.00	100,000	-	100,000	0.56	0.56	\$34.37	\$1,180.27
Abilene Public Library	124,797	122,999	3	-	9,404	180.85	60.28	42,000	32,312	74,312	0.60	2.40	\$41.28	\$326.18
Thomas Branigan Memorial Library	111,507	97,618	3	-	5,724	110.08	36.69	44,500	1,176	45,676	0.41	2.69	\$46.52	\$371.18
Rio Rancho Public Library	103,977	87,521	2	-	4,764	91.62	45.81	32,000	12,250	44,250	0.43	1.92	\$47.43	\$440.59
Wichita Falls Public Library	102,498	104,576	1	-	2,882	55.42	55.42	61,000	-	61,000	0.60	0.98	\$25.39	\$537.47
Lawton Public Library	90,537	92,859	2	-	3,900	75.00	37.50	37,706	1,287	38,993	0.43	2.21	\$31.31	\$313.05
New Braunfels Public Library	90,136	84,612	2	1	6,251	120.21	60.11	26,700	805	27,505	0.31	2.22	\$86.47	\$380.48
Santa Fe Public Library	87,497	67,947	3	-	8,424	162.00	54.00	35,929	36,593	72,522	0.83	3.43	\$50.10	\$431.31
Temple Public Library	81,938	76,256	1	1	4,084	78.54	78.54	51,489	-	51,489	0.63	1.22	\$33.81	\$426.21
Broomfield/Eisenhower Public Library	74,112	69,453	1	-	3,412	65.62	65.62	26,410	-	26,410	0.36	1.35	\$105.71	\$818.26
San Marcos Public Library	67,290	79,458	1	-	3,512	67.54	67.54	27,000	-	27,000	0.40	1.49	\$66.80	\$513.59
Roswell Public Library	48,539	48,366	1	-	3,187	61.29	61.29	37,000	-	37,000	0.76	2.06	\$38.05	\$441.73
Farmington Public Library	46,684	45,877	1	-	3,204	61.62	61.62	50,065	-	50,065	1.07	2.14	\$83.32	\$1,301.87
Hobbs Public Library	40,508	34,122	1	-	2,507	48.21	48.21	40,000	-	40,000	0.99	2.47	\$30.68	\$489.50
Clovis Carver Public Library	38,324	37,775	1	-	2,968	57.08	57.08	47,000	-	47,000	1.23	2.61	\$17.07	\$270.30
Average	93,063	89,874	2	0	5,238	100.72	56.86	45,129	8,747	53,876	0.64	2.01	\$43.63	\$448.82
												2.69		
90th Percentile	152,281	155,808	3	1	8,914	171.42	66.58	62,131	34,453	87,156	1.03	2.65	\$84.89	\$999.27
	111,507			-										
75th Percentile	105,860	99,358	2	-	5,856	112.61	62.24	50,421	4,028	63,881	0.78	2.47	\$54.28	\$519.56
		97,618			5,724	110.08		44,500	1,176				\$46.52	
50th Percentile	88,817	82,035	1	-	3,706	71.27	58.59	41,000	0	46,338	0.59	2.18	\$39.66	\$435.95
										45,676				\$371.18
25th Percentile	62,602	63,052	1	-	3,132	60.24	52.55	34,947	0	38,495	0.42	1.45	\$33.18	\$359.93
											0.41			
5th Percentile	39,962	36,862	1	-	2,788	53.62	37.30	26,628	0	26,853	0.34	0.87	\$23.31	\$265.08
							36.69							

Appendix 4.1: Las Cruces Public Libraries Peer Comparison

Revenue

Library Name	2020 Census Population	Operating Revenue from Local Government	Operating Revenue from State Government	Operating Revenue from Federal Government	Other Operating Revenue	Total Operating Revenue	Total Revenue per capita	Local Revenue per capita	State Revenue per capita	Local Revenue as percent of total	State Revenue as percent of total	Federal Revenue as percent of total	Other Revenue as percent of total
Amarillo Public Library	200,904	\$4,041,285	\$0	\$46,377	\$19,199	\$4,106,861	\$20.44	\$20.12	\$0.00	98.40%	0.00%	1.13%	0.47%
Tempe Public Library	179,765	\$3,358,859	\$8,527	\$15,000	\$54,567	\$3,436,953	\$19.12	\$18.68	\$0.05	97.73%	0.25%	0.44%	1.59%
Abilene Public Library	124,797	\$3,032,975	\$0	\$95,089	\$903	\$3,128,967	\$25.07	\$24.30	\$0.00	96.93%	0.00%	3.04%	0.03%
Thomas Branigan Memorial Library	111,507	\$2,126,733	\$45,638	\$0	\$310,368	\$2,482,739	\$22.27	\$19.07	\$0.41	85.66%	1.84%	0.00%	12.50%
Rio Rancho Public Library	103,977	\$3,619,948	\$145,311	\$0	\$0	\$3,765,259	\$36.21	\$34.81	\$1.40	96.14%	3.86%	0.00%	0.00%
Wichita Falls Public Library	102,498	\$1,573,200	\$0	\$15,282	\$26,712	\$1,615,194	\$15.76	\$15.35	\$0.00	97.40%	0.00%	0.95%	1.65%
Lawton Public Library	90,537	\$1,170,999	\$38,126	\$905	\$10,870	\$1,220,900	\$13.49	\$12.93	\$0.42	95.91%	3.12%	0.07%	0.89%
New Braunfels Public Library	90,136	\$2,292,441	\$0	\$0	\$85,926	\$2,378,367	\$26.39	\$25.43	\$0.00	96.39%	0.00%	0.00%	3.61%
Santa Fe Public Library	87,497	\$3,788,411	\$50,308	\$0	\$191,224	\$4,029,943	\$46.06	\$43.30	\$0.57	94.01%	1.25%	0.00%	4.75%
Temple Public Library	81,938	\$1,735,442	\$0	\$5,220	\$975	\$1,741,637	\$21.26	\$21.18	\$0.00	99.64%	0.00%	0.30%	0.06%
Broomfield/Eisenhower Public Library	74,112	\$2,980,997	\$19,750	\$0	\$49,549	\$3,050,296	\$41.16	\$40.22	\$0.27	97.73%	0.65%	0.00%	1.62%
San Marcos Public Library	67,290	\$1,779,135	\$0	\$0	\$25,592	\$1,804,727	\$26.82	\$26.44	\$0.00	98.58%	0.00%	0.00%	1.42%
Roswell Public Library	48,539	\$1,314,132	\$46,313	\$0	\$24,759	\$1,385,204	\$28.54	\$27.07	\$0.95	94.87%	3.34%	0.00%	1.79%
Farmington Public Library	46,684	\$3,394,789	\$7,510	\$0	\$28,679	\$3,430,978	\$73.49	\$72.72	\$0.16	98.95%	0.22%	0.00%	0.84%
Hobbs Public Library	40,508	\$1,106,977	\$40,271	\$0	\$0	\$1,147,248	\$28.32	\$27.33	\$0.99	96.49%	3.51%	0.00%	0.00%
Clovis Carver Public Library	38,324	\$785,740	\$9,524	\$0	\$4,654	\$799,918	\$20.87	\$20.50	\$0.25	98.23%	1.19%	0.00%	0.58%
Average	93,063	\$2,381,379	\$25,705	\$11,117	\$52,124	\$2,470,324	\$29.08	\$28.09	\$0.34	96.44%	1.20%	0.37%	1.99%
					\$310,368								12.50%
90th Percentile	152,281	\$3,704,180	\$48,311	\$30,830	\$138,575	\$3,897,601	\$43.61	\$41.76	\$0.97	98.76%	3.43%	1.04%	4.18%
	111,507		\$45,638										
75th Percentile	105,860	\$3,367,842	\$41,613	\$7,665	\$50,804	\$3,432,472	\$30.46	\$29.20	\$0.46	98.27%	2.16%	0.33%	1.69%
				\$0		\$2,482,739			\$0.41		1.84%	0.00%	
50th Percentile	88,817	\$2,209,587	\$9,026	\$0	\$25,176	\$2,430,553	\$25.73	\$24.87	\$0.20	97.17%	0.45%	0.00%	1.15%
		\$2,126,733				\$22.27							
25th Percentile	62,602	\$1,508,433	\$0	\$0	\$3,734	\$1,557,697	\$20.76	\$19.85	\$0.00	96.08%	0.00%	0.00%	0.36%
							\$19.07						
5th Percentile	39,962	\$1,026,668	\$0	\$0	\$0	\$1,060,416	\$15.19	\$14.74	\$0.00	91.92%	0.00%	0.00%	0.00%
										85.66%			

Appendix 4.1: Las Cruces Public Libraries Peer Comparison

Capital Revenue & Expenditures

<i>Library Name</i>	<i>2020 Census Population</i>	<i>Local Government Capital Revenue</i>	<i>State Government Capital Revenue</i>	<i>Federal Government Capital Revenue</i>	<i>Other Capital Revenue</i>	<i>Total Capital Revenue</i>	<i>Total Capital Expenditures</i>
Amarillo Public Library	200,904	\$0	\$0	\$0	\$0	\$0	\$0
Tempe Public Library	179,765	\$0	\$0	\$0	\$0	\$0	\$0
Abilene Public Library	124,797	\$8,096	\$0	\$0	\$0	\$8,096	\$8,096
Thomas Branigan Memorial Library	111,507	\$22,643	\$0	\$0	\$0	\$22,643	\$22,643
Rio Rancho Public Library	103,977	\$0	\$0	\$0	\$0	\$0	\$0
Wichita Falls Public Library	102,498	\$0	\$0	\$0	\$0	\$0	\$0
Lawton Public Library	90,537	\$0	\$0	\$0	\$0	\$0	\$0
New Braunfels Public Library	90,136	\$33,891	\$0	\$0	\$0	\$33,891	\$33,891
Santa Fe Public Library	87,497	\$0	\$0	\$0	\$0	\$0	\$0
Temple Public Library	81,938	\$0	\$0	\$0	\$0	\$0	\$0
Broomfield/Eisenhower Public Library	74,112	\$0	\$0	\$0	\$0	\$0	\$14,525
San Marcos Public Library	67,290	\$0	\$0	\$0	\$0	\$0	\$0
Roswell Public Library	48,539	\$0	\$0	\$0	\$0	\$0	\$0
Farmington Public Library	46,684	\$0	\$0	\$0	\$0	\$0	\$0
Hobbs Public Library	40,508	\$120,189	\$0	\$0	\$0	\$120,189	\$120,189
Clovis Carver Public Library	38,324	\$0	\$0	\$0	\$0	\$0	\$0
Average	93,063	\$11,551	\$0	\$0	\$0	\$11,551	\$12,459
90th Percentile	152,281	\$28,267	\$0	\$0	\$0	\$28,267	\$28,267
	111,507	\$22,643				\$22,643	\$22,643
75th Percentile	105,860	\$2,024	\$0	\$0	\$0	\$2,024	\$9,703
50th Percentile	88,817	\$0	\$0	\$0	\$0	\$0	\$0
25th Percentile	62,602	\$0	\$0	\$0	\$0	\$0	\$0
5th Percentile	39,962	\$0	\$0	\$0	\$0	\$0	\$0

Appendix 4.1: Las Cruces Public Libraries Peer Comparison

Staff & Staff Expenditures

Library Name	2020 Census Population	FTE Number of ALA-MLS Librarians	FTE Number of Employees with Job Title "Librarian"	FTE Number of Other Paid Employees	FTE Total Paid Employees	MLS Staff per 1,000 capita	Total Staff per 1,000 capita	Salaries & Wages for All Staff	Employee Benefits for All Staff	Total Staff Expenditures	Staff Expenditures per capita	Total Expenditures per Staff FTE
Amarillo Public Library	200,904	10.00	17.00	50.50	67.50	0.05	0.34	\$2,156,570	\$957,860	\$3,114,430	\$15.50	\$61,596
Tempe Public Library	179,765	14.28	14.28	20.24	34.52	0.08	0.19	\$1,885,667	\$584,358	\$2,470,025	\$13.74	\$99,564
Abilene Public Library	124,797	16.00	16.00	20.00	36.00	0.13	0.29	\$1,374,071	\$424,784	\$1,798,855	\$14.41	\$85,207
Thomas Branigan Memorial Library	111,507	11.00	11.00	29.00	40.00	0.10	0.36	\$1,108,072	\$358,255	\$1,466,327	\$13.15	\$53,116
Rio Rancho Public Library	103,977	14.00	18.00	24.00	42.00	0.13	0.40	\$1,340,232	\$487,267	\$1,827,499	\$17.58	\$49,975
Wichita Falls Public Library	102,498	6.00	9.00	10.00	19.00	0.06	0.19	\$643,786	\$282,719	\$926,505	\$9.04	\$81,526
Lawton Public Library	90,537	5.75	5.75	10.50	16.25	0.06	0.18	\$800,089	\$201,116	\$1,001,205	\$11.06	\$75,132
New Braunfels Public Library	90,136	7.00	8.00	13.39	21.39	0.08	0.24	\$1,193,389	\$505,163	\$1,698,552	\$18.84	\$111,191
Santa Fe Public Library	87,497	18.50	20.00	27.00	47.00	0.21	0.54	\$1,547,389	\$821,785	\$2,369,174	\$27.08	\$77,306
Temple Public Library	81,938	4.00	7.00	21.13	28.13	0.05	0.34	\$922,354	\$286,587	\$1,208,941	\$14.75	\$61,879
Broomfield/Eisenhower Public Library	74,112	13.60	16.55	15.70	32.25	0.18	0.44	\$1,792,815	\$548,123	\$2,340,938	\$31.59	\$86,571
San Marcos Public Library	67,290	8.00	8.00	12.20	20.20	0.12	0.30	\$1,058,809	\$455,542	\$1,514,351	\$22.50	\$89,293
Roswell Public Library	48,539	4.00	7.00	16.00	23.00	0.08	0.47	\$668,516	\$250,045	\$918,561	\$18.92	\$61,208
Farmington Public Library	46,684	3.00	10.00	45.02	55.02	0.06	1.18	\$1,830,341	\$470,962	\$2,301,303	\$49.30	\$75,813
Hobbs Public Library	40,508	2.00	7.00	7.25	14.25	0.05	0.35	\$564,571	\$296,391	\$860,962	\$21.25	\$86,117
Clovis Carver Public Library	38,324	1.00	1.00	15.00	16.00	0.03	0.42	\$376,669	\$193,757	\$570,426	\$14.88	\$50,140
Average	93,063	8.63	10.97	21.06	32.03	0.09	0.39	\$1,203,959	\$445,295	\$1,649,253	\$19.60	\$73,388
90th Percentile	152,281	15.14	17.50	37.01	51.01	0.16	0.51	\$1,858,004	\$703,072	\$2,419,600	\$29.33	\$94,429
	111,507			29.00								
75th Percentile	105,860	13.70	16.14	24.75	40.50	0.12	0.42	\$1,608,746	\$515,903	\$2,311,212	\$21.57	\$86,230
		11.00	11.00		40.00	0.10	0.36					
50th Percentile	88,817	7.50	9.50	18.00	30.19	0.08	0.35	\$1,150,731	\$440,163	\$1,606,452	\$16.54	\$76,559
								\$1,108,072	\$358,255	\$1,466,327		
25th Percentile	62,602	4.00	7.00	13.09	19.90	0.06	0.28	\$767,196	\$285,620	\$982,530	\$14.25	\$61,499
											\$13.15	\$53,116
5th Percentile	39,962	1.75	4.56	9.31	15.56	0.04	0.18	\$517,596	\$199,276	\$788,328	\$10.55	\$50,099

Appendix 4.1: Las Cruces Public Libraries Peer Comparison

Collection & Other Expenditures

Library Name	2020 Census Population	Print Materials Expenditures	Electronic Materials Expenditures	Other Materials Expenditures	Total Collection Expenditures	Collection Expend- itures per capita	Other Operating Expenditures	Total Operating Expenditures	Total Operating Expend- itures per capita	Staff Expend- itures as percent of total	Collection Expend- itures as percent of total	Other Expend- itures as percent of total
Amarillo Public Library	200,904	\$267,629	\$85,697	\$96,432	\$449,758	\$2.24	\$593,563	\$4,157,751	\$20.70	74.91%	10.82%	14.28%
Tempe Public Library	179,765	\$173,193	\$122,219	\$89,008	\$384,420	\$2.14	\$582,508	\$3,436,953	\$19.12	71.87%	11.18%	16.95%
Abilene Public Library	124,797	\$221,068	\$210,057	\$65,384	\$496,509	\$3.98	\$772,078	\$3,067,442	\$24.58	58.64%	16.19%	25.17%
Thomas Branigan Memorial Library	111,507	\$234,123	\$72,512	\$44,379	\$351,014	\$3.15	\$307,307	\$2,124,648	\$19.05	69.02%	16.52%	14.46%
Rio Rancho Public Library	103,977	\$92,776	\$79,454	\$23,555	\$195,785	\$1.88	\$75,677	\$2,098,961	\$20.19	87.07%	9.33%	3.61%
Wichita Falls Public Library	102,498	\$172,887	\$100,607	\$65,877	\$339,371	\$3.31	\$283,117	\$1,548,993	\$15.11	59.81%	21.91%	18.28%
Lawton Public Library	90,537	\$39,243	\$35,961	\$2,832	\$78,036	\$0.86	\$141,659	\$1,220,900	\$13.49	82.01%	6.39%	11.60%
New Braunfels Public Library	90,136	\$117,975	\$70,900	\$22,125	\$211,000	\$2.34	\$468,815	\$2,378,367	\$26.39	71.42%	8.87%	19.71%
Santa Fe Public Library	87,497	\$307,062	\$156,231	\$45,883	\$509,176	\$5.82	\$755,020	\$3,633,370	\$41.53	65.21%	14.01%	20.78%
Temple Public Library	81,938	\$160,623	\$13,465	\$23,405	\$197,493	\$2.41	\$334,228	\$1,740,662	\$21.24	69.45%	11.35%	19.20%
Broomfield/Eisenhower Public Library	74,112	\$163,869	\$101,598	\$37,363	\$302,830	\$4.09	\$148,143	\$2,791,911	\$37.67	83.85%	10.85%	5.31%
San Marcos Public Library	67,290	\$128,496	\$33,743	\$35,737	\$197,976	\$2.94	\$91,400	\$1,803,727	\$26.81	83.96%	10.98%	5.07%
Roswell Public Library	48,539	\$59,922	\$43,982	\$12,772	\$116,676	\$2.40	\$372,551	\$1,407,788	\$29.00	65.25%	8.29%	26.46%
Farmington Public Library	46,684	\$369,086	\$272,184	\$20,447	\$661,717	\$14.17	\$1,208,185	\$4,171,205	\$89.35	55.17%	15.86%	28.96%
Hobbs Public Library	40,508	\$81,080	\$54,447	\$16,913	\$152,440	\$3.76	\$213,764	\$1,227,166	\$30.29	70.16%	12.42%	17.42%
Clovis Carver Public Library	38,324	\$63,370	\$8,950	\$3,208	\$75,528	\$1.97	\$156,290	\$802,244	\$20.93	71.10%	9.41%	19.48%
Average	93,063	\$165,775	\$91,375	\$37,833	\$294,983	\$3.59	\$406,519	\$2,350,756	\$28.47	71.18%	12.15%	16.67%
											16.52%	
90th Percentile	152,281	\$287,346	\$183,144	\$77,443	\$502,843	\$4.95	\$763,549	\$3,895,561	\$39.60	83.90%	16.35%	25.82%
	111,507	\$234,123										
75th Percentile	105,860	\$224,332	\$106,753	\$50,758	\$400,755	\$3.82	\$585,272	\$3,159,820	\$29.33	76.68%	14.48%	19.98%
				\$44,379	\$351,014	\$3.15		\$2,124,648				
50th Percentile	88,817	\$162,246	\$75,983	\$29,646	\$256,915	\$2.68	\$320,768	\$2,111,805	\$22.91	70.63%	11.08%	17.85%
			\$72,512				\$307,307			69.02%		14.46%
25th Percentile	62,602	\$89,852	\$41,977	\$19,564	\$184,949	\$2.21	\$154,253	\$1,513,692	\$19.92	65.24%	9.39%	13.61%
									\$19.05			
5th Percentile	39,962	\$54,752	\$12,336	\$3,114	\$77,409	\$1.63	\$87,469	\$1,116,236	\$14.71	57.78%	7.81%	4.70%

Appendix 4.1: Las Cruces Public Libraries Peer Comparison

Collections

Library Name	2020 Census Population	Number of Print Materials in Collection	Number of Electronic Books in Collection	Number of Physical Audio in Collection	Number of Download- able Audio in Collection	Number of Physical Video in Collection	Number of Download- able Video in Collection	Local or Other Elect- ronic Coll- ections	State Elect- ronic Coll- ections	Total Elect- ronic Coll- ections	Number of Print Serial Sub- scriptions	Total Collection Size	Total Collection per capita	Print Materials per capita
Amarillo Public Library	200,904	350,098	5,544	18,751	1,389	53,178	-	27	63	90	109	429,249	2.14	1.74
Tempe Public Library	179,765	182,572	411,007	11,124	365,858	15,537	48,921	14	31	45	173	1,035,282	5.76	1.02
Abilene Public Library	124,797	196,696	30,161	10,341	20,684	26,290	2,928	64	63	127	131	287,485	2.30	1.58
Thomas Branigan Memorial Library	111,507	138,071	62,606	13,099	160,677	28,109	15,500	11	49	60	149	418,331	3.75	1.24
Rio Rancho Public Library	103,977	126,177	16,162	12,180	72,829	14,676	15,079	4	49	53	118	257,327	2.47	1.21
Wichita Falls Public Library	102,498	140,544	428,694	7,736	357,415	3,414	38,305	37	63	100	98	976,406	9.53	1.37
Lawton Public Library	90,537	111,003	373,326	2,683	324,643	5,125	15,790	10	37	47	99	832,763	9.20	1.23
New Braunfels Public Library	90,136	103,282	152,558	9,064	75,655	18,317	445	18	63	81	146	359,629	3.99	1.15
Santa Fe Public Library	87,497	280,000	310,000	13,000	61,000	19,000	23,000	7	49	56	298	706,410	8.07	3.20
Temple Public Library	81,938	178,941	20,860	8,612	5,216	10,340	226	8	63	71	192	224,529	2.74	2.18
Broomfield/Eisenhower Public Library	74,112	98,934	37,984	8,711	16,073	13,517	24,616	5	-	5	177	200,022	2.70	1.33
San Marcos Public Library	67,290	152,857	17,317	4,028	10,333	14,757	73	9	63	72	261	199,770	2.97	2.27
Roswell Public Library	48,539	171,523	5,935	6,524	1,497	5,208	-	9	49	58	70	190,873	3.93	3.53
Farmington Public Library	46,684	163,130	18,886	11,130	10,662	6,994	-	54	49	103	391	211,399	4.53	3.49
Hobbs Public Library	40,508	132,941	1,893	7,447	537	5,437	10	16	49	65	74	148,469	3.67	3.28
Clovis Carver Public Library	38,324	115,380	10,341	2,410	2,436	2,226	27	3	49	52	139	133,063	3.47	3.01
Average	93,063	165,134	118,955	9,178	92,932	15,133	11,558	19	49	68	164	413,188	4.45	2.05
				13,099		28,109								
90th Percentile	152,281	238,348	392,167	13,050	341,029	27,200	31,461	46	63	102	280	904,585	8.64	3.39
	111,507				160,677									
75th Percentile	105,860	179,849	191,919	11,393	96,911	18,488	17,593	20	63	83	181	498,539	4.84	3.06
			62,606				15,500	11	49		149	418,331	3.75	
50th Percentile	88,817	146,701	25,511	8,888	18,379	14,097	1,687	11	49	63	143	272,406	3.71	1.66
		138,071								60				
25th Percentile	62,602	123,478	14,707	7,216	4,521	5,380	23	8	49	53	107	199,959	2.73	1.24
5th Percentile	39,962	102,195	4,631	2,615	1,176	3,117	-	4	23	35	73	144,618	2.26	1.11

33.0%

Appendix 4.1: Las Cruces Public Libraries Peer Comparison

Visits, Reference & Borrowers

Electronic Access

Library Name	2020 Census Population	Total Annual Library Visits	Library Visits per capita	Total Annual Reference Transactions	Reference Transactions per capita	Registered Borrowers	Percent of Population with Library Cards	Number of Internet Computers Used by General Public	Public Computers per 2,000 Population	Uses of Public Internet Computers per year	Wireless Sessions Using the Library's Wireless Service	Number of Visits to Library Website
Amarillo Public Library	200,904	1,213,394	6.04	257,898	1.28	71,506	35.59%	91	0.91	60,220	3,347	288,674
Tempe Public Library	179,765	585,197	3.26	-	-	94,099	52.35%	140	1.56	101,331	-	
Abilene Public Library	124,797	554,425	4.44	48,307	0.39	48,753	39.07%	70	1.12	81,043	-	244,312
Thomas Branigan Memorial Library	111,507	384,686	3.45	70,326	0.63	71,711	64.31%	32	0.57	46,541	55,776	-
Rio Rancho Public Library	103,977	286,658	2.76	42,224	0.41	45,166	43.44%	63	1.21	52,711	25,967	122,630
Wichita Falls Public Library	102,498	152,890	1.49	60,274	0.59	51,611	50.35%	32	0.62	24,489	103,188	158,623
Lawton Public Library	90,537	169,245	1.87	23,244	0.26	26,446	29.21%	33	0.73	30,702	24,090	43,950
New Braunfels Public Library	90,136	277,680	3.08	9,010	0.10	46,613	51.71%	45	1.00	58,160	36,175	65,369
Santa Fe Public Library	87,497	663,151	7.58	140,000	1.60	42,014	48.02%	51	1.17	88,496	70,733	286,188
Temple Public Library	81,938	241,523	2.95	76,011	0.93	65,207	79.58%	33	0.81	34,133	-	209,882
Broomfield/Eisenhower Public Library	74,112	293,654	3.96	77,336	1.04	57,434	77.50%	22	0.59	29,275	29,822	138,869
San Marcos Public Library	67,290	397,275	5.90	42,144	0.63	44,744	66.49%	38	1.13	62,552	-	-
Roswell Public Library	48,539	139,499	2.87	17,313	0.36	29,506	60.79%	24	0.99	16,953	30,315	103,085
Farmington Public Library	46,684	322,493	6.91	11,700	0.25	50,386	107.93%	52	2.23	53,021	28,035	311,493
Hobbs Public Library	40,508	59,281	1.46	3,017	0.07	31,133	76.86%	34	1.68	10,223	-	58,573
Clovis Carver Public Library	38,324	95,483	2.49	7,848	0.20	13,750	35.88%	12	0.63	14,688	8,904	5,000
Average	93,063	364,783	3.78	55,416	0.55	49,380	57.44%	48	1.06	47,784	26,022	145,475
						71,711						
90th Percentile	152,281	624,174	6.47	108,668	1.16	71,609	78.54%	81	1.62	84,770	63,255	287,928
	111,507										55,776	
75th Percentile	105,860	436,563	4.81	71,747	0.70	59,377	69.08%	55	1.18	60,803	31,780	235,705
		384,686	3.45	70,326	0.63		64.31%					
50th Percentile	88,817	290,156	3.17	42,184	0.40	47,683	52.03%	36	0.99	49,626	25,029	130,750
								32		46,541		
25th Percentile	62,602	165,156	2.69	11,028	0.24	39,294	42.35%	32	0.70	28,079	-	60,272
5th Percentile	39,962	86,433	1.48	2,263	0.06	23,272	34.00%	20	0.59	13,572	-	3,250
									0.57			-

Appendix 4.1: Las Cruces Public Libraries Peer Comparison

Circulation & Interlibrary Loan

Library Name	2020 Census Population	Total Annual Circulation Transactions	Total Annual Circulation of Children's Materials	Total Annual Circulation of Electronic Materials	Total Annual Circulation of Physical Items	Number of Successful Retrievals of Electronic Information	Total Annual Collection Usage	Total Circulation per capita	Children's Circulation per capita	Collection Turnover (Circulation/ Collection Size)	Interlibrary Loan - Total Provided to Other Libraries	Interlibrary Loan - Total Received from Other Libraries
Amarillo Public Library	200,904	1,511,726	523,855	31,395	1,480,331	35,420	1,547,146	7.70	2.61	3.60	5,711	1,214
Tempe Public Library	179,765	792,547	274,388	180,234	612,313	474,947	1,267,494	7.05	1.53	1.22	563	338
Abilene Public Library	124,797	838,375	311,791	245,683	592,692	17,688	856,063	6.86	2.50	2.98	2,643	4,827
Thomas Branigan Memorial Library	111,507	396,171	81,988	43,453	352,718	23,855	420,026	3.77	0.74	1.00	1,070	1,604
Rio Rancho Public Library	103,977	744,748	229,567	122,909	621,839	80,118	824,866	7.93	2.21	3.21	323	686
Wichita Falls Public Library	102,498	366,800	105,785	41,902	324,898	48,743	415,543	4.05	1.03	0.43	1,857	349
Lawton Public Library	90,537	227,446	72,374	44,411	183,035	34,426	261,872	2.89	0.80	0.31	711	1,098
New Braunfels Public Library	90,136	885,290	434,138	121,173	764,117	69,923	955,213	10.60	4.82	2.66	661	317
Santa Fe Public Library	87,497	719,088	165,844	92,397	626,691	16,000	735,088	8.40	1.90	1.04	1,299	2,984
Temple Public Library	81,938	384,068	138,311	35,035	349,033	19,993	404,061	4.93	1.69	1.80	617	213
Broomfield/Eisenhower Public Library	74,112	848,257	385,263	83,575	764,682	58,271	906,528	12.23	5.20	4.53	56,471	81,787
San Marcos Public Library	67,290	496,077	224,982	56,940	439,137	56,732	552,809	8.22	3.34	2.77	166	118
Roswell Public Library	48,539	164,054	63,704	10,436	153,618	12,787	176,841	3.64	1.31	0.93	597	153
Farmington Public Library	46,684	340,960	115,111	69,015	271,945	90,653	431,613	9.25	2.47	2.04	813	182
Hobbs Public Library	40,508	119,318	38,197	4,122	115,196	7,413	126,731	3.13	0.94	0.85	895	498
Clovis Carver Public Library	38,324	93,042	36,167	7,325	85,717	2,845	95,887	2.50	0.94	0.72	750	647
Average	93,063	557,998	200,092	74,375	483,623	65,613	623,611	6.45	2.13	1.88	4,697	6,063
90th Percentile	152,281	866,774	409,701	151,572	764,400	85,386	1,111,354	9.92	4.08	3.40	4,177	3,906
	111,507											1,604
75th Percentile	105,860	804,004	283,739	99,591	623,052	61,184	868,679	8.26	2.53	2.82	1,439	1,312
											1,070	
50th Percentile	88,817	446,124	152,078	50,676	395,928	34,923	492,211	6.96	1.79	1.51	782	573
		396,171	81,988	43,453	352,718	23,855	420,026	3.77		1.00		
25th Percentile	62,602	312,582	79,585	34,125	249,718	17,266	368,514	3.74	1.01	0.91	612	291
5th Percentile	39,962	112,749	37,690	6,524	107,826	6,271	119,020	2.79	0.78	0.40	284	144
									0.74			

Appendix 4.1: Las Cruces Public Libraries Peer Comparison

Programs & Attendance

Library Name	2020 Census Population	Total Number of Library Programs	Number of Children's Library Programs	Number of Young Adult Library Programs	Total Library Program Attendance	Attendance at Children's Library Programs	Attendance at Young Adult Library Programs	Total Program Attendance per capita	Number of Children's Programs as percent of total	Number of Young Adult Programs as percent of total	Attendance at Children's Programs as percent of total	Attendance at Young Adult Programs as percent of total
Amarillo Public Library	200,904	1,359	877	28	33,085	16,667	3,756	0.16	64.53%	2.06%	50.38%	11.35%
Tempe Public Library	179,765	1,813	850	411	38,263	24,863	2,499	0.21	46.88%	22.67%	64.98%	6.53%
Abilene Public Library	124,797	2,168	1,287	370	69,875	36,593	8,279	0.56	59.36%	17.07%	52.37%	11.85%
Thomas Branigan Memorial Library	111,507	632	301	137	12,958	10,017	887	0.12	47.63%	21.68%	77.30%	6.85%
Rio Rancho Public Library	103,977	782	488	75	26,323	18,852	1,108	0.25	62.40%	9.59%	71.62%	4.21%
Wichita Falls Public Library	102,498	373	295	25	16,308	14,708	341	0.16	79.09%	6.70%	90.19%	2.09%
Lawton Public Library	90,537	294	162	39	7,906	4,522	333	0.09	55.10%	13.27%	57.20%	4.21%
New Braunfels Public Library	90,136	1,045	421	176	22,910	17,182	1,694	0.25	40.29%	16.84%	75.00%	7.39%
Santa Fe Public Library	87,497	510	350	93	12,829	9,899	1,131	0.15	68.63%	18.24%	77.16%	8.82%
Temple Public Library	81,938	521	347	16	12,543	11,054	161	0.15	66.60%	3.07%	88.13%	1.28%
Broomfield/Eisenhower Public Library	74,112	1,356	488	128	25,499	16,197	1,447	0.34	35.99%	9.44%	63.52%	5.67%
San Marcos Public Library	67,290	2,361	1,359	79	47,181	33,304	1,134	0.70	57.56%	3.35%	70.59%	2.40%
Roswell Public Library	48,539	217	173	24	4,686	4,032	268	0.10	79.72%	11.06%	86.04%	5.72%
Farmington Public Library	46,684	2,234	1,380	525	62,756	42,278	5,336	1.34	61.77%	23.50%	67.37%	8.50%
Hobbs Public Library	40,508	145	115	21	5,658	4,897	534	0.14	79.31%	14.48%	86.55%	9.44%
Clovis Carver Public Library	38,324	319	138	-	5,920	3,864	-	0.15	43.26%	0.00%	65.27%	0.00%
Average	93,063	1,008	564	134	25,294	16,808	1,807	0.31	55.99%	13.31%	66.45%	7.14%
90th Percentile	152,281	2,201	1,323	391	54,969	34,949	4,546	0.63	79.20%	22.17%	87.34%	10.40%
	111,507									21.68%		
75th Percentile	105,860	1,473	857	147	34,380	20,355	1,895	0.28	67.11%	17.36%	79.49%	8.58%
				137							77.30%	6.85%
50th Percentile	88,817	707	386	77	19,609	15,453	1,120	0.16	60.57%	12.16%	71.10%	6.13%
		632	301		12,958	10,017	887		47.63%			
25th Percentile	62,602	360	265	25	11,384	8,649	339	0.14	47.44%	5.86%	64.61%	3.76%
								0.12				
5th Percentile	39,962	199	132	12	5,415	3,990	121	0.09	39.21%	1.55%	51.87%	0.96%

*Appendix 5.1
New Branch Library Staffing Plan*

Branch Library Staffing, in hours

For a Library that is open 64 hours per week

THIS FILE IS SET TO PRINT ON LEGAL SIZE PAPER

prepared by Godfrey's Associates, Inc.
actual salaries from County Compensation Study

	Monday 9am-8pm			Tuesday 9am-8pm			Wednesday 9am-8pm			Thursday 9am-8pm			Friday 9-5		Saturday 9-5		Sunday	totals		FT	PT	total
staffing shift:	8 to 1	1 to 5	5 to 8	8 to 1	1 to 5	5 to 8	8 to 1	1 to 5	5 to 8	8 to 1	1 to 5	5 to 8	8 to 1	1 to 5	8 to 1	1 to 5	1 to 5	hours	FTE	salary & benefits	salary & benefits	staffing costs
hours open to public:	4	4	3	4	4	3	4	4	3	4	4	3	4	4	4	4	4	64				
Branch Manager	5	3	0	5	3	0	5	3	0	5	3	0	5	3	0	0	0	40	1.00	\$81,567	\$0	\$81,567
Assistant Manager	4	4	1	4	4	1	4	4	0	0	0	0	0	0	5	4	5	40	1.00	\$72,828	\$0	\$72,828
Librarian, Children	5	3	0	5	3	0	5	3	0	5	3	0	5	3	4	4	5	53	1.33	\$65,025	\$65,025	\$86,158
Librarian, Teens	0	4	4	0	4	4	0	4	4	0	4	4	4	4	4	4	5	53	1.33	\$65,025	\$65,025	\$86,158
Librarian, Adults	4	3	3	4	3	3	4	3	3	4	3	3	5	3	5	4	5	62	1.55	\$65,025	\$65,025	\$100,789
Circulation Supervisor	4	3	0	4	4	3	4	4	3	4	4	3	5	4	4	4	5	62	1.55	\$55,748	\$55,748	\$86,409
Customer Services Rep	9	8	7	9	8	7	9	8	7	9	8	7	5	4	5	4	10	124	3.10	\$45,864	\$45,864	\$142,178
Library Page/Shelever	0	6	6	0	6	6	0	6	6	0	6	6	4	4	5	4	5	70	1.75	\$0	\$32,000	\$56,000
Facilities Security/Maintenance	2	4	2	2	4	2	2	4	2	2	4	2	4	4	4	4	8	56	1.40	\$50,566	\$0	\$70,792
Subtotal shift hours:	33	38	23	33	39	26	33	39	25	29	35	25	37	29	36	32	48	560	14.00			\$782,880
Subtotal of daily personnel hours:	94			98			97			89			66		68		48					
Subtotal FTE:	6.60	9.50	7.67	6.60	9.75	8.67	6.60	9.75	8.33	5.80	8.75	8.33	7.40	7.25	7.20	8.00	9.60	6.20 Librarian FTE				
Average daily FTE:	7.92			8.34			8.23			7.63			7.33		7.60		9.60	44.3% professional % of total staff				

Appendix 6.1
20-year Population & Library Space Projections

Thomas Branigan Library Las Cruces Public Libraries Master Plan
 Square Footage Projections vs. Levels of Service Standards

prepared by Godfrey's Associates, Inc.
 May 14, 2024

Metric	Population Projections per Elevate Las Cruces																						
year:	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	
Las Cruces ETZ	110,720	112,023	113,342	114,676	116,026	117,392	118,773	120,172	121,586	123,017	124,465	125,931	127,413	128,913	130,430	131,966	133,519	135,091	136,681	138,290	139,918	141,565	
annual increase, year to year:	1.288	1.303	1.319	1.334	1.350	1.366	1.382	1.398	1.415	1.431	1.448	1.465	1.482	1.500	1.517	1.535	1.553	1.572	1.590	1.609	1.628	1.647	
annual increase as %:	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	
Library square footage (SF)																							
2023 existing Library SF	45,442	45,442	45,442	45,442	45,442	70,266	70,266	70,266	70,266	70,266	124,348	124,348	124,348	124,348	124,348	124,348	124,348	124,348	124,348	124,348	159,348	159,348	
square feet per capita	0.41	0.41	0.40	0.40	0.39	0.60	0.59	0.58	0.58	0.57	1.00	0.99	0.98	0.96	0.95	0.94	0.93	0.92	0.91	0.90	1.14	1.13	
Level of Service Standards																							
1.00 SF per capita	110,720	112,023	113,342	114,676	116,026	117,392	118,773	120,172	121,586	123,017	124,465	125,931	127,413	128,913	130,430	131,966	133,519	135,091	136,681	138,290	139,918	141,565	
surplus/shortfall:	-65,278	-66,581	-67,900	-69,234	-70,584	-47,126	-48,508	-49,906	-51,320	-52,752	-117	-1,583	-3,065	-4,565	-6,082	-7,618	-9,171	-10,743	-12,333	-13,942	19,430	17,783	
existing SF as % of standard:	41.0%	40.6%	40.1%	39.6%	39.2%	59.9%	59.2%	58.5%	57.8%	57.1%	99.9%	98.7%	97.6%	96.5%	95.3%	94.2%	93.1%	92.0%	91.0%	89.9%	113.9%	112.6%	

Library square footage (SF) existing floor						Phase Two-2034 square feet				Phase Three-2044 square feet			
facility	basement	mezz.	first	second	third	facility	existing	new	total	facility	existing	new	total
Branigan Library	0	0	28,382	15,884		Branigan Library	44,266	19,082	63,348	Branigan Library	63,348	0	63,348
Munson Library			450			Munson Library	0	0	0	Northeast Library	26,000	0	26,000
Sage Library			726			Northeast Library	26,000	0	26,000	East Library	35,000	0	35,000
						East Library	0	35,000	35,000	North Library	0	35,000	35,000
totals:	0	0	29,558	15,884	0	totals:	70,266	54,082	124,348	totals:	124,348	35,000	159,348
			new:	43,614	18,110	1,624	63,348						19,430
			Phase One-2029			square feet							11,844
			facility	existing	new	total							93,638
			Branigan Library	44,266	0	44,266							2.06
			Munson Library	0	0	0							
			Sage Library	0	0	0							
			Northeast Library	0	26,000	26,000							
			totals:	44,266	26,000	70,266							
							-47,126 shortfall						
							-53,491						

-117 surplus
 -6,866

Appendix 6.2
Space Needs for Prototype Branch & Branigan Libraries

Las Cruces Public Libraries Master Plan

Branigan Memorial Library Space Needs

prepared by Godfrey's Associates, Inc.

Assignable Spaces Summary of Capacities

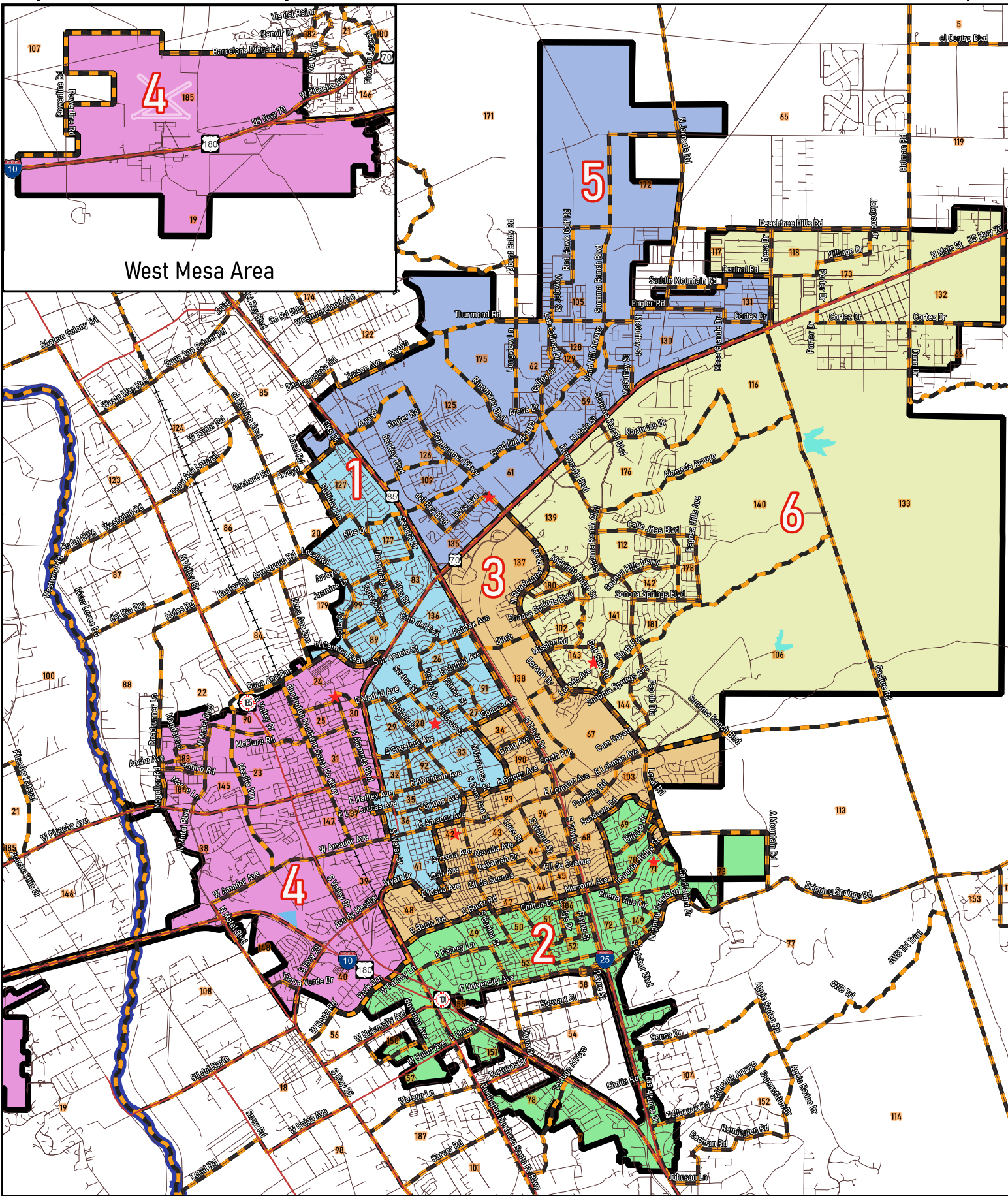
			staffed service						4/14/2024		
division	code	unit	NASF	points or	collection	seating	public	staff	occupancy		
				workstations	capacity	capacity	computers	computers	actual	code	difference
1.0.0	1.1.0	Administration	2,282	7	106	28	0	7	27	23	-4
Admin	1.2.0	Library Board (included in 1.1.0)	0								
	1.3.0	Foundation for Las Cruces Public Libraries	0	0	0	0	0	0	0	0	0
2.0.0	2.1.0	Customer Services	1,352	4	2,899	4	7	4	21	27	6
Public	2.2.0	Adult Services	11,023	1	64,465	128	58	1	200	165	-35
Services	2.2.9	New Mexico Room	1,237	1	2,443	10	4	1	17	19	2
	2.3.0	Children's Services	6,898	1	48,134	150	21	1	193	112	-81
	2.4.0	Teen Services	3,374	1	11,645	52	12	1	80	57	-23
	2.5.1	Multi-Purpose Meeting Room	2,811	0	0	205	0	0	205	187	-18
	2.5.2	Table/Chair Storage (included in 2.5.1)	0	0	0	0	0	0	4	0	-4
	2.5.3	Kitchen (included in 2.5.1)	0	0	0	0	0	0	2	0	-2
	2.5.4	Computer Training Room	583	0	0	21	0	0	21	29	8
	2.5.5	Group Study Rooms (included in 2.2, 2.3, 2.4)	0	0	0	0	0	0	0	0	0
	2.5.6	Conference Room	624	0	0	29	0	0	29	31	2
	2.5.7a	Creation Space 1	1,051	1	396	0	0	1	12	21	9
	2.5.7b	Creation Space 2	1,024	1	288	0	0	0	24	34	10
	2.5.8	Recording Studio	773	0	0	0	0	0	15	15	0
3.0.0	3.1.1	Customer Services Workroom	1,438	9	264	0	0	9	10	14	4
Support	3.1.2	Adult Services Workroom	850	6	660	0	0	6	8	8	0
Services	3.1.3	Youth Services Workroom	862	7	1,320	0	0	7	7	9	2
	3,149	3.1.4 Technical Services Workroom	1,529	8	1,728	0	0	8	8	15	7
		3.1.5 Outreach Services Workroom	620	0	6,720	0	1	0	3	6	3
		3.1.6 Technology/Virtual Services Workroom	614	1	0	0	0	1	1	6	5
	3,353	3.1.7 Inter-Library Loan Workroom	589	1	1,584	0	0	1	1	6	5
		3.2.0 Technology Services/Server Room	99	0	0	0	0	0	0	0	0
		3.3.0 Staff Services/Breakroom	1,014	0	264	26	0	0	26	25	-1
		3.4.0 Friends Workroom	1,444	1	7,392	0	0	1	6	14	8
4.0.0	4.1.1	Lobby/Gallery	1,612	1	0	0	0	0	53	54	1
Support	4.2.1	Maintenance	496	1	0	0	0	1	1	2	1
	4.3.1	Receiving/Loading	211	0	549	0	0	0	0	1	1
5.0.0	5.1.0	Café	522	0	0	20	0	0	30	35	5
Outside	5.2.0	Friends Book Store	547	0	1,690	0	0	0	4	9	5
Agencies	5.3.0	Shell/Future Expansion	0	0	0	0	0	0	0	0	0
TOTALS			45,479	32	130,597	593	93	30	877	744	-82
TOTAL BGSF			56,849								

Las Cruces Public Libraries Master Plan
Prototype Branch Library: Assignable Spaces
Assignable Spaces Summary of Capacities

prepared by Godfrey's Associates, Inc.

			staffed service					4/14/2024			
division	code	unit	NASF	points/ workstations	collection capacity	seating capacity	public computers	staff computers	occupancy		
									actual	code	difference
2.0.0	2.1.0	Customer Services	1,136	3	2,688	4	6	3	18	23	5
Public	2.2.0	Adult Services	8,865	1	30,539	128	58	1	200	144	-56
Services	2.3.0	Children's Services	6,438	1	36,787	150	21	1	193	107	-86
	2.4.0	Teen Services	3,659	2	10,464	60	13	2	93	64	-29
	2.5.1	Multi-Purpose Meeting Room	2,000	0	0	120	0	0	121	133	12
	2.5.2	Storage	150	0	0	0	0	0	4	1.5	-3
	2.5.3	Kitchen	80	0	0	0	0	0	1	5	4
	2.5.4	Computer Training	0	0	0	0	0	0	0	0	0
	2.5.5	Group Study Rooms	included in 2.2.0, 2.3.0 & 2.4.0								0
	2.5.6	Conference Room (20 seats)	600	0	0	0	0	0	20	20	0
	2.5.7	Creation Space	773	0	0	0	0	0	15	15	0
3.0.0	3.1.1	Customer Services Workroom	1,380	9	264	0	0	9	10	14	4
Support	3.1.2	Adult Services Workstations	230	4	0	0	0	4	3	2	-1
Services	3.1.3	Children's Services Workstations	302	5	0	0	0	5	3	3	0
	3.3.1	Staff Services/Breakroom	828	0	264	19	0	0	19	21	2
	3.4.1	Friends Workroom	690	1	3,168	0	0	1	6	7	1
4.0.0	4.1.1	Lobby/Gallery	800	1	0	8	4	0	55	53	-2
Support	4.2.1	Maintenance	460	1	0	0	0	1	1	2	1
	4.3.1	Receiving/Loading	211	0	27	0	0	0	0	1	1
5.0.0	5.1.0	Café	385	1	0	20	2	1	24	26	2
Outside	5.2.0	Friends Book Store	400	1	1,000	2	1	1	3	8	5
Agencies	5.3.0	Shell/Future Expansion	0	0	0	0	0	0	0	0	0
TOTALS			29,387	30	85,201	511	105	29	789	650	-139
TOTAL BGSF			34,573								

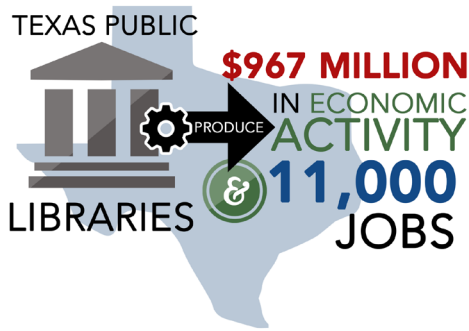
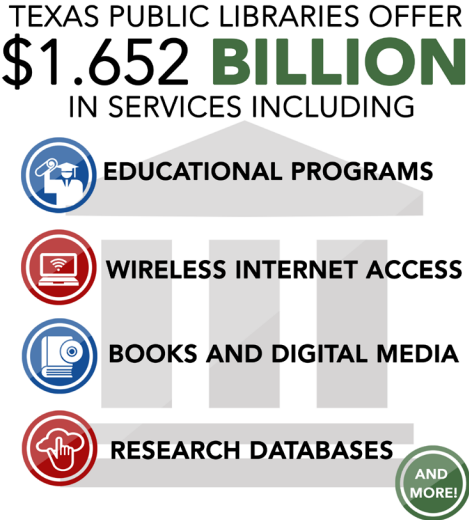
Appendix 7.1
Map of Las Cruces



Appendix 8.1
2017 Texas Public Libraries ROI Report

Texas Public Libraries

Economic Benefits and Return on Investment



Texas State Library and Archives Commission

This report was prepared by the

Bureau of Business Research IC² Institute

The University of Texas at Austin

January 2017

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Acknowledgments

The research team wishes to thank the Texas State Library and Archives Commission for their support and cooperation in completing the project. Gloria Meraz, Assistant State Librarian, provided guidance and assistance. Stacey Malek, Program Coordinator, fielded many information requests and always responded promptly and thoroughly.

Executive Summary

Public libraries in the State of Texas provide significant economic benefits for their communities. Collectively, in FY2015, Texas public libraries were found to provide \$2.628 billion in benefits while costing \$566 million, a return on investment of \$4.64 for each dollar.

A data-intensive research design was developed to document and to quantify these economic benefits. Extensive databases from the Texas State Library and Archives Commission (TSLAC) were used in conjunction with the input-out economic modeling software, IMPLAN. Based on the IMPLAN model, which analyzed public libraries purely as business and organizational entities, libraries produced \$976 million in economic activity. Further, in FY2015, more than 11,000 jobs in Texas were dependent on public library expenditures.

Another major component of the quantitative analysis examined services offered by most public libraries in Texas. Economic estimates were derived for those services as well as for wireless internet usage and volunteers at public libraries:

- Reference services;
- Educational programs;
- Volunteers
- In-library use of books, serials, and periodicals;
- Computer terminals and internet access;
- Wireless internet access;
- Electronic databases; and
- Circulation of books and digital media.

A conservative approach was utilized that provides much greater certainty that the estimated services values are minimums. The total value of these public library services was estimated conservatively at \$1.652 billion. The Texas ROI of 4.64 compares favorably to results in prior studies of other states and cities, given the conservative approaches used in this analysis.

This report updates portions of an analysis performed in late 2012 for FY2011. Compared to that analysis, the value of the same services has increased by 7.8%, and the value of all public library services increased by 21.2%, primarily due to two new services being included. The ROI increased from 4.42 to 4.64, or approximately 5 percent.

Chapter I. Introduction: Scope, Methodology, Limitations

Project Goals

Libraries are collections of books and periodicals, sources of access to digital repositories, entry points to municipal, state, and federal government programs, and destination points for children and adults. They can assist in rejuvenating neighborhoods and preventing population loss in rural communities. Public libraries also have economic impacts, both short- and long-term. This study examined the economic benefits, economic impacts, and contributions to economic growth by public libraries in the State of Texas in FY2015. Both quantitative and qualitative, difficult-to-measure economic benefits were included.

Methodology

To determine the economic impacts of public libraries in Texas, a data-intensive research design was developed. Databases from the Texas State Library and Archives Commission served as the primary basis for the quantitative estimates of economic benefits.¹ TSLAC data was used in conjunction with the input-out economic modeling software, IMPLAN. IMPLAN is commonly used by economists and is widely accepted as one of three software modeling programs for impact analyses (the others are REMI and RIMS II). The IMPLAN software, as well as the accompanying multipliers, social accounting matrices, and trade flows, allow for economic analysis of public libraries as well as other related service industries. The software used in this report is unique to the economic activity in the State of Texas.² Identified expenditures and jobs from public libraries, obtained from the TSLAC databases, served as the primary inputs to IMPLAN.

Another major component of the quantitative analysis examined major services offered by most public libraries in Texas: circulation of books and other media; computers and internet; educational programs; electronic databases; and reference services. This analysis required combining statewide totals for each of the services from the TSLAC database, with values for each service, e.g. each educational program, a reference inquiry, or a book checked out. Prior studies of libraries in other

1 The annual survey of public libraries by the Texas State Library and Archives Commission is conducted and checked by experienced staff. Other data sources, and any cautions, are noted in the respective service function.

2 IMPLAN utilizes a 500+ industry matrix, allowing for detailed industry analysis. For this report, such detail was unnecessary and results were described in terms of direct, indirect, and induced impacts on output, employment, and wages. More details, including a table of definitions, are provided in Chapter II of this report.

Agenda Item #2.1.

Texas Public Libraries: Return on Investment

jurisdictions were reviewed as part of the valuation process. Economic estimates also were generated for the benefits from volunteers working at public libraries, in-library use of books, serials, and periodicals, and wireless internet access.

As part of the overall methodology, the research team conducted a review of recent return-on-investment studies of public libraries. This review documented the range of methodologies used previously, showed variation in library services' values, and provided a context for the quantitative results from the IMPLAN modeling and the overall ROI figure in Texas. Summaries of each recent study appear in Appendix A.

Throughout this report, a conservative approach has been utilized in valuing library services. For some services, we have adapted approaches previously used in other studies, although not necessarily the valuations of the services. Often there is room for judgment about valuation, and when that has occurred, we have chosen the lower figures because of the uncertainty within the estimation process. By using the lower, more conservative values, this analysis is able to report with certainty that public libraries in Texas provide a minimum aggregate value to their patrons and communities. Any errors in the estimates are much more likely to be understatements, rather than overstatements.

Report Overview and Organization

Chapter II provides key financial characteristics of Texas public libraries and then documents the direct and indirect economic and employment impacts statewide of public library expenditures.

Chapter III details major library services, offers alternative approaches to valuation of these services, and estimates statewide values for each.

Chapter IV summarizes the economic impacts from library expenditures and services and then compares the return-on-investment to those in recent impact studies and then to earlier reports.

Three appendices appear after the main report:

- Summaries of Four Recent Library Impact Studies
- References and Citations
- Performing Organization and Project Staff

Chapter II. Key Financial Data of Texas Public Libraries

This chapter describes key characteristics of Texas' approximately 550 public libraries. In a later section of this chapter, data and information are presented that assesses the economic contributions of library spending on the State of Texas based on expenditures and employment in fiscal year 2015.

Library Data

The Texas State Library and Archives Commission provided operating and capital expenditure data for public libraries across Texas in their Annual Reports for Local Fiscal Year 2015. Economic impacts were estimated by examining operating expenditures, capital expenditures, employee salaries and benefits, and construction expenditures.

The TSLAC database for FY2015 included more than 100 variables. These data and information are collected through an annual survey.³ The variables used to evaluate economic impacts included:

- Wages and benefits
- Size of collection
- Other operating expenses including replacement furniture and equipment
- Expenditures on wages and benefits, collection, and miscellaneous
- Indirect costs
- Total operating expenses
- Capital outlay
- Total full-time equivalents of paid library staff
- Local fiscal year beginning date

Data was provided for each library's fiscal year, which began October 1 for 71% of Texas public libraries, January 1 for 20% of libraries, with the other 9% having different start months. The monthly timing difference for the fiscal years was inconsequential for the economic impact study.

Capital Outlay

Of the 548 public libraries, 127 reported capital outlays totaling \$62 million in FY2015. These outlays may include building sites, new buildings, additions, or renovations. These outlays may also include purchases of furniture, equipment,

³ The report form and variable descriptions may be found in either word or pdf formats under the heading *2015 Annual Report Blank Worksheet* at: <https://www.tsl.texas.gov/ld/pubs/arsma/index.html#LibPAs>.

books, vehicles, computer systems, and other one-time extraordinary purchases noted in the reporting form.⁴

Operating Expenditures

Operating expenditures in FY2015 totalled \$501.4 million. These expenditures are comprised of labor costs, library collections (e.g., books, periodicals, etc.), and other supplies and services purchased for library operations. Wages and benefits comprised 67.8% of operating expenditures, demonstrating the largely labor-intensive nature of library operations. Operating expenditures are less volatile than capital expenditures.

Employment, Wages, and Benefits

Library full-time equivalent (FTE) employment totaled 6,861 in FY2015. This number was converted to a headcount based on micro-data for the input-output model, yielding 8,232 full- and part-time employees. These workers earned \$340.1 million in FY2015, of which 27.4% was paid for employee benefits. Wages totaled \$247 million.

Collection

Library collections are reported in three formats: print, electronic, and other (e.g., microforms and audiovisuals). Libraries make ongoing purchases of collection items, and these ongoing purchases amounted to \$63.0 million in operating expenditures in FY2015, with \$36.2 million directed towards print materials, \$16.6 million for electronic materials and \$10.1 million for other collection items.

Other Operating Expenditures

Other operating expenditures reference the non-labor, non-collection library operations. These include supplies, software licenses, networks, Internets, and contracted personnel (i.e., facilities maintenance, consultants, auditors, etc.). Other operating expenditures totaled \$92.9 million in FY2015.

Library Revenue

Revenue for a private enterprise derives from the sale of goods and services, in which value was added to raw materials or intermediate inputs and resold with a margin. Public enterprises, like libraries, receive “income” through taxes, fees, and grants. Given the nonprofit status of libraries, revenues largely match expenses. For the public libraries in Texas, operating revenues totaled nearly \$508.3 million, and capital revenues totaled \$56.1 million, for a total of \$564.4 million in FY2015. Libraries have various revenue conduits, ranging from federal, state, and local sources, foundation and corporate grants, and fines and donations. While funding sources are varied, more than \$0.95 of every \$1.00 in library revenue (operating and capital) is from a local source, (i.e., from cities, counties, school districts, local donations etc.).

⁴ A variety of available data and longitudinal comparisons are available at: <https://www.tsl.texas.gov/ld/pubs/pls/index.html>

Statewide Economic Impacts from Library Expenditures

Library expenditures represent the employment of individuals in local communities and purchases of goods and services, primarily from private industry vendors. The locale of these purchases varies by library, with the composition of the local economy often dictating what may or may not be sourced locally. Companies supplying products to libraries, in turn, employ and purchase from other companies, thus creating a multiplier effect. To calculate the multiplier effects and overall economic impacts, the research team used the input-output economic modeling tool IMPLAN. The IMPLAN software incorporates data (expenditures, jobs, etc.) and publically available secondary data on labor, wages, and output. The main input data were (1)

The \$563.4 million in direct library operating and capital expenditures in FY2015 (\$501.4 million in operating expenditures and \$62.0 million in capital expenditures as described earlier in this chapter); and (2) A total of 8,232 full- and part-time employees (6,861 full-time equivalent (FTE)).⁵ This direct spending in the State of Texas multiplies through other industries in the supply chain, ranging from real estate and wholesale trade, to food services and health care. IMPLAN captures this economic activity by using economic multipliers, social accounting matrices, and trade flow data unique to the State of Texas. In other words, statewide impacts were estimated using the Texas model of IMPLAN. The model then produced results expressed in terms of direct, indirect, and induced impacts on output, employment, and wages.⁶

As shown in table 2.1 library expenditures in FY2015 led to approximately \$976 million in total economic activity in the State of Texas. Total employment, full- and part-time, due to public library expenditures was 11,192.

These economic benefits were derived from the upstream economic linkages for library operations and construction, as well as from household spending on goods and services in the community. In other words, based on libraries' operating and capital expenditures, spending by vendors and households generated an additional \$453 million in economic impact and 2,960 jobs in Texas.

Overall, based on the \$566 million in direct expenditures, economic benefits as calculated by IMPLAN were \$976 million, for an ROI of 1.72—for every dollar expended, there is \$1.72 in statewide economic activity.

⁵ An additional \$2.63 million was added for the TSLAC share of electronic databases, as described further in chapter III.

⁶ Operating expenditures for leakage estimates were calculated by the IMPLAN model. Operating expenditures were categorized as Other Information Services in the model. Estimated construction expenditures were assigned as Nonresidential Building in the IMPLAN model.

Definitions

Gross Domestic Product (GDP): A measure of economic activity, GDP is the total value added by resident producers of final goods and services.

Gross Output (Output): The total value of production is gross output. Unlike GDP, gross output includes intermediate goods and services.

Value Added: The contribution of an industry or region to total GDP, value added equals gross output, net of intermediate input costs.

Leakage: Refers to spending that occurs outside the region of study.

Direct Impact: The measured economic activity (expenditures, employment, wages) recorded by the organization, in this case, public libraries.

Indirect Impact: Captures the additional activity related to libraries' business supply chains.

Induced Impact: Captures the impact of household spending driven off salaries earned by library employees, as well as indirect employees.

Multiplier Effect: Includes the direct, indirect, and induced impacts related to libraries spending to demonstrate the rippling effect of economic activity related to expenditures, employment, and wages.

TABLE 2.1. STATEWIDE ECONOMIC IMPACT OF LIBRARY EXPENDITURES, FY2015

Impact	Employment	Labor Income (In Millions)	Value Added (In Millions)	Output (In Millions)
Direct Effect	8,232	\$371	\$402	\$566
Indirect Effect	580	\$32	\$52	\$92
Induced Effect	2,380	\$113	\$199	\$351
Total Effect	11,192	\$516	\$653	\$976

Chapter III. Market Values of Library Services

Introduction

The economic impact of a library is comprised of two distinct types of impacts. The first type is the same as any other organization or business, regardless of its service, goal, or intent. An organization or business that hires individuals and purchases supplies will have a beneficial economic impact on its local community. As described at the end of Chapter II, total statewide economic activity from library salaries, operating expenditures, capital expenditures, and associated purchases by supplier companies and household spending in Texas surpassed \$976 million in FY2015.

The second major category of economic impacts/economic benefits is the value of services provided by the public libraries. This chapter enumerates eight types of services, adopts methodologies for capturing benefits, and derives an aggregate monetary value for each. Note that there are a variety of services that some public libraries perform that are not included. For example, some libraries serve as a locale for services provided by outside organizations, for instance private tutors who conduct sessions at a library and business organizations who counsel clients in rooms within a library. Some libraries rent meeting room and auditorium space. These are missing from the calculations.

Reference Services

One of the traditional services provided by libraries is a reference service in which patrons can ask librarians specific questions, and obtain reliable answers in a relatively short period of time. Unlike some other library services, there is no market equivalent for public libraries' reference services.⁷ Another problem in valuing reference services is determining the value of an accurate or inaccurate answer. How is it possible to calculate the economic effect of accurate answers for community residents or the costs to a community of having inaccurate answers? And how does one compare the value of accurate answers to different questions—are all questions of the same importance?

⁷ While there are many alternatives to library reference services that are free to use, these online mechanisms have a limited history and provide answers of undependable accuracy. See for example: www.google.com, www.yahoo.com, www.ipl.org, answers.yahoo.com, www.ask.com, www.wolframalpha.com, www.answers.com, and www.wikipedia.org. There have been bidding schemes operating at such sites as www.justanswer.com and www.mturk.com.

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Without a reasonable market-based option, one method to value a library's reference service is by determining the amount of time librarians spend on patrons' questions and then factoring in compensation for librarians. This method has its own difficulties.⁸ In this approach the first step is to characterize reference questions. One major study found that 70.9% of reference questions take between 1-5 minutes to answer, 19.1% take between 6-10 minutes to answer, 7.9% of reference questions take more than 11 minutes to answer, and 2.1% of reference questions take an unknown time to answer.⁹

As with valuing other services in this report, we adopt conservative assumptions whenever such steps are needed. For the large proportion of reference questions, those that take between 1 and 5 minutes to answer, we will use an average of three minutes. For reference questions requiring 6-10 minutes to answer, we will use an average of 8 minutes. For those questions taking *more* than 11 minutes to answer, we will use 11 minutes. And for the small percentage of reference questions requiring an unknown amount of time, we will use the weighted average of the prior three categories (11, 8, 3), rounded down to 7 minutes.¹⁰

In 2015, Texas public libraries reported that they answered 14,628,965 reference questions.¹¹

If we use the percentages from the detailed 1998 study of Spencer and Dorsey, 70.9% would be questions that take between 1 and 5 minutes, or 10,371,936 reference questions. Multiplying that number of reference questions by three minutes and then dividing by sixty minutes per hour, equates to 518,597 hours.

Similar computations were made for the other categories of reference questions, which yielded the following:

19.1% were reference questions that require between 6 and 10 minutes, or 2,794,132 reference questions; multiplying by eight minutes and then dividing by sixty minutes per hour, gives 372,551 hours.

8 The problem with an equation based on this premise is that a more experienced librarian capable of answering fifteen questions in an hour will be valued less than a less experienced librarian only capable of answering five questions in an hour. In all cases, simple "directional" questions and "how to" questions about fines, library cards and so forth, are specifically excluded from being counted as reference questions.

9 Spencer, John S. & Dorsey, Luene (1998) Assessing time spent on reference questions at an urban university library. *The Journal of Academic Librarianship*, 24(4), pp. 290-294.

10 Presumably these times include that time in which library patrons must communicate their inquiry and reference librarians must understand the inquiry/question before being able to research and answer the inquiry.

11 This is an adjusted number that reflects additional (632,479) reference questions from the Pecos and Dallas Public Libraries. Nearly all of those questions were for the Dallas Public Library. The basic procedure was to use the per capita ratio of reference questions to population served for Dallas in 2011 (0.4887) and then use that same ratio for the 2015 population served.

7.9% were reference questions that require 11 minutes or more, or 1,155,688 reference questions; multiplying that number of reference questions by eleven minutes and then dividing by sixty minutes per hour, gives 211,876 hours.

2.1% or 307,208 were of unknown duration and assumed to require an average of 7 minutes to answer; multiplying by seven minutes and then dividing by sixty minutes per hour, yields 35,841 hours.

These different categories of reference questions combine to 1,138,865 hours in 2015. A gross estimate from the 2015 survey is that a library employee on average has an hourly cost (salary and benefits) of \$23.83, based on 2080 hours per year. Multiplying the 1,138,865 hours by the hourly rate of \$23.83 yields a total value of \$27.1 million (\$27,141,069) for reference services.

By this method, the average value of a reference question statewide would be approximately \$1.86 (\$27,141,069 divided by 14,628,965 reference questions).

This value is extremely low compared to other libraries and online library calculators. The current ALA online value calculator estimates the value to be \$7.00 per question,¹² while the state of Maine estimates the value at \$15.00.¹³ In the recent reports, the value from Salt Lake County was \$7.24, Santa Clara County was \$16.72, and Toronto was the equivalent of \$14.11. Because of the extremely low figure derived by the hourly approach (\$1.86), in this instance we believe there is ample justification for using a different value. However, rather than choosing one of the three alternative values, the hourly value will be increased by 50% to \$2.79. Using that value per reference question yields a total value of \$40,814,812.

Every other possible per unit value would have generated totals in excess of \$105 million, and nearly \$245 million if the Santa Clara County value had been used. Even those numbers may be low estimates as the per unit values from Salt Lake County, Santa Clara County, and Toronto were from several years ago.

12 See http://www.ala.org/advocacy/advleg/advocacyuniversity/toolkit/makingthecase/library_calculator

13 <http://www.maine.gov/msl/services/calculator.htm>

Programs

Programs provided at Texas public libraries are conservatively valued at slightly below \$49 million (\$48,795,845). Of the 548 public libraries responding to the FY2015 TSLAC annual report, only 11 did not conduct training programs or workshops to their patrons. In 2014-15, public libraries provided 251,258 workshops, training, or other educational programs to more than 6 million library patrons. A majority of these programs, 54%, were provided for children. The programs for children were also more widely attended--71% percent of those who attended any program were children and parents at children's programs.

Programs for young children are focused on instilling a love of books, promoting reading, and frequently involve story-telling or craft projects. Programs for young adults and adults are more varied. While there are book discussion clubs and hobby-oriented programs, many adult programs are devoted to improving an individual's literacy, computer literacy, job skills, or job prospects. And many are oriented to businesses. In the 2012 Bureau of Business Research survey of public libraries, more than 40% of the library directors who responded to a specific question said their libraries provided programs and workshops specifically focused on business-related skills such as:

- preparing/updating a resume and searching for a job;
- developing marketing literature;
- researching issues related to their business; and
- business counseling.

Ideally, we would be able to derive an estimate by reviewing similar types of programs offered by other organizations. Unfortunately, similar types of programs are relatively uncommon. Perhaps the most similar are provided by YMCA and YWCA-type organizations. However, these services are generally provided to members who pay both membership fees and program fees for multiple events, making it difficult to estimate the value of a single-session workshop. Another potential comparison involves museums, as museums often have traveling exhibits and events with a supplemental fee for the exhibit. These fees can be quite expensive but such exhibits rarely are oriented to children per se. The best available estimates for the values of Texas public library programs, however, are probably those provided by libraries elsewhere. After reviewing such estimates and the online library calculators, a conservative estimate for each type of library program is shown in the third column of Table 3.1. below.

TABLE 3.1. STATEWIDE VALUE OF LIBRARY PROGRAMS IN FY2015

	Number of Patrons	Fee/Value Per Patron	Total Value
Children's Programs	4,315,355	\$6.50	\$28,049,807
Young Adult Programs	427,754	\$9.50*	\$ 4,063,663
Adult Programs	1,334,590	\$12.50	\$16,682,375
Total	6,077,699		\$48,795,845

** This value was determined by being halfway between that of an adult fee and a child fee.*

The most recent library studies and calculators have estimated program values ranging from \$7 to \$42 per patron, per event.¹⁴ Using this methodology the average fee per patron would be \$8.03, which is similar to the lower amounts in that range of \$7 to \$42 in other library reports.

A final note on the value of programs—More than 1,881,000 individuals were trained in the use of electronic resources in 2015. No value has been calculated for this training for two reasons. First, there is likely to be some overlap between this number and the attendance at programs. To include a separate value would effectively be valuing the training twice. Second, it is unknown to what extent there is overlap. Simple correlation values of the training numbers with program attendance by young adults, adults, and total are low, suggesting the overlap may not be substantial. Yet, it is unclear how much overlap there is, and in such an instance, we provide no estimate of a value in keeping with the overall conservative approach used throughout this analysis.

¹⁴ The Salt Lake County library study of July 2013 estimated values of \$9 for adults and \$7 for young adults and children. Santa Clara County (California) estimated adult and young adult programs at \$16 and children's programs at \$14. In Toronto's late 2013 report, adult and senior program values were estimated at the US equivalent of \$14.11, while the program values for children and teens at the US equivalent of \$42.34.

Volunteers

Volunteers in libraries provided their communities with \$20 million worth of services (\$20,159,826) in FY2015. The vast majority of public libraries in Texas supplement their full- and part-time staffs with volunteers to provide services. In FY2015, more than 1.1 million hours (1,128,138 hours) were donated to Texas' public libraries, providing the volunteers with professional experience and the community with additional services.¹⁵

Information from the 2015 statewide survey illustrates the importance of volunteer staff for Texas' libraries. All but a handful (15) of libraries utilize volunteers: 20 libraries had the equivalent of 5 or more full-time employees, three libraries had the equivalent of more than 20 full-time employees, and a fourth library had more than 68,000 volunteer hours, the equivalent of 32 full-time employees donated in a year. Ten public libraries are run exclusively by volunteers.

The Financial Accounting Standards Board (FASB) specifies that the value of volunteer services be included in financial statements, grant proposals and annual reports based on the fair market value of those services.¹⁶ To comply with that standard, Independent Sector, a nonprofit support organization, creates an annual report on the average value of volunteer hours by state.¹⁷ In 2015, Independent Sector identified the average value of volunteers for the State of Texas to be \$25.11 per hour.¹⁸ (Please see Table 3.2.)

A gross estimate from the 2015 TSLAC survey is that a public library employee on average has an hourly cost (salary and benefits) of \$23.83, based on 2080 hours per year. This is a composite of all employees: those who have master's degrees or otherwise hold the title of "Librarian;" administrators, coordinators, conservators, instructors, information technology specialists, clerical staff, and shelving assistants.

Based on the TSLAC Annual Report information, approximately 32% of employees at Texas' public libraries have master's degrees from ALA accredited programs or otherwise hold the title of "Librarian." Other employees include administrators, coordinators, conservators, instructors, information technology specialists, clerical staff, shelving assistants, and many other specialists in larger libraries.¹⁹

¹⁵ This total was based on the TSLAC survey results and supplemented with 1476 hours, which was the number from 2011 for 15 libraries in 2015 that had missing data for volunteers. This adjustment comprised about 0.13 percent, or slightly more than one-tenth of one percent.

¹⁶ FASB Standard No. 116 & 117

¹⁷ http://www.independentsector.org/volunteer_time

¹⁸ In the past, a unit of Points of Light, HandsOn Network, provided estimates for volunteers specified by job title rather than by state. In 2011 there were three job titles for volunteers in libraries, with hourly compensation ranging from \$12.43 per hour to \$28.86 per hour. Such information no longer appears to be available.

¹⁹ <http://www.ala.org/educationcareers/careers/paths/listsupportstaff>

TABLE 3.2. POTENTIAL VALUES OF VOLUNTEER HOURS IN FY2015

Independent Sector (2015)	
National average for volunteers	\$23.56
Texas average for volunteers	\$25.11
Average Salaries/Benefits for FY2015 TSLAC Survey—Average Hourly Rate	\$23.83

Note: All amounts are salaries and fringe benefits.

Because detailed information about the types of services provided and donated by volunteers in Texas’ public libraries are unavailable, one must make assumptions. Volunteers provide a range of services from unskilled labor to specialized assistance, and volunteers have all types of skills and experiences. However, we do not know what proportions of volunteers possess and contribute different skills. If one makes the assumption that volunteers mirror the paid employees, then an hourly rate of \$23.83 for volunteers is appropriate. It seems doubtful, however, that the volunteers’ duties and responsibilities match those of full-time employees; therefore, a discount of 25% is being applied to the average hourly rate of \$23.83, yielding a volunteer hourly rate of \$17.87. That is certainly higher than what many library volunteers could command but also lower than what volunteers would receive for operating an entire library and substantially lower than the Texas average hourly compensation for volunteers.

With 1.12 million hours of volunteer services provided to public libraries, with each hour valued at slightly less than \$18, volunteers contributed services to their communities valued at approximately \$20.16 million.

In-Library Use of Materials

Library patrons not only use computers, electronic databases, wi-fi, and check out books and electronic media in different formats, they read periodicals and other materials inside a library. Identifying the extent of this activity and placing a value on it statewide is challenging. Yet an attempt must be made as value is being provided to users.

Data have been collected regularly about in-library use of materials on the annual, nationwide Public Library Data Surveys (PLDS), even though fewer libraries report data for that metric than for any other library metric. For instance, in the 2013 PLDS (2012 results) there were 473 reporting libraries for in-library use of materials, whereas 1,579 libraries reported data for programs, 1,590 libraries reported interlibrary loans, 1,647 libraries reported annual circulation, and 1,262 libraries reported print circulation.

The normal procedure for compiling in-library usage data is “observational counts.” Instructions to public libraries by the Ontario Ministry responsible for libraries are as follows:

In your typical week survey,...Report the number of materials used inside the library and not checked out. Count any items removed from their usual location by staff or library users. Include reference materials, circulating materials, magazines, newspapers and all other materials used in the library.

- *Count a vertical file, pamphlet file, multi-media kit or language learning kit as a single item - do not count each as a separate element;*
- *Do not count audio-visual items unless they were used at viewing/listening stations available in the branch;*
- *Do not include items returned from an outside circulation²⁰*

A number of academic articles have identified limitations of the observational counts.²¹ Yet if the alternative is to omit any value for an activity that is known to occur regularly, then it seems preferable to provide at least some estimate of value.

Because the annual TSLAC surveys do not request data on in-library usage, a circuitous method was devised to provide a gross estimate. The first approach reviewed the annual PLDS survey reports and compared the mean and medians for

²⁰ Ontario Ministry of Culture, Tourism, and Sport, based on personal correspondence with Kimberly Silk, September 2016.

²¹ See Richard E. Rubin, “Measuring the In-house Use of Materials in Public Libraries,” *Public Libraries* 25 (1986) and Rebecca D. Richardson, “The State of In-Library Materials Use at the Cresson Public Library: A Case Study,” *Current Studies in Librarianship*, Fall 2011, Vol. 31 Issue 1.

In-Library Usage and Print Circulation. For 2013 the numbers were:

	Mean	Median
In Library	271,500	25,891
Print Circulation	706,751	157,581
Percentage	38.4%	16.4%

For 2011, only the means were calculated in the PLDS data:

	Mean
In Library	309,926
Print Circulation	822,005
Percentage	37.7%

The Toronto Library Report also provided In Library data and Print Circulation data:

In Library	7,141,558
Print Circulation	19,714,304
Percentage	36.2%

The three percentages (mean for the 2013 PLDS, mean for the 2011 PLDS, and mean for Toronto) are quite similar: 38.4%, 37.7%, and 36.2%. Because of the conservative approach, the lowest of the three will be selected: 36.2%. From the latest TSLAC annual survey, print circulation for public libraries was 103,553,860. In-library usage therefore would be a maximum of 37,279,390 (103,553,860 X .362).

Researchers performing the analysis of the Toronto Library utilized a range of unit values: a value without any discount (a high value in their view); a value that was discounted 80% from the high value, and a midpoint value. For In-Library Use, the high value was the same as that for adult circulation (the equivalent of \$19.75) and the discounted value was the equivalent of \$3.95.

Again, in this report the most conservative choice will be made. Consequently, the 2015 print book circulation value for Texas will first be discounted by 80%. Based on the 2015 print book circulation value of \$8.78, the after discount value would be: \$1.76 (\$8.78 X .20). Then because of potential data issues with determining in-library usage, this value will be further discounted by half. Multiplying the discounted value of \$0.88 with the in-library use figure of 37,279,390 generates an estimated value for this activity of \$32,805,863.

Computer Terminals and Internet Access

Computer terminals with internet access are a significant economic resource provided by Texas public libraries. Library directors in a statewide survey said patrons used the internet for a wide variety of purposes that ranged from education to employment to basic needs.²² Some of the online activities specifically mentioned were to:

- perform homework and research for classes from grade school to college;
- take continuing education courses, online training, and webinars;
- train and test for job certifications and licenses;
- search, and apply, for jobs;
- apply for unemployment benefits and social assistance;
- apply for disaster aid as well as find family and friends during and after natural disasters;
- work short-term, paid, online jobs, such as on Mechanical Turk™;
- develop and operate online businesses by placing and receiving orders;
- research price comparisons;
- market new products;
- use online banking; and
- file taxes.

Multiple libraries stressed the value to their patrons of being able to secure, maintain, and update their certifications and licenses by using library internet access. Without internet access, directors said these patrons would lose their jobs. Other library directors reported that without internet access, some patrons would lose their businesses--numerous library directors mentioned that patrons were running small businesses entirely via internet at their library. These businesses ranged from an independent real estate inspector, to a trader in used car parts, to various direct selling members, and other types of businesses.

Directors pointed out that even those patrons who have home internet access often use the library internet access because of its greater bandwidth and faster service. And as one library director commented, not all patrons have the option of having personalized internet access at their residence. Ranchers and others in rural areas in particular have difficulty obtaining reliable and reasonably priced internet at their residences. The same can be said for many disadvantaged individuals in urban areas—while broadband is theoretically available to them in their neighborhood, in practical terms they often lack the resources for an up-to-date computer or broadband access in their residence.

²² More than 62% of the library directors who responded to the 2012 survey by the Bureau of Business Research said that internet access was “extremely beneficial,” while a further 20% said it was “quite beneficial” for their patrons. Furthermore, 56% of library directors statewide reported that internet access was the single most important resource provided by their libraries.

Economic Benefits

Long-term economic benefits to library patrons and the community at large from internet access are difficult to estimate precisely. One approach would be to solicit information from patrons about the value of internet access to them. Because that would entail a large user survey, this report used a different method: examining the cost of obtaining internet access from an alternate source.²³

While public libraries provide internet access free of charge to their patrons, there are a few companies from which the resource can be purchased.²⁴ The standard rate set by these for-profit companies is \$18-\$21 per hour, using a rented computer. (Commercial options do not exist in many smaller communities, or even in some areas of larger metropolitan areas.) Nonetheless, for the purpose of deriving an estimate of the monetary value of internet access via a public library, the commercial rate is the best option.

An elaborate procedure was used in the 2012 report and will not be repeated here. (Please refer to that report for a complete description of the procedure.) Basically, from that procedure we calculated that the average session length was 1.16 hours. Because some libraries did not report a maximum length, we believe the figure of 1.16 hours is very conservative.

Second, we applied the hourly rate of \$15 per hour and then computed the average internet session at \$17.40 (1.16 hours multiplied by the same hourly rate that was used four years ago, \$15.00).²⁵

Third, we calculated the statewide estimate, utilizing the total number of internet access sessions, information that was obtained from the 2015 Public Library Annual Report. In calendar year 2014, there were 16,876,575 sessions on internet-accessible computer terminals in public libraries in Texas.²⁶ At an average value of \$17.40 per session, public library computer terminals saved users an estimated \$293,652,405 in 2015.

This figure is conservative. As noted earlier, some libraries do not report a maximum length so the average session length in reality is likely to be greater than 1.16

²³ Salt Lake County's report asked about willingness to pay for computer access, and the value was estimated at approximately \$80 annually per user. Slightly over one-fourth of patrons in Salt Lake County reported that they used computer terminals at one of the public libraries.

²⁴ The largest business to provide this resource is FedEx Office, which only provides it in a small portion of their store fronts. Many other studies have used this commercial comparison.

²⁵ There is mixed information about the values of computer terminals in other studies. The current ALA calculator is \$12/hour. The Toronto and Santa Clara County reports use values less than \$10/hour. Salt Lake County uses \$18/hour. Because the majority of values are less than the commercial rate of \$21/hour, using the prior hourly rate in the 2012 report seems appropriate. A lower rate does not seem reasonable given distance and access issues in Texas compared to library systems in more urban areas.

²⁶ This number was derived after including an estimate in 2014 for the Dallas Public Library, based on their reported usage in prior TSLAC reports and a review of computer usage in seven other large Texas public library systems.

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hours. This report also cannot reasonably estimate the values of internet access at public libraries in areas of Texas (largely in the Panhandle, West Texas, and parts of South Texas) without commercial alternatives within a ninety-mile radius. In these situations, users would have a significant commute when they wanted to access the internet, and the value to patrons of having internet access locally would be much higher than \$15/hour. Thus the value of internet access statewide is almost certainly underestimated, rather than overestimated.

Wireless Internet Access

Wireless internet is offered by nearly all public libraries in Texas and is a service widely used and considered extremely important by librarians. While somewhat dated, in the 2012 statewide survey of public library directors conducted by the Bureau of Business Research, wireless internet access was listed as the single most important resource provided to their patrons by 13% of the directors.²⁷

Library patrons use wireless internet connections for the same purposes as they use the computer terminals within a public library, but wireless provides several advantages. First, it allows patrons to use their own portable computers and digital devices. This enables users to save documents on their own computers as well as keep materials without having to print a hardcopy version. Second, users generally have unrestricted access via wireless, as there is no competition with other users for a computer terminal or limits on the time they have access. Third, users can access a library's wireless service after normal library hours, if they are willing to work within a small distance beyond the walls of their library building. Many examples were cited by library directors of users parking near the library after hours to access wireless (wi-fi) signals.

Although nearly all public libraries offer wi-fi, not all libraries methodically track the number of digital devices accessing their wireless networks. In the 2015 TSLAC annual survey the number of wi-fi sessions was documented at 15,853,077. However, this was the number from only about 73% of public libraries. In other words, more than 140 public libraries did not report data on wi-fi sessions. To provide a more accurate estimate, two different methods were employed. First, a simple proportional approach assumed that if 15.8 million sessions occurred from 73% of the libraries, then if the additional 27% of public libraries had reported, a total of 21.6 million sessions would have occurred. A second approach assumed that the number of wi-fi sessions would be directly proportional to the number of available computers in libraries.²⁸ In this approach we eliminated those libraries that did not collect wi-fi data and then examined what percentage of the total number of available computers existed, compared to the total number before excluding any of the libraries. That percentage was 76.1%. Because the two methods provided reasonably close percentages (73% and 76.1%) and because the correlation was relatively strong, it is reasonable to assume that actual wi-fi usage is considerably higher than the number provided by librarians in the TSLAC survey. The more conservative percentage of 76.1% would indicate that the actual number of wi-fi sessions in 2015 was 20,831,901 (15,853,077 / 0.761).

²⁷ An additional 52% of library directors said that internet access in general was the most important resource they provided.

²⁸ A correlation of .75 exists between number of computer terminals and number of wi-fi sessions, a relatively strong relationship. This provides justification for the assumption and also indicates that libraries which do not collect wi-fi data are quite similar to those that do.

Economic Benefits of Wireless Internet Access

As with the earlier section which examined the value of computer terminals and internet access within libraries, we could estimate the monetary value of wireless access by looking at alternative providers. Costs of wireless internet, however, vary from provider to provider and generally involve long-term contracts or are subject to indirect costs, or both. Because of the variety and complexity for alternative providers, in this instance, a more direct approach is appropriate. The Santa Clara County unit value for wi-fi in 2012 was \$6 and in Toronto it was the equivalent of \$4.70. In the 2012 report we used a unit value of \$5, and that seems reasonable for 2015 as well. The unit value is for each use, regardless of the length of that use.

Therefore, the aggregate value of wireless internet access provided by Texas public libraries in 2015 is more than \$104 million annually (\$104,159,505). This estimate is a straightforward multiplication of \$5.00 per use applied to 20,831,901 uses.

Electronic Databases

Increasingly, electronic databases are being used by patrons of Texas public libraries. In FY2015, more than 500 public libraries offered a minimum of TexShare’s 62 databases, a co-operative program of TSLAC and local public libraries. Under the TexShare program, patrons have access to databases in the following categories:

- Books and Literature—12
- Science and Technology—12
- Homework—11
- General Information—9
- Business—7
- Genealogy and History—6
- Health and Medicine—6
- Spanish Language—3
- Career Development, Language Learning, Newspapers—1 each

A more detailed description of the databases available for the time period is available at: <https://www.tsl.texas.gov/texshare/databasecontractlistfy2015.html>

The scope and size of the databases is more apparent in the number of full-text titles available through the TexShare resources:

Newspapers and Newswires	11,080,696
Full text Journals	5,087,966
Primary Source Documents	310,082
EBSCO eBooks	28,281
Reference Books	5,718
Genealogy Documents	2.7 billion

Accessing this wealth of information has become increasingly common. In the FY2015 period, patrons at public libraries performed more than 75 million searches, up dramatically from 9.7 million searches four years earlier.²⁹ As another perspective, there are more than 200,000 TexShare searches conducted every day by public library patrons, based on vendor data provided to TSLAC.

Because of this large number, it is reasonable to ask if there may be overlap between the number of database searches and other public library services: reference questions, computer usage, and wi-fi sessions. Undoubtedly there is some overlap; the issue is whether it is significant or minimal.

On reference questions, there appears not to be overlap to a great extent. According to a researcher at the TSLAC, “...Reference transactions are generally face-to-face interactions between library staff and patrons, and the libraries track those numbers and then report them to us.” In many cases, electronic databases are used by patrons

29 There were approximately 10% fewer sessions, roughly 68 million, in contrast to the number of searches, 75 million. The number of searches will be the unit of analysis in this description.

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in lieu of asking reference librarians specific queries, as well as for conducting searches and research that patrons know cannot be performed by librarians.

Yet, there is certainly some overlap with computer usage and wi-fi usage by patrons. At present there is no good method for determining the extent of this overlap. And for this reason, again, we will adopt a conservative approach and conservative assumptions to valuing this service.

In the other recent reports about library impacts, a fairly consistent value has been used for database searches:

ALA Calculator:	\$19.95
Toronto (US equivalent):	\$23.52
Salt Lake County:	\$20.00
Santa Clara County (CA):	\$37.40 ³⁰

There are multiple reasons, however, for adopting a lower value than those used in other studies. First, there is some overlap of this service with computer usage and wi-fi. How much is unknown, and there is no current way of identifying the extent. Second, TSLAC acknowledges that there is some uncertainty about the data, given the available tracking technologies of the vendors. Also there are some known cases of particular library systems showing dramatically large increases in monthly search numbers. Finally, per capita search metrics for Texas appear much higher than other jurisdictions. While the content of the database packages may be quite different, this is another possible reason to err on the conservative side.

For these reasons, a very conservative value per search of \$2 was selected. Based on this per search unit value, the total value of database searches in public libraries was \$150,167,176 in FY2015.³¹

30 Different classes of database searches were valued differently, ranging from \$5 each for foreign language and indexes/directories, to \$25 each for most categories, and at \$200 each for company/business information. Dividing the total value of all searches by the total number of searches yielded \$37.40 for the mean.

31 According to TSLAC, if each public library would have purchased the same package of 62 databases, the total cost would have been at least 10 times more than that in the absence of the group discount.

Circulation of Materials

To derive the value of circulation materials provided by Texas public libraries requires several different data sources, information about circulation materials (books, DVDs, e-books etc.) and a few reasonable assumptions. First, books will be considered, then other materials, and finally total values will be computed for circulation transactions by public library patrons.

For books, in the prior study, a complicated, multi-step process was performed. The first step was to determine the proportion of new book purchases, by category. Then one category, Higher-Education, Professional, and Scholarly, of books was deleted as that category is rarely purchased by public libraries. The re-computed proportions for several categories were then compared against actual circulation proportions for public libraries in Texas. The comparisons showed some differences, but within reasonable approximations. Then we determined the average cost of a new hardcover book in each category. We then multiplied that average cost by the proportion of new book purchases by proportion of new book purchases by category to determine the average new book cost. Then that price was severely discounted (80%) for a variety of reasons, to arrive at a per book circulation value of \$8.63.

In retrospect, that complicated process seems unnecessary, and for FY2015, a less complicated approach will be used. As can be seen in Table 3.3 below, a variety of values have been identified in recent analyses. (Blanks indicate no value was assigned to that category.)

TABLE 3.3. POTENTIAL VALUES OF BOOKS, BASED ON OTHER SOURCES

	ALA Calculator	State of Maine	State of Minnesota	Santa Clara County*	Salt Lake County	City of Toronto**
	2015	2014	2010	FY 2012	2013	2013
Adult Books	17	18	7.48	9.5	8.61	7.04
Young Adult Books	12		6.48			6.10
Children's Books	17	10	6.48	8.75	4.81	6.10

*Average of Low/High

**Discounted 50%

Because of the variation, one approach is to exclude the highest and lowest values for adult books and children's books, and then take the mean or average. That would provide the resulting values in Table 3.4.

TABLE 3.4. DERIVED VALUES OF BOOKS, BASED ON OTHER SOURCES

	ALA Calculator	State of ME	State of MN	Santa Clara Co.*	Salt Lake County	City of Toronto**	Average
	2015	2014	2010	FY 2012	2013	2013	
Adult Books	17		7.48	9.5	8.61		\$10.65
Young Adult Books	12		6.48			6.10	\$8.19
Children's Books		10	6.48	8.75		6.10	\$7.83

*Average of Low/High

**Discounted 50%

Because the 2015 TSLAC survey does not differentiate between young adult books and adult books, a blended rate of \$9.42 will be used.

There were a total of slightly more than 103 million book items in physical format circulated in FY2015. Of that number, approximately 40% were items marked as children's and 60% as adult or young adult. Therefore, the value of book circulation transactions:

Children	41,486,566 X \$7.83 = \$324,839,812
Adult/Young Adult	62,067,294 X \$9.42 = \$584,673,909
Total Book Circulation Value:	\$909,513,721

Non-book, that is digital format, circulation values follow a somewhat different approach. Non-book items can be divided into two main categories:

Video and audio items: 51.6%,
E-books: 48.4%.³²

DVDs are available as a single purchase item from one company (RedBox) at many locations in Texas and could be rented for \$1.50 per day in FY2015. Alternative sources for multiple rentals are Netflix, Amazon, and several smaller services. A per unit value of \$1.50 will be used for both DVDs and CDs.

³² Because circulation data does not distinguish between audio and video items, these percentages were based on the classification of items in the collections. In terms of actual circulation, it is reasonable to assume that e-books comprise a higher proportion than video and audio formats.

E-books are a different matter. Other library valuation research present values that vary considerably both in absolute terms and in relation to the value of a book in physical format. And there are choices available online from free e-books up to and including e-books of new releases at \$14.99. While many cost below \$10, there is also data that a higher per-unit value should be used for e-books: the average per volume price for more than 232,000 e-books in 2013 was \$27.83.³³ Without choosing a large sample of genres, authors, etc. and deriving a blended per unit value, any choice of value will be somewhat subjective. For this report, we see no reason to value e-books differently than a hardcopy format.

Based on circulation data from the 2015 public library survey, the statewide calculations for digital formats are:

Video and audio items: 5,424,113 X \$1.50 = \$8,136,170

E-books: 5,091,087 X \$8.78 = \$44,699,744

And the value for all circulation transactions are:

Total Value of Book Circulation Transactions: \$909,513,721

Total Value of Digital Circulation Transactions: \$52,835,914

Total Value of Circulation Transactions in FY2015: \$962,349,635

33 See Catherine Barr and Constance Harbison, "Book Title Output and Average Prices: 2009-2013," in *Library and Book Trade Almanac* (formerly *The Bowker Annual*), 2014, 59th Edition, Information Today, Inc.: Medford, NJ., page 473.

Chapter IV. Summary of Quantifiable Economic Impacts

Public libraries in the State of Texas generate significant economic impacts. In FY2015, more than 11,000 jobs in Texas were dependent on public library expenditures. When analyzed as business and organizational entities, public libraries produced \$976 million in local economic activity. In addition, the total value of eight public library services was conservatively estimated at \$1.652 billion.

TABLE 4.1. STATEWIDE VALUES OF PUBLIC LIBRARY SERVICES, FY2015

Service	Value
Reference Services	\$40,814,812
Programs	\$48,795,845
Volunteers	\$20,159,826
In-Library Use	\$32,805,863
Computer Terminals	\$293,652,405
Wireless Internet Access	\$104,159,505
Electronic Databases	\$150,167,176
Circulation (All Formats)	\$962,349,635
Total All Services	\$1,652,905,067

Total economic benefits from Texas’ public libraries in FY2015, therefore, were approximately \$2.629 billion.

Spending by public libraries in FY2015 totaled \$566.0 million: \$504.0 million in operating expenditures and \$62.0 million in capital expenditures.³⁴

Overall, with economic benefits of \$2.629 billion and expenditures of \$566 million, there was an ROI of 4.64—for every dollar, there was \$4.64 in statewide economic activity.

Table 4.2 shows the financial benefit ratio (return on investment) for recent prior studies of library impacts. Comparisons of these ratios across different jurisdictions must be conducted with caution and, in some instances, may be inappropriate due to different types of services and other localized conditions. Nonetheless, the Texas ratio appears in line with the ratios evident elsewhere.

34 The operating expenditure total includes \$2.65 million from TSLAC for its share of the TexShare electronic databases.

TABLE 4.2. RETURN ON INVESTMENT IN RECENT REPORTS

Jurisdiction	Year	Return on the Dollar
STATES		
Minnesota	FY2010	\$4.62
COUNTIES		
Salt Lake County, UT	2012	\$5.47-\$6.07
Santa Clara County, CA	2012	\$2.50-\$5.17
Toledo Lucas County, OH	2015	\$3.87
CITIES		
Toronto	2012	\$4.63
Texas	FY2015	\$4.64

Table 4.3 on the next page shows the respective ROI figures as reported in the earlier 2012 report. Again, Texas appears in line with many other jurisdictions.

TABLE 4.3. RETURN ON INVESTMENT IN SELECTED EARLY REPORTS

Jurisdiction	Return on the Dollar
STATES	
Colorado	\$4.99
Florida	\$8.32
Indiana	\$4.76
South Carolina	\$4.48
Texas – Statewide 2011	\$4.42
Wisconsin	\$4.06
CITIES	
Charlotte	\$4.61
Southwestern Ohio	\$3.81

Note: Summary statistics were unavailable for Philadelphia and Seattle.

Compared to the earlier analysis performed in late 2012 for FY2011, the ROI increased by 5%, with most of that due to inclusion of new service values. The ROI

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would have increased by a greater percentage but total economic impact is quite dependent on the mixture of spending. Compared to FY2011, overall spending increased in FY2015, although there were fewer capital expenditures and more operating expenditures.³⁵

The impact of Texas public libraries is still underestimated. Public libraries serve their communities by making information and learning readily accessible to any individuals who choose to enter a library's doors or, in recent years, use a library's online portal. The individuals who use the libraries directly benefit by gaining knowledge and ideas. Even those who choose not to use their local public library benefit by being part of a more educated community. Substantial research has concluded that economic growth and leadership is highly correlated with highly educated communities. Public libraries offer every person an opportunity to improve his or her education and every business an opportunity to improve their productivity. Public libraries are an overlooked factor in economic leadership among states.

³⁵ Capital expenditures, for instance, construction outlays, have high multipliers and greater "ripples" in terms of economic impacts.

Appendices

Appendix A: Summaries of Recent Impact Studies

Appendix B: Bibliography and References

Appendix C: Performing Organization and Project Staff

Appendix A: Summaries of Recent Impact Studies

States

Minnesota

Counties

Santa Clara County, California

Salt Lake County, Utah

Toledo Lucas County, Ohio

Cities

Toronto, Ontario

State of Minnesota

Title

**Minnesota Public Libraries’ Return On Investment, University of Minnesota
Duluth, Labovitz School of Business and Economics, December 2011**

Goals

This research was designed to answer several questions: (a) what are the levels of support among the state’s residents for public library services; (b) how do state residents want public library services to be financed if changes were required to maintain or expand services; (3) what economic impacts are due to public libraries in the state; and (4) what is the cost-benefit ratio/ROI of public libraries.

Methodologies

Two surveys were conducted: a statewide, general population survey of 804 households and a more detailed survey of 557 public library users throughout the state. The user survey was the main method used in determining the value of public library services. Rather than estimating benefits for specific library services, researchers relied on contingent valuation, asking patrons directly how much they would pay or exchange for all library services, that is a bundle of library services rather than individual library services. Contingent valuation is essentially a “willingness-to-pay” approach or the “willingness-to-accept” approach, which generates estimates for how much a patron say they would pay to obtain a service, or how much they would accept to give up the service.

Another component of the research was determining the economic benefits of public libraries with the economic model IMPLAN. Indirect/induced employment, indirect/induced labor income, and indirect/induced economic impacts were computed based on public library employment, labor income, and spending/expenditures as well as the economic profile of the State of Minnesota.

Results

Based on the user survey, researchers estimated that the average household would be willing and able to donate between \$31.7 and \$38.3 dollars annually, resulting in a total donation of \$65.4 to \$79.0 million annually, based on the number of Minnesota households. The researchers stated the estimated amounts should be considered “snapshots,” as demand conditions could change frequently.

The combined totals for capital expenditures and operational expenditures in 2010 dollars were computed to be:

Employment	4,202
Payroll	\$296,329,531
Output	\$431,793,024

ROI Ratio(s)

Based on the willingness to pay estimates, the economic model amounts, and Minnesota's population, the economic contribution per capita totalled \$169.32. With local and county tax support per capita at \$36.67, the annual return per dollar of public tax support equalled \$4.62. That is the generally used ratio throughout the report, although in several sections, a lower ratio of \$2.50 was cited.

Other Findings:

The general population survey indicated that Minnesotans felt that public libraries are a very important part of a community, and that public library funding should remain the same or be increased. If additional resources were needed for public libraries to continue, there were divergent views about user fees, taxes and/or reducing services. The most frequently favored option was to raise taxes, not user fees and/or reduce services. However, the next most favored option was to increase user fees and/or reduce services and not alter taxes. Findings varied by the pattern of respondent and household use of public libraries, and background items such as household income, respondent gender, age, and geographic location.

Other pertinent details from the general population survey:

There was a higher level of household usage of public libraries among those in the Twin Cities area (83%) than elsewhere in Minnesota (72%).

There was no statistically significant difference in reported household usage of public libraries by men or women, although gender differences showed up in other patterns of usage.

There was no statistically significant difference between men and women on the question of whether public library support should be increased, remain the same, or be reduced.

In all income categories, to increase support, the highest percentage of respondents favored using taxes and oppose user fees or reduced service.

Those individuals with more education were more likely to report household use of a public library in the past year: 62% among those with some college or less education, 83% among those who have graduated from a technical or other college, and 92% among those with post-graduate work. There was no statistically significant difference between these education groups in their feeling of the importance of having a public library in every community as all groups felt this was important.

There was no statistically significant difference among age groups in the importance they expressed for there being a public library in every community, or on the question about whether public library support should be increased, remain

the same, or be reduced.

Researchers also identified the social return on investment (SROI) from Minnesota public libraries without attempting to measure the educational programs, literacy benefits, the expertise of the library staff, the library facility as a community gathering place, the “halo” spending by library users at establishments close to the library, and the value of a library’s enhancement to neighborhood real estate and community partnerships.

Santa Clara County, California

Title

Santa Clara County Library District, 2013 Return on Investment Report, Berk Consulting, Seattle Washington.

Goals

The Santa Clara County Library District (SCCLD), which has 8 libraries and a bookmobile, serves more than 400,000 residents in the unincorporated portions of Santa Clara County and the cities of:

- Campbell
- Cupertino
- Gilroy
- Los Altos
- Los Altos Hills
- Milpitas
- Monte Sereno
- Morgan Hill
- Saratoga

Besides quantifying the SCCLD's benefits to the extent possible, the report sought to describe SCCLD's unquantified benefits. An extensive portion of this report is devoted to the library district's activities in:

Enhancing early literacy and youth education;
Promoting lifelong learning and personal growth;
Building and bridging diverse communities;
Providing access to information and technology for all; and
Supporting personal recreation and quality of life.

Examples are provided of the district's impacts on health and wellness, adult education, job and employment services, literacy, and being anchors of community life for county residents. Santa Clara County has an extensive variety of economic, social, linguistic, and ethnic backgrounds, with over 100 languages and dialects are spoken by county residents according to the report. The

Library District has tailored its collections and programming to reflect the highest used languages and actively collects in 19 languages.

Methodologies

Five major categories of activities and services were examined in fiscal year 2011-2012:

- Circulation
- Programs
- Reference Services

- Space Usage
- Technology Usage (in-library terminals, wireless, and databases)

The quantitative methodology was standard: (a) identify the quantity of a service; (b) assign a value, usually both a high and a low value, based on the going rate to acquire a comparable good on the open market; and (c) for all circulation categories, apply a discount rate to the low value only. Unquantified benefits were identified primarily through interviews.

Results

Circulation values dominated the total benefits. The low and high calculations for each major category were as follows:

	Low Estimate	High Estimate
Circulation	\$50,995,113	\$105,631,651
Programs	\$1,621,340	\$4,161,784
Reference Services	\$2,945,808	\$8,849,375
Space Usage	\$77,350	\$324,050
Computers	\$1,936,901	\$4,439,814
Databases	\$24,848,725	\$47,706,559

ROI Ratio(s)

Total estimated benefits were computed at approximately \$83 million for a low estimate and \$171 million for the high estimate. Total expenditures were slightly over \$33 million for cost-benefit ratios of \$2.50 and \$5.17.

City of Toronto, Ontario

Title

So Much More: The Economic Impact of the Toronto Public Library on the City of Toronto, University of Toronto, Martin Prosperity Institute, December 2013

Goals

Determine the ROI and total economic impact of the Toronto Public Library based on calculations for tangible benefits and spending. According to the report, direct tangible benefits are those that have an identifiable beneficiary while indirect tangible benefits are those from the re-spending of dollars within the community.

At the time of the study, Toronto's population was nearly 2.8 million. The library had 98 branches located across the City of Toronto, and most Toronto residents lived within a two-kilometer radius of a branch.

Based on a 2012 survey cited in the report, the Toronto Public Library is heavily utilized:

- Over 2 million residents are members;
- 72% of respondents used the library in the past year;
- 44% of the adult population uses the library once a month or more; and
- Nearly half of the adults taking a child to a library branch do so two or three times each month.

Methodologies

The study analysed the five main categories of Toronto Public Library programs and services:

- Collection Use – books, eTitles, CDs, DVDs, magazines, newspapers, and a museum and arts pass providing discounts;
- Programs – for children, teens, adults, and seniors to support literacy, culture, workforce development, and lifelong learning;
- Reference & Database Services – to support study and business development;
- Technology – access to computer technology and the Internet to support career development, personal research, and lifelong learning; and
- Space – used for reading, personal study, meeting, and collaboration.

Values for each service were based on the local comparative market price for a similar service, according to researchers. And in the case of circulation materials and materials used in the library, the actual cost of the item was discounted by 80% to account for the differences between borrowing and owning a book or other media item. (That left a residual value of 20% per item.) Whenever possible and appropriate, local Toronto prices were used to determine the value.

Two approaches were used that were different than those in other jurisdictions. First, all spending data were from a single year (2012), except for capital expenditures. For renovations, the average annual spending from 2007–2012 was used. Second, to calculate the indirect benefit, researchers applied a multiplier range of 1.4 to 2.0 instead of performing calculations with a specific economic model. To justify this approach, researchers provided information about multipliers in other recent economic impact studies evaluating comparable services. They also state that the 1.4 to 2.0 multiplier range is consistent with national and provincial multipliers used by Statistics Canada.

This report also introduced new measures to estimate the value of library space and materials delivery.

Results

Three estimates were computed for the values of services: low, mid-point, and high. Those amounts were: CAD \$352.5m, CAD \$680.8m, and CAD \$1,009.1m.³⁶

Three amounts also were generated for total economic impacts: Low – CAD \$612.1m, mid-point – CAD \$1,000.6m, and high – CAD \$1,389.1m

In general, the mid-point numbers were cited most frequently.

ROI Ratio(s)

Low, mid-point, and high ROIs were 244%, 463%, and 681%.

Other Findings

Values for individual services were:

	Low	Mid-Point	High
Collection Use	\$183.7	\$512.1	\$840.4
Programs		26.4	
Reference & Database Services		78.8	
Technology Access		25.9	
Meeting & Study Space		37.7	

Total economic impact for each household within the City of Toronto: \$955 CAD;

Total economic impact for each of Toronto’s residents: \$358 CAD.

Based on the \$1 billion in direct tangible benefits (the High estimate) provided by the Toronto Public Library, each of the two million library members received as much as \$502 in total direct benefits.

³⁶ In millions of Canadian dollars (CAD\$). The exchange rate as of 12/31/2013 was 1 USD=1.0628 Canadian or CAD\$= 0.94095 USD.

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Materials delivery was valued as a service at approximately \$15 million. Library members may place a circulating item on hold and have that item delivered to a branch chosen by the resident for pick-up. The value per “hold” was deemed equivalent to the cost of single fare for the Toronto Transit Commission at that time.

The meeting and study space amount of \$37.7 million was based on a series of assumptions and calculations. To calculate the economic benefit of meeting space, bookings of meeting rooms at branches were multiplied by the Library’s commercial rental rate, which was deemed comparable to the Toronto District School Board space rates of \$12.20 to \$50 per hour. That value was relatively small at \$1.4 million. The bulk of meeting space value (\$36.2 million) was derived by multiplying the 9 million annual visitors by a conservative value for work space in the Toronto.

Salt Lake County, Utah

Title

A Return on Investment Study of Salt Lake County Library Services, Javaid Lal, University of Utah, July 2013

Goals

Due to the financial contraction of 2008, all Salt Lake County departments were asked to justify their expenditures in conjunction with a countywide tax increase. This led library officials to support a study to quantify the monetary value of the library services and inform the public and other stakeholders about their return on investment (ROI). In addition to providing measurable results, the study obtained information from library users about their priorities.

At the time of the report, the Salt Lake County Library (SLCoLibrary) operated 18 community libraries and three reading rooms in 17 cities serving a population in excess of 825,000. During 2012, more than 4.5 million people visited SLCoLibrary branches and over 10.1 million connected virtually via the library website. More than 16 million items were checked out, which made SLCoLibrary the 12th largest circulating library in North America with 22.2 books per capita circulation. Salt Lake City and Murray City, with a combined population of more than 235,000, have their own libraries.

Methodologies

To calculate ROI for Salt Lake County Library Services (SLCoLibrary), a mixed-methods, multi-phase approach was employed. In the first phase of the study, an online survey was fielded to collect data from library patrons. The survey used the contingent valuation method by asking specific questions about patrons' library use and their willingness to pay for similar services in the absence of a library. Questions were asked about discrete services and not a bundle of services.

In the second phase of the study, 2012 library use statistics from SLCoLibrary were utilized in calculating monetary equivalents of the services provided by the library.

Actual usage and willingness to pay were determined for:

- Help from Library Staff

- Magazine borrowing

- Newspaper borrowing

- Book borrowing (hardcover, softcover, children's, E-book, audiobook)

- Computers

- Electronic resources

- Electronic News & Magazines Subscription

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Professional Journals Subscriptions
Business & Investment Resources Subscription
Consumer Reports Subscription
Genealogy And Family History Search

DVDs, CDs

Children's and adult's programs

In the third phase, indirect economic impact analysis was performed with the Rims II Regional Input-Output Modeling System. This analysis generated the economic ripple impacts on the local economy from library expenditures for employee wages, book, supplies, and construction activities.

The final phase aggregated the benefits from services and the direct and indirect economic impacts, and compared them to taxpayer costs. Unusually, capital/construction expenditures were considered one-time benefits and separated from other benefits, although not excluded from the ROI.

Results

ROI Ratio(s)

Salt Lake County taxpayers' combined return on investment was calculated at between \$5.47 and \$6.07 for every \$1.00 invested in library services. This was comprised of between \$3.09 and \$3.69 in direct benefits, \$1.57 in indirect benefits, and \$0.81 in one-time benefits for every \$1.00 invested by the Salt Lake County taxpayers.

Overall, SLCoLibrary provided goods and services worth \$121 million in measurable direct benefits to the County residents.

Other Findings:

An average SLCoLibrary cardholder saved \$4,581 annually by not having to purchase similar material in the marketplace.

When asked how much they would be willing to pay, the average cardholder specified \$487.96.

There were 608 responses to the user/patron survey. More than 100 questions were asked. The first section addressed inclusion criteria, in person and online visitation purposes, and visitation frequency. The second section contained approximately 60 questions pertaining to current usage and willingness to pay for alternative services as well as questions about satisfaction with library services. The third section collected demographic information for statistical purposes.

The majority of survey respondents were satisfied (24.36%) or very satisfied (71.88%) with library services—a combined satisfaction rate of 96.24%.

Toledo Lucas County, Ohio

Title

Return on Investment Analysis of Toledo Lucas County Public Library, Fleeter & Associates, Columbus, Ohio, April 2016

Goals

The Toledo Lucas County Public Library has a collection of nearly 2.2 million print, video, audio, and digital materials, ranking it as the fifth largest in the State of Ohio. There are nearly 300,000 cardholders from the Lucas County population of approximately 442,000. There is a downtown main library and 18 branch libraries.

Methodologies

Library services were broken into the following categories:

- A. Circulation of Physical Materials--books, periodicals, dvds, and cds
- B. Circulation of Digital Materials--eBooks, downloadable audio books, digital magazines, & streamed movies
- C. Computer & Technology Services--loaning of laptops and tablet devices, patron use of library computers, wireless provision, and computer training
- D. Reference Services--non-circulating books and periodicals, provision of answers to reference questions, and electronic database usage
- E. Other Library Services, Programming and Outreach--meeting room use, children's, young adult, and adult & family programs, bookmobiles, genealogy, job & employment and personal finance workshops,

Values for each service were based on comparative market prices for similar services. For instance, based on information about the cost of computer training in northwest Ohio, a value of \$25 per hour per patron was assigned to the computer training offered by the library. The number of patron hours of training was then multiplied by \$25.

For physical books, this study assigned an average discount of the purchase price of 50%. In other words, the assignment of the net value when a patron borrowed a book assumed that the net value of the use of the book equaled its acquisition cost less a resale value of 50%. The formula for computing the value of books borrowed equaled:

Number of Books Borrowed X (Acquisition Cost– 50% Discount) = Total Economic Benefit of Book Circulation

To calculate the indirect benefit, researchers applied a multiplier of 1.41 instead of performing calculations with a specific economic model. This specific multiplier was selected because it was the "Household Consumption" economic multiplier for Ohio,

as computed by the Bureau of Economic Analysis, U.S. Department of Commerce. Unlike all other prior ROI library impact reports, this multiplier was applied quite differently: to multiply to the value of library services and not to multiply library expenditures.

Results

ROI Ratio(s):

When compared to the library’s expenditures of \$37.1 million in 2015, the total Return on Investment was determined to be 3.87.

Other Findings:

Values and proportions of values for categories of services were:

Library Service	Estimated Value	Share of Value
Physical Circulation	\$40,949,070	40.30%
Electronic Circulation	\$9,125,812	9.00%
Computer & Technology Services	\$19,770,644	19.40%
Reference Services	\$27,894,521	27.40%
Library Programs & Other Services	\$3,937,933	3.90%

Appendix B: Bibliography and References

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Appendix C: Performing Organization and Project Staff

The Bureau of Business Research, IC² Institute, The University of Texas at Austin

The Bureau of Business Research (BBR) was established in 1926 to provide small business owners and policymakers with applied economic research and data to strengthen the state's business environment. Throughout its history, the Bureau and its work has been characterized by objectivity and independence. The IC² Institute was established in 1977 with the vision that science and technology are resources for economic development and enterprise growth. In addition to the BBR, the Institute oversees several programs that include the Austin Technology Incubator and the Global Commercialization Group. The Bureau's prolific publications history includes numerous economic assessments and program evaluations.

Project Staff

Dr. James Jarrett, Senior Research Scientist, Bureau of Business Research, IC² Institute, The University of Texas at Austin, served as the principal investigator. Brian Lewandowski, Associate Director, Business Research Division, Leeds School of Business, University of Colorado Boulder, performed the economic modelling. The research was conducted in calendar year 2016.



Appendix 8.2
Mobile Library Service Alternatives

Appendix 8.2

Mobile Library Service Alternatives

Research Leads

The Consultants performed a study of the pros and cons of various mobile library service alternatives: bookmobiles versus other, less costly alternatives, such as book/computer trailers (pulled by a truck), pop-up outreach libraries, kiosks, storefront libraries, or other options. A survey of online references we found include:

Round Rock Public Library Strategic Plan (by Godfrey's Associates, 2013 - see page 7)

https://www.roundrocktexas.gov/wp-content/uploads/2014/12/section_6_rrpl_core_library_business_plan_final.pdf

ALA Resource Guide: Bookmobiles

<https://libguides.ala.org/bookmobiles>

PLA Bookmobiles & Book Bike resources

<https://www.ala.org/pla/resources/tools/community-engagement-outreach/bookmobiles-book-bikes>

Grocery store home to library book kiosk (San Francisco, 2/28/2023)

<https://www.retailcustomerexperience.com/news/grocery-store-home-to-library-book-kiosk/>

Hunger-Free Libraries: Food Pantries and Fridges (library service outlets tied to food pantries, April 2023)

<https://www.webjunction.org/news/webjunction/hunger-free-libraries.html>

From Bookmobiles to Outdoor Pop-Ups, Libraries Keep Their Communities Connected

<https://ilovelibraries.org/article/bookmobiles-outdoor-pop-ups-libraries-keep-their-communities-connected/>

Pop Up Libraries: Tips for Success

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prepared by Godfrey's Associates, Inc.

May 1, 2023

Pop-Up Perfection: Staging a Pop-Up Library

<https://publiclibrariesonline.org/2016/09/pop-up-perfection-staging-a-pop-up-library/>

What the Heck Is a Digital Pop-up Library?

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<https://www.pewresearch.org/internet/2013/01/29/innovative-library-services-in-the-wild/#redbox-style-library-kiosks-and-outreach-services>

Embedded Librarianship: From Laundromats to Zumba Class

<https://publiclibrariesonline.org/2019/04/embedded-librarianship-from-laundromats-to-zumba-class/>

Libraries and Laundromats: Transforming Spaces for Learning

https://www.ims.gov/grant-spotlights/libraries-and-laundromats-transforming-spaces-learning?fbclid=IwAR08dOu_gwGRYgvV3kC8XWI5yGNYo9DIzVylRAMO1VWByLOuvHJktFcd6UE

Kiosks/ MK Solutions LibDispenser – LibBox at San Antonio PL

<https://ask.mysapl.org/faq/222280>

<https://guides.mysapl.org/c.php?g=666908&p=4718559>

<https://www.mysapl.org/Visit/Locations/Potranco-Library#183011916-collections--community>

"Libby" at Hamilton PL in Ontario

<https://www.mksolutions.com/us/blog/2013/07/31/libby-debuts-at-valley-park/>

https://www.mksolutions.com/wp-content/uploads/dlm_uploads/2021/01/PS-MKS-LD-EN.pdf

<https://www.mksolutions.com/us/libdispenser/>

Appendix 8.2

Mobile Library Service Alternatives

Research Leads

Other Possible Leads to Explore:

Libraries Without Borders (see “News” for articles about library outlets in non-traditional settings)

<https://www.librarieswithoutborders.us/>

ALA Outreach Toolkits

<https://www.ala.org/advocacy/diversity/outreach-toolkits>

Urban Libraries Council: Closing the Entrepreneurship Gap: Tools for Libraries

<https://www.urbanlibraries.org/initiatives/workforce-economic-development/closing-the-entrepreneurship-gap>

Taking Community Partnerships to the Next Level (webinar from May 2018)

<https://www.webjunction.org/events/webjunction/taking-community-partnerships-to-the-next-level.html>

Get Out of the Library: Embedding librarians in our communities (May 2018)

<https://americanlibrariesmagazine.org/2018/05/01/embedded-librarians-get-out-library/>

American Libraries: search for “kiosk”

<https://americanlibrariesmagazine.org/?s=kiosk>

American Libraries: search for “storefront”

<https://americanlibrariesmagazine.org/?s=storefront>

prepared by Godfrey's Associates, Inc.

May 1, 2023

Bookmobile Case Study

From the New Mexico State Library website:

There are three rural bookmobile routes – East, West, Northeast – based in bookmobile offices located in Tucumcari, Los Lunas, and Cimarron, respectively. Each is staffed with three library employees except Tucumcari, with only two staff. Bookmobiles travel over 65,000 miles per year, or 14,000 to 21,000 miles each.

The State Library was paying about \$360,000 for a new traditional bookmobile bus, but were informed in December of 2023 there would be delays in delivery due to supply chain issues. They have ordered a large vehicle, similar to what they currently operate but those are not made very often anymore, which contributed to the delay.

Number & Cost of Personnel to Staff a Bookmobile. Three full-time positions. The average manager makes \$71,188 and the average library tech makes \$47,713 so around \$167,000 in salaries for a 3 person office. With benefits the total amounts to approximately \$250,000.

The annual cost to operate one bookmobile, all inclusive – personnel costs, fuel, maintenance or the total annual bookmobile operating budget.

Salaries & benefits	\$250,000	
Maintenance & fuel	\$23,000	
Travel expenses	\$15,000	(food & lodging on overnight trips)
Total	\$288,000	

Now, the State Library is in the process of purchasing an existing vehicle for \$305,000 that was used for demo purposes. They had to cancel a contract to purchase a vehicle that was supposed to take one year because after a purchase order was in place the Library was told it would be more like three years due to unavailability of a chassis.

The Bookmobile is funded by the Foundation for purchase, but not for picking it up or having it delivered.

Appendix 8.2

Mobile Library Service Alternatives

Research Leads

Alternatives to a full-sized bookmobile can be more manageable in size. Vehicle needs will depend on how it will be used (e.g. programming for special events vs. regular book service) and how accessible you want it to be (NMSL's current bookmobiles are not accessible to people who cannot use stairs).

The food truck style for vans (see photo at right) allows the customers to stay outside while staff are inside, with roll-up windows for browsing or carts rolled out.

Moving truck styles are pretty resilient and allow for inside browsing. For pricing see:

<https://farberspecialty.com/listings/16749/> or https://www.gsaadvantage.gov/advantage/ws/catalog/product_detail?qsln=11000096865553.

Sprinter vans are becoming very common and can be adapted for inside browsing. See:

<https://farberspecialty.com/listings/17538/>

There are also some bookmobiles that are towed as trailers, which have some advantages, but I hear they can be hard on the vehicle doing the towing. See photos at right.

prepared by Godfrey's Associates, Inc.
May 1, 2023



Appendix 8.3
Phased Branigan Library Renovation & Expansion Cost Model

Appendix 8.3 Cost Summary of Phases One & Two

<i>project</i>	<i>phased amount</i>	<i>original estimate</i>	<i>difference</i>	<i>increase</i>
1 New ADA Elevator	\$162,600	\$155,600	added 3rd floor extension	
2 On-Site Storage	\$22,346			
3 Modify Second Floor to accept public services	\$25,000			
4 Vacate Ground Floor	\$83,474	\$39,268	combined Projects 4 & 6	
15 Atrium Lobby Addition	\$3,648,656	\$3,347,950	added smoke control system	
5 Level Ground Floor lower level	\$621,598	\$747,032		
6 Vacate Ground Floor	\$0	\$76,766		
7 Add clerestory windows/solar panels	\$1,417,844	\$1,759,946	reduced base building cost	
8 Ground Floor Renovation	\$9,002,550	\$7,853,134	added new building systems	
9 Install new shelving	\$453,000	\$315,302	new vendor estimate	
11 Relocate Public to Ground Floor	\$73,574			
Branigan Renovation Subtotal	\$15,510,642	\$15,308,539	\$202,103	1.3%
10 Relocate Admin & Tech Services	\$61,806			
12 Second Floor Renovation	\$5,226,396	\$4,998,691	added new building systems	
13 Return Support Services/Collections to Branigan	\$10,723			
14 Grand Kiva Addition	\$6,872,608			
16 Meeting Room Addition	\$3,401,718	\$3,401,718		
17 Third Floor Addition	\$1,081,245	\$1,063,530	added roofing demolition	
Branigan Expansion Subtotal	\$16,654,495			
Branigan Renovation/Expansion Total	\$32,165,138	\$29,124,249	\$3,040,889	10.4%



Council Work Session Summary

Meeting: Work Session - Oct 27 2025

TITLE: ARPA SUB-RECIPIENT FUNDING AND PROGRAMMATIC STATUS UPDATE.

PURPOSE(S) OF DISCUSSION: ☒ Inform/Update ☐ Direction/Guidance ☐ Legislative Development/Policy

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

The City of Las Cruces (City) received a direct allocation from the U.S. Treasury under the American Rescue Plan Act (ARPA) for the Coronavirus State and Local Fiscal Recovery Funds, which provided a substantial infusion of resources to help turn the tide on the pandemic, address its economic fallout, and lay the foundation for a strong and equitable recovery. The City received the first tranche of funding in the amount of \$12,379,913 on May 19, 2021. The second tranche, in the same amount, was received on June 14, 2022. This Work Session will give an update on the funding and projects to support urgent COVID-19 response efforts.

Last update presented to Council was September 9, 2024.

PLAN(S):

Elevate Las Cruces

COMMITTEE/BOARD REVIEW:

None



Council Work Session Summary

Meeting: Work Session - Oct 27 2025

TITLE: IMPROVE LAS CRUCES: COMMUNITY IMPROVEMENTS BOND UPDATE.

PURPOSE(S) OF DISCUSSION: ☒ Inform/Update ☐ Direction/Guidance ☐ Legislative
Development/Policy

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

On August 25, 2025, an initial discussion was held to introduce proposed preliminary projects funded by the newly approved gross receipts tax (GRT). To encourage community involvement, six public meetings, one in each Council district, were organized to gather input and answer general questions. Residents were also invited to suggest additional project ideas for future consideration. Staff will be sharing the feedback from the public and provide recommendations regarding the next steps.

COMMITTEE/BOARD REVIEW:

None



Council Work Session Summary

Meeting: Work Session - Oct 27 2025

TITLE: GO BOND QUARTERLY UPDATE.

PURPOSE(S) OF DISCUSSION: ☒ Inform/Update ☐ Direction/Guidance ☐ Legislative
Development/Policy

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

City staff will present a quarterly update on the status of General Obligation (GO) Bond projects. The update is intended to provide current information about the projects and related timelines.

PLAN(S):

Department Strategic Business Plan

COMMITTEE/BOARD REVIEW:

None