Waukesha Public Library
Strategic Plan 2012 – 2013

2011 Wisconsin Library of the Year

WPL
Waukesha
Public Library

Inspiration • Ideas • Information
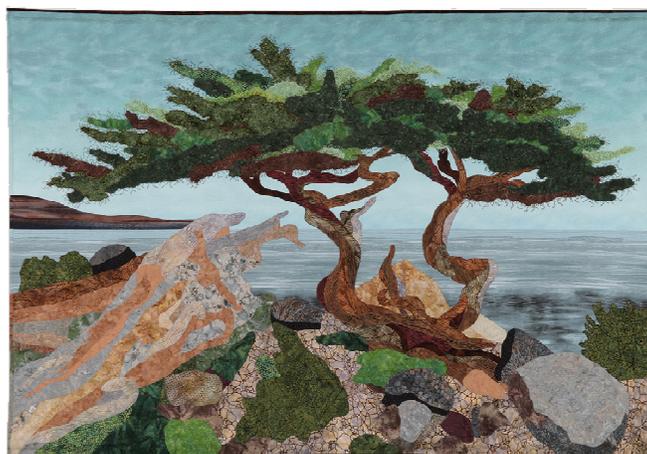
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INTRODUCTION

This report details the results of the planning process carried out by an ad hoc committee of members of the Waukesha Public Library's Board of Trustees, the library director, and the Library's management team from September 2011 to February 2012.

The results of an analysis of the strengths and weaknesses of the Library, as well as the opportunities and threats that it faces, were particularly important to the process and the resulting plan. This analysis was carried out by members of the Library Board, the Friends of the Library Board, managers, and staff.

The document validates the vision and mission written in late 2008, updates the goals, and develops a series of accompanying strategies to be achieved within the next two years.

All aspects of the Library's operation received careful consideration, including funding, staffing, the collection, services, marketing, the physical plant, and technology. The report details these items in the seven strategic initiatives beginning on page seven.

State caps on municipal budgets, which have been in place since 2006, have forced the City of Waukesha to make serious reductions in the budgets of all departments. This loss of funding has precipitated significant changes in the operation of the Library.

The Appendix to this report includes the conclusions of the SWOT analysis, as well as statistical data on the Library as compared to other libraries in the county, state, and nation.

A plan is, of course, only a set of guidelines. Changes in circumstances, evolutions in technology, and the requirements of government, the public, and other stakeholders may necessitate changes from the plan as presented.

VISION, MISSION, AND SERVICE PHILOSOPHY

Vision

Waukesha Public Library will provide a welcoming and dynamic environment where citizens of all ages can find the inspiration, ideas, and information necessary to achieve their full potential. Staff will be committed to serving the public in a customer centered and pro-active manner, providing a wide variety of materials, resources and services.

Mission

Waukesha Public Library: the community's best source for inspiration, ideas, and information.

Service Philosophy

As library staff, we provide courteous, responsive, quality service to our citizens. We believe in putting the customer first and that how we treat people is more important than anything else.

- o Therefore:

  - o We respect our customers.
  - o We seek innovations to benefit our customers.
  - o We meet our customers' needs by providing accurate, complete, diverse, and up to date information and materials.
  - o We believe customers deserve efficient service from knowledgeable staff.
  - o We listen to our customers and respond to their ideas and concerns with fairness and flexibility.
  - o We recognize that quality staff is key to achieving our goals. We believe great internal customer service creates great external customer service.

- o Therefore we encourage:

  - o Collaboration and open communication among staff.
  - o Staff input, differing points of view, and creativity.
  - o Continuing education, self-improvement, and professional involvement.

Governance and Budget
According to Wisconsin State Statutes, an eleven member board of trustees hires the Library Director, sets policy, and maintains exclusive fiscal control. The City of Waukesha acts as the Library's funding partner. The Library's 2012 budget is $3,689,935.

Facility
The Library is a 71,566 square foot facility located in a park in the geographic center of the City, adjacent to downtown. There are no branches. The original 1904 Carnegie library, which now houses a large periodical reading room, was added to in 1937, 1964, 1988, 2005, and 2010. Special spaces include a Teen Zone and an Early Learning Center.

In future years, the Library will need to address the issues of insufficient parking, an under-sized meeting room, and insufficient public service space. The last space needs study was completed in 2000 and needs updating during this planning cycle. The Library's 2013 capital improvement budget includes a request for funding to hire a consultant to work with the Director and Board to achieve such a report.

Collection
The Library is committed to serving the needs of all citizens. In order to do this effectively, the Library strives to provide a balanced collection that includes print materials, non-print materials, and access to the Internet and electronic content. As of January, 2012, the collection contained 343,968 items. Approximately 31% of the collection is intended for use by children.

The Library has responded to public demand by developing collections of non-print materials (DVDs/videos and audiobooks/music in several formats) that State standards rank as excellent. However, the number of volumes in the Library's book collection ranks at the State's moderate level for its service population size. Over the past six years the Library's annual materials budget has been slashed from the excellent level to just above the basic level, making it increasingly difficult to sustain these rankings.

Currently, it is also difficult to make available the kind of access to electronic content that would be desirable. This is due to copyright and other legal restrictions, as well as cost, a constantly changing market, and the need to purchase content as a State or System.

Staffing
Although the current level of staffing exceeds County standards for municipal populations, the Library falls below the basic level of staffing when compared to State standards for service populations. Over the past five years, the Library's table of organization has been reduced by five positions, or more than ten percent of its staffing. This is particularly striking in note of the fact that Waukesha ranks as one of the busiest libraries in the State. Also of note is the current and anticipated turnover due to retirements; a new Library Director and Manager of Children's Services will be hired in 2012, as well as at least two full-time reference librarians.

Circulation

Waukesha Public Library consistently circulates 1.3 to 1.5 million items annually, making it one of the most heavily used libraries in the State. In 2011, 36.8% of the circulation was non-print (CDs, DVDs, other media). 37.5% of the circulation was children's materials.

Services

The Library provides a range of services for adults, young adults, and children. These include a staff of skilled information specialists, reading recommendations for all ages, library tours and instruction, and programming for all ages, including book discussion groups and computer instruction. The Library also offers wireless Internet access, hold requests, interlibrary loans of materials not owned by this library, and an Internet accessible library catalog.

Technology

In March, 2011, the Library transferred operation of CAFÉ, the integrated library system that was owned and operated by the Library and shared by fifteen of the sixteen public libraries in Waukesha County, to the Waukesha County Federated Library System. This shift will allow the Library to better focus on its core mission and service programs.

Honors

The Library has consistently ranked in the 90th percentile of the HAPLR ratings, a nationally recognized index that ranks public libraries according to a variety of input and output measures. Budget cuts in recent years have, however, resulted in some downward trending. Output measures associated with the Library rank much higher than the Library's input measures, emphasizing that the Library is operating beyond normal expectations.

In 2011, the Library was named Library of the Year by the Wisconsin Library Association. The Library's many partnerships, its proactive planning, its two-phase building project (with special spaces for very young children and teens), its community-wide reading program, and public art program, were cited as particular strengths.

Library Staff Celebrate 2011 Wisconsin Library of the Year!

KEY CONCLUSIONS

1. The Library will strive to be a destination within the community as well as a source for electronic content. This will entail striking a balance between those services that invite community members to visit the Library's building (print collection and media, public access computers, programming, community spaces, Early Literacy Center) and those services that may be used at a distance (Library's website, databases, downloadable electronic content).

2. Despite current fiscal constraints, the Library is committed to working to meet Wisconsin State standards for public libraries at the moderate to excellent level.

3. The Library will continue to explore opportunities for full and/or additional funding. These will include working with the City of Waukesha to ensure funding at a level that maintains current service programs and meets Waukesha County's standards for local libraries, as well as pursuing ideas for alternative sources of revenue.

4. The Library will remain committed to providing customer-centered and knowledgeable staff members who can meet the service needs of community members. The Library will also continue to pursue technological solutions that will allow a greater number of staff members to concentrate their efforts on directly serving the public.

5. The Library will pursue multiple means of raising community members' awareness of the Library and available services.

6. The Library will maximize use of the current collection by making new and returned materials available in a timely manner, and will use multiple means to tailor the collection to the community.

7. The Library will continue a broad range of services for youth and teens, as well as endeavor to provide programs and services that address the changing informational needs of the community.

8. The Library will strive to offer new technologies selected to meet changing needs; offer information, ideas, and inspiration in its most convenient format; and allow uniform access to technologies that enhance the individual's capacity to reach his or her full potential.

9. The Library will analyze the space necessary to provide library services to the community over the next twenty-year period. It will seek long-term solutions to the need for additional parking and meeting spaces.

STRATEGIC INITIATIVES

Strategic Initiative #1: Maximizing Resources in a Tough Economy

Background

Directives at the State level and changes to State law have forced a crisis in funding for many municipalities in Wisconsin. Since 2006, the City of Waukesha has been forced to make serious reductions in the budgets of all departments. The situation has continued through the development of the 2012 budget. It is unlikely that the situation will improve in 2013.

Over the past six years, the Library has reduced its staffing by five full time equivalent positions. In 2006, the Library's materials budget was reduced by 15%; the 2012 materials budget is slightly below its 1999 level. Other line items have been similarly reduced.

Strategies

1. Work with the City Administrator, City Finance Director, City Finance Committee, and City Council to ensure that the Library's annual budget allows for continuation of core services.

2. Work with City leaders to ensure that the Library's annual budget meets Waukesha County's standards for local libraries.

3. Work with City leaders to ensure that the impact fee that is levied on new homes includes funds to cover the capital costs that new residents bring to the Library.

4. Assist Friends of the Library in developing their capacity to contribute toward the cost of those items that "make a good library great."

5. Explore supplemental means of securing revenue (grants, fundraising, etc.).

6. Continue to explore efficiencies and alternatives that will allow the Library to deliver services in the most economical manner.

7. Within the timeline established by the Act 150 Planning Committee, work with the other libraries in Waukesha County to urge Waukesha County to reconsider sharing the Capital Costs of public libraries in Waukesha County.

Strategic Initiative #2: Maximizing Our Greatest Resource - Our Staff

Background

The Library's Service Philosophy states, "As Library staff, we provide courteous, responsive, quality service to our citizens. We believe in putting the customer first, and that how we treat people is more important than anything else." Consistent staffing levels and training are keys to developing a knowledgeable, enthusiastic and customer-focused workforce.

Over the past five years, the Library's table of organization has been reduced by five positions, or more than 10% of its staffing. This significant loss has resulted in the reduction of hours the Library is open. Beginning in January 2012, the Library will be closed on Friday evenings at 5:00 p.m. Previously, the Library had been open until 9:00 p.m. on Fridays. At this time, the Library remains at the enhanced level for hours open when compared to State standards based on service population, despite the fact that it does fall below the basic level of staffing.

The Library has compensated for a less than desirable level of staffing in numerous ways:
1. Seizing the opportunity to use technology to automate routine operations wherever possible
2. Looking for efficiencies wherever possible
3. Senior staff members with dual management responsibilities
4. Staff members who are cross-trained

These efforts will be continued in the 2012-13 Plan.

The current and anticipated turnovers due to retirements will also impact staff in the coming years. A new Library Director and Manager of Children's Services will be hired in 2012, as well as at least two full-time reference librarians. The loss of several employees, each with 15 to 28 years of experience, will place a strain on remaining staff members.

Changes as a result of Wisconsin's 2011 Budget Repair Bill will also need to be addressed. The Labor Agreement between the City of Waukesha and Library employees will conclude at the end of 2012.

Strategies

1. Review staffing levels within departments, striving to make optimal use of existing staff by prioritizing those activities most critical to the Library's mission.

2. Plan for turnover as more staff members approach retirement age.

3. Educate staff members on the process of knowledge journaling and encourage the use of this practice.

4. Standardize the new employee orientation process across departments.

5. Plan for a transition from an environment where most staff members work under a labor agreement to an environment where staff members are no longer represented.

6. Develop and implement a process for performance evaluations.

7. Conduct a staff technology survey to determine individual competencies and design staff education opportunities to enhance capabilities.

8. Implement in-house training for staff members in such areas as changing technologies, workplace safety and security, and working with specific populations.

9. Provide opportunities for staff to participate in a variety of continuing education opportunities, including conferences, workshops, seminars, online learning and visits to other library facilities.

10. Increase the number of staff members who are cross-trained.

11. Explore the possibility of creating a position requiring Spanish language skills and continue to seek applicants for all positions with these skills.

12. Provide all staff members who have email access the necessary training to utilize the email system most efficiently including training on appropriate handling of email per City policies.

13. Implement a "train the trainer" program for usage of the Library's phone system, developing phone experts in each department who can be a resource for other staff members.

14. Continue to pursue technological solutions that limit the need for staff to carry out routine tasks.

15. Formalize a process for developing opportunities for interns.

16. Continue to study customer service-related issues with the Customer Service Committee in order to recommend new practices and strategies to improve the Library's service to the public.

Strategic Initiative #3: Marketing Our Services to Our Community

Background

The competition of alternative information providers, the increased competition for leisure time, as well as rapidly changing technologies, have created a need for the Library to review its approach to promoting its service program within the community. Additional marketing and public information is necessary to raise the Library's visibility within the community and to increase citizens' awareness of its programs and services.

Strategies

1. Communicate the Library's service program and achievements, as well as the value of libraries, through such means as:
   - the Library's website
   - the Library's e-newsletter
   - press releases
   - dedicated pages in the Parks, Recreation, and Forestry Department's seasonal booklets mailed to all homes in the City
   - presentations to be played on the three monitors within the Library

2. Develop a comprehensive marketing plan that will focus on use of new technologies including social media.

3. Continue to facilitate one or more large-scale celebrations promoting reading and literacy for the community (Waukesha Reads).

4. Seek community partnerships and collaborative projects.

5. Increase the Library's presence at community events and other outreach locations, possibly through the use of Friends members or other volunteers.

6. Continue visits to elementary, middle and high schools with booktalks, book discussions and information about library services.

7. Highlight the Library's public art collection by developing materials such as an audio tour of the collection for those visiting the Library, a video tour to be placed on the Library's website, and by increasing art programming.

8. Ensure that primary public information pieces are available in Spanish.

9. Develop promotional materials related to services for residents with vision, hearing and other physical challenges.

Strategic Initiative #4: Collections that Meet Community Needs

Background

As of January 2012, the Library offers a collection of 343,968 items: 283,804 print materials (books, magazines, newspapers), 42,912 non-print (audiocassettes, CDs, DVDs), and 17,252 electronic resources (eBooks, OverDrive resources and online government documents). Approximately 31% of the collection is intended for use by children.

Goals in meeting the collection needs of the community include:

- Providing access to a wide variety of print and non-print resources
- Providing materials of interest to a diverse service population
- Maximizing use of library materials by timely processing of new and recently returned items
- Responding to changes in the publishing industry
- Responding to changes in format and informational demands

Strategies

1. In order to maximize use of materials, continue to measure current turnaround times for recently returned items and continue to develop strategies to streamline shelving processes and shorten the turnaround time.

2. In order to maximize access to newly purchased items, continue to measure average number of days between the acquisition of an item and when it is available for checkout. Continue to develop strategies to reduce this time and make items available to customers more quickly.

3. Continue to analyze the demand for print items, non-print items, and electronic content and shift buying patterns accordingly.

4. Investigate and purchase new formats as they become available.

5. Continue to build the size of the Spanish language collection by at least ten percent per year, with the goal of eventually increasing the ratio of number of Spanish language items per thousand citizens for whom Spanish is the primary language to the level of English language items per thousand citizens of total service population.

6. Evaluate the Library's nonfiction collection, especially with consideration to the size and organization, and develop and implement a plan to more closely tailor composition to use.

7. Develop a policy regarding the addition of works by self-published and/or local authors.

8. Explore additional or alternative methods of providing eBooks and other electronic content.

9. Investigate the technical and public services implications of adopting Resource Description and Access (RDA) cataloging rules.

Strategic Initiative #5: Services that Meet the Community Needs

Background

The Library strives to provide programs and services that meet the changing informational needs of Waukesha's diverse population. Staff feedback indicates a high demand for information related to technology.

Significant populations the Library seeks to serve include seniors, the Spanish speaking community, and job seekers. According to the 2010 U.S. Census Bureau reports, 10.6% of the City's population is over 65 and 12.1% of the City's population are persons of Hispanic or Latino origin. While reports from the Bureau of Labor Statistics indicate some decrease in the unemployment rate in Waukesha County in late 2011, unemployment continues to be a significant issue for many citizens.

Strategies

1. Implement a community study to determine areas of interest to citizens. This could include such activities as surveys and focus groups.

2. Seek opportunities to provide technology training for customers of all ages.

3. Cultivate a relationship with La Casa de Esperanza through the Library's designated liaison to assist in identifying the information and literacy needs of the Spanish speaking community.

4. Continue to offer programs in Spanish for children and families.

5. Continue to work with the Teen Advisory Group to gain insight and feedback on services and to identify and develop new activities of interest to teens.

6. Continue to emphasize services and programming for children, their families, and caregivers.

7. Partner with schools and community agencies to facilitate rotating displays of art created by children and teens.

8. Investigate an alternative, less staff-intensive model for Outreach Services by engaging facility activity coordinators and volunteers.

9. Develop programming aimed at seniors.

10. Partner with Workforce Development Center or other agencies serving job seekers to provide services and information for this population.

11. Enhance the existing volunteer program by increasing the number of participants, identifying tasks that will appeal to volunteers, and developing a more effective means of coordination/supervision.

Strategic Initiative #6: Supporting Literacy and Education

Background

There is strong, broad-based support by library customers for programs, services, and materials for children. Discoveries in neuroscience in recent years have given us a better understanding of how a child's brain develops. The message is simple: Babies are born learning. Throughout their first years everything children do or see that involves letters, reading and writing is preparing them to actually read and write.

Strategies

1. Capitalize on research on the significance of early brain development by emphasizing services, collections, and programming for the youngest children and their families and caregivers.

2. Develop a program to increase awareness and use of the Library's early learning center.

3. Promote reading among residents of all ages by providing programming based on books and by expanding reader's advisory services. This would include such initiative as a community-wide reading program, book discussions for all ages, summer reading programs, displays and booklists, and the use of Bookletters to promote books on the Library's website.

4. Initiate at least one means by which library customers will be able to share reading recommendations with each other.

5. Bring the expertise and knowledge of the children's library staff to the schools through classroom book talks and after school programming.

Strategic Initiative #7: Using Technology to Meet Community Needs

Background

There are two major challenges to today's library with regards to technology. The first is the increasing ubiquitousness of electronic books and readers and how the library can provide such services to its customers. The second is the increasing use of smarter mobile phones by the Library's customer and what the Library can do to support those customers and create a mobile experience that makes them return to the library. There are other technological concerns and opportunities—some known and some unknown—and the Library will continue to research and implement solutions and services.

Initiative 7 A. Internal Technologies and Programs

Strategies

1. Implement changes in the setup of the public access computers in order to allow customers short-term access without taking up an entire computer for the customer who needs more time to work.

2. Streamline the implementation of replacement and new computers as well as updating and upgrading existing computers through disk imaging or a similar technology.

3. Form a technology committee to hear and discuss technological concerns from around the building and to investigate potential future projects.

4. Take advantage of our active teen customer base so the Library can be an active participant in Teen Tech Week (held annually in early March).

5. Begin an eReader program so that customers can check out eReading devices. Provide several different types of readers so that customers have the opportunity to see how the different devices work.

6. Increase the number of computers available to the public by creating a laptop lending program so that when all the desktop computers are in use, customers can check out a laptop that can be used anywhere in the library.

7. Take advantage of the Library's wireless network for a tablet-lending program in the children's area.

8. Work with the City to improve our telephone service and help research the implementation of a new phone system.

Initiative 7 B. External Technologies and Programs

Strategies

1. Continue researching the replacement of our current manual check-in and sorting system with an automated system.

2. Assist the County with the migration to a new Integrated Library System (ILS).

3. As part of the new ILS, work with the County to implement online payments for customers.

4. Develop a new procedure for sending out overdue notices.

5. Create a mobile version of the website.

6. Create a Spanish language version of the website.

7. Investigate what services can be provided to/with mobile devices. Examples include creating an app, mobile reference, and smartphone scanners for checkout.

8. Migrate the website to a Content Management System (CMS) which will allow for greater ease in updating and integration with social network sites like Facebook.

9. Continue to research and develop ideas for the website to provide more online services to our customers.

10. Make video recordings of WCFLS workshops and simple how-to guides (i.e., how to set up a Facebook account, how to use the library catalog, etc.) and put them online.

11. Investigate the possibility of getting involved in national library programs like Geek the Library.

12. Create social media outlets for the library including a Facebook page and Twitter accounts.

13. Continue to investigate emerging technologies and implement them where appropriate.

Strategic Initiative #8: Community Spaces, Accessible and Secure Places

Background

To develop and enhance the library building with sufficient space, equipment, furnishings and security to enable staff to provide high quality service for all library customers in a safe and accessible facility.

Strategies

1. Continue with the painting plan developed by Engberg Anderson using our new color schemes.

2. Continue to keep the Library's Problem Behavior Manual and Building and Safety Procedures Manual current.

3. Hire a space needs consultant to determine whether the Library's space meets the need of our customers and staff.

4. Create a policy/procedure for use of the children's programming space.

5. Perform a survey of existing storage space and determine current and future storage needs.

6. Create a maintenance calendar for what happens over the course of the year and beyond (i.e., furniture cleaning, exterior work, seasonal work, painting chipped shelving, etc.).

7. Evaluate the Library's recycling program and take appropriate actions.

8. Assist City engineering with replacing our chiller unit and tying the HVAC controls together.

9. Create a formal security training document and procedure for new security employees.

Appendix Material

Appendix 1: Library's Strengths, Weaknesses, Opportunities, Threats

During November 2011, members of the Library Board, Friends of Library Board, management staff, and employees in every department of the Library completed an exercise concerning the Library's strengths and weaknesses, as well as threats and opportunities facing the Library.

Strengths that were listed by multiple groups included:

- Quality of staff – experienced, enthusiastic, educated, knowledgeable, hardworking, dedicated, focused on good customer service
- Committed Library Board
- Supportive Friends of the Library organization
- Comfortable, safe facility, including new children's area with programming space and early literacy center, and Teen Zone
- Central location adjacent to revitalized downtown
- Collection size, quality, and variety
- CAFÉ membership allows customers to access materials in fifteen library collections
- Convenience of being able to hold and renew materials online
- Technology, including Internet access and wireless service
- Children's programming
- Public art collection and connection to artists and art community
- Plan/policies for safety and security within building
- Partnerships and collaboration within the community
- Good to great community support
- Good to great customer service
- Highly visible *Waukesha Reads* program
- Good hours of operation
- Library of the Year recognition

Weaknesses that were listed by multiple groups included:

- Budget constraints that have resulted in reductions in funding and staffing
- Lack of multilingual staff; service to Spanish speakers
- Limited use of social media; no access for users of mobile technology
- Limited meeting space/places to collaborate
- Limited parking for library customers
- Phone system difficult to use
- Need more cross training in order to be able to float staff to areas of need
- Delay in reshelving returned materials

Opportunities that were listed by multiple groups included:

- Capitalize on Library being named Wisconsin Library of the Year
- Build upon success of Waukesha Reads
- Development of technology in the areas of social media, access for users of mobile technology, e-Book content, and gaming
- Further development of website

- Increased use of volunteers
- Staff turnover due to retirements – new ideas
- Additional spaces for collaboration and public meetings
- Poor economy means more people are turning to libraries
- Increased programming for adults

Threats that were listed by multiple groups included:

- Staff turnover due to retirements – loss of experience
- Budget constraints, including reductions in staffing
- Decreasing support at State level
- Fast pace of changing technologies
- Format changes (Blu-Ray, streaming content, eBooks, other electronic content)
- Competition from alternative information providers such as Netflix (movies) and Amazon (eBook rental) may erode our customer base
- Increased competition for leisure time; library habit may be less ingrained among younger generations - traditional image of libraries – remaining relevant in changing world
- Location close to downtown leads to security issues

Appendix 2: Comparison of Waukesha to Peer Libraries

The table below compares ninety-seven Great Lakes libraries in the 50,000 to 100,000 population range at the 25th, 50th, and 75th percentile levels, with Waukesha Public Library.

Note that Waukesha's input numbers for available financial and staffing resources have an average score of 31%, while the output measures average 68%.

On the input side of the ledger, FTE staff per 1,000 residents is very low, and materials $ per capita and volumes per capita are relatively low. On the output side of the ledger, Waukesha Public Library ranks nearly at the top for circulation per staff hour, circulation per hour, and visits per hour.

This would indicate that the Library is using its resources extremely well. Waukesha's cost per item circulated is also very low, indicating an efficient organization at work.

97 Libraries in Great Lakes States in the 50,000 to 100,000 Population Category

Type	Category	25th percentile	50th percentile	75th percentile	Waukesha	Waukesha Percent rank
Input	Expenditure per capita	$36.18	$50.71	$67.38	$44.00	37.5%
	Public Access Terminals Per 1,000 residents	0.64	0.86	1.26	0.88	52.0%
	Volumes per Capita	3.11	3.83	5.08	3.36	33.3%
	Materials $ per Capita	$3.30	$6.26	$9.66	$4.42	28.1%
	Periodicals per 1,000 Residents	4.67	6.18	8.41	4.57	23.9%
	% Budget to Materials	10.4%	12.4%	13.9%	10.0%	21.8%
	FTE Staff per 1,000 residents	0.51	0.70	0.91	0.47	21.8%
Input Average						31.2%
Type	Category	25th percentile	50th percentile	75th percentile	Waukesha	Waukesha Percent rank
Output	Circulation per FTE Staff Hour	6.0	8.4	11.2	15.0	95.8%
	Circulation per Hour	80.0	143.4	243.1	392.9	94.7%
	Visits per Hour	50.2	82.9	112.7	152.0	89.5%
	Cost per Circulation (Low to High)	5.8	4.5	3.1	3.0	79.2%
	Circulation per visit	1.4	1.9	2.5	2.6	78.1%
	Collection Turnover	2.1	2.9	4.2	4.4	77.0%
	Circulation per Capita	6.8	11.6	18.0	14.7	67.7%
	Visits per Capita	4.6	6.4	8.2	5.7	41.6%
	Public Internet Uses per Capita	0.9	1.3	1.9	1.0	31.2%
	Reference Per Capita	0.5	1.0	1.6	0.6	29.1%
Output Average						68.4%

Appendix 3: Comparison of Waukesha to Selected Peers

Peer libraries were selected from among the ninety-seven libraries in Great Lakes states with a service population of 50,000 to 99,999. Service territory populations were compared to municipal populations. Consolidated county libraries were eliminated as not comparable. Libraries were scored in percentiles on total spending per capita, materials spending per capita, and full time equivalent staff per capita. These four percentiles were averaged and libraries were then sorted into high, medium, and low scoring libraries. Two libraries were then chosen at random from each of these categories for the resulting listing shown above.

Type	Category	WAUKESHA PUBLIC LIBRARY	DES PLAINES PUBLIC LIBRARY	EVANSTON PUBLIC LIBRARY	LA PORTE COUNTY PUBLIC LIBRARY	LEPPER LIBRARY (OH)	MANITOWOC PUBLIC LIBRARY	WEST BEND COMMUNITY MEMORIAL LIBRARY	Average
Input	Expenditure per Capita	$44.00	$128.85	$67.38	$51.72	$10.29	$41.81	$23.61	$52.52
	% Budget to Materials	10.0%	10.4%	13.2%	13.9%	9.4%	11.5%	13.4%	11.7%
	Volumes per Capita	3.4	5.4	6.9	6.1	1.6	4.4	3.6	4.5
	Materials $ per Capita	$4.42	$13.41	$8.88	$7.20	$0.96	$4.82	$3.16	$6.12
	Periodicals per 1,000 Residents	4.6	13.1	0.4	8.1	3.4	6.0	7.7	9.0
	FTE Staff per 1,000 residents	0.5	1.2	0.8	0.9	0.2	0.6	0.4	0.6
	Public Internet Uses per Capita	1.0	2.1	1.0	1.5	0.1	1.3	0.6	1.1
Output	Expenditure per circulation	$2.99	$6.60	$5.42	$3.64	$6.19	$3.67	$2.23	$4.39
	Visits per Capita	5.7	8.8	8.2	6.4	0.5	4.6	5.2	5.6
	Reference Per Capita	0.6	1.5	1.9	0.7	0.2	0.8	0.4	0.9
	Circulation per Capita	14.7	19.5	12.4	14.2	1.7	11.4	10.6	12.1
	Circulation per visit	2.6	2.2	1.5	2.2	3.2	2.5	2.0	2.3
	Collection Turnover	4.4	3.6	1.8	2.3	1.0	2.6	2.9	2.7
	Circulation per FTE Staff Hour	15.0	7.6	7.2	7.7	4.3	9.6	14.3	9.4
	Visits per Hour	152.0	80.1	76.3	27.8	10.6	87.0	92.9	75.2
	Circulation per Hour	392.9	177.8	115.6	61.7	34.0	216.1	189.7	69.7
	Public Access Terminals Per 1,000 residents	0.9	0.9	0.8	0.8	0.1	0.5	0.2	0.6

Appendix 4: Total Circulation at Waukesha

The total circulation at Waukesha Public Library is quite strong, both by historical comparisons and by comparisons to its peers elsewhere in the county.

Waukesha Public Library's circulation hit one million in 1990, then climbed another 50% to hit one and a half million in 2002. Circulation peaked at 1,570,712 in 2004, then began a long slow decline that has lasted for a decade.

While one can speculate as to the reasons for this decrease, Table 4 provides reasonable explanation. Within the past two decades, a majority of libraries in other communities within the County have expanded their buildings and strengthened their collections. As intended and appropriate, residents of those communities have transitioned to using their local library. Also, within the past six to eight years, the advent of the CAFÉ consortium has allowed library users to place holds on materials belonging to any library in the County and then have it delivered for pickup at their home libraries, negating the need to travel to Waukesha to borrow this library's materials.

Year	Waukesha Public Library
1991	1,085,299
1992	1,178,415
1993	1,168,612
1994	1,145,083
1995	1,164,389
1996	1,236,668
1997	1,248,768
1998	1,208,564
1999	1,144,983
2000	1,139,510
2001	1,348,837
2002	1,504,452
2003	1,558,647
2004	1,570,712
2005	1,507,656
2006	1,471,793
2007	1,413,122
2008	1,384,979
2009	1,369,999
2010	1,409,738
20 Yr Change	406,785

Appendix 5: Total Circulation at Waukesha and 15 Other Libraries in the County

During the period 2004 – 2010, circulation at many of the other fifteen libraries in Waukesha County increased due to new buildings in many of the communities surrounding Waukesha (Mukwonago, Muskego, New Berlin, Menomonee Falls, Pewaukee, Delafield), as well as the introduction of CAFÉ, a nearly countywide automation system which promotes sharing of materials between libraries.

Year	Waukesha P.L.	15 Other Libraries	Total	Waukesha P.L. % Total
1990	1,002,953	1,848,501	2,851,454	35.2%
1991	1,085,299	1,974,270	3,059,569	35.5%
1992	1,178,415	2,058,270	3,236,685	36.4%
1993	1,168,612	2,041,393	3,210,005	36.4%
1994	1,145,083	2,136,547	3,281,630	34.9%
1995	1,164,389	2,291,685	3,456,074	33.7%
1996	1,236,668	2,302,638	3,539,306	34.9%
1997	1,248,768	2,489,312	3,738,080	33.4%
1998	1,208,564	2,458,508	3,667,072	33.0%
1999	1,144,983	2,393,945	3,538,928	32.4%
2000	1,139,510	2,399,919	3,539,429	32.2%
2001	1,348,837	2,558,806	3,907,643	34.5%
2002	1,504,452	2,721,953	4,226,405	35.6%
2003	1,558,647	2,858,196	4,416,843	35.3%
2004	1,570,712	2,981,624	4,552,336	34.5%
2005	1,507,656	3,133,367	4,641,023	32.5%
2006	1,471,793	3,389,801	4,861,594	30.3%
2007	1,413,122	3,464,875	4,877,997	29.0%
2008	1,384,979	3,597,635	4,982,614	27.8%
2009	1,369,999	3,792,133	5,162,132	26.5%
2010	1,409,738	3,809,959	5,219,697	27.0%
20 Yr Change	406,785	1,961,458	2,368,243	-8.2%

Appendix 6: Net Lending by Waukesha Public Library and the Other 15 Libraries in the County

The number of materials that Waukesha Public Library has loaned to citizens who live outside the City of Waukesha has declined over the past fifteen years as other public libraries in Waukesha County have built new buildings and developed collections and services. The introduction of CAFÉ meant that citizens could order materials online, to be sent to their home library, instead of traveling to Waukesha. In 1995, Waukesha was responsible for 68% of the lending to residents of the County who lived outside the City; in 2010 this percentage decreased to 36%. This decrease in net lending is entirely appropriate and the development of so many other strong libraries in the County is to be applauded.

Net lending is a composite of three amounts: True non-resident use, crossover lending, and crossover borrowing. When residents of communities without their own libraries borrow from Waukesha Public Library that is True Non-Resident Borrowing. When residents of other library communities borrow items from Waukesha that is Crossover Lending. When Waukesha City residents go to other libraries in the County that is Crossover Borrowing.

Year	Waukesha P.L.	15 Other Libraries	Total	Waukesha P.L. % Total
1990	417,871	128,617	546,488	76%
1991	459,971	150,273	610,244	75%
1992	482,965	167,263	650,228	74%
1993	479,047	182,721	661,768	72%
1994	481,114	203,507	684,621	70%
1995	476,917	222,053	698,970	68%
1996	496,632	250,082	746,714	67%
1997	474,680	265,585	740,265	64%
1998	471,837	272,439	744,276	63%
1999	444,991	268,235	713,226	62%
2000	428,616	285,546	714,162	60%
2001	506,698	279,911	786,609	64%
2002	546,095	326,092	872,187	63%
2003	548,093	339,499	887,592	62%
2004	471,335	301,587	772,922	61%
2005	486,806	291,612	778,418	63%
2006	414,424	395,500	809,924	51%
2007	377,123	440,512	817,635	46%
2008	333,344	499,849	833,193	40%
2009	308,239	558,951	867,190	36%
2010	312,656	565,564	878,220	36%
20 Yr	105,215	436,947	331,732	-41%

Appendix 7: Population Projections – Wisconsin DOA

Waukesha Public Library serves the City of Waukesha, as well as a percentage of the roughly 75,000 citizens in Waukesha County who live in an area of the County that does not support its own library. The state library agency assigns this number annually based on the previous year's circulation.

Source: Wisconsin Department of Administration Demographic Service Center

Year	City	Non Resident User Estimate	Combined
1980	50,365	41,230	91,595
1990	56,894	44,120	101,014
2000	64,825	39,242	104,067
2005	67,580	29,316	96,896
2010	69,100	24,137	93,237
2015	70,482	24,669	95,151
2020	71,892	25,162	97,054
2025	73,329	25,665	98,995

Appendix 8: Building needs assessment - Wisconsin

Waukesha County standards, as well as the more expansive State standards, indicate that Waukesha Public Library's collection needs to grow to accommodate an expanding population of users. There are design standards recommended by the Wisconsin Department of Public Instruction regarding collection size and space needed for libraries.

A calculation for existing and future population needs indicates the following:
1. The current library building is not sufficient for the projected population over the next 25 years
2. New books and other items for a growing population will require shelving, and
3. Library users are increasingly expecting adequate computer terminal capacity when they visit, and each new household will add to the pressure on the library's stock of computer equipment

The table below indicates low and high estimates, based on recommended design criteria for the state of Wisconsin. The 2010 City of Waukesha population size is 69,100; including the service area brings the 2010 total population served to 93,237. The table below projects a modest growth to 105,000 as the population served by 2030. The current building is 71,566 square feet. With a low to high range of suggested building size of 78,750 to 183,750 square feet, the current building is too small for the population to be served.

WAUKESHA		MATERIALS			SQUARE FEET RANGE		
Design Criteria	**Calculation factor**	Low	Moderate	High	Low	Average	High
Population Factor							
105,000							
Book Volumes	10 volumes per square foot	365,939	487,918	853,857	36,594	48,792	85,386
Current Periodicals	Square foot per title	146	195	342	146	195	342
Back issue periodicals	0.5 Square feet per title per yr.	1,537	2,049	3,586	768	1,025	1,793
Nonprint material:	One square foot per item	4,391	5,855	10,246	4,391	5,855	10,246
Public use computer workstations	50 Sq. Ft. per workstation	36.6	48.8	85.4	1,830	2,440	4,269
Reader Seats	20 Sq. Ft per reader seat	137.2	183.0	320.2	2,745	3,659	6,404
Staff workstations	140 Sq. Ft. per workstation	73.2	97.6	170.8	10,246	13,662	23,908
Meeting/program room space	10 Sq. Ft. per person plus 100	153.7	204.9	358.6	1,537	2,049	3,586
Conference/board room:	35 Sq ft per conference seat	19.0	25.4	44.4	666	888	1,554
Storytime room:	15 Sq. Ft. per person plus 50	13.9	18.5	32.4	695	927	1,622
Computer training lab:	50 sq. Ft. per workstation plus	19.5	26.0	45.4	973	1,298	2,271
Special use space	10 to 20% of subtotal				6,059	8,079	14,138
Non-assignable Space	20% to 30% of subtotal				12,099	16,132	28,230
Total Square feet					**78,750**	**105,000**	**183,750**

Appendix 9: Building needs assessment - National

Average Square Feet per Capita of Service Population by Library Size, Great Lakes Area (Source: Hennen's American Public Libraries) Note: This table has not been updated since 2006.

The table below notes the average size in square feet for all libraries in the Great Lakes area. The average is for the Service Area population, not the primary population of the library. The average for the Great Lakes area is 0.8 for libraries with a service population between 50,000 and 100,000.

Population	Great Lakes
Over 500,000	0.8
250,000 to 499,999	0.7
100,000 to 249,999	0.6
50,000 to 99,999	**0.8**
25,000 to 49,999	0.9
10,000 to 24,999	1.0
5,000 to 9,999	1.1
2,500 to 4,999	1.2
1,000 to 2,499	1.6
Under 1,000	5.5
Avg	1.3

Appendix 10: Building Size Comparison Statewide for Data for Libraries of Comparable Size

There are 10 municipal libraries of comparable population size in Wisconsin. The chart below indicates both the number of square feet per capita of municipal population and the number of square feet per capita of service population for each of them.

Municipality	Square feet per capita of Municipal Population	Square feet per capita of Service Population
Appleton	1.2	0.8
Eau Claire	0.9	0.7
Fond du Lac	1.4	0.9
Janesville	1.0	0.8
Kenosha	1.0	0.7
Oshkosh	1.4	1.2
Racine	0.8	0.5
Sheboygan	1.7	1.3
Waukesha	1.0	0.8
West Allis	0.8	0.7
Average	1.1	0.8

Appendix 11: County Library Standards

The Waukesha County Board adopted changes to Chapter 11 of the County Code of Ordinances based on recommendations of the Act 150 Planning Committee. Among other things, the adopted plan includes library standards, including a library service effort ratio allowing libraries an alternate method of meeting requirements. State law, ss 43.11(3)(d) required approval by 50% of the library boards representing 80% of the communities. This was done in 2001. During 2006, the Act 150 Committee reviewed and recommended retention of the standards.

The standards were intended to be phased in from 75% to 100% of the state's basic advisory standards. The 2007 standards were scheduled to be 95% of basic and in 2008, they were scheduled to go to 100% of state basic standards. However, in view of the state tax caps on communities, the Act 150 Committee recommended a freeze on the standards implementation. The County Board concurred. The freeze remained in effect for 2008 and 2009 since the Governor's Budget Bill retained the tax caps. This report indicates results both with and without the freeze to facilitate library planning.

Failure to meet the standards would mean that a community would not be granted an exemption from the county library levy, resulting in additional county property taxes of about 17 to 23 cents per $1,000 of equalized value.

Libraries must meet all four numerical standards (staff levels, hours open, collection size, and materials budget) to qualify for the exemption. As an alternative, if a library meets the target percentage established in the Library Service Effort Ratio (LSER), it need not meet the four numerical standards.

A	B	C	D
Waukesha P.L.	Category	Library Actual	Standard for This Size Library
Data year used	Year exemption is granted for	2012	2012
	Year annual report is filed	2011	2011
	Year annual report regards	2010	2010
	Population year used	2008	2008
Population & phase in	Population used	67,750	67,750
	Standards phase in ratio		85%
Standards factors	FTE Staff per 1,000 population		0.5
	Materials Spending per capita		$4.61
	Hours Open per typical week		67.0
	Collection items per capita		3.4
Required amounts	FTE Staff	44.0	28.8
	Materials budget	$411,295	$265,478
	Hours open	71	57
	Collection size	311,808	195,798
Alternate to standards	Library Service Effort ratio	108%	95%

Appendix 12: State Library Standards

This table indicates State of Wisconsin recommended standards for eight categories. It lists the State defined basic, moderate, enhanced, and excellent levels. The standards are voluntary, unlike the county standards noted previously. The library is at the moderate to enhanced level for most items.

Population Category	Munic. Popul	Service Pop				
	67,750	93,237				
Measure	Level	Munic	Service	2010 Actual	Actual % Municipal Standard	Actual % Service
Audio	a)Basic	16,938	17,715	18,938	112%	107%
	b) Moderate	19,648	21,445		96%	88%
	c) Enhanced	24,390	25,174		78%	75%
	d) Excellent	29,810	31,701		64%	60%
Collection Size	a)Basic	271,000	298,358	311,808	115%	105%
	b) Moderate	284,550	317,006		110%	98%
	c) Enhanced	304,875	354,301		102%	88%
	d) Excellent	352,300	456,861		89%	68%
Full Time Equivalent Staff	a)Basic	40.7	39.6	44.0	108%	111%
	b) Moderate	40.7	49.5		108%	89%
	c) Enhanced	47.4	59.4		93%	74%
	d) Excellent	61.0	69.3		72%	64%
Hours per week	a)Basic	64.0	64.0	71.0	111%	111%
	b) Moderate	67.0	65.0		106%	109%
	c) Enhanced	69.0	67.0		103%	106%
	d) Excellent	68.0	71.0		104%	100%
Materials Funds	a)Basic	$365,850	$307,682	$411,295	112%	134%
	b) Moderate	$424,115	$384,136		97%	107%
	c) Enhanced	$482,380	$468,050		85%	88%
	d) Excellent	$577,908	$581,799		71%	71%
Periodicals	a)Basic	366	476	460	126%	97%
	b) Moderate	447	522		103%	88%
	c) Enhanced	576	615		80%	75%
	d) Excellent	623	718		74%	64%
Videos	a)Basic	15,583	19,580	19,801	127%	101%
	b) Moderate	18,970	21,445		104%	92%
	c) Enhanced	23,713	26,106		84%	76%
	d) Excellent	27,100	30,768		73%	64%
Book Volumes	a)Basic	243,900	251,740	273,069	112%	108%
	b) Moderate	257,450	270,387		106%	101%
	c) Enhanced	271,000	307,682		101%	89%
	d) Excellent	304,875	372,948		90%	73%
Public Use Internet Computers	a)Basic	43	49	82	189%	166%
	b) Moderate	50	56		164%	147%
	c) Enhanced	76	73		108%	113%
	d) Excellent	87	87		95%	95%

Appendix 13: National Data (HAPLR) Data

The HAPLR Index includes 15 factors. The focus is on circulation, staffing, materials, reference service, and funding levels. The Index is calculated from the federal data. The 2008 edition rated over 9,000 public libraries in the United States. The latest (2005) public library statistics were published by the Institute for Museums and Library Services in 2008. Waukesha Public Library does very well in the ratings, consistently scoring in the top 10% of its population category.

Table 1. Data, Rank and Percentile

Population Category			50 K
Number of Libraries in this Population Category:			514
HALPR Score for this Library			737
Rank of Libraries in this population category			70
Percentile			86.5%

Population	95,907
FTE Staff	4.8
Collection Expend.	$385,484
Total Expend.	$3,986,004
Book Volumes	74,008
Periodical Subscriptions	60
Hours of service	3,479
Visits	79,294
Reference	4,460
Circulation	1,413,122

Number of libraries in Population Category:			514
Factor	**Amount**	**Rank in Category**	**Percentile**
Expend. per capita	$41.56	134	74.0%
Percent Budget to materials	9.7%	416	19.1%
Materials Expend. Per capita	$4.02	201	61.0%
FTE staff per 1,000 popul	0.47	229	55.5%
Periodicals per 1000 residents	4.8	198	61.5%
Volumes per Capita	2.9	168	67.4%
Cost per circulation (low to high)	$2.82	59	88.7%
Visits per capita	5.0	190	63.1%
Collection turnover	5.2	48	90.8%
Circulation per FTE Staff Hour	15.2	13	97.6%
Circulation per Capita	14.7	45	91.4%
Reference per capita	0.7	220	57.3%
Circulation per hour	406.2	7	98.8%
Visits per hour	137.8	42	92.0%
Circulation per visit	2.9	20	96.2%

Table 2. Percentile Comparisons for Input and Output Measures

Number of Libraries in this Population Category:				*51400.0%*	
Measurement Category	HALPR Weight	WAUKESHA PUBLIC LIBRARY	75th Percentile	50th Percentile	25th Percentile
Expend. per capita	3	$41.56	4200.4%	$26.56	$16.06
Percent Budget to materials	2	9.7%	15.3%	12.6%	10.4%
Materials Expend. Per capita	2	$4.02	537.0%	$3.35	$2.05
FTE staff per 1,000 popul	2	0.47	60.3%	0.43	0.28
Periodicals per 1000 residents	1	4.80	616.8%	4.15	2.57
Volumes per Capita	1	2.86	313.0%	2.35	1.69
Cost/circulation (low to high!)	3	$2.82	273.5%	$4.67	$6.52
Visits per capita	3	5.00	595.8%	4.17	2.74
Collection turnover	2	5.16	373.5%	2.44	1.53
Circulation per FTE Staff Hour	2	15.17	897.5%	6.49	4.61
Circulation per Capita	2	14.73	962.6%	5.42	3.20
Reference per capita	2	0.67	104.4%	0.54	0.25
Circulation per hour	2	406.19	13149.6%	64.18	30.30
Visits per hour	1	137.77	8663.3%	51.50	24.21
Circulation per visit	1	2.95	185.0%	1.43	1.04

Table 3. NATIONAL Scores and Percentiles for Libraries Closest to Library's Population Size

Number of Libraries in this Population Category: d) 50 K

NATIONAL Comparisons	WAUKESHA PUBLIC LIBRARY	TOMPKINS COUNTY PUBLIC LIBRARY	GARY PUBLIC LIBRARY	SCRANTON PUBLIC LIBRARY	MISSOULA PUBLIC LIBRARY	ALBANY PUBLIC LIBRARY
City	WAUKESHA	ITHACA	GARY	SCRANTON	MISSOULA	ALBANY
State	WI	NY	IN	PA	MT	NY
Zip	53186	14850	46402	18509	59802	12210
Population	95,907	96,501	96,222	96,008	95,802	95,716
HAPLR Rating	737	602	534	548	606	716
Overall Percentile Rank	86.5%	66.0%	57.1%	58.2%	66.6%	83.4%
Expend. per capita	$41.56	$30.38	$52.86	$42.45	$20.72	$50.15
Percent Budget to materials	9.7%	10.1%	8.9%	15.9%	14.8%	15.0%
Materials Expend. Per capita	$4.02	$3.07	$4.70	$6.74	$3.07	$7.50
FTE staff per 1,000 population	0.47	0.44	0.69	0.60	0.35	0.90
Periodicals per 1000 residents	4.8	2.9	7.4	3.4	5.6	7.7
Volumes per Capita	2.9	1.9	7.1	2.4	2.4	2.2
Cost per circulation (low to high)	$2.82	$3.60	$5.49	$6.00	$2.88	$4.74
Visits per capita	5.0	4.4	1.9	3.8	4.9	10.0
Collection turnover	5.2	4.5	1.4	2.9	3.0	4.9
Circulation per FTE Staff Hour	15.2	9.3	6.7	5.7	9.9	5.6
Circulation per Capita	14.7	8.4	9.6	7.1	7.2	10.6
Reference per capita	0.7	0.3	1.0	0.1	0.3	1.0
Circulation per hour	406.2	286.0	56.0	74.1	138.2	83.4
Visits per hour	137.8	148.3	10.9	39.6	94.8	78.8
Circulation per visit	2.9	1.9	5.1	1.9	1.5	1.1

Table 3A. STATE Scores and Percentiles for Libraries Closest to Library's Population Size

Number of Libraries in this Population Category: 514						
STATE Comparisons	**WAUKESHA PUBLIC LIBRARY**	**TOMPKINS COUNTY PUBLIC LIBRARY**	**GARY PUBLIC LIBRARY**	**SCRANTON PUBLIC LIBRARY**	**MISSOULA PUBLIC LIBRARY**	**ALBANY PUBLIC LIBRARY**
City	**WAUKESHA**	**ITHACA**	**GARY**	**SCRANTON**	**MISSOULA**	**ALBANY**
State	**WI**	**NY**	**IN**	**PA**	**MT**	**NY**
Zip	**53186**	**14850**	**46402**	**18509**	**59802**	**12210**
Population	**95,907**	**96,501**	**96,222**	**96,008**	**95,802**	**95,716**
HAPLR Rating	**737**	**602**	**534**	**548**	**606**	**716**
Overall Percentile Rank	**86.5%**	**66.0%**	**57.1%**	**58.2%**	**66.6%**	**83.4%**
Expend. per capita	**$41.56**	**$30.38**	**$52.86**	**$42.45**	**$20.72**	**$50.15**
Percent Budget to materials	**9.7%**	**10.1%**	**8.9%**	**15.9%**	**14.8%**	**15.0%**
Materials Expend. Per capita	**$4.02**	**$3.07**	**$4.70**	**$6.74**	**$3.07**	**$7.50**
FTE staff per 1,000 population	**0.47**	**0.44**	**0.69**	**0.60**	**0.35**	**0.90**
Periodicals per 1000 residents	**4.8**	**2.9**	**7.4**	**3.4**	**5.6**	**7.7**
Volumes per Capita	**2.9**	**1.9**	**7.1**	**2.4**	**2.4**	**2.2**
Cost per circulation (low to high)	**$2.82**	**$3.60**	**$5.49**	**$6.00**	**$2.88**	**$4.74**
Visits per capita	**5.0**	**4.4**	**1.9**	**3.8**	**4.9**	**10.0**
Collection turnover	**5.2**	**4.5**	**1.4**	**2.9**	**3.0**	**4.9**
Circulation per FTE Staff Hour	**15.2**	**9.3**	**6.7**	**5.7**	**9.9**	**5.6**
Circulation per Capita	**14.7**	**8.4**	**9.6**	**7.1**	**7.2**	**10.6**
Reference per capita	**0.7**	**0.3**	**1.0**	**0.1**	**0.3**	**1.0**
Circulation per hour	**406.2**	**286.0**	**56.0**	**74.1**	**138.2**	**83.4**
Visits per hour	**137.8**	**148.3**	**10.9**	**39.6**	**94.8**	**78.8**
Circulation per visit	**2.9**	**1.9**	**5.1**	**1.9**	**1.5**	**1.1**