



AGENDA
WATAUGA LIBRARY BOARD
REGULAR MEETING
CITY HALL COUNCIL CHAMBER, 7105 WHITLEY ROAD
TUESDAY, SEPTEMBER 14, 2021
6:00 PM

CALL TO ORDER

ROLL CALL

ANNOUNCEMENTS

REPORTS FROM STAFF

1. Library Director's Report
Lana Ewell, Director of Library Services
Andrea Gardner, City Manager

PUBLIC COMMENT If speaking for an organization or group, the speaker should identify the group represented. If speaking during Public Comment (for matters not posted on that particular meeting's agenda), members of the Library Board and Staff may only provide a statement of factual information in response to the inquiry or recite existing policy in response (e.g., to correct a factual misstatement made by the citizen or provide factual information requested by the citizen). Any deliberation of or decision about the subject of the inquiry shall be limited to a proposal to place the subject on the agenda for a future meeting. If necessary, the Chair will task the City staff to respond to the citizen and report back to the Library Board as soon as practicable. Such report to the Library Board shall not constitute a meeting called by the Library Board nor shall it constitute deliberation or formal action. Individual citizens addressing the Library Board during Public Comment shall not exceed three (3) minutes in their comments; however, the Chair may extend or reduce the speaker's allotted time in order to conduct an efficient and effective public meeting. The time allotted shall not be donated to others desiring to speak. Public Comment is not established to engage in a conversation with the Board and no formal Board action will be taken.

PUBLIC TESTIMONY FOR ACTION ITEMS Only those persons who submit a completed Request to Speak form prior to the agenda item being introduced by the Chair will be allowed to speak on agenda items set for action (this doesn't include presentations or reports). The Chair shall ask each person requesting to speak to approach the podium when called to speak. Speakers time shall generally not exceed three (3) minutes in their comments and all comments must be germane to the specific agenda item being discussed; however, the Chair may extend

or reduce the speaker's allotted time. Speakers shall not be permitted to donate their time to other speakers. Members of the Library Board may ask questions or discuss the item directly with the citizen during the citizen's testimony if necessary. Any discussion between a Board Member and the citizen will not count toward the time limit and Board Members are encouraged not to speak until the citizen has first utilized their allocated time.

ACTION ITEMS

1. Discuss and consider action to provide a recommendation to the Mayor and City Council to remove Library Advisory Board Member Place 3 for failing to exhibit a general interest in the endeavors of the board

Arthur Miner, Mayor

Andrea Gardner, City Manager

2. Discuss and consider action on the July 13, 2021 Library Board Meeting Minutes

Andrea Gardner, City Manager

ADJOURNMENT

NOTICE

THIS FACILITY IS WHEELCHAIR ACCESSIBLE AND ACCESSIBLE PARKING SPACES ARE AVAILABLE. REQUESTS FOR ACCOMMODATIONS OR INTERPRETIVE SERVICES MUST BE MADE 48 HOURS PRIOR TO THIS MEETING. PLEASE CONTACT THE CITY SECRETARY'S OFFICE AT (817) 514-5825 OR FAX (817) 514-3625 FOR FURTHER INFORMATION.

I, Andrea Gardner, City Secretary for the City of Watauga, hereby certify that this agenda was posted on the bulletin boards at City Hall, 7105 Whitley Road, Watauga, Texas, on Friday, September 3, 2021, before 6:00 p.m., in accordance with Chapter 551 of the Texas Government Code.



Andrea Gardner, City Secretary





AGENDA MEMORANDUM

DATE: August 30, 2021
TO: Library Board Members
FROM: Lana Ewell, Director of Library Services
SUBJECT: Library Director's Report

BACKGROUND/INFORMATION:

A review of monthly library reports, articles on the economic benefits and return on investment in public libraries, the current long range plan, and the MetroShare libraries.

FINANCIAL IMPLICATIONS:

N/A

RECOMMENDATION/ACTION DESIRED:

City staff respectfully recommends the Library Board receive the report.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

1. 1. Library Report May 2021 - Summary page only
2. 2. Library CARES May 2021
3. 3. Watauga Public Library Report June 2021
4. 4. Library Report June 2021- Summary Page only
5. 5. Library Report July 2021 - Summary page only
6. 6. Library CARES July 2021
7. 7. Texas State Libraries Economic Benefits and Return on Investment ROI_Final 2017 - Copy
8. 8. Making-Cities-Stronger from the Urban Libraries Council 2007 - Copy
9. 9. Economic Benefits and Impacts from Public Libraries in the State of Florida 2000 - Copy
10. 10. 2020 to 2025 Long Range Plan and City of Watauga Texas Resolution no 2020-002_202001211019301121
11. 11. MetroShare Libraries Locations and Hours

REVIEWED BY:

Lana Ewell, Director of Library Services
Andrea Gardner, City Manager
Approved as to form for inclusion on Agenda

Approved - 8/30/2021
Final Approval - 9/2/2021

WATAUGA PUBLIC LIBRARY-REPORT SUMMARY
Monthly Report - May, 2021 - Library Closed to Public 3/13/2020 - 04/05/2021 - COVID19

DEPARTMENT TOTALS	Current Month	This Month Last Year	Year to Date 2020-21	Year to Date 2019-20
Circulation Total	10,719	3,214	55,997	159,004
Total in Collection	N/A	N/A	116,529	120,775
Programs	25	40	245	952
Program Attendance	857	823	5,799	16,571
Cards Issued	88	2	343	824
Library Visits	2,353	0	2,624	42,867
Notary Service	6	0	6	121
Reference & Directional Transactions	463	75	2,996	8,541
Study Room Usage (hours)	0	0	0	3,332
Volunteer Hours	117	24	514	2073
Webpage Views	2223	2777	14309	16988
CIRCULATION SERVICES	Current Month	This Month Last Year	Year to Date 2020-21	Year to Date 2019-20
Adult Books	927	401	4,537	14,572
Youth Books	3,557	643	11,211	57,201
Adult Books on CD	70	87	626	1,833
Youth Books on CD	39	18	148	790
Adult DVDs	533	253	2,214	11,326
Youth DVDs	359	69	988	10,547
Adult Kits	8	4	22	275
Youth Kits	81	9	193	1,309
Music CDs	57	6	234	1,583
Periodicals	44	29	225	655
eBooks	306	372	2,496	2,729
eAudiobooks	400	305	3,045	2,254
eMagazines	23	91	363	477
MetrOPAC Materials	1,510	642	14,460	9,776
Renewals	2,805	285	15,235	43,677
TOTAL CIRCULATION	10,719	3,214	55,997	159,004
Requested Items Processed	1,181	1,637	12,815	8,896
Interlibrary Loan Requests (TexShare)	13	16	149	150
Curbside checkout transactions	161	N/A	2,459	N/A
Curbside-Misc. services	66	N/A	488	N/A
Self-Check Out Transactions	327	21	607	5,402
Self-Check Out-Items Checked Out	1,765	31	2,955	24,381
Revenue Collected	\$ 260.25	\$ -	\$ 1,975.85	\$ 12,719.50
ADULT SERVICES	Current Month	This Month Last Year	Year to Date 2020-21	Year to Date 2019-20
Number of Programs	8	8	61	545
Program Attendance	117	254	678	4,516
Volunteer Hours	0	0	0	1,233
Internet Users	148	0	204	4,820
YOUTH SERVICES	Current Month	This Month Last Year	Year to Date 2020-21	Year to Date 2019-20
Number of Programs	17	32	184	407
Program Attendance	740	569	5,121	12,055
School Visits	1	0	2	5
Volunteer Hours	117	24	514	840
Youth Computer Users	383	0	566	6,261
TECHNICAL SERVICES	Current Month	This Month Last Year	Year to Date 2020-21	Year to Date 2019-20
Material Items Received	599	206	4,309	3,671
Materials Added	611	285	4,412	4,001
Materials Withdrawn	309	14	6,281	2,945

Watauga Public Library C.A.R.E.S.

May 2021

• Civic/ Community Engagement/ Cultivating Community/ Job Skills

- The interior of the Library reopened to the public on Monday, May 10, 2021. Curbside and mobile print services continue for those who prefer it. All classes and events will be outside or virtual until further notice. Covid restrictions were in place.

- Adult Services Librarian, Dana Harper and John "the Grassman" Snowden offered a wealth of knowledge about native Texas plants and helped us appreciate our own beautiful patch of wildflowers and grasses in Watauga's Capp Smith Park. Check the Library Facebook page May 20, 2021 for pictures.

- Library Staff attending the City sponsored Job Fair fielded 26 inquiries.

• The Library receive the following written comments and requests

Written comments: This was received via email.

1. Two posted comments on Facebook May 7, 2021 regarding reopening:
"The kids and I are so excited! We love our Watauga Public Library!" &
"Best news EVER"

• Digital Inclusion/ Economic Development

* Curbside Service continues.

* The Circulation Staff receives and processes print jobs sent from the patrons home computer, Faxes and various tasks. Informational questions are accepted.

* Adult Services Librarian Dana Harper, and staff have created the following online programs and events to reach out to our public.

Facebook Informational/ Social Services Slides:

5/1– Asian Pacific American Heritage Month
5/4– May the Fourth Be with You
5/5– Cinco de Mayo
5/5– Asian American Pacific Islander Heritage Month Books
5/5– Service Update
5/7– Wildflower Walk
5/8– Asian American Pacific Islander Heritage Month
5/13– Wildflower Walk
5/14– Media Literacy Skills
5/14– Mental Health Awareness Month
5/18– Service Update
5/18– AAPI Book List
5/19– Outdoor Book Club
5/20– Wildflower Walk Report
5/26– Summer Reading Sneak Peak
5/27– Service Update
5/29– Choose Your Own Reading Challenge - Nature
5/31– Tulsa Race Massacre

Top Facebook posts for Adult Services: Tiny Art Show (5/5)

1,127 - People Reached
71- Reactions, Comments & Shares
138 - Post Clicks
37—Likes and 16—Loves

Top Facebook events:

Choose Your Own Reading Challenge -
Book-to-Movie 3
Library Book Club (*World War Z*)
(in-person, outside) 6

• **Early Childhood Literacy/ Family Development & Enrichment**

- * The Youth Department created and arranged the following Online Videos, Outside & Virtual Events, and Curbside Crafts.

Facebook Events:

Storytime—Live (3)	12 attendance
Family Storytime—Recorded (2)	8 attendance
Mother Goose— Recorded (2)	6 attendance
Mother Goose — Live (1)	1 attendance
Music & Movement—Recorded (1)	6 attendance
Friendship Elementary Virtual Outreach (2)	380 attendance

Teen Programs:

Teen Volunteer Training (Web Ex Live)	25 attendance
Teen Crafting (Facebook Video)	16 attendance

Special Programs—Virtual Events:

5/6	Fort Worth Zoo (Zoom Live)	0 attendance
5/14	Fort Worth Zoo (Zoom Recorded)	200 attendance

Special Visitors—Craft—Take & Make:

5/3-25	Make a Craft Bag	20 visitors
5/3-5	Mothers Day Card Kits	50 visitors
5/11-14	Teen Fandom Kits	16 visitors

WATAUGA PUBLIC LIBRARY-REPORT SUMMARY

Monthly Report - June, 2021 - Library Closed to Public 3/13/2020 - 04/05/2021 - COVID19

DEPARTMENT TOTALS	Current Month	This Month Last Year	Year to Date 2020-21	Year to Date 2019-20
Circulation Total	16,859	10,352	72,856	169,356
Total in Collection	N/A	N/A	116,880	120,790
Programs	46	37	291	989
Program Attendance	1,713	1,210	7,512	17,781
Cards Issued	188	18	531	842
Library Visits	5,032	0	7,656	42,867
Notary Service	12	0	18	121
Reference & Directional Transactions	1,100	42	4,096	8,583
Study Room Usage (hours)	104	0	104	3,332
Volunteer Hours	525	5	1,039	2,078
Webpage Views	2603	2792	16912	19780
CIRCULATION SERVICES	Current Month	This Month Last Year	Year to Date 2020-21	Year to Date 2019-20
Adult Books	1,753	943	6,290	15,515
Youth Books	7,086	2,250	18,297	59,451
Adult Books on CD	135	159	761	1,992
Youth Books on CD	76	37	224	827
Adult DVDs	868	497	3,082	11,823
Youth DVDs	703	322	1,691	10,869
Adult Kits	24	15	46	290
Youth Kits	152	33	345	1,342
Music CDs	56	33	290	1,616
Periodicals	95	58	320	713
eBooks	263	362	2,759	3,091
eAudiobooks	286	283	3,331	2,537
eMagazines	24	97	387	574
MetroPAC Materials	1,157	1,780	15,617	11,556
Renewals	4,181	3,483	19,416	47,160
TOTAL CIRCULATION	16,859	10,352	72,856	169,356
Requested Items Processed	903	2,025	13,718	10,921
Interlibrary Loan Requests (TexShare)	7	8	156	158
Curbside checkout transactions	39	N/A	2,498	N/A
Curbside-Misc. services	53	N/A	541	N/A
Self-Check Out Transactions	791	23	1,398	5,425
Self-Check Out-Items Checked Out	3,767	52	6,722	24,433
Revenue Collected	\$ 757.49	\$ 191.04	\$ 2,733.34	\$ 12,910.54
ADULT SERVICES	Current Month	This Month Last Year	Year to Date 2020-21	Year to Date 2019-20
Number of Programs	6	9	67	554
Program Attendance	122	225	800	4,741
Volunteer Hours	0	0	0	1,233
Internet Users	248	0	452	4,820
YOUTH SERVICES	Current Month	This Month Last Year	Year to Date 2020-21	Year to Date 2019-20
Number of Programs	40	28	224	435
Program Attendance	1,591	985	6,712	13,040
School Visits	0	1	2	6
Volunteer Hours	525	5	1,039	845
Youth Computer Users	496	0	1,062	6,261
TECHNICAL SERVICES	Current Month	This Month Last Year	Year to Date 2020-21	Year to Date 2019-20
Material Items Received	1,096	216	5,405	3,887
Materials Added	476	373	4,888	4,374
Materials Withdrawn	105	358	6,386	3,303

Watauga Public Library C.A.R.E.S.

June 2021

• Civic/ Community Engagement/ Cultivating Community/ Job Skills

- The Summer Reading Club has begun. As of July 8, 2021, the number of folks signed up is 801. This is double what we had at this point in 2020. Final tallies will come in the July report.

- The transition to the MetroShare Consortium is progressing. On June 8, 2021 the Texas State Library and Archives Commission proposed funding recommendations for the Regional ILS Cooperative Grants based on the adjusted average scores and rankings of the Grant Review Panel. The Commission will review these recommendations at their meeting on August 6, 2021 at which time they may adopt the panel's recommendations, or amend them.

• The Library receive the following written comments and requests

Written comments: This was received via Facebook page.

1. From Library: "An extra special "thank you" to In-n-Out and the employees who came out yesterday during the Summer Reading Kick-Off event! They made registration especially delicious." Response: "Marisa Poole: We had so much fun! Thank you! "

• Digital Inclusion/ Economic Development

- * Curbside Service continues.
- * The Circulation Staff receives and processes print jobs sent from the patrons home computer, Faxes and various tasks. Informational questions are accepted.
- * Adult Services Librarian Dana Harper, and staff have created the following online programs and events to reach out to our public.

Facebook Informational/ Social Services Slides:

6/2- Changes Coming to the Library
6/3- Pride Month
6/10- Backyard Composting
6/12- Capp Smith Wildflowers
6/14- Flag Day
6/14- Watercolor Feathers
6/14- The Office Trivia Night
6/17- Backyard Composting
6/17- Book Club
6/19- Juneteenth
6/23- City Council Recap
6/23- The Office Trivia
6/29- Curbside Craft- Hedgehog

Top Facebook posts for Adult Services: Service Update (6/2)

1,021- People Reached
46 - Reactions, Comments, & Shares
218 - Post Clicks
21- Likes and 2- Wows

Adult events:

Beanstack Challenge n/a
TCMGA Backyard Composting (Zoom) 34
The Office Trivia Night (meeting room) 6

Adult Kits:

Curbside Craft—Ceramics Owl 36
Curbside Crafts—Watercolor Feathers 36

• **Early Childhood Literacy/ Family Development & Enrichment**

* The Youth Department created and arranged the following Online Videos, Outside & Virtual Events, and Curbside Crafts.

ASPIRE Outreach:

STEM Outreach—Video recorded presentation & Crafts (5) 250 attendance

Live Events (Limited number per session):

Storytime — In Person (12 programs)	251 attendance
Family Storytime—In Person (1)	5 attendance
Mother Goose—In Person (1)	3 attendance

Facebook Events:

Family Storytime—Recorded (1)	4 attendance
Mother Goose— Recorded (2)	6 attendance
Music & Movement—Recorded (1)	4 attendance

Special Visitors—Craft—Take & Make:

6/1-4	Animal Paper Bag Puppets	120 visitors
6/2-24	Make your own star gazer	100 visitors
6/7-11	Build Your Own Birdhouse Kit	71 visitors
6/14-16	Father's Day Cards	24 visitors
6/14-18	Paper Bowl Jellyfish	100 visitors
6/21-25	Dino Day Crafts Extraordinaire	111 visitors
6/21-30	Make your own zebra	25 visitors
6/28-30	Under the sea painting kit	93 visitors

Special Programs

Summer Reading Club—Virtual Events:

6/1	Snake Encounters	20 attendance
6/7	Tween Event: Fort Worth Museum "Animals in Our Skies"	3 attendance
6/15	All about animals	6 attendance
2/29	Dino Day with Ranger Zach	8 attendance

Summer Reading Club—In Person Events:

6/1	Summer Reading Drive Through Kick Off	250 attendance
6/17	Family Trivia Night "Disney"	20 attendance
6/30	Ariel Storytime	77 attendance

Teen Take & Makes:

6/13-18	Breakout Bags	29 attendance
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Teen In Person Summer Event:

Teen Volunteer Training (Web Ex Live)	11 attendance
6/25 Teen Murder Mystery "80's Prom Gone Bad"	

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DEPARTMENT TOTALS	Current Month	This Month Last Year	Year to Date 2020-21	Year to Date 2019-20
Circulation Total	10,762	8,788	83,618	178,144
Total in Collection	N/A	N/A	117,266	119,784
Programs	48	63	339	1,052
Program Attendance	894	1,596	8,406	19,377
Cards Issued	184	26	715	868
Library Visits	4,632	0	12,288	42,867
Notary Service	14	0	32	121
Reference & Directional Transactions	845	156	4,941	8,739
Study Room Usage (hours)	184	0	288	3,332
Volunteer Hours	413	2	1452	2080
Webpage Views	1997	4100	18909	23880
CIRCULATION SERVICES	Current Month	This Month Last Year	Year to Date 2020-21	Year to Date 2019-20
Adult Books	1,128	801	7,418	16,316
Youth Books	4,837	1,476	23,134	60,927
Adult Books on CD	83	95	844	2,087
Youth Books on CD	45	25	269	852
Adult DVDs	617	548	3,699	12,371
Youth DVDs	539	193	2,230	11,062
Adult Kits	14	17	60	307
Youth Kits	110	32	455	1,374
Music CDs	43	8	333	1,624
Periodicals	32	27	352	740
eBooks	291	398	3,050	3,489
eAudiobooks	309	326	3,640	2,863
eMagazines	41	78	428	652
MetrOPAC Materials	539	2,231	16,156	13,787
Renewals	2,134	2,533	21,550	49,693
TOTAL CIRCULATION	10,762	8,788	83,618	178,144
Requested Items Processed	553	2,493	14,271	13,414
Interlibrary Loan Requests (TexShare)	2	16	158	174
Curbside checkout transactions	11	N/A	2,509	N/A
Curbside-Misc. services	29	N/A	570	N/A
Self-Check Out Transactions	579	26	1,977	5,451
Self-Check Out-Items Checked Out	2,809	49	9,531	24,482
Revenue Collected	\$ 1,659.29	\$ 160.25	\$ 4,392.63	\$ 13,070.79
ADULT SERVICES	Current Month	This Month Last Year	Year to Date 2020-21	Year to Date 2019-20
Number of Programs	7	18	74	572
Program Attendance	138	546	938	5,287
Volunteer Hours	1	0	1	1,233
Internet Users	288	0	740	4,820
YOUTH SERVICES	Current Month	This Month Last Year	Year to Date 2020-21	Year to Date 2019-20
Number of Programs	41	45	265	480
Program Attendance	756	1,050	7,468	14,090
School Visits	0	0	2	6
Volunteer Hours	412	2	1,451	847
Youth Computer Users	1,100	0	2,162	6,261
TECHNICAL SERVICES	Current Month	This Month Last Year	Year to Date 2020-21	Year to Date 2019-20
Material Items Received	592	95	5,997	3,982
Materials Added	420	145	5,308	4,519
Materials Withdrawn	24	1,151	6,410	4,454

Watauga Public Library C.A.R.E.S.
July 2021

• **Civic/ Community Engagement/ Cultivating Community/ Job Skills**

- The Summer Reading Club has ended. As of July 30, 2021, the number of folks signed up for the Youth section was 691 and for Adult 180. This is an increase over what we had in 2020.

- The transition to the MetroShare Consortium is progressing. On June 8, 2021 the Texas State Library and Archives Commission proposed funding recommendations for the Regional ILS Cooperative Grants based on the adjusted average scores and rankings of the Grant Review Panel. The Commission will review these recommendations at their meeting on August 6, 2021 at which time they may adopt the panel's recommendations, or amend them.

• **The Library receive the following written comments and requests**

Written comments: This was received via Facebook page.

1. From Library: "We had a magical night during Harry Potter Family Trivia! " Response: "R. Mecham: We had a great time, thank you for hosting such a fun event with nice prizes! "

• **Digital Inclusion/ Economic Development**

* Curbside Service continues.

* The Circulation Staff receives and processes print jobs sent from the patrons home computer, Faxes and various tasks. Informational questions are accepted.

* Adult Services Librarian Dana Harper, and staff have created the following online programs and events to reach out to our public.

Facebook Informational/ Social Services Slides:

7/2– Choose Your Own Reading Challenge
7/4– Happy July 4th
7/8– Gardening for Pollinators
7/14– Bookshop Dogs/Cats
7/15– Curbside Craft—Origami
7/16– Gardening for Pollinators
7/20– 80s—90s Trivia Night
7/21– Closed for Staff Training
7/26– Book Club
7/19– Juneteenth
7/29– CYORC
7/30– Curbside Craft– Llamas

**Top Facebook posts for Adult Services:
Service Update (6/2)**

942- People Reached
23 - Reactions, Comments, & Shares
32 - Post Clicks
21- Likes

Adult events:

Beanstack Challenge n/a
Library Book Club (meeting room) 7
80s versus 90s Trivia Night (meeting room) 8

Adult Kits:

Curbside Craft—Hedgehog 50
Curbside Crafts—Animal Origami 36

• **Early Childhood Literacy/ Family Development & Enrichment**

- * The Youth Department created and arranged the following Online Videos, Outside & Virtual Events, and Curbside Crafts.

Live Events (Limited number per session):

Storytime — In Person (18 programs)	177 attendance
Mother Goose—In Person (5)	32 attendance
Music & Movement—In Person (2)	3 attendance

Facebook Events:

Family Storytime—Recorded (2)	3 attendance
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Special Visitors—Craft—Take & Make:

7/1-7	4th of July Crafts	13 visitors
7/5-9	Mystery Lady Bug Crafts	98 visitors
7/12-16	Grow Your Own Magic Beanstalk	70 visitors
7/19-23	Lion Popsicle Stick Puppet	100 visitors
7/26-30	Paper Bowl Jellyfish	30 visitors

Special Programs

Summer Reading Club—Virtual Events:

7/6	The Creature Teacher	3 attendance
7/12	Tween Event: Fort Worth Museum “Scat Science”	6 attendance
7/20	Fort Worth Zoo	3 attendance

Summer Reading Club—In Person Events:

7/15	Family Trivia Night “Harry Potter”	40 attendance
7/27	Super Hero Day	79 attendance
7/1-30	Tails & Tales Youth Coloring area	60 attendance

Teen Take & Makes:

7/9-23	Sewing Dragon	24 attendance
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Teen In Person Summer Event:

7/23	Zombie Wars	5 attendance
7/30	Teen Lock In	10 attendance

Texas Public Libraries

Economic Benefits and Return on Investment



TEXAS PUBLIC LIBRARIES OFFER
\$1.652 BILLION
IN SERVICES INCLUDING



EDUCATIONAL PROGRAMS



WIRELESS INTERNET ACCESS



BOOKS AND DIGITAL MEDIA



RESEARCH DATABASES

AND MORE!

TEXAS PUBLIC



\$967 MILLION

IN ECONOMIC
ACTIVITY

**& 11,000
JOBS**

Texas State Library and Archives Commission

This report was prepared by the

Bureau of Business Research IC² Institute

The University of Texas at Austin

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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-output 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.

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.

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 ($103,553,860 \times .362$).

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 ($\$8.78 \times .20$). 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.

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.

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

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.

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

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%

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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.





Making Cities Stronger:

PUBLIC LIBRARY CONTRIBUTIONS TO
LOCAL ECONOMIC DEVELOPMENT



ABOUT THIS REPORT

The rules of engagement in economic development are changing. More and more, economic development success strategies involve people, technology, and growing an infrastructure for economic activity built on ideas, knowledge, experience, and quality of life.

The Urban Libraries Council commissioned this study to look at how public libraries contribute to the human dimension of economic development. In the process, researchers also uncovered more evidence of the important contributions public libraries make to strengthening places and community quality of life.

This report indicates that public libraries today are deeply involved with people, technology, and quality of life. Public libraries have tremendous reach geographically and virtually. Within the U.S. there are over 9,000 public libraries providing services in over 16,000 branch facilities and through the Web. Nearly every one of these locally-funded organizations offers collections and programs that support early literacy, workforce readiness and small businesses. As such, they are an important and dynamic part of the community's learning infrastructure which supports local economic development.

This study finds that the return on investment in public libraries not only benefits individuals, but also strengthens community capacity to address urgent issues related to economic development. Public libraries are increasingly finding their "fit" in the formal and informal network of

agencies, corporations, nonprofits, and community organizations working together to elevate levels of education and economic potential, making cities stronger.

We deeply appreciate the public library members of our Urban Libraries Council who provided input for the research of this report. We also appreciate the insights of our Advisory Committee that guided this work, the Urban Institute for helping us to learn more about the businesses we are in, and the support and funding from the Bill & Melinda Gates Foundation and Geraldine R. Dodge Foundation.

We hope you will use this information as a tool to re-frame discussions regarding the public library role in local economic development. Our hope is to stimulate a dialogue among developers, planning professionals, elected officials, business and public library leaders to think differently about the value of public libraries as unique and versatile partners in these human resource and community-building arenas. We urge public libraries to extend and expand their resources and strategies that can profoundly impact local economic development conditions.



Martín Gómez,
President
Urban Libraries Council

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Idea: The Urban Assets Strategy Group, Executive Board, and Martín Gómez, President, of the Urban Libraries Council, Evanston, IL

Research and Publication Copy: Carlos A. Manjarrez, Jessica Cigna, and Beata Bajaj, The Urban Institute, Metropolitan Housing and Community Center, Washington, DC

Editing: Danielle Patrick Milam, Sr. VP/Program & Development, Urban Libraries Council, Evanston, IL

Advisory Committee: Linda Darragh, Professor, University of Chicago School of Business; Katherine Hadley, Director, Minneapolis Public Library; Barbara Mistick, Director, Carnegie Library of Pittsburgh; Heywood Sanders, Professor, University of Texas-San Antonio School of Government

Underwriting: The Bill & Melinda Gates Foundation and the Geraldine R. Dodge Foundation

Making Cities Stronger:

PUBLIC LIBRARY CONTRIBUTIONS TO LOCAL ECONOMIC DEVELOPMENT

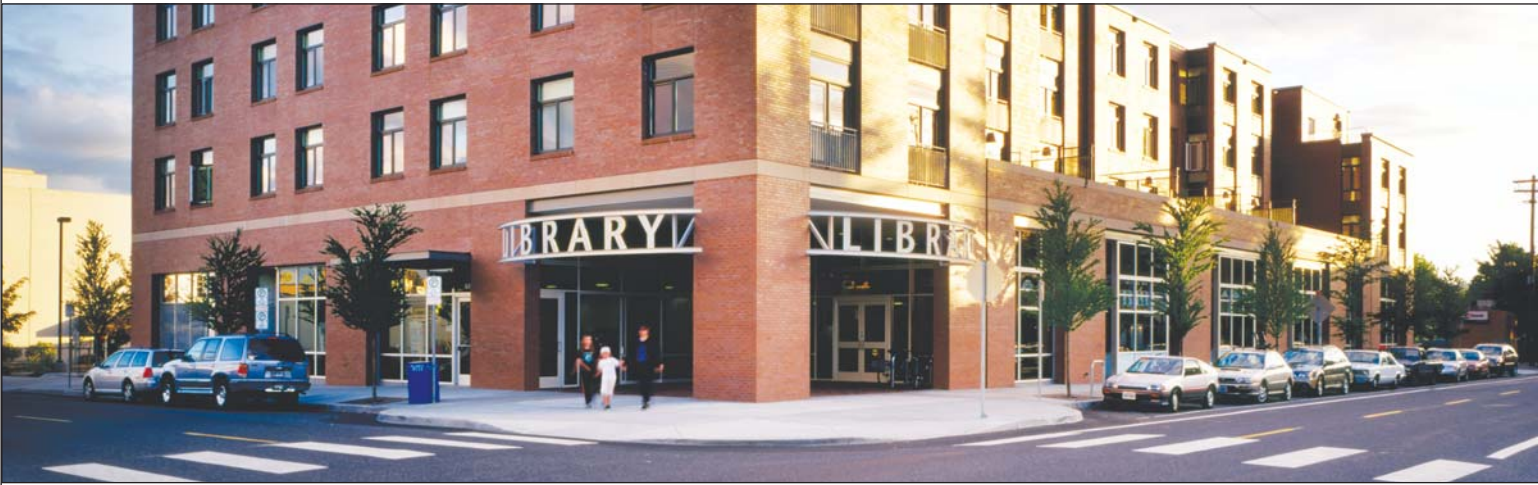


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The Urban
Institute



URBAN LIBRARIES
COUNCIL

Making Cities Stronger:

PUBLIC LIBRARY CONTRIBUTIONS TO LOCAL ECONOMIC DEVELOPMENT

EXECUTIVE
SUMMARY



LOCAL ECONOMIES TODAY are in rapid transition, moving from bases of manufacturing and service industries to information and idea industries. Accompanying this transformation are a number of radical changes in preferred work skills, business and service models, local-to-global networks, and definitions of what make places “attractive.” Given these changes, communities are reassessing their assets and development strategies in light of what is needed to succeed in the new and next economies.

Strategies for building a strong economic base are being realigned. Human resource strategies are coming to the fore, as jobs created in the new economy require highly educated and technologically-skilled workers. Strategies to keep a vibrant base of small business, traditionally a major source of local job creation, intact and competitive in a very mobile and global entrepreneurial environment are also emerging. Increasingly, physical development strategies are moving away from enticing outside firms with tax abatements and other incentives, to building on local strengths, mixing-up residential, commercial and cultural activities to create vibrant, high quality-of-life cities.

Public libraries are logical partners for local economic development initiatives that focus on people and quality of life. Libraries are widely available, highly regarded public institutions that provide a broad range of information services and support for diverse constituencies. In this era of economic transformation, the business of public libraries is being recast. Public access to digital information and technology is a draw for libraries. Their open structure,

combined with the power of new digital collections, technology, and training, position them to help communities make the transition from manufacturing and service economies to high tech and information economies.

Public libraries build a community’s capacity for economic activity and resiliency. Many families and caregivers rely on the library to provide important pre-school reading and learning. Many people entering the workforce rely on libraries to get them online. Local businesses are increasingly tapping into the library’s online databases to keep themselves competitive and to find synergistic new business opportunities. Library facilities often anchor downtown and commercial developments, and are attractive neighborhood amenities.

These are the essential findings uncovered by researchers from the Urban Institute, as they teamed up with the Urban Libraries Council, an association of large metropolitan public libraries, to investigate the impact of public libraries on local economic conditions. *Making Cities Stronger: Public Library Contributions to Local Economic Development* adds to a growing body of research that notes a shift in the role of public libraries – from passive, recreational reading and research institutions to active economic development agents. The study was commissioned by the Urban Libraries Council (ULC) and funded by the Bill & Melinda Gates Foundation and Geraldine R. Dodge Foundation.

This report highlights the specific ways local governments, agencies, and libraries are working together to achieve benefits for individuals, agencies and the community at large in four areas:

Early Literacy services are contributing to long-term economic success. As the strong correlation between investments in early literacy and long-term economic success is documented, public libraries are expanding beyond their traditional story time services, engaging in high-impact strategies with community partners. Many libraries across the country are leading public awareness campaigns, reaching new mothers with materials and resources that promote reading early and often. Extensive community-wide training on early literacy with home and professional child care givers is increasing the quality of child care, and levels of school readiness and success. From Providence (RI) to San Luis Obispo (CA), public libraries are reaching young children and families in diverse neighborhoods. These services are the first link in a chain of investments needed to build the educated workforce that ensures local competitiveness in the knowledge economy.

Library employment and career resources are preparing workers with new technologies. With an array of public computers, Internet access, and media products, public libraries are a first point of entry for many new technology users. A 2006 survey by Hart Research found that 70% of people on the computers in libraries only have access through that source. Now that job readiness, search and application information are all online, libraries are expanding training opportunities, often in collaboration with local workforce agencies, which focus on using and building technology skills. Ninety-two percent (92%) of public libraries surveyed for this report provide computer instruction on a monthly basis. Library workforce service models are also as mobile as the shifting economy, as illustrated in Memphis (TN), where the JobLINC mobile center that started as an initiative for a single high-need neighborhood has now expanded services to cover the entire county, with high levels of use not only by job-seekers but by employers as well. With an increasing number of local training partnerships, library resources and facilities are reducing the operation costs and broadening the outreach of other local workforce development agencies, contributing to a stronger community network for job readiness and worker "retooling."

Small business resources and programs are lowering barriers to market entry. One of the biggest traditional barriers to small business has been access to current and comprehensive business product, supplier, and financing

data. Libraries are the source for new online business databases that reach entrepreneurs around the clock. Researchers find that when libraries work with local and state agencies to provide business development data, workshops and research, market entry costs to prospective small businesses are reduced, existing businesses are strengthened, and new enterprises are created. Libraries are also in the vanguard, trying new strategies. The Columbus Public Library (OH) is working with a regional agency to provide business plan development seminars. In Brooklyn, the library hosts a business plan competition with a seed money prize. In Phoenix (AZ), the public library is part of a statewide network of business, economic development and library professionals who are seeking to expand and diversify the economic base by promoting more synergy among clusters of enterprises. Again, in this arena library resources and training facilities are reducing operations costs for other local agencies, and broadening those agencies' access to more people needing small business assistance. Overall, the community has more resources to support a strong small business sector.

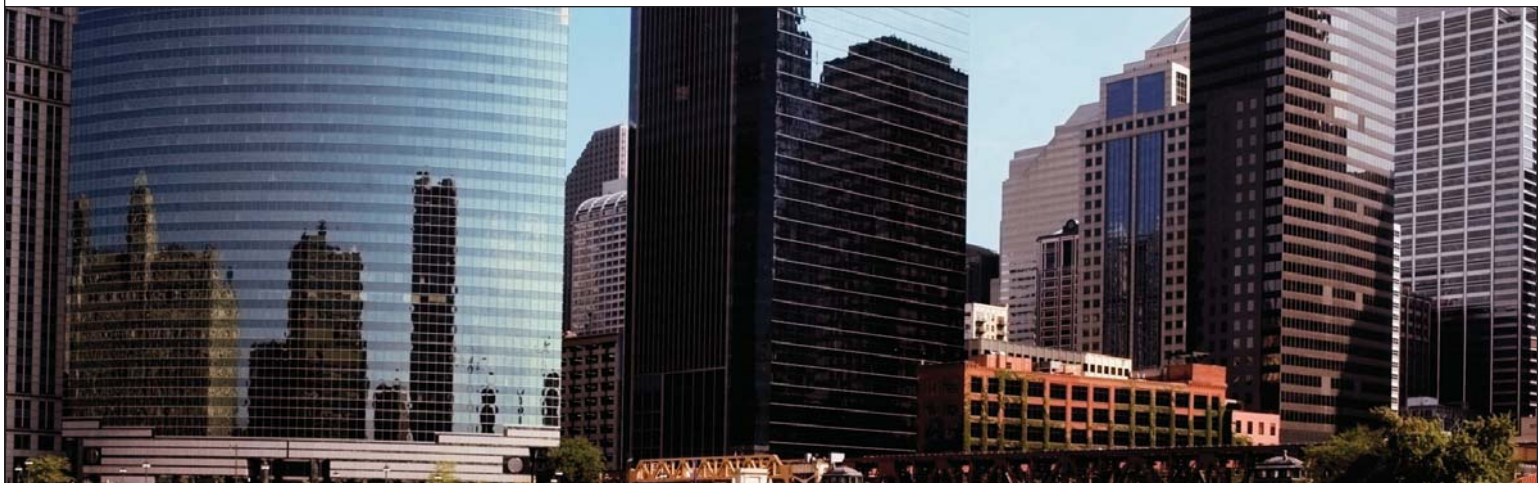
Public library buildings are catalysts for physical development. Libraries are frequented local destinations. Urban Institute researchers repeatedly found that public libraries are highly regarded, and are seen as contributing to stability, safety and quality of life in neighborhoods. They are bolstering downtown and suburban cultural and commercial activity. Among private sector developers of malls, commercial corridors, mixed-use developments and joint-use facilities, libraries are gaining recognition for other qualities – their ability to attract tremendous foot traffic, provide long-term tenancy, and complement neighboring retail and cultural destinations. Library buildings are versatile. They fit in a wide mix of public and private sector developments.

The study provides not only a snapshot of ways public libraries are successfully integrating resources and services with local economic development initiatives in cities coast-to-coast, it also provides some thought-starter ideas for broadening those strategies further, urging greater investment in data gathering, focused partnerships, and impact measures.

The study concludes that public libraries are positioned to fuel not only new, but next economies because of their roles in building technology skills, entrepreneurial activity, and vibrant, livable places. The combination of stronger roles in economic development strategies and their prevalence – 16,000 branches in more than 9,000 systems – make public libraries stable and powerful tools for cities seeking to build strong and resilient economies.

Linking TO LOCAL ECONOMIC DEVELOPMENT

CHAPTER 1



APPROACHES TO LOCAL economic development have traditionally focused on tax abatements and credits, preferential financing rates, provision of land and, often, facilities to attract business and boost employment in local markets. However, the new knowledge economy has altered the landscape for many business decisions. Recent studies of location decisions of “high performance firms” reveal that a number of these businesses prefer to locate in areas with higher wages, a labor force with plentiful high school graduates, responsive and efficient government, good schools, and a decent quality of life (Doeringer, Terkla, Klock 2002).

Responding to these shifting factors for economic success, local economic development strategies that once focused narrowly on highlighting assets of a given location or access to major transportation are giving way to strategies that promote quality-of-life environments and strong community capacity for economic growth. Business attraction strategies that once focused narrowly on landing large “outside” firms are now identifying ways to nurture local small businesses, and to build clusters of competitive industries, linked in regional networks, that create new growth and income. Employment-centered economic development strategies that once focused on job creation, even if many were at minimum wage, are now focusing on developing comprehensive skills to build workforce competitiveness and creating career paths to quality jobs and higher wages.

As local economic development practice broadens to include strategies for building human, social, institutional, and physical resources for stronger, self-sustaining local economic systems, there is an opportunity for a much

wider range of community organizations to identify when and where their assets contribute to making cities stronger and building better local economies. This shift in strategies provides an opportunity for public libraries to identify specific ways in which library services contribute to broader local economic strategies.

A TRUSTED PUBLIC PLACE

Few community services enjoy the type of public support that is generally given to public libraries. In a recent national survey conducted by Public Agenda, people were more likely to rate library service as excellent or good than the service they receive from their local police department, public schools or their local media (PA 2006). In a national public opinion survey conducted for the American Library Association, over 90% of the total respondents said they believe libraries are places of opportunity for education, self-help, and offer free access to all (KRS Research Associates 2002).

Many demands challenge public library leaders to continue to provide services in a manner that meets the high expectations of the public while operating in an environment of constrained state and local budgets. Despite high regard for public libraries as an institution, leaders in many public library systems are facing difficult choices because of a decline in public funding. Additionally, rising costs of new materials, such as online journals, databases, and operations has forced libraries nationwide to cut services, or to find more money by dipping into budgets for books, audiovisual materials and programs. Further, many library systems across the country

are in desperate need of capital support to upgrade or repair existing buildings or to build entirely new facilities to adequately service communities where the local population has swelled.

Amidst these competing demands, library leaders across the country have also felt increasing pressure to justify the investment in public libraries given the growing volume of content on the Internet, increased computer ownership in many American homes, and market competition from private book vendors.

MEASURING THE ECONOMIC IMPACTS OF PUBLIC LIBRARIES

An increasing number of economic research tools are now being used to measure the public value of libraries, including the cost-benefit impacts and return on investment that public libraries generate. These studies consistently identify positive economic impacts made by libraries at the national, state and local levels:

- At the national level, Liu (2004) examined the causal relationship between public libraries, literacy levels, and economic productivity measured by gross domestic product per capita using path analysis. This study found that public libraries contribute to long-term economic productivity primarily through literacy programs.
- Recent studies at the state level have found significant economic benefits as well, including significant returns on public investment and generation of gross regional product (Barron, et al. 2005, McClure, et al. 2000). There have been tremendous short-term local economic spin-off benefits from construction alone, as expenditures for state and local library construction doubled from \$948 million dollars in 2000 to just over \$2 billion dollars in 2005.
- Positive economic impacts are also evident at the city level. A recent study conducted by the Carnegie Mellon University's Center for Economic Development (CMU) for the Carnegie Library of Pittsburgh found the library to be the most visited regional asset, attracting 500 thousand more visitors than the Carnegie Science Center and the Pittsburgh Steelers combined. CMU researchers estimate that the library generates a return of more than \$91 million in combined economic output and sustains more than 700 jobs. Using a different methodology, the Seattle Public Library found substantial economic returns to the city and local business immediately following the development of the new downtown library. They found the net new contribution to the local economy to be approximately \$16 million dollars during the first full year of operation alone (Berk & Associates 2004).

This study seeks to follow the links between libraries and economic development benefits. It looks at how layers of special program resources and activities in public libraries intersect with specific local economic development strategies already in motion. Return on Investment (ROI) studies alone do not identify the ways in which library services are benefiting students, job seekers, employers, small businesses and entrepreneurs. This study takes a closer look at the layers of targeted programmatic benefits, and investigates and articulates the ways in which public libraries are addressing the needs of individuals and agencies, within the context of broader formal and informal local economic development networks.

Special programs, which have always been a part of public library services, have increasingly taken on local community development challenges in the past decade. Public libraries are now working with local schools to create a more integrated set of services for children (Saunders 2001), coordinating with workforce development agencies for job and career information services (Durrance 1994), and collaborating with local chambers of commerce to improve business information services for micro and small businesses (Wilson and Train 2002). These special program services are broadening the impact of traditional library information resources by networking with the efforts of other groups in the community.

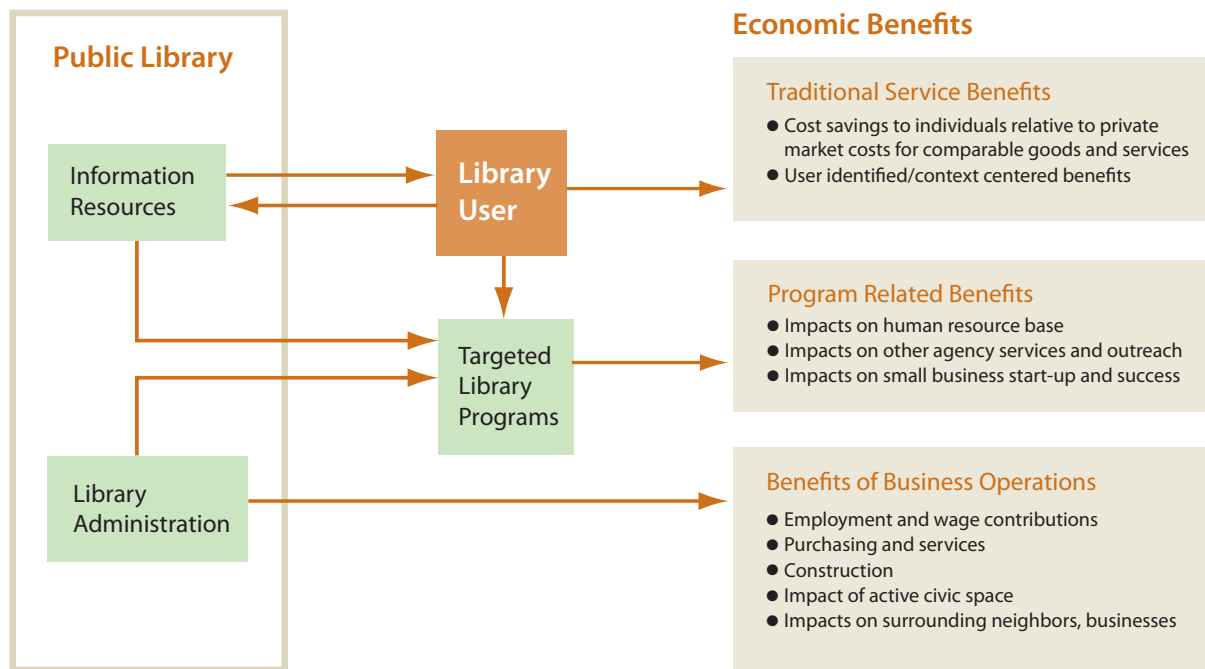
MODELING PUBLIC LIBRARY BENEFITS

Figure 1 provides a model that summarizes the multiple ways in which public library resources, programs and services impact local economic development conditions.

Traditional Service Benefits. Public libraries provide direct service benefits to individuals. These include the cost savings of public access resources over market costs of goods and services, as well as the self-identified benefits of getting information or access to technology, for example.

Benefits of Business Operations. Public libraries are large organizations, particularly in metropolitan settings, and thus, provide significant business-related spin-off benefits to the local economy that include employment and wage contributions, purchasing of supplies and materials, contracted services, library construction and even the effect on local business resulting from increased foot traffic. A recent study of the economic impact of South Carolina public libraries estimated that the libraries contributed close to \$126 million dollars in spending on wages, supplies, books and related materials, construction, and other business related expenditures (Barron, et al. 2005).

FIGURE 1: Model Distinguishing Economic Benefits Derived from Library Service and Administrative Functions



Program Related Benefits. Public libraries contribute significant community-level benefits, particularly as they relate to program services. Library resources and programs contribute capacity to local strategies that seek to strengthen human capital, reduce service costs to complementary local agencies, and broaden the reach of local partner organizations.

Programming in public libraries is highly local, and touches on many community development agendas – from school success to financial literacy to public health. In this report, the focus is on three program areas that are core local economic development strategies:

- **early literacy** – initiatives that promote reading, prepare young children for school and raise levels of education.
- **workforce initiatives** – efforts that increase workforce skills, provide career training, and facilitate employment and career search.
- **small business support** – strengthening the small business sector through the provision of business information resources, workshops and training for both new and experienced business owners.

The case study research examines specific library program strategies that support current practice in the field of local

economic development. It highlights the range of short-term and long-term economic outcomes that were either identified by program participants or could be identified and measured in future research. Finally, the report provides suggestions about ways public libraries can stretch resources and programs further, providing even greater impact.

Chapters 2 and 3 examine two key strategies for building the human capital of area residents, early literacy interventions for children and support services for job seekers. Chapter 4 identifies some of the new business supports available through local libraries.

Finally, in Chapter 5 the report highlights ways in which communities are using public library placement and construction as a way to create more vibrant public spaces and broaden the definition of mixed-use development in cities and small towns across the country. While the focus of these investigations was on program rather than physical impacts of libraries on communities, many examples of the impact of libraries as catalysts to redevelopment, anchors for existing developments, and amenities to downtowns, neighborhoods and commercial centers emerged in the course of the fieldwork. These examples are provided here to further underscore the variety of ways in which public libraries are making cities stronger.

Improving Early Literacy

AND SCHOOL READINESS

CHAPTER 2



LIBRARIES HAVE LONG BEEN recognized as one of the most important community institutions for adult and child literacy development. However, new research in the area of child development is now uncovering a strong connection between early literacy investments and the improved school outcomes of young children. Researchers are showing that children who begin kindergarten with greater literacy skills resources are more likely to test well in reading and basic mathematics at the end of kindergarten and the start of first grade (Denton and West 2002). Early literacy, along with early numeracy, and building social-emotional competence, is seen by many researchers as a key strategy for developing of school readiness in very young children (Brooks-Gunn and Markman 2005; Foorman, Anthony, Seals, Parlakian 2003; Mouzaki 2002; Whitehurst and Lonigan 1998).

In the past, little importance was placed on what children experienced in the first years of life. Reading instruction took place primarily in elementary school. Formal instruction and curriculums emphasized the teaching of reading and writing to children when they reached school age and not before. However, the current research-based understanding of early language and literacy development is providing new and early pathways for helping children learn to talk, read and write. Current literacy development theory emphasizes the more natural unfolding of skills through the enjoyment of books, the importance of positive interactions between young children and adults who read, and the critical role of literacy-rich experiences.

On another track, researchers in the field of economics are beginning to identify child development investments as

the most cost effective strategies for long-term economic development. In a recent study, researchers from the Minneapolis Federal Reserve Bank identify investments in early education as yielding a financial return that far exceeds the return on most state funded economic development projects (Rolnick and Grunewald 2003).

Further, as demonstrated in Figure 2, researchers at the University of Chicago, identify early education investments as more efficient public investments because their benefits tend to compound, by creating a solid foundation for later human capital investments, such as education, youth development and job skills training (Cunha and Heckman 2003; Currie 2001; Karoly, et al. 1998). This work finds that the return on investment decreases as investments move from early literacy and child development, to youth programs, to adult education and job training programs.

"Learning and motivation are dynamic, cumulative processes; skill begets skill; learning begets learning. Early disadvantages lead to academic and social difficulties later. Early advantages accumulate; just as early disadvantages do."

The Productivity Argument for Investing in Young Children,
Working Paper 51

— Committee for Economic Development,
October 2004

There is also evidence that the importance of early childhood investments is beginning to take hold among policy makers at the various levels of government. (Katz, Dylan, and de Kervor 2003). Since 2005, the National League of Cities' National Municipal Policy has had a major

initiative to highlight practices and catalyze investments in early learning to build stronger local economic capacity long-term. The National Governors Association has also adopted a policy position that calls for greater support of early literacy programming, and has established a small grant program designed to build more comprehensive early childhood development systems at the state level (NGA Education, Early Childhood and Workforce Committee ECW-04).

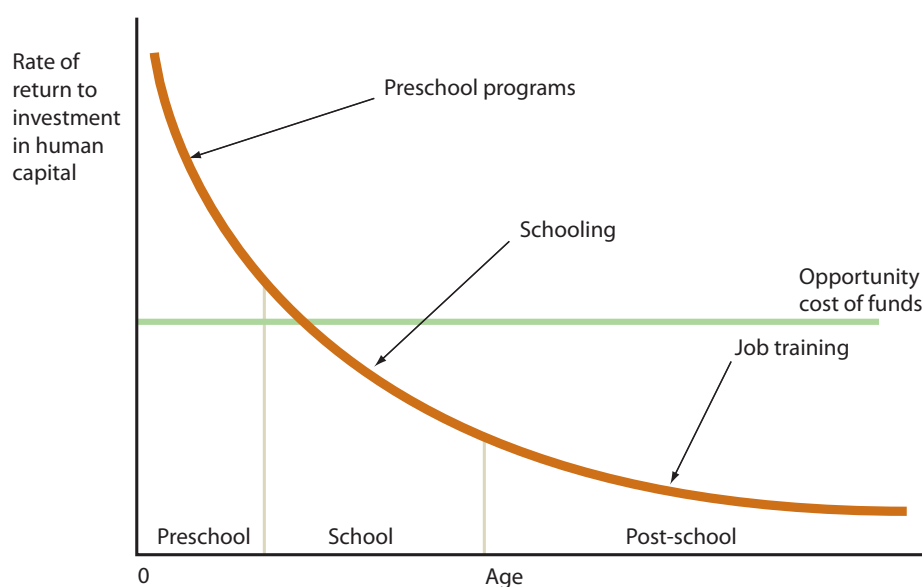
Children's literacy services in public libraries are being recast to this end. In cities large and small, libraries are expanding traditional story-time activities, retooling children's literacy programming to meet developmentally appropriate standards, and creating more comprehensive child literacy support services for parents and child care providers. Libraries are now making much deeper resource investments in early literacy training. Indeed, for many communities they are the lead agencies for early literacy services and training for young children. In the survey conducted among Urban Libraries Council members, over 90% of responding libraries identified their library as providing special programming in the area of early literacy. Of these, 92% had enhanced their collections with materials specifically related to early literacy promotion. School readiness and child development activities included family and intergenerational reading

development programs, parenting programs, and support services for child care professionals. Among the libraries providing early child development programming 70% provided early literacy workshops on a weekly or monthly basis, and just over 60% provided workshops for childcare workers and early education teachers.

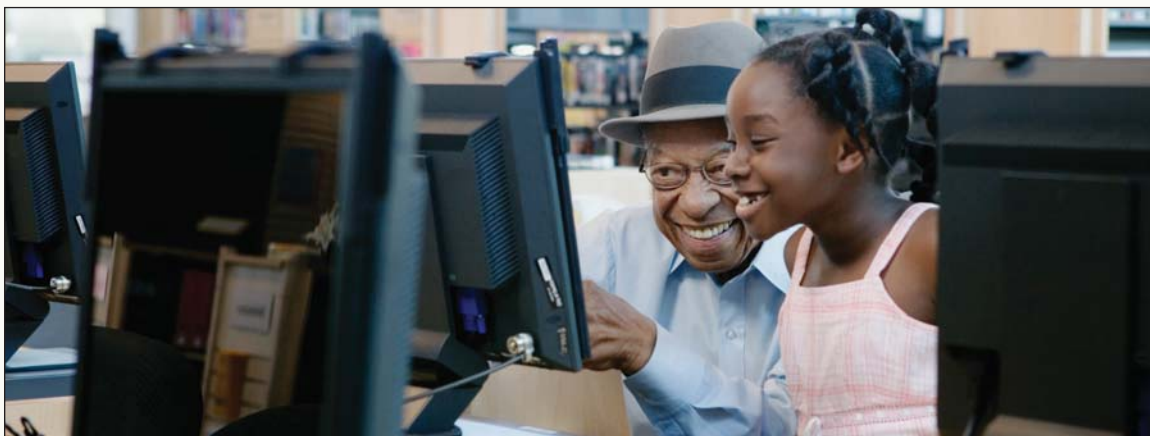
As children's programming has grown over the years so too has the need for specialized education and training on the part of library staff. Survey results highlighted a strong commitment on the part of public libraries to providing specialized services with appropriately trained personnel. More than half of the libraries surveyed identified someone on their children's services staff as having an early childhood education certificate. At this point computers do not appear to play a major role in direct provision of early literacy services. Less than 13% of the libraries indicated that they used computers as an integral part of their early literacy activities. However, public libraries do appear to be using their websites as a way to collect information resources for parents and caregivers to learn about early learning. Over one-third of the libraries responding to the survey indicated that they had developed websites specifically for early literacy/early learning.

Based in part on the programs highlighted in that survey, a group of public libraries were identified for further investigations into how early literacy collections and

FIGURE 2: Rates of Return on Investment Decrease as Program Participant Ages Increase



Source: Heckman, James and Flavio Cunha. *The Technology of Forming Human Skills and the Productivity Argument for Investing in Young Children*. Sept 22, 2005, page 33



services were mobilized at the local level. Strategies observed in the field studies range from citywide information campaigns to the provision of tailored technical assistance to childcare agencies. The overall goals of these initiatives are consistent – improving child social and development outcomes through literacy and providing essential building blocks for school readiness. In many of the communities in this study, the public library was the only agency promoting early literacy programming.

The following descriptions of early literacy/school readiness strategies are followed by an examination of the impacts, and thoughts about how the public library could stretch resources and strategic investments further.

PUBLIC LIBRARY STRATEGIES FOR BUILDING EARLY LITERACY

- Public education campaigns
- Parental training workshops
- Tailored technical assistance for childcare and other children's service agencies
- Implement model literacy programs

Public education campaigns for early literacy.

Effective public education campaigns use media, messaging, and an organized set of communication activities to shape behavior toward desirable social outcomes (Weiss & Tschirhart 1994). They will often combine broadcast media campaign messaging with a wide range of marketing and program strategies meant to bolster the "marketing mix" (Balch & Sutton 1997). A common strategy for public education campaigns is to coordinate media efforts with a diverse mix of other communication channels, some interpersonal and some community-based, in order to extend the reach and frequency of the campaign's messages and increase the probability that messages will successfully result in a

change (Dungan-Seaver 1999). Public libraries have been engaged in literacy campaigns for years. However, some public libraries are drawing on this experience to build more targeted campaigns, which focus specifically on the promotion of early literacy. These strategies broaden the early literacy message to the widest possible audience. By delivering the messages in multiple languages and through a variety of media, public libraries are extending the reach of their programs to community residents who may not even know where to find their closest branch library. An example of an ambitious multi-lingual public information campaign, which combines media outreach with informational workshops for parents and caregivers, is Brooklyn Public Library's campaign, Brooklyn Reads to Babies.

Brooklyn Public Library - Brooklyn Reads to Babies Campaign.

Brooklyn Public Library's (BPL's) citywide literacy campaign, which targets both parents and caregivers of babies and toddlers, includes informational brochures and materials, produced in six different languages, which are distributed through the library and community partners; a web resource with information about early literacy; library programming on early literacy for children from birth to age five; and direct outreach to a wide range of children and family service agencies throughout Brooklyn. The campaign has cast a wide net by connecting with area service providers to get the word out to the community. Flyers and posters are available at area beauty parlors, clinics, schools, hospitals and markets. BPL has also made informational brochures available for family court. Area health providers, such as Coney Island Hospital, assist by providing Brooklyn Reads to Babies program information and library card applications in new infant goody bags. Start up resources for the program, which were covered by an initial donation of \$1 million dollars, included development and production of marketing pieces, board

books in the branches, child size furniture for creating child-friendly areas in local branches, and purchasing program learning tools for area libraries. While it may be too early to measure direct impacts of the program, the demand for workshops and materials speaks to the need for this type of children's programming.

Early Literacy Training for Parents. Libraries across the country are augmenting children's services to provide intergenerational programming workshops that promote early literacy to parents. Workshops in some libraries are run directly by children's service librarians or in partnership with local child development agencies. Most workshops offer hands-on activities and supervised practice sessions that guide parents through a range of developmentally appropriate educational activities.

The Providence Public Library – Ready to Learn Providence Partnership for Parents.

The Providence Public Library, in partnership with Ready to Learn Providence, provides a wide range of early literacy support services for young children and their parents and caregivers. The Cradle to Crayons initiative, a free nine-week program available at most Providence Public Library branches, focuses on literacy development of children ages 1-3. The program, which is funded by Ready to Learn Providence and CVS/Pharmacy Charitable Trust, is designed to introduce young families to the library in a comfortable setting and to develop early literacy skills through songs, rhymes, storytelling and play. Library staff members offer tips that can be used at home to encourage an early interest in reading and learning.

The program also invites local child service agency professionals to attend some sessions to share information on child development, health and safety. Bilingual staff (English/Spanish) attend most sessions, and materials are available in both languages. Families also receive free books through Reading is Fundamental twice during the nine-week session. In addition to Cradle to Crayons, the partnership offers a three-hour program (in both Spanish and English) to teach adults how to share children's books, rhymes and songs with infants and toddlers. A third component of the parenting education program is the Learning and Reading Kits (LARK Kits). Created jointly by Providence Public Library and Ready to Learn Providence, the LARK kits contain 10 books, music, visual aides such as puppets and flannel boards, and educational games. The activity folder in each kit offers a choice of activities, helping educators to teach thematic curriculum units in a developmentally appropriate way.

The kits for use with preschool-age children, which can be checked out at branch libraries, are in English only and bilingual (English/Spanish) versions. There are also kits

especially designed for use with toddlers. There are now over 200 LARK kits available through the library.

Technical Assistance/Staff Development for Child Care Facilities.

Sixty-percent (60%) of the libraries providing early literacy programs in the ULC member survey identified their institutions as providers of technical assistance to child care agencies in their area. These training workshops, which are free through local libraries, provide staff development training to agencies that, due to resource constraints, might not otherwise make this type of business investment. In some communities these trainings have been incorporated into the broader network of accredited agency support and educational services. In these communities, participation in library early literacy workshops provides a portion of the credits necessary for annual accreditation or recertification. The Memphis Public Library has a program that combines traditional story times with detailed instruction to childcare staff about age appropriate literacy programming.

Memphis Public Library – Training Wheels Program.

In the summer of 1999, the Memphis Public Library (MPL) held a series of focus groups with day care and other children's service providers in the Shelby County area to help structure a new mobile children's service. Though library staff had initially thought the focus groups would provide more detailed information about ways to deliver direct services to children, the greatest need identified by child care staff was for on-site, staff development programming. In response to this call, MPL developed the Training Wheels program, which provides on-site, customized training for those who care for young children (ages 0-6). The training is designed to improve caregivers' skills in developmentally appropriate practice, especially as it relates to early literacy.

The Training Wheels bus, which is staffed by children's librarians and early childhood specialists trained in adult education, visit a site and give "annotated" demonstration story times using the site's own children. In so doing, the program operates on two levels. Children at the local centers receive the care and attention of a librarian through traditional story time activity. As the library staff person is working with the children on one end of the bus, a second staff person is providing "color commentary" to day care staff, identifying key elements of the instruction, highlighting developmentally appropriate activities. This is a particularly important staff development activity for agencies that generally cannot afford to pay for continuing education training for their staff. After the story time demonstration activity, library staff works with caregivers to identify additional learning materials and tailor staff development activities to their specific needs.

Materials used in the story time demonstration are available for fully-automated checkout from the vehicle. The free Training Wheels workshops, which are certified by Department of Human Services of the State of Tennessee and provide child care workers with accreditation credits needed for annual recertification, are delivered to over 200 day care centers a year across the Memphis/Shelby County area on a rolling basis at visits scheduled during the regular business hours of the day care center.

Implementing Model Literacy Programs Locally.

Public libraries provide a ready network for disseminating innovative program services. The adoption of early literacy services models such as Raising a Reader and Every Child Ready to Read @ Your Library provide excellent examples of the ways in which best practice models can spread in public libraries. The Raising a Reader program, which features bags filled with four multilingual and multicultural children's books, a literacy instructional video for parents, and a teacher training curriculum, started in 1999. Since that time the program has grown to over 118 affiliates that have implemented the program in 32 states. The Every Child Ready to Read @ Your Library, an early literacy curriculum developed by the Public Library Association and the Association for Library Service to Children, is another early literacy program that has spread rapidly. The program, which was designed as a trainer program, provides the basic curriculum, training and evaluation tools necessary for children's service librarians to incorporate early literacy training into their local regimen of children's services. Over the past two years, the Every Child Ready to Read program has provided 82 trainings for librarians at public libraries across the country.

San Luis Obispo Public Library – Raising a Reader Program, Oceano Branch Library.

The Oceano Branch of the San Luis Obispo (SLO) City-County Public Library system is the first (SLO) branch library to implement the Raising a Reader Program. The newly opened branch, which is situated on a site next to the Oceano Elementary School and an adult learning center, is well positioned to provide services to both parents and their children. The program, which is partially supported by First 5 of San Luis Obispo and the San Luis Obispo County Office of Education, targets children and their families living in the predominantly Hispanic community surrounding Oceano Elementary School. The project is part of a broad initiative to provide educational support to parents, provide preschool and childcare, operate kindergarten transition programs, coordinate existing health and social services, and encourage schools to be ready for children, and vice versa. A preliminary review of the program results conducted by

First 5 of San Luis Obispo indicate that the program is having a significant impact on the way parents approach learning in the household. Parents surveyed after three months of program participation reported statistically significant changes in the amount they read to their children (from 59% at baseline to 85%), their perceived importance of such reading (from 8.9% at baseline to 9.8%), and their increased use of the library system (from 38% at baseline to 69%) (First 5 SLO 2005).

OUTCOMES: WHY INVESTMENTS IN EARLY LITERACY PROGRAMMING MAKE SENSE

Early literacy programming in public libraries contributes to elevating young children's levels of literacy and engagement in learning, thereby contributing to school readiness and school success.

Public library literacy programs reduce the cost of doing business for area agencies by providing free staff development opportunities and in some places, certification credits.

Public libraries are strengthening the community child care support network by expanding learning resources and improving the quality of child care through literacy training.

STRATEGIES FOR BROADENING THE IMPACT OF EARLY LITERACY INITIATIVES

Discussions with library staff, community partners and local development professionals revealed a set of strategies that could expand the capacity of programs to even broader participation by parents or area caregivers, bolster existing literacy partnerships, and strengthen community resources for child development.

Broaden support for outreach. Though a wide range of early literacy program models are now available, children's services divisions will require significantly more financial support to expand outreach services to parents and area caregivers. Whether providing services via a library book mobile or at the branch level, community outreach requires significant staff investments.

Establish strong partnerships with area child service providers. Library staff should identify ways to connect early literacy activities to other education services in the area to broaden the impact of literacy programming. While

many libraries provide literacy programming through open workshops within the library, fewer libraries take the additional step of establishing formal partnerships with child care centers and Early Head Start programs to provide these services directly to caregivers on site. These formal partnerships represent a stronger commitment by both parties to program services, and provide library staff with a more detailed understanding of the needs of area service providers. Library staff also talked about the importance of making stronger connections between early literacy education staff and teachers at area schools. These connections provide area teachers with a better sense of the range of community educational services and can help librarians articulate programming to better prepare students for the reading strategies that are taught in area schools.

Continually evaluate early literacy programming and collect information over time. Relatively few libraries were found to be tracking individual literacy program participants to determine the impact of their services over time. However, demonstrating the value of these programs requires this type of detailed information about participants (young and old) over time. There are many tools librarians can use to determine whether or not the services they provide have a lasting effect. Most require the systematic collection of information about individual program participants. This type of information is especially important when libraries are incorporating a standardized service model in a new setting. Because model programs are developed in other communities, sometimes with very different service populations, there may be conditions in the new “host” community that could affect the outcome of the program. Furthermore, local assessments could reveal important changes that are needed to better target services and improve participation.

CONCLUSION

Public libraries across the country are responding as the evidence linking early literacy to long-term education and economic success continues to mount. Through public awareness campaigns, more targeted program services, and collaborative training with other child care providers, public libraries are introducing many more children to books and reading before they enter school, greatly improving their chances of academic success. Library early literacy resources and programs are benefiting individuals and the community-at-large.

Investments in these areas are not without challenges, however. Sustained investments are necessary to build comprehensive, consistent pre-school literacy experiences and services both in and outside the library. Despite the challenges, public libraries across the country are retraining staff and retooling services to be in line with effective practices being defined in the new research, and are working with broad and diverse kinds of child care providers.

As libraries make deeper investments in the area of early literacy and school readiness support, the one area that will need greater attention is measuring impacts. Demonstrating the impacts of public library programs is not without difficulties. Voluntary drop-in visits do not lend themselves to traditional evaluation methodologies. Library efforts are impacted by other context factors, such as family, economic, race, school and other social aspects. Nonetheless, demonstrating the comparatively small but effective return on early literacy investments has the potential to yield even greater investments and payback.

Strategies FOR Building WORKFORCE PARTICIPATION

CHAPTER 3



DEVELOPMENT STRATEGIES have changed dramatically with changes in the workplace over the past ten years. The transition from manufacturing and service industry jobs to technology-based information industry jobs has been rapid. Employers in the growing high-skill sectors report continuing difficulty in finding and keeping a workforce.

New economy jobs call for higher-level skills and a willingness to pursue continuing training to stay competitive. Rapid shifts in the workplace mean that people must anticipate frequent career moves and take responsibility for their own career progression (Porter 2000). Higher wages are strongly linked to some form of post-secondary education and training. Economic self-sufficiency – the ability to support a family – requires education beyond high school.

If local communities are to succeed, they will need more workers with skill levels far beyond those seen in the average worker of the past. As new models of business, products and services continue to emerge, the worker today must continuously “retool” and adjust.

New strategies and networks for building sustained workforce participation are burgeoning, and workforce development agencies are collecting data to better understand the demand for these changing skill sets. They are experimenting with career information centers and sequenced services for job-seekers. They are finding new local partners, such as community colleges and local employers, for training and education efforts. They are looking at ways to make local resources and programs more apparent, coordinated, and oriented toward long-term, continuous workforce transitions.

For many communities, the federal Workforce Investment Act of 1998 (WIA) is providing the organizing framework for consolidating development programs and integrating services locally and statewide (NCEE 1997). A cornerstone of WIA is the provision of services through comprehensive One-Stop centers that offer a range of resources pertaining to employment training and education for workers, and recruitment and training assistance for employers. Eight years after the enactment of WIA, it appears that more decisions are being made at the state and local levels, local workforce development agencies have established more formalized partnership arrangements, and there are more collaborative workforce development arrangements with private sector partners (Barrow and King 2005). There is great variety and flexibility in current local workforce development programs (Eberts and Erickcek 2002).

In this context, public libraries have a host of new opportunities to become more actively engaged in local workforce development initiatives and networks. Indeed job information resources and specialized workforce programs in local libraries have the potential to reach a much wider group of job seekers than One-Stop centers because of their reputation as trusted, quality community information sources, their high volume of use, and their geographic distribution of facilities across the community. Public libraries cover a much broader area than WIA One-Stop centers could ever hope to service. As an example, in the six states with the highest seasonally adjusted unemployment rate in the country in July 2006, there are an average of 83 One-Stop comprehensive centers and affiliates per state compared to an average of 301 library outlets in the same group of states.

Public libraries across the country are answering the call to provide greater workforce support with enhanced job information resources, workplace literacy programs, improved technology access, and staff dedicated to employment services. Seventy-seven percent (77%) of ULC member libraries responding to the survey identified their libraries as having enhanced collections in the area of workforce development. Forty-three percent (43%) of the libraries were investing in digital resources specifically geared toward workforce support, and 31% of the libraries were creating web resources specifically designed for job seekers.

A significant amount of workforce development activity in local libraries centers on job search skills, basic computer instruction and workplace literacy. Ninety-two percent (92%) of the libraries answering the survey provide basic computer instruction on a regular basis (at least monthly); 50% of the libraries provide workplace literacy instruction; and 42% provide workplace literacy instruction specifically to English language learners. Most of these literacy training and other specialized workshops are provided in library facilities, though often conducted in partnership with local agencies. The section below explores some of the ways libraries are adapting to meet the needs of people navigating today's labor market.

PUBLIC LIBRARY STRATEGIES FOR WORKFORCE DEVELOPMENT

- Creating Job Information Centers
- Expanding Access to Technology and Tech Training
- Providing Targeted Employment Outreach
- Adult Literacy Training and Community Support Centers

Job Information Centers. Many public libraries across the country are consolidating career resource materials from the shelves and online databases into user-friendly career information centers. These job centers offer resources for job searches, provide training and certification materials, and serve as information clearinghouses for job listings. Many of these centers have special staff available to provide one-on-one assistance and career development workshops. Libraries with dedicated job resource staff often provide assistance in crafting cover letters, résumés, and college and scholarship applications, as well as assessment of skills and interests for clients with little educational experience or for those holding advanced degrees. In some libraries the job information service makes referrals, suggests job listing sites, and works with counselors, community-based organizations, state employment agencies, the Department of Labor, and the Human Resources Administration to help clients realize their educational and professional goals.

Fresno County Public Library – Career Center.

The Career Center at the Fresno Public Library provides an excellent example of this type of consolidation effort. In 2003 the library established its Career Center in the Central Library. The new Center provides a wide range of job and career resources in a county that has long been plagued by some of the highest rates of unemployment in the state of California. The new Career Center provides dedicated computing services, a jobs board, enhanced print and digital collections, and a dedicated career specialist/jobs librarian who provides monthly workshops covering online job search basics, building an effective résumé and job interview preparation. In addition to servicing the main library the new career services librarian provides career workshops at area branches and coordinates acquisition and purchasing of career resources for the entire system.

Expanding Access to Technology and Tech Training.

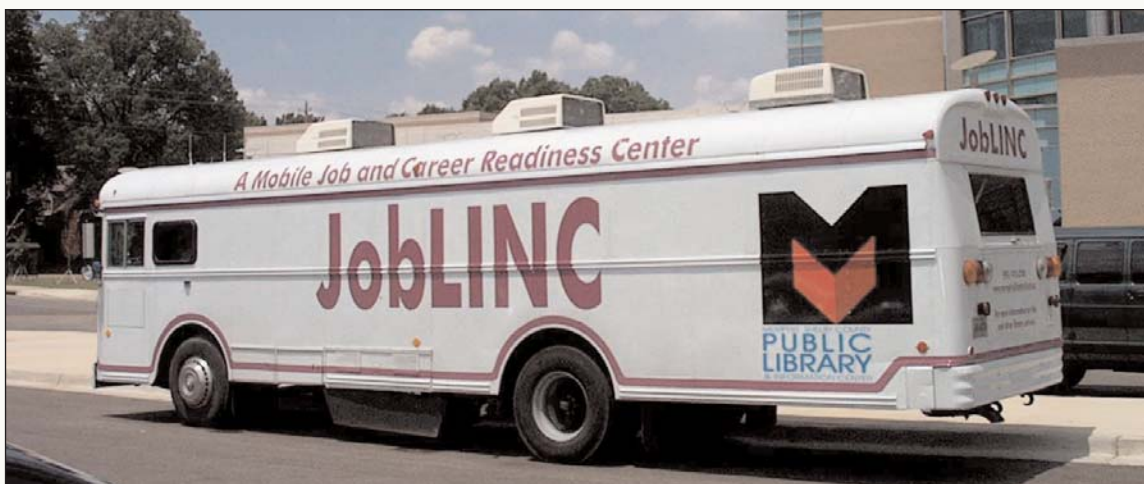
Despite the rapid proliferation of home computers, public computers in libraries are still in high demand, serving as an important entry point for new technology users. A recent survey found that 70% of people using computers in libraries reported the library was their only way to get on a computer (Hart Research 2006). Another study reports that 95% of all public libraries provide some sort of public access to the Internet (Bertot and McClure 2002).

While there is increasing awareness and use of these resources in public libraries, there has been little attention given to how these resources are providing structural, often community-wide, workforce development training and support. Public libraries are providing individual users with access to technology and information resources, as well as structured technology training. From mobile labs to instructional training facilities, public libraries are providing targeted technology training, most often starting with computer basics.

Increasingly, public libraries are working with local workforce development partners, providing local residents with multiple access points for computer training. Libraries that lack staff resources to support formal trainers are entering into agreements with local workforce development agencies to provide instructors and curricula for training facilities located at the public library.

Newark Public Library - Victoria Technology Center.

The Victoria Technology Center, a representative example of library training centers, opened in 1999 as part of the community NEON (NEwark Online) initiative, and features eighteen computers for training and Internet access. When classes are not provided, the stations are open to library customers. Free computer classes, which are offered in both English and Spanish, provide detailed training that ranges from computer basics to more advanced word processing and spreadsheet software training.



Targeted Employment Outreach. Libraries with sufficient resources for outreach are providing services in areas of high unemployment and need, working with local employment service agencies that lack resources to provide a full range of employment resource materials and workplace training.

Memphis Public Library – JobLINC.

The JobLINC bus is a mobile jobs and career readiness center that helps job seekers locate employment opportunities by providing listings of available jobs and one-on-one assistance in conducting job searches and preparing for interviews. JobLINC provides local job listings and an employment hotline, on-site résumé preparation services, daily JOBFILÉ listings from the Tennessee Department of Labor and Workforce Development. The initiative began as a targeted outreach to a single neighborhood in Memphis and, due to demand, has expanded to cover the entire county. The JobLINC bus, a 35 foot bus with computers, internet access via satellite hook-up, and job reference material, stops at shopping centers, social service agencies, and branch libraries throughout Memphis. The service has been so successful at connecting with residents that employers have even ridden the bus to conduct on-the-spot interviews to hire prospective workers.

Adult Literacy Training and Community Support Centers for New Americans.

Public libraries are an important entry point to community services for new Americans. Programs provided through public libraries can serve as a portal to a wide range of community resources that are vital to a family's economic self-sufficiency. Services to new Americans often involve English language classes; intergenerational literacy, foreign language GED instruction, and other basic skills training. Public libraries often serve as informal referral centers as well, directing immigrants to area support services.

Hartford (CT) Public Library - The American Place.

The American Place is an adult literacy and development project serving Hartford's diverse immigrant communities. The American Place program has become an important community service for immigrants in Hartford, a city where over one hundred ethnic cultures are represented and 32 languages are spoken in the public schools. The program provides staff and resources to help people achieve their goals for secure immigration, citizenship and literacy. The program focuses on citizenship preparation, classes for English for Speakers of Other Languages (ESOL) and life-skills workshops. The program, which started as a basic computer-training course, expanded rapidly when staff realized that clients needed English language training in addition to basics computer skills. Programs are provided free of charge and include practical advice for living in the U.S.; classes for learning English; information on becoming a U.S. citizen; and instruction on how to use the library to find information on jobs, health, housing, education and other topics of interest.

OUTCOMES: WHY LIBRARY WORKFORCE DEVELOPMENT PROGRAMS MAKE SENSE

- Expanded individual, and hence, community workforce technology skills and competencies via access to technology and free computer instruction available in public libraries. These technology skills are essential to job seekers of all ages.
- Reduced barriers to employment with one-on-one services, helping job seekers research career options, identify employment opportunities, develop résumés and apply directly for jobs using new technologies.

- Reduced costs to local workforce development agencies by providing a wide range of employment information resources, access to online employment and career certification tests, and training spaces complete with computers and other technology.
- Reduced recruitment costs to employers via contributions to technology and literacy training, and facilitating connections between potential workers and employers.

STRATEGIES FOR BROADENING THE IMPACT OF LIBRARY WORKFORCE DEVELOPMENT INITIATIVES

Establish strong connections with area workforce development agencies. While public libraries are often aware of other workforce development agencies operating in their service area, workforce development agencies are often not aware of the range of programs and information resources available at the local library. Failure to establish connections between area workforce support services effectively limits the range of services available and could lead to costly and unnecessary duplication of resources. Establishing stronger partnerships with other training entities, referral sources, schools, employer associations, and the local One-Stop Career Centers will help people move more quickly from information gathering to action. Stronger institutional connections will raise awareness about the wide range of resources available at the local public library.

Build better employer connections. Creation of comprehensive employment support initiatives in public libraries requires relationships with area employers as well. While the public library will not likely serve as an employment intermediary, program and collections planning will benefit from increased focus on employer needs and standards, as well as a better understanding of the regional labor market.

Know your customers. To better understand how and why people use library career and employment resources, libraries should collect demographic and use information from customers. Data gathered from customer surveys on the needs and behaviors of people being trained or guided to information resources can then feed into decisions about program design, collection development, strategic planning, and partnerships with local agencies and employers.

Know the broader workforce outlook. Keep abreast of broader workforce trends. What are the hot employment

sectors globally? Nationally? In the region? What is on the decline? Are there seasonal employment trends? If so, in what markets? Understanding these trends, as well as the broader informal and formal network of workforce support providers, helps provide information on how to make the library a more prominent partner, and will help shape services and refine the public library's role in building local workforce strength.

CONCLUSION

With rapid changes in employment markets and skills, communities are scrambling to build workforce capacity. Public libraries are contributing many resources to workforce development strategies, in concert with other community agencies, education institutions, and private sector employers. The combination of public access technology, enhanced workforce collections and training, and outreach partnerships gives public libraries a unique position as resource to community-wide workforce development efforts.

Libraries are important access points for building technology skills and competencies in communities today. Public access technology, new online resources, and targeted training on computers, job searches, and career development are benefiting both individuals and other workforce development providers.

Libraries are strengthening links between education and employment, as well as building workforce skills and participation. They are contributing training facilities and tailored instruction to a broad base of local residents. There is great variety in the ways public libraries have developed partnerships and programs that connect job-seekers with employment training and opportunities. Targeted library services such as English language instruction, workplace literacy, and computer instruction are now routine.

Local communities are assessing their human resource base and looking for ways to continuously update workforce skills and assist career transitions. In this context, the attributes of public libraries are not going unnoticed. Public libraries, which enjoy high use rates nationwide, and are broadly distributed across metropolitan areas, are becoming increasingly engaged in local workforce support service networks. By consolidating resources in job information centers, broadening literacy training, expanding access to technology, and conducting targeted outreach to immigrant populations and technology "have nots," public libraries are providing valuable support to building local workforce strength and resilience.

Small Business Support

THROUGH PUBLIC LIBRARIES

CHAPTER 4



MORE THAN THREE-FOURTHS of new jobs are created in the small business sector. Small business support strategies are key components for local economic development strategies that seek to stimulate new job creation and diversify the local economic base. Over the past ten years, small business net job creation ranged between 60 and 80 percent. In the most recent year with national level data (2003), employer firms with fewer than 500 employees created 1,990,326 net new jobs, whereas large firms with 500 or more employees shed 994,667 net jobs.*

The impact of small business on employment in cities is even more dramatic. Between 1998 and 2003, the number of small businesses in the nation's top 100 metro areas grew by 18.6%, in areas as diverse as the booming suburbs of Atlanta and Las Vegas, to the shrinking cities of Youngstown, Kansas City and St. Louis. A 2005 report for the Small Business Administration found that small businesses are the greatest net source of new employment in inner cities (ICIC 2005). Small businesses comprise more than 99 percent of inner city business establishments and generate 80 percent of the total employment in those areas. In all, America's inner city small businesses employ about 9 million people, or 8 percent of the U.S. private workforce.

A good "climate" for small business involves a wide range of resources, but as the economy becomes more mobile and global, one of the key supports for small business is

information. However, few small or new enterprises are in a position to meet all their information needs. They often lack the financial resources, skills, and the time needed to obtain, sift and analyze information about business planning, marketing, financing, human resources, taxes, etc. Starting and sustaining a small business enterprise is a knowledge-intensive endeavor. The problem of access to information in recent years has been exacerbated as the federally-supported Business Information Centers (BICs), through the Small Business Administration have been phased out, and as more information is available digitally, albeit for a significant cost (licensing fee).

Business information services have been a part of public library services for more than a century, but it is the advent of new online databases that is bringing library resources directly onto the desktops of small business establishments, chambers of commerce, and economic development departments across the country. Sixty-eight percent (68%) of the ULC surveyed libraries have enhanced existing collections with small business resource materials and many of these same libraries were investing heavily in digital resources as well. Over fifty percent (50%) of the responding libraries identified their library as having digital collections, databases, and web content specifically designed for small businesses.

Public awareness efforts and instructional training for small business owners is a rapidly growing area of library programming. A wide range of instruction is provided

* Data based on authors' analysis of *Small Business Administration Table: Private Firms, Establishments, Employment, Annual Payroll and Receipts by Firm Size, 1988-2003*. http://www.sba.gov/advo/research/us_tot.pdf

regularly through public libraries. Fifty-three percent (53%) of libraries answering the survey provide small business planning and development workshops on at least a quarterly basis; thirty-eight percent (38%) of the libraries provide workshops on business management and business finance; and close to two-thirds of the libraries (62%) provide training in the use of online business resources.

This next section highlights some of the innovative ways libraries are reaching the small business sector with current and comprehensive business information and services that simplify entry into the market, and support long-term business viability.

PUBLIC LIBRARY STRATEGIES FOR SMALL BUSINESS SUPPORT

- On-Demand Business Information Through Online Business Resources
- Integrating Business Support Services
- Business Basics Workshops
- Program Partnerships with Local Business Support Agencies

Building On-Demand Business Resource Information. Public libraries offer small business owners and entrepreneurs a wealth of information resources including industry data, statistics and trends, legal indices, local and state regulations and reports, government documents, industry-specific newspapers and journals, company reports, and company data. Historically, these materials have often been housed in central or special locations, since the cost and sheer volume of the information made it difficult to provide a wide range of resources at the branch level.

However, new technologies and continued investments in a wide range of online business information resources make it possible now to share resources at places of business or homes 24/7. Across the country public libraries are subscribing to online business databases that provide library card holders with a wealth of business information, including company profiles, company brand information, rankings, investment reports, company histories, business leads and marketing data. With the rapid increase in business-related information, librarians are adopting new roles as intermediaries between the business information consumer and an expanding myriad of information and data sources.

Easy access and up-to-date depth of the resources are attracting new business customers. A recent report by the Carnegie Library of Pittsburgh found that business

resources are the most frequently accessed online databases (CMU 2006). In a recent survey of library users in the South Carolina, one-third of the business users said that the loss of business information sources would have a major negative impact on their business (Barron et al. 2005). Electronic business information resources make it much easier for public libraries to provide community-wide, up-to-the-minute business information to area residents.

District of Columbia Pubic Library – Enhanced Business Information Center (e-BIC).

The District of Columbia Public Library (DCPL) has entered into a partnership with the U.S. Small Business Administration to open the Enhanced Business Information Center (e-BIC). The e-BIC, which is located at the main branch of the DCPL system, provides business planning tools, free on-site resources, staff, training courses and workshops to help entrepreneurs start, grow and expand their business. It features a state-of-the-art video conferencing room, computer terminals, a business information resource library and reading room. The e-BIC, staffed by a full time librarian, is open during the scheduled hours of the library.

Integrating Local Business Support Services. Many public libraries are establishing direct relationships with local business organizations, either by joining associations or meeting with business people to detail library resources. Based on the ULC survey, more than sixty percent (60%) of libraries providing business services have established relationships with local Chambers of Commerce and Small Business Development Centers. Stronger connections with business and economic development professionals are spreading the use of powerful online small business resources to new constituents and agency partners.

Pima Public Library: Local Arizona Economic Development Center.

The Business Info Center at the Pima Public library in Tucson (AZ) is teamed up with twenty-seven (27) other public and community college libraries across the state to establish a network called the Arizona Economic Development Centers (EDIC). The network is working to build partnerships among libraries, businesses, and economic development professionals. The library's objective is to expand access to current small business information resources, especially in smaller communities throughout Arizona, thereby expanding the role and visibility of libraries as part of the "support system" for local economic development. EDIC was initiated by the Economic Development Library Committee, which includes members from the business and economic development communities as well as information

specialists from libraries throughout the state. It is a joint effort between the Arizona State Library, Archives and Public Records (ASLAPR) and the Arizona Strategic Planning for Economic Development (ASPED), a coalition formed to create quality jobs by attracting, retaining, and nourishing value-added clusters of enterprises. Business support networking takes place at both state and local levels. Locally, the business librarian is active on local economic development boards. The library has also teamed up with the Small Business Development Center at the Pima County Community College to host meetings and info-sessions on business research at the local library. Local for-profit business centers now see the library as a partner, and regularly invite business librarians to speak and give instruction on the use of business information sources and services at their workshops and meetings.

Direct Support for Business Planning/Start-up.

Libraries with staff capacity and facilities are now providing small business support workshops. These workshops draw heavily on library information resources, help people build business plans, identify suppliers and competitors, track consumer demographics, find and use public records, and spot industry trends. One program, highlighted below, helps people create competitive business plans and, through a partnership with the community economic development fund of Citigroup, provides seed money for individuals who produce the strongest plans.

Brooklyn Public Library: Business Library Power-Up Business Plan Competition.

Brooklyn Public Library's Business Library is one of the largest public business libraries and operates in one of the most dynamic small business markets in the country. As of 2000, 91% of the approximately 38,704 establishments in Brooklyn had fewer than 20 employees. Over 100,000 individuals there file Schedule C tax returns, indicating that they are the sole proprietors of their businesses (BEDC SBS Commercial Revitalization Project Application). Though the Business Library provides a wide range of business information services, its Power Up competition, sponsored by Citigroup Financial Services, also provides access to start-up capital. The competition is open to entrepreneurs and new Brooklyn-based businesses. Competitors receive instruction on writing a business plan, financing, marketing and building a business. The program targets Brooklyn residents, 18 years and older, who are either U.S. citizens or U.S. permanent residents. At the end of the competition, a panel of judges reviews the business plans and chooses a set of finalists. Each finalist is required to make a presentation of his or her business plan. The first place winner of the Business Library competition receives \$15,000 with two runners-up each receiving \$5,000. In addition, winners receive business assistance services valued at \$5,000. In 2005, winners of the competition were able to leverage the prize money to secure a larger loan to open their Brooklyn-based bistro.

Program Partnerships with Local Business Support Agencies.

Partnering locally to provide small business workshops in the library is a common strategy identified by public libraries seeking to broaden use of their small business services. Partnerships provide the library with greater expertise in business development instruction. Partnering agencies enjoy a broader audience of prospective entrepreneurs and training space.

Columbus Metropolitan Library: Base of a Successful Enterprise (B.A.S.E.).

While the Columbus Metropolitan Library (CML) is involved in a number of small and large initiatives, the partnership between the Science, Business and News Division (Business Division) at the Main Branch of the CML and the Central Ohio Small Business Development Center (CO-SBDC) is generating some of the most important and largest library commitments. In 2002, the library and CO-SBDC developed a small business development workshop called Base of A Successful Enterprise (B.A.S.E.). The Center takes the lead in managing and staffing the workshop, while library staff provides detailed overviews of library resources available to workshop participants. The monthly workshop is offered free of charge and is open to anyone with a pre-venture, start-up or existing business. For the state agency, the B.A.S.E. workshop provides a first point of contact for services. After the workshop, clients interested in getting more intensive business support services can go directly to the CO-SBDC for further technical assistance. Entrepreneurs benefit from the B.A.S.E. program in the library because they get free and key information in particular, current online business, finance and product databases, which are at the heart of researching, starting up, and sustaining a successful small business.

OUTCOMES: WHY LIBRARY SMALL BUSINESS SUPPORT STRATEGIES MAKE SENSE

- Reduced market entry barriers and costs for prospective entrepreneurs through the provision of business planning workshops and access to current online, print, and media resources
- Reduced costs and improved business performance of existing entrepreneurs, via free access to a wide range of current business resources
- Reduced operation costs and more effective outreach for small business development agencies via access to library facilities, business information resources, and a larger pool of local potential and existing entrepreneurs

STRATEGIES FOR BROADENING THE IMPACT OF SMALL BUSINESS INITIATIVES

Invest in targeted staff development and training.

Ensure that staff is familiar with and trained on the key online business resources most commonly sought by local entrepreneurs.

Explore ways to build community-wide access to business information resources.

As partnerships with local businesses and agencies develop, investigate ways to get wide distribution and use of business online databases, some of the most expensive subscription services purchased by public libraries. Business centers in public libraries could also explore ways to share costs of subscription services with area small business support or area economic development agencies.

Aggressively market business resources.

Many business people do not think of the public library as a source of business assistance. Interviews revealed a lack public awareness about business resources available at the library and online. Business service librarians should investigate why certain businesses use public libraries while others do not, and collect more market information on the preferences and behaviors of business information consumers, using that data to further refine marketing efforts that promote local collections and support services.

Understand and support small business clusters.

Economic development professionals are increasingly noticing that networks and clusters of businesses act as catalysts for innovation, strengthening and diversifying the local business base. These can be clusters of “secondary” suppliers to local large businesses, or networks of small businesses that share connections because of products, services, transportation, and communications. Industry or business clustering is proving particularly useful in negotiating today's increasingly competitive and global market place. Networks and clusters are helping individual enterprises overcome scale and capability limits. They are facilitating the generation of new ideas, jobs, and commercial opportunities. Identifying local synergistic business operations and sharing information contributes to the growth of business clusters. Supporting cluster strategies means gathering and sharing data on local conditions, and building local product, customer, and supplier networks. Business services staff in libraries should be aware of the existing and potential local landscape of business clusters.

Understand small business financing.

Capital is another critical resource needed at every stage of business development – start-up, stabilization, and expansion. A

thorough understanding of small business finance resources can help librarians guide entrepreneurs to capital sources that can be used to translate business ideas into products and services, and to purchase fixed assets, such as buildings and equipment. Librarians specializing in business services should be familiar with the range of financial programs that support small business development, and that help make small businesses more attractive to private investors and lenders.

Provide tailored support for micro-enterprises.

With access to public computers, public libraries already provide support to many home-based micro-enterprises. The importance of this informal enterprise sector of employment is just beginning to be recognized, particularly in terms of the support they provide for low-income families. Successful micro-enterprises often lead to the establishment of sound smaller businesses. Public libraries should identify and support the specific business information needs of area micro-enterprises, as well as developing partnerships with local technical assistance providers.

CONCLUSION

The availability of vast new online business information resources through public libraries is a vital resource for new entrepreneurs. Whether providing information on regulations associated with incorporating a new business, assisting with business plan development and registration, or helping small businesses access critical information on finance and product databases, local libraries are now providing more business resource information than ever before.

In larger communities, with multiple small business support agencies, public libraries are identifying and filling gaps in the formal and informal support networks and are offering specialized services to specific populations or sectors. In smaller communities, libraries are a principal source of information to area micro-, small, and mid-sized businesses. While major corporations will frequently have ready access to information from online sources, small business operators are learning to turn to the library.

The potential for public libraries to strengthen economic growth and resilience in the micro- and small business sectors is significant. Just as new research shows that students who do not have access to online research cannot compete with students who do, small businesses that do not have the ability to adapt and reposition their businesses with current and detailed online information are at a serious disadvantage in the competitive, global new economy.



ECONOMIC AND PHYSICAL DEVELOPMENT often go hand in hand. A variety of place-based strategies have long been at the core of public-private economic development endeavors. Some strategies attempt to create destinations with constant activity by combining office complexes, restaurants, retail spaces, and housing. Other strategies feature cultural districts, which include performance venues, arts organizations, individual artists and arts-based businesses within a larger business or residential district. Still others focus less on buildings and more on integrating services and amenities, such as public markets and squares. Many strategies have used public facility investments to catalyze new development and stabilize existing residential neighborhoods and downtowns, increasing property values and commercial tax revenues.

While the case study research for this report was focused primarily on library contributions to human resource development strategies, many examples of how of public library facilities act as catalysts for place-based economic development surfaced, and will be highlighted in this chapter. While library facilities are widely recognized as adding safety or amenity value to neighborhoods, public libraries are playing a role in a wide variety of commercial and mixed-use developments as well.

PUBLIC LIBRARIES CONTRIBUTE TO PHYSICAL DEVELOPMENT

- Central libraries as downtown attractions
- Integrating branch libraries into commercial areas
- Building more economically vibrant urban spaces

- Libraries as players in mixed-use developments
- Creating library hybrids

Central libraries as downtown attractions. Center city library developments have received a tremendous amount of attention in recent years. Designed by some of the leading architects around the world, these multi-million dollar facilities have contributed considerable visual appeal to downtown business districts. These dramatic new buildings have added another, less talked about feature as well. They have created vibrant public spaces that attract a steady stream of visitors to areas that often lie dormant after business hours and during weekends. In city after city, new downtown libraries are followed by an immediate and sustained boost in circulation and library use. The Denver Public Library, which finished the expansion of its downtown library in 1995, saw the number of daily visits double from 1,500 to 3,000. The Seattle Public Library, which opened in 2004 draws 8,000 visitors a day, twice the circulation of the old central library facility. Although the Des Moines Public Library just opened the doors of its new Central Library in April 2006, increased demand is already apparent, and they have increased the hours of operation to provide greater accessibility for downtown library customers. While the specific economic impact of the new downtown libraries will certainly vary from city to city, one point is certainly clear: new central city libraries are now attracting visitors to downtown areas in a manner reminiscent of the heyday of the downtown department store.

Integrating branch libraries into commercial areas.

Whether located in malls or inserted into corner shopping strips, public libraries are finding a complementary niche by providing a public service in commercial areas. Mall libraries, which in some locations may be open up to 80 hours per

week, make books, computers, and other resources accessible to those who may not consider going to a traditional library. For some library systems the mall locations do not function as full service branches but rather as portals into the library system, offering a fraction of the services and amenities that would be available at a branch library. However, some systems are inserting full service branches into malls and shopping strips that until recently were strictly commercial. One of the larger examples of a full service mall branch can be found in Indianapolis. Indianapolis-Marion County Public Library's Glendale Branch features a full service branch library in the Glendale shopping mall. The 33,000 square foot Glendale Branch library, which opened in October 2000, commands the space of an anchor tenant, with its own dramatic outdoor mall entrance. The Glendale branch library features 37 public computers with Internet access, standard office software and printing services, free wireless Internet access, copy machines, public meeting rooms, and laptops for in-house use and self-checkout.

Building more economically vibrant urban spaces.

Thoughtful placement of public library branches can catalyze urban areas in need of economic boost. The Memphis Public Library's South Branch, once located in a quiet residential neighborhood in the south side of Memphis bordering the State of Mississippi, moved to a larger facility located in a commercial shopping strip in an industrial section of town that had lost a considerable number of jobs in the past decade. Six of the eight storefronts were vacant when the library moved in. Now, four years later, the shopping strip is completely full. Though the South Branch library is not the only factor in the revitalization of the South Mall commercial strip, it is reasonable to conclude that local businesses reap a "spin-off" benefit from the 100,000 visitors that stop by the library each year.

Libraries as players in mixed-use developments.

Library leaders and private developers across the country are beginning to notice distinct advantages to incorporating public libraries into mixed use, retail and residential areas. In the small town of Atascadero, at the foot of the rapidly growing wine country in San Luis Obispo County California, a unique partnership has emerged between the San Luis Obispo City-County Public Library and a private local developer. The library, which had sorely needed a new building, has agreed to secure a central area in the new Colony Square development for its new Atascadero branch library. For its part, the library will get a new facility in a more centralized and convenient part of town. The partnership provides the developer, who had tried unsuccessfully to attract two different national bookstore chains, with a steady, long-term tenant. Retailers that are moving into the Colony's 140,000 square foot development are excited

about the library partnership because the library functions as an anchor tenant by bringing a considerable amount of foot traffic to the area, without directly competing for commercial sales.

Another example of public libraries being integrated into mixed residential and commercial developments, at a slightly larger scale, can be seen approximately 20 miles north of Washington, D.C. Rockville Town Square is an ambitious \$352 million dollar redevelopment effort in the old city center of Rockville, Maryland. The new Towne Square which will offer 644 condominiums, 180,000 square feet of retail and restaurant space, a cultural arts building and a football-field-size town square, will also be the home of the Rockville Regional Library, the largest library in the Montgomery County system. According to Ross Development and Investment, the developer of Rockville Town Square, the housing units are selling briskly, with the cost of some surpassing the \$1 million mark. Key amenities identified by early buyers are the mix of shops, ease of access to public transportation and the new 100,000-square-foot state-of-the-art regional library.

Creating library hybrids. Joint-use facilities that combine public libraries with other community amenities are becoming more common in cities and towns across the country. In some cities public libraries are physically part of a local public elementary or middle school. In other communities, public libraries share space with community recreation centers or senior care facilities. Some joint ventures are borne out of economic necessity, as a way to leverage limited development resources or maximize the use of a publicly-owned property. In other communities, joint-use facilities are a product of a deliberate community planning process. The Cleveland Heights-University Heights Public Library - Main Library/Cultural Arts Campus is an example of the latter. After a lengthy community planning process the Cleveland Heights and University Heights Library decided to purchase an old youth services building across the street from its present location and embark on a rebuilding effort that would result in two new buildings connected by a second story walkway. The new library, which will consist of a program building on one side of the street- and a library service building on the other, will meet needs of area residents through expanded library services and targeted programming delivered in partnership with local agencies. The programming building of the new library will house after-school programs, an expanded children's space with a computer area, separate space for teens with a homework center, additional computers and a seating which can be rearranged for specialized programming. The new facility will also feature space for theatrical productions, classes, and programs for children and adults in partnership with a local theater company and an art gallery and studio space for local artists.

OUTCOMES: HOW LIBRARIES CONTRIBUTE TO PLACE-BASED ECONOMIC DEVELOPMENT STRATEGIES

- Public library facilities are versatile, attractive components in a wide variety of developments – downtown, residential, mixed-use, commercial, and joint-use service sites
- Public libraries in mixed-use and residential developments contribute to safety and quality of life
- Long term tenancy of public libraries reduces some of the financial risk associated with building mixed-used developments
- Public libraries attract foot traffic and can serve the anchor tenant function in commercial areas without directly competing with local businesses

STRATEGIES FOR BROADENING THE IMPACT OF LIBRARIES IN PHYSICAL DEVELOPMENTS

Demonstrate that public and private services can work together in mutually supportive ways. When voters in local governments are asked to support referenda for libraries, the appeal is rarely supported by a discussion of the potential economic development contributions the library can provide. Integrating libraries into different types of developments keeps resources and services visible and accessible, and the amenity value of public libraries high.

Be proactive in identifying the ways in which public libraries can complement local development plans. Mixed-use developments are relatively new economic developments tools. Some economic development professionals may be unfamiliar with new development models that combine housing, retail and public services, including public libraries.

Provide data to change developer perceptions. Have library financial and use statistics ready to define the ways in which libraries may contribute to the financial success of prospective projects. Financiers tend to view mixed-use development as complex and difficult. Library financial information speaks to stability of rent and use statistics speak to the all important traffic that benefits adjacent retail businesses.

Understand some of the challenges inherent in shared buildings. Integrating public library facilities into private sector developments can present a number of challenges, because of the different approaches that local governments and private developers bring to the building process. For example, when the city or county wants to develop a civic project, architects plan for a 100-year life span, while private residential and mixed-use architects often plan at a different standard. One of the key elements in making this type of partnership work is to work through these different approaches in the early phase of the project. Even when building public joint-use facilities, such as schools and libraries, there are many issues best addressed in the design phase, such as access and security.

CONCLUSION

While this chapter only touches on the role of public libraries as catalysts for physical development, the past twenty years have witnessed an incredibly wide range of place-based development efforts in which public libraries play a supporting role. In major city centers like Seattle WA, Des Moines IA, Minneapolis MN, Salt Lake City UT, and Jacksonville FL multi-million dollar central libraries manage to make a considerable mark on the look and feel of downtown areas. In inner and outer suburbs, a plethora of new branch libraries and regional facilities are increasingly being integrated into commercial strips and malls, contributing the valued commodity of foot traffic to local businesses, anchoring redevelopment, and providing quality of life amenities to neighborhoods. More recently, developers of mixed-use projects have begun to incorporate public libraries into the initial design along side retail and residential spaces, adding significant public amenity value to burgeoning commercial, office, and residential corridors.

The fact that public libraries fit seamlessly into these vastly different environments is a testament to the versatility of the institution and the high degree of public value it enjoys. Whether located in a center city business district, suburban commercial corridor, mall, housing or retail development, demand for new public libraries, as measured by the circulation and library use statistics, consistently exceeds expectations. One would be hard pressed to identify another public or private development that could operate on such vastly different scales in so many different settings and attract such a diverse stream of visitors and consumers.

Conclusions ABOUT PUBLIC LIBRARY CONTRIBUTIONS CHAPTER 6



WITH OVER 16,000 BRANCHES in over 9,000 systems across the country, public libraries are among the most widely distributed public services available to Americans. This report highlights some of the ways in which public library resources and services contribute to individual, family, and community economic vitality. The report shows that libraries are positioned to support the expansion of technology skills, continuous learning, critical research, and local-to-global networks of information that are the fuel of economies today.

Public libraries are logical partners for local economic development initiatives that focus on people and quality of life. They provide a broad range of information services to diverse constituencies. They are part of formal and informal community networks and initiatives that support education, jobs and careers, business and cultural activity, and civic pride. Library resources, services and facilities leverage and expand other local agencies' capacity and expertise.

Public libraries are unique, open institutions, where people have access to information, technology and training on an as-needed basis. With digital information and greater outreach, libraries are transforming the way they interact with the public. They are becoming much more proactive and collaborative, contributing in a variety of ways to stronger local economic development conditions.

Early Literacy services are a key foundation for long-term economic success. Given strong and growing evidence that investments in early literacy yield a high return and compound over time, public libraries are

expanding their traditional role in early literacy, engaging in high impact strategies with community partners. They are leading public awareness campaigns, reaching new mothers with materials and resources that promote reading early and often. Extensive early literacy training with home and professional child care givers is helping to raise levels of school readiness and success. Public libraries are reaching many young children and families in diverse neighborhoods across the country. These services are the first link in a chain of investments needed to build an educated, competitive workforce.

Library employment and career services are preparing workers with new technologies. With an array of public computers, Internet access, and training, public libraries are a first point of entry for many new technology users. Over ninety percent of public libraries regularly offer training to use and build technology skills. New library job and career service models are mobile and adaptable, providing value to both job seekers and employers. Increasingly, libraries are working with local partners to better understand local workforce trends and to have a greater community-wide impact on workforce readiness and "retooling" in an era of rapid and transformative change.

Small business resources and programs are lowering barriers to market entry. One of the biggest traditional barriers to small business has been access to current data on products, suppliers, financing sources, and competitors. Public libraries are the source for new online business databases that reach entrepreneurs around the clock. Additionally, libraries are offering an increasing variety of

FIGURE 3: Public Library Strategies and Contributions to Local Economic Development

PUBLIC LIBRARY STRATEGIES	ECONOMIC DEVELOPMENT CONTRIBUTIONS
Early Literacy	School readiness/academic success
Community Campaigns	Elevate awareness of the need to read early and often
Baby Lap-Sit to PreK reading activities	Elevate levels of early literacy, expand learning resources
Outreach to parents and caregivers	Elevate levels of early literacy, improve quality of child care
Child care training and certification	Strengthen community-wide child care provider network , improve child care worker qualifications
Workforce Development	Expand quantity and competencies of local workforce, long-term community economic capacity
Access to technology	Expand employment aptitudes, competencies
Access to internet	Expand access to employment search and application opportunities
Access to technology training	Expand employment skills and opportunities
English language training, adult literacy resources & services	Expand employment opportunities, economic sustainability
Career skills workshops (w/agencies)	Provide support for career pathways, expand audiences/reach of agencies
Small Business Support	Strengthen key local enterprise base and stimulate new job creation
Access to databases and other resources	Reduce cost for research and planning
Technical assistance for start-ups and micro-enterprises	Reduce costs and barriers to entering market, reduce failure rates, expand audience for other local agencies involved in small business support, expand small business sector
Technical assistance to existing businesses	Strengthen viable small business sector, expand reach and lower costs of other local agencies with shared facilities and resources, increase clustering of enterprises for competitive advantages
Physical Development	Contribute to vibrant urban and suburban life
Downtown (often "central" or "main")	Anchor development, generate foot traffic, revitalize commercial and cultural activity
Mixed-use, residential	Provide amenity value, generate foot traffic, increase quality of life and safety
Mall, commercial development	Generate traffic, but not sales competition, strengthens developer financing pro forma
Joint-Use	Reduce development costs, generate synergy of consumers/service providers

business development workshops conducted with agencies and corporate partners. These resources and programs are reducing market entry costs for start-up businesses, and strengthening the important local sector of small and micro-enterprises. Libraries are in the vanguard, trying new business development strategies. In Brooklyn, seed money is awarded to promising new ventures. In Phoenix (AZ), the public library is part of a statewide network of business, economic development and library professionals who are seeking to expand and diversify the economic base by promoting synergy among clusters of enterprises.

Public library buildings are catalysts for physical development. Libraries are frequented local destinations. Researchers for this study repeatedly found that public libraries are highly regarded, and are seen as contributing to stability, safety and quality of life in neighborhoods. Among private sector developers of malls, commercial corridors, mixed-use developments and joint-use facilities, libraries are gaining recognition for other qualities – their ability to attract tremendous foot traffic, provide long-term tenancy, and complement neighboring retail and cultural destinations.

Making Cities Stronger adds to the body of research pointing to a shift in the role of public libraries - from passive places for recreational reading and research to active agents for local economic development. Libraries are helping to raise levels of literacy, digital dexterity, and entrepreneurial activity in communities, working collaboratively within local, regional and state networks. Rather than succumbing to obsolescence with the advent of new information technologies, the basic business of public libraries is being recast.

Figure 3 provides a quick reference summary to the strategies and contributions to economic development noted in this report. Figure 4 provides a summary of thought-starter ideas for considering how public libraries might strengthen and broaden the impact of their resources further which are found at the ends of Chapters 2-5.

Public libraries are positioned to fuel not only new, but next economies given the rise of new service and partnership models, and effective “niche” roles in building strong, resilient local economies and vibrant, livable places.

FIGURE 4: Ways Public Libraries Can Broaden their Impact on and Contributions to Local Economic Development Conditions

Early Literacy/School Readiness

- Broaden support for outreach
- Establish strong partnerships with area child care providers
- Continually evaluate early literacy programs and collect data on effectiveness over time

Workforce Development

- Establish strong connections with area workforce development agencies
- Build better employer connections
- Know your customers – what do they need? how do they prefer to get it?
- Know the broader workforce outlook

Small Business Support

- Invest in targeted staff training on new databases
- Build community-wide access to business information resources
- Aggressively market library business resources
- Understand and support small business clusters
- Understand small business financing
- Provide tailored support for micro-enterprises

Physical Development

- Demonstrate the symbiotic benefits of public and private development
- Identify ways public libraries complement local development plans
- Provide data to change developer perceptions

APPENDIX

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SURVEY SITES

Alameda County Library

Albuquerque/Bernalillo County Library System

Allen County Public Library

Anchorage Municipal Libraries

Ann Arbor District Library

Atlanta-Fulton Public Library System

Baltimore County Public Library

Brooklyn Public Library

Carnegie Library of Pittsburgh

Carroll County Public Library

Chattahoochee Valley Regional Library System

Chesterfield County Public Library

Cleveland Public Library

Columbus Metropolitan Library

Dayton Metro Library

DeKalb County Public Library

District of Columbia Public Library

East Baton Rouge Parish Library

Fresno County Library

Grand Rapids Public Library

Hartford Public Library

Indianapolis Marion County Public Library

Jacksonville Public Library

Johnson County Library

Kansas City Public Library

Kern County Library

Lincoln City Libraries

Madison Public Library

Memphis Public Library

Metropolitan Library System

Milwaukee Public Library

Minneapolis Public Library

New York Public Library

Oshawa Public Library

Pierce County Library System

Pima County Public Library

Pioneer Library System

Providence Public Library

Public Libraries of Saginaw

Public Library of Charlotte and Mecklenburg County

Public Library of Cincinnati and Hamilton County

Public Library of Youngstown and Mahoning County

Queens Library

Redwood City Public Library

Saint Paul Public Library

Salt Lake City Public Library

San Francisco Public Library

San Luis Obispo City-County Library

Santa Clara County Library

Seattle Public Library

Sno-Isle Libraries

Spokane Public Library

Toledo-Lucas County Public Library

Worcester Public Library

CASE STUDY SITE INTERVIEWS

BROOKLYN, NY

Farid Ali

Co-Owner Bogata Latin Bistro
BPL, Business Library PowerUP
Program Winner
Brooklyn, NY

Carrie Banks

Supervising Librarian
Child's Place for Children with
Special Needs
Brooklyn Public Library
Brooklyn, NY

Joan Bartholomeo

President
Brooklyn Economic Development
Corporation
Brooklyn, NY

Jerome Bass

Cypress Hills Child Care Center
Brooklyn, NY

Shelly Drexler

William O'Connor School
Brooklyn, NY

Elisa Glenn

Community Outreach Specialist
Business Library
Brooklyn Public Library
Brooklyn, NY

Mary Graham

Director of Neighborhood Services
Brooklyn Public Library
Brooklyn, NY

Stuart Leffler

Mgr. Economic Development
Con Edison
Brooklyn, NY

Traci Lester

Reach Out and Read of Greater
New York
New York, NY

Kathleen Parisi

National Business Development
Officer
Citigroup CCDE
Brooklyn, NY

Rachel Payne

Coordinator of Preschool Services
Brooklyn Public Library
Brooklyn, NY

Susan Phillips

Director, Business Library
Brooklyn Public Library
Brooklyn, NY

Letisha Wadsworth

Child Development Support
Corporation
Brooklyn, NY

COLUMBUS, OH

Julie Arter

Business Information Specialist Science
Business and News Division
Columbus Metropolitan Library
Columbus, OH

Pat Claeys

Early Childhood Specialist
Outreach Services Division
Columbus Metropolitan Library
Columbus, OH

LuAnn McCauley

Supervisor
Childcare Certification Unit
Franklin County Department of Job
and Family Services
Columbus, OH

Nancy Stall

CBA, Special Program Coordinator
Ohio Small Business Development
Centers at Columbus State
Community College
Columbus, OH

Susan Studebaker

Associate Director of Public Services
Public Services Administration
Columbus Metropolitan Library
Columbus, OH

Two early childhood program
participants (childcare providers from
the Family Childcare Storytime
Program).

Three anonymous business program
participants (attendees at the B.A.S.E.
workshop).

FRESNO, CA

Rita Del Testa

Librarian, Kermin Branch Library
Fresno County Library
Kermin, CA

Monica Espinoza

Core Services Supervisor
Workforce Connection
Fresno, CA

Ralph Garcia

Director of Community Development
Economic Development Corporation
Fresno, CA

Gabriel Gonzalez

City Manager
City of Mendota, CA

Bernice Kao

Workforce Development Librarian
Fresno Public Library
Fresno, CA

Patricia Pondexter

Associate County Librarian
Fresno County Library
Fresno, CA

HARTFORD, CT

Mary Albro

Business Librarian
Hartford Public Library
Hartford, CT

Sadiyo Adell

Literacy Program Participant
Hartford Public Library
Hartford, CT

Louise Blalock

Library Director
Hartford Public Library
Hartford, CT

Debra Carrier Perry

Early Childhood Literacy
Hartford Public Library
Hartford, CT

Catherine D'Italia

Library Development Officer
Hartford Public Library
Hartford, CT

Willie Dowdell
Small Business Program Participant
Hartford Public Library
Hartford, CT

Homa Naficy
Librarian
American Place
Hartford Public Library
Hartford, CT

MEMPHIS, TN

Pam Brooks
South Branch Manager
Memphis Public Library
Memphis, TN

Judith Drescher
Director
Memphis Public Library
Memphis, TN

Heather Lawson
Adult Services Coordinator
Memphis Public Library
Memphis, TN

Audrey May
JobLINC, 211
Memphis Public Library
Memphis, TN

Lakshmie Napagoda
DeNeuville Learning Center
Memphis, TN

Mary Seratt
Children's Service Coordinator
Memphis Public Library
Memphis, TN

Gary Rowe
Memphis Minority Business
Development Center
Memphis, TN

Barb Shultz
Senior Manager, Business and Sciences
Memphis Public Library
Memphis, TN

Inger Upchurch
North Branch Manager
Memphis Public Library
Memphis, TN

Damone Virgilio
Director of Staff Development
Memphis Public Library
Memphis, TN

NEWARK NJ

Wendy Giron
One-Stop Career Center
Newark, NJ

Wilma J. Grey
Director
Newark Public Library
Newark, NJ

Matthew McDermott
New Community Workforce
Development Center
Newark, NJ

Clement A. Price
Board of Governors
Distinguished Service Professor
Rutgers University
Newark, NJ

PROVIDENCE, RI

Kathyellen Bullard
Staff Administrator, PPL
Providence Public Library
Providence, RI

Tonya Butler
Daycare Provider
YMCA Childcare Center:
Love for All Childcare
Providence, RI

Stacey Carter
Center for Women & Enterprise
Providence, RI

Evelyn Castillo
Literacy Teacher
The Family Literacy Program
At the Providence Public Library
Providence, RI

Dorey Conway
Librarian
Providence Public Library
Providence, RI

Nazly Guzman-Singletary
Assistant Director - AmeriCorps
Ready to Learn Providence
Providence, RI

Brian Kirby
Daycare Provider
YMCA Childcare Center:
Love for All Childcare
Providence, RI

Stan Kuziel
Director of Project Operations
Ready to Learn Providence
Providence, RI

Julissa Lugo
*AmeriCorps Member - Knight
Memorial Branch*
Ready To Learn Providence
Providence, RI

Louise Moulton
Literacy Coordinator
Providence Public Library
Providence, RI

Soran Pan
Coordinator of Teen Power Program
Providence Public Library
Providence, RI

Ann Poulos
Business Librarian
Providence Public Library
Providence, RI

Matty Proctor
Daycare Provider
Y Child Care
Providence, RI

Shane Sher
PPL Staff
Providence Public Library
Providence, RI

Maria Tacco
Communications Officer
Providence Public School
Department
Providence, RI

Karissa Tashjian
Literacy Teacher
The Family Literacy Program
At the Providence Public Library
Providence, RI

Dale Thompson
Library Director
Providence Public Library
Providence, RI

Ana Vargas
Bilingual Computer Trainer
Providence Public Library
Providence, RI

Erica Wilder
Early Literacy Coordinator
Providence Public Library
Providence, RI

SAN LUIS OBISPO, CA

Katcho Achadian
County Supervisor
Oceana, CA

Bernadette Bernardi
Literacy Council of San Luis Obispo
San Luis Obispo, CA

Juan Del Christian
Altrusa
Oceana, CA

Brian Reynolds
Director
San Luis Obispo City-County Public Library
San Luis Obispo, CA

Dr. James Harrison
Developer
Atascadero, CA

J.C. Martin
Real Estate Broker
San Bernardino, CA

Laurie Rai
Small Business Consultant
Arroyo Grande, CA

Paul Richardson
Tally Vineyard
Arroyo Grande, CA

TUCSON, AZ

Debbie Elver
President
Clearview Business Solutions
Tucson, AZ

Fran Embrey Senechal
Programs Coordinator
Metropolitan Education Commission
Tucson, AZ

Tom Farmer
Small Business Librarian
Pima County Public Library
Tucson, AZ

Nancy Ledeboer
Library Director
Pima County Public Library
Tucson, AZ

Gina Macaluso
Coordinator of Youth Services
Pima County Public Library
Tucson, AZ

Alma Peralta
Computer Instructor at El Pueblo Branch
Pima County Public Library
Tucson, AZ

Mary Sanchez
Youth Services Librarian
Pima County Public Library
Tucson, AZ

Nancy Smith
Vice President, Strategic Services
Tucson Regional Economic Opportunities
Tucson, AZ

June Webb-Vignery
Director
Metropolitan Education Commission
Tucson, AZ

CONSULTATIONS WITH OTHER LIBRARY PROFESSIONALS

Nicole Edwards
Extension Services Librarian
Rodman Public Library
Alliance, OH

Patience K. Jackson
Library Building Consultant
Massachusetts Board of Library Commissioners
Boston, MA

Matt Kane
Head of State Aid to Public Libraries
Office of Commonwealth Libraries
Pennsylvania Department of Education
Harrisburg, PA

John Piché
Independent Publisher
Love Bunni Press Library Staff,
Cleveland Heights/
University Heights Public Library
Cleveland Heights, OH

Barb Macikas
PLA Deputy Director
Chicago, IL

Dorothy Manty
Librarian
Career & Employment Information Center
Detroit Main Library
Detroit, MI

Bette-Lee Fox
Library Journal
New York, NY

Gerry Rowland
Consultant
State Library of Iowa
Des Moines, IA



**The Urban
Institute**

2100 M Street, N. W.
Washington, D.C. 20037
Phone: (202) 833-7200
Fax: (202) 429-0687
E-mail: paaffairs@ui.urban.org
<http://www.urban.org>



**URBAN LIBRARIES
COUNCIL**

1603 Orrington Avenue
Suite 1080
Evanston, IL 60201
Phone: (847) 866-9999
Fax: (847) 866-9989
Email: info@urbanlibraries.org
www.urbanlibraries.org

ECONOMIC BENEFITS AND IMPACTS FROM PUBLIC LIBRARIES IN THE STATE OF FLORIDA

Final Report

To the:

State Library of Florida
Division of Library and Information Services
Florida Department of State
R.A. Gray Building
500 Bronough Street
Tallahassee, FL 32399-0250

By:

Charles R. McClure
Francis Eppes Professor and Director, Information Use Management and Policy Institute
E-mail: cmcclure@lis.fsu.edu Voice: 850-644-8109

Bruce T. Fraser
Assistant Director, Information Use Management and Policy Institute
E-mail: bfraser@lis.fsu.edu Voice: 850-645-3328

Timothy W. Nelson
Research Associate, Information Use Management and Policy Institute

Jane B. Robbins
Dean, Professor, and Associate Director, Information Use Management and Policy Institute
E-mail: robbins@lis.fsu.edu Voice: 850-644-5775

Information Use Management and Policy Institute
School of Information Studies
Louis Shores Building, Room 226
Florida State University
Tallahassee, FL 32306-2100

November 30, 2000

EXECUTIVE SUMMARY

Study results indicate that patrons believe libraries contribute to their financial well-being, provide economic benefits to local businesses, and support the prosperity of the community. Participants described numerous instances where economic benefits and impacts resulted from a range of public library services and programs. This study provides an important first step in documenting those impacts, describing programs and services that support economic development, and offering strategies that policymakers and the library community might use to enhance this service role.

Identifying and communicating the economic value of Florida public libraries is critical to the funding, support and, ultimately, the existence of public libraries. The first step in communicating this economic value is to clearly identify and describe the economic impacts and benefits resulting to the library users and organizations as a result of their contact with the public library. Economic impact includes evidence of libraries directly or indirectly affecting the economies in which they are situated, the development or growth of the local economy, and that the public libraries' services contribute to the success of local businesses.

Study Purpose and Objectives

The purpose of this study was to identify and describe the economic impacts and benefits of Florida public libraries. The study focuses on economic *benefits* and *impacts* that users and organizations receive from their contact with the library. The study identified and described economic impacts and benefits resulting from public library services and programs. The study also explored the Return on Investment (ROI) from public libraries. The term ROI is used in its broadest sense here and can include a range of approaches and methodologies appropriate for a public sector setting. The objectives of this study were to:

- Describe the role of public libraries in economic development;
- Identify and describe the range of specific activities and programs engaged in to support economic development;
- Identify factors that contribute to the success of involvement in economic development;
- Propose a study, based on findings reported here, to measure specific ROI from public libraries; and
- Offer recommendations and strategies for how public libraries in Florida might be more effective in supporting economic development.

Accomplishment of these objectives is an important first step in identifying and measuring economic impacts from public libraries.

Data Collection Activities

The Institute's data collection efforts involved a multi-method approach consisting of literature review, focus groups, a financial analysis of Florida public libraries, a statewide sample survey of public library patrons, a survey of library directors and branch managers, librarian service logs, and group interviews. The study team sent two librarian service logs to each of 12 libraries in February 2000, and conducted focus groups with library and cooperative directors at the Florida Library Association annual meeting in April 2000. The information gathered from the service logs and focus groups contributed numerous refinements to two complementary

surveys distributed to public library outlet directors/managers and patrons around the state.

In the last week of May 2000, the patron and director surveys were mailed to a random sample of 50% of the libraries in the state based on geographic region (northern, central, or southern) and status within the region (sub-regions: urban, suburban, or rural). Of those 218 packets mailed throughout the state, a total of 120 survey packets were returned for a 55% response rate. With each packet containing either a response from an outlet manager or director, and/or from 0 to 30 patron responses, for a total of 1,991 patron surveys returned. Of those 1,991 patron surveys received, 1,111 contained written responses to the open-ended question.

In addition to the patron and director surveys, six sites around the state of Florida were selected for group interviews. The group interviews were conducted from June 2000 through August 2000. These group interviews proved to result in a wealth of information describe a range of economic impacts and benefits resulting from the public library. Study team members met with public library users, local economic development and government officials, and librarians.

Findings and Conclusions

The study team found that the economic impacts and benefits received from Florida's public libraries are numerous, varied, and complex. Study results indicate that patrons believe libraries have contributed to their financial well-being, provided economic benefits to local businesses, and support the community. Libraries provide access to financial information, job and career resources, computer technology and services, businesses resources, educational support for the community, and support for public services.

Public library directors indicated that the library assists businesses by enabling research for a business and with the incorporation process and procedure, as well as with the promotion of the use of local business. The library assists with civic involvement by supporting the democratic and political process, and help with community development. They also indicate the library assists patrons through the improvement of computer skills, and introducing patrons to new technologies. In addition a variety of programs are offered such as storytime programs, technology education programs, and recreational programs and activities. Other services with economic benefits include free tax help and forms, financial aid services via the Internet, and voter registration and election materials.

Participants in the group discussions identified a broad range of economic impacts from public library services. The most commonly cited economic benefits found in the initial dataset were: Access to financial information; Availability of computing technology (especially the Internet); Job and career resources; Business resources (particularly for small businesses); Books and other formats available without cost; Educational support on every level; Children's programs and services, and Enhancement of other public services (government and social programs).

Many library services have economic value to individual users in Florida, the cost savings to patrons from borrowing materials from the library rather than having to buy them, and the availability of non-print materials such as audio books and videotapes save individuals significant expenditures. Also, periodicals and newspapers result in financial benefit to individuals. Individuals heavily use the *Value Line Investment Survey*, the *Wall Street Journal* and other financial publications. There is a dual nature to this economic benefit: first, users save the cost of purchasing these items themselves; and second, many Floridians have been able better to manage their assets as a result of this information.

Indirect economic impacts that benefit individuals in communities supported by library services are numerous. One example is in the area of career support; where individuals enhance their professional skills and increase the value of their work to their employers. Specific activities also lead to indirect benefits, such as the availability of meeting rooms for service groups where monetary savings can then be put toward accomplishing the group's mission.

Local businesses benefit greatly from the role public libraries in Florida play in support of their economic activities small businesses of every sort benefit in specific ways from local

public libraries. In particular, relocating businesses, start-up businesses, and small businesses of all kinds (1-500 employees) were perceived as enjoying the greatest benefit from public library products and services. Indeed, participants noted that public libraries were listed as a reason for a business' decision to relocate to a particular community.

Several times participants reinforced the impression that library business resources were significantly more valuable in the presence of the expertise of the library staff. In other words, not only was the collection itself viewed as an important resource for area business people, but the librarian is believed by many to be a critical factor in finding, accessing and utilizing them to their fullest extent, especially with regard to electronic resources.

Several participants observed that public libraries were key factors in community development projects. Participants stated many times that the presence of a new library, or the redevelopment of an existing one, favorably impacted its immediate surroundings. In some ways, the general economic benefit of the local community is the most important. The general impression among most participants is that the public library has clear impact on, and is an active partner in the community. Some quality of life indexes (*Best Places to Live*, *Best Places to Raise Your Children*, *Best Places to Retire*, etc.) use a "books per capita" statistic when profiling communities, so libraries are considered as part of the index that describes quality of life.

The community benefits when the library supports populations which are disadvantaged to some extent or another. A strong sentiment also prevailed in the value of the library to the quality of life for immigrant populations. The library provides translation of text as well as information about library services in many languages. The public library is also a focal point to assist in the assimilation of visitors and new homeowners to the area.

The use of the library to support education is another economic benefit. Patrons use library services and programs for everything from introducing their children to the joy of reading to homeschooling children. Patrons also see the use of the computers available at public libraries as an economic benefit. Computers are being used by patrons for e-mail purposes, to gather information about a potential consumer purchase, and to gain or to increase existing computer skills. This availability and use of computers at Florida's public libraries will continue to grow in importance to patrons and likely provide an economic benefit to them.

Patrons are also aware of the civic impact libraries have in their communities. Among the things libraries do to assist patrons in meeting their civic duty is to offer meeting space for civic organizations, assist in voter registration, and make tax forms available. Libraries also serve as a posting place for proposed changes in local ordinances, and other local government proposals.

It is also evident that patrons believe their jobs benefit from services available to them through their library. Libraries provide information to patrons that make them more productive on their jobs, supply them with job related training in the area of computer skills, and have assisted patrons in finding employment. There is recognition among patrons that the library is an economic asset to the community and is a source of community pride.

The use of computers for e-mail, to gather information about a potential consumer purchase, and to gain or to increase existing computer skills was common among patrons in both high-income libraries and low-income libraries. It was evident that patrons from both high-income libraries and low-income libraries realize how their jobs benefit from services available to them through their library. There is also recognition among patrons of both high-income libraries and low-income libraries that the library is an asset to the community and a source of community pride.

The study found overwhelming agreement among patrons, librarians, and others, that public libraries provide economic benefits to the community; we now also have a much richer understanding of what those benefits are. We have not yet, however, made a systematic attempt at *measuring* those benefits in a manner that is verifiable, widely applicable, and statistically defensible.

Proposed Study

The purpose of the proposed study (see Chapter 7) is to measure the economic impacts and benefits of Florida public libraries, by focusing on the benefits and impacts that users and organizations receive from the library. Study objectives include the following.

- Describe the role of public libraries in economic development by identifying and describing key activities and programs engaged in to support economic development;
- Identify factors that contribute to the success of public library involvement in economic development;
- Refine our understanding of factors that should be considered as library-based contributions to local and state economic development and explore possible approaches and techniques to operationalize these factors so that they can be measured and quantified; and
- Offer recommendations and strategies for how public libraries in Florida might be more effective in supporting economic development.

In short, the proposed study will continue work completed to date by the study team and build upon a new study framework and pre-tested methodology using insights gained from the Information Institute's data collection and preliminary analysis.

The topics and issues described in the study reported here suggest that the general topic of measuring economic impacts and benefits of public goods such as those from public libraries resulting from taxpayer support is complex. Indeed, there is still considerable controversy surrounding the topic and how best one might proceed in conducting research in this area. Given this complexity and controversy, the study team used the following criteria as a basis for developing a proposed study framework, it should:

- Highlight factors and approaches that are most likely to be easily understood by the public library community and policymakers.
- Measure *all* types of direct and indirect economic impacts; the study team believes that measuring those that appear to be *most important* should receive primary attention.
- Provide reliable *estimates* of such impacts.

The study proposed a framework that is feasible and practical. It can be implemented and used to produce reliable estimates of impacts, and should first concentrate on describing and understanding the following:

- Internal library factors that affect the provision of library programs and services;
- External factors that affect the provision of library programs and services; and
- Taxpayer support for the public library.

Identifying and describing these components provides a context for the library's contribution to economic impacts and benefits.

Given the estimate of economic benefits and impacts in terms of a dollar amount—at least from services and programs that provide direct impacts—the study team can then compare that dollar amount to the total taxpayer support investment in the public library for those libraries participating in the sample. The proposed study outlined

in Chapter 7 will extend our knowledge regarding economic impacts and assist public libraries and state library agencies better document the extent to which public libraries provide local and state economic impacts and benefits.

Project Recommendations

Increase Awareness. Many in the public library community are aware that the library plays an important, positive role in the economy, just as it does more broadly in the community. But our work suggests this is often the exception rather than the rule. For most librarians and for members of the public as well, the economic impacts and benefits of libraries are not *conscious* factors as part of the operation, administration, or use of libraries. One particularly noteworthy exception is the effort made by the Miami-Dade Public Library System to emphasize the economic return on investment the system provides to its taxpayers.

Need for Research. In addition to the proposed quantitative ROI study, there are numerous other research questions related to the economic benefits from public libraries that are raised by this study. The benefit of additional research should help to discover not only a deeper understanding of the economic impact of public libraries to the economy of local and state communities, but it should also solicit the perceptions of those who do not use the programs and services of the library. These research questions are detailed in Chapter 6.

Determine Emphasis on Economic Impacts. In a number of instances, library staff and directors simply had not considered the degree to which the library should have goals and objectives related to promoting economic development, being engaged in services and activities that contribute to economic benefits and impacts, and measuring and reporting those economic benefits and impacts. Indeed, in one setting library staff seemed to have very differing views as to the appropriateness of the library *consciously* engaging in services and programs that had potential economic impacts. Public libraries should review their mission and plans and determine, explicitly, the degree to which they intend to provide services and programs that may result in economic impacts and benefits.

Take Initial Practical Steps. There are a number of initial, practical steps that public libraries can take to enhance their role in providing economic impacts and programs in their community. For example, a staff member can be appointed to spearhead planning and development efforts in this area. In addition, there are a number of very useful guides and manuals that can assist public libraries be more proactive in providing economic impacts and benefits in their local community.

Promote Education and Training. Another set of recommendations addresses the need to provide a range of educational activities to share these economic insights and issues through formal, ongoing training sessions and seminars. Findings from the study suggest a number of areas in which seminars, workshops, and courses might be developed. Accordingly, we recommend that the State Library of Florida, perhaps in conjunction with the state's six library cooperatives, develop training modules for use in workshops and seminars for provision around the state.

Continue the Momentum. To continue the momentum from this study specific initiatives need to be established.

- A first approach is to implement a strategic program of activities developed among State Library of Florida officials, public library directors, the library cooperative directors, and local government officials. Given the current priorities for promoting the economic development of Florida by the Florida Secretary of State, such an initiative is likely to receive support.
- A second initiative that the State Library can develop is to encourage libraries to

apply for LSTA grants in the forthcoming year that address promoting the role of the public library in economic development. It may be possible to establish this area as a priority for LSTA funding to encourage proposals that address economic development issues.

- The third initiative is to continue funding support for the research efforts that have been reported here by continuing the research. While much progress has been made, there is still much work to be done. Without such research we will not be able to move beyond the descriptive information provided in this report.

It is important to continue the momentum developed by the initial project as reported here. It is important to continue to increase the public awareness of the role of public libraries in local and statewide economic development. And it is important for public libraries to continue to extend and develop this role as the state of Florida builds and strengthens its future economy.

CITY OF WATAUGA, TEXAS
RESOLUTION NO. 2020-002

A RESOLUTION BY THE CITY COUNCIL OF THE CITY OF WATAUGA, TEXAS ADOPTING THE LONG RANGE PLAN FOR YEAR 2020-2025; PROVIDING THAT ALL RESOLUTIONS IN CONFLICT HERewith ARE HEREBY REPEALED TO THE EXTENT THAT THEY ARE IN CONFLICT; PROVIDING A SAVINGS CLAUSE; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of Watauga (hereinafter "the City") is committed to strengthening future planning for the Watauga Public Library; and

WHEREAS, The Long Range Plan for 2020-2025 provides for the administration of goals and objectives to ensure responsible growth of the Watauga Public Library into the future and continuing to make the Watauga Public Library, "A Public Library that values excellence, individually and collectively"; and

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WATAUGA, TEXAS AS FOLLOWS:

I.

The proposed Program, "City of Watauga Public Library Long Range Plan 2020-2025," set forth in Exhibit "A," attached hereto and incorporated by reference, is hereby adopted.

II.

This Resolution shall be and is hereby cumulative of all other Resolutions of the City of Watauga, Texas, and this Resolution shall not operate to repeal or affect any such other Resolutions except insofar as the provisions thereof might be inconsistent or in conflict with the provisions of this Resolution, in which event, such conflicting provisions, if any, in such other Resolutions are hereby repealed.

III.

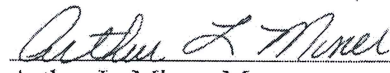
If any section, sub-section, sentence, clause, or phrase of this Resolution shall for any reason be held to be invalid, such decision shall not affect the validity of the remaining portions of the Resolution.

IV.

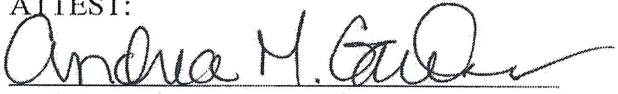
This Resolution shall become effective and be in full force and effect from and after the date of passage and adoption by the City Council and upon approval thereof by the Mayor and the City of Watauga, Texas.

PASSED AND ADOPTED by the City Council of the City of Watauga, Texas this 13th day of January 2020.

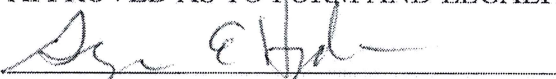
APPROVED:


Arthur L. Miner, Mayor

ATTEST:


Andrea M. Gardner, City Manager/City Secretary

APPROVED AS TO FORM AND LEGALITY:


George Hyde, City Attorney

Watauga Public Library Long Range Plan 2020 - 2025

Introduction

A Long Range Plan is required by the Texas State Library for each Public Library in the state. It is designed to set forth goals and objectives for the library's future growth, and service.

Mission Statement

The Watauga Public Library enriches the live of the community by providing free educational experiences. We celebrate ideas, promote creativity, connect people, enrich lives, and respond to the ever changing needs of our community.

Vision

The Watauga Public Library shares a vision with the nation's founders that liberty and learning are inseparable and that a democratic people must have free, open, and equal access to information.

Values

Open Access:

The Library values free, open, unrestricted access to its collections and services. We are committed to connecting our patrons to the ideas, information and materials they wish to explore in a friendly, nonjudgmental manner. We strive to offer materials, programs and services that represent the needs of our diverse population.

Customer Focus:

The Library values all patrons and is responsive to their service needs. The customer's opinion and input is welcomed in all initiatives and undertakings. We consider the impact on the customer in all decisions.

Excellence:

The Library values excellence, individually and collectively. We offer quality service to all customers by displaying a positive attitude, valuing the diversity of people and perspectives, and expecting integrity and competence in our personal and professional actions. We strive to earn the trust and confidence of all customers.

Growth and Innovation:

The Library values continuous learning and innovation in the pursuit of excellence. We respond to present situations and anticipate future needs.

Good Stewardship:

The Library values responsible stewardship of all the resources with which we have been entrusted. We are accountable for ensuring the proper use of public funds. We take seriously our responsibility to maximize the efficiency of staff time and talent making the best use of all our resources in the delivery of quality library service.

About the Watauga Public Library

The Watauga Public Library (WPL) began service to the public in October of 1983. The Library was located in a 676 square foot room in the Municipal Complex. It opened with a collection of 1,826 books. During the seven years that the Library was housed in the Municipal Complex, it was able to circulate only 30% of its growing collection due to a shortage of shelving space. The remaining 70% of the collection was kept in storage.

On September 24, 1990, the Library moved to its current facility, located north of the Municipal Complex. Expansion of the library was completed in 2007. This brings the library to a total of 20,413 square feet. There are two large and four small study rooms and a meeting room to provide quiet areas for study or meetings. A feature of the library is a woodland mural painted by nationally known local muralist and children's book illustrator Liz Bonham.

According to the 2018 Public Library Data from the Texas State Library the library houses 105,245 physical items, and has access to 15,120 electronic books. For the fiscal year ending September 2018, the Library's door count showed a total of 119,262 visits, and total circulation of 292,683 items were checked out to users. During this same fiscal year, 1,844 programs were offered to youth and adults, with a total program attendance of 42,018 persons. Library programs include pre-walker, toddler and pre-school story times, after-school programs, book discussions and lectures, educational classes and a variety of musical and entertainment programs. The Library's Summer Reading Club is one of the more successful programs in this area. In addition to standard reference, readers' advisory, and research assistance, the Library provides a Homework Help Center, language literacy tutoring, computer training, and notary public and fax transmission services. The Library also provides a separate Spanish language collection for both children and adults. There is a Virtual Library at the Senior Center. It is our hope to reach underserved areas of the community. The Library is open to the public six days a week, for a total of 44 hours.

The Watauga Public Library participates in the MetrOPAC Consortium, which provides users access to over two million items, sharing an integrated library catalog with six other area libraries, including Fort Worth Library. The Library also has reciprocal agreements with five other Northeast Tarrant County libraries. The consortium and reciprocal agreements allow our users to take advantage of collections and programs in most Tarrant County libraries free of charge. WPL also participates in the TexShare program.

About Watauga

Watauga occupies a 4.1 square mile area in the northwest quadrant of the Dallas/Fort Worth Metroplex. Legend has it that the name "Watauga" is Cherokee, meaning "land of many springs". Historians say the Cherokee and other Native Americans lived for a time in the area. The outlaw Sam Bass is supposed to have buried treasure in Big Fossil Creek. The area supposedly contains Comanche burial grounds and a rumored lost Spanish gold mine.

The first permanent residents arrived from Tennessee in 1843. After the Civil War the settlement grew and developed as a loosely organized area of large farms and ranches. It developed into an established community in the early 1880s thanks to the extension of tracks of the Texas and Pacific Railway. Watauga had a population of sixty-five in the middle 1930s. It had an identical population ten years later. It emerged from a period of decline

during the post-World War II years in part due to the development of defense plants in the area. The town of Watauga was incorporated in 1958.

The following data is based on the United States Census Bureau American Fact Finder 2018 Population Annual Estimates & 2013-2017 American Community Survey 5-year Estimates for Watauga, Texas. The estimated population of Watauga is now 24,555.

The median age of a Watauga citizen is 33.6 years old. The breakdown of Citizens ages are:

- Under the age of 18 years - 28.2%
- 15 to 19 years - 9.2 %
- 25 to 34 years - 15.1%
- 35 to 44 years - 13.7%
- 45 to 54 years - 14.0%
- 55 to 64 years - 7.1%
- 60 to 64 years - 4.0%
- 65 to 74 years - 5.5%
- 75 to 84 years - 2.5%
- 85 to over - 0.7%

The basic ethnic breakdown of the City of Watauga according to the Census data is:

- White* - 78.6%
- Asian - 8.2%
- Black - 4.2 %
- Two or more races - 3.2%
- Native American and Alaskan Native - 1.1%
- Native Hawaiian and other Pacific Islander - 0.1%
- Some other race - 4.6%

*The Hispanic population is combined with the "White" statistics. When broken out of this group it is:

- 19.6% Total of the population.
- 15.6% is listed as Mexican;
- 0.3% Puerto Rican;
- 0.4% Cuban;
- 3.4% as other Hispanic or Latino

The total number of households within the City is 8,125 according to the 2013 – 2017 American Community 5-Year Estimates.

- Total housing units - 8,125
- Occupied housing units - 7,948
- Vacant housing units - 177

- Homeowner vacancy rate - 0.9
- Rental vacancy rate - 1.9

The Median Household Income is \$68,293. Employment status:

- Population 16 years and over - 18,508
- In labor force - 13,367
- Civilian labor force - 13,355
- Employed - 12,651
- Unemployed - 704
- Armed Forces - 12
- Not in labor forces - 5,141

Commuting to Work:

- Workers 16 years and over - 12,198
- Car, truck, or van – drove alone - 10,457
- Car, truck, or van - carpooled - 1,117
- Public transportation (excluding taxicab) - 101
- Walked - 35
- Other means - 82
- Worked at home - 406
- Mean travel time to work (minutes) - 27.8

Individuals below the poverty level in Watauga are at 9.6% of the population. The Texas state poverty rate (as of September 2018) was 14.7%.

- Total population 5 years and over (English speakers) :
- Age 5 to 17 years estimated at 5,004 22.5%
- Age 18 to 64 years estimated at 15,402 68.0%
- Age 65 years and over estimated at 2,114 9.5%
- Total population 5 years and over (Speak a language other than English at home) :
- Age 5 to 17 years estimated at 925 21.0%
- Age 18 to 64 years estimated at 3,091 70.0%
- Age 65 years and over estimated at 398 9.0%
- Total population 5 years and over (Speak Spanish at home):
- Age 5 to 17 years estimated at 588 22.9%
- Age 18 to 64 years estimated at 1,716 66.7%
- Age 65 years and over estimated at 269 10.5%

Educational attainment results within the population 25 years or older show the following:

- Less than 9th grade - 5.1%
- 9th to 12th grade, no diploma - 6.2%
- High School graduate or GED - 30.9%
- Some college, no degree - 30.6%
- Associate degree - 8.7%
- Bachelor's degree - 12.9%
- Graduate or Professional degree - 5.6%

The Birdville and Keller Independent School Districts provide elementary and secondary education services within the City. There are four campuses located within the City. All four are Title 1 schools. Six elementary schools, four middle schools and four high schools serve Watauga citizens throughout the county.

There are also numerous Colleges, Universities, and training institutes within the region.

- Remington College- Fort Worth (6.1 miles)
- Tarrant County College District- Fort Worth (8.7 miles)
- Texas Wesleyan University- Fort Worth (8.8 miles)
- Westwood College Of Technology- Euless (9.4 miles)
- University Of North Texas-Health Science Center At Fort Worth (10.0 miles)
- JPS Institute For Health Career Development (11.5 miles)
- Texas Christian University- Fort Worth (11.8 miles)
- The University Of Texas- Arlington (12.1 miles)
- DeVry University- Irving (15.0 miles)
- Court Reporting Institute- Wheeler Institute Of Texas at Dallas (21.7 miles)
- University Of Texas Southwestern Medical Center At Dallas (24.4 miles)
- Dallas County Community College District (26.6 miles)
- University Of North Texas- Denton (25.7 miles)
- Texas Woman's University- Denton (26.7 miles)

Library Needs Assessment Information

In FY 2018/2019 the Watauga City Council approved a "Library Needs Assessment" Study. The study was presented to the City Council on September 21, 2019 by Bill Hidell of Hidell Associates Architects. It was agreed to present the question of a new library building before the citizens in an upcoming bond election, at a date yet to be determined.

Library Survey 2019

As part of the "Library Needs Assessment" the Library conducted a Library Survey. The survey ran from May to October 2019. The survey will be presented to the City Council in 2020.

Goals and Objectives for 2020 to 2025

Strategic Priority 1:

Provide access to library resources and services in an environment that is convenient, user-friendly, and welcoming to all.

Initiatives

- Continue and improve upon, the tradition of friendly and knowledgeable personal service.
- Optimize and facilitate ease of use of library services through effective policies and procedures.
- Integrate public opinion into library services as expressed on surveys.

Actions

- Revise and expand staff training manual.
- Encourage participation in continuing education opportunities (when available in reasonable proximity and free of charge, as scheduling allows).
- Revise and expand comprehensive procedures manual.
- Develop Adult and Youth Services programming manual.
- Work on strategies to reduce ambient noise in current building.
- Assess, prioritize and implement feasible suggestions from focus groups, surveys, and ongoing public feedback.

Strategic Priority 2:

Serve the community as a cultural community center.

Initiatives

- Increase year-round programming for children, tweens, teens and families.
- Search for low-cost programming.
- Continue to present regularly scheduled, quality art exhibits.
- Pursue grants for special programs.

Actions

- Utilize community expertise.
- Plan diverse roster of programs for a range of ages.
- Publicize art exhibits in local media.
- Publicize exhibition opportunities.
- Investigate feasibility of online summer reading log.

- Continue to provide public meeting space as schedule of library events allows.

Strategic Priority 3:

Continue to develop and maintain a dynamic collection which meets the recreational, informational, and educational needs of the community.

Initiatives

- Present a collection that is appealing and well organized.
- Publicize and promote digital collection of downloadable e-books, e-audiobooks and databases.
- Showcase current collection.
- Advocate for increased materials budget.

Actions

- Perform annual weeding assessments to determine areas of need.
- Create eye-catching slides/links on website.
- Create a series of library information videos to educate the public on searching options.
- Optimize end-cap book display space.

Strategic Priority 4:

Maintain and improve library technology and provide easy access to information and resources.

Initiatives

- Maintain the current number of public access computers.
- Publicize online reference database offerings.
- Review website for ease-of-use.

Actions

- Work with City IT department regarding hardware needs.
- Distribute database information to schools.
- Publicize database information via Library website, social media, and signage at computers.

Strategic Priority 5:

Watauga Public Library will increase awareness of the Library's resources and services.

Initiatives

- Market programs and services in every media, including print, Internet, and the Library's bulletin board.

Actions

- Increase information and ease of use of the library's website.

- Promote the Teen Advisory Board.
- Collaborate with the Friends of the Library.
- Increase and expand visibility and awareness of the Friends of the Library.
- Promote and advertise Wi-Fi in the Library.
- Better utilize word of mouth for programs and services.
- Promote and advertise:
 - * Live Homework Help
 - * Research Databases

Strategic Priority 6:

Watauga Public Library will train, encourage, reward, and celebrate a knowledgeable and dedicated staff, generous volunteers and vital support organizations.

Initiatives

- Create and maintain an atmosphere that recognizes, rewards, and empowers all staff.
- Establish library leadership meetings that address management/library philosophy and feedback.

Actions

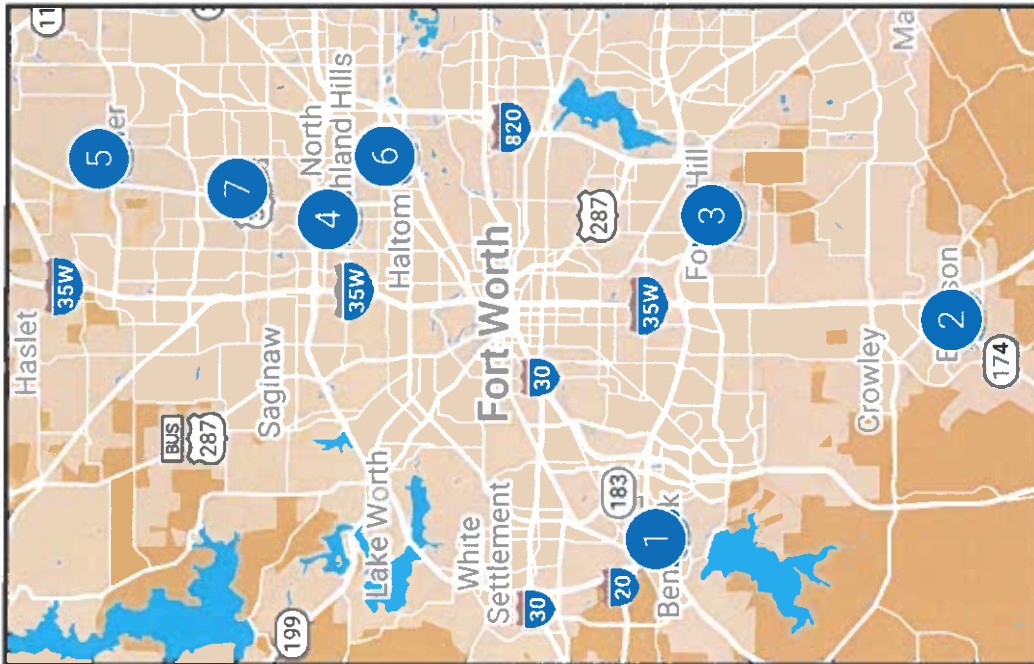
- Improve internal communications and operational policies.
- Staff attends professional conferences, all-day staff training. Individual needs for professional development are encouraged and financially supported whenever possible.
- Focus on improving staff work spaces to make their work easier to accomplish, resulting in increased morale and dedication to service.
- Utilize skilled volunteers who can help the library to grow its services without incurring increased burdens on library staff.

*Approved by the Watauga Public Library Board
Watauga, Texas
November 14, 2019*

*Approved by the Watauga City Council
Watauga, Texas
January 13, 2020*

MetroShare Libraries Locations and Hours

Numbers correspond with the libraries in the MetroShare.
Los numeros corresponden a las bibliotecas en el MetroShare.



MetroShare Libraries that honor your library card

1. Benbrook Public Library _____ 817-249-6632
1065 Mercedes Street, 76126
Monday-Thursday _____ 8am-8pm
Friday & Saturday _____ 10am-5pm
Sunday _____ Closed
2. Burleson Public Library _____ 817-426-9210
248 SW Johnson Avenue, 76028
Monday-Wednesday _____ 10am-8pm
Thursday-Saturday _____ 10am-6pm
Sunday _____ Closed
3. Forest Hill Public Library District _____ 817-551-5354
6962 Forest Hill Drive, 76140
Monday & Tuesday _____ 9am-5pm
Wednesday & Thursday _____ 11am-7pm
Friday-Sunday _____ Closed
4. Haltom City Public Library _____ 817-222-7786
4809 Haltom Road, 76117
Monday-Thursday _____ 10:30am-8pm
Friday _____ 10:30am-6pm
Saturday _____ 10:30am-5pm
Sunday _____ Closed
5. Keller Public Library _____ 817-743-4800
640 Johnson Road, 76248
Monday-Wednesday _____ 10am-8pm
Thursday & Friday _____ 10am-6pm
Saturday & Sunday _____ 12pm-5pm
6. Richland Hills Public Library _____ 817-616-3760
6724 Rena Drive, 76118
Tuesday-Friday _____ 9am-8pm
Monday, Saturday, & Sunday _____ Closed
7. Watauga Public Library _____ 817-514-5864
7109 Whitley Road, 76148
Monday & Thursday _____ 12pm-8pm
Tuesday, Wednesday, & Friday _____ 10pm-6pm
Saturday & Sunday _____ Closed



AGENDA MEMORANDUM

DATE: July 22, 2021

TO: Library Board Members

FROM: Arthur Miner, Mayor

SUBJECT: Discuss and consider action to provide a recommendation to the Mayor and City Council to remove Library Advisory Board Member Place 3 for failing to exhibit a general interest in the endeavors of the board

BACKGROUND/INFORMATION:

The City's Code of Ordinances Section 20-23 (b) states:

The board shall recommend to the mayor and city council removal of any member who is absent from two consecutive meetings without first notifying the chair or the city secretary's office by 12:00 noon of the meeting date and/or fails to exhibit a general interest in the endeavors of the board. Two consecutive absences by a member, whether or not the member first notifies the chair or the city secretary's office by 12:00 noon of the meeting date, shall require a specific agenda item at the next regularly scheduled meeting to determine if the reasons for the absences are sufficient to be excused or constitute a failure to exhibit a general interest in the endeavors of the board. Members serve at the pleasure of the city council and may be removed at the discretion of the council.

Ms. Coy was appointed to the Library Advisory Board in August 2019 to Place 3. Her current term on the Board expires August 31, 2021.

FINANCIAL IMPLICATIONS:

N/A

RECOMMENDATION/ACTION DESIRED:

City staff respectfully recommends the Library Advisory Board discuss Carol Coy's failure to follow Section 20-23 (b) of the City's Code of Ordinances and make a recommendation considered appropriate to the Mayor and City Council.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

None

REVIEWED BY:



AGENDA MEMORANDUM

Lana Ewell, Director of Library Services
Andrea Gardner, City Manager
Approved as to form for inclusion on Agenda

Approved - 9/2/2021
Final Approval - 9/2/2021



AGENDA MEMORANDUM

DATE: July 22, 2021
TO: Library Board Members
FROM: Andrea Gardner, City Manager
SUBJECT: Discuss and consider action on the July 13, 2021 Library Board Meeting Minutes

BACKGROUND/INFORMATION:

The July 13, 2021 meeting minutes are attached for Board review and consideration.

FINANCIAL IMPLICATIONS:

None.

RECOMMENDATION/ACTION DESIRED:

City staff respectfully recommends the Board consider and take action on the July 13, 2021 meeting minutes.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

1. Watauga Library Board Minutes July 13, 2021

REVIEWED BY:

Lana Ewell, Director of Library Services

Andrea Gardner, City Manager

Approved as to form for inclusion on Agenda

Approved - 9/2/2021

Final Approval - 9/2/2021

**MINUTES
WATAUGA LIBRARY BOARD
REGULAR MEETING
TUESDAY, July 13, 2021
WATAUGA CITY HALL
6:00 PM**

MEMBERS PRESENT:

Kip Woodruff, Chairperson/Place 7
Lindsey Neal, Vice-Chairperson/Place 1
Kristen Chapman, Secretary/Place 6
Sharon Subjeck, Member/Place 5
Henrietta Egenti, Member/Place 4
Carol Z. Coy, Member/Place 3 (Absent without Notice)
Pedro Rivera, Member/Place 2

and

Lana Ewell - Library Director
Jan Hill - City Council

CALL TO ORDER

Chairperson Woodruff called the meeting to order at 6:04pm

PUBLIC TESTIMONY

No public testimony or comments were provided.

REPORTS FROM STAFF

1. Library Director's Report

Director Ewell reported on the dissolution of the Metropac and on the formation of the Metroshare consortium. Her report stated that grants have been tentatively approved and should provide more than enough funds for the transition. Training among the libraries involved begins the week of July 19 and will continue through August. Director Ewell is confident that the transition is going smoothly and that the public will find the new database easy and helpful to use.

UNFINISHED BUSINESS

No unfinished business was discussed.

NEW BUSINESS

1. Action Item - Discuss and consider action to provide a recommendation to the Mayor and City Council to remove Library Advisory Board Member Place 5 for failing to exhibit a general interest in the endeavors the board

Discussion was held on the matter and the reality of the difficulties of managing competing priorities during the pandemic was considered and deemed to be understandable reasons for the prior absences. Board Member Subjeck assured the council that she was now able to uphold her duties as a member of the Library Advisory Board.

Vice-Chairperson Neal made a motion to take no action on this item.

Chairman Woodruff called for the members to vote.

Ayes: Neal, Egenti, Subjeck, Chapman, Woodruff, Rivera
Nays: None

Motion carried 6-0-0.

2. Action Item - Discuss and consider action on the May 13, 2021 Library Board Meeting Minutes

Secretary Chapman made a motion to approve the minutes. Dr. Egenti seconded the motion.

Chairman Woodruff called for the members to vote.

Ayes: Neal, Egenti, Subjeck, Chapman, Woodruff, Rivera
Nays: None

Motion carried 6-0-0.

Chairperson Woodruff thanked everyone for attending the meeting, including Mayor Miner.

ADJOURNMENT

With no further business to discuss, Chairperson Woodruff adjourned the meeting at 6:40.