

CAPITAL FACILITIES PLAN

and

PLAN FOR SERVICE TO PLANNED COMMUNITIES



Ada County Free Library District

d.b.a.

Ada Community Library

2007

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Information contained in this document is for informational purposes only.

Decisions regarding library services to planned communities rest with the Ada Community Library Board of Trustees and such discussions occur during regularly scheduled open meetings.

Introduction

This document presents information on the Ada Community Library (ACL) in relation to library service throughout Ada County. It outlines ACL's approved service standards and strategy for capital facilities throughout the district, including within planned communities.

Libraries

Libraries exist for the public good. They promote reading and literacy, contribute to higher productivity of individuals and of society, and enhance the quality of life of a community. Studies have indicated that public libraries have the potential to increase property values in the communities they serve. They improve the cultural, educational, and recreational opportunities for residents.

Ada Community Library (ACL)

Ada Community Library is committed to providing a broad range of library services including popular reading, listening, and viewing materials; providing current informational services, technological resources, and personalized assistance for community residents of all ages; helping to develop an interest in reading and learning in young children; and increasing cooperation and resource sharing among area libraries.

A 2002 poll conducted for the American Library Association found that 91% of respondents expected libraries to be needed in the future, despite the increased availability of information via the Internet. ACL library usage over the past five years shows library attendance, circulation and program attendance at ACL facilities have steadily increased:

<u>Year</u>	<u>Visits/Attendance</u>	<u>Circulation</u>	<u>Program Attendance</u>
2002	191,707	374,291	11,732*
2003	268,264	435,557	15,225*
2004	286,271	493,179	25,263
2005	319,032	566,028	25,711
2006	320,826	597,000	28,442

*until 2004, only children's program attendance was officially recorded

Ada Community Library's service area is growing even amidst annexation by the City of Boise. The library's service population was estimated at 43,000 in 2006, up from 38,000 in 2005. ACL currently offers library service via three facilities: one in southwest Boise at the intersection of Victory and Five Mile Road, which also contains the district's administration offices, one in Star, and one in Hidden Springs.

<u>Area within ACL district</u>	<u>2006 geographical distribution</u>	<u>S/f current facility</u>
Foothills rural (incl. Hidden Springs)	3,000	300 -1,600 in 4/07
Northwest rural and Star City	7,000	6,100
Southeast rural	250	N/A
Southwest rural/SW Boise AOI	32,750	14,200

*COMPASS *Communities in Motion* study 2005 and 2006 data was used to arrive at these distribution estimates.

The LYNX! Consortium

ACL is a member of the LYNX! Consortium, which includes seven Treasure Valley libraries and three libraries outside Treasure Valley. There are five member libraries within Ada County: ACL, Boise Public, Eagle Public, Garden City Public and Meridian Library District. Members share resources in order to effectively serve their residents, and membership includes an agreement allowing residents of one jurisdiction open access to materials from another's facility. While access to quality library service is distributed across Ada County and the Consortium agreement facilitates seamless access at nearly any library, it is important to ensure no one existing point of service becomes strained in accommodating new growth.

Facilities Needs Analysis

Rapid Ada County growth creates many challenges to quality of life criteria. It affects recreational opportunities, air quality, commute times, and educational attainment. Access to public library materials and services are vitally important to a community's quality of life. When one considers the current Ada County population is estimated at 383,314 and 2005 *COMPASS Communities in Motion* study forecasts the addition of 200,000 new Ada County residents within the next 25 years, the need to plan for library facilities conveniently located throughout the County becomes vitally important.

A cursory review of just six of the many 2006 neighborhood development proposals for southwest Boise (ACL service area) indicated 815 dwelling units planned. To arrive at per capita figures resulting from new development, ACL uses the *Economic Forecast* published by Idaho Power, which currently projects 2.5 persons per household. From these 815 households, 2,038 additional persons will potentially be accessing library services in our facility at Victory and Five Mile. In this case, because of revenue generated through the development and an existing facility, library service can be extended to these additional persons with the exception of such limitations as parking and meeting/program rooms.

ACL generally has the capacity to accommodate some new growth in our district; however, proposed subdivisions within ACL's district consisting of more than 500 residential lots will have a significant negative impact on existing ACL facilities. While access to quality library service is distributed across Ada County and the Consortium agreement facilitates seamless access at nearly any library, ACL will need to work with developers of large subdivisions to ensure our capital facilities plan needs are met and to ensure no one existing point of service becomes strained in accommodating new growth. ACL is committed to providing quality services to all district residents. We work to make "the library" invaluable to the community by offering a variety of quality resources and programs and employing innovative technologies and services through friendly, helpful staff and warm, welcoming facilities.

Part I

ADA COMMUNITY LIBRARY CAPITAL FACILITIES PLAN

After conducting research of local population trends and national library planning standards and holding a public strategic planning forum, Ada Community Library has adopted the following guidelines for the delivery of library services.

Types of facilities

The Library Board has endorsed, in concept, operation of four library facility types: Neighborhood Library, Community Library, Sub-Regional Library, and Regional Library.

Regional Libraries serve as the primary library for a large portion of the district's service population and serve in a support role to other branches in the system. Regional Libraries offer larger collections and staff resources, meeting spaces for individual and group study, and computers, as well as clearly defined areas designed to meet the needs of children, teens, and adults. A regional library may also include unique spaces such as a café or book sale room. They offer a variety of seating opportunities. The shelving in the regional library should reflect the variety of materials available, and the audience for whom the materials are intended. Public access computers are conveniently located throughout the branch; accessible to all types of users with a telecommunications infrastructure that adequately supports the number and type of available computers. Public service is provided at various service points throughout the library with roving staff encouraged. Self-service options are available. A Regional library serves a population of 20,000 or more people, offers 25,000 or more total square feet and 64 or more hours of service per week. It offers a collection of at least 70,000 items as well as electronic resources available system-wide. There would be a minimum of 22 computers available for public use. Library staff would offer or co-sponsor 12 or more public programs per week.

Sub-Regional Libraries have a substantial collection and staff resources, but do not have the large concentration of resources found in regional libraries. They provide seating for reading and study, computers for accessing electronic resources, and spaces for programs and group meetings and activities. Similar to a Regional Library, a Sub-Regional branch has clearly defined areas that have been designed to meet the needs of children, teens, and adults and a variety of seating arrangements. The shelving would also reflect the variety of materials available, and the audience for whom the materials are intended. Public access computers are conveniently located in one or two areas for easy accessibility by all users and staff when assistance and/or supervision are needed. Self service options might be possible. The number of public service desks is fewer than in the Regional Library, with roving staff encouraged. A Sub-Regional Library serves a population of 10,000 – 20,000 people, offers 12,500 - 25,000 total square feet and 54 - 64 hours of service per week. It offers a collection of 35,000 - 70,000 items as well as electronic resources available system-wide. There would be 12 - 22 computers available for public use. Library staff would offer or co-sponsor 6 - 12 public programs per week.

Community Libraries are much smaller in size, resources, and service area population in comparison to a Sub-Regional Library. They often are intended to serve a small general population from a defined geographic area. Collections in Community Libraries are more modest. Materials from other libraries are commonly ordered for delivery to the branch. Space for library programs and for group meetings and activities is limited. Public access computers are conveniently located in one or two areas. Community Libraries have at most two service desks which provide general services. Self-service options will be available as possible. A Community Library serves a population of 5,000 – 10,000 people, offers 6,250 - 12,500 total square feet and 44 - 54 hours of service per week. It offers a collection of 17,500 - 35,000 items as well as electronic resources available system-wide. There would be 7 - 12 computers available for public use. Library staff would offer or co-sponsor 4 - 6 public programs per week.

Neighborhood Libraries are generally co-located within buildings that offer other kinds of services, including non-profit, educational, recreational, or retail. They could also be independent buildings. They generally serve residents who live in the immediate vicinity or who frequent the location for other purposes. They offer a variety of library services, although limited in scope, focusing on access to high-demand library materials. Public access computers are fewer. There is generally only one service desk from which all library users receive service. Space and staff resources are more limited. Self-service options could be available. A Neighborhood Library serves a population of 1,000 – 5,000 people, offers 1,250 – 6,250 total square feet and 24 - 44 hours of service per week. It offers a collection of 3,500 - 17,500 items as well as electronic resources available system-wide. There would be 2 - 7 computers available for public use. Library staff would offer or co-sponsor 2 - 4 public programs per week.

A minimum of 3,000 s/f is required for any independent building library facility. Small retail locations which could serve day-to-day library needs for many residents will be considered at a minimum of 1,250 s/f, however, these locations do not afford community space, study rooms, digital/multi-media equipment, programming and other services offered by modern libraries and expected by today's users. Spaces smaller than 1,250 s/f may also be considered as niche/start up locations or supplemental access points. **ACL endeavors to offer full services in all its facilities.**

Joint-use facilities will be considered when such an opportunity is the most efficient and effective way to provide library service to a particular area. Examples of joint use opportunities include but are not limited to: recreation centers, senior centers, health clinics, and supermarkets. ACL prefers to own the property and the facility which will be used for the library instead of being a tenant in a facility owned by another party. School facility co-location may be considered, although there are a great many challenges to joint use of public/school libraries. Prior to the decision to enter into any joint-use agreement for the establishment of a branch library, the Board of Trustees will provide an opportunity for public comment about the proposed location.

Appendix A provides a chart of the four types of library facilities described herein and their corresponding services.

Location of facilities

“Access” refers to making library resources as widely available as possible. While ACL is continuously working to offer electronic resources and services available 24/7 from home, school or office, there are many things only a physical library facility can offer. Library facilities should be readily available to meet the needs of a diverse community and offer a full range of services when the library is open to the public.

Branch libraries will be sited in areas that are visible from major streets and easily accessible by pedestrian, bicycle, mass transit or automobile.

Branch libraries will be sited in environmentally sound areas (e.g. not be located in a flood plain or on protected lands). The site should permit the construction of a branch without incurring significant additional costs to prepare the site.

Currently the average distance between any two library facilities in Ada County is 7 miles. If the Kuna library, located in the southwest part of the County is included, the average distance increases to 12 miles. Ada County has serious deficiencies in the existing level of capital facilities. Many libraries within Ada County are currently seeking ways to expand the number of facilities in order to reduce this distance. ACL believes the presence of a public library within a 3-5 mile radius is vitally important to address critical quality of life issues and to provide appropriate access to public library materials and services. ACL is experiencing a current need for either an additional facility or a larger, centrally located, facility in northwest and southwest Ada County and projects an expected need in the northeast and southeast areas of the District. **ACL’s approved standard is a library facility within a 3-5 mile radius.**

Parking

While a goal of ACL is to site facilities within walking/riding distance for many community members, we realize many library users will still prefer to drive. Sufficient parking at library facilities is a component of this plan.

A common retail standard is 5 parking spaces per 1000 s/f. of building space. ACL currently meets this standard at both our Hidden Springs and Star Branch locations but is seriously deficient at our main library at Victory and Five Mile which should have at least 70, but in actuality has only 58 spaces, two of which are restricted for handicapped access. This deficiency in parking spaces results in staff being asked to park off-site (with permission at a church lot two blocks away) during heavy program periods, and public referrals to such off-site parking during special programs. The public consistently expresses displeasure with the parking situation at the main library. While we are unable to remedy the current Victory and Five Mile deficiency, **ACL’s approved standard for future facilities is at least 5 parking spaces per 1000 s/f of building space with a preference for an increased number.**

Size of facilities

Today's public library is expected to provide space for a wide variety of functions, including collection space for a variety of material formats: books, DVDs, book and music CDs, CD-Roms, kits and periodicals; space for art and displays; comfortable space for casual reading and socializing; space for both group and individual study; space to use computers and other technology; teen center; meeting space for public and library programs; staff space utilized to process items and provide reference and circulation duties; and space for staff only.

Library space planning guides present occupancy loads at one person per 50 square feet of floor area in reading rooms, one per 100 s/f in shelving areas, and one per 7 s/f in meeting rooms without fixed seats. Table 1 offers a sampling of such s/f requirements:

Table 1: Library service area square footage needs

Library service area	S/f required
Shelving of materials	10 per single-faced unit
Reading areas	35 per chair
Public computer workstations	30-50 per station
Public meeting rooms	10-25 per seat
Small study rooms	25 per seat
Staff workstations	64-100

Americans with Disability Act requirements must also be taken into consideration when planning library space. These include but are not limited to: aisle widths between bookstacks of at least 36 inches (42 inches preferred); clear space of at least 36 inches at the ends of the bookstacks when more than two stack aisles are served by the end aisle; head room of at least 80 inches; and no objects protruding into a path of travel.

When all of these service needs are taken into account, the required library size is approximately 1.25-1.6 s/f of space per capita, with smaller communities generally requiring more space per capita than larger metropolitan areas.

Residents of Ada County are currently underserved when it comes to libraries; it is already evident that existing facilities are at or over capacity. Overall, library facilities in Ada County offer .47 square feet per capita, which includes a modest percentage of non-public space.

ACL facilities, currently offering .51 s/f per capita, including non-public space, are noticeably deficient. The original spaciousness of the main library has gradually disappeared as more materials have been added to the library collection; there is limited shelf space; children have been turned away from programming or have received a poor experience due to overcrowding; insufficient work areas exist for staff; meeting room space is very limited with interested groups occasionally turned away either because they are too large or because it is heavily booked; there is a definite lack of quiet areas and study rooms, often requested by library patrons; pass ways are often blocked by people waiting to check out materials; teens are underutilizing the library; and there is an inability to offer special programming or computer instruction for seniors.

The figures in Table 2 present square footage of each library within the LYNX! Consortium and Kuna Library District (within Ada County but not a consortium member).

Table 2: Square footage of existing libraries in Ada County

Library	Square footage*
Ada Community Library -Main	14,200
Star Branch (ACL)	6,100
Hidden Springs Branch (ACL)	1,600**
Boise Public Library -Central	79,381
Towne Square Branch (BPL)	2,196
Eagle Public Library	16,681
Garden City Public Library	12,000
Meridian Library District -Main	30,000
Old Town Branch (MLD)	4,500
Kuna Library District	12,500
Total Ada County	179,158

*Square footage for most of the libraries listed also includes non-public spaces such as administrative, processing and storage. Square footage of public access library space is a significantly reduced figure.

**This figure represents new Hidden Springs Branch location – opening June of 2007.

Modern libraries are expected to provide meeting spaces, study rooms, computer banks or labs, social reading areas, and areas dedicated to serving children and teens. Common national standards range from 1 to 1.6 square feet per capita, with recommendations to use the higher figures when planning facilities so a building remains effective into the future and meets population growth. ACL realizes the need for sufficient library facility space to accommodate the wide variety of materials, services and programs our community deserves. **ACL’s approved standard for capital facilities is no less than 1.25 square feet per capita.**

Service Levels

The number of public service hours per week, materials available, number of computers available for public use and the number of hours of programming per week will vary based on the population of the branch service area. An attached Facility-Service chart illustrates these variations.

Services offered at branch libraries will vary depending on the type of facility and the community served. Sub-regional and regional branches would offer a greater variety of services, larger collections or specialized spaces than those available at the neighborhood and community libraries.

The Board reserves the right to offer service at an expanded or contracted level than that shown in the Facility-Service chart whenever local conditions or available funding make variations desirable or necessary.

Part II

ADA COMMUNITY LIBRARY PLAN FOR SERVICE TO PLANNED COMMUNITIES

The need exists for library service to be offered or housed within or adjacent to planned community developments in order to effectively serve residents, meet the self-sustaining goals of such communities, and alleviate undue stress on any existing library service point.

In order to create quality, on-site library service, common levels of service (LOS) must be referenced. While there are a great many indicators of effective library service, three standards in particular guide levels of service for public libraries. They are:

LOS 1 - Per capita square footage of building space

- Libraries are now expected to provide meeting spaces, computer banks or labs, and areas dedicated to serving children and teens. Common national standards include a range of 1 to 1.6 square feet per capita. ACL currently offers .51 s/f per capita. **The figure of 1.25 s/f per capita is ACL’s approved standard.**

The figures in Table 3 indicate total library space need for Ada County residents whether space is located on-site at a planned community or elsewhere.

Table 3: Ada Community Library LOS 1 – Total Space Need Standards per Capita

Population	S/f/Capita	Space Need (S/f)	Land Need (Acres)
250 - 1,000	1.25	325 - 1,250	0.0 – 0.1
1,000 – 2,500	1.25	1,250 – 3,125	0.1 – 0.4
2,500 – 5,000	1.25	3,125 – 6,250	0.4 – 0.7
5,000 – 10,000	1.25	6,250 – 12,500	0.7 – 1.5
10,000 – 20,000	1.25	12,500 – 25,000	1.5 – 2.9
>20,000	1.25	>25,000	>2.9

A minimum of 3,000 s/f is required for any permanent ACL facility. Although a small retail location would serve day-to-day library needs for many residents, these locations do not afford community space, study rooms, digital/multi-media equipment, programming and other services offered by modern libraries. **ACL endeavors to offer full services in all of its permanent facilities.**

LOS 2 – Number of volumes/items in the library collection

A sufficient number of books, videos/DVDs, cassettes, CDs, etc. should be available per capita. A common national standard is 3.5 volumes per capita, ACL currently offers 3.4 volumes per capita. **ACL’s approved standard is 3.5 volumes per capita.**

Table 4 provides a collection need and cost matrix based on ACL’s approved standard. The final column in Table 4 reflects the annual, on-going cost of volume replacement and acquisition assuming an Idaho library average of 8.1%. Acquisition costs should be accurately reflected in any economic and fiscal impact study prepared for a new planned community.

Table 4: Ada Community Library LOS 2 – Total Volume Need Standards per Capita

Population	Volumes per Capita	Total Volume Requirement	Potential Cost (\$25/Vol., \$000s)	Annual Acquisition (\$000s)
250 - 1,000	3.5	875 - 3,500	\$21.9 - \$87.5	\$1.8 - \$7.1
1,000 – 2,500	3.5	3,500 – 8,750	\$87.5 – \$218.8	\$7.1 - \$17.7
2,500 – 5,000	3.5	8,750 – 17,500	\$218.8 – \$437.5	\$17.7 - \$35.4
5,000 – 10,000	3.5	17,500 – 35,000	\$437.5 – \$875.0	\$35.4 - \$70.9
10,000– 20,000	3.5	35,000 – 70,000	\$875.0 – \$1,750.0	\$70.9 - \$141.8

LOS 3 - Number of full time equivalent employees

Personalized service is the hallmark of a public library, so a sufficient number of full time equivalent staff persons available per capita is vital. Public library staff must be available at all times to provide circulation assistance; shelving/shelf maintenance; reference and readers advisory services; pre- and after school programming; school and group visits; basic computer assistance with occasional group training, and more. The average for Idaho libraries is .88 full time equivalent (FTE) staff persons per 1000 residents. ACL currently employs .75 FTE per 1000 residents. **ACL’s approved standard is .88 FTE per 1000 residents.**

Table 5 below provides a staffing need and cost matrix based on ACL’s approved standard. Figures indicate total library staffing need for Ada County residents whether space is located within a planned community or elsewhere.

Table 5: Ada Community Library LOS 3 – Total Staffing Needs

Population	FTEs per 1,000 Pop.	Staff (FTEs) Requirement	Staff Cost (2006 \$000s)
250 - 1,000	0.88	0.2 – 0.9	\$8 – \$36.4
1,000 – 2,500	0.88	0.9 – 2.2	\$36.4 – \$91.1
2,500 – 5,000	0.88	2.2 – 4.4	\$91.1 – \$182.2
5,000 – 10,000	0.88	4.4 – 8.8	\$182.2 – \$364.3
10,000 – 20,000	0.88	8.8 – 17.6	\$364.3 – \$728.6

Other Costs

Among the other costs that must be taken into account, but were not included in the three primary LOS noted above include:

Computer equipment averaging \$1,500 per PC/laser printer. A common standard is one public access workstation per thousand residents or a sufficient number of workstations to allow patrons to access the library’s catalog, the Internet, and other electronic resources. At least one public workstation should be present in each temporary or permanent facility. For each workstation there are accompanying software costs, e.g. virus protection, filter and MS Office application licenses. The Library’s technology plan mandates annual systematic replacement or upgrades to computer equipment. Each year, at least \$5000 is budgeted for computer equipment at branch facilities.

Other equipment to facilitate the delivery of information. These include telephone systems, fax machines, and public access photocopiers to support access to information in

various non-print formats such as TV, DVD player, CD player, etc. Costs range from \$150 to \$3000 per item.

Furnishings/fixtures averaging \$900 for each desk, shelving unit, and table/chair set. A number of shelving units, staff service desk/chairs, study tables/chairs, and reading armchairs will be required for any facility at opening. An average of \$2,000 annually is budgeted for additional or replacement furnishing/fixtures for each branch facility.

Other monthly costs (estimated) include:

- Frame relay/ISP service - \$850 month
- Utility costs (telephone, electric) - \$600 month
- Courier service - \$300 month
- Programming materials, supplies, special presenter fees - \$200 month
- Office supplies - \$500 month
- Ongoing collection accession/processing - \$3000 month

Additional operations costs include: administration, building maintenance, technology planning /equipment maintenance, selection/cataloging/processing of collection, program support, all uniquely determined for each facility.

Phasing & Mitigation Options

Square Footage per Capita-

Based on incremental building permits awarded, and lags in the collection of property tax revenues after service costs are incurred, an interim self or limited-service facility at no cost to ACL may need to be provided by the Planned Community for a short term. This “niche library” space, donated by the PC developer until such time as ACL is able to cover discounted lease expense, could serve as temporary mitigation during early phases.

With regard to permanent facilities, ACL faces particular challenges. ACL is prohibited by state law to accumulate funds for capital expenditures and cannot enter into lease to purchase arrangements. ACL also has little ability to bond new library construction in isolated areas of the district. Because the library facility itself is essential, ACL requires developer assistance in facility establishment either by dedication of sufficient square footage within retail/town square plan or an independent library building. There will likely be a time when sufficient revenue from dwelling units within the planned community fully supports annual maintenance and operation costs.

ACL approves of the following strategies for Planned Communities to provide library facilities:

- *Retail Space Allocated at No Cost or at Discounted Lease Rate:* Retail space of a sufficient size would be provided at no cost or at substantially discounted lease rates.
- *Community/Shared Facility Space:* The concept of shared library and public school space/site has often been discussed by planned community developers as a potential efficiency and community amenity. While ACL has no absolute objection to this concept, issues of security, access, and intellectual freedom inherent to a public library, may make this strategy problematic. Other joint-use facilities such as a recreation center/library may be more practical options.

- *Impact Fee:* Impact fees dedicated to facility capital funding and collected when a building permit is issued with the cost of a facility recovered when residential units are built is an acceptable method of financing library facilities. (Example: a total of 1,600 single family dwelling units, with an average of 2.5 residents per dwelling unit, requires a facility of 5,000 square feet built at a cost of \$738,000 results in an impact fee of \$461 per building permit).

Table 6 includes estimated 2007 building costs using RS Means Reed Construction Data. In order to keep pace with inflation, the costs will need to be adjusted on a yearly basis, using an appropriate cost index.

Table 6: Building Cost Estimates 2007 \$

Population	Facility S/f	Cost
2,400	3,000	\$575,000-639,000
4,000	5,000	\$738,000-820,000
8,000	10,000	\$1,215,000-1,350,000
16,000	20,000	\$2,192,000-2,435,000

- *Library building constructed and dedicated by developer:* Developer may opt to build and dedicate a library facility during the overall planning and building process.
- *Coordinated effort between large planned communities:* Where clusters of planned communities are to exist, such as in the north and southeast areas of Ada County, ACL believes another strategy could be donation of a small on-site space to meet early population levels until a regional/larger facility, shared by multiple planned communities and other unincorporated development, can be built within a collective 1.25 square-foot-per-capita standard. For example, Planned Community A with an expected population of 5,000 at build-out, Planned Community B with an expected population of 10,000 at build-out, and Planned Community C with an expected population of 15,000 at build-out, could work with ACL to contribute their proportionate share of a regional ACL facility that would serve multiple Planned Communities with full service offerings not possible at smaller, on-site facilities.

In this case, once ACL needs and costs are identified, “fair share” contributions by each Planned Community would be based on:

- *A building permit fee analogous to that utilized by the Ada County Sheriff’s Department for Planned Communities;*
- *Mitigation contributions via land donation trust to ACL that would host the larger regional facility or could be utilized by ACL as an asset for capital funding purposes;*
- *Outright mitigation contribution; or*
- *Some combination of the above*

Volumes per Capita-

It is impossible to cover the cost of new materials, equipment and staff in a new library facility before property tax revenue is received at least twelve months after service costs would begin. To the extent that the above start-up and on-going volume costs create a risk of tax revenue shortfalls, the Ada County Planned Community ordinance requires mitigation by the development to the affected service provider. A minimum start-up collection of 500 or more items may be required of a developer.

FTEs per 1000-

Cost issues regarding staffing expense, particularly in early years of community build-out, should also be addressed.

Other Costs-

Additional services such as provision of public access computers will be added as revenue allows, unless an agreement is reached with developer in the early stages of development.

Revenue Required for Library Services

Each development will hopefully reach a point where revenue supports full library services. This point will depend upon the relationship between building phases and annual tax revenue collected. Once the appropriate-sized facility is in place, ACL will work within that facility to provide services to match the revenue generated.

Table 7 provides an example of annual revenue from a sample development at the point where it supports the basic level of service for FTE personnel and other maintenance and operations (M&O) expenses. Residential revenue generated during sample developmental phases assumes an average unit assessed value of \$250,000 after exemption multiplied by the ACL levy of .0006:

Table 7: Revenue Supporting LOS 2

Dwelling Units	Residents	Revenue	FTE Standard-Revenue Required	Remaining revenue for all other m&o
101	253	15,150	.22 – 10,000	5,150
501	1253	75,150	1 – 40,000	35,150
901	2253	135,150	2 – 80,000	55,150
1401	3503	210,150	3 – 120,000	90,150
1901	4753	285,150	4.22 – 168,800	116,350
2401	6003	360,150	5.22 – 208,800	151,350
2901	7253	435,150	6.22 – 248,800	186,350
3401 FBO	8503	510,150	7.44 - 297,600	212,550

Referencing figures in Table 7, the point at which revenue from this sample development supports not only the FTE basic level of service standard but also the standards for volumes and public computers and other M&O expenses is 2401 dwelling units. Whether 2401 dwelling units are occupied in year 2, 3 or 4 of the project will determine the point at which this sample library facility is able to offer full services. Services will be appropriately maintained through increases in growth and corresponding revenue.

Phased-in Growth and Facility Options

Due to planned community phased-in population growth and corresponding delay in revenue, ACL requires developer support in creating any service point/facility and seeks flexibility and cooperation in order to allow movement from one facility option to another as community population and corresponding revenue increases. ACL is confident that area planned community developers, understanding the value of libraries to their respective communities, will work with us to create space for a full service library facility and will be as flexible as necessary to assist us in expansion needs due to growth. **ACL requires optimum permanent facility size in place at 75% of planned community build out.**

Appendix A, on the following page, indicates a variety of library service point options that ACL may be able to create with developers of planned communities in order to meet the needs of residents, meet the goals of the planned community, grow with the community, and alleviate stress on existing service points.

Appendix A Facility Types/Services	Service Point A* “Neighborhood Library” <u>Retail bldg unit/Stand Alone</u>	Service Point B “Community Library” <u>Joint use/Stand Alone</u>	Service Point C “Sub-Regional Library” <u>Stand Alone building</u>	Service Point D “Regional Library” <u>Stand Alone building</u>
Recommended for population	1,000-5,000	5,000-10,000	10,000-20,000	>20,000
Square footage	1,250-6,250	6,250-12,500	12,500-25,000	>25,000
Service area	3-5 mile radius	3-5 mile radius	3-5 mile radius	3-5 mile radius
Locked and/or Alarmed space	Locked/Alarm optional	Locked/Alarmed	Locked/Alarmed	Locked/Alarmed
No of staff (FTE)	.88-4.4	4.4-8.8	8.8-17.6	>17.6
Staff hours allocated per week	32-175 TBD	175-350 TBD	350-700 TBD	>700 TBD
Open hours per week	24-44/wk TBD	44-54/wk TBD	54-64/wk TBD	64+/wk TBD
Services	Partial to Full	Full	Full	Full
Materials	All mediums	All mediums	All mediums	All mediums
Programs (average)	2-4x/wk reg +special	4-6x/wk reg +special	6-7x/wk reg +special	>8x/wk reg +special
Technology	2-6 PCs, printer, copier	6-12 PCs, pntr, cpr	12-20 PCs, pntrs, cpr	>20 PCs, pntrs, cprs
Collection size	3,500-17,500	17,500-35,000	35,000-70,000	>70,000

Expenditures (main LOS):

- Lease/Utilities --undetermined
- Materials (collection) --\$25 per item
- Personnel Expenditure
 - Wages -- \$40,000 per person average
 - Benefits -- 28% of wages (e.g. health, PERSI, etc)
 - Payroll taxes -- 8% of wages

Other Expenditures – examples only - not inclusive:

- Furnishings/Fixtures -- \$900 per item
- Equipment, Supplies -- \$1,500 per PC/printer
- Frame Relay (Internet/catalog access) -- \$800 month
- Other**

* A “Niche Library,” or temporary start-up location, created under developer assistance and intended to provide very basic access to residents in early stages of development may be an option for the very short term. A structure determining allocated space based on number of residential building permits per phase of development will be set, e.g. “prior to the 101st permit, at least 500 sf rent free space will be required.” It is expected that the library will move to Service Point A, B, C, or D once sufficient revenue flow begins.

** Many additional costs, covered with general District funds, are available through the main library such as: administration; building maintenance; technology planning/equipment maintenance; selection/cataloging/processing of collection; program support; etc. It is difficult to accurately determine amount necessary to add with each service point to cover general costs of doing library business.