

NEEDS ASSESSMENT & BUILDING PROGRAM

TOWN OF TONAWANDA PUBLIC LIBRARY

Tonawanda, New York

□ January 2007 □

The BRITTON CONSULTANCY

library counseling for digital & beyond

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SECTION 1: NEEDS ASSESSMENT

BACKGROUND

Erie County's library system consists of libraries in 22 towns and the City of Buffalo. In 2004 there were 51 branch libraries in the system. After an unprecedented fiscal crisis in 2005, there were 38 libraries remaining, and those libraries had severely reduced hours and budgets. Reduction in the number of libraries ("rightsizing") had been a policy issue for some years, identified specifically in a 1998 Strategic Service Plan. In 2004 an analysis was made of library systems throughout the country serving between 500,000 and 1.5 million people. In this comparison the B&ECPL ranked very high in the number of library buildings per population; this statistic helped fuel the interest in reducing the number of libraries.

In 2005 8 of 15 City branches and 8 of 36 libraries in 5 towns were closed. Of the 6 towns that had more than one library building, libraries in 5 were closed. One of these, Tonawanda, had 3 of 5 branches closed, which was the largest number of closings in one town.

Of the 5 libraries in Tonawanda, 2 were located in the northeast, one in the west, one in the southeast, and one in the Village of Kenmore in the southwest, which is normally considered part of the Town of Tonawanda. In 2003 the 5 libraries together comprised 12.8% of the circulation in the 22 towns. In 2006 the remaining 2 comprised 9% of all the circulation in the 22 towns.

The process of identifying which libraries to close was controversial, and the outcome in Tonawanda has identified issues whether there should be continuing reductions to one library or whether the reductions should halt at 2. In addition, there are questions as to where the libraries should be located and what characteristics they should have.

To help identify the building needs of the Tonawanda Library the Board has hired the Britton Consultancy of Rochester to develop a needs assessment and building program, including determining public perceptions and expectations through 4 group discussions, and estimating the cost of a new building.

THE TOWN OF TONAWANDA

The Town's Comprehensive Plan, completed in 2005, describes the town as follows.

Regional and Local Setting

The Town of Tonawanda is a first-ring suburb that borders on the City of Buffalo. The third largest Town in Erie County, the Town of Tonawanda is an attractive community of approximately 78,000 residents, including the Village of Kenmore.

Earliest settlement of the Town focused in the northern portion of the Town, where the Tonawanda Creek (later part of the Erie Canal) provided excellent access. Beginning in the 1890's, the establishment of streetcar lines led to the development of the Village of Kenmore, which was one of the first suburban communities in the Buffalo area. Most of the remainder of the Town remained rural in character well into the 20th century.

The Town of Tonawanda is typical of early suburban communities, with attractive, tree-lined streets, sidewalks, strong neighborhoods, and a more varied mix of uses than newer suburban towns. However, it is a national trend that the "first suburbs" are under influences that threaten their continued vitality. It is important for the Town to plan for its future to ensure its continued attractiveness and vitality.

The northern border of the town is the City of Tonawanda and Tonawanda Creek, which is part of the Erie Canal, and the west border is the Niagara River. The eastern border, marked by US Route 62 (Niagara Falls Boulevard), is the Town of Amherst. The border on the south is the City of Buffalo.

Interstate 290 (Youngman Memorial Highway) and New York State Route 324 (Sheridan Drive) cross the town from east to west. New York State Route 265 (Military Road), New York State Route 266 (Niagara Street), New York State Route 384 (Delaware Avenue), and New York State Route 425 (Twin Cities Highway) are major north-south roadways.

As with many inner-ring suburbs, there is no "downtown Tonawanda" that serves as a business center for the town. Accordingly, the town's commercial activity occurs along major artery roads in mall centers or strip malls, and to a small extent within neighborhoods.

The town has several distinct neighborhoods. There was a library identified with 5 of them prior to 2005.

- ❖ **Brighton** -- A neighborhood by the east town line; library closed.
- ❖ **Brighton Park** -- A park in the northeast part of the town.
- ❖ **Green Acres** -- A neighborhood in the northeast corner of the town; library closed.
- ❖ **Kenilworth** -- A neighborhood in the southeast corner of the town; library open.
- ❖ **Sheridan** -- A neighborhood on the western edge of the town, east of the industrial area; library closed.
- ❖ **Sheridan Park** -- A park and golf course in the western part of the town.
- ❖ **Kenmore** -- The Village of Kenmore is one of the largest incorporated villages in the state and is completely within the borders of the town; library open.

DEMOGRAPHICS***Population Characteristics***

The population of Tonawanda including Kenmore in 2000 was 78,200. This is projected to decrease to 75,000 and stabilize there. The general demographic picture of the Town compared to the Village is one of:

- ❖ More “older family” and less affluence in the town than in the village;
- ❖ More married couples in the town that are older;
- ❖ Fewer children under 18; and
- ❖ Lower income and higher poverty levels.

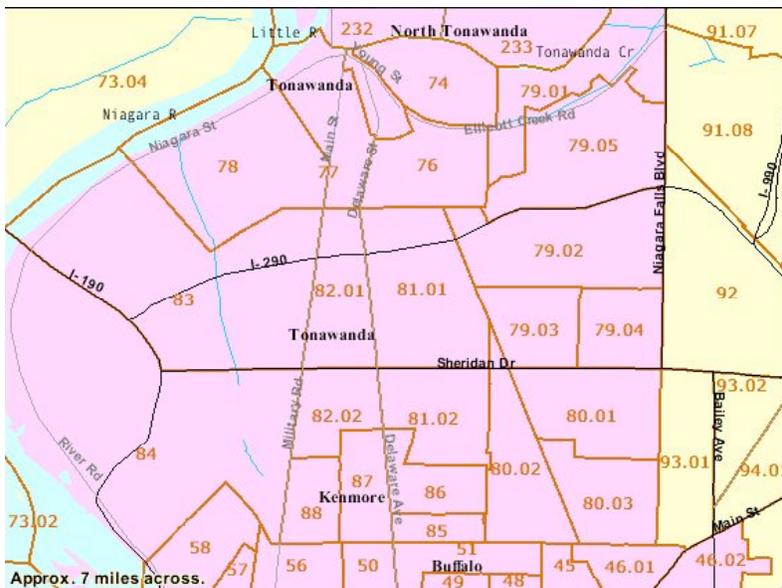
	<i>VILLAGE</i>	<i>TOWN</i>
<i>Households</i>	7,071	33,278
w. children < 18	28.7%	26.8%
Married couples	45.3%	49.9%
Female head no husband present	11.6%	10.6%
Non-families	40.1%	36.4%
Made up of individuals	34.8%	31.8%
With Age >65	15.6%	15.4%
Average HH size	2.31	2.32
Average family size	3.04	2.95
<i>Age-under 18</i>	23.3%	21.9%
18-24	7.4%	7.2%
25-44	30.5%	27.4%
45-64	22.5%	22.6%
65++	16.4%	20.9%
<i>Age-Median</i>	38	41
<i>Female/Male—all</i>	100/86.3	100/87.9
<i>Female/Male 18++</i>	100/81.9	100/83.9
<i>Income-Median Household</i>	\$42,252	\$41,453
--Median Family	\$53,155	\$51,416
--Per Capita	\$21,695	\$20,947
--Below poverty—families	3.5%	4.8%
--Below poverty--individuals	5.2%	6.9%
--Below poverty age <18	5.8%	8.8%
--Below poverty age >64	4.6%	5.2%

Housing Characteristics

The Town's Comprehensive Plan provides additional information about the housing stock in the community.

Housing and Neighborhoods- the areas that create a sense of "community"

- There is a total of approximately 27,200 housing units in the Town outside the Village, and about 34,600 including homes in the Village of Kenmore.
- Vacancy rates are healthy; about 3.6 percent of units are not occupied, which is considered a normal vacancy. Higher rates suggest housing problems, and lower rates are an indication of housing shortages.
- The Town's housing stock is relatively homogeneous. It consists primarily of smaller single-family homes, with the majority of units (67 percent) built between 1940 and 1959. A total of about 79 percent of the housing in the Town outside the Village is over 40 years old. This large concentration of older homes indicates a potential need for housing rehabilitation.
- Owner-occupancy is high, which is a positive sign. At the same time, the Town of Tonawanda has a wider range of rental housing available than many suburban communities, which helps to diversify options available for residents. Just under three-quarters of the housing stock is in single-family dwellings; about 11 percent of dwelling units are in two-family homes, and the remaining 16 percent of the housing stock is in multi-family housing (three or more units).
- The area is very affordable. Median home value is about \$85,900. In comparison, the average sale price of a home in Western New York is approximately \$108,400.



Library Specific Data

To determine the specific characteristics of individual neighborhoods that were served by libraries, we have grouped census tracts that surround each library location and tabulated the data for each tract in 25 categories. This data is presented in Attachment A. (*green paper*)

The map at the left shows the census tracts in Tonawanda. The 5 census

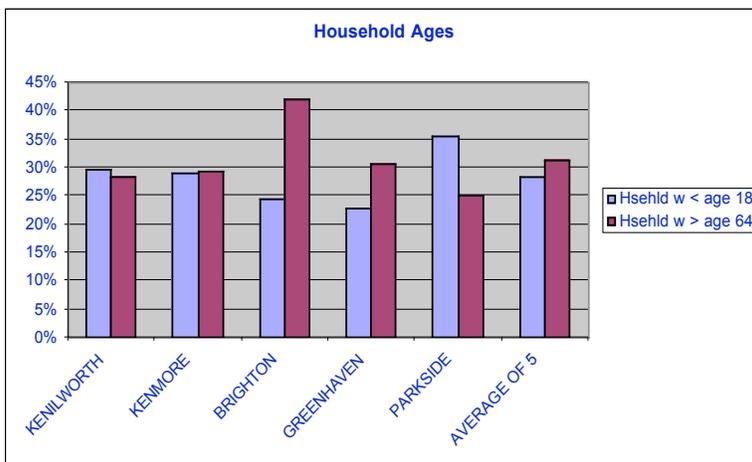
tract groupings are:

- ❖ Kenilworth: 45, 46.01, 80.01, 80.02, and 80.03
- ❖ Kenmore: 50, 51, 56, 81.02, 82.02, 85, 86, 87, and 88.
- ❖ Brighton: 79.02, 79.03, 79.04, 81.01, and 92
- ❖ Greenhaven: 79.01, 79.05, and 91.08
- ❖ Sheridan Parkside: 83, 84

The census data for each of the tracts was averaged for the library neighborhood and that average assigned to the area.

The demographic data provides several facets of information.

1. *The nature of the town as a whole.* As shown in the Village/Town data table on page 3, this facet reflects a similarity among sections of the town, with minor differences in some characteristics.
2. *Differences among sections of the town.* As shown in Attachment A¹ (*green paper*), each library area has characteristics to distinguish it from others, yet a fuller picture is one of a homogeneous town with relatively small regional distinctions.
3. *Testing of public perceptions.* When the distinctions are significant, such as in age, the data can be used to test the perceptions of the focus groups as to the nature of different neighborhoods. Within the 4 focus groups, there were several key demographic features cited.

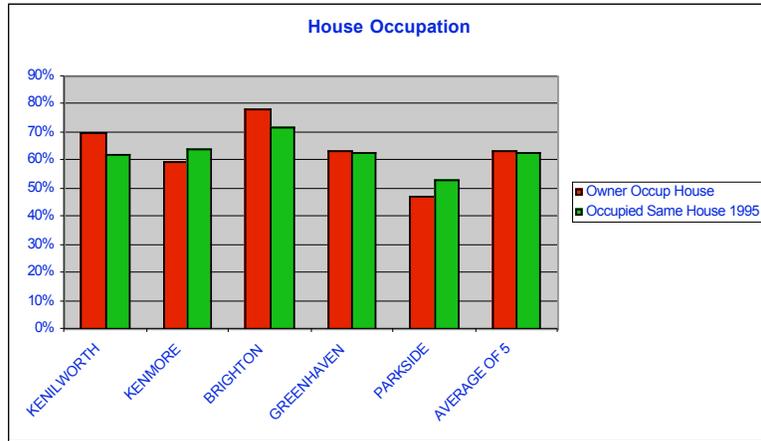


the 5 neighborhoods.

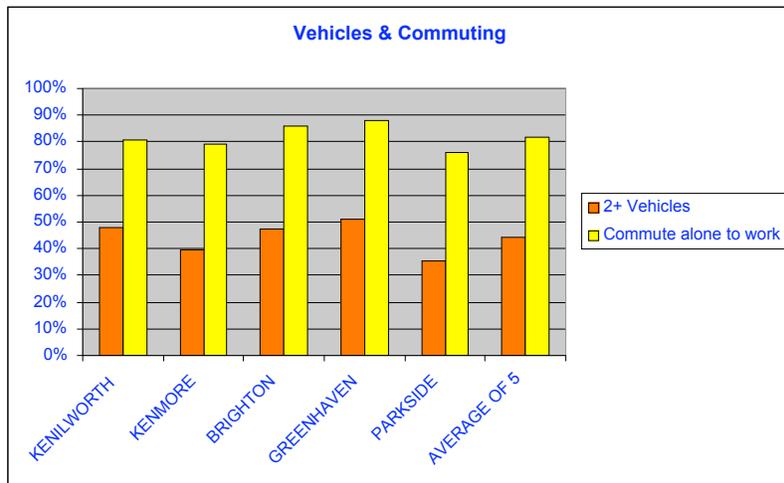
Presence of youth and elderly, and particularly elderly. This observation, which was usually described as an issue of accessibility to library service, was focused on Brighton. *The Brighton area is by far the heaviest concentration of households with over age 64, at 42%, which is 40% higher than the average of*

Longevity of residence and home ownership. This was described as a feature of Brighton and Greenhaven as a sign of “neighborhood” and stability, contrasted with the more urban southern sections of the town. In longevity of residence (more than 5 years), Brighton is 14% higher than the average percentage of 62%, with Kenilworth, Greenhaven and Kenmore close to the average level. Home ownership is heaviest in Brighton as well, at roughly the same levels of difference as the length of residence occupancy.

¹ Attachment A1 is the full set of data; A2 sorts the data by each characteristic.



Mobility and transportation. Mobility, as tested by the number of households with 2 or more cars, is 16% above average in Greenhaven, and Brighton is 9% higher than average. Kenmore is 10% below average. Mobility, as tested by driving alone to work, results on Brighton and Greenhaven being slightly above average and Kenilworth and Kenmore slightly below average.



Population Density. Kenmore and Kenilworth have more than twice the level of population density than Brighton and Greenhaven.

In general, the public’s perceptions about the nature of individual communities are borne out by demographic data. While not surprising, it is a useful fact because the deeply felt beliefs about how libraries should be organized are based not just on “it’s the only kind of library we know” but also on the nature of the different neighborhoods.

LIBRARY SERVICE PLANS

The By-Laws of the Trustees of the Tonawanda Library describe very general objectives for the Library.

1. To provide library service to residents of Kenmore, the Town of Tonawanda and Erie County as a member library of the Buffalo and Erie County Public Library System.
2. To service the community as a general center of reliable information.



Plan of Service
 January 1, 2007 - December 31, 2011
 Section 5: Goals / Results

Mission Statement: Connecting our diverse community with library resources that enrich, enlighten and entertain.

3. To provide the opportunity and encouragement for people of all ages for entertainment, enlightenment, and life-long learning.

Elements (1-13)	Goal statements	Intended results Provide year by year description	Evaluation methods Provide year by year description
1. Resource sharing			
a. Cooperative collection development	Provide access to needed information/materials.	2007-2011: Improved and enhanced System checklists used for consolidated ordering. 2007-2011: Collection development standards/guidelines. 2007-2011: Materials provided in a variety of formats. 2007-2011: Maximized use of library materials.	2007: Survey staff regarding titles offered. 2007-2011: Count checklists created. Tabulate quantities offered. Review publication dates vs. receipt dates. 2007-2011: Periodically evaluate library collections. 2007-2011: Monitor acquisition and use. 2007-2011: Monitor circulation statistics.
b. Delivery	Provide prompt access to needed information/materials.	2007-2011: Changes in the materials delivery infrastructure.	2007-2011: Monitor delivery statistics.
c. Interlibrary loan (ILL)	Provide prompt access to needed information/materials.	2007-2011: Quicker turnaround and increased fill rates for the ILL process.	2007-2011: Monitor ILL statistics.
d. Other (optional)	Provide prompt access to non-print information/materials.	2007 - 2011: Electronic collections that meet the needs of library patrons.	2007 - 2011: Monitor use statistics. Review budget information.

Library System Service Plan

The Tonawanda Library, like some other libraries in Erie County towns, do not have separate plans of service but rather consider themselves included within the activities defined in the B&ECPL plan. This plan is a description of the goals and services in a range of activities carried out by the library system. A typical page is shown here.

Normally our review would include analysis of the library's service plans (mission, goals, objectives, etc.) to determine if its goals are similar to the actual use of the library and the expectations of the public. However, neither the By-laws statement nor the B&ECPL plan provides relevant foundation for comparison.

LIBRARY COMPARISONS

Comparison with Peers

It is important when planning a library to understand the context in which the library operates; how does it compare with its peers in the amount and type of resources, and how is the library used? With 22 town libraries in the Buffalo & Erie County Public Library System, it is also necessary to reduce the number of libraries that are compared.²

Normally a comparison among libraries within a geographic region requires 2 steps.

- ❖ The first, assessing the general picture of the comparative group of libraries in a small number of criteria, determines the placement of the subject library within its local context. It answers the question “*How are we doing?*” This data, which is based on 2004 library annual state reports, is presented in Attachment B³ (*yellow paper*).
- ❖ The second is studying a larger range of criteria that show the peer libraries’ collection and use statistics to answer the question “*What are we doing?*” This data, also using 2004 annual reports, is presented in Attachment C⁴ (*blue paper*).

In the case of Tonawanda, we need to also examine how the entire library system reacted to the closing of libraries and service cutbacks in the 2005 fiscal crisis. To evaluate the shock and its aftermath, we will assess the statistical history of the 4 years from 2003 to 2006, showing changes in circulation levels and in proportions of total circulation; this answers “*What happened to what we were doing?*” The data, which is based on B&ECPL statistics, is presented in Attachment D (*orange paper*).

The Comparative Group

The 22 contracting libraries in B&ECPL were reduced to 8 that are comparable in 3 categories:

- ❖ (1) statistics of library expenses/capita and library visits/capita⁵ shown in Attachment B;
- ❖ (2) geographic relationship to the Town of Tonawanda and the City of Buffalo (as inner ring suburbs); and
- ❖ (3) population of the municipality.

² The comparisons will be among town libraries only because the towns present a common context that is different from urban and central library issues.

³ Attachment B1 is the full data set; B2 is the data sorted by various categories.

⁴ Attachment C1 is the full data set; C2 is the data sorted in various categories.

⁵ While any number of criteria could be compared, these 2 represent the amount of money spent (“effort”) and frequency of use (“result” of effort) by the population served.

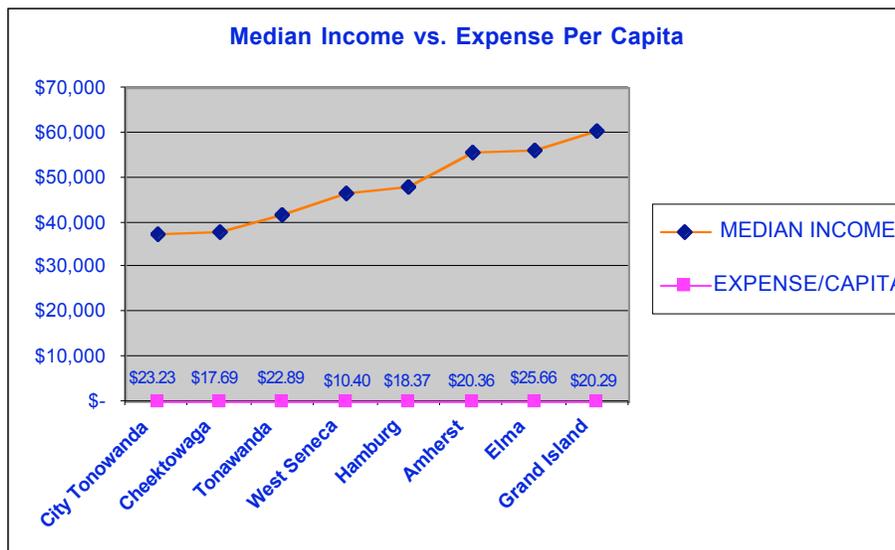
The following table shows the results. The final 8 were those that were duplicated at least once across the 4 criteria.

POPULATION	EXPENSE/CAPITA	VISITS/CAPITA	GEOGRAPHY
<i>Amherst</i>	<i>Amherst</i>	Eden	<i>Amherst</i>
<i>Hamburg</i>	Orchard Park	<i>Hamburg</i>	
	<i>Grand Island</i>	<i>Grand Island</i>	<i>Grand Island</i>
		Newstead	
		Manilla	
		Clarence	
	<i>City Tonawanda</i>	<i>City Tonawanda</i>	<i>City Tonawanda</i>
<i>Town Tonawanda</i>	<i>Town Tonawanda</i>	<i>Town Tonawanda</i>	<i>Town Tonawanda</i>
	<i>Elma</i>	<i>Elma</i>	
<i>Cheektowaga</i>			<i>Cheektowaga</i>
<i>West Seneca</i>			<i>West Seneca</i>

Comparisons Among 8 Libraries: “*How are we doing?*”

Attachment B shows the 8 libraries ranked in each of 9 categories—Circulation per Capita, Visits per Capita, etc. There are 2 categories in which the Tonawanda Library stands out.

- ❖ In comparing the Median Household Income, Tonawanda is **3rd lowest**, placing 31% below the highest, and 13% below the average. *The residents of Tonawanda are relatively less affluent than in other comparable towns.*
- ❖ In comparing Expense per Capita for libraries, Tonawanda is **3rd highest**, at more than double the lowest and 15% higher than the average for the 8 libraries. *Tonawanda, with a lower level of capability, expends a higher level of resources for libraries.*



In the other categories shown in Attachment B the Tonawanda Library is performing near the average of the 8 comparable libraries.

Conclusions

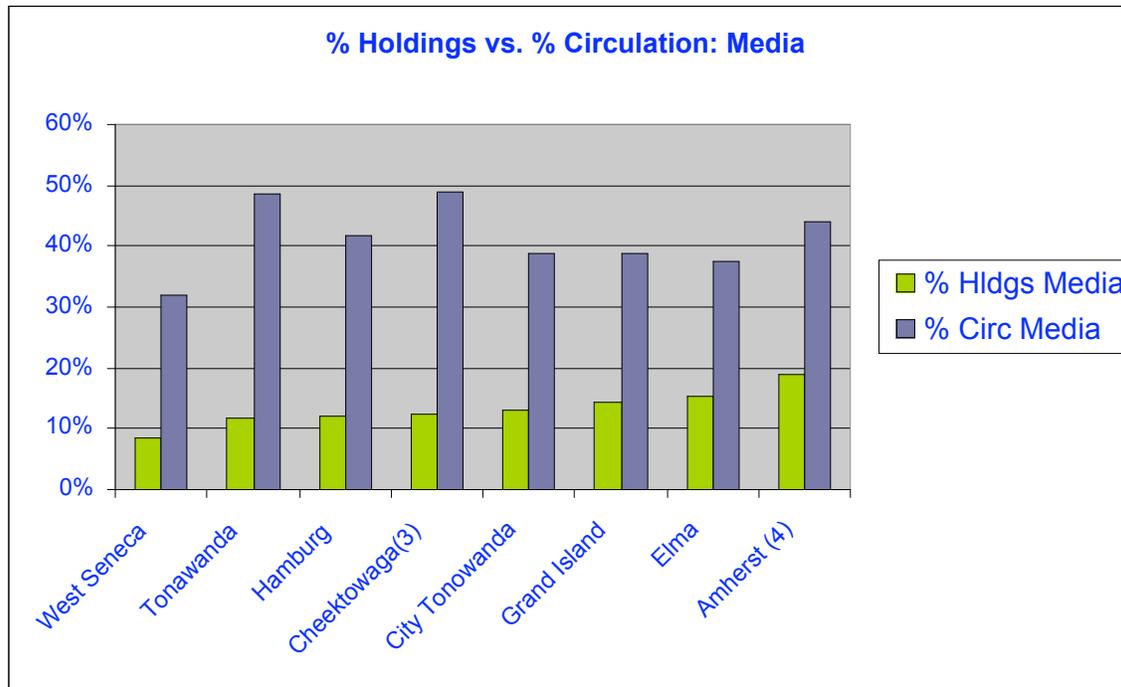
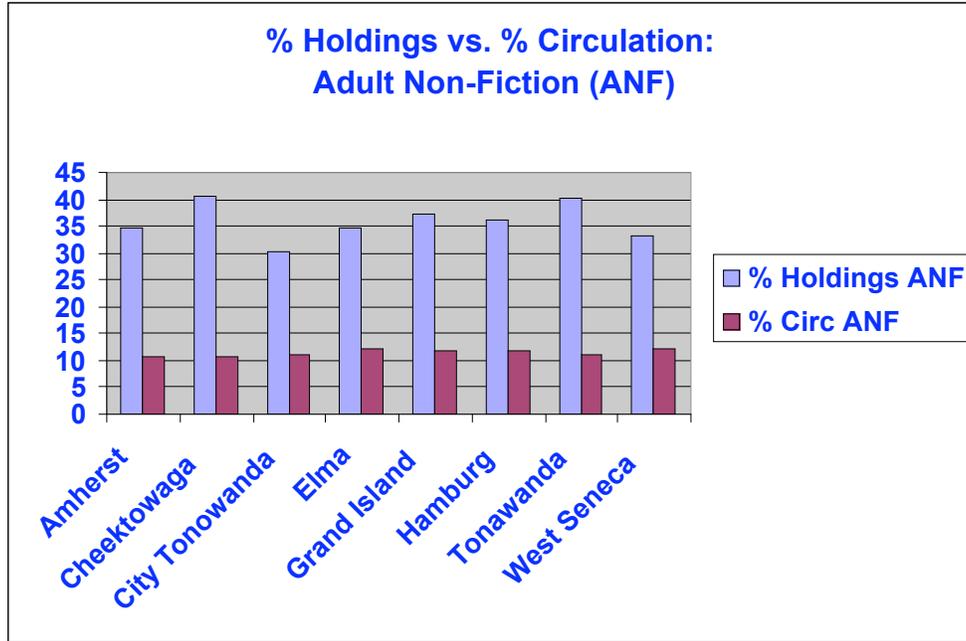
- ❖ Tonawanda is, in most aspects of library use measurement, an average library compared with 8 similar libraries.
- ❖ Tonawanda has a lower economic base in the community as shown by Median Household Income.
- ❖ The Tonawanda Library spends a higher amount per capita on libraries than the majority of its peers.

Comparisons Among 8 Libraries: What are we doing?

Attachment C shows the 8 libraries ranked in each of 13 criteria relating to the proportional size and amount of circulation in various sectors of the collection. In general Tonawanda is similar to its peer libraries in how its collection is distributed and how heavily it is used. There are however several aspects that will relate to distributing the collection in a new library and to the type of use it will receive.

Conclusions

- ❖ The Adult Fiction collection is proportionally smaller in both its size and its use than its peers.
- ❖ The Adult Non-Fiction collection is proportionally larger in its size and lower in its use than its peers. (*see graph next page*)
- ❖ Children's collection proportion is somewhat lower but its circulation is by far the lowest.
- ❖ A small media collection creates high use; the media collection is 2nd smallest but its use is 2nd highest. (*see graph next page*)



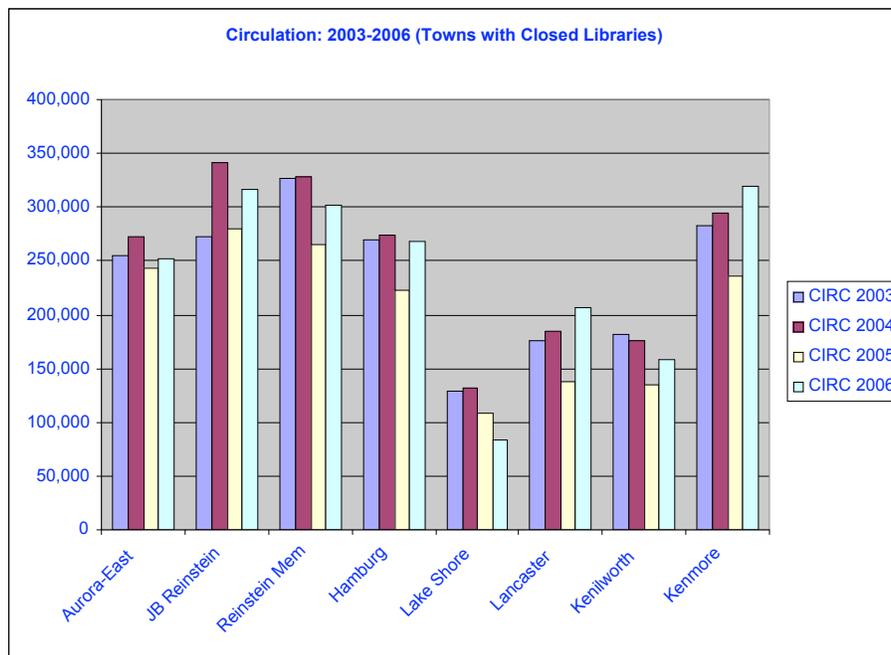
Implications for Planning a New Library

As described later in this report, the size of the Adult Non-Fiction will be reduced significantly and the Adult Fiction collection to a lesser degree. Children’s and Media will remain at the same level. The type of use of the library, with a very high circulation of media, shows that the library is used for popular materials and should be planned to have design features that promote browsing and previewing of materials.

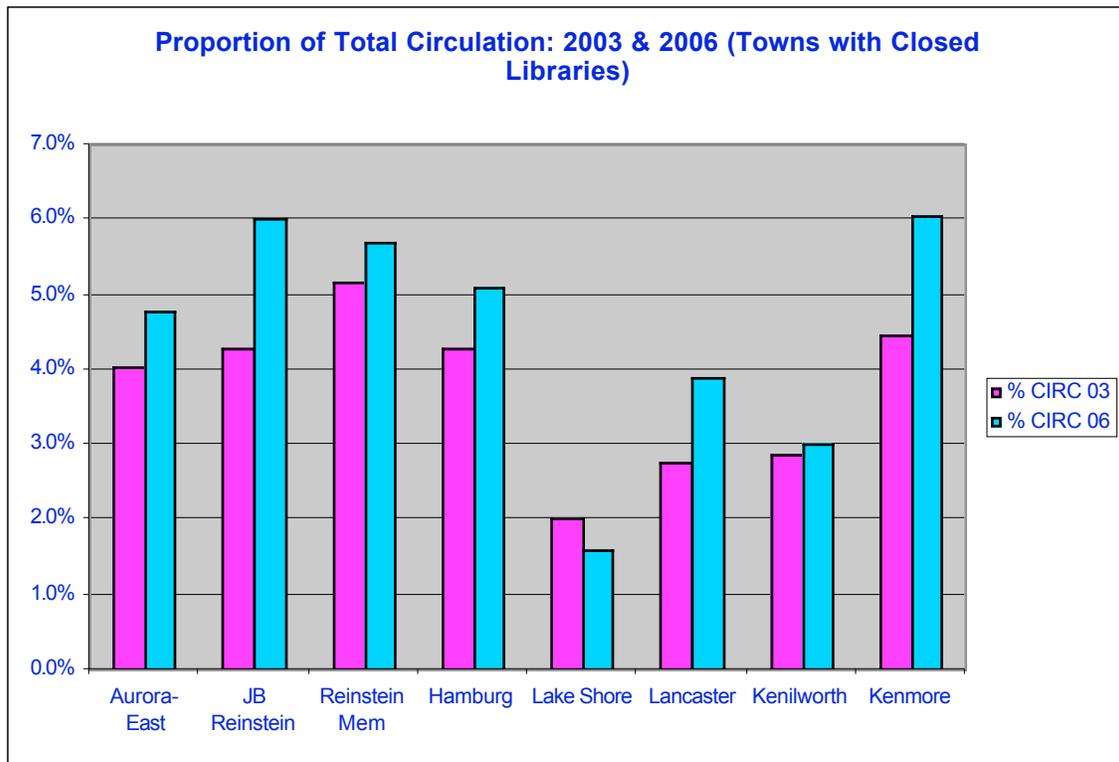
What happened to what we were doing?

Attachment D shows the history of circulation from 2003 to 2006 on a building-by-building basis.⁶ This data, which no longer compares the original 8 libraries, shows that from 2004 to 2006 the remaining Tonawanda libraries, and particularly Kenmore, recovered strongly after the closure of its libraries, and did so to a greater degree than most other towns that had libraries closed in the fiscal crisis.

- ❖ Kenmore is one of only 5 libraries among all 22 libraries and one of only 3 among the 8 that increased circulation from 2003 to 2006.
- ❖ Kenmore and Kenilworth both had significant circulation increases from 2005 to 2006. (*see graph below*)
- ❖ Libraries that had large increases in circulation 2005-2006 also had large increases in hours.
- ❖ Kenmore is 3rd highest in the % increase in their share of all town circulation from 2003 to 2006 (i.e. what part of the towns' total circulation was Kenmore?) (*see graph next page*)



⁶ For the previous measures we are using population figures from the official municipal census data that is used by the NY State Library as the “chartered to serve” populations. For this measure—what happened after the cuts?—we are using population figures that have been assigned by B&ECPL to each library building as part of its evaluation of how libraries should be reduced. In some instances these figures, which are based on US Census tract populations surrounding each library, vary significantly from the chartered to serve populations. Nevertheless, the informal population figures provide a consistent measurement.



Conclusions....

From this historical data we can see that Kenmore survived and recovered from the cuts better than most other libraries. While Kenilworth also increased its use, Kenmore’s response to the cuts was significantly greater than Kenilworth’s, showing that Kenmore is a critical element of not only Tonawanda but also B&ECPL library services.

FOCUS GROUPS

A typical part of assessing the needs of a library is determining the public's expectations and perceptions of library service. In the case of Tonawanda, this part of the planning process includes issues related to the closing of 3 of 5 libraries and whether further reduction in the number of libraries to one library is an effective and acceptable way to configure library services. The participants' opinions about a reduction to one library, called usually a "central state-of-the-art library", was tested in the focus group discussions.

The following is a summary of the focus groups' discussions.

1. The opening question was **how did closing of libraries affect you?**

Personal

The first responses in all groups were about reduction or loss of access to materials, such as canceling of requests, or longer waits for reserves, or lack of new materials, or books for book clubs.

Consistent responses were about the daily life inconveniences of the changes in hours at the libraries that remained open, and the need to drive to get to a library. The closings resulted in changes in habits and patterns.

Also consistent was the theme that the remaining libraries—Kenmore and Kenilworth—were inadequate in a number of respects...accessibility, location, parking, space for use and collections, etc. (Parking difficulties were the most consistent complaints about Kenmore.)

At least twice the social aspect of going to the library was described...seeing others you know, learning about new materials, etc. The library gives a sense of place to people.

The impact on employees was described...either more demanding workloads or worry about loss or major changes in their jobs.

A few responses described the loss of access to computers at the library.

About Others and the Community

Also consistent were responses about others...children and elderly who could not walk to their local library, and those without transportation either by car or bus.

This area of discussion also brought up the Brighton Place initiative, primarily describing it as a consequence of the cuts and a useful service to the area.

Another theme in two groups was the loss of a sense of neighborhood...the close proximity to a library that was a community value, enabling adults to walk (often with children) to the library, children to ride their bikes there, and just knowing it is there,

nearby. This idea was recognized as an ideal from a “small-town” set of mind that is not carried out in daily life. The population is very mobile on a daily basis but they want to be able to walk places even though they do not. The idea was tied to favorable childhood memories.

The losses of neighborhood feeling were described as applying to many aspects of daily life...business, shopping, visiting friends, etc.

2. The second area of interest was to **determine approval for a new state of the art central library**. The topic was discussed in the midst of other discussions covering **feelings about closing one or both of the current libraries**. To summarize...

There was one group that agreed that a new central library was desirable and should be pursued as soon as possible. No more funds should be spent to develop the current facilities.

There was another group that felt, with less complete agreement, that the 2 library situation should be maintained, the buildings improved, and perhaps a third added, north of Sheridan.

There was almost universal recognition of the inadequacies and limits of the 2 current facilities.

There was universal recognition that there are a very limited number of viable sites, in a central location, for a large library to replace one or both of the current libraries.

A new state-of-the-art library was generally endorsed within 2 groups, with some reservations about it becoming too big and impersonal.

Maintaining one current library and building a new “mega” library was also generally endorsed within 1 group, with no clear sense of where the new library should or could be located.

“Approval” of the idea of a new central library usually was by default...

- ❖ The current buildings were inadequate and poorly located;
- ❖ There are very few sites that are centrally located and perceived as available;
- ❖ There isn’t enough money to keep the current libraries going and build and operate a new one as part of a multiple-library arrangement.

There was a limited knowledge or expectations for a “state of the art” library. One group described the ideal library and it primarily focused on the current inadequacies—parking, location, shorter lines, more computers, varied materials, and a “cozy” feel.

There was skepticism about the viability of improvement in the library situation...

- ❖ Partly due to it being “the way things are”;
- ❖ Partly due to funding limits that are anticipated to continue;
- ❖ Partly due to there being no improvement in the libraries even after going from 5 to 2; and
- ❖ Partly due to a general sense that the cuts that were made were not understood and were inequitable from a tax point of view.

(Those towns that were *not* cut had the *same* service for the same taxes, and those that *were* cut had *less* service for the same taxes.)

3. Another area of interest is to **determine ideas for improvement of the current situation if there is not a new central library**. These suggestions were usually reflected in the previous topics, but some specifics were mentioned, such as adding another floor or acquiring more parking. *Other than a new centrally located large library*, the basic options that were boiled down from the discussions are...

- ❖ Keep Kenmore and add one north of Sheridan
- ❖ Keep one (either Kenmore or Kenilworth) and build a large new library in a central location
- ❖ Keep one (either Kenmore or Kenilworth) and build a large new library north of Sheridan
- ❖ Keep the current 2 and improve them
- ❖ Keep the current 2 and add a 3rd north of Sheridan

While these were never compared side-by-side with each group, it seems, based on all the discussion, that the strongest support (other than for a new single central library) would be given to the first one—keep Kenmore and build a new one north of Sheridan.

4. Location of a new central library

This discussion, which occurred in almost every topic in every group, covered a number of desirable or feasible locations, with the Aquatic Center and the Brighton School as the only locations perceived as available.

In describing the location's characteristics, it should be centrally located, be easily reachable by car or bus, and be able to provide what is now lacking...parking, accessibility, adequate size, etc.

5. Other Issues

Other subjects were covered, including school libraries, financing and governance of libraries in Erie County, and the history of plans for libraries in the County.

School libraries were discussed at some length with 2 groups. In general the public libraries are used as supplements to schools based on subject matter, schedules, collections available, and personal preference. There was recognition of the differing missions and roles of public and school libraries, practical issues of sharing facilities such as security, and of scheduling any coordinated activities.

Funding of libraries in Erie County

There was some discussion about the funding of libraries in Erie County, and some participants in 2 groups described that staff, materials, and operating costs come from the County under the control of the County library board, that buildings are owned and maintained by the municipality under the control of the local library board, and that decisions on what libraries to close were made by the system board.

It was suggested that libraries help their financing by becoming sources of revenue, similar to the Aquatic Center or through commercial partnerships.

Also discussed was the practice of some towns, such as Amherst, supplementing County funding with local funding. It was felt that this community is different than Amherst and that it is less likely in Tonawanda. It was suggested in one group that Tonawanda could opt out of the system and gain its own funding through taxes, volunteer services as a work force, and volunteers as a support base.

History of plans for libraries in the County

Several participants described the previous planning for library services, including the report in the early 90's recommending to consolidate libraries, and which was not adopted.

6. Votes on Library Roles

As a type of "straw vote" participants were asked to rank their 3 top library roles in priority order, based on 8 roles of public libraries described by the Public Library Association. Results varied widely among the roles, probably in part due to the fact that the groups were focused on other facets of library services. In counting the total number

of votes received, the sequence was Popular Materials 1st; Community Activities 2nd; Independent Learning 3rd; and Pre-Schoolers' Door to Learning 4th. This is a typical group of highly ranked roles for a public library.

ROLES	Group 1	Group 2	Group 3	Group 4
Reference Library	2 votes for 3 rd priority	3 for 2 nd 2 for 3 rd	1 for 2 nd	1 for 3 rd
Pre-Schoolers' Door to Learning	6 for 2 nd 1 for 3 rd	-0-	2 for 2 nd	2 for 1 st
Popular Materials Center	9 for 1 st	1 for 1 st 1 for 2 nd	4 for 1 st	3 for 2 nd 3 for 3 rd
Independent Learning Support	1 for 3 rd	4 for 1 st 1 for 2 nd	1 for 2 nd	3 for 1 st 2 for 2 nd
Formal Education Support	-0-	3 for 1 st 2 for 3 rd	-0-	2 for 1 st
Community Information	1 for 3 rd	1 for 3 rd	-0-	1 for 2 nd 1 for 3 rd
Community Activities Center	3 for 2 nd 5 for 3 rd	2 for 3 rd	1 for 3 rd	2 for 2 nd 1 for 3 rd
Research Library	-0-	-0-	1 for 3 rd	-0-

As a result of the focus groups it is reasonable to conclude:

1. There is no consensus on the number and location of libraries.
2. Most people arrived at the opinion that it is reasonable, or perhaps just inevitable, that there will be one library...and hope that it is near to me.
3. There is general recognition that the number of viable locations for a new library is small...3 at the most.
4. There is a strongly felt skepticism that the library situation will improve.
5. People in all groups articulated the importance of neighborhoods as a feature of the town.
6. There was a consistent theme about the deep emotional connection of individuals with libraries because of personal memories and current experience.
7. Libraries were spoken of in ways that did not identify typical features of modern libraries; a good library was typically described as having enough parking, was easy to get to, had a pleasing atmosphere, and had a variety of types of materials and enough computers.

Preliminary Building Size

As a result of the analysis performed to this point, it is reasonable to define a set of needs that is typical of a public library; adequately sized collections, extensive browsing space for popular collections in varied media, adequate seating for reference and working, adequately sized children's spaces, efficient staff work areas, and community meeting areas. These typical features result in a preliminary size defined below, using the State of Connecticut's planning standards. These standards have allocations for Basic and Growth environments; since the town is not expected to grow, the basic size is taken as the preliminary estimate.

<i>Preliminary Size Range</i>	<i>Basic Size</i>
<i>Collection</i> 180,000 items/ 10/sf	18,000
<i>Seats</i> 5/1,000 pop. x 30 sf	11,250
<i>Program and Community</i> 100 x 15 sf	1,500
<i>Staff</i> (public stations & work areas) 15 x 150	2,250
<i>Subtotals</i>	<i>33,000 sf</i>
<i>Unassigned @ 25%</i>	<i>8,000</i>
<i>Totals</i>	<i>41,000 SF</i>

Other Issues Affecting the Tonawanda Library

There are 2 other issues that affect the decision-making process about the future of the Library: the role of neighborhoods in the Town's plans for development and the policies of the Erie County Library System concerning new library buildings.

TONAWANDA'S NEIGHBORHOODS

The Town completed a Comprehensive Plan in 2005 to provide a focus for growth and development. A consistent theme in the Plan is the value of neighborhoods in maintaining the attractiveness and vitality of the Town, both for its unique civic spirit and for the benefit of housing values. The following are excerpts from the Plan.

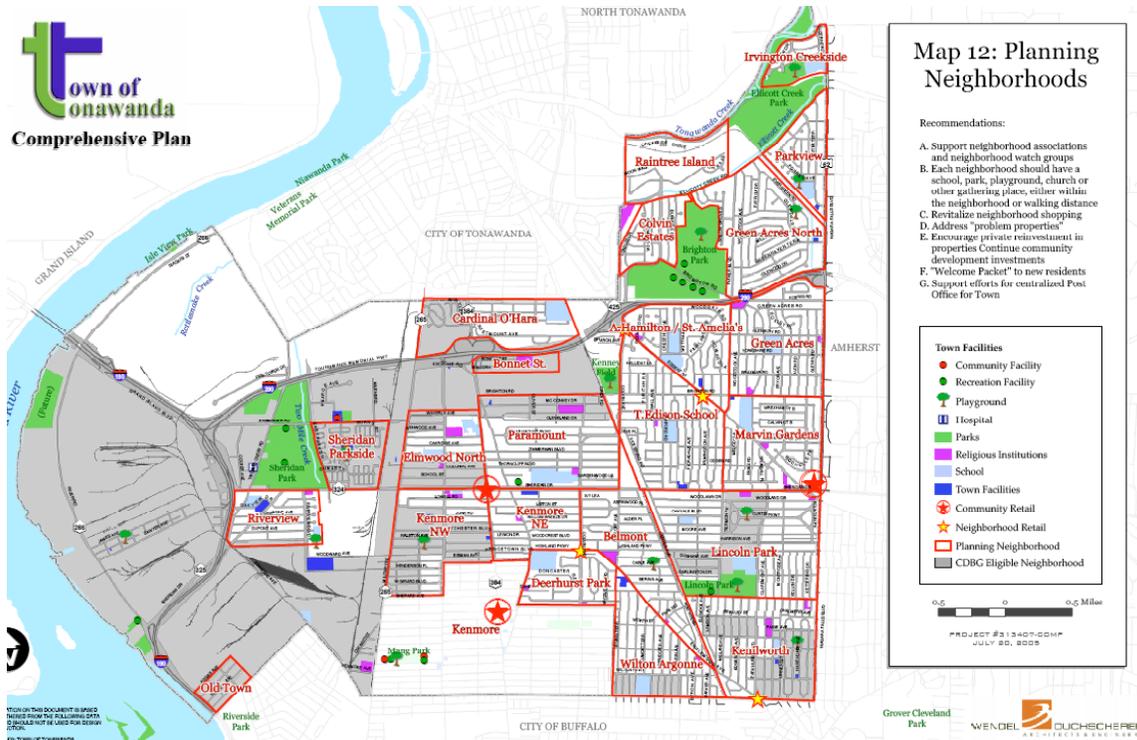
Neighborhoods

The Town of Tonawanda is characterized by a number of strong neighborhoods. Areas such as Parkview Triangle, Kenilworth, Deerhurst Park and other local neighborhoods have a particular image and sense of identity. The Village of Kenmore also helps contribute to local identity, by serving as the "village center" with a business district that serves the wider Town of Tonawanda area. Several retail and public uses are also located on Sheridan Drive, with the Sheridan Delaware Plaza, the Aquatic Center, the Town Court and Police Department providing a central focus of activity, and a number of other public and retail uses located nearby.

-
- Tonawanda has strong neighborhoods. There is a strong neighborhood watch system, some neighborhood organizations, and an awareness of neighborhoods on the part of many residents.
 - This strength needs to be nurtured, as newer residents do not always have the awareness or appreciation of strong neighborhoods, which can help stabilize areas and improve quality of life factors, such as crime and property maintenance issues.
 - There is a distinct character to different neighborhoods that should be supported—unlike many suburban communities, where it all blends together.
 - Tonawanda has a strong system of neighborhood schools, neighborhood parks, churches and other community facilities that help to anchor neighborhoods.
 - There is still some scattered neighborhood retail—to a much greater extent than many other communities. The Town should encourage reinvestment and upgrading of these neighborhood retail centers, but at neighborhood scale for smaller pockets of retail. The goal is to create convenience retail centers for neighborhood use, not major retail centers.
 - To the degree possible, neighborhoods should be made "walkable" to encourage non-automotive travel within the neighborhood (to corner store, library, school, etc.)

There is much discussion currently about "new urbanism" and "traditional neighborhood planning." Many suburban towns are trying to reclaim or retrofit a more traditional pattern of streets and neighborhoods to help establish a stronger community identity. The Town of Tonawanda already has the basis of this type of development, with existing strong neighborhoods, pedestrian friendly streets, neighborhood shopping areas and community parks. This plan supports reinforcing these positive aspects, ensuring that they are respected and promoted, and making improvements where warranted.

The Plan defines an extensive network of specific neighborhoods for planning purposes.



Regional Partnerships

In addition to neighborhood strength, the Comprehensive Plan identifies the value of partnerships and combinations with other units of government.



The Town of Tonawanda will support increased Intermunicipal cooperation where appropriate

The Erie-Niagara region is increasingly recognizing the importance of intermunicipal and regional cooperation. The Town of Tonawanda influences and is influenced by the Village, the adjoining communities (Town of Amherst, City of Buffalo and City of Tonawanda), the school districts and Erie County. These interrelationships present certain limitations, but also represent a source of opportunity for improved planning and cooperation. It is critical to consider the adjacent communities—especially Kenmore, but also the City of Buffalo, the City of Tonawanda and the Town of Amherst—in planning efforts by the Town.

- Investigate areas where shared services and/or costs between two or more communities are appropriate, and encourage joint efforts in these areas.
- Work cooperatively with the County in regard to economic development efforts
- Promote intermunicipal cooperation and coordination with the Village of Kenmore, adjacent communities and Erie County.
- Encourage greater collaboration and coordination of efforts with the school districts in the Town.
- Explore the potential for joint public service activities, and participate where benefits result
- Stay involved in regional planning efforts
- Work with local, state and national agencies on issues, such as the Niagara River and the Erie Canal, with regional impact.

B&ECPL'S POLICY ON NEW LIBRARIES

B&ECPL was formed in 1953 as one of the growing number of library systems in New York State. It is governed by a board of trustees, which allocates funds from Erie County to support the operating and collection development costs of the libraries located in the county. Each of the 23 municipalities that operate public libraries provide buildings to serve as public libraries, and are responsible for a building's capital needs and improvements.

The B&ECPL Board, though it is not responsible for the costs of providing buildings for library services, is responsible to pay the on-going operating costs for the libraries and therefore must approve new facilities. It has set out several criteria that need to be met for a new building to be approved.

- ❖ A proposed project cannot enhance the quality of library service in one area at the expense of service in another.
- ❖ Each project must be expenditure neutral (when adjusted for inflation) in the context of B&ECPL's overall operating budget.
- ❖ The B&ECPL encourages and welcomes projects that reduce operating costs while improving library services to Erie County residents.
- ❖ Libraries must be strategically located.
 - The following factors must be considered: economic and demographic trends, proximity to existing service outlets, public transit and/or major transportation routes, population density in any proposed service area, and geographic isolation.
- ❖ New facilities should be designed to serve regions rather than municipalities, resulting in higher levels of service (e.g., more hours, better resources, enhanced technology) for more Erie County residents.
- ❖ Libraries building new buildings must prove that the new facility will not detract from others' services and will not cost more for the County, and that there is enough funding for the equipment of a new facility.

Conflicting Policies

There is a conflicting set of policies and expectations among those concerned with library service in Erie County.

- ❖ In the library system there is a policy that there be (1) cost neutral facilities, (2) equity in the quality of service, and (3) fostering of a regional concept for the

establishment of libraries. However, there has been no opportunity to test the ways in which these 3 policy elements can be carried out.

- ❖ At the municipal level, the Town of Tonawanda has focused on a development policy that supports de-centralized characteristics such as libraries in neighborhoods. However, because the Town is dependent on the County to finance annual library budgets for its residents, the Town cannot proceed on a course that the County cannot afford.
- ❖ Among consumers of library services, there is a strong value attributed to libraries that are neighborhood-focused facilities. While this value can be reduced by the fact that it is what they have grown to know as the library structure in Erie County, and its emotional value is nostalgic, it is still deeply held and connected with formative experiences in their personal and family lives.

Common Ground?

There is common ground for the Town and B&ECPL: the Town's Plan and the B&ECPL building policies both endorse regionalism in the provision of services. It could develop that, for example, the library system will commit to help build and to operate a new library that is regional. Such a library would be larger and more flexible to absorb evolving uses and populations. If B&ECPL accepts regional library responsibilities—in this case through the Tonawanda Library—Tonawanda as a municipality could focus on the ways libraries can be supported as neighborhood centers.

If this common ground cannot be found, and the library system is unable to commit to new models for its libraries, Tonawanda is forced to “go it alone” and make decisions on its buildings based on its own criteria.

One Library or Two?

If there is no solution in which B&ECPL takes a lead role, the decisions on library configuration should incorporate the following evidence from this report.

- ❖ The demographic data does not present strong evidence that there are 2 very different communities that are isolated from library service.
- ❖ The collection and use comparisons show that the Tonawanda Library is used in ways that are similar to other libraries in the county. It does not lead or lag in significant ways, and library use in the town will continue to be substantial.
- ❖ The response to the library closings shows that the Kenmore Library attracted a high volume of use after 2005 compared to other libraries throughout the County.

- Kenilworth's less dramatic recovery suggests that the current 2 libraries are not essential.
- ❖ Evidence from civic planning places importance on strengthening neighborhood services and amenities as a unique feature of the Town.
 - ❖ From the focus groups there is an emotional energy for libraries that is favorable and comes from deeply felt favorable personal experiences. This energy needs to be honored as well as harnessed.
 - ❖ The community is still in recovery from the closing of so many libraries, and the attention that has been given to the loss of neighborhood libraries can be diverted to the gains from new state-of-the-art facilities.
 - ❖ Because of the lack of viable new sites and the inadequacies of the current facilities, it appears that it will be acceptable, if only by default, to focus on a single library.
 - ❖ No solution will work that is not acceptable to the library system.

SECTION 2: BUILDING PROGRAM--NUMERICAL**CAPACITIES**

Collections 160,000 total. Basis: 130,000 + 0.45/capita—from the Connecticut State Library Standards

Seats 225 total. Basis 3 seats/1,000 population—the Conn. State Standard of 5/1,000 is reduced.

Allocation of Capacities

The collection is allocated based on the information gained from the use of the current collections in Attachment C. The collection reduction is significant, partly due to the extensive duplication among the 5 libraries prior to 2005.

AREA	COLLECTIONS	SEATS	<i>CURRENT COLLECTIONS</i>
Adult Fiction	20% 32,000 vols.	50% 110 seats	45,000
Adult Non-Fiction	25% 40,000		85,000
Children's	30% 48,000	30% 70 seats	49,000
Young Adult	10% 16,000	20% 45 seats	25,000
Media—Adult	10% 16,000		
Media—Children's	5% 8,000		
TOTALS	160,000	225 seats	205,000

Item Size Standards

- ❖ Collections. An allocation of 10 items per square foot is assigned for each format. This figure results from a combination of the number of items on a shelf, number of shelves high on a stack, and the width of aisles.
- ❖ Seats. An allocation of 30 square feet is provided for each seat in various configurations.
- ❖ Stand-up computers are provided at 15 square feet each; they are not included within the seat allocations.
- ❖ Staff work stations for either public or backroom activities are provided at 150 square feet each.
- ❖ Program and meeting spaces are provided at 15 square feet for auditorium seating and 25 for table seating.
- ❖ Space allocations are in “Net” square feet; an addition of 20% is provided for conversion to “Gross” square feet (allowing for various unassigned spaces such as corridors, lobbies, rest rooms, exit routes, etc.)

CHILDREN'S AREA**Collections**❖ **Books** (30% of total collection of 160,000) 48,000

Picture & "Easy" Books (50% of Children's total)

24,000 vols/ 10 vols. per sf **2,400 SF**

Children's Fiction and Non-Fiction (50% of Children's total)

24,000 vols/ 10 **2,400 SF**❖ **Media** (5% of total collection of 160,000) 8,000**8,000 items/10** **800 SF****Seats** (30% of total seats of 225)**70 seats x 30 sf per seat** **2,100 SF****Stand-up computers****10 @ 15 sf** **150 SF****Children's Service Desk** **250 SF**

<i>Patron seats</i>	<i>1 x 30</i>	<i>30</i>
<i>Staff seats</i>	<i>1 x 150</i>	<i>150</i>
<i>Desk Reference</i>	<i>150 vol/5/sf</i>	<i>30</i>
<i>File cabinets</i>	<i>4 x 10 sf</i>	<i>40</i>

YOUNG ADULT**Collection** (10% of total collection of 160,000) 16,000**Books (75% of YA collection) 12,000/10** **1,200 SF****Media (25% of YA collection) 4,000/10** **400 SF****Periodicals 60 titles x 1.5 sf** **90 SF****Seats** (20% of total seats of 225)**45 x 30 sf** **1,350 SF****Stand-up computers****10 @ 15 sf** **150 SF****Special Use****Printer, scanner, fax, copier, etc.8** **200 SF****YA Service Desk****480 SF**

<i>Patron seats</i>	<i>2 x 30</i>	<i>60</i>
<i>Staff seats</i>	<i>1 x 150</i>	<i>150</i>
<i>Desk Reference</i>	<i>150 vol/5</i>	<i>30</i>
<i>File cabinets</i>	<i>4 x 10 sf</i>	<i>40</i>

Study Rooms**2 x 100 sf****200 SF****YOUNG ADULT TOTALS****4,070 SF**

(Narrative description pp. 39-40)

⁸ This space provides the extensive computer capability required for YA services. Media browsing is provided within the seating allocation.

ADULT AREA

(Narrative description pp. 41-45)

ADULT FICTION AND NON-FICTION**Collection** (45% of total collection of 160,000) 72,000

Fiction (20%)	32,000/10	3,200 SF
Non-Fiction (25%)	40,000/10	4,000 SF

Stand-up computers

10 @ 15 sf	150 SF
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Sub-Total 7,350 SF**ADULT MEDIA AND NEW BOOKS****Collection****Media** (10% of total collection)

16,000/10	1,600 SF
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New Books⁹ 1,500/7 vol./sf	215 SF
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<u>Listening stations</u> 6 @ 30 sf	180 SF
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<u>Stand-up computers</u> 5 @ 15 sf	75 SF
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<u>Displays and Distribution space</u>	50 SF
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Sub-Total 2,120 SF⁹ New book displays, sized for 1,500 items that are included in existing collection sizes.

ADULT REFERENCE AND SEATS**Collection** (5% of Adult Non Fiction collection of 48,000)

Books	2,400/10	240 SF
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Periodicals—current--350 titles x 1.5 sf	525 SF
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Back issues 100 titles x 5 yrs x 0.5	250 SF
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Seats¹⁰ (50% of total seats of 225)

110 seats x 30 sf	3,300 SF
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<u>Stand-up computers</u>	15 x 15 sf	225 SF
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<u>Special Use</u>	1,025 SF
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<i>Index table</i>	<i>2 x 140 sf</i>	<i>280</i>
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<i>File Cabinets</i>	<i>10 x 10 sf</i>	<i>100</i>
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<i>Dictionary/Atlas</i>	<i>5 x 35 sf</i>	<i>175</i>
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<i>Map Case</i>	<i>2 X 35</i>	<i>70</i>
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<i>Copiers, fax, scanners, printers</i>		<i>200</i>
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<i>Study Rooms 2 x 100 sf</i>		<i>200</i>
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<u>Reference Desk</u>	520 SF
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<i>Patron seats</i>	<i>4 x 30</i>	<i>120</i>
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<i>Staff seats</i>	<i>2 x 150</i>	<i>300</i>
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<i>Desk Reference</i>	<i>300 vol/5</i>	<i>60</i>
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<i>File cabinets</i>	<i>4 x 10 sf</i>	<i>40</i>
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<i>Sub-Total</i>	<i>6,085 SF</i>
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ADULT AREA TOTALS	15,555 SF
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<i>Fiction and Non-Fiction</i>	<i>7,350 SF</i>
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<i>Media and New</i>	<i>2,120 SF</i>
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<i>Reference and Seating</i>	<i>6,085 SF</i>
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¹⁰ These seats may be distributed among other areas, such as reading islands within stack areas or a periodical reading area, or browsing areas near new books.

OTHER FUNCTIONAL AREAS**PUBLIC AREAS**

Circulation Desk 4 staff stations x 150 sf **600 SF**
(narrative pp.45-46)

Meeting and Program Spaces

Community Room	100 att. x 15 sf	1,500 SF
Conference Room	10 att. x 25 sf	250 SF
Storage and Kitchen		400 SF
Exhibits and Display Spaces		900 SF
Gift Store/Coffee Bar		400 SF

Local History/Quiet Room 10 seats; 1,000 vols. **400 SF**

STAFF AREAS

Staff work area 15 stations @ 150 sf **2,250 SF**
(narrative p. 45)

Staff facilities (lounge, lockers, rest rooms)

10 @ 25 sf	250 SF
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Utility and storage **150 SF**

TOTAL OTHER AREAS **7,100 SF**

TOTAL SPACE REQUIREMENT BY SERVICE AREA

<i>Children's</i>	<i>9,200 SF</i>
<i>Young Adult</i>	<i>4,070 SF</i>
<i>Adult</i>	<i>15,555 SF</i>
<i>Other</i>	<i>7,100 SF</i>

SUB-TOTAL ALL AREAS **35,925 SF**

Add 20 % Net to Gross ratio	7,185 SF
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TOTAL SPACE REQUIRED **43,110 SF**

The B&ECPL has a standard building program that identifies recommended percentages for different spaces. This program compared to the B&ECPL program guide is as follows.

	This Program	B&ECPL
Children's	21% 9,200 sf	15%
Young Adult	10% 4,100 sf	2.5%
Adult	36% 15,600 sf	40%
Other	16% 7,100 sf	22.5%
Unassigned	16% 7,200 sf	20%

OPTIONS FOR REDUCING THE BUILDING SIZE

The total space shown above is organized around the specific age-based areas—children’s, young adult, adult, etc. When the total space is broken down by the type of use of the space (collection, seats, etc.), it provides a way to identify a strategy that could reduce the building’s size.

Total Space Requirements Based on the Use of Space

Activity	Children’s	Young Adult	Adult	Other	Totals
Collection	5,600 sf	1,690 sf	10,030 sf		17,320 SF
Seats	2,100	1,350	3,300		6,750
Stand-up Computers	150	150	450		750
Service Desks	250	480	520	600	1,850
Staff Work Areas				2,650	2,650
Program/Community	950			3,450	4,400
Other	150	400	1,255	400	2,205
Sub-Total	9,200	4,070	15,555	7,100	35,925
Net to Gross +20%	1,840	825	3,100	1,420	7,185
TOTALS	11,040	4,895	18,655	8,520	43,110

Reduction Models

To reduce the size of the building from 43,100 square feet to approximately 30,000 square feet (a 30% decrease), the following adjustments are reasonable. Adjustments are applied to the total space for a type of activity; actual adjustments are refined during schematic design. Within the overall 30% reduction it is also possible to use adjustments in age-specific service areas (Children’s, YA, etc.) that bring the service area proportions closer to the B&ECPL model shown on the previous page.

Activity	Totals	Reduction	New Total	Comments
Collection	17,320 SF	30% (5,196)	12,124	Higher shelving density; less user friendly
Seats	6,750	30% (2,025)	4,725	Fewer seats; actual need is not known
Stand-up Computers	750	100% (750)	-0-	Less convenient to find materials
Service Desks	1,850	30% (555)	1,295	Tighter workspace in public areas
Staff Work Areas	2,650	20% (530)	2,120	Future staffing levels are unknown
Program/Community	4,400	950 sf + 30% (1,985)	2,415	No separate children’s programs or other results
Other	2,205	30% (662)	1,543	
Sub-Total	35,925	(11,703)	24,222	
Net to Gross +20%	7,185	(2,340)	4,845	
TOTALS	43,110	(14,043)	29,067	Viable size option

The general reduction amount is 30%. When applied to the 4 service areas (Children, YA, Adult, Other) rather than the type of use method that was just shown, the 30% reductions result in a building of 30,180 square feet.

TOTAL SPACE REQUIREMENTS BY SERVICE AREA: Original and Reduced

<u>Original</u>		<u>Reduced</u>
<i>Children's</i>	9,200 SF	<u>-30% =6,440</u>
<i>Young Adult</i>	4,070 SF	<u>-30% =2,850</u>
<i>Adult</i>	15,555 SF	<u>-30% =10,890</u>
<i>Other</i>	7,100 SF	<u>-30% =4,970</u>
<i>SUB-TOTAL ALL AREAS</i>	35,925 SF	<u>25,150</u>
<i>20 % Net to Gross ratio</i>	7,185 SF	<u>5,030</u>
TOTAL SPACE REQUIRED	43,110 SF	
Total at 30% reduced		<u>30,180 SF</u>

COST ESTIMATES

Using current experience with local construction costs, Kideney Architects has made a preliminary estimate of the cost of a 30,000 square foot building at \$8,345,000. The following is a replica of the estimate break-down and assumptions.

PROJECT SUMMARY		COST PER SQ	TOTAL COST
BUILDING (30,000 gsf)			
GENERAL CONSTRUCTION		\$162	\$4,860,000
PLUMBING		\$8	\$240,000
HEATING, VENTILATING AND AIR CONDITIONING		\$28	\$840,000
ELECTRICAL		\$21	\$630,000
FIRE PROTECTION		\$6	\$180,000
TOTAL - BUILDING		\$225	\$6,750,000
SITE WORK			\$995,000
TOTAL - PROJECT CONSTRUCTION			\$7,745,000
FURNITURE, FIXTURES AND EQUIPMENT			\$600,000

ESTIMATE ASSUMPTIONS / QUALIFICATIONS

1.	Building Construction Type: Structural Steel Frame Reinforced Concrete Foundation Walls and Spread Footers Exterior Masonry Walls Concrete Slab on Grade One Story Building Plumbing and Fire protection: Including cold and hot domestic water system, toilet room fixtures, sewage and storm water drainage systems, gas piping systems and fully sprinklered system. HVAC: Including the boiler/hot water heating system and mechanical ventilating/air conditioning system with temperature control system. Electrical: including furnished/installed complete electrical system, including feeders, panel boards, branch circuits, lighting fixtures, lamps, wiring devices, special outlets, equipment outlets, complete motor and equipment connections, raceway for computers/phones and fire alarm system extension.		
2.	Site Work Including: 150 Car Asphalt Parking Lots and Driveways Concrete Walks Site improvement with Landscaping Assume approximately 5 Acre Site		
3.	Site Acquisition/Demolition costs are not identified		
4.	Prevailing Labor Wage Project		
5.	Based on normal Project Scheduling, premiums for delays and potential material shortages not included.		
6.	2007 Construction Cost Pricing used.		
7.	Incidental and Soft costs not included.		
8.	Food Service Equipment not included.		

SECTION 3: BUILDING PROGRAM--NARRATIVE DESCRIPTION

The narrative portion of this Report is organized into a description of various sections of the library followed by a section of design and functional principles and guidelines.

CHILDREN'S SECTION

CHILDREN'S TOTALS

9,200 SF

(pages 26-27)

<i>Media</i>	<i>800 sf</i>
<i>Picture & Easy Books</i>	<i>2,400 sf</i>
<i>Fiction and Non-Fiction</i>	<i>2,400 sf</i>
<i>Seats and stand-up computers</i>	<i>2,250 sf</i>
<i>Service Desk</i>	<i>250 sf</i>
<i>Program Spaces</i>	<i>950 sf</i>
<i>Storage</i>	<i>150 sf</i>

This area of 9,200 square feet should be near the front entrance and, if travel through the library is necessary, accessible over a short path. It should appear as a "separate" area that, through location, design, and architectural or artistic features, provides a sense of uniqueness reaching toward the memorable. It should provide a "one-of-a-kind" feel that raises books and reading to the level of magical powers in children's minds and memories; it is this power of memory that was evoked consistently in the focus groups.



It should avoid replication of school or classroom environments and avoid copying other regional library environments. At the same time as it is unique it must be designed with physical and acoustical treatments that provide full visual observation and that dampen sound from reaching other parts of the library.

Accordingly, it is described as "separate", with separateness able to be achieved in a number of ways; location, windows views, walls and glass, acoustics, lighting, decor, etc. It

is important to develop the uniqueness of the children's area carefully, and to find means to achieve it that result in lasting and durable impressions. It is an essential feature of a public library building that emphasizes children's services.

The space should consist of the following distinct functional areas, with each having features and identifying characteristics that distinguish one from the other. A particular functional area may get larger to enable or emphasize a certain feature, while another feature is de-emphasized. This process occurs during design development.

Story Room. This space provides 950 square feet for 75 occupants, plus impromptu activities. Activities in the space are various children’s presentations and programs and group activities, ranging from story hours to performances, demonstrations, and craft activities. The range of activities is widely varied, so it is necessary to design space that is flexible for varied uses. It should have full media presentation capability as well as properly designed “stage” space for presenting stories and programs, and for showing books. It should also enable the use of assistive devices for disabled persons, including hearing, sighted and physical disabilities.

The space should have adjacent storage and kitchen facilities, including sinks and counters for layout and use of materials. The space should be dividable into at least two sections, with each having access to storage and kitchen facilities, and should have close access to restroom facilities. The Story Room provides an excellent opportunity to develop the uniqueness described above, either through special entrances or outdoor environments.

Picture and “Easy” Book Shelving and Display. The Picture and “Easy” book collection represents all sizes and shapes of books, but most are tall, wide and thin, enabling about 75-50 items on a full 3-foot long shelf. The collection has a high volume of use. Shelving provided is 3 high, with at least 4.5-foot aisles to enable strollers. The shelving should be as low as possible, with tops on the shelving units or counters for parents to view materials.

Because of the high use of many items on a shelf, they are hard to manage and keep in order. Selection of materials can be made easier by extensive use of face out display, so that the front—showing the visual features of a “picture” book—stimulates the selection.

Because an important part of picking a book is based on it being a classic children’s favorite, or use of items not seen before, this section may, for example, feature a large section of face-out display materials, showing, perhaps, 10% of the collection that is rotated by staff.¹¹ The balance of the collection is easily accessible nearby. Because the “order” of the shelves, guaranteeing location of a specific title, is hard to maintain, use of extensive display features best fits the predominant use of the collection. The capacity standards provide space for extensive display.



¹¹ Extensive use of display facilities requires consistent staff attention to changing the items to prevent the display units from becoming inefficient alternatives to conventional shelving.

The primary need for seating in this area is to have small cushions or stools in the aisles for children and parents to perch on while selecting materials and also, nearby, at a window or in a “homey” environment, seats that are sized for parents and children to sit together to look at materials.

Children’s Fiction and Non-Fiction. The principal purpose of the area is efficient storage of a large collection, with some optional allocation of space to the display of rotating topical collections.

Shelving is at 4 shelves high with a between 60 and 40 items on a 3-foot shelf. In general, the shelving should be arranged so that the taller units are on walls or at the end of spaces, to prevent interior barriers of tall shelves. Unlike picture books, this collection can be maintained in better order because of its lower turnover and the older user group. Finding specific authors and titles is an important capability. The two parts of the collection—fiction and non-fiction—should be shelved in a way so that they are easily distinguishable. If they are in a continuous line, visual separation is necessary, or they may alternatively be placed in separate parts of the space. If so, non-fiction should be closer to the reference collection and seating, and fiction may be located as best fits other layout requirements. Freestanding (compared to wall-mounted) shelf units should not exceed 5-foot height to avoid the “forest effect” of high shelving.

“New” materials may be presented in display configuration either adjacent by type to the main collections (“new non-fiction” near other non-fiction) or together (all “new” children’s materials together, located where traffic patterns provide best access.) This general area should also be used to shelve and display paperbacks, many of which work well on rotating racks and in face-out bins.

Children’s Reference. If space permits, this collection should ideally be placed on 3-high low units allowing use of the shelf tops for reviewing material. Alternatively, if taller wall shelving is used, the shelving sections should have pull out shelves or a nearby stand-up counter or table for use of materials at the shelf. This collection is close to the children’s service desk and readers’ seating. The small children’s periodical collection should be located close to the reference area and near a small lounge area.

Children’s Seats and Computers. This area should be near the children’s service desk and near the non-fiction and reference collections. Computer tables should be sized and oriented for two to work comfortably together at the computers. Several seats may be located in a small lounge area, which may be isolated by a glass partition. In addition, computers at stand-up stations should be provided in convenient locations, including in the reference and non-fiction areas.

Children’s Media. Within this section there should be a mixture of display and storage shelving, including spinner racks, open bins, and storage bag hanger systems, providing shelf density between 50 and 75 items per shelf. About 25% of the children’s area seats should be adjacent to this area, all of which should permit listening and viewing

capability for the use and browsing of materials, similar to features in record stores and bookstores. If space permits, the media area may be separated by age groups (pre-school, elementary), but it is likely that efficiency of space allocation may require the media collection to be near both age group areas, perhaps as a transitional divider.

The materials in this area are subject to theft, so they need to be located in an area that can be separately secured without establishing a security system for all materials. Layout and wiring should be planned for this development so that leaving the media area would require passing by the service desk or a security system gate.

Children's Service Desk. This area should be located so it is accessible to and have direct observation of all sections of the children's area. It should have direct access to a separate office space that should in turn—if possible—have access to the common workroom serving all staff. It must be capable of providing circulation during certain hours; at various times of day children's circulation is very busy, so the desk should have space for two staff members and two computer terminals as well as efficient space for the management of returns. It should have shelf space for a desk reference collection of about 100 items. The desk should have both low and high sections, permitting adults and children to use it comfortably as patrons. It should also permit wheel chair access in accordance with the general descriptions elsewhere.

Within the general region of the service desk, or elsewhere in the area, there should be a section, allocated at 200 square feet, that can serve multiple purposes: an impromptu program area not requiring the Story Room; a small collection (500 items) of materials for parents and for adults who work with children: teachers, home-schoolers, librarians, social workers, etc.; a space for displays and objects—craft creations, toys, globes, sculpture, handouts and flyers, aquarium, etc.

YOUNG ADULT AREA

(Numerical description on page 28)

This building program allocates 4,000 square feet for young adult services, including a collection of 16,000 books, 4,000 media, 60 periodical titles, and 45 seats. Because of the uncertainty of the various factors affecting the success of young adult services—staff skills, alternatives available to young adults, social and peer issues—it is important to be able to transition some of the originally allocated young adult space to other activities in the future if the expanded services do not meet use expectations. Since YA services generally transition out of children’s services, any conversion of space should be into adult areas, setting the primary YA adjacency next to the adult reference area. In order to give the services the best opportunity of success, a planning group of young adults should be formed to provide advice for the design process and for library staff. This process could include a design “charrette” for young adults.

Use of young adult areas is similar to that of children’s and adult areas; space appropriate for social interaction and conversation is needed as well as space for quiet work and study. The principles of organization and placement of collections are also similar. The following comments reflect unique characteristics of the use of the YA area as they may vary from other areas. The comments do not carry the same level of detail as provided in the children’s and adult descriptions, for the specifics should be developed with the advisory group.

- ◆ There should be similar sound isolation with visual control as there is in the Children’s area, and there should be separate areas, divided with shelving or furniture or fixtures and acoustically distinct, within the YA space for different functions. These separate functions include study (group and solo), conversation, solitary recreational reading, and computer use. In addition, because in the 6-year age range of a “young adult” there is so much actual and perceived difference in development, a criterion for space separation should be the “younger” and “older” young adult.
- ◆ In addition to, or in conjunction with, a lounge space there should be a space for informal or semi-formal group gatherings for programs of various sorts. The area should support electronic communications and computers to the extent possible, and there should be easy access to supplemental seating.
- ◆ The collections include periodicals, media, fiction, and non-fiction. Strong consideration should be given to organizing the collection by type or topic (science fiction, college admission, careers, etc.) and to grouping various formats together by topic.
- ◆ Similar to the children’s area, there should be seats and stations in the media area with full electronic capability, and the area should be planned to accommodate a

separate media security system. The capability and design is similar to the college pattern of “information commons.”

- ◆ The area should have ample window spaces to enable the social and practical connections common to young adults, such as seeing if friends are inside, or parents outside.
- ◆ There should be the ability to add a small service desk should it become necessary. The location should be pre-planned with the necessary power and data wiring, lighting, and acoustic treatment.
- ◆ There should be a copier, scanner and fax machine in the area in addition to the normal computers and printers.

ADULT AREA**ADULT AREA TOTALS****15,555 SF**

<i>Fiction and Non-Fiction</i>	<i>7,350 SF</i>
<i>Media and New</i>	<i>2,120 SF</i>
<i>Reference and Seating</i>	<i>6,085 SF</i>

(Numerical description on pp. 29-30)

Before additional detailed review of functional requirements of adult spaces, it is important to review some design principles for service desks and technology.

Service Desk Design Principles. Service desks are desks and counters and surrounding areas at which staff provide direct service to the public. They may be staffed every open hour, or only some open hours, and include the circulation desk, reference desk, and children's desk; in some instances a young adult services desk is provided. They should provide unobstructed lines of sight to all areas of the library. All service desks should have a mixture of high and low level counters to permit public and staff to interact either seated or standing. While they are inviting and accessible, they must also discourage entry by the public. The variety of interactions (borrowing and returning materials, paying money, looking at reference books or computer screens together, writing materials, taking and transmitting information, etc.) require detailed space planning, with a balance necessary between confidentiality and privacy to the interaction yet some sense of space and separation between staff and patron. The mixture and configuration of high and low counter levels has no fixed formulas, for it reflects both operating and service necessities as well as individual staff members' personal preferences and styles of interaction. The actual dimensions and configurations of all service desks should be developed with staff, testing spaces using various mock-ups to simulate sizes and movements involved in interactions with patrons, handling materials, and moving through the desk area and to other library areas. Acoustic treatments should minimize sound transmittal beyond the immediate area of the desk. Ergonomic adequacy is of course a significant consideration, including desk heights, reaching requirements, floor padding (ideally by recessed cushioning), and bending and lifting as well as properly designed furniture.

Disabled access should be planned with a regional disability advocacy group to be sure adequate understanding of mobility and independence requirements are met. (This recommendation applies to all design issues, not just service desk design.) In addition to being the proper height in accordance with code, service desks should not, for example, present a flat front face to the patron so that a wheel chair must be turned sideways to draw close; provision should be made for face-on access for wheelchairs through open knee space or other means. Or, for additional example, ease of use features, such as counters beside patrons to place bags, purses, etc. while being served, similar to tray support rails in cafeterias, might be provided to help all types of patrons.

Technology-related Design Principles

It is advisable to plan for technology by calling for the following capabilities in all areas of the library: fiber capability; wire plan documentation, showing location of all conduit and locations for expansion; expansion or change in the use plan for specific transitional locations; capability for transmitting and receiving distance learning in meeting and group areas; initial wiring for and seating layout for 50% of seats being served by computers; furniture selected for size requirements of a full station (a surface of 3' x 4' and total area allowance of 42 square feet) and for wire management capability for listening and viewing stations in media areas; and laptop connections and wireless at all seats including lounge seats. These requirements include "as-built" drawings and specifications showing data and power routes and specific future plans for areas based on various possible developments in service and technological capabilities. This requirement for "as built" documentation and capability for adaptation is second to the amount of space as an overall building priority.



Adult Collection. This area includes 88,000 items, primarily adult fiction and non-fiction books as well as media. In general, the larger but less used non-fiction collection can be stored on 6 or 7 shelves high in each shelf unit. The collections include a variety of separate categories such as biography, large print, mystery, science fiction, etc. To the extent the collection is broken up by category, the shelving units should be placed to logically transition and differentiate the categories. The non-fiction collection should be placed closer to the reference area and service desk, and fiction may be placed closer to the "New" section. Computer terminals at standing height should be placed in various locations, for example at the end of stack ranges. (See picture this page.) In addition, as space permits, small display units could be placed to feature topical materials from nearby shelving; the density standards applied allow for display shelving. There are also a number of innovative collection arrangements used in libraries, such as topical alcoves that draw subjects and formats from different arts of the collection.

The adult collection, because it uses a lot of space, should be laid out for maximum efficiency but not at the expense of visual control throughout the interior, and of visual friendliness. Accordingly, high shelf units should only be placed at the end of an area, and the impact of a row of repeating tall end panels should be softened by such devices as occasional placement of lower sections at the end of or within ranges. Adequate lighting is of course essential, especially in the large print area; a common requirement is 6-foot candles at the spines of items 1 foot from the floor, with the entire shelf area nowhere below 35 foot candles. Lighting that is installed as part of the stack system, instead of

ceiling mounted, is recommended for its improved directing of light to the book stacks. In addition to coordination with the lighting plan, shelving must be configured in coordination with the column spacing, and wire and HVAC distribution,

Media and New Area. This area should be designed and equipped to serve as the primary “merchandising” section of the Library. It provides display and storage of 16,000 media items in varied formats; books on tape or CD, movies in video and DVD format, music in tape and CD format, spoken word, etc. The formats enjoy a very high per item circulation, derived from 10% of the collection. The area also is allocated to display 1,500 new book titles in a browsing display configuration. Because it is so heavily used, the design and features and management of this area is essential to building and maintaining library use, and it represents a collection that is used primarily by short visit users. The area should have seating and listening stations either closely nearby or integrated into the space for preview and use of the materials. This capability should be laid out to differentiate between short use, similar to the sampling headphones at such as Borders, and longer use, in which a person may want to watch the last 30 minutes of “Casablanca”. It should be near the entrance, and, because it is an area where people will feel free to talk, should have good acoustical treatment.

Quiet Room/Local History. This area is a clear example of the need for diverse uses within the context of integrated control. On the one hand staff need thorough visual “control” through sight lines and visibility. On the other hand, the “quiet room” needs to be reclusive and domestic, providing an atmosphere for reading and contemplation. The balance must be achieved by design and architectural features; “walls” can be glass; the decor can provide “old world” charm, the contents (perhaps selected magazines and newspapers) shelved on wooden wall units or built-ins, and the fireplace a gas-fueled replica. The location should make it visually accessible to those outside it, but inner-directed for those within. The Quiet Room should provide about 10 individual seats, a collection of 1,000 items, and display space within approximately 400 square feet. The seats are not included in the overall area seating allocations. An enclosed group study area for 6 can also be nearby.

Adult Reference. This area provides services that do not carry the volume of activity that the new materials and media areas do but that are critical to the effectiveness of the library and its community responsibilities. It contains a collection of 2,400 books. As space permits some parts of the collection should be shelved on low shelving, permitting use of the top for using the materials and display. If all shelving is at least 5 high, there should be pullout shelves available in the shelving units or nearby standing height counters for use of materials. Computers at standing height should be placed near the shelves. The collection may be divided into topical sections, such as job information and careers, business and investments, and college information. This area also includes the periodical collection of 350 titles, although the periodical collection may be split into a “reference” section and a “popular” section that would be located near the “Quiet Room”.

Computers should have a concentration in the reference area, but should be spread throughout the adult area. There should not be a “computer center”, except as there may be a group of computers for training purposes, perhaps as part of a meeting room area.



Seating in the adult reference area, and by extension all areas, should be planned for transition towards additional computer seats at the larger size (42 square feet per seat), or away from fully sized computer seats towards conventionally sized seats at 30 square feet per seat. This transitional capability can be achieved by having the standard table be at 4' x 6'. The cause of the transition may be budget and usage driven, by which fewer “desktop” computers can or should be available, or

technologically driven, by which wireless technology makes smaller seating areas possible. Regardless of any of this, individual seats are the most popular, and the tabular section allocates a number of them. However, it is not feasible to provide a majority of seating with individual seats due to the cost and the inefficiency of space use.



Copy machines should be provided near the reference area, along with a fax machine and a scanner, all of which should have adjacent tables or counters for sorting documents. Various other furnishings should be provided, including an index table, file cabinets, dictionary and atlas stands, and a map case. Space allowances are provided for these items in the tabular section.

The Reference Desk should be the dominant service point located by persons entering the building. It should also—ideally—have direct access to the back room. This is not always possible, and it is not a necessary adjacency; in fact the atmosphere of the reference area, promoting quieter work, suggests removal of the Reference Desk from the Circulation Desk. The pictures on this page show some features of reference desk arrangements.



A service desk under construction shows the principles of visibility from where the patron enters the area and low cases that do not block sight lines. This desk is shown in finished form on the previous page.

The reference desk area requires architectural and acoustical treatments that enable confidential and personal discussions, and it requires sight lines to all areas of the library for both directional and observation purposes. In addition, pathways to various areas should be direct and obstacle-free. It should provide space for 2 staff members and 2 patrons to work together, including space between them for review of materials and joint use of a computer. There should also be convenient and comfortable space for patrons waiting for service, or making quick use of material provided by reference staff. The “staff side” of the desk should provide properly dimensioned drawers for supplies and files, varied work surfaces, and space for about 300 volumes of “desk reference” materials. Entry to and egress from behind the desk should be quick, with the quickest being in the direction of the reference area and adult non-fiction collections. The specific shape and configuration of the desk will depend on the orientation and inter-relationships of the rest of the library.

Circulation Desk. In contrast to the Reference Desk, which is designed to handle relatively small numbers of patrons and a limited number of materials, the Circulation Desk must handle high volumes of a number of varied functions and is accordingly the most complex to design. Activities include registration, borrowing, returns, handling money, activating and de-activating security tags on materials, pre-shelving sorting of returns, inter-library delivery receipt and holding, holds shelving, payments, and machine supplying and stocking. In addition, self-check systems, in which patrons charge out their own materials, should be accommodated. It is likely that charge-out systems will become increasingly “self service”, and may use radio frequency identification systems (RFI) replacing bar codes. Library operations are not yet defined for RFI, so the circulation area needs to easily permit future re-configuration.

The circulation desk should be near the entrance, but placed and featured so it is not the “draw” for incoming patrons but rather is located and designed for easy handling of patron and materials movement and for its essential adjacency to backroom activities. It should also be able to assist in, or have primary responsibility for, circulating children’s materials, and should have direct sight lines to the children’s area as well as all other areas. The flow of materials should be carefully reviewed during schematic design to permit the easiest possible movements systems, including conveyor systems to enable handling of returns as a back-room function.

Staff Workroom. This space contains the behind-the-scenes work area, calculated at 15 locations of 150 square feet each. The space is not just desk space, but encompasses the variety of activities staff carries out at many locations. Contents include offices and desks for staff¹², work and sorting areas, delivery and unpacking counters, equipment and supply storage, sorting and loading of returns, staff mailboxes, back room collections (such as “holiday books), and storage for sale books and discards. It should be organized by function, and the configuration of spaces and activities planned through models, mock-ups, and detailed workflow analysis. The check in/sorting area needs to be out of the workroom traffic flow and adjacent to the book returns. Space needs to be adequate to allow the movement of return book bins, delivery bins and book trucks.

Moving materials from the fire-rated book return room and interior book drop (if separate) should be carefully designed. If bins are used, the weight and size of the receiving bins, their ease of rolling, and the mechanism to raise the books as the bins are unloaded, are important. Incoming calls can be answered from this area and staff should be able to see whether additional help is needed at the circulation desk. Acoustical treatment is required due to the variety of activities and number of people potentially using the space concurrently.

Its primary adjacencies are to exterior and interior book returns, the delivery area and loading dock, circulation desk, and staff lounge and rest room. A secondary adjacency is to the Children’s area. It should be in a location from which drive-up services can be provided—minimally a drive-up book drop, with the potential to add circulation services.

Vestibule and Entry. The entry area should provide a configuration that requires entry and exit through different doors, and permits direct access to the circulation desk at which returns can be made into a book drop or over the counter. The configuration between the Lobby and Circulation Desk should also permit installation of security gates in the necessary locations and within required dimensions.

The entry also may be designed to include an after hours book drop,¹³ and must have direct access to rest facilities, public telephone, and meeting rooms that are configured to

¹² Each staff member needs an individual space for storing work related materials, although he or she may share a workstation.

¹³ A book drop accessible from the exterior after hours is necessary, either directly into the staff area near the drive-up window or at some point near the entrance.

permit direct exit from the meeting rooms without involving the rest of the Library. Because the Library will serve as a community center, the area in which meeting rooms are gathered should include additional display and information distribution spaces not always found in conventional entry areas. A book sale and gift store area and coffee/conversation area can also be located adjacent to the entry, as can community display space.

DESIGN AND FUNCTIONAL GUIDELINES

Technology

One of the principal planning issues in libraries is the impact of electronic resources and data communications that are commonly grouped into the general topic of “technology”. The theme of technology provides various and diverse concepts, all based on currently available capabilities: the gradual elimination of the physical paper-based “book” by the “e-book” and other “on-line” resources; the use of the Internet at the home or office to get the information and recreation libraries provide; the availability of films, books and recordings through computers; the use of wireless communication to enable individuals to customize their information use at any location; or the ability to transact business and finance through a portable device. The list that could be assembled is broad and varied, and—when it is read later—will appear amusingly antiquated.

On the one hand, the library could be limited to being a provider of basic resources, housed in one place, that are unlikely to be made available electronically. The Library serves various roles in providing access to resources from elsewhere: a physical hub, an advocate, a locator, an expeditor, and a provider of usage skills and information literacy. On the other hand, the acquisition from other sources of things that are normally available from a library will be very slow in adoption by the public. In the meantime the resources of a library taken broadly—building, collections, staff, public—represent a community as a social unit, and the variety of assets a library provides—from the intensely individual to the broadly social--supports the community’s need to be connected through its civic institutions.

Patterns and Trends in Technology

The requirements described in this Report will not rely on any specific predictions or anticipated breakthroughs. Rather they will result from certain patterns and trends relevant to planning that governs the nature and use of space.

Book use will remain strong while electronic resources will become increasingly available from elsewhere to supplement, not replace, resources in libraries. Digital technology, through which pictures and other “documentary” materials are distributed, will increase the range of materials available and also the requirements for processing capacity and speed of computers and data communications networks. This suggests that *the size requirements for multi-function networked computers inside the library will not decrease in the near-term future.*

The “infrastructure” of the information age will continue to evolve and be characterized by diverse and immature standards. As a result there will be a

greater quantity of resources in a greater range of quality and value, little uniformity in the manner by which materials are presented and used, unestablished copyright and legal precedents, and limited stability in the depth and range of information that is available through electronic resources. The effectiveness of large library computer systems, such as B&ECPL's, in managing information across library networks (such as a neighboring library system) is limited while the capability of Internet search engines to find anything anywhere provides a semblance of scope and authority. Accordingly, *reliable information from large library and institutional resources will not become available rapidly, resulting in the continuing need for strong basic and current book and media collections.*

There is an established expectation on the part of the public that the library will have adequate technological capability to provide electronic resources and will provide services that not only broaden the scope and variety of services available but also increase the computer and information literacy of the public. These expectations include:

- ❖ “Self-service” and convenience features regarding borrowing of materials;
- ❖ Multiple use features provided from versatile “smart” library cards;
- ❖ The “latest” technology including e-books and direct payment of fines;
- ❖ Direct messages to various types of pocket-sized personal devices;
- ❖ Reading preference features that can provide customized resources to users in accordance with pre-established profiles.

Computer technology requirements as a result are becoming increasingly pervasive through all library functions, and the public will come to expect that the library will adopt and publicize these features and the means of using them.

Distance learning opportunities, in which the library electronically receives and transmits material for use by individuals or groups, is a growing activity among colleges and universities and other institutions. This technology involves direct communication and “interaction” as well as material for a direct “one-way” presentation, and it requires that both large meeting space and small group spaces be able to receive and transmit information. *Distance learning is a potential activity that will establish a new aspect to the Library's role as a center for education.*

The rapid pace of changes in technology over the past decade, and the related delivery and use of information and communications, suggest that the technology requirements of a library be extensive in anticipation that something will change. But it is not clear what or how. A state-of-the-art plan today is obsolete in three years. It is recommended that the plan for the expansion of technology in the Tonawanda Library follow an incremental course. For example, while 50% of the seats should have power and data available, only 25% might have computers

“day one”. Similarly, certain areas may have wireless communications installed so that wiring does not need to be installed in that area. For example, if regional school districts establish a wireless/laptop capability similar to that common on college campuses, the YA area might be provided with a compatible capability. The developmental future elements of a technology plan are equal to the details of the current implementation of the plan. *The building design process should integrate mechanical and electrical design with layout and use design so that various developmental contingencies are anticipated.*

The management of technology in an expanded and more technologically capable library building will become a staffing issue, to be provided either by a direct employee or by a service contract. A wide range of issues present themselves once a library installs more than about 10 computers: troubleshooting simple problems, loading software and running applications, user instruction, network and connection issues, maintenance, repair and inventory, etc. *One of the workstations allocated in the staff work area should be established for computer and multi-media responsibilities.*

GENERAL DESIGN PRINCIPLES

The following issues are important design principles that affect the character and the operation of libraries. The many other design principles that apply to building design are taken as a given.



Visual control. From the central reference and circulation desk there should be as few sight barriers as possible to all portions of the library. Shelving and equipment should not obstruct view to seating areas, and all tall equipment (most notably, of course, tall stacks) should be at the outer edges of the space. The use of stacks as dividers and “guides” through the building should be avoided.

The image on this page shows the principles of long sight lines and open spaces. The glass enclosure will house a fireplace; it could also be a fish tank you pass by to get into the children’s room, or a display case for dolls, or an electric train layout.

Circulation and flow. Circulation in architectural terms is the movement and “flow” of people and the connection of activities through a building. There are three principal goals to be achieved through layout and design.

Simple orientation. People entering the building beyond the vestibule should be able to find the information desk easily, and have easy and direct access to new materials and circulation activities. Signage, which is a complementary feature of good design and not a replacement for it, should clearly and simply direct the user to various areas of the library.



Unity of separate spaces. Layout of functional areas, and the related furniture and equipment specifications and placement, should be designed to permit sight lines and easy travel paths for staff and patrons. For staff, sight lines and visibility enable control of activities, while for patrons it enables simple

orientation. Travel paths provide simple and direct access to various areas, and for staff the distance of travel becomes a matter of efficiency and comfort.¹⁴

Variety of visual impressions. The library in terms of circulation of patrons, staff and materials should function as one large room. However, this concept easily results in an appearance similar to an indoor soccer field. Design and architectural detail need to be used to create visual differences reflecting the variety of uses that occur within the functional unity of the spaces. The adult quiet room, for example, should present an image of reflection and ease, while the reference area should present an image of earnest inquiry, while the new materials area should present bright and open access to irresistible objects. *The picture on this page shows an entrance to a local history area.*

Book storage. The variety of uses of a library requires a variety of types of spaces. For example, book storage requires maximum efficiency in the use of

¹⁴ For example, reference activities and resources should obviously be located close to the reference desk, and non-fiction—which requires more staff intervention in helping patrons than fiction—should be closer to the reference area than the fiction collection. Also, the sight line to a distant lounge seating area should not be blocked by a near index table, nor should the direct route from the workroom to the stacks be through a group of tables.

space while permitting easy access and usability. “Stack areas” (sections of the building housing large collections) should, to the extent possible be to the perimeter of the building due to their height, and tall shelves (higher than 6 feet), which in aggregate create a “forest effect”, should be avoided except when large collections need to be stored in small spaces. *(Note in the picture below that shelving is 6 high to accommodate a collection in a very small library.)*

Reference collections, and the electronic component of these resources delivered through computers, should be located close to the reference desk (in both the adult and children’s areas). The shelving units should be either low if they are free standing, with a height not greater than about 40” to permit use of the tops. If the collection is against a wall, shelving can be taller, but work surfaces at standing height should be available directly adjacent, either through separate furniture units or through pullout shelves in the shelving assembly. Reference tables, half of which should carry computers and all of which should be capable of and sized to house them, should be near this collection. Tables and shelving units may be alternated to create visual variety. However, the orientation of tables and computers should enable staff to observe activity on all computers if library policy directs this capability.



Lighting and Acoustics are obviously critical elements that affect both the usability and atmosphere of a library. Specific lighting issues for libraries are the delivery of effective lighting to low shelves, the flexibility to relocate or reconfigure shelving and equipment without losing lighting effectiveness, the elimination of glare from lighting and windows, the proper use of day lighting principles, the coordination of lighting layout with furniture and equipment layout, and the use of lighting quality and fixtures to differentiate spaces. It is recommended that a thorough lighting analysis be applied to the requirements, and that the lighting methods and fixtures be tested to determine the actual lighting delivery in specific functional areas. Acoustical issues include the isolation of noisy from quiet areas, and within each area providing damping and modulation techniques or, in the case of program space, proper directing of sound. Offices, meeting and study rooms, and rest facilities should have effective interior or surface wall treatments.

Design and Layout process. Time and inclusive methods should be provided to develop and test all the operating details of layout and configuration of spaces. For example, the actual layout and “fit” of building contents should be established before the building’s columns and “hard walls” (those that cannot be changed during later design stages) are decided upon. This is particularly important in an addition and renovation. In addition, the configuration of service desks should be planned using “mock-ups” for staff to test and adjust as needed. Similarly, all lighting units should be tested for actual performance for the tasks at hand, and surfaces and shapes should be provided acoustical analysis to prevent unintended sound travel. The mechanical system design process should permit power and data outlets to be located in coordination with actual layout plans and furniture specifications so that the proper placement of furniture does not have to be compromised in favor of outlet location.

Furniture specifications and selection. Reference tables should be specified for flexibility of use, including simple and effective wire management systems on those that have the capability to house computers and the proper sizing of tables that may not at first house computers. Four-foot by six-foot tables should be the standard, permitting use as an all-purpose table for four with space of 3’ wide by 2’ deep for each seat. The same table, as a computer table for two, would have seats at the end, permitting a space 4’ wide by 3’ deep for each seat. The configuration of table legs and wire management should permit this transition in usage of tables.

Single Floor Configuration. Activities on more than one level create a number of impediments to operating and efficiency requirements.

- ◆ A second floor in libraries greatly increases the distance that materials must be carted, wheeled and carried to deliver the expected level of library service.
- ◆ In the interest of safety, libraries must be laid out to provide direct supervision to all public areas.
- ◆ The children's collection is one relatively distinct collection that could be segregated on another floor, as long as it remained adjacent to the public meeting room if that space is also used for children's programming. However, such a configuration makes it impossible for a parent to supervise children while they use nearby adult areas of the library.
- ◆ Operating cost estimates from the Seattle Public Library¹⁵ identify the new annual operating costs attributable to a 2-level building at 70% of the total new costs.

¹⁵ Web site: <http://www.spl.org/lfa/>

It is possible, of course, to define activities that, if necessary, could be separated onto another floor. These generally revolve around staff backroom activities and meeting room spaces; these are perceived to be separate and able to operate independently of, or significantly disconnected from, other public service activities. However, this is not the case...programs in meeting rooms are integral parts of a library's activities and require staff attention; the wide variety of interconnected activities carried out in the staff workroom and public areas make separations of these activities inefficient and unproductive. Conditions would need to be extreme and compelling to accept the long-term operating and service compromises created by a multi-level configuration.

	Population and Race					Age and Education				
	Total Population	White	African American	Asian	Hispanic/Latino	Median Age	Household w/ < age 18	Household w/ > age 64	HS grad ++	Bach Deg ++
KENILWORTH	26,685	86.2%	8.3%	3.0%	2.1%	37.4	29.7%	28.3%	89.1%	32.6%
Tract 45	6,003	71.9%	23.5%	0.9%	2.9%	40.6	31.1%	24.0%	89.4%	40.9%
46.01	3,503	73.1%	12.9%	10.1%	3.0%	27.1	22.5%	18.8%	91.1%	45.6%
80.01	6,116	95.4%	1.9%	0.8%	1.5%	39.3	34.5%	32.7%	88.3%	21.1%
80.02	5,601	96.4%	1.6%	1.0%	0.9%	41.3	27.4%	33.3%	90.7%	33.4%
80.03	5,462	94.4%	1.4%	2.0%	2.0%	38.8	32.8%	32.7%	85.9%	22.2%
KENMORE	36,478	91.0%	4.8%	0.8%	3.5%	38.5	29.0%	29.4%	84.4%	25.3%
Tract 50	2,485	85.0%	8.3%	0.8%	6.1%	37.0	28.2%	26.0%	73.5%	17.6%
51	4,559	83.8%	9.9%	1.6%	4.2%	36.0	22.4%	24.5%	84.1%	26.5%
56	4,266	68.0%	20.1%	0.7%	13.7%	33.5	36.0%	25.6%	69.5%	9.1%
81.02	4,687	97.7%	0.7%	0.8%	1.3%	43.4	29.2%	37.5%	92.0%	47.0%
82.02	4,055	97.0%	0.9%	0.8%	1.1%	43.3	24.1%	34.6%	84.6%	15.6%
85	2,850	96.1%	1.3%	0.8%	1.4%	38.1	30.8%	34.8%	87.0%	28.2%
86	5,113	96.3%	0.3%	0.7%	0.9%	38.9	30.6%	27.1%	93.5%	38.3%
87	4,907	97.5%	0.8%	0.5%	1.5%	38.9	30.3%	28.7%	87.6%	27.3%
88	3,556	97.3%	0.6%	0.3%	1.4%	37.7	29.3%	26.1%	87.5%	18.1%
BRIGHTON	23,577	95.2%	1.6%	2.1%	1.0%	44.3	24.5%	42.2%	88.0%	26.9%
Tract 79.02	6,439	96.6%	1.0%	1.4%	0.6%	44.3	25.7%	39.4%	91.5%	29.2%
79.03	3,659	97.7%	0.8%	0.3%	1.1%	43.8	28.7%	40.6%	88.3%	22.9%
79.04	3,205	98.2%	0.4%	0.7%	0.7%	43.2	27.0%	43.3%	86.9%	30.1%
81.01	6,103	97.1%	0.7%	1.3%	1.1%	45.1	23.7%	41.8%	84.8%	22.3%
92	4,171	86.6%	4.9%	7.0%	1.6%	45.2	17.6%	45.7%	88.5%	30.0%
GREENHAVEN	15,559	91.6%	2.0%	5.1%	1.1%	40.5	22.9%	30.7%	90.3%	38.8%
Tract 79.01	3,483	93.6%	1.3%	3.9%	0.8%	41.5	22.9%	33.5%	90.1%	37.9%
79.05	4,838	95.1%	1.0%	2.7%	0.9%	43.7	23.6%	35.3%	88.0%	31.8%
91.08	7,238	86.0%	3.6%	8.8%	1.7%	36.2	22.3%	23.3%	92.9%	46.6%
PARKSIDE	5,542	89.9%	6.0%	0.6%	3.2%	33.9	35.5%	25.3%	77.0%	6.4%
Tract 83	2,864	85.6%	8.8%	0.7%	4.6%	28.3	41.3%	19.4%	76.7%	6.0%
Tract 84	2,678	94.2%	3.2%	0.5%	1.8%	39.4	29.6%	31.1%	77.3%	6.7%
AVERAGE OF 5		90.8%	4.5%	2.3%	2.2%	38.9	28.3%	31.2%	85.8%	26.0%

**Family and
Housing**

	Now Married	2 parents work w/ child <6	Owner Occup House	Occupied Same house 1995	Median owner occup house value	Owner housing costs <15%	Owner housing costs > 35%	0-1 Vehicles	2+ Vehicles	Population Density/sq mi	Housing Unit Density/sq mi	Total Area sq mi
KENILWORTH	50.9%	65.1%	69.8%	61.9%	\$84,400	35.7%	14.5%	52.1%	47.7%	8,134	3,478	3.45
Tract 45	49.1%	64.1%	57.6%	55.0%	\$95,900	39.2%	16.7%	58.1%	41.9%	7,862	3,375	0.76
46.01	30.9%	91.3%	55.4%	44.7%	\$75,200	36.6%	10.7%	52.9%	47.1%	10,888	4,672	0.32
80.01	58.3%	55.2%	80.3%	72.6%	\$83,700	40.1%	15.5%	43.6%	56.3%	6,898	2,689	0.89
80.02	60.2%	65.4%	76.9%	70.3%	\$87,900	35.2%	13.0%	50.5%	49.5%	7,053	3,231	0.79
80.03	56.2%	49.7%	78.6%	66.7%	\$79,300	27.6%	16.6%	55.3%	43.7%	7,969	3,424	0.69
KENMORE	46.0%	70.0%	59.8%	64.2%	\$78,500	37.6%	15.3%	60.2%	39.8%	9,073	4,285	4.45
Tract 50	37.7%	60.6%	52.8%	61.7%	\$71,500	45.9%	18.2%	65.8%	34.2%	4,876	2,449	0.51
51	39.9%	68.5%	42.9%	49.4%	\$74,500	26.2%	19.9%	69.1%	30.9%	10,325	5,608	0.44
56	32.5%	64.0%	38.9%	54.4%	\$59,100	38.2%	19.5%	81.4%	18.6%	5,027	2,438	0.85
81.02	58.4%	67.0%	82.0%	72.5%	\$96,900	38.6%	11.4%	49.8%	50.2%	6,364	2,782	0.74
82.02	44.8%	73.5%	54.8%	59.3%	\$80,200	43.8%	13.3%	60.8%	39.2%	8,228	4,072	0.49
85	47.4%	69.6%	65.2%	73.0%	\$80,900	35.3%	12.8%	54.0%	46.0%	13,996	6,212	0.20
86	53.8%	75.4%	65.4%	69.8%	\$89,900	42.8%	14.2%	51.8%	48.2%	11,490	5,153	0.44
87	50.3%	71.9%	66.5%	70.0%	\$80,500	30.1%	14.6%	53.8%	46.2%	11,607	5,296	0.42
88	49.0%	79.9%	69.6%	67.4%	\$73,000	37.3%	13.4%	55.1%	44.9%	9,747	4,555	0.36
BRIGHTON	56.9%	74.0%	78.0%	72.1%	\$85,660	38.7%	12.4%	52.4%	47.6%	4,838	2,147	5.74
Tract 79.02	59.1%	56.6%	86.9%	75.3%	\$87,200	40.1%	10.0%	47.7%	52.2%	4,607	2,102	1.31
79.03	61.5%	94.0%	90.0%	76.6%	\$85,600	43.6%	9.3%	47.6%	52.4%	6,680	2,766	0.55
79.04	59.9%	83.1%	92.2%	81.0%	\$85,500	38.1%	9.0%	47.3%	52.7%	6,176	2,602	0.52
81.01	56.8%	71.9%	70.3%	69.9%	\$86,600	38.0%	12.9%	56.9%	43.1%	4,699	2,178	1.30
92	47.3%	64.3%	50.8%	57.7%	\$83,400	33.7%	20.7%	62.5%	37.5%	2,029	1,086	2.06
GREENHAVEN	54.8%	64.5%	63.2%	62.6%	\$105,967	39.3%	12.4%	48.8%	51.2%	3,673	1,683	4.26
Tract 79.01	51.3%	31.3%	56.9%	66.0%	\$104,400	45.9%	8.9%	47.8%	52.2%	3,552	1,620	1.02
79.05	61.9%	89.4%	80.5%	72.7%	\$92,300	42.6%	9.7%	49.3%	50.7%	3,777	1,665	1.28
91.08	51.2%	72.8%	52.1%	49.1%	\$121,200	29.5%	18.7%	49.4%	50.6%	3,689	1,764	1.96
PARKSIDE	46.0%	50.7%	47.5%	52.9%	\$71,700	23.6%	22.7%	64.4%	35.7%	822	372	8.66
Tract 83	37.6%	47.8%	21.3%	34.9%	\$75,800	10.6%	33.6%	73.3%	26.7%	1,010	466	3.03
Tract 84	54.3%	53.6%	73.6%	70.9%	\$67,600	36.6%	11.8%	55.4%	44.6%	633	277	5.63
AVERAGE OF 5	50.9%	64.9%	63.6%	62.7%	\$85,245	35.0%	15.5%	55.6%	44.4%	5,308	2,393	5.31

**Earnings &
Employment**

	In Labor Force	Unemployed	Median HH Income	Management/Professional/Related	Commute alone to work	Mean travel time - minutes
KENILWORTH	64.6%	2.3%	\$39,656	39.0%	80.5%	19.8
Tract 45	63.3%	2.2%	\$38,772	47.5%	78.0%	20.2
46.01	69.4%	1.7%	\$34,674	42.4%	71.1%	20.2
80.01	63.3%	2.8%	\$41,801	31.8%	83.4%	19.1
80.02	64.4%	1.9%	\$44,403	39.8%	83.5%	18.5
80.03	62.4%	2.9%	\$38,632	33.7%	86.4%	20.8
KENMORE	63.0%	3.4%	\$37,017	34.5%	79.4%	20.0
Tract 50	60.4%	2.6%	\$29,112	30.3%	73.3%	19.8
51	63.0%	5.3%	\$28,164	35.3%	76.6%	19.8
56	58.3%	7.1%	\$22,590	17.4%	62.3%	23.2
81.02	61.4%	1.9%	\$55,000	47.6%	88.9%	19.2
82.02	55.4%	2.5%	\$33,597	28.6%	79.7%	20.9
85	65.1%	3.2%	\$39,679	40.2%	77.6%	21.0
86	67.6%	2.7%	\$46,187	47.2%	86.5%	19.3
87	69.1%	2.4%	\$37,900	35.7%	85.3%	19.2
88	66.6%	3.0%	\$40,927	28.3%	84.0%	18.0
BRIGHTON	59.0%	2.4%	\$41,075	34.1%	85.8%	19.2
Tract 79.02	56.4%	2.6%	\$44,349	35.7%	84.9%	22.4
79.03	63.8%	3.0%	\$46,296	30.9%	86.5%	19.3
79.04	62.3%	1.4%	\$44,797	33.9%	84.9%	17.8
81.01	57.6%	1.5%	\$38,625	33.3%	87.1%	19.4
92	54.9%	3.4%	\$31,308	36.8%	85.7%	20.7
GREENHAVEN	63.9%	2.8%	\$44,196	43.1%	87.9%	18.1
Tract 79.01	63.5%	2.1%	\$46,202	40.7%	92.8%	18.0
79.05	62.7%	3.3%	\$45,284	37.9%	84.5%	18.0
91.08	65.5%	2.9%	\$41,101	50.7%	86.5%	18.2
PARKSIDE	62.6%	5.1%	\$26,763	16.1%	75.9%	19.3
Tract 83	61.6%	5.7%	\$17,490	13.0%	68.6%	18.6
Tract 84	63.5%	4.5%	\$36,036	19.1%	83.1%	20.0
AVERAGE OF 5	62.6%	3.2%	\$37,741	33.4%	81.9%	19.3

LIBRARY	Population	MEDIAN INCOME	BOOKS/CAPITA	MEDIA/CAPITA	MEDIA	VISITS/CAPITA	CIRC/CAPITA	EXPENSE/CAPITA
Lackawanna	18,600	\$ 29,400	1.56	0.17	3,100	3.54	3.33	\$ 16.60
West Seneca	45,900	\$ 46,300	1.48	0.14	6,500	3.65	6.34	\$ 10.40
Boston	7,900	\$ 48,300	2.17	0.34	2,700	3.80	8.22	\$ 12.50
Collins	8,300	\$ 34,400	2.61	0.36	3,000	3.82	7.66	\$ 16.13
Lancaster	39,000	\$ 49,000	2.07	0.30	11,800	4.30	8.18	\$ 18.60
Cheektowaga	94,000	\$ 38,100	2.15	0.31	28,800	4.38	9.27	\$ 17.69
Eden	8,100	\$ 54,900	3.39	0.37	3,000	5.06	10.16	\$ 16.81
Hamburg	56,300	\$ 47,800	1.97	0.27	15,100	5.35	8.49	\$ 18.37
Grand Island	18,600	\$ 60,400	2.66	0.45	8,300	5.40	9.43	\$ 20.29
Newstead	8,400	\$ 40,600	2.74	0.32	2,700	5.46	8.31	\$ 15.87
Marilla	5,700	\$ 51,900	3.06	0.35	2,000	5.47	9.14	\$ 17.61
Clarence	26,100	\$ 68,000	2.22	0.42	10,900	5.50	12.38	\$ 19.75
City Tonowanda	15,700	\$ 37,500	2.08	0.32	5,000	5.55	8.79	\$ 23.23
Tonawanda	78,200	\$ 41,500	2.40	0.32	24,700	5.71	10.32	\$ 22.89
Elma	11,300	\$ 56,300	3.15	0.58	6,500	6.10	14.32	\$ 25.66
Amherst	116,000	\$ 55,400	2.17	0.51	59,000	7.46	13.98	\$ 20.36
Concord	8,500	\$ 40,900	3.36	0.54	4,600	7.50	12.90	\$ 18.04
North Collins	3,400	\$ 43,800	5.55	1.06	3,600	7.58	10.32	\$ 30.79
Orchard Park	27,600	\$ 59,800	2.39	0.28	7,800	7.87	14.05	\$ 21.27
Aurora	14,000	\$ 51,900	3.32	0.62	8,700	9.96	21.85	\$ 35.70
Ewell	13,000	\$ 47,500	6.76	0.16	2,100	12.49	22.99	\$ 43.91
Angola	2,300	\$ 40,100	9.84	0.91	2,100	18.26	24.65	\$ 43.46

LIBRARY	Population	MEDIAN INCOME	BOOKS/CAPITA	MEDIA/CAPITA	MEDIA	VISITS/CAPITA	CIRC/CAPITA	EXPENSE/CAPITA
West Seneca	45,900	\$ 46,300	1.48	0.14	6,500	3.65	6.34	\$ 10.40
Lackawanna	18,600	\$ 29,400	1.56	0.17	3,100	3.54	3.33	\$ 16.60
Hamburg	56,300	\$ 47,800	1.97	0.27	15,100	5.35	8.49	\$ 18.37
Lancaster	39,000	\$ 49,000	2.07	0.30	11,800	4.30	8.18	\$ 18.60
City Tonowanda	15,700	\$ 37,500	2.08	0.32	5,000	5.55	8.79	\$ 23.23
Cheektowaga	94,000	\$ 38,100	2.15	0.31	28,800	4.38	9.27	\$ 17.69
Boston	7,900	\$ 48,300	2.17	0.34	2,700	3.80	8.22	\$ 12.50
Amherst	116,000	\$ 55,400	2.17	0.51	59,000	7.46	13.98	\$ 20.36
Clarence	26,100	\$ 68,000	2.22	0.42	10,900	5.50	12.38	\$ 19.75
Orchard Park	27,600	\$ 59,800	2.39	0.28	7,800	7.87	14.05	\$ 21.27
Tonawanda	78,200	\$ 41,500	2.40	0.32	24,700	5.71	10.32	\$ 22.89
Collins	8,300	\$ 34,400	2.61	0.36	3,000	3.82	7.66	\$ 16.13
Grand Island	18,600	\$ 60,400	2.66	0.45	8,300	5.40	9.43	\$ 20.29
Newstead	8,400	\$ 40,600	2.74	0.32	2,700	5.46	8.31	\$ 15.87
Marilla	5,700	\$ 51,900	3.06	0.35	2,000	5.47	9.14	\$ 17.61
Elma	11,300	\$ 56,300	3.15	0.58	6,500	6.10	14.32	\$ 25.66
Aurora	14,000	\$ 51,900	3.32	0.62	8,700	9.96	21.85	\$ 35.70
Concord	8,500	\$ 40,900	3.36	0.54	4,600	7.50	12.90	\$ 18.04
Eden	8,100	\$ 54,900	3.39	0.37	3,000	5.06	10.16	\$ 16.81
North Collins	3,400	\$ 43,800	5.55	1.06	3,600	7.58	10.32	\$ 30.79
Ewell	13,000	\$ 47,500	6.76	0.16	2,100	12.49	22.99	\$ 43.91
Angola	2,300	\$ 40,100	9.84	0.91	2,100	18.26	24.65	\$ 43.46

LIBRARY	Population	MEDIAN INCOME	BOOKS/CAPITA	MEDIA/CAPITA	MEDIA	VISITS/CAPITA	CIRC/CAPITA	EXPENSE/CAPITA
Lackawanna	18,600	\$ 29,400	1.56	0.17	3,100	3.54	3.33	\$ 16.60
Collins	8,300	\$ 34,400	2.61	0.36	3,000	3.82	7.66	\$ 16.13
City Tonowanda	15,700	\$ 37,500	2.08	0.32	5,000	5.55	8.79	\$ 23.23
Cheektowaga	94,000	\$ 38,100	2.15	0.31	28,800	4.38	9.27	\$ 17.69
Angola	2,300	\$ 40,100	9.84	0.91	2,100	18.26	24.65	\$ 43.46
Newstead	8,400	\$ 40,600	2.74	0.32	2,700	5.46	8.31	\$ 15.87
Concord	8,500	\$ 40,900	3.36	0.54	4,600	7.50	12.90	\$ 18.04
Tonawanda	78,200	\$ 41,500	2.40	0.32	24,700	5.71	10.32	\$ 22.89
North Collins	3,400	\$ 43,800	5.55	1.06	3,600	7.58	10.32	\$ 30.79
West Seneca	45,900	\$ 46,300	1.48	0.14	6,500	3.65	6.34	\$ 10.40
Ewell	13,000	\$ 47,500	6.76	0.16	2,100	12.49	22.99	\$ 43.91
Hamburg	56,300	\$ 47,800	1.97	0.27	15,100	5.35	8.49	\$ 18.37
Boston	7,900	\$ 48,300	2.17	0.34	2,700	3.80	8.22	\$ 12.50
Lancaster	39,000	\$ 49,000	2.07	0.30	11,800	4.30	8.18	\$ 18.60
Marilla	5,700	\$ 51,900	3.06	0.35	2,000	5.47	9.14	\$ 17.61
Aurora	14,000	\$ 51,900	3.32	0.62	8,700	9.96	21.85	\$ 35.70
Eden	8,100	\$ 54,900	3.39	0.37	3,000	5.06	10.16	\$ 16.81
Amherst	116,000	\$ 55,400	2.17	0.51	59,000	7.46	13.98	\$ 20.36
Elma	11,300	\$ 56,300	3.15	0.58	6,500	6.10	14.32	\$ 25.66
Orchard Park	27,600	\$ 59,800	2.39	0.28	7,800	7.87	14.05	\$ 21.27
Grand Island	18,600	\$ 60,400	2.66	0.45	8,300	5.40	9.43	\$ 20.29

Clarence	26,100	\$ 68,000	2.22	0.42	10,900	5.50	12.38	\$	19.75
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LIBRARY	Population	MEDIAN INCOME	BOOKS/CAPITA	MEDIA/CAPITA	MEDIA	VISITS/CAPITA	CIRC/CAPITA	EXPENSE/CAPITA
West Seneca	45,900	\$ 46,300	1.48	0.14	6,500	3.65	6.34	\$ 10.40
Boston	7,900	\$ 48,300	2.17	0.34	2,700	3.80	8.22	\$ 12.50
Newstead	8,400	\$ 40,600	2.74	0.32	2,700	5.46	8.31	\$ 15.87
Collins	8,300	\$ 34,400	2.61	0.36	3,000	3.82	7.66	\$ 16.13
Lackawanna	18,600	\$ 29,400	1.56	0.17	3,100	3.54	3.33	\$ 16.60
Eden	8,100	\$ 54,900	3.39	0.37	3,000	5.06	10.16	\$ 16.81
Marilla	5,700	\$ 51,900	3.06	0.35	2,000	5.47	9.14	\$ 17.61
Cheektowaga	94,000	\$ 38,100	2.15	0.31	28,800	4.38	9.27	\$ 17.69
Concord	8,500	\$ 40,900	3.36	0.54	4,600	7.50	12.90	\$ 18.04
Hamburg	56,300	\$ 47,800	1.97	0.27	15,100	5.35	8.49	\$ 18.37
Lancaster	39,000	\$ 49,000	2.07	0.30	11,800	4.30	8.18	\$ 18.60
Clarence	26,100	\$ 68,000	2.22	0.42	10,900	5.50	12.38	\$ 19.75
Grand Island	18,600	\$ 60,400	2.66	0.45	8,300	5.40	9.43	\$ 20.29
Amherst	116,000	\$ 55,400	2.17	0.51	59,000	7.46	13.98	\$ 20.36
Orchard Park	27,600	\$ 59,800	2.39	0.28	7,800	7.87	14.05	\$ 21.27
Tonawanda	78,200	\$ 41,500	2.40	0.32	24,700	5.71	10.32	\$ 22.89
City Tonawanda	15,700	\$ 37,500	2.08	0.32	5,000	5.55	8.79	\$ 23.23
Elma	11,300	\$ 56,300	3.15	0.58	6,500	6.10	14.32	\$ 25.66
North Collins	3,400	\$ 43,800	5.55	1.06	3,600	7.58	10.32	\$ 30.79
Aurora	14,000	\$ 51,900	3.32	0.62	8,700	9.96	21.85	\$ 35.70
Angola	2,300	\$ 40,100	9.84	0.91	2,100	18.26	24.65	\$ 43.46
Ewell	13,000	\$ 47,500	6.76	0.16	2,100	12.49	22.99	\$ 43.91

LIBRARY	Population	MEDIAN INCOME	BOOKS/CAPITA	MEDIA/CAPITA	MEDIA	VISITS/CAPITA	CIRC/CAPITA	EXPENSE/CAPITA
Lackawanna	18,600	\$ 29,400	1.56	0.17	3,100	3.54	3.33	\$ 16.60
West Seneca	45,900	\$ 46,300	1.48	0.14	6,500	3.65	6.34	\$ 10.40
Collins	8,300	\$ 34,400	2.61	0.36	3,000	3.82	7.66	\$ 16.13
Lancaster	39,000	\$ 49,000	2.07	0.30	11,800	4.30	8.18	\$ 18.60
Boston	7,900	\$ 48,300	2.17	0.34	2,700	3.80	8.22	\$ 12.50
Newstead	8,400	\$ 40,600	2.74	0.32	2,700	5.46	8.31	\$ 15.87
Hamburg	56,300	\$ 47,800	1.97	0.27	15,100	5.35	8.49	\$ 18.37
City Tonawanda	15,700	\$ 37,500	2.08	0.32	5,000	5.55	8.79	\$ 23.23
Marilla	5,700	\$ 51,900	3.06	0.35	2,000	5.47	9.14	\$ 17.61
Cheektowaga	94,000	\$ 38,100	2.15	0.31	28,800	4.38	9.27	\$ 17.69
Grand Island	18,600	\$ 60,400	2.66	0.45	8,300	5.40	9.43	\$ 20.29
Eden	8,100	\$ 54,900	3.39	0.37	3,000	5.06	10.16	\$ 16.81
Tonawanda	78,200	\$ 41,500	2.40	0.32	24,700	5.71	10.32	\$ 22.89
North Collins	3,400	\$ 43,800	5.55	1.06	3,600	7.58	10.32	\$ 30.79
Clarence	26,100	\$ 68,000	2.22	0.42	10,900	5.50	12.38	\$ 19.75
Concord	8,500	\$ 40,900	3.36	0.54	4,600	7.50	12.90	\$ 18.04
Amherst	116,000	\$ 55,400	2.17	0.51	59,000	7.46	13.98	\$ 20.36
Orchard Park	27,600	\$ 59,800	2.39	0.28	7,800	7.87	14.05	\$ 21.27
Elma	11,300	\$ 56,300	3.15	0.58	6,500	6.10	14.32	\$ 25.66
Aurora	14,000	\$ 51,900	3.32	0.62	8,700	9.96	21.85	\$ 35.70
Ewell	13,000	\$ 47,500	6.76	0.16	2,100	12.49	22.99	\$ 43.91
Angola	2,300	\$ 40,100	9.84	0.91	2,100	18.26	24.65	\$ 43.46

LIBRARY	Population	MEDIAN INCOME	BOOKS/CAPITA	MEDIA/CAPITA	MEDIA	VISITS/CAPITA	CIRC/CAPITA	EXPENSE/CAPITA
West Seneca	45,900	\$ 46,300	1.48	0.14	6,500	3.65	6.34	\$ 10.40
Ewell	13,000	\$ 47,500	6.76	0.16	2,100	12.49	22.99	\$ 43.91
Lackawanna	18,600	\$ 29,400	1.56	0.17	3,100	3.54	3.33	\$ 16.60
Hamburg	56,300	\$ 47,800	1.97	0.27	15,100	5.35	8.49	\$ 18.37
Orchard Park	27,600	\$ 59,800	2.39	0.28	7,800	7.87	14.05	\$ 21.27
Lancaster	39,000	\$ 49,000	2.07	0.30	11,800	4.30	8.18	\$ 18.60
Cheektowaga	94,000	\$ 38,100	2.15	0.31	28,800	4.38	9.27	\$ 17.69
Tonawanda	78,200	\$ 41,500	2.40	0.32	24,700	5.71	10.32	\$ 22.89
City Tonawanda	15,700	\$ 37,500	2.08	0.32	5,000	5.55	8.79	\$ 23.23
Newstead	8,400	\$ 40,600	2.74	0.32	2,700	5.46	8.31	\$ 15.87
Boston	7,900	\$ 48,300	2.17	0.34	2,700	3.80	8.22	\$ 12.50
Marilla	5,700	\$ 51,900	3.06	0.35	2,000	5.47	9.14	\$ 17.61
Collins	8,300	\$ 34,400	2.61	0.36	3,000	3.82	7.66	\$ 16.13
Eden	8,100	\$ 54,900	3.39	0.37	3,000	5.06	10.16	\$ 16.81
Clarence	26,100	\$ 68,000	2.22	0.42	10,900	5.50	12.38	\$ 19.75
Grand Island	18,600	\$ 60,400	2.66	0.45	8,300	5.40	9.43	\$ 20.29
Amherst	116,000	\$ 55,400	2.17	0.51	59,000	7.46	13.98	\$ 20.36
Concord	8,500	\$ 40,900	3.36	0.54	4,600	7.50	12.90	\$ 18.04
Elma	11,300	\$ 56,300	3.15	0.58	6,500	6.10	14.32	\$ 25.66
Aurora	14,000	\$ 51,900	3.32	0.62	8,700	9.96	21.85	\$ 35.70
Angola	2,300	\$ 40,100	9.84	0.91	2,100	18.26	24.65	\$ 43.46

North Collins	3,400	\$	43,800	5.55	1.06	3,600	7.58	10.32	\$	30.79
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LIBRARY	Population	MEDIAN INCOME
Amherst	116,000	\$55,400
Cheektowaga	94,000	\$38,100
City Tonowanda	15,700	\$37,500
Elma	11,300	\$56,300
Grand Island	18,600	\$60,400
Hamburg	56,300	\$47,800
Tonawanda	78,200	\$41,500
West Seneca	45,900	\$46,300

EXPENSES

LIBRARY	% Exp Staff	% Exp Lib Mat	CARDHOLDERS	CARDS/POP
Amherst	74.56	19.18	60,100	0.52
Cheektowaga	73.96	15.55	35,200	0.37
City Tonowanda	78.91	15.47	7,700	0.49
Elma	77.54	16.59	5,600	0.50
Grand Island	77.91	14.86	9,500	0.51
Hamburg	78.92	13.78	21,600	0.38
Tonawanda	78.90	14.38	37,600	0.48
West Seneca	80.78	16.39	18,100	0.39

COLLECTIONS--ADULT

LIBRARY	Total Holdings	Holdings/Capita	% Books AdFic	% Books AdNF
Amherst	311,014	2.67	24.89	34.67
Cheektowaga	230,362	2.45	24.84	40.6
City Tonowanda	38,495	2.39	27.15	30.29
Elma	42,027	3.72	25.11	34.51
Grand Island	57,745	3.1	26.74	37.18
Hamburg	125,742	2.24	24	36.22
Tonawanda	211,816	2.71	21.15	40.33
West Seneca	74,475	1.62	18.36	33.26

LIBRARY	% Books Adult	Tot Adult Books	% Circ AF Bks	% Circ ANF Bks
Amherst	59.55	113,377	14.43	10.52
Cheektowaga	65.44	93,090	11.71	10.61
City Tonowanda	57.44	14,486	16.94	11.12
Elma	59.61	16,239	14.64	12.03
Grand Island	63.92	26,436	14.33	11.93
Hamburg	60.22	48,673	14.5	11.77
Tonawanda	61.47	78,208	14.32	10.92
West Seneca	51.61	26,752	16.92	12.14

COLLECTIONS--CHILDRENS

LIBRARY	% Circ Ad Books	Total Circ Ad Bks	% Bks Childrens	Tot Childr Books
Amherst	24.95%	404,739	40.45	76,998
Cheektowaga	22.31%	193,730	34.56	49,160
City Tonowanda	28.07%	39,658	42.56	10,734
Elma	26.67%	43,006	40.39	11,002
Grand Island	26.27%	45,927	36.08	14,922
Hamburg	26.27%	124,922	39.78	32,147
Tonawanda	25.24%	202,850	38.53	49,016
West Seneca	29.05%	84,231	48.39	25,078

LIBRARY	Tot Childr Circ	% Circ Childrens
Amherst	503,809	31.06%
Cheektowaga	253,187	29.16%
City Tonowanda	42,665	30.20%
Elma	58,047	35.99%
Grand Island	61,159	34.98%
Hamburg	165,928	34.90%
Tonawanda	207,076	25.76%
West Seneca	113,114	39.01%

COLLECTIONS--MEDIA

LIBRARY	% Holdings Media	# Holdings Media	% Circ Media	Tot Circ Media	Total Circulation
Amherst	18.86%	58,663	43.99%	713,518	1,622,066
Cheektowaga	12.52%	28,846	48.53%	421,425	868,342
City Tonowanda	12.95%	4,987	41.74%	58,970	141,293
Elma	15.36%	6,456	37.34%	60,215	161,268
Grand Island	14.40%	8,314	38.76%	67,765	174,851
Hamburg	12.19%	15,333	38.83%	184,620	475,470
Tonawanda	11.64%	24,652	49.00%	393,807	803,733
West Seneca	8.64%	6,435	31.93%	92,583	289,928

LIBRARY	CIRC 2003	CIRC 2004	CIRC 2005	CIRC 2006
Alden--Ewell	58,100	61,000	53,000	47,250
Amherst--Audubon	731,000	747,500	697,000	699,300
Clearfield	474,400	493,800	421,000	422,550
Eggerts-Snyder	222,700	226,400	175,700	190,950
W'msville	141,500	154,400	120,800	120,750
Angola	55,300	55,600	54,500	54,750
Aurora-East	255,500	272,400	243,100	251,550
Boston	58,300	64,700	65,200	64,050
JB Reinstein	272,100	341,900	279,600	316,800
Reinstein Mem	327,100	327,600	264,900	301,200
Clarence	328,900	322,000	297,900	312,000
Collins	62,700	63,400	55,800	55,500
Concord	106,700	109,600	95,600	90,450
Eden	75,800	81,800	68,800	64,500
Elma	152,600	161,300	145,300	135,750
Grand Island	171,800	174,900	151,300	159,300
Hamburg	270,200	273,300	222,400	268,650
Lake Shore	128,500	131,300	108,600	83,550
Lackawanna	59,300	63,300	56,500	53,400
Lancaster	175,800	184,600	137,600	206,250
Marilla	52,600	52,000	44,300	44,700
Newstead	63,700	69,500	63,100	60,450
N Collins	41,000	39,300	33,800	33,750
Orchard Park	365,600	386,700	368,300	384,750
Tonawanda-City	140,700	141,300	123,400	131,700
Kenilworth	181,900	176,000	134,100	158,850
Kenmore	283,300	294,400	235,200	319,200
W Seneca	295,500	289,900	259,300	254,400
	5,552,600	5,759,900	4,976,100	5,286,300

LIBRARY	CIRC 2003	CIRC 2004	CIRC 2005	CIRC 2006	% CIRC 03	% CIRC 06
Aurora-East	255,500	272,400	243,100	251,550	4.0%	4.8%
JB Reinstein	272,100	341,900	279,600	316,800	4.3%	6.0%
Reinstein Mem	327,100	327,600	264,900	301,200	5.2%	5.7%
Hamburg	270,200	273,300	222,400	268,650	4.3%	5.1%
Lake Shore	128,500	131,300	108,600	83,550	2.0%	1.6%
Lancaster	175,800	184,600	137,600	206,250	2.8%	3.9%
Kenilworth	181,900	176,000	134,100	158,850	2.9%	3.0%
Kenmore	283,300	294,400	235,200	319,200	4.5%	6.0%