

Appendices

Appendix A: Survey of Public Library Directors

Appendix B: Measuring Internet Usage

Appendix C: Summaries of Prior State and City Impact Studies

Appendix D: Letter and Forms for Individual Library Economic Impact Estimates

Appendix E: Changes in Library Metrics from 2010 to 2011

Appendix F: Bibliography and References

[PAGE INTENTIONALLY LEFT BLANK]

Appendix A: Survey of Texas Public Library Directors

Part 1: Initial Email to Library Directors

Part 2: Reminder Email to Library Directors Who Had Not Yet Responded

Part 3: Survey Instrument

Initial Email to Library Directors

Subject: Texas Public Library Economic Benefits Survey

Body: Dear Director [LastName]:

On March 2nd, Peggy D. Rudd, Director and Librarian of the Texas State Library and Archives Commission, sent you an email about a project on the Economic Benefits of Texas Public Libraries. In her email, Director Rudd mentioned a short questionnaire to collect information essential for the project.

This brief survey questionnaire, which can be accessed by clicking on the link below, will require less than 15 minutes of your time. All information and responses gathered from the survey will be kept confidential. No responses from individual libraries will be identified. Only aggregate responses will be provided in the final report, unless we specifically ask for your permission to identify your library.

Here is the link to this very brief survey: <http://www.surveymonkey.com/s.aspx>

Your knowledge about the benefits of your library's services are critical if we are to compile accurate statewide information. Please share your information with us and respond by noon on Friday, March 16.

If you have any questions about the survey or the overall project, please contact me at jj@ic2.utexas.edu or 512-471-6990.

Thank you.

Sincerely,
James E. Jarrett, Ph.D.
Bureau of Business Research
The University of Texas at Austin

Please note: If you do not wish to receive further emails from us, please click the link below, and you will be automatically removed from our mailing list.

<http://www.surveymonkey.com/optout.aspx>

Reminder Email to Library Directors Who Had Not Yet Responded

Subject: Reminder—Library Economic Benefits Survey

Body: Dear Director [LastName]:

On March 2nd, Peggy D. Rudd, Director and Librarian of the Texas State Library and Archives Commission, sent you an email about a short survey on the Economic Benefits of Texas Public Libraries. And on March 8th, we sent an email with a link to that short survey.

You will be able to access the questionnaire also by clicking on the link below. Please remember no responses from individual libraries will be identified—only aggregate responses will be provided in the final report, unless we specifically ask for your permission to identify your library.

Here is the link to this very brief survey:

<http://www.surveymonkey.com/s.aspx>

Your knowledge about the benefits of your library's services are critical if we are to compile accurate statewide information. Please share your information with us and respond by noon on Thursday, March 22.

If you have any questions about the survey or the overall project, please contact me at jj@ic2.utexas.edu or 512-471-6990.

Thank you.

Sincerely,
James E. Jarrett, Ph.D.
Bureau of Business Research
The University of Texas at Austin

Please note: If you do not wish to receive further emails from us, please click the link below, and you will be automatically removed from our mailing list.

<http://www.surveymonkey.com/optout.aspx>

Survey Instrument

1. Background Information

Q1. What is the population of your library’s legal service area? Please choose from the available population ranges, based on your response in the 2011 Texas Public Libraries Annual Report.

- 1,000,000 or more
- 500,000-999,999
- 250,000-499,999
- 100,000-249,999
- 50,000-99,999
- 10,000-49,999
- Under 10,000

Q2. To conduct one part of this project, we need information about the percentage of your operating funds that are spent inside your service area and the percentage of your operating funds that are spent outside your service area, for example, employing staff who reside in a different county (if outside your service area) or purchasing books from Baker & Taylor in North Carolina. Please provide your best estimate of the percentage spent inside your service area for each type of expenditure listed below. If you wish to explain any unusual circumstances, please do so in the “Other” space provided below.

	<u>Nearly all</u> <u>(90+%)</u>	<u>Most</u> <u>(75% to 90%)</u>	<u>More than half</u> <u>(50% to 75%)</u>	<u>Less than half</u> <u>(25% to 50%)</u>	<u>Not much</u> <u>(less than 25%)</u>
Library Employee Salaries & Benefits					
Other Library Operating Expenditures					

Q3. In the Texas Public Libraries Annual Report, you are asked to provide data on the “total number of sessions of Public Internet Computers ... during the year.” Please specify below, the maximum length of a single session in your library as well as the maximum length of total time per day that a patron is permitted to use a computer with Internet access.

<u>No</u>								
<u>Internet</u>								
<u>access</u>								
<u>for</u>	<u>15</u>	<u>30</u>	<u>60</u>	<u>90</u>				
<u>patrons</u>	<u>minutes</u>	<u>minutes</u>	<u>minutes</u>	<u>minutes</u>	<u>2 hours</u>	<u>4 hours</u>	<u>No maximum</u>	

Maximum length of time for each session

Maximum length of total time per day

Other (please specify)

Q4. Does your library offer wireless Internet access to patrons with their own computers or tablets? If your library does, please estimate the number of patrons who use the wireless service in a typical week.

- Yes, wireless is offered but we cannot estimate the number of users
- Yes, wireless is offered—see below for my estimate
- Wireless will be offered in the near future as noted below
- We have no plans to offer wireless

Please explain, as appropriate

2. Current Business Services

Q5. Your library may provide a range of library services and resources for self-employed individuals, entrepreneurs, small- and medium-sized businesses, job seekers, and members of your local business community. Please rate how beneficial you believe each service is for these individuals, local businesses, and business organizations.

<u>Service</u>					
<u>Not</u>	<u>Not</u>	<u>Somewhat</u>	<u>Moderately</u>	<u>Quite</u>	<u>Extremely</u>
<u>Provided</u>	<u>Beneficial</u>	<u>Beneficial</u>	<u>Beneficial</u>	<u>Beneficial</u>	<u>Beneficial</u>

Business periodicals

Business-related programs or workshops

Job application assistance

Directories of businesses (local, state or national)

Economic and/or demographic data and statistics

Specific business-related databases

Small-business, self-employed tax information

**Access to the Internet/
broadband in general**

Access to financial/agricultural market prices

Access to government documents, databases, resources

Other Business Services (please describe briefly)

Q6. Which are the two most important services (or activities, resources, or collections) provided by your library to local businesses and the business community? Please specify below the most important, the second most important, or if they are equally important. If they are equally important, please name both only in the last box.

Most Important:

Second Most Important:

Equally Important:

Q7. Does your library have any special services, on-going programs, or strategic partnerships with local businesses or business groups and associations? If your library does, please describe them briefly.

Q8. We are seeking specific examples in which a public library's services/programs have generated economic benefits for individuals and businesses in its community. Examples might include:

- enabling local residents to obtain occupational certifications and job training;
- locating reference information that increases sales of an existing product;
- providing regular Internet access for self-employed individuals, local entrepreneurs, and ranchers;
- allowing local residents to apply for disaster assistance or other government programs;
- hosting regular meetings of business leaders/economic development staff;
- finding information to help a local resident start a new business or market a new service/product.

Does your library have a possible example which might be of interest to others and about which you could provide more information? If so, please describe briefly, and we will contact you by telephone.

Q9. Please list any services or resources that you are not currently providing that would help to improve the value of your library/library system for self-employed individuals, entrepreneurs, small- and medium-sized businesses, or members of your local business community.

Q10. We might be conducting in-library surveys in a number of “volunteer libraries.” One survey would be of general library patrons. A second survey would be of self-employed individuals, small businesses, and representatives of the business community. We would conduct the survey and provide results specifically to you, as well as combine all the results from all “volunteer libraries” and include them in statewide totals. If you may be interested in becoming a “volunteer library,” please check the appropriate box and provide a phone number/email address for the person we should contact to discuss such a survey. Indicating your interest at this time does not commit you (or us) to proceeding with a survey.

	Business Survey	Patron Survey
<i>Yes</i>		
<i>Maybe</i>		
<i>No</i>		
Name of person to contact and email/telephone number		

[PAGE INTENTIONALLY LEFT BLANK]

Appendix B: Measuring Internet Usage

The key data sources for developing the value of Internet access were the data elements from the *Annual Report for Local Fiscal Year 2011* administered by Texas State Library and Archives Commission (TSLAC) and a spring 2012 survey of all public library directors in Texas administered by the Bureau of Business Research (BBR) at the University of Texas at Austin.

Data from the TSLAC 2011 Annual Report compiled the number of computer sessions provided to library users by all but one major public library (Dallas) in Texas. For that library, we used the figure from the prior year’s reported data of 616,171.

The survey performed by the BBR asked each library director a number of questions, including the following:

In the Texas Public Libraries Annual Report, you are asked to provide data on the “total number of sessions of Public Internet Computers ... during the year.” Please specify below, the maximum length of a single session in your library as well as the maximum length of total time per day that a patron is permitted to use a computer with Internet access.

<u>No</u>	<u>15</u>	<u>30</u>	<u>60</u>	<u>90</u>	<u>2 hours</u>	<u>4 hours</u>	<u>No</u>
<u>Internet</u>	<u>minutes</u>	<u>minutes</u>	<u>minutes</u>	<u>minutes</u>	<u>hours</u>	<u>hours</u>	<u>maximum</u>
<u>access for</u>							
<u>patrons</u>							

Maximum length of time for each session

Maximum length of total time per day

Responses to that question were obtained from 394 of the 569 libraries that received the survey. The answers ranged from 15 minutes to 4 hours, with 106 library directors stating that they did not have maximum lengths for their sessions. Some of the library directors who set a time limit stated that the time limit could be ignored if no other patrons were waiting.

For each of the 288 public libraries for which both numbers were reported, we multiplied the number of sessions by the length of sessions and added those numbers together. This number was then divided by the total number of computer sessions across all 288 reporting libraries, to obtain an average session length across all the libraries. The number of sessions reported for the surveyed libraries was added

together and multiplied by the average session length previously identified. This method resulted in an average session length of 1.163127 hours.

11,581,336	Total Hours Reported by 288 Libraries
9,957,069 sessions	Divided by Total Sessions reported by 288 libraries
1.1631	Average Session Length

The average session length was then multiplied by the total number of sessions reported by all Texas public libraries in the TSLAC Annual Report.

18,234,799 sessions	Number of sessions on public library computer terminals
1.16 hours/session	Time the length of each session
\$15.00 cost/hour	Times the cost of renting time on a computer terminal
\$317,285,503	Equals value of computer terminals in public libraries, 2011

As noted in the main body of this report, the value of \$15.00 per hour of Internet-capable computer usage is largely established by FedEx Office. There are a few less expensive companies, but they are relatively uncommon and they are not chains. A number of other library impact reports also have used the FedEx Office (or Kinko's number) as their value:

- Southwestern Ohio, Value for Money: Southwestern Ohio's Return from Investment in Public Libraries, by Levin, Driscoll & Fleeter, June 22, 2006;
- Philadelphia, The Economic Value of The Free Library In Philadelphia, University of Pennsylvania Fels Institute of Government, October 21, 2010;
- Massachusetts Library Association Legislative Committee (September 2008) (<http://www.maine.gov/msl/services/caexplantion.htm>);
- Maine State Library (<http://www.maine.gov/msl/services/caexplantion.htm>)

Detailed Discussion of Wireless Internet (Wi-Fi) Access

The Bureau of Business Research survey question on how many library patrons used the library's Wi-Fi was:

Does your library offer wireless Internet access to patrons with their own computers or tablets?

If your library does, please estimate the number of patrons who use the wireless service in a typical week.

Answers varied significantly from library to library, with estimates ranging from fewer than 1 patron per week to more than 6,000 uses per week. A total of 163 library directors provided estimates, which totaled between 28,028 and 28,702 (some directors gave a low and a high estimate) patrons that use their library wireless networks each week. It was determined through a chi-square test that these 163 libraries were similar to the universe of Texas public libraries.

Another 186 library directors stated that their libraries provided Wi-Fi access, but they were unable to estimate the number of users. Because the 163 libraries that provided estimates were representative of all libraries, we were able to project estimates to the other communities. In essence, we assumed that the average weekly number of uses for libraries whose directors were unable to provide estimates will be the same as for the 163 libraries that provided estimates.

The total number of users was estimated by multiplying the total number of libraries (569) by the percentage of libraries that provide Wi-Fi access to their patrons (87.9%), then multiplying that number by the average number of wireless uses per library per week (mid-point of range 28,028 and 28,702 or 28,365), and then by 52 weeks to generate an annual total. After rounding, this method results in an estimate of 4,510,398 user log-ins via wireless per year.

There are reasons to think this number is conservative, as in some cases it depends on the librarians being aware of those connecting via Wi-Fi. Some patrons purposefully seclude themselves in quiet un-inspected areas in order to avoid distractions, and some patrons visit their library after hours to use the wireless network that extends beyond the building's walls. A much more important reason is that there is a difference between number of patrons and number of log-ins. The latter obviously is a larger number because some patrons will log-in multiple times a day or during the week, and library directors were asked only to estimate the number of users, not log-ins. On the other hand, some library directors may have counted

a single patron multiple times if he or she used wireless several times during the week. In the end, we do not know how conservative the number is, but we think it is lower than the actual number. Also the value being used for wireless is much less than the value assigned to Internet access when public library terminals are used—that figure was \$15 per hour.⁴⁸

The equation used to estimate a monetary value for the Wi-Fi access provided by public libraries is:

$$\begin{aligned} & \text{number of uses per week reported by libraries} \\ & \text{divided by number of libraries who reported} \\ & \text{times number of libraries in Texas} \\ & \text{times percentage of libraries that provide wireless access} \\ & \text{times 52 weeks per year} \\ & \text{times } \$5 \text{ per use of wireless internet access} \\ & \hline & \text{Equals value of wireless internet access provided by public libraries} \end{aligned}$$

The actual computation follows:

28,365	number of users per week reported by libraries
divided by 163	divided by number of libraries who responded
times 569	times number of public libraries in Texas
times 0.876	times percentage of libraries that provide wireless access
times 52	times 52 weeks per year
times \$5	times \$5 per use of wireless internet access
	<hr/>
\$22,551,992	annual value of Wi-Fi

⁴⁸ None of the libraries surveyed tracked the length of any sessions using wireless networks. It is unclear if patrons are using the wireless network for a few minutes, an hour, or longer.

Appendix C: Summaries of Prior State and City Impact Studies

States

Colorado

Florida

Indiana

Pennsylvania

South Carolina

Wisconsin

Cities

Charlotte

Philadelphia

Seattle

Consortium of Southwestern Ohio Municipalities

Colorado

Public Libraries – A Wise Investment: A Return on Investment Study of Colorado Libraries (2009), Library Research Service, University of Denver

Goals

This regional, contingent valuation study measured the return on investment (ROI) to Colorado's taxpayers from eight Colorado public libraries in 2006. It focused on 1) difference in monetary costs patrons incurred using public library services versus using alternative services; and 2) the ratio between the total investment in public libraries and the libraries' measurable outputs. Another component of the study investigated the relationship between library usage and the urban or rural setting of the communities. The study team publicized these discoveries of the Colorado libraries on web pages and created an online calculator to help other libraries determine the value of their services and estimate their own ROI ratios.

The eight participating, geographically diverse libraries were: Cortez Public Library, Denver Public Library, Douglas County Libraries, Eagle Valley Library District, Fort Morgan Public Library, Mesa County Public Library District, Montrose Library District, and Rangeview Library District.

Methodologies

Cost of Alternative Use: The study used data reported by participating libraries and data from a survey of approximately 5,000 library patrons. At each library, the patrons were asked about their library use and the perceived monetary worth of library services to them. Specifically, patrons were asked how much they would be required to pay in order to receive similar services elsewhere. Interviews conducted with library staff and community members also provided information on the economic value of library services. Information about the costs of providing library services came from data on library staff expenditures and library spending with vendors and contractors.

Cost of Lost Use: The cost of lost use is an estimated value of the direct benefit that the patrons would lose if their library did not exist. To estimate this value, the study team derived a lost use value for each survey respondent. Patrons who responded that their needs would be fulfilled elsewhere had a lost use cost of zero. Patrons who would not have fulfilled their needs elsewhere were assigned a lost use

value on par with the mean alternate cost of patrons who visited the specific library for similar reasons but had other channels to fulfill their needs.

Direct Local Expenditures & Library Staff Compensation: Both direct local expenditures and staff compensation were calculated based on the libraries' reported data.

Halo Spending: The research team referred to a study conducted in the United Kingdom that concluded that 23% of halo spending (purchases made by library users from vendors and business that are located close to the library) would not have occurred without the libraries.

ROI Ratio Calculation: Total investment returns for taxpayers were calculated as follows:

- **Cost to use alternatives** = Number of visits × Peer average alternative cost × Percent of peer's visits where patrons would have used alternative sources;
- **Lost Use** = Number of visits × Peer average lost use cost × Percent of peer's visits where patron would have **not** used an alternative source;
- **Direct Local Expenditures** = Total operating expenditures × Percent of peer's operating expenditures spent locally;
- **Compensation for Staff** = Total staff expenditures for salaries and benefits;
- **Halo Spending** = Number of visits × Average peer's amount spent elsewhere × 23%.

The study then divided the sum of these total returns by the total local taxpayers' investments (costs) in the library to find the ROI ratio for each library.

Results

Regional ROI Ratios: At seven of the nine participating libraries, patrons realized between \$4 and \$6 of value for each \$1.00 spent. Two outliers among the participating libraries—Cortez and Fort Morgan— demonstrated higher ratios because of their different funding sources (i.e., municipal governments etc.) and patrons (i.e., county residents etc.).

**COLORADO PUBLIC LIBRARY
RETURN ON INVESTMENT (ROI) FINDINGS SUMMARY**

Library	ROI per \$1.00
<i>Cortez Public Library*</i>	\$31.07
<i>Fort Morgan Public Library*</i>	\$8.80
Montrose Library District	\$5.33
Douglas County Libraries (District)	\$5.02
Denver Public Library	\$4.96
Rangeview Library District (Adams County)	\$4.81
Mesa County Public Library District	\$4.57
Edge Valley Library District	\$4.28
Median	\$4.99

Extrapolated State ROI Ratios:

To obtain ROIs for the entire State of Colorado, the ROI ratio of each participating library was weighted by the library’s population. The team actually calculated three state ROI ratios, with differences based on the how conservative some measurements were. The least conservative ratio was \$6.39, the intermediate ratio was \$5.51, and the most conservative was \$5.31.

Other Findings:

- 1) Well-funded and staffed libraries had higher participation in literacy programs, lectures, and classes.
- 2) Differences in metro/non-metro resource usage was most noticeable in regards to technological resources — metropolitan patrons more frequently accessed their public libraries remotely and were more likely to download e-books.

Florida

Taxpayer Return on Investment in Florida Public Libraries (2010) by Phyllis K. Pooley et al.

Haas Center for Business Research and Economic Development at the University of West Florida

Goals

This study updated a prior study conducted in 2004 by analyzing 2008 data and expanded its scope. A state-wide survey was conducted and the econometric model REMI was used to investigate public libraries' direct, indirect and induced effects to the state economy.

Methodologies

REMI (Regional Economic Models, Inc.): This model used financial data of various organizations and household spending patterns of specific income levels to show the economic linkages between public libraries and other sectors.

Surveys: To understand patron demographics and service patterns, the team conducted a statewide survey of adult library users and of organizations such as public and private K-12 schools, universities, businesses etc. Overall, 2,998 adults and 167 organizations responded.

Results

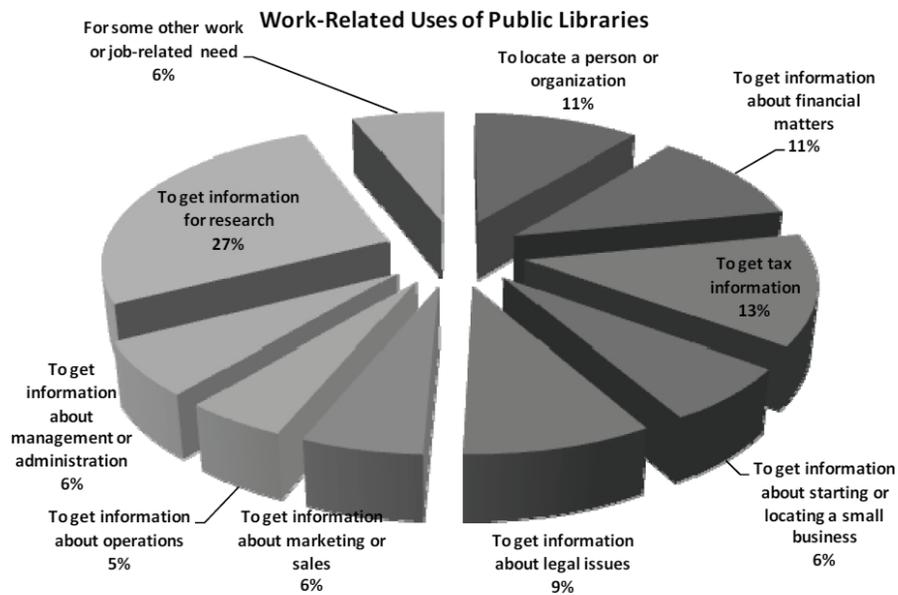
Based on the inputs used in the REMI model:

- Florida public libraries returned \$8.32 per \$1.00 invested from all sources.
- Every \$3,491 of public spending on Florida libraries created one job in the economy.
- Every public support dollar for Florida public libraries increased the value of all goods and services produced in the state (its Gross Regional Product) by \$10.57.
- “If funding for public libraries was reallocated across Florida government sectors, the result to the state economy would be a net decline of \$15.2 billion in wages and 189,500 jobs” (p. 3).

It should be noted that the methodology used in estimating public libraries' benefits in Florida was different from that used in other state level impact studies. In this study, more than \$4 billion in benefits was attributed to "Total Net Benefits to Users — the added cost to use alternatives if no public library existed". Without this component, the cost-benefit-analysis ratio would have been much more in line with that of other states.

County libraries' economic impacts in their respective communities were also estimated. These libraries' return-on-investment figures range from a return of \$2.58 (Lee County) to \$30.35 (Holmes County) for each dollar invested.

The surveys revealed that for 2008/09 there were 84.3 million in person visits to public libraries in Florida and 60.1 million virtual visits. State residents used the libraries 7.8 times per resident per year on average, which was an increase from the 5.24 times per year in 2004. While more than half (58%) of all library uses were personal and recreational, the other 42% of uses involved work-related needs such as research and receiving help on entrepreneurship, finances, and taxes. (Please see nearby graphic.)



Indiana

The Economic Impact of Libraries in Indiana (2007), Indiana Business Research Center (IBRC) at the Kelley School of Business, Indiana University

Goals

This statewide study measured both the direct and indirect economic benefits of Indiana's libraries. Both general public libraries and academic libraries were included. A wide variety of library services were valued.

Methodologies

Values of Library Services: Researchers assigned each individual library service an estimated monetary value based on its market value. (Market value was determined differently across the services.) The total value of the service was then calculated by multiplying the individual values by the number of times the services were provided to library patrons.

LIBRARY SERVICE	INDIANA EVENT CATEGORY	LIBRARY SERVICE PRICE
Children's books borrowed	Children's books circulation	\$4.14
Young adult and adult books borrowed	General (non-children's circulation)*	\$7.42
Videos/film borrowed	General (non-children's circulation)*	\$1.00
Audio/music borrowed	General (non-children's circulation)*	\$3.00
E-books downloaded	General (non-children's circulation)*	\$7.42
Magazines/newspapers read	Number of computer using patrons (proxy)	\$0.25
Computer access services	Number of computer using patrons	\$0.50 per user hour
Reference and research services	Number of computer using patrons	\$10.00
Special events, adult education programs and other workshops	General (non-child) program attendance	\$4 per person per program event
Children's programs	Children's program attendance	\$4 per person per program
Meeting space	Number of non-library program events	\$75
Encyclopedias, dictionaries, almanacs, data downloads, parent-teacher materials	Treated as free, no reasonable proxy data	free

* Circulation data for non-book media is estimated based on the proportion of total holdings accounted for by a given medium.
Source: IBRC, using Indiana State Library data

Indirect Economic Benefits of Libraries: Indirect impacts were defined as “the additional activity in the economy triggered by library expenditures on goods and services” (p. 21). The research team used input-output analysis to estimate the additional economic activities generated throughout the state by the more than 2,000 employees supported by library expenditures.

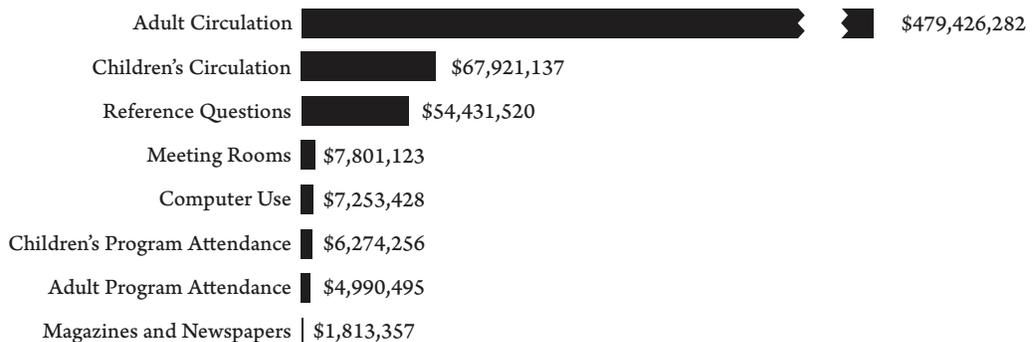
Surveys: The research team conducted four surveys, each centering on the capacity of public libraries to respond to the needs of businesses and general patrons. The first survey of 101 library directors represented 42 percent of all Indiana public libraries. The second survey of 119 library staff represented a wide range of libraries from those serving fewer than 700 people to those providing for more than 300,000. The third survey was of patrons age eighteen and older. The fourth survey was of 96 community leaders, including those involved with school districts, businesses, chambers of commerce, community foundations, local economic development organizations, elected officials, and economic development agencies.

Case Studies of Local Libraries: Twelve Indiana communities were examined in depth to describe how libraries provide business resources.

Results

Each dollar invested in Indiana libraries brought \$2.38 in direct economic benefits to taxpayers. Library salaries and expenditures generated \$216 million, and public libraries provided nearly 6,900 jobs. The indirect impacts aggregated to an additional \$67.7 million in economic benefits and another 537 jobs. The libraries’ induced economic effects (spending on goods and services by households of library staff and by firms who provide goods to the libraries) added 1,448 jobs and \$148 million.⁴⁹ Academic libraries generated another \$112 million for the economy.

Individual library services values were computed as shown in the nearby graphic.



⁴⁹ The healthcare industry, for example, gained \$23 million from induced spending associated with the libraries.

The surveys revealed that 72% of community leaders believed libraries contribute to their local economic prosperity. Even more, nearly 90% indicated that libraries improve the quality of local life.

Researchers recommended that Indiana libraries enhance their services to business communities by tailoring services to local businesses. Additional recommendations include refining and expanding data collection for greater understanding of libraries' economic impacts; helping local libraries develop their own benefit-cost analyses; and aggressively promoting public libraries' economic significance.

Pennsylvania

(2007) by José-Marie Griffiths et al. School of Information and Library Science, University of North Carolina at Chapel Hill

Goals

This statewide study assessed the economic benefits of Pennsylvania's public libraries including their contributions to the state's overall economic well-being. The study reviewed the extent of in-library usage, remote use of libraries through the Internet, and elaborated on the services used.

Methodologies

Statistics: The project analyzed the Annual Pennsylvania Library Statistics provided by the Commonwealth of Pennsylvania, Office of Commonwealth Libraries.

Surveys: The project team conducted four surveys in the spring of 2006. The first was a statewide, random digit dial telephone survey of adults 18 years old and over, for a total of 1,128 interviews. The second was an in-library patron survey held at 19 representative public libraries. A total of 2,614 visitors responded to the in-library surveys. These two surveys obtained information about common public library use and data for determining the value of library services. The third survey was conducted of 226 librarians at school, university and college, business and non-profit organization libraries. This survey gathered data on other types of library uses not included in the first two surveys. The fourth survey of librarians at 112 public libraries obtained information for the REMI economic input-output model. A key component in all surveys was what visitors would do to obtain the same resources they derived from their last library use if libraries did not exist.

REMI Estimate of Return on Investment: The economic input-output model REMI was used to estimate the impact of public libraries on economic sectors over time. The model also documents the direct, indirect, and induced economic effects from library expenditures and services.

Results

The report concluded that, for every dollar invested in Pennsylvania's public libraries, the state's taxpayer gained \$5.50 in return. The surveys also indicated that it would cost public library users \$964 million more to obtain needed or desired information if there were no public libraries. Patrons who do not know any alternative

means by which to obtain information would lose \$84 million. Furthermore, \$180 million in wages and salaries of library employees would be lost to the economy without libraries. The state would also lose \$68 million from in-state purchases made by the libraries. Revenues generated by non-library vendors operating inside libraries, such as gift shops, vending machines, copying services, which totaled \$1 million, would also be lost if there were no libraries.

Libraries induce a “halo” effect when patrons use local shops, restaurants, and other services before or after their library visits. The project team cited a U.K. study in concluding that about 23 percent of the revenue from this “halo” effect would be lost without public libraries.

South Carolina

The Economic Impact of Public Libraries on South Carolina (2005), by Daniel D. Barron, Robert V. Williams, Stephen Bajjaly, Jennifer Arns, and Steven Wilson, The School of Library and Information Science, University of South Carolina

Goals

The study sought to determine (1) the direct and indirect economic benefits of public libraries to South Carolina residents; and (2) to what extent patrons felt that public libraries contributed to their overall economic well-being. Special areas of emphases included: the perceived values of public libraries, the usage of library services by businesses and individual investors, and the libraries' provision of job-related services.

Methodologies

Direct Economic Benefits:

The research team used data reported by South Carolina State Library to derive a monetary value for each of the services that the state's public libraries provided. The specific calculations were:

- **Total impact of all public library expenditures on the state's economy:** (Total operating expenditures + Total capital expenditures) - 75%⁵⁰ × Total collections expenditures.
- **Total Non-Tax Funds Received by all SC Public Libraries:** Total operating revenue from federal funds + Operating revenue from other funds + Capital revenue from federal funds + Capital revenue from other funds.
- **Loans of books to patrons:** Value of a book = 50% × 2001 average price of hardbacks and trade paper books of \$10.00 (i.e. \$5.00 per item). Total book loan value to users = Total circulation of both juvenile books and adult books × \$5.00.
- **Non-print materials (video, etc.):** For each non-print item, the team assigned the value \$8.76 based the average 2001 price for compact disc, tape cassettes, and VHS cassettes. Total non-print materials value to users = Total circulation of juvenile and adult non-print materials × \$8.76.
- **Magazines and newspaper:** The 2002 average subscription cost of magazines and newspapers was \$200.00. The total value of library subscriptions

⁵⁰ The study did not give a rationale for choosing 75%.

= Total number of all newspaper and magazine subscriptions in each library
 × \$200.00 per subscription.

- **Reference questions answered:** Researchers estimated that each e-mail, phone, and in-person reference question required 30 minutes to answer. With South Carolina’s state median hourly wage in 2002 at \$12.00, each reference transaction was valued at \$6.00. Total value of reference questions answered = Total number of reference transactions × \$6.00.⁵¹
- **In-library use of materials:** The total usage of unspecified materials inside all public libraries × \$2.43. It is unclear if these are reference materials or other materials.
- **Facilities and equipment use:** Total operating expenditures × \$0.10.

Indirect Economic Benefits:

The study referred to an estimate frequently cited by economists to calculate the indirect economic benefits of public libraries: “about \$0.36 is retained in the local/regional economy for every \$1.00 spent (for wages, capital expenditures, etc.) as a secondary impact. When third, fourth, etc. level impacts are considered the figure goes to about \$0.637 for every \$1.00 spent.” The study therefore calculated the indirect economic benefits as: Total expenditures (excluding 75% of the collection cost expended out of state) / (divided by) 0.637.

Surveys of Patron Perceptions: This study surveyed self-selected individuals who visited the public libraries either in person or on public library web sites during March 2004. The web-based surveys included four separate data gathering instruments corresponding to the four functional areas the team wanted to explore (see “Goals”). Patrons’ responses were matched to their respective counties by means of different survey URLs. Libraries that could not electronically participate in the study printed out surveys for patrons. The library staff entered the patron responses and provided hard copy results to the researchers. All libraries and branches had access to the surveys.

Results

South Carolina’s public libraries generated total direct economic impacts of approximately \$222 million. State and local government costs were \$77.5 million for these

⁵¹ The study did not specify whether this was the median hour wage for librarians. The language was: “with a South Carolina 2002 median hourly wage of \$12.00,” and that it is “an average community hourly salary”.

services. Therefore, every \$1 spent by state and local governments on SC public libraries generated a direct return on investment of \$2.86. The libraries also generated an indirect economic impact of around \$126 million for the state's economy. Therefore, the public libraries provided taxpayers a total direct and indirect return on investment of $\$2.86 + \$1.62 = \$4.48$. In other words, for each \$1 of state and local funds invested, \$4.48 in benefits were returned, a 348% return on investment.

Findings about patron perceptions were interesting. For public libraries and quality of life:

- 92% of patrons felt public libraries improved their quality of life.
- 73% said they obtained personal fulfillment through libraries.
- 37% said that libraries helped with life-long learning.

For public libraries and businesses:

- 47% said that public libraries increased local property values.
- 38% affirmed that the libraries attracted new businesses to the community.
- 44% indicated that libraries also attracted patrons to local businesses.
- 78% of business users said information obtained from the public library contributed to the success of their business.
- 23% of business users estimated their costs would increase between \$500 and \$5,000 without access to public library information, while 7% estimating that costs would increase by \$5,000 or more.

For public libraries and personal finance:

- 32% of patrons managed personal finances or saved money through information or services provided by the libraries.
- 11% patrons obtained new jobs with the help of the libraries.
- 32% of all respondents believed the dollar value of the information obtained from the public library was between \$10,000 and \$1 million.

Wisconsin

The Economic Contribution of Wisconsin Public Libraries to the Economy of Wisconsin
(2008) NorthStar Economics, Inc, Wisconsin

Goals

This study described how Wisconsin public libraries affected the economic well-being and quality of life in the state. Specifically, it identified library activities and services that supported economic development, delved into how patrons and businesses used libraries, and estimated costs of patrons' alternatives to library services in the absence of a public library.

Methodologies

Direct Economic Contribution: The research team measured libraries' economic contributions from staff compensation, library operating expenses, construction, maintenance, and visitor spending. Most data was derived from 2006 Wisconsin Public Library Service Data, with visitor spending based on prior academic studies of the University of Wisconsin Madison and the University of Wisconsin-Oshkosh.

Job Generation: Jobs attributable to public library spending were comprised of: (1) in-library staff jobs; (2) jobs generated by non-payroll library expenditures; (3) jobs in industries serving library workers; and (4) jobs generated by visitor spending. The research firm used the IMPLAN econometric model to simulate job generation in these areas.

Income and Sales Tax Revenue Generation: State income and sales taxes attributable to library spending were calculated using a basic model of the Wisconsin Department of Revenue. Property taxes were estimated from prior studies in Wisconsin about homeownership and property taxes paid by employees.

Value of Services: The value of each library service was measured relative to alternatives—how much would the same service cost in an open marketplace? Some services, such as the value of providing community meeting space, could not be calculated due to insufficient information about alternatives. Core library service values were determined as follows:

- **Children's Materials:** Each circulation transaction of a children's book was valued at the average 2006 price of children's books as reported in Bowker's *Books in Print* discounted by 80%—in other words, the value of each chil-

dren's book checked out was 20% of the average new book price. This value (\$4.40 per book for circulation transaction) was then multiplied by the number of circulation transactions for children's materials to arrive at the total value of circulating children's materials.

- **Adult Materials:** The same methodology was used as for children's materials. Each circulation transaction was valued at \$7.33. Next, the number of adult book circulation transactions was multiplied by this amount (\$7.33) to obtain a statewide value.
- **Reference Transactions:** The average hourly wage for Wisconsin reference librarians was \$23.19 according to the Wisconsin Department of Workforce Development. Each reference transaction was assumed to last $\frac{1}{4}$ hours. Therefore the value of one reference transaction = $\frac{1}{4} \times \$23.19 = \5.79 . This value was then multiplied by the number of reference transactions in all libraries during 2006 to obtain the statewide aggregate value.
- **Computer / Internet Access:** Computer use was valued based on their maintenance cost to the libraries. The team estimated that the 5,386 computers of the Wisconsin public libraries were in use 1,322 hours per year. The value of each hour of computer use = \$4, including \$0.5 of annual hardware costs and \$3.50 operating costs per hour per computer.
- **Children's Programs:** The value of children's programs was calculated as the total attendance multiplied by a market price proxy for the value of a typical program used in prior studies (e.g. Indiana) and a brief survey of children's programs in Wisconsin.
- **Adult Programs:** Followed the same methodology as for children's programs.

Survey Questionnaire: A statewide survey of library patrons gathered input about library use, library alternatives, attitudes about public libraries, and patron demographic information. More than 2,500 geographically diverse individuals in Wisconsin responded to the survey. Survey respondents were specifically asked about the different ways their lives would be affected if their public libraries did not exist, and their estimation of how much they would have to pay commercial providers for services currently provided by public libraries.

SWOT / Gap Analysis: A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was conducted with 29 focus groups in Wisconsin to analyze the public libraries' performances and improvement opportunities. A gap analysis examined the needed, but currently lacking, library services or resources.

Results

In the 2006 fiscal year, Wisconsin public libraries contributed \$753,699,545 to the state's economy, a return of \$4.06 for each dollar of taxpayer investment. This total was comprised of: (1) the total economic value of public library services — \$427,914,334; and (2) the total economic value of library operations, staff spending, and visitor spending — \$326,627,832.⁵²

Public libraries employed 3,222 full-time employees and indirectly supported an additional 3,058 workers, for a total of 6,280 jobs in the state. The income, sales, and property tax revenue generated by public libraries' economic activities was nearly \$24 million.

Survey respondents estimated saving approximately \$205 per month when asked to estimate the amount they would spend if they had to pay for the same services elsewhere by purchasing or renting materials they currently have the option of borrowing from the library.

The SWOT and gap analysis revealed that the strengths of Wisconsin public libraries included their wide range of information and material and their function as a community hub in providing computers, Internet access, and resources otherwise unaffordable for patrons. Weaknesses and challenges included insufficient funding that led to static or lower levels of service and lack of physical space.

The study advised libraries to keep collections and technology up-to-date, build community interest in reading (particularly through summer reading programs and other initiatives), as well as to collaborate with schools, social services, non-profits, community programs, and local businesses.

⁵² These totals did not include the values (or funding) of some services: "...online database resources such as BadgerLink, funding for the regional public library systems that provide services such as partial funding for online catalogs, additional online databases, continuing education, consulting services, delivery of materials between libraries, and more."

Charlotte

Expanding Minds, Empowering Individuals, and Enriching Our Community: A Return on Investment Study of the Charlotte Mecklenburg Library (2010) by Eric Caratao, The University of North Carolina at Charlotte Urban Institute.

Goals

The primary purpose of this study was to determine a quantitative return on investment for the Mecklenburg Library in Charlotte, North Carolina. Secondary objectives were to determine values of individual library services and obtain views from users about their satisfaction with libraries.

Methodologies

Both library data and patron survey data were utilized to estimate values of individual services. Many results were reported as ranges of values rather than as a single, point estimate value.

Direct Economic Impacts: Reported data from the library was used to estimate monetary values of the library's numerous services such as circulation, reference assistance, and events. Monetary values for individual services, for example, a single reference request, were multiplied by the number of uses (e.g. number of reference requests) to obtain the total value of each individual service. A second estimate for each individual service was generated through a survey of 1200 patrons, which asked about the frequency of use of each service and for a *perceived* value of each library service.

Indirect Economic Impact Measurement: Data on local expenditures for the 2008 - 09 fiscal year, including salaries, building costs, and equipment costs, were used to measure the library's indirect economic impact on Mecklenburg.

Results

Overall, the Charlotte Mecklenburg Library was estimated to return between \$3.15 and \$4.57 in direct benefits for every \$1.00 invested. The lower estimate of \$3.15 was based on library data while the higher estimate was calculated through surveying of library users. When local expenditures made by the library were included as a return on investment, the combined direct and indirect economic benefit was between \$4.61 and \$6.03 for every dollar invested.

The yearly values for each individual service, based on library data, were:

- Circulation materials (e.g., books, videos, CDs, and magazines) — between \$24.7 million and \$48.9 million.
- Reference services — at least \$46.4 million and possibly as high as \$76.4 million.
- Library events, such as exhibits, training, tours and programs for children, teens, and young adults — at least \$1.3 million and perhaps as much as \$2.7 million per year to attendees. Cumulatively, the Charlotte Mecklenburg Library provided a value between \$72.5 million and \$128.1 million in quantifiable direct benefits annually from the above services.

Key findings from the patron survey were:

- A household that took advantages of all library services saved between \$9,753 and \$11,565 per year on average.
- Survey respondents spent an average of 21 hours per year taking computer classes or receiving tips from the library staff on using computers.
- Surveyed households reported borrowing an average of 11 children's books per month.
- 87.2 % of survey respondents (87.2%) were satisfied with the library.
- 95.6% of survey respondents viewed the library as an important educational resource.

Philadelphia

The Economic Value of the Free Library in Philadelphia (2010) by Deborah Diamond, Kevin C. Gillen, Fels Institute of Government, University of Pennsylvania, Fels Research & Consulting

Goals

The University of Pennsylvania research team investigated the monetary and qualitative values created by the city's Free Library system in three areas: (1) literacy; (2) workforce development; and (3) business development, especially for small businesses. The team also examined how the proximity to a library affects home prices.

Methodologies

Surveys: The study team surveyed 3,971 library patrons and 85 librarians about library usage.

Monetary Values: The team calculated the monetary values of the library's economic impacts as follows for literacy:

- **Value of Circulation:** The team argued that access to books, particularly children's literature and picture books, increases literacy. The team used a conservative estimate of 1.75 million library books in circulation, excluding books and periodicals for adults. The estimated average cost per book at a bookstore was \$10.52. Therefore the total value of books contributing to literacy = $\$10.52 \times 1.75 \text{ million} = \$18,410,220$.
- **Programs Attended:** The library's literacy programs attracted 260,985 attendees. These programs were an hour long and therefore the team estimated their value at a discounted rate for hourly literacy tutoring rate of \$10. Therefore the total value of literacy programs attended = $260,985 \text{ hours} \times \$10 \text{ per hour} = \$2,609,850$.
- **Databases Used:** The research team believed the library's online databases increase literacy, especially for non-native speakers. Patrons accessed these databases 32,759 times in 2010. The team estimated that each use would

cost patrons \$25 if they were to purchase the database on their own. The total value of databases used = 32,759 sessions × \$25 = \$818,975.

Monetary Values: The team calculated the monetary values of the library's economic impacts as follows for workforce development:

- **Value of Circulation:** Books on workforce development were defined as those related to resume-writing, interviewing, finding a career etc. Their value = 191,256 volumes in the library × \$11.50 average retail price per volume in 2010 = \$2.2 million.
- **Programs Attended:** There were 38,074 visits to the library's hour-long programs for job seekers. Equivalent sessions at workforce service providers cost \$45 per hour. Therefore, the value of the programs = 38,074 hours attended × \$45 per hour = \$1.7 million.
- **Databases Used:** According to the research team, the library's databases functioned like one-on-one job counselors and were used for 1,633 sessions. The estimated price for each session was \$45 based on retail values. Total value of databases sessions used = 1,633 sessions × \$45 per session = \$73,485.
- **Computer/Internet Usage:** 32% of the survey respondents reported using their library computer time for activities related to job application. The value of such computer usage was estimated to be \$15 per hour based on Kinko's and other retail prices. Total value of computer/Internet usage = 32% × 434,312 total computer hours × \$15 per hour = \$2.1 million.

Monetary Values: The team calculated the monetary values of the library's economic impacts as follows for business development:

- **Value of Circulation:** Business-related volumes are those related to entrepreneurship, business planning, marketing, etc. The value of business circulation = 44,478 business-related books × \$18.42 estimated average retail price per volume = \$819,285.
- **Programs Attended:** Hour-long programs for business owners and developers were attended 982 times, and valued at \$30 per hour. Total value of programs attended = 982 sessions × \$30 per session = \$29,500.
- **Databases Used:** Business-related databases provided market research data, competitive business information, and tools to help a business expand. These databases were used 24,480 times, and each session was valued at the cost of a single-time purchase of what the databases provided to patrons.

Total value of data base sessions = 24,480 sessions × \$99 per session = \$2.4 million.

- **Computer/Internet Usage:** 8% of the library computer users used the computers primarily to start, grow, or improve their personal business. The total value of business-related computer usage = 34,744 hours × \$15 per hour = \$521,000.

Value of Property Proximity to Library: The team utilized data from 54 library branches regarding branch size, visitation number, hours, and computer availability to determine if a home closer to a library would have a higher sales value. A multiple regression statistical procedure on sale prices of houses in Philadelphia over a 10-year period was performed, tracking distance of houses from their closest public library. Other amenities that could account for higher sales value, such as proximity to parks, retailers etc. were removed from the analysis. According to the researchers, on average, homes within ¼ mile of a library were worth \$9,630 more than equivalent homes without a library nearby, and homes located within ½ mile of a library were worth \$650 more.

Results

For literacy, the researchers estimated that library services generated a total benefit of \$21.8 million in FY2010. Ten percent of the 3,971 survey respondents indicated that they “couldn’t have learned to read without the library” (page 5). For workforce development, the library provided services valued at approximately \$6 million. An estimated 979 new jobs and hires were attributed to the Free Library’s job-related resources. For business development, the library generated benefits valued at \$3.8 million by helping 8,630 businesses. The research team also credited the Free Library with indirectly adding \$18.5 million in property tax revenues, due to the additional \$698 million in Philadelphia home values because of proximity to library branches.

Seattle

The Seattle Public Library Central Library: Economic Benefits Assessment – The Transformative Power of a Library to Redefine Learning, Community, and Economic Development (2005); Berk and Associates, Inc.

Goals

Researchers sought to evaluate the new Seattle Central Library's impact on Seattle's economy in three areas: (1) local businesses; (2) downtown Seattle's economic and cultural vitality; and (3) Seattle's image to the greater world. The research team examined changes in net spending by out-of-town visitors and Seattle residents, the increased activity at downtown businesses, and the value of the library as an information resource. It also delved into the library's roles as a community gathering place and neighborhood nexus, a catalyst for cultural tourism, and an icon promoting Seattle as a forward-thinking city.

Methodologies

The patron and visitor survey: To quantify the spending in Seattle directly related to the Central Library, the research team asked patrons to estimate how much they would spend during their stay in downtown Seattle. Patrons were also asked to comment on the library's building design, their purpose for visiting, and their interaction with the library.

One hundred and eighty-nine individuals were randomly selected over a six-month period (October 2004 — February 2005) to complete the survey. The survey was administered on both Thursdays and Saturdays to accommodate differences between weekday and weekend traffic, and was performed in person at the top of an escalator on the entrance level.

Interviews with business-owners: The team also conducted 30 in-person and phone interviews with owners and managers of downtown Seattle hotels, retail businesses, and restaurants located within two blocks of the library. The interviews probed whether their specific business had been impacted by the library, whether their business had changed business hours to respond to demand from library patrons, and if they thought extending library hours would affect their business. Directors of art institutes were asked to comment on the library's role in creating a Downtown arts district in terms of joint promotions and ticket sales.

Evaluating media reviews: As media coverage of the library had been extensive, the team examined stories, inserts, and national and international media that featured the library to discern the different ways the library was portrayed. *The New York Times*, *New Yorker*, *Wall Street Journal*, *Washington Post*, and *Chicago Tribune* were among the national publications examined. Local media, such as the *Seattle Post-Intelligencer*, was examined as well.

Results

Net new spending of \$15.6 million in Seattle was associated with the library in its first year of operation. Net new spending was defined as the “incremental spending above and beyond what the old library would have generated” (page. ii). Furthermore, this level of economic activity was projected to continue indefinitely; therefore the approximate, net new spending generated in five years would be \$80 million, \$155 million for 10 years, or \$310 million for 20 years. Coffee shops and restaurants generally reported the greatest increases due to library patron spending, followed by hotels, and retail establishments.

Other unquantifiable benefits that were identified included opportunities for developers and marketers to promote their properties through the library. Further, the library appeared in numerous feature stories, advertisements and promotions of Seattle, as well as fashion magazines. The researchers found an increase in the use of library resources, which would enhance learning, literacy, business productivity, and professional development.

The study concluded that all the above factors made the library a valuable learning space and an attractive destination for inhabitants and tourists alike. The spending by patrons contributed to Seattle’s economy while the publicity contributed positively to Seattle’s image as a literary and forward-thinking city.

Southwestern Ohio

Value For Money: Southwestern Ohio's Return from Investment in Public Libraries
(2006) Lewin, Driscoll & Fleeter

Goals

This study examined the benefits derived from the expenditures at nine public libraries in Southwestern Ohio: the Middletown Public Library and Lane Public Library from Butler County, the Clermont County Public Library, the Public Library of Cincinnati and Hamilton County, and five Warren County libraries – Franklin Public Library, Lebanon Public Library, Mason Public Library, Salem Township Public Library, and Mary L. Cook Public Library. Together they serve four counties and more than 1.5 million people.

Besides circulated materials, the study also examined the libraries' programs and the use of their facilities. For benefits that could not be quantified, the study provided narrative descriptions. For instance, a narrative was provided about elevating literacy and improving patrons' proficiency in finding and using information. Furthermore, the study described how businesses, consumers, homeowners, job-seekers, and investors used public library materials.

Methodologies

The values of these library services were computed as follows:

- **Book Circulation:** The researchers believed that \$9.59 was the average “market price” of a book purchased in 2005, although the original source of this figure was not indicated.⁵³ To reflect the fact that library patrons do not receive the resale value of library materials, the study assigned to each book a final value of 50% of the market price, or \$4.80. Therefore, the total economic benefit of book circulation = 12.1 million books circulated × \$4.80 = \$58.3 million.
- **Film Circulation:** The study estimated the film rental cost outside of Southwestern Ohio public libraries was \$3.00 per rental. As such, the libraries' circulating film collections were valued at \$20.7 million in total.
- **Music Circulation:** 1.3 million circulated music CDs was valued at 50% × \$13.71 each, with \$13.71 being the average acquisition cost of a new CD.

⁵³ The original language was: “Based on the average cost of new book acquisitions, a value of \$9.59 was assigned for each book checked out by a patron.”

Therefore, total value of music CDs circulated = value of each circulation × number of circulation transactions = $50\% \times \$13.71 \times 1.3 \text{ million} = \9 million .

- **Recorded Books:** 1.2 million recorded books × the estimated average cost of \$11.45 per recorded book = \$13.8 million
- **E-Books and Downloadable Books:** 3,800 downloads × the estimated average cost of \$19.56 per downloaded book = \$75,000.
- **Periodical Circulation:** The estimated average cost of periodicals was based on the \$5.00 charge for lost periodical items. Therefore, the total value of periodicals = \$5.00 charge × Number of periodicals circulated = \$2.9 million.
- **Reference Materials and Periodicals:**
 - Non-Circulating Periodicals: 259,824 uses × \$5.00 per use = \$1.3 million
 - Non-Periodical Reference Materials: 16,865 reference items × \$104.47 average cost per item × 50% Discount
- **Reference Questions:** 2.9 million reference questions × \$5 per answer = \$14.3 million.
- **Databases:** Each article was assigned the value of \$10. The market equivalent of all library database use was \$12.8 million.
- **Miscellaneous Services**
 - Computers: 2 million hours of use × \$10 per hour = \$20 million
 - Computer Training: 2,476 training hours × \$25 per hour = \$61,900
 - Outreach Services: 232,000 trips saved by patrons × \$2.00 saved per trip = \$464,000
 - Meeting Room Uses: 6,200 uses × \$50 per use = \$311,000
 - GED Testing Program: 453 participants × \$55 saved by each participant = \$122,485
 - Red Cross Programs: 65 participants × \$30 per participant = \$1,950

Measuring Qualitative Benefits—The study did not quantify the indirect economic benefits resulting from patrons' use of library services. Instead, the study requested each library provide information about their programs and meeting room uses by various population groups. The study highlighted literacy, training, education and employment support, cultural awareness, support for the elderly and the disabled, community cooperation, as well as the variety of meeting room uses.

Results

The nine libraries' combined total annual expenditures were \$74 million. Direct economic benefits were calculated at \$190 million for a return of \$2.56. Additional indirect economic benefits increased the total return to \$3.81.

[PAGE INTENTIONALLY LEFT BLANK]

Appendix D: Letter and Forms for Individual Library Economic Impact Estimates

- Part 1. Invitation Letter to Library Directors for Individual Library Economic Impact Estimates
- Part 2. Data Elements for Individual Library Economic Impact Estimate
- Part 3. Fictitious Sample Write-Up

Invitation Letter to Library Directors for Individual Library Economic Impact Estimates

Dear Director XX:

Recently, you responded to a survey about public libraries' activities in the State of Texas. This survey and the larger project on the economic benefits of Texas public libraries are sponsored by the Texas State Library and Archives Commission (TSLAC).

One part of the project will highlight the economic impacts of individual public libraries for their communities. We will soon be preparing short descriptions for approximately 15 individual libraries within the State of Texas. Libraries have been selected based on several criteria: (1) size of community/service area; (2) answers to the original survey question regarding the location of employees and operating expenditures; and (3) region within Texas. I am contacting you today to ask if you would grant us permission to develop one of these short descriptions for your library.

Should you agree to participate, information for the short descriptions would be drawn from the data you provided to the TSLAC on the *Annual Report for Local Fiscal Year 2012* and your answers to the questions in one of the two attachments: "*Data Elements for Individual Library Economic Impact Estimate*." Based on the data and information from those two sources, we would develop an economic estimate using the IMPLAN economic modeling software.

A fictitious example of what a completed short description would look like is shown in the second attachment: "Economic Impact Example." We would provide basic information about your services, a map of where the library is located, and estimated values of your library services. Values for some of these services are being developed currently (others have been completed), which is why Table 2 is still blank. A third table, Table 3, generated by the IMPLAN software, will document the economic impact of your library as a business entity. And a total economic impact estimate, as shown in the fictitious Table 4, will combine your library services values (Table 2) and the business entity economic impacts (Table 3).

Our request is contingent upon your providing data to the questions in "*Data Elements for Individual Library Economic Impact Estimate*." Without that information, we would be unable to develop an accurate business entity estimate. If you are able to provide this information, we would develop a draft profile and send that to you for your review and comment. Your library would be identified by name, of course. If, for some reason, you decide not to grant permission for publication of the case profile, we would honor that decision.

I hope you will agree to participate. However, if you have any questions, please do not hesitate to contact me via email or at 512-471-6990. If at all possible, please provide a tentative decision by July 6, so that we may contact another library in the event that you, your board, or your city/county officials do not wish to participate.

Thank you.

Sincerely,

James E. Jarrett, Ph.D.
Bureau of Business Research
IC² Institute
The University of Texas at Austin
Austin, TX
512-471-6990

Data Elements for Individual Library Economic Impact Estimate

Library Employees

Total number of full-time and part-time library employees, with no need to convert to full-time equivalents:

Full-time—

Part-time—

Operating Expenditures By Category and By Geography

Vendor data are needed to analyze library purchases by various geographies (your county, your MSA if applicable, and within the State of Texas) and by type of purchase, for example utilities, books, information technology software etc.

Please provide your best estimate for your 10 largest operating expenditures (excluding salaries and benefits for employees) using the table at the top of the following page. Please provide the dollar amounts by category of purchase and either the dollar amounts or percentages for each of the various geographies. An example is provided at the end of this document.

Please note that your percentages should increase as the geographies become larger or go from county to MSA to the state. Also, when figuring the percentage for a larger geography, please include the percentage for the smaller geography—that is, if 10% of a category’s purchases are from vendors in your county and 20% are from vendors located in other counties in your MSA, then the MSA percentage should be 30%. If another 35% of purchases for that category are from vendors outside of the MSA located in other parts of Texas, then the state percentage would be shown as 65%. If your library is not within a MSA, please put N/A or leave that cell blank.

A second table for Capital Expenditures also is shown at the bottom of the following page. Please provide data for that as well, if your library had capital outlays in FY2011.

Example

	<u>Total Expenditures</u>	<u>Purchased in County</u>	<u>Purchased in MSA</u>	<u>Purchased in Texas</u>	<u>Purchased Outside</u>
<u>Texas</u>					
Books/Periodicals	\$95,000	5%	10%	30%	70%
Utilities	\$50,000	0%	0%	100%	0%
Computers	\$20,000	0%	100%	100%	0%
Service Contracts	\$10,000	100%	NA	100%	0%
Supplies	\$ 5,000	10%	30%	70%	30%
Travel	\$ 3,000	0%	0%	50%	50%

Please return to James Jarrett at jj@ic2.utexas.edu or via fax at 512-475-8901. If you fax the form, please send me an email to me saying that it has been sent, as multiple people use the same fax machine.

{Your Library Name Here}

The {... ..} Public Library serves a population of {20,000} in the city of {.....} Texas, in {... ..} County, part of the {.....} metropolitan statistical area. With 7,264 registered borrowers, the library provides direct services to more than one-third of the service population while providing increased economic activity to the local community as a whole.

TABLE 1. {... ..} PUBLIC LIBRARY

County	{To be inserted}
MSA	{If applicable}
Employees (FTEs)	8.0
Headcount	8.5
Total Income	\$475,041
Wages	\$213,501
Benefits	\$114,770
Collection	\$85,288
Other Operating Costs	\$61,482
Total Operating Costs	\$475,041
Capital Outlays	\$0
Total Spending	\$475,041



Note: The total is a fictitious amount provided only for illustrative purposes.

The library had operating costs of \$475,041 in FY2011, 96% of which (or \$465,511) came from city revenues. The remaining 4% came from the Loan Star Libraries Grant award and from other local sources.

With these operating costs, the library:

- Employs 8 full-time equivalent paid staff from the local community (with an average salary and benefits of \$41,034);
- Maintains a collection of 38,403 items which were circulated 140,337 times in FY2011; and
- Provides 24 computer terminals for Internet access.

Over the course of FY2011, individuals visited the library 213,396 times; 8,455 of these visits were specifically to attend programs for either children.

The economic benefits of a library are comprised of two distinct types of impacts. First is the value of services provided by the library, including access to books and audio-visual media, access to the Internet, and additional training and library spon-

sored programs. For {Your Library Name}, the estimated values of services provided by the library are shown in Table 2.

TABLE 2. ECONOMIC IMPACT OF { } LIBRARY SERVICES

Service	# in FY2011	Value Per Service	Service Value Impact
Book circulation			\$xxx
Audio-visual media circulation			\$xxx
Reference services			\$xxx
Trainings/tutorials			\$xxx
Internet access			\$xxx
Other services			\$xxx
Total			\$600,000

Note: The total is a fictitious amount provided only for illustrative purposes.

The second type of impact is the same as any other business, regardless of the service, goal, or intent. A business that hires individuals and purchases supplies, as many businesses do, will have a beneficial economic impact on the local community. The expenditures by the {name of library} generate economic activity through local employment and purchases in FY2011. In turn those supplier companies employ and purchase from other companies, thus creating a multiplier effect. While much of the operating expenditures stay within the metropolitan area, collections are often purchased from outside the region.

The \$475,041 in direct library operating expenditures led to \$807,688 in total economic activity in the local community in FY2011. These additional economic benefits were derived from the upstream economic linkages for library operations, as well as from household spending on goods and services in the community. The library's level of activity led to an additional three employees, primarily through the goods and purchases made by employee spending.

TABLE 3. BUSINESS ENTITY ECONOMIC IMPACTS (PERSONNEL AND OPERATIONS) OF {... ..} PUBLIC LIBRARY

Impact	Employment	Labor Income	Value Added	Output
Direct Effect	8	\$328,271	\$341,399	\$447,221
Indirect Effect	0	\$12,147	\$23,961	\$37,163
Induced Effect	3	\$123,806	\$206,304	\$323,304
Total Effect	11	\$464,224	\$571,664	\$807,688

Note: The total is a fictitious amount provided only for illustrative purposes.

As is shown in Table 4 below, the total economic impacts from the { } Library were quite substantial in FY2011, totaling \$1,407,668.

TABLE 4. TOTAL ECONOMIC IMPACTS OF { } PUBLIC LIBRARY

Type of Impact	Value
Library Services	\$600,000
Business Entity	\$807,668
Total	\$1,407,668

Note: The total is a fictitious amount provided only for illustrative purposes.

Appendix E: Changes in Library Metrics from 2010 to 2011

The Texas State Library and Archives Commission (TSLAC) surveys Texas public libraries annually regarding all aspects of library operations.⁵⁴ While library operations varied somewhat between FY2010 and FY2011, the key areas this study examined, specifically aggregate payrolls, operating incomes and expenditures, and circulation, did not exhibit major changes year-over-year. As shown in table E.1, most changes were less than 3%, although capital outlays increased by 16% and total capital income decreased by 7.75%.

TABLE E.1. PAYROLL, OPERATING INCOME, OPERATING EXPENDITURES, AND CIRCULATION CHANGES, FY2010 TO FY2011

Question/Variable	TSLAC Question #	2010	2011	Percent Change
Library employees salary and wages	3.1	\$228,075,645	\$228,845,522	0.34%
Library employees benefits	3.2	\$74,658,662	\$75,880,492	1.64%
Subtotal wages and benefits	3.3	\$302,734,307	\$304,726,014	0.66%
Total operating expenses	3.11	\$443,127,055	\$450,812,583	1.73%
Capital outlay	3.12	\$81,064,163	\$94,069,757	16.04%
Total Operating Income	5.13	\$449,069,745	\$455,901,929	1.52%
Total Capital Income	5.23	\$80,726,504	\$74,473,242	-7.75%
Total - volumes, items, or physical units count of collections	6.17	46,596,354	46,778,641	0.39%
Number of reference transactions received	7.1	15,806,276	15,360,713	-2.82%
Number of circulation transactions	7.2, 7.3	119,038,078	118,497,823	-0.45%
Number of circulations of juvenile materials	7.3, 7.2	44,381,223	45,366,232	2.22%
Number of hours worked by volunteers	8.5	1,205,604.7	1,215,809	0.85%
What were the total number of users (2010 wording) / uses (2011 wording) of public internet computers in the library during the year	10.4	18,015,289	17,618,628	-2.20%

Data elements that changed substantially were those dealing with capital income from the federal government as well as the number of electronic books and subscriptions. Please see table E.2.

⁵⁴ The figures include a very small number of libraries that do not receive public monies.

**TABLE E.2. DATA ELEMENTS WITH CHANGES GREATER THAN 50%,
FY 2010 TO FY2011**

Question/Variable	TSLAC Question Number	2010 State Total	2011 State Total	Percent Change
Indirect costs	3.10	\$2,746,661	\$4,422,506	61.0%
Federal Library Services & Technology Act Funds (LSTA)	5.7	\$3,000	\$361	-88.0%
Other federal funds	5.8	\$557,524	\$2,036,468	265.3%
Subtotal of federal operating income	5.9	\$560,524	\$2,036,829	263.4%
School districts-Capital	5.16	\$26,526	\$9,232	-65.2%
Other State funds-Capital	5.18	\$1,988,000	\$23,500	-98.8%
Federal Library Services & Technology Act Funds (LSTA)-Capital	5.19	\$9,552	\$0	-100.0%
Other federal funds- Capital	5.20	\$1,081,639	\$2,223,944	105.6%
Foundation & corporate grants-Capital	5.21	\$1,912,097	\$3,677,404	92.3%
Electronic books - volumes, items, or physical units count	6.11	246,389	553,913	124.8%
Number of electronic subscriptions currently received	6.19	2,782	4,577	64.5%

Table E.3 illustrates the absolute answers and percent changes for all data elements. Open-ended questions and those which registered aggregate totals of zero for some reason have been excluded.

TABLE E.3. ALL DATA ELEMENT CHANGES, FY2010 TO FY2011

Question/Variable	TSLAC Question	2010	2011	Percent Change
Number of branch libraries	2.1	304	321	5.59%
Number of bookmobiles in use	2.2	8	8	0.00%
Main library's square footage	2.4	7,616,289	7,952,676	4.42%
Library employees salary and wages	3.1	\$228,075,645	\$228,845,522	0.34%
Library employees benefits	3.2	\$74,658,662	\$75,880,492	1.64%
Subtotal wages and benefits	3.3	\$302,734,307	\$304,726,014	0.66%
Print materials includes serials in print format	3.4	\$40,227,277	\$38,752,101	-3.67%
Materials in electronic format	3.5	\$7,525,781	\$7,880,143	4.71%
Other materials (collection items) includes microforms and audiovisuals	3.6	\$9,669,754	\$9,921,108	2.60%
Subtotal collection	3.7	\$57,422,812	\$56,553,352	-1.51%
Other operating expenses including replacement furniture and equipment	3.8	\$80,223,275	\$85,110,711	6.09%
Subtotal wages and benefits, collection, and miscellaneous	3.9	\$440,380,394	\$446,390,077	1.36%
Indirect costs	3.10	\$2,746,661	\$4,422,506	61.01%
Capital outlay	3.12	\$81,064,163	\$94,069,757	16.04%
Local funds expended on collection	4.1	\$54,605,952	\$54,211,746	-0.72%
Local funds in total operating expenditures	4.2	\$431,188,408	\$434,054,052	0.66%
Local government funds expended	4.3	\$421,816,151	\$424,040,936	0.53%
City, cities, or library district	5.1	\$336,857,005	\$343,658,644	2.02%
County or counties	5.2	\$85,244,607	\$86,189,079	1.11%
School districts	5.3	\$2,558,809	\$2,134,662	-16.58%
Subtotal of local government income	5.4	\$424,660,421	\$431,982,385	1.72%
Loan Star Libraries grant award	5.5	\$6,819,472	\$5,582,940	-18.13%
Other State funds	5.6	\$138,496	\$85,910	-37.97%
Federal Library Services & Technology Act Funds	5.7	\$3,000	\$361	-87.97%
Other federal funds	5.8	\$557,524	\$2,036,468	265.27%
Subtotal of federal operating income	5.9	\$560,524	\$2,036,829	263.38%
Foundation & corporate grants	5.10	\$5,147,091	\$4,056,204	-21.19%
Other local sources	5.11	\$11,743,741	\$12,157,661	3.52%

Question/Variable	TSLAC Question	2010	2011	Percent Change
Subtotal of other operating income	5.12	\$16,890,832	\$16,213,865	-4.01%
Total income	5.13	\$449,069,745	\$455,901,929	1.52%
City, cities, or library district-Capital	5.14	\$62,908,926	\$58,660,622	-6.75%
County or counties-Capital	5.15	\$3,309,448	\$3,535,502	6.83%
School districts-Capital	5.16	\$26,526	\$9,232	-65.20%
Loan Star Libraries grant award-Capital	5.17	\$515,428	\$309,537	-39.95%
Other State funds-Capital	5.18	\$1,988,000	\$23,500	-98.82%
Federal Library Services & Technology Act Funds (LSTA)-Capital	5.19	\$9,552	\$0	-100.00%
Other federal funds-Capital	5.20	\$1,081,639	\$2,223,944	105.61%
Foundation & corporate grants-Capital	5.21	\$1,912,097	\$3,677,404	92.32%
Other local sources-Capital	5.22	\$8,974,888	\$6,033,501	-32.77%
Total Capital Income	5.23	\$80,726,504	\$74,473,242	-7.75%
Books in Print - titles count	6.1	25,146,818	25,583,780	1.74%
Books in Print - volumes, items, or physical units	6.2	42,026,885	41,353,879	-1.60%
Audio materials - titles count	6.3	1,291,161	1,312,319	1.64%
Audio materials - volumes, items, or physical units	6.4	2,007,599	2,048,830	2.05%
Audio materials - cataloged downloadable	6.5	132,013	182,821	38.49%
Audio materials - downloadable only	6.6	168,468	194,240	15.30%
Video materials - titles count	6.7	1,405,099	1,451,434	3.30%
Video materials - volumes, items, or physical units	6.8	2,313,992	2,403,310	3.86%
Video materials - cataloged downloadable	6.9	19,150	16,838	-12.07%
Video materials - downloadable only	6.10	23,943	23,358	-2.44%
Electronic books - vols, items, or units count	6.11	246,389	553,913	124.81%
Local Licensed Databases	6.12	1,489	1,452	-2.48%
State Library Licensed Databases	6.13	26,379	26,270	-0.41%
Other Licensed Databases	6.14	720	680	-5.56%
Subtotal Licensed Databases	6.15	28,588	28,402	-0.65%

Question/Variable	TSLAC Question	2010	2011	Percent Change
Total - titles count	6.16	28,090,956	28,902,898	2.89%
Total - volumes, items, or physical units count	6.17	46,596,354	46,778,641	0.39%
Number of print subscriptions currently received	6.18	56,110	58,856	4.89%
Number of electronic subscriptions currently received	6.19	2,782	4,577	64.52%
Number of reference transactions received	7.1	15,806,276	15,360,713	-2.82%
Number of circulation transactions	7.2, 7.3	119,038,078	118,497,823	-0.45%
Number of circulations of children's materials	7.3, 7.2	44,381,223	45,366,232	2.22%
Total number of library programs provided by the library	7.4, 7.6	188,534	184,546	-2.12%
Number of persons attending programs/presentations provided by the library	7.5, 7.9	4,879,109	4,948,935	1.43%
Number of Young Adult programs provided by the library	7.6, 7.5	20,505	19,202	-6.35%
Number of persons attending Young Adult programs/presentations provided by the library	7.7, 7.8	368,298	345,042	-6.31%
Total number of children's programs provided by the library	7.8, 7.4	107,762	103,597	-3.86%
Number of persons attending children's programs	7.9, 7.7	3,366,246	3,388,325	0.66%
Number of library visits (count of persons coming in the door)	7.10	79,084,165	76,303,888	-3.52%
Number of registered borrowers	7.11	11,864,811	12,409,204	4.59%
Full-time equivalents of librarians w/ master's degree from ALA accredited program-paid staff	8.1	1,641.55	1,652.97	0.70%
Full-time equivalents of other persons holding the title of librarian-paid staff	8.2	613.7	621.27	1.23%

Question/Variable	TSLAC Question	2010	2011	Percent Change
Full-time equivalents of all other paid staff-paid staff	8.3	4,866.43	4,569.1888	-6.11%
Total full-time equivalents of paid library staff-paid staff	8.4	7,121.68	6,843.4338	-3.91%
Number of hours worked by volunteers	8.5	1,205,604.7	1,215,809	0.85%
Head librarians salary	8.6	23,267,878	24,094,583	3.55%
Hours head librarian is employed in library duties per week	8.7	20,295.5	20,156	-0.69%
How many loans were received from other libraries?	9.3	435,425	482,679	10.85%
How many loans were provided to other libraries?	9.4	363,090	374,584	3.17%
How many terminals are used to access the Internet by the general public?	10.3	16,430	18,100	10.16%
What was the total number of users (2010 wording) / uses (2011 wording) of public internet computers in the library during the year?	10.4	18,015,289	17,618,628	-2.20%
How many persons were trained in the use of electronic resources (formal and informal settings)?	10.5	2,138,335	1,800,587	-15.79%
Total number of hours the library was open	11.3	1,201,273	1,186,369	-1.24%
Total number of weeks the main library was open	11.4	29,158	28,774	-1.32%
Total number of hours the library was open during regular week	11.5	24,539.5	24,261	-1.13%
Total number of hours the library was open during summer week	11.6	24,179	23,763	-1.72%
Number of unduplicated hours the library is open	11.7	24,898.5	24,622	-1.11%

Appendix F: Bibliography and References

American Library Association. 2012. *List of Support Staff Positions in Libraries*. <http://www.ala.org/educationcareers/careers/paths/listsupportstaff>.

Association of American Publishers & Book Industry Study Group. 2011. *Book-Stats 2011*. <http://www.bookstats.org/>.

Barron, D. D., Williams, R. V., Bajjaly, S., Arns, J., & Wilson, S. 2005, January. *The Economic Impact of Public Libraries on South Carolina*. University of South Carolina, Columbia, South Carolina.

Becker, S., Crandall, M. D., Fisher, K. E., Kinney, B., Landry, C., & Rocha, A. 2010, March. *Opportunity for All: How the American public benefits from Internet access at U.S. libraries*. (IMLS-2010-RES-01). Institute of Museum and Library Services, Washington, DC.

Chelmsford Public Library. 2006. *Library Use Value Calculator: Calculate the Value of YOUR Library Use!* www.chelmsfordlibrary.org/library_info/calculator.html/.

Collins, B. 2012, August 13. *How Public Libraries Are a Boon to Small Business*. American Libraries. <http://americanlibrariesmagazine.org/features/08132012/how-public-libraries-are-boon-small-business>

Council of National Library and Information Associations. *Library and Book Trade Almanac* (formerly The Bowker Annual). 2011. 56th Edition, Information Today, Inc.: Medford, NJ.

Denver Public Library, 2011 *Annual Report*. http://denverlibrary.org/files/annual_report_2011.pdf.

Fels Research & Consulting. 2010, October 21. *The Economic Value of The Free Library In Philadelphia*. University of Pennsylvania, Philadelphia, Pennsylvania.

Financial Accounting Standards Board of the Financial Accounting Foundation. 1993, June. *Statement of Financial Accounting Standards No. 116 & 117*.

Georgia Public Library Service. 2012. *Value of Library Services Calculator*. www.georgialibraries.org/lib/advocacy/calculator.php.

Hands on Network. 2011. *Calculating the Economic Impact of Volunteers*. <http://www.handsonnetwork.org/tools/volunteercalculator>.

Hoffman, J., Bertot, J. C., Davis, D. M., & Clark, L. 2011, June. *Libraries Connect Communities: Public Library Funding & Technology Access Study 2010-2011*. Digital supplement of American Libraries magazine. <http://viewer.zmags.com/publication/857ea9fd>.

Imholz, S. & Arns, J. W. 2007. *Worth Their Weight: An assessment of the evolving field of library valuation*. Americans for Libraries Council.

Independent Sector. 2012. *Independent Sector's Value of Volunteer Time*. http://www.independentsector.org/volunteer_time.

Indiana Business Research Center. 2007, November. *The Economic Impact of Libraries in Indiana*. Kelley School of Business, Indiana University, Bloomington, Indiana.

Levin, Driscoll & Fleeter. 2006, June 22. *Value for Money: Southwestern Ohio's return from investment in public libraries*. Columbus, Ohio.

Maine State Library. 2011, February. *Explanation and Values for Library Use Value Calculator*. <http://www.maine.gov/msl/services/calexplation.htm>.

Manjarrez, C. A., Cigna, J., & Bajaj, B. 2007, January. *Making Cities Stronger: Public library contributions to local economic development*. The Urban Libraries Council.

Massachusetts Library Association. 2008, September. *MLA Value of Library Service Calculator*. www.masslib.org/value-new/calculator.html.

McCarty, K. F., Ondaatje, E. H., Zakaras, L., & Brooks, A. 2004. *Gifts of the Muse: Reframing the debate about the benefits of the arts*. RAND Corporation, Santa Monica, California.

NN/LM National Network of Libraries of Medicine. 2009, February 5. *Valuation Explanation*. <http://nmlm.gov/mcr/evaluation/valuation.html>.

NorthStar Economics, Inc. 2008, May 1. *The Economic Contribution of Wisconsin Public Libraries to the Economy of Wisconsin*. Madison, Wisconsin.

Pooley, P. K., Harper, R., Neal, M., Lewis, R., Whitfield, J., & Scheibe, M. 2010, May. *Taxpayer Return on Investment in Florida Public Libraries*. Haas Center for Business Research and Economic Development, The University of West Florida, Pensacola, Florida.

Spencer, J. S. & Dorsey, L. 1998. Assessing time spent on reference questions at an urban university library. *The Journal of Academic Librarianship*, 24(4), pp. 290-294

Steffen, N., Lietzau, Z., Lance, K. C., Rybin, A., & Molliconi, C. 2009, March. *Public Libraries – A Wise Investment: A Return on Investment Study of Colorado Libraries*. Library Research Service, Denver, Colorado.

Texas State Library and Archives Commission. 2012. *Annual Report for Local Fiscal Year 2011*. <https://www.tsl.state.tx.us/sites/default/files/public/tslac/ld/pubs/arsma/2011ARWorksheet.pdf>.

Wi-Fi Free Spot. 2012. *Wi-Fi-FreeSpot Directory - Texas*. <http://www.wififreespot.com/tex.html>.

Reference Services

Resources for Free Online Reference Services

answers.yahoo.com

www.answers.com

www.ask.com,

www.google.com

www.ipl.org

www.wikipedia.org

www.wolframalpha.com

www.yahoo.com

Resources for Paid Online Reference Services

www.justanswer.com

www.mturk.com.

“Whatever the cost of our libraries, the price is cheap compared to that of an ignorant nation.”

Walter Cronkite, Broadcaster

“The richest person in the world — in fact, all the riches in the world — couldn’t provide you with anything like the endless, incredible loot available at your local library. You can measure awareness, the breadth and the wisdom of a civilization, a nation, a people by the priority given to preserving these repositories of all that we are, all that we were, or will be.”

Malcolm Forbes, Publisher of Forbes Magazine

“A library outranks any other one thing a community can do to benefit its people. It is a never failing spring in the desert.”

Andrew Carnegie (1835-1919)
Industrialist, Businessman, Entrepreneur and Philanthropist



www.tsl.state.tx.us

www.twitter.com/tslac

www.facebook.com/tslac



This project is made possible by a grant from the U.S. Institute of Museum and Library Services.