



March 9, 2012

**New Mexico's Library Service and Technology Act (LSTA)  
Year Plan Evaluation 2007-2012**

State Library Administrative Agency  
Department of Cultural Affairs

Commissioned by:  
New Mexico State Library a division of the Department of Cultural Affairs for the Institute of  
Museum and Library Services - Library Services Technology Act Grant

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# New Mexico's Library Service and Technology Act (LSTA) Year Plan Evaluation 2007-2012

## Table of Contents

<b>1. Executive Summary</b>	<b>Page 3</b>
<b>2. Introduction</b>	<b>Page 4</b>
<b>3. Evaluation Findings</b>	<b>Page 6</b>
a. Goal 1	Page 6
b. Goal 2	Page 12
c. Goal 3	Page 21
d. Goal 4	Page 25
e. Goal 5	Page 28
f. Goal 6	Page 29
<b>4. Conclusions</b>	<b>Page 31</b>
a. Retrospective Questions	Page 31
b. Process Questions	Page 36
c. Prospective Questions	Page 37
d. Questions in Describing the Evaluation Methodology	Page 38
<b>5. NMSL State Librarian's Response</b>	<b>Page 41</b>
<b>6. Evaluator's Follow-up Comments</b>	<b>Page 48</b>
<b>7. Annex Notes</b>	<b>Page 48</b>

## **Evaluation Summary**

Main findings are that the New Mexico State Library Staff developed an extremely ambitious Five Year plan. Such an ambitious plan shows the level of commitment and professionalism the staff brings to bear upon their daily duties. However, such specific goals often go unmet, and hide the actual accomplishments of the staff. This is a perspective that must be taken for this evaluation. Whether targets were missed by a few percentage points or whether the staff reconfigured their effort to address changing circumstances, this staff has been dedicated to meeting the needs of the entire state's population.

Another main finding is that despite a wealth of data, the targets in the Five Year Plan occasionally did not align well with data on hand. In these cases, the evaluator used related data that addressed the target to some degree. The implications for this finding feed into planning for the next LSTA Five Year plan (2013 to 2018). Given the wealth of data held by the NMSL, there is no need to develop new metrics. NMSL Staff should use available metrics they are already collecting.

Finally, the wealth of data at hand is no accident. This organization appears to use data regularly for program planning, continuous improvement, and for accountability purposes.

The single question asked in this evaluation was "Did the NMSL meet its output and outcome targets?" NMSL staff developed goals such that parts of functional programs addressed goals. Therefore, full program descriptions are missing despite available data and the report occasionally repeats data findings. In most cases results presented derived from quantitative data sets. There was one very systematic set of summary statements about technology efforts implemented at local library level. Because of the short period in which the evaluator developed this report, consider all conclusions with importance for future planning as hypotheses to test.

Congressional Priorities were referenced in the State's five-year plan. The most reasonable estimate is that the NMSL staff reached 73% of its overall goals, and exceeded one Congressional Priority while reaching 72% of the other priorities or higher.

The majority of details in this proposal addressed technology as it related to delivering library services. NMSL personnel were both ambitious and determined in these efforts. The ambition lead to adoption attempts of new technologies. As these technologies proved too nascent or too expensive, the NMSL staff found alternate methods to address ultimate goals.

Programs for special populations like summer youth reading programs, rural services, and the blind and physical handicapped all demonstrate robust program effects given the economic downturn they have weathered. However, NMSL staff should review evaluation methods to improve data collection that would lead to program improvement or modifications.

The most critical recommendation is that the NMSL continue with their plans for strategic planning and alignment of mission and vision with Congressional Priorities. Development of management tools that allow for focus on broad, yet flexible, State strategy while maintaining accountability for LSTA goals, will help NMSL staff to execute mid-course corrections as they become necessary. NMSL may consider developing central repository of accountability data

(critical outcomes findings) as a method of addressing discontinuity of collecting program results after staff changes over the relatively long period of the LSTA funds.

## **Introduction**

This evaluation report is intended for the use of New Mexico State Library personnel as a planning tool. This evaluation responds to individual objectives, outputs and outcome targets stated in the LSTA grant proposal. The evaluation data collection attempted to impact State library staff to a minimal degree. Additionally, the evaluation sought to identify local successes and challenges as they arise from the data.

The research question for this evaluation was simply, “Did the New Mexico State Library meet its LSTA five year plan goals and to what extent?”

### **Method Employed:**

The NMSL collects a significant amount of primary data, and appears to use much of that data for decision making. In that sense, the NMSL practices some form of self-evaluation. However, if the NMSL had a formal plan to conduct an LSTA evaluation, it was not referenced subsequent to the 2011 IMLS guidance. At that point, a search for an evaluation organization led to a proposal approved in late December 2011. With time limitations in mind, the evaluation design evaluated each output and outcome target separately, with the intention of drawing each element together to follow IMLS guidance. Therefore, the evaluation methods varied from one target to the next. Most targets depended upon existing mechanically collected data, or summary data entered into national databases. Four customer satisfaction surveys developed before the formal evaluation began provide results for a few output/outcome targets. NMSL provided activity descriptions in individual meetings on January 20, 2012, emails, and phone calls.

The method employed can best be thought of as a series of separate methods each suited to particular output or outcome targets and then collected using evaluative matrices to produce summary statements. The matrix is designed to go further than a simple yes or no “the Congressional Priority was met”, but to say to what extent the priority was met. The matrix developed combines qualitative and quantitative methods to produce summary statements.

To accomplish the goal of minimal staff impact, the evaluation depended upon existing data sets and reports to the greatest extent possible. Narrative likewise was developed from interviews and phone conversations to a great degree. Because of the short timeline and post hoc design, significant detail could not be developed. In most cases, evaluation criteria emanated from the stated LSTA goals. In some cases, evaluation criteria were developed to clarify LSTA proposal language or to address available data forms that may not have aligned with LSTA language.

Data for this report are contributed from numerous departments. In turn, numerous individuals met with the evaluator to discuss available data. Ultimately, the evaluator and staff members agreed on a list of data elements to include in the report. NMSL staff contributed data elements and suggestions freely, then flexibly adjusted their contributions as the evaluator became more familiar with the content and requirements.

Reliability of data was tested when possible and practical. Occasionally, different sources addressed the same data points. In each case, the text discusses the opportunity to test reliability and the findings.

The NMSL staff reviewed the final draft of this report for accuracy. Additionally, the NMSL State Librarian provided comments found at the conclusion of the report. The reader should understand that State Librarian comments project into the future using lessons from the past. Indeed, those writing the 2007 – 2012 Five Year Plan likely could not have anticipated the following evaluation efforts.

## Evaluation Findings

This report presents two separate views of the LSTA grant outcomes. The first section presents individual goals followed by associated targets. The second section discusses outputs and outcomes relative to LSTA evaluation questions.

**Goal 1: Establish benchmark assessments to improve and enhance shared statewide library information services and technology resources to meet the needs of New Mexico libraries, library customers, and special populations.**

*GI: Output Target 1: 40% of public libraries will participate in the needs assessment.*

NMSL considers the first LSTA plan as the set of benchmarks by which to measure and modify future programmatic successes. They maintained a commitment to regular self-assessment which led to the current assembly of data that serve as a needs assessment. The NMSL staff members collect data on most of their activities, and as a matter of practice, review this data to inform decision making. This review appears informal, which allows program activities to adopt findings more quickly than with a formal process. At this point needs assessment is a loosely assembled set of existing tools that provide a broad view of library services offered and, at times, patron satisfaction with those services (Exhibit 1). Each of the elements has a different response rate or even opportunity for libraries and their patrons to respond. In the case of summer reading programs, response rates are unknown (number of respondents are known), while on the opposite end of the continuum every single site responded to the Bibliostat data collection. For the highly intensive data collection efforts of the Bibliostat, IMLS Public Library Survey, and satisfaction surveys, this goal has been met far beyond expectations. Other available data collection processes appear to be improving over time as can be seen with the institutionalization and scale-up of the LBPH survey.

Exhibit 1. Data Sources Used for Needs Assessment.

Data Source	Response Rate	Stakeholder Group
Fast Forward New Mexico	Response rate not available	Patrons desiring improved computer skills
IPAC	100% participation (sampling with replacement for non-responders)	Local Libraries
BiblioStat	100%	Local Libraries
IMLS Survey*	100%	Local Libraries
Summer Reading Program satisfaction	Response rate not available	Parents & Youth Patrons
Library of the Blind & Physically Handicapped satisfaction	Not Applicable†	Blind & Physically Handicapped Patrons

\* <https://harvester.census.gov/imls/data/pls/index.asp>

† Results presented are partial results as survey is in progress (about 55% complete).

Considering the highly dependent nature of modern library use on computer skills and technology, NMSL staff depends on one indicator of need collected from Fast Forward New

Mexico (FFNM) technology training. Although the American Recovery and Reinvestment Act (ARRA) funds FFNM, its information remains valuable for needs assessment purposes. This training provides basic computer and internet skill training for adult patrons. FFNM uses pre-post training assessment information (via Survey Monkey) for Levels I and II of their classes. FFNM gathered assessment information from course participants in the following communities: Aztec, Gallup, Rio Rancho, Socorro, Columbus, Las Cruces, Albuquerque, Silver City, Clovis and Ohkay Owingeh. Generally, about 30% of pre participation respondents report that computer or internet skills are not a significant part of their professional, economic or educational opportunities for participants of introductory classes (Level I). These 30% of participants wish to improve their computer skills because they don't use them in other parts of their lives.

The Information Policy and Access Center (iPAC) offers another look at technology from the hardware perspective (See Appendix A). The iPAC report shows two years of New Mexico results of 25 measures in 4 categories alongside the most current comparable year of national results. Notably, Digital/virtual reference and e-books lag behind the national average by approximately 50%, and behind on their internet speed. As can be seen later, New Mexico libraries often quickly address such technology lags, preventing them from becoming deficits. One example of available technology in New Mexico, New Mexico libraries lead national averages on wireless capability.

BiblioStat offers another rich resource considering the excellent participation rate of local libraries. The New Mexico version of the data set includes 232 variables some of which were customized specifically for the NMSL. However, these customizations have no header documentation and require significant file handling and analysis for use. Such file handling is fertile ground for introducing errors. With no more than two hours work, headers could be assigned given technical support from the BiblioStat staff and perhaps quick consultation with the program evaluator on coding schemes. Bibliostat offers staffing data, financial data, circulation counts by type, and patron information. It provided large amounts of data for this report and was used to test hypotheses about possible benchmarks.

IMLS data sets are also available which overlap to some degree with BiblioStat data. One unique data element used for this report was the legal service area data. Besides having values for each library, there was good historical documentation to assess trends and changes. Many other useful elements are also available from this source.

Finally, NMSL staff conduct customer satisfaction surveys with the youth and teen Summer Reading Programs and for the Library of the Blind and Physically Handicapped services. Methods of data collection have improved over the years for both surveys. In future NMSL LSTA may consider documenting those methods and outcomes in a standard format annually for archival purposes such as for LSTA reporting.

Since numerous items contribute to the NMSL needs assessment, and some of those items have 100% participation. This target has been met.

**GI: Output Target 2: LSTA Advisory Council will meet 4 times per year by 2011.**

This output target has been thwarted by constant personnel changes of the State Librarian. There have been 5 different state librarians during the period of this LSTA grant. This advisory council has been discussed across the years and regularly tabled until recently. The goal of having four council meetings by 2011, has not been met; however, the council has been established and the first meeting has taken place as seen in Appendix B. Target not met.

**GI: Outcome Target 1: NMSL will have the data needed to plan and develop LSTA services and programs. As a result, in a survey in 2011, 75% of NMSL customers will report they are satisfied or very satisfied with our LSTA services and programs.**

Because of the economic downturn of 2008, the NM State Library today functions with a staff that is 30% of its pre 2008 staff. Among retirements, resignations and reassignments, maintenance of long-term data sets has been challenging and follow-through on particular LSTA activities has suffered at times. Consequently, a single consolidated survey for needs assessment was never developed. However, such a survey would be a poor effort at needs assessment since a unified survey would lack specific program and activity detail and omit critical non-survey information required for a comprehensive needs assessment. Therefore, this section represents a collection of existing program specific satisfaction results that serve as a starting point for an in-depth needs assessment. The NMSL staff consider a broad array of data when planning for program improvements, conducting four main satisfaction monitoring efforts: program participant surveys of FFNM, LBPH, Summer Reading Program (youth and teens), and a descriptive summary of outcomes for the Technology Grant recipients (local library staff respond).

Since NMSL staff had no formal needs assessment planned, it became necessary to use any data that might inform a needs assessment. FFNM (ARRA funded) has successfully converted a portion of participants in its classes from considering their computer and internet skills as insignificant in their professional, economic, and educational lives to significant. Exhibit 2 shows the proportion of participants that think their computer and internet skills are **not** significant or of minor significance in their professional, economic or educational lives. Seeing that number decrease pre and post surveys, shows that the training meets its goal.

Exhibit 2. Fast Forward New Mexico Highlights: Proportion responding "...is "NOT significant" or "of minor significance".

<b>In what areas of your life do you consider computer and internet skills significant?</b>	<b>Level 1</b>		<b>Level 2</b>	
	<b>Pre</b>	<b>Post</b>	<b>Pre</b>	<b>Post</b>
<b>Professional opportunities</b>	29.4	22.3	16.2	14.7
<b>Economic growth opportunities</b>	27.3	20.2	18.4	13.5
<b>Educational goals</b>	20.3	17.5	20	16.6

Source: email Blankenship 2/15/12

NMSL staff implemented a phone survey of 10 percent of their LBPH patrons (348), notifying them by newsletter they should expect a phone call. NMSL used an online survey service to

administer the survey and collect responses in January and February of 2011. Exhibits 10 through 13 show high degrees of satisfaction with both the LBPH services and the Summer Reading Program. Users of the LBPH resource show a breadth of purposes for their use and 95% of rate the quality of books and magazines as very good or excellent. Results below represent partial results with 139 respondents (Exhibits 3 & 4).

Exhibit 3. LBPH 2011 Telephone Survey

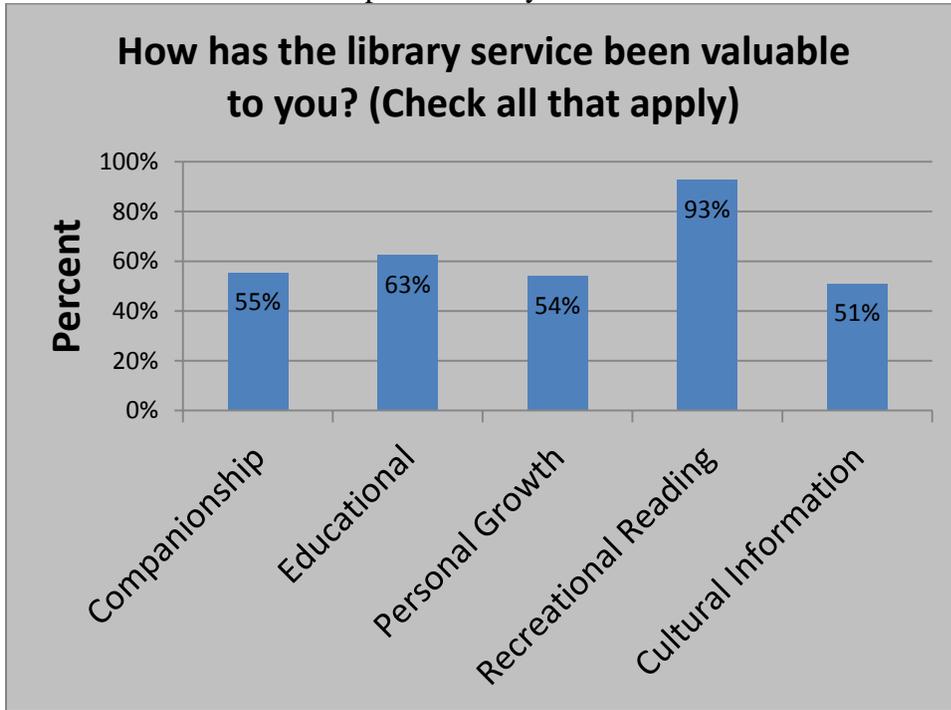
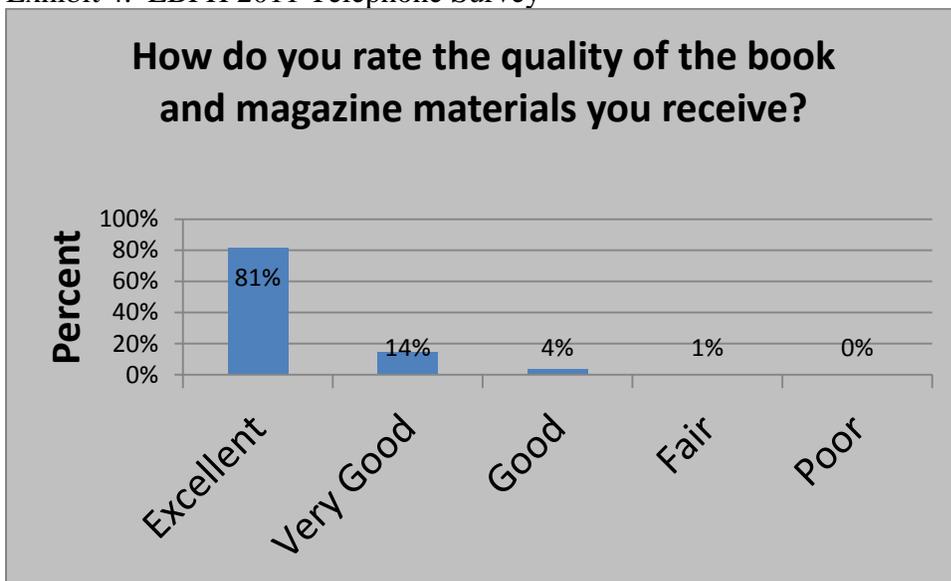
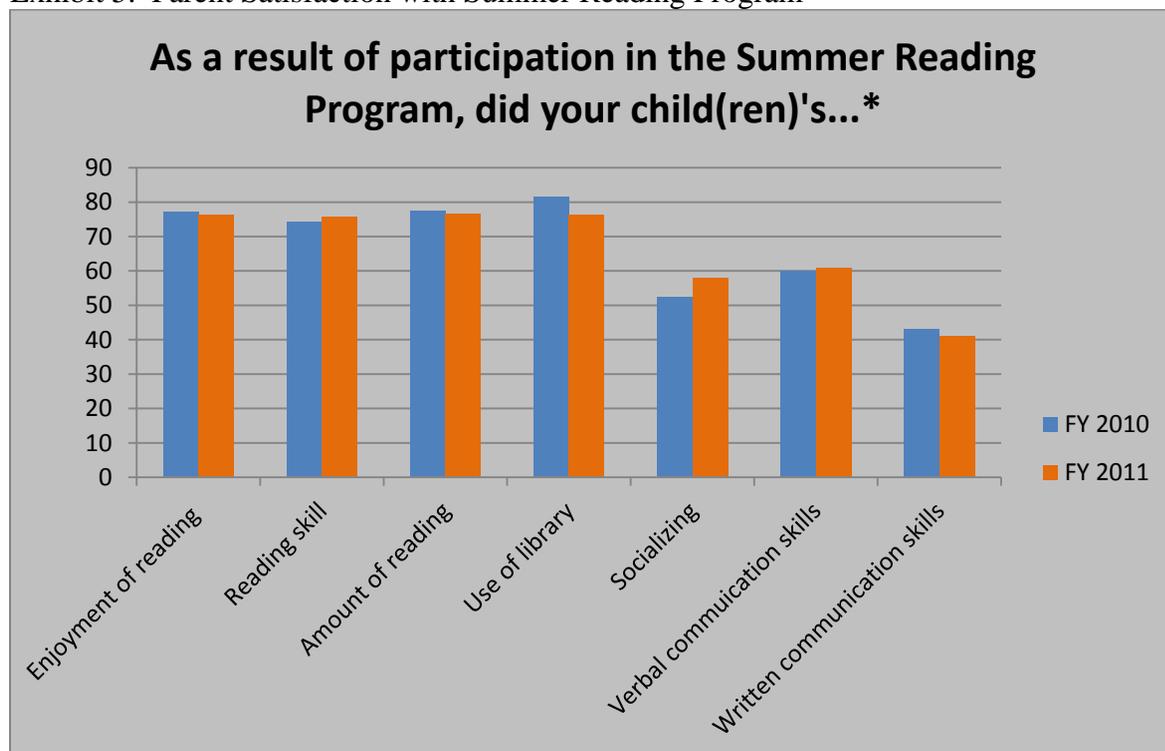


Exhibit 4. LBPH 2011 Telephone Survey



Similarly, parents consistently report that the Summer Reading Program increases a number of their children’s experiences with the library and their children’s own development. After their children attend Summer Reading Program, parents consistently report improvement in their children’s academic skills for both years the NMSL administered the survey (Exhibit 5).

Exhibit 5. Parent Satisfaction with Summer Reading Program



\*2010 respondents = 189; 2011 respondents = 122.

In summary two satisfaction surveys report satisfaction ratings above the target and one survey shows library patrons becoming more favorable about their computer skills as a result of training. Target met.

**GI:** *Outcome Target 2: New Mexico public libraries will have the data they need to understand their role in the state’s economy. As a result, they will be better able to form strong partnerships with public and private organizations in the state and their communities. New Mexico libraries will report that these partnerships have resulted in a 25% increase in local support for their libraries.*

NMSL hired a local university center to study the financial features and impacts of its operations. NMSL staff found the results intuitive and have been using the findings as part of their considerations to guide their planning decisions (Appendix C)

NMSL is the lead partner with Fast Forward New Mexico to provide computer literacy training in 16 communities as part of ARRA funded activities. Training is provided on-site or on-line and includes pre-post training evaluation data. Current results are gathered in Levels I and II

courses from the following communities: Aztec, Gallup, Rio Rancho, Socorro, Columbus, Las Cruces, Albuquerque, Silver City, Clovis and Ohkay Owingeh. Additional trainings are scheduled in Roswell, Zuni, Taos, Hobbs, Carlsbad and Raton.

Participants in both levels of computer and web training report broad satisfaction with the training in professional, economic, and educational settings. This partnership provides quality training at times of the day convenient for participant and in formats (online or in person) that respondents prefer.

NMSL hired a staff consultant charged with facilitating outreach and marketing type activities with local libraries. Since this was a new activity for the NMSL, no benchmarks or evaluations were established. This staff member conducted advocacy for local libraries, building partnerships w/ businesses and other orgs. The position’s goal was to ensure that local communities saw libraries as place that is more than just a pile of books. Additionally, the position promoted the library with local businesses as a learning place for business, providing businesses with tools, skills, and materials to address their legislators. The success of these efforts is unknown; however, some indication may come from fiscal descriptions in Bibliostat.

In as much as NMSL developed no direct measures of community support, fiscal data from Bibliostat can give an indication of the type of support communities provide by their reaction to the economic down turn. In any average year, one would expect about half of library budgets to increase and half to decrease. Given the economic downturn and three sources of funding; City, County, Tribal, 54% of budgets increased, 8.5% were zeroed out completely, and 30% decreased more than 10% (46% total decreased). Considering that no libraries closed during this period, community support remained as strong as in years when there was no economic downturn.

Finally, State Government Obligation (G.O.) bonds continued to enjoy support from the New Mexico State Legislature and voters through the economic downturn (Exhibit 6).

Exhibit 6. General Obligation Bond Support

<b>Election Year</b>	<b>G.O. Bond Purpose</b>
<b>2006<sup>a</sup></b>	\$3 million for New Mexico public libraries
<b>2008<sup>b</sup></b>	\$3 million to acquire library books, equipment and library resources for public libraries \$2 million to acquire library books, equipment and library resources for tribal libraries
<b>2010<sup>c</sup></b>	\$2 million to acquire library books, equipment and library resources for public libraries statewide \$1 million for supplemental library resource acquisitions, including books and equipment and planning, designing and constructing capital improvements, at library facilities for tribal libraries statewide

Sources:

a) [http://santafelibrary.blogspot.com/2006/10/fyi-go-bond-for-new-mexico-libraries\\_25.html](http://santafelibrary.blogspot.com/2006/10/fyi-go-bond-for-new-mexico-libraries_25.html)

b) <http://www.nmstatelibrary.org/services-libraries/funding-libraries/go-bonds/718>

c) <http://www.nmstatelibrary.org/services-libraries/funding-libraries/go-bonds/1253>

NMSL plans for the LSTA activities could not have foreseen the economic downturn, so the 25% increase in support seems over ambitious in hindsight. Additionally, Bibliostat doesn’t collect partnership information and NMSL staff didn’t develop alternate data collection methods

of local partnerships. It is clear that local libraries continue to enjoy good local support. NMSL staff and local library staff should be proud of continued community support for library services despite an economic downturn; however, the target's phasing is inflexible. Target not met.

**Goal 2: Improve library service to rural, visually impaired, homebound, and underserved New Mexico residents.**

*G2: Output Target 1: Book requests and interlibrary loans (ILL) from Bookmobile patrons will each increase by 5% per year through the end of this reporting period.*

For this target, NMSL projected the implementation of a Rural Service automated catalog, and that ILL and book requests would increase since patrons would have a wider selection of library materials to choose from. This catalog was not fully implemented during this time period. In addition, reductions in ILL occurred when ILL services were halted at the bookmobile west office. NMSL staff reconfigured bookmobile service regions to cover the entire state with 3 bookmobiles instead of 4. Then, in FY 2011 NMSL subsequently reduced services at bookmobile east this past year due to a hiring freeze resulting in reduced personnel for 8 months. In summary, NMSL administration reduced federal funds allocated for rural services 2007-2011. Because of the reductions, any requested ILL books may have been purchased if they were suitable to the local library's collection development policy and had relevancy to other patrons. Exhibit 7 shows that Bookmobile ILL requests declined dramatically across the last 4 years. Nevertheless, circulation numbers remained steady, and a small increase in patrons took place. This increase occurred despite dramatic budget cuts, staff reductions, and elimination of one bookmobile. Additionally, bookmobiles are now implementing an automated catalog. Target not met.

Exhibit 7. Bookmobile Data Elements

Year	Sum of Circulation <sup>a</sup>	Sum of Patrons <sup>b</sup>	% Increase <sup>c</sup>	ILL Requests <sup>d</sup>	% Decrease
FY 08	88,716	3788	NA	1386	NA
FY 09	83,403	NA	NA	625	55
FY 10	87,728	NA	NA	474	24
FY 11	90,408	3878	0.02	377	20

a) Source: 2007-2010ExpendStats-rev.xls: includes Cimarron.

b) Source: Registered Bkmobile Patrons 2008 KOHA Registered Bk mobile Patrons 20011.xlsx

c) All increases relative to FY 08 [e.g. (FY 09- FY 08)/FY 08] = % Increase]

d) Source: RBM Stat Sheets FY07 to FY11 (multiple .xls files)

*G2: Output Target 2: Library for the Blind and Physically Handicapped will contact 4000 patrons (800 per year) during the five year period to inform them of their option to enroll in the Braille reading program.*

The majority of new referrals come via case workers with the New Mexico Commission for the Blind. Additionally, the National Library Service provides some referrals. The NMSL conducts some outreach via attendance at events such as the annual National Federation of the Blind of New Mexico Conference in Albuquerque each spring. However, budgetary and staffing

limitations have made it difficult to continue in-house printing of brochure and outreach materials for prospective patrons.

Digital player availability increased by 72% over the most recent 4 years. In one year, the increase in digital player use was by 103%. Additionally, total circulation has increased 25%, partly due to a 10 fold increased circulation of electronic media. However, this increase is not reflected in the numbers of patrons which have been declining annually for both LBPH and braille services. Never the less, the numbers of patrons establishing service has been about half the target - averaging 447 patrons annually over the last 4 years. NMSL staff manages these results in the face of system wide layoffs and budget cutting. Considering that public awareness campaign effectiveness shows that the message goes out to many more individuals than those responding to the message, it is likely that more than 800 individuals were contacted annually in order to produce the 447 patrons establishing service annually. Target likely met.

**G2: Output Target 3: The number of braille readers in New Mexico who use the braille program will increase by 20% by 2011.**

The number of braille titles circulated has declined slightly over the last four years (Exhibit 8). Further, the number of patrons has declined over the four year span of data collected. This goal was not met. Much of decline in number of braille patrons is attributable to consolidation of low-use braille patrons into one library account (FY 2008-09) for purposes of financial efficiency, a decision made in coordination with then NMSL Federal Programs Coordinator. While patron numbers declined by about 33% during the study time period, circulation declined by only about 9 per cent. The consolidation of low use Braille patron accounts into a single account saved \$75 per patron.

LBPH staff may consider identifying the source of the decline (perhaps by a survey of patrons that have been dropped) or by assessing future need for braille products (perhaps from an assessment of trends in braille use and competing technologies). Target not met

Exhibit 8. Braille Associated Relevant Data

	2007-08	2008-09	2009-10	2010-11
<b>Braille: N Patrons</b>	83	60	61	56
<b>Braille : N Circulated</b>	936	896	845	853
<b>Braille: N Titles</b>	17,197	17,682	18,212	18,696
<b>Braille: N Copies</b>	115,242	119,405	124,050	125,215

\* Bibliostat database

**G2: Output Target 4: 50% of eligible New Mexicans will be enrolled in LBPH membership on an annual basis.**

This output target suffers from a lack of obvious operational definition for the term eligible or method to develop one. The term could be developed based on the estimated number of individuals with vision difficulty (56,726) from the U.S. Census American Community Survey (ACS); however, this number probably includes individuals who may not require special library assistance yet. An alternative approach may be to use the membership total population of the

National Federation of the Blind of New Mexico as a baseline value; however, this value probably underestimates the number who could benefit from assistance. Without some other comprehensive method to identify eligible New Mexicans this target would be impossible to evaluate.

At the time of the LSTA proposal writing, program staff probably considered that increasing the number of patrons to 50% of the eligible population would be an improvement in current patron numbers. Exhibit 9 shows a slow annual decline in patron numbers. Although the table confirms no increase in patrons, it is impossible to determine the number eligible. However, customer satisfaction with the program remains extremely high for most measures (Exhibits 10 - 13). This contrast may indicate a marketing problem that could be solved through collaboration with community groups such as National Federation of the Blind of New Mexico or local chapters of the Lions Club. These organizations often wish to assist the community and do not have the resources to conduct their own needs assessment. Developing some collaboration where the NMSL provides the need description may help local groups contribute in new ways. Target status currently un-measurable.

Exhibit 9. LBPH Program Delivery Descriptors

	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
<b>Number of Patrons</b>	4,474	4,222	4,111	3,954
<b>Reference Questions</b>	14,981	14,622	15,202	14,276
<b>Player (digital &amp; analog) distribution</b>	1,330	1,363	2,694	2,286
<b>Acquisitions,</b>	15,546	8,003	16,323	15,436
<b>LBPH:, Circulation - Physical</b>	101,140	98,715	95,547	103,455
<b>LBPH:, Circulation - Electronic</b>	847	2,931	11,606	22,275
<b>LBPH:, Circulation - Total</b>	101,987	101,646	107,153	125,730
<b>NMSL FTE activity</b>	6	6	6	4
<b>LSTA FTE activity*</b>	1	1	1	1
<b>Matching Staff time (braille)</b>	.10	.10	.10	.10

\* This is in addition to the NMSL FTE e.g. 2007-08 total would be 7.1 FTEs.

Exhibit 10. LBPH 2011 Telephone Survey

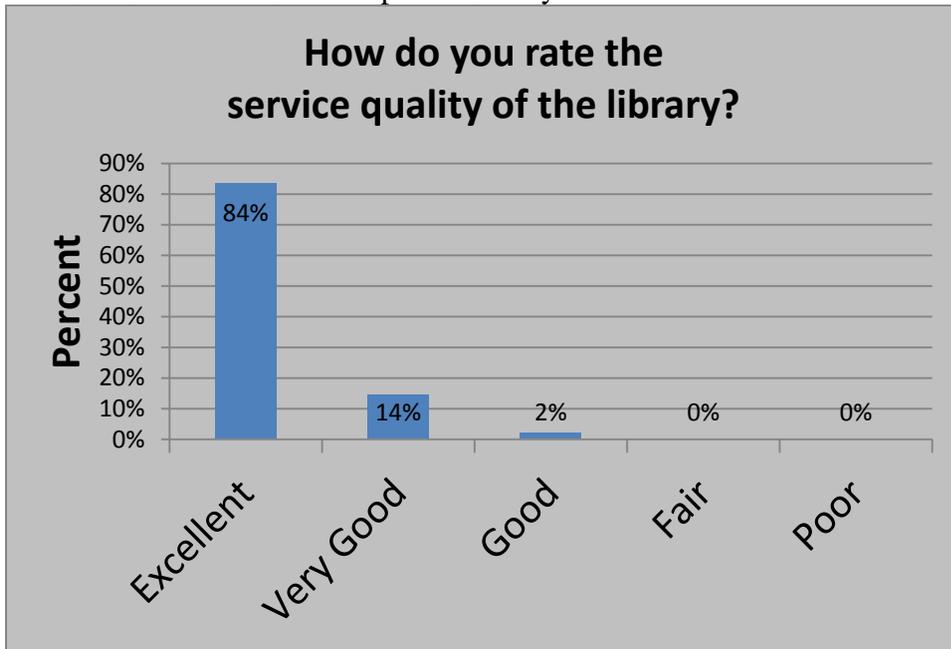


Exhibit 11. LBPH 2011 Telephone Survey

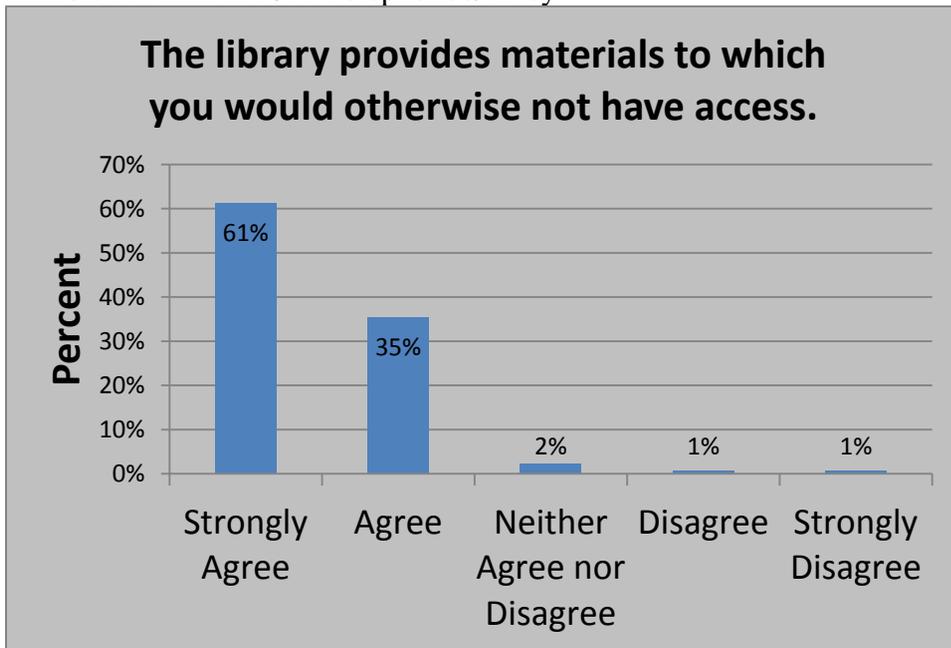
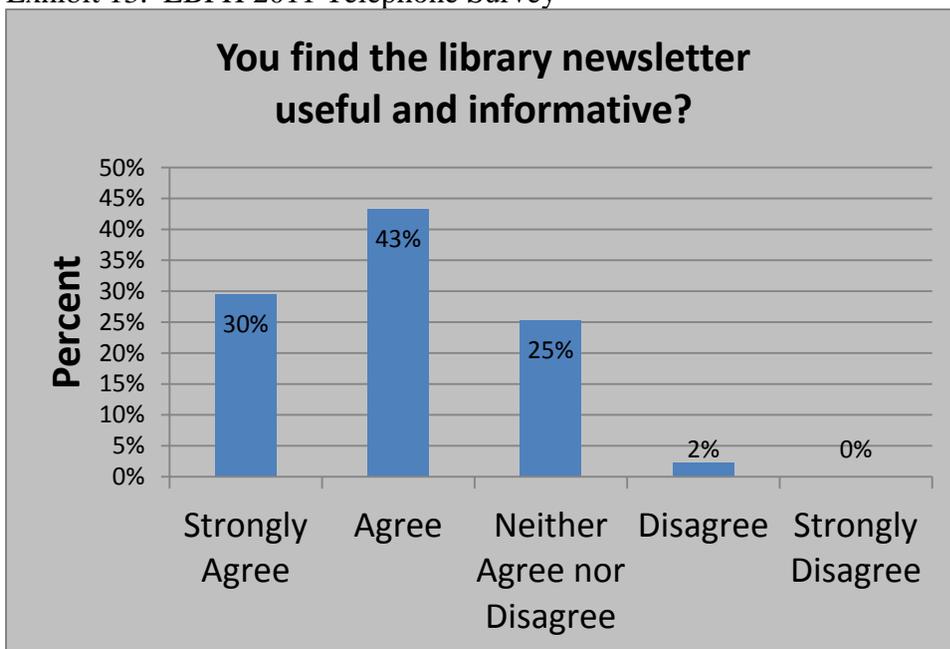


Exhibit 12. LBPH 2011 Telephone Survey



Exhibit 13. LBPH 2011 Telephone Survey



**G2: Output Target 5: Bookmobile stops that no longer meet the criteria for service will be reduced by 95% by 2009.**

In FY 08, bookmobiles served four quadrants of the state. As described above, in FY 09 NMSL staff curtailed service for budgetary reasons and re-configured regions such that only three

bookmobiles were required to cover the entire state. Three bookmobiles continue to serve statewide today. After the reduction in bookmobiles, NMSL staff required bookmobile staff to follow additional procedures to maintain stops. Appendix D contains Procedures Manual and a list of eliminated stops. The Rural Services Procedures Manual provides the following guidance (p.1):

“Stops are to be continually monitored to assure that they continue to be the most efficient location to provide service. Generally, a stop must receive an average use of at least five borrowers per scheduled stop over a year’s period with a minimum of 200 circulations per year in order to be considered having adequate use.” *Source: RURAL SVCS PROCEDURES MANUAL 10-29-07.doc*

One would have expected a 25% drop in circulation and patrons resulting from the loss of one bookmobile (see Exhibit 7. Bookmobile Data Elements) if the circulation and patrons were evenly distributed. Circulation has varied within a small range over the four years of available data. The number of patrons increased to a small degree relative to FY 2008. The number of stop locations declined from 135 in FY 07 to 89 in FY 11: however, this 34% reduction in stops appears to include decisions that don’t follow the guidance (Appendix E, Bookmobile Stops Eliminated 2007-2011.xlsx) in the Rural Services Manual. NMSL Staff have discussed additional criteria used for determining stop viability, such as distance from a city with a library. It is the prerogative of the NMSL staff to determine the criteria for stop maintenance. If those criteria change, the state manual should be revised to reflect changes. Such documentation prevents disputes arising from stop eliminations. Although circulation has fluctuated and annual variations in these figures prohibit firm generalizations, records show an increase in the number of patrons through FY 2011 despite fewer stops. Target not met.

***G2: Output Target 6: Bookmobile stops in currently underserved counties will increase by 25% by 2010***

Because of the reconfiguration of bookmobile regions, this target cannot be evaluated directly. Three bookmobiles continue statewide service. NMSL staff report that Eastern counties (e.g. Mora and Harding) have better access as do locations in the northwest serving Navajo populations. However, some NMSL staff members are concerned that access in the southern part of the state may have reduced access. The data at hand indicates that the number of stops appear to be declining for two regions – the eastern and western (Exhibits 14 & 15). Data to confirm claims of better or worse service do not exist. Although NMSL staff provide numerous data sets, at time different operational definitions of the same terms prohibit complete analysis. Other time those same terms revert back to previous definitions leaving holes in available data sets.

One evaluative method of success of the consolidation to three bookmobiles would be to survey patrons in the region formerly served by eliminated bookmobile to see if the transition has effectively met those individuals’ needs, or if they have reduced their library usage as a result of the consolidation of bookmobile regions.

The evaluator used two methods to assess this target attainment. First, analysis of raw stops by region for the last three years shows a slight decline in stops. Second, by taking the total number of stops in FY 08 and dividing that number by the four regions, it would be possible to see if the new configuration of three regions had increased stops. However, the average number of stops for the four regions in FY 08 was 404, while the number was 382 for the 3 regions in the most recent year. Target not met.

This target probably competed with the previous target aimed at minimizing stops that don't meet criteria.

**Exhibit 14. Count of Annual Stops<sup>ab</sup>**

<b>Region</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>
<b>NE</b>	368	369	368
<b>E</b>	507	444	440
<b>W</b>	400	370	339

\* FY 08 regions don't align: E = 470; NE = 426; W = 379; SE = 341

Source: RBM Stat Sheets FY07 to FY11 (multiple .xls files)

**Exhibit 15. Bookmobile Service Data<sup>a</sup>**

<b>Year</b>	<b>N Mobiles</b>	<b>FTE</b>	<b>Count of Stops</b>	<b>Reader's Advisory</b>
FY 08	4	12	1616	1,355
FY 09	3	9	1275	1,091
FY 10	3	9	1183	1,167
FY 11	3	9	1147	1,176

a) Source: RBM Stat Sheets FY07 to FY11 (multiple .xls files)

**G2: Output Target 7: 20% more youth will participate in Summer Reading Programs statewide. 50% of libraries will report an increase in circulation of youth materials by 2011**

This target contains two separate metrics: one for youth participants and one for libraries reporting circulation of youth materials. Summer reading program participation increased 13 % for children but remained relatively flat for teens (Exhibit 16). In this case, data existed for four years of children's programs but only three years for teen programs so the figure for that group potentially is different depending on the missing data. Although the first target metric was not met, a 20% increase seems ambitious, and perhaps impossible to meet. To demonstrate the ambition behind this target, consider a competing summer youth activity. Imagine a local amusement park deciding to increase attendance by 20% over the summer. Such an effort would require massive advertising, compounded by return business and word of mouth promotion. The libraries spend only small amounts to publicize (probably staff time), and although the program is designed for return business the metric uses unduplicated counts. Therefore, this 13% increase should be considered a success, despite having missed an overly ambitious target.

The second portion of the target required a 50% of libraries to increase circulation of youth materials. Circulation in 2007 minus circulation in 2011 for each site shows that 56.7% of sites

increased circulation (see Appendix YY). From a statistical perspective, this is a goal of zero change. By chance one would expect half of the libraries to increase and half to decrease based on random variation. Updating this metric to something like 50% of libraries will increase youth circulation by 5% or more makes the metric more functional. In a technical sense, this metric was met. This target should be considered met.

Exhibit 16. Youth Program Descriptors\*

	2007-08	2008-09	2009-10	2010-11
<b>Children's Circulation</b>	3,371,404	3,494,794	3,463,347	3,498,012
<b>Children's Programs</b>	11,547	11,413	11,092	11,809
<b>Children's Program Attendance</b>	293,669	304,441	308,091	332,311
<b>Teen Programs</b>	NA	4,131	3,303	4,291
<b>Teen Program Attendance</b>	NA	38,647	35,172	38,124

\* Bibliostat database

**G2: Outcome Target 1:** *By 2011, 75% of youth and teen library users will report via survey that they are reading more voluntarily and for pleasure.*

As Exhibit 5 (Parent Satisfaction with Summer Reading Program) shows, parents report great satisfaction with the Summer Reading Program including some presumed academic impacts. Although this target is phrased in terms of youth and teen respondents, the data suggest little difference in perspective between parents and their children. Nevertheless, to understand student perspectives, a survey must address students. An alternative solution is to make parent satisfaction the target, rather than youth. Given that the NMSL is not prepared to gather data directly from youth (i.e. collect consent from parents and youth), and that there is no evidence that youth satisfaction would differ from their parents, this target should be considered met.

**G2: Outcome Target 2:** *25% of rural services patrons will report increased relevance of collections to their needs and interests by the end of this reporting period*

A Books by Mail 2010 survey collects customer satisfaction results (Appendix XX BBM Survey for annex.pdf). The Survey poses three questions that address this topic.

1. Using Books By Mail improves the quality of my life: 97.4% agree or strongly agree.
2. Books by Mail supports my:
  - a. Continuing education – 73% agree or strongly agree
  - b. Recreational reading – 97% agree or strongly agree,
  - c. Do it yourself – 76% agree or strongly agree
  - d. Family – 82% agree or strongly agree.
3. The selection of books meets my needs: 90% agree

The survey results indicate that Books by Mail survey respondents (N = 115) are reporting high relevance of the collection. Target met.

***G2: Outcome Target 3: 75% of surveyed LBPH customers in 2010 will report that LPBH services improve and sustain their quality of life.***

In the 2011 survey mentioned above, when asked if the LBPH services improve their quality of your life, 98% agree (See Exhibit 12). NMSL has met this target.

***G2: Outcome Target 4: By 2010, 95% of New Mexicans will have access to quality library service to support their information needs either through NMSL's Rural Services or through local public library service.***

A lack of clear operational definitions impede evaluation of this target. The problem comes with the terms New Mexicans and access. Probably, the writers did not intend to include Pre reading youth. Even if their parents were reading to them and borrowing books from the library, wouldn't the parents be thought of as the intended target? This shows that defining who has access is a critical feature of this measurement. The operational definition is further complicated by the fact that although legal service areas (LSAs) have population estimates associated with them, the remainder is unspecified. This unspecified remainder is the target population for Rural Services. Although NMSL counts patrons of their various rural services, it is impossible to calculate a percent with access without a denominator (the remainder from the LSA). Discussion below uses estimation methods from available data.

Exhibit 17 shows that borrowers make up only 58% of the population. For the LSAs, up to 78% of the population are considered borrowers; however, this estimates don't take into account households which would be a better indicator since families often share a library card. Recent data show only 756,112 households in New Mexico despite a population of 2,059,179 (U.S. Census, 2010: <http://quickfacts.census.gov/qfd/states/35000.html>); therefore the number of registered borrowers exceeds the number of households, meaning that on average each household has more than one library card. Using this estimation method, NMSL met this target.

Consider that all but 3 counties have access to community libraries. Two of those counties have no libraries and one is very large and has its community library on a geographical edge of the county (Harding, Mora, Socorro). Now consider that the rest of the population has access to a community library. The sum of these three county populations make up 1.1% of the state's population, and all three counties are served by bookmobiles. Additionally, Books by Mail addresses rural library needs as well. Using this estimation method, NMSL has met this target.

NMSL staff may wish to provide its own operational definitions when developing similar targets in the future. The key is to develop reliable denominators for LSAs and for the remaining Rural Area. Consider that any estimation method will be sensitive across time and may suit the purposes of NMSL staff of showing relative change. The matter of choosing a denominator rests on what NMSL staff consider those most representative (or available) data for their purposes. Using the estimation techniques at hand, NMSL has met this target.

Exhibit 17. Library Access Estimate

Year	Registered Borrowers*	Legal Service Area†	% Borrowers based on LSA	US Census Est. Pop‡	% Borrowers based on Population
2007	1,183,413	1,568,545	75%	2,036,802	58%
2008	1,207,163	1,554,814	78%	2,010,662	60%
2009	1,161,574	1,532,478	76%	1,990,070	58%

\* Bibliostat database;

† IMLS data files (pup07a\_ascii, pupldo8a\_ascii, pupld09a\_ascii);

‡ US Census New Mexico file downloaded 2/23/12 from <http://www.census.gov/popest/data/intercensal/county/CO-EST00INT-01.html>

Books by Mail contributes to the overall number of borrowers. The number of households using Books by Mail has been dropping along with a corresponding drop in circulation.

Exhibit 18. Books by Mail Program Descriptors\*

BBM	Circulation	Change in Circulation	House-holds Served	Circulation/ House-hold	Volumes
2007	17,544	n/a	5,436	3.23	39,728
2008	16,438	-6%	5,123	3.21	38,652
2009	15,713	-4%	4,904	3.20	40,286
2010	14,211	-10%	4,337	3.28	40,514

\* Source: *BBMExpendStats2007-2010.xls*

**Goal 3: Ensure that New Mexico’s libraries are equitably positioned to have the fullest access to current and emerging information technologies.**

*G3: Output Target 1: 65% of participants in the technologies competencies program will be certified during the program’s second year (2009-2010).*

NMSL staff re-conceptualized this feature to provide the same service but without certification. Public libraries submitted proposals for technologies grants and then hired contractors of their choice to provide training and technical assistance. Public library staff members (7/8) reported that they now spend less time addressing technology problems and more time with patron inquiries. Public library staff members also reported increased use of library computers since patrons can now count on those computers functioning. This data element could be strengthened by reporting actual counts of computer users at public libraries. Target not met.

*G3: Output Target 2: 80 % of public libraries will have web sites by 2010.*

Seventy-Six percent of public libraries maintain websites (71/93) as measured by testing sites reported on Bibliostat and then using a search engine for those that had no sites or that were dead links (Exhibits 19 & 20). The number of public libraries with websites appears to be rather fluid however. There was 63% reliability between Bibliostat and the website test for this report. Analysis showed that eleven libraries had websites which BiblioStat database reported did **not** have them. Another 15 had no website that BiblioStat reported did have sites. The apparent fluidity is difficult to explain. One observation that may help is that some websites looked

similar in format. It is likely they share a content management system associated with their online catalog system. When these systems include hosting and content management, reductions in website maintenance time can be dramatic. Additionally, independent websites and staff to manage them may be difficult to maintain in these tight budget times.

Some of the public libraries are very small and like have limited staffing and opening hours. Under these conditions it would be difficult to maintain a website without the luxury of an online catalog. These sites may be candidates for LSTA technology assistance which includes temporary technical support for system start-up. On the other hand, there may be cultural reasons that these sites remain off line. Target not met.

Exhibit 19. List of Public Libraries with Websites as of February 2012

1	Acoma Learning Center	37	Mother Whiteside Memorial Library
2	Alamogordo Public Library	38	Mountainair Public Library
3	Albuquerque/Bernalillo County Library	39	New Mexico State Library
4	Artesia Public Library	40	Octavia Fellin Public Library
5	Arthur Johnson Memorial Library	41	Placitas Community Library
6	Aztec Public Library	42	P'oe Tsawa Community Library
7	Belen Public Library	43	Portales Public Library
8	Bloomfield Public Library	44	Pueblo De Abiquiu Library & Cultural Center
9	Bosque Farms Public Library	45	Pueblo Of Isleta Library
10	Capitan Public Library	46	Pueblo Of Pojoaque Public Library
11	Carlsbad Public Library	47	Questa Public Library
12	Carnegie Public Library	48	Red River Public Library
13	Clovis Carver Public Library	49	Rio Rancho Public Library
14	Columbus Village Library	50	Roswell Public Library
15	Corrales Community Library	51	Ruidoso Public Library
16	Edgewood Community Library	52	Sandia Pueblo Learning Resource Center
17	El Rito Public Library	53	Santa Fe Public Library
18	Embudo Valley Library	54	Santo Domingo Pueblo Library
19	Espanola Public Library	55	Shuter Library Of Angel Fire
20	Estancia Public Library	56	Socorro Public Library
21	Eunice Public Library	57	Talpa Community Center Library
22	Farmington Public Library	58	Taos Public Library
23	Fort Sumner Public Library	59	Taytsugeh Oweengeh Library
24	Gila Valley Library	60	The Public Library
25	Glenwood Community Library	61	Thomas Branigan Memorial Library
26	Hobbs Public Library	62	Town Of Bernalillo Public Library
27	Irene S. Sweetkind Public Library	63	Truchas Community Library
28	Jemez Pueblo Community Library	64	Truth Or Consequences Public Library
29	Jemez Springs Public Library	65	Tucumcari Public Library
30	Laguna Public Library	66	Tularosa Public Library
31	Los Alamos County Library System	67	Village Of Corona Public Library
32	Los Lunas Public Library	68	Vista Grande Public Library
33	Lovington Public Library	69	Woolworth Community Library
34	Magdalena Public Library	70	Zia Enrichment Library
35	Marshall Memorial Library	71	Zuni Public Library
36	Moriarty Community Library		

Exhibit 20. List of Public Libraries without Websites as of February 2012

1	A. W. Thompson Memorial Library	12	Moise Memorial Library
2	Bayard Public Library	13	Pueblo De Cochiti Library
3	Cuba Public Library	14	Pueblo De San Ildefonso Library
4	Eagle Nest Public Library	15	Pueblo Of San Felipe Community Library
5	Eleanor Daggett Memorial Library	16	Reserve Public Library
6	Fred Macaron Library	17	Rio Abajo Community Library
7	Hatch Public Library	18	Santa Ana Pueblo Community Library
8	Jicarilla Public Library	19	Santa Clara Pueblo Community Library
9	Lordsburg-Hidalgo Library	20	Sunland Park Community Library
10	Mescalero Community Library	21	Tatum Community Library
11	Michael Nivison Public Library	22	Virden Public Library

**G3: Outcome Target 1:** *Because of technology competency certification, public libraries will report an increased ability to troubleshoot standalone and/or networked PCs, software, and peripherals and will successfully introduce new technology services for patrons' use, based on pre- and post-certification training evaluations.*

Although competency certification was never implemented, NMSL awarded nine public libraries with small technology grants to contract with local technical support to provide the specific training described in the target. Seven of eight sites, winning mini grants to address technology preparedness, reported increases in their ability to address critical technology issues that would otherwise render their computers dysfunctional. Public library staff specifically mentioned the enthusiasm the trainer had for teaching them to manage their systems. Although the certification program never came to fruition, NMSL staff members seem to have met the goal of improving public library technology preparedness for these participating sites. Target not met.

**G3: Outcome Target 2:** *Increasing the number of New Mexico public library websites from the current 56 to the target 74 will increase patron access statewide to local collections and programs, as well as library-created online resources.*

Seventy one public libraries were available online as of February 2012. The evaluator set a minimum functional standard that displaying hours of operation and a contact phone number and found that 89% met minimal functional standards. Additionally, 13 of 93 (14%) sites had social media links; however, having social media links was a poor predictor of whether contact information and hours were easily available online (Exhibit 21). Interestingly, this means that the social media presence may be compensating for a lack of functionality of the website depending on how the social media are used although that is a hypothesis to be tested. As of the date the evaluator tested websites, this target was short by only 3 sites. Target not met.

Exhibit 21. Phi Test of the Association of Social Media Access with Website Existence, Contact Information, and Hours Posted on Website.

<b>Social Media By...</b>	<b>Exists? Y or N</b>	<b>Contact? Y or N</b>	<b>HRs? Y or N</b>
<b>Phi (significance, N)</b>	-.045 (NS, 73)	-.130 (NS, 69)	-.226 (NS, 69)

NS = not significant

**Goal 4: Provide New Mexico public libraries with the technology to support a statewide union catalog to allow access to materials not in the local library’s collection, discovery of materials in other New Mexico library collections, patron-initiated borrowing, and a cost effective delivery mechanism.**

*G4: Output Target 1: The fill rate for ILL among New Mexico’s public libraries will increase by 19% by 2010.*

This target suffered from multiple challenges. As the LSTA plan was written and implemented the first year, the grant bought OCLC licenses for a significant number of public libraries. LSTA writers thought this single activity would provide the increase in ILL fill rates. However, as the state librarian position changed, both the local libraries and the NMSL realized the service could not be sustained past the grant period, and terminated the service.

Measuring ILL rates challenged NMSL staff because of the rapid change to automated but varied systems. NMSL staff were unable to indicate how many local libraries now participate to some extent in OCLC ILL sharing. Sharing resources is costly for small rural libraries and it is unknown how small rural libraries manage ILL costs in times of budgetary concerns.

Finally, there is the specification problem of who is sharing? The OCLC dataset reports all types of New Mexico libraries combined, which includes university libraries, while Bibliostat only reports local libraries. Therefore, there is overlap in the results (Exhibit 22). Then the NMSL also provides ILL services that are not accounted for anywhere else (Exhibit 23). At this point in history ILL rates make poor accountability measures at the state level because of the difficulty developing standardized reporting. As technology advances, such standardizing likely will become easier. Target not met.

Exhibit 22. Selected Local ILL Descriptors

<b>Interlibrary Loan statistics</b>	<b>FY10</b>	<b>FY11</b>
<b>OCLC ILL requests received*</b>	84078	72029
<b>OCLC ILL requests filled*</b>	68619	58540
<b>BiblioStat ILL Borrows† (sum of public libraries)</b>	27,579	26,081

\* Source: *grp\_servs\_feb\_09\_jan\_12.xlsx*

† Bibliostat database;

Exhibit 23. NMSL ILL Descriptors

<b>Interlibrary Loan statistics</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>
<b>ILL requests received</b>	803	546	662	687
<b>ILL requests filled</b>	1055	761	570	516

\* Source: *ILL statistics.xlsx*

**G4:** *Output Target 2: Public libraries with a functioning ILS will increase by 16% by 2010.*

NMSL staff reports that 42 libraries (45%) had functioning ILS at the beginning of the program and that the current number is now 71 (76%). NMSL staff have been encouraging this transition and providing technical support. NMSL met this target.

*Source: LMS- WEBSITE Report.xls*

**G4:** *Output Target 3: The number of fully compliant MARC21 records in New Mexico public libraries will increase by 11% by 2010.*

This target is related to the target above. Rather than address individual records, local libraries addressed MARC21 compliance by adopting online catalog systems with built-in MARC 21 compliance. If the 30% increase in libraries using modern ILS were randomly distributed this would translate into an 11% increase in MARC21 compliant records. If the adoption of the on-line cataloging systems was biased toward the smallest libraries this goal may not have been met. (method of estimation: print volumes by library, sorted smallest to largest, grouped by 30.) See Appendix F for a list of libraries with online catalogs. Target met.

**G4:** *Output Target 4: Reduce the number of disparate integrated library systems in New Mexico by (non MARC structured records) 32% by 2012.*

Currently local libraries use twenty one different brands of automated software. However, there is no baseline data and operational definitions haven't been worked out. For example many software providers have integrated systems that can be purchased in a modular fashion. If library A purchased module 1 and Library B purchased Module 2, both modules from the same vendor, would these be considered separate systems. For this analysis, the vendor defined the number of systems, not the module (Appendix F). This output depended upon implementing a union catalog which never transpired. Target not met.

**G4:** *Output Target 5: Fill 75% of New Mexico resident's ILL requests within the state.*

This target qualifies ILL requests within New Mexico. No ILL data sets report ILL data such that request or fill data specify in or out of state. Average ILL fill rates for the last federal fiscal year are 82%. Target Status is unknown.

*Source: grp\_servs\_feb\_09\_jan\_12.xlsx.*

**G4:** *Outcome Target 1: By 2012, 42% of New Mexico's public libraries will utilize open source software to leverage the limited resources in their own collections and promote the use of resource sharing to residents.*

Although NMSL staff promoted and supported open source software implementation by NM Public libraries, this specific target never materialized. Critical barriers to the overall outcome target hindered implementation. NMSL staff members found a lack of local library personnel buy-in to the goal of resource sharing and a corresponding lack of understanding details of such a

process. Despite detailed program planning, communication with field personnel failed to produce sufficient interest in resource sharing.

However, current staff point out that the true goal here was automation, not open source automation, and that they continue to work toward that end. Despite missing this target, the increase in online cataloging systems may partially prepare local libraries for meeting the automation goal and increase in-state resource sharing in the future, since their records have become MARC21 compliant, a critical first step in resource sharing. Target not met.

**G4:** *Outcome Target 2: New Mexico libraries will utilize newly available interlibrary loan technology to leverage the limited resources in their own collections and promote the use of interlibrary loan to their patrons. These resource sharing activities will be enabled and enhanced by the contribution of participating libraries to the New Mexico statewide group catalog so that library patrons throughout the state will be able to find resources not only at their own local libraries but statewide. The total number of interlibrary loans statewide will increase 25% by 2012. The total number of resource holdings in the New Mexico Group Catalog will increase 15% by 2012.*

As described previously, LSTA funds would supplement funds for library catalog funds, but funds would run out after LSTA ended and additional budgetary concerns led to canceling the New Mexico Group Catalog. Exhibit 22 shows the number of ILL requests has not increased.

Regarding the New Mexico Group catalog, LSTA 5 Year Plan writers once again display their ambitious vision for library functional improvement based on emerging technology. However, cost in this case prohibited planned implementation. Similarly, the open source catalog implementation never materialized as planned. At the time the LSTA Plan was written, it would have been difficult to imagine that online catalog software would become readily available and affordable. These programs ultimately save staff time and money for the libraries. It is a credit to NMSL staff that they explore these alternatives at early stages. These sorts of efforts often lead to lessons learned that feed into next generation of decisions. Also, the lessons NMSL staff learned likely translated into excellent consulting background for local libraries to draw from as they select their own online catalog software. The number of libraries with automated and online catalogs would have been less without the experiences and expertise of the NMSL staff. Target not met.

#### **Goal 5: Assist libraries in providing collections and services to meet the needs of their populations**

**G5:** *Output Target 1: NMSL will offer at least 5 sub-grants per year by 2011.*

NMSL offered nine sub-grants in FY 10 and eight in FY 11. These sub-grants facilitated technology skill development of public library staff around the state. Annual reports show grant recipients appreciated the opportunities the program provided. NMSL met this target.

*Source: Sub grant participation email.doc*

***G5: Output Target 2: 95% of public libraries will submit an annual report on an annual basis. Annual counts of libraries [receiving grants] submitting annual reports***

This is a compound target. The first sentence refers to local libraries submitting data to Bibliostat Collect. The second sentence refers to NMSL technology awards to local libraries.

Ninety nine to one hundred percent of libraries reported their data to Bibliostat. One library reported on alternating years. NMSL met this target.

NMSL staff gathered performance feedback all year long including at site visits. This compendium of data collection embodies the annual reports. Therefore, NMSL Holds reports for each site, relieving these sites of submitting reports. During site visits where NMSL staff interact with librarians, NMSL staff see operations first hand and discuss library strengths and challenges. Additionally, the onsite meeting likely consolidates a functional relationship that serves well over the phone the majority of the year. NMSL met this target.

These reports have documentation space for communications throughout the year, and summary evaluative statements that serve to provide background for the site and to document site level service improvements. One minor improvement to this report would collect across sites no more than five site level metrics that apply specifically to the mini grant and provide some quantitative support for the qualitatively rich statements found in the narratives.

***G5: Output Target 3: There will be 50% increase in the number of libraries using statistical programs like Bibliostat Connect by 2010.***

At least six public libraries used Bibliostat Connect between January 2009 and February 2010 (Appendix G). Numerous users logged in as “trial”. However, this service was discontinued by the NMSL and usage correspondingly stopped. NMSL staff cut this service to address budget considerations. Target not met.

***G5: Outcome Target 1: By 2011, 75% of public libraries participating in the LSTA grants program will report that the supplemental financial support provided by these grants enabled them to expand and improve library service to their communities.***

Eight of nine (88.9%) public libraries expanded or improved services based on annual reports. The one site that failed to meet this target faced overwhelming construction management challenges; therefore expansion of services would have been difficult. NMSL met the target.  
*Source: Multiple files = LSTA Grants Monitoring Checklist-LSTA2010T1-\*.xls*

**Goal 6: Ensure that New Mexico’s libraries have access to statewide subscription databases and are able to make the most productive use of them for their communities.**

**G6: Output Target 1: 75% of registered school and public libraries will report annual usage of Magazines Online by 2011.**

NMSL staff have purchased rights to the GALE online magazine service and report that 70% (260/369) of public and school libraries used Magazines Online in FY11 (Exhibit 24). Target not met.

Exhibit 24. Online Magazine Usage.

	<b>Schools</b>	<b>Libraries</b>	<b>Totals</b>
<b>With Usage</b>	209	51	260
<b>Without Usage</b>	93	16	109
<b>Totals</b>	302	67	369

Sources: New Mexico Libraries Fiscal Usage.xls & New Mexico Schools Fiscal Usage.xls

**G6: Output Target 2: 60% of public libraries will offer remote access to Magazines Online to their communities by 2011.**

NMSL Staff report that 30% of public libraries provide remote access to Magazines Online at this time. However, measuring this output proves challenging. NMSL uses GALE as an online magazine resources, and ultimately, they purchased a statewide license. Therefore, anyone with a New Mexican IP address can use the resource without a password. Additionally, local libraries may forgo registering with GALE and use an NMSL webpage link or a general GALE link. Such access is completely unaccounted for, and likely access is much closer to the target. For the purposes of this evaluation the target was not met. Adopting better operational definitions and metrics in the future may support a similar output target.

Source: NM Public Library Websites.xls

**G6: Outcome Target 1: The percentage of public, academic, and school librarians who are aware of statewide subscription databases provided by NMSL, understand their purpose and access options, and are confident in their use, will increase by 50% between 2008 and 2011.**

To evaluate this target, public, academic, and school librarians would have to respond to a survey since the target measures awareness, understanding, and confidence. No such survey has been implemented and there appear to be no training evaluations from which to infer this information.

However, some information is available about access to GALE as shown in Exhibits 25 and 26. Full text retrievals are an excellent indicator of use. For public libraries, the data appear to show initial startup retrieval numbers below 50,000 records per quarter before leveling off at over 100,000 retrievals for most quarters. Academic institutions retrieve the most full text documents from GALE. Although academic use went up about 40% over the period there is data for, the combined retrievals of public libraries and Schools increased nearly 10 fold from nearly 29,000

to almost 247,000 in the highest quarter. Considering the dramatic increase in GALE use, it appears that this goal was likely met.

Exhibit 25. Full Text Retrievals

<b>Quarterly &amp; Annual Totals</b>	<b>Public Libraries</b>	<b>Schools</b>	<b>Academic</b>
<b>Jul-Sept 2009</b>	5,219	22,721	1,010,039
<b>Oct-Dec 2009</b>	45,583	58,674	1,450,658
<b>Jan-Mar 2010</b>	165,749	63,437	1,372,206
<b>Apr-Jun 2010</b>	180,352	34,546	1,105,401
<b>Total July 2009- June 2010</b>	<b>396,903</b>	<b>179,378</b>	<b>4,938,304</b>
<b>Jul-Sept 2010</b>	214,909	12,025	1,212,748
<b>Oct-Dec 2010</b>	188,268	55,922	1,477,274
<b>Jan-Mar 2011</b>	187,197	59,551	1,313,212
<b>Apr-Jun 2011</b>	98,947	34,438	1,345,204
<b>Total July 2010 - June 2011</b>	<b>689,321</b>	<b>161,936</b>	<b>5,348,438</b>

Source: New Mexico By Market Full Text Retrievals.xls

## Conclusions

### Retrospective Questions

1. Did the activities undertaken through the state's LSTA plan achieve results related to priorities identified in the Act?

To answer this question the evaluator developed a two stage scoring process. First, a matrix (Exhibit 27) shows the goals and the determination of goal attainment shown determined in the body of this report. However, an additional column, the Accomplishment column, shows a grade (vs. dichotomous) interpretation of results and gives additional points for exceeding a goal. This column gives NMSL staff credit for developing new methods to address an output or outcome when they make significant progress toward a re-conceptualized goal. This staff, though unaware of the output and outcome origins, knew them and diligently pursued activities to meet them even when that meant re-conceptualizing the language to permit forward progress. This determination is a hallmark of this staff and raises the quality of library resources statewide to an unexpected high level that may not be predicted based on New Mexico's population and budget. The rationale for the ten rescored items is presented in text form in Exhibit 27.

Second, NMSL staff assigned congressional priorities to each output and outcome before data collection began. Then, the evaluator developed a matrix with project outcomes in rows and congressional priorities as columns. The body of the matrix is populated by target achievement results (Exhibit 28). Conclusions could be drawn in three ways. The matrix could produce an absolute conclusion where any "meets target" decision on any one target yields a "meets Congressional Priority" decision. This method would produce a "meets Congressional Priorities" decision for each priority of this project. However, this method could mask underperformance to a significant degree. A second method could require that every instance of the Congressional Priority to be positive before yielding a "meets Congressional Priority" decision. This method could mask significant accomplishments. Indeed, the current project would fail this test despite significant accomplishment in the face of ambitious targets. A third method used here, shows the degree to which the grantee met each congressional priority. Although this method requires estimation techniques on occasion, it has the benefit of showing not only how closely the Congressional Priority was met, but can convey which targets need to be reconsidered on the next application.

In this case, the bottom row summarizes the degree to which each priority was met, and the body of the matrix shows (in columns) which targets were reached and exceeded and which were require additional thought, planning, or reconceptualization. Project staff should consider all Congressional Priorities well met. The body of the report shows that most shortfalls on meeting these targets come from data collection challenges. Two exceptions to this rule include Bookmobile stops and ILL increases. Exhibit 28 shows which outputs and outcomes require attention from NMSL staff relative to Congressional Priorities.

Exhibit 27. Goal Scoring Table

			<b>Literal</b>	<b>Accomplishment</b>	<b>N Possible</b>
<b>Goal 1</b>	<b>Output 1</b>	Met	1	1	1
	<b>Output 2</b>	Partially Met	0	0.1	1
	<b>Outcome 1</b>	Met	1	1	1
	<b>Outcome 2</b>	Not Met	0	0.5	1
<b>Goal 2</b>	<b>Output 1</b>	Not Met	0	0	1
	<b>Output 2</b>	Likely met	1	1	1
	<b>Output 3</b>	Not Met	0	0	1
	<b>Output 4</b>	Un-measurable	0	0	1
	<b>Output 5</b>	Not Met	0	1	1
	<b>Output 6</b>	Not Met	0	1	1
	<b>Output 7</b>	Met	1	1	1
	<b>Outcome 1</b>	Likely Met	1	1	1
	<b>Outcome 2</b>	Met	1	1	1
	<b>Outcome 3</b>	Met (+23%)	1	1.2	1
	<b>Outcome 4</b>	Met	1	1	1
<b>Goal 3</b>	<b>Output 1</b>	Not Met	0	1	1
	<b>Output 2</b>	Not Met (-4%)	0	1	1
	<b>Outcome 1</b>	Not Met	0	1	1
	<b>Outcome 2</b>	Not Met ( -4%)	0	1	1
<b>Goal 4</b>	<b>Output 1</b>	Not Met	0	0	1
	<b>Output 2</b>	Met (+31%)	1	1.3	1
	<b>Output 3</b>	Met	1	1	1
	<b>Output 4</b>	Unknown	0	0	1
	<b>Output 5</b>	Unknown	UK	UK	1
	<b>Outcome 1</b>	Partially Met	0	0.5	1
	<b>Outcome 2</b>	Not Met	0	0.5	1
<b>Goal 5</b>	<b>Output 1</b>	Met	1	1	1
	<b>Output 2</b>	Met	1	1	1
	<b>Output 3</b>	Not Met	0	0	1
	<b>Outcome 1</b>	Met (+12.5)	1	1.1	1
<b>Goal 6</b>	<b>Output 1</b>	Nearly met (-5%)	0	1	1
	<b>Output 2</b>	Not Met	0	0.5	1
	<b>Outcome 1</b>	Likely	1	1	1
		<b>Total</b>	<b>14</b>	<b>23.7</b>	<b>33</b>
		<b>Percent</b>	<b>42%</b>	<b>72%</b>	

### **Accomplishment Rationale**

Text below describes the rationale for rescoring ten items in the Goal Scoring table under the Accomplishment column

#### **Goal 1**

Output 2: Advisory committee Established and First meeting has been held.

Outcome 2: Given the magnitude of the economic downturn, local libraries evidence great support from their communities by minimizing the financial impact on their budgets to a significant degree.

#### **Goal 2**

Output 5: There was a 35% reduction in stops from 2007 to 11.

Output 6: Despite a 35% reduction in BMB stops, patron number have increased to a small degree.

#### **Goal 3**

Output 1: The certification aspect of the goal was not met, but the increase in effectiveness of library staff and equipment was attained.

Output 2: This was an ambitious target, missing the target by 4% should be considered success.

Outcome 2: This was an ambitious target, missing the target by 4% should be considered success.

#### **Goal 4**

Outcome 2: To date there is no statewide group catalog; however, there has been wide adoption of automated and online catalog systems that prepare for the eventuality of a statewide group catalog.

#### **Goal 6**

Output 1: This was an ambitious target, missing the target by 5% should be considered success.

Output 2: NMSL staff continued to promote automated and online cataloging systems and have begun keeping records of adoption over time.

Exhibit 28. Congressional Priority Output & Outcome Results

			1	2	3	4	5	6
<b>Goal 1</b>	<b>Output 1</b>	Met	1			1		
	<b>Output 2</b>	Partially Met	0.1			0.1		
	<b>Outcome 1</b>	Met					1	
	<b>Outcome 2</b>	Not Met		0.5	0.5			
<b>Goal 2</b>	<b>Output 1</b>	Not Met	0				0	
	<b>Output 2</b>	Likely Met					1	1
	<b>Output 3</b>	Not Met					0	
	<b>Output 4</b>	Un-measurable					0	
	<b>Output 5</b>	Not Met		1			1	1
	<b>Output 6</b>	Not Met						1
	<b>Output 7</b>	Met	1			1	1	1
	<b>Outcome 1</b>	Likely Met	1				1	1
	<b>Outcome 2</b>	Met	1				1	1
	<b>Outcome 3</b>	Met (+23%)	1.2				1.2	1.2
	<b>Outcome 4</b>	Met	1	1			1	1
<b>Goal 3</b>	<b>Output 1</b>	Not Met			1			
	<b>Output 2</b>	Not Met (-4%)		1				
	<b>Outcome 1</b>	Likely Met			1			
	<b>Outcome 2</b>	Not Met ( -4%)	1					
<b>Goal 4</b>	<b>Output 1</b>	Not Met	0	0				
	<b>Output 2</b>	Met (+31%)	1.3	1.3				
	<b>Output 3</b>	Met		1				
	<b>Output 4</b>	Unknown		0				
	<b>Output 5</b>	Unknown	UK	UK				
	<b>Outcome 1</b>	Partially Met		0.5				
	<b>Outcome 2</b>	Not Met		0.5				
<b>Goal 5</b>	<b>Output 1</b>	Met	1	1	1		1	
	<b>Output 2</b>	Met		1				
	<b>Output 3</b>	Not Met		0				
	<b>Outcome 1</b>	Met (+12.5)		1.1				
<b>Goal 6</b>	<b>Output 1</b>	Not met (-5%)		1	1	1		
	<b>Output 2</b>	Not Met	0.5	0.5	0.5	0.5		
	<b>Outcome 1</b>	Likely Met	1	1	1			
		<b>Total</b>	11.1	12.4	6	3.6	9.2	8.2
		<b>N Possible</b>	15	18	7	5	12	8
		<b>Percent</b>	74%	69%	86%	72%	77%	102%

## Congressional Priorities

1. Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages;
2. Developing library services that provide all users access to information through local, State, regional, national, and international electronic networks;
3. Providing electronic and other linkages among and between all types of libraries
4. Developing public and private partnerships with other agencies and community-based organizations;
5. Targeting library services to individuals of diverse geographic, cultural and socioeconomic background, to individuals with disabilities, and to individuals with limited functional literacy or information skills; and
6. Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 7) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 9902[2] of title 42) applicable to a family of the size involved.

### 2. To what extent were these results due to choices made in the selection of strategies?

Successful achievement of all Congressional Priorities was due more to selection of many approaches than to exceptional strategy selection. When there were failures to meet outputs or outcome, other strategies would contribute to the overall goal. Occasionally, program strategies competed with one another making output attainment difficult. For example saying that BMB stops would be reduced and then saying that more patrons would be served are competing goals. The fact is that, poorly used BMB stops were eliminated, and that the decline in patrons one might have predicted never transpired. However, after losing a bookmobile, meeting the ambitious goal of increasing patrons could not be accomplished.

Online data collection at the local library level was extremely successful considering the 100% participation, as were collecting annual reports (complete with site visits) for sub-grant participants.

The technology approach worked well in terms of both satisfaction and outcomes. Partnering with Fast Forward New Mexico to provide library and community member training not only increased their computer and internet skills at the library, but in professional, economic, and educational areas. Additionally, the local vendor selection for technology support benefited local libraries in ways that enhanced service and attracted more patrons. Finally, the NMSL has successfully promoted conversion to online catalog systems for many local libraries. This has brought a number of benefits including ready access to hours of operation and contact information. Each of these program features take a technology burden off local libraries and the NMSL staff.

Communities participating in the Summer Reading Program valued them highly. Additionally, Participation rates increased. NMSL support of the summer reading program has been deliberately gaining participants throughout the state. Gaining participation is a marketing like activity. First NMSL staff must attract public library participants, then the public library must attract youth. For this sort of activity word of mouth promotion and return business are key

concepts that library staff often aren't prepared to address. This case shows that both NMSL and local public libraries have developed a good team for promoting this service.

Increasing ILL was unsuccessful with Book Mobile patrons, blind patrons and with local libraries in general. This requires some study. This consistent drop in ILL requests suggests an unknown variable is at play. Perhaps, in the days of the internet, patrons are less tolerant of waiting for text. Also, ILL use will decrease when collection development policies are improved. Testing such hypotheses would be a challenge; however, the ability to survey former ILL users would be invaluable. Alternatively, looking at the type of material requested over time could be informative.

### 3. To what extent did these results relate to subsequent implementation?

This project had many features that were implemented periodically on a timeline rather than throughout the project. For those program feature implemented throughout the five year grant, success was generally the rule and there was no need for implementation adjustment. However, for the longer term features, there was no shortage of data used to inform NMSL staff about outcomes of their efforts. Further, NMSL knew the data well and told stories about using the data for decision making. Alas, there is no record of such program adjustments.

### 4. To what extent did programs and services benefit targeted individuals and groups?

Specific benefit is discussed in the first section; however, it is important to observe that even when targets were not met, satisfaction measures indicate that target populations benefited greatly. Patrons of the LBPH, Summer Reading Program and, Books by Mail all report significant impacts in terms of satisfaction and improved quality of life.

## Process Questions

### 1. Were modifications made to the SLAA's plan? If so, please specify the modifications and if they were informed by outcome-based data?

The feature of implementing an advisory committee was delayed due to constant changes in NMSL leadership. Until recently, no leadership buy-in could not be obtained due to pressing issues associated with state librarian transitions. Nevertheless, there remains a commitment to accomplishing the output as evidenced by the attached first meeting minutes.

Online cataloging provided a number of challenges. Home grown efforts to inspire collaboration via open source software never materialized due to lack of buy-in at the local public library level. Similarly, use of OCLC failed resulting from budget cuts when the service was discontinued. NMSL met these challenges by supporting local library adoption and implementation of automated or online catalog systems.

2. If modifications were made to the SLAA's plan, how were performance metrics used in guiding those decisions?

Not Applicable

3. How have performance metrics been used to guide policy and managerial decisions affecting the SLAA's LSTA supported programs and services?

The statistics have supported the ongoing operation of the rural services programs, LBPH and grant administration and justified the hiring of staff with these federal funds. Surveys were also conducted regarding the collection use of the Books by Mail Program and library acquisitions have been modified to meet the needs of rural library patrons using this service.

4. What have been important challenges to using outcome-based data to guide policy and managerial decisions over the past five years?

NMSL gather and store each programmatic dataset independent of other elements. Additionally these datasets are developed and managed by individual staff members. Such individual development is not problematic by itself, but does not easily allow for transfer of data when inevitable staff changes occur. Therefore, gathering long-term (4 to 5 years) data for any individual program becomes an impediment to data based policy and managerial decision making. Developing some practical methods for consolidating data elements and archiving results could provide infrastructure that eclipses personnel change, while maintaining contributions from personnel program efforts.

### **Prospective Questions**

1. How does the SLAA plan to share performance metrics and other evaluation-related information within and outside of the SLAA to inform policy and administrative decisions during the next five years?

NMSL will convene a staff meeting to discuss results and outcomes and discuss vision and mission topics. Then NMSL leadership will work with the evaluator to develop a NMSL specific logic model that includes an exhaustive list of program elements. Additionally, they will discuss a particular management tool that may be useful for reviewing alignment between NMSL vision and Mission and the LSTA Congressional Priorities. Finally, NMSL and the evaluator will discuss developing a repository for program specific results that is less dependent on individual management of data files.

2. How can the performance data collected and analyzed to date be used to identify benchmarks in the upcoming five-year plan?

Results presented in this report will be subject of a library wide presentation and discussion of mission and vision. Ultimately, the NMSL staff will develop a comprehensive logic model of their activities. This logic model will be used to evaluate status of existing programs and

activities relative to vision and mission statements. NMSL staff can then plan for future alignment with congressional priorities and impact statewide.

3. What key lessons has the SLAA learned about using outcome-based evaluation that other States could benefit from knowing? Include what worked and what should be changed.

What worked?

Existing data sets held a wealth of data that could be used to determine program/activity effectiveness.

Additionally, efforts to promote automated and online catalogs continue to reap benefits mostly in terms of onsite management although ILL may ultimately improve as a result.

Moving the LBPH customer satisfaction survey to a phone survey collected useful data in a short period of time and likely helped promote the customer oriented approach of the LBPH.

What did not work?

The plethora of individually maintained data sets was problematic to compile, and when staff changes occurred, the data sets became difficult or impossible to access leaving holes in data sets, usually at early period of the LSTA funding period.

ILL targets included sufficient specificity that the data were not easily gathered. Simple ILL questions may be useful, but adding qualifiers (e.g. in state sharing only) provides challenges for data collection and reporting.

### **Questions in Describing the Evaluation Methodology**

1. Identify how the SLAA implemented the selection of an independent evaluation using the criteria described in the next section of this guidance document.

NMSL issued a request for proposals. Proposals were received and reviewed by the LTSA Grant Coordinator and Deputy State Librarian. A professional services contract was created and awarded based on the requirements of the Institute for Museum and Library Services and the Library Services and Technology Act.

2. Explain who was involved in conducting the various stages of the evaluation. What stakeholders provided and interpreted evaluation data?

NMSL assigned the evaluation in late December 2011. However, the NMSL gathers very specific data for each of its programs and makes use of online survey tools to solicit patron feedback and satisfaction. The final evaluation document reflects NMSL's commitment to data based decision making and a self-evaluative culture. NMSL staff members contributed data for their specific programs, while the evaluator aligned data elements to goals, outputs, outcomes in the LSTA proposal. One opportunity to check reliability of data arose for reports of libraries with websites. This data came from library self-reports in Bibliostat Collect and could be validated by the evaluator. Although it is possible to develop a correlation between the two lists, since the period of time between the initial and the evaluators test is unknown but possibly more

than 12 months apart, interpretations are probably better conceptualized as change over time than reliability.

Regarding interpretation of findings, the evaluator made a first pass at interpretation for each output and outcome target. Then, NMSL staff reviewed their sections of the report draft for interpretive statements and proposed questions and comments. Finally, the evaluator considered stakeholder comments in the final document.

3. Describe the types of statistical and qualitative methods used in conducting the evaluation. Include administrative information as well.

With a sample of only 4 years data, most of which was offered in a cumulated fashion, statistical analysis made little sense. Additionally, there was no need or desire to generalize to other populations; therefore, absolute trends where a data series increased or decreased were interpreted as such. A mixture of increases and decreases for any data element across time were interpreted with caution, if at all.

4. Document any tradeoffs made in the selection and implementation of the selected evaluation methods.

Since the evaluation took place over such a compressed timeline, this question is almost inapplicable. Evaluation took a form that could be done quickly, and that maximized use of existing data for evaluative purposes. In consideration of staff time, this evaluation sought to minimize time associated with interviews and other time consuming data collection activities. Of course, the tradeoff allowed NMSL to submit the evaluation on time. Acknowledging short comings associated with minimal qualitative data collection, the experience has empowered the stakeholder to buy-in to evaluative planning for the next LSTA grant, and to discuss features of upcoming evaluation and data collection methods.

5. Discuss strategies used for disseminating and communicating the key findings and recommendations.

There are no plans to disseminate findings past the NMSL staff and IMLS LSTA reviewers. However, including important stakeholder groups in the planning for the next LSTA is a key priority. Therefore, a meeting of representative local librarians will provide key planning information within 30 days. NMSL Staff may consider holding conference call meetings where LBPH and rural services patrons provide input. Such planning methods will include understanding community needs for feedback and reporting.

6. Assess the validity and reliability of the data used for conducting this evaluation study.

There are many factors that can influence data reliability and validity. In terms of validity, this project used measures that were most often direct measures of what the output or outcome suggested. Additionally, data were collected in a mechanical way in most cases (for example from catalog borrowing records). Validity should not be much of a concern for mechanically

collected records. For survey data, most NMSL questions follow standard survey practice and should function well (although untested over the years). Surveys from one vendor may have imbedded bias toward showing successes to the client (NMSL); however, the vendor releases complete results for NMSL interpretation. Such release allows for the NMSL to reinterpret results for their own purposes.

Reliability of data collection for the mechanically collected records is a complex and expensive problem to address. Perhaps this topic will receive more attention in the next LSTA funding cycle.

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## State Librarian's Response (un-edited)

This evaluation of the past 4-5 years is a significant body of work to help tell the story of the State Library during that time. It points out trends in the work carried out by the Library, but also the trends in the Library's planning and assessment processes.

My comments below are an attempt to tease out where the statistical results indicate a trend in the work done, where they are related to the goal selected, and where they are a result of the metric selected. My comments are separate from the statistical analysis of the Evaluation, which will also be an important guide as we develop the upcoming five-year plan 2013-2017.

Trends that appear include:

- Serious staffing shortages at NMSL, due to a long-term hiring freeze
- Frequent turnover of the State Librarian position, with lapses
- State library initiatives that seemed sound but had a limited response

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**Goal 1: Establish benchmark assessments to improve and enhance shared statewide library information services and technology resources to meet the needs of New Mexico libraries, library customers, and special populations.**

The wording of the goal hides some of what was intended. The underlying questions should be:

1 - Is NMSL applying its resources in the areas that best meet the library service needs in the state? This question needs to include services to libraries, libraries' services to their patrons, and unique services NMSL provides directly to patrons.

2 - Is the way the work is carried out yielding the best results?

***G1: Output Target 1: 40% of public libraries will participate in the needs assessment.***

NMSL's Library Development Bureau did some work to guide community analysis efforts, which were then discontinued; there is value in uncovering the reasons for stopping these efforts, e.g. too time consuming for libraries, training and guidance needed, NMSL staff shortages, etc. - What is the trend, and are there alternative approaches to assessing local need?

The current annual reports provide some measures of local need, and will be a good method of collecting data in coming years. This is an area in which the evaluation Contractor can provide expertise.

***G1:** Outcome Target 2: New Mexico public libraries will have the data they need to understand their role in the state's economy. As a result, they will be better able to form strong partnerships with public and private organizations in the state and their communities. New Mexico libraries will report that these partnerships have resulted in a 25% increase in local support for their libraries.*

This outcome target relates to **advocacy** through partnerships in local communities and at the state level, using information that could have been obtained through the community needs assessment of Output 1.

The Evaluation uses the legislature's and voters' support of the General Obligation Bonds as evidence of the success of the advocacy that has been done.

***G1:** Output Target 2: LSTA Advisory Council will meet 4 times per year by 2011.*

***G1:** Outcome Target 1: NMSL will have the data needed to plan and develop LSTA services and programs. As a result, in a survey in 2011, 75% of NMSL customers will report they are satisfied or very satisfied with our LSTA services and programs.*

The libraries need to determine their communities' needs, then report them to NMSL via annual reports and other avenues, such as the LSTA Advisory Council and NMSL strategic planning conversations.

Summer Reading Program surveys could provide strong evidence of the return on investment of LSTA money. The results obtained are usable, but as pointed out, could be more effective in the future if the surveys are done in a more statistically significant manner.

Customer satisfaction surveys for services like Rural Services and LBPH yield important information, are limited in their ability to pointing out areas of need. This is another area in which the Contractor can help.

**Goal 2: Improve library service to rural, visually impaired, homebound, and underserved New Mexico residents.**

### **Rural Services - Bookmobile (rural) and Books by Mail (Rural or Homebound)**

***G2:** Output Target 1: Book requests and interlibrary loans (ILL) from Bookmobile patrons will each increase by 5% per year through the end of this reporting period.*

The result was clear: the circulation did not increase by 5% each year. The goal was reasonable, and the rural services were provided, despite reduced staff and service area.

**G2:** *Output Target 5: Bookmobile stops that no longer meet the criteria for service will be reduced by 95% by 2009.*

The target was met and the outcome was an increase in cost effectiveness, as intended. This target somewhat works against Output Target 6 to increase the number of stops.

**G2:** *Output Target 6: Bookmobile stops in currently underserved counties will increase by 25% by 2010.*

The target was not met. Was the target based on a demonstrated need in communities that could meet the established criteria? Did the capacity of the bookmobile program allow for an increase of 25% without additional funding/staffing?

**G2:** *Outcome Target 2: 25% of rural services patrons will report increased relevance of collections to their needs and interests by the end of this reporting period.*

The data collection needed to ask whether they noticed an increase in relevance over 4 years, or the survey needed to be done at the beginning and repeated at the end of the period to determine the increase of relevance.

**G2:** *Outcome Target 4: By 2010, 95% of New Mexicans will have access to quality library service to support their information needs either through NMSL's Rural Services or through local public library service.*

This wording of this outcome target is unclear; in actuality, 100% of New Mexicans were already eligible for access to library service from one of the sources listed when Books by Mail is considered. However, the target may be focused on how many eligible patrons used the service. If the definitive word is "quality" how would that be measured? The contractor can help with the wording and measurement of assessment targets such as this in the next plan.

### **LBPH - Visually Impaired**

**G2:** *Output Target 2: Library for the Blind and Physically Handicapped will contact 4000 patrons (800 per year) during the five year period to inform them of their option to enroll in the Braille reading program.*

**G2:** *Output Target 3: The number of braille readers in New Mexico who use the braille program will increase by 20% by 2011.*

The assessment of the LBPH program requires an understanding of braille and talking book services, the blindness community, and visual impairment demographics. To determine whether it is realistic to increase braille users, national statistics need to be considered. Because Braille skills are not typically learned by individuals who have lost vision as adults, an increase of 20% would only be likely only if the percentage of blind individuals in NM using braille library service was extremely low by national standards. Most braille users have been blind since childhood and are aware that braille library service is available.

A more appropriate LBPH output target would be to increase the use of the talking book (audio books) program for those who lose vision due to aging, war, accident, or illness. This population must cope with the onset of visual impairment and is often unaware of the talking book program.

*G2: Output Target 4: 50% of eligible New Mexicans will be enrolled in LBPH membership on an annual basis*

Again, national statistics from the National Library Service for the Blind and Physically Handicapped (NLS) should have been considered in developing the target. What is the national percentage of the general population that is eligible for talking books and what percentage of the eligible population uses the NLS program nationally?

The number of talking book users in a state is very important statistic for the program. Talking books are the main service of the LBPH program, circulating to both braille users and other eligible visually-impaired users. To maintain the same number of users requires an active public education/marketing effort, because in any year a significant number of users leave the program due to serious illness or death.

*G2: Outcome Target 3: 75% of surveyed LBPH customers in 2010 will report that LPBH services improve and sustain their quality of life.*

This is an important measurement, but in order to address the improvement of services identified in the goal, LBPH needs to assess where there are needs for improvement in the **processes** of the service. The selection of talking book titles is made at the national level, except for the NM titles that are recorded locally.

### **Summer Reading Program - Underserved**

*G2: Output Target 7: 20% more youth will participate in Summer Reading Programs statewide. 50% of libraries will report an increase in circulation of youth materials by 2011*

These measures should be straightforward, with information on SRP participation and the circulation of youth materials being reported by each library at the beginning and at the end of the period.

*G2: Outcome Target 1: By 2011, 75% of youth and teen library users will report via survey that they are reading more voluntarily and for pleasure.*

This measure should also have been straightforward, with a survey of youth (needs a definition) and teen users. However, 75% is very ambitious, and should have had some statistical basis. It would be very important to show whether among this population, participation in SRP leads to an increase in reading (note: measuring “reading” does not measure use of the library). It would have been important for the survey to be planned to assess this relationship.

**Goal 3: Ensure that New Mexico's libraries are equitably positioned to have the fullest access to current and emerging information technologies.**

*G3: Output Target 1: 65% of participants in the technologies competencies program will be certified during the program's second year (2009-2010).*

Because only 9 libraries took advantage of the LSTA mini-grant, it is important to understand what the barriers were for libraries that did not participate: low priority, understaffing, reporting requirements, lack of understanding, etc.? The Evaluation determined that this target was not met; clarification is needed whether it was because the certification was eliminated.

*G3: Outcome Target 1: Because of technology competency certification, public libraries will report an increased ability to troubleshoot standalone and/or networked PCs, software, and peripherals and will successfully introduce new technology services for patrons' use, based on pre- and post-certification training evaluations.*

In the Evaluation, Outcome Target 1 discussion states, "Public library staff members also reported increased use of library computers since patrons can now count on those computers functioning." This seems to meet the outcome target, but it appears that all that was lacking was the certification piece. The training was provided and patron use of computers in the library increased. Was there enough data about this increase that would be statistically significant?

*G3: Output Target 2: 80 % of public libraries will have web sites by 2010.*

The Evaluation makes some attempts at explaining why this target was not met; however, it is important to fully understand what the barriers were, especially when LSTA money was available to address this. Was it because a website is a low priority, not a perceived value, there is cultural resistance (as the Evaluator suggests), etc.?

*G3: Outcome Target 2: Increasing the number of New Mexico public library websites from the current 56 to the target 74 will increase patron access statewide to local collections and programs, as well as library-created online resources.*

Again, it would be important to determine the barriers.

**Goal 4: Provide New Mexico public libraries with the technology to support a statewide union catalog to allow access to materials not in the local library's collection, discovery of materials in other New Mexico library collections, patron-initiated borrowing, and a cost effective delivery mechanism.**

*G4: Output Target 1: The fill rate for ILL among New Mexico's public libraries will increase by 19% by 2010.*

It is my understanding that the underlying desire of NMSL was to support resource sharing in the state, and that there was not a general acceptance of that concept among

public libraries. It would be important to determine the barriers to resource sharing and a union catalog. This target may not have been a good measure of the underlying intent.

***G4:** Outcome Target 2: New Mexico libraries will utilize newly available interlibrary loan technology to leverage the limited resources in their own collections and promote the use of interlibrary loan to their patrons. These resource sharing activities will be enabled and enhanced by the contribution of participating libraries to the New Mexico statewide group catalog so that library patrons throughout the state will be able to find resources not only at their own local libraries but statewide. The total number of interlibrary loans statewide will increase 25% by 2012. The total number of resource holdings in the New Mexico Group Catalog will increase 15% by 2012.*

***G4:** Output Target 2: Public libraries with a functioning ILS will increase by 16% by 2010.*

***G4:** Outcome Target 1: By 2012, 42% of New Mexico's public libraries will utilize open source software to leverage the limited resources in their own collections and promote the use of resource sharing to residents.*

This open source software was also to be a shared ILS system, which would have supported resource sharing. It would be important to determine the barriers to this project.

***G4:** Output Target 3: The number of fully compliant MARC21 records in New Mexico public libraries will increase by 11% by 2010.*

***G4:** Output Target 4: Reduce the number of disparate integrated library systems in New Mexico by (non-MARC structured records) 32% by 2012.*

***G4:** Output Target 5: Fill 75% of New Mexico resident's ILL requests within the state.*

It seems that the measures of this target needed more specific definition of the methodology.

### **Goal 5: Assist libraries in providing collections and services to meet the needs of their populations.**

***G5:** Output Target 1: NMSL will offer at least 5 sub-grants per year by 2011.*

***G5:** Outcome Target 1: By 2011, 75% of public libraries participating in the LSTA grants program will report that the supplemental financial support provided by these grants enabled them to expand and improve library service to their communities.*

***G5:** Output Target 2: 95% of public libraries will submit an annual report on an annual basis. Annual counts of libraries [receiving grants] submitting annual reports.*

*G5: Output Target 3: There will be 50% increase in the number of libraries using statistical programs like Bibliostat Connect by 2010.*

Overall, if the target outputs and outcomes had related to specific LSTA areas of interest and indicators of local need, they would have been stronger evidence of Goal 5. The emphasis on reports and statistics are strategic in helping libraries determine local need.

**Goal 6: Ensure that New Mexico's libraries have access to statewide subscription databases and are able to make the most productive use of them for their communities.**

*G6: Output Target 1: 75% of registered school and public libraries will report annual usage of Magazines Online by 2011.*

The target should be based on usage, which in the past was reported through statistical reports available from the database contractor, not reported by the libraries. It would be important to understand the barrier to having more library communities using this valuable service that also supports the resource sharing concept.

*G6: Outcome Target 1: The percentage of public, academic, and school librarians who are aware of statewide subscription databases provided by NMSL, understand their purpose and access options, and are confident in their use, will increase by 50% between 2008 and 2011.*

The results of this measure are surprising because NMSL offered training to libraries in the past; it is very important to understand the barriers to the awareness and understanding of the periodical database program.

*G6: Output Target 2: 60% of public libraries will offer remote access to Magazines Online to their communities by 2011.*

Again, it is important to understand the barriers to meeting this output target.

Devon Skeele  
The New Mexico State Librarian  
21 March 2012

## The Evaluator's Follow-up Comments

The State Librarian's comments highlight a need mentioned in the body of the report. Note that the LSTA Five Year Plan was neither organized programmatically nor by Congressional Priority. The State Librarian's comments attempt to rectify this problem by aligning outputs and outcomes in places by program. Such structural alignment is key to goal attainment. Staff within organizations must understand both their roles and how their role interact with others in order to attain goals. The previous Five Year Plan's goal structure made such understanding difficult or impossible.

### **Annex Notes:**

Annexes are unusual documents. Spreadsheets within the annex will likely hang-up printers due to unusual page sizes. Further, some documents within the annex are scanned from odd sized documents, and they are presented as best they can be given scanning challenges.

**Appendix A:**  
**New\_Mexico PLInternet Survey.pdf**

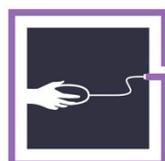
## State Level Details for New Mexico

<b>CONNECTIVITY</b>	<b>State 2009-2010</b>	<b>State 2010-2011</b>	<b>National 2010-2011</b>
Libraries which offer the only free access to computers/Internet in their communities	66.1%	54.3%	64.5%
Average number of Internet Workstations	15.1	12.5	16.0
Always sufficient Internet Workstation	35.6%	35.3%	23.8%
Use of public Internet workstations increased since last year	77.7%	68.4%	69.8%
Maximum Internet connection speed			
Less than 1.5Mbps	23.6%	20.3%	22.7%
1.5Mbps	23.4%	21.5%	12.0%
1.6-10Mbps	22.2%	45.9%	35.4%
10.1-30Mbps	5.0%	5.0%	12.8%
Greater than 30Mbps	21.4%	3.8%	12.1%
Always adequate connection speed	58.6%	49.2%	54.6%
Wireless availability	79.2%	84.4%	85.7%

<b>INTERNET SERVICES</b>	<b>State 2009-2010</b>	<b>State 2010-2011</b>	<b>National 2010-2011</b>
library outlet/branch data			
Licensed databases	88.3%	100.0%	99.8%
Homework resources	82.8%	87.5%	87.0%
Digital/virtual reference	49.5%	37.6%	66.9%
e-books	10.0%	28.5%	67.2%
Audio content	69.2%	69.3%	82.8%
Library social networking	36.3%	44.1%	60.1%
Libraries which offer IT training to patrons	95.7%	95.9%	87.3%

<b>E-GOVERNMENT</b>	<b>State 2009-2010</b>	<b>State 2010-2011</b>	<b>National 2010-2011</b>
Staff provide assistance to patrons			
For understanding how to access and use e-government Web sites	69.9%	91.8%	89.7%
Applying for or accessing e-government services	55.4%	88.5%	80.7%
For completing government forms	52.5%	79.6%	67.8%

<b>JOBS SERVICES</b>	<b>State 2009-2010</b>	<b>State 2010-2011</b>	<b>National 2010-2011</b>
Library			
Provides access to jobs databases and other job opportunity resources	90.0%	85.0%	90.9%
Provides access to civil service exam materials	60.3%	56.2%	77.0%
Helps patrons complete online job applications	70.6%	80.0%	71.9%
Offers software and other resources to help patrons create resumes and other employment materials	72.4%	78.4%	74.5%



**Funding &  
Technology Access  
Study**

[www.plinternetsurvey.org](http://www.plinternetsurvey.org)

The Public Library Funding & Technology Access Survey is managed by the Information Policy and Access Center ([ipac.umd.edu](http://ipac.umd.edu)) at the University of Maryland and funded by the American Library Association ([www.ala.org/plinternetsurvey](http://www.ala.org/plinternetsurvey)) and the Bill & Melinda Gates Foundation. For more information about public libraries and the Internet visit ([www.plinternetsurvey.org](http://www.plinternetsurvey.org)).

**Appendix B:  
Council Meeting Minutes**

LSTA Advisory Council Meeting  
January 29, 2012  
NM State Library

Attendance: Rachael Altobelli, Albuquerque Public Schools, Linda Morgan Davis, Albuquerque/Bernalillo County Libraries, George Jaramillo – Taos Public Library, James Pawlak ENMU-Ruidoso Library, Teresa Naranjo, Santa Clara Pueblo Library.

Staff: Devon Skeelee- State Librarian participated until noon, Joy Poole – Deputy State Librarian  
Guest: Becky Schreiber, Shannon Schreiber Associates Facilitator

Meeting convened at 10:00

**Welcome and Introductions** – Devon and Advisory Council

**Brief Presentation on LSTA/IMLS.**

Agenda and Award – Devon Skeelee

Review of LSTA 5 Year Plan due June 30, 2012 – 3 year Strategic plan for NM State Library

Status of Federal Programs Manager vacancy – Joy Poole

Summary of status of LSTA Evaluation by Curtis Mearns – Joy Poole

LSTA Advisory Council notebook contents reviewed by Joy Poole

1. Duties of the Advisory Council,
2. LSTA Five Year Guidelines 2013-2017
3. Sample budget from 2010 LSTA Grant,
4. U.S. Code 20 Education Chapter 72 – Museum and Library Services
5. Travel Reimbursement
6. Resumes

**Strategic Planning Meeting using Future Search** by Becky Schreiber

1. Overall goals outlined
2. Orientation of Advisory Council of the planning team to guide and support the process
3. Identification of stakeholders
4. Definition of a Communication Process
5. Determination of how to gather data for the performance audit.

**LUNCH**

Review of Travel Reimbursements forms, templates provided and first forms signed and submitted.

Brief discussion about duties of Chair and Vice Chair  
Rachael Altobelli elected Chair, George Jaramillo Vice-Chair

**Strategic Planning Meeting using Future Search (Con't)** – Facilitated by Becky Schreiber

Topics for Strategic Planning

Needs of NM Libraries

Meeting adjourned at 4:00 p.m.

**Appendix C:  
BBER Report**

University of New Mexico  
Bureau of Business and Economic Research

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# Options for Funding Local Library Operations (Including Collections) in New Mexico

April 1, 2010

UNIVERSITY OF NEW MEXICO  
BUREAU OF BUSINESS AND ECONOMIC RESEARCH  
303 Girard Blvd. NE  
MSC06 3510 / Onate Hall  
Albuquerque, NM





# Options for Funding Local Library Operations (Including Collections) in New Mexico

April 1, 2010

Lee A. Reynis, PhD  
With Molly Bleecker, MA  
And with student research assistance from  
Sean Petranovich



## Acknowledgements

The genesis of this report was a request from the New Mexico State Library to study the operating funding options for the 93 local libraries within the State system. We appreciate the financial and other support provided for this research by the State Library and Susan Oberlander, State Librarian. Geraldine (Geri) Hutchins provided on-going assistance, suggestions, and support throughout. Critical was the access provided to the database from the State Library's annual surveys of local libraries. At our request, some questions were added to the 2009 survey and these yielded valuable insights. Geri patiently answered our questions, provided relevant materials, letters of introduction and contact information so that we could conduct in-depth interviews with library directors.

Joe Sabitini from the Albuquerque-Bernalillo County Library System and a veteran of years of legislative lobbying provided us with a historical perspective as well as pertinent documents and answered our many questions as we sought to understand library funding in New Mexico. Bill Cicola, now Director of the Rio Rancho Public Library, but with years of experience working as a library director in New York State, where library districts have a significant presence, shared his experiences and thoughts, as well as providing various materials of interest.

The experiences and ideas shared with us by directors of tribal and non-profit libraries were invaluable. The authors would like to thank Maile McGrew-Frede of the Embudo Valley Library, Phyllis Reiche of the Gila Valley Library, Tamara Sandia of Jemez Pueblo Community Library, Isabel Trujillo of the Pueblo de Abiquiu Library, Nathan Lujan of the Pueblo of Isleta Library, Jill Conner of the Pueblo of Pojoaque Public Library, Cynthia Crespín of the Santo Domingo Pueblo Library, and Diane Gulseth of Vista Grande Public Library for taking the time out of their very busy schedules to speak with us. We would also like to thank Peter Pino, Zia Tribal Administrator, and Sue Gaspar, Zuni Pueblo Finance Director for providing helpful insights into local funding of Tribal libraries.

Jim O'Neill, former Deputy Secretary of the New Mexico Taxation and Revenue Department, provided some helpful leads regarding precedents for setting up library districts. Jacques Blair, City Economist for Albuquerque, answered our many questions relating to the gross receipts tax. Here at BBER, we received help from Data Bank staff, specifically Kevin Kargacin who assisted with tax and other information and Larry Compton who researched library funding around the country and who also assisted with copy-editing this document.

There are many others who, in one way or another, assisted in this research. We gratefully acknowledge this assistance while taking responsibility for any errors.

Lee A. Reynis



## Table of Contents

Acknowledgements .....	5
Table of Tables .....	8
Table of Figures .....	8
Executive Summary .....	11
Chapter 1. Introduction .....	17
The Bigger Picture: Funding for Local Libraries in the US.....	17
State and Local Government Spending on Libraries. ....	17
Funding For Public Libraries across the US.....	22
Chapter 2. Funding for Library Operations, Including Books and Media .....	24
Funding of City, City-County and County Libraries.....	30
Funding of Tribal and Non-Profit Libraries.....	30
Funding Basic Operating Costs. ....	31
Funding Programs, Collections, and Capital Projects.....	33
Chapter 3: Tax Capacity and Effort.....	35
Gross Receipts Tax.....	36
Taxing Capacity for New Mexico Municipal Libraries.....	36
Gross Receipts Tax Capacity for New Mexico Counties with Libraries.....	39
Gross Receipts Tax Effort, New Mexico Counties, Municipalities and Unincorporated Areas and the State of New Mexico .....	44
A Final Word on Gross Receipts Tax Effort. ....	44
Property Tax.....	49
Property Tax Capacity of Municipalities with Libraries.....	49
Property Tax Capacity of Counties with Libraries. ....	52
Property Tax Effort, Municipalities. ....	52
Property Tax Effort, Counties.....	55
Municipal and County Tax Capacity and Effort . ....	55
Chapter 4. Funding Options toward Sustainability .....	59
Increased State Library Assistance .....	59
Increased State Appropriation to Expand Grants-in-Aid Program.....	59
Push for Dedicated Funding. ....	59
Issues. ....	61
Increased State GO Bond Monies for Libraries .....	62
Increased Funding from Counties .....	63
Increased Funding from Municipalities .....	64
Establish Taxing Districts .....	64
Collaboration .....	70
Appendix A: Anti-Donation Clause and Funding for Non-Profit Libraries .....	71
Appendix B. Tribal and Non-Profit Library Funding Sources.....	72
Appendix C. Enactment Dates of Local Option Taxes .....	76
Appendix D. Library District Models, New York.....	78
Works Cited .....	83

## Table of Tables

Table 2.1. Sources of Operating Funds for Community Libraries, FY 09 .....	25
Table 2.2. Basic Operating Revenues and Expenditures, FY 09 .....	27
Table 3.1. Gross Receipts Tax Capacity, Municipalities with Libraries, FY 09.....	37
Table 3.2. Gross Receipts Tax Capacity, Counties with Libraries, FY 09 .....	41
Table 3.3. Operating Assistance Provided by Counties to Individual Local Libraries, FY 09 .....	43
Table 3.4. Gross Receipts Taxes in Place in All New Mexico Taxing Jurisdictions as of July 1, 2009.....	45
Table 3.5. Property Tax Capacity in Municipalities with Libraries, FY 09.....	50
Table 3.6. Property Tax Effort by Municipalities with and without Libraries, Tax Year 2009 .....	53
Table 3.7. Approximate Taxes on Residential Property Assessed at \$180,000 by Location, Tax Year 2008 .....	56
Table 3.8. Property Tax Effort by Counties with and without Libraries, Tax Year 2009 .....	57
Table 4.1. State of New Mexico Series 2009 General Obligation Bonds .....	63
Table 4.2 States with Legislation Allowing Creation of Library Districts .....	65
Table 4.3. Property Tax Rates for Districts Subject to Yield Control Statute (Section 7-37-7.1 NMSA 1978) .....	66
Table 4.4. Municipalities and Counties in Community College Districts.....	68
Table B.1. Tribal and Non-Profit Library Funding Sources.....	73
Table C.1. Enactment Dates of Local Option Taxes as of July 1, 2009 .....	77
Table D.1. Types of Library Districts in New York Model .....	82

## Table of Figures

Figure 1.1 State and Local Government Expenditures on Library Operations, Fiscal Year 2007 <sup>a</sup> .....	19
Figure 1.2. State and Local Expenditures on Library Operations per Capita, Fiscal Year 2007 .....	20
Figure 1.3. State and Local Library Expenditures as a Percent of State Personal Income, Fiscal Year 2007 .....	21
Figure 2.1: Operating Expenditures Per Capita (2009 LSA), FY 09.....	29
Figure 3.1. General Fund Revenue Sources, NM Municipalities, FY 08 .....	35
Figure 3.2. General Fund Revenue Sources, NM Counties, FY 08 .....	35
Figure 3.3. Municipalities with Libraries Ranked by Taxable Gross Receipts Per Capita (\$000s), FY 09.....	38
Figure 3.4. Per Capita Municipal Support for Library Operations, FY 09 .....	40
Figure 3.5. Ranking of New Mexico Counties with Libraries According to Their Taxable Gross Receipts Per Capita, FY 09 .....	42
Figure 3.6. Gross Receipts Tax Rates in Municipalities with Libraries, July 1, 2009 .....	47

Figure 3.7. Municipal and County Gross Receipts Tax Rates in Municipalities with Libraries, July 1, 2009..... 48

Figure 3.8. Net Taxable Value per Capita of Municipalities with Libraries ..... 51

Figure 3.9. Property Tax Capacity per Capita, New Mexico Counties with Libraries, FY 09 ..... 52



## Executive Summary

This is a study of financing options for the operations of local libraries in New Mexico, whether these libraries are run by municipalities, counties, as a cooperative city-county effort, by non-profit organizations, by Native American tribes or by regional authorities as yet to be constituted. Our concern has been with the 93 local libraries that currently comprise the State Library system. We have not considered libraries in public schools, nor those in our colleges and universities, although surely these are important resources to local communities and not just to those who are fortunate enough to be students, staff or teachers/faculty at these institutions. The primary concern is with funding for library operations, by which we understand on-going needs: salaries and benefits for library staff, operations and maintenance of library facilities, utilities and other expenses associated with operations, and, critically, books and media. This is not to deny the importance of adequate facilities, but wonderful facilities are of little worth unless one can keep the doors open, a staff paid and unless one has product – most notably books and media, but also cultural and other programming to draw patrons of all ages.

**Funding local libraries in New Mexico.** In terms of the total amounts spent on state and local libraries, New Mexico ranked somewhere in the middle among the states in FY 07 after adjusting for differences in population or income. In FY 09, funding for the operations (including books and media) of the libraries within the state system that responded to the State Library Survey totaled over \$45.5 million, or almost \$22 per person in the state, based on the UNM Bureau of Business and Economic Research (BBER) estimate of the state population as of July 1, 2008. If the State Library figure for the total of all the library service areas is used, the funding per person serviced approaches \$31.<sup>1</sup> Total operating income, including funding for books and media has grown at a compound annual rate of 5.6% since FY 04. Across the libraries, total expenditures on books and media – on collections – accounted for 12.7% of total operating expenses in FY 09. State GO bond reimbursements covered a little over 25% of the total, though there was substantial variation from one library to another.

Many libraries have experienced decreases in operating funds since 2007. According to the figures reported in the annual State Library surveys, in FY 09, total operating income was down 3.9% from the previous fiscal year. One gets a sense of how precarious the finances of many libraries may be by taking the unrestricted monies available for library operations and comparing them with the actual expenditures on employee compensation and other operating expenditures excluding books and media.

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<sup>1</sup> In both instance, total funding for operations assumes inclusion of the reported total from Bernalillo County as reported in the State Library survey. City of Albuquerque actuals for FY 09 have a lower figure for what was actually received.

Over 60% of the libraries in our study were run by municipalities and the municipal governments provided an average of 85% of the operating funds in FY 09. Many of these libraries derived no support from the government of the county within which they operate even though they often serve many people in the unincorporated area. On average across all municipal libraries, the County contribution was 3%. State funding, including GO bond monies for books and media, accounted for about 9% of revenues, while federal grants amounted to only 1% and other sources contributed about 3%.

There are only two City-County libraries, Albuquerque-Bernalillo County, where Albuquerque contributed 81% and the County 10% and Lordsburg-Hidalgo, where the City contributed only 14%, the County 69%. Los Alamos County library is the only County library, with the County contributing 98% of the dollars for operations..

There is considerable variation among the tribal libraries but on average 64% of the funding in FY 09 came from the Tribal government, with the State and the federal government each contributed about 16% of the funding, and Counties adding about 3. As a group, the non-profit libraries derived about 69% of their operating support from other sources, including local donations and grants, while 16% of their revenues came from Counties and 24% from the State. Generally speaking, both Tribal and non-profit libraries face similar funding challenges. Most are barely getting by year-to-year with so little assurance of future funding that planning beyond the current funding cycle is impossible. According to the librarians interviewed, operating costs – staff compensation, utilities and other operating expenses but not books and media -- are the hardest to cover.

**Tax capacity and effort.** All counties and municipalities have authority to put in place gross receipts taxes for general and for specific purposes. The revenue yield from any one of these taxes, for example, from an eighth cent municipal gross receipts tax, will depend upon the communities tax base, their “taxable gross receipts,” so their taxing capacity depends on their local economy and specifically on those economic transactions subject to the gross receipts tax.

In FY 09, the energy producing communities of Eunice, Artesia, Hobbs, Farmington and Bloomfield and the resort communities of Red River, Taos and Santa Fe had the highest taxable gross receipts per capita. Note that while some of those with the highest gross receipts tax capacity, e.g., Red River and Eunice, are shown to spend the most per capita on library operations, others, like Virden, which ranks 6<sup>th</sup> in terms of per capita municipal expenditures, have very low gross receipts tax capacity. Indeed, the correlation between gross receipts taxing capacity per capita and municipal funding for library operations is only 0.56, where 1.00 would be a perfect correlation and 0.00 indicates no relationship.

The top ranked counties in terms of taxable gross receipts per capita are Los Alamos (due to the private ownership of Los Alamos National Laboratories), Lee, Eddy, Union and Sandoval counties. With the exception of Los Alamos County, which

operates the only county library system, Hidalgo County, which provides significant funding for the Lordsburg-Hidalgo Library, and Bernalillo County, which shares significantly in the cost of operating the Albuquerque/Bernalillo County Library System, funding from counties is generally supplemental to that provided by municipalities, by Tribal governments or raised by non-profit libraries. Los Alamos County provides the highest level of funding with Hidalgo County a distant second, followed by Rio Arriba, Bernalillo and Lincoln Counties. The correlation between gross receipts tax revenues per capita and county operating assistance is 0.75. Rio Arriba County stands out for the commitment that it makes to funding a number of local libraries – city-run, Tribal, and non-profit -- , but Lincoln, Lea, Luna and Grant county contributions to community libraries should also be mentioned.

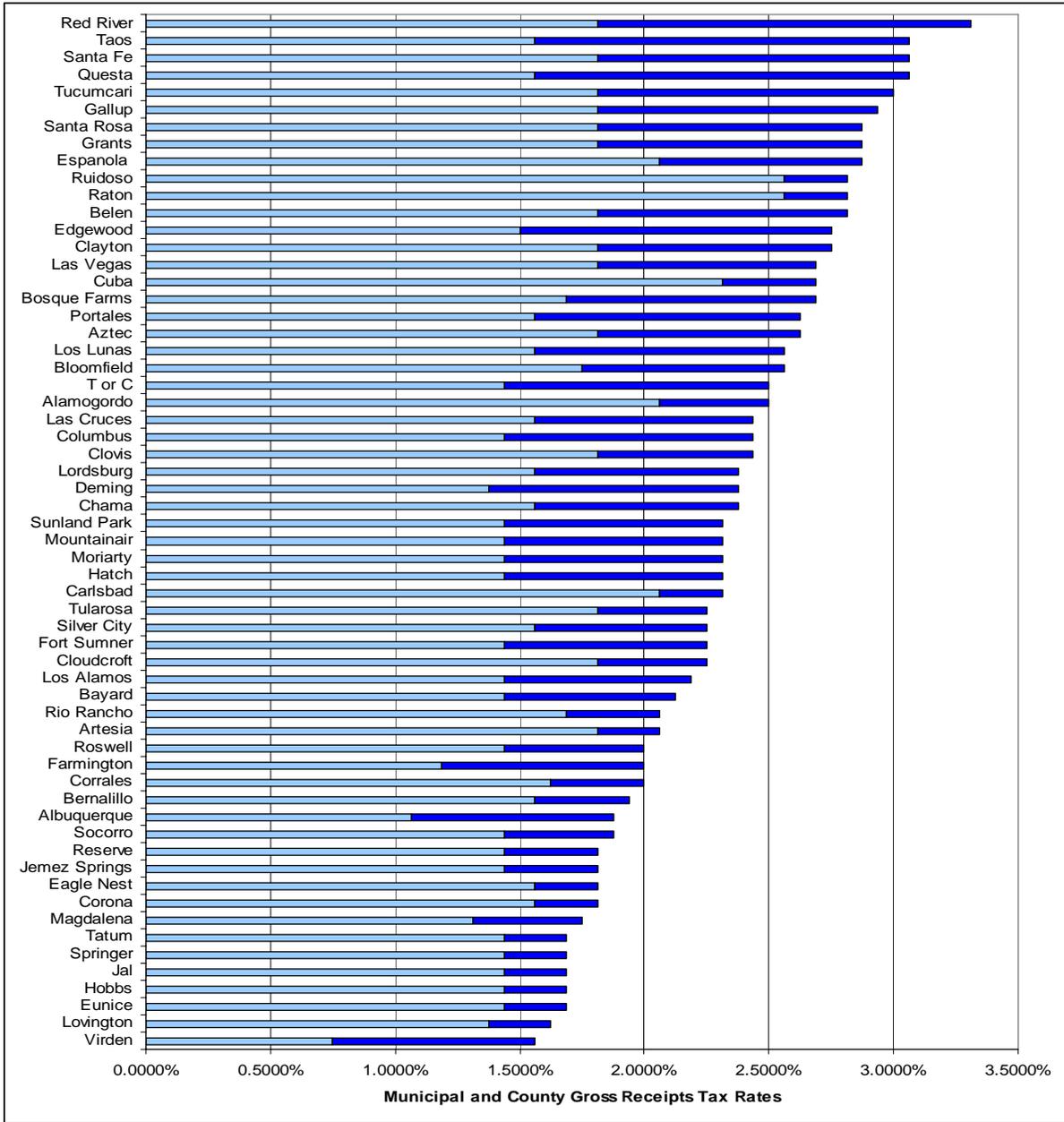
Measures of tax effort look at the taxes in place within a particular jurisdiction. New Mexico has had a state gross receipts tax of 5.0%, so the combined taxes that have been enacted by counties within incorporated areas and by municipalities give a reasonable picture of tax effort. **Figure EX.1** ranks communities with libraries according to total local gross receipts tax effort. Note that the combined tax rate for the highest ranked communities exceeds 8% when the state tax is added.

A community's property tax base is the net taxable value of land and improvements as determined by the local assessor or centrally by the Department of Taxation and Revenue (TRD). In communities where there is oil, gas, and/or copper production, the net taxable value reflects value of production and of equipment, as defined in statute. Net taxable value equals one-third the assessed value minus exemptions (e.g., \$2,000 for Head of Household). As was done in calculating gross receipts tax capacity, property tax capacity is calculated on a per capita basis – net taxable value per capita. A ranking of the municipalities with libraries according to their net taxable value per capita finds Red River with its very tiny population on the top of the list, followed by Taos, Santa Fe, Ruidoso and Corrales. Those municipalities with the highest property tax capacity per capita do not necessarily spend the most on libraries. Indeed, the correlation between per capita spending on library operations and per capita property tax capacity is quite low – 0.40 versus the 0.56 for per capita gross receipts tax revenues.

A ranking of New Mexico counties with libraries according to their net taxable value per capita in FY 09 has the oil and gas areas of Eddy, Lea and Rio Arriba counties leading the list. Eddy county provides no operating assistance to local libraries. Lea County ranks 10th in terms of the assistance it provides; Rio Arriba ranks 3rd.

Municipalities differ greatly in terms of the use they may of the property tax operating levy with some having imposed to the limit of their authority – 7.65 mills – and others, most notably Los Ranchos, with no operational levy. The property tax is the workhorse for counties. Many counties have used all 11.85 mills of their operational authority. Eddy County, with the largest property tax capacity per capita, has used only 7.5 mills, the lowest imposed levy among the counties, and San Juan County, which is the top producer of natural gas, has imposed only 8.5 mills. In addition to

**Figure EX.1, Municipal and County Gross Receipts Tax Rates in Municipalities with Libraries, July 1, 2009**



the operating levies imposed by counties and municipalities, however, residents and businesses within a municipality are all subject to any debt service levies the municipality, the county and the State may have in place for those General Obligation (GO) bond issues approved by voters, and there are any number of other overlapping taxing jurisdictions, including school districts, higher public educational facilities, county medical facilities, water conservation and drainage districts, that may have imposed property taxes. This report includes a useful and quick comparison across municipalities and unincorporated areas of the total residential tax burden for a \$180

thousand home in tax year 2008 (Fiscal Year 2009). Note that in Albuquerque, the tax obligation would be in excess of \$2,200, while in neighboring Los Ranchos, which historically has shied away from using the property tax, owners of a similarly assessed house would pay less than \$1,700. In Taos, the tax bill would be only \$856.

**Options for funding local library operations.** Our review of funding options considered a number of possibilities:

- **Increased State Library Assistance** – This could be accomplished by increasing the current state appropriation for library services, perhaps by putting in place a special recurring appropriation or by pushing for dedicated funding from some revenue source, e.g., a statewide property tax to be approved by the voters.
- **Increased use of GO bonds for funding collections.**
- **Increased funding from counties** – for county or municipal-county library systems, in support of municipal, tribal and nonprofit libraries.
- **Increased funding from municipalities** – both those with municipal libraries and those whose citizens benefit by having access to public libraries in their own or other communities.
- **Establishment of Library Districts** – based on special district property tax levies. This would require enabling legislation but there are many NM precedents. This is a very promising option and merits further consideration.
- **Establishment of Quality of Life Districts** – based on Quality of Life Gross Receipts Tax, which requires a referendum. This could be done by a municipality or county or as a joint effort across counties and municipalities, perhaps by working together with arts and cultural organizations.
- **Increase collaboration** – among libraries and perhaps with other arts and cultural organizations.



## Chapter 1. Introduction

This is a study of financing options for local libraries in New Mexico, whether these libraries are run by a municipality, by a county, as a cooperative city-county effort, by a regional authority, by a non-profit organization or foundation, or by a Native American tribe. Our concern has been with the 93 local libraries that currently comprise the State Library system. We have not considered libraries in public schools, nor those in our colleges and universities, although surely these are important resources to local communities and not just to those who are fortunate enough to be students, staff or teachers/faculty at these institutions. The primary concern is with funding for library operations, by which we understand is meant on-going needs: salaries and benefits for library staff, operations and maintenance of library facilities, utilities and other expenses associated with operations, and, critically, books and media. This is not to deny the importance of adequate facilities, but wonderful facilities are of little worth unless one can keep the doors open, a staff paid and unless one has product – most notably books and media, but also cultural and other programming to draw patrons of all ages.

Access to computers and other electronic media has become increasingly important in our society and it is libraries that often provide the only access to computers and to the internet that many local residents may have; it is libraries that help bridge the “digital divide.” In researching this topic, we heard again and again of how the demand for library services increased sharply as the US and world economy went into a tailspin in this Great Recession, the deepest downturn in the post World War II period. Searching for a job today almost requires access to a computer and to the internet, for it is on the internet that jobs and opportunities are increasingly posted; it is by using a computer that one can prepare a professional-looking resume; and job applications are more and more often requested to be submitted online.<sup>2</sup>

We start with an examination of the larger context, community libraries in the US.

### **The Bigger Picture: Funding for Local Libraries in the US**

***State and Local Government Spending on Libraries.*** To compare library expenditures across the fifty states and the District of Columbia, BBER used a US Census Bureau table, *State and Local Government Finances by Level of Government and by State: 2006-07* (the most recent year that this data is available), as well as their population estimates for the corresponding year.<sup>3</sup> The Census

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<sup>2</sup> UNM now provides only one option for submitting a job application; all the paperwork for the hiring process is now online and Human Resources will not accept hard copy documents, only that which is entered online or scanned. Libraries provide this access and they do so typically without charge.

<sup>3</sup> <http://www.census.gov/govs/estimate/>

Bureau's data was supplemented with personal income data from the Bureau of Economic Analysis.<sup>4</sup>

The data on state and local government library expenditures published by the Census Bureau were checked to ensure that the figures were non-duplicative, i.e., state aid was not counted along with expenditures of that aid by local governments. Capital as well as operating expenditures were included in the totals. The Census Bureau totals for New Mexico local governments are a few million dollars higher than the totals reported in the State Library Annual Survey for 2007. No expenditures were reported for the State Library's own operations and capital outlay, perhaps because the State Library falls under the Department of Cultural Affairs. In order to estimate state government expenditures, BBER used the New Mexico Legislative Finance Committee's report, *FY2009 Budget and Appropriations Recommendations*, since this report includes information on actual operating expenditures of FY 2007. The total spent on operations that year was \$5.3 million, with \$2.7 million spent on employee compensation, \$1.2 million on contractual, and \$1.4 million on other. We included \$4.7 million, which is the total minus an estimate of State Library operating assistance, excluding state GO bond monies.

**Figure 1.1** ranks all states based on their total library expenses in FY07, with the added detail of presenting the components of the total insofar as they are divided between state government and local government expenditures. California had the largest library expenses (with a state government amount of \$20.3 million and a local government amount of \$1,363 million), while North Dakota had the smallest library expenses (with a state government amount of \$1.8 million and local government spending of \$11.9 million). New Mexico is here ranked 35<sup>th</sup>, with total library expenses of \$59.0 million (with state government spending at \$4.7 million and local government, at \$54.3 million).

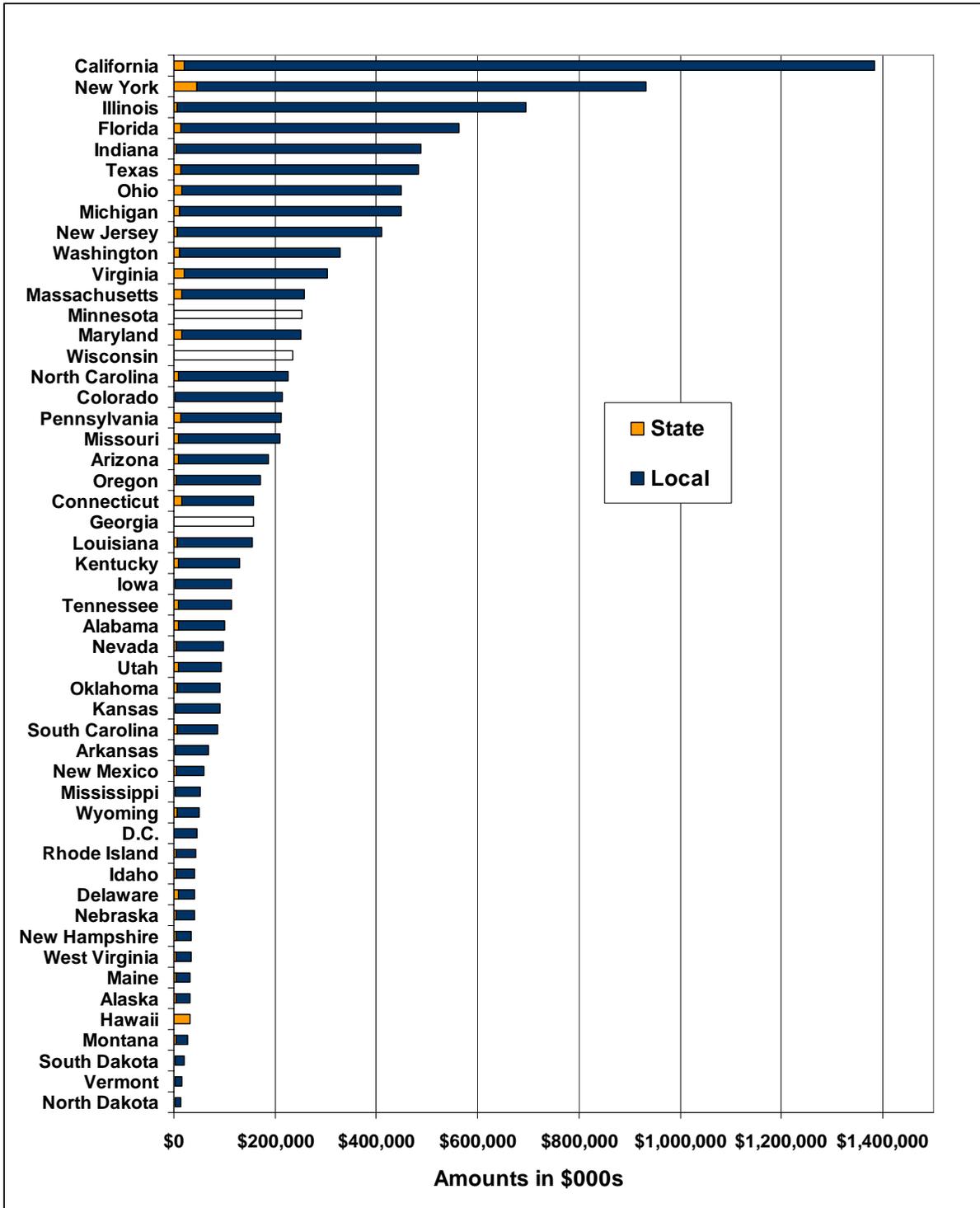
**Figure 1.2** ranks states based on their total library expenses per capita for FY07. Adjusting library expenses for a state's population allows for a more relevant analysis of the data, as it accounts for large population discrepancies across states. Presenting the scenario of a state's library expenses being equally distributed amongst all of the members of its population, the figure finds Wyoming to be ranked first (with \$95.96 per person) and Georgia to be ranked last (with \$16.53 per person in the population). The total library expenses per person in New Mexico were \$30.03, ranking it 30<sup>th</sup>.

Vast discrepancies exist between and among states in the ability to pay for library services. **Figure 1.3** ranks states by total library expenses as a percent of state total personal income for FY07, adjusting the expense data to make comparisons more relevant across states with large differences in personal income per capita. By this measure, Indiana ranks first with library expenditures amounting to 0.23% of total personal income, while Pennsylvania ranks last at 0.04%. New Mexico falls in the

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<sup>4</sup> US Bureau of Economic Analysis, Regional Economic Accounts, Local Area Personal Income and Employment (<http://www.bea.gov/regional/reis/>)

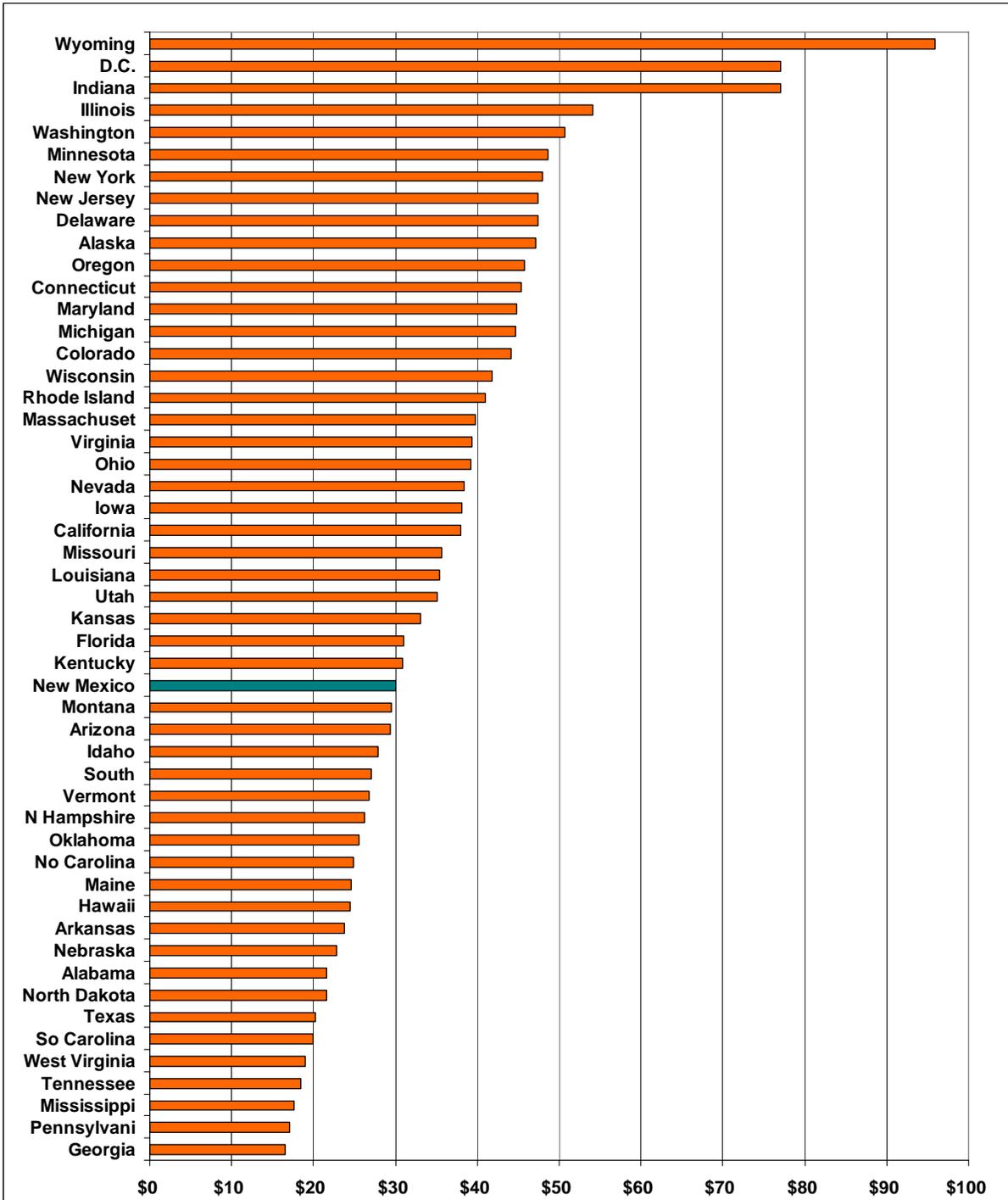
**Figure 1.1 State and Local Government Expenditures on Library Operations, Fiscal Year 2007<sup>a</sup>**



a. Amount of state government expenses for New Mexico are actuals as reported in the NM Legislative Finance Committee's FY2009 Budget and Appropriations Recommendations report. The Census Bureau's report had no state expenditures for New Mexico.

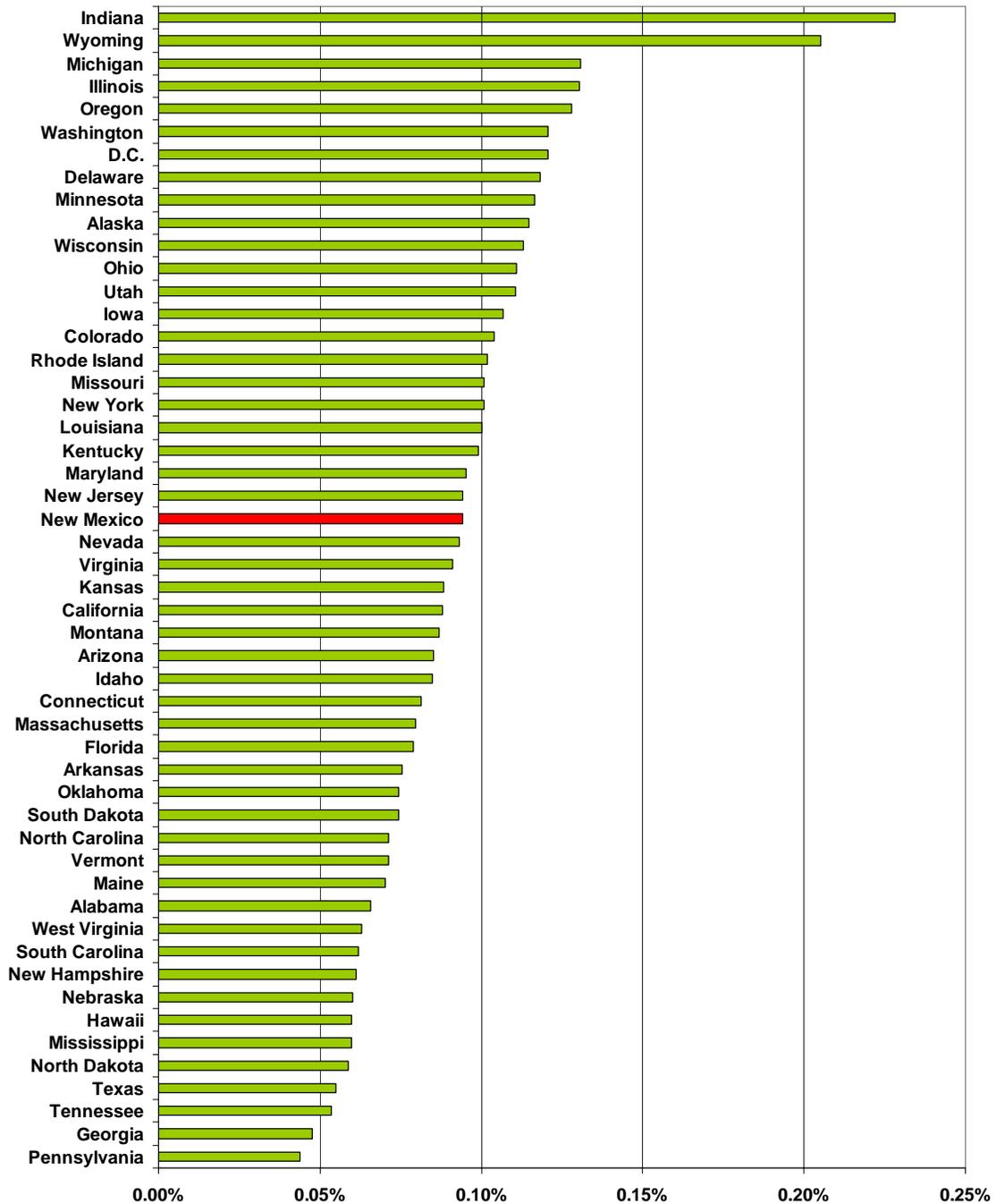
UNM BBER calculations based on US Census Bureau, *State and Local Government Finances by Level of Government and by State: 2006-07*

**Figure 1.2. State and Local Expenditures on Library Operations per Capita, Fiscal Year 2007**



UNM BBER calculations based on US Census Bureau, *State and Local Government Finances by Level of Government and by State: 2006-07*

**Figure 1.3. State and Local Library Expenditures as a Percent of State Personal Income, Fiscal Year 2007**



UNM BBER calculations based on US Census Bureau, *State and Local Government Finances by Level of Government and by State: 2006-07* and figures on State Personal Income for 2007 from the US Bureau of Economic Analysis

middle, ranking 25<sup>th</sup>, with its total library expenditures accounting for 0.09% of 2007 personal income.

***Funding For Public Libraries across the US.*** A 2007 study of funding for public libraries prepared for the Pennsylvania Library Association by Owens and Sieminski of RPA Inc. summarized how public libraries are organized and funded across the US:

In FY 2004, according to the National Center for Educational Statistics, “Fifty-three percent of public libraries were part of a municipal government; 15% were nonprofit association libraries or agency libraries; 14% were separate government units known as library districts; 10% were part of a county/parish; 3% had multi-jurisdictional legal basis under an intergovernmental agreement; 2% were part of a school district; 1% were part of a city/county; and 1% reported their legal basis as “other”.<sup>5</sup>

Today’s libraries continue to be funded by private donations, but the majority of the funding comes from government sources. Nationwide, only 1% of the operating revenue of public libraries is derived from federal sources, 10% from state sources, and the majority of the funding, 82%, from local government sources. The remaining 8% comes from monetary gifts and donations, grants, interest, library fines, and fees for library services. Total operating revenue for the nation’s 9,207 public libraries is about \$9.1 billion.

Nationwide, the average total per capita operating revenue for public libraries was \$32.21....Of that, \$26.25 was from local sources, \$3.21 from state sources, \$0.17 from federal sources and \$2.59 from other sources.<sup>6</sup>

...Not only does the nation have over 9,200 libraries but they are governed in a variety of ways. Funding is dependent primarily on local sources, but local governments (all 52,473 of them) vary widely from the tiniest township to the largest urban area. The types of revenues that local governments are permitted to assess and collect are governed by 50 different state legislatures. Public libraries are competing for scarce funds...<sup>7</sup>

New Mexico adds its own complexities – in the network of tribal libraries and in the great geographic distances between population centers – and constraints – in the anti-donation clause of the New Mexico Constitution and in our persistently low per capita income – but as will be evident, there are many parallels with the experiences across the country. All the more reason to consider the solutions adopted elsewhere. We do so cognizant of but not blindly constrained by Governor Wallace’s dictum, “All calculations based on experience elsewhere, fail in New Mexico.”

Chapter 2 provides an overview of the diversity of funding for public libraries in New Mexico.

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<sup>5</sup> National Center for Education Statistics. Public Libraries in the United States: Fiscal Year 2004. Washington, D/C/. National Center for Education statistics, 2006, p. 5.

<sup>6</sup> Patricia L. Owens and Mary L. Sieminski of RPA, *Local and State Sources of Funding for Public Libraries: A National Picture*, a report prepared by RPA Inc for the Pennsylvania Library Association and Pennsylvania Citizens for Better Libraries, October 2007, p.3.

<sup>7</sup> IBID., p. 7

Chapter 3 explores the two workhorses of municipal and county revenues, the gross receipts tax and the property tax. We examine how tax capacity, specifically the tax base per capita for each of these revenue sources, varies from one jurisdiction to another. We then examine the tax effort of different communities and the overall tax burden on those who pay the tax.

Finally, Chapter 4 presents and evaluates the options for providing New Mexico communities with a more sustainable way of funding their public libraries.

## Chapter 2. Funding for Library Operations, Including Books and Media

The operations of libraries in New Mexico communities are funded from a variety of sources. **Table 2.1** summarizes the composition of funding, respectively, for municipal, city-county and county, tribal, non-profit libraries and the one trust library operated by the Woolworth Foundation in Jal. With respect to municipal libraries, an average of 85% of their operating funds in FY 09 came from the municipality. Many of these libraries derive no support from the government of the county within which they operate, even though they often serve many people in the unincorporated area. On average across all municipal libraries, the county contribution was 3%. State funding, including GO bond monies for books and media, accounted for about 9% of revenues, while federal grants amounted to only 1% and other sources contributed about 3%.

There are only two city-county libraries, Albuquerque-Bernalillo County, where Albuquerque contributed 81% and the county 10%, with 5% of operating revenues coming from the state and the remaining 4% from other sources, and Lordsburg-Hidalgo, where the city contributed only 14%, the county 69%, the state, 12%, and other sources, 5%. The Los Alamos County library is the only county library, with the county contributing 98% and the state and “other” sources 1% each.

There is considerable variation among the tribal libraries in terms of the amount of support provided by the tribe, but on average, 64% of the funding in FY 09 came from this source. The state and the federal government each contributed about 16% of the funding, while counties added about 3% to the total available for operations and other sources brought in about 1%.

As a group, the non-profit libraries derived about 69% of their operating support from other sources, including local donations and grants, while 16% of their revenues came from counties and 24% from the state. One of the non-profits had federal money and it accounted for about 9% of the total for operations. The one trust library derived about 98% of its operating revenues from the trust.

In FY 09, funding for the operations (including books and media) of the libraries within the state system that responded to the State Library Survey totaled over \$45.5 million, or almost \$22 per person in the state, based on BBER’s estimate of the state population as of July 1, 2008. If the State Library figure for the total of all the library service areas is used, the funding per person serviced approaches \$31.<sup>8</sup> Total operating income, including funding for books and media has grown at a compound

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<sup>8</sup> In both instances, total funding for operations assumes inclusion of the reported total from Bernalillo County as reported in the State Library survey. City of Albuquerque actuals for FY 09 have a lower figure for what was actually received.

**Table 2.1. Sources of Operating Funds for Community Libraries, FY 09**

Place	City	Tribal	County	State	Federal	Other	Total
<b>City Libraries</b>							
ALAMOGORDO	0.89	-	0.04	0.07	-	-	1.00
CLAYTON	0.89	-	0.02	0.08	-	0.02	1.00
ARTESIA	0.97	-	-	0.03	-	0.00	1.00
RATON	0.92	-	0.01	0.06	-	0.01	1.00
AZTEC	0.78	-	0.04	0.02	0.10	0.06	1.00
BAYARD	0.46	-	0.13	0.41	-	0.00	1.00
BELEN	0.97	-	-	0.02	-	0.01	1.00
BLOOMFIELD	0.87	-	-	0.08	0.01	0.04	1.00
BOSQUE FARMS	0.72	-	-	0.28	-	-	1.00
CARLSBAD	0.97	-	-	0.02	-	0.00	1.00
LAS VEGAS	0.81	-	-	0.17	-	0.02	1.00
CLOVIS	0.87	-	-	0.06	-	0.08	1.00
COLUMBUS	0.57	-	0.16	0.14	0.04	0.10	1.00
CORRALES	0.89	-	-	0.05	-	0.06	1.00
CUBA	0.67	-	-	0.03	0.30	0.01	1.00
EAGLE NEST	0.79	-	-	0.18	-	0.03	1.00
EDGEWOOD	0.98	-	-	0.02	-	-	1.00
CHAMA	0.78	-	0.17	0.05	-	0.00	1.00
ESPANOLA	0.87	-	0.07	0.06	-	-	1.00
ESTANCIA	0.94	-	-	0.06	-	-	1.00
EUNICE	0.91	-	0.02	0.04	0.00	0.02	1.00
FARMINGTON	0.99	-	0.00	0.00	-	0.01	1.00
FORT SUMNER	0.77	-	0.03	0.19	-	0.02	1.00
SPRINGER	0.88	-	-	0.12	-	-	1.00
HATCH	0.80	-	0.12	0.07	-	0.01	1.00
HOBBS	1.00	-	-	0.00	-	0.00	1.00
COCHITI LAKE	0.83	-	0.06	0.07	-	0.04	1.00
JEMEZ SPRINGS	0.75	-	-	0.09	-	0.17	1.00
LOS LUNAS	0.94	-	-	0.03	0.01	0.02	1.00
LOVINGTON	0.88	-	0.03	0.05	-	0.03	1.00
MAGDALENA	0.88	-	-	0.10	-	0.02	1.00
DEMING	0.83	-	0.10	0.03	-	0.04	1.00
CLOUDCROFT	0.79	-	0.06	0.15	-	-	1.00
SANTA ROSA	0.85	-	0.01	0.04	-	0.11	1.00
MORIARTY	0.89	-	-	0.10	-	0.01	1.00
GRANTS	0.86	-	0.02	0.12	-	-	1.00
MOUNTAINAIR	0.25	-	-	0.75	-	-	1.00
GALLUP	0.96	-	-	0.04	-	-	1.00
PORTALES	0.93	-	-	0.04	-	0.04	1.00
QUESTA	0.90	-	-	-	-	0.10	1.00
RED RIVER	0.83	-	-	0.12	-	0.05	1.00
RESERVE	1.00	-	-	-	-	-	1.00
RIO RANCHO	0.90	-	-	0.06	-	0.04	1.00
ROSWELL	0.96	-	-	0.04	-	0.00	1.00
RUIDOSO	0.92	-	0.06	0.01	-	0.01	1.00
SANTA FE	0.95	-	0.01	0.01	0.00	0.04	1.00
SOCORRO	0.89	-	-	0.09	-	0.02	1.00
SUNLAND PARK	0.87	-	-	0.13	-	-	1.00
TAOS	0.96	-	-	0.01	-	0.03	1.00
TATUM	0.78	-	0.13	0.10	-	-	1.00
SILVER CITY	0.89	-	0.03	0.02	-	0.06	1.00
LAS CRUCES	0.95	-	-	0.03	-	0.02	1.00
BERNALILLO	0.89	-	-	0.11	-	0.00	1.00
T OR C	0.88	-	0.01	0.04	0.04	0.02	1.00
TUCUMCARI	0.93	-	0.00	0.07	-	-	1.00
TULAROSA	0.71	-	0.11	0.03	-	0.15	1.00
VIRDEN	0.87	-	-	0.13	-	-	1.00

**Table 2.1. Sources of Operating Funds for Community Libraries, FY 09, Continued**

Place	City	Tribal	County	State	Federal	Other	Total
<b>County and City/County Libraries</b>							
ALBUQUERQUE-BERNALILLO	0.81	-	0.10	0.05	0.00	0.04	1.00
LORDSBURG-HIDALGO	0.14	-	0.69	0.12	-	0.05	1.00
LOS ALAMOS COUNTY	-	-	0.98	0.01	-	0.01	1.00
<b>Tribal</b>							
PUEBLO AT ACOMA	-	0.72	-	0.21	0.06	-	1.00
JEMEZ PUEBLO	-	0.02	-	0.21	0.77	-	1.00
DULCE	-	0.87	-	0.07	-	0.06	1.00
LAGUNA	-	0.86	-	0.10	0.04	0.01	1.00
MESCALERO	-	0.90	-	0.10	-	-	1.00
OHKAY OWINGEH	-	0.73	0.10	0.05	0.06	0.06	1.00
COCHITI PUEBLO	-	0.69	-	0.31	-	-	1.00
SAN ILDEFONSO	-	1.00	-	-	-	-	1.00
ISLETA	-	0.87	-	0.13	-	-	1.00
POJOAQUE	-	0.67	-	0.05	0.28	0.00	1.00
SANDIA PUEBLO	-	0.58	0.32	0.10	-	-	1.00
SANTA ANA	-	0.71	-	0.19	0.09	-	1.00
ESPANOLA	-	0.18	0.04	0.34	0.34	0.10	1.00
SANTO DOMINGO PUEBLO	-	0.02	-	0.29	0.69	-	1.00
ZIA PUEBLO	-	0.63	-	0.25	0.12	-	1.00
ZUNI	-	0.80	-	0.16	0.04	-	1.00
<b>NonProfits</b>							
CAPITAN	-	-	0.12	0.11	-	0.77	1.00
EL RITO	-	-	0.09	0.11	-	0.80	1.00
DIXON	-	-	0.11	0.17	-	0.73	1.00
GILA	-	-	0.39	0.24	-	0.37	1.00
GLENWOOD	-	-	0.08	0.41	-	0.50	1.00
PLACITAS	-	-	-	0.07	-	0.93	1.00
ABIQUIU	-	-	0.15	0.41	-	0.43	1.00
LA JOYA	-	-	0.33	0.43	-	0.25	1.00
ANGEL FIRE	0.04	-	-	0.05	-	0.90	1.00
RANCHOS DE TAOS	-	-	-	0.26	-	0.74	1.00
TRUCHAS	-	-	0.16	0.30	-	0.54	1.00
CORONA	-	-	0.35	0.49	-	0.16	1.00
SANTA FE	-	-	0.28	0.09	0.09	0.54	1.00
<b>Private Trust/Contract with City</b>							
JAL	-	-	-	0.01	-	0.99	1.00

UNM Bureau of Business and Economic Research Calculations from State Library Survey, FY 2009

annual rate of 5.6% since FY 04. Many libraries have experienced decreases in operating funds since 2007, presumably associated with the economic downturn. According to the figures reported in the annual State Library surveys, in FY 09, total operating income was down 3.9% from the previous fiscal year.

One gets a sense of how precarious the finances of many libraries may be by taking the unrestricted monies available for library operations and comparing them with the actual expenditures on employee compensation and other operating expenditures, excluding books and media. The analysis is presented in **Table 2.2**. The first three columns present the results when other income is included. The problem is that

**Table 2.2. Basic Operating Revenues and Expenditures, FY 09**

Place	Staff and Other Operating Expenditures a	Including Other Income b		Excluding Other Income	
		Basic Operating Income c	Net Operating Surplus	Basic Operating Income	Net Operating Surplus
<b>City Libraries</b>					
ALAMOGORDO	648,027	860,432	212,405	860,432	212,405
CLAYTON	99,997	106,129	6,132	104,372	4,375
ARTESIA	474,093	521,794	47,701	520,400	46,307
RATON	194,825	208,694	13,869	207,059	12,234
AZTEC	413,631	398,542	(15,089)	373,450	(40,181)
BAYARD	22,426	82,534	60,108	82,458	60,032
BELEN	343,956	455,120	111,164	452,720	108,764
BLOOMFIELD	185,702	197,132	11,430	188,821	3,119
BOSQUE FARMS	55,907	100,108	44,201	100,108	44,201
CARLSBAD	629,911	682,650	52,739	679,650	49,739
LAS VEGAS	243,857	228,528	(15,329)	223,873	(19,984)
CLOVIS	706,337	719,121	12,784	659,866	(46,471)
COLUMBUS	55,015	53,458	(1,557)	47,571	(7,444)
CORRALES	181,832	186,351	4,519	174,151	(7,681)
CUBA	106,941	113,217	6,276	112,047	5,106
EAGLE NEST	17,787	24,043	6,256	23,157	5,370
EDGEWOOD	95,344	137,209	41,865	137,209	41,865
CHAMA	56,904	58,910	2,006	58,769	1,865
ESPANOLA	230,754	271,870	41,116	271,870	41,116
ESTANCIA	79,658	80,869	1,211	80,869	1,211
EUNICE	203,199	225,603	22,404	220,603	17,404
FARMINGTON	3,761,666	4,427,363	665,697	4,395,102	633,436
FORT SUMNER	59,431	72,481	13,050	71,029	11,598
SPRINGER	19,928	35,168	15,240	35,168	15,240
HATCH	64,194	81,556	17,362	80,608	16,414
HOBBS	900,432	1,030,914	130,482	1,029,576	129,144
COCHITI LAKE	47,521	54,316	6,795	52,229	4,708
JEMEZ SPRINGS	48,023	59,578	11,555	49,155	1,132
LOS LUNAS	595,466	617,928	22,462	605,301	9,835
LOVINGTON	241,023	293,657	52,634	283,152	42,129
MAGDALENA	22,966	31,674	8,708	31,074	8,108
DEMING	367,830	349,630	(18,200)	335,500	(32,330)
CLOUDCROFT	30,725	66,203	35,478	66,203	35,478
SANTA ROSA	124,500	173,170	48,670	154,417	29,917
MORIARTY	135,172	143,255	8,083	140,948	5,776
GRANTS	162,411	191,247	28,836	191,247	28,836
MOUNTAINAIR	1,006	4,226	3,220	4,226	3,220
GALLUP	540,363	622,207	81,844	622,207	81,844
PORTALES	308,575	341,143	32,568	327,851	19,276
QUESTA	26,619	27,794	1,175	25,123	(1,496)
RED RIVER	61,233	63,472	2,239	60,349	(884)
RESERVE	1,247	1,965	718	1,965	718
RIO RANCHO	1,747,394	1,844,330	96,936	1,766,446	19,052
ROSWELL	1,019,208	1,444,261	425,053	1,442,195	422,987
RUIDOSO	430,006	504,734	74,728	498,734	68,728
SANTA FE	3,571,206	3,925,005	353,799	3,785,806	214,600
SOCORRO	350,055	491,680	141,625	481,680	131,625
SUNLAND PARK	88,324	105,124	16,800	105,124	16,800
TAOS	532,268	605,291	73,023	586,291	54,023
TATUM	73,804	84,901	11,097	84,901	11,097
SILVER CITY	333,503	371,545	38,042	349,179	15,676
LAS CRUCES	2,277,606	2,149,542	(128,064)	2,108,555	(169,051)
BERNALILLO	146,940	136,437	(10,503)	135,809	(11,131)
T O R C	246,098	245,286	(812)	240,809	(5,289)
TUCUMCARI	261,080	263,493	2,413	263,493	2,413
TULAROSA	20,958	41,250	20,292	35,250	14,292
VIRDEN	5,443	13,500	8,057	13,500	8,057
<b>County and City/County Libraries</b>					
ALBUQUERQUE	10,725,866	11,779,573	1,053,707	11,299,607	573,741
LORDSBURG	78,479	103,031	24,552	97,678	19,199
LOS ALAMOS	2,052,888	2,378,496	325,608	2,346,190	293,302

other income may include restricted monies for special projects that are not available to pay salaries and operating expenses, such as rent and utilities. The results when other income is excluded are presented in the final two columns. Since non-profit libraries are very dependent on other income, their situation appears particularly dire when these monies are excluded. The analysis does not consider fund balances, which are the “savings accounts” drawn on in tight times. Unfortunately, most public

**Table 2.2. Basic Operating Revenues and Expenditures, FY 09  
Continued**

Place	Staff and Other Operating Expenditures a	Including Other Income b		Excluding Other Income	
		Basic Operating Income c	Net Operating Surplus	Basic Operating Income	Net Operating Surplus
<b>City Libraries</b>					
<b>Tribal</b>					
PUEBLO OF ACOMA	71,138	82,158	11,020	82,158	11,020
JEMEZ PUEBLO	46,194	23,144	(23,050)	23,144	(23,050)
DULCE	115,332	132,318	16,986	124,500	9,168
LAGUNA	145,176	149,770	4,594	148,770	3,594
MESCALERO	76,331	101,051	24,720	101,051	24,720
OHKAY OWINGEH	52,785	96,024	43,239	90,024	37,239
COCHITI PUEBLO	35,689	53,583	17,894	53,583	17,894
San Ildefonso	24,636	31,836	7,200	31,836	7,200
ISLETA	133,370	144,610	11,240	144,610	11,240
POJOAQUE	194,933	155,520	(39,413)	155,251	(39,682)
SANDIA PUEBLO	85,823	110,113	24,290	110,113	24,290
SANTA ANA	59,657	48,528	(11,129)	48,528	(11,129)
ESPANOLA	216,984	150,455	(66,529)	127,455	(89,529)
SANTO DOMINGO PUEBLO	26,442	13,850	(12,592)	13,850	(12,592)
ZIA PUEBLO	41,226	47,427	6,201	47,427	6,201
ZUNI	90,891	140,345	49,454	140,345	49,454
<b>NonProfits</b>					
CAPITAN	38,289	55,557	17,268	9,466	(28,823)
EL RITO	97,867	109,074	11,207	22,211	(75,656)
DIXON	95,201	90,025	(5,176)	23,077	(72,124)
GILA	7,588	18,477	10,889	10,100	2,512
GLENWOOD	4,485	9,168	4,683	3,168	(1,317)
PLACITAS	17,383	18,840	1,457	1,350	(16,033)
ABIQUIU	84,687	65,004	(19,683)	36,732	(47,955)
LA JOYA	3,079	5,722	2,643	3,850	771
ANGEL FIRE	46,835	56,608	9,773	5,576	(41,259)
RANCHOS DE TAOS	1,638	5,216	3,578	1,350	(288)
TRUCHAS	39,769	56,262	16,493	22,684	(17,085)
CORONA	8,523	6,462	(2,061)	4,850	(3,673)
SANTA FE	122,504	125,693	3,189	45,060	(77,444)
<b>Private Trust/Contract with City</b>					
JAL	496,681	716,969	220,288	4,162	(492,519)

a. Excludes expenditures on books and media.

b. Other operating income may or may not include income that is restricted, i.e., that can only be spent on special program.

c. Basic operating income equals income from local governments, state grants excluding GO bond proceeds, and federal income that is unrestricted.

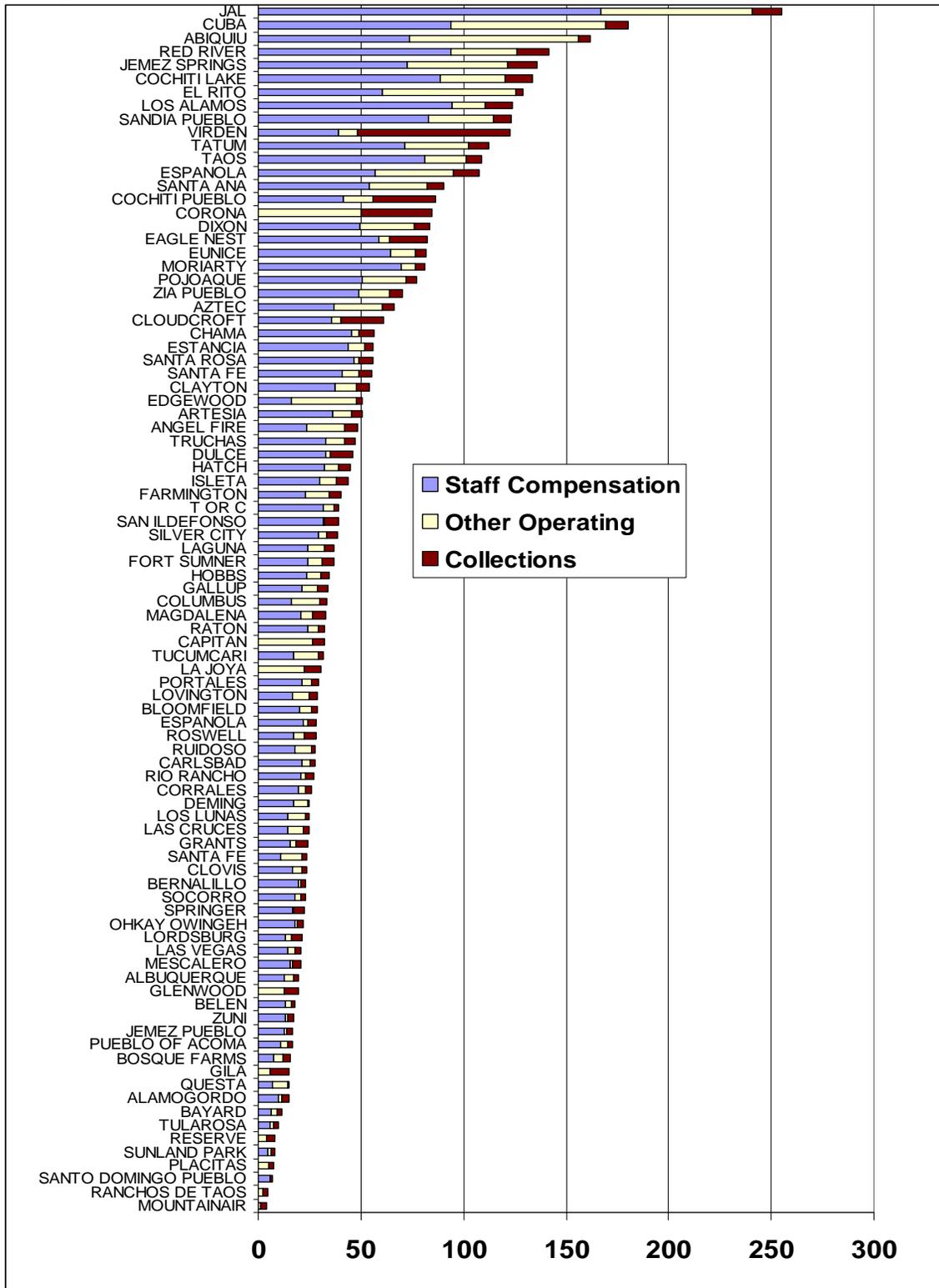
UNM Bureau of Business and Economic Research calculations Using State Library Survey, FY 2009

libraries are funded primarily from their government's general fund, to which any unspent appropriations will typically revert at the end of the year.

Across the libraries, total expenditures on books and media – on collections – accounted for 12.7% of total operating expenses. State GO bond reimbursements covered a little over 25% of the total, though there was substantial variation from one library to another. (See Figure 2.1.)

**Figure 2.1** presents data on the composition of operating expenditures for all those libraries reporting expenditures in FY 09. Libraries are ranked based on total operating expenditures per capita based on the 2009 Library Service Area (LSA) population estimates. The US Census Bureau produces annual population estimates for municipalities and counties, so the LSA estimates for many municipal or county

**Figure 2.1: Operating Expenditures Per Capita (2009 LSA), FY 09**



UNM Bureau of Business and Economic Research from NM State Library Survey, FY 2009

libraries can be and are tied to these estimates.<sup>9</sup> The LSA population numbers are likely to be less reliable when they include small unincorporated areas, in which population is only counted every ten years for the Decennial Census. This is the situation of the non-profit libraries and many of the tribal libraries. Note that the library in Jal, which is operated by the Woolworth Foundation, has the highest level of expenditures per LSA population followed by Cuba, Abiquiu, Red River, Jemez Springs, Cochiti Lake, El Rito and Los Alamos. All these libraries have relatively high expenditures on staff, but there are a number of small libraries that appear to be run entirely by volunteers (e.g., Corona). In many cases, other operating expenditures necessary to keep the facility open (e.g., utilities) consume a large portion of the budget (e.g., Edgewood).

### **Funding of City, City-County and County Libraries**

Most of the libraries in the state are municipal libraries. As noted above, a large proportion of the monies these libraries have available for operations comes from the municipality, typically as a general fund appropriation. In New Mexico, the gross receipts tax is by far the most important revenue source for municipalities, accounting for over 70% of total general fund revenues. Other important revenue sources include the property tax and franchise fees, which are payments by utilities for the use of public right-of-way. (Gross receipts and property tax capacity and effort for NM municipalities and counties with libraries are discussed at length in the next chapter.) Service-providing units dependent on general tax revenues must compete annually for funding with other basic public services, like police and fire, roads and storm drainage, parks and recreation or corrections in the case of counties. Revenue shortfalls can result in hiring freezes, elimination of vacant positions, decisions to reduce hours of service, etc. Counties have special responsibilities under state statute in addition to the provision of municipal type services. Some of these responsibilities, like corrections and to a lesser extent health care, are placing an increasing financial burden on county budgets. The property tax is the major revenue source for funding county government, although the gross receipts tax has become increasingly important.

### **Funding of Tribal and Non-Profit Libraries**

Both tribal and non-profit libraries in New Mexico face extreme challenges funding their libraries. This section describes the funding sources BBER learned of through internet research and interviews. BBER spoke to four non-profit library directors (of the Embudo Valley Library and Community Center, the Pueblo de Abiquiu Library and Cultural Center, the Vista Grande Public Library, and the Gila Valley Library), the directors of four tribal libraries (Pueblo of Pojoaque Public Library, Jemez Pueblo Community Library, Pueblo of Isleta Library, and Santo Domingo Pueblo Library), and to tribal government officials affiliated with two other tribes with tribal libraries

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<sup>9</sup> There are issues with the Census Bureau estimates and BBER has funding from a recurring state appropriation to produce an independent set of population estimates and to challenge the estimates of the Census Bureau.

(Zia Enrichment Library and Zuni Public Library). The funding sources discovered through this process are summarized in **Table B.1** in Appendix B.<sup>10</sup>

Generally speaking, both tribal and non-profit libraries face similar funding challenges. For both library types, most are barely getting by year-to-year with so little assurance of future funding that planning beyond the current funding cycle is impossible. The directors of both types of libraries are often poorly paid (if at all) and spend exorbitant amounts of their time applying for or managing grants. Another challenge faced by both types of libraries is the recent upsurge in patrons and demand for services as a result of the recession. Many of the libraries reported increased numbers of patrons utilizing computing and internet services provided by the library (in some cases because they can no longer afford these luxuries themselves) in their quest for employment. But while demand has risen, funding has generally declined. Despite the frustrations and lack of financial reward, the library directors BBER spoke to were without exception passionate about creating and sustaining quality libraries for members of their communities.

**Funding Basic Operating Costs.** For the majority of the libraries whose directors BBER spoke to, operating costs are the hardest to cover.<sup>11</sup> Several interviewees said that there are lots of grants available for new programs, but very little money available for “buildings or people.” The irony of well-funded programs that must be staffed by volunteers or carried out in cramped quarters was not lost on the interviewees.

Both tribal and non-profit libraries rely upon the State Library’s Grants-in-Aid to cover some of their operating costs.<sup>12</sup> The amount distributed through this program varies, depending upon the legislative allocation. The tribal libraries also use Institute of Museum and Library Services’ (IMLS) non-competitive annual Basic Grants of around \$6,000 to defray operating costs.<sup>13</sup> Most of the tribal libraries in the State Library system seem to take advantage of this program every year.

Several of the tribal libraries have also applied for the IMLS Enhancement Grant (some, like Jemez Pueblo Community Library and the Pueblo of Pojoaque Library,

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<sup>10</sup> BBER does not claim that Table B.1 constitutes a complete list of all funding sources for tribal and non-profit libraries.

<sup>11</sup> “Operating costs” in this section is defined as including salaries, utilities, building maintenance, and insurance, based upon what library directors told us the term means to them.

<sup>12</sup> New Mexico Administrative Code 4.5.2 provides for “library collections; library staff salaries; library staff training; library equipment; or other operational expenditures associated with delivery of library services.” (<http://www.nmcpr.state.nm.us/NMAC/parts/title04/04.005.0002.pdf>. Accessed 2/17/2010)

<sup>13</sup> Basic Grant funds may be used for: “salary for library personnel; materials, supplies, and equipment (including books, journals, electronic resources, library supplies, furniture, computers and other equipment); services (computer- or library-related consultants, training of library personnel in addition to or in lieu of training funds requested under the Education/Assessment Option); and other items such as Internet access charges and fees for participation in networks and consortia that provide the library with direct services.” ([http://www.ims.gov/applicants/grants/pdf/NAG-B\\_2010.pdf](http://www.ims.gov/applicants/grants/pdf/NAG-B_2010.pdf). Accessed 2/17/2010)

with repeated success), which provides up to \$150,000 for programs, but can be used to cover the salaries of employees administering the programs.

It appears that the only other sources of funding for operations for the tribal libraries are tribal government allocations. Of the 18 tribal libraries included in the State Library system, every one received some funding from its tribe. The amount of funding varied widely, however, from as little as one percent of the total (averaged over six years – FY 2004 through FY 2009) to as much as 100 percent of the total funding.<sup>14</sup> Ownership by the tribe of a casino did not seem to correlate strongly with the proportion of a tribal library's total funding provided by the tribe. The twelve tribal libraries whose tribes had casinos received an average of 55 percent of their total funding from the tribe, as compared to 44 percent for the six libraries whose tribes do not own a casino. However, looking at the actual funding amounts, those libraries whose tribes had casinos received more than double the amount of funding of their counterparts without casinos - \$60,000 versus \$26,000 (averaged over the six years), suggesting that the budgets of non-casino-associated tribal libraries may be more limited. Indeed, total funding (averaged over the six years) for those tribal libraries whose tribes do not own casinos was 20 percent less than for their casino-owning complement.

Through conversations with tribal library directors or tribal administrators, it appears that tribal funds for libraries come from recurring local revenues (from sales tax, payroll taxes, business licenses, gasoline taxes, court fines, land leases, etc.), whether or not the tribe owns a casino.

One of the hurdles for tribal libraries in securing funds from their tribes may be related to the level of contact the library administration has with tribal administration. The three tribal libraries with the most consistent and secure tribal funding that BBER spoke to (Zuni Public Library, Pueblo of Pojoaque, and Zia Enrichment Library) all have direct negotiations with tribal administration over their budgets. Conversely, the two libraries with the least and/or most inconsistent funding from their tribes with whom BBER spoke, Jemez Pueblo Community Library and Santo Domingo Public Library, both fall under the Education Departments of the tribal government, which may not always advocate on the libraries' behalf.

In addition to Grants-in-Aid, non-profit libraries seem to rely upon grants from non-profit foundations, donations, and fund-raising to meet their operating costs. Nine out of the thirteen non-profit libraries within the State Library system received the majority of their funding (averaged over the six year period) from non-governmental sources.

All thirteen non-profit libraries have received some funding from their county governments in at least one of the six years for which BBER had data. At least some

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<sup>14</sup> Pueblo de San Ildefonso Library, which appears to have opened in FY 2009, was funded solely through tribal monies that year (\$31,836).

of this money seems to be used for operating costs.<sup>15</sup> The Vista Grande Public Library in Santa Fe, the Capitan Public Library, and the Glenwood Community Library have received funding from their respective county governments in each of the six years, but the amounts received vary dramatically, from an average of less than \$1,000 for the Glenwood library to \$19,000 for the Vista Grande Public Library. All four of the libraries in Rio Arriba County (Abiquiu Public Library, El Rito Public Library, Embudo Valley Library, and the Truchas Community Library) receive generous (relative to the other non-profit libraries' county government contributions) and consistent county funding, perhaps due to the work they have done as members of the Rio Arriba Independent Libraries association, or RAIL, which works together to lobby the county government for library funding.<sup>16</sup>

***Funding Programs, Collections, and Capital Projects.*** Both tribal and non-profit libraries use state GO Bond allocations to purchase materials, collections, and equipment.<sup>17</sup> The amount of the allocation varies depending upon how much the State Legislature and the voting public approves. Each library receives a standard allocation “dependent upon the total library bond funds available”. Any remaining funds are divided up among the libraries on a per capita basis.<sup>18</sup>

Tribal libraries also utilize the State Library's Tribal Libraries Program Grants “for collection development, programming, furniture, computers and computer software and speakers' series”.<sup>19</sup>

Non-profit and tribal libraries supplement the GO Bond monies with grants to cover their non-operating costs. There seems to be no shortage of grants available for programs, as mentioned above. State capital outlay has sometimes been a source of funding for building construction, including renovations.

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<sup>15</sup> There are potential issues with the anti-donation clause of the NM Constitution related to the use of these monies. (See Appendix A.)

<sup>16</sup> Because of New Mexico's anti-donation clause, non-profit libraries cannot receive State GO Bond monies directly from the state; instead, the libraries must “have an agreement with a local funding authority to act as their fiscal agent for these funds.”

<sup>17</sup> According to NMAC 4.5.8 (<http://www.nmcpr.state.nm.us/NMAC/parts/title04/04.005.0008.htm>), “The library bond program funds library resources and equipment . . .”. “Library resources” are defined as “library holdings intended for public use and the tools required to make the resources usable by the public. Library resources can include books, videos, DVDs, sound recordings, electronic and digital media, and information materials accessed via the internet.” “Equipment means computers, software and related peripherals; servers; thin client terminals; networks, including wireless networks; telecommunications; automation systems; and other equipment used to assist in meeting the information needs of a library's clients.”

<sup>18</sup> The 2008 GO Bond Allocations to libraries can be viewed at [http://www.nmstatelibrary.org/docs/funding/go\\_bonds/2008gobondslibrary.pdf](http://www.nmstatelibrary.org/docs/funding/go_bonds/2008gobondslibrary.pdf), the 2006 allocations are available at [http://www.nmstatelibrary.org/docs/funding/go\\_bonds/2006GoBondAllocationsLibrary.pdf](http://www.nmstatelibrary.org/docs/funding/go_bonds/2006GoBondAllocationsLibrary.pdf).

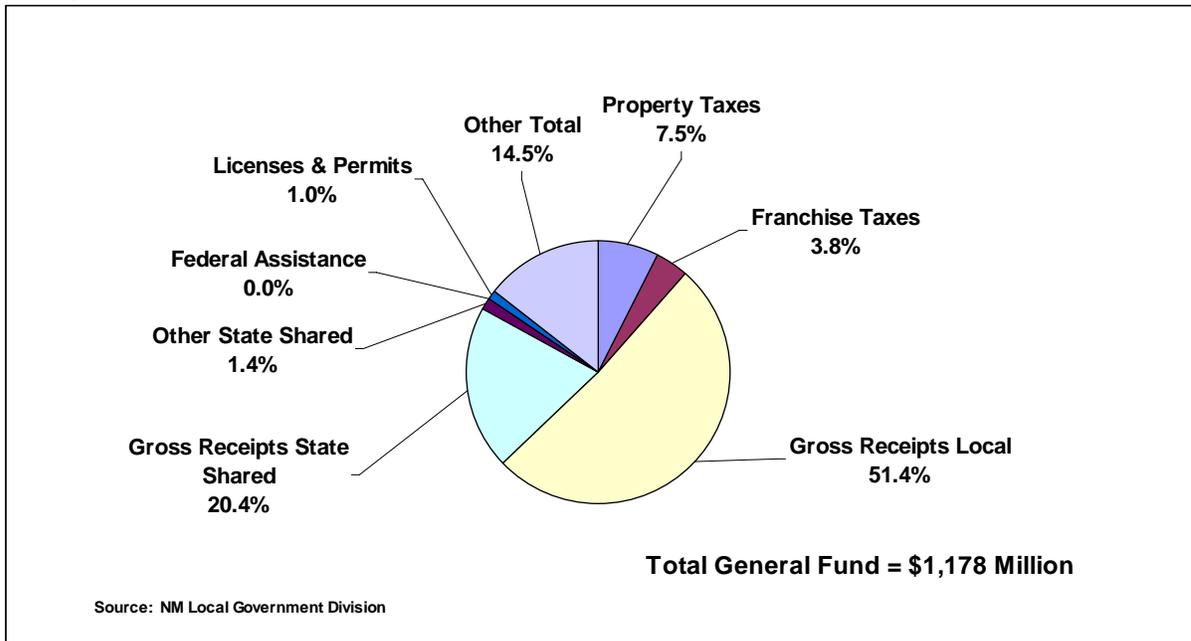
<sup>19</sup> [http://www.nmstatelibrary.org/index.php?option=com\\_content&view=article&id=85&Itemid=628](http://www.nmstatelibrary.org/index.php?option=com_content&view=article&id=85&Itemid=628). Accessed 2/15/2010.



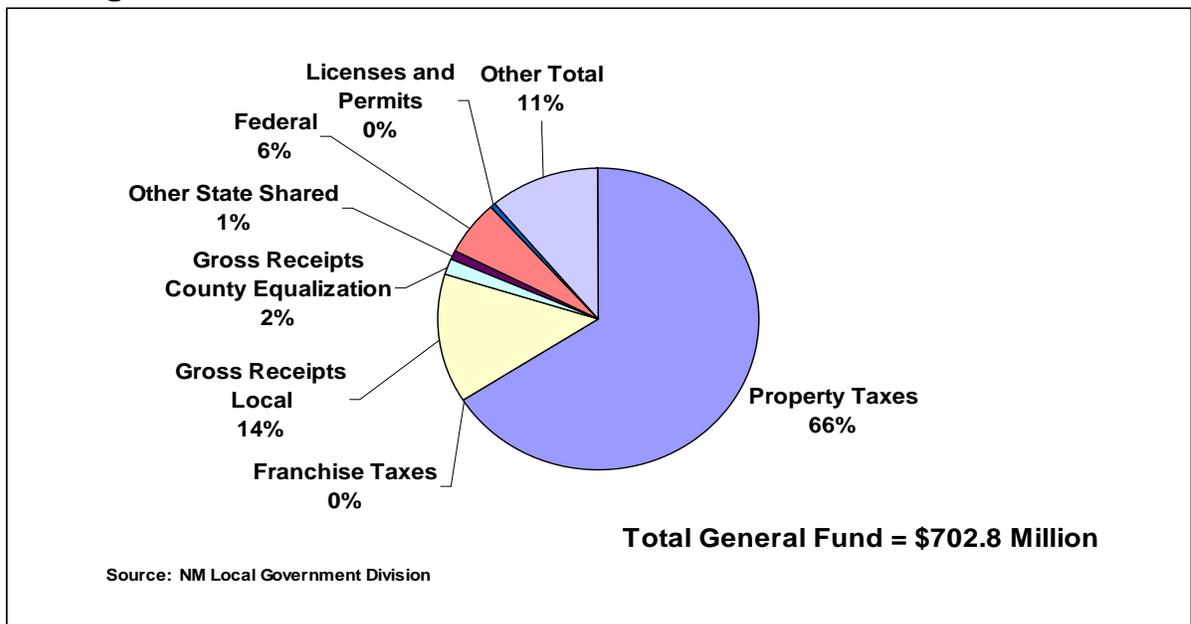
## Chapter 3: Tax Capacity and Effort

This chapter deals with the local tax capacity and effort relevant to funding the operations of public libraries in New Mexico. Two revenue sources are considered, the gross receipts tax and the property tax. As **Figures 3.1 and 3.2** illustrate, these two revenue sources dominate among local government general fund revenue

**Figure 3.1. General Fund Revenue Sources, NM Municipalities, FY 08**



**Figure 3.2. General Fund Revenue Sources, NM Counties, FY 08**



sources, with the gross receipts tax most important for municipalities and the property tax the workhorse for county governments. Note that gross receipts taxes for municipalities include both those local option gross receipts taxes which the municipality has enacted and also a state shared 1.225% distribution. As shown in Figure 3.1, these sources together account for almost 72 percent of municipal general fund revenues. By contrast, the property tax on average accounts for only 7.5% of municipal revenues, versus 66% of county general fund revenues.

The chapter starts with a discussion of tax capacity and effort for the gross receipts tax and then takes up capacity and effort for the property tax operating levy. In each case the analysis starts with municipal libraries, the most prevalent form of library organization, and then discusses the tax base relevant for county funding.

## Gross Receipts Tax

***Taxing Capacity for New Mexico Municipal Libraries.*** Table 3.1 presents data on gross receipts tax capacity for all those municipalities that have libraries. All counties and municipalities have authority to put in place gross receipts taxes for general and for specific purposes. The revenue yield from any one of these taxes, say for example an eighth cent municipal gross receipts tax, will depend upon the communities tax base, their “taxable gross receipts,” so their taxing capacity depends on their local economy and specifically on those economic transactions subject to the gross receipts tax.

For comparison purposes, per capita figures are used, so the first column reports BBER’s estimates of the municipal population for 2008. These figures differ from those estimates produced by the Census Bureau but should be more reliable because BBER has access to and uses local information, including vital statistics and building permits. The population estimates also differ from those for the library service areas because the responsible governments are municipalities. The next set of columns present actual figures on total taxable gross receipts for FY 09 for each of the municipalities. The totals have been adjusted to include the food and medical deductions used by the state in making the hold harmless distributions.<sup>20</sup> The last of the columns provides the per capita ranking among the municipalities, highest to lowest. **Figure 3.3** presents a graph of the municipalities from highest to lowest in taxable gross receipts per capita. In FY 09, the energy producing communities of Eunice, Artesia, Hobbs, Farmington and Bloomfield and the resort communities of Red River, Taos and Santa Fe had the highest taxable gross receipts per capita. In

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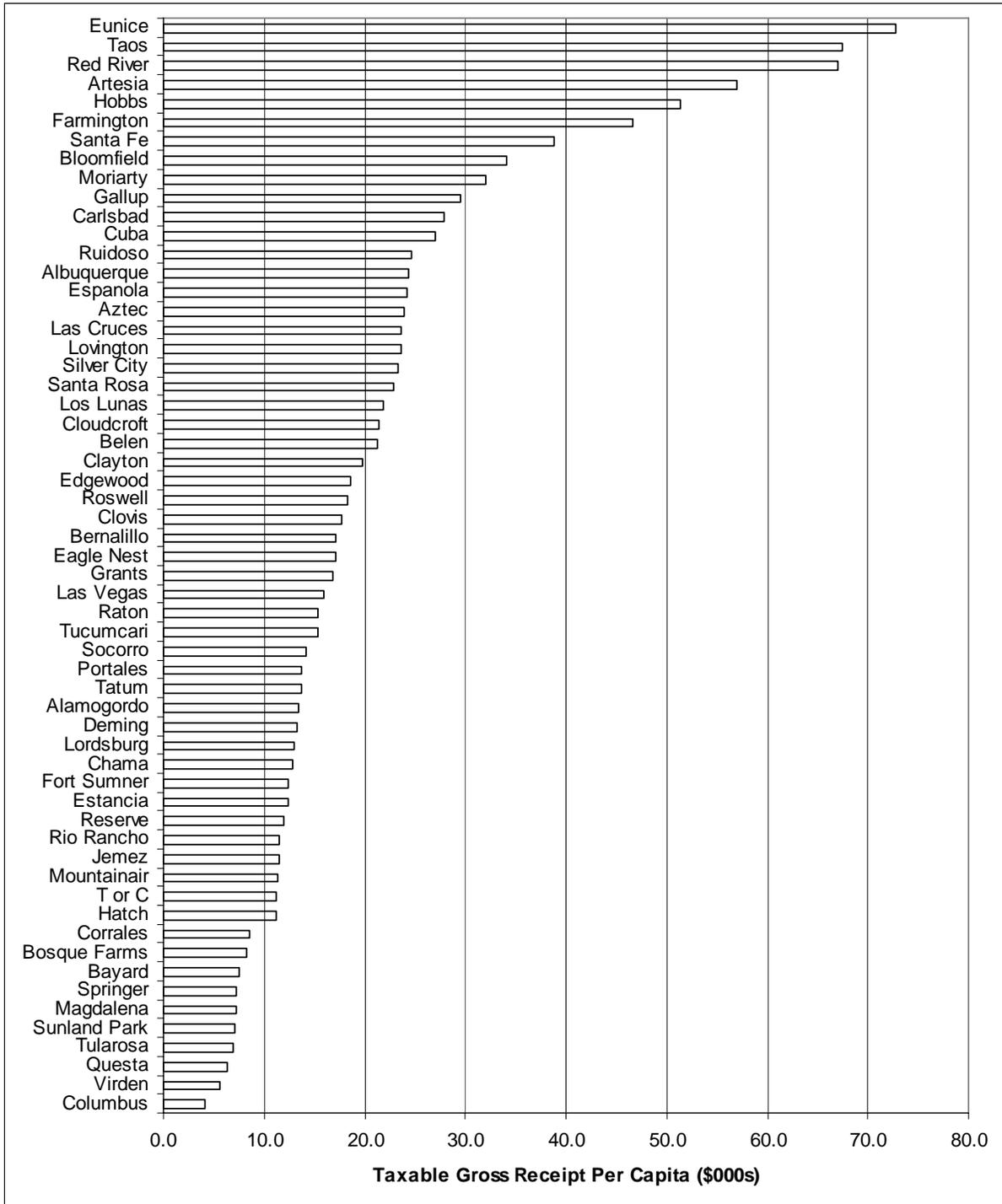
<sup>20</sup> There is question about whether counties and municipalities will receive revenues based on food sales in the future. The Governor recently vetoed legislation from the Special Session of the 2010 Legislature that would have given local governments authority to tax food in lieu of the hold harmless distributions currently made and assumed in the calculations presented here. His veto effectively continues the status quo, but the hold harmless distributions are expensive and the issue may resurface again. The figures have also been adjusted to remove the exceptionally large distributions made during the year to correct for previous under-reporting.

**Table 3.1. Gross Receipts Tax Capacity, Municipalities with Libraries, FY 09**

Municipalities with Libraries	2008 Population <sup>a</sup>	FY 09 Taxable Gross Receipts <sup>b</sup>			Gross Receipts Tax Revenues			Library Revenues from Municipality			
		Total (\$000s)	Per Capita	PC Rank	0.125% Tax less Admin Fee <sup>c</sup>	Per Capita	PC Rank	Muni Revenues <sup>d</sup>	Per Capita	PC Rank	Amt Over 0.125% GRT Yield PC
Alamogordo	36,171	485,795	13,431	37	589,027	16.28	37	821,666	22.72	40	6.43
Albuquerque	532,454	12,949,735	24,321	14	15,701,553	29.49	14	9,589,731	18.01	47	(11.48)
Artesia	11,523	656,011	56,931	4	795,414	69.03	4	517,260	44.89	19	(24.14)
Aztec	6,893	164,464	23,860	16	199,413	28.93	16	350,333	50.82	14	21.89
Bayard	2,484	18,771	7,557	51	22,760	9.16	51	38,096	15.34	51	6.17
Belen	7,647	162,548	21,256	23	197,089	25.77	23	442,575	57.88	10	32.10
Bernalillo	8,473	145,151	17,131	28	175,996	20.77	28	133,185	15.72	50	(5.05)
Bloomfield	7,542	256,979	34,073	8	311,587	41.31	8	185,702	24.62	38	(16.69)
Bosque Farms	4,322	35,551	8,226	50	43,105	9.97	50	77,009	17.82	48	7.84
Carlsbad	26,168	729,372	27,873	11	884,364	33.80	11	676,410	25.85	36	(7.95)
Chama	1,753	22,437	12,799	40	27,205	15.52	40	45,693	26.07	35	10.55
Clayton	2,869	56,598	19,728	24	68,625	23.92	24	99,999	34.86	23	10.94
Cloudcroft	1,051	22,501	21,409	22	27,282	25.96	22	56,629	53.88	11	27.92
Clovis	35,876	634,827	17,695	27	769,727	21.46	27	656,571	18.30	45	(3.15)
Columbus	2,156	8,757	4,062	58	10,618	4.93	58	35,003	16.24	49	11.31
Corona	139	4,382	31,527	43	5,314	38.23	43	-	-	-	(38.23)
Corrales	8,528	73,406	8,608	49	89,005	10.44	49	171,031	20.06	43	9.62
Cuba	832	22,461	26,996	12	27,234	32.73	12	108,974	130.98	1	98.25
Deming	16,589	219,272	13,218	38	265,867	16.03	38	300,000	18.08	46	2.06
Eagle Nest	396	6,767	17,090	29	8,206	20.72	29	20,855	52.66	13	31.94
Edgewood	4,687	86,929	18,547	25	105,402	22.49	25	135,000	28.80	30	6.32
Espanola	10,404	252,541	24,273	15	306,206	29.43	15	248,735	23.91	39	(5.52)
Estancia	1,921	23,698	12,336	42	28,734	14.96	42	78,368	40.80	22	25.84
Eunice	2,239	162,776	72,700	1	197,366	88.15	1	212,550	94.93	7	6.78
Farmington	43,389	2,022,203	46,606	6	2,451,921	56.51	6	4,362,474	100.54	5	44.03
Fort Sumner	1,291	16,027	12,414	41	19,432	15.05	41	61,110	47.34	17	32.28
Gallup	20,119	593,867	29,518	10	720,064	35.79	10	617,207	30.68	27	(5.11)
Grants	9,470	158,900	16,779	30	192,667	20.34	30	183,117	19.34	44	(1.01)
Hatch	2,090	23,375	11,184	48	28,342	13.56	48	68,440	32.75	25	19.19
Hobbs	30,263	1,554,248	51,358	5	1,884,525	62.27	5	1,026,310	33.91	24	(28.36)
Jemez Springs	439	5,024	11,445	45	6,092	13.88	45	46,834	106.68	3	92.81
Las Cruces	96,072	2,274,051	23,670	17	2,757,287	28.70	17	2,101,588	21.88	41	(6.83)
Las Vegas	16,182	258,724	15,988	31	313,703	19.39	31	220,709	13.64	52	(5.75)
Lordsburg	3,819	49,731	13,022	39	60,299	15.79	39	16,000	4.19	57	(11.60)
Los Lunas	14,730	321,620	21,834	21	389,964	26.47	21	602,062	40.87	21	14.40
Lovington	9,964	234,746	23,559	18	284,629	28.57	18	270,018	27.10	34	(1.47)
Magdalena	974	7,066	7,255	53	8,568	8.80	53	28,000	28.75	31	19.95
Moriarty	1,928	61,697	32,001	9	74,808	38.80	9	138,749	71.97	9	33.16
Mountainair	1,194	13,544	11,344	46	16,422	13.75	46	1,749	1.46	58	(12.29)
Portales	12,677	173,696	13,702	35	210,607	16.61	35	324,706	25.61	37	9.00
Questa	1,971	12,432	6,308	56	15,074	7.65	56	25,123	12.75	53	5.10
Raton	7,206	110,759	15,370	32	134,295	18.64	32	202,443	28.09	33	9.46
Red River	565	37,866	67,019	3	45,912	81.26	3	57,277	101.38	4	20.11
Reserve	454	5,457	12,020	44	6,617	14.57	44	1,965	4.33	56	(10.25)
Rio Rancho	82,589	951,916	11,526	26	1,154,199	13.98	26	1,759,325	21.30	42	7.33
Roswell	49,721	911,417	18,331	13	1,105,093	22.23	13	1,438,819	28.94	28	6.71
Ruidoso	9,892	244,191	24,686	7	296,082	29.93	7	465,606	47.07	18	17.14
Santa Fe	70,689	2,742,020	38,790	20	3,324,699	47.03	20	3,758,658	53.17	12	6.14
Santa Rosa	2,959	67,835	22,925	19	82,250	27.80	19	150,332	50.81	15	23.01
Silver City	10,775	251,149	23,309	34	304,518	28.26	34	335,293	31.12	26	2.86
Socorro	9,271	131,890	14,226	52	159,917	17.25	52	442,055	47.68	16	30.43
Springer	1,171	8,533	7,287	54	10,346	8.84	54	33,000	28.18	32	19.35
Sunland Park	14,860	105,861	7,124	47	128,356	8.64	47	101,960	6.86	55	(1.78)
Taos	4,544	306,240	67,394	2	371,316	81.72	2	583,188	128.34	29	46.63
Tatum	926	12,648	13,659	36	15,336	16.56	36	72,901	78.73	2	62.17
T or C	8,048	90,180	11,205	33	109,343	13.59	33	232,812	28.93	8	15.34
Tucumcari	6,189	94,595	15,284	55	114,696	18.53	55	259,362	41.91	20	23.37
Tularosa	2,939	20,582	7,003	57	24,955	8.49	57	29,400	10.00	54	1.51
Virden	140	785	5,610	57	952	6.80	57	13,500	96.43	6	89.63
<b>Totals</b>	<b>1,282,488</b>	<b>31,072,223</b>	<b>24,228</b>		<b>37,675,070</b>	<b>29.38</b>		<b>35,033,467</b>	<b>27.32</b>		<b>(2.06)</b>

UNM Bureau of Business and Economic Research calculations.

**Figure 3.3. Municipalities with Libraries Ranked by Taxable Gross Receipts Per Capita (\$000s), FY 09**



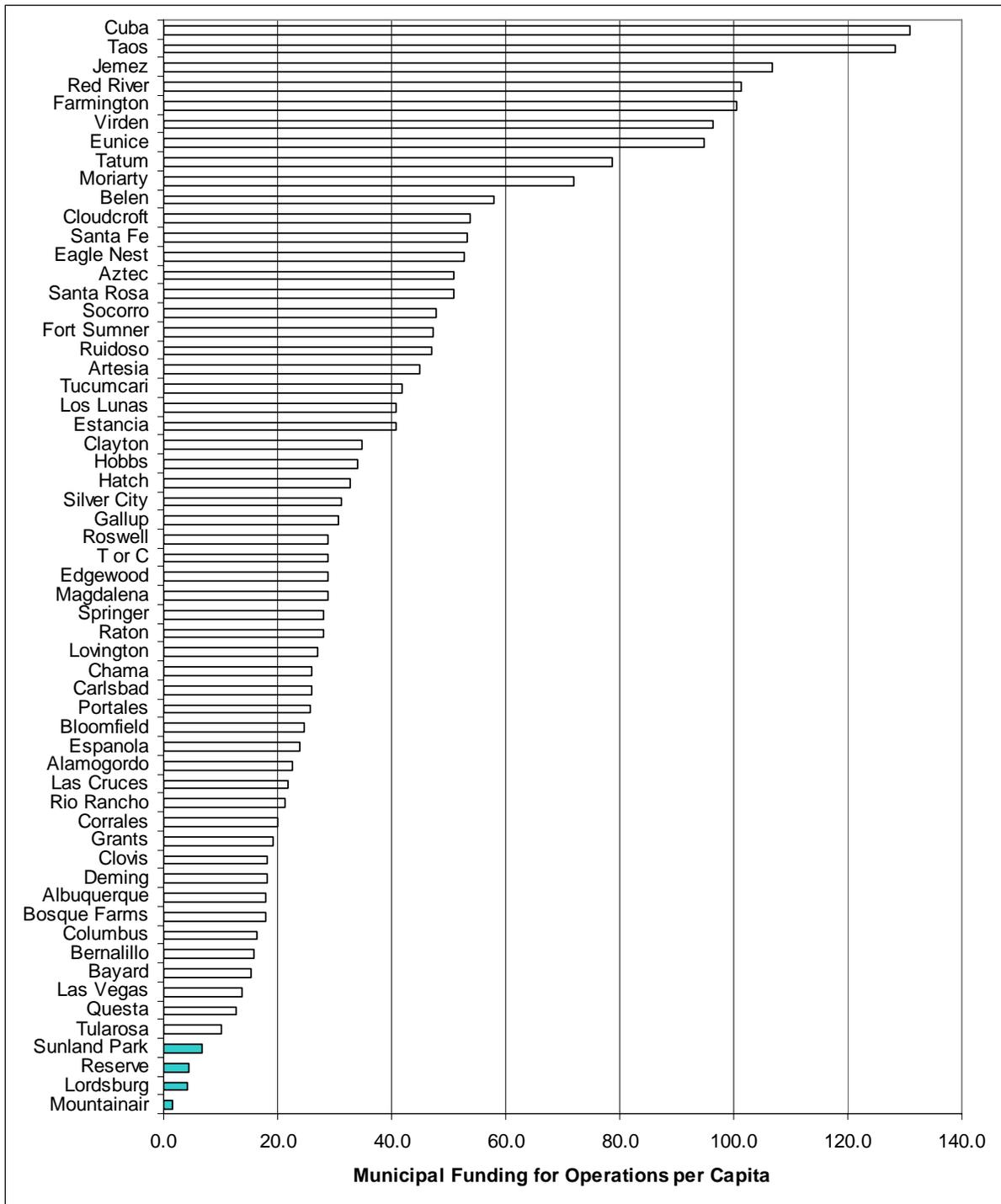
some of these communities, e.g., Hobbs, the large per capita tax base may also reflect the fact that businesses in the incorporated area draw from a large population outside the municipal boundaries. Hobbs has historically served as a commercial and retail center for small communities in West Texas as well as in Lea County.

The next set of columns in Table 3.1, under the heading “Gross Receipts Tax Revenues”, presents estimates of the amount of revenue raised per capita in FY 09 from an existing eighth cent increment of gross receipts tax. This per capita estimate ties directly to each municipality’s taxable gross receipts per capita, as shown in the third column of the table: it is the taxable gross receipts per capita multiplied by one eighth of a cent tax (0.125%) minus the 3% administrative fee charged by TRD. Note that the rankings are identical to those for taxable gross receipts.

In the final set of columns, under the heading “Library Revenues from Municipality” we present figures on the monies provided by each of the municipalities for library operations, as reported in the State Library Survey for 2009. Again, for comparison purposes, figures are presented on a per capita basis and communities are ranked. **Figure 3.4** presents the ranking from highest to lowest by per capita municipal expenditures on libraries in FY 09. Note that while some of those with the highest gross receipts tax capacity, e.g., Red River, Eunice, are shown to spend the most on library operations, others, like Virden, which ranks 6<sup>th</sup> in terms of per capita municipal expenditures, have very low gross receipts tax capacity. Indeed, the correlation between the two variables is only 0.56. In the final column of Table 3.1, we present our calculations of the difference between municipal spending on libraries per capita and the revenues raised from an eighth cent gross receipts tax. Statewide, this tax almost funds municipal library expenditures on operations. The difference then is a measure of whether a municipality’s support for their library is greater than, equal to, or less than what would be commensurate with their gross receipt tax capacity.

**Gross Receipts Tax Capacity for New Mexico Counties with Libraries.** Table 3.2 and **Figure 3.5** present similar information to that in Table 3.1 and Figure 3.3 but for New Mexico counties. As can be seen in Figure 3.5, the top ranked counties in terms of taxable gross receipts per capita are Los Alamos (due to the private ownership of Los Alamos National Laboratories), Lee, Eddy, Union and Sandoval counties. With the exception of Los Alamos County, which, as a Class H consolidated city-county, provides operating funding for the Los Alamos County Library System, Hidalgo County, which provides significant funding for the Lordsburg-Hidalgo Library, and Bernalillo County, which shares significantly in the cost of operating the Albuquerque/Bernalillo County Library System, funding from the county is generally supplemental to that provided by municipalities, by tribal governments and raised by non-profit libraries. The final set of columns in Table 3.2 provides information on the total and per capita flow of dollars from the county and indicates the ranking in per capita terms. Los Alamos County provides the highest level of funding with Hidalgo County a distant second, followed by Rio Arriba, Bernalillo and Lincoln counties. The correlation between gross receipts tax revenues per capita and county operating assistance is 0.75.

**Figure 3.4. Per Capita Municipal Support for Library Operations, FY 09**



**Table 3.2. Gross Receipts Tax Capacity, Counties with Libraries, FY 09**

NM Counties with Libraries	2008 Population a	County Taxable Gross Receipts			County Gross Receipts Revenues			Library Revenues from County		
		FY 09 Total (\$000s) b	Per Capita	PC Rank	0.125% Tax less Admin Fee c	Per Capita	PC Rank	County Revenues FY 09 d	Per Capita	PC Rank
Bernalillo	651,612	16,918,308	25,964	7	20,513,449	31.5	7	1,138,925	1.75	4
Catron	3,939	32,666	8,293	31	39,608	10.1	31	1,000	0.25	16
Chaves	64,087	1,293,863	20,189	11	1,568,809	24.5	11	-	-	-
Cibola	28,886	316,086	10,943	28	383,254	13.3	28	5,000	0.17	18
Colfax	14,653	313,865	21,420	10	380,562	26.0	10	1,500	0.10	20
Curry	48,005	840,079	17,500	14	1,018,596	21.2	14	-	-	-
De Baca	2,284	24,157	10,576	29	29,290	12.8	29	2,000	0.88	8
Dona Ana	209,224	3,482,513	16,645	15	4,222,546	20.2	15	10,000	0.05	22
Eddy	52,903	2,569,793	48,576	3	3,115,874	58.9	3	-	-	-
Grant	32,113	519,825	16,187	17	630,288	19.6	17	30,250	0.94	7
Guadalupe	4,839	108,571	22,437	8	131,643	27.2	8	1,000	0.21	17
Hidalgo	5,978	98,015	16,396	16	118,844	19.9	16	78,575	13.14	2
Lea	59,711	3,246,842	54,376	2	3,936,796	65.9	2	27,000	0.45	10
Lincoln	23,236	502,911	21,644	9	609,779	26.2	9	40,500	1.74	5
Los Alamos	20,048	1,778,562	88,716	1	2,156,507	107.6	1	2,341,194	116.78	1
Luna	28,319	372,885	13,167	23	452,123	16.0	23	45,500	1.61	6
McKinley	80,387	1,270,820	15,809	18	1,540,869	19.2	18	-	-	-
Otero	67,472	945,334	14,011	19	1,146,218	17.0	19	43,820	0.65	9
Quay	10,291	198,451	19,284	13	240,622	23.4	13	1,000	0.10	21
Rio Arriba	44,167	617,597	13,983	20	748,837	17.0	20	90,000	2.04	3
Roosevelt	19,243	260,407	13,533	22	315,744	16.4	22	-	-	-
Sandoval	127,928	1,733,551	13,551	5	2,101,930	16.4	5	39,927	0.31	13
San Juan	130,093	4,402,508	33,841	25	5,338,040	41.0	25	40,000	0.31	14
San Miguel	31,204	374,424	11,999	21	453,989	14.5	21	-	-	-
Santa Fe	147,869	3,986,842	26,962	6	4,834,046	32.7	6	61,952	0.42	12
Sierra	13,933	166,037	11,917	27	201,320	14.4	27	3,800	0.27	15
Socorro	18,863	225,480	11,954	26	273,395	14.5	26	2,500	0.13	19
Taos	32,494	654,292	20,136	12	793,329	24.4	12	-	-	-
Torrance	17,923	216,118	12,058	24	262,043	14.6	24	-	-	-
Union	4,448	156,825	35,257	4	190,150	42.7	4	2,000	0.45	11
Valencia	77,545	754,039	9,724	30	914,272	11.8	30	-	-	-
<b>Totals</b>	<b>2,073,696</b>	<b>48,381,668</b>	<b>23,331</b>		<b>58,662,772</b>	<b>28.3</b>		<b>4,007,443</b>	<b>1.9</b>	

a. Population estimates for counties from BBER.

b. Total taxable gross receipts as calculated from the NM Taxation and Revenue Department's Report 500 and including food and medical services deductions.

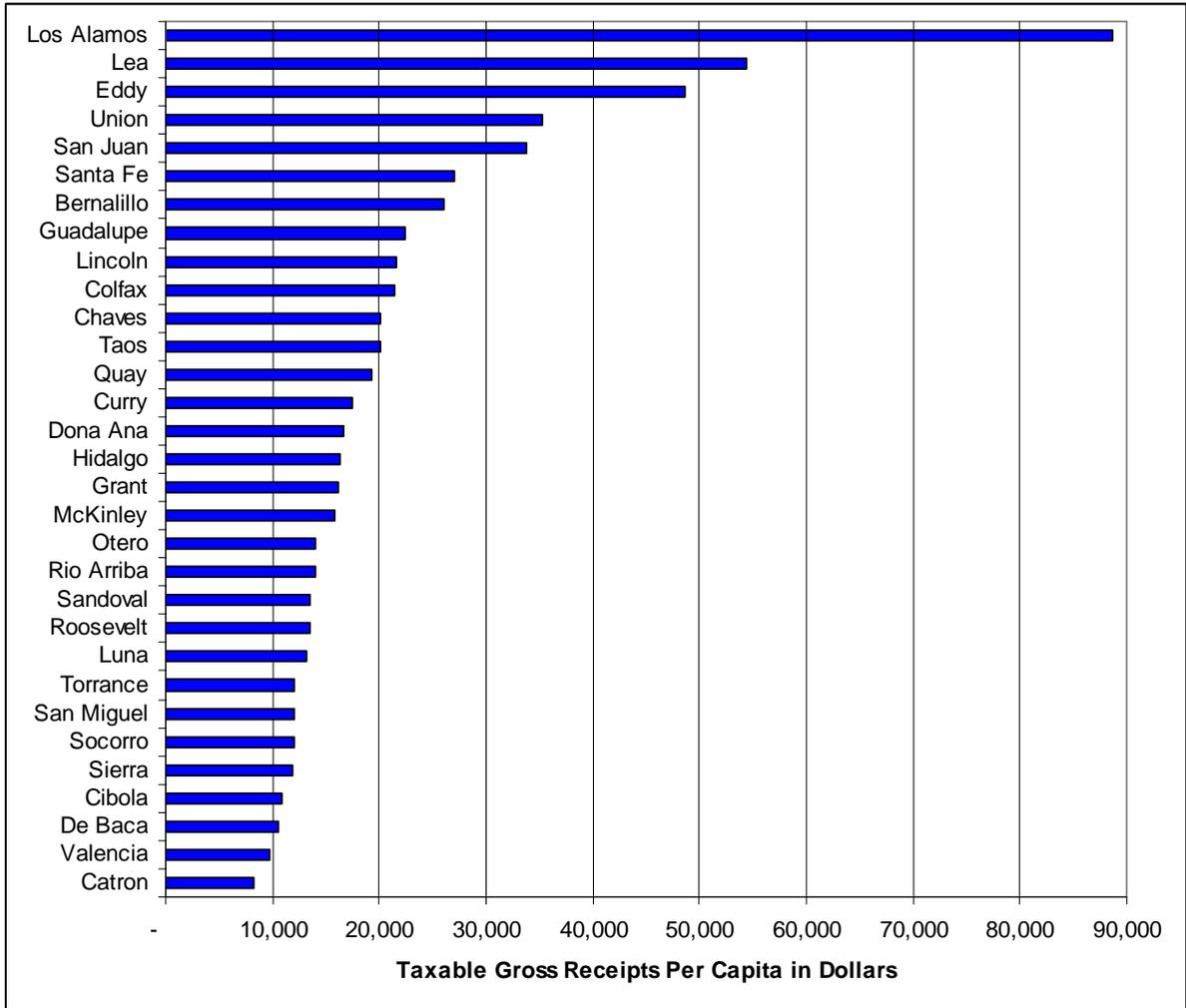
c. Net revenue raised from a 1/8 cent gross receipts on FY 09 base total taxable receipts

d. With the exception of Bernalillo County which is as reported received by the City of Albuquerque, figures are as reported in FY 09 State Library Survey. Includes all county operating assistance to local municipal, tribal and nonprofit libraries.

UNM Bureau of Business and Economic Research Calculations

As can be seen in **Table 3.3**, Rio Arriba County stands out for the commitment that it makes to funding a number of local libraries – city-run, tribal, and non-profit , but Lincoln, Lea, Luna and Grant county contributions to community libraries should also be mentioned.

**Figure 3.5. Ranking of New Mexico Counties with Libraries According to Their Taxable Gross Receipts Per Capita, FY 09**



**Table 3.3. Operating Assistance Provided by Counties to Individual Local Libraries, FY 09**

County	Library Name	Place	Legal Basis	County Support
<b>BERNALILLO</b>	ALBUO/BERNALILLO COUNTY LIBRARY SYSTEM	ALBUQUERQUE	City-County	\$1,138,925
	PUEBLO OF ISLETA LIBRARY	ISLETA	Tribal	\$0
<b>CATRON</b>	GLENWOOD COMMUNITY LIBRARY	GLENWOOD	Non-profit	\$1,000
	RESERVE PUBLIC LIBRARY	RESERVE	City	\$0
<b>CHAVES</b>	ROSWELL PUBLIC LIBRARY	ROSWELL	City	\$0
<b>CIBOLA</b>	ACOMA LEARNING CENTER	PUEBLO OF ACOMA	NL	\$0
	LAGUNA PUBLIC LIBRARY	LAGUNA	Tribal	\$0
	MOTHER WHITESIDE MEMORIAL LIBRARY	GRANTS	City	\$5,000
<b>COLFAX</b>	ARTHUR JOHNSON MEMORIAL LIBRARY	RATON	City	\$1,500
	EAGLE NEST PUBLIC LIBRARY	EAGLE NEST	City	\$0
	FRED MACARON LIBRARY	SPRINGER	City	\$0
	SHUTER LIBRARY OF ANGEL FIRE	ANGEL FIRE	Non-profit	\$0
<b>CURRY</b>	CLOVIS CARVER PUBLIC LIBRARY	CLOVIS	City	\$0
<b>DE BACA</b>	FORT SUMNER PUBLIC LIBRARY	FORT SUMNER	City	\$2,000
<b>DONA ANA</b>	HATCH PUBLIC LIBRARY	HATCH	City	\$10,000
	SUNLAND PARK COMMUNITY LIBRARY	SUNLAND PARK	City	\$0
	THOMAS BRANIGAN MEMORIAL LIBRARY	LAS CRUCES	City	\$0
<b>EDDY</b>	ARTESIA PUBLIC LIBRARY	ARTESIA	City	0
	CARLSBAD PUBLIC LIBRARY	CARLSBAD	City	\$0
<b>GRANT</b>	BAYARD PUBLIC LIBRARY	BAYARD	City	\$10,750
	GILA VALLEY LIBRARY	GILA	Non-profit	\$8,750
	THE PUBLIC LIBRARY	SILVER CITY	City	\$10,750
	MOISE MEMORIAL LIBRARY	SANTA ROSA	City	\$1,000
<b>GUADALUPE</b>	LORDSBURG-HIDALGO LIBRARY	LORDSBURG	City-County	\$78,575
	VIRDEN PUBLIC LIBRARY	VIRDEN	City	\$0
<b>LEA</b>	EUNICE PUBLIC LIBRARY	EUNICE	City	\$5,000
	HOBBS PUBLIC LIBRARY	HOBBS	City	\$0
	LOVINGTON PUBLIC LIBRARY	LOVINGTON	City	\$10,000
	TATUM COMMUNITY LIBRARY	TATUM	City	\$12,000
	WOOLWORTH COMMUNITY LIBRARY	JAL	Private trust/c	\$0
<b>LINCOLN</b>	CAPITAN PUBLIC LIBRARY	CAPITAN	Non-profit	\$7,000
	RUIDOSO PUBLIC LIBRARY	RUIDOSO	City	\$30,000
	VILLAGE OF CORONA PUBLIC LIBRARY	CORONA	Non-profit	\$3,500
<b>LOS ALAMOS</b>	LOS ALAMOS COUNTY LIBRARY SYSTEM	LOS ALAMOS	County	\$2,341,194
<b>LUNA</b>	COLUMBUS VILLAGE LIBRARY	COLUMBUS	City	\$10,000
	MARSHALL MEMORIAL LIBRARY	DEMING	City	\$35,500
	OCTAVIA FELLIN PUBLIC LIBRARY	GALLUP	City	\$0
<b>MCKINLEY</b>	ZUNI PUBLIC LIBRARY	ZUNI	Tribal	\$0
	ALAMOGORDO PUBLIC LIBRARY	ALAMOGORDO	City	\$35,320
<b>OTERO</b>	MESCALERO COMMUNITY LIBRARY	MESCALERO	Tribal	\$0
	MICHAEL NIVISON PUBLIC LIBRARY	CLOUDCROFT	City	\$4,000
	TULAROSA PUBLIC LIBRARY	TULAROSA	City	\$4,500
	TUCUMCARI PUBLIC LIBRARY	TUCUMCARI	City	\$1,000
<b>RIO ARRIBA</b>	EL RITO PUBLIC LIBRARY	EL RITO	Non-profit	\$10,000
	ELEANOR DAGGETT MEMORIAL LIBRARY	CHAMA	City	\$10,000
	EMBUDO VALLEY LIBRARY & COMMUNITY CENTER	DIXON	Non-profit	\$10,000
	ESPANOLA PUBLIC LIBRARY	ESPANOLA	City	\$20,000
	JICARILLA PUBLIC LIBRARY	DULCE	Tribal	\$0
	P'OE TSAWA COMMUNITY LIBRARY	OHKAY OWINGEH	Tribal	\$10,000
	PUEBLO DE ABIQUIU LIBRARY & CULTURAL CENTER	ABIQUIU	Non-profit	\$10,000
	SANTA CLARA PUEBLO COMMUNITY LIBRARY	ESPANOLA	Tribal	\$10,000
	TRUCHAS COMMUNITY LIBRARY	TRUCHAS	Non-profit	\$10,000
<b>ROOSEVELT</b>	PORTALES PUBLIC LIBRARY	PORTALES	City	\$0
<b>SAN JUAN</b>	AZTEC PUBLIC LIBRARY	AZTEC	City	\$20,000
	BLOOMFIELD PUBLIC LIBRARY	BLOOMFIELD	City	\$0
	FARMINGTON PUBLIC LIBRARY	FARMINGTON	City	\$20,000
	CARNEGIE PUBLIC LIBRARY	LAS VEGAS	City	\$0
<b>SAN MIGUEL</b>	CORRALES COMMUNITY LIBRARY	CORRALES	City	\$0
	CUBA PUBLIC LIBRARY	CUBA	City	\$0
	IRENE S. SWEETKIND PUBLIC LIBRARY	COCHITI LAKE	City	\$3,500
	JEMEZ PUEBLO COMMUNITY LIBRARY	JEMEZ PUEBLO	Tribal	\$0
	JEMEZ SPRINGS PUBLIC LIBRARY	JEMEZ SPRINGS	City	\$0
	PLACITAS COMMUNITY LIBRARY	PLACITAS	Non-profit	\$0
	PUEBLO DE COCHITI LIBRARY	COCHITI PUEBLO	Tribal	\$0
	RIO RANCHO PUBLIC LIBRARY	RIO RANCHO	City	\$0
	SANDIA PUEBLO LEARNING RESOURCE CENTER	SANDIA PUEBLO	Tribal	\$36,427
	SANTA ANA PUEBLO COMMUNITY LIBRARY	SANTA ANA	Tribal	\$0
	SANTO DOMINGO PUEBLO LIBRARY	SANTO DOMINGO PUEBLO	Tribal	\$0
<b>SANTA FE</b>	TOWN OF BERNALILLO PUBLIC LIBRARY	BERNALILLO	City	\$0
	ZIA ENRICHMENT LIBRARY	ZIA PUEBLO	Tribal	\$0
	EDGEWOOD COMMUNITY LIBRARY	EDGEWOOD	City	\$0
	PUEBLO DE SAN ILDEFONSO LIBRARY	SAN ILDEFONSO	Tribal	\$0
	PUEBLO OF POJOAQUE PUBLIC LIBRARY	POJOAQUE	Tribal	\$0
<b>SIERRA</b>	SANTA FE PUBLIC LIBRARY	SANTA FE	City	\$20,000
	VISTA GRANDE PUBLIC LIBRARY	SANTA FE	Non-profit	\$41,952
	TRUTH OR CONSEQUENCES PUBLIC LIBRARY	TRUTH OR CONSEQUENCES	City	\$3,800
<b>SOCORRO</b>	MAGDALENA PUBLIC LIBRARY	MAGDALENA	City	\$0
	RIO ABAJO COMMUNITY LIBRARY	LA JOYA	Non-profit	\$2,500
	SOCORRO PUBLIC LIBRARY	SOCORRO	City	\$0
<b>TAOS</b>	QUESTA PUBLIC LIBRARY	QUESTA	City	\$0
	RED RIVER PUBLIC LIBRARY	RED RIVER	City	\$0
	TALPA COMMUNITY CENTER LIBRARY	RANCHOS DE TAOS	Non-profit	\$0
	TAOS PUBLIC LIBRARY	TAOS	City	\$0
<b>TORRANCE</b>	ESTANCIA PUBLIC LIBRARY	ESTANCIA	City	\$0
	MORIARTY COMMUNITY LIBRARY	MORIARTY	City	\$0
	MOUNTAINAIR PUBLIC LIBRARY	MOUNTAINAIR	City	\$0
<b>UNION</b>	ALBERT W. THOMPSON MEMORIAL LIBRARY	CLAYTON	City	\$2,000
<b>VALENCIA</b>	BELEN PUBLIC LIBRARY	BELEN	City	\$0
	BOSQUE FARMS PUBLIC LIBRARY	BOSQUE FARMS	City	\$0
	LOS LUNAS PUBLIC LIBRARY	LOS LUNAS	City	\$0

Compiled by UNM Bureau of Business and Economic Research

## **Gross Receipts Tax Effort, New Mexico Counties, Municipalities and Unincorporated Areas and the State of New Mexico**

Previously, we have considered taxing capacity in different communities, by which we understand the tax base per capita. In this section, we are concerned with tax effort: the amount of tax local residents are willing to impose on themselves over and above the state tax and, within a municipality, over and above the county tax in place within that municipality. **Table 3.4** presents information on the gross receipts taxes in place as of July 1, 2009 and on the total tax in effect in every taxing jurisdiction across the state. The data is organized by county, and each municipality or part of a municipality in that county is listed along with the total taxes in place for that municipality, for the county within which that municipality is located and for the state that would be paid by businesses located in the municipality. The darker grey lines for the counties indicate the gross receipts tax rates in place for the unincorporated areas. So, for example, the county rate in unincorporated Bernalillo County was 0.9375%. Businesses with gross receipts tax liability in the unincorporated area would pay this rate plus the state 5% for a total tax of 5.9375%. In Albuquerque, the municipal total gross receipts tax was 1.0650%, while the county rate was 0.8125%. Combined with the state 5%, the total gross receipts tax rate in Albuquerque was 6.8775%. Note that in some municipalities, like Tucumcari, the combined state, county and municipal gross receipts tax is as high as 8.0%, while in unincorporated Lea and Lincoln counties the total tax rate is only 5.375%. Rates are likely to be significantly higher in municipalities, where municipalities have considerable authority to tax and where the jurisdictions tax rate is on top of both the county and the state rate. There are a limited number of county taxes, e.g., the county environmental tax, that may only be imposed in the unincorporated area.

**Figure 3.6** ranks municipalities with libraries according to the local gross receipts tax rate they had in place on July 1, 2009. Effort by this measure should be put into perspective, as it only measures part of the tax on local businesses and hence only part of the burden on them and on those who buy their goods or services. Since the state rate is 5% throughout the state, the combined county and municipal rates give a reasonable picture of how the tax burden varies across those municipalities with libraries. **Figure 3.7** provides such a ranking, showing separately the municipal tax and the county piece within each municipality. The rankings are quite different, as some counties, like Colfax have a very low tax in place, while others, like Bernalillo, make considerable use of the gross receipts tax – to meet capital as well as operating needs.

**A Final Word on Gross Receipts Tax Effort.** The gross receipts analysis of effort looks at the total gross receipts taxes in place across, respectively, municipalities and counties and at the total tax rates paid when city, county and state gross receipts taxes are combined. Cities and counties each have gross receipts tax authority that is strictly limited by state law. The tax enactment table that is published every six months by the NM Taxation and Revenue Department provides information for each county and each municipality on each of the taxes authorized under state law that

**Table 3.4. Gross Receipts Taxes in Place in All New Mexico Taxing Jurisdictions as of July 1, 2009**

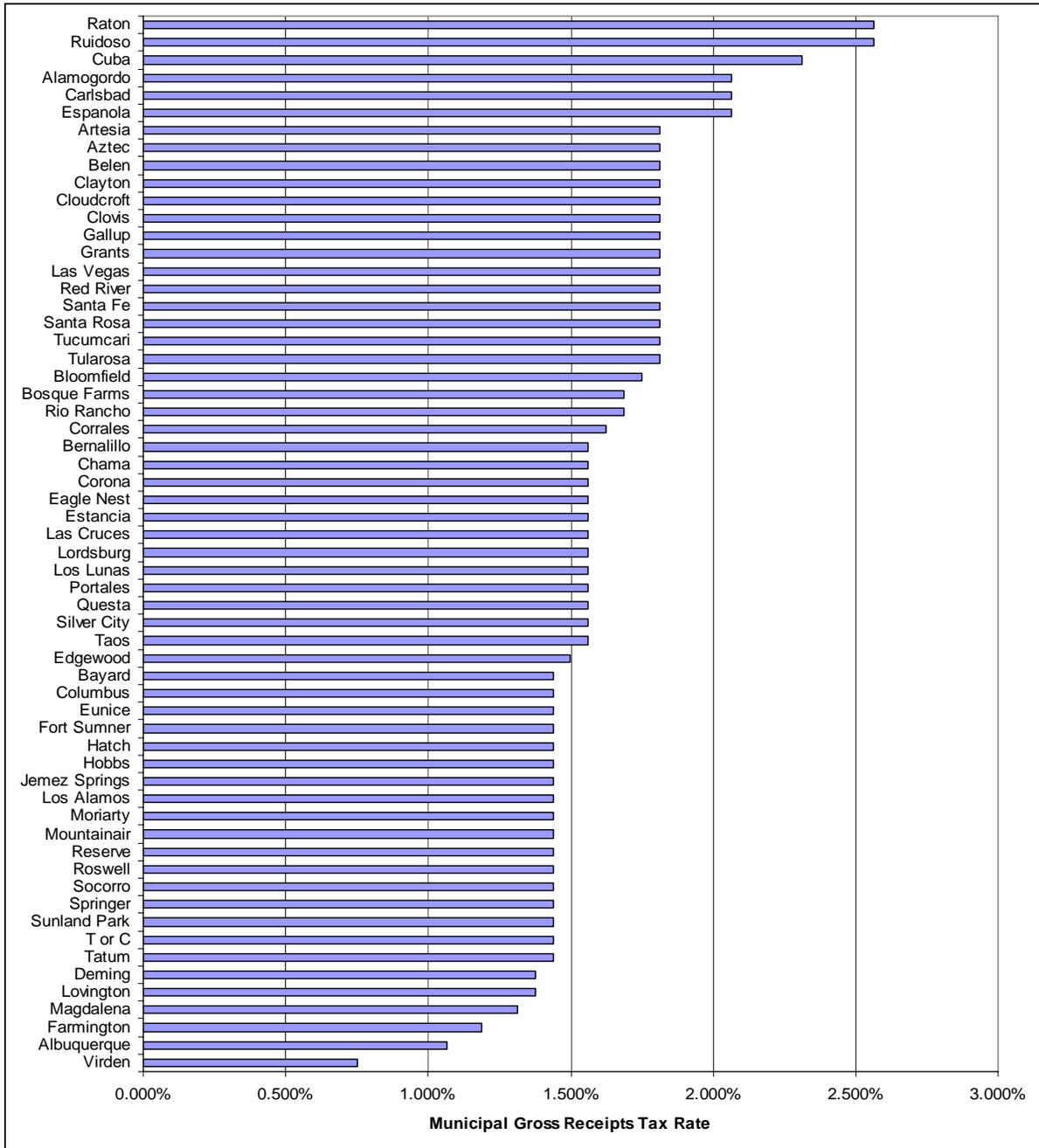
<b>County</b>	<b>City</b>	<b>City Imposed</b>	<b>County Imposed</b>	<b>State Imposed</b>	<b>Total Tax Rates</b>
<b>Bernalillo</b>			0.9375%	5.0000%	5.9375%
	Albuquerque	1.0650%	0.8125%	5.0000%	6.8775%
	Rio Rancho (Pt.)	1.4375%	0.8125%	5.0000%	7.2500%
	Los Ranchos	1.1250%	0.8125%	5.0000%	6.9375%
	Tijeras	1.0000%	0.8125%	5.0000%	6.8125%
<b>Catron</b>			0.5000%	5.0000%	5.5000%
	Reserve	1.4375%	0.3750%	5.0000%	6.8125%
<b>Chaves</b>			0.9375%	5.0000%	5.9375%
	Roswell	1.4375%	0.5625%	5.0000%	7.0000%
	Hagerman	1.4375%	0.5625%	5.0000%	7.0000%
	Dexter	1.2500%	0.5625%	5.0000%	6.8125%
	Lake Arthur	0.7500%	0.5625%	5.0000%	6.3125%
<b>Cibola</b>			1.5625%	5.0000%	6.5625%
	Grants	1.8125%	1.0625%	5.0000%	7.8750%
	Milan	1.4375%	1.0625%	5.0000%	7.5000%
<b>Colfax</b>			0.6250%	5.0000%	5.6250%
	Cimmaron	1.4375%	0.2500%	5.0000%	6.6875%
	Eagle Nest	1.5625%	0.2500%	5.0000%	6.8125%
	Angel Fire	2.0625%	0.2500%	5.0000%	7.3125%
	Raton	2.5625%	0.2500%	5.0000%	7.8125%
	Springer	1.4375%	0.2500%	5.0000%	6.6875%
	Maxwell	0.5000%	0.2500%	5.0000%	5.7500%
<b>Curry</b>			0.7500%	5.0000%	5.7500%
	Clovis	1.8125%	0.6250%	5.0000%	7.4375%
	Texico	1.5625%	0.6250%	5.0000%	7.1875%
	Melrose	1.5000%	0.6250%	5.0000%	7.1250%
	Grady	0.9375%	0.6250%	5.0000%	6.5625%
<b>De Baca</b>			1.1875%	5.0000%	6.1875%
	Fort Sumner	1.4375%	0.8125%	5.0000%	7.2500%
<b>Dona Ana</b>			1.2500%	5.0000%	6.2500%
	Las Cruces	1.5625%	0.8750%	5.0000%	7.4375%
	Mesilla	1.8125%	0.8750%	5.0000%	7.6875%
	Hatch	1.4375%	0.8750%	5.0000%	7.3125%
	Sunland Park	1.4375%	0.8750%	5.0000%	7.3125%
<b>Eddy</b>			0.6250%	5.0000%	5.6250%
	Carlsbad	2.0625%	0.2500%	5.0000%	7.3125%
	Loving	1.4375%	0.2500%	5.0000%	6.6875%
	Artesia	1.8125%	0.2500%	5.0000%	7.0625%
	Hope	1.2500%	0.2500%	5.0000%	6.5000%
<b>Grant</b>			1.0625%	5.0000%	6.0625%
	Silver City	1.5625%	0.6875%	5.0000%	7.2500%
	Hurley	1.4375%	0.6875%	5.0000%	7.1250%
	Bayard	1.4375%	0.6875%	5.0000%	7.1250%
	Santa Clara	1.4375%	0.6875%	5.0000%	7.1250%
<b>Guadalupe</b>			1.3125%	5.0000%	6.3125%
	Santa Rosa	1.8125%	1.0625%	5.0000%	7.8750%
	Vaughn	1.3125%	1.0625%	5.0000%	7.3750%
<b>Harding</b>			0.5625%	5.0000%	5.5625%
	Roy	1.4375%	0.3125%	5.0000%	6.7500%
	Mosquero (Pt.)	1.0625%	0.3125%	5.0000%	6.3750%
<b>Hidalgo</b>			0.9375%	5.0000%	5.9375%
	Lordsburg	1.5625%	0.8125%	5.0000%	7.3750%
	Virден	0.7500%	0.8125%	5.0000%	6.5625%
<b>Lea</b>			0.3750%	5.0000%	5.3750%
	Lovington	1.3750%	0.2500%	5.0000%	6.6250%
	Eunice	1.4375%	0.2500%	5.0000%	6.6875%
	Hobbs	1.4375%	0.2500%	5.0000%	6.6875%
	Jal	1.4375%	0.2500%	5.0000%	6.6875%
	Tatum	1.4375%	0.2500%	5.0000%	6.6875%
<b>Lincoln</b>			0.3750%	5.0000%	5.3750%
	Ruidoso	2.5625%	0.2500%	5.0000%	7.8125%
	Ruidoso Downs	1.5625%	0.2500%	5.0000%	6.8125%
	Carrizozo	1.6250%	0.2500%	5.0000%	6.8750%
	Corona	1.5625%	0.2500%	5.0000%	6.8125%
	Capitan	1.4375%	0.2500%	5.0000%	6.6875%

**Table 3.4. Gross Receipts Taxes, July 1, 2009, Continued**

County	City	City Imposed	County Imposed	State Imposed	Total Tax Rates
<b>Los Alamos</b>	Los Alamos	1.4375%	0.7500%	5.0000%	7.1875%
<b>Luna</b>			1.3750%	5.0000%	6.3750%
	Deming	1.3750%	1.0000%	5.0000%	7.3750%
	Columbus	1.4375%	1.0000%	5.0000%	7.4375%
<b>McKinley</b>			1.6250%	5.0000%	6.6250%
	Gallup	1.8125%	1.1250%	5.0000%	7.9375%
<b>Mora</b>			0.8125%	5.0000%	5.8125%
	Wagon Mound	1.3750%	0.4375%	5.0000%	6.8125%
<b>Otero</b>			0.8125%	5.0000%	5.8125%
	Alamogordo	2.0625%	0.4375%	5.0000%	7.5000%
	Tularosa	1.8125%	0.4375%	5.0000%	7.2500%
	Cloudcroft	1.8125%	0.4375%	5.0000%	7.2500%
<b>Quay</b>			1.3125%	5.0000%	6.3125%
	Tucumcari	1.8125%	1.1875%	5.0000%	8.0000%
	House	1.4375%	1.1875%	5.0000%	7.6250%
	Logan	1.8125%	1.1875%	5.0000%	8.0000%
	San Jon	1.8125%	1.1875%	5.0000%	8.0000%
<b>Rio Arriba</b>			1.1875%	5.0000%	6.1875%
	Chama	1.5625%	0.8125%	5.0000%	7.3750%
	Espanola (Pt.)	2.0625%	0.8125%	5.0000%	7.8750%
<b>Roosevelt</b>			1.0625%	5.0000%	6.0625%
	Portales	1.5625%	1.0625%	5.0000%	7.6250%
	Elida	1.3125%	1.0625%	5.0000%	7.3750%
	Floyd	0.5000%	1.0625%	5.0000%	6.5625%
	Dora	0.7500%	1.0625%	5.0000%	6.8125%
	Causey	0.5000%	1.0625%	5.0000%	6.5625%
<b>Sandoval</b>			1.1250%	5.0000%	6.1250%
	Bernalillo	1.5625%	0.3750%	5.0000%	6.9375%
	Cuba	2.3125%	0.3750%	5.0000%	7.6875%
	Jemez Springs	1.4375%	0.3750%	5.0000%	6.8125%
	San Ysidro	1.2500%	0.3750%	5.0000%	6.6250%
	Corrales	1.6250%	0.3750%	5.0000%	7.0000%
	Rio Rancho	1.6875%	0.3750%	5.0000%	7.0625%
<b>San Juan</b>			1.1875%	5.0000%	6.1875%
	Aztec	1.8125%	0.8125%	5.0000%	7.6250%
	Farmington	1.1875%	0.8125%	5.0000%	7.0000%
	Bloomfield	1.7500%	0.8125%	5.0000%	7.5625%
<b>San Miguel</b>			1.3750%	5.0000%	6.3750%
	Las Vegas	1.8125%	0.8750%	5.0000%	7.6875%
	Pecos	1.4375%	0.8750%	5.0000%	7.3125%
<b>Santa Fe</b>			1.5000%	5.0000%	6.5000%
	Santa Fe	1.8125%	1.2500%	5.0000%	8.0625%
	Espanola (Pt.)	2.0625%	1.2500%	5.0000%	8.3125%
	Edgewood	1.5000%	1.2500%	5.0000%	7.7500%
<b>Sierra</b>			1.1875%	5.0000%	6.1875%
	T or C	1.4375%	1.0625%	5.0000%	7.5000%
	Williamsburg	1.3750%	1.0625%	5.0000%	7.4375%
	Elephant Butte	1.0625%	1.0625%	5.0000%	7.1250%
<b>Socorro</b>			0.8125%	5.0000%	5.8125%
	Socorro	1.4375%	0.4375%	5.0000%	6.8750%
	Magdalena	1.3125%	0.4375%	5.0000%	6.7500%
<b>Taos</b>			2.0000%	5.0000%	7.0000%
	Taos	1.5625%	1.5000%	5.0000%	8.0625%
	Questa	1.5625%	1.5000%	5.0000%	8.0625%
	Red River	1.8125%	1.5000%	5.0000%	8.3125%
	Taos Ski Valley	2.0625%	1.5000%	5.0000%	8.5625%
<b>Torrance</b>			1.3750%	5.0000%	6.3750%
	Estancia	1.5625%	0.8750%	5.0000%	7.4375%
	Willard	1.3125%	0.8750%	5.0000%	7.1875%
	Moriarty	1.4375%	0.8750%	5.0000%	7.3125%
	Mountainair	1.4375%	0.8750%	5.0000%	7.3125%
	Encino	1.0625%	0.8750%	5.0000%	6.9375%
<b>Union</b>			0.9375%	5.0000%	5.9375%
	Clayton	1.8125%	0.9375%	5.0000%	7.7500%
	Des Moines	1.4375%	0.9375%	5.0000%	7.3750%
	Folsom	1.4375%	0.9375%	5.0000%	7.3750%
	Grenville	1.4375%	0.9375%	5.0000%	7.3750%
<b>Valencia</b>			1.3750%	5.0000%	6.3750%
	Los Lunas	1.5625%	1.0000%	5.0000%	7.5625%
	Bosque Farms	1.6875%	1.0000%	5.0000%	7.6875%
	Belen	1.8125%	1.0000%	5.0000%	7.8125%
	Peralta	1.4375%	1.0000%	5.0000%	7.4375%

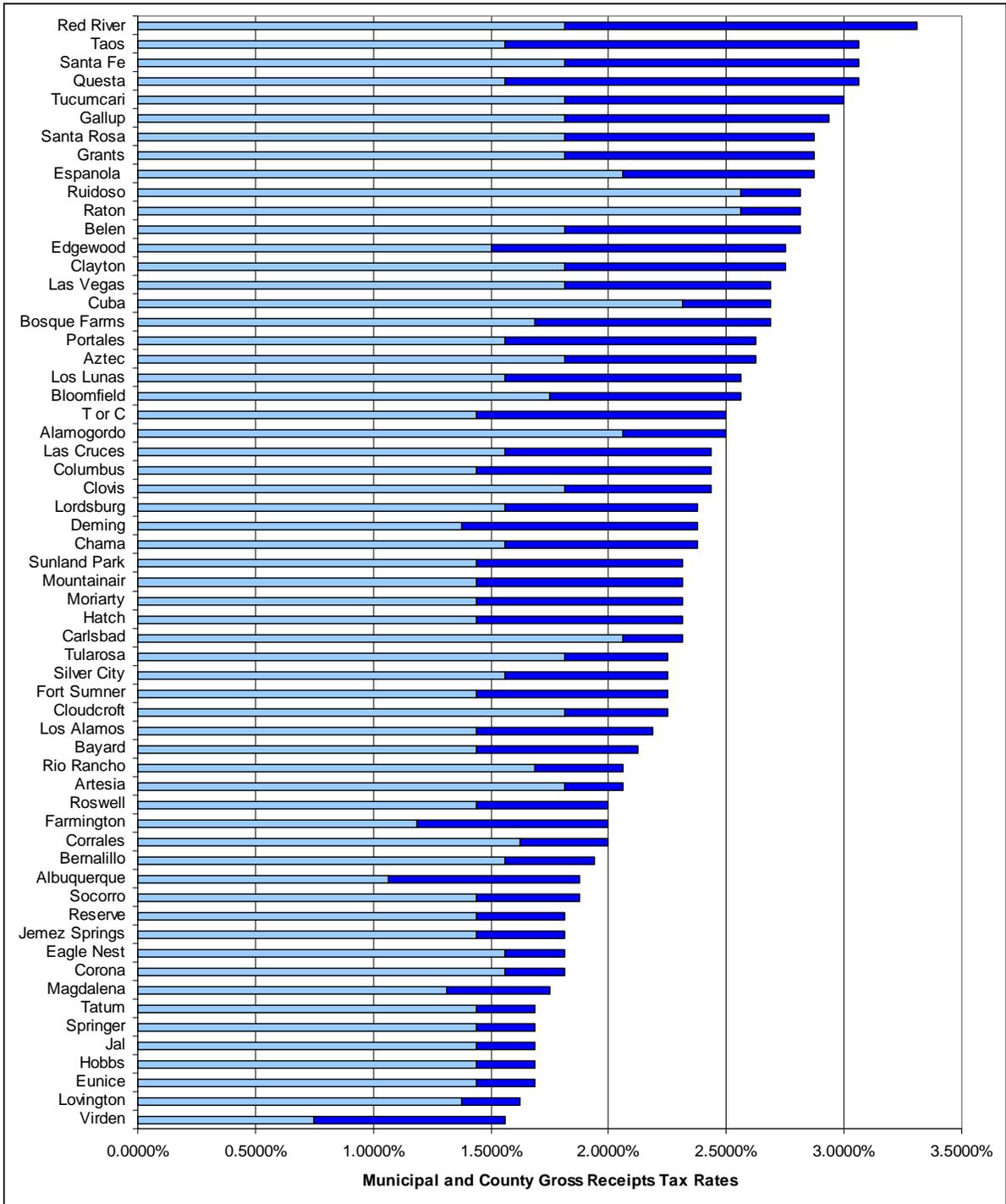
Source: New Mexico Taxation and Revenue Department, *Enactment Dates of Local Option Taxes -- as of July 1, 2009*

**Figure 3.6. Gross Receipts Tax Rates in Municipalities with Libraries, July 1, 2009**



are currently in place, when they were passed, and whether or not they are subject to a sunset. The same document also indicates those specific taxes that are currently not in use. In each case, state statute lays out the authority, the purposes for which the tax can be used, whether the tax may be approved by the governing body, typically subject to a negative referendum, or requires a special election. The first page of the report, *Enactment Dates of Local Option Taxes -- as of July 1, 2009*, is

**Figure 3.7. Municipal and County Gross Receipts Tax Rates in Municipalities with Libraries, July 1, 2009**



reproduced as **Table C.1** in Appendix C of this report to give a sense of what is included.<sup>21</sup> Note that, as yet, no municipality or county has put in place any increments of the total 0.25% quality of life gross receipts tax that was approved by the Legislature and signed into law in 2005. This tax, which could be imposed in a region of municipalities and/or counties, could be used as a funding source for libraries as well as other arts and cultural projects.

## Property Tax

***Property Tax Capacity of Municipalities with Libraries.*** A community's property tax base is the net taxable value of properties in that community as assessed by the local assessor and (for utilities and certain other properties as laid out in statute) centrally by the New Mexico Taxation and Revenue Department. In **Table 3.5**, we report information on the property tax base in 2009 for all those municipalities with libraries. We are using the property tax data for tax year 2009 so as to provide the most current information. However, FY 09 revenues were based on net taxable value for tax year 2008. Net taxable value equals the assessed value divided by three (3) minus exemptions. So, for example, if your home was assessed at \$100 thousand and you took the \$2,000 head of household exemption, the net taxable value of this property would be \$31,333. The figures on net taxable value include values for land and improvements. In the case of communities where there is oil, gas, and copper production, the net taxable value reflects the value of production and of equipment, as defined in statute.

As was done in calculating gross receipts tax capacity, property tax capacity is calculated on a per capita basis, or as net taxable value per capita. **Figure 3.8** provides a ranking of the municipalities with libraries according to their net taxable value per capita. Note that once again Red River with its very tiny population heads the list followed by Taos, Santa Fe, Ruidoso and Corrales.

The second set of columns present the calculated revenue yield from a 1.3 mill levy, which equates to \$1.30 per \$1,000 in net taxable value. These revenues are then compared with the municipal contribution to cover local library operations. Statewide across all municipalities with libraries, a 1.3 mill levy would a little more than cover the FY 09 municipal expenditures on library operations. Those municipalities with the highest property tax capacity per capita do not necessarily spend the most on libraries. Indeed, the correlation for per capita spending with that for per capita property tax capacity is quite low – 0.40 versus 0.56 for the per capita gross receipts tax revenues.

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<sup>21</sup> Go to [http://www.tax.state.nm.us/pubs/GrossReceiptsRates/july\\_2009\\_enactment\\_dates.pdf](http://www.tax.state.nm.us/pubs/GrossReceiptsRates/july_2009_enactment_dates.pdf) to view the entire document.

**Table 3.5. Property Tax Capacity in Municipalities with Libraries, FY 09**

Cities with Libraries	Population 2008 Estimate a	Property Tax Base b			Property Tax Revenues		Library Revenues from Municipality			
		Net Taxable Value (\$ 000s)	Per Capita	PC Rank	Revenue From 1.3 Mill Levy c	Per Capita	Muni Revenues d	Per Capita	PC Rank	PC Amt Over PC 1.3 Mill Levy
ALAMOGORDO	36,171	428,555	11,848	32	557,121	15.4	821,666	22.7	42	7.3
ALBUQUERQUE	532,454	11,858,931	22,272	13	15,416,611	29.0	9,589,731	18.0	48	(10.9)
ARTESIA	11,523	230,706	20,021	17	299,918	26.0	517,260	44.9	20	18.9
AZTEC	6,893	17,257	2,504	58	22,434	3.3	350,333	50.8	17	47.6
BAYARD	2,484	103,808	41,791	6	134,951	54.3	38,096	15.3	50	(39.0)
BELEN	7,647	170,546	22,302	12	221,710	29.0	442,575	57.9	12	28.9
BERNALILLO	8,473	103,447	12,209	30	134,481	15.9	133,185	15.7	52	(0.2)
BLOOMFIELD	7,542	76,197	10,103	40	99,056	13.1	185,702	24.6	39	11.5
BOSQUE FARMS	4,322	19,119	4,424	57	24,855	5.8	77,009	17.8	49	12.1
CARLSBAD	26,168	325,271	12,430	27	422,852	16.2	676,410	25.8	37	9.7
CHAMA	1,753	22,988	13,114	25	29,884	17.0	45,693	26.1	28	9.0
CLAYTON	2,869	24,613	8,579	43	31,997	11.2	99,999	34.9	25	23.7
CLOUDCROFT	1,051	40,830	38,849	7	53,079	50.5	56,629	53.9	11	3.4
CLOVIS	35,876	422,519	11,777	33	549,274	15.3	656,571	18.3	46	3.0
COLUMBUS	2,156	11,687	5,421	54	15,193	7.0	35,003	16.2	47	9.2
CORRALES	8,528	358,679	42,059	5	466,282	54.7	171,031	20.1	43	(34.6)
CUBA	832	7,561	9,087	42	9,829	11.8	108,974	131.0	7	119.2
DEMING	16,589	183,825	11,081	37	238,972	14.4	300,000	18.1	45	3.7
EAGLE NEST	396	14,868	37,545	8	19,328	48.8	20,855	52.7	10	3.9
EDGEWOOD	4,687	82,832	17,673	19	107,682	23.0	135,000	28.8	16	5.8
ESPANOLA	10,404	159,287	15,310	23	207,073	19.9	248,735	23.9	27	4.0
ESTANCIA	1,921	23,856	12,418	29	31,012	16.1	78,368	40.8	21	24.7
EUNICE	2,239	47,620	21,268	14	61,906	27.6	212,550	94.9	8	67.3
FARMINGTON	43,389	997,709	22,995	10	1,297,022	29.9	4,362,474	100.5	4	70.7
FORT SUMNER	1,291	8,127	6,295	51	10,565	8.2	61,110	47.3	14	39.2
GALLUP	20,119	346,858	17,240	21	450,915	22.4	617,207	30.7	34	8.3
GRANTS	9,470	113,005	11,933	31	146,906	15.5	183,117	19.3	44	3.8
HATCH	2,090	14,092	6,743	50	18,320	8.8	68,440	32.7	23	24.0
HOBBS	30,263	505,219	16,694	22	656,784	21.7	1,026,310	33.9	26	12.2
JEMEZ SPRINGS	439	8,786	20,014	18	11,422	26.0	46,834	106.7	2	80.7
LAS CRUCES	96,072	1,957,514	20,375	15	2,544,769	26.5	2,101,588	21.9	40	(4.6)
LAS VEGAS	16,182	181,743	11,231	36	236,266	14.6	220,709	13.6	51	(1.0)
LORDSBURG	3,819	30,614	8,016	48	39,799	10.4	16,000	4.2	56	(6.2)
LOS LUNAS	14,730	296,905	20,156	16	385,977	26.2	602,062	40.9	24	14.7
LOVINGTON	9,964	60,543	6,076	53	78,706	7.9	270,018	27.1	35	19.2
MAGDALENA	974	5,244	5,384	55	6,817	7.0	28,000	28.7	33	21.7
MORIARTY	1,928	43,863	22,750	11	57,022	29.6	138,749	72.0	9	42.4
MOUNTAINAIR	1,194	9,457	7,920	49	12,294	10.3	1,749	1.5	58	(8.8)
PORTALES	12,677	103,954	8,200	45	135,140	10.7	324,706	25.6	36	15.0
QUESTA	1,971	22,863	11,600	35	29,722	15.1	25,123	12.7	53	(2.3)
RATON	7,206	90,678	12,584	26	117,882	16.4	202,443	28.1	32	11.7
RED RIVER	565	47,822	84,640	1	62,168	110.0	57,277	101.4	1	(8.7)
RESERVE	454	5,643	12,430	28	7,336	16.2	1,965	4.3	57	(11.8)
RIO RANCHO	82,589	2,168,285	26,254	9	2,818,770	34.1	1,759,325	21.3	41	(12.8)
ROSWELL	49,721	584,662	11,759	34	760,061	15.3	1,438,819	28.9	31	13.7
RUIDOSO	9,892	446,025	45,089	4	579,832	58.6	465,606	47.1	19	(11.5)
SANTA FE	70,689	3,500,661	49,522	3	4,550,859	64.4	3,758,658	53.2	13	(11.2)
SANTA ROSA	2,959	43,212	14,603	24	56,175	19.0	150,332	50.8	15	31.8
SILVER CITY	10,775	186,132	17,274	20	241,972	22.5	335,293	31.1	30	8.7
SOCORRO	9,271	97,818	10,551	39	127,163	13.7	442,055	47.7	18	34.0
SPRINGER	1,171	9,798	8,367	44	12,737	10.9	33,000	28.2	38	17.3
SUNLAND PARK	14,860	146,013	9,826	41	189,817	12.8	101,960	6.9	55	(5.9)
TAOS	4,544	301,513	66,354	2	391,967	86.3	583,188	128.3	3	42.1
TATUM	926	4,570	4,936	56	5,942	6.4	72,901	78.7	5	72.3
TRUTH OR CONSE	8,048	87,161	10,830	38	113,309	14.1	232,812	28.9	29	14.8
TUCUMCARI	6,189	49,691	8,029	47	64,598	10.4	259,362	41.9	22	31.5
TULAROSA	2,939	23,892	8,129	46	31,060	10.6	29,400	10.0	54	(0.6)
VIRDEN	140	873	6,235	52	1,135	8.1	13,500	96.4	6	88.3
Totals	1,282,627	27,238,438	21,236		35,409,969	27.6	35,033,467	27.3		(0.3)

a. Population estimates from BBER.

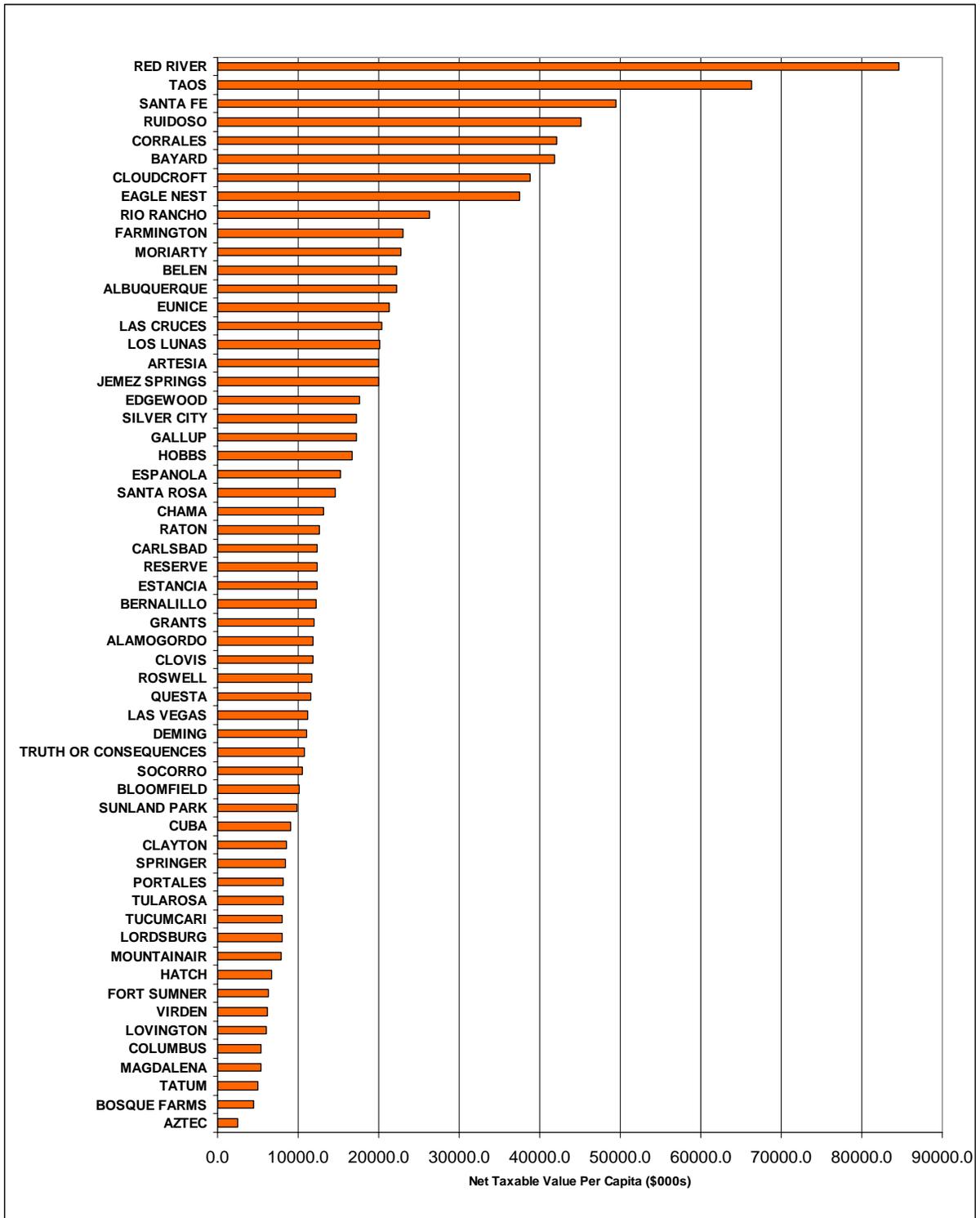
b. Net Taxable Value for Tax Year 2009 from the New Mexico Local Government Division

c. Gross revenues from a 1.3 mill property tax on 2009 net taxable value. This is a measure of what would be raised from a newly imposed levy. Yield control holds down imposed levies to prevent revenue growth from exceeding growth due to new construction

d. As reported in FY 09 State Library Survey.

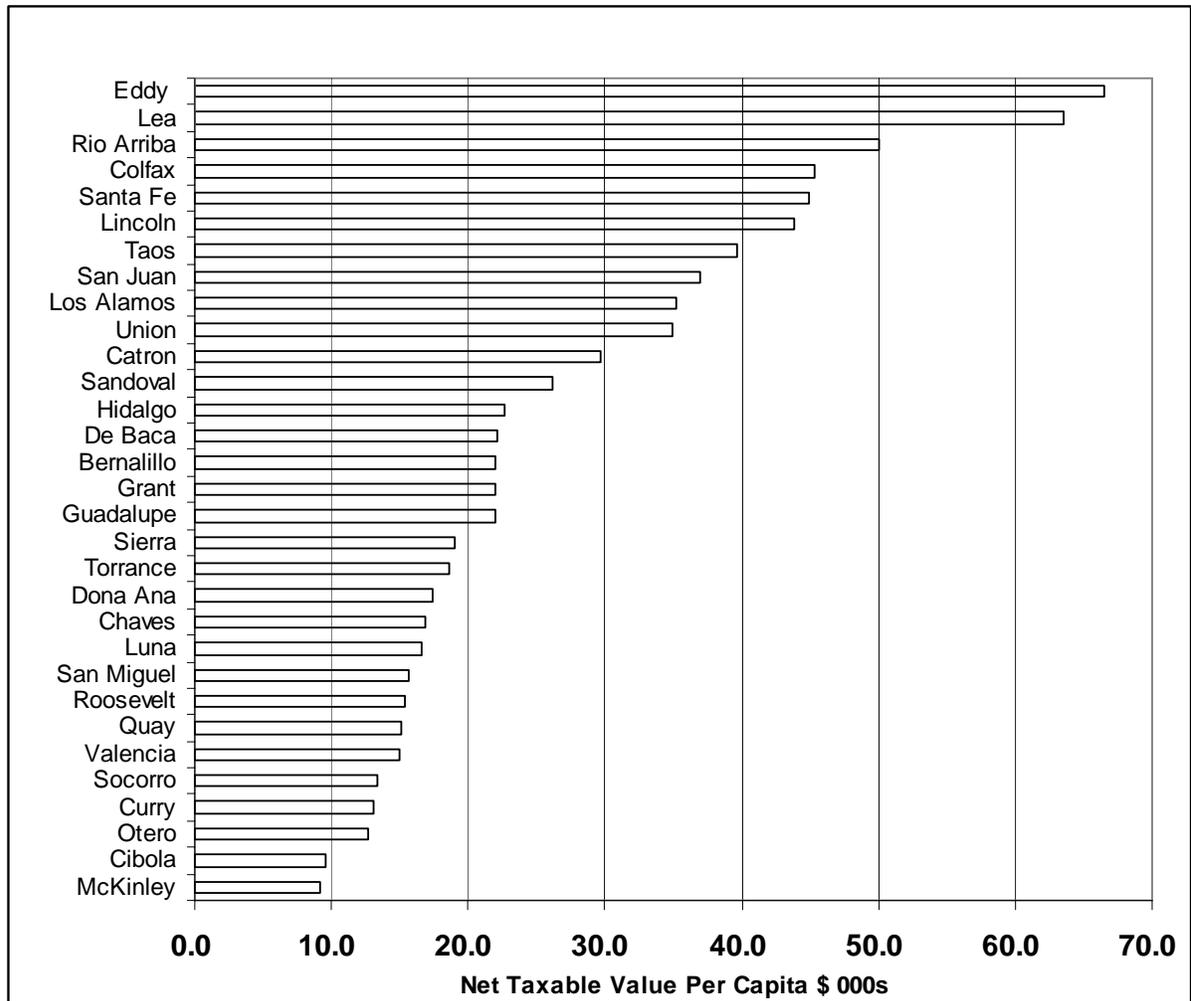
UNM Bureau of Business and Economic Research Calculations

**Figure 3.8. Net Taxable Value per Capita of Municipalities with Libraries**



**Property Tax Capacity of Counties with Libraries.** Figure 3.9 provides a ranking of New Mexico counties with libraries according to their net taxable value per capita in FY 09. By this measure, the oil and gas areas of Eddy, Lea and Rio Arriba counties lead the list. Eddy County provides no operating assistance to local libraries. Lea County ranks 10th in terms of the assistance it provides; Rio Arriba ranks 3rd.

**Figure 3.9. Property Tax Capacity per Capita, New Mexico Counties with Libraries, FY 09**



**Property Tax Effort, Municipalities.** Table 3.6 from the New Mexico Local Government Division (LGD) summarizes information relating to property tax effort across New Mexico municipalities. The second column indicates whether or not the municipality has a library within its borders and if so whether the municipality contributes financially to covering operating costs. The third column presents the imposed operating levy in each community. This is the rate imposed by the

**Table 3.6. Property Tax Effort by Municipalities with and without Libraries, Tax Year 2009**

	Operates		Remaining Authority	Total Municipal Net Taxable Value	Remaining Property Tax Revenue
	Library	Rate Imposed			
Alamogordo	X	7.064	0.586	428,554,974	245,861
Albuquerque	X	6.544	1.106	11,858,931,422	35,764,087
Angel Fire		7.650	0.000	262,965,910	0
Artesia	X	2.225	5.425	230,706,375	1,228,905
Aztec	X	6.873	0.777	106,733,148	69,323
Bayard	X	2.225	5.425	17,256,816	93,213
Belen	X	7.650	0.000	103,808,145	0
Bernalillo	X	5.725	1.925	170,546,103	311,251
Bloomfield	X	7.000	0.650	103,447,059	59,359
Bosque Farms	X	3.225	4.425	76,197,138	317,908
Capitan		2.225	5.425	19,118,986	21,708
Carlsbad	X	6.225	1.425	325,270,831	436,957
Carrizozo		5.225	2.425	11,814,211	21,225
Causey		2.225	5.425	694,751	4,412
Chama	X	5.225	2.425	22,987,967	50,616
Cimarron		7.650	0.000	10,978,240	0
Clayton	X	4.938	2.712	24,612,945	64,132
Cloudcroft	X	2.225	5.425	40,830,195	210,220
Clovis	X	3.725	3.925	422,518,759	1,561,124
Columbus	X	7.650	0.000	11,686,928	0
Corona	N	4.425	3.225	2,494,034	6,528
Corrales		5.870	1.780	358,678,730	626,101
Cuba	X	7.650	0.000	7,560,587	0
Deming	X	2.975	4.675	183,824,725	863,837
Des Moines		4.938	2.712	1,956,789	5,366
Dexter		2.225	5.425	7,263,480	37,202
Dora		2.225	5.425	770,809	3,523
Eagle Nest	X	2.225	5.425	14,867,872	78,209
Edgewood	X	0.000	7.650	82,832,268	641,770
Elephant Butte		2.225	5.425	57,347,575	286,272
Elida		2.225	5.425	1,581,578	8,034
Encino		2.225	5.425	978,981	4,559
Espanola	X	7.650	0.000	159,286,801	0
Estancia	X	2.225	5.425	23,855,563	112,116
Eunice	X	7.650	0.000	47,619,809	0
Farmington	X	2.225	5.425	997,709,090	4,890,143
Floyd		2.225	5.425	550,531	2,987
Folsom		5.425	2.225	808,984	1,966
Fort Sumner	X	2.225	5.425	8,126,728	42,265
Gallup	X	7.650	0.000	346,857,564	0
Grady		7.650	0.000	438,211	0
Grants	X	6.500	1.150	113,004,821	316,632
Grenville		7.650	0.000	410,013	0
Hagerman		2.225	5.425	4,733,482	23,245
Hatch	X	5.500	2.150	14,092,085	28,055
Hobbs	X	5.555	2.095	505,218,706	873,362
Hope		7.650	0.000	1,805,719	0
House		7.650	0.000	564,358	0
Hurley		2.225	5.425	9,361,400	50,055
Jal	NP	7.650	0.000	12,519,370	0
Jemez Springs	X	5.950	1.700	8,785,993	14,956

**Table 3.6. Property Tax Effort by Municipalities, Continued**

	Operates Library	Rate Imposed	Remaining Authority	Total Munipl Net Taxable Value	Remaining Property Tax Revenue
Lake Arthur		2.225	5.425	1,291,803	6,786
Las Cruces	X	5.120	2.530	1,957,514,338	4,734,269
Las Vegas	X	7.650	0.000	181,742,697	0
Logan		7.650	0.000	19,862,627	0
Lordsburg	X	3.225	4.425	30,614,444	136,045
Los Alamos	C	4.938	2.712	*	
Los Lunas	X	7.650	0.000	296,905,029	0
Los Ranchos		0.000	7.650	221,400,886	1,606,997
Loving		2.225	5.425	5,533,761	27,383
Lovington	X	5.650	2.000	60,542,865	113,037
Magdalena	X	2.225	5.425	5,244,034	25,101
Maxwell		7.650	0.000	2,112,630	0
Melrose		2.225	5.425	5,213,226	26,938
Mesilla		2.225	5.425	69,565,481	282,976
Milan		7.650	0.000	35,786,434	0
Moriarty	X	2.225	5.425	43,862,768	201,404
Mosquero		2.225	5.425	679,629	3,497
Mountainair	X	7.650	0.000	9,456,726	0
Pecos		2.225	5.425	17,191,989	87,363
Peralta		0.000	7.650	50,385,401	352,665
Portales	X	3.225	4.425	103,953,582	437,999
Questa	X	5.225	2.425	22,862,913	53,510
Raton	X	7.650	0.000	90,678,375	0
Red River	X	7.650	0.000	47,821,768	0
Reserve	X	2.225	5.425	5,643,054	28,794
Rio Rancho	X	7.650	0.000	2,168,284,909	0
Roswell	X	7.650	0.000	584,662,171	0
Roy		2.225	5.425	1,608,950	9,052
Ruidoso	X	6.368	1.282	446,024,502	505,665
Ruidoso Downs		7.650	0.000	46,071,339	0
San Jon		7.650	0.000	1,512,673	0
San Ysidro		7.650	0.000	2,760,064	0
Santa Clara	P	2.225	5.425	12,030,229	62,859
Santa Fe	X	2.817	4.833	3,500,660,629	16,928,917
Santa Rosa	X	4.938	2.712	43,211,516	110,935
Silver City	X	2.225	5.425	186,132,056	965,068
Socorro	X	5.813	1.837	97,818,049	172,629
Springer	X	7.650	0.000	9,797,740	0
Sunland Park	X	3.775	3.875	146,013,137	544,278
T or C	X	2.225	5.425	87,161,078	427,437
Taos	X	4.225	3.425	301,512,907	966,009
Taos SV		4.000	3.650	58,495,356	164,893
Tatum	X	4.225	3.425	4,570,455	13,597
Texico		2.225	5.425	5,491,486	28,325
Tijeras		2.225	5.425	10,363,770	53,060
Tucumcari	X	7.650	0.000	49,691,093	0
Tularosa	X	7.650	0.000	23,892,223	0
Vaughn		7.650	0.000	6,315,498	0
Virden	X	2.225	5.425	872,844	4,243
Wagon Mound		7.650	0.000	4,044,953	0
Willard		5.225	2.425	1,560,361	3,464
Williamsburg		2.225	5.425	5,024,064	25,297

X Municipal library supported by the municipality.

H Class H County with county/municipal library system.

N Library in Corona had no support from municipality in FY 09 but support in the past.

NP Library but functions as a nonprofit with no municipal revenues. Jal Library is supported by the Woolworth Foundation.

P Pueblo. Gets tribabl support.

governing body or through a special election, if approval is made contingent on a referendum. The operating levy rates on residential and non-residential properties may be less than the imposed levy as a result of yield control, which only applies to operating levies. Under state law, all municipalities have 7.65 mills of operating authority. The fourth column indicates the remaining amount of this authority. The fifth column is the total net taxable value for 2009 at the time the LGD set the tax rates. The final column indicates the amount of revenue that could be generated by this additional authority if used. Thus, Belen is an example of a community that has used all of its property tax operating authority. Los Ranchos, which enjoys the use of a branch library supported by Bernalillo County, currently has no operating levy in place. The village could raise \$1.6 million by using all of its authority.

Table 3.6 provides a reasonable way of looking at the operating tax effort of different municipalities with a public library. However, the municipal operating levy is a small piece of the total property taxes paid by residents and businesses within a municipality. Some municipalities make use of general obligation bonds for funding their capital program. The debt service on those bond issues approved by the voters can be met through a property tax debt service levy, which would be in addition to the operating levy. Moreover, residents and businesses within a municipality are all subject to whatever property taxes the county and the state (debt service levy for GO bond issues approved by the voters only) may have in place and there are any number of other overlapping taxing jurisdictions, including school districts, higher public educational facilities, county medical facilities, water conservation and drainage districts. The total property taxes on residential and non-residential properties and extractive industries (e.g., oil, gas, copper) are available from the County Assessor. **Table 3.7** from a publication very recently released by the NM Taxation and Revenue Department provides a useful and quick comparison across municipalities and unincorporated areas of the total residential tax burden for a \$180 thousand home in tax year 2008 (Fiscal Year 2009). Note that in Albuquerque, the tax obligation would be in excess of \$2,200, while in neighboring Los Ranchos, which historically has shied away from using the property tax, owners of a similarly assessed house would pay less than \$1,700. In Taos, the tax bill would be only \$856.

**Property Tax Effort, Counties.** **Table 3.8** provides information on property tax effort for counties. Note that many counties have used all of their operational authority. Eddy County, with the largest property tax capacity per capita, has used only 7.5 mills of its operating authority and has the lowest imposed levy among the counties. San Juan County, which is the top producer of natural gas has imposed only 8.5 mills of its operating authority.

**Municipal and County Tax Capacity and Effort .** New Mexico municipalities and counties vary greatly in terms of their taxing capacity, the gross receipts and property tax bases that can be tapped to meet ongoing needs, including that of running a library. To provide the desired level of services may require some communities to impose higher taxes – to increase their taxing effort. Many municipalities and

**Table 3.7. Approximate Taxes on Residential Property Assessed at \$180,000 by Location, Tax Year 2008**

County	Municipality	Tax District	Tax Obligations	County	Municipality	Tax District*	Tax Obligations	County	Municipality	Tax District	Tax Obligations	County	Municipality	Tax District	Tax Obligations	
Bernalillo	Albuquerque	12 In	\$2,269	Eddy	Hope	16D In	\$1,502	Otero		1 OUT	\$1,088	San Miguel		21 OUT	\$753	
	Los Ranchos	12 In	\$1,892	(continued)		C Out	\$1,003	(continued)		4 OUT	\$1,128	(continued)		50	\$926	
	Tijeras	12 In	\$1,683			10 Out	\$840			11 OUT	\$1,036	Santa Fe	Santa Fe	C IN	\$1,124	
	Corrales	2A In	\$1,810			16 Out	\$1,179			16	\$1,526		Espanola	18 IN	\$978	
	Rio Rancho	R1-A NR	N/A	Grant	Silver City	1 IN	\$889	Quay	Tucumcari	1 IN	\$1,374		Edgewood	8T IN	\$1,061	
		12 Out	\$1,634		Hurley	2H IN	\$1,206		House	19 IN	\$874			C OUT	\$1,036	
		8T	\$1,473		Bayard	2B IN	\$1,201		Logan	32 IN	\$1,138			1	\$1,138	
		24 Out	\$1,473		Santa Clara	2C IN	\$1,167		San Jon	34 IN	\$1,465			8T	\$1,115	
Catron	Reserve	1 In	\$895			1 OUT	\$803			1 OUT	\$1,124			18 OUT	\$802	
		1 Out	\$768			2 OUT	\$1,129			19 OUT	\$809			6 IN	\$1,288	
		2 Out	\$1,006	Guadalupe	Santa Rosa	8 IN	\$1,572			32 OUT	\$789	Sierra	T or C	6W IN	\$1,293	
		2A Out	\$1,006		Vaughn	33 IN	\$1,694			34 OUT	\$1,176		Williamsburg	6W IN	\$1,331	
Chaves	Roswell	1 in	\$1,507		Roy	3 IN	\$994			23/47	\$984		Elephant Butte	6 EB	\$1,203	
	Hagerman	6 in	\$1,258		Mosquero	5 IN	\$901			33	\$789	Socorro	Socorro	1 IN	\$1,728	
	Dexter	8 in	\$1,348			8 OUT	\$1,326			53	\$815		Magdalena	12 IN	\$1,469	
	Lake Arthur	20 In	\$1,102			33 OUT	\$1,250	Rio Arriba	Chama	19 IN	\$1,309			1 OUT	\$1,457	
		1 Out	\$1,064			3 OUT	\$913		Espanola	45 IN	\$1,034			12 OUT	\$1,423	
		6 Out	\$1,201			5 OUT	\$821			19 OUT	\$1,160			5	\$1,608	
		8 Out	\$1,325			24/25	\$819			21	\$1,194			7L	\$1,366	
		20 Out	\$982	Hidalgo	Lordsburg	1 IN	\$1,497			45 OUT	\$916			13L	\$1,191	
		14	\$894		Virden	1A IN	\$1,399			53	\$758			13T	\$1,368	
		27/28	\$809			1 OUT	\$1,310			6T	\$1,116			1 IN	\$856	
		28	\$0			1A OUT	\$1,310			32	\$840		Taos	9 IN	\$771	
		1L	\$942			6	\$900	Roosevelt	Portales	1 IN	\$1,590		Red River	9RR IN	\$923	
Cibola	Grants	3 In	\$1,738	Lea	Lovington	1 IN	\$1,726		Elida	2 IN	\$1,125		Taos Ski Valley	8-18 IN	\$886	
	Milan	3A In	\$1,775		Eunice	8 IN	\$1,567		Floyd	5 IN	\$951			1 OUT	\$726	
		3 Out	\$1,474		Hobbs	16 IN	\$1,497		Causey	39A IN	\$1,107			1A	\$728	
		Qmo2	\$1,088		Jal	19 In	\$1,494		Dora	39 IN	\$1,085			4	\$702	
Colfax	Cimarron	3 In	\$1,225		Tatum	28 IN	\$1,457			1 OUT	\$1,403			6	\$979	
	Eagle Nest	3A In	\$986			1 OUT	\$1,450			2 OUT	\$1,026			9 OUT	\$666	
	Angel Fire	3B In	\$1,166			8 OUT	\$1,157			5 OUT	\$822		Estancia	7 IN	\$1,374	
	Raton	11 in	\$957			16 OUT	\$1,229			39 OUT	\$987	Torrance	Willard	7W IN	\$1,571	
	Springer	24 In	\$1,564			19 OUT	\$1,083			3	\$1,160		Moriarty	8 IN	\$1,537	
	Maxwell	26 In	\$1,256			28 OUT	\$1,255			9/53	\$824		Mountainair	13 IN	\$1,893	
		3 Out	\$903	Lincoln	Ruidoso	3 IN	\$1,539			9A	\$819		Encino	16 IN	\$1,379	
		11 Out	\$680		Ruidoso Do	35 IN	\$1,692	Sandoval	Bernalillo	1 IN	\$1,205			7 OUT	\$1,268	
		24 Out	\$1,313		Carrizozo	7 IN	\$1,453		Cuba	20 IN	\$1,322			8 OUT	\$1,420	
		26 Out	\$984		Corona	13 IN	\$1,239		Jemez Springs	31 IN	\$1,262			13 OUT	\$1,304	
		35	\$834		Capitan	28 IN	\$930		San Ysidro	31A IN	\$1,360			16 OUT	\$1,254	
Curry	Clovis	1 In	\$1,418			3/35 OUT	\$1,253		Corrales	2A IN	\$1,334			20 / 35	\$1,128	
	Texico	2 In	\$1,288			7 OUT	\$1,172		Rio Rancho	94 IN	\$1,648		Union	Clayton	1 IN	\$1,162
	Melrose	12 In	\$946			13 OUT	\$997			1 OUT	\$1,056		Des Moines	22D IN	\$1,391	
	Grady	61 In	\$1,631			20	\$1,171			20 OUT	\$1,106		Folsom	22F IN	\$1,336	
		1 Out	\$1,206			28 OUT	\$853			31 out	\$1,045		Grenville	22G IN	\$1,580	
		2 Out	\$1,159	Los Alamos	Los Alamos	1	\$980			2AC IN	\$1,736			1 OUT	\$875	
		12 Out	\$823	Luna	Deming	1 IN	\$1,224			94 OUT	\$1,189			22 OUT	\$1,136	
		61 Out	\$1,192		Columbus	1A IN	\$1,328	San Juan	Aztec	2 IN	\$1,267			49	\$1,466	
De Baca	Fort Sumner	20 In	\$1,729			1 OUT	\$1,075		Farmington	5 IN	\$1,327	Valencia	Los Lunas	1 IN	\$2,022	
		20 Out	\$1,600	McKinley	Gallup	1 IN	\$1,874		Bloomfield	6 IN	\$1,552		Bosque Farms	1 IN	\$1,713	
Dona Ana	Las Cruces	2 In	\$1,565			1 OUT	\$1,451			2 OUT	\$985		Belen	2 IN	\$1,739	
	Mesilla	2D In	\$1,268		Zuni		\$1,656			5 OUT	\$1,243		Peralta	PR IN	\$1,606	
	Sunland Park	16 In	\$1,772	Mora	Wagon Mou	12 IN	\$1,265			6 OUT	\$1,124			1 OUT	\$1,606	
	Hatch	11 In	\$1,681			1	\$1,249			22	\$1,211			2 OUT	\$1,405	
		2 Out	\$1,219			12 OUT	\$990			61/20	\$1,412			3LL OUT	\$1,602	
		11 Out	\$1,403			12C	\$1,383	San Migue	Las Vegas	1 IN	\$1,627			3BN OUT	\$1,471	
		16 Out	\$1,614			1-A	\$990		Las Vegas	2 IN	\$1,644			PR OUT	\$1,606	
Eddy	Carlsbad	C In	\$1,364	Otero	Alamogordo	1 IN	\$1,491		Pecos	21 IN	\$782					
	Loving	10 In	\$954		Tularosa	4 IN	\$1,445			1 OUT	\$1,194					
	Artesia	16 In	\$1,292		Cloudcroft	11 IN	\$1,091			2 OUT	\$1,211					

\*Assumes owners qualify for \$2,000 head of household exemption, hence net taxable value is \$68,000.

Information source: calculated from rate certificates issued by the NM Department of Finance and Administration.

New Mexico Taxation and Revenue Department, 2008 Property Tax Facts

**Table 3.8. Property Tax Effort by Counties with and without Libraries,  
Tax Year 2009**

	Libraries Operate Within	Rate Imposed	Remaining Authority	Total Municipal Net Taxable Value	Remaining Property Tax Revenue
Bernalillo	Y	10.750	1.100	14,321,984,342	15,754,183
Catron		11.850	0.000	116,659,934	-
Chaves	Y	10.350	1.500	1,083,255,849	1,624,884
Cibola	Y	11.850	0.000	275,071,854	-
Colfax	Y	10.350	1.500	663,974,584	995,962
Curry	Y	9.850	2.000	624,844,971	1,249,690
De Baca	Y	11.850	0.000	50,614,450	-
Dona Ana	Y	11.850	0.000	3,634,794,716	-
Eddy	Y	7.500	4.350	3,520,439,702	15,313,913
Grant	Y	11.850	0.000	704,852,966	-
Guadalupe	Y	11.850	0.000	106,153,547	-
Harding		10.850	1.000	78,621,596	78,622
Hidalgo	Y	11.850	0.000	135,302,278	-
Lea	Y	10.600	1.250	3,790,486,865	4,738,109
Lincoln	Y	11.600	0.250	1,019,442,539	254,861
Los Alamos	Y	8.850	3.000	706,826,890	2,120,481
Luna	Y	11.850	0.000	468,907,826	-
McKinley	Y	11.850	0.000	737,555,704	-
Mora		11.850	0.000	107,424,754	-
Otero	Y	11.850	0.000	855,525,786	-
Quay	Y	11.850	0.000	155,903,852	-
Rio Arriba	Y	11.850	0.000	2,211,729,221	-
Roosevelt	Y	10.850	1.000	295,597,133	295,597
Sandoval	Y	10.350	1.500	3,348,477,492	5,022,716
San Juan	Y	8.500	3.350	4,805,571,690	16,098,665
San Miguel	Y	11.850	0.000	489,748,385	-
Santa Fe	Y	11.850	0.000	6,633,131,738	-
Sierra	Y	11.850	0.000	265,596,091	-
Socorro	Y	11.850	0.000	250,762,908	-
Taos	Y	11.850	0.000	1,289,070,423	-
Torrance	Y	11.850	0.000	332,612,376	-
Union	Y	9.150	2.700	155,206,923	419,059
Valencia	Y	11.850	0.000	1,163,441,412	-
				<b>54,399,590,798</b>	<b>63,966,740</b>

NM Local Government Division, *Local Property Tax Rate Report*

counties have imposed all the authority they have for the property tax operating levy or have very limited additional taxing authority that could be used to fund library operations. As will be seen in the next chapter, however, taxing districts can be created to fund all matter of government services. Such districts are not constrained by the strict constitutional limits on county and municipal property tax operating levies. But any new district taxes require a referendum of the property owners within the district boundaries. While the governing bodies of counties and municipalities can increase property tax rates up to their authority without a referendum, taxing districts can impose levies only if such are approved by the eligible voters.

Even those municipalities that have used all their authority to impose municipal gross receipts taxes (1.5%), their authority to impose an environmental gross receipts tax, and perhaps much if not all of their authority for the infrastructure gross receipts tax are likely to have additional gross receipts tax authority that could be relevant to funding library operations in the municipal quality of life tax. The same is true for counties. The problem is that the gross receipts tax is typically much easier to sell than other taxes and as a result has become overused. As Figure 3.7 suggests, as of July 1, 2009, with local and state taxes combined, there were already five municipalities in which the combined county and municipal gross receipts taxes exceeded 8%. The Legislature meeting in the 2010 special session opted to increase the state gross receipts tax by another 0.125%. New Mexico has always had a very broad-based general sales tax in the gross receipts tax. The problem as rates get higher is that tax payers find more and more incentive to escape taxation by buying across the border, by making purchases online, and so forth. And many businesses subject to tax have come in successfully to request special treatment from the legislature (e.g., for-profit general and specialty hospitals, call centers) or have taken actions to restructure their operations to avoid the tax (Lovelace). As a result, less and less activity is subject to tax, so the tax base shrinks and may grow at a slower rate.

## Chapter 4. Funding Options toward Sustainability

This chapter will consider options for funding library operations in New Mexico.

### **Increased State Library Assistance**

There are many ways in which the New Mexico State Library could increase the assistance provided to local libraries, whether local government, tribal or non-profit. One way would be through offering various grants for which local libraries could apply. This does create the burden of applying for monies, but some of the grants could be structured to provide basic operating monies – for salaries, utilities, etc. A second option would be to increase the funding available through the existing State Grants-in-Aid program that distribute funding to local libraries/library systems once certain minimum criteria have been met. However it is accomplished, increasing state assistance will require new money.

***Increased State Appropriation to Expand Grants-in-Aid Program.*** Currently state operating assistance, excluding the GO bond program, is relatively small – less than \$700 thousand statewide. One way to help local libraries throughout New Mexico would be to increase the amount of this assistance, perhaps with a special recurring appropriation, and ideally one that increases state aid “dramatically” as one library director hoped. In these times of declining revenues and tough fiscal problems, the funding needs of libraries, which fall under the NM Cultural Services Department, are likely to be lost amidst the voices crying to preserve funding for education and healthcare (Medicaid). Collectively, however, local libraries might be able to mount a sufficient lobbying effort to increase recurring state aid.

***Push for Dedicated Funding.*** Collectively libraries might have the clout to get a revenue issue on the ballot and then to push successfully for passage. This is an option that is used in other states, usually where there is initiative and referendum. To our knowledge, this has not really been tried at the state level in New Mexico. We vote on statewide general obligation bonds; we vote to make changes in the Constitution, which may affect revenue distributions (e.g., from the state’s permanent funds), but to our knowledge we have never as a state voted on a ballot issue to raise taxes for operating purposes. Local governments are required by NM statute to put some tax issues on the ballot (e.g., increments of the infrastructure gross receipts tax, local option gasoline taxes), or they do so rather than put in place an unpopular tax that could cause problems at election time; i.e., they let the voters decide (e.g., City of Albuquerque for the “Basic Services” gross receipts tax; Bernalillo County’s use of part of their operating levy for open space). While the Legislature is probably loath to cede control over funding sources, it may be possible to put new revenue sources in place. The Legislature would have to pass legislation putting the new tax in place, or it could make the tax contingent on a positive statewide referendum. Libraries are generally popular with the voters.

In theory there are many candidates as new funding sources. In practice, very few raise enough revenue even statewide to make the effort worthwhile. The State of Ohio apparently gave its libraries a stock transaction tax which generated ample revenues, catapulting that state's libraries into first place among the states in per capita funding. New Mexico probably has no single transaction tax that could generate sufficient revenue statewide to give the appropriate boost to library operations except perhaps a real estate transaction tax. The battle over the City of Santa Fe's recent attempt to put such a tax in place might dissuade some from trying. The three major revenue sources, income, sales and property, each have their detractors. The first two are major state general fund revenue sources, so they will be jealously guarded. The gross receipts tax is critical to funding not simply state but local government needs and is widely thought to be too high. Note that the Legislature meeting in special session (2010) recently backed off from imposing a half cent temporary gross receipts tax and approved only an eighth cent tax. The 2010 Legislature also proved itself to be very reluctant to touch the personal income tax and reverse even part of the 2003 phased reduction in the marginal rate from 8.2% to 4.9%. Efforts to get a piece of the personal income tax for local governments have failed time and again. The property tax has not been a state general fund revenue source since the "Big Max" tax cut in 1981, and what remained of the 20 mills in operating authority allowed under the State Constitution was divided up between counties and municipalities.

The property tax is a very unpopular tax in New Mexico and is underutilized: in 2005 and again in 2008, New Mexico ranked 48th among the states in its property tax per capita; in 2005, it ranked 47th in terms of property tax per dollar of personal income; in 2008, it ranked 42nd in median property taxes on owner-occupied housing as a percent of median housing value (2008).<sup>22</sup> In part this is probably because of the lack of fairness in how it is often administered. In part it is because many people here continue to be cash poor even if real estate rich and they may have limited ability to meet their property tax obligations, particularly if property values are rising (e.g., the case of Santa Fe). Historically in New Mexico and elsewhere, people have been severed from their land and homes by an inability to pay their property taxes. Nevertheless, the voters regularly support bond issues that will be paid from debt service levies and they support operating funding for hospitals, for community colleges, and for irrigation and flood control authorities.

As mentioned, the state has given away the operating property tax authority it had under the Constitution. However, under the State Constitution, there exists an option to put in place a property tax if such is approved by a majority of the qualified voters of the taxing district. According to Chapter VIII Sec. 2 of the State Constitution, which deals with property tax limits and exceptions,

Taxes levied upon real or personal property for state revenue shall not exceed four mills annually on each dollar of the assessed valuation thereof except for the support of the educational, penal and charitable institutions of the state, payment of the state debt and

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<sup>22</sup> National Tax Foundation (<http://www.taxfoundation.org/>)

interest thereon; and the total annual tax levy upon such property for all state purposes exclusive of necessary levies for the state debt shall not exceed ten mills; provided, however, that taxes levied upon real or personal tangible property for all purposes, except special levies on specific classes of property and except necessary levies for public debt, shall not exceed twenty mills annually on each dollar of the assessed valuation thereof, **but laws may be passed authorizing additional taxes to be levied outside of such limitation when approved by at least a majority of the qualified electors of the taxing district who paid a property tax therein during the preceding year voting on such proposition.** (As amended November 3, 1914, September 19, 1933, and November 7, 1967.)

The highlighted language anticipates the creation of special tax districts. A second provision of Chapter VIII, Sec. 9 makes an “elected governing authority prerequisite to levy of tax”:

No tax or assessment of any kind shall be levied by any political subdivision whose enabling legislation does not provide for an elected governing authority. This section does not prohibit the levying or collection of a tax or special assessment by an initial appointed governing authority where the appointed governing authority will be replaced by an elected one within six years of the date the appointed authority takes office. The provisions of this section shall not be effective until July 1, 1976. (As added November 5, 1974.)

Can the entire state be recognized as a “taxing district”? We have talked with knowledgeable people who think so, but have no legal opinion to go on.

**Issues.** Any increase in funding for state assistance to public libraries will raise difficult issues and could create major divisions among libraries. The issues are already there. The State Library currently makes some monies available to all libraries regardless of size, of population served, and of local resources. For tiny libraries in rural areas, such lump sum distributions can be a godsend, but such distributions can be resented by larger libraries desperate to keep up with the demands for services. Key issues regarding the structure of additional state operating support include the following:

**1. Incentivizing local effort.** Additional funding from the state could provide a disincentive for local funding; indeed, the state funding could displace local funding, with local governments withdrawing support and channeling the savings to meet other needs. There will need to be some requirement, as currently exists, that eligibility for state funding is contingent on continued local support. The question then is whether the bar needs in some cases to be raised and how to do that. The devil is in the details. State matching funding could be used to induce a higher level of support from local governments, but it would need to be based on ability to pay. Otherwise, the availability of matching funds might serve to increase further the inequalities in library funding across communities.

**2. Determining service area population.** If service area population numbers are somehow to be used in the formula for distributing funds, the methodology used in determining service area population will need to be reviewed and the resultant methodology more rigorously applied. The financial impacts of favorable or unfavorable population estimates will be magnified as the total pot of funding grows.

BBER has been unable to replicate the population numbers used by the State Library. In many cases the differences from Census estimates are trivial and may simply reflect on-going revision of the official estimates. In other cases, the estimates seem to have been adjusted, for example to reflect a city's provision of service well beyond its borders, but BBER was provided no official documentation in support of such an adjustment.

**3. Anti-donation clause.** This issue really only pertains to non-profit libraries, but these community libraries face some of the toughest challenges in terms of raising operating monies. The State Library currently requires that funding go through a local government, a municipality or, more commonly, a county, who acts as fiscal agent. In the case of GO bond proceeds, the local government retains title to whatever properties are purchased. One option for operating funds might be for the local government to contract for public library services in the defined service area.

Whether or not state aid is increased, one thing that might help would be more flexibility in terms of when and what the monies may be spent on.

### **Increased State GO Bond Monies for Libraries**

BBER's research has indicated the importance of GO bonds, particularly for purposes of purchasing books and media. Getting this purpose added to the state GO bond program was a major triumph. Further increasing the proportion of the state's GO bond program which goes for local library books and media is likely to be an uphill battle, since state GO bonds support a number of different purposes, each of which has a vocal constituency. For example, the \$196.3 million in Series 2009 GO Bonds supported "senior citizen, library, health and higher education and state special school projects..." The sources and uses table from the Official Statement is reproduced below as **Table 4.1**.

Nor does the state have substantial unused GO bonding capacity. Indeed, according to the same Official Statement, with the 2009 bonds they would have used 90% of their bonding capacity per the State Constitution. As noted above, the property tax base used to support these bonds is currently under dispute.

Of course, some municipalities and counties with libraries already issue GO bonds for books and media. This is true of Albuquerque and of Bernalillo County; Rio Rancho will soon be going to the voters with a GO bond issue for this purpose. Unfortunately, the transaction costs for issuing GO bonds are such that only the larger communities will avail themselves of this funding option in the absence of a critical need that can be met in no other way. According to the FY 2009 annual reports published by the NM Local Government Division,<sup>23</sup> the following municipalities had outstanding GO bond indebtedness as of June 30, 2009:

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<sup>23</sup> New Mexico Department of Finance and Administration, Local Government Division, Annual Reports for Municipalities and for Counties, 2009. Available on their webpage:

**Table 4.1. State of New Mexico Series 2009 General Obligation Bonds**

<b>Sources:</b>	
Par Amount of Bonds	\$196,330,000.00
Original Issue Premium (Discount)	28,082,009.60
<b>Total Sources</b>	<b>\$224,412,009.60</b>
<b>Uses:</b>	
Project Fund Deposits:	
Senior Citizen Facilities	\$14,700,000.00
Academic, Public and Tribal Library Acquisitions	11,000,000.00
Health Facilities	57,828,000.00
Higher Education and Special Schools	139,900,000.00
	<b>223,428,000.00</b>
Delivery Date Expenses:	
Cost of Issuance	\$440,000.00
Underwriter's Discount	518,311.20
	958,311.20
Other Uses of Funds:	
Additional Proceeds	\$25,698.40
<b>Total Uses</b>	<b>\$224,412,009.60</b>

Official Statement, the State of New Mexico Capital Projects General Obligation Bonds, Series 2009

Alamogordo, Albuquerque, Angel Fire, Bloomfield, Corrales, Gallup, Los Ranchos, Milan, Rio Rancho, Roswell, Ruidoso, Ruidoso Downs, Santa Fe, and Silver City. Counties with GO bond indebtedness were Bernalillo, Curry, Dona Ana, Grant, McKinley, Mora, Otero, Sandoval, Santa Fe, Socorro, Torrance and Valencia. Perhaps some of these GO bond issuers can be persuaded to include library books and media in future issues.

### Increased Funding from Counties

Currently there are only three counties, Bernalillo, Hidalgo and Los Alamos, that have either a city-county library system or a county system. As Table 3.2 indicates, beyond these three counties, only Rio Arriba (\$2.04), Lincoln (\$1.74), Luna (\$1.61), Grant (\$0.94), DeBaca (\$0.88) and Otero (\$0.65) contributed more than 50 cents per capita for local library operations, and there are a number of counties that made no contribution.<sup>24</sup> Many of these counties with minimum or no contribution to funding local libraries have a large gross receipts and/or property tax capacity per person. (Please see Figures 3.5 and 3.9 in the previous chapter.) Since municipal, tribal and non-profit libraries provide library services to many who live in unincorporated areas or in small incorporated towns without their own libraries, it is reasonable to ask

<http://fmb.nmdfa.state.nm.us/content.asp?CustComKey=202788&CategoryKey=203096&pn=Page&DomName=fmb.nmdfa.state.nm.us>

<sup>24</sup> Based on the State Library Survey, FY 09, and BBER's 2008 county population estimates.

whether counties might be persuaded to contribute more for this municipal-type service so important to people in more rural areas. As noted in the previous chapter, Rio Arriba really sets the standard here, contributing to municipal, tribal and non-profit libraries on the consistent basis that is so important for maintaining staff, programs, and product.

Of interest, since 2000, Wisconsin has had a law “requiring counties to pay at least 70% of the cost of services provided to their residents without a local public library, and requiring localities with public libraries to maintain effort.” The law has “increased funding somewhat while more equally distributing the costs of services.”<sup>25</sup>

As reported in the previous chapter, our research on taxing effort indicated that many counties have exhausted their property tax operating authority. Indeed, only 13 of 33 counties have remaining authority and three of these (Bernalillo, Los Alamos, and Lincoln) already make a significant per capita contribution to libraries. All counties have some remaining gross receipts tax authority, including the quality of life tax, but as displayed in Table 3.4, gross receipts tax rates in the unincorporated portions of counties vary from a low of 0.375% in Lea and Lincoln counties to 2.0% in Taos County. While many counties are hard-pressed to cover escalating costs for corrections and other obligations, there would seem to be unused taxing capacity in many. Moreover, as will be explored in the next section, the option is always there to form a taxing district and go to the voters for property taxes specifically for libraries or to form a quality of life district and go to the voters for approval of a gross receipts tax for libraries (and perhaps other arts and cultural organizations).

## **Increased Funding from Municipalities**

As noted in the previous chapter, a large tax base does not ensure that a local library will exist, much less that it will be well funded. Winning the battle for priority in the distribution of tax dollars may require galvanizing public support as well as an orchestrated and effective lobbying campaign.

## **Establish Taxing Districts**

One of the most promising options in terms of sustainable revenues for operations is the move to form taxing districts. A number of states have enabling legislation specifically for library districts. The Owens and Sieminski study on funding for public libraries provided a list of states with legislation to create library districts along with the taxes that can be used. (See **Table 4.2.**) The most commonly used revenue source is the property tax, but some states allow use of sales and/or income taxes.

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<sup>25</sup> Owens and Sieminski, *Op. Cit.*, p. 29.

The provisions of the New Mexico Constitution reproduced earlier in this chapter open up the option of establishing taxing districts based on the property tax. **Table 4.3** provides some examples of taxing districts that already exist and that raise revenues for operations and perhaps also capital projects. These are districts for which the operating levy is subject to yield control. This means that the additional yield from a particular imposed levy will be automatically restricted to the sum of the rate of inflation, as calculated per the yield control statute, and the growth rate due to new construction.

As is perhaps evident in the sample provided in Table 4.3 and in the relevant sections of the Constitution, there is considerable latitude in New Mexico in terms of defining districts. This makes it a perfect vehicle to handle financing operations for

**Table 4.2 States with Legislation Allowing Creation of Library Districts**

States	Revenue Sources Available				Unknown	Never Implemented	Open Only to Some Areas
	Property Taxes	General Sales	Excise	Income			
Alaska					X		
Arizona				X			
California	X						
Colorado		X		X			
Connecticut						X	
Delaware					X		
Florida	X						
Idaho	X						
Illinois	X						
Indiana	X		X	X			
Kansas	X						
Kentucky	X						
Michigan							
Minnesota	X					X	X
Missouri	X						
Montana	X						
Nevada	X						Counties
New Jersey							
New Mexico *	X	X					
Oklahoma	X						
Oregon	X						
South Carolina	Tax used determined by public vote						Counties determine
Texas	X	X					
Utah	X						
Vermont *	X						
Washington	X						

\* Nothing specific to libraries. Precedent is there for other purposes.

\* Not specific to libraries

Compiled by UNM Bureau of Business and Economic Research based on information provided in Patricia Owens and Mary Sieminski, *Local and State Sources of Funding for Public Libraries*, Oct. 2007, pp. 19-20

community libraries, which may include non-profit libraries as well as municipal and county libraries. Some districts, like the Albuquerque Flood Control Authority and the South Sandoval Flood Control District, cover only parts of a county and may cover

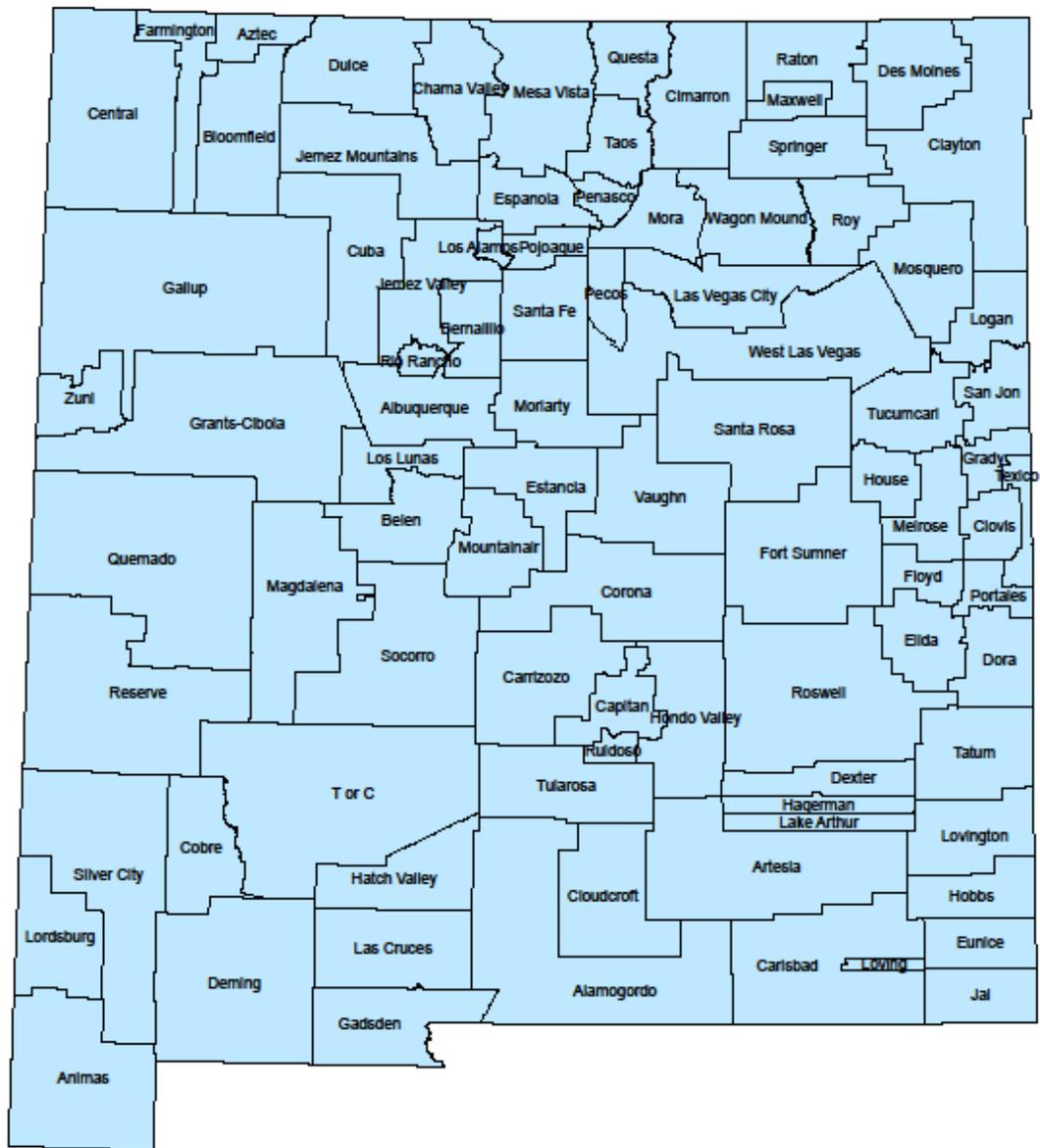
**Table 4.3. Property Tax Rates for Districts Subject to Yield Control Statute (Section 7-37-7.1 NMSA 1978)**

	Formation Process (for districts)	Mill Levy	Mill Imposed on: (area)	Statutory Reference (NMSA 1978)
Municipal Parking District	Provisional order, petition, notice/appeal	6.00	Municipality	Sec.3-51-14
County Flood Control		1.50	County -- (taxable property within 5 miles of any river or stream that tends to flood)	Sec.4-50-2
Community Service District	Not specified	10.00	District	Sec.4-54-4
Economic Advancement District	Petition designating area of district	2.00	District -- (concurrent with the territorial areas of one or more existing school districts in the county)	Sec.6-19-4
College District Act	College determines boundaries	5.00	District -- (determined by college)	Sec.21-2A-5
County Boards of Horticultural Commissioners	County commissioners appoint county board of horticultural commissioners	5.00	County -- (all orchard lands and lands used for nurseries within the county)	Sec.76-3-2
Albuquerque Metro Flood Control		0.50	A portion of Bernalillo County (for more details see Sec.72-16-6)	Sec.72-16-22
Las Cruces Metro Flood Control		0.50	A combination of watersheds in Dona Ana County (for more details see Sec.72-17-6)	Sec.72-17-22
Flood Control Districts	Petition, hearing, organizational election	2.00	District	Sec.72-18-22
Southern Sandoval Co. Flood Control		1.00	A portion of southern Sandoval county (for more details see Sec.72-19-6)	Sec.72-19-22
Soil and Water Conservation District	Landowners petition	5.00	Real Property within district excluding any incorporated cities & towns (contiguous and must lie within well-defined watershed areas)	Sec.73-20-17
Solid Waste Authority	Petition, hearing, establishment by county commission	3.00	County, or group of contiguous counties, and any municipality or municipalities	Sec.74-10-27
Community College Districts		2.00	"Community College District" (for more details see Sec. 21-13-2)	Sec. 21-13-24.1
Artesian Conservancy Districts	Petition, hearing, provisions established when organized	5.00	Areas both including the artesian basin and areas that use the water from the basin	Sec. 73-1-21

\*or any lower amount required by operation of the rate limitation provisions of Section 7-37-7.1 NMSA 1978 upon this tax levy, for each one thousand dollars (\$1,000) of net taxable value as that term is defined in the Property Tax Code [Chapter 7, Articles 35 through 38 NMSA 1978]

only parts of existing municipalities. Some, like the Rio Grande Conservancy District, cover parts of several counties. Basically, with a district it is possible to specify the geography to be served and it need not conform to existing jurisdictional boundaries. Maps of parcels of land to be included in the district are easily drawn. Having said that, however, it is important to anticipate holding elections and it may make the most sense to use boundaries that correspond to those for other districts that regularly hold elections. For libraries, two obvious types of districts to consider are public school districts and community college districts. A map of public school districts is provided in **Figure 4.1**. **Table 4.4** indicates the communities that comprise the

**Figure 4.1. School District Boundaries**



**Legend**

School District Boundaries

Source: New Mexico Public Education Department

different college districts. According to Bill Cicola, Director of the Rio Rancho Public Library, public schools in New York where he previously worked welcomed the

**Table 4.4. Municipalities and Counties in Community College Districts**

<b>ENMU - ROSWELL BRANCH - OPERATIONAL</b>	<b>CENTRAL NEW MEXICO COMMUNITY COLLEGE - OPERATIONAL</b>
Dexter - Chaves County	Bernalillo County, Form PTD-13
Hagerman - Chaves County	Albuquerque - Bernalillo County
Lake Arthur - Chaves County	Los Ranchos - Bernalillo County
Roswell - Chaves County	Tijeras - Bernalillo County
<b>ENMU - RUIDOSO BRANCH - OPERATIONAL</b>	Corrales (2A) - Bernalillo County
Ruidoso - Lincoln County	Rio Rancho (R1-A) - Bernalillo County
Ruidoso Downs - Lincoln County	Corrales - Sandoval County
<b>NMSU - ALAMOGORDO BRANCH - OPERATIONAL</b>	Rio Rancho (94) - Sandoval County
Alamogordo - Otero County	Albq-Corrales (2AC) - Sandoval County
<b>NMSU - CARLSBAD BRANCH - OPERATIONAL</b>	<b>CLOVIS COMMUNITY COLLEGE - OPERATIONAL</b>
Carlsbad - Eddy County	Clovis - Curry County
<b>NMSU - DONA ANA BRANCH - OPERATIONAL</b>	<b>LUNA COMMUNITY COLLEGE - OPERATIONAL</b>
Las Cruces - Dona Ana County	Las Vegas - City - San Miguel County
Sunland Park / Gadsden (+ #16 Otero County)	Las Vegas - West - San Miguel County
Hatch - Dona Ana County	Maxwell - Colfax County
Mesilla - Dona Ana County	Mora - Mora County
Sunland Park - Dona Ana County	Santa Rosa - Guadalupe County
<b>NMSU - GRANTS BRANCH - OPERATIONAL</b>	Springer - Colfax County
Grants - Cibola County	Wagon Mound - Mora County
Milan - Cibola County	Gladstone - Union County
<b>UNM - GALLUP BRANCH (Regular) - OPERATIONAL</b>	<b>MESALANDS COMMUNITY COLLEGE - OPERATIONAL</b>
Gallup - McKinley County	Tucumcari - Quay County
Zuni - McKinley County	<b>NEW MEXICO JUNIOR COLLEGE - OPERATIONAL</b>
<b>UNM - LOS ALAMOS BRANCH - OPERATIONAL</b>	Eunice - Lea County
Los Alamos - Los Alamos County	Hobbs - Lea County
<b>UNM - TAOS BRANCH - OPERATIONAL</b>	Jal - Lea County
Taos - Taos County	Lovington - Lea County
<b>UNM - VALENCIA BRANCH - OPERATIONAL</b>	Tatum - Lea County/Chaves County
Belen - Valencia County	<b>SAN JUAN COLLEGE - OPERATIONAL</b>
Bosque Farms - Valencia County	Aztec - San Juan County
Los Lunas - Valencia County	Bloomfield - San Juan County
Peralta - Valencia County	Central - San Juan County
Sch Dist #5 - Socorro County	Farmington - San Juan County
	<b>SANTA FE COMMUNITY COLLEGE - OPERATIONAL</b>
	Santa Fe - Santa Fe County

Source: New Mexico Higher Education Department

inclusion of libraries in their elections because such virtually guarantees a much larger turn-out in the election.<sup>26</sup>

The Owens and Sieminski study on library funding reports the results of their survey of state libraries. New York indicated that “Establishing a public library district where voters approve the library budget and elect the library trustees has been the most promising model for providing ongoing, stable local funding for public libraries. Public library districts generally are funded at twice the per capita when compared to similar libraries that are not library districts.”<sup>27</sup> (For more detail, See Appendix D.) Oregon similarly praised districts: “We believe that library taxing districts are the best

<sup>26</sup> **Appendix D** provides more detail on New York library districts. It includes a presentation by Bill Cicola, prepared for last year’s annual meeting of New Mexico public libraries, that discusses the New York State model for library districts. Before coming to New Mexico, Bill was director of several different libraries in New York. Appendix Table D1 presents an outline of the New York model.

<sup>27</sup> Owens and Sieminski, p. 29

strategy to provide adequate and stable funding for public library services. Districts also have the advantage that boundaries can be drawn for the library service area to include everyone that needs library services. Library districts can allow for the consolidation of small, independent libraries into larger, more efficient and effective organizations.”<sup>19</sup> While not praising districts in particular, Colorado claims, “The most effective strategy has been open honest communication between the library and the community about what the library needs.”<sup>28</sup>

As indicated above, the flexibility in setting district boundaries is a major advantage of the property tax and makes this financing option very attractive for funding the diverse types of local library organization that exist in New Mexico. The obvious exception here are tribal libraries but even these, which often serve people who live outside of the reservation, could be included in a district that covers unincorporated communities and lands as well as incorporated villages and cities. The major drawback is the property tax itself, which, as mentioned earlier has been an unpopular tax.

Unfortunately, state policy toward this revenue source has often made things worse rather than better. Properties are assessed by local assessors, who are elected officials and who may or may not have the relevant education, training and experience, and who are often underfunded for the responsibilities they assume. They inherit a system in which assessed values may deviate substantially from the statutory “current and correct.” The Taxation and Revenue Department provides limited oversight. All this has been further complicated by the appreciation of residential property values during the housing boom, which came to an abrupt end in 2006, and the phenomenon of “tax lightening.”<sup>29</sup>

As is evident in Table 4.2, library districts can be formed with alternative revenue sources, like the gross receipts tax. There are possibilities already mentioned for gross receipts tax districts, specifically based on the quality of life gross receipts tax, but since the authority to tax rests with municipal and county governments for the benefit of their residents, the boundaries for such a district must be coincident with one or more counties or one or more municipalities. There would be the possibility of creating a new statute to enable use of the gross receipts tax by an established library district. There are a number of types of districts authorized under state statute to derive revenue from new gross receipts taxes: water and sanitation districts, from the water and sanitation gross receipts tax authorized under Section 7-20E-26 NMSA 1978; the Regional Spaceport District, from the “county regional spaceport gross

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<sup>28</sup> *Ibid.*, p. 28

<sup>29</sup> A law passed in 2000 had attempted to limit the property tax burden on owner-occupied houses by restricting the growth in the value of existing properties to no more than 3% per year. Sharply rising property values meant that many new owners of single family housing got a major shock in their first tax bills since they were not covered by the 3% cap. The result has been lawsuits and court decisions challenging the legality under the state constitution of the 3% cap. The 2009 Legislature attempted but failed to pass legislation dealing with the issue, so valuation of residential property is currently in a kind of limbo with two different sets of laws – current statute and court decisions invalidating parts of state statute.

receipts tax” and/or the “municipal regional spaceport gross receipts tax” under Section 7-20E-25 and a similar provision for municipalities; regional transit districts, if member counties succeed in imposing the “county regional transit gross receipts tax” as authorized under Section 7-20E-23. In all the above instances, the taxes are imposed by the governing body of or by a public referendum of voters within a county or a city, so the jurisdictional boundaries are county, city, and, for the spaceport, unincorporated county, all of which have jurisdictional boundaries for which taxes are currently collected. The major exception is the tax increment development district, which can derive gross receipts tax revenues based on activity within a set of defined district boundaries from the city, if the property is within municipal boundaries, from the county and from the state. (See Section 5-15-15. Tax increment financing; gross receipts tax increment.)

Library districts funded by income tax are highly unlikely. This is a state revenue source, and efforts to provide local option income taxes or to give local governments a share of the income tax have been defeated in the past. Individual excise taxes would require new statutory language and typically have a base that is much smaller than the general taxes discussed above. Individual excise taxes are typically costly to administer and collect. Efforts to have voters approve existing excise taxes, like the gasoline tax, for which counties and municipalities have taxing authority have been defeated, and the authority available under statute has to our knowledge never been exercised.

To conclude, library districts and particularly those funded by the property tax have considerable promise. However, one needs to recognize that forming a district and pulling off successful elections requires considerable work. As the person filling out the survey on library funding for Montana observed, “Our local library mill levy votes have been fairly successful, but [have required] a lot of work and [for this reason] are not happening in our smallest and poorest libraries.”<sup>30</sup>

## **Collaboration**

In response to a question regarding strategies most effective in increasing funding for public libraries, the respondent from Maine noted, “Collaboration and partnership with other cultural agencies and state agencies”.<sup>31</sup> There would seem to be considerable benefits of working together -- in terms of cost economies, in terms of shared experiences and expertise, in terms of providing library users with access to more services as well as to a greater selection of books and media, and in terms of increased clout. And there are possibilities for mutual benefits from collaboration with other entities that have library resources, public schools and higher educational institutions, or that do cultural programming.

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<sup>30</sup> Owens and Sieminski, p. 11.

<sup>31</sup> *Ibid.*, p. 11

## Appendix A: Anti-Donation Clause and Funding for Non-Profit Libraries

In response to our question about the anti-donation clause, Geraldine Hutchins provided BBER a narrative, which we found helpful and have paraphrased below.

With GO bonds, we have an attorney general opinion for the 2004 GO bonds that establishes the guidelines that we follow....

Non-profits have to have an agreement with a local government (city or county) that agrees to serve as their fiscal agent. In that agreement they both agree that all items purchased with GO bond funds are the property of the local government and the local government grants the non-profit library use of the items. According to the Attorney General's opinion,

A public body may lease to, loan or otherwise contract with a "local public library" for use of the purchased materials in a manner that allows reasonable public access to or use of those materials at no or minimal cost, and maintains ownership of those materials in the public body.<sup>32</sup>

This applies to all the non-profits and Woolworth in Jal, which is a trust that has a JPA with the city.

The State Library is also trying to make sure that GO Bonds for local government libraries go through their local governments and not to the libraries and that that legislative pass-through funding and any operating funding for non-profits goes to the county or their local government rather than through the State Library.

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<sup>32</sup> Marty Daly, Assistant Attorney General, State of New Mexico, in a memorandum to Loui Baca, Director of the Administrative Services Division, Office of Cultural Affairs, on Projects to be included in the Sale of General Obligations Bonds, Winter 2003 (Series 2003) Subject to Condition

## Appendix B. Tribal and Non-Profit Library Funding Sources

**Table B.1. Tribal and Non-Profit Library Funding Sources**

<u>SOURCE</u>	<u>NAME</u>	<u>LIBRARY TYPE</u>	<u>FUNDING TYPE</u>	<u>AMOUNT AVAILABLE</u>	<u>USE PERIOD</u>	<u>USES ALLOWED</u>
<b>Governmental</b>						
<b>Federal</b>						
	<b>Library Services and Technology Act (LSTA) Grants</b>	Tribal or Non-profit	Grant	Based on state population -- for FY09 in NM- \$1,553,168	Two years	Promotes access to information resources provided by libraries. Provides funds to state library administrative agencies. May use funds to support statewide initiatives and services. May also distribute the funds through subgrant competitions or cooperative agreements with public, academic, school, and special libraries in the state.
	LSTA: Technology Enhancement Grant	Tribal or Non-profit	Grant	based on state population	Two years	Equipment, software and similar material purchases
	LSTA: Technology Showcase Grant	Tribal or Non-profit	Grant	based on state population	Two years	Implementation of innovative projects that use technology to develop new services or to demonstrate new approaches to current services.
	<b>Institute of Museum and Library Services (IMLS) Native American Library Services (NALS) Grants</b>	Tribal	Grant	varies	One year	Supports existing library operations and to maintain core library functions.
	IMLS NALS: Basic Grant and Basic Grant with Education/Assessment Option	Tribal	Grant	The estimated Basic Grant award for FY 2010 is \$6,000. The estimated Education/Assessment Option award amount is \$1,000	One year	Basic Grant funds may be used for: salary for library personnel; materials, supplies, and equipment (including books, journals, electronic resources, library supplies, furniture, computers and other equipment); services (computer- or library-related consultants, training of library personnel in addition to or in lieu of training funds requested under the Education/Assessment Option); and other items such as Internet access charges and fees for participation in networks and consortia that provide the library with direct services. Education/Assessment Option funds may be used: for library staff to attend library-related continuing education courses and training workshops on- or offsite; for library staff to attend or give presentations at conferences related to library services; and to hire a consultant for an onsite professional library assessment.
	IMLS NALS: Enhancement Grants	Tribal	Grant	up to \$150,000	One or two years	Enhancement Grant funds may be used only for costs directly related to the enhancement project, such as costs for salaries for library personnel, library materials (including books, journals, electronic resources, and equipment), library project supplies, furnishings, telecommunication services and equipment, and fees for participation in networks and consortia that provide the library with direct services.
	<b>IMLS: Native American/Native Hawaiian Museum Services</b>	Tribal	Grant	\$5,000 - \$50,000	Up to two years	Collections management, community engagement, conservation, digital collections/tools, formal education, informal learning, partnerships, professional development/continuing education, public programs, research
	<b>IMLS: Save America's Treasures</b>	Tribal or Non-profit	Grant	A dollar-for-dollar, non-Federal match is required. The minimum grant request for collections projects is \$25,000 Federal share. The maximum grant request for all projects is \$700,000 Federal share. In 2006, the average Federal grant award to collections was \$132,000.	NA	Conservation
	<b>IMLS: Coming Up Taller</b>	Tribal or Non-profit	Grant	\$10,000	NA	Community engagement, informal learning, partnerships, public programs
	<b>IMLS: Laura Bush 21st Century Librarian Program</b>	Tribal or Non-profit	Grant	\$50,000-\$1,000,000	Up to three years, except for doctoral program projects, which may be up to four years	Collections management, community engagement, conservation, formal education, informal learning, partnerships, professional development/continuing education, research
	<b>IMLS: National Leadership Grants</b>	Tribal or Non-profit	Grant	\$50,000-\$1,000,000; up to \$100,000 for planning grants	Up to three years	Collections management, community engagement, conservation, demonstration, digital collections/tools, formal education, informal learning, partnerships, public programs, research

**Table B.1. Tribal and Non-profit Library Funding Sources, Continued**

SOURCE	NAME	LIBRARY TYPE	FUNDING TYPE	AMOUNT AVAILABLE	USE PERIOD	USES ALLOWED
<b>Governmental</b>						
<b>Federal</b>						
	National Medal for Museum and Library Service	Tribal or Non-profit	Award	\$10,000	NA	Any
	Administration for Native Americans	Tribal or Non-profit	Grant	NA	NA	Social and economic development, language preservation, and environmental regulatory enhancement.
	E-Rate: Universal Service Discount Program for Libraries	Tribal or Non-profit	Discount	\$2.25 billion through the federal govt	One year	Provides discounts for telecommunications services ranging from 20 to 90 percent.
	U.S. Department of Commerce's Technology Opportunities Program	Tribal or Non-profit	Grant	varies	Varies	Supports digital networks.
	National Park Service's Tribal Preservation Program	Tribal	Grant	varies	NA	Locating and identifying cultural resources, preserving an historic property, comprehensive preservation planning, oral history and documenting cultural traditions, education and training.
	The Johnson-O'Malley Program (BIA-administered)	Tribal	Grant	no money was budgeted in FY09 for this program, they're currently trying to secure funding for FY10	NA	The basic purpose is to provide supplementary financial assistance to meet the educational needs of Native children.
	BIA Proceeds of Labor	Tribal				
	U.S. Department of Agriculture Construction Grants	Tribal or Non-profit	Grant	\$25,000-\$100,000 (RBEG) or \$50,000 or less (RBOG)	NA	The RBEG program provides grants for rural projects that finance and facilitate development of small and emerging rural businesses help fund business incubators, and help fund employment related adult education programs. To assist with business development, RBEGs may fund a broad array of activities. The RBOG program supports economic development planning in rural areas. Supports non-farm businesses.
<b>State</b>						
	General Obligation Bonds	Tribal or Non-profit	Bond disbursement	varies according to voters and legislature	Must be expended within the fiscal year in which they are made available.	Acquisitions: library books, equipment and library resources.
	Tribal Libraries Program Grant	Tribal	Grant	Varies	One (fiscal) year	Collection development, programming, furniture, computers and computer software and speakers' series.
	New Mexico State Grants-in-Aid	Tribal or Non-profit	Allocation allotment	Varies	One (fiscal) year	Library collections, library staff salaries, library staff training, library equipment, other operational expenditures associated with delivery of library services.
	New Mexico Works Program		Stipend (for placed person)	Places and pays for program participants, essentially providing free staff.	NA	
	New Mexico Helps Program		Matching funds	Provides matching funds to pay for program participants placed in staff positions.	NA	
<b>County</b>						
	County GO Bonds	Tribal or Non-profit	Bonds			
	County Allocations	Tribal or Non-profit	Stipends			
<b>Local</b>						
	Tribal Allocations	Tribal	Tribal allocations			
<b>Non-governmental</b>						
<b>Non-profit</b>						
	Special Library Association	Tribal or Non-profit	Scholarships, Grants, Awards, Honors	Varies by funding option	One year for scholarships, NA for grants, awards, and honors	Scholarships aid in pursuing graduate education in library science, grants for research projects for the advancement of library sciences, the support of programs developed by SLA Chapters, Divisions, or Committees, and the support of the Association's expanding international agenda.
	American Library Association	Tribal or Non-profit	Awards and Grants	Varies	Varies	Varies according to particular award or grant
	New Mexico Library Association	Tribal or Non-profit	Scholarships and Grants	Continuing Ed grants up to \$200; Marrion Doroh Memorial Scholarship & College Scholarship Fund Amounts NA	NA	Continuing Ed Grant promotes professional development, NMLA through the Continuing Education Fund, supports requests to attend workshops, conferences, and related activities. Scholarships to be used for undergraduate and graduate studies that promote library science
	Clothes Helping Kids	Tribal or Non-profit	Grant	In 2010, expected to provide \$5,000 to recipient programs	One year	Community programs that work directly with children and youth and address educational needs, health issues, human services, the environment or traditional arts and culture.
	United Way of Northern New Mexico	Non-profit	Grant			

**Table B.1. Tribal and Non-profit Library Funding Sources, Continued**

<u>SOURCE</u>	<u>NAME</u>	<u>LIBRARY TYPE</u>	<u>FUNDING TYPE</u>	<u>AMOUNT AVAILABLE</u>	<u>USE PERIOD</u>	<u>USES ALLOWED</u>
<b>Non-governmental</b>						
<b>Corporate</b>						
	Target Corp.	Tribal or Non-profit	Grant	Varies, the handful of disclosed recipients of the Arts Grants from 2009 received between \$5,000 and \$50,000. The Early Childhood Reading Grants are \$2,000	NA	Arts grants promote art and cultural education being implemented in K-12 institutions. The Early Childhood Reading grants provides funds to schools, libraries and nonprofit organizations to support programs such as after-school reading events and weekend book clubs.
	Best Buy Corp.	Tribal or Non-profit	Grant	Grants will average \$3000-\$5000 and will not exceed \$10,000.	One year	Broadly, activities around "non-profit organizations that provide positive experiences to help teens to excel in school, engage in their communities, and develop leadership skills."
	Walmart Foundation	Tribal or Non-profit	Grants and Scholarships	The State Giving Program Grants start at \$25,000.	NA	Broadly, education, job skills training, environmental sustainability and health
<b>Foundation</b>						
	Bill and Melinda Gates Foundation	Tribal or Non-profit	Scholarships and Grants	NA	NA	Funding programs that evaluate local technology needs, purchase equipment, train library staff, and help libraries build public support for long-term funding.
	NM Library Foundation	Tribal or Non-profit	Grant	no more than \$1000 per grantee	Varies according to time frame in project description	Build and maintain their collections, update information access technology and enhance library programs.
	Chamisa	Tribal				
	New Mexico Children's Foundation	Tribal or Non-profit	Grant	\$63,500 in FY08/09	One year	Funds small non-profit children's organizations
	New Mexico Community Foundation	Tribal or Non-profit	Grant	Varies, historical account available through 2007	NA	All
	Santa Fe Community Foundation	Tribal or Non-profit	Grant	Varies according to particular grant	NA	Health and human services, environment, education, civic affairs, arts
	McCune Foundation	Tribal or Non-profit		varies year to year		Funds projects that benefit the state of New Mexico in the areas of arts, economic development, education, environment, health, and social services. Grants for specific projects, operating expenses, and capital expenses are considered.
	Los Alamos National Laboratories Foundation	Tribal or Non-profit	Grants and Scholarships	Unspecified for Educational Enrichment, \$5,000-\$15,000 for Educational Outreach, up to \$1,500 for Small Grants	Up to three years	STEM Education grants aid education in science, technology, engineering, and mathematics (STEM); Community Outreach grants target community improvement, delivery of social services, or improvement of the quality of education. They may include support for community events.
	PNM Foundation	Non-Profit	Grants and Awards	\$5,000 for Reduce Your Use, \$1,000 for Energy Exploration: Powering Discovery, up to \$1,000 for Matching Grants, up to \$500 for PNM Volunteer	NA	Improving energy saving methods, research involving energy use, and general use for non-profit entities
	The Daniels Fund	Non-Profit	Grants and Scholarships	Varies	NA	Early childhood education, K-12 education reform, ethics and integrity
	RGK Foundation	Non-Profit	Grant	Individual amounts vary -- \$38,500 so far in 2010, \$4,390,893 total for 2009	NA	Primarily programs that focus on formal K-12 education (particularly mathematics, science and reading), teacher development, literacy, and higher education.
	JW Barnett Jr. Family Foundation	Non-Profit				
	Benwood Foundation	Non-Profit		Individual amounts vary, 2009 Total was \$2,760,100	One year	NA
<b>Charity</b>						
	National Relief Charities	Tribal	Grants and Scholarships	The AIEF Challenge Grants provide nearly \$200,000 to students yearly.	NA	The AIEF (American Indian Education Foundation) provides scholarships to 200 students every year to pursue college degrees.
	Bread for the Journey		Grant	NA	NA	Sustaining cultural diversity, promoting ecological conservation, improving the lives of women and children, developing the leadership of youth through the arts and civic engagement, creating simple systems to meet basic needs of the most vulnerable in their communities

## Appendix C. Enactment Dates of Local Option Taxes

### Table C.1. Enactment Dates of Local Option Taxes as of July 1, 2009

New Mexico Taxation and Revenue Department

#### ENACTMENT DATES OF LOCAL OPTION TAXES -- as of July 1, 2009

5/27/2009

CITY		MUNICIPAL LOCAL OPTION TAXES																			TOTAL RATES																	
		Municipal Gross Receipts Tax							Municipal Infrastructure Gross Receipts Tax				Municipal Capital Outlay Gross Receipts Tax				Municipal Env. Svcs. GRT	Municipal Quality of Life Gross Receipts Tax			Municipal Regional Spaceport GRT	Municipal Higher Education Facilities GRT	City Imposed Rates	County Imposed Rates	Total Tax Rate (1)													
		.25%	.25%	.125%	.125%	.25%	.25%	.25%	.0625%	.0625%	.0625%	.0625%	.0625%	.0625%	.0625%	.0625%	.0625%	.0625%	.0625%	.0625%	.0625%	.0625%	.0625%	.0625%	.0625%	.0625%	.50%	.0625%	.0625%	.0625%								
Bernalillo County	02-002																																0.0000%	0.9375%	5.9375%			
Albuquerque	02-100	1/82	1/82			1/00 <sup>23</sup>	7/04		7/92																							1.0625%	0.8125%	6.8750%				
State Fairgrounds	02-555																															0.0000%	0.9375%	5.9375%				
Los Ranchos de Albuquerque	02-200	1/92 <sup>15</sup>	1/92 <sup>15</sup>	1/91	1/91	1/91			7/94	7/94																						1.1250%	0.8125%	6.9375%				
Rio Rancho (part)	02-647	7/82	7/82	7/83	7/83	7/85	7/85 <sup>2</sup>		1/92	1/92																						1.4375%	0.8125%	7.2500%				
Tijeras	02-318	7/81	7/81	7/84	7/84	7/94																										1.0000%	0.8125%	6.8125%				
Catron County	28-028																																0.0000%	0.5000%	5.5000%			
Reserve	28-130	7/80	7/80	1/82	1/82	1/91	1/91		7/93	7/93																							1.4375%	0.3750%	6.8125%			
Chaves County	04-004																																0.0000%	0.9375%	5.9375%			
Dexter	04-201	1/79	1/82	7/83	7/83	7/88	7/88																										1.2500%	0.5625%	6.8125%			
Hagerman	04-300	1/80	1/82	1/82	1/82	7/86	7/90		7/95	7/95																							1.4375%	0.5625%	7.0000%			
Lake Arthur	04-400	1/80	7/83	7/83	7/83																												0.7500%	0.5625%	6.3125%			
Rowell	04-101	7/79	7/79	1/82	1/82	7/86	7/86 <sup>2</sup>		7/92	1/98																							1.4375%	0.5625%	7.0000%			
Cibola County	33-033																																	0.0000%	1.5625%	6.5625%		
Grants	33-227	7/78	7/79	1/82	1/82	7/85	1/87	7/09	1/93	1/93	7/06	7/06																					7/91	1.8125%	1.0625%	7.8750%		
Milan	33-131	1/80	7/80	1/83	1/83	7/85	1/91		7/93	7/93																								7/92	1.4375%	1.0625%	7.5000%	
Colfax County	09-009																																		0.0000%	0.6250%	5.6250%	
Angel Fire	09-600	1/87	1/87	1/87	1/87	1/87	1/87		7/93	7/93	7/02	7/02	7/02 <sup>43</sup>	7/02	7/02	7/02	7/96																	2.0625%	0.2500%	7.3125%		
Cumaron	09-401	7/79	7/79	1/82	1/82	1/85	1/85 <sup>2</sup>		1/92	7/92																								1/91	1.4375%	0.2500%	6.6875%	
Eagle Nest	09-509	7/79	1/82	1/82	1/82	7/86	7/86 <sup>2</sup>		1/93	7/02 <sup>44</sup>	7/02	7/02																						7/91	1.5625%	0.2500%	6.8125%	
Maxwell	09-202	7/79	1/82																																0.5000%	0.2500%	5.7500%	
Raton (39)	09-102	7/78	7/79	7/83	7/83	7/85	7/05		7/92	7/92	1/00	1/00																						7/03	2.5625%	0.2500%	7.8125%	
Springer	09-301	7/79	7/82	7/82	7/82	1/85	1/87		1/93	1/93																									1/91	1.4375%	0.2500%	6.6875%
Curry County	05-005																																			0.0000%	0.7500%	5.7500%
Clovis	05-103	7/79	1/81	1/82 <sup>15</sup>	1/82	7/97	1/01 <sup>15</sup>		7/97	7/97	7/00	7/00	7/04	7/04	7/04	7/04	1/92 <sup>14</sup>																		1.8125%	0.6250%	7.4375%	
Clovis Airport	05-154																																		0.0000%	0.7500%	5.7500%	
Grady	05-203	7/79	1/89	1/89	1/89				7/92	7/92																									7/91	0.9375%	0.6250%	6.5625%
Melrose	05-402	7/79	7/82	1/83	1/83	7/93	1/03		7/93	7/93 <sup>38</sup>	7/04																								7/91	1.5000%	0.6250%	7.1250%
Texico	05-302	1/82	1/82	7/92	7/92	7/92	7/92		7/04	7/04	7/04	7/04																							7/95	1.5625%	0.6250%	7.1875%
DeBaca County	27-027																																			0.0000%	1.1875%	6.1875%
Fort Sumner	27-104	7/79	7/79	1/82	1/82	1/85	1/85 <sup>2</sup>		7/92	7/92																									1/96	1.4375%	0.8125%	7.2500%
Dona Ana County	07-007																																			0.0000%	1.2500%	6.2500%
Hatch	07-204	1/82	1/82	1/82	1/82	1/89	1/89		7/95	7/95																									1/91	1.4375%	0.8750%	7.3125%
Las Cruces	07-105	1/80	1/82	1/83	1/83	1/85	7/90		7/92	7/92	7/02	7/02																							1/95	1.5625%	0.8750%	7.4375%
Mesilla	07-303	7/79	7/79	7/82	7/82	1/86	1/91		1/92	7/92	7/03	7/03	7/03	7/03	7/03	7/03	7/91																		7/91	1.8125%	0.8750%	7.6875%
Sunland Park	07-416	7/84	7/84	7/84	7/84	1/90	1/91		7/92	7/92																									7/91	1.4375%	0.8750%	7.3125%

## Appendix D. Library District Models, New York

### Transcript of a speech by Bill Cicola, Director of the Rio Rancho Public Library

My name is Bill Cicola and I have been the Director of the Rio Rancho Public Libraries for the last 8 months. As way of some background information I began my career in libraries as a Young Adult Librarian on Long Island, New York in 1974 just after receiving my MLS from the Palmer Library School. In 1978 I was promoted to Assistant Director at the same Library. In 1983 I was appointed as Director of the West Babylon Public Library were I was responsible for creating a new library serving a community of 25,000 residents. In 1999 I was appointed Director of the Copiague Memorial Public Library were my initial task was to complete a building program for a 25,000 square foot building that was 1 year behind schedule. From 1999 through 2006 I served as the Director of the Mastics-Moriches-Shirley Community Library, a Library with 97 employee and a \$7.5 operating budget. In December of 2006 I retired and relocated to New Mexico. I realized I was not cut out to be retired after only 18 months and was fortunate to be appointed as Director in Rio Rancho. During my entire 33 years of library service I was always employed at a School District Public Library. More about this in a moment.....

In 2000, the Report of the New York Regents Commission made the following statement: All New Yorkers should live in a community that has access to, and supports, a quality public library, and all libraries must have adequate local support. The Regents also made the further recommendation: Promote the availability of local public library service to all New Yorkers and improve local support for public libraries through the formation of Public Library Districts.

A Public Library District is a library that enables voters to approve the library budget and elect the library trustees. Libraries can choose from a number of models:

- School District Public Library – serves residents of a single school district
- Special Legislative District Public Library – state legislation authorizes local election to create a district
- Association Library – private entity

#### **School District Public Library**

A School District Public Library is created by passage of a referendum placed on the school district ballot. A petition signed by 25 qualified voters within the school district is necessary to place the proposition for a vote. School District Public Libraries have services areas that coincide with the school districts in which they are located, and voters within the school district determine the library's budget and trustees.

School District Public Libraries are totally independent of the school district. Once the library has been established, the library board has the authority to schedule a vote on a library budget and Trustee election each year. If the proposition to fund a School District Library passes, the school district must collect the tax money and pay

the funds to the library. Because they are public entities, School District Libraries are subject to New York civil service and public procurement laws and regulations.

### **Special Legislative District Public Library**

The vote to create a Special Legislative District Public Library is authorized by state legislation. A State Legislator introduces a bill specifying the service area of the library and authorizing a public vote to create the library, elect the trustees, and establish a budget. Once the state legislation is passed, an election is scheduled with the municipality to select trustees and approve the initial budget. The municipality collects the taxes on behalf of the library and turns the funds over to the library board, which is completely autonomous. If the new Special Legislative District Public Library is replacing an existing library, the existing library transfers assets to the new library and surrenders its charter to the Board of Regents.

### **Association Library District**

This model is available to libraries currently chartered as Association Libraries that do not want to relinquish their “private” status by re-chartering as a School District Public Library or a Special Legislative District Public Library.

Although an Association Library District is not a public entity, the library can emulate the basic characteristics of a public library district by providing a process for:

- a. Public election of trustees;
- b. The library to secure 60 percent or more of its operating revenue through a public budget vote; and
- c. The library to ensure financial accountability by presenting annually to appropriate funding agencies, and the public, a written budget that would enable the library to meet or exceed minimum standards and to carry out its long-range plan of service.

As I alluded to earlier, my entire career up to this point was spent working in the School District Public Library model. With this model the Library is responsible to run the annual Trustee Election and Budget vote and must follow all the legal requirements to publish legal notices; obtain voting machines; secure voter books and polling staff – in essence run the entire election process.

To establish the tax rate for the annual proposed budget we contacted the Town Assessor’s Office in which the library was located and obtained the current assessed value for all parcels in the district. Once the library Board adopted the proposed budget we took the average assessment of the homes & businesses in our district, divided it into the total funding increase and came up with the average increase in taxes for the proposed budget.

The process may seem daunting but in reality my secretary handled the voting requirements and my Business Manager dealt with the financial aspects. A moderate amount of time expended for a 3 month period got the job done.

Having the responsibility as Director of a School District Library puts full accountability on the Director and the elected Board of Trustees. Each year your community lets you know by their vote if the library is meeting their needs. As the Director and the Board it is your daily obligation to evaluate, promote and react to the changing needs and concerns of your constituents. If you and the staff do your job and do it well the support you will receive from the community will allow you to enhance your services.

Let me provide you with an example of strong community support. When I began my tenure at my last position in 1999 the operating budget was approximately \$3.5 million. We had a 44,000 square foot building, about 50 staff members and served a community of 60,000 in a blue collar neighborhood. While that might seem like an adequate budget by Long Island standards it was relatively low. The entire staff was underpaid, the building was in need of repairs and the materials & services budget was too low. Working with the Library Board, the staff and I began to address our shortfalls during the year and when it came budget time I proposed a \$500,000 increase. After the shock wore off the Board realized that this was what was required for us to continue to grow and enhance our plan of service. The budget was presented to our community and approved without a problem. This same pattern of constant budget review, speaking at any and all community groups we could attend, conducting return on Investment studies of each and every one of our services, acting and reacting to our communities needs allowed us to take a \$3.5 million budget in 1999 to a \$7.5 million budget in 2006. The average home in our community paid \$405.00 a year in library taxes. By the way the Board also addressed the salary issues of the staff by providing pay parity comparable to the local school district and increased the staff from 50 to 97 employees.

Please know that I have minimized the process somewhat but I cannot emphasize the benefits enough. Of critical importance is the maintaining or establishing good relations with your School District. The school district collects the taxes and then turns the money over to the library on a pre-arranged schedule. Because of the difference between the library fiscal year and the town's tax collection schedule monies were not sent to the School District until 6 months after our fiscal year began. The School District floated a Tax Anticipation note for 50% of our budget and provided the library with our first 6 months operating expenses at the beginning of our fiscal year. The School District Library model of funding operating budgets has for the most part been very successful for New York public libraries. There was and still is a big difference between budgets in upstate New York as compared to Long Island libraries. I have always attributed this to the fact that Long Island libraries, their Directors and Boards take a more proactive and aggressive approach to seek support for their budgets. The successful libraries offer a wider array of services which requires more tax dollars and they receive more tax dollars because they offer a wider array of services.

If the members of the Commission seek further information or additional discussion on this matter I am available to assist you as you please. Well funded libraries are an

asset to our communities and vital to the success of our state. Working together we can make a difference.

Thank you

Table D.1. Types of Library Districts in New York Model



## Types of Public Libraries: A Comparison

	Association Library	Municipal Public Library	School District Public Library	Special District Public Library
<b>How Established</b>	By vote of association members or as trustees operating under a will or deed of trust.	By vote of county, city, town or village board; or by petition and referendum.	By vote of school district voters.	By special act of State legislature and vote of special district voters.*
<b>Charter</b>	Regents incorporate by charter.	Regents incorporate by charter.	Regents incorporate by charter.	Regents incorporate by charter.
<b>Registration</b>	Education Department registers. Must meet minimum standards in order to receive public funds.	Education Department registers. Must meet minimum standards in order to receive public funds.	Education Department registers. Must meet minimum standards in order to receive public funds.	Education Department registers. Must meet minimum standards in order to receive public funds.
<b>Tax Funds</b>	May receive appropriation from units of government. Also tax levy by vote of municipal or school district voters. Library should sign contract with appropriating unit. May petition municipal and/or school district tax payers for funds.	Budget approved by county, city, town, or village board. Also tax levy by vote of municipal or school district voters. May petition municipal and/or school district tax payers for funds.	Budget approved by school district voters. May also petition for a tax levy from municipalities.	Budget approved by district voters. May also petition for a tax levy from municipalities, unless enactment legislation specifies otherwise.
<b>Bonding Authority</b>	Not permitted. Requires a special act of legislation through Dormitory Authority of the State of New York (DASNY)	Municipal government may bond if it owns the library building.	School district may bond if it owns the library building.	A municipality may bond on behalf of district if legislation allows.**
<b>Board of Trustees</b>	Number: 5-25. Elected by association members. Term of office: set by charter.  Responsible to association membership and to Regents. Residential requirements may be established in bylaws.	Number: 5-15. Approved by municipal governing board; term of office: three or five years if established after 1921.*** Responsible to municipal government, public, and Regents. Must be residents of municipality (except village library).	Number: 5-15. Elected by school district voters. Term of office: three or five years (if established after 1921).*** Responsible to school district voters and Regents. Must be residents of school district.	Number: determined by enabling legislation. Elected by residents of special district. Term of office: five years or as defined by legislation. Responsible to special district voters and Regents. Residency requirements determined by enabling legislation.
<b>Community Involvement</b>	Public can join association and may vote for trustees.	Public "owns" library; votes for elected officials who are sympathetic to library needs.	Public "owns" library and votes directly for trustees and budget.	Public "owns" library and votes directly for trustees and budget.
<b>Retirement Benefits</b>	May purchase retirement benefits from private vendor. Some may be in State Retirement System if specified in statute.	State Retirement System benefits through municipality.	State Retirement System benefits through school district or independently.	State Retirement System benefits if library district opts to participate.
<b>Civil Service</b>	Employees not covered by Civil Service.	Employees subject to Civil Service Law.	Employees subject to Civil Service Law.	Employees subject to Civil Service Law.

Notes: \* Special district public libraries are created by act of the New York State Legislature. Each one is different and reflects the particular needs and situation of that district. There is no comprehensive legal definition of a special district public library. \*\* Became effective January 1, 1999.

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**Appendix D:  
Rural Services Procedures Manual**

## **PROCEDURES MANUAL RURAL SERVICES (BOOKMOBILE) PROGRAM**

May, 1993

### **PROGRAM PURPOSE:**

To provide public library services to citizens without access to local libraries.

### **ELIGIBILITY:**

Bookmobiles services will not be scheduled within the city limits or service boundaries of a municipality where a public library (as defined in NMSL Rule 92-1) is located, or inside county boundaries where a public library provides county-wide services.

Any individual who meets a bookmobile at any regularly scheduled stop may be registered to receive the service. Children under the age of 14 are required to provide the signature of a parent or guardian on the registration card.

Use of the Books-By-Mail services may be suggested if:

The individual lives outside the city limits or service boundaries of a municipality where a public library (as defined in NNSL Rule 92-1) is located and in a county which has no county-wide library service.

The service is available to homebound individuals where no other source of homebound service is available.

### **SCHOOL SERVICE**

See Appendix A in this manual for State Library services available to schools.

### **BOOKMOBILE STOPS**

Bookmobile stops are determined by the degree of local interest and use made at a location. Distance and the time required to traverse it are also factors. Where stops cannot be arranged but interest is present, the Books-By-Mail program should be suggested.

Stops are to be continually monitored to assure that they continue to be the most efficient location to provide service. Generally, a stop must receive an average use of at least five borrowers per scheduled stop over a year's period with a minimum of 200 circulations per year in order to be considered having adequate use.

In the event of a cancellation of a stop, other forms of service such as a station collection or Books-By-Mail might be substituted if feasible.

Notice of any changes in service should be sent to the borrowers in the area and local officials notified.

#### CANCELLATION OF A RUN

The cancellation of a run may be necessary because of adverse weather or road or mechanical problems. If a cancellation is necessary, borrowers should be notified in the manner most feasible:

- a. Call to local radio stations and ask them to announce the cancellation.
- b. Call a regular patron and ask him or her to notify others in the area.
- c. Attempt to have an announcement posted at the cancelled location.

#### BORROWER REGISTRATION

A registration card must be completed and signed by the borrower. Required information includes:

- a. Full name
- b. Address
- c. City
- d. Telephone
- e. Location of a stop

#### BORROWING LIMITATIONS:

First-time adult patrons may check out five books; children only one. After the first visit, there is no limit unless the supervisor determines there is a reason for imposing limitations.

#### SUSPENSION OF BORROWING PRIVILEGES

A borrower who fails to return books or to pay for books they have lost or damaged may be denied borrowing privileges if the supervisor determines the situation warrants doing so.

#### LOST BOOK PAYMENTS

If a book is reported lost or is returned in a condition too badly damaged to repair, in the supervisor's opinion, the borrower is required to pay the publisher's price for the book.

When payment is made, an invoice is to be completed and given to the individual. A copy is to be sent to the Rural Services supervisor along with the payment. The money will be deposited in the 60.301 fund to be used by and for the purchase of the books. If the books are eventually found, the library will make a refund if it is requested. In order to obtain a

refund a request form must be completed and sent to the Rural Services supervisor. A refund will be processed and mailed to the individual.

See Appendix B for invoice format.

## BOOK DEPOSIT COLLECTIONS

Book deposit collections should be considered as a substitute for a bookmobile stop when the bookmobile schedule cannot accommodate hours that are convenient for local patrons. Satellite schools in remote locations where school districts are not supplying library materials may also be considered for a deposit collection.

The collection consists of 200 books, containing various types of materials, including fiction and non-fiction.

Deposit collections should be changed very three months.

In determining the location of a deposit collection, the following is required: 1) public buildings requiring no charge or rent are preferable to privately owned buildings; 2) the site should be accessible to the handicapped; 3) the users of the collection is accessible at least three hours a day, five days a week

## INTERLIBRARY LOANS

Request for materials not owned by the bookmobiles or Books-My-Mail will be handled according to the State Library's Interlibrary Loan Policy. See Appendix C.

## MATERIALS SELECTION POLICY

Materials are selected for both the bookmobiles and the Books-By-Mail collections according to policies stated in the State Library's materials selection statement. See Appendix D.

## COPY AND FAX

Use of the office equipment is limited to staff for library-related purposes.

## CATALOGING

The State Library's Technical Services will provide card and labels sets for all non-fiction, including paperbacks; all hardcover books; all Southwest books; all reference books; and all children's books.

Modified cataloging will be provided --- access by author, title, subject and call number. If there are preferred subject headings, call numbers or other pertinent information, it should be securely attached to the item when sent to the State Library.

The Technical Services staff will clip a pocket, a circulation card, a card set and a label in each book. Extra copies will receive only a pocket, circulation card and a label. Affixing labels, taping spines and covering jackets is to be handled at each headquarters.

Location Codes Assigned:

- E Easy-to-read and picture books. E is based on interest level; books that may be read to a child and is not based on whether or not the words are hard.
- J Juvenile. Text and concept designed for grades 4 to 6 (8-12 years of age).
- M Mysteries. Fiction dealing with crime but not including gothic, horror, suspense, spy, or thrillers.
- S Spanish. Written in the Spanish Language. Includes bilingual books.
- SF Science Fiction. Does not include fantasy.
- SW Southwest. Materials dealing with people, places, and subject matter on the “new” Southwest and includes Arizona, New Mexico, Texas, Oklahoma and southern California.
- W Westerns. Fiction only and does not include frontier novels.
- 92 Biography. Used when the book is about one person.
- 920 Collection Biography. Used when the book is about more than on person.

Other designations, such as LP for Large Print can use if desired.

If a book does not fit any of these categories, it will be treated as regular fiction or non-fiction.

Complete descriptions of the level of cataloging and preceding books receive is described in Appendix A.

STATISTICS Collected:

1. Collection size, broken down as to 1) hardcover volumes; 2) paper back volumes added; 3) number of hardcover volumes added; 4) number of paperbacks volumes added; 5) number of volumes withdrawn.
2. Circulation is to include: 1) the total number of volumes circulated; 2) number of books borrowed from other libraries; 3) number of books loaned to other libraries; 4) circulation by stop and by county.

3. Registrations reflecting: 1) number of borrowers; 2) number of new registrations; 3) withdrawn borrower count.
4. Reference transactions showing; 1) number of transactions; 2) number referred to other libraries; 3) number cancelled.
5. Mileage for both bookmobiles and care including: 1) total miles travelled; 2) delivery cost per mile; 3) vehicle operating cost ( gas, repairs, maintenance) per mile.
6. Service by county showing; 1) number of stops in each county; 2) number of deposit collections in each county.
7. Stop hours indicating; 1) total stop hours; hours cancelled; 2) ratio of driving hours to stop hours; 3) total number of driving hours

**PROCEDURES MANUAL  
RURAL SERVICES (BOOKS-BY-MAIL) PROGRAM**

MAY, 1993

**PROGRAM PURPOSE:**

To provide public library services to citizens without access to local libraries.

**ELIGIBILITY:**

Books-By-Mail is provided to those New Mexicans who live outside municipal or city limits where a public library (as defined in NMSL Rule 92-1) is located and in a county which has no county-wide library services; or, a person is homebound because of physical disability and no other source is available.

**NEW PATRON INQUIRES:**

Send packet of catalogs, subject lists, and toll-free number information. Enclose order card.

Send blue query card if address is post office box or route number in order to determine eligibility.

Determine group according to geographical location.

- |         |   |
|---------|---|
| Group 1 | Eastern half of the state               |
| Group 2 | Northern and Western part of the state. |

Assign next number from the patron file on the new patron list. Type card for alphabetical file and patron record file.

Make label for the patron's name and address on update sheet for mailing on computer.

Tally new patrons by group on statistics sheet.

#### BOOK PURCHASING:

The majority of books are obtained through a subscription service. Books on the Southwest, in the Spanish language, for children and on special interests to rural patrons are not included in the subscription package and may be ordered separately.

Currently, the library contracts with:

BOOKSOURCE (Books-By-Mail)  
4127 Forest Park Avenue  
St. Louis, Missouri 63108

Contact renewal and negotiations normally begins in April.

Items to be considered are:

Number of catalogs needed  
Number of copies needed  
Information printed on inside covers that require changing.

Prepare purchase order and give to Financial Officer. Approved purchase order is to be sent to Booksource (or other contractor) after July 1<sup>st</sup>.

Annotated catalogs appear quarterly. The annual catalog appears in the Fall with supplements being issued in the Winter, Spring, and Summer (September, December, March, and June).

- 1) Check catalogs against the collection, using the card catalog and noting the number of titles and copies owned.
- 2) Check copies owned and note their condition.

Order form arrives one month ahead of the printed catalog. The list is now set and all titles will be in the catalog.

- 3) Fill in number of copies needed for each title. Order at least one of each title because all will be listed in the catalog. If enough copies are already owned, place a "zero" in the blank. Order six to nine copies of the most popular titles. Prepare

library purchase order form as cover sheet on whatever cover the contractor requires.

- 4) Make a photocopy for Books-My-Mail files
- 5) FAX the order to the contractor within 3 days.
- 6) Keep records of the amounts ordered. Make sure funds are available for supplements. Fall catalogs contain 400-500 new titles with many repeats from the previous catalogs. The supplements usually have 100 new titles.

Books arrive around September 1<sup>st</sup> (around December, March, and June 1<sup>st</sup> for supplements). The fall catalog is sometimes delayed.

- 7) Check the books received against the order form or shipping list. Contact contractor immediately if there are discrepancies. Some items may not have arrived. These will be backordered and will be sent within a few weeks. Again, if there are discrepancies, contact the contractor.
- 8) Approve invoice for payment and prepare voucher. Give to Finance Officer for payment.
- 9) In order to process the books, the catalog numbers must be placed on the spines. If the catalogs are delayed, telephone contractor to obtain the numbers.

Throughout the year, send any suggestions you have for titles to be included in future catalogs.

Books bought separately (see above) from the contractor are ordered through the Library's regular acquisitions channels.

- 10) Prepare Demco forms
- 11) Keep hard copy for Books-By-Mail files. This will be used to check against books when they are received; then, filed in the author file.
- 12) These books should be described in supplemental book lists which are prepared in-house.
  - a. Write a brief annotation for the books.
  - b. Check to make sure colored paper is available to print the lists. Allow time for paper to be ordered if not available.
  - c. Prepare lay-out. See samples in the files. Use subject headings, cover illustrations and ordering/mailling information.

- d. Give prepared copy to support staff to photocopy. 2000 copies should take care of both mailing list groups with a few extra to send to new patrons
- 13) Plan retrospective subject lists periodically for children's summer reading program.
- a. Select books to be "rerun."
  - b. Compile annotations from previous catalogs, editing as necessary.
  - c. Prepare layout as above
- 14) Mail supplemental lists with the subscription catalogs.

#### BOOK PROCESSING

Check books against order form. Note short or missing titles as well as any other problems. Shelf temporarily by subject or alphabetically.

Verify invoice, list errors and contact the contractor about the discrepancies.

Match catalog numbers with the books after the catalogs arrive.

Take one copy of each book to the computer to make labels. Input the author, title, number of copies, and price. The computer will print labels for book cards, author card, title card, and spines.

Return books to temporary shelving.

Label books and cards. Cover spines with transparent tape. Clip book cards to books, Hold cards and spine labels for backordered copies. Group the author and title cards.

Shift older books as necessary to make space for new titles. Shelf the new titles.

File author and title cards.

#### CATALOG MAILING:

Send quarterly catalogs to one group at a time, staggering mailings by two months to allow for book return. Wait longer to send Books-By-Mail generated lists.

Staple catalogs, inserting new order card and any other enclosures, i.e. retrospective subject lists or new Southwest titles.

Place mailing labels on the catalogs and arrange in zip code order.

Put rubber bands around groups of 10, making sure catalogs remain in zip code order.

Write instructions for the post office; include number of items in the mailing. Take the catalogs and instructions to the mailroom.

#### CIRCULATION PROCEDURES:

Order cards (received separately in the mail or included in bags with returned books).

- 15) Data the card. Check computer then check file for patron number; write it on the card. Write name, patron number, any address changes or new patrons on update sheet for mailing list on computer. Update daily.

#### Books

- 16) Make mailing label, using computer, to go with each order card.
- 17) Fill orders by catalog number from the shelves.
- 18) For other requests, check State Library collections

#### Check-out

- 19) Write patron number on each book card. Stamp date due (4 weeks) on card and inside back cover of the book. For NMSL and ILL items, write card for circulation file, including author, title, patron number and the due date.
- 20) Put book cards in stack for circulation file.
- 21) Mark on statistics sheet by county, number of people served as stated on request card.
- 22) Leave address label with books.

#### Mailing:

Prepare (See Appendix A) and mailed or given to patron. A copy of the invoice will be given to the rural services director along with the payment. The money will be deposited in the 60-301fund to be used by Books-By-Mail to buy books. If the book eventually is found, the library will refund payment made if requested. If requested, a Refund Request form (see Appendix B) is to be filled out and sent to the Financial Officer for processing. The check will be mailed to the patron.

Send patron a card or form letter with price noted for Southwest books only. When payment is received, note the name of the patron, the book paid for, the date and the amount received. (See Payment for lost Books file).

Send check to the Rural Services director who will take care of depositing the check in the lost book fund. Later, total the deposits and request the amount be budgeted for the purchase of Books-By-Mail.

Make lost copies "WD" (withdrawn) in card catalog and file book card in lost file. (Lost books frequently turn up later).

#### MAILING LIST:

The mailing list should be updated daily. The list is in two parts, BBM (Group 1) and BBM (Group 2) as indexed dbase files on the computer.

Append new names, FIND and EDIT to make changes or DELETE entries. Make back up copies on diskette.

Print labels in zip code order mailing catalogs.

#### STATISTICS:

Tally on a monthly statistic sheet:

- a. New patrons added (at time of registration)
- b. County in which patron lives (at time order is filled)
- c. Books requested from ILL (at time of request)
- d. Weekly circulation count (at end of each week)
- e. Catalogs mailed to individuals or in a general mailing (at time of mailing)
- f. Patrons deleted at time of deletion. The number of current households is in the computer under count by county at all times.

Keep notes during the quarter on:

- g. Number of copies of catalogs mailed and to which group
- h. Number of supplemental book list produced
- i. Books ordered and received
- j. Books lost or withdrawn (weeded)
- k. Training programs attended

Report these items along with the statistics each quarter.

Compile an annual report at the end of June each year.

**Appendix E:**  
**Bookmobile Stops Eliminated 2007-2011.xlsx**

Rural Bookmobile EAST - Statistics

Qtr4 FY08

	Circ	New Reg	W/D Reg	Patrons	InterLibrary Loan				Total Req	Reference Transactions			
					Loan	Borrow	Cancel			Answer	Refer	Cancel	Tot Trans
<b>CHAVES County</b>													
Hagerman	248	3	0	41	0	0	0	0	30	10	0	0	40
Lake Arthur	138	2	0	18	0	0	0	0	4	0	0	0	4
<b>Total County</b>	<b>386</b>	<b>5</b>	<b>0</b>	<b>59</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>44</b>
2													
<b>CURRY County</b>													
Grady	113	13	0	25	0	0	0	0	3	0	0	0	3
Melrose	344	8	0	36	0	0	0	0	14	0	0	0	14
<b>Total County</b>	<b>457</b>	<b>21</b>	<b>0</b>	<b>61</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17</b>
2													
<b>EDDY County</b>													
Loco Hills	9	3	0	4	0	0	0	0	0	0	0	0	0 XXX
Loving	663	4	0	73	0	0	0	0	26	0	0	0	26
Malaga	112	0	0	12	0	0	0	0	8	0	0	0	8 XXX
<b>Total County</b>	<b>784</b>	<b>7</b>	<b>0</b>	<b>89</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34</b>
3													
<b>GUADALUPE County</b>													
Anton Chico	363	4	0	30	0	0	0	0	2	0	0	0	2
Newkirk	120	7	0	23	0	0	0	0	5	0	0	0	5
Vaughn	168	2	0	20	0	0	0	0	4	0	0	0	4
<b>Total County</b>	<b>651</b>	<b>13</b>	<b>0</b>	<b>73</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>
3													
<b>HARDING County</b>													
Mosquero	393	0	0	75	0	10	0	10	13	11	0	0	24
Roy	428	2	0	58	0	0	1	1	2	3	0	0	5
Solano	66	0	0	12	0	0	0	0	0	0	0	0	0
<b>Total County</b>	<b>887</b>	<b>2</b>	<b>0</b>	<b>145</b>	<b>0</b>	<b>10</b>	<b>1</b>	<b>11</b>	<b>15</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>29</b>
3													
<b>LINCOLN County</b>													
CampSierraBlanca	73	1	0	24	0	0	0	0	4	0	0	0	4 xxx
Capitan	130	0	0	30	0	0	0	0	0	0	0	0	0 xxx
Carrizozo	896	2	0	93	0	0	1	1	20	0	0	0	20
Corona	292	1	0	28	0	6	1	7	3	7	0	0	10
Ft. Stanton	650	31	0	148	0	0	0	0	10	0	0	0	10 xxx
Hondo	135	5	0	24	0	1	0	1	11	1	0	0	12
Lincoln	81	0	0	14	0	0	0	0	1	0	0	0	1 xxx
Nogal	98	3	0	16	0	1	0	1	6	1	0	0	7
<b>Total County</b>	<b>2355</b>	<b>43</b>	<b>0</b>	<b>377</b>	<b>0</b>	<b>8</b>	<b>2</b>	<b>10</b>	<b>55</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>64</b>
8													
<b>QUAY County</b>													
Forrest	182	1	0	49	0	0	0	0	1	0	0	0	1 XXX
House	195	0	0	16	0	0	0	0	0	0	0	0	0 XXX
Logan	523	1	0	52	0	0	2	2	5	0	0	0	5
McAlister	17	0	0	5	0	0	0	0	0	0	0	0	0 XXX
Nara Visa	981	1	0	47	0	1	0	1	16	1	0	0	17
Quay	102	0	0	18	0	0	1	1	5	0	0	0	5
San Jon	192	3	0	32	0	0	0	0	9	0	0	0	9
<b>Total County</b>	<b>2192</b>	<b>6</b>	<b>0</b>	<b>219</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>36</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>37</b>
7													
<b>ROOSEVELT County</b>													
Causey	276	0	0	21	0	0	0	0	16	0	0	0	16
Elida	267	1	0	25	0	0	0	0	3	0	0	0	3
Pep	179	2	0	26	0	1	0	1	8	1	0	0	9
Rogers	51	0	0	5	0	0	0	0	0	0	0	0	0
<b>Total County</b>	<b>773</b>	<b>3</b>	<b>0</b>	<b>77</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>27</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>28</b>
4													
<b>SAN MIGUEL Count</b>													
Conchas Dam	154	3	0	31	0	4	0	4	0	4	0	0	4
<b>Total County</b>	<b>154</b>	<b>3</b>	<b>0</b>	<b>31</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
1													
<b>UNION County</b>													
Amistad	186	1	0	21	0	0	0	0	1	0	0	0	1
<b>Total County</b>	<b>186</b>	<b>1</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
1													
<b>COLLECTIONS</b>													
Lea/Maljamar	300	0	0	0	0	0	0	0	0	0	0	0	0
San Patricio	300	0	0	0	0	0	0	0	0	0	0	0	0
Lovington Nursing Hc	300	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Collections</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
3													
<b>LOCATION</b>													
Headquarters Circ	10	0	0	0	0	0	0	0	0	0	0	0	0
Bookmobile Circ	9725	104	0	1152	0	48	7	55	230	54	0	0	284
<b>Total Location</b>	<b>9735</b>	<b>104</b>	<b>0</b>	<b>1152</b>	<b>0</b>	<b>48</b>	<b>7</b>	<b>55</b>	<b>230</b>	<b>54</b>	<b>0</b>	<b>0</b>	<b>284</b>

Total Stops  
33

Rural Bookmobile WEST - ANNUAL FY08

Annual FY08

	Circ	New Reg	W/D Reg	Patrons	InterLibrary Loan				Total Req	Reference Transactions			
					Loan	Borrow	Cancel			Answer	Refer	Cancel	Tot Trans
<b>CATRON County</b>													
Pie Town	826	5	0	86	0	6	0	6	20	0	0	20	
Quemado	1598	11	0	149	0	16	0	16	31	0	0	31	
Reserve	2418	16	9	224	0	48	1	49	47	0	0	47	
Rancho Grande	575	3	1	85	0	4	0	4	31	0	0	31	XXX 1
Luna	367	7	1	86	0	4	1	5	17	0	0	17	
Apache Creek	732	2	0	67	0	8	0	8	18	0	0	18	
Aragon	613	3	1	72	0	7	0	7	30	0	0	30	
Datil	724	10	1	106	0	49	0	49	30	0	0	30	
<b>Total County</b>	<b>7853</b>	<b>57</b>	<b>13</b>	<b>875</b>	<b>0</b>	<b>142</b>	<b>2</b>	<b>144</b>	<b>224</b>	<b>0</b>	<b>0</b>	<b>224</b>	
8													
<b>CIBOLA County</b>													
El Morro	1394	6	1	119	0	9	1	10	38	0	0	38	
Fence Lake	967	1	0	60	0	4	0	4	11	0	0	11	
Bluewater	662	2	1	88	0	7	0	7	30	0	0	30	
Cubero	595	20	0	94	0	7	0	7	16	0	0	16	
Pine Hill	804	24	1	140	0	20	2	22	25	0	0	25	
Acoma	231	6	6	53	0	4	0	4	10	0	0	10	XXX 1
Laguna	434	13	2	108	0	4	0	4	14	0	0	14	XXX 1
<b>Total County</b>	<b>5087</b>	<b>72</b>	<b>11</b>	<b>662</b>	<b>0</b>	<b>55</b>	<b>3</b>	<b>58</b>	<b>144</b>	<b>0</b>	<b>0</b>	<b>144</b>	
7													
<b>McKINLEY County</b>													
Ramah	1397	19	0	211	0	13	0	13	25	0	0	25	
Ft. Wingate	662	25	2	147	0	7	0	7	16	0	0	16	
Whisp. Cedars	342	1	0	48	0	1	0	1	9	0	0	9	
Thoreau	740	6	0	92	0	13	0	13	24	0	0	24	
<b>Total County</b>	<b>3141</b>	<b>51</b>	<b>2</b>	<b>498</b>	<b>0</b>	<b>34</b>	<b>0</b>	<b>34</b>	<b>74</b>	<b>0</b>	<b>0</b>	<b>74</b>	
4													
<b>SAN JUAN County</b>													
Blanco	394	2	0	53	0	15	0	15	8	0	0	8	XXX 1
W. Hammond	359	0	0	98	0	3	0	3	12	0	0	12	XXX 1
Flora Vista	206	1	0	46	0	1	0	1	3	0	0	3	XXX 1
<b>Total County</b>	<b>959</b>	<b>3</b>	<b>0</b>	<b>197</b>	<b>0</b>	<b>19</b>	<b>0</b>	<b>19</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>23</b>	
3													
<b>SANDOVAL County</b>													
Cuba	272	11	2	57	0	5	0	5	22	0	0	22	XXX 1
Regina	845	8	3	116	0	28	0	28	20	0	0	20	
<b>Total County</b>	<b>1117</b>	<b>19</b>	<b>5</b>	<b>173</b>	<b>0</b>	<b>33</b>	<b>0</b>	<b>33</b>	<b>42</b>	<b>0</b>	<b>0</b>	<b>42</b>	
2													
<b>SANTA FE County</b>													
Edgewood	254	1	0	39	0	2	0	2	5	0	0	5	XXX 1
<b>Total County</b>	<b>254</b>	<b>1</b>	<b>0</b>	<b>39</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	
1													
<b>SOCORRO County</b>													
Veguita	791	3	0	106	0	19	0	19	39	0	0	39	
Alamo	242	7	0	44	0	1	0	1	6	0	0	6	
Magdalena	519	3	5	70	0	13	0	13	17	0	0	17	XXX 1
<b>Total County</b>	<b>1552</b>	<b>13</b>	<b>5</b>	<b>220</b>	<b>0</b>	<b>33</b>	<b>0</b>	<b>33</b>	<b>62</b>	<b>0</b>	<b>0</b>	<b>62</b>	
3													
<b>TORRANCE County</b>													
McIntosh	412	1	0	43	0	8	0	8	18	0	0	18	XXX 1
Estancia	149	1	2	30	0	1	0	1	10	0	0	10	XXX 1
Mountainair	506	7	0	124	0	16	0	16	31	0	0	31	XXX 1
<b>Total County</b>	<b>1067</b>	<b>9</b>	<b>2</b>	<b>197</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>25</b>	<b>59</b>	<b>0</b>	<b>0</b>	<b>59</b>	
3													
<b>VALENCIA County</b>													
Highland Meadows	354	11	0	119	0	9	0	9	12	0	0	12	
Bosque	726	6	0	96	0	13	0	13	36	0	0	36	
<b>Total County</b>	<b>1080</b>	<b>17</b>	<b>0</b>	<b>215</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>22</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>48</b>	
2													
<b>LOCATION</b>													
Headquarters	48	4	2	21	0	3	0	3	2	0	0	2	
Bookmobile	22110	242	38	3076	0	365	5	370	681	0	0	681	
<b>Total Location</b>	<b>22158</b>	<b>246</b>	<b>40</b>	<b>3097</b>	<b>0</b>	<b>368</b>	<b>5</b>	<b>373</b>	<b>683</b>	<b>0</b>	<b>0</b>	<b>683</b>	

Total stops 33

Rural Bookmobile NORTHEAST - ANNUAL Statistics

Annual FY08

	Circ	New Reg	W/D Reg	Patrons	InterLibrary Loan			Total Req	Reference Transactions			Tot Trans
					Loan	Borrow	Cancel		Answer	Refer	Cancel	
<b>COLFAX County</b>												
Cimarron	15107	59	0	5295	150	104	32	286	253	0	0	253
Maxwell	246	4	0	48	0	1	0	1	10	0	0	10
<b>Total County</b>	<b>15353</b>	<b>63</b>	<b>0</b>	<b>5343</b>	<b>150</b>	<b>105</b>	<b>32</b>	<b>287</b>	<b>263</b>	<b>0</b>	<b>0</b>	<b>263</b>
2												
<b>MORA County</b>												
Wagon Mound	439	11	0	71	0	4	0	4	14	0	0	14
Ocate	402	2	0	44	0	7	0	7	17	0	0	17
Rainsville	150	3	0	17	0	0	0	0	5	0	0	5
Guadalupita	446	3	0	69	0	5	0	5	18	0	0	18
Mora	1579	19	0	246	0	8	0	8	38	0	0	38
Buena Vista	240	1	0	49	0	2	0	2	4	0	0	4
Golondrinas	117	0	0	21	0	2	0	2	4	0	0	4 xxx
Watrous	197	4	0	46	0	1	0	1	8	0	0	8
<b>Total County</b>	<b>3570</b>	<b>43</b>	<b>0</b>	<b>563</b>	<b>0</b>	<b>29</b>	<b>0</b>	<b>29</b>	<b>108</b>	<b>0</b>	<b>0</b>	<b>108</b>
8												
<b>RIO ARRIBA County</b>												
Riconada	130	0	0	25	0	0	0	0	4	0	0	4
Velarde	77	2	0	68	0	0	0	0	3	0	0	3
Alcalde	470	11	0	72	0	7	0	7	47	0	0	47
Dixon	283	2	0	73	0	2	0	2	2	0	0	2 xxx
Tierra Amarilla	466	6	0	49	0	2	0	2	11	0	0	11 xxx
Cebolla	89	0	0	19	0	1	0	1	3	0	0	3 xxx
Abiquiu	382	5	0	53	0	3	0	3	5	0	0	5 xxx
El Rito	335	7	0	66	0	5	0	5	9	0	0	9 xxx
<b>Total County</b>	<b>2232</b>	<b>33</b>	<b>0</b>	<b>425</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>20</b>	<b>84</b>	<b>0</b>	<b>0</b>	<b>84</b>
8												
<b>SAN MIGUEL County</b>												
Ribera	326	4	0	66	0	2	0	2	16	0	0	16
Ribera SM Sr. Center	56	6	0	22	0	0	0	0	3	0	0	3
Villanueva	98	4	0	27	0	1	0	1	2	0	0	2 xxx
Tecolote	180	5	0	43	0	4	0	4	1	0	0	1
Serafina	197	0	0	35	0	0	0	0	7	0	0	7 xxx
San Jose	120	0	0	14	0	0	0	0	1	0	0	1 xxx
Pecos NPS Office	0	0	0	0	0	0	0	0	0	0	0	0
Pecos	1328	21	0	273	0	42	0	42	34	0	0	34
Rowe	366	8	0	90	0	1	0	1	7	0	0	7
Sapello	169	2	0	34	0	0	0	0	4	0	0	4 xxx
<b>Total County</b>	<b>2840</b>	<b>50</b>	<b>0</b>	<b>604</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>75</b>
10												
<b>TAOS County</b>												
Arroyo Hondo	155	3	0	23	0	2	0	2	7	0	0	7 xxx
Ojo Caliente	475	11	0	72	0	7	0	7	28	0	0	28
Tres Piedras	546	7	0	81	0	12	0	12	30	0	0	30
Peñasco	1600	20	0	244	0	4	0	4	55	0	0	55
San Cristobal	185	3	0	84	0	0	0	0	8	0	0	8
Cerro	251	4	0	33	0	0	0	0	20	0	0	20 xxx
Questa	1138	19	0	197	0	4	0	4	64	0	0	64
<b>Total County</b>	<b>4350</b>	<b>67</b>	<b>0</b>	<b>734</b>	<b>0</b>	<b>29</b>	<b>0</b>	<b>29</b>	<b>212</b>	<b>0</b>	<b>0</b>	<b>212</b>
7												
<b>UNION County</b>												
Folsom	376	1	0	57	0	1	0	1	9	0	0	9
Capulin	430	2	0	40	0	1	0	1	6	0	0	6
Des Moines	629	6	0	96	0	3	0	3	17	0	0	17
<b>Total County</b>	<b>1435</b>	<b>9</b>	<b>0</b>	<b>193</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>32</b>	<b>0</b>	<b>0</b>	<b>32</b>
3												
<b>LOCATION</b>												
Headquarters Circ	15107	59	0	5295	150	108	32	290	219	0	0	219
Bookmobile Circ	14701	207	0	2571	0	134	0	134	524	0	0	524
<b>Total Stops</b>	<b>29808</b>	<b>266</b>	<b>0</b>	<b>7866</b>	<b>150</b>	<b>242</b>	<b>32</b>	<b>424</b>	<b>743</b>	<b>0</b>	<b>0</b>	<b>743</b>
38												
											N Eliminated	12
											Circulation Total	63966

46 Total N eliminated  
 135 Total N starting  
 89 Total in 2011

**Appendix G:  
New Mexico Connect Usage.xls**

Library Name	State	Usage Time		
Farmington Public Library	NM	2/4/2010 17:13	Alamogordo Public Lirary	1
Rio Rancho Public Library	NM	12/1/2009 18:00	Belen Public Library	1
Trial1	NM	11/24/2009 16:44	Belen Public Library	
Embudo Valley Library	NM	9/16/2009 14:12	Belen Public Library	
Santa Fe Public Library	NM	8/19/2009 10:26	Belen Public Library	
Santa Fe Public Library	NM	8/18/2009 17:55	Embudo Valley Library	1
Farmington Public Library	NM	8/18/2009 13:21	Embudo Valley Library	
Farmington Public Library	NM	8/3/2009 12:48	Embudo Valley Library	
Farmington Public Library	NM	6/22/2009 16:03	Embudo Valley Library	
Farmington Public Library	NM	6/17/2009 15:24	Embudo Valley Library	
Farmington Public Library	NM	6/16/2009 16:42	Embudo Valley Library	
Trial1	NM	6/10/2009 16:17	Embudo Valley Library	
Belen Public Library	NM	6/10/2009 13:58	Embudo Valley Library	
Belen Public Library	NM	6/10/2009 13:54	Farmington Public Library	1
Belen Public Library	NM	6/10/2009 13:34	Farmington Public Library	
Belen Public Library	NM	6/9/2009 14:16	Farmington Public Library	
Farmington Public Library	NM	5/15/2009 15:55	Farmington Public Library	
Farmington Public Library	NM	5/15/2009 14:52	Farmington Public Library	
Farmington Public Library	NM	5/14/2009 15:14	Farmington Public Library	
Farmington Public Library	NM	5/14/2009 14:37	Farmington Public Library	
Farmington Public Library	NM	5/14/2009 12:57	Farmington Public Library	
Farmington Public Library	NM	5/13/2009 15:46	Farmington Public Library	
Alamogordo Public Lirary	NM	4/27/2009 16:15	Farmington Public Library	
Embudo Valley Library	NM	4/27/2009 12:52	Farmington Public Library	
Embudo Valley Library	NM	4/27/2009 12:48	Farmington Public Library	
Embudo Valley Library	NM	4/27/2009 12:47	Los Alamos County Library Syster	1
Trial1	NM	4/13/2009 13:13	Rio Rancho Public Library	1
Trial1	NM	4/13/2009 13:12	Santa Fe Public Library	1
Embudo Valley Library	NM	4/7/2009 19:10	Santa Fe Public Library	
Embudo Valley Library	NM	3/23/2009 19:10	Taos Public Library	1
Taos Public Library	NM	3/9/2009 16:24	Taos Public Library	
Woolworth Community Library (Jal)	NM	3/9/2009 14:40	Trial1	
Taos Public Library	NM	3/9/2009 14:29	Trial1	
Trial1	NM	2/23/2009 18:06	Trial1	
Trial1	NM	2/16/2009 13:20	Trial1	
Trial1	NM	2/16/2009 12:37	Trial1	
Trial1	NM	2/16/2009 12:35	Trial1	
Trial1	NM	2/16/2009 12:21	Trial1	
Trial1	NM	2/4/2009 13:49	Trial1	
Embudo Valley Library	NM	2/3/2009 13:51	Trial1	
Embudo Valley Library	NM	1/29/2009 17:37	Trial1	
Trial1	NM	1/29/2009 14:19	Trial1	
Los Alamos County Library System	NM	1/28/2009 11:53	Trial1	
Trial1	NM	1/28/2009 9:48	Trial1	
Trial1	NM	1/27/2009 16:35	Trial1	
Trial1	NM	1/6/2009 12:13	Trial1	
Trial1	NM	1/6/2009 12:07	Woolworth Community Library (Ja	1

**Appendix F:**  
**LMS- WEBSITE Report.xls**

Library Name (A01)	System (H13)	Website (H14)	Brand s	Web
CUBA PUBLIC LIBRARY	Athena	N/A		
ESTANCIA PUBLIC LIBRARY	Athena	<a href="http://www.townofestancia.com/library.html">http://www.townofestancia.com/library.html</a>		1
JEMEZ PUEBLO COMMUNITY LIBRARY	Athena	N/A		
MOISE MEMORIAL LIBRARY	Athena	N/A		
MOUNTAINAIR PUBLIC LIBRARY	Athena	<a href="http://mountainairnm.gov/library.html">http://mountainairnm.gov/library.html</a>		1
RIO ABAJO COMMUNITY LIBRARY	Athena	N/A		
FRED MACARON LIBRARY	Athena	N/A	1	
CAPITAN PUBLIC LIBRARY	Biblionix Apollo	<a href="http://www.capitanlibrary.org/">http://www.capitanlibrary.org/</a>		1
RED RIVER PUBLIC LIBRARY	Biblionix Apollo	<a href="https://redriver.biblionix.com/atoz/catalog/">https://redriver.biblionix.com/atoz/catalog/</a>		1
SANTO DOMINGO PUEBLO LIBRARY	Biblionix Apollo	<a href="http://www.lasvegasnm.gov/library/home.htm">http://www.lasvegasnm.gov/library/home.htm</a>		1
GILA VALLEY LIBRARY	Biblionix Apollo	<a href="https://gila.biblionix.com/atoz/catalog/?public=1">https://gila.biblionix.com/atoz/catalog/?public=1</a>		1
PLACITAS COMMUNITY LIBRARY	Biblionix Apollo	<a href="https://placitas.biblionix.com/atoz/catalog/">https://placitas.biblionix.com/atoz/catalog/</a>		1
PUEBLO OF POJOAQUE PUBLIC LIBRARY	Biblionix Apollo	<a href="https://pojoaque.biblionix.com/atoz/catalog/?login=1">https://pojoaque.biblionix.com/atoz/catalog/?login=1</a>		1
CORRALES COMMUNITY LIBRARY	Biblionix Apollo	<a href="https://corrales.biblionix.com/atoz/catalog/">https://corrales.biblionix.com/atoz/catalog/</a>		1
EDGEWOOD COMMUNITY LIBRARY	Biblionix Apollo	<a href="http://www.edgewoodlibrary.com">www.edgewoodlibrary.com</a>		1
CARLSBAD PUBLIC LIBRARY	Biblionix Apollo	<a href="http://carlsbadpubliclibrary.org/index.html">http://carlsbadpubliclibrary.org/index.html</a>		1
BAYARD PUBLIC LIBRARY	Biblionix Apollo	N/A	1	
FORT SUMNER PUBLIC LIBRARY	BookSystems Atrium	<a href="http://fspl.booksys.net">http://fspl.booksys.net</a>		1
PORTALES PUBLIC LIBRARY	BookSystems Atrium	<a href="http://64.130.81.7/webopac/main">http://64.130.81.7/webopac/main</a>	1	1
SOCORRO PUBLIC LIBRARY	Circulation Plus (in process of changing)	<a href="http://adobelibrary.org/">http://adobelibrary.org/</a>		1
THE PUBLIC LIBRARY	Follet Circulation Plus	<a href="http://publiclibrarysilvercity.org">http://publiclibrarysilvercity.org</a>		1
ELEANOR DAGGETT MEMORIAL LIBRARY	Follett	N/A		
TOWN OF BERNALILLO PUBLIC LIBRARY	Follett	<a href="http://townofbernalillo.org/depts/library.htm">http://townofbernalillo.org/depts/library.htm</a>		1
MAGDALENA PUBLIC LIBRARY	Follett Alliance Plus	<a href="http://magdalenapubliclibrary.org/">http://magdalenapubliclibrary.org/</a>		1
P'OE TSAWA COMMUNITY LIBRARY	Follett Destiny	<a href="http://poetsawalibrary.blogspot.com/">http://poetsawalibrary.blogspot.com/</a>		1
PUEBLO DE ABIQUIU LIBRARY & CULTURAL CENTER	Follett Destiny	<a href="http://abiquiulibrary.wordpress.com/">http://abiquiulibrary.wordpress.com/</a>		1
PUEBLO OF SAN FELIPE COMMUNITY LIBRARY	Follett Destiny	N/A		
IRENE S. SWEETKIND PUBLIC LIBRARY	Follett Destiny	<a href="http://www.cochitilake.org/library.htm">www.cochitilake.org/library.htm</a>		1
VISTA GRANDE PUBLIC LIBRARY	Follett Destiny	<a href="http://www.vglibrary.org/">http://www.vglibrary.org/</a>		1
ZUNI PUBLIC LIBRARY	Follett Destiny	<a href="http://www.ashiwi.org/library/zuni%20public%20library.html">http://www.ashiwi.org/library/zuni%20public%20library.html</a>		1
MICHAEL NIVISON PUBLIC LIBRARY	Follette	<a href="http://users.apo.nmsu.edu/~jb/library/">http://users.apo.nmsu.edu/~jb/library/</a>	1	1
MORIARTY COMMUNITY LIBRARY	InfoCentre	<a href="http://www.cityofmoriarty.org/index.php?page=community-library">http://www.cityofmoriarty.org/index.php?page=community-library</a>		1
CARNEGIE PUBLIC LIBRARY	InfoCentre	<a href="http://www.lasvegasnm.gov/library/home.htm">http://www.lasvegasnm.gov/library/home.htm</a>		1
EL RITO PUBLIC LIBRARY	InfoCentre	<a href="http://www.elritolibrary.org/">http://www.elritolibrary.org/</a>		1
ARTESIA PUBLIC LIBRARY	InfoCentre	<a href="http://www.artesianmlibrary.org/">http://www.artesianmlibrary.org/</a>		1
EMBUDO VALLEY LIBRARY & COMMUNITY CENTER	InfoCentre	<a href="http://www.embudovalleylibrary.org/">http://www.embudovalleylibrary.org/</a>	1	1
SANTA ANA PUEBLO COMMUNITY LIBRARY	InfoVision	N/A		
SANTA CLARA PUEBLO COMMUNITY LIBRARY	InfoVision	N/A		
ZIA ENRICHMENT LIBRARY	InfoVision	<a href="http://puebloofziaenrichmentlibrary.org/">http://puebloofziaenrichmentlibrary.org/</a>		1
ACOMA LEARNING CENTER	Infovision	N/A		
PUEBLO OF ISLETA LIBRARY	InfoVision	<a href="http://www.isletapueblo.com/library2.html">http://www.isletapueblo.com/library2.html</a>	1	1
RIO RANCHO PUBLIC LIBRARY	Innovative Interfaces	<a href="http://www.ci.rio-rancho.nm.us/htm">www.ci.rio-rancho.nm.us/htm</a>		1
SANTA FE PUBLIC LIBRARY	Innovative Interfaces	<a href="http://www.santafelibrary.com">www.santafelibrary.com</a>		1
THOMAS BRANIGAN MEMORIAL LIBRARY	Innovative Interfaces/Millennium	<a href="http://library.las-cruces.org">http://library.las-cruces.org</a>		1
ALBUQUERQUE/BERNALILLO COUNTY LIBRARY SYSTEM	Innovative Interfaces/Millennium	<a href="http://albuq.cabq.gov">http://albuq.cabq.gov</a>	1	1
AZTEC PUBLIC LIBRARY	Insignia	<a href="http://206.123.204.207/library/Search.aspx">http://206.123.204.207/library/Search.aspx</a>		1
BLOOMFIELD PUBLIC LIBRARY	Insignia	<a href="http://206.123.204.207/library/Search.aspx">http://206.123.204.207/library/Search.aspx</a>		1
LAGUNA PUBLIC LIBRARY	Insignia	<a href="http://67.129.79.42/library/Easy.aspx">http://67.129.79.42/library/Easy.aspx</a>		1
MESCALERO COMMUNITY LIBRARY	Insignia	<a href="http://www.mescaleroilibrary.org">http://www.mescaleroilibrary.org</a>		1
PUEBLO DE COCHITI LIBRARY	Insignia	N/A	1	
ARTHUR JOHNSON MEMORIAL LIBRARY	KOHA	<a href="http://library.cityofraton.com/cgi-bin/koha/opac-main.pl">http://library.cityofraton.com/cgi-bin/koha/opac-main.pl</a>		1
SANDIA PUEBLO LEARNING RESOURCE CENTER	KOHA	<a href="http://sandia.kohalibrary.com">http://sandia.kohalibrary.com</a>		1
SHUTER LIBRARY OF ANGEL FIRE	KOHA	<a href="http://shuter.bywatersolutions.com/">http://shuter.bywatersolutions.com/</a>	1	1
VILLAGE OF CORONA PUBLIC LIBRARY	Library Express	<a href="http://www.coronapubliclibrary.org/">http://www.coronapubliclibrary.org/</a>	1	1
TRUCHAS COMMUNITY LIBRARY	Library Manager -Destiny	N/A	1	
COLUMBUS VILLAGE LIBRARY	LibraryWorld	<a href="http://columbusvillage.lib.nm.us/">http://columbusvillage.lib.nm.us/</a>		1
BOSQUE FARMS PUBLIC LIBRARY	LibraryWorld	<a href="http://opac.libraryworld.com/opac/home">http://opac.libraryworld.com/opac/home</a>		1
PUEBLO de SAN ILDEFONSO LIBRARY	LibraryWorld	N/A	1	
HATCH PUBLIC LIBRARY	LRMS (AZ)	N/A	1	
TAYTSUGEH OWEENGEH LIBRARY	Mandarin Oasis	<a href="http://www.tesuqueeducation.org/TPED/Library.html">http://www.tesuqueeducation.org/TPED/Library.html</a>	1	1
JICARILLA PUBLIC LIBRARY	N/A	N/A		
TATUM COMMUNITY LIBRARY	N/A	N/A		
VIRDEN PUBLIC LIBRARY	N/A	N/A		
ALBERT W. THOMPSON MEMORIAL LIBRARY	PC Card Catalog	N/A		
LORDSBURG-HIDALGO LIBRARY	PC Card Catalog	N/A	1	
CLOVIS CARVER PUBLIC LIBRARY	Polaris	<a href="http://www.library.cityofclovis.org">www.library.cityofclovis.org</a>	1	1
TULAROSA PUBLIC LIBRARY	PrimaSoft	<a href="http://www.tularosapubliclibrary.org/">http://www.tularosapubliclibrary.org/</a>	1	1
EAGLE NEST PUBLIC LIBRARY	Resource Mate	<a href="http://www.eaglenest.org/public-facilities.htm">http://www.eaglenest.org/public-facilities.htm</a>		1
GLENWOOD COMMUNITY LIBRARY	ResourceMate	<a href="http://www.glenwoodlibrary.com/catalog.html">http://www.glenwoodlibrary.com/catalog.html</a>		1
QUESTA PUBLIC LIBRARY	ResourceMate	<a href="http://questalibrary.org/online2.html">http://questalibrary.org/online2.html</a>		1
RESERVE PUBLIC LIBRARY	ResourceMate	N/A		
TALPA COMMUNITY CENTER LIBRARY	Resourcemat	<a href="http://talpacc.bravehost.com/">http://talpacc.bravehost.com/</a>	1	1
HOBBS PUBLIC LIBRARY	Sirsi	<a href="http://www.hobbspubliclibrary.org">http://www.hobbspubliclibrary.org</a>		1
ROSWELL PUBLIC LIBRARY	Sirsi	<a href="http://24.117.246.179/uhtbin/cgiirsi.exe/x/0/0/49/">http://24.117.246.179/uhtbin/cgiirsi.exe/x/0/0/49/</a>		1
LOS ALAMOS COUNTY LIBRARY SYSTEM	Sirsi Dynix Horizon	<a href="http://library.losalamosnm.us">http://library.losalamosnm.us</a>		1
EUNICE PUBLIC LIBRARY	Sirsi Dynix Symphony	<a href="http://webcat.elinlib.org/uhtbin/webcat">http://webcat.elinlib.org/uhtbin/webcat</a>		1
WOOLWORTH COMMUNITY LIBRARY	Sirsi Dynix Symphony	<a href="http://webcat.elinlib.org/uhtbin/webcat">http://webcat.elinlib.org/uhtbin/webcat</a>		1
LOVINGTON PUBLIC LIBRARY	Sirsi Dynix Symphony	<a href="http://www.elinlib.org">www.elinlib.org</a>		1
FARMINGTON PUBLIC LIBRARY	SirsiDynix Unicorn	<a href="http://www.infoway.org/catalog/far">http://www.infoway.org/catalog/far</a>	1	1
JEMEZ SPRINGS PUBLIC LIBRARY	Spectrum Winnebago	<a href="http://www.jemezsprings.org/publiclibrary.html">http://www.jemezsprings.org/publiclibrary.html</a>	1	1
ALAMOGORDO PUBLIC LIBRARY	TLC	<a href="http://ci.alamogordo.nm.us/coa/communityservices/library.htm">http://ci.alamogordo.nm.us/coa/communityservices/library.htm</a>		1
MARSHALL MEMORIAL LIBRARY	TLC	<a href="http://www.youseemore.com/Marshall">www.youseemore.com/Marshall</a>		1
LOS LUNAS PUBLIC LIBRARY	TLC	<a href="http://www.loslunaspubliclibrary.org">www.loslunaspubliclibrary.org</a>		1
MOTHER WHITESIDE MEMORIAL LIBRARY	TLC	<a href="http://www.youseemore.com/whiteside">www.youseemore.com/whiteside</a>		1

Library Name (A01)	System (H13)	Website (H14)	Brand s	Web
RUIDOSO PUBLIC LIBRARY	TLC	<a href="http://www.youseemore.com/ruidosopl">www.youseemore.com/ruidosopl</a>		1
TRUTH OR CONSEQUENCES PUBLIC LIBRARY	TLC	<a href="http://www.youseemore.com/torcnm">www.youseemore.com/torcnm</a>		1
ESPANOLA PUBLIC LIBRARY	TLC	<a href="http://www.youseemore.com/espanola">www.youseemore.com/espanola</a>		1
TUCUMCARI PUBLIC LIBRARY	TLC	<a href="http://www.cityoftucumcari.com/library.html">http://www.cityoftucumcari.com/library.html</a>		1
BELEN PUBLIC LIBRARY	TLC	<a href="http://www.belen-nm.gov/library.htm">http://www.belen-nm.gov/library.htm</a>		1
SUNLAND PARK COMMUNITY LIBRARY	TLC	<a href="http://www.youseemore.com/sunlandpark">http://www.youseemore.com/sunlandpark</a>		1
TAOS PUBLIC LIBRARY	TLC	<a href="http://www.taoslibrary.org/">http://www.taoslibrary.org/</a>		1
OCTAVIA FELLIN PUBLIC LIBRARY	TLC	<a href="http://www.youseemore.com/octavia/default.asp">www.youseemore.com/octavia/default.asp</a>	1	1
<b>sum Brands of automated systems</b>			<b>21</b>	<b>71</b>

pink = 13 libraries whose catalog is not online  
 blue = 3 libraries unautomated  
 yellow = updated or changed systems, or automated within the last two years

This column was used for ILS counts

**Sum  
Online  
Catalog**