



The Huntington Memorial Library

Program and Facility Vision

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August 2020 – Version 5.0

Oneonta, NY – Huntington Memorial Library

Project Scope

Kimberly Bolan and Associates (KBA) was tasked with reviewing Huntington Memorial Library's community, facility and services. Huntington Memorial Library is a library serving the community of Oneonta, NY.

KBA's specific scope for the project included:

- ✓ Gathering stakeholder input through staff and board discussion groups
- ✓ Completing a building review
- ✓ Completing a data analysis, including benchmarks and a space needs analysis
- ✓ Developing recommendations and a future vision and direction for the library

Process

KBA worked in collaboration with the library's staff, Friends of the Library, and Trustees to assess Huntington Memorial Library and to discuss options for the future of the facility. KBA'S community-driven approach included:

1. Running discussion groups January 29, 2020
 - KBA met with a group of library staff and board members to discuss the community, the library, and the possibilities for HML.
2. Onsite review of the library facility
 - KBA did a review of the building and grounds to review current capabilities, rate the library's ability to deliver on services and spaces that users need, and identify issues and solutions to issues that exist.
3. Collecting and analyzing data
 - KBA looked at additional demographic and usage data for the Huntington Memorial Library

Oneonta, NY – Huntington Memorial Library Background

- Huntington Memorial Library (HML) is the largest library in Otsego County, New York and is in the City of Oneonta.
- HML is a member of the Four County Library System providing access to materials and resources outside of its own.
- The current library building was originally built as a home in the late 1800's and donated to the community to house a library in 1918.
- SUNY Oneonta and Hartwick College are both located in Oneonta and have a significant influence on the community and its makeup. Both have their own substantial libraries (Milne Library and Stevens-German Library respectively), though the focus of these libraries is serving the students, staff, and faculty of their respective campuses.
- In recent years, Oneonta has been embarking on a downtown revitalization initiative to improve the use and success of downtown Oneonta. Per the city's website: "The purpose of the DRI is to create more reasons for more people to want to be in our downtown." - Gary Herzig, Mayor
 - HML is within the boundaries of the DRI zone but just outside the focus area boundary. A review of the 149-page DRI Strategic Plan uncovered no mention of the Huntington Memorial Library despite its location and potential to play a role in the plan.
- Support for HML reportedly runs strong within the community; however the project scope did not include any community input (discussion groups or survey) for KBA to confirm or measure this support.



Oneonta, NY – Huntington Memorial Library

Demographic Highlights

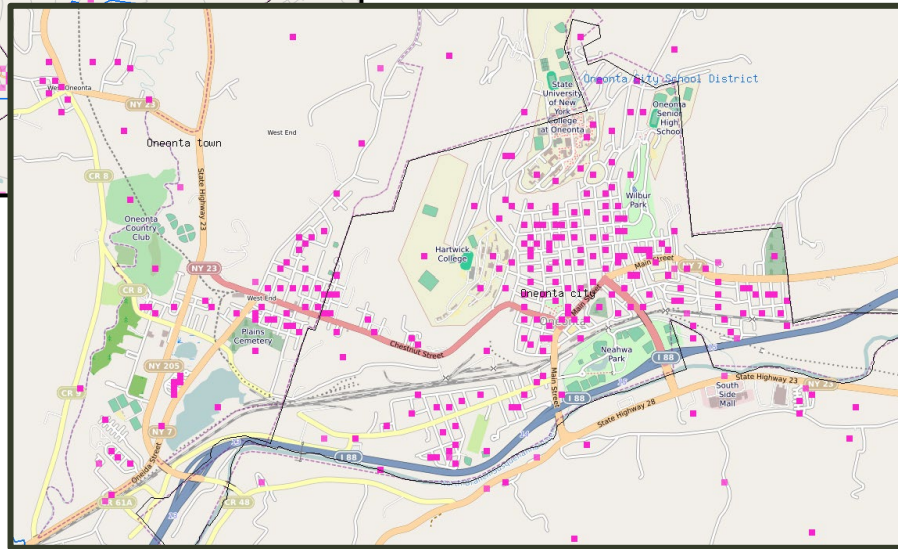
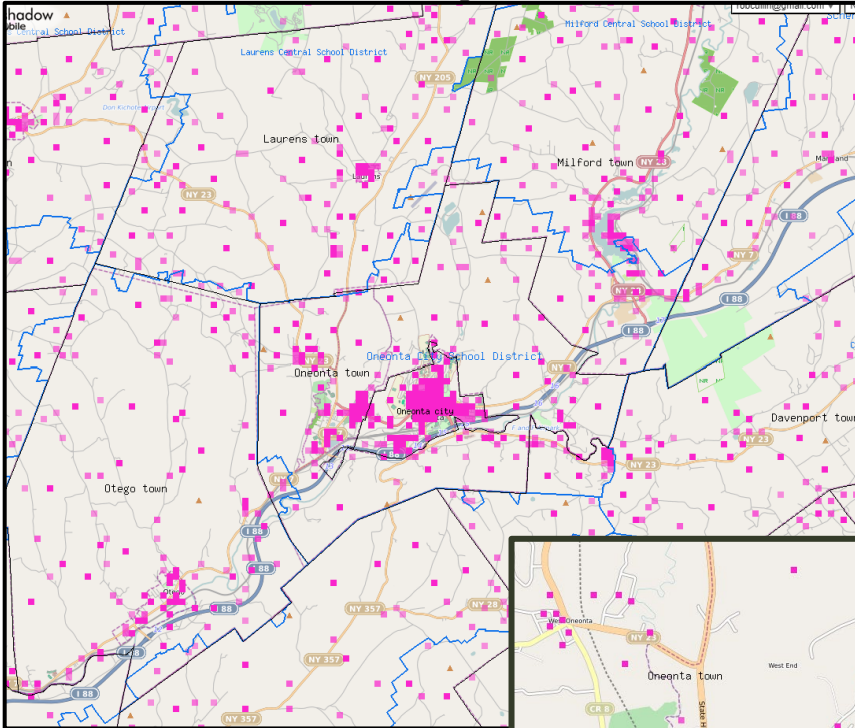
The following information is per the 2010 U.S. Census and www.census.gov

- As of the 2010 Census, the city has 13,901 residents and 4,322 households. The Census Bureau estimates that for 2020 the population should still be around that same population level.
- Since 1980, the population of Oneonta has fluctuated between about 13,000 and 15,000 residents.
- Only about 10% of the population is under 18 which is a significantly lower level than the surrounding county (16%), state (21%), and country (22%). Also, only about 12% of the population is over 65 which is also lower than local and national averages.
- Nearly 56% of the population is female which is higher than local and national averages.
- Approximately 25% of the population were below the poverty line which is double local and national averages.
- Education rates for the city are higher than local and national levels for HS Diploma (94%) and BS or higher degrees (44%). Local and national averages are in the high 80% for HSD and low 30% for BSD or higher.
- Students from SUNY-Oneonta and Hartwick College which combined serve a total student population of somewhere between 6,000 and 8,000 students, have a definite impact on the makeup of the community. It is likely that several of the statistics above are skewed as a result of the full-time students who are captured as residents of Oneonta by the Census Bureau.



Oneonta, NY – Huntington Memorial Library Population Mapping

- 40% of Card Holders live within City Boundaries
- 20% of Card Holders live within the Town boundaries but outside of the City of Oneonta



- 40% of Card Holders live outside of the Town of Oneonta

Oneonta, NY – Huntington Memorial Library

Benchmark Analysis Highlights

KBA completed a benchmark data analysis comparing HML to a cohort of 7 peer libraries from NY. These peer libraries were selected based on having relative legal service populations, a comparable budget level, operating a single location, and with that location being in the same general size range of HML. This analysis is based on 2018 reported data, as that is the latest data set available from the State of New York. See separate Benchmark Analysis spreadsheet for additional details.

Key Takeaways in the Analysis:

- HML compares favorably (at or above average) in most aspects with its peer libraries, though a few libraries in its peer group consistently had better statistics across many categories.
- However in overall circulation, particularly in Adult materials, HML is the clear leader.
- Though HML has a much stronger than average circulation of non-fiction (that circulation is now down 10% since 2018).
- Circulation of Children's materials as a percentage of overall circulation (29%) is significantly lower than average (39%), though circulation of Children's materials on a per capita basis is still strong.
- Programming attendance is very strong for Children (nearly double the cohort average) while Young Adult is well below and Adult programs are just below average.
- In terms of staffing, HML is right at average for Librarians and slightly above average for total staff FTE.
- On the fiduciary level, HML is doing well being fairly average on spending, as it comes in just above average on total operating expenditures and total staff expenditures (with staff benefit expenditures being a bigger contributor here than salaries).
- In 2018, HML had a significant Capital Fund balance of over \$2 million which was more than twice that of the nearest other comparison library but 10 times the average. It's likely that other libraries have a different structure and have better reserve balances than are reflected in this reporting.
- The only data metrics where HML is well below average with the comparison set is on total number of public PCs and # of visits to the Library's website (though comparing web traffic between two sites is not always an apples-to-apples comparison).

Oneonta, NY – Huntington Memorial Library

Collection Analysis Highlights

KBA conducted a segment by segment analysis of HML's collections to assess the number of holdings and how those each turnover. This data is from 2019 and has been normalized to account for the 5 weeks the library was closed in 2019 for construction.

- Turnover Rate is a key measurement of how much a collection is being used. It is the total circulation of that collection divided by the total holdings in that collection.
- KBA has found through it's work over the years that an overall collection turnover between 3 and 3.5 is ideal.
- However each collection segment will have different ideal turnover levels. For instance, DVD's and new books should ideally have turnovers of 6 or more. Whereas adult non-fiction more realistically would have a turnover of around 2.
- HML had some segments with good turnover (DVD turnover is significantly above what we normally see) and some with atypically low turnover (picture book turnover is quite a bit lower than we typically see at 2.66 where we normally see that in the 5-7 range).
- The following two pages contain this analysis with additional data points which KBA also uses to help assess the collection's relative effectiveness.
- The right-side columns highlight the collection recommendations of KBA which represent significant reductions in adult non-fiction and to a lesser extent adult fiction. These adjustments in holdings seem to raise the library's total projected turnover above 3 and get specific segments up to what should be acceptable turnover levels.
- Deep weeding of collections, has been shown to increase the circulation of those collections (counter-intuitive but true in practice). This is especially true when some of the cleared shelving space is used to do more face-out merchandising of books within the stacks.
- Non-fiction collections are not being used as they were in the past since users are more often seeking informational content and instructional assistance from internet and digital resources. Informational content in some segments of print is also going out of date faster than in the past, leading users to trust the timeliness of digital resources more than print in some cases.
 - As cited in the benchmark analysis, non-fiction book circulation is down 10% over the last two years, whereas adult fiction book circulation has increased by 2%
- Given HML's membership in the Four County Library system, with access to broader materials and resources, HML should still be able to fill the more niche patron needs.

Oneonta, NY – Huntington Memorial Library

Collection Analysis

Collection Analysis - Huntington Memorial Library

Holdings Date: Jan. 2020								
2019-12 Month Circulation Data (adjusted for 5 week closing)						Library Service Population		
Last rev: June 5, 2020						13,900		
Version 2						KBA Recommended Levels		
Collection Area / Type	Holdings	Circulation	Turnover Rate	% of Total Collection	% of Total Circulation	Holdings	Projected Turnover	% of Total Collection
Adult								
Adult Library								
Fiction	15,533	28,695	1.85	33.2%	26.1%	10,000	2.87	29.1%
Non-Fiction	12,523	14,367	1.15	26.7%	13.1%	7,000	2.05	20.4%
DVDs	1,573	24,558	15.61	3.4%	22.4%	2,200	11.16	6.4%
CDs	745	847	1.14	1.6%	0.8%	400	2.12	1.2%
LP Fiction	2,148	5,058	2.35	4.6%	4.6%	2,000	2.53	5.8%
LP Nonfiction	147	333	2.27	0.3%	0.3%	150	2.22	0.4%
Audiobooks	1,039	4,717	4.54	2.2%	4.3%	1,200	3.93	3.5%
General Adult Total	33,708	78,575	2.33	72.0%	71.5%	22,950	3.42	66.8%
Children (Ages 0 - 12)								
Children's Collection								
J Fiction	6,218	12,163	1.96	13.3%	11.1%	6,000	2.03	17.5%
J Non-Fiction	1,362	3,646	2.68	2.9%	3.3%	1,200	3.04	3.5%
Picture Books	2,801	7,442	2.66	6.0%	6.8%	2,200	3.38	6.4%
J DVDs	400	4596	11.49	0.9%	4.2%	400	11.49	1.2%
J Audiobooks	245	440	1.80	0.5%	0.4%	220	2.00	0.6%
General Children's Total	11,026	28,287	2.57	23.5%	25.8%	10,020	2.82	29.2%
Teen (Ages 13 - 18)								
General Teen Collection								
Audiobooks	155	110	0.71	0.3%	0.1%	Interfile & Then Display Only		
Fiction	1,869	2,650	1.42	4.0%	2.4%	1,300	2.04	3.8%
Nonfiction	84	205	2.44	0.2%	0.2%	84	2.44	0.2%
General Teen Total	2,108	2,965	1.41	4.5%	2.7%	1,384	2.14	4.0%
TOTAL COLLECTION						34,354	3.20	
Per Capita:	3.4	7.9				2.5		
Per Square Foot (15,000sqft):	3.1	7.3	(15,000 Reported Library Bldg. Size)			2.3		
Per Square Foot (11,000sqft):	4.3	10.0	(11,000 Approx. Measured Size of Usable Space in Bldg.)			3.1		

Green = Better than Typical/ Good

Yellow = Lower than Typical/ Concerning

Oneonta, NY – Huntington Memorial Library

Space Needs Assessment Highlights

KBA conducted a Space Needs Assessment for HML. This assessment looks at space from 3 different approaches.

1st Approach: KBA Experience on Square Footage Per Capita

- From our experience working with hundreds of public libraries, we've arrived at a general range of square footage per capita that seems to best serve the public and keep the library modest in space and costs.
- Our experience is that good to above-average public libraries range in the .90 to 1.40 square foot per capita:
 - At a population of 13,900 HML should ideally be in the 12,500 to 19,500 square foot range.

2nd Approach: Benchmark Averages

- With this approach we look at the library sizes of comparable NY libraries. This is a different and broader comparison set than what we use for the full data benchmark analysis to get a broader sample size. The comparison set is still of libraries within range of HML in terms of population and budget but with a larger range.
- For this analysis, our comparison cohort consisted of 25 libraries ranging from populations of 10,000 to 17,500, with a single location, and operating budgets from \$500,000 to \$1,100,000.
 - The resulting cohort produced average square foot of 0.86 square foot per capita with a median just slightly higher at 0.87 sq. ft/capita. This is right at the low end of recommended range, which makes sense given that many of the libraries in the comparison set do not look to be adequately sized.
 - Utilizing this method HML should be sized somewhere around 12,000 sq. ft.
 - For reference, the lowest size in the comparison set came in at 0.51 sq. ft/capita (Potsdam Public Library) which is far too low in our experience and the largest at 1.47 sq. ft/capita (Dobbs Ferry Public Library) which is at the high end of ideal from our experience. See the following page for details.

3rd Approach: Area by Area Programmatic Build-out

- With this approach we use an analysis tool that we've honed over nearly 20 years in our work with Public Libraries. This area by area, element by element, programmatic space needs calculator allows us to hone-in on the space needs and allocations, specific to each client and community. See the following pages for the assessment.
- We did two separate calculations. One with the collection sizes as they exist today and one with the smaller collection sizes, we are recommending HML consider. See the four pages starting after the next page.
- The recommended space range that results from this analytic approach is 16,225 to 17,499 sq. ft.

Oneonta, NY – Huntington Memorial Library

Space Needs – Benchmark Averages

Libraries	Library Square Footage	Population Served	Square Foot Per Capita
Potsdam Public Library	7,596	14,868	0.51
Parma Public Library	8,000	15,633	0.51
Town of Pelham Public Library	6,500	12,396	0.52
Penn Yan Public Library	8,261	15,221	0.54
Salina Free Library	6,442	11,636	0.55
South Salem Library	7,200	12,411	0.58
Marlboro Free Library	7,970	12,688	0.63
Blodgett Memorial Library District Of Fishkill	8,650	12,608	0.69
RSC Community Library	10,000	14,064	0.71
Kent Public Library	10,300	13,507	0.76
Port Jervis Free Library	14,130	17,498	0.81
Guernsey Memorial Library	11,000	13,368	0.82
Your Home Public Library	13,099	15,174	0.86
Ontario Public Library	9,000	10,136	0.89
Lee Whedon Memorial Library	10,000	11,216	0.89
Swan Library	14,600	15,887	0.92
Elting Memorial Library	13,000	14,003	0.93
Hudson Area Association Library	11,000	10,878	1.01
Huntington Memorial Library	15,000	13,901	1.08
Ellenville Public Library And Museum	13,960	12,869	1.08
Newark Public Library	16,500	15,174	1.09
Olean Public Library	19,500	15,838	1.23
Geneva Free Library	24,000	17,490	1.37
Ogdensburg Public Library	16,000	11,128	1.44
Dobbs Ferry Public Library	16,000	10,875	1.47
Averages	11,908	13,619	0.87
Medians	11,000	13,507	0.86

Oneonta, NY – Huntington Memorial Library

Space Needs Assessment

	Huntington Memorial Library	13,000-14,000 Pop PROGRAM Current Needs and Collect. Size			13,000-14,000 Pop PROGRAM KBA Rec. Collection Size		
ADULT PUBLIC SPACES		UNIT	SF PER UNIT		UNIT	SF PER UNIT	
Entrance, Friends & Customer Service							
1.01	Entrance lobby	1	50 SF	50 SF	1	50 SF	50 SF
1.02	Internal book return	1	50 SF	50 SF	1	50 SF	50 SF
1.03	Main service point	1	100 SF	100 SF	1	100 SF	100 SF
1.04	Secure Laptop Storage	1	25 SF	25 SF	1	25 SF	25 SF
1.05	Self check stations	1	75 SF	75 SF	1	75 SF	75 SF
1.06	Self-serve holds	400	.10 SF	40 SF	400	.10 SF	40 SF
1.07	Display/Gallery space	0.5	100 SF	50 SF	0.5	100 SF	50 SF
1.08	48" LCD Panels	1	25 SF	25 SF	1	25 SF	25 SF
1.09	Literature rack	1	25 SF	25 SF	1	25 SF	25 SF
1.10	Business Center - Photocopier, Scanner, etc.	1	100 SF	100 SF	1	100 SF	100 SF
1.11	Friends Book Sale	1	100 SF	100 SF	1	100 SF	100 SF
1.12	Reference	100	.10 SF	10 SF	100	.10 SF	10 SF
1.13	Family Restrooms	1	100 SF	100 SF	1	100 SF	100 SF
1.14	Public Restrooms	4	150 SF	600 SF	4	150 SF	600 SF
Subtotal		1,350 SF			1,350 SF		
Popular Library							
2.01	New adult books	900 Bks	.250 SF	225 SF	900 Bks	.250 SF	225 SF
2.02	Adult media (DVD, CDs, AudioBooks)	2,500 Items	.09 SF	225 SF	2,500 Items	.09 SF	225 SF
2.03	Adult periodicals	20 Titles	1 SF	20 SF	20 Titles	1 SF	20 SF
2.04	Adult lounge seating	4	40 SF	160 SF	4	40 SF	160 SF
2.05	Occasional Tables	2	8 SF	16 SF	2	8 SF	16 SF
Subtotal		646 SF			646 SF		
Meeting Rooms							
3.01	Large multi-purpose meeting	60 Occ	12 SF	720 SF	60 Occ	12 SF	720 SF
3.02	Meeting Room Storage	1	100 SF	100 SF	1	100 SF	100 SF
3.03	Kitchen	1	100 SF	100 SF	1	100 SF	100 SF
3.04	Board/Staff/Medium Meeting Room	1	200 SF	200 SF	1	200 SF	200 SF
3.05	Small Group Meeting (2-4)	2	90 SF	180 SF	2	90 SF	180 SF
Subtotal		1,300 SF			1,300 SF		
Adult Library							
4.01	Adult Service Point	1	125 SF	125 SF	1	125 SF	125 SF
4.02	Adult fiction	14,500 Bks	.10 SF	1,450 SF	11,000 Bks	.10 SF	1,100 SF
4.03	Large Print	2,200 Bks	.10 SF	220 SF	2,000 Bks	.10 SF	200 SF
4.04	Adult Nonfiction & Bio	12,000 Bks	.10 SF	1,200 SF	6,000 Bks	.10 SF	600 SF
4.05	Adult Tables and Chairs (2 seats ea.)	5	100 SF	500 SF	5	100 SF	500 SF
4.06	Adult Collaborative Seating (4 seats ea.)	1	200 SF	200 SF	1	200 SF	200 SF
4.07	Adult lounge seating	4	50 SF	200 SF	4	50 SF	200 SF
4.08	Occasional Tables	2	6 SF	12 SF	2	6 SF	12 SF
4.09	OPACs	1	50 SF	50 SF	1	50 SF	50 SF
4.10	Adult public computers	10	70 SF	700 SF	10	70 SF	700 SF
4.11	Printer /Reservation station	1	50 SF	50 SF	1	50 SF	50 SF

Oneonta, NY – Huntington Memorial Library

Space Needs Assessment

	Huntington Memorial Library	13,000-14,000 Pop PROGRAM Current Needs and Collect. Size			13,000-14,000 Pop PROGRAM KBA Rec. Collection Size		
Subtotal		4,707 SF			3,737 SF		
Eating Area							
6.01	CafeTable Seating (2 seats ea)	0	50 SF	SF	0	50 SF	SF
6.02	Vending Machines	0	50 SF	SF	0	50 SF	SF
Subtotal		SF			SF		
Miscellaneous Spaces							
7.01	Digital Creativity / Makerspace	0	500 SF	SF	0	500 SF	SF
7.02	Archive Collections - Public	0	SF	SF	0	SF	SF
Subtotal		SF			SF		
ADULT PUBLIC SPACES		8,003 SF			7,033 SF		
ADMINISTRATION		UNIT	SF PER UNIT		UNIT	SF PER UNIT	
Staff Space							
8.01	Library Director	1	125 SF	125 SF	1	125 SF	125 SF
8.02	Public Services Librarian	1	100 SF	100 SF	1	100 SF	100 SF
8.03	Children's Librarian	1	100 SF	100 SF	1	100 SF	100 SF
8.04	Library Assistant	1	90 SF	90 SF	1	90 SF	90 SF
8.05	Program Assistant	1	90 SF	90 SF	1	90 SF	90 SF
8.06	Friends Book Storage	0.5	100 SF	50 SF	0.5	100 SF	50 SF
8.07	Maintenance Staff	1	100 SF	100 SF	1	100 SF	100 SF
8.08	Other Admin Staff	0	100 SF	SF	0	100 SF	SF
8.09	Misc Admin Library Storage	0.5	100 SF	50 SF	0.5	100 SF	50 SF
8.10	Circulation Staff	4	70 SF	280 SF	4	70 SF	280 SF
8.11	Drive-up Service Window	0	SF	SF	0	SF	SF
8.12	Circ. Workspace, Staging,& Logistics	1	200 SF	200 SF	1	200 SF	200 SF
8.13	Miscellaneous Circ. Storage	0.5	100 SF	50 SF	0.5	100 SF	50 SF
8.14	Miscellaneous Adult Storage	0.5	100 SF	50 SF	0.5	100 SF	50 SF
8.15	Miscellaneous Youth Storage	1	100 SF	100 SF	1	100 SF	100 SF
8.16	Staff Break Area / Kitchen	1	100 SF	100 SF	1	100 SF	100 SF
8.17	Staff Restroom	1	100 SF	100 SF	1	100 SF	100 SF
8.18	Janitor's closet	2	75 SF	150 SF	2	75 SF	150 SF
8.19	IT Equipment and Storage	1	100 SF	100 SF	1	100 SF	100 SF
8.20	Miscellaneous General Storage	0.5	100 SF	50 SF	0.5	100 SF	50 SF
Subtotal		1,885 SF			1,885 SF		
ADMINISTRATION		1,885 SF			1,885 SF		

Oneonta, NY – Huntington Memorial Library

Space Needs Assessment

	Huntington Memorial Library	13,000-14,000 Pop PROGRAM Current Needs and Collect. Size			13,000-14,000 Pop PROGRAM KBA Rec. Collection Size		
YOUTH LIBRARY		UNIT	SF PER UNIT		UNIT	SF PER UNIT	
Children's Service Area / Popular Library							
10.01	Service Point	1	150 SF	150 SF	1	150 SF	150 SF
10.02	Children's Reference Materials	30 Bks	.12 SF	4 SF	30 Bks	.12 SF	4 SF
10.03	New Books Display (Spine & Faceout)	150 Bks	.25 SF	38 SF	150 Bks	.25 SF	38 SF
10.04	Children's DVDs & Videogames	400 Items	.08 SF	32 SF	400 Items	.08 SF	32 SF
10.05	Children's Audiobooks	250 Items	.09 SF	23 SF	250 Items	.09 SF	23 SF
10.06	Children's Periodicals	10 Titles	1 SF	10 SF	10 Titles	1 SF	10 SF
10.07	48" LCD Panels	1	25 SF	25 SF	1	25 SF	25 SF
10.08	Art Display Area (2-D and 3-D art)	1	100 SF	100 SF	1	100 SF	100 SF
Subtotal		381 SF			381 SF		
Pre and Early Literacy (Ages 0 - 4)							
11.01	Children's Picture / Board Books	2,800 Bks	.09 SF	252 SF	2,800 Bks	.09 SF	252 SF
11.02	Children's tables and 2-chairs	2	75 SF	150 SF	2	75 SF	150 SF
11.03	Children's lounge seating	2	30 SF	60 SF	2	30 SF	60 SF
11.04	Parent lounge seating	2	50 SF	100 SF	2	50 SF	100 SF
11.05	Early Literacy Computer Stations	2	50 SF	100 SF	2	50 SF	100 SF
11.06	Special feature (e.g., interactives)	2	50 SF	100 SF	2	50 SF	100 SF
11.07	Story Time/ Program Room/Area	Occ	15 SF	SF	Occ	15 SF	SF
Subtotal		762 SF			762 SF		
Young School aged (ages 5 - 8)							
12.01	Easy Readers (Included in Child. Fic)	Bks	.09 SF	SF	Bks	.09 SF	SF
12.02	Adult-sized Table & Chairs (4 place)	0	100 SF	SF	0	100 SF	SF
12.03	Adult-sized Table & Chairs (2 place)	2	75 SF	150 SF	2	75 SF	150 SF
12.04	Adult-sized Lounge Seating	2	50 SF	100 SF	2	50 SF	100 SF
12.05	Special feature (e.g., interactives)	2	50 SF	100 SF	2	50 SF	100 SF
12.06	PAC Stations	1	50 SF	50 SF	1	50 SF	50 SF
Subtotal		400 SF			400 SF		
Older Children and Pre-Teen (ages 9 - 12)							
13.01	Children's Fiction	5,000 Bks	.10 SF	500 SF	5,000 Bks	.10 SF	500 SF
13.02	Children's Graphic Novels	Bks	.10 SF	SF	Bks	.10 SF	SF
13.03	Children's Nonfiction	1,200 Bks	.10 SF	120 SF	1,100 Bks	.10 SF	110 SF
13.04	Collaborative Workstation (4 place)	0	200 SF	SF	0	200 SF	SF
13.05	Adult-sized Table & Chairs (2 place)	2	75 SF	150 SF	2	75 SF	150 SF
13.06	Adult-sized Lounge Seating	2	50 SF	100 SF	2	50 SF	100 SF
13.07	Multimedia / Gaming / Interactives	1	50 SF	50 SF	1	50 SF	50 SF
Subtotal		920 SF			910 SF		
Miscellaneous							
14.01	Older Children's Computers	2	65 SF	130 SF	2	65 SF	130 SF
14.02	Parenting Collection	Bks	.10 SF	SF	Bks	.10 SF	SF
Subtotal		130 SF			130 SF		
YOUTH LIBRARY		2,593 SF			2,583 SF		

Oneonta, NY – Huntington Memorial Library

Space Needs Assessment

Huntington Memorial Library		13,000-14,000 Pop PROGRAM Current Needs and Collect. Size			13,000-14,000 Pop PROGRAM KBA Rec. Collection Size		
TEEN LIBRARY		UNIT	SF PER UNIT		UNIT	SF PER UNIT	
Teen Library							
15.01	Teen New Books and Display	50 Bks	.25 SF	13 SF	50 Bks	.25 SF	13 SF
15.02	Teen Periodicals	4	1.00 SF	4 SF	4	1.00 SF	4 SF
15.03	Teen Graphic Novels and Manga	Bks	.10 SF	SF	Bks	.10 SF	SF
15.04	Teen Fiction & Non-Fiction	2,000 Bks	.10 SF	200 SF	2,000 Bks	.10 SF	200 SF
15.05	Teen Audiobooks	150 Bks	.09 SF	14 SF	150 Bks	.09 SF	14 SF
15.06	48" LCD Panels	1	25 SF	25 SF	1	25 SF	25 SF
15.07	Collaborative Workstation (4 place)	0	200 SF	SF	0	200 SF	SF
15.08	Adult-sized Table & Chairs (2 place)	4	75 SF	300 SF	4	75 SF	300 SF
15.09	Adult-sized Lounge Seating	4	50 SF	200 SF	4	50 SF	200 SF
15.10	Teen Computers	2	50 SF	100 SF	2	50 SF	100 SF
15.11	Multimedia / Gaming / Interactives	1	50 SF	50 SF	1	50 SF	50 SF
15.12	Art Display Area (2-D and 3-D art)	1	75 SF	75 SF	1	75 SF	75 SF
15.13	Program Space/Area	Occ	15 SF	SF	Occ	15 SF	SF
Subtotal				980 SF			980 SF
TEEN LIBRARY				980 SF			980 SF
BUILDING SUB-TOTALS				13,461 SF			12,481 SF
Circulation Factor			15%	2,019 SF		15%	1,872 SF
Footprint, Mechanical & Electrical		1	15%	2,019 SF	1	15%	1,872 SF
Totals >>				17,499 SF			16,225 SF
Existing Conditions				10,000 SF			10,000 SF
Program Delta				-7,499 SF			-6,225 SF
Seating Standards & Calculations (Lower End of Standard Ranges Selected in all cases)							
Reader Seats		7.0	per 1,000	@14,000 pop	7.0	per 1,000	@14,000 pop
Total Reader Seats Target		91	Total		91	Total	
Total Readers Seats in Program		58	(across all areas)		58	(across all areas)	

The only variables that are different between the two programs (Current vs. Recommended) are the collection sizes. All other unit and per/unit selections are identical. Basically this means that KBA's collection size recommendations amount to about a 1,300 square foot difference in total size recommendation. If the library wanted to keep its current collection size, and integrate other elements of a modern library, it just needs to account for that in the final library size.

What we heard...

Discussion Group Input

The following are highlights from the stakeholder session with staff and board members:

- HML represents a strong sense of tradition in Oneonta. It's a nostalgic and comfortable place to many who have lived most of their lives here.
- Big changes to the library would be a difficult sell to many in the community.
- Like at many smaller libraries, noise is a consistent issue.
- Library Entrance is hidden and awkward to the novice library visitor.
- Parking is limited and some of it is hard to access.
- Spaces are very broken up.
- Collection navigation is awkward, especially fiction. Shelving in the hallways is very awkward for browsing.
- There are several spots throughout the library where wall/shelving spacing isn't adequate to meet ADA requirements. The elevator is so hidden it's a bit of a secret to some and the ADA entrance is on the opposite side of the library from the entrance and is also "well hidden".
- Youth spaces are insufficient, especially for the older elementary kids. There are no dedicated youth computers, but they are needed.
- There really isn't space for parents to sit with their children.
- Teen space is nice but not attracting many teens. Teen room has a lot of echoing.
- Schools are NOT close to the library, which makes it hard for teens and especially pre-teens to get to the library.
- Meeting rooms are great and well used but have some issues with reverb and sound. Both meeting rooms need a hanging retractable screen or two and ideally ceiling mounted projectors.
- Public toilets have some issues, especially with ventilation and sound "containment".
- The library needs a couple of small study rooms for 2 to 4 people
- Currently there is no place for people to receive tutoring that doesn't disrupt a significant number of other patrons.
- There is a severe lack of power access throughout the building.
- Circulation work room is a real struggle spot with insufficient space. Handling deliveries/outbound materials a real challenge.
- Staff "breakroom" and restroom are insufficient and not ADA compliant.

Societal & National Trends & COVID-19

- Physical books are NOT going away.
 - Prior to the COVID19 pandemic eBook usage appeared to be hitting a plateau in most libraries nationally.
 - Numerous studies and our own focus and survey work indicates that even digital native generations have a strong preference for physical books, especially for pleasure reading.
 - Usage is changing however, particularly as it relates to informational texts and collections need to align to those changes in each community.
- All communities have segments of their populations that desperately need and will always need the library for its wide variety of services and resources.
- Libraries are leading literacy in all forms and for all ages. This includes reading, technology, and financial literacy. There is a national focus on lifelong learning and libraries play a huge role in this area.
- Public libraries are seen more and more as community gathering spaces and the hubs of their communities, however in the short term certainly COVID19 has directly impacted that. Whether that changes perceptions and needs long-term is impossible to predict currently.
- The current COVID-19 pandemic is clearly having a dramatic affect on existing library operations, and it will continue to have a dramatic affect for the near future as operations and patrons seek to return to “normal”.
 - The eBook usage surges that most libraries are seeing while in-person operations are shutdown or curtailed may recede a bit once materials lending restarts and libraries re-open, but best guesses by most in public libraries are that eBook usage post-COVID will be higher than pre-COVID.
- Once the pandemic is behind this country and the world (whether that is the result of a vaccine or dramatically improved treatment options) the library will continue to feel the reverberations of this pandemic into the future. Just how long the impacts will last and to what extent some things change permanently is hard to predict at this stage.
 - Increased social “spacing” preferences for patrons may be higher for a long time (perhaps semi-permanently). This will put additional space pressures on libraries as some library users may never feel as comfortable sitting as close to other users as they have in the past.
 - Larger and crowded programs will not likely return for some time. When they do, social spacing preferences will likely vary widely but on average will still certainly be more spread out than in the past.

HML: Big Picture Questions

Key questions for the future of the Huntington Memorial Library:

- What does the community want and expect from the library?
- How important is the library to the library users and non-library-user residents of the Oneonta community?
 - How was that importance changing prior to the COVID pandemic?
 - How does the library see the COVID pandemic changing library patron behavior in the long-term if at all?
 - What patron expectations or needs might be “forever” altered as a result of the pandemic?
- Even though the library was overlooked in the City’s development revitalization planning, is there a role for the library to play in the planning and development of the city?
- The revitalization plan frequently mentions the “Rehabilitation of Downtown Anchor Institutions” such as the Foothills Theater, Oneonta Theatre, and the YMCA.
 - How can the library position itself and the library building as another key Downtown Anchor Institution?
 - The plan discusses a city makerspace. Given how public libraries have been key players in the makerspace movement across the country, could and should the library play a role in this? (partner, manager, support role)
- If the library can “evolve” into a better and more useful facility, does the importance of the library to the community increase?
- The comparative success HML adult circulation and its Children’s programming (nearly twice the average in youth attendance) does not connect with the lower than average children’s circulation. Picture book circulation in particular appears to be quite low (both in terms of turnover and % of total circulation). Though overall youth fiction is decent in terms of turnover and % of total circulation.
 - What explains this disconnect?
 - Space issues in the youth area? Collection issues? Lack of space to do face-out display of picture books which benefit circulation? If it were simply demographics wouldn’t Children’s program attendance be below average as well?

Library Space Needs Conclusion & Directional Recommendation

Though the Huntington Memorial Library is listed at 15,000 square feet in the state report, the library has just more than half of that (~8,900 sq ft) available as public and staff space. The basement and other onsite storage which has about another 4,000 sq. ft is not usable by the public or staff other than for maintenance and storage. It's unclear where the 15,000 sq. ft for the official library size came from as KBA's measurements indicate a total size (inclusive of the basement and storage) of about 13,000 sq. ft. This number is even generous given the heavy rounding up that was used to generate our estimate. The true size might be as much as 2,200 sq. ft smaller. KBA would recommend the library take some extensive interior and exterior measurements to re-calculate the true size of the library. It is debatable how much of the basement should be included in the official size reported to the state. For the purposes of the space needs, KBA used 10,000 square feet as the base for the current library, but we acknowledge this is a bit of an arbitrary choice that is within the range of the likely real and usable space of the library.

Regardless of the total size, the available usable public space is insufficient for a community of Oneonta's size per our analysis. Our data suggests that this community really **needs at VERY MINIMUM, 12,500 sq. ft of public and staff space** or roughly about 3,100 more public and staff space than currently available. In fact, our analysis shows that a total target size of something in the 14,000-16,000 sq. ft would be more ideal (inclusive of usable and readily accessible storage and maintenance areas, which we contend does not describe the current basement area).

However, given the current COVID 19 crisis and overall difficult funding realities even prior to the pandemic, a major space expansion or transition to a different/new facility is unlikely in the short term despite the clear need highlighted in our analysis.

Therefore, improving and making the best use of the current library for the immediate future is probably the best course of action. This would include implementing some or all of the specific recommendations that are outlined in the following pages.

Longer-term, the expansion of the current building is most likely a technical possibility. However, KBA is not an architectural firm, so though our experience tells us that an expansion would be possible, only a NY licensed architect (ideally with a great deal of historical renovation experience and either some minimal public library experience or partnered with a library consultant with library design and construction experience) could make the assessment to a high level of certainty. The architecture firm may need in-house engineering expertise or to partner with an outside firm for this.

Given the age and historic nature of the facility it would likely be an expensive project, perhaps in the upper 80th percentile of per square foot construction and renovation costs. Any expansion of interior space would also likely be at the expense of already limited parking.

Recommendations

Other Considerations

- Relocating the library to a different location or facility is a possibility from a purely practical standpoint, however, it may not be something the community would even want to consider.
 - IF the library leadership agrees with KBA's assessment that the current library space is insufficient and IF the expansion options are prohibitive, a strong dialogue with the community about the feasibility and acceptability of relocation options should be engaged in. This probably should not be until the economic situation stabilizes.
 - Given that no community input was sought in this project, the level of community support for such a change is impossible to assess at this time.
 - From a purely economic and practical standpoint a new or different library location/facility might be more cost effective and better positioned to serve the community than a remodeled or expanded version of the current facility.
 - Relocating the library to an existing or new space inside of the focus area of the downtown revitalization area could help the library play a bigger role in the development of downtown Oneonta. Public libraries are often positioned as anchors in many city revitalization efforts.
 - The cost trade-offs of this option would be heavily impacted by the ability to sell the current location for a reasonable price. The feasibility of this from a value of the property and whether the library is even allowed to sell the current building and site (as the building was a grant from the Huntington family and sometimes there are clauses that revert ownership if the intended use ends) is beyond the scope of this analysis.
- A tear down of the current building with the construction of a new library on the current site is not likely appropriate or acceptable to the community given the history of the current library building, however it might be prudent to develop that approach minimally as a contrast to the relocation option.
- Creating a service-specific outlet/mini-branch is something that should be considered. That concept will be explored further later in the report.
- It might seem illogical that KBA is recommending a larger building but a smaller collection. This is because as the library is currently configured, the collections are taking up far too much of the public space. The space needs assessments address space needs for the library beyond those just for the collections (public seating, interactive areas for youth, meeting spaces, staff, etc.) and as such the total space needs plus the needs of even a smaller collection exceed the current size of the library. IF the library wanted to keep its current collection size and have adequate space for many/most of the other components of a modern library it would need be even bigger or at least certainly at or above the higher end of our recommendation range.

Recommendations

Specific Ideas and Suggestions

The following pages highlight some of the specific recommendations from KBA in improving and getting the most from the current building in basically its current footprint and construction.

Areas of recommendation include:

1. First Floor Block Layout
2. Second Floor Block Layout
3. Entry Area, Staff Workroom, & New Service Point
4. New book, A/V, Collections, Adult Lounge, and Fixed PCs
5. Youth Area Expansion
6. Adult Fiction, Non-Fiction, and Quiet Study (Upstairs)
7. Young Adult / Active-Adult Space Flexing
8. Address Wayfinding and Navigation Issues
9. ADA Issues and Power Access
10. Staff Space Ideas
11. Outdoor Space
12. Meeting Rooms, and other Miscellaneous Ideas and Suggestions

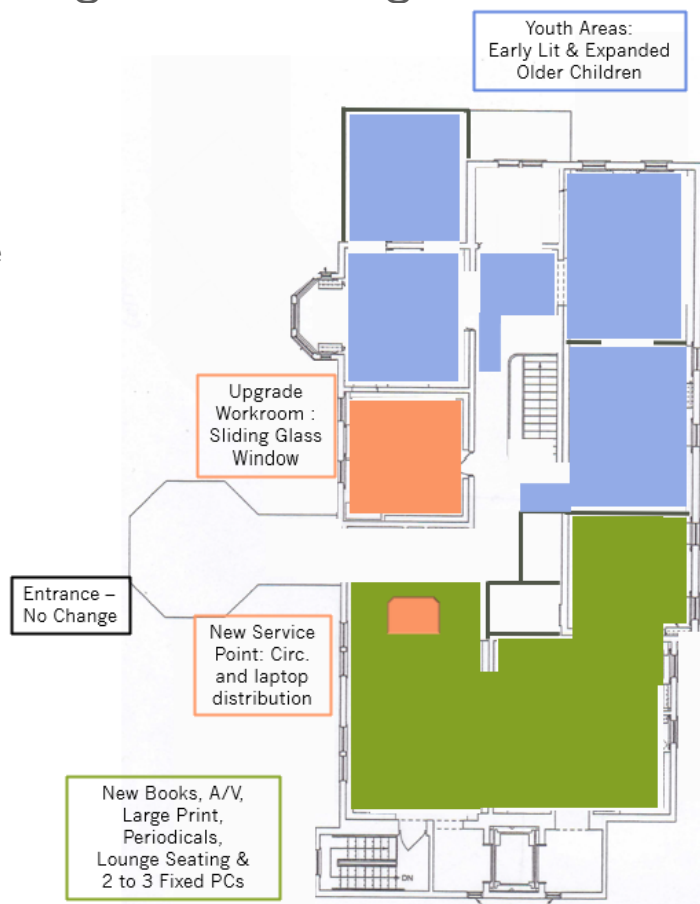
Building Layout Concepts

1st Floor

1. End primary service at the current circulation window and install a sliding glass window.
2. Add a new free-standing service point to the right of entry.
3. Shift all but 2 or 3 Public PCs to laptops that are checked-out from Staff Service Point.
4. Upgrade space and furnishings in this lower area to create an active adult lounge and reading area

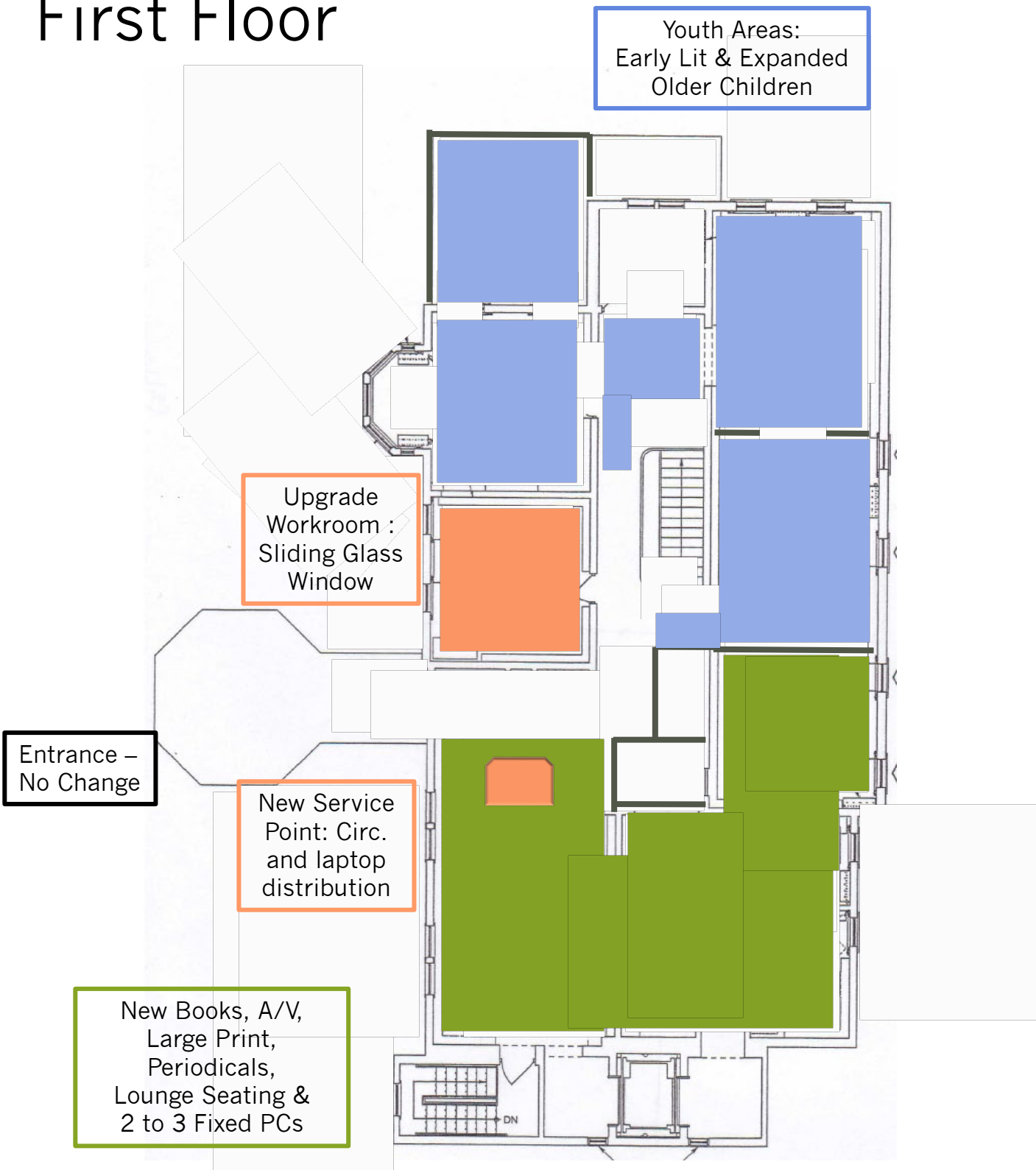
- Popular Library includes new books, A/V, large print, and periodicals
- Offers a variety of seating options with and without table
- Freestanding shelving can be on casters where appropriate to maximize day to day and long-term flexibility.

See next page for larger graphic



Recommendations

First Floor

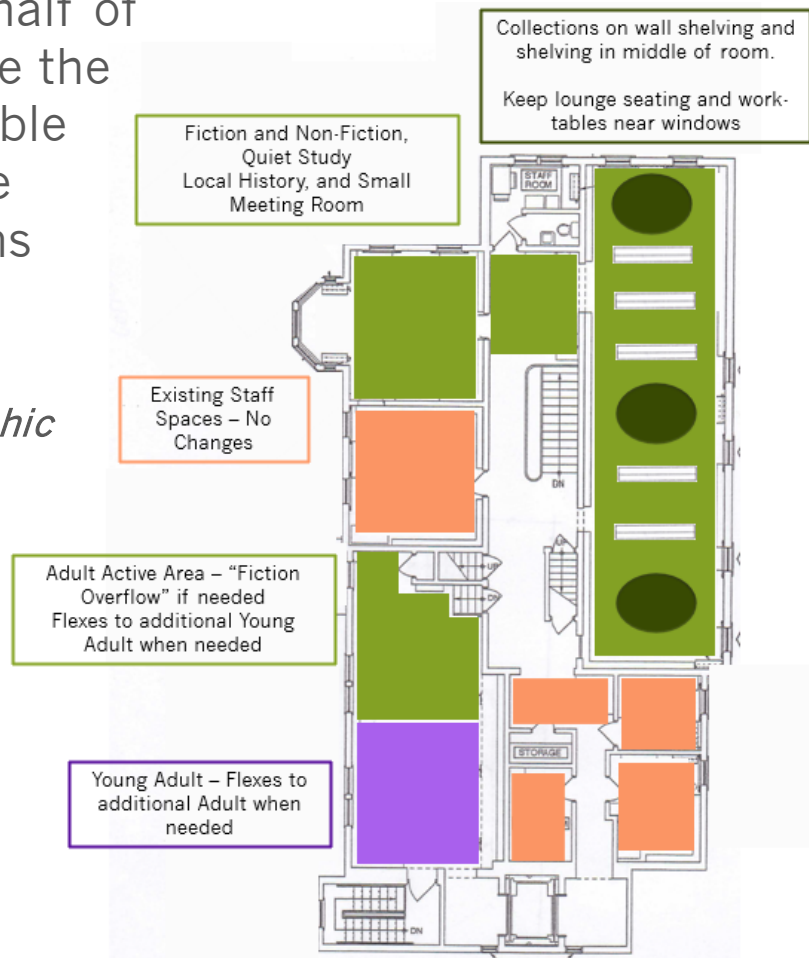


Building Layout Concepts

2nd Floor

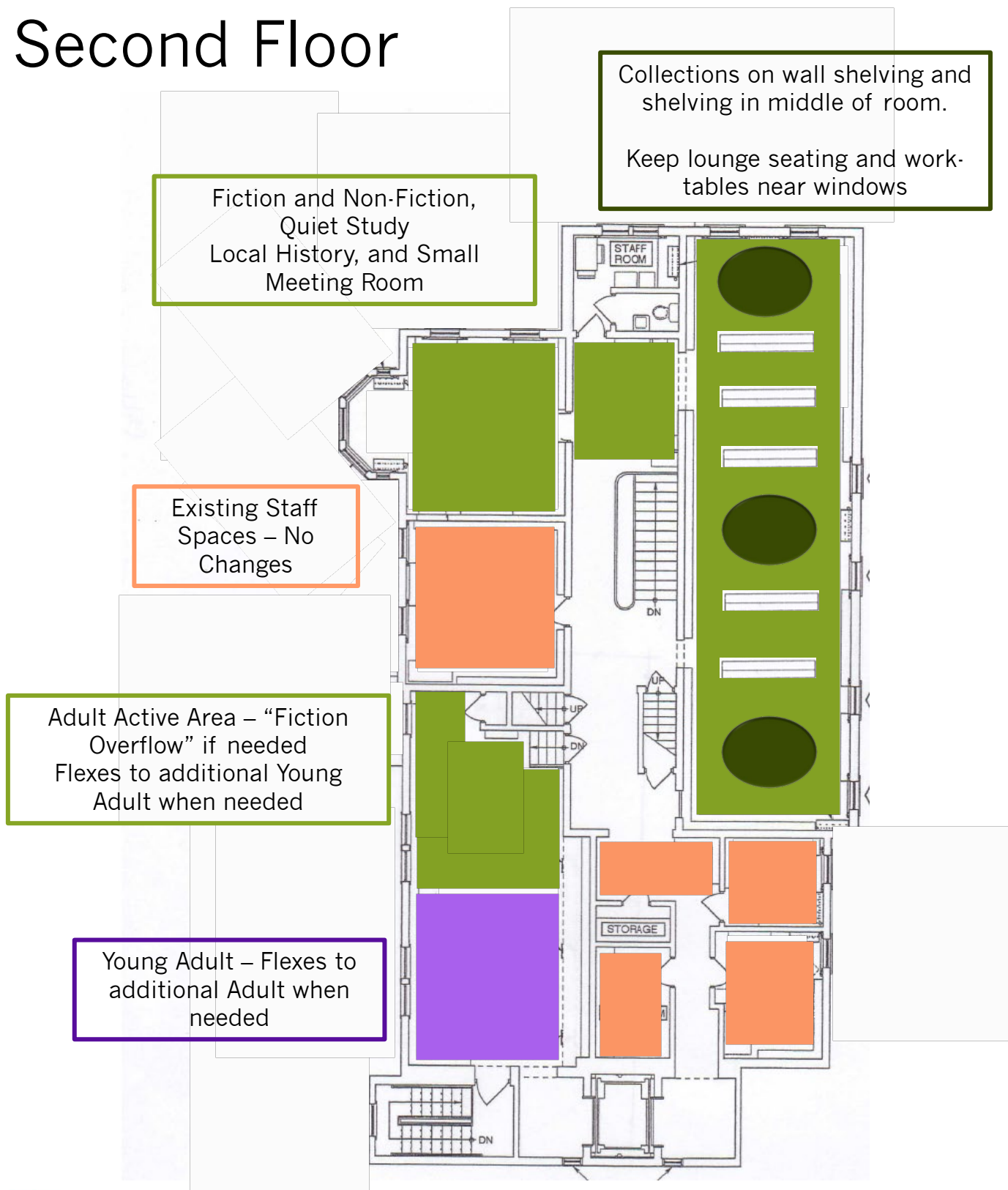
1. Weed/Reduce Fiction and Non-Fiction collections
2. Relocate Fiction upstairs with Non-Fiction
3. Make this upstairs area a quiet work/study area
 - A variety of seating options
 - Shelving on casters throughout areas
4. Make current teen room into a “Flex Space”, shifting Teen Area to back half of room and designate the front half as a flexible collaboration space for Adults and Teens

See next page for larger graphic



Recommendations

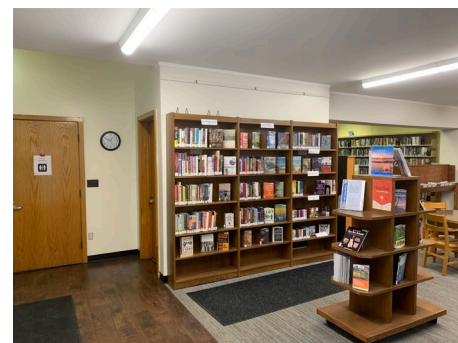
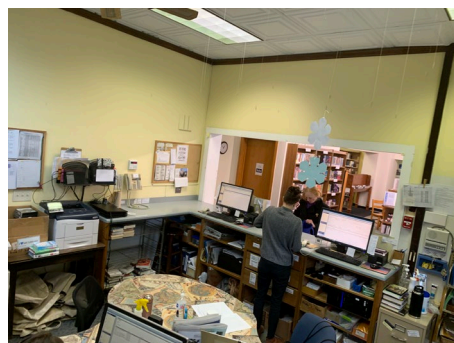
Second Floor



Recommendations

Entry Area, Staff Workroom, & New Service Point

1. End primary service at the current circulation window and install a sliding glass window.
2. Add a new free-standing service point to the right of entry.
3. This will be the primary service point for circulation.
4. Rework staff workroom for better efficiency and add storage. Consider a cabinet system in room center to replace the current table. ORGANIZATION
5. Seek help on a storage and logistical plan to maximize efficiency in the workroom and maximize the space available.
6. Laptop dispenser
7. Evaluate feasibility and net-gain, if any, of converting one of the windows in this room to a glass door to simplify deliveries/courier pick-up.



Recommendations

New book, A/V, Collections, Adult Lounge, and Fixed PCs

1. Shift all but 2 or 3 Public PCs to laptops that are checked-out from Staff Service Point or the Service Window depending on what options can be derived for securing/charging the laptops.
2. Upgrade space and furnishings in this lower area to create an active and inviting adult lounge and reading area.
 - Offer variety of seating options with and without tables.
3. Cut adult fiction area in half (front half converted to youth space) and install a wall with good sound protection.
4. Take out or install low shelving to re-open windows along that northwest wall.
5. Move non-new Adult Fiction upstairs but keep New Books, Large Print, A/V, and Periodicals in this lower “Popular Library” area.
6. Upgrade the browsability of the New Books and maximize face-out shelving of new materials.
7. Ensure all staff are trained on “tending” the face-out shelves to fill the face out spots when those items circulate, always working to keep a high percentage of materials facing out. (this is especially true in the new book areas but should also be applied to the non-new stacks for fiction and non-fiction, now all upstairs in this new plan).



Recommendations

Youth Area Expansion

Make the youth space a haven for young children and their families/care-givers.

1. Expand youth area into the front half of what is currently adult fiction and build a good sound deadening wall to separate those areas acoustically.
2. This expanded area for older youth should be a mix of shelving, seating, and interactive elements including 1 or 2 youth-only PCs.
3. Upgrade shelving and furnishings to better support youth and parent use of the space.
 - Include browsable picture books bins if possible.
(*See image)
 - Upgrade and expand interactive elements for all youth.
(*See image)



Recommendations

Adult Fiction, Non-Fiction, and Quiet Study (Upstairs)

1. Weed/Reduce Fiction and Non-Fiction collections.
2. Relocate Fiction upstairs with Non-Fiction.
3. Increase the amount of face-out books on the shelves to improve browsability.
4. Make this upstairs area a quiet work/study area.
 - Offer a variety of seating options, positioned near windows.
5. Consider freestanding double-sided shelving with lockable casters, IF the capacity is sufficient.
 - (*See image below right. Typical costs ~\$2,900/unit.)



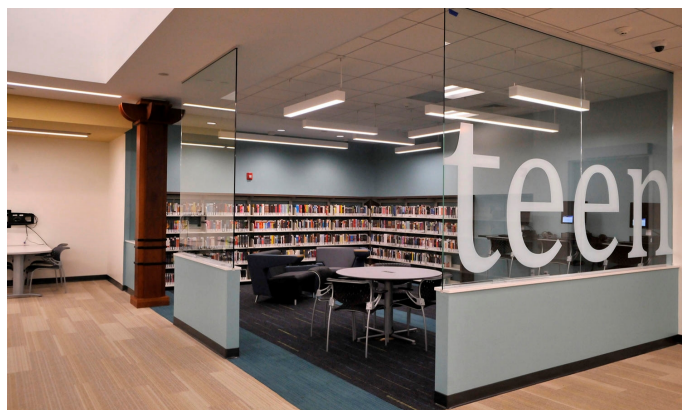
Recommendations

Young Adult / Active-Adult

Flex Space

Make current teen room into a “Flex Space”, shifting Teen Area to back half of room and designate the front half as a flexible collaboration space for Adults and Teens

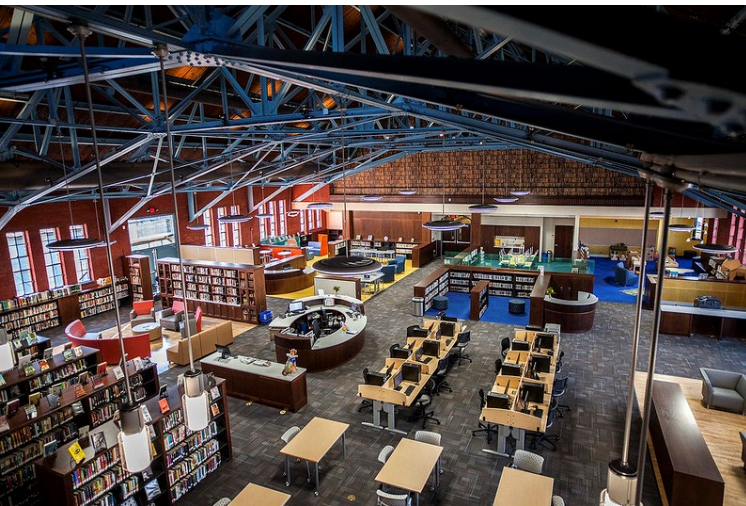
1. This is one of the larger rooms in the library, and it has low usage by teens. The space should be attractive to Teens based on similar spaces at other libraries so the verdict is that Oneonta teens are not currently seeing the library in its current location as an attractive place to spend their time.
2. This space is already heavily used by adults, so therefore build on that by creating a more deliberate flexible usage of that space. Shrink the space visually geared to teens and position in the back (northern) half of the room.
3. Use furniture or shelving on casters to create two zones.
 - Teens in the back half and all ages collaborative area in the front half



Recommendations

Address Wayfinding and Navigation Issues

1. Develop a wayfinding signage solution that better conveys building navigation and what areas are where.
2. Utilize color on walls and in flooring to assist in space designation and building spatial understanding
3. Utilize graphics and imagery to better draw attention to signage.



Recommendations

ADA Issues and Power Access

Ensure good accessibility throughout the building and upgrade power access.

1. Ensure new shelving and building layouts meet minimum ADA clearance requirements (there are several locations in the current building where aisle spacing does not meet these requirements). Where possible exceed ADA standards and try to meet Universal Design targets.
2. Make power and charging points readily available in all areas where people sit and use technology.
3. Evaluate under-carpet solutions (Thread from Steelecase or ConnecTrac) OR look at re-chargeable powered tables for power distribution in difficult/expensive to access locations.



Recommendations

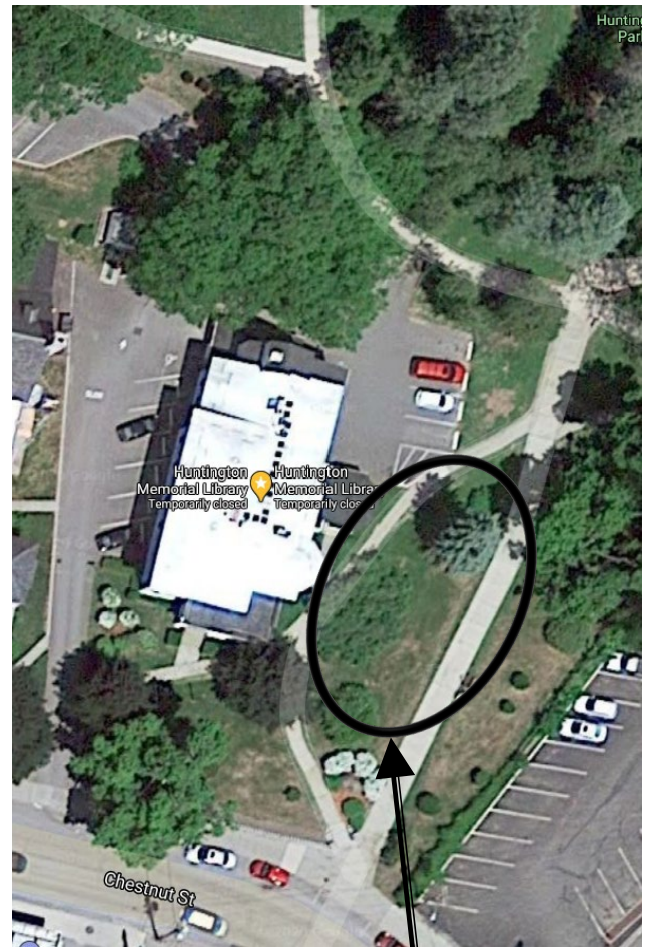
Staff Space Ideas

1. Though not ideal, evaluate creating a staff break area and a staff restroom in the basement.
2. Will likely be an expensive project if undertaken.
3. Accessibility of a basement break room is a problem which may make the project prohibitive.



Recommendations Outdoor Space

1. Create a comfortable outdoor space with access to power and Wi-Fi.
 - Evaluate expansion of Wi-Fi coverage to outside areas of the library making the library's outdoor areas "open" 7 days a week with "extended" hours.
2. Consider creating a community garden area.
3. Also consider covered options that can blend in with the historic building.
4. Be cognizant of safety and security needs.
5. Work with city on parking options.
6. Explore options for adding drive-up materials return.
7. Evaluate options for outdoor 24/7 holds pick-up lockers.



Target Area for
Outdoor Space



Recommendations

Meeting Rooms Improvements

Plus Other Ideas and Suggestions

1. Add 1 or perhaps 2 ceiling mounted retractable screens to the large meeting room and 1 to the small meeting/local history room.
 - In large meeting room, hang one screen just in front of the stairway opening, and one just in front of east wall (the one with windows).
2. As feasible, add ceiling mounted LCD projectors for both rooms with Wi-Fi accessible connections.
3. Upgrade exhaust systems for the public restrooms.
4. Evaluate adding noise baffling in the restrooms or add Pink Noise systems to restrooms and the areas outside of them to mask.

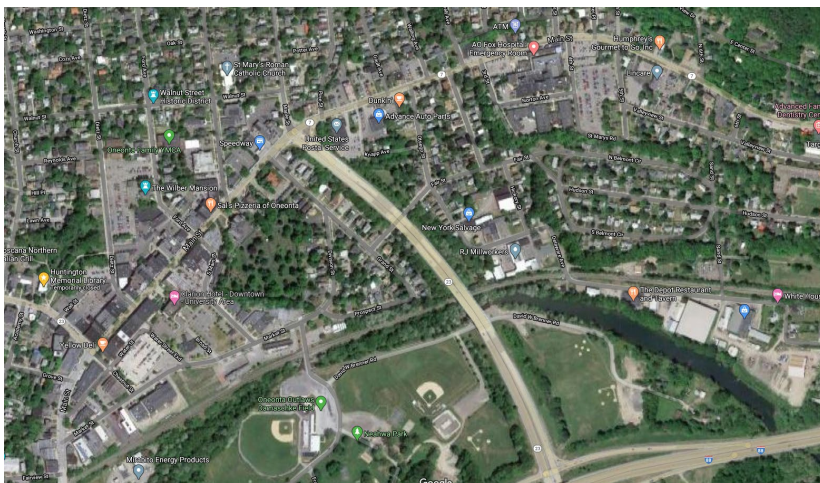


A Second Location?

As mentioned earlier in the report, given the complexities and costs associated with expanding the current library, a second location is something that HML should consider in terms of evolving and expanding its services to the community.

This second location might be best executed as a specific-focus location instead of a general purpose “branch”. There are a few options for focus areas that could be considered.

- Creativity Space (Makerspace, Digital Creativity Labs)
- Co-Working Space (space geared at telecommuters and business startups)
- Youth Services (space and services geared at early literacy up through pre-teens.)
- Teen Services (space and services geared at teen-age and perhaps younger adults within the community)



Some or all of these services could be offered at a second location, perhaps in the downtown area of Oneonta. These services would allow HML to expand or improve services in a way that wouldn't be possible in the current building. Positioning this location in the downtown Oneonta area would not only better connect the library to the downtown district but also might help act as an anchor of services that would drive visits to the downtown area. This could help make HML a more attractive partner to the city to their broader revitalization efforts for downtown Oneonta.

If some or all these services were added or shifted to this second location it would allow an opportunity for better services and more space for other more traditional services at the current library building. As a result these shifts would change or obsolete some of the space changes outlined earlier in the report.

What's Possible Without A Tax Increase?

In tough economic times, seeking additional funding or borrowing to finance a larger project can be a tough ask for many communities. However, with a strong vision and community engagement, it is possible to update a library to meet the current and future needs of its community without adding a significant burden to taxpayers. A few examples of what's possible for creating a new library in this way include the Hudson Library (NY) and the Leicester Public Library (MA).

The new Hudson Library (below two images) was planned and designed without significant local tax dollars. Instead, private funding and fundraising were key components.



The Leicester Public Library (below image) was funded through grants and fundraising. \$7MM of the \$8.9MM expansion/renovation was funded in this way.



Budgeting ROUGH Estimates

We are presenting two basic budgetary scenario options below:

A. Development of a 2nd Location AND Rework of the Existing Library

- Build out of a 3,000 to 6,000 square foot space = 200,000 to 600,000
- Rework (not full renovation) of the current library = 250,000 to 900,000
- Total Capital Outlay = \$450,000 to \$1,500,000
- Expected Increase in Annual Operational Expenses: \$75,000 to \$250,000

B. Renovation and Expansion of the Current Library

- Expansion of the Current building by 3,000 to 6,000 square feet and the renovation of most of the Current Building
- \$1,900,000 to \$6,500,000 (varies by level of change in the current building, how much space is added, the complexities of adding that space to the current building, and the amount and level of furniture, fixtures, and equipment that are added/upgraded as part of the project)

NOTE: Both estimates are very rough and approximate in nature, based on KBA's experience with similar project from across the United States (including in NY). The low and high ends of both estimates make very some general assumptions about the nature of the work and the local costs of renovation and construction services. These estimates are provided to give general directional guidance to the library leadership but represent no guarantee of total project costs.

Next Steps and Phasing

- A. If the 2nd location idea is considered a strong option by the library board and leadership, explore a 2nd location spaces/buildings that could be leased. Ideally in the downtown area near sufficient parking.
- If a good, sufficient and affordable space is identified develop a space and service program blue-print for launching that 2nd location. In addition to space, service, and programmatic impacts to the current location.
 - Seek community input on that initiative and evaluate funding possibilities, including grants, city/county/state funding assistance.
 - If feasible, the funding can be secured, and the overall approach is positively received by the community begin work with the appropriate architects, library planners, and/or interior design firms to finalized and execute those plans as needed.
- B. IF a 2nd location is not available or deemed not feasible, evaluate funding realities of a renovation and expansion of the current location.
- If a renovation and expansion of the current location is feasible, then identify a qualified architectural/engineering firm that can assess the technical possibilities and options of building expansion and provide more precise budgetary estimates.
 - Finalize funding, finalize designs and seek community input.
 - Assuming a positive response from the community execute the renovation and expansion of the library.
-
- If fundraising is seen as a key component of either pay, seek outside assistance with the development of that capital campaign. Library Strategies (St. Paul, Minnesota) is a good option for this, but you could also locally talk to leaders at the Hudson Area Library about how they approach their funding project.