

Library Options and Alternatives for the Village of Rye Brook

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Introduction

The Edwin G. Michaelian Institute for Public Policy & Management of Dyson College, Pace University, has undertaken this study of library services options for the Village of Rye Brook (“Village”).

The primary purpose of the proposed study is to assist the Village in evaluating various alternatives for providing library services to the Village of Rye Brook’s residents, including continuing its relationship with the Port Chester Public Library, creating partnerships with neighboring community libraries, and operating either a full service or a “virtual” library within Rye Brook.

To achieve this purpose, the study concentrated upon the following key areas:

1. Detailed Legal Analysis

This component of the study analyzed the Village’s legal obligations under its current agreement with the Port Chester Public Library and under New York State legislation incorporating the Port Chester Public Library. Also, for each option studied, an examination of the powers and duties of the Westchester Library System (“WLS”) and the minimum legal requirements for Village of Rye Brook membership in the System is provided. Additionally, New York State Education Law and New York State Department of Education Regulations pertaining to the establishment, chartering and registration of a public library and the minimum requirements for the operation and financing of a public library are reviewed.

2. Library Use Patterns and Preferences

Based upon available information obtained from the WLS, this part of the study details usage patterns, available programming, and comparative vital statistics of the Port Chester Public Library and neighboring WLS libraries as well as Greenwich, Connecticut. Additionally, the results of a user satisfaction survey of the Port Chester Public Library are provided.

3. General Financial Considerations/Implications

The financial analysis provides an overview of current fiscal obligations to the Port Chester Public Library and identifies basic financial considerations in the event the Village contracts with another neighboring library for the provision of library services or decides to create its own community library.

Consequently, the desired goal of this study is to establish a basis of information for dialogue and decision-making concerning various options for library services to Village residents.

Study Methodology

Information for this study was gathered from a variety of primary sources including:

- The existing Agreement between the Village of Rye Brook and the Port Chester Library.
- Port Chester Public Library By-Laws (Revised May 23, 2006).
- Special Act of NYS Legislature to incorporate the Library.
- Annual Budget and other financial information received from the Port Chester Library.
- Port Chester Library capital and expansion project breakdowns of items, estimated costs, bid results, and priority items.
- Minutes of joint meeting held on May 9, 2006 with the Village of Rye Brook and the Village of Port Chester.
- Comparative 2005 data on all libraries in the Westchester Library System.
- 2000 U.S. Census Data.
- The American Library Association.
- Previous correspondence from 1984 and 2001 requesting Library name change to reflect Rye Brook.
- Newspaper articles and letters from Rye Brook and Port Chester.
- Westchester Library System.
- New York State Education Department.
- A brief survey of Rye Brook resident users of the Port Chester Library.

Appendix A outlines the organizational capacity of the Michaelian Institute and study team members.

Summary of Key Findings

The following lists the key study findings to legal, operational, and financial questions identified by the Village as central to evaluating various alternatives for providing library services to its residents.

In terms of the legal questions presented, the following summarizes the essential findings in the Legal Analysis section of this report:

- The Village of Rye Brook has the authority to establish and fund the operation of its own Village Public Library as provided in the New York State Education Law. Such an entity would be managed by a board of trustees comprised of 5 to 15 members appointed by the Rye Brook Village Board of Trustees. However, to be chartered and registered by the New York State Board of Regents *and* to be eligible for state and local funding, the Village Public Library must meet the standards of service and minimum staffing and numerous resource requirements imposed by the New York State Education Department. Consequently, there appears to be no legal authority for the creation of a “virtual library” that would not meet these standards of service.
- A newly created Rye Brook Village Public Library would be eligible to become a member of the Westchester Library System (“WLS”) providing Village residents with free public access to all other WLS member libraries’ materials and services.
- In lieu of creating a new Village Public Library, Rye Brook may continue to contract with the Port Chester Public Library or enter into a new agreement with another WLS member library. In either case, Rye Brook residents would continue to enjoy free public access to all WLS member libraries’ materials and services. The Village may also contract for library services with the Town of Greenwich, Connecticut but Village residents may not get the benefits of free public access to WLS member libraries’ materials and services.

Relative to library usage and satisfaction, the following summarizes the central findings found in the “Library Statistics and Information” section of this report:

- There are a total of 3,573 Rye Brook residents registered as Westchester Library System library cardholders. Rye Brook residents account for 27% of total cardholders at the Port Chester Library.
- Rye Brook residents account for approximately 20% of items checked out from the Port Chester Library’s circulation, about 8% from the Rye Free Reading Room’s circulation, and only a nominal percentage of circulation at Harrison and Purchase Free Libraries during a 3-week period beginning on November 27, 2006. Additionally, Rye Brook and Port Chester

residents account for 225 patrons over the last twelve months at the Town of Greenwich Library.

- Based upon data maintained by the Port Chester Library, Rye Brook residents dominate (50-60%) attendance at the adult monthly Book Group and Tax Assistance programs while also constituting anywhere from 35-50% of the attendance at children programs which are in addition to special outreach programs offered exclusively or mostly to Rye Brook (for example, school-based programs).
- Comparative library statistics maintained by the Westchester Library System for its 38 member libraries identify the Port Chester Library as; serving the sixth largest population (36,469) in the WLS; having the 19th lowest total operating expenses, yet the lowest total operating expenses expressed per capita (\$33.28) in the WLS; having the lowest total number of paid full-time equivalent staff (FTE) at 1.01 per 2,000 of population in the WLS; and having the third highest number of electronic materials (E-Materials) in the WLS, the third highest in the WLS for number of adult programs, and the 8th highest children's book circulation in the WLS.
- A sample of Rye Brook residents who responded to a brief questionnaire was consistently positive about the Port Chester Library staff and their responsiveness and found the library easy to use. The survey also indicated Rye Brook respondents use the Port Chester library most commonly for borrowing a book for leisure, obtaining information on personal interests/hobbies/ needs, using the children's section, asking reference questions, attending library programs, and borrowing a video/CD. Moreover, Rye Brook respondents' most frequent wish for additional library materials was for video tapes and books on tape/CD. The areas of least satisfaction for Rye Brook respondents were with physical space for seating and the availability of parking space.

Regarding questions about financial implications, the following summarizes the central findings provided in the "Financial Considerations" section of this report

- The Village of Rye Brook currently pays the Port Chester Library \$350,000 per year to allow Rye Brook residents to use the library. However, capital costs for proposed expansion of the current library space were estimated at \$1,998,042 in May 2005.
- If the Village of Rye Brook were to enter into a new contract with a neighboring WLS library, the Village could expect to pay \$674,429 per year based on the current WLS Code of Service figure of \$71.21 per capita, assuming a lower rate was not negotiated.

- If the Village of Rye Brook were to operate its own library it could expect to incur operating expenses most likely between \$643,000 and \$762,000 per year based on per capita operating expenses of neighboring libraries, including the Greenwich library. Additionally, construction costs for new library construction are estimated to be between \$351 and \$400 per square foot, based on estimates for new libraries planned for construction in the Town of Ossining and the Village of Briarcliff Manor. However, the cost of leasing commercial space in the Village of Rye Brook is estimated to be between \$22 and \$35 per square foot, based on information available from Westchester County. Consequently, the annual lease of 10,000 square feet for a library would be estimated to be between \$220,000 and \$350,000, not including capital investment in interior design and construction, equipment, etc.

Legal Analysis

In this component of the Study, the Michaelian Institute was asked to address the legal requirements and obligations for Rye Brook to continue its contractual relationship with the Port Chester Library, to enter into an agreement for library services with another public library in Westchester County or the Greenwich, Connecticut public library or to establish its own community library.

Establishment of a Village Public Library

Public libraries are governed by Article 5 of the Education Law. The term “public library” means “a library, other than professional, technical or public school library, established for free public purposes by official action of a municipality or district or the legislature, where the whole interests belongs to the public.” Education Law § 253(2).

A village public library, with or without branches, may be established either by a majority vote of the electorate at a referendum or by majority vote of the village board of trustees. Education Law § 255 (1)¹. The village may appropriate money raised by taxes or otherwise to equip and maintain the library and to provide a building or rooms for its use. The village may acquire, sell, hold or transfer real and personal property for library purposes. Upon a petition of twenty five taxpayers, a referendum shall be held at the next election on the question of providing library facilities. Education Law § 255. Upon the adoption of such a proposition, the village board of trustees must include the item for library facilities in the next annual village budget. 1949 Op. Atty. Gen. No. 9.

The village board of trustees may grant money for the operations of and capital improvements to the public library provided the library is registered by the Board of Regents of the University of the State of New York (“Regents”). Both the village and the library trustees may accept gifts of real and personal property for library purposes. Gifts or donations made directed to a library or the library trustees are not required to be included in the library’s annual budget. Education Law § 259(1); 1980 Op. St. Compt. 340. The library board of trustees would have custody and control of such gifts or donations and, subject to compliance with any conditions imposed by the donors, such funds could be expended, in the discretion of the trustees, for expenses, other than operating expenses. 1980 Op. St. Compt. 340.

Management and Operation of the Public Library

A. Appointment, Powers and Duties of Board of Trustees

¹ Any library established in this manner may be abolished by majority vote at an election. Education Law § 268. Alternatively, the Regents may abolish a public library by revoking its charter [Education Law § 219(1)] or the library’s board of trustees, upon a three-fourths vote, may petition the Regents to issue an order of dissolution. Education Law § 219(3).

A village public library is managed by a board of trustees comprised of between five and fifteen members. The trustees shall have all the powers of trustees of other educational institutions of the State University of New York as defined in Article 5 of the Education Law. Education Law § 260. Those powers are specified in § 226 of the Education Law and include:

- (1) Fix the term of office and number of trustees.
- (2) Elect an executive committee to transact library business between meetings of the trustees.
- (3) Set the time and dates of meetings and accord seniority.
- (4) Fill vacancies in the office of trustee or remove any trustee for misconduct, incapacity or neglect of duty.
- (5) Take, hold, manage and control real and personal property for any library purpose.
- (6) Appoint and fix the salaries of such officers and employees deemed necessary and remove or suspend from office such officers or employees for misconduct incapacity or neglect of service.
- (7) Make bylaws necessary and proper for the purposes of the library consistent with the laws or any rules of the State University.

Trustees of a public library established by a village shall be appointed by the village board of trustees.² Education Law § 260. The first trustees must determine by lot the year in which the term of office for each trustee will expire, and a new trustee will be appointed annually to serve for three or five years to be determined by the village board of trustees. Education Law § 260(2). No member of the village board of trustees may serve as a trustee of the village's public library. Education Law § 260 (4).

The board of trustees shall hold regular meetings, no less than quarterly, at a date and time to be fixed by the board. Meetings of the trustees shall be open to the general public and held in accordance with the Open Meetings Law. Education Law § 260-c.

B. Incorporation of Public Library

Within one month of taking office, a public library's first board of trustees shall apply to the Regents for a charter. Education Law Section 261.³ The Regents

² Notwithstanding the provisions of Education Law § 226, the Attorney General has opined that the power of appointment of library trustees conferred upon the village board of trustees by Education Law § 260(2), also carries with it the authority to fill vacancies on such board. 1970 Op. Atty. Gen. No. 127.

³ The incorporation by the Regents of a public library is evidenced by the issuance of a charter. All corporations created by the Regents shall possess the corporate powers set forth in the

are empowered to incorporate any such public library “by an instrument under the seal and recorded in their office.” Education Law Section 216. A prerequisite to the issuance of an absolute charter is a finding by the Regents that the library possess “resources and equipment available for its use and support and sufficient and suitable for its chartered purposes, and maintains an organization of usefulness and character satisfactory to the Regents.” 8 N.Y.C.R.R. § 3.21.

Upon being furnished with satisfactory proof “that the conditions for an absolute charter will be met within a prescribed time” the Regents may grant a provisional charter. Education Law § 217. The provisional charter shall be replaced with an absolute charter once the conditions are met. *Id.* A provisional charter shall be granted for a period not to exceed five years, unless extended, by the Regents. 8 N.Y.C.R.R. § 3.22. Under the provisional charter, the library shall have all the powers, privileges and obligations it would have under an absolute charter. 8 N.Y.C.R.R. § 3.22.

C. Reporting Requirements

Public libraries must file annual reports with the Education Department on March 1 for the previous calendar year unless another date is approved by the Commissioner of Education. 8 N.Y.C.R.R. § 11.4. Failure to file the report by March 31 may forfeit the library’s participation in appropriations of state library money for the ensuing state fiscal year. *Id.*; Education Law §§ 215, 263. Additionally, public libraries must submit an annual report of financial transactions to the State Comptroller within sixty days of the close of the library’s fiscal year. General Municipal Law § 30.

Financing a Village Public Library

Taxes may be voted for library purposes by the village board of trustees. Education Law § 259. Unless otherwise directed by such vote, such amount shall be considered as an annual appropriation until changed by further vote and shall be levied and collected annually, or as directed, as are other general taxes. *Id.* When the public library is established by the voters of the municipality, the appropriation may be fixed by the voters in the election creating the library. In that case, the amount of the appropriation can be varied only by a similar vote.

Where the amount to be appropriated for library purposes is not fixed by the voters, the library trustees may request the village board to appropriate any amount. The ultimate determination as to the amount to be appropriated for library purposes lies with the village board of trustees. The library board has no authority to mandate what amount will be appropriated by the village for library purposes. Nor may the library board independently raise or collect tax revenues for library purposes. 1983 Op. St. Comp. 96.

charter, and the additional powers conferred by law upon corporations created pursuant to the provisions of the Education Law. 8 N.Y.C.R.R. § 3.20.

However, by petition of qualified voters of the municipality equal to at least 10% of the total number of votes cast in such municipality for governor at the last gubernatorial election, endorsed by the library board of trustees, the question of increasing the amount of funding of the annual contribution for the operating budget of a registered public library shall be voted on at the next general election of such municipality. Education Law § 259(2).

A chartered and registered⁴ public library meeting the standards of service promulgated by the Commissioner of Education shall be eligible to receive annually local library services aid. Education Law § 273. To be approved for local library services aid, a library shall:

- (1) be chartered by the Regents or incorporated under a general or special act of the legislature
- (2) be registered by the Department of Education in accordance with Section 254 of the Education Law and 8 N.Y.C.R.R. §§ 90.1, 90.2 and 90.8
- (3) be included in the membership of a public library system (here, this would be the Westchester Library System), as recorded in the system's plan of service which has been approved pursuant to § 272 of the Education Law;
- (4) have filed with the Department of Education an annual report pursuant to §§ 215 and 263 of the Education Law. 8 N.Y.C.R.R. § 90.9

Payments of state aid are made by and to the public library system of which the public library is a member. The commissioner will not make a direct payment of aid to any individual library. 8 N.Y.C.R.R. § 90.9.

State aid is also available for library acquisition, construction, rehabilitation or renovation up to 50% of the total project approved costs, excluding feasibility studies, plans or similar activities. Education Law § 273-a. As last amended, the statute capped the available amount of such aid per calendar year at \$800,000. Id. Prerequisites for eligibility, application procedures and criteria for approval are set forth in 8 N.Y.C.R.R. § 90.12 attached as Appendix B.

⁴ Registered means approval as maintaining an adequate library service. 8 N.Y.C.R.R. § 1.1(n). A registered library unit shall be subject to visitation and inspection by the Department of Education and is entitled to the rights and privileges provided by the Education Law. 8 N.Y.C.R.R. § 11.2. The Division of Library Development shall determine by inspection and from reports whether the requirements of the Regents and the Commissioner of Education for registration of libraries are met. The registration of any library operating a service that fails to meet such requirements shall be suspended until they are met, or may be rescinded, and no state or local grants shall be paid for its support. 8 N.Y.C.R.R. § 90.1

Library Standards of Operation and Personnel

The Regents shall have power to fix standards of library service. Education Law § 254. Failure of a library to comply with the Regents' requirements disqualifies the library from receiving state library aid and precludes the levying of any tax by any municipality for the support of such library. *Id.* Accordingly, there appears to be no authority for a village to create and operate a "virtual" library which would not meet the standards of library service fixed by the Regents. See also 8 N.Y.C.R.R. § 3.21, discussed on page 6 of this report, establishing standards of service that must be met prior to the issuance of a charter.

A public library will be registered as maintaining an adequate library service if it meets the following standards satisfactory to the Commissioner of Education⁵:

- (1) is governed by written bylaws which outline the responsibilities and procedures of the library board of trustees;
- (2) have a board-approved written long-range plan of service;
- (3) presents an annual report to the community of the library's progress in meeting its goals and objectives;
- (4) has board-approved written policies for the operation of the library;
- (5) presents annually to appropriate funding agencies a written budget which would enable the library to meet or exceed these standards and to carry out its long-range plan of service;
- (6) periodically evaluates the effectiveness of the library's collection of services and meeting community needs;
- (7) is open the following scheduled hours:

Population	Minimum Weekly Hours Open
Up to 500	12
500 – 2499	20
2500 – 4999	25
5000 – 14,999	35
15,000 – 24,999	40
25,000 – 99,999	55
100,000 and above	60

- (8) maintains a facility to meet community needs, including

⁵ "Helpful Information for Meeting Minimum Public Library Standards", prepared by the New York State Library, Division of Library Development is attached as Appendix C. This document includes information on how to determine the adequacy of library facilities, collections, and equipment. Reference is also made to a pamphlet entitled "Planning the Small Public Library", by Anders Dahlgren.

- adequate space, lighting, shelving, seating and restroom;
- (9) provides equipment and connections to meet community needs including, but not limited to, a telephone, photocopier, telefacsimile capability, and microcomputer or terminal with printer, to provide access to other library catalogs and other electronic information;
 - (10) distributes printed information listing the library's hours open, borrowing rules, services, location and phone number
 - (11) employs a paid director in accordance with the provisions of Section 90.8 of this Part."

8 N.Y.C.R.R. 90.2(1-11)⁶.

Each public library shall appoint library personnel based upon population served and depending upon whether the library is a member of the public library system. 8 N.Y.C.R.R. § 90.8. A library which serves a population of 7,500 or more (e.g. Rye Brook) and is a member of a public library system shall employ as director only persons who hold the public librarian's professional or provisional certificate or a certificate of qualification. In all other professional librarian positions, the library shall employ only persons who hold the public librarian's professional or provisional certificate, a certificate of qualification or a conditional certificate. 8 N.Y.C.R.R. § 90.8 (a)(3). Where such library is not a member of the public library system, it appears that the employment requirements are the same although there is some inconsistency in the language of the regulations. 8 N.Y.C.R.R. § 90.8(a)(5).

Failure by the library trustees to meet these requirements constitutes a basis for rescinding or suspending the library's registration. 8 N.Y.C.R.R. § 90.8(c). However, in his discretion, the Commissioner of Education may excuse the default of a library board employing an improperly qualified staff member and legalize the time so served.

Upon the failure of the village board of trustees to provide for the support of a village public library and the public usefulness of its books, the Regents shall notify the trustees of such library of what is necessary to meet the State's requirements. Upon such notice, the library's right to further grants of money or books from the State shall be suspended until the Regents certify that the requirements have been met. Failure of the trustees to comply with such requirements within 60 days of the giving of such notice, may result in the removal of the trustees from office by the Regents. Under such circumstances, the Regents shall take control of all books and other library property paid for in whole or in part with state funds and take whatever actions deemed to be best for

⁶ Provisions are also made for seeking a waiver from the Commissioner of Education of one or more of the standards of service. 8 N.Y.C.R.R. § 90.2(c)

the public interest, including the appointment of new trustees to run the library or the storage of the books or distribution to other libraries. Education Law § 267.

Membership in the Westchester Library System

In Westchester County, the Westchester Library System (“WLS”) was established in 1958 as a cooperative library system pursuant to the provisions of § 255(2) of the Education Law. WLS is comprised of all 38 registered and chartered public libraries in Westchester County and is governed by a 15-member board of trustees. Each WLS member is an independent, autonomous library formed locally and governed by its own board of trustees.

Upon the establishment of a public library by the Village of Rye Brook, the library board of trustees may adopt a resolution requesting to become a member WLS library. Duplicate copies of such resolution, certified by the clerk of the library board of trustees, shall be filed with WLS’ board of trustees. If WLS’ board of trustees approves such resolution, a copy of the resolution with WLS endorsement shall be filed with the Commissioner of Education. Upon approval of the resolution by the Commissioner, the Rye Brook Library would become a WLS member library and have all the same rights, duties and privileges as all other WLS members. Education Law § 255(2)(i).

WLS’ mission “is to enhance and improve the County’s libraries, and to ensure that all residents have excellent library service regardless of their location.” This mission is to be fulfilled by:

- Providing cost-effective centralized services that reflect economies of scale or specialized expertise that individual libraries can not afford;
- Encouraging the coordination and sharing of resources among members to provide services not otherwise possible, to yield cost savings for the member libraries, and to enhance services already available;
- Offering technology that improves library service for users;
- Providing staff development and training so that library staff can provide high quality service;
- Providing expertise and consulting assistance to address local needs and concerns;
- Providing advocacy at the local, county, state and national level to improve awareness of and funding for libraries.⁷

The WLS operates under a plan of service approved by the State Division of Library Development and the Commissioner of Education. Education Law § 272; 8 N.Y.C.R.R. § 90.3. The Plan of Service defines the responsibilities of WLS and its members to meet the service needs of Westchester County and statewide library service goals. 8 N.Y.C.R.R. § 90.3(a)(2). Adherence to such plan qualifies WLS to receive State aid. Education Law § 272.

⁷ Westchester Library System, Elements of Five-Year Library Plan of Service – Public Library Systems - January 1, 2002 – December 31, 2006 – Mission Statement.

As part of its Plan of Service, the WLS has adopted a Code of Service, including a Free Direct Access Plan, to comply with State Department of Education regulations. 8 N.Y.C.R.R. § 90.3. The Code encourages free access to library materials and services for all eligible individuals. Free System-wide borrower's cards are available to:

- (1) Residents or owners of real property in Westchester County communities which support state chartered public libraries which are members of the Westchester Library System.
- (2) Non-residents who are employed, attend school, or own real property in a community which is served by a WLS member library.
- (3) Individuals who reside in Westchester County communities which do not have State chartered WLS member public libraries (*unserved area*), but which have contracted with one or more contiguous⁸ WLS member libraries.

Individuals ineligible for a free System-wide borrower's card may purchase a System-wide borrower's card on an annual basis from any WLS member library, in accordance with established procedures. At local option, a member library may issue *local library use only cards*⁹ to institutions, community groups and government offices or units.

WLS' Plan of Service also addresses the criteria for contracts between member public libraries and governmental authorities to extend library service to residents of unserved areas in the County. The unserved area must contract with a contiguous public library and compensate the library at a per capita rate (based on the most recent census data) which is no less than the average per capita expenditure for library service of all public libraries in Westchester County.¹⁰

Notwithstanding WLS' commitment to free public access to library services for all eligible individuals, its Plan of Service, consistent with Department of Education regulations [8 N.Y.C.R.R. § 90.3(b)(2)(11)], permits member libraries to restrict the loan or on-site use of certain types of materials and equipment purchased solely with local funds, as well as restrict admission to programs, to local registrants if making them available to all System-wide borrowers would be a hardship to local residents, or, with respect to non-print media and equipment and computer hardware and software purchased with local funds, based upon

⁸ The requirement of "contiguity" is not found in any state law or regulation. The Village of Elmsford has entered into an agreement for library services with the Village of Ardsley, a non-contiguous public library.

⁹ Individuals issued *local library use only cards* may only access the services provided and the materials owned by the issuing library.

¹⁰ Currently \$71.21 per capita. The Village of Elmsford's contract with the Village of Ardsley for \$258,000 annually is not based upon this formula. Nor was Elmsford's prior contracts with the Town of Greenburgh. In both instances, the compensation rate was well below the per capita rate. We understand that both the "contiguity and per capita" formulas are under review by WLS in light of the issues raised by the Village of Elmsford's agreement with the Village of Ardsley.

the scarcity of those resources and local demand.¹¹ However, the on-site use of books and access to basic print and electronic reference resources shall not be restricted to local registrants only.

Contracting for Library Services

As an alternative to establishment of a public library, Rye Brook could continue to contract with the Port Chester Public Library or other contiguous WLS member library as authorized by § 256 of the Education Law and WLS' Plan of Service, contract with the Town of Greenwich, CT or contract with a public or private institution of higher education for library services.

A. Contract with Port Chester Public Library

In 1877, the State Legislature incorporated an entity known as "The Library and Reading Room of the Village of Port Chester" to provide a free library and reading room for the inhabitants of the Village. The legislation established a 14-member board of trustees to manage the entity and conferred upon them corporate powers necessary for the purposes of the corporation. Ch. 137 of the Laws of 1877. In 1924, the name of the entity was changed to the Port Chester Public Library. L1924, Ch. 335. In that same year, the Port Chester Village Board of Trustees adopted a resolution agreeing to appropriate funds to support the library's operations.

In 1961, the free use of the Library was extended to inhabitants of the unincorporated area of the Town of Rye outside the Village of Port Chester. L. 1961, Ch. 599. The number of trustees was increased to 19, including the Rye Town Supervisor, ex officio, and a resident of the unincorporated area of Rye. Id. The corporation was authorized to contract with both the Village of Port Chester and the Town of Rye for grants of money to be used by the corporation for Library purposes. Id.

According to Village of Rye Brook officials, when Rye Brook was formed as a Village in 1982, the Village assumed the Town of Rye's portion of the costs of the Port Chester Public Library. This was apparently done voluntarily, without any amendment being made to the legislative charter for the Library. Unless the Legislature or the Regents amended the corporation's charter after 1982 to reflect the creation of Rye Brook, which Rye Brook officials advise has not been done, the charter would not include Rye Brook within the Port Chester library's service area which is limited to the Village of Port Chester and unincorporated areas of the Town of Rye outside Port Chester.

Moreover, absent such a charter amendment by the Legislature or the Regents, we know of no authority for the provision in the current Port Chester Public Library bylaws changing the makeup of the Library board of trustees to include the Mayor ex officio, of the Village of Rye Brook and a resident of the Village of

¹¹ According to WLS' Free Direct Access Plan, "serious inequities and hardships occur where there is a 16% Plus use circulation for a given library" as calculated by WLS.

Rye Brook and to exclude the Rye Town Supervisor, ex officio, and a resident of the unincorporated area of the Town of Rye as set forth in the charter as amended in 1961. See Port Chester Public Library Bylaws last revised May 23, 2006 attached as Appendix D to this report.

In any event, the Village of Rye Brook has entered into agreements with the Port Chester Public Library for its residents to receive services from the Library and to compensate the library for the provision of these services. By virtue of such agreement, residents of Rye Brook are eligible for System-wide borrower's cards and access to the programs, facilities and collections of all member WLS libraries, subject to restrictions imposed by WLS member libraries based upon the scarcity of those resources and the local demand for them.

Pursuant to the latest agreement between the parties, dated August 12, 2004, we are advised by Village of Rye Brook officials that Rye Brook contributes 30% of the library's net operating expenses and Port Chester contributes 70% of these expenses. In the 2006-07 Village of Rye Brook Annual Budget, this amounts to \$351,320.00. According to Village of Rye Brook officials, the 70%-30% split "presumably relates to the share of cardholders in Rye Brook as compared to the number of cardholders in Port Chester."¹²

We are further advised by Rye Brook officials, that the Port Chester Library Board has requested Port Chester and Rye Brook to commit \$1.8 million for capital improvements to the Library. Discussions were held between the two villages that resulted in the preparation of a draft memorandum of understanding what would have increased Rye Brook's operating expense contribution from 30% to 35% and require both Villages to contribute \$600,000.00 each to such capital improvements. Other matters incorporated into the memorandum of understanding included the possibility of creating a library district and additional administrative and financial requirements.

All of the above terms were premised upon the Library's agreement to change its name to Port Chester-Rye Brook Public Library. However, the Port Chester Village Board of Trustees has not agreed to this name change.¹³ Accordingly, this memorandum of understanding has not been ratified by either Village.

Assuming that the Port Chester Public Library is registered with the Regents to provide library services to the inhabitants of Port Chester, it may contract with the Village of Rye Brook to furnish library services to the inhabitants of that Village. Education Law § 256. In turn, the Village of Rye Brook may grant money to the Port Chester Public Library to defray the operating and capital costs of providing

¹² See Outline for Scope of Work to Study Municipal Library Options and Alternatives.

¹³ The President of the Port Chester Library Board of Trustees wrote in 1984 that any proposed name change would require approval by the State Legislature. By contrast, more recent representations made by the Library's counsel indicate that the Library can approve the change in name. Pursuant to Education Law Section 219, a name change requires a three-fourths vote of the library trustees to request such change and the approval of the Regents.

library services to Rye Brook inhabitants. *Id.* Thus, it would appear that, even absent a charter amendment by the Legislature or the Regents, the agreement between Rye Brook and the Port Chester Public Library is valid.

B. Agreement with Another WLS Member Library or with the WLS Itself
Under § 256 of the Education Law, Rye Brook would be authorized to contract with any other member of the Westchester Library System or with the Westchester Library System itself for the provision of library services to its inhabitants. Pursuant to such an agreement, Rye Brook residents would have the same access to WLS member library facilities as they currently enjoy under the Village's agreement with the Port Chester Public Library.

Presumably, negotiations for such an agreement would have to address the contiguity and per capita contribution requirements presently contained in WLS' Code of Service, notwithstanding that those requirements are not found in State law. However, as previously stated, WLS is currently reviewing its Code of Services in light of recent developments involving the Village of Elmsford and its agreement with the Village of Ardsley, a non-contiguous municipality, for library services at a negotiated rate that deviates from WLS' per capita formula.

C. Interlocal Agreement with the Town of Greenwich, Connecticut
Pursuant to General Municipal Law § 462, the Village may enter into an interlocal agreement with the Town of Greenwich, CT for the furnishing of library services. Such an agreement must include the following:

- i. The duration of the agreement, not to exceed 40 years, and other appropriate provisions relating to the termination of the agreement
- ii. The purpose of the agreement
- iii. Consideration for the agreement
- iv. Provisions, as feasible, for indemnification
- v. Provisions governing the settlement of disputes, the giving of notices and other matters necessary or appropriate to the performance of the agreement.

GML § 466.

Such an interlocal agreement is subject to review and approval by New York's Attorney General. GML § 469. It may also require the approval of the Department of Education. GML § 469(2). Also, a legal opinion must be submitted to the Attorney General regarding the authority of the Town of Greenwich, CT to enter into the agreement. GML § 469(3). Once approved by the Attorney General, a copy of the agreement, certified by the Village Clerk, shall be filed with the Westchester County Clerk and the New York Secretary of State. GML § 469(4). The procedure authorizing the entry, review and approval of such an interlocal agreement between units of government in Connecticut and

other states is set forth in § § 7-339a-7-339e of the Connecticut General Statutes.¹⁴

Additionally, both states have adopted an Interstate Library Compact which authorizes any one or more public library agencies in a “compact” state to establish and maintain an interstate library district with any public library or agency in another “compact” state C.G.S.A. § 11-38; New York Laws of 1963, c787. A public library agency means any unit or agency of local or state government operating or having power to operate a library. Conceivably, this could be construed to include a village having the power to establish a public library. However, the provisions of New York Education Law implementing the compact authorize only an incorporated public library in the state, including a cooperative library system, to enter into an interstate library compact. Education Law § 293. Thus, under New York law, the existence of a chartered public library is an essential prerequisite to the establishment of an interstate library district. Therefore, such district would not be a viable alternative to the establishment of a village public library.

D. Contract with Institution of Higher Education

The feasibility of this alternative is very limited. Discussion with representatives of area academic libraries (SUNY Purchase and Manhattanville College) indicates they have no provisions for contracting with local communities for resident access. Also, the representatives explained that the nature of a university library is oriented heavily towards research and student support, not towards the type of more popular programs found at local community-based libraries thereby creating a substantial compatibility problem. Even assuming such a contract was feasible, it would not confer the System-wide user benefits inherent in a contract with a WLS member library.

Library Districts

An alternative means of creating a public library for a community now contracting for library services is through the creation of a School District or Special Legislation District Public Library. Once established, a public library may also re-charter as a public library district. There are 15 public library districts in Westchester County.

A School District Public Library has a service area coterminous with the school district(s) in which it is located and is created by referendum on the school district ballot. A petition signed by 25 qualified voters within the school district is necessary to submit the proposition for a vote. Once created, a School District Public Library is totally independent of the school district itself and school district voters determine the library’s budget and trustees.

¹⁴ Since the Town of Greenwich Library is not a WLS member, this type of agreement would not entitle the Rye Brook residents to System-wide use of WLS libraries.

Alternatively, the library may re-charter as a Special Legislation District Public Library through special legislation enacted by the State Legislature. The service area for the District is drawn to meet the needs of the library and need not correspond to municipal or school district boundaries. Trustees of the District are publicly elected and the District budget is subject to a public vote. Here, too, the District is totally independent of and separate from a municipality or school district.

Library Statistics and Information

The Michaelian Institute was asked to obtain existing information and data about aggregate library usage, available programs, and comparative library statistics from libraries used by Rye Brook residents.

In particular, we were also asked to address the following questions:

- How many Rye Brook residents have Westchester Library System (WLS) cards?
- What WLS libraries are Rye Brook residents currently using?
- How many Rye Brook residents use the Port Chester Library?
- What kinds of programs and services are Rye Brook residents using at the Port Chester Library?

Library Cards and Usage

The WLS reports that there are 3,573 total registered library patrons from Rye Brook that are using member libraries as of November 27, 2006. This total number of Rye Brook registered patrons accounts for approximately 27% of total cardholders at the Port Chester Library, according to the WLS. Moreover, the total number of registered WLS patrons from Rye Brook equates to approximately 38 percent of total Rye Brook Village population or 1.1 cardholders per Rye Brook housing unit¹⁵.

A national survey, however, conducted by the American Library Association in March of 2002 indicated that 62 percent of all respondents reported having a library card¹⁶. Also, Rye Brook resident cardholder status compares at the low end of neighboring library communities. Table 1 provides comparative data based on number of cardholders as percentage of population and the number of cards per housing units.

Table 1. Comparative Cardholder Status Data

	Greenwich	Rye	Purchase	Port Chester*	Harrison
Number of library cardholders as a percentage of population	91%	76.5%	52%**	51%	40%
Number of cards per housing units	2.27	2.0	N/A	1	1.1

*Excludes Rye Brook cardholders and households.

**Resident population figure is based upon population chartered to serve.

Data Sources: US Census Bureau, SF3 Data; Annual Reports for Public and Association Libraries 2005.

¹⁵ According to the 2005 US Census Bureau projections, Rye Brook Village had 9,471 residents. The 2000 Census identified a total of 3,149 total households. US Census Bureau, SF3 Data.

¹⁶ @ *Your library: Attitudes Toward Public Libraries Survey*, American Library Association (2002).

In terms of library usage expressed as general circulation statistics, the WLS reports Rye Brook residents account for a number of charged out items in Port Chester, Rye, Harrison, and Purchase libraries. The following table reports on Rye Brook patrons with charged out items over a three-week period ending on November 27, 2006

**Table 2. Rye Brook Patrons' Circulation Figures
for the Three-Week Period Ending November 27, 2006**

Library	Number of Rye Brook Patrons Checking Out Items	Number of Items Checked Out	Library's Total Circulation
Port Chester	324	1090	5301
Rye	152	618	7851
Harrison	12	45	5107
Purchase	9	49	804

Source: Westchester Library System

Based on these circulation data, Rye Brook residents are using the Port Chester Library most frequently followed by the Rye Free Reading Room. In fact, Rye Brook patrons accounted for about 20% of Port Chester's circulation and about 8% of Rye's circulation, but only six percent of Purchase's and less than one percent of Harrison's circulation during the three-week time period under study.

Additionally, the Greenwich Library reports that a total of 322 patron cards are issued to Rye Brook and Port Chester residents (zip code 10573), 225 of which have been active within the last twelve months. But, the number of Rye Brook and Port Chester cardholders accounts for less than one percent of total patron cards (56,000) in Greenwich. Overall, Rye Brook and Port Chester patrons account for, on average, approximately 9,000 items checked out every year from Greenwich or approximately 520 items for any three week period which would rank it as the third most frequently used library by Rye Brook and Port Chester residents.

In cooperation with the Port Chester Library, the Michaelian Institute also conducted a brief voluntary survey of library patrons over a three-week period from January 15 through February 2, 2007. A copy of the survey instrument can be found in Appendix E. A total of 92 surveys were returned from Rye Brook residents (101 Port Chester residents also filled out an identical survey the results of which are referenced below by way of comparison).

The data collected from the survey identifies levels of satisfaction with library services and staff, particular use of the library, and wishes for additional library materials. Appendix F provides tables which the following analysis is based.

-Level of Satisfaction

About 80% of Rye Brook resident respondents ranked the Port Chester Library staff as "excellent" in the areas of availability, knowledge, helpfulness,

courteousness, and efficiency (Table F1 in Appendix F). Another 11-17% ranked the staff as “very useful” for these same categories. Only 3-5% ranked the staff as “satisfactory” while zero% ranked library staff as “unsatisfactory” or “very unsatisfactory.”

In terms of experiences finding material (Table F2 in Appendix F), 80% of Rye Brook respondents found locating library materials was “very easy.” Only 8% of Rye Brook respondents found locating materials as “not too hard” or “somewhat difficult.”

Moreover, 83% of the Rye Brook respondents found the overall Port Chester collection “very useful” or “excellent.” Similar satisfaction was shown in the areas of availability of reading materials, number of staff, and comfort/cleanliness (Table F3 in Appendix F).

There was a slightly higher level of satisfaction with the ability of the Port Chester Library to obtain materials from other libraries, helpfulness and courtesy of library personnel, ease in checking out library materials, telephone and reference service. Children’s programming also received very high rankings with 91% of the Rye Brook respondents identifying these programs as “very helpful” or “excellent” (Table F3 in Appendix F).

The lowest rankings that the Rye Brook residents gave to the Port Chester Library were in the areas of ease of parking, seating, and media collection (Table F3 in Appendix F). The lowest score was in the parking area with only 34% of the respondents finding it “very useful” or “excellent.”

By comparison, Port Chester resident respondents identified similar levels of satisfaction with library staff and services across the categories of responses, but indicated slightly less satisfaction with building size.

-Types of Services Used

The most frequently listed reason for using the library by Rye Brook residents was to “borrow a book for leisure” (Table F4 Appendix F). Other common uses for Rye Brook residents were: obtain information on personal interests/hobbies/needs, use of the children’s section, reference questions, attending library programs, borrowing a video/CD and using the reference librarian. The lowest ranked uses among Rye Brook residents were: using the young adult section, a place to relax or study, use of the Internet, requesting information needed for an organization or requesting a meeting room.

For purposes of comparison, Port Chester resident respondents had similar responses indicated the most frequent uses as borrowing a book for leisure, followed by use of the children’s section, borrowing a video or CD, and obtaining information on personal interests/hobbies/needs and attending a library program. The lowest use among Port Chester residents was a place to relax or study, obtaining information on a job or career and using the photocopier and fax machine.

-Wishes for Additional Library Material

Rye Brook residents' most frequent wish for additional library materials was more video tapes and books on tape/ CD's. There was also a demand for more adult fiction and music CD's/tapes (Table F5 Appendix F). By comparison, the most frequent wish among Port Chester residents for future acquisitions was for adult books. Of secondary concern to Port Chester residents were video tapes, books on tape, and non-fiction for adults.

Overall, the sample of Rye Brook residents who responded to the questionnaire was positive about their level of satisfaction with the Port Chester Library. The lagging areas of satisfaction were in the areas of physical space for seating and parking space. Rye Brook residents were consistently positive about the Port Chester Library staff and their responsiveness and found the library easy to use. Both Rye Brook and Port Chester residents have about approximately the same levels of satisfaction with and reasons for using the Port Chester Library. Finally, wishes for future materials are similar between Port Chester and Rye Brook residents.

Library Programming

Libraries frequented by Rye Brook residents offer a wide assortment of children, young adult and adult programs, in addition to more "traditional" library services, such as book/periodical circulation, interlibrary loan and reference. The following Tables (3A-E) present an overview of popular children through adult programs provided by the Port Chester, Rye, Harrison, Purchase, and Greenwich libraries.

Table 3A. Port Chester Library Programs

Services	Details
Children's Programs	<p>Four times a week: story hour sessions for preschool children Summer reading program for children and young adults</p> <hr/> <p>Book Buddies, Homework Help, movies, special holiday programs and craft programs</p> <hr/> <p>Girl Scout Troop visits</p> <hr/> <p>The Children's Room (picture books, beginning readers, young readers, parenting books, books with CDs, DVDs/videos, magazines etc)</p> <hr/> <p>Tumble Book (on-line animated books)</p> <hr/> <p>McDonalds Family Night Storytime</p> <hr/> <p>Graded Booklists, Summer Reading Lists, Special Subject Area and Holiday lists</p> <hr/> <p>National Library Week Pajama Read Aloud</p> <hr/> <p>Support visits from local day care, preschools, Carver Center and Mom's Club</p> <hr/> <p>Miscellaneous events (magic shows, yoga, puppets, kite making, entertainers, dance, juggling, animal</p>

	<p>encounters etc.)</p> <hr/> <p>Internet and Word Processing Computers</p> <hr/> <p>Paws to Reading</p> <hr/> <p>School Visits to Port Chester and Rye Brook Schools</p>
Young Adult Services	<p>Fiction and non-fiction books, videocassettes, audiocassettes and CD-ROMs selected specifically for Young Adults</p> <hr/> <p>Assistance to students with homework, projects and summer reading</p> <hr/> <p>Specialized reference services, bibliographic instruction and readers' advisory provided</p> <hr/> <p>Craft Programs</p> <hr/> <p>Job Fair</p> <hr/> <p>Playstation Tournaments</p> <hr/> <p>Movies</p> <hr/> <p>Make/Gift-Giving Classes</p> <hr/> <p>Volunteer Opportunities</p> <hr/> <p>Booktalks and school visits</p> <hr/> <p>Internet Instruction and Babysitting Workshops</p>
Adult Services	<p>Print sources on Job Information, Business Health, Local History, Fine Art and Consumer Information collections.</p> <hr/> <p>English as a Second Language Classes</p> <hr/> <p>Conversation Group</p> <hr/> <p>Full Adult Collection</p> <hr/> <p>Full Text Databases (Magazines, newspapers, literature, educational resources)</p> <hr/> <p>Monthly Book Club</p> <hr/> <p>Knitting and Cooking Classes</p> <hr/> <p>Movies</p> <hr/> <p>Local History Collection and Obituary Index</p> <hr/> <p>Cultural Monthly programs</p> <hr/> <p>Consumer And County Resident Information</p> <hr/> <p>Readers Advisory</p> <hr/> <p>Home Buying Workshops</p> <hr/> <p>Outreach Services: Greenwich Hospital and Cerebral Palsy</p> <hr/> <p>Computers and Wireless Access</p> <hr/> <p>Microfilm Readers and Printers</p> <hr/> <p>Tax Assistance</p>

Videos and DVDs	Classic and new-release films for adults, young adults and children Variety of subjects-travel, how-to, history, sports, literature, art and music
Community Room	Can accommodate up to 160 people
Homebound Services	Delivery for Port Chester and Rye Brook residents

Table 3B. Rye Free Reading Room Programs

Services	Details
Children 's Programs	<p>Special Season Programs</p> <hr/> <p>Mother Goose Time – age 6 months – 3 ½ years: nursery rhymes, songs and fingerplays</p> <hr/> <p>Preschool Story Time – age 3 ½ and older. Books, puppets and rhyming activities</p> <hr/> <p>Drop-in Craft Time – age 3 ½ and up; wear your pj's and listen to bedtime stories and puppet plays</p> <hr/> <p>Friday Fun Club – age 5 and up: Stories, crafts and special guests</p> <hr/> <p>Tales for Tots – age 2 to 3 1/2 years: Books, songs and fingerplays</p> <hr/> <p>Drop-in Board Games – age 8 to 12: variety of board games</p> <hr/> <p>A Book and a Bagel – Grades K-2: lunch while listening to chapters from favorite books</p>
Young Adults	<p>Learn to knit or crochet</p> <hr/> <p>Read and write poetry</p> <hr/> <p>Middle School Matinee</p> <hr/> <p>Casual discussion of any of the books one has been reading</p> <hr/> <p>Monthly discussion of ideas, literature and life breaks out into a pizza party</p>
Adults	<p>Internet Classes</p> <hr/> <p>Learn to knit or crochet</p> <hr/> <p>Lively moderated discussion of books every Friday</p> <hr/> <p>Reading of contemporary poetry in a casual and interactive atmosphere, followed by a lively discussion last Tuesday of every month</p> <hr/> <p>Special Events and Workshops</p> <hr/> <p>Parents Programs</p> <hr/> <p>Senior Programs</p> <hr/> <p>Online resources for adults</p>
Videos and DVDs	<p>Just-released DVDs and videos of hit movies and special interest topics</p>

Table 3C. Greenwich Library Programs

Services	Details
Downloadable Library	<p>Growing collection of popular unabridged audio titles in a variety of genres</p> <hr/> <p>Listen via PC/ Tablet PC laptop, burn to CD, or transfer to many portable devices</p> <hr/> <p>Accessibility features built-in for blind and visually impaired</p> <hr/> <p>Free software for audio book management, listening, transferring, and burn to CD</p> <hr/> <p>High quality digital stereo Windows® Media® Audio® format</p> <hr/> <p>Access to electronic Magazines and Newspapers</p> <hr/> <p>Net Library: downloadable books</p> <hr/> <p>TumbleBook: collection of animated, talking children’s books</p>
Children’s Programs	<p>After school fun for kids – ages 3 to 12</p> <hr/> <p>Between the lions – younger children: stories and games</p> <hr/> <p>Kids aged 8 and up: games and learning activities</p> <hr/> <p>Collection of books and databases for children</p> <hr/> <p>School Reading lists</p>
Young Adults Program	<p>Summer on campus</p> <hr/> <p>Access to online business simulation games, designed to let budding entrepreneurs manage a virtual business</p> <hr/> <p>Access to a book to help the ones willing to go to college</p> <hr/> <p>Access to sites that help with homework and study guides</p>
Adults	Business Resources – workshops

Table 3D. Harrison Public Library Programs

Services	Details
All ages	Monday Board Games—Chess, Checkers, Scrabble, Monopoly, Trivial Pursuit
	Computer Orientation
	Downloadable Audio books
Special Children’s Programs	Mother Goose Time (ages 3 and under)
	Storyland (ages 3 to5)
	Circle Time for Tots (ages 1 to 3)
	The Book Bunch (grades 4, 5 & 6)
	Reader Rabbit Book Club (grades 1, 2 & 3)
	Holiday Crafts (ages 5 though 11)
	TrumbleBook Library: e-books for e-kids, story books, audio books, puzzles & games, language learning
Adults	Millennium Book Club

Table 3E. Purchase Free Library Programs

Services	Details
Children Programs	Picture, Chapter and Board Books
	I-Can-Read Books
	Audio Books
	DVD, Video and Educational CD ROMs
	Summer Reading Game
Young Adults	Books and Lists for School Assignments
Adults	On-Line services
	Internet

As Tables 3A through 3E indicate, there exists a good array of special and comparable programs available at each of the subject libraries. Children and young adult programs typically consist of reading, storytelling, and creative events as well as homework / assignment help. Adult programs provide special resources and instruction, book clubs, and parent programs. Moreover, electronic availability and support for patrons are an integral part of each of these libraries service delivery.

The only subject library, however, that tracks yearly attendance statistics at programs is the Port Chester Library. Table 4 lists specific Port Chester Library Programs and respective attendance by Rye Brook and Port Chester residents.

Table 4. Attendance at Select Port Chester Library Programs (2006)

Program	Attendance and Frequency
-Adults	
Book Group	15 Rye Brook 10 Port Chester (Monthly)
English Classes	3 Rye Brook 27 Port Chester (Weekly)
Conversation Group	3 Rye Brook 12 Port Chester (Weekly)
Homebound Service	Sterling Glen and King St. Nursing Home
Tax Assistance Program	About 50% Rye Brook users (Feb-April)
Cerebral Palsy Assn of Rye Brook	139 Registered Borrowers + Periodic Visits
Mom's Club of Rye Brook	Two-way visits
-Children	
Summer Reading Program	338 Rye Brook 616 Port Chester
Storytimes	66 Rye Brook 80 Port Chester
Paws to Reading	8 Visits: 24 Rye Brook 24 Port Chester
Girl Scout Troop Visits	4 Troops (40 children in total)
Summer Reading Visits to Ridge St. School*	2 Visits (700 children)
Belle Fair Preschool	8 Storytimes (96 children)

*Port Chester Public Library also provides book clubs, homework assistance, summer reading lists, and volunteer opportunities at the school.

Source: Port Chester Public Library, Director's Office.

In terms of adult programming, Rye Brook residents dominate attendance (60 percent) at the monthly Book Group and account for about 50 percent of the users of the Tax Assistance Program while only constituting a small percentage of users of the weekly English Classes (11 percent) and Conversation Group (25 percent). However, there are many special outreach programs (Homebound Service, Cerebral Palsy, and Mom's Club) offered exclusively or dominated by Rye Brook residents.

Regarding children programming, Table 4 shows that Rye Brook residents account for significant participation in Paws to Reading (50 percent), Storytimes (45 percent), and the Summer reading Program (35 percent). Additionally, there are several Rye Brook specific programs offered to Girl Scouts, Ridge Street and Belle Fair schools reaching a total of 836 children.

Overall, Table 4 indicates that the Port Chester Library engages in a significant amount of community outreach through special program offerings.

Comparative Statistics

This sub-section provides additional comparative WLS statistics regarding general usage, total materials, operations, and number of programs for the Port Chester, Rye, Harrison, and Purchase libraries. Table 5 reports on these key statistics for 2005.

Table 5 Comparative Library Statistics

<u>Statistic</u>	Port Chester	Rye	Harrison	Purchase	Greenwich**
-Materials					
1.Total Library Materials -Rank*	105,309 17th	90,264 18th	138,072 8th	12,620 38 th	459,552
2.Total Materials Per Capita -Rank*	2.88 38th	6.04 21st	5.74 23rd	3.63 34 th	7.3
3. Number of Adult Books -Rank*	66,257 12th	54,643 19th	75,183 9th	4,801 38 th	351,212
4.Number of Children Books -Rank*	30,619 14th	26,792 18th	38,931 8th	4,556 38 th	446,934
5. Number of E-Materials -Rank*	1,292 3rd	54 35th	158 20th	43 37th	NA
-General Usage					
6.Population Served -Rank*	36,469 6th	14,955 20th	24,154 10th	3,480 38 th	62,326
7.Total Library Visits -Rank*	182,781 12th	196,836 10th	164,150 15th	15,198 38 th	730,189
8. Library Visits Per Capita -Rank*	5.01 32nd	13.16 8th	6.80 15 th	4.37 36 th	11.71
9.Total Circulation Transactions -Rank*	241,384 14th	237,134 16th	266,812 11th	42,482 38 th	1,204,804
10. Circulation Per Capita -Rank*	6.62 36th	15.86 12th	11.05 27th	12.21 22 nd	19.33
11.Adult Book Circulation -Rank*	109,241 11th	75,796 13th	71,285 15th	8,603 38 th	943,203
12.Children Book Circulation -Rank*	94,366 8th	84,733 10th	55,215 15th	7,229 38 th	261,601
13.Total Reference Transactions	43,254	83,064	43,610	3,541	208,709

Statistic	Port Chester	Rye	Harrison	Purchase	Greenwich**
-Rank*	11th	5th	10th	38th	
14. Reference Transactions Per Capita	1.19	5.55	1.81	1.02	3.35
-Rank*	28th	2nd	21st	32nd	
-Operations					
15. Minimum Weekly Total Hours	55	50	50	51	60+
-Rank*	10th	25th	22nd	20 th	
16. Total Operating Expenses	\$1,213,667	\$1,388,508	\$2,010,847	\$218,769	\$8,111,102
-Rank*	19th	14th	11th	38 th	
17. Total Operating Expenses Per Capita	\$33.28	\$92.85	\$83.25	\$62.86	130.13
-Rank*	38th	7th	13th	24 th	
18. Total Number of Paid Staff (FTE)	18.4	17.1	21.59	2.5	NA
-Rank*	14th	17th	11th	38 th	
19. FTE Per 2000 of Population Served	1.01	2.29	1.79	1.44	NA
-Rank*	38th	13th	23rd	32 nd	
-Programs					
20. Total Number of Programs	520	1,217	301	152	1,388
-Rank*	15th	2nd	27th	37th	
21. Number of Adult Programs	243	202	27	7	565
-Rank*	3rd	5th	35th	37 th	
22. Number of Young Adult Programs	3	128	45	0	NA
-Rank*	28th	1st	6th	36 th	
23. Number of Children's Programs	274	816	229	145	823
-Rank*	20th	2nd	25th	34th	

*Rank is based on respective position within the 38 libraries that comprise the Westchester Library System (WLS)

** Greenwich consists of a main library and two branches.

Source: Member Library Statistics 2005, Westchester Library System; US Census Data.

The Port Chester Public Library is large (18,700 sq. ft.), frequently used, has low operating expenses and staff ratio, and possesses substantial library materials. The library serves the largest population of the four libraries, 36,469 people (6th highest in the WLS). Its total operating expenses are the third lowest of the four (or 19th in the WLS) and its total operating expenses per capita 33.28 are the lowest in the WLS. The total number of paid full-time equivalent staff (FTE) per 2,000 of population served is lowest in the entire WLS at 1.01. Moreover, the Port Chester Library has the third highest number of electronic materials (E-Materials) in the WLS, the third highest in the WLS for adult programs, and it has the 8th highest children's book circulation in the WLS at 94,366.

The Rye Free Reading Room is a frequently visited library offering a large number of sponsored programs as follows:

- 1,217 total programs (2nd most in WLS),
- 202 adult programs (5th in WLS),
- 128 in young adult Programs (1st in WLS), and
- 816 children's programs (2nd in WLS).

This library also ranks high in total and per capita reference transactions ranking 5th and 2nd in the WLS, respectively. However, Rye's total operating expenses were the second highest among the group compared at \$1,388,508 (14th in the WLS) and its per capita operating expenses were the 7th highest in the WLS.

The Harrison library has two branches and, consequently, has the highest number of total materials, particularly adult and children's books, and total circulation compared to Port Chester, Rye and Purchase. It has a large number of young adult programs (6th in the WLS) and modest programming for adults and children. Harrison ranks near the WLS middle in most general usage statistics, but its two branches place it as the highest operating expenses compared to Port Chester, Rye and Purchase (11th in the WLS).

The Purchase Free Library is the smallest library (1,400 sq. ft.) in the WLS and, therefore it ranks low in total materials, general usage, operations and programs and was not the highest in any category when compared with Rye, Harrison or Port Chester.

The Greenwich Library, which is comprised of three branches (Main, Byram Shubert, and Cos Cob), has the highest number of total and per capita materials/holdings of the libraries listed. It serves a large population, is actively used by its residents with an impressive 1.2 million transactions per year, and has a substantial number of programs (1,388) per year. However, the Greenwich library is the most expensive library system to run at a per capita operating cost of \$130.13.

Financial Considerations

This section of the report provides an overview of the current financial obligations of the Village of Rye Brook to the Port Chester Library and an analysis of cost implications for other options, including the potential creation of a new library or negotiation of an arrangement with another WLS library.

Current Fiscal Obligations

The Village of Rye Brook currently enjoys the use of the Port Chester Public Library at a cost of approximately \$350,000 per year. Considering that the population of Rye Brook (2005 Census projection) is 9,471, the per capita charge for library services equates to \$36.95.

However, in December 2005, the Library informed the Village of Rye Brook that the bid process for a renovation and expansion of the Library had been completed and a bidder selected with a bid proposal of \$1,882,079.¹⁷ The \$1,882,079 represents costs for “Repairs and Maintenance” (\$1,592,740), Fire Protection, Existing Space” (\$274,041), and “Other Expenses” (\$15,298) as listed in the “Statement of Probable Cost” developed by Len Salvador, Architect for the Library project.

Yet, these amounts do not include the architect and engineering (“A&E”) fees applicable to the first two listed cost components. Estimated at 11.5%, the A&E fees applicable to the repairs component are \$183,165 (11.5% x \$1,592,740), and for the existing space component are \$31,515 (11.5% x \$274,041), bringing the totals for each of these components to \$1,775,905 and \$305,556, respectively. This raises the total estimated project cost for all three components to \$2,096,759 (\$1,775,905 + \$305,556 + \$15,298).

Moreover, it should be noted that the above figures do not include any amounts for a “New Building Addition” cost component. The most recent information concerning a new addition was provided in a document titled, “Draft #2d Statement of Probable Cost,” dated May 18, 2005 from the Port Chester Library. In that document, the probable cost for the new building component is \$1,998,042. It should also be noted that the actual bid results vs. probable costs for the other components increased 72% (\$2,096,759 vs. \$1,217,462) in this document. While a more formal and intricate evaluation of the new building addition is beyond the scope of this study, it is important to consider the cost and cost-sharing implications for the Village that may have to be determined now or in the future.

¹⁷ Letter from Kathleen B. Gioffre (President, Port Chester Public Library) to Gerald L. Logan (Mayor, Village of Port Chester) and Lawrence A. Rand (Mayor, Village of Rye Brook) dated December 14, 2005.

In November 2005, the Village of Rye Brook received from legal counsel information in letter form concerning certain options for financing capital library improvements.¹⁸ This letter stated that a loan amount of \$1.2 million obtained at a 6.375% rate would result in a monthly payment from the Village of \$8,858.79 for a 20 year amortization period or \$8,009.01 for a 25 year amortization period.

Cost Considerations of Other Options

The Village of Rye Brook might consider contracting with a different public library or reading room within a certain radius of Rye Brook Village Hall. This would include the following libraries: Purchase Free Library (2.15 miles); Greenwich (Connecticut) Library (2.38 miles); Rye Free Reading Room (3.75 miles); and Harrison Public Library (4.0 miles). While negotiations with each of these individual libraries might result in different contracts and consideration for services, the Westchester Library System Code of Services (currently under review) provides a standard per capita rate of \$71.21. The Greenwich Library's 2005-2006 Annual Report shows \$130.13 per capita for operating expenditures. Assuming that the libraries located in Westchester would employ the WLS Code of Service to determine a precise cost, the amount that the Village could expect to pay to any of those libraries would be \$674,429 (\$71.21 per capita x 9,471 population), and to the Greenwich Library approximately \$1,232,461 (\$130.13 x 9,471).

Another alternative would be for the Village of Rye Brook to construct its own library. In addition to the capital costs (land and building construction), the Village would incur annual operating costs. New York State law requires that public libraries maintain a certain number of service hours on a sliding scale of population (see previous "Legal Analysis" section of this report). Rye Brook's population of 9,471 would require that the library remain open at least 35 hours per week.

There are many options and factors to consider in calculating an estimated cost of construction. Depending on the structure of the library (municipally owned and operated, library district, library association, etc.), the library may be bound by various laws applicable to municipalities in bidding and the issuance of bonds. The size, type, and timing of construction all play a part in the bid prices that might be received for such work.

For purposes of regional and local comparison, Gillette, New Jersey (population 9,000) constructed, in 2005, a 16,115 square foot library at a cost of \$211.34 per square foot (about \$3.4 million in total). In that same year, Salem, Connecticut (population 4,000) constructed a 7,000 square foot library at a cost of \$246.00 per square foot (about \$1.7 million in total).

However, these square foot construction prices differ dramatically from two very recent Westchester-based library projects: the Town of Ossining (population

¹⁸ Letter from Bruno Gioffre (Gioffre & Gioffre Professional Corporation) to Christopher Bradbury (Village Manager, Village of Rye Brook), dated November 4, 2005.

served is 33,047) with the construction of a 45,000 square foot facility at an estimated cost of \$15.8 million (\$351 per square foot), and the Village of Briarcliff Manor (population served is 7,696) with the construction of a 10,000 square foot facility at an estimated cost of \$4 million (\$400 per square foot).¹⁹

If the Village of Rye Brook were to seek renting a commercial space instead of constructing a new facility for a community library, then the Village could expect to pay \$22 to \$35 per square foot, according to listings provided by the Westchester County Economic Development Office²⁰. Assuming a 10,000 square foot library, which is small to modest by average WLS size and well below the current size of the Port Chester Library (18,700 sq. ft.), the Village could expect to pay \$220,000 to \$350,000 per year for a commercial rent in Rye Brook at January 2007 rates.

As noted, the WLS Code of Service provides a standard operating expenses per capita rate of \$71.21 for libraries within the WLS. A review of subject neighboring WLS libraries and those libraries serving similarly size populations in Westchester reveals that the \$71.21 would be generally in line with other possible per capita cost calculations. Table 6 shows statistical information available from the WLS for 2005 indicating the following per capita for total operating costs:

Table 6: Comparative Per Capita Library Expenses

Library	Total Expenses Per Capita	Size of Population Served
Port Chester	\$33.28	36,469
Harrison	\$82.94	24,154
Rye Free Reading Room	\$92.85	14,955
Purchase Free Library	\$62.86	3,480
Mount Kisco	\$78.79	9,983
Croton	\$84.86	8,607
Briarcliff Manor	\$67.53	7,696
Hastings-on-Hudson	\$76.91	7,648

Source: Member Library Statistics 2005, Westchester Library System

The average total expense per capita for the libraries shown in the table above is \$72.50 which falls in line with the WLS Code of Service rate of \$71.21. In bifurcating the above listed libraries into two groups: one group consisting of the WLS libraries neighboring Rye Brook (Port Chester, Harrison, Rye, Purchase) and the other group consisting of other WLS libraries serving similarly sized

¹⁹ The Briarcliff project is a consequence of a community planning committee's long-range plan in 2000 for improved library facilities and a subsequent WLS assessment in 2001 that the library failed to meet NYS Standard #8 in terms of maintaining a facility that met community needs, including adequate space, lighting, seating, shelving, and restrooms.

²⁰ Commercial listings were accessed on January 9, 2007 and included rental prices for spaces available at 1-6 International Drive, 900 King Street, 90 S Ridge Street, Rye Ridge Plaza, and 760-800 Westchester Avenue.

populations (Mt. Kisco, Croton, Briarcliff, Hastings-on-Hudson): we would find an average of \$67.98 per capita for the neighboring libraries and an average of \$77.02 per capita for the similarly sized population libraries. However, adding in the Town of Greenwich's per capita expense (\$130.13) to the average with the neighboring communities the average per capita rate increase climbs from \$67.98 to \$80.41.

Using the per capita financial information presented above, one could calculate the total operating cost per capita as follows:

Calculation Basis	Rate x Rye Brook Population	Yearly Operating Cost
Neighboring WLS Libraries	67.98 x 9471	\$643,838
WLS Code of Service	71.21 x 9471	\$674,429
Similar Sized WLS Libraries	77.02 x 9471	\$729,456
Neighboring WLS Libraries Including Greenwich	80.41 x 9471	\$761,563

Consequently, these various per capita calculations indicate a potential range of yearly operating cost, exclusive of facilities construction or rental costs and maintenance thereof, for the Village of Rye Brook to operate its own library to be \$643,838 to \$761,563 based mostly upon 2005 figures.

Moreover, a review of the four aforementioned libraries' budgets that serve roughly similarly sized populations to Rye Brook shows a range of operating expense, exclusive of building operation costs, of \$504,735 in Hastings to \$745,734 in Mount Kisco or an average of \$594,410.²¹ However, a review of neighboring WLS libraries' budgets for 2005, exclusive of building operating and maintenance costs, reveals a broader range of operating cost from \$187,801 in Purchase to \$1,924,462 in Harrison (2 branches) and a substantially higher average cost profile of \$896,847 per facility²².

²¹ Using NYS library Systems Biblotech database for 2005 figures, each community reported operating expenses, excluding building costs, as follows: Briarcliff \$469,099, Harrison \$504,735, Croton \$631,075 and Mount Kisco \$745,734.

²² Using NYS library Systems Biblotech database for 2005 figures, each community reported operating expenses, excluding building costs, as follows: Purchase \$187,801, Port Chester \$1,124,206, Rye \$1,242,768 and Harrison (2 branches) \$1,924,462.

APPENDIX A

Organizational Capacity & Study Team

The Michaelian Institute's mission is to foster the improvement of public and not-for-profit sector management and policy. In pursuing this mission, the Institute has been responding since 1973 to the needs of public and not-for-profit organizations by conducting a variety of educational forum, such as conferences, policy seminars, supervised field visits/work, and management workshops. The Institute also conducts government and community-based research entailing a variety of methods such as survey research, questionnaires, focus groups, and meta analyses.

The Michaelian Institute has a proven track record of expert and timely public policy and management research in a variety of substantive areas. For example, the Institute has previously conducted municipal studies for the City of New Rochelle, Village of Bronxville, Town of Bedford, the villages of the Town of Greenburgh, to name a few. Other municipal organizations the Institute has recently worked with include: The County of Westchester, The City of Yonkers, The City of White Plains, The Village of Scarsdale, Westchester Recreation and Parks Society, and the NYS Public Employees Federation.

The study team for this project consisted of:

- **Brian J. Nickerson, Ph.D., J.D., M.P.A.**, is Department Chair and an Associate Professor of Public Administration and the Director of the Edwin G. Michaelian Institute for Public Policy and Management of the Dyson College of Arts & Sciences at Pace University.
- **Gregory M Holtz, PhD**, is the Research Director of The Michaelian Institute for the past fifteen years.
- **Lester Steinman, Esq.**, is the Director of the Edwin G. Michaelian Municipal Law Resource Center of Pace University.
- **Michael A. Genito, MBA, MPA**, is a Research Associate of the Michaelian Institute and an Adjunct Professor with the Pace MPA Program.

Research support was provided by the following Graduate Research Assistants:

- **Jessica A. Martin, MPA** (Candidate)
- **Colin W. Stone, MPA** (Candidate)
- **Maria Borges, MPA** (Candidate)

APPENDIX B

8 NYCRR 90.12

N.Y. Comp. Codes R. & Regs. tit. 8, § 90.12

OFFICIAL COMPILATION OF CODES, RULES AND REGULATIONS OF THE STATE OF NEW
YORK

TITLE 8. EDUCATION DEPARTMENT
CHAPTER II. REGULATIONS OF THE COMMISSIONER
SUBCHAPTER D. LIBRARIES
PART 90. PUBLIC AND FREE ASSOCIATION LIBRARIES
Text is current through August 15, 2006.

Section 90.12 State aid for library construction.

(a) *Definitions.* As used in this section and in [Education Law, section 273- a](#):

(1) *Library* means public, free association and Indian libraries, as defined in [section 253 of the Education Law](#), which are members of public library systems.

(2) *Library system* means a public library system, as defined in subdivision 1 of [section 272 of the Education Law](#).

(3) *Library construction* means:

(i) the construction or acquisition of a building for library purposes, including construction of a building for library purposes pursuant to a lease-purchase agreement; or

(ii) the renovation or rehabilitation of a building already owned by a library; or

(iii) renovation or rehabilitation of a building to be leased for library purposes, including renovation or rehabilitation of a building for library purposes pursuant to a lease-purchase agreement.

(4) *Acquisition* means the purchase of a site and an existing building suitable for conversion to library purposes.

(5) *Renovation* means the overall improvement or conversion of an existing building, resulting in increased operational efficiency and economy.

(6) *Rehabilitation* means the restoration of an existing library building, exclusive of routine maintenance, with particular emphasis on energy conservation, accommodation for computer equipment, or access by physically handicapped persons.

(b) *Application procedures.*

(1) Each library system shall submit to the commissioner, no later than a prescribed date, a plan by which it will accept, review, and make recommendations on applications as required by [Education Law, section 273- a\(2\)](#). Such plans shall include a schedule of such actions, local funds matching requirements, planning and technical requirements, and procedures to be followed.

(2) When the applicant is a library, the governing board of the system of which it is a member shall indicate to the commissioner its approval of such application by stating the extent to which the project for which State aid is requested will assist the applicant to provide more effective service within the system's standards of organization and service. If the governing board of the system does not approve a member library's application, such application shall be submitted to the commissioner with an explanation of such nonapproval.

(3) When the applicant is a library system board, the application shall describe how the State-aided project will improve system services to member libraries and users.

(4) The library system board shall rank the applications from its system area in order of its recommendations, giving particular attention to the service needs of any communities which are isolated or located beyond the reasonable service capabilities of other libraries which are members of such library system.

(c) *Content of applications.* Each application shall assure that:

(1) when the construction project is completed, adequate operating support and resources will be available to sustain an improved level of service as reflected by the schedule of library open hours, the number of professional and nonprofessional staff needed to provide such service, and the upgrading of the inventory of all types of library materials;

(2) the nonstate share of the cost of the project is or will be available, that the project has been started or will begin within 90 days after approval by the commissioner, and that the project will be completed promptly and in accordance with the application;

(3) the approved project will be conducted in accordance with all applicable Federal, State and local laws and regulations;

(4) not more than 60 percent of the approved costs have been expended as of the date of the application;

(5) for all new projects or where otherwise required by law, competitive bidding procedures will be followed; and

(6) the premises constructed, acquired, renovated, rehabilitated or leased will be usable for library purposes for at least 20 years from completion of the project.

(d) *Criteria for approval of an application.* Approval of construction project applications will be based in part upon the degree to which each project will result in:

(1) more effective library service to the library's service area, as evidenced by new library programs and user accommodations resulting from the increased and improved building space and capacity;

(2) more efficient utilization of the library building, resulting in such economies as increased energy conservation and increased staff efficiency;

(3) improved access to and use of building services by all library users, including physically handicapped persons;

(4) the provision of library services in communities which are geographically isolated; and

(5) the satisfaction of such other criteria as the commissioner may deem appropriate.

(e) *Costs.* Pursuant to [Education Law, section 273-a](#):

(1) Costs eligible for approval shall include:

- (i) construction or acquisition of a library building;
- (ii) renovation or rehabilitation of a library building;
- (iii) renovation or rehabilitation of leased property;
- (iv) purchase and installation of initial equipment and furnishings;
- (v) site grading;
- (vi) supervision of the construction, renovation or rehabilitation; and
- (vii) such other costs as may be approved by the commissioner.

(2) Costs ineligible for approval shall include, but shall not be limited to:

- (i) architectural and engineering plans;
- (ii) building consultant studies;
- (iii) interest or carrying charges on bonds financing the project;
- (iv) purchase of books and other library materials; and
- (v) landscaping.

(f) *Schedule of payment of State aid for library construction.*

(1) Fifty-percent payment of awarded State aid for approved costs of the project will be made after notification of applicant by the commissioner of approval for funding.

(2) An additional 40-percent payment will be made after certification by the applicant that the project has been 50-percent completed in accordance with the approved application.

(3) The 10-percent final payment will be made after submission of satisfactory evidence that the project has been completed according to the approved application and has been accepted by the applicant.

(g) *Reports.* The following reports shall be made to the commissioner on the forms and by the dates prescribed by the commissioner:

(1) Each recipient of State aid pursuant to [Education Law, section 273-a](#), shall report on the status of the approved project, including a final cost report.

(2) Each library system board shall report on the status of any project for which a approved application was submitted to the commissioner, but for which no State aid was provided.

(3) Each library system board shall report on the status of each project submitted to the commissioner for which the system did not recommend approval.

(4) Each library system board shall report on the anticipated State aid necessary for eligible projects to be completed in its service area.

Historical Note

Sec. filed Jan. 25, 1979; repealed, new filed July 31, 1984 as emergency measure; made permanent by order filed Sept. 25, 1984 eff. Sept. 26, 1984.

<[General Materials \(GM\)](#) - References, Annotations, or Tables>

8 NYCRR 90.12, 8 NY ADC 90.12

8 NY ADC 90.12

END OF DOCUMENT

APPENDIX C

HELPFUL INFORMATION FOR MEETING MINIMUM PUBLIC LIBRARY STANDARDS

Prepared By The Library Development/Public Library System Directors Organization Minimum Standards Task Force

The University of the State of New York
State Education Department
New York State Library
Division of Library Development
June 1996; *revised 2001, 2002*

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Introduction

The New York State Library Division of Library Development (LD)/Public Library System Directors Organization (PULISDO) Minimum Public Library Standards Task Team designed this publication, *Helpful Information for Meeting Minimum Public Library Standards* as a guide for librarians, trustees, and system personnel in understanding the *why, what and how* of each standard.

Success for all libraries, with improved service for customers, is one of the highest priorities of both the New York State Library Division of Library Development and PULISDO. This publication addresses how library boards and directors can achieve both the letter and the spirit of the minimum public library standards. The systems' educational programs are important in helping libraries reach this goal.

In November 1994, State Librarian Joseph F. Shubert formed the LD/PULISDO Task Team to develop helpful information to guide libraries in implementing the new minimum standards. Task Team members agreed early on that the Division of Library Development, the public library systems and libraries need to take an "educational approach" regarding the implementation of the standards. We believe that this publication and other products will assist libraries in meeting minimum standards and provide a framework for system staff in working directly with members.

If you have any questions about this publication or the actions of the Task Team, please contact any member of the LD/PULISDO Task Team. Suggestions for improvement of this publication may be sent to the LD/PULISDO Task Team, Division of Library Development, New York State Library, 10C47 Cultural Education Center, Albany, New York 12230.

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HELPFUL INFORMATION FOR MEETING STANDARD #1: WRITTEN BYLAWS

Each . . . library is governed by written bylaws which outline the responsibilities and procedures of the library board of trustees;

WHY ARE BYLAWS NECESSARY?

Written bylaws clarify the rules by which the board of trustees operates. They set the procedures for the smooth running of board business. As membership on the board changes over time, specifics and agreements may be forgotten. Bylaws are essential to assuring continuity and preventing disagreements and misunderstandings. Bylaws need to be up-dated on a regular basis. A good rule of thumb is at least once every five years.

WHAT DO BYLAWS TYPICALLY CONTAIN?

Bylaws usually cover such items as: terms of office of trustees; officers and their duties; meeting frequency and rules (e.g., what is a quorum, order of business, filling vacancies on the board, etc.); committees (e.g., standing committees, how committee members are appointed, ad-hoc committee procedures, etc.); the library director; amendment procedures.

WHAT IS THE DIFFERENCE BETWEEN THE BOARD'S BYLAWS AND THE LIBRARY'S CHARTER?

The *bylaws* are the rules and procedures by which the Board of Trustees functions. The *charter* is a legal document from the Board of Regents that incorporates the library, making it an **education corporation** that must meet certain standards of operation (see **Registration**, below). The bylaws must be consistent with the current charter, Education Law and the Education Commissioner's Regulations.

WHAT DOES THE CHARTER CONTAIN?

The charter typically covers such items as name and location of the education corporation (in this case, the library); the names of the board members at the time of incorporation; the date the Regents approved the charter; the number of trustees and the length of their terms. The charter may also include the library's service area; the IRS dissolution clause and amendments. **To change any of these elements requires a charter amendment approved by the Board of Regents. They cannot be changed in the Board's bylaws.**

WHAT IS REGISTRATION?

Registration, which is certified by the State Education Department, means the library meets the minimum standard requirements for its size and is thereby qualified to receive and hold public state and local tax funds.

WHERE CAN I GO FOR HELP?

Below is a typical example of library bylaws. Consult your system if you need further advice or assistance in developing bylaws. It would also be helpful for you to submit a copy of your bylaws to your system so they can be shared with others.

SAMPLE BYLAWS

Bylaws of the Library

Article I -- Tenure of Office of Trustees

1. The term of office of trustees shall be years, and shall be limited to successive terms.

Article II -- Officers

1. The officers of the Board shall be a President, a Vice-President, a Secretary, and a Treasurer.
2. A nominating committee shall be appointed by the President two months prior to the end of the library year.
3. Officers shall be elected at the last regular meeting of the library year by a majority vote of the Board.
4. All officers shall have the usual powers associated with their office (or their duties may be specifically noted in the By-Laws).

Article III -- Meetings

1. Regular meetings shall be held each month, at dates and times to be established by the Board at the beginning of the library year and shall be open to the public except when individual personnel issues are being discussed.
2. Special meetings shall be held at the call of the President or any three trustees.
3. A majority of the designated number of the Board shall constitute a quorum.
4. The order of business shall be as follows:
 - a. Roll call
 - b. Approval of minutes of previous meeting
 - c. Financial report and approval of expenditures
 - d. Report of the Library Director
 - e. Report of standing committees
 - f. Report of special committees

- g. Nominations and elections, if any
 - h. Correspondence and communications
 - i. Unfinished business
 - j. New business
 - k. Adjournment
5. Vacancies among the officers shall be filled at an election at a regular meeting, and a majority vote of the Trustees shall be necessary to an election.

Article IV -- Committees

1. The following will be standing committees: Public Relations, Personnel, Buildings, Budget and Finance. These committees shall have all the usual powers associated with such committees.
2. The President of the Board shall appoint all committee members.
3. Ad hoc committees may be appointed by the President with the approval of the Board. Non-Board members may be appointed to such committees to bring special capabilities for the resolution of problems confronting the Committee.
4. All committee actions are subject to approval by a majority of the Board.

Article V -- Library Director

1. The Board shall appoint a qualified library director who shall be the executive and administrative officer of the library.
2. The Director shall be held responsible for the proper performance of duties as spelled out in the job description provided by the Board.
3. It shall be the duty of the Director to attend all meetings of the Board, including budget meetings, or public meetings where action may be taken affecting the interests of the Library. The Director shall have the right to speak on all matters under discussion at Board meetings, but shall not have the right to vote thereon.

Article VI -- Amendments

1. These By-Laws may be repealed, amended, or added to by a majority vote of the whole Board at a regular meeting. Such

action may be taken, however, only after the substance of the proposed repeal, amendment, or addition has been presented in writing at a prior regular or special meeting, and notice thereof has been given in the notice of the meeting at which it is to be considered.

Adopted

Date

Revised

Date

HELPFUL INFORMATION FOR MEETING STANDARD #2: LONG-RANGE PLAN

Each . . . library has a board-approved, written long-range plan of service;

WHY IS A LONG-RANGE PLAN IMPORTANT FOR EVERY LIBRARY?

Every library needs a long-range plan as a formal document to:

- Provide information about the community and library to use in decision-making;
- Clarify for board, staff and community the role of the library in the community;
- Evaluate the usefulness and quality of specific services and activities;
- Assist in preparing for change (dropping old services or adding new ones);
- Establish priorities for the allocation of resources;
- Document the need for (better) funding.

WHAT IS A LONG-RANGE PLAN? DOES IT DIFFER FROM A STRATEGIC PLAN?

A long-range plan and a strategic plan both involve *investigating* the library's services in light of community needs and resources, *evaluating* the strengths and weaknesses of the library and the services the trustees and staff believe the library should or can provide, and *creating* a structured plan for providing the resources and direction for the "right" services for that community. A "strategic management plan" may have more emphasis on

an analysis of strengths, weaknesses, opportunities and threats (SWOT) and more detailed budget forecasts based on revenue projections.

WHAT IS THE PROCESS FOR LONG-RANGE PLANNING?

The way a library moves through its planning process is as important as the plan itself. The planning process helps raise the community's awareness of library programs, services and needs and gains library support from the community.

The long-range planning process is a cyclical one. While there are a variety of ways to develop a long-range plan, a successful planning process often includes the following steps:

- Gather information about, and analyze the "environment" inside and outside the library. Such information may include:
 - External Environment:
 - Economic factors
 - Community demographics
 - Political factors
 - Needs of the community
 - Internal Library Environment:
 - Current budget
 - Current staffing
 - Administrative issues
 - Current technology
- Develop a vision statement that describes what the library will "look" like in the future. (A vision statement can encompass a given time period like five to ten years, or be an ideal without reference to time period.)
- Decide on the goals that will move the library towards its vision.
- Decide on objectives for those goals. Make sure each objective is
 - measurable; and
 - realistic
- Identify specific action steps that will be needed to meet the objectives. Be sure these activities can be achieved in the defined periods.
- Develop a process for evaluating whether or not the library is reaching its objectives.
- Have the Board of Trustees formally adopt the plan.
- Evaluate how well the plan is working

And then begin again with a new examination of the environment, inside and outside the library, etc.

WHO PARTICIPATES IN THE PROCESS?

Many people should be involved in the planning process in addition to the library director and the board of trustees. These may include: one or two key staff members; library users, and representatives of business, education, government, or other key community groups. (*Tip: One way of involving the community is through the information-gathering stage of the plan. For example, use focus groups of community members, or community surveys that ask people to identify ways the library can meet community needs.*) Public library system consultants or, in larger libraries, consultants under contract, may also advise or otherwise assist with the process.

WHAT ARE THE ELEMENTS OF A BASIC LONG-RANGE PLAN?

- Vision statement for the library
- Mission statement and selection of library service role(s)
- Goals related to the mission and role(s)
- Measurable objectives which will help achieve the goals
- Specific action steps which include:
 - Timetable for completion
 - Individuals responsible for each activity
- A basic budgetary process for identifying and securing adequate funds
- A process for evaluating success
- A process and timetable for regular review and revision
- Identification of the planning committee

HOW MANY YEARS SHOULD A LONG-RANGE PLAN COVER?

Typical plans are for 3 to 5 years. Although most libraries will want to use a long-range plan to set direction for an extended period, they will probably limit detailed planning to a shorter period, perhaps two or three years. Although every library board should take into consideration continuous development for the library and the opportunities presented by the electronic information environment, they should set objectives and plan activities which, with a reasonable amount of effort, the library and community can achieve in the identified time period.

HOW DO WE USE THE PLAN?

Often, long-range plans are used to develop a yearly "Action Plan" which is an outgrowth of the direction and choices made in the longer range plan. Persons with responsibility for tasks within the plan work on these assignments according to the timeline in the plan. Staff and trustees review the entire plan for action and accomplishments according to the

schedule provided in the plan. Many institutions use a "rolling" process in which one year is "added" or revised when the current year is completed (or nearly completed).

WHERE CAN I GO FOR HELP?

Consult your library system for examples of different types of plans, as well as other assistance you may need. It would also be helpful for you to submit a copy of your plan to your system so it can be shared with others.

HELPFUL INFORMATION FOR MEETING STANDARD #3: REPORT TO THE COMMUNITY

Each . . . library presents an annual report to the community on the library's progress in meeting its goals and objectives.

WHY PRESENT AN ANNUAL REPORT TO THE COMMUNITY?

An annual report:

1. Provides an opportunity to report on progress in meeting the library's goals and objectives as identified in the board's long-range plan.
2. Gives to board and staff an opportunity to review the past year's activities.
3. Provides an opportunity to inform the community at large of the library's activities.
4. Offers an opportunity for publicity and promotion of the library with public officials and other funding sources.
5. Furnishes accountability to community and funding sources.

WHO IS YOUR AUDIENCE?

- Customers, general public
- Board members, staff, Friends of the Library
- Public and elected officials (local, State and national)
- Media (print and electronic)
- Current and potential funding sources (local, regional and national)

WHAT SHOULD THE REPORT INCLUDE?

- Some reminder of the library's goals and objectives (the board's long-range plan).
- Statistics that give a quantitative picture of the library's activities (e.g., number of people who visit the library, circulation, interlibrary loans, programs, in-library use, number of registered borrowers, number of people who receive outreach services.)
- Noteworthy grants, fund raising events, or capital programs that the library undertook.
- Highlights of some of the most impressive programs and activities. (*Tip: use pictures to convey success of the programs. Pictures of kids always go well.*)
- Honors that the Director, staff members or trustees may have earned during the year that are relevant to library service. (e.g., New York Library Association awards, community awards, degrees earned, promotions.)
- How to contact the library: Director's name and phone number and board president's name and number.

WHAT FORMATS AND MEANS OF DISTRIBUTION ARE USEFUL?

- **Written Report** distributed internally among board and staff. Multiple copies available in the library for customers. Don't forget the library's support base.
- Short versions of the report could be done in **bookmark format** and made available to all.
- **News Release** to appropriate newsletters, penny-savers and newspapers (*Tip: let the widest distribution help spread the word of the great services and resources. Great public relations opportunity!*)
- **Hand deliver** reports to the movers & shakers of the community **encouraging their endorsement and support for the library.** (e.g., Chief of Police, Fire Chief, Mayor, presidents of clubs, etc.) Support from influential members of the community who have no relationship to the library will carry greater weight with your funding sources than support from trustees and Friends of the Library.
- **Written report with photos** sent individually to local officials, county and state public officials as well as private contributors and benefactors, current and potential. (*Tip: this will strengthen the library's case for funding!*)

- **Copies to neighboring libraries** to foster cooperation and idea sharing.
- **Oral presentation** given to electronic media (radio and TV), and/or at village or town boards.

Other ideas are also possible. At the minimum, choose one that allows for the widest distribution. It's so important to keep the library's story before the public! Don't be afraid to use it in several ways! You may wish to produce different versions for different audiences.

WHERE CAN I GO FOR HELP?

Consult your library system for examples of different types of community reports, as well as other assistance you may need. It would also be helpful for you to submit a copy of your community report to your system so it can be shared with others.

HELPFUL INFORMATION FOR MEETING STANDARD #4: WRITTEN POLICIES

Each ...library has board-approved written policies for the operation of the library.

WHY ARE WRITTEN POLICIES NECESSARY?

- Clearly formulated policies enable the board, library director, and staff to provide quality service to the community.
- Staff need a framework of consistent policies for the smooth day-to-day operation of the library.
- Customers need to know that they are being treated equally and fairly.
- Boards with clear, well thought-out policies based on good professional, legal and management principles encounter less staff turnover, crises, bad public relations and law suits.
- Written policies help ensure consistency and fairness.

HOW ARE POLICIES DEVELOPED?

In general, policies should be clear and concise, legal and fair. They should be developed by the director and staff with board involvement and approval, and revised on a regular basis, every 2-3 years or sooner if necessary.

It's a good idea to start with a sample and then adapt it to your specific library's needs. Contact your library system for sample policies.

The Board can appoint an ad hoc committee made of some board members, the director and a staff member or two to work on policies. Some libraries have the director develop the policies and the board reviews and approves them. It is important that the Director and staff have input since they are familiar with the day-to-day operations of the library.

As the library staff and board develop the policies, the Americans with Disabilities Act must be taken into consideration. It is also a good idea to let the library attorney review the policies to be sure that no laws have been inadvertently violated.

WHAT POLICIES SHOULD A LIBRARY HAVE?

Personnel policies are absolutely necessary for the smooth operation of any organization. Whether it has many employees or only one, every library should have a complete personnel policy manual for its staff.

A suggested list of policies follows. Contact your system for specific examples.

SUGGESTED LIST OF POLICIES

It is recommended that boards adopt the following standard ALA policies:

- Library Bill of Rights
- Confidentiality of Library Records
- Free Access to Libraries for Minors: An Interpretation of the Library Bill of Rights
- Freedom to Read Statement
- Freedom to View Statement

Boards and directors should develop policies which cover:

- Censorship
- Circulation
- Collection Development and Maintenance
- Emergencies
- Exhibits and Displays
- Finances
- Gifts and Special Collections
- Harassment
- Hours Open
- Interlibrary and Interagency Cooperation
- Internet and other technology issues
- Materials Selection
- Patron Complaints
- Personnel (See next section)

- Programming
- Public Relations
- Rules of Conduct for Library Users
- Services for Nonresident Borrowers
- Substance Abuse (by customers and staff)
- Use of Library Meeting Rooms and Equipment

Personnel policies, at a minimum, should cover the following items:

- Benefits
- Equal Employment Opportunity
- Personnel Procedures (e.g., Grievance, evaluation, promotion, retirement, etc.)
- Salaries, Position, Classification
- Schedules, Hours
- Staff Development, Continuing Education
- Vacation and Leave

According to the Americans with Disabilities Act, all libraries must have a written plan for how the library will serve people with all kinds of disabilities.

WHERE CAN I GO FOR HELP?

Your library system has forms and samples of many of these policies. Contact your library system for these or any other assistance you may need.

HELPFUL INFORMATION FOR MEETING STANDARD #5: WRITTEN BUDGET

Each . . . library presents annually to appropriate funding agencies a written budget which would enable the library to meet or exceed these standards and to carry out its long-range plan of service;

WHY IS A WRITTEN BUDGET NECESSARY?

A written budget presented to local funding agencies is a basic requirement to ensure fiscal accountability. It also helps get the funds needed to provide service. Since the public library board of trustees has ultimate responsibility for obtaining funds and spending them wisely to carry out the library's program of services, it is the board's

responsibility to ensure that fiscal management practices best meet the needs of the library, the community and the public.

The budget presentation can also be useful for library advocacy. A well documented and well prepared presentation will help show local funding authorities the importance of the library in the community.

WHO SHOULD PREPARE THE BUDGET?

Preparation of the budget should be a joint project of the board of trustees and the library director, with input from appropriate staff.

WHAT ARE APPROPRIATE FUNDING AGENCIES?

"Appropriate funding agencies" are any public organizations that provide operating funds to the library: counties, towns, villages, cities, school districts or special districts. In addition the library may also want to present its budget to other potential sources of funding -- both public and private.

WHAT SHOULD THE BUDGET INCLUDE?

Budget format and fiscal year may differ among libraries based on the requirements of sponsoring agencies but all library budgets have some common elements:

- Indicate the resources that will be needed to meet the library's goals and objectives within a certain period of time.
- Base income and expenditure figures on past experience and anticipated change, while taking into consideration the long-range plan for development. The budget should be realistic, striking a balance between being a wish list and too conservative.
- Present sufficient expenditure allocations to meet the information and service needs of the community and legal requirements, including the minimum public library standards.

HELPFUL INFORMATION FOR MEETING STANDARD #6: EVALUATING EFFECTIVENESS

Each ... library periodically evaluates the effectiveness of the library's collection and services in meeting community needs;

WHAT IS EVALUATION?

Evaluation is the systematic and ongoing assessment of an organization's progress and success in fulfilling its mission, using a variety of qualitative and quantitative measurement techniques.

WHY IS EVALUATION ESSENTIAL?

Planning is a process -- not a goal. Evaluation is a critical part of the process. In order to meet community needs effectively, ongoing evaluation is necessary. Some evaluative efforts will be more comprehensive than others, depending on what the library needs to know. For example, evaluation of a meeting or workshop may involve a brief discussion at the end of the meeting or be a more formal written evaluation by participants immediately following the event. Meaningful long-term change may involve follow-up interviews at a later date. Evaluation includes asking our customers how we are doing, and looking beyond our current customers into the community at large to see what needs are not being met and why some potential users are not yet involved in the library.

HOW DO WE GO ABOUT EVALUATION?

After a library has decided that evaluation is an important part of meeting its mission, goals and objectives, the process of choosing the most effective evaluation tool begins.

Questions a library might ask to facilitate assessing how it is doing include:

- What do we wish to evaluate, and why?
- What level of performance do we want to achieve?
- Which investigative technique will work best?
- How will we actually measure the performance level?
- Did we do what we promised to do; to what extent did we meet our objectives?

There are three categories of evaluation tools:

- **Quantitative measures** (statistical packages are available to assist libraries)
- **Qualitative measures** (focus groups, individual interviews, observation)
- **User Surveys of current and potential users** (a number of examples are available)

In addition, these measures fit into **categories of areas to be evaluated**. Most evaluations focus on one or two areas - not everything at one time. Some will be more relevant than others, depending on what your library wishes to learn. They include:

- Inputs -- staff, materials
- Outputs -- circulation, visits, programs

- Internal processes -- efficiency, staff helpfulness
- Community fit -- public opinion
- Access to materials -- speed of delivery, hours, charges, fees
- Physical facility -- building appeal, parking, location
- Management elements -- both board and staff activities
- Service offerings -- range, variety
- Service to special groups -- youth, homebound, aged, those with handicapping conditions

Although the area traditionally identified as most important to users is the library's service offerings, other areas may need to be the focus for any particular evaluation cycle.

As with other parts of any planning process, the evaluation results should be widely disseminated and used as a chance to gain publicity needed to achieve a higher level of effectiveness. Responsibilities should be clearly laid out, timelines set, and tasks completed.

WHAT IS THE BOTTOM LINE FOR A PUBLIC LIBRARY IN ORDER TO MEET THIS STANDARD?

To meet this standard, a library should be able to demonstrate that it queried its community, developed service objectives based on community need and evaluated the results of those objectives. The library also needs to demonstrate that action was taken to incorporate the results in the library's planning process. It is not enough to set a questionnaire on the circulation desk for the occasional curious customer to pick up. There should be an organized effort to determine community needs, and then to evaluate how well the library is meeting those needs through its collection and services.

WHERE CAN WE GO FOR HELP?

Consult your system for further assistance. In addition to staff expertise, there are a number of manuals and other materials which the system can share with your library.

HELPFUL INFORMATION FOR MEETING STANDARD #7: HOURS

Each . . . library in New York State is open the following scheduled hours:

Population	Minimum Weekly Hours Open
Up to 500	12
500-2,499	20
2,500-4,999	25
5,000-14,999	35

15,000-24,999	40
25,000-99,999	55
100,000 and above	60

WHY ARE MINIMUM WEEKLY HOURS IMPORTANT?

A good library is accessible to the community. Standard 7 requires that each public or free association library be open a fixed schedule of *minimum weekly hours open* on a 52-week basis. The minimum number of weekly hours open is linked to the size of the population the library is chartered to serve. *Minimum weekly hours open* means the fewest number of hours the library is open to the public every week during the year.

Many public libraries exceed these standards because the community, library board and library staff recognize that the number of hours of public service leads to greater service to and use by the public. While libraries may consider expanding public service hours during some parts of the year to meet increased customer needs, Standard 7 requires that each library also maintain the fixed schedule of minimum weekly hours open on a 52-week basis.

The library should post the days and the hours when the library is open in a prominent location and include hours open in printed information describing the library and its services.

Some communities, such as summer resorts, experience a large influx of population for a part of the year. Although not required, resort community libraries should consider expanding public service hours to meet increased customer needs during these times.

WHAT ABOUT EVENINGS, WEEKENDS AND HOLIDAYS?

Library hours should include morning, afternoon, evening and weekend hours based on actual and potential customer needs. The standards do not require a library to open on legal holidays or Sundays. In a week where a portion of the library's fixed schedule of *minimum weekly hours open* falls on a legal holiday, the library may fall below the *minimum weekly hours open* requirement for that particular week.

HOW DOES A LIBRARY COUNT THE HOURS IF IT HAS BRANCHES?

Minimum weekly hours open means the fewest number of hours the library is open to the public every week during the year. A library with more than one service outlet may use the total non-overlapping hours of all the library's service outlets to meet the *minimum weekly hours open* requirement. Libraries should try to schedule different hours of service at outlets if possible.

WHERE CAN I GO FOR HELP?

Consult your system for help in analyzing user needs and deciding the hours that best meet varying customer needs.

HELPFUL INFORMATION FOR MEETING STANDARD #8: MAINTAINING A FACILITY TO MEET COMMUNITY NEEDS

Each...library maintains a facility to meet community needs, including adequate space, lighting, shelving, seating and restroom.

HOW DO WE DETERMINE IF OUR FACILITY IS ADEQUATE?

Various publications provide helpful "rules of thumb" or "standards" for the number of seats, shelving, or meeting room facilities needed by communities of varying sizes. (Although it is some ten years old, the Anders Dahlgren pamphlet, "Planning the Small Public Library" listed at the end of this information sheet, has both such "rules of thumb" and a good introduction to library building planning.) As important, there are books and articles that help librarians and trustees evaluate and plan for the improvement of their libraries. Some of these focus on such important matters as compliance with the Americans with Disabilities Act and environmental regulations (such as asbestos and lead abatement).

Building experts would first ask the library director and board, "what are the goals and service plans of the Library?" General services planning precedes facilities planning because it defines the users, services, and programs of the library. Once these plans are defined, the board, director and others can better decide on space needs, layout, and technical specifications such as wiring for technology.

- A long-range plan with clearly articulated mission statement, goals, objectives and an action plan provides a basis for evaluating whether or not a library has a facility which adequately meets community needs.
- The planning and evaluation process should involve input from staff, members of the community or communities served (including people with physical disabilities) and the board, and be conducted in an open, well-publicized manner. This ensures that those paying for and residing in the service area will have a say in, and take ownership of, their library facility. The library may find it useful to hire a consultant to assist with the facility plan.
- Care must be taken to provide for a facility which is accessible to the entire community.

- Where legal mandates -- whether local, State, or Federal -- exist, it is the responsibility of the library to be aware of and comply with those requirements.
- Associations such as the Eastern Paralyzed Veterans offer free help and expertise, as do local code enforcement officers.

WHAT HAPPENS AFTER THE BOARD HAS A PLAN?

- If funds and community support are needed to implement a facility plan, the plan should be widely disseminated and used to gain public understanding.
- Responsibilities should be clearly laid out, timelines set, and tasks completed.

WHAT IS "THE BOTTOM LINE" FOR A LIBRARY MEETING THIS STANDARD?

The following basic requirements should be met:

- Space for reference, research, recreational reading, and meetings should be provided.
- Lighting should conform with accepted levels for reading and study, and be adequate so that items in stack areas are readily identified.
- Shelving should be in accordance with nationally recognized guidelines, and be far enough apart to accommodate those in wheelchairs.
- Shelves should be movable, and not too high for an adult of average height to easily reach. Expansion room should be adequate -- with a minimum of 25% of the linear length empty.
- Shelving intended for use by children should be sized appropriately.
- Seating should be adequate to allow persons of all ages at average times to sit and use library materials in the building. It should be arranged so that researchers and recreational readers feel equally welcome.
- Electrical wiring and telecommunications cabling should be sufficient to allow for the growing use of new technologies, both by staff and the public, in the library facility.
- At least one restroom should be fully in compliance with ADA specifications.

WHERE CAN I GO FOR HELP?

There are a number of useful materials to guide the library in meeting this standard. The following are highly recommended.

- *Accessible Building Design*, Eastern Paralyzed Veterans Association, Jackson Heights, New York, no publication date. Call 1-800-444-0120.
- *Designing Better Libraries: selecting and working with building professionals*, Richard C. McCarthy, A.I.A., Highsmith, 1995.
- *Planning the Small Public Library Building*, Small Libraries Publication No. 11, Anders Dahlgren, LAMA/ALA, 1985.
- *Public Library Space Needs; a planning outline*, Anders C. Dahlgren. Wisconsin Department of Public Instruction, 1988.
- *Serving the Disabled; a how-to-do-it manual for librarians*, Keith C. Wright and Judith F. Davie. Neal-Schuman, 1991.

Each public library system has a construction plan as part of its responsibility in administering part of the state construction aid. Your system, therefore, is likely to have additional information materials, advice, and suggestions for evaluating and planning facilities.

HELPFUL INFORMATION FOR MEETING STANDARD #9: EQUIPMENT

Each . . . library provides equipment and connections to meet community needs including, but not limited to telephone, photocopier, telefacsimile capability, and microcomputer or terminal with printer to provide access to other library catalogs and other electronic information.

WHY HAVE A TELEPHONE, PHOTOCOPIER, MICROCOMPUTER AND OTHER EQUIPMENT IN THE LIBRARY?

This standard identifies several types of equipment a library needs to enable patrons and staff to access and use information. The principle behind Standard 9 is that New Yorkers of all ages should have access to the information they need in a variety of formats, and modern technologies can facilitate this goal. The equipment identified in Standard 9 should help Library staff provide a wider range of library service in a more timely, effective manner and allow library users access to electronic resources.

1. **Telephone** -- A telephone at the library, listed in the library's name and widely publicized, enables communication/telecommunication with patrons and other libraries, and provides communication in case of emergency.
2. **Photocopier** -- A photocopier expands the library's resources, helps preserve library materials from damage or theft, saves time for library patrons, and allows the library to participate more fully in resource sharing.
3. **Microcomputer or terminal with printer** -- A microcomputer or terminal with printer that is linked by telecommunications with outside institutions and databases allows the library to participate in electronic communications, resources sharing and information services. Additional benefits include capability to create electronic spreadsheets, word processing documents, and other documents now an integral part of modern business and institutional practice.
4. **Telefacsimile Machine or Capability** -- To facilitate the electronic transfer of information such as interlibrary loans, either a telefacsimile machine of at least "Group 3" quality, or comparable telefaxing capability (such as a personal computer with a telefaxing feature) is needed. (Such equipment need not be made available for use by the public.)

WHERE CAN I GO FOR HELP?

If you have questions regarding this standard, contact your library system.

HELPFUL INFORMATION FOR MEETING STANDARD #10: PRINTED INFORMATION

Each . . . library distributes printed information listing the library's hours open, borrowing rules, services, location and phone number.

WHY HAVE PRINTED INFORMATION ABOUT THE LIBRARY?

Providing printed information that describes the library and explains the services offered in an attractively produced format such as a brochure or bookmark is an essential element of a good public relations program.

WHAT TYPES OF INFORMATION SHOULD BE INCLUDED?

The library's printed information should include, at a minimum, the following elements:

- library name
- library street address
- library telephone number, telefacsimile number and e-mail address
- listing of the days and the hours when the library is open to the public
- brief description of the library (e.g., roles, mission)
- listing of the services offered to the public and who is eligible to use them (e.g., interlibrary loan, reserves, extended vacation loans, community rooms, photocopying, story hours and other programs, public access microcomputers)
- explanation of the library's borrowing rules:
 - who is eligible for a library card?
 - length of loan for major categories of library materials?
 - policies on overdues, fines and fees?

In addition to printed information, the library should also have a scheduled program of announcements for newspaper, television, and radio and utilize public service announcements. Build the image of the library as a proactive and vital community service by keeping the community informed of ongoing programs and services.

WHAT FORMATS AND MEANS OF DISTRIBUTION ARE ACCEPTABLE?

A library should have an active, ongoing planned and coordinated approach to public relations if it is going to fulfill its mission. An attractively produced brochure or bookmark is a basic element of such a program. This brochure or bookmark should be updated regularly and available for distribution in the library. Library staff should ensure that each new borrower receives a copy. Copies may also be placed in public places in the community.

Public information materials do not need to be expensive or elaborate. Concise, clear information about the library is most likely to be useful. An appealing, neat format is easier to understand. A positive and friendly tone (rather than a listing of what is not allowed, for example) creates an impression that the library is service-oriented. Printed and other information should create an image of the library as a community institution that welcomes and encourages community residents to make full use of library facilities, materials and services.

Library staff, board members and members of the Friends' group may use the library's printed information when telling community groups and government officials about the library and its services. Some library staff work closely with local community groups and/or realtor associations to distribute information about the library as new families are

welcomed to the community. Your residents are voters and taxpayers and deserve to be informed about this valuable tax-supported service.

WHERE CAN I GO FOR HELP?

Consult your library system for examples of different types of plans, as well as other assistance you may need. It would also be helpful for you to submit a copy of your plan to your system so it can be shared with others.

HELPFUL INFORMATION FOR MEETING STANDARD #11: PAID DIRECTOR

Each . . . library employs a paid director in accordance with the provisions of Section 90.8 of this Part.

WHY HAVE A PAID DIRECTOR?

A good library is staffed by competent, well-trained personnel so that it can guarantee effective and quality library service to the community. One of a good library's most important assets is the library director. The library director is responsible, among other things, for working with the library board, the library staff and residents of the community to assess library service needs, planning for library services to meet those needs, and administering the day-to-day delivery of quality library service to the community.

While volunteers are helpful in extending the services a library is able to offer the community, the library director, even in the smallest of libraries, should be paid a salary in return for delivering consistent, quality public service.

The board should offer a salary, hours and benefits comparable with other positions in the community requiring similar educational preparation and job assignments.

WHAT ARE THE PROVISIONS OF COMMISSIONER'S REGULATION 90.8?

Commissioner's Regulation (CR) [90.8](#) addresses the appointment of library personnel in public, free association and Indian libraries on or after May 19, 1975. The provisions of CR 90.8 in relation to the director are summarized on the following page:

Population Served By Library	System Member	Required Education Level for Director
0 to 2,499	Yes	None.
2,500 to 4,999	Yes	At least two academic years of full-time study in an approved college

		or university, or its equivalent.
5,000 to 7,499	Yes	A bachelor's degree, or its equivalent.
7,500 or more	Yes	A graduate library degree from a library school program which is accredited by the American Library Association or from a library school located within New York State which is registered by the State Education Department, and which entitles the holder to a public librarian's professional certificate. ¹ ¹ Please contact Library Development for more information on provisional certificates, conditional certificates and certificates of qualification which may qualify a person to hold a position as director.

WHAT IS THE BOARD'S RESPONSIBILITY IN MEETING THIS STANDARD?

Even though incumbent directors who did not meet the educational qualifications as of May 19, 1975, are exempted by regulation from meeting the educational requirements of CR 90.8, the library board still must meet the requirements of CR [90.2](#) and employ a paid director on or before January 1, 1999.

The board should pay the director a salary commensurate with the education and experience level required for the position. Benefits should include some health insurance coverage, provision for sick leave, and paid vacation. Other benefits, such as paid personal leave, retirement plans, investment plans may also be offered in addition to a salary. The board is responsible for ensuring that an accurate accounting of supplemental benefits is kept for each employee for tax reporting purposes.

CR 90.2 does not specify the number of hours that the paid director must be employed. However, the board should hire a director for a sufficient number of hours to adequately administer the library. For libraries open less than 35 hours a week, this probably means employing a paid director for at least the number of hours that the library facility is open to the public.

In addition to a competitive salary and benefits, continuing education for staff development is essential for the director. In fact, continuing education is important for all library staff, not just the director. The board should make continuing education a priority and allocate funds necessary in the budget. Opportunities in the form of conferences, and released time for the continuing education and professional enrichment of the staff, including attendance at systems workshops, local, state and national conferences, should be encouraged by trustees.

WHERE CAN I GO FOR HELP?

Consult your [library system](#) for assistance.

See also:

- [New York's Public Libraries Meet Minimum Standards](#)
- [Regulation 90.2 of the Commissioner of Education: Standards for Registration of Public, Free Association and Indian Libraries](#)

Go to Library Development [home page](#)

Last modified on July 1, 2004 -- asm
URL: <http://www.nysl.nysed.gov/libdev/helpful.htm>

APPENDIX D

Port Chester Public Library

By-Laws

These By-Laws were adopted
Unanimously at a regular
Meeting of the Board of
Trustees held at the Library
on February 2, 2004

Revised May 23, 2006

PORT CHESTER PUBLIC LIBRARY SERVING PORT CHESTER AND RYE BROOK

BY-LAWS

ARTICLE I - NAME

The name of this corporation shall be Port Chester Public Library.

ARTICLE II - OBJECT

The objects and purposes of this library shall be:

SECTION 1.

To provide services, materials, and information, wherever possible, in all fields of knowledge without discrimination for religious, racial, social, economic, educational or political reasons, to the inhabitants of the Village of Port Chester, the Village of Rye Brook and to Westchester County residents bearing a Westchester Library System identification card, subject to the rules and regulations of the Port Chester Public Library.

SECTION 2.

To select and make available to a variety of age groups and learning levels, as many printed and audio visual types of materials as financial appropriations may allow. Completeness of the collection, varying in the subject fields, shall be governed by the needs of the community and the availability of materials through library membership in the Westchester Library System and at the state level. Selection of materials shall not eliminate divergent views on controversial topics in the public interests, nor the unpopular or the unorthodox, and shall meet high standards of quality in content, expression and format

SECTION 3.

To endeavor to broaden the learning interests of the community served; to cooperate with community organizations; to constantly strive to reach those persons living in the community not currently enrolled in the library membership by endeavoring to fulfill their needs.

SECTION 4.

To assist library users to obtain the materials and information they may require, drawing upon all of the resources of the Port Chester Public Library, the Westchester Library System, other libraries in the areas, the State Library and any other possible available source.

ARTICLE III - MANAGEMENT OF CORPORATION

SECTION 1.

The affairs of said corporation shall be managed and controlled by a board of twelve Trustees set down in the amended Section 3 of the Charter, to be the successors to the persons named in the first election thereof, together with the Mayor, ex-officio, of the Village of Port Chester and two residents of said Village to be designated by the Board of Trustees of said Village, together with the Mayor, ex-officio, of Rye Brook and one resident of the Village of Rye Brook to be designated by the Village Board of the said Village.

SECTION 2 - DUTIES OF TRUSTEES.

The duties and responsibilities of the Trustees shall be those designated in the Library Charter, They shall also have a thorough understanding of the library needs of the area serviced; shall formulate, in cooperation with the Director of the library, the rules, regulations and policies governing the library services; and see that the library shall be open to the public in accordance with at least the minimum hour requirements of the New York State Education Department Library Extension Division formula for area population serviced.

SECTION 3 -VACANCIES.

All vacancies on the Board shall be made by a majority of the Board members present and voting, on recommendations of qualified nominees submitted to the Board by the Nominating Committee,

SECTION 4 - TERMS OF SERVICE.

Trustees will serve a term of five years, not to exceed two terms.
Approved May 23, 2006.

ARTICLE IV - OFFICERS, ELECTIONS AND DUTIES

SECTION 1 - OFFICERS.

The officers of the Board of Trustees of the Port Chester Public Library shall be a President, Vice President, Secretary and Treasurer elected at the annual meeting by a majority of the Board members present and voting.

SECTION 2 - TERMS OF OFFICE.

The term of office of the Officers shall be for one year with the privilege of re-election. Each shall serve until his successor has been elected.

SECTION 3 - DUTIES.

- A. President -The President shall preside at all meetings of the board at which she/he is present. She/He shall be an ex-officio member of all committees, except the Nominating Committee, and shall perform all duties generally incident to the office.
- B. Vice President - The Vice President shall perform the duties of the President in his absence or inability to serve, in the event that the office of the President shall become vacant she/he shall assume the office for the unexpired term and shall perform all duties incident to the office.
- C. Secretary – The Secretary shall keep a correct and permanent record of all meetings of the Board; shall conduct the correspondence of the corporation; shall send out all notices of meetings and perform such other duties, incident to the office, as the Board of Trustees may from time to time prescribe.
- D. Treasurer - Shall receive all funds and securities due or belonging to the corporation and shall dispose of, Invest and administer same as the Board of Trustees may direct from time to time. She/He shall keep all financial records, accounting for all receipts and disbursements, and shall make a financial report at each meeting of the Board, The Treasurer or Assistant Treasurer and President or Vice President are empowered to sign all checks, The Treasurer’s books shall be open for inspection by the Board and the accounts subject to audit once a year. The Treasures shall prepare an annual report for the annual meeting.
- E. Vacancies —Vacancies in these offices may be filled by election by the remaining members of the Board of Trustees for the unexpired term, pending the annual election.

ARTICLE V - MEETINGS

SECTION 1 - REGULAR MEETINGS.

Regular meetings of the Board of Trustees shall be held at the library on the 4th Tuesday of each month at 7:00 P.M., 9 times a year, eliminating July, August and December. Occasionally rescheduling may be necessary in which case the President or Executive Committee may call the meeting.

SECTION 2 - ANNUAL MEETING.

The regular meeting in January shall be designated as the Annual Meeting, for the purpose of annual reports and election of officers, and any other business that may arise.

SECTION 3 - SPECIAL MEETINGS.

Special meetings may be called by the President, Vice President or by the Secretary at the request of three members of the Board.

SECTION 4 - QUORUM.

A majority of the current Board shall constitute a quorum for the transaction of business, provided at least one of the Officers is present and counted as one of the quorum. A smaller number may adjourn a regular or special meeting.

SECTION 5 - NOTICES.

A notice of every regular meeting of the Board, stating time and place shall be mailed by the Secretary at least five (5) and not more than ten (10) days prior to the meeting, to the usual address of each member of the Board. Notices of special meetings may be given by phone or in writing at least 24 hours prior to the time and date of such special meeting.

SECTION 6 - ABSENTEEISM.

Any trustee failing to attend three (3) consecutive regular meetings without excuse accepted shall be deemed to have resigned.

ARTICLE VI - COMMITTEES

SECTION 1.

All committees shall be appointed by the President, except the Nominating Committee. The number to serve on each committee shall be determined by need.

SECTION 2 - STANDING COMMITTEES.

There shall be the following standing committees: Finance Committee; Building and Grounds Committee; Nominating Committee; Executive Committee; Safety and Security Committee; Planning and Development Committee and Personnel Committee and other committees as may be required to carry out the work of the Board.

SECTION 3 - DUTIES.

- A. Finance Committee - The Finance Committee shall prepare the annual budget, for consideration, amendment and approval by the Board; shall bring to the attention of the Board any financial matters relating to the corporation; shall supervise handling of necessary Insurance; shall recommend amount of fines to be imposed upon those persons who are delinquent in returning borrowed materials within the period specified by Library regulations.
- B. Building and Grounds - The Building and Grounds Committee shall be responsible for the maintenance, security and repair of the library buildings and for the care of the property. It shall consult with the Director and secure adequate custodial services to the approval of the Board.
- C. Nominating Committee - The Nominating Committee shall consist of three persons currently serving as members of the Board, elected at the annual meeting to serve for the ensuing year. It shall work closely with the President in making recommendations of qualified nominees to fill vacancies on the Board, or in the offices, occurring between annual elections. It shall prepare a slate of at least one (1) candidate for each office to be filled at the annual election.
- D. Executive Committee - The Executive Committee shall consist of the Officers and Chair of Standing Committees. It shall have power to transact any emergency business within the Board's accepted policies and shall report such business, at the earliest possible date. The Board of Trustees with the assent of two-thirds of the members thereof voting and present may designate a member of the Board of Trustees other than the aforesaid as a member of such Executive Committee.

SECTION 4 - SPECIAL COMMITTEES.

Special Committees may be appointed by the President as the need arises.

ARTICLE VII - LIBRARY ADMINISTRATION

SECTION 1.

The administration of the library shall be carried on by a Director, duly qualified, as required by the New York State Department of Education; an Administrative Assistant; and various other professional and non-professional personnel, as the budget may allow, to adequately serve the public.

SECTION 2 - DUTIES OF THE DIRECTOR.

The Director shall be directly responsible to the Board of Trustees; shall give a report at each regular meeting and at the annual meeting; shall carry out the policies prescribed by the Board; and shall administer the book collection, equipment and other media, endeavoring at all times to meet the recommended standards of the American Library Association.

SECTION 4 - DUTIES OF ADMINISTRATIVE ASSISTANT.

The duties of the Administrative Assistant shall be prescribed by the Director.

ARTICLE VIII - REGISTRATION OF BORROWERS

SECTION 1 - ADULTS.

Adults in order to qualify for registration as a borrower at the Port Chester Public Library shall show evidence of at least one of the following: residence, business affiliation, teaching, enrollment in a school or property ownership, each to be within the area serviced by the library.

All must agree to abide by the rules and regulations of the library; to pay promptly all prescribed fines and to give immediate notice of any change of address.

SECTION 2 - CHILDREN.

Children, in order to register as borrowers, must show evidence of residence or enrollment in a school, either to be within the area serviced by the library. A parent or guardian must assume responsibility for any material borrowed by a child.

ARTICLE IX - AMENDMENTS

These By-Laws may be altered or amended at any regular meeting of the Board of Trustees, a majority being present by a two-thirds vote of the members present and voting, provided a notice of such Intended alteration or amendment has been given at the previous regular meeting.

ARTICLE X - PARLIAMENTARY AUTHORITY

The rules contained in "Robert's Rules of Order, Revised" shall be the Parliamentary Authority in all cases to which they are applicable, and in which they are not inconsistent with the By-Laws or special rules of this corporate body.

APPENDIX E
Port Chester Library Survey

White for Port Chester Residents
Blue for Rye Brook Residents

1. Which of the following types of materials or equipment do you wish the library had more of? Mark all that apply.

- | | |
|--|---|
| <input type="checkbox"/> Books for Adults – Fiction
<input type="checkbox"/> Books for Adults – Non-Fiction
<input type="checkbox"/> Books for Young Adults/Teenagers
<input type="checkbox"/> Books for Children
<input type="checkbox"/> Video Tapes
<input type="checkbox"/> CD-ROMS for Computers
(Please specify) _____ | <input type="checkbox"/> Books on Tape or CD– Adult
<input type="checkbox"/> Music CDs or Tapes
<input type="checkbox"/> Catalog Terminals
<input type="checkbox"/> Word Processing Computers
<input type="checkbox"/> Magazines
<input type="checkbox"/> Other – Please specify _____ |
|--|---|

2. How would you evaluate this library’s services in the following areas?

Please circle your response

	Very Unsatisfactory	Unsatisfactory	Satisfactory	Very Useful	Excellent	Don’t Know
Overall Collection	1	2	3	4	5	DK
Hours of Operation	1	2	3	4	5	DK
Availability of Reading Materials I Want	1	2	3	4	5	DK
Ability To Obtain Materials From Other Libraries	1	2	3	4	5	DK
Comfort/Cleanliness	1	2	3	4	5	DK
Convenience to my home	1	2	3	4	5	DK
Helpfulness/Courtesy of Library Personnel	1	2	3	4	5	DK
Ease in Finding Library Materials	1	2	3	4	5	DK
Ease in Checking-Out Library Materials	1	2	3	4	5	DK
Ease of Parking	1	2	3	4	5	DK
Book Collection	1	2	3	4	5	DK
Media Collection	1	2	3	4	5	DK
Number of Staff	1	2	3	4	5	DK
Seating	1	2	3	4	5	DK
Building Size	1	2	3	4	5	DK
Telephone Service	1	2	3	4	5	DK
Reference Service	1	2	3	4	5	DK
Children’s Programming	1	2	3	4	5	DK

3. Which of the following was your main reason(s) for coming to the library today? Mark all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Borrow a book for leisure | <input type="checkbox"/> Borrow videos, talking books, CDs |
| <input type="checkbox"/> Obtain information on personal interests, hobbies or needs | <input type="checkbox"/> Obtain information needed for school work |
| <input type="checkbox"/> Obtain information needed for an Organization | <input type="checkbox"/> Obtain information needed for job/career |
| <input type="checkbox"/> Use Children's Section | <input type="checkbox"/> Attend a library program |
| <input type="checkbox"/> Ask a reference questions | <input type="checkbox"/> Use a meeting room |
| <input type="checkbox"/> Use the photocopier or fax machine | <input type="checkbox"/> Use Young Adult section |
| <input type="checkbox"/> Use the Internet | <input type="checkbox"/> Place to relax |
| | <input type="checkbox"/> Study |
| | <input type="checkbox"/> Other – please specify |

**4. Please rate the quality of service you receive from the library staff:
Please circle your response.**

	Very Unsatisfactory	Unsatisfactory	Satisfactory	Very Useful	Excellent	Don't Know
Availability	1	2	3	4	5	DK
Knowledge	1	2	3	4	5	DK
Helpful	1	2	3	4	5	DK
Personable/Courteous/Attentive	1	2	3	4	5	DK
Efficiency	1	2	3	4	5	DK

5. How would you describe your most recent experience in using the library's computer for locating books?

- | | |
|--|--|
| <input type="checkbox"/> Very Easy to Use | <input type="checkbox"/> Not too hard to use |
| <input type="checkbox"/> Somewhat easy to use | <input type="checkbox"/> Somewhat difficult to use |
| <input type="checkbox"/> Very Difficult to use | |

**APPENDIX F
RYE BROOK SURVEY RESULTS**

**Table F1. Rye Brook Residents Satisfaction With Port Chester Library Staff
(Survey Question 4)**

	1 Very Unsatisfactory		2 Unsatisfactory		3 Satisfactory		4 Very Useful		5 Excellent		*Avg. score	Total Count
	Count	%	Count	%	Count	%	Count	%	Count	%		
Availability	0	0%	0	0%	4	5%	11	14%	63	81%	4.76	78
Knowledge	0	0%	0	0%	3	4%	13	17%	60	79%	4.75	76
Helpful	0	0%	0	0%	2	3%	12	15%	64	82%	4.79	78
Personable/Courteous /Attentive	0	0%	0	0%	2	3%	11	14%	64	83%	4.81	77
Efficiency	0	0%	0	0%	3	4%	8	11%	65	86%	4.82	76

*Does not include a total of 1 'DK' (Don't Know) responses.

**Table F2. Rye Brook Residents Experience Locating Library Materials at the
Port Chester Library (Survey Question 5)**

	Count	Percent
Category		
Very Easy to Use	52	80%
Somewhat easy to use	4	6%
Very Difficult to use	0	0%
Not too hard to use	4	6%
Somewhat difficult to use	1	2%

*Total does not equal 100% due to those respondents which marked N/A.

Table F3. Rye Brook Residents Satisfaction With Port Chester Library Services (Survey Question 2)

	1 Very Unsatisfactory		2 Unsatisfactory		3 Satisfactory		4 Very Useful		5 Excellent		*Avg. score	Total Count
	Count	%	Count	%	Count	%	Count	%	Count	%		
Overall Collection	1	1%	2	3%	8	12%	22	32%	35	51%	4.29	68
Hours of Operation	0	0%	1	1%	19	23%	35	42%	29	35%	4.10	84
Availability of Reading Materials I Want	1	1%	1	1%	11	14%	21	28%	42	55%	4.34	76
Ability To Obtain Materials from Other Libraries	0	0%	0	0%	4	5%	20	26%	54	69%	4.64	78
Comfort/Cleanliness	0	0%	1	1%	16	20%	19	23%	46	56%	4.34	82
Convenience to my home	0	0%	1	1%	4	5%	19	24%	56	70%	4.63	80
Helpfulness/Courtesy of Library Personnel	1	1%	0	0%	3	4%	14	17%	63	78%	4.70	81
Ease in Finding Library Materials	0	0%	1	1%	3	4%	25	32%	49	63%	4.56	78
Ease in Checking-Out Library Materials	0	0%	1	1%	3	4%	19	23%	59	72%	4.66	82
Ease of Parking	1	1%	12	15%	41	51%	11	14%	16	20%	3.36	81
Book Collection	2	3%	2	3%	6	8%	24	31%	43	56%	4.04	77
Media Collection	2	3%	5	7%	6	9%	27	40%	28	41%	3.96	68
Number of Staff	0	0%	1	1%	7	9%	35	44%	37	46%	4.35	80
Seating	0	0%	5	7%	7	9%	33	44%	30	40%	3.33	75
Building Size	0	0%	5	6%	14	18%	26	33%	33	42%	4.12	78
Telephone Service	0	0%	0	0%	5	7%	15	22%	47	70%	4.63	67
Reference Service	0	0%	0	0%	4	6%	17	25%	48	70%	4.64	69
Children's Programming	1	2%	0	0%	4	8%	9	17%	39	74%	4.60	53

*Does not include a total of 80 'DK' (Don't Know) responses throughout all possible choices.

Table F4. Rye Brook Residents Main Reasons for Using the Port Chester Library (Survey Question 3)

	Count	Percent
Category		
Borrow a book for leisure	59	17%
Obtain information on personal interests, Hobbies or needs	42	12%
Obtain information needed for an Organization	2	1%
Use Children's Section	39	11%
Ask a Reference Question	35	10%
Use the photocopier or fax machine	22	6%
Use the internet	7	2%
Borrow videos, talking books, CDs	33	10%
Obtain information needed for school work	26	8%
Obtain information needed for job/career	8	2%
Attend a library program	37	11%
Use a meeting room	1	0%
Use Young Adult section	3	1%
Place to relax	7	2%
Study	10	3%
Other	9	3%

Other Responses

- Tax Assistance
- General Information
- English Class
- Tutor
- borrowed *DVD's*

Table F5. Rye Brook Residents Wishes for More Library Materials (Survey Question 1)

	Count	Percent
Category		
Books for Adults-Fiction	14	12%
Books for Adults-Non-Fiction	9	8%
Books for Young Adults/Teenagers	8	7%
Books for Children	7	6%
Video Tapes	23	19%
CD-ROMS for Computers	5	4%
Books on Tape or CD-Adult	21	18%
Music CDs or Tapes	15	13%
Catalog Terminals	1	1%
Word Processing Computers	4	3%
Magazines	3	3%
Other	10	8%

Other Responses

- new release* DVD's (x6)
- Internet
- Large Print Books