

## Appendix One: Comparisons with Other Libraries

The consultants also sought information beyond that readily available through nationally collected statistics by scanning library websites and conducting telephone interviews. Interviews were held with representatives from 14 of the libraries; two provided e-mail responses. Given the wide variation in the sizes of the libraries and the communities they serve, generalizations useful to a facilities planning project are very difficult.

The Executive Summary below is intended to identify trends and similarities and to point out exemplary programs that Fort Worth planners might profitably explore in greater depth with those libraries. Notes from the individual interviews, with many more details, follow the Executive Summary.

### EXECUTIVE SUMMARY

- Four respondents (Arlington, Austin, San Antonio, and Tulsa) said their central library was inadequate; one (King County) has no central library; the remaining 11 indicated the central library was adequate. Charlotte, Columbus, Denver, and Houston said the central library was adequate, but mentioned that they were moving or had moved departments around either to improve the public usage of the facility or to gain space. Adding RFID is an element in some of these improvements. Hennepin is “re-commissioning” their central facility in order to reduce energy costs.
- The City or County owns the parking lot in Dallas, Denver, Hennepin, Houston, Jacksonville, San Antonio, Tulsa, and Vancouver. (In a number of the locations the municipality or county owns the library facilities as well.) Austin, Charlotte, El Paso, and Multnomah have only metered street parking. Parking is underground in Columbus, Dallas, Hennepin, and Houston. Only Columbus owns and manages its parking lot.

- Only Jacksonville and Phoenix have no cooperative or joint facilities. Often joint facilities arrangements are with school districts. Several peers have cooperative arrangements with community centers, city halls and/or parks departments. The two most unusual arrangements are the ImaginOn in Charlotte (the children’s department shares a building with the Children’s Theatre of Charlotte) and the Northwest Library in Columbus, which is a cooperative venture of the Columbus Metropolitan Library and the Worthington Public Library. Simple lease arrangements are also used by a number of the peers, especially for smaller branch libraries. Multnomah and Vancouver have branch libraries in mixed-use facilities. San Antonio has an Interlocal Agreement with Bexar County for the operations of the library system as a whole to serve Bexar County.
- All the peers except King County have special collections, most often related to local and regional history and genealogy - and often including photographs and archival materials. A few also have rare book collections. The larger special collections are housed in separate, environmentally controlled areas with staff specifically assigned responsibilities for those collections, sometimes with special subject training. Most often, expansion of the collections is dependent upon donations and fund raising, although a few also have regular materials budgets. The central Denver Public Library devotes two floors to the Western History and Genealogy collections, with one floor including a digitization lab.
- Most of the peer libraries do not have profit centers beyond the normal library meeting rooms for which fees are charged and Friends’ bookstores and cafes (some leased). Columbus owns an apartment building near the central library and rents space in the parking ramp to the apartment dwellers. Jacksonville operates its 27,000 square foot Conference Center as a separate profit center, with a staff of 2.50/3.00 FTE. Vancouver has two profit centers: the

Conference Centre, which has a staff of two full-time equivalent (FTE) staff and 4 to 5 PT along with students on call to help with room set ups and take downs. The arrangement with the City (who owns the facility) is that the City gets one-third and the Library gets two thirds net of the income after costs are covered. The Library gains about \$300,000 (Canadian) a year, which they use to support programming activities. The second profit center for Vancouver is InfoAction, a fee based research center that offers specialized reference, primarily used by businesses. It was a loss leader for years, but since 2007 it has been a profit area. Last year revenue was about \$540,000 with net profit being about \$128,000 (Canadian).

- All of the libraries reported having special programs or resource centers related to literacy, job information, tutoring, assistive technology, homework help, or technology. Denver is building a technology center that will take up half of a floor to provide access to technology and training. Most of these programs and centers are partially grant funded or partnerships with other organizations.
- Most of the libraries reported using mechanisms such as self pick up of holds, electronic services, social networking sites, downloadable content, RFID, etc. Charlotte has a Library by Mail service for those too busy to visit a local library, a Checkit Outlet of popular materials (1,100 square feet in a retail space that gets lots of lunch traffic), WOWBRARY (a service that sends an e-mail to subscribers with dust cover information on everything that is new this week), and AQUABROWSER, a service that presents the catalog with a lot of references..."if you like this, try this..." Charlotte is also looking into testing movies on flash drives with Paramount. They have a research and strategies group that is charged with thinking about where the library and its customers go next.

## METHODOLOGY

An interview was conducted, usually via telephone, with a representative of each of the libraries identified by the Fort Worth Library (FWL) as peer libraries or as City of Fort Worth Index City libraries. Each person to be interviewed was provided with question areas in advance of the interview. Those areas included the adequacy of the current central library and parking, cooperative or joint ventures for facilities with other organizations, special collections and how they are housed and managed, profit centers, special programs/resource centers, and new service delivery services/mechanisms. A report of each of the interviews, arranged in alphabetic order by the library, follows.

### **Arlington Public Library, Arlington, Texas** **Cary Siegfried, Library Director**

**Adequacy of central library and parking:** That is open to question. The current building, built in the early 1970's, has approximately 60,000 square feet. It does not offer enough space for the needs of today; it is not equipped to handle new technology; and environmental concerns as asbestos each contribute to the inadequacy of the present building. Currently the library is involved with a visioning study to address these concerns and needs.

The library shares public surface parking with the City Hall and the Municipal Court. It is free. Generally, spaces are available except during overlaps with court sessions and city hall needs.

**Cooperative or joint ventures with other organizations:** The library has agreements with the Arlington Independent School District (ISD) and Mansfield ISD to place adult materials in five elementary schools within these two school districts.

Although there is no common circulation system for these outlets, circulation is effectively handled with a web interface to the library's system.

**Special collections:** The library has important collections of local history and genealogy along with the Arlington Funding Information Center, which is essentially the Foundation Center. These collections are located on the second floor of the central building comprising approximately 10,000 square feet and not partitioned off from the other collections. The regular staff services these collections. The material is all non-circulating.

**Profit centers:** The library operates no profit centers.

**Special programs/resource centers:** The Arlington Read program located at the Central Library and the East Arlington Branch Library offer basic literacy, citizenship, and workforce information and education. Tutoring for children is also offered. All programs are funded with outside grants. They are staffed with 6.00 FTE Americorp/VISTA personnel in addition to 75 to 80 volunteer tutors. In addition, the library offers assistance for users with low vision.

The challenge is the continuing need to raise the operating funds and to have staff with the understanding grant management needs.

**Recommendation to others:** Make sure of adequate number and informed staff to manage the grants.

**New service delivery services/mechanisms:** RFID is universal at the Arlington Public Library. Currently, 75 percent of circulation is self-checkout. The library is currently looking into ways to move into kiosk and customer pick-up of materials approaches. The equipment costs make most of the available techniques unreachable. The city has no public transportation

system and citizens are mainly dependent on the automobile. The Central Library and six branch libraries are located within two miles of all citizens within the 99 square mile area of the city. The library has a good delivery system, but the library seeks ways to shorten the distance users need to travel to pick-up materials.

**Austin Public Library, Austin, Texas**  
**Toni Lambert, Associate Director**

**Adequacy of central library and parking:** The current library (110,000 square feet) was built in 1979 and is inadequate to meet Austin's current and future needs. There is no parking other than street metered parking. A new central building providing 250,000 square feet is being planned on a Lakeview site with parking.

**Cooperative and joint ventures for facilities:** The St. John Branch Library is the only joint venture at this point. The partners in the facility include the Austin School District, the City of Austin, Health, Parks and Police Departments with the branch library. It costs less to operate as compared with a stand-alone facility, but there are turf and priority issues. The school district provides maintenance and security and the library is billed for its proportionate share. The Health Department manages the meeting rooms and scheduling, which causes some conflict for the library. The branch library has a staff of 6.50 FTE, of which two are professional.

**Special collections:** The Austin History Center in the former main library adjacent to the current central building houses a significant collection of archives, local, and state history. As a research facility no materials are circulated. The staff of 13.00 FTE, of which five are professional, respond to very heavy use from local and out of state researchers.

The library received more than 55,000 visitors and the staff answered over 12,500 reference questions last year.

The collections grow through purchases, gifts, and grants. The Center maintains other city departmental archival records.

**Profit centers:** The Austin Public Library has no profit centers. Other than minimal charges for copying materials there are no fees attached to using the library or its facilities.

**Special programs and resource centers:** The library has tried to provide for all, especially those with handicaps, in accessing information through technology using such available software as JAWS.

Austin has three outstanding special programs that have attempted to respond to the needs of special segments of the library's audience. "Literature Live," is a helpful and entertaining effort to build a love of books and reading with children. The library provides this service with a puppetry troop that performs at libraries and schools particularly in the disadvantaged areas within the city. The "Connected Youth" program provides librarians especially trained to work with teens in using computers and homework centers making the library an everyday part of teenagers lives in disadvantaged neighborhoods. The program costs are covered by a grant from the Dell Foundation.

"New Immigrant Centers" was created in response to the growing number of new immigrants coming to Austin. They offer computers, books, and other materials and the opportunity to study and meet the requirements for citizenship. These centers are located within existing branch libraries with an immigrant concentration. With these efforts to reach special needs within the library's service area, it is important to make certain that programs truly fulfill the goals of the library.

**New service delivery services/mechanisms:** With limited funding, the Austin Public Library tries to improve and simplify the library's use for customers by trying approaches already used by customers as blogs, Facebook, etc. as well as using in-house programming at little or no expense.

**Charlotte Mecklenburg Library, Charlotte, North Carolina**  
**David Singleton, Director of Library Experiences & Patrice Ebert, Senior Manager for Main Library**

**Adequacy of central library and parking:** Main is plenty big since children's has moved to the ImaginOn. Our problem is that it is not easily adapted for wiring for computers. There is no parking at main and that is a real barrier to programming. There is only on-street parking. The perception in the suburbs is that uptown is scary. It is undergoing a transformation, so the perception is changing somewhat. We used to do lunchtime programs at main; some were well attended.

The ImaginOn is 1.5 blocks away and it has parking. Home schoolers used to come to Main for Symphony 101. The wing that was the children's library became the Movies and Music area. Now, we are making that the Job Help Center. We will centralize computers and do lots of computer related programs in that space. In the past, we have allowed computer users to have two one-hour sessions a day; the ones in the Job Help Center will be for three hours.

So, space wise, the main library is adequate, but functionally it is difficult. We have no parking facility; there are five handicapped parking spaces behind the library, but staff with disabilities uses those.

**Cooperative and joint ventures for facilities with other organizations:**

The ImaginOn is a collaborative venture of the Library and the Children's Theatre of Charlotte. It is 102,000 square feet with two theatres. Circulation there was 157,856 last year. Collection turnover was 4.41. It is a full service library for children up to age 18. It offers extensive computer resources including Studio I, which is a production facility. They use block programming (each program runs 45 minutes) and every hour there is a program being offered in the public spaces.

The Library owns the property and the building and is responsible for maintenance and utilities. The intent was for operations costs to be shared 50-50, but it has not worked that way. The Library pays more than half. The Children's Theatre contracts with us for IT. The relationship is complex; there is a team of six people made up of managers, a board representative, the director of the theatre, and the library operations director that oversee the ImaginOn. There is a total of 44.63 FTE staff there; some are shared staff being paid half by library and half by the museum. Wages and benefits are handled through the Library. Having shared staff has worked well and helps us focus on our common mission, communicating through stories.

There are agreements and disagreements in the relationship, but everything is worked out. The Children's Theatre had to cut a position and it was one of the shared ones, so we had to absorb that. It would be smoother if we could plan such things in advance.

The ImaginOn is very revered in the community. It is one of the top four attractions in Charlotte. If there is a shortcoming, it is that some people do not realize it is a library. The location makes it worth it all because the theatre pulls in large numbers of people and we promote the library at the productions. An example of the great collaboration is that we had children write stories and the theatre helped them put their stories on as plays.

Another collaboration involved a project with teen girls. We had prom dresses donated and about 1,000 girls came to find a dress. The theatre did classes on make up and made tailors available for alternations.

The Freedom Regional Library is located in a high school. It is a joint venture with the Charlotte Mecklenburg School System. The Library pays for maintenance; the school pays for HVAC and utilities. Staff opens the library at 7 am because students can come in then; it opens to the public at 9 am.

The facility is 20,000 square feet and has 19.63 FTE. All are Library employees; there are also two media specialists that the school pays. Circulation last year was 123,840. We do not separate school and public circulation data. Turnover was 3.09.

An example of a challenge in the arrangement would be that we asked the school to put the HVAC on year round, but the school always puts it on the school schedule. One of the difficulties with having school partners is that the library wants to be in a heavily trafficked area, on a main thoroughfare, while a school wants to be in a less trafficked area. Freedom Regional has a great building, but it is three-fourths of a mile off the main thoroughfare. It is not visible to people.

Another issue is that people are intimidated by teens during the day and do not go to the library when the students are there. We would not put a library in a school again.

The Checkit Outlet is located in a retail space overlooking the Green. It is only 1100 square feet near the bank center and gets lots of lunch traffic. It is leased space. Opened in 2003, it offers new and best-selling books, movies on VHS and DVD, audiobook books, audio disc books, children's CD-ROMs and music CDs (about 8,000 items). We float our collections, except for Checkit, but the materials there are allowed to stay for only two years, so the collections are fresh and new.

Hours are Monday through Friday from 10:00 AM to 5:30 PM. There are 2.00 FTE; Main is only six blocks away and staff from Main backs them up when necessary. Checkit is organized under Readers Services (circulation and the popular library). Turnover last year was 12.5.

The challenges with Checkit are that there is no restroom, which is a problem for staff, and the fact that it is closed on weekends means that everything comes back on Monday morning.

The Matthews Branch Library is in the Matthews Town Center, which also houses the Matthews Town Hall. It works well because people come there for municipal services as well.

The Library pays 43 percent of the costs for the building. We have a lease and will own part of the building when the loan is repaid. The Library is responsible for maintenance, security, and HVAC mechanicals. The Town pays for water and electricity. It is 15,000 square feet and has a staff of 19.80 FTE. It is very successful, "out circulating" the regional libraries. Circulation last year was 540,717 and turnover was 10.24. We wish it were bigger and that we could offer Sunday hours as well. It is in a suburban reader community; the community and businesses in the area would like Sunday hours, but we just do not have the staff to do that.

The Sugar Creek Branch Library is in the Sugar Creek Service Center, which also houses the District police office and the State Joblink Center. The city owns the building and the Library leases space. The Library is 9,300 square feet and has 12.00 FTE staff. We work well with the State Joblink Center there because we can let the job seekers look for more information and use our computers.

Parking is a challenge; the lot is large, but the police take a lot of parking space; the Library gets only 24 spaces. It is on a busy street, but it is not really visible and the facility is not perceived as a library.

**Special collections:** The Carolina Room is on the third floor at Main and covers North and South Carolina and genealogy beyond the Carolinas. Within that space is also a North Carolina music collection, local newspapers and photonegatives. It is 8,500 square feet and has 6.00 FTE staff. Its hours are the same as those for Main; none of the materials circulate. It gets some money from the regular collection budget as well as gift money for building the collections. We also exchange materials with other libraries.

**Profit centers:** We do not really have any profit centers. There are Red Box installations at the regional libraries. We get two - three percent of the funds that come from that. Red Boxes provide 24-hour access to DVDs. The materials are not ours; the charge is \$1/day and there are no overdue fines.

**Special programs/resource centers:** We have computers with assistive technologies. With our current renovations and relocations at Main we will be putting several PCs with assistive devices and software on the first floor between the elevators and handicapped access entrance, but there are parking shortages here. The light rail ends at the ImaginOn and we are on the bus line.

**New service delivery services/mechanisms:** While it is not new, we offer "Library by Mail" for those too busy to visit a local library to check out a book. The fee for this service (free to homebound patrons) is \$5 per book. People can place a request online and have the book mailed to them in a pre-paid return mailer.

We have been approached to duplicate Checkit on a corporate campus, but we have not done that because it would not be accessible to the public.

We are exploring the Library-a-Go-Go, like they are using in Contra Costa County (automated book dispensing machine) and will probably put four of those around the county. They are expensive, but also very popular.

We use a service, WOWBRARY, that sends an e-mail to subscribers with dust cover information on everything that is new this week. Users can put holds on those. We have just introduced AQUABROWSER. It presents the catalog with a lot of references. A cloud appears; if you like this, try this...

We maintain a huge e-mail list and blast library newsletters, announcements, etc. Have streaming things on the website. We have a research and strategies group that is charged with thinking about where our customers and we go next. Sony asked us to do a beta test on song downloads although there are some issues with that on pricing. We are trying to make them understand the library model. We are also looking into testing movies on flash drives with Paramount. That has some possibilities for us; it would help us address the problem with scratched DVDs. We have not gone down the Blu-Ray route.

**Columbus Metropolitan Library, Columbus, Ohio**  
**Chris Taylor, Deputy Director**

**Adequacy of central library and parking:** Unless we add more services the current 418,800 square feet at Main is probably adequate. We have just merged two departments this year, so we are using the space differently. We have never tried to be a research library. We need less collection space and that is going to computer space. We are working on creating more efficiency; in 2004 we went to self-checkout and have been modifying desks, etc. As we combine departments we are reducing the number of service desks.

There is a 400 space underground parking garage at Main. Moving some functions to the Operations Center (55,355 square feet) took about 100 staff to another location and reduced the parking needs at Main. We have also been reducing staff. The Library owns the parking garage. We recently automated it; that is saved us \$100,000 a year. The parking rates are sliding: the first hour is free; the second and third hours are \$0.50 each; the fourth hour and above are \$1 each until the total of \$10 is reached. The Library also owns the apartments across the alley and offers parking to those residents at \$45/month. About three years ago we dropped the parking charge of \$30/month for full time staff. Their parking is now free. Our statistics show there are about 600 daily "parkers." Eighty percent are here for an hour or less. The parking garage peak time is between 4:00 - 6:00 PM.

**Cooperative and joint ventures for facilities with other organizations:** The Northwest Library is a cooperative venture of the Columbus Metropolitan Library and the Worthington Public Library. The Worthington Public Library manages it. It is a mile from the line between Worthington and Columbus; we pay about \$800,000 a year for them to operate that branch library. Then we split the statistics at the end of the year. The circulation at Worthington is about 1/3rd ours, 1/3rd Worthington residents, and 1/3rd non-county residents. We also share our catalog with Worthington. The catalog was written for Columbus, so people look at Worthington as a Columbus branch library.

We also run a library in a preschool that is connected to Ohio State University. The preschool contracts with us for the service. The preschool pays the Library for a half time staff person to help with story times and the teacher collection.

We also have a branch library that is collocated with a recreation facility, but the only things that are shared there are a wall and the parking lot. We did run a library in a school, but we are out of that business now.

**Special collections:** The biggest special collection is genealogy. The State Library of Ohio gave us their collection of about 40,000 items so that collection is about 50,000 items. Genealogy includes both circulating and reference materials, but it is mostly reference materials. There is no separate staff but the department (Genealogy, History and Travel) does have a specialist for genealogy. There is also a specialist for local history. We do spend regular budget funds on the collection, but we have also gotten large donated collections. There is still some space left for additional donations. We recently centralized public computers in the library and that freed up some space in the genealogy area.

Columbus also has a large set of circulating scores in arts and media. That came largely through donations of scores. There is not a special area or separate staff for that collection.

**Profit centers:** We do not really have profit centers. There is a coffee cart at Main; Friends contract that and get the money. There is also the parking for the apartment neighbors. We had to alter the parking lot to accommodate their parking. We do not have conference capabilities. We do a lot with exhibits, but that is not an income source.

**Special programs/resource centers:** We hired two staff members to take early literacy skills to the places where people are: our Ready to Read Corps. We just started this very targeted program for early literacy. We also have two of other projects related to early literacy in six neighborhoods. They are all grant-funded; long term we would have to pay for this ourselves. It is important to take the message of early literacy to where people are (rather than expecting them to come to the

library). We have had grants to train parents as well. There is an early literacy person on staff who trains homecare providers.

There are Homework Help Centers in all but three of the branch libraries, provided from 4:00 to 7:00 PM, Monday through Thursday. There are two staff members and volunteers to help the children. There is a Homework Help Center coordinator at every branch library and during the summer they function as a summer reading club aid. The coordinators have a part time aide to assist them. In two of the branch libraries they use the meeting rooms. When we began the service it was aimed at K-12, but we have found it is the middle school children who use it. We provide a lot of math help. Use varies a good deal depending on the location.

During the day there are Job Help Centers in those same spaces. We partner with organizations to run classes for us at the Job Help Centers and staff perform basic computer training and give one-on-one help with filling out online applications etc.

The first Homework Help Center began in 2004; we have expanded that one. We added two more in 2005 and two more in 2006 and seven in 2007 and 2008. Construction for the Centers (construction, computers, and furniture) last year and this year was through various grants. We fund staff from our regular budget now, although the first two-years the aids were grant funded as well. A customer donated funds for one of the Centers at his branch library last year. The largest Homework Help Center has 15 computers; the smaller ones have about 10.

**New service delivery services/mechanisms:** Columbus has had self pick up of reserves for years. We thought about drive up windows, but there was no money to create that. We have talked about kiosks with computer access so that people can get to the catalog and apply for a library card to get database access.



**Dallas Public Library, Dallas, Texas**  
**Kjerstine Nielsen, Central Library Administrator**  
**David Rathvon, Facilities Coordinator**

**Adequacy of central library and parking:** It is adequate. When the building was designed it was built for expansion. Public service space has been expanded on several floors and additional shelving provides room for growth. The building has proven to be very operationally efficient. The only challenges have been elevator service during peak operating hours.

The underground parking is sufficient. It is a city owned garage with a charge. The first 15 minutes is free. After that, the first and second hours are 75 cents each. The maximum fee is \$5.00 during the week and \$3.00 during the weekends. An automated parking system that can handle coins, bills, and credit cards is used.

**Cooperative and joint ventures for facilities:** The Dallas Public Library has a lease agreement or Interlocal agreement for joint use with the Dallas ISD. Included with the staff of the branch library there is a school librarian who works year round as do the other staff members. When the school is session their time is devoted solely to the school. There are two sites: the Arcadia Park Branch Library (19,500 square feet) and the Hampton Illinois Branch (23,000 square feet). These libraries offer community television services, school library services, and regular public library services. The school district reimburses salary and other expenses according to the agreement; for community television lease agreement the library is responsible for repairs related to the building (i.e. leaks) and other expenses are the responsibility of community television. Due to careful planning and written agreement there have been no unforeseen challenges.

**Special collections:** The Dallas Public Library has important collections of genealogy, historic photographs, archives from individuals and local organizations, manuscripts, and the oil and gas center. Federal government depository; patent depository; grants information center.

Housing for these collections varies. About 75 percent of the 7th floor is devoted to Texas/Dallas special collection and fine books and about a third of the 8th floor is devoted to genealogy. For the most part these collections are non-circulating.

Average staffing is 5.50 FTE for reference desk staffing with some office and paging support (0.75 FTE to 2.25 FTE) depending on usage.

These collections are expanded through donations, purchase (library budget, special funds, or gifts); fine books are donated or purchased by the Friends of the Dallas Public Library.

**Profit centers:** Fees for the library's meeting rooms for use, including the Videoconferencing Center, are charged. There is a variety of sized rooms available ranging from rooms for four to 250. Profitability varies. There have been no unforeseen challenges associated with the meeting rooms as profit centers.

Libraries planning to go into profit centers should research and plan carefully, and have a marketing plan.

**Special programs/resource centers:** The several programs the Dallas Public Library offers are Job Seekers Resource Center; Grants Information Center; Plaza Communications; Black Box Theaters; Family Literacy; and the Grandparent Raising Grandchildren Resource Center.

Job Seekers Resource is self-service with staff and volunteer support to help with resumes and computer questions; Grants Information Center provides research assistance and access to a foundation database as well as providing quarterly classes/seminars for the public; Black Box Theaters (flexible theater space) provides performance space for community theater, dance, and music groups.

These efforts have been successful in reaching targeted groups. The Black Box Theaters require staff to be knowledgeable concerning theater sound and lighting systems and agreements between performing groups and the library.

**New service delivery services/mechanisms:** The library has consolidated all customer requests on a public service floor for customer pick-up. These improvements were accomplished using existing shelving and technology in ILS to create holds.

**Denver Public Library, Denver, Colorado**  
**Shirley Amore, City Librarian**

**Adequacy of central library and parking:** We have 540,000 square feet at the central library. The space is flexible and enduring. However, the building is 15 years old and we are making some changes to make it more efficient. Floors 1 thru 5 are public space. We are pulling the computers together on the fourth floor to create a computer-training lab. On the first floor will be the self-holds and self-checkout. We are installing an automated return and converting to RFID. Also, we are moving reference to the third floor and putting AV materials in the old reference area on first floor and modernizing the space. When we are done the first floor will be popular materials and children's services. We are also making the fifth floor genealogy area more inviting and attractive.

There is no dedicated parking at central although there is a parking garage across the street. It was built for the cultural complex and is owned by the city. The City of Denver gets the revenue from it.

**Cooperative and joint ventures for facilities with other organizations:** There is a very small branch (about 1,500 square feet plus an office and access to a program room) in Westwood. The library leases the space for about \$17,000/year from a nonprofit community organization that runs a senior program. The library has two computers and does about 5,000 circulations a month. Staff is 4.75 FTE. We are able to do lots of programming from there; the library is well used.

The biggest challenge there is working with the nonprofit because of their restricted hours – Monday through Friday from 9:00 AM to 5:00 PM.

**Special collections:** The fifth and sixth floors of the central library house Western History and Genealogy, a huge resource. The fifth floor is a public floor; the sixth is a closed space with digitization labs. Our genealogy collection is very large; the department houses several collections including papers for the National Conservancy and several other conservation groups.

Western History has eight FTE librarians, three shelvers, and 2.50 FTE catalogers. There are also six archivists (4.50 FTE), two digitization techs (1.50 FTE), and seven clerks (6.25 FTE) in the department. There is a large art collection of Western art and artists, with 4,300 items. Square footage for the department is approximately 88,600 square feet (public area and storage). We are one of the top four libraries in the U.S. for Western history. Also, there is a huge photo collection, some of which, but not all, has been digitized. Among our digital assets is the Rocky Mountain News.

We actively add to the special collections although we do not spend a lot of money to get materials. There is a general western history acquisitions committee, a Latino acquisitions committee, and an African American group. The committees help us by going out to acquire papers from the community.

The Blair-Caldwell African American Research Library is a 38,000 square foot building, roughly 12,500 square feet on each level. Level one is a branch library; level two is the collection archives and research library; and level three is exhibit space and the Western Legacies Museum. (The Western History and Genealogy department and the Blair-Caldwell are under the same library manager in the organizational structure). The library staffs the whole building (8.50 FTE). The Blair-Caldwell has one archival librarian (special collection librarian for archives and museum), one senior librarian, an educational program assistant, a lead clerk, two circulation/security clerks, 0.75 circulation clerk, a 0.5 security officer, and 1.25 FTE shelvers. The facility is heavily used, especially for meetings. Attendance at adult programs was 22,500 last year although there are many receptions with the exhibits as well. We get some private money and donations for the Blair-Caldwell too.

**Profit centers:** We have just the coffee shop at Central; a space we lease. We also rent meeting rooms.

**Special programs/resource centers:** We are building a tech center on the fourth floor to provide access to technology and training. That will take up about half of the fourth floor and we will work with community partners on that. City Workforce Development will offer classes here and a women's shelter will also use those resources on the fourth floor. There is a big demand for this kind of service and our current lab was too small. It has been hard to provide that service in the past because the public computers were spread all over the building and it has been hard to provide staff to help with that. We will reallocate staff to the center once it is ready.

**New service delivery services/mechanisms:** We have not done much in this area although we have provided self-holds for a long time.

**El Paso Public Library, El Paso, Texas**  
**William Lockhart, Interim Head of Central Library**  
(Response provided via e-mail)

**Adequacy of central library and parking:** The Main Library was renovated in 2006 with an additional 40,000 , added. There is adequate space for growth of collections for up to 10 – 15 years, particularly in light of increased digitalization. The total square footage downtown is 104,000 square feet. Public Service staff numbers 44.38 FTE. It seems to be efficient but could always be improved.

Except for metered parking there is no parking facility for the public. Staff park in a city-owned parking structure three blocks from the Library. Monthly charge for each vehicle is \$30; the Library pays for 50 vehicles.

**From the Library's webpage:** The Main Library has a literacy center offering ESL, GED, and Citizenship. The Border Heritage Center combines the Southwest, genealogy, and RAZA collections into a single special collection covering the history and culture of El Paso, Ciudad Juarez, and the surrounding region.

**Hennepin County Library, Hennepin County, Minnesota**  
**Lois Lenroot-Ernt, Capital Projects Manager**

The Hennepin County Library system merged with the Minneapolis Public Library system in 2008; the headquarters for the system are at the Ridgedale Library in Minnetonka. The Hennepin County Library is a department of Hennepin County. There are a number of facilities under construction; the website gives fact sheets for the various projects. There is an emphasis in renovations and new construction on sustainability and

environmental features such as green roofs, and geo-thermal wells built underground to provide heating and cooling. Working with County Property Services is “great” because they have architects and engineers on staff that works on the county facilities. “They have all this expertise” and can determine at what point (in size) a facility gives payback with having a green roof. County property managers are assigned to all the library buildings; the County also coordinates the contracts for cleaning service, etc. “We have a good relationship with County Property Services.”

**Adequacy of central library and parking:** Central was built as a central municipal library, and there are also large regional libraries that were built as part of the former county system. We are “re-commissioning” the central facility now. Re-commissioning is a budget item, defined as “an energy industry-wide program used to reduce energy usage and costs. The process involves two parts. The first part involves the study of energy using equipment and systems in facilities and the identification of energy and cost saving measures. The second part involves implementation of economically feasible energy and cost saving measures. A major benefit of re-commissioning is that it provides a significant reduction in building energy usage and cost. Through the life cycle of a building, many factors change and the energy usage and cost to operate a building can be reduced through re-commissioning.” All of the facilities are re-commissioned on a cyclical basis.

When the merger took place the Minneapolis Central Library (353,000 square feet) and its 140,000 square feet of underground parking (about 250 parking spaces) became the property of the County. (The construction of the ramp was paid for with parking bonds.) Parking is adequate; this is a busy downtown area and the parking ramp serves more than just the library. There is a book drop in the ramp and there is no charge for going in to drop library materials. Revenue from parking is assigned by the County Commissioners; it goes to Property

Services Department of the County, which maintains all the library facilities (and the parking ramp).

**Cooperative and joint ventures for facilities with other organizations:** Some of the smaller libraries in the county are leased. St. Bonifacius Library, for example, is just over 1,000 square feet and we rent that for \$1 from the City of St. Bonifacius. We also rent from the City of Excelsior for that branch library. Some of the branch libraries are in strip malls and are leased from realtors or owners. Wayzata is another facility that is leased from the City of Wayzata. It is in the city complex. We take care of utilities; if something went wrong with HVAC, for example, that would be the responsibility of the City of Wayzata to take care of. The Edina Branch Library is in a condominium arrangement. The library is on the first floor and the lower level is the senior center for Edina. Edina maintains the outside of the building; the Library maintains the inside. The Sumner Branch Library leases some space to another organization. The branch libraries within the City of Minneapolis are standalone facilities.

In terms of pros and cons of leasing space, the improvements you have made stay in the facility when you leave, so that is a loss. It is just important to be clear who is responsible for what and to pay attention to the relationship. Keep the communications open.

**Special collections:** Special collections (James K. Hosmer Special Collections) are housed at Central. Thirty percent are in a secure vault, 60 percent are in closed stacks, and ten percent (primarily books) are in an area accessible to the public although they do not circulate. There are two FTE staff for special collections although they are backed up at the desk by other library staff. The operating budget for the special collections is \$10,000 plus trust funds for purchases. The local history component gets the greatest emphasis and there are many donated items for that. We add sparingly to the rare books;

space is limited. Many of the purchased additions are in the book arts (History of Books and Printing Collection). In 2008 there were 1,970 reference questions. That included 1,000 in person, 592 by phone, and 369 via e-mail.

**Profit centers:** The Central Library has rooms that can be rented; an auditorium and a large conference room, but they are not really considered a profit center.

**Special programs/resource centers:** We have three Literacy Centers: the New Americans Center at Central, which is supported by VISTA, grants, and a partnership with public schools. It has English Language Learner classes, workforce, and business development programs. The Franklin Library, a community branch library, has staff that is focused (trained) in literacy efforts. That is funded with foundation support. It uses tutors from local colleges and uses volunteers extensively. The third program is with the Minnesota Literacy Council and located at the Sumner Library. The Council uses library space to run its programs. There are no library staff involved although the program is listed on our website. A number of the libraries have Conversation Circles, opportunities for immigrants to practice their English; the Library coordinates those.

There are no special issues related to the centers other than being clear about who is staffing the center or program. There are multiple ways that we are doing it and the models overlap. Sometimes volunteer management is an issue, i.e., they are volunteers for an organization, but they are working in the Library. But, there are no big issues with this.

We have an assistive technology lab in an enclosed area at Central. It is a service for those with disabilities. Grants have supported the purchases and the lab is unstaffed. Staff from the general area takes care of the lab. Staying up to date is the issue there.

There is a teen Center at the Franklin Library. It is grant funded and has a youth development specialist in charge. It is very successful, lots of teens are participating, and so the challenge is to manage the success.

**New service delivery services/mechanisms:** We have NetLibrary audio books, OverDrive Digital, and e-books.

**Houston Public Library, Houston, Texas**  
**Meller Langford, Associate Director for Public Services**

**Adequacy of central library and parking:** The Jones Library, the central library for the system, is not adequate in some ways. They made more room when the library's administrative functions were removed into another separate building. Using the space gained important programming space for Youth and Teens. Even with these efforts more programming and materials storage spaces are still needed.

The underground parking is owned by the city and is automated. Parking fees are competitive with nearby parking fees.

**Cooperative/joint ventures with other organizations:** There are several joint ventures of sharing building spaces with other organizations in operation or being planned. The Vinson Branch Library operates in a building shared with the Health Department. It has a large community response. As with all city departments, maintenance and upkeep are handled by the General Services Department. The library is staffed with 6.50 FTE.

The Southwest HPL Express is operated jointly with the Health Department and the Federal Immigration Service. The library has joined the Parks Department in the Discovery Green Express Library located in the Discovery Green downtown park and the Kendall Branch, presently under construction located in a suburban park. The shared building includes a gym.

The McGovern-Stella Link Branch Library cooperates with the neighboring organization offering assistance to seniors, but there is no physical tie between the two. The library also cooperates with the Children's Museum by providing and maintaining a collection of appropriate materials.

The Clear Lake and Kingwood City County Libraries are joint ventures with Harris County. Harris County staffs them and purchase materials; we provide financial support for a specific number of years. The challenge was to work out a way to coordinate two separate circulation systems.

**Special collections:** The Houston Public Library has several significant special collections. These include archives, Texas and local history, rare books, genealogy, African-American collection, and World Languages collection.

The archives collection, Texas and local history collections, and rare books are located in the former central building, the Julia Ideson Building. A large wing will be added to the building resulting in 112,000 square feet of space. When the building renovation and addition is completed it will also provide space for both public and private functions. Parking for the HMRC is the library's parking as well as nearby parking garages and street parking. The African-American collection is now housed in the recently opened 6,000 square foot Gregory School. The significant and recognized genealogy collection is located at the Clayton Library, Center for Genealogical Research. The library campus includes four buildings with a combined square footage of 34,936 – the main building, which houses the library's collections; the Clayton House houses the Affiliate Microfilm Rental Program in partnership with the Church of Jesus Christ of Latter Day Saints and space for exhibits reflecting the Clayton family, Houston history, the Museum District, and other highlights of Houston history; the Carriage House, which is a premier meeting place, offering LCD projectors and other AV

equipment for library and community use; and the Guest House that currently serves as the headquarters for the Houston Public Library Foundation. After the foundation moves into its permanent quarters, the space will be used as additional meeting rooms.

The staff (12.00 FTE) in the last fiscal year served over 35,000 visitors. Surface parking for 80 is available in addition to street parking. There is no fee for parking.

**Profit centers:** On the first floor of the Central Library there is the Inversion Café. It is a leased operation. There are no figures available showing financial gain or loss.

**Special programs/resource centers:** The library offers the important resource centers mentioned in the Special Collections section of the report. The Gregory School Library is important as the recently initiated separate African-American Collection. The collections have been selected and consolidated from other HPL collections.

**New service delivery services/mechanisms:** We introduced "HPL to Go" at select locations (staff deliver materials patrons have placed on hold to customer's cars). We have not had overwhelming usage yet, but customers who do use it are very appreciative and we have received kudos for offering the innovative service. The only additional costs have been for advertising.

Houston also has two HPL Express locations, Southwest and Discovery Green, as mentioned above.

**Jacksonville Public Library, Jacksonville, Florida**  
**Barbara Gubbin, Director**

**Adequacy of central library and parking:** Yes, the 297,000 square feet library opened in November 2005. Generally, the library is efficient to operate, but it has too many information desks to staff in today's constrained economy. Biggest downside is the design of the workroom shared by circulation and Popular Library – in effect it is left over space and not really designed. No way to install security gates at staff exit/entrance. Overall the building works very well.

Initially, the parking garage built across the street from the Main Library and with bond funds was to be the library garage, operated by the library with designated spaces for library customers. This is not what happened and its operation was leased by the city to a garage management company. Library customers get one hour free parking with a ticket validated by the library. Lack of free parking is a frequently heard complaint. The crosswalk across the street from the garage to the 2<sup>nd</sup> floor of the library was never installed because they wanted to encourage retail space on the first floor but to date this remains empty. Customers have to walk across the street to the front or rear entrance to the library. The parking charge is \$3.00 per hour up to \$10.00, but free after 6 PM and on weekends.

**Cooperative and joint ventures for facilities with other organizations:** None.

**Special collections:** Florida collection; Fredrick Delius collection including a small archive; antique maps; African American Collection; government document depository. The housing varies (25,000 square feet). Government documents are housed in compact shelving in the work collections area of Special Collections with additional security gates – some items are on open shelves, others in locked files/bookcases.

Customers must leave personal bags, etc. in lockers before using this area. These collections are all non-circulating. The collections are staffed with a mix of librarians, library associates, and clerks (18.00 FTE).

**Profit centers:** The library operates its Conference Center as a separate profit center for the library. It is located in the Main Library and is managed as a separate fund by the Library Board of Trustees who set policies, pricing, etc. It is used for conferences, meetings, galas, weddings, receptions, etc. The Conference Center utilizes 27,000 square feet of space. Additional spaces within the library are also available for rent when the library is closed as is the courtyard. Generally, costs cover salaries and benefits and have had some funds remaining and set aside for major purchases. In FY 2009 it did not meet revenue projection but it did cover costs. Required policies for operation are such concerns as alcohol, candles, balloons, hours, etc. The fees charged are competitive. Between 2.50 and 3.00 FTE staff are devoted to this function. Although the library is not charged for use of the meeting spaces, the staff must reserve the space just like anyone else.

This was a new experience for the staff when the building opened and clear policies and a staff dedicated to the function has been essential. Spaces that are within the library are not available for outside functions during library open hours. There are few limitations on use after hours for the library. The library had to obtain a new City Ordinance from the City Council to serve alcohol.

For two and half years it has been a successful operation with the added benefit of introducing the library to those who would not consider using the other library services. The staff must be careful to maintain the competitive fee schedule.

In addition to the Conference Center, the Friends of the Library operate the Friends Booktique in the entrance promenade of the Main Library. It sells used books, gifts, water, gum, etc. The Friends have a contract with the City to use the space, pay no rent but all profits come to the library after their expenses are paid. The library has no role in operating the store.

Opposite the Friends Booktique is a space for a café. It operated for about 2 ½ years and then folded. The contract was between the City and the operator. It is hoped that another café will open in the provided space.

**Special programs/resource centers:** The Center for Adult Learning for adult literacy, ESL, and citizenship is located in the Main Library. Designated computer lab, study carrels, collection, teaching and study rooms are in the Center. Adult literacy specialists on staff. CAL teaching rooms designated in three branch libraries.

The Talking Books Department is located in the Main Library. A large collection, it also receives materials from a state funded collection in Daytona Beach. There is a lot of equipment and software – Korowai etc. Every library has a Sorenson machine for video relay to the hearing impaired, which is very popular. The library regularly shows captioned and described films at the Main Library.

There is a Children’s Theater in the Main Library Children’s Department and puppet theatres in some of the new branch libraries. The staff uses the 400-seat auditorium in the Main Library Conference Center for large audiences and school groups.

Four of the library’s 21 branch libraries have computer labs.

CAL and Talking Books have their own staff. Children’s staff manages and uses the children’s spaces and occasionally brings in theatre groups. Library staff and volunteers teach

classes in computer labs. They can be used by outside groups but seldom are.

The library considers these special programs as part of the library’s basic services. They bring in a specialized clientele who are introduced to the library and its services. Budget reductions have placed an extra burden as the library tries to maintain these special services.

**Recommendations about moving into this activity:** If there were an alternative the library would not provide the service. In other cities such as Houston<sup>1</sup> there are other agencies effectively providing this service and the library can focus on other basic needs.

**New service delivery services/mechanisms:** Jacksonville has self-checkout out in all regional libraries and some community libraries; holds on open shelves. Customers can request a hold and designate where to pick up the book, e-mail notification of holds, and items due. Downloadable audio books, videos, and e-books are also available.

The library processed almost a million holds the last fiscal year. The staff frustration is when the book is not picked up. We are now testing an e-mail system to notify when the book has been on the shelf for three days. There has been very positive public response to the quicker self service offered in the libraries. With fewer dollars available the necessary equipment to fully operate is a problem. The library cannot afford RFID and retrofitting locations for self-service return equipment would not be physically and financially feasible at this time.

The biggest challenge has been finding the funding for new service delivery equipment. Self-checkout is the only way to go to manage the increases in use with fewer dollars and staff.

<sup>1</sup> Barbara Gubbin was director of the Houston Public Library prior to accepting the directorship of the Jacksonville Public Library.



**King County Library, Seattle, Washington**  
**Bill Ptacek, Director**

**Adequacy of central library and parking:** No central library. The system has 45 facilities with the Bellevue Branch Library being the largest.

**Cooperative and joint ventures for facilities:** The library has cooperated with other organizations and entities in sharing spaces at city halls. The management arrangement is handled much like a condominium where the library is charged for the portion of the space occupied. The challenge of cooperative ventures has been in the area of priority in the use of meeting rooms and other turf issues.

**Special collections:** There are no special collections in the King County Library system per se. The philosophy and practice of the system is availability and currency guaranteeing the customer that they will have the material sought within 24 - 48 hours of request. Twenty-five percent of business currently comes from holds of materials.

**Profit centers:** The King County Library System has no profit centers. The library charges a minimum amount for copying but all other services are free.

**Special programs/resource centers:** Each of the system libraries offers a wide range of programs designed to assist the customer with special needs. The library has tried many of the new devices and techniques. They check-out lap top computers for use in the library and they routinely offer assistance to the handicapped for services as any citizen. There is no special staffing to handle these functions.

**New service delivery services/mechanisms:** The Library takes advantage of the opportunities that technology offers, but as in the case of the circulation software the library has adapted or created its own. It has borrowed software from a library in

Georgia and effectively adapted it for use in the larger King County Library System. They likewise will share software with other libraries.

**Multnomah County Library, Portland, Oregon**  
**June Mikkelsen, Executive Assistant to the Director**  
(Response provided via e-mail)

**Adequacy of central library and parking:** Yes, it is adequate. Usage of the Central Library is declining; use of neighborhood libraries is dramatically increasing.

For the most part the central library is operationally efficient. We are in the process of implementing RFID, in part in order to install a security system, but more importantly to aid in materials handling/movement. We expect to implement this in January.

There is some on street parking, and also several commercial parking garages nearby. The library does not have its own parking facility.

**From the website:** In 2008, Multnomah County's Central Library became the first library in Oregon to feature an eco-roof. Constructed with living plants and simulating the processes that occur in nature, eco-roofs (also known as green roofs) absorb rainwater like a meadow in a natural setting; storm water discharges into the Willamette River. Details include:

- **Square Footage:** 7,188 square feet, the total roof area is 18,145 square feet;
- **Cost per Square Foot:** \$25.00
- **Structure:** The Central Library eco-roof was constructed using 24" x 24" palletized soil. The use of pallets allowed for easy installation;
- **Soil Characteristics:** The soil is 4" deep and consists of an engineered, lightweight blend of inorganic and organic components. Zebra, a water retentive additive made from natural cornstarch, is included in the soil mix;

- **Weight of Green Roof:** Total green roof assembly = 15 to 20 pounds per square foot (saturated);
- **Irrigation System:** The irrigation system is used only for hot, dry summer months when the plants need additional water to maintain health; and
- **Calculations:** Are made carefully to ensure that the minimum amount of water is used exactly where and when it is needed.

**Cooperative and joint ventures for facilities with other organizations:** We partner with the County Health Department in placing collections of children's books in the locations offering well baby clinics. The Health Department is responsible for the costs of the buildings and the health services; we maintain the collections.

Our Hollywood Branch Library is part of a mixed-use building, with the library owning and operating the 13,000 square foot ground floor library space and our partner, Sockeye Hollywood, LLC, owning the 47 mixed-income apartments ("The Bookmark Apartments") on three floors above the library and a small retail space (815 square feet, currently housing a coffee shop) adjacent to the library. It is a two-party condominium arrangement. Sockeye and Multnomah County Library both pay condo fees each month for our shared costs.

We also have two other mixed-use branch libraries (libraries on the ground floor, housing above). Unlike Hollywood, these are leased, not owned spaces.

**Special collections:** The John Wilson Special Collections are housed in a controlled environment for the preservation of rare and historically significant materials. The Wilson Room is open limited hours and also by appointment and is staffed by a full time professional librarian and a part-time library assistant.

There is a small materials budget to expand the collection in the core collection areas. The materials are non-circulating.

The original focus was a gift of the private collection of John Wilson, an avid book collector with broad interests. In subsequent years, other gifts and materials culled from the library's collections have widened the scope and depth of the holdings to more than 10,000 volumes. Six core collections include those devoted to the book arts and the history of the book; children's literature; natural history; Pacific Northwest history; literature with particular strengths of Charles Dickens and D. H. Lawrence; and Native American literature.

**Profit centers:** Our library system does not have "profit centers."

**Special programs/resource centers:** We have the Black Resource Collection at the North Portland Library. It offers materials relating to the African American experience, as well as works by African Americans and other people of African descent. More than 7,000 books, videos, CDs, audiotapes, magazines, and newspapers are available at the Black Resource Collection. Works by African and Caribbean writers, musicians, and videographers form a significant part of the collection.

We also have computer labs at 7 locations.

There are not any issues related to the Black Resource Collection; the issues with the computer labs relate to space and staffing. As with most libraries, we do not have enough of either, which is why we have labs at only seven locations. The labs are scheduled in the meeting rooms, which means that the rooms are not available for public meetings or other library programs during the lab times.

**New service delivery services/mechanisms:** We have been using the traditional methods.

**Phoenix Public Library, Phoenix, Arizona**  
**Shera Farmham, Assistant City Librarian**

**Adequacy of central library and parking:** The Central Library of the Phoenix Public Library built in 1995 and the 280,000 square feet is adequate for the library's expected uses for the next 10-15 years. The library is planning to redo some staff areas. Because of the buildings design this will be easily done.

The surface parking is adequate and there is no cost for its use.

**Cooperative joint ventures for facilities:** At present there are no shared/joint ventures with other organizations, however a joint use building is being planned with a junior college. The 50,000 square feet building will be co-managed with the college. Planned opening set for 2012.

**Special collections:** The Arizona history collection and rare books includes the "art of the book" collection. These non-circulating collections are housed in separate secure spaces. The approximately 3,000 square feet includes a vault. These collections are serviced by professional staff that is available during the building open hours and by appointment for the rare book collection. During the last fiscal year 26,054 customers used the Arizona Room and 196 visited the Rare Book Room. The Arizona collection has a small budget item for the purchase of new materials and the Friends of the Library give funds each year for adding new materials for the Rare Book Room.

**Profit centers:** The Friends of the Library operate a small bookshop and there is a planned café. Computers are free, however there is a fee charged for the use of meeting rooms. Having the staffing necessary for handling the meeting rooms is a challenge.

**Special programs/resource centers:** The Phoenix Public Library does offer special assistance through the Assistive Technology Computer Center. This impressive center includes five workstations four of which are loaded with assistive technology. One of these is sign language workstation to learn American Sign Language. All the workstations are adjustable for wheel chairs. The four computers for assistance are loaded with software designed to help the special needs of the handicapped including: JAWS, Kurzweil 1000, Kurzweil 3000, Duxbury Braille Translator, Magic magnification program, which magnifies images up to 16 times larger, and Dragon Naturally Speaking, which offers a program of speech recognition for those that cannot use a mouse or other pointing devices.

In addition, the center offers other equipment to serve those with special needs: Alva Braille Display; Video relay phone for the deaf; Juliet embosser with a noise reducing case; Interpoint embosser; CCTV's (closed circuit televisions) for print magnification; Assistive Listening Devices; Perkins Braille writer to emboss smaller objects; and assorted trackballs for those that cannot use a standard trackball.

**New service delivery services/mechanisms:** No, the library has not felt these devices and mechanisms were cost effective.

**San Antonio Public Library, San Antonio, Texas**  
**Kathy Donellan, Interim Assistant Library Director for Support Services**

(Response provided via e-mail)

**Adequacy of central library and parking:** An expansion of the Central Library is needed due to inadequate space for expanding collections and services. The current Library auditorium is inadequate and needs expansion. Staff space is inadequate. There has also been discussion of needing more space to add special collections, such as an expanded Latino collection.

Parking is adequate. The parking garage is owned and operated by the City of San Antonio under the Downtown Operations Department, not the Library Department. The parking charges are as follows:

0 to ½ hour	\$1.00
½ to 1 hour	\$1.75
1 to 1 ½ hours	\$2.50
1 ½ to 2 hours	\$3.25
2 to 2 ½ hours	\$4.00
2 ½ to 3 hours	\$5.25
Lost Ticket	\$10.50
Flat Rate	\$5.00
Event Rate	\$5.00
Monthly:	\$37.00

Library patrons can get their parking ticket stamped for one hour of free parking. I do not have the operating cost for this garage, but here is the link to the parking web site:  
<http://www.sanantonio.gov/dtops/garagesdo.asp>

**Cooperative/joint ventures with other organizations:** The Library has two partnership libraries with the North East Independent School District (NEISD): the Roosevelt Branch Library and the Reagan Branch Library. Both are in high schools and are used as both a school library and a public library. The School District operates the libraries and SAPL pays the school district under an operating agreement. The Reagan Branch is approximately 12,000 square feet. The Roosevelt Branch is approximately 17,000 square feet. Each is staffed by NEISD employees and costs approximately \$500,000 to operate the public service portion of the library. The City pays the operating cost for the public service portion of service at the library.

SAPL also has an Interlocal Agreement with Bexar County for the operations of the library system as a whole that serves all of Bexar County. The County pays the City's general fund about \$3.5 million per year so the residents of incorporated and unincorporated Bexar County have free access to the Library.

**Special collections:** At the Central Library we house the Texana and Genealogy collections, available on the 6<sup>th</sup> floor of the library. Rare and fragile items are housed in the Texana vault; other parts of the collection are on open shelves both in the Texana Room and in the open stacks of the 6<sup>th</sup> floor (Genealogy materials only). All materials are non-circulating. The Texana Room is staffed 40 hours a week, with a manager, two full-time Librarian IIs, two part-time Librarian Is, and one full-time Library Assistant.

Library collections in Texana/Genealogy are purchased by the library, or donated from the collections of citizens past and present. Since the collection does not circulate, we do not have circulation statistics, but an in-house use in September 2009 estimated an average of 50 visitors in Texana per day.

Another special collection is the Latino collection, which is a reference collection dedicated to the Latino experience in America. This is an English-language collection housed on the 5<sup>th</sup> floor [as of December 2009] of the Central Library, and circulates by special permit only. It is housed within the Reference collection, which is staffed by at least two librarians during library open hours, which total 70 hours per week. As it is part of the general Reference collection we do not have separate usage stats at this time.

**Profit centers:** All revenue generated by the library goes to the City's general fund. The Library does not have any profit centers.

**Special programs/resource centers:** SAPL does not have permanent dedicated space for any outside services. We do incorporate at all of our locations resources, including technology, for handicapped patrons. The Library has one shared facility that houses a City literacy center (the Las Palmas Branch Library.) We also piloted a flexible space at our Igo Branch Library for shared City services, but have found that the demand has not been what was expected. Otherwise, many groups use our meeting rooms for their programs and services, but not on a permanent basis. The greatest challenge in any partnership we undertake is a clear delineation of responsibility and resources associated with the effort.

**New service delivery services/mechanisms:** The San Antonio Public Library launched its redesigned web page in March 2009. The new website functions as a virtual library branch, with free 24/7 access to downloadable media like audio books and movies, easier-to-use Library catalog search and personal account features, librarian-crafted information guides, an interactive Library location map, an up-to-the-minute searchable Library event calendar, and more ways than ever to connect to the public library.

In addition we have implemented, over the past three years, a new RFID system to provide self-checkout, staff processing efficiencies, and inventory tracking/control. That system cost \$2.9 million. We have also implemented, in the past three years, many improvements via our Millennium operating system. These include telephone renewal, telephone notification, courtesy e-mails, and patron self-registration. We are implementing floating collections next year, as well as E-commerce (allowing patrons to pay their fees and fines online.)

**Tulsa City-County Library, Tulsa, Oklahoma**  
**Laurie Sundborg, Interim CEO & Gail Morris, Director of Finance and Operations**

**Adequacy of central library and parking:** Our EMP systems are obsolete. Replacing and bringing to current code is not cost effective. Additionally, due to low ceilings in some areas, the additional airflow requirements would result in ceilings of less than 7 feet in height.

The chiller and boiler system in place is very efficient however, the layout with two main entrances and four floors is inefficient to staff.

The parking is inadequate. Tulsa County owns all of the library's land and facility. The library has rights to the upper level and receives parking fees from that lot. However, it is way undersized and those using the surrounding government buildings often use parking. The fees received offset only the cost to staff the booth. Our only reason for the fees and staffed booth is to try and keep abuse to a minimum.

**Cooperative/joint ventures for facilities with other organizations:**

One of the library's newest buildings shares a site with the County Parks and Recreation building. They were constructed at the same time and the 9,000 square foot branch library shares an entry lobby with the recreation building. We have a separate small meeting room within the library proper. The fact that this facility is in a large county park and very short distance from a high school presents its own problems with crowd control in the shared lobby. The library maintains the library. The branch library is staffed with a manager, three library associates, three circulation clerks, and three shelvers.

**Special collections:** TCCL has three cultural resource centers – American Indian Resource Center, Hispanic Resource Center, and African American Resource Center. Each is specifically set aside as special collections and housed as identifiable units.

The American Indian Resource Center is housed at the Central Library on the main floor. The Hispanic Resource Center is housed in a regional library with an identified space adjacent to the main collection. The African American Resource Center is housed at another regional library with an identified space adjacent to the main collection.

The American Indian Resource Center has both circulating and non-circulating materials as does the Hispanic Resource Center. The entire African American Resource Center collection is non-circulating. They are staffed with one librarian designated as Resource Coordinator. The Hispanic and African American collections were expanded initially through grants, then regular funding from the library's budget.

**Profit centers:** Two of regional libraries have a meeting room complex that could be used for events if desired and the library has an established fee schedule. So far, very little use has occurred with this offering.

**Special programs/resource centers:** The TCCL has Adult Literacy Service; Connor's Cove Children's Theatre, three cultural centers, Genealogy Center, Bookmobile, and Outreach Services. The Children's Theatre seats 420 in theatre style seating. It is used primarily for library sponsored programming events.

Literacy Service is a department of the Central Library and provides adult literacy tutoring, plus some family literacy programming. It is funded by the Tulsa Trust endowment and state and federal grants.

Outreach Services provides regular bookmobile stops at Tulsa Housing Authority apartment complexes. Volunteers deliver bags of books to homebound customers.

The issues with these services are parking, which is inadequate. Literacy tutors and computer labs are only available the hours that the library is open. The standard challenges are recruiting volunteers and maintaining service across a large geographical area. The children's theatre is not open to outside groups for rent.

**Recommendations for other libraries moving into this activity:** Evaluate the space and physical set up needs carefully – especially parking and access.

**New service delivery services/mechanisms:** The library had not tried any new service delivery items such as kiosks. We do provide online reserve requests with associated pickup at any library location. The self-pick up of holds is working quite well with occasional bumps with media being picked up by someone other than the person who reserved the material. The library is considering a book-sorting machine for the new Support Services Center.

#### **Vancouver Public Library, Vancouver, British Columbia, Canada**

**Paul Whitney, City Librarian**

**Adequacy of central library and parking:** The Central Library opened in 1995. The original design included two floors (Levels 8 and 9: 47,000 square feet) to be leased by the Provincial Government for 20 years for a million dollars a year. After 20 years it reverts to the library. In 2015 we will have more space, although there is the possibility that the City may not want to give up the money. Right now we are starting to run into a problem with insufficient seating.

The City owns all the library buildings and controls the retail and parking that are a part of Library Square. The federal government has a high rise in the area as well. So, the parking is shared; there are over 350 spaces and although there are no library specific spaces, it is adequate for our needs.

The problem is that the charges are becoming quite high. The city wants people to use mass transit and supports green policies. You cannot win arguments against being/going green. So, the parking charges are a flat \$20 for those nights when there are major events downtown.

The Central rooftop was designed as a garden, a green roof, which is not accessible to the public, but will be when the Library reclaims the upper floors.

**Cooperative/joint ventures for facilities with other organizations:** We have some; two are jointly operated with the school district. One is a children's library in a school; the other, the Britannia Branch Library, is a standalone in a school precinct. It has a separate board, which operates the parks, school, and library. Another, the Joe Fortes Branch is in a community center space adjacent to a high school. Another cooperative venture is a "developer amenity." The Kensington Branch Library was built and furnished by a developer as a part of a new development. The Library has the use of the space for 10 years and then we will pay rent.

Given a choice we would not put a library in a school, but having a standalone facility in the vicinity of a school can work. The Library board has some concerns with being included in some of the shared facilities, but the City is very focused on maximizing the return on capital and operating expenditures.

This week a 12,000 square foot branch library will open in the Mount Pleasant Center, which includes the library, a child care facility, and 10 stories of market rental. Next year we will have the Hillcrest Branch open in a post Olympic facility.

The other cooperative venture is the Carnegie Reading Room. It is in an old Carnegie Library in a challenged neighborhood. The library is the community center and we run the reading center part of it. It is funded, including the staff, by the City's

Community Services Department, although we manage the staff and reading room. It is a very special library.

We partner with the City's public art program to show installations in the Library and on the plazas. Our only involvement is approving what goes in and then providing the space, but it connects us with a whole other community.

**Special collections:** We use the term to indicate the collection at Central that is rare books related to British Columbia, Pacific Northwest history, detailed information on the city, maps, and a large historical photo collection. It is about 8,000 square feet; staffing is four FTE staff with subject specialties. We continue to purchase materials for that area and fund raise for it. There is a donor who gives us \$10,000 every year for the special collections. It is closed stacks with special environmental controls. When we get the upper two floors in 2015, the City wants to combine the City Archives, which includes photo images, and maybe move into those floors.

**Profit centers:** The Library has rental spaces suitable for weddings, banquets, etc. that can seat 300 theatre style and two smaller areas that can be combined to seat 90 (those on the promenade level) and lower level meeting spaces as well as the 7<sup>th</sup> level meeting rooms. (See [www.vpl.ca/rooms/chart-2010](http://www.vpl.ca/rooms/chart-2010) for pricing. Note that amounts are Canadian dollars). There is a small department that manages the rooms and displays outside the Library in the promenade: two FT and 4-5 PT plus students on call who do the room set ups and takedowns. The arrangement with the City is that the City gets one-third and the Library gets two thirds net, after we cover costs. Our gain is about \$300,000 a year, which we use to support programming activities. We have never had a problem with balancing library use of the space and rentals.

Our other profit center is InfoAction, a fee based research center that offers specialized reference, primarily used by businesses. It was a loss leader for years, but since 2007 it has been a profit area. Last year revenue was about \$540,000 with net profit being about \$128,000. (Note—this service uses the special collections area described above as well as databases.) InfoAction does expedited reference, things like background research for due diligence, market research for small business, historical city directory searches, mailing lists, and document delivery. (See [www.vpl.vancouver.bc.ca/infoaction/fees.html](http://www.vpl.vancouver.bc.ca/infoaction/fees.html) for fee schedule). Individuals seldom use it as a “normal” reference service.

**Special programs/resource centers:** The Skilled Immigrant InfoCentre is a service to help immigrants find information to get a job in their field of education and experience. It is located at Central and is organized under InfoAction. It is federally funded through the province. The Centre also runs programs for immigrants on resources, job fairs, etc.

The Library provides space, free of charge, for third parties such as community colleges to staff and manage ESL Learning Centres in several branch libraries. We think getting new immigrants into the libraries is a good idea. For the ESL and literacy programs we also provide collections, but not instructors.

The Writer-in Residence program promotes Canadian writing and literature to Vancouver citizens. During a four-month residency, the Writer-in-Residence spends 75 percent of their time on their own work and 25 percent mentoring emerging writers, conducting workshops and participating in other activities to share their experience with the broader community. A number of libraries in Canada do this. A federal grant funds 50 percent of the cost and the Library Friends pay 50 percent.

This summer the First Nations Storyteller-in-Residence program started. The program was created to enhance and establish new relationships with the Aboriginal and First Nations communities in Vancouver and to make the Library a more inclusive and welcoming place for people of Aboriginal and First Nations heritage. This program is externally funded; interacting with First Nations peoples has become a priority in the city and province.

**New service delivery services/mechanisms:** It is not necessarily new, but we have been moving toward staff spending less time in the library and doing more community engagement work. The branch libraries do floating collections; we have done more values based service. Self-checkout has been growing more and more. Next year we are going out for tender on RFID.