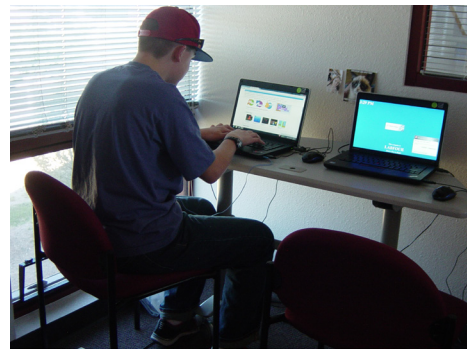




# *Providing Exceptional Library Services in Yavapai County*



**Final Report**



**2014**





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PROJECT TEAM: Brian Murphy, Annie Saurwein, Vivian Savath



# *Providing Exceptional Library Services in Yavapai County*

## **A STUDY OF SHARED SERVICES & EFFICIENT USE OF TAXPAYER DOLLARS**

Yavapai, located at the geographic center of Arizona, stretches out over 8,000 square miles, encompassing portions of the Sonoran Desert in a basin to the south and rising in elevation to the north in transition to the Colorado plateau. The over 200,000 residents who live in Yavapai County are distributed among rural communities, some as small as a few hundred people. Roughly 20% of the population live in Prescott, the largest city and county seat of Yavapai County.

This mix of broad geography, small population, and limited financial resources create challenges to providing high-quality information technology and education infrastructure for the community. In similar rural settings across the United States, public libraries and schools operate in geographic and professional isolation, drawing on the limited resources of their locality.

The **Yavapai Library Network (YLN)**, a consortium of 42 academic, public, school, and special libraries, was established in 1985 to meet funding and geographic challenges by pooling investment in infrastructure and staff. These shared services are both better and more cost effective than individual libraries could provide on their own:

- **Patrons of member libraries have access to a shared collection with more than 1 million items** - the equivalent of a library serving a much larger county or a medium-sized city.
- **Libraries in YLN benefit from state-of-the-art technology infrastructure and highly skilled IT staff.** These shared resources are provided at a lower cost and with less effort than if each member library managed its IT department independently.
- **YLN creates a community of library staff across the County** who share ideas, solve problems together, and focus on a common mission and set of values.

As shown on the following pages, the savings to tax payers are real. YLN helps libraries achieve cost efficiencies through shared resources and staff and economies of scale.

*YLN saves tax payers about \$3 million per year. For every dollar invested in YLN, member libraries receive between at least \$6.68 and \$9.29 in direct benefits.*

*"We have a really high quality library system here and I feel obligated to support it, YLN, and my libraries, the best that I can."*

*Supervisor Rowle Simmons*

*District 1, Yavapai County Board of Supervisors*

## **\$3 MILLION**

*The estimated annual municipal funding that participation in YLN saves member libraries every year.*

## **\$7.98**

*The estimated return on every dollar invested into YLN.*

**FOR MORE INFORMATION ON THIS STUDY, PLEASE CONTACT:**

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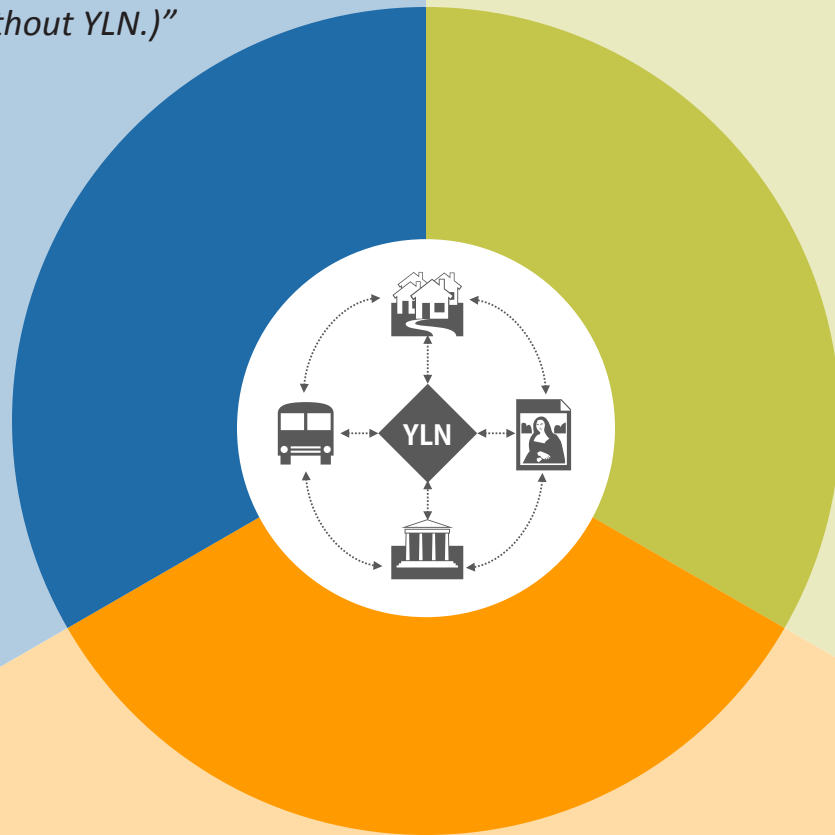
## Collections ACCESS

*“My patrons have access to deeper, broader, and more current materials and resources (than I would have without YLN.)”*



## TECHNOLOGY & INFRASTRUCTURE

*“I have access to more or better infrastructure and technology (than I would have without YLN.)”*



## Professional & Operational Collaboration & Efficiency

*“I am able to perform my duties better (than I would without participating in YLN.)”*



# ACCESS TO DEEPER, BROADER, & MORE CURRENT COLLECTIONS



**The Yavapai Library Network transforms small libraries across rural Yavapai County into the equivalent of major city libraries, providing patrons convenient access to over 1.2 million books, magazines, and multi-media items, as well as numerous expensive online resources.** Through YLN's transit system, users of one YLN member library may request items held by other member libraries, giving them access to the "collective collection" of all member libraries. Such requests represented about 10% of YLN's total circulation in 2012/13, with almost 250,000 items moved from one library to another for use by a patron. In addition to books, CDs, DVDs, journals, and the like, patrons of YLN member libraries have shared access to many online databases.

This means that residents of rural Yavapai County, many of whom live an hour or more away from the nearest bookstore, have convenient access to a collection on par with those held by the Albuquerque or Pima County Libraries, or big city libraries such as the Oakland and Austin City Library Systems.

Collection sharing allows member libraries to target their expenditures on more specialized items relevant to their individual library patron

base. This benefits all patrons of YLN by increasing the depth of the shared collection. Each library type brings complementary and unique assets to the table:

- **Public libraries** tend to have the largest and most diverse collections, including a wide breadth of literature and popular non-fiction books. Public libraries are also likely to have significant collections of entertainment materials, including movies, music, and games.
- **K-12 libraries** focus on fiction and non-fiction for children, including books for early readers and English language learners. They have extensive children's literature collections and carry large quantities of some items which can serve an entire classroom or grade level.
- **Academic libraries** feature textbooks, technical resources, and scholarly journals, some of which would not be carried by a typical public library.
- **Special libraries and collections** are contributed by museums, medical institutions, and law libraries. While these collections tend to be the least diverse, they also include rare or even out-of-print and other unique resources. Such items may have limited appeal, but they are immensely valuable to some patrons.

The YLN collection is also more up-to-date than most individual library collections, with partners across the network contributing to new purchases.

Access to the shared collections is of particular value to some members, lending credibility to libraries with smaller individual collections or particularly limited or specific collections. For charter school libraries, this prestige can translate to the financial bottom line, as a robust library can help encourage enrollment.

Ultimately, resource sharing can be looked at as a mechanism through which better-resourced libraries support libraries and communities with limited access to resources. This public service promotes a positive social agenda by supporting literacy and access to life-changing and life-enhancing resources and information for library patrons throughout Yavapai County.



*"The consortium brings really unique opportunity to bring in a rich mix of everything—books, music, games, and movies—to our patrons through the transit system. [Our patrons] have access to over one million items – free!*  
*Scott Bruner, Chino Valley Public Library*

# MORE ROBUST & USER-FRIENDLY TECHNOLOGY AND INFRASTRUCTURE



Libraries are first and foremost about access to information. A library's "Integrated Library System" or ILS is the software which allows it to track and manage items, and enables its patrons find and check these items out. YLN has established a shared state-of-the-art ILS, which is used by all network member libraries.



In some cases, this meant upgrading libraries from insufficient or obsolete systems, and in other cases, from no ILS at all. Many Yavapai County libraries could not afford to purchase and manage these systems on their own given their limited staff resources. YLN staff help troubleshoot and provide ongoing assistance through a convenient ticketed IT Help Desk system. Member libraries can submit a ticket 24/7 and be assured that their issue will be resolved promptly and professionally.

By sharing ILS infrastructure and its expert staff across the Network, YLN provides this critical functionality in a cost-efficient manner, avoiding the need for costly and duplicative investments in infrastructure and IT staff positions at each individual library. YLN assumes responsibility for capital IT planning for member libraries and provides a predictable, reliable level of maintenance service. This allows individual member budgets to be focused on direct program or collections needs, while ensuring that they continue to have access to the most up-to-date technology. Without the Network, individual libraries would be challenged to plan and budget for their technology needs, especially when they involve large capital outlays.

While the value of many of these shared technology services is directly quantifiable in terms of avoided costs, YLN's technology and infrastructure also provide other less tangible benefits to members of the Network and its patrons. YLN goes beyond technical functionality and cost-efficiency, ensuring that the technologies it deploys across member libraries are very user-friendly and consistent for patrons. This includes the user interfaces that greet patrons at libraries

across the Network and the patron authentication software that allows library cards to work at all member libraries.



Several representatives of member libraries interviewed for this report cited the peace of mind that comes with knowing that their ILS infrastructure is well-maintained and that expert assistance is only a call away. Members of YLN consistently laud the responsiveness and level of customer service they receive via YLN's technology support. They cited the benefit of working with the same support staff, by stating that they are knowledgeable about the systems and invested in the YLN mission. Several contrasted that experience with a more typical vendor-client relationship.

*"[Our school library] wouldn't have as much credibility without the Network. Libraries need to evolve to stay relevant. It's not enough to just provide a collection of books any more. The library also provides media access and technology as part of its services. This is something we wouldn't be able to do efficiently or effectively without the Network."*

*Dr. Mary Halvorson, Tri-City College Prep*

# STRONGER PROFESSIONAL COLLABORATION & OPERATIONAL CAPACITY



YLN serves as a hub for professional collaboration and provides formal and informal structures by which member libraries can advance their skills and access additional operational capacity when needed. This assistance may come from YLN staff members themselves, or by tapping into the community of library staff that are connected through the Network.

YLN provides many structured opportunities for professional learning and development. The most visible way it does this is to provide training to its members.

These trainings cover topics of interest to the professional librarian, such as new national cataloging standards or website development. YLN also facilitates professional user groups focused on topics such as circulation, youth services, and cataloging. These groups bring together staff members with a common interest from different libraries and with varying levels of skill and experience. The user groups create opportunities to learn from each other, share experiences, and collaboratively solve problems.

YLN serves as a gathering point for

organizations with a similar mission, and individuals with similar values. Interviewees described YLN as a values-driven community, working to promote literacy and education in the region and helping to maintain quality libraries in rural outposts. There is a sense of camaraderie and pride associated with being part of a broader community that focuses on this valuable work. Within this community, informal networking among peers has facilitated the sharing of job postings, hiring staff, sharing resources such as excess collections, and general problem solving.

## ACADEMIC LIBRARIES

Embry Riddle Aeronautical University  
Prescott College  
Yavapai College  
Yavapai College Prescott  
Yavapai College Verde

## SPECIAL LIBRARIES

Sharlot Hall Museum & Archives  
Arizona Archaeological Society Collection\*  
Ecosa Institute\*  
Highlands Center for Natural History\*  
The Phippen Museum\*  
Smoki Museum Research Library\*  
VA Medical Center Library\*  
Yavapai County Law Library\*

\*Non-member that includes resources in the YLN catalog.

## K-12 LIBRARIES

Bradshaw Mountain High School  
Camp Verde Unified School District  
Chino Valley Unified School District  
Mayer Unified School District  
Mayer Elementary School  
Mayer High School  
Mingus Union High School  
Orme School  
Prescott Unified School District  
Abia Judd School  
Granite Mountain Middle School  
Lincoln Elementary School  
Miller Valley School  
Prescott High School  
Prescott Mile High Middle School  
Taylor Hicks School  
Washington Traditional School  
Tri-City College Prep High School

## PUBLIC LIBRARIES

Camp Verde Community Library  
Chino Valley Public Library  
Clark Memorial Library  
Cottonwood Public Library  
Jerome Public Library  
Prescott Public Downtown Library  
Prescott Valley Public Library  
Sedona Public Library  
Village of Oak Creek  
Yavapai County Free Library District  
Ash Fork  
Bagdad  
Beaver Creek/School  
Black Canyon  
Congress  
Cordes Lakes  
Crown King  
Dewey Humboldt  
Mayer  
Seligman  
Wilhoit  
Yarnell  
YCFLD Central Office

*"The best [aspect] of being part of the Yavapai Library Network is that we can all collaborate to benefit from each other's services and resources."*

*Yvonne Kimball, Dewey-Humboldt Town Manager*

## METHODOLOGY

For a benefit to be considered quantifiable, it needs to have a measurable unit of use and an estimable market value. BERK used YLN fiscal year 2012/13 (July 1, 2012 to June 30, 2013) to estimate a full year of benefit provided by YLN. We determined the value of network-provided service by making reasonable assumptions about what it would cost member libraries to provide a comparable alternative if YLN did not exist. BERK obtained pricing information directly from vendors or from reasonable proxies as appropriate for each benefit. YLN provided usage statistics and staff time data.

## QUANTIFIED BENEFITS

### Collections Access



- Transits
- eResource Sites
- Databases
- Online Tutoring

### Technology & Infrastructure



- ILS
- Cataloging
- Card Printing
- RFID Tagging

### Professional Collaboration & Operational Efficiency



- Technology Consulting and IT Help Desk Support
- Training
- Advocacy and Grant-writing Support



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## THE QUANTIFIABLE BOTTOM LINE: COST SAVINGS & RETURN ON INVESTMENT

The preceding pages describe both quantifiable and non-quantifiable benefits that YLN provides member libraries, strengthening their ability to serve their users and the broader Yavapai County community. Here we focus on those services that are quantifiable by identifying cost savings and the return on the community's investment in the Network.

**EXHIBIT 1: Summary of Estimated Annual Value of Quantifiable Benefits Provided to Library Members by YLN, Fiscal Year 2013**

	TOTAL ANNUAL BENEFIT (LOW)	TOTAL ANNUAL BENEFIT (HIGH)
Collections Access	\$ 2,343,974	\$ 2,874,991
Technology & Infrastructure	\$ 512,482	\$ 1,091,606
Professional Collaboration & Operational Capacity	\$ 14,553	\$ 29,281
<b>TOTAL ESTIMATED ANNUAL BENEFITS</b>	<b>\$ 2,871,009</b>	<b>\$ 3,995,879</b>

Source: YLN, 2014; BERK, 2014. Note: Figures do not add due to rounding.

Once we have quantified the value of benefits, we can compare YLN's operating costs to identify what it would cost individual libraries to provide comparable services. In doing so, we see that **YLN's shared services model saved tax payers \$3 million in 2012/13.**

We can also compare the total benefits provided by the Network (between at least \$2.8 and \$3.9 million in 2012/13) to its operating costs for the same time period (\$430,000). This comparison shows that the return on investment ratio for YLN is between 6.7 and 9.3 to 1. Stated another way, **for every dollar invested in YLN, member libraries receive between at least \$6.68 and \$9.29 in direct benefits.**

**EXHIBIT 2: Summary of Total Cost Savings for and Return on Investment to Taxpayers by YLN, Fiscal Year 2013**

	LOW	HIGH
Total Estimated Annual Benefits	\$ 2,871,009	\$ 3,995,879
Total Expenditures	\$ 430,046	\$ 430,046
<b>COST SAVINGS</b>	<b>\$ 2,440,963</b>	<b>\$ 3,565,833</b>
<b>RETURN ON INVESTMENT</b>	<b>\$6.68</b>	<b>\$9.29</b>
<b>AVERAGE</b>	<b>\$7.98</b>	

Source: YLN, 2014; BERK, 2014. Note: Figures do not average precisely due to rounding.

These estimates of cost savings and return on investment are conservative in that they include the Network's full costs, but only relative to benefits that can be easily measured. The less tangible benefits described in the preceding sections are not included, meaning that the full value provided by YLN may be considerably greater than we can quantify.



**APPENDIX A:**  
**Quantitative Methodology**

# METHODOLOGY

This section provides a detailed explanation of how the value of each YLN service was calculated. In general, our approach was to identify the quantifiable benefits provided to member libraries, assign a low and high market value to them based on the cost of obtaining a comparable alternative, and multiply these figures by the number of times the resource was used by members. In some cases, we chose to apply a discount rate to more accurately reflect the value of member libraries' alternatives.

We used YLN fiscal year 2012/13 (July 1, 2012 to June 30, 2013) to estimate a full year of benefit provided by the network. The analysis does not factor in capital costs, which can vary from year to year, but rather is focused on the operation and maintenance of YLN.

The initial identification of quantifiable benefits drew conversations with YLN staff and stakeholder interviews conducted with member libraries. This research yielded the following quantifiable benefits:

- Transits
- Databases and Electronic Resources
- SirsiDynix Symphony ILS
- OCLC EZproxy
- Card printing
- Cataloging services
- RFID tagging
- IT Help Desk and technology consulting
- Training
- Advocacy/Grant support

The following provides more detail on specific data sources, data collection methods, discounting, and the market-value estimation process for each of these items.

## *Transits*

Transits comprise the largest share by monetary value of YLN's benefit to its member libraries, giving them access to over 1.2 million collective items. Transits represented about 10% of YLN's total circulation in the 2012/13 fiscal year with 241,384 items transited. YLN provided transit counts disaggregated by type of item. Market price information was taken from the 2014 Library and Book Trade Almanac where possible. Retail industry publications of price averages (Home Media Magazine and Billboard) were the second preferred source.

Discount rates were applied to correct for the value of a member library owning an item as opposed to purchasing and owning an item. Offsetting this discount, there are advantages to using shared rather than owned resources in that borrowing libraries do not have to maintain this inventory. For this reason, the applied discount is conservative. The applied discount varies according to the source of the price estimate. The Library and Book Trade Almanac is compiled from library-specific pricing data provided by Baker & Taylor, one of the world's largest book distributors. Since it more accurately reflects a library's purchase price, the discount rate applied is relatively lower, while retail price estimates were given a higher discount.

These calculations are shown in Exhibit 3, on the next page.

### EXHIBIT 3: Summary of Total Market Value of Transits, Fiscal Year 2013

	TRANSITS	MARKET PRICE		DISCOUNT RATE	ANNUAL BENEFIT	
		LOW	VALUE		LOW	HIGH
Blu-Ray	871	\$18.22	\$19.14	40%	\$9,521.77	\$10,002.56
Boardbook	273	\$4.22	\$16.80	40%	\$691.24	\$2,751.84
Book- Paperback	108,947	\$7.04	\$8.99	25%	\$575,241.22	\$734,576.50
Book- Hardcover	27,237	\$22.76	\$30.06	25%	\$464,932.18	\$614,053.66
Audiobook	13,142	\$32.80	\$42.10	25%	\$323,293.20	\$414,958.65
DVD	67,558	\$10.57	\$11.35	40%	\$428,452.84	\$460,069.98
Book Club Kit	154	\$56.32	\$70.40	25%	\$6,504.96	\$8,131.20
Adapted Material (Braille, Large Print)	11,665	\$12.00	\$15.00	\$40%	\$83,988.00	\$104,985.00
Music (CD, Cassette)	8,154	\$9.82	\$11.07	40%	\$48,043.37	\$54,158.87
Periodicals	120	\$3.99	\$8.99	40%	\$287.28	\$647.28
Playaway	285	\$34.99	\$59.99	25%	\$7,479.11	\$12,822.86
VHS	2,978	\$1.00	\$5.00	25%	\$2,233.50	\$11,167.50
<b>TOTAL</b>	<b>241,384</b>				<b>\$1,950,669</b>	<b>\$2,428,326</b>

Notes: Book transits were split among paperback and hardcovers based on an estimated percentage of each.

Categories provided by the YLN with less than 20 transits were excluded (this included DLm, ELECREs, EQUIPMENT, GOVDOC, EREADER, MICROFORM); UNKNOWN and UNDEFINED were also excluded.

Source: YLN, 2014; BERK, 2014

## Electronic Resources

YLN provides access to electronic resources and databases that member libraries might have found cost-prohibitive if left to purchase on their own. Even if member libraries had the resources to subscribe to them, the scale of the consortium allows members to access cost-savings through better pricing.

We worked with YLN to identify which electronic resources are available as part of the consortium and which libraries had access to them. YLN generally strives for equal access to electronic resources across libraries, but sometimes external restrictions make resources only available to certain types of libraries. In other cases, access to the resources might be provided to public libraries through the Arizona State Library Association but administered through YLN's network, in which case they were not counted among the benefits of YLN.

We contacted vendors of those resources directly to obtain pricing information, including Mango Languages, Overdrive, Recorded Books, NoveList, Tutor.com, ProQuest, and LearningExpress. Pricing information came in one of two ways: price quotes for member libraries priced as if they were individual contracts; or information about the relationship between pertinent cost-drivers (for example, enrollment or legal service population) and estimated price. These inputs allowed us to model a scenario in which each member library paid for the package of electronic resources individually. The sum of these modeled costs is the total YLN electronic resources benefit. This is then added to the total market value of all transits to provide the total collections access benefits YLN provides to member libraries, as shown in Exhibit 4, on the next page.

**EXHIBIT 4: Total Annual Benefit of Collections Access, Fiscal Year 2013**

	ANNUAL BENEFIT	
	LOW	HIGH
Transits	\$1,950,669	\$2,428,326
Electronic Resources	\$393,305	\$446,665
<b>TOTAL</b>	<b>\$2,343,974</b>	<b>\$2,874,991</b>

Source: YLN, 2014; BERK, 2014

**Technology & Infrastructure**

YLN provides its members with a sophisticated ILS. For the purposes of estimating the added-value of YLN, we considered that some member libraries would likely purchase more modest software as appropriate to their needs. An added caveat is that some libraries would likely purchase more advanced software if it were not for their use of YLN’s ILS.

Specifically, school libraries often require basic features, but also the ability to integrate with their own student information services. We obtained price estimates from a vendor that specializes in school library solutions. Price estimates for the public and academic libraries were based on the distribution of ILS operating costs taken from a 2008 library budget survey from the Colorado State Library Association. The 2008 dollars were inflated to reflect 2013 dollars using the U.S. Bureau of Labor Statistics Consumer Price Index.

**EXHIBIT 5: Summary of Total Market Value of ILS System, Fiscal Year 2013**

	MARKET PRICE		DISCOUNT RATE	ANNUAL BENEFIT	
	LOW	VALUE		LOW	HIGH
ILS- Public/Academic- Small	\$19,926.86	\$63,279.85	0%	\$119,561.17	\$379,680.12
ILS- Public/Academic- Large	\$101,619.28	\$178,696.63	0%	\$304,857.83	\$536,089.88
ILS- School	\$550.00	\$1,000.00	0%	\$8,800.00	\$16,000.00
<b>TOTAL</b>				<b>\$433,219</b>	<b>\$931,770</b>

Notes: ERAU was assumed to join ERAU-Daytona’s ILS in the no-YLN scenario.

Source: YLN, 2014; BERK, 2014.

Other technology and services benefits include card printing for school library patrons, cataloging services, and RFID tagging. Card printing quotes were obtained from SSI Technologies and Rainbow Printing based on the number of cards printed in the 2012/13 fiscal year. Cataloging was based on an estimated number of hours provided by YLN. Labor rates for cataloging as well as tagging were obtained from Payscale.com based on the average surveyed wage for an Arizona library assistant with two years of experience.

RFID tagging price inputs were taken from a 2006 Institute of Museum and Library Services (IMLS)-sponsored study. The prices were inflated to 2013 dollars and multiplied against counts of items tagged provided by YLN.



**EXHIBIT 5: Summary of Total Market Value of Other Technology Infrastructure, Fiscal Year 2013**

	USES	MATERIALS MARKET VALUE		HOURS	LABOR MARKET VALUE		ANNUAL BENEFIT	
		LOW	HIGH		LOW	HIGH	LOW	HIGH
Card printing	7,377	\$0.17	\$0.21	N/A	N/A	N/A	\$1,254.09	\$1,549.17
Cataloging	N/A	N/A	N/A	440-500	10.10	13.94	\$4,444.00	\$6,970.00
RFID- Books	60,000	\$0.47	\$1.10	1333	10.10	13.94	\$46,178.67	\$95,146.67
RFID- A/V tags	20,000	\$0.60	\$1.62		10.10	13.94	\$27,386.67	\$56,170.67
<b>TOTAL</b>							<b>\$79,263</b>	<b>\$159,837</b>

Source: YLN, 2014; BERK, 2014.

By summing the annual benefit of the ILS system with the annual benefit of other technology infrastructure, we can provide a total annual benefit for Technology & Infrastructure overall, as shown in Exhibit 6.

**EXHIBIT 6: Total Annual Benefit of Technology & Infrastructure, Fiscal Year 2013**

	ANNUAL BENEFIT	
	LOW	HIGH
ILS System	\$433,219	\$931,769
Technology Infrastructure	\$79,263	\$159,837
<b>TOTAL</b>	<b>\$512,482</b>	<b>\$1,091,606</b>

Source: YLN, 2014; BERK, 2014.

**Professional Collaboration & Operational Capacity**

Technology consulting and IT Help Desk support were calculated using estimated hourly rates for equivalent technology consulting in the region obtained from the Payscale.com database. These hourly rates were multiplied by the hours of consulting provided by YLN to member libraries. Hours were discounted for the portion of assistance dedicated to helping individual libraries interface with YLN itself. We estimated that 40% of tickets originated due to the more sophisticated software associated with YLN, and a library operating on its own would not likely incur those needs.

Training estimates used hourly rates derived from training available from an Online Computer Library Center (OCLC) Continuing Education partner in the region who offers face-to-face training in the same topics. This estimated rate was multiplied by hours spent on training given to YLN members in the 2012/13 fiscal year as estimated by YLN. Similar labor rate multiplied by YLN estimated hours methodology was used for grant-writing activities.

**EXHIBIT 7 Summary of Total Market Value of Professional Services, Fiscal Year 2013**

	HOURS	DISCOUNT RATE	LABOR RATES		ANNUAL BENEFIT	
			LOW	HIGH	LOW	HIGH
IT Help Desk	380-506	40%	\$16.83	\$23.08	\$8,411.63	\$15,380.51
Technology Consulting	20	0%	\$35.58	\$57.69	\$711.60	\$1,153.80
Grantwriting	40-60	0%	\$33.75	\$53.66	\$1,350.00	\$3,219.48
Training	100-150	0%	\$40.79	\$63.52	\$4,079.49	\$9,527.45
<b>TOTAL</b>					<b>\$14,553</b>	<b>\$29,281</b>

Source: YLN, 2014; BERK, 2014.

**APPENDIX B:**  
**Qualitative Methodology**

# STAKEHOLDER INTERVIEWS

BERK conducted qualitative stakeholder interviews as an efficient way to connect with relevant people and gain a more nuanced perspective on the non-quantifiable aspects of YLN's worth. As part of this effort, we spoke with 19 stakeholders in May 2014.

The stakeholders in this project were identified in a collaborative meeting with the YLN project team and selected to include representatives of each type of member library served by the network as well as members of the bodies that govern them. We selected individuals with a range of history with YLN, which included some of its longest-running members to some of its newest. The selection of respondents was not intended to be representative of the entire network, but rather targeted toward members who could provide the most valuable input while being inclusive of the range of possible perspectives with YLN.

Each interview was conducted over the phone by a BERK staff member in a 20-40 minute semi-structured, conversational manner that allowed for the exploration of nuanced, subjective thoughts about YLN. BERK then compiled and synthesized the interview notes, identifying key themes about YLN's benefits to members as well as anything that might be regarded as a cost.

- **Chris Abbate**, Director of Library Services, Yavapai College Library (Prescott)
- **Scott Bruner**, Library Director, Chino Valley Public Library
- **Jim Christopher**, Board of Trustees President, The Smoki Museum Research Library
- **Dr. Mary Halvorson**, Superintendent, Tri-City College Prep High School
- **Sue Hite**, Community Librarian, Crown King Public Library
- **Toni Kaus**, Former Director of Prescott Public Library and Former YLN Manager
- **Yvonne Kimball**, Town Manager, Town of Dewey-Humboldt
- **Patti Leonard**, Mayer Elementary School Principal, Mayer Unified School District
- **Stuart Mattson**, Library Director, Prescott Valley Public Library
- **Jayne Michaelson**, Registrar, Tri-City College Prep High School
- **Lisa Mina**, Librarian, Camp Verde School District Library
- **Becky Roessner-Mills**, Librarian, The Orme School
- **Roger Saft**, Library Director, Prescott Public Library
- **Rowle Simmons**, District 1 Supervisor, Yavapai County Board of Supervisors
- **Brenda Taylor**, Director of Library and Archives, Sharlot Hall Museum Library and Archives
- **Sarah Thomas**, Library Director, Embry-Riddle Aeronautical University Library
- **Tom Thurman**, District 2 Supervisor, Yavapai County Board of Supervisors
- **Virginia "Ginny" Volkman**, Library Director, Sedona Public Library
- **Karin Ward**, Superintendent, Beaver Creek Public/School Library



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