Yavapai Library Network

Providing Exceptional Library Services in Yavapai County:

Return on Investment Study, 2021 Update

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BERK

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Introduction

Located at the geographic center of Arizona, Yavapai County covers more than 8,000 square miles, encompassing portions of the Sonoran Desert in a basin to the south and rising in elevation to the north in transition to the Colorado plateau. Although roughly 20% of the county's population lives in Prescott – the largest city and county seat – most of the 235,000 residents who live in Yavapai County are distributed among rural communities, some as small as a few hundred people. This mix of broad geography, small population, and limited financial resources create challenges to providing high-quality information technology and education infrastructure for the community. In similar rural settings across the United States, public libraries and schools operate in geographic and professional isolation, drawing on the limited resources of their locality.

The **Yavapai Library Network (YLN)** provides an opportunity for these individual communities of residents and students to access a deep and broad range of materials, at a far lower cost. Currently a consortium of the 54 academic, public, school, and special libraries shown below, YLN was established in 1985 to meet funding and geographic challenges by pooling investment in infrastructure and staff. Its shared services are better and more cost effective than individual libraries could provide on their own:

- **Patrons of member libraries have access to a shared collection with more than 1.3 million items.** This is comparable to a library serving a much larger county or a medium-sized city.

- **Libraries in YLN benefit from state-of-the-art technology infrastructure and highly skilled IT staff**. These shared resources are provided at a lower cost and with less effort than if each member library managed its IT department independently.

- **YLN creates a community of library staff across the County** who share ideas, solve problems together, and focus on a common mission and set of values.

This report, which covers YLN's FY 2020-2021 and provides an update on the previous 2014 study, will review YLN's core benefit areas and summarize the financial savings and return on investment for member libraries. The key results of this year's study are below:

Exhibit 1: YLN Financial Value

Return on Investment (ROI)	Annual Cost Savings
$6.43	$4,393,858

The ongoing COVID-19 pandemic, which overlapped with the report's entire study period, meaningfully impacted YLN, its members, and the community's ability to access library services. Despite these challenges, YLN continues to facilitate a rich and rewarding library experience for the broader community, while also saving significant money for member libraries and the taxpayers who support them.

Exhibit 2: YLN member libraries

Public Libraries	Academic	School	Special
Camp Verde Community Library	Embry-Riddle Aeronautical University Library	Abia Judd Elementary School	Sharlot Hall Museum & Archives
Chino Valley Public Library	Prescott College Library	Bradshaw Mountain High School	Yavapai County Law Library
Cottonwood Public Library	Yavapai College Library – Prescott Campus	Bradshaw Mountain Middle School	Verde Valley Archaeology Center
Jerome Public Library	Yavapai College Library – Verde Campus	Camp Verde AR Lab	
Prescott Public Library		Camp Verde Unified School District	
Prescott Valley Public Library		Chino Valley High School	
Sedona Public Library		Coyote Springs Elementary School	
Village of Oak Creek Library		Glassford Hill Middle School	
Yavapai County Free Library District		Granite Mountain Middle School	
Ash Fork Public Library		Granville Elementary School	
Bagdad Public Library		Humboldt Elementary School	
Beaver Creek Public/School Library		Lake Valley Elementary School	
Black Canyon City Community Library		Liberty Traditional School	
Clark Memorial Library		Lincoln Elementary School	
Congress Public Library		Mayer Elementary School	
Cordes Lakes Public Library		Mingus Union High School	
Crown King Public Library		Mountain View Elementary School	
Dewey-Humboldt Town Library		The Orme School of Arizona	
Mayer Public Library		Park View/Canyon View School	
Paulden Public Library		Prescott High School	
Seligman Public Library		Prescott Mile High Middle School	
Spring Valley Library		Skull Valley Elementary School	
Wilhoit Public Library		Taylor Hicks Elementary School	
Yarnell Public Library		Tri-City College Prep High School	

Value to Member Libraries

YLN provides community benefits in three primary areas as described below.

1) Broader & More Current Collections

Through its growing collection of shared resources, the Yavapai Library Network transforms small libraries across rural Yavapai County into the equivalent of major city libraries. YLN's transit system allows users of one YLN member library to request items held by other member libraries, giving patrons access to over 1.3 million books, magazines, and multi-media items, as well as numerous online resources. In the last year alone, YLN member libraries provided transit service for more than:

- 141,600 books
- 7,700 audiobooks
- 93,800 DVDs
- 7,200 Blu-Ray discs
- 15,200 adapted materials (braille, large print)
- 6,000 audio items (CDs, cassettes, etc.)

Altogether, more than 275,000 items moved from one library to another in 2020-2021, representing about 18% of YLN's total circulation. This means that residents of rural Yavapai County, many of whom live an hour or more away from the nearest bookstore, have convenient access to a collection on par with those held by libraries in Albuquerque or Pima County, or big city libraries such as the Oakland and Austin City Library Systems.

YLN's approach to collection sharing helps member libraries focus their limited expenditures on more specialized items relevant to their respective library patron base, which benefits all libraries and patrons by increasing the depth of the shared collection. The wide variety of library types within the network further enriches this shared collection, which each providing a complementary set of assets:

- **Public libraries** tend to have large collections with a wide range of literature and popular non-fiction books. Moreover, these libraries often have significant collections of entertainment materials, including movies, music, and games.

- **K-12 libraries** focus on fiction and non-fiction for children, including books for early readers and English language learners. They have extensive collections of children's literature and frequently offer services or materials for an entire classroom or grade level.

- **Academic libraries** provide curriculum subject support collections, technical resources, and have subscriptions to scholarly journals, some of which are not available at a typical public library.

- **Special libraries and collections** are sponsored by museums, medical institutions, and law libraries. While these collections tend to be the least diverse, they also include rare or unique resources that hold tremendous value to certain patrons.

Resource sharing benefits the entire community. Small member libraries gain credibility and community support; schools can use a more robust library to encourage higher enrollment levels; and public libraries gain access to rare or specialized materials that are not part of their standard collection.

This public service promotes a positive social agenda by supporting literacy and access to life-changing and life-enhancing resources and information for library patrons throughout Yavapai County.

2) Shared Technology & Infrastructure

YLN has established a shared, state-of-the-art Integrated Library System (ILS) to help the network track and manage its collection. Used by each member library, this ILS enables patrons to quickly search for and check out items throughout the network. YLN's ILS helped many members upgrade from previous systems that were insufficient or obsolete – and it provided other members with an ILS for the very first time.

Many Yavapai County libraries could not afford to purchase and manage these systems on their own. YLN staff help troubleshoot and provide ongoing, prompt assistance through a convenient IT Help Desk system that allows member libraries to submit a support ticket at any time. YLN assumes responsibility for capital IT planning for member libraries and provides a predictable, reliable level of maintenance service. This allows individual member budgets to be focused on direct program or collections needs, while ensuring that they continue to have access to the most up-to-date technology. Without this shared support, individual libraries would need to make costly and duplicative capital investments in their own systems. For many members, this would reduce their available resources for collections and other important capital expenses.

In addition to the cost savings from shared services, YLN's technology and infrastructure provide other tangible benefits to members and their patrons. YLN ensures that its ILS system and other supportive technologies are user-friendly, consistent, and accessible for a variety of ages and abilities. This includes the user interfaces that greet patrons at libraries across the Network and the patron authentication software that allows library cards to work at all member libraries. YLN also provides RFID tagging and automated materials handling.

YLN takes pride in its IT support and services, and members frequently praise the responsiveness and level of customer service they receive from YLN's IT support staff. YLN is dedicated to providing a seamless, low maintenance, cost-effective infrastructure system that helps members focus on what they care about the most: giving their patrons a high-quality library experience.

3) Stronger Professional Collaboration & Operational Capacity

As a hub for professional collaboration, YLN provides many opportunities for member libraries to access additional operational capacity when needed. This can come in several forms: case-specific assistance from YLN staff, support from the community of library staff throughout the network, and even more structured professional development.

The most visible form of professional collaboration is YLN-led trainings for its members. These trainings cover topics of interest to the professional librarian, such as new national cataloging standards or website development. YLN also facilitates professional user groups that focus on topics such as circulation, youth

services, and cataloging. These groups bring together staff members with a common interest from different libraries and with varying levels of skill and experience. The user groups create opportunities to learn from each other, share experiences, and collaboratively solve problems.

As a network of organizations with a similar mission — and individuals with similar values — YLN is a values-driven community, working to promote literacy and education in the region and helping to maintain quality libraries in rural outposts. YLN provides the space and opportunity to build a strong, broad, and interconnected library community. Through various forms of collaboration and mutual support, YLN can help its member libraries provide high quality, innovative library services to residents and students throughout Yavapai County. YLN takes pride in joining the broader library community that focuses on this valuable work.

Cost-Savings and Return on Investment

YLN's model and support services gives member libraries access to a wide variety of materials, improves the quality and efficiency of their IT infrastructure, and enriches the full network through collaboration and professional learning opportunities. These benefit areas have quantifiable financial implications as well. YLN's model of shared resources – collections, infrastructure, and professional knowledge – saves money and ensures that members can use their limited budgets more efficiently in ways that directly benefit their respective base of patrons.

To understand the financial benefit of YLN membership and determine the return on investment (ROI) for member libraries, BERK compared the total market value of the three benefit areas listed in the sections above to YLN's actual operating budget.

Quantified Benefits

The first part of the financial analysis relies upon a market-based evaluation of YLN's three core benefit areas. These benefit areas and their corresponding services include:

Exhibit 3: YLN benefit areas and services

Collections Access	Technology & Infrastructure	Professional Collaboration & Operational Efficiency
Transits	ILS	IT Help Desk Support
E-Resource Sites	Card Printing	Technology Consulting
Databases	RFID Tagging	Training
Online Tutoring		Cataloging
		Advocacy, Grant-Writing Support

BERK determined the value of network-provided services by analyzing the cost for member libraries to provide a comparable alternative if YLN did not exist. To generate these estimates, BERK obtained pricing information directly from vendors or from reasonable proxies for each benefit, and YLN provided unit statistics and staff time data. BERK produced low- and high-end estimates for each service, to account for variation in prices or wages that may result from different market conditions. Exhibit 4 summarizes the total estimated market value for each benefit area. More information about the methodology for these benefit calculations is included in Appendix A.

Exhibit 4: Estimated annual market value of YLN benefit areas

	Low End Estimate	High End Estimate
Collections Access	$1,918,432	$6,305,267
Technology & Infrastructure	$742,542	$1,030,377
Professional Collaboration & Operational Capacity	$144,161	$264,456
Total Estimated Annual Benefit	**$2,805,135**	**$7,600,100**

Source: YLN, 2021; BERK, 2021

Calculating Financial Value

The total annual benefit summarized in Exhibit 4 is equivalent to what it would cost libraries to provide equivalent services if they operated independently, without access to shared infrastructure and services provided by YLN. Using these figures, BERK compared the total estimated benefit to YLN's actual operating budget for 2020-2021.

Exhibit 5: Annual Cost Savings and ROI for YLN Members

	Low End Estimate	High End Estimate	Average
Total Estimated Annual Benefit	$2,805,135	$7,600,100	**$5,202,617**
YLN 2020-2021 Expenses	$808,760	$808,760	$808,760
Cost Savings	$1,978,930	6,746,992	**$4,393,858**
Return on Investment	$3.47	$9.40	**$6.43**

Source: YLN, 2021; BERK, 2021

This analysis shows that YLN provides an average annual cost savings of nearly **$4.4 million,** and an average ROI of **$6.43 for every dollar invested in the network.**

These estimates include YLN's full costs, but only the benefits and services that can be easily quantified. The cost savings and ROI therefore may be conservative, and do not account for the less tangible benefits described in the preceding sections. The full value provided by YLN – to its members and the broader community – is likely significantly greater than the value captured in the above analysis.

Context and Considerations

This study, which builds upon the previous YLN ROI study in 2014, demonstrates that YLN's shared services model continues to provide tremendous value to member libraries and their patrons. The 2014 study found that YLN's model generated annual savings of roughly $3 million and an average ROI of $7.98. Since that time, changing internal and external conditions — market rates, user preferences, budget obligations, and the COVID-19 pandemic — have influenced these topline savings and ROI figures. However, this update shows that YLN has exhibited significant resilience during a period of transition and uncertainty, continuing to offer tremendous value to member libraries and the communities they serve.

The network's overall benefit to its members has increased considerably since 2014, rising from an estimated $3.4 million to more than $5 million in annual value. YLN's cost savings has increased by nearly $1 million as well, up from $3 million in 2014 to more than $4 million during this current study period. Meanwhile, the network's estimated ROI has decreased slightly since the initial study — primarily due to shifting user preferences and changing market conditions — but at $6.43 is still comparable to the estimate of $7.98 in 2014. Overall, the results suggest that YLN is successfully navigating a period of technological change and public health uncertainty stemming from the ongoing COVID-19 pandemic.

The following section compares 2021 results to those of the original 2014 study, with observations and differences noted for YLN's budget and in each of the benefit areas.

Operational Budget

The FY2020-21 YLN budget is roughly 88% higher than the network's budget during the 2014 study. There are several reasons for this increase:

- **Additional staff capacity:** YLN recently added a full-time, countywide cataloger and K-12 librarian to provide dedicated support to schools.

- **More services for members:** YLN now provides a courier service as part of its transit program. It also recently added an automated materials handling system to help manage collections more efficiently.

- **Rising technology and platform costs:** The subscription costs for YLN's ILS and several electronic resources has increased in recent years.

These investments provided expanded and more valuable services for YLN members as discussed in the sections below.

Collections Access

The market value for this benefit area showed significant changes on both the low- and high-end estimate. The current study estimate for the low-end market value is roughly $400,000 **less** than 2014's estimate, and the high-end market value estimate is more than $3,400,000 **more** than the 2014 figures. YLN's transit service is the primary driver of the market value in this benefit area, and changes in user preferences — along with shifts in market pricing — led to this wide spread between the low and high

estimates. For example, changes in book requests and pricing – particularly a steep drop in paperback requests and a decrease in the low-end discounted market rate for hardcover books – accounted for a roughly $200,000 decrease in low-end market value relative to 2014. Decreasing audiobook requests and a lower discounted audiobook rate led to a similar drop. Rising high-end hardcover book prices contributed to an enormous benefit increase of several million dollars on the high-end estimate relative to 2014. Higher DVD and Blu-Ray transit requests also increased the high-end benefit considerably, as did rising high-end market rates for adaptive materials.

Beyond user preferences and market conditions, the COVID-19 pandemic significantly impacted transit requests during the current study period. YLN estimates that overall transit counts in 2020-2021were at least 50,000 below projected levels. If the analysis adjusted for this impact, the low-end market value would increase by nearly $400,000, bringing the low-end estimate for the collections access benefit area in line with 2014 levels. Because YLN's budget also increased since 2014, this adjustment would not lead to identical savings or ROI figures. But it shows the financial impact of the pandemic, while also demonstrating YLN's institutional resilience in operating its transit system at more than 80% capacity during an extremely challenging public health crisis.

Technology and Infrastructure

YLN's Integrated Library System (ILS) software is the largest service within this benefit area. Market conditions did not change dramatically since 2014, however, the cost ILS estimate (the estimated cost libraries would pay if they provided their own ILS) went down slightly for libraries with certain population service areas which affected the estimate for several YLN public libraries (primarily Prescott, Prescott Valley, and the Yavapai County Free Library District). As a result, the high-end estimate for ILS services dropped by roughly $200,000. Meanwhile, YLN's actual budget expenses for its ILS software increased since 2014.

YLN also added two services within this benefit area since 2014 (the Niche Academy and automated materials handling), which contributed to an increase on the low-end estimate and mitigated decreases on the high-end estimate.

Professional Collaboration and Operational Capacity

YLN made two significant additions to this benefit area since the 2014 study: a courier service, a full-time cataloger, and a countywide K-12 librarian. Together, these services increased the market value of this benefit area considerably, relative to the 2014 study: more than 700 percent on the low-end estimate, and more than 600 percent on the high-end estimate. Their combined market value is the equivalent of roughly one-third of YLN's budget increase since 2014, suggesting that these services are a high-impact investment with tremendous value for the broader YLN community.

Appendix A: Methodology

This section provides an overview of the study's quantitative methodology. Our approach followed three general steps: (1) identifying and evaluating the quantifiable benefits that YLN provides to member libraries; (2) assigning a low- and high-end market value to these benefits based on the cost of obtaining a comparable alternative; and (3) multiplying these figures by the number of times the resource was used by members. In some cases, we chose to apply a discount rate to more accurately reflect the value of market alternatives.

We used YLN fiscal year 2020/21 (July 1, 2020 to June 30, 2021) to estimate a full year of benefit provided by YLN. The analysis focuses on operation and maintenance expenses and does not factor in capital costs, which can vary from year to year.

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

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

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

Transits

YLN provided transit counts disaggregated by type of item. Market price information was taken from the 2020 Library and Book Trade Almanac where possible. If price information as not available through the Almanac, market rates were obtained from Amazon.

BERK applied discount rates to account for the value of a member library owning an item, rather than purchasing a new item. There are advantages to using shared rather than owned resources, since borrowing libraries do not have to maintain a shared inventory. For this reason, the applied discount is conservative. The applied discount varies according to the source of the price estimate. The Library and Book Trade Almanac is compiled from library-specific pricing data provided by Baker & Taylor, one of

the world's largest book distributors. Since it more accurately reflects a library's purchase price, the discount rate applied is relatively lower, while retail price estimates were given a higher discount.

Exhibit 6 shows the calculations for all YLN transited items.

Exhibit 6: Counts, Prices, and Annual Benefit for 2020-2021 Transit Items

	Transits	Market Price		Discount Rate	Annual Benefit	
		Low	**High**		**Low**	**High**
Adapted Material	15,202	$0.64	$61.95	40%	$0.26	$24.78
Audiobook	7,754	$22.24	$85.46	25%	$5.56	$21.37
Blu-Ray	7,233	$12.15	$39.98	40%	$4.86	$15.99
Boardbook	1,014	$3.37	$7.99	40%	$1.35	$3.20
Book – Paperback	4,279	$12.32	$40.27	25%	$3.08	$10.07
Book – Hardcover	137,409	$24.89	$126.42	25%	$6.22	$31.61
Book Club Kit	9	$100	$140	25%	$25.00	$35.00
DVD	93,892	$14.99	$17.98	40%	$6.00	$7.19
Music	6,037	$10.49	$19.79	40%	$4.20	$7.92
Periodicals	82	$141.36	$3,724.27	25%	$35.34	$931.07
Playaway	742	$44.99	$89.99	25%	$11.25	$22.50
VHS	223	$9.08	$12.95	40%	$3.63	$5.18
Video Games	704	$4.99	$59.99	40%	$2.00	$24.00
Ultra High Definition Movies	555	$19.96	$49.98	40%	$7.98	$19.99
Total	**275,135**				**$1,558,152**	**$5,892,731**

Source: YLN, 2021; BERK, 2021

Electronic Resources

YLN provides access to electronic resources and databases that might be cost-prohibitive for many member libraries. Moreover, the scale of the consortium allows members to access cost-savings through better pricing, even if individual members may have the resources to subscribe on their own.

BERK worked with YLN to identify the network's electronic resources and the members that have access to them. YLN generally strives for equal access to electronic resources across libraries; however, external restrictions occasionally limit access to certain types of libraries. In other cases, access to the resources might be provided to public libraries through the Arizona State Library Association but administered through YLN's network, in which case they were not counted among the benefits of YLN.

We contacted vendors of those resources directly to obtain pricing information, including Mango Languages and Overdrive. Pricing information came in one of two ways: (1) quotes for member libraries priced as individual contracts; or (2) information about the relationship between pertinent cost-drivers (for example, enrollment or legal service population) and estimated price based upon those units. We could not obtain direct quotes from several resources used by YLN, including NoveList, Ebook Central,

LearningExpress, Universal Class, Gale Database, Britannica Library, and the New York Times. For these resources, BERK used an average of the quotes from Mango Languages and Overdrive to estimate their market value. These inputs allowed us to model a scenario in which each member library paid for the package of electronic resources individually. The sum of these modeled costs is the total YLN electronic resources benefit, which is then added to the total market value of all transits to estimate the total collections access benefit that YLN provides to member libraries, as shown in Exhibit 7.

Exhibit 7: Collections Annual Benefit

	Annual Benefit	
	Low	High
Transits	$1,558,152	$5,892,731
Electronic Resources	$320,280	$412,536
Total	**$1,918,432**	**$6,305,267**

Source: YLN, 2021; BERK, 2021

Technology & Infrastructure

YLN provides its members with a sophisticated ILS. For the purposes of estimating YLN's added value, we considered that some member libraries would likely purchase more modest software, appropriate to their needs. Other libraries would likely purchase more advanced software if YLN did not provide an ILS.

We obtained price estimates from SirsiDynix, the vendor that provides the ILS for YLN. These quotes vary by library service population and library type. Exhibit 8 shows the full breakdown of ILS market price and annual benefit.

Exhibit 8: ILS Market Value and Annual Benefit, by Library Type

Type of Library	Population Served	Market Price		Annual Benefit	
		Low	High	Low	High
Public (#1)	25,000-49,999	$62,286	$76,127	$249,145	$304,511
Public (#2)	10,000-24,999	$50,026	$61,142	$150,077	$183,427
University/Community College		$48,745	$59,577	$146,235	$178,731
School		$1,000	$3,000	$23,000	$69,000
			Total	**$568,457**	**$735,669**

Source: YLN, 2021; BERK, 2021

Other technology and services benefits include the Niche Academy platform, card printing for school library patrons, cataloging services, and RFID tagging. Card printing quotes were obtained from online market quotes (Superstore, Summit Printing, and IDVille) based on the number of cards printed in the 2020/21 fiscal year. Labor rates for cataloging as well as tagging were obtained from Payscale.com based on the average surveyed wage for an Arizona library assistant with two years of experience.

RFID tagging price inputs were taken from a 2006 Institute of Museum and Library Services (IMLS)-sponsored study. The prices were inflated to 2021 dollars using a calculator from the Bureau of Labor and Statistics, then multiplied against counts of items tagged, provided by YLN.

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

Exhibit 9: Technology and Infrastructure Annual Benefit

	Annual Benefit	
	Low	High
ILS System	$568,457	$735,669
Other Technology Infrastructure	$174,085	$294,707
Total	$742,542	$1,030,377

Source: YLN, 2021; BERK, 2021

Professional Collaboration & Operational Capacity

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

Training estimates used hourly rates derived from training available from an Online Computer Library Center (OCLC) Continuing Education partner in the region who offers face-to-face training in the same topics. This estimated rate was multiplied by hours spent on training given to YLN members in the 2021/21 fiscal year as estimated by YLN. Similar methodology was used for grant-writing activities.

Costs for contracting and a K-12 librarian were estimated using Payscale.com, using hours provided by YLN. Cataloging was based on an estimated number of hours provided by YLN. Attorney hourly rates were estimated from a Clio 2020 report, and courier service rates were estimated using ZipRecruiter. Hours for both were provided by YLN. Exhibit 10 provides a breakdown of all YLN professional collaboration services.

Exhibit 10: Professional Collaboration Market Prices and Annual Benefit

	Hours	Discount Rate	Market Price		Annual Benefit	
			Low	High	Low	High
IT Help Desk	832	40%	$27.40	$61.53	$7,917	$14,637
Technology Consulting	5		$15.86	$29.32	$137	$308
Grantwriting	7,233		$17.70	$33.65	$1,124	$2,137
Training	1,014		$40.79	$63.52	$1,958	$3,049
Attorney	100		$237.60	$290.40	$23,760	$29,040
Contracting	30		$17.31	$37.02	$519	$1,111
Cataloging	225		$11.05	$19.71	$24,868	$44,357
Courier Service	4,097		$13.94	$31.25	$57,116	$128,039
K-12 Librarian	1,468		$18.23	$28.46	$26,762	$41,779
Total	**15,004**				**$144,161**	**$264,456**

Source: YLN, 2021; BERK, 2021