SECTION ONE: COMPARISONS WITH OTHER LIBRARIES

BACKGROUND

A comparison of FWL data with that of 16 other libraries was conducted as part of the Comprehensive Library Facilities Project. The 16 libraries were actually divided into two groups for statistical analysis and comparison purposes. One group, Benchmark Cities identified by the City of Fort Worth, included the Texas cities of Arlington, Austin, Dallas, El Paso, Houston, and San Antonio, plus Jacksonville, Florida; Phoenix, Arizona; and Tulsa, Oklahoma.

The second group of libraries, identified by the Fort Worth Library (FWL) as Index Cities, consisted of exemplary public libraries known for their high usage and innovative services and facilities. These included the Public Library of Charlotte & Mecklenburg County, North Carolina; the Hennepin County Library, Minnesota; the Columbus Metropolitan Library, Ohio; the King County Library System, Washington; the Vancouver Public Library, British Columbia; the Multnomah County Library, Oregon; and the Denver Public Library, Colorado.

Statistical data for the libraries plus Fort Worth was taken from the Public Library Association's *Public Library Data Service (PLDS) Statistical Report 2009*. Library websites were explored for an indication of the extent and kinds of services provided and (in some cases) for detailed information and history about library facilities. Telephone interviews were also conducted with a representative of each of the Index libraries to discuss topics such as cooperative and joint facility ventures, housing of special collections, library profit centers, special resource centers, and new service delivery mechanisms being used. See Appendix One for a summary of the telephone interviews.

STATISTICAL COMPARISONS

The following discussion is organized in the same order as the six statistical spreadsheets on Tables 1.7 through 1.12 (presented overleaf, in 11" x 17" format) at the end of this Section:

- Financial Data;
- Staffing Costs;
- System Service Measures;
- Facilities;
- Branch Library Measures; and
- Productivity Measures.

Normally, this type of report compares libraries serving similarly sized populations. PLDS, in fact, divides libraries into nine categories based on population served with the largest being public libraries serving populations of 1,000,000 and over (there are 28 of these reporting in the 2009 compilation) and the smallest serving populations of under 5,000 (there are 16 of these). The assumption is that libraries serving similarly sized populations might have comparable facility and service needs, although librarians and planners recognize that there are other important factors such as income levels, housing values, population change, and economic growth that impact how libraries develop services and programs for their communities. Those differences might make the libraries serving two similarly sized communities very different in their programs of service and facility needs. Consequently, although the statistical spreadsheets contain extensive data from each of the libraries related to finances, output (service measures), facilities, etc., the following analysis compares the libraries using per capita measures to level the playing field somewhat.

SAPL has an inter-local 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.

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

The averages from the three groups of libraries being compared are the Benchmark libraries (City identified peer communities, including Fort Worth data), Index libraries, and PLDS libraries serving populations of 500,000 to 999,999. There was 50 or 51 of these libraries, depending upon the specific statistic being reported. FWL data are included as a separate group. Libraries serving the largest population (Houston: 2,241,335) and the smallest (Arlington: 369,150) are Texas libraries.

Financial Data

The FWL lags behind the groups being compared in total operating expenditures per capita. The difference was $0.17 less for the Benchmark average, but $37.65 lower than the average total operating expenditures per capita for the Index group and $18.97 lower than the PLDS average.

Staff expenditures at Forth Worth are slightly higher than the Benchmark group, but less than half the per capita expenditures for staff at the Index city libraries. PLDS reports salaries and benefits separately and does not calculate an average staff cost.

Table 1.1 compares and contrasts the per capita financial data for the two groups and the PLDS Libraries serving populations from 500,000 to 999,999 with the Fort Worth Library.

Other expenditures for Fort Worth are $1.00 per capita less than for the Benchmark libraries and $11.16 less per capita than the average for the Index libraries. This category of expenditures represents "all other operating expenditures" and generally includes facility related costs as well as expenses like debt payment, automation systems, etc.

Another way of comparing library expenditures is to compare the percentages spent on various categories. Materials costs, as a percent of total expenditures, are a measure often used. Fort Worth spends 13.4 percent of its operating budget for materials. This compares favorably with 13.3 percent for the Benchmark group; 12.0 percent for the Index average, and is only slightly less than the 13.8 percent for the PLDS libraries.

Table 1.1 Per Capita Financial Data

group	*total operating expenditures*	*staff expenditures (salaries & benefits)*	*materials expenditures*	*other expenditures*
Fort Worth Library	$25.00	$16.93	$3.35	$4.72
Benchmark city libraries average	$25.17	$16.14	$3.31	$ 5.72
Index city libraries average	$62.65	$39.14	$7.63	$15.88
PLDS Libraries serving 500,000-999,999 average	$43.97	not calculated	$6.11	not calculated

Staffing Costs

A subset of the financial data related to staffing costs comprises the second Statistical spreadsheet and provides more detail for these comparisons. It shows that benefit costs at the FWL represent 20.9 percent of the total staff costs while the Benchmark average percentage is 20.3 percent. Among the Benchmark libraries the percent ranged from a low of 14.9 percent for the Dallas Public Library to a high of 28.1 percent for the San Antonio Public Library.

The average benefit cost for the Index city libraries is 24.2 percent. The range of benefit costs for the Index group is a low of 13.1 percent for the Vancouver Library to a high of 35.2 percent for the Multnomah County Library.

System Service (Output) Measures

As delineated in Tables 1.2 and 1.3, the FWL lags behind the averages of all three of the comparison groups in circulation per capita. It also has the lowest holdings per capita, library visits per capita, and reference transactions per capita, in comparison with the averages of all three groups. It has a slightly higher collection turnover (the number of times, on average, any item in the collection is checked out) than the average for the Benchmark group, but is lower than the average for the PLDS libraries, and much lower than the average for the Index libraries.

Circulation per registered borrower and registered borrowers as a percent of the total population are both measures used to gauge the "penetration" of a library's circulation usage in its community. Only 26 percent of the total Fort Worth population has a library card. This is roughly half of the comparable number for the Benchmark cities average and a third of the average for the Index cities.

PLDS does not calculate this measure. In terms of the items that those who actually have a library card check out, the FWL checks out almost twice as many items as the average for the Benchmark libraries, but lags behind the Index libraries average by only three items per registered borrower.

However, a related productivity measure, the number of circulated items per full time staff member, shows that the FWL lags behind the average of the Benchmark group (13,117 for Fort Worth compared with 16,439 items for the Benchmark library average), and is only about half the circulation per full time staff member compared to the average of the Index group.

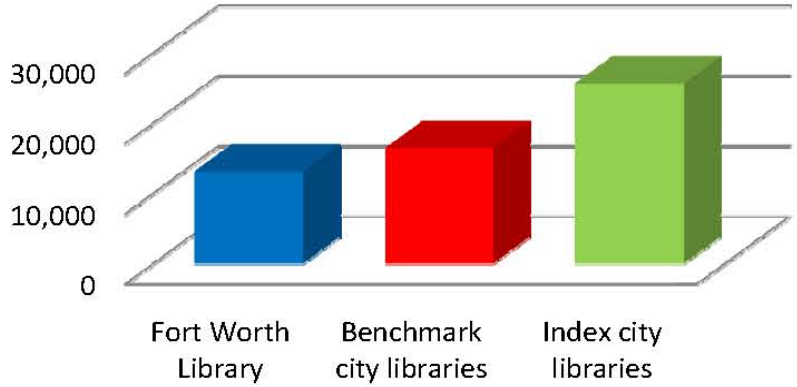
Table 1.2 Per Capita Usage Comparisons

group	*circulation*	*holdings*	*collection turnover*	*library visits*	*reference transactions*
Fort Worth Library	5.77	1.50	3.84	3.19	1.30
Benchmark city libraries average	6.09	2.15	3.19	4.01	1.38
Index city libraries average	17.24	3.15	5.86	7.86	1.93
PLDS Libraries serving 500,000-999,999 average	9.93	3.20	4.24	5.62	1.36

Table 1.3 Borrower & Circulation per Staff Comparisons

group	*circulation per registered borrower*	*circulation per FTE staff member*	*registered borrowers as a % of total population*
Fort Worth Library	22.31	13,117	25.8%
Benchmark city libraries average	12.25	16,439	52.2%
Index city libraries average	25.31	25,643	73.7%
PLDS Libraries serving 500,000-999,999 average	not calculated	not calculated	not calculated

Circulation per staff FTE



Facilities

The libraries being compared vary widely in the populations being served and the size of the geographic areas being served. Consequently it is not surprising to see that they also vary widely in the number of facilities. The King County Washington Library system has no Central Library, but provides services from 44 branch libraries and eight bookmobiles. Dallas has a Central Library of 646,733 square feet, 26 branch libraries, and two bookmobiles.

The smallest library among the libraries being compared is the Arlington Public Library with a Central Library of 63,575 square feet and six branch libraries.

As Table 1.4 shows, the FWL has fewer total square feet of library space per capita than the averages for both group of libraries. While the FWL has slightly more square feet per capita (0.25 square feet) at its Central Library than the Benchmark average, it lags behind the square footage average for the Index city libraries. It lags behind the averages for both groups in branch library square feet (SF) per capita.

Table 1.4 Per Capita Facility Data

group	*total square feet*	*Central Library square feet*	*Branch Library square feet*
Fort Worth Library	0.464	0.249	0.215
Benchmark city libraries average	0.506	0.224	0.282
Index city libraries average	0.731	0.406	0.383
PLDS Libraries serving 500,000-999,999 average	not calculated	not calculated	not calculated

Another data element asked in the PLDS survey was the number of patron seats, excluding meeting rooms, the responding library had at its Central Library. Fort Worth reported having 260 seats, compared to an average of 429 for the Benchmark city libraries and 872 for the Index city libraries.

Branch Library Measures

Comparisons of branch library circulation and visits as a percent of the total circulation and visits show very little difference between those percents for the FWL and the average percents for the two groups of libraries. However, the FWL lags behind both groups for branch library program attendance as a percent of the total program attendance. While the FWL branch library circulation per square foot of space is a little greater than that average for the Benchmark cities, it is less than half the average circulation per SF of branch library space at the Index cities.

Productivity Measures

The last of the statistical spreadsheets is headed *Productivity Measures*. It contains data provided in earlier worksheets, but repeated here to allow for additional manipulation for derivative measures. Contacts is a derivative measure that adds circulation plus visits plus reference transactions plus program attendance to get a number representing the total "contacts" between library staff members and library users. To calculate contacts on a per capita basis, the consultants divided the total contacts by the total population in the library service area.

Central Library contacts per capita

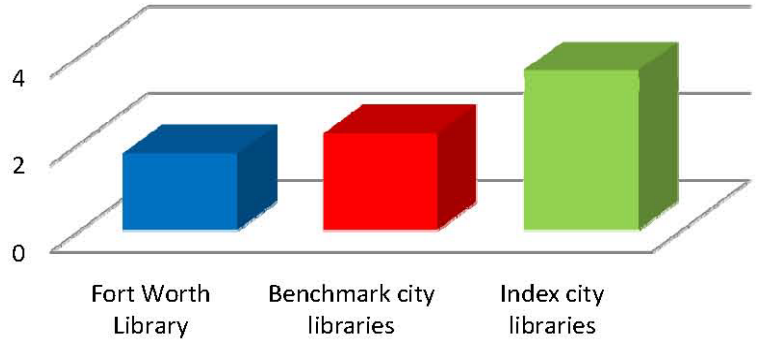
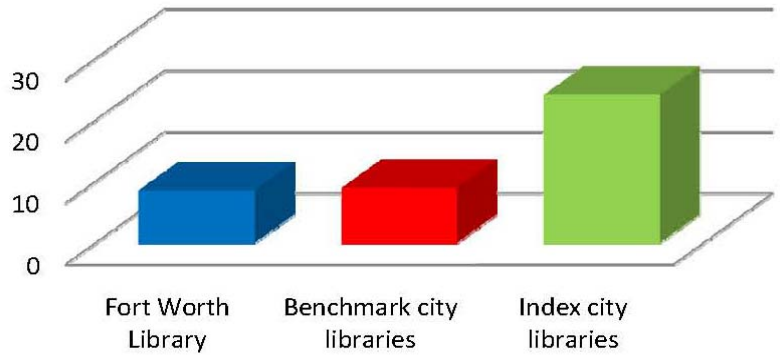


Table 1.5 Branch Library Usage Data

group	*Branch Library circulation as % of total*	*Branch Library visits as % of total*	*Branch Library program attendance as % of total*	*Branch Library circulation per square feet of branch space*
Fort Worth Library	82.3%	86.2%	75.1%	22.11
Benchmark city libraries average	83.9%	83.7%	81.3%	21.56
Index city libraries average	86.7%	84.5%	81.1%	47.42

Branch Library contacts per capita



Total expenditure per contact

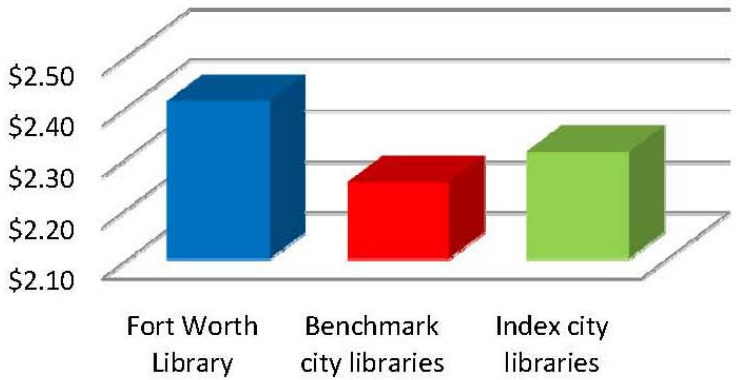


Table 1.6 shows similarities between the total contacts per capita, total contacts per capita for the Central Library, and total contacts per capita for the branch libraries for the FWL and the Benchmark group, but a large difference in those measures between the FWL and the Index group. While the total contacts per capita for the Central Library for the FWL is only half (48.1%) that of the Index city libraries, it is only a third (35.7%) of the total contacts per capita for the branch libraries for the those same libraries. At the same time, the cost per contact at the FWL is $0.10 more than the average for the Index city libraries and $0.16 more than the average for the Benchmark cities.

Table 1.6 Productivity Data & Contacts Per Capita

group	*total contacts*	*total contacts for Central Library*	*total contacts for Branch Libraries*	*total expenditure per contact*
Fort Worth Library	10.37	1.76	8.61	$2.41
Benchmark city libraries average	11.65	2.22	9.01	$2.25
Index city libraries average	27.46	3.66	24.12	$2.31

Table 1.7
Financial Measures

library	*population served*	*total operating expenditures*	*total expenditures per capita*	*staff expenditures per capita*	*materials expenditures per capita*	*other expenditures*	*other expenditures per capita*	*staff costs as % of expenditures*	*materials costs as % of expenditures*	*other expenditures as % of total expenditures*
Benchmark City Libraries										
Arlington, Texas	369,150	$6,775,285	$18.35	$12.93	$2.13	$1,216,105	$3.29	70.45%	11.60%	17.95%
Austin, Texas	770,753	$23,409,733	$30.37	$23.52	$2.78	$3,135,728	$4.07	77.44%	9.20%	13.39%
Dallas, Texas	1,300,500	$31,923,143	$24.55	$14.63	$2.83	$9,210,913	$7.08	59.61%	11.50%	28.85%
El Paso, Texas	609,415	$9,117,816	$14.96	$11.40	$1.64	$1,167,683	$1.92	76.23%	11.00%	12.81%
Fort Worth	**702,850**	**$17,573,029**	**$25.00**	**$16.93**	**$3.35**	**$3,319,570**	**$4.72**	**67.70%**	**13.40%**	**18.89%**
Houston, Texas	2,231,335	$36,287,250	$16.26	$10.55	$3.32	$5,330,429	$2.39	64.90%	20.40%	14.69%
San Antonio, Texas	1,594,493	$30,059,002	$18.85	$11.52	$2.33	$7,975,013	$5.00	61.11%	12.40%	26.53%
Jacksonville, Florida	891,192	$35,583,653	$39.93	$20.45	$5.03	$12,882,887	$14.46	51.20%	12.60%	36.20%
Phoenix, Arizona	1,544,575	$37,077,604	$24.01	$15.08	$3.78	$7,947,630	$5.15	62.84%	15.70%	21.44%
Tulsa, Oklahoma	585,068	$23,046,629	$39.39	$24.37	$5.93	$5,320,372	$9.09	61.86%	15.10%	23.09%
average:	***1,059,933***	***$25,085,314***	***$25.17***	***$16.14***	***$3.31***	***$5,750,633***	***$5.72***	***65.33%***	***13.29%***	***21.38%***
Index City Libraries										
Charlotte Mecklenburg, North Carolina	902,803	$36,720,058	$40.67	$28.88	$3.74	$7,270,166	$8.05	71.00%	9.20%	19.80%
Hennepin County, Minnesota	1,122,093	$67,940,020	$60.55	$39.13	$6.54	$16,695,109	$14.88	64.63%	10.80%	24.57%
Columbus Metro, Ohio	843,582	$52,811,888	$62.60	$28.44	$7.99	$22,078,419	$26.17	45.43%	12.80%	41.81%
King County, Washington	1,211,175	$86,133,485	$71.12	$41.95	$9.85	$23,387,984	$19.31	58.99%	13.90%	27.15%
Vancouver, British Columbia	615,473	$44,028,623	$71.54	$49.29	$8.89	$8,219,791	$13.36	68.91%	12.40%	18.67%
Multnomah County, Oregon	710,025	$52,503,945	$73.95	$45.90	$8.36	$13,982,994	$19.69	62.07%	11.30%	26.63%
Denver, Colorado	598,707	$34,799,099	$58.12	$40.35	$8.06	$5,820,213	$9.72	69.41%	13.90%	16.73%
average:	***857,694***	***$53,562,445***	***$62.65***	***$39.14***	***$7.63***	***$13,922,097***	***$15.88***	***62.92%***	***12.04%***	***25.05%***
2009 PLDS Libraries										
serving populations of 500,000-999,999										
75th% quartile			$54.26		$7.99				17.00%	
average:			**$43.97**		**$6.11**				**13.80%**	
25th % quartile			$29.00		$3.58				11.00%	

Table 1.7 *(continued)*
Financial Measures

library	*total income*	*local income*	*state income*	*federal income*	*other income*	*local income as % of total*	*state income as % of total*	*federal income as % of total*	*other income as % of total*	*income minus expenditures*
Benchmark City Libraries										
Arlington, Texas	$7,061,486	$6,775,285	$56,065	$0	$230,136	95.95%	0.79%	0.00%	3.26%	$286,201
Austin, Texas	$25,193,856	$23,541,004	$176,282	$420,229	$1,056,341	93.44%	0.70%	1.67%	4.19%	$1,784,123
Dallas, Texas	$34,894,574	$31,923,143	$239,540	$407,191	$2,324,700	91.48%	0.69%	1.17%	6.66%	$2,971,431
El Paso, Texas	$9,117,816	$8,527,769	$451,358	$103,040	$35,649	93.53%	4.95%	1.13%	0.39%	$0
Fort Worth	**$17,850,319**	**$17,485,106**	**$0**	**$141,069**	**$224,144**	**97.95%**	**0.00%**	**0.79%**	**1.26%**	**$277,290**
Houston, Texas	$37,992,509	$35,002,237	$372,087	$718,853	$1,899,332	92.13%	0.98%	1.89%	5.00%	$1,705,259
San Antonio, Texas	$30,189,805	$28,589,495	$185,027	$855,027	$559,350	94.70%	0.61%	2.83%	1.85%	$130,803
Jacksonville, Florida	$39,939,541	$37,986,517	$1,445,676	$56,789	$450,559	95.11%	3.62%	0.14%	1.13%	$4,355,888
Phoenix, Arizona	$37,903,174	$36,200,860	$74,869	$49,000	$1,578,445	95.51%	0.20%	0.13%	4.16%	$825,570
Tulsa, Oklahoma	$29,378,274	$22,848,369	$294,953	$0	$6,234,952	77.77%	1.00%	0.00%	21.22%	$6,331,645
average:	***$26,952,135***	***$24,887,979***	***$329,586***	***$275,120***	***$1,459,361***	***92.76%***	***1.35%***	***0.98%***	***4.91%***	***$1,866,821***
Index City Libraries										
Charlotte Mecklenburg, North Carolina	$38,460,111	$33,011,799	$599,417	$19,733	$4,829,162	85.83%	1.56%	0.05%	12.56%	$1,740,053
Hennepin County, Minnesota	$68,771,632	$60,288,115	$3,491,617	$0	$4,991,900	87.66%	5.08%	0.00%	7.26%	$831,612
Columbus Metro, Ohio	$49,101,229	$20,943,680	$24,407,689	$15,116	$3,734,744	42.65%	49.71%	0.03%	7.61%	-$3,710,659
King County, Washington	$85,303,760	$82,188,384	$126,215	$332,522	$2,656,639	96.35%	0.15%	0.39%	3.11%	-$829,725
Vancouver, British Columbia	$43,271,846	$36,956,549	$2,068,526	$568,866	$3,677,905	85.41%	4.78%	1.31%	8.50%	-$756,777
Multnomah County, Oregon	$57,993,467	$53,775,556	$119,055	$341,127	$3,757,729	92.73%	0.21%	0.59%	6.48%	$5,489,522
Denver, Colorado	$34,799,099	$31,396,600	$0	$819,277	$2,583,222	90.22%	0.00%	2.35%	7.42%	$0
average:	***$53,957,306***	***$45,508,669***	***$4,401,788***	***$299,520***	***$3,747,329***	***82.98%***	***8.78%***	***0.68%***	***7.56%***	***$394,861***
2009 PLDS Libraries										
serving populations of 500,000-999,999										
75th% quartile										
average:										
25th % quartile										

Table 1.7 *(continued)*
Financial Measures *Efficiency Measures*

library	*Central Library (SF)*	*branch libraries (SF)*	*total SF*	*operating expenditures per SF*	*rank within group*	*rank among all 17 libraries*	*total contacts*
Benchmark City Libraries							
Arlington, Texas	63,575	64,300	127,875	$52.98	5	6	3,671,367
Austin, Texas	110,633	253,137	363,770	$64.35	9	10	7,907,316
Dallas, Texas	646,733	355,812	1,002,545	$31.84	1	1	22,738,497
El Paso, Texas	101,000	153,126	254,126	$35.88	3	3	5,221,379
Fort Worth	**175,000**	**150,830**	**325,830**	**$53.93**	**6**	**7**	**7,290,289**
Houston, Texas	268,663	843,656	1,112,319	$32.62	2	2	11,669,265
San Antonio, Texas	238,000	272,913	510,913	$58.83	7	8	12,109,932
Jacksonville, Florida	297,510	430,036	727,546	$48.91	4	5	15,420,713
Phoenix, Arizona	280,000	196,732	476,732	$77.77	10	13	22,101,100
Tulsa, Oklahoma	135,000	244,312	379,312	$60.76	8	9	9,001,299
average:	***231,611***	***296,485***	***528,097***	***$47.50***	***$54.81***		***11,713,116***
Index City Libraries					***median***		
Charlotte Mecklenburg, North Carolina	157,000	385,645	542,645	$67.67	3	12	18,606,191
Hennepin County, Minnesota	353,000	651,774	1,004,774	$67.62	2	11	24,462,427
Columbus Metro, Ohio	255,400	297,546	552,946	$95.51	5	15	27,844,209
King County, Washington	0	616,797	616,797	$139.65	6	16	31,839,159
Vancouver, British Columbia	349,830	133,534	483,364	$91.09	4	14	17,346,250
Multnomah County, Oregon	125,000	140,762	265,762	$197.56	7	17	26,128,470
Denver, Colorado	539,424	236,315	775,739	$44.86	1	4	15,293,135
average:	***254,236***	***351,768***	***606,004***	***$88.39***	***$121.21***	***$114.70***	***23,074,263***
2009 PLDS Libraries					***median***	***median***	
serving populations of 500,000-999,999							
75th% quartile							
average:							
25th % quartile							

Table 1.8
Staffing Costs

library	*population served*	*total expenditures*	*salaries*	*benefits*	*total staff expenditures*	*staff costs as % of total*	*salary costs as % of total staff expenditures*	*benefit costs as % of total staff expenditures*	*staff expenditures per capita*
Benchmark City Libraries									
Arlington, Texas	369,150	$ 6,775,285	$ 3,692,238	$ 1,081,158	$ 4,773,396	70.5%	77.4%	22.6%	$12.93
Austin, Texas	770,753	$ 23,409,733	$ 13,633,679	$ 4,495,165	$ 18,128,844	77.4%	75.2%	24.8%	$23.52
Dallas, Texas	1,300,500	$ 31,923,143	$ 16,184,791	$ 2,844,366	$ 19,029,157	59.6%	85.1%	14.9%	$14.63
El Paso, Texas	609,415	$ 9,117,816	$ 5,462,765	$ 1,487,368	$ 6,950,133	76.2%	78.6%	21.4%	$11.40
Fort Worth	**702,850**	**$ 17,573,029**	**$ 9,409,313**	**$ 2,487,905**	**$ 11,897,218**	**67.7%**	**79.1%**	**20.9%**	**$16.93**
Houston, Texas	2,231,335	$ 36,287,250	$ 16,965,124	$ 6,583,509	$ 23,548,633	64.9%	72.0%	28.0%	$10.55
San Antonio, Texas	1,594,493	$ 30,059,002	$ 13,207,464	$ 5,163,051	$ 18,370,515	61.1%	71.9%	28.1%	$11.52
Jacksonville, Florida	891,192	$ 35,583,653	$ 14,496,718	$ 3,724,339	$ 18,221,057	51.2%	79.6%	20.4%	$20.45
Phoenix, Arizona	1,544,575	$ 37,077,604	$ 16,983,009	$ 6,315,542	$ 23,298,551	62.8%	72.9%	27.1%	$15.08
Tulsa, Oklahoma	585,068	$ 23,046,629	$ 11,919,938	$ 2,336,980	$ 14,256,918	61.9%	83.6%	16.4%	$24.37
average:	***1,059,933***	***$ 25,085,314***	***$ 12,195,504***	***$ 3,651,938***	***$ 15,847,442***	***63.2%***	***77.0%***	***23.0%***	***$14.95***
Index City Libraries									
Charlotte Mecklenburg, North Carolina	902,803	$ 36,720,058	$ 20,155,551	$ 5,916,616	$ 26,072,167	71.0%	77.3%	22.7%	$28.88
Hennepin County, Minnesota	1,122,093	$ 67,940,020	$ 31,396,186	$ 12,513,809	$ 43,909,995	64.6%	71.5%	28.5%	$39.13
Columbus Metro, Ohio	843,582	$ 52,811,888	$ 18,933,410	$ 5,061,068	$ 23,994,478	45.4%	78.9%	21.1%	$28.44
King County, Washington	1,211,175	$ 86,133,485	$ 39,127,472	$ 11,686,370	$ 50,813,842	59.0%	77.0%	23.0%	$41.95
Vancouver, British Columbia	615,473	$ 44,028,623	$ 26,354,013	$ 3,984,586	$ 30,338,599	68.9%	86.9%	13.1%	$49.29
Multnomah County, Oregon	710,025	$ 52,503,945	$ 21,122,741	$ 11,465,737	$ 32,588,478	62.1%	64.8%	35.2%	$45.90
Denver, Colorado	598,707	$ 34,799,099	$ 18,629,218	$ 5,526,353	$ 24,155,571	69.4%	77.1%	22.9%	$40.35
average:	***857,694***	***$ 53,562,445***	***$ 25,102,656***	***$ 8,022,077***	***$ 33,124,733***	***61.8%***	***75.8%***	***24.2%***	***$38.62***

Table 1.9
System Service Measures

library	*population served*	*registered borrowers*	*total circulation*	*circulation per capita*	*holdings per capita*	*circulation per registered borrower*	*circulation per FTE staff Member*	*collection turnover*	*library visits per capita*
Benchmark City Libraries									
Arlington, Texas	369,150	133,770	1,865,016	5.05	1.66	13.94	16,802	3.05	3.97
Austin, Texas	770,753	524,187	3,791,515	4.92	1.88	7.23	10,138	2.62	4.85
Dallas, Texas	1,300,500	641,431	9,455,396	7.27	4.20	14.74	18,650	1.73	5.22
El Paso, Texas	609,415	397,952	1,698,246	2.79	1.56	4.27	8,799	1.79	3.18
Fort Worth	**702,850**	**181,649**	**4,053,211**	**5.77**	**1.50**	**22.31**	**13,117**	**3.84**	**3.19**
Houston, Texas	2,231,335	797,603	5,838,587	2.62	1.77	7.32	11,381	1.48	2.10
San Antonio, Texas	1,594,493	758,291	6,374,109	4.00	1.18	8.41	13,678	3.40	2.68
Jacksonville, Florida	891,192	640,592	8,824,972	9.90	3.50	13.78	19,876	2.83	5.60
Phoenix, Arizona	1,544,575	902,237	15,835,088	10.25	1.23	17.55	35,745	8.36	3.35
Tulsa, Oklahoma	585,068	374,912	4,860,570	8.31	2.99	12.96	16,202	2.78	5.93
average:	***1,059,933***	***535,262***	***6,259,671***	***6.09***	***2.15***	***12.25***	***16,439***	***3.19***	***4.01***
Index City Libraries									
Charlotte Mecklenburg, North Carolina	902,803	716,050	6,773,993	7.50	1.49	9.46	12,615	5.03	6.82
Hennepin County, Minnesota	1,122,093	710,258	16,676,754	14.86	4.39	23.48	23,522	3.38	5.92
Columbus Metro, Ohio	843,582	479,219	17,404,840	20.63	2.48	36.32	27,892	8.31	10.03
King County, Washington	1,211,175	1,242,913	20,186,630	16.67	3.07	16.24	26,631	5.43	7.94
Vancouver, British Columbia	615,473	346,586	9,816,155	15.95	4.00	28.32	21,717	3.98	10.46
Multnomah County, Oregon	710,025	440,311	20,394,496	28.72	2.67	46.32	43,393	10.76	6.58
Denver, Colorado	598,707	574,426	9,776,905	16.33	3.98	17.02	23,730	4.10	7.25
average:	***857,694***	***644,252***	***14,432,825***	***17.24***	***3.15***	***25.31***	***25,643***	***5.86***	***7.86***
2009 PLDS Libraries									
serving populations of 500,000-999,999									
75th% quartile				12.42	2.99			5.54	6.81
average:				**9.93**	**3.20**			**4.24**	**5.62**
25th % quartile				5.39	1.79			2.62	4.10

Table 1.9 *(continued)*
System Service Measures

library	*registered borrowers as % of total population*	*reference transactions per capita*	*total staff (FTE)*	*MLS Librarians*	*non-MLS Librarians*
Benchmark City Libraries					
Arlington, Texas	36.2%	0.74	111	28	1
Austin, Texas	68.0%	0.33	374	77	N/A
Dallas, Texas	49.3%	4.84	507	119	5
El Paso, Texas	65.3%	2.42	193	40	0
Fort Worth	**25.8%**	**1.30**	**309**	**85**	**0**
Houston, Texas	35.7%	0.40	513	125	7
San Antonio, Texas	47.6%	0.78	466	134	0
Jacksonville, Florida	71.9%	1.57	444	139	0
Phoenix, Arizona	58.4%	0.60	443	94	1
Tulsa, Oklahoma	64.1%	0.80	300	68	9
average:	***52.2%***	***1.38***	***366***	***91***	***3***
Index City Libraries					
Charlotte Mecklenburg, North Carolina	79.3%	5.64	537	144	0
Hennepin County, Minnesota	63.3%	0.78	709	195	21
Columbus Metro, Ohio	56.8%	1.90	624	111	0
King County, Washington	102.6%	1.33	758	199	0
Vancouver, British Columbia	56.3%	1.42	452	0	0
Multnomah County, Oregon	62.0%	1.06	470	92	0
Denver, Colorado	95.9%	1.37	412	86	0
average:	***73.7%***	***1.93***	***566***	***118***	***3***
2009 PLDS Libraries					
serving populations of 500,000-999,999					
75th% quartile		1.89			
average:		**1.36**			
25th % quartile		0.59			

Table 1.10
Facilities

library	*population served*	*square miles in service area*	*Central Library (SF)*	*number of branch libraries*	*branch libraries (SF)*	*bookmobiles*	*year Central Library was constructed*	*most recent renovation*
Benchmark City Libraries								
Arlington, Texas	369,150	100	63,575	6	64,300	0	1973	2006
Austin, Texas	770,753	300	110,633	21	253,137	0	1979	1999
Dallas, Texas	1,300,500	388	646,733	26	355,812	2	1982	2007
El Paso, Texas	609,415	255	101,000	11	153,126	1	1954	2006
Fort Worth	**702,850**	**300**	**175,000**	**15****	**150,830**	**0**	**1978**	**2009**
Houston, Texas	2,231,335	639	268,663	38	843,656	0	1976	2008
San Antonio, Texas	1,594,493	1,247	238,000	23	272,913	2	1995	None
Jacksonville, Florida	891,192	840	297,510	20	430,036	0	2005	2005
Phoenix, Arizona	1,544,575	518	280,000	14	196,732	0	1995	None
Tulsa, Oklahoma	585,068	573	135,000	24	244,312	2	1965	None
average:	**1,059,933**	**516**	**231,611**	**20**	**296,485**			
Index City Libraries								
Charlotte Mecklenburg, North Carolina	902,803	526	157,000	24	385,645	1	1903	1989
Hennepin County, Minnesota	1,122,093	2,000	353,000	40	651,774	1	1885	2006
Columbus Metro, Ohio	843,582	343	255,400	20	297,546	3	1907	1991
King County, Washington	1,211,175	2,028	None	44	616,797	8	NA	NA
Vancouver, British Columbia	615,473	44	349,830	21	133,534	0	1995	None
Multnomah County, Oregon	710,025	465	125,000	16	140,762	0	1913	1997
Denver, Colorado	598,707	155	539,424	23	236,315	1	1956	1995
average:	***857,694***	***794***	***296,609***	***27***	***351,768***			

notes:

* Fort Worth population estimate stated as 720,250; used *PLDS* figure for 2009 of 702,850 to be consistent with peers.

** Includes Northwest Branch library due to open in 2010.

*** Number of branch libraries sharing space with other government offices (local, state, or federal).

Table 1.10 *(continued)*
Facilities

library	*patron seats in Central Library (excluding meeting/ auditorium)*	*new branch libraries since 2002*	*rented or leased*	**** number of buildings sharing space*	*total SF per capita*	*Central Library SF per capita*	*Branch libraries SF per capita*
Benchmark City Libraries							
Arlington, Texas	284	2	0	0	0.346	0.172	0.174
Austin, Texas		0	1	1	0.472	0.144	0.328
Dallas, Texas	375	7	1	0	0.771	0.497	0.274
El Paso, Texas	312	2	0	2	0.417	0.166	0.251
Fort Worth	**260**	**2****	**0**	**2**	**0.464**	**0.249**	**0.215**
Houston, Texas	450	0	1	5	0.498	0.120	0.378
San Antonio, Texas	290	4	0	1	0.320	0.149	0.171
Jacksonville, Florida	862	7	0	1	0.816	0.334	0.483
Phoenix, Arizona	689	2	0	0	0.309	0.181	0.127
Tulsa, Oklahoma	336	0	1	0	0.648	0.231	0.418
average:	**429**				**0.506**	**0.224**	**0.282**
Index City Libraries							
Charlotte Mecklenburg, North Carolina	156	4	9	3	0.601	0.174	0.427
Hennepin County, Minnesota	901	0	6	7	0.895	0.315	0.581
Columbus Metro, Ohio	440	0	1	0	0.655	0.303	0.353
King County, Washington	NA	1	6	1	0.509	NA	0.509
Vancouver, British Columbia	1,200	1	7	5	0.785	0.568	0.217
Multnomah County, Oregon	535	0	4	0	0.374	0.176	0.198
Denver, Colorado	2,000	2	1	0	1.296	0.901	0.395
average:	***872***				***0.731***	***0.406***	***0.383***

notes:

* Fort Worth population estimate stated as 720,250; used *PLDS* figure for 2009 of 702,850 to be consistent with peers.

** Includes Northwest Branch library due to open in 2010.

*** Number of branch libraries sharing space with other government offices (local, state, or federal).

Table 1.11
Branch Library Measures

library	*total circulation*	*branch library circulation*	*branch library circulation as % of total*	*total visits*	*branch library visits*	*branch library visits as % of total*	*program attendance*	*branch library program attendance*	*branch library program attendance as % of total*	*branch libraries (SF)*	*branch library circulation per SF of branch library space*
Benchmark City Libraries											
Arlington, Texas	1,865,016	1,466,717	78.6%	1,463,788	1,115,850	76.2%	71,084	47,374	66.6%	64,300	22.81
Austin, Texas	3,791,515	2,999,007	79.1%	3,739,997	3,218,595	86.1%	118,463	113,756	96.0%	253,137	11.85
Dallas, Texas	9,455,396	6,593,790	69.7%	6,788,020	4,584,387	67.5%	203,864	144,970	71.1%	355,812	18.53
El Paso, Texas	1,698,246	1,455,563	85.7%	1,937,627	1,638,219	84.5%	111,941	91,804	82.0%	153,126	9.51
Fort Worth	**4,053,211**	**3,335,411**	**82.3%**	**2,243,349**	**1,934,371**	**86.2%**	**83,265**	**62,499**	**75.1%**	**150,830**	**22.11**
Houston, Texas	5,838,587	5,321,452	91.1%	4,681,767	4,519,939	96.5%	263,748	261,472	99.1%	843,656	6.31
San Antonio, Texas	6,374,109	5,717,340	89.7%	4,267,488	3,566,946	83.6%	220,401	188,881	85.7%	272,913	20.95
Jacksonville, Florida	8,824,972	7,782,007	88.2%	4,994,983	4,147,222	83.0%	202,173	135,592	67.1%	430,036	18.10
Phoenix, Arizona	15,835,088	13,272,075	83.8%	5,167,958	4,413,344	85.4%	177,966	136,771	76.9%	196,732	67.46
Tulsa, Oklahoma	4,860,570	4,389,226	90.3%	3,466,705	3,054,183	88.1%	203,639	189,216	92.9%	244,312	17.97
average:	***6,259,671***	***5,233,259***	***83.9%***	***3,875,168***	***3,219,306***	***83.7%***	***165,654***	***137,234***	***81.3%***	***296,485***	***21.56***
Index City Libraries											
Charlotte Mecklenburg, North Carolina	6,773,993	6,532,676	96.4%	6,161,312	5,578,087	90.5%	575,288	307,529	53.5%	385,645	16.94
Hennepin County, Minnesota	16,676,754	15,505,577	93.0%	6,641,454	6,172,983	92.9%	268,457	248,425	92.5%	651,774	23.79
Columbus Metro, Ohio	17,404,840	15,438,065	88.7%	8,465,141	7,544,494	89.1%	373,044	322,907	86.6%	297,546	51.88
King County, Washington	20,186,630	20,186,630	100.0%	9,614,295	9,614,295	100.0%	428,138	428,138	100.0%	616,797	32.73
Vancouver, British Columbia	9,816,155	7,255,400	73.9%	6,439,572	4,280,243	66.5%	213,595	130,354	61.0%	133,534	54.33
Multnomah County, Oregon	20,394,496	17,389,377	85.3%	4,668,677	3,731,081	79.9%	315,633	293,319	92.9%	140,762	123.54
Denver, Colorado	9,776,905	6,787,223	69.4%	4,339,291	3,134,712	72.2%	355,018	N/A	N/A	236,315	28.72
average:	***14,432,825***	***12,727,850***	***86.7%***	***6,618,535***	***5,722,271***	***84.5%***	***361,310***	***288,445***	***81.1%***	***351,768***	***47.42***

Table 1.12
Productivity Measures

library	*population served*	*total circulation*	*Central Library circulation*	*Central Library circulation per capita*	*branch libraries circulation*	*total visits*	*Central Library visits*	*Central Library visits per capita*	*branch library visits*
Benchmark City Libraries									
Arlington, Texas	369,150	1,865,016	398,299	1.08	1,466,717	1,463,788	347,938	0.94	1,115,850
Austin, Texas	770,753	3,791,515	792,508	1.03	2,999,007	3,739,997	521,402	0.68	3,218,595
Dallas, Texas	1,300,500	9,455,396	2,861,606	2.20	6,593,790	6,788,020	2,203,633	1.69	4,584,387
El Paso, Texas	609,415	1,698,246	242,683	0.40	1,455,563	1,937,627	299,408	0.49	1,638,219
Fort Worth	**702,850**	**4,053,211**	**717,800**	**1.02**	**3,335,411**	**2,243,349**	**308,978**	**0.44**	**1,934,371**
Houston, Texas	2,231,335	5,838,587	517,135	0.23	5,321,452	4,681,767	161,828	0.07	4,519,939
San Antonio, Texas	1,594,493	6,374,109	656,769	0.41	5,717,340	4,267,488	700,542	0.44	3,566,946
Jacksonville, Florida	891,192	8,824,972	1,042,965	1.17	7,782,007	4,994,983	847,761	0.95	4,147,222
Phoenix, Arizona	1,544,575	15,835,088	2,563,013	1.66	13,272,075	5,167,958	754,614	0.49	4,413,344
Tulsa, Oklahoma	585,068	4,860,570	471,344	0.81	4,389,226	3,466,705	412,522	0.71	3,054,183
average:	***1,059,933***	***6,259,671***	***1,026,412***	***1.00***	***5,233,259***	***3,875,168***	***655,863***	***0.69***	***3,219,306***
Index City Libraries									
Charlotte Mecklenburg, North Carolina	902,803	6,773,993	241,317	0.27	6,532,676	6,161,312	583,225	0.65	5,578,087
Hennepin County, Minnesota	1,122,093	16,676,754	1,171,177	1.04	15,505,577	6,641,454	468,471	0.42	6,172,983
Columbus Metro, Ohio	843,582	17,404,840	1,966,775	2.33	15,438,065	8,465,141	920,647	1.09	7,544,494
King County, Washington	1,211,175	20,186,630	-	-	20,186,630	9,614,295	-	-	9,614,295
Vancouver, British Columbia	615,473	9,816,155	2,560,755	4.16	7,255,400	6,439,572	2,159,329	3.51	4,280,243
Multnomah County, Oregon	710,025	20,394,496	3,005,119	4.23	17,389,377	4,668,677	937,596	1.32	3,731,081
Denver, Colorado	598,707	9,776,905	2,989,682	4.99	6,787,223	4,339,291	1,204,579	2.01	3,134,712
average:	***857,694***	***14,432,825***	***1,704,975***	***2.43***	***12,727,850***	***6,618,535***	***896,264***	***1.29***	***5,722,271***

notes: Branch data includes bookmobile data, if library has bookmobile(s).
Contacts = circulation + visits + reference transactions + program attendance.
* Contacts per capita for Central & branch libraries calculated by adding outputs for Central libraries divided by total population; outputs for branch libraries calculated by dividing by total population.

Table 1.12 *(continued)*
Productivity Measures

library	*total reference transactions*	*Central Library reference transactions*	*Central Library reference transactions per capita*	*branch library reference transactions*	*total program attendance*	*Central Library program attendance*	*Central Library program attendance per capita*	*Branch library program attendance*
Benchmark City Libraries								
Arlington, Texas	271,479	63,986	0.17	207,493	71,084	23,710	0.06	47,374
Austin, Texas	257,341	132,750	0.17	124,591	118,463	4,707	0.01	113,756
Dallas, Texas	6,291,217	2,041,495	1.57	4,249,722	203,864	58,894	0.05	144,970
El Paso, Texas	1,473,565	783,279	1.29	690,286	111,941	20,137	0.03	91,804
Fort Worth	**910,464**	**192,933**	**0.27**	**717,531**	**83,265**	**20,766**	**0.03**	**62,499**
Houston, Texas	885,163	121,063	0.05	764,100	263,748	2,276	0.00	261,472
San Antonio, Texas	1,247,934	469,386	0.29	778,548	220,401	31,520	0.02	188,881
Jacksonville, Florida	1,398,585	261,390	0.29	1,137,195	202,173	66,581	0.07	135,592
Phoenix, Arizona	920,088	227,552	0.15	692,536	177,966	41,195	0.03	136,771
Tulsa, Oklahoma	470,385	N/A	N/A	N/A	203,639	14,423	0.02	189,216
average:	***1,412,622***	***477,093***	***0.47***	***1,040,222***	***165,654***	***28,421***	***0.03***	***137,234***
Index City Libraries								
Charlotte Mecklenburg, North Carolina	5,095,598	487,890	0.54	4,607,708	575,288	267,759	0.30	307,529
Hennepin County, Minnesota	875,762	134,863	0.12	740,899	268,457	20,032	0.02	248,425
Columbus Metro, Ohio	1,601,184	541,112	0.64	1,060,072	373,044	50,137	0.06	322,907
King County, Washington	1,610,096	-	-	1,610,096	428,138	-	-	428,138
Vancouver, British Columbia	876,928	481,808	0.78	395,120	213,595	83,241	0.14	130,354
Multnomah County, Oregon	749,664	221,225	0.31	528,439	315,633	22,314	0.03	293,319
Denver, Colorado	821,921	303,300	0.51	518,621	355,018	N/A	N/A	N/A
average:	***1,661,593***	***310,028***	***0.41***	***1,351,565***	***361,310***	***73,914***	***0.09***	***288,445***

notes: Branch data includes bookmobile data, if library has bookmobile(s).
Contacts = circulation + visits + reference transactions + program attendance.
* Contacts per capita for Central & branch libraries calculated by adding outputs for Central libraries divided by total population; outputs for branch libraries calculated by dividing by total population.

Table 1.12 *(continued)*
Productivity Measures

library	*total contacts*	*total contacts per capita*	*total contacts at Central Library*	**total contacts per capita for Central Library*	*total contacts at branch libraries*	**total contacts per capita for branch libraries*	*total operating expenditures*	*expenditures per contact*
Benchmark City Libraries								
Arlington, Texas	3,671,367	9.95	833,933	2.26	2,837,434	7.69	$ 6,775,285	$1.85
Austin, Texas	7,907,316	10.26	1,451,367	1.88	6,455,949	8.38	$ 23,409,733	$2.96
Dallas, Texas	22,738,497	17.48	7,165,628	5.51	15,572,869	11.97	$ 31,923,143	$1.40
El Paso, Texas	5,221,379	8.57	1,345,507	2.21	3,875,872	6.36	$ 9,117,816	$1.75
Fort Worth	**7,290,289**	**10.37**	**1,240,477**	**1.76**	**6,049,812**	**8.61**	**$ 17,573,029**	**$2.41**
Houston, Texas	11,669,265	5.23	802,302	0.36	10,866,963	4.87	$ 36,287,250	$3.11
San Antonio, Texas	12,109,932	7.59	1,858,217	1.17	10,251,715	6.43	$ 30,059,002	$2.48
Jacksonville, Florida	15,420,713	17.30	2,218,697	2.49	13,202,016	14.81	$ 35,583,653	$2.31
Phoenix, Arizona	22,101,100	14.31	3,586,374	2.32	18,514,726	11.99	$ 37,077,604	$1.68
Tulsa, Oklahoma	9,001,299	15.39	N/A	N/A	N/A	N/A	$ 23,046,629	$2.56
average:	***11,713,116***	***11.65***	***2,278,056***	***2.22***	***9,736,373***	***9.01***	***$ 25,085,314***	***$2.25***
Index City Libraries								
Charlotte Mecklenburg, North Carolina	18,606,191	20.61	1,580,191	1.75	17,026,000	18.86	$ 36,720,058	$1.97
Hennepin County, Minnesota	24,462,427	21.80	1,794,543	1.60	22,667,884	20.20	$ 67,940,020	$2.78
Columbus Metro, Ohio	27,844,209	33.01	3,478,671	4.12	24,365,538	28.88	$ 52,811,888	$1.90
King County, Washington	31,839,159	26.29	-	-	31,839,159	26.29	$ 86,133,485	$2.71
Vancouver, British Columbia	17,346,250	28.18	5,285,133	8.59	12,061,117	19.60	$ 44,028,623	$2.54
Multnomah County, Oregon	26,128,470	36.80	4,186,254	5.90	21,942,216	30.90	$ 52,503,945	$2.01
Denver, Colorado	15,293,135	25.54	N/A	N/A	N/A	N/A	$ 34,799,099	$2.28
average:	***23,074,263***	***27.46***	***2,720,799***	***3.66***	***21,650,319***	***24.12***	***$ 53,562,445***	***$2.31***

notes: Branch data includes bookmobile data, if library has bookmobile(s).
Contacts = circulation + visits + reference transactions + program attendance.
* Contacts per capita for Central & branch libraries calculated by adding outputs for Central libraries divided by total population; outputs for branch libraries calculated by dividing by total population.