

**Baker County Library District**  
 Board of Directors  
**Budget Hearing & Regular Meeting Agenda**  
 Monday, Nov 18, 2013, 6:00 – 8:00 pm  
 Riverside Meeting Room, Baker County Public Library  
 2400 Resort St, Baker City  
 Gary Dielman, President

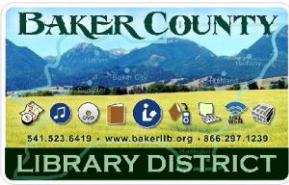
<b>6:00</b>	<b>I. CALL TO ORDER</b>	Dielman
	<b>II. Additions/deletions from the agenda (ACTION)</b> <i>Related documents (1):</i> Agenda.	Dielman
	<b>III. Conflicts or potential conflicts of interest</b>	Dielman
	<b>IV. Approval of minutes from previous Board Meeting (ACTION)</b> <i>Related documents (1):</i> Board Meeting Minutes 10/14/13.	Dielman
	<b>VI. Open forum for general public, comments &amp; communications</b> In the interests of time and to allow as many members of the public an opportunity to speak, the board asks guests to limit remarks to five (5) minutes if speaking on behalf of an individual, or ten (10) minutes if speaking on behalf of a group or organization.	
<b>6:10</b>	<b>VI. PREVIOUS BUSINESS</b>	
	<b>i. Strategic Planning – Review of Prioritized Staff Goals</b> <i>Related documents (2):</i> Top Strategic Goals per Staff Survey; Information Today article, "How to Prove a Library's Relevance"	Stokes
	<b>VII. ANNUAL / RECURRING BUSINESS</b>	
	<b>i. 2013-2014 Revenue Projection per County Assessor Report</b> <i>Related documents (3):</i> Tax Revenue Projection; Tax Rate Summaries; District Summary Values	
<b>7:00</b>	<b>VIII. NEW BUSINESS</b>	
	<b>i. Discussion: BCLD as Fiscal Agent for Sage Library System</b>	Stokes
<b>7:30</b>	<b>IX. ADMINISTRATIVE REPORTS</b>	
	<b>i. Director's Report</b> <i>Facilities – Active bids, tree care, Huntington ramp. Gas smell resolved.</i> <i>Grants – SDAO Safety &amp; Security grant for Huntington project.</i> <i>Operations – Yearbook digitization project by OCI</i> <i>Purchasing – monitors &amp; arm mounts for circulation desk.</i> <i>Outreach – Richland Open House, Fri 10/18/13</i> <i>Staff – Bookmobile New Hire; Sunday staff</i> <i>Statistics – LJ 2013 Index (BCLD not included due to visits, based on 2011 data)</i> <i>Other – Support Naming Trimet Bridge the William Stafford Memorial Bridge</i>	Stokes
	<b>ii. Business and Financial Report</b>	Hawes
	<i>Related documents:</i> To be distributed at meeting.	
	<b>X. Agenda items for next regular meeting: Dec 9, 2013 6:00pm</b>	Dielman
<b>8:00</b>	<b>XI. ADJOURNMENT</b>	Dielman

The times of all agenda items except open forum are approximate and are subject to change. Other matters may be discussed as deemed appropriate by the Board. If necessary, Executive Session may be held in accordance with the following. Topics marked with an asterisk\* are scheduled for the current meeting's executive session.

ORS 192.660 (1) (d) Labor Negotiations  
 ORS 192.660 (1) (h) Legal Rights

ORS 192.660 (1) (e) Property  
 ORS 192.660 (1) (i) Personnel

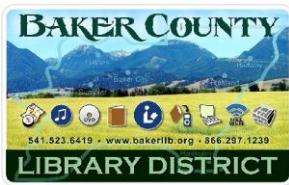
The Board of Directors meets on the 2nd Monday each month from 6.00 to 8.00p in the Riverside Meeting Room at 2400 Resort Street, Baker City, Oregon.



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IV.

<b>Call To Order</b>	<p>Gary Dielman, President called the meeting to order at 6:05pm. The meeting was held in the Riverside Meeting Room at the Baker County Public Library, 2400 Resort Street, Baker City, Oregon. Present were: Gary <b>Dielman</b>, Della <b>Steele</b>, Betty <b>Palmer</b>, and Kyra <b>Rohner-Ingram</b>, Directors. Also present were Perry <b>Stokes</b>, Library Director; and Christine <b>Hawes</b>, Business Manager.</p>
<b>Agenda Approved</b>	<p>Dielman asked for additions or changes to the agenda. None were given.</p>
<b>Conflicts of Interest</b>	<p>Dielman asked if there were any potential conflicts of interest to be declared. None were stated.</p>
<b>Minutes Approved</b>	<p>Dielman asked for corrections or changes to minutes from last month. None were given. <b>Rohner-Ingram made a motion to approve both the Agenda and the September 8, 2013 Regular Meeting Minutes as presented; Steele seconded; passed by three Directors present (Dielman, Steele, and Rohner-Ingram); with Palmer arriving after motion passed.</b></p>
<b>Public Comment</b>	<p>Dielman stated for the record that there were no other members of the public present for comments. Stokes had no public correspondence to report.</p>
<b>Strategic Planning</b>	<p>Dielman said that he read through the board self-evaluation from the Trustee Handbook. He felt the board is proficient in most every area. Rohner-Ingram commented that as the newest board member, she found the evaluation and planning useful. She feels a training packet would be especially helpful for future new board members. Stokes said he has obtained copies of the <i>Complete Library Trustee Handbook</i> for each Director and will issuing them at the next meeting. The edition was published in 2010 by the Association of Library Trustees, Advocates, Friends and Foundations (ALTAFF).</p> <p>The Board feels particularly strong in the area of financial knowledge. Rohner-Ingram felt unsure about responsibilities regarding “advocacy”. Palmer replied that board members may be utilized for public relations during special projects such as when the District has undertaken construction or remodeling projects or has sought a levy or bond measure. Dielman asked about renewal of the 5-year levy. Stokes replied that the current levy expires at the end of fiscal year 2016-2017. Renewal will be necessary in order maintain current services.</p>



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Stokes reviewed the agencies to which the District must report. As a special district (Municipal corporation), BCLD enjoys a great deal of independence. There are just a few local and state government agencies that must be reported to by law, including

**Local & State Government agencies –**

- County Assessor – budget & tax assessment certification (annual, due July 15)
- County Clerk – budget filing (annual, due Sep 30)
- Oregon State Library – Statistics report (annual, due Oct 1)
- Oregon Secretary of State -- Audit. ORS 297.425 requires every municipal corporation to be audited at least once a year. The audit is filed with the Oregon Secretary of State. The Secretary of State has authority to fine the District for various violations.
- Oregon Ethics Commission – The District is invoiced annually by this agency but no report is due. As public officials, all library employees and volunteers are subject to Oregon Ethics Law and could be investigated and fined by the Ethics Commission.

Other reporting:

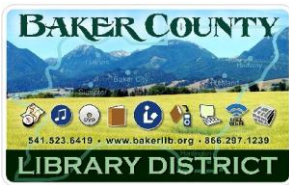
**Associations –**

- Oregon Library Association (OLA)
- Libraries of Eastern Oregon (LEO)
- Sage Library System
- Special Districts Association of Oregon (SDAO)

The District is a voluntary member of these organizations. Sage has recently been establishing standards for participation, particularly in regards to cataloging and is formulating consequences for members not meeting standards. OLA and LEO have no oversight authority but do act in advisory, professional development and support capacities. There has been some discussion in OLA about an accreditation process, but there has been no pursuit of the idea to date. SDAO requires annual reports to determine insurance rates.

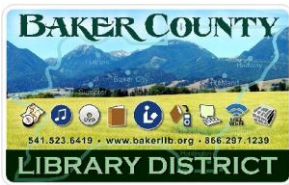
**Various funders for grant reports / subsidy qualification –** Oregon State Library (Ready to Read Grant); USAC (E-Rate reimbursements); Leo Adler Foundation

Stokes provided all Directors with copies of Appendix B: Essential Documents Every Trustee Needs from the *Complete Library Trustee Handbook*. He recommended every Board member and staff read these documents upon starting with the library, refer to them often, and read



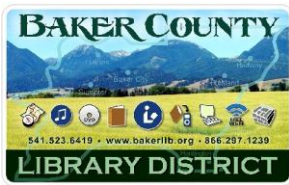
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	<p>them all thoroughly again every couple of years.</p> <p>Stokes asked for comments on the Strategic Planning chapter (handed out at the last meeting from the Handbook). He does want to make a new Strategic Goals document. Discussion ensued. At the staff training, Stokes had the staff brainstorm ideas for goals. A list that was quickly compiled at the meeting today was projected for the Directors review; the list was reviewed with explanations. Stokes said the next step is to compile and organize the comments. He plans to have a committee write a proposal to be given to the Board for review. Discussion to be continued at the next meeting.</p>
<p><b>Statistics Report 2012-2013 Highlights</b></p>	<p>Stokes reviewed highlights of the 2012-2013 Oregon Public Libraries Statistics Report. The report was projected for viewing by the Directors. The District has 12,700 registered borrowers, which Stokes suspects is high. He said it is time again for an inactive accounts report to be run so that unused accounts can be identified and purged. Board members were pleased about the high number in relation to the County population. The current employee FTE of 13.89 is down from 15 FTE in the prior year due to not including job training personnel in the figure. The expenditure on collections was \$96,000 with books totaling 113,553 in Baker County. In addition there are 25,000 E-books and 20,000 audio books. The total physical and digital items available in this District are 198,394. Stokes emphasized that this figure does not include the vast number of materials we have access to through resource sharing with our Sage Library System partners.</p> <p>Stokes is concerned that BCLD circulation of Children’s materials is low compared to other libraries. He has asked staff to find ways to increase children’s borrowing. Rohner-Ingram asked how the shelving and organization of the area effect circulation; there was discussion on the Children’s area. Overall circulation has increased to 165,000 over 153,000 in the prior year. The largest increase has been in the DVD collection with a slight increase in book circulation.</p> <p>Stokes added that there has been some noticeable decline in visitors during the Resort Street construction that will undoubtedly have an impact on these numbers for the current year.</p>
<p><b>Executive Session</b></p>	<p>An Executive Session was called to order at 6:56pm and closed at 7:04pm. During this time doors were closed. Discussion included</p>



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	<p>confidential personnel matters. The Regular Board of Directors Meeting resumed at 7:05pm at which time public doors were re-opened.</p>
<p><b>New Policy: Personal Use of District Resources</b></p>	<p>Stokes attended a full-day training session from Special District Association (SDAO) last month where he became aware of the need for a new policy governing District Resources. The policy he presented was modeled after one from University of So. Carolina. Stokes developed it to summarize Oregon Ethics Law requirements and intends to include it as a prominent part of employee orientation and training materials. Stokes said the essence of Oregon Ethics Law is that public official positions may not be used for personal financial gain or to avoid an expense.</p> <p>Discussion ensued on appropriate use of District facility and materials. Steele commented that some perks as authorized were acceptable. The group discussed how benefits allowable to employees must be weighed against the risk of negative public perception that staff may be taking advantage of their positions. Rohner-Ingram suggested verbiage for a liability disclaimer to be added to the policy. Stokes will update the policy based on Board suggestions. <b>Rohner-Ingram made a motion to adopt Personal Use of District Resources Policy as amended; Palmer seconded; motion passed unanimously.</b></p>
<p><b>Administrative Reports: Director's Report</b></p>	<p>Stokes reported that <b>the Leo Adler Grant Application was filed</b> on time. The Library requested \$50,000 to help fund a RFID (Radio Frequency Identification) circulation system. Additional funding from other granting agencies will also be sought for the project; \$10,000 each from two or three other agencies. In the Adler application, the District committed \$25,000 from Memorial Fund to meet the approximate \$95,000 project starting cost. A <b>storage shed</b> kit was ordered from Costco for \$1,000; It was on sale from \$1,400. The shed is an 8x10 A-frame roof and does require assembly. It is planned to be placed by the handicap parking in the north parking lot. This will provide a space to more safely store gas-powered equipment such as the lawn mower and other landscape machinery rather than in the library utility room. This concluded the Director's reports.</p> <p>Steele told the group that she had recently spoke with Terri Axness, a local artist who said that she and other artists in the community are interested in participating in coming up with an idea for the fountain.</p>
<p><b>Business Report</b></p>	<p>Hawes passed out check packets for signatures; the financial report was</p>



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	<p>included in board packets. The General Fund received tax turnovers totaling \$2,717.28 in October. Interfund loans totaling \$70,000 have been utilized by General fund for operating to-date. Checks written include Ingram book orders of \$6,585.07 and InfoGroup for the annual Reference USA package renewal \$1,600; building maintenance expenses include Blum’s Backflow Testing and repair work \$252.30, Ace Nursery’s Grass Growers repaired the irrigation system \$1,086.34, Whelan Electric outside light repair \$85.50 and Alpine Fire \$178 checked fire extinguishers at 2 branch locations. The Visa will be paid on the 20<sup>th</sup> since the reconciliation is still in process. This year’s annual assessment from the State of Oregon Government Ethics Commission was \$412.87 this year (\$285.83 annual assessment plus \$127.04 an additional special assessment to fund a mandated electronic filing system) whereas last year this bill was \$260.15. Ed Staub made the first delivery to the Haines Library of \$304.50 in heating fuel. The Century Link Huntington telephone bill of \$93.87 was a little high and was reviewed in detail. The Other Funds had no activity to report. The available cash is \$76,637 after having loaned \$70,000 to the General Fund. The District will have enough funds to carry itself through the November first payroll until the tax turnovers begin to come in.</p> <p>The financial statement draft was delivered to Kent Bailey’s office last Thursday, October 10. One of his staff, Jake Collier, plans to start on the audit work next week and hopes to get the work done prior to starting other large audits.</p> <p>Checks were signed and approved.</p>
<p><b>Next Meeting Date</b></p>	<p>The next regular Board meeting will be November 18, 2013 at 6:00pm.</p>
<p><b>Adjourn</b></p>	<p>The meeting was adjourned at 7:35pm.</p> <p>Respectfully submitted,</p> <p>Perry Stokes, Secretary to the Board</p> <p>PS/ch</p>

### 2013 Top Strategic Goals per staff survey

#### BY OVERALL SCORE

1. Better communication & information for staff about technology changes
2. More time available to provide personalized, high quality customer service to patrons
3. Branch staff notified about important changes at main branch
4. Help staff stay up to date with technology
5. Stronger connections with schools, market library to community
6. Walk persons to resources rather than point
7. Take time to educate patrons on library use, rather than doing it for them
8. BCL circ desk monitors up on top of counters (must be sturdy and have long lifespan) - IN PROGRESS
9. Offer MS Word on at least some computers (staff training on LibreOffice)
10. Improved Signage – interior, exterior, parking areas
11. Library instruction classes for public
12. More programs –recruiting community partners/businesses to do programs (computer shop, museum, Master Gardener group, etc)
13. Wednesday meeting training – monthly specialized training by staff on select resources (Library2Go, iPad). Make a schedule 6 – 12 months out.
14. Improved communication between staff
15. Keyboards need letters - IN PROGRESS
16. Large monitor to electronically display and advertise events/resources
17. Tech Assistant volunteers or more staff time to help patrons with computer needs
18. More library & community organization/business events (cross promotion)
19. All staff + board meeting annually
20. Library intro brochure / packet for new residents and cardholders

#### BY TOP % of HIGH VOTES

1. Non-fiction Good Reads/Staff Recommendations bin
2. Signage with display books encouraging check out - DONE
3. Offer MS Word on at least some computers (staff training on LibreOffice)
4. Better communication & information for staff about technology changes
5. Large monitor to electronically display and advertise events/resources
6. Better signage – parking lot stripes, staff reserved spaces



7. BCL circ desk monitors up on top of counters (must be sturdy and have long lifespan) - IN PROGRESS
8. Troubleshooting flowcharts to empower staff to fix tech issues
9. Monthly tech report for work done at branches and at main branch
10. More library & community organization/business events (cross promotion)
11. Post displays in various community meeting spaces (V.A. At Huntington, Schools)
12. Billboard advertising the library
13. Instant Messaging (Chat) digital reference service
14. Teen Youth Worker – processing, repairs, shelving, etc.
15. Wednesday meeting training – monthly specialized training by staff on select resources (Library2Go, iPad). Make a schedule 6 – 12 months out.
16. More time available to provide personalized, high quality customer service to patrons
17. Tech Assistant volunteers or more staff time to help patrons with computer needs
18. Classes on mobile tech devices for staff and public
19. More juvenile audios & videos
20. More advanced discussion of budget planning





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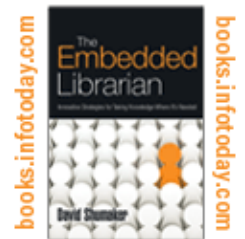
## HOW-TO

# How to Prove a Library's Relevance: MCPL's Brilliant Brand Strategy

by Jim Staley



Vol. 27 No. 6 — Nov/Dec 2013



People love libraries. Public libraries enjoy a level of support unmatched by

most other institutions, public or private. Writers say nice things about us, and ALA stats say that the average U.S. citizen uses us more than five times per year ([tinyurl.com/qc3ocml](http://tinyurl.com/qc3ocml)). Here at Mid-Continent Public Library (MCPL; [mymcpl.org](http://mymcpl.org)), things are no different.

Mid-Continent Public Library is located squarely in the middle of the U.S., in metropolitan Kansas City, Mo. The 770,000 residents of our library district stretch from urban areas of Kansas City proper to small communities that are the very definition of rural. Within our 1,349 sq. mi., we have 30 traditional libraries, four automated library locations, and the Midwest Genealogy Center. Each of these sites experienced record use at the end of the last decade, but still our board and staff regularly fielded the question, "Are people still going to use libraries?" To answer that, we needed to first assess why these doubts about the future were so prevalent at a time when our usage was soaring.

The now-famous 2010 OCLC study, "Perceptions of Libraries" ([oclc.org/reports/2010perceptions.en.html](http://oclc.org/reports/2010perceptions.en.html)), provided us with some context for the concerns of our stakeholders. The study showed that the word most associated with libraries was "books." In fact, 75% of all respondents said that books were the thing they thought of first when they thought of libraries. In an age in which Google and Wikipedia are primary research sources for many and Amazon sells more ebooks than physical books, it is little wonder that our stakeholders would worry about the decline of an institution they primarily associate with paper books.

We surveyed our customers in spring 2012 to assess whether the OCLC study's findings would ring true in our district as well. Among the 25,000 respondents, 65% agreed that "books" was the word they would most closely associate with the library. Focus groups of community leaders took it a step further, informing us that they consider the library a great community resource, but it would be even more valuable if people recognized and understood the vastness of resources available.

Faced with all of this information, MCPL's administrative team sat down to discuss the perception of our institution in the minds of our public and the need to change that perception to remain relevant. To do this, we began with that most difficult of questions: "Who are we, really?"

## Getting From 'Books' to 'Access'

As we talked about everything, such as what we offer today, organizational history, and general library philosophy, the word "access" came up over and over again. Through the conversation, we began to look at access as the lens through which our value becomes most clear. It was also the idea that tied all of the library's varied offerings together and was the subconscious reason for most system decisions through the

years (including the partnership that started MCPL).

The idea of access also seemed to go beyond the library walls and resonate in our broader culture. In an era of digital divides and growing income inequality, we felt that libraries' mission of access for all was a powerful value statement.

<b>Stakeholder</b>	<b>Message</b>	
Community members	Libraries aren't just books.	In spring 2012, informal testing with staff and patrons yielded positive reactions to the idea that our library brand should revolve around "access." The next task, then, was to turn the idea into a brand message. We had previously determined that our brand message needed four major attributes: It had to be clear, focused, flexible, and sustainable. In addition, it needed to be able to communicate with multiple groups of stakeholders. We developed a chart that explained each stakeholder group and the message we needed to communicate to that group via our brand.
Noncustomers	The library has services that will improve your life.	
Customers	We have more to offer you.	
Community leaders	The library remains as relevant as ever.	

A final major goal was to have our brand identity really pervade our institutional culture, not just be dismissed as an advertising campaign. In pursuit of that goal, we made two major decisions. The first was that we would not change our logo. This decision may seem puzzling because we were attempting to move our brand image away from "books," and our logo is an open book. So why not change it? We believe that branding campaigns too often begin and end with the development of a new logo. For us to attempt to alter organizational perception and culture, we needed to be sure that the rebranding would be seen as an alteration of our focus and identity and not just of our logo. And with our belief that this wasn't truly a new direction for MCPL, but a conscious claim on our historical identity, we wanted internal stakeholders to avoid the idea that a new logo meant that we wanted to be something different.

The second decision we made to try to fully infuse the concept of access was to replace the traditional tagline with a layered tag message. This decision was rooted primarily in the need to communicate with various stakeholder groups and in the nature of the services and products we offer.

The layered tag message does start with a base message that looks very much like a standard tagline. The base message is "Access Your World." This statement does three important things: It communicates the essence of the brand, it implies broad offerings, and it is a call to action. This version of the tag message is used in all general communications about the library.

Most library communications, however, don't carry the "Access Your World" statement. Instead, they carry a secondary version of the message that is intended to combine the Access brand with specific benefits of the subject of that particular communication.

<b>Product</b>	<b>Message</b>	
General library document	Access Your World	When we produce a communication piece that talks about book clubs, the Access statement is "Access Community." In any case possible, we try to convey the benefit of the service (Here, it's "community.") instead of simply restating the service (book clubs). The construction of the layered message is meant to both build the association of the library with Access and to expand the consumer's knowledge of what is there for him or her to access. Visually, this is accomplished by consistently rendering "Access" in black or white and then rendering the rest of the statement in a variety of colors. Above are some examples of how we use the layered Access brand.
Signage about book clubs	Access Community	
Flier about job search help	Access Opportunity	
Video about kids' reading program	Access Literacy	

## **Achieving Organizational Change**

There are no more-important brand ambassadors for any organization than its staff members. At MCPL, we believed that getting staff immersed in the brand was the first step toward a successful branding effort

we believed that getting staff immersed in the brand was the first step toward a successful branding effort. To that end, one of the first things we did as we rolled out Access was to give a half-day training session we called "Accessibility" (a word play on the ability to provide access). This interactive session in May explained the ideas behind the brand, celebrated the organizational culture around access, and explained the power that each staff member had as an advocate for the library and the brand.

All staffers received their own T-shirt that bestowed upon them the title of "Access Specialist." In the time since the launch, we have actually begun the process of retitling all of our frontline staff positions as access specialists.

Staff reaction to the brand has been very positive. Many employees have talked about the pride they feel from being providers of access to their communities. The board of trustees has also embraced the new brand. MCPL's board president regularly asks the question, "Does this improve access?"

At the end of 2012, MCPL went through a strategic planning process, and the brand took center stage. Our mission statement became a crystallization of the brand concept. It now reads, "Mid-Continent Public Library's mission is to enrich our citizens and communities through expanding access to innovation, information, ideas, and inspiration."

## Taking Access to Our Customers

Putting the brand front and center through our communication and marketing efforts was our next challenge. As we worked on a plan to communicate with customers that May, we determined that we needed to not only include the new brand message, but to make more fundamental changes to our promotional efforts to reflect the brand. We thought about our general aesthetic and determined that being accessible meant having more simple and open designs with ample white space. We also thought about the products themselves and whether they supported the brand in concept. I'll detail a few of the changes we made:

**Access Passes:** There may not be any library item more associated with the "books" brand than the library card. The cards are revered by librarians and customers alike, but they also represent an ability to leave the library with a stack of books. We all know that our cards offer much more. That is why we began calling our library cards Access Passes. A library card may allow you to check out books, but an Access Pass allows you to tap into the vast resources and knowledge available in many forms at your library.

**Access Guides:** We redesigned our live programming guides and called them Access Guides. These pieces

conformed to our new accessible-design aesthetic and incorporated the brand message. Perhaps more importantly, we developed a new model for our guides that grouped nearby branches in recognition of the fact that our customers tend to access more than one library.

**Digital Efforts:** A major element of our rebranding effort was thinking about how the concept of access could work in our online efforts. We updated our digital branch and app with the visual branding and also incorporated the idea that being more accessible meant more interaction with customers. In addition, we made a concerted effort to get the most-used resources into visible locations. We also amped up our social media efforts. Our goal became to encourage as much interaction as possible on our pages, and the Likes on Facebook skyrocketed as a result.

**Advertising Campaign:** The one piece of this process that incurred significant cost was the advertising campaign, which was intended to carry the Access message beyond our walls. Because we were talking to people who had much less familiarity with the library, we focused the campaign on the ability to access services that would make someone say, "Wow, I didn't know the library did that!" Among the products we featured in the ad campaign were ebooks, homework help, downloadable music, and job search resources.

We then set out to create as many impressions as possible in our community. To accomplish that goal, we developed a multichannel campaign that was aided by donated and reduced-cost media from local companies. The campaign, which ran from August through December, included the following:

- Billboards

- Online ads
- Television
- Radio
- Newspapers (print)
- Magazines (print)
- Online video pre-roll

Each type of media carried a mix of messages that was appropriate for that audience. For instance, ads to promote our free music downloads ran as “pre-roll” (paid messages that run before a selected service begins) spots on local streaming radio, so people saw them as they waited for their chosen radio stream to start. Every medium carried at least two different messages to consistently enforce the idea that there are multiple resources people can access. The overall media mix allowed us to garner more than 15 million impressions. That means reaching members of our community an average of 20 times each. (This, of course, didn’t even count the impressions our current customers get through their interactions with the library.)

How did we pay for all of that? The MCPL board was excited enough about the brand to dedicate a special marketing budget of \$75,000 specifically for it, which we spent on media and printing. We leveraged that budget with our local media partners to get \$19,200 worth of free exposure as well. (In addition, we estimate that our staff spent \$70,000 worth of time on it.)

Tracking usage numbers for the products we featured in the ad campaign proved that people paid attention. During the period ebooks were advertised, their circulation went up 191%. Use of online job resources grew by 48%. Online tutoring sessions grew by 37%. Enrollment in online classes grew by 23%. And downloadable music usage grew by 227%!

## Where We Are Today

As I write this in October 2013, it has been about 10 months since the end of the initial major push for the campaign. The brand has begun to settle in as a regular part of life for everyone around the system. Staff members talk about becoming aware of how many times they use the word “access” in the course of their daily work. Our customers tell us they like our Access Passes, but we still have some work to do in educating them on all the library has to offer. And we were honored that our library colleagues believed in the campaign enough to make it a 2013 John Cotton Dana Library Public Relations Award winner ([tinyurl.com/q43eo5c](http://tinyurl.com/q43eo5c))!

We are about to begin another advertising push that features the brand. This time, we will shift the focus slightly from “wow” products to initiatives that fit our new strategic plan. We will also reduce our media mix a bit to use our most effective channels more frequently.

All in all, we can say that the branding experiment was a success. However, this brand was built specifically to work in an ever-changing library landscape. That landscape hasn’t stopped shifting, so we must continue to redefine what “access” means to our customers and our community.

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**Jim Staley** is the marketing and communications director at Mid-Continent Public Library in Kansas City, Mo. He holds a master’s of public administration degree from the University of Missouri–Kansas City and a B.A. in communications from Drury University in Springfield, Mo. Staley was the rebranding process leader for MCPL and serves as a member of the senior administrative team. His email address is [jstaley@mymcpl.org](mailto:jstaley@mymcpl.org).

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TAXING DISTRICTS	ASSESSED VALUE	REAL MARKET VALUE	BILLING RATE	PERMANENT RATE	TOTAL LEVY SUBMITTED	AMOUNT OF TAX BEFORE COMPRESSION	TRUNCATION LOSS	GAIN/LOSS FROM EXTENSION	LOSS DUE TO MEASURE 5 COMPRESSION	ADD'NL TAX FARM LAND/ OMITTED	LATE FILING PERSONAL PROPERTY	TOTAL TAXES RAISED
<b>COUNTY</b>	1,274,329.527	1,532,275.285	\$3.7286	\$3.7286		4,751,465.07	0.00	0.42	(76,455.44)	0.00	1,317.22	4,676,327.27
<b>COUNTY WEED LEVY</b>	1,274,329.527	1,532,275.285	\$0.0706	\$0.0000	90,000	89,967.66	(32.34)	0.56	(20,831.28)	0.00	0.00	69,136.94
<b>CITIES</b>												
BAKER CITY	494,701,028	579,216,665	\$6.3314	\$6.3314		3,132,150.09	0.00	(0.02)	(115,960.44)	0.00	0.00	3,016,189.63
HAINES	15,362,574	18,734,440	\$1.7562	\$1.7562		26,979.75	0.00	0.01	(0.41)	0.00	0.00	26,979.35
HALFWAY	24,558,017	27,097,210	\$1.0373	\$1.0373		25,474.03	0.00	0.01	0.00	0.00	0.00	25,474.04
HUNTINGTON	14,536,642	18,325,780	\$9.6028	\$9.6028		139,592.47	0.00	(0.06)	(20,982.79)	0.00	0.00	118,609.62
RICHLAND	9,445,671	10,460,890	\$1.1624	\$1.1624		10,979.65	0.00	(0.04)	0.00	0.00	0.00	10,979.61
SUMPTER	26,453,834	35,211,760	\$0.7987	\$0.7987		21,128.68	0.00	0.10	(0.46)	0.00	0.00	21,128.32
<b>SCHOOL DISTRICTS</b>												
5-J	967,871,610	1,166,973,335	\$4.6051	\$4.6051		4,457,145.55	0.00	0.10	(330,030.29)	0.00	0.00	4,127,115.36
16-J	59,314,979	71,420,710	\$4.5332	\$4.5332		268,886.66	0.00	0.02	(28,937.88)	0.00	0.00	239,948.80
8-J	21,447,380	25,392,040	\$4.9135	\$4.9135		105,381.70	0.00	(0.02)	(10,131.76)	0.00	0.00	95,249.92
30-J & 6 & 7	39,758,065	54,028,640	\$5.2650	\$5.2650		209,326.21	0.00	0.06	(24,412.47)	0.00	0.00	184,913.80
SCHOOL 61	185,937,493	214,460,560	\$4.9514	\$4.9514		920,650.90	0.00	0.04	(124,640.03)	0.00	0.00	796,010.91
BMCC	1,214,998,928	1,460,838,885	\$0.6611	\$0.6611		803,235.79	0.00	(8.42)	(68,446.59)	0.00	0.00	734,780.78
INTER MOUNTAIN ESD	1,215,014,548	1,460,854,575	\$0.6156	\$0.6156		747,962.96	0.00	0.20	(63,737.49)	0.00	0.00	684,225.67
MALHEUR ESD	59,314,979	71,420,710	\$0.3077	\$0.3077		18,251.22	0.00	(0.09)	(1,964.29)	0.00	0.00	16,286.84
TVCC	59,330,599	71,436,400	\$1.2235	\$1.2235		72,590.99	0.00	0.00	(7,814.49)	0.00	0.00	64,776.50
<b>SPECIAL DISTRICTS</b>												
PINE VALLEY CEM.	131,931,500	147,795,670	\$0.1357	\$0.1357		17,903.10	0.00	0.02	(0.12)	0.00	0.00	17,903.00
EAGLE VALLEY CEM.	46,712,919	55,485,720	\$0.4142	\$0.4142		19,348.49	0.00	(0.03)	(0.18)	0.00	0.00	19,348.28
HAINES CEM.	86,674,135	104,658,440	\$0.3537	\$0.3537		30,656.64	0.00	(0.03)	(0.29)	0.00	0.00	30,656.32
HEREFORD COMM. BLDG	22,448,421	30,642,790	\$0.4540	\$0.4540		10,191.58	0.00	0.15	(0.20)	0.00	0.00	10,191.53
UNITY REC. DIST.	17,309,644	23,385,850	\$0.3870	\$0.0000	6,700	6,698.83	(1.17)	0.04	(1.22)	0.00	0.00	6,697.65
DURKEE COMM BLDG	114,471,685	122,309,690	\$0.1326	\$0.1326		15,178.95	0.00	0.01	(0.02)	0.00	0.00	15,178.94
BAKER VECTOR	729,808,391	868,192,205	\$0.3423	\$0.3423		249,813.41	0.00	(0.56)	(6,268.11)	0.00	0.00	243,544.74
BAKER VECTOR LOCL OPTN	729,808,391	868,192,205	\$0.1918	\$0.0000	140,000	139,977.25	(22.75)	(0.44)	(54,577.79)	0.00	0.00	85,399.02
CNTY LIBRY LOCL OPTION	1,274,329,527	1,532,275,285	\$0.2490	\$0.0000		317,308.05	0.00	(0.86)	(73,468.53)	0.00	0.00	243,838.66
COUNTY LIBRARY	1,274,329,527	1,532,275,285	\$0.5334	\$0.5334		679,727.37	0.00	(0.64)	(10,937.35)	0.00	0.00	668,789.38
PINE EAGLE HEALTH LOCL OPTN	137,135,562	155,540,290	\$0.8500	\$0.8500		116,565.23	0.00	0.34	(6.21)	0.00	0.00	116,559.36
<b>RURAL FIRE DISTRICTS</b>												
PINE VALLEY R.F.D	80,484,339	94,393,270	\$0.5535	\$0.5535		44,548.08	0.00	0.06	(0.46)	0.00	0.00	44,547.68
EAGLE VALLEY R.F.D	37,898,380	45,202,930	\$0.8500	\$0.8500		32,213.62	0.00	(0.05)	(0.36)	0.00	0.00	32,213.21
NORTH POWDER R.F.D	18,948,483	22,450,390	\$0.6633	\$0.6633		12,568.53	0.00	0.00	0.00	0.00	0.00	12,568.53
HAINES R.F.D	71,557,516	86,092,390	\$0.8500	\$0.8500		60,823.89	0.00	0.24	(0.63)	0.00	0.00	60,823.50
BOWEN VALLEY R.F.D	18,908,705	24,348,520	\$2.0000	\$2.0000		37,817.41	0.00	(0.10)	0.00	0.00	0.00	37,817.31
BAKER R.F.D.	139,725,759	177,698,690	\$0.6734	\$0.6734		94,091.33	0.00	0.21	(595.11)	0.00	0.00	93,496.43
<b>BONDED DEBT(EXCL. FROM LIMIT)</b>												
CITY OF HALFWAY	24,558,017	27,097,210	\$0.5980	\$0.0000	14,688	14,685.69	(2.31)	0.03	0.00	0.00	0.00	14,685.72
CITY OF HAINES	15,362,574	18,734,440	\$0.5532	\$0.0000	8,500	8,498.58	(1.42)	(0.07)	0.00	0.00	0.00	8,498.51
CITY OF HUNTINGTON	14,536,642	18,325,780	\$1.7303	\$0.0000	25,154	25,152.75	(1.25)	0.02	0.00	0.00	0.00	25,152.77
CITY OF SUMPTER	26,453,834	35,211,760	\$1.5167	\$0.0000	40,125	40,122.53	(2.47)	0.06	0.00	0.00	0.00	40,122.59
<b>TOTALS</b>					325,167	17,775,060.69	(63.71)	(8.73)	(1,040,202.69)	0.00	1,317.22	16,736,166.49

STATE OF OREGON

SS.

COUNTY OF BAKER

I, KERRY B SAVAGE, ASSESSOR FOR BAKER COUNTY, PURSUANT TO ORS 311.105 DO HEREBY CERTIFY THE ASSESSED VALUATION, TAX LEVIES, AND TAXES SET FORTH IN THE SUMMARY HEREIN CONTAINED, ARE TRUE AND CORRECT COPIES OF THE WHOLE THEREOF, AS THE SAME APPEARS ON FILE IN MY OFFICE & CUSTODY. DATED THIS 7TH DAY OF OCTOBER, 2013 AT BAKER CITY, OREGON

KERRY B SAVAGE, ASSESSOR

VALUATION/FUND	BILLING RATE PER FUND	AMOUNT TAX WILL RAISE PER FUND
GENERAL FUND	3.7286	4,676,327.27
COUNTY SCHOOL	0	0.00
COUNTY WEED CONTROL	\$0.0706	69,136.94
COUNTY JAIL	0	0.00
<b>TOTAL</b>	<b>3.7992</b>	<b>4,745,464.21</b>

SPECIAL DISTRICTS	ASSESSMENTS AFTER COMP.
STATE FIRE PATROL(FP)	277,803.25
LOWER POWDER IRR.(PO&PC)	75,312.35
BURNT RIVER IRR.(BO&BC)	76,508.89
BAKER VALLEY IRR.(VO&VC)	293,678.12
BLUE MNT TV	11,400.00
MOBILE HOME SURCHARGE	2,201.75
<b>TOTAL SPECIAL ASSESSMENTS</b>	<b>736,904.36</b>
<b>TOTAL TAXES &amp; ASSESSMENTS</b>	<b>17,473,070.85</b>
LESS STATE FISH & WILDLIFE	2,648.83
<b>NET TAXES &amp; SPECIAL ASSESSMENTS TO BE COLLECTED</b>	<b>17,470,422.02</b>



STATEMENT OF TAXES AND SUMMARY OF ASSESSMENT ROLL FOR BAKER COUNTY, OREGON ASSESSMENT DATE January 1, 2013 FOR THE FISCAL YEAR ENDING June 30, 2014

DISTRIB. OF TAXES & ASSESSMENTS (In percentages) TO SCHOOLS 35.161257% COUNTY 27.158730% TOWN AND CITIES 18.930961% CEMETERY, RURAL FIRE & HEALTH DIST'S 2.665681% ASSESSMENTS IRRIGATION DIST STATE FIRE PATROL 1.588984% VECTOR CONTROL 1.882576% BAKER COUNTY LIBRARY DIST. 5.223055% UNITY REC.DURKEE COMM.HEREFORD BLU 0.183529% MOBILE HOME SURCHARGE 0.012601% BLUE MOUNTAIN COMM. COLLEGE 4.205218% TREASURE VALLEY COMM. COLLEGE 3.370722% BLUE MOUNTAIN TRANSLATOR DISTRICT 0.065243%

TOTAL ASSESSED VALUE OF TAXABLE PROPERTY 1,274,329,527 NET TAXES AND SPECIAL ASSESSMENTS LEVIED IN COUNTY FOR ALL PURPOSES 17,470,422.02

POSTED RATIO 100% PREPARED BY: KERRY B. SAVAGE BAKER COUNTY ASSESSOR SUMMARY OF ASSESSMENT ROLL REAL PROPERTY FARM USE LAND 68,357,362 DESIGNATED FOREST LAND 1,872,806 FISH AND WILDLIFE 229,850 HISTORICAL 11,823 ALL OTHER LAND 250,313,749 TOTAL ALL LAND 320,785,390 IMPROVEMENTS AND MOBILE HOMES\* 668,842,593 HISTORICAL IMPROVEMENTS\* 720,007 TOTAL ALL IMPROVEMENTS 669,562,600 TOTAL ALL LAND & IMPROVEMENTS 990,347,990 LESS VETERANS EXEMPTION 7,472,237 TOTAL(TAXABLE)REAL PROPERTY 982,875,753 PERSONAL PROPERTY MISCELLANEOUS 28,682,120 MOBILE HOMES 4,811,990 TOTAL PERSONAL PROPERTY 33,494,110 LESS VETERANS EXEMPTION 105,611 TOTAL(TAXABLE)PERSONAL PROPERTY 33,388,499 TOTAL REAL AND PERSONAL 1,016,264,252 UTILITIES 258,065,275 TOTAL TAXABLE VALUE 1,274,329,527

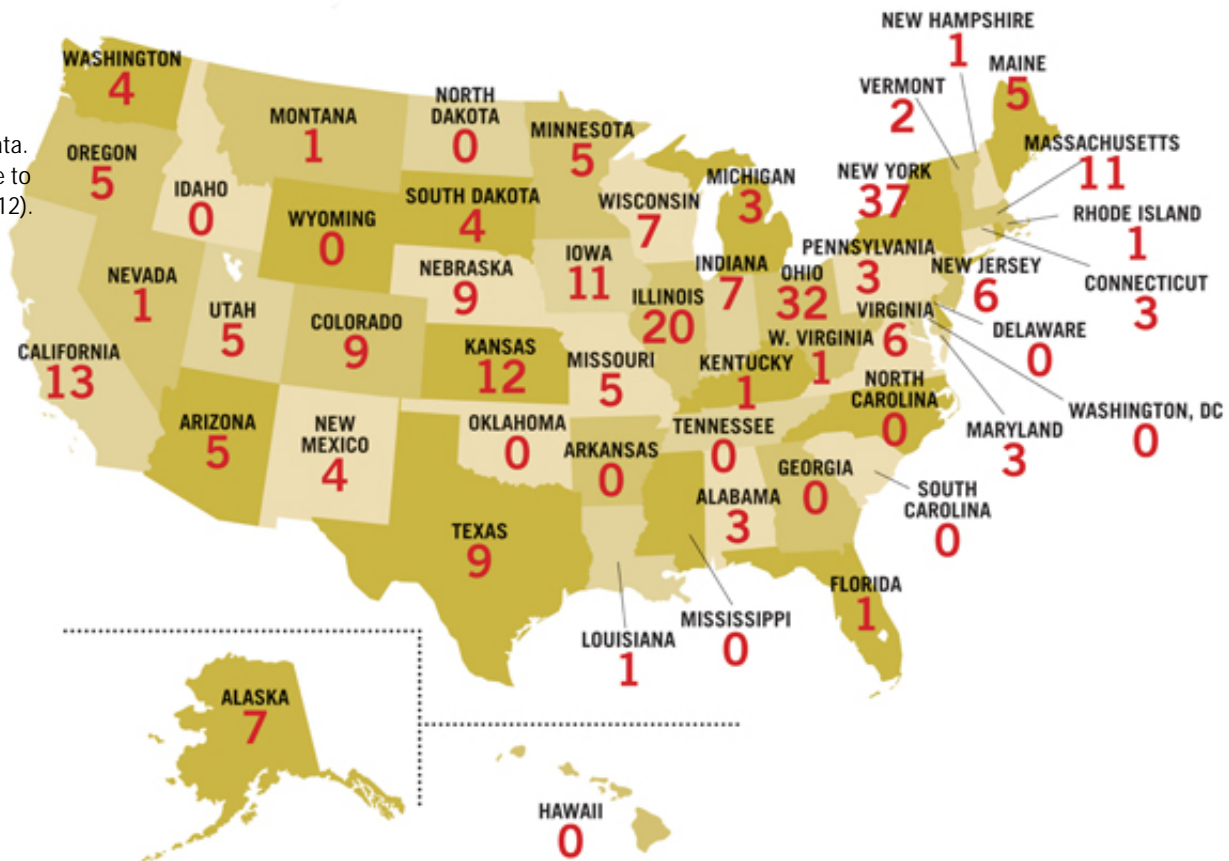
Table with 12 columns representing different assessment codes (e.g., CODE 1-5, CODE 5-11, CODE 5-19(HAINES RFD), etc.) and rows listing various property types and their corresponding values. The table is organized into a grid with sub-totals for each code and overall totals at the bottom.



# LJ Index 2013: All the Stars, State by State

By [Keith Curry Lance & Ray Lyons](#) on November 1, 2013 [8 Comments](#)

\*Based on 2011 data.  
BCLD not rated due to  
Visits (began in 2012).



Click a state above, or use the drop-down below to jump to the Star libraries in that state.

Star libraries are listed alphabetically by state abbreviation, then ranked by stars and score. Please note that expenditure category peer comparisons are the critical ones; for the Star Libraries by expenditure category please go to [The Star Libraries](#) page.

To sort the table, select the desired column by clicking the cell in the head row of the table. To sort the table by two criteria, first click the header column you'd like to be the initial sort factor. Then add a secondary sort by holding shift while selecting another column.

You can also use the search box at the top right corner of the table to search for text in the table.

There are no libraries on this chart from Washington DC, Delaware, Georgia, Hawaii, Mississippi, North Dakota, South Carolina, Tennessee, or Wyoming (please see ["Find a Library"](#) to see how a library not starred did in the ratings or to discover why it was not included).

## [LJ Index of Public Library Service 2013](#)

[The Star Libraries](#)

[Beyond the Stars](#)

[All the Stars, State by State](#)

[The Case for New Outputs](#)

[Spotlights: New and Improved Stars](#)

[The More Things Change](#)

[Find a Library](#)

[LJ Index FAQ](#)

Select a State

# All Star Libraries 2013, State by State

Search:

Expenditure Category	Stars	Library	City	State	Circ Per Capita	Visits Per Capita	Program Attendance per capita	Public Internet Terminal Use per capita	Score
\$50K-\$99.9K	***	Craig Public Library	Craig	AK	22.0	14.1	1.3	4.4	1407
\$400K-\$999.9K	****	Haines Borough Public Library	Haines	AK	38.3	33.7	2.7	7.2	2090
\$10K-\$49.9K	***	Tri-Valley Community Library	Healy	AK	15.2	6.1	2.8	0.7	1316
\$400K-\$999.9K	***	Homer Public Library	Homer	AK	21.2	25.0	0.8	9.4	1583
\$50K-\$99.9K	*****	Sand Point Community/School Library	Sand Point	AK	23.7	25.6	3.7	12.3	2695
\$200K-\$399.9K	****	Seward Community Library Museum	Seward	AK	22.6	28.0	1.2	8.1	1637
\$400K-\$999.9K	*****	Unalaska Public Library	Unalaska	AK	52.4	27.5	0.9	20.6	2800
\$100K-\$199.9K	*****	Flomaton Public Library	Flomaton	AL	76.0	18.6	0.3	5.7	2185
\$5M-\$9.9M	****	Hoover Public Library	Hoover	AL	27.4	10.2	1.1	2.4	1166
\$50K-\$99.9K	*****	Rogersville Public Library	Rogersville	AL	35.0	21.6	1.5	5.9	1970
\$10K-\$49.9K	****	Fredonia Public Library	Fredonia	AZ	6.7	12.3	2.6	4.1	1547
\$200K-\$399.9K	*****	Ak-Chin Indian Community	Maricopa	AZ	10.6	51.2	2.7	22.4	2788
\$400K-\$999.9K	*****	Page Public Library	Page	AZ	37.0	25.4	1.4	20.9	2657
\$100K-\$199.9K	***	Parker Public Library	Parker	AZ	13.3	25.8	1.0	6.8	1566
\$50K-\$99.9K	****	Tonto Basin Public Library	Tonto Basin	AZ	23.5	17.7	1.6	4.5	1594
\$10M-\$29.9M	****	Berkeley Public Library	Berkeley	CA	17.2	12.0	0.3	2.3	923
\$5M-\$9.9M	****	Beverly Hills Public Library	Beverly Hills	CA	20.0	16.3	0.3	2.7	1030
\$1M-\$4.9M	****	City of Commerce Public Library	Commerce	CA	20.0	25.0	2.3	5.8	1632
\$30M+	*****	Santa Clara County Library	Los Gatos	CA	29.9	9.0	0.4	1.9	1177
\$200K-\$399.9K	****	Alpine County Library/Archives	Markleeville	CA	28.3	24.4	1.9	7.8	1777
\$1M-\$4.9M	***	National City Public Library	National City	CA	4.1	5.9	5.4	2.7	1450
\$5M-\$9.9M	***	Newport Beach Public Library	Newport Beach	CA	18.6	14.7	0.6	1.6	969
\$5M-\$9.9M	*****	Redwood City Public Library	Redwood City	CA	22.9	13.8	2.2	9.7	2149
\$30M+	****	San Francisco Public Library	San Francisco	CA	13.0	8.7	0.4	1.1	855
\$30M+	***	San Jose Public Library	San Jose	CA	14.1	7.1	0.3	1.7	817
\$10M-\$29.9M	****	San Mateo County Library	San Mateo	CA	14.8	8.9	0.7	2.8	989
\$10M-\$29.9M	*****	Santa Monica Public Library	Santa Monica	CA	20.0	16.5	0.8	3.2	1398
\$1M-\$4.9M	****	St. Helena Public Library	St. Helena	CA	43.3	25.0	1.6	4.4	1694
\$10M-\$29.9M	****	Douglas County Libraries	Castle Rock	CO	28.4	7.2	0.8	0.7	933
\$30M+	****	Denver Public Library	Denver	CO	14.7	5.8	0.5	1.5	843
\$10M-\$29.9M	****	Arapahoe Library District	Englewood	CO	19.4	9.3	0.5	1.6	871
\$100K-\$199.9K	*****	La Veta Regional Library District	La Veta	CO	40.8	45.4	2.4	8.3	2710

Category	Stars	Library	City	State	Circ P/C	Visits P/C	Program Attendance P/C	Computer Use P/C	
\$100K-\$199.9K	★★★★	Rock Creek Public Library	Rock Creek	OH	16.1	22.7	2.6	5.7	1706
\$1M-\$4.9M	★★★	Rocky River Public Library	Rocky River	OH	42.1	19.1	1.3	3.0	1426
\$200K-\$399.9K	★★★★	St. Paris Public Library	St. Paris	OH	18.3	38.4	1.5	3.7	1632
\$30M+	★★★	Toledo-Lucas County Public Library	Toledo	OH	16.4	6.3	0.3	1.9	780
\$1M-\$4.9M	★★★	Twinsburg Public Library	Twinsburg	OH	51.6	13.5	1.4	2.8	1440
\$1M-\$4.9M	★★★★	Upper Arlington Public Library	Upper Arlington	OH	59.8	29.8	0.9	3.0	1733
\$400K-\$999.9K	★★★★	Brumback Library	Van Wert	OH	29.0	20.4	3.0	5.1	1679
\$1M-\$4.9M	★★★★★	Westerville Public Library	Westerville	OH	28.1	14.4	0.6	17.8	2134
\$1M-\$4.9M	★★★★★	Wickliffe Public Library	Wickliffe	OH	39.7	19.4	2.7	7.8	1991
\$5M-\$9.9M	★★★★★	Worthington Public Library	Worthington	OH	34.3	22.5	0.7	2.7	1508
		BCLD (2012)	Baker City	OR	9.6	11.61	0.4	3.5	
\$10M-\$29.9M	★★★	Eugene Public Library	Eugene	OR	18.3	8.8	0.3	1.6	753
\$50K-\$99.9K	★★★★	Lakeside Public Library	Lakeside	OR	18.0	17.6	0.1	10.5	1612
\$100K-\$199.9K	★★★	Port Orford Public Library	Port Orford	OR	15.7	15.1	0.9	9.4	1568
\$200K-\$399.9K	★★★★	Garden Home Community Library	Portland	OR	40.2	17.9	0.9	3.5	1460
\$30M+	★★★★	Multnomah County Library	Portland	OR	32.5	7.5	0.4	1.4	1118
\$200K-\$399.9K	★★★	New Cumberland Public Library	New Cumberland	PA	32.3	18.7	1.4	1.6	1368
\$200K-\$399.9K	★★★	Green Tree Public Library	Pittsburgh	PA	20.0	26.7	1.1	4.9	1427
\$400K-\$999.9K	★★★	Sewickley Public Library	Sewickley	PA	24.8	18.3	3.2	3.7	1520
\$400K-\$999.9K	★★★★★	Island Free Library	New Shoreham	RI	37.5	72.5	6.7	15.7	3802
\$100K-\$199.9K	★★★	Beresford Public Library	Beresford	SD	29.9	21.3	1.4	4.0	1581
\$50K-\$99.9K	★★★★★	Centerville Community Library	Centerville	SD	17.0	40.3	2.1	2.0	1924
\$50K-\$99.9K	★★★	Freeman Public Library	Freeman	SD	19.7	13.2	0.3	7.6	1395
\$10K-\$49.9K	★★★★	Lennox Community Library	Lennox	SD	13.2	25.2	0.4	0.4	1481
\$200K-\$399.9K	★★★★★	Bee Cave Public Library	Bee Cave	TX	40.4	22.9	2.8	1.9	1856
\$100K-\$199.9K	★★★★	Yoakum County/Cecil Bickley Library	Denver City	TX	5.1	9.3	5.6	7.9	1898
\$100K-\$199.9K	★★★★★	Haslet Public Library	Haslet	TX	34.1	23.2	4.2	2.5	2000
\$100K-\$199.9K	★★★	Lindale Library	Lindale	TX	26.8	21.9	1.6	4.3	1587
\$50K-\$99.9K	★★★★★	Upton County Public Library	Mccamey	TX	51.8	26.6	0.1	5.1	2063
\$10K-\$49.9K	★★★★★	Tri-Community Library	Prairie Lea	TX	8.0	6.7	7.9	1.2	2031
\$100K-\$199.9K	★★★★★	Claud H Gilmer Memorial Library	Rocksprings	TX	15.9	26.0	5.0	5.7	2141
\$100K-\$199.9K	★★★★	The Library At Cedar Creek Lake	Seven Points	TX	13.0	22.3	3.5	3.7	1645
\$10K-\$49.9K	★★★★	Valley Mills Public Library	Valley Mills	TX	8.3	9.8	1.9	4.4	1424
\$10K-\$49.9K	★★★	Lewiston Public Library	Lewiston	UT	22.1	8.7	0.6	2.5	1387
\$400K-\$999.9K	★★★	Grand County Public Library	Moab	UT	16.8	17.6	1.2	11.8	1619
\$50K-\$99.9K	★★★	Mt. Pleasant Public Library	Mt. Pleasant	UT	24.9	14.5	1.8	1.4	1377