

PREPARED BY:

Attain Partners

PUBLIC LIBRARY

Goodyear Library



Master Plan

2024

City of Goodyear

The **Goodyear Library Master Plan** project has been an iterative process to discover city aspirations for the library and empower the city of Goodyear to make informed decisions regarding future library operations. From operations and collections to customer engagement metrics and program assessments, we analyzed each component to provide a holistic understanding of the current status. We compared these findings with benchmarks from peer cities to identify areas of excellence, improvement, and future opportunities. Our report and recommendations serve as valuable resources to guide strategic planning and resource allocation.

Commencing September 2023 and concluding March 2024, the project included a series of reports and engagements designed to equip the city with actionable knowledge to inform library planning.

These reports provide the city with information and data to choose the best operational model for the library. As the city makes the best decision for the residents of Goodyear, the Master Plan will provide the library and city with the tools for planning the future of library services in Goodyear.

Regardless of the operational model, Goodyear is a rapidly growing city and will need to expand library services and spaces to maintain the community's current high levels of satisfaction.

Working with your vibrant community has been truly inspiring. We commend the city's support for the library and appreciate the opportunity to contribute to its future success.

ATTAIN PARTERS

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Master Plan Executive Summary

The Library Master Plan is an analysis of operational models and expansion opportunities to guide the growth of library services in Goodyear. Throughout the planning process, the current operation was evaluated, benchmark studies were completed, trends were analyzed, and the community was engaged. The plan evaluated two operational models: continuing to outsource library operations or establishing a self-operating library. Both options were evaluated against the backdrop of maintaining community satisfaction standards, material accessibility, and cost analysis.

In the 2023 National Community Survey, 91% of Goodyear residents rated public library services as excellent or good. The current Intergovernmental Agreement (IGA) between Goodyear and Maricopa County Library District to operate the library expires in July 2027. The IGA may be terminated by either party with a 90-day notice.

Expanding Library Services and Facilities

Extending the library's reach beyond the current location, from temporary pop-up locations to investing in additional dedicated facilities, reflects a strategic and responsive approach to library expansion. This involves not only enhancing existing facilities but also strategically establishing new libraries or satellite locations in underserved and newly developed areas. By incrementally expanding library services and infrastructure, the Goodyear library can effectively meet the needs and capabilities of the city as it grows.

A sequential approach to expansion is not necessary. The city may choose to try pop-up libraries as they begin planning a new building or may initiate a co-location arrangement while also investing in a bookmobile. Based on population growth, community feedback, and new building developments, the city should begin library expansion planning now, independent of the operational model.

Operational Models for the City of Goodyear Library

- Outsource
- Self-Operation

Outsource

When considering library outsourcing vendors, two options are available:

Private library outsourcing companies (“Privatized Operations”)

- Library Systems and Services, Civica, and Biblioteca

Local Government Organization

- Maricopa County Library District (“MCLD”)

Privatized operations provide economically efficient library services to local communities. Drawbacks to privatized operations are loss of local control, quality concerns, and dependency on vendor performance. When evaluating outsourcing vendors, private library outsourcing companies are not an option for Goodyear’s level of service expectations and material accessibility.

Local government organization (MCLD) offers the most comprehensive outsourcing service option to best serve the residents of Goodyear. Advantages are economies of scale, lower overhead costs, collaboration with Goodyear for service enhancements, and a shared customer-centric focus.

Successfully continuing the IGA with MCLD is a 12-month process. This timeline encompasses contract negotiations between Goodyear and MCLD, approval from the County Board of Supervisors, and Goodyear City Council adoption.

Outsourcing library operations offers the chance to utilize external expertise and economies of scale while retaining current cost structures. This approach pledges streamlined processes and potential enhancement of services through strategic partnerships. However, it demands careful negotiation to uphold service quality and community satisfaction standards. Outsourcing could also encounter difficulties due to MCLD’s model of servicing library needs for smaller cities and potential misalignment with city values. Continuing the Goodyear Library’s current operational structure necessitates a similar or small incremental percentage rate of the city’s current expenditure.

Self-Operation

Operating the library independently grants the city complete control over operations, allowing for customized services to address community needs. However, it entails a significant rise in operational costs, estimated to be 38% higher than current expenditures. While this approach promotes greater autonomy and flexibility, it demands substantial investments in staffing and technology to accommodate expanded services and facilities. Self-operation may also face challenges during the transition phase, resulting in disruptions in the patron experience and fiscal constraints.

Successfully establishing a self-operating library in the city of Goodyear is a 24-month process. In transitioning to self-operation, the city forms a dedicated transition team to oversee the process and establish new operational units within the municipal structure. In collaboration with library experts, a comprehensive budget plan is developed, allocating resources for staffing, and technology upgrades. Strategic investments are made in technology and infrastructure to support expanded services, while recruitment efforts target qualified library leadership and staff.

Plans are devised for collection management, service models, and marketing strategies to align with community needs and drive engagement. Legal and administrative teams draft library policies and procedures, ensuring compliance and transparency. Developing key performance indicators and assessment practices will measure effectiveness and a library advisory board helps monitor progress and address challenges as they arise.

Summary

As the city of Goodyear evaluates options for future library operations and expansion it will consider outsourcing versus self-operation models. Outsourcing to the county offers advantages like economies of scale, while self-operation grants autonomy but is more expensive and requires a thorough transition process. To meet the city's growth, library expansion plans should involve extending services beyond the current location through pop-up libraries or new facilities. Community satisfaction, material accessibility, and cost analysis are central considerations as the city aims to evolve its library services in alignment with its growth and aspirations.

Current State

Library operations and processes provide collections, programs, and services to Goodyear residents. Documenting the current state of library operations establishes a useful baseline to develop future planning.

Identified as one of the fastest-growing cities in the United States, Goodyear's population is projected to grow to 178,300 by 2030. As the city grows, library services will need to expand to continue to meet the needs and expectations of the community.

The beautiful new Goodyear Library was built in 2022. Located in the Goodyear Civic Square (GSQ) the library is a physical representation of the central role the library plays in community life and civic engagement. The full-service facility is typically open 52 hours per week.

The facility, furniture, and technology assets are owned and maintained by the city; library operations and staffing are provided by MCLD through an IGA. Library operations for Goodyear are managed centrally by MCLD and are consistent with operations provided to the fifteen branches across Maricopa County. MCLD is focused on providing library operations suitable for the entire county. As Goodyear grows, residents will expect library collections, programs, and services to be more responsive at a local level.

LIBRARY OPERATIONS

- Free library cards to any resident in Maricopa County.
- Books and other materials for check-out include adult, teen, and children's materials in a variety of genres and formats.
- Technologies, such as WIFI hotspots, available for community use.
- No fines for materials returned late.
- A suite of in-person programs for all ages.
- Qualified staff available during all open hours.
- Consistent policies and procedures.
- Spaces for quiet study, collaboration, and meeting.

2022-2023

Operations

Service area population	101,733
Open hours per year	3,164
Visitors	183,475

Activities

Circulation	258,935
Program Attendance	15,959
Programs	315

Financial

Total Operating	\$1,198,933
Collections	\$118,255
Staff	21

Current State

Library Activities

Goodyear Library's activities reveal evidence that the library is committed to providing residents with inspiring collaborative and contemplative spaces, broad access to a variety of materials, and fostering community engagement.



1 Collections

Under the stewardship of MCLD, Goodyear Library's physical collection encompasses a wide range of materials, is guided by MCLD's collection development policy and informed by community feedback. Continuous review and management processes, along with vendor partnerships, ensure the relevance and quality of the collection, meeting community interests and needs effectively. Digital collections complement the physical holdings, providing patrons with access to eBooks, eAudiobooks, and streaming media through consortia and partnerships.

2 Programs & Services

The Library offers facilitated and self-directed programs as well as services planned and promoted by MCLD which address the community's diverse informational, educational, and cultural needs. These initiatives, supported by dedicated staff and tailored to community preferences, reflect the library's commitment to providing activities and materials that support life-long learning for all residents. Looking ahead, Goodyear Library will want to expand its services, incorporate innovative programs, and respond to patron feedback with a view to meeting the evolving community needs of a rapidly growing city.

3 Space & Facilities

Goodyear Library operates in a beautiful new state-of-the-art facility designed to serve the diverse needs of the growing Goodyear community. As the community grows, so, too will demand for access to library spaces.

4 Technology

Goodyear Library's technologies facilitate library operations, improve access to collections, support programs, services, and spaces, and enhance the patron experience. The city invests in technologies to optimize library operations and enhance the user experience. Looking ahead, Goodyear Library will want to leverage technology to anticipate community need.

Benchmarking

GOODYEAR LIBRARY AGAINST VALLEY AND NATIONAL PEERS

Twelve peer cities in the Valley

Avondale, Buckeye, Chandler, Gilbert, Glendale, Mesa, Peoria, Phoenix, Queen Creek, Scottsdale, Surprise, and Tempe.

Six comparable cities across the United States

Brockton, MA, Hamilton, NJ, Hendersonville, TN, Colonie, NY, Simi Valley, CA, and Upland, CA.

Each group of cities is compared to Goodyear using two lenses and multiple library dimensions.

- Financial
- Open Hours and Staffing
- Activities
- Programming
- Socio-economic measures from the U.S. Census Bureau.
- Public library key indicators from Institute for Museum and Library Services (IMLS).

See **EXHIBIT C** for the detailed benchmarks.

Benchmarking identifies best practices, set performance standards, and drive continuous improvement by comparing operations, strategies, and outcomes against those of peers.

Key Findings



Goodyear Library has more open hours per location than several of its Valley peers.



Goodyear Library has among the highest number of physical visits, even with a single location.



Goodyear Library's circulation (items borrowed) for the population served, matches its peers.



Goodyear Library has more programs and attracts high program attendance compared to its Valley and national peers.



Goodyear's current relative expenditures are lower than Valley peers who self-operate their libraries.

See **EXHIBIT C** for the full Benchmarking Report

*Cities are comparable in terms of population size, median household income, employment rate, educational attainment, and the presence of a computer and Internet access in the household.

Community Engagement

Community engagement exercises and survey provide the community's perspectives on expectations and values for their library. Goodyear community input unveiled essential insights into Goodyear Library's current state and future needs.

The Goodyear Library Master Plan community engagement activities began December 2023 and continued through January 2024.



"Libraries are an essential part of any city".

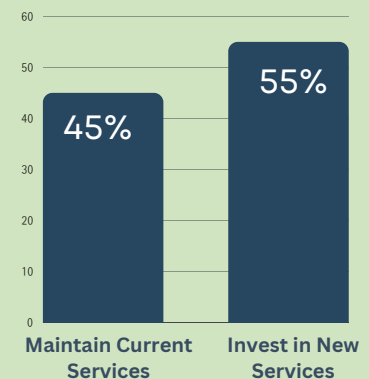
Goodyear Community Feedback

Community Engagement

As the city rapidly grows and develops, there's a desire to preserve the library's small-town feel while accommodating increasing demands for amenities and services, emphasizing the importance of enhancing the library's collection and accessibility. The community seeks to expand programs, adding to the book collection and satellite locations, particularly in developing areas.

Current challenges include access to the new location, limits on popular books, programs for all ages, space constraints, and community awareness of current services.

Stakeholders recognize the expertise of the current county library system but also express interest in exploring self-operation to tailor services to local needs, improve service quality, and ensure long-term sustainability. Community members emphasized the library's crucial role in fostering social connection, economic development, and cultural enrichment.



Key Findings

- ✓ The library is recognized as a crucial space that brings the community together for a variety of purposes.
- ✓ The library is an important gathering place, providing free programs and resources that attract residents and contribute to economic development.
- ✓ Residents want the library's reach to extend to the expanding population, especially in the southern region of the city.
- ✓ Residents want more space to accommodate community needs for collections, study, collaboration, and programming.
- ✓ Residents want to see more collaboration between the library and other city departments and community organizations to expand services and reach more residents.
- ✓ The library functions as a place of respite for young families and individuals seeking entertainment and education.
- ✓ Stakeholders recognize the necessity of thoughtful strategic planning to ensure the best path forward for the city and its library.

Expansion Opportunities

Growing the
Goodyear
Library

A growing city must expand its library services and buildings to keep pace with the increasing population and evolving needs of its residents. As the population grows, so does the demand for access to information, education, and cultural resources. Expanding library services ensures that all members of the community, including new arrivals and existing residents, have equitable access to a wide range of materials, programs, and technologies. Additionally, expanding library buildings allows for the accommodation of more collections, study spaces, meeting rooms, and technology infrastructure, enhancing the overall capacity and functionality of the library. By investing in the expansion of library services and buildings, a growing city can promote literacy, lifelong learning, and community engagement, ultimately contributing to the social, economic, and cultural vitality of the community.

"Program and service excellence precedes physical space expansion."

The following principles and indicators provide a framework for guiding decision-making and best practices for future Goodyear library expansion initiatives. Using the following growth indicator benchmarks the city can plan for library development over the next 10 years.



TIMING

When library expansion should occur.



MODALITY

What type of library expansion.



LOCATIONS

Where new library spaces should be.

Library Expansion Timing

When library expansion should occur.



Expansion Indicators

Based on rapid city growth, the consistently high levels of library use, and the overwhelming desire by the community for expanded programming, the Goodyear library should begin planning **pop-up** library services now.

Based on community feedback, the rapidly expanding population, and accessibility concerns at the Georgia T. Lord Library, Goodyear should consider a **bookmobile** in the near term. Deciding to invest in a bookmobile may be a concurrent or sequential with planning for a new physical location.

Based on city aspirations and demand for new library spaces south of the I-10, the city should consider planning for either a dedicated **building** or **co-location** in response to ratio thresholds.

EXPANSION THRESHOLDS

1 : 1	visits or 130,00 library visits per year
250 : 1K	250 square feet : 1,000 population or .25 square feet per resident
18 : 1	18 : 1 program attendance or 18,000 annual participants
2 : 1	2 : 1 books checked out per person or 260,000+ material circulations
1 : 30	1 : 30 registered card holders or 30,000+ registered users
1 : 50K	2 buildings : 50,000 population or one building for every 50,000 residents

Timing for Expansion



When library expansion should occur.

When expansion can occur is reliant on multiple dimensions.

Indicators for deciding when to grow the Goodyear library footprint:



POPULATION GROWTH

Consider not just the total population growth but also increased population density, new residential areas, zoning changes, volume of city visitors, and demographic shifts



LIBRARY MATERIAL & PROGRAM DEMAND

Analyze library activity data to track collection size, the volume and frequency of materials borrowed, registered users, program attendance, and current building capacity.



CURRENT BUILDING CAPACITY

When the Georgia T. Lord facility consistently exceeds demand, in terms of collection size, visitors, and program attendance.



COMMUNITY PREFERENCES

Community and stakeholder feedback and demand can be collected using print and online surveys, feedback forms, community engagement activities, and consulting with advocacy groups, community leaders, elected and city officials.



CITY DEVELOPMENTS

Consider library access as the city plans new residential communities, amenities, commercial developments, parks, recreation facilities, mixed use developments, and revitalization efforts.



FUNDING OPPORTUNITIES & BUDGET PRIORITIES

Opportunities arise in many forms, such as Public Private Partnership (PPP), Special Assessments, Bond Measures, and Referendums. The city weighs overall budget priorities.

Modalities of Expansion



What type of library expansion.

Physical expansion of library services can take many forms.

Temporary, **pop-up** libraries, with materials and programs, at community events and spaces.



Traveling **bookmobile** bringing library materials and programs to multiple locations



Co-Location joint-use or shared facility with other city services or amenities.



Traditional “brick and mortar” **building** with dedicated materials staff and services.

Extending the library’s reach beyond the central branch, from temporary pop-up locations to investing in additional dedicated facilities, reflects a strategic and responsive approach to library expansion, with each phase building upon the successes and lessons learned from previous stages. By incrementally expanding library services and infrastructure, the Goodyear library can effectively meet the needs and capabilities of the city as it grows. However, a sequential approach is not necessary. The city may choose to try pop-up libraries as they begin planning a new building or may initiate a co-location arrangement while also investing in a bookmobile.

Modalities of Expansion

What type of library expansion.



Pop-Up Libraries

Temporary libraries, with materials and programs, at community events and spaces.

Pop-up libraries serve as a flexible and cost-effective way to pilot library services in underserved or temporary locations. These temporary setups can include mobile carts to carry print materials for borrowing, kiosks for accessing digital materials, and Wi-Fi hotspots. Pop-ups can be in temporary spaces in community centers, schools, or public venues. Pop-ups are low-cost ways for the Goodyear library to gauge interest, assess demand, and test different service models before committing to larger investments in more permanent infrastructure. Libraries can partner with schools, daycare centers, senior centers, parks, and community organizations to create a pop-up library to reach specific audiences. Pop-ups are an effective way to collaborate with local agencies, nonprofits, and businesses that offer complementary services such as health screenings, job assistance, and community resources.

Programs can include:

- Library card registration and account services for patrons.
- Answering reference questions and providing technology help.
- Showcasing new arrivals, bestsellers, and recommended reads.
- Demonstrating digital resources and how to access eBooks, eAudiobooks, and online databases.
- Providing print newspapers and magazines for reading or borrowing.
- Storytelling, read-alouds, and literacy programs.
- Book clubs, discussion groups.

Population Served

1 – 3,000

Staff Requirements

1 - 2

Collection Size

10 – 200 items

Capital Investment

~\$500+

Library **vending machines** are an option for loaning popular books at community locations outside the library. They are appropriate for locations on Bookmobile stops and regular pop-up destinations. Vending machines can cost upwards of \$20,000.



Modalities of Expansion

What type of library expansion.



Bookmobile

Traveling bookmobile brings library materials and programs to multiple locations.

As demand for library services grows and the need for broader outreach becomes apparent, the introduction of a bookmobile can extend library access to remote or underserved areas. A bookmobile serves as a mobile library on wheels, traveling to different neighborhoods, schools, senior centers, and community events to deliver books, resources, Wi-Fi hotspots, and programming directly to patrons. The bookmobile increases the library's visibility, promotes literacy, and fosters community engagement, particularly in areas with limited access to traditional library facilities.

In addition to what pop-up library services provide, Bookmobiles can:

- Curated collection of books, audiobooks, DVDs.
- Digital resources and access to eBooks, eAudiobooks, and online databases.
- Newspapers, magazines, and periodicals for reading or borrowing.
- Storytelling, read-alouds, and literacy programs.
- Book clubs, discussion groups, and author events.
- Partners with schools, daycare centers, senior centers, and community organizations to provide outreach and programming tailored to specific audiences.
- Collaborations with local agencies, nonprofits, and businesses.
- Technology access, including Wi-Fi hotspots, public computers, printing, and digital literacy training.

Population Served

1 – 5,000

Staff Requirements

1 - 2

Collection Size

1,000 – 5,000 items

Capital Investment

~\$100,000 - \$300,000

Modalities of Expansion

What type of library expansion.



Co-Location

Joint-use or shared facility with other city services or amenities.

Co-locating library services within existing community facilities, such as schools, recreation centers, community centers or residential developments is an opportunity to leverage shared resources and infrastructure while expanding access to library resources and programs. Co-location arrangements allow libraries to establish a presence in high traffic areas and collaborate with partner organizations to enhance service delivery. By integrating library services with existing community spaces, libraries can maximize efficiency, reduce costs, and increase convenience for patrons. Co-located libraries offer the same full-service library collections, services, and programs as dedicated library buildings, usually on a smaller scale. Co-located libraries may offer specialized services and collections dependent on where they are co-located.

Potential co-location spaces:

- Parks and Recreation Facilities
- Residential Developments
- Schools
- Commerce Centers

Population Served

5,000+

Staff Requirements

3 - 10

Collection Size

10,000 – 50,000 items

Capital Investment

~\$5M++



Modalities of Expansion

What type of library expansion.



Dedicated Building

Traditional “brick and mortar” building with dedicated materials staff and services.

As demand for library services continues to grow and the need for additional facilities becomes evident, the construction of a new dedicated physical building may be warranted. This phase represents a significant investment in permanent infrastructure to accommodate increased patronage, collections, programs, and services. The new building offers expanded space for collections, reading areas, meeting rooms, technology resources, and specialized programming and community meeting spaces. It serves as a flagship facility that symbolizes the library's commitment to the community, fosters civic pride, and provides a welcoming and inclusive environment for learning, exploration, and community engagement. Based on community feedback, current and future population growth, the next dedicated library facility should be located south of I-10, with proximity to the Estrella development.

Locations

- Based on community feedback, current and future population growth, the next dedicated library facility should be located south of I-10, with proximity to the Estrella development.

Population Served

50,000+

Staff Requirements

10 - 20

Collection Size

30,000 – 150,000 items

Capital Investment

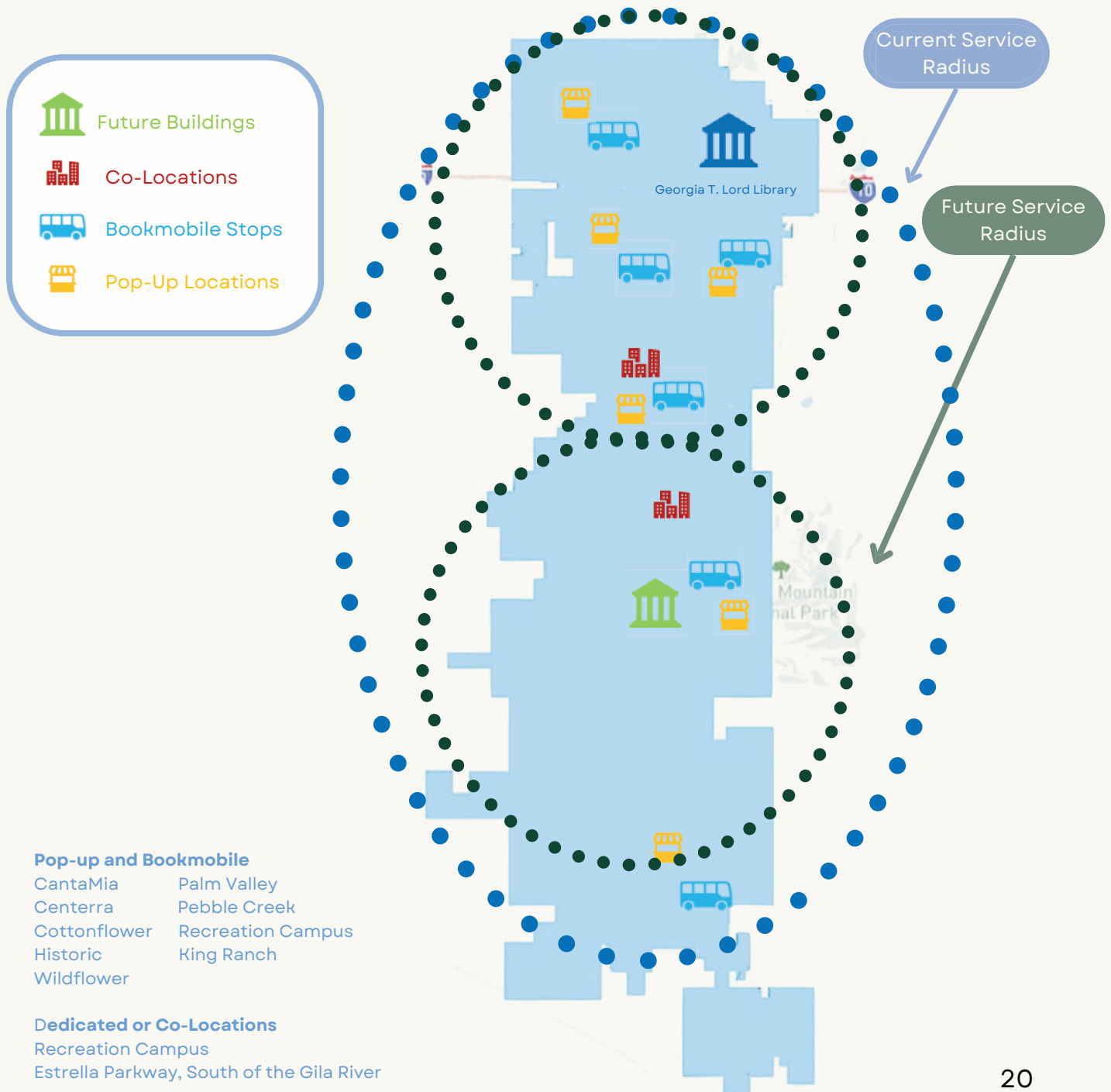
~\$8M++

Locations for Expansion



Where new library spaces should be.

Dependent on expansion dimensions accessibility, population density, community needs, and potential partnerships.



Operational Models

By outlining clear guidelines and facilitating effective planning, city and library stakeholders can successfully navigate the complexities of choosing the best model for library operations to enhance service quality and align library services with Goodyear's needs and priorities.

OUTSOURCE

Continue to outsource library operations to Maricopa County Library District (MCLD).

In the current operation model, set to expire July 2027, the city and MCLD relationship is strong and community satisfaction with the library is extraordinarily high. The economies of scale in operating the Goodyear Library by MCLD is fiscally advantageous to Goodyear and its residents.

SELF-OPERATE

Transition from Maricopa County Library District (MCLD) to a self-operating municipal library.

Several advantages are offered by a city of Goodyear-run library, including local control and community engagement. Direct municipal oversight enables the provision of tailored services that meet the specific needs of the community, fostering a sense of belonging and cultural connection.

Outsource



An outsourced library is managed by the Maricopa County Library District and funded by the city of Goodyear through an Inter-Governmental Agreement (IGA).

This model maintains the current operational arrangement between Goodyear and the MCLD to operate the Goodyear Library. This option continues the current service model and programming, including Library Assistance Program (LAP) funds providing library materials, provisions for the Integrated Library System (ILS), material sharing across the county, and materials for programs such as the Summer Reading Program. Building ownership, maintenance, and upkeep continues to be the responsibility of the city.

Outsource



The Outsource model reflects continuing an Intergovernmental Agreement between Goodyear and the MCLD.

The SWOT analysis evaluates the strengths, weaknesses, opportunities, and threats associated with outsourcing library operations.

Outsource SWOT Analysis

S

STRENGTH

- Economy of scale for all operations and expenses.
- Standardization and accountability.
- High community satisfaction with current services.

W

WEAKNESSES

- Limited oversight and control in collection decisions, programing, services, user experience, policy and procedure.

O

OPPORTUNITY

- Leverage the strong community support and enthusiasm for the library.
- Enhance current services and programs.
- Coordinate city resources.

T

THREAT

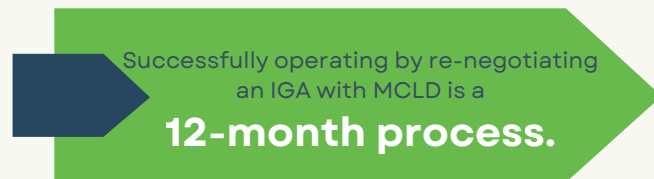
- Current MCLD agreement will expire July 2027.
- Community and city expectations for the future of the library may outsize MCLD capabilities.

Outsource

In this model, the city of Goodyear evaluates the current operational arrangement and decides to **continue its formal relationship outsourcing** library operations to the Maricopa County Library District.

The county remains responsible for ensuring and enforcing policy, vendor negotiation and agreements, meeting state and federal regulatory controls, and following library best practices. To help the library reach the city's ambitions to provide excellent customer experience, increase and diversifying library programming and collections can be accomplished through community support and partnerships.

This timeline of activities outlines the steps and activities required to optimize the relationship, expand services and continue the community's high satisfaction with library services and spaces.



Outsource Order of Operations



Outsource



Self-Operate



Self-operating library is directly managed and funded by the city of Goodyear.

A self-operating library, directly managed and funded by the local government means that the library's budget, staffing, policies, programs, collections, and operations are all overseen and controlled by the city of Goodyear.

A city-run library continues to serve as an integral community resource with services and programs tailored to the needs and interests of local residents. As a self-operating library, the library is accountable to the city council or other city governing body.

Direct municipal oversight enables the provision of tailored services that meet the specific needs of the community, fostering a sense of ownership and cultural connection.

Self-Operate



The self-operate model reflects the option to transition to a self-operating and independent library and conclude the current Intergovernmental Agreement between Goodyear and the MCLD.

The SWOT analysis evaluates the strengths, weaknesses, opportunities, and threats associated with outsourcing library operations.

Self-Operate SWOT Analysis

S

STRENGTH

- Full and direct control of all library operations.
- Library is truly local community-led and designed to meet the specific needs of Goodyear residents.

W

WEAKNESSES

- Full financial responsibility and oversight on policy.
- Heavy lift to master all aspects of operating a public library.

O

OPPORTUNITY

- City departments can more easily contribute to library operations.
- Library can strive to meet all city aspirations.

T

THREAT

- Transition disruptions and impact to the high community satisfaction with current library services.

Self-Operate

In this model, the city of Goodyear evaluates the current operational arrangement and decides to **transition to a self-operating model** and conclude the formal relationship with the MCLD.

In a Goodyear-run library, the city has responsibility and local control. Direct municipal oversight enables the provision of more tailored services that meet the specific needs of the community, fostering a sense of belonging and connection.

This timeline outlines the steps and activities required to run an independent city of Goodyear Library and continue the community's high satisfaction with library services and spaces.

Successfully establishing a self-operating library is a
24-month process.

Self-Operate Order of Operations

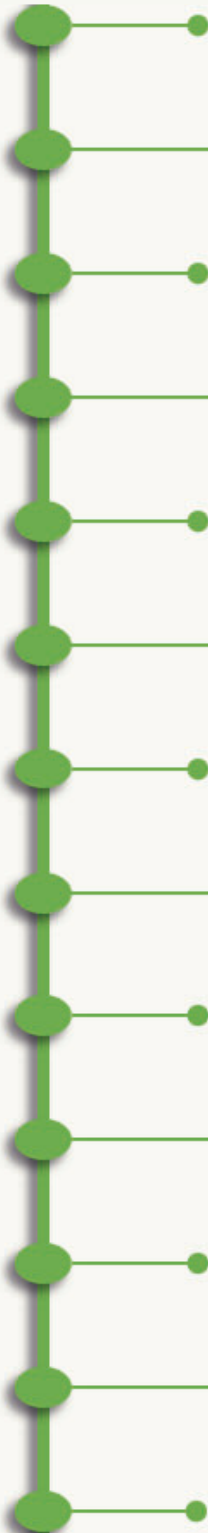


Self-Operate

The activities necessary to conclude the formal relationship with MCLD and commence self-operations are not all sequential and many can, and should, occur concurrently.



Self-Operate



Library Leadership & Staff

Hire a Library Director to help with the transition and scale library operations as needed, engage with the community,

Library Technology

Implement the library's integrated library system (ILS), an enterprise-level database and the backbone of library operations.

Collections Management

Identify and establish relationships with vendors and consortia to acquire print and physical materials, license digital materials, electronic databases and eLearning resources.

Library Programming Plan

Create a program plan that responds to the community's desire for more library programs.

Suite of Library Services

Determine and prioritize the library services that best serve Goodyear residents and customize accordingly.

Community Access Technology

Invest in technologies for Goodyear resident use.

Policies & Procedures

The library's policies serve as essential guidelines to ensure a clear and seamless experience for patrons.

Self-Operate

Marketing

Marketing, communication, public relations, outreach, and advocacy to promote library programs, services, and events.

Assessment Plan

Develop a plan to track progress towards achieving the goals and objectives outlined in the strategic plan.

Track Progress

Develop a plan to track progress against key performance indicators, community satisfaction, and mission, vision, and values, ensures continued success.



Goodyear Library Master Plan

EXHIBITS

A : Current State Report

Overview and analysis of existing conditions, operations, and systems, serving as a foundation for future planning.

B : Library Activity Analysis

In depth analysis of the Goodyear Library collections, services and programs, spaces and facilities and technologies.

C : Benchmarking Report

Comparison of Goodyear Library metrics against national and Valley peers.

D : Community Engagement & Analysis

Data and interpretation of feedback from community members and stakeholders.

E : Operational SWOT

Assessment of the strengths, weaknesses, opportunities, and threats of library models.

The Goodyear Library Master Plan offers a strategic framework for enhancing library services and facilities to meet the diverse needs of the growing city population. By carefully evaluating the benefits and challenges of outsourcing versus self-operation and prioritizing community satisfaction standards, the city can create a vibrant library system that enriches the lives of all residents.



City of Goodyear Library Master Plan

Prepared by Attain Partners

April 2024



Goodyear Library Master Plan

EXHIBIT A

Current State Report

Overview and analysis of existing conditions, operations, and systems, serving as a foundation for future planning.



City of Goodyear Library Master Plan

EXHIBIT A:

Current State Report

March 8, 2024

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Executive Summary

This report describes the library operations and processes that provide library collections, programs, and services to Goodyear residents. The current state of library operations described in this report is a useful baseline for future planning.

Identified as one of the fastest growing cities in the United States, Goodyear's population is projected to grow to 178,300 by 2030, to 223,500 by 2040, and to 254,700 by 2050. As the city grows, library services will need to expand to continue to meet the needs and expectations of the community.

The Goodyear Library facility, furniture, and technology assets are owned and maintained by the city; library operations and staffing are "outsourced" in that they are provided by the Maricopa County Library District (MCLD) through an Intergovernmental Agreement which expires in July 2027. Library operations for Goodyear are managed centrally by MCLD and are consistent with the approach used for the fifteen branches across the library district.

As Goodyear grows, residents will expect library collections, programs, and services to be more responsive at a local level. Given that MCLD is focused on providing library operations suitable for the entire county, Goodyear will want to consider establishing a self-operating municipal library to serve the Goodyear community.

Introduction

This current state report describes the library operations and processes that provide library programs and services to Goodyear residents. The current state of library operations described here serves as a point of comparison as the city of Goodyear considers how their library will continue to meet the needs and expectations for a rapidly growing city.

About Goodyear

Goodyear is approximately twenty miles west of Phoenix in Maricopa County, Arizona and is one of the fastest growing cities in the United States. Goodyear residents are proud of their city, engaged in civic life, and recognize the important role the library plays in the community.

Consideration for future library operations has been in place since Goodyear's fiscal year 2022-2024 Strategic Plan, where Goal 4.3 Develop a Library Master Plan is to "conduct a library operational assessment and feasibility study that outlines recommendations for current and future library services and present recommendations to Council by the end of FY2024".¹ The city's continuing commitment to the library is evident by the goal in Goodyear's fiscal year 2025-2027 Strategic Plan to be a "Safe and Vibrant Community" through Guiding Principal 6: Provide diverse arts and culture, recreational programs, events, and library services that serve all ages, abilities and interests.²

Demographic & Socioeconomic Characteristics

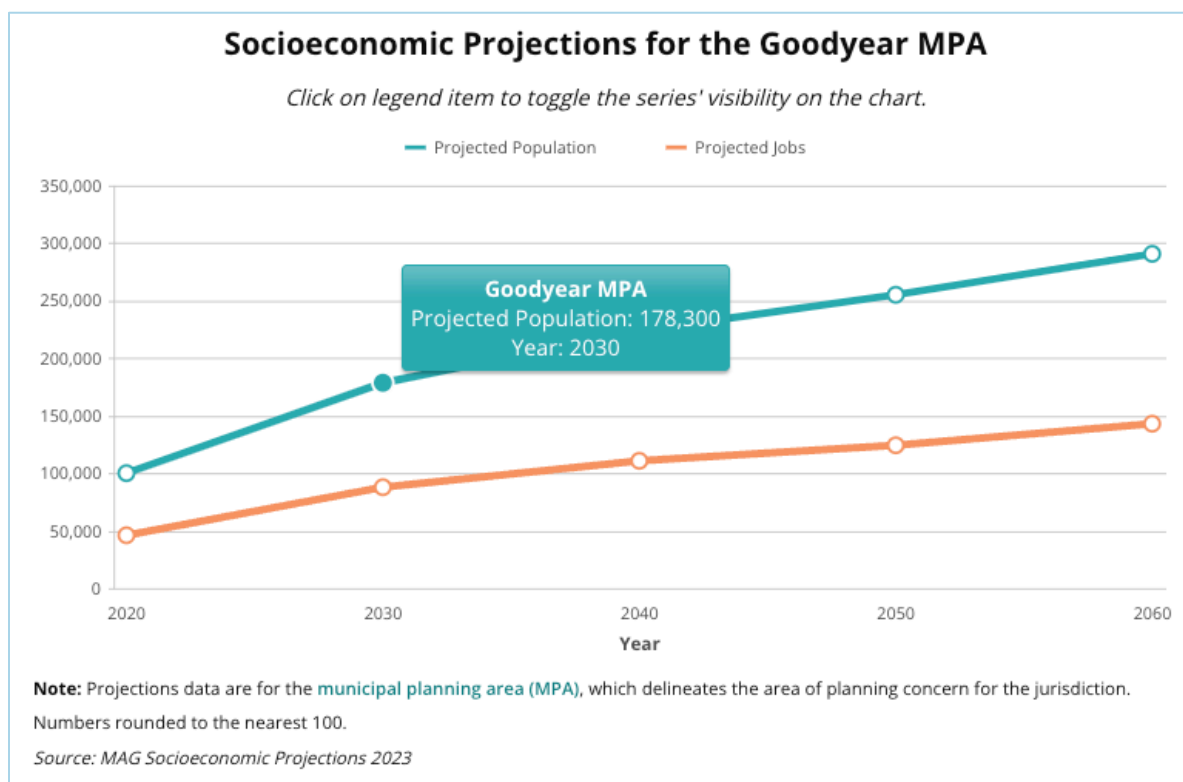
Goodyear has a diverse, educated, and rapidly growing population. According to the U.S. Census, Goodyear's population in 2020 was just over 95,000, and by July 2022 had increased to an estimated 105,406, an increase of more than 10% in two years.³ According to the Maricopa Association of Governments, Goodyear is projected to grow in population to 178,300 by 2030, to 223,500 by 2040, and to 254,700 by 2050.⁴

¹ City of Goodyear, "City of Goodyear FY2022-2024 Strategic Plan," 5.

² City of Goodyear, "City of Goodyear FY2025-2027 Strategic Plan," 11.

³ U.S. Census Bureau, "U.S. Census Bureau QuickFacts."

⁴ Maricopa Association of Governments, "Socioeconomic Projections."



SOURCE: MARICOPA ASSOCIATION OF GOVERNMENTS, 2023.

Additional socioeconomic characteristics of Goodyear residents include the following:

- | | |
|------------------------|--|
| Educational Attainment | <ul style="list-style-type: none"> ▶ 91.5% are high school graduates, higher than the state average of 88.2%. ▶ 33.4% have a bachelor's degree or higher, higher than the state average of 31.2%. |
| Income & Poverty | <ul style="list-style-type: none"> ▶ \$91,073 is the median household income, higher than the state average of \$65,913. ▶ 6.4% is the poverty rate, significantly lower than the average, 11.5%, across the country. |
| Housing | <ul style="list-style-type: none"> ▶ \$333,900 is the median home value, higher than the state average of \$265,600. |
| Ethnicity | <ul style="list-style-type: none"> ▶ 68.5% White ▶ 6.0% Black or African American ▶ 1.9% American Indian and Alaska Native ▶ 3.7% Asian ▶ .2% Native Hawaiian ▶ 31.1% Hispanic or Latino |

SOURCE: U.S. CENSUS BUREAU QUICK FACTS, GOODYEAR, AZ.

This ethnicity profile is similar to that for the entire state, except that at the state level, 81% of residents are White and 5.2% of residents are American Indian and Alaska Native.

About the Goodyear Library

The Goodyear Library is one of fifteen branches within the Maricopa County Library District. Through a strong relationship, MCLD and the city of Goodyear work together to provide engaging library programming and services to Goodyear residents.

The Georgia T. Lord Library opened in August 2022. The 24,000-square foot, two-story facility is more than double the size of the previous 10,000-square foot building. Located in the Goodyear Civic Square (GSQ) the library is a physical representation of the central role the library plays in community life and civic engagement. The full-service facility is typically open 52 hours per week.

Maricopa County Library District

MCLD operates fifteen library locations throughout Maricopa County. The operational model of each library depends on its size and location.

- ▶ Unincorporated communities: MCLD owns the facility and is responsible for its maintenance, as well as funding operations.
- ▶ Populations under 50,000: The municipality owns the facility and is responsible for its maintenance, while MCLD funds operations.
- ▶ Populations over 50,000 (including Goodyear): The municipality owns the facility and is responsible for its maintenance, as well as funding operations.

The MCLD's mission, vision, and values apply to all library locations, including the Goodyear Library.⁵

Mission

The Mission of the Library District is to provide access and services, so residents experience an improved quality of life.

Vision

As the vibrant community front porch, we aspire to meet the changing needs of our diverse and connected residents.

⁵ Maricopa County Library District, "Mission, Vision, and Values."

Values

Discovery	▶ We inspire curiosity in our customers. ▶ We introduce customers to their next favorite thing.
Engagement	▶ We deliver exceptional customer experiences. ▶ We initiate community conversations.
Access	▶ We provide access to technology, digital services, and information. ▶ We cultivate collections of timely, in-demand materials.
Community	▶ We listen. ▶ We ensure that each of our libraries is an integral part of its community.
Innovation	▶ We embrace change. ▶ We encourage creativity and adaptability.

Library Operations

Through an Intergovernmental Agreement (IGA), MCLD provides library operations, services, and support to the city of Goodyear.

MCLD is responsible for:

- ▶ Library operations and staffing
- ▶ Policies and procedures
- ▶ Collection acquisition, development, and maintenance
- ▶ Technical services
- ▶ Reference and research services
- ▶ Programming
- ▶ Material borrowing including book hold, delivery, inter-library loan
- ▶ Reader's advisory
- ▶ Online resources
- ▶ Library technology

Goodyear is responsible for:

- ▶ Facility structure and maintenance
- ▶ Utilities
- ▶ Capital improvements
- ▶ Furniture and fixtures
- ▶ Computers and technology equipment

The library building and its maintenance operations fall under the purview of the Goodyear Parks and Recreation Department's Arts and Culture Division. This agreement is a successful partnership that allows the Goodyear Library to operate under MCLD with support from the city to provide for specific local needs and interests.

Collections

The Goodyear Library offers a free library card to any resident in Maricopa County and does not charge fines for materials returned late.⁶ Maricopa County residents can use any MCLD branch to borrow and return materials.

The Goodyear Library's physical collection includes adult, teen, and children's materials in a variety of genres and formats.

Collection	Number of Holdings	% of Total Collection
Print-Adult	10,878	27%
Audio-Adult	1,380	3%
Video-Adult	6,675	16%
Print-Teen	2,924	7%
Audio-Teen	45	0.11%
Video-Teen	169	0.41%
Print-Children	16,921	41%
Audio-Children	216	1%
Video-Children	786	2%
Total Kits, multi-media	40	0.10%
Spanish language materials	938	2%
Total Items	40,972	100%

The Goodyear Library's total physical circulation for FY23 is 258,935. Compared to Valley peer library circulation rates at the branch level for the same year – 194,925 – the Goodyear Library has higher circulation even with a smaller collection than its Valley peers.⁷

⁶ Maricopa County Library District, "Collection Development Policy."

⁷ Attain Partners, "City of Goodyear Library Master Plan Phase III Analyses: Collections, Programs & Services, Space, and Technology."

In addition to the collection itself, Goodyear residents also have access to collections-related materials and services.

Service	Description
Book Club Boxes	Designed for book clubs, the box contains ten copies of a book plus topics to facilitate discussion.
Chromebooks and hotspots	Available for checkout for three weeks that can be renewed up to five times.
Citizen Science Kits	MCLD partners with SciStarter to provide at home science experiment kits that are linked to real life scientific research.
Culture Passes	MCLD partners with Act One to provide admission coverage for two people to local cultural institutions such as the zoo, botanical gardens, and museums.
Podcasts	The Shelf Logic podcast produced by MCLD library staff includes book recommendations as well as the latest albums and movies available to checkout.
Reading programs	MCLD supports three main reading programs across all ages. ▶ 1000 Books Before Kindergarten (ages 0-5) ▶ Summer Reading Program (all ages) ▶ Winter Reading Program (adults)
Books by mail	Homebound residents of Maricopa County can request books and other materials online and have them delivered to their home.
Curbside pick-up	Library users can request books online and arrange pick-up via the library app when the holds become available.

Consortium Participation

Joining a consortium is a way for libraries to share materials, providing more items to their patrons at a lower rate than purchasing the material themselves. MCLD is a member of the Greater Phoenix Digital Library, a consortium that licenses eBooks and other digital materials from Overdrive, the industry's leading provider of eBooks. The consortium typically purchases 50 electronic copies of any new title to share among the consortium members. MCLD supplements these copies with their own county copies, utilizing hold lists to determine what titles and number of copies to buy.

MAX is a county-wide book-sharing service among public libraries throughout Maricopa County. Current members are MCLD, Scottsdale Public Library, and Surprise Public Library, with more joining in 2024. This service allows MCLD patrons access to more titles beyond their holdings.

For 2023, Goodyear Library loaned 40,200 physical items to MCLD and to Surprise library branches through MCLD's interlibrary loan service. In the same year, Goodyear patrons borrowed 58,410 items from those same libraries.

Services

MCLD staff plan, manage, and deliver a comprehensive suite of library services at the Goodyear Library. Selected services include:

Service	Description
Research & reference	Informal guidance and assistance for general information gathering and inquiries.
Book a Librarian	Library users can go online to schedule a virtual meeting with a librarian for their reference and informational questions.
ASL interpretation	All MCLD patrons can request ASL interpretation 2 weeks in advance of a library visit.

The collaboration between the city and MCLD benefits the residents of Goodyear. For example, the city's investment in technology such as public access computers facilitate access to the online research and educational resources provided by MCLD on behalf of the Arizona State Library. The city also provides access to reservable study rooms, the community room, gaming technology, printers, Wi-Fi access, and support for small businesses and entrepreneurs.

Service	Description
Study rooms	Library users can request the use of a study room equipped with TV screens for collaboration at the Goodyear library by scheduling time through a librarian.
Multipurpose Room	Managed by the city, the community room can be reserved for library use.
Access to technology	The Goodyear Library provides desktop computers, printers, a Nintendo Switch and Xbox gaming system, and provides free Wi-Fi to library users.
InnovationHub	The InnovationHub is a resource center for entrepreneurs and is dedicated to lowering barriers to business ownership by offering free education, networking, and mentorship opportunities.

Programs and Partnerships

MCLD provides a suite of in-person programs for all ages at the Goodyear Library. In 2023, the library held a total of 322 total programs with 16,222 in attendance. These visitor counts do not include events conducted outside of the library facility. Community interest in supporting the library is strong, exemplified by thirty-four volunteers giving the library a total of 326 hours of their time last year.

Both MCLD and the city of Goodyear cultivate partnerships to support and enhance library programming. The library collaborates closely with the city's Arts and Culture Division and an

active Friends group to enhance the programming provided by MCLD. Partner-supported programming includes:

Host Partner	Program
City of Goodyear	- Fine Arts Shows - Artist Receptions - Cultural Lecture Series
MCLD	- First things First (early literacy classes/parenting classes) - Master Gardner classes - University of Arizona (Nutritional Classes – adults) - Arizona Department of Veteran Services - American Red Cross (blood drives) - Arizona Game and Fish - Financial and Medicare classes - Local schools (tours and outreach)
Paid programming	- Arizona Science Center - Art of Music (performance) - Dr. T-rex (science presentation) - Michael Steele (Yo-Yo) - Puppet Pie (puppet workshop) - Robot Ambassador (STEM program) - Jan Sandwich (storytime) - Act One (VR art field trip) - Jungle Jill (animals) - Vinnie Bruno (music program) - Astronomy Association of AZ - As you Wish (painting)

Staffing

MCLD hires and manages the staff for all locations including the Goodyear Library, which has 21 employees:⁸

- Branch manager
- Library supervisor
- Three full-time librarians
- One full-time paraprofessional
- Five full-time assistants
- Four part-time library assistants
- Six pages

⁸ "Georgia T. Lord Org Chart.Pdf."

Goodyear library staff provide expert public service to residents seeking to participate in community programs, find information and materials to enhance their lives, or to find the next terrific book to read.

Policies and Procedures

All public libraries need formal, public-facing policies and procedures in place to help guide and defend decision-making and inform the community about the library's intent. The following list of MCLD policies and procedures can be found in the appendices.

- ▶ 3D Printer Use Policy
- ▶ Circulation Policy
- ▶ Collection Development Policy
- ▶ Computer and Internet Use Policy
- ▶ Connected @ Your Library Borrower's Agreement
- ▶ Food in our Libraries Policy
- ▶ Interlibrary Loan: Resources Access & Attainment Policy
- ▶ Materials From Outside Sources
- ▶ Non-County Fees Policy
- ▶ Photo Release Policy
- ▶ Privacy Policy
- ▶ Prohibition of Weapons Policy
- ▶ Service Animals: Federal, State
- ▶ Social Media Policy
- ▶ Statement of Conduct
- ▶ Youth Library Visits Policy

Finances

Goodyear Library operates with funding from MCLD and the city of Goodyear, as specified in the IGA.⁹

- ▶ The city of Goodyear is responsible for the operating costs associated with the building.
- ▶ The Goodyear Library, like all MCLD locations, receives an annual funding allotment from the Maricopa County Library Assistance Program (LAP), drawn from the MCLD Tax Levy.
 - LAP funds are based on the percentage of the assessed valuation of each participating municipal library and on the percentage of gross library cards issued to county residents who do not live in Goodyear and are entitled to the benefits of MCLD.
 - LAP funds are used to increase and enhance the Goodyear Library's physical collection with no additional cost to the city.

⁹ City of Goodyear, "Intergovernmental Agreement between the Maricopa County Library District and City of Goodyear for the Library Assistance Program."

- ▶ Once the annual LAP funds are expended, additional costs for collections are billed to the city of Goodyear. The city's budget for the library includes employee salaries and benefits.
- ▶ Additional investments in library equipment, furniture, technology, and physical items for the collection are the responsibility of the city.
- ▶ Online research resources are provided by the Arizona State Library on behalf of the Institute of Museum and Library Services (IMLS) as required by the Library Services and Technology Act (LSTA).¹⁰

The table below shows a breakdown of the city's operating costs. The LAP funding is provided to show a more complete picture of Goodyear Library costs.

Goodyear Operations FY2018 to 2023	FY18	FY19	FY20	FY21	FY22	FY23
Full and Part-Time Salaries	\$320,768	\$323,464	\$349,424	\$384,588	\$321,578	\$650,280
Employee Benefits	\$126,989	\$115,536	\$131,559	\$119,090	\$164,746	\$239,590
Personal Services Allocation	\$23,857	\$25,367	\$25,344	\$23,560	\$22,302	\$32,424
Personal Services Total	\$471,614	\$464,367	\$506,326	\$527,237	\$508,626	\$922,294
Supplies	\$7,111	\$15,493	\$8,684	\$8,097	\$13,627	\$15,827
Library Materials	\$123,061	\$107,803	\$66,875	\$31	\$74	\$37,895
Non-Capital Equipment	\$1,212	\$1,366	\$9,784	\$439	\$8,659	\$487
Services	\$1,050	\$2,254	\$13,150	\$877	\$186	\$2,065
Hardware Maintenance	\$14,060	\$12,477	\$0	\$9,229	\$518	\$13,831
Programming	\$1,784	\$2,873	\$2,350	\$0	\$10,573	\$929
Equipment Rental	\$1,894	\$1,606	\$1,606	\$485	\$1,914	\$265
Travel, Training, Mileage	\$220	\$0	\$160	\$0	\$53	\$514
Postage, Freight, Shipping	\$162	\$159	\$150	\$105	\$0	\$0
Utilities-Communications	\$7,542	\$7,529	\$7,570	\$7,610	\$7,372	\$15,118
Misc.	\$0	\$0	\$0	\$0	\$0	\$0
Operating Services Total	\$158,094	\$151,561	\$110,329	\$26,873	\$42,974	\$86,931
<i>Subtotal</i>	\$629,708	\$615,929	\$616,655	\$554,111	\$551,601	\$1,009,226
10% Overhead	\$62,971	\$61,593	\$61,665	\$55,411	\$55,160	\$100,923
Total	\$692,679	\$677,521	\$678,320	\$609,522	\$606,761	\$1,110,148
LAP Funding	\$45,500	\$58,440	\$82,066	\$82,402	\$75,432	\$80,360
Other Purchases	\$0	\$161,409	\$1,555	\$0	\$1,921	\$8,425
Grand Total	\$738,179	\$897,370	\$761,941	\$691,924	\$684,114	\$1,198,933

SOURCE: LIBRARY HISTORICAL BUDGET COMPARISON SPREADSHEET PROVIDED BY CITY OF GOODYEAR; LAP FUNDING FROM MCLD

¹⁰ Institute of Museum and Library Services, "Purposes and Priorities of the Library Services and Technology Act."

The city of Goodyear provided additional funding in 2022 to support an opening day collection at the Georgia T. Lord Library.

Georgia T. Lord Opening	FY18	FY19	FY20	FY21	F022	FY23
Library Materials					\$118,691	0
Non-Capital Equipment					\$137,231	\$186,761
Direct Total					\$255,922	\$186,761
Overhead					\$25,592	\$18,676
Total including Overhead					\$281,514	\$205,437

Library Use Statistics

The following activity statistics show how residents are using the Goodyear Library's collections, programs, services, and spaces. Some statistics are captured system-wide and cannot be

Goodyear Library

2022-23

Operations

Service area population	101,733
Open hours per year	3,164
# of registered users	n/a
Registered users as % of population	n/a
# of in-person visits	183,475

Activity

Total physical circulation	258,935
Total programs	315
Total program attendance	15,959
# of internet computers	41
Computer uses	5,520
Wireless sessions	4,894

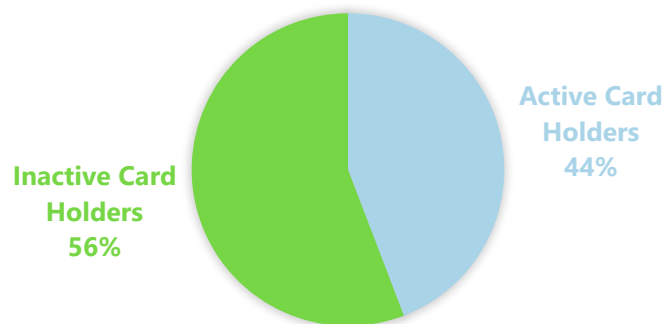
Financial

Total operating expenditures	\$1,198,933
Staff expenses	\$922,294
Total collection expenses	\$118,255
Other operating expenses	n/a
Total paid staff	21
Total librarians	5

Cardholders

In 2022-2023 Goodyear Library had 37,684 cardholders, with 44% of those being actively used within the last year.

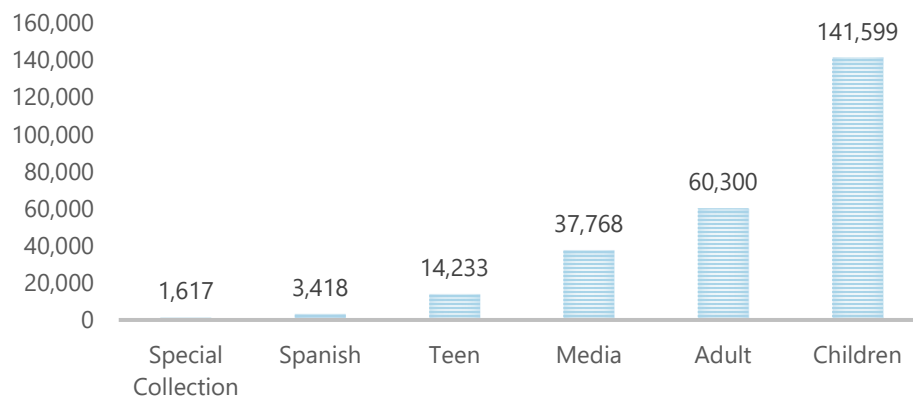
**ACTIVE VS. INACTIVE CARDHOLDERS
GOODYEAR LIBRARY
2022-23**



Circulation by Material Type

The materials with the highest circulation are children's materials, followed by materials for adults, media, items in Spanish, and special collection items such as culture passes, hotspots, Chromebooks, Citizen Science Kits, and Book Club Kits.

**CIRCULATION BY MATERIAL TYPE
GOODYEAR LIBRARY
2023**



Programs

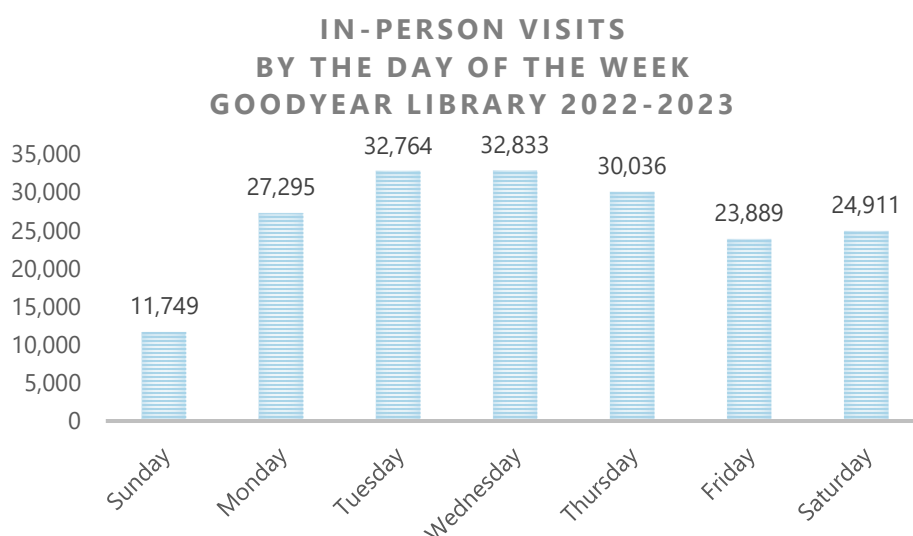
The most popular activities include children's storytimes and senior programs, which is typical of public library programs. Community feedback indicates there is strong support for programming and the desire for more.

Programs by Audience	# Programs	Attendance
Adult	59	894
Teen	18	129
Storytimes	186	6370
Youth - other	34	2294

In-Person Visits

In 2022-2023, 183,475 people visited the library. The busiest days are during the middle of the week on Tuesdays, Wednesdays, and Thursdays, when the library is open in the evening. The library's open hours are as follows:

- ▶ Sunday 1 PM – 5 PM
- ▶ Monday-Thursday 9 AM - 8 PM
- ▶ Friday and Saturday 9 AM – 5 PM



Appendices

- I. Georgia T. Lord Library Organization Chart
- II. Maricopa County Library District Organization Chart
- III. Intergovernmental Agreement between the Maricopa County Library District and City of Goodyear for the Library Assistance Program
- IV. InnovationHub Services
- V. Maricopa County Library District Policies
 - ▶ 3D Printer Use Policy
 - ▶ Circulation Policy
 - ▶ Collection Development Policy
 - ▶ Computer and Internet Use Policy
 - ▶ Connected @ Your Library Borrower's Agreement
 - ▶ Food in our Libraries Policy
 - ▶ Interlibrary Loan: Resources Access & Attainment Policy
 - ▶ Materials From Outside Sources
 - ▶ Non-County Fees Policy
 - ▶ Photo Release Policy
 - ▶ Privacy Policy
 - ▶ Prohibition of Weapons Policy
 - ▶ Service Animals: Federal, State – see [ADA Requirements: Service Animals](#)
 - ▶ Social Media Policy
 - ▶ Statement of Conduct
 - ▶ Youth Library Visits Policy

Sources

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2023 City of Goodyear Legislative Agenda
 Facilities Master Plan FY16
 Goodyear Library Organizational Chart and Sample Desk Schedule
 Goodyear Library Staffing Model
 Goodyear Library budgets and expenses, FY19-23
 Goodyear Library Collaborations and Partnerships with MCLD and City of Goodyear
 Goodyear Library Patron Counts FY23-24
 Goodyear Library Circulation Statistics FY22-23
 Goodyear Library Wireless Internet Usage, September 2023
 Goodyear Library Public PC Usage, April – August., 2023
 Goodyear Library Programming Statistics FY23
 Goodyear Library Hardware and Software inventory list
 Innovation Hub Statistics, FY15-23
 Library Customer Survey 2022
 Maricopa County Library District Annual Report 2022
 Maricopa County Library District (MCLD) Library Policies
 Maricopa County Library District (MCLD) Administration Organizational Chart
 Maricopa County Library District (MCLD) Mission, Vision, and Values Statements
 National Community Survey for Goodyear, AZ Report of Results 2023
 U.S. Census Bureau QuickFacts: Goodyear City, Arizona; Arizona

Goodyear Library Master Plan

EXHIBIT B

Library Activity Analysis

In-depth analysis of the Goodyear Library collections, services and programs, spaces and facilities and technologies.



City of Goodyear Library Master Plan

EXHIBIT B:

Library Activity Analysis

March 22, 2024

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Executive Summary

This document is an overview and analysis of the Goodyear Library's collections, programs and services, space, and technologies.

Goodyear Library operates in a beautiful new state-of-the-art facility designed to serve the diverse needs of the growing Goodyear community. The library is committed to providing residents broad access to a variety of materials and fostering community engagement.

Under the stewardship of the Maricopa County Library District (MCLD), Goodyear Library's physical collection encompasses a wide range of materials and is guided by MCLD's collection development policy and informed by community feedback. Continuous review and management processes, along with vendor partnerships, ensure the relevance and quality of the collection, meeting community interests and needs effectively. Digital collections complement the physical holdings, providing patrons with access to eBooks, eAudiobooks, and streaming media through consortia and partnerships.

The library offers facilitated and self-directed programs and services planned and promoted by MCLD which address the community's diverse informational, educational, and cultural needs. These initiatives, supported by dedicated staff and tailored to community preferences, reflect the library's commitment to providing activities and materials that support life-long learning for all residents. Looking ahead, Goodyear Library will want to expand its services, incorporate innovative programs, leverage technology to anticipate community need, and respond to patron feedback with a view to meeting the evolving community needs of a rapidly growing city.

Goodyear Library provides a welcoming environment and is an essential resource for community members of all ages. By prioritizing community engagement, embracing technology, and conducting continuous evaluation and improvement, Goodyear Library will remain a highly regarded and valued community center that enhances the well-being of its residents.

Introduction

Building on the Current State and Benchmarking Reports delivered earlier in this engagement, this report analyzes the primary components that contribute to operating the Goodyear Library: collections, programs and services, space, and technology. This analysis includes stakeholder feedback collected during this project's community engagement activities.

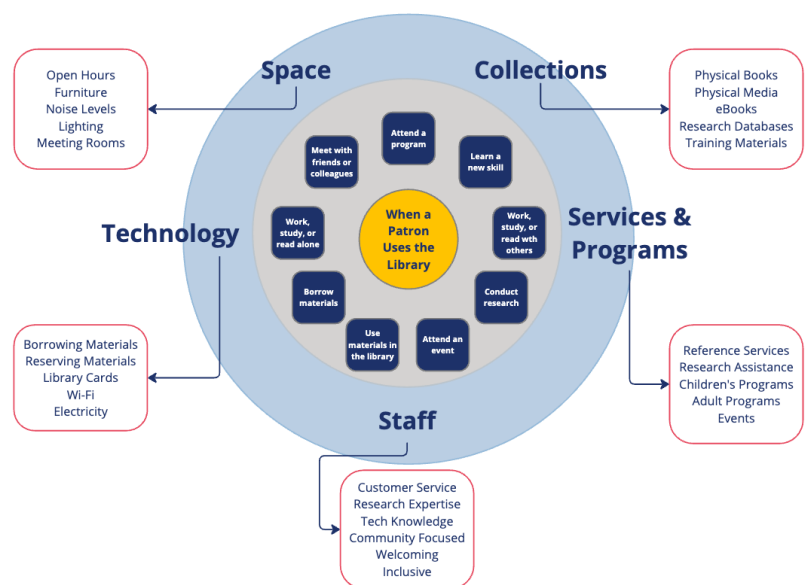
- Collections** The items that registered patrons borrow or use in the library include physical and digital resources, books, eBooks, and electronic databases. Collections may also include items available for borrowing from a "Library of Things" such as sporting equipment, tools, seeds, and more.
- Programs & Services** The mix of activities and events, both in-person and virtual, that patrons participate in to learn something new, adopt or improve a skill, explore a topic of interest, spend time with like-minded people, and engage with culture.
- Space** The Goodyear Library building, rooms, and facilities and how the community utilizes and interacts in the spaces.
- Technology** The equipment and software used by staff and the community to facilitate library operations, improve access to collections, and create digital equity.

Each component's analysis, informed by community feedback, explores the current state of the Goodyear Library and provides considerations for future development.

The Library as Ecosystem

While each component's analysis is addressed separately in this report, each component interacts and has dependencies on another. When patrons visit the library, they interact with multiple components sequentially and simultaneously. As a result, library systems can be viewed as an ecosystem.

The Patron-Library Ecosystem



➤ Attain Partners

Collections

Libraries develop collections made up of physical, digital, and electronic materials that are intended to be used by the community at no cost. These free collections are selected to keep people informed, address a variety of interests, and enrich lives. The Goodyear Library's collections consist of print and digital books, physical media, online databases to support learning, research, and personal interests, and a Library of Things containing items such as culture passes, loanable Chromebooks and hotspots, Citizen Science kits, and Book Club boxes. These collections are acquired and centrally managed by MCLD with a focus on popular materials. Collections are one of the most significant expenditures in the library's budget.

Goodyear Library Collection

As of January 2024, the Goodyear Library's collection has a total of 40,972 physical items for adults, teens, and children, primarily in English with some in Spanish. Through regional digital content licensing consortia and Arizona State Library services, the library provides access to forty-six online resources that support research and learning for all ages. This section will compare Goodyear's physical and electronic collections to fourteen peer library systems in terms of collection holdings, expenditures, and circulation statistics.

Physical Collections

Goodyear Library's physical collection consists of adult, teen, and children's materials in a variety of genres: fiction, non-fiction, graphic novels and comics, large print, audiobooks, music and movies, and kits.

Collection	Number of Holdings	% of Total Collection
Print-Adult	10,878	27%
Audio-Adult	1,380	3%
Video-Adult	6,675	16%
Print-Teen	2,924	7%
Audio-Teen	45	0.11%
Video-Teen	169	0.41%
Print-Children	16,921	41%
Audio-Children	216	1%
Video-Children	786	2%
Total Kits, multi-media	40	0.10%
Spanish language materials	938	2%
Total Items	40,972	100%

For a complete list of Goodyear Library's physical collection, see Appendix I.

Physical Collections: Comparisons

The following tables compare physical item holdings across fourteen peer library systems, eight in the Valley and six nationally. The average number of total physical items held by Valley peer libraries *per location* is 97,365, 2.4 times larger than Goodyear's holdings of 40,972 items. National peer library holdings are about 2.8 times as large with an average of 115,019 physical items. This data is consistent with community feedback asking for a larger collection of physical items.

Valley Peer Libraries

Arizona City	Library Locations	Total Square Footage	Total Phys. Items	Total Phys. Items per Location	Books & Other Print Items	Books & Other Print per Location	Print Items as % of Total Items	Audio Phys. per Location	Video Phys. per Location	Other Phys. per Location
Avondale, AZ	2	43,500	84,936	42,468	73,891	36,946	87%	1,089	4,434	n/a
Buckeye, AZ	2	22,602	52,931	26,466	46,252	23,126	87%	980	2,360	n/a
Chandler, AZ	4	103,475	280,154	70,039	257,210	64,303	92%	2,151	3,585	n/a
Glendale, AZ	4	121,145	430,549	107,637	357,689	89,422	83%	5,502	12,713	n/a
Mesa, AZ	3	173,000	421,833	140,611	366,193	122,064	87%	5,792	12,754	n/a
Peoria, AZ	2	60,000	219,210	109,605	175,661	87,831	80%	7,394	14,381	n/a
Scottsdale, AZ	4	176,750	332,392	83,098	267,621	66,905	81%	4,819	11,374	n/a
Tempe, AZ	1	100,000	198,995	198,995	174,976	174,976	88%	10,679	13,340	n/a
Average	3	100,059	252,625	97,365	214,937	83,197	86%	4,801	9,368	n/a
Goodyear (2022-23)	1	24,000	40,972	40,972	31,661	31,661	77%	1,641	7,630	40

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT; CITY OF GOODYEAR, 2023. N/A INDICATES NO DATA AVAILABLE

National Peer Libraries

National City	Library Locations	Total Square Footage	Total Phys. Items	Total Phys. Items per Location	Books & Other Print Items	Books & Other Print per Location	Print Items as % of Total Items	Audio Phys. per Location	Video Phys. per Location	Other Phys. per Location
Brockton, MA	3	62,400	138,439	46,146	125,244	41,748	90%	1,675	2,611	113
Colonie, NY	1	35,000	143,644	143,644	124,485	124,485	87%	6,488	12,229	442
Hamilton, NJ	1	55,000	188,883	188,883	171,848	171,848	91%	7,644	9,391	n/a
Hendersonville, TN	1	38,500	100,467	100,467	94,099	94,099	94%	2,369	3,952	47
Simi Valley, CA	1	35,000	129,530	129,530	114,837	114,837	89%	3,156	10,725	812
Upland, CA	1	25,210	81,441	81,411	75,662	75,662	93%	1,392	4,157	230
Average	1	41,852	130,401	115,019	117,696	103,780	91%	3,787	7,177	374
Goodyear (2022-23)	1	24,000	40,972	40,972	31,661	31,661	77%	1,641	7,630	40

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT; CITY OF GOODYEAR, 2023. N/A INDICATES NO DATA AVAILABLE

Digital Collections and Electronic Resources

Goodyear Library patrons have access, from within the library or remotely on their personal device, to MCLD's forty-six digital and electronic resources. Patrons can find and borrow eBooks, eAudiobooks, and streaming media, and access electronic databases dedicated to consumer, academic, and business research and eLearning on a multitude of topics. Patrons can access these eResources from anywhere, during and outside of the library's open hours. This table highlights several popular resources:

Resource Type	Resource Name
eBooks	Libby (Overdrive), Freading, Tumble Books
eMagazines & Online Newspapers	Flipster, New York Times
Streaming Audio	Freegal
Streaming Video	Hoopla, Kanopy
Business Research	Data Axle, Gale Business, Morningstar, Value Line
Consumer Research	Ancestry, Consumer Reports
Scholarly Research	Academic OneFile
Online Learning & Tutoring	Brainfuse, Gale Courses, Rocket Languages

For a complete list of digital and electronic resources available from MCLD, see Appendix II.

Digital and Electronic Collections: Comparisons

The following tables compares digital item holdings across fourteen peer library systems. Because MCLD collects electronic resources statistics as a system and not at the location level, Goodyear-specific usage data is not available for comparison to peer library systems. Averages of digital item holdings are provided for reference.

Valley Peer Libraries

Arizona City	Service Area Pop	eBooks	Audio – Downloadable	Video – Downloadable	Databases
Avondale, AZ	90,755	499,076	443,177	48,217	30
Buckeye, AZ	101,987	16,245	2,712	n/a	28
Chandler, AZ	280,189	27,053	6,005	n/a	38
Glendale, AZ	250,585	685,375	483,997	19,526	32
Mesa, AZ	510,792	236,903	88,120	216	43
Peoria, AZ	195,585	197,219	75,651	2,167	35
Scottsdale, AZ	243,528	391,467	83,136	5,938	39
Tempe, AZ	181,548	495,623	434,392	76,065	36
Average	231,871	318,620	202,149	25,355	35
Goodyear (2022-23)	106,090	n/a	n/a	n/a	46
Maricopa County, AZ	4,507,419	680,763	665,971	50,384	46

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT; CITY OF GOODYEAR, 2023. NOTE THAT N/A INDICATES NO DATA AVAILABLE.

National Peer Libraries

National City	Service Area Pop	EBooks	Audio – Downloadable	Video – Downloadable	Databases
Brockton, MA	95,708	111,092	21,131	24,288	67
Colonie, NY	81,591	718,733	132,849	309,923	7
Hamilton, NJ	88,464	61,565	46,578	n/a	27
Hendersonville, TN	98,641	171,467	103,965	2,858	71
Simi Valley, CA	124,468	594,737	423,707	21,488	11
Upland, CA	78,513	27,821	10,331	240	9
Average	94,564	280,903	123,094	71,759	32
Goodyear (2022-23)	106,090	n/a	n/a	n/a	46
Maricopa County, AZ	4,507,419	680,763	665,971	50,384	46

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT; CITY OF GOODYEAR, 2023. NOTE THAT N/A INDICATED NO DATA AVAILABLE.

Collections Expenditures

The Intergovernmental Agreement (IGA) between MCLD and the libraries across Maricopa County includes a two-phase collections budget. The Library Assistance Program (LAP) determines budget amounts based on the Assessed Value Allocation and Cards Issued Allocation. The municipality where the library resides is responsible for the balance of collections expenditures. The LAP budget for the Goodyear Library for the past four fiscal cycles is:

- ▶ FY2020-21 \$82,401
- ▶ FY2021-22 \$75,432
- ▶ FY2022-23 \$80,360
- ▶ FY2023-24 \$102,803

The Goodyear Library's total physical collection expenses in FY 2023 were \$118,255. This includes \$37,875 from the city of Goodyear and the LAP funds of \$80,360. Some eResources are licensed for county-wide use by MCLD, and some are provided to libraries by the Arizona State Library. As a result, expenditures at the location level are not available.

Collections Expenditures: Comparisons

The following table compares collections expenditures across fourteen peer library systems. MCLD does not break down collection expenditures by collection category.

Valley Peer Libraries

Arizona City	Service Area Pop	Total Square Footage	Total Operating	Total Collection	Print	Electronic	Other Collections	Percentage of Budget spent on Collection	Collection per capita
Avondale, AZ	90,755	43,500	\$1,491,014	\$293,561	\$209,695	\$78,000	\$5,866	20%	\$5.11
Buckeye, AZ	101,987	22,602	\$1,512,036	\$179,035	\$93,338	\$63,672	\$22,025	12%	\$2.77
Chandler, AZ	280,189	103,475	\$6,151,299	\$341,792	\$193,971	\$139,870	\$7,951	6%	\$1.22
Glendale, AZ	250,585	121,145	\$6,208,719	\$749,274	\$403,379	\$403,379	\$226,860	12%	\$2.99
Mesa, AZ	510,792	173,000	\$6,670,238	\$634,441	\$246,376	\$308,194	\$79,871	10%	\$1.24
Peoria, AZ	195,585	60,000	\$4,314,192	\$444,182	\$242,586	\$126,596	\$75,000	10%	\$2.27
Scottsdale, AZ	243,528	176,750	\$6,402,406	\$401,300	\$158,415	\$139,529	\$103,356	6%	\$1.65
Tempe, AZ	181,548	100,000	\$2,909,328	\$424,517	\$88,618	\$279,003	\$56,896	15%	\$2.34
Average	215,173	100,059	\$4,268,521	\$415,622	\$200,657	\$178,240	\$68,318	11%	\$2.55
Goodyear 2022-23	106,090	24,000	\$1,198,933	\$118,255	\$118,255	n/a	n/a	10%	\$1.11
Goodyear 2021	95,294	10,000	\$691,924	\$82,433		n/a		12%	\$0.87

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT; CITY OF GOODYEAR, 2023. OPERATING AND COLLECTION EXPENSES INCLUDE LAP FUNDS.

National Peer Libraries

National City	Service Area Pop	Total Square Footage	Total Operating	Total Collection	Print	Electronic	Other Collections	Percentage of Budget spent on Collection	Collection per capita
Brockton, MA	95,708	62,400	\$2,652,643	\$353,979	\$166,909	\$128,473	\$58,597	13%	\$3.70
Colonie, NY	81,591	35,000	\$2,757,456	\$272,496	\$169,539	\$65,919	\$37,038	10%	\$3.34
Hamilton, NJ	88,464	55,000	\$2,955,575	\$151,143	\$139,805	\$0	\$11,338	5%	\$1.71
Hendersonville, TN	98,641	38,500	\$804,787	\$60,000	\$60,000	\$0	\$0	7%	\$0.61
Simi Valley, CA	124,468	35,000	\$2,225,975	\$214,285	\$101,608	\$112,677	\$0	10%	\$1.72
Upland, CA	78,513	25,210	\$1,354,870	\$117,762	\$54,653	\$46,778	\$16,331	9%	\$1.50
Average	94,564	41,852	\$2,125,218	\$194,944	\$115,419	\$88,462	\$30,826	9%	\$2.10
Goodyear 2022-23	106,090	24,000	\$1,198,933	\$118,255	\$118,255	n/a	n/a	10%	\$1.11
Goodyear 2021	95,294	10,000	\$691,924	\$82,433		n/a		12%	\$0.87

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT; CITY OF GOODYEAR, 2023. OPERATING AND COLLECTION EXPENSES INCLUDE LAP FUNDS.

Physical Collection Development

The Goodyear Library's physical collection is owned by the city of Goodyear and managed by the MCLD Collection Development department. MCLD selects materials for the county-wide system to ensure popular items are available at all branches.

Individual library locations do not have identical collections. The county views its collection as a sum of its parts – not all branches will own all titles, but combined the collection reflects the interests of the whole community. The county strives to meet the unique interests of each library community by creating 'focus' collections at each location. For example, the Goodyear Library has

a business materials collection to support the InnovationHub, an initiative managed by Goodyear's Economic Development department and designed to support entrepreneurs and small businesses. The Goodyear Library collection is "static." Meaning, items from the collection can be requested by patrons at any MCLD branch but are always returned to Goodyear Library shelves. In addition to this "home collection," patrons can borrow physical items from other county branches through MCLD's delivery and interlibrary loan service.

Multiple, complex back-office processes are required to maintain inventory control, select, prepare, display, and ensure the collection is easy to access by all. This section describes these processes.

Materials Selection and Requests

MCLD's Collection Development department selects materials for all branches, adhering to the selection criteria outlined in their collection development policy which states that materials are selected,

"... based on community demand. The District recognizes that the communities we serve are diverse and that their recreational and informational needs are similarly diverse. To ensure this diversity is reflected in the collections we build, community profiles and staff input are used in the collection process. Staff input at the branch level is crucial to maintaining collections that are responsive to the unique needs of the communities they serve. Branch staff and selectors will communicate regularly to discuss community needs".¹

Goodyear Library staff suggest titles based on community feedback, but do not directly select or purchase materials. Library patrons may request items for purchase by completing a form on the MCLD website. Requests are reviewed by MCLD Collection Development staff in accordance with their collection development policy. When large volume material acquisitions are required to meet community-based demand – such as a need for more Spanish language books – they are addressed in a collaboration with branch staff and the MCLD Collections department.

Book purchases are managed via MCLD's agreements with Baker & Taylor and Brodart, two vendors who specialize in bulk purchasing for public libraries. For music CDs, DVDs, and Blu-rays, MCLD has an agreement with the vendor Midwest Tape. Goodyear also has a small collection of read-along picture books called VOX Books that are ordered from a company called Library Ideas.

Materials Processing

After MCLD selects and purchases new collection materials, processing makes them shelf-ready at the branch libraries. MCLD has agreements with Baker & Taylor and Brodart to supply the library with the physical items, create catalog records to import into the county's Integrated Library System (ILS), label and jacket the items so that they are immediately ready to be shelved

¹ Maricopa County Library District, "Collection Development Policy."

and made available for borrowing. Outsourcing this processing piece saves the library time, staff effort, and expenditures for supplies.

Reviewing Collections

To keep the libraries' collections popular and relevant, MCLD adheres to the collection management process outlined in their Collection Development Policy, which "incorporates the use of output measures, circulation reports, database use statistics, and other statistical information of continuous collection evaluation."² Collection management includes moving items to different collections, deaccessioning or "weeding," and responding to requests for reconsideration.

Materials are weeded from the collection when the item is damaged due to wear and tear or is no longer accurate or relevant. Branch staff follow MCLD guidelines to periodically weed and as shelf space is needed. A general rule for weeding fiction is to first weed for condition, then run reports to identify items that have circulated at least seventy-five times and may need to be replaced. Weeding non-fiction items is more nuanced and is usually done in collaboration with the central Collection Development team.

A request for reconsideration is borne of a patron's right to question library materials in the collection. Patrons may do so either informally, by speaking with a staff member, or formally, by submitting MCLD's Request for Reconsideration form on their website. Questioned titles are reevaluated against their collection development policy and the petitioner is notified of the decision to keep, remove, or move the title to a more appropriate location in the library (for example, from the Children's collection to Teen or Teen to Adult).

Staffing

County and branch library staff all play a role in managing the library's collection.

- ▶ The MCLD Collection Development team selects items, manages item requests, assists branches with large shelving and collection projects, assists with weeding branch collections, and manages the collection.
- ▶ Branch Managers provide input and feedback to the Collection Development team about specific collections (ex. Spanish language books or Adult Fiction) or collection management projects.
- ▶ Librarians weed collections, request specific items, create displays and booklists, utilize books in programs, help patrons find items and make suggestions, and provide feedback on collections in general.
- ▶ Library Assistants assist with checking books in and out, help patrons find items, and utilize books in programs; and,
- ▶ Library Pages sort, check-in, and shelf items that have been returned, and ensure shelves are neat, organized correctly, and browsable.

² Maricopa County Library District.

Collections Use

Circulation describes the process of library materials being borrowed, renewed, and returned. Libraries collect circulation activity data to inform collection management planning. Many library processes and policies relate to circulation and specify who can borrow materials, how many and for how long, identify popular and unpopular titles or formats, keep track of items, collect fines for damaged or lost items, and benchmark against peers. The goal is to provide the community with maximum access to the library's resources.

Library staff rely on circulation statistics to inform deaccession, selection, and identifying trends in the community's borrowing habits. The result is a well-cultivated collection.

The Goodyear Library and its materials are available to the public free of charge. County residents require a free MCLD library card to borrow physical items from the collection, use the public PCs, and connect to the online resources from inside the library or remotely. Anyone showing proof of residency, property, or business ownership in Maricopa County or Queen Creek is eligible to apply for full borrowing privileges. Non-residents may pay a fee for a card with full borrowing privileges. There are no fines for overdue items, but patrons will accrue fees to replace library cards and damaged or lost materials.

Each item type in the physical collection has a lending period, set by MCLD's Circulation Policy.³

- ▶ Express items – 7 days
- ▶ DVDs and Blu-rays – 7 days
- ▶ TV shows – 14 days
- ▶ Interlibrary loan – 14 days
- ▶ All other material – 21 days

The lending periods for digital collections, such as eBooks, vary by vendor.

In 2023, Goodyear Library's total circulation was 258,935 which is within the range of Valley and national peer libraries' average branch-level circulation of 344,226 and 221,565 respectively, particularly since Goodyear's physical collection is less than half the volume of its peers. Goodyear Library circulates a high percentage of children's materials compared to the peer library average of 55% versus 20% and 39% respectively.

Note that MCLD collects electronic resources statistics as a system and not at the location level. As a result, usage statistics for e-resources for the Goodyear library is not available to compare to peer library systems.

The following tables compare circulation across fourteen peer library systems. Note that the library was closed during the transition to the new building in 2022, resulting in lower circulation.

³ Maricopa County Library District, "Circulation Policy."

Valley Peer Libraries

Arizona City	Service Area Pop	Library Locations	Total Circ	Average Circ per Library	Print Materials Circ	E- Materials Circ	Other Physical Circ	Children's Materials Circ	As % of Total Circ
Avondale, AZ	90,755	2	162,459	81,230	123,742	38,717	642	24,228	15%
Buckeye, AZ	101,987	2	163,914	81,957	130,239	33,675	n/a	57,760	32%
Chandler, AZ	280,189	4	1,349,723	337,431	1,078,049	271,674	n/a	664,907	17%
Glendale, AZ	250,585	4	835,567	208,892	621,802	213,765	12,042	155,101	18%
Mesa, AZ	510,792	3	1,557,136	519,045	790,077	767,059	n/a	370,051	21%
Peoria, AZ	195,585	2	907,505	453,753	657,894	249,611	2,307	345,766	35%
Scottsdale, AZ	243,528	4	1,735,821	433,955	1,031,193	704,628	401	395,453	17%
Tempe, AZ	181,548	1	637,544	637,544	389,438	248,106	n/a	79,984	6%
Average	231,871	3	918,709	344,226	602,804	315,904	3,848	261,656	20%
Goodyear 2022-23	106,090	1	258,935	258,935	219,550	n/a	39,385	141,599	55%
Goodyear 2021	95,294	1	313,658	313,658		n/a			

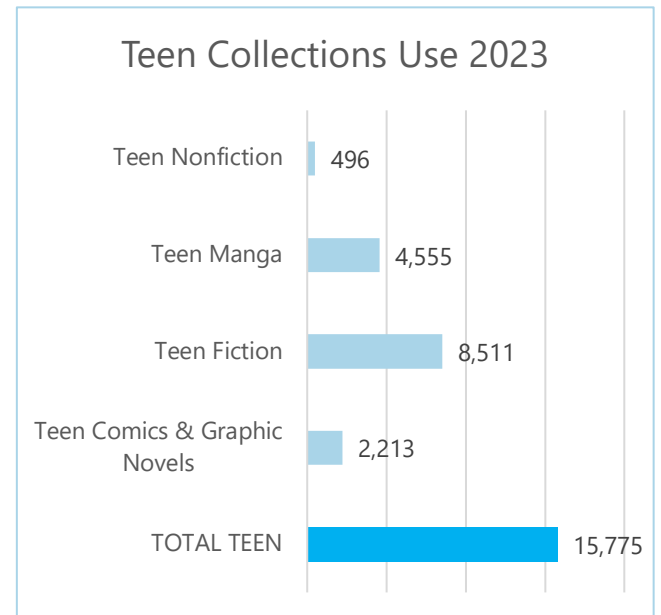
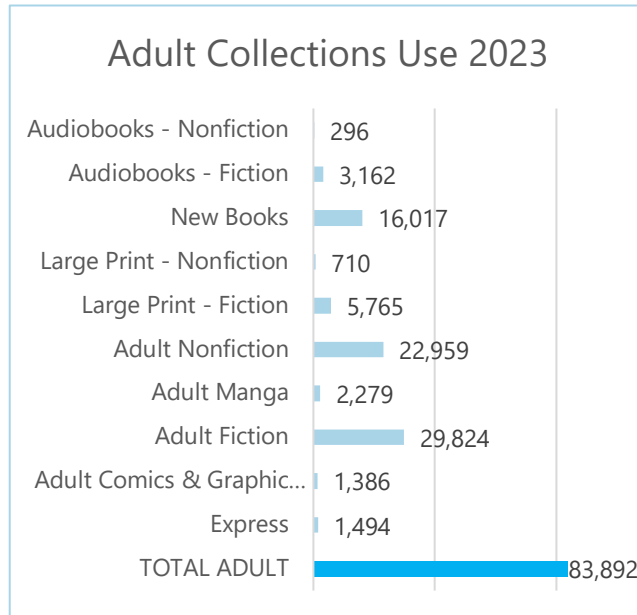
SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT; CITY OF GOODYEAR, 2023. NOTE N/A INDICATES NO DATA AVAILABLE.

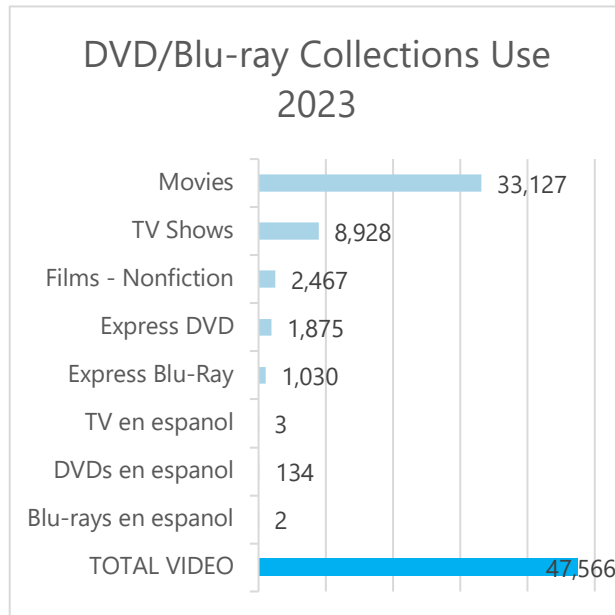
National Peer Libraries

National City	Service Area Pop	Total # of Libraries	Total Circ	Average Circ per branch	Print Materials Circ	E- Materials Circ	Other Physical Circ	Children's Materials Circ	As % of Total Circ
Brockton, MA	95,708	3	228,253	76,084	190,812	37,441	402	71,121	31%
Colonie, NY	81,591	1	496,440	496,440	364,634	131,806	64,450	167,897	34%
Hamilton, NJ	88,464	1	112,037	112,037	76,488	35,549	n/a	28,694	26%
Hendersonville, TN	98,641	1	244,389	244,389	135,824	108,565	n/a	103,016	42%
Simi Valley, CA	124,468	1	247,680	247,680	180,071	67,609	244	133,994	54%
Upland, CA	78,513	1	152,758	152,758	116,832	35,926	123	74,680	49%
Average	94,564	1	246,926	221,565	177,444	69,483	16,305	96,567	39%
Goodyear 2022-23	106,090	1	258,935	258,935	219,550	n/a	39,385	141,599	55%
Goodyear 2021	95,294	1	313,658	313,658		n/a			

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT; CITY OF GOODYEAR, 2023. NOTE THAT N/A INDICATES NO DATA AVAILABLE.

The following charts provide circulation totals for Goodyear Library, by collection type, for 2023. Note that while most Goodyear Library activity data is for FY2023, the circulation totals apply to calendar year 2023. Despite this inconsistency, these charts effectively show circulation rates by collection type.





Book Holds

Public libraries strive to purchase multiple copies of any given title to meet community demand. Since a book can only be borrowed by one patron at a time (this includes eBooks), for popular items, patrons will put a title "on hold" to be in line to borrow it once the current loan period ends or when the current patron returns it. New and popular titles often have long hold or wait times due to high demand for these titles. For very popular new materials, it is common for public libraries to have upwards of hundreds of patrons on the hold lists, translating to months of waiting for a title. The following is a chart of hold times for Goodyear Library for 2023. Note that the average wait time for a Goodyear patron is 13.5 days, with most holds being filled within ten days.

Days to Fill Holds

Pickup Branch	up to 10	11 – 20	21 – 30	31 – 40	41 – 50	51 – 60	61 – 75	76 – 90	91 +	Total	Avg Days To Fill
Goodyear Library	43,409	3,859	2,664	2,069	1,596	1,276	1,257	615	1,436	58,181	13.50
Percentage	74.61%	6.63%	4.58%	3.56%	2.74%	2.19%	2.16%	1.06%	2.47%	100%	

MCLD's policy to purchase an additional copy for every fifth hold on a title is designed to reduce hold times. Unfortunately, book vendor shelf-ready processing delays can impact receiving popular items and new materials can be delayed for as long as eight weeks. To mitigate this, MCLD recently implemented a new system that has reduced the wait time by 70-80%. Instead of the books arriving processed, stickered, and ready for the shelves, MCLD now receives a bulk order of

a title and processes the book copies in-house. The new system ensures an additional copy arrives at the library within about ten days from the date of purchase, reducing patron wait times for popular titles. Note that this new system was put in place towards the end of 2023, so Goodyear patrons should see their wait times for popular materials reduced in the future.

Library patrons frustrated with having to wait to borrow a book is a common problem in libraries of all sizes. Libraries use hold ratios – the number of holds per copy – to indicate when to purchase additional copies. MCLD uses a ratio of 5:1 for print materials, a practice that is consistent with the results of a 2022 survey of US public libraries showing that most libraries set a ratio of 6:1 for eBooks, downloadable audiobooks, and DVDs/Blu-rays, while the ratio for physical print collections is slightly lower.⁴ To further reduce wait times, Goodyear can explore the variables within the Library’s control that affect turnaround time. Variables include:

Loan periods	The longer an item may be checked out, the longer the wait time will be for patrons on the waiting list.
Returning an item	Having multiple locations for returning items will reduce hold times. However, this requires staff to retrieve materials from multiple locations, which can increase hold times.
Number of copies	More copies of a title in circulation allow for more holds to be filled. The library will need to have a plan for the extra copies once hold lists are satisfied.
Processing new items	Reducing the length of time between the purchase date and the time being shelf-ready reduces hold times.
Accessibility	In addition to allowing items to be put on hold, some libraries create a “Lucky Day” collection that goes on library shelves, has a reduced loan period, and cannot be put on hold. It is the patron’s ‘lucky day’ if they find it on the shelf. MCLD’s refers to their version as <i>7-day Express Items</i> .

Consortia and Partnerships

MCLD is a member of the Greater Phoenix Digital Library, a consortium that licenses eBooks and other digital materials from Overdrive, an industry leader in providing eBooks to public libraries. As digital assets, eBook services use Digital Rights Management (DRM) to control the number of simultaneous loans for a given title; library systems can determine how many simultaneous loans to offer. The consortium typically purchases 50 electronic copies of any new title to share among

⁴ [Collection Rebalance | 2022 Materials Survey | Library Journal](#)

the consortium members. MCLD supplements these copies with their county copies, utilizing hold lists to determine what titles and number of copies to buy. MCLD's collections policy states that an additional copy will be purchased when there are six to nine holds on a title. These electronic copies expire in two years or after a determined number of circulations, keeping their eBook catalog fresh with newer and popular materials.

MAX is a county-wide book-sharing service among public libraries throughout Maricopa County. Current members are:

- ▶ MCLD
- ▶ Avondale Public Library
- ▶ Buckeye Public Library
- ▶ Chandler Public Library
- ▶ Desert Foothills Library
- ▶ Glendale Public Library
- ▶ Peoria Public Library
- ▶ Scottsdale Public Library
- ▶ Surprise Public Library
- ▶ Tempe Public Library
- ▶ Wickenburg Public Library
- ▶ Youngtown Public Library

More partner libraries will join in 2024.⁵ This service allows MCLD patrons access to more titles beyond the local holdings.

In 2023, Goodyear Library lent out 40,200 physical items to MCLD and Surprise library branches through MCLD's interlibrary loan service. In the same year, Goodyear patrons borrowed 58,410 items from those same libraries.

Community Feedback

Community feedback received from the MCLD 2023 Customer Survey highlights the importance of the availability of materials; 83.7% of respondents cited this attribute as 'Important.' This perspective is echoed by patron feedback collected during Attain Partners' site visit, along with browsability concerns: there are not enough titles on the shelves. Library staff also note a need for more shelving to accommodate more titles. Consistently, feedback about Goodyear Library collections include:

- ▶ More books for tweens
- ▶ More books!
- ▶ More non-fiction
- ▶ More juvenile non-fiction and graphic novels
- ▶ Our Goodyear Library needs more books
- ▶ I would love to see more books on the shelves

Other collection requests include:

- ▶ Loaning out puzzles and board games.
- ▶ Musical instruments and sewing machines.

⁵ Maricopa County Library District, "MAX Library Access."

Thinking Ahead

As part of the newly expanded library, the city of Goodyear provided MCLD with an additional \$255,100 to increase the Goodyear Library's physical collection. Together with branch staff and the MCLD collections team, plans for shifting items, adding more shelving, and purchasing display furniture are in place to make room for these new books. Two additional shelving units are being purchased for the circular shelving for the first floor, as well as bottom shelves for areas that currently do not have them. In other areas, bottom shelves that had been left open for easier book retrieval will now be filled. The standalone display furniture will be used to centralize some of the current in-shelf displays and new books. This will free up shelves and allow for more books in the collection. Additionally, Goodyear Library plan to pilot a video game collection. The details of this collection are forthcoming as MCLD's Collection Development team works through the selection and acquisition processes.

All libraries strive to develop a collection that meets the needs and expectations of the community. Collections with high circulation rates generally indicate that the collection meets these expectations. Community feedback shows a desire for a larger collection; the city of Goodyear intends to double Goodyear Library's collection from the 29,000 volumes held in their previous 10,000-square-foot library to almost 60,000 volumes. Increasing the collection size will address this community feedback.

Whether to continue to collect and circulate DVDs and Blu-rays is an open debate among public libraries. Goodyear Library's DVD and Blu-ray collection make up about 19% of the total physical collection and take up valuable shelf space; circulation numbers indicate these items circulate regularly. A well-curated collection balances shelf-space with patron demand. As cited by an article in Public Libraries Online, a 2021 informal survey of Urban Library Council member libraries indicates mixed reviews about the future of DVDs; in some parts of the country circulation is steady while others have seen a decline. The article goes on to note that accessibility is the biggest reason to keep these physical media collections: some patrons may have inconsistent internet access, senior patrons have varying comfort levels with technology, some geographic areas lack reliable or centralized streaming video vendors, and there are gaps in streaming collections.⁶

The demand for access to a wider range of materials is likely to continue. Libraries typically supplement and expand their collections by participating in buying consortia for both physical and electronic materials. MCLD offers Goodyear residents access to the items across MCLD's fifteen libraries, through their participation in MAX, and through other Valley library systems to borrow items not available in MAX. If requested items are not available through these channels, MCLD will use a national interlibrary loan system such as OCLC's ILLiad.⁷ The American Library Association encourages libraries to participate in national and international interlibrary loan practices as a means of cost-effective resource sharing.

⁶ Crane, "Are We Reaching the End of Library DVD Collections?"

⁷ OCLC, "ILLiad Resource Sharing Management Software."

Library Programs and Services

Public libraries provide free programs and services to support the diverse informational, educational, and cultural needs of their communities. Through a range of activities, workshops, and events aimed at fostering community engagement, lifelong learning, promoting literacy, and enhancing overall well-being, libraries contribute to community development, inclusivity, and the dissemination of knowledge. Aligning programs and services to community interests and needs enhances education, culture, and community connection. The Goodyear Library offers programs and services developed centrally by MCLD; in addition, Goodyear Library staff deliver supplemental programs based on suggestions and feedback from the community.

Public library services are typically defined either as formal or informal.

- ▶ Formal services are planned and promoted by the library.
- ▶ Informal services are on-demand and assist library users at the point of need.^{7F⁸}

With input and coordination by Goodyear Library staff, formal library services are often centrally planned and promoted by MCLD. Goodyear Library provides informal services frequently in response to patrons asking for assistance.

Formal Library Services

Formal library services are specifically designed to fit the needs of the community and are promoted regularly to indicate the consistent availability of the services. All of Goodyear Library's formal services are implemented through MCLD and the staffing plan accommodates these service needs. The formal services at Goodyear Library include:

Service	Description
Book Club Boxes	Designed for book clubs, the box contains ten copies of a book plus topics to facilitate discussion.
Chromebooks and hotspots	Available for checkout for three weeks and can be renewed up to five times.
Citizen Science Kits	MCLD partners with SciStarter to provide at-home science experiment kits that are linked to real-life scientific research.
Culture Passes	MCLD partners with Act One to provide admission coverage for two people to local cultural institutions such as the botanical gardens and museums.

⁸ Public Library Association, "Public Library Services for Strong Communities Report."

Service	Description
Podcasts	The Shelf Logic podcast produced by MCLD library staff includes book recommendations as well as the latest albums and movies available for checkout.
Reading programs	MCLD supports three main reading programs across all ages. ▶ 1000 Books Before Kindergarten (Ages 0-5) ▶ Summer Reading Program (All Ages) ▶ Winter Reading Program (Adults)
Books by mail	Homebound residents of Maricopa County can request books and other materials available for checkout online and have them delivered to their homes.
Curbside pick-up	Library users can request books online and arrange to pick them up via the library app when the holds become available.
Study rooms	Library users can request the use of a study room equipped with TV screens for collaboration at the Goodyear Library.
Access to technology	The Goodyear branch houses desktop computers, printers and scanners, a Nintendo Switch and Xbox gaming system, and provides free Wi-Fi to library users.
MAX	This collection-sharing consortium allows access to more books across all libraries who are members.
Book a Librarian	Library users can go online to schedule a virtual meeting with a librarian for their reference and informational questions.
ASL interpretation	All MCLD patrons can request ASL interpretation 2 weeks in advance of a library visit.
InnovationHub	The InnovationHub is a business resource center that supports entrepreneurs and strives to lower barriers to business ownership by offering free education, networking, and mentoring opportunities.

MCLD provides support services and materials for these programs. With more professional development opportunities, the library staff will be better equipped to provide patrons support for these services and technology tools.

The library user survey indicates a high appreciation for the formal services provided at the Goodyear Library as shown in the figure below.

Service	Important	Neutral	Not Important	Don't Know/ Not Applicable	Responses
Availability of materials	84%	12%	2%	2%	326
Curbside pickup	11%	31%	54%	4%	326
InnovationHub	32%	35%	15%	18%	327
Internet access	62%	24%	10%	4%	327
Online services	77%	17%	4%	2%	328
Photocopier/scanner/fax	35%	40%	22%	3%	325
Programs	63%	23%	11%	3%	327
Public computers and printers	52%	29%	15%	4%	325
Specialty items	65%	24%	7%	4%	324
Study spaces	60%	25%	11%	3%	326

Informal Library Services

Informal library services assist patrons on-demand and are not pre-planned or promoted. The informal nature of these services means that usage often goes unrecorded, yet they can make up a significant percentage of customer service provided by library staff.

"People come to the library when they don't know where else to start, whether it's because they just got a new Kindle and don't know how to use it, they're trying to apply for a job, or they want a new book to read."
-- Library staff member

Informal library services are provided on an as-needed basis and are difficult to enumerate and track. Goodyear Library staff members provide services including but not limited to:

- | | | |
|--|-----------------------------|---------------------------------------|
| ▶ Reader's advisory | ▶ Notary services | ▶ English language learning |
| ▶ Small business & entrepreneurial support | ▶ Job assistance | ▶ Student aid or college applications |
| ▶ Voter registration | ▶ Homework help | ▶ Technology help |
| | ▶ Community service support | |
| | ▶ Veteran's services | |

The results of Attain Partners' community engagement survey show that 80.9% of respondents think that customer service is important while 86.5% think that knowledgeable staff is important; these two components are key to providing effective informal library services.

In-Person Programs

Programs and special events are planned and organized by public libraries for specialized information sharing or community gatherings. Staff at the Goodyear Library create and deliver programs that build community, such as story times and movie nights. They focus on delivering in-person programs for a range of age groups throughout the year. Programs are designed in response to and are reflective of the community's interests and feedback.

Quantitative and qualitative feedback received during Attain Partners' community engagement activities indicates that library patrons place high importance on library programs and want more program frequency and variety. Survey results indicate that 63.3% of respondents rate programs as important; qualitative feedback echoes this sentiment and indicates patrons' appreciation for programming and wanting more.

During FY2023, the Goodyear Library reported hosting 315 in-person programs with a total program attendance of 15,959. The following table provides a selection of programs offered at the Goodyear Library.

- | | | |
|-----------------------|---------------------------|--------------------------|
| ▶ Baby Storytime | ▶ Teen Board Games Nights | ▶ Senior Connections |
| ▶ Toddler Storytime | ▶ Teen Movie Nights | ▶ Understanding Medicare |
| ▶ Preschool Storytime | ▶ Family Movie Nights | ▶ Veteran's Services |
| ▶ Teen Advisory Board | ▶ Adult Book Clubs | ▶ Master Gardener |
| ▶ Teen Craft Nights | ▶ Adult Game Nights | ▶ STEAM Labs |

The Goodyear Library's programs are consistent with national trends that emphasize children's programs. The Public Library Services for Strong Communities Report shows that children's programs account for approximately 50% of total programs, 10% for teen programs, and 40% for the general population or all age ranges.⁹ The Goodyear Library program offerings align with this breakdown.

⁹ Public Library Association.

The popularity of children’s programs at Goodyear Library is supported by feedback collected during Attain Partners’ community engagement activities. Attendance at regular children’s programs, such as storytimes, is consistently high and often families must be turned away due to space constraints. The most well-attended programs are the weekly storytimes for babies, toddlers, and preschoolers; staff observed that many attendees attend consistently each week and have built a community around the programs. Feedback shows the desire for expanded storytimes for each age group and a desire for a larger variety of children’s programs.

Virtual Programs & Services

Goodyear Library patrons have access to all virtual programs and services provided on the MCLD website and do not require a library card. Online services include access to online reference materials and the Book a Librarian service for individualized reference support for all MCLD library cardholders. Virtual programs include:

- ▶ Video storytimes with accompanying activities and guided crafts
- ▶ At-home science experiments
- ▶ Travel guides
- ▶ Online resource tutorials
- ▶ Spanish language materials
- ▶ Podcasts on the latest library materials
- ▶ Local history guides
- ▶ Virtual escapes rooms

Peer Library Programs & Services

Like the Goodyear Library, MCLD branches across the county offer in-person programming designed by staff at those locations; collaborating with the city and staff at other branches can be an efficient way to bring additional programs to Goodyear residents. For the library and city consideration, the following table highlights programs and services offered at other MCLD libraries:

Services	Description
Self-Service open hours	Library users can access the library during extended hours when the library is unstaffed.
Job assistance	Partnering with a local career center to provide more access to programming specific to job assistance.
Tax information	Seasonal programming that offers tax advice.
Art galleries	Expanding existing collaborations and partnering with local art galleries and museums to host more exhibitions in the library.
Homework help	Tutoring programs for K-12 students including test prep, AP course study support, and higher education application help.
Seed library	This is a popular program across MCLD and available in other branch locations to supply seeds to local gardeners.

Services	Description
Early learning programs	Expanding children’s programming beyond story times to include more interactive play such as puppets and hands-on learning materials.

Staffing Implications

Increasing the number of library staff is key to extending programs and services at Goodyear Library. ALA’s “Public Library Services for Strong Communities Report” describes that, in suburban public libraries, the main reason for not offering more formal services is the lack of trained staff or partners available to provide the services.¹⁰ This finding aligns with feedback from Goodyear Library staff. Currently, certified librarians and paraprofessionals are delivering programs on a consistent schedule; larger libraries have dedicated librarians for children, teens, and adults to facilitate offering more programs across age groups.

Popular on-demand informal library services are provided at the service desk on the main floor and the reference desk on the second floor. These service points are staffed during open hours. Library staff schedules indicate that delivering programs and reference desk work leaves little time to design and create new programs and attend to other duties. Staff back-up systems for unexpected staff outages or time-off mean program staff cover other duties as necessary.

Staffing considerations for public libraries are largely dependent on budget constraints. Goodyear Library currently operates with the following staff:

- ▶ One (1) Large Branch Manager
- ▶ One (1) Library Supervisor
- ▶ Three (3) ALA-MLS Librarians
- ▶ One (1) Paraprofessional
- ▶ Five (5) Library Assistants
- ▶ Four (4) Part-time Library Assistants
- ▶ Six (6) Part-time Pages

This staff complement is comparable to the peer libraries, as shown in the tables below from the Benchmarking Report and is acceptable for the current level of operations.

¹⁰ Public Library Association.

Valley Libraries Staffing Benchmarks

City	Service Area Population	Library Locations	Total Square Footage	Bookmobiles	Open Hours /Year	Total Paid Staff	Staff Ratio	Total Librarians	Staff Expenditures
Avondale, AZ	90,755	2	43,500	0	4,000	16.8	1:5,402	6.0	\$889,849
Buckeye, AZ	101,987	2	22,602	1	2,523	15.7	1:6,496	4.0	\$1,044,989
Chandler, AZ	280,189	4	103,475	0	9,658	91.0	1:3,079	23.0	\$5,343,594
Glendale, AZ	250,585	4	121,145	0	9,272	54.4	1:4,606	21.5	\$4,399,587
Mesa, AZ	510,792	3	173,000	0	3,654	82.3	1:6,206	20.0	\$4,699,640
Peoria, AZ	195,585	2	60,000	0	3,916	28.4	1:6,887	11.0	\$2,253,532
Phoenix, AZ	1,630,195	17	556,310	0	22,851	401.5	1:4,060	75.8	\$25,210,638
Scottsdale, AZ	243,528	4	176,750	0	2,592	95.5	1:2,550	34.1	\$5,048,552
Tempe, AZ	181,548	1	100,000	0	2,132	30.4	1:5,972	13.8	\$2,114,263
Average	270,170	2	107,193	0	4,759	61	1:5,502	16	\$4,262,605
Goodyear, AZ (2022-23)	106,090	1	24,000	0	3,164	21	1:5,051	5	\$922,294
Goodyear, AZ (2021)	95,294	1	10,000	0	2,704	13	1:7,330	3	\$527,237

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT 2021; CITY OF GOODYEAR 2021, 2023.

National Libraries Staffing Benchmarks

City	Service Area Population	Library Locations	Total Square Footage	Bookmobiles	Open Hours /Year	Total Paid Staff	Staff Ratio	Total Librarians	Staff Expenditures
Brockton, MA	95,708	3	62,400	0	1,854	13.7	1:6,986	8.8	\$2,131,100
Colonie, NY	81,591	1	35,000	0	2,270	24.8	1:3,290	7	\$2,275,755
Hamilton, NJ	88,464	1	55,000	0	1,860	22.1	1:4,003	7.2	\$2,570,876
Hendersonville, TN	98,641	1	38,500	0	2,080	13.9	1:7,096	9	\$595,964
Simi Valley, CA	124,468	1	35,000	0	798	16.5	1:7,544	4	\$1,098,133
Upland, CA	78,513	1	25,210	0	1,924	9.4	1:8,352	1	n/a
Average	270,170	2	107,193	0	4,759	61	1:5,502	16	\$4,262,605
Goodyear, AZ (2022-23)	106,090	1	24,000	0	3,164	21	1:5,051	5	\$922,294
Goodyear, AZ (2021)	95,294	1	10,000	0	2,704	13	1:7,330	3	\$527,237

Increasing the number of certified librarian staff will support designing and implementing more programs and services, formal and informal, to meet the expectations of Goodyear residents.

Public libraries continue to undergo rapid change as they strive to meet the needs of growing and increasingly diverse communities. Ongoing professional development is necessary to ensure library staff have access to emerging approaches to community librarianship. Successful libraries have leaders who support staff to develop their knowledge, skills, and communities of practice through consistent professional development.

Community Feedback

Residents of Goodyear see the library as a place to build community and enjoy participating in the programs that bring people together. Based on qualitative and quantitative data received during Attain Partners' community engagement activities, the community's highest priorities are

storytimes, children’s programs, senior connections, access to technology, and use of the study rooms. While other library services have satisfactory usage levels, patrons consistently express wanting more programs and spaces for communal gathering. In addition, when asked what the most important value a library should have, 79.3% of respondents chose “Access.” Community feedback includes:

- ▶ The programs for kids have been engaging and fun.
- ▶ There are not enough programs for those of us 65 and older; the programs offered fill up so quickly that many times a person is shut out.
- ▶ Perhaps some reading programs for seniors, or education on how to use technology like Kindle's?
- ▶ Would love a craft time aimed more towards adults and college students.
- ▶ More baby time and toddler activities.

Thinking Ahead

Long-term planning should focus on aspirational and innovative services that correlate to the values and priorities of the city. The following table suggests innovative services and programs for consideration:

Services	Description
Health and wellness programs	Health and wellbeing programs for different age groups including understanding and obtaining health insurance, yoga classes, family meal planning, and self-care practices.
Gaming programs	Beyond providing a collection of popular games, programs that promote the creation through digital access and coding instruction.
English language learning	Support services for ESL patrons including translation and transcribing services as well as resources and programs to build English language capacity.
Financial literacy	Programs for teens and adults on personal financial management, budgeting, and investing skills.
Digital media creation	Providing materials and programs based on the creation of digital media including podcasts, musical recordings, videos, and websites.

Space

The Goodyear Library, named in honor of Georgia T. Lord, opened in Summer 2022. It is a two-story, 24,000 square-foot facility within the Civic Center. The Public Library Services for Strong Community Report notes that 40.3% of library buildings have not undergone a major renovation since 2000. As a result, many libraries have aging infrastructure that doesn't meet the needs of modern communities.¹¹ With the city's financial support, Goodyear Library is ahead of national norms.

The library provides the Goodyear community with a welcoming, inspiring, and safe environment to gather, collaborate, access books and media, read, study, and space for quiet contemplation. The building is designed with ample open space and natural light and uses low-height shelving to create an open feel. The building is flexible to accommodate growth and change. In fiscal year 2023, the Georgia T. Lord Library had 183,475 visitors, on average 14,155 visitors per month.

Types of Space

This space analysis is organized by intended uses of the facility: collections, programming, staff work, and inspiring spaces.

Collection Space

Collection space includes a variety of shelving and display furniture located throughout the library. Each area for storing and displaying the Library's collection has been designed with accessibility and browsing in mind.

Collection Space	Description
Holds shelves	Located adjacent to the north entrance.
Children's area	Treehouse themed, this space houses most of the children's book and media collection, as well as several children's computers.
Circular shelving, first floor	Low shelves, surrounding a seating area, that house new books, children's books, and displays.
Adult Fiction & Non-fiction shelves	Mobile shelves on wheels, aesthetically pleasing and flexible.
Large Print alcove	Hidden by the staircase, this cozy nook houses adult large print collection and comfortable seating.
Teen collection	Located on second floor, the teen collection utilizes approximately half of the central circular shelving unit.
Business collection	Shelved on circular shelving in proximity to the InnovationHub.

¹¹ Public Library Association.

Media collection | Located on second floor, CDs, DVDs, and Blu-Rays utilize approximately half of the circular shelving.

Program & Meeting Space

Multiple programming and meeting spaces in the Goodyear Library creates opportunities for different activities. This also means simultaneous activities can occur at the same time.

Programming & Meeting Space	Description
Multipurpose Room	This room is utilized by both the city of Goodyear staff and library staff for meeting and larger programs. It contains: ▶ movable tables and chairs ▶ large storage closet ▶ large wall of storage cabinets ▶ refrigerator and sink ▶ bathroom ▶ accessible from inside and outside the library ▶ mounted retractable screen and LCD projector
Programming Room	This is flexible space for a variety of programming with a door to exterior garden patio. It contains: ▶ movable tables and chairs ▶ full wall of storage cabinets ▶ workstation with sink ▶ makerspace cart ▶ colorful storytime rug ▶ mounted retractable screen and LCD projector
Open space between main service desk and children’s area	Used for self-directed arts and crafts programming.
Open space behind circular shelving, main floor	Used for programming display.

Staff Spaces

Staff require space to work when they are not attending to patrons at service desks. The Goodyear Library provides the following dedicated staff spaces:

Staff Spaces	Description
Main Service Desk	Three staff stations at this desk and an adjacent dedicated sorting room.
Receiving	This area is used for material storage and to accommodate courier drop-off and pick-up.
Staff bullpen and breakroom	Ten cubicles for staff workstations and an adjoining galley breakroom with kitchen and counter seating.
Branch Manager's office	The manager's office has visibility into the library, with a window looking into the children's area.
Library Supervisor's office	An office behind the main service desk.
Service Desk, second floor	There are two staff stations at this centralized service desk.
IT room	IT closet with servers, one city-owned and one county-owned.
Sorting room	Adjacent to the main service desk, the sorting room has a book return that feeds books into a five-bin book sorter.
Programming Room storage	Floor-to-ceiling storage cabinets for program and general library supplies.

Intentional Spaces

The following spaces are intended for reading and studying, either independently or in a group. Offering different types of spaces - quiet, conversational, private, and open - lets patrons find the most inviting spaces for their needs.

Intentional Space	Description
Café	Small table seating and self-service café that includes vending machines, coffeemaker, and microwave.
Seating inside circular shelves, main floor	Living room style, this area has comfortable seating and low coffee tables.

Intentional Space	Description
Seating along front windows	Comfortable seating and end tables with a view of Civic Square.
Large Print alcove	Comfortable seating out of the way of traffic.
Second floor seating by media	Comfortable group and individual seating.
Second floor seating at top of stairs	Study carrels and comfortable seating for four with a low table.
Seating inside circular shelves, second floor	Comfortable seating with a cozy feel from the surrounding circular shelving.
Study rooms, second floor	There are eight reservable group study rooms that are often in high demand.
Study carrels and individual seating, second floor	Multiple study carrels and high-backed individual seating that are often in high demand.
High-top counter near circular shelving, second floor	Outfitted with high stools for individual study.
Public PCs, second floor	Located on the second floor, they encompass part of the outer ring of circular shelving. Includes print/scan station.
Teen area, second floor	Glass-walled space that houses study furniture, public PCs, comfortable furniture, and Xbox and Nintendo Switch gaming systems. Use limited to teens ages 12-18.

The flexibility of the building design is evident in the self-service café space. During construction, this area was outfitted with the capability to expand into a full-service café. The study rooms, carrels, and individual study furniture on the second floor are in high demand and experience high use. Overflow seating is available in the InnovationHub. Overall, the seating throughout the library is heavily utilized.

Unique Spaces

Goodyear Library's unique spaces add value and aesthetics to the library space offerings. Current public library trends point to the importance of the "third space", a place that is not home, school, or work where people can gather even when performing solo activities.

Unique Spaces	Description
Goodyear Friends of the Library	The Friends group actively supports the library financially and through advocacy. They have a dedicated sorting room and an alcove with shelving adjacent to the north entrance. This space is used to process and display donated books that are for sale.
Children's area	Treehouse themed, this space has decorative trees and branches, unique shelving circling trees on the wall, faux wood flooring, and a general canopy feel. It houses most young child book collections and a few public PCs.
InnovationHub	Run by the city's Economic Development team, this space is open for quiet study when not booked. The space consists of a large, open meeting room, a small meeting room, and a staff office.
Exterior garden	This beautiful multifunctional space includes outdoor tables and chairs that are used independently by patrons and as programming space.
Stair mezzanine	Innovative open staircase features steps and multi-level seating options with a view of Civic Square.
Gallery	The hallway adjacent to the rotunda is a gallery of local artwork, highlighting community creativity and is a demonstration of the collaborative relationship between the city's Arts and Culture division and the library.

Furniture

The furniture in the Goodyear Library was selected based on intended use and with flexibility in mind. The variety of furniture options accommodate various user needs, promoting comfort, concentration, collaboration, and relaxation, enhancing the overall library experience. Patrons with different interests and purposes will find a place to conduct their chosen activities. With durable and lively textiles, the soft seating options create a welcoming environment and ensures furniture longevity.

A full list of library furniture can be found in Appendix III.

Community Feedback

Much of the feedback collected during Attain Partners' community engagement activities are related to the facility and space. The comments express appreciation for the new building and include suggestions for improvement, such as more room for collections and a desire for more quiet areas and study rooms. A key message: it is aesthetically pleasing but there is not enough of it. The circular and wavy shelving on the main and second floors are beautiful but sacrifice shelf space. The same is true for the magical treehouse theme in the children's area. Library users delight in the space but also want more books to browse.

General feedback about the new Georgia T. Lord Library includes:

- ▶ It is a beautiful facility.
- ▶ The option for different environmental sitting areas is neat.
- ▶ It would be great if there were more outlets near the high-top counter by the innovation center. Also, more study cubicles.
- ▶ Spaces where people can use for remote work and being able to plug in laptops is super important.
- ▶ The library is relaxing and a great place to meet up with friends.
- ▶ Love the Gallery and artwork.
- ▶ Programs in the exterior garden are fun and different, especially paint nights and the Summer Reading Program kickoff foam party.
- ▶ The *Goodyear Friends of the Library* book sale area has a prime location nearest the north entrance, which sometimes is confusing to patrons.

Expanding Library Space: Feedback

- ▶ I would love a book mobile.
- ▶ Adding an additional branch in the Estrella Mountain area would be wonderful.
- ▶ The library is wonderful; yet we need one here in Estrella Mountain Ranch!
- ▶ More locations in Goodyear please! Move a library down south near Estrella.
- ▶ I would like to see more libraries in Goodyear. The city is growing, and the libraries should be growing with it.
- ▶ More meeting spaces. Both large and small that can be used by the community.
- ▶ I come in every week to use the second floor. Having more spaces that people can use for remote work and being able to plug in laptops is super important.

Collection Space: Feedback

- ▶ The Holds shelves are one of the first sights when walking through the main entrance and they appear messy.
- ▶ The Teen collection isn't close to the Teen Room.
- ▶ The Business collection is near the InnovationHub, but the location isn't intuitive for most users.
- ▶ The children's collection space isn't large enough and the design makes browsing difficult.

- ▶ Lighting is too low in the children's area, making it difficult to read there.
- ▶ The Teen Area is underused.
- ▶ The high-top counter near the group study rooms is a comfortable place to work or study, but there are no nearby outlets for plugging in personal electronics.

Thinking Ahead

To meet the needs of its growing community, the city of Goodyear will want to consider expanding library spaces. Goodyear is the third-fastest growing city in the United States.¹² Over the past decade, Goodyear grew by 46%.¹³ and, assuming conservative growth, is projected to reach a population of 219,000 by 2040.¹⁴ Staff and community feedback have overwhelmingly advocated for more library space: more books, more study space, more varied meeting and gathering areas, more workspace for staff, and more locations. Consistently, the community expressed the desire for library services and spaces in the southern part of the city, specifically south of the I-10 and near the Estrella community.

Expansion of Library Space

Growing cities strive to maintain and improve quality of life for residents through safe neighborhoods, quality infrastructure, and amenities. The city's development forecast informs when and how to build new facilities, including libraries. Many municipalities include the library within their Parks & Recreation facilities plans, and some larger library systems develop library facilities master plans. As development is planned for the city, the facilities plan is updated to reflect where community amenities are needed, including library locations. It is common for library facilities to be co-located with other city buildings, as is the case with the Goodyear Library. While urban planners consult population projections to inform development, there is no library industry standard for indicating when additional library space is needed.

City staff understand where growth is occurring and are planning amenities for that growth. It is often beneficial to include library facilities in amenity planning and as a potential co-location with other amenities. This approach can make financial sense and will draw residents to a single location that offers multiple activities.

Adding more locations for patrons to access library services is not restricted to new builds: flexible solutions include pop-up libraries, automated library vending machines (ALVM), and self-serve libraries.

Pop-up Libraries

Pop-up libraries serve two purposes: access and outreach. Pop-up libraries can appear at local events or off-site locations to provide access to books and other materials, create new library card accounts, build awareness about the library, and even offer a storytime or other programs. These

¹² Sternfield and Bink, "These cities are growing the fastest, study shows."

¹³ City of Goodyear, "Goodyear Is One the Fastest Growing Cities in the Nation."

¹⁴ City of Goodyear, "Goodyear 2025 General Plan."

libraries are managed by knowledgeable library staff with the intention of extending the library's reach outside its walls and reaching non-users where they are.

Vending Machines

Library vending machines house library books and other materials for borrowing; patrons use their library cards to check out items. Some models even have pick-up lockers for items placed on hold and offer Wi-Fi for card holders to download digital library material. This is a portable and flexible solution to reaching an underserved area.¹⁵

Self-Service

A more permanent option is a 24-hour self-service library building. These libraries are fully automated and allow for catalog searching, check out, returns, holds pick-up and placement, and come equipped with Wi-Fi. These automated small branches improve access outside traditional library hours and reach underserved areas. EnvisionWare offers their model, with installation and the opening collection, for around \$150,000.¹⁶

Technology

Library technology facilitates library operations, improves access to collections, supports programs, services, and spaces, and enhances the patron experience. Public libraries strive to provide equitable access to technology and mitigate the digital divide. This section addresses technology at the Goodyear Library from two perspectives: community access technologies and operational technologies.

While designing and building the new Goodyear Library, the city invested in technologies to optimize library operations and enhance the user experience. These technologies are intended to adapt to modern community needs and expectations. From observation, and community feedback, the technologies are operating as expected and are maintained to the satisfaction of library staff and patrons.

Goodyear Library's Asset Management Plan provides an inventory of technology in the Goodyear Library with a replacement schedule. The plan includes all information technology and audio-visual assets owned, managed, and used by the library. All hardware equipment is owned by the city of Goodyear while library software is owned and managed by MCLD. Most library technology, such as self-checkout kiosks, RFID gates, and book sorters, have long lifecycles. Libraries typically upgrade these technologies when new features become available and are considerable enough to justify the investment.

In a public library setting, the life cycles of operational technologies are the same as for public-facing technology.

¹⁵ Barnett, "Libraries of the Future? Exploring Automated Library Vending Machines."

¹⁶ Smith, 2019, "All-Hours Access: Automated 24-hour access solutions."

The average life cycle of IT equipment is dependent on amount of use and quality of upkeep provided by technical support staff.¹⁷ Common equipment replacement cycles and recommended upkeep measures:

Desktop Computers

This equipment should be evaluated yearly for condition, processing speeds, and hardware issues. Desktop computers typically undergo significant advancements every 3 to 5 years. Newer models often offer improved performance, energy efficiency, security features, and compatibility with the latest software applications. Updating desktops within this timeframe ensures that organizations can leverage the latest technology to enhance productivity and efficiency. While the public use causes more condition problems, replacing faulty PC components of a PC can extend life cycle.

Monitors

Monitors typically have a longer lifespan compared to desktops. Upgrading monitors every 5 to 8 years can ensure access to newer features and better performance. However, replacement should be based on a combination of factors, including technological advancements, warranty coverage, and usage patterns. Connectivity cords, resolution and color accuracy should be evaluated periodically.

Printers

Replacement is dependent on use. Printers should be evaluated every three months for condition, speed, and feed issues, and should be replaced every four years due to the wear on the internal rollers. Maintenance tasks, such as cleaning and lubricating the rollers, may be performed regularly to prolong their lifespan and ensure optimal performance. Regular monitoring also helps prevent printing errors, paper jams, and other issues.

The city and library should make efforts to maximize their many technology investments. Not all current technologies are used to their full potential. For example, the full complement of room scheduling system features can be activated for clearer communication and remote room booking. The library invested in a 3D printer, but it has not been maintained, there isn't sufficient staff to support its operation and, therefore, is underutilized.

¹⁷ Dell Technical Support, IT Equipment Replacement Advice.

See Appendix IV for the Goodyear Library's complete technology equipment replacement cycles.

Current Technology

The city of Goodyear provides community and operational technologies to assist both patrons and staff.

Community Technologies

Public libraries provide technology for patrons to bridge the digital divide, ensure equal access to information and resources for all members of the community. This is particularly important in today's digital age, where access to technology is essential for tasks such as job searching, accessing government services, and educational purposes. By offering this technology, the Goodyear Library empowers individuals who may not have access to such resources at home or work. The Goodyear Library provides typical technology services for the community, and those technologies operate to the community's satisfaction. Community feedback included requests for additional technologies, noted below.

Technologies for patrons, provided by the Goodyear Library include:

Computers & Internet Access

Allows patrons to browse the web, check emails, and access online resources. This is especially beneficial for those who do not have personal computers or internet connections at home. There are ample computers for grown-ups but limited access for computers appropriate for younger children.

Gaming System

The Goodyear Library currently owns an Xbox and Nintendo Switch gaming systems. They are for use in the Teen Room on the second floor. Patrons check out controllers at the service desk. See collections for more information on games and gaming initiatives.

Wi-Fi Access

Wi-Fi is provided for the Goodyear community who bring their own devices, such as laptops, tablets, or smartphones. This enables individuals to connect to the internet using their own devices while inside the library.

Printing & Scanning

These technology services allow patrons to print documents or scan images of their paperwork and materials that are available at the library.

Software & Databases

Computers in the library give access to educational and enrichment resources and online databases that cover a wide range of topics, for schoolwork. Business development, language learning, career development, and more.

Digital Media Services

Access to eBooks, eAudiobooks, digital magazines, and streaming services, allow patrons to borrow digital media for personal or educational use.

Study Rooms, Presentation & Collaboration

The study rooms on the second floor of the Georgia T. Lord Library are outfitted with wireless presentation screens for interactive and multimedia-based presentations and discussions. The rooms are scheduled using an online booking system. The rooms are popular, yet the monitors are not always used when the rooms are occupied. The booking system has additional features, such as remote booking, that is not currently utilized.

Technology Training & Assistance

The Goodyear Library staff provide one-on-one assistance to patrons as they use computers for their personal work.

Technologies for Check-out

Goodyear Library patrons can check out "Hotspot To-Go" and "Chromebook To-Go" through a service provided by MCLD. These devices are available for a checkout period of three weeks and, if there are no holds by other patrons, can be renewed up to five times. There are a total of 175 hotspots and 63 Chromebooks owned and managed by MCLD. This equipment can be requested and picked up at the Goodyear Library. Community feedback indicated a desire for additional Hotspots for check-out.

Operational Technologies

The Goodyear Library utilizes operational technologies to streamline their processes, enhance efficiency, and improve the overall patron experience. These technologies help the library manage their collections more effectively, automate routine tasks, provide convenient access to resources, and offer innovative services. By embracing and supporting these technologies, the library can better meet the needs of the community, adapt to changing demands, and remain relevant in the digital age. Additionally, these operational technologies allow the Goodyear Library to optimize their resources, reduce costs, and allocate staff time more efficiently, ultimately supporting their mission of providing equitable access to information and promoting lifelong learning.

Technologies utilized to operate the Goodyear Library include:

Library Management Systems (LMS)

The LMS software helps the library manage collections, circulation, cataloging, and patron records. It includes features such as catalog search, circulation management, acquisitions, and reporting. The LMS is updated and managed effectively by MCLD.

Automated Materials Handling (AMH) System

The book return and sorting system, or AMH, owned by the city of Goodyear, automates the sorting, checking in, and checking out of library materials, reducing staff workload, and improving efficiency. The system has capacity for growth.

RFID (Radio Frequency Identification) Technology

RFID tags are used to track and manage library materials more efficiently. The RFID system can automate tasks such as inventory management, self-checkout, and security. Goodyear's RFID system works effectively for inventory control.

Online Catalog and Discovery Platform

The online catalog and discovery platform allow patrons to search and access the library's collections. The system provides advanced search capabilities, recommendations, and access to electronic resources. The catalog and discovery platform connects Goodyear Library to other MCLD libraries, creating seamless access to other libraries in the MCLD system.

Self-Service Kiosk

The self-service kiosk enables patrons to check out materials, renew items, pay fines, and perform other tasks without assistance from library staff. Although additional instruction and support for the kiosk is noted, the technology is a welcome service by library users.

Community Feedback

The community engagement activities, survey, and focus groups, yielded little feedback on library technologies. This is a clear indication that most patron technology expectations are being met. There was no communicated dissatisfaction with the current selection of technology, and observations showed consistent use of expected technology tools such as computers, presentation equipment, and the gaming system. Feedback from library staff indicated a need for additional technology support, mostly of the library specific equipment such as the self-checkout and book return slot.

Goodyear Library staff shared the community's request for additional gaming systems. The teen focus group supported this request as the current system is very popular and in regular use. Interest in digital creation equipment, such as a 3D printer, remains strong. Maintenance and technical knowledge of these devices is a challenge for Goodyear and many other public libraries.

Other feedback on technology:

- ▶ I use online services continuously. Love the Libby app.
- ▶ The wait is too long for hotspots.
- ▶ People use library computers to create resumes and apply for jobs.
- ▶ There are many books that are not available digitally or through audio book. This limits how often I utilize library resources.

Thinking Ahead

Any future IT/AV purchases and investments should be considered based on community interest and the library's ability to maintain and support the technologies. Consideration should be given to adding the following IT/AV materials to the Goodyear Library suite of technology equipment and services¹⁸:

Asset	Description
Gaming systems	The teen space currently houses a Nintendo Switch and Xbox gaming system and will be piloting a gaming collection. Expansion of materials may include a PlayStation 5 and Virtual Reality systems.
Makerspace	Makerspace technology includes 3D printers, sewing machines, vinyl cutters, and other creation technologies to support the current cart of physical items.
Digital media production materials	Technology to assist in the production of digital content including photo and video cameras, microphones, speakers, digitization equipment, portable lighting, and digital media creation software.
Robotics	In support of STEAM (science, technology, engineering, art, and math) programs for K-12 ages, robotics clubs compete in local and national competitions.
Assistive/Adaptive technology	Technology products designed to increase accessibility for those with disabilities including screen-reading software, magnifiers, teletypewriters, and touchpad controllers.

These trending technologies can be expensive and may have a relatively short lifespan due to their high use. Dedicated IT support staff are necessary to keep new technologies in good order. Professional development enables library staff to assist and train patrons on their use. Decision-makers should use community input to assess need and purpose of use before committing to new technology purchases. In addition to acquisition of new technologies, IT support mechanisms to provide user support for the technologies should be considered.

¹⁸ Public Library Association, "2020 Public Library Technology Survey."

Appendices

- I. Goodyear Library Physical Collection Holdings
- II. MCLD Licensed Electronic Resources
- III. Library Furniture
- IV. Technology Assets

I. Goodyear Library Physical Collection Holdings

As of January 2024, MCLD reported the following Goodyear Library collections holdings:

Adult Collections

Adult Print	Holdings
<i>Express</i>	57
<i>NEW</i>	1209
<i>Fiction Total</i>	4133
<i>Comics & Graphic Novels</i>	233
<i>Manga</i>	370
<i>Nonfiction Total</i>	4058
<i>Large Print Fiction</i>	818
<i>Large Print Nonfiction</i>	101
<i>Audiobooks</i>	846
<i>Kits</i>	37
<i>Music CDs</i>	534
<i>DVDs (Movies)</i>	3298
<i>Nonfiction Films</i>	435
<i>TV Shows</i>	772
<i>Blu-rays</i>	2031
<i>Express Movies</i>	139
<i>Spanish Print & Media</i>	938
TOTAL ADULT & SPANISH	19,908

Teen Collections

Teen Print	Holdings
<i>Fiction Total</i>	1890
<i>Comics & Graphic Novels</i>	338
<i>Manga</i>	564
<i>Nonfiction</i>	132
<i>Audiobooks</i>	45
<i>DVDs</i>	89
<i>Blu-rays</i>	80
TOTAL TEEN	3,138

Juvenile Collections

<i>Juvenile Print</i>	<i>Holdings</i>
<i>Fiction Total</i>	2651
<i>Comics & Graphic Novels</i>	881
<i>Manga</i>	79
<i>Nonfiction</i>	3316
<i>Read-alongs</i>	32
<i>Board Books</i>	760
<i>Readers</i>	2165
<i>Picture Books Total</i>	7037
<i>Audiobooks</i>	175
<i>DVDs</i>	781
<i>Blu-rays</i>	5
<i>Music CDs</i>	41
<i>Kits</i>	3
TOTAL JUVENILE	17,926
 TOTAL ALL ITEMS	 40,972

II. MCLD Licensed Electronic Resources

Product Name	Vendor
Academic OneFile	Gale
Ancestry Library	Proquest
Biography in Context	Gale
Brainfuse	Brainfuse
Britannica	Britannica
Career Prep	Gale
Chilton Automotive Repair Information	Gale
Consumer Reports	EBSCO
Craftsy	Overdrive
Flipster	EBSCO
Freeding eBooks	Library Ideas
Freegal	Library Ideas
Gale Courses	Gale
General OneFile	Gale
Global Issues in Context	Gale
The Great Courses	Overdrive
HeritageQuest	Proquest
High School Research in Context	Gale
Hobbies & Crafts Ref Center	EBSCO
Hoopla	Midwest Tape/hoopla
IndieFlix	Overdrive
Kanopy	Kanopy
Khan Academy	Khan Academy
LearningExpress Library	EBSCO
Legal Forms	Gale
Libby (Overdrive)	Overdrive
Literature Resource Center	Gale
MIT OpenCourseWare	MIT
Morningstar	Morningstar
New York Times	NY Times
Newsstand	Proquest

Product Name	Vendor
Novelist Plus	EBSCO
OneFile: News	Gale
Opposing Viewpoints in Context	Gale
PressReader	PressReadre, Inc.
Qello	Overdrive
ReferenceUSA (now Data Axle)	Data Axle
Rocket Languages	Library Ideas
Science in Context	Gale
Test & Career Prep	Gale
ThomasNet	Xometry
TumbleBooks	Tumbleweed Press
U.S. History in Context	Gale
ValueLine	ValueLine
WorldCat	OCLC
World History in Context	Gale

III. Library Furniture

Find below a list of furniture purchased for the Goodyear Library, selected for specific library spaces and purposes.

Asset	Quantity
SK-2 Round Tables	4
SK-3G Armchair-Fabric 7	4
SK-6 Task Chair	5
SK-7A Nesting Chair with Arms - Fabric A	18
SK-7B Nesting Chair with Arms - Fabric B	6
SK-8A EXECUTIVE TASK CHAIR	6
SK-8B LIBRARY SHELVES	1
SK-15C Community Table	1
SK-15D Community Table	1
SK-15G Workstation & SK-15H ADA Workstation	1
SK-16 Bar Height Task Chair	10
16A Task Chair	10
SK-19E Booth With Returns	1
SK-22 Round Coffee Table - Finish 1	1
SK-23 Side Table with Power	3
SK-23A Side Table	4
SK-36 Patio Table	6
SK-37 Patio Chair	24
SK-43 Kid Poufs	1
SK-44 Lounge Chair	2
SK-45 Kids Table	1
SK-47 Kids Chair	4
SK-47 Kids Stools	6
SK-48 Sensory Interactive Wallart	1
SK-48A Sensory Interactive Wallart	1
SK-49 Foldable Table	2
SK-51 Double Sided Curved Sofa	1
SK-51A Circular Lounge Chair & Side Table	2
SK-52B Lounge Chair - Fabric 2	2

Asset	Quantity
SK-53 Workstation For 4	3
SK-53A Circular Workstation	7
SK-54 Lounge Chair - Fabric 1	6
SK-54A Lounge Chair - Fabric 2	4
SK-54B Lounge Chair - Fabric 3	2
SK-55 Chair	16
SK-55A Bar Stool	10
SK-56 Round Table with Power	3
SK-56A Counter Height Round Table	2
SK-57 Teen Lounge Chair	2
SK-58 Collaboration Table for 6	1
SK-59 Barstool	16
SK-59A Chair	10
SK-60 Circular Lounge	1
SK-61 Collaborative Sofa	1
62 Lounge Chair - fabric 4	4
SK-63 Lounge Chair w/ tablet - Fabric 2	4
SK-63A & SK-63B Collaborative Lounge Chair & Table with Power	1
SK-63C Lounge Chair w/ tablet - Fabric 3	2
SK-63D Lounge Chair w/ tablet - Fabric 4	2
SK-63E Free Standing Hand Sanitizing Station	4
SK-65 Stair Cushion	7
SK-68 Public Trash Receptacles	4
3FORM Trail Panel	1
Outdoor Book Return/Money Drop M910SS	2
Library Book Stacks	162

IV. Technology Assets

The city of Goodyear's asset management plan is an accounting of the current operational equipment and their replacement lifecycle.

Asset	Year Purchased	Life Cycle	Replacement Year	Quantity	Estimated Total Replacement Cost (2020)	Owned By
Dell P2319H 23" 1920 x 1080 IPS LCD Monitor	2022	4	2026	57	\$ 16,405	Goodyear
Dell OptiPlex 7090 - SFF - Core i7	2022	4	2026	54	\$ 62,009	Goodyear
Bibliotheca Self-Check 1000	2022	10	2032	4	\$ 50,320	Goodyear
RFID Detection System (Gates)	2022	10	2032	2	\$ 23,678	Goodyear
Bibliotheca Book Sorter	2022	10	2032	1	\$ 65,382	Goodyear
Book Return Bins	2022	10	2032	5	\$ 4,995	Goodyear
HP LaserJet Pro CP5225dn 20 ppm color laser printer	2022	5	2027	3	\$ 4,590	Goodyear
Payment Station - Comprise SAM Smart Kiosk	2022	10	2032	3	\$ 16,257	Goodyear
Payment Station - Comprise SAM Smart Pay and Smart Kiosk	2022	10	2032	4	\$ 16,064	Goodyear
Public Color Printer HP CP4525dn	2022	5	2027	1	\$ 1,881	Goodyear
Self-Checkout 8410	2022	10	2032	1	\$ 21,850	Goodyear
Self-Checkout 7410F	2022	10	2032	1	\$ 31,606	Goodyear
Study Room TVs	2022	10	2032	8	\$ 6,000	Goodyear
Creston Room Controller	2022	10	2032	8	\$ 4,000	Goodyear
Creston Scheduling Panel	2022	10	2032	10	\$ 2,000	Goodyear
InnovationHub TV	2022	10	2032	2	\$ 2,000	Goodyear
InnovationHub sound bar	2022	10	2032	2	\$ 800	Goodyear
Teen Area TV	2022	10	2032	1	\$ 750	Goodyear
Teen Area Xbox One S	2022	4	2026	1	\$ 400	Goodyear

The following table lists equipment used by staff, and the replacement schedule, based on Goodyear's Library Asset Management Plan.

Asset	Year Purchased	Life Cycle	Replacement Year	Quantity	Est. Total Replacement Cost (2020)	Owned By
Cisco IP Phone 7841 VoIP Phone	2022	4	2026	11	\$ 2,047	Goodyear
Cisco Catalyst 9300 Network Advantage Switch - 48 ports	2022	8	2030	4	\$ 25,884	Goodyear
Cisco Catalyst 9300 Series Network Module - Expansion Module	2022	8	2030	4	\$ 5,916	Goodyear
Staff Workstation 896	2022	10	2032	6	\$ 19,710	Goodyear
Cisco Router 3945	2022	5	2027	1	\$ 18,035	Goodyear
Projectors	2022	5	2027	5	\$ 5,000	Goodyear
Projectors Screens	2022	10	2032	2	\$ 2,100	Goodyear

Goodyear Library Master Plan

EXHIBIT C

Benchmarking Report

Comparison of Goodyear Library metrics against national and Valley peers.



City of Goodyear Library Master Plan
EXHIBIT C:
Benchmarking Report

March 8, 2024

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Executive Summary

This benchmarking report compares the city of Goodyear with two groups of cities.

- ▶ Twelve peer cities in the Valley region: Avondale, Buckeye, Chandler, Gilbert, Glendale, Mesa, Peoria, Phoenix, Queen Creek, Scottsdale, Surprise, and Tempe.
- ▶ Six comparable cities across the United States: Brockton, MA, Hamilton, NJ, Hendersonville, TN, Colonie, NY, Simi Valley, CA, and Upland, CA. These cities are comparable in terms of population size, median household income, employment rate, educational attainment, and the presence of a computer and Internet access in the household.

Each group of cities is compared using two lenses:

- ▶ Socio-economic measures sourced from data collected by the U.S. Census Bureau.¹
- ▶ Public library key indicators sourced from data collected by the Institute for Museum and Library Services (IMLS).²

Comparing Goodyear to a group of national peers and a group of Valley peers is useful for contextualizing the library services Goodyear provides to its residents now and informs planning for future library operations as the city grows.

Demographics

- ▶ Compared to its peer Valley cities, the median age of Goodyear's population is older, educational attainment is higher, the median household income is slightly higher, the employment rate is lower, and more households have computers and internet access.
- ▶ Compared to its peer national cities, the median age of Goodyear's population is older, educational attainment is at the median, the median household income is slightly higher, the employment rate is slightly lower, and it has the most households with computers and internet access.

Library Expenditures

- ▶ Valley peer libraries' operating expenditures are in line with the size of the populations they serve. Goodyear's expenditures are much lower since many operations are paid for by the MCLD.
- ▶ Comparing expenditures among national peer libraries shows that several libraries serving populations of less than 100,000 people have higher total operating expenditures than peers serving larger populations; population density may be a factor here.

Library Open Hours and Staffing

¹ U.S. Census Bureau, "Census.Gov."

² Institute of Museum and Library Services, "Public Libraries Survey."

- ▶ Goodyear Library has more open hours than several of its Valley peers, including those with more locations and larger service area populations.
- ▶ Goodyear Library is in the upper percentile for staff expenditure.

Library Use

- ▶ Compared to its Valley peers, Goodyear Library has a high number of physical visits, even with a single location. It delivered among the highest number of programs and attracted high program attendance. Its circulation is appropriate for the population served.
- ▶ Compared to its national peers, Goodyear Library has among the highest number of physical visits and a comparably high circulation. It provided amongst the highest number of programs and attracted the highest program attendance.

Introduction

This benchmarking report compares the city of Goodyear with two groups of cities.

- ▶ Twelve peer cities in the Valley region: Avondale, Buckeye, Chandler, Gilbert, Glendale, Mesa, Peoria, Phoenix, Queen Creek, Scottsdale, Surprise, and Tempe.
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Each group of cities is compared using two lenses:

- ▶ Socio-economic measures sourced from data collected by the U.S. Census Bureau.³
- ▶ Public library key indicators sourced from data collected by the Institute for Museum and Library Services (IMLS).⁴

This report analyzes the data to provide the city with a library self-operating budget benchmark. It also explores current trends in public libraries informed by the initiatives and projects addressed by the Public Library Association.⁵

How to Use This Report

By demonstrating how Goodyear compares to other cities in terms of socio-economic measures and public library key indicators, Goodyear will have the information it needs to plan public library services to ensure its library continues to meet the needs of its community.

About the Data in This Report

Goodyear is the third-fastest growing city in the United States.⁶ Over the past decade, Goodyear grew by 46% and, assuming conservative growth, is projected to reach a population of 223,500 by 2040.⁷ Consistent with accommodating and planning for growth, the Georgia T. Lord Library opened in August 2022. The 24,000-square foot, two-story facility is more than double the size of the previous 10,000-square foot building.

The most reliable source of data about public libraries in the United States is the Public Library Survey (PLS). Administered by the Institute for Museum and Library Services (IMLS), the PLS has been conducted annually since 1988. PLS survey data is used to compare the Goodyear Library to peer libraries in the Valley and nationally.

Comparing the Goodyear Library to other libraries presents the following data challenges:

³ U.S. Census Bureau, "Census.Gov."

⁴ Institute of Museum and Library Services, "Public Libraries Survey."

⁵ Public Library Association, "Advocacy, Legislation & Issues."

⁶ Sternfield and Bink, "These Cities Are Growing the Fastest, Study Shows."

⁷ Maricopa Association of Governments, "Socioeconomic Projections."

- ▶ The most current IMLS public library data is from 2021. The Goodyear Library’s 2021 data applies to the previous, smaller library location, not the current location at Goodyear Civic Square.
- ▶ A full year of IMLS library data for the current Goodyear Library, collected during 2023, will not be available until 2025 or later.
- ▶ Some library data is collected at the county district level and cannot be reliably estimated at the Goodyear location level.

To provide some contextual comparisons, the tables in this report include 2023 estimates for the Goodyear Library when possible and are based on data provided by the city of Goodyear and the Maricopa County Library District (MCLD).

Socio-Economic Benchmarks

Goodyear is compared to its peer cities using the following measures:

- Total Population (2020)
Median Age (2022)
Speak a language other than English: Spanish (2022)
Education: Bachelor’s Degree or Higher (2022)
- Median Household Income (2022)
Employment Rate (2022)
Households with at least one computer (2022)
Households with Internet (2022)

Valley Peer Cities

Compared to its peer Valley cities, the median age of Goodyear’s population is older, educational attainment is higher, the median household income is slightly higher, the employment rate is lower, and more households have computers and internet access.

City	Total Population (2020)	Median Age (2022)	Speaks Spanish at Home (2022)	Bachelor's Degree or Higher (2022)	Median Household Income (2022)	Employment Rate (2022)	Household with Computer (2022)	Household with Internet (2022)
Avondale, AZ	89,334	34.4	31%	24%	\$66,801	69%	97%	90%
Buckeye, AZ	91,502	36.2	16%	27%	\$95,235	54%	99%	96%
Chandler, AZ	275,987	37.0	10%	47%	\$98,664	70%	98%	95%
Gilbert, AZ	267,918	36.4	7%	48%	\$111,393	69%	99%	97%
Glendale, AZ	248,325	33.9	21%	25%	\$72,411	62%	95%	85%
Goodyear, AZ	95,294	43.4	15%	39%	\$96,522	60%	99%	96%
Mesa, AZ	504,258	36.7	11%	30%	\$79,496	64%	96%	92%
Peoria, AZ	190,985	41.0	9%	35%	\$86,948	61%	97%	93%
Phoenix, AZ	1,608,139	35.1	22%	33%	\$75,969	65%	96%	89%
Queen Creek, AZ	59,519	33.7	8%	47%	\$129,605	72%	99%	99%
Scottsdale, AZ	241,361	48.7	6%	64%	\$100,636	60%	98%	95%
Surprise, AZ	143,148	42.3	7%	29%	\$96,912	56%	98%	94%
Tempe, AZ	180,587	29.5	13%	50%	\$76,007	70%	98%	93%

SOURCE: U.S. CENSUS BUREAU.

National Peer Cities

Compared to its peer national cities, the median age of Goodyear’s population is older, educational attainment is at the median, the median household income is slightly higher, the employment rate is slightly lower, and it has the most households with computers and internet access.

City	Total Population (2020)	Median Age (2022)	Speaks Spanish at Home (2022)	Bachelor's Degree or Higher (2022)	Median Household Income (2022)	Employment Rate (2022)	Household with Computer (2022)	Household with Internet (2022)
Brockton, MA	105,643	36.4	11%	26%	\$74,799	64%	92%	87%
Colonie, NY	85,590	38.9	2%	45%	\$91,551	60%	97%	95%
Goodyear, AZ	95,294	43.4	15%	39%	\$96,522	60%	99%	96%
Hamilton, NJ	92,297	42.1	4%	33%	\$84,584	59%	95%	91%
Hendersonville, TN	61,753	40	5%	42%	\$86,954	66%	98%	95%
Simi Valley, CA	126,356	41.2	17%	42%	\$113,992	64%	96%	93%
Upland, CA	79,040	37.1	11%	37%	\$97,838	61%	97%	94%

SOURCE: U.S. CENSUS BUREAU.

Public Library Benchmarks

Public Library Survey (PLS) data, the most reliable source for public library data, is used to compare the Goodyear Library to peer libraries in the Valley and nationally.

Financial Benchmarks

Valley Peer Libraries

The chart below shows that Valley peer libraries’ operating expenditures are in line with the size of the populations they serve. Goodyear’s expenditures are much lower since many operations are paid for by the MCLD. Goodyear’s closest comparison in terms of footprint size is Buckeye, though Goodyear Library operates one location compared to Buckeye with two locations.

City	Service Area Population	Total Sq Ft	Sq Ft per 1K Pop	Locations	Open Hours /Year	Total Operating Expenditures	Staff Expenditures	Total Collection Expenditures
Avondale, AZ	90,755	43,500	476	2	4,000	\$1,491,014	\$889,849	\$293,561
Buckeye, AZ	101,987	22,602	222	2	2,523	\$1,512,036	\$1,044,989	\$179,035
Chandler, AZ	280,189	103,475	369	4	9,658	\$6,151,299	\$5,343,594	\$341,792
Glendale, AZ	250,585	121,145	483	4	9,272	\$6,208,719	\$4,399,587	\$749,274
Goodyear, AZ ⁽²⁰²¹⁾	101,733 ³	10,000	98	1	2,704	\$691,924 ²	\$527,237 ²	\$82,433 ²
Goodyear, AZ ⁽²⁰²²⁻²³⁾	101,733 ³	24,000	236	1	3,164 ¹	\$1,198,933	\$922,294 ²	\$118,255 ²
Mesa, AZ	510,792	173,000	339	3	3,654	\$6,670,238	\$4,699,640	\$634,441
Peoria, AZ	195,585	60,000	307	2	3,916	\$4,314,192	\$2,253,532	\$444,182
Phoenix, AZ	1,630,195	556,310	341	17	22,851	\$40,193,754	\$25,210,638	\$5,675,708
Scottsdale, AZ	243,528	176,750	726	4	2,592	\$6,402,406	\$5,048,552	\$401,300
Tempe, AZ	181,548	100,000	551	1	2,132	\$2,909,328	\$2,114,263	\$424,517

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT 2021; CITY OF GOODYEAR 2021, 2023. ¹Estimate based on in-person visit data. ²Library Historical Budget Comparison spreadsheet. Collection expenditures include LAP funding. ³Estimated 2021 population, U.S. Census Bureau.

National Peer Libraries

Comparing expenditures among national peer libraries shows that several libraries serving populations of less than 100,000 people have higher total operating expenditures than peers serving larger populations; population density may be a factor here. Goodyear's closest comparison in terms of footprint size is Upland, though Upland's population size and number of open hours is much lower. Note that Upland does not report staff expenditures, so Upland's total operating expenditures may be unreliable.

City	Service Area Population	Total Sq Ft	Sq Ft per 1K Pop	Locations	Open Hours /Year	Total Operating Expenditures	Staff Expenditures	Total Collection Expenditures
Brockton, MA	95,708	62,400	652	3	1,854	\$2,652,643	\$2,131,100	\$353,979
Colonie, NY	81,591	35,000	429	1	2,270	\$2,757,456	\$2,275,755	\$272,496
Goodyear, AZ ⁽²⁰²¹⁾	101,733 ³	10,000	98	1	2,704	\$691,924 ²	\$527,237 ²	\$82,433 ²
Goodyear, AZ ⁽²⁰²²⁻²³⁾	101,733 ³	24,000	236	1	3,164 ¹	\$1,198,933	\$922,294 ²	\$118,255 ²
Hamilton, NJ	88,464	55,000	622	1	1,860	\$2,955,575	\$2,570,876	\$151,143
Hendersonville, TN	98,641	38,500	390	1	2,080	\$804,787	\$595,964	\$60,000
Simi Valley, CA	124,468	35,000	281	1	798	\$2,225,975	\$1,098,133	\$214,285
Upland, CA	78,513	25,210	321	1	1,924	\$1,354,870	n/a	\$117,762

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT 2021; CITY OF GOODYEAR 2021, 2023. ¹Estimate based on in-person visit data. ²Library Historical Budget Comparison spreadsheet. Collection expenditures include LAP funding. ³Estimated 2021 population, U.S. Census Bureau.

Open Hours and Staffing Benchmarks

Valley Peer Libraries

In terms of benchmarks for open hours and staffing levels, Goodyear Library has more open hours than several of its Valley peers, including those with more locations and larger service area populations. Note that Goodyear's staff expenditures are much lower, since the MCLD covers expenditures for centralized staff responsible for collections, technology, communications, human resources, and finance.

City	Service Area Population	Locations	Bookmobiles	Open Hours /Year	Total Paid Staff	Total Librarians	Staff Expenditures
Avondale	90,755	2	0	4,000	16.8	6.0	\$889,849
Buckeye	101,987	2	1	2,523	15.7	4.0	\$1,044,989
Chandler	280,189	4	0	9,658	91.0	23.0	\$5,343,594
Glendale	250,585	4	0	9,272	54.4	21.5	\$4,399,587
Goodyear, AZ ⁽²⁰²¹⁾	101,733 ³	1	0	2,704	13	3	\$527,237
Goodyear, AZ ⁽²⁰²²⁻²³⁾	101,733 ³	1	0	3,164	21	5	\$922,294
Mesa	510,792	3	0	3,654	82.3	20.0	\$4,699,640
Peoria	195,585	2	0	3,916	28.4	11.0	\$2,253,532
Phoenix	1,630,195	17	0	22,851	401.5	75.8	\$25,210,638
Scottsdale	243,528	4	0	2,592	95.5	34.1	\$5,048,552
Tempe	181,548	1	0	2,132	30.4	13.8	\$2,114,263

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT 2021; CITY OF GOODYEAR 2021, 2023. ³Estimated 2021 population, U.S. Census Bureau.

National Peer Libraries

Compared to its national peers, Goodyear Library has more open hours and is in the upper percentile for staff expenditures. Again, note that Goodyear's staff expenditures are much lower, since staff managing centralized operations are covered by the MCLD.

City	Service Area Population	Locations	Bookmobiles	Open Hours /Year	Total Paid Staff	Total Librarians	Staff Expenditures
Brockton, MA	95,708	3	0	1,854	13.7	8.8	\$2,131,100
Colonie, NY	81,591	1	0	2,270	24.8	7	\$2,275,755
Goodyear, AZ ⁽²⁰²¹⁾	101,733 ³	1	0	2,704	13	3	\$527,237
Goodyear, AZ ⁽²⁰²²⁻²³⁾	101,733 ³	1	0	3,164	21	5	\$922,294
Hamilton, NJ	88,464	1	0	1,860	22.1	7.2	\$2,570,876
Hendersonville, TN	98,641	1	0	2,080	13.9	9	\$595,964
Simi Valley, CA	124,468	1	0	798	16.5	4	\$1,098,133
Upland, CA	78,513	1	0	1,924	9.4	1	n/a

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT 2021; CITY OF GOODYEAR 2021, 2023. ³Estimated 2021 population, U.S. Census Bureau.

Activity Benchmarks

Valley Peer Libraries

Compared to its Valley peers, Goodyear Library has a high number of physical visits, even with a single location. Goodyear Library's circulation is appropriate for the population served. Note that the library was closed during the transition to the new building in 2022, resulting in lower circulation.

City	Physical Visits	Total Progs	Total Prog Attendance	Registered Users	Total Circulation	Internet Comps	Computer Uses	Wireless Sessions
Avondale, AZ	43,839	149	4,131	32,751	162,459	72	13,712	n/a ³
Buckeye, AZ	32,383	153	1,646	32,204	163,914	40	4,424	33,416
Chandler, AZ	258,249	500	5,305	137,266	1,349,723	257	28,072	930,593
Glendale, AZ	206,260	419	12,302	139,624	835,567	152	16,334	3,604
Goodyear, AZ (2021)	61,989	114	7,235	23,666	313,658	n/a	n/a	5,955
Goodyear, AZ (2022-23)	183,475	315	15,959	n/a	258,935	41	5,520	4,894
Mesa, AZ	116,499	129	3,738	85,827	1,557,136	149	15,083	n/a ³
Peoria, AZ	173,635	134	6,405	176,461	907,505	73	12,858	n/a ³
Phoenix, AZ	116,754	4,436	69,128	1,103,248	7,176,059	792	17,449	1,940,247
Scottsdale, AZ	82,743	127	1,376	89,939	1,735,821	76	28,132	74,194
Tempe, AZ	58,829	297	7,410	114,611	637,544	140	9,006	n/a ³

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT 2021; CITY OF GOODYEAR 2021, 2023.

National Peer Libraries

Compared to its national peers, Goodyear Library has among the highest number of physical visits and a comparably high circulation. Note that the library was closed during the transition to the new building in 2022, resulting in lower circulation.

City	Physical Visits	Total Progs	Total Prog Attendance	Registered Users	Total Circulation	Internet Comps	Computer Uses	Wireless Sessions
Brockton, MA	15,335	625	12,590	18,310	228,253	44	7,800	5,925
Colonie, NY	115,878	504	11,689	36,067	496,440	14	7,552	6,397
Goodyear, AZ (2021)	61,989	114	7,235	23,666	313,658	n/a	n/a	5,955
Goodyear, AZ (2022-23)	183,475	315	15,959	n/a	258,935	41	5,520	4,894
Hamilton, NJ	26,000	95	1,891	38,144	112,037	33	5,099	2,827
Hendersonville, TN	61,504	172	2,982	33,548	244,389	42	6,905	8,139
Simi Valley, CA	25,552	180	3,730	34,382	247,680	28	1,163	76,045
Upland, CA	32,689	157	8,106	27,187	152,758	10	1,218	1,196

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT 2021; CITY OF GOODYEAR 2021, 2023.

Programming Benchmarks

Valley Peer Libraries

In 2023, Goodyear Library delivered among the highest number of programs and attracted high program attendance compared to its Valley peers.

City	# Locations	Total Progs	Total Prog Attendance	Youth Progs	Youth Attend	YA Progs	YA Attend	Other Progs	Other Attend
Avondale, AZ	2	149	4,131	134	3,299	0	0	15	832
Buckeye, AZ	2	153	1,646	49	984	16	92	88	570
Chandler, AZ	4	500	5,305	71	1,005	84	1,250	345	3,050
Glendale, AZ	4	419	12,302	0	0	0	0	419	12,302
Goodyear, AZ ⁽²⁰²¹⁾	1	114	7,235	n/a	n/a	n/a	n/a	n/a	n/a
Goodyear, AZ ⁽²⁰²²⁻²³⁾	1	315	15,959	220	8,664	18	129	68	1,228
Mesa, AZ	3	129	3,738	53	699	11	93	65	2,946
Peoria, AZ	2	134	6,405	92	4,493	4	110	38	1,802
Phoenix, AZ	17	4,436	69,128	3,977	59,875	184	4,986	275	4,267
Scottsdale, AZ	4	127	1,376	40	521	18	68	69	787
Tempe, AZ	1	297	7,410	89	5,546	76	653	132	1,211

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT 2021; CITY OF GOODYEAR 2021, 2023.

National Peer Libraries

In 2023, Goodyear Library delivered among the highest number of programs and attracted the highest program attendance compared to its national peers.

City	# Locations	Total Progs	Total Prog Attendance	Youth Progs	Youth Attend	YA Progs	YA Attend	Other Progs	Other Attend
Brockton, MA	3	625	12,590	187	498	44	307	394	11,785
Colonie, NY	1	504	11,689	232	8,980	198	1,708	74	1,001
Goodyear, AZ ⁽²⁰²¹⁾	1	114	7,235	n/a	n/a	n/a	n/a	n/a	n/a
Goodyear, AZ ⁽²⁰²²⁻²³⁾	1	315	15,959	220	8,664	18	129	68	1,228
Hamilton, NJ	1	95	1,891	89	1,766	5	0	1	125
Hendersonville, TN	1	172	2,982	15	761	3	22	154	2,199
Simi Valley, CA	1	180	3,730	52	2,445	32	128	96	1,157
Upland, CA	1	157	8,106	120	7,528	23	420	14	158

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021; MARICOPA COUNTY LIBRARY DISTRICT 2021; CITY OF GOODYEAR 2021, 2023.

Estimated Self-Operating Budget

To develop an estimate for self-operating the Goodyear Library, we assume that the city will strive to maintain current library services and resources. This means a self-operating library will provide the same or more open hours, staff, programs, online resources, books, and resources for borrowing. A self-operating budget would strive to support the current library services and level of community satisfaction for the Goodyear Library.

To estimate the cost to self-operate a Goodyear Library, we benchmarked expenditures across Four peer cities in the Valley region: Avondale, Buckeye, Peoria, Tempe, and six comparable cities across the United States: Brockton, MA, Hamilton, NJ, Hendersonville, Colonie, NY, Simi Valley, CA, and Upland, CA.

Utilizing the most recent Institute for Museum and Library Studies (IMLS) Public Library Survey data and the current and historical budget data supplied by Goodyear, the estimated range to self-operate the Goodyear Library in FY2025 is \$1,925,370 to \$2,382,350. With an average peer city, self-operating library budget of **\$2,298,000**. This overall estimate is a 38% increase, compared to MCLD operating the Goodyear Library in FY2024.

City	Service Area	Budget
Avondale, AZ	90,755	\$1,491,014
Buckeye, AZ	101,987	\$1,512,036
Peoria, AZ	195,585	\$4,314,192
Tempe, AZ	181,548	\$2,909,328
Brockton, MA	95,708	\$2,652,643
Colonie, NY	81,591	\$2,757,456
Hamilton, NJ	88,464	\$2,955,575
Hendersonville, TN	98,641	\$804,787
Simi Valley, CA	124,468	\$2,225,975
Upland, CA	78,513	\$1,354,870
Average	113,726	\$2,297,788

As the city considers library self-operation in the near-term, the range for per capita library expenditure is \$15 to \$25, with the mid-point **\$20.20 per capita**.

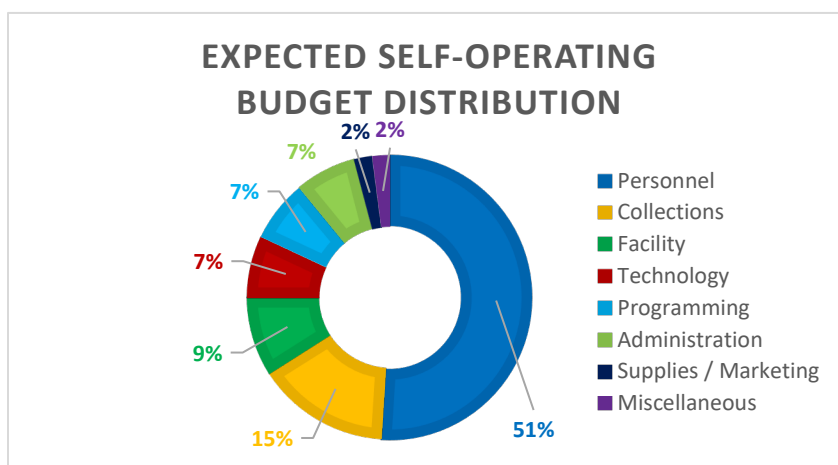
City	Per Capita
Avondale, AZ	\$ 16.43
Buckeye, AZ	\$ 14.83
Peoria, AZ	\$ 22.06
Tempe, AZ	\$ 16.03
Brockton, MA	\$ 27.72
Colonie, NY	\$ 33.80
Hamilton, NJ	\$ 33.41
Hendersonville, TN	\$ 8.16
Simi Valley, CA	\$ 17.88
Upland, CA	\$ 17.26
Average	\$ 20.20

For FY2024, the city of Goodyear supported the library, after facilities and capital costs, at **\$13.75 per capita**. A total self-operating library would show an increase of 32% of per capita expense.

The benchmark cities report that non-capital, operating budgets are allocated in the following way:

- ▶ 72% staff expenditures
- ▶ 11% collections
- ▶ 17% other (systems and supplies)

Compared to current Goodyear Library operations, this allocation distribution provides for more staff expenditures, an increase in library systems expense, and a steady collection and material budget.



When including facility costs and annualized capital expenses, for a library in a city of similar size, with similar resources, and library expectations as Goodyear, the budget should be distributed in the following way:

Based on the estimated total expenditure and the distribution of total library budget, the estimated self-operating budget breakdown for FY2025:

Estimated Self-Operating Budget	Amount
Personnel	\$1,171,980
Collections	\$344,700
Facility	\$206,820
Technology	\$160,860
Programming	\$160,860
Administration	\$160,860
Supplies / Marketing	\$45,960
Miscellaneous	\$45,960
Total	\$ 2,298,000

Current Trends in Public Libraries

Public libraries are constantly evolving to meet the needs of the communities they serve. The Public Library Association tracks the current and emerging socioeconomic conditions in communities, and how libraries are developing programs and services to respond to these conditions.⁸ These trends serve as starting points for Goodyear to consider for their library services.

Community Partnerships

Libraries are redefining and expanding the services and materials available, this expansion naturally gives rise to community partnerships. Libraries are broadening their roles in the community to encompass programs for literacy, health services, and civic engagement.

Effective community partnerships empower libraries to pose the question “What else can we provide” and receive the necessary support for new initiatives or programs. Building successful community partnerships enables libraries to increase accessibility to services and focus on the specific needs of the community.⁹

Goodyear Library: The community is active and expanding, and there is an eagerness to provide city residents with opportunities for growth at every stage of life. There are endless possibilities for partnerships between the city and the library.

Consumer Health Information

As information centers, libraries increasingly have information that supports all aspects of community living, including public health. Libraries supply information and resources on all facets of health care, including insurance, health checks, and more. As the public needs more help understanding the intricacies of the healthcare system, libraries step up to assist and provide resources to guide their communities.¹⁰

Goodyear Library: Recent collaboration with health and wellbeing groups has been positively received and indicates interest in health information and programs that empower residents of Goodyear, both young and old, to live healthy and long lives.

Digital Literacy

As access to information increases and digital tools become more prevalent, libraries actively support digital literacy initiatives. Libraries provide digital skills training for individuals who lack access to other training opportunities. Libraries instruct patrons on effective use of new library resources available in a wide variety of digital formats. To aid their communities, library staff

⁸ Public Library Association, “Advocacy, Legislation & Issues.”

⁹ Aregbesola, Owolabi, and Adebisi, “Going to the Cities.”

¹⁰ Public Library Association, “Health Literacy, Programming, and Consumer Health Information.”

participate in professional training programs to ensure they possess the necessary technical skills.¹¹

Goodyear Library: Library staff regularly collaborate with the community to ensure seamless access to digital resources and technology. An opportunity exists to offer specific programs and services to support the community's technological skills.

Belonging

Public libraries are committed to ensuring every individual is valued, respected, and recognized. They focus on ensuring every person feels welcome and finds a purpose of use that is relevant to them.

Goodyear Library: The city and the library value diverse perspectives and life experiences. Regular community conversations will ensure that the library's materials and programs represent the values of the Goodyear community.

Family Engagement

Public libraries have always promoted childhood literacy programs and initiatives, over the past decade there has been an increased focus on supporting early literacy through family engagement.

Recognizing that children not only learn at school but also at home and in the community, libraries extend a child's learning beyond the classroom by actively working with families and offering literacy-focused programming.¹²

Goodyear Library: A young, family-focused populace and a robust homeschooling community have shaped the library's strong early childhood library programming. There is potential for growth in creating multi-generational opportunities to attract community members of all ages to support young people.

Library Spaces

There is an increased focus on how library spaces respond to the needs of its patrons, highlighting the necessity for flexible spaces. While many libraries have chosen to include furniture with wheels in their spaces, flexible spaces go beyond easily movable furniture. Communities have a variety of spatial needs, including collaborative space, independent workspace, presentation areas, quiet spaces, and comfortable, welcoming environments. With this variety and often competing set of needs, libraries creatively expand their footprint to best fit the needs of their unique communities.¹³

¹¹ Public Library Association, "Digital Literacy."

¹² Public Library Association, "Family Engagement."

¹³ Public Library Association, "Civic & Community Engagement."

Goodyear Library: The stunning new library facility is a point of pride for Goodyear, meeting a wide variety of needs in the community. A strong and engaged community will continually desire more plentiful, flexible spaces.

Community Engagement and Outreach

There is a growing trend to extend the library beyond its walls and to meet patrons where they are. Libraries are increasingly using pop-up libraries and bookmobiles to offer mobile and flexible library programs and services, and patrons are responding positively. Additionally, there are also more innovative ways to bring materials directly to users, such as book vending machines.¹⁴

Goodyear Library: As the city population continues to grow, especially in the south, the library will want to explore innovative opportunities for expanding service locations.

Workforce Development

Libraries have always served as information and learning centers; they also play a role in workforce development. Through community partnerships and expanded programming, libraries actively pursue opportunities to help library users earn workforce training and start new businesses. Library users seek help navigating employment opportunities, building resumes, and gaining new technical skills to boost their job prospects.¹⁵

Goodyear Library: The co-location of the InnovationHub and regular requests from the community for assistance with resumes and employment applications indicate significant opportunities for the Goodyear Library. With the city's low unemployment rate, a thoughtful approach to workforce development will help make the most impact on the community with this trend.

¹⁴ Public Library Association, "Community Engagement & Outreach."

¹⁵ Public Library Association, "Public Libraries & Workforce Development."

Sources

Socioeconomic Measures

Measure	Source
Total Population	2020 Decennial Census
Median Age	American Community Survey 2022: ACS 1-Year Estimates Subject Tables. S0101 Age and Sex
Speak a language other than English: Spanish	American Community Survey 2022: ACS 1-Year Estimates Subject Tables. S1601 Language Spoken at Home
Bachelor’s Degree or Higher	American Community Survey 2022: ACS 1-Year Estimates Subject Tables. S1501 Bachelor’s Degree or Higher
Median Household Income	American Community Survey 2022: ACS 1-Year Estimates Subject Tables. S1901 Median Household Income
Employment Rate	American Community Survey 2022: ACS 1-Year Estimates Subject Tables. DP03 Employment Rate
Households with a Computer	American Community Survey 2022: ACS 1-Year Estimates Subject Tables. S2801 Types of Computers and Internet Subscriptions
Households with Internet	American Community Survey 2022: ACS 1-Year Estimates Subject Tables. S2801 Types of Computers and Internet Subscriptions

U.S. Census Bureau City Profiles

City	Profile
Avondale	https://data.census.gov/profile/Avondale_city,_Arizona?g=160XX00US0404720
Buckeye	https://data.census.gov/profile/Buckeye_city,_Arizona?g=160XX00US0407940
Chandler	https://data.census.gov/profile/Chandler_city,_Arizona?g=160XX00US0412000
Gilbert	https://data.census.gov/profile/Gilbert_town,_Arizona?g=160XX00US0427400
Glendale	https://data.census.gov/profile/Glendale_city,_Arizona?g=160XX00US0427820
Goodyear	https://data.census.gov/profile/Goodyear_city,_Arizona?g=160XX00US0428380
Mesa	https://data.census.gov/profile/Mesa_city,_Arizona?g=160XX00US0446000
Peoria	https://data.census.gov/profile/Peoria_city,_Arizona?g=160XX00US0454050
Phoenix	https://data.census.gov/profile/Phoenix_city,_Arizona?g=160XX00US0455000
Queen Creek	https://data.census.gov/profile/Queen_Creek_town,_Arizona?g=160XX00US0458150
Scottsdale	https://data.census.gov/profile/Scottsdale_city,_Arizona?g=160XX00US0465000
Surprise	https://data.census.gov/profile/Surprise_city,_Arizona?g=160XX00US0471510
Tempe	https://data.census.gov/profile/Tempe_city,_Arizona?g=160XX00US0473000

City	Profile
Upland, CA	https://data.census.gov/profile/Upland_city_California?g=160XX00US0681344
Simi Valley, CA	https://data.census.gov/profile/Simi_Valley_city_California?g=160XX00US0672016
Brockton, MA	https://data.census.gov/profile/Brockton_city_Massachusetts?g=160XX00US2509000
Hamilton, NJ	https://data.census.gov/profile/Hamilton_township_Mercer_County_New_Jersey?g=060XX00US3402129310
Colonie, NY	https://data.census.gov/profile/Colonie_town_Albany_County_New_York?g=060XX00US3600117343
Hendersonville, TN	https://data.census.gov/profile/Hendersonville_city_Tennessee?g=160XX00US4733280

Public Library Survey Data

Institute of Museum and Library Services. 2021. "Library Search & Compare." Institute of Museum and Library Services. 2021. <http://www.ims.gov/search-compare>.

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Goodyear Library Master Plan

EXHIBIT D



Community Engagement & Analysis

Data and interpretation of feedback from community members and stakeholders.



City of Goodyear Library Master Plan

EXHIBIT D:

Community Engagement & Analysis

March 22, 2024

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Executive Summary

The community engagement process used multiple methods to gather qualitative and quantitative data from stakeholders and the wider community about the current state and future needs of the Goodyear Library.

As the city experiences rapid growth and development, there is a collective desire to preserve its small-town feel while accommodating the increasing demands for amenities and services. Recognizing the vital role of the public library, the community emphasizes the importance of enhancing its offerings and increasing accessibility to meet the diverse needs of residents. Suggestions include expanding library hours, increasing the book collection, and considering adding satellite locations, particularly in areas that are currently underserved. Challenges include transportation limitations, staffing and space constraints, and the need for improved awareness and community integration. While stakeholders recognize the Maricopa County Library District's expertise in managing Goodyear's library operations, there is interest in exploring a self-operating scenario that will tailor services to local needs, improve service quality, and ensure long-term sustainability. Overall, the community engagement activities confirm that the library is a crucial community hub that fosters social cohesion, supports economic development, and furthers cultural enrichment in this growing city.

Methodology

The community engagement process used multiple methods to gather qualitative and quantitative data from stakeholders and the wider community.

Stakeholders:

- ▶ City Councilmembers
- ▶ City Staff
- ▶ Goodyear Library Staff
- ▶ MCLD Staff
- ▶ Friends of the Goodyear Library

Community Members:

- ▶ Library users
- ▶ Library non-users
- ▶

Methods included on-site in-person instruments and an online survey. On-site methods were deployed during Attain Partners' site visit December 3 to 7, 2024.

- ▶ Open House
- ▶ Vision Boards
- ▶ Individual Interviews
- ▶ Focus Groups
- ▶ Stakeholder Meetings

The online community survey was open from December 4, 2023, to January 31, 2024, and was promoted across multiple channels:

- ▶ QR code on posters and digital displays throughout the library.
- ▶ In-person prompts to participate throughout Attain Partners' on-site visit.
- ▶ Bookmarks distributed by Goodyear Library and in the city's rideshare service "WeRide".
- ▶ City of Goodyear and Parks & Recreation social media.
- ▶ Digital displays throughout the city.
- ▶ Email blasts.

The collected data contributes to understanding the Goodyear Library's current operations and services, reveals the community's aspirations for the library, and informs how the library can continue to meet the needs of the community.

Top Level Findings

The data collected during the community engagement process revealed that the Goodyear community's top values are:

- ▶ Access to the library and its collections
- ▶ Continuous learning
- ▶ Intellectual freedom

Respondents emphasized the need to expand collections, increase program offerings, enhance community services, and provide more study spaces to meet the evolving needs of residents, with a particular focus on improving access to materials and fostering community engagement. Overall, data collected by the community engagement activities indicate:

- ▶ The library is a crucial space that brings the community together for a variety of purposes.
- ▶ The library is an important gathering place, providing free programs and resources that attract residents and contribute to economic development.
- ▶ The library provides access to arts and culture in a growing city in need of such amenities.
- ▶ The library's footprint needs to grow to reach the expanding population, especially in the southern region of the city.
- ▶ The library needs more space to accommodate community needs including meetings, study areas, and programming.
- ▶ Residents want to see collaboration between the library and other city departments and organizations to expand services and reach more residents effectively.

- ▶ The library is a place of respite for young families and individuals seeking entertainment and education.
- ▶ Stakeholders recognize the necessity of thoughtful strategic planning to ensure the best path forward for the city and its library.

Detailed Findings

This section describes the results gathered from each in-person engagement activity deployed during the Attain Partners' site visit December 3 to 7, 2024.

Vision Boards

Multiple vision boards were used to collect additional feedback from library users. The following sections describe the activities and provide highlights and major themes that emerged.

For a complete list of patron feedback from all vision boards, see Appendix II and III.

Dotmocracy: Vote for the Values Important to You

Dotmocracy is an established facilitation method used to describe voting with dot stickers. Attain Partners used this method to have respondents prioritize their top three values in terms of the Goodyear Library.

The dotmocracy board was placed by the main service desk, facing the north entrance throughout the week of community engagement activities.

Participants used a total of 54 dots to vote for the values important to them.

Responses to the dotmocracy board indicate that the top three values are **Continuous Learning** (26%), followed by **Access** and **Intellectual Freedom** which are tied at 19% each.

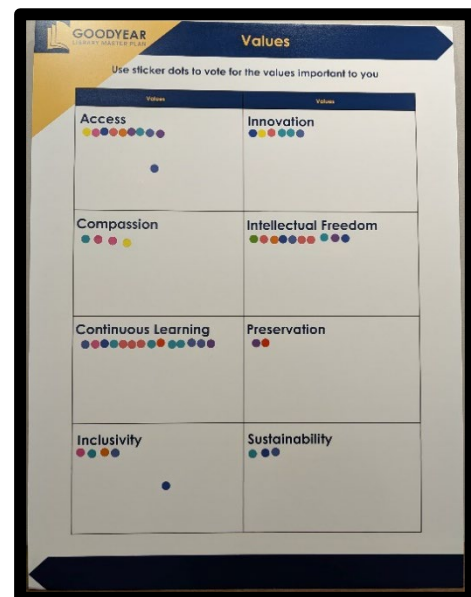
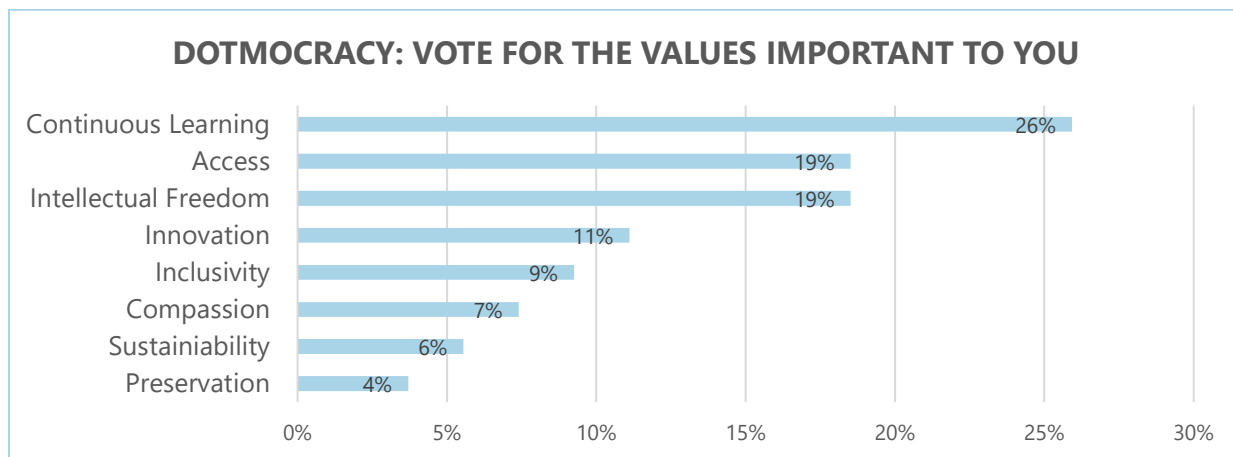


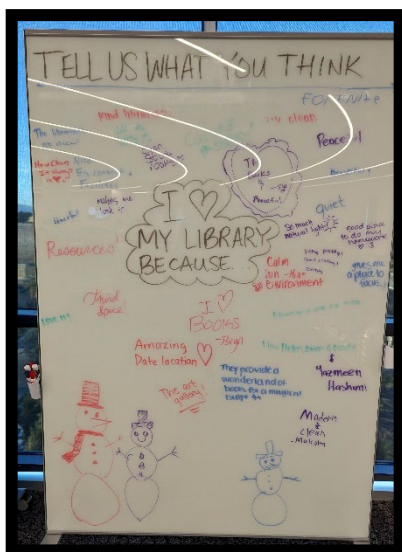
Figure 1: Dotmocracy: Values Board



Feedback Boards: Tell Us What You Think

Two feedback boards invited patrons to complete two statements about the library: “I love my library because...” and “I wish my library...”. The boards were placed on the second floor at the top of the staircase and at the west wall near the Teen Room. They remained available for interaction for the duration of the Attain Partners’ site visit. After the site visit, the boards were present during multiple community activities to collect additional feedback. The photos below show three days of feedback.

“I Love My Library Because ...”



“I Wish My Library ...”

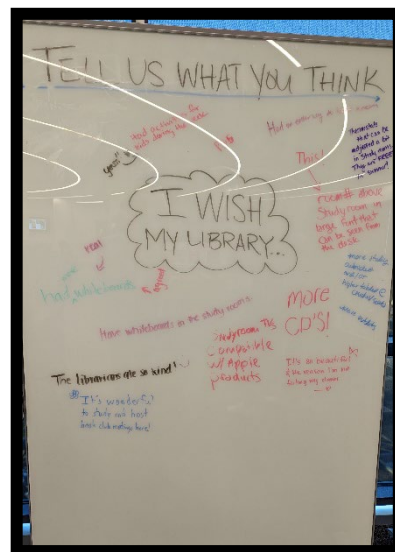


Figure 2: Feedback Boards

I Love My Library Because ...

52% of the responses centered around the library’s environment, 15% highlighted its appeal for study and focus. Respondents found the library clean, quiet, peaceful, and one touted the library

is as an “amazing date location.” It is apparent that the Goodyear community appreciates the thoughtfulness of the library’s building and design and the atmosphere created by staff.

“The library is beautiful and a great place to study.”

I Wish My Library...

Although there were fewer responses on the *I Wish my Library...* board, people provided specific feedback about the study rooms. Users would like whiteboards in the study rooms and a more streamlined way to reserve the rooms. It would help if the rooms had easily identifiable numbers that could be seen from the service desk.

Dotmocracy: Where to Invest?

These two dotmocracy boards invited patrons to “put your money where your heart is”: participants were given six one-dollar stickers to “spend” on a range of current and new library services.

Invest in Current Library Services

- ▶ Print & Digital Catalog
- ▶ Study Rooms & Meeting Space
- ▶ Programs
- ▶ Technology
- ▶ Specialty Items
- ▶ Arts & Culture

Invest in New Library Services

- ▶ Hands-on Learning
- ▶ Technology
- ▶ Catalog Expansion
- ▶ Additional Locations
- ▶ Expand Programming
- ▶ Bookmobile / Pop-Up Library

These boards were placed by the main service desk, facing the north entrance for the duration of the Attain Partners’ site visit. The boards were staffed by an Attain Partners consultant to engage patrons in conversation and help them navigate the boards.

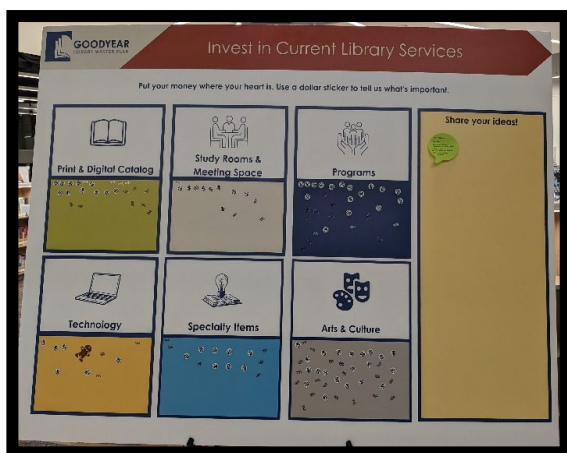


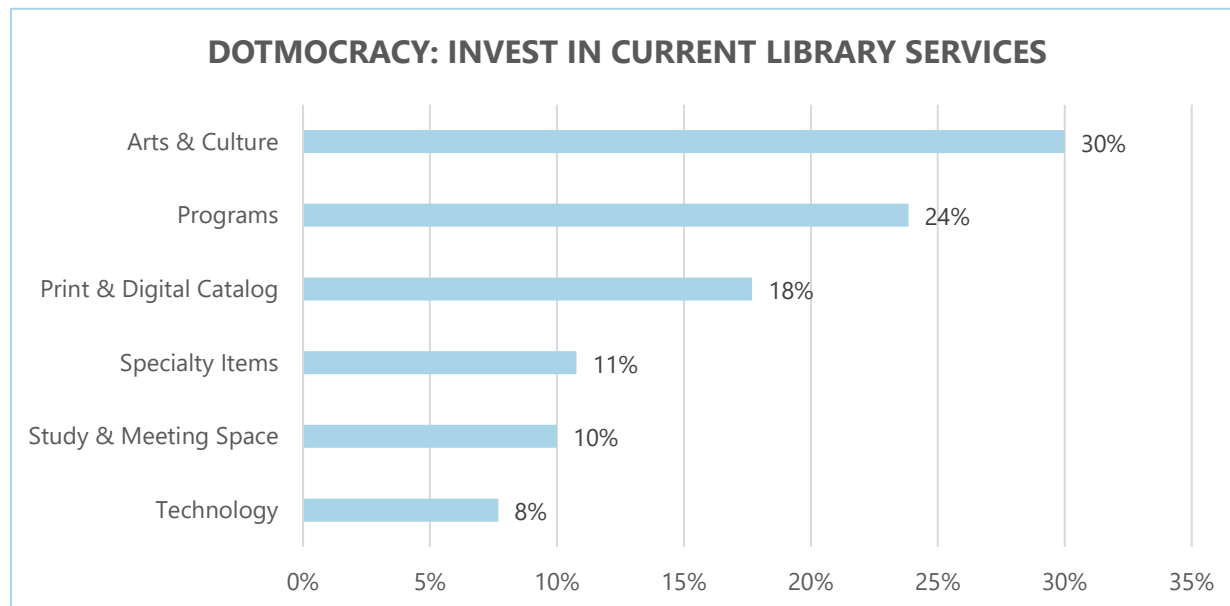
Figure 3: Dotmocracy: Where to Invest Boards

Approximately 50 patrons participated and used 289 stickers. One sticker represents one vote.

- ▶ 45% of votes supported investing in current services at their current level.
- ▶ 55% of votes supported investing in new services.

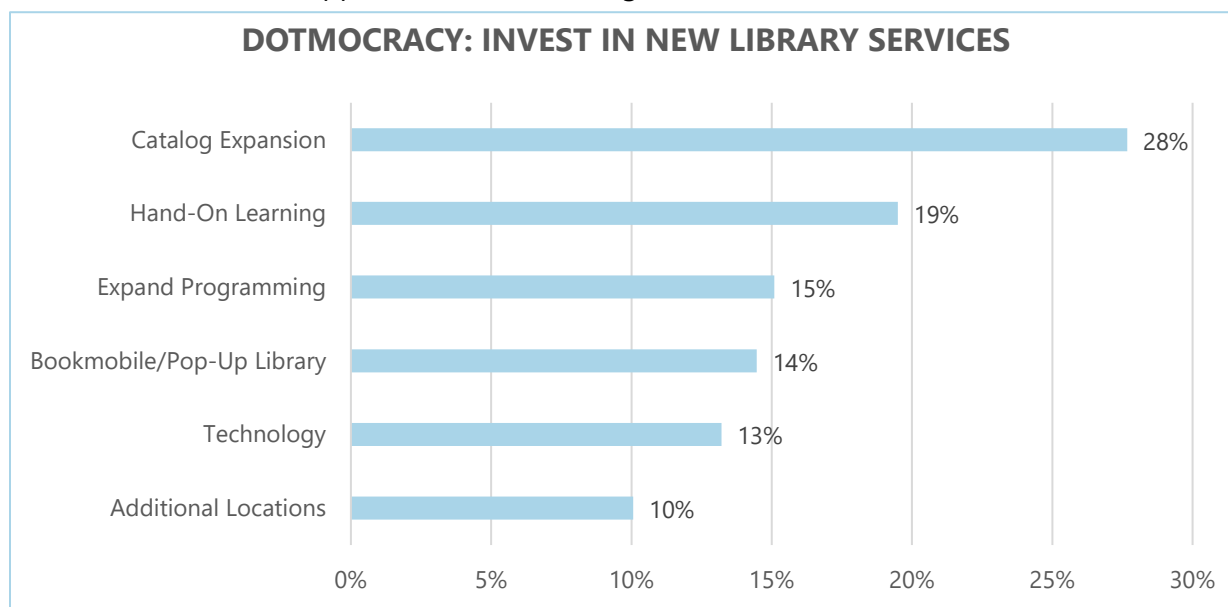
For current library services:

- ▶ 30% of votes support continuing to spend money on arts and culture.
- ▶ 24% of votes support continuing to invest in programs.



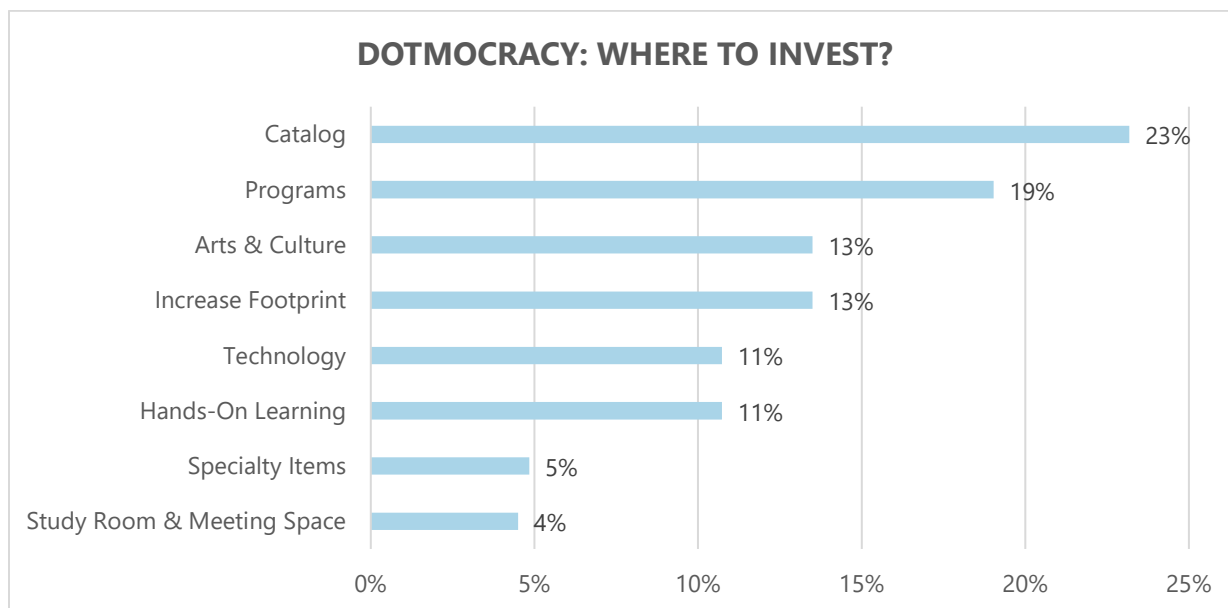
For new library services:

- ▶ 28% of votes support catalog expansion.
- ▶ 19% of votes support hands-on learning.



Grouping similar categories across the two boards emphasizes the community's priorities.

- ▶ 23% of votes support maintaining and expanding the catalog.
- ▶ 19% of votes support current and expanded programming.
- ▶ Supporting arts and culture and increasing the library footprint both received 13% of the votes.



Talkback Board: Tell Us How You Feel

This talkback board invited patrons to describe how they feel about the library by using sticky notes to respond to three open-ended statements and an additional comments box.

- ▶ "The library is a place to ..." received 25 responses.
- ▶ "My favorite things about the library are ..." received 65 responses.
- ▶ "I wish the library offered ..." received 42 responses.

The board was positioned near the main service desk facing the north entrance throughout the community engagement visit and during the month of January.



The Library is a Place To ...

- ▶ **Of the twenty-five responses, 56% focused on leisure, relaxation, and reading.** "Get books! Books open minds and hearts. Stories are how humans learn." Another noted "Find creativity and to bring new ideas to life. To share one's gifts!"
- ▶ 44% of responses focused on community engagement, family and parenting, and studying.

"We still very much like physical books but the inventory at this library seems a little scarce on various topics. Would love [to wander] in and look around and have something catch my eye."

My Favorite Things About the Library Are ...

- ▶ **Of the sixty-five responses, 46% related to access to resources, with over half of those specifically mentioning books.**
- ▶ The next most popular response is related to programming and interacting with library staff. "The scavenger hunts: my granddaughter and grandson have discovered books when searching!" and "The librarians and everyone who works here are really nice and caring".

I Wish the Library Offered ...

- ▶ **Of the forty-two responses, patrons expressed equal interest – 38% each – in more programs and services and in increased access.**
- ▶ Suggested programs and services include more crafts and painting programs, homeschool programs, tutoring services, and social events for seniors.
- ▶ Suggestions for increasing access include access to more books, later hours of operation, more hotspots, and specialty items to lend, such as baking dishes, puzzles, or video games.

Additional Vision Board Feedback

Several vision boards asked for additional general feedback and received a total of thirty-three comments. Most of the comments touch on collection and access, the library facility and environment, and community engagement and programs.

- ▶ Patrons want more books in a variety of collections; comments specifically note juvenile non-fiction and graphic novels, adult non-fiction, and books in other languages.
- ▶ When thinking about the library facility, patrons were concerned with keeping the teen space welcoming for teens and offering more resources in the room, more study space, and expanded Wi-Fi.
- ▶ Several notable comments about community engagement and programs centered on more community partnerships, more programs for all ages, and expanding the "area for kids with toys or pretend space/manipulatives."

Community Survey

The Goodyear Community Survey asked respondents about library use habits, the importance of specific library services, and the values they believe should drive the library. The survey, designed to take fewer than five minutes to complete, was open from December 4, 2023, to January 31, 2024, and collected 340 community responses.

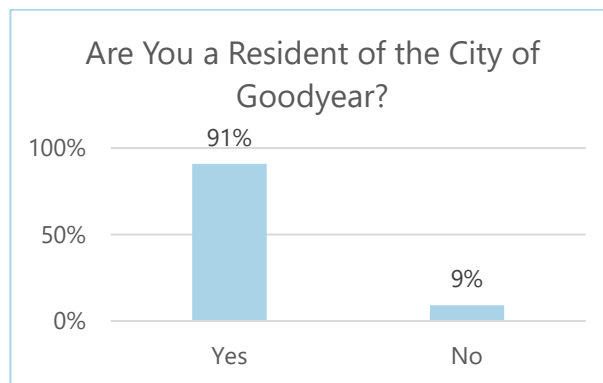
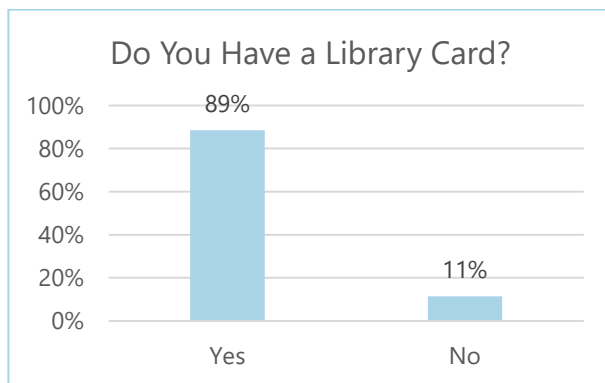
The survey was distributed using multiple channels: bookmarks at the library and in the city's rideshare service "WeRide", on Goodyear Parks & Recreation and city of Goodyear social media channels, on digital displays throughout the city, and through email blasts. This section provides highlights of the survey results.

See Appendix I for the survey form and Appendix II for the full survey report, including all additional comments from respondents.

Residency & Library Cards

The survey's opening questions ask if respondents have a library card, and whether they are residents of Goodyear.

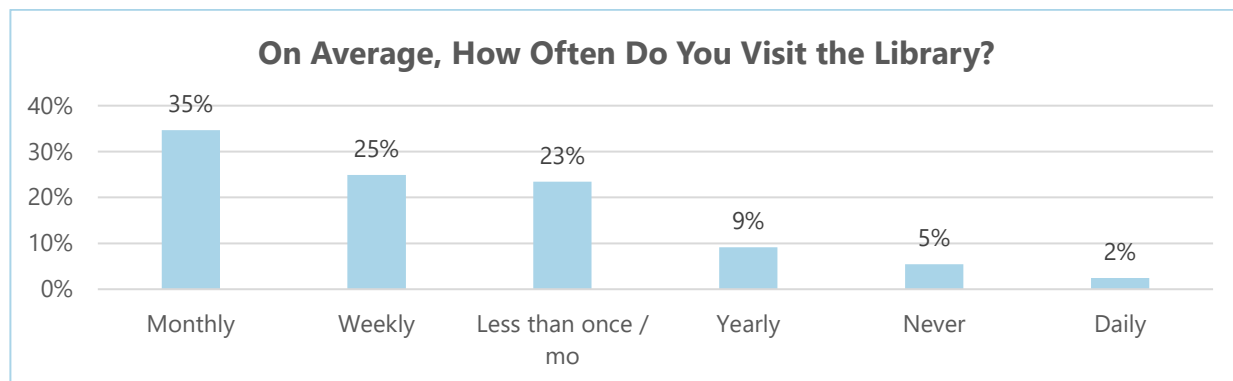
- ▶ 88% of respondents have a library card.
- ▶ 91% are Goodyear residents.



Library Use

The third question asked how often, on average, participants visited the library.

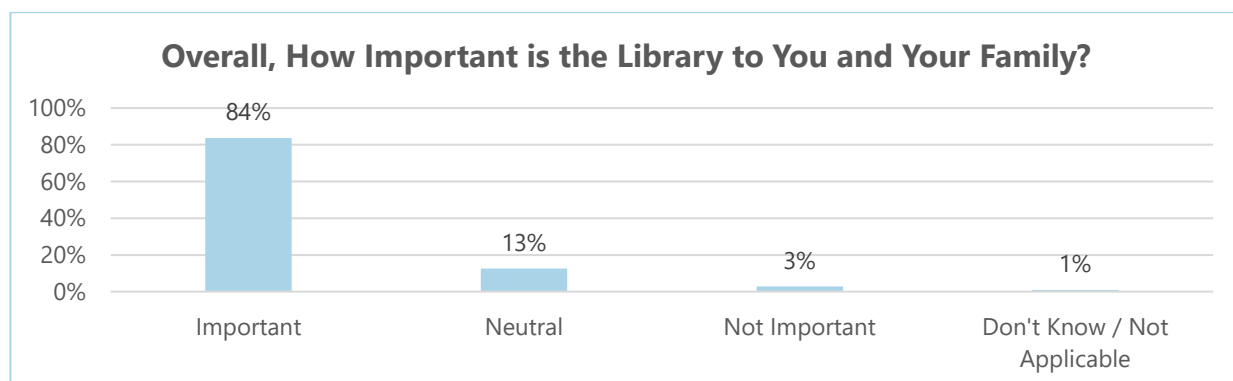
- ▶ 62% of respondents visit the library at least monthly.



Library Importance

Question four asked respondents to rate the importance the library to them and their family as Important, Neutral, Not Important, or Don't Know/Not Applicable.

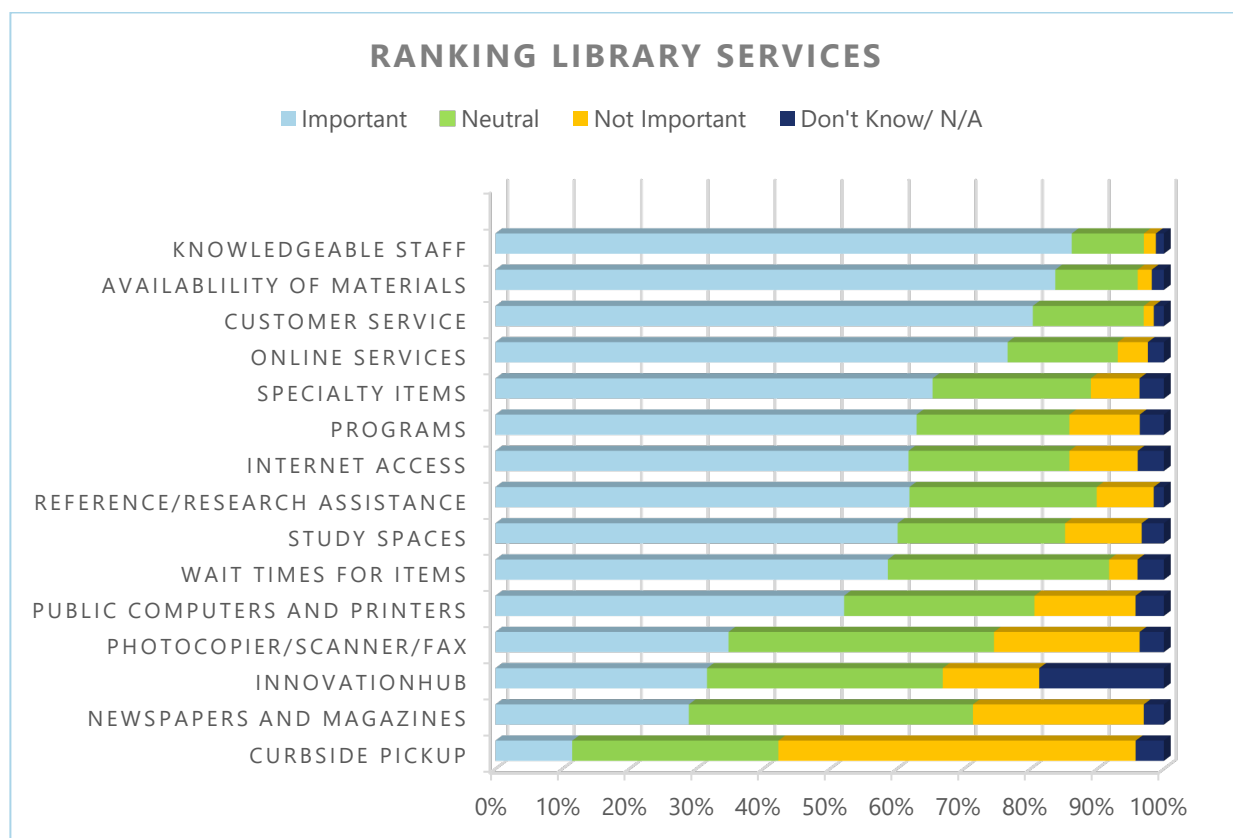
- ▶ 84% of respondents report that, overall, the library is important to them and their family.



Ranking Library Services

Question five asked respondents to rate the importance of specific library services as Important, Neutral, Not Important, or Don't Know/Not Applicable.

- ▶ 70% of respondents rated the following services as "Important":
- ▶ Knowledgeable staff
- ▶ Availability of materials
- ▶ Customer service
- ▶ Online services
- ▶ For the InnovationHub, 31% ranked it as Important and 35% ranked it as Neutral. This result indicates an opportunity to promote the InnovationHub more widely so that the average library user knows what it does.
- ▶ 54% of respondents ranked Curbside pickup as "Not Important".



Additional Comments

The final survey question invited additional comments. Of the 340 respondents, the survey collected 131 comments for a 39% response rate.

Five themes emerged from the additional comments. Note that the comment count will add up to more than 131; many comments addressed more than one facet of the library and were split into the appropriate themes.

Facility & Environment: 22 comments / 16% of responses

People enjoy the new and beautiful Georgia T. Lord Library. The major takeaway from these comments, however, is that while there is appreciation for certain aspects of the library, such as its design, staff, and cultural offerings, there are also areas for facility improvement. A primary concern is lack of adequate space and resources for children, particularly in comparison to libraries in similar-sized cities. Additionally, there are suggestions for enhancing the overall library experience, including the provision of more study spaces, quieter environments, and a broader range of amenities and services. Overall, the feedback highlights the importance of addressing the diverse needs of patrons and continuous improvements and the library's functionality and inclusivity of different people and uses.

- ▶ "There needs to be more spaces for kids."
- ▶ "I would love more artwork throughout the library."
- ▶ "It would be great if there were more outlets near the high chairs, also more study cubicles."

"This is one of my favorite libraries because of the different spaces to be comfortable and focus on what you need."

Community Engagement & Programs: 38 comments / 27% of responses

Patrons want the library to serve as a hub for community-building activities, including events that foster cultural understanding and opportunities for residents to share their skills and interests and learn from others. They expressed a desire for more programming specifically for seniors and teenagers, as well as more activities tailored to children, including more storytimes, crafts, and educational programs. There were even suggestions for a Library of Things.

- ▶ "Please increase staff. Although the current staff are gems there is a severe lack of staff members available for the amount of customers in the building."
- ▶ "Would love a craft time aimed more towards adults and college students."
- ▶ "Perhaps some reading programs for seniors, or education on how to use technology like Kindle's?"

"I love our Goodyear library. I would love for it to have additional opportunities for building community - more events for school-age kids (younger than teenagers) and adults and more ways to meet or volunteer with other members of the community."

Access & Resources: 46 comments / 33% of responses

Overall, comments highlight the importance of providing a diverse and extensive collection of books to meet the varied interests and preferences of the community while also ensuring accessibility and transparency in the library's selection process. There is a strong desire for more browsable books on the shelves. Respondents expressed frustration with the availability of books, especially popular or in-demand titles. Suggestions include increasing the library's book budget and expanding the variety of books and materials available.

- ▶ "Our library needs more inventory. I've had to request items from other libraries way too much. Need more selections in the library."
- ▶ "I would like access to local newspapers online such as AZCentral and the valley independent."
- ▶ We still very much like physical books but the inventory at this library seems a little scarce on various topics. Would love [to wander] in and look around and have something catch my eye."

"Wait times for popular items are frustrating – more electronic or physical copies for in-demand titles would be nice".

Expanding the Library's Footprint: 15 comments / 11% of responses

The major takeaway from this section is the strong desire and need expressed by the community for more library facilities, particularly in the southern areas of Goodyear. Many residents feel that the current library location is inconvenient and inaccessible, especially for those living south of I-10. They advocate for additional branch libraries or services closer to their neighborhoods to improve access to library resources and services.

- ▶ "I would like to see more libraries in Goodyear. The city is growing, and the libraries should be growing with it"
- ▶ "We need some library services available at the GRC. Just the ability to pick up a book that's on hold and to return books would really help all of us who are south of I-10."
- ▶ "I would love a book mobile. I'm in Estrella. It's hard to get to the library during regular hours because of my work schedule."

General Feedback: 18 comments / 13% of responses

General feedback shows an appreciation and support for the Goodyear Library from the community. Residents express their love for the library, emphasizing its importance as an essential part of the city and a valuable resource for education, leisure, and community engagement. They commend the library staff for their friendliness and helpfulness and express gratitude for the beautiful facilities and wide range of resources available. Overall, the sentiment is overwhelmingly positive, highlighting the library's significant impact on the community and its role in enhancing the quality of life for Goodyear residents.

- ▶ "I absolutely love the Goodyear library and appreciate all of the wonderful resources it already provides!"
- ▶ "Libraries are an essential part of any city."
- ▶ "So far, you've been doing great. It's a lovely space that I enjoy to be and spend hours in. Thank you for providing this to the community."

Focus Groups

Focus groups were conducted during Attain Partners' on-site visit. Focus groups were chosen in collaboration with the city's Parks and Recreation department. The purpose was to identify groups that interact with the library building and resources for different purposes and activities. The consultants conducted a total of six focus groups attended by the following stakeholders:

- ▶ Library staff
- ▶ Seniors
- ▶ Parents
- ▶ Program Attendees
- ▶ Storytimes
- ▶ School Age STEAM program
- ▶ Goodyear Friends of the Library
- ▶ Teen Advisory Board

Using the Focus Group and Stakeholder Interview Protocol (*see Appendix IV*) groups were given an overview of the Library Master Plan project and the community's role in providing valuable feedback about how the library can better serve Goodyear. Each meeting was one hour in length. The conversations centered around the library's place in the community, identifying barriers to achieving success, and then conversation opened to general discussion. The following themes emerged from the feedback from all six focus groups.

Library's Role in the Community

Role	Description
<i>"Community Front Porch"</i>	The library serves as a welcoming space where community members can gather without the traditional "shushing" atmosphere. This phrase was provided by a library staff member.
<i>Resource hub</i>	Help with various needs such as technology queries, reader's advisory, reference questions, and job searches.
<i>Social hub</i>	Offers programs, book clubs, and gatherings that facilitate socialization and community building.
<i>Information center</i>	Acts as a "museum of information," providing access to a wide range of resources, including books, digital materials, and human services information.
<i>Third place</i>	Offers a neutral ground outside of home or work where people can socialize and engage in activities.
<i>Collaboration</i>	Partners with the city and other organizations to provide balanced services and meet community needs effectively.
<i>Accessibility</i>	Strives to make services and resources accessible to all community members, including seniors, veterans, and teens.
<i>Advocacy</i>	Works with the city and residents to advocate for library services and resources that align with community needs and interests.

Challenges

When asked what the perceived barriers were to using the library, the following themes emerged. Where applicable, paraphrased statements are included.

Transportation

The library is suffering from city infrastructure accessibility issues, particularly for residents living far from the library.

- ▶ Need more libraries! South of I-10.
- ▶ The drive from Estrella is a particular hindrance for seniors, where the library is filling in for the absence of a senior center.

Awareness

Some community members may not be aware of the library's free services or may face limitations in obtaining library cards due to address verification requirements. Marketing can be difficult - there is limited flexibility in county-created marketing. The city marketing is planned far in advance and doesn't always match the timing of program roll-out.

- ▶ We want to see more marketing of the library and its services because people don't know about it.
- ▶ With so much current growth and more on the way, the library needs to reach more people.
- ▶ The library website applies to all MCLD locations, not the Goodyear Library specifically.

Space Constraints

Space used for programming, study rooms, and meeting areas are in demand and often occupied. Many collections are at capacity on the shelves. This ultimately hinders the delivery of other types of services, such as computer basics classes, and makes it difficult to manage the physical collection.

- ▶ Can't increase programming or cover the building with current staffing levels.
- ▶ We need more shelving!
- ▶ We need more study rooms.

Language and Cultural Needs

There are limited materials in languages other than English, especially Spanish. Other language requests include Hindu, French, and Mandarin. Offering materials in a variety of languages reflects the community.

- ▶ There are more requests for Spanish and other language books; can request from the county, but selection is limited and takes time.
- ▶ Requests for language learning classes at the library.

Staffing

Increased staff levels would better meet the increasing demand for programming and assistance. There is a desire from staff to provide more for the community.

- ▶ Library users request more programming for all ages, but current staff lack time to expand offerings.
- ▶ There is a desire for the library to overlap with city initiatives. More collaboration with city departments and services would provide additional desired programming with little additional library staff time.

Opportunities for Improvement

The following suggestions are products of the focus groups.

- ▶ Increase awareness through targeted marketing efforts and community outreach.
- ▶ Expand language learning programs and collection diversity to better serve multicultural communities.
- ▶ Address space constraints by considering additional library branches and optimizing existing space for diverse needs.

- ▶ Advocate for increased funding and staffing to support expanded programming and services.
- ▶ Ensure transparency and community involvement in decision-making processes, such as library renovations and policy changes.

Stakeholder Interviews

Primary stakeholders were identified in collaboration with the Parks & Recreation department. Stakeholder interviews were conducted during and after the community engagement visit in early December.

The Goodyear City Council represents and serves the community by engaging citizen involvement and fostering city staff innovation.¹ In order to gain a better understanding of the city's makeup and priorities, the following City Council members were interviewed:

- ▶ *Mayor Joe Pizillo*
- ▶ *Vice Mayor Laura Kaino*
- ▶ *Councilmember Sheri Lauritano*
- ▶ *Councilmember Wally Campbell*
- ▶ *Councilmember Bill Stipp*
- ▶ *Councilmember Brannon Hampton*
- ▶ *Councilmember Vicki Gillis*

Library services impact and support other city departments. To gain a better understanding of inter-departmental relationships and how each city department relates to and interprets the library, the following city of Goodyear departments were interviewed:

- ▶ *Parks and Recreation – Nathan Torres, David Seid, Deanna Ortiz, Guylene Ozlanski, and Diana Vasquez*
- ▶ *Neighborhood Services - Jenna Goad, Jeremy Dyck, and Cristina Panaitescu*
- ▶ *Development Services- Katie Wilken and Christian Williams*
- ▶ *WeRIDE Microtransit Service – Christine McMurdy*
- ▶ *HR / Health & Wellness - Emily Hannani and Tim Fisher*
- ▶ *InnovationHub - Darah Mann and Claire Bruns*
- ▶ *Economic Development - Darah Mann and Wendy Bridges*
- ▶ *City Manager's Office, Executive Team - Wynette Reed, Andy Granger, Kini Knudson, and Justin Fair*

¹ [Mayor and Council | City of Goodyear \(goodyearaz.gov\)](https://www.goodyearaz.gov/city-council)

MCLD staff and library leadership were also interviewed to provide an in-house perspective and valuable information about Maricopa County Library District operations. The following library leaders were interviewed:

- ▶ *Jeremy Reeder, Director of MCLD*
- ▶ *Erin MacFarlane, Deputy Director of MCLD*
- ▶ *Abby Lambert – Library Regional Manager*
- ▶ *Jesse Curran – Georgia T. Lord Library Manager*

Using the Focus Group and Stakeholder Interview Protocol, groups were provided an understanding of the Library Master Plan project and their role in providing valuable feedback about how the library can better serve Goodyear. Each meeting was one hour in length. The conversations centered around the library's role in the community and barriers to achieving success, and then conversation opened to general discussion.

Library's Role in the Community

Outcomes from these stakeholder meetings is confirmation that the library is perceived as a critical community asset and meets current community needs. Additionally, it is widely understood that future library operations will require strategic planning and potentially expanded resources to accommodate the city's growth. When asked about the role of the public library in community life, the following themes emerged.

Role	Description
Community hub & gathering space	Libraries serve as community hubs, providing spaces for gathering, socializing, networking, and community engagement. They are seen as places where people of all ages can come together for various purposes.
Access to information and resources	Libraries offer access to a wide range of information and resources, including books, research materials, media, computers, and internet access. They play a crucial role in providing free and open access to information for all members of the community.
Educational support and lifelong learning	Libraries support education and lifelong learning through educational programs, workshops, seminars, and classes. They offer resources and services to help individuals of all ages enhance their knowledge, skills, and abilities.
Social support and services	Libraries provide social support and services to meet the diverse needs of the community. They offer programs and services for children, teens, adults, and seniors, addressing various social, cultural, and recreational interests.

Cultural enrichment and arts	Libraries contribute to cultural enrichment and arts in the community by offering programs, events, and resources related to literature, art, music, and performing arts. They serve as venues for artistic expression, creativity, and cultural exploration.
Community development and economic growth	Libraries play a role in community development and economic growth by supporting entrepreneurship, innovation, and workforce development. They provide resources and services to help individuals and businesses thrive in the local economy.
Adaptability and innovation	Libraries are evolving to meet changing community needs, with suggestions for creative solutions such as tool checkouts, community gardens, and partnerships with schools and other entities, such as the city's Parks & Recreation department.
Belonging	Efforts are needed to ensure that library services and resources are accessible and inclusive for all residents, including those from lower-income neighborhoods and marginalized communities.

City Priorities

The city of Goodyear's priorities as related to the library can be synthesized into the following themes, supported by comments from stakeholder interviews.

Community Engagement & Differentiation

The city aims to actively engage with its community and differentiate itself from neighboring cities by promoting an elevated lifestyle and offering quality amenities. The library can support this endeavor by providing high quality arts and culture programming and hosting community events.

- ▶ The library supports the high quality of life that economic development promotes; quality amenities are key to attracting people and businesses to come to Goodyear. The library represents a vibrant, engaged community.
- ▶ Can the library be a competitive advantage for attracting candidates for jobs in the city?
- ▶ This city sets itself apart with events through Parks and Recreation.

Housing Diversity & Development

As the city strives to cater to a broadening demographic, including diverse housing options, the library plays a role in fostering a sense of belonging and community cohesion among residents from various backgrounds. By offering inclusive programming and resources, the library is promoting access and equity across diverse housing populations.

- ▶ Need increased diversity of housing, white collar vs blue collar, to serve a broadening demographic.
- ▶ Rentals with higher density and smaller lots drive the demand for more open public space. Libraries can bridge this need.
- ▶ There is a great benefit to public space in a world that is increasingly privatized.

Transportation & Infrastructure

Library access is strongly affected by the city's transportation systems and infrastructure; currently, it is difficult for patrons living in the southern part of the city to get to the library. City priorities include improving transportation services and managing road infrastructure effectively to sustainably address the city's growth and development.

- ▶ If you live South of the 10 it's difficult to get north of the 10.
- ▶ Library is built on an existing transit route, but it's difficult to come here from the South. Multiple transfers are required.
- ▶ The city's facility footprint is concentrated.
- ▶ Transportation is a barrier to using the library.

Cultural Enrichment & Branding

The city aims to enrich its cultural offerings by lending support to community events and establishing a distinctive brand that attracts visitors. The library can play a role in this initiative by offering cultural programs and collaborating with city departments and cultural institutions.

- ▶ Goodyear needs to establish its brand; one city goal is for Goodyear to be the hub for arts and culture in the West Valley
- ▶ The library offers arts and culture in a young city that doesn't have a lot of it yet.
- ▶ Mesa's performing arts center is a good example of what Goodyear could have; it would encourage people to visit Goodyear, engage in entertainment and activities, supporting economic development and driving revenue for the city.

Community Services & Growth Management

Essential community services and managing growth are key priorities for the city. Collaborations between the library and city departments offering health and human services could extend the reach of these services to the growing and economically diverse population.

- ▶ We're growing as a city and want to find ways to keep the small-town feel where people want to work, live, and raise a family.
- ▶ City is growing, there's a lot of work going into planning for traffic increases and zoning challenges; First apartments are going up – demand for amenities is increasing.
- ▶ There is a lack of physical space to offer [human and social] services.

Library Resources

The city recognizes the importance of the public library as a valuable community resource and supports initiatives to enhance its offerings, improve accessibility, and meet the diverse needs of residents.

- ▶ Goodyear has experienced 13 years of growth and will continue to grow; don't know if the community needs two large branches, but a satellite location may make sense as growth continues.

- ▶ [They] advocate for the InnovationHub, supporting local economic development, and lifelong learning.
- ▶ As the city expands, [the library] needs to expand – perhaps increased open hours at the library, bookmobiles, book fairs, and taking advantage of the outdoor space.
- ▶ There is a library desert South of the 10.
- ▶ With the city's expansion towards the south, there is an acknowledgment that more amenities and services will be required in that area, including potential library branches.

Civic Engagement & Feedback

The city values citizen feedback and engagement, utilizing processes like surveys to involve residents in decision-making and address community needs effectively.

- ▶ The city uses lots of [planning activities] to get citizen feedback.
- ▶ Need to go through the public process to ensure good decision making, re: planning.
- ▶ There's a focus on gathering feedback from residents to inform the design and function of new amenities.

In summary of the stakeholder meetings, the role of libraries extends beyond traditional book lending to encompass various functions that contribute to the social, educational, cultural, and economic well-being of the community. The most supported theme from the stakeholder interviews was the library as a vital community center and gathering place.

Challenges

Stakeholders were asked to identify current challenges facing the library. The following list consists of the major themes associated with the library's challenges, supported by comments from stakeholder interviews.

Transportation Limitations

Limited public transportation options and living below the I-10 make it difficult for some residents to access the library.

- ▶ It is difficult to come here from the South. Multiple transfers are required.

Staffing Constraints

Challenges in achieving sufficient staff levels to meet the city's growth will impact the availability and quality of library services.

- ▶ [The library] needs more staff to accommodate the desire for more programming. Having more staff requires approval from the county and more money from the city.

Space Constraints

Limited physical space within the library affects the capacity to accommodate growing collections and meet community needs.

- ▶ Growing collections need more space, plus limited space for children's materials.
- ▶ There is concern about [the library's] building capacity going forward, as the city grows.
- ▶ Shelves are tight, especially in children's collections.
- ▶ Staff space is almost at capacity, many staff are sharing desks.

Library Marketing

Concerns about the community being unaware of library services and programs.

- ▶ Marketing comes from the county, not the city. Creates disconnect in messaging.
- ▶ "In-Focus" magazine is a well-read source of information for residents – city's outreach vehicle.
- ▶ Library website could be more friendly.

Community Integration

Efforts to fully integrate the library into the community may face obstacles, such as insufficient collaboration with other city resources or difficulty in engaging certain demographic groups.

- ▶ Will never be able to meet all individualized and custom needs of each person in the entire community.
- ▶ Veterans make up 8-10% of the population, but hardly use library services.
- ▶ Neighborhood services tried to collaborate with the library but has been unsuccessful. They need a place to meet with residents to be able to meet in a public, private space.
- ▶ Parks and Recreation have identified partnership opportunities with the library and hope to put them in place in future.
- ▶ Public Health is looking for space to use to be able to connect with citizens. The library may be a natural location.

Future Operations

Stakeholders provided feedback on considerations and perceptions of future library operations.

Positive Community Perception

There is widespread praise for the library's current offerings and staff. This positive sentiment could indicate community support for either maintaining current operating model or transitioning to self-operation.

Financial Considerations & Cost-Benefit

Concerns expressed include space constraints, staffing levels, and a need for additional resources to meet growing demands of the community. Although self-operation could potentially provide

more control over budget allocation and resource management, allowing the library to address these challenges more effectively, self-operation comes with a larger price tag. Outsourcing majority operations provides economies of scale. While there is acknowledgment of the county library's expertise, some individuals express uncertainty about whether the benefits of self-operation would outweigh the costs, indicating a careful and cautious approach to decision making.

Collaboration Opportunities

Collaboration with other city departments, such as Parks & Recreation, suggests that there may be opportunities to enhance and streamline library operations and services through self-operation. This approach would require careful coordination and resource allocation.

Community Needs

The community's desire for increased access to library services, extended hours, and diverse programming demonstrate a desire by some for more tailored and responsive library services. Self-operation may offer greater flexibility to adapt to evolving community needs and preferences. Outsourcing majority operations provides consistent service expectations across the West Valley.

Growing Demand

Stakeholders recognize there is growing demand for library services. Self-operation could allow for more flexibility and responsiveness to the community's needs. However, it would also require additional financial resources and expertise to manage library growth effectively.

Service Quality

Issues such as transportation, concerns about the library's building capacity, and limited influence on customer service indicate a perception of limitations in the current service delivery model. Self-operation could enable the library to enhance service quality, expand offerings, and have more involvement in the patron experience.

Autonomy

The desire for more input in library design, service requirements, and decision-making processes indicates a preference for greater autonomy and control over library operations. Self-operation would provide the opportunity for local governance and decision-making, allowing the library to better align its services with the unique needs of the community.

Long-Term Sustainability

Concerns about future growth, funding uncertainties, and the need for strategic planning suggest a desire for a sustainable and resilient library model. Self-operation may offer more control over the library's long-term viability, ensuring that it can adapt and thrive in changing circumstances.

Appendices

- I.** New Program Suggestions
- II.** Large White Boards Feedback
- III.** Library Master Plan Vision Board Feedback
- IV.** Community Survey Questions
- V.** Full Community Survey Report, with all open-ended comments
- VI.** Community Engagement Visit
- VII.** Focus Group and Stakeholder Interview Protocol

I. New Program Suggestions

Throughout all the Goodyear Library community engagement activities came a wealth of program suggestions, compiled in the following list:

- ▶ Computer basics classes
- ▶ Language learning classes
- ▶ Job skills training - programs focusing on resume building, job application processes, and other job-related skills were suggested to assist patrons in the job search process.
- ▶ Summer reading program extended or also done in the winter for all ages
- ▶ Community service initiatives - suggestions included establishing a food pantry, offering a summer free lunch program, and providing programming related to nutrition, medical information, exercise, and health benefits.
- ▶ Tween programs
- ▶ Homeschool-focused programming - programs or initiatives aimed at homeschoolers to facilitate connections and provide educational opportunities were suggested.
- ▶ Senior programs and services - Participants expressed a need for programming catering to seniors, such as social activities, educational sessions, and access to information on healthcare and other relevant topics.
- ▶ Teen driving classes
- ▶ Programs for disabled adults
- ▶ Regular classes and clubs to build knowledge and skills
- ▶ Outdoor programs, taking advantage of outdoor spaces
- ▶ Science kits and STEM kits
- ▶ Business coaching and business simulations
- ▶ Prep courses for SATs and other entrance exams
- ▶ Programs such as artists' talks
- ▶ Collaboration opportunities with Parks and Recreation, including summer reading programs, senior programs, and requests for adaptive services
- ▶ Programs not offered by Parks & Rec, indicating a unique role for the library in providing specific services to the community
- ▶ Arts and culture programs
- ▶ Various programs supporting community needs, such as career development, health and wellness, and social services
- ▶ Implementation of innovative programs such as tool checkouts, musical instrument rentals, and a community garden
- ▶ Collaboration with other city departments and organizations to offer a wide range of services, including health clinics, employment development, and social services
- ▶ Adaptive services for differently abled bodies

II. Large White Boards

Large White Boards – I love my library because...

Theme	Comment Count	Direct Quotes
Love for Books	2	▶ I love books ▶ They provide a wonderland of books for a magical escape
Environment	13	▶ Calm Environment ▶ Quiet ▶ Peaceful (x3) ▶ How clean it always is ▶ Clean ▶ Nice environment and facilities ▶ Amazing date location ▶ So much natural light ▶ The art gallery! ▶ Very pretty, good seating ▶ Beautiful!
Appreciation for Librarians	2	▶ Librarians are so nice ▶ Kind librarians
Study and Focus	4	▶ Gives me a place to focus ▶ Good place to do my homework ▶ Clean study rooms ▶ Makes me lock in
Engagement with Culture and Events	2	▶ Good events ▶ Culture classes
Miscellaneous	2	▶ I love it! ▶ Whispers of wisdom, bound in pages, echo on tranquil shelves

Large White Boards: I Wish my Library...

Theme	Comment Count	Direct Quotes
Study Rooms	4	▶ Have whiteboards in the study rooms ▶ More whiteboards ▶ Had an easier way to book a room ▶ Room # above study room in large font that can be seen from the desk
Appreciation for Librarians	1	▶ The librarians are so kind
Activities	1	▶ Had activities for kids during the week
Collection	1	▶ More CDs

III. Library Master Plan Vision Board

The Library is a place to...

Theme	Comment Count	Direct Quote
Read	6	▶ Read ▶ Get books! Books open minds and hearts. Stories are how humans learn ▶ Feed my gluttonous curiosity by reading books ▶ Get books ▶ The library is the place to lend ▶ Transport yourself into new adventures
Study	4	▶ Study and work on projects ▶ Focus ▶ Study ▶ The library is the place to study
Community Engagement	4	▶ Scavenger hunt ▶ Feel safe ▶ Meet with friends ▶ Learn and do activities and meet new friends
Family and Parenting	3	▶ Teach my kids the value in books ▶ Read with my kids ▶ Children's activities
Leisure and Recreation	8	▶ Play video games in teen room ▶ Have fun! ▶ Relax ▶ Relax ▶ Relax and socialize ▶ Surf the internet ▶ Relax, read a book, and enjoy it's awesome decorations ▶ Find creativity and to bring new ideas to life. To share one's gifts!

My Favorite Things about the Library are...

Theme	Comment Count	Direct Quotes
Community Engagement	14	▶ Librarians! ▶ Kids scavenger hunts! ▶ The scavenger hunt ▶ The nice and helpful librarians and the lead of TLC and the club 😊 ▶ Librarians ▶ The librarians and everyone who works here are really nice and caring ▶ Scavenger hunts and prizes ▶ The scavenger hunts: my granddaughter and grandson have discovered books when searching! ▶ Scavenger hunt ▶ Awesome library staff ▶ Great library, great staff! ▶ Lots to do! ▶ Librarians are so nice ▶ Kind librarians
Access to Resources	30	▶ Books ▶ Books books books ▶ Books and librarians! ▶ The books and reading ▶ It's great that new book releases are ordered commensurate with active holds, reducing wait times for very popular titles! ▶ Being able to check out amazing things! ▶ The books ▶ The exciting books! ▶ I'm so happy Goodyear is part of the MCLD ▶ Books ▶ Books ▶ Audiobooks ▶ The comics ▶ Books ▶ Finding good books I never read ▶ So many books to read ▶ Books! ▶ The books ▶ The donation books ▶ Books ▶ Graphic novels ▶ All of the books ▶ Being able to buy old books and movies ▶ So many books

Environment	11	▶ Love the reservation and hold system ▶ My favorite is you can [request] book to be held for you and will be shipped from other libraries to here! It's so awesome! ▶ Computers ▶ Computers ▶ Computers ▶ The computers [offer] wide selection of games and apps
		▶ I like how it's always quiet and teen room is fun ▶ Décor ▶ I like the layout and the lighting ▶ Quiet time ▶ The teen room is really fun ▶ Cleanliness ▶ Having a space for the kids and separate quiet adult spaces ▶ I love the reading over on the stairs ▶ The layout, quiet/private spaces to work, outdoor space, gorgeous kids area, lots of seating options ▶ Love the seating area by the stairs ▶ All the little cozy spots
		▶ Time for moms to be together ▶ Painting, drum circle, sound healing, lectures, information center, Culture Passes
Programs	7	▶ Story time ▶ Gardening program ▶ The baby classes ▶ Storytime ▶ Time for moms to be together
Study and Focus	2	▶ The rooms that I don't have to rent but can access 😊 ▶ I love the study rooms! Best thing ever!

I wish the library offered...

Theme	Comment Count	Direct Quote
Programs and Services	16	▶ Tutor services ▶ PS5 for teen room ▶ I wish the library had an Xbox ▶ PS5 so more people can play ▶ More crafts and painting ▶ Teen area and programs ▶ Reading programs for children, teens, and adults year-round with rewards ▶ More educational resources/taxes/life planning/job opportunity resources (free or low cost) small business/further education/financial needs/school supplies/work supplies/tutoring for kids and adults/ ▶ Homeschool activities ▶ More social events for the elderly ▶ More books, more programs, educational services for adults ▶ More adult events ▶ More events with food and drink vendors, more arts and crafts, games ▶ Events that are interpreted in sign language ▶ Kids events on Fri, Sat and Sundays for parents who work ▶ ESL classes, English speaking group for adults ▶ More community activities, getting people involved and [getting to know] each other

Access	16	▶ More books for tweens ▶ Games ▶ More books, like Five Nights at Freddy's ▶ Later hours of operation ▶ More classical books ▶ Diversity of ideas in different books ▶ Reference books ▶ More books. Sometimes they don't have what I want. ▶ Local newspapers online access, AZ Central, Daily Independent (yourvalley.net) ▶ More graphic novels ▶ More/bigger book selection, especially for YA ▶ Specialty items to borrow, such as baking dishes, puzzles, or video games ▶ Spanish books from actual Spanish literature writers, not famous people ▶ More hotspots and also thank you for such a wonderful place ▶ More books with leftist values ▶ More books with conservative values
Spaces	6	▶ More meeting spaces. Both large and small that can be used by the community ▶ Nursing library floor ▶ Beanbag chairs for reading ▶ Expand children's reading area ▶ I wish the library had a bigger teen area, like if the floor in the teen room was all the way to the big windows ▶ A space to rent for events/classes, opportunities to host classes
Atmosphere	3	▶ More on the quiet side as in years past. Quiet, please. ▶ More intimate feel ▶ More art
Miscellaneous	1	▶ \$ saved by using the library on check-out receipt

Additional Comments

Theme	Comment Count	Direct Quote
Library Facilities and Environments	7	- It is quite cold in here in the summer - It would be nice to have the shades lifted earlier. It's a shame to have so many windows [covered] - Expanded Wi-Fi - More study space - Please have a system for keeping out kids (that are not teens) out of the teen room please! - I think the library should do something about little kids in the teen area - Teen room is not inviting to teens. Only offering is electronics. Would like to see Books in Teen room and physical games (i.e., board, card, roleplaying, etc.)
Collection and Access	10	- Wait times for books on hold is long. Need more copies in each library - Our Goodyear library needs more books - Problem that one book is shared by 6 libraries. Each library should have its own copy - More juvenile nonfiction and graphic novels - Broaden Romance collection, more risqué titles - More books in other languages, like Japanese (more than Spanish) - More nonfiction - More books! - Glad that bookshelves are filling up! - I love that the library is part of Maricopa County and we have access to books throughout the valley
Community Engagement and Programs	7	- Partners in Reading k6: partner with local college or high schoolers for reading buddy program - More community partnerships - Expand area for kids with toys or pretend space/manipulatives - Multiage children's programs ages 0-5 - More senior activities - No late fees on books - More teen programs
Staff	3	- The staff are so friendly and helpful, give extra raises! - The staff is always so patient and kind

General Positive Feedback		▶ We love our library and appreciate all the hard work of the librarians
	5	▶ I love the library ▶ The library is a good place ▶ Happy to have this library! ▶ This is a wonderful space that I'm glad my tax money goes to ▶ My kids and I love the library. Everyone is amazing

Goodyear Library Master Plan

EXHIBIT E

Operational SWOT

Assessment of the strengths, weaknesses, opportunities, and threats of library models.



City of Goodyear Library Master Plan

EXHIBIT E:

Library Services Strengths, Weaknesses,
Opportunities, and Threats (SWOT) Analysis:
Outsource & Self-Operate

March 22, 2024

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Executive Summary

This report builds upon the preceding analysis of Goodyear Library operations, presenting two primary scenarios for future operations:

- ▶ outsourcing to a privatized library service company or government/non-governmental organizations, and
- ▶ self-operation of the library.

An analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT) for the city of Goodyear and its library was conducted, considering factors and components of operating a public library.

In examining operational dynamics, outsourcing strengths encompass potential cost efficiency, infusion of specialized expertise, and introduction of innovative solutions. Conversely, weaknesses may involve loss of local control and concerns about service quality. Opportunities lie in leveraging external resources, while threats include dependency on vendor performance. In contrast, self-operation strengths revolve around maintaining local control and fostering community alignment, with corresponding weaknesses possibly tied to higher operational costs and limitations in specialized expertise. Operational opportunities include cultivating a strong sense of community ownership, while threats may emerge from financial constraints. The report underscores that the optimal choice hinges on the city's values, emphasizing the importance of aligning the chosen scenario with the community's unique operational preferences and priorities for sustained success.

Outsourcing Library Operations Summary

Strengths

- Realizing economies of scale for library material purchasing, staffing, and technology.
- Achieving standardization and accountability of policies and procedures.

Weaknesses

- Limits on hiring decisions, collection selection, and sluggish financial decision-making.

Opportunities

- Leveraging strong community support to enhance library services.

Threats

- MCLD unaccustomed to supporting large-scale library operations. Potential misalignment with city values and expectations.

Self-Operating Library Operations Summary

Strengths

Full and direct city control of a library designed specifically to meet the needs of Goodyear residents.

Weaknesses

Full responsibility and heavy lift of starting and operating a responsive and effective library.

Opportunities

Leveraging city departments and resources and driving library expansion.

Threats

Transition can lead to disruption to the patron experience. Without economy of scale, fiscally limiting.

Each operational scenario has its own set of benefits and drawbacks, necessitating a careful consideration of strengths, weaknesses, opportunities, and threats to determine the optimal path forward for the city of Goodyear.

Strengths Weaknesses Opportunities and Threats (SWOT) Analysis

Conducting a Strengths Weaknesses Opportunities and Threats (SWOT) analysis for the city of Goodyear Library operations provides an overview of the internal and external landscape and helps facilitate strategic decision-making, resource allocation, future planning, and continuous improvement to best serve the community.

This SWOT considers two primary scenarios for library operations:

- ▶ Outsource Library Services
 - Maricopa County Library District (MCLD)
 - Private company
- ▶ Goodyear self-operation of an independent library system

Each scenario is documented with analysis provided. Overall financial considerations to the city are provided for each scenario.

Strengths

Strengths articulate advantages to build on success. By documenting what works well, the library can replicate and expand successful initiatives, improving overall effectiveness and impact.

Weaknesses

Addressing weaknesses will contribute to the long-term sustainability of the library. Recognizing them helps in adapting to changes in the information landscape, technology, and community dynamics.

Opportunities

Chances for improvement, growth, and advancement increase by identifying and then capitalizing on opportunities. Opportunities include aligning strategy with trends to meet community aspirations.

Threats

Factors that may impact operations, such as potential risks and challenges in the external environment. Awareness is the first step in developing strategies to mitigate or respond to these threats effectively.

A SWOT analysis represents a snapshot in time. With the fast-paced changes in library operations, statutory regulation, funding opportunities, library vendor negotiations and fee-structures, and as the city of Goodyear continues to grow, this SWOT should be revisited periodically.

Factors & Components

The following components of library operations and their factors have been considered and informed this SWOT Report.

Component	Factors
Administration & Operations	Leading the organization to achieve the library's strategic goals according to the library's mission.
Collections & Processes	Selection, purchasing, processing, managing, and sharing library materials.
Finance	Budgeting, fundraising, and allocation of resources.
Governance	▶ Adherence to federal and state regulations and advisory boards. ▶ Marketing & Communications ▶ Promotion, public relations, outreach, and advocacy.
Policies	Guidelines to ensure a clear and seamless experience for library users.
Programs & Services	Material borrowing, programs, activities.
Partnerships	Vendors and community groups that bring resources, knowledge, and expertise to the community through the library.

Component	Factors
Staffing	Human resources and management.
Technology	Equipment and systems for library operations and public access technologies.
Vision, Mission, Values, and Strategy	Set of guiding values for the organization.

Scenario A: Outsource Library Operations

There are two primary methods for outsourcing library operations:

- ▶ private companies
- ▶ local governmental or non-governmental organizations

This SWOT considers both models. However, only the local governmental or non-governmental organizational model is treated to a full SWOT analysis.

Option 1 – Private Company

Some communities choose to outsource library operations to a private library servicing company. For many communities, this is a viable and successful option. For the city of Goodyear, this option has both benefits and drawbacks to consider.

Library Outsourcing Vendors

Popular private library outsourcing servicing companies

- ▶ *Library Systems and Services (LS&S)*
The largest U.S. private library outsourcing firm. Focused on public libraries, managing 84 libraries across the country.
- ▶ *Civica*
Global library outsourcing firm, providing *Spydus*, a managed library system, around the globe.
- ▶ *Biblioteca*
Provides comprehensive but select library systems and services; is not a full-service outsourcing operation.

Benefits

Cost Efficiency

Private companies may operate more cost-effectively due to economies of scale and specialized expertise.

Access to Expertise

Outsourcing allows municipalities to tap into the specialized knowledge and experience of private companies in library management.

Innovation and Technology

Private firms may bring new technologies and innovative solutions to enhance library services, including digital resources and automation.

Flexible Staffing

Outsourced models often provide flexibility in staffing levels based on demand, ensuring optimal resource utilization.

Drawbacks

Loss of Local Control

Outsourcing may lead to a loss of direct municipal control over library operations, potentially impacting decision-making and community involvement.

People and Relationships

Private companies might have different employment structures and with a loss of control over hiring and organization, collaborative relationships can be strained.

Quality Concerns

Cost-efficient, private companies might prioritize profit margins, potentially impacting the quality of services and community-focused programs.

Dependency on Vendor Performance

The municipality becomes dependent on the private vendor's performance and may face challenges if the vendor fails to meet expectations.

Outsourcing to Private Company Summary

Privatized operations provide economically efficient library services to local communities. However, with little local involvement and control and Goodyear's aspirations to exceed community expectations for library and customer service, privatized outsourcing of library services is not a viable option for the city.

Option 2 - Maricopa County Library District (MCLD)

This scenario is reflective of the current Intergovernmental Agreement (IGA) between Goodyear and MCLD to operate the Goodyear Library. This agreement includes Library Assistance Program (LAP) funds providing library materials, provisions for the Integrated Library System (ILS), material sharing, access, inter-system library delivery, and materials for the Summer Reading Program. Building ownership, maintenance, and upkeep is the responsibility of the city. The current agreement is in effect until July 1, 2027, with options to renew.

Administration and Operations

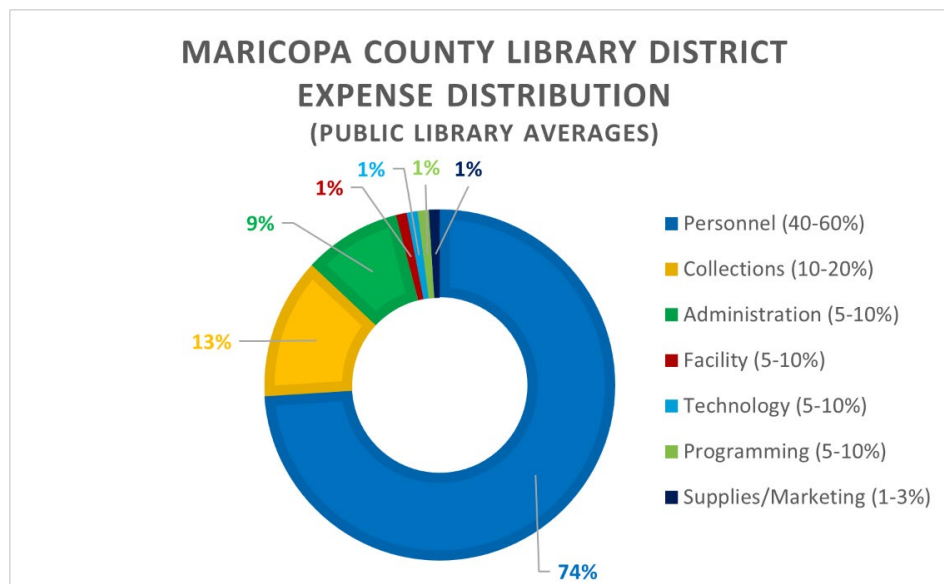
In a partnership with Goodyear, MCLD provides administrative oversight, strategic planning, budgeting, and day-to-day operations of the Goodyear Library. This time-consuming, yet important, work is informed by the city of Goodyear through the Parks & Recreation department. Multiple entities have multiple modes of administrative structure. This can create multiple layers of interpretation, authority, and execution of library priorities and operations.

Collections

With collections a large percentage of a library budget, outsourcing library material purchases to MCLD provides economies of scale and cost savings through bulk purchasing, broader access to specialized vendors, and streamlined acquisition processes. Collection development policy is consistent across MCLD libraries. Potential drawbacks may be in maintaining a nuanced understanding of local community preferences, potential delays in collection responsiveness, and risk of diminished control over the curation of materials. Risks for all public libraries are community member challenges to books purchased and made available to the public. Currently, MCLD carries the weight of this responsibility. Another potential drawback is the inability to receive assessment data on electronic resources for the Goodyear community specifically; MCLD's electronic resources data is captured county-wide.

Financial

The 2024 IGA to operate the Goodyear Library is \$1,430,000. This budget is supplemented by additional collections material funds provided through LAP funds (\$80,000 in FY2023) and community support of library programming, primarily from the *Friends of Goodyear Library*. In this scenario, the allocation of the budget to operate the Goodyear Library is focused on personnel, and secondarily on collections and administrative overhead. In addition to current *Friends* fundraising, there are opportunities for the city to augment the current library budget, through donations, events, sponsorships, and endowments. These funds could potentially supplement staff, collections, programming, and future locations. Due to multiple factors, notably the co-location and building funding structure, Goodyear Library facility expenses are not fully expressed in this report. Facility maintenance and non-capital improvements, only, are reflected in public library financial distribution norms.



Governance

The governance of the Goodyear Library is informed by multiple entities. Adherence to federal, state, and local regulation, compliance, and subsequent policy and practice updates are currently managed by the MCLD under the direction of the county board of supervisors. City oversight is provided by Goodyear's Parks & Recreation department. In this outsourced model, the MCLD is accountable and responsible for governance. With multiple entities responsible for governance, authority, interpretation, and adherence to guidance, governance can be delayed or unaligned.

Library Boards

Currently, there is not a specific advisory board for the Goodyear Library. Forming an advisory board would be an opportunity to bridge and align the partnership between the city and MCLD.

Marketing & Communications

Both the MCLD and Goodyear promote and market library services, spaces, and resources. On one hand, this means multiple resources help amplify the library. However, the library may benefit from a united marketing campaign and more coordinated promotion of library services, spaces, and resources.

Policies

Outsourcing library policies to MCLD, particularly collection and access policies, can provide benefits such as the infusion of specialized expertise and more access to industry best practices. However, there may be concerns with the potential disconnect between outsourced policies and the unique needs of the local community, leading to challenges in maintaining a library that reflects community values. Opportunities lie in a strong understanding of evolving policy trends and standards, but concerns may involve the risk of diminished community engagement, or accessibility to facilities, collections, and services.

Partnerships

Currently, there is a strong partnership between MCLD and Goodyear. Relations are positive and each entity supports the other. There may be a risk if there are personnel changes, communication gaps, misunderstandings or differing expectations between the library and the city. This could impact the overall success of the partnership. There is strong community support for the library and there are many opportunities to partner with civic and community organizations for library programming and support.

Programs and Services

The MCLD provides system-wide program materials and planning resources to Goodyear. Leveraging these resources allows library staff to focus on quality program delivery and community engagement. There are endless opportunities, especially through partnerships, to increase programming in and out of the library building. These opportunities are available to the city to augment current MCLD capabilities in library programming.

Staffing

Staffing is usually the largest library expenditure. Outsourcing library staff for technological infrastructure, policy development, material selection, and customer service offers many benefits, including access to a deep well of specialized skills, cost-effectiveness, and increased operational efficiency. Potential drawbacks include a lack of city input to staff hiring and development and challenges to maintaining a consistent understanding of the local community's unique needs and preferences. This can impact the quality of customer service and collection representation. Opportunities arise in leveraging external expertise to enhance technological capabilities and library best practices, but concerns involve maintaining a cohesive and community-oriented approach to staff interactions, material curation, and policy implementation. Staff reporting structures and positions may not align with community needs or expectations.

Technology

It is primarily MCLD's responsibility to stay current with the rapidly evolving library technologies. The city owns most technology equipment, MCLD manages and licenses library software. This can cause confusion about who is responsible for managing the user experience. This arrangement allows for scalability and adaptability, ensuring that the library can adjust its technological infrastructure based on changing demands and emerging library technologies. While outsourcing internal and public-facing library technologies offers benefits in terms of expertise and cost-effectiveness, it may mean implementation lags city expectations for state-of-the-art equipment, efficiency, and customer service. Outsourcing frees up city and staff resources for more strategic and community-focused initiatives. At the same time, the need to provide consistent technology equipment and infrastructure may mean that city expectations exceed the speed or capabilities of the county library system.

Vision, Mission, Values, and Strategy

The MCLD develops a vision and mission and a set of guiding values for the library organization. These may or may not align with the city. Because the MCLD works across the county, there is consistency in vision, mission, and values with local libraries, a benefit to the whole community. However, this arrangement presents limitations for the city to fully implement its vision mission value, and strategy in the library organization.

Outsourcing to MCLD Summary

In the current operation scenario, set to expire on July 1, 2027, the city and MCLD relationship is strong and community satisfaction with the library is extraordinarily high. The economies of scale in operating the Goodyear Library by MCLD is fiscally advantageous to Goodyear and its residents. As the county is responsible for ensuring and enforcing policy, vendor negotiation and agreement, state and federal regulatory controls, and library best practices, it is also advantageous from an operational perspective. There are opportunities to help the library reach the city's ambitions for customer experience, such as increasing and diversifying library programming. This can be accomplished through community support and partnerships. Threatening the current arrangement are questions about MCLD's ability to continue to serve such a large and growing city. An area of concern is also about whether the policies and practices of MCLD are or will stay in line with the values and aspirations of the Goodyear community.

Outsourcing Summary

Strengths	Opportunities
Financial & Operational ▶ Economy of scale for <i>everything</i>, notably ○ Collections: Bulk material purchasing and access to larger collections (online and print). ○ Staff: Shared personnel for back-office operations, hiring, licensing, policy and planning, and specialized library expertise. ○ Technology: web and integrated library systems infrastructure purchasing, maintenance and training. ○ Supports eligibility requirements for Library Services & Technology Act (LSTA) funding. ○ Manages multiple contractual agreements and vendor relations. Policy & Values ▶ Standardization and Accountability ○ County, not the city is tasked and accountable for policy development, enforcement, and communication, including regulatory requirements and controls. ○ Common set of expectations of services across the county. ○ Ease of access to broader collections, online and print.	Financial & Operational ▶ Leverage ○ Rather than spend resources, including time, on operations and finances, city investments and community support can supplement and augment the current library services provided by the county. ○ Grant opportunities in coordination with the county and city. Policy & Values ▶ Enhance Services and Programs ○ Strong community support and enthusiasm for the library can supplement current offerings. ○ The IGA does not limit potential partnerships with local organizations, schools, businesses, and city services. ○ County and city collaborations can enhance library services and reach broader audiences.
Weaknesses	Threats
Financial/Operational ▶ Limited Oversight on Spending ○ Limits in collection choice buying decisions. ○ Low influence on hiring decisions. ○ Sluggish financial decision-making due to layers of approval. ○ Challenges in accounting for supplemental funding sources. Policy/Values ▶ Limited Oversight on Policy ○ Absence of policy oversight. ○ Challenges in staying current with community needs. ○ Tendency towards slower adaptation to change.	Financial/Operational ▶ IGA expiration ○ The current IGA will expire July 1, 2027. ○ MCLD is not accustomed to servicing populations more than 50,000. ○ Typical MCLD libraries are 10,000 square feet. ○ Dependency on specific administrative personnel to maintain the strong relationships and support of the city by MCLD. Policy/Values ▶ Community expectations ○ Community aspirations that are outsized of MCLD capabilities. ○ Lack of alignment with county values and practices. ○ Cultural pressures impacting public libraries.

Scenario B: Self-Operating an Independent Library

This scenario reflects ending the current Intergovernmental Agreement (IGA) between Goodyear and MCLD in favor of independently operating the Goodyear Library.

Governance

In a self-operated library, the city of Goodyear would be responsible for adherence to federal and state laws and regulations. Coordination with the Institute of Museum and Library Services (IMLS), a federal agency, and the Arizona Secretary of State for annual reporting.

Collections

Physical and digital collections and electronic resources are selected by the library and adhere to a collections policy formulated by the city. In the self-operating scenario, the library collections budget must cover all physical and electronic materials acquisitions, processing costs, and consortia membership fees.

The library must decide whether to partner with MCLD to share their ILS or work with vendors to purchase, implement, and manage an ILS for Goodyear Library.

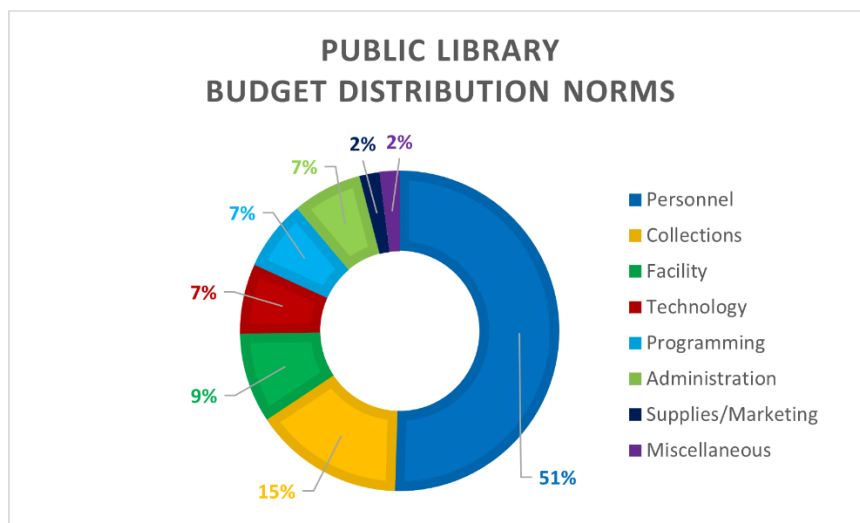
Finances

In a self-operating model, Goodyear Library drafts and proposes an annual operating budget to the city of Goodyear which details what the library needs to continue to meet community expectations. Funding public library operations is a significant investment.

Library	Service Area Population	Open Hours /Year	Total Operating Exp.	Staff Exp.	Total Collection Exp.	Other Operating Exp.
Simi Valley Public Library (CA)	124,468	798	\$2,225,975	\$1,098,133	\$214,285	\$913,557
Buckeye Public Library (AZ)	101,987	2,523	\$1,512,036	\$1,044,989	\$179,035	\$288,012
Hendersonville Public Library (TN)	98,641	2,080	\$804,787	\$595,964	\$60,000	\$148,823
Brockton Public Library (MA)	95,708	1,854	\$2,652,643	\$2,131,100	\$353,979	\$167,564
Avondale Public Library (AZ)	90,755	4,000	\$1,491,014	\$889,849	\$293,561	\$307,604
Goodyear Library (AZ)	101,733	3,164	\$1,198,933	\$922,294	\$118,255	\$158,384

SOURCE: INSTITUTE FOR MUSEUM AND LIBRARY SERVICES, PUBLIC LIBRARY SURVEY 2021

Utilizing *national* peer (not only Valley) benchmark data, the most recent Institute for Museum and Library Studies (IMLS) Public Library Survey data, and the current and historical budget data supplied by Goodyear, the estimated range to self-operate the Goodyear Library in FY2024 is \$1,925,370 to \$2,382,350, with an average peer city, self-operating library budget of \$2,298,000. This is an estimated 38% increase, compared to MCLD operating the Goodyear Library in 2023.



Benchmark cities indicate that non-capital, operating budgets are allocated slightly different to national norms:

- ▶ 72% staff expenditures
- ▶ 11% collections
- ▶ 17% other (systems and supplies)

Compared to current Goodyear Library operations, this allocation distribution provides for more staff expenditures (+3%) to maintain current levels of service, an increase in library systems expense (+2%), and a decrease in collection and material purchases (-8%).

As the city considers library self-operation in the near-term, the range for per capita library expenditure, excluding capital costs and facility maintenance, is \$15 to \$25, with the mid-point \$20.20 per capita.

Library Boards

The city of Goodyear establishes the library's board of trustees. The board represents the community and typically includes residents as trustees.¹

¹ 56th Arizona State Legislature, 9-414 - Trustees; terms; compensation.

Marketing & Communications

The city would be responsible and can determine the approach to marketing and communications including the library website and social media platforms. The library can draw on the city's communications expertise for library messaging.

Policies

A set of library policies is necessary to adhere to Arizona statutes and ensure a clear and seamless experience for patrons. The city of Goodyear can create the library's organizational structure and staffing model. However, the city of Goodyear would need to adhere to Arizona statutes as they relate to organizational structures, finances, access, and safety. In addition, in the self-operating scenario, Goodyear Library must respond to community challenges to library policies.

Programs & Services

In a self-operation, Goodyear Library develops and delivers programs based on community needs and available resources. The city can determine what programs and services to offer, and whether programs and services will be available on-site, remotely, or both. Decisions about program content, delivery location and frequency, and how to allocate resources are in the city's direct control. Goodyear would also be responsible for hiring staff, with the right knowledge, experience, and expertise to deliver programs and services.

Partnerships

In this scenario, Goodyear Library can better draw on existing city staff groups and departments and establish new partnerships to enhance the programs and services offered through the library.

Staffing

Goodyear Library establishes the organizational structure and hires to achieve the mix of education, experience, and skills the library requires. The city will need to hire staff to fulfill all the administrative leadership and back-office operations and processing expertise currently managed by MCLD. If fully operated by the city, the library can draw on the city's human resources expertise. Building capacity to hire staff with the right library knowledge, experience, and expertise to meet community expectations would be required. Investments in professional development are key to ensuring library staff have access to the latest knowledge, skills, and approaches to librarianship.

Technology

Funding public library technology operations is a significant investment. Integrated Library Systems are complex in software capabilities, uses, and licensing. The expense and the knowledge to implement these systems is significant. To self-operate, Goodyear would determine the library's technology needs and participate in library conferences and showcases to keep up to date with emerging technologies. New vendor relationships would need to be established. Technology vendor relationships with the city can be leveraged for the library.

Vision, Mission, Values, and Strategy

The board of trustees and the library director develop a vision statement, mission statement, strategic goals, and a set of guiding values for the institution. The library's vision and mission statement and strategic goals align with those of the city.

Self-Operating Summary

Several advantages are offered by a city or Goodyear-run library, including local control and community engagement. Direct municipal oversight enables the provision of tailored services that meet the specific needs of the community, fostering a sense of belonging and cultural connection. However, a city-funded library may encounter budget constraints, potentially limiting the scope of services or the acquisition of new materials. Processes within the municipal structures can also impede decision-making and hinder the library's ability to adapt quickly to evolving library technological or cultural trends. City control ensures a library tailored to residents' needs and the city and its resources can drive expansion, but full responsibility may be a challenge. A transition to a city-run library poses threats like patron experience disruption and fiscal limitations without economies of scale.

Self-Operating Summary

Strengths	Opportunities
Financial & Operational ▶ Full & Direct Control ○ Appointing Board & Director ○ Establishing strategic direction ○ Establishing policies to influence hold wait times, open hours, loan periods. ○ Selecting collections, directing displays ○ Directing program development & delivery ○ Hiring staff & supporting professional development ○ Selecting & managing technology and vendors Policy & Values ▶ Library is truly community-led. ○ All aspects of library operations are designed to meet the needs of Goodyear residents.	Financial & Operational ▶ City departments can more easily contribute to library operations. ○ Staffing ○ Technology ○ Health and Wellness ○ Partnerships ○ Marketing & Communications ▶ City Growth Drives Library Expansion ○ Library programs and services are not limited to the G.T. Lord branch. ○ Library pop-ups can be wherever the residents are, such as the recreation center, ball field, schools, etc. Policy & Values ▶ Library can meet the city's aspirations. ○ Library staff can pursue professional development to stay current with emerging practices and technologies and champion Goodyear as a leading-edge library.
Weaknesses	Threats
Financial/Operational ▶ Full Financial Responsibility and Heavy Lift ○ City takes on all operational and capital expenditures city takes on all operational expenditures, in addition to the capital expenditures. ○ Library operations represent a considerable up-front investment for collections, technology, and staffing. ○ Heavy lift to master all aspects of the library. Policy/Values ▶ Community Challenges ○ Questions from residents and activist groups about library collections, policies, access, and programs continue to rise. ○ Enforcing and communicating library policies and procedures is time-consuming and may attract media attention.	Financial/Operational ▶ Change Causes Disruption ○ The transition from the county system to a self-operating model may cause disruption to the patron experience. ○ Library staff will experience stress regarding the decision to remain employed by the county or apply to work for the city. Policy/Values ▶ Rapidly growing cities develop big city social concerns. ○ Library staff lack the training to address the needs of vulnerable populations. ○ Social and community supports may be needed to ensure everyone feels welcome and finds relevant resources in the library.