



OUR LIBRARY, OUR FUTURE

A Call to Action for a 21st Century Manchester Public Library

Town of Manchester, Connecticut
21st Century Public Library Task Force
Final Report
September 14, 2021

21st Century Public Library Task Force

FINAL REPORT

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Executive Summary

We envision a Manchester Public Library where patrons will participate in programs, engage in community conversations, and discover ways to improve their lives. While accommodating significant growth in collections and technologies, a larger main library will have a renewed emphasis on in-library service, providing ample space for studying, collaborating, creating, reflection, civic and community engagement, and more. It will also provide rich opportunities to reflect and celebrate the cultural diversity of our town.

With more than one million visits every five years, Mary Cheney Library is most likely Manchester's most heavily-used all-ages town building. On average, the Manchester Public Library sees each resident walk through the doors four to five times per year seeking a diverse range of programs and resources in multiple formats and languages, and each borrows more than 12 items per year.

What Manchester Public Library's patrons cannot find is adequate *space* for books, resources, and people. The book collection size has been stagnant since the 1960s; since the stacks filled up, every new book purchased means an older book must be discarded, even if it still circulates. Each book discarded diminishes the library's capacity to serve as keepers and protectors of cultural, literary, and intellectual history, and is an extremely inefficient use of library material funding. Currently, our book collection is 114th out of 165 public libraries in Connecticut for books per capita, simply because we have no room to keep even books that actively circulate.

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Public Library's
patrons cannot find
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The lack of space and accessibility, as well as the long-deteriorating and code-violating conditions of its buildings, are significant barriers for the Manchester Public Library in responding to community needs and demands for services. The severe lack of space – only 26,135 square feet at Mary Cheney and 12,367 at Whiton – limits the library's ability to offer simultaneous programs for patrons across the lifespan, exhibits and performances, community conversations and debates, civic engagement forums, and popular author lectures.

The lack of “people space” means that the buildings are not fully accessible to all members of our community. At Mary Cheney, the stacks are cramped, on separate floors with no elevator, and so narrow that most patrons with mobility issues cannot access them. These deficits and inequities will only increase as the population continues to grow; it is projected that Manchester will grow by another 22% by 2040. Expanded and accessible library facilities are needed to ensure equitable access to vital services now and into the future.

It has long been recognized that a larger public library is needed in Manchester. The current main library building, Mary Cheney, has not been expanded since 1962. Although Manchester has extremely high demand, with the **third-highest circulation of materials of all Connecticut libraries**, Mary Cheney being only one-third the physical size recommended for a town with our population means there is severely limited supply of books and other materials. In preliminary conversations with local, state, and federal elected representatives, **the potential availability of federal and state funding to support a new library facility makes this an opportune, once-in-a-lifetime chance to upgrade the current library system.**

In January 2021, the Manchester Board of Directors directed the Manchester Library Advisory Board to research the characteristics for a modern, 21st Century library for the town, with a report due in September 2021. A task force to conduct this review was formed, consisting of the current nine-member Library Advisory Board and three at-large community volunteers. **Through an eight-month process, thousands of residents, community leaders, stakeholders, and library staff participated in the visioning and shaping of this report and recommendations.**

The task force conducted extensive community engagement efforts, assessed data from and visited model Connecticut public libraries serving similar populations, toured Manchester school buildings under review for repurposing, reviewed historical Manchester library studies and modernization efforts, and considered potential sites and approaches for a 21st Century public library that will serve future generations of Manchester residents.

Public libraries today are centers for civic engagement and cultural exchange, and it is time for Manchester to provide that for its growing and diverse community.

CONCLUSIONS

Following thorough review of past studies, engagement with the community and library staff, and examination of state and national best practices for a 21st Century public library, **we have concluded that:**

1. Sustaining a downtown Main Street connection for Manchester Public Library, either with a main or branch library, is optimal.
2. Expanding the current Mary Cheney Library is not feasible.
3. Repurposing an existing school building is unviable.
4. Sizing and designing a public library that serves both current and future generations of Manchester's residents is paramount.
5. Manchester's future main library needs to be larger than Mary Cheney Library by a factor of three, at approximately 83,000 square feet.
6. Three locations suggested by the community – the Tong Building on Main Street, the land on North Main Street including and surrounding the current Whiton Branch Library, and the former Shaw's/Save-a-Lot location on the corner of Broad Street and Center Street – are worth further exploration.

RECOMMENDATIONS

The 21st Century Public Task Force recommends these next steps:

1. **Design and build a new, fully-accessible, and code-compliant public library of approximately 83,000 square feet, with adequate parking, flexible space design for multipurpose uses, private and group meeting and work spaces, and sustainable “green” design with efficient building systems.**
2. **Enact a process to prepare necessary site analyses, selection, and plans; architectural designs; and cost estimates for a fall 2022 bond referendum to fund the building of a new public library.**

Challenge & Approach

At their January 12, 2021 meeting, the Manchester Board of Directors posed the following directive to the Library Advisory Board:

1. The Board of Directors directs the Library Advisory Board, plus up to three additional members of the public, to explore and research current information to determine the appropriate set of services and requirements for a 21st Century Public Library;
2. Review, discuss and comment on earlier studies and plans to address these issues done from 2010 to 2014 and other pertinent studies and public input;
3. Determine how those ideas, concepts and visions relate specifically to Manchester in terms of space needs and location if appropriate;
4. The Library Advisory Board will meet with the Repurposed Schools Committee and advise them of their findings prior to presentation to the Board of Directors;
5. Report to the Board of Directors by September 2021 with findings and recommendations that the Board can use as the basis for decision making about the most appropriate next steps toward planning for and investing in a library to best serve the needs of our diverse community.

Organizational meetings were held in February 2021 to lay out plans and efforts to meet the challenge. **Efforts were centered around the following areas:** 1) **extensive community engagement** to identify residents' views and their needs for a modern library; 2) **review of comparable towns' demographics and library facilities**, including tours of model library facilities in Wallingford and West Hartford that are recognized for their excellence; 3) **library staff engagement regarding facility needs and features** that enable superior programming and services for Manchester residents; and 4) **review of past efforts and studies** for Manchester library facilities and potential sites.

Historical Review

In 1937, Mary Cheney Library opened, named in honor of a well-known local philanthropist and library advocate. The building was designed by her nephew, Frank Cheney Farley, a New York architect. Farley did not have experience as a library architect, and the building he designed incorporated elements that even by the 1930s were no longer the norm in public libraries. Most notably, the design made “closed stacks” –

shelves of books inaccessible to the public – structural to the building, even though closed stacks had begun being removed from U.S. libraries starting in the 1880s, and structural stacks had begun fading by the 1910s. The building’s design also incorporated “closed spaces” – like the narrow aisles, tall shelves, limited lighting, and small nooks in the main stacks – even though those were already known by library professionals to be safety hazards by the 1930s. **Effectively, Mary Cheney Library was out-of-date the day it opened.**

By the late 1940s, library staff was already struggling with the building’s confines. Although the upper floor stacks were public, the basement stacks had to remain closed for safety. There was limited storage and staff office space, and there was not enough room for the expanding collection. In 1956, the library board formally requested that the town build an addition – one meant to include programming space, a local history room, and public work space, along with obvious needs like more bookshelves and storage. **But in 1960, the town rejected significant parts of this plan, saying that things like programming space and work spaces were “frills,” despite them long being mainstream national best practices for libraries by then.**

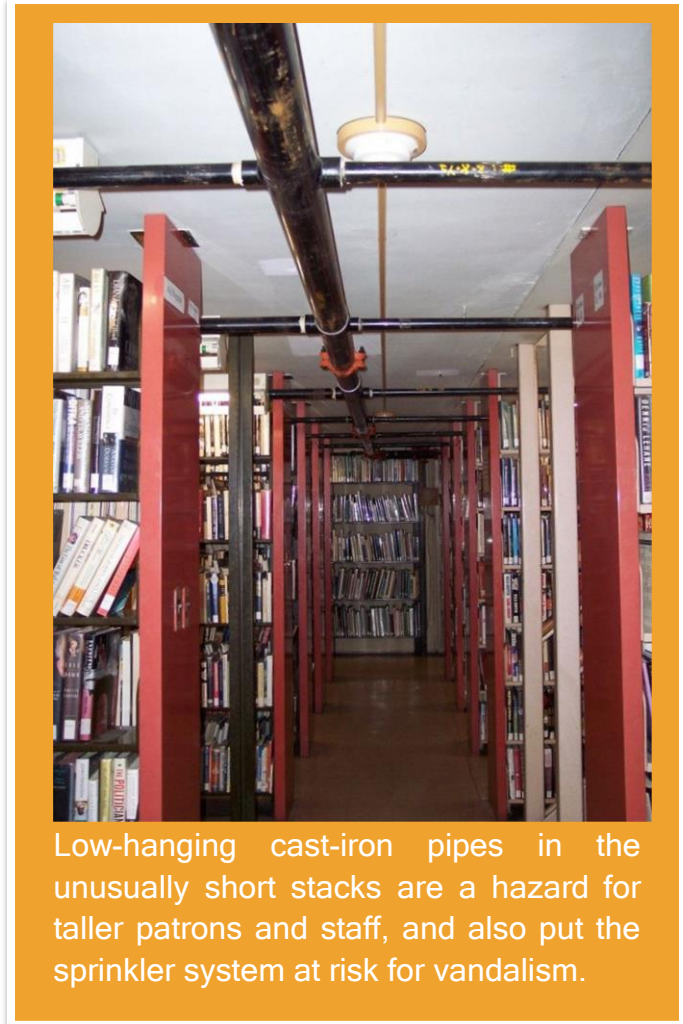
A scaled-back referendum not meeting the library’s original requests passed, and in 1962, an expanded 26,135-square-foot Mary Cheney re-opened to the public. But by the end of the decade, library staff were again feeling the consequences



The original Mary Cheney Library, before the two wings were added in 1962. That was the library’s last expansion.

of a building not designed in accordance with best practices. By the late 1960s, the new bookshelves were full to capacity and parking was a major issue, as were the lack of programming space, storage space, historical collection space, and other needs that had been rejected by the town. In the 1970s, local conservationists formed the first organized opposition to any modifications that could impact Center Memorial Park, including successful opposition to adding a wheelchair-accessible ramp.

The 1962 expansion had been expected to resolve the library's issues for many years; in reality, it was insufficient by the end of the decade. By the 1980s, the situation was dire – yet it would only get worse. Faulty, dated mechanicals were costly and difficult to repair, leading to regular HVAC issues and the occasional small fire. Instead of more parking being added, spaces were lost during the Main Street reconfiguration of 1992. As the “Computer Age” arrived, the library could only offer a limited number of terminals for the public. The passage of the Americans with Disabilities Act in 1990 made the library's accessibility issues even more pronounced. By 2000, Mary Cheney was regularly cited in state and local media as an example of an outdated, undersized library, and was – with good reason – described in a *Hartford Courant* headline as “a study in cramped, crowded space.” The last significant modification of any kind was in 1998, when the Howroyd Room opened in the basement, offering the library's first-ever program space.



Low-hanging cast-iron pipes in the unusually short stacks are a hazard for taller patrons and staff, and also put the sprinkler system at risk for vandalism.

In 2002, Aaron Cohen Associates was retained to conduct a needs assessment for Mary Cheney. The final report, delivered in February 2003, described a severe situation. In order to meet the most basic standards of a modern library for the projected 2023 population, Mary Cheney would need to be at least 65,054 square feet – more than twice its current size. The assessment also noted that 1) “the crux of the Manchester Public Library’s problem relates to finding a proper site,” 2) finding consensus regarding a location would be the biggest challenge, and 3) any modern library would need to be modifiable and expandable.

By 2010, the broad local consensus was that Mary Cheney had to be addressed, but there was no agreement on what specifically should be done. Three major camps had formed: “expand,” “move within downtown,” and “move away from downtown.” An architectural firm worked with focus groups of community members and drew up plans to expand Mary Cheney into the north end of Center Memorial Park, which was seen as the most viable path. The proposed expansion addressed immediate space needs but did not resolve the problems with parking or future expansion needs. The proposed use of town-designated space in the park once again drew opponents, as did the alternative of moving the library away from Main Street. After a vigorous two-year public debate, the proposal failed in 2012 by a significant margin, leaving the town without an adequately-sized flagship library and with no clear future plans to have one.

Still, residents continued to tell research firms hired by the town that they wanted a new library. A January 2014 GreatBlue Research poll found that 50% of “no” voters from 2012 would be either “very likely” (24.1%) or “somewhat likely” (25.9%) to support a new library somewhere else in town, and that a larger, more expandable library was needed. A design firm, Peter Gisolfi Associates, was retained in 2014, leading to a 2015 proposal to locate a new library on the site of the Tong Building, next to the parking lot at the corner of Main and Forest streets.



An architectural rendering of the shelved 2015 Gisolfi proposal, which preserved most of the Forest Street parking lot.

The idea of keeping the library on Main Street, with no use of any Center Memorial Park space, was popular with downtown businesses, but the proposal did not gain support from the Board of Directors, who wanted to first solve the space and renovation issues that still existed in multiple school buildings.

It is crucial to note that in 1960, the library board raised concern over the fact that **many studies were conducted, committees were convened, and consultants were paid over the years, with no changes resulting from those actions.** In 2013 and 2016, the Library Advisory Board echoed similar concerns about more studies having been conducted and committees formed without an end result. The creation of this task force in 2021 is yet another chapter in our public library's long history, but is a hopeful step for the Library Advisory Board and community residents alike.

Modern Library Best Practices

One of the first steps undertaken by the task force was a review of state and national best practices for modern libraries.

21st Century libraries in Connecticut are those that meet all state guidelines for materials space, staff space, special use areas, flexible use spaces, workstations, meeting and private study rooms, storage space, and general facilities. **Manchester is not merely far below state standards in each of these areas – in a majority of cases, it doesn't have these spaces at all.**

In Connecticut, the guideline for receiving state funding for municipal library construction is that towns must replace, in the words of the Connecticut State Library, "inadequate, timeworn, and unimproved library facilities with modern, efficient and functional buildings to accommodate expanding and developing programs of service." In other words, the state only helps fund library construction



With only one program room at Mary Cheney, family programs are often held in the busy lobby.

if the plans meet both current needs and provide for future growth. This is why, in 2012, no state grants were available for the proposed expansion: it wasn't large enough. To determine which towns are meeting this guideline, funding requests must use the state's Library Space Planning Guide, which provides a benchmark of 1.15 square feet per capita for libraries in towns with a population more than 50,000.

Connecticut libraries – including those in our surrounding area – have **dramatically upgraded their services in recent decades**. Even in far smaller towns, our task force found that features and services like makerspaces, public meeting rooms, spaces for different developmental ages, snack or small café areas, comprehensive multilingual materials, “bookstore” rooms for selling discarded materials and unwanted donations, and modern technology for both staff and patrons have been standard for decades.

With many of these services, **the goal is to foster community participation**, as libraries have long-since shifted away from solely being “quiet zones” and “just about the books.” Although books and other materials are still the central mission, and although the presence of dedicated quiet spaces is still essential, modern libraries also focus on what the Aspen Institute's report “Rising to the Challenge: Re-Envisioning Public Libraries” (2014) refers to as “**people, place, and platform**”:

- **PEOPLE** – “The public library is a hub of civic engagement, fostering new relationships and strengthening the human capital of the community. Librarians are actively engaged in the community. They connect individuals to a vast array of local and national resources and serve as neutral conveners to foster civic health. They facilitate learning and creativity across the multigenerational lifespan.”
- **PLACE** – “The public library is a welcoming space for a wide range of purposes – reading, communicating, learning, playing, meeting, and getting business done. Its design recognizes that people are not merely consumers of content but creators and citizens as well. Its physical presence provides an anchor for economic development and community revitalization, and helps to strengthen social bonds and community identity. The library is also a virtual space where individuals can gain access to information, resources, and all the rich experiences the library offers. In the creative design of its

physical and virtual spaces, the public library defines what makes a great public space.”

- **PLATFORM** – “The public library is people-centered. It provides opportunities for individuals and the community to gain access to a variety of tools and resources with which to discover and create new knowledge. The platform enables the curation and sharing of the community’s knowledge and innovation. A great library platform is a ‘third place’ – an interactive entity that can facilitate many people operating individually and in groups – and supports the learning and civic needs of the community.”

Model Peer Libraries

As we endeavored to see examples of modern best-practice libraries in action, members of the task force toured two public libraries in Connecticut that are recognized for their modern features and are highly utilized by their residents: Wallingford Public Library and West Hartford Public Library.

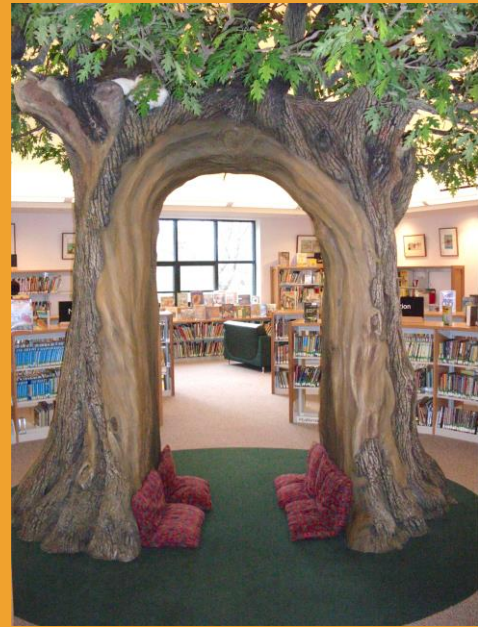
These libraries were chosen because they 1) have enacted multiple construction projects to expand and renovate their main buildings over the past 40 years, 2) are statistically comparable to Manchester in several key library reporting categories, 3) are acclaimed within the state and region for the services they offer, and 4) are commonly viewed as aspirational by Connecticut public libraries with space needs.



The modest “bookstore” at Wallingford Public Library allows them to regularly move out discarded materials while 1) bringing in direct revenue and 2) supporting affordable book ownership.

WALLINGFORD

Funded by a town referendum, the “new” Wallingford library opened in June 1982. It was designed for a 25-year lifespan but built with expansion and flexibility in mind. In reality, the library made it 18 years before running out of room, and in 2005 voters agreed to fund a renovation and expansion. The larger, updated library opened in 2008, and includes a **state-of-the-art children’s area** designed for developmentally-appropriate learning and socialization, as well as a **dedicated bookstore**, an **automated materials handling system**, and an array of **private study rooms**. In 2016, further renovation repurposed existing space into a “**Collaboratory**” – a **combined makerspace and co-working space**. The library has continually worked on its strategic planning, **anticipating renovation and expansion needs in advance** and identifying areas within the library that can be repurposed for modern uses.



The warm, inviting children’s section at Wallingford features height-appropriate bookshelves, multilingual materials, private study rooms popular with tutors, and educational play features.

Average attendance at Wallingford programs provides a glimpse at how undersized Manchester’s program spaces are, and how many people in the Manchester community are not able to attend programs due to size restrictions. Wallingford serves a population below 50,000 people and offers more than one hundred fewer programs per year than Manchester does, but our average attendance is almost identical to theirs (24 per program in Manchester versus 23 in Wallingford). Manchester library staff must put registration limits on many events, and Manchester patrons who do register frequently report not attending due to no parking availability. Yet Wallingford – which has ample parking and programming space – experiences neither of these challenges. This supports the idea that **Manchester residents strongly desire more programming from the library and are only deterred by space issues, and that “if we build it, they will come.”**

WEST HARTFORD

The West Hartford Public Library is Manchester's closest "rival" in the Connecticut State Library's annual statistical report, with both libraries regularly placing in the top five busiest libraries in the state in terms of books and materials loaned. (During our community engagement efforts, it also became the library most cited by Manchester residents as one to emulate in terms of services.)

West Hartford's main library was dedicated in 1938 and expanded to 40,000 square feet in 1982 due to the town's growing population. In 2006, a three-story, 17,000-square foot addition expanded the children's area, created a separate space for teens, added small and large meeting spaces, and allowed a total redesign of the library's main floor into exclusively public space. Among the desirable features the West Hartford main library has are a loading dock, a local history and genealogy room, a large staff cataloguing and tech services area, and children's areas divided by developmental age cohort.



The multi-level stacks in West Hartford's main library meet ADA accessibility requirements and can be reconfigured as needed, unlike Manchester's stacks.

KEY FINDING

One of the lessons learned by both Wallingford and West Hartford is the challenge of adding on to an older, existing building. In West Hartford, the decision to remain at their present site was driven in part by their downtown location and community nostalgia about their façade and interior spaces. In Wallingford, the community expressed a similar attachment to the façade and setting. Surrounded by a sizable plot of unrestricted land, Wallingford was able to expand from their original building rather effectively, including a large parking lot and preserved green space. Expanding West Hartford on a relatively small footprint, however, has resulted in suboptimal access points and customer flow, poor sightlines that contribute to personal safety concerns, an undersized teen room, limited public restroom availability, and a regular need to renovate and repurpose space to meet

emerging needs and best practices. When we visited, West Hartford staff were appreciative of their “new” space and the services they are able to offer, especially in contrast to what’s available in Manchester, but they had one piece of advice for the task force: build new.

Library Staff Engagement

Locally, one of our first steps was to consult library staff. We were particularly interested in 1) their own experiences with the buildings from an employee perspective, 2) how they compare and contrast Manchester’s public library buildings versus others they have worked in, and 3) what they hear from library patrons regarding the good and bad aspects of the current library. Staff feedback regarding potential features and services in a modern library shaped the questions we asked the community.



The Mary Cheney basement is a small, cramped workspace with poor ventilation and nowhere near enough desks, chairs, or computers for the more than a dozen employees working there.

Overall, staff find both buildings, but especially Mary Cheney, to be inefficient, constraining, professionally inhibiting, and unacceptable for the community they serve. The lack of private staff workspaces, even in the basement area, makes it hard for staff to complete their work each day, when even finding a desk to sit at or a computer to use can be a challenge. The physical set-up of the shelves is difficult for staff, with the task of shelving and retrieving books on very low and very high shelves in narrow stacks more physically demanding than it is in other libraries. Supervisors struggle to find spaces where they can have private conversations with staff, and staff cannot find available tables and resources to effectively facilitate essential duties.

Staff find that many of the ideas they have for programs, displays, and other services for patrons cannot be achieved due to physical space limitations. In

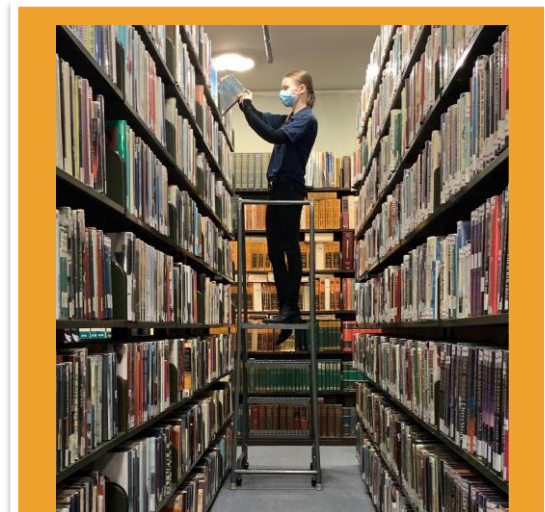
particular, with only one large meeting space, it is currently not possible to run simultaneous programs at Mary Cheney, like having one event for children and one for adults. The staff have **limited storage**, which also means **limited supplies on hand** that often impacts the capacity for programming – especially children's programming, since that relies so much on a wide variety of physical materials. They struggle to find ways to work on group projects due to **no dedicated staff meeting rooms**. This leads to a feeling of demoralization for staff, who want to collaborate and innovate more than they currently can.

100% of library staff said they would be *more efficient* and offer *more services* in a modern building.

They also see patrons struggle with the library every day, with **staff who work the front desk describing how they have to tell patrons “No” throughout the day** – for example, “No, we don’t have a space for your child’s tutoring session” or “No, we don't have an elevator to the upstairs of the bookstacks.” They also describe regularly watching **patrons pull into Mary Cheney’s “driveway”** and then leave after not being able to find a parking space.

When asked how other area libraries where they’ve worked (or currently work) view Manchester’s libraries, staff said that Manchester is admired for its commitment to diversity, excellent programs, the quality and breadth of the materials collection, and knowledgeable staff. But they also noted that Manchester’s library is seen as a “head-scratcher” due to how old the facility is compared to others, how limited its technology is, and its “library-unfriendly” design. As one staff member said, “**People [in other towns] make fun of this building.**”

Staff report feeling left hopeless by past failed attempts at expansion or moving. They feel that both the community and town leadership would benefit from better education on how dated and inefficient the



Mary Cheney staff climb tall, rolling ladders throughout the day to retrieve and shelve books from 10' basement stacks that are inaccessible to the public.

Mary Cheney building is, especially in comparison to other towns in the area. In both the staff survey and a staff focus group our task force led, they repeatedly expressed anxiety that this task force will be “another failed effort,” and that Manchester will continue to have a library that is not adequate for what the community needs.

It is clear that library staff are deeply committed to the Manchester community and want Manchester residents to have the high level of services they deserve. Priorities for staff include the following:

- Dedicated spaces for a variety of developmental ages
- More technology, including an automated materials handling system
- Universal design / ADA-accessibility
- Dedicated quiet spaces and private study rooms
- Instruction and program spaces
- A makerspace, including a 3-D printer and a multimedia studio



Throughout the pandemic, staff have found ways to continue to serve the public and provide connection, including by filming storytimes that families can watch from home.

Staff also note that they love being attached to the park, but that a new facility is more important to them, especially if it means resolving the facility size, parking, and ADA issues.

Community Engagement

Since 2002, thousands of Manchester residents have participated in professional studies related to what they would like to see in a modern public library. Hundreds of others have been polled and surveyed regarding specific referenda. Still others have attended public fora, spoken at town meetings, and otherwise shared their views with town staff. Young people who were asked in 2002 if they wanted a teen room are now bringing their own children to the library and asking if there is a teen room yet. Those studies, combined with the annual statistical reports submitted

to the Connecticut State Library and the library’s own internal tracking reports, provide ample, consistent data showing what the people of Manchester would like from their library.

Still, the task force wanted to make sure that we had the most up-to-date feedback possible from the community, in order to determine the features and spaces that residents would most like to see in a modern library. The “Our Library, Our Future” community engagement effort ran from June 10 to July 31, 2021, with 1,134 local residents submitting responses to a survey that was available in English, Spanish, and Bengali, on both paper and via the town’s Your Voice Matters website. In addition, more than 300 residents spoke with task force members at community events, nearly 200 people took a virtual tour of Mary Cheney Library’s staff-only areas, and more than 1,400 website visits were logged.



Working with town officials, the task force promoted the “Our Library, Our Future” engagement effort across town, reaching all nine voting districts.

Public awareness outreach was conducted in all nine of the town's voting precincts, with special efforts made to reach traditionally underrepresented groups and neighborhoods. The task force collaborated with the Office of the General Manager; Manchester Public Schools; the Department of Leisure, Family and Recreation; the Manchester Senior Center; the Department of Public Works; an array of businesses, social organizations, cultural and faith communities, and non-profits; print and digital media outlets; and key stakeholders like the Manchester Historical Society and the Downtown Manchester Special Services District.

The survey asked how residents felt about specific modern features and spaces that are commonly found in Connecticut’s best libraries, including several peer libraries in our immediate area. It also asked residents to describe their priorities, values, and visions for the future of the library.

KEY FINDINGS

Manchester respondents indicate the following spaces, features, and values are most important in a 21st Century modern library:

- **Parking** remains the most significant challenge for Manchester’s library patrons, with **67.6%** saying that the lack of readily-available parking makes them use the library less often than they wish. People who identified as Whiton-only patrons did not experience a problem with parking, but for Mary Cheney users, it was overwhelmingly the key issue.
- **Universal design/ADA-accessibility** is lacking enough that more than a fifth of residents physically struggle to use the library. This applies to both facilities, but is much more pronounced at Mary Cheney, where the narrow aisles and lack of an elevator are seen as “dealbreakers” for whether people can visit. Of note, this applies to not just people with physical disabilities, but also seniors, people bringing small children, and others.
- **Community spaces** like a small snack area or café, a public meeting room, small group study rooms, and a makerspace were highly desirable. People are spending more time in libraries during their visits than they did decades ago, and they want to use their public library as a true “third space,” with more social interaction. Amenities like the ability to collaborate on a creative project together, take a self-serve coffee break, admire the work of a local artist, or play a board game are widely wanted.



Patrons who use wheelchairs, walkers, strollers, or other adaptive equipment cannot access the stacks. In this photo, books are seen overflowing into the aisle, which is only 26” wide.

- **Privacy** is also valued, with patrons agreeing with the value of the above but also wanting designated quiet spaces that are not possible in the current facility. A true reading room, a local history/genealogy room that can be used for quiet research, and private study rooms are major priorities for hundreds of residents.
- **Comfort** is a priority, with residents wanting warm, inviting spaces where they can leisurely read a newspaper or work on their laptop. The current furnishings are limited and are experienced as uncomfortable and old-fashioned. There is a lack of patron work spaces offering desk heights and cushioned chairs that are more appropriate for working in the digital era.
- **Inclusivity** in the form of more diverse programming, more non-English materials, and multilingual signage was requested. Residents expressed deep appreciation for the library staff and their current efforts, but more space would allow for more to be done. A self-checkout option is also sought by residents, as it can be more accessible for people with language barriers and/or certain communication-related disabilities.
- **Openness of design** – including larger spaces, lobby areas, and fewer “odd corners” – is a common priority. While some patrons enjoy the “quirks” of the Mary Cheney building, far more find the space dark and cramped, and in some cases (particularly with seniors) intimidating and uncomfortable.
- **Access** is vital, with many residents not wanting a new library in a “far-flung” location. This was a common topic during outreach in neighborhoods with less car ownership and with more diverse populations. A library that is centrally-located and easily accessible from a bus line is crucial for supporting equitable access for all.



- **Age-appropriate spaces** spanning the developmental age groups, from infants to seniors, are very common requests. **Teens** in particular do not currently have a proper space for themselves, and the current **children’s room** does not allow for different spaces for different ages (like **toddlers** versus **tweens**), as so many other libraries in the state do.



Mary Cheney’s current “teen room,” a small, dim corner of the adult reference room.

- **Sustainability** and “green” design are important to residents, with interest in things like **solar panels, a green roof, and/or a “net-zero” approach** (like at Buckley Elementary School) being frequently mentioned.
- **Modern technology and digital services** are wanted, including services like a makerspace, digital crafting and audio-visual recording space, 3-D printing, gaming platforms, and digital library cards.

While there remains no consensus on the physical location, **sentiment was stronger than in 2012 that the current location on Main Street is not sustainable in the long-term.** A small number of survey respondents said they value the current main library location and building as-is, often citing specific architectural elements, personal nostalgia, the access to Center Memorial Park, and respect for the legacy of the Cheney family. A majority, however, indicated that **the building is inadequate, past its prime, and cannot grow where it is, making expansion a poor long-term investment.**

Of the 1,134 people who submitted survey responses, only 58 said they feel the library is acceptable as-is. Common complaints were that the library feels “dingy” or “dirty,” that it doesn’t have enough lighting, that the lack of restrooms and outlets make it difficult to use for more than just picking up a book, and that it feels “embarrassing” for Manchester when compared to other towns’ libraries. Many residents listed other towns with libraries that Manchester should emulate, or specific features they’ve experienced in other towns that they wish were offered

here; a small number of respondents said they regularly use libraries in other towns as a result.

As in the 2015 discussions, there was concern about what would happen to the building if Mary Cheney were to leave, and how that might impact downtown businesses. Residents are far more amenable to leaving the Mary Cheney building if the building were guaranteed to remain in use and open to the public. They were also amenable to the idea of a new library being built somewhere in the northern part of town, and of Mary Cheney staying open as a branch in that scenario.



Many of the most thoughtful survey-takers were teens and tweens, who note that they have little to no space in the library. Adult patrons echoed a desire to give younger patrons their own dedicated spaces.

Overall, the desires of the community were consistent with industry best practices and the features and services seen in modern libraries in other Connecticut towns. Most importantly, the square footage guidelines from the state for the specific features residents expect from a modern library make it clear that a new library would need to be approximately 83,000 square feet – exactly in line with what the Connecticut State Library’s guidelines say a town of our size should have. Through their feedback and suggestions, Manchester residents have effectively “built” the same library the state and national best practices recommend.

Finally, it is worth noting that staff priorities and community priorities lined up almost perfectly. The same features and spaces the community want are the same ones that staff want for the community and said they need. On survey after survey, residents said that the library staff are the best thing the library offers, and that the staff make them feel valued, included, welcome, heard, and understood. Needless to say, a common refrain was: “Don’t change the staff.”

Schools Analysis

The task force was asked by the Board of Directors to consult with the Repurposed Schools Committee to see if there is a way to use one of their four target elementary schools – Martin, Nathan Hale, Robertson, or Washington – as a future library. **We strongly recommend against this idea.**

Collectively, the schools are judged to not be feasible options because it is **nearly impossible to re-engineer a school into a library**. Due to the weight of the books and stacks, the floors in libraries require a live load capacity that is three to seven times greater than what a typical elementary school offers, depending on the timeframe in which the school was built. Libraries also require higher ceiling heights in order to accommodate the stacks and lighting needs. This is why, nationally, **schools are rarely repurposed into libraries**; it is more common to repurpose retail spaces.

After more than 1,600 interactions with community members, the number suggesting a school be turned into a library was in the single digits.

Even if the town were to completely gut a decommissioned school, there would still be the issue of sightlines. For nearly a century, **the standard in public libraries has been to maintain open spaces with clear sightlines, for both accessibility and safety reasons**. As some neighboring towns have learned in recent years, renovating older buildings with lots of wings and winding hallways quickly becomes a **public safety hazard**, with far-flung and secluded spaces becoming centers of dangerous, inappropriate, and often illegal activities. We advise learning from other towns' hard lessons and not setting ourselves up for this issue.

Individually, the schools are recommended against because:

- **Martin** fails two of the most basic principles of modern library design: it is not centrally-located and likely cannot be put on a bus line. It is widely acknowledged in the state and national library spheres that **the greatest determinant for a new library's success is whether it is in an area that is already busy with traffic**; Martin decidedly is not. In addition, while Martin's

plot of land is sizable, there are wetland and other environmental challenges that would impact any construction and likely limit future growth.

- **Nathan Hale** has already been recommended against by past town planning initiatives, most notably in the NextGen report of 2014, which authoritatively ruled out its use as a library. In that report, consultants found that **the only way to make Nathan Hale acceptable would be to demolish all the walls, effectively rebuilding from scratch**. Even in that scenario, the building would need to be at least 20,000 square feet larger than now, meaning the plot of land would likely not include enough space for parking, even if the rear fields were utilized. There would also be no immediate bus line access. Notably, in their conversations so far with East Side residents, **the Repurposed Schools Committee has found little interest in situating a library at the school, so neighborhood buy-in would be difficult**.
- **Robertson** does provide a well-trafficked neighborhood and good bus line access, but **even if the current school were completely torn down, there would still be a parking issue**. In addition, the proposed Parks and Facilities Master Plan has ideas for that location that we feel are better for the town overall. If the town were to consider a new library in that area, the plot of land occupied by the current Whiton library branch, Community Y, and adjacent Old North Main Street site is promising and would permit keeping Mary Cheney open as a branch. The town does not own the Community Y site, and this concept would involve removing current structures.
- **Washington**, like Martin and Nathan Hale, is located in a **less-trafficked, largely residential area and suffers from parking and sightline issues**. If retrofitting that building into a viable library with open sightlines were even possible, the parking needs would remove much of the greenspace, which would be **detrimental to the neighborhood**. The library would also have to displace the Mahoney Recreation Center, a town staple for many decades.

Finally, it is worth noting that in all of the community engagement we conducted – including in-person outreach in the Nathan Hale and Washington neighborhoods, ongoing survey collection across from Robertson at Whiton, and more than 1,600 individual contacts – **the number of residents proposing that a decommissioned school be used was in the single digits**.

Conclusions & Recommendations

Following review of all the information gathered from January through July, the task force set to work “building” the library. The Connecticut State Library’s Space Planning Guide Worksheet was used to calculate the size of a modern library that provides the necessary facilities and services as summarized in this report. Manchester’s projected 2040 population of 73,036 was used to make the calculations comply with the state’s “future-building” guidelines for receiving state funding.

After inputting all the requirements for material spaces, staff space, special use areas and flexible use spaces, workstation requirements, meeting and private study rooms, storage, and general facilities, the task force arrived at an estimated space requirement of 83,000 square feet. This square footage exactly matches the state’s 1.15 square feet per capita benchmark for libraries serving a population of more than 50,000 residents, therefore representing a reasonable estimate of library size required to meet both current and projected needs.

CONCLUSIONS

Upon thorough review of past studies and Connecticut State Library guidelines, engagement with the community and library staff, and examination of best practices for a 21st Century public library, **we have made the following conclusions:**

1. **Sustaining a downtown Main Street connection** for Manchester Public Library, either with a main or branch library, is optimal.
2. **Expanding the current Mary Cheney Library is not feasible** due to the current building’s structural design limitations and the proposed size of a modern library structure and associated parking requirements. The current building would be very difficult to update to the required standards for critical library services or to meet ADA standards, as the internal design of the bookshelves is structural and cannot be changed without complete overhaul. Defeat of the 2012 referendum to expand the library into the Center Memorial Park grounds would support this conclusion.

3. **Repurposing an existing school building is unviable** due to the available school options and their designs, the limited public access via bus lines, and – most importantly – the specific needs of library construction, which would effectively necessitate completely tearing a school down. There is also limited public interest in this option.
4. **Sizing and designing a public library that serves both current and future generations of Manchester’s residents is paramount.** The new library should include a flexible space design that is adaptable to changing needs and uses throughout the day. The design should also be adaptable over the course of many years as community needs, technology, and library service models evolve.
5. **Manchester’s future main library needs to be larger than Mary Cheney Library by a factor of three, at approximately 83,000 square feet.** Anything smaller than this is unlikely to receive state grants or bonding, and would also set us up for the same problems we have today with an undersized library with no realistic expansion ability. In preliminary conversations with local, state, and federal officials, we have found that the potential availability of federal and state funding to support a new library facility makes this an opportune, once-in-a-lifetime chance to upgrade the current library system.
6. **Three site options suggested by the community for a 21st Century public library stand out.** Each has its own set of opportunities and challenges, as well as cost requirements. These and any other site options identified by town leaders should be analyzed further.
 - a. **The Tong Building near the corner of Main Street and Forest Street** represents the most viable location if the main public library were to remain on downtown Main Street, as many people and businesses would like to see. A site evaluation by Peter Gisolfi Associates was funded by the Library Advisory Board in 2015, resulting in a conceptual three-story new library building that fit the architectural character of Downtown Manchester. With an expanded Forest Street parking lot, it was estimated that 137 parking spaces could be provided while still leaving room for other downtown parking needs.

The Gisolfi plans could be revised to meet the adjusted size requirements or new ones could be prepared. To facilitate this proposal, the town would have to acquire the property and remove the current structure. In this scenario, Whiton would stay open as a branch and Mary Cheney could be repurposed for other town needs.

- b. **The area on North Main Street encompassing the current Whiton Branch Library**, in coordination with the Parks and Facilities Master Plan, presents possibilities with many positive aspects to the location. The option envisioned is a new library facility on the land currently occupied by the Whiton branch, plus the land from the deteriorating Community Y building (which the town would need to purchase) and space on Old North Main Street itself, with the possibility of acquiring the small adjacent parcel bordering Oakland Street. This option would fit nicely with the many adjacent attractions that the proposed Parks and Facilities Master Plan site would provide as a central town park and recreation facility. This also fits with the conclusions of the Manchester 2020 plan from 2013, which identified that neighborhood as a good candidate for future town investment. While it would involve removing the main library from Downtown Manchester, it would keep Mary Cheney open as a larger branch than we currently have, which could still meet the wishes of downtown businesses.
- c. **The Shaw's/Save-a-Lot site at the corner of Broad Street and Center Street** presents interesting possibilities for a main public library using an existing building that has the same approximate required square footage and extensive parking, and is centrally located with bus service in a high-traffic area. This option could also help support the ongoing Broad Street redevelopment by providing a busy and attractive “anchor” entrance into the neighborhood. Nationally, retrofitting large commercial spaces into public libraries has been a trend for over a decade, especially since the single-story design often makes for affordable renovation. This option does, however, potentially jeopardize keeping a library location downtown due to proximity; Whiton would remain open as a branch.

RECOMMENDATION

The 21st Century Public Library Task Force endorses the following recommendations and next steps:

1. **Design and build a new, fully-accessible, and code-compliant public library** of approximately 83,000 square feet, with adequate parking, flexible space design for multi-purpose and multi-age uses, private and group meeting and work spaces, and a sustainable “green” design with efficient building systems.
2. **Enact a process** to prepare necessary site analyses, selection, and plans; architectural designs; and cost estimates for a **November 2022 town bond referendum** to fund the building of a new public library.

DRG/District Reference Group Library Programming, Space, and Community Service Provision

<i>Town</i>	<i>Public computers</i>	<i>Public computers per 1,000 of pop.</i>	<i>Square Footage</i>	<i>Per capita Square Foot</i>	<i>Total Programs</i>	<i>Per capita Attendance</i>	<i>Number of Programs children adult</i>	
STATEWIDE AVERAGE		1.17		1.10		0.63		
Bloomfield	32	1.50	24,300	1.14	1,046	0.88	629	395
Bristol	38	0.63	69,327	1.15	1,972	1.02	957	183
East Haven	22	0.77	16,584	0.58	1,069	0.65	207	302
Groton	53	1.37	34,000	0.95	1,154	0.59	334	574
Hamden	27	0.44	46,351	0.76	643	0.20	410	160
Killingly	23	1.33	19,675	1.14	460	0.49	386	67
Manchester	17	0.29	38,502	0.67	1,039	0.43	727	198
Middletown	40	0.87	45,000	0.98	920	0.37	415	478
Naugatuck	20	0.64	19,454	0.62	580	0.40	472	108
Stratford	29	0.56	35,363	0.68	2,008	1.00	813	965
Torrington	15	0.44	33,000	0.96	292	0.22	147	104
Vernon	13	0.44	17,600	0.60	297	0.24	171	73
Neighboring Communities								
East Hartford	37	0.74	43,000	0.86	692	0.24	374	258
Glastonbury	30	0.87	33,797*	0.98*	425	0.34	344	61
Vernon	13	0.44	17,600	0.60	297	0.24	171	73
South Windsor	30	1.15	32,000	1.23	597	0.40	478	77
Bolton	9	1.84	6,200	1.27	94	0.20	60	32
West Hartford	92	1.46	74,300	1.18	1,327	0.46	659	570

*Building expansion construction underway 2021

DRG/District Reference Group Community Wealth & Circulation Figures

<i>TOWN</i>	<i>Population</i>	<i>Wealth Index</i>	<i>Recent Library Major construction</i>	<i>Total Checkouts</i>	<i>Adult Circ & per cap</i>	<i>Children Circ & per cap</i>
Bloomfield	21,301	82	1988	200,961	127,630 / 6.0	65,281 / 3.06
Bristol	60,032	142	2013	328,470	187,520 / 3.1	129,417 / 2.16
East Haven	28,699	139	2012	79,203	44,169 / 1.5	32,583 / 1.14
Groton	38,692	102	1996	279,547	187,113 / 4.8	79,367 / 2.05
Hamden	60,940	135	1980	330,727	177,067 / 2.9	101,553 / 1.67
Killingly	17,287	147	1994	95,649	57,281 / 3.3	34,237 / 1.98
Manchester	57,699	133	1962	729,242	420,685 / 7.3	288,396 / 5.00
Middletown	46,146	128	1983	271,312	147,590 / 3.2	60,669 / 1.31
Naugatuck	31,288	154	1985	62,276	25,881 / 0.8	28,568 / 0.91
Stratford	51,967	114	1981	315,960	182,489 / 3.5	96,120 / 1.85
Torrington	34,228	153	2016	75,490	52,093 / 1.8	20,971 / 0.61
Vernon	29,303	138	2014	87,749	52,360 / 1.8	20,971 / 0.61
Neighboring Communities						
East Hartford	49,998	160	2015	97,323	49,599 / 1.0	41,958 / 0.84
Glastonbury	34,491	34	1999	350,155	192,287 / 5.6	143,547 / 4.16
Vernon	29,303	138	2014	87,749	52,360 / 1.8	32,328 / 1.10
South Windsor	26,054	68	1997	225,888	129,155 / 5.0	89,129 / 3.42
Bolton	4,890	73	1975	37,182	23,001 / 4.7	12,953 / 2.65
West Hartford	62,939	50	2012	809,531	479,978 / 7.6	287,577 / 4.57

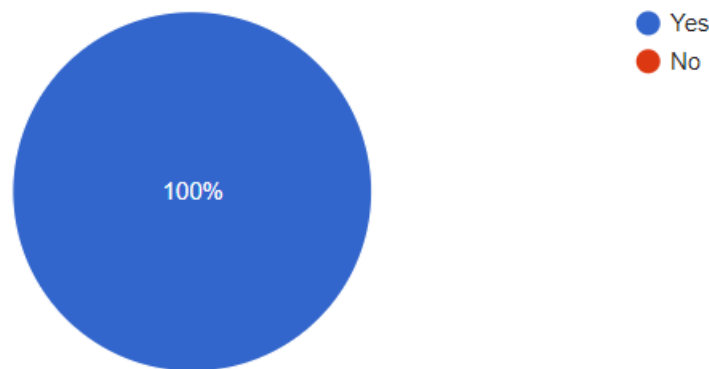
SOURCE: All statistics reported here are from the Connecticut State Library Statistical Profile for FY 2019.

STAFF SURVEY – CHARTS

Full-time library staff were surveyed from March 31, 2021 - April 16, 2021. Out of 21 available full-time staff, 18 responded; the director and assistant director abstained. Staff were asked to describe their experiences with the buildings, desirable features and innovative ideas they've seen in other libraries, and what they envision for the future in Manchester. They were also asked to respond to the following quantitative prompts:

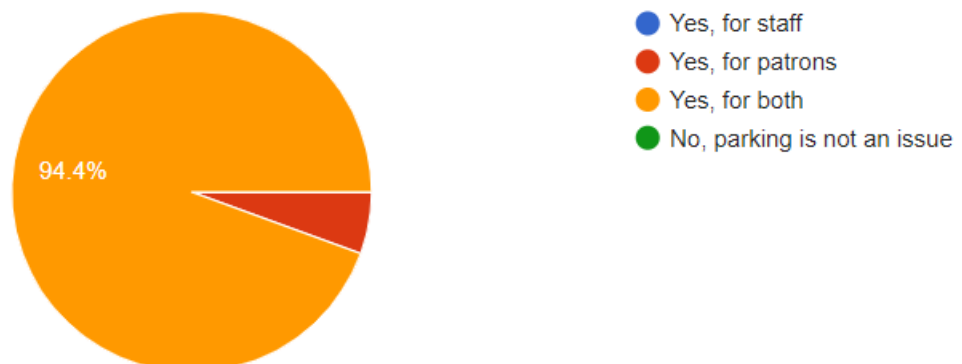
Would any of your typical work tasks and responsibilities be easier or more efficient to complete in a more modern library building?

18 responses



Is access to parking a significant challenge for you or for patrons?

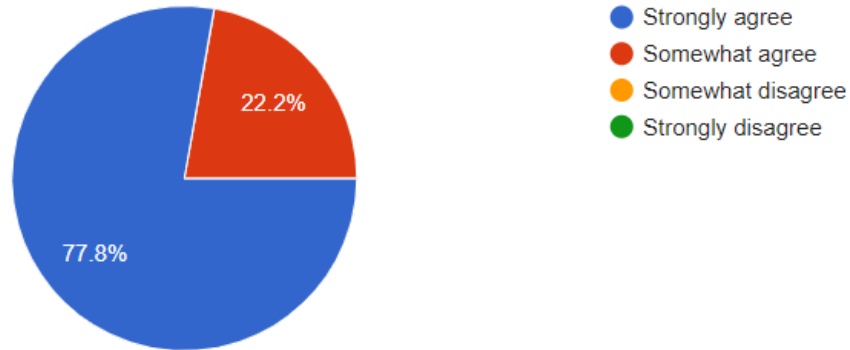
18 responses



STAFF SURVEY – CHARTS (CON'T)

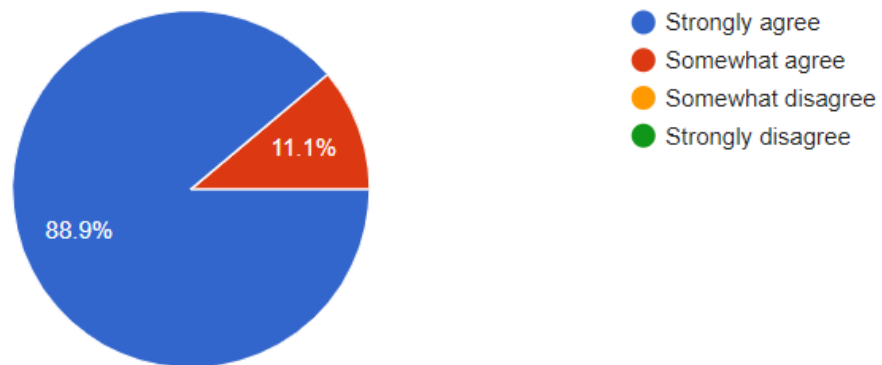
I would be MORE EFFICIENT in my daily job responsibilities in a more modern library building.

18 responses



I would be able to provide MORE PATRON SERVICES/PROGRAMS in a more modern library building.

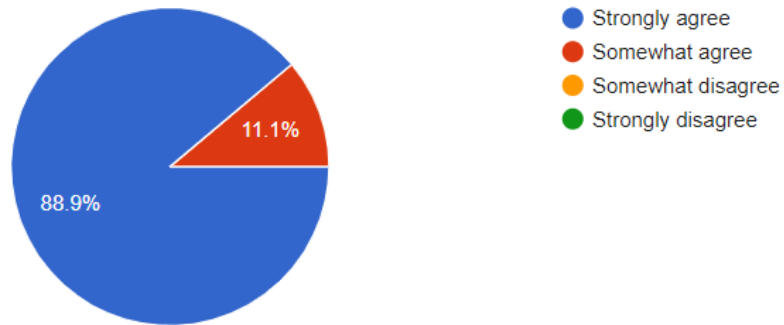
18 responses



STAFF SURVEY – CHARTS (CON'T)

I would be better able to provide HIGHER-QUALITY patron services/programs in a more modern library building.

18 responses

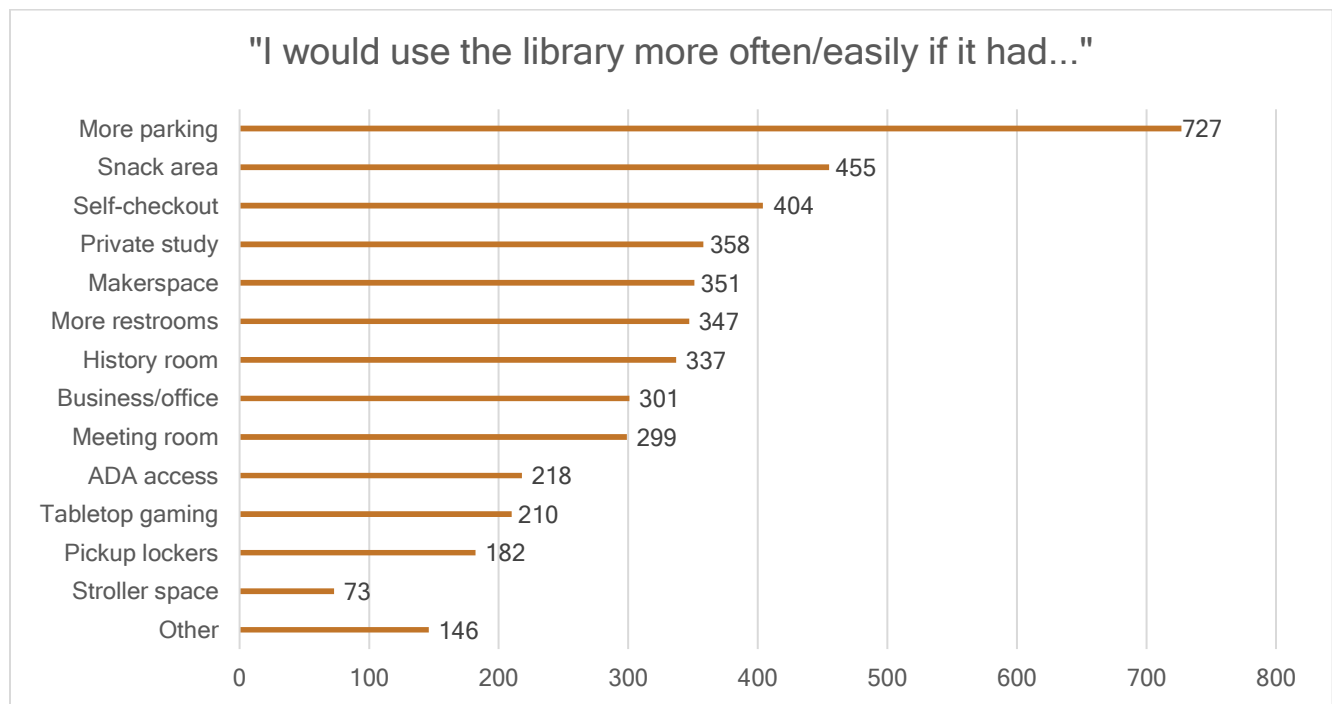


COMMUNITY SURVEY – MODERN FEATURES

In addition to two qualitative questions, community members were asked which specific features from a list we provided would help them use the library more often and/or more easily. The items on the list came from staff suggestions, services available at peer and surrounding libraries, and industry best practices and long-term trends. The survey was open from June 10, 2021 - July 31, 2021.

The items asked about were: 1) more parking, 2) more restrooms, 3) more inclusive design/ADA-accessibility, 4) more stroller space/parking, 5) private study/group rooms, 6) a makerspace, 7) a local history/genealogy room, 8) a tabletop gaming area, 9) a café/snack area, 10) a self-checkout option, 11) pickup lockers for books/materials, 12) a public meeting room, and 13) a business/office services area for copying, faxing, printing, etc. A write-in “other” option was also provided.

Out of 1,134 survey respondents, 1,076 checked at least one item off; almost all checked off several.



Library Space Planning Guide Worksheet

(use in conjunction with the Library Space Planning Guide)

Step 1. Establish Service Populationa. Current local population: [Use Dept of Health Estimates](#) b. Projected local population at least 10 years from now [Use CT State Data Center at University of Connecticut Projections](#)

You may choose to factor in nonresident use in your population projection.

c. Projected nonresident population to be served

Annual nonresident circulation (Ccard loans) (type 1 if not known)Annual circulation (All) (type 300 if not known)% of total circulation Projected non-residents d. Service population **Step 2A. Collection Size****a. Physical Books:**

Existing physical book collections.....	<input type="text" value="169,723"/>
Current Net Additions (volumes added minus volumes withdrawn)	<input type="text" value="14,000"/>
Predicted Net Additions 10 years from now (negative # OK).....	<input type="text" value="14,000"/>
Estimate of minimum number of books in future library	<input type="text" value="309,723"/>

Books that will need space now or in the future **b. Physical Nonprint materials:**

Existing physical nonprint collections.....	<input type="text" value="20,540"/>
Current Net Additions (items added minus items withdrawn).....	<input type="text" value="-500"/>
Predicted Net Additions 10 years from now (negative # OK).....	<input type="text" value="-500"/>
Estimate of minimum number of non-print in future library	<input type="text" value="15,540"/>

Non-Print that will need space now or in the future **c. Periodicals:**

Existing number of periodical subscriptions.....	<input type="text" value="150"/>
Back periodicals titles kept in storage.....	<input type="text" value="100"/>

Step 2B. Collection Space

a. Books:	<input type="text" value="309,723"/>	volumes	
Regular shelving	<input type="text" value="309,723"/>	volumes ÷ 10 =	<input type="text" value="30,972"/> sq. ft.
Compact shelving	<input type="text"/>	volumes ÷ 25 =	<input type="text"/> sq. ft.

- b. Nonprint materials: items $\div 10 =$ sq. ft.
- c. Hard-copy periodicals on display titles = sq. ft.
- d. Periodicals stored: titles $\times .5 \times$
 average years retained = sq. ft.
- e. TOTAL (a + b+ c + d) sq. ft.

Step 3. Public Electronic Workstations

- a. PAC's (stand-up): PACs $\times 20 =$ sq. ft.
- b. Electronic workstations: electronic workstations $\times 45 =$ sq. ft.
- b. Electronic workstations: electronic workstations (multiple users) $\times 60 =$ sq. ft.
- c. Microfilm reader/printer: microfilm/reader printers $\times 35 =$ sq. ft.
- d. TOTAL (a + b+ c) sq. ft.

Step 4. User Seating Space

User seating does not include the seats in conference rooms, meeting rooms, and staff work areas, unless the meeting rooms will be used for everyday library activities, such as quiet study or homework center. If a meeting room is available for everyday library activities, excluding meetings, a minimum of fifty percent of the hours that the library is open, ten percent of the meeting room seats could be used to meet the total seating requirement.

Minimum Number of Seats					
a. Number of seats	Projected populations under 10,000		7-10 seats/each 1,000 people		
	Projected populations over 10,000		5 seats/each 1,000 people		
Type in your service projected population (Step1d) below	Population ranges	Number of seats 10 (per 1,000 people)	Number of seats 8 (per 1,000 people)	Number of seats 7 (per 1,000 people)	Number of seats 5 (per 1,000 people)
	Less than 1,000				
	1,001 - 9,999				
73,036	10,000-				365

Population of 2,500 or less should have at least 20 seats.

<input type="text" value="365"/> # of seats (chart above),	
minus <input type="text" value="20"/> electronic workstations seats,	
minus 10% of meeting room seating (if available daily for use)	<input type="text"/>
Totals.....	<input type="text" value="345"/> seats
Add..... <input type="text"/> # extra seats added, if needed	<input type="text"/> seats

b. Space for seats: number seats x 30 = sq. ft.

Step 5. Staff Work Space

a. List stationary staff work areas and indicate if you will be using roaming circulation or information/reference stations:

staff kitchen

b. <input type="text" value="26"/> stations x 150 =	<input type="text" value="3,900"/> sq. ft.
c. <input type="text"/> roaming staff work stations X 50=	<input type="text"/> sq. ft.
d. Total	<input type="text" value="3,900"/> sq. ft.

Step 6. Meeting Room Space

a. General meeting space seats x 10 = sq. ft.
Includes 100 sq. ft. speaker's podium/presentation area at the front of the room and 200 sq. ft. for storage for table and chairs.

b. Conference room space seats x 25 = sq. ft.
(total of all the conference room seats in all conference rooms)
Include conference rooms for community groups, gov't groups
Seats for audience (optional) sq. ft.

c. Small study rooms seats x 30 = sq. ft.
Total of all the seats in all of the meeting rooms

d. Children's programming seats x 10 = sq. ft.
Space for story hours and storytelling
Includes 50 sq. ft. for program leader 200 square feet for kitchen and storage for chairs and tables.

e. Children's programming seats x 25 = sq. ft.
Space for crafts projects

f. Computer training lab seats x 50 = sq. ft.
Includes 80 sq. ft. for the trainer. 50 sq. ft. allows for multiple users.

g. TOTAL (a + b + c) = sq. ft.

Step 7. Special-Use Space

Item	Number	Multiply	sq. ft.	Total
Dynamic digital signage	5	x	10	50
Bulletin board	5	x	9	45
Display case	1	x	50	50
Handouts (free-standing)	4	x	20	80
Map file	1	x	35	35
Microfilm cabinets	8	x	10	80
Newspaper rack		x	25	
Paperback rack	1	x	35	35
Photocopier	2	x	50	100
Staff lockers	60	x	4	240
Staff lounge/break rm. # of seats	15	x	25	425
ADD OTHER-----				
SUB-TOTAL (1)				1140

Other Special-Use Spaces

These spaces are more difficult to calculate. You may be able to use calculations used previously to help make an estimate for necessary square feet. Examples:

- * Book collection space - # of books divided by 10
- * Seats require an average of 30 sq. ft. each
- * A table and 4 chairs requires 120 sq. ft.
- * Electronic workstations 45 sq. ft.

1. Popular Materials Display Areas	Sq. Ft. Required:	2,000
2. Café	Sq. Ft. Required:	100
3. Maker-space / Digital Lab	Sq. Ft. Required:	750
4. Gallery (for art displays, etc.)	Sq. Ft. Required:	
5. Creation studio for audio/video production	Sq. Ft. Required:	750
6. Local History and Genealogy Room	Sq. Ft. Required:	1,000
7. Literacy Volunteers Room	Sq. Ft. Required:	100
8. Job or Homework Center	Sq. Ft. Required:	
9. Area for the Friends of the Library	Sq. Ft. Required:	1,000
10. Community Information Center	Sq. Ft. Required:	
11. Collection Sorting Space for RFID	Sq. Ft. Required:	1,400
12. Centralized Communications Center (data and network)	Sq. Ft. Required:	100

13. Outdoor space (designed for specific uses)	No Sq. Ft. Required!	<input type="text"/>
14. Other special-use spaces	Sq. Ft. Required:	<input type="text" value="350"/>
Total		<input type="text" value="8690"/>

Step 8. Flexible-Use Space

Think about whether you have identified spaces above that might be combined into one space. If you have designed space with the necessary layout, infrastructure, technology, and mobile furniture to accommodate more than one library activity then you may be able to reduce the sq. ft. calculations you have made above by combining two or more identified library spaces.

Step 9. Non-Assignable Space

a. Collection space (from Collection Space 2B.e.)	<input type="text" value="33,376"/>
Public electronic workstations (from 3d.)	<input type="text" value="860"/>
User seating space (from 4b.)	<input type="text" value="10,350"/>
Staff work space (from 5b.)	<input type="text" value="3,900"/>
Meeting room space (from 6d.)	<input type="text" value="10,015"/>
Special-use space (from 7.)	<input type="text" value="8,690"/>
b .SUBTOTAL	<input type="text" value="67,191"/>
c. Divide (SUBTOTAL) by 4	<input type="text" value="16,798"/>

Step 9. Putting It All Together

a. Collection space (from Collection Space 2B.e.)	<input type="text" value="33,376"/>
b. Public electronic workstations (from 3d.)	<input type="text" value="860"/>
c. User seating space (from 4b.)	<input type="text" value="10,350"/>
d. Staff work space (from 5d)	<input type="text" value="3,900"/>
e. Meeting room space (from 6d.)	<input type="text" value="10,015"/>
f. Special-use space (from 7.)	<input type="text" value="8,690"/>
g. Non-assignable space (from 8c)	<input type="text" value="16,798"/>
h. GROSS AREA NEEDED (a+b+c+d+e+f+g) in Sq. Ft.	<input type="text" value="83,989"/>

* The current population used in Step 1a was the Connecticut Department of Public Health's pre-Census estimate, but is still believed to be closer to the current population.

* The misnumbering of Step 10 (shown as a second Step 9) is original to the Connecticut State Library document.

