



STRATEGIC FACILITIES PLAN

An examination of
capital improvement
options

Barrington Area Library
Barrington, IL



Library Planning Associates, Inc.
with Engberg Anderson

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METHODOLOGY & ACKNOWLEDGMENTS

Library Planning Associates, Inc. in association with Engberg Anderson was retained by the Barrington Area Library to explore capital improvement options available to the library. The library has built a capital reserve fund in recent years, and this resource may be further enhanced if and when the Tax Incremental Financing (TIF) district surrounding the Sears Economic Development Area is lifted. The library seeks to identify alternative strategies for the effective use of these resources.

Anders Dahlgren of Library Planning Associates, Inc. and Joe Huberty of Engberg Anderson were named to head the study team. Shaun Kelly and Stephanie Savage of Engberg Anderson also contributed to the study.

Several visits were made to conduct the study.

- On December 6-7, 2010, the full study team conducted the inaugural visit, which started with a thorough tour of the current facility. Three presentations regarding future library service trends were made to groups of library staff to solicit their thoughts on priority services for the library.
- On February 14, 2011, Dahlgren met with library management staff to further delineate future service options and priorities and to discuss alternate branch service strategies.
- On March 9, Dahlgren met with library management staff to review a list of specific alternate service strategies to emphasize by way of capital improvements to the existing facilities. By prioritizing those strategies,

the parameters guiding space use could be detailed.

- On March 28, Dahlgren and Huberty met with library management staff to review preliminary space use plans in response to the prioritized service strategies.
- On April 11, Dahlgren and Huberty met with library management staff and then with the library board to present their preliminary findings and recommendations.

The report that follows summarizes those findings and recommendations, incorporating additional commentary from library managers and trustees. The following individuals contributed directly to the direction of the study, and their efforts are noted here:

Board of Trustees

Carolyn Welch Clifford	William J. Pizzi
Donald F. Minner	Richard J. Ryan
Kathleen A. Peterson	Henry G. Wisniewski
Barbara A. Pintozzi	Lawrence Jay Weiner*

* Lawrence Weiner's term on the board was completed during the course of the study.

Barrington Area Library management staff

Detlev Pansch	Executive Director
Rose Faber	Head of Adult Services
Russell Sanders	Head of Building Services
Marie Thomas	Head of Circulation Services
Maripat Olson	Head of Technical Services
Ryann Uden	Head of Youth Services

1 INTRODUCTION

The board and staff of the Barrington Area Library determined to examine two key service issues. The first has to do with branch and extension library service – strategies to make the library’s services more convenient and accessible to a larger portion of the library’s population. And the second has to do with strategies for making improvements to the library’s current main facility.

With regard to branch and extension services, the study is prompted by a growing sense that library patrons want improved access to the library’s resources. Patrons want these resources to be nearby. And they want access to them at whatever time the need or interest strikes. These conditions are not at all exclusive to the Barrington Area Library’s residents. Similar themes are expressed in many other libraries throughout the Chicago metro area and across the country.

In recent years, the library has made notable efforts to address these considerations. The south branch library has been opened. And the library has introduced a number of remote drop-off locations across the district, some of which also offer the capability of delivering requested reserve material by way of secured, programmable lockers.

The board and staff want to fashion an opportunity to assess the lessons that have been learned through these recent efforts. If the library opts to create more branch facilities, what can be done to improve the service model? Should the library implement more drop-off and pick-up locations? Should the library implement other kinds of new technology for dispensing collections and making materials available 24/7? What’s the most cost-effective means of extending service and access?

With regard to examining capital improvements at the main library, the study is occasioned by the fact that the building's infrastructure is wearing out. There is a clear, near-term need to address major issues like the replacement and upgrade of mechanical plants. Given such major capital replacement needs, there is a natural opportunity to examine other options at the same time, to take a broader, more holistic look at possible improvements.

This examination is also prompted by significant changes in library service patterns. Electronic resources now offer content creation opportunities to patrons. With video editing and production software shared through the public library, individuals can create new content and distribute it widely. There is an increasing need to be able to adapt the facility to new service patterns, and the library board and staff wish to explore options for increasing openness and flexibility throughout. Library patrons express increasing interest in collaborative work spaces and self-service technologies, and the building should accommodate that. Staff service desks are changing – the traditional, formal desk is being replaced a contemporary configuration that blurs the line between “us” and “them.” Service becomes more collaborative.

Having operated in the building now for many years, staff and board have become increasingly aware that the patron experience of the space could bear to be improved. A patron's experience upon entering is extremely linear (read: analog) and it takes too long to reach staff or technology in a digital age. The staff and board have also become aware that several high-value spaces within the building are devoted to staff functions when they could instead be allocated more effectively for use by the public.

Since the library needs to examine capital needs in any event, it is responsible due diligence to examine whether additional issues and concerns can be addressed at the same time.

2 BRANCH SERVICE OPTIONS

One strategy to be examined by way of this study was the possibility of establishing additional branch facilities to provide access to library collections and services. In recent years, the library board has carefully developed a capital reserve fund which may be supplemented in the near future if and when the Sears Redevelopment TIF is lifted. Should these resources – either the existing reserves or the reserves complemented by the funding restored should the TIF be lifted – be directed toward expanded branch library service in the district?

This part of the report outlines the study team's exploration and findings with regard to branch service options.

- 2.1. Rationales for establishing a branch library service model
- 2.2. An examination of basic physical access
- 2.3. Traditional branch library service models
- 2.4. Non-traditional branch library service models
- 2.5. Branch library operating costs
- 2.6. Branch library capital costs
- 2.7. Summary

2.1. RATIONALES FOR ESTABLISHING A BRANCH LIBRARY SERVICE MODEL

Conventionally, some combination of four factors will motivate a library to consider implementing a branch service scenario.

- *Basic physical access:* as a library's service area grows and expands, it can reach a point where it is no longer sufficiently convenient for patrons residing in one sector of the service area or another to reach the library within a reasonable period of time. Either the geographic distance becomes too great, or the population density reaches a point that traffic levels interfere with convenient physical access to the main/central library.
- *Geographic barriers:* a geographic condition within the service area may impose an obstacle or hardship on travel within the jurisdiction that impedes access within a reasonable period of time. Imagine a service area divided by a river that has only one bridge connecting the two sides. The limited path of access from one side to the other may raise access times beyond a reasonable level.

The Des Plaines Valley Library District (Lockport, IL) has long maintained multiple facilities in large part because the service area is divided by the Des Plaines River, and there is only one bridge that links the east and west sides of the district. Separate facilities are maintained on each side of the river.
- *Political conditions:* a district library or a county library, for example, may be comprised of multiple municipal entities, each of which may clamor for its own library location as a reflection of its unique local identity.

When the Fountaindale Public Library District (Bolingbrook, IL) was formed, combining parts of Bolingbrook and Romeoville, advocates pressing for the establishment referendum maintained that residents of Romeoville would not support the vote if there were to be a single library in Bolingbrook, and residents of Bolingbrook would not vote for the measure if a single facility were to be placed in Romeoville to serve the entire district. So two, “co-equal” facilities were proposed, one in each population center. The referendum passed.

- *Site constraints:* as a library grows, it may encounter limitations at its present site. There may be political or other reasons why the library cannot contemplate relocating, in which case one or more branch library facilities could be developed and resources that would otherwise be housed at the “main” library could be housed in the branches. By “off-loading” collections and other services or features into branches, the space needs of the “main” library would be reduced.

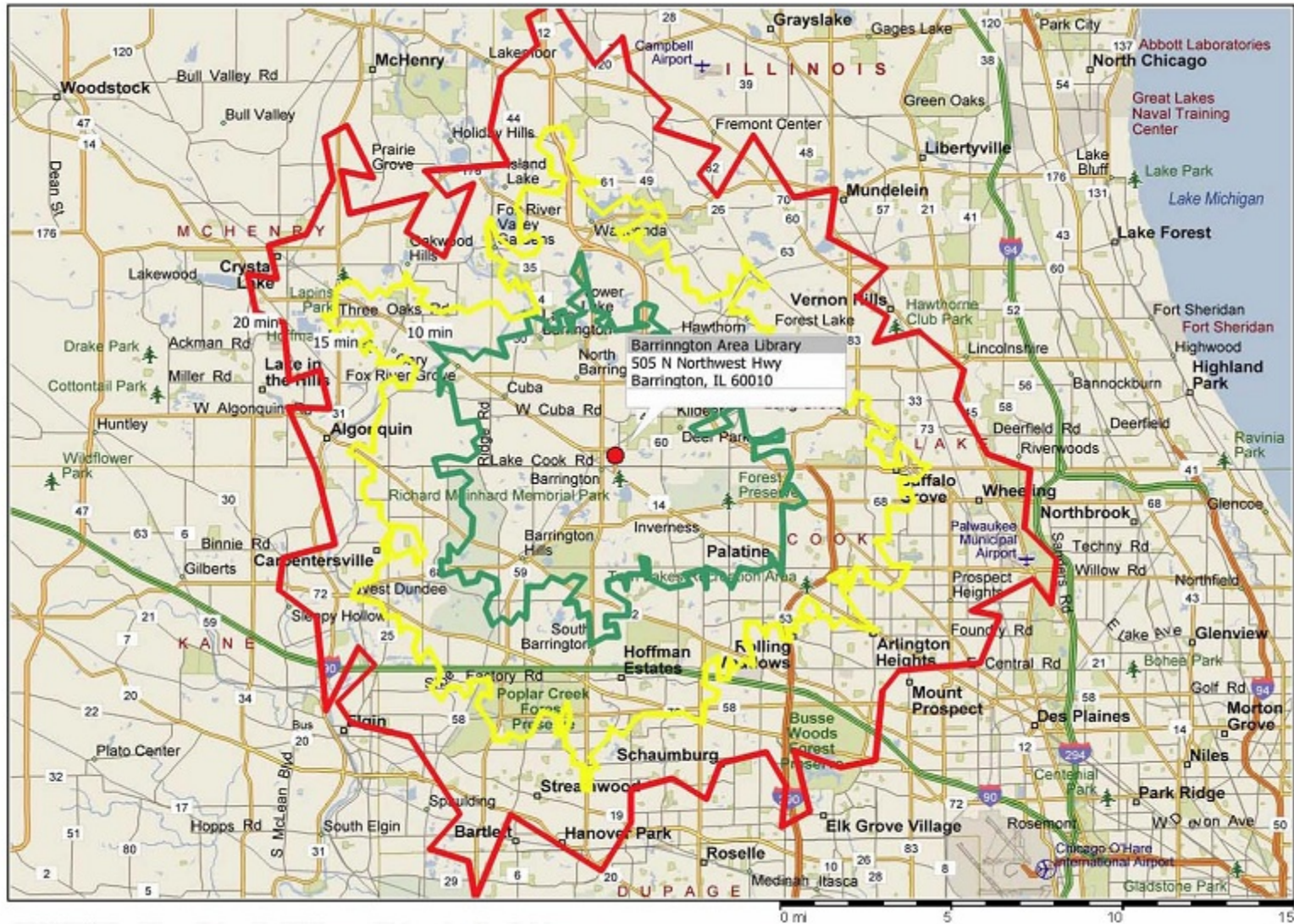
2.2. AN EXAMINATION OF BASIC PHYSICAL ACCESS

In 2002, Library Planning Associates conducted a study for the Barrington Area Library District regarding the need to implement branch library services. During that study, a drive-time survey was implemented in an effort to quantify the level of physical access at that time. The drive-time survey suggested that in 2002 all areas of the library's jurisdiction fell within a reasonable period of access (15 minutes), measured by how long it took, on average, drive to the current library site.

While there was a reasonable degree of access *at that time*, the study anticipated traffic would continue to get congested, that drive times would increase, and that soon the library's current location would *not* be suitably accessible for all corners of the service jurisdiction. The study's key recommendation was that branches were not needed immediately, but would likely be needed in the near future. The library was advised to consider alternate models for branch library service. By 2008, the library had inaugurated its South Branch location.

Almost ten years later, as the library looks again to the future, similar questions remain. How accessible is the current location? Do newly developed areas within the library's jurisdiction fall outside that 15-minute drive-time window that provides the conventional measure of reasonable access? Are additional areas likely to fall outside the 15-minute drive-time window in months and years to come? How should the library meet its responsibilities for service delivery in the areas of the jurisdiction that are becoming increasingly remote?

The map on the following page is produced using *Microsoft Streets & Trips* and shows a 10-, 15-, and 20-minute drive time radius around the library's



current location. Within the construct of the unknown algorithm Microsoft uses to map these zones, it affords some updated understanding of the relative accessibility of the current library site and is offered in lieu of an actual drive-time survey (although the library may wish to replicate the earlier survey at some point as verification of the *Streets & Trips* map). According to this analysis, much of the library's service area still falls within the 15-minute drive-time window.

2.3. TRADITIONAL BRANCH LIBRARY SERVICE MODELS

To examine operating and capital costs, one must start with a definition of the collection and resource inventory to be housed in a branch as well as the proposed service model. Branches may be organized around a wide variety of service models, each with a different inventory of collections, resources, and services. A summary of three alternate service inventories and space needs is provided here.

2.3.1. Full-service branch

A full-service branch anchors the traditional end of the spectrum of branch service models. This type of branch could be defined as one that seeks to provide direct, hands-on, on-site access to a collection similar in scale to the collection described by the old H.W. Wilson catalogs (see sidebar), with additional material selected to reinforce current titles, topical and local interests and so on. The total print holdings of this branch library would be between 45,000 and 50,000 volumes, about half of which would be drawn from the recommendations found in the Wilson catalogs. In all likelihood, this core collection would be duplicated from the holdings at the main library.

H.W. Wilson catalogs –

In days past, the H.W. Wilson catalogs provided recommendations for essential collection resources in their *Public Library Catalog* (for nonfiction), the *Fiction Catalog*, and the *Children's Catalog*. Together, these professional selection aids recommended roughly 30,000 to 40,000 total volumes that represented the core of a well-stocked library. That benchmark is used here as a means of defining how large a "full-service" branch collection should be.

A full-service branch would include a strong nonprint collection. Looking beyond collections, a full-service branch would provide a generous complement of reader seating. A full-service branch would provide a full range of staffing – certainly a circulation desk, a reference desk, and a children's service desk. This branch would also have larger meeting facilities.

As summarized in the chart that concludes this section, a full-service branch would need a facility of roughly 19,500 square feet.

2.3.2. Digital branch

A digital branch anchors the other end of the branch service model spectrum. This branch model assumes minimal on-site collection resources – a lean, responsive collection, balanced by heavy electronic connections to the resources at the central library and through a gateway at the central library to digital information resources in remote locations.

A digital branch would have a much smaller collection: probably around 12,000 volumes, about three-quarters of which are from the Wilson catalogs, with the rest filling current neighborhood interests. These lean resources would be backed up with direct electronic access to resources at the main library. Instead of duplicating certain collection resources at the branch, there might be an original at the main which can be copied and faxed to the branch in response to a patron question.

A digital branch would have fewer reader seats because the purpose of this type of branch is not to encourage long-term studies (for that there's the central library) but quick in-and-out infograbs. A digital branch would have minimal or no meeting space.

Staff work stations in a digital branch would focus on a circulation desk and little else; there may well be no public service desk for reference or children's, operating largely a self-service kind of facility. Additional staff support for reference services might come via two-way interactive video. Reference staff would be stationed at a central library, and patrons at a branch in need of assistance might communicate with reference staff through a two-way interactive connection.

Because of its reliance on electronic access and digital information resources to complement the more narrow print collection, a digital branch devotes a larger

proportion of its gross area to space for terminals and the like. Needless to say, this overall vision of branch services produces a much smaller facility. As shown in the summary chart at the end of this section, the space needs of a digital branch are roughly 6,500 square feet.

2.3.3. Hybrid branch

A “hybrid” or middle-of-the-road branch occupies a place between these two ends of the spectrum. Where the full-service branch seeks to provide on-site access to every title in the Wilson catalogs plus a suitable range of neighborhood-specific titles, and the digital branch seeks to provide on-site access to about half of the titles in the Wilson catalogs and little else, the hybrid branch would provide on-site access to all, or nearly all, of the recommended titles in the Wilson catalogs, with the possibility of a small allocation of the collection to respond to neighborhood and area-specific interests. The print collection at a hybrid branch would total about 30,000 volumes.

Reader seating provided on-site falls in between the other two models. Where the full-service branch provides a small-to-medium-sized meeting room and a children’s storytime room and maybe even a small conference room and the digital branch provides a children’s storytime room maybe (or else a small meeting room that is used predominantly as a storytime room), this branch would definitely provide a storytime room and possibly a conference room, too.

As shown in the summary chart on the following page, the space needs of a hybrid branch are about 12,000 square feet.

FIGURE 1.1.			
BRANCH SERVICE MODEL RESOURCE INVENTORY & SPACE NEED			
	<u>Full-service</u>	<u>Digital</u>	<u>Hybrid</u>
Collections			
Books	50,000	12,000	30,000
Magazines	60	20	40
Nonprint	7,500	1,800	4,500
Public PCs	36	40	24
Seating	60	20	40
Staff work spaces	17	5	6
Meeting room			
Multi-purpose	90	optional	50
Conference	optional	optional	optional
Storytime	40	optional	optional
Space need (sq.ft.)	19,500	6,500	12,000

2.4. NON-TRADITIONAL BRANCH LIBRARY SERVICE MODELS

An important development that has occurred since the Barrington Area Library last studied branch library deployment is the availability of “non-traditional” branch or extension service models. These include remote delivery lockers and “red box” delivery dispensers. Both of these strategies offer an increased degree of access to library collections without the operating cost loads imposed by traditional branch strategies.

2.4.1. Remote delivery lockers

For many years, some libraries have chosen to distribute through their communities places where patrons may return library materials. These take the form of free-standing materials return boxes. They are often located in shopping areas or local government offices, and allow patrons to return materials without having to travel all the way to the main library. Periodically – usually once a day – a library staff member visits each remote return and retrieves the materials returned there over the past 24 hours.

The Barrington Area Library presently maintains ten such remote return locations across the district.

The newer wrinkle in this model involves a product introduced to the library market since the library’s last examination of branch services – remote delivery lockers. This product is a bank of small lockers, each about the size of a large post office box. When a patron places a hold or reserve on an item, the patron can request that when the item comes in it be delivered via one of these lockers. Staff checks out the reserved item to the patron, delivers it to the locker bank, places it in locker X, and uses a keypad to program that locker with the patron’s code (a library card number or a PIN). The

patron can then go to the locker installation at his or her convenience, enter their code on the keypad, whereupon the corresponding locker will open and the patron can pick up the reserve. Most often this kind of locker is installed in combination with remote materials returns, so that staff can conveniently service both at once.

The Barrington Area Library presently maintains this kind of delivery locker at four of its ten remote return locations in the district.

Obviously, this combination allows patrons the convenience of receiving and returning library materials without necessarily having to go to the library proper. Moreover, depending on the location of the installation, this strategy can offer patrons the further convenience of being able to access their reserves and returns beyond the library's regular hours of operations. One of Barrington's return points is in a local park district facility where the hours of operation extend well beyond those of the library, giving library patrons a degree of access even when the library is closed. A remote delivery locker / library materials return combination provided in an exterior installation would offer patrons the convenience of 24/7 access. Two of Barrington's pick-up and return stations offer this.

2.4.2. "Red box" dispensers

More recently, commercial DVD dispensers – "red box" dispensers – have started to appear in many neighborhoods in many, many communities. These devices maintain a collection of a several hundred to a couple thousand DVDs and Blu-ray discs and music CDs in a high-density storage environment. Customers can browse the inventory on a touchscreen, make a selection, and charge the rental with a swipe of a credit or debit card. The internal workings of the device deliver the requested item in a delivery chute, and the customer is on his or her way. The discs are returned to the same location.

In the last couple years, this technology has been adapted to the library market. Companies such as MK Sorting Systems and Evanced, among others, are offering similar devices to libraries. At present, these devices fall into two broad categories:

- The first type is modeled closely on the “Red box” model and limited to disc-based formats. The advantage to limiting the dispenser’s inventory to disc-only formats is a uniform size of material across the dispenser’s inventory, allowing a higher-density storage capacity.
- The second type offers a variation not limited to disc-based formats. In this dispenser, the storage mechanism is organized around a series of internal trays, each tray housing one item in the collection. As long as the item fits within the physical bounds of the tray (say 7" x 10") it can be stored and dispensed by the unit, whether it is a book or a DVD or audiobook or whatever. This type of unit does not enjoy the same kind of high density capacity of the first type, but obviously enjoys the advantage of flexibility and will not be threatened with obsolescence in the face of changing format availability.

Some of the devices coming to market can be used to deliver holds and reserves. Staff can place a reserve in slot X in the dispenser and program that slot with the patron’s ID number. When the patron enters that number or swipes their library card, the item in slot X is delivered to the patron. Typically, this capability is found in the dispensers that are not limited as to format.

Some of these devices can also be set up to allow patrons to make general returns at a dispenser location. A certain portion of the internal slots can be set aside and reserved to accommodate returns of library material that comes from the main

library. With these capabilities, an automat / dispenser can also perform the same functions as the remote delivery lockers / materials return boxes described above. Again, typically, this capability is found in the dispensers that are not limited as to format.

Obviously, these dispensers offer the advantage of allowing patrons to browse through a selected collection of library holdings. Granted, the collection is rather limited, depending on the size of the installation (most installations of these devices begin with a starter unit and can be expanded with add-on units to increase overall capacity), but the flexibility to browse even a small collection is a significant advance over remote delivery lockers / material return boxes.

2.5. BRANCH LIBRARY OPERATING COSTS

Typically, the biggest hurdle to initiating a new branch is the cost associated with operating the branch. The two factors that affect operating costs the most are staffing deployment and the number of hours the branch is to be open. Obviously, branch service models that rely on a larger staffing contingent will have higher operating costs than a service model that relies on a leaner staff complement. Just as obvious, a branch with a longer service schedule will have higher costs than one with a shorter schedule of operation.

Applying staffing costs derived from the Barrington Area Library's current pay scale, an operating cost model was developed for the three branch library service models described above.

Among the three models, the full-service branch had the largest staffing contingent, needing to provide coverage of the traditional three points of service – customer service (traditionally identified as circulation), reference / adult services, and youth services. Because of this, the full-service branch requires a little over 13.0 FTE staff per hour open per week.

By contrast, the digital branch, with its much leaner staffing model, requires about 5.25 FTE staff for every hour open per week.

The staffing complement for the hybrid branch requires a little under 8.5 FTE staff for every hour open per week.

The other major factor that determines branch operating costs is the service schedule of the branch. This cost model provides three service schedule variations:

- At the higher end of the range, offering maximum patron access to the branch library and its resources, is a service schedule of 72 hours per week. This corresponds to the service schedule the library presently offers at its main library – twelve hours a day Monday through Friday, a full eight-hour day on Saturday, and four hours on Sunday afternoon – about as long a schedule as a public library will typically maintain.
- A more moderate schedule of 64 hours a week was calculated.
- At the lower end of the range, the operating cost model assumed a schedule of operation of 54 hours per week.

Note that all three of these variations are rather assertive. By comparison, the small branch maintained in the South Barrington Park District facility is open about 20 hours a week. Nevertheless, these more assertive schedules were used as the basis for this cost model to reflect the assumption that the primary reason to provide a branch is to offer access to the library's resources. The branch cannot do that if it is closed. Clearly, operating costs can be reduced from the levels shown here by offering a more limited schedule, but the consultant team argues that to do so is contrary to the very rationale for offering branches.

A chart on the following page summarizes the operating costs for all three service schedule variations and all three branch types. Once personnel costs have been estimated based on staffing contingents and operating schedules, total operating costs are estimated assuming that personnel costs represent 70% of total costs. The model anticipates that the branches would operate in library-owned facilities. If the facilities were to be leased, operating costs would be higher. The full set of assumptions underlying these costs are detailed in Appendix A.

FIGURE 1.2
OPERATING COSTS BY BRANCH TYPE

	72 hrs/wk	64 hrs/wk	54 hrs/wk
Full-service			
Personnel	\$ 1,323,965	\$ 1,180,615	\$ 1,021,335
Total	\$ 1,891,379	\$ 1,686,593	\$ 1,459,050
Digital			
Personnel	\$ 468,416	\$ 427,026	\$ 381,034
Total	\$ 669,166	\$ 610,037	\$ 544,335
Hybrid			
Personnel	\$ 797,669	\$ 716,557	\$ 626,430
Total	\$ 1,139,527	\$ 1,023,653	\$ 894,900

NOTE: the model assumes personnel costs to represent 70% of total operating costs

2.6. BRANCH LIBRARY CAPITAL COSTS

Capital costs are the other major component to consider with regard to branches. Given the area requirements for each branch type outlined above (19,500 square feet for a full-service branch; 12,000 square feet for a hybrid branch; and 6,500 square feet for a digital branch), per square foot costs can be assessed for construction, with additional allowances for site acquisition, furnishings, technology, fees, and the like to derive an order-of-magnitude estimate of the cost to build a facility that would support each type of branch.

The chart on the following page summarizes the capital cost model for branch library service options, and also includes the estimated cost associated with the installation of the nontraditional branch settings described above – remote delivery lockers with a materials return box in an interior location, and a vending / automat / dispenser device in an exterior location.

**FIGURE 1.3
BRANCH LIBRARY CAPITAL COSTS**

	FULL SERVICE BRANCH	HYBRID BRANCH	DIGITAL BRANCH	INTERIOR LOCKERS	EXTERIOR VENDING
Size	19,500	12,000	6,500	100	200
Acquisition Cost	\$1,030,000	\$799,000	\$559,300	-	-
Building	\$4,875,000	\$3,000,000	\$2,100,000	\$1,000	\$6,000
Site Improvements	\$487,500	\$300,000	\$210,000	-	\$4,000
General Conditions, Overhead	\$648,000	\$417,000	\$291,900	-	\$1,000
Contingency	\$357,000	\$229,000	\$160,300	\$1,000	\$1,000
Furnishings	\$488,000	\$300,000	\$210,000	-	\$2,000
Moving	\$0	\$0	\$0	-	-
Technology	\$195,000	\$120,000	84,000	25,000	180,000
Professional fees & expenses	\$817,000	\$524,000	\$366,800	\$3,000	\$19,000
2011 Costs	\$8,987,000	\$5,759,000	\$4,031,300	\$30,000	\$213,000

1.7. SUMMARY

Branch library service options include traditional, fixed-location branches. A wide variety of service models are possible with regard to branch services, ranging from full-service branches seeking to replicate the kinds of extensive collections and staff support that are available at a main library to a leaner, more stripped down kind of branch that offers only a limited menu of services that are otherwise available at a main library.

Today, these traditional branch service options are further complemented by other remote service strategies, including delivery lockers and materials return drop boxes that can be scattered at convenient locations throughout the service area (a strategy presently employed by the Barrington Area Library) and vending / automat / dispenser devices (such as those marketed by MK Sorting Systems and Evanced, to name just two suppliers). These alternative, nontraditional branch / extension service options offer varying degrees of access to library collections and resources without the added cost of operating a traditional branch facility.

Those operating costs can be substantial. The budget to operate a full-service branch for a year with a 72-hour-a-week service schedule is almost \$1.9 million; at 54 hours per week, the cost of operating a full-service branch is almost \$1.5 million.

Branch service models requiring a lesser staffing complement require reduced costs, but even the leanest service model explored here – the digital branch model – requires more than \$1.1 million to operate a 72-hour-a-week schedule for a year, or \$894,000+ to operate a 54-hour-a-week schedule.

These projections assume the branches will be operating in library-owned

rather than leased facilities. If the facility is leased, the operating costs will increase, to cover rental fees.

The operating costs are also based on a single branch facility. If the library were to determine it needed to add more than one facility to offer more balanced access to service across its jurisdiction, these operating costs would double or triple.

Capital costs in support of branch service are substantial as well, ranging from almost \$9 million for a full-service branch to just over \$4 million for the smaller, leaner digital branch.

Given the fiscal resources projected to become available to the Barrington Area Library when the TIF district covering the Sears Redevelopment area comes off in FY2015, anticipated operating costs for any of the traditional branch service models would obligate most if not all of that additional funding. The consulting team believes those funds could be put to more effective use making improvements to the current main library building – all the more so with the availability of newer, alternative branch / extension service delivery systems. These systems should be deployed strategically within the district to extend access to the library's collections and resources, with complementary improvements implemented at the current main library building.

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3 MAIN LIBRARY RENOVATION OPTIONS

Another option to be examined by this study is the possibility of implementing capital improvements at the library's current main facility. As noted previously, the library board has carefully developed a capital reserve fund which may be supplemented in the near future if and when the Sears Redevelopment TIF is lifted. Should these resources – either the existing reserves or the reserves complemented by the funding restored should the TIF be lifted – be directed toward capital improvements at the main library building?

This part of the report outlines the study team's findings with regard to renovations to the existing main library building.

- 3.1. Priorities to guide a re-design effort
- 3.2. Renovation strategies
- 3.3. Capital cost considerations
- 3.4. Summary

3.1. PRIORITIES TO GUIDE A RE-DESIGN EFFORT

In order to guide Engberg Anderson's consideration of design options at the main library, it was necessary to first define operational priorities for the library. What are the most important changes that should be implemented? What changes will effect the most meaningful changes in the library's setting?

Brainstorming to define these priorities was begun with several presentations to the library staff at large. At the study team's initial site visit, a presentation on current library service trends was offered to three staff groups, with the expectation that it would spark discussion regarding what a "library of the future" should look like. The suggestions emerging from those three group discussions are summarized in Appendix B.

Using the results from the at-large staff meetings as a base, and working with the library's management team, the consultants developed a list of 32 individual strategies for physical improvements and/or reconfigurations to the existing building. Management staff was then asked to rank each of these strategies by way of priority:

- a score of "3" indicated strong support, that the strategy was of critical importance and should definitely be implemented
- a score of "2" indicated that the strategy was important
- a score of "1" indicated that the strategy might be considered in a later phase of renovations, that it didn't need to be implemented immediately
- a score of "0" indicated that the strategy was not a desired outcome

Management team scores were cumulated and used to rank the strategies according to

their relative importance or value. In exploring re-design options at the main library, Engberg Anderson would use this list as a guide, seeking design strategies that implemented the highest-ranked strategies.

A ranked list of the strategies follows, organized into seven broad priority categories. Each strategy includes a summary discussion of what it involves and, where applicable, an estimate of the space required to implement the strategy.

3.1.1. Service priority 1

One service strategy received “critical importance” support across the board from management staff.

24/7 access

Any redesign must include some form of return / delivery / dispenser technology to allow patron access to library collections at the patron’s complete convenience, 24 hours a day, 7 days a week.

The preferred option is one of the dispensing machines (from MK Sorting Systems or Evanced – or equal), although a combination of after-hours material return combined with a reserve locker system is an alternative if a closer examination of the dispensing machines reveals that they are not a viable option. As design efforts continue, library management staff should, in parallel with the design, explore the operational specifics of the dispensing machines to determine which specific system is most suited to the library’s needs.

The device will be located on an exterior wall so a patron could come to the library any time of the day or night to pick up a hold / reserve, and/or browse the holdings of an automat dispenser. Probably the device should be located near the main entry to the building. On the interior of the building, most of these devices will require a secured, staff-access space for loading and servicing

the machine.

SPACE ALLOWANCE: Allow as much as 500 square feet to support a dispenser of maximum capacity, together with the interior space required for staff service.



3.1.2. Service priority 2

Four strategies received nearly unanimous “critical importance” support from management staff – collaborative service desks, entry lobby remodel, meeting room improvements, and relocate the graphics workroom.

Collaborative service desks

Increasingly, in today’s service environment, staff and patrons need to be looking at the same screen at the same time. There’s a need to blur the traditional, conventional line between “us” and “them.” Libraries are moving away from monumental desks meant to convey the authority of the librarian – but can also infer an imposing barrier for the patron to overcome. Libraries are moving toward a desk that is more compact, approachable, moveable and adjustable.

A model for such a desk is the desk employed at the public library in Goteborg, Sweden (pictured at right). The fluid form of this desk suggests approachability, rather than the more rigid character of a conventional rectilinear desk. The desk can be situated so that staff is on one side and the public on the other *or* it can be oriented so that staff and patrons are on the same side of the desk; either way, both staff and patron can have a clear view of the same screen at the same time. The desk is mounted on casters, so it can be repositioned with ease. In this particular instance, there is an integrated power pole, used to deliver electrical and data transmission service from the ceiling plenum to the desk surface (in a setting that employs a raised floor, the

power pole would not be necessary).

These desks would be located in more or less the same places where service desks are presently located – in reference / adult, youth services, and near the popular materials / browsing area.

SPACE ALLOWANCE: A generous allowance for each such desk is 150 square feet. This supports the desk, together with a substantial bit of milling about space. As specific designs emerge, it's entirely possible to devise more space-efficient layouts.

Entry lobby remodel

The impact and function of the entry lobby is important, as it's the first space a library user encounters. The present lobby is a grand space, problematically deployed. The current hospitality desk is not necessarily fulfilling its mission well. It's rather hidden, the configuration and orientation of that desk does not support ready engagement between staff and the public. An alternate style of desk and an alternate placement for the desk should be explored through the design process. A first-point-of-contact desk needs to be more directly visible, less off the beaten path.

The full menu of functions assigned to a first-point-of-contact desk are To Be Determined. Among the likely possibilities are orientation / introduction, directional, meeting room booking, and patron registration. The latter function could also be assigned to the circulation help desk.

The first-point-of-contact desk could also be assigned to do a certain level of triage or preliminary screening of patron requests. Staff at that desk may field an initial patron query query, determine where and to whom the query is best referred, and then connects via voice to that staff to alert them of the incoming patron. The patron is sent off to confer with the hand-off staff at whatever other desk. Meanwhile, the staff receiving the referral has a minute to get a jump on addressing the query.

Another possibility for re-purposing the space in the entry lobby is to create an “Internet bistro.” This would strongly communicate the library’s connectedness as soon as a patron entered.

Yet another possibility is to re-imagine the relationship of the entry to the meeting room, enlarging the connection so there’s the option of the entry hall operating as a kind of spill-over space for meeting functions, to make it possible to move more fluidly between the meeting room proper and the entry hall, to sometimes use the entry hall as an overflow audience space. This may conflict with some of the other uses discussed for this space (a more prominent first-point-of-contact, the Internet bistro) – there may not be enough area here to do all these things.

Finally, in thinking about the entry space, the stairway that leads out of the Zimmerman Room is a question. It extends too far into the entry, clipping the vista of the entry, especially if one enters through the right-most doorway. If the stair is not necessary for emergency egress, perhaps it can be removed, thereby creating clearer views into the entry and the library.

SPACE ALLOWANCE: No change in the space allocation for this function is anticipated.

Meeting room improvements

The current meeting room does not work in a great number of ways. The acoustics have never been good, the room doesn’t support presentation technology well, the lighting is wanting, the kitchen is described as “nonfunctional”. The list of issues with this space is so long that it prompts the thought that the most effective solution would be to remove that wing of the library and start over, except for the fact that the meeting room space represents the newest space built for the library.

If one could start anew, a larger room would be preferred – seating 180 to 200. Possibly a smaller room, seating 75 to 80, alongside. The larger room

would be divisible into at least two smaller spaces with a moveable partition.

In any scenario, after-hours egress from the meeting spaces is required.

If the Zimmerman Room could be removed and associated more directly with the other large meeting spaces at the library, it would simplify issues relating to after-hours egress for all of the meeting facilities.

As part of the remodeling of this space, accommodation for the dispenser machine should be made (see “24/7 access,” above).

Graphics workroom relocation & improvements

The present graphics workroom is a staff space that occupies prime space overlooking the library’s dramatic entry lobby. With its current emphasis on staff occupation, the graphics workroom doesn’t support the highest and best use of this space. The space should be devoted to public activities so that the public can have access to the view into the lobby. If the space were turned over to public space, it would also create an impetus to fashion a visual link between the entry lobby and the upper level departments and activities, clearly conveying to individuals entering the library that they can find additional collections and spaces of interest on the upper floor.

With that in mind, the graphic workroom should be located elsewhere in the building.

In an optimum setting, adjacent to the graphics workroom, there will be a media / content creation station for staff use. This will be similar to the content creation station for the public – roughly 200 square feet net. If space is available, this function should be enlarged, the better to accommodate filming in a small studio setting.

SPACE ALLOCATION: The library needs a graphics workroom that supports the following: a PC/graphic design station, a large scale poster printer, high-volume copier, laminator, an assembly table, a spray booth, a paper folder, and a paper cutter. The equipment can be mounted on a

counter, or a series of counters, with storage cabinets below. Wall-mounted storage cabinets above the counter are preferred. An assembly table is also desired, a long work surface positioned in the middle of the room, where projects-in-progress can be layed out. Additional storage can be designed below the assembly table. Moreover, a storage closet of at least 150 square feet is needed. Combined area needed for a graphics workroom – 625 square feet net, 890 gross.

3.1.3. Service priority 3

Three service strategies fall into the third priority category – lower shelving in adult services, storytime room improvements, and more marketing display.

Lower shelving in adult services

The idea is to swap out the current shelving in adult in favor of lower shelving – 72" tall maximum. This is obviously more patron friendly, ditching the upper, hard-to-reach shelf. Moreover, there's an inferred interpretation that full-height shelving is of the 20th century. Lower, more accessible shelving is one of those cues that says 21st century setting.

There's an equally obvious trade-off, that lower shelving equals less capacity per shelving unit. In turn, this means that the library will need more floor space for more shelving units if the goal is to maintain the same collection size. Or the library will need to reduce the collection inventory to fit onto the reduced capacity available on the shelf. Or some combination of the two.

To gain some sense of what this impact would be, consider that a full-height shelving can support as many as 7 shelves per unit in a fiction collection, a little less than that in a nonfiction collection. Using 72" shelving, that capacity is reduced to 6 shelves per unit in a fiction collection, and 5½ shelves on average

in a nonfiction collection (five shelves in some parts of the nonfiction collection and six in others, averaging out). Fiction can support more shelves per unit because fiction volumes are generally a little smaller and more uniform in height than is the case with nonfiction.

The number of shelves per unit in NF will also depend on the degree to which oversize materials are to be interfiled – greater integration of oversize will result in a fewer shelves per unit on average.

The number of shelves per unit gains a little more flexibility, too, if the library does *not* specify canopy tops in the shelving. A canopy top, while creating a more finished look to the shelving, will more strictly limit the vertical space available for housing the collection. If the library opts to forgo the canopy top, the top of the books on the top shelf can sometimes top out at a little bit over 72", and the library can achieve slightly more shelving capacity per unit.

Although it is possible to retain the “bones” of the current shelving and accommodate the notion of lower shelving by simply removing the top shelf in each section, this is not the preferred solution. If the library simply left the existing supporting framework in place, it would protrude well above the top shelf. The existing heavy wooden end panels would still act like sentinels or guards at the end of each range.

A more attractive option would be to bring in new, lower shelving – compatible with the shelving recently installed in the library’s browsing area. The lower structural framework on this shelving would create a greater sense of openness between the top of the shelving and the ceiling above. Translucent end panels similar to those installed with the new shelving in browsing would be less imposing and less monolithic. And the Bibliomodel shelving deployed in browsing offers a much wider range of display options than is found in many other shelving lines.

The specific impact of installing 72" tall shelving in adult services is as

follows:

- the fiction collection is housed at 7 shelves per unit and would decrease to 6 shelves per unit. If the inventory of shelving units remains constant, the reduction in available shelving would obligate a 14.3% reduction in fiction inventory.

Alternately, if the capacity lost to lower shelving was regained with the installation of additional shelving units, we would need to recapture 192 shelves (one for each fiction unit), divided by 6 shelves per unit equals 32 shelving units; at 10.5 square feet per unit, this requires an additional 336 square feet net, 480 gross.

- mysteries are also housed at 7 shelves per unit. If the inventory of shelving units remains constant, it obligates a 14.3% reduction in capacity in this collection.

Or, if we sought to recapture the capacity lost to lower shelves, it would involve 52 shelves, or 9 shelving units (round that up to 10 because they're likely to be deployed as double-faced units) – 105 square feet net, 150 square feet gross.

- biographies are housed at 7 shelves per unit. Keeping the shelving inventory constant obligates a 14.3% reduction in capacity for this collection.

Or, to recapture the capacity lost to lower shelves, it would involve 60 shelves, or 10 units – 105 square feet net, 150 square feet gross.

- nonfiction is housed at 7 shelves per unit throughout *except* for the 700s, which are housed at 6 shelves per. There are 554 total shelving units for nonfiction. Of that number, 449 units (81.0% of total) support 7 shelves and would reduce to 6 on 72" tall shelving – a reduction of 14.3% in collection capacity. The remaining 105 units (18.9% of total) support 6 shelves and would reduce to 5 shelves – a

reduction of 16.7% in collection capacity. Blending these two rates produces a collection inventory reduction of 14.7% across the nonfiction collection.

To recapture the capacity lost to lower shelves for the nonfiction collection except for the 700s, it would involve 449 shelves, 75 shelving units at 6 shelves per (round that up to 76 owing to double-faced deployment). For the 700s it would involve 105 shelves, 21 shelving units at 5 shelves per (round that up to 22) – 98 sections total. At 10.5 square feet per, that's 1,029 square feet net, 1,470 square feet gross.

The large print collection is a special case, because it should be housed not on 72" tall shelving but 60" tall shelving (66" max) in order to cater to those members of the large print cohort who have difficulty reading top shelves owing to bifocals. These even lower shelving units would support 5 shelves per, but because many in the large print cohort have difficulty with lower shelf reach, the capacity of this shelving is limited in practical terms to 4 shelves per unit. The large print collection is presently housed at 7 shelves per unit. If it shifts to 60"/66" tall shelving and the inventory of shelving units remains the same, it will obligate a reduction in collection capacity of 42.8%. Or, to recapture the capacity lost to a lower shelving unit height, involves "finding" 63 shelves (21 sections presently * 3 shelves per) – 16 shelving units. At 10.5 square feet per unit, that's 168 square feet net, 240 gross.

While these can seem like substantial reductions in the library's inventory, they are likely to be offset, at least to some degree, by the growing availability of books and other inventory materials in e-formats.

These two options described here effectively mark the two ends of the spatial impact spectrum. If the current inventory of shelving *units* is kept constant, there is zero impact on space needs, but the collection inventory is reduced. If the current inventory of *volumes held* is kept constant, the square

footage impact is as shown.

Yet a third option can be specified that lies somewhere between these two ends, one that would recapture *some part* of the collection capacity otherwise lost to lower shelves.

Storytime room improvements

The library's storytime room audiences have increased in size since the library's last renovation and expansion. Audiences now need to support 50 to 60, including children and caregivers. Also, the room needs to support flexible children's programming (traditional storytimes, craft programs, small-group computer training, and so on). A sink is needed *in* the room to accommodate clean-up.

The storytime room should be adjacent to the staff workroom for youth services.

SPACE ALLOCATION: to support an audience of 50 to 60 and reserve the option of combining traditional storytime programming with crafts and other activities allow 15 to 20 square feet per audience member. Accordingly, this room will need to be 900 to 1,200 square feet in area.

More marketing display

Staff has expressed a strong preference to incorporate additional marketing display opportunities in the stacks. There are a variety of strategies that can be employed to enhance marketing.

Many libraries create display opportunities on the end panels of stack ranges. Slatwall end panels or some comparable strategy allows the library to install changeable display shelving and highlight seasonal selections. This option has minimal spatial impact.

Another alternative is to install special display units distributed through the collection space. These might take the form of kiosks, or A-frame display units,

or tiered display tables (commonly seen used at bookstore superstores). Each such display unit will require 25 to 30 square feet net (35 to 42 square feet gross).

The third option is to integrate display into the collection shelving proper by devoting individual shelves to display. These shelves reserved for display would be scattered throughout the collection.

And they would further reduce the capacity of the shelving. The preceding discussion of installing lower shelving in the adult collection observed that the fiction collection could support six shelves per unit on 72" tall units. If one shelf per unit were allocated to display, the capacity per unit would be reduced to five shelves. If one shelf every two units were allocated to display, there would be on average 5.5 shelves per unit. If one shelf every three units were allocated to display, the average unit would have 5.67 shelves. One display shelf every fourth unit produces an average of 5.75 shelves per unit. One display shelf every fifth unit produces an average of 5.80 shelves per unit. One display shelf every sixth shelf produces an average of 5.84 shelves per unit and so on.

Reserving individual shelves for integrated marketing display within the bookstacks will invariably affect capacities to some degree. As with the discussion of reducing the height of the shelving in the adult department, the other alternative is to add shelving units to compensate for the loss of collection capacity.

3.1.4. Service priority 4

Four service strategies are found in the fourth priority category – impromptu collaborative patron spaces, improved visibility of computing options, drive-up return, added self-check capabilities deeper in the adult department.



Impromptu collaborative patron spaces

The re-design needs to support spaces that can be used collaboratively by patrons – young people working on group projects, tutors meeting with students, and so on. Small group study rooms are one part of the library’s response to this interest, but hard-built spaces limit the library’s flexibility.

At the library at North Hertfordshire College in the U.K. users can configure the translucent screens shown at right to create impromptu group study / group work spaces. Surrounding a single table, it creates a semi-enclosure for a group of four. Multiple screens can be gathered around more tables to create a space for a larger group. Other similar fittings are likely available from other suppliers.

SPACE ALLOCATION: variable.

Improved visibility of computing options

One of the challenges presented by the organization of the current library is that it unfolds in an extremely linear, sequential fashion. It is a long trek from the entry, through the lobby, through the circulation bottleneck, through the next space and the next to reach the far end of the public space. Effectively hidden in this attenuated sequence is the main grouping of computers for public use. This is not a desirable circumstance because in today’s inter-connected world, it’s important to convey to the user quickly that the library is a plugged-in kind of place. In the current layout, while there are some computer installations early on in the entry sequence, the library’s main installation occurs too deeply into the space.

In the re-design, the library’s main installation of computers for public use should be shifted into a placement that, if it is not actually physically close to the entry, can at least be seen soon after entering the building. A more prominent, visible location would be a great advantage over the current configuration.

If the entry lobby evolves into some sort of Internet bistro, it would further enhance the crucial message to be conveyed by the building itself that the library is an inter-connected setting.

SPACE ALLOCATION: As the library does not anticipate changing the inventory of public-use computer stations, there should be a negligible impact on the library's overall space needs for these purposes; it is more a matter of repositioning this function on the floorplate.

Drive-up materials return

It states the obvious that we live in an auto-centric culture. There are drive-up service windows and drive-up functions everywhere one turns. Libraries have responded to this convenience factor by offering the option of a drive-up materials return. At the Barrington Area Library, there is a poor variation on a drive-up return, insofar as one can pull up along the curb near the entry to the library, get out of the car, go to the side of the library, and return materials in a slot provided there.

A true drive-up return would be preferred. This requires space on the site that allows a car to maneuver to the return slot with the slot on the driver's side, at an elevation that is within easy reach. (This can be a challenge, noting that one patron may come to the library driving a Miata while another may drive a Hummer.)

Ideally, the return is integrated into the design of the building itself with a conveyance system that connects the return point to the library's Automated Materials Handling system. If a conveyor to the AMH cannot be properly configured, a drive-up return integrated into the design of the building that allows patrons to drop materials through a slot to fall into a bin on the interior of the building will provide the staff the convenience of not having to leave the building when it becomes necessary to service the return and retrieve materials from it. The least desirable alternative for the installation of a drive-up

materials return is a free-standing return that requires staff to go outside into the (sometimes inclement) weather to service the return.

It is acknowledged that the engineering surrounding the approach to a drive-up return – getting the traffic to flow in the necessary way, providing a suitable turning radius, and so on – can be difficult, and it may not be possible to incorporate this feature in any re-design, and it is all the more difficult to accomplish this layout in a way that brings a car alongside the building to accommodate an interior drive-up return, but the option must be explored during the design.

SPACE ALLOCATION: unknown, pending further examination. If a stand-alone return is the only option, there will be negligible impact on the interior space needs of the building. The space needs will also vary depending on whether an interior return leads to a conveyor or a stand-alone return bin.

Added self-check capabilities deeper in the adult department

One of the advantages of a self-service check-out function is that stations may be deployed in various spots throughout the library. Most of the stations the library provides today are located in the area where the circulation function was originally housed. But one remote self-check station is provided in Youth Services. An additional self-service charging station should be provided deeper in the Adult Services department as well.

SPACE ALLOCATION: roughly 100 to 150 square feet will accommodate a short counter that will house the self-charging system hardware (and allow space for a patron to deposit an armload of books and materials), as well as a modest allocation for other patrons to queue up to wait their turn at the self-check machine.

3.1.5. Service priority 5

Among the remaining service strategies that received a strong expression of support by at least one management team member were the following – touch points for roving staff, content creation stations, improvements to the adult services staff workroom, improvements to the children’s services staff workroom, improvements to the technical services staff workroom, relocating automation / computer services, conveyance from material return points to the Automated Materials Handling unit, and a make-over for the staff break room.

Touch points for roving staff

A corollary to collaborative service desks is roving staff (see discussion under “Service priority 2,” above). While the library will station a staff member at a collaborative desk so that a patron can be assured of having a place to go for help when the patron is inclined to be pro-active about such things, the library also plans to send additional public service staff onto the floor to find befuddled patrons and help them at their point of befuddlement.

For the last several months, the library has provided iPads for staff to use to access electronic information resources when in roving mode. Another option is to provide “touch points” in various locations throughout the library, where staff might be able to access a more robust computing capability for a collaborative navigation with the patron.

These might take a form similar to the stack end-cap OPACs deployed at the main library in Orlando, FL. There, a monitor with a built-in CPU is mounted on a stack end-cap, and a shallow tray below supports a narrow keyboard and mouse. The entire ensemble represents an extremely efficient use of space.

As a redesign is considered, explore points where such installations could be made.

SPACE ALLOCATION: an allocation of roughly 30 to 40 square feet per

“touch-point” station would afford ample support.

Content creation stations

As this study was initiated, the library was completing the installation of its first content creation station. This station supports patron interest in producing content for electronic media. One of the growing advantages of the migration of technology into digital forms is that it has democratized the ability of the individual to capture and produce content for broad distribution. Patrons can use affordable technologies to capture video, record audio, produce and publish text.

The library can support these efforts by providing a space where production equipment and software is made available. A patron may, for example, have a video recorder but not the high-end production software suite to edit and compose a program.

These spaces might also be used for teleconferences.

The success of the library’s first content creation station suggests that more such stations should be added as part of any re-design – at least one in Youth Services and at least two in Adult Services.

SPACE ALLOCATION: for each content creation station, allow between 150 and 200 square feet. This should be an enclosed space to properly contain audio production. Glazed walls allow staff to supervise and monitor the space. Furnishings are simple – a counter that will house a computer graphics / media station with a large screen, or dual screens. Multiple electrical outlets support the equipment provided by the library and any equipment brought to the library by patrons.

Consider a larger space allocation with at least one wall or corner covered with a greenscreen / Chroma-key background if the library wishes to support modest video capture production in these spaces.

Improvements to the Adult Services staff workroom

The Adult Services staff workroom occupies space that could productively support the library's main public-use computer installation (see discussion under "Service Priority 4," above). If that main clutch of public-use computers could be located where the Adult Services workroom is now, it would improve the visibility of this feature dramatically.

If the workroom is in fact relocated, as it is reconstituted in its new place, the space allocation should reflect the department's current staffing load and operations as shown below.

SPACE ALLOCATION: The inventory of staff workplaces / desks / cubes to support in an adult services workroom includes:

- *an office for the head of the department (every staff member with supervisory responsibilities needs an enclosed office in AndersWorld) – 150 square feet*
 - *8 low-profile office landscape system cubes for 8 full-time staff – 100 square feet per station allows flexibility to support bringing a book truck / project into the space*
 - *4 low-profile office landscape system cubes for 7 part-time staff (who will share, two to a cube) – 100 square feet per*
 - *1 low-profile office landscape system cube for undesignated future growth in the department (perhaps a virtual services librarian?) – 100 square feet*
 - *1 assembly table station for sorting, preparing and packaging interlibrary loans – 100 square feet*
 - *2 low-profile office landscape system cubes for volunteers (scanning, data entry projects mostly) – 100 square feet per*
- In addition, an adult service workroom needs a small conference table to accommodate 3-4, and a modest allowance for storage shelving for staging deposit collection and holding items that have been weeded*

prior to conveying them to technical services for withdrawal. A storage closet of roughly 75 square feet should be provided. The area needed for an adult services workroom – 1,975 square feet net, 2,820 gross.

Note: it is possible that the functions for ILL and volunteers could be separated from this department and reassigned elsewhere.

Improvements to the Youth Services workroom

In a similar fashion, a re-design effort should not necessarily assume that the Youth Services workroom must remain in its current location. For example, a closer proximity to the storytime room would be preferred, to support the convenient movement of materials and supplies from the workroom into the storytime room.

If the workroom is in fact relocated, as it is reconstituted in its new place, the space allocation should reflect the department's current staffing load and operations as shown below.

SPACE ALLOCATION: The inventory of staff workplaces / desks / cubes to support in a youth services workroom includes:

- an office for the head of the department – 150 square feet*
- 4 low-profile office landscape system cubes for 4 full-time staff – 100 square feet per station allows flexibility to support bringing a book truck / project into the space*
- 3 low-profile office landscape system cubes for 5 part-time staff (who will share, two to a cube) – 100 square feet per*
- 1 low-profile office landscape system cube for undesignated future growth in the department– 100 square feet*
- 1 low-profile office landscape system cube for volunteers – 100 square feet per*

In addition, a youth service workroom needs a small conference table to accommodate 3-4, and an allowance for an assembly table where various

and sundry projects can be spread out. Provide three sections of shelving for the department's collection of holiday books, and a sink. A storage closet of roughly 150 square feet should be provided. The area needed for a youth services workroom – 1,430 square feet net, 2,040 gross.

Improvements to the Technical Services workroom

Presently, the Technical Services department is adjacent to the Graphics Workroom, and like the Graphics Workroom, if that space could be turned over to public use, it would offer several advantages – the public could have a view of the dramatic entry lobby, there would be an opportunity to improve the visual connection between the entry lobby and the public functions on the second floor.

In a re-design, the possibility of relocating Technical Services to the entry level should be explored. This would make deliveries to the department more convenient by improving the physical connection between the receiving area and the department.

If the workroom is in fact relocated, as it is reconstituted in its new place, the space allocation should reflect the department's current staffing load and operations as shown below.

SPACE ALLOCATION: The inventory of staff workplaces / desks / cubes to support in a technical services workroom includes:

- *an office for the head of the department – 150 square feet*
- *3 low-profile office landscape system cubes for catalogers – 100 square feet per station allows flexibility to support bringing a book truck / project into the space*
- *2 low-profile office landscape system cubes for acquisitions / receiving / data entry – 100 square feet per*
- *3 low-profile office landscape system cubes for processing / serials check-in – 100 square feet per*

- *1 sorting table for unpacking (volunteers) – 100 square feet per*
In addition, a technical services workroom needs a small conference table to accommodate 3-4, 2 printers, a DVD cleaner, and holding shelves for withdrawals. A storage closet of roughly 150 square feet should be provided. The area needed for a youth services workroom – 1,400 square feet net, 2,000 gross.

Relocating the automation / computer services department

The library's server needs to be in a secure, non-public space. This anticipates that the automation offices will vacate their present location to create space for circulation to expand into. In addition to a separate, secure server room (200 square feet net), there should be an adjacent workroom space for two low-profile office landscape cubes for the library's computer technicians and a workbench for diagnostics and equipment set-up and testing. A storage room of 150 square feet is needed to house surplus computers, parts, and shipping boxes. Combined area needed for automation services – 650 square feet net, 925 gross.

Conveyance from material return points to the Automated Materials Handling unit

If possible, install conveyors from material return points to the Automated Materials Handling unit. The interior return / induction point is already connected directly to the AMH. Ideally, any walk-up exterior materials return point and any drive-up exterior materials return point can also be connected to the AMH by way of a conveyor. This will insure that returned materials are inducted into the system and discharged as quickly as possible. Without a conveyance, the materials will lie in a return bin until staff is able to retrieve them, and then manually feed the returns into an induction point for the AMH.

Make-over for the staff break room

The staff break room needs to be refreshed, with new finishes and furnishings, possibly with new appliances.

3.1.6. Service priority 6

Among the lower priority service strategies are several other options. Because these are lower priorities of the management team, a less complete description of these items is offered here:

- Adding a plug ‘n’ play charging terminal capacity in the self-check area – the idea being to provide the capability to wheel a mobile charging terminal into the circulation area to support increased transaction capacities at peak times.
- “Multi-modal” computing – as computers were first introduced into the library’s public service environment 20 to 30 years ago, they were associated with information-seeking behaviors and connected to reference / nonfiction departments. Today, use patterns have changed and patrons use public computers for a wider range of activities (emailing, social networking, gaming) which sometimes creates a tension between casual users and “serious” users. Some libraries are trying to address this duality by creating different “nodes” of computers for different types of use.
- Improvements to the circulation workroom – workflow issues may need to be considered as changes to the AMH and conveyance systems are investigated.
- Improvements to the organization and layout of administration – as public

spaces are created on the second floor overlooking the entry lobby, it may prompt a reconsideration of how public access to the administrative offices is organized.

3.1.7. Service priority 7

And the remaining priority service strategies included the following:

- Expanding the Young Adult area
- Additional gallery space
- Breaking the stacks from their rigid rectilinear organization – if the library’s shelving were offset at a modest, variable angle, rather than the current rigid, parallel ranges, it could be seen as a visual cue that the library has broken from past practices (and entered the new century), but implementing this option would ultimately increase the space needed per shelving unit, which may not be viable given the constraints associated with any remodeling project.
- More small group study rooms
- Bibliomodel shelving for paperbacks
- Adding a computer training lab
- Combining adult and youth audiovisual collections

3.2. RENOVATION STRATEGIES

In response to the priorities expressed above, Engberg Anderson examined how the existing building might be reconfigured and remodeled. Two broad strategies emerged, one that was roughly contained within the existing building footprint, and a second option that was more assertive, proposing a modest expansion of the existing building.

Both strategies assumed implementation of a variety of repairs and updates to the building's basic structural system and structural envelop. These have been detailed in a previous Engberg Anderson examination of those systems and include:

- Repaving parking areas
- Replace aged mechanical systems
- Reseal joints throughout the building

This section of the report starts with a summary assessment of the existing building, then describes the two broad strategies for improvements to the building.

3.2.1. Assessment of the existing building – assets and liabilities

The existing building is the foundation for any remodeling or expansion project at the present location. It is important to understand the assets and liabilities it offers.

Key among the building's assets is the fact that it provides an abundance of open space. Most of the public space on the entry and upper levels is open and

unimpeded, which will support a variety of reconfiguration options. It is difficult to minimize the value of this kind of open space.

The building presents a pleasant arrival image. The wooden piers at the entry create a dramatic visual image that clearly identifies the point of entry and draws a visitor into the library.

But there are a number of general liabilities in the existing building as well.

As noted earlier, the patron's experience of the building is extremely sequential and linear. With the entry at one end of the structure, there is a considerable distance to many of the resources and collections contained within.

The circulation area effectively creates a pinch point that a patron must pass through in order to reach the library proper. The library's recent transition to a self-service circulation function has helped open this area up, but still, the narrow passage and lower ceiling creates a kind of gauntlet, all the more so after the expansive, tall space one experiences in the entry lobby.

The stacks effectively maximize the density of the collections. The tall shelves allow the library to house about as many volumes per square foot as can be accomplished, but coupled with the heavy, dark end panels, the stacks present a monolithic, opaque image to library patrons. The shelving environment, while wholly traditional and conventional, can verge on claustrophobic and presents a basic impediment to use.

The tall stacks also create a setting that is difficult to light because it minimizes the clear space between the top of the bookshelves and the ceiling above. Lighting throughout the library should be re-examined.

The original stack installation did not encourage display and marketing of collections. In fairness, when the building last underwent a major expansion, there was not as much of an emphasis on marketing display as there is today within the library community. More recently, library staff has worked with Engberg Anderson and Library Furniture International (LFI) to bring a new style of display shelving into the library's browsing area. This new shelving provides more opportunities for marketing display and represents the prototype for shelving that should be deployed during the course of a re-design.

There is a general aging of finishes throughout the library.

On the second floor, as noted previously, there is a lack of connection to the lobby entry. This is a dramatic space with an impressive view, and presently that view benefits staff only. A more direct physical connection for the public would share that view with the community and foster an opportunity for a visual connection between the entry and the upper level.

While patrons arriving on the second floor by way of the stairs are deposited on the second floor in a useful, central location, from which it is relatively easy to get to any of the public spaces on the second floor, if one takes the elevator to the second floor (and many of the patrons going to the children's department on the second floor have a stroller in tow and do use the elevator), the point of arrival is removed to a far corner. Moreover the elevator door opens onto a corridor, and a blank wall, which does not offer any reasonable opportunity for a quick orientation to the floor.

Views from many of the second floor windows are of the roof.

Staff space allocations throughout the existing floor could bear examination and adjustment.

FIGURE 3.1.
PHYSICAL PLANT UPGRADE COSTS

Demolition	
Substructure	
Shell	\$ 134,000
Interiors	
MEP, FP	\$ 328,000
Site	\$ 167,000
General Conditions	\$ 63,000
Contingency	\$ 32,000
Furnishings	
Moving	
Technology	
Professional fees & expenses	\$ 76,000
2011 Costs	\$ 800,000
\$/SF	81.52

Mechanical and other building systems have reached the end of their useful life and need to be replaced. Basic physical plant upgrade costs are summarized in the chart to the left.

3.2.2. Renovation strategy #1

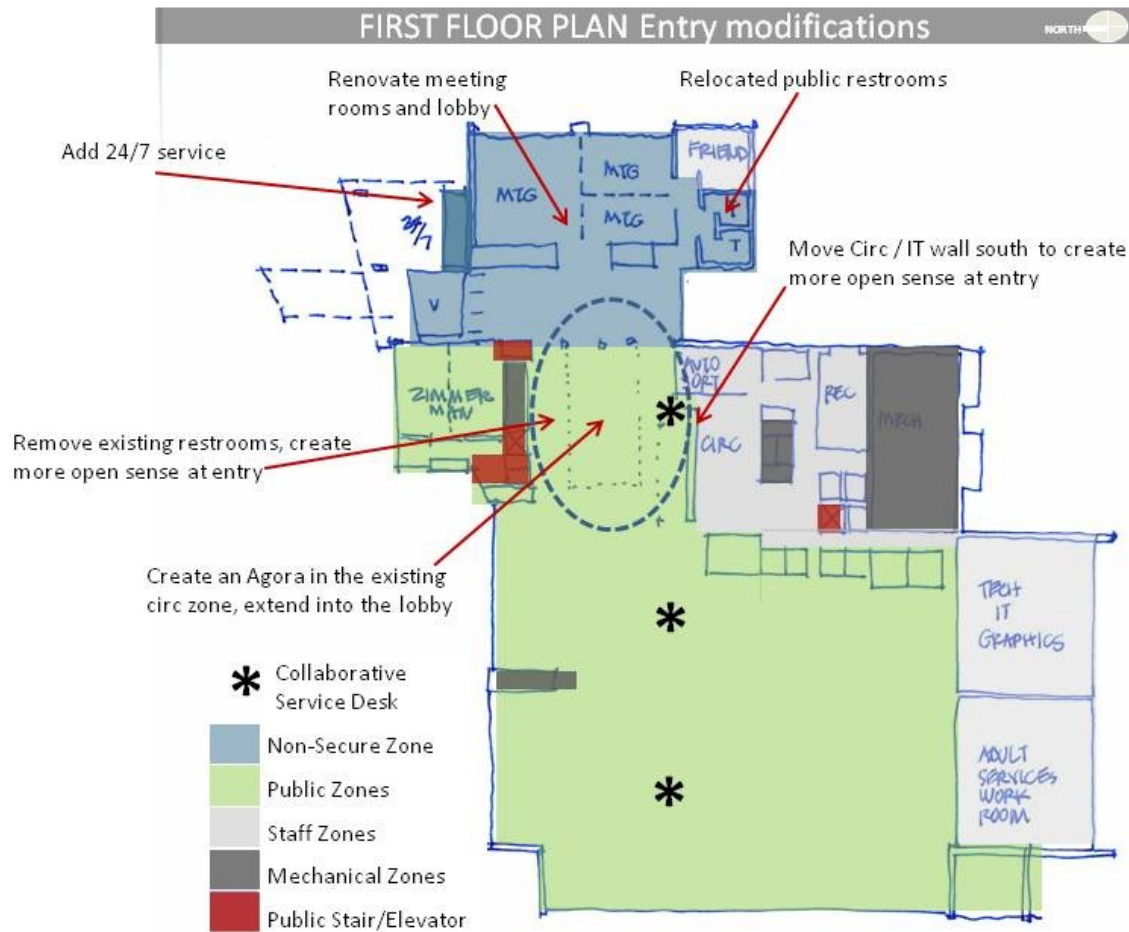
Renovation strategy #1 effectively keeps the library within the existing building footprint. Illustrations on the next two pages show where on the first floor notable changes would occur. The first illustration shows the proposed changes focused around the entry to the building, while the second illustration shows the proposed changes a bit deeper into the building.

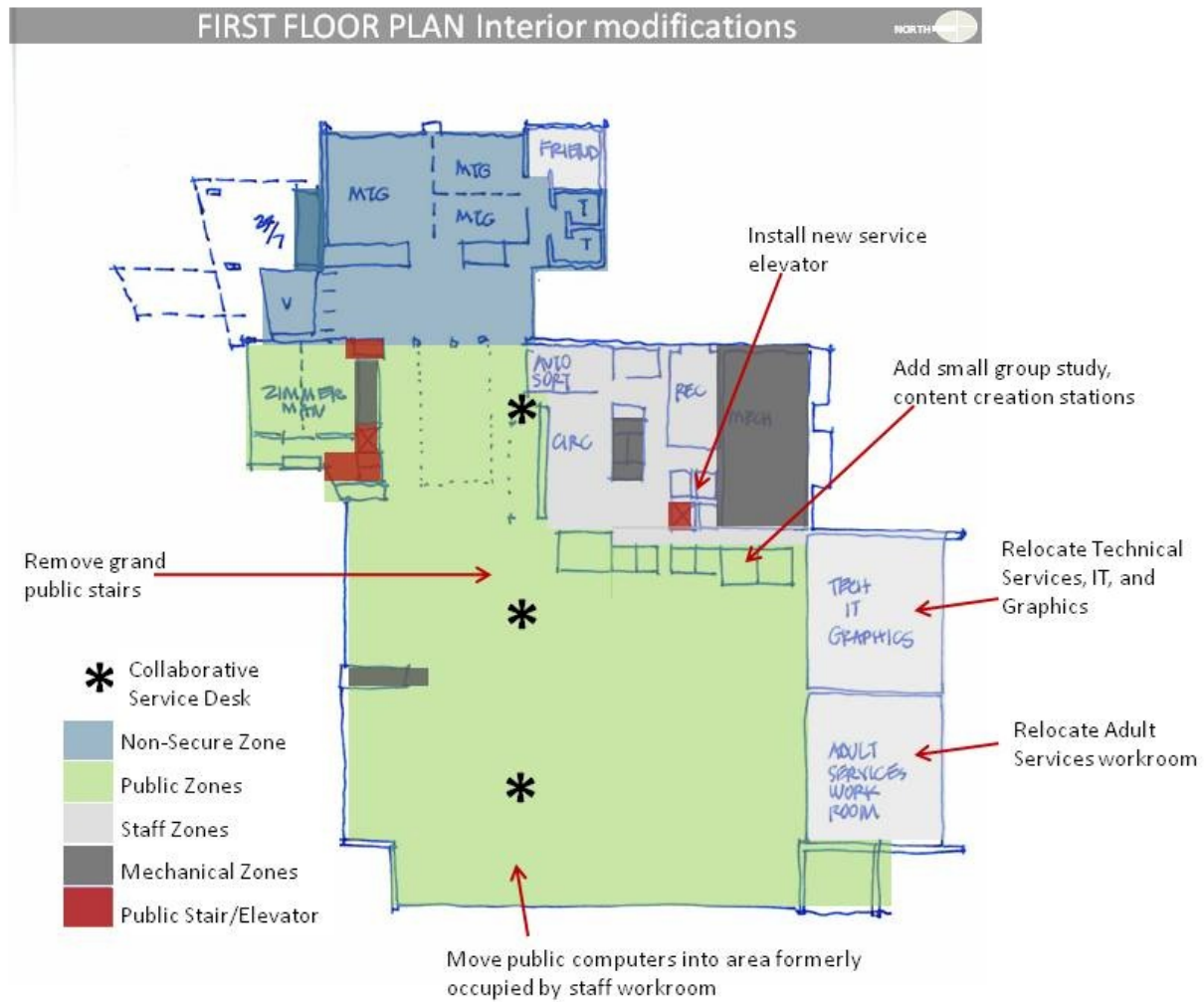
Perhaps the centerpiece of the entire strategy is the creation of a 24/7 service function at the entry to the library. This feature would go immediately to the left of the existing entry. The current plan anticipates installation of some version of a dispenser / automat device. Probably it would involve building a small annex alongside the meeting room to insure that the space allowed for the meeting rooms would not be reduced.

The plan proposes renovations to the meeting rooms to improve lighting, acoustics, and presentation support. More detailed planning would examine whether the space could be reconfigured to create a meeting facility that could be reconfigured with moveable partitions to support multiple, simultaneous activities.

The plan proposes to remove the existing public restrooms, presently located on the north side of the circulation area. This is a key to the reconfiguration of the entry, as it will allow for the creation of a more open, ample, and gracious space at the entry to the library.

The restrooms would be relocated to the meeting room wing, where they





would also be able to support after-hours access from the meeting facilities more effectively.

The wall behind the circulation area, separating the circulation area from the circulation workroom should be moved to the south, to contribute more space to the circulation / entry area.

The resulting reconfiguration will create an ample, gracious entry experience to replace the current pinchpoint at the front of the library. This space is envisioned as an active, bustling zone, perhaps reminiscent of the Agora in ancient Athens. Self-check stations can be complemented with displays of new materials and seasonal topics. The character of this area could easily extend into the entry lobby space, as a means of encouraging and enticing patrons to move into the library proper.

Deeper in the first floor, proposed modifications include the following:

The existing grand stairs to the second floor will be removed. The placement of the stairs contributes to the bottleneck that is created at the entry. Three alternate solutions for replacing the stairs will be discussed shortly.

Several staff workrooms are relocated to the south end of the existing public service space on the entry level – Technical Services, Graphics, IT, and the Adult Services workroom. The combined effect of this shift is to produce a public service space that is less elongated, more compact, one that will therefore be easier for staff to organize and for patrons to navigate.

Another advantage of relocating Technical Services is to place it in easier proximity to the receiving and delivery dock. Technical Services receives more deliveries than any other department, and in this new location it will be easier to move

shipments into the department.

The space vacated by moving the Adult Services staff workroom could be turned over to the library's principal node of public-use computers. In this location, the equipment would be much more visible from the entry to the library.

Small group study rooms and content creation stations can be added along the east edge of the public service area.

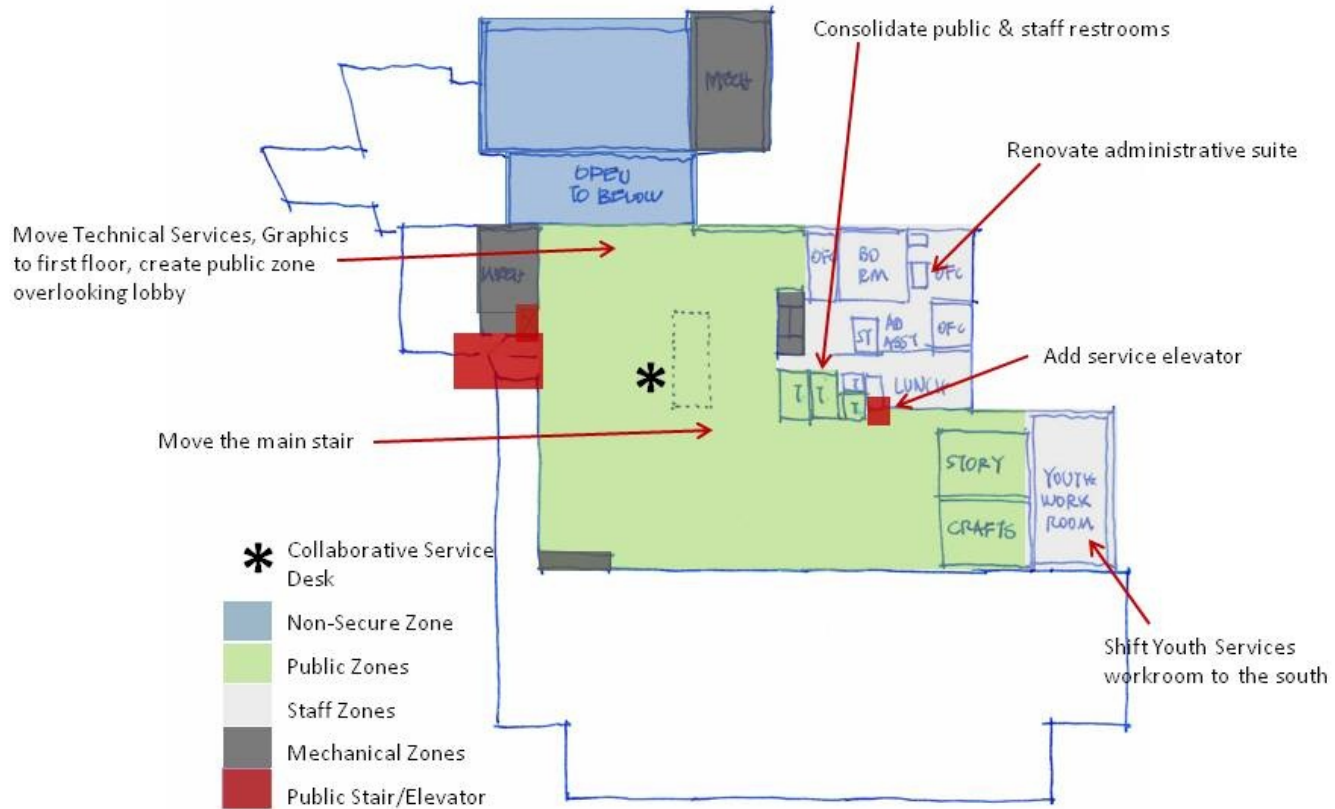
And a new service elevator can be installed as shown. A second elevator would be a distinct advantage over the present circumstance, as the service elevator could be pressed into service for public use if the main, public elevator should be unusable for need of repair (as did in fact occur not too long ago). If the service elevator was pressed into public use, the proposed location of the new service elevator would require public transit through staff areas, but minimize their intrusion into a staff zone.

Further changes follow on the upper level (see illustration on the following page).

The most striking and notable change is removing Technical Services and Graphics from the space they presently occupy and turning that space over to public use. This will allow the public to have benefit of views into the lobby atrium. It will also create a visual connection between the library's front door and the upper level public space, so the building will clearly and immediately convey that there is more public activity in store upstairs.

The Youth Services workroom is relocated along with the storytime room to the south end of what is presently the public service space on the second floor. By doing this, the public service space upstairs becomes less elongated, more compact, just as

SECOND FLOOR PLAN



occurs on the entry level with the redeployment of staff workrooms at the south end of the building, with all the corresponding benefits. The reconfiguration of spaces at this end of the second floor could also support examination of adding a dedicated craft room for program activities. There would be easy, direct access from the Youth Services workroom to both the storytime room and a craft room.

The main public stairs are removed.

The administrative offices can be renovated to meet current operational patterns. The staff break room can be refreshed.

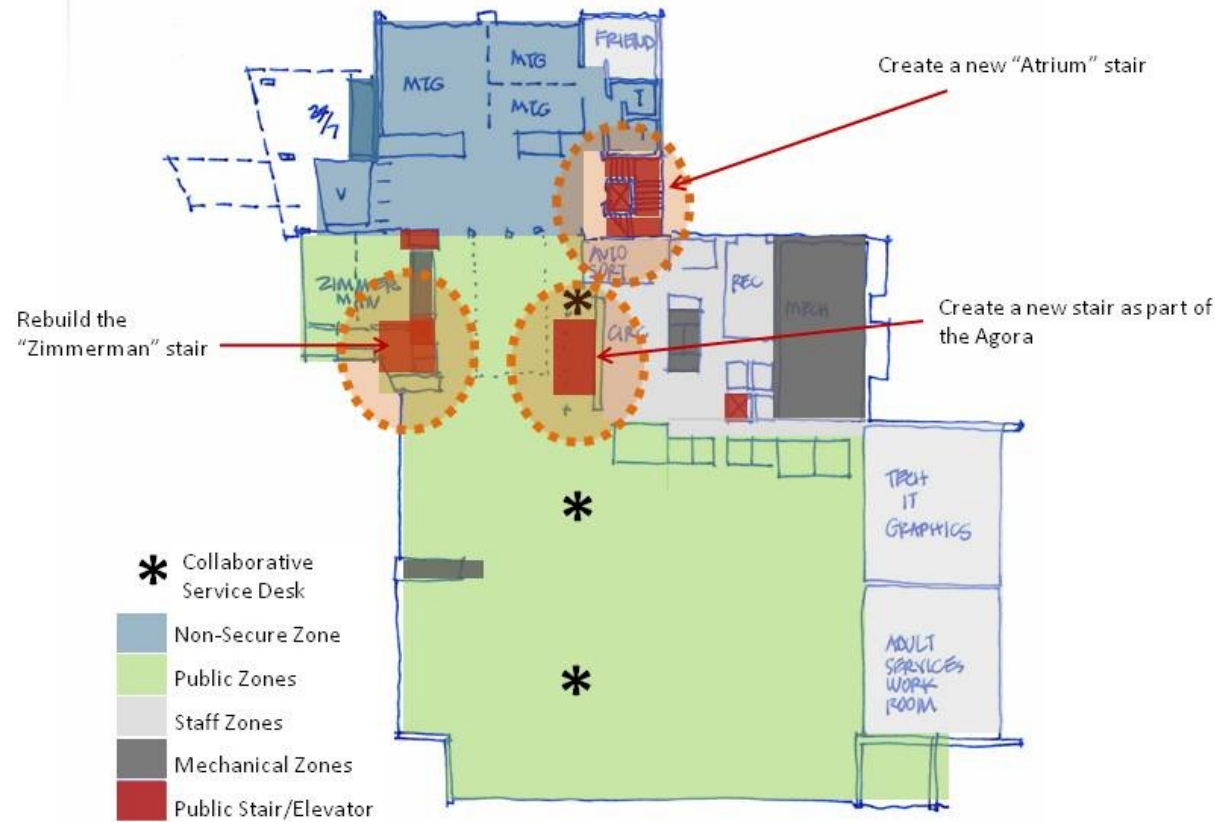
Public and staff restrooms are consolidating, creating a more efficient plumbing configuration.

The new service elevator enters the second floor in a location where, with a two-door cab, passengers have a choice of moving into back-of-house staff spaces or the public zone on the second floor.

The proposed renovation strategy does beg an important question: if the current main stair is to be removed, where should the public stair and elevator core be located? Three options are illustrated on the following page.

The first option is to rebuild the “Zimmerman” stairs as the main stairway to the second floor. This has the advantages of being relatively easy, and low cost. This is a reasonable location for the stairs, sufficiently close to the front door. There’s a fair proximity to the existing public elevator, which means that no matter how patrons transit to the second floor, whether by stairs or elevator, they would enter the second floor in more or less the same location – this fosters a clear and consistent sense of orientation for the library user. The principal disadvantage of this strategy is that the

FIRST FLOOR PLAN stair / elevator options



Zimmerman stairs are not optimally visible.

The second option is to rebuild the main public stairway as part of the reconfiguration of the Agora. This strategy is also relatively easy, and relatively low cost. It creates a more visible identify for the main public stairway, it would be very easy for a patron to find the stairs, but it starts to separate the stairs from the public elevator. Not only would the distance between the two points of entry increase over that found with the Zimmerman stairs, but the orientation of the patron would shift depending on whether one arrives on the second floor by stairs or elevator. Coming up by stairs, one would be facing west, while coming up by elevator one would be facing south. This complicates patron orientation to the layout of the building. Placing the public stairs in the Agora would “buy back” some of the gracious space that’s been created there, possibly returning the present-day bottleneck.

The third option is to create a new stair and elevator core at the south end of the entry lobby. This would involve more substantial construction at a greater cost. But it would have the advantage of being the most visible of the three options. Immediately upon entering the building, a patron would be able to decipher how to get to the second floor. The combined stair / elevator core in this location could be configured to insure that patrons have a consistent orientation at the point of entry to each floor. The point of entry at each level afforded by this placement is good.

In summary, what does this proposed renovation accomplish?

- There is more space at the entry
- A 24/7 service option is introduced
- There is a better arrival sequence

- Some of the finest interior views and spaces are given over to public use
- A clear visual connection is created between the entry and the upper level
- Public zone spaces are less attenuated, easier to reach
- There is a better connection to the second floor, regardless of which option is chosen regarding stair / elevator placement
- Staff work space is located more effectively
- The organization and layout of the staff work zones can be made more efficient

A chart on the following page summarizes how internal space allocations would shift as a result of this plan.

3.2.3. Renovation strategy #2

A second renovation strategy was developed in response to the library's service priorities. This plan is more assertive in nature and arose largely out of consideration of replacing the library's essential mechanical systems, which have reached the end of their useful life and need to be upgraded. If the library needs to go through that effort and expense, does it present an opportunity to accomplish other, more substantial changes at the same time?

A good portion of the affected mechanical system occupies space that is located below the Zimmerman room. This alternate renovation strategy emerges from this question: what if, instead of simply replacing the old equipment with new

**FIGURE 3.2.
AREA COMPARISONS**

	FIRST FLOOR		SECOND FLOOR		TOTAL	
	Current	Proposed	Current	Proposed	Current	Proposed
Lobby	1,550	1,250			1,550	1,250
Meetings, Zimmerman	4,685	4,685			4,685	4,685
Public Zones	22,725	21,635	9,700	11,350	32,425	32,985
Staff Zones	4,250	6,650	6,700	4,300	10,950	10,950
				Assignable area	49,610	49,870
				Gross area	61,350	61,550

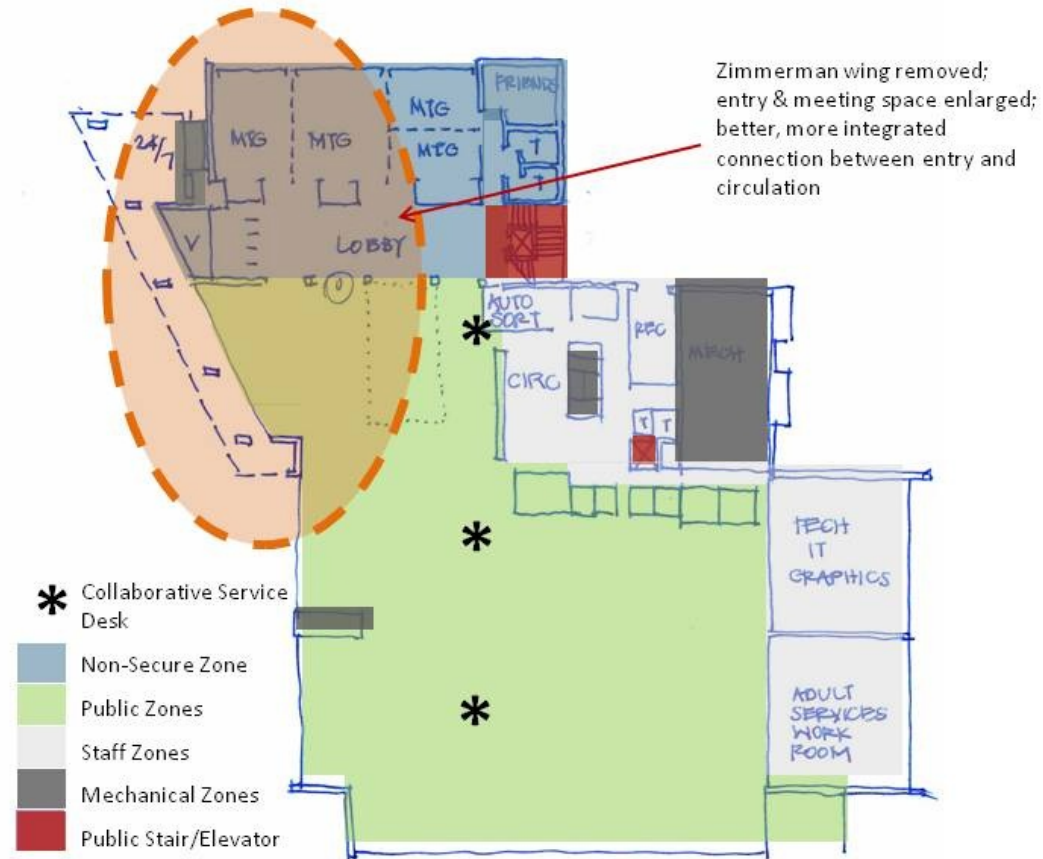
equipment in the same space, the library were to remove the entire “Zimmerman” wing, and rebuild it?

If the space were rebuilt, it could be designed to correspond to the floor levels in the rest of the building – the intermediary position of the floor levels in the Zimmerman wing makes it difficult to incorporate that space with the rest of the space in the building. If those spaces were on a level with the entry and upper levels, the combined area could be that much more responsive to adaptation for changing service need. As it is, the spaces in that part of the library are isolated.

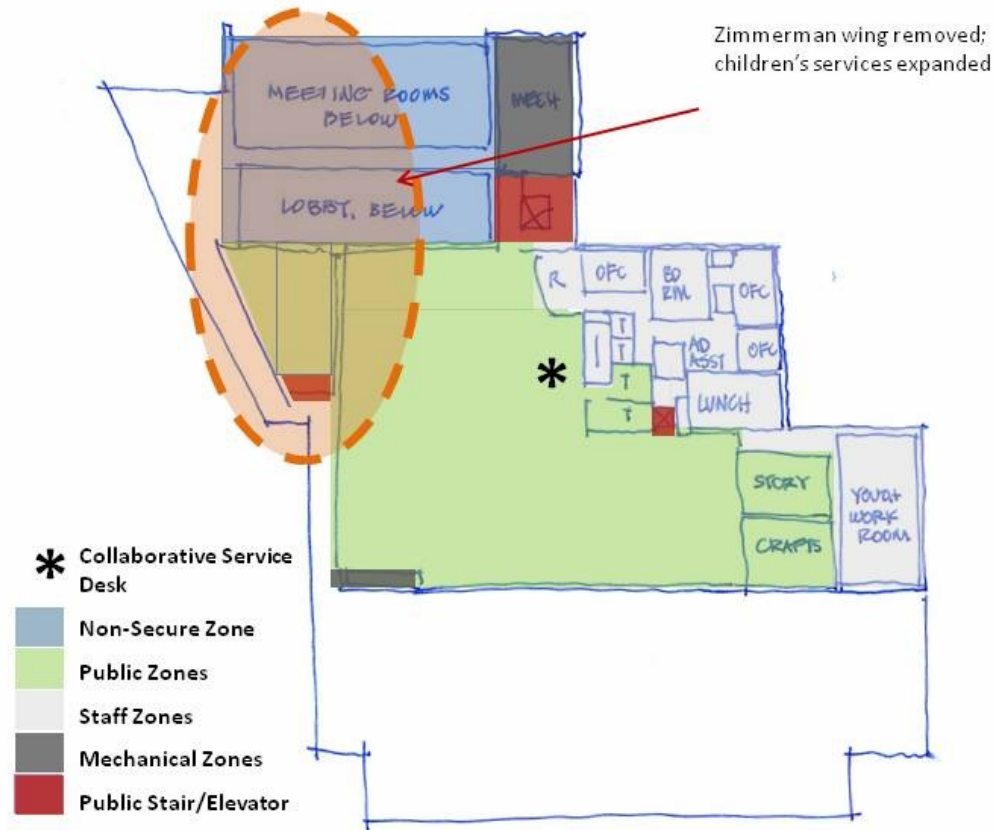
The proposed plan under Renovation Strategy #2 is presented on the following two pages.

The plan accomplishes all of the goals outlined above. With the Zimmerman

FIRST FLOOR PLAN



SECOND FLOOR PLAN



wing removed, a small addition is placed in the northeast corner of the building. On the entry level, the addition expands the meeting spaces, and integrates them more effectively with the lobby. The addition also allows for a more effective integration between the lobby and the Agora. Public service space on the entry level is expanded, likely in support of additional new materials display, or possibly for enlarged gallery space.

On the second floor, the public areas are expanded.

The impact of this expansion may seem limited, and, from a certain perspective, it is. But the work in the Zimmerman wing as part of Renovation Strategy #1 to update and upgrade mechanical systems is extensive, and if the library were to consider addressing the relative isolation and lack of functional integration of the Zimmerman wing into the larger building, this is the time.

3.3. CAPITAL COST CONSIDERATIONS

Capital costs for each of these renovation strategies can be estimated. These estimates are summarized in a chart on the following page.

The costs are presented in a range from “basic” to “moderate.” Toward the “basic” end of the range, material selections and finishes are simpler, less expensive and less durable. Costs at the basic end of the range also assume implementation of a less expensive strategy for vertical transport between the entry and upper levels (rebuilding the Zimmerman stair, for example). At the higher end of the range, the estimate assumes a higher quality of materials selections and finishes. This estimate also makes an allowance for a more assertive solution for public movement from floor to floor (the lobby / atrium stair and elevator core).

For Renovation Strategy #1, costs are estimated to range from \$4.7 million to \$5.8 million. For Renovation Strategy #2, costs are estimated to range from \$8.0 million to \$9.2 million. These costs are presented in 2011 dollars.

All of the cost projections pre-suppose undertaking the physical plant upgrades summarized in Figure 3.1., previously, and include those costs.

**FIGURE 3.3.
CAPITAL COST SUMMARY**

	RENOVATION STRATEGY #1		RENOVATION STRATEGY #2	
	BASIC	MODERATE	BASIC	MODERATE
Demolition	\$ 127,000	\$ 170,000	\$ 247,000	\$ 289,000
Substructure	\$ 2,000	\$ 2,000	\$ 126,000	\$ 126,000
Shell	\$ 166,000	\$ 166,000	\$ 1,466,000	\$ 1,466,000
Interiors	\$ 837,000	\$ 892,000	\$ 1,067,000	\$ 1,122,000
MEP, FP	\$ 1,515,000	\$ 1,657,000	\$ 2,130,000	\$ 2,317,000
Site	\$ 167,000	\$ 167,000	\$ 167,000	\$ 167,000
General Conditions	\$ 281,000	\$ 310,000	\$ 525,000	\$ 553,000
Contingency	\$ 141,000	\$ 155,000	\$ 250,000	\$ 280,000
Furnishings	\$ 625,000	\$ 1,111,000	\$ 832,000	\$ 1,318,000
Moving	\$ 122,000	\$ 199,000	\$ 122,000	\$ 199,000
Technology	\$ 294,000	\$ 339,000	\$ 294,000	\$ 339,000
Professional fees & expenses	\$ 455,000	\$ 556,000	\$ 769,000	\$ 882,000
2011 Costs	\$ 4,732,000	\$ 5,767,000	\$ 8,008,000	\$ 9,180,000
\$/SF	\$ 81.52	\$ 99.35	\$ 122.33	\$ 137.94

3.4. SUMMARY

Two strategies for renovations and improvements to the Barrington Area Library's facility are presented here. Both are guided by service priorities defined in collaboration with library staff and managers. These included:

- providing support for 24/7 service opportunities
- developing collaborative service desks
- remodeling the entry lobby
- making improvements to the meeting room
- relocating the graphics workroom to create improved public use spaces

The first renovation strategy assumed retaining the existing building footprint and accomplishes the key service priorities identified by staff. The cost to implement this strategy ranges from an estimated \$4.7 million to \$5.8 million, depending on materials and finishes chosen.

The second renovation strategy offers a more assertive attitude, and starts from the perspective that there will be substantial work undertaken in the Zimmerman wing of the existing building in any case and that perhaps this is an opportunity to address basic functional issues with that space. The second strategy proposes to remove the Zimmerman wing and replace it with a small expansion that will more effectively integrate that space with the rest of the building. The cost to implement this strategy ranges from an estimated \$8.0 million to \$9.2 million.

With this information in hand, the library board and staff can now compare these costs with the funding resources that will come available as the TIF covering the Sears Economic Development Area expires.

4 SUMMARY

The Barrington Area Library seeks to explore alternatives to effectively apply its capital reserve funds to make physical improvements to its facilities. Existing capital reserves will be complemented by additional resources if the TIF covering the Sears Economic Development Area expires in FY2015.

The library has a current capital fund balance of \$3.8 million, which is expected to grow to \$4.4 million by the end of FY2014, according to a financial analysis conducted by Ehlers, Inc. The additional revenue to be realized from the expiration of the Sears TIF is estimated at roughly \$600,000 per year. These revenue sources – either individually or combined – may be used to fund building improvements directly or they may be used to leverage additional resources by way of a mortgage.

The Library engaged the consulting team of Library Planning Associates, Inc. and Engberg Anderson to examine options. The specific options the Library wanted to explore were (1) expanding branch or extension service, and (2) making renovations and improvements to the current facility.

4.1. Branch library services

The study team examined branch service options, defining three specific branch service models the library could opt to pursue. Capital and operating costs to implement these models were developed, and the study team found that in most cases the capital and operating costs of traditional branch library service would deplete most, if not all, of the funding that will become available. The operating costs associated with traditional branch library service is especially dear, they mount quickly, and continue year after year.

A more effective approach to expanding access to the library's collections and resources across the library's service area would be to apply newer technologies that have come onto the library marketplace since the question of branch services was last explored by the Barrington Area Library. Specifically, the library could expand its current network of remote return locations and remote reserve pick-up locations. This can be done with *substantially* less cost than is involved with traditional branch service.

Even more effective option would be to implement vending dispensers in various locations across the district. These devices offer the same opportunity for patrons to return materials and pick up reserves without traveling all the way to the main library – just as can be done with the current remote return and pick-up locations – but they also support a small collection that a patron can browse and choose from. This added capability offers a dramatic increase in access, once again, without the substantial allocation of operating costs that accrue to traditional branch services.

4.2. Main library remodeling

The study team also explored possible improvements to the main library. Two strategies emerged, each guided by set of service priorities defined in collaboration with library staff and by the fiscal parameters of funding available in current and projected reserves, and funding that would become available upon the expiration of the Sears Economic Development Area TIF in FY2015.

The less assertive strategy accomplishes the library's major service goals at an estimated cost that ranges between \$4.7 million and \$5.8 million. A more assertive strategy accomplishes all of the goals of the original strategy, but proposes a small expansion to the existing building in the interest of enhancing the utility of the interior space further. The estimated cost for this alternate strategy ranges from \$8.0 million to \$9.2 million.

4.3. Recommendations and next steps

Based on the findings reported here, the Library Planning Associates, Inc. / Engberg Anderson study team recommends the following:

- **Remodeling and improving the Barrington Area Library's present building – rather than deploying additional branch facilities – offers the most effective means of utilizing the library's capital resources**
- **The library board and staff should assess the alternate remodeling strategies presented here and determine which best fits with the library's available capital resources**
- **As the library board and staff comes to consensus regarding the preferred expansion strategy, a team of programmers and planners should be engaged to develop this conceptual plan into a detailed plan from which the renovations can be contracted**
- **The library management team should examine dispenser / vending technologies more closely to determine which product will best meet the library's needs and operational protocols and incorporate this product into the plans for an improved main library**
- **The same dispenser / vending product should be considered for deployment elsewhere in the district to improve patrons' access to library materials economically**

With these results, the library staff and trustees can evaluate renovation strategies, compare the projected costs against the increased funding that will become available upon the expiration of the Sears Economic Development Area TIF in FY2015, and assess which expansion strategy to pursue. As the preferred strategy emerges, the concept plan offered here should be further developed into a detailed plan. A building program statement should be developed detailing the spatial and environmental

parameters to be realized in a design. Sequencing of the project should be evaluated and described. Architectural plans should be developed based on the program. And from those architectural working drawings, bids for construction should be sought, and the project implemented.

The opportunity to re-imagine the Barrington Area Library's building, its services and operations raises the exciting prospect of re-thinking what a public library should be in the 21st century. Certainly, this theme recurred throughout the study team's interactions with library management staff and is implicit in the service priorities outlined as a guide for the conceptual plan. Advancing this project will offer Barrington and other area libraries a model for developing and deploying services in a modern setting.

APPENDIX A:
BRANCH OPERATING COST DETAIL

The branch operating cost model is presented in full on the following pages. For each of the branch types discussed in the report – full-service, digital, and hybrid – three costing scenarios are run. The first is based on a service schedule of 72 hours a week, the second on a schedule of 64 hours a week, and the third on a schedule of 54 hours a week.

FULL SERVICE BRANCH		VARIATION 1: 72 hours per week		
HOURS OF SERVICE PER WEEK	72	* each day open requires 1.0 added hour		
DAY \$ OF SERVICE PER WEEK*	7	for ops – 30 min to prep for opening,		
TOTAL HOURS TO STAFF PER WEEK	79	and 30 min to close up		
Operational parameters				
Full-time work week=	40 hours per week			
Three service desks-- cust service, reference, ys-- plus self-service troubleshooter				
Public service coverage				
Customer service: 1.50 staff for every 1.0 hr open		118.50 staff hrs/wk		
Self-service: 1.0 staff for every 1.0 hr open		79.00 staff hrs/wk		
Reference: 1.50 staff for every 1.0 hr open (1 @ desk, 0.5 roaming)		118.50 staff hrs/wk		
Youth: 1.25 staff for every 1.0 hr open (1 @ desk, 0.25 roaming)		98.75 staff hrs/wk		
Paging: 1.00 staff for every 1.5 hour open		52.67 staff hrs/wk		
Branch mgr works 1 hour on-desk / 3 hours off				
MLS librarian works 1 hour on-desk / 1 hour off				
Paraprofessional works 2 hours on-desk / 1 hour off				
Clerk works 2 hours on-desk / 1 hour off				
	On-desk	Off-desk	Total	Total FTE
Customer service				
Paraprofessional	59.25	29.63	88.88	2.22
Clerical	59.25	29.63	88.88	2.22
Self-service troubleshooting				
Clerical	79.00	39.50	118.50	2.96
Reference				
Branch manager	10.00	30.00	40.00	1.00
MLS librarian	108.50	108.50	217.00	5.43
Youth service				
MLS librarian	98.75	98.75	197.50	4.94
Page / shelving				
Page		52.67	52.67	1.32
TOTAL	414.75	388.67	803.42	20.09
Personnel costs		FTE	Unit cost	Total
Branch manager		1.00	\$ 73,570	\$ 73,570
MLS librarian		10.36	\$ 55,203	\$ 572,041
Paraprofessional		2.22	\$ 41,413	\$ 92,015
Clerical		5.18	\$ 31,075	\$ 161,104
Page / shelver		1.32	\$ 21,299	\$ 28,045
Direct staff costs				\$ 926,776
Benefits @ 30.0% of total				\$ 397,190
TOTAL PERSONNEL COSTS -- est 70% of total				\$ 1,323,965
OTHER OPERATING COSTS -- est 70% of total				\$ 567,414
TOTAL OPERATING COSTS				\$ 1,891,379

FULL SERVICE BRANCH		VARIATION 2: 64 hours per week		
HOURS OF SERVICE PER WEEK	64	* each day open requires 1.0 added hour		
DAY \$ OF SERVICE PER WEEK*	6	for ops – 30 min to prep for opening,		
TOTAL HOURS TO STAFF PER WEEK	70	and 30 min to close up		
Operational parameters				
Full-time work week=	40 hours per week			
Three service desks-- cust service, reference, ys-- plus self-service troubleshooter				
Public service coverage				
Customer service: 1.50 staff for every 1.0 hr open		105.00 staff hrs/wk		
Self-service: 1.0 staff for every 1.0 hr open		70.00 staff hrs/wk		
Reference: 1.50 staff for every 1.0 hr open (1 @ desk, 0.5 roaming)		105.00 staff hrs/wk		
Youth: 1.25 staff for every 1.0 hr open (1 @ desk, 0.25 roaming)		87.50 staff hrs/wk		
Paging: 1.00 staff for every 1.5 hour open		46.67 staff hrs/wk		
Branch mgr works 1 hour on-desk / 3 hours off				
MLS librarian works 1 hour on-desk / 1 hour off				
Paraprofessional works 2 hours on-desk / 1 hour off				
Clerk works 2 hours on-desk / 1 hour off				
	On-desk	Off-desk	Total	Total FTE
Customer service				
Paraprofessional	52.50	26.25	78.75	1.97
Clerical	52.50	26.25	78.75	1.97
Self-service troubleshooting				
Clerical	70.00	35.00	105.00	2.63
Reference				
Branch manager	10.00	30.00	40.00	1.00
Librarian	95.00	95.00	190.00	4.75
Youth service				
Librarian	87.50	87.50	175.00	4.38
Page / shelving				
Clerical		46.67	46.67	1.17
TOTAL	367.50	346.67	714.17	17.85
Personnel costs		FTE	Unit cost	Total
Branch manager		1.00	\$ 73,570	\$ 73,570
MLS librarian		9.13	\$ 55,203	\$ 503,727
Paraprofessional		1.97	\$ 41,413	\$ 81,532
Clerical		4.59	\$ 31,075	\$ 142,751
Page / shelver		1.17	\$ 21,299	\$ 24,851
Direct staff costs				\$ 826,431
Benefits @ 30.0% of total				\$ 354,185
TOTAL PERSONNEL COSTS -- est 70% of total				\$ 1,180,615
OTHER OPERATING COSTS -- est 70% of total				\$ 505,978
TOTAL OPERATING COSTS				\$ 1,686,593

FULL SERVICE BRANCH		VARIATION 3: 54 hours per week		
HOURS OF SERVICE PER WEEK	54	* each day open requires 1.0 added hour		
DAYS OF SERVICE PER WEEK*	6	for ops -- 30 min to prep for opening,		
TOTAL HOURS TO STAFF PER WEEK	60	and 30 min to close up		
Operational parameters				
Full-time work week =	40 hours per week			
Three service desks -- cust service, reference, ys -- plus self-service troubleshooter				
Public service coverage				
Customer service: 1.50 staff for every 1.0 hr open	90.00	staff hrs/wk		
Self-service: 1.0 staff for every 1.0 hr open	60.00	staff hrs/wk		
Reference: 1.50 staff for every 1.0 hr open (1 @ desk, 0.5 roaming)	90.00	staff hrs/wk		
Youth: 1.25 staff for every 1.0 hr open (1 @ desk, 0.25 roaming)	75.00	staff hrs/wk		
Paging: 1.00 staff for every 1.5 hour open	40.00	staff hrs/wk		
Branch mgr works 1 hour on-desk / 3 hours off				
MLS librarian works 1 hour on-desk / 1 hour off				
Paraprofessional works 2 hours on-desk / 1 hour off				
Clerk works 2 hours on-desk / 1 hour off				
	On-desk	Off-desk	Total	Total FTE
Customer service				
Paraprofessional	45.00	22.50	67.50	1.69
Clerical	45.00	22.50	67.50	1.69
Self-service troubleshooting				
Clerical	60.00	30.00	90.00	2.25
Reference				
Branch manager	10.00	30.00	40.00	1.00
Librarian	80.00	80.00	160.00	4.00
Youth service				
Librarian	75.00	75.00	150.00	3.75
Page / shelving				
Clerical		40.00	40.00	1.00
TOTAL	315.00	300.00	615.00	15.38
Personnel costs		FTE	Unit cost	Total
Branch manager		1.00	\$ 73,570	\$ 73,570
MLS librarian		7.75	\$ 55,203	\$ 427,823
Paraprofessional		1.69	\$ 41,413	\$ 69,884
Clerical		3.94	\$ 31,075	\$ 122,338
Page / shelver		1.00	\$ 21,299	\$ 21,299
Direct staff costs				\$ 714,935
Benefits @ 30.0% of total				\$ 306,401
TOTAL PERSONNEL COSTS -- est 70% of total				\$ 1,021,335
OTHER OPERATING COSTS -- est 70% of total				\$ 437,715
TOTAL OPERATING COSTS				\$ 1,459,050

DIGITAL BRANCH		VARIATION 1: 72 hours per week		
HOURS OF SERVICE PER WEEK	72	* each day open requires 1.0 added hour		
DAY \$ OF SERVICE PER WEEK*	7	for ops – 30 min to prep for opening,		
TOTAL HOURS TO STAFF PER WEEK	79	and 30 min to close up		
Operational parameters				
Full-time work week=	40 hours per week			
Three service desks-- cust service, reference, ys-- plus self-service troubleshooter				
Public service coverage				
Customer service: 1.25 staff for every 1.0 hr open		98.75 staff hrs/wk		
Self-service: 1.0 staff for every 1.0 hr open		79.00 staff hrs/wk		
Reference: 0.00 staff for every 1.0 hr open (1 @ desk, 0.5 roaming)		0.00 staff hrs/wk		
Youth: 0.00 staff for every 1.0 hr open (1 @ desk, 0.25 roaming)		0.00 staff hrs/wk		
Paging: 1.00 staff for every 1.5 hour open		52.67 staff hrs/wk		
Branch mgr works 1 hour on-desk / 3 hours off				
MLS librarian works 1 hour on-desk / 1 hour off				
Paraprofessional works 2 hours on-desk / 1 hour off				
Clerk works 2 hours on-desk / 1 hour off				
	On-desk	Off-desk	Total	Total FTE
Customer service				
Branch manager	10.00	30.00	40.00	1.00
Paraprofessional	49.38	24.69	74.06	1.85
Clerical	49.38	24.69	74.06	1.85
Self-service troubleshooting				
Clerical	79.00	39.50	118.50	2.96
Reference				
MLS librarian	0.00	0.00	0.00	0.00
Youth service				
MLS librarian	0.00	0.00	0.00	0.00
Page / shelving				
Page		52.67	52.67	1.32
TOTAL	177.75	141.55	319.30	7.98
Personnel costs		FTE	Unit cost	Total
Branch manager		1.00	\$ 73,570	\$ 73,570
MLS librarian		0.00	\$ 55,203	\$ -
Paraprofessional		1.85	\$ 41,413	\$ 76,679
Clerical		4.81	\$ 31,075	\$ 149,597
Page / shelver		1.32	\$ 21,299	\$ 28,045
Direct staff costs				\$ 327,891
Benefits @ 30.0% of total				\$ 140,525
TOTAL PERSONNEL COSTS -- est 70% of total				\$ 468,416
OTHER OPERATING COSTS -- est 70% of total				\$ 200,750
TOTAL OPERATING COSTS				\$ 669,166

DIGITAL BRANCH		VARIATION 2: 64 hours per week		
HOURS OF SERVICE PER WEEK	64	* each day open requires 1.0 added hour		
DAY \$ OF SERVICE PER WEEK*	6	for ops – 30 min to prep for opening,		
TOTAL HOURS TO STAFF PER WEEK	70	and 30 min to close up		
Operational parameters				
Full-time work week=	40 hours per week			
Three service desks-- cust service, reference, ys-- plus self-service troubleshooter				
Public service coverage				
Customer service: 1.25 staff for every 1.0 hr open		87.50 staff hrs/wk		
Self-service: 1.0 staff for every 1.0 hr open		70.00 staff hrs/wk		
Reference: 0.00 staff for every 1.0 hr open (1 @ desk, 0.5 roaming)		0.00 staff hrs/wk		
Youth: 0.00 staff for every 1.0 hr open (1 @ desk, 0.25 roaming)		0.00 staff hrs/wk		
Paging: 1.00 staff for every 1.5 hour open		46.67 staff hrs/wk		
Branch mgr works 1 hour on-desk / 3 hours off				
MLS librarian works 1 hour on-desk / 1 hour off				
Paraprofessional works 2 hours on-desk / 1 hour off				
Clerk works 2 hours on-desk / 1 hour off				
	On-desk	Off-desk	Total	Total FTE
Customer service				
Branch manager	10.00	30.00	40.00	1.00
Paraprofessional	43.75	21.88	65.63	1.64
Clerical	43.75	21.88	65.63	1.64
Self-service troubleshooting				
Clerical	70.00	35.00	105.00	2.63
Reference				
Librarian	0.00	0.00	0.00	0.00
Youth service				
Librarian	0.00	0.00	0.00	0.00
Page / shelving				
Clerical		46.67	46.67	1.17
TOTAL	157.50	125.42	282.92	7.07
Personnel costs		FTE	Unit cost	Total
Branch manager		1.00	\$ 73,570	\$ 73,570
MLS librarian		0.00	\$ 55,203	\$ -
Paraprofessional		1.64	\$ 41,413	\$ 67,943
Clerical		4.27	\$ 31,075	\$ 132,554
Page / shelver		1.17	\$ 21,299	\$ 24,851
Direct staff costs				\$ 298,918
Benefits @ 30.0% of total				\$ 128,108
TOTAL PERSONNEL COSTS -- est 70% of total				\$ 427,026
OTHER OPERATING COSTS -- est 70% of total				\$ 183,011
TOTAL OPERATING COSTS				\$ 610,037

DIGITAL BRANCH		VARIATION 3: 54 hours per week		
HOURS OF SERVICE PER WEEK	54	* each day open requires 1.0 added hour		
DAY \$ OF SERVICE PER WEEK*	6	for ops -- 30 min to prep for opening,		
TOTAL HOURS TO STAFF PER WEEK	60	and 30 min to close up		
Operational parameters				
Full-time work week =	40 hours per week			
Three service desks -- cust service, reference, ys -- plus self-service troubleshooter				
Public service coverage				
Customer service: 1.25 staff for every 1.0 hr open	75.00	staff hrs/wk		
Self-service: 1.0 staff for every 1.0 hr open	60.00	staff hrs/wk		
Reference: 0.00 staff for every 1.0 hr open (1 @ desk, 0.5 roaming)	0.00	staff hrs/wk		
Youth: 0.00 staff for every 1.0 hr open (1 @ desk, 0.25 roaming)	0.00	staff hrs/wk		
Paging: 1.00 staff for every 1.5 hour open	40.00	staff hrs/wk		
Branch mgr works 1 hour on-desk / 3 hours off				
MLS librarian works 1 hour on-desk / 1 hour off				
Paraprofessional works 2 hours on-desk / 1 hour off				
Clerk works 2 hours on-desk / 1 hour off				
	On-desk	Off-desk	Total	Total FTE
Customer service				
Branch manager	10.00	30.00	40.00	1.00
Paraprofessional	37.50	18.75	56.25	1.41
Clerical	37.50	18.75	56.25	1.41
Self-service troubleshooting				
Clerical	60.00	30.00	90.00	2.25
Reference				
Librarian	0.00	0.00	0.00	0.00
Youth service				
Librarian	0.00	0.00	0.00	0.00
Page / shelving				
Clerical		40.00	40.00	1.00
TOTAL	135.00	107.50	242.50	6.06
Personnel costs		FTE	Unit cost	Total
Branch manager		1.00	\$ 73,570	\$ 73,570
MLS librarian		0.00	\$ 55,203	\$ -
Paraprofessional		1.41	\$ 41,413	\$ 58,237
Clerical		3.66	\$ 31,075	\$ 113,618
Page / shelver		1.00	\$ 21,299	\$ 21,299
Direct staff costs				\$ 266,724
Benefits @ 30.0% of total				\$ 114,310
TOTAL PERSONNEL COSTS -- est 70% of total				\$ 381,034
OTHER OPERATING COSTS -- est 70% of total				\$ 163,300
TOTAL OPERATING COSTS				\$ 544,335

HYBRID BRANCH		VARIATION 1: 72 hours per week		
HOURS OF SERVICE PER WEEK	72	* each day open requires 1.0 added hour		
DAY \$ OF SERVICE PER WEEK*	7	for ops – 30 min to prep for opening,		
TOTAL HOURS TO STAFF PER WEEK	79	and 30 min to close up		
Operational parameters				
Full-time work week=	40 hours per week			
One service desk – cust service – plus self-service troubleshooter				
Public service coverage				
Customer service: 2.00 staff for every 1.0 hr open	158.00	staff hrs/wk		
Self-service: 1.0 staff for every 1.0 hr open	79.00	staff hrs/wk		
Reference: 0.75 staff for every 1.0 hr open (0 @ desk, 0.75 roaming)	59.25	staff hrs/wk		
Youth: 0.00 staff for every 1.0 hr open (1 @ desk, 0.25 roaming)	0.00	staff hrs/wk		
Paging: 1.00 staff for every 1.5 hour open	52.67	staff hrs/wk		
Branch mgr works 1 hour on-desk / 3 hours off				
MLS librarian works 1 hour on-desk / 1 hour off				
Paraprofessional works 2 hours on-desk / 1 hour off				
Clerk works 2 hours on-desk / 1 hour off				
	On-desk	Off-desk	Total	Total FTE
Customer service				
Branch manager	10.00	30.00	40.00	1.00
Paraprofessional	74.00	37.00	111.00	2.78
Clerical	74.00	37.00	111.00	2.78
Self-service troubleshooting				
Clerical	79.00	39.50	118.50	2.96
Reference				
MLS librarian	59.25	59.25	118.50	2.96
Youth service				
MLS librarian	0.00	0.00	0.00	0.00
Page / shelving				
Page		52.67	52.67	1.32
TOTAL	286.25	225.42	511.67	12.79
Personnel costs		FTE	Unit cost	Total
Branch manager		1.00	\$ 73,570	\$ 73,570
MLS librarian		2.96	\$ 55,203	\$ 163,539
Paraprofessional		2.78	\$ 41,413	\$ 114,921
Clerical		5.74	\$ 31,075	\$ 178,298
Page / shelver		1.32	\$ 21,299	\$ 28,045
Direct staff costs				\$ 558,368
Benefits @ 30.0% of total				\$ 239,301
TOTAL PERSONNEL COSTS -- est 70% of total				\$ 797,669
OTHER OPERATING COSTS -- est 70% of total				\$ 341,858
TOTAL OPERATING COSTS				\$ 1,139,527

HYBRID BRANCH		VARIATION 2: 64 hours per week		
HOURS OF SERVICE PER WEEK	64	* each day open requires 1.0 added hour		
DAY \$ OF SERVICE PER WEEK*	6	for ops – 30 min to prep for opening,		
TOTAL HOURS TO STAFF PER WEEK	70	and 30 min to close up		
Operational parameters				
Full-time work week=	40 hours per week			
One service desk – cust service – plus self-service troubleshooter				
Public service coverage				
Customer service: 2.00 staff for every 1.0 hr open	140.00	staff hrs/wk		
Self-service: 1.0 staff for every 1.0 hr open	70.00	staff hrs/wk		
Reference: 0.75 staff for every 1.0 hr open (0 @ desk, 0.75 roaming)	52.50	staff hrs/wk		
Youth: 0.00 staff for every 1.0 hr open (1 @ desk, 0.25 roaming)	0.00	staff hrs/wk		
Paging: 1.00 staff for every 1.5 hour open	46.67	staff hrs/wk		
Branch mgr works 1 hour on-desk / 3 hours off				
MLS librarian works 1 hour on-desk / 1 hour off				
Paraprofessional works 2 hours on-desk / 1 hour off				
Clerk works 2 hours on-desk / 1 hour off				
	On-desk	Off-desk	Total	Total FTE
Customer service				
Branch manager	10.00	30.00	40.00	1.00
Paraprofessional	65.00	32.50	97.50	2.44
Clerical	65.00	32.50	97.50	2.44
Self-service troubleshooting				
Clerical	70.00	35.00	105.00	2.63
Reference				
Librarian	52.50	52.50	105.00	2.63
Youth service				
Librarian	0.00	0.00	0.00	0.00
Page / shelving				
Clerical		46.67	46.67	1.17
TOTAL	252.50	199.17	451.67	11.29
Personnel costs		FTE	Unit cost	Total
Branch manager		1.00	\$ 73,570	\$ 73,570
MLS librarian		2.63	\$ 55,203	\$ 144,908
Paraprofessional		2.44	\$ 41,413	\$ 100,944
Clerical		5.06	\$ 31,075	\$ 157,317
Page / shelver		1.17	\$ 21,299	\$ 24,851
Direct staff costs				\$ 501,590
Benefits @ 30.0% of total				\$ 214,967
TOTAL PERSONNEL COSTS -- est 70% of total				\$ 716,557
OTHER OPERATING COSTS -- est 70% of total				\$ 307,096
TOTAL OPERATING COSTS				\$ 1,023,653

HYBRID BRANCH		VARIATION 3: 54 hours per week		
HOURS OF SERVICE PER WEEK	54	* each day open requires 1.0 added hour		
DAY \$ OF SERVICE PER WEEK*	6	for ops – 30 min to prep for opening,		
TOTAL HOURS TO STAFF PER WEEK	60	and 30 min to close up		
Operational parameters				
Full-time work week =	40 hours per week			
One service desk -- cust service -- plus self-service troubleshooter				
Public service coverage				
Customer service: 2.00 staff for every 1.0 hr open	120.00	staff hrs/wk		
Self-service: 1.0 staff for every 1.0 hr open	60.00	staff hrs/wk		
Reference: 0.75 staff for every 1.0 hr open (0 @ desk, 0.75 roaming)	45.00	staff hrs/wk		
Youth: 0.00 staff for every 1.0 hr open (1 @ desk, 0.25 roaming)	0.00	staff hrs/wk		
Paging: 1.00 staff for every 1.5 hour open	40.00	staff hrs/wk		
Branch mgr works 1 hour on-desk / 3 hours off				
MLS librarian works 1 hour on-desk / 1 hour off				
Paraprofessional works 2 hours on-desk / 1 hour off				
Clerk works 2 hours on-desk / 1 hour off				
	On-desk	Off-desk	Total	Total FTE
Customer service				
Branch manager	10.00	30.00	40.00	1.00
Paraprofessional	55.00	27.50	82.50	2.06
Clerical	55.00	27.50	82.50	2.06
Self-service troubleshooting				
Clerical	60.00	30.00	90.00	2.25
Reference				
Librarian	45.00	45.00	90.00	2.25
Youth service				
Librarian	0.00	0.00	0.00	0.00
Page / shelving				
Clerical		40.00	40.00	1.00
TOTAL	215.00	170.00	385.00	9.63
Personnel costs		FTE	Unit cost	Total
Branch manager		1.00	\$ 73,570	\$ 73,570
MLS librarian		2.25	\$ 55,203	\$ 124,207
Paraprofessional		2.06	\$ 41,413	\$ 85,414
Clerical		4.31	\$ 31,075	\$ 134,011
Page / shelver		1.00	\$ 21,299	\$ 21,299
Direct staff costs				\$ 438,501
Benefits @ 30.0% of total				\$ 187,929
TOTAL PERSONNEL COSTS -- est 70% of total				\$ 626,430
OTHER OPERATING COSTS -- est 70% of total				\$ 268,470
TOTAL OPERATING COSTS				\$ 894,900

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APPENDIX B: STAFF COMMENTARY

At the first sit visit, the study team made a presentation on library service trends to three groups of Barrington library staff. The presentation was intended as a jumping off point for a discussion of what constitutes a 21st century library. Four questions were put to each staff group:

- What should a 21st century library look like?
- What are 21st century library services?
- What building features make up a 21st century library?
- What existing library services should we abandon (or lessen) in a 21st century library?

The collected staff responses are summarized on the following pages.

What should a 21st century library look like?

GROUP 1

- Library should support ease of use – clear organization
- Information should be quickly and easily accessed
- No boundaries! The spaces and furniture should be mobile and be multi-purpose
- Less defined spaces and more versatile / reconfigurable areas
- Multi-use of spaces of varying sizes
- Develop an inside-outside space
- Create a sense of ownership with the patrons through art and expression
- Well lit and not cluttered
- Create a Midwest feel, not European or the coasts
- Balance quick and easy access with long stay patrons
- Develop an organic and comfortable library to encourage patrons to linger

GROUP 2

- Computers should be near the entry
- Library should focus on group spaces – especially at the computers
- Computer seat time should be longer to support people streaming information
- Incorporate a place to watch TV or online shows / movies
- Create different types of computing zones – information and entertainment / social media
- Incorporate video conferencing areas
- Increase library business services and have a small business center with copy / scan / etc. technology

GROUP 3

- Focus on sustainable design and features
- Design with purpose and aesthetics
- More natural light
- Use shelving that can be changed quickly and easily
- Incorporate personal art and self-expression
- Multiple creation stations – to create your own work
- Increased media tools available for check-out
- More video screens to display personal pictures / art / video
- Create opportunities for collaboration and interactivity
- Plug-In stations: check out digital media to personal devices

What are 21st century library services?

GROUP 1

- More electronic services, make them easier and faster access
- Website should offer more information and library service options
- Add a drive-up book drop and pick-up, include mail service at the drop-off
- Start a Mail-a-book program
- Allow patrons to add a personal touch through display and content creation
- The library should be a central hub for the community
- Teach more electronic services with face-to-face support for those technologies
- Drop the Dewey Decimal System and sort books by topic
- The library can be a tourist stop with community information
- Create multiple (small) staff outposts
- Programming is still essential; visits from authors and artists as well as educational events

GROUP 2

- Print your own books
- Stream media at the library and at home
- State of the art web site – easy to use and find stuff; book suggestions for individual users; register for events; my media mall
- Virtual branch
- Free e-books and the ability to use any technology platform
- Balance of technology and books in the library (not everyone likes digital)
- Locate computers near nonfiction or media
- The library as a destination with personalized services to the community

GROUP 3

- Accommodate patron technology
- Download and check out e-books
- More help to patrons with computer questions
- The library should be a meeting place for the community
- Information targeted on themes, either weekly or monthly
- Library service available 24/7 through lockers or media machine outside
- Get the library message out to the 25-35 year old community
- Target group areas for younger patrons and quiet areas for older patrons
- Zone the library by quiet and active
- Add group areas for 5-15 people
- Focus the design on organic or natural feel
- Add more outlets throughout the library

What building features make up a 21st century library?

GROUP 1

- Moveable furniture
- Hubs for WiFi – more business people are using the library
- Less CD and DVD
- More digital signage
- Add a small business center with current software and technology such as a printer, copier, scanner, etc.
- Green features are appealing
- Softer lines, escape the “grid”
- Touch down points (standing height) for staff that will allow for personal interaction with public

GROUP 2

- Increased access to power for personal devices
- The ambiance is warm and inviting
- Emphasis on comfort
- More seating
- More children’s program space
- Better area for teens / tweens
- Separate areas for groups and quiet time in the children’s area
- Face-out shelving
- Move new books closer to the entry
- Drive-through book drop and pick-up
- 24 hour service point at the central library (book lockers)
- Exterior media machine access
- Use third-party sources for media (red box)
- Video display with current events
- The library should appear as open as possible (glass / windows)
- Multiple creation stations are essential
- Better lighting
- Smaller staff desks

GROUP 3

- More digital display
- Place technology front and center
- Place more librarians at the entry
- Clear signage that promotes wayfinding
- A connection to the community
- The library should be a one-stop shop – fax, mail, copy, shipping, etc.
- Updated HVAC and lighting
- More approachable service desks
- Clean, no dingy
- Add support for business users
- Provide other amenities like a mailbox
- Aesthetically pleasing and functional
- Outdoor space for programming

- Reconfigurable shelving, more playful layouts in the stacks
- Arrange materials by genre
- Places for people within the collection zones
- Meeting rooms should have state of the art equipment
- More display spaces to show projects and patrons can have ownership
- Clean
- Updated rooms and public restrooms
- Indoor / outdoor space

What existing library services should we abandon (or lessen) in a 21st century library?

GROUP 1

- Less spine out and more face out
- All archives should be electronic
- Additional staff support for new technologies
- Reduction in reference materials but increase in terminals to access online resources

GROUP 2

- More the bookstacks so they do not look like soldiers
- Remove the heavy feeling of the building
- Fewer carrels, add power / data to the remaining ones
- Reduce the size of the reference desk
- Add areas for privacy

GROUP 3

- Magazines and newspapers
- The physical archive
- Children's nonfiction
- Less nonfiction in general
- The library should cross-train staff to answer questions about different departments; no more single staff positions

- New phone system with headsets
- Add security cameras
- Address the ADA issues with the current building
- Remove the bad lighting
- Remove the neutral colors
- Heavy traditional feeling

