

LIBRARY SPACE NEEDS IN NORTH BRANFORD

Examined through the use of the LIBRARY SPACE PLANNING GUIDE

Robert V. Hull
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The "Library Space Planning Guide", from the Connecticut State Library, is designed to help libraries like ours get a rough idea of how much space they need for library service, projecting twenty years into the future. A full-fledged building program demands a more detailed look at the uses of library space, but this is a good beginning.

I used the "Library Space Planning Guide" back in 1991-92 to develop figures showing that we needed to add at least 2,000 square feet to both the Atwater and Smith Libraries to satisfy present and future needs. At our Sept. 3 meeting, there was some concern about whether the current plans produced by Scott Small and Peter MacPartland, calling for about 4,200 square feet to be added to Atwater, are sufficient. I have revisited this planning process, starting with a clean slate, to see where we stand.

There is one important difference between my space planning efforts now and five years ago. Then, I assumed Atwater and Smith to be two equal libraries, sharing the various space needs (other than administrative and technical services office space) about 50-50. Now, I have divided the space differently, with Atwater clearly the larger building.

The population of Northford is only a little less than that of North Branford. Therefore, if we add to Atwater and not Smith, we must plan on some of the Northford population using Atwater for some purposes in addition to Smith. This will be a whole separate subject in our planning process -- but in order to do basic space planning we need some idea of what the limited space at Smith will be used for. In each subject of this report, I've tried to do that.

SERVICE POPULATION

Current local population: 13,000

Projected local population, 20 years from now: 14,500

We don't know when our building project will start, so we don't know what the "now" is in "20 years from now". 14,500, I think, will be close enough for general planning purposes. North Branford has not been growing fast in recent years, and this slow growth will probably continue. The population was 11,600 when I came 20 years ago;

it grew by 1,000 in my first ten years and by only about 400 in the past ten years. 1,500 in the next 20 years is a generous figure.

The Library Space Planning Guide allows for increasing the estimated service population based on out-of-town patrons who use local libraries. The additional population for us would not be significant. In any event, there are many more of our residents served by other towns than there are residents of other towns served by us. This may be evened off somewhat as we improve our facilities, but the situation will not be dramatically changed as long as North Branford is surrounded by larger and/or wealthier towns. It is hard to make a case that we serve more more than North Branford's population.

COLLECTION SIZE

Here we get into a really tricky area. When we don't even know for certain what materials will be in our collections in 20 years, it's hard to predict how large those collections will be. I'm confident we'll still be purchasing and loaning books, but will our book collections grow as fast as they have in the past two decades? Videocassettes have been leading our circulation increases recently, but I'll bet any money that in 20 years we will not be circulating videos at all! Will we be loaning new types of physical items which take the place of videos, or will cyberspace totally take over the home movie market? What about magazines? Recorded music? We don't know for sure what our collection-development patterns will be.

All the above being said, here are the best estimates I can give about our collections:

BOOKS: Book collections will grow, but more slowly than in the past. Certain categories, such as reference books and current medical books, will be partly replaced by on-line information, with print-outs for specific needs. Smith library collections will be heavily weeded, with some volumes going to Atwater and some discarded.
BOOK COLLECTION SIZE: 60,000 volumes

PERIODICALS: Magazines will still be important, although their role will also be partly taken over by computer networks (the Internet or whatever takes its place). I project we will maintain the relatively large number of magazine subscriptions we have relative to other libraries, but that the number of subscriptions will not rise dramatically. The amount of back issues we keep will decrease, as computers fill that need.

PERIODICALS ON DISPLAY: 210 Subscriptions

BACK PERIODICAL TITLES IN STORAGE (average 5 years): 100 Subscriptions

VIDEOCASSETTES, MUSIC RECORDINGS, COMPUTER DISKS, etc.: We can expect much change in these formats, known in general as "audio-visuals", as some fade while new ones rise. I predict that there will still be physical formats for movies, music, and educational computer programs, and that we will loan them out. We will also provide electronic "materials" for patrons through computer networks.

AUDIO-VISUAL COLLECTION SIZE: 4,500 volumes

COLLECTION SPACE NEEDS:

Books:	60,000 volumes / 10 =	6,000 square feet
Periodicals:	210 subscriptions / 1.5 =	140 square feet
	100 back subs. x .5 x 5 =	250 square feet
Audio-Visual:	4,500 volumes / 15 =	<u>310 square feet</u>
TOTAL:		6,700 square feet

How should collection space be divided between Atwater and Smith? When Atwater is expanded, we should continue to have as many new books on display at Smith as at Atwater. I'll deal with the space needs for "new book" storage later in this report (new magazines are covered here). However, the collection stored on regular stacks at Atwater will of course grow faster than Smith. If there is no further change in the relative size of the two buildings, I predict that eventually two-thirds of our collections will be stored at Atwater.

Collection space needs, Atwater: 4,500 square feet
Collection space needs, Smith: 2,200 square feet

USER SEATING

In our libraries, we do not have a shortage in the number of seats for users. We do have problems with the location of seats, the type of chairs, and with the space allocated for them. We have plenty of seats in children's departments (especially Atwater's), but not enough of the right type in adult departments. Adult departments need more "lounge chair"-type seating. We have no study areas or study carrels. Some of the tables and chairs in adult departments are crowded in with shelves or other furniture.

USER SEATING SPACE NEEDS:

User seats at tables:

Atwater adult:	14	
Atwater children's:	20	
Smith adult:	8	
Smith children's:	<u>16</u>	
Subtotal:	58 x 25 =	1,450 square feet

Study carrels:

Atwater:	4	
Smith:	<u>2</u>	
Subtotal:	6 x 30 =	180 square feet

Lounge chairs:

Atwater:	6	
Smith:	<u>3</u>	
Subtotal:	9 x 35 =	<u>315</u> square feet

TOTAL: 1,945 square feet

User seating space needs, Atwater: 1,180 square feet

User seating space needs, Smith: 765 square feet

STAFF WORK STATIONS

A work station includes an area for processing books, a small office for a Librarian, etc.

Examples of current workstations are: my office (144 square feet); Atwater adult circulation desk/Librarian's "office"/book sorting truck (250 square feet); Smith adult office (65 square feet, not counting the circulation desk area). The Atwater adult desk with attachments would be considered two work stations, and my other two examples would be one work station. The Library Space Planning Guide allots more space to work stations than we use now -- and this is correct, since we don't have enough space for some of our staff. Right now, the staff who have enough room to work comfortably include the Director, the Assistant Director, the Technical Services Librarian, and (borderline) the Smith adult Librarian. The Smith Children's Librarian and Atwater Adult Librarian do not have enough room.

Note that in my plans, the Smith Children's Department has only one workstation, while other public departments have two. There is simply not nearly enough space in this department to have two workstations as defined in this report (150 square feet each), and the Smith building is not being expanded.

STAFF WORK STATION SPACE NEEDS:

Atwater:

Library Director:	1
Technical Services:	3
Adult Department:	2
Children's Department:	<u>2</u>
Subtotal:	8 x 150 (average size) = 1,200 square feet

Smith:

Adult Department:	2
Children's Department:	<u>1</u>
Subtotal:	3 x 150 = 450 square feet

Staff workstation space needs, Atwater: 1,200 square feet

Staff workstation space needs, Smith: 450 square feet

MEETING ROOMS

Neither library has any meeting room space now. Collection space and user seating areas do double duty as meeting and program space. In the expanded Atwater

Library, we have planned to include a meeting room with a capacity of 50 adults in "lecture hall" seating, or 20 adults at conference tables. I would also like to see a program area set aside in the children's department (not a separate room, but an open area for programs). Smith Library will continue to run small children's programs without the benefit of a special area. Story hours are a basic part of our service and should continue at both libraries.

MEETING ROOM SPACE NEEDS:

Atwater:

Meeting room: 50 people (lecture hall seating) x 10 = 500 square feet

Children's program area: 25 kids x 10 = 250 square feet

Smith: no meeting room or program area

Meeting room space needs, Atwater: 750 square feet

SPECIAL-USE SPACE

Special-use space is the space used by public computers, paperback racks, new book displays, staff lounge, photocopiers, etc. Small public libraries like ours, emphasizing new materials, browsing, and circulation, need a great deal of this type of space. The Library Space Planning Guide has a formula allowing 10% of all library space for special use, but we need more than that.

We need almost as much space for special use at Smith as at Atwater, even after Atwater is expanded. The added square footage at Atwater will be mainly used for book and back magazine stacks, offices, meeting room and program area, and storage. New book, video, and new magazine displays, paperback racks, copiers, and other special uses will take up much space at Smith, along with user seating.

In some areas (computer furnishings especially) we use less space than the Planning Guide calls for. The public Macintosh at the Atwater Library, for example, seems to have plenty of space now and only takes up about 36 square feet (guidelines call for 60 square feet). At Smith, the public computer and the ReQuest computer are both crammed into about 50 square feet. Catalog terminals, especially at Smith, are on compact furniture, taking up from 16 to 25 square feet. I have used my own estimates for this type of furniture -- greater than what we use now, but less than the guidelines.

The list of furnishings below just gives a rough idea of what we might use. There are many possible variables.

SPECIAL-USE SPACE NEEDS:

Pamphlet files (1 Atwater, 1 Smith): $2 \times 10 = 20$ square feet

Staff lounge:

Atwater, capacity four: $50 + (4 \times 25) = 150$ square feet

Smith, capacity two: $50 + (2 \times 25) = 100$ square feet

Paperback racks (4 Atwater, 3 Smith): $7 \times 35 = 245$ square feet
 Public access catalog terminals (3 Atwater, 3 Smith): $6 \times 30 = 180$ square feet
 Public access microcomputers (3 Atwater, 3 Smith): $6 \times 40 = 240$ square feet
 Photocopiers (1 Atwater, 1 Smith): $2 \times 30 = 60$ square feet
 Special book displays (7 Atwater, 5 Smith): $12 \times 20 = 240$ square feet
 Special A-V displays (2 Atwater, 2 Smith): $4 \times 30 = 120$ square feet
 3' locking cabinets (1 Atwater, 1 Smith): $2 \times 10 = 20$ square feet
 TOTAL: 1,375 square feet

Special-use space needs, Atwater: 750 square feet
 Special-use space needs, Smith: 625 square feet

NON-ASSIGNABLE SPACE

Non-assignable space is necessary space which is not available for library service. Examples are: furnace rooms, restrooms, stairwells, and cleaning supply closets. According to the Library Space Planning Guide, non-assignable space usually comprises between 20 and 30% of the square footage devoted to library service.

In our current buildings, Atwater has a greater percentage of this space than Smith. This should continue to be true. Most supplies storage will be at Atwater. Atwater will likely have five restrooms to Smith's two. More of Atwater's space will be devoted to stairwells, foyers, etc.

NON-ASSIGNABLE SPACE NEEDS

Atwater: 30% of 8,380 square feet = 2,514 square feet
 Smith: 20% of 4,040 square feet = 808 square feet

Non-assignable space needs, Atwater: 2,514 square feet
 Non-assignable space needs, Smith: 808 square feet

PUTTING IT ALL TOGETHER

<u>LIBRARY SPACE NEEDS:</u>	<u>Atwater Library</u>	<u>Smith Library</u>
Collection Space (Square feet):	4,500	2,200
User Seating Space:	1,180	765
Staff Work Station Space:	1,200	450
Meeting Room Space:	750	0
Special-Use Space:	750	625
Subtotal, Library Space:	8,380	4,040
Non-Assignable Space:	2,514	808
TOTAL SPACE:	10,894	4,848

<u>ACTUAL LIBRARY SPACE:</u>	<u>Atwater Library</u>	<u>Smith Library</u>
Current Space (Square feet):	6,648	4,708
Planned Atwater Addition:	c. <u>4,200</u>	<u> </u>
TOTAL SPACE:	10,848	4,708

According to this study, for a projected population of 14,500 we will need 15,742 square feet of library space. Adding about 4,200 square feet to Atwater essentially brings us to that goal. The Smith Library still falls 140 square feet short of the theoretically required space, but this is not enough to cause a serious problem.

As I said in the beginning of this report, six years ago I completed the same space planning survey, and came up with the result that we needed about 4,000 additional square feet. To come out so close this time is not a surprise -- even though I started out "clean" and did not rely on 1991-92 figures.

How much library space does the "average" town need? I have seen figures from architectural guides, state libraries, and other sources anywhere from .75 square feet per capita to 1.25 square feet or even more. For the town of North Branford, I am very comfortable with 15,700 square feet for 14,500 people.

We have much more work to do. I will very briefly identify two major areas: first, more detailed space planning; second, planning for the relationship of Atwater to Smith when Atwater is twice as large.

In conclusion, we are on the right track. With the Milano property, we can provide the library system North Branford needs.

Expansion and Renovation of the Atwater and Smith Libraries

Where Are We Headed?

The Town of North Branford is currently working with an architect to study the possibility of expanding and renovating the Atwater Memorial and Edward Smith Libraries. If it is feasible to build additions that will serve the town for at least 20 years, we will proceed with final building plans and seek grant funds to help support the cost.

How Did We Get Here?

On October 26, 2004, the Library Board, Town Council and Town Manager met to discuss our libraries' desperate need for growth. The Council directed the Manager and Board to study the libraries and come up with a specific plan. Board and Manager met over the next several months and produced the *Strategic Plan for the North Branford Library System*, which analyzed the libraries' strengths, weaknesses, and future needs. On June 20, 2005, the Council, Board and Manager met again. The Manager presented details about the need for expansion, and reasons why expanding our two libraries would be the best solution if it could be done. The Town Council approved the *Strategic Plan* and directed the Town Manager to hire an architect to conduct a facility study and, in the end, plan for a building project.

Why Two Libraries?

There are several reasons why the Town Council, Library Board, Town Manager, and library staff prefer improving North Branford's two libraries, rather than closing them and consolidating:

- The best location for a public library is in a town's residential and commercial center, near the people it serves and the stores, churches and other facilities they use. North Branford has two town centers, with two libraries in excellent service locations.
- Construction costs will be less to add on and renovate rather than to build a large new building. In addition, we can get more grant money for renovation than we can for new construction.
- Centralization of library service would not bring substantial savings in our annual budget. We can prove this by examining library budgets across the state.
- The majority of citizens prefer to keep their two libraries where they are. They just want the libraries to be bigger and better.

Do You Have Questions?

If you have questions, or would like a general update on our progress toward library expansion, please call either town library (Atwater 315-6020; Smith 484-0469) or email Library Director Robert Hull (rvhull76@yahoo.com). We will return your call or email with the information you request.

North Branford Library Expansion and Renovation

North Branford's public libraries need to grow. Our libraries do not have enough space for existing collections and services, and are woefully inadequate for the town's future needs. The buildings have not grown since 1967. Thousands of books and other items must be discarded each year (3,152 last year) to make room for new materials. Neither library has handicapped access to its children's department. Children's programs are hampered by lack of space. People who come to study, read, use computers, or tutor find no private, quiet areas in either library. Community groups meet after hours among the stacks because we have no meeting room

Library use continues to increase, even in the age of the Internet. The traditional service of loaning items from our collections has not slacked off. Twenty years ago, in fiscal year 1982-83, circulation at the Atwater and Smith Libraries was 79,404. In 1992-93, it was 108,581, and in 2002-03 it was 116,490. However, circulation is just one part of the story in a modern library.

Children's program attendance in 1982-83 was under 1,000. Last year, 7,431 children attended story hours and other programs. Twenty years ago, our cataloging department handled 2,390 new items – almost all of them books. Last year, with fewer staff hours, we added 4,088 new items, including DVDs, music, recorded books, and computer programs, in addition to books. Almost 2,000 people used our public computers in 2002-03. We answered over 4,500 reference questions and obtained 1,300 books from other libraries on special request.

The Library Board urgently requests improvements to the Atwater Library. We propose that the town build a 4,400-square-foot addition, and renovate the existing 6,800-square-foot building. The addition will provide space for adult and children's services, an elevator for handicapped access, a meeting room, and storage space. Renovation will include a brick facing and pitched roof on the 1967 addition. We estimate this project will cost about \$1.6 million.

The Library Board has done what it can to accomplish this goal. The Board contributed \$80,000 in Atwater trust funds toward purchasing the Reynolds/Beers property next to Atwater in 1997, and has made a capital budget request for expansion every year since then.

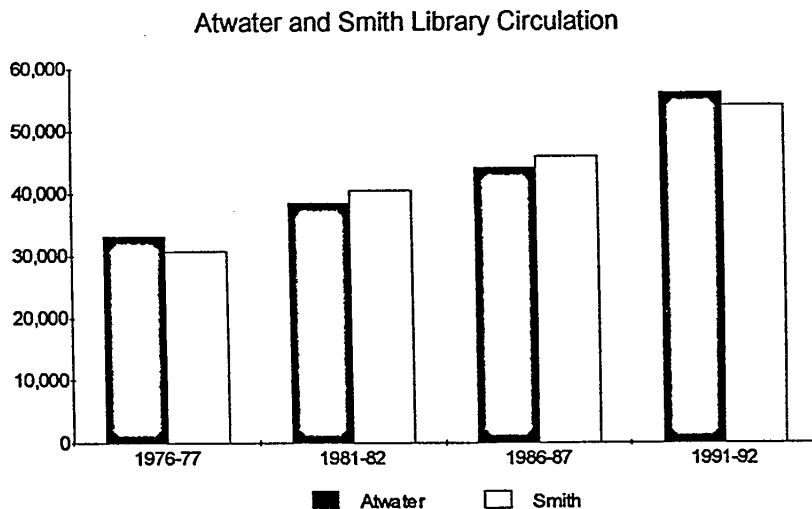
What about a central library? In 1976, the majority in a Board survey opposed centralization. Another survey in 1991 showed that people preferred keeping two libraries by a margin of over 2 to 1. We think that North Branford residents still prefer to keep the existing buildings in their excellent locations. We would save little money by centralizing. Reductions in staff and materials could cut at most 2 to 4% from our operating budget, if we kept service at the same level as today. At this rate, it would take 50 years to make up the added cost of building a new central library (\$1 million more than the proposed addition and renovation).

What about the Smith Library? The Smith Library will remain a vital component in the town's total public library service. We expect continued growth and improvement in services and collections. Atwater's expansion will benefit Smith by providing storage, and by allowing little used, but still valuable, items to be moved to Atwater. Thus, more public space could be created at Smith. Our plans for Smith include a handicapped access project, adding an elevator, which we are currently studying with an architect.

EXPANSION AND RENOVATION OF NORTH BRANFORD'S PUBLIC LIBRARIES

The North Branford Library Board believes the time has come to expand and improve our town's library buildings. Individuals and families use the Atwater and Smith Libraries more each year; at the same time, our population increases. New collections and services, some of them not even dreamed of 20 years ago, have been developed. New laws require access and service for the disabled, which our buildings cannot provide. The last time our libraries were expanded was 25 years ago. Now, we should make the changes needed to provide information, recreation, and education for the next 25 years.

The most important measure for library use is **circulation**: the number of materials borrowed. The graph below illustrates how circulation at Atwater and Smith has grown from a total of 63,842 in 1976-77 to 109,839 in 1991-92. During a time period when the town's population increased 13%, library borrowing grew by 72%. Increasing circulation is a good thing, but our buildings are no longer adequate for the task.



New collections and services also strain the capacity of our buildings. When additions to Atwater and Smith were built in 1967, videocassettes didn't even exist. Of course, no one predicted that we would one day circulate 12,000 per year. Other new or greatly expanded collections include: books on tape, large-print books, young adult collections, compact disks, popular magazines, parenting materials, and puzzles. Among our new services, two stand out for the demands they place on library buildings: a greatly expanded schedule of children's story hours and reading programs, and computers for public use.

The Americans with Disabilities Act impacts all local departments. The intent of this federal law is to make all public buildings and services fully available to every citizen, including the handicapped. It also mandates the right of employment to those with

disabilities. Our children's departments are not handicapped-accessible; in terms of both employment and public service, this violates the A.D.A. While elevators, lifts, or ramps could be built into our current facilities, this would be very expensive and would eat up precious space. The most cost-effective solution is to have compliance with A.D.A. coincide with building additions.

Is adding on to the present Atwater and Smith buildings the best solution for library space needs? Apparently, North Branford residents think so. In 1991, the Library Board mailed a survey to every household in town, and received about 400 answers. One of the key questions on the survey was answered as follows:

If North Branford were to expand its library facilities in some way, which of the following options would you prefer?

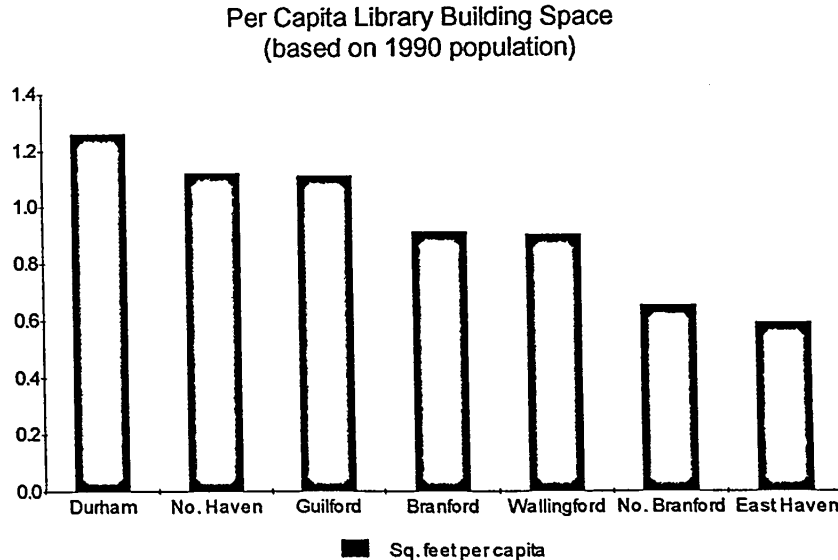
179--Renovate and expand the two present buildings at their current sites.

101--Build a new and larger library, centrally located, and close the Atwater and Smith buildings.

62--Expand the library, or build a new one, at one end of town, and keep the other library open as a branch.

44--No answer, or rejected all of the above, or made a different suggestion.

How does the size of North Branford's buildings compare with other towns? The graph below shows that, compared with surrounding towns, we are short on space. In fact, even with the proposed additions (2,000 square feet per library), we would fall in the middle of the size range with slightly less than one square foot per capita.



The Library Board asks that the Town Manager and Town Council support expansion and improvement of North Branford's public libraries, by funding an architect's feasibility study, and by including library additions in the Capital Improvements Plan. We recognize that budget funds are scarce in hard economic times. But every penny spent on this project will enhance direct public service for all of North Branford's citizens.

PROBLEM STATEMENT

Current facilities are too small to meet the growing needs of residents, deliver the core services expected from and envisioned for the Library System, and the role of the Library as a center for the community.

WHY DOES NORTH BRANFORD NEED MORE LIBRARY SPACE?

- Room does not exist for growth in the Library collection. The net size of the collection will shrink in current fiscal year.
- Current space does not allow the Libraries to keep pace with technology and offer computers to meet the increased utilization by residents.
- Programming space is severely limited and insufficient to keep pace with growing community interest in programs.
- Existing space does not allow for quiet study areas to accommodate the Library's role to support education with space for tutoring and home schoolers.
- Space does not exist for meeting rooms for various community groups/programs.
- Handicapped accessibility problems are present in both existing buildings
- Available parking needs to expand to accommodate increased patronage.

DRAFT SPACE ALLOCATION

Collection	8,200 sq. ft.
Periodicals	170 sq. ft.
Non-Print	1,000 sq. ft.
Reader Seating	2,200 sq. ft.
Computer Stations	1,000 sq. ft.
Staff Offices	1,950 sq. ft.
Meeting Room (1)	1,600 sq. ft.
Meeting Room (2)	800 sq. ft.
Special Use Space	2,000 sq. ft.
Non-Assignable	5,500 sq. ft.
TOTAL GROSS SPACE	24,420 sq. ft.
 less: Current Space	 (11,356) sq. ft.
 TOTAL NET SPACE	 13,064 sq. ft.

DRAFT CONSTRUCTION BUDGET FOR EXISTING LIBRARIES

TOTAL NET SPACE	13,500 sq. ft.	FUNDING SOURCES	
Cost per Square Foot	\$175	Small Cities CDBG	\$1,260,000
Construction Estimate	\$2,362,500	Library Grant	\$760,000
Assume	\$2,375,000	Atwater Trust	\$200,000
Renovation Costs	\$750,000	UI Energy Assistance	\$15,000
Land acquisition*	\$15,000	<i>subtotal</i>	<u>\$2,235,000</u>
Paving/Site Work	\$325,000		
Architect	\$310,000	Local Bonding	\$2,165,000
Contingency	\$225,000	Assume	\$2,200,000
Bonding costs	\$50,000		
FF&E	\$350,000		
Funds Needed	\$4,400,000		

DRAFT CONSTRUCTION BUDGET FOR ONE CENTRAL LIBRARY

TOTAL NET SPACE	24,420 sq. ft.	FUNDING SOURCES	
Cost per Square Foot	\$175	Small Cities CDBG	\$0
Construction Estimate	\$4,273,500	Library Grant	\$500,000
Assume	\$4,300,000	Atwater Trust	\$200,000
Land acquisition	\$0	UI Energy Assistance	\$0
Paving/Site Work	\$300,000	<i>subtotal</i>	<u>\$700,000</u>
Architect	\$450,000		
Contingency	\$200,000	Local Bonding	\$5,030,000
Bonding costs	\$50,000	Assume	\$5,100,000
FF&E	\$350,000		
Repay Atwater Trust	\$80,000		
Funds Needed	\$5,730,000		

Stove
for cooking
craft stove

Public Service Departments

The Atwater Library and the Smith Library should each have a children's department and an adult department, physically separated from each other, probably on different levels of the building as they are now. Most likely, ceiling heights will dictate that children's rooms remain on the lower level. Children should have full-service circulation/information desks, which will be staffed almost all the time. For those times when the children's desk is not covered, the adult desk should be easily reached from the children's department (i.e., centrally located, convenient to stairs and elevators or ramps, with clear directions from the children's area). We see no need for a separate reference desk in any department; this function can be handled in a small library from a unified circulation/reference area.

Children's Departments

Children's departments at the Atwater and Smith Libraries have some needs that are quite different. However, several of the most important weaknesses of our current buildings are shared by both. The following are the most important improvements desired by both:

- **Handicapped access:** Neither children's room is accessible by anyone who cannot climb stairs. Lack of handicapped access for the lower level is our libraries' greatest need.
- **A second exit:** Smith has only one exit from the children's room. Atwater is not a lot better, with a confusing alternate exit taking patrons past the furnace room and either out a bilco door or up an internal stairway. Second exits are mandatory, given our heavily-attended programs.
- **More space:** This is a stronger need at Smith, but the Atwater children's area needs to grow, too.
- **Natural light and fresh air:** Children's departments need more and larger windows, at least some of which should open. This will be a challenge for basement rooms, but it can be done. Besides increasing window area, it may be possible to bring natural light in from the upper levels of the buildings.
- **Dedicated space for programs:** This space, integrated into the department itself, should be in addition to the separate meeting rooms desired for both libraries. It would be a great plus if this space were flexible enough to be somewhat closed off for programs.
- **Rest rooms:** Parents and children should have rest rooms on the same level as the children's department, with changing tables. Ideally, these will be convenient to the program area.

See *Shelving Arrangement* for comments about display shelving and book stacks. See *Program Spaces and Meeting Rooms* for comments about a program area within the children's department.

Smith Children's Department

It is hard to imagine how we could do more with a room as small as we have for the current Smith children's department. Each square foot serves two or three purposes. In spite of our efforts, service is limited in the end by the space available.

With an addition, we should put comfortable seating in the picture book/beginning reader area to create a place for children and parents to sit and read. In other parts of the department, there should be more tables for studying, crafts, playing games, etc. Circulation of DVD's and other A-V materials will improve with a roomy location for these

materials. Space should be created for educational toys, instead of having to wedge them in among the books. We need more computers for children and parents. Comfortable seating around the collection of books for older children (J Fiction area), along with a computer or two, will encourage older kids to take time and enjoy selecting materials.

Atwater Children's Department

Atwater has many of the same needs as Smith, but is not currently as constrained by size. Of all our departments, Atwater children's comes the closest to having an adequate number of square feet. Even so, this department needs more comfortable chairs, dedicated space for programs, and a special area for older children with its own chairs, tables and computers. Moving the adult DVD/video collection up to the adult department will free up more space for children's A-V.

Adult Departments

The Atwater and Smith adult departments are about the same size, with many of the same needs. The following are goals that our adult departments share:

- **More space for general collections:** Collections of popular books and other materials will be a major focus of our adult departments for years to come. We have had a solid materials budget for a long time; even with stringent weeding we have run out of space.
- **Quiet study areas:** As we plan adult department interiors, we need to give special consideration to these activities: sitting and reading; studying and research (in books and on line); tutoring; relaxation/escape; and quiet conversation. Strategically placed chairs and tables, possibly along with a special reading area or reading room, can accomodate all of the above.
- **Dedicated senior high / young adult area:** Collections and services for grades 8/9 and up ought to have their own area, separate from but not too far from circulation, with shelving, chairs, and one or two computers.
- **Space for video and audio:** Storage and display shelving needs space around it for browsing patrons. Atwater adult DVD's and videos should be moved from children's to the adult department. Movies, audio books, and music CD's do not need to be shelved in the same area, but they all need more display space.
- **More public computers:** Patrons use computers more and more, for Internet access, catalog searches, word processing, games, and more. We need to increase the total number of workstations, and make sure one or two are placed in the senior high area.

Smith Adult Department

The main entry door into the Smith adult department should be a double door with an entry way to protect the library from the weather. The reference collection, currently squeezed between new book displays and the general stacks, could be weeded (reducing the number of volumes) and made part of a quiet reading and study area.

One nice feature of this department that we would like to preserve – and incorporate into other departments as much as possible – is the light and airy fiction room. This area can certainly be improved, but its combination of displays, a variety of seating, tables, and stacks can be made to work very well.

Atwater Adult Department

It is a shame that the main room of Atwater's adult department does not have more natural light and outside views. With an addition, perhaps we could have less of the wall space covered by stacks and more windows, art work, and displays. Atwater is surrounded by historic homes, and with better landscaping it could be a very attractive spot.

The reference room, which is part of the original Atwater Library, is the nicest space in the adult department. Libraries in general are finding their reference rooms used less for classic reference and research and more for reading, studying, computer work, etc. We would like to see the entire original Atwater first floor opened up to the public and restored as close as possible to its original appearance. This historic space could combine reading room, reference collection, and North Branford history and genealogy.

Shelving, Displays, and Collection Location

We have always tried to reserve a good amount of space near the circulation area for face-out display of new books, magazines, and other materials. This type of display shelving, whether in separate areas or integrated into regular book stacks, should be a dominant feature of our expanded and renovated libraries. The entire library, even stacks, will be more attractive and interesting for patrons if we emphasize displays and browsing. Particularly in nonfiction books (currently declining in circulation), if we expect patrons to find the value contained in these materials we need to display them in ways that are at once logical, attention-getting, and easy to use. Places for display include the following:

- dedicated new materials sections in all departments;
- adaptable wall displays using slatwall or similar techniques;
- end panels of stacks;
- sections (within regular stacks) of face-out or diagonal shelving;
- on top of low shelves, especially in children's rooms.

We should display new materials differently for children and adults. In adult departments, most new items should be displayed in one large area convenient to the circulation desk and the entry door. Smaller displays of new movies, audiobooks and music may be located prominently near those special collections.

Children's departments, on the other hand, are divided into several different sections based on the age of their patrons. Each children's collection should have its own new display area: picture books, beginning readers and magazines for young children; new materials for grade school children; new fiction and graphic novels for pre-teens. As in the adult department, new A-V items may have their own displays. Each area should have seating and space for browsing. Whatever the age, each child and parent should feel comfortable in a place with a suitable collection and yet free to move from one section to another. To serve families best, sections of the children's departments should be distinct but unified, visible, and accessible.

Public Computers

We currently have ten public computers: three in each adult department and two in each children's room. All these work stations are cramped for space. We should aim for more space for each computer and at least one more wired workstation for each department. However, most of the growth in public computer use will come with wireless access: laptops and desktops used in various areas of the library (easy chairs, tables, etc.). Here are some changes we would like to see:

- Provision for wireless access, possibly with library laptops that can be signed out;

- Computers in special areas such as the adult department senior high section;
- Use of networked printers
- Computers set up and reserved mainly for use as "card catalogs" (this requires a sufficient number of computers).

Program Spaces and Meeting Rooms

Neither library has a meeting room now, or any other space that can be used by the public away from busy service areas. Programs for children and adults are conducted among the bookshelves and tables. Meetings of community groups have to be held after the library closes.

More and better space for programs is needed within the children's departments, especially at Smith. Our children's librarians can run normal programs such as story hours in the public area of the library. However, it would help if the interior design of the departments created a feeling of separation for those participating in a story hour. We should discuss how this can be done. If our children's departments are large enough, they can accommodate even blockbuster events such as Wind Over Wings.

We would like both libraries to have meeting rooms separate from their public areas. These rooms should be accessible from the outside, ~~without having the library open~~. Ideally, they should have adjacent restrooms and basic kitchen facilities. They will serve the following functions: 1. Meetings of community groups, independent of the library schedule; 2. Library programs that might disrupt (or be disrupted by) public service; 3. Art, craft, and historical displays; 4. Tutoring, literacy classes, etc. when the room is not otherwise in use.

Size of meeting rooms may be limited by the size of the overall expansion, because these rooms are a lower priority than certain other areas. At least one of our libraries' meeting rooms should be able to handle 50 adults or 75 children comfortably; at the other library the room could be smaller (for 20 adults, perhaps). It seems likely that the larger meeting room would be at Atwater.

The best location for meeting rooms, in terms of attractiveness and public convenience, is on the ground level. Extensive use for children's programs, on the other hand, argues for a basement location adjacent to and open to the children's department. In the end, overall building layout may be the deciding factor.

HVAC / Climate Control

Heating and air conditioning systems in both libraries are antiquated, inefficient, and in poor condition. Actually we do not have "systems" at all; we have a collection of individual units, each with its quirks, that we use to heat and cool the libraries. Much of our space is heated by hot water baseboard pipes often located behind book stacks on exterior walls. This does not work efficiently. Atwater adult department has forced-air hot water units that work quite well. Tech services and other office spaces at Atwater are heated by an ancient steam system. All of our air conditioning is based on individual wall or window units. Needed replacements have been put off over the past few years in anticipation of building renovations. All HVAC equipment in both libraries needs to be replaced.

It must be said that there is one strength in the way we are now set up: staff in each department or office have at least some ability to control their own climate. All of us have

experienced more modern buildings where people are helpless in the face of freezing or sweltering rooms because their high-tech HVAC system gives them no immediate control of their surroundings. It is a high priority in our expanded and renovated libraries that staff have a reliable way to control heating and air conditioning in their departments.

Another aspect of climate control is access to fresh air and natural light. In our comments on areas within the libraries there is a common theme: give us more natural lighting (especially in basement rooms) and give us a few windows we can open on a nice day.

Humidity control is important for libraries. Humidity is a problem in our children's departments because they are basement rooms. This is especially true at Smith (see more under "Site Considerations"). Each department now has a dehumidifier, but control of humidity could still be better.

Hazardous Materials

Neither library has been examined or tested for hazardous materials such as asbestos or lead paint. Likely locations for asbestos are 9"x9" floor tiles that are under most of our carpets, and the 40's-era furnace room and steam pipes at Atwater.

Office Space, Staff Work Areas, and Staff Rooms

Two of our departments have no office/work space at all: Smith Children's and Atwater Adult. The others need various improvements. Circulation/information desks all need improvement and growth. Several staff have expressed their dislike of "fishbowl offices" that they have seen in other libraries. They would rather be out in the department as long as they could have more space.

In each of our departments, staff desire an area that can serve three functions: 1. circulation; 2. Information and reference; 3. Staff work space for covering and repairing books, working on magazines, craft work, etc. Our *ideal* is that all these functions be contained in one area, because in a small library one person might perform all three functions almost simultaneously.

The department head's office/workstation might be located next to the circulation area, but this is not required as long as the office space is in touch with the public area.

Smith Children's Department has no office and not even space for a librarian's desk. The circulation desk is also quite undersized. The Librarian does not need a separate room, but a dedicated area must be set aside for a desk and computer workstation. The department also needs a general work area for covering and repairing books, preparing program materials, etc. (This could be combined with the "office" area.) The circulation/information desk should be substantially larger, with space for two workstations.

Atwater Children's Department has office space in the basement of the old Atwater building. That room contains two desks, supply cabinet and shelves, and a work table. The disadvantage of the area is that anyone working there is out of sight of the department and its circulation desk. After expansion, the room could still serve as a storage and work space, but the Librarian should have an office and work area in the department. The children's circulation/information desk should be slightly larger to accommodate two workstations if needed.

Smith Adult Department has the best-located office of our public departments, adjacent to the circulation desk and nearly in sight of the main door. The room is undersized, however, and possibly could be opened up to the "back room" next door (if another place is found for a staff break room). The circulation desk must be made handicapped-accessible for public and staff.

Atwater Adult Department has no office, though there is a desk for the Librarian next to the circulation desk. This department's needs can be expressed simply: more space. The circulation desk must be made handicapped-accessible for public and staff. More work area for staff other than the Librarian is needed.

A **Staff Break Room** should be created at both libraries: a small private area with comfortable chairs, refrigerator, microwave, and – ideally - a sink. Staff are comfortable working almost all day in the public eye, but they need a space to get away, eat, and converse with fellow workers. Smith does have a small room that meets some of these needs, but it's unfortunate that staff have to walk through the tiny adult office to get there. Another problem with the room is that it is heavily used for supplies and storage.

Landscaping and Site Issues

[under construction]

ATWATER LIBRARY - R 40 Use B-1 S

SMITH LIBRARY - R 40 Use B-1 S
PERMITTED USES SECTION 23 - pg 2-4 # 2 of 7

USE B-1 - BUILDINGS, USES, & FACILITIES, OF
THE TOWN OF NORTH BRANFORD

S - PERMITTED IN THE DISTRICT AS A MATTER
OF RIGHT, SUBJECT TO ADMINISTRATIVE
APPROVAL OF A SITE DEVELOPMENT PLAN BY
THE COMMISSION IN ACC. W/ SECTION 41

SECTION 41 SITE DEVELOPMENT PLAN STANDARDS
STANDARDS ARE IN ADDITION TO OTHER PROVISIONS APPLICABLE
TO THAT DISTRICT.

41.2-1 PLAN OF DEVELOPMENT - SETBACKS, LANDSCAPING, etc

41.2-2 NEIGHBORHOOD - HARMONY w/ EXISTING SURROUNDINGS

41.2-3 ACCESS - ADEQUATE ACCESS w/out CAUSING UNDUO HARDSHIP

41.2-4 EXISTING STREETS - PROTECTED &/or IMPROVED

41.2-5 EMERGENCY SERVICES - ACCESS BY FIRE DEPT. etc

41.2-6 DRAINAGE : NO INCREASE OF RUN-OFF, PROTECTION OF NEIGHBOR

41.2-7 WETLANDS - PROTECTION REQ'D

41.2-8 EXCAVATION - BALANCED CUT & FILL WITHIN REASON

41.2-9 PARKING - IN ACC. w/ SECTION 53

41.2-10 OUTSIDE STORAGE LIMITED FOR BUSINESS & INDUSTRIAL U

41.2-11 LIGHTING - IN ACC. w/ 41-2-2 & SECTION 51

41.2-12 LANDSCAPING - PLAN REQ'D

41.2-13 H/C ACCESSIBILITY

11.2.11

Bulk Regulations:


R-40

pg 2-10

pg. 1 of 2

SMITH:

ATWATER

Item	Reqt		
Min. Lot Area	40,000	26,887*	21,248*
Min. Dimension of Square on Lot	150'-0"	90'-0"*	128'-0"*
Min. Width Along Building Line	150'-0"	150'-0"	131'-0"
Min. Street Frontage	125'-0"	512'-0"	157.6'
Max. # of Stories	3	1.0	1.5
Max. Height 	35'-0"	27'-0"±	22'-0"
Minimum Setbacks:			
From Street Line	50'-0"	36'-0"*	38'-0"±*
From Rear Property Line	30'-0"	30'-0"	40'-0"
From Side Property Line	15'-0"	15'-0"	12'-0"*
Permitted Projection	3'-0"	-	
Max. Lot Coverage (Building)	10%	12.5%*	15.5%*
Max. Floor Area as % of Lot Area	20%	25%*	31%*
Max. Lot Coverage Building + Paving	30%		
Min. Floor Area	900 SF.	3351	3312

* Items marked by an asterisk require an increase in non-conformity.

SMITH LOT.

$$77 \times 105 = 8085$$

$$50 \times 107\frac{1}{2} = 2675$$

$$50 \times 75\frac{1}{2} = 1875$$

$$12 \times 20\frac{1}{2} = 120$$

$$20 \times 112 = 2240$$

$$112 \times 10\frac{1}{2} = 1232$$

$$143 \times 45 = 6435$$

$$107 \times 50\frac{1}{2} = 2675$$

$$35 \times 50\frac{1}{2} = 875$$

$$45 \times 30\frac{1}{2} = 675$$

$$\underline{26,887.0}$$

Bldg. S.F. = 3351 S.F.

$$30 \times 40 = 1200$$

$$~~58 \times 55~~ 34 \times 48 = 1680$$

$$10 \times 12 \times 2 = 240$$

$$11 \times 21 = 231$$

$$\underline{3351}$$

= 12.5% Bldg. Coverage

ATWATER LOT.

$$157 \times 128 = 20996$$

$$9 \times 128 = 1152$$

$$\underline{21,248 \text{ S.F.}}$$

Bldg S.F. =

$$40 \times 52 = 2080$$

$$28 \times 44 = 1232$$

$$\underline{3312 \text{ S.F.}}$$

WHAT DOES PUBLIC WANT TO SEE IN A NEW FACILITY.

- HANDOUTS TO OBTAIN PUBLIC OPINION. Complete

- WHAT DO YOU LIKE ABOUT THE LIBRARY?

- WHAT DON'T YOU LIKE ABOUT THE LIBRARY?

- WHAT ^{ITEMS} WOULD YOU LIKE TO SEE IN A NEW LIBRARY?

- WHAT SERVICES WOULD YOU LIKE TO SEE IN A NEW LIBRARY

- CHILDRENT STORY-TELLING HOUR

DESIGNATED RESEARCH HOUR. / MORE STUDY SPACE
NEW HOURS.

- WHAT ARE THIS LIBRARIES PRIMARY STRENGTHS?

- IN WHAT AREAS CAN WE USE IMPROVING?

RATING

SELECTION

PERIODICALS

ADULT MATERIAL

CHILDREN BOOKS

TEEN MATERIAL

RECORDS

VIDEOS

DESIGN ISSUES:

LIBRARY IS TOO CROWDED

CONTRA AREAS ARE INADEQUATE

COLLECTION IS GROWING

TWO LIBRARIES MAKES CATALOGING DIFFICULT

CHILDREN'S LIBRARY NEEDS TO IMPROVE @ SMITH

ADULT AREA @ ATWATER IS CRAMPED

MINIMAL STACK AREA

NO MEETING SPACE @ EITHER LIBRARY

BUILDING CODE UPGRADE : H.C. ACCESSIBILITY.

CHILDREN'S LIBRARY @ ATWATER NEEDS $\frac{1}{2}$ ACCESS

IMPROVEMENT OF STUDY AREAS @ BOTH LIBRARIES

NO TEENAGER SECTIONS @ EITHER LIBRARY. 8th-12th

LAVATORY ACCESS

COMPUTER CONNECTION OF BOTH LIBRARIES

TECHNICAL SERVICES WILL GROW

A FEASIBILITY STUDY SHOULD ANALYZE

- 1 - ANTICIPATED SPACE REQTS WITH EXISTING CONDITIONS
2. SPACE FOR BOOKS, RECORDS, TAPES, PERIODICALS
3. READERS, ADULT, TEEN & CHILDREN
4. STAFF
5. PUBLIC MEETINGS
6. STORAGE + GROWTH
7. BUILDING SERVICES
8. THE ADEQUATE CONTROL & SECURITY OF ALL THESE SPAC
9. CONFORMANCE TO A.P.A & H/C REQUIREMENTS
10. Bldg. CODE + ZONING ISSUES
11. COMMUNITY NEEDS & DESIRES.
MAXIMUM ACCESSIBILITY

'94 to '95 to Build

- GRANT FUNDS - APPLY IN SEPT. '93 to State

State CAN provide $\frac{1}{3}$ or \$350,000

\$100,000 or 50%

- Town WANTS TO SEE LONG RANGE PLAN

- ANTICIPATES \times S.F. @ /S.F. = 480,000

- PUBLIC QUESTIONNAIRE COMPLETE
2 LIBRARIES DESIRED

- COMPUTER to replace card catalogs
3 TERMINAL in each library

All terminals are tied to Handler

CHILDREN'S ARE NOT H/C ACCESSIBILITY
CAN H/C BE SPLIT

\approx 50% Addition EACH

60K to 110K CIRCULATION

DEIRED CONTRA @ BOTH CHILD + ADULTS.

Cataloging + TECHNICAL PROCESS 1 PERSON
STAFF 3 PUBLIC SERVICE PEOPLE

Town Council

SATELLITE

IN SMITH LIBRARY; Need studio space.
P.A. 32

Ecl. access 33 - 200 S.F.

T.C.I. GOVT ACCESS CHANNEL
SECURITY

**Smith Library
Linear Feet (LF) of Shelving**

Library Collection	Present LF	Expected growth rate	Desired future LF	LF in R. Hull markup	% growth	Shelf height in Hull markup	Comments
ADULTS							
Non-fic./Ref.	768	mixed/low	1000	1056	38%	mostly 6h (7')	new fiction and nonfiction on
Fiction	562	moderate	800	819	46%	7h (7')	central display shelves
Video	140	moderate	170	180	29%	5-6h (5')	space gained - DVD smaller than VHS
Audiobook	99	high	150	180	82%	5-6h (5')	
Magazines	88	moderate	140	165	88%	5h (7')	new shelving will spread out more
Senior High	62	very high	130	147	137%	mostly 5h (5')	
Large Print	42	very high	90	120	186%	5h (5')	
TOTAL	1761		2480	2667	51%		
CHILDREN							
Non-fic./Ref.	228	moderate	350	360	58%	mostly 4h (5')	some shelves for display
J Fiction	259	moderate	400	540	108	4h (5')	some shelves for display
JE - Picture bk.	157	high	250	339 (inc. bins)	116	mostly 3h (5')	top shelves for display
Video	64	moderate	100	108	69	6h (5')	
Magazines	12	moderate	20	24	100	4h (5')	
Audiobooks	8	very high	20	105	++	5h (5')	some shelves for display
TOTAL	728		1140	1476	103%		

In libraries as in life, some of the most important things can't be measured by numbers. But numbers can help give us an idea of where we are in the world, and how our libraries compare with others. In this study, I compare North Branford with all of its surrounding towns (Branford, East Haven, North Haven, Wallingford, Durham, and Guilford) and with the other members of LEAP (Cheshire, Orange, and West Haven, plus our neighbors East Haven and North Haven). These are the libraries we have the most contact with, in the computer world and the real world.

The first six statistical categories (population, budget, materials budget, volumes, circulation, and FTE staff) are straight from the "SCLC Salary and Benefits Survey, 1996/1997". Circulation figures are for 1995-1996, and budgets, etc. for 1996-1997. Libraries tend to line up in order by population in these categories; it's interesting to see where they don't. NOTES: Branford statistics include the Blackstone and Wallace Libraries; Cheshire circulation is usually much higher, but in much of 1995-96 their library was relocated while their building was expanded.

	<u>Population</u>	<u>Budget</u>	<u>Materials Budget</u>
West Haven	54,169	Wallingford 1,536,109	Wallingford 185,227
Wallingford	41,090	West Haven 1,061,564	West Haven 131,733
Branford	28,000	Cheshire 829,597	Cheshire 112,402
East Haven	27,000	Branford 757,478	Guilford 82,000
Cheshire	26,519	Guilford 746,078	Branford 81,500
North Haven	22,450	North Haven 548,626	Orange 77,596
Guilford	20,206	East Haven 522,191	East Haven 65,000
North Branford	13,080	North Branford 409,809	North Branford 62,200
Orange	12,700	Orange 336,883	North Haven 58,279
Durham	6,161	Durham 224,442	Durham 32,700

One should always be cautious in making judgements based on statistics. I've already noted that Cheshire's circulation in 1995-1996 is not a good indicator of how much that library usually loans out. Also, there may be differences in how libraries count budgets, volumes, or circulation. (Looking at North Branford's circulation "statistics" for 25-30 years ago would impress anyone, until they found out Bob Martin's unique methods of calculation.) However, the SCLC report is a respected and reliable one, with numbers coming directly from the libraries listed.

FTE Staff, by the way, means "full-time equivalent staff", and it's the only way to fairly compare staff size. The total hours worked by all staff are divided by number of hours one full-time person works. For example, two part-time staff working a total of 35 hours per week equal one full-time equivalent. SCLC considers full-time to be 35 hours per week.

<u>Volumes</u>	<u>Circulation</u>	<u>FTE Staff</u>
Wallingford 172,089	Wallingford 453,558	Wallingford 31.57
West Haven 138,505	West Haven 234,103	West Haven 24.26
Branford 111,629	Guilford 226,878	Cheshire 21.80
Guilford 105,985	Cheshire 211,014	Branford 20.63
Cheshire 97,000	Branford 192,942	Guilford 17.49
North Haven 91,000	North Haven 141,230	North Haven 13.40
Orange 68,000	East Haven 133,000	East Haven 12.57
North Branford 57,000	North Branford 123,060	North Branford 9.43
East Haven 56,000	Orange 121,000	Orange 8.99
Durham 36,695	Durham 88,441	Durham 5.46

HAVE YOU NOTICED that North Branford, 8th in population, comes in 8th in every one of these first 6 categories?

Now I'm going to play with the numbers from the SCLC report. Mainly I'll do this by computing *per capita* figures in several categories: volumes, budget, materials budget, and circulation per person in the town. I'll also figure circulation, and citizens served, *per staff member*. Per capita or per staff member figures allow you to compare libraries in different size towns in a more accurate way.

Regarding the categories on this page: Volumes Per Capita tends to be higher in smaller or wealthier towns. Wealthy towns can afford it, and small towns need a certain size collection to make a decent library, even if they are small. Budget Per Capita and Materials Budget Per Capita are usually greater in wealthy towns, of course; in this respect North Branford is unusual to rank as high as it does. It's not just because North Branford supports two libraries -- note the lower position of Branford (two libraries) and West Haven (three libraries).

<u>Volumes Per Capita</u>		<u>Budget Per Capita</u>		<u>Materials Budget / Capita</u>	
Durham	5.96	Wallingford	37.38	Orange	6.11
Orange	5.35	Guilford	36.92	Durham	5.31
Guilford	5.25	Durham	36.43	North Branford	4.76
North Branford	4.36	North Branford	31.33	Wallingford	4.51
Wallingford	4.19	Cheshire	31.28	Cheshire	4.24
North Haven	4.05	Branford	27.05	Guilford	4.06
Branford	3.99	Orange	26.53	Branford	2.91
Cheshire	3.66	North Haven	24.44	North Haven	2.60
West Haven	2.56	West Haven	19.60	West Haven	2.43
East Haven	2.07	East Haven	19.34	East Haven	2.41

You have to be careful when you compare library circulation. The circulation count is just one measure of library service, and probably not the most important one. Unfortunately, it's the only one easily expressed in numbers. Picture a family with one kid enjoying a story hour and borrowing two books, another kid getting help with homework and photocopying an article, a parent making a detailed literature search which results in an inter-library loan request, and the other parent receiving reference help but not borrowing anything -- that's a total of three circulations. Another family comes in and borrows 12 magazines and five videos -- 17 circulations. Which family got the "most" library service?

That being said, Circulation Per Capita is a rough guide to how busy a library is, and tends to be higher in wealthier towns because of their more-educated population. Circulation per staff member is a crude measure of staff workloads, taking only checkout activity into consideration. Citizens per staff member is an odd number, normally lining up in exact reverse of the numbers for Circulation Per Capita.

<u>Circulation Per Capita</u>	<u>Circulation Per Staff Member</u>	<u>Citizens Per Staff Member</u>
Durham	Durham	West Haven
14.35	16,198	2,233
Guilford	Wallingford	East Haven
11.23	14,367	2,148
Wallingford	Orange	North Haven
11.04	13,459	1,675
Orange	North Branford	Orange
9.53	13,050	1,413
North Branford	Guilford	North Branford
9.41	12,972	1,387
Cheshire	East Haven	Branford
7.96	10,581	1,357
Branford	North Haven	Wallingford
6.89	10,540	1,302
North Haven	Cheshire	Cheshire
6.29	9,680	1,216
East Haven	West Haven	Guilford
4.93	9,650	1,155
West Haven	Branford	Durham
4.32	9,352	1,128