



CEDAR PARK TEXAS

THE CEDAR PARK PUBLIC LIBRARY

Master Plan Study 2014

Final Report

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Prepared by
Hidell and Associates Architects, Inc.

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EXECUTIVE SUMMARY

Introduction

The Cedar Park Public Library’s Master Plan provides a framework for the Library to develop program services such as collection development, technology, staffing and to analyze facility need. The consultants make recommendations to assist the Library in meeting the demands and challenges of the growing population and to best serve the residents of Cedar Park.

During the planning stage, consultants have undertaken various activities such as meeting with focus groups and conducting surveys to define the need for the scope of the project. The final plan will address solutions to space requirements in relation to emerging technology, programming space due to changing service trends and level of staffing to meet those demands. Today these public demands are driving libraries to change, and the configuration of the facility will determine the type of services it can offer.

Early in the planning process a set of goals was created as a benchmark for all current and future recommendations for the Cedar Park Public Library (CPPL).

Goals for Project Recommendations are...

GOAL 1 **Lifespan**

Provide solutions that maintain vitality over a 25 year period.

GOAL 2 **Operational Efficiency**

Provide solutions that improve the customer experience and improve the staff work process.

GOAL 3 **Meets Community Needs/Demands**

Provide solutions that meet the wants and desires identified by the community during the planning process.

GOAL 4 **Flexibility to Future Trends**

Provide solutions that enable a platform which will support continuing change in library services.

Community Factors Impacting the Library

Community Growth

The City of Cedar Park has grown more than 200% since the year 2000, adding over 40,000 new residents, which has significantly impacted the Cedar Park Public Library (CPPL). In 2014, the City was ranked by the U.S. Census Bureau as the fourth-fastest growing city in the country and was also named by Family Circle Magazine as one of the “Ten Best Towns for Families.”

The Cedar Park service area is forecast to continue this growth with an expected population of 100,000 at 4% growth rate by 2025 or a 16% increase from 2015. The community is affluent and highly educated, with 32.5% of Cedar Park households earning more than \$100,000 annually and 40.4% of the Cedar Park population having a bachelor’s degree or higher. These statistics are higher than the county, MSA, state and country.

The impact of this extraordinary growth on the CPPL is best illustrated in the increased use of the building and its collection since the opening of the library expansion in 2000.

- FY2000 – CPPL circulated 219,910 items
- FY2013 – CPPL circulated 707,888 items
- 322% increase over a 13-year period

This has put a burden on staff, with the Library circulating 39,500 items per FTE or 252% above the state average in FY2013. With an expected population increase of 16% over the next 10 years, the **CPPL future service demands will outpace the current facilities collection, meeting space, and staffing levels.** The increase in service area population will require the CPPL to increase collection and staffing to provide a comparable level of service as that which citizens receive today.

Consumer Trends

Recent developments in the delivery of information and entertainment are having an effect on the public library. The adoption by consumers of mobile devices including smart phones, tablets, and e-book readers is changing the expectations of library services. These devices have created an additional information delivery system for the Library.

Library Users’ Expectations



Users expect a place to power their mobile devices



Users expect a robust Wi-Fi connection to meet their online needs



Users are increasingly consuming digital entertainment

A recent Pew research study among American adults 18 and older who have read at least one book in the past year found:

- 28% of the books read were e-books, which is up from 17% just three years ago.
- Ownership of tablet and/or e-book readers has increased to 43% of Americans ages 16 or older.
- In 2013, 56% of American adults owned smartphones capable of digital content use, which is up from 35% in 2011.
- The e-book sales market is forecast to surpass the print book sales market in 2017.

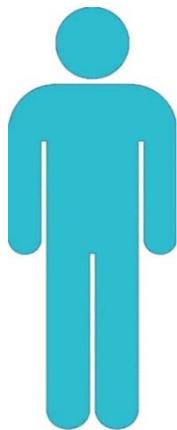
The future adoption rate and use of e-books for public library patrons is difficult to predict, but these consumer trends indicate the digital collection will grow, potentially replacing a portion of the physical collection. This change to digital content will require the Library to maintain a strong online presence and continually evaluate the physical amenities and services offered.

For the past 20 years, the public library has offered its community access to new and emerging technology. Today, libraries are continuing that trend by offering patrons access to 3D printers, collaborative work environments, and video and audio recording studios, in addition to many of the traditional services, such as books, media, and children and adult programs. Libraries continue their mission to promote literacy and provide lifelong learning opportunities to their communities.

Community Opinion Regarding the CPPL

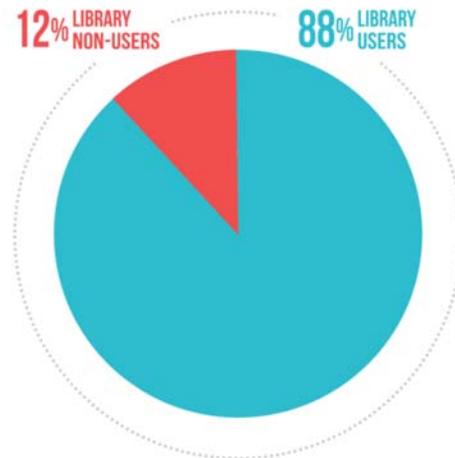
As part of the overall needs assessment process, the consultants engaged the community to assess overall satisfaction, as well as current and future needs. Ten focus group sessions were conducted as well as an online survey which resulted in **2,216 total participants, or 4.05% of the service population**. The focus group participants represented specific populations within the community, including business leaders, parents of young children, educators, library staff, seniors, teenagers, general public, and civic organizations. Topics of discussion included assessments of the Cedar Park Public Library’s current conditions, challenges (current and future), strengths, barriers and expectations, and what services the Library might provide to address those findings. The consultants also conducted an in-library use survey of activities over a ten-day period by recording user activities with randomly timed walkthroughs over a 13-day period.

Who Participated



Participant Snapshot

- 74% female
- 73% live in Cedar Park city limits
- 66% have children at home
- 47% are 25 to 45 years old



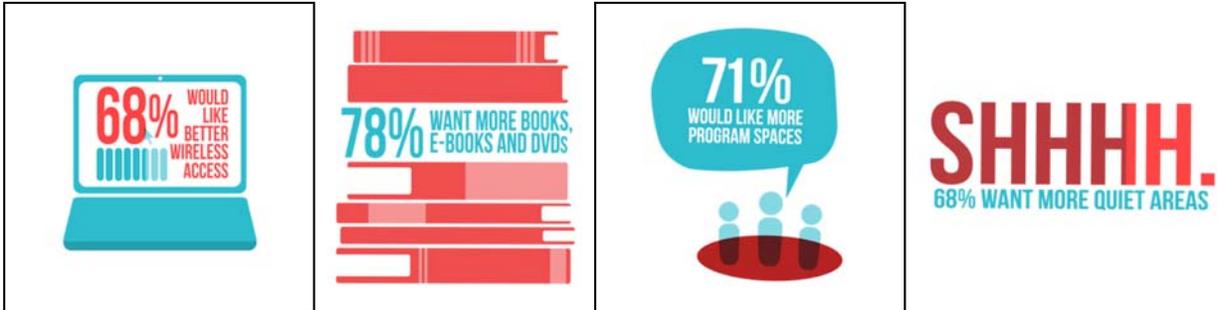
How the Participants Use the Library

- Respondents find weekday mornings and afternoons the most convenient time to visit the Library.
- The majority of respondents find out about the Library programs and services via the Library website.
- Most respondents believe their use of the Library will increase in the next five years.
- Over half of the respondents read or browse the collection while visiting the Library.

What the Participants Thought

- Respondents overwhelmingly find the staff helpful and pleasant.
- Most check out adult books, movies and music when visiting the Library.
- Respondents often find the Library well-used which makes it noisy.
- A lack of seating space, a lack of social gathering space, and inefficient meeting space were all noted as areas of needed improvement.

What the Participants Want



Additional identified needs include:

- Expanding the childrens’ program and collection areas
- Providing additional program spaces of varying size and configuration
- Access to more comfortable and welcoming spaces
- More public computer access
- Access to impromptu spaces for socialization
- A dedicated Teen Room

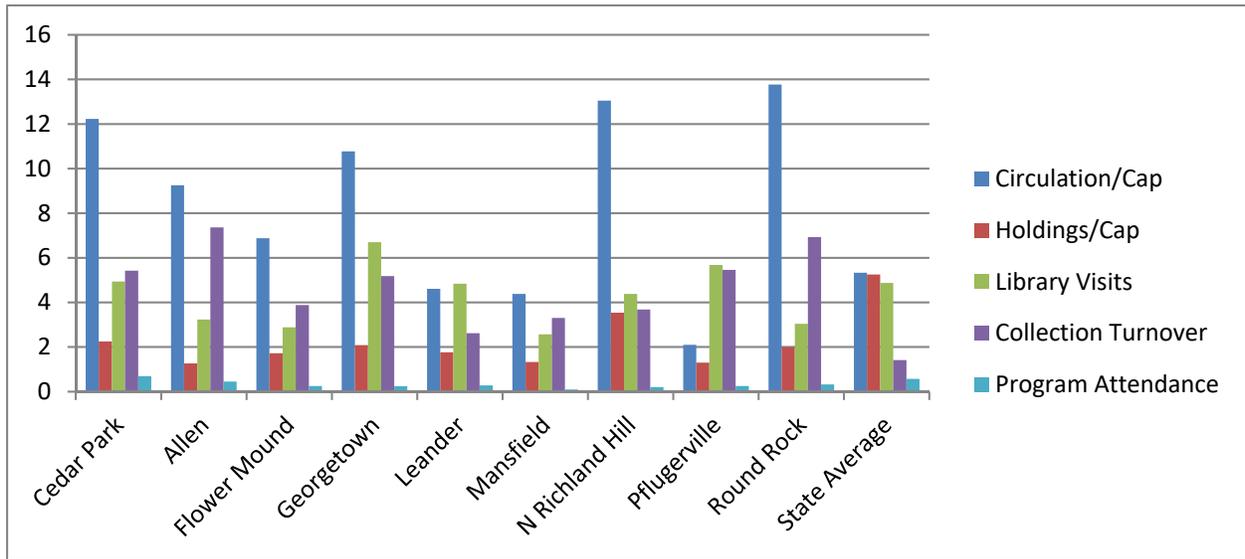
Overview of Peer Library Analysis

The City of Cedar Park has been using the cities of Allen, Flower Mound, Georgetown, Leander, Mansfield, North Richland Hills, Pflugerville, and Round Rock to benchmark its services and activities. For consistency in the comparison, the 2013 data reported to the Texas State Library and Archives was used. In addition, the consultants have also benchmarked the CPPL performance against the upper quartile (top 75%) of public libraries serving populations of 50,000 to 100,000 both in the State of Texas and nationwide. There are 30 state and 160 national libraries that report serving this demographic.

Peer Library Analysis

	<i>CPPL FY 2013</i>	<i>Texas Upper Quartile FY2013</i>	<i>National Upper Quartile FY2013</i>
<i>Holdings</i>	2.25 items/capita	2.27 items/capita	4.09 items/capita
<i>Circulation</i>	12.23 items/capita	6.94 items/capita	15.83 items/capita
<i>Library Visits</i>	4.94 visits/capita	4.68 visits/capita	8.27 visits/capita
<i>Collection Turnover</i>	5.82 times	5.68 times	5.99 times
<i>Program Attendance</i>	0.69 /capita	0.30 /capita	0.46 /capita

Peer Library Analysis



The Cedar Park Public Library performs very well in benchmarks such as Circulation Per Capita and Library Visits Per Capita, which are a clear indication of the high use of the facility. In particular, Cedar Park outperforms all peer libraries in Program Attendance.

This is a somewhat surprising result considering the lack/inefficiency of the current program spaces. This data supports the conclusion the CPPL staff has cultivated a childrens’ programming service that is a state and national leader.

Overview of Current Library Services

Overall, the consultants found the Cedar Park Public Library to be a well-organized and active public library. The Library performs exceptionally well in childrens’ programming, with more than 38,000 participants in FY2013. The circulation turnover of the childrens’ collection is also exceptional with an average of 8.3 uses per item. These excellent performance factors put a high demand on staff as illustrated through the *circulation per staff* statistics (check-out of library materials per full-time equivalent (FTE) staff member). Currently the staff check 2,000 items out per day. The Library provides basic access to technology with 35 public computers being used 60% of the time available. The facility has maximized its capacity in providing adequate space for collection, programs and services to the community. The number of existing reader seats is well below state averages and the current furniture is beginning to show wear.

Assessment of the Library’s Collection

The consultants found the collection well-managed and well-organized. However, many areas of the collection are old and showing wear which makes the circulation and collection turnover rate that much more remarkable.

The collection with the highest circulation was the childrens’ Easy Picture Book collection with 17,501 items circulating 11.58 times each in FY2013. As a rule of thumb, the shelf-life of a book is measured by the number of times it circulates with an average shelf-life of 40 check outs. Given the high volume of circulation, it is a reasonable expectation to replace approximately 25% of this collection annually to maintain a current and visually appealing collection.

Analysis of the Non Fiction collections demonstrates the collections' age. Juvenile Non Fiction collection has an average age of 14 years, with an average publication date of 2001. This means the typical book in this collection is older than the population it serves. With an average publication date of 1997, Adult Non Fiction is even older than the Juvenile Non Fiction section, as well as being the largest collection in the Library (27,700 items). The age of the Adult Non Fiction section contributes to its low use, representing only 7.46% of the total CPPL circulation.

The Library's collections are also too small to meet the demands currently being placed on them, and will be increasingly inadequate as the population continues to grow. The community expectations voiced during the public input process were unanimous in the desire for more books and DVDs. The consultants' recommendation for the population size of Cedar Park is at least 2.25 items per capita which would require an additional 56,493 items in FY2015 to meet the service area population. Growth of the collections is currently constrained by the limits of the Library facility. Expanded collections should be a priority, but expansion must be preceded by improvements to the facility.

Assessment of the Library's Staffing

The success and high level of performance provided by the Cedar Park Library staff cannot be overstated.

The high volume of books that are circulated out of this small collection which is considerably older than both peer libraries, as well as the frequency and capacity of the childrens' programming, is taxing both the staff and facility. As the Library's collections become more current and begin to grow in size, Library use will also increase, especially among adults. Library staff workloads are already high: over twice the average for public library staff in Texas. The workload has been mitigated somewhat by the application of technology, including self-service check-out workstations and RFID-tagging. Additional technologies, such as automated materials handling systems, would provide substantial additional help, but technology can only go so far. Additional staff will absolutely be needed in both the clerical and professional ranks if service quality is to be maintained as the community grows.

Assessment of the Library's Technology

The Cedar Park Public Library provides a basic level of technology access to the community with 35 public computers, 8 laptops, and a digital projector in the community meeting room. The public and staff have benefited from the addition of 3 self-check machines, streamlining the circulation process. A digital sign in the lobby provides marketing opportunities and access to touch-screen catalog stations assist the public when searching for materials.

The public computer demand is very heavy during prime Library use hours (after school), often resulting in waiting times for access. In fact, 43 public access computers fall short of the State of Texas standard of one computer per 1,500 persons. Based on a current service population of 83,190 the Library should provide access to 55 public computers.

Additional Technology Needs

The community expressed a high demand for more and faster public computers, faster Wi-Fi access, and access to new technologies which include:

- Interactive Large-Format Monitors
- Interactive Screens for Collaborative Study
- Video-Conferencing
- Video and Audio Recording Studios
- 3D Printers
- Expand Access to Laptop and/or Tablets for Check Out

Library users’ expectations change as new and more advanced technology gets adapted by the general public. These changing expectations require the Library to assess and implement new technologies to meet demand. The Library has gradually added more laptops and tablets and other technology through available City and grant funds each year, but this funding alone will fall short of keeping up with users’ expectations.

Assessment of the Library’s Programming

The Cedar Park Public Library is a vibrant amenity in the Cedar Park community. The childrens’ programming offered at the Library is by far the most comprehensive and well-attended programming in the central Texas area and, in fact, has become a regional draw. Programming for other interest groups and ages is compromised by the lack of available meeting spaces, the configuration and décor of the existing meeting rooms, and the lack of an active marketing plan.

Using social media and outreach efforts, as well as surveying the community and the patrons on what program topics would interest them, could improve the program participation for other ages and interest groups.

The meeting room was identified as a major barrier limiting the programming opportunities of the Library. To increase and diversify the programming beyond the vibrant childrens’ program will require additional flexible spaces in varying sizes for groups of other ages and interests.

Childrens’ Programming is Excellent!



9,000

Summer Program Participants put Cedar Park in the top 1% of Libraries nationally on a per capita outreach standard

Assessment of the Library’s Budget

The public library operational budget is driven predominantly by two factors:

- Staffing Expenditures
- Library Materials Expenditures

Currently, the Cedar Park Public Library expenditures for both staffing and library materials are below Peer Cities and State Library averages. The Cedar Park Public Library expenditures for staffing fall 18% below Peer and State averages. Library materials expenditures rate even lower when measured against the peer libraries (57% lower) and the State Library materials expenditures (42% lower).

Growing collections and providing an expanded scope of programming services will require additional staff. The increase in staffing should be phased over a transition period to first allow the Library the resources to upgrade the existing collection. As an expanded facility comes online, an increase in staffing will allow the collection to expand as well as provide programming opportunities to teens, adults, business community and the growing retiree communities.

To increase the exposure and be at the forefront of a diverse programming portfolio, additional staff will be required to conduct these programs. A new outreach and public relations position is also recommended to be a liaison to the community, identifying and supporting new programming events and providing an evaluation of program success. The Library, with the dynamic population it serves, must accept a leadership role in exploring diverse and non-traditional programs with an evaluation system in place to gauge the success or failure of those programs. The exemplary childrens' programming should be used as a model for any new programs, while unsuccessful programs need to be flexible in format and content, or risk suspension of that program.

The Cedar Park Public Library materials budget is not keeping pace with the service area population and the expectations of the community. In fact, the current per capita library materials budget places Cedar Park 8th out of 9 peer libraries and represents library materials expenditure 17% below that State average.

Due to the space-limiting factor of the existing building the Library materials budget must be addressed in two phases:

Phase One will enable CPPL to achieve a more current collection with a goal of reducing the overall age of the existing collection to no more than 12 years. This will require a phased increase in materials budget over the next ten years.

Phase Two will enable CPPL to achieve per capita parity with its peer city libraries, as measured against the service area population growth. The Cedar Park 2015 service area population puts the current collection at 1.6 items per capita, or 22% below the 2014 Standards for Texas Libraries Enhanced classification of 2.04 items per capita (30% below the consultants' recommendation of 2.25 items per capita). To meet the 2015 service area population the Library will need to add approximately 63,000 items to its collection once an expanded building area is provided.

Assessment of the Library's Facility

The existing building is 25,500 square feet located at 550 Discovery Boulevard. In 2000, the building was renovated and 18,200 square feet were added to the original 7,300 square feet. The existing location is centrally-located within the Cedar Park service area, near the intersection of the North/South and East/West traffic corridors, providing access within a ten minute or less commute to Cedar Park residents.

The existing building is heavily used by the Cedar Park community with over **300,000 visitors** in 2013. The facility is well-maintained. However the existing spaces are at capacity and do not align with contemporary library flexibility planning. The consultants found the following deficiencies:

- The built-in stage limits the flexibility of the program room.
- The childrens' area is segmented, with the existing restrooms located in the center, creating a barrier between collections.
- The location of the childrens' area in relation to the childrens' program room does not promote cross-marketing opportunities.
- The organization of the facility does not maximize marketing of collections, services and programs.
- The existing furniture in the Library is worn and needs to be replaced.
- The organization of the Adult Collection is not user friendly.
- The facility lacks a diversity of meeting room spaces.
- The facility lacks a diversity of social spaces.
- The facility's interior spaces are dark, which doesn't encourage use.
- Parking spaces are insufficient, especially during programming times.

There is a lack of lounge and task seating throughout the Library. At present, the number and variety of reader seats available severely limits the utility of the Library to students and readers of all ages. Additional seating is sorely needed to accommodate the important role of the Library as a venue for lifelong learning and leisure activities.

The Cedar Park Public Library provides less than 40% of the state average building area when compared to Library Square Footage per capita and ranks in the middle of the 9 Peer City Libraries.



The existing facility size is a limiting factor in expansion of library services. As community demands increase, the existing 25,500SF is limited in the types of services the Library can offer.

Conclusions

What the CPPL does well...

Childrens' Programming is Excellent



38,000

PROGRAM ATTENDEES FY2013
53% ABOVE attendance at upper quartile libraries

The Library is a Destination

300,000 VISITS
FY2013

OR

33 SOLD OUT EVENTS AT THE
CEDAR PARK CENTER

Circulation is Strong



269% ABOVE

STATE AVERAGE
11.58 = No. of times each childrens' item checks
out each year

What the CPPL can do to improve

Priority 1

IMPROVE AND EXPAND THE COLLECTION



EXPAND



- Increase the number of items in the collection
- Improve the relevancy of the collection

Priority 2

IMPROVE THE LIBRARY FACILITY



- improve the number and diversity of Public Meeting Spaces
- Update and Increase the Number of Reader Seats
- Increase Access to Online Resources
- Increase the Number of Staff

Library Service Recommendations

Recommendation	<i>Improve the relevancy of the collection</i>
Goal	The Cedar Park Public Library and the City of Cedar Park should strive to achieve a more current collection over the next five years, with a goal of reducing the overall average age of items in the collection to no more than 12 years.
Action Plan	Beginning in FY2016, replace 10% of the collection annually for seven years.
Recommendation	<i>Increase the number of items in the collection</i>
Goal	The consultants recommend that the Library work toward a benchmark collection ratio of 2.25 items per person in the service area, and that it set a goal of achieving this level within seven years from the date collection growth becomes possible, based on room from expansion.
Action Plan	<p>Step 1: Expand Library square footage, as the current facility is maximized and will not allow for additional collection.</p> <p>Step 2: Implement a collection development plan and budget to increase the collection over a seven-year period. The collection development plan should assume a 70% print and 30% digital collection breakdown.</p>
Recommendation	<i>Improve the Library facility</i>
Goal	The Cedar Park Public Library and the City of Cedar Park should plan to renovate or construct a new library facility. The current facility is maximized and has an inefficient layout.
Action Plan	<p>The consultants provide the following three options to increase building efficiency and expand library service:</p> <p>Option 1: Renovate and Expand the Existing Library</p> <p>Option 2: Build a New Library</p> <p>Option 3: Partner a New Library with a Non-Library Organization</p>

Recommendation	<i>Update and increase the number of reader seats</i>
Goal	The consultants propose a benchmark of 2 reader seats per 1,000 people. As the furniture is replaced and increased, tables and seats that allow for mobility and power connectivity should be implemented.
Action Plan	<p>Step 1: Expand Library square footage, as the current facility is maximized and will not allow for additional reader seats.</p> <p>Step 2: Program a library expansion or new facility to include 196 reader seats which is the maximum for the service population build-out.</p>

Recommendation	<i>Increase access to online resources</i>
Goal	In order to provide more effective access to online resources, the consultants recommend the Library work toward a goal of one computer per 1,500 persons, the “ <i>Exemplary</i> ” level of service described by Texas standards, over the next five year period.
Action Plan	Beginning FY2016 implement a development plan and budget increase to add 12 public access computers to meet the current service area population goal. The plan should include implementation of an additional ten computers required for the ultimate build-out by FY2025.

Recommendation	<i>Improve the number and diversity of public meeting spaces</i>
Goal	Cedar Park Public Library should include a versatile public meeting facility, large enough to accommodate at least 150 persons. In addition, the Library should incorporate a variety of smaller spaces for small meetings, groups study, collaborative projects, one-on-one tutoring and instruction, and individual quiet study.
Action Plan	<p>Step 1: Expand library square footage, as the current facility is maximized and will not allow for additional program space.</p> <p>Step 2: Program a library expansion or new facility to include a large meeting room and a variety of smaller spaces.</p>

Recommendation	<i>Increase the number of staff</i>
Goal	The City of Cedar Park should increase number of staff over next five years to achieve goal of reducing the average number of check-outs per staff to less than twice the average for public libraries in the state or 12,000 items per full-time equivalent (FTE) staff member.

Action Plan Beginning FY2016 implement a development plan and budget increase to add six FTE over a five-year period.

Option 1 *Renovate and Expand the Existing Library*

Quick Stats

25,500 Renovation & 20,500 SF Expansion	46,000 SF
Revised Parking Configuration	180 Cars
Total Capital Cost	\$13,781,120

Goal Analysis *(Meets three Goals)*

- ✓ GOAL 1 **Lifespan**
- ✓ GOAL 2 **Operational Efficiency**
- ✓ GOAL 3 **Meets Community Needs/Demands**
- GOAL 4 **Flexibility to Future Trends**



Option 2 *Build a New Library*

Quick Stats

New Building	50,000 SF
Parking Configuration	200 Cars
Total Capital Cost	\$16,422,000

Goal Analysis *(Meets all Goals)*

- ✓ GOAL 1 **Lifespan**
- ✓ GOAL 2 **Operational Efficiency**
- ✓ GOAL 3 **Meets Community Needs/Demands**
- ✓ GOAL 4 **Flexibility to Future Trends**



Option 3 *Phase and Partner a New Library*

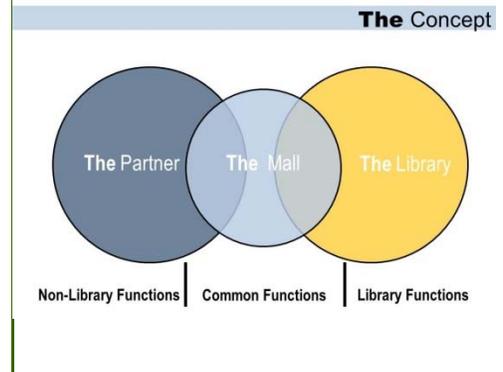
(Phase the construction and partner a New Library with a Non-Library Organization)

Quick Stats

Phase I Building 45,000 SF
Parking Configuration 180 Cars
Total Capital Cost \$14,667,640

Goal Analysis *(Meets all Goals)*

- ✓ GOAL 1 **Lifespan**
- ✓ GOAL 2 **Operational Efficiency**
- ✓ GOAL 3 **Meets Community Needs/Demands**
- ✓ GOAL 4 **Flexibility to Future Trends**



ANALYSIS OF CURRENT LIBRARY SERVICES

The Library's Collections

As part of the overall needs assessment process, the consultants were asked to assess the collection management practices of the Cedar Park Public Library and to evaluate the quality of the collections which are available to the community. This is important because a library's collections are the original and still critical reason for the Library to exist as a service to the community.

To accomplish this goal, the consultants:

- Reviewed the Library's Collection Management Plan;
- Conducted a visual survey of the Library's collections;
- Interviewed staff to understand how the Collection Management Plan is put into practice;
- Benchmarked the Library on a number of key measures, using eight libraries in communities that Cedar Park generally considers peers;
- Evaluated data extracted from the Library's Sirsi/Dynix automation system which tracks the numbers of volumes in each segment of the collection, the average age of each segment of the collection, and the use levels for each segment of the collection, to assess how well the collections are a match for public demand; and
- Examined the investment that the City of Cedar Park makes annually in building and maintaining the Library's collections.

Collection Management Plan

The Cedar Park Public Library's Collection Management Plan is well crafted, and follows best practices throughout. The plan articulates a balanced approach that gives appropriate weight to the educational, informational, cultural and recreational needs and wants of citizens, in line with the Library's stated mission.

The plan also expresses a clear understanding of the overall role of a public library when it states that "while some materials will be of historical value and be regarded as permanent parts of the collection, the majority of newly selected materials will depreciate in two to five years based on circulation and timeliness of information contained therein." A public library is there to serve the community with responsive, current collections and services, rather than to serve as an archive for yesterday's knowledge.

The Cedar Park Public Library's Collection Management Plan reflects those priorities. It goes a step farther than many such plans to insure that the Library remains focused on building collections that both reflect and anticipate the needs of the community, by requiring the staff to review the plan biannually and develop an allocation plan for the Library materials budget annually. It also assigns responsibility to individual members of the staff for building and maintaining particular sections of the collection.

There are very few duplicate copies of titles in the adult collections, even in areas of predictably high demand. This results in routine disappointments and lowered expectations for users of the Library. This is especially true for readers of popular books, who must generally place holds and wait their turn to read the book they want, or find another place to meet their need.

The Cedar Park Public Library's Collection Management Plan indicates that the Library will purchase as many as three copies of an item that is expected to be very popular, and will consider buying more if the waiting list grows too long. For a community the size of Cedar Park, that will seldom be adequate. This practice is partly the result of crowded shelves, but is more directly attributable to materials budgets which do not support buying books in the quantities needed to meet demand.

There are a few more duplicates of standard and popular fiction in the Childrens' collection and in the Young Adult section. Though the number of works published for children each year has grown dramatically, older works are still very important to childrens' literature and it is still possible to build a high quality collection with tight financial resources. The evidence that this has been achieved in Cedar Park is clear in the extraordinarily high use rates for the youth collections, which account for over 57% of the Library's total loans.

Conversations with staff confirmed that as a group they are dedicated to developing effective collections designed to serve the public well. Weeding of worn, outdated, and no longer popular titles is conducted regularly using the CREW Guidelines developed by the Texas State Library, with some modifications as appropriate to the "time on shelf" guidelines of the CREW Method.

Overall, the Collection Management Plan is effective, shows appropriate priorities, and reflects well on the Library staff. No changes are recommended to the Collection Management Plan.

Visual Assessment of the Collection

The print collections are in generally good physical condition, and are kept in good order on the shelves, making them easy for the public to access. Wherever possible, the staff avoids placing books on the lowest shelves, where many people would have difficulty either seeing or stooping to retrieve them. Shelves also try to avoid using the higher shelves for the same reasons, though there are many places in the collection where this is not possible due to crowding on the shelves at more convenient heights.

Signs of wear throughout the collection and spot checks on the publication dates in the adult area suggest that much of the print collection is substantially older than it should be, a conclusion that is supported by data on the average publication dates of the collection extracted from the Library's Sirsi/Dynix automation system.

The Cedar Park Public Library's collections are older than they should be. An old collection generally translates into reduced levels of use, in the same way that a retail store that does not regularly renew its stock soon finds itself in serious trouble with its customers.

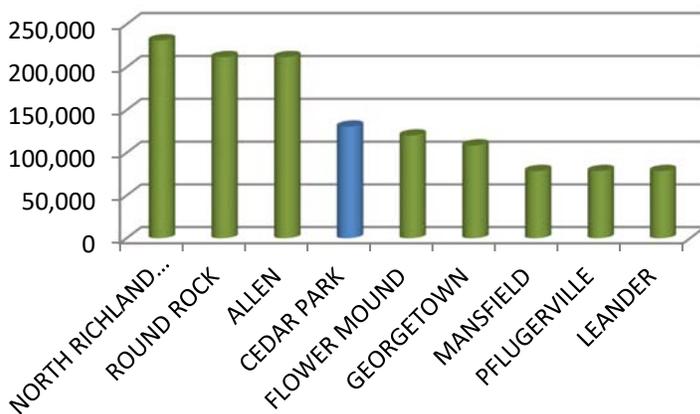
Nevertheless, wear and tear is very evident throughout the Childrens' and YA collections. Budgeted expenditures do not appear adequate to maintain the condition of such heavily used resources, where regular purchase of duplicate and replacement items is a "must". This issue will be examined in greater detail under the heading "What Does Cedar Park Spend for Library Materials?"

Cedar Park Public Library Collection by the Numbers

Note Regarding Peer Libraries Used in these Comparisons:
 Cedar Park routinely uses a standard set of eleven other cities for comparison and benchmarking. For the purpose of comparing library services, three of the eleven cities are problematic because their library services are provided by branches of a county-wide library system. As a result, there is no available benchmarking data for Missouri City, Pearland, and Sugar Land, and they have been omitted from these peer comparisons. The other eight peer libraries are used here for comparison.

In raw terms, Cedar Parks ranks 4th among its peers in terms of Total Items in the Collection per Capita. In Items Per Capita, Cedar Park has 58% more volumes per capita than the state average.

Total Items in Collection Per Capita



Library use is directly related to the public's perception of the value of the resources it offers in terms of variety, depth, and quality.

Collection size, measured by the number of volumes in the collection relative to the size of the service population (per capita), is a very useful measure of how much the Library has to offer. There is nothing magic about the number - it is a simple ratio of resources to the people wishing to use the resources. When due attention has also been paid to the quality and currency of the collection, collection size per capita is a good indicator of how adequate the collection will be as perceived by the public. Consequently, collection size per capita is also a good predictor of how heavily the Library will be used by the public.

The Texas Library Association has developed a three-level set of benchmarks for collection size, published in **Standards for Texas Public Libraries**, as recently revised in 2014. The standards are summarized in the table below, and are categorized by two levels beyond the most basic, considered to represent "**Enhanced**" (50th Percentile) or "**Exemplary**" (75th Percentile) levels of service.

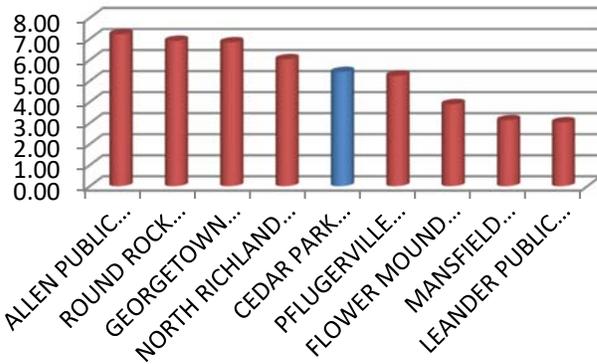
	ENHANCED	EXEMPLARY
COLLECTION STANDARDS	2.04 items per capita	2.79 items per capita
Populations 50,000 – 99,999	20% of collection less than five years old Entire collection weeded every five years 4.85 circulation per capita 2.98 collection turnover rate Allocate at least 15% of operating budget for library materials	20% of collection less than five years old Entire collection weeded every three years 8.81 circulation per capita 4.12 collection turnover rate Allocate at least 20% of operating budget for library materials

On this scale, Cedar Park meets the “Enhanced” level of service for collection size. Since the Library’s shelves are at capacity, it is unlikely that the Library can do better in the current Library facility, and will steadily lose ground as the service population continues to grow.

Use of the Library’s collections by the public, is another story. When we look at annual collection turnover, the best measure of intensity of use, Cedar Park meets the “Exemplary” level of service but only ranks 5th among its eight peer libraries.

Turnover Rate

Annual Loans per Item

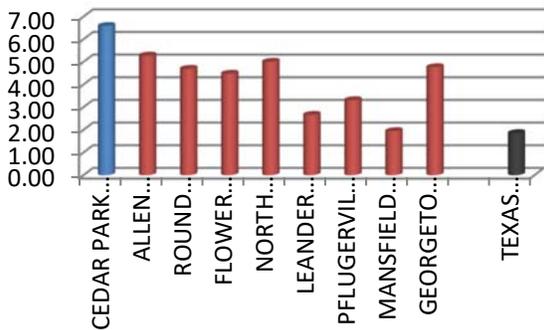


The overall turnover rate of 5.48 annual loans per item in the collection is largely the result of very high usage rates for childrens’ materials, moderately high use rates for audio and visual media collection (music, DVDs, audio books, etc.), and somewhat lower use rates for the Library’s adult collections.

Cedar Park is a standout in loans of childrens’ materials. The average annual turnover rate for childrens’ materials is 8.30 loans per item per year, and use of childrens’ materials ranks Cedar Park 1st in its peer group on a per capita basis. The Library loans over 3.5 times as many childrens’ materials per capita as the statewide average.

Childrens’ Circulation

Loans per Capita

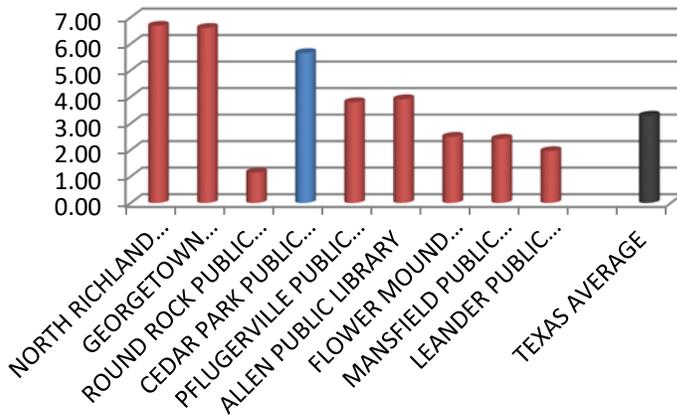


Circulation of childrens’ print materials accounts for 57.25% of the Library’s total circulation.

Cedar Park ranks 3rd among its peers, including a comparison to the Texas state average, in loans of adult materials per capita. The adult fiction collection is relatively well used, but the non-fiction collection does not meet the needs of the community. The books are too old on average, and the overall collection is too small. As a result, this section of the collection experiences much lower circulation than would ordinarily be expected.

Adult Circulation

Loans per Capita

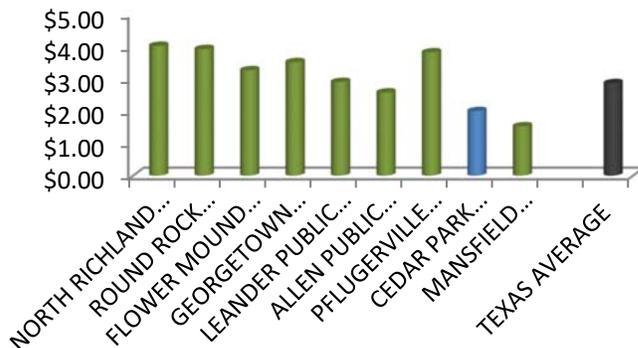


What Does Cedar Park Spend on library materials?

Cedar Park ranks 8th of 9 peers, including eight municipal benchmarks and one state level benchmark, in terms of per capita expenditures for library materials. Based on FY2013 comparisons, Cedar Park’s annual investment in building and maintaining its library resources ranks 17% below the state average, and behind all its peer cities except Mansfield. Among the 30 Texas libraries serving populations between 50,000 and 100,000, Cedar Park ranks 19th.

Total Collection Expenditures

per Capita



In FY2013, Cedar Park spent \$2.02 per capita for all categories of library materials. This translates to approximately 83% of the statewide average for public libraries, and ranks Cedar Park well below the 50th percentile compared to all Texas public libraries.

It is sometimes helpful to look at how a library compares with others in terms of total operating expenditures per annual circulation transaction. Expenditures per circulation tests only a single dimension of a library’s services, but even as a flawed measure of efficiency it can be revealing in terms of what the community receives for its investment in library services. In making this comparison, it is critical to be aware that this measure does not take into account much of what

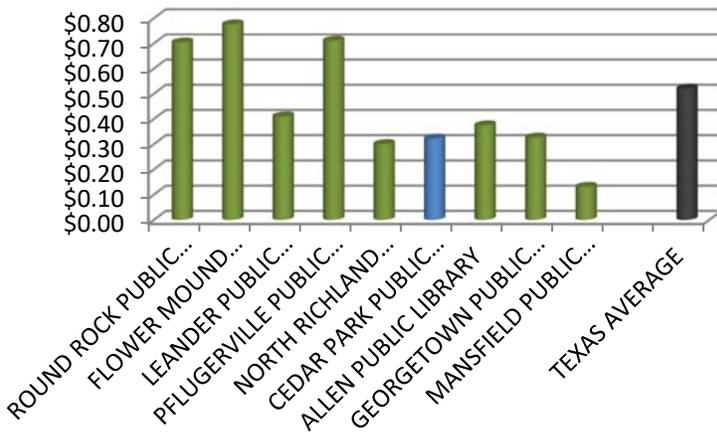
the Library does for its community, and consequently it is dangerously easy to read too much into the comparison.

Nevertheless, Cedar Park fares well in the comparison: At \$1.53 of total expenditures per annual loan, Cedar Park is tied with North Richland Hills for the lowest cost per unit of service among its nine peers (benchmark cities and state average). When we consider that Cedar Park also offers more quality programming than its peers, Cedar Park residents get a fantastic bargain in library services.

Yet if we look at the percentage of the total operating budget that is expended for Library materials, Cedar Park ranks 8th among its nine peers (benchmark cities and state average). Only 10.4% of the library’s budget is available to acquire access to library materials. This places Cedar Park far below the minimum level to meet the “Enhanced” level of services according to the Texas Standards for Public Libraries. While overall budget levels are generally in line with those of comparable libraries in the state – Cedar Park ranks 5th of its 9 peers, exactly in the middle based on total operating expenditures per capita. It lags severely in terms of investment in its collections.

When the focus turns to investment in library materials in various electronic forms, Cedar Park ranks 6th of 9 peers, spending about half of what Round Rock and Flower Mound spend per capita. With a limited materials budget, Cedar Park allocates less than 84% of the statewide average for public libraries. As a result, Cedar Park citizens have relatively few electronic resources available to them through the Library.

Electronic Materials Expenditures *per Capita*



In contrast, the public’s use of electronic materials, particularly the very popular DVD collection, is extraordinarily high. With a collection of only a little over 6,000 items, the public borrowed them over 86,000 times. For a small annual investment amounting to only about 8.7% of the Library’s total materials expenditures, the DVD collection produces 12.35% of total use, with an annual turnover rate of 13.68 loans per item. It is the most heavily used section of the Library.

Other forms of electronic content, including e-books, e-audiobooks, and a variety of streaming media will require greater levels of investment by Cedar Park if the Library is to realize its goals of providing content in the forms and formats most desired by the community. At a time when public libraries are particularly challenged in trying to adapt to public demand for fast-changing technologies and new electronic formats, it is critically important to budget for the transition.

Additional investment in electronic resources will be required if the Library is to continue to serving a community that increasingly expects immediate access to services and materials.

The electronic marketplace at this moment in time is particularly difficult for libraries, as publishers struggle to find a business model for their industry that accommodates the important cultural role of libraries. In the confused short-term market that has resulted, it is not always easy to find the best path forward. Over the next few years, libraries will be required to make substantial new investments in a variety of emerging formats for the storage, retrieval and distribution of the world's recorded knowledge.

One of the unfortunate effects (from the user's perspective) of the great blossoming of library resources in new electronic formats has been a fragmentation of the user's ability to find all the resources that the Library has to offer through a catalog search. This is primarily caused by the insistence of most publishers on leasing access to electronic resources instead of selling the Library a copy, as they do with print and recorded materials. Too often users are redirected to other vendor websites outside the Library, required to search again using a different user interface, and required to learn different rules for requesting or checking out the materials if they succeed in finding them. This creates user confusion and virtually guarantees that many users will be unsuccessful in locating all the resources they need.

It is a highly commendable development that the recently approved budget for FY2015 includes support for Sirsi/Dynix's eResource Central, which will greatly improve the public's access to electronic resources through the Library's catalog by re-integrating those resources into the catalog's search interface. Once again, a user can be confident that he or she has located all of various resources at their disposal.

Funding Levels for Collection Maintenance

During the analysis of the Library's collections, we found consistent evidence that current budgets are not adequate to maintain the collections. The rationale behind this conclusion is explored below.

Generally, a well-bound print volume may be expected to survive about 40 uses before it needs to be replaced. In the Easy Picture Book collection, where use is the highest, wear and tear is generally more rapid but young readers may be presumed to be more tolerant of tattered books than adults.

A look at the numbers is revealing.

In Cedar Park, a collection of 17,501 **Easy Picture Books** are borrowed over 202,000 times per year, for an average annual turnover of 11.58 loans per item per year. That translates into a need to replace the entire collection almost every four years. Even if the Library were to replace only half as many volumes each year, it would require a budget to support the purchase of at least 2,000 new or replacement volumes per year. In FY2013, by necessity the Cedar Park Public Library budgeted \$13,750 for the purpose, an amount adequate to purchase only a little over 1,000 volumes when the discounts available to libraries are taken into account. To keep this collection in good condition, the consultants would recommend adding to the existing collection approximately 4,000 books annually. However, last year (2013) funding was available to add only 1,173 while 916 items were removed due to physical condition.

The **Juvenile Non-Fiction** collection is arguably in worse shape. The average age based on publication for this collection is 14 years, meaning that most of the books are substantially older than the children they are intended to serve. The collection consists of approximately 12,000 volumes, and it generated over 70,000 loans during FY2013, for an annual turnover rate of 5.84 uses per item per year. An average age of 14 means that too much of the information contained in the books is out of date, and there is little budget money to address the issue. For FY2013 only \$7,600 was budgeted to maintain this collection, less than half of what is needed to keep it current and nowhere near what would be required to repair the damage due to a lack of funding resources. As in the Childrens' Easy Picture Book collection last year's collection budget only allowed for a net increase of 119 items after removing and replacing the worn and older items.

The **Adult Non-Fiction collection** is older still. The average publication date for the 27,700 volumes in the collection is 1997, yielding an average age for the collection of 17 years. This results in relatively low turnover of the collection, and less value to the public than a well-supported collection. While some areas of knowledge may not have changed much in 17 years, an average age of 17 years is very high, and means that much of the collection will have little appeal to readers. **It is little wonder that the Adult Non-Fiction collection, which comprises the largest section of the Library's holdings, accounts for just 7.46% of total circulation use.**

In order to maintain a print collection at an average age of between 10 and 12 years, it will require weeding and replacing approximately 10% of the collection each year. That translates into purchasing nearly 2,800 volumes per year. A reasonable estimate of the average cost per volume of adult non-fiction in the current year would be in the neighborhood of \$18.50 per volume. Just to maintain the collection would thus require a budget of approximately \$51,000. Attempting to lower the average age of the collection would require greater expenditures. Based on a limited materials budget, the Cedar Park Public Library budgeted just \$15,700 in FY 2013.

Overall the Library's materials budget is not sufficient to maintain the currency and appeal of its collections. With over 125,000 items in the collection, the Library should strive to replace at least 10% of the collection annually. The materials budget is inadequate to support this. The result is that the collection will gradually grow older and less relevant to the community's needs, despite the staff's best efforts to keep the collection well-weeded and maintained.

Recommendation: The Cedar Park Public Library and the City of Cedar Park should strive to achieve a more current collection over the next five years, with a goal of reducing the overall average age of items in the collection to no more than 12 years.

This will require substantial increases in the materials budget, with particular attention focused on the Adult and Juvenile Non-Fiction collections. This goal cannot be achieved without a sustained commitment to increased budget levels, rather than a one-time infusion of funds. Building a quality library collection requires a sustained effort by library staff, not an overnight fix.

The Library staff has demonstrated competence in building and maintaining a collection, but they lack the most essential tool – an adequate budget.

It has been noted that there is currently no room on the shelves for the collection to increase in size. Until such time as there can be a physical expansion of the Library, this will be a program described as “**Growth Without Expansion**”. The focus should be on a collection that continually grows in quality and currency through a program of weeding and replacement.

When the Library is expanded and once again has room for the collections to grow, it should shift its focus to building larger collections that will be a better match for the level of demand in the community.

Recommendation: The consultants recommend that the materials budget be increased to enable the Library work towards a benchmark collection ratio of 2.25 items per person in the service area, and that it set a goal of achieving this level within 7 years from the date that room for expansion makes collection growth possible.

With a projected build-out population in Cedar Park and its extra-territorial jurisdiction (ETJ) of approximately 98,000, this translates into a collection size goal of approximately 220,500 volumes. Of these, the consultants recommend planning for 30% of the collection to be electronic resources, with the balance, approximately 154,350 volumes, being physical books, recordings, and other materials.

FY 2015 COLLECTION ALLOCATION

Cedar Park Public Library	\$ 130,000.00	\$ 130,000.00	% of total budget
City of Cedar Park	\$ 120,000.00	\$ 120,000.00	92%
Books General (Public Services)		\$ 35,800.00	27.54%
Fund 11-Fiction	\$ 17,500.00		13.46%
Fund 09-Non-fiction & Reference	\$ 15,700.00		12.08%
Fund 01-Spanish	\$ 900.00		0.69%
Fund 01-Large Type	\$ 1,700.00		1.31%
Audiobooks		\$ 5,280.00	4.06%
Fund 04-Adult	\$ 3,540.00		2.72%
Fund 04-Childrens	\$ 1,740.00		1.34%
Magazines / Newspapers		\$ 4,850.00	3.73%
Fund 05-Print Magazines	\$ 4,850.00		3.73%
Music CDs		\$ 2,400.00	1.85%
Fund 07-Adult	\$ 1,900.00		1.46%
Fund 07-Childrens	\$ 500.00		0.38%
Books Childrens'/Teen Collection		\$ 37,000.00	28.46%
Fund 08-Easy/Easy Reader	\$ 13,500.00		10.38%
Fund 08-Juvenile and Teen Fiction	\$ 13,500.00		10.38%
Fund 08-Manga/Graphic Novel	\$ 2,400.00		1.85%
Fund 08-Juvenile Non-fiction/Young Adult NF	\$ 7,600.00		5.85%
DVDs / Movies		\$ 9,860.00	7.58%
Fund 13-Adult	\$ 5,430.00		4.18%
Fund 13-Childrens	\$ 4,430.00		3.41%
Databases (Fund 12)		\$ 9,428.00	7.25%
Mango Languages	\$ 2,970.00		2.28%
TexShare Database	\$ 1,184.00		0.91%
Tumble Books	\$ 399.00		0.31%
Dear Reader	\$ 375.00		0.29%
Digital Magazines - Flipster	\$ 4,500.00		3.46%
Digital Content (Fund 03)		\$ 15,382.00	11.83%
OverDrive Regular e-books (Platform fee)	\$ 2,000.00		1.54%
OverDrive Regular e-books - Adult/Youth	\$ 4,200.00		3.23%
OverDrive Regular e-audio - Adult/Youth	\$ 2,000.00		1.54%
OverDrive Advantage e-audio	\$ 6,558.00		5.04%
eReaders (6 bk/device per year for 9 devices)	\$ 624.00		0.48%
Friends Donation (Fund 03)		\$ 10,000.00	7.69%
OverDrive Advantage e-books - Adult	\$ 6,000.00		4.62%
OverDrive Advantage e-books - Youth	\$ 4,000.00		3.08%

Cedar Park Public Library – Other Key Measures

Staffing

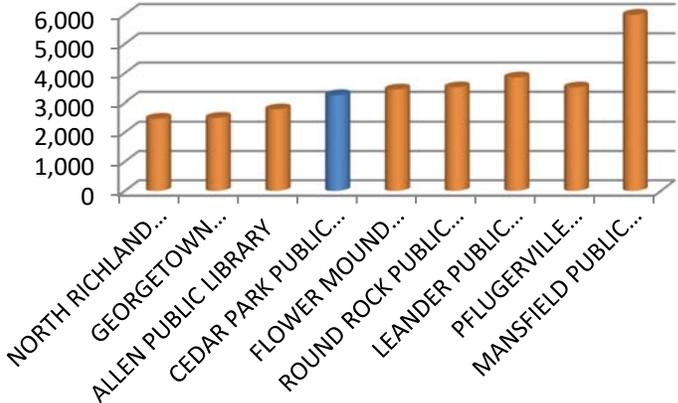
Staff training and motivation levels appear to be very high. Cedar Park is fortunate to be located in the Austin-Round Rock MSA, which offers an excellent Graduate School of Information at the University of Texas plus a great range of other staff training opportunities made available by the Texas Library Association, the Texas State Library, and CTLS, Inc. Cedar Park’s staff participates in professional association training and activities. Considering its advantageous location, making the training and professional development benefits a relative bargain compared to most libraries in the state, additional investment in staff training appears to be warranted.

The most important asset of any library goes home at night – the library staff.

Father Timothy Healy, President
New York Public Library

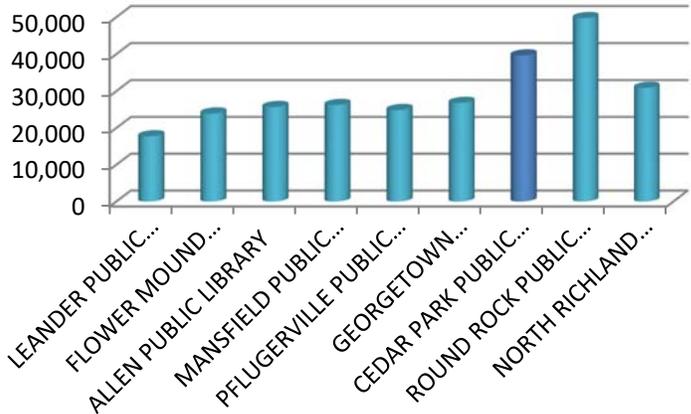
In terms of staffing levels, overall staffing per capita at 3,017 persons in the immediate city service population per paid staff member, Cedar Park ranks 4th among its municipal peers, behind North Richland Hills, Georgetown, and Allen.

Population Per Library FTE Staff



Ranking in the middle of the group may be considered a measure of excellent efficiency when it is considered beside a related measure, the number of annual circulation transactions per Full-Time Equivalent (FTE) Staff Member.

Circulation per FTE Staff



At just under 40,000 annual transactions per FTE staff member, Cedar Park ranks 2nd of its 8 peers in this measure of staff workload.

Considered together, these measures reveal Cedar Park Public Library to be staffed at an average level among its peers, while it is comparably more productive in terms of the services produced for the community.

Use caution regarding the ratio of annual check-outs to number of staff: It is useful simply because it is one of the few broadly collected statistics that provide some insight into the patterns of library staffing. However, because it reduces the whole spectrum of services the Library offers to a single comparison number, it is important not to place too much weight on the number in isolation from other factors.

Cedar Park's average number of check-outs per FTE staff member is extremely high – over twice the average for Texas public libraries - and those very high workloads have consequences on the quality of service that even highly motivated staff can deliver.

The staff is aided in sustaining these high levels of efficiency by appropriate technologies, including an efficient, if somewhat outdated, automated circulation system, the availability of three self-service check-out workstations and RFID-tagging for the Library's collections. All of these contribute to enabling greater staff efficiencies, especially in the physical handling of circulating books and other library materials.

The consultants note that while the self-service technologies currently in place are serving as many as 75% of library users, the existing self-service equipment only deals with a single aspect of each loan – the actual check-out. Additional equipment, improved user interfaces, and adjustments to the placement of these tools in the Library's circulation workflow could contribute to easing some of the staff workload. The Library should also **consider including automated materials handling systems in any future remodeling or expansion of the Library**, to assist staff with the labor-intensive process that takes place when users return borrowed items to the Library.

However, automation can only accomplish so much. As the community grows, as the Library's collections improve and library service levels grow with it, the staff is certain to need additional resources.

The high levels of circulation activity, plus the high number of public visits to the Library for all of the other services the Library provides, indicate a need for additional staffing, in both the clerical/support staff and professionally trained librarians.

Recommendation: The City of Cedar Park should set a goal over the next 5 years of increasing staff to reduce the ratio of staff to annual circulation transactions to less than twice the average for public libraries in the state.

At a minimum this will require the addition of approximately six Full-Time Equivalent Employees over the five-year period.

In the initial years it will be important to focus this effort on the service areas most in need of immediate help.

Specifically, in year one, the City should consider adding a part-time outreach and public relations specialist to act as a community liaison and to coordinate Library communications. Also in the first year, the urgent need to improve the currency and relevancy of the Library's

collections will require the addition of at least one full-time Technical Services Assistant. This position will be needed to help manage the increased workflows involved in purchasing, cataloging, and physically processing greater numbers of books and other physical materials that should be acquired and added to the collection.

In the second year, the focus should shift to providing additional help for the highly successful but understaffed Childrens' Department. Plan on adding a full-time Youth Services Librarian, with an MLS degree that includes some specialized training in childrens' services.

In the third year, the focus should remain on Youth Services, with the addition of a full-time Youth Services Assistant. This should be a paraprofessional position, requiring an undergraduate degree that includes training that provides a familiarity with youth literature and the education and training required to work effectively with young children and their caregivers.

Year four efforts should focus on providing assistance to the Library's clerical staff, especially in the Circulation area. At this time it appears that two part-time positions will be required. These include: 1) At least one part-time Circulation Library Generalist will be needed to manage the increased workloads that can be expected as the Library's collections improve and begin to grow in absolute size, and 2) one part-time paraprofessional Library Aide should be added in this time frame.

In year five, the Library should plan to add full-time Public Services Assistant, increase the Technical Services Assistant (added in Year Two) to full-time, and add a second part-time Library Aide position.

These recommendations are summarized in the Appendices to this report, together with the projected additional budget costs for each successive fiscal year.

It should be emphasized that these recommendations are the made based on the Library's current facilities and recommended improvements to the collections and services offered by the Library. The addition of the recommended staff positions will be critical to the overall success of the Library Master Plan, but they will almost certainly prove inadequate if the City undertakes a significant expansion of the Library's facilities. A new or expanded facility that is adequate to meet the needs of a growing Cedar Park will experience greatly increased levels of demand from citizens – circulation increases of 25% - 30% are typical and larger increases are not uncommon.

Libraries are labor-intensive public service agencies, and planners should be aware that greater staffing resources than have been recommended here may well be required to meet future needs.

Accessibility Considerations

The Library's current hours of service are excellent and appear to be a good match for the community's needs. Open seven days a week for a total of 69 hours, Cedar Park ranks 3rd among its peers, behind only its two neighbors Round Rock, open 71 hours per week, and Leander, which is open 74 hours per week. No changes are recommended to the Library's hours of operation.

ANALYSIS OF CURRENT FACILITY

Current Facility Analysis

The Cedar Park Public Library was established in 1980 in a 500 SF storefront facility serving a population of 3,474. In 1990, the City constructed a 7,300 SF pre-engineered building library at its current location at 550 Discovery Boulevard with a service area population of 11,534. The site is considered to be located at the center of the Cedar Park community. With the Cedar Park service area population exploding to 41,265 in 2000, the City expanded the building to 25,500 SF. The building consists of a vending area, a 20-person conference room, and a multipurpose room accessed off the lobby. The childrens' area is segregated from the adult areas with a glass partition and at the time of the expansion housed a small story time area. However the childrens' programming has outgrown that area and all programming occurs in the multipurpose room. The Library has a small computer lab, quiet reading room and one group study room. Teens do not have a defined room in the building but occupy a small area between shelving units. The site provides 130 parking spaces which exceeds most building code requirements but due to the popular childrens' programming, it is completely full at times to the extent that some patrons are turned away. The Library currently has a service area of 83,190 and an expected service area build-out population of 98,000 by 2025.



Existing Floor Plan



The existing building is heavily used by the Cedar Park community with over 300,000 visitors in 2013.

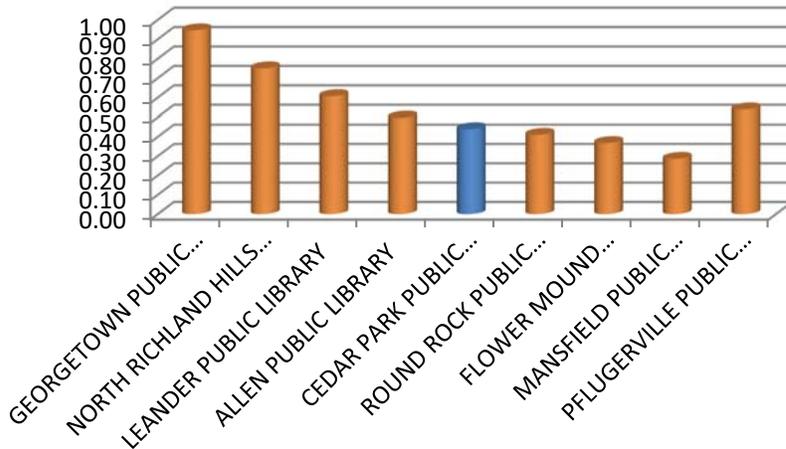
The facility is well-maintained. However the existing spaces are at capacity and do not align with contemporary library flexibility planning. The consultants found the following deficiencies:

- The built-in stage limits the flexibility of the program room.
- The childrens' area is segmented, with the existing restrooms located in the center, creating a barrier between collections.
- The location of the childrens' area in relation to the childrens' program room does not promote cross-marketing opportunities.
- The organization of the facility does not maximize marketing of collections, services and programs.
- The existing furniture in the Library is worn and needs to be replaced.
- The organization of the Adult Collection is not user friendly.
- The facility lacks a diversity of meeting room spaces.
- The facility lacks a diversity of social spaces.
- The facility's interior spaces are dark, which doesn't encourage use.
- Parking spaces are insufficient, especially during programming times.

There is a lack of lounge and task seating throughout the Library. At present, the number and variety of reader seats available severely limits the utility of the Library to students and readers of all ages. Additional seating is sorely needed to accommodate the important role of the Library as a venue for lifelong learning and leisure activities.

The Cedar Park Public Library provides less than 40% of the state average building area when measured by Library Square Footage per capita, and ranks in the middle of the eight Peer City Libraries.

Library Square Footage Per Capita



Location of the Library

Public libraries differ from other municipal services such as police, fire protection, garbage collection, water and wastewater, and other utilities, in that most other municipal services are “delivered” to the user. A library requires the user to make a trip to the Library to receive the full benefit of its services, even in an electronic age when many library services can be delivered to remote users through network connections.

This is an important factor to consider. Public planners have a mandate to provide equity of access to the whole community to the greatest extent possible, and the location of the physical library facility is one of the most critical factors in how well it will serve the community.

Cedar Park’s library is located near the physical center of the city, both in terms of distance and travel time. It is near many of the daily and weekly travel routes of people in the community. The location was chosen at a time when city leaders imagined that the neighborhood would become the focus of City services and facilities. The Library’s site is constricted in size, which will limit the future expansion opportunities. Analysis of the site has determined the existing parking capacity can be increased to support a 46,000 SF facility.

“The relationship of the best possible site to the success...of a public library’s effectiveness is of paramount importance...The selection criteria for an effective site have much in common with the selection of an effective retail business. Both sites should be located within convenient proximity to the greatest number of customers. And, both should be located where people go in their daily rounds and not where people live.”

Lee B. Brawner and Donald K. Beck. *Determining Your Public Library’s Future Size*. American Library Association, 1996

The critical questions in planning new facilities are the size and location of the facilities. Both factors have important effects on the size of the region and the population that a facility can effectively serve.

Most library consultants and planners evaluating library sites in communities that are not served by public transportation systems rate accessibility in terms of the driving time to the site and the ease of entering the site location from several directions.

Public libraries must be conveniently located in order to serve their purpose for the community. While it is true that larger, more full-featured libraries can effectively serve a much larger area than smaller less well-stocked libraries, if the distances or the travel times are too long, people will simply not avail themselves of the resources, even though their tax dollars have helped fund them.

“Mistakes in site selection for public libraries result in less than maximum potential, effectiveness, and equity of service. Suboptimal location for the library means reduced access and use.”

- Christine M. Koontz. *Library Facility Siting and Location Handbook*.

An effective library site can be selected with an objective, documented process that establishes sound criteria, considers all potential sites, and arrives at an objective recommendation that ranks each of the sites. Typically, a site-selection matrix is used to apply weighted criteria to each site. The matrix produces a numeric value or ranking for each prospective site.

Number of Reader Seats

A library’s collection is the original reason for the invention of libraries, and is still one of its most important elements. Nevertheless, a public library is far more than just a warehouse for its physical collection. Typically, only about a third of the floor space in a public library is devoted to the collection.

Reader seating is an important measure of the ability of a library facility to accommodate visitors to the Library who come to read and use the Library’s collection. After space for housing a library’s collection, the space required for user seating typically consumes the second largest amount of floor space in a public library.

Libraries try to provide a range of seating types to meet the needs of a variety of users, including those who wish to sit comfortably while they read or browse current materials, students who need space at a table or study carrel to spread out and work on a project, parents reading to children, and children working in groups on a project.

Counts of reader seats include reader chairs at tables, study carrels, lounge seating, and some types of specialty seating for children. The counts do not include seats at public access computer workstations or seats in public meeting spaces that are not ordinarily used by people reading or studying.

There are no national standards for reader seats in public libraries. This is primarily because the need for seating is so heavily dependent on the goals each library sets for itself in its program of services. Libraries such as Cedar Park, which value the educational role of the Library in addition to the recreational role, must plan to accommodate the needs of users who come to stay and study. This leads to a mid-range recommended number of reader seats. Curriculum support and extended study tends to require a greater number of reader seats, while

recreational reading requires fewer seats to accommodate users who tend to check out their materials for later reading at home.

RECOMMENDATION: The consultants propose a benchmark of 2 reader seats per 1,000 population, based on the high value that Cedar Park's residents place on the importance of both educational and recreational resources for the community.

Number of Public Access Computers

Public access computers in libraries have become a major public conduit for Internet access in many communities, and the importance of this role has grown with the growth of e-government services at all levels of government.

Beyond general Internet access, public access computers provide:

- General software (word processing, spreadsheets, presentations, etc.)
- e-books
- Digital reference or virtual reference services
- Homework resources
- Audio Content such as podcasts and audiobooks
- Services for job seekers
- Computer and/or Internet training
- Access to licensed databases
- Access to and assistance with local, state, and federal government electronic services

Standards for Texas Public Libraries provides benchmarks at two levels of service beyond the most basic for this key component of public libraries.

Public Access Computer Standards for Texas Libraries

PUBLIC ACCESS COMPUTERS IN PUBLIC LIBRARIES	
LEVEL	STANDARD
Enhanced	1 computer per 2,000 population served OR a minimum of 2 whichever is greater
Exemplary	1 computer per 1,500 population served OR a minimum of 2 whichever is greater

Counts of public access computers include computers with Internet access and other computers that do not access the Internet but offer word processing or other computing resources. The counts do not include computers that only access the Library’s online catalog, computers used only to book appointments on other computers, or print-release workstations.

Using this working definition and the current population estimate 2015 for Cedar Park Service Area of 83,190, to meet the “Enhanced” level for public access computing based on Standards for Texas Public Libraries the Library should be providing at least 49 public access computers. It currently has 43, so it doesn’t meet the “Enhanced” standard. To meet the “Exemplary” level of service, the Library should have 55 public access computers. At 45 square feet of floor space per computer, this would require more floor space in the Library than is currently available – approximately 1,850 square feet.

For comparison, in 2012 the average value for all Texas public libraries was one public access computer per 1,227 persons in the service population. Looking only at the 30 libraries serving populations of 50,000 to 99,999, the ratio was one computer per 1,602 persons in the service population.

Recommendation: In order to provide more effective access to online resources, the consultants recommend the Library work toward a goal of one computer per 1,500 persons, the “Exemplary” level of service described by the standard, over the next five year period.

This can be achieved by a combination of standard one-and-two-person computer workstations supplemented by a collection of laptops or tablets for public use. Please note that when libraries routinely check out laptops to users for in-house use, they must make a substantial commitment of staff time to check each computer when it is returned and make sure it is charged and ready for the next use.

The Library should also continue make provision for the large and growing number of library users who bring their own portable computing devices to use at the Library with a variety of seating that is suitable for computer use. It should also provide a robust Wi-Fi network capable of supporting streaming and substantial downloads, in conjunction with appropriate seating and study space.

Community Meeting Spaces

More than ever before, the public library is being regarded as the community's living room, and a key part of that role is the provision of places for members of the community to gather.

There are never enough meeting spaces available in a community to satisfy the need for places to meet. The range of possible uses for a community meeting space is very broad. A community room can be the site for a concert, a lecture, a place for community groups to meet, for social gatherings or public discussions on topics of the day, a political forum, and more.

Public meeting spaces designed for community use require a significant allocation of library resources. The Library is not the only agency in a community that can provide a meeting place, but in some ways it may be the most neutral and universally welcoming place.

Cedar Park should plan to include a substantial public meeting space in a new library. It will require approximately 15 square feet per person for the room, arranged auditorium style, plus the storage space for tables and chairs, and any desired support space for food and beverages that might be included. The room should also include versatile electronic support for presentations of various types, and this equipment will likely require a support space adjoining the room.

For example, a room for 150 people, with a closet for tables and stacking chairs, plus a small counter with a sink, will require a minimum of about 1,800 square feet of floor space.

Recommendation: Cedar Park should plan to include a versatile public meeting facility, large enough to accommodate at least 150 persons, into its planning for a new or expanded library. In addition, the Library should be planned to incorporate a variety of smaller spaces for small meetings, groups study, collaborative projects, one-on-one tutoring and instruction, and individual quiet study.

RECOMMENDATIONS

Recommendation***Improve the relevancy of the collection***

The Cedar Park Public Library's Collection Management Plan is well crafted, and follows library best practices throughout. The plan articulates a balanced approach that gives appropriate weight to the educational, informational, cultural and recreational needs and wants of citizens, in line with the Library's stated mission. No changes are recommended to the Collection Management Plan.

Although they appeared to be well-selected and carefully maintained, the Cedar Park Library's collections are substantially older than they should be. An old collection generally translates into lowered levels of use, in the same way that a retail store that does not regularly renew its stock soon finds itself in serious trouble with its customers.

Goal The Cedar Park Library and the City of Cedar Park should strive to achieve a more current collection over the next five years, with a goal of reducing the overall average age of items in the collection to no more than 12 years.

Action Plan Beginning in FY2016, replace 10% of the collection annually for seven years.

(Reference Appendix for Operating and Maintenance Projections for Collection cost breakdown)

Recommendation***Increase the number of items in the collection***

The Library's collections are too small to meet the demands currently being placed on them, and will be increasingly inadequate as the population continues to grow. Growth of the collection is currently constrained by the limits of the Library facility. Expanded collections should be a priority, but expansion must be preceded by improvements to the facility.

Goal The consultants recommend that the Library work towards a benchmark collection ratio of 2.25 to 2.5 items per person in the service area, and that it set a goal of achieving this level within seven years from the date that collection growth becomes possible, based on room for expansion.

Action Plan Step 1: Expand library square footage, as the current facility is maximized and will not allow for additional collection.
Step 2: Implement a collection development plan and budget to increase the collection over a seven-year period. The collection development plan should assume a 70% print and 30% digital collection breakdown.

(Reference Appendix for Operating and Maintenance Projections for Collection cost breakdown)

Recommendation *Improve the Library facility*

Goal The Cedar Park Library and the City of Cedar Park should plan to renovate or construct a new library facility. The current facility is maximized and has an inefficient layout.

Action Plan The consultants provide the following three options to increase building efficiency and expand library service

Option 1: Renovate and Expand the Existing Library

Option 2: Build a New Library

Option 3: Phase and Partner a New Library

Recommendation *Update and increase the number of reader seats*

At present, the number and variety of reader seats available severely limits the utility of the Library to students and readers of all ages. Additional seating is sorely needed to accommodate the important role of the Library as a venue for lifelong learning and leisure activities.

Goal The consultants propose a benchmark of 2 reader seats per 1,000 people. As the furniture is replaced and increased, tables and seats that allow for mobility and power connectivity should be implemented.

Action Plan Step 1: Expand Library square footage, as the current facility is maximized and will not allow for additional reader seats.
Step 2: Program a Library expansion or new facility to include 196 reader seats which is the maximum for the service population build-out.

Recommendation *Increase access to online resources*

Goal In order to provide more effective access to online resources, the consultants recommend the Library work toward a goal of one computer per 1,500 persons, the “*Exemplary*” level of service described by Texas standards, over the next five year period.

Action Plan Beginning FY2016 implement a development plan and budget increase to add twelve public access computers to meet the current service area population goal. The plan should include implementation of an additional ten computers required for the ultimate build-out by FY2025.

(Note – the addition of public access computers to the existing facility will result in displacement of reader seats or collection.)

Recommendation *Improve the number and diversity of public meeting spaces*

Goal Cedar Park should include a versatile public meeting facility, large enough to accommodate at least 150 people. In addition, the Library should incorporate a variety of smaller spaces for small meetings, group study, collaborative projects, one-on-one tutoring and instruction, and individual quiet study.

Action Plan Step 1: Expand Library square footage, as the current facility is maximized and will not allow for additional program space.
Step 2: Program a Library expansion or new facility to include a large meeting room and a variety of smaller spaces.

Recommendation *Increase the number of Staff*

The consultants applaud the City's approval of funding to add a "discovery layer" to the Library's online catalog. The implementation of SIRSI/Dynix's eResource Central software will go far to help library users be successful in locating the full range of library resources that are of interest to them.

As the Library's collections improve in currency and begin to grow in size, library use will also increase, especially among adults. Library staff workloads are already high, over twice the average for public library staff in Texas. The workload has been mitigated somewhat by the application of technology, including self-service check-out workstations and RFID tagging. Additional technologies such as automated materials handling systems would provide substantial additional help, but technology can only go so far. Additional staff will absolutely be needed in both the clerical and professional ranks if service quality is to be maintained as the community grows.

Goal The City of Cedar Park should increase number of staff over next five years to achieve goal of reducing the average number of check-outs per staff to less than twice the average for public libraries in the state or 12,000 items per full-time equivalent (FTE) staff member.

Action Plan Beginning FY2016 implement a development plan and budget increase to add six FTE over a five-year period.

(Reference Appendix for Operating and Maintenance Projections for Staffing cost breakdown)

FACILITY OPTION 1 Renovate and add 20,500 SF expansion to existing Library building



A building addition to increase the building area to 46,000 SF will require a two story expansion due to site limitations. The original 1990 pre-engineered building (7,500 SF) will be removed and a new two story library space will join the area of the Library built in 2000 (18,200 SF). We know that any expansion of the Cedar Park Public Library will must be supported with an expanded parking design with a similar ratio to the existing site. To increase the parking capacity, the existing paving must be removed and a new parking lot constructed along the east and south property line which will require relocation of the retention pond.

A two story expansion facing north provides an opportunity to market the Library by visually opening up significant areas of the building to vehicular and pedestrian traffic. It also allows a segregation of the

childrens’ areas from adult areas solving the noise issue raised as one of the largest concerns of the existing Library.

A 46,000 SF library will provide:

- Increased collection capacity (2.25 to 2.5 items per capita)
- Increased seating
- Quiet reading room
- Larger Childrens’ area
- Dedicated story/craft area
- Expanded dividable multipurpose room
- Dedicated Teen room
- Two conference rooms or classrooms with distance learning technology
- Six study rooms with interactive technology
- Expanded work space for increased staff required to manage collection expansion and increased programming
- Drive-up book return with automated material handling system

Building Area: 46,000 SF

Parking 180 cars

The proposed expansion will increase the floor area of the existing facility 80%. By designing the expansion as a two story configuration, additional site area will be available to reconfigure and expand the parking. This two story configuration will also allow for a natural separation of children and adult functions.

FACILITY OPTION 1 (Cont)

Estimated Project Budget

Remove Existing parking					
Relocate Existing Retention Pond					
Demolish Existing 7,300 SF Pre-engineered Building					
Renovate Existing 18,200 SF Building					
Add 20,500 SF Two-Story Structure					
Total Square Footage				46,000	SF
Parking 175 cars	55,125	SF	\$8	/SF	\$441,000
Relocate Detention Pond					\$193,000
Demolition Allowance					\$50,000
Renovation Cost	18,200	SF	\$100	/SF	\$1,820,000
New Const. Cost	27,800	SF	\$260	/SF	\$7,228,000
Furniture Cost	46,000	SF	\$22	/SF	\$1,012,000
Technology Cost	46,000	SF	\$12	/SF	\$552,000
Subtotal Hard Cost					\$11,296,000
Contingency Allowance			10%		\$1,129,600
Fees/Legal/Testing			12%		\$1,355,520
Total Capital Cost					\$13,781,120

Goal Analysis *(Meets three Goals)*

-  **GOAL 1 Lifespan**
-  **GOAL 2 Operational Efficiency**
-  **GOAL 3 Meets Community Needs/Demands**
- GOAL 4 Flexibility to Future Trends**

FACILITY OPTION 2 Build a new 50,000 SF Library building



Site selection of a new library is critical to its success. The central core of Cedar Park defined by the intersection of E. Whitestone Blvd (RM 1431) and N. Bell Blvd. should be the target area for any new library site search. The City owns approximately 5 acres on the Recreational Center site on Main Street off Discovery Blvd overlooking the pond that is within the City core and would be an ideal library site. If sited on this property, the Library would benefit from the adjacent retail and Recreation Center traffic.

The building program and design for a new central library should be driven by the programs and services that the Library does exceptionally well, as well as listening to the community's expectations for future services rather than using the State of Texas building area recommendations. The Cedar Park Public Library produces some of the best children's programming in the state, and should, in any new facility provide the space that benefits and grows that program.

Building Area: 50,000 SF

Parking 200 cars

The proposed facility will increase the floor area of library space by 96%. A new facility has a distinct advantage over any renovation allowing for ultimate flexibility. A library must be able to adapt to future needs and a new facility will allow for a design without constraints

FACILITY OPTION 2 (Cont)

A new 50,000 SF library will provide:

- Increased collection capacity (2.25 to 3 items per capita)
- Increased seating
- Quiet reading room
- Larger Childrens’ area
- Dedicated story/craft area
- Expanded dividable multipurpose room
- Dedicated Teen room
- Two conference rooms with interactive technology
- Six study rooms with interactive technology
- Classroom with distance learning technology
- Expanded work space for increased staff required to manage collection expansion and increased programming
- Drive up book return with automated material handling system

Estimated Project Budget

Build a new library				50,000	SF
Parking 200 cars	50,000	SF	\$8 /SF	\$400,000	
New Const. Cost	50,000	SF	\$260 /SF	<u>\$13,000,000</u>	
Furniture Cost	50,000	SF	\$22 /SF	<u>\$1,100,000</u>	
Technology Cost	50,000	SF	\$12 /SF	<u>\$600,000</u>	
Subtotal Hard Cost				\$15,100,000	
Contingency Allowance			10%	\$1,510,000	
Fees/Legal/Testing			12%	<u>\$1,812,000</u>	
Total Capital Cost				\$18,422,000	
<i>Proceeds from sale of existing library site</i>				\$2,000,000	
Total Capital Cost				\$16,422,000	

Goal Analysis *(Meets all Goals)*

-  **GOAL 1 Lifespan**
-  **GOAL 2 Operational Efficiency**
-  **GOAL 3 Meets Community Needs/Demands**
-  **GOAL 4 Flexibility to Future Trends**

FACILITY OPTION 3 Phase and Partner a New Library

- **Phase 1. Build a new 45,000 SF Library**
- **Phase 2. Construct an 80,000 SF Non-Library facility**
- **Phase 3. Expand the Library up to 70,000 SF**

Option 3 allows the library to grow collections and services in an efficient manner as a new library building is constructed in 2 phases. Phasing the construction of a new library has the advantage of allowing the library to grow as additional services are required. It will take time to expand library services from their current level. Initially a 45,000 SF Phase I facility would accommodate the immediate needs of the library. To accommodate Cedar Park's build-out population projection of 100,000, a 70,000 SF facility would be required under current library service and collection recommendations.

This option provides an additional opportunity for the library to partner with an outside organization, sharing common building functions, while increasing visibility and marketing opportunities. Today, public libraries are finding many different ways to partner with outside organizations to increase and expand their services. A shared facility offers opportunities for resource sharing, outreach to new audiences, shared expertise and additional exposure for services and programs. Strong partnerships take time and energy to develop and maintain so clear communication and mutual agreements are necessary to ensure everyone is on the same page. When considering a partnership it is critical to ensure that both potential organizations share similar missions and core values.

The concept of sharing common facility functions can yield significant operational and building area savings. Building components that could be shared are the lobby, social space, meeting spaces, parking, restrooms, and building mechanical systems.

The Cedar Park Public Libraries highly successful childrens' programming is of significant importance to the partnering process, as these programs create a large volume of exposure for a potential partner. The library in turn can benefit from the foot traffic and exposure of a potential partner. Examples of past successful library partners include Recreational Centers, Educational Facilities, Senior Centers, Museums, Retail (Malls), Municipal and County Centers.



Two examples of joint use facilities include the Warren Civic Center and Public Library and the Watsonville Civic Center, Courts, and Public library.

FACILITY OPTION 3 (Cont)

The proposed 45,000 SF Phase 1 new library will increase the floor area of library space by 76% and will allow the Cedar Park Public Library to strengthen its renowned Childrens’ services as well as expand services for Teens and Adults. Phase 2 addition would increase the floor area of library space by 174%.

The site area requirement to support all phases of Option 3 is 12 to 14 acres. The site location recommendation is similar to Option 2 and should be within the Cedar Park Central Core as defined by the intersection of E. Whitestone Blvd (RM 1431) and N. Bell Blvd (SH 183).

Building area assumptions:	Library	Partner	Parking
Phase 1	45,000 SF		180 Cars
Phase 2		80,000 SF	300 Cars
Phase 3	25,000 SF		40 Cars
Total	70,000 SF	80,000 SF	520 Cars

Site Requirements: 12 to 14 acres

A Phase I 45,000 SF Library partnered with a Non-Library Organization will provide:

- Shared lobby
- Shared meeting spaces
- Shared restrooms
- Shared social spaces
- Shared parking
- Cafe
- Increased collection capacity (2.5 to 2.5 items per capita)
- Increased seating
- Quiet Reading Room
- Larger childrens’ area
- Dedicated story/craft area
- Expanded dividable multipurpose room
- Dedicated Teen Room
- Two conference rooms with interactive technology
- Six study rooms with interactive technology
- Classroom with distance learning technology
- Expanded work space for increased staff
- Drive up book return with automated material handling system

FACILITY OPTION 3 (Cont)

Estimated Project Budget

Build a new library				45,000	SF
Parking 180 cars	54,000	SF	\$8 /SF	\$432,000	
New Const. Cost	45,000	SF	\$260 /SF	<u>\$11,700,000</u>	
Furniture Cost	45,000	SF	\$22 /SF	<u>\$990,000</u>	
Technology Cost	45,000	SF	\$12 /SF	<u>\$540,000</u>	
Subtotal Hard Cost				\$13,662,000	
Contingency Allowance			10%	\$1,366,200	
Fees/Legal/Testing			12%	<u>\$1,639,440</u>	
Total Cost				\$16,667,640	
<i>Proceeds from sale of existing library site</i>				\$2,000,000	
Total Capital Cost				\$14,667,640	

Goal Analysis *(Meets all Goals)*

-  **GOAL 1 Lifespan**
-  **GOAL 2 Operational Efficiency**
-  **GOAL 3 Meets Community Needs/Demands**
-  **GOAL 4 Flexibility to Future Trends**

APPENDIX

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Operating and Maintenance Projections for Staffing and Collections

- Cost Breakdown for implementation of additional staffing recommendations
- Cost Breakdown for implementation of collection recommendations

Facility Options (Building Program)

- Option 1 – 46,000SF Building Program
- Option 2 – 50,000SF Building Program
- Option 3 – 45,000SF Building Program

Focus Group Session Results

- Results from ten focus groups and interviews that were conducted as part of the public engagement portion of the project.

Online Survey Results

- Results from the online survey. Answers have been charted as graphs.

Analysis of a Branch Library Option

- A branch library system was analyzed

Cedar Park Public Library Master Plan
 Operating and Maintenance Projections for Facility Options
 Option 1 - Renovate and Expand the Existing Library

Recommendation: Increase the number of staff

	FY16	FY17	FY18	FY19	FY20
Staffing - 6 FTE					
Outreach/PR Coordinator - PT	\$ 13,007.00	\$ 14,307.70	\$ 15,738.47	\$ 17,312.32	\$ 19,043.55
Technical Services Assistant	\$ 31,908.00	\$ 35,098.80	\$ 38,608.68	\$ 42,469.55	\$ 46,716.50
Youth Services Librarian (MLS)		\$ 43,698.00	\$ 48,067.80	\$ 52,874.58	\$ 58,162.04
Youth Services Assistant			\$ 31,908.00	\$ 35,098.80	\$ 38,608.68
Circulation Assistant - PT				\$ 13,295.00	\$ 14,624.50
Library Aide - PT				\$ 11,511.00	\$ 12,662.10
Public Services Assistant					\$ 31,908.00
Library Aide - PT					\$ 11,511.00
Ongoing annual increase	\$ 44,915.00	\$ 93,104.50	\$ 134,322.95	\$ 172,561.25	\$ 233,236.37

Note: Phase in staffing over five years

Note: Total staff costs based on FY15 FTE Calculator from Finance

Note: Per HR, this is using an anticipated 10% increase for incumbent staff to cover salary and benefit increases

Recommendation: Improve the relevancy of the collection

Items replaced/updated by FY24	77027
% of original collection replaced/updated	64%

Recommendation: Increase the number of items in the collection

	Quantity	% of collection
Total digital items by FY25	72,930	29%
Total physical items by FY25	178,452	71%

Collection goal: 245000 (2.5 items/capita)	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Replace/update	\$ 25,000.00	\$ 100,000.00	\$ 125,000.00	\$ 150,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00
New digital	\$ 20,000.00	\$ 20,000.00	\$ 45,000.00	\$ 70,000.00	\$ 120,000.00	\$ 120,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00
New physical	\$ 75,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 100,000.00	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 295,000.00
Ongoing annual increase		\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 75,000.00	\$ 50,000.00	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -
Total collection budget	\$ 120,000.00	\$ 170,000.00	\$ 220,000.00	\$ 270,000.00	\$ 345,000.00	\$ 395,000.00	\$ 445,000.00				
Existing collection size		132,463	136,247	141,382	147,868	157,058	168,949	183,544	198,139	212,733	227,328
Digital items added	12119	1,081	2,432	3,784	6,486	6,486	8,108	8,108	8,108	8,108	8,108
Physical items added	120344	2,703	2,703	2,703	2,703	5,405	6,486	6,486	6,486	6,486	15,946
Total collection size	132463	136247	141382	147868	157058	168949	183544	198139	212733	227328	251382

Notes:

Build out population 98000

Projected cost per item \$ 18.50

Current collection size, as of 1/1/15 132463 (Includes both digital and physical)

Cedar Park Public Library Master Plan
Operating and Maintenance Projections for Facility Options
Option 2 - Build a New Library

Recommendation: Increase the number of staff

	FY16	FY17	FY18	FY19	FY20
Staffing - 6 FTE					
Outreach/PR Coordinator - PT	\$ 13,007.00	\$ 14,307.70	\$ 15,738.47	\$ 17,312.32	\$ 19,043.55
Technical Services Assistant	\$ 31,908.00	\$ 35,098.80	\$ 38,608.68	\$ 42,469.55	\$ 46,716.50
Youth Services Librarian (MLS)		\$ 43,698.00	\$ 48,067.80	\$ 52,874.58	\$ 58,162.04
Youth Services Assistant			\$ 31,908.00	\$ 35,098.80	\$ 38,608.68
Circulation Assistant - PT				\$ 13,295.00	\$ 14,624.50
Library Aide - PT				\$ 11,511.00	\$ 12,662.10
Public Services Assistant					\$ 31,908.00
Library Aide - PT					\$ 11,511.00
Ongoing annual increase	\$ 44,915.00	\$ 93,104.50	\$ 134,322.95	\$ 172,561.25	\$ 233,236.37

Note: Phase in staffing over five years

Note: Total staff costs based on FY15 FTE Calculator from Finance

Note: Per HR, this is using an anticipated 10% increase for incumbent staff to cover salary and benefit increases

Recommendation: Improve the relevancy of the collection

Items replaced/updated by FY24	77027
% of original collection replaced/updated	64%

Recommendation: Increase the number of items in the collection

	Quantity	% of collection
Total digital items by FY25	89,146	30%
Total physical items by FY25	205,479	70%

Collection goal: 294000 (3 items/capita)	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Replace/update	\$ 25,000.00	\$ 100,000.00	\$ 125,000.00	\$ 150,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00
New digital	\$ 20,000.00	\$ 20,000.00	\$ 45,000.00	\$ 70,000.00	\$ 120,000.00	\$ 120,000.00	\$ 170,000.00	\$ 220,000.00	\$ 220,000.00	\$ 220,000.00	\$ 220,000.00
New physical	\$ 75,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 125,000.00	\$ 150,000.00	\$ 175,000.00	\$ 225,000.00	\$ 275,000.00	\$ 425,000.00
Ongoing annual increase		\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 50,000.00	\$ 50,000.00	\$ (25,000.00)
Total collection budget	\$ 120,000.00	\$ 170,000.00	\$ 220,000.00	\$ 270,000.00	\$ 345,000.00	\$ 420,000.00	\$ 495,000.00	\$ 570,000.00	\$ 620,000.00	\$ 670,000.00	\$ 645,000.00
Existing collection size		132,463	136,247	141,382	147,868	157,058	170,301	187,598	208,949	233,004	259760
Digital items added	12119	1,081	2,432	3,784	6,486	6,486	9,189	11,892	11,892	11,892	11,892
Physical items added	120344	2,703	2,703	2,703	2,703	6,757	8,108	9,459	12,162	14,865	22,973
Total collection size	132463	136247	141382	147868	157058	170301	187598	208949	233004	259760	294625

Notes:

Build out population 98000

Projected cost per item \$ 18.50

Current collection size, as of 1/1/15 132463 (Includes both digital and physical)

Cedar Park Public Library Master Plan
 Operating and Maintenance Projections for Facility Options
 Option 3 - Phase and Partner a New Library - Phase One

Recommendation: Increase the number of staff

	FY16	FY17	FY18	FY19	FY20
Staffing - 6 FTE					
Outreach/PR Coordinator - PT	\$ 13,007.00	\$ 14,307.70	\$ 15,738.47	\$ 17,312.32	\$ 19,043.55
Technical Services Assistant	\$ 31,908.00	\$ 35,098.80	\$ 38,608.68	\$ 42,469.55	\$ 46,716.50
Youth Services Librarian (MLS)		\$ 43,698.00	\$ 48,067.80	\$ 52,874.58	\$ 58,162.04
Youth Services Assistant			\$ 31,908.00	\$ 35,098.80	\$ 38,608.68
Circulation Assistant - PT				\$ 13,295.00	\$ 14,624.50
Library Aide - PT				\$ 11,511.00	\$ 12,662.10
Public Services Assistant					\$ 31,908.00
Library Aide - PT					\$ 11,511.00
Ongoing annual increase	\$ 44,915.00	\$ 93,104.50	\$ 134,322.95	\$ 172,561.25	\$ 233,236.37

Note: Phase in staffing over five years

Note: Total staff costs based on FY15 FTE Calculator from Finance

Note: Per HR, this is using an anticipated 10% increase for incumbent staff to cover salary and benefit increases

Recommendation: Improve the relevancy of the collection

Items replaced/updated by FY24	77027
% of original collection replaced/updated	64%

Recommendation: Increase the number of items in the collection

	Quantity	% of collection
Total digital items by FY25	72,930	29%
Total physical items by FY25	178,452	71%

Collection goal: 245000 (2.5 items/capita)	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Replace/update	\$ 25,000.00	\$ 100,000.00	\$ 125,000.00	\$ 150,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00
New digital	\$ 20,000.00	\$ 20,000.00	\$ 45,000.00	\$ 70,000.00	\$ 120,000.00	\$ 120,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00
New physical	\$ 75,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 100,000.00	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 295,000.00
Ongoing annual increase		\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 75,000.00	\$ 50,000.00	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -
Total collection budget	\$ 120,000.00	\$ 170,000.00	\$ 220,000.00	\$ 270,000.00	\$ 345,000.00	\$ 395,000.00	\$ 445,000.00				
Existing collection size		132,463	136,247	141,382	147,868	157,058	168,949	183,544	198,139	212,733	227,328
Digital items added	12119	1,081	2,432	3,784	6,486	6,486	8,108	8,108	8,108	8,108	8,108
Physical items added	120344	2,703	2,703	2,703	2,703	5,405	6,486	6,486	6,486	6,486	15,946
Total collection size	132463	136247	141382	147868	157058	168949	183544	198139	212733	227328	251328

Notes:

Build out population 98000

Projected cost per item \$ 18.50

Current collection size, as of 1/1/15 132463 (Includes both digital and physical)

OPTION 1: 46,000 sf Renovation and Addition to the Existing Cedar Park Public Library Building Area Summary

(shelving capacity 2.25 to 2.5 items per capita or 154,350 items)

Description	SF		
	Total SF	1st Floor	2nd Floor
<u>I. Public Entrances and Lobby</u>			
1.01 Main Entrance			
1.02 Lobby	1,400	1,400	
1.03 Public Restrooms (Men's and Women's)	800	800	
1.04 Janitor	60	60	
Subtotal	2,260	2,260	0
<u>II. Special Spaces</u>			
2.01 Vending/Cyber Area (w/ outdoor seating area not included)	200	200	
2.02 Friend's Area/Display [off of Lobby or within Collection area?]	200	200	
2.03 Quiet Reading Room	700	700	
2.04 Business Center	250	250	
2.05 Classroom (20 seats)	0		
2.06 A/V Recording Studio	300	300	
2.07 Young Adult (TEEN ROOM) [seating, tables, booths, (6) computers]	900	900	
Subtotal	2,550	2,550	0
<u>III. Meeting / Training Rooms</u>			
3.01 Multi-Purpose Room (Dividable with 55-60 seats each rm) w/ After	1,800	1,800	
3.02 Storage Room - Off of Multipurpose Rm.	200	200	
3.03 AV Systems/Control - Ceiling/Wall Access			
3.04 Kitchenette - Off of Multipurpose Rm.	100	100	
3.05 Conference - (12-20) Person - w/ built in credenza	350	350	
3.06 Room can be used as "Book Club Room" (Staff & Public Access - separate)			
3.07 Craft Room / Program Room	600	600	
3.08 Computer Lab (0 terminals + 0 for Instructor)	0		
3.09 Study Rooms (with multimedia)			
3.10 (0) 2 Person (at 80 SF each)	0		
3.11 (4) 4 Person (at 110 SF each)	440	110	330
3.12 (2) 6-8 Person (at 170 SF each)	340	170	170
3.13 (1) 10-12 Person (at 250 SF each)	250		250
Subtotal	4,080	3,330	750
<u>IV. Adult Services</u>			
4.01 Adult Collection & Reader Seating (target 104,350 + items on shelf)	13,800	3800	10,000
4.02 Circ./Inform. Service Desk(s)	300	300	0
4.03 Express Self Check Area	200	200	
4.04 Public Copier Room/Area	150		150
4.05 Public Computers (40 Computers)	1,100		1,100
4.06 Service Desk			300
Subtotal	15,550	4,300	11,550

V. Children Services

5.01	Children Collection and Reader Seating (<i>target 50,000 items on shelf</i>)	7,500	7,500	
5.02	Children Service Desk	200	200	
5.03	Children Service Supervisor Office	120	120	
5.04	Children Services within 8'x8' WorkStations	400	400	
	(4 Staff) Childrens Services within 8'x8' WorkStations			
	(2 Staff) Teen Services within 8'x8' WorkStations			
5.05	Children Service Workroom (and 2 staff sharing space)	250	250	
5.06	Children Service Storage	100	100	
5.07	Story Time (up to 80 on floor)	900	900	
5.08	Story Time Storage/ Puppet Area Support	200	200	
5.10	Toddler Area	300	300	
5.11	Children Family Restroom	85	85	
5.12	Children Computers (14 computers)	420	420	
	Subtotal	10,475	10,475	0

VI. Administrative and Staff Area

6.01	Staff Work Area	1,000	1000	
	(4 Staff) Tech Services within 8'x8' WorkStations			
	(6 Staff) Adult Services within 8'x8' WorkStations			
	(2 Staff Shared) Adult Services [1 space shared by 2 staff]			
	(4 Staff) Circulation Services within 8'x8' WorkStations			
	(4 Staff Shared) Circulation Services [2 spaces shared by 4 staff]			
6.02	Offices			
6.03	Director Office	200	200	
6.07	Circulation Supervisor Office	120	120	
6.08	Adult Service Supervisor Office #1	120	120	
6.10	Technical Service Supervisor Office	120	120	
6.11	Marketing Coordinator	120	120	
6.12	InterLibrary Loan	0	0	
6.13	Staff Conference Room - (see under Meeting/Training Rooms)			
6.14	Network Server Room	100	100	
6.15	Computer Work Room/Office	0	0	
6.17	Staff Storage (to be divided based on departments)	100	100	
6.18	Copy/Mail Center	50	50	
6.19	Book Drop (Check-in/Shelving Preparation/Book Cart)	350	350	
6.20	Drive-up Book Drop with automated book sorting system			
6.21	Book Cart Storage	50	50	
6.22	Staff Entrance	0	0	
6.23	Staff Restrooms and Lockers (40)	100	100	
6.25	Staff Lounge	350	350	
	Subtotal	2,780	2,780	0

VII. Miscellaneous Areas

7.01	Shipping & Receiving w/ overhead and man door	150	150	
	Loading Dock (exterior)	0	0	
7.02	Storage adjacent to Shipping/Receiving	80	80	
7.03	Friend's Storage - Near Shipping/Receiving	0	0	
7.04	Janitor Closet	50		50
7.05	Central Storage	150	150	
7.11	Electrical/Data Distribution Closest(s) (2 at 50SF each)	100	100	
7.12	Electrical Room	125	125	
7.13	Mechanical Room (TBD based on HVAC System)	200	200	
7.14	Fire Riser Room	130	130	
7.15	Fire Stairs	800	440	440
7.14	Elevator	200	220	220
	Subtotal	1,985	1,595	710
	TOTAL SF	39,680	27,290	13,010
	15% Non-Assignable (walls, circulation, etc...)	5,952	4,501	1,200
	Grand Total	46,001	31,791	14,210

OPTION 2: Build a new 50,000 sf Cedar Park Public Library Building Area Summary

(shelving capacity 3 items per capita or 205,800 items)

Description	SF
I. Public Entrances and Lobby	
1.01 Main Entrance	
1.02 Lobby	1,600
1.03 Public Restrooms (Men's and Women's)	800
1.04 Janitor	80
Subtotal	2,480
II. Special Spaces	
2.01 Vending/Cyber Area (w/ outdoor seating area not included)	250
2.02 Friend's Area/Display [off of Lobby or within Collection area?]	200
2.03 Quiet Reading Room	700
2.04 Business Center	250
2.05 Classroom (20 seats)	700
2.06 A/V Recording Studio	400
2.07 Young Adult (TEEN ROOM) [seating, tables, booths, (6) computers and :	1,000
Subtotal	3,500
III. Meeting / Training Rooms	
3.01 Multi-Purpose Room (Dividable with 65-70 seats each rm) w/ A	1,800
3.02 Storage Room - Off of Multipurpose Rm.	200
3.03 AV Systems/Control - Ceiling/Wall Access	
3.04 Kitchenette - Off of Multipurpose Rm.	100
3.05 Conference - (12-20) Person - w/ built in credenza	350
3.06 Room can be used as "Book Club Room" (Staff & Public Access - separate)	
3.07 Craft Room / Program Room	600
3.08 Computer Lab (0 terminals + 0 for Instructor)	0
3.09 Study Rooms (with multimedia)	
3.10 (0) 2 Person (at 80 SF each)	0
3.11 (4) 4 Person (at 110 SF each)	440
3.12 (2) 6-8 Person (at 170 SF each)	340
3.13 (1) 10-12 Person (at 250 SF each)	250
Subtotal	4,080
IV. Adult Services	
4.01 Adult Collection & Reader Seating (<i>target 130,500 + items on shelf</i>)	15,700
4.02 Circ./Inform. Service Desk(s)	300
4.03 Express Self Check Area	300
4.04 Public Copier Room/Area	150
4.05 Public Computers (40 Computers)	1,100
Subtotal	17,550

V. Children Services

5.01	Children Collection and Reader Seating (<i>target 75,300 items on shelf</i>)	8,200
5.02	Children Service Desk	200
5.03	Children Service Supervisor Office	120
5.04	Children Services within 8'x8' WorkStations (4 Staff) Childrens Services within 8'x8' WorkStations (2 Staff) Teen Services within 8'x8' WorkStations	400
5.05	Children Service Workroom (and 2 staff sharing space)	300
5.06	Children Service Storage	200
5.07	Story Time (up to 80 on floor)	900
5.08	Story Time Storage/ Puppet Area Support	200
5.10	Toddler Area	300
5.11	Children Family Restroom	85
5.12	Children Computers (18 computers)	600
	Subtotal	11,505

VI. Administrative and Staff Area

6.01	Staff Work Area (4 Staff) Tech Services within 8'x8' WorkStations (6 Staff) Adult Services within 8'x8' WorkStations (2 Staff Shared) Adult Services [1 space shared by 2 staff] (4 Staff) Circulation Services within 8'x8' WorkStations (4 Staff Shared) Circulation Services [2 spaces shared by 4 staff]	1,100
6.02	Offices	
6.03	Director Office	200
6.07	Circulation Supervisor Office	120
6.08	Adult Service Supervisor Office #1	120
6.10	Technical Service Supervisor Office	120
6.11	Marketing Coordiniator	120
6.12	InterLibrary Loan	0
6.13	Staff Conference Room - (see under Meeting/Training Rooms)	
6.14	Network Server Room	100
6.15	Computer Work Room/Office	0
6.17	Staff Storage (to be divided based on departments)	150
6.18	Copy/Mail Center	80
6.19	Book Drop (Check-in/Shelving Preparation/Book Cart)	400
6.20	Drive-up Book Drop with automated book sorting system	
6.21	Book Cart Storage	100
6.22	Staff Entrance	0
6.23	Staff Restrooms and Lockers (40)	100
6.25	Staff Lounge	350
	Subtotal	3,060

VII. Miscellaneous Areas

7.01	Shipping & Receiving w/ overhead and man door	150
	Loading Dock (exterior)	0
7.02	Storage adjacent to Shipping/Receiving	150
7.03	Friend's Storage - Near Shipping/Receiving	0
7.04	Janitor Closet	50
7.05	Central Storage	250
7.11	Electrical/Data Distribution Closest(s) (2 at 50SF each)	100
7.12	Electrical Room	120
7.13	Mechanical Room (TBD based on HVAC System)	400
7.14	Fire Riser Room	130
	Subtotal	1,350
	TOTAL SF	43,525
	15% Non-Assignable (walls, circulation, etc...)	6,529
	Grand Total	50,054

OPTION 3: 45,000 sf New Phase 1 Public Library Building Area Summary

(shelving capacity 2.25 to 2.5 items per capita or 154,350 items @ 70% PRINT)

Description	SF	SF	SF
	Total SF	1st Floor	2nd Floor
I. Shared Spaces			
To be shared with partner organization			
1.01 Main Entrance	0	0	
1.02 Lobby	1,800	1,800	
1.03 Public Restrooms (Men's and Women's)	800	800	
1.04 Janitor	60	60	
1.05 Vending/Cyber Area (w/ outdoor seating area not included)	200	200	
1.06 Classroom (20 seats)	500	500	
1.07 Multi-Purpose Room (Dividable with 55-60 seats each rm) w/ After	1,800	1,800	
1.08 Storage Room - Off of Multipurpose Rm.	200	200	
1.09 Kitchenette - Off of Multipurpose Rm.	100	100	
1.10 Conference - (12-20) Person - w/ built in credenza	300	300	
Subtotal	5,760	5,760	0
I.A. Potential Shared Spaces			
1.11 Business Center	200	200	
1.12 A/V Recording Studio	300	300	
1.13 Craft Room / Program Room	600	600	
1.14 Computer Lab (10 terminals + 1 for Instructor)	500	500	
	1,600	1,600	
II. Special Spaces			
2.01 Friend's Area/Display [off of Lobby or within Collection area?]	200	200	
2.02 Quiet Reading Room	700		700
2.05 Young Adult (TEEN ROOM) [seating, tables, booths, (6)]	900	900	
Subtotal	1,800	1,100	700
III. Study/Conference Rooms			
3.03 Study Rooms (with multimedia)			
3.04 (0) 2 Person (at 80 SF each)	0		
3.05 (4) 4 Person (at 110 SF each)	440	110	330
3.06 (2) 6-8 Person (at 170 SF each)	340	170	170
3.07 (1) 10-12 Person (at 250 SF each)	250		250
Subtotal	1,030	280	750
IV. Adult Services			
4.01 Adult Collection & Reader Seating <i>104,350 items on shelf</i>	12,000	2,000	10,000
4.02 Circ./Inform. Service Desk(s)	300		300
4.03 Express Self Check Area	200		200
4.04 Public Copier Room/Area	150		150
4.05 Public Computers (40 Computers)	1,200		1,200
4.06 Service Desk	300		300
Subtotal	14,150	2,000	12,150

V. Children Services

5.01	Children Collection and Reader Seating <i>50,000 items on shelf</i>	7,200	7,200
5.02	Children Service Desk	200	200
5.03	Children Service Supervisor Office	120	120
5.04	Children Services within 8'x8' Workstations	250	250
5.05	Children Service Workroom (and 2 staff sharing space)	200	200
5.06	Children Service Storage	100	100
5.07	Story Time (up to 80 on floor)	900	900
5.08	Story Time Storage/ Puppet Area Support	200	200
5.10	Toddler Area	300	300
5.11	Children Family Restroom	70	70
5.12	Children Computers (14 computers)	400	400
	Subtotal	9,940	9,940
			0

VI. Administrative and Staff Area

6.01	Staff Work Area	1,000	1000
	(4 Staff) Tech Services within 8'x8' Workstations		
	(4Staff) Adult Services within 8'x8' Workstations		
	(2 Staff Shared) Adult Services [1 space shared by 2 staff]		
	(4 Staff) Circulation Services within 8'x8' Workstations		
	(2 Staff Shared) Circulation Services [2 spaces shared by 4 staff]		
6.02	Offices		
6.03	Director Office	200	200
6.07	Circulation Supervisor Office	120	120
6.08	Adult Service Supervisor Office	120	120
6.10	Technical Service Supervisor Office	100	100
6.11	Marketing Coordinator	100	100
6.12	Interlibrary Loan	0	0
6.13	Staff Conference Room - (see under Meeting/Training Rooms)		
6.14	Network Server Room	100	100
6.15	Computer Work Room/Office	0	0
6.17	Staff Storage (to be divided based on departments)	100	100
6.18	Copy/Mail Center	50	50
6.19	Book Drop (Check-in/Shelving Preparation/Book Cart)	300	300
6.20	Drive-up Book Drop with automated book sorting system		
6.21	Book Cart Storage	50	50
6.22	Staff Entrance	0	0
6.23	Staff Restrooms and Lockers (40)	100	100
6.25	Staff Lounge	300	300
	Subtotal	2,640	2,640
			0

VII. Miscellaneous Areas

7.01	Shipping & Receiving w/ overhead and man door	100	100	
	Loading Dock (exterior)	0	0	
7.02	Storage adjacent to Shipping/Receiving	80	80	
7.03	Friend's Storage - Near Shipping/Receiving	0	0	
7.04	Janitor Closet	60		60
7.05	Central Storage	150	150	
7.11	Electrical/Data Distribution Closet's) (2 at 80SF each)	160	80	80
7.12	Electrical Room	130	130	
7.13	Mechanical Room (TBD based on HVAC System)	150	100	50
7.14	Fire Riser Room	100	100	
7.15	Fire Stairs	880	440	440
7.14	Elevator	400	200	200
	Subtotal	2,210	1,380	830
	TOTAL SF	39,130	24,700	14,430
	15% Non-Assignable (walls, circulation, etc...)	5,870	3,705	2,165
	Grand Total	45,000	28,405	16,595

Cedar Park Public Library
Focus Group Work Session Results

Public Session - 5/29/2014 @ 6:00pm

Question No. 1

You have been given the task to introduce three non-users to the Cedar Park Public Library. Where would you go to find them and how would you convince them to come to the library?

Table 1 Answer:

- Set up kiosks inside a store as a way to advertise the library (by the checkout lane) (recreation center in an apartment complex)

Table 2 Answer:

- Talk with people in our daily lives and identify a need that can be served by the library and encourage the individual to have his/her need met and bring them

Table 3 Answer:

- Church

Table 4 Answer:

- Go to other community places (church, neighbors, schools, grocery store) and offer another community place with service, books, children's programs, etc.

Question No. 2

What is the best time to use the library?

Table 1 Answer:

- The best times would be all times because it truly depends on the type of person

Table 2 Answer:

- All the time

Table 3 Answer:

- Weekend afternoon

Table 4 Answer:

- There is no single "best" time. We are a 24hr society with different schedules would mean different "best" times.

Cedar Park Public Library
Focus Group Work Session Results

Public Session - 5/29/2014 @ 6:00pm (Continued)

Question No. 3

What are the top (3) three reasons you use the Cedar Park Library?

Table 1 Answer:

1. Volunteering
2. Available programs
3. Books
4. Faster computers
5. Bake sales and book sales

Table 2 Answer:

1. Check out materials
2. Children's / teens programs
3. To vote

Table 3 Answer:

1. Children's programs
2. Meeting spaces
3. Entertainment

Table 4 Answer:

1. Children's programs
2. Book Club
3. Study resource

Question No. 4

Imagine you have been tasked by the library to expand its adult programming. What would you suggest and why?

Table 1 Answer:

- Conversational Spanish classes
- Technology classes
- Small farmers market
- Craft fair

Table 2 Answer:

- Software to borrow
- More or better movies (would like the adult movie collection expanded to include rated r material if the movie is "good")

Table 3 Answer:

- Lunchtime programming (listen to speakers)

Table 4 Answer:

- More technology
- More computers
- Expand upgrade collections

Cedar Park Public Library
Focus Group Work Session Results

Public Session - 5/29/2014 @ 6:00pm (Continued)

Question No. 5

What is the best thing about the Cedar Park Public Library?

Table 1 Answer:

- Children's programs
- Very welcoming
- Strategic location

Table 2 Answer:

- Location

Table 3 Answer:

- Community orientation

Table 4 Answer:

- The way it interacts with the entire community

Question No. 6

Imagine we are renovating the Cedar Park Public Library. What is the one thing you would move, change, or reconfigure?

Table 1 Answer:

- Natural lighting
- Make courtyard more welcoming and comfortable
- Look into renting the space across the street to expand

Table 2 Answer:

- More natural light (the current library is dark)

Table 3 Answer:

- Add natural light

Table 4 Answer:

- Increase size
- Add a 2nd floor
- More lighting/windows
- More parking

Cedar Park Public Library
Focus Group Work Session Results

Public Session - 5/29/2014 @ 6:00pm (Continued)

Question No. 7

Will advances in technology change the way you use the Cedar Park Public Library? If so, how do you see the library changing?

Table 1 Answer:

- Technology is inevitable
- Make technology able to be checked out
- 3D Printer
- Refresh the website (teen's and younger than 30 are the "goto the web generation")

Table 2 Answer:

- More digital content
- Access and content

Table 3 Answer:

- Content creation and access
- Book reviews
- Online book clubs
- Community calendar

Table 4 Answer:

- Genealogy programs
- Business center with modern upgrade
- Theater group (conduct performances for community)

Question No. 8

Changes in the economy have impacted all of us. Has it changed the way you utilize the library?

Table 1 Answer:

- Use it more (books are freely available and expensive in stores)
- Can the "hold section" be open for 7 days rather than 5?
- List or post new movies available (or include in email)
- List or post "new arrivals" or "coming soon" on web

Table 2 Answer:

- No

Table 3 Answer:

- Increased leisure time at library

Table 4 Answer:

- Bring kids to the library instead of buying them books

Cedar Park Public Library
Focus Group Work Session Results

Business Community - 5/19/2014 @ 12:30

Question No. 1

How can the Cedar Park Library support local business?

Answer:

- Job Training space for :
 - 4 person conference room
 - 15 person conference room
- Meeting room for Continuing Education lunch and learn
- Deposition /mediation rooms
 - Two rooms 5 to 6 person occupancy
- Chamber meeting space
 - 50 person occupancy
- Business incubator space for rent

Question No. 2

What programs/technology do you want at the library?

Answer:

- Computer skills class
- Business plan assistance
 - SBA
 - Finance
 - Legal
- Job Clubs 100 to 115 people
- Programs
 - Adult basic education
 - Literacy
 - ESL
 - Computer Skills
 - How to apply for your first job

Cedar Park Public Library
Focus Group Work Session Results

Educators - 5/19/2014 @ 3:00pm

Question No. 1

You have been given the task to introduce three non-users to the Cedar Park Public Library. Where would you go to find them and how would you convince them to come to the library?

Answer:

- New resident chamber packet
- POA
- Theater trailer
- Coffee house

Question No. 2

What is the best time to use the library?

Answer:

- All day every day!!
- Would like more virtual access

Question No. 3

What are the top (5) three reasons you use the Cedar Park Library?

Answer:

- Homework
- Research
- Books
- Children's Programs
- Overdrive

Question No. 4

Imagine you have been tasked by the library to expand its adult programming. What would you suggest and why?

Answer:

- Adult technology, how to use and load E reader from home.
- Pod cast room to record music and or video production

Question No. 5

What is the best thing about the Cedar Park Public Library?

Answer:

- The Staff
- Children's programs (suggest email schools about upcoming programs)
- The library is hard to find and many don't know about it or the programs offered.

Cedar Park Public Library
Focus Group Work Session Results

Educators - 5/19/2014 @ 3:00pm (Continued)

Question No. 6

Imagine we are renovating the Cedar Park Public Library. What is the one thing you would move, change, or reconfigure?

Answer:

- Make it more open
- More natural light
- More flexible space
- Higher ceilings
- More seating
- Transparency to the outdoors
- Circulation desk centrally located

Question No. 7

Will advances in technology change the way you use the Cedar Park Public Library? If so, how do you see the library changing?

Answer:

- Need more digital collection ie books, video and music
- Recording studio (video and audio)
- Less physical books
- Virtual access needs to improve

Question No. 8

Changes in the economy have impacted all of us. Has it changed the way you utilize the library?

Answer:

- Yes, patron access is more important in poor economic times
- The library needs to provide access to the new next “thing” in technology particularly in poor economic times

Cedar Park Public Library

Focus Group Work Session Results

Foundation/Friends - 5/15/2014 @ 6:00pm

Question No. 1

You have been given the task to introduce three non-users to the Cedar Park Public Library. Where would you go to find them and how would you convince them to come to the library?

Table 1 Answer:

- Business – could use free facilities (parking, technology and meeting rooms)
- Teens – Offer group space for collaborative study
- Working Moms – Need library time, book study and counseling.

Table 2 Answer:

- People who frequent coffee shop with e-readers
- ESL adults with children

Question No. 2

What is the best time to use the library?

Table 1 Answer:

- Evenings between 7 to 9
- Before 10:20 am Friday and Saturday

Table 2 Answer:

- Saturday AM
- Evenings for people with jobs

Question No. 3

What are the top (3) three reasons you use the Cedar Park Library?

Table 1 Answer:

1. Books
2. Magazines
3. Convenience

Table 2 Answer:

1. Check out materials
2. See what is new in collection
3. Free technology

Cedar Park Public Library
Focus Group Work Session Results

Foundation/Friends - 5/15/2014 @ 6:00pm (Continued)

Question No. 4

Imagine you have been tasked by the library to expand its adult programming. What would you suggest and why?

Table 1 Answer:

- Coffee/Tea at meetings
- Be a Free Barnes and Noble

Table 2 Answer:

- Teach new technology to adults
- Focus activities around book themes

Question No. 5

What is the best thing about the Cedar Park Public Library?

Table 1 Answer:

- Staff very welcoming
- Children's programming
- Ambitious Library which has progressive ideas

Table 2 Answer:

- Staff
- Children's programming

Question No. 6

Imagine we are renovating the Cedar Park Public Library. What is the one thing you would move, change, or reconfigure?

Table 1 Answer:

- Move Fiction to non-fiction area
- More comfortable seating
- Need relaxing/reading spaces in more areas
- Need a clear way to tell users about library services

Table 2 Answer:

- Increase children's area
- Install room divider in program room

Cedar Park Public Library
Focus Group Work Session Results

Foundation/Friends - 5/15/2014 @ 6:00pm (Continued)

Question No. 7

Will advances in technology change the way you use the Cedar Park Public Library? If so, how do you see the library changing?

Table 1 Answer:

- Business meetings may increase
- Make technology able to be checked out
- More eBooks
- More computers

Table 2 Answer:

- More eBooks
- Access and content

Question No. 8

Changes in the economy have impacted all of us. Has it changed the way you utilize the library?

Table 1 Answer:

- eBooks
- No buying books anymore
- More resume writing

Table 2 Answer:

- More borrowing instead of purchase books and DVD's
- Job related programs

Cedar Park Public Library

Focus Group Work Session Results

Teens - 5/28/2014 @ 3:00pm

Question No. 1

What do you want in a new Cedar Park Library?

Answer:

- Free printing
- Movies
- Drive in movie night in parking lot
- Coffee house run by students (DECA)
- Music

Question No. 2

What programs/technology do you want at the library?

Answer:

- Gaming
- Talent show competition between high schools
- Quiet study rooms (group) with multimedia
- iPad checkout
- Author night
- Craft Room
- Maker space
 - Build and program computers
 - Build Webb Sites
 - Photo shop
 - In design
 - Java
 - Robotics

Question No. 3

What are the top (5) three reasons you use the Cedar Park Library?

Answer:

- Homework
- Research
- Computers

Question No. 4

What would you add to the current Cedar Park Public Library?

Answer:

- Lounge seating
- More color
- Teen space (enclosed)
- Special lighting
- White board

Cedar Park Public Library
Focus Group Work Session Results

Staff - 5/15/2014 @ 10:00am

Question No. 1

You have been given the task to introduce three non-users to the Cedar Park Public Library. Where would you go to find them and how would you convince them to come to the library?

Table 1 Answer:

Where: Retirement homes, schools, parks, athletic event, community events (Craft fairs, opening)

Convince: literature/calendars, testimonials, SRC, targeted "sales"

Table 2 Answer:

Packet of information for people new to area through property managers, real estate agents, area builders, chamber of commerce

Brochure and program calendar with link to welcome video (You Tube)

Table 3 Answer:

Social Services

- Unemployed
- Low income
- Entertainment

Table 4 Answer:

Attend large scale events with a staffed booth. Provide hand-outs, media (laptop) presentations, possible drawing/give away

Question No. 2

What is the number one thing you do that directly impacts the library users?

Table 1 Answer:

Circulation Staff – cards, info, calendars, information and assistance
General Staff – "customer service"

Table 2 Answer

Open and fully staffed 7 days a week

Table 3 Answer

Providing information and entertainment

Table 4 Answer

Good customer service (face to face interaction)
Willingness to help

Cedar Park Public Library
Focus Group Work Session Results

Staff - 5/15/2014 @ 10:00am (Continued)

Question No. 3

What are the top (3) three reasons people use the Cedar Park Library?

Table 1 Answer:

1. Computers
2. Children's programs
3. Books

Table 2 Answer:

1. Computers
2. Movies
3. Storytime/Programs

Table 3 Answer:

1. Computers / technology
2. Children's services
3. Workspace

Table 4 Answer:

1. Kids programs
2. Computers / Wifi
3. Collection (circulating materials)

Question No. 4

What is the one thing you would change about the library to provide a higher level of service to the community?

Table 1 Answer:

- Outreach – go where the community is
- Marketing – improve visibility, newspapers

Table 2 Answer

- More flexibility in space to accommodate the wide range of user needs (quiet to loud, groups to individuals)

Table 3 Answer

- More rooms and flexibility with the space

Table 4 Answer

- More space / physical building

Cedar Park Public Library
Focus Group Work Session Results

Staff - 5/15/2014 @ 10:00am (Continued)

Question No. 5

Knowing the electronic resources of the Cedar Park Public Library, what one thing does the library need to add?

Table 1 Answer:

- Staff
 - Training
 - Troubleshooting
 - Classes

Table 2 Answer

- Collaborative technology spaces
- More digital content

Table 3 Answer

- Access to streaming movies

Table 4 Answer

- More electronics (I pads)

Question No. 6

Imagine we are renovating the Cedar Park Public Library. What is the one thing you would move, change, or reconfigure?

Table 1 Answer:

- Teen area
- More space
- More flexible
- Outdoor area
- More adult computers closer to periodicals – proximity to printer, etc.
- Add maker space

Table 2 Answer

- See question #4

Table 3 Answer

- Children's area at front of library

Table 4 Answer

- Portability (Wheels on everything including walls and desks)

Cedar Park Public Library
Focus Group Work Session Results

Staff - 5/15/2014 @ 10:00am (Continued)

Question No. 7

As a library staff you must constantly adapt your programs and collections to the changing needs of the Cedar Park community. Name two new adult library programs you would implement and tell us why you chose them.

Table 1 Answer:

- Computer classes
- Fitness/healthy lifestyle
- Cooking
- Creative writing club
- Pet-oriented programming (obedience training)
- Theater groups
- Crafting

Table 2 Answer

- Creative/Maker
- Job fair / workplace development

Table 3 Answer

- Monthly specialized parenting classes
- ESL

Table 4 Answer

Promote:

- Outreach to homebound
- MOOC's classes either in-house or at home

Question No. 8

How do you think the library will need to change its collection development to serve the public in the future.

Table 1 Answer:

- Mobile collections – bookmobile, kiosks, CTLS
- eBooks
- Popular materials – holds
- Adapted checkout policies (length, holds)

Table 2 Answer

- Monitor usage closely to make sure we are still investing in high demand areas
- Solicit user input for areas of interest

Table 3 Answer

- Acquire more money to gain more online resources

Table 4 Answer

- Include more digital content

Cedar Park Public Library
Focus Group Work Session Results

Steering Committee - 5/15/2014 @ 3:00pm

Question No. 1

You have been given the task to introduce three non-users to the Cedar Park Public Library. Where would you go to find them and how would you convince them to come to the library?

Answer:

- Coffee Shop and Book Store – Tell friends about free facilities and services (parking, technology and meeting rooms)
- Teens – Offer group space for collaborative study
- Business communities – encourage collaboration with small and emerging business groups to use library and staff as resource.

Question No. 2

What is the best time to use the library?

Answer:

- Really depends on group
- Preschool mornings
- School age afternoon and weekend
- Young parents mornings and weekend

Question No. 3

What are the top (3) three reasons you use the Cedar Park Library?

Answer:

1. Free books
2. Children's programs
3. Voting

Question No. 4

Imagine you have been tasked by the library to expand its adult programming. What would you suggest and why?

Answer:

- Job/career center
- Art/Music
- Genealogy
- Continuing Education

Question No. 5

What is the best thing about the Cedar Park Public Library?

Answer:

- Staff
- Children's programming

Cedar Park Public Library

Focus Group Work Session Results

Question No. 6

Imagine we are renovating the Cedar Park Public Library. What is the one thing you would move, change, or reconfigure?

Answer:

- Create quiet areas
- Remove stage in meeting room for more flexibility
- Need relaxing/reading spaces in more areas
- Provide more natural light, space feels dark

Question No. 7

Will advances in technology change the way you use the Cedar Park Public Library? If so, how do you see the library changing?

Answer:

- Don't need computer lab as everyone has access to a tablet or computer
- More books
- Provide more study/collaboration spaces

Question No. 8

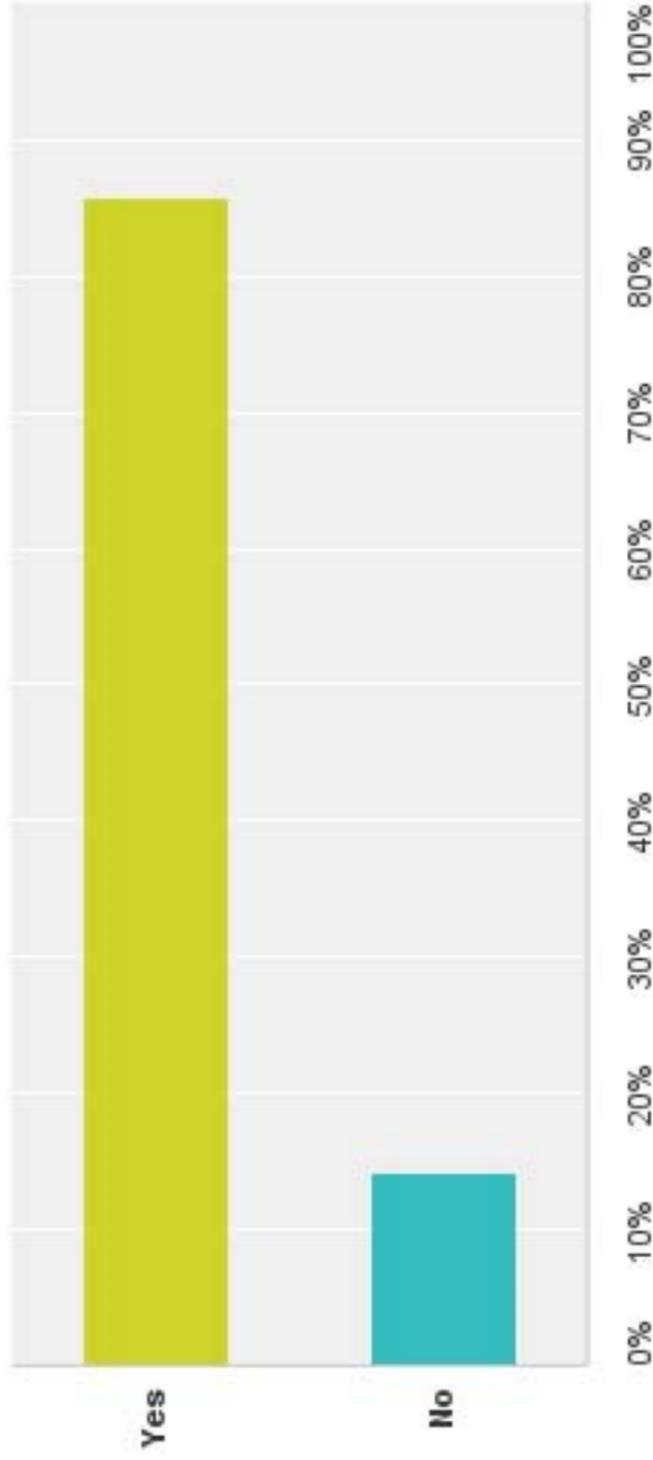
Changes in the economy have impacted all of us. Has it changed the way you utilize the library?

Answer:

- Collaborative consumption, social learning
- Not buying as many books

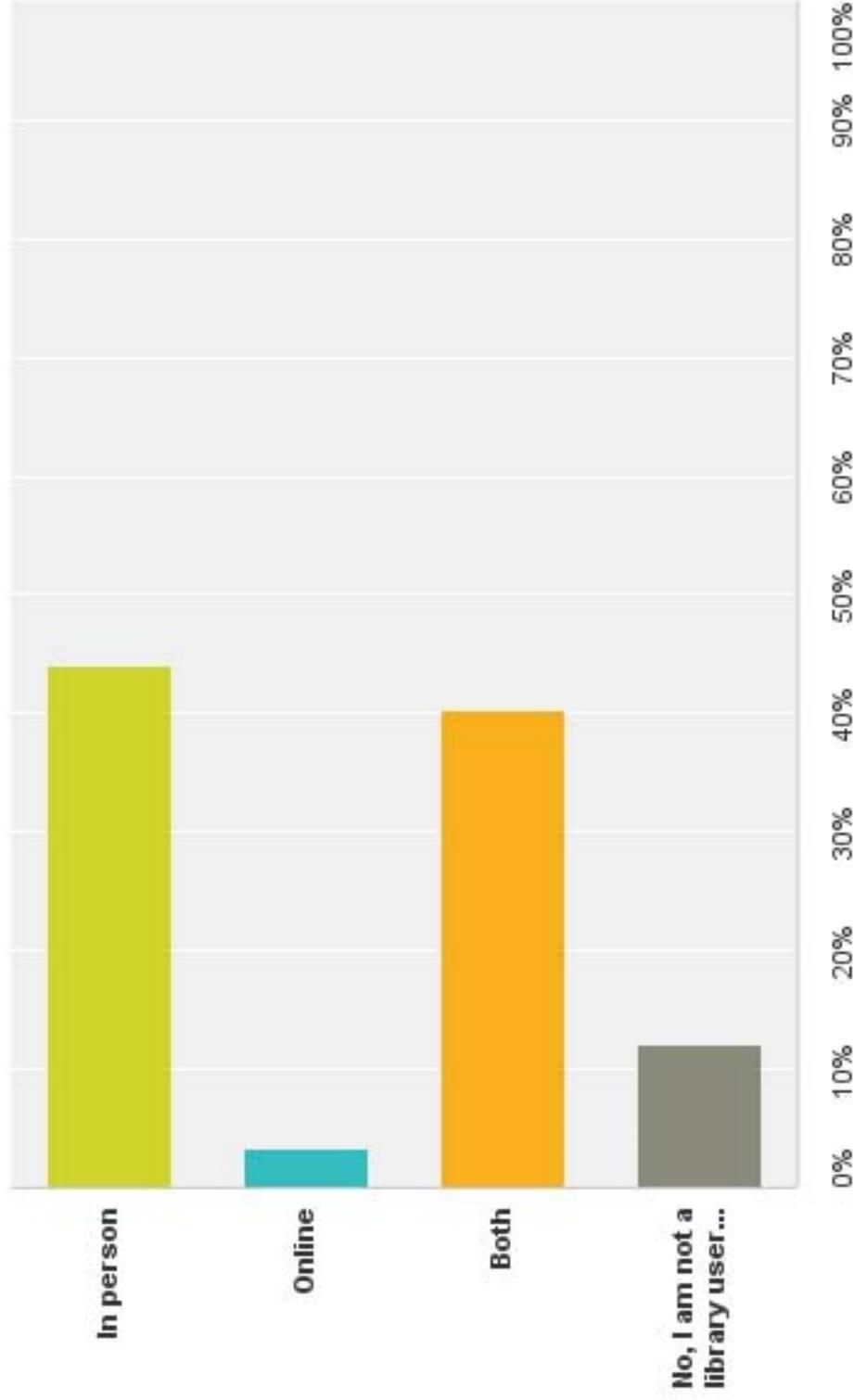
Q1 Do you have a library card?

Answered: 2,066 Skipped: 21



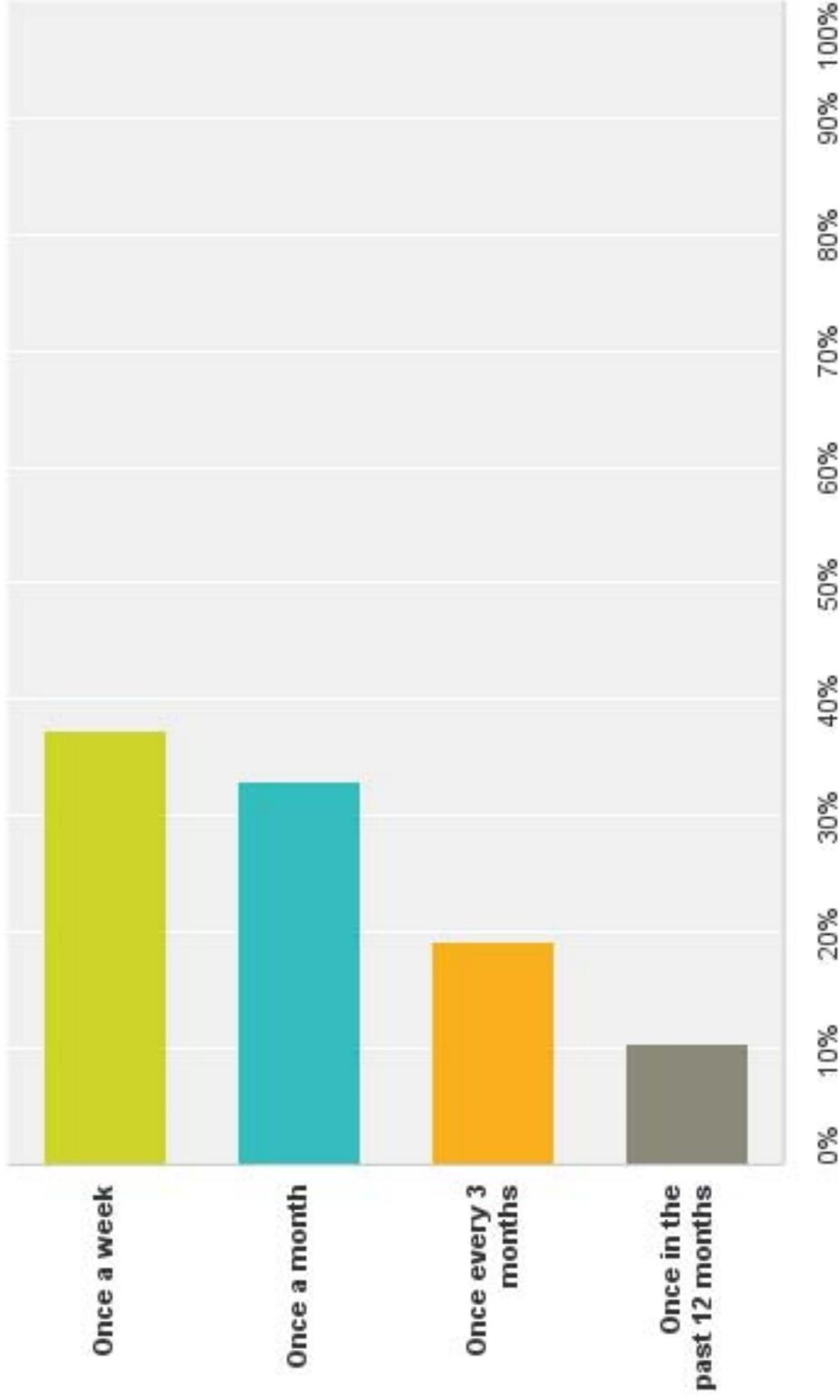
Q2 Have you used the Cedar Park Public Library in the past 12 months, in person or online?

Answered: 2,061 Skipped: 26



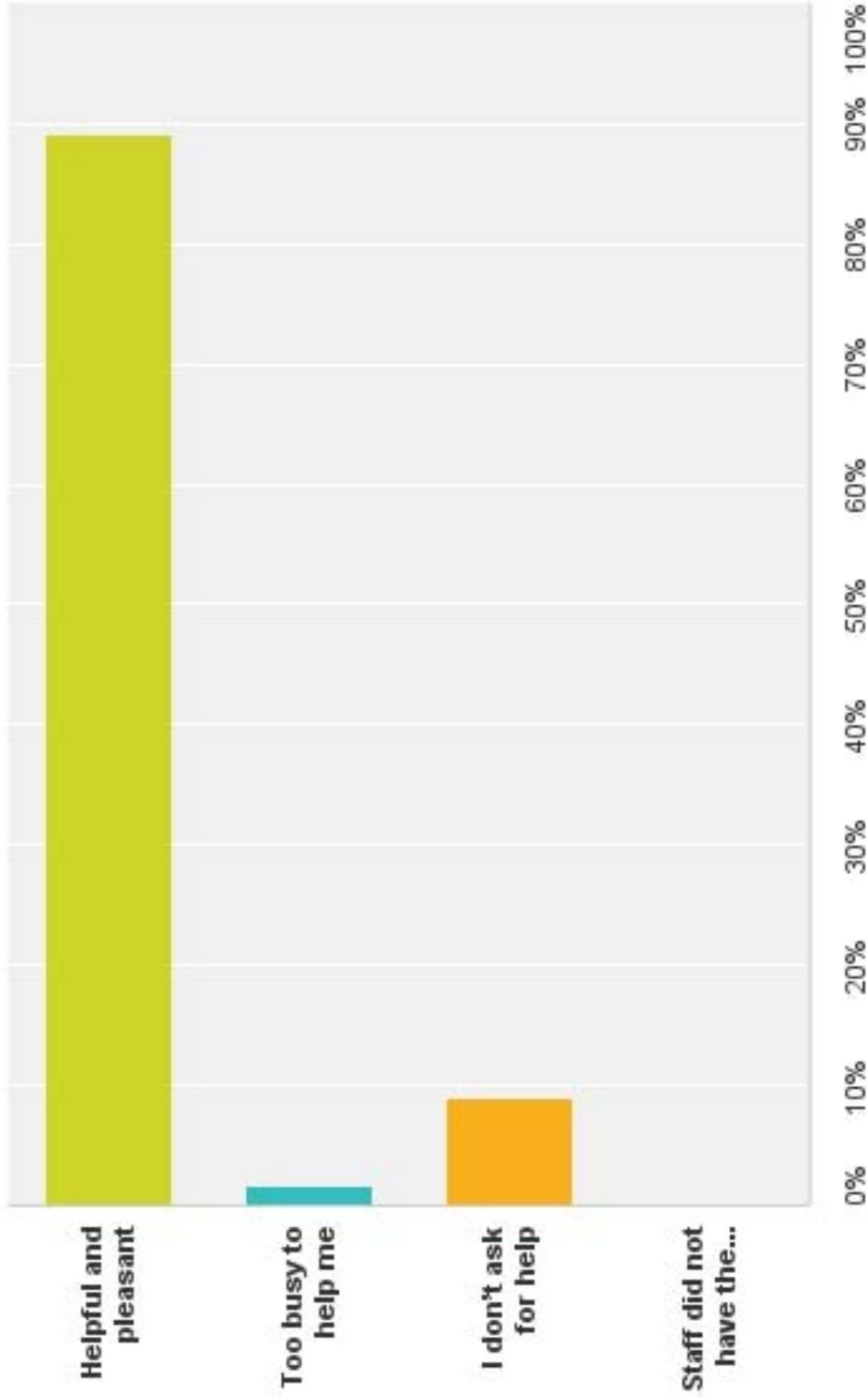
Q3 If you use the Cedar Park Public Library, how often do you visit?

Answered: 1,837 Skipped: 250



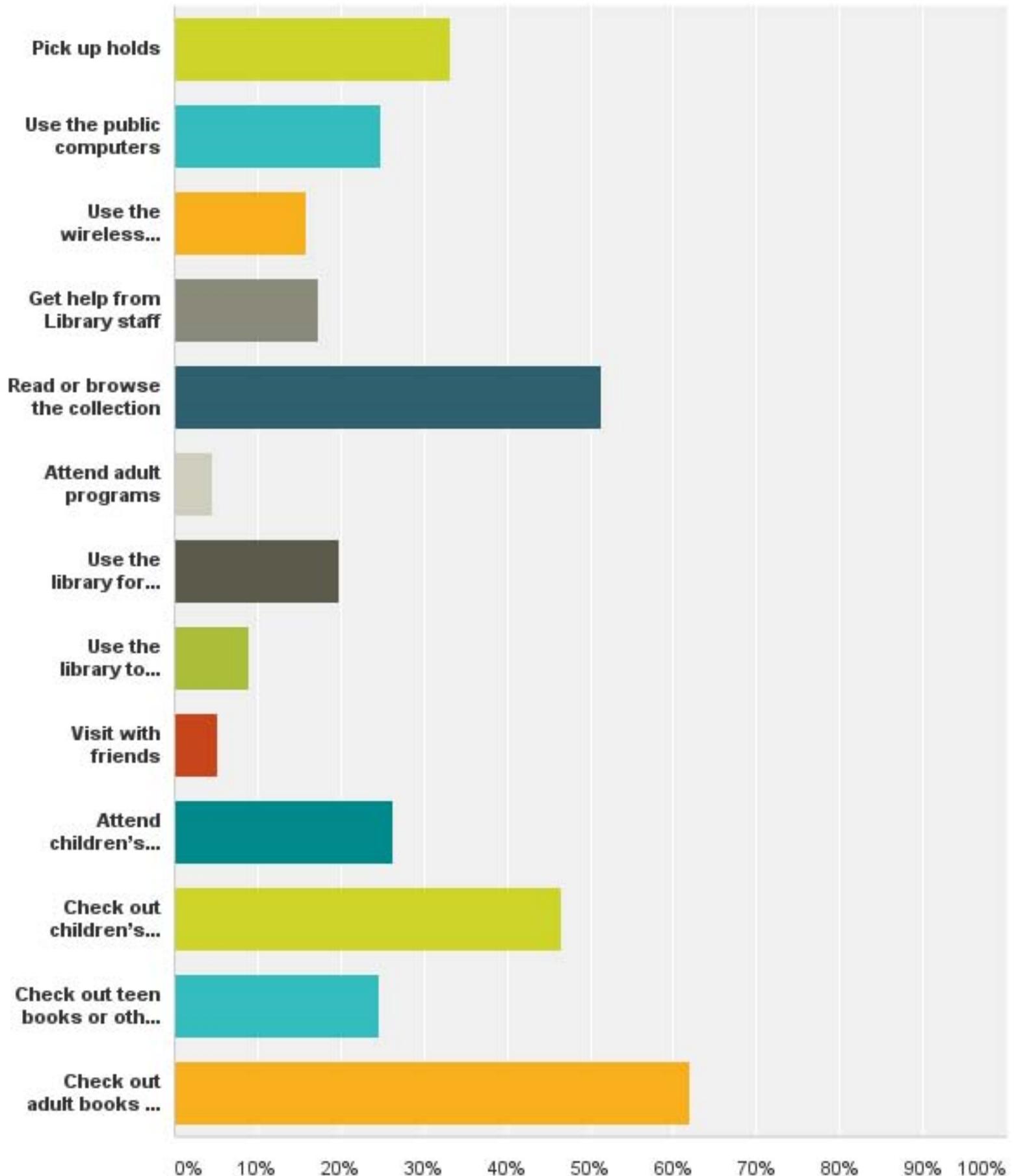
Q4 When you visit the Cedar Park Public Library how would you describe the staff?

Answered: 1,838 Skipped: 249



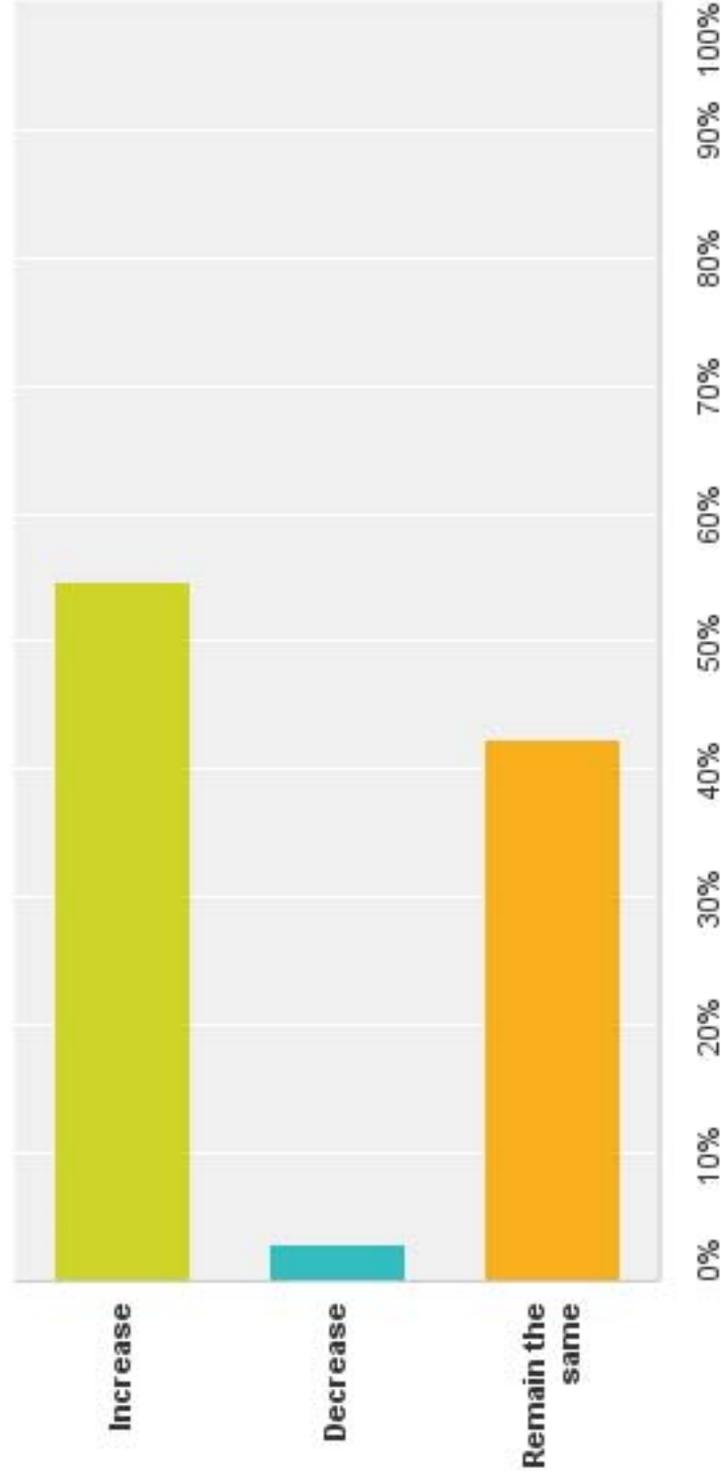
Q5 What do you typically do when you visit a public library? (Cedar Park or other library) (Select all that apply)

Answered: 2,030 Skipped: 57



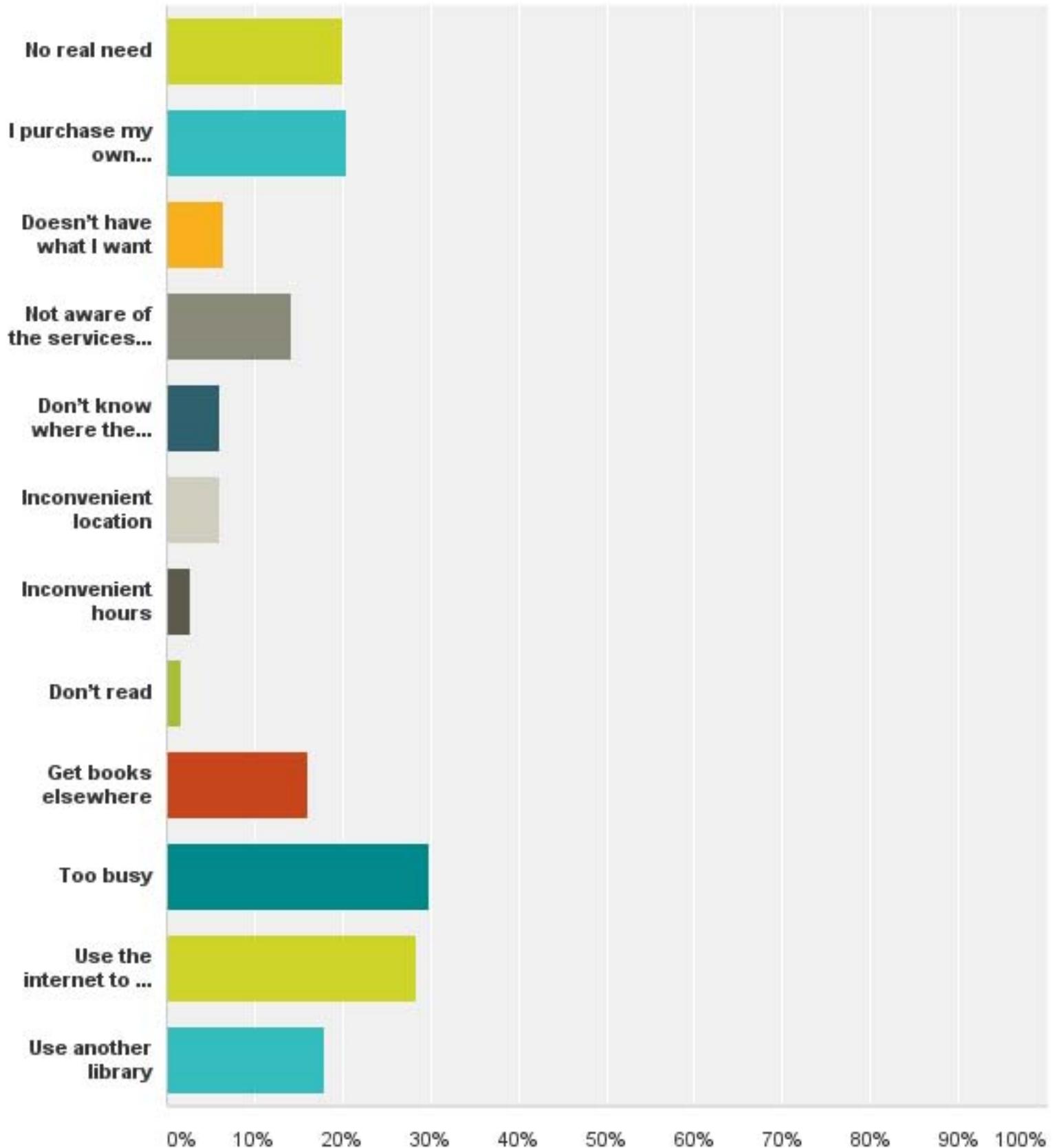
Q6 Over the next five years, do you expect your use of the Cedar Park Public Library to increase, decrease, or remain the same?

Answered: 2,041 Skipped: 46



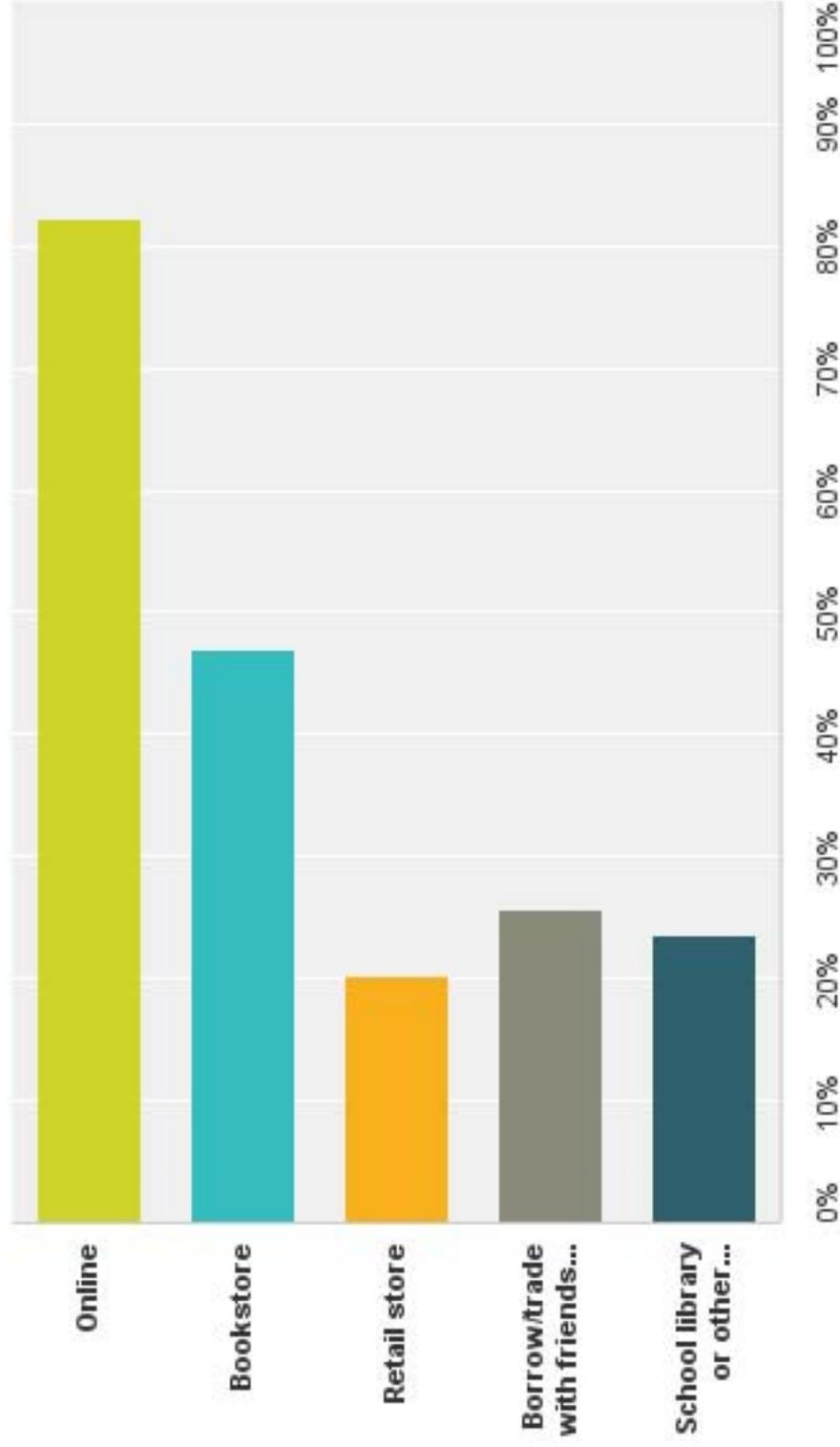
Q7 If you have not used the Cedar Park Public Library in the past year, why? (Select all that apply)

Answered: 554 Skipped: 1,533



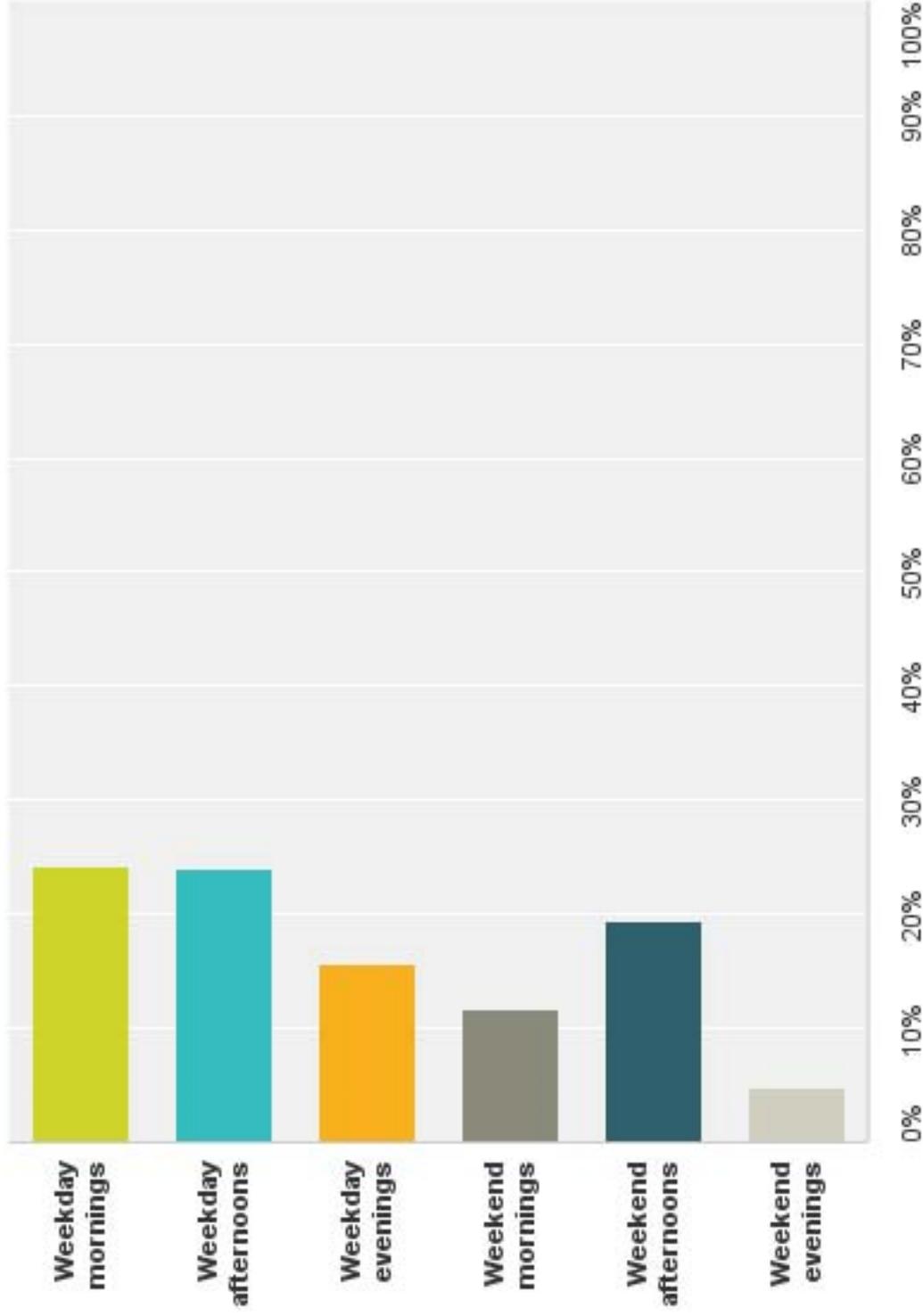
Q8 When you are looking for books, movies, music, or information, where do you go if you don't go to the library? (Select all that apply)

Answered: 1,999 Skipped: 88



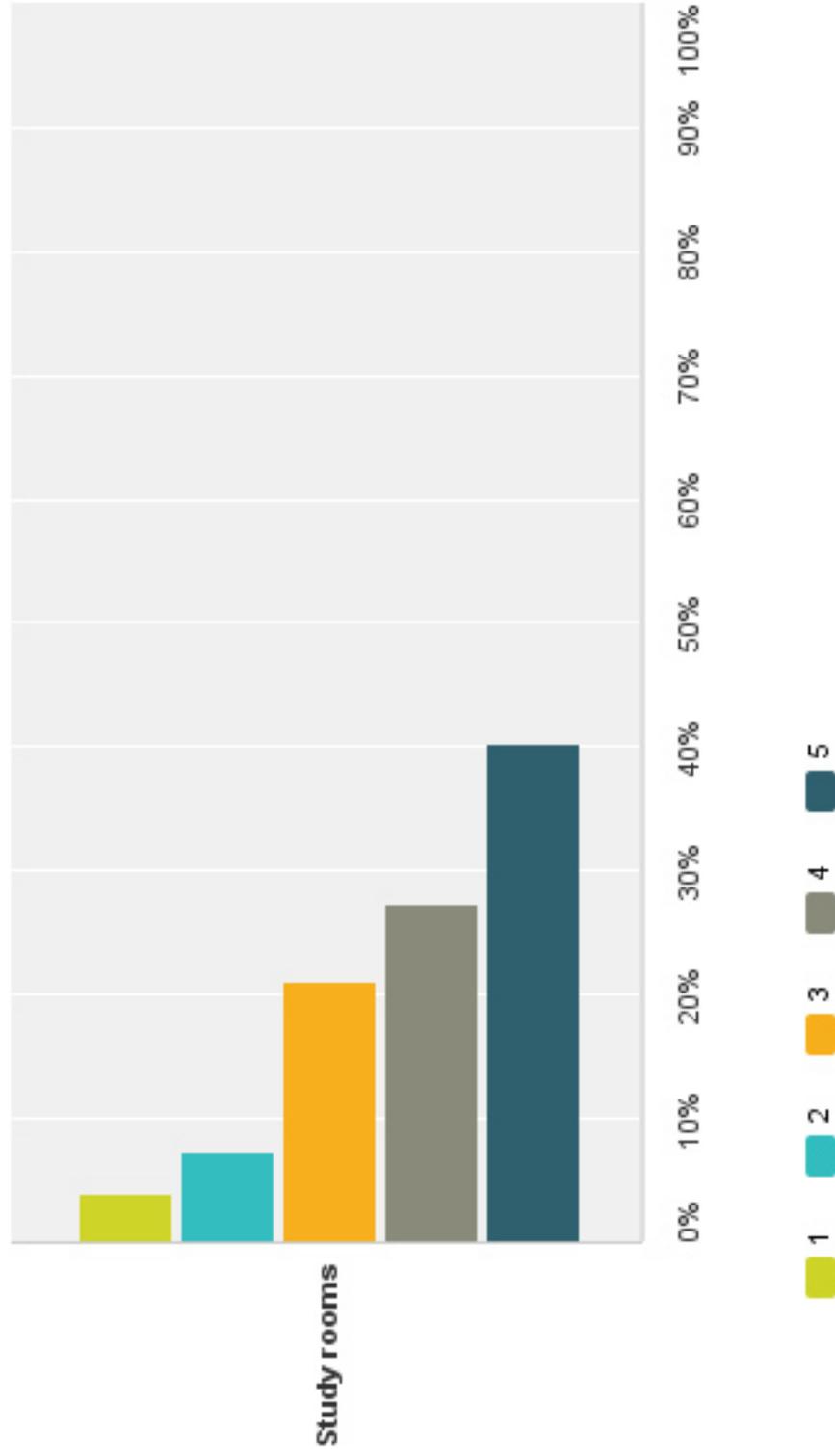
Q9 What are the most convenient times for you to visit the library?

Answered: 2,025 Skipped: 62



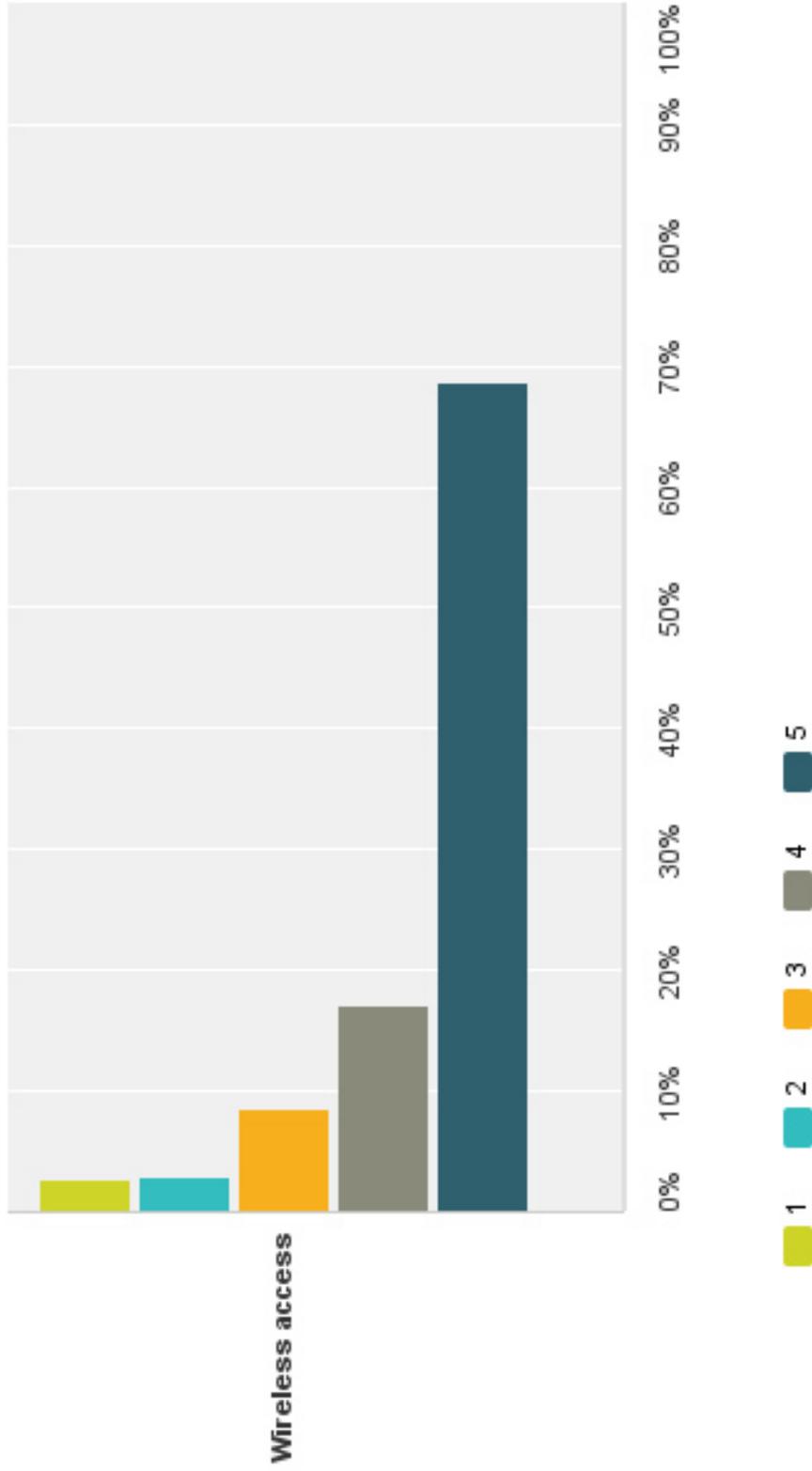
Q10 How important do you feel it is that public libraries provide the following amenities? (1 is not at all important and 5 is extremely important)

Answered: 2,021 Skipped: 66



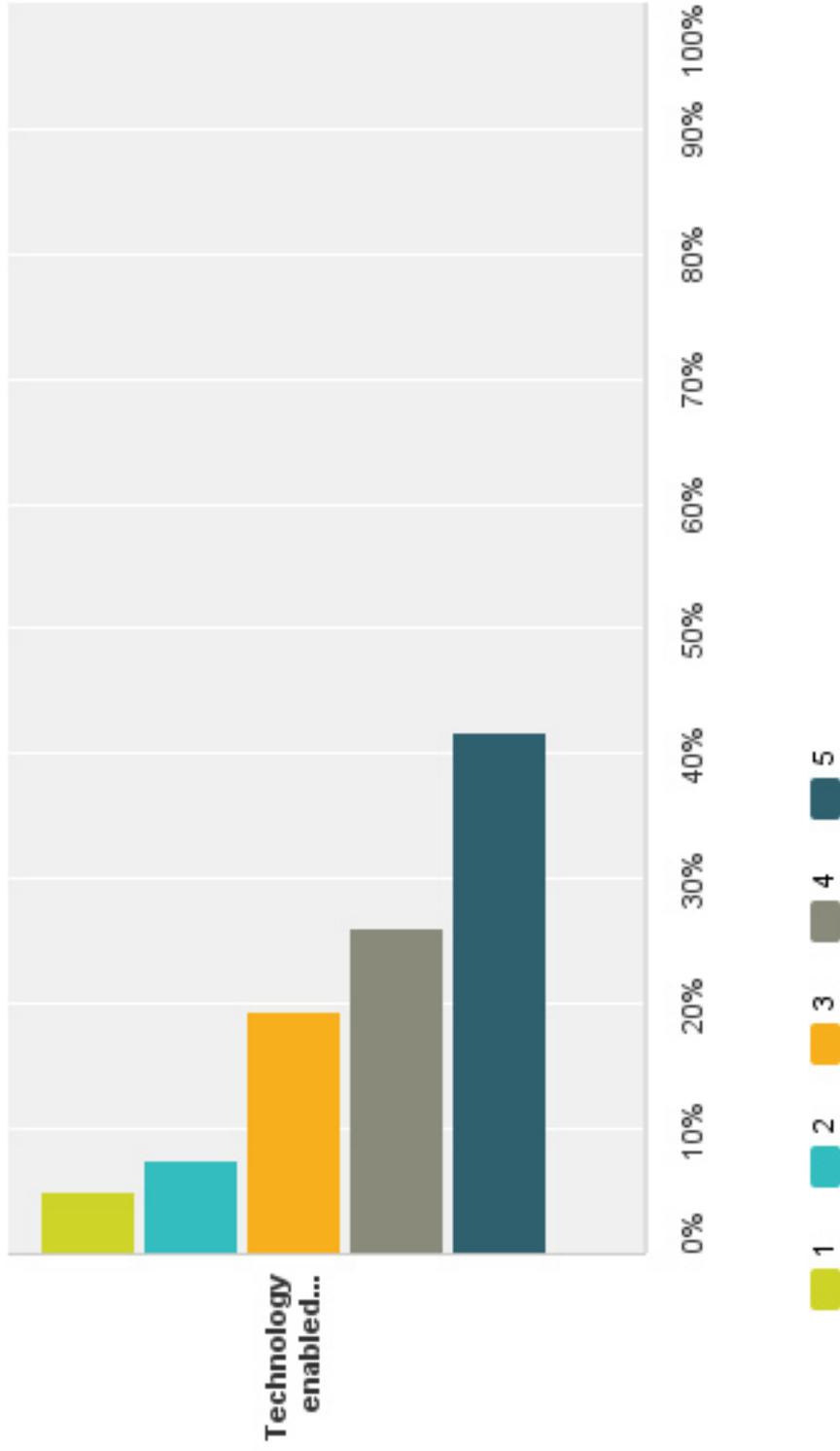
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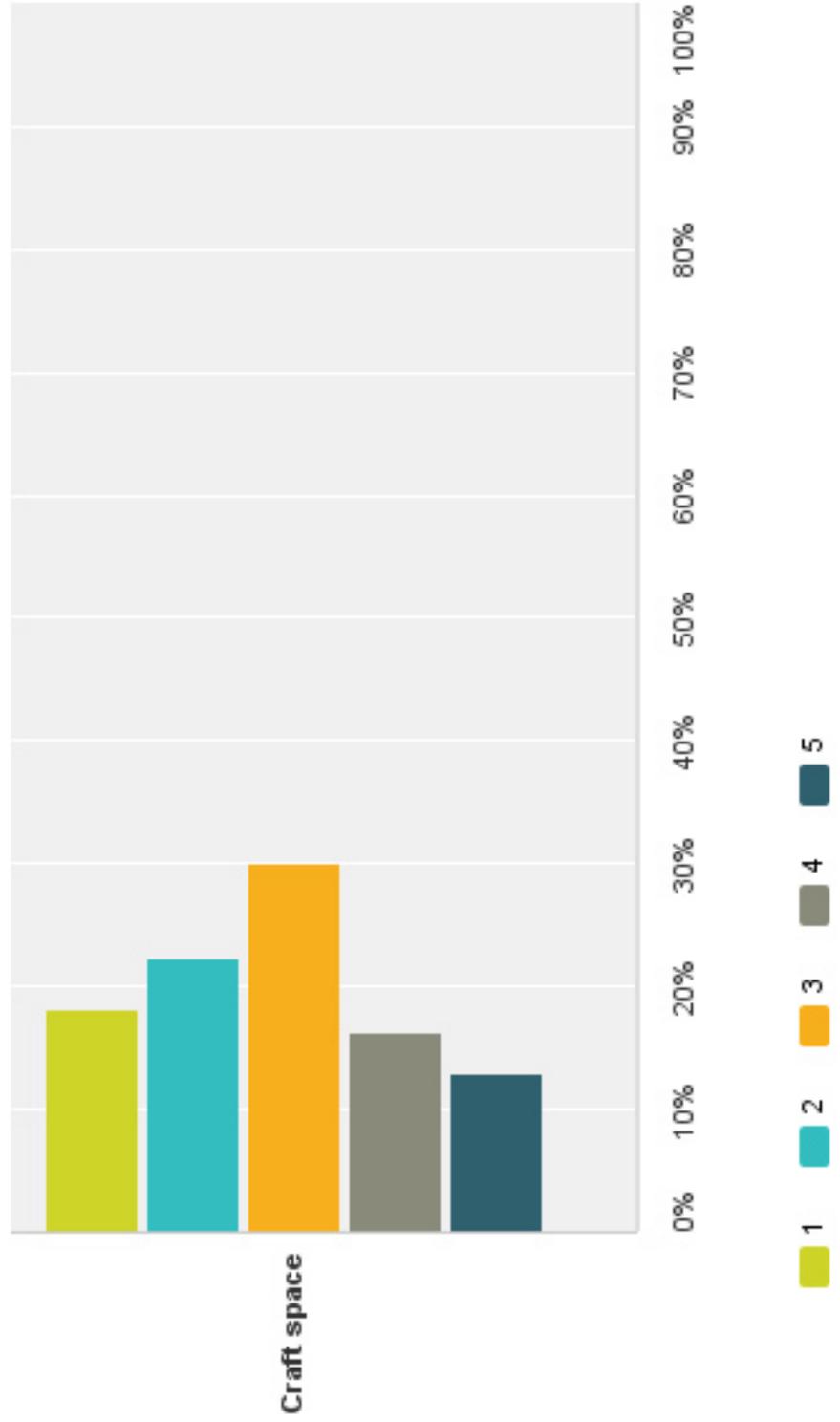
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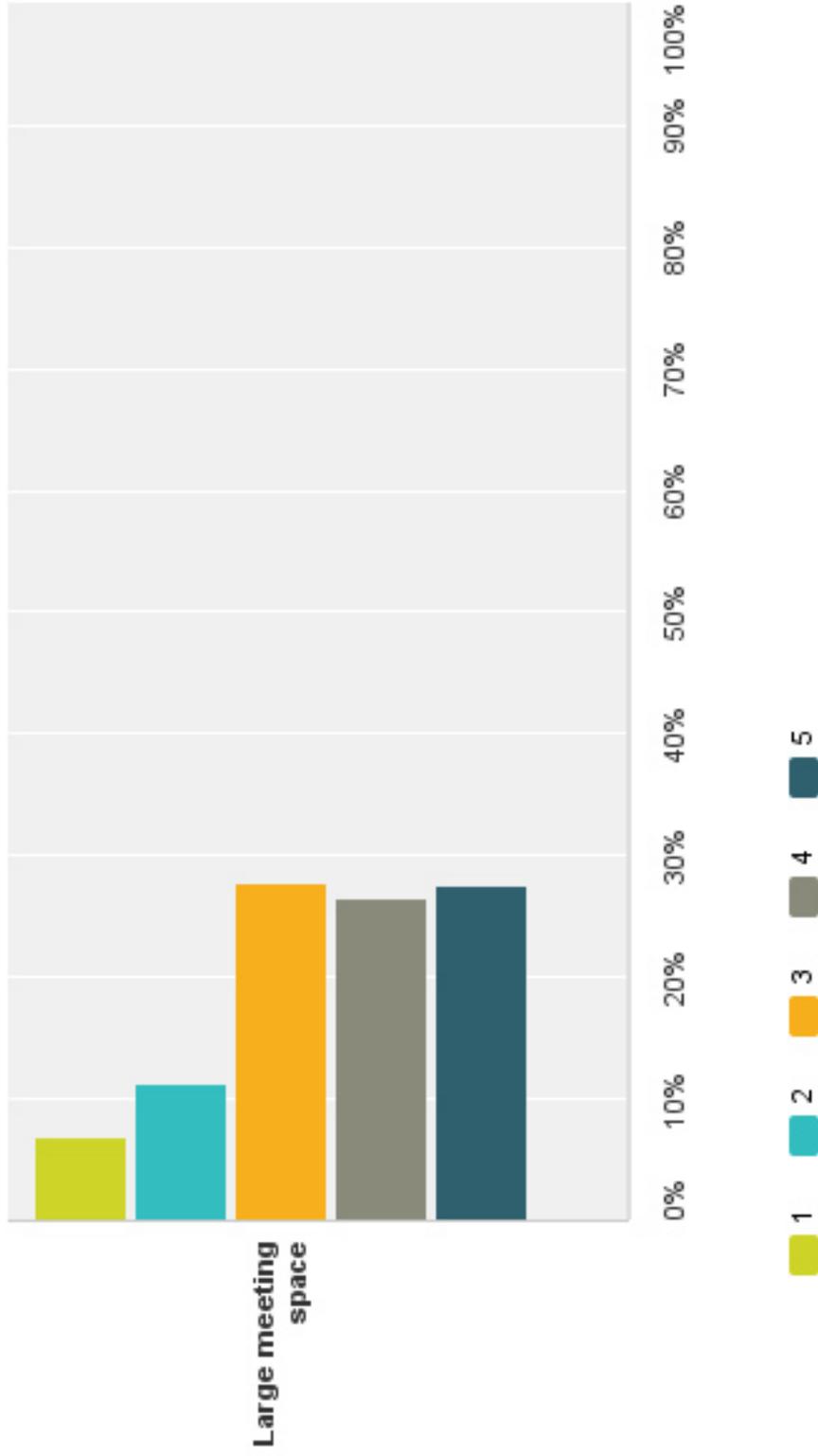
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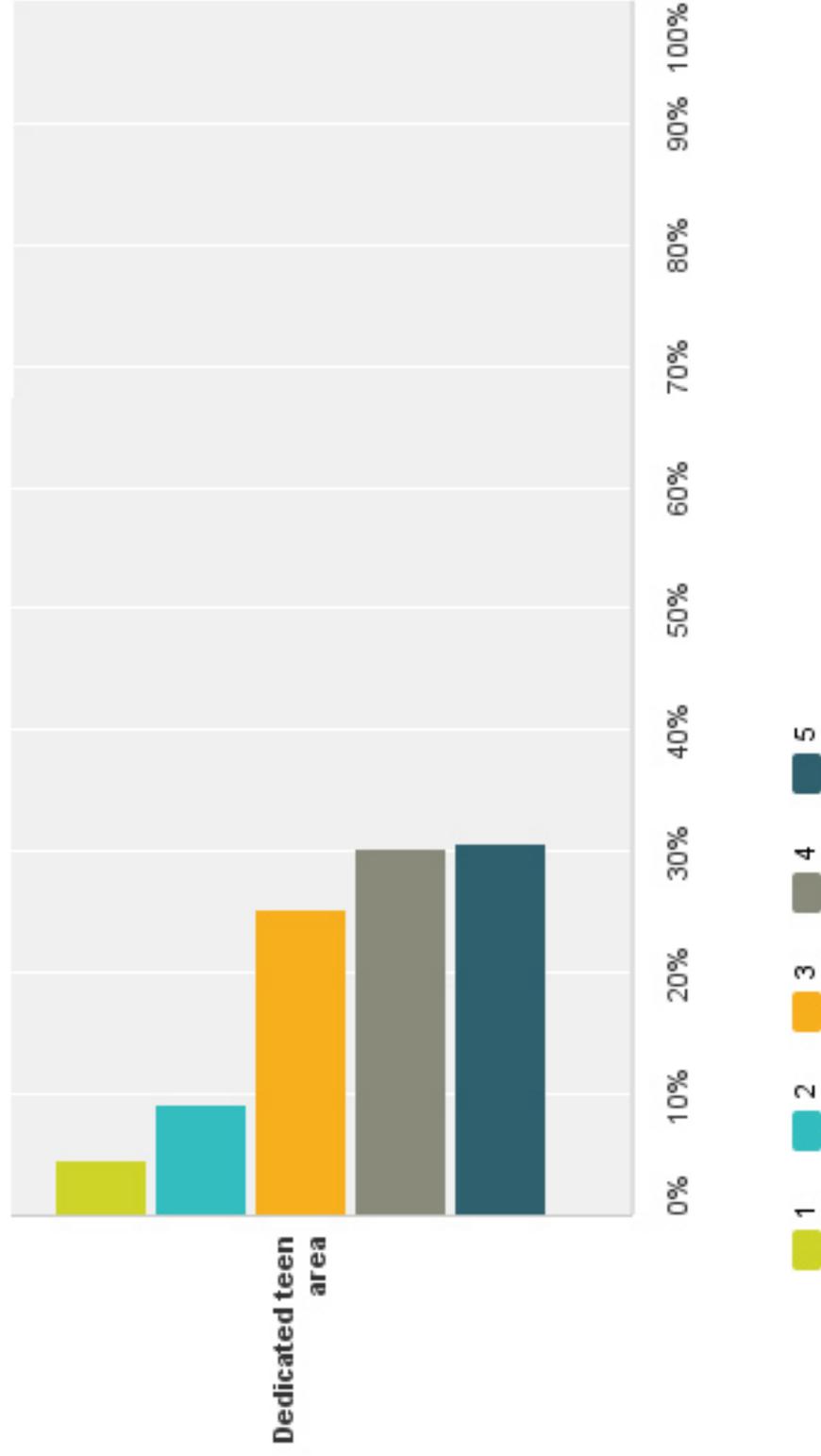
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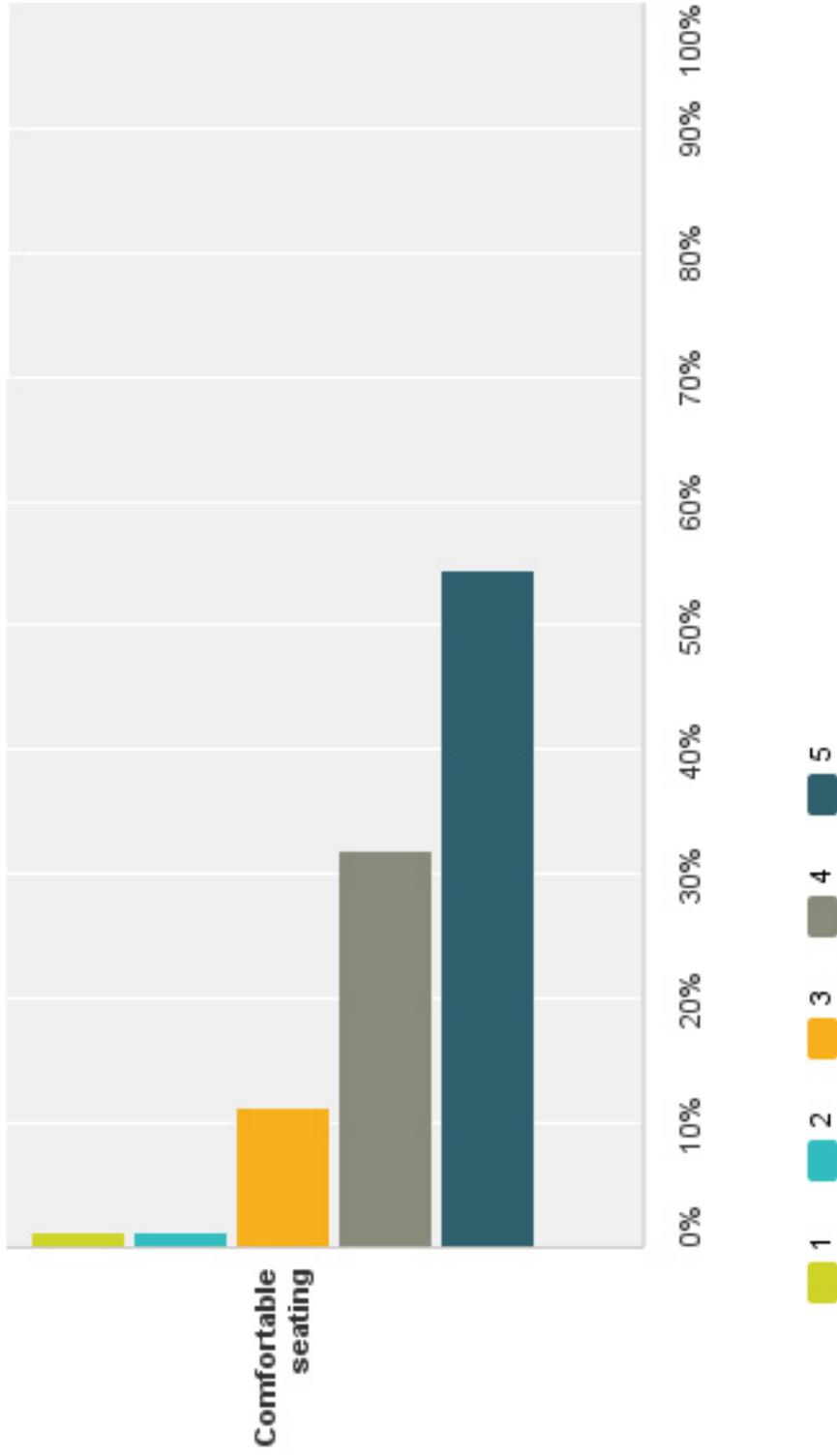
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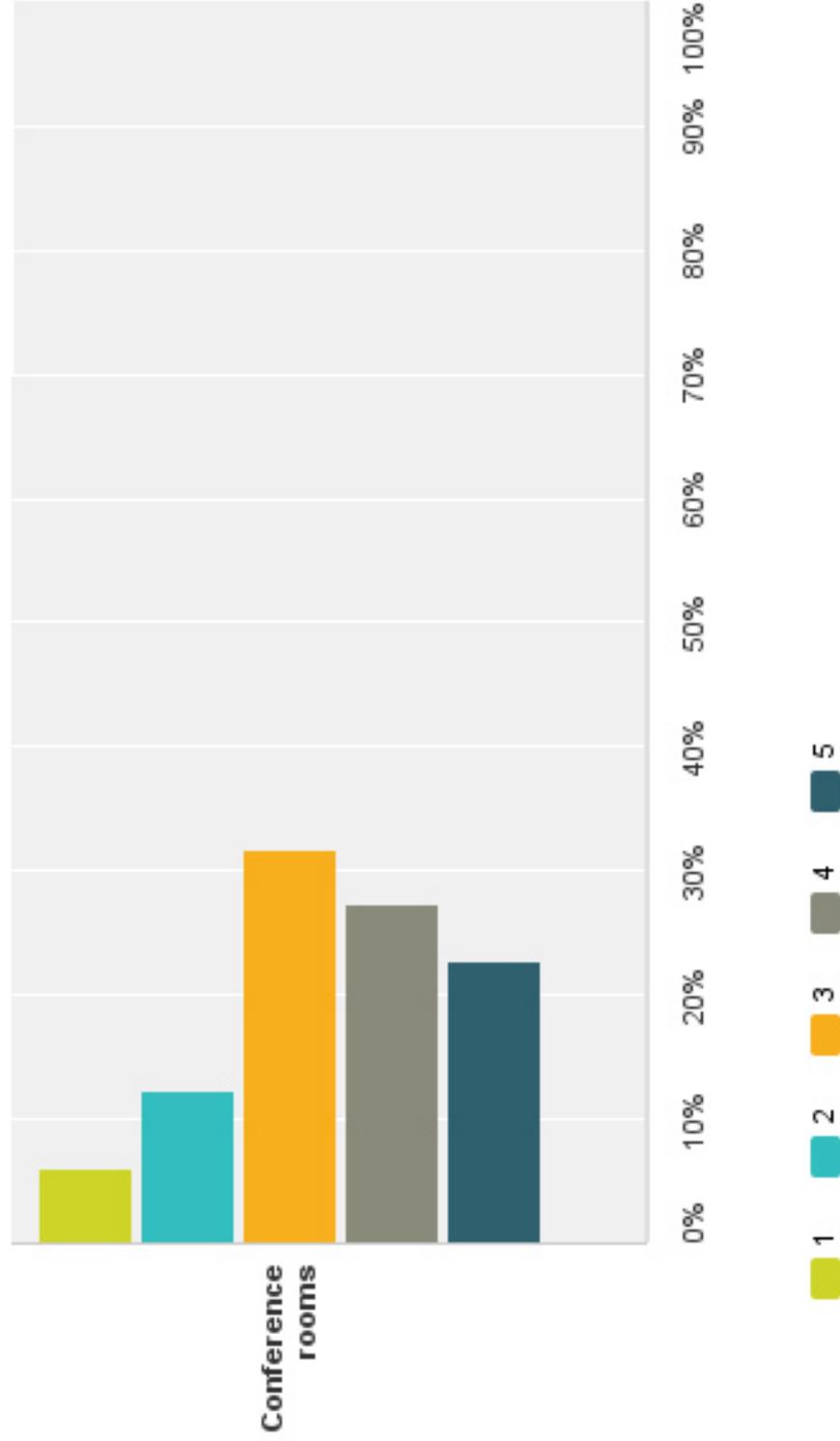
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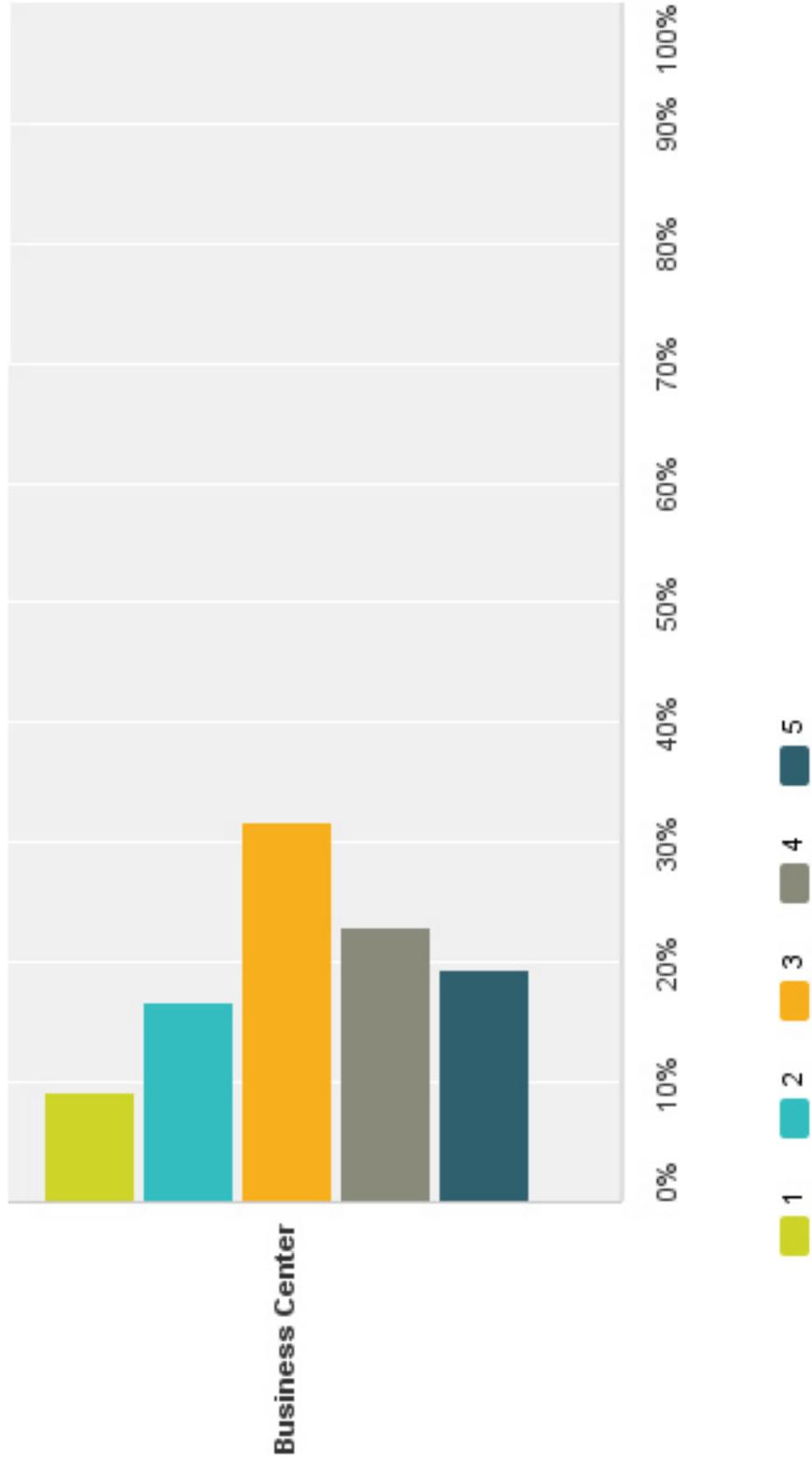
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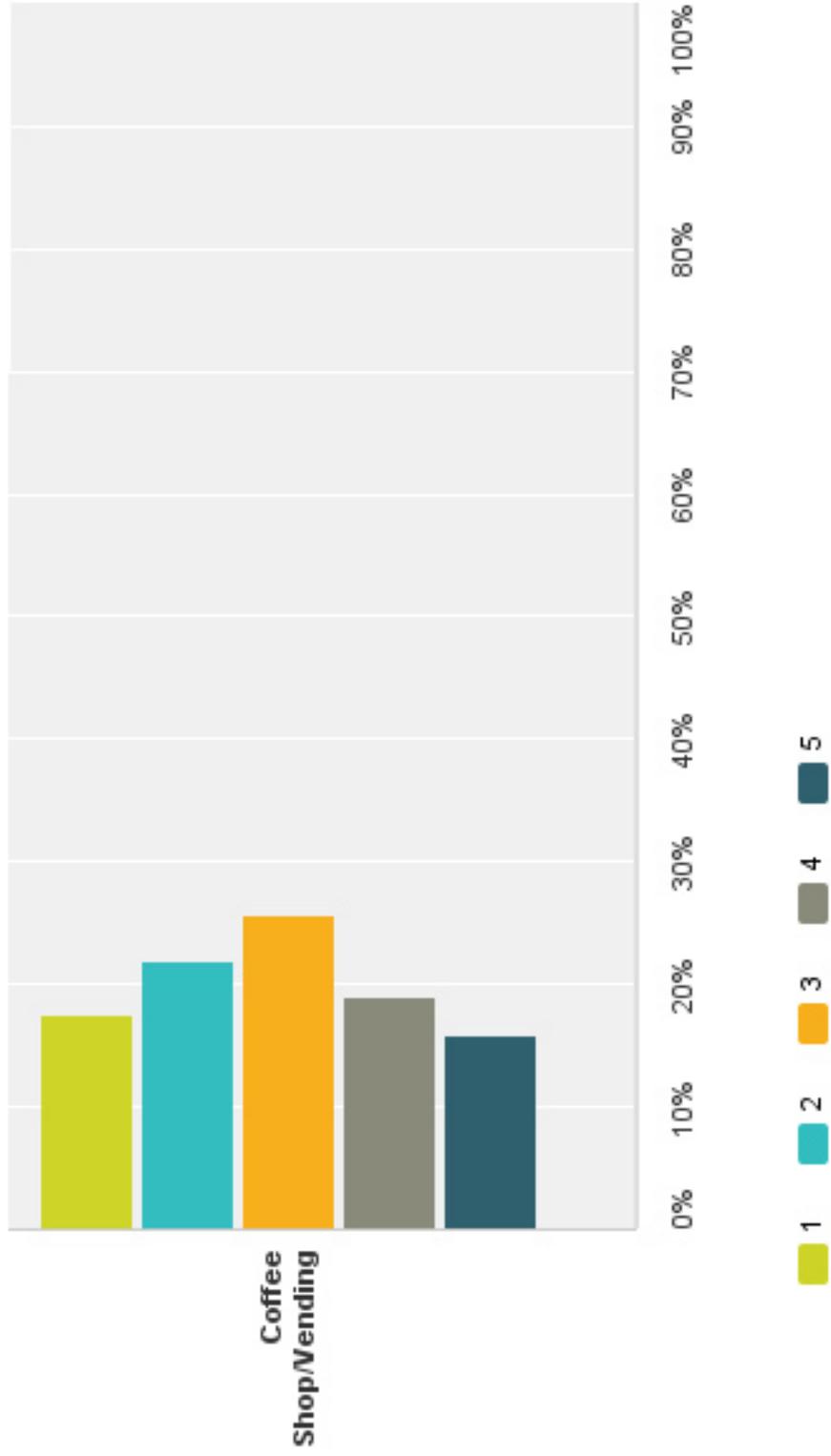
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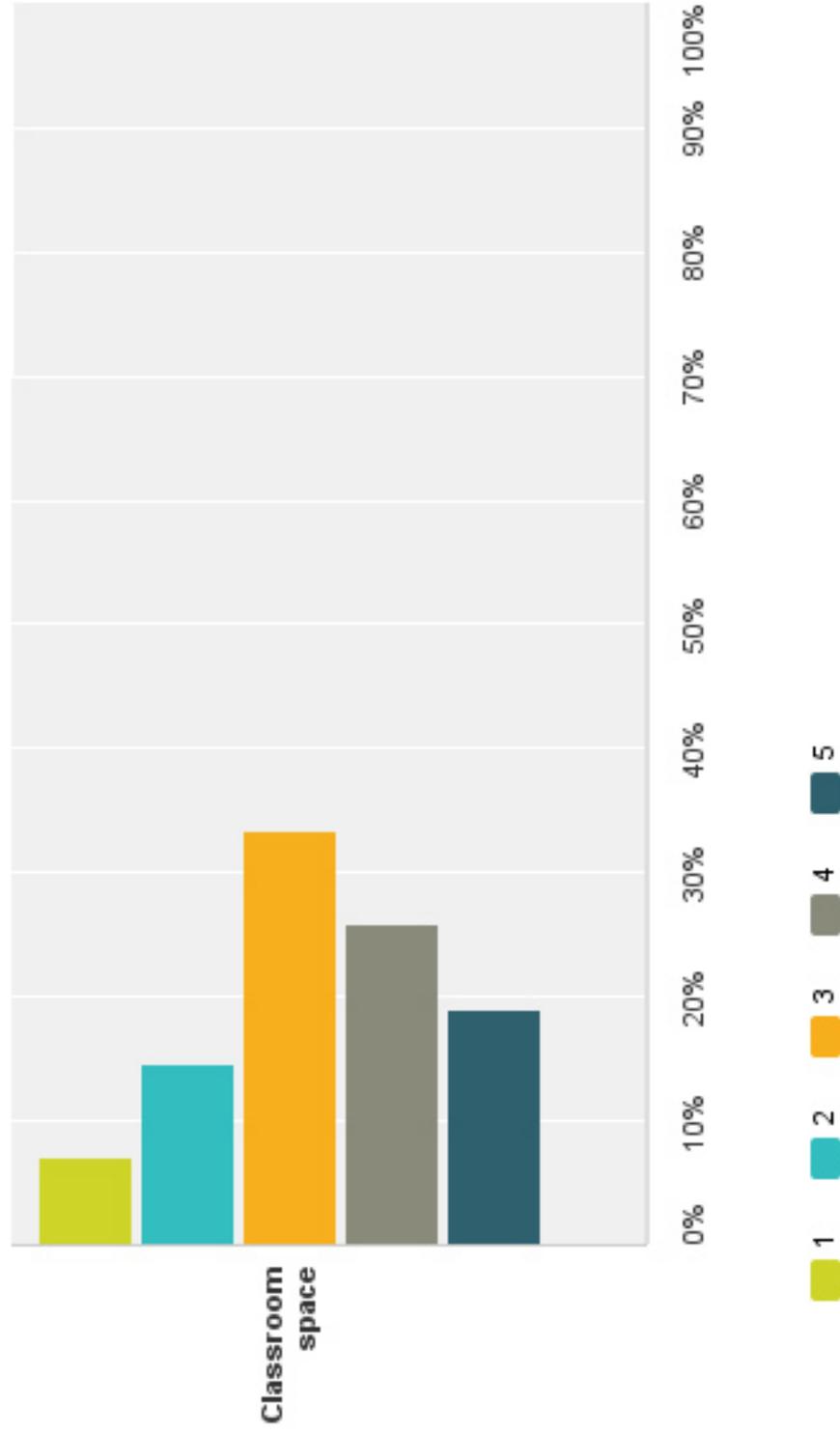
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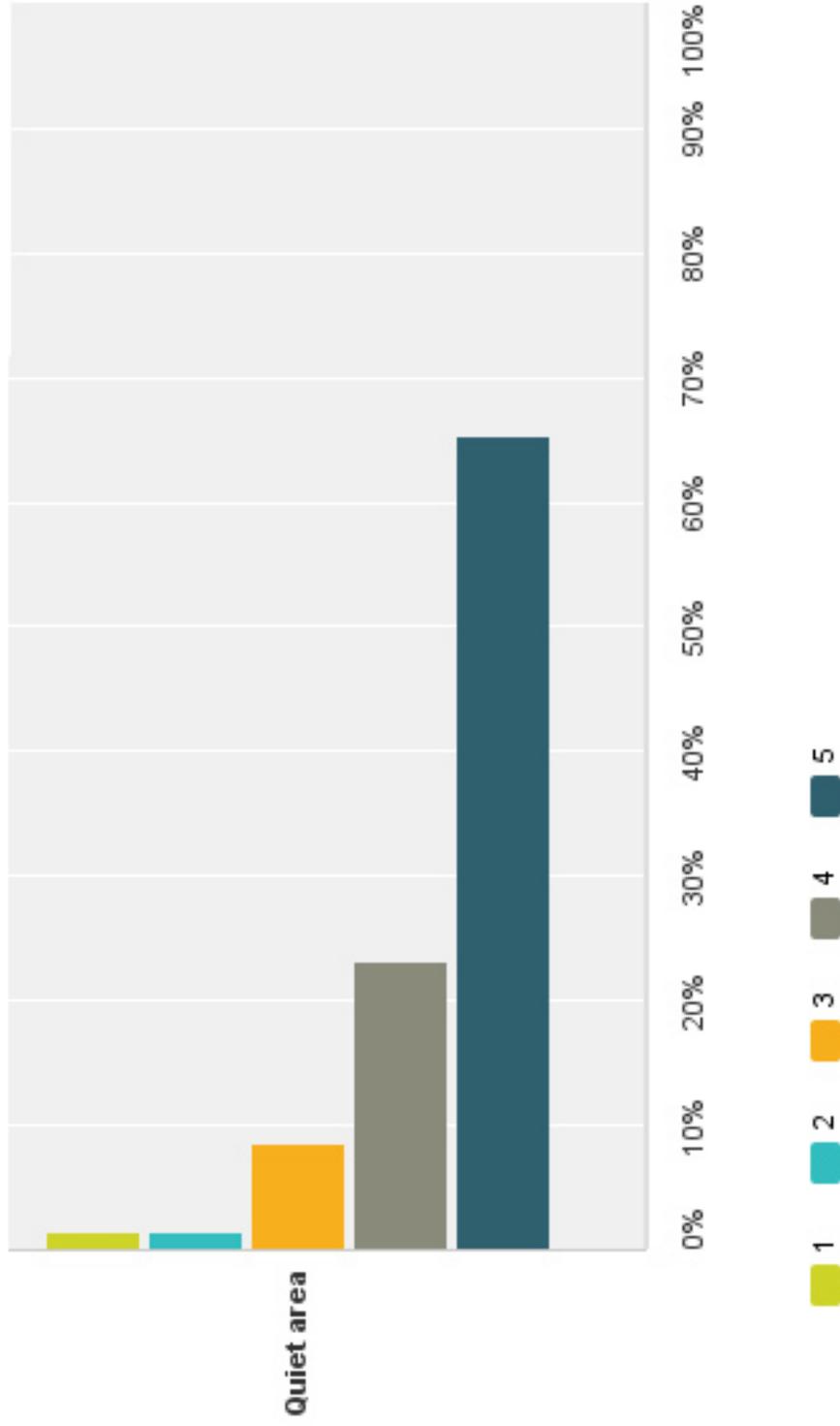
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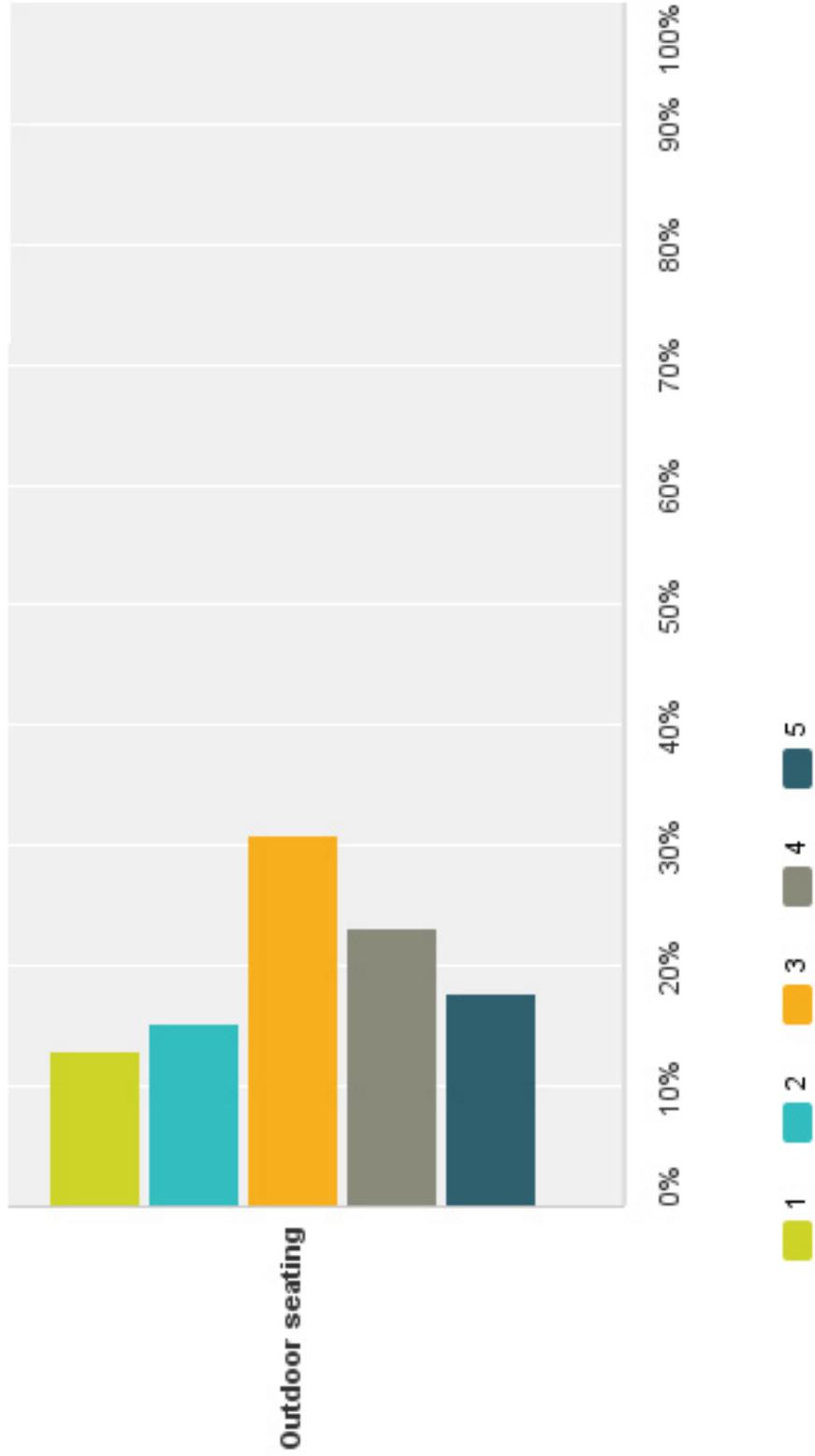
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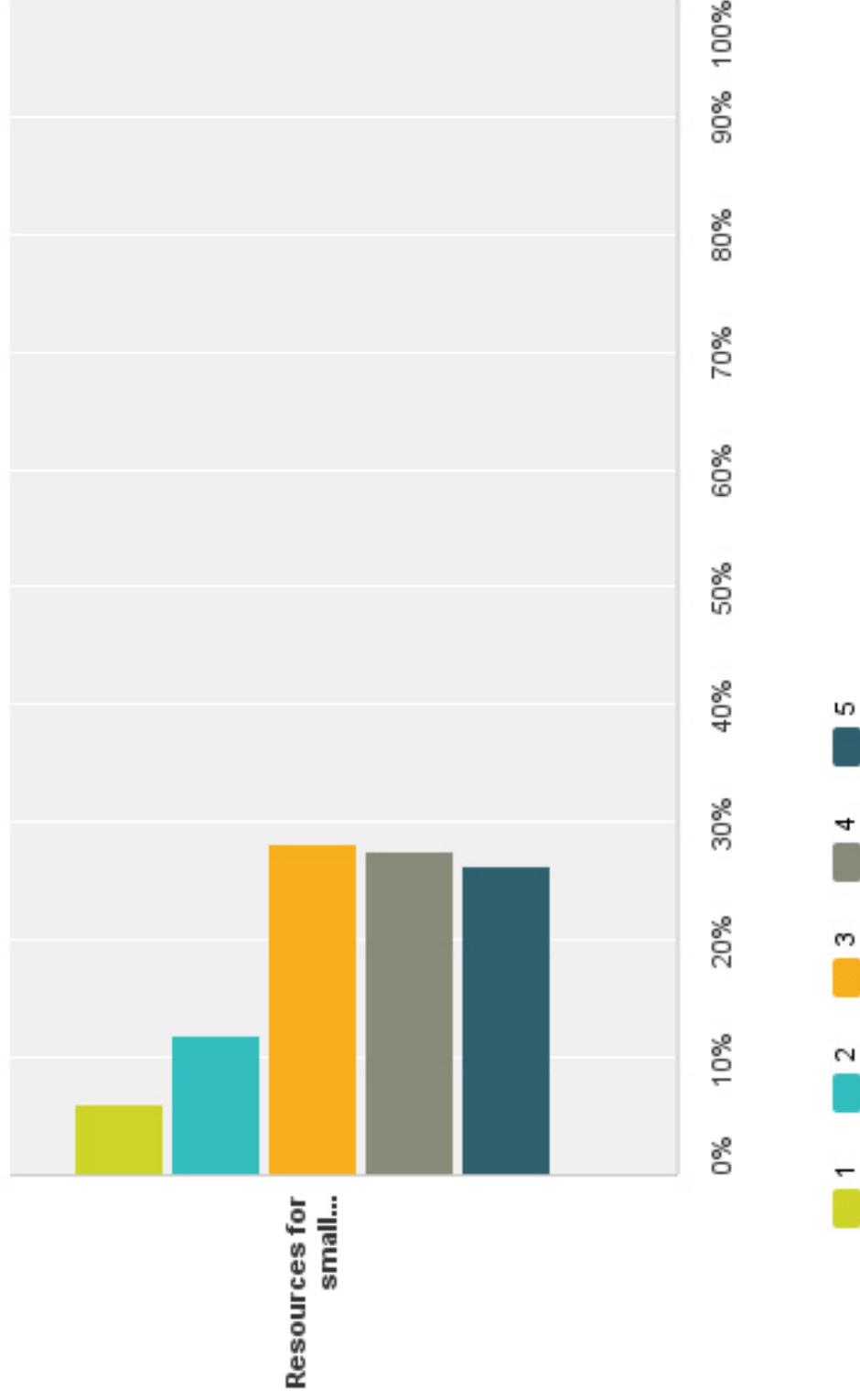
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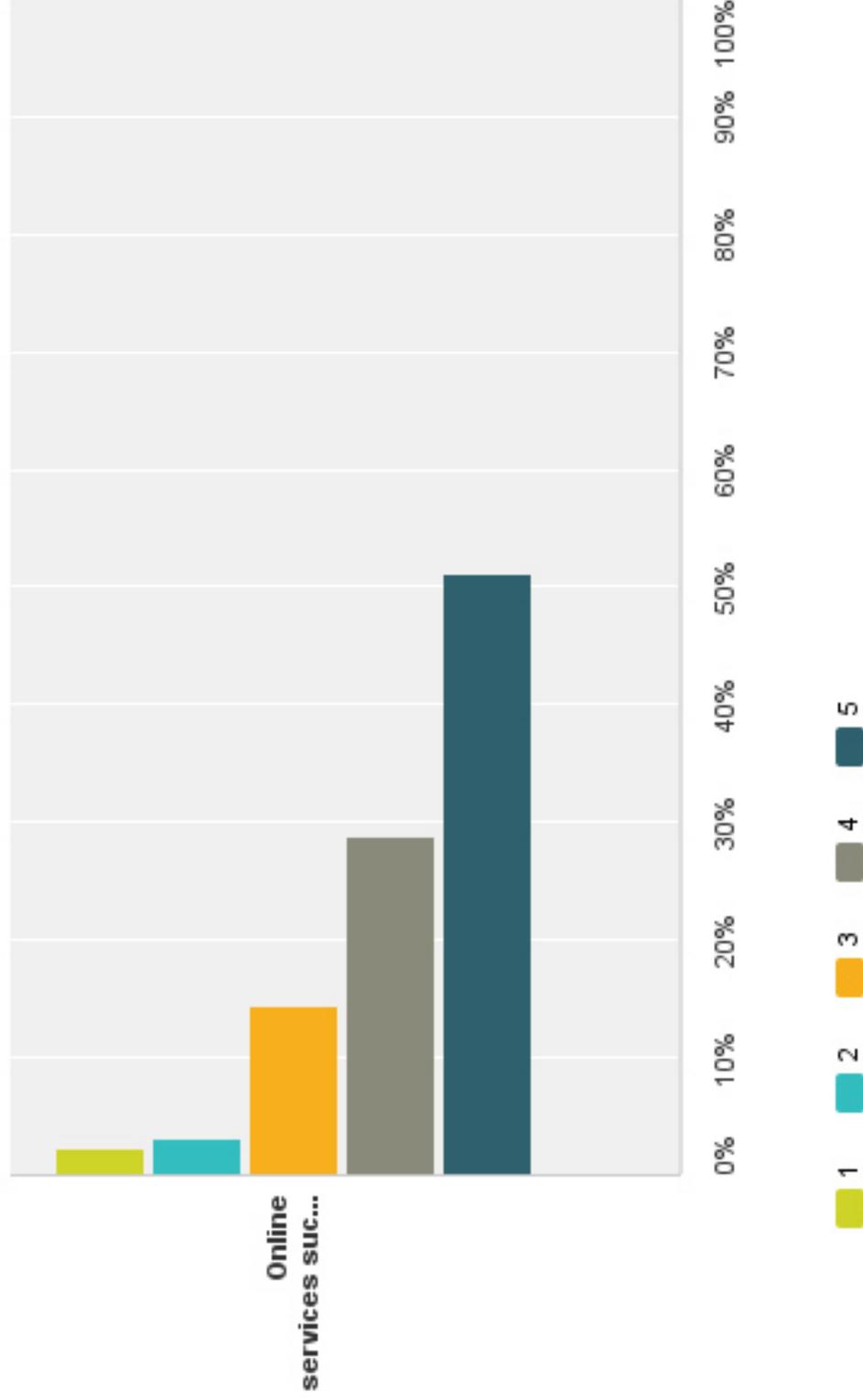
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Answered: 1,999 Skipped: 88



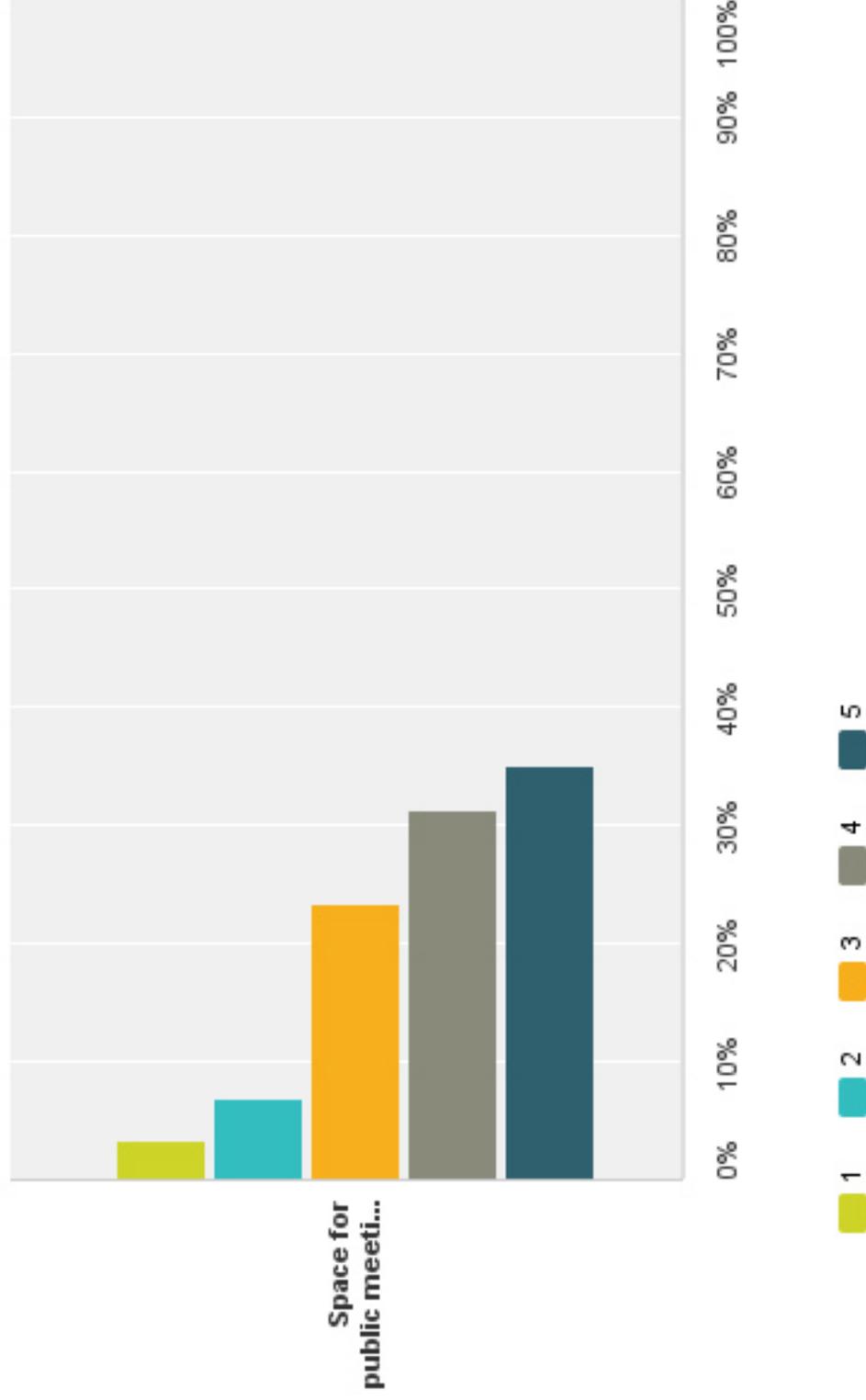
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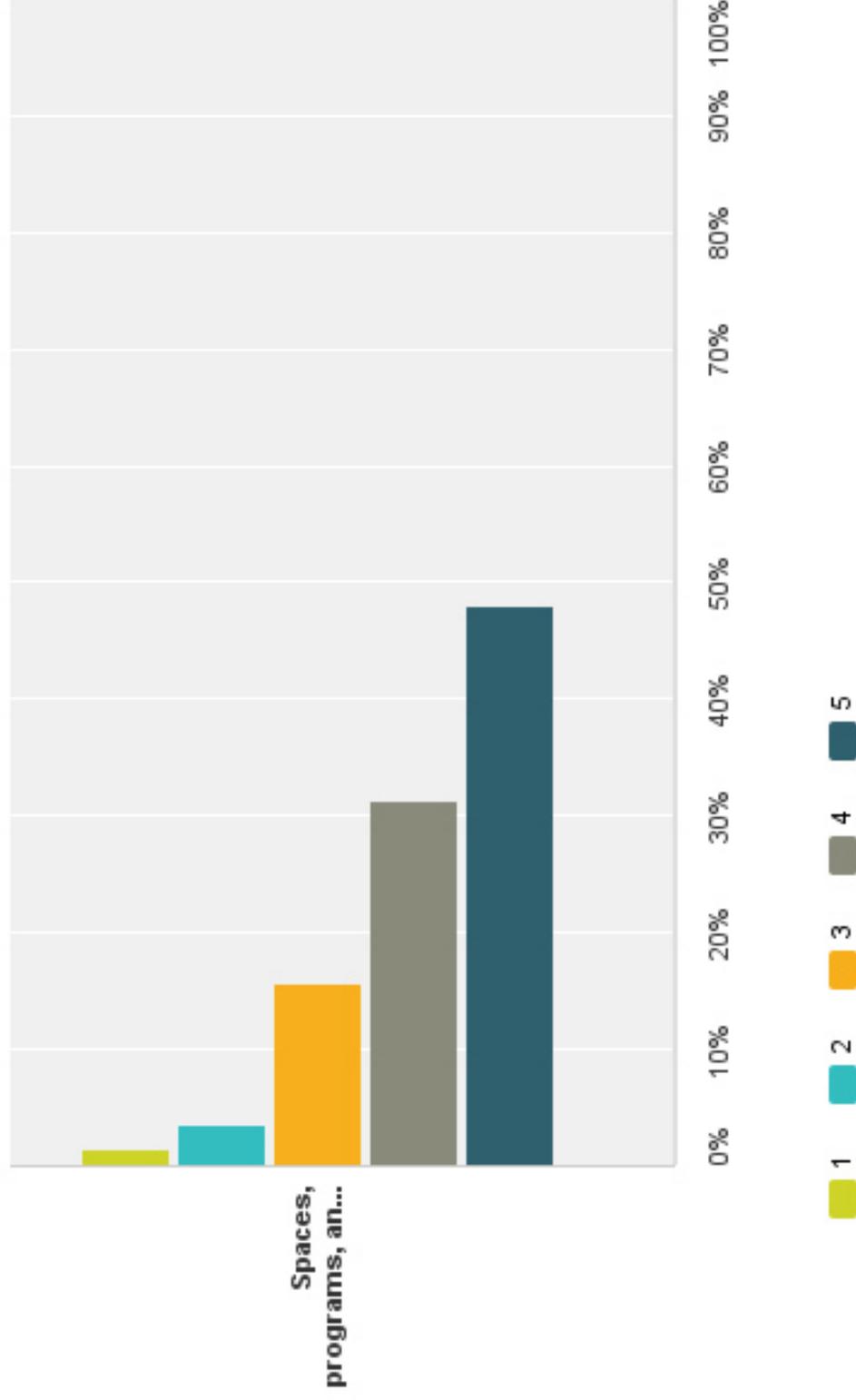
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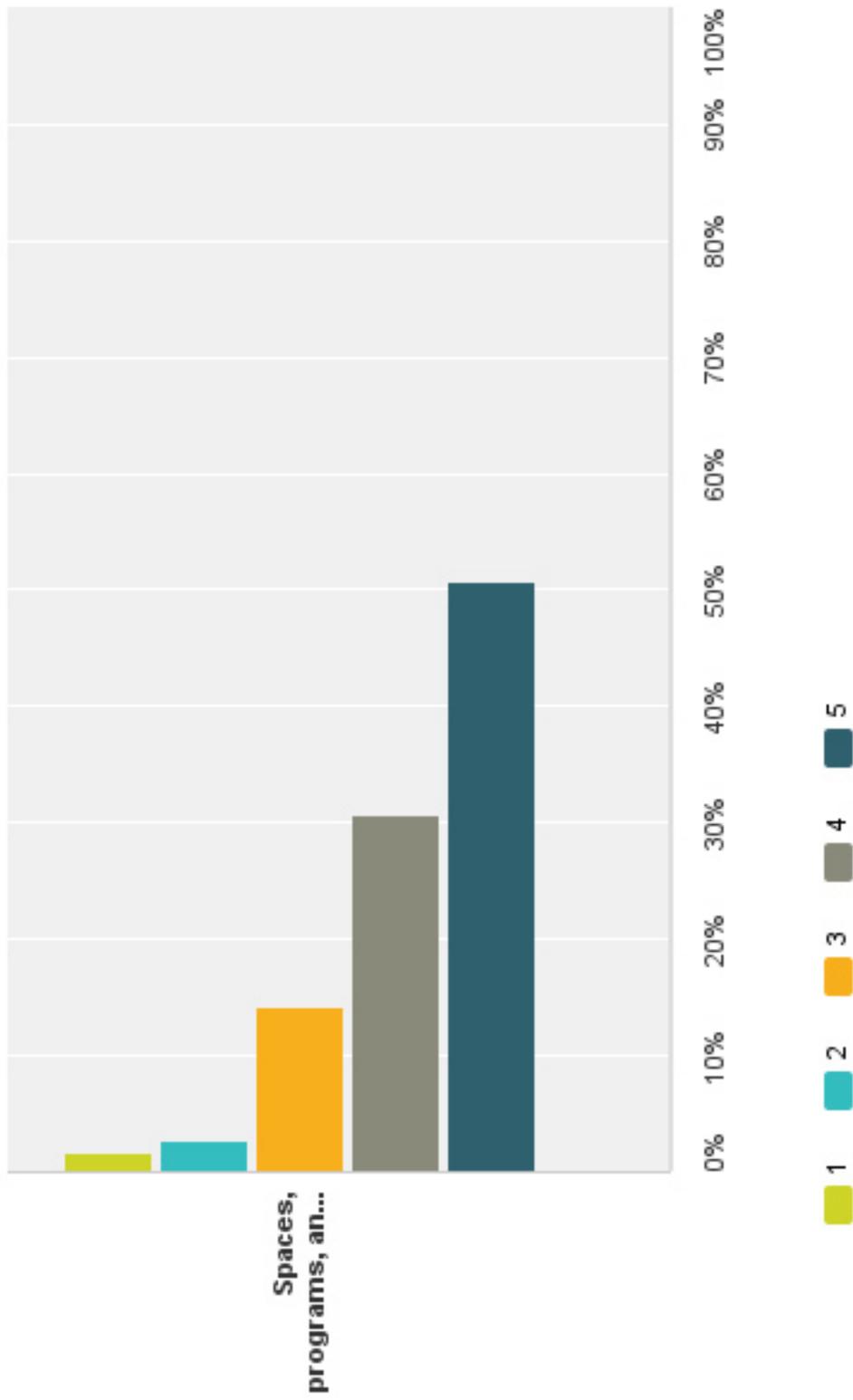
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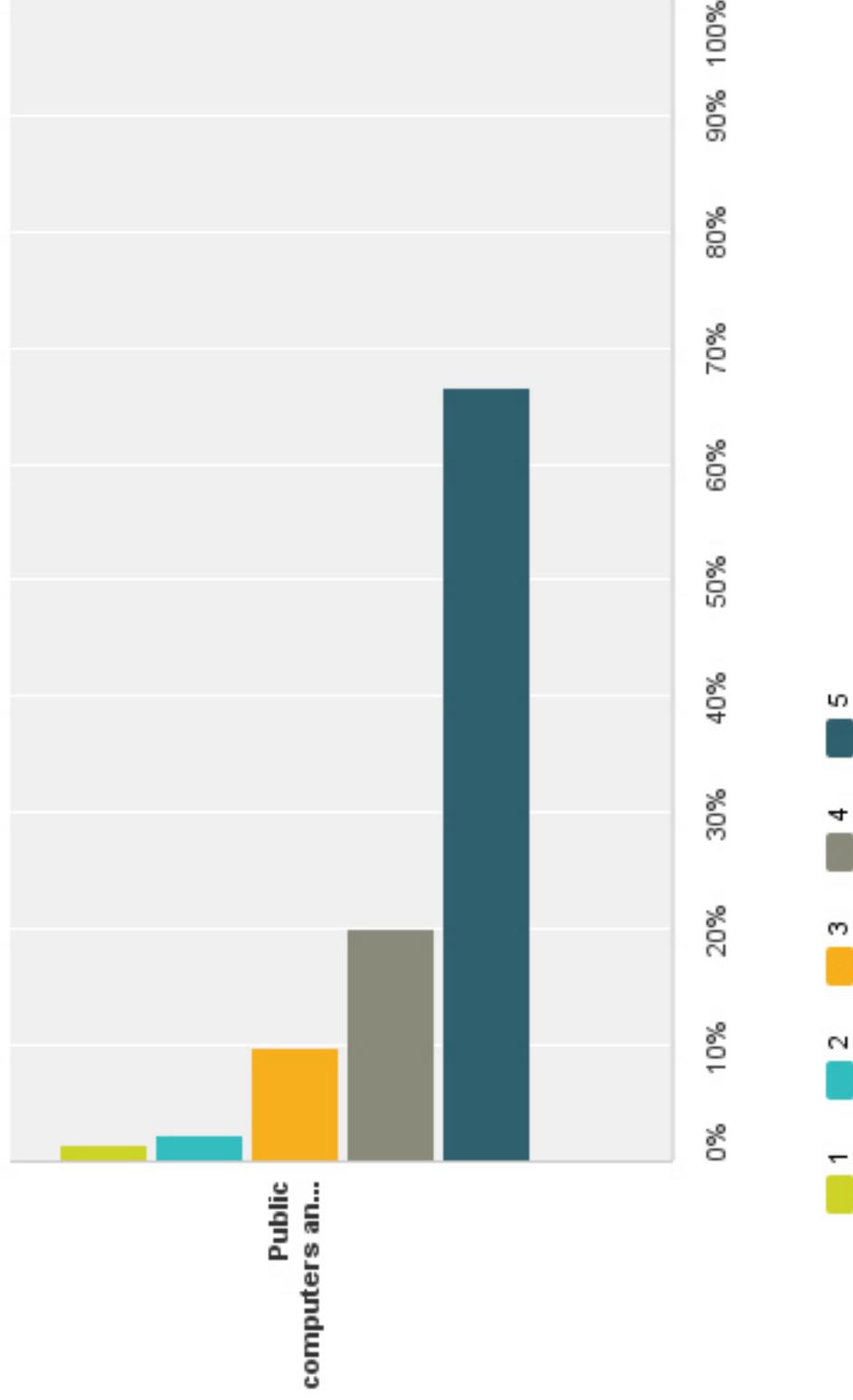
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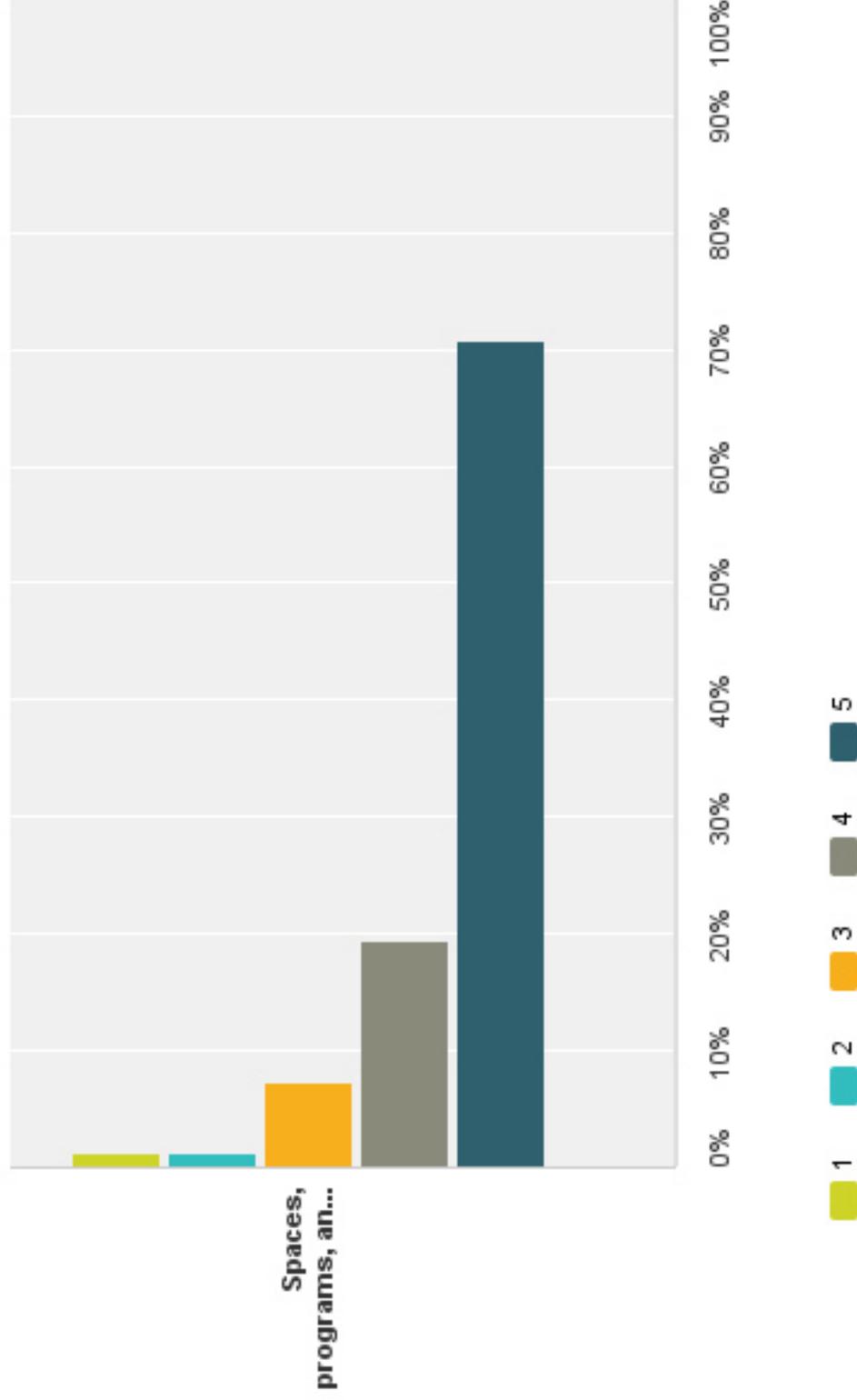
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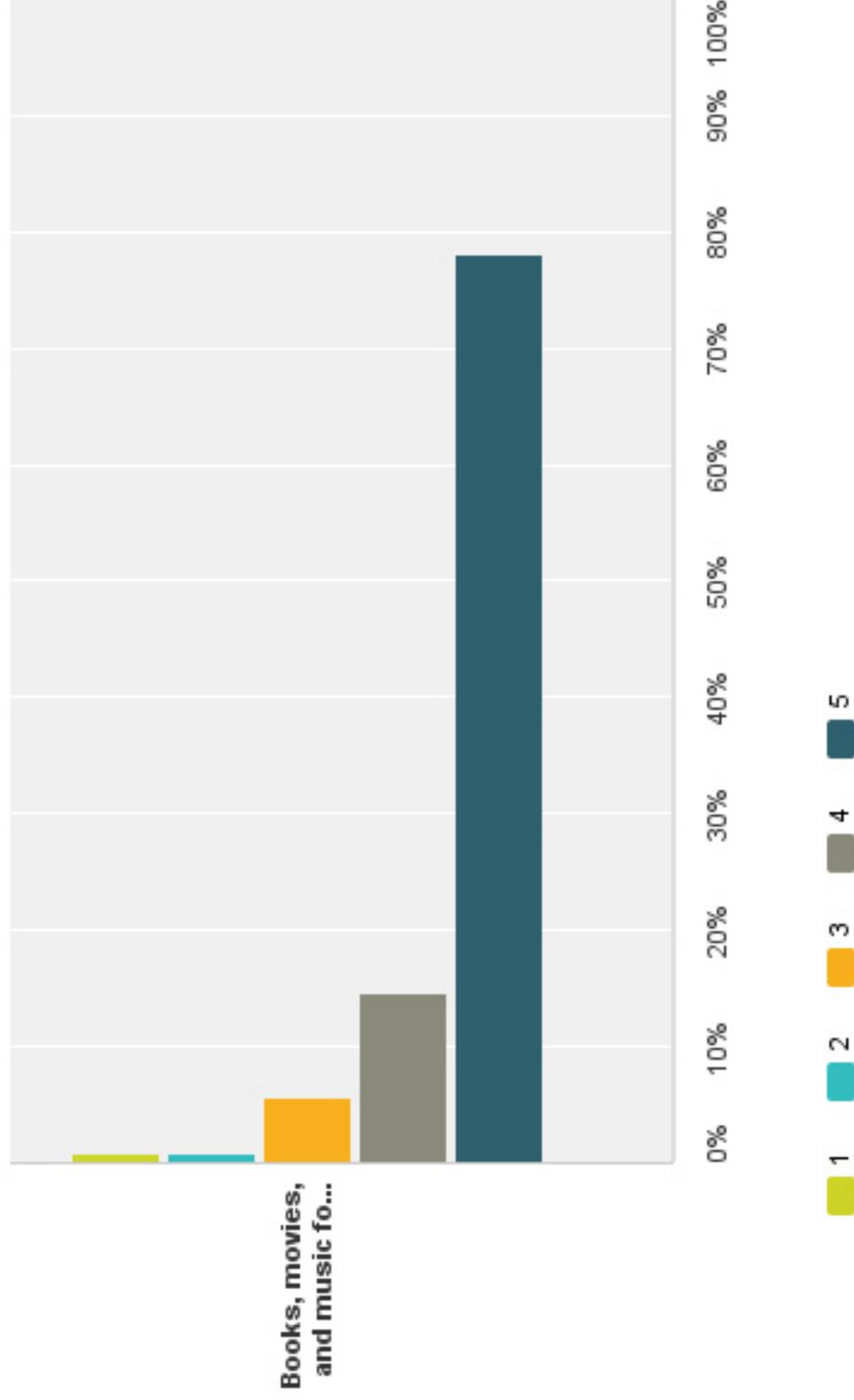
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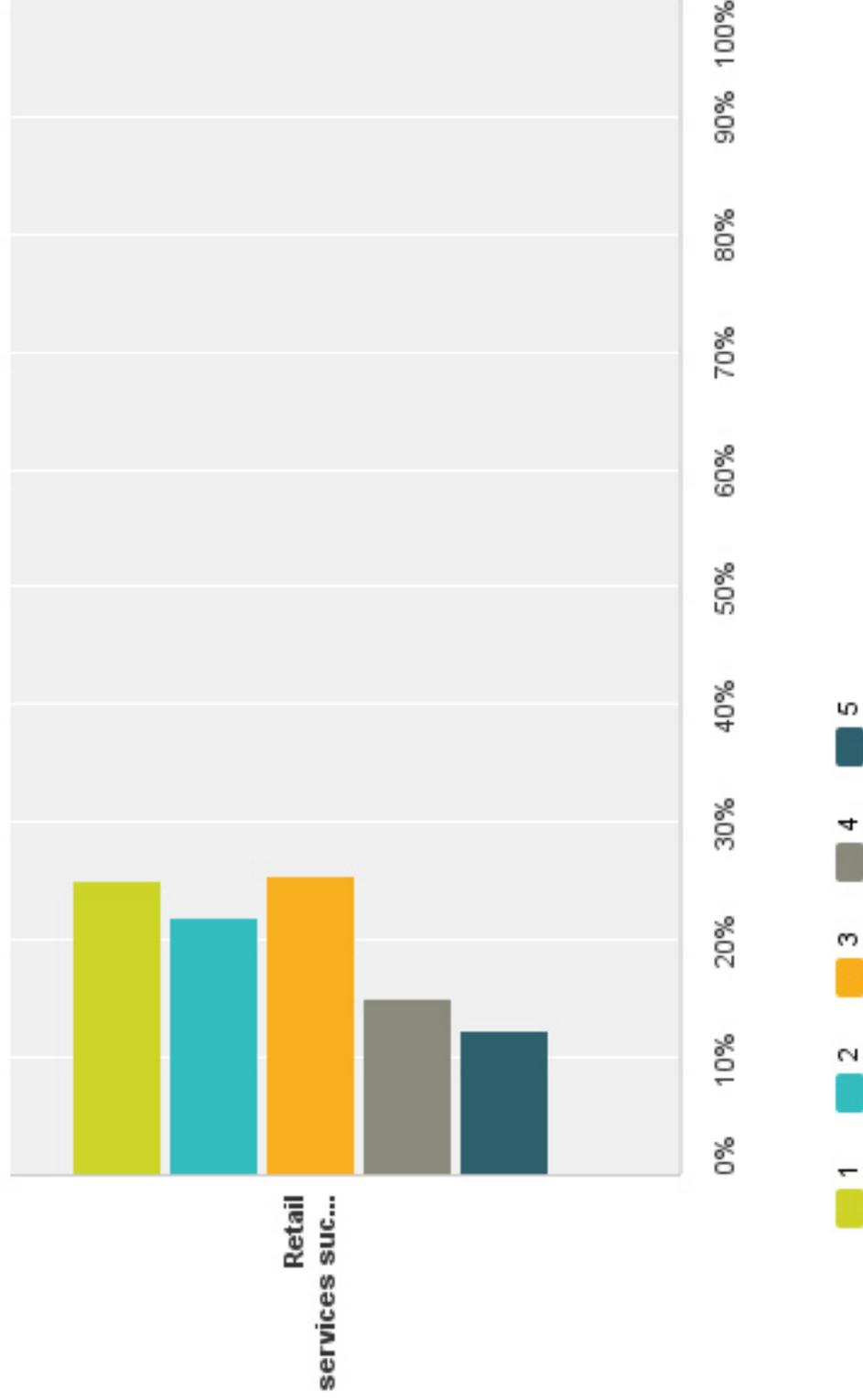
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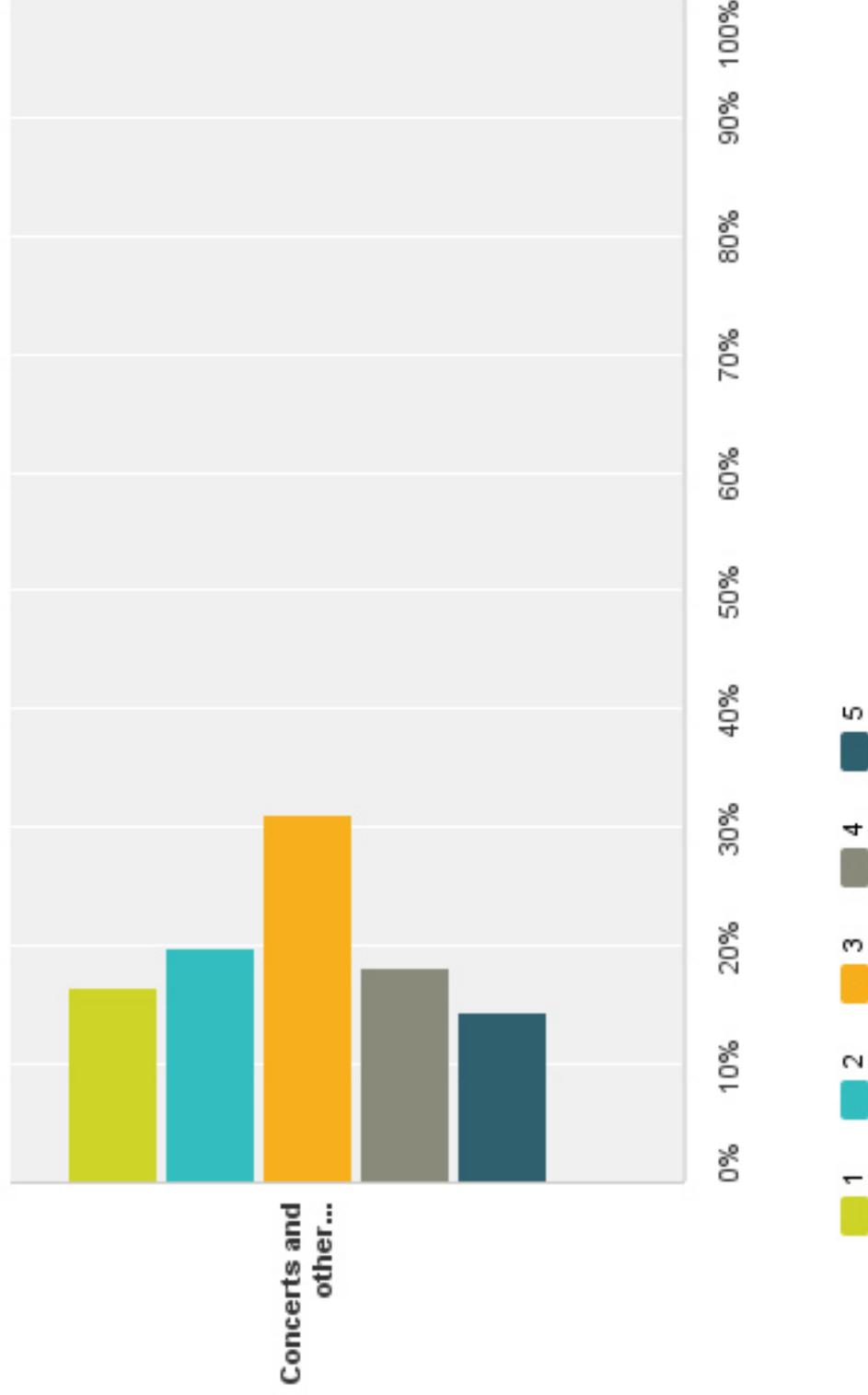
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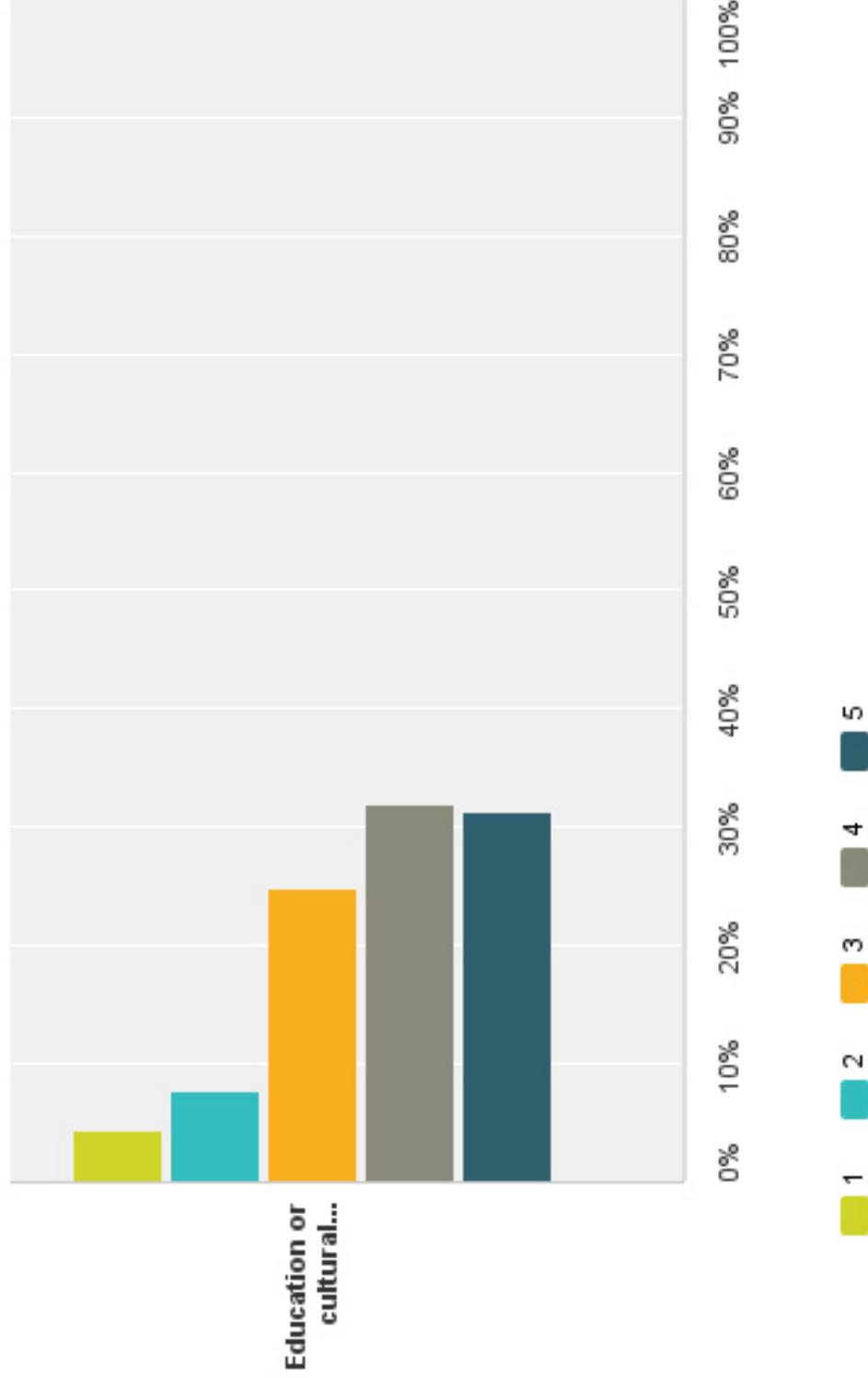
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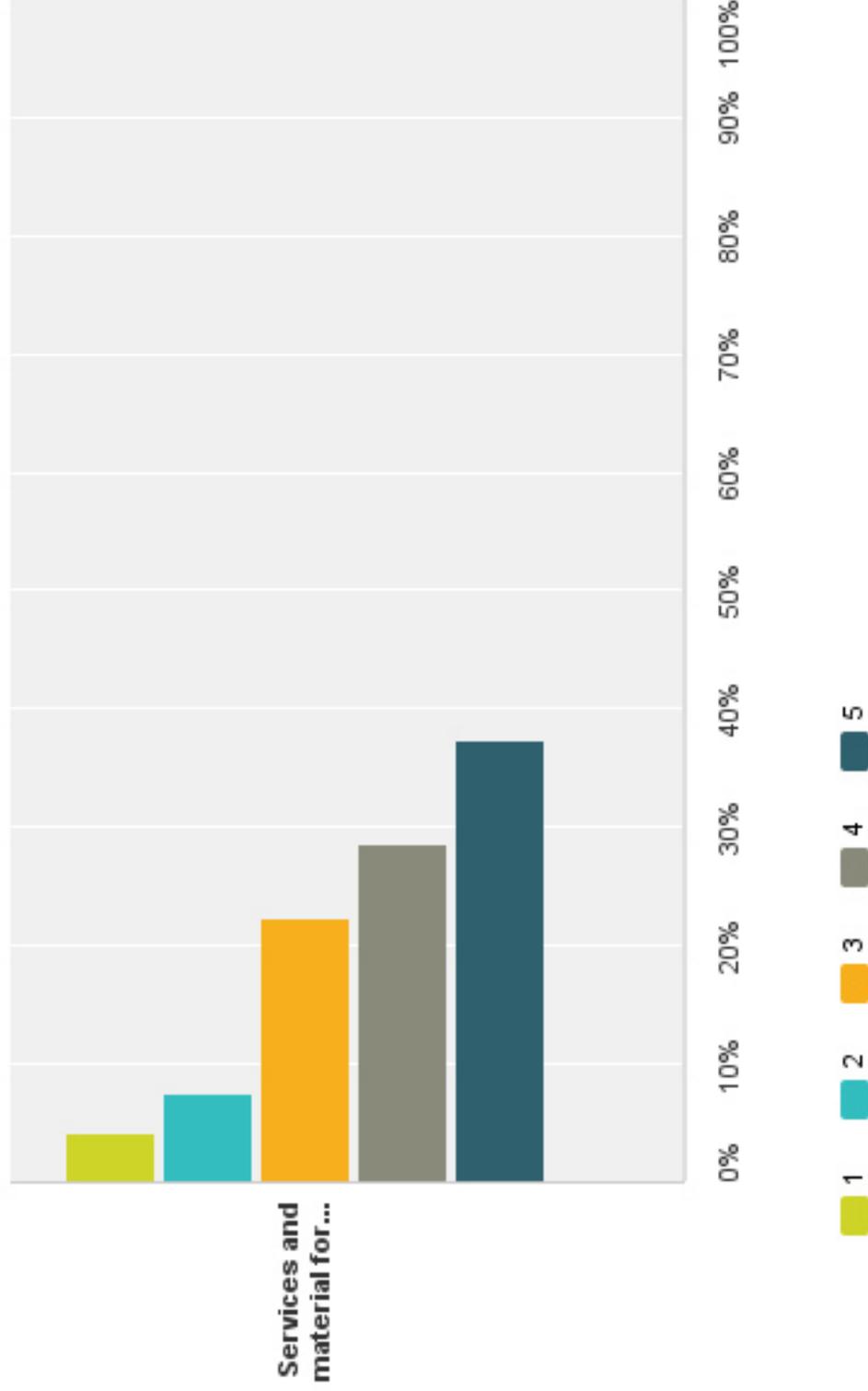
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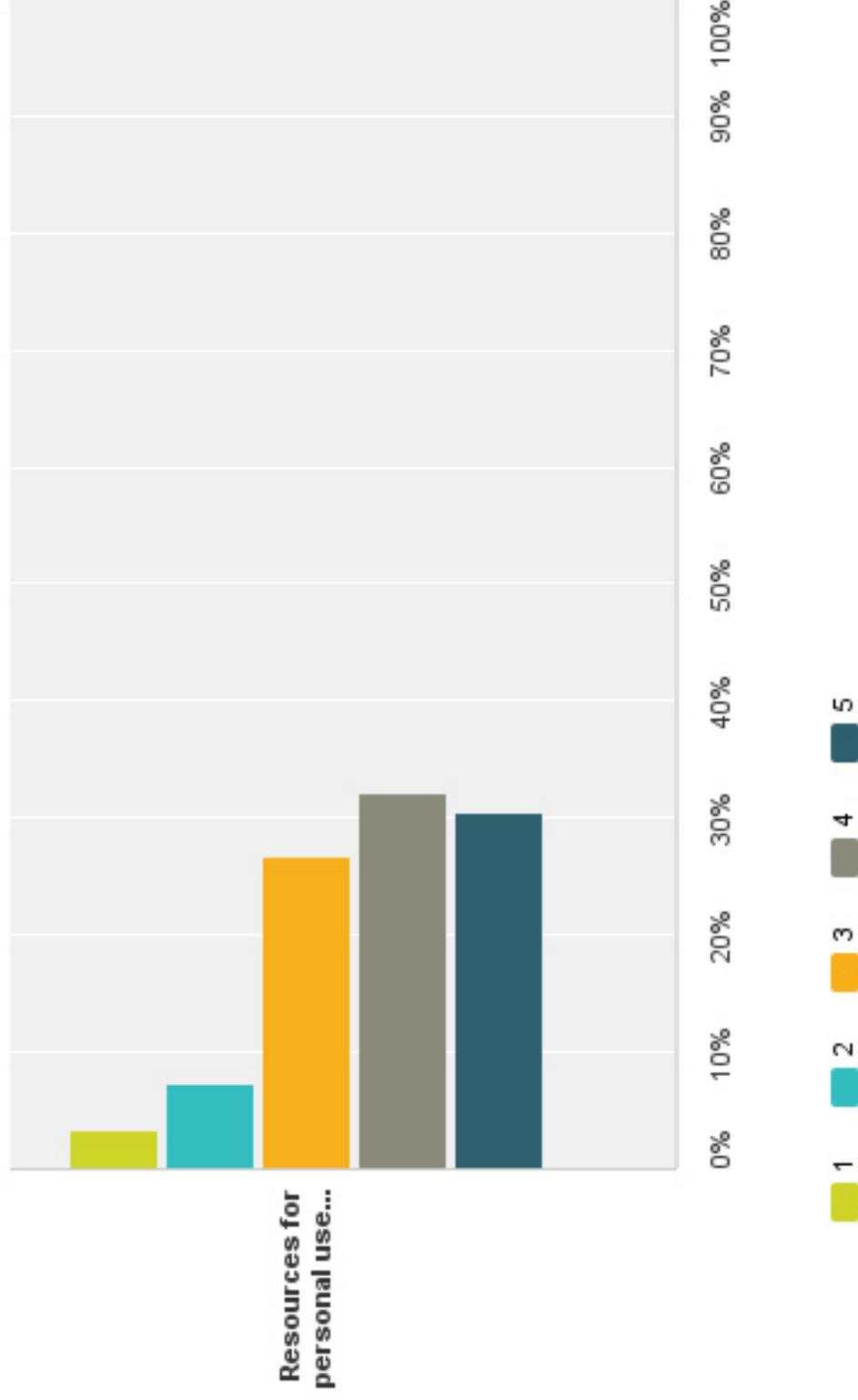
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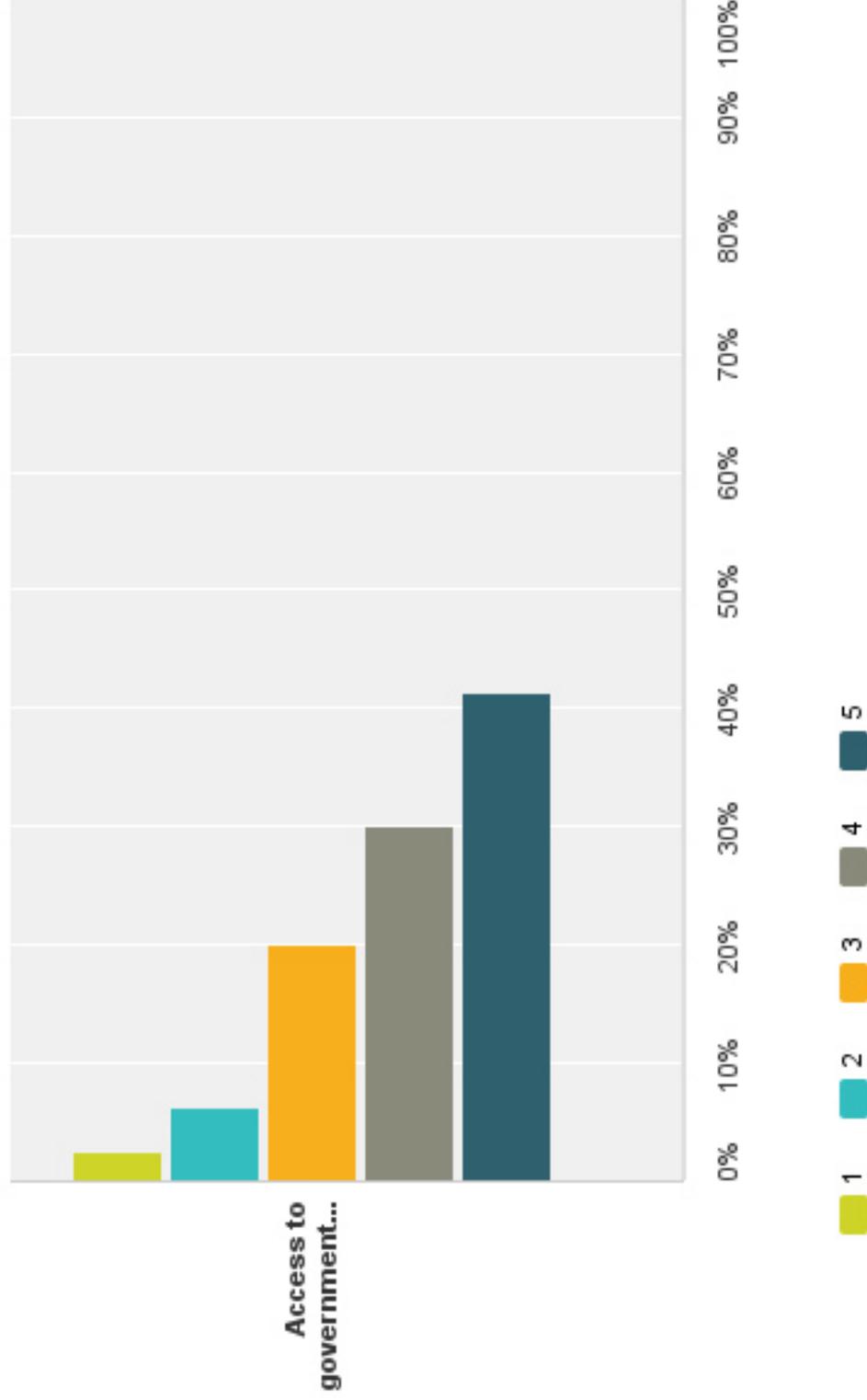
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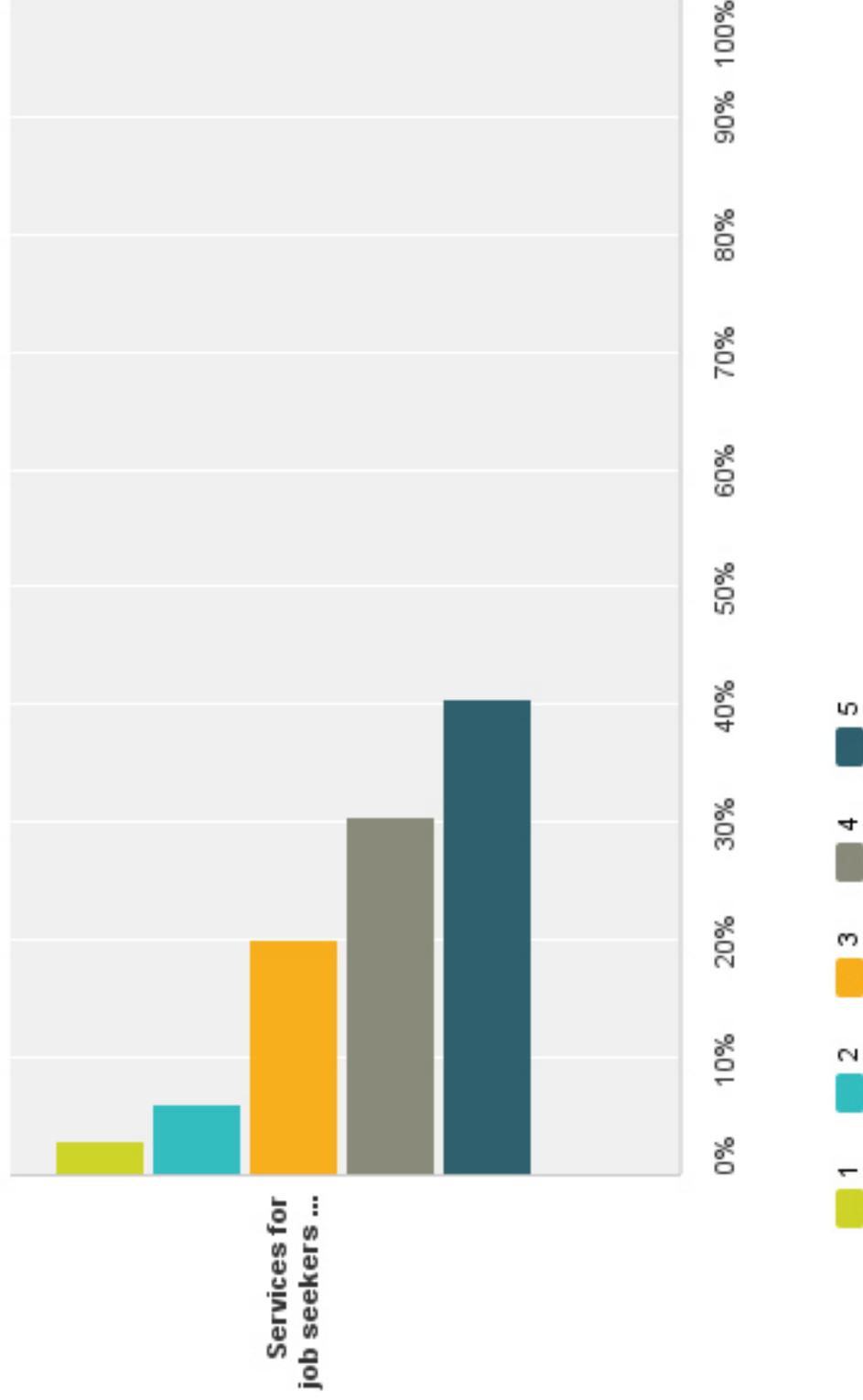
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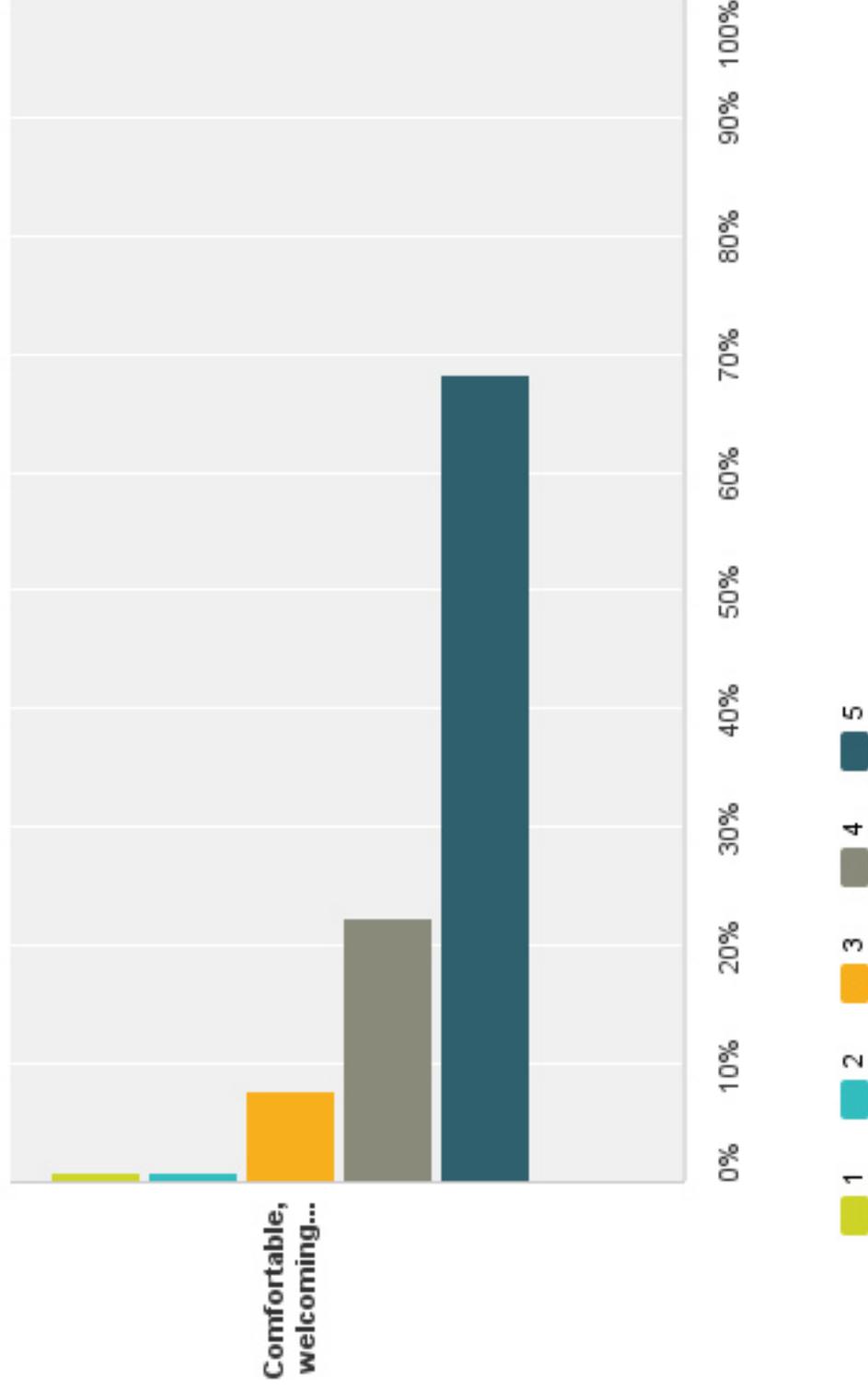
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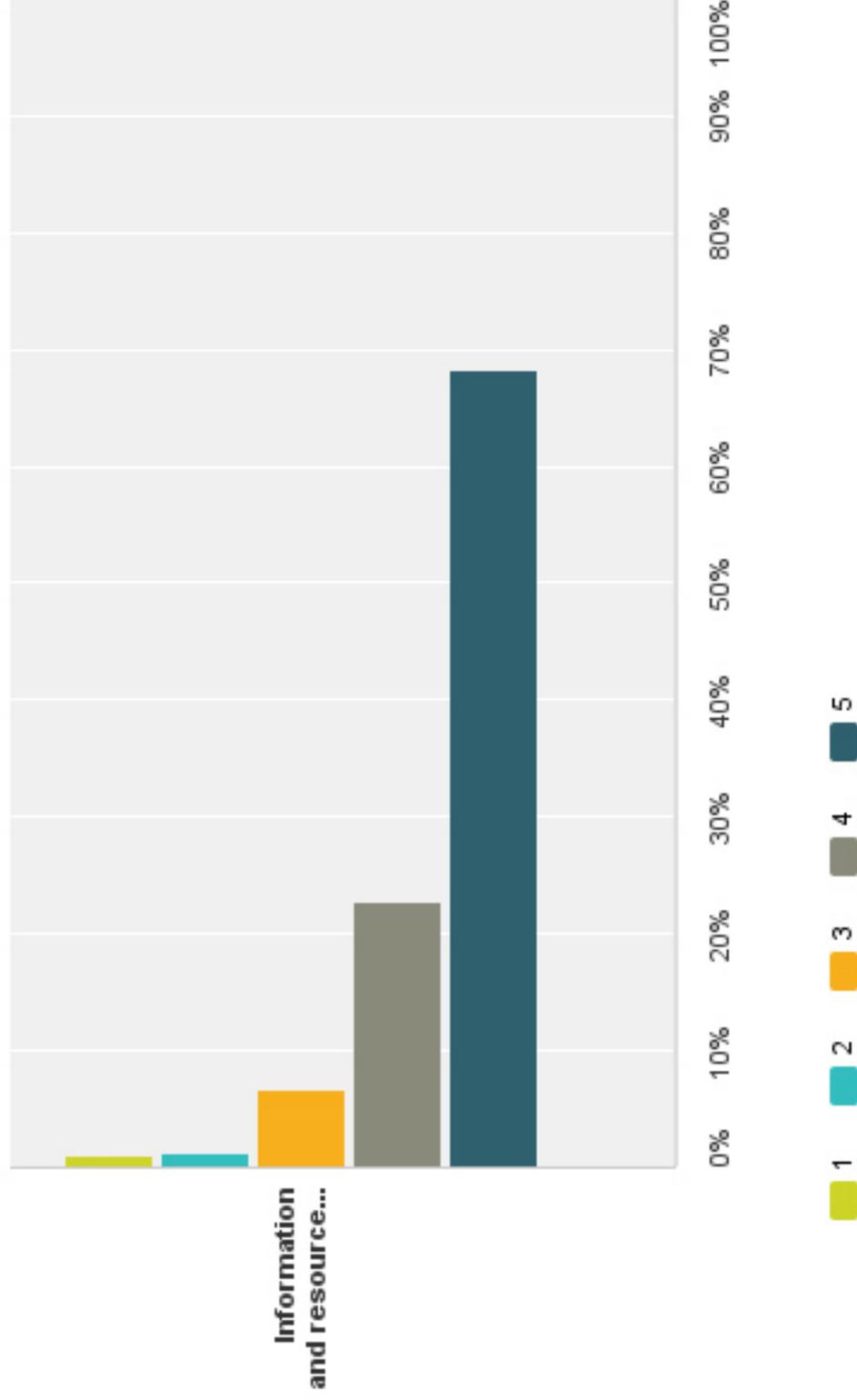
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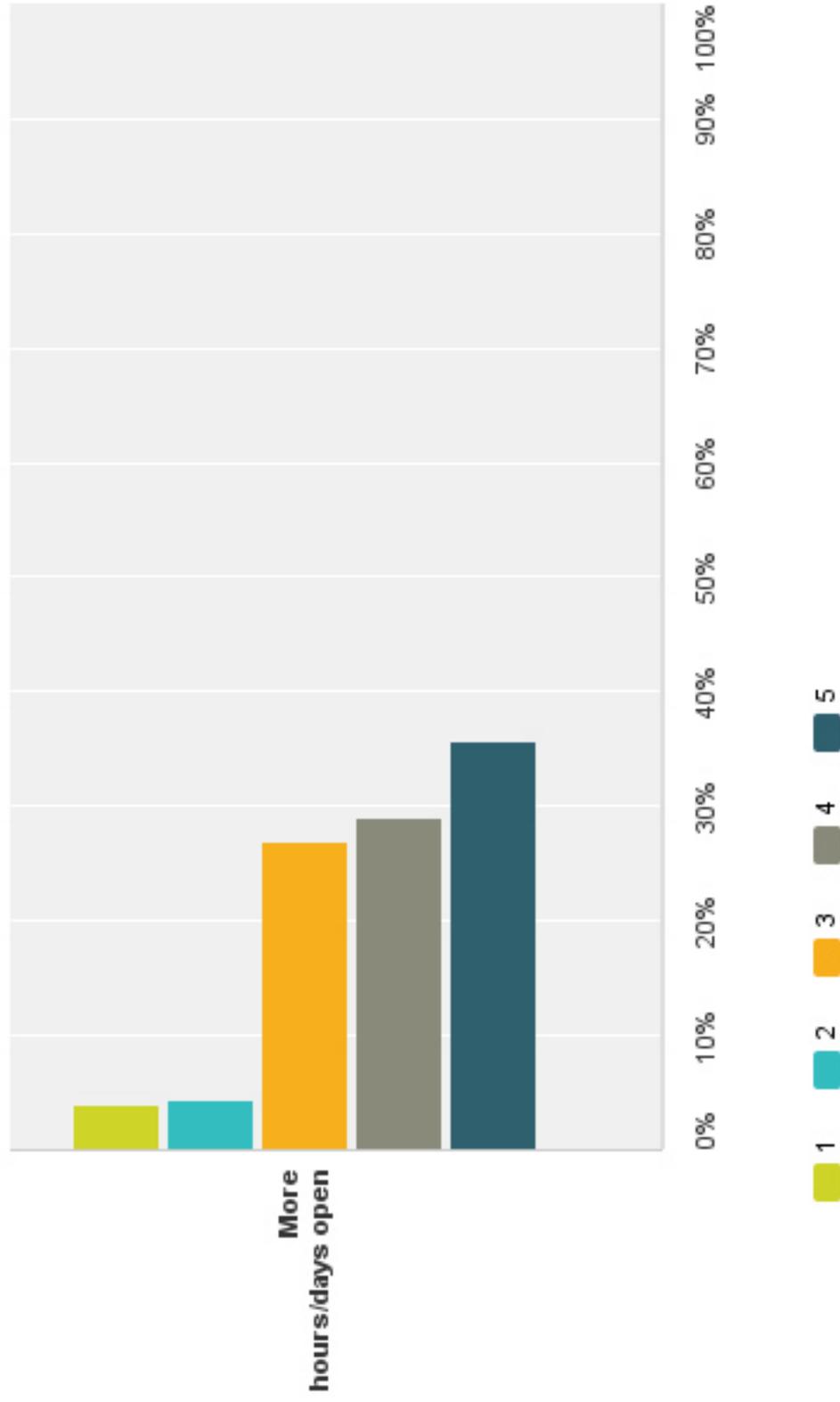
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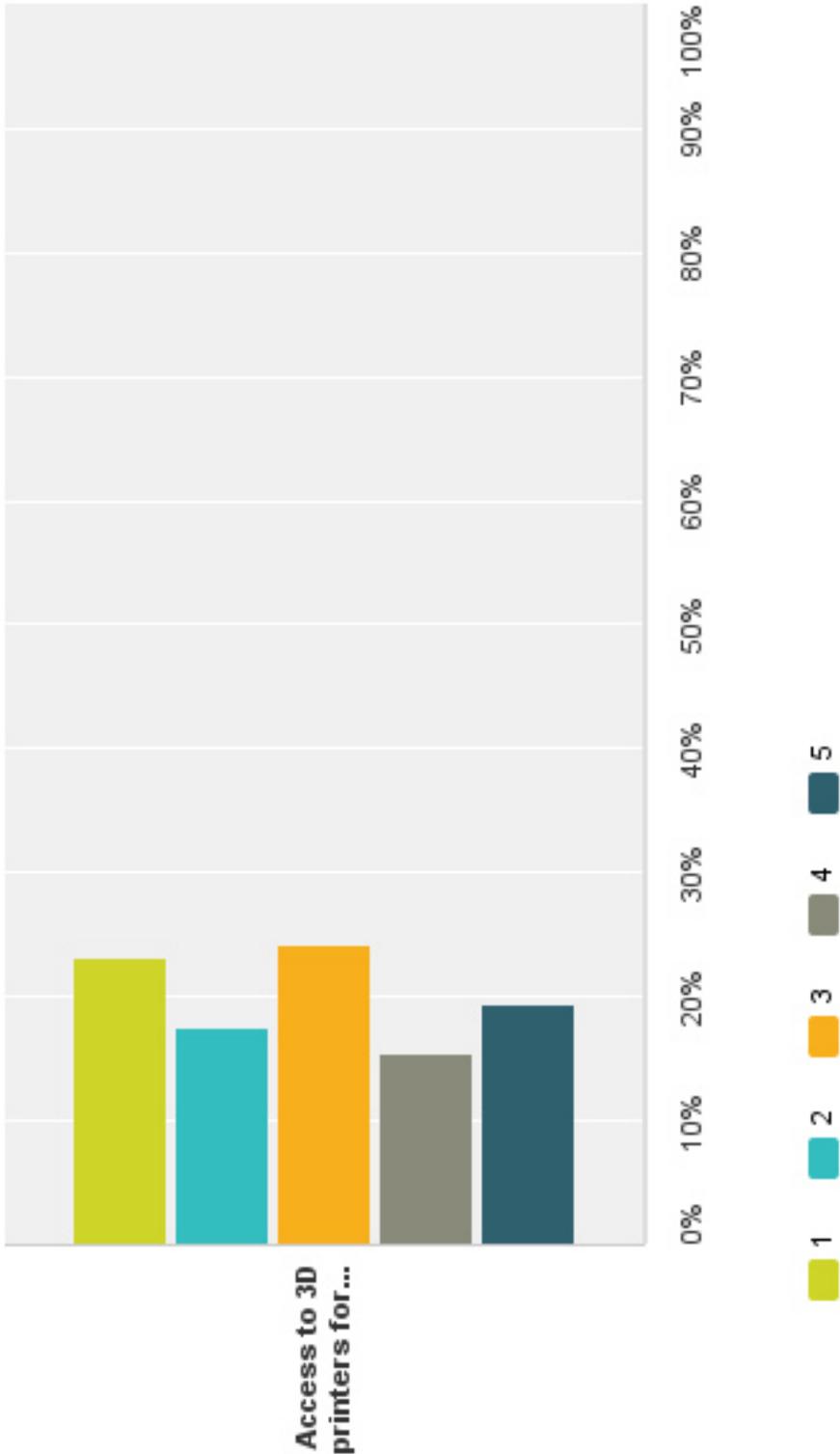
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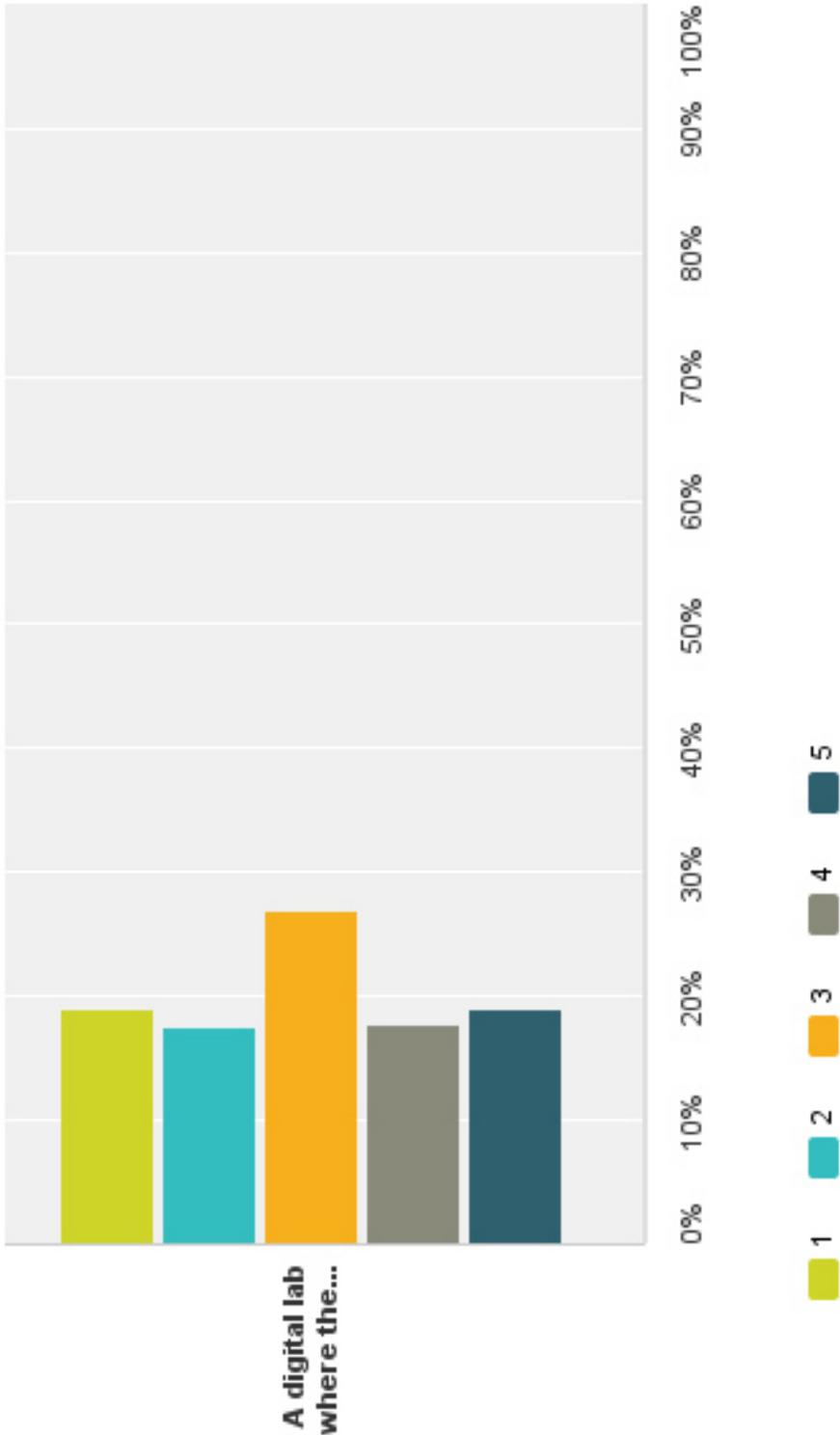
Q12 Which of the following new programs and services would you like to see the Cedar Park Library offer? (1 is not at all interested and 5 is extremely interested)

Answered: 1,983 Skipped: 104



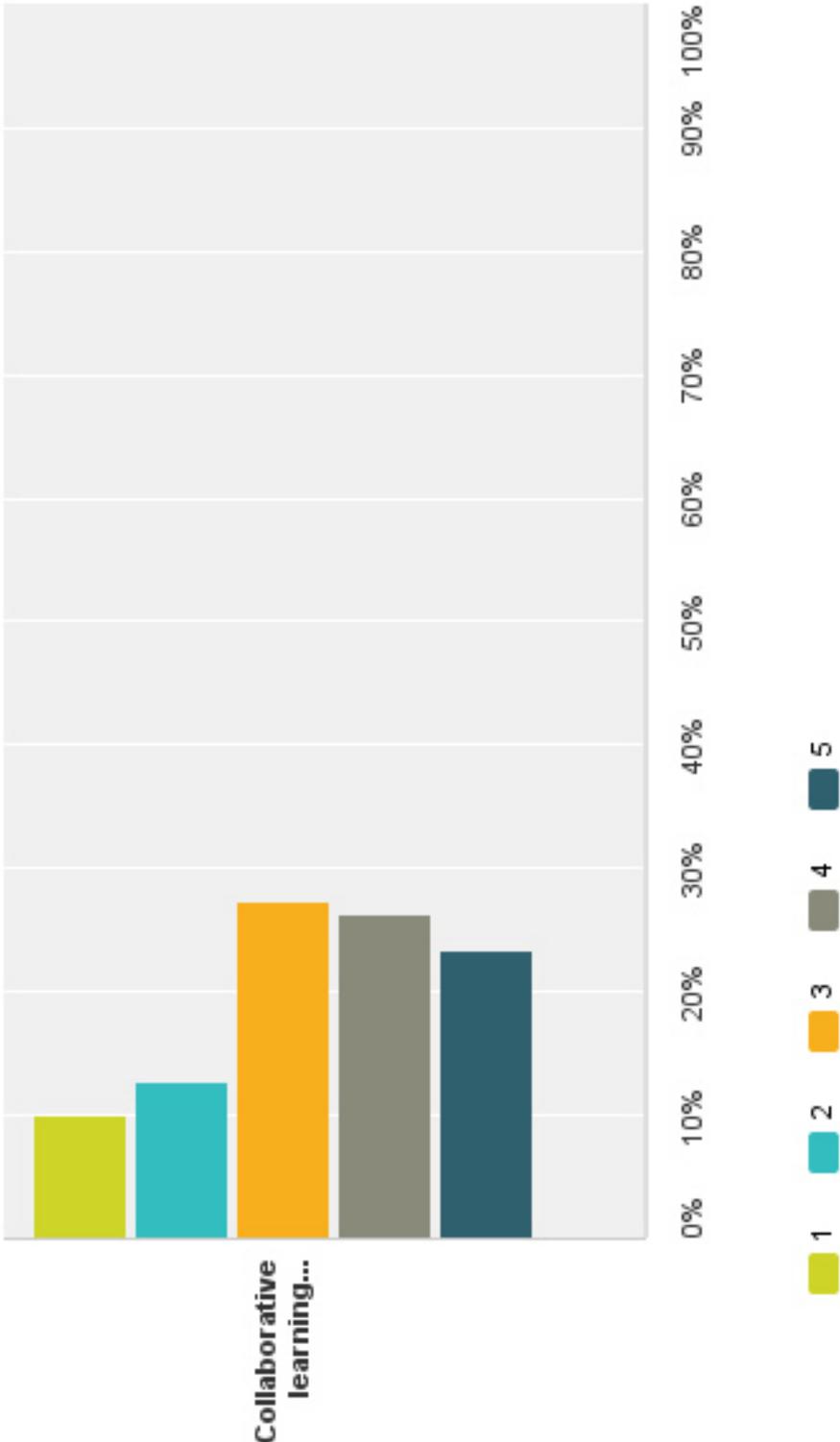
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Answered: 1,983 Skipped: 104



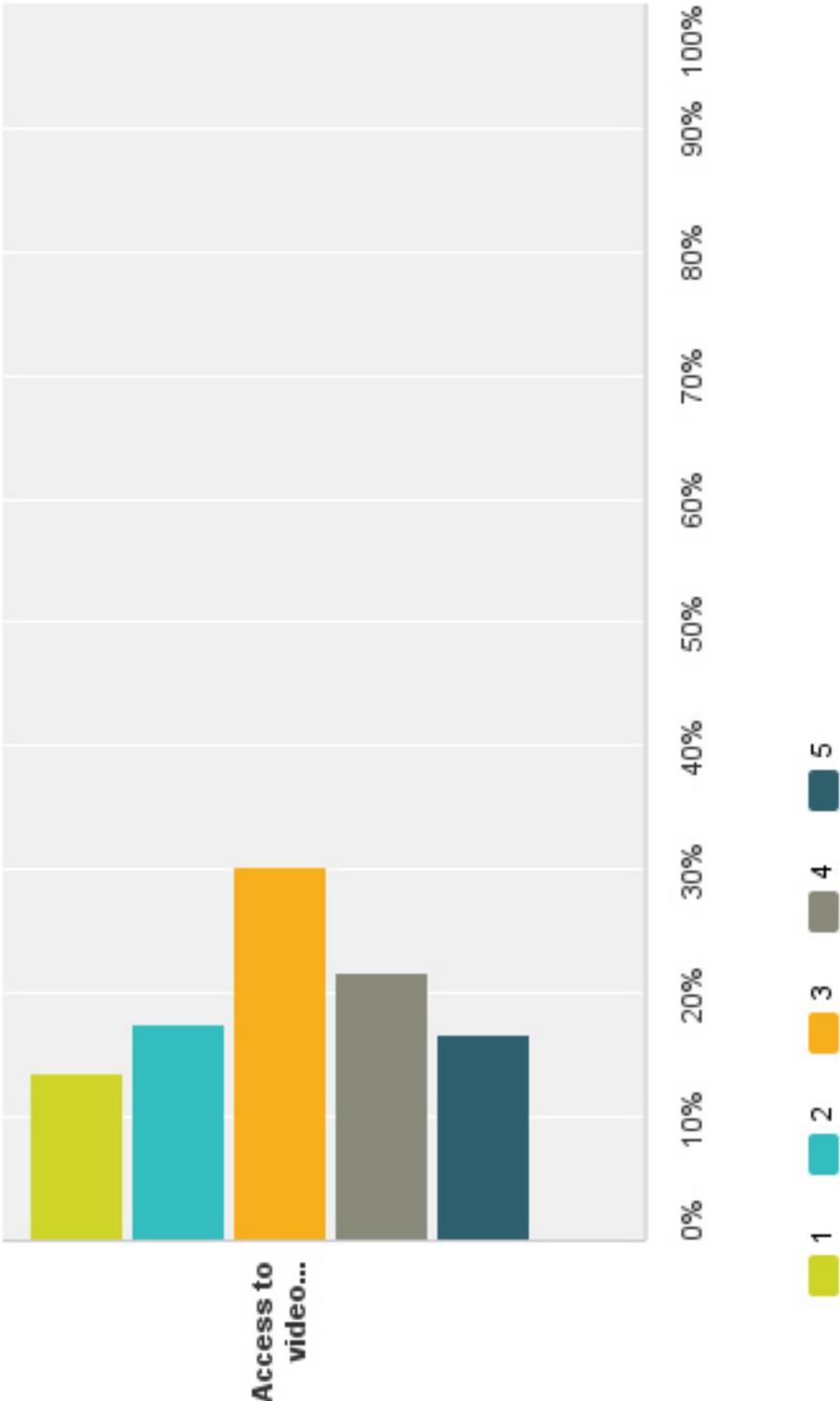
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Answered: 1,983 Skipped: 104



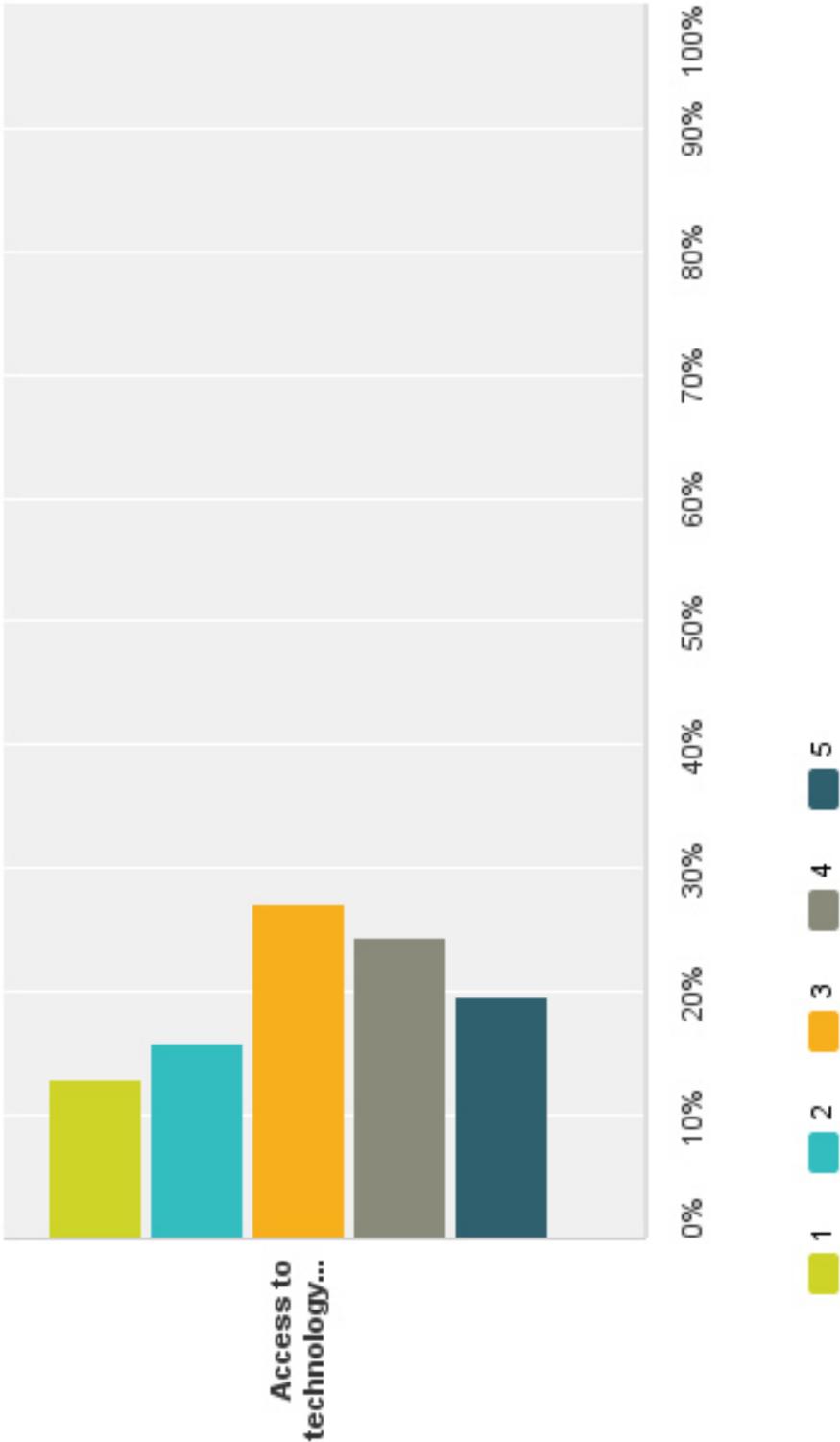
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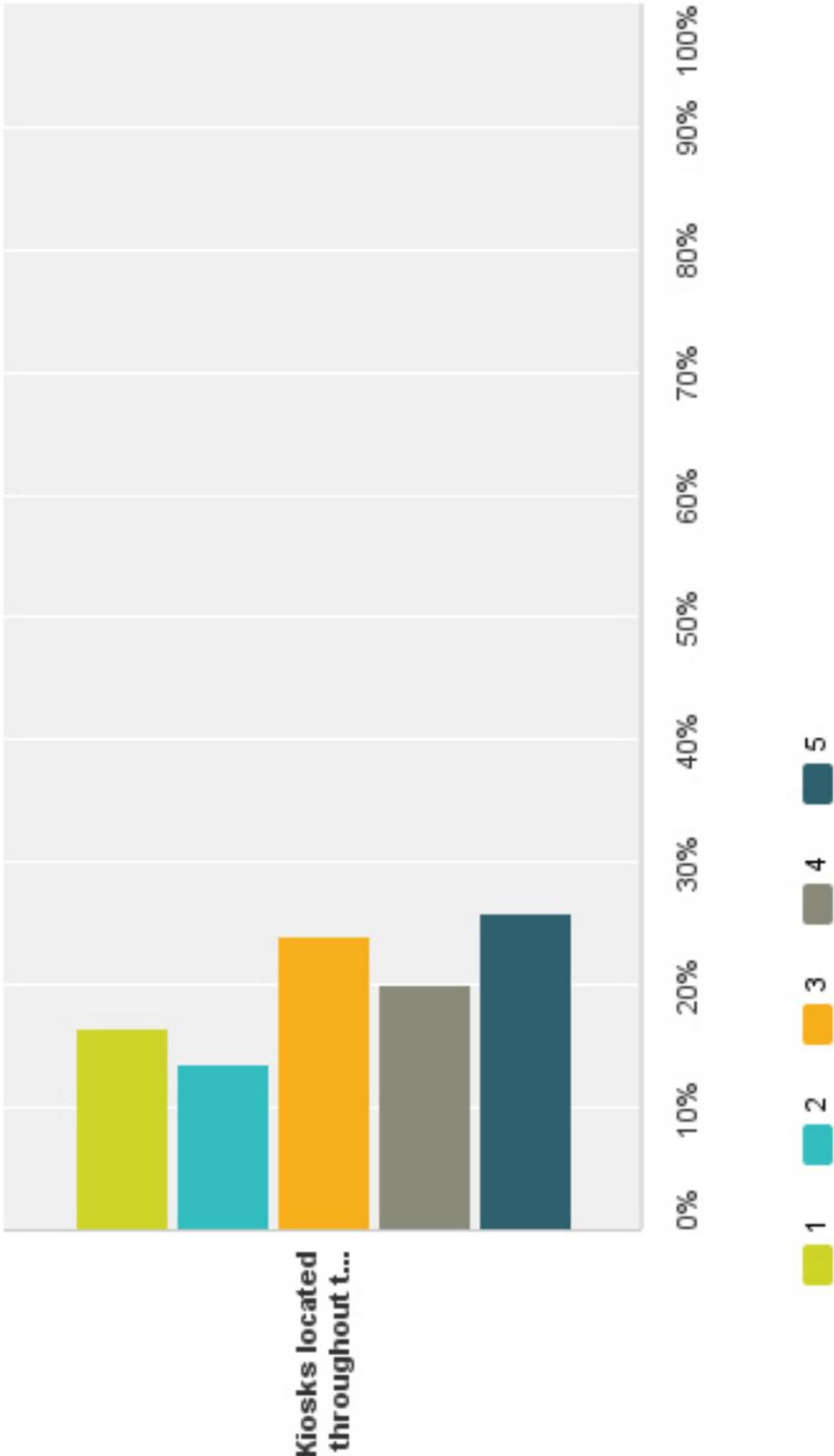
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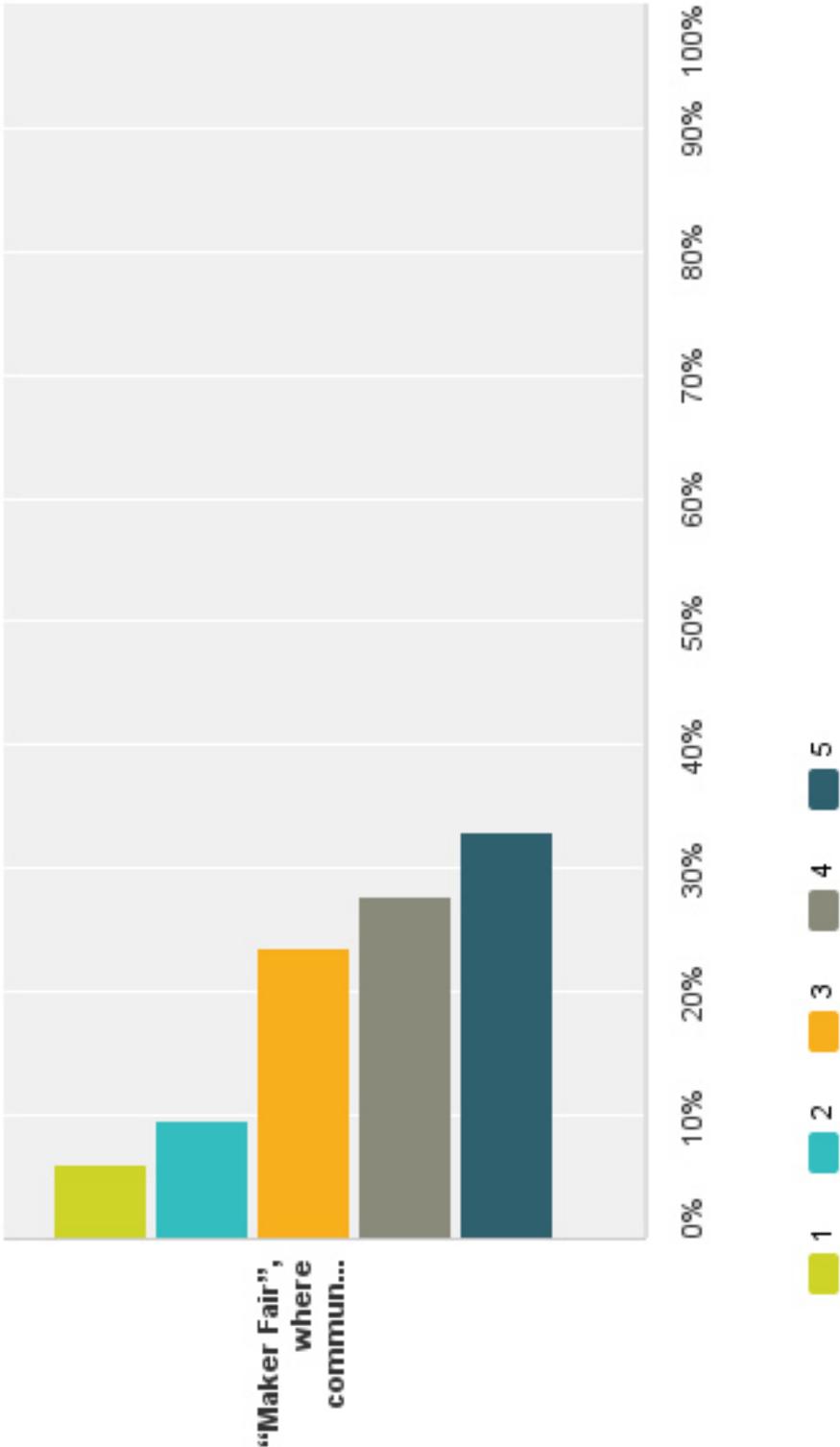
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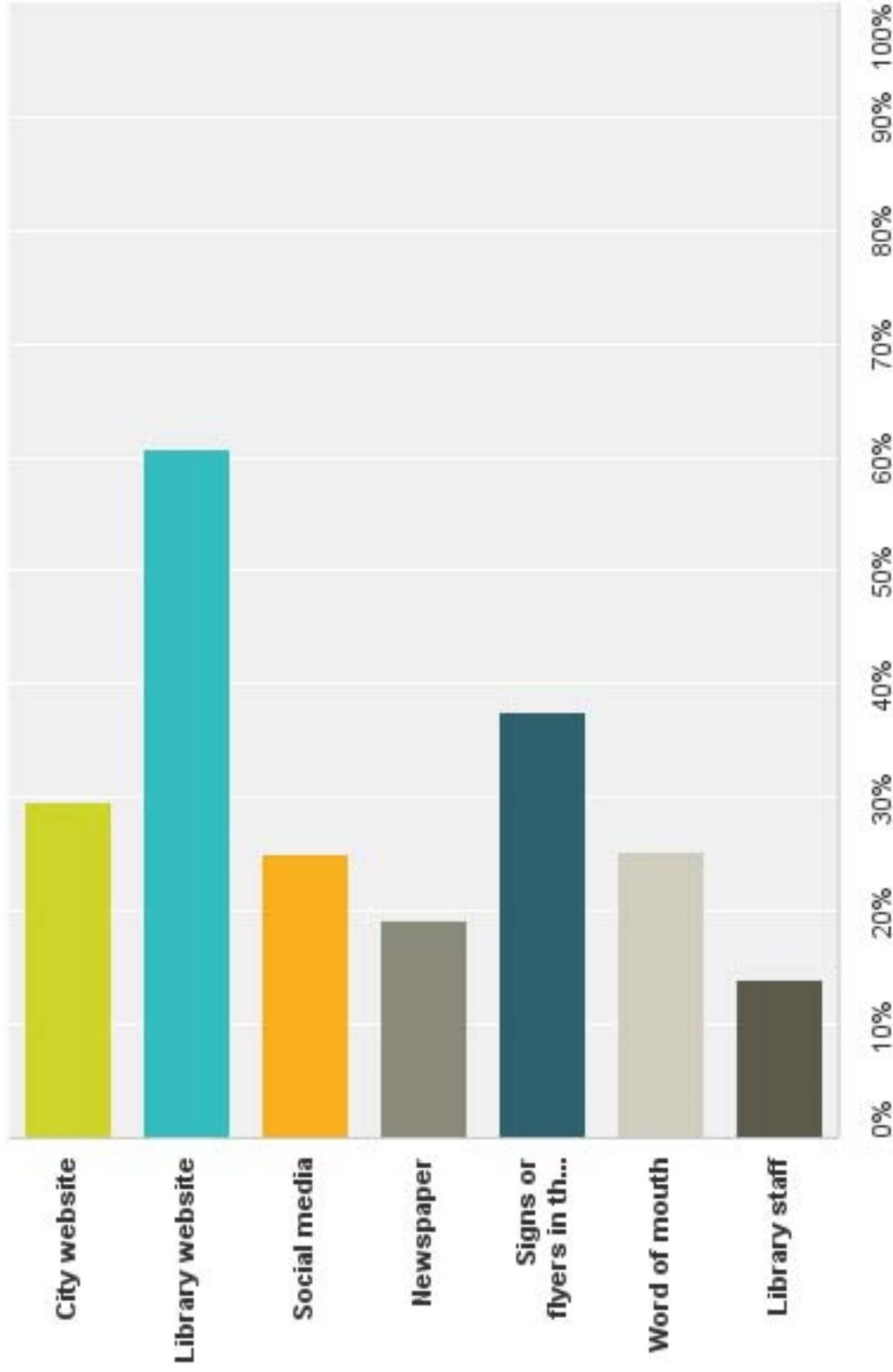
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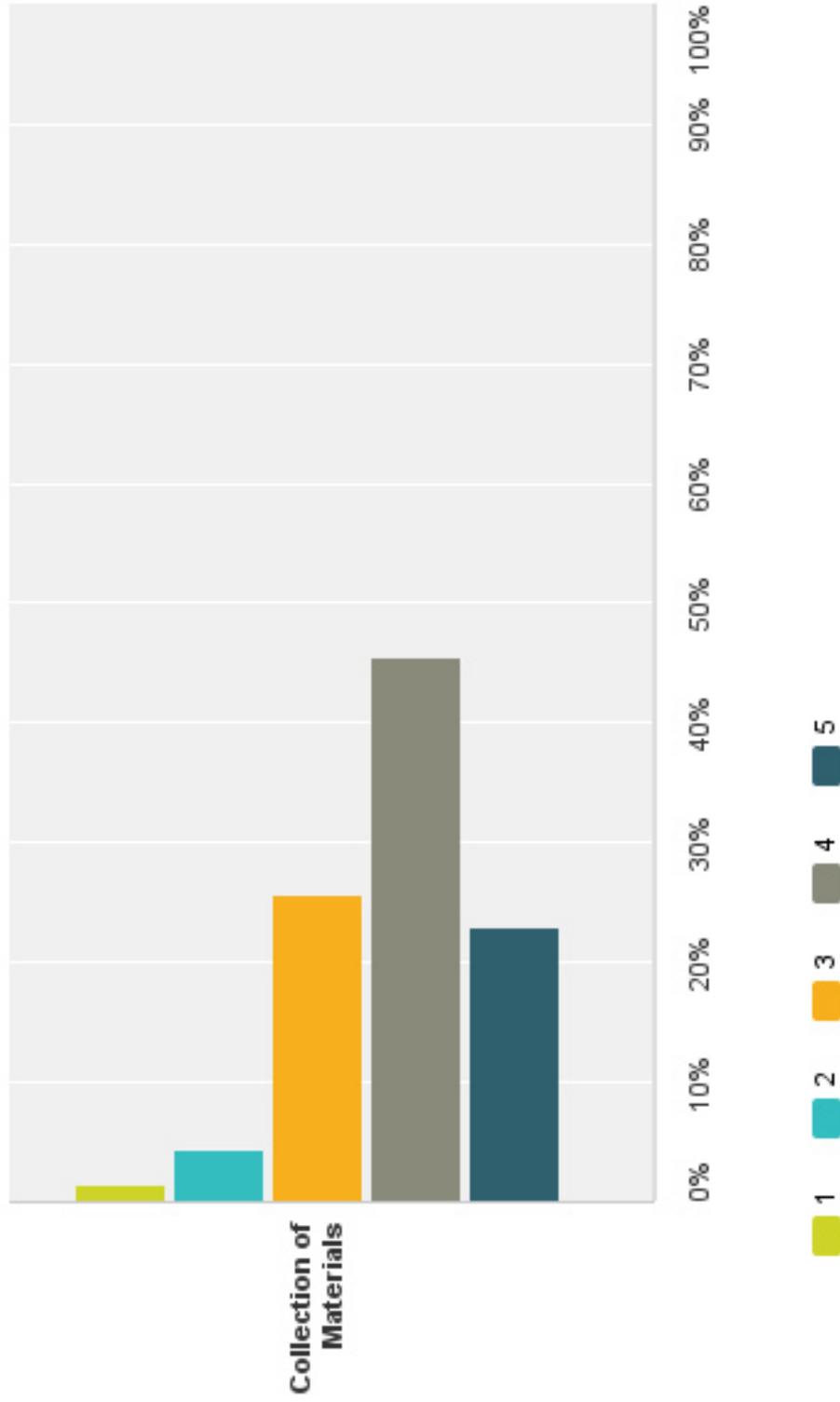
Q13 How do you typically find out about city/library programs? (Select all that apply)

Answered: 1,867 Skipped: 220



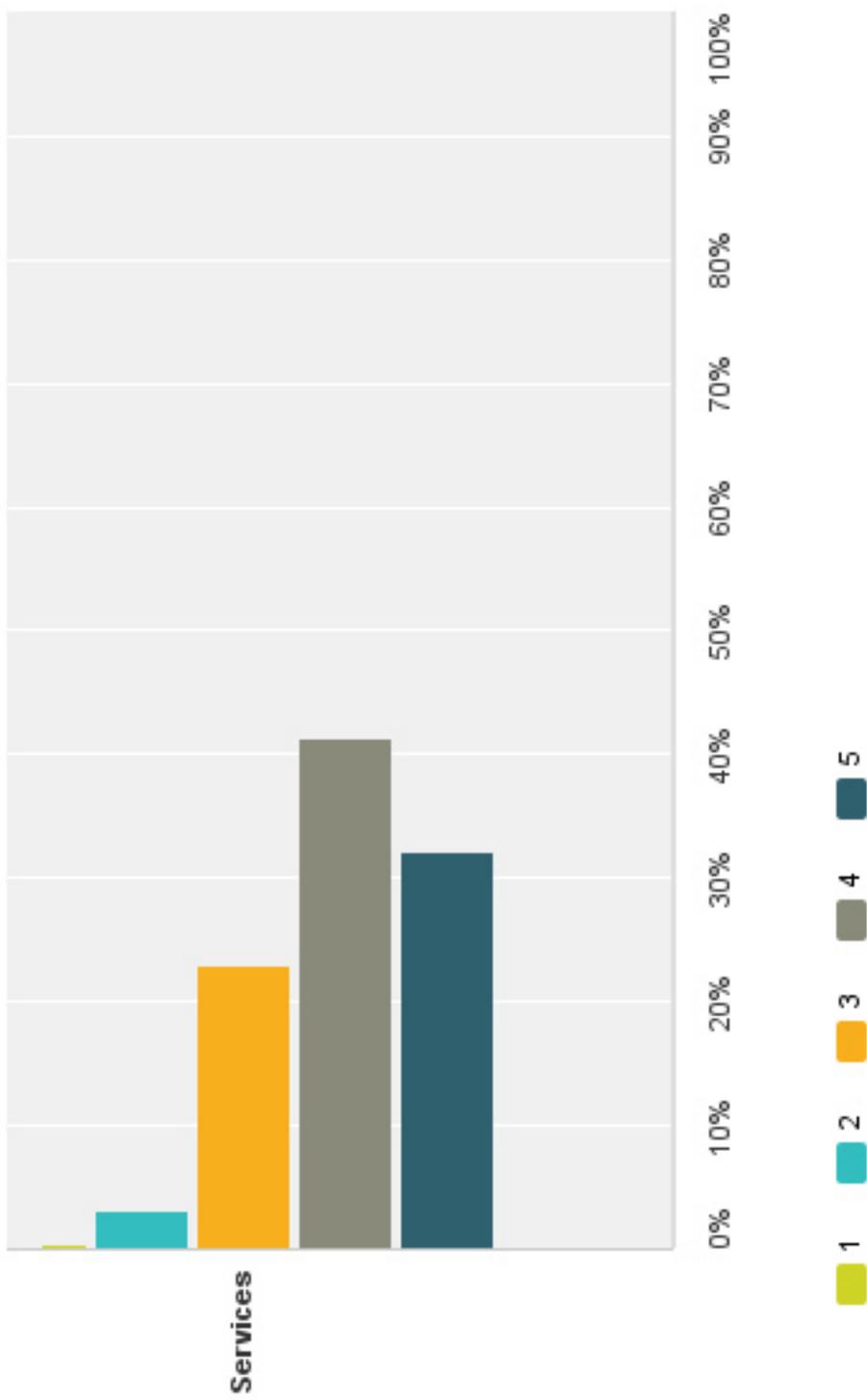
Q14 How would you rate the Library's current services (1 is poor and 5 is excellent)?

Answered: 1,958 Skipped: 129



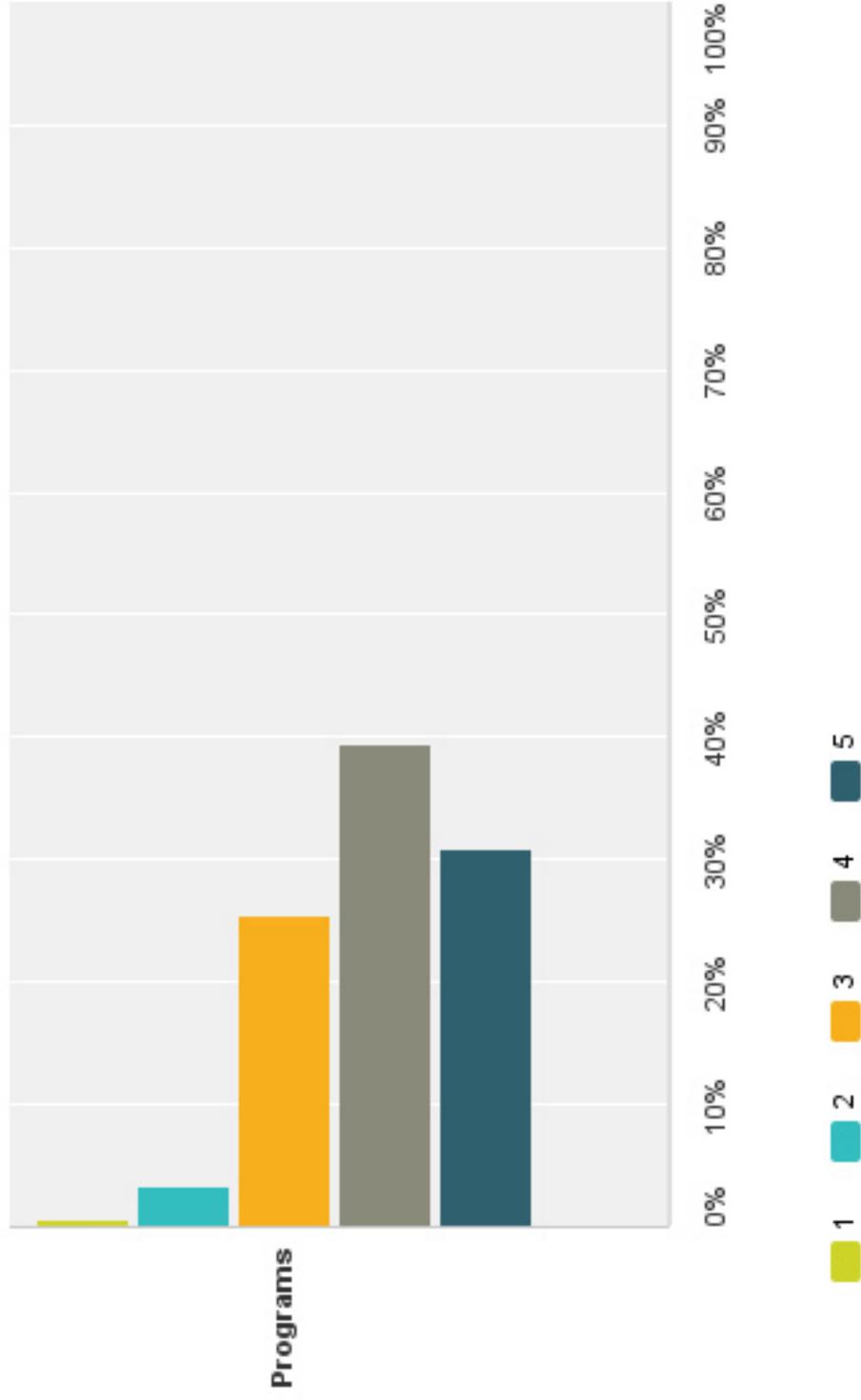
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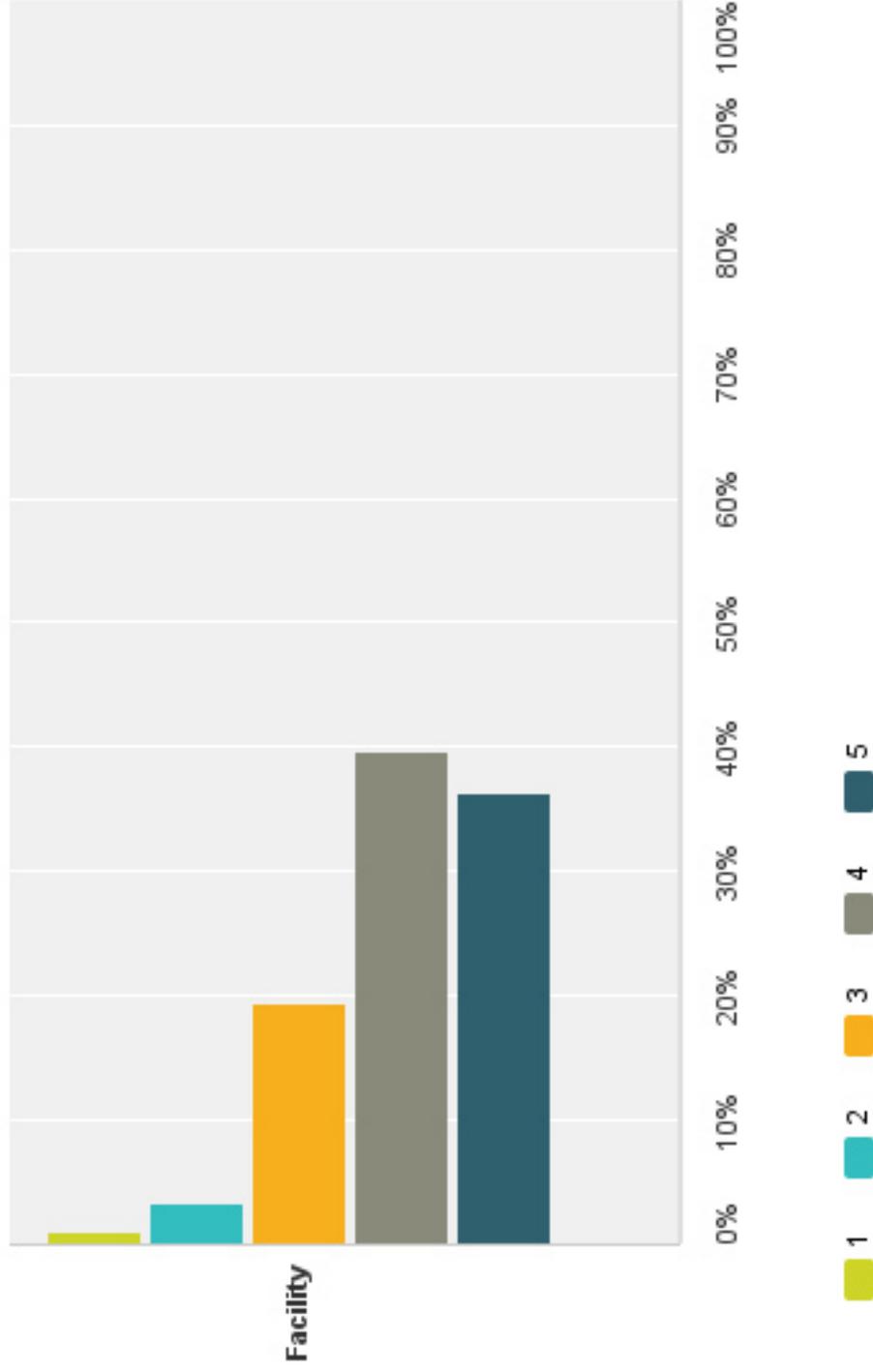
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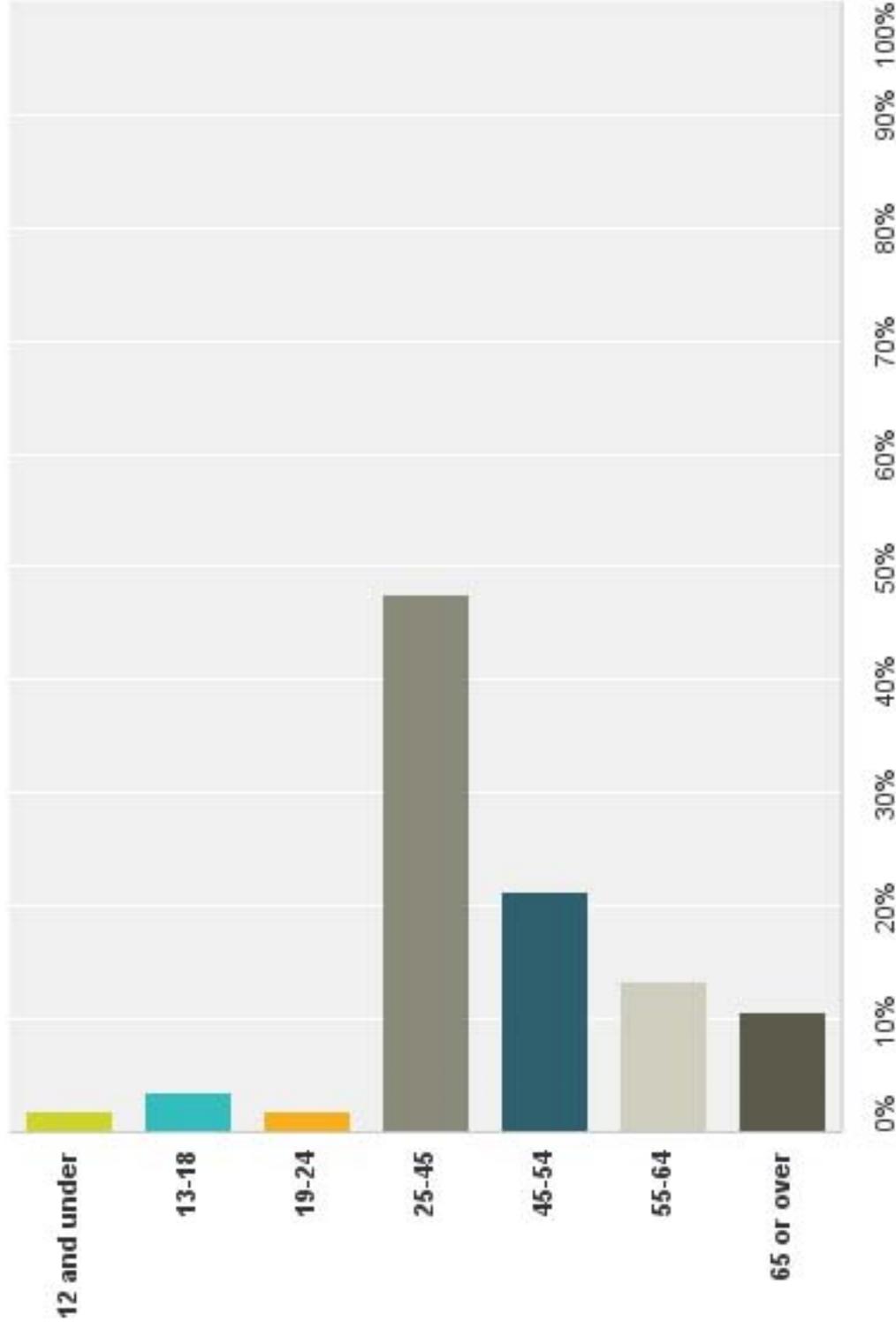
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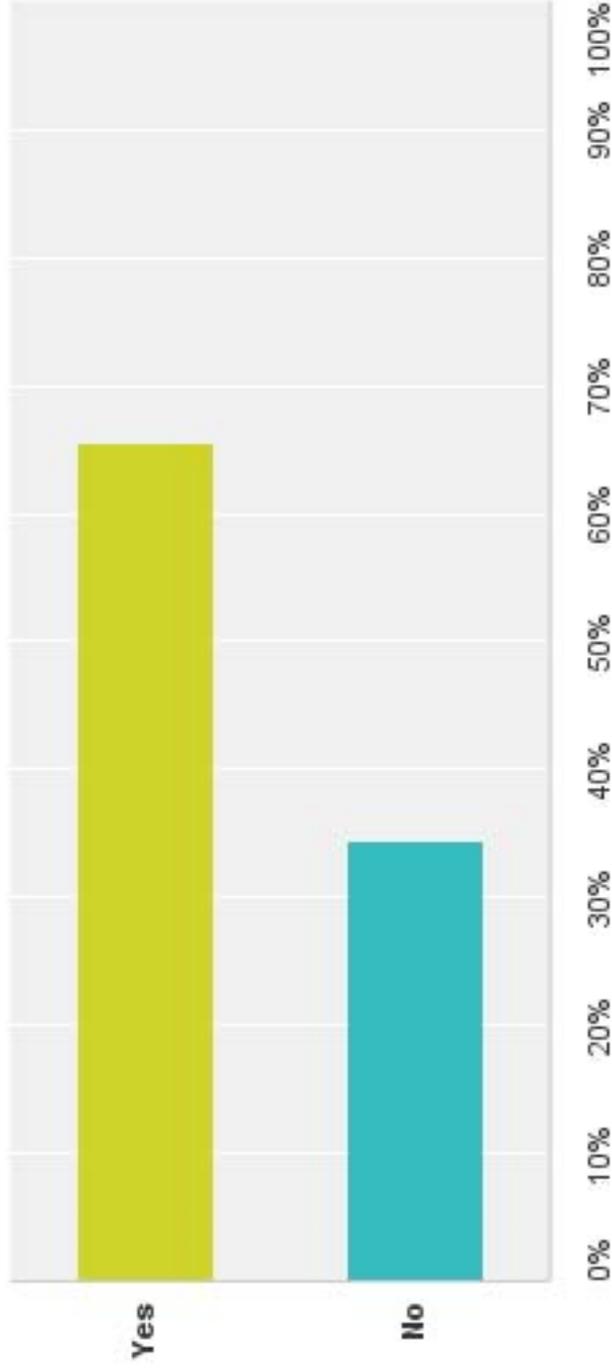
Q15 What category does your age fall into?

Answered: 2,001 Skipped: 86



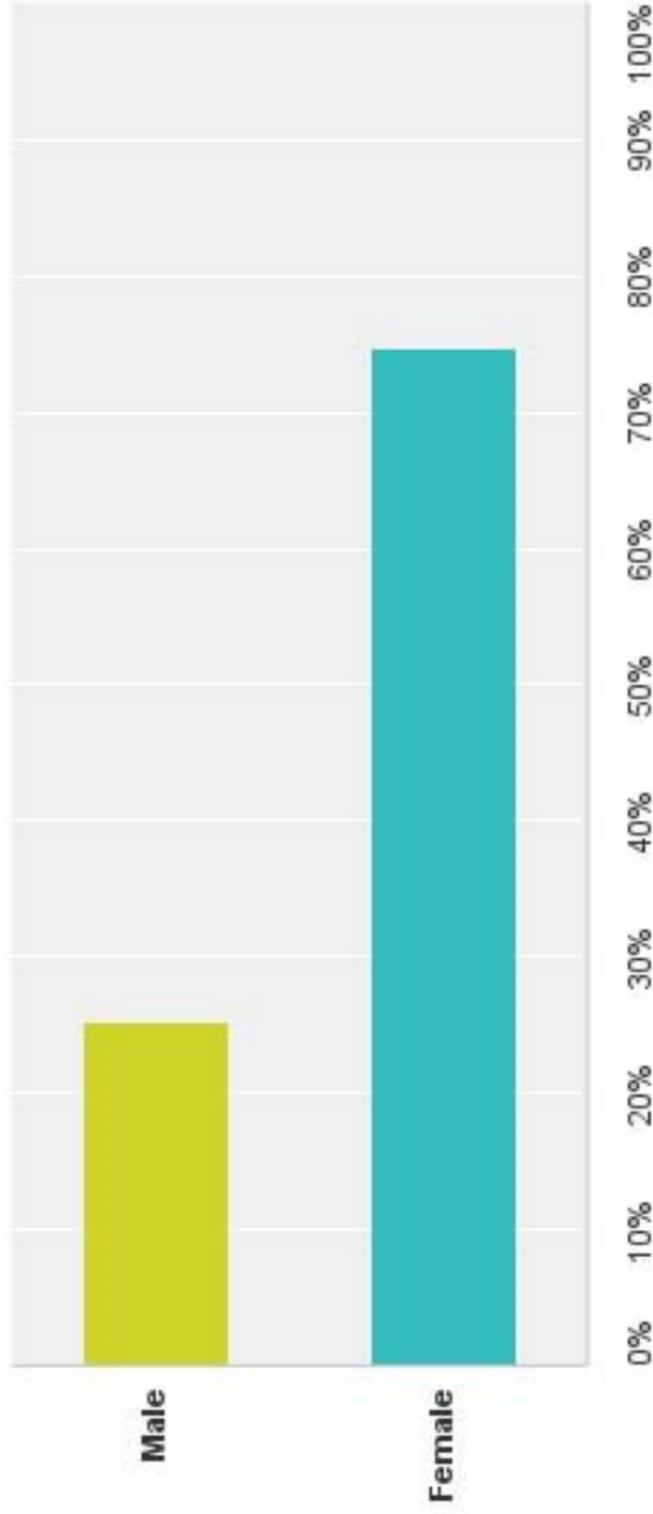
Q16 Do you have kids under the age of 18 in your family?

Answered: 1,992 Skipped: 95



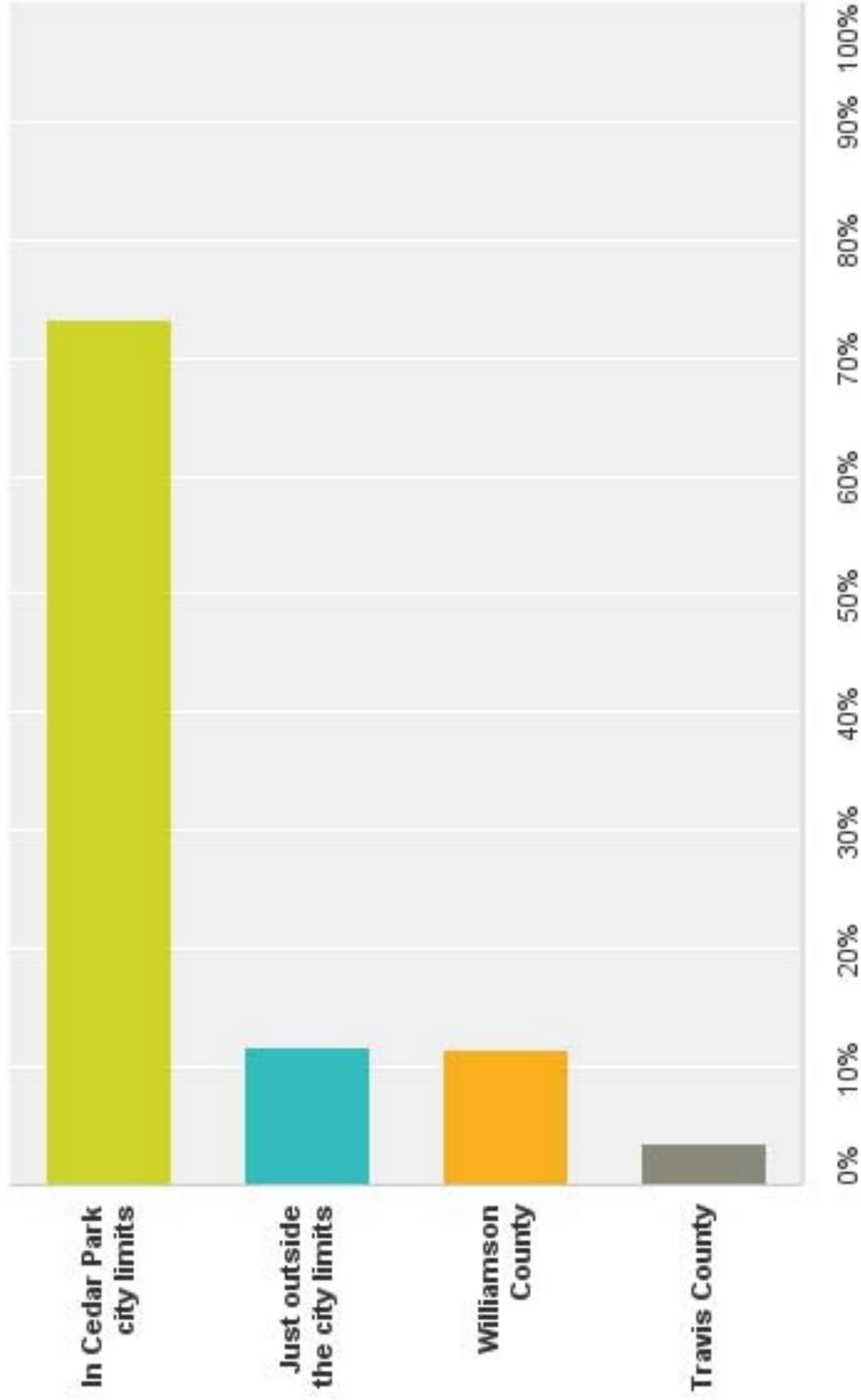
Q17 Are you male or female?

Answered: 1,986 Skipped: 101



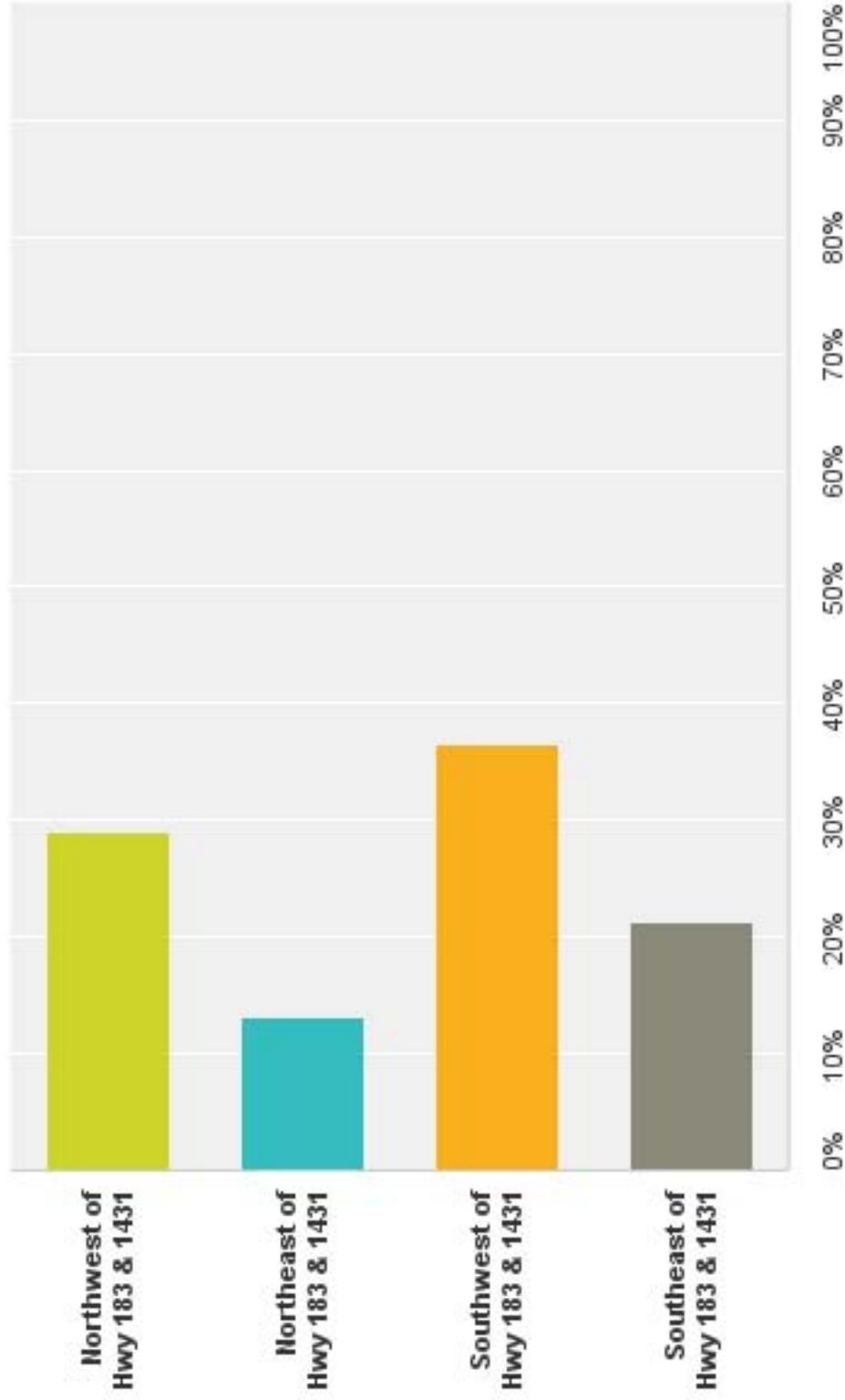
Q18 Where do you live?

Answered: 1,985 Skipped: 102



Q19 If you live in Cedar Park, which quadrant of the city?

Answered: 1,622 Skipped: 465



Branch Option

There are several factors to consider when evaluating whether a branch library facility is appropriate for Cedar Park. These factors include:

- Demographic factors
- Geography
- History and neighborhood identity
- Economic forces, including needs for preservation or redevelopment of neighborhoods
- Operational and budgetary considerations

Cedar Park, with a 2015 population of about 66,890 and an ETJ population adding another 17,300 for a service area population of 83,190 and a potential future population at build-out of perhaps 98,000, is in a middle range of cities in terms of library branch facilities. The size of the city alone is not a compelling reason to build more than one library facility. Cedar Park incorporates 33.3 square miles. In the absence of other factors, it appears that a single facility can serve the population adequately.

On the other hand, there are some reasons to examine the possibility that the community could ultimately be better served by more than one service location.

Overall library use is generally higher with more than one location if each location is adequately stocked, equipped, staffed and funded. The proximity of a library to the residents it serves is a significant factor in how likely they are to use it on a regular basis. If people do not perceive that the library is convenient, they will not use it. If the drive is too long, or the library too distant, if there are physical or cultural barriers separating residents from the library, they will not use it.

Cedar Park’s Arterial Roadway Plan draws an obvious conclusion that while there are multiple avenues available for north – south travel in Cedar Park, the options for east – west travel are limited to only a few streets. These include Whitestone (RM 1431) as the most effective east-west connector, serving as the primary east-west corridor, and New Hope Drive, Buttercup Creek Boulevard, and Cypress Creek Road/Brushy Creek Road also providing east – west travel paths. On the north-south axis the heaviest travel corridor is Bell Boulevard (Hwy 183), and this is especially true if one considers primarily local traffic rather than regional traffic.

Because ease of access heavily influences how well a public library will be used, these travel factors favor a location at or near the Cedar Park Library’s current location, which is very near the center of the city and also near the intersection of the most important North/South and East/West traffic corridors.

A look at typical Drive Times from the various neighborhoods in Cedar Park shows that the times and distances are not excessive.

Cedar Park Library – Estimated Drive Times from selected neighborhoods		
	Distance from Library	Estimated Drive Time
1600 Block of Fall Creek Dr.	3.5 miles	9 minutes at 10:30 am
1700 Block of Carriage Hills Tr.	3.0 miles	7 minutes
800 Block of Palo Duro Dr.	1.3 miles	5 minutes
200 Block of Saddle Ridge Dr.	4.5 miles	10 minutes
1103 Camden Cove	2.2 miles	7 minutes

Library planners generally consider that drive times no greater than 10 – 15 minutes should be judged very convenient. As you can see, all of these driving times are within that limit, and cannot be considered burdensome to residents from any section of the city.

There is usually a related behavioral factor at work also: people typically are less willing to travel away from what they perceive as the center of their world than they are to drive toward the center, and when they do they are not willing to travel as far. For daily commuters in Cedar Park, this factor tends to make the current library location seem farther from the southwestern or southeastern parts of the city than it actually is. This effect would be exaggerated for a location in the northern section of the city.

Countering this effect is a general willingness of people to travel farther for the kind of bigger, more attractive resources that would be offered at an expanded and centrally located new library.

In general, these geographic factors do not argue in favor of a second facility in Cedar Park.

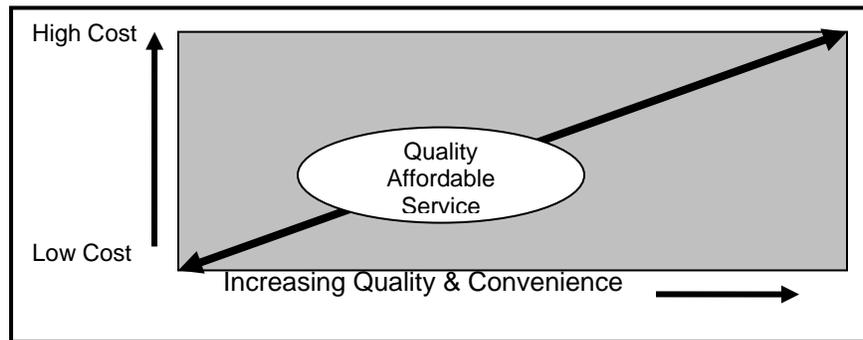
There are also disadvantages to branch libraries that should be weighed in deciding whether and what sort of branch library service to provide. These factors, which all ultimately come down to increased Operating Costs, include:

- Capital cost of the facility;
- Additional staff required to operate the branch;
- Need to duplicate many of the existing resources in the main library;
- Higher operating costs of multiple facilities
- Increased administrative costs to run multiple facilities.

A key factor to bear in mind when planning for library services is the tradeoff between operating costs associated with providing services from multiple locations, and the quality of services that can be delivered to taxpayers. It is certainly true that people will use facilities that are conveniently located near where they live or work, and if the services offered are high in quality they will use them heavily. At the same time, it is critical to avoid the trap of building more branches or other service outlets than the tax base or the budget can support.

It can be helpful to think of the balance between convenience and the cost of providing services as a continuum, with high quality and convenience, together with matching high operating costs, at one end of the scale, and low quality, low convenience, together with lower operating costs at the opposite end of the scale.

CHART 1-1



Each facility has substantial fixed operating costs just to open the doors each morning. In addition, each requires some level of duplication of the basic services, including basic collections, staffing, and hours of service. Too many branches can impoverish a library's budget and condemn it to providing substandard levels of service, as many communities have found to their long-lasting regret. Rather, it is usually prudent to build fewer but larger facilities, and pay close attention to the location of each so as to provide the optimum coverage and convenience.

There's ample evidence of the fiscal challenge for medium sized cities in providing library service from more than one location, simply in the scarcity of examples.

There are 30 libraries in Texas serving populations of 50 – 100,000
Only 1 of the 30 operates a branch:

The Longview Public Library operates a small reading room inside a neighborhood community center. The Broughton Branch is open 20 only hours per week, from 2:00 – 7:00 Monday through Thursday. The City of Longview has a population of 81,000 spread over a geographical area nearly 2.5 times the size of Cedar Park

The only other example of a branch for libraries serving populations of 50,000 – 100,000 is no longer a branch library. The Clint Murchison Memorial Library (Henderson County Library), based in Athens, TX, operated a small branch in the City of Chandler, 24 miles away. The Chandler Library became an independent municipal library as a department of the City of Chandler in 2010.

In looking at other Texas public libraries, there appears to be a clear population size break-point at which branch libraries become a logical solution to distribution of service. Multiple branch systems become more prevalent in well-supported libraries as the population grows beyond 120,000, and the number of branches grows as the size and complexity of the community increases.

Based on these factors plus the duplication of collection and staffing cost a branch option is not recommended by the consultant. The above information was presented to the Cedar Park City Council August 8 2014 and the agreed with this recommendation.