

FARMINGTON PUBLIC LIBRARY MASTER PLAN 2030
FARMINGTON PUBLIC LIBRARY MASTER PLAN
2030



PRESENTED BY

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EXECUTIVE SUMMARY

In 2006 the Farmington Public Library commissioned Hidell and Associates Architects to update and extend the findings of the 1995 needs assessment and master plan. The 1995 plan recommended a new library facility of 80,973 square feet to meet the City population projection by 2015. The study based its conclusions on population projections, national trends and an acknowledgement of the high level of programming the existing library offered. In 2001 the City selected Hidell and Associates to design a 50,000 square feet new main library that opened in the fall of 2003.

The strategy of the new Master Plan was to analyze the current library performance indicators such as services, collections, programs and staffing levels, compare these service indicators against the best practices of public libraries and population projections and update the 1995 Master Plan recommendations. At the offset of this study it became clear to the Consultants that any evaluation and subsequent recommendations would need to address several unique dynamics of the Farmington Public Library:

In 2003 a new main 50,000 square foot library replaced the existing 19,000 square foot library with limited parking.

The Farmington Public Library operates at or above the upper quartile of the nations public libraries as measured against the level of service and programs offered its customer base.

The Farmington Public Library serves a significantly larger service area than the city and this additional use factor has placed considerable demands on the existing collections, services and programs offered.

The Farmington Public Library is on the cutting edge in utilizing and providing technological innovation for material and data access, programs and online services.

The Farmington Public Library is at capacity in collection space, public computer utilization and meeting room access.



One of the marketing slogans of the Farmington Public Library has been "this is not your mothers library". This philosophy and management style makes an evaluation and comparison against the nations peer library systems difficult at best. The Farmington Public Library, as a system, does not lend itself to many of the current library planning models. In short the success of the Farmington Public Library (after only three years of moving into a new facility) has created an unusually high demand for more collections, public computer access, meeting space and an expectation for creative services and programs that reflect the Four Corners Region informational, recreational and social requirements. The demand for library services from outside the city service area has and is creating completion for a finite collection and service level that is only restricted by the size of the facility. The library management and staff are constantly monitoring advances in technology and creative programs/services that may be of interest or benefit to the community.

EXECUTIVE SUMMARY

The most unusual trait of the library management philosophy is its willingness to adopt new services, monitor the success and modify those services and programs with use. As a result of the comprehensive level of services offered the service area extends beyond the City limits and in many cases beyond San Juan County.

The results of this study support the recommendation of the 1995 Master Plan that identified a need for a City Library system with 80,973 square feet to meet the city population projections for 2015. However, the high influx of library customers outside the city limits has forced the consultants to reevaluate this recommendation.

For the purposes of this study the Consultants have assumed a service area population of 138,700 that represents the 2025 City of Farmington population plus 70% of the 2025 San Juan County population.* A conventional library-planning model would suggest a library system requirement of approximately 118,000 square feet. This would require an additional 68,000 square feet increase to the existing 50,000 square feet. To resolve this dilemma the Consultants considered three scenarios:

SCENARIO 1.

DO nothing. Ignoring the current condition will create an overtaxed library system that will, over time, diminish the ability of the library system to provide creative programs, services and collection growth without an increased building area.

SCENARIO 2.

Build 68,000 Sq. Ft. Expand the Farmington Library system to accommodate the growing City and County populations. This scenario places a burden on the City tax base without County participation.

SCENARIO 3.

Create a Regional Library System. Develop a County funding mechanism that will allow the other libraries in the County to maximize their collections, service level and programs. The Farmington Public Library currently funds over \$200,000 to the Bloomfield and Aztec Libraries for collection operational management systems, technology support and program assistance.

The conclusion of this study, after considerable discussion with the Library Board and Staff is to pursue Scenario 3. Initial visits with representatives of the County, and the City of Bloomfield and Aztec suggest a willingness to explore this scenario. With a more robust library system in the surrounding cities the library building requirements for the City of Farmington fall within the recommendation of the 1995 Master Plan (80, 000 square feet) by 2015.

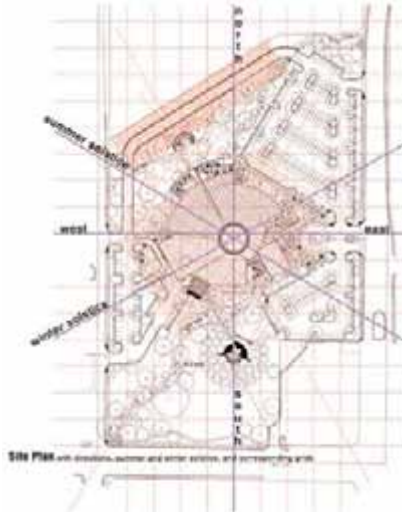
* Population Projections City of Farmington, University of New Mexico Revised Population Projections for New Mexico and Counties (Revised 2004)

SECTION 1

OVERVIEW

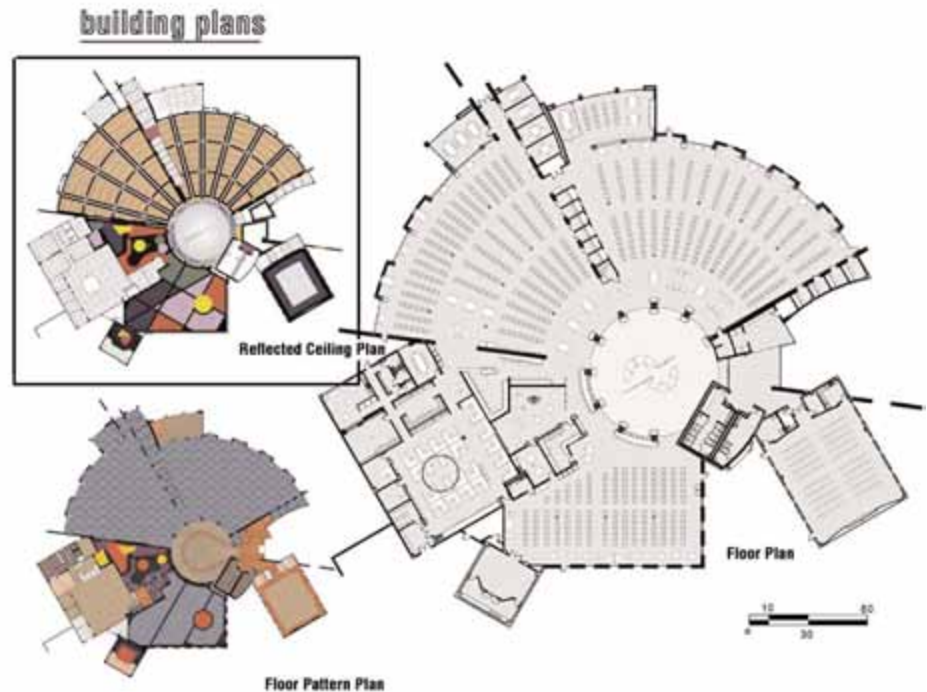
The **City of Farmington** commissioned Providence Inc. to prepare a Needs Assessment for the Farmington Public Library in 1995 (Library Service for the Next Century: A Master Plan). The conclusion of this study was that the projected library demand in 2015 would require a physical space of 80,973 sf. Due to financial considerations the City presented a bond in 2000 to build a 50,000 square foot building. In 2001 the City commissioned Hidell and Associates Architects to design a 50,000 square foot library on a ten-acre site on 20th street between Schofield and Farmington streets, which could be expanded to meet the recommendations of the 1995 Needs Assessment. The Library opened in the fall of 2003. The library is currently near or at capacity in collections. In 2006 the City commissioned Hidell and Associates Architects to update the 1995 needs assessment.

It has been a popular belief in the past 5 to 10 years that the public library would become a victim of the expanded use of the Internet with its electronic media and search programs. What has in fact happened is just the opposite-the library has incorporated the computer and significantly expanded electronic media into its core collection. As a result of this additional collection, equipment and services the public library is seeing unexpected trends developing over the past 5 years:



Farmington Public Library, Farmington, NM
Designed by Hidell and Associates Architects

Building Area	Up 14%
Circulation	Up 41%
Library Visits	Up 12%
Holdings	Up 3.5%
Collection Turnover	Up 13%
	Library Journal



SECTION 2

LIBRARY OF THE FUTURE

WHAT IS THE ROLE OF THE PUBLIC LIBRARY IN THE 21ST CENTURY?



San Diego Main Public Library, San Diego, CA



Phoenix Main Public Library, Phoenix, AZ



Seattle Main Public Library, Seattle, WA



Cerritos Public Library, Cerritos, CA

Will it survive the competition from the Internet?

1,086,250,903 Internet Users worldwide

85 million+ active domains

203.7 million telephone subscribers USA

73% of Americans go online --- 91 % use email

219.4 million USA subscribers to wireless
or more than 72% of the population

GOOGLE receives 1 billion search requests per day
for a 54% market share

GOOGLE has 380 million unique users

In spite of emerging media outlets, and electronic access to information, there is a renaissance in the construction of public library buildings, as well as increased circulation, and program attendance. The public library's role is changing from archivist to information center and organizer. Communities are transforming their traditional service model to incorporate a more dynamic retail model. A "**retail model**" refers to the location (siting of the facility) and the physical layout of the library public areas to include traffic flow, visibility, intuitive way finding and flexibility in the display designs.

From 2000 to 2005 the nation's public libraries have expanded at an incredible rate. Since 2000 capital investment in the construction of new or renovated public libraries has risen from 3,743,804 square feet and \$564,571,715 to over 5,274,270 square feet and \$1,242,436,438 in 2005 alone for 120% increase. Municipalities and counties across the country have invested in the public library as a quality of life commitment as well as an economic development tool.

Destination libraries such as Salt Lake City, San Francisco, Greenville (S.C.), **Cerritos** (CA), Nashville, **Seattle, Phoenix and San Diego** Public Libraries are experiencing extremely high demand from the customers and visitors alike.

A healthy local economy, more and more dependent upon information technology and the growth of knowledge industries, will call upon library resources more than ever before... and such growth will be curtailed by the lack of such intellectual resources and educational opportunities for all. Library infrastructure, services, relevant resources and competent, dedicated staff are key elements in developing the Farmington and San Juan County into a competitive market for future growth. Knowledge industries identify intellectual, cultural, recreational and workforce resources when choosing to relocate or expand; libraries impact all four of these critical metrics simultaneously, an impact unique in municipal services.

The library is a cornerstone of the community it serves. Access for citizens to books, ideas, resources, well-trained, enthusiastic staff and programs in the libraries are imperative for education, employment, enjoyment, and economic success in Farmington and San Juan County.

LIBRARY OF THE FUTURE

SECTION 3

WHAT DOES THE LIBRARY CUSTOMER WANT?



The library customer today is checking out more books, accessing electronic media, attending more programs and spending more time at the public library than ever before. In the library of the future customers should expect to be greeted and be recognized as they enter by a librarian with "Hello Jane, the author you enjoy has a new release out, let me call the Fiction Department and have it pulled for you." Sound far-fetched? Not at all! Librarians are coming out from behind the desk, getting to know their customers, their needs and putting in place collections and programs to meet those needs. As the role of the library changes electronic information is proliferated and distributed without a formal structure. As a result the Librarian as an information navigator is in greater demand than ever before. Collection management and material handling technology is freeing up the service staff to be repositioned in a more public role giving the customer quicker and more personalized service.

HOW LIBRARIES ARE ADAPTING TO THE NEW DEMANDS?

Programming and services targeting children, teens, generational diversity, the business community, civic organizations and literacy issues just to name a few, are offered at the "Public Library". Libraries are forming partnerships with a growing number of interested institutions, organizations, and commercial sites to provide continuing education, life long learning, and multicultural programs for its customers. The library is part of the America dream; it offers free access to all and brings opportunity to all. The public library is seen as a non-confrontational venue welcoming all. As a result, the library has become the site of choice for the growing demand for English as a Second Language (ESL), literacy, and citizenship programs, as well as with teens wanting homework assistance. Many libraries see 900% to 2500% of the community's population on an annual basis. Children's story time and the Garden club have always called the library home and now investment clubs, chess clubs, genealogy, poetry slams, and various community groups are seeking out the library meeting/conference rooms, technology and Librarians.

Library staff and administrations are joining service and civic organizations in their communities touting the benefits of their library on a daily basis. Librarians are becoming sought after guest speakers on radio, TV, and community events. They contribute articles on a regular basis, identifying programs and services on what have traditionally been the communities best kept secret. The front line staff becomes the most important elements to the development of new library advocacy groups.

The Farmington Public Library has aggressively pursued traditional and non-traditional library services, constantly introducing new programs and services. The administration and staff are engaged in a variety of community organizations, write articles in the local newspaper, have radio spots and form partnerships with civic organizations and educational groups.

In the Farmington Public Library staff meets at the start of each shift to discuss circulation statistics, what is moving, new programs coming up, and to give testimony of staff-customer achievements for that day. Public interest groups are engaged not only as board representatives but also in subject specific focus groups, surveys and councils to constantly evaluate the performance and direction of the library.

LIBRARY OF THE FUTURE

SECTION 4

HOW TO ATTRACT NEW LIBRARY CUSTOMERS

LIBRARY AMENITIES



Cerritos Public Library, Computer Lab
Cerritos, CA



Farmington Public Library, Children Storytime
Farmington, NM



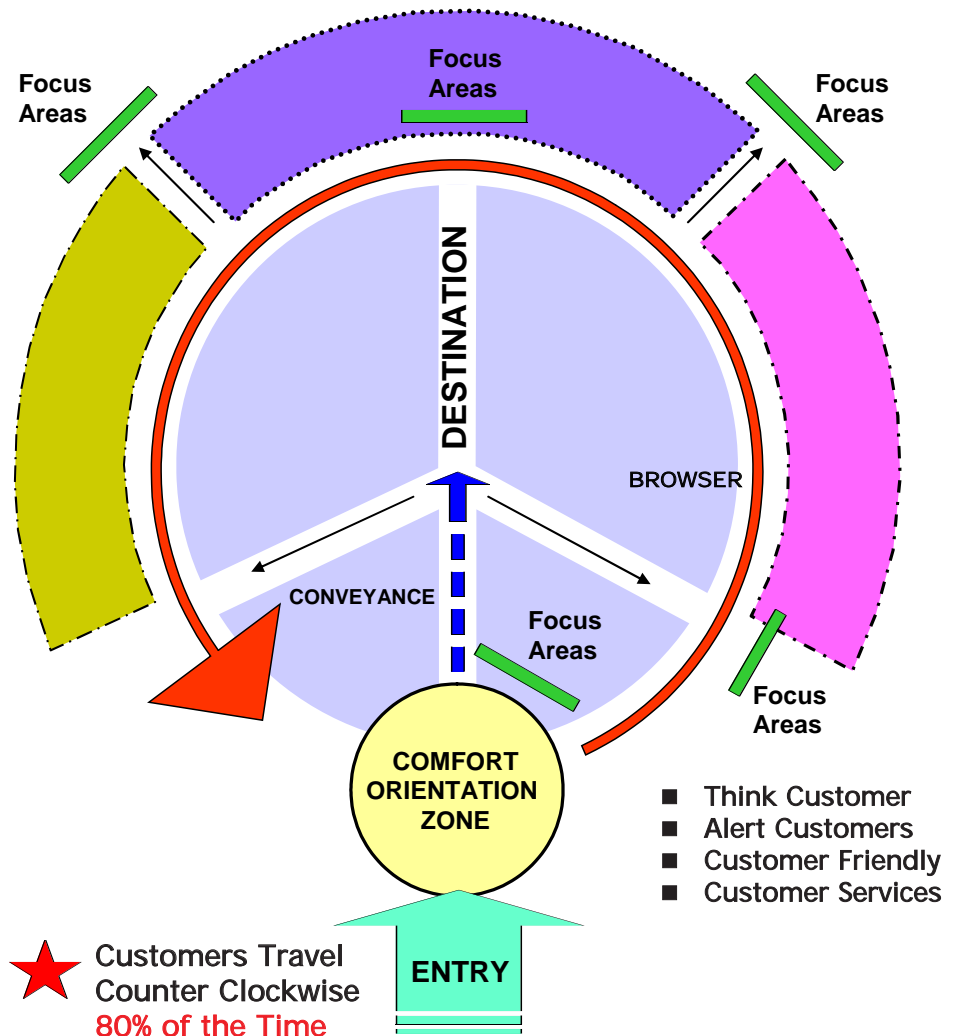
Farmington Public Library, TEEN Room
Farmington, NM



Southfield Public Library, TEEN Room
Southfield, MI

If innovative services, programs, collections and engaging staff are in place- *how does the library get the public to come in the door?* The “retail model” suggests that a facility image and environment are critical to the success in engaging the patron. The building needs to complement the staff and customer expectations. Customers expect the library to have amenities such as ample free parking, attractive lighting, comfortable seating, quiet reading areas, and meeting spaces. The organization and placement of collections, seating, and program space are designed to be flexible based on retail customer movement and spending tendencies as well as exposure to market other services and collections. As the library customer spends more time at the library, they are demanding more service, checking out more books, and attending more programs. To accommodate the customer new libraries are providing food and drink in the library! Farmington Public Library has and is!

RETAIL MODEL



SECTION 4

HOW TO ATTRACT NEW LIBRARY CUSTOMERS (CONTINUED)

LIBRARY AMENITIES



Southfield Public Library, Children's Outdoor Garden - Southfield, MI



Southfield Public Library, Cafe Southfield, MI



Farmington Public Library, Children's Outdoor Craft and Program Space - Farmington, NM

Not only are retail locations, design, and staffing models being utilized today, retail performance measures are grading the libraries success or failure. Terms such as **point of sale, turn over rate, cost of transaction, customer alerts, and shopping tendencies** are all used to establish success. These terms and a new culture that "[thinks from the other side of the desk](#)" are having a profound impact on the design of libraries. The library building is emerging as an economic tool for public and private development as city planners and developers come to understand the draw of the contemporary library. As a side note, site selection of the library is critical to its success. Wal-Mart does not locate on a property based on convenience but rather conducts exhaustive market analysis identifying demographic, growth potential, and traffic patterns.

The Farmington library continues to incorporate the retail philosophy and in many cases goes one step beyond. The Culture embraced in Farmington is exemplified in its unique "**Daily Show**" conducted each morning with all staff and at times visiting dignitaries. During this short session performance criteria are reviewed, upcoming events and programs and ideas for improving the service to the library customer are discussed. As a result of this 15-minute meeting all library staff develops an ownership in the success of the Farmington Public Library and is able to provide creative programs and services to a demanding library customer.



Farmington Public Library, The "DAILY SHOW"

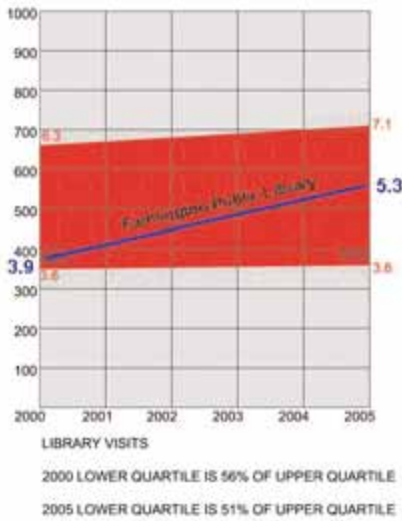
STUDY METHODOLOGY

PERFORMANCE INDICATORS

SECTION 5

GRAPH 1

**LIBRARY VISITS PER CAPITA
UPPER AND LOWER QUARTILE
PUBLIC LIBRARY COMPARISONS**



The gap in performance indicators (output) between the upper quartile and the lower quartile libraries is widening and although there is no quantifiable data to reconcile this discrepancy, the performance indicators suggest that the upper quartile libraries are simply listening to their customers and are providing a wider range of services, technology, collections and programs that meet the library customer expectations while the lower quartile libraries are providing only traditional library services. The only performance criteria that the lower quartile library is closing the gap against the upper quartile library is in total library holdings that may represent that the library is not weeding the collection and the display shelf space is overly crowded that results in lower circulation.

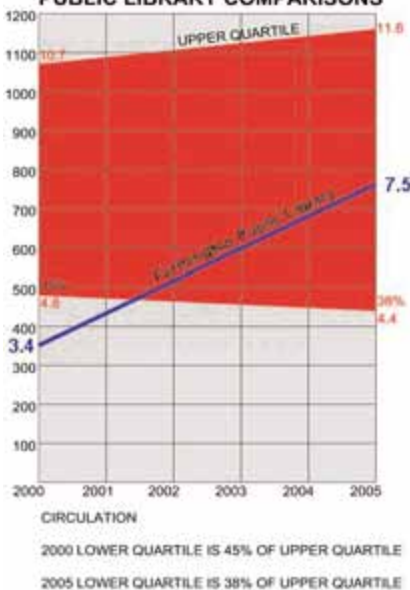
The following **graphs (1 thru 4)** illustrate the performance indicators of the Farmington Library from 2000 to 2005 as plotted against the upper and lower quartile libraries.

Note

The rate of increase is at a higher rate of growth than the growth rate of the nation's upper quartile libraries. The one exception to this rapid increase in performance indicators (circulation up 120% and library visits up 38%) is the holdings per capita, which actually decreased 15% from 2.6 to 2.2 books per capita. While the holdings (books, CDs, DVDs etc) have decreased the circulation has dramatically increased serving the same population base.

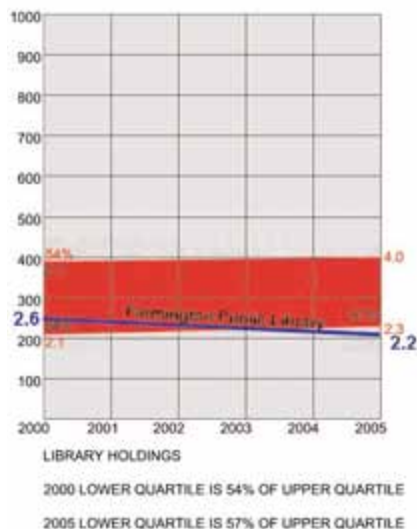
GRAPH 2

**CIRCULATION PER CAPITA
UPPER AND LOWER QUARTILE
PUBLIC LIBRARY COMPARISONS**



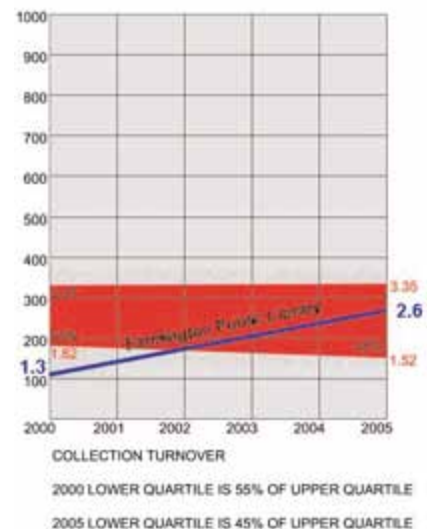
GRAPH 3

**LIBRARY HOLDINGS PER CAPITA
UPPER AND LOWER QUARTILE
PUBLIC LIBRARY COMPARISONS**



GRAPH 4

**COLLECTION TURNOVER PER CAPITA
UPPER AND LOWER QUARTILE PUBLIC
LIBRARY COMPARISONS**



SECTION 6

STUDY METHODOLOGY

SAN JUAN COUNTY LIBRARIES

During the past 5 years the demand for library collections, service and programs at the Farmington Library has outpaced the population growth of the City of Farmington and San Juan County (Refer to Sections 8 Graphs 1-4 P. 13). Circulation and library visits (2001 to 2005) have increased 92% and 57% respectively while the City population has increased 30% and San Juan County as a whole 27%.

This trend is expected to accelerate as the population of the Four Corners area expands. The inequity of collections, services, technology and programs offered at the other libraries in San Juan County as compared to Farmington Library has increased the migration of County residents to the Farmington Library. During a twelve-month period (8/2005 to 8/2006) over 63% of the books Bloomfield (63.95%) and Aztec (69.58%) residents "checked-out" were from the Farmington Public Library and at the same time County support to the Farmington Library has decreased from \$25,000 to \$5,000 per year. The Farmington Library (2006) contributed over \$200,000 toward library management systems, programs, and technology and collection development in support to both the Bloomfield and Aztec Libraries.



State of New Mexico and Counties
San Juan County and the Four Corners

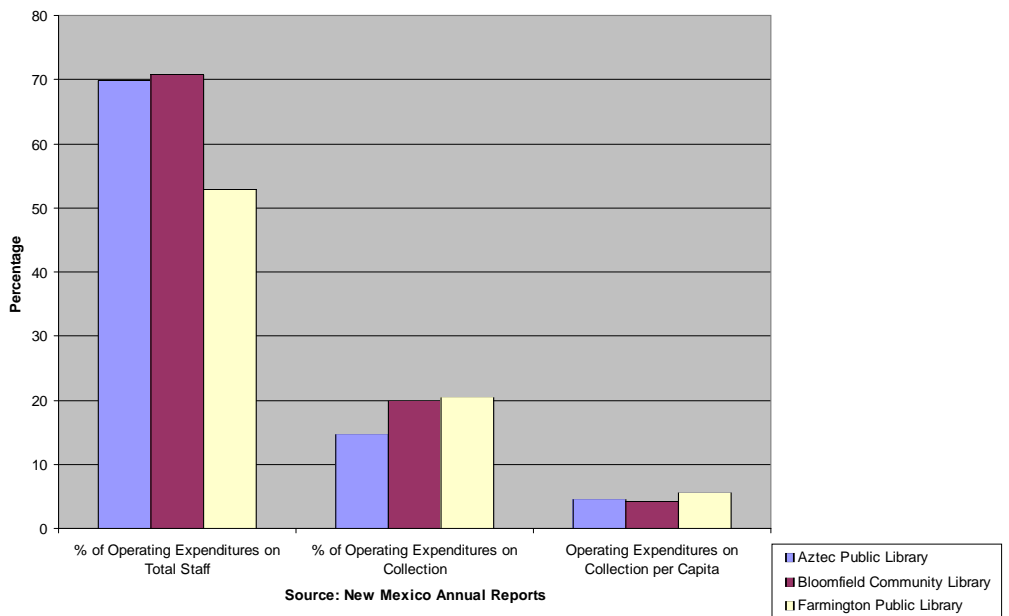


San Juan County and the Service Areas of:
Farmington, Aztec, Bloomfield and Shiprock



The marker at the exact "Four Corners" point maintained on the Navajo Nation lands.

FY 2005 Comparisons



SECTION 6

SAN JUAN COUNTY LIBRARIES (CONTINUED)



Farmington Public Library, Farmington, NM



Bloomfield Public Library, Bloomfield, NM

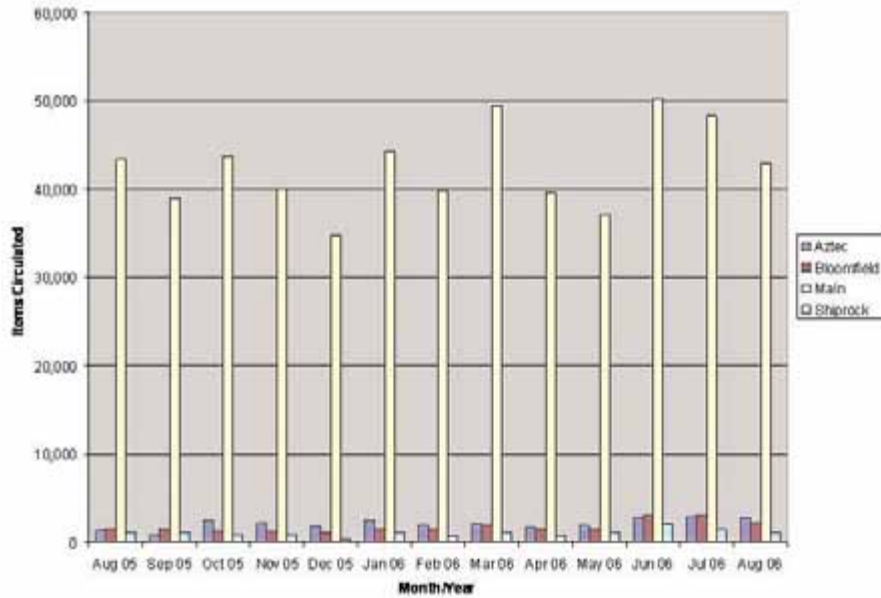


Aztec Public Library, Aztec, NM

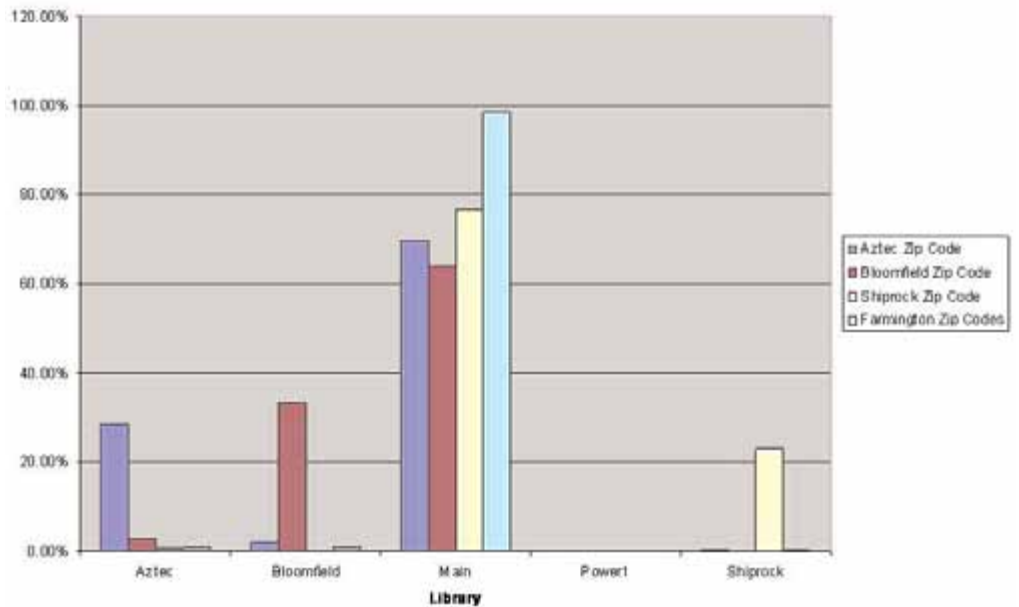


Shiprock Branch Library, Shiprock, NM

CIRCULATION Aug 2005 to Aug 2006



CHECK-OUTS BY ZIPCODE



SECTION 6

SAN JUAN COUNTY LIBRARIES (CONTINUED)

SAMPLE DATES: March 5 through 25, 2006

ZIP CODE	CITY	Library Where Check-Out Occurred					TOTALS
		Aztec	Bloomfield	Main	Power 1	Shiprock	
87401	Farmington	67	91	13,266	4	29	13,457
87402	Farmington	36	11	3,146	0	4	3,197
87410	Aztec	1,032	66	2,530	1	7	3,636
87412	Blanco	8	44	26	0	0	78
87413	Bloomfield	86	1,062	2,044	1	3	3,196
87415	Flora Vista	111	2	641	0	0	754
87416	Fruitland	1	0	787	0	0	788
87417	Kirtland	5	17	2,534	0	12	2,568
87418	La Plata	1	0	322	0	0	323
87419	Navajo Dam	21	0	89	0	0	110
87420	Shiprock	9	0	1,697	0	506	2,212
87421	Waterflow	1	1	555	1	51	609
87455	Newcomb (PO Box)	0	0	402	0	8	410
87461	Sanstee (PO Box)	3	1	140	0	9	153
87499	Farmington (PO Box)	24	34	1,554	0	0	1,612
TOTALS		1,405	1,329	29,733	7	629	33,103
		4.24%	4.01%	89.82%	0.02%	1.90%	

ZIP CODE	CITY	Library Where Check-Out Occurred				
		Aztec	Bloomfield	Main	Power 1	Shiprock
87410	Aztec Zip Code	28.38%	1.82%	69.58%	0.03%	0.19%
87413	Bloomfield Zip Code	2.69%	33.23%	63.95%	0.03%	0.09%
87420	Shiprock Zip Code	0.41%	0.00%	76.72%	0.00%	22.88%
87401, 87402, 87499	Farmington Zip Code	0.70%	0.74%	98.36%	0.02%	0.18%



Farmington Public Library
Farmington, NM



Aztec Public Library
Aztec, NM



Bloomfield Public Library
Bloomfield, NM



Shiprock Branch Library
Shiprock, NM

SECTION 7



Farmington Museum
Farmington, NM



Aztec Ruins
Aztec, NM



San Juan County
San Juan County, NM

STUDY METHODOLOGY

ESTABLISHING SERVICE AREA POPULATION

The **first task** in developing a long-range needs assessment is to establish a comprehensive service area population and to project future growth of that service area to 2030. The Library currently serves both the city and San Juan county residents although the cities of Bloomfield and Aztec have small library facilities. The crossover of library service between the cities in San Juan County has artificially created the perception among the library patron that there is, in fact, a regional county library system.

For planning projections the consultants incorporated the City of Farmington population estimates for the city and county published in March 15, 1999. The service area projections are presented as the City of Farmington projected growth plus an assumed seventy percent (70%) of the counties population projections to recognize the contribution of the two public libraries serving portions of the county service area population. It is interesting to note that the residents of the two communities use more collection and programs from the Farmington Public Library than they use from their local library.

SERVICE AREA POPULATION

	2000 Actual	2005 Projection		Avg.	Service Area	
		Low Growth	High Growth		2000	2005
City of Farmington	38,700	39,600	49,300	44,450	38,700	44,450 ¹
San Juan County	96,800	99,000	123,200	111,100		
County (only)	58,100	81,700	73,900	66,650	40,670	46,655 ²
Service Area					79,370	91,105

	2000 Actual	2030 Projection		Avg.	2000	2030
		Low Growth	High Growth			
City of Farmington	38,700	54,500	80,000	67,650	38,700	67,650 ¹
San Juan County	96,800	136,200	202,100	169,150		
County (only)	58,100	81,700	121,300	101,500	40,670	71,050 ²
Service Area					79,370	138,700

Assumption:

Farmington Public Library is the primary library resource for residence in:

1. 100% of the City of Farmington
2. 70% of San Juan County

Service Area Growth Populations

2005	2030	% Change
91,105	138,700	52.24%

SECTION 8

STUDY METHODOLOGY

PEER LIBRARY COMPARISON



Farmington Public Library
Farmington, NM

The **second task** was to establish a comparison between the Farmington Library and peer public libraries that serve a similar demographic profile based on per capita output measures such as circulation, library visits, and program attendance and collection turnover. The problem encountered is that the Farmington Library is unique in its incorporation of cutting edge technology, public programs both on and off site for all age groups and collection policy that allows for a check out period of four weeks verses the more conventional two weeks. The conventional two-week check out allows the customer to extend the original two-week period and this renewal transaction is recorded as a SECOND circulation. To compensate for this anomaly the consultants have identified that 67 percent of Farmington circulations are recorded as longer than two weeks and projected it as a second circulation for comparison purposes. The other factor considered in preparing the long-range needs assessment was to consider the use factors prior to and after the new facility in 2003.

COMPARING FARMINGTON PUBLIC LIBRARY PRE and POST NEW BUILDING

**Service Area
Population**

	2000	2006	% Change	Per/Cap	2030	% Change (from 2000)
Service Area Population	79,370	91,105	14.80%		138,700	74.80%
Building Area	50,000			0.63	87,376	
Holdings	207,270	203,167	-2.0	2.23	309,662	52.0
Circulation	271,448	521,500	92.2	5.7	790,846	52.0
Visits	307,535	481,000	56.0	5.3	729,428	52.0
Ref. Trans.	21,960	12,848	-41.5	0.14		
Reg. Borr.	87,217	69,925	-19.8	76.8		
Program Att.	73,480*	86,207	17.0	94.7		
Public Comptr.	25	58				
Comp. Utl.	NA	85%				

* Children's program attendance only

NOTES:

1. If you agreed that the assumptions are correct, using 4 items in the collection per 1 square foot of building area, the building area requirements would be 71,430 SF.
2. Using the same area ratio per capita as 2001, at the initiation of the current building design of 0.63 SF a building of 87,376 SF would be required in 2030.
3. The initial building was designed for 48 staff in 8,100 SF or 168 SF of staff work area per position. 8,100 SF is 15.6% of the building area and a "normal" staff to total building area is between 20 to 22%. Current staff level of 100 relates to less than 81 SF per staff position.

SECTION 8



Cerritos Public Library
Cerritos, CA



Schaumburg Central Library
Schaumburg, IL



The Williamsburg Library
Williamsburg, VA



Peninsula Center
Library
Palos Verdes, CA



Santa Clara Central Park Library
Santa Clara, CA



Albuquerque Main Library
Albuquerque, NM

PEER LIBRARY COMPARISON (CONTINUED)

2005 PEER LIBRARY PER CAPITA COMPARISONS

Libraries serving 50,000 to 100,000 population (241 libraries reporting)

Performance Indicators	Mean or			2005 Farmington
	Avg.	High	Upper Q.	
Holdings	2.7	7.8	3.3	2.23
Circulation	9.3	43	11.6	5.70
Visits	5.6	24.6	7.1	5.30
Ref. Trans.	1.1	5.5	1.4	0.14
Collec. Turnov.	2.77	7.17	3.75	2.57

Upper Quartile Peer Libraries - Per Capita Measurements

Library	Population	Area S/F	Expenses	Material Expenses
Cerritos	55,074	1.64	92.89	11.74
Schaumburg	129,839	1.38	85.54	10.89
Williamsburg	65,900	1.59	86.35	8.14
Santa Clara	109,106	0.81	59.58	7.30
Palos Verdes	70,600	1.60	64.47	9.94
Albuquerque	556,678	0.53	21.96	4.40
Farmington	91,105	0.63	38.11	7.76

Library	Population	Circulation	Visits	Ref. Trans.
Cerritos	55,074	20.2	19.8	4.0
Schaumburg	129,839	20.4	10.1	4.8
Williamsburg	65,900	18.6	12.0	2.0
Santa Clara	109,106	24.1	12.1	1.4
Palos Verdes	70,600	12.1	9.3	1.5
Albuquerque	556,678	7.5	3.8	1.0
Farmington	91,105	6.2	4.3	1.0

Library	Population	Turnover	Holdings	Program Att.
				as of % of pop.
Cerritos	55,074	4.86	4.2	64%
Schaumburg	129,839	4.34	4.7	65%
Williamsburg	65,900	3.38	5.5	226%
Santa Clara	109,106	6.86	3.5	35%
Palos Verdes	70,600	3.35	4.6	32%
Albuquerque	556,678	2.81	2.7	36%
Farmington	91,105	2.60	2.4	32%

Note:

The Farmington Library currently offers more programs and more services than MOST of the nation's upper quartile libraries serving between 50,000 and 250,000, with significantly less cost and building area.

SECTION 8

PEER LIBRARY COMPARISON (CONTINUED)

The following **graphs 1 thru 4** chart the actual usage from 2000 to 2005 against the service area population. The continuation from 2005 to 2030 charts two projections. The first is a continuation of the per capita usage against the projected service area population. The second or upper line represents the per capita usage of the upper quartile average against service area population.

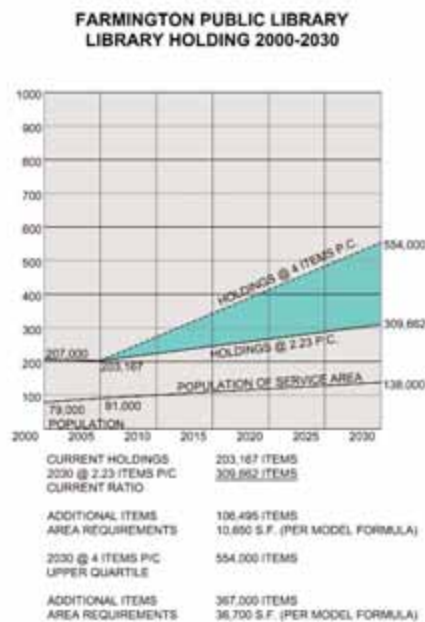
As the **graphs** indicate the Farmington Public Library has and will continue to out perform the service area projections.

Question?

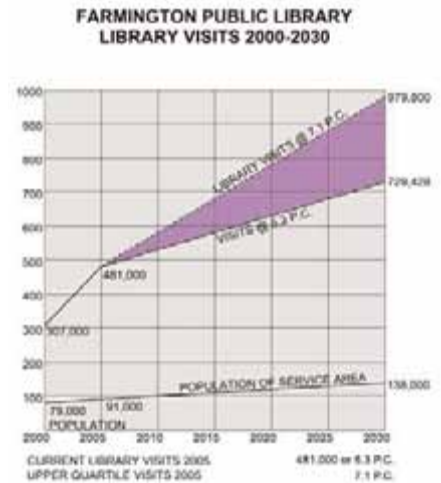
What will the actual performance per capita measures be - based on the past 3 years since moving into the new facility?

The consultants expect the usage to be at or near that of the upper quartile. As **graph 1** illustrates a holdings (or book capacity) of 2.06 items per capita (this is consistent with the 2005 per capita collection capacity) in the year 2030 which will require an additional 9800 square feet to house just the increased collection. If on the other hand the City establishes the upper quartile 4 items per capita (4 items per capita is the recommended collection in over 20 states) the area to house this additional collection is increased by 36,700 square feet.

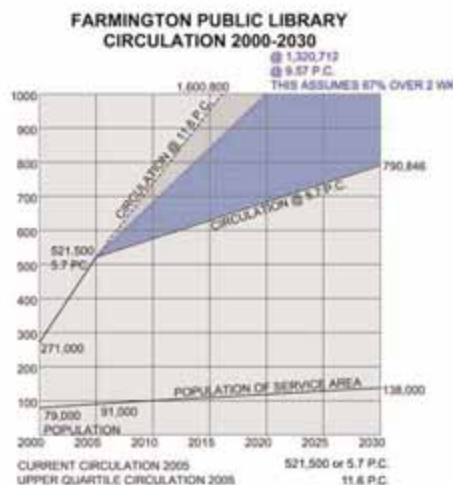
GRAPH 1



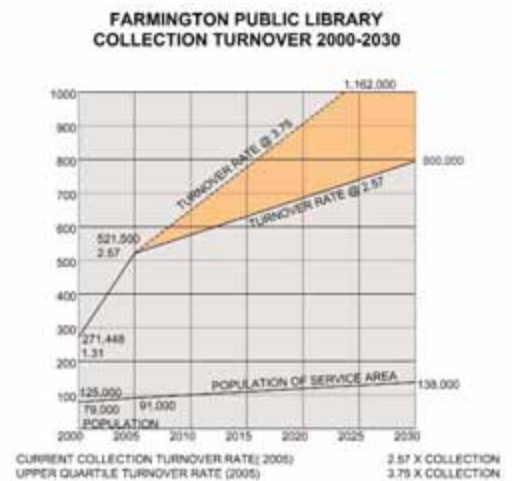
GRAPH 2



GRAPH 3



GRAPH 4



SECTION 9

STUDY METHODOLOGY

BUILDING AREA MODELS

There are several models normally used to project area requirements, from Space Needs Programs, Collections and Area Per Capita Formulas. As a result of the high level of service and programs offered by the staff of the Farmington Public Library the consultant recommendation is based on the **Collections Model** to provide a total of 118,800 square feet prior to 2030. The existing site will accommodate approximately 80,000 square feet (an addition of 30,000 square feet). Additional library sites should be provided as branch facilities as required by population growth.

A. Space Needs Model



Farmington Public Library
Farmington, NM

Assumptions:

Service Area Population 2030	138,700
Collection Capacity	3 items per capita
Seating Capacity	7 seats per 1000 population

		Square Feet
Collection Space:	416,100 items @ 10 items/SF	41,610
User Seating:	970 seats @ 30 SF ea.	21,900
Staff Work Area:	50 stations @ 150 SF	7,500
Meeting Room:	Multipurpose 200 seats @ 10 SF	2,000
	Conference Room 25 @ 25 SF	625
	Storytime 60 seats @ 10 SF	600
Subtotal Assignable Space		81,435
<i>Special Space Allocation @ 10%</i>		8,143
<i>Non Assignable Space @ 25%</i>		20,358
Subtotal		111,973
Public Access Computers	80 @ 25SF	2000
Total Area Required 2030		113,973

B. Collections Model

Assumptions:

3 items per capita requires a collection of 416,100 items	
3.5 SF per item in the total collection indicates	118,805

SECTION 9

BUILDING AREA MODELS (CONTINUED)

C. Area Per Capita Model



Salt Lake City Library
Salt Lake City, Utah



Seattle Public Library
Seattle, WA

Assumptions:

Service Area Population 2030	138,700	
		Square Feet
At the current capita area of .63 SF		87,381
At the minimum per capita area of 2030 population .80 SF		110,960
At the recommended per capita area of most State recommendations 1.0 SF		138,700
At the recommended per capita area of most State recommendations 1.25 SF		173,375

Recommendation:

*Due to the degree of the on-site and off-site programming, current collections (print & electronic), online subscriptions and high civic organization use the consultants recommend **MODEL B "COLLECTIONS MODEL"** as the area requirement to meet the Library demands of the projected population service area of 138,700.*

SECTION 10

CONCLUSION

Farmington Public Library is..

A dynamic civic resource that promotes free and open access to information, materials and services to all members of the community to advance knowledge, foster creativity, encourage the exchange of ideas, build community and enhance the quality of life

The **Farmington Public Library** *consistently outperforms peer libraries* and is quickly gaining on the upper quartile libraries. As discussed previously the Farmington Library is at its collection capacity as a 50,000 square foot library at 3.5 items per sq. ft. would house 175,000 items however, the current collection is at 187,633. Additional collection space in the existing building can only be achieved by removing computers or public seating which are not options or by adding building area. The program areas of the existing library are also at or near design capacity. For example the public computers are at approximately 85 percent utilization, which given down time and time of day is at maximum usage. Both the children's program and teen programs are exceeding expected usage. The large multipurpose room and smaller conference rooms are in constant demand by both library and citizen groups. Many organizations requesting meeting space are turned away due to scheduling conflicts.

As discussed earlier in this report the libraries of Bloomfield, Aztec and Shiprock are not providing the same level of collections or service as the Farmington Library due primarily to the scale of operation, funding and staffing. As a result the migration of county residents to the Farmington Library is placing considerable demand on the collections and services offered at the Farmington Library. This trend will only increase as the San Juan County population increases. As many county residence view the libraries in San Juan County as a regional library system due to common access the consultants have entered in discussions with Bloomfield, Aztec and Shiprock libraries regarding the creation of a more equitable level of library services lessening the demand on the Farmington Library. During these discussions six functions were identified that effect use factors. These functions are:

1. Square feet
2. Collections
3. Technology
4. Staffing
5. Services
6. Programs

1. **SQUARE FEET (building area)**

Aztec Library currently has 9,600 sq. ft. that is in compliance with current space models for the city population.

Bloomfield Library currently has 4,600 sq. ft. that should be increased to approximately 9,000 sq. ft. to be in line with Farmington and Bloomfield building area per capita ratios.

Farmington Library is currently at capacity in that the daily use data indicates that the library has reached capacity in collection shelving, public computers, seating and meeting and/or program space. Based on the service area population goal (City only or City and portions of the County) additional building area will be required to accommodate the same level of collections, services and programs currently offered. Depending on the service area population the City will need to add approximately 30,000 sq. ft (City demographics) to over 60,000 sq. ft (County and City demographics).

SECTION 10

CONCLUSION (CONTINUED)



Aztec Public Library
Aztec, NM



Bloomfield Public Library
Bloomfield, NM



Farmington Public Library
Farmington, NM



Farmington Public Library
Farmington, NM

2. COLLECTIONS (library holdings)

Bloomfield Library collection capacity due to the building size is appropriate for the population served.

Aztec Library collection capacity due to the building size is at capacity but should be increased to represent 3 to 4 items per capita of its service area. Farmington Library is at maximum capacity and should be expanded to meet a four item per capita goal, however, to accomplish this goal a 30,000 square foot addition to the current library will be required.

3. TECHNOLOGY

Bloomfield Library and **Aztec Library** offer computer access.

Farmington Library offers a full range of technology and the public access computers are at over 85% utilization. The public access computers need to be expanded to meet current and future demand. Data transmission capacity will need to be significantly increased to support new programs and services. Farmington Library supports the Bloomfield, Aztec and Shiprock libraries with a robust library management system as well as supplying self-checkout machines and technical support personnel.

4. STAFFING

All library staffing is appropriate for the current populations served, however as the population grows and library programs increase staffing levels will require expanding. Current technology, in place, such as Smart Check, customer self checkout and online reservation services will help relieve some of the traditional per capita staff ratio requirements.

5. SERVICES

All libraries currently have self-checkout stations (furnished by Farmington Library) but the utilization as a percentage of total circulation varies from 40% to Farmington at 99.9%. On line services such as homework assistance, reservations and access to the permanent and electronic multimedia collections is in place in Farmington and is rapidly being expanded. Without Bloomfield and Aztec libraries incorporating online services (on site and remote access) the demand at the Farmington Library will only increase by County residences. On site monitors provided at Farmington provide customer access to library services as well as city and county information.

6. PROGRAMS

Programs for all but children are limited at all locations with the exception of Farmington due to space limitations. The libraries in the county are coordinating next year's children's Summer Reading programs, which will provide a common level of programs at all locations. Due to space and staffing limitations young adult and adult programs are not available to the frequency or quality at the Bloomfield and Aztec libraries as presently provided at Farmington.

SECTION 10

CONCLUSION (CONTINUED)

METHODOLOGY TO ACHIEVE LIBRARY SERVICE EQUITY WITH FUTURE DEMAND

The area libraries should find a funding process that will allow a more equitable distribution and access of library, collections, services and programs. As discussed, without the ability to provide a similar level of services, programs and access to collections the demand on the Farmington Public Library by county residents will increase while at the same time the city population growth will tax an already tight library department. The Farmington Library currently funds the Library Management system for Bloomfield and Aztec libraries (approximately \$200,000 annual expense). Several of the common funding mechanisms discussed are:

Create a county-wide library-taxing district. *This is not an available option under current New Mexico statute.*

Form a Non Profit/Management contract with all County Libraries

Pass a county library bond. *This would be similar to the recently passed Sandoval County Library Improvements Bond 2006.*

Provide a county per capita fund.

Establish nonresident fees.

The equitable long-term solution is to place a county library bond before the voters for a yes or no vote. However, a referendum ballot will require significant planning and marketing. A short term solution would be to provide a county per capita fund, administered by the county and distributed to all libraries in the county on a, to be established, performance usage formula. The per capita funding could be modeled similar to the Denton County, Texas library funding.

The demand on the Farmington Library by current City and County residents and projected population to 2030 will require a building area of between 110,960 to 118,805 square feet (refer to building area models).

The City of Farmington and the Farmington Library is facing a critical decision that will determine the level of service all libraries within San Juan County can provide their citizens. Without some financial relief at the county level Farmington will be forced to curtail access to county residents and support to the smaller county libraries or face significant pressure on its collections, services and programs offered to the Farmington residence.



Farmington Public Library
Farmington, NM

SECTION 10

CONCLUSION (CONTINUED)



Farmington Public Library
Farmington, NM

The performance of the Farmington Public Library is both remarkable and, at the same time the catalysis for additional space demands after only three years in a new facility. The 1995 space needs recommendation for a new library-building program identified the space requirements in 2015 to be 80,000 sq. ft. (this recommendation is based on the City population projections only). The creative programs, services and depth and relevance of the collections offered at the Farmington Library have raised the expectations of the Farmington and San Juan County library customers. The culture of the library staff encourages the creation of new programs that are constantly tested, refined and improved. This culture views library programs as the means to serve a public that is expressing a need for socially, culturally and economically diverse services. The barometer of the success and relevance of a public library in any community is to ask directions to the library at the first convince store as you enter the town. In Farmington the clerk will more often than not, not only give you directions but will tell you about some great program they have attended!

In most communities a new library building that offers a more robust collection and range of programs will satisfy the demand of its customer base - This is not the case in Farmington!

The success of the Farmington Public Library has created an unusual appetite that feeds on itself, and as the gap widens between the collection of services offered at the City and the other libraries in the County the demand at the Farmington Public Library will constantly outpace the capacity of the City resources.

If a county funding process is established that allow for a more equitable distribution and access of library services within the county the Farmington Public Library would effectively lower its service area population. A reduction of the service area population that resembles the city population projections to 2030 would suggest a facility of 80,000 square feet or approximately 30,000 square feet added to the existing 50,000 square foot library (that represents the total build out of the existing site) that will accommodate the increased collections, technology, services and programs required to meet the demands of a customer base that has come to expect a full and creative portfolio of library services and programs.

EXHIBIT 1

Most Excellent Librarian



“Shhhhhhhhh this is not your mother’s Library”

FARMINGTON PUBLIC LIBRARY

“MASTER PLAN 2030”

Farmington, New Mexico

City Council Work Session Presentation

April 2, 2007
Presented by

Hidell and Associates Architects

“Vision of the Future is a Vision of an Experience”

SIZE of the LIBRARY
Size = Service Area Population
x Collection Goal / 3.5 sq. ft.

FARMINGTON PUBLIC LIBRARY

138,700 x 3 Items/Capita =

118,805 sq. ft.

FARMINGTON PUBLIC LIBRARY

118,805 sq. ft. - 50,000 sq. ft. =

68,805 sq. ft.

DO the MATH.....+ - X |

- **1,086,250,903 Internet Users worldwide**
- **85 million+ active domains**
- **203.7 million telephone subscribers USA**
- **73% of Americans go online --- 91 % use email**
- **219.4 million USA subscribers to wireless or more than 72% of the population**

Some more MATH!!!!

- **GOOGLE receives 1 billion search requests per day for a 54% market share**
- **GOOGLE has 380 million unique users**
- **Gartner Group reports over 60% of workplaces have enabled IM (instant messaging) for business use**
- **85% of NextGens (aka Millennials) have IM accounts**

Forces Driving Changes in the Field

- ***Technological innovation and ubiquity of communication tools***
- ***Economic uncertainty***
- ***Changes in the workplace structures***
- ***Changes in educational structures, tools***



Acknowledge the Patron mindset

- Patrons want it **NOW**
- Patrons are **NOT** willing to settle for less
- **Students turn to the Web instead of libraries**
- **Why do I need a library?**

So Libraries Must...

- ***Adapt traditional strengths to create and integrate new programs***
- ***Build and preserve collections***
- ***Leverage the worldwide community of librarians and libraries***
- ***Advocate for libraries and librarians***
- ***Change***

Change the Paradigm

- ***Recognize the culture change, look outside our doors (insularity of librarians)***
- ***Convince librarians of the value of change***
- ***Convince the public of the value of libraries***
- ***Provide tools and training***
- ***Create a sense of ownership of the problems and the solutions***

WHAT ARE LIBRARIES DOING?

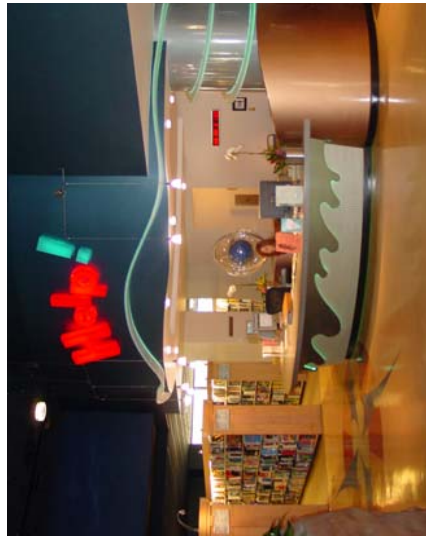
with

“Services and Program Spaces”

Today

Service Points
Technology
Meeting Spaces
Children Spaces
Young Adult Spaces
Adult Spaces
Outdoor Areas

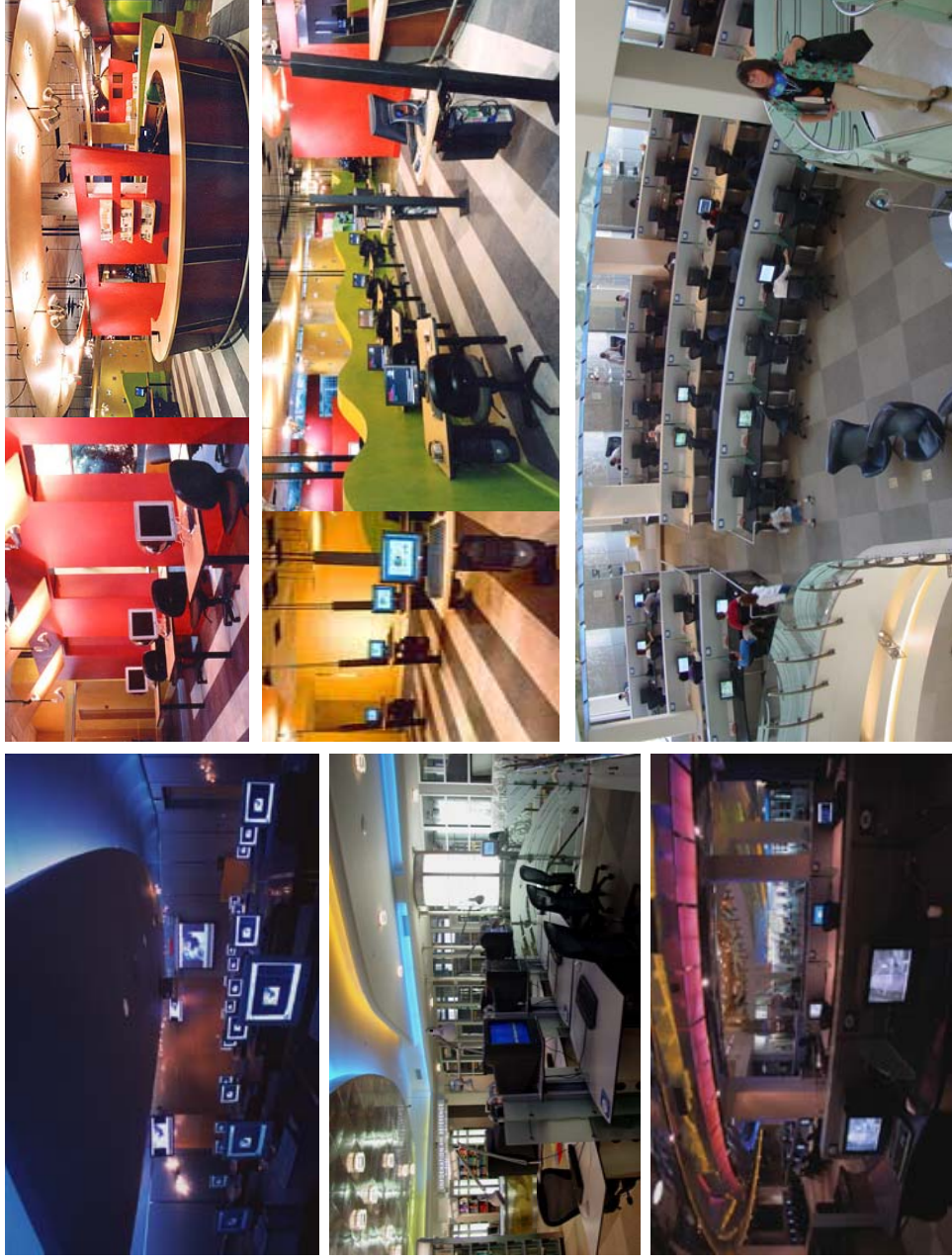
Service Points



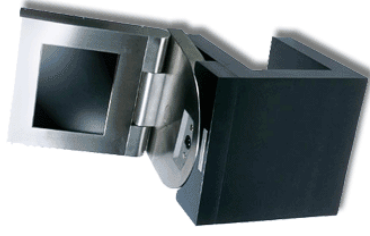
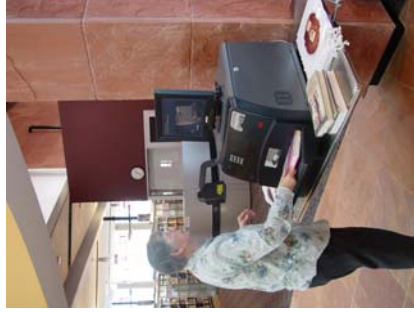
Service Points



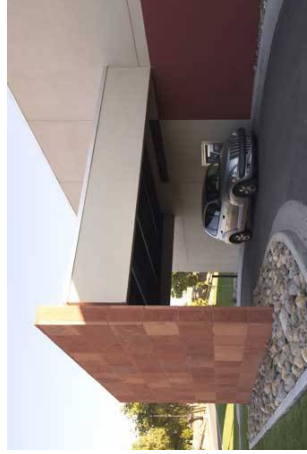
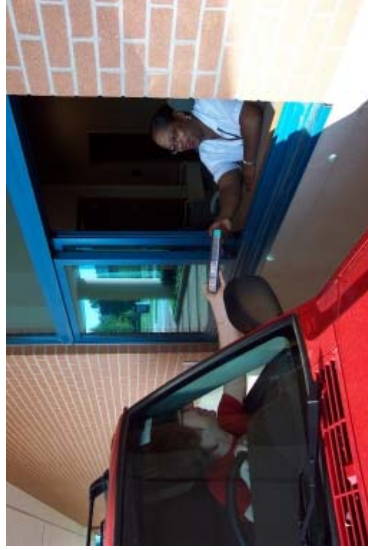
Instructional Technology



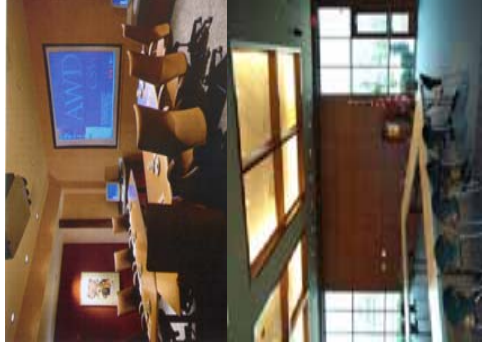
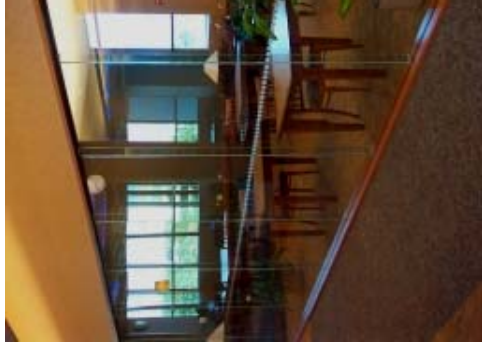
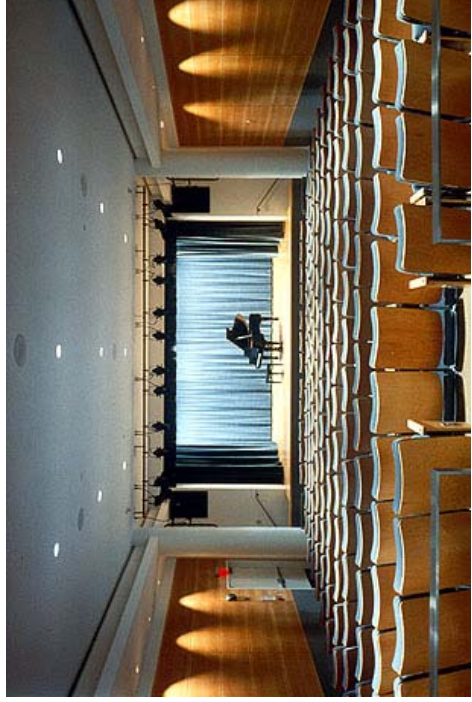
Technology DESIGNING THE LIBRARY for TECHNOLOGY



Material Handling



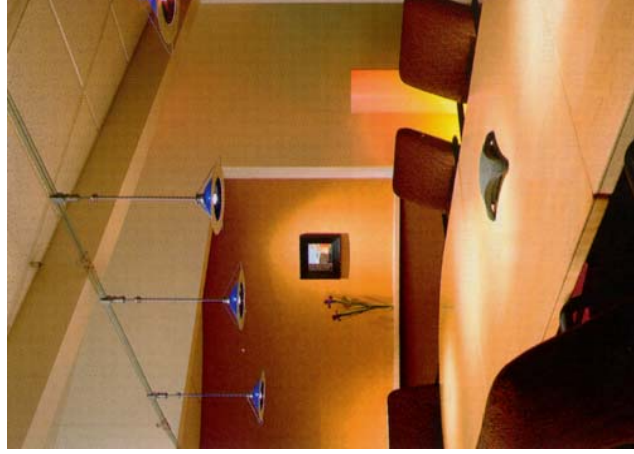
Meeting Spaces



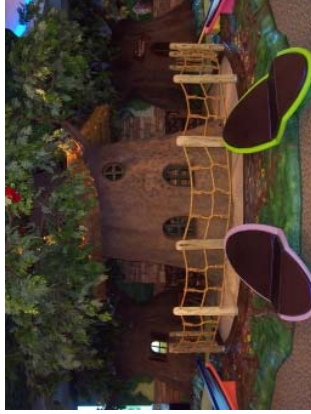
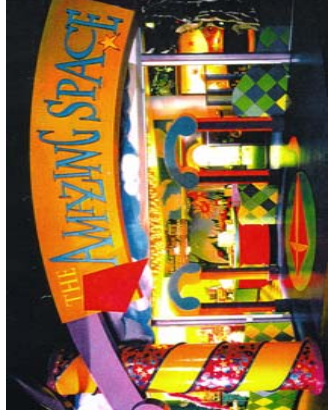
Meeting Spaces



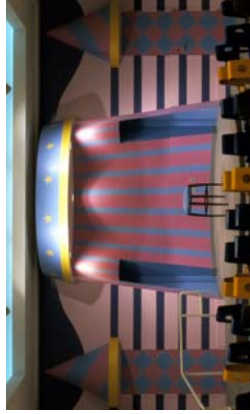
Meeting Spaces



Children Spaces



Children Spaces



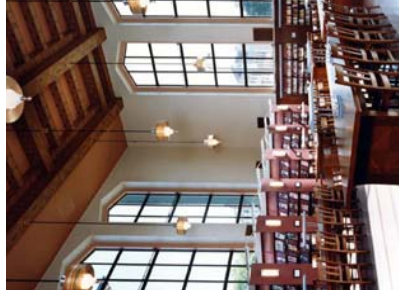
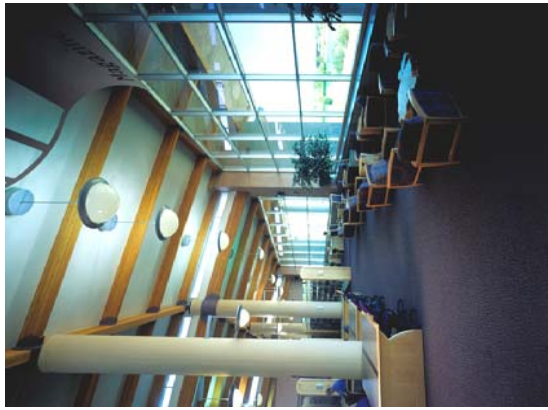
Children Spaces



Young Adults - Teens



Collection / Reading Areas



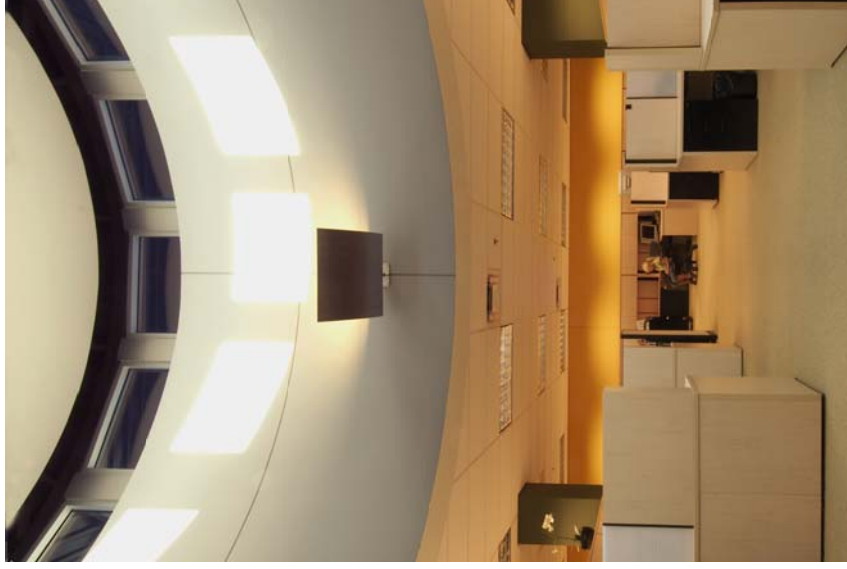
Outdoor Areas



Special Spaces

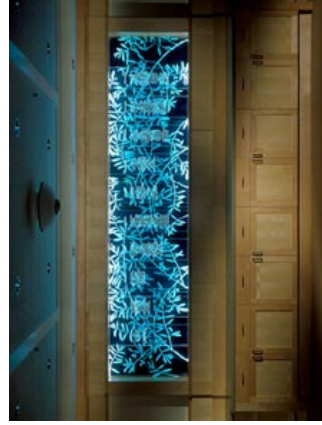
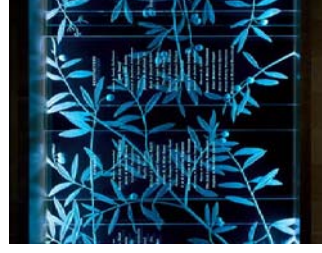
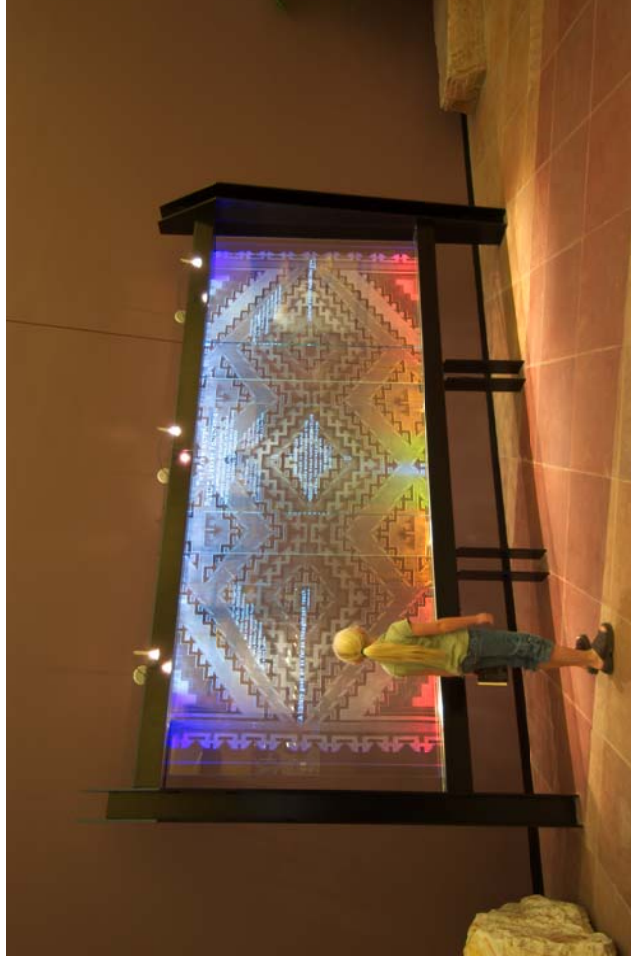


Staff Spaces



Hidell Architects 2007
EXHIBIT 1 - Page 27

Donor Walls



Statistical *TRENDS* of Progressive

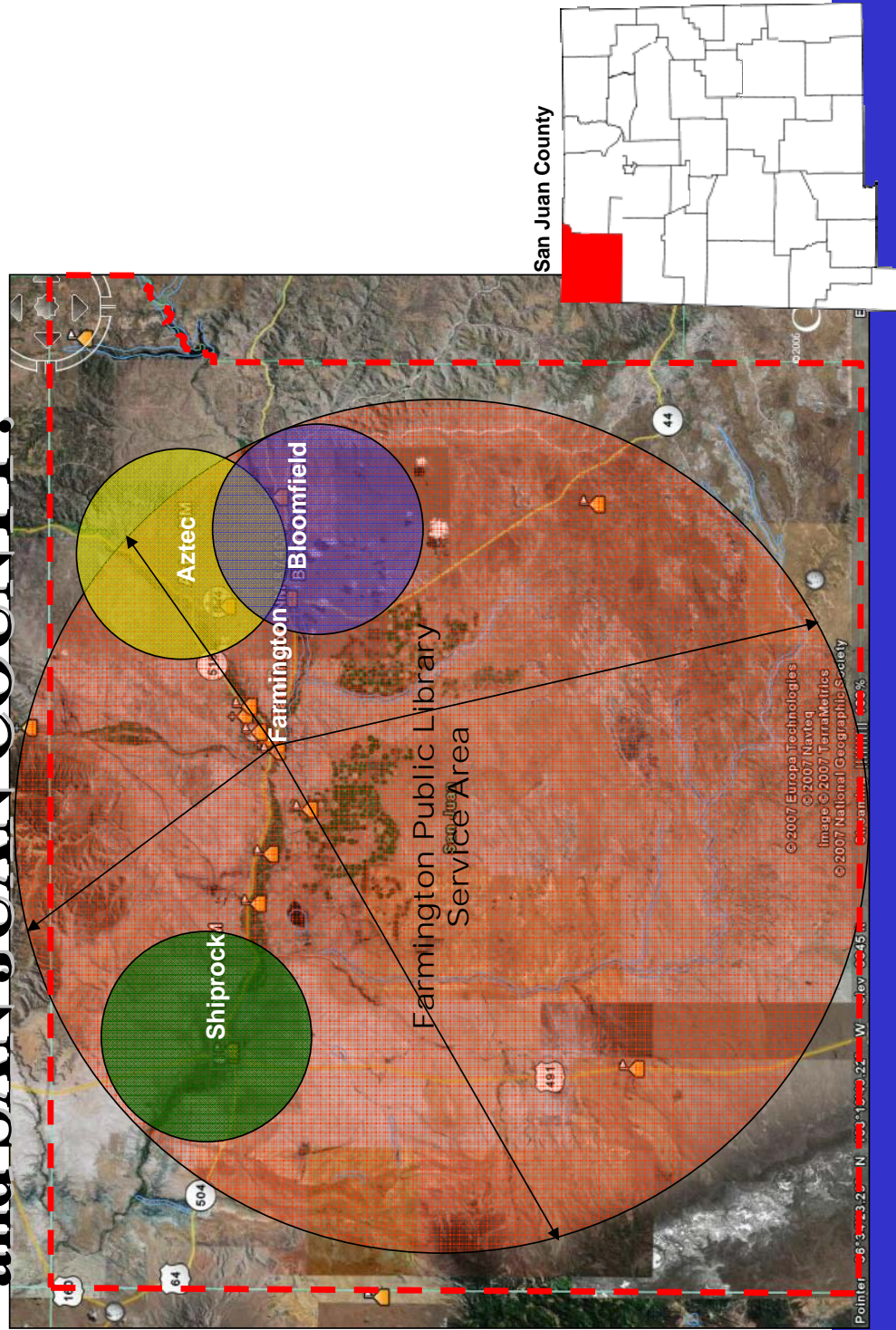
Library Systems

As a result of this additional collection, equipment and services the public library is seeing unexpected trends developing over the past 5 years

- ✓ **Building Area**..... Up 14%
- ✓ **Circulation**..... Up 41%
- ✓ **Library Visits**..... Up 12%
- ✓ **Holdings**..... Up 3.5%
- ✓ **Collection Turnover**..... Up 13%

Library Journal

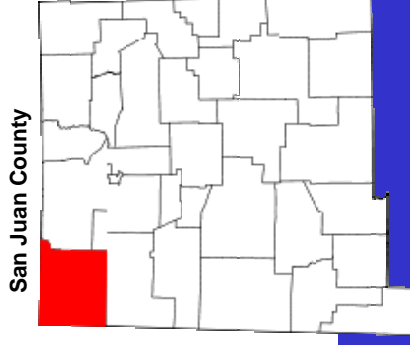
What is happening in FARMINGTON and SAN JUAN COUNTY?



What is **happening** in FARMINGTON and SAN JUAN COUNTY?

SERVICE AREA POPULATION GROWTH

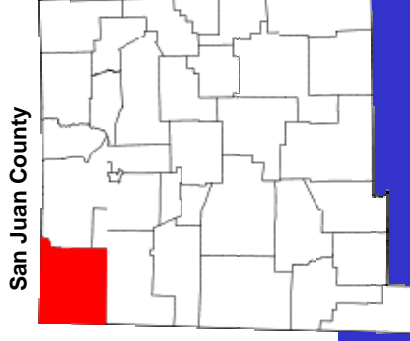
Year	2000			2005			2030			
	<u>Actual</u>	<u>Low</u>	<u>High</u>	<u>Avg.</u>	<u>Low</u>	<u>High</u>	<u>Avg.</u>	<u>Low</u>	<u>High</u>	<u>Avg.</u>
CITY	38700	39600	49300	44450	54500	80000	67650			
COUNTY	96800	99000	123,200	111,100	136,200	202,100	169,150			
Net COUNTY	58100	81700	73900	73900	81600	121,300	101,500			



What is **happening** in FARMINGTON and SAN JUAN COUNTY?

CITY OF FARMINGTON SERVICE AREA POPULATION

Year	2005	2030	Growth
CITY (100%)	44450	67650	66%
COUNTY (70%)	51730	71050	73%
Service Area Population	96180	138,700	69%



What is happening in Bloomfield?



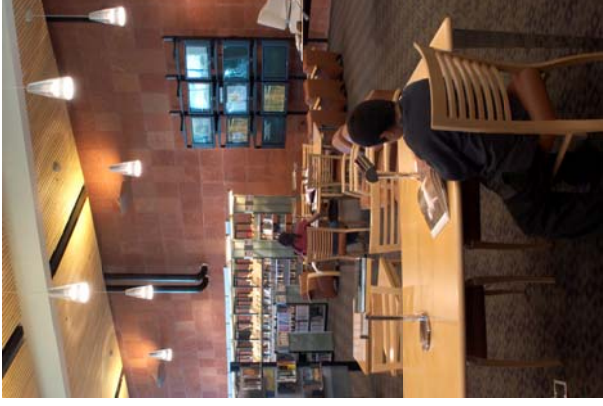
What is happening in Aztec?



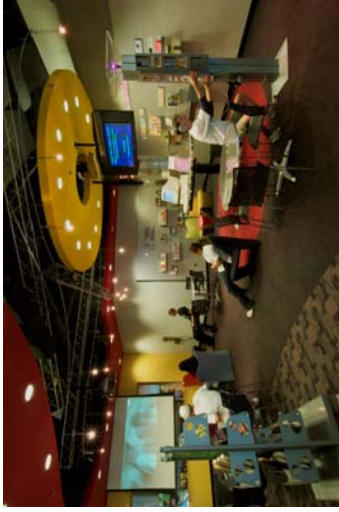
What is happening in Shiprock?



What is happening in Farmington?

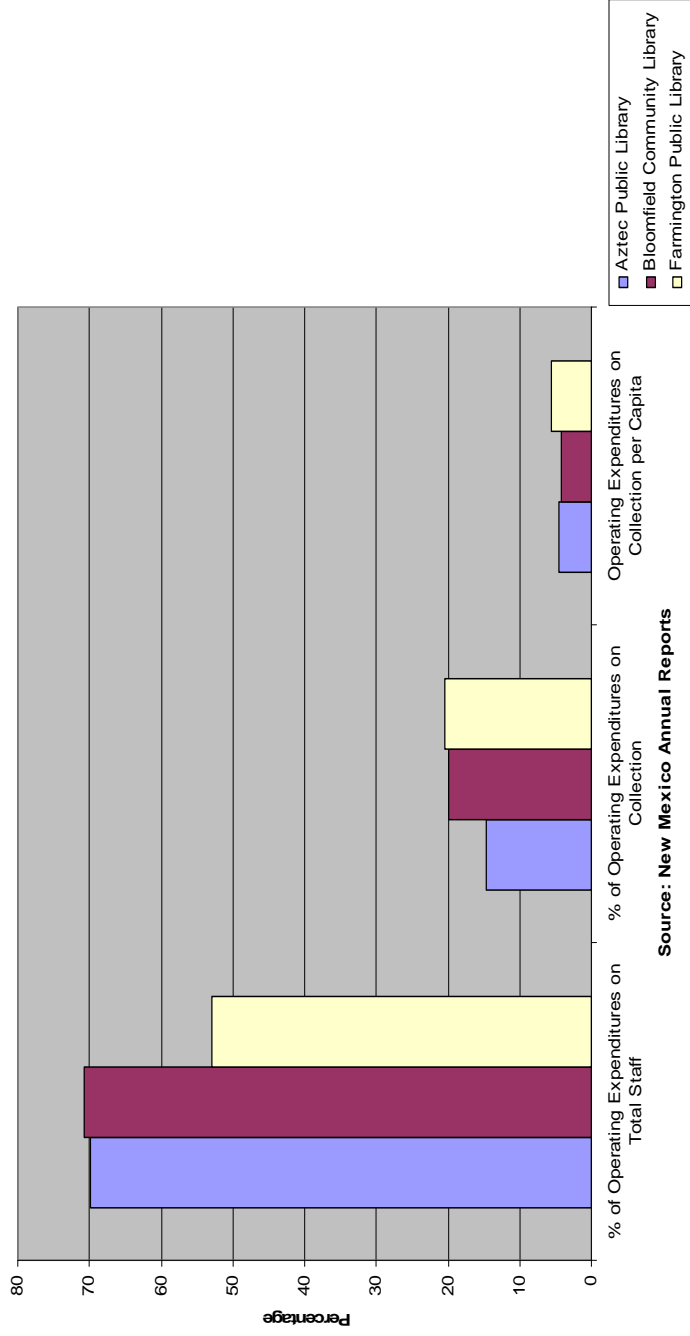


What is happening in Farmington?



Outpacing the population growth?

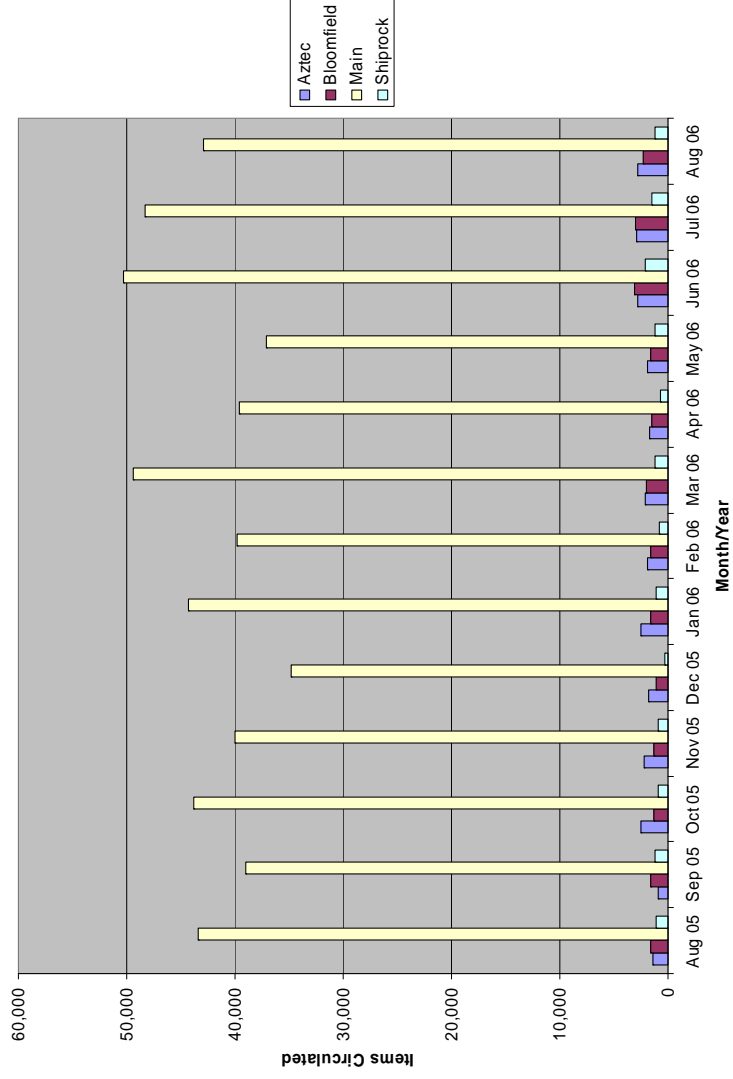
FY 2005 COMPARISONS



Source: New Mexico Annual Reports

Outpacing the population growth?

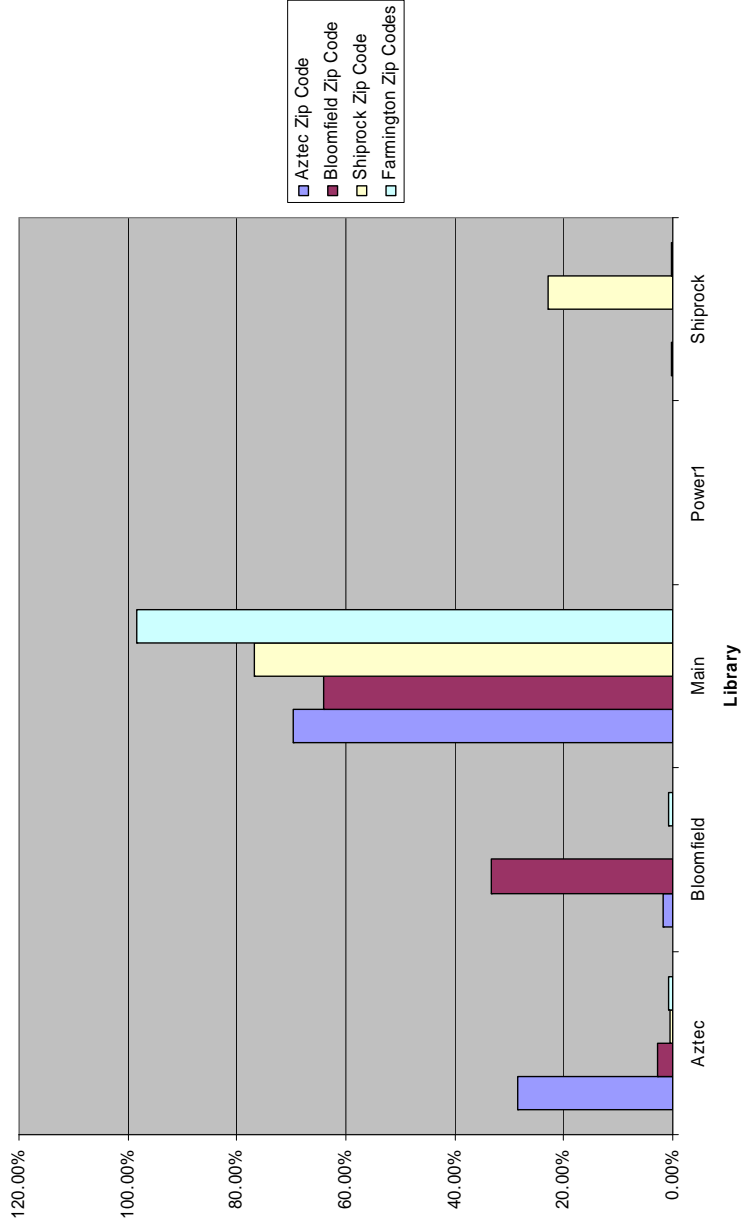
CIRCULATION
Aug 2005 thru Aug 2006



Outpacing the population growth?

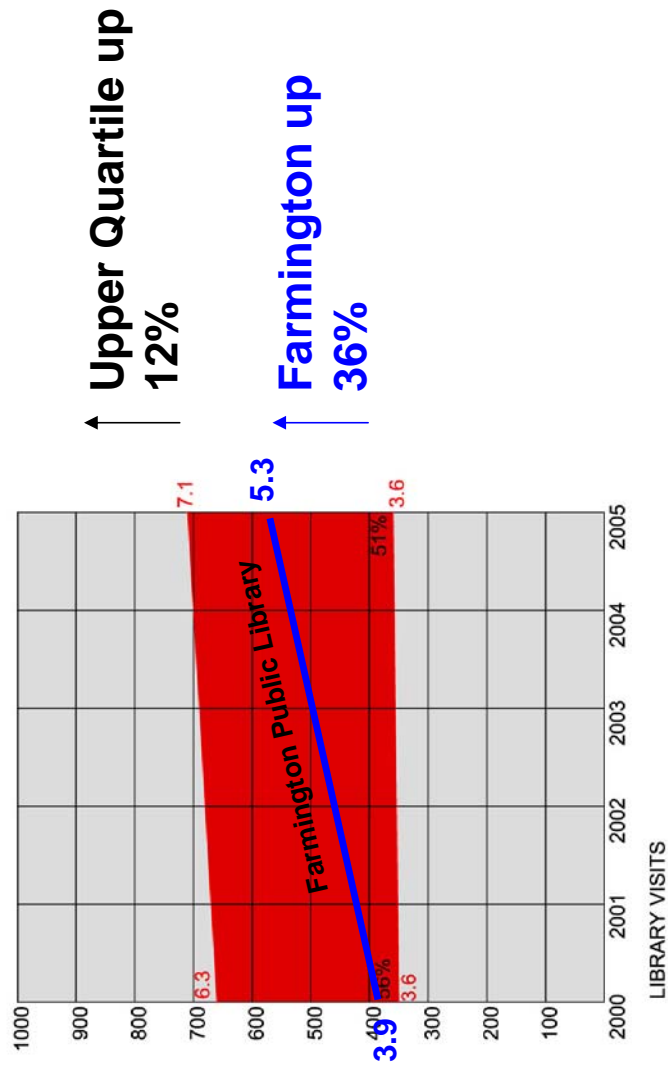
Checkouts In	
Aztec	28% in Farmington
Bloomfield	33%
Shiprock	23%
	69%
	64%
	77%

CHECK-OUTS BY ZIPCODE



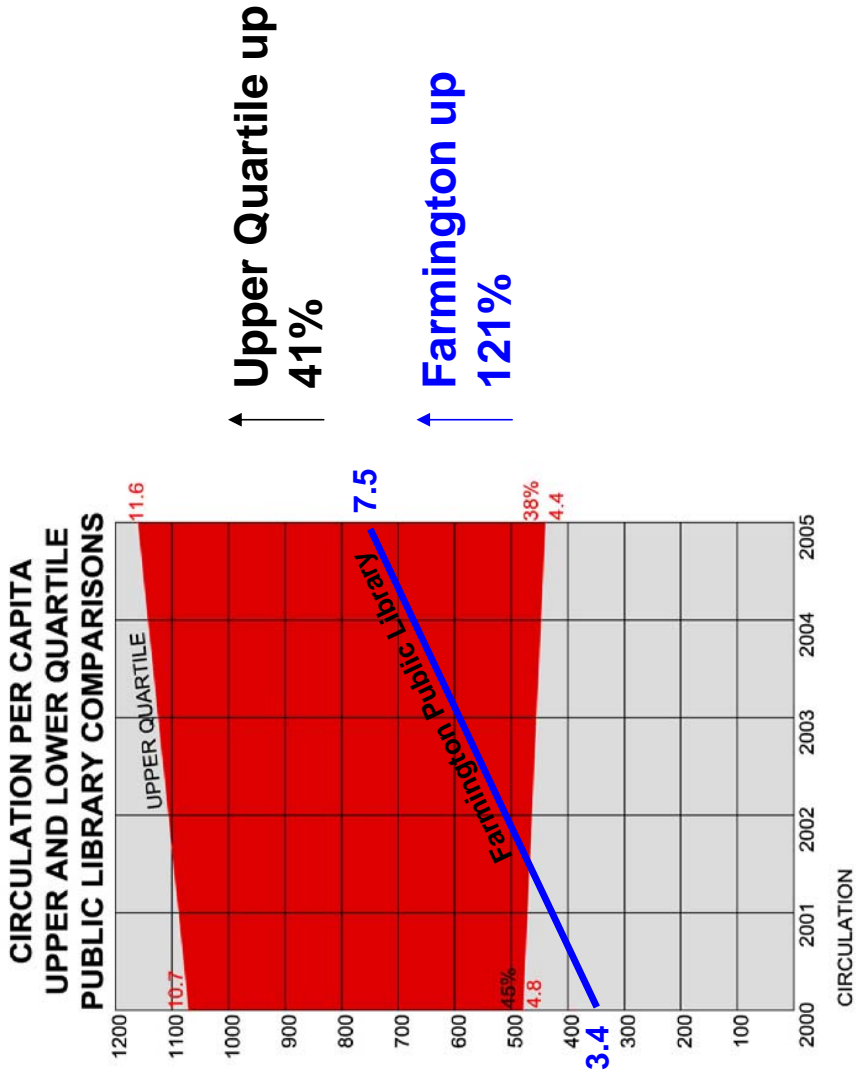
Performance *Indicators* between Upper and Lower Quartile

LIBRARY VISITS PER CAPITA
UPPER AND LOWER QUARTILE
PUBLIC LIBRARY COMPARISONS



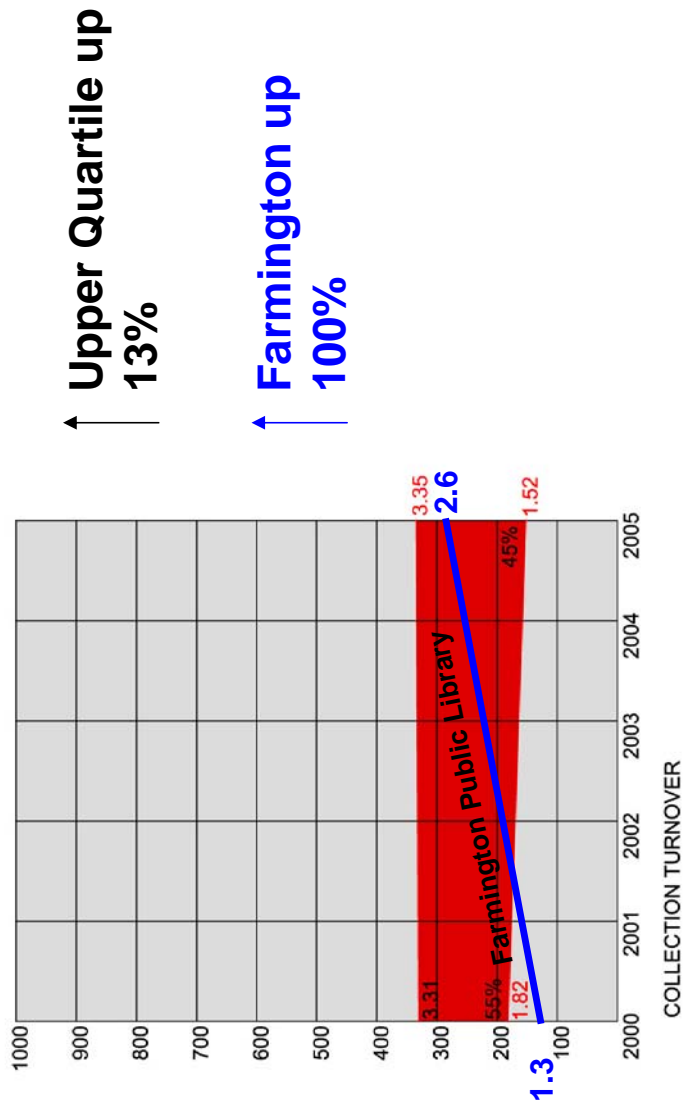
2000 LOWER QUARTILE IS 56% OF UPPER QUARTILE
2005 LOWER QUARTILE IS 51% OF UPPER QUARTILE

Performance *Indicators* between Upper and Lower Quartile



Performance *Indicators* between Upper and Lower Quartile

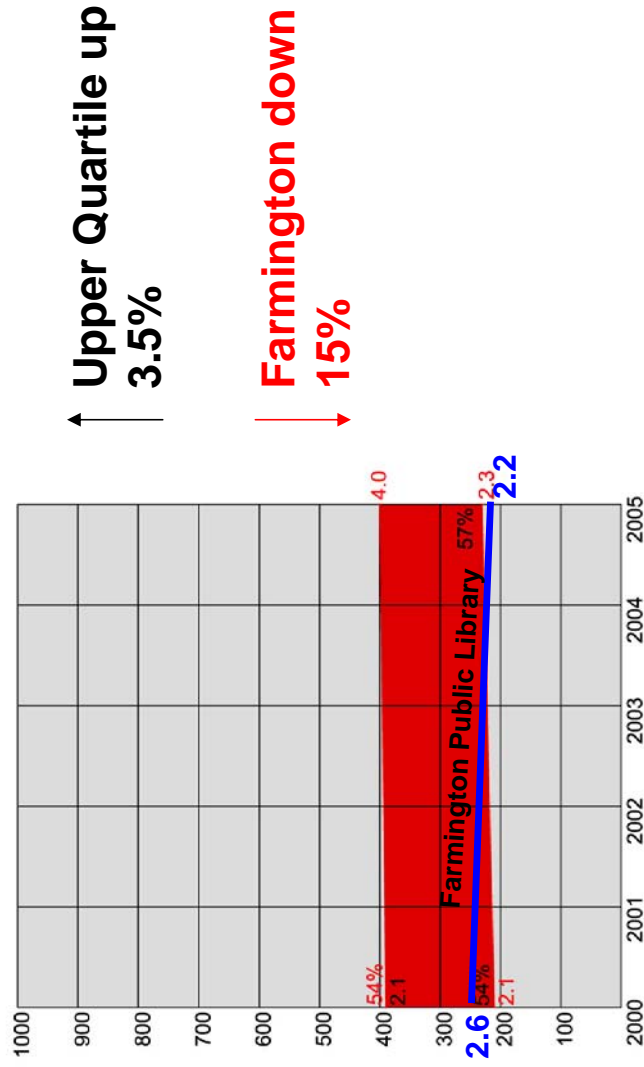
COLLECTION TURNOVER PER CAPITA
UPPER AND LOWER QUARTILE PUBLIC
LIBRARY COMPARISONS



2000 LOWER QUARTILE IS 55% OF UPPER QUARTILE
2005 LOWER QUARTILE IS 45% OF UPPER QUARTILE

Performance *Indicators* between Upper and Lower Quartile

LIBRARY HOLDINGS PER CAPITA
UPPER AND LOWER QUARTILE
PUBLIC LIBRARY COMPARISONS

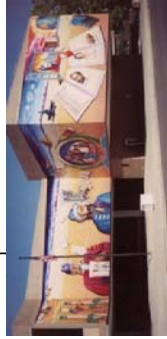


LIBRARY HOLDINGS

2000 LOWER QUARTILE IS 54% OF UPPER QUARTILE

2005 LOWER QUARTILE IS 57% OF UPPER QUARTILE

What are the *Nations* Leading Library Systems Doing?



Albuquerque Main Library
Albuquerque, NM



Schaumburg Central Library
Schaumburg, IL



Cerritos Public Library
Cerritos, CA



Santa Clara Central Park Library
Santa Clara, CA



Peninsula Center Library
Palos Verdes, CA



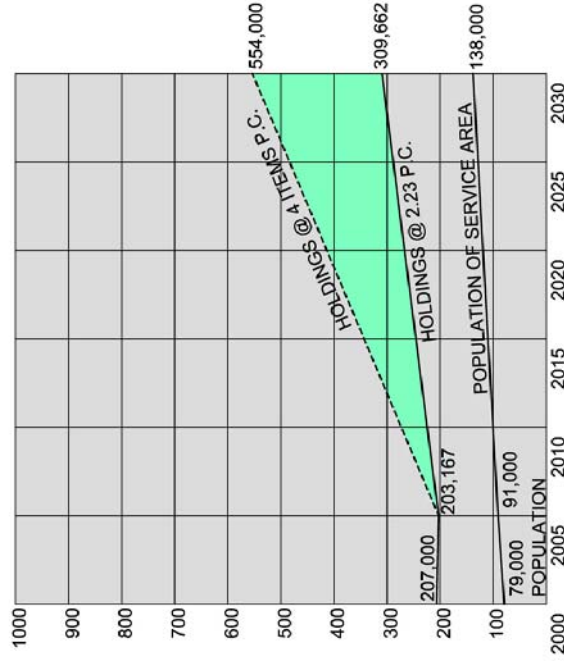
The Williamsburg Library
Williamsburg, VA

Upper Quartile Peer Libraries - Per Capita Measurements

Library	Population	Area S/F	Expenses	Material Expenses
Cerritos	55,074	1.64	92.89	11.74
Schaumburg	129,839	1.38	85.54	10.89
Williamsburg	65,900	1.59	86.35	8.14
Santa Clara	109,106	0.81	59.58	7.30
Palos Verdes	70,600	1.60	64.47	9.94
Albuquerque	556,678	0.53	21.96	4.40
Farmington	91,105	0.63	38.11	7.76

What are the *Implications* of maintaining Farmington Public Library Service Levels to 2030?

FARMINGTON PUBLIC LIBRARY
LIBRARY HOLDING 2000-2030



CURRENT HOLDINGS 203,167 ITEMS
2030 @ 2.23 ITEMS P/C 309,662 ITEMS
CURRENT RATIO

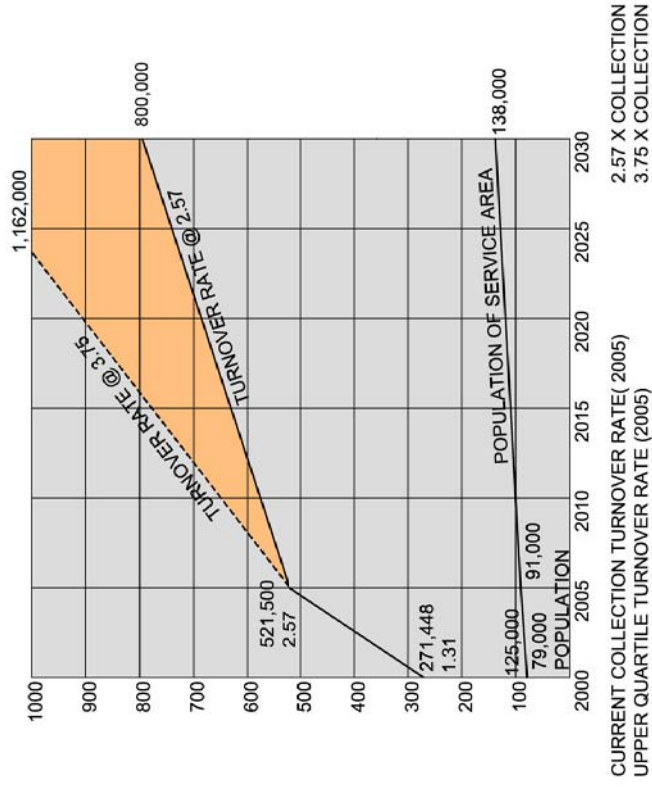
ADDITIONAL ITEMS 106,495 ITEMS
AREA REQUIREMENTS 10,650 S.F. (PER MODEL FORMULA)

2030 @ 4 ITEMS P/C 554,000 ITEMS
UPPER QUARTILE

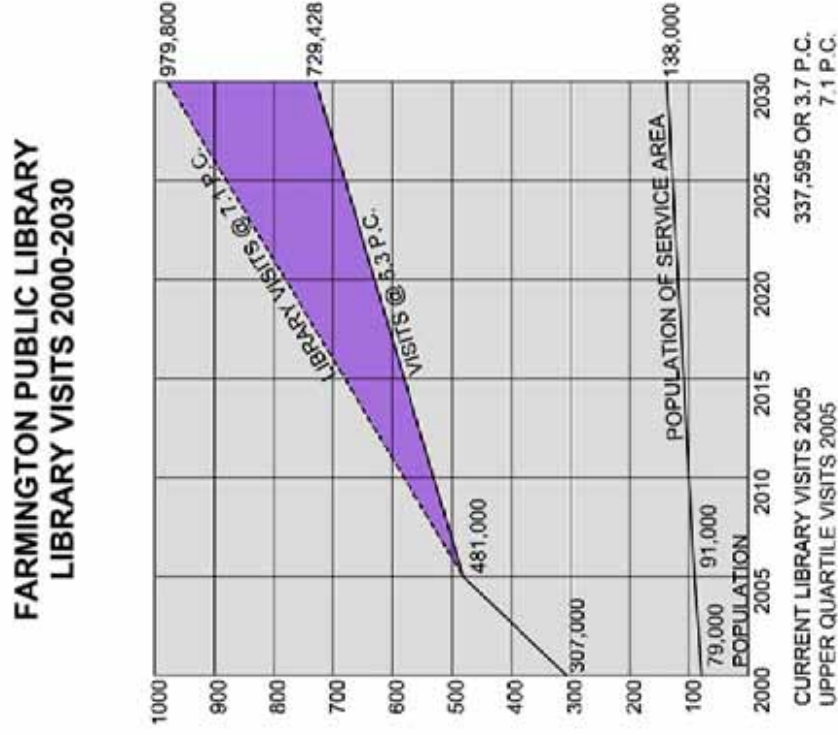
ADDITIONAL ITEMS 367,000 ITEMS
AREA REQUIREMENTS 36,700 S.F. (PER MODEL FORMULA)

What are the *Implications* of maintaining Farmington Public Library Service Levels to 2030?

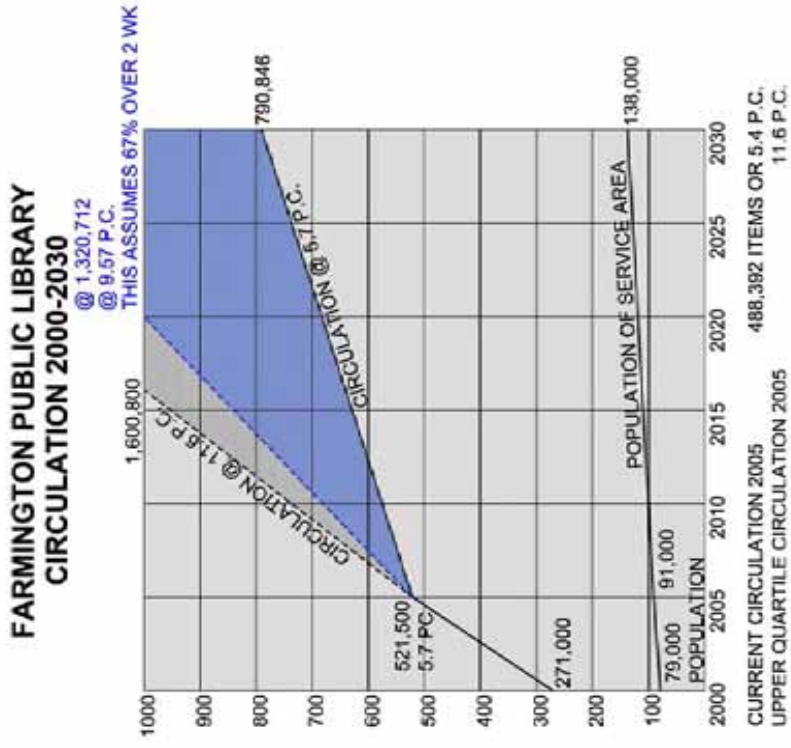
FARMINGTON PUBLIC LIBRARY
COLLECTION TURNOVER 2000-2030



What are the *Implications* of maintaining Farmington Public Library Service Levels to 2030?



What are the *Implications* of maintaining Farmington Public Library Service Levels to 2030?



What to *EXPECT*.....

- ✓ The F.P.L. is at **CAPACITY**
- ✓ The migration of Library **CUSTOMERS** outside the City will **INCREASE**
- ✓ Competition for Library **Collections, Services & Programs** will **INCREASE**

What will the Physical Plant need to be

MEET the Farmington & S.J.C. growing Demand?

A. Space Needs Model

Assumptions:

- Service Area Population 2030 138,700
- Collection Capacity 3 items per capita
- Seating Capacity 7 seats per 1000 population

Square Feet

Collection Space:	416,100 items @ 10 items/SF	41,610
User Seating:	970 seats @ 30 SF ea.	21,900
Staff Work Area:	50 stations @ 150 SF	7,500
Meeting Room:	Multipurpose 200 seats @ 10 SF	2,000
	Conference Room 25 @ 25 SF	625
	Storytime 60 seats @ 10 SF	600
Subtotal Assignable Space		81,435
Special Space Allocation @ 10%		8,143
Non Assignable Space @ 25%		20,358
Subtotal		111,973
Public Access Computers	80 @ 25SF	2000

TOTAL AREA REQUIRED in 2030

113,973 SF

What will the Physical Plant need to be

MEET the Farmington & S.J.C. growing Demand?

B. Collections Model

Assumptions:

- 3 items per capita requires a collection of 416,1000 items
- 3.5 SF per item in total collection indicates **118,805 SF**

C. Area Per Capita Model

Assumptions:

- Service Area Population 2030 138,700

	Square Feet
At the current capita area of .63 SF	87,381
At the minimum per capita area of 2030 population .80 SF	110,960
At the recommended per capita area of most State recommendations 1.0 SF	138,700
At the recommended per capita area of most State recommendations 1.25 SF	173,375

Recommendation:

Due to the degree of the on-site and off-site programming, current collections (print & electronic), online subscriptions and high civic organization use the consultants recommend **MODEL B "COLLECTIONS MODEL"** as the area requirement to meet the Library demands of the projected population service area of 138,700.

How to *accommodate* the City &

County Population Growth & Increasing Library Demand?

Several of the common funding mechanisms....

Create a countywide library-taxing district. *This is not an available option under current New Mexico statute.*

Form a Non Profit/Management contract with all County Libraries

Pass a county library bond. *This would be similar to the recently passed Sandoval County Library Improvements Bond 2006.*

Provide a county per capita fund.

Establish nonresident fees.

What will the *IMPACT* be on the Farmington Public Library?

If a county funding process is established that allow for a more equitable distribution and access of library services within the county the Farmington Public Library would effectively lower its service area population. A reduction of the service area population that resembles the city population projections to 2030 would suggest a facility of 80,000 square feet or approximately 30,000 square feet added to the existing 50,000 square foot library (that represents the total build out of the existing site) that will accommodate the increased collections, technology, services and programs required to meet the demands of a customer base that has come to expect a full and creative portfolio of library services and programs.

So what are **YOU**
going to **DO?????**