BUILDING THE LIBRARY OF THE FUTURE

an assessment of
service goals and space needs
prepared for the
Garden City Public Library
Garden City, MI

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METHODOLOGY & ACKNOWLEDGMENTS

Library Planning Associates, Inc. in collaboration with Daniels & Zermack Architects, was engaged to study future service goals and space needs for the Garden City Public Library in Garden City, MI. LPA founding principal Anders C. Dahlgren was assigned to the project, along with Dan Whisler of Daniels and Zermack.

Following a review of existing data and documentation, the study team made multiple site visits to the library. During the initial visit, on February 14, 2017, the study team toured the library and met with staff and board. On March 14, 2017 the study team met with management staff and trustees to review an outline of prospective long-term resource and service inventory goals. From this examination recommendations started to emerge, and these were reviewed with staff and trustees on May 9, 2017. Based on comments received then, this final draft report was prepared and conveyed to the library.

Many individuals contributed to the outcomes described in this study. The consultant acknowledges the participation and support of the Garden City Public Library Board of Trustees:

Paul Werhane	President
Drew McMechan	Vice President
Jan Smith	Secretary
Nancy Bailey	Trustee
Lynn Cox	Trustee
Millie Tyszkiewicz	Trustee

And the following staff members:

James B. Lenze	Director
Erin Look	Youth Services Librarian
Lisa Kleinert	Adult Services Librarian
Kim Poma	Library Aide
Betty Adams	Library Aide

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1 Executive Summary

1.1 Scope of the study

The Garden City Public Library of Garden City, MI sought to complete a service and space needs assessment to guide library decision-making in the future. Library Planning Associates, Inc. was engaged to support this effort, in collaboration with Daniels & Zermack Architects.

Specifically, this study sought to address the following:

- What collections and services should the Garden City Public Library provide for its community to meet residents' needs in the future?
- How does that resource and service inventory condition the library's future space needs?
- What are the site development options and concerns regarding expansion at the library's present site or new construction at the Dillon Road site.

1.2 Key findings

The Garden City Public Library should anticipate housing the following inventory of collections and services in its facility to meet community needs to the year 2040:

- a collection of 60,775 volumes, 10,725 nonprint items, and 50 magazines
- 28 technology stations / computers for public use
- 90 reader seats
- 15 staff work stations
- programming and activity space including a multi-purpose rooms to seat 120 , a conference / board room to seat 10, and a storytime room to seat up to 40

Based on this inventory of recommended resources and services, Library Planning Associates, Inc. estimates the library will need a building of roughly 28,650 square feet.

Either expansion at the present location or new construction at the Dillon Road site are feasible options; both properties offer sufficient capacity to support a building of the needed scale. Expansion at the present location anticipates a more complex process, owing the existing conditions in play. Construction at the "green field" Dillon Road site should be more straight-forward.

1.3 Moving forward

These findings lead to consideration of further strategic planning issues. Library trustees

and staff and other local library supporters should:

- Carefully consider and reaffirm (or adjust) the underlying service goals that lead to a space need of 28,650 square feet.
- Assess the pros and cons of expansion at the present location versus new construction at the Dillon Road site and determine which is the preferred option.
- Work with a financial consultant to gain a more complete understanding of financing options and strategies.
- Work to build consensus within the community as the preferred expansion strategy emerges from the review of options.
- Authorize the development of a building program statement detailing the library's spatial and environmental requirements in the context of a new building, when ready to proceed to the design of an expanded facility.
- At the same time, initiate architect selection if an architect has not already been engaged.

2 Essential Planning Concepts

The following sections discuss a variety of broad concepts that form a foundation for the subsequent examination of service goals and space needs for the Garden City Public Library. Included among these concepts are:

- 2.1 The library's mission statement conditions its services
- 2.2 Service goals determine a library's space need
- 2.3 The planning horizon defines a long-range timetable
- 2.4 Design population defines a context for future library services
- 2.5 Local trends in services and inventory establish a foundation for future growth
- 2.6 National trends in services and inventory provides context for assessing local library service
- 2.7 Comparative benchmarks with peer libraries provide a perspective for assessing library service

2.1 The library's mission statement conditions its services

The Garden City Public Library's mission statement is at the very heart of this needs assessment study. The library's services and priorities – present and future – are founded in the library's mission statement:

"*Garden City Public Library will serve the local community as a resource of traditional and evolving library services.*"

2.2 Service goals determine a library's space need

A direct connection exists between the resource and service inventories a library seeks to house and the amount of space it needs. To oversimplify the equation, all things being equal a library will require more floor space to support a collection of 250,000 volumes than would be the case for a collection of 100,000 volumes; all things being equal, a library will require more floor space for 200 reader seats instead of 120.

The particulars of Library Planning Associates's recommended space needs assessment methodology are detailed in Appendix A. The methodology is organized around seven kinds of floor space to be found in most libraries:

- *Collection space:* for the library's traditional print and nonprint collections.
- *Technology space:* for the library's inventory of computers for public use to access e-content.

- *Reader space:* to provide a variety of comfortable seating for library patrons to use the library's resources in-house.
- *Staff space:* to provide staff work stations as needed to support the library's various routines and operations (circulation, public services, technical services, administration, etc.).
- *Programming / meeting space:* to accommodate library programming for the general public, meetings of the library board and/or staff, as well as meetings of other community groups.
- *Special use space:* to house those pieces of unique library furniture or special library functions that have not been accounted for in previous types of space (e.g., photocopiers, microform readers, small group study rooms, a public lounge or coffee bar, staff lounge, and the like).
- *Nonassignable space:* to house those spaces which must be provided to support a functioning building but which cannot be assigned directly to library purposes (e.g., vestibules, restrooms, stairwells, furnace rooms, etc.).

FIGURE 2.1.1
UNIT SPACE ALLOCATIONS

	SPACE ALLOCATION		
Collection space	Opt	Mod	Low
Books -- __ volumes per square foot	10.0	11.5	13.0
Magazine display -- __ titles per square foot	1.0	1.0	1.0
Magazine backfiles -- __ square feet per title per year held	0.5	0.5	0.5
Nonprint -- __ items per square foot	10.0	12.5	15.0
Technology space			
Public network stations -- __ square feet per terminal	50.0	40.0	35.0
Reader seating space			
__ square feet per reader seat	35.0	32.5	30.0
Staff work space			
__ square feet per work station	150.0	137.5	125.0
Meeting room space			
Auditorium -- __ square feet per seat + allowance for stage	12.5	12.5	12.5
Program room -- __ square feet per seat + allowance for stage	10.0	10.0	10.0
Storytime room -- __ square feet per seat + allowance for stage	15.0	15.0	15.0
Conference room -- __ square feet per seat + gallery	30.0	30.0	30.0
Computer training room -- __ square feet per seat + instructor	50.0	50.0	50.0
Special use space			
Calculated as a percentage of gross building area	17.5%	15.0%	12.5%
Nonassignable space			
Calculated as a percentage of gross building area	32.5%	30.0%	27.5%
Dedicatred / special allowances			
Factored in as needed			

In some cases, this methodology can be adapted to make a specific, "dedicated" allowance to accommodate a feature or service that the library wants to highlight or capture at this early stage in planning.

Regarding each of these types of space, the library's program of service are defined using peer library comparative benchmarks or state library standards, and a unit space allowance can be applied to translate the service goals into the corresponding space needs, using the factors summarized here and detailed in Appendix A.

Several of the unit space allocations are described in a range from low to moderate to optimum, reflecting the fact that locally-determined preferences and priorities will impact how much space a library needs. For example, collection space needs are conditioned not solely by the quantities in the inventory, but by factors including aisle widths, and the height of the shelving units.

When these allowances are applied to a library's recommended service parameters, an estimate of the library's space needs can be made ranging from an optimum level to a minimum level. Within this range, a recommended estimate is defined based on expectations of

density of housing the library's resources and economies of scale in the building layout.

2.3 The planning horizon defines a long-range timetable

A space planning study often leads to a capital project of significant scope and expense. In order to achieve the highest possible return on the community's capital investment, local authorities should strive to meet not only the present service needs of the community, but its future needs as well. A library should grow into its facility, with sufficient space provided for collections and other resources to insure the setting does not become too soon overcrowded.

The conventional planning timetable for library facilities planning is twenty years. Over the years, library planners have come to agree that a building designed to meet a twenty-year need will provide a suitable return on the community's investment, building to meet tomorrow's needs at today's pre-inflationary construction costs.

To meet this 20-year recommended planning period, the planning horizon for the Garden City Public Library study should be set to the year 2040.

The recommendations presented here are intended to define an environment from which the library may respond to the needs of the service community during the years to come, at the same time acknowledging that change is occurring so quickly – socially, technologically, in every way – that the best strategy for dealing with the library's future needs is to provide a plan that is flexible and can be adapted for different uses in the future.

2.4 Design population defines a context for future library services

A library's space needs are conditioned by the resources and services it expects to offer to meet the service demands of its community. That resource and service inventory in turn is conditioned by an understanding of the characteristics of the of the community, the most critical of which is the total population served.

And, as noted previously, facility planning by its nature usually leads to a long-term capital investment, so it's important to understand not just the current population and the current demographic of the community, but its *projected* population and demographics as well. Is the population growing? static? in decline? How is the community changing? How is the median age changing? Median household income? Educational attainment? Ethnic composition?

Still, the core measure is a projection of total population served.

The Southeast Michigan Council of Governments (SEMCOG) assembles demographic data and forecasts for the municipalities in southeast Michigan. According to SEMCOG's forecasts, Garden City will have a population of 25,010 in the year 2040. The library's management staff and trustees agreed was a reasonable estimate.

As a point of comparison, the current population of the jurisdiction, per the library's latest annual report, is 27,692, so the projected population represents a decline of roughly 10%.

2.5 Local trends in services and inventory establish a foundation for future growth

A review of the library's annual reports to the Michigan state library agency provides an overview of the current status of library services at the Garden City Public Library and an understanding of recent trends in the development of the library's resources and use.

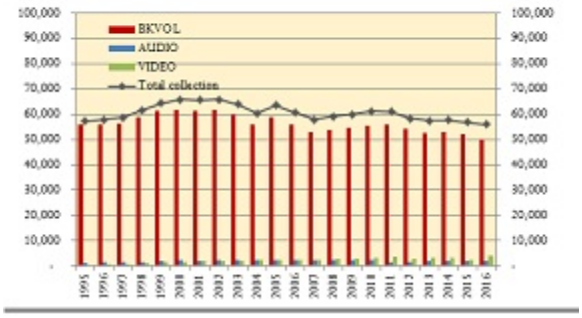
The data summarized here comes from two sources: annual report data through 2014 are drawn from the public library database maintained by the Institute for Museum and Library Services (IMLS); more recent data (for 2015 and 2016) are drawn from the library's annual reports. A full summary of the library's annual report data is presented in Appendix B.

2.5.1 Collections

Since 1995, the combined collection inventory at the Garden City Public Library has remained effectively constant (see Figure 2.5.1). The collection numbered 57,300+ items in 1995, grew modestly over the next several years, then fell, and has been largely static for almost ten years. In 2016, the combined inventory was 56,100 items – 50,100+ books, 1,800+ audio recordings, and 4,100+ video recordings.

Print holdings: Because books account for more than 90% of the total collection for most of this period, it's not surprising that the library's book inventory has driven collection development patterns in the library's overall inventory. In the chart above, the library's book inventory is represented by the red columns, total inventory by the line. It's clear that print inventories drive the reported total inventory. In 1995, the library reported 55,800+ volumes; in 2016, the library had 50,100+.

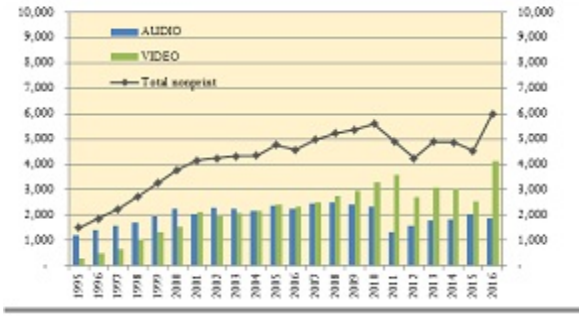
FIGURE 2.5.1
GARDEN CITY PUBLIC LIBRARY
COLLECTION INVENTORY



Nonprint holdings: Over the twenty-year reporting period, nonprint inventories have generally increased – audio recordings from 1,200+ in 1995 to 1,800+ in 2016, and video recordings from 200+ to 4,100+. Figure 2.5.2 reveals that the pattern of growth has ebbed and flowed. Between 2010 and 2012, the nonprint inventory decreased, driven largely by a notable decrease in audio holdings. To some degree, this reflects the pattern evident in the national service trends, which show audio inventories growing at a slower rate over the last 5+ years than was the case in the preceding fifteen. Locally and nationally, video inventories have continued to grow at a regular pace.

Except during the period 2010 to 2012, the library's nonprint inventory as a percent of total

FIGURE 2.5.2
GARDEN CITY PUBLIC LIBRARY
NONPRINT INVENTORY



inventory – the share of total inventory devoted to nonprint holdings – has grown steadily during the period. In 1995, nonprint holdings represented 2.61% of the library's total inventory. In 2016, nonprint represented 10.69%. This is consistent with broad national service trends. Within the nonprint collection, video has come to represent a larger and large share of the inventory. In 1995, video constituted 19.41% of nonprint; in 2016, it was 68.98% of total nonprint. This, too, is consistent with national service patterns.

Magazine holdings: The inventory of magazines maintained in U.S. public libraries has effectively been in free-fall for more than a decade. This literature has migrated into electronic form, along with the indexing tools to access the literature. As a result, physical magazine collections in public libraries have evolved into a more casual-use, browsing kind of resource, and the impetus to grow this collection has is not what it was fifteen or twenty years ago.

FIGURE 2.5.3
GARDEN CITY PUBLIC LIBRARY
NONPRINT SHARE OF COLLECTION INVENTORY

In Garden City, the inventory of magazines received stood at 105 in 1995. The subscription list grew to a peak of 114 titles in 2000. In 2015 and 2016, the library received 52 magazines and newspapers. This is entirely consistent with national service patterns.

2.5.2 E-resources

As more and more information resources become available electronically, libraries across the country have expanded their inventory of computer / technology stations for the public to use. Garden City is no exception. In 1999 – the first year data on this metric was gathered – the library provided three stations for public use; by 2016, that number had grown to sixteen (see Figure 2.5.4). Tracking this pattern of expansion over time reveals that the inventory of technology stations for public use grows in fits and starts – which is a common protocol.

FIGURE 2.5.4
GARDEN CITY PUBLIC LIBRARY
COMPUTERS for PUBLIC USE

NOTE: IMLS did not report this data element prior to 1999

Population served per technology station and library visits per technology station are two uaeful measures of access to these resources (see Figure 2.5.5). In both cases, a lower result reflects improved access and availability. With the measure library visits per technology station, for example, a lower number means there is less competition for a station and therefore easier access. In both cases, the library's result in 2016 is well below the results recorded in when this data was first reported, in 1999.

At the same time, one must acknowledge how the landscape surrounding this metric is shifting. Until recently, library users tended to

FIGURE 2.5.5
GARDEN CITY PUBLIC LIBRARY
ACCESS to PUBLIC COMPUTERS

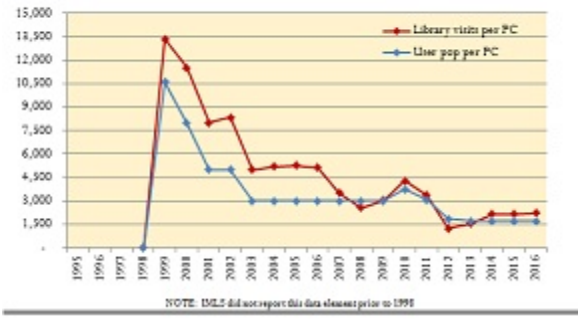
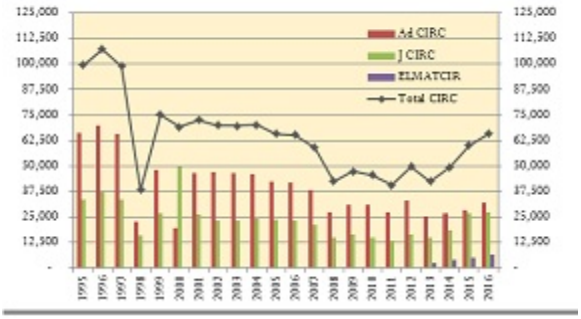


FIGURE 2.5.6
GARDEN CITY PUBLIC LIBRARY
CIRCULATION



access e-content by way of equipment provided by the library in a specific physical setting – a CPU and monitor and keyboard at a table or carrel. The tally of public use computers reported on the library's annual report form was a reasonable measure of how much access to such resources the library provides. Over the last few years, more and more users are connecting to the library's e-content using their own internet-connected devices. As this trend continues, in the future, the technology stations provided by the library will change in concept. Some stations will be "traditional" in the sense that they will support equipment for access, but others may forgo the equipment and offer a physical setting that is geared and designed for technology use – technology that the user supplies.

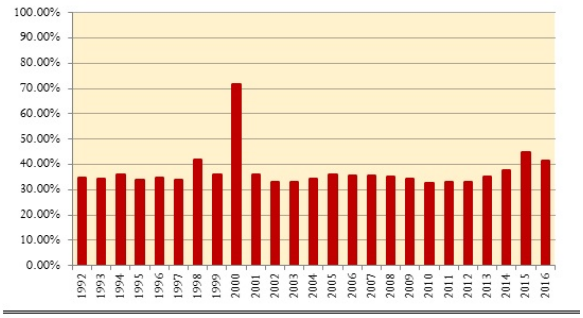
2.5.3 Circulation

Circulation is the most common measure of library activity and service, though not the only measure of library activity. For much of the reporting period, the library's total annual circulation has been in decline, from a peak of 107,000+ in 1997 to a period between 2008 and 2010, when circulation ranged between 42,000+ and 47,000+ per year (see Figure 2.5.6). In 1998, an uncustomarily abrupt decline was registered – usually this suggests some kind of glitch in reporting practices.

Since 2011, circulation has been tracking up, reaching 65,900+ in 2016. This recent rise in circulation runs counter to broader service patterns, which show that nationwide total circulation has peaked in 2010 and has been in slow but steady decline since.

Over the period, children's circulation as a percent of total circulation hovered at about one-third of total circulation (Figure 2.5.7). This is in keeping with national service patterns; since 1995 children's circulation nationally has averaged about 35% of total. There was a spike in share in 2000 – probably the result of a glitch in recording. Over the last 3-4 years, the children's circulation as a share of total circ has risen. In 2016, circulation of children's materials represented more than 40% of total.

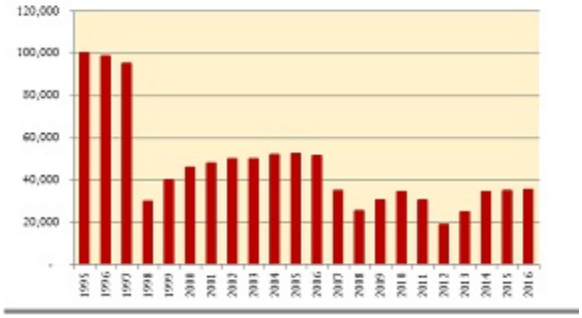
FIGURE 2.5.7
GARDEN CITY PUBLIC LIBRARY
CHILDREN'S CIRC as a PERCENT of TOTAL



2.5.4 Other use measures

Visits: With regard to total annual visits, Garden City reports an unusual pattern over the twenty-year reporting period (Figure 2.5.8). In the first couple years of the period, the library reported around 100,000 visits per year. In 1998, total annual visits suddenly dropped to one-third the previous levels. This could have been explained by a reduction in service hours, but the annual reports show no such corresponding decrease.

FIGURE 2.5.8
GARDEN CITY PUBLIC LIBRARY
ANNUAL VISITS

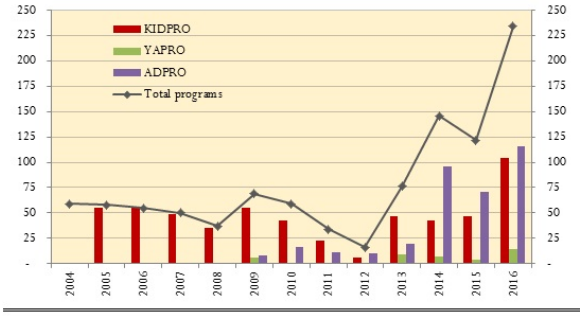


Between 1998 and 2004, the total number of visits reported was a very round number (30,000 in 1998, 40,000 in 1999, 50,000 in 2003 and 2004), which suggests there was no continuous tally taken, and a very rough estimate was provided at the end of each year. Over the last ten years, the total number of library visits has been variable, up some years and down in others. For the last three years, the number of total visits has effectively flatlined, within a narrow range from 34,400+ to 35,500+.

Programming: Over the period, the IMLS and state library agencies have expanded the data gathered regarding a library's programming activities. In the early years of the period, the form gathered only total programs and children's programs, total program attendance and children's program attendance. In 2009, the program also started gathering specific data on programming for adults and teens.

At Garden City, programming activity has been limited by the size and quality of the library's meeting facilities. For much of the reporting period, the total number of program events offered per year has ranged between 50 and 60. Over the last four years, however, the number of programs has skyrocketed (see Figure 2.5.9). After a slight decrease in number between 2014 and 2015, the number of programs reached a new high in 2016, with 234.

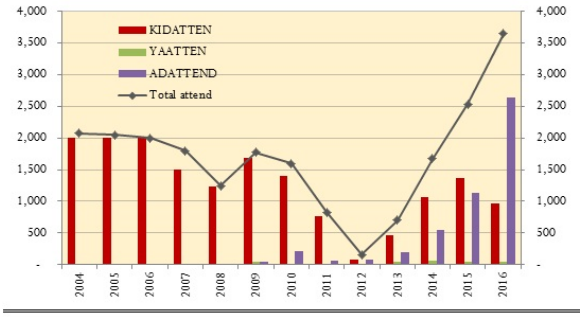
FIGURE 2.5.9
GARDEN CITY PUBLIC LIBRARY
PROGRAM EVENTS



Garden City's program tally *seems* to counter the conventional pattern of service found in most libraries – where the largest share of program events are for children. GCPL reports that adult programs outnumber programs for children or teens, but this is because the library's "family" programs are tallied as adult programs.

Total program attendance has followed a similar pattern – holding mostly steady between 2,000 and 1,500 between 1995 and 2009, dropping to almost zero in 2012, then shooting up in each of the last four years (Figure 2.5.10). In 2016, more than 3,600 individuals attended

FIGURE 2.5.10
GARDEN CITY PUBLIC LIBRARY
PROGRAM ATTENDANCE



library programs.

Nationally, the number of program events offered by all public libraries increased from 2.5 million in 2004 to just under 4.5 million in 2014; the combined attendance rose from 67+ million in 2004 to 102+ million in 2014.

2.5.5 Finances

Operating revenues: For most of the reporting period, operating revenues were mostly unchanged (see Figure 2.5.11). Between 1999 and 2012, total operating revenue stayed within a relative narrow range, from $273,000+ and $325,000+. In 2014, the library received a substantial increase in total revenue, to $520,000+, and revenues have generally tracked upward since. Local tax sources accounted for almost all of that increase, roughly doubling between 2012 and 2013. After 2012, revenues from the state increased by about $6,000 – a rather small absolute amount, but it represents a roughly 50% increase over 2012 state revenues. "Other" revenue sources (fines and fees, gifts, and such) initially dropped off after 2012, but by 2016 has recovered to exceed 2012 levels.

FIGURE 2.5.11
GARDEN CITY PUBLIC LIBRARY
REVENUES (in $000s)

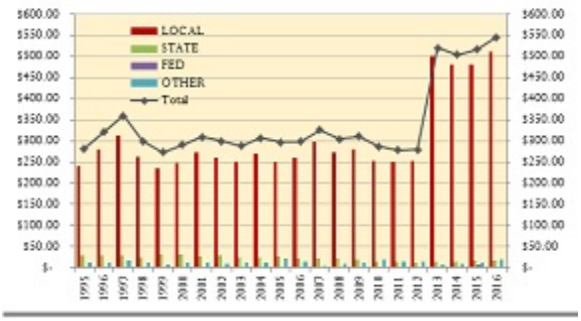
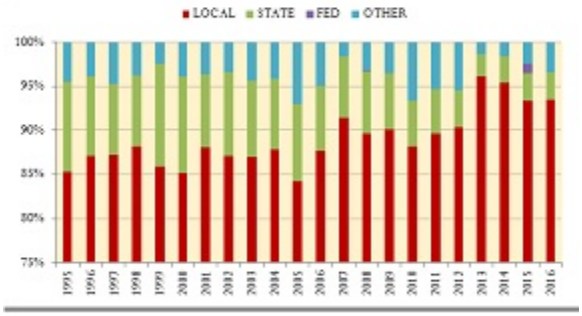


FIGURE 2.5.12
GARDEN CITY PUBLIC LIBRARY
DISTRIBUTION OF REVENUE SOURCES

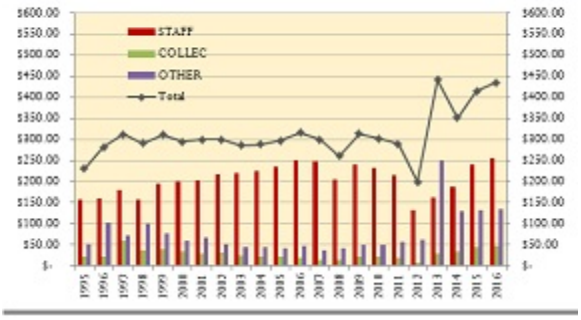


Revenue per capita documents how abrupt the change was between 2012 and 2013. Between 1995 and 2012, average revenue per capita was $9.90. Since 2012, average revenue per capita has been $18.84.

Since 1995, local (tax) sources have accounted for, on average, 89.0% of total revenue; state sources for 7.1% on average, federal sources for less than 0.1% and "other" sources 3.8%. The influx of local tax revenue between 2012 and 2013 is reflected in how these proportions shift pre- and post-2012. Through 2012, local sources accounted for 89.0% of total revenue; after 2012, 94.5%. State, federal and "other" sources all accounted for a higher share of total revenue up to 2012 than has been the case following.

Operating expenditures: As is usually the case, the library's total expenditures track with total revenues (Figure 2.5.13). In this

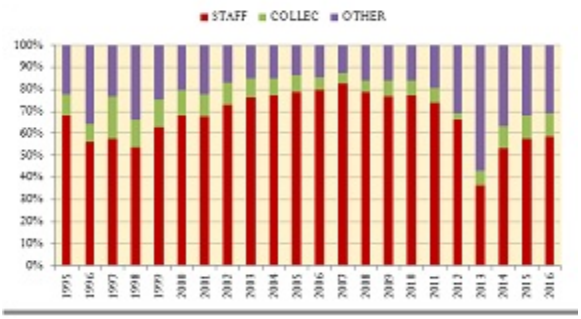
FIGURE 2.5.13
GARDEN CITY PUBLIC LIBRARY
EXPENDITURES (in $000s)



instance, total expenditures hovered around $300,000 throughout most of the reporting period, falling to about $200,000 in 2012, before starting to climb, thanks to the influx of local tax revenue. It is noted that total expenditures have not risen as abruptly as total revenues; for the last four years, the library has reported a surplus of revenues over expenditures (averaging a little over $100,000 per year, dating back to the 2012 fiscal year).

The disposition of expenditures among core categories has been variable at Garden City (Figure 2.5.14). Over the period, personnel as a share of total expenditures has ranged from 36.5% (2013) to 82.8% (2007). From 2007 through 2011 or 2012, personnel accounted for such a high share of total operating expenses that other key categories were squeezed. In 2012, the library allocated just 2.8% of its operating

FIGURE 2.5.14
GARDEN CITY PUBLIC LIBRARY
DISTRIBUTION of EXPENDITURES



expenditures to collections. Since 1995, the GCPL has allocated on average 67.3% of its expenditures to personnel (70.8% up to 2012, and 51.6% after); on average 8.8% to materials (8.7% through 2012, and 9.4% after); with the balance going to "other" expenses (utilities, supplies, cleaning, and so on). Nationally, since 1995, public libraries have allocated on average 64.6% of total expenditures to personnel, 13.4% to materials.

2.6 National trends in services and inventory provides context for assessing local library service

Using a database of public library statistics maintained by the Institute for Museum and Library Services (IMLS), national library service trends can be described. Each year, when the IMLS releases its report, Library Planning Associates, Inc. downloads the database and combines selected data elements to create new data points (for example, circulation and population served are used to calculate each library's rate of circulation *per capita*). That data is examined to identify service trends over time.

2.6.1 Resource inventory – collections

The combined collection inventory of U.S. public libraries grew steadily from the mid-1990s through 2009 (see Figure 2.6.1). In 1995, the combined collection inventory held in U.S. libraries (books + audio + video) was 731.0 million items. By 2009, the inventory had grown to 919.6 million items. Just one year during that period – 2006 – registered a decrease in the aggregate holdings in U.S. libraries. From 1995 to 2009, the combined inventory in U.S. libraries grew by just over 25%. On average, the annual increase was 1.6%.

FIGURE 2.6.1
TOTAL INVENTORY (in 000s)
ALL U.S. LIBRARIES

2009, however, represented the peak for the combined inventory. Holdings have decreased every year since 2009, driven largely by reductions in the aggregate print inventory. In 2014, the last year for which national data is available, the combined inventory stood at 875.1 million items – a decrease of 4.8% since 2009. On average, the combined holdings of U.S. libraries has decreased 1.0% per year since 2009. Figure 2.6.2 reports out the net change in inventory from year to year, highlighting what a pivotal point 2009 was.

FIGURE 2.6.2
TOTAL INVENTORY -- CHANGE FROM PREVIOUS (in 000s)
ALL U.S. LIBRARIES

Books: That decrease in the combined collection inventory in U.S. public libraries is driven largely by a decrease in print holdings. As of 2014, print holdings represent almost 88% of the combined collection inventory in U.S. libraries, so it's unsurprising that shifts in this largest single segment of the combined inventory should drive development patterns in the overall.

FIGURE 2.6.3
VOLUMES HELD (in 000s)
ALL U.S. LIBRARIES

For the first half of the period, the print collections in U.S. libraries grew steadily, from 695.3 million volumes to 815.6 million volumes. Then, in 2005, a new pattern emerged: through 2009, the aggregate print inventory essentially flat-lined, hovering between 815 and 816 million volumes. Since 2009, the national print inventory has decreased each year. The national print inventory held in U.S. public libraries now stands at 767.9 million volumes. Figure 2.6.3 tallies the change in aggregate print inventory, while Figure 2.6.4 documents the net change from year to year.

FIGURE 2.6.4
VOLUMES HELD -- CHANGE FROM PREVIOUS (in 000s)
ALL U.S. LIBRARIES

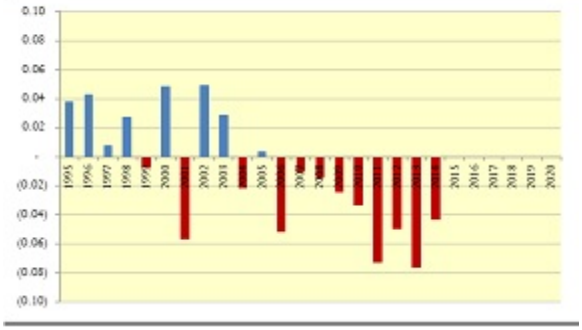
The shift in this fundamental acquisition pattern is notable, but the reasons for the change cannot be determined from the data at hand. Some might say it was shock of the recession, but the change pre-dates 2008. Some might say that with the growing availability of digital information resources libraries are less driven to expand these traditional resources. Perhaps, but it simply isn't possible to discern from the data on hand.

The shift is observed even more starkly by looking at volumes held per capita (Figure 2.6.5). While the aggregate inventory of U.S. public libraries started to flatline in2005, the combined population served by those libraries continued to increase. As a result, the calculation for volumes held per capita decreased.

FIGURE 2.6.5
VOLUMES HELD PER CAPITA
ALL U.S. LIBRARIES

Actually, this metric has been in decline for a longer period – since 2003 when volumes held per capita peaked at 2.81. There was a drop in volumes held per capita between 2000 and 2001 when results from the 2000 census were released and many communities revealed a surge in population from prior reports. Between 2003 and 2004, although the number of volumes held in U.S. public libraries did increase, the inventory did not increase at the same rate that the combined service population grew, and volumes held per capita started a pattern of decline.

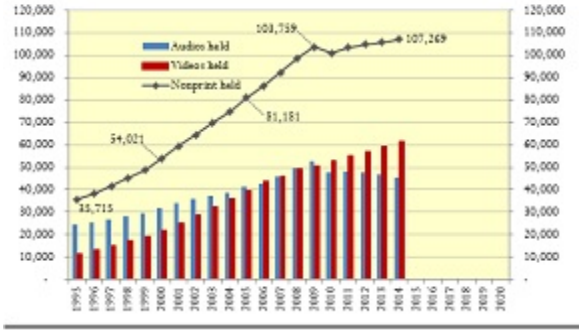
FIGURE 2.6.6
VOLUMES HELD PER CAPITA -- CHANGE FROM PREVIOUS
ALL U.S. LIBRARIES



By 2014, this measure had dropped to 2.44 volumes held per capita. The two most precipitous declines from the preceding year have occurred within the last four years, a possible indication that the rate of decline may be accelerating.

Nonprint: A different pattern emerges with nonprint collections. The combined inventory of audio and video recordings has grown dramatically since 1995 (Figure 2.6.7). In 1995 the combined inventory numbered 35.7 million items; in 2009, the combined inventory was 103.8 million, almost a three-fold increase.

FIGURE 2.6.7
NONPRINT HELD (in 000s)
ALL U.S. LIBRARIES



In 2010, the combined nonprint inventory decreased, the result of a significant reduction in audio holdings. Video holdings continued to increase, but the decrease in audio holdings created a net decrease in nonprint holdings.

In the few years since, the nonprint inventory in U.S. libraries has resumed its pattern of growth, although at a less assertive pace. From 1995 through 2009, nonprint holdings increased by 7.90% per year, on average. From 2010 through 2014, inventories have increased by 1.52% annually.

FIGURE 2.6.8
NONPRINT HELD -- CHANGE FROM PREVIOUS (in 000s)
ALL U.S. LIBRARIES

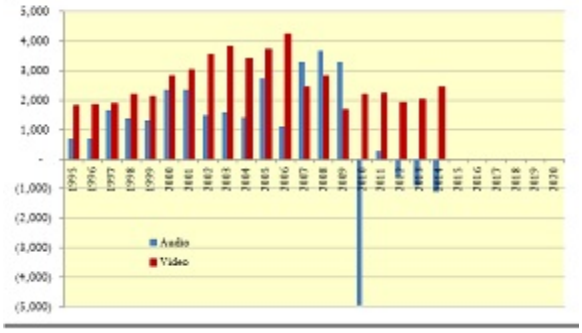
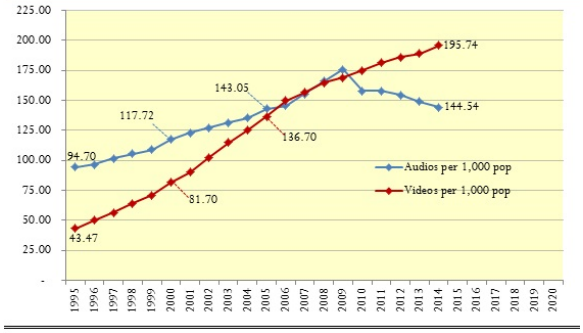


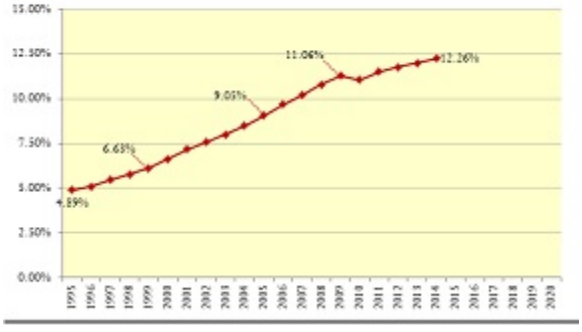
Figure 2.6.8, together with Figure 2.6.9, illustrates how sharp a pivot nonprint inventories have taken. In 2010, the inventory of audio recordings in U.S. public libraries decreased – audio recordings held per 1,000 population served decreased as well. Both measures have declined steadily since. The corresponding measures for video holdings have continued to increase. Over the last five years, these two components of the combined nonprint have each shown a very different aspect. Audio collections appear to have followed print collections in a trend toward increasingly leaner inventories, while video inventories continue to increase.

FIGURE 2.6.9
NONPRINT HOLDINGS PER 1,000 POPULATION
ALL U.S. LIBRARIES



Despite these shifts within the combined nonprint collections, nonprint as a share of total holdings in U.S. public libraries continues to increase (Figure 2.6.10). In 1995, nonprint holdings represented 4.89% of the total inventory; by 2014 the share had grown to 12.26%. 2010 was the only year to register a decline in share, when there was the significant reduction in audio holdings. Also, this share of total inventory increases – in no small part – thanks to the ongoing reductions in print holdings across U.S. public libraries.

FIGURE 2.6.10
NONPRINT as a PERCENT of TOTAL INVENTORY
ALL U.S. LIBRARIES



Magazines: The combined magazine inventory (which includes newspapers as well) peaked in 2001 at 1.9 million titles and has been in almost steady decline since (Figure 2.6.11). In

2014, U.S. public libraries received 1.3 million titles – a decrease of 29.9%. Titles received per 1,000 population served has been in decline even longer – since 1997.

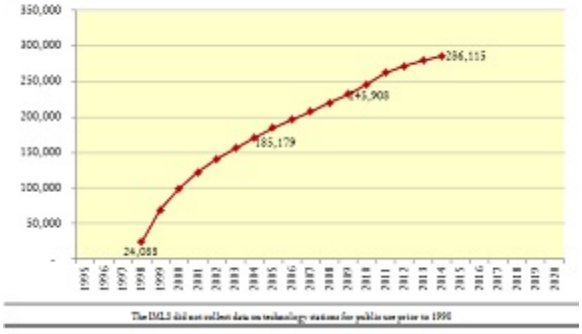
Anecdotally, this pattern is a reflection of how periodical literature has largely transitioned into electronic form. Most libraries have observed that a user seeking a specific article from a specific issue of a magazine does that today by way of an electronic index and usually the index provides a link directly to the requested article, in electronic form. As a result, the character of the physical magazine collection has shifted into something more casual and "browsy" in nature. And with that aspect shift, there's less impetus to develop an increasingly deeper and deeper subscription list, and magazine inventories are falling as a result.

2.6.2 Resource inventory – computers for public use

As more and more information is made available electronically, libraries seek to provide access to that resource by offering computers for public use. Today, it's appropriate to think of these spaces as generic computing or technology stations. As computers entered the library setting, a "traditional" configuration rapidly developed around a desktop PC. More recently, that "traditional" configuration has expanded to embrace other technological platforms – laptops, tablets, and so on.

In addition, these points of access provided by the library are complemented by the ability to log into the library's internal network wirelessly, allowing users to log on by way of their own wireless and handheld devices. Looking forward, it's possible there will come to be a blurring of the distinction between "technology stations" and

FIGURE 2.6.12
TECHNOLOGY STATIONS for PUBLIC USE
ALL U.S. LIBRARIES

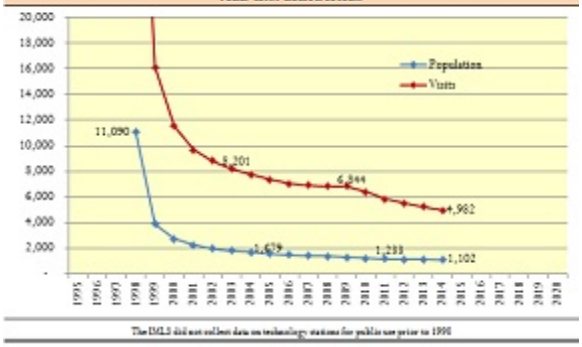


"reader seats." There will be increasing interest in the opportunity for connectivity throughout the library space.

Meanwhile, over the last almost twenty years, libraries across the country have made tremendous strides to expand their computing capacities. In 1998, when the IMLS began gathering this data, when U.S. libraries reported a total of just over 24,000 computers for public use (Figure 2.6.12). In 2014, the latest reporting year, that inventory had grown more than ten-fold, to 286,100+.

Two important measures of access to these resources compare the number of computers with population served and with the number of annual visitors received at the library. In both

FIGURE 2.6.13
POPULATION SERVED / ANNUAL VISITS per TECHNOLOGY STATION
ALL U.S. LIBRARIES



instances, a lower result reflects increased access. In 1998, the inventory of 24,000+ computers in U.S. libraries represented one computer / technology station for every 11,000+ people in library service jurisdictions. In 1998, there was one computer / technology station for every 45,100+ annual visits. By 2014, those ratios had settled to about one station per 1,100 population and one station per 5,000 visits respectively.

2.6.3 Use levels – circulation

Circulation is the most common measure of library activity, though certainly not the only measure, nor necessarily the most effective measure. But it is definitely the most frequently cited.

Since 1995, the number of circulation transactions recorded by U.S. public libraries increased regularly, peaking in 2010 (Figure 2.6.14). In 1998, libraries reported 1.609 billion circulation transactions; in 2010, the total was 2.469 billion transactions – an increase of 53.17%. Circulation declined from the previous year in only one instance during that period. The average annual rate of increase was 2.84%. For the last four years, however, the combined circulation at U.S. public libraries has decreased each year. In 2014, U.S. libraries recorded 2.314 billion transactions. The average annual rate of decrease since 2010 has been -1.57%. Mot of that decrease appears to have been borne by adult circulation. Circulation of adult materials is down -2.09% since 2010, while circulation of children's materials is down -0.58%.

Circulation per capita provides a different insight into user activity. That total circulation increased from 1995 through 2010 is not a great surprise, insofar as combined service population of U.S. libraries also grew. It's easy to imagine that more people served will translate into more total circulation transactions. An increase in circulation per capita in a time when the service population is increasing indicates that individuals are using the library more.

The pattern, year to year, for circulation per capita is similar to that for total circulation, generally rising from 1995 (at 6.23) to a peak in 2010 (at 8.13), then falling to a rate of 7.34 in 2014 (Figure 2.6.15). Between 1995 and 2010, circulation per capita nationwide decreased in only two years. For most of this period, the year-to-year rise in total circulation was driven *only in part* by increases in service population. During this period, borrowers were using the library more individually.

FIGURE 2.6.14
TOTAL CIRCULATION (in 000s)
ALL U.S. LIBRARIES

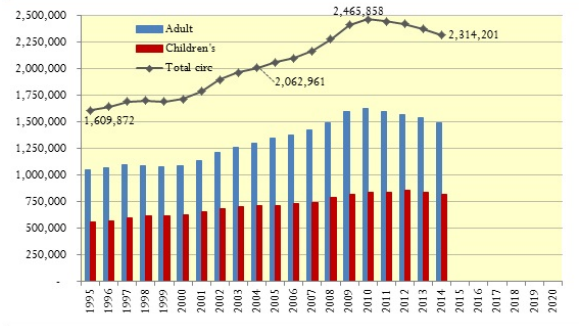


FIGURE 2.6.15
CIRCULATION PER CAPITA
ALL U.S. LIBRARIES

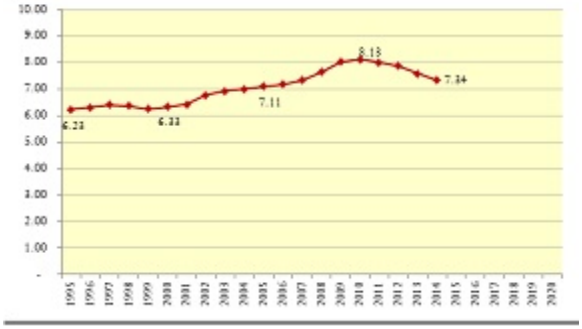


FIGURE 2.6.16
CIRCULATION PER CAPITA -- CHANGE FROM PREVIOUS
ALL U.S. LIBRARIES

It's interesting to note that the three instances of greatest increase in circulation per capita from the preceding year coincided with times of economic distress (the bear stock market in the early 2000s and the Great Recession starting in 2008-09), offering anecdotal support to the common observation that library use often runs counter-cyclical to the economy – use goes up when the market goes down (Figure 2.6.16).

Since 2010, total circulation is down, and circulation per capita is down as well. During that period, the combined service population of U.S. libraries has continued to grow. Simply to maintain the individual rate of use from 2010 (8.13 circulation per capita), total circulation *should* have grown in each of the succeeding years, to 2.562 billion in 2014 (the actual in 2014, was 2.314 billion transactions).

Since 1995, children's circulation has accounted for 35.14% of total circulation, on average. This ratio has been very consistent, within a narrow band ranging from a high of 36.53% in 2001 to a low of 34.00% in 2010.

2.6.4 Use levels – annual visits

Another measure of activity levels is the number of visits per year – the number of people entering the library. This measure often impacts a library's performance on other measures – a library with a large number of people entering the library is likely to tally a high number of circulation transactions. But it can also be informative in other ways – a library with high foot traffic and low circulation might indicate users are coming to the library for other, "nontraditional" uses (to attend a program? to use technology?)

Nationally, the underlying pattern for total annual visits is similar to that for total circulation: there was a steady increase from 1995 (981 million visits in the aggregate) through 2009 (1.591 billion visits), with total visits peaking one year before total circulation (Figure 2.6.18).

FIGURE 2.6.17
CHILDREN'S CIRC as a PERCENT OF TOTAL CIRCULATION
ALL U.S. LIBRARIES

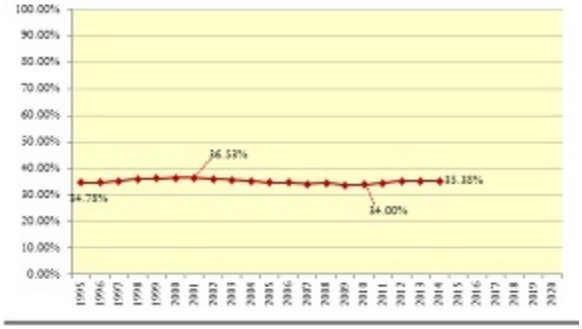
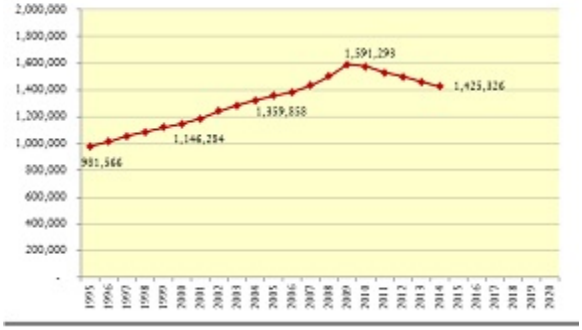


FIGURE 2.6.18
TOTAL ANNUAL VISITS (in 000s)
ALL U.S. LIBRARIES



Over the period, visits increased by 62.12% (versus 53.17% for circulation). Over the period, the number of visits increased from year to year by 3.42%, on average (versus 2.84% for circulation).

Since 2010, the total number of visits has decreased every year. In 2014, U.S. libraries tallied 1.425 billion visits. The average annual rate of decrease since 2009 has been -2.18%.

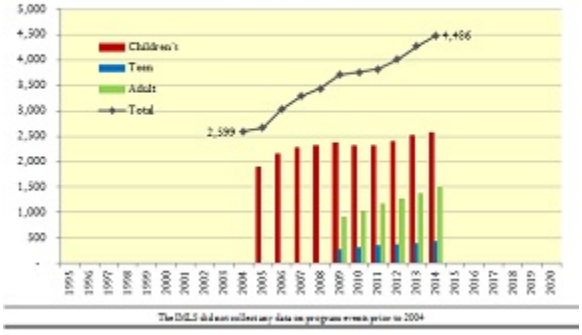
The reason for this shift cannot be discerned from the data at hand. Figure 2.6.19, however, suggests how abrupt the change in this pattern has been. In 2009, U.S. libraries reported the largest year-to-year increase in total annual visits. The following year, the tally decreased and has done so now for five consecutive years.

FIGURE 2.6.19
TOTAL ANNUAL VISITS -- CHANGE FROM PREVIOUS
ALL U.S. LIBRARIES

2.6.5 *Use levels – programming*

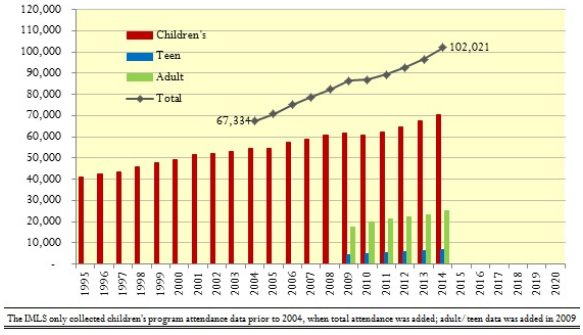
For many years, the IMLS systematically gathered only very limited data about library programming efforts. Children's program attendance has been gathered since the early 1990s. Total program events and total program attendance were added in 2004, and children's program events in 2005. In 2009, data gathering was extended to include teen program events and teen program attendance. Starting with total program events, each library's reported activity for children's program events and teen program events could be backed out, with the remaining program events presumably targeted toward adults. Ditto with program attendance. So since 2009, in response to the growing emphasis many libraries place on programming, the IMLS database has offered a fairly extensive look at programming activities in U.S. public libraries.

FIGURE 2.6.20
PROGRAM EVENTS (in 000s)
ALL U.S. LIBRARIES



The total number of program events offered by U.S. libraries has increased sharply, from 2.5+ million in 2004 to 4.4+ million in 2014 (Figure 2.6.20). It's no surprise that attendance should follow, growing from 67.3 million in 2009 to 102.0+ million in 2014 (Figure 2.6.21). In a scant five years, reported results on both

FIGURE 2.6.21
PROGRAM ATTENDANCE (in 000s)
ALL U.S. LIBRARIES



The IMLS only collected children's program attendance data prior to 2004, when total attendance was added; adult/teen data was added in 2009

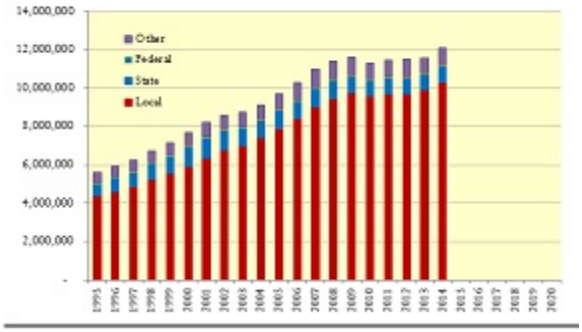
measures almost doubled.

Children's programming is the driver in this mix, accounting for, on average, 60.31% of the programs offered in U.S. libraries, and 69.8% of program attendance at those programs since 2009.

2.6.6 Fiscal – operating revenues

Over the last twenty years, operating revenues have generally risen (Figure 2.6.22). Revenues fell in 2010, as libraries felt the impact of levy reductions caused by the Great Recession. Revenue was flat for four years, but rose again in 2014. In 1995, combined revenues for U.S. public libraries was almost $5.6 billion ($21.64 per capita). In 2014, combined revenues for U.S. public libraries was $12.0 billion ($38.29 per capita).

FIGURE 2.6.22
REVENUE (in $000s)
ALL U.S. LIBRARIES

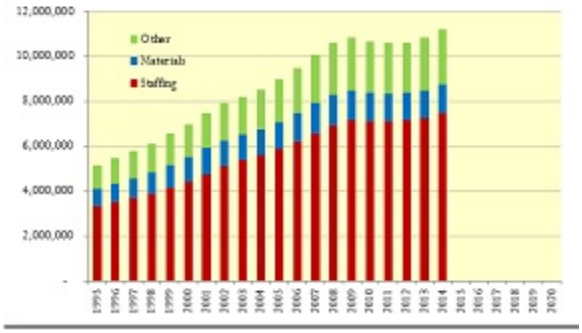


Throughout the period, the sources of revenue have remained fairly constant. Most public libraries receive revenue from four sources: local (tax) support, state funding, federal funding, and other income (fines, fees, gifts, and so on). Since 1995, local sources have accounted for 81.04% of total revenue, state sources 9.96%, federal sources 0.59%, and other sources 8.41%.

2.6.7 Fiscal – operating expenditures

Not surprising, over the last twenty years, operating expenditures have risen as revenues have increased (Figure 2.6.23). Like revenues, total expenditures followed a similar plateau between 2010 and 2013, but increased again in 2014. In 1995, combined expenditures by U.S. public libraries totaled $5.2 billion ($17.63 per capita). In 2014, combined expenditures by U.S. public libraries totaled $11.3 billion ($35.97 per capita). Americans spend more on Super Bowl Sunday alone.

FIGURE 2.6.23
EXPENDITURES (in $000s)
ALL U.S. LIBRARIES



The distribution of expenditures has been largely constant, although it appears materials spending has suffered a squeeze over the last twenty years. Since 1995, on average, personnel costs have accounted for 64.67% of total expenditures, material for 13.47%, and all other (utilities, maintenance, supplies) for the balance. Over the period, there has been a consistent downward trend in the share allocated to materials. In the early part of the period, that proportion hovered around 15% of total; in the later years, it's been closer to 11.5%. This shift is illustrated by the fact that spending on materials has increased more slowly than total expenditures – a 32.5% increase versus 77.9%.

2.7 Comparative benchmarks with peer libraries provide a perspective for assessing library service

A trendline, or peer comparative, analysis is used to define prospective resource and service inventories for a subject library. As discussed elsewhere in this report, a library's essential resource and service inventories determine its space need. A trendline analysis provides a framework for establishing suitable resource and service inventories on which to base an estimate of the library's space needs.

This examination is based on data submitted to the Institute for Museum and Library Services. The IMLS works in cooperation with the state library agencies across the country to standardize public library annual report forms and reporting procedures. Data from these reports are cumulated at the state level, then assembled into a national database by the IMLS and posted on the web. LPA combines selected elements in the database to create a variety of new data elements (total annual circulation, for example, is combined with population served to calculate circulation per capita for each library in the database). From the full database, LPA draws sample cohorts for closer study. Each cohort is comprised of libraries deemed comparable to the subject library, and the data reported by the libraries in each cohort are examined in an effort to identify service "norms" based on the experience of each cohort.

This analysis is detailed in Appendix C.

Preliminary analyses examined two cohorts – libraries nationwide serving 15,000 to 35,000 population and libraries in the region serving 15,000 to 35,000 population. The population range was meant to bracket GCPL's current and projected service populations. "Region" was defined as an area within roughly a 250-mile radius around Garden City. Both cohorts were also filtered to include only libraries in a suburban setting, as defined by the IMLS.

Based on these preliminary analyses, the regional cohort was deemed more relevant to the experience of Garden City than the national cohort. A full analysis was then done on two cohorts:

- libraries in the region serving 20,000 to 35,000 population and
- a subset of the regional cohort including only those libraries that rank at or below the median level of expenditures per capita

"Region" was again defined as those libraries within roughly a 250-mile radius. Both cohorts were filtered to include only libraries in a suburban setting. The population range was narrowed to increase the prospective homogeneity of the cohort. And the subset responded to the fact that the Garden City Public Library does not enjoy a level of fiscal support commensurate with most libraries serving a population of similar size and a concern that it produces an unfair comparison to include in the cohort libraries with substantially greater fiscal resources.

Overall findings:

- **Volumes held:** GCPL maintains a collection of 52,800+ volumes, per the 2014 IMLS database (50,100+ per the library's 2016 annual report to the state library).

  According to the experience of the full regional cohort, the library should offer a collection of 94,500 volumes.

This result is slightly higher than the result from the original full regional cohort analysis (85,000 volumes) – which stands to reason because the revised regional cohort discounted libraries serving the lower end of the original service population range, leaving only the larger libraries, which by an large tend to have larger collection inventories.

According to the experience of the regional cohort subset, GCPL would be expected to maintain a collection of 66,500 volumes when it reaches its projected service population of roughly 25,000 in the year 2040.

The delta between the recommendation emerging from the full regional cohort and the regional cohort subset can be taken to illustrate the impact of the reduced fiscal support available to the libraries in the subset cohort. Comparing the two analyses, it's clear that the trendline for the full regional cohort is notably higher than that for the subset cohort. The percentile measures for the full regional cohort are uniformly higher as well – the median inventory for the full regional cohort is just under 90,000 volumes, versus about 67,000 volumes for the subset cohort.

- **Audio recordings held:** Garden City maintains a collection of 1,800+ audio recordings as of 2014 (per the 2016 annual report, the library's current inventory is almost unchanged over the last two years).

  Per the full regional cohort analysis, the library should offer a collection of just under 9,000 audio recordings to meet the needs of its current population, 8,000 to meet the needs of its population base projected to the year 2040. As with the results for print holdings, these benchmarks are slightly higher than the results for the original regional cohort. Again, libraries serving a larger population tend to maintain a larger inventory.

  Based on the experience of the regional subset cohort, when GCPL reaches its projected service population of 25,000 in the year 2040, it would be expected to maintain an inventory of 4,150 audio recordings.

  The key variable between these two cohorts is the level of fiscal support received. The subset cohort receives a lower level of support, which is reflected in the more modest inventories these libraries maintain. This becomes a common refrain.

- **Video recordings held:** Per the 2014 IMLS database report, Garden City maintains a collection of 3,000+ video recordings (4,100+, according to the library's 2016 annual report).

  According to the full regional cohort analysis, the library should have a collection of about 10,400 videos to serve its present-day population, and come 9,600 videos to meet the needs of its future, smaller service population.

  The recommended video inventory based on the regional subset cohort is 5,600 items.

- **Items held per capita:** If the collection inventory recommendations emerging from the full regional cohort analyses on the first three metrics presented here are combined, the overall inventory for GCPL comes to some 112,100 items (94,500 volumes + 8,000 audio + 9,600

video) . Based on the regional subset cohort analyses, the recommended combined inventory is 76,250 items.

The independent metric "Items held per capita" can be used to triangulate, or test, the results from the first three measures.

GCPL presently maintains an inventory of 2.09 items per capita.

The experience of the full regional cohort recommends a collection of 4.40 items per capita. This translates to a collection of 110,175 items (books + audio + video) for a projected service population of 25,040. This result is a little higher than the result from the original regional cohort analysis (4.35 items per capita / 109,650 total items).

The experience of the regional subset cohort recommends a collection of 3.10 items per capita, or 77,625 total items. Once again, the subset analysis produces a lower, more modest recommendation than is the case with the full regional cohort analysis.

In both cases, however, the results are similar to the combined recommendations on the first three metrics. Using the full regional cohort, this measure recommends a combined collection of 110,175 items (versus 112,100 items by adding together the recommendations from the first three metrics). Using the regional subset cohort, this measure recommends 77,625 items (versus 76,250 items using the first three metrics).

- **Nonprint as a percent of total holdings:** Another way to describe a library's collection inventory is by way of nonprint holdings as a percent of total. This ratio speaks directly to the character of the collection – how traditional (that is, print-oriented) it is.

  Audio and video recordings comprise 8.43% of GCPL's present inventory. Per the full regional cohort, a library serving 25,000+ population would be "expected" to deploy 14.45% of its collection into nonprint categories. Per the regional subset cohort, a smaller share should be so deployed – 12.85%.

  On all of the preceding metrics, the results between these two cohorts would be expected to differ, given the variance in funding levels between the two cohorts. It's easy to understand that a library with greater support would be able to cultivate a deeper collection resource. A similar intuitive connection does not especially apply to this metric – there's no obvious reason why one group of libraries would devote a larger share of its inventory to media holdings. Perhaps the less well supported libraries feel compelled to direct their more limited resources to traditional materials.
- **Magazine subscriptions:**Once a notable part of the overall service and space inventory of the typical public library, magazine holdings have become almost marginalized over the last twenty years. As this literature migrated into electronic form, there is less impetus for a library to extend its physical collections. At the same time, the typical library has reduced the scope of hard-copy backfiles maintained, almost all now retaining one, at most two, years.

  As of the 2014 annual report, Garden City presently maintains a subscription list of 43 titles. The 2016 report cites 52 titles.

  The experience of the full regional

cohort recommends an inventory of 198 magazine titles; the experience of the regional subset cohort recommends an inventory of 120 magazine titles.

- **Digital resources:** As collection content evolves to include electronic formats, it impacts the library's space need in various ways. As noted previously, the subscription list in a typical public library has decreased over the last generation, driven largely by the migration of periodical literature into electronic form. Some of the recent shifts in the composition of the physical collection in a typical library can be attributed, anecdotally at least, to the rise of e-content.

  E-content also impacts space needs insofar as a library provides space for technology stations that serve as a gateway to that content. Even though such stations were introduced into the library setting fairly recently (post-print, post-media), the configuration quickly standardized around a computer, a screen, and a keyboard/mouse. Garden City provides 16 such stations, according to the latest IMLS data.

  Based on the experience of the library's full regional peer cohort, the library should offer 32 stations. Based on the experience of the library's regional subset cohort, there should be 21 stations available.

  Some libraries have started to report reduced demand for "traditional" technology work stations, especially in circumstances where users bring their own internet-connect-able device(s) to the library. As more and more users chose to bring their own devices, and connect to electronic resources via the library's network, it is easy to understand that the demand for a physical technology station lessens. Instead, every place for a reader seat becomes a substitute or alternative to a technology station, as long as power and network access are conveniently available at those seats.

- **Visits per PC (technology station):** As more and more content becomes available electronically, it becomes important to understand how readily users can access that content. One measure compares the number of annual visits are made to the library with the number of technology stations on offer. A high ratio of visits to technology stations describes a setting where there will be more competition for each station and less access; a low ratio indicates more ready and convenient access to e-content.

  GCPL maintains an unusually low ratio of visits to technology stations – 2,150+ – which indicates that individuals coming through the library's front door have reasonable access to a technology station. Based on the experience of the library's full regional peer cohort, the "expected" ratio is one station for every 6,300 visits; based on the experience of the library's regional subset peer cohort, the ratio happens to also be one station for every 6,300 visits. In both cohorts, the historic trendline is above the current-day trendline, indicating that libraries have sought to expand the availability of the tools to access e-content.

  While the library's ratio describes a favorable condition, do note that the result is achieved in part by the fact that

the library's tally of total annual visits falls well short of expected activity levels.

- **Total circulation:** Total annual circulation provides insight into general activity levels at the library. It's easy to infer that high activity levels will percolate through other service metrics. For example, a library that experiences a high rate of circulation may need to sustain a larger collection inventory in order to compensate for the fact that a larger proportion of its materials at any given time is in circulation and not available on shelf.

  In 2014, Garden City reported just under 50,000 circulation transactions. In comparison with its peer groups, this is a low tally.

  Based on the experience of the library's full regional peer cohort, the library would be expected to support 340,000 transactions based on its present population, and 295,000 transactions based on its projected (lower) service population.

  Based on the experience of the library's regional subset peer cohort, GCPL would be expected to support 170,000 transactions based on its present population, 167,000 transactions based on its projected (lower) service population.

  In against the full regional cohort, GCPL's total annual circulation ranks within the lower 10% of the sample; against the regional subset cohort, GCPL's total annual circulation ranks a little above the 10th percentile rank.

  There is a striking difference in the trendline between the full regional cohort and the regional subset cohort. The trendline for the regional subset cohort ranges from one-half to one-third of that for the full regional cohort, suggesting that poor overall support levels translate into reduced service. The libraries in the subset cohort, because they have a smaller budget to work with, are likely to offer fewer hours, which would diminish circulation. They are likely to have fewer staff, which means users are less likely to be guided to the resources they are seeking. And so on.

- **Circulation per $1k expenditures:** In 2014, Garden City Public Library reported 140.56 circulation transactions for every $1,000 in operating expenditures.

  Against the experience of the library's full regional peer cohort, the library would be expected to record about 225 transactions, based on its current service population; based on its projected service population, it would be reasonable for the library to plan to support 221 transactions for every $1,000 in operating expenditures.

  Against the experience of the library's regional subset peer cohort, GCPL would be expected to record about 255 transactions, based on its current service population; 274 transactions based on its projected service population.

  Against both cohorts, the library's result ranks higher on this metric than it does for total annual circulation. On this metric, the library ranks at the 30th and 21st percentiles, respectively. On total circulation, it ranks at the 7th and 11th, respectively. While the library's result still falls below the "expected" level

according to the trendline, the fact that its ranking within each cohort is higher suggests that fiscal support levels have some impact on service / activity levels.

Also note that the trendline for the regional subset cohort is higher than the trendline for the full regional cohort. By isolating the subset, it provides an indication that libraries with more modest support generate higher use levels, per expenditure. Despite lower fiscal support levels, these libraries are nevertheless used by their residents.

- **Circulation per hour open:** The rationale for this measure is that lower fiscal support could translate into fewer hours of operation. A shorter service schedule offering less user access would depress activity levels.

  In 2014, GCPL circulated on average 20.18 items for every hour it was open.

  Based on the experience of the full regional cohort, the intercept point for the library is 88.00 transactions per hour; based on the experience of the regional subset cohort, the library should expect to generate 56.00 transactions per hour. This is two to four times the library's current circulation rate.

  As it happens, these results place the library at almost exactly the same percentile ranking as was the case for total circulation in the context of both peer cohorts. It turns out, GCPL maintains an operating schedule that is lower than would be expected in the context of both peer analyses, but its schedule does not diverge as notably as the library's results do on other metrics.

  In this instance, the expectations (and suspicions) of the study team and the library's managers were not borne out. GCPL's ranking on this measure in comparison the rest of each of the two peer cohorts is effectively no different than it is on total circulation. The causal relationship the study team and managers expected to find was not in evidence.

- **Circulation per FTE staff:** Circulation per FTE staff is another metric added for this update to the GCPL peer comparative / trendline analysis. As with the preceding metric, circulation per hour open, speculation was that reduced overall fiscal support could result in a lower staffing complement, which in turn could impact the library's overall lower standing on the measure total annual circulation.

  In addition, circulation per FTE staff can be considered a broad measure of staff productivity.

  On this measure, each GCPL staff member supported, on average, just under 12,000 circulation transactions in 2014.

  While this is still below the "expected" level of activity based on the experience of either cohort, the delta between the library's actual result and its expected result is notably diminished. Against the full regional peer cohort, GCPL's total circulation ranked at the 7th percentile – more than 90% of the libraries in that cohort tallied more annual transactions than GCPL. By contrast, on the measure circulation per FTE, GCPL's result ranked at the 37th percentile. A similar variation is observed in the context of the regional subset cohort. This is a positive indicator for the library.

- **Total annual visits:** The total number of

visits to the library is another key measure of activity levels in the library. As noted earlier, foot traffic through the library's front door can be linked – if only intuitively – to the number of technology stations the library should provide. It can also impact reader seating inventories, collection inventories, and other service measures that impact a library's space needs.

In 2014, Garden City reported just over 34,400 visits. As with total circulation, in comparison with regional peer groups, this is a low tally.

Based on the experience of the library's full regional peer cohort, the library would be expected to support 195,000 visits based on its present population, 181,000 visits based on its projected (lower) service population.

Based on the experience of the library's regional subset peer cohort, GCPL would be expected to support 125,000 visits based on its present population, 115,000 transactions based on its projected (lower) service population.

In both cases, GCPL's result on total annual visits ranks within the lower 5% of the cohort.

- **Programs:** Programming and events have become a more significant part of the public library's menu of services. The IMLS has added data elements capturing the number of programs and total attendance for children, teens, and adults.

  In both cohort analyses, the current-year trendline is above the historic trendline, indicating that libraries on the whole have expanded program offerings in recent years. Garden City is no exception.

  Even with its expanded schedule of program events, the library offers fewer programs than most of its peers. The library offered 146 programs in 2014 (by the latest reporting year – 2016 – that number had increased to 234 programs). Based on the experience of the library's full regional peer group, the "expected" number of programs sponsored per year is 650 for its current population, 640 for its projected population in the year 2040. Based on the experience of the library's regional subset peer group, GCPL could expect to sponsor 440 programs for its current population, 436 for its projected population.

  Certainly, a library's facility impacts the number of programs that can be offered. Lacking a proper meeting space, or a sufficiently sized meeting space, it's clearly a challenge for GCPL to meet the programming interests of the community. Overall funding levels and overall staffing levels surely play into this condition as well.

- **Program attendance per program:** Just as the total number of programs offered per year is low at Garden City, so is total program attendance. The two measures typically go hand in hand. In the context of the library's full regional cohort, GCPL's tally for total program events ranks at the 5th percentile; its tally for total program attendance ranks at the second percentile. In the context of the regional subset cohort, the library's tallies rank at the 11th and 5th percentiles, respectively.

  These results come together in program attendance per program. In

2014, average attendance at a program event at GCPL was 11.42. The "expected" level of attendance based on the experience of both of the library's peer cohorts is roughly twice that.

Again, lack of a proper, dedicated program facility surely impacts the library's efforts, as do funding and staffing levels.

- **Programs per $1k expenditures:** The impact of the library's fiscal capabilities on program planning is evident from this measure, which places programming efforts in the context of the library's budget: given the library's budget, how many programs did the library sponsor?

  In 2014, Garden City sponsored 0.42 programs per $1,000 in operating expenditures. Based on the experience of the library's two regional peer cohorts, the intercept point for GCPL is higher – at 0.57 and 0.78 programs per $1,000 in expenditures, respectively.

  While the library's tally is lower than these "expected" service levels, it's important to note that the tally places GCPL at a notably higher ranking in the context of each cohort group. Against the full regional cohort, GCPL's total programming effort ranked at the 5th percentile, but on programs per $1,000 expenditures, GCPL's result ranks at the 57th percentile. Against the regional subset cohort, the library's tally of total programs offered ranks at the 11th percentile; programs per $1,000 expenditures ranks at the 43rd percentile. Factoring in the limitations imposed by the library's operating budget, GCPL indeed fares better against each peer cohort.

- **Programs per FTE staff:** Budget limitations typically affect staffing levels. Staffing levels in turn impact programming activity: with limited staff FTEs, it can be difficult to mount an active program schedule. That is the underlying reasoning for exploring this metric as part of the updated peer comparative / trendline study.

  In 2014, GCPL offered 35.27 programs per FTE staff. Based on the experience of the libraries in the full regional cohort, a library serving 27,500 population would expect to offer 35 programs per FTE staff; a library serving 25,000 population would expect to offer 37 programs. Based on the experience of the regional subset cohort, a library serving 27,500 population would expect to offer 42 programs per FTE staff, and a library serving 25,000 population would expect to offer 44.50 programs per FTE staff.

  Refracting the library's programming efforts through the lens of staffing levels, the library's schedule of program events is right where it should be. This connection between staffing levels and program events lends an important shading to our understanding of the library's programming efforts.

- **Hours open:** The measure "Hours open" tallies the number of hours of public access the library offers in a year. This measure provides useful insight into how some of the other measures in this analysis may be interpreted. For example, if Library A is open more hours a week than Library B is, it will have more opportunity tally circulation transactions and will likely have a higher annual circulation than Library B does.

  Garden City reported being open a

total of 2,448 hours in 2014. Among the libraries in its full regional peer cohort, the median number of hours open was 3,267; among the libraries in its regional subset peer cohort, the median number of hours open was just under 2,918. Garden City ranks at the 5th percentile in comparison with the full regional cohort, at the 11th percentile in comparison with its regional subset cohort.

2,448 hours of service per year translates into 47+ hours per week, on average. By contrast, median rate for the full regional cohort translates into 62+ hours per week; the median rate for the regional subset cohort translates into 56+ hours per week.

It's fair to consider the impact this shortfall might have on activity measures such as total circulation, annual visits, annual programs offered. Although this analysis hasn't reported on total FTE staffing, GCPL is in the lower percentile ranks against both cohorts on this measure, and there's a connection between the number of hours per week the library is open and the number of staff needed to operate the library.

3 Recommended Service Goals for the Garden City Public Library

This section of the report discusses the recommended service parameters on which an estimate of space need for the Garden City Public Library will be based, discussing recommended service goals regarding each of the eight "types" of library floor space used in LPA's assessment methodology (see Appendix A):

- 3.1 Collections
- 3.2 Computers for public use
- 3.3 Reader seating
- 3.4 Staff work stations
- 3.5 Meeting / program accommodations
- 3.6 Special use functions
- 3.7 Nonassignable functions
- 3.8 Dedicated allowances

3.1 Collections

The library's collection remains the single most significant element to accommodate in the library's building. Collection space can be allocated upon the determination by the board and staff of projected collection development parameters for the library's collection inventory.

One can approach a collection inventory service goal in two ways:

- make a separate, distinct recommendation for each of the primary materials formats found in most public library collections (print, audio and video)
- make a recommendation for the combined inventory, at apportion that into print and nonprint
- magazine inventories are treated separately

It used to be there was a strong distinction between print and nonprint formats. Physically, the formats differed to such a degree that most libraries housed each format in a storage / display unit specifically designed for that format.

Over time, though, as media has evolved for the most part into a disc-based form, most often packaged in a plastic, clam-shell case, media tends to prefer the same kinds of storage and display as books. In terms of shelving and display, print and nonprint inventories can be treated more or less interchangeably. As noted in Part 2, nationally, regionally, and locally, the balance between print and nonprint holdings continues to shift toward nonprint in almost

every library. Moreover, users are increasingly "format agnostic."

Some libraries, in fact, choose to interfile formats on the assumption that a user looking for information about how to build a deck would be interested in print and nonprint resources on the subject; a users looking for information on travel to Borneo would be helped by a travel guide or a travelog on DVD.

For these reasons, LPA prefers to approach making a collection inventory goal by first recommending a combined inventory goal, based largely on the metric "items held per capita," then apportioning that recommendation into print and nonprint categories using the metric "nonprint holdings as a percent of total inventory." This approach treats the collection in a wholistic way, rather than as an amalgamation of segments – which more accurately reflects the character of today's collection inventory.

3.1.1 Items held per capita

The key question here is simply stated: what kind of inventory does the library need to support? According to the latest annual report to the state library agency the Garden City Public Library has a collection of 56,100+ items (2.03 items per capita) – 50,100+ books, 1,800+ audio recordings, and 4,100+ video recordings

Peer comparisons

Part 2 described the findings of the peer comparative / trendline analysis, which identified prospective service "norms" based on the collective experience of the peer cohorts in question.

Two cohorts of peer libraries were examined. The first included all of the libraries within a roughly 250-mile radius around Garden City serving 20,000 to 35,000 population. This cohort was further filtered to include only those libraries designated as being in a suburban setting. The second cohort was a subset of the first, including only those libraries with expenditures per capita at or below the median for the full cohort.

By and large, the second cohort offered more compelling guidance for a future service inventory goal for the Garden City Public Library. GCPL does not have the level of fiscal support enjoyed by most of the libraries serving a population of similar size, and using the second cohort as the starting point for a collection inventory recommendation produces a more realistic result.

Based on the experience of libraries in the regional subset cohort, a library serving 25,000 population would be expected to offer a collection of 3.10 items per capita – 77,625 items total. As a point of comparison, the experience of the full regional cohort suggests a library serving 25,000 population should maintain a collection of 4.40 items per capita – 110,175 items total, almost double GCPL's current inventory.

National trends

The trendline analysis represents a snapshot in time. To make a forecast of what the Garden City Public Library's collection inventory *should* be to meet future needs, it's important to understand the dynamic of how service patterns are changing in American public libraries.

The trendline analysis provided a clear indication that libraries in the peer cohort have

not expanded traditional collections over the last ten years. The historic trendline in that analysis is almost a direct overlay on the current trendline.

Moreover, the discussion of national trends in Part 2 revealed that over the several few years the aggregate collection inventory in U.S. public libraries has been in decline since 2009. The number of items held per capita peaked a couple years earlier, in 2005. Much of this decline has been driven by a decrease in print holdings among U.S. libraries. The number of volumes held per capita peaked in 2003 and has fallen every year since.

If the rate of decrease in the ratio of items held per capita is extended linearly to the year 2040, it's possible that the ratio could decrease by as much as one-third.

The question at hand is: how should this broad national trend factor into a decision regarding a projected collection inventory? As noted previously, it's a moving target.

Discussion

The experience of the regional subset cohort suggests the library should provide a collection of 3.10 items per capita today. The national trend toward leaner collection inventories suggests that by the year 2040, the "expected" ratio of items held per capita will be lower than it is today. To fashion a service goal "tuned" to the conditions we can expect in 2040, the current-day recommendation should be modulated.

A moderate adjustment, reducing the ratio of items held per capita by 15% (rather than the more assertive prospect of a one-third reduction in the ratio) leads to a recommendation of 2.60 items per capita – 65,100 items total.

The delta between the current inventory and this recommendation affords some room for the library to address specific gaps in the collection identified by staff. Among the areas to be bolstered are science fiction/fantasy, graphic novels (youth, teen, & adult), YA fiction, health, law, and many areas of youth non-fiction.

If an inventory of 65,100 items becomes a base, library staff expressed an interest in being able to increase the collections responsiveness to user demands by offering more multiple copies of popular titles. Presently, the library tends to keep just a single copy of each title. This creates more depth, more overall diversity within an otherwise limited inventory, but it also means users often endure a long wait before its their turn with popular titles.

To address this, the study team suggests expanding the base recommendation of 65,100 total items by 10%, with the added inventory specifically earmarked as multiple copies of popular titles. Working in round numbers, this would add 6,500 items to a 65,000 item collection, for a total inventory of 71,500 items.

3.1.2 Nonprint holdings as a percent of total inventory

It's an advantage that nonprint collections have come to behave "bookishly" over the last 10-20 years. Libraries no longer need to maintain format-specific shelving and display units for media. As the balance of the inventory continues to shift between print and nonprint formats, libraries can redeploy shelving as needed.

But while some libraries do interfile print and nonprint holdings, most do not, so it becomes

useful to think through how GCPL's projected inventory will likely be allocated between print and nonprint.

In the library's present collection, nonprint represents 10.69% of the total inventory

Peer comparisons

The experience of the library's regional subset peer cohort suggests that the nonprint collection should be 12.85% of the total inventory. (The full regional cohort recommends 14.45%, possibly suggesting that the more well-supported libraries in the full regional cohort can afford to devote more resources to nonprint collection development while the less well-supported libraries in the cohort allocate a larger share of their budget to traditional, core resources – which is to say print.)

National trends

The national trends summary revealed that nonprint holdings as a percent of total inventory has increased in every year save one since 1995. Looking forward, the trend is consistent enough and strong enough this ratio will continue to grow.

But the national trends summary also offers inklings that nonprint holdings may be on the cusp of turning toward the kind of decline that has been evident in the nationwide print inventory for 10+ years. In 2009, the aggregate inventory of audio recordings peaked, and has continued to shrink every year since, while video holdings continue to grow. Although the combined audio + video inventory decreased between 2009 and 2020, and has since resumed its upward track, the rate of increase per year is slower than was the case prior to 2009.

The ratio of nonprint holdings as a percent of total inventory is expected to continue to increase, but the rate of increase will look more like the increases experienced since 2010, and not those experienced during the full period since 1995.

Discussion

From 1995 to date the ratio of nonprint holdings as a percent of total inventory has increased by 4.9% on average over the ratio from the preceding year. In 2009, there was an abrupt national shift in these inventories, with a major withdrawal of audio holdings. Since then, the ratio of nonprint holdings has continued to increase, but at a slower rate – 2.6% over the preceding year. If that slower rate of growth extends through 2040, the ratio of nonprint holdings recommended by the experience of the regional subset cohort – 12.85% – will grow to more than 20%.

It seems more likely that the rate of increase will continue to moderate. Plotting the growth in this ratio from year to year since 1995 shows the steepest growth in the early years, with flatter growth more recently. The curve will continue to grow, but not in a linear fashion. Instead, the rate will continue to grow, only a little less so than in the previous year.

With this in mind, a forecast is made that the recommendation of the regional subset cohort for nonprint holdings be modified from 12.85% of total inventory to 15.00% of total inventory. Therefore, the recommended combined collection of 71,500 items will be deployed into 60,775 books and 10,725 audio and video recordings.

3.1.3 Magazines and newspapers

The last collection component to consider is magazines. These days magazines represent a smaller and smaller sliver of the typical library's collection inventory and space needs. Nonetheless, in terms of space use, think of magazines in two conditions – current issues and back issues.

Over the last 20 to 30 years, the subscription list at the typical public library has undergone tremendous change. Of all the parts of the library's collection, print magazines have experienced the most dramatic change owing to the digitization of this literature. Overall inventories have been in steady decline, and libraries are maintaining shorter and shorter runs of back issues.

If a user is looking for a specific article in a specific issue, or using magazine literature to research a specific topic, that exchange today almost certainly occurs in a digital environment. A digital index points the user to a full-text electronic version of the article. As a result, the character of the typical magazine collection in the typical public library has shifted almost exclusively to a casual-use, browsing sort.

According to the latest annual report to the state library, the Garden City Public Library maintains a subscription list of 52 titles.

Peer comparisons

According to the experience of the libray's regional subset peer cohort, GCPL should maintain a subscription list of 120 titles. (The full regional cohort recommends 198 titles.)

National trends

Total magazine holdings in U.S. libraries peaked in 2001and have been in steady decline ever since. The current combined inventory represents a reduction of almost 25% from the peak.

Discussion

For most public libraries today, magazines usually project as a status quo, no-growth collection. For the Garden City Public Library, this suggests a projected inventory of 50 titles. Although this is less than half of the recommendation that emerges from the analysis of the regional subset cohort, staff reports that patron requests for an expanded magazine collection are rare.

A companion consideration that must be weighed with regard to magazines and newspapers is the length of the back run supported. It would be highly unusual today for a library serving a community of Garden City's size to maintain a back run of more than one year on average.

A subscription list target of 50 titles is established, accompanied by a one-year back run.

3.2 Technology space

With the ongoing migration of resources from traditional to electronic forms, a service and space needs assessment must factor in the space required to access resources in electronic forms. Within the library's physical setting, that access has typically been supported by way of computer network stations made available for the public to use. Over the course of a couple decades, the

inventory of computer network stations for public use has become a key element in the library's overall service inventory determining its space needs.

The impetus to expand this inventory has been keenly felt in nearly every library nationwide. This is evident in the peer comparative analyses and delta between the current-year trendline and the historic trendline, indicating how rapidly this inventory has grown in just a few years.

At the same time, questions are starting to emerge as to whether the rate of expansion experienced over the last several years will be sustained – or even whether it will *need* to be sustained. More and more library users are bringing their own Internet enabled devices – laptops, tablets, smart phones – to the library and accessing e-content via the library's wireless network.

The library will still need to provide equipment for public use and that equipment will need to be supported with space in a physical setting. These stations will be used by individuals who don't have access to technology in their home or office (whether by choice or by economic need). They will be used by individuals who have the technology but lack a high-speed connection to the Web. They will be used by individuals who have possession of a handheld or portable device but who prefer to use the large-scale screen and keyboard of a traditional computer over the smaller screen and more crowded keyboard found on many portable devices. Some of the stations provided by the library will be outfitted with a scanner or a 3D printer or some other input/output device that a user needs to access. Some of the stations provided by the library will support specialized software suites that individual residents or families don't have or cannot afford – higher-end video editing software, for example, as well as other content-creation software.

At the same time, more and more of the technology stations provided by the library may not offer technology per se (that is, equipment). Instead, in response to the growing trend of users bringing their own devices to the library, some technology stations may simply provide a work area that's conducive to network connections. A "traditional" technology station has assumed a desktop computer or its equivalent – in the future, that conventional configuration will become less common.

So there will be a continuing need for technology stations, but the character of those stations will evolve.

Peer comparisons

The experience of the regional subset peer cohorts suggests the library should maintain an inventory of 21 technology stations; the full regional peer cohort suggests an inventory of 32 stations. The library presently maintains 16 stations.

National trends

The expansion of this resource is borne out by an examination of aggregate national data. From 1998, when the IMLS first gathered data regarding the number of public use computers in U.S. public libraries, the aggregate inventory has grown more than ten-fold.

Looking at this another way, the number of residents served per PC has dropped from 11,000+ in 1998, to 1,500+ in 2005 and

1,100+ in 2013. This can be taken as a measure of access to e-content. The lower this ratio, the less competition there is for access among prospective users.

At the same time, as noted above, there are growing questions as to whether this rate of growth can be sustained over the period marked by the planning horizon.

Discussion

The need for technology stations for public use will continue to evolve, just as the kinds of technologies available to library users will continue to evolve.

As staff considered use patterns, their consensus was that the existing inventory of 16 stations should be sustained and dedicated to adult use, with the addition of eight stations dedicated for teens and four stations dedicated for use by children, for a total of 28 technology stations

3.3 Reader seating

In the literature on public library space planning, there are several formulas for assessing the number of reader seats a library should provide. Most take the form of a sliding scale of X seats per 1,000 population. The larger the population, the lower the value of X becomes – economies of scale and all that.

Over the years, LPA has developed a "Grand Unified Theory" of public library seating, an effort to meld the various recommendations found in the literature into a single, unified equation.

In the case of Garden City, that formula recommends a seating inventory of 112 seats to serve a population of 25,000+. As a point of comparison, the present library supports, by way of a generous tally, 42 reader seats.

Be aware that "reader seating," in the context of this discussion, tallies only open, general-purpose reader seats. In real life, there are other places to sit down in the typical library:

- Public computer stations have been discussed previously, and many of these will be provided in a sit-down environment. From LPA's perspective, these seats are considered "special purpose" or "dedicated" seats – when the user sits there, he or she is engaged in a particular task, in this case using a computer.
- Many libraries provide small group study spaces. Again, the seats in such rooms are provided with the intent to support a specific activity and so are counted in addition to the inventory of general, open reader seating.

Discussion

The peer comparative / trendline analysis described in Part 2 revealed that Garden City, in the context of its peers, has a relatively low level of foot traffic entering the building. This prompts a concern that the "conventional formulas" for reader seating may in fact overstate the case. At the same time, it's easy to imagine that the current facilities actually discourage use. If the facilities are improved, the library will become a more compelling destination and the visits to the library should increase.

The experience of the regional subset peer cohort suggests the service norm for a library

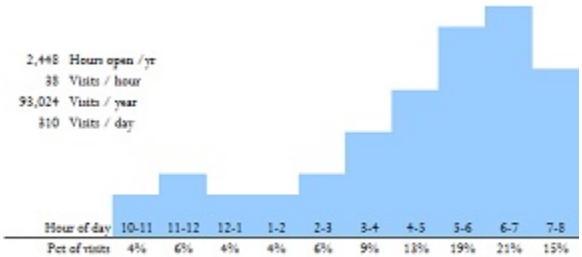
serving roughly 25,000 population should expect 38 visits per hour. Building on the library's current service schedule of 2,448 hours of service per year, this translates into 93,000+ visits per year, or 310 visits per day. The study team used GCPL's daily use pattern to fashion an occupancy model to estimate the maximum number of users in the building at any time, assuming this higher level of foot traffic.

For example, library use patterns tell us that on a typical day, 4% of that day's total visits enter the library in the first hour of operation, 10-11am. 9% enter between 3pm and 4pm, 19% between 5pm and 6pm, and so on. If there are 380 visitors per day, then 12 will enter between 10am and 11am, 29 will enter between 3pm and 4pm, and 59 will enter between 5pm and 6pm, and so on.

Then, an occupancy model must anticipate that users stay for shorter or longer periods. The model for GCPL assumed that half of those entering the library will stay for less than an hour, one-third will stay for between one and two hours, with the remainder staying for two to three hours, and the number of visitors entering the library in any given hour is apportioned accordingly.

Figure 3.3.1 summarizes the results of this modeling exercise. The maximum occupancy is 101 individuals during the 6pm hour. Acknowledging that some of those individuals would occupy technology stations described above, or small group study spaces or other places that are not part of the tally of general-purpose reader seating, it seems reasonable to adjust the recommendation that emerges from the "conventional formula." A reader seating inventory of 90 seats is recommended.

FIGURE 3.3.1
GARDEN CITY PUBLIC LIBRARY
OCCUPANCY MODEL



Hour of day		10-11	11-12	12-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8
Pct of visits		4%	6%	4%	4%	6%	9%	15%	19%	21%	15%
Visitors		12	18	12	12	18	29	41	59	64	47
<1 hr	50%	6	9	6	6	9	15	21	30	43	47
1-2hr	33%	4	6	4	4	6	10	14	20	21	
2-3hr	17%	2	3	2	2	3	5	7	10		
OCCUPANCY		12	24	23	21	26	41	60	86	101	78

[NOTE: This model assumes the library will maintain its present schedule of service while the number of visits per hour will increase to the "normative" levels indicated by the experience of the library's peer cohort. The peer cohort's experience also indicates that the library should offer 3,000 hours of access per year rather than the 2,448 hours presently available. This would increase the projected number of visits per year from 93,000+ as shown in Figure 3.1.1 to 114,000, and the number of visits per day from 310 to 380, which obviously would raise overall occupancy levels. Moreover, increasing the number of service hours in that way would involve extending the daily schedule, probably adding an hour in the morning and second hour in the evening. That in turn would force a reconsideration of how daily visits are distributed during the course of that extended day, and the study team felt it was important to keep that distribution grounded in actual current use patterns.]

3.4 Staff work stations

Forecasting the number of staff work stations a library needs is often a challenging topic, for

multiple reasons:

- By the time a library starts to explore future space needs, staff is typically operating out of inadequate conditions. A library tends to reserve its space for the public it serves, often doing with less for staff. So the existing allocation for staff does not necessarily afford a meaningful baseline for future comparison.
- The unit of measurement for staff work stations does NOT correspond directly to FTEs. There is a rough correspondence – a library with a large staff will likely need more staff work stations than a smaller library will – but one really needs to determine the number of stations or places where staff will be needed to perform a certain task or operation.
- Work patterns are changing. For example, most libraries have moved or are moving toward a self-service circulation model, so the number and configuration of work places needed in support of the circulation function is changing.
- The nature of the workplace is changing. As millennials represent a larger and larger share of the work force, and as ones workspace is more and more represented on a laptop or tablet screen, work stations are shifting toward shared and collaborative settings, with fewer traditional, dedicated or assigned stations.

While some work stations will likely continue to be presented in a familiar form – the library director, for example, will probably still have an office for a work station – others will increasingly take on alternate settings:

- The **standard station** may well evolve from the Dilbert cube model, but instead of staff members being assigned a specific station, these places increasingly will be shared. Staff will access necessary resources by logging in on a conventional desktop or via laptop or tablet. What physical resources a staff member might need will be housed in a mobile or central cabinet or space. These stations are likely to be more compact than a conventional work space today, and they are likely to be more open, less enclosed than the familiar work cube.
- A **collaboration station** will offer a place where two or more staff can work on an assignment together, an increasingly common occurrence in today's team-based work environment.
- A **project station** provides a place where physical work assignments can be pursued. In a library setting, there are a host of specific work routines that benefit from such a workplace. As materials are processed for addition to the collection, that activity often requires a place where the physical work can be spread out. In a similar way, children's staff can often use a space where craft activities or department displays can be prepared. Computer hardware repair and maintenance likewise needs a space where the work can be spread out. This kind of project station is effectively a workbench, maybe 3'x6' or 3'x8', storage below, at either a standing or seated elevation.
- A **public service station** supports direct engagement between staff and users. Service desks are undergoing a dramatic and rapid transformation. The familiar traditional, massive library desk is now seen as imposing, magisterial, and unresponsive. Increasingly, libraries are

transforming the space where staff and user engage, into something more akin to the service desk employed in the public library in Göteborg, Sweden (see image, right). This desk is compact. Its free-flowing, non-rectilinear form suggests approachability. It can be adjusted as to height, so can be used in a standing position (appropriate for most engagements with adult users) or in a seated position (appropriate for interactions with children or an individual in a wheelchair). This desk is on wheels so it can be repositioned on the floor as needed – an integrated power pole delivers electrical service from the ceiling plenum above, although with a raised floor system, a library could supply that utility from below, without the power pole. Most importantly, the "Göteborg desk" can be oriented so as to maintain the distinction between a staff side and a public side, or it can be positioned in such a way as to blur that traditional line, allowing staff and user to conveniently view the same screen at the same time, something that's increasingly important in today's library service setting.

Following discussion with the library's management staff, the following inventory of 15 staff work stations is recommended:

- a primary public service point to accommodate two staff. This could take the form of two Göteborg kiosk stations or a somewhat larger single piece to accommodate two staff (as long as that single piece of furniture is designed to provide the approachability of the Göteborg desk.
- a secondary public service point to accommodate one staff. Although the Garden City Public Library will prefer to operate from a single public service point to keep operating costs lean, this additional service point reserves the conceptual option for the library to develop a secondary point of staff / user interaction, possibly in support of children's services, possibly in support of adult services.
- a station for the library director as part of a staff / back-of-house zone – in all likelihood this would be an enclosed office.
- seven standard stations in a staff / back-of-house zone, to be shared as needed by library staff working on individual assignments.

- one collaboration station where two, and possibly more, staff might work on a joint assignmen.
- three project stations – daily operations will probably find these stations mostly assigned to specific activities, one for technical processing, one for program preparation, and the third for computer and network maintenance projects.

3.5 Meeting & programming space

In public libraries, meeting facilities come in several varieties. As detailed in Appendix A, meeting and programming space can take the form of an auditorium (a formal presentation space, likely with a fixed stage and a sloping or tiered audience seating area), a multi-purpose room (a flat-floor, reconfigurable space, possibly divisible into two or more smaller space by way of a de-mountable partition), a conference room, a children's programing or storytime room, even a classroom or training space, or any combination of these

Each library will choose for itself which kinds of meeting facility it will provide, how many, and how large an audience each will support.

For a library serving 25,000+ population, meeting and programming facilities would commonly include a flat-floor multi-purpose room, a conference room for board meetings and other smaller group meetings (including book discussion groups), and a children's storytime room.

As reported in the comparative benchmark / trendline analysis in Part 2, the library's current programming efforts are notable, especially given the fact that the primary programming space available to the library is shared with all the other activities and services that operate out of the current shared building. Given that level of programming, the following specific recommendations regarding meeting and program space are made:

- a multi-purpose room with an audience capacity of 120. At this scale, the room should be divisible into two, and possibly three, smaller spaces by way of a de-mountable partition to support concurrent activities.
- a conference room to seat 10 would accommodate the library board at its regular meetings, plus the director, plus one or two additional seats for guests attending the meeting. If it will be used for board meetings, an additional accommodation may be warranted for gallery seating for meeting observers.
- a storytime room to seat 40, to accommodate the library's routine children's programming, noting that larger-scale children's event (such as the end-of-Summer-Reading Program blowout) would be moved to the larger multi-purpose room.

3.6 Special use space

Special use space includes allocations for activities and services that may include a copying center, a maker space, small group study rooms, a public refreshment area, a staff lounge, and so on. A formulaic allowance will be made to accommodate special use space.

3.7 Nonassignable space

Nonassignable space refers to spaces needed

to support the operation of the building but that cannot be applied or assigned directly to library purposes. Examples include mechanical rooms, restrooms, mechanical chases, elevator shafts and stairwells, even wall thicknesses and column footprints. A formulaic allowance will be made to accommodate nonassignable space.

3.8 Dedicated allowances

No functions have yet been identified that warrant the set-aside of a dedicated space allowance.

4 Long-Term Space Needs for the Garden City Public Library

Having identified suitable essential resource and service inventory goals for the Garden City Public Library in the preceding section of the report, this section will define the library's long-term space need using the methodology detailed in Appendix A. The space needs assessment methodology is also applied to the library's current inventory of resources and services, by way of comparison, to make an estimate of how much space the library *should* provide today to support its current service inventory. This section will also examine strategic issues that emerge from that definition of space need.

4.1 Long-term space needs

Based on the resource and service inventory goals outlined previously, an estimate of the library's long-term space needs can be made. If, after review by library staff and trustees, the resource and service inventory goals are adjusted, the recommended space needs will likely change as well. The application of LPA's recommended space needs assessment methodology is reproduced at the end of this section.

To house a book collection of 60,775 volumes will require 6,078 square feet of floor space at 10.0 volumes per square foot,5,285 square feet of floor space at 11.5 volumes per square foot, and 4,675 square feet of floor space at 13.0 volumes per square foot.

The nonprint collection will require 1,073, 858, or 715 square feet at 10.0 items per square foot, 12.5 or 15.0, respectively.

Periodical display will require 50 square feet. Backfile storage can be incorporated into the current issue display.

Public network computer stations will require 1,400, 1,120 or 980 square feet at50.0 square feet per terminal, 40.0, or 35.0, respectively.

Reader seating will require 3,150, 2,925 or 2,700 square feet at 35.0 square feet per seat, 32.5, or 30.0, respectively.

Staff work space will require 2,250 square feet in an optimum setting, 2,063 square feet in a moderate setting, and 1,875 square feet in a minimum setting.

Meeting space allocations include 1,400 square feet for a multi-purpose room (including 200 square feet for a speaker's / performance space at the front); 400 square feet for a

conference / board room; and 650 square feet for the children's storytime room.

Space allocations for staff areas, special use, and nonassignable functions will vary depending on how aggressive or generous planners elect to be in the design allowance for an expanded building.

Given these variables, the figure on the following page summarizes space needs that range from an optimum allocation of 32,900 square feet (assuming that at every opportunity the optimum unit space allowance were applied) to a moderate allocation of 26,819 square feet (applying a moderate unit space allowance across the board) to a minimum allocation of 22,408 square feet.

Still, while it's wholly accurate to say that based on the resource inventory goals described here, the library's space needs range between ABC square feet and XYZ square feet, the range from high to low is substantial. Greater specificity will foster clearer decision-making.

Based on the consultant's experience and the general scale of the service parameters defined for the Garden City Public Library, the board and staff are encouraged to consider the following specific allocations for planning purposes:

- an optimum allocation for the book collection reserves the option to provide a patron-friendly environment in the stacks with 42" aisles and possibly wider, at least in some areas, reachable shelving that is 72" tall, and also acknowledges the library's interest in providing marketing display opportunities to promote use of the libraries collections.
- an optimum allocation for the nonprint collection likewise acknowledges an interest in a user-friendly setting with face-out marketing opportunities while also realizing certain economies of scale in the layout of the collection
- a moderate allocation for public computer network stations acknowledges the ability to achieve some efficiencies of layout, given the number of stations recommended and that some of the stations may develop as stations designed to support users who bring their own devices to the library.
- a moderate allocation for reader seating reserves the option of deploying a portion of the proposed reader seating inventory with a larger, more generous work surface to support library users who wish to bring their own Internet connected devices for use in the library
- a moderate allocation for staff work stations anticipates the benefit of some economies of scale in the layout of these spaces, given the number of work stations forecast here
- a moderate allocation for special use space anticipates that a relatively modest array of special use activities will likely be appropriate for Garden City, while still retaining some flexibility for incorporating such amenities into a final design.
- a moderate allocation for nonassignable space is made to reserve options for pursuing various alternate strategies for expansion.

As shown in following figure, these assumptions produce a recommended estimate of the long-term space need for the Garden City Public Library of 28,650 square feet.

FIGURE 4.1.1
GARDEN CITY PUBLIC LIBRARY
SPACE NEEDS ESTIMATE

	Units	SPACE ALLOCATION			
A. Collection space		Optimal	Moderate	Low	*Recommend*
Books (NOTE: 0% in circulation)					
Opt: @ 10.0 vol / sq.ft.	60,775	6,078			*6,078*
Mod: @ 11.5 vol / sq.ft.	60,775		5,285		
Low: @ 13.0 vol / sq.ft.	60,775			4,675	
Nonprint					
Opt: @ 10.0 items / sq.ft.	10,725	1,073			*1,073*
Mod: @ 12.5 items / sq.ft.	10,725		858		
Low: @ 15.0 items / sq.ft.	10,725			715	
Periodical display					
@ 1.0 titles per sq.ft.	50	50	50	50	*50*
Periodical backfiles					
@ 0.5 sq.ft. / title per 2.0 yrs retained	0	0	0	0	*0*
B. Public network stations					
Opt: @ 50.0 sq.ft. / terminal	28	1,400			
Mod: @ 40.0 sq.ft. / terminal	28		1,120		*1,120*
Low: @ 35.0 sq.ft. / terminal	28			980	
C. Reader seating space					
Opt: @ 35.0 sq.ft. / seat	90	3,150			
Mod: @ 32.5 sq.ft. / seat	90		2,925		*2,925*
Low: @ 30.0 sq.ft. / seat	90			2,700	
D. Staff work space					
Opt: @ 150.0 sq.ft. / station	15	2,250			
Mod: @ 137.5 sq.ft. / station	15		2,063		*2,063*
Low: @ 125.0 sq.ft. / station	15			1,875	
E. Meeting room space					
Multi-purpose room 1					
@ 10.0 sq.ft. per seat + speakers area	120	1,400	1,400	1,400	*1,400*
Conference / board room					
@ 30.0 sq.ft. per seat + 10 gallery	10	400	400	400	*400*
Children's multi-purpose room					
@ 15.0 sq.ft. per seat + presenter	40	650	650	650	*650*
SUBTOTAL (A+B+C+D+E)		16,450	14,750	13,445	15,758
F. Special use space (calculated against SUBTOTAL)					
Opt: @ 17.5% of gross building area		5,758			
Mod: @ 15.0% of gross building area			4,023		*4,298*
Low: @ 12.5% of gross building area				2,801	
G. Nonassignable space (calculated against SUBTOTAL)					
Opt: @ 32.5% of gross building area		10,693			
Mod: @ 30.0% of gross building area			8,046		*8,595*
Low: @ 27.5% of gross building area				6,162	
GROSS BUILDING AREA		*32,900*	*26,819*	*22,408*	*28,650*

4.2 Immediate space needs

As a point of reference, the space needs assessment methodology may be applied to the inventory of services and resources the library offers today to make an estimate of how much space the library should have right now to support its current resource and service inventory.

This exercise illustrates how, when a library examines its long-term space need, three levels of need typically come into play:

- the library usually can document a certain quantity of space need, simply to accommodate the services it presently provides. Most of the time, the library has shoe-horned more collections, more seating, and a little bit of more everything into its existing facility, and that current resource inventory by rights should occupy additional floor space (That's precisely the focus of the exercise at hand).
- in addition to that, there's often a layer of additional space need representing the services and resources the library should be offering today, but doesn't or can't because of its lack of space.
- finally, the third layer of space need accounts for the additional resources and services the library should plan to offer to meet the future service needs of its community. The space need estimate described in the preceding section accounts for all three of these layers of space need, which in large part explains the differential between the library's current space and the forecast summarized in Part 4.1.

The Garden City Public Library presently supports a service and resource inventory including the following:

- collection of 56,100 items (50,100 print volumes and 6,000 nonprint items)
- 50 magazine subscriptions
- 16 technology stations for public use
- 40 reader seats
- 7 staff work stations

In addition, the library has access to a multi-purpose meeting facility that seats 100 to 120.

As shown in Figure 4.2.1 on the following page, this resource and service inventory needs, at a minimum, 13,900 square feet of gross building area. A more generous allocation of 20,600 square feet would support a more user-friendly setting throughout the collections (wider aisles, lower shelving), more spacious, comfortable conditions around technology stations, and the like.

FIGURE 4.2.1
GARDEN CITY PUBLIC LIBRARY
IMMEDIATE SPACE NEEDS ESTIMATE

	Units	SPACE ALLOCATION			
A. Collection space		Optimal	Moderate	Low	*Recommend*
Books (NOTE: 0% in circulation)					
Opt: @ 10.0 vol / sq.ft.	50,100	5,010			*5,010*
Mod: @ 11.5 vol / sq.ft.	50,100		4,357		
Low: @ 13.0 vol / sq.ft.	50,100			3,854	
Nonprint					
Opt: @ 10.0 items / sq.ft.	6,000	600			*600*
Mod: @ 12.5 items / sq.ft.	6,000		480		
Low: @ 15.0 items / sq.ft.	6,000			400	
Periodical display					
@ 1.0 titles per sq.ft.	50	50	50	50	*50*
Periodical backfiles					
@ 0.5 sq.ft. / title per 2.0 yrs retained	0	0	0	0	*0*
B. Public network stations					
Opt: @ 50.0 sq.ft. / terminal	16	800			
Mod: @ 40.0 sq.ft. / terminal	16		640		*640*
Low: @ 35.0 sq.ft. / terminal	16			560	
C. Reader seating space					
Opt: @ 35.0 sq.ft. / seat	40	1,400			
Mod: @ 32.5 sq.ft. / seat	40		1,300		*1,300*
Low: @ 30.0 sq.ft. / seat	40			1,200	
D. Staff work space					
Opt: @ 150.0 sq.ft. / station	7	1,050			
Mod: @ 137.5 sq.ft. / station	7		963		*963*
Low: @ 125.0 sq.ft. / station	7			875	
E. Meeting room space					
Multi-purpose room 1					
@ 10.0 sq.ft. per seat + speakers area	120	1,400	1,400	1,400	*1,400*
Conference / board room					
@ 30.0 sq.ft. per seat + 10 gallery	0	0	0	0	*0*
Children's multi-purpose room					
@ 15.0 sq.ft. per seat + presenter	0	0	0	0	*0*
SUBTOTAL (A+B+C+D+E)		10,310	9,189	8,339	9,963
F. Special use space (calculated against SUBTOTAL)					
Opt: @ 17.5% of gross building area		3,609			
Mod: @ 15.0% of gross building area			2,506		*2,717*
Low: @ 12.5% of gross building area				1,737	
G. Nonassignable space (calculated against SUBTOTAL)					
Opt: @ 32.5% of gross building area		6,702			
Mod: @ 30.0% of gross building area			5,012		*5,434*
Low: @ 27.5% of gross building area				3,822	
GROSS BUILDING AREA		*20,620*	*16,707*	*13,898*	*18,114*

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5 Strategic Planning Considerations

After defining the Garden City Public Library's long-term space needs, strategies for meeting those needs can be evaluated. As part of this study effort, the consultant team reviewed the opportunities and constraints for two possible locations for an expanded library building and enhanced library services to the community:

- 31735 Maplewood Street / Maplewood Community Center building: the library moved to this location in late 2006 from its previous approximately 12,000 square foot library building located near the intersection of Middlebelt and Ford Roads
- Dillon Road property: the library has acquired this parcel for possible construction of a new library facility. This parcel is located on the east side of Dillon Road one block north of Ford Road. The site is bounded by Dillon Road to the west, Beechwood Avenue to the north, and Krauter Street to the south. Residential properties abut the parcel to the east

This section of the report will review existing conditions at each location, discuss architectural and design considerations emerging from the space needs findings as they affect implementation of expansion at each location, and review the effectiveness of each location in support of an expanded library of 28,600+ square feet. Additional strategic planning considerations will be addressed in conclusion.

5.1 Existing conditions

Existing conditions at the two prospective sites are outlined here.

5.1.1 Existing Library at Maplewood Community Center

The current library is housed in the east end of the Maplewood Community Center, a former school building originally constructed circa 1954. The building was converted to the community center in the early 1980s.

The entire building is approximately 41,630 square feet in size and sits on a 4.9 acre site. The building occupies most of the eastern half of the site while soccer fields and recreational areas are found on the western half of the site. The study team understands that ownership of the entire site may be shared between the city and the school system, with the city's property extending west to the basketball court and the school system holding the remainder of the property.

The existing site includes 73 parking spaces accessed off Balmoral Avenue and an additional

71 parking spaces along Maplewood Street. The library can be accessed by one or more public entries and a common hallway that also serves other amenities within the Center.

The present library occupies approximately 8,900 gross square feet within the facility, including the 1,660 square foot community meeting room space that the library shares with other building occupants to conduct larger library programs when the space is available. The Library frequently conducts smaller programs within the children's area, the staff area, or occasionally utilizes other rooms within the Center when available.

The library also benefits from public restroom facilities, mechanical and other building support spaces located elsewhere in the building, "outside" the library space proper, but that further support the space occupied by the library.

Factoring in these additional support spaces, the library may be considered more equivalent to an approximate 10,000 sf plus sized library if it were a stand alone facility, separate from the community center building.

As part of the current library space, the library's administrative and staff offices and small storage room occupy space across the public hallway from the primary public library space, and are not contiguous with the main reading and collection areas. This separation creates some inefficiencies in staffing and is a barrier to serving patrons effectively.

Approximately 40 percent of the main public library space is situated on a lower level three steps below the main level of the building. While previous building improvements added a barrier free ramp to make this area accessible, the change in floor elevations create significant challenges to re-arranging the library, thus offers limited flexibility and adaptability to meet ever changing present and future needs.

The present library's location within the community center building creates a synergy of activities within this very active building, including the seniors center, meal programs, fitness rooms, the Family Resources Center and youth activities, food distribution programs, dance classes, and other activities. The library's proximity to these other important community programs and activities provides residents the opportunity to participate in multiple activities, programs, and to take advantage of the various resources available in a "one stop shopping" experience. The Library, as integral part of the community center, while providing another convenient stop for center visitors, also likely enjoys exposure to many residents visiting the center who might not otherwise be typical library users, thus broadening the library's visibility and exposure to its constituents.

From preliminary observations during a tour of the facility and discussions with staff and building management, the library appears to be in fair condition. Staff reports there are some roof leaks and a re-roof of the library portion will likely be needed within a few years. The other portions of the community center building have a newer roof with only isolated issues.

Some mechanical equipment throughout the building, such as unit ventilators are not in working order.

It's likely there is asbestos floor tile beneath carpeted areas, and the building may have asbestos or other hazardous materials used in pipe insulation or within other materials and

components throughout the building that would need to be remedied as part of any major renovation and expansion.

The building is at or beyond its capacity with electrical power infrastructure and building management reports that they occasionally have fuse / breaker issues with today's modern demands for power usage. A building expansion would likely require an upgrade in the building's electrical service capacity.

The library area and other portions of the building are not fully equipped with an automatic fire suppression system. An expansion of the Library would likely require the addition of a fully automatic fire suppression system at least within the library portion of the building and may suggest throughout the entire building, or a building fire separation may be necessary between the library and remainder of the building.

It is assumed a significant expansion of the current library would also include a complete renovation of the current library space.

For context and comparison purposes, the consultant team reviewed available existing drawings of the former library building that was in use prior to the library's relocation to the present site.

The former library consisted of a one-story structure with partial basement. The floor area totaled 11,780 square feet comprising an 8,980 square foot main floor and a 2,800 square foot basement level that served as lower level meeting room space and building support. The building did not have elevator access, so the basement area would not meet today's barrier free or Americans with Disabilities Act access requirements.

The decades old building pre-dated many of the library material format and technological evolutions over the years that constitute a fully modern library today. Thus, the former library likely resulted in similar space and functional challenges to the effective delivery of library services as the present library does today.

5.1.2 Dillon Road site

The newly acquired site is approximately 2.12 acres in size and geographically more centrally located within the city than the present library.

The site, located one block north of Ford Road and less than a mile west of the central business district, is well situated and convenient to other business and civic activities. The synergy of activity near this location and its close proximity to the major east west Ford Road corridor suggests it is a good location to provide convenient and easy access to library services.

Both the present library and this newly acquired site could be considered walkable and bikable from their respective adjacent residential neighborhoods. The busy nature of Ford Road may discourage walkability to this location from areas south of Ford Road.

This site is an open greenspace presently used as a baseball / softball diamond and includes a 22 space asphalt paved parking lot at the northeast corner of the site. With frontage on three streets in close proximity to Ford Road, a new library building on this site may enjoy a high degree of visibility to passersby which is one important library planning site criteria that contributes to higher library usage relative to libraries that are

less visible or not on the general "flight path" of residents traveling to or from work and school or other daily activities.

5.2 General design considerations

The space needs assessment recommends that Garden City plan for a building of 28,650 square feet to best support the delivery of library services and resources to the Garden City community. A building of this scale will typically prefer certain design considerations, particularly with regard to the configuration of the space.

A public library of less than 20,000 square feet typically prefer to be configured over a single level. This preference is driven largely by staffing considerations and the ability to optimize staffing efficiencies in a smaller library in a single level design. When a smaller library is deployed across more than one level, it almost always involves putting public service functions on a secondary level, which typically obligates the library to provide accompanying staff – an operating cost that would not be incurred with a single-level design. A single level configuration in a smaller library also avoids the cost of building and maintaining elevators and stairwells that are needed to connect multiple levels.

A public library of more than 40,000 square feet will typically prefer a multi-level configuration. By the time a library has grown to need a building of this size, it will likely have developed departmental staffing that allows the library to allocate public service functions across more than one level, with the staffing for those functions will already be in place – there is no "premium" for additional staff costs in this case.

A public library of between 20,000 and 40,000 square feet could be configured over one level, or it could be configured over multiple levels. For these libraries, the choice of a single-level versus multi-level configuration will be driven by staffing considerations (does the library already have staffing in place that could support public service functions on more than one level?), site conditions (stacking the building vertically reduces the building footprint, which may be a benefit on a tight site), and neighboring uses (low profile uses on neighboring properties – such as residences – may not want to have a multi-level building looming above), among other factors.

In Garden City's case, the study team strongly favors a single-level configuration for a building of 28,000+ square feet. The rationale has to do mostly with concerns for future staffing and operating costs. A single-level configuration will allow the library to maximize staffing efficiency and hold operating costs to a minimum. Given the findings of the peer comparative analysis (see Part 2), the library presently does not enjoy extensive staffing or fiscal reserves, so it becomes that much more crucial to take steps to ensure these resources are shepherded well.

With this in mind, the analysis of the two prospective sites will assume a single-level configuration.

5.3 Site development options

This section of the report reviews site development options at the two prospective sites. Accompanying this discussion are four illustrations, found at the end of this section of the report.

5.3.1 *Existing Library at Maplewood Community Center*

The existing Maplewood Community Center site is zoned R-1 One-Family Residential district. Under this classification, the Garden City Zoning Ordinance allows a library use as a Special Land Use, subject to the conditions of approval through the site plan review process. The R-1 zone requires minimum building setbacks from the property line of 30 feet front yard setback, 20 feet side yard setback and 35 feet rear yard setback. The City's zoning ordinance also requires for a library use the provision of one parking space per 500 square feet of usable floor space plus one space per employee based on the maximum employment shift anticipated.

The present site includes a greenspace east of the existing library that could accommodate a potential expansion of the library. Per the zoning ordinance requirements, a buildable zone extending east from the building face and extending to the building setback limits nets a buildable area of approximately 28,300 square feet (refer to Drawing 1).

This maximum buildable area does not consider space for parking that may be required but rather represents the zone within the site where a physical building addition could be located. The existing library areas could also be expanded to the south and, to a lesser extent, to the north, which adds additional buildable area that may be considered for any proposed expansion design solution.

A strategy for expanding the library at this location is described on the attached drawing to illustrate one possible way that the library could be expanded to achieve the projected building size across a single floor. This suggested approach entails an addition to the building extending to the north and east building setback lines but stopping short of the south setback limit in order to preserve existing parking located along Balmoral Avenue. The potential addition footprint encroaches into the existing parking area located north of the main lot necessitating the loss of approximately 20 parking spaces.

A review of the city's parking requirements for the entire site suggests that even with the loss of these 20 spaces, there is sufficient parking remaining on site to meet the zoning ordinance required minimum number of spaces when counting all spaces within the site boundaries. However, it should be noted that the 20 spaces potentially eliminated from the south side of the building are likely far more conveniently located to a building entry and the library proper than the existing spaces located along Maplewood Street at the far west end of the site that are in closer proximity to the soccer fields than the building per se. Additionally, staff report that while the south lot is typically used the most, at least one day a month when food surplus distribution program is held, all the available parking on the site is in use. Thus, a discussion of adequacy of parking for the entire building and site with all building entities is prudent as this location may warrant parking quantities in excess of the ordinance required minimum to ensure sufficient and convenient parking is provide for the building and site's combined needs.

Accommodating library expansion and additional parking convenient to the building is challenging at the eastern end of the site. Additional parking could be developed just west of the building in the general vicinity of the existing basketball court to replace parking eliminated by building expansion. This parking may conveniently serve other building functions

located in the west end of the building if the western exterior doors can serve as suitable points of building entry.

The expansion strategy contemplated suggests continuing to utilize the existing Community Meeting Room shared space to serve as the large programs space for the library subject to the logistics of shared use and scheduling among other building tenants. This meeting room floor area has been included within the projected library building size.

An important element of this concept plan involves relocating the existing resale shop, effectively swapping that operation into the space presently occupied by the library's administrative / staff offices. Presently, the corridor that separates those staff offices from the rest of the library imposes a barrier that fosters operational inefficiencies. It would be better for the workroom space to be contiguous to the rest of the library and swapping the resale shop for the existing library workroom space accomplishes that.

Also note that the proposed library expansion *includes* the multi-purpose / program room described in the space needs estimate. Staff and board felt strongly that the expansion plan should include a dedicated meeting / program space that the library could control, without sharing. The shared meeting space in the existing building could possibly be available to the library as an ancillary event space.

It appears the site can support the projected library space needs of 28,650 square feet of library space (refer to Drawing 2).

The strategies described above and illustrated on Drawing 2 accommodate a projected 28,650 square foot expanded library. This includes the existing library space supporting the public service activities of the library (less the current staff workroom across the corridor and less the current shared meeting room), plus the space currently occupied by the resale shop, plus an addition of 22,540 square feet.

This preliminary expansion strategy does not attempt to define internal arrangement of library departments and functions which is part of a subsequent planning activity in developing a detailed program and space planning effort (see part 5.4.4, following). However, a library expansion strategy for this building may wish to consider how to address the change in floor level present within the existing main library area that limits potential flexibility of arrangement and distribution of departmental programmatic elements, collections, and other resources within the library. As part of a major renovation of the existing areas, one could infill the floor to raise it to the main floor level to provide greater flexibility of arrangement or leave the change in level as is and accept the present and future space planning inefficiencies that will result.

Through expansion of the Maplewood Community Center building, it appears possible to accommodate the building area needed to support the projected space needs for a library, subject to further discussion regarding acceptable parking quantities to serve the entire site. The illustrated expansion strategy, if implemented, would not allow for any future expansion of the library building, at this location if ever required, without acquiring addition residential properties adjacent to the site. Accommodating any future expansion of the library may be of limited concern, given the lack of population growth expectations for the community.

5.3.2 Dillon Road site

The Dillon Road site is presently zoned R-1 One-Family Residential district for the northern portion of the site and R-3, Multiple Family Residential District across the southern half of the site. In such situations where the parcel contains multiple zoning classifications, typically the more stringent requirements are followed unless a rezoning of the property is undertaken.

Fortunately, the building setback yard requirements for the R-3 district are similar to the R-1 district requiring a 30 foot front yard setback, a least side yard setback of 20 feet, a total combined side yard setback of 40 feet, and a rear yard setback of 35 feet.

A library use is also allowed as a Special Land Use within the R-3 district similar to the R-1 district. There appears to be no significant limitation on the site from the two zoning designations.

Additionally, the zoning ordinance requires off-street parking for a nonresidential use adjacent to a residential district to be setback a minimum of 20 feet from the adjacent residential use.

The parcel is an open, corner greenspace site of approximately 2.12 acres. With street frontage along three sides, the resulting zoning setback limits net a buildable area of approximately 61,000 square feet, or roughly 1.4 acres as illustrated in Drawing 3.

The open, predominantly level site does not appear to present any limitations to development for a new library. The now-demolished Burger School building that was located across the street to the north is a likely candidate for redevelopment adjacent to this parcel which may be underway.

South of Krauter Street is a parking lot presumably serving the businesses that front on Ford Road further to the south. Depending on whether this existing parking lot is municipally or privately owned and, if the latter, willingness of the business to allow for potential shared use, this lot may provide some additional parking area across the street from a new library that patrons and staff may use for overflow.

While the site affords a number of options for how one could conceive a new library building and associated parking, Drawing 4 represents one possible strategy for potential site development of this parcel that may be considered by the Library. To take advantage of maximizing visibility of the building along the street frontage, a one story 28,650 square foot building footprint situated at the west end of the site is suggested affording a strong street presence and identity for the building.

The zoning ordinance minimum requirement for parking requires 56 parking spaces that can be located east of the building and serving as a buffer between the larger scaled library building and the adjacent residential structures. Again, discussion of adequate number of parking spaces to ensure convenient access for staff and patrons is warranted as the zoning ordinance minimum requirement may not support the busiest times of library operations or major programming events.

As noted, existing parking across the street could serve as overflow parking if a shared use agreement and cooperation with adjacent businesses is possible. Frequently, a library is a significant generator of activity so businesses often enjoy and benefit from the influx of activity

that the library brings to the surrounding area. Such cooperation could be a beneficial byproduct at this location.

The proposed library building and parking occupies much of the buildable area on the site leaving little or no dedicated outdoor greenspace for garden areas or outdoor programming, except for the required front yard setbacks. While these front yards could be well landscaped and attractive garden elements, they are less conducive to use as outdoor programming areas unless they are fenced or contained within garden walls to ensure young children do not dart out into traffic during any programming event.

Additionally, the site development would likely entail underground storm water management as there is insufficient area on site remaining for the typical storm water detention areas often found in new developments. However, in more developed urban settings, underground detention is more common as surface basins are out of place within the more densely developed urban areas.

Landscaping areas within the parking lot offer means to utilize more sustainable and cost effective storm water management approaches such as bioswales and ground infiltration that may help reduce the runoff from new development on the site that must be accommodated by the municipal storm sewer system.

The Dillon Road site appears to accommodate the projected space needs for a new library. Similar to the Maplewood Community Center location, the site does not afford room for future library expansion beyond the recommended 28,650 square feet without acquiring adjacent property.

5.4 Further strategic planning considerations

The definition of long-term space needs and the analysis of site development options leads to some final, additional planning considerations.

5.4.1 Review / affirm recommended resource and service inventory goals

The immediate task facing Garden City Public Library's board and management team is to review and affirm (or adjust) the resource and service inventory goals recommended in Part 3.

The menu of goals recommended here represents one take on the blend of services and resources the library should expect to house in order to meet the long-term needs of its community. The discussion intends to outline the factors local planners should take into account in consideration of those goals. The space needs assessment methodology is applied against this set of goals as a means of illustrating the critical connection between a library's service goals and its space needs. At the very least, the recommendations are meant as a starting point in a larger, longer internal dialog.

The specific recommendations offered in Part 3, however, are not the *only* reasonable selection of goals the library could adopt to meet the community's future library service needs. So it becomes the first imperative that board and staff reflect on this discussion, and adopt or adapt the recommended menus of services as appropriate.

To the extent that board and staff may elect to change or edit these recommendations, the study team is ready to prepare a revised estimate of space needs based on the revised resource and service inventory goals.

5.4.2 Cost considerations

It's premature to attempt an estimate of probable cost for an expanded library at either of the two locations discussed in this report – at this preliminary level of analysis there are too many undefined variables in the concept plans described here to support a reliable estimate – but certain counsel can nevertheless be offered regarding costs.

In the first instance, the study team notes that library construction costs per square foot tend to be greater than they are for many other building types. There are several reasons for this:

- The public library is almost always a civic icon within the community, representing the aspirations and ideals of the community
- More importantly, the public library, as a public building, is subject to extraordinary use levels, and materials selected in the design must be durable
- The public library is also meant to last a long, long time – generations, often – it is not a "disposable" building (such as a strip shopping center or other light commercial building) and so must be durable
- The public library must be engineered to extraordinary specifications; the weight of fully-loaded bookstacks impose a substantial live load on the structure, which must be factored into the engineering and design

In the second instance, it is important for trustees and local decision-makers in Garden City to keep in mind the distinction between construction cost and total project cost. In discussions, the term "cost" can be used too casually, and it's important to understand the difference between these two aspects.

"Construction cost" is just that: the cost directly associated with building the building – the builder's construction contract amount. By contrast, "total project cost" includes a variety of associated costs – sometimes called "soft" costs – that are almost certain to be part of the overall expenditures on a project. These additional costs will likely include furnishings and equipment, technology, architectural and professional fees, and site preparation. They can also include moving costs and quality control testing costs, among others. These additional costs often account for 25% to 35% of total project costs.

And note that site acquisition costs – if needed – are often considered above and beyond finished project costs.

Finally, it's important for the library's representatives in Garden City to embrace a basic reality of planning and building a building. Planning and building a building involves three aspects, three vectors: quantity, quality and cost. An owner (in this case, the library board) can control two of those, but not all three. An owner can specify how large the building needs to be and what quality the finishes should embody, and the architect will then determine and recommend how much it will cost. Or an owner can say how many square feet the building needs to be and what the budget needs to be, and the architect will determine what the quality of construction will be.

5.4.3 Phased construction

In another aspect related to cost, local planners may determine that the cost to build 28,650 square foot of space for the Garden City Public Library is too great. Although a clear

long-term need for a building of this scale has been documented here, budget concerns (among others) may prompt consideration of a smaller initial structure with a planned addition at some later date – phased or staged construction.

The size and scale of that initial phase should be determined in collaboration with a consulting librarian and an architect. The estimate of the library's *immediate* space needs could provide a starting point regarding the scale of an initial phase of construction.

The size of the initial construction would also affect another strategic factor: the period of growth to be supported by the first phase. If an initial phase is undersized the library will soon outgrow it and be forced to approach the voters to finance the addition before those voters are ready and willing to approve another major capital expense for the library.

If phased construction is considered, the smaller initial structure should be designed to accept a later addition. One possibility might be to build a portion of the 28,650 square feet as completed space, but "shell out" the rest as unfinished space, to be completed at a later date.

One advantage of phased construction is that the library has a second opportunity to reconsider and possibly redirect its long-range service goals when it comes time to place the addition on the building.

But a significant disadvantage to phased construction is that the second phase may never come to pass. Local political conditions may change, and the expansion may not be feasible. The library would then be forced to live with the smaller, more constrained building.

Another disadvantage to phased construction is increased total project costs. If a phased approach to new construction is pursued, the library will realize an initial savings in construction cost because the initial phase would be planned at a smaller scale than the full build-out. The subsequent addition, however, would increase the cost of the completed building in excess of the cost of constructing the full build-out immediately, owing to inflation of construction costs during the interval between the initial construction and a phase-two addition and owing to the likely need to perform some degree of renovation and remodeling on the structure built in the initial stage.

On balance, staging construction typically offers more downsides than upsides. If staging is pursued, it requires careful consideration and input from all of the members of the library's design team, including the consulting librarian and architect.

5.4.4 Program development

As the library readies to advance the proposal to provide new space for the Garden City Public Library, this planning effort shifts into a new phase.

The goal of the current study has been to define suitable long-term resource and service inventory goals in order to fashion an understanding of the space needs implications for the library in Garden City. This study has operated on a broad-brush global plane – entirely appropriate to present an initial overview of space needs to guide *initial* strategic planning considerations such as site selection, site development and capital budgeting.

This study was not intended to parse space

needs at the finer level needed to guide an architectural design process. While this study defines the overall, or gross, space needs of the library, in order for an architect to develop an actual plan, a more granular level of specificity is required. The architect will need to have the findings from this report elaborated into an area-by-area, space-by-space, room-by-room, department-by-department analysis. It is appropriate to undertake that deeper level of analysis after a broad strategy for expansion has been adopted and just before the library is ready to embark on architectural planning. That more detailed analysis should be as fresh as it can be when the library initiates architectural planning.

The elaboration of the library's space needs is presented in a companion document to this report known as a building program, or a building program statement. A building program is similar to a computer program insofar as a computer program is a set of instructions that tells a computer what to do, how to operate, and a building program is a set of instructions that tells the architect what the design is supposed to accomplish – the specific, detailed spaces and routines and operations the design is meant to support.

A building program statement builds on the foundation of this initial needs assessment, providing answers to four basic questions:

- How big does the building need to be? (this verifies or adjusts the findings of the needs assessment)
- How should the building be subdivided and organized into departments, rooms, areas, and spaces?
- How big does each of those functional areas need to be?
- How do those functional areas need to interrelate one to the other?

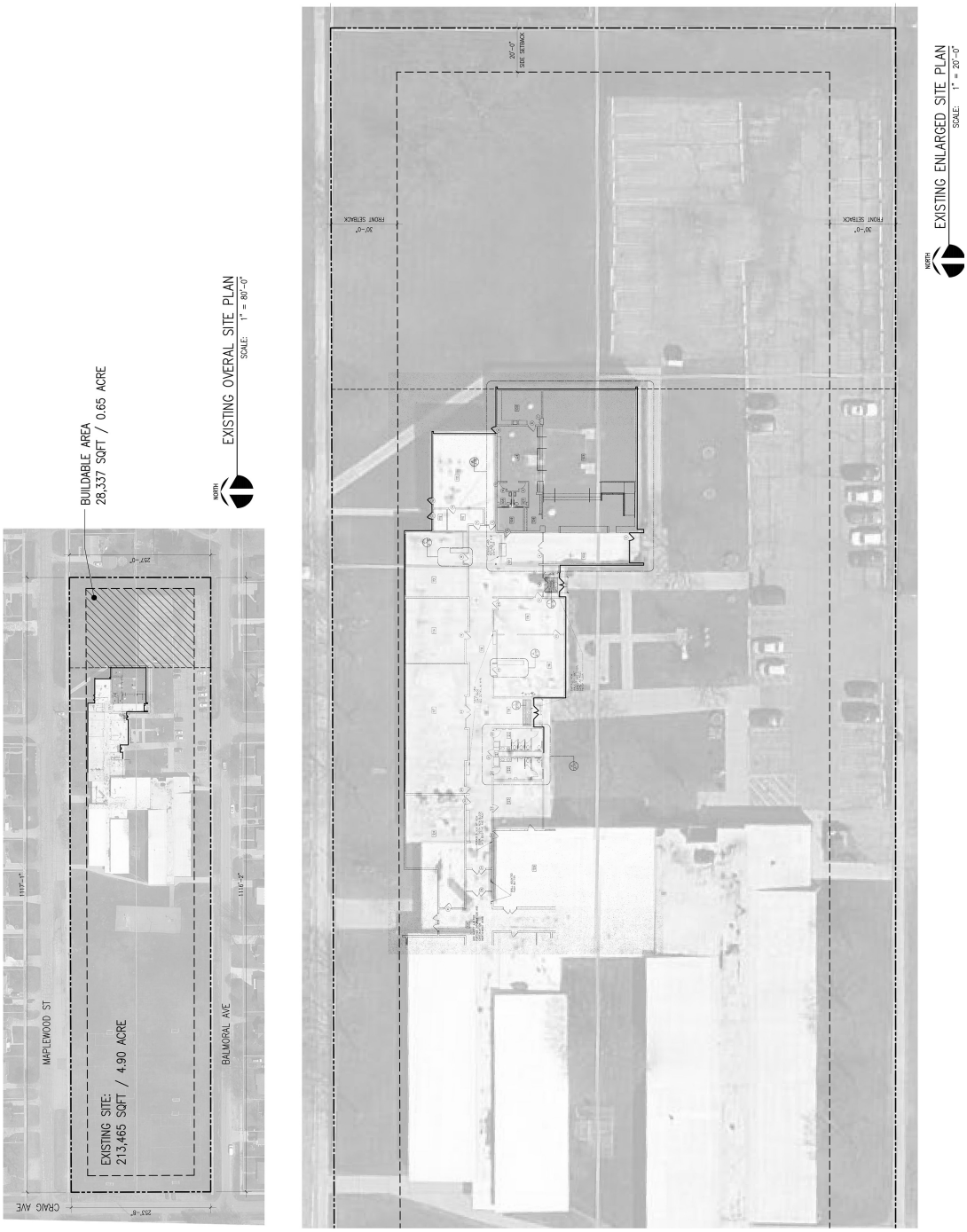
Many other topics and directives may be addressed in a building program – preferences as to floor finishes and wall coverings, the distribution of access to electrical service, acoustical properties of various spaces within – but a focus on these four core questions will provide the architect with the essential information needed to drive the initial design process.

Program development starts with the findings of this needs assessment. From there, program specifications are developed by:

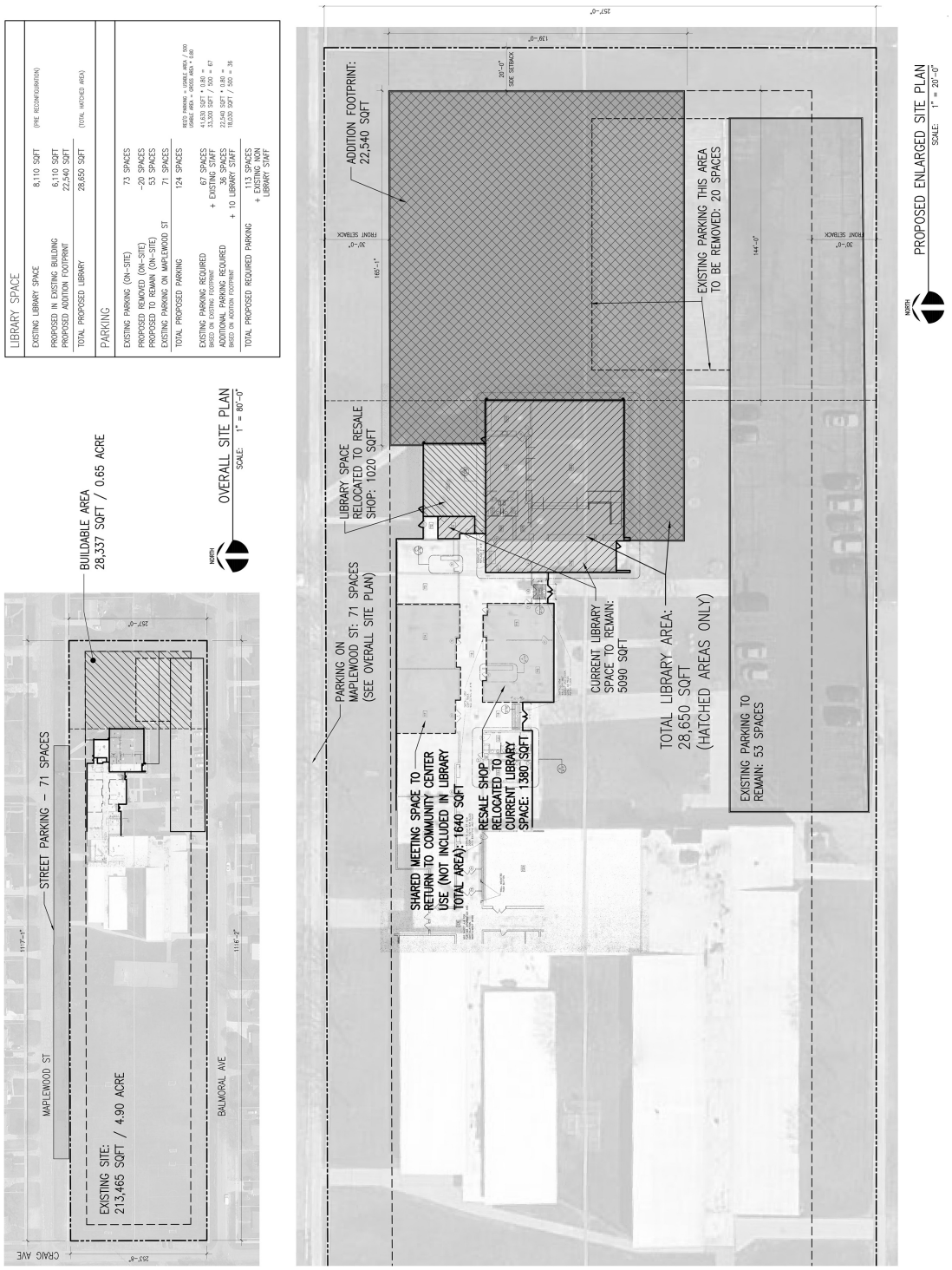
- IDENTIFYING the departments, rooms, spaces, and areas into which the library should be organized to support easy patron use and effective, efficient operations,
- CLASSIFYING the resource and service inventories defined in the needs assessment study into the departments and areas to be found in the library,
- SPECIFYING the environments in which the resources will be housed (aisle widths, shelf heights, and the like), and
- CODIFYING the interrelationships and adjacencies among the individual functional areas within the building to optimize user access and convenience and staff efficiency and effectiveness

Program development offers a natural opportunity to revisit, review, and reconfirm the essential resource and service inventory goals recommended in this initial study. With these essential directions in hand, the architect can begin the conceptual / schematic design process.

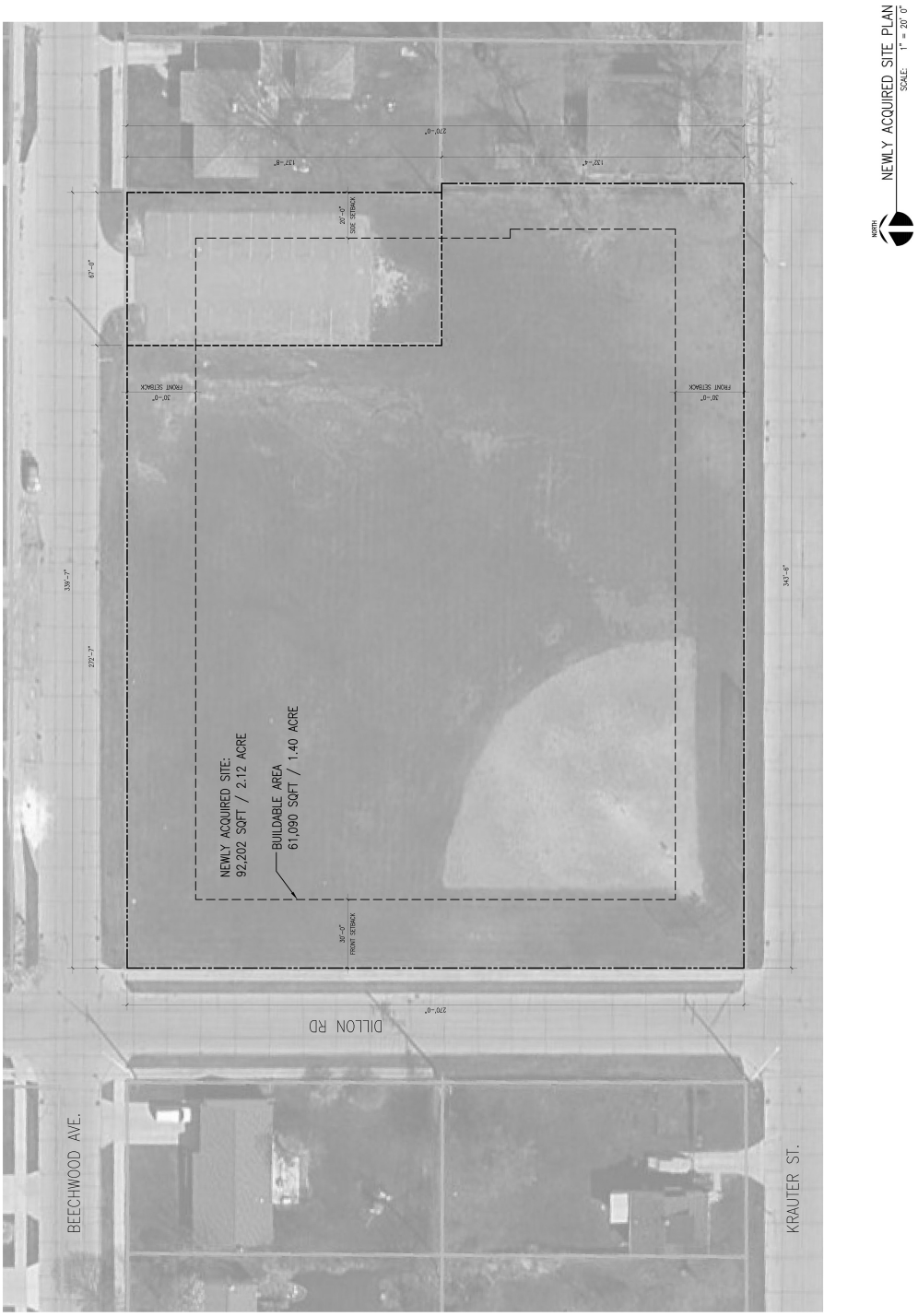
DRAWING 1


EXISTING OVERAL SITE PLAN
SCALE: 1" = 80'-0"
NORTH
BUILDABLE AREA
28,337 SQFT / 0.65 ACRE
EXISTING SITE:
213,465 SQFT / 4.90 ACRE
MAPLEWOOD ST
BALMORAL AVE
CRAIG AVE
EXISTING ENLARGED SITE PLAN
SCALE: 1" = 20'-0"
NORTH
FRONT SETBACK
SIDE SETBACK

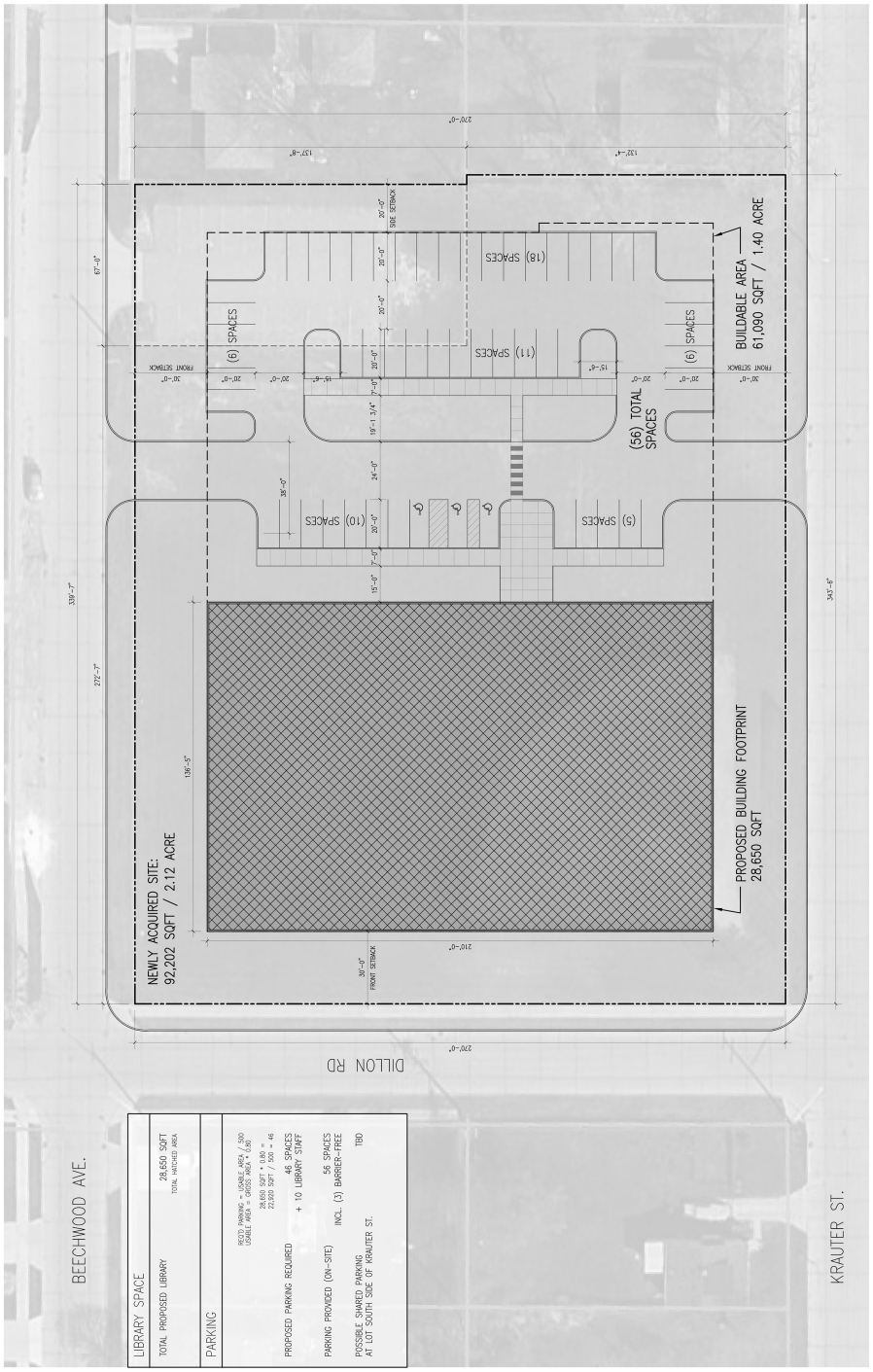
DRAWING 2


LIBRARY SPACE
EXISTING LIBRARY SPACE 8,110 SQFT (PRE RECONFIGURATION)
PROPOSED IN EXISTING BUILDING 6,110 SQFT
PROPOSED ADDITION FOOTPRINT 22,540 SQFT
TOTAL PROPOSED LIBRARY 28,650 SQFT (TOTAL HATCHED AREA)
PARKING
EXISTING PARKING (ON-SITE) 73 SPACES
PROPOSED REMOVED (ON-SITE) -20 SPACES
PROPOSED TO REMAIN (ON-SITE) 53 SPACES
EXISTING PARKING ON MAPLEWOOD ST 71 SPACES
TOTAL PROPOSED PARKING 124 SPACES
EXISTING PARKING REQUIRED 67 SPACES
+ EXISTING STAFF
ADDITIONAL PARKING REQUIRED 36 SPACES
+ 10 LIBRARY STAFF
TOTAL PROPOSED REQUIRED PARKING 113 SPACES
+ EXISTING NON LIBRARY STAFF
BUILDABLE AREA
28,337 SQFT / 0.65 ACRE
EXISTING SITE:
213,465 SQFT / 4.90 ACRE
STREET PARKING - 71 SPACES
MAPLEWOOD ST
BALMORAL AVE
CRAIG AVE
OVERALL SITE PLAN
SCALE: 1" = 80'-0"
ADDITION FOOTPRINT:
22,540 SQFT
LIBRARY SPACE
RELOCATED TO RESALE
SHOP: 1020 SQFT
PARKING ON
MAPLEWOOD ST: 71 SPACES
(SEE OVERALL SITE PLAN)
EXISTING PARKING THIS AREA
TO BE REMOVED: 20 SPACES
CURRENT LIBRARY
SPACE TO REMAIN:
5090 SQFT
TOTAL LIBRARY AREA:
28,650 SQFT
(HATCHED AREAS ONLY)
EXISTING PARKING TO
REMAIN: 53 SPACES
SHARED MEETING SPACE TO
RETURN TO COMMUNITY CENTER
USE (NOT INCLUDED IN LIBRARY
TOTAL AREA): 1640 SQFT
RESALE SHOP
RELOCATED TO
CURRENT LIBRARY
SPACE: 1380 SQFT
FRONT SETBACK
SIDE SETBACK
PROPOSED ENLARGED SITE PLAN
SCALE: 1" = 20'-0"

DRAWING 3


NEWLY ACQUIRED SITE PLAN
SCALE: 1" = 20' 0"
NORTH
NEWLY ACQUIRED SITE:
92,202 SQFT / 2.12 ACRE
BUILDABLE AREA
61,090 SQFT / 1.40 ACRE
DILLON RD
BEECHWOOD AVE.
KRAUTER ST.
FRONT SETBACK
SIDE SETBACK

DRAWING 4


NEWLY ACQUIRED SITE PLAN
SCALE: 1" = 20' 0"
NORTH
BEECHWOOD AVE.
DILLON RD
KRAUTER ST.
NEWLY ACQUIRED SITE:
92,202 SQFT / 2.12 ACRE
BUILDABLE AREA
61,090 SQFT / 1.40 ACRE
PROPOSED BUILDING FOOTPRINT
28,650 SQFT
(56) TOTAL SPACES
(18) SPACES
(11) SPACES
(6) SPACES
(6) SPACES
(10) SPACES
(5) SPACES
SIDE SETBACK
FRONT SETBACK
PROPERTY SETBACK
LIBRARY SPACE
TOTAL PROPOSED LIBRARY 28,650 SQFT
TOTAL HATCHED AREA
PARKING
REQ'D PARKING = (TOTAL AREA / 500) + 10 LIBRARY STAFF
28,650 SQFT * 1.61 = 46
23,020 SQFT / 500 = 46
PROPOSED PARKING REQUIRED 46 SPACES + 10 LIBRARY STAFF
PARKING PROVIDED (ON-SITE) 56 SPACES INCL. (3) BARRIER-FREE
POSSIBLE SHARED PARKING AT LOT SOUTH SIDE OF KRAUTER ST. TBD

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APPENDIX A: LIBRARY SERVICE GOALS & SPACE NEEDS – A PLANNING MODEL

This section outlines a methodology for calculating a library's space needs based on its projected service goals. This discussion is organized around eight types of floor space:

- A.1 Housing the collection
- A.2 Supporting technology access
- A.3 Supporting readers using the library
- A.4 Supporting staff work routines
- A.5 Supporting library program activities and meetings
- A.6 Providing for "special use" support functions
- A.7 Providing for "nonassignable" support functions
- A.8 Providing "dedicated allowances"

By establishing essential service goals in each of these areas, an estimate of the library's space needs can be developed. This section of the report will discuss environmental factors and choices that affect a library's need for space – a decision to employ a 36" aisle in the library's bookstacks versus a 42" aisle, for example – and describe how service goals can be translated into space needs.

When a library presents unusual or extraordinary conditions, this methodology can and should be adapted to reflect the practical impact of those special conditions. A library wishing to house its collection on compact, mobile shelving could reasonably expect to achieve a higher collection density and require less square footage for its collection than would be calculated using this methodology. A library that plans to support long-term / day-long research use might plan on providing all of its seating in oversized study carrels to accommodate the needs of researchers, and could reasonably apply a larger space allocation per reader seat than is recommended here. A library that needs to incorporate a garage could add a special allocation to this assessment for that feature, to reflect the fact that including a garage would skew the ordinary calculation of nonassignable space.

A.1 Housing the Collection

For purposes of this discussion, the library's collection is organized into three broad parts – printed books, nonprint holdings, and magazines. The space needed to house a library's collection is determined by the size of the collection and a series of environmental parameters that define the shelving environment, including the type of material to be housed, the height of the shelves, and the width of the aisle.

A.1.1 Books

Library books can be housed in a variety of shelving environments. Some are more space efficient than others, ranging from 5 volumes per square foot to 30 volumes per square foot, depending on such factors as the type of material being housed, the height of the shelving unit, and the width of the aisle in the bookstacks. Compact shelving units can accommodate even more material in the same amount of space.

An optimum estimate of library shelving capacity is 10 volumes per square foot. Ten volumes per square foot will certainly translate into a setting that allows an aisle wider than the bare minimum 36" required by the Americans with Disabilities Act – an aisle 42" or even 48" wide. Shelf units may be shorter than might otherwise be found in a library, so that more of the shelving can be more easily reached. Each individual shelf will be planned with a more generous "working capacity" – meaning that more of each shelf will be reserved to accommodate day-to-day shifting and use of the collection, which also makes the stacks easier for patrons to use. In general, this optimum allocation of 10.0 volumes per square foot establishes the best possible balance between a setting that provides a reasonable collection capacity while maximizing patrons' ease of use.

A library may elect to pursue more assertive strategies to house its collections, which will increase the number of volumes per square foot that it will accommodate. A moderate estimate of collection capacity is 11.5 volumes per square foot, while a low estimate is 13.0 volumes per square foot. In some settings, a site constraint or some other external factor might obligate a library to maximize the density of the shelving layout, and an even more assertive allocation of 15 volumes per square foot can be achieved (note that high-density storage of collections results in an environment that is very difficult for individuals to use).

If the library's collection capacity per square foot is increased from the optimum level of 10 volumes per square foot, it means that the library is retreating from an optimum physical shelving environment. As the allocation of volumes per square foot increases, the library is less and less likely to be able to achieve a 42" or a 48" aisle, and is instead more and more likely to house its collection in bookstacks that have only the bare minimum 36" aisle required by the Americans with Disabilities Act. There will be fewer opportunities to market the collection with face-out display. Maximum shelving heights are almost certain to increase beyond 84" to 90" – which becomes more difficult for more of the library's patrons to use.

For any larger collection (often defined as holdings in excess of 100,000 volumes) it's also important to acknowledge that a portion of the collection will be in circulation at any given time, thereby relieving the library of the need to provide shelf space for that material. Sometimes, if a site constraint or some other external factor obligates a library to adopt a more aggressive

planning stance, smaller libraries may choose to incorporate a "percent in circulation" as a planning factor as well.

A.1.2 Nonprint

Audiovisual collections today appear in three major formats – DVDs, compact discs, and CD-ROMs. The library should plan to provide all three in the near term. Some libraries continue to maintain analog formats as well – videocassettes and audiocassettes.

Downloadable and streaming media are making the future of physical nonprint collections difficult to forecast. Flexible storage and display strategies are essential if the library is to support these varying media formats.

As with the book collection, the library's nonprint collection can be housed in a variety of environments, some that afford more face-out display and marketing opportunities than others. Some strategies for housing the nonprint collection provide wider aisles and lower shelves that are generally easier for patrons (and staff) to use. As with the book collection, these variables produce differing recommendations for how many nonprint items per square foot a library can expect to house.

An optimum shelving environment houses 10.0 nonprint items per square foot. A moderate setting houses 12.5 items per square foot. A low allocation provides 15.0 items per square foot. In some settings, an absolute minimum allocation provides 20.0 items per square foot (note again that a shelving environment that maximizes collection density also maximizes user difficulties to access the collection).

One key issue regarding the space needs of a nonprint collection is whether the library elects to display the collection in a single-box or double-box fashion. In a single-box display strategy, the item itself is placed on the open public shelf in its display case or plastic jacket. Patrons can then browse through the collection and make their selections directly. In a double-box display strategy, the library keeps the original videocassette or the CD secure behind a staff service counter while a "dummy" for the item is placed on the open shelf to indicate that the original is available for loan. The patron takes the dummy copy to the service desk, where it is exchanged for the actual item and charged to the patron. A double-box system is employed when the library has a concern for the security of the collection. Obviously, a double-box storage and display system for nonprint materials has an impact on the library's space needs because an allowance must be made to store both the original and the dummy copy. A double-box storage and display system also demands more staff time for the retrieval of material at the patron's request.

As with the print collection, for any larger collection (usually defined as holdings in excess of 25,000 items) it can be important to acknowledge that a portion of the collection will be in circulation at any given time, thereby relieving the library of the need to provide shelf space for that material. In some cases, a smaller library may also choose to incorporate this factor into its planning approach.

A.1.3 Magazines

Similar considerations affect the space needs of the library's periodical collection. The shelving environment determines the capacity of the collection and the square footage needed to support the collection. Housing a periodical

collection is slightly complicated by the fact that typically two distinct types of shelving are required: display shelving for current issues and storage shelving for backfiles.

Note that the Americans with Disabilities Act limits current periodical display to a 54" maximum reach height where an individual in a wheelchair can make a side approach and a 48" maximum reach height where only a front approach can be made. (The height of library shelving in all other parts of the collection is expressly "unrestricted" under the requirements of the ADA.) In either case, display shelving for current periodicals must be lower than full-height shelving, which imposes a space premium on display of current issues.

In display environments, a library should allow 1.0 periodical title per square foot; in storage environments, a library should allow 0.5 square foot per title per year retained.

A.2 Supporting Technology Access

Access to information sources, audiovisual content, and general reading material increasingly is available in electronic formats. The balance between traditional formats and e-formats continues to shift, but traditional formats so far are proving to be durable. Both traditional and technological access will co-exist and complement one another for some time to come.

As e-content was introduced into the library setting, the means of access came to take a common form. Access was made through a computer network station – a desktop PC with keyboard and monitor – and from a space planning standpoint, the library needed to estimate the number of such stations that would be needed to support user access to e-content.

The space need for e-content access would be determined by applying a unit space allowance to the proposed inventory of computer network stations. Typically, the library will seek to provide these stations in a variety of settings – some that encourage short stays, high turnover, and greater availability, and others that encourage longer stays, and more intense use.

This variety of settings might encompass an optimum allocation of space for a public computer network station is 50.0 square feet. This allows generous space for the computer and a monitor (possibly a large-screen monitor), perhaps with peripherals such as scanners or dedicated printers, and an ample space adjacent to the computer where a patron may place materials selected from the physical collection. A moderate allocation of 40.0 square feet per station will support a computer and monitor only, together with a reasonable allocation of space for patrons to use. A low allocation of 35.0 square feet per station crowds stations closer together, leaves less adjacent workspace, and provides more of the stations at a less-comfortable standing height. An absolute minimum allocation of 30.0 square feet per computer station may be employed in some circumstances where notable site or budget constraints exist.

Recently, the introduction of newer technologies has altered the concept of what a traditional PC workstation might be. Tablet technology and smartphones have changed the way people access e-content. Increasingly, users bring portable devices to the library (laptops, smartphones, tablets) and connect to e-content over the library's wireless network without necessarily using hardware provided by the

library.

This is not to say that personal electronics will supplant conventional computer network stations – at least not in the immediate future – any more than e-formats have supplanted traditional print formats. The library will still need to provide equipment for public use and that equipment will need to be supported with space in a physical setting. Network stations and hardware provided by the library will be used by individuals for a variety of reasons and ends:

- individuals who don't have access to technology in their home or office (whether by individual choice or by economic circumstance)
- other individuals may use equipment provided by the library because they lack a high-speed connection to the Web
- some users, even though they have a tablet *and* a smartphone, will from time to time prefer to use the larger keyboard and screen of a traditional computer station
- some of the stations provided by the library will be outfitted with a scanner or a 3D printer or some other input/output device that a user needs to access
- some of the stations provided by the library will support specialized software suites that individual residents or families don't have or cannot afford – higher-end video editing software, for example, as well as other content-creation software

Some of the technology "stations" provided by the library may not offer technology (that is, equipment) per se, but in response to the growing trend of users bringing their own devices to the library, may simply provide a work area that is conducive to making connections to e-resources.

Until recently, the "traditional" technology station has assumed a certain configuration of equipment, typically a desktop computer or its equivalent. Moving forward, the settings in which users connect with e-resources will be more variable, they will be less likely to look like a "traditional" computer network station. Some stations will offer a traditional profile, but others will be different. In planning space to provide access to e-content, the library will still need to determine how many user stations is should be responsible for providing to support sufficient user access for its community, factoring in the growing number of users who supply their own internet-connected devices, and determining a suitable balance between stations with hardware provided by the library and those to support the users own technology.

A.3 Supporting Readers Using the Library

Reader seating should be provided in a variety of settings to meet a variety of user needs:

- lounge seating is appropriate in a browsing area or in an audiovisual listening area
- carrel seating provides private spaces for individual study
- group seating at tables is appropriate to provide an opportunity for small groups of patrons to work quietly together or to allow one or two individuals to spread their research out in front of themselves.

Seating should also be varied to meet patrons' physical needs. Small-scale seating may be appropriate in the children's library; firm seating with arm rests is appropriate in a setting where seniors use the collection.

As with the collection, reader seating can be deployed in a variety of settings, each of which produces a different "seating density." Some research libraries provide seats with extra-large work surfaces (tables or carrels) to encourage researchers who may need to assemble large quantities of resources from the library's collection. Seats provided at individual reading tables generally require less space than seats provided at carrels or in lounge settings.

A library that applies the optimum allocation of 35.0 square feet per seat will do so to reserve the ability to deploy a larger proportion of its seating in a generous setting (large work surfaces, or a high proportion of lounge seats). A moderate allocation for seating is 32.5 square feet per seat. A low allocation is 30.0 square feet per seat. An absolute minimum allocation is 25.0 square feet per seat.

As one applies a lower and lower allocation for reader seating, any work surface that accompanies the seat will become smaller and smaller. The spacing between seats will narrow, ultimately compromising the readers' sense of secure personal space.

A.4 Supporting Staff Work Routines

The space needed to support individual staff work routines varies depending on the nature of the work being performed at any given station:

- public service desk work stations in this planning model are allowed an average of 150 square feet each, an allocation that provides space for the staff chair or stool, the desk, modest associated file space and, notably, space for patron queues to form
- staff work stations in work rooms and offices generally follow a space allocation model that allows 80 to 100 square feet for a clerical station (sufficient for a desk and chair, a PC and phone, some modest attendant file storage, either in a cabinet or on shelves, and adjacent corridor space to approach the station)
- 100 square feet for a station to support a librarian (the larger area typically required for additional files and storage for those positions)
- 125 square feet for a supervisor / department head's station (the still larger area typically required to accommodate additional files *and* to better accommodate an enclosed office to provide the privacy a supervisor sometimes needs to deal with personnel and other issues)

The space required for each staff work station will vary, depending in part on how assertively or efficiently the library's space plan will need to be. In an optimum environment, allow 150.0 square feet per staff work station. In a moderate environment, allow 137.5 square feet per staff work station. A low allocation will allow 125.0 square feet per staff work station. An absolute minimum allocation will allow just 100.0 square feet per staff work station (while also compromising the effectiveness of work routines.

A.5 Supporting Library Programming Activities & Meetings

Different kinds of meeting space can be provided by a public library, depending on the programming activities the library seeks to offer and the kinds of general public activities the library seeks to support. The space needs for each kind of meeting space is estimated according to

the type of use. For example, space for a public programming room is typically allocated at 10.00 square feet per audience seat, arranged theater-style. Additional allocations are made to support a speaker / presenter and projection equipment and the like.

More specifically, meeting spaces often found in a library can be characterized as auditoriums or multipurpose rooms. In addition, some libraries opt to provide dedicated space in the children's department to support storytimes and routine children's programming events. Other libraries will provide conference rooms. Still other libraries need to provide computer training space. Each of these "types" of meeting / program space has different unit space allowance requirements.

An *auditorium* refers to a formal space for programs and presentations. Often, the audience capacity of a room like this will be large – 250 and up – although the particulars will be determined by the type and scale of programs the audience wishes to support. A sloping or tiered floor for seating will ensure good sight lines for all. The seating will probably be fixed, although moveable seating is a possibility. There will almost certainly be a raised stage. The stage will likely be fixed, like the seating. Depending on the type of programs the library wishes to support in this space, the scale of the allowance for the stage may be substantial (to accommodate orchestral concerts or theatrical productions, the backstage space behind the proscenium arch may equal or exceed the space in the audience seating area. The room will probably be supported with extensive and varied lighting, projection, and sound reinforcement capabilities. There will be high Internet connectivity to accommodate a wide variety of speakers' needs. Space in an auditorium will require 12.50 square feet per audience seat, plus an allowance for backstage requirements (an allowance for backstage space will often range from 35% to 100% or more of the space allowance for the audience seating area).

A *multi-purpose room* offers a different type of meeting space. This is a flat-floor room, with moveable seating. The seating will likely be stackable for ease of storage. The capacity of this room will be determined by the scale of the programming the library wishes to support, except that as the proposed audience capacity approaches 300, sight lines from the back of the room become increasingly compromised (for larger audience capacities, the sloping floor of an auditorium becomes necessary). There are minimal fixed elements within this kind of meeting space, to allow for maximum flexibility of arrangement to support a wide variety of program events. A larger multi-purpose room may be divisible into two or three smaller spaces using moveable partitions. Space at the front of the room will be reserved for a speaker's podium and presentation area (or even a small, portable stage). The room will feature high-end presentation technology and Internet connectivity, to the extent the library's budget will allow. A larger multi-purpose room will require sound reinforcement capabilities. Space in a multi-purpose room will require 10.00 square feet per audience seat, plus a speaker's area in the front of the room (a reasonable, generic allowance for a speakers area can be made at 1.00 square foot per audience seat).

Sometimes a library will seek to provide a specialized kind of space for certain programs. A *seminar room* might support book discussions or small group training events. The configuration of this room would typically entail slightly more formal seating, probably including a small writing

surface for each seat. The writing surface could be attached to the seat or it could take the form of a free-standing, narrow table. In this setting, allow 20.0 square feet per seat.

Most public libraries choose to offer *small group programming for children* – storytimes and class visits. Smaller libraries will accommodate such programs in a multi-purpose room, but if the schedule of such activities co-opts broader access to the multi-purpose room, a separate, dedicated children's programming room may be provided in the children's department. In determining the capacity for a room like this, consider whether the audience is meant to include children only, or children + caregivers (and possibly children + caregivers + siblings). Space for a storytime room is allocated at 10.00 to 20.00 square feet per seat, depending on whether children's programming activities typically accommodate a craft activity in addition to the more traditional storytime. The smaller allocation is appropriate if children's program activities are limited to traditional storytimes, while the larger allocation is suited to an environment that will support crafts and other activities in conjunction with storytimes. The larger allocation allows staff to set up small work tables for the children and to support supplies storage and a sink and clean-up facilities, as needed. An additional allowance of 75.00 square feet reserves space at the front of the room for the individual making the presentation.

Conference room space is often used by the library board for its regular monthly meeting and any committee or other meetings that might be necessary between the board's regular meetings. A conference room can also be used by staff for planning and coordination meetings. A conference room could be available for use by small community groups when not being used by the library. Space for conference rooms typically is allocated at 30.00 square feet per seat, drawing its allocation from an environmental similarity with general reader seating at tables. Additional allocations can be made to support a gallery or audience (which can be warranted, especially if the room will be used regularly for library board meetings), as well as projection equipment and the like, as needed.

Space for a *computer training room* typically is allocated at 50.00 square feet per seat (in an optimum setting), in order to accommodate the trainee, along with the computer equipment that the trainee will use. An optimum allocation can also accommodate two trainees per terminal, creating an additional layer of flexibility for organizing training classes. In a moderate, more constrained setting, an allocation of 40.00 square feet is recommended. A low allocation of 30.00 square feet per seat is needed. A low allocation provides minimal clear space between trainee stations and/or requires that the library use laptops for computer training sessions. An additional allowance of 75.00 square feet reserves space at the front of the room for an instructor's station (which will typically require projection capabilities).

Other types of meeting spaces may be specified, depending on the particulars of the library's service program. Also note that the unit space allocations described here can be used to estimate the relative audience capacity of a single meeting room in different types of program configurations. A multipurpose room with an audience capacity of 50, for example, may be scaled at 550 square feet. If that room is to be used for a children's storytime program, it could support an audience of just under 50 (at 10.00 square feet per) or about 24 (at 20.00 square feet per for a storytime that also includes a craft

activity). If the room is going to be used for a computer training class using laptops, it would support an audience of about 15 (at 30.00 square feet per seat).

A.6 Providing for "Special Use" Support Functions

Typically, special use space in a public library constitutes an area equal to 10-15% of the projected gross area of the building. The amount of special use space a library needs will be determined by the number of photocopiers or microfilm reader-printers the library wishes to provide. It will be determined by the number and size of small group study rooms that the library wishes to provide. It will also be determined by factors like whether or not the library wishes to provide a public lounge or a coffee shop within the library.

In an optimum setting, a library should reserve 17.5% of its gross area for special use purposes. A library that plans to provide a public lounge or coffee shop likely falls at this end of the spectrum. In a moderate setting, a library should reserve 15.0% of its gross area for special use purposes. With a low allocation, a library should reserve 12.5% of its gross area for special use purposes. A minimum allocation for special use purposes will be 10.0% of the library's gross area.

A.7 Providing for "Nonassignable" Support Functions

Nonassignable space is defined as "those areas or rooms of the library necessary for the general use and operation of the building but not serving specific library functions, such as foyers, vestibules, corridors (but not aisles in bookstacks or other furnishings), stairs, elevators, toilets, janitor rooms or closets, ventilation ducts, and mechanical equipment areas" (from *Measurement and Comparison of Physical Facilities for Libraries*, ALA, 1970).

Nonassignable space needs for mechanical systems are determined largely by engineering requirements. Design specialists will direct how large certain pieces of equipment need to be in order to meet the environmental specifications for the library. Other nonassignable space needs will be determined by local codes. The number of fixtures needed in each restroom will likely be determined by code, and the number of fixtures will determine the space needs of those facilities (as will the accessibility regulations of the Americans with Disabilities Act).

In an optimum setting, a library should reserve 32.5% of its gross area for nonassignable purposes. In a moderate setting, a library should reserve 30.0% of its gross area for nonassignable purposes. A low allocation will allow 27.5% of its gross area for nonassignable purposes. An absolute minimum allocation for nonassignable purposes will be 25.0% of the library's gross area.

Note that if the library is planning a small facility or if the library plans on an expansion strategy that incorporates an existing structure (an addition to the present library or the conversion of an existing structure from a prior use into a new use as a library), there is an increased likelihood that the proportion of space devoted to nonassignable space will be at the higher end of this range. If the library is planning a large facility or anticipates new construction, the proportion of gross area that will be used for nonassignable purposes will likely be lower.

A.8 Dedicated Allowances

In some circumstances, there will be a logic to make an additional accommodation to cover the space needs of a special or unusual feature to be provided as part of the library. A special accommodation of this sort is warranted when the library will include a feature, function, or element that is not conventionally found in a public library. Because the feature in question isn't common, the space to support it will not be captured in conventional formulas for calculating a library's space need. With that in mind, a separate allocation should be made. Examples of a function that could warrant being highlighted as a dedicated allowance may include:

- *an allocation for a bookmobile garage:* This is perhaps the most common example of this "uncommon" accommodation. Among public libraries nationwide, fewer than 10% maintain a bookmobile; among libraries serving 50,000 and up, roughly 35% operate a bookmobile. Because relatively few libraries operate a bookmobile, space for a garage would not ordinarily figure into an estimate of space need using conventional formulas, so a special accommodation is warranted,
- *an allocation for a partner organization:* The library may share its facility with another organization – a local history museum, perhaps. The space need for the partner operation would not typically be accommodated by the conventional formulas. Therefore, a placeholder for the space needs of the partner organization could be added to the mix.

In some circumstances, a library might choose to make a special allocation as a means of drawing attention to the feature being highlighted. For example, at this early stage in planning, a library may want to insure that the notion of a coffee bar or refreshment service is incorporated into its plans and so opts to make a special accommodation for this function, outside of the conventional calculations. By reserving a specific line item for this function early on in the library's planning, the function is highlighted and therefore more likely to remain a topic for discussion. Or perhaps a library wishes to be sure to reserve space for display of traveling or seasonal exhibits, or the library intends to make a substantial commitment for public art display and wishes to reserve the space for this function. By creating a line item, it highlights the library's interest in this function.

(At the same time note that the examples provided here – a refreshment service, exhibition space, or space for display of public art – are the kinds of functions often classified as "special use" space. An alternate strategy for accommodating these functions is to make an "optimum" allocation for special use space at the higher end of the range recommended for that purpose. If the library chooses to make a special accommodation instead for such functions, consider reducing the proportionate allocation for special use purposes.)

APPENDIX B: ANNUAL REPORT SUMMARY

The library's annual report data is summarized in this appendix. The data summarized here comes from two sources: for annual report data through 2014, the source is a database assembled by the Institute for Museum and Library Services (IMLS), a federal agency; more recent data is drawn from the library's annual reports.

A few protocols regarding presentation of the data are noted:

- Data presented in regular type is drawn directly from one of the two data sources cited above. Data presented in *italics* is a mash-up of two or more original data elements. An example of the first sort might be "volumes held" or "annual circulation." An example of the second sort might be "circulation per capita" which is produced by combining the data elements for "total circulation" and "population served."

- Data presented in **boldface** font is data that is missing from the year-to-year series and has been interpolated from the data expressed to either side. For example, if the original sources reported 100,000 visits to the library in 1999 and 120,000 visits in 2001, but was blank for 2000, this summary would interpolate the 2000 data to be 110,000 and highlight it in **bold**.

- Some data is missing from the two data resources used. In most instances, these databits were not collected in the early years of this survey. Some may be available from local sources. *At the library's option*, if these databits *are* available from other sources, these gaps may be filled in.

GARDEN CITY PUBLIC LIBRARY
ANNUAL REPORT DATA SUMMARY

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Population	31,846	31,846	31,846	31,846	31,846	31,846	30,047	30,047	30,047	30,047	30,047
REGISTRATION											
Registered borrowers											
Increase over prev yr											
Reg as pct of pop											
HOURS											
Hours open per year	2,520	2,520	2,520	2,520	2,520	2,520	2,520	2,520	2,520	2,520	2,520
Hours open per week	*48*	*48*	*48*	*48*	*48*	*48*	*48*	*48*	*48*	*48*	*48*
STAFFING											
Professional	2.25	2.25	2.25	2.00	2.00	2.00	2.00	2.00	2.00	2.13	2.13
Other profl	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other paid staff	4.38	4.38	4.38	4.38	4.38	4.38	4.38	4.38	4.38	3.80	3.80
TOTAL	6.63	6.63	6.63	6.38	6.38	6.38	6.38	6.38	6.38	5.93	5.93
Increase over prev yr	*0.00*	*0.00*	*0.00*	*-0.25*	*0.00*	*0.00*	*0.00*	*0.00*	*0.00*	*-0.45*	*0.00*
FTE per 1,000 capita	*0.21*	*0.21*	*0.21*	*0.20*	*0.20*	*0.20*	*0.21*	*0.21*	*0.21*	*0.20*	*0.20*
Profl as pct of total	*33.94%*	*33.94%*	*33.94%*	*31.35%*	*31.35%*	*31.35%*	*31.35%*	*31.35%*	*31.35%*	*35.92%*	*35.92%*

2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016		For the period		High	Low	Average
30,047	30,047	30,047	30,047	30,047	27,692	27,692	27,692	27,692	27,692	27,692				31,846	27,692	30,129
14,340	9,699	8,909	10,985	8,522	6,998	6,665	7,970	5,403	8,467	7,589				14,340	5,403	8,686
	-4,641	*-790*	*2,076*	*-2,463*	*-1,524*	*-333*	*1,305*	*-2,567*	*3,064*	*-878*				*3,064*	*-4,641*	*-675*
47.73%	*32.28%*	*29.65%*	*36.56%*	*28.36%*	*25.27%*	*24.07%*	*28.78%*	*19.51%*	*30.58%*	*27.41%*				*47.73%*	*19.51%*	*30.02%*
2,520	1,910	2,520	2,520	2,422	2,200	1,560	2,047	2,448	2,496	2,496				2,520	1,560	2,417
48	*37*	*48*	*48*	*47*	*42*	*30*	*39*	*47*	*48*	*48*						
2.13	1.90	1.90	2.40	1.75	1.75	1.88	1.83	1.90	2.53	2.00				2.53	1.00	2.02
0.00	0.00	1.50	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.72				2.63	0.00	0.31
3.80	3.80	2.30	2.30	1.15	1.15	1.75	2.18	2.24	2.88	3.36				4.38	1.15	3.44
5.93	5.70	5.70	5.70	3.90	3.90	3.63	4.01	4.14	5.41	6.08				6.88	3.63	5.77
0.00	*-0.23*	*0.00*	*0.00*	*-1.80*	*0.00*	*-0.27*	*0.38*	*0.13*	*1.27*	*0.67*				*1.27*	*-1.80*	*-0.03*
0.20	*0.19*	*0.19*	*0.19*	*0.13*	*0.14*	*0.13*	*0.14*	*0.15*	*0.20*	*0.22*				*0.22*	*0.13*	*0.19*
35.92%	*33.33%*	*59.65%*	*59.65%*	*70.51%*	*70.51%*	*51.79%*	*45.64%*	*45.89%*	*46.77%*	*44.74%*				*70.51%*	*31.35%*	*41.87%*

GARDEN CITY PUBLIC LIBRARY
ANNUAL REPORT DATA SUMMARY

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
HOLDINGS											
Books											
Held	55,826	56,092	56,524	58,895	61,153	61,986	61,456	61,632	59,627	56,034	58,714
Net additions	*-2,853*	*266*	*432*	*2,371*	*2,258*	*833*	*-530*	*176*	*-2,005*	*-3,593*	*2,680*
% net increase	*-4.86%*	*0.48%*	*0.77%*	*4.19%*	*3.83%*	*1.36%*	*-0.86%*	*0.29%*	*-3.25%*	*-6.03%*	*4.78%*
Videos											
Held	291	474	659	1,048	1,319	1,528	2,103	1,958	2,083	2,175	2,400
Net additions	*135*	*183*	*185*	*389*	*271*	*209*	*575*	*-145*	*125*	*92*	*225*
% net increase	*86.54%*	*62.89%*	*39.03%*	*59.03%*	*25.86%*	*15.85%*	*37.63%*	*-6.89%*	*6.38%*	*4.42%*	*10.34%*
Audio recordings											
Held	1,208	1,387	1,577	1,692	1,949	2,260	2,046	2,287	2,249	2,166	2,367
Net additions	*-297*	*179*	*190*	*115*	*257*	*311*	*-214*	*241*	*-38*	*-83*	*201*
% net increase	*-19.73%*	*14.82%*	*13.70%*	*7.29%*	*15.19%*	*15.96%*	*-9.47%*	*11.78%*	*-1.66%*	*-3.69%*	*9.28%*
Periodicals											
Titles held	105	100	106	110	111	114	110	100	60	60	63
Video + audio held	*1,499*	*1,861*	*2,236*	*2,740*	*3,268*	*3,788*	*4,149*	*4,245*	*4,332*	*4,341*	*4,767*
Volumes held per cap	*1.75*	*1.76*	*1.77*	*1.85*	*1.92*	*1.95*	*2.05*	*2.05*	*1.98*	*1.86*	*1.95*
Nonprint as pct of print	*2.69%*	*3.32%*	*3.96%*	*4.65%*	*5.34%*	*6.11%*	*6.75%*	*6.89%*	*7.27%*	*7.75%*	*8.12%*
Video pct of nonprint	*19.41%*	*25.47%*	*29.47%*	*38.25%*	*40.36%*	*40.34%*	*50.69%*	*46.12%*	*48.08%*	*50.10%*	*50.35%*
Periodicals per 1000 pop	*3.30*	*3.14*	*3.33*	*3.45*	*3.49*	*3.58*	*3.66*	*3.33*	*2.00*	*2.00*	*2.10*

2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	For the period	High	Low	Average
56,020	52,898	53,843	54,637	55,562	56,040	54,127	52,584	52,871	52,239	50,107		65,506	50,107	56,951
-2,694	*-3,122*	*945*	*794*	*925*	*478*	*-1,913*	*-1,543*	*287*	*-632*	*-2,132*	*-15,399*	*2,680*	*-4,789*	*-642*
-4.59%	*-5.57%*	*1.79%*	*1.47%*	*1.69%*	*0.86%*	*-3.41%*	*-2.85%*	*0.55%*	*-1.20%*	*-4.08%*		*4.78%*	*-7.31%*	*-1.05%*
2,322	2,509	2,747	2,966	3,294	3,598	2,684	3,088	3,048	2,544	4,138		4,138	88	1,973
-78	*187*	*238*	*219*	*328*	*304*	*-914*	*404*	*-40*	*-504*	*1,594*	*4,050*	*1,594*	*-914*	*169*
-3.25%	*8.05%*	*9.49%*	*7.97%*	*11.06%*	*9.23%*	*-25.40%*	*15.05%*	*-1.30%*	*-16.54%*	*62.66%*		*86.54%*	*-25.40%*	*20.32%*
2,256	2,470	2,479	2,405	2,316	1,315	1,568	1,793	1,821	1,984	1,861		2,479	1,208	1,976
-111	*214*	*9*	*-74*	*-89*	*-1,001*	*253*	*225*	*28*	*163*	*-123*	*-459*	*311*	*-1,001*	*-19*
-4.69%	*9.49%*	*0.36%*	*-2.99%*	*-3.70%*	*-43.22%*	*19.24%*	*14.35%*	*1.56%*	*8.95%*	*-6.20%*		*19.24%*	*-43.22%*	*0.37%*
64	52	52	73	69	69	40	43	43	52	52		114	40	78
4,578	*4,979*	*5,226*	*5,371*	*5,610*	*4,913*	*4,252*	*4,881*	*4,869*	*4,528*	*5,999*		*5,999*	*1,499*	*3,949*
1.86	*1.76*	*1.79*	*1.82*	*1.85*	*2.02*	*1.95*	*1.90*	*1.91*	*1.89*	*1.81*		*2.06*	*1.75*	*1.89*
8.17%	*9.41%*	*9.71%*	*9.83%*	*10.10%*	*8.77%*	*7.86%*	*9.28%*	*9.21%*	*8.67%*	*11.97%*		*11.97%*	*2.69%*	*7.04%*
50.72%	*50.39%*	*52.56%*	*55.22%*	*58.72%*	*73.23%*	*63.12%*	*63.27%*	*62.60%*	*56.18%*	*68.98%*				
2.13	*1.73*	*1.73*	*2.43*	*2.30*	*2.49*	*1.44*	*1.55*	*1.55*	*1.88*	*1.88*		*3.66*	*1.44*	*2.56*

GARDEN CITY PUBLIC LIBRARY
ANNUAL REPORT DATA SUMMARY

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
CIRCULATION											
Adult	66,048	69,919	65,624	22,402	48,198	19,652	46,603	46,867	46,459	45,935	42,345
Juvenile	33,559	37,393	33,375	16,000	26,944	49,574	26,036	23,084	23,119	24,188	23,588
TOTAL	99,607	107,312	98,999	38,402	75,142	69,226	72,639	69,951	69,578	70,123	65,933
Increase over prev yr	*-17,670*	*7,705*	*-8,313*	*-60,597*	*36,740*	*-5,916*	*3,413*	*-2,688*	*-373*	*545*	*-4,190*
% increase over prev yr	*-15.07%*	*7.74%*	*-7.75%*	*-61.21%*	*95.67%*	*-7.87%*	*4.93%*	*-3.70%*	*-0.53%*	*0.78%*	*-5.98%*
Adult circ pct of total	*66.31%*	*65.15%*	*66.29%*	*58.34%*	*64.14%*	*28.39%*	*64.16%*	*67.00%*	*66.77%*	*65.51%*	*64.22%*
Circulation per capita	*3.13*	*3.37*	*3.11*	*1.21*	*2.36*	*2.17*	*2.42*	*2.33*	*2.32*	*2.33*	*2.19*
Turnover rate	*1.78*	*1.91*	*1.75*	*0.65*	*1.23*	*1.12*	*1.18*	*1.13*	*1.17*	*1.25*	*1.12*
Interlibrary loan to others	1,213	1,543	1,654	501	1,490	1,480	2,254	2,303	2,316	1,210	1,212
Interlibrary loan from others	1,018	1,014	1,058	333	1,249	1,100	1,295	1,409	1,982	2,109	2,568
Ratio from : to	*0.84*	*0.66*	*0.64*	*0.66*	*0.84*	*0.74*	*0.57*	*0.61*	*0.86*	*1.74*	*2.12*

2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016		For the period		High	Low	Average
42,071	38,108	27,451	31,087	30,682	27,150	33,195	25,330	26,659	28,488	32,166		1,085,978		75,989	19,652	43,439
23,314	21,071	15,003	16,260	14,876	13,413	16,513	15,025	18,544	26,837	27,232		645,424		49,574	13,413	25,817
65,385	59,179	42,454	47,297	45,558	40,563	49,708	42,549	49,410	60,113	65,922		1,749,115		117,277	38,402	69,965
-548	*-6,206*	*-16,725*	*4,843*	*-1,739*	*-4,995*	*9,145*	*-7,159*	*6,861*	*10,703*	*5,809*				*36,740*	*-60,597*	*-2,108*
-0.83%	*-9.49%*	*-28.26%*	*11.41%*	*-3.68%*	*-10.96%*	*22.55%*	*-14.40%*	*16.12%*	*21.66%*	*9.66%*				*95.67%*	*-61.21%*	*0.91%*
64.34%	*64.39%*	*64.66%*	*65.62%*	*67.35%*	*66.93%*	*66.78%*	*59.53%*	*53.95%*	*47.39%*	*48.79%*		*62.09%*		*67.35%*	*28.39%*	*61.64%*
2.18	*1.97*	*1.41*	*1.57*	*1.52*	*1.46*	*1.80*	*1.54*	*1.78*	*2.17*	*2.38*				*3.68*	*1.21*	*2.30*
1.17	*1.12*	*0.79*	*0.87*	*0.82*	*0.72*	*0.92*	*0.81*	*0.93*	*1.15*	*1.32*				*2.00*	*0.65*	*1.22*
1,624	1,564	4,334	4,602	4,853	4,047	4,838	6,624	6,541	8,296	9,162		75,455		9,162	232	3,018
2,055	1,378	5,579	6,433	6,336	5,699	5,758	7,502	7,371	9,128	10,861		86,053		10,861	333	3,442
1.27	*0.88*	*1.29*	*1.40*	*1.31*	*1.41*	*1.19*	*1.13*	*1.13*	*1.10*	*1.19*		*1.14*		*4.36*	*0.57*	*1.22*

GARDEN CITY PUBLIC LIBRARY
ANNUAL REPORT DATA SUMMARY

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
SERVICE MEASURES											
Visits	100,000	98,806	95,142	30,000	40,000	46,000	48,000	50,000	50,000	52,000	52,600
Visits per capita	*3.14*	*3.10*	*2.99*	*0.94*	*1.26*	*1.44*	*1.60*	*1.66*	*1.66*	*1.73*	*1.75*
Reference	10,407	10,659	11,509	13,000	14,000	13,500	15,000	16,025	16,150	18,000	16,000
Ref transac per capita	*0.33*	*0.33*	*0.36*	*0.41*	*0.44*	*0.42*	*0.50*	*0.53*	*0.54*	*0.60*	*0.53*
Programs										59	58
Children's											55
Young adult											
Adult											
Program attendance										2,075	2,050
Children's	3,910	4,100	3,600	2,000	2,500	1,800	2,000	2,050	2,000	2,000	2,000
Young adult											
Adult											
Attendance per program										*35.17*	*35.34*
J attendance per J program											*36.36*
YA attendance per YA program											
Ad attendance per Ad program											

2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016		For the period		High	Low	Average
51,300	35,200	25,622	30,476	34,285	30,264	18,720	24,881	**34,417**	34,714	35,504		1,294,784		100,000	18,720	51,791
1.71	*1.17*	*0.85*	*1.01*	*1.14*	*1.09*	*0.68*	*0.90*	*1.24*	*1.25*	*1.28*				*3.14*	*0.68*	*1.69*
15,000	12,500	7,200	7,976	7,887	4,513	4,544	8,575	8,561	5,820	5,841		267,329		18,000	4,513	10,693
0.50	*0.42*	*0.24*	*0.27*	*0.26*	*0.16*	*0.16*	*0.31*	*0.31*	*0.21*	*0.21*				*0.60*	*0.16*	*0.35*
55	50	37	69	59	34	16	76	146	122	234		1,015		234	16	78
55	49	35	55	43	23	6	47	43	47	104		562		104	6	47
			6	0	0	0	9	7	4	14		40		14	0	5
			8	16	11	10	20	96	71	116		348		116	8	44
2,000	1,800	1,249	1,771	1,599	825	161	705	1,668	2,538	3,648		22,089		3,648	161	1,699
2,000	1,500	1,229	1,687	1,394	770	80	468	1,061	1,366	972		50,960		4,100	80	2,038
			36	0	0	0	43	54	44	42		219		54	0	27
			48	205	55	81	194	553	1,128	2,634		4,898		2,634	48	612
36.36	*36.00*	*33.76*	*25.67*	*27.10*	*24.26*	*10.06*	*9.28*	*11.42*	*20.80*	*15.59*				*36.36*	*9.28*	*24.68*
36.36	*30.61*	*35.11*	*30.67*	*32.42*	*33.48*	*13.33*	*9.96*	*24.67*	*29.06*	*9.35*				*36.36*	*9.35*	*26.78*
			6.00	*#DIV/0!*	*#DIV/0!*	*#DIV/0!*	*4.78*	*7.71*	*11.00*	*3.00*				*#DIV/0!*	*#DIV/0!*	*#DIV/0!*
			6.00	*12.81*	*5.00*	*8.10*	*9.70*	*5.76*	*15.89*	*22.71*				*22.71*	*5.00*	*10.75*

GARDEN CITY PUBLIC LIBRARY
ANNUAL REPORT DATA SUMMARY

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
RECEIPTS (in $000s)											
Local	$241	$280	$314	$264	$235	$248	$273	$261	$250	$269	$250
State	$29	$29	$29	$24	$32	$32	$25	$29	$25	$25	$26
Federal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other	$13	$12	$17	$11	$7	$11	$11	$10	$12	$13	$21
TOTAL	$283	$321	$360	$299	$274	$291	$309	$300	$288	$307	$297
Increase over prev yr	*$10*	*$38*	*$39*	*($61)*	*($25)*	*$17*	*$18*	*($10)*	*($12)*	*$19*	*($10)*
Local pct of total	*85.29%*	*87.13%*	*87.21%*	*88.15%*	*85.89%*	*85.23%*	*88.12%*	*87.09%*	*86.94%*	*87.79%*	*84.19%*
State pct of total	*10.28%*	*9.03%*	*8.11%*	*8.09%*	*11.62%*	*10.94%*	*8.24%*	*9.55%*	*8.73%*	*8.13%*	*8.80%*
Federal pct of total	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*
Other pct of total	*4.44%*	*3.83%*	*4.68%*	*3.76%*	*2.49%*	*3.83%*	*3.64%*	*3.37%*	*4.33%*	*4.08%*	*7.01%*
EXPENDITURES											
Salaries & wages	$132	$135	$155	$132	$169	$172	$175	$181	$183	$180	$189
Benefits	$25	$24	$26	$25	$26	$29	$28	$37	$36	$44	$45
Total personnel	$157	$159	$180	$156	$195	$201	$203	$218	$219	$224	$234
Print materials										$18	$19
E-materials									$1	$0	$0
All other materials										$4	$4
Total collections	$23	$23	$59	$37	$39	$34	$30	$31	$24	$22	$23
All other	$52	$101	$73	$99	$76	$60	$67	$51	$44	$43	$41
OPERATING TOTAL	$231	$283	$312	$291	$311	$295	$300	$299	$286	$289	$297
Increase over prev yr	*($48)*	*$52*	*$29*	*($21)*	*$19*	*($16)*	*$5*	*($1)*	*($13)*	*$2*	*$8*
Revenue over (under) exp	*$52*	*$38*	*$48*	*$8*	*($37)*	*($3)*	*$9*	*$0*	*$2*	*$18*	*($0)*
Salaries pct of op total	*67.91%*	*56.17%*	*57.74%*	*53.64%*	*62.80%*	*68.23%*	*67.56%*	*72.85%*	*76.43%*	*77.52%*	*78.80%*
Material pct of op total	*9.78%*	*8.08%*	*18.90%*	*12.52%*	*12.63%*	*11.44%*	*9.99%*	*10.20%*	*8.34%*	*7.59%*	*7.57%*
Expenditure per capita	*$7.25*	*$8.87*	*$9.80*	*$9.15*	*$9.76*	*$9.25*	*$9.98*	*$9.96*	*$9.53*	*$9.61*	*$9.89*
Matl expend per capita	*$0.71*	*$0.72*	*$1.85*	*$1.15*	*$1.23*	*$1.06*	*$1.00*	*$1.02*	*$0.80*	*$0.73*	*$0.75*

2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016		For the period		High	Low	Average
$261	$298	$273	$280	$253	$250	$253	$501	$481	$482	$510		$7,444		$510	$234	$298
$22	$23	$22	$20	$15	$14	$12	$13	$15	$16	$17		$562		$32	$12	$22
$0	$0	$1	$0	$0	$0	$0	$0	$0	$6	$0		$6		$6	$0	$0
$15	$5	$10	$11	$19	$15	$15	$7	$8	$13	$18		$329		$28	$5	$13
$298	$326	$305	$311	$287	$279	$280	$520	$504	$516	$546		$8,341		$546	$273	$334
$1	*$28*	*($21)*	*$6*	*($24)*	*($9)*	*$1*	*$241*	*($16)*	*$12*	*$30*				*$241*	*($61)*	*$11*
87.75%	*91.41%*	*89.63%*	*90.17%*	*88.15%*	*89.67%*	*90.34%*	*96.18%*	*95.39%*	*93.35%*	*93.43%*		*89.25%*		*96.18%*	*81.55%*	*88.58%*
7.29%	*7.01%*	*7.07%*	*6.32%*	*5.22%*	*5.01%*	*4.26%*	*2.52%*	*2.97%*	*3.16%*	*3.20%*		*6.74%*		*11.62%*	*2.52%*	*7.19%*
0.00%	*0.00%*	*0.16%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*1.07%*	*0.00%*		*0.07%*		*1.07%*	*0.00%*	*0.05%*
4.97%	*1.59%*	*3.13%*	*3.51%*	*6.63%*	*5.32%*	*5.41%*	*1.29%*	*1.63%*	*2.43%*	*3.36%*		*3.94%*		*9.77%*	*1.29%*	*4.18%*
$203	$195	$166	$191	$180	$166	$112	$122	$139	$166	$185						
$49	$53	$40	$50	$52	$48	$21	$40	$49	$75	$71						
$251	$248	$205	$241	$233	$214	$132	$161	$188	$240	$256		$4,982		$256	$132	$199
$15	$9	$11	$20	$19	$18	$6	$20	$23	$31	$32		$240		$32	$6	$18
$0	$0	$0	$0	$0	$0	$0	$6	$7	$6	$6						
$4	$5	$2	$2	$2	$2	$0	$4	$4	$7	$7		$49		$7	$0	$4
$19	$15	$14	$22	$21	$20	$6	$30	$35	$44	$46						
$46	$37	$42	$51	$48	$56	$62	$251	$129	$131	$134		$1,941		$251	$37	$78
$316	$300	$261	$314	$302	$289	$200	$442	$352	$416	$435		$7,628		$442	$200	$305
$19	*($16)*	*($39)*	*$52*	*($12)*	*($13)*	*($90)*	*$242*	*($91)*	*$64*	*$20*				*$242*	*($91)*	*$7*
($18)	*$26*	*$44*	*($3)*	*($15)*	*($11)*	*$80*	*$78*	*$153*	*$101*	*$111*				*$153*	*($37)*	*$29*
79.54%	*82.78%*	*78.58%*	*76.72%*	*77.07%*	*73.91%*	*66.25%*	*36.51%*	*53.39%*	*57.79%*	*58.72%*		*65.32%*		*82.78%*	*36.51%*	*66.18%*
6.01%	*4.85%*	*5.22%*	*7.17%*	*6.98%*	*6.83%*	*2.75%*	*6.77%*	*9.85%*	*10.59%*	*10.52%*		*3.79%*		*18.90%*	*2.75%*	*9.16%*
$10.52	*$9.99*	*$8.69*	*$10.44*	*$10.05*	*$10.45*	*$7.21*	*$15.97*	*$12.69*	*$15.01*	*$15.71*				*$15.97*	*$7.21*	*$10.21*
$0.63	*$0.48*	*$0.45*	*$0.75*	*$0.70*	*$0.71*	*$0.20*	*$1.08*	*$1.25*	*$1.59*	*$1.65*				*$1.85*	*$0.20*	*$0.94*

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APPENDIX C: TRENDLINE / COMPARATIVE BENCHMARK ANALYSIS

A comparative analysis provides context for decision-making. By placing the library in the context of a peer group or cohort, it creates an enhanced understanding of what the subject library's data and results might mean.

This appendix provides the full IMLS trendline analysis summarized earlier in this report.

Two data sources

There are two national public library data-gathering projects from which such a cohort may be culled. One is managed by the Institute for Museum and Library Services, the other by the Public Library Association, a division of the American Library Association. LPA has long preferred to use the IMLS resource.

The IMLS resource tends to be more complete, because it's developed in cooperation with the state library agencies across the country, all of which are mandated by their respective legislatures to gather this data. As annual report data comes into the states, each state aggregates a state-level database, and forwards it to the IMLS where it is aggregated into a national database, which eventually is published on the IMLS website. The latest database issued by the IMLS included 9,200+ libraries. Most years, a handful of libraries fail to report, and sometimes a major hiccup in the data occurs (like the year when the state library agency in Minnesota suffered a budget meltdown and did not participate), but by and large, the IMLS database represents a complete compilation of data from U.S. public libraries.

By contrast, the PLA project involves voluntary participation from a smaller range of libraries. About 1,500 libraries submit to the PLA database in a typical year. Moreover, those that do submit tend to represent libraries that serve larger jurisdictions. Among libraries serving more than 500,000 population, about 90% participate in the PLA database in a typical year. Among libraries serving 100,000 to 500,000 population, 55% participate. Among libraries serving fewer than 25,000 population – which account for more than 75% of all U.S. libraries – just 10% participate.

The advantage of the PLA project, however, is timeliness. PLA's reporting year ends on December 31 and results are published by the following summer. By contrast, the IMLS database is at least two years old when it's published after a round of error-checking at the state level and another round error-checking

as the national survey is compiled.

This is an important distinction. Although the IMLS data is two years old (the data set we're using in this instance reflects annual reports submitted in 2013) the cohort analysis is nonetheless valuable. While an individual library's current-day data may be different from what appears in this "older" data set – sometimes significantly so – that kind of dramatic change only rarely occurs across an entire cohort. The composition of the cohort at large, and more importantly the "measure of the middle" represented by LPA's analysis of the IMLS data set, tends to not change so dramatically from year to year, even on the more volatile of metrics (number of public PCs, for example). Thus, the trendline based on a cohort drawn from 2013 data can be interpreted as a reasonable approximation of the current status. Still, we need to be cognizant that the reporting here is not *absolutely* current.

Moreover, we have to remember that *all* of these measures are in flux. The service landscape continues to evolve, and today's trends may become tomorrow's historic curiosities. Past performance does not guarantee future results, and all that. The assimilation of these studies will involve a measure of artful interpretation.

Two sample populations

For the Garden City Public Library study, two sample populations were examined.

The first included all libraries in the region serving 20,000 to 35,000 population. This population range was selected so as to bracket both the current service population of the library and its projected service population. It also serves to limit the cohort for analysis by excluding libraries that serve a substantially smaller population and a substantially larger population – on the assumption that the experience of those libraries would have little relevance for establishing an experiential "norm" for GCPL. "Region" was defined as within roughly a 250-mile radius of Garden City.

The second was a subset of the first, focusing specifically on the libraries at or below the median rate of expenditures per capita. From a review of the initial cohort, it became evident that GCPL received less operating support than many of its peers, and so the study team sought to develop a secondary comparison with other libraries facing a similar shortfall, to explore whether that has an impact on service levels.

Twenty-three metrics

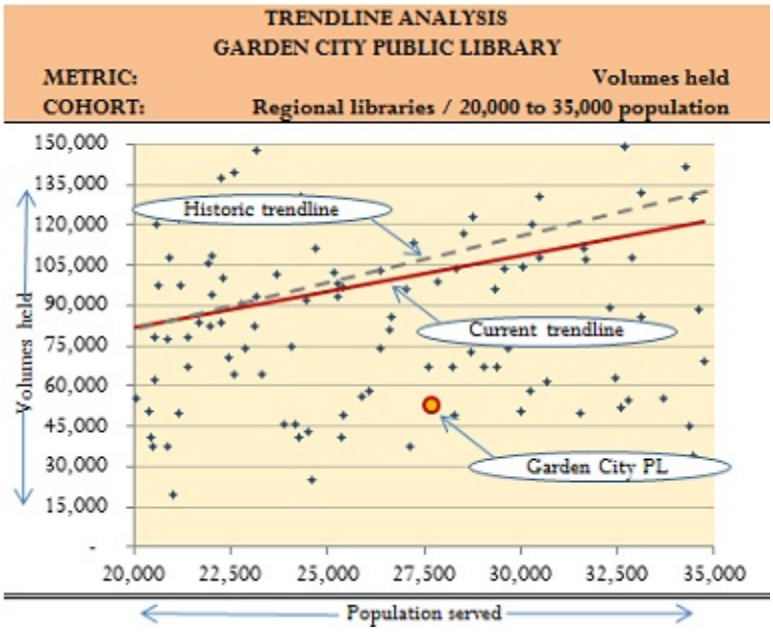
Twenty-three service measures were examined for this analysis:
- Volumes held
- Audio recordings held
- Video recordings held
- Items held per capita
- Nonprint as a percent of total holdings

- Magazines received
- Technology stations for public use
- Technology stations and annual visits to the library
- Circulation
- Circulation per $1k expenditures
- Circulation per hour open
- Circulation per FTE staff
- Visits
- Visits per $1k expenditures
- Visits per hour open
- Visits per FTE staff
- Programs
- Program attendance per program
- Programs per $1,000 expenditures
- Programs per FTE staff
- Hours open
- Hours open per FTE staff
- Facilities operated

Presentation of the data

The primary portion of the analysis takes the form of a simple scatter diagram, an example of which is provided to the right. In this example, the metric in question is volumes held and the comparative cohort includes all libraries nationwide serving between 50,000 and 150,000 population.

The individual responses from this cohort are plotted using the X-axis for population and the Y-axis for the metric in question, volumes held. The response from the subject library is distinguished as the large orange disk within the field of smaller blue diamonds.

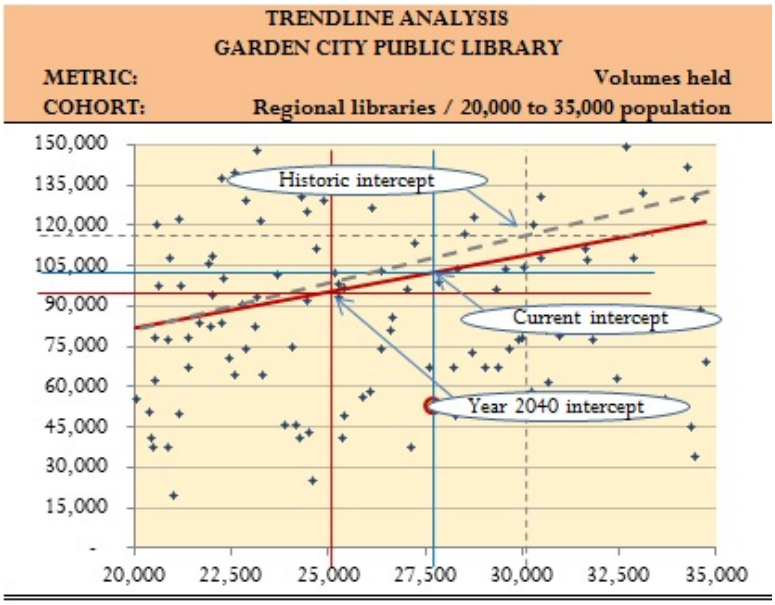


Two lines are plotted through the scatter diagram field. The solid red line represents the current trendline for this cohort. The dashed grey line represents the historic trendline for this cohort, superimposing over the current scatter diagram the trendline from the same cohort ten years prior. The intent

is to illustrate that *all* of these metrics are dynamic, and change over time. In this case, the historic trendline tracks above the current year trendline, indicating that ten years prior, the libraries in this cohort on balance maintained larger print collection inventories than they do today. On some metrics, the historic trendline falls below the current year trendline. In some cases, there's a notable delta between the current year trendline and the historic trendline, indicating greater volatility over time within the cohort; in other cases, the current year and historic trendlines almost overlap.

The trendline defines the expected intersection between population served and volumes held, based on the experience of the cohort at hand. For example, to determine the "normative" or "expected" result for a library serving 30,000 population on any given metric in this analysis, read up from 30,000 on the X-axis to the trendline, then left to the Y-axis to identify the "expected" result. In the example at hand, a library serving 30,000 population would be expected provide a collection of slightly more than 250,000 volumes, *based on the experience of this particular cohort of libraries*.

This notion of an intercept point that correlates service population with the metric in question is key. Three different intercepts are plotted on each chart. A blue cross hair is superimposed over the scatter diagram. This cross hair is calibrated to the library's current service population – just over 27,500. Where those lines intersect with the trendline indicates the "normative" or "expected" result that emerges from the context provided by this cohort of libraries. In this case, based on the experience of this regional cohort, GCPL should provide a collection of about 103,000 volumes to meet the needs of a community that serves about 27,500 population. As it happens, the library's current print inventory – 52,800+ volumes – is about half the "expected" inventory, based on the experience of the libraries in this regional peer group.



The analysis tracks two service populations in addition to the library's current population.

One of these, shown by a grey dashed line crosshair, is calibrated to the library's service population ten years ago and is keyed to the historic trendline. Ten years ago, when GCPL's service population was about 30,000, the experience of this regional cohort suggested the library should have offered a collection of 117,000 volumes.

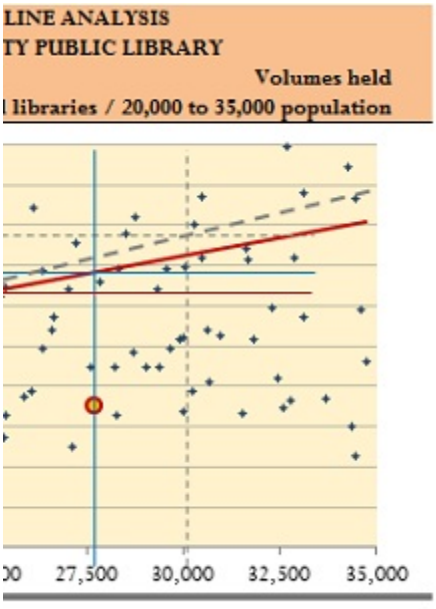
The last one is the most notable. The red crosshair is calibrated to the library's *projected* service population – estimated to be roughly 25,000 in the year 2040. Based on the experience of this regional

peer cohort, a library serving 25,000 population would be expected to provide a collection of 94,500 volumes.

This last example becomes a useful *starting point* for discussion in consideration of a future service goal regarding collection inventory for the Garden City Public Library. Bear in mind that the print inventory suggested in this example – 94,500 volumes – is drawn from the *current* experience of the peer cohort. All of these measures are in flux, highlighted by the delta between the current year and historic trendlines. If the goal of this examination is to define what the library's collection inventory *should be* in the year 2040, any emerging recommendation based on the current year trendline will, in most cases, need to be adjusted. In this example, we observe that print inventories among the libraries in this cohort have been decreasing over the last ten years. This suggests the recommended emerging from this analysis should be adjusted downward to some degree.

There's one final component to the presentation of this analysis: a table to the right of the scatter diagram that provides a quick summary of the spread of the data set.

- The summary reports the current value for GCPL ("current" corresponding to 2014, the most recent year's data set published by the IMLS).
- The summary indicates the number of libraries in the cohort reporting on the metric in question (n=). Make mental note whenever there are relatively few individuals in a cohort – less two or three dozen, certainly less two dozen. When a cohort is that small, there is diminished confidence in the resulting analysis.
- The summary identifies the lowest reported value within the cohort (Min) and the highest reported value (Max). The spread from maximum value to minimum value reveals how homogenous or varied the cohort is.
- The median value is reported (50th %ile), the upper quartile (75th %ile) as well as the value for the upper 10% of the cohort (90th %ile). This shows whether results are evenly distributed or concentrated in one end of the other of the data set.
- The library's percentile ranking on the metric in question against the cohort is reported, along with the library's percentile ranking against the cohort as to population served. This

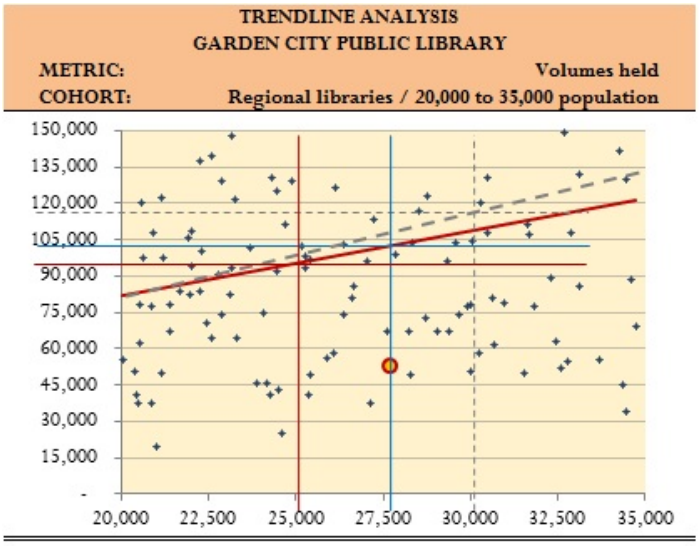


Data set summary	
GCPL	52,871
n=	122
Min	19,624
50th %	89,877
75th %	119,980
90th %	157,939
Max	457,553
% rank	16.50
% rank pop	57.80
Intercept	
	94,500

can be useful in the assessment of "gross" or overall measures of service (such as total circulation, total FTE staffing, total volumes held), insofar as gross measures of service tend to increase as population served increases. A library's percentile rank against a cohort in terms of population served can be a very rough indicator of what the library's percentile ranking on corresponding gross measures of service should be.

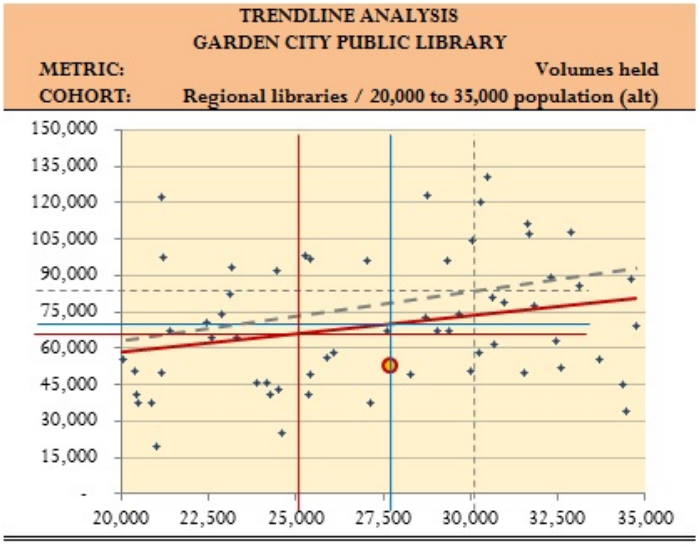
- Finally, the summary reports out the intercept point for the metric in question, *based on the library's year 2040 population*.

Volumes held



Data set summary	
GCPL	52,871
n=	122
Min	19,624
50th %	89,877
75th %	119,980
90th %	157,939
Max	457,553
% rank	16.50
% rank pop	57.80

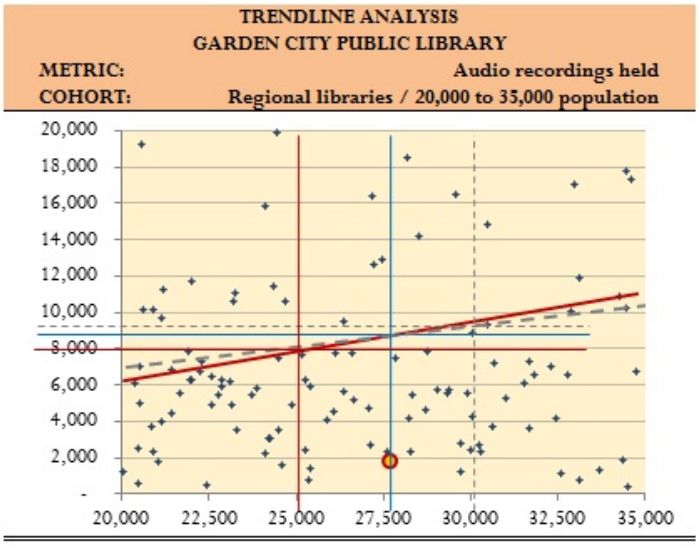
Intercept
94,500



Data set summary	
GCPL	52,871
n=	61
Min	19,624
50th %	67,201
75th %	89,096
90th %	107,531
Max	130,495
% rank	33.30
% rank pop	51.60

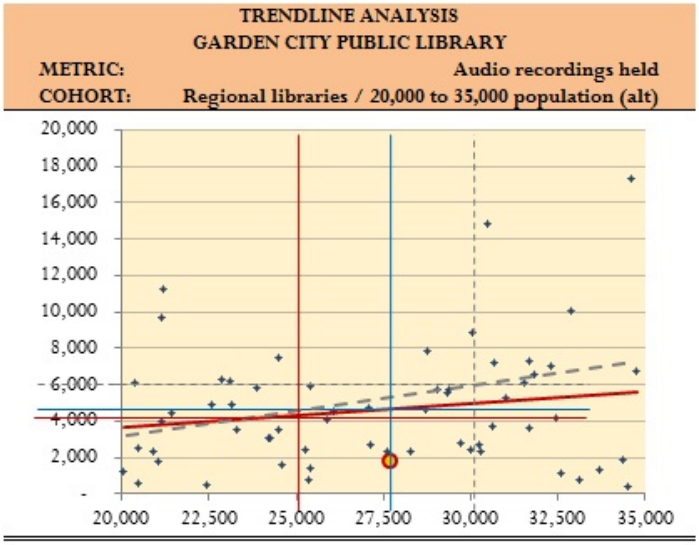
Intercept
66,500

Audio recordings held



Data set summary	
GCPL	1,821
n=	122
Min	395
50th %	6,179
75th %	10,230
90th %	17,701
Max	45,264
% rank	9.90
% rank pop	57.80

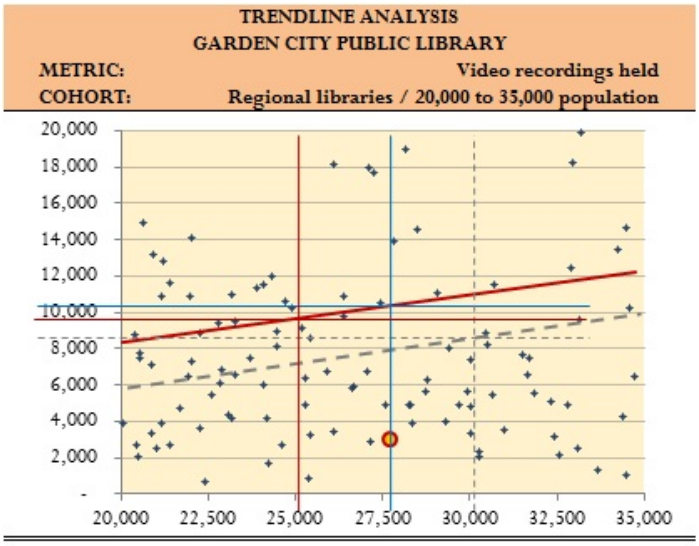
Intercept
8,000



Data set summary	
GCPL	1,821
n=	61
Min	395
50th %	4,087
75th %	6,151
90th %	7,856
Max	17,288
% rank	18.30
% rank pop	51.60

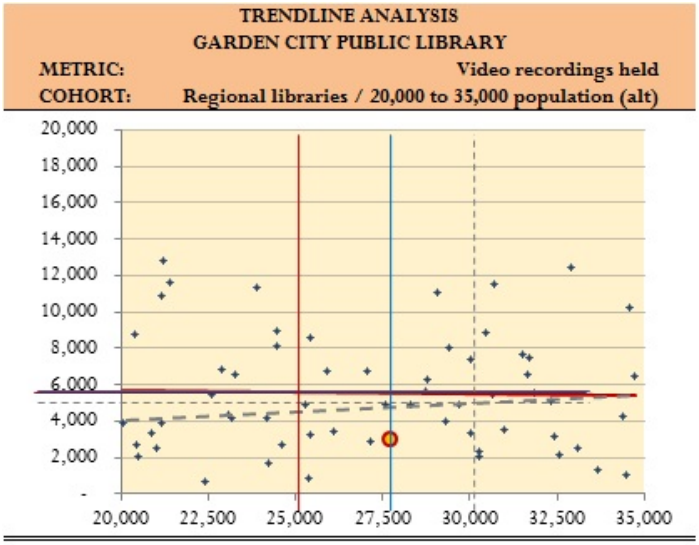
Intercept
4,150

Video recordings held



Data set summary	
GCPL	3,048
n=	122
Min	702
50th %	7,427
75th %	11,605
90th %	21,413
Max	55,599
% rank	12.30
% rank pop	57.80

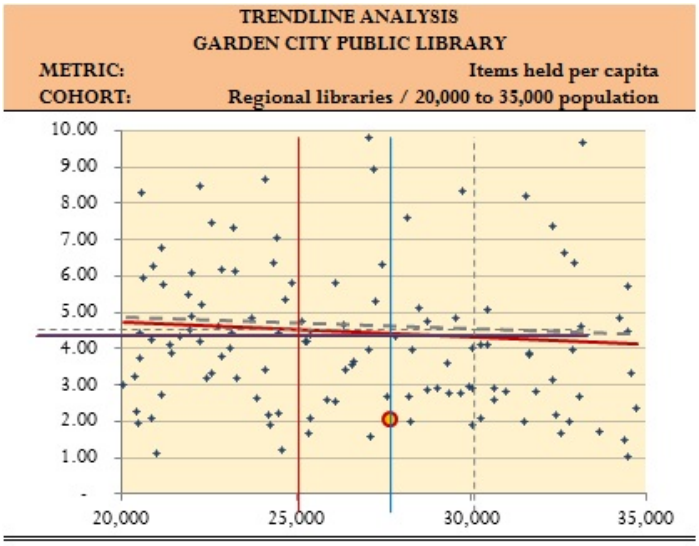
Intercept
9,600



Data set summary	
GCPL	3,048
n=	61
Min	702
50th %	4,930
75th %	7,492
90th %	10,891
Max	12,822
% rank	23.30
% rank pop	51.60

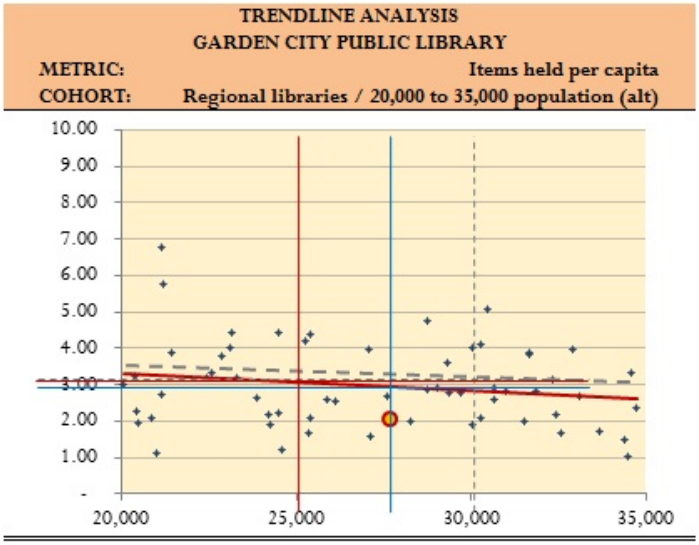
Intercept
5,600

Items held per capita



Data set summary	
GCPL	2.09
n=	122
Min	1.04
50th %	4.03
75th %	5.46
90th %	7.46
Max	16.24
% rank	12.30
% rank pop	57.80

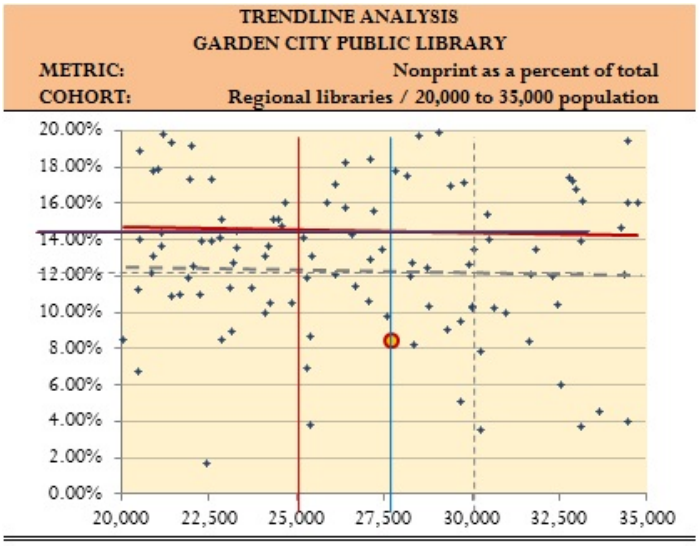
Intercept
4.40



Data set summary	
GCPL	2.09
n=	61
Min	1.04
50th %	2.77
75th %	3.84
90th %	4.39
Max	6.76
% rank	23.30
% rank pop	51.60

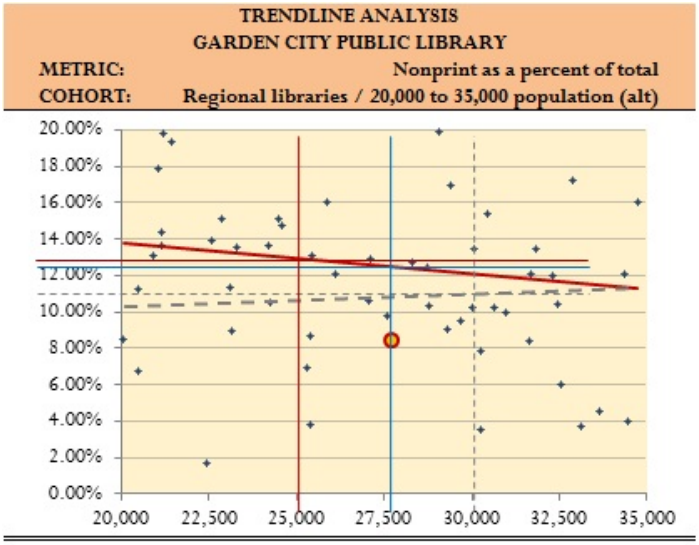
Intercept
3.10

Nonprint as a percent of total holdings



Data set summary	
GCPL	8.43%
n=	122
Min	1.68%
50th %	13.79%
75th %	17.39%
90th %	22.55%
Max	31.37%
% rank	9.90
% rank pop	57.80

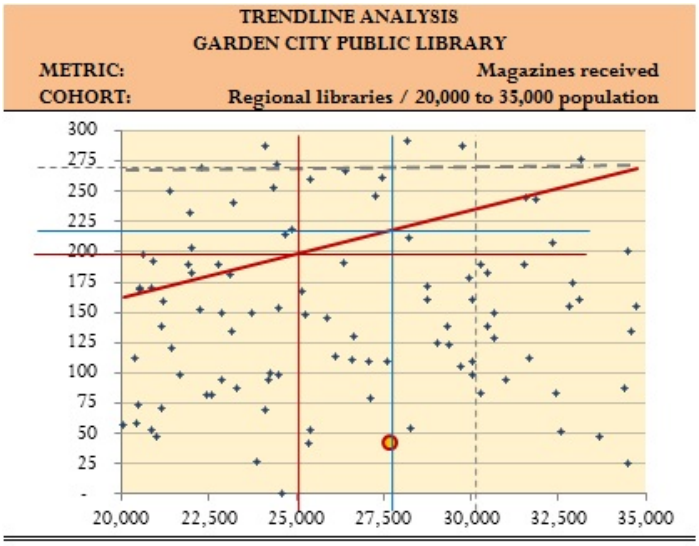
Intercept
14.45%



Data set summary	
GCPL	8.43%
n=	61
Min	1.68%
50th %	12.09%
75th %	15.14%
90th %	19.93%
Max	27.14%
% rank	16.60
% rank pop	51.60

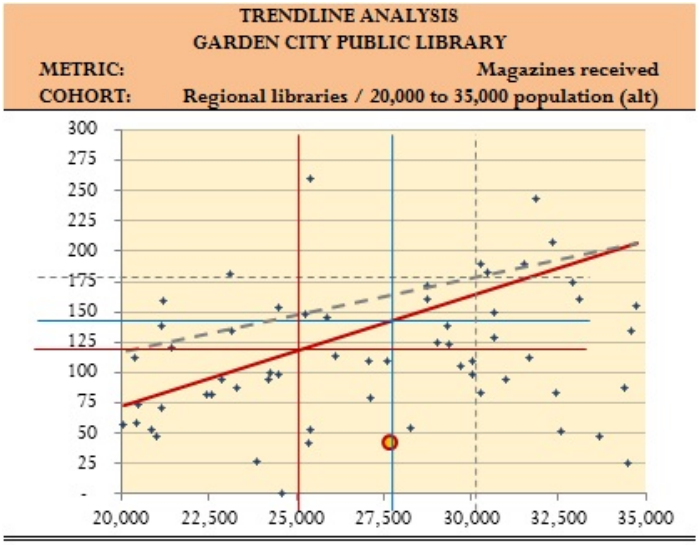
Intercept
12.85%

Magazines received



Data set summary	
GCPL	43
n=	122
Min	-
50th %	164
75th %	258
90th %	351
Max	1,748
% rank	3.30
% rank pop	57.80

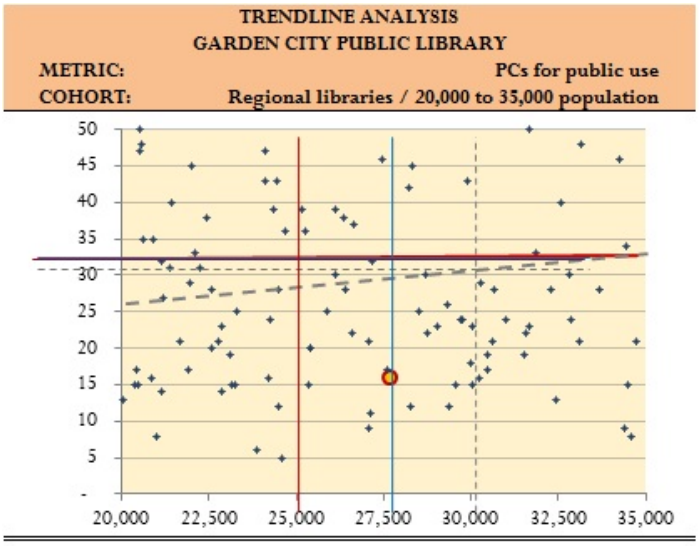
Intercept
198



Data set summary	
GCPL	43
n=	61
Min	-
50th %	110
75th %	150
90th %	182
Max	1,748
% rank	6.60
% rank pop	51.60

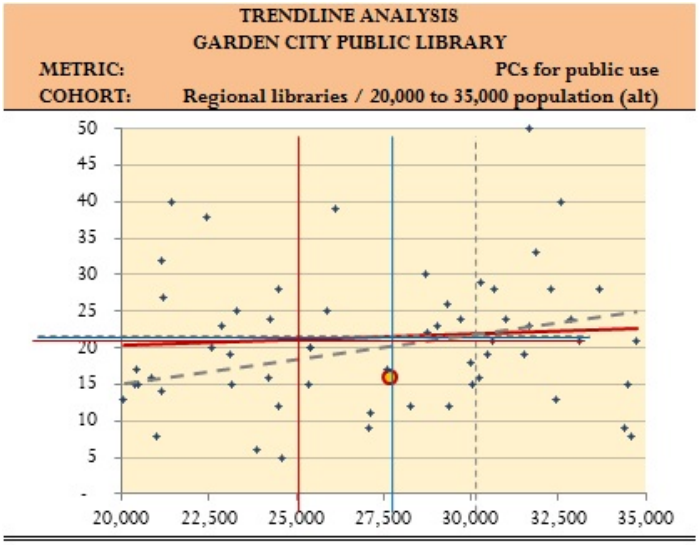
Intercept
120

Technology stations for public use



Data set summary	
GCPL	16
n=	122
Min	5
50th %	28
75th %	43
90th %	58
Max	173
% rank	18.10
% rank pop	57.80

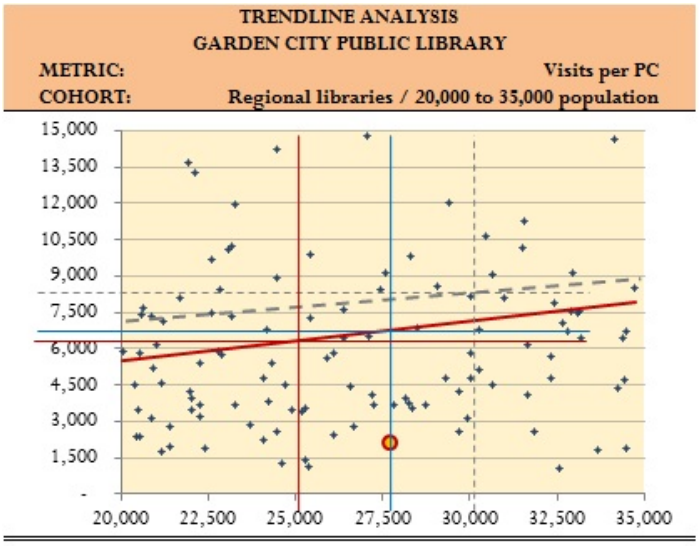
Intercept
32



Data set summary	
GCPL	16
n=	61
Min	5
50th %	20
75th %	26
90th %	33
Max	62
% rank	31.60
% rank pop	51.60

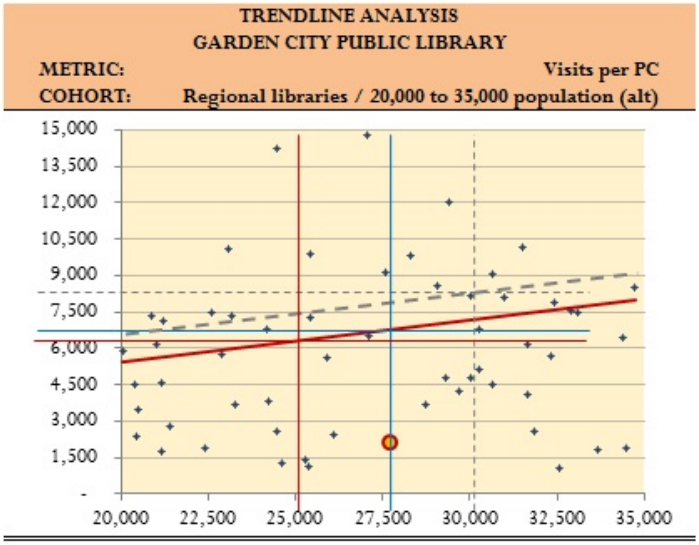
Intercept
21

Technology stations and annual visits to the library



Data set summary	
GCPL	2,151
n=	122
Min	1,069
50th %	5,846
75th %	8,145
90th %	12,050
Max	20,029
% rank	7.40
% rank pop	57.80

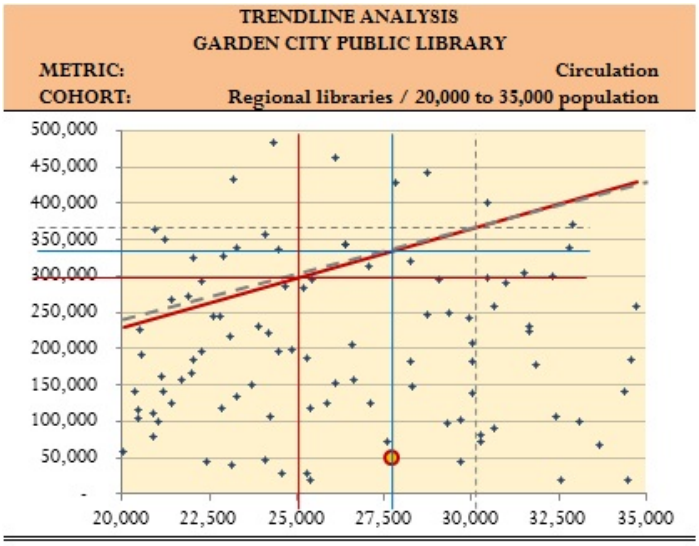
Intercept
6,300



Data set summary	
GCPL	2,151
n=	61
Min	1,069
50th %	6,167
75th %	8,155
90th %	12,060
Max	20,029
% rank	13.30
% rank pop	51.60

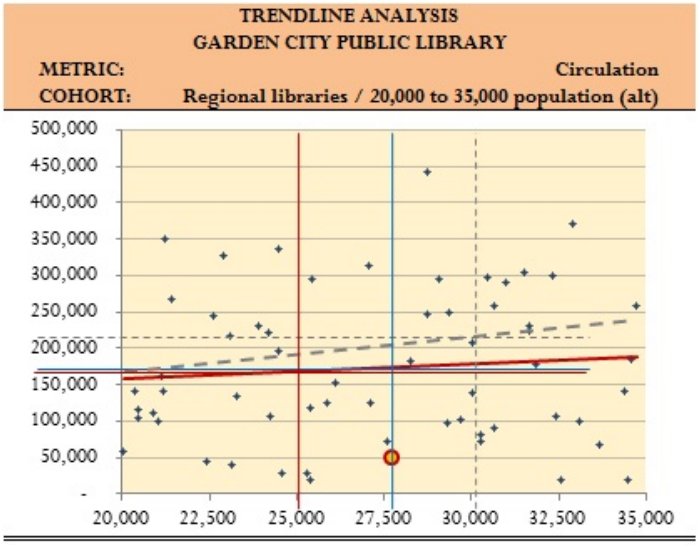
Intercept
6,300

Circulation



Intercept	
GCPL	49,410
n=	122
Min	19,151
50th %	237,610
75th %	369,819
90th %	657,657
Max	1,708,310
% rank	7.40
% rank pop	57.80

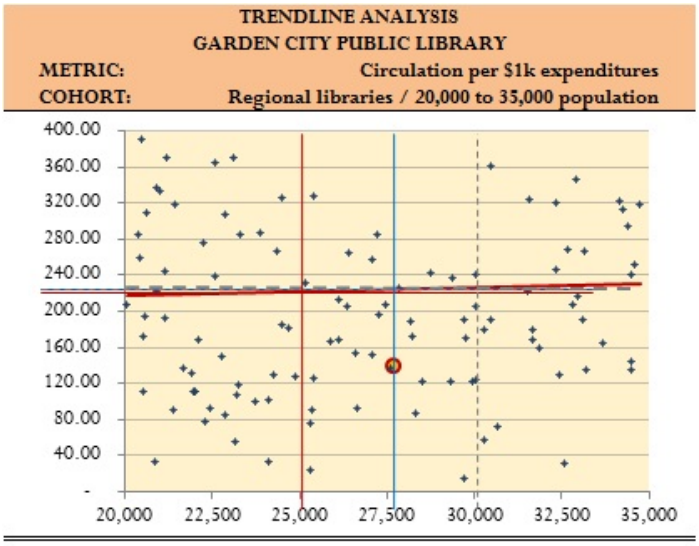
Intercept
295,000



Intercept	
GCPL	49,410
n=	61
Min	19,151
50th %	141,452
75th %	249,157
90th %	303,454
Max	443,265
% rank	11.60
% rank pop	51.60

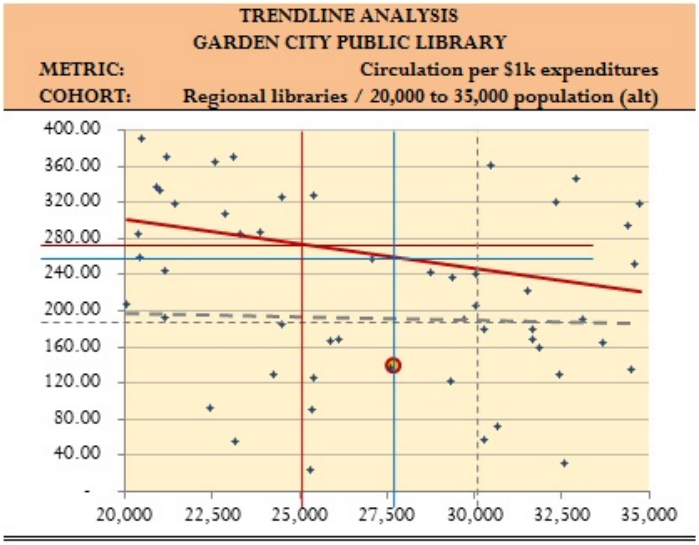
Intercept
167,000

Circulation per $1k expenditures



Data set summary	
GCPL	140.56
n=	122
Min	14.24
50th %	195.32
75th %	287.27
90th %	370.40
Max	1,023.89
% rank	30.50
% rank pop	57.80

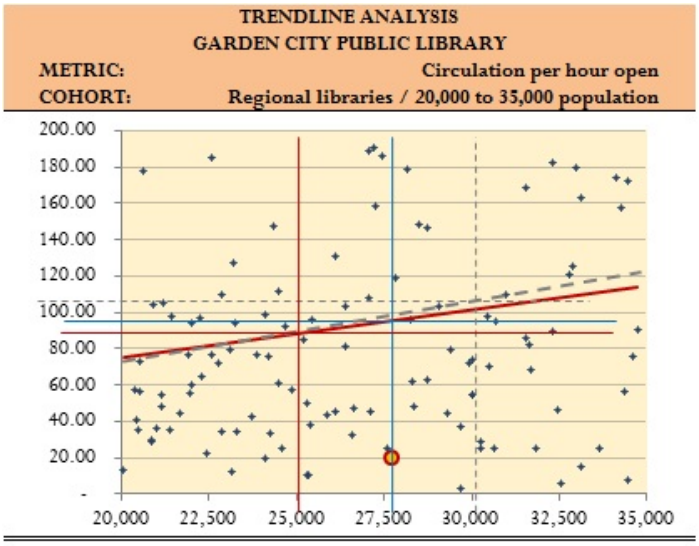
Intercept
221.00



Data set summary	
GCPL	140.56
n=	61
Min	24.67
50th %	242.97
75th %	333.46
90th %	430.53
Max	1,023.89
% rank	21.60
% rank pop	51.60

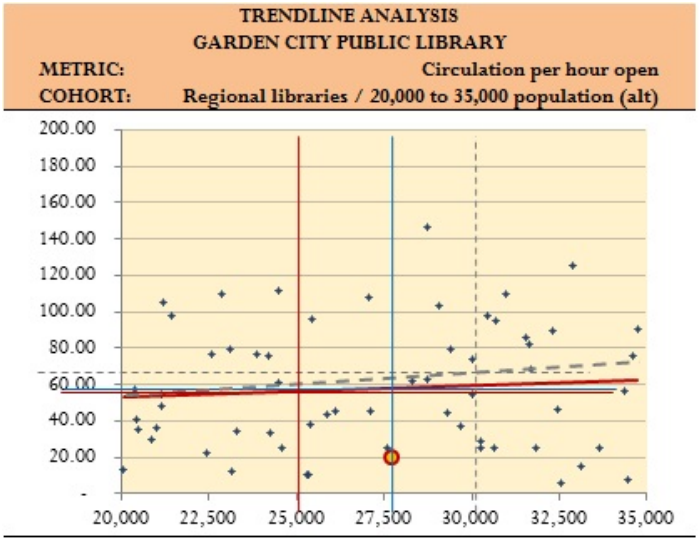
Intercept
274.00

Circulation per hour open



Data set summary	
GCPL	20.18
n=	122
Min	2.90
50th %	76.00
75th %	117.21
90th %	184.75
Max	383.24
% rank	7.40
% rank pop	57.80

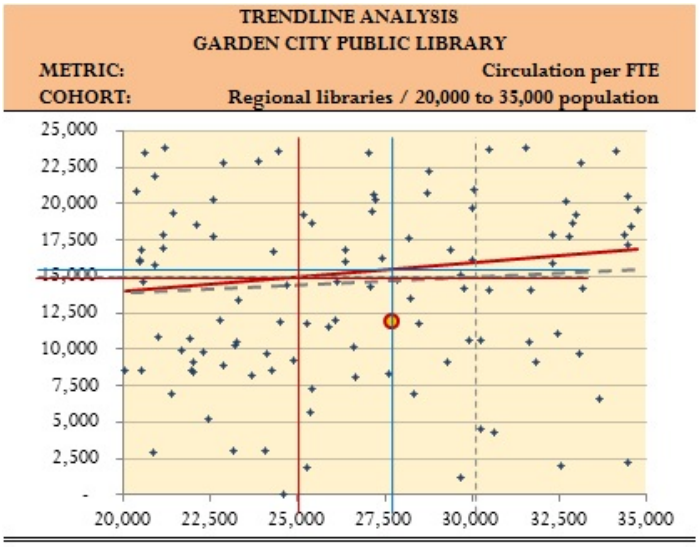
Intercept
88.00



Data set summary	
GCPL	20.18
n=	61
Min	5.83
50th %	54.30
75th %	82.49
90th %	105.10
Max	146.73
% rank	11.60
% rank pop	51.60

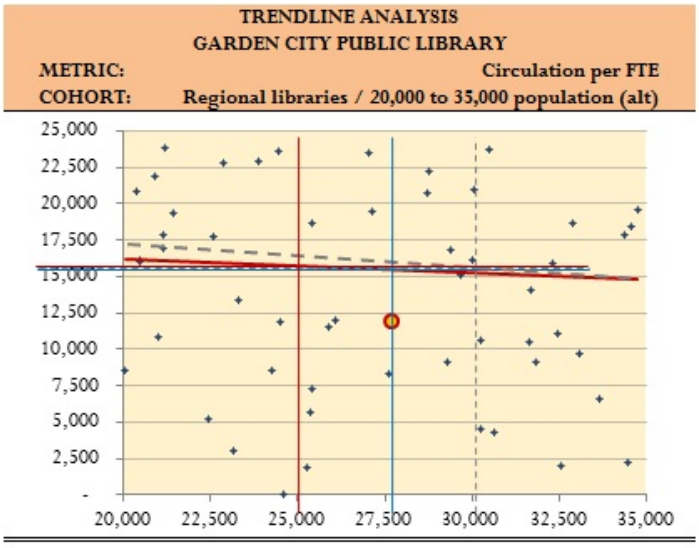
Intercept
56.00

Circulation per FTE staff



Data set summary	
GCPL	11,935
n=	121
Min	1,177
50th %	15,837
75th %	20,286
90th %	23,902
Max	33,464
% rank	37.50
% rank pop	57.80

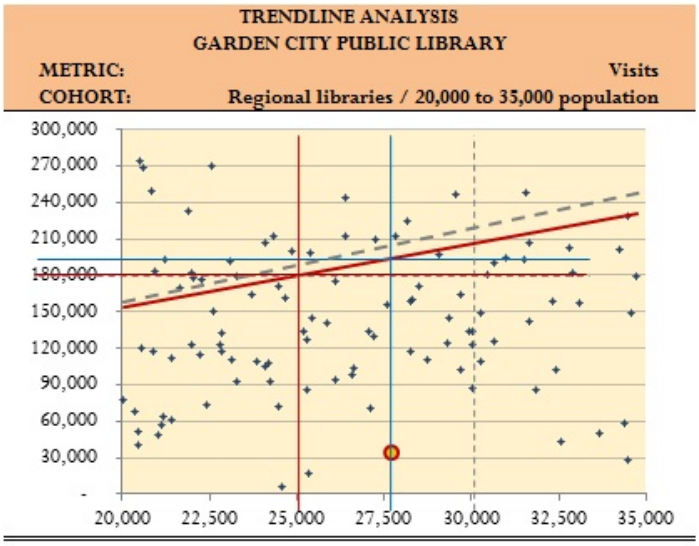
Intercept
15,000



Data set summary	
GCPL	11,935
n=	60
Min	1,848
50th %	16,108
75th %	21,229
90th %	25,314
Max	33,464
% rank	37.20
% rank pop	51.60

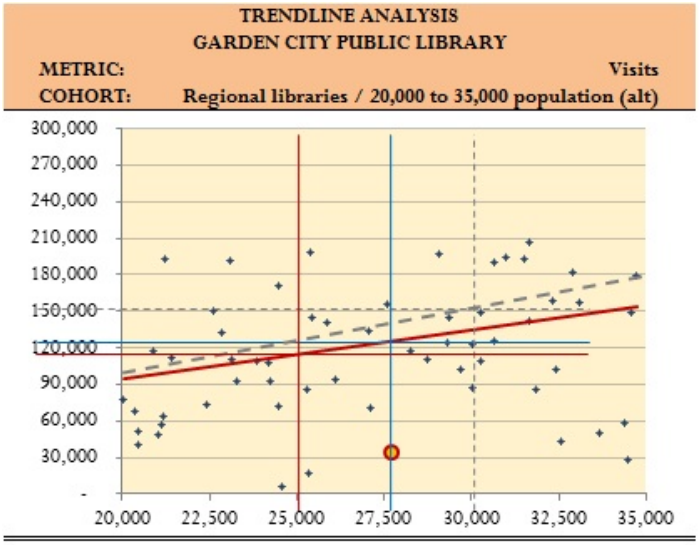
Intercept
15,750

Visits



Data set summary	
GCPL	34,417
n=	122
Min	6,500
50th %	157,908
75th %	209,060
90th %	371,351
Max	936,000
% rank	2.40
% rank pop	57.80

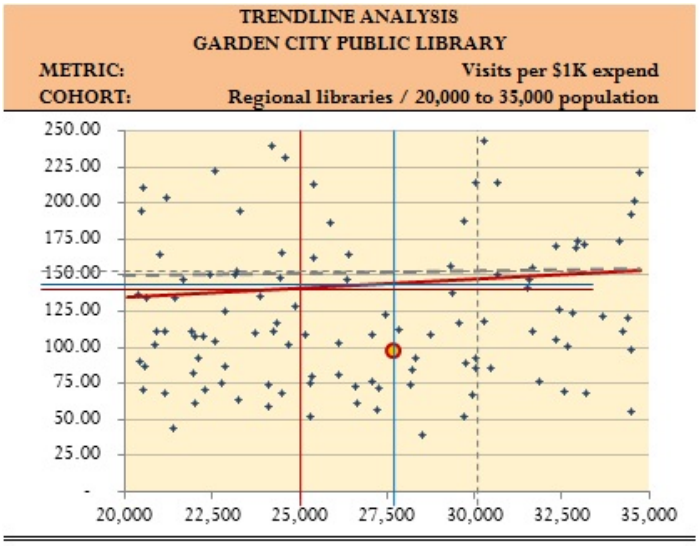
Intercept
181,000



Data set summary	
GCPL	34,417
n=	61
Min	6,500
50th %	112,506
75th %	155,398
90th %	192,966
Max	438,282
% rank	5.00
% rank pop	51.60

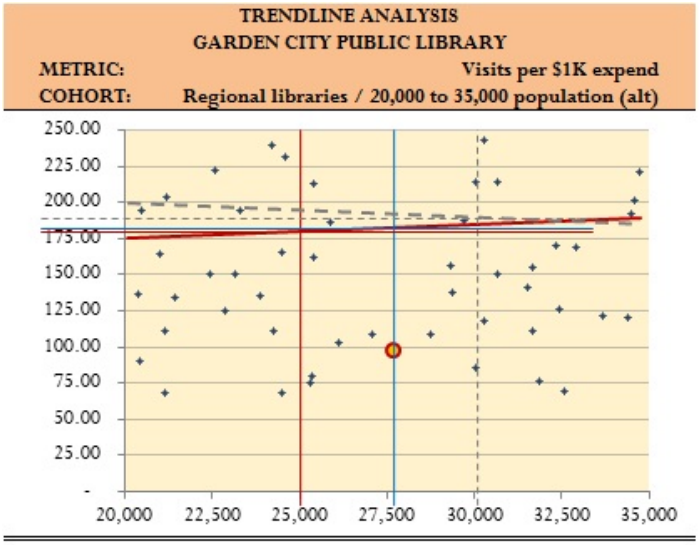
Intercept
115,000

Visits per $1k expenditures



Data set summary	
GCPL	97.91
n=	122
Min	39.43
50th %	118.04
75th %	171.39
90th %	242.43
Max	462.09
% rank	31.40
% rank pop	57.80

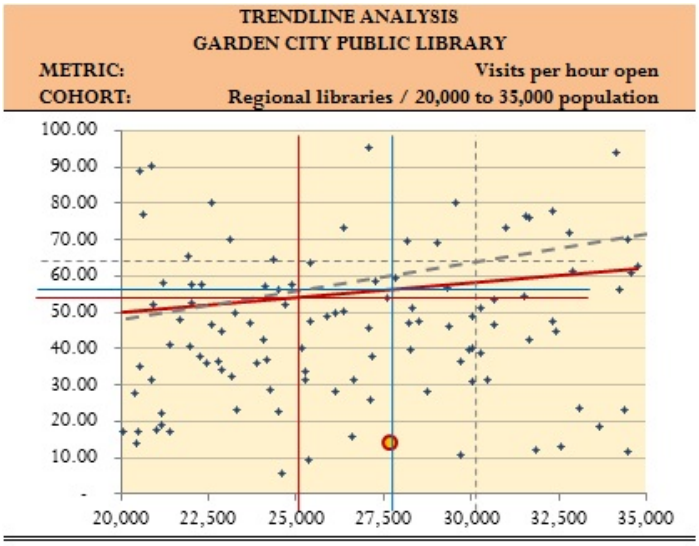
Intercept
140.75



Data set summary	
GCPL	97.91
n=	61
Min	68.25
50th %	162.00
75th %	221.27
90th %	300.80
Max	462.09
% rank	13.30
% rank pop	51.60

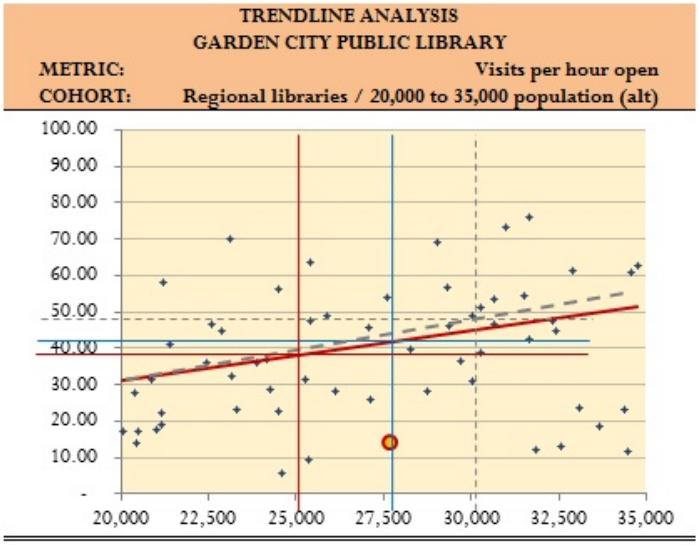
Intercept
180.00

Visits per hour open



Data set summary	
GCPL	14.06
n=	122
Min	5.68
50th %	47.93
75th %	68.16
90th %	101.80
Max	287.29
% rank	4.90
% rank pop	57.80

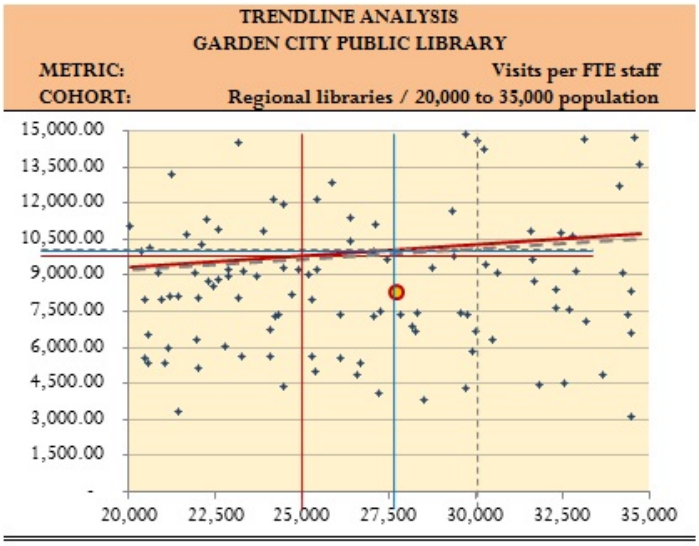
Intercept
54.00



Data set summary	
GCPL	14.06
n=	61
Min	5.68
50th %	38.78
75th %	53.73
90th %	63.51
Max	145.08
% rank	8.30
% rank pop	51.60

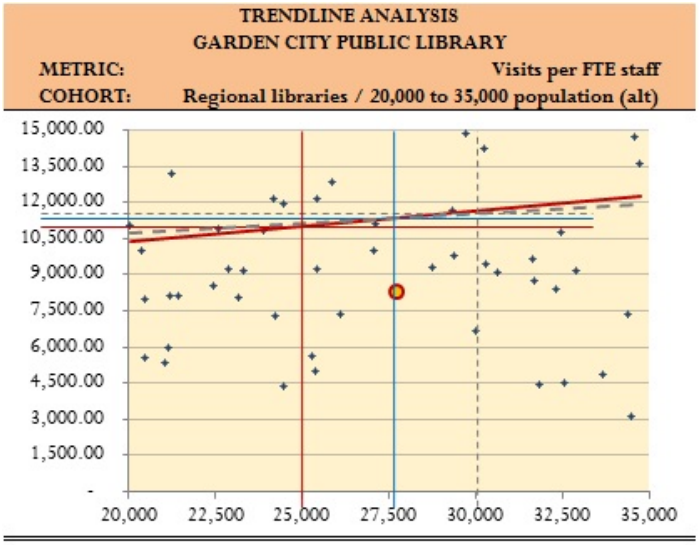
Intercept
38.00

Visits per FTE staff



Data set summary	
GCPL	8,313.29
n=	121
Min	3,129.96
50th %	8,950.22
75th %	11,317.26
90th %	16,370.00
Max	30,322.55
% rank	43.30
% rank pop	57.80

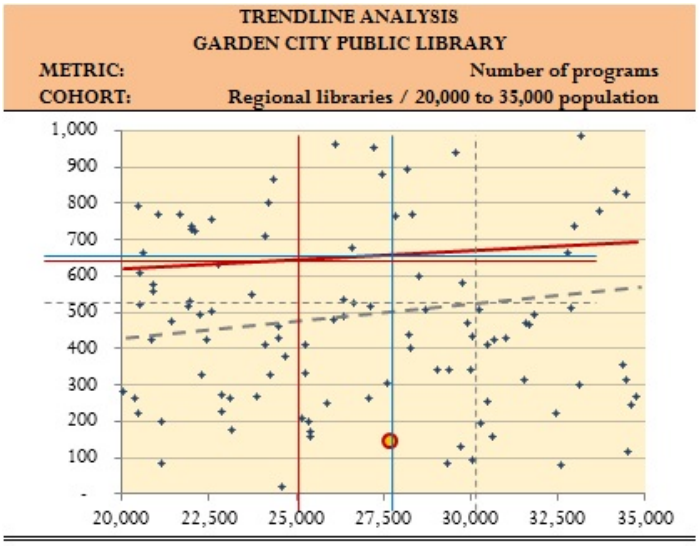
Intercept
9,800.00



Data set summary	
GCPL	8,313.29
n=	60
Min	3,129.96
50th %	9,737.47
75th %	13,760.36
90th %	19,229.62
Max	30,322.55
% rank	30.50
% rank pop	51.60

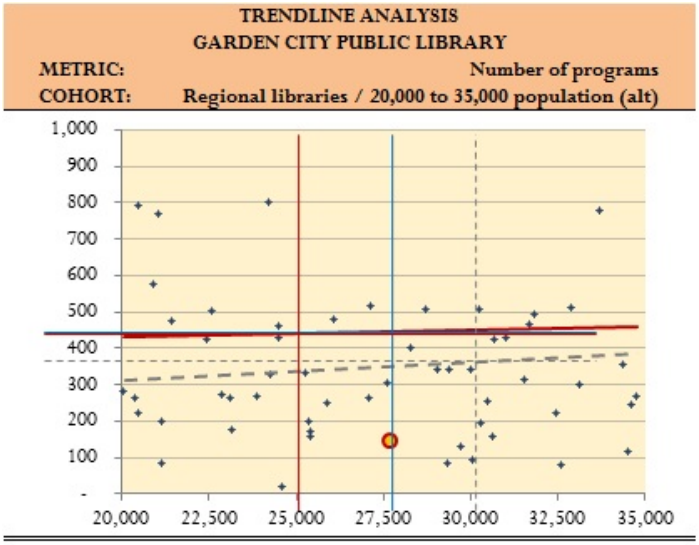
Intercept
11,000.00

Programs



Data set summary	
GCPL	146
n=	122
Min	22
50th %	499
75th %	778
90th %	1,286
Max	3,299
% rank	5.70
% rank pop	57.80

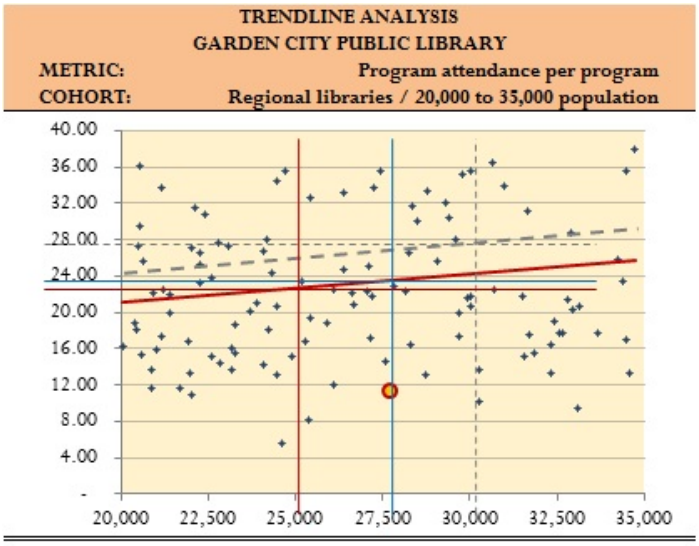
Intercept
640



Data set summary	
GCPL	146
n=	61
Min	22
50th %	329
75th %	493
90th %	792
Max	2,394
% rank	11.60
% rank pop	51.60

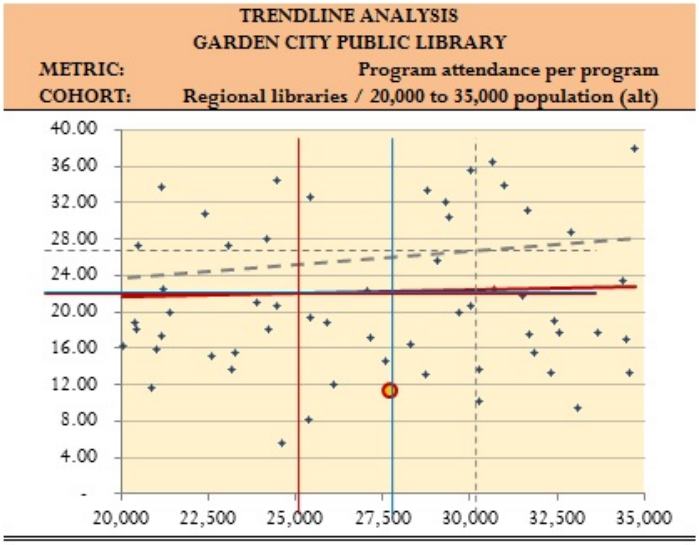
Intercept
436

Program attendance per program



Data set summary	
GCPL	11.42
n=	122
Min	5.68
50th %	21.82
75th %	28.54
90th %	35.56
Max	50.22
% rank	4.10
% rank pop	57.80

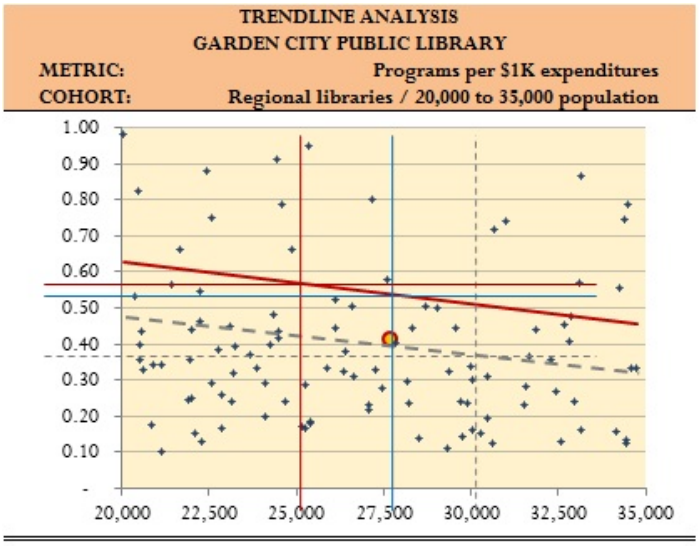
Intercept
22.75



Data set summary	
GCPL	11.42
n=	61
Min	5.68
50th %	19.37
75th %	28.69
90th %	34.45
Max	50.22
% rank	6.60
% rank pop	51.60

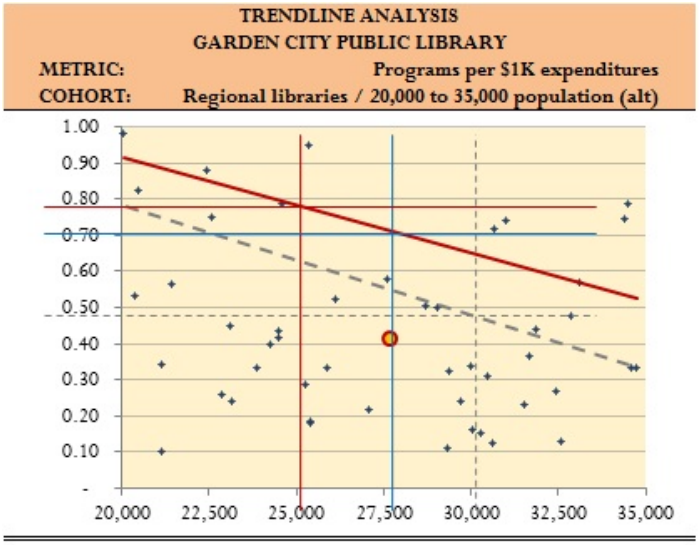
Intercept
22.00

Programs per $1,000 expenditures



Data set summary	
GCPL	0.42
n=	122
Min	0.10
50th %	0.37
75th %	0.58
90th %	1.18
Max	2.57
% rank	57.00
% rank pop	57.80

Intercept
0.57

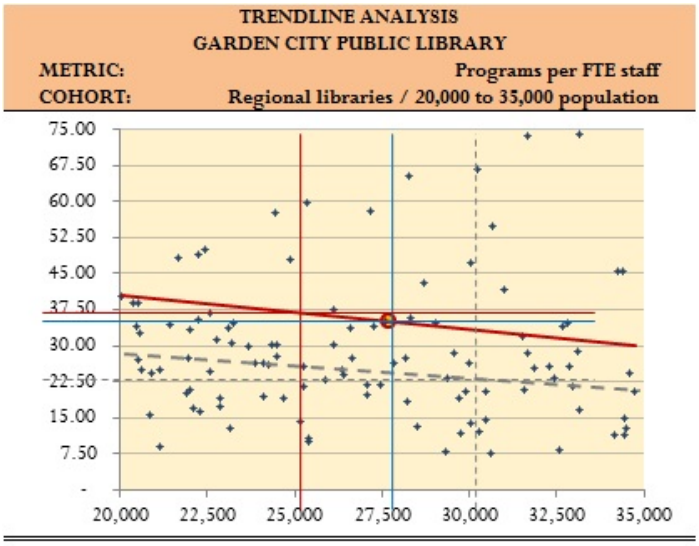


Data set summary	
GCPL	0.42
n=	61
Min	0.10
50th %	0.48
75th %	0.88
90th %	1.78
Max	2.57
% rank	43.30
% rank pop	51.60

Intercept
0.78

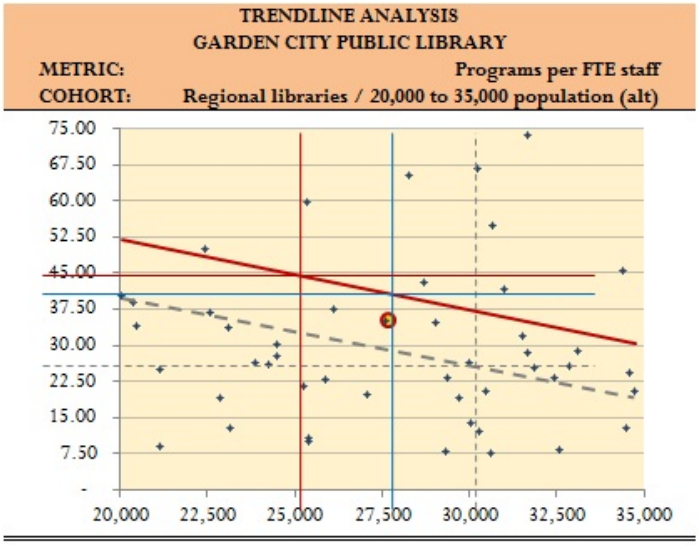
Programs per FTE staff

.



Data set summary	
GCPL	35.27
n=	121
Min	7.57
50th %	27.46
75th %	38.94
90th %	73.87
Max	120.12
% rank	70.00
% rank pop	57.80

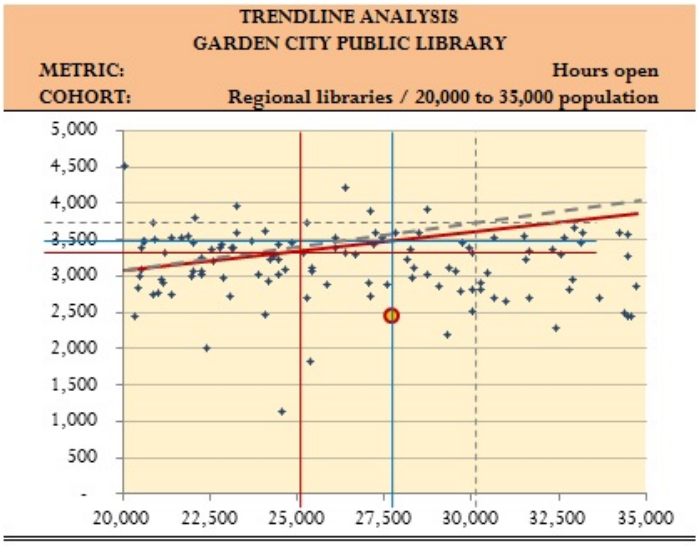
Intercept
37.00



Data set summary	
GCPL	35.27
n=	59
Min	7.57
50th %	30.04
75th %	52.53
90th %	87.11
Max	120.12
% rank	60.30
% rank pop	51.60

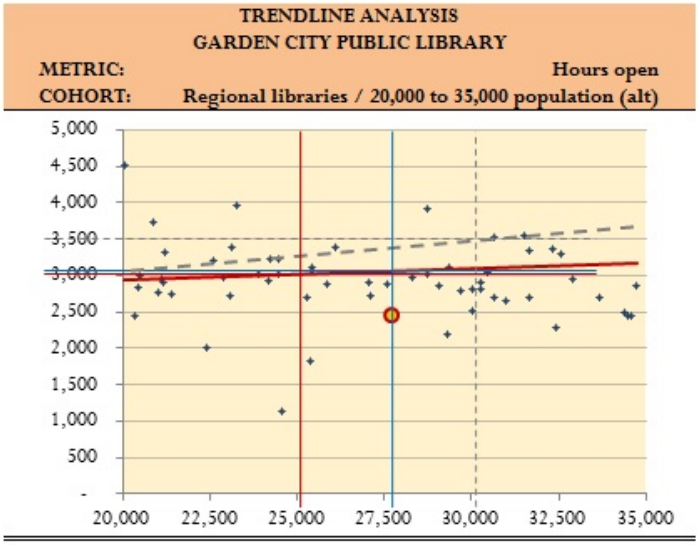
Intercept
44.50

Hours open



Data set summary	
GCPL	2,448
n=	122
Min	1,144
50th %	3,267
75th %	3,534
90th %	3,789
Max	15,444
% rank	5.70
% rank pop	57.80

Intercept
3,350

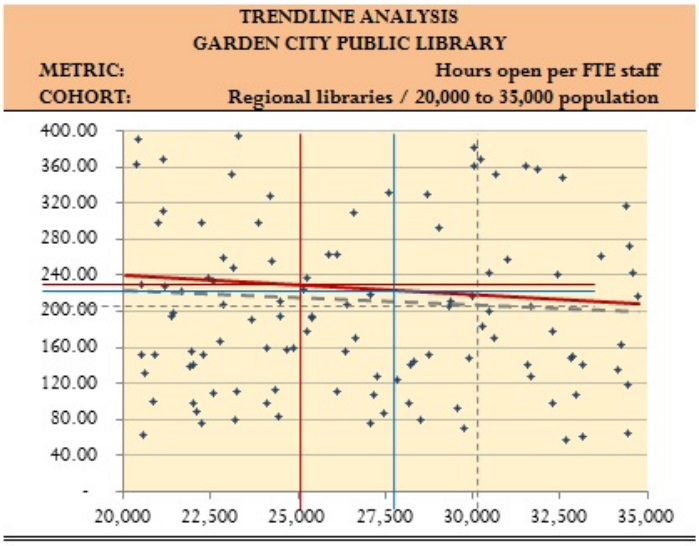


Data set summary	
GCPL	2,448
n=	61
Min	1,144
50th %	2,918
75th %	3,224
90th %	3,550
Max	6,968
% rank	11.60
% rank pop	51.60

Intercept
3,000

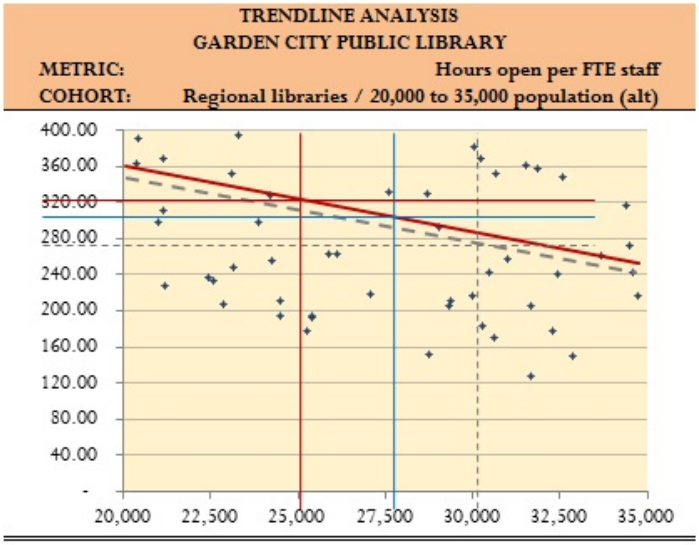
Hours open per FTE staff

.



Data set summary	
GCPL	591.30
n=	121
Min	57.09
50th %	197.76
75th %	298.91
90th %	381.46
Max	733.46
% rank	97.50
% rank pop	57.80

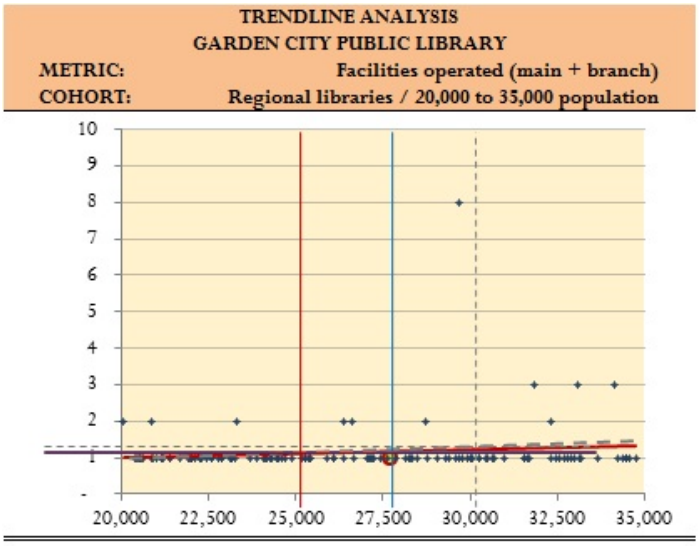
Intercept
230.00



Data set summary	
GCPL	591.30
n=	59
Min	126.89
50th %	263.45
75th %	361.65
90th %	464.65
Max	733.46
% rank	94.80
% rank pop	51.60

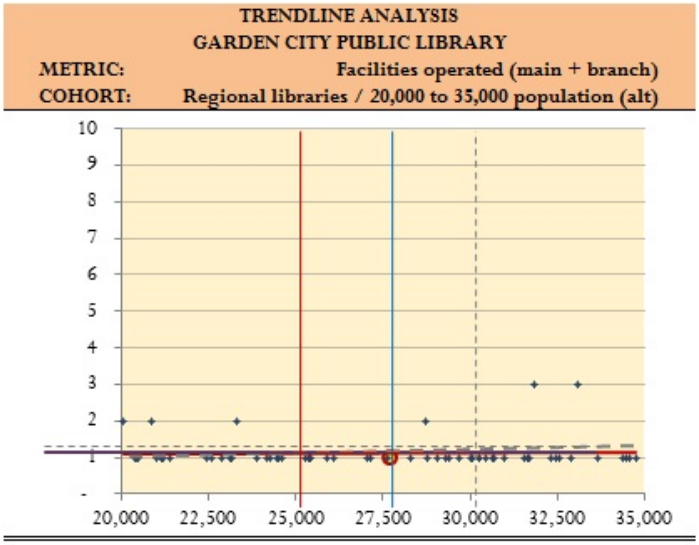
Intercept
325.00

Facilities operated



Data set summary	
GCPL	1
n=	122
Min	1
50th %	1
75th %	1
90th %	1
Max	8
% rank	-
% rank pop	57.80

Intercept
1



Data set summary	
GCPL	1
n=	61
Min	1
50th %	1
75th %	1
90th %	1
Max	3
% rank	-
% rank pop	51.60

Intercept
1