



ROSWELL

Public Library

Strategic Plan 2020 – 2023

Approved by the City of Roswell Council May 14, 2020

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Jack Swickard

who facilitated the aspiration meetings.

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Executive Summary

A planning process created by the Harwood Institute with the American Library Association guided the development of this document. The process focused on discovering the needs of the community and then challenged the Library to determine ways to meet the needs. The Roswell Public Library staff interviewed individuals and held community meetings on July 8, 22 and 31, 2019 to identify the following:

- Aspirations for Roswell
- Challenges facing Roswell
- What needs to change to reach our aspirations for Roswell

We also used a ranking of the American Library Association Libraries Transform Initiative to help us determine what library services are most desired by our community.

Based on these comments and research in the Library field we came up with three areas of improvement for the Roswell Public Library.

Service Goals

- Building a Community of Learners
- Engaging People in the Community
- Providing Points of Learning
- Encouraging Reading for Pleasure
- Creating a Mobile Library
- Support Initiatives of the City of Roswell

Building Improvements

- Maintain a Safe Learning Environment
- Address Major and Minor Building Improvements

Management of the Roswell Public Library

- Implement the New Financial System
- Create a Long Term Plan for Funding Library Programs
- Review and Update Roswell Public Library Board Manual
- Update Job Descriptions
- Create Partnerships
- Create Plan for Managing Long Overdue Fines and Fees
- Conduct Market Study

Highlights

This plan is not intended to capture all the activities and tasks of the library. Daily tasks such as checking in and out materials, shelving, interlibrary loans and selecting and processing materials are not included. Rather we focused on goals, which will move the Roswell Public Library forward, and better positioning the library to serve the community, as well as become a leader in the Library field.

We created this plan knowing that to accomplish this we will be working in partnership with other City of Roswell departments, Roswell Library Foundation, and Friends of the Roswell Public Library. We will also collaborate with public and private schools, businesses, service organizations and nonprofit organizations. We will also lean on the services of the New Mexico State Library, Institute for Museums and Library Services, New Mexico Municipal League and the American Libraries Association.

Vision Statement

Our Vision is an educated, connective community of readers, learners, doers and dreamers.

Mission Statement

Our Mission is to transform lives by educating, inspiring, and connecting people.

Keys to Success

Education – We Learn and Teach Every Day.

Excellence – We Exceed Expectation.

Freedom – We are Free and Open to All.

Diversity- We Serve Everyone. We Find Strength in Celebrating Our Differences.

Community – We Serve and Work in Our Community to Improve Lives.

Analysis

Process

A planning process created by the Harwood Institute with the American Library Association guided the development this document. The process focused on discovering the needs of the community and then challenged the Library to determine ways to meet the needs. The Roswell Public Library staff interviewed individuals and held community meetings on July 8, 22 and 31, 2019 to identify the following:

- Aspirations for Roswell
- Challenges facing Roswell
- What needs to change to reach our aspirations for Roswell

We also used the Libraries Transform statement from the American Library Association Libraries Transform Initiative to help us determine what library services are most desired by our community. This was done by a simple ranking of importance or in a group placing a sticker on the five most important statements.

We looked at data from the Pew Research Center, Think New Mexico, Library related research, and other research for future trends and issues. The Library Director listened to comments made at the city's public forums and participated in the Leadership Roswell program to learn more about the City of Roswell.

Aspirations

We want Roswell to be a community:

- That is friendly, safe, and welcoming to everyone.
- That is vibrant and growing. We want to see people strolling, riding, and driving up and down our streets.
- Where people are engaged in quality formal and informal community activities for youth, adults, and seniors.
- Where people are thoughtful critical thinkers with higher executive skills.

- Where people are educated and know they have the opportunities and skills to succeed.
- That attracts and retains skilled laborers and professionals.
- That is appealing to new families, and respects the needs of our senior population.

Challenges

In Roswell we need :

- To celebrate the attention created by the UFO incident as well as the tourism brought to the area. At the same time, we need to promote the other features that make Roswell a great place to live.
- To celebrate our history and culture, especially our Hispanic Heritage.
- Alternatives to driving a car, that are easy to use, safe and reliable.
- To obtain an accurate census count.
- To feel safe. We acknowledge that safety is a personal perspective, it is important that people feel safe in Roswell.
- To strengthen our neighborhoods and work together as one community.
- A plan to deal with the transient population, homelessness and poverty in our community.
- To create a community where education, training and providing work-related training is a priority.
- More opportunities for personal growth, which include volunteering and engaging people.
- To fill shortages in professional fields, such as teachers, police, and firefighters.

To Accomplish

To accomplish our aspirations we need:

- To change from a fixed mindset to a growth mindset.
- To create a vision for the community.
- To foster leadership and leadership opportunities.
- To have people be actively engaged in responsible behavior that is also making their lives better.
- More cooperation in the community.

What Library Services Are Most Important

During the community discussion about Roswell, we also asked people to rank statements about public libraries or to identify the top five statements.

The community sees the two most important roles of the Roswell Public Library are

To serve the formal and informal educational needs of the community.

- Learning starts before kindergarten.
- A library card is the most important school supply.
- Blue State or Red State, everyone benefits from an enlightened state.
- Students who read during the summer end up on the honor roll in the fall.
- Hands-on learning builds stronger brains.
- Learning happens 24/7.
- School is a time to think, create, share and grow.
- Gamers could be tomorrow's inventors.
- "Eureka" moments happen here.

To provides access to reliable information, resources and the internet.

- 5 million students in our country cannot access broadband internet services at home.
- Librarians have been helping people fact check since forever.
- Best search engine in the library is the librarian.
- E-books let you fit a world of literature in your pocket.
- Wi-Fi should not require a receipt.
- Fake news can have real-world consequences.
- Access equals opportunity.
- Audio books turn commutes into adventures.

Other Considerations

Population shifts

According to research from the Urban Institute, the Roswell area will see a 12.13% growth from 2000 to 2020 and 4.64% growth of population from 2020 to 2030. The demographics area also changing. The Hispanic or Other population will be the majority, for ages 0 to 39, and the White population will be the majority for ages 40 and older. We are seeing a shift in the age of people in Roswell. The majority of the people will be 20 to 49 years old, with the second biggest group under 19 years old. Adults 50 and older will make up the smallest group of the population. (Urban Institute, 2015)

Technology

Occasionally there is an article about replacing libraries with the Internet, Amazon or another service. Everyone agrees the internet and other online services have impacted library service. There is a public outcry when this topic comes up. The public notes the many other services provided by the Library such as programs, free internet services and reference. The public also notes the positive relationships with library staff and that library services are provided at no costs. (Banks, 2019), (Lyons, 2018) and (Grothaus, 2018)

Trends

About three-quarters (74%) of Americans have read a book in the past 12 months in any format, a figure that has remained largely unchanged since 2012, according to a Pew Research Center study.... Print books remain the most popular format for reading, with 67% of Americans having read a print book in the past year. And while shares of print and e-book readers are similar to those from a survey conducted in 2016, there has been a modest but statistically significant increase in the share of Americans who read [listen to] audiobooks, from 14% to 18%. (Perrin, 2018)

In another report, Pew Research found that 53% of those ages 18 to 35 say they used a public library or bookmobile in the previous 12 months, compared to 45% of those ages 36 to 51, 43% of those ages 52 to 70 and 36% of those ages 71 to 88. (Geiger, 2017)

These reports are a follow up of a 2016 report by Pew Research on Libraries. In the 2016 study, researchers shared a portrait of those who have never been to libraries.

Those who have never been to a public library are more likely to be male (24% have never been to a library), ages 65 and older (26%), Hispanic (32%), black (28%), high school graduates or less (29%), or living in

households earning less than \$30,000 (27%). At the same time, the data show there are members of other demographic groups that have had no direct experience with libraries, including: 11% of those with college degrees and 12% of those in households earning \$75,000 or more. Additionally, one-in-six parents of minor children (17%) say they have never been to a public library. (Horrigan, 2016)

In a November 2017 study on Internet and Technology titled “Many Americans, especially blacks and Hispanics, are hungry for help as they sort through information” Americans are somewhat less likely to say they would benefit from turning to libraries when it comes to accessing information that can help them make decisions. Some 47% and 43%, respectively, say having a library nearby or one with longer hours would help in this regard. However, there are large differences about the value of libraries by race and educational attainment. By nearly two-to-one, blacks and Hispanics are more likely than whites to see benefits in having a library nearby or having better library hours. Americans with a high school diploma or less are also more likely than those with a college degree or more to see these benefits. (Horrigan & Gramlich, 2017)

Description

The Roswell Public Library provides community enrichment services and programs to the City of Roswell (population 48,366) and the surrounding area of Chaves County (population 65,645). This includes information services, programs for all ages and abilities, meeting and gathering areas, and loans of books, movies, magazines and music.

Legal Entity

The Roswell Public Library is a department within the City of Roswell. The Roswell Public Library Board of Trustees serves as an advisory board to the Public Library.

Hours of Operation

Since August 2, 2019 Roswell Public Library is open 66 hours per week.

9:00 a.m. to 8:00 Monday – Thursday

9:00 a.m. to 6:00 p.m. Friday and Saturday

2:00 p.m. to 6:00 p.m. Sunday

Closed for City Holidays.

Location

The Roswell Public Library is a single building library located in downtown Roswell, New Mexico. It is a few blocks from the UFO Museum, City Hall, Roswell Museum and Art Center, Historical Society Museum for Southeast New Mexico, Roswell Convention and Civic Center, Chaves County Courthouse and Main Street Business area. With few neighboring population areas, Roswell is the oasis of the Southeast New Mexico.

Staff

The Roswell Public Library employs 17 full time staff and 3 part-time staff people to perform library service tasks. Not included in this count are people the Roswell Public Library hires to present specific programs.

Administration – Oversees the management of the Roswell Public Library.

Adult Services – Oversees the management of the main collection, promotion of library services, programs for adults, informational services, reading advisory for adults, and cataloging and processing of materials.

Youth Services – Oversees the management of the children’s and young adult collection, programs for youth, informational services and reading advisory for youth, and circulation services.

Outreach – We are in the process of developing an outreach position and plan for the Roswell Public Library. This position will provide and manage mobile Library services.

Services and Programs

The Roswell Public Library provides these services free to the community.

- Organized barrowing collection of books, e-books, DVDs, audio books, e-audio books, databases, electronic resources, magazines, and music.
- Collection of books and newspapers for use in the building.
- Informational services and reading advisory.
- Computers and internet access.
- Programs for youth and adults.
- Interlibrary loan.
- Meeting room space.
- Quiet gathering places and learning areas.
- Learning area for young children.
- Equipment to scan, and copy with a printing fee.

Building

The 37,000 square foot building includes a limestone façade; floor to ceiling windows; spacious high ceilings; 24 public internet computers; meeting spaces for groups of 150, 60 and 12; Wi-Fi; study areas; reading spaces with comfortable seating; and a collection of more than 190,600 books, audio books, magazines, DVD, music, databases and electronic books and audio books.

The maintenance of the Library building is managed by the City of Roswell Facilities Department.

The Library building requires major repairs, with an estimated cost over \$3,200,000. The most pressing are the water leaks and side effects of the leaks. A list of building improvements is listed in the appendix.

Funding

Funding for the Roswell Public Library comes primarily from taxes gathered by the City of Roswell. Funds for the Library are part of the General Operations Budget and are subject to City Council approval. The Roswell Public Library receives two grants managed by the New Mexico State Library. The State-In-Aid Grant is requested annually and funds are awarded based on meeting the guidelines set by the state. The guidelines include spending levels for materials, and offering free basic library services. The second grant managed by the New Mexico State Library is General Obligation Bonds, which are specifically for public libraries. The General Obligation Bonds may be used for specific services improvements. Projects are preapproved and funds are awarded after invoices are paid. More information on State-In-Aid Grant and General Obligation Bonds may be found at <http://www.nmstatelibrary.org/> under Funding for Libraries. The Roswell Public Library applies for grants and receives gifts and donations from the public as well as support by the Friends of the Roswell Public Library and the Roswell Library Foundation.

Goals and Objectives

Service Goals

Build a Community of Learners.

1. Align programs' purposes to address at least one of the Search Institute 40 developmental assets. All Library staff who develop or implement programs will do this. This is an ongoing project.
2. Implement research from Washington State VIEWS 2 (Valuable Initiatives in Early Learning That Work Successfully) in designing and presenting weekly preschool programs for children birth to age 3 and 3 years old and older. All Youth Services staff who develop or implement program for preschool programs will do this.
3. Create and implement an online School Readiness Program for children birth to 18 months, 2 to 3 years old, 3 to 4 years old and 4 years old and older. Library Director, with assistance by other library staff will do this in 2020.
4. Using the South Carolina Day By Day Family Literacy Activity Calendar, post on the Roswell Public Library Facebook page at least one early literacy tips for parents of young children per week. Postings to be done in both English and Spanish. The Youth Services Supervisor will coordinate this with the assistance of the Public Relations Librarian. This will begin in the fall of 2020
5. Using Picture Perfect Science Research, Lunar and Planetary Institute, STAR Net, and training provided by the New Mexico State Library as well as resources and people in the community, develop a series of STREAM (Science, Technology, Reading, Engineering, Arts and Math) out of school programs for children, pre-teens and teens. This will be implemented as a series of after school programs, as well as programs during weekends, winter break and spring break. The Youth Services staff will do this.
6. Using research from the National Summer Learning Association, the Urban Libraries Council "Libraries at the Center of Summer Learning and Fun" and the book **Summer Planning Begins in September**, to create and improve on providing quality summer reading programs. This will be done by the Youth Services Supervisor and begin implementation in 2020.

7. Increase the participation in the summer reading program by 10% each year.
 - a. Evaluate the summer reading program offered last summer to determine what steps need to be implemented to increase participation. This will be done by the Youth Services Supervisor beginning with the 2019 summer reading program.
8. Using research on placing books in homes, create and implement three book programs and book giveaways for youth per year. Library staff who plan the Yuletide Festival, Spring Break and one other to be determined event, will do this.
9. Work with New Mexico Humanities Council and New Mexico Historical Society as well as other organizations to host quality programs for adults and families. This project will be coordinated by the Adult Services Supervisor and reflect the diverse culture and history of the area.
10. Create and implement a Winter Reading Program "Roswell Reads" for adults. Beginning in February 2020 this will be an annual program coordinated by the Adult Services Supervisor.

Engage People in the Community.

1. Create and implement a program that welcomes people to Roswell Public Library. This consumer services program will be coordinated by the Library Director and begin in 2019.
2. Create a series of passive programs that encourage participation. For example, during March Madness Month have people select their favorite book using sports play-off charts. Young Adult Librarian and the Adult Services Supervisor will coordinate this.
3. Create a Leadership Roswell Book Club Collection and discussion book questions to be used by a Library sponsored book club and others. This project will be coordinated by the Library Director and begin in 2020.
4. Create a robust volunteer program. This project will be coordinated by the Outreach Librarian and begin in 2021.
 - a. Work with the City of Roswell to determine requirements.
 - b. Establish roles and responsibilities of volunteers and Library staff.
 - c. Design a recognition program for volunteers.

Provide Point of Learning Services

1. Reference services via phone, email and face-to-face in a professional and timely manner.
 - a. Create a reference training manual for the library staff.
 - b. Provide training to library staff.
2. Provide weekly technology tips through face-to-face and online posting on Facebook. This will be coordinated by the Public Relations Librarian and begin January 2020
3. Post a series of resource lists on the Roswell Public Library website. The Public Relations Librarian will coordinate this with other Library staff.
4. Select, catalog and weed the nonfiction collection in print and non-print. The Collection Librarian will do this with assistance by the Technical Services staff.
5. Select, catalog and weed the reference collection. This will be done by the Adult Services Supervisor with assistance by the Technical Services staff.

Encourage Reading for Pleasure

1. Select, catalog, and weed the fiction collection of print and non-print materials. The Youth Services Supervisor and the Adult Services Supervisor will coordinate this project that will be completed in 2020. Then it will be an annual ongoing part of collection development.
2. Provide reading advisory through displays and recommended reading lists. Public Relations Librarian, Head of Circulation and Youth Services Staff will coordinate this. Each month there will be a different display in the children's area, circulation desk and adult area.
3. Submit to the local newspaper recommended reading reviews and post the book reviews on a Roswell Public Library blog. The Public Relations Librarian will coordinate this ongoing project.

Mobile Library Services

Expand the services the Roswell Public Library provides by designing and implementing a mobile library service. The traditional library service in Roswell is for people to come into the building for materials, reference, programs and use of the computers. A mobile library service allows the Roswell Public Library to go beyond the walls of the library. This will include collaborating with food sites, parks, city events as well as outreach to nursing homes, detention centers, daycare centers and schools.

As this is a new service, it will involve hiring staff, creating policies and procedures, as well as designing and purchasing a vehicle and equipment. The estimated cost for a 2020 Ford Transit 350 HD dual rear wheel extended length high roof cargo van and other features is \$75,000

Vehicle Details – length 24 feet 2 inches, height 9 feet 9 inches with 3.0 V6 gas engine with hydraulic lift, Tommy Gate, awning, vehicle wrap, backup generator, safety cameras, and the ability to carry 8 materials carts 1 computer service cart.

1. Hire a professional librarian to manage Mobile Library Services. The Library Director will do this by March 2020.
2. Purchase a library mobile service vehicle. The Library Director will do this by April 2020 with the assistance from City of Roswell Fleet Manager.
3. Design a mobile service plan for the Roswell Public Library. The Outreach Librarian will do this by 2021.
4. Apply for e-Rate to purchase equipment to make the mobile service vehicle a mobile hotspot. This will be done by the Library Director and City of Roswell IT Department and completed by January 2020.

Support Initiatives of the City of Roswell

1. Support through meeting space, technology and information the “We Believe Everyone Counts” census initiative. This will be done by Library Staff and be completed by July 2020.
2. Promote and support the tourism events in Roswell. Outreach Librarian and the Public Relations Librarian will coordinate this. This will be an ongoing project.

Building Improvements

Create a Safe Learning Space

1. Conduct a monthly safety check of the building using a checklist created with the assistance of the City of Roswell Safety Officer and library staff. Library staff will complete safety checks and issues will be reported to the Library Director to determine next steps. This is an ongoing project.

The Library Director will address minor and major building issues with the Facilities Department.

Management of Library

Management shall be fiscally responsible with resources, funds, gifts, and grants.

1. Learn how to use the Tyler Technology System implemented in FY 2020 for purchasing and tracking funds. The lead person for this will be Administrative Assistant with secondary person Library Director. This will then become an ongoing learning process as more features are added.
2. With the Friends of the Library, Roswell Library Foundation and the City of Roswell, explore using the interest on the long-term donations to fund programs for the Library. The Library Director will coordinate this with assistance from the Finance Department. A decision and process will be in place by May 2020.
3. Review and update the Roswell Public Library Board Manual.
 - a. Each meeting of the Roswell Public Library Board of Trustees will include a review of one Roswell Public Library policy or procedure. The Library Director will coordinated this project. The policy or procedures may require a review by the City Attorney and approval by the Roswell City Council.
 - b. Update and submit Library fines and fees schedule for Roswell City Council approval.
 - c. Move long overdue fines and fees from online to paper record. This will be done by Head of Circulation and be completed in 2020.
4. Annually submit to the City of Roswell Library Statistics January – December as directed by the City of Roswell City Managers.
5. Annually submit to the New Mexico State Library statistics online following guidelines developed by the New Mexico State Library staff.
 - a. Staff gathers daily statistics that are reported monthly to the Library Director.
6. With the assistance of the Roswell Human Resource Department, update Job Descriptions of Library Staff.
 - a. Job Descriptions are updated with new hires. This will be completed by the Library Director with assistance by the Adult Services Supervisor and/or Youth Services Supervisor.
 - b. Update one Job description every two months until all job descriptions are updated.

7. Explore partnerships with Eastern New Mexico University-Roswell, New Mexico Military Institute, and local schools to share services and promote programs.
 - a. Participate in the National Endowment for the Arts (NEA) Big Read application with Eastern New Mexico University-Roswell.
8. Conduct a market study for the Roswell Public Library by an outside organization in 2021.

Service Improvements

Many service improvements are listed under library goals and the project reports. This area is for major service improvements.

Mobile Library Service

Expand the services the Roswell Public Library provides by designing and implementing a mobile library service. The traditional Library Service in Roswell is for people to come into the building for materials, reference, programs and use of the computers. A mobile library service allows the Roswell Public Library to go beyond the walls of the Library. This will include collaborating with food sites, parks, city events as well as outreach to nursing homes, detention centers, daycare centers and schools.

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We would like to use the vehicle as a mobile internet service during its stops. So not to drain the battery we would purchase two backup portable generators. In emergency the vehicle, the book carts could be removed and the vehicle convert to an emergency service vehicle. .

Marketing

We have included in our Strategic Plan a marketing study and the creation of a marketing plan for the Roswell Public Library. The plan will be done in cooperation with the City of Roswell Public Affairs Department

Advertising and Promotion

The Roswell Public Library has a webpage <https://roswell-nm.gov/405/Roswell-Public-Library> and Facebook page <https://www.facebook.com/RoswellPublicLibrary/> that are managed by the Public Relations Librarian. Library staff also collaborate with local radio stations and have a weekly library column in the local newspaper to promote services.

Through the City of Roswell Public Affairs Department, the Library collaborates with other city departments to jointly promote city enrichment programs, online at <https://secure.rec1.com/NM/roswell-nm/catalog>, through a newspaper insert and flyer, electronic billboards and other media.

Appendix

Building Improvements

Replace Leaky Roof

The current clay tile roof of the Bondurant Meeting room leaks. This project was included in the 2016 study (deferred maintenance list) and considered by facilities as the top priority. This included demolishing and replacing the clay tiles with metal roofing, fixing roof ladders and parapet/coping/flashing, repairing the downspouts/gutter and splash block. The estimated cost in 2016 was \$145,042; with 3% increase per year the estimated cost is \$165,042.

Emergency Back-up Lighting

The Library is in need of replacing emergency back-up lighting in case of a power outage. This project was included in the 2016 study (deferred maintenance list) and considered by facilities as the second in priority. The estimated cost in 2016 was \$17,850; with 3% increase per year the estimated cost is \$23,000.

Renovate Public Restrooms

The Library's public restrooms in the lobby area are in need of remodeling. This project was included in the 2016 study (deferred maintenance list) and considered by facilities as the third in priority. The estimated cost in 2016 was \$ 272,270; with 3% increase in construction cost per year the estimated cost is \$304,942. We would like to include with this the handicapped door openers as part of the renovation.

Library Entrance

Tear up and replace the concrete in the front to redirect water away from building. The estimated cost is \$50,000.

Library Meeting Room

Upgrade the Library Meeting Room. The estimated cost is \$400,000.

Screen TV with surround sound

This project would enhance the meeting rooms, allow the public, and staff easier set up for presentations and programs. The 2016 study (deferred maintenance) provided an estimated cost of \$363,240. Ideally, we would like something as big as the 146 inch Wall

<https://www.cnet.com/news/samsung-microled-makes-massive-modular-tv-a-reality/>. The estimated cost is \$363,240.

Carpet Replacement

The carpet that became moldy due to water damage has been removed, leaving green glue on the concrete in the children's area and in the adult area. Carpet throughout the Library is worn with parts frayed. The recommendation is to replace carpet with a carpet system, which allows for worn or damaged carpet squares to be removed and replaced. Immediate need is to address the areas were the moldy carpet has been removed and

places where the carpet is a tripping hazard. After the water leaks are addressed, we would like to have flooring installed. One idea for the children's area is to even out where the moldy carpet was removed and have an artist paint a Trompe-l'oeil of pond and pond life in the area.

Carpet throughout the Library is glued down to concrete floor. This project would remove existing carpet and replace it with a carpet squares that might be replaced square by square when worn or damaged. The project was included in the 2016 study (deferred maintenance list) and is considered sixth in priority by facilities. The estimated cost in 2016 was 688,071; with 3% increase per year the estimated cost is \$770,000.

Emergency Crash Bar

This project will install an emergency crash bar in the children's workroom alleyway exit. The estimated cost is \$5,000.

Outside Pavement, Sidewalks, Curbs and Gutters

This project addresses the outside of the Library. Clean and repair cracks, seal coat pavements and restripe the north and south parking lot and book drop in alley, replace the sidewalks and pathways as well as concrete curb and gutters. The project was included in the 2016 study (deferred maintenance list) and is considered by the Facilities Department as 7th in priority. The estimated cost in 2016 was \$150,995; with 3% increase cost per year the estimated cost is \$169,114.

Exterior of Building

This project addresses the outside of the Library Building and includes repairs to the building joints, painting, masonry cleaning and tuck points as well as repairs to the skylights and windows. The project was included on the 2016 study (deferred maintenance list) and is considered by the facilities Department as priority 8. The estimated cost in 2016 was \$120,394; with a 3% increase each year the estimated cost is \$134,841.

Library Fire Exit

This project will install a fire exit on the southwest corner of the Library (area overlooking the Tree of Knowledge). We currently have three public emergency exits from the Library. The front door, an emergency exit in the children's area and an emergency exit on the southeast corner of the library. From the many areas of the Library, the second emergency exit is not intuitive or easy to find. The estimated cost is \$70,000.

Upgrade to LED Lighting

This project addresses the lighting in the Library. The project was addressed in the 2016 study (deferred maintenance list) at an estimated cost of \$243,000; with increase of 3% per year the estimated cost is \$272,160.

Ceiling

This project addresses the ceiling of the library. According to the 2016 study (deferred maintenance), the ceiling system in the Bondurant Meeting room may require testing for hazardous materials and remediation for removal as well as upgrade ceiling system and lighting. In 2016, estimated cost was \$38,507; with 3% increase per year the estimated cost is \$43,127.

Hardwire and Install Smoke/Carbon Monoxide Detectors

This project would be an upgrade of our current security system by hardwiring the smoke and carbon Monoxide Detectors. This project was included in the 2016 study (deferred maintenance list) at an estimated cost of \$31,050; with an increase of 3% each year the estimated cost is \$34,776.

Interior Patching and Painting

This project addresses the minor repair and painting of interior of the building walls. We would also install corner guards. This project was addressed in the 2016 study (deferred maintenance) at an estimated cost of \$138,049. We anticipate that this will be done in year 2024 with an estimate cost of \$171,180.

Mechanical Room

This project would provide needed storage for the Library by removing a boiler system. This project was included in the 2016 Study (deferred maintenance list) at an estimated cost of \$10,571; with an increase of 3% each year the estimated cost is \$11,839.

Storage Shelving

The project addresses our lack of storage by purchasing readymade freestanding shelves for non-public areas. This project was addressed in the 2016 Study (deferred maintenance list) at an estimated cost of \$2,033. We are estimating the cost to be the same.

Exterior Building Signage

This project cost should be part of the annual operating costs as it is maintenance of the electronic sign. This project was included in the 2016 Study (deferred maintenance list) at an annual cost of \$3,090.

Replace Drinking Fountain

The current two drinking fountains in the lobby leak. They have been repaired repeatedly and work for a time. At some point, it will not be able to be repaired. This project was included in the 2016 study (deferred maintenance list) at an estimated cost of \$13,790. As the estimate was for a water cooler, we are not changing the estimated cost for the replacement at this time.

Structure Investigation

This project will provide a report for the Facilities Department regarding the Library Building and Grounds. This is not a high priority for Facilities or Library Staff at this time. This project was included in 2016 study (deferred maintenance list) at an estimated \$11,035.

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