santa clara
county
library district

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CUPERTINO LIBRARY FOUNDATION
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INTRODUCTION: SANTA CLARA COUNTY LIBRARY DISTRICT'S COMMUNITY RETURN ON INVESTMENT

For many, Santa Clara County is synonymous with Silicon Valley, the birthplace of the information technology revolution. While it is true that the County is home to Apple, eBay, Google, HP, and a myriad of start-ups working to be the next "big thing" in information technology, the Silicon Valley nickname doesn't fully capture the diverse, vibrant history and culture of the area.

SCCLD serves the unincorporated portions of Santa Clara County and the cities of:

- Campbell
- Cupertino
- Gilroy
- Los Altos
- Los Altos Hills
- Milpitas
- Monte Sereno
- Morgan Hill
- Saratoga

Santa Clara County has a strong agricultural tradition, with families that have lived in the area for generations. In addition, the technology boom of recent decades has made the County a destination for immigrants from around the nation and the globe. The County is comprised of a diverse collection of communities, old and new, urban and rural. While great differences exist among these populations, they tend to share an appreciation for diversity, education and personal enrichment, equal and open access to information, and the benefits of technology.

In its first 100 years of existence, the Santa Clara County Library District (SCCLD) has shaped its services to best meet the needs and interests of the communities that make up this unique region. The following five key roles best describe the Library District's focus and the benefits it provides to its community:

- Enhancing Early Literacy and Youth Education
- Promoting Lifelong Learning and Personal Growth
- Building and Bridging Diverse Communities
- Providing Access to Information and Technology for All
- Supporting Personal Recreation and Quality of Life

SCCLD provides these benefits through a range of offerings, including books, music, movies, games, and other materials; cultural, educational, and recreational programs; and access to technology and specialized reference services.

SCCLD's full impact on Library District residents' education, personal growth, community building, information and technology access, and quality of life is immeasurable. By estimating the value of a more easily quantifiable subset of these benefits, this study shows that the value of SCCLD's services in fiscal year 2011-12 was between at least $83.0 and $171.8 million. This means that for every dollar spent by SCCLD, the community receives at least $2.50 to $5.17 in direct benefits.

This conservative value only includes those library services that can be easily measured. The actual value of benefits provided by SCCLD is substantially greater. While the Library District may help someone find a new job, start a small business, or address a personal health concern, these indirect benefits are not easily quantifiable and are not included in the return on investment calculation.

While the value of borrowing a book is quantified, the potential personal, familial, and societal benefits generated through the use of a book are not captured. It is likely that these non-quantifiable benefits, including increased employment and tax revenues for the community and greater personal income and family stability, are much greater than the market value of the book itself.

The remainder of this report quantifies and describes the benefits Santa Clara County residents receive from their investment in the Library District. Our approach to the return on investment calculation is presented in the final section of the report. Non-quantifiable benefits were primarily identified through interviews with the individuals listed in Appendix B.

PROVIDING ACCESS TO INFORMATION AND TECHNOLOGY FOR ALL

- Indirect benefits created by access to information and technology among those who might not otherwise have access
  - Information fluency, research, reference, and computer skills
  - Resources for people with disabilities, including access to homebound services and talking books, braille, and other accessible reading materials
- An efficient, environmentally-conscious way to provide shared resources
- Equity and intellectual freedom through open, free access to information and technology

ENHANCING EARLY LITERACY AND YOUTH EDUCATION

- The full benefits of early literacy, which include success in school, career, and life
  - Expert guidance in obtaining and identifying reliable information sources and the cultivation of information literacy
    - Safe, inviting spaces for children and teens to learn

NON-QUANTIFIABLE BENEFITS ↑

QUANTIFIABLE BENEFITS ↓

- Circulation of nonfiction materials
- Adult, children's, and virtual reference services
- Online database searches
- Public access computers, including dedicated ADA, teen, and children's terminals

- Circulation, programming and reference services for educational purposes
- Story time, infant lapsits, and other programming that promotes early literacy
- Online tutoring programs
- Group study rooms

SUPPORTING PERSONAL RECREATION AND QUALITY OF LIFE

- Individual relaxation and enjoyment
- Opportunities for personal exploration, creativity, and expression
- Intellectual engagement
- Art displays, cultural programming, musical performances, and other opportunities for cultural appreciation and enrichment

- Leisure-related circulation, including fiction, music, console games, and movies
- Book Clubs and Book Club kits
- Recreational, cultural, and arts programming, including cooking, Tai Chi, and travel programs
- Discover and Go museum passes including the Aquarium of the Bay and the Tech Museum of Innovation

- Meeting rooms
- Group study rooms
- Programming and community events
- Multilingual circulation, programming, and reference services

- Circulation, programming and reference services related to career, financial management, and health and wellness
- PlaneTree Health Information Center
- The Reading Program

PROMOTING LIFELONG LEARNING AND PERSONAL GROWTH

BUILDING AND BRIDGING DIVERSE COMMUNITIES

- A gathering place for diverse communities throughout the Library District
- A particularly important community focal point in rural areas of the District
- A safe, clean, and comfortable "third place" for individual community members
- Civic engagement and partnerships developed through community-sponsored events and meetings
- Nexus for cultural communities through multilingual programming
- Social interactions for adults, teens, and children
- Access to diverse collections representing multiple points of view

- Individual, family, and community benefits of employment and financial management, including decreased demand for social services

- Individual and community benefits of personal health and wellness, including improved health outcomes and reduced individual and society medical costs

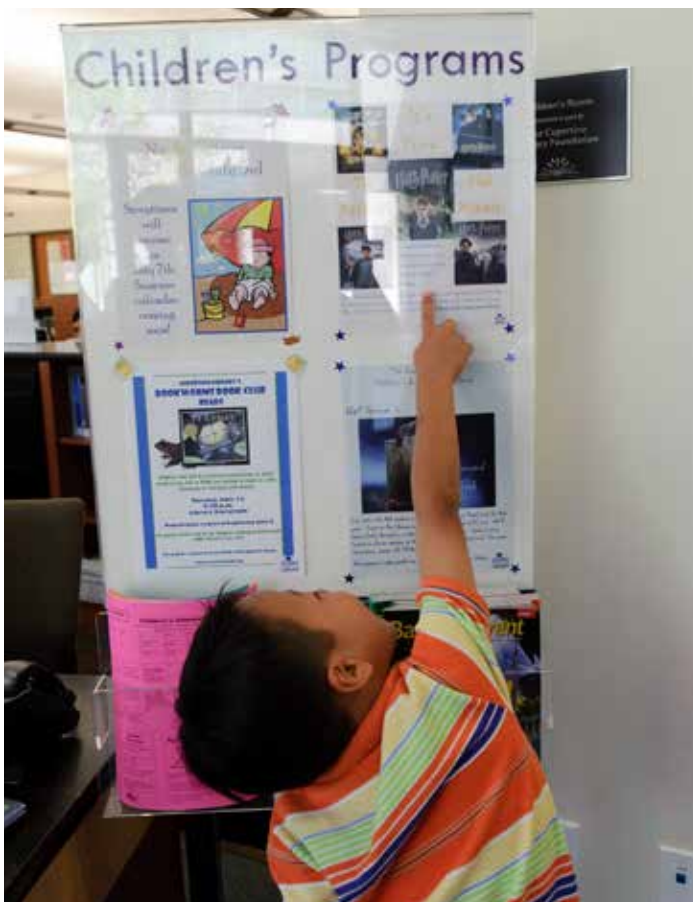# CHAPTER 1: ENHANCING EARLY LITERACY AND YOUTH EDUCATION

The Santa Clara County Library District is a key institution in the County's educational network, supplementing and supporting the work of the region's public and private schools by providing access to resources, research assistance, homework help, free computers and other technology, as well as places for individual and group study.

These resources cultivate pre- and early literacy skills, support children in school, and prepare young people for college or careers. The value of the Library District's contributions in this arena is enormous, supporting the well-being of individuals, families, businesses, and the broader Santa Clara County community.

The Library District helps develop the early literacy skills of infants and preschoolers. Literacy is universally accepted as a foundational element for future academic success, with reading skills critical to success in other subjects, including science, math, history, and economics. According to the Campaign for Grade Level Reading, "reading proficiency by third grade is the most important predictor of high school graduation and career success."

In response to this important need, SCCLD provides resources and programs to help families and children build cognitive, social, and emotional skills so they enter kindergarten ready to learn and able to progress at the expected pace. For infants, the Library District offers board books that familiarize children with the concept of reading and "lapsits," which are short storytimes for newborns to one-year-olds during which librarians interact with babies and parents using books, props, and music, building gross motor skills and vocabulary.

Older children can participate in a variety of developmentally-appropriate storytimes. Toddler storytimes build vocabulary and print motivation and awareness; stories designed for two- and three-year-olds develop letter knowledge; and preschool storytimes develop narrative skills and phonological awareness. Each program is designed with specific skill

PROGRAMS PREPARE CHILDREN FOR SUCCESS IN SCHOOL AND A LIFETIME OF READING

development in mind and uses books, rhymes, songs, flannel boards, and interaction to make the educational programming fun and to prepare children for success in school and a lifetime of reading for enrichment and pleasure.

The Library District is a critical supplement to schools. California's public schools are significantly under-resourced with fewer librarians per student than any other state in the country. Nationally, there is one school librarian for every 1,085 students; in California, there is one librarian for every 8,310 students (National Center for Education Statistics, Digest of Education Statistics,

2012). Sabrina Chen, a student in Santa Clara County, put this in personal terms, saying that her ability to do her school work is negatively impacted by the fact that her school library is only open until 4:00 pm.

SCCLD supplements school libraries by providing collections, data, and librarians to students, offering after school homework help, tutoring (including online tutoring seven days a week in English and Spanish), and maintaining a safe place for group and individual study that is often open for several hours after school libraries close for the day. In rural areas, visits from the Bookmobile also help students succeed.

Jill Owens, a retired elementary school teacher who taught in one of the most rural areas in the County says, "Particularly in rural communities, students wouldn't have access to materials like books and online databases without the Library District." The Library District provides students with access to computers and other technologies that have become crucial for life in our society.

The Library District further encourages intellectual development beyond the school classroom through access to collections and web resources designed with both fun and learning in mind. A specially designed web portal on the Library District's website connects children and their families to age appropriate books, programs, and resources. Music, movie, and arts and crafts programs engage and entertain children of all ages while building crucial learning skills.

Accessible year round, these services, in conjunction with the Library District's Summer Reading Program, help combat the "summer slide." It has been shown that children who read during the summer may actually improve in their reading ability, while students who don't, are shown to slide backward (National Summer Learning Association). The Library District's Summer Reading Program has over 10,000 participants, of

The Library is an important studying venue for students in the county, including for teens. They are able to get assistance, not just with their school work there, but also with their college preparatory tests and admissions.
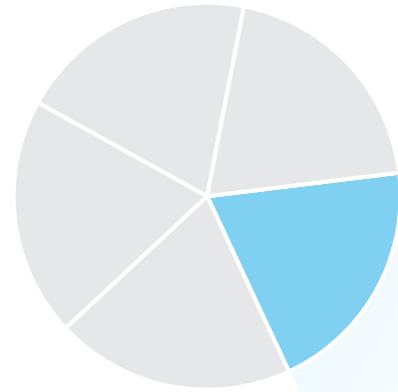
Jean Mordo, Former Fortune 500 CFO.

which about 9,000 are children and teens. Summer reading, as well as participation in other Library District programs and activities, engages youth and helps support continuous education throughout the year.

SCCLD provides services and spaces made just for teens, supporting in- and out-of-school success. These spaces include the Gilroy Teen Center and other group study and small reading rooms for teens working both individually and in groups.

A plethora of teen-specific borrowing materials, including a teen pick of the month and tailored programs, engage teens and provide productive entertainment after school, on weekends, and during school breaks. For teens prepping for college, free SAT/ACT tutoring and practice tests are great resources. The Library District also manages online and print resources, including librarian-selected websites and college-acceptance focused books, which help teens select, apply to, pay for, and get the most out of college. Teens looking for an alternate path to career success can take advantage of SCCLD's virtual career center, with resources for finding jobs, building a resume and social media profile, live interview coaching, career assessments, local job searches, and skill-building courses.

CHAPTER 2: PROMOTING LIFELONG LEARNING AND PERSONAL GROWTH

SCCLD is committed to the concept of lifelong learning, providing opportunities for learning and personal enrichment to people of all ages. By promoting individual skill-building, financial independence, and health and well-being, the Library District supports families and whole communities, helping individuals and society at large avoid lost opportunities and the costs associated with social support services and subsidized medical care.

The Library District directly addresses the basic literacy skills of adults. In California, 3.4 million adults are below the basic literacy level for reading and writing. In Santa Clara County, about 16% of the population is below this basic literacy standard. Reasons might include an unaddressed learning disability, emigrating from another country where English is not a primary language, or slipping through the cracks of the educational system.

In response to this challenge, SCCLD has developed a literacy program called The Reading Program for adults and teens older than 16 who are not enrolled in school and read or write below the 9th grade level. The program pairs adult learners with volunteer tutors who meet for two hours a week for six or more months to establish or strengthen their literacy skills. Each learner chooses individualized goals they hope to achieve through improved reading and writing skills. Recent examples of goals met by learners in The Reading Program include giving an acceptance speech to classmates after receiving an award for being an exceptional student, winning a scholarship for a work-related conference on lactation and meeting a local Congressional Representative, passing the California food preparation test and securing a job at a local restaurant, and reading a Mini Mysteries book with a child.

By improving the literacy skills of adults the Library District positively impacts the well-being of multiple generations. Parents play a critical role in developing the literacy skills of children by exposing them to vocabulary, stories, and the habit of reading. For parents, developing the skills to read a bedtime story,

SCCLD PROVIDES JOB SEARCH RESOURCES THAT INCREASE THE SUCCESS OF JOB SEEKERS

can be transformational to their lives and the lives of their children.

SCCLD provides a variety of resources which support educational and vocational success for adults. Library District resources build academic skills including writing and basic math, enhance adults' formal education by preparing them for the General Educational Development (GED) tests, and build technology skills through computer training.

SCCLD's online tutoring system offers live tutoring and skill building, writing assistance, and test preparation through 24/7 access to hundreds of practice tests. The system also helps users learn word processing and spreadsheet applications.

SCCLD provides job search resources that can increase the success of those looking for work. The District

provides a variety of vetted books and online resources to guide a successful job search, offering programming on a diverse array of topics including resume writing and interviewing, and providing reference services to job seekers. David Matuszak, Director of the Santa Clara County Regional Occupational Program, says that the adults who participate in his program rely on the Library District to successfully meet both course and job search outcomes: "The Library District is a great resource for them. I require every person who goes through our class to go to a Library District facility at least once so that they can learn to use its job search resources."

The Library District supports patron financial self-sufficiency, citizenship, and health and well-being. SCCLD helps individuals with the stewardship of their financial resources through print and online resources, financial seminars, and personal help with taxes and filing for government or social service assistance. The results benefit individuals, their families, and the economic and social health of the broader community.

SCCLD similarly assists many County residents on the pathway to citizenship. Terri Lehan, former Community Librarian and President of the Campbell Country Woman's Club, states that, "If the Library District didn't exist, one of the major things that would be impacted would be the pathway to citizenship for immigrants in the County. The Library District helps people connect to immigration channels and resources so that they can work towards becoming United States citizens."

The Library District has developed an expansive suite of resources and programming that support the health and well-being of users, both for the benefit of themselves and the broader Santa Clara County community. In addition to specialized print and online collections, the

> The Library does great outreach, and really helps to connect its patrons with social services and other organizations that they might find helpful. Librarians are also willing to talk to community groups about how the Library can help them, when asked.
>
> **Roy Lave, Los Altos Community Foundation.**

Library District offers a variety of health and wellness programming. Classes and seminars support patrons interested in healthy eating and exercise classes such as yoga and tai chi enable patrons to be physically active.

The Library District's investment in the well-being of the community is particularly evident in the PlaneTree Health Information Center. This nonprofit community service, based in the Cupertino Library, offers in-depth consumer health and medical information services to patrons seeking information including general medicine, children's and teen health, women's health, senior health, mental health, support groups, alternative medicine, eye health, and even pet health. The Center helps individuals to make informed health and medical decisions.

The Library plays a key health and fitness role in Santa Clara County. Health is one of the major issues facing our society and the Library District has really filled a need by putting a focus on it: not only do they sponsor and house the PlaneTree Health Information Center, they also help patrons understand new legislation, go to yoga classes, speak to counselors, and access books and online resources.

Eno Schmidt, Cupertino Library Foundation President.

CHAPTER 3: PROVIDING ACCESS TO INFORMATION AND TECHNOLOGY FOR ALL

SCCLD plays a critical role connecting people with two of the most defining characteristics of contemporary life: information and technology. The Library District operates as a trusted source of information, curating its resources and collections so they are organized, cross-referenced, and searchable.

Skilled librarians, electronic resources and curated content help patrons sift through the many options before them, connecting them with their next favorite novel or the particular reference material they need for a school, work, or personal research project.

SCCLD also serves community members on both sides of the digital divide by linking professionals, entrepreneurs, and disadvantaged, vulnerable, and historically underserved populations with ready access to computers and electronic resources. The District's 277 public access computers are freely available for any cardholder to check email, update a resume, or access state of the art virtual library and reference services.

While it may seem that the Internet diminishes the importance of access to information, professional librarians add value by selecting and organizing print and online collections that are authoritative, and then helping patrons to find just the right item. As Eno Schmidt notes, "The Library provides authentic resources—sources that have been vetted for both quality and credibility."

> Librarians and libraries offer reinforcement and stability--a level of credibility--to the information that people access. They also teach people to think critically about the information they are consuming.
>
> **Bev Lenihan, Former President, Cupertino Rotary.**

It is also important to consider the breadth of the District's collections. Any one of the more than 1.8 million items in SCCLD's collections is available in a timely manner at any of its eight libraries or the bookmobile. While some of these items may be acquired – for a price – through retail channels, other specialized items may be difficult to find or prohibitively expensive.

This is particularly true of the Library District's enormously expansive electronic databases which include broad reference sources and specific tools targeted to particular audiences. Patrons may search subjects as diverse as genealogy, auto repair, computer programming, languages, or small business market analysis. SCCLD offers a wide breadth of databases and electronic resources aimed at addressing an ever-shifting community need for relevant, accurate, and technology-forward research tools.

The Library District provides technology that bridges the digital divide. SCCLD offers public access computers for District residents, including children's, teen, and ADA compliant work stations, and public internet.

Wifi is freely available to any visitor to SCCLD libraries, and in the Cupertino Library, patrons can visit a "Tech Toolbar."

Access to these technologies serves those on both sides of the digital divide. Technology access is extremely important to vulnerable populations and the disenfranchised who might have no other access to the tools necessary to be politically informed, secure a job, or file taxes. Even in a community as prosperous and connected as Silicon Valley, many residents do not have access to computers and other information technology. Retired Gilroy City Manager Jay Baska notes, "While Silicon Valley is one of the wealthiest areas in the United States, its agricultural community is not as prosperous. The Library District serves an enormous function of providing information to those who wouldn't otherwise have access to it."

Library District staff, with the help and funding of the Cupertino Library Foundation, have created a Technology Toolbar where patrons can experiment with current smart phones, tablets, e-readers, and other devices. Trained volunteers and staff members answer questions about the devices and demonstrate how to download content from the Santa Clara County Library District's website.

By having the devices in one place, patrons can easily compare and contrast devices to find the one that works best for them. The demonstrations of the Library District's e-content increase patrons' awareness of the many resources available to them for free via the Library District's website.

This access is important for a variety of reasons, particularly because so many important functions—like tax and bill payment, job searching, and scheduling—are moving to email or online systems. Job searches are probably the most illustrative example of this, as many recruitment systems are now online and much job search communication has moved from phone exchanges to email.

Other Santa Clara County residents, including start-up founders and their employees, students, and retirees, enjoy having a public place to complete their personal tasks. While many of these individuals may have access to a computer and internet at home, work, or school, having additional access in a public space is a huge benefit.

The Library District provides students with access to computers between home and school, which is

particularly important with school libraries closing as early as 4:00 in the afternoon. Jay Baska observes that "The Library serves students because of the financial limitations of the school districts, which have had to lay off librarians and are closing the libraries earlier. More students are using the Library District which is open later and provides technology access."

> Computers are becoming more and more ingrained into daily life. Those people who rely on the computers in the Library for job searches and schoolwork, or even just for daily tasks, would be disproportionately impacted if SCCLD didn't exist.
>
> **Steve Tate, Morgan Hill Mayor.**

CHAPTER 4: BUILDING AND BRIDGING DIVERSE COMMUNITIES

The diversity of the Santa Clara County community is striking along many dimensions: linguistic, cultural, country of origin, economic status, lifestyle, and urban or rural residence. The Library District's physical spaces, collections, and programs serve to bring this population together, whether to celebrate differences or engage in shared interests and pursuits.

SCCLD has eight libraries and a bookmobile:

- Campbell Library
- Cupertino Library
- Gilroy Library
- Los Altos Library
- Milpitas Library
- Morgan Hill Library
- Saratoga Library
- Woodland Library
- Bookmobile

The common spaces and meeting rooms of the Library District's eight libraries serve as gathering places for youth, seniors, families, and others, while in rural areas of the County, twice monthly bookmobile visits serve as regular community social events. Similarly, the Library District's collections and programming connect individuals, families, and cultural groups from a tremendous range of economic, social, linguistic, and ethnic backgrounds.

SCCLD facilities are important gathering, or "third," places for the Santa Clara County community. Ray Oldenburg, in the The Great Good Place, defines "third places" as informal gathering places, where people in a particular community or neighborhood interact. Many stakeholders identified their local community library as their primary third place, a frequent destination other than work and home. According to Oldenburg, third places serve as anchors of community life, or as local school teacher Lisa Orcutt says, "The Library really brings the community together—when I go to the Library is when I really meet people in my community."

Library District facilities are particularly important third places for young adults. According to Sabrina Chen,

MEETING SPACES ALLOW RESIDENTS TO SCHEDULE PUBLIC EVENTS THAT ARE OPEN TO ALL

the libraries are a "place for kids who don't have supervision at home to hang out after school. Overall, this is a benefit for the community because it gives the kids someplace safe where they can be productive, which is something they might not get elsewhere."

Library District community rooms allow residents to schedule public events that are open to all. Many of the District's eight libraries feature meeting rooms which can be reserved for community use. Ranging from small rooms that can host 30 to a large auditorium that holds 280, these facilities are in high demand, hosting diverse community events that provide opportunities for civic or cultural engagement. While the value of

this meeting space can be quantified in terms of how much comparable space might cost elsewhere, the true benefit in terms of community building and community capital cannot be so easily calculated.

Van Mai reports that the Vietnamese community of which she is a member uses the Milpitas Library auditorium for workshops and reaching out to the wider community. She says, "We used to invite people to our events, but by holding them in Library District facilities, it's even easier for people to attend—especially since we don't have to charge because we save at least $200-$500 by using the Library auditorium."

> One of the most important things that the Library District does is provide a gathering place for community members. This is essential for people like kids who don't have supervision at home or vulnerable populations who might not have anyplace else to go.
>
> **David Swing, Morgan Hill Police Chief.**

Chinese Calligraphy taught in both Mandarin and English, bilingual storytimes in Spanish and English, and computer tutoring in Spanish. David Matuszak, puts the value of having non-English materials in a personal perspective: "my wife is a native Chinese speaker and loves being able to access materials in her native language. It is difficult to buy them all the time because they are much more expensive than your average book—and difficult to find."

I am very happy with the Library District's language collections for music, movies, and books. I used to have to rent movies in other languages, but now I can get some Vietnamese movies for my own entertainment.

Van Mai, Vietnamese Community Advocate.

Library District collections and programs celebrate both differences and commonalities. Santa Clara County is one of the most ethnically diverse counties in the nation, with over 100 languages and dialects spoken by its residents. The Library District has tailored its collections and programming to reflect the highest used languages, and actively collects in 19 languages The Library District offers programs in languages other than English, including a book discussion group in Chinese,
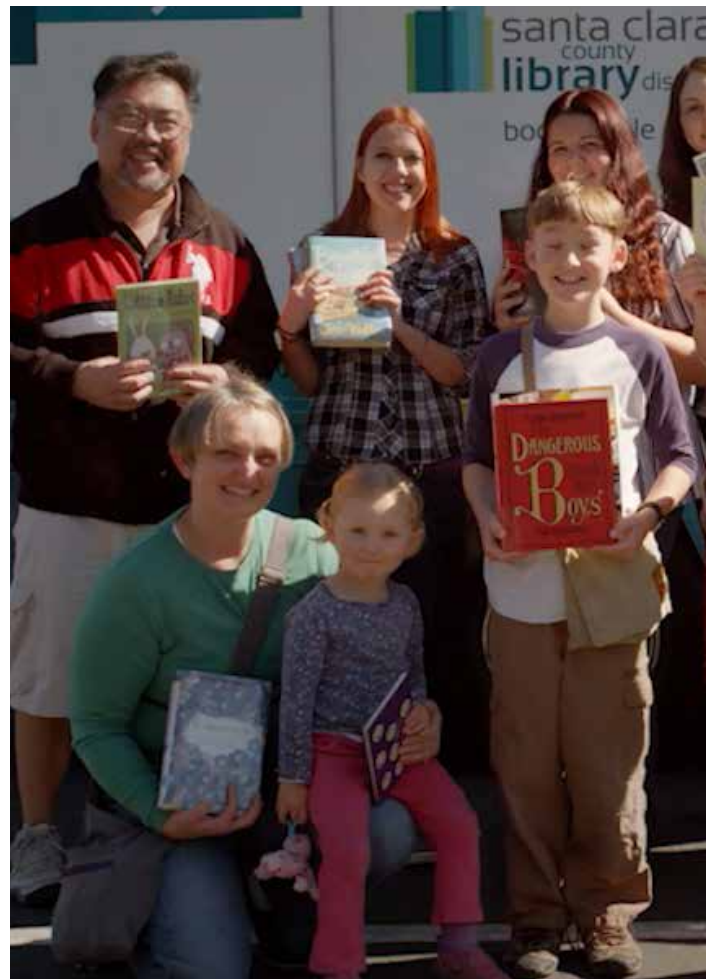

SCCLD actively collects materials in 19 languages, including:

- Arabic
- Bengali
- Chinese
- English
- Farsi
- Gujarati
- Hindi
- Japanese
- Kannada
- Korean
- Marathi
- Punjabi
- Russian
- Spanish
- Tagalog
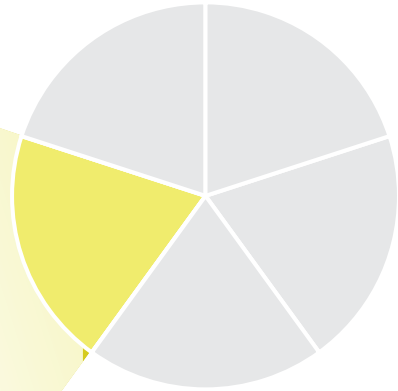- Tamil
- Telegu
- Urdu
- Vietnamese

CHAPTER 5: SUPPORTING PERSONAL RECREATION AND QUALITY OF LIFE

Leisure, recreation, and intellectual engagement are essential elements of a full life. SCCLD offers many programs and resources that help people express their passions and enjoy life, whether by reading the latest best-seller, watching a recent blockbuster, Hollywood classic, or Bollywood musical with their family, or exploring their intellectual and cultural interests through Library District programming or local museums.

The Library District's collections provide a wealth of ways to spend one's leisure time. Works of fiction ranging from classic works of literature to current best-sellers, DVDs, video games, and book club kits are of great interest to Library District patrons of all ages and walks of life. These resources enrich the lives of individuals, families, and whole communities.

While the importance of leisure time is universal, County Supervisor Joe Simitian notes that these leisure activities are especially important for seniors whose options may be more limited than others. "My 80-year-old father used to backpack in Asia for months; he was extremely adventurous. He now uses his local library, and his coffee table in his living room is always covered in books. These books are a way for him to still be that broad person that he traveled the world to be."

Likewise, the Library District's resources are of particular value to residents of rural parts of the County. Lisa Orcutt says, "In the Santa Cruz Mountains where I live, a lot of community members wait to get their reading materials until the bookmobile comes. It is a big event for kids, for seniors, and for people who don't get out a lot during the week." Jill Owens also lives in an extremely rural part of the county and emphasizes that the Library District is the only source of video media for those who, like her, don't have access to cable or the high bandwidth necessary to access streaming media.

For patrons looking for more active recreation opportunities, the Library District provides an array of interesting programming:
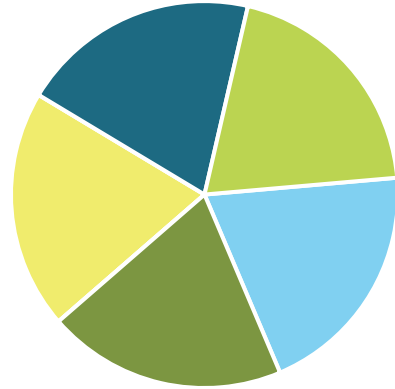
- In addition to being educational, children's programs such as lapsit and storytimes are simply fun for children. The Library District offers many programs focused on arts and crafts, music, movies, and educational games which allow children to interact and have fun in a safe, structured environment.

- Teenagers in Santa Clara County benefit from a variety of Library District programs that provide supervised recreation. Tailored programming has been developed in response to teen interests, including manga and anime (Japanese cartoons, comic books, and animated films) writing and storytelling workshops, art classes, and music and movie performances.

- In addition to author events and book clubs, the Library District excels at providing non-traditional programs entirely outside the usual scope of library services. Examples include gardening workshops, fitness programs, and tai chi.

SCCLD provides access to arts and culture, both within and outside of the Library District. In most libraries, the District presents rotating installations which feature art and historical displays. The District partners with organizations such as the California History Center at De Anza College, the Cupertino Fine Arts League, and the Santa Clara Valley History Collaborative to feature portions of their collections in the Library District's display cases.

In 2012, SCCLD joined the Discover and Go network which gives patrons free or discounted access to museums and cultural institutions throughout the Bay Area. Participating organizations include the Aquarium of the Bay, the Bay Area Discovery Museum, the Tech Museum of Innovation, and many others.

CHAPTER 6: QUANTIFIABLE BENEFITS

The preceding chapters describe five roles the Library District plays and its broad contributions to the Santa Clara County community. Here we focus on a subset of Library District services that can be measured and valued in a quantifiable way. To be able to quantify the benefits of a Library District service, there must be a measurable unit of use and an estimable market value.

Based on these criteria, quantifiable Library District benefits to the Santa Clara County community include:

• Circulation

• Programs

• Reference Services

• Space Usage

• Technology Usage

To determine a range of values for these direct services, the number of uses of each was multiplied by a low and a high market rate (the going rate for the service on the open market). Market rates were established by obtaining quotes for comparable goods and services available to Santa Clara County residents. In some cases, a discount rate was applied to account for the difference between borrowing and owning an item. This calculation resulted in a quantifiable value for each measurable Library District service listed above. The sum of those values was taken as the quantifiable value of SCCLD's services.

This methodology greatly underestimates the true value of Library District services, as it accounts for the market value of resources and programming, but not the full benefits received by users. The examples below indicate the types of very real benefits that are not included in our return on investment calculation:

• The benefits of individual, familial, and social value of early and adult literacy.

• The individual and social value of employment, education, and personal health obtained through access to Library District resources.

• The community-building aspects of the District's eight libraries and bookmobiles.

• The pleasure of reading a book in the sun or enjoying a video with one's family.

EXHIBIT 1 Summary of Estimated Annual Value of Quantifiable Benefits Provided by SCCLD, Fiscal Year 2011-12

	TOTAL ANNUAL BENEFIT (LOW)	TOTAL ANNUAL BENEFIT (HIGH)
CIRCULATION		
Audio Books	$3,223,593	$6,208,860
Books	$41,139,791	$79,272,859
DVDs	$1,843,604	$9,832,552
eBooks	$311,970	$727,930
Interactive Media	$801,169	$3,916,825
Music	$2,897,408	$4,635,852
Periodicals	$777,580	$1,036,774
PROGRAMS		
Adult	$263,950	$560,690
Teen	$117,470	$258,434
School Age	$399,560	$998,900
Preschool	$572,928	$1,432,320
The Reading Program	$72,648	$242,160
Online Tutoring	$194,784	$649,280
REFERENCE		
Reference	$2,933,858	$8,801,575
PlaneTree Reference	$11,950	$47,800
Database Searches	$25,426,346	$48,399,704
SPACE		
Meeting Room Use	$20,900	$41,800
Group Study Room Use	$56,450	$282,250
TECHNOLOGY		
Public Computer Use	$1,674,901	$3,129,814
Wifi Use	$262,000	$1,310,000
TOTAL	**$83,002,858**	**$171,806,379**

The total quantifiable value of SCCLD's services in fiscal year 2011-12 was determined to be at least $83.0 to $171.8 million, as shown in Exhibit 1. To determine the return on taxpayer investment in SCCLD, these benefits were divided by SCCLD's operating expenditures in that year: $33.2 million, as detailed in Exhibit 2.

EXHIBIT 2 Summary of Estimated Annual Expenditures of SCCLD, Fiscal Year 2011-12

EXPENDITURES	
Personnel	$20,386,715
Books and Materials	$4,464,215
Facilties	$3,002,014
Services and Supplies	$4,683,592
Fixed Assets and Vehicles	$712,454
TOTAL	**$33,248,990**

As shown in Exhibit 3, for every dollar spent by SCCLD, the community receives at least $2.50 to $5.17 of direct benefits. As this value conservatively quantifies only those Library services that can be easily measured, the actual value of benefits provided to the Santa Clara County community by the Library District is substantially greater.

EXHIBIT 3 Benefit/Cost Ratio of Estimated Quantifiable Benefits to SCCLD Expenditures, Fiscal Year 2011-12

	LOW	HIGH
Total Estimated Benefits	$83,002,858.48	$171,806,378.52
Total Expenditures	$33,248,990	$33,248,990
Benefit/Cost Ratio	**$2.50**	**5.17**

APPENDIX A: QUANTITATIVE METHODOLOGY

To establish a baseline monetary value for the services that SCCLD provides, a number of sources were consulted. First, preliminary use data for each of the quantifiable benefits of SCCLD was collected from the Library District. These uses were assigned a value, based on the going rate to acquire a comparable good on the open market. Finally, the product of these values, sometimes modified by a discount rate was assigned, representing the total annual benefits provided by SCCLD for that service.

The analysis that established the quantifiable value of SCCLD's benefits to the community for fiscal year 2011-12 included measurable services from five major categories:

- Circulation
- Programs
- Reference Services
- Space Usage
- Technology Usage

Although determining the total annual benefits of each quantifiable Library District service was done on a service by service basis, the general methodology was the same. This methodology included multiplying the number of uses of a service by high and low estimated market values based on comparable goods and services available to Santa Clara County residents. In some cases, a discount rate was also applied. The data sources, collection methods, and estimated market value development processes are described below for each category.

APPENDIX A: QUANTITATIVE METHODOLOGY

The greatest share of SCCLD's quantifiable value is related to the lending of materials such as books, eBooks, music, and DVDs. SCCLD's circulation for the 2011-12 fiscal year was 9,721,629. This circulation was broken down by type of material, because of the range of values of these materials, from $1 each for DVDs to as much as $85 for book club kits. When estimating the low end of the total annual benefit range, a discount rate was applied. This discount rate corrects for the value of owning an item, as market rates are often determined based on the cost of purchasing the

item. The discount rate also corrects for Library District patrons who would not pay the market rate for an item, but will use the Library District's copy because it is free.

A discount rate was not employed when calculating the high end of the total annual benefit range because it is possible that there is a consumer surplus, or a monetary gain for consumers from being able to pay the conservative estimated market value used in this analysis for a good they would be willing to pay more for.

EXHIBIT 4   Summary of Estimated Annual Value of Quantifiable Benefits From SCCLD Circulation, Fiscal Year 2011-12

Circulation Material	Uses	LOW			HIGH		
		Estimated Market Value	Discount Rate	Total Annual Benefit	Estimated Market Value	Discount Rate	Total Annual Benefit
Audio Books	286,404	$14.00	25%	$3,007,242.00	$20.00	0%	$5,728,080.00
Downloadable Audio Books	24,039	$12.00	25%	$216,351.00	$20.00	0%	$480,780.00
Music	386,321	$10.00	25%	$2,897,407.50	$12.00	0%	$4,635,852.00
DVD-Video	2,458,138	$1.00	25%	$1,843,603.50	$4.00	0%	$9,832,552.00
Interactive Media	71,215	$15.00	25%	$801,168.75	$55.00	0%	$3,916,825.00
Periodicals	132,667	$6.00	25%	$597,001.50	$6.00	0%	$796,002.00
Children's Periodicals	24,334	$4.00	25%	$73,002.00	$4.00	0%	$97,336.00
Non-English Periodicals	22,067	$6.50	25%	$107,576.63	$6.50	0%	$143,435.50
eBooks	51,995	$8.00	25%	$311,970.00	$14.00	0%	$727,930.00
Talking Book	2,020	$18.00	25%	$27,270.00	$25.00	0%	$50,500.00
Book Club Kit	196	$85.00	25%	$12,495.00	$125.00	0%	$24,500.00
Fiction Books	666,323	$7.00	25%	$3,498,195.75	$12.00	0%	$7,995,876.00
Fiction Bestseller/New Books	246,036	$12.00	25%	$2,214,324.00	$14.00	0%	$3,444,504.00
Non-English Books	22,602	$12.00	25%	$203,418.00	$15.00	0%	$339,030.00
Large Text Books	37,250	$12.00	25%	$335,250.00	$15.00	0%	$558,750.00
Nonfiction Books	787,607	$14.00	25%	$8,269,873.50	$18.00	0%	$14,176,926.00
Nonfiction Bestseller/New Books	204,793	$18.00	25%	$2,764,705.50	$25.00	0%	$5,119,825.00
Children's Fiction Books	2,203,289	$7.00	25%	$11,567,267.25	$10.50	0%	$23,134,534.50
Children's Nonfiction Books	892,867	$10.00	25%	$6,696,502.50	$15.00	0%	$13,393,005.00
Children's Non-English Books	71,335	$9.00	25%	$481,511.25	$15.00	0%	$1,070,025.00
Children's Picture Books	666,878	$6.50	25%	$3,251,030.25	$10.00	0%	$6,668,780.00
Children's Board Books	107,665	$6.00	25%	$484,492.50	$7.50	0%	$807,487.50
Other Books	355,588	$5.00	25%	$1,333,455.00	$7.00	0%	$2,489,116.00
				$50,995,113.38			$105,631,651.50

EXHIBIT 5   Summary of Estimated Annual Value of Quantifiable Benefits From SCCLD Programs, Fiscal Year 2011-12

Programs	Attendance or Hours Used	LOW		HIGH	
		Estimated Market Value	Total Annual Benefit	Estimated Market Value	Total Annual Benefit
Adult	26,395	$10.00	$263,950.00	$22.00	$580,690.00
Teen	11,747	$10.00	$117,470.00	$22.00	$258,434.00
School Age	49,945	$8.00	$399,560.00	$20.00	$998,900.00
Preschool	71,616	$8.00	$572,928.00	$20.00	$1,432,320.00
The Reading Program	6,054	$12.00	$72,648.00	$40.00	$242,160.00
Online Tutoring	16,232	$12.00	$194,784.00	$40.00	$649,280.00
			$1,621,340.00		$4,161,784.00

Programming is a well-utilized subset of SCCLD's quantifiable services. Programs for children, teens, and adults are well attended throughout the year. In 2011-12, overall attendance at these programs was more than 150,000. In addition, online tutoring and The Reading Program (an adult literacy program) were accessed for over 22,000 hours of service.

To determine the estimated market values for programming, several public and private sources of comparable programming were analyzed. The average estimated market value was then estimated by developing a weighted average based on the proportion of each type of programming offered and its estimated market value.

The estimated market values for The Reading Program and Online Tutoring were based on the average hourly market rates for those services multiplied by an exact number of hours.

APPENDIX A: QUANTITATIVE METHODOLOGY

Publicly accessible meeting spaces are important quantifiable benefits that SCCLD offers to Library District residents. Access to free or nominal ($10) room rentals is valuable to residents who would otherwise have to pay the hourly market rate to rent a facility for their event. While market rate is not cost-prohibitive in itself, most market rate facilities, like hotels and rental halls require a daily rental, which would be cost prohibitive for many users.

To determine the estimated market value for hourly meeting room rentals, quotes were obtained from both public agencies (such as recreation facilities and schools) and private businesses (such as hotels and rental halls).

EXHIBIT 6   Summary of Estimated Annual Value of Quantifiable Benefits From SCCLD Space, Fiscal Year 2011-12

Room	Occupancy	Uses	LOW Estimated Market Value	LOW Total Annual Benefit	HIGH Estimated Market Value	HIGH Total Annual Benefit
Meeting Rooms	30 to 130	418	$50.00	$20,900.00	$100.00	$41,800.00
Group Study Spaces	4 to 12	5,645	$10.00	$56,450.00	$50.00	$282,250.00
				$77,350.00		$324,050.00

SCCLD offers patrons access to a variety of important technology resources. Computers, including special workstations designed to be accessible to people with disabilities and others designed with children or teens in mind, were used for about 290,000 hours in 2011-12.

The estimated market value for wifi use was determined based on the market rate for wifi in an internet cafe or other retailer offering fee-based wifi. The market rate for computer use was offered based on several accepted reference points for the value of public access computing.

EXHIBIT 7   Summary of Estimated Annual Value of Quantifiable Benefits From SCCLD Technology, Fiscal Year 2011-12

Technology	Hours or Uses	LOW Estimated Market Value	LOW Total Annual Benefit	HIGH Estimated Market Value	HIGH Total Annual Benefit
Wifi Use	131,000.00	$2.00	$262,000.00	$10.00	$1,310,000.00
ADA Computers	5,605.08	$12.00	$67,260.96	$25.00	$140,127.01
Children's and Teen's Computers	75,197.72	$7.50	$563,982.86	$12.00	$902,372.58
Other Computers	208,731.49	$5.00	$1,043,657.43	$10.00	$2,087,314.85
			$1,936,901.25		$4,439,814.44

APPENDIX A: QUANTITATIVE METHODOLOGY

Reference services are measured in numbers of inquiries and with a market value calculated by multiplying the established hourly market rate of an information broker for 5 minutes of time (to establish a low estimated market value) and 15 minutes of time (to establish a high estimated market value).

The PlaneTree Health Information Center offers health-related reference services, which are even more valuable. The value of this service was determined based on a conservative estimated market value for 15 minutes with a lower-cost medical information professional (to establish a low estimated market value) and 30 minutes of time with a higher-cost medical information professional, like a specialist, (to establish a high estimated market value).

EXHIBIT 8   Summary of Estimated Annual Value of Quantifiable Benefits From SCCLD Reference, Fiscal Year 2011-12

Reference Service	Inquiries	LOW		HIGH	
		Estimated Market Value	Total Annual Benefit	Estimated Market Value	Total Annual Benefit
Adult Reference Assistance	176,664	$8.33	$1,472,200.00	$25.00	$4,416,600.00
Juvenile Reference Assistance	170,553	$8.33	$1,421,275.00	$25.00	$4,263,825.00
Virtual Reference Assistance	4,846	$8.33	$40,383.33	$25.00	$121,150.00
PlaneTree Reference Assistance	478	$25.00	$11,950.00	$100.00	$47,800.00
			$2,945,808.33		$8,849,375.00

SCCLD also offers subscription databases which allow users access to comprehensive reference materials for a range of subjects. Developing a total annual benefit for these databases is straightforward because they have documented subscription rates. Most of these subscription rates are hundreds or thousands of dollars, prohibiting most lay people from purchasing them. Access provided by SCCLD affords huge benefit to the community, and is the second most valuable quantifiable service provided by SCCLD.

EXHIBIT 9   Summary of Estimated Annual Value of Quantifiable Benefits From SCCLD Databases, Fiscal Year 2011-12

Database Category	Uses	LOW		HIGH	
		Estimated Market Value	Total Annual Benefit	Estimated Market Value	Total Annual Benefit
Articles/Journals/Papers	489506	$25.00	$12,237,661.11	$30.00	$14,685,193.33
Company/Business Information	58854	$200.00	$11,770,848.00	$500.00	$29,427,120.00
Facts and Statistics	6865	$25.00	$171,624.66	$30.00	$205,949.59
Foreign Language	1046	$5.00	$5,232.41	$45.00	$47,091.66
Genealogy	3622	$25.00	$90,541.25	$30.00	$108,649.50
Health Information	1840	$25.00	$46,007.87	$30.00	$55,209.45
Indexes/Directories	74858	$5.00	$374,290.26	$40.00	$2,994,322.10
Manuals/Repair Information	603	$25.00	$15,063.75	$30.00	$18,076.50
Schooling Information	5498	$25.00	$137,456.21	$30.00	$164,947.45
Other	23105	$25.00	$577,620.00	$30.00	$693,144.00
			$24,848,725.52		$47,706,559.58

APPENDIX B: QUALITATIVE METHODOLOGY

While the Library District's many roles and benefits may be evident to Library District residents and other users, it was important to identify them to establish the non-quantifiable value of Library District services. To do this, a number of sources were consulted. These range from data and respected texts, to stakeholder interviews with 14 SCCLD stakeholders. The SCCLD website and other materials were also important assets to completing this process.

Sources Cited:

Campaign for Grade Level Reading, 2013 www.gradelevelreading.net.

National Center for Education Statistics, Digest of Education Statistics, 2012.

National Summer Learning Association, 2013 www.summerlearning.org.

The Great Good Place, Ray Oldenburg, 1999.

APPENDIX B: QUALITATIVE METHODOLOGY

Fourteen Stakeholders were consulted in the development of this report. These stakeholders ranged from a SCCLD student to a current mayor, and represented the communities the Library District serves. Their perspectives were solicited during interviews, during which stakeholders were asked to discuss what they know about the Library District, the roles it plays, and how it serves the community. They were also asked what the impacts to the community would be if SCCLD did not exist.

Stakeholders' input was compiled and used to inform this report and to establish the Library District's five main roles, discussed herein.

Jay Baksa Gilroy	Chamber of Commerce Downtown Business Association Economic Development Corporation Board Gilroy Gardens Board Former City Manager
Sabrina Chen Saratoga	Student SCCLD Teen Advisory Board
Roy Lave Los Altos	Los Altos Community Foundation Former Mayor
Terri Lehan Campbell	Campbell Country Woman's Club Former Community Librarian
Bev Lenihan Cupertino	Cupertino Library Foundation Fundraising Professional Former President, Cupertino Rotary
Van Mai Milpitas	Vietnamese Community Advocate
David Matuszak Gilroy	Director, South County Regional Occupational Program Chamber of Commerce Economic Development Board Workforce Investment Board 2012, Gilroy Educator of the Year

Jean Mordo Los Altos Hills	Former SCCLD Joint Powers Authority Board Former City Council Former Fortune 500 CFO
Lisa Orcutt Unincorporated	Former Lakeside School Teacher
Jill Owens Unincorporated	Former Mt. Hamilton School Teacher
Eno Schmidt Cupertino	Cupertino Library Foundation President Management Consultant

Joe Simitian
Countywide
	Santa Clara County Supervisor,
	    District 5
	SCCLD Joint Powers Authority
	    Board
	Former California State Senator
	Former California State Assembly
	    Member

David Swing Morgan Hill	Police Chief
Steve Tate Morgan Hill	Morgan Hill Mayor SCCLD Joint Powers Authority Board