

# **Needs Assessment and Space Utilization Recommendations**

## **Schreiner Memorial Library**

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# **Needs Assessment Schreiner Memorial Library**

# Executive Summary and Guide

The library is an attractive and well maintained community asset. The building's welcoming, human scale design is a community landmark. It is time, however, for a renewal of the building's functionality based on an evaluation of space requirements, customer service, layout, technology infrastructure, capacities, and workflow.

Together, the Library Board, staff, and library planner have identified a number of pressing public service and operational issues, including:

- Public computing resources are severely limited by space and infrastructure.
- Crowded conditions have reached a point of concern:
  - adult collection shelving is at or near capacity.
  - there are limited quiet study and reading venues.
  - the crowding detracts from the credibility of the quality of the services and collections.
  - a number of aisles and general customer circulation pathways fall short of minimum ADA (Americans With Disabilities Act) requirements.
- power distribution, data cabling distribution systems, and mechanical systems are badly in need of updating.
- library and community based programs exceed the space available.
- Important collections and services such as media and young adult need more space, higher visibility, and sense of identity.
- Public service desks and workspaces need to meet ADA requirements and support work-flow patterns.

The Library Board and staff have long recognized many of these concerns and, on a case-by-case basis, have sought to remediate specific issues by removing, adding, relocating, and/or changing the utilization of shelving, furnishings, and equipment. These efforts to make the best use of existing space are continuing in a separate planning document being prepared concurrently with this needs assessment.

This Needs Assessment, however, seeks to describe a more complete, long term resolution of these issues. The study begins with an introductory description of the library's service program. The study then addresses two broad issues. The first is an analysis of how the building enables or limits the effective and efficient provision, use, and enjoyment of the library's collections and services. The second part describes the minimum space required for the library's collections and services in the immediate future.

In summary, the existing library building has about 9,126 square feet, of which one-third or 2,939 square feet is on the basement level and of limited utility. Looking ahead to the immediate future of the next 20 years, the library should have a total of about 13,951 square feet. This modest growth proposal is needed to satisfy existing space shortfalls, allow for improved services, and to provide for moderate projected collection growth. Other peer Wisconsin communities such as Spring Green, Monroe, Mt. Horeb, Darlington, and Shullsburg, have identified a need for facility improvements and additional space to meet changes in library service patterns and community demands for library service.

It must be immediately recognized that the Schreiner Memorial Library is a well-run library service provider and highly regarded by its customers. Customer service by the library's staff receives high marks. The Schreiner Memorial Library is one of the best expressions of Lancaster's values and quality of life. Like the community's schools and churches, the Schreiner Memorial Library helps define the community. A re-investment in the public library is needed to ensure it remains vital and can meet the community's library service needs now and in the future.

# Library Profile

## General Profile

Community library service in Lancaster was first advocated by the Woman's Club of Lancaster in 1901. The Club's activism and financial support led to an ordinance in that same year to create a public library supported by municipal taxes. A second story room downtown at 205 West Maple Street was the library's first home, opening in 1902. The library was located at several other downtown locations before coming to Ryland Park and the former Ryland residence in 1911. A bequest by Miss Emma Schreiner in 1947, ultimately matched by the City, led to the demolition of the residence and the opening of a new library building in 1958. The library building was expanded to its current configuration in 1982, funded in great part by bequests.

The library's building is located at 113 West Elm Street. The building has about 9,126 gross square feet (gsf) on two floors; 6,187 gsf on the ground floor and 2,939 gsf on the basement level.

The Library is an administrative agency of the City of Lancaster and is governed by a Library Board of Trustees composed of 7 appointed members. Library staff includes 3 full-time and 2 part-time employees for about 3.75 full time equivalents or fte's. The Lancaster Public Library Foundation, a private, not-for-profit corporation, encourages and supports library activities.

The library is open for service Monday through Saturday for a total of 56 hours each week. The Schreiner Memorial Library provides service to the residents of Lancaster and, on a reciprocal basis, to other residents of Wisconsin.

At the end of calendar year 2004 the Library's collections included 25,510 books, 1,637 media items and 77 periodical subscriptions. Loans of these materials totaled 36,307 items. The library has 7 public access microcomputers, 5 with Internet access. Digital services include on-line catalog access, Internet access, general application software such as word processing, and a number of on-line databases/resources accessed through the State of Wisconsin's BadgerLink service.

Schreiner Memorial library provides a number of services directed to special populations and interests. Children's services include story and learning programs attended by over 2,300 participants in 2004. Teens are offered a unique collection of reading targeted to their interests. A large print collection is supported for those with limited vision. The library maintains special collections and services for local history and genealogical research. Home delivery is available for those unable to visit the library.

## Service Population

The service population the Schreiner Memorial Library can expect to serve in 2025 is one important element in developing an accurate space needs assessment. The service population includes both the projected municipal population and the projected number of other borrowers who also use the Schreiner Memorial Library.

### Lancaster Municipal Population

The only source of projected population growth for Lancaster is found in a study titled The Lancaster, Wisconsin Comprehensive Planning Program, prepared by Lancaster Plan Commission, January, 1999. That study offers three possible population growth scenarios through the year 2020: Low, Medium, and High. Those projections were developed by the Southwestern Wisconsin Regional Planning Commission.

### Lancaster Population Projections Southwestern Wisconsin Regional Planning Commission

	Low	Medium	High
2000	4,251	4,376	4,490
2005	4,281	4,468	4,639
2010	4,310	4,560	4,788
2015	4,340	4,652	4,937
2020	4,369	4,744	5,086

The Planning Commission's projections over-shot the Census count by some measure. A look at Lancaster's Census population over the last 30 years suggests a stable, constant population. For these reasons the needs assessment will utilize Lancaster's 2000 Census population as the 2025 projected municipal population.

### Historic and Projected Municipal Populations

Year	Lancaster	Grant County
<b>History</b>		
1960 Census	3,703	44,419
1970 Census	3,756	48,398
1980 Census	4,076	51,736
1990 Census	4,192	49,264
2000 Census	4,070	49,597
<b>Projections</b>		
2025 Consultant's Projection	4,070	

### **Total Service Population**

The service population of the Schreiner Memorial Library is more inclusive than the municipal population. The Library also provides service to the residents of rural Grant County residents and other Wisconsin residents with cards from their home library. The Wisconsin Division for Libraries, Technology, and Community Learning estimates that in 2003 these other potential borrowers total 1,814 or 44.6% of the municipal population. The needs assessment will use this estimate as both the 2000 and the 2025 nonresident borrower population.

### **Projected Service Population Schreiner Memorial Library**

<b>Year</b>	<b>2000</b>	<b>2025</b>
Municipal Population	4,070	4,070
Other Borrowers	1,814	1,814
<b>Service Population</b>	<b>5,884</b>	<b>5,884</b>

## Library Service Trend Data

	<b>Registered Borrowers Resident/Non Resident/Total</b>	<b>Operating Expenditures</b>	<b>Paid Employee FTEs</b>	<b>Customer Visits (gate count)</b>
2004	2,022 / 1,467 / 3,489	220,066	*3.25	24,993
2003	2,344 / 1,646 / 3,990	221,976	3.55	17,746
2002	2,120 / 1,487 / 3,607	173,790	3.5	Not available
2001	1,962 / 1,378 / 3,340	172,327	4.4	Not available
2000	1,751 / 1,242 / 2,933	139,684	3.4	Not available
1999	1,554 / 1,067 / 2,621	139,352	3.65	Not available
% Change	+30.1%/ +37.5%/ +33.1	+59.3%	-10.9%	+40.8%

	<b>Book Holding</b>	<b>Media Holdings (audio and video)</b>	<b>Materials in Electronic Format</b>	<b>Other Materials</b>	<b>Periodical Holdings</b>
2004	25,510	1,637	0	83	77
2003	28,803	824	0	93	76
2002	31,288	795	15	374	76
2001	27,462	695	14	300	76
2000	26,339	568	12	300	76
1999	25,653	538	12	300	78
% Change	- 0.5%	+204.3%	Deleted	-72.3%	-1.3%

	<b>Circulation</b>	<b>Total Public Computers</b>	<b>Public Computers with Internet Access</b>	<b>Reference Transactions</b>	<b>Annual Public Service Hours</b>
2004	36,307	6	4	1,753	2,704
2003	31,978	6	4	1,233	2,730
2002	29,733	5	5	Not reported	2,730
2001	28,230	6	4	Not reported	2,730
2000	27,845	6	4	Not reported	2,730
1999	31,579	5	3	Not reported	2,730
% Change	+41.5%	+20%	+42.2%		-0.1%

	<b>Total Programs/Attendance</b>
2004	174 / 2,807
2003	145 / 2,606
2002	77 / 2,827
2001	137 / 3,046
2000	137 / 3,046
1999	122 / 2,972
% Change	+42.6%/ -5.5%

\* The 2005 FTE level is 3.725

# Facility Effectiveness Evaluation

## Introduction

The purpose of the facility effectiveness evaluation is to identify needed improvements for effective customer service and efficient operation by staff. The notes are organized by major building and service issue. It is understood that the comments may appear to emphasize problems and focus on criticism because of the investigative nature of this portion of the needs assessment. These descriptions and observations of existing conditions are based on notes prepared by the consultant, members of the library staff, and the Trustees of the Schreiner Memorial Library

## Parking and Exterior Features

### Existing Conditions

- On-street parking is available in front of the library on Elm Street and on Jefferson Street.
- An on-site parking lot has 3 stalls, one of which is designated for handicapped customers.
- Parking lot lighting is activated by a motion detector.

### Board, Staff, and Planner's Comments/Observation

- Customers sometimes park on the grass when the parking lot is full.
- Exterior lighting is limited and dim for both the parking lot and grounds.
- The more green space the better.
- Feel current parking is adequate.
- There should be 2 handicapped and 4 staff stalls designated in the on-site parking lot.
- There is a need for additional, continuous lighting.
- Ambivalent about trading trees for pavement.
- On-site parking would help parents with young children.

## Physical Access and American With Disabilities Act (ADA) Compliance

### Existing Conditions and Board, Staff, and Planner's Comments/Observation

- Entry is at-grade, without threshold, and has a power assisted opener.
- The pathway from the parking lot is an accessible path.
- There is no accessible path from any of the on-street parking.
- Interior doors have all have door knobs and not required lever handles.
- Neither restroom meets important requirements of the Americans with Disabilities Act (ADA) such as an accessible path, wheelchair turning radius, height of fixtures, width of doors, stalls, height of toilet seat, mirror height, although some efforts (grab bars) have been made to respond to access issues. The sinks generally comply but need treatment of the exposed pipes below.
- There are many aisles or circulation paths that do not meet minimum requirements. There is not a single main circulation path in the building that meets the required 60" clearance. A number of general circulation paths do not offer a 36" clearance. None of the adult book collection shelving aisles meet the 36" ADA minimum.
- Neither service desk complies with accessibility requirements. No portion of the front desk is at an accessible height and neither desk provides a knee recess.
- A survey was not made for protruding objects.

## Restrooms

### Existing Conditions

- Men's and women's located near west entry.
- Both restrooms have a single stall.

### Board, Staff, and Planner's Comments/Observation

- Restrooms are not visible from staffed location.
- Neither restroom meets important requirements of the Americans with Disabilities Act (see preceding section).
- The number of fixtures are generally adequate but not during special programs when additional fixtures would be useful.
- Diaper changing stations should be added in both restrooms.
- There is no staff restroom.
- No hot water is available in either restroom.
- One respondent doesn't like that the light is always off when entering the restroom – could a motion sensor be used?

## Program Space

### Existing Conditions

- Library staff, foundation, and board meetings are currently held in the director's office at a four-place round table in less than 70 square feet.
- Children's programs are held in an open floor area of the children's department.

### Board, Staff, and Planner's Comments/Observation

- The director's office which is inadequate to the task of holding Board meetings. It is both too small and the heating/cooling system does not do a credible job in managing the cooling and ventilation load in that room.
- A space for board meetings would be helpful.
- When children's programs are held the lack of separation of the program area makes it difficult for other customers to concentrate.
- A multi-purpose meeting room is needed to provide for children's programs, other library programs, library board and foundation meetings. It could also be used for general community programs.
- Another meeting room would also benefit the city as a whole.
- There are other community meeting venues:
  - Youth and Ag Building, north and south rooms
  - Senior Citizen room
  - School meeting rooms (not specified)
- Could the library board meet in the basement if improved?
- A meeting room should allow or include:
  - use outside of general library hours
  - a counter with sink, refrigerator, microwave
  - closet for table/chair storage
  - media presentation capabilities and white board

## General Public Seating

### Existing Conditions

#### Adult Seating

- 12 table seats
- 3 casual seats
- 15 seats total

#### Children's Seating

- 12 table seats
- 8 casual seats
- 20 seats total

### Board, Staff, and Planner's Comments/Observation

- Some seating for children with their parents is desired.
- More casual reading seating by the periodical shelving would be useful for adult customers.
- Need to improve (diversify?) children's seating.
- Small study rooms – differing views on usefulness:
  - Pro: good for adult students at SWTC and UW Platteville, proctored testing, option for those bothered by noise.
  - Con: invites behavior problems.

## Collection Organization, Storage Capacity, and Display

### Existing Conditions

- The adult print collection shelving is organized in essentially a single linear progression from reference to non-fiction to fiction. Local history and genealogy materials are in a non-contiguous location. Current adult periodicals are not well displayed.
- Children's print materials follow a logical progression from picture books to easy readers to nonfiction and young adult.
- Adult and children's media materials are in an admixture of shelving and display types and locations.
- Shelving heights are broadly appropriate.
  - Adult shelving is at 60" and 82" primarily. Large print is at 42" requiring seniors to bend down to find any title.
  - Children's books range from 42" for picture books to 66" for J fiction, J nonfiction, and Young Adult. There is a range of 90" shelving with picture book nonfiction, new books and easy readers that take the books too high for younger readers.

### Board, Staff, and Planner's Comments/Observation

- Grouping and arrangement of collections is good.
- Separate genre shelving is preferred by some.
- Adult collection shelving is at capacity and should be expanded.
- Avoid using bottom shelves if possible, especially in the large print collection.
- Collection management efforts have increased, removing out-dated and seldom used items.
- Teen collection well conceived and utilized.
- Genealogy collection may have limited utility.

## Technology

### Existing Conditions

#### Public Computers

- 7 computer stations total
  - 6 adult
  - 1 children's

#### Other Technologies

- 2 microform reader/printers
- 1 public photocopier
- 1 enlarging viewer

### Board, Staff, and Planner's Comments/Observation

- Building built before microcomputers and networked systems were common-place so there is limited distribution of electrical power and cabling pathways throughout the building. This lack of electrical and electronic infrastructure limits the library's ability to implement new technology and public workstations. It has limited the locations where public workstations can be efficiently located.
- Layout and size of the computer stations offers little customer privacy.
- Stations should provide customers more space for their working papers and study materials.
- Computer use should be located and arranged to not interfere with other library users.
- The computers location near the service desk allows the staff to provide good customer support.
- Demand for computers sometimes causes lengthy waits for some customers to gain access to a computer.
- Lighting causes glare on computer monitors.
- Wire management is a problem at the public computer stations.
- Wireless access should be investigated.
- There is not an ADA accessible computer workstation.
- It is not obvious to customers which computer is the public catalog station.

## Public Service Desks, Staff Work Space, Storage

### Existing Conditions

- Two public service desks. The primary desk faces the front door to the south, the children's desk faces the children's department to the north.
- A single staff workroom with built-in counters and glazing to public floor divides the public sections of the library.
- Director's office is near to but separate from the staff workroom and public desks.
- Storage is very limited in the staff workroom. Primary storage is in the basement.

### Board, Staff, and Planner's Comments/Observation

- The public service desks and staff workstations are generally well located to provide service and supervision but when the library is operated by a single staff member at the children's desk her/his back is to the door.
- Extremely limited storage for working collections, supplies, parts, and equipment. Additional storage would also help keep an open and attractive environment.
- Long, narrow configuration of staff workroom an obstacle to work flow and flexibility.
- The workroom should limit public access to a degree and allow the staff to work privately on some occasions.
- Front desk too high for both customers and staff and does not comply with ADA requirements.

## **Lighting, Mechanical, Electrical, and Plumbing Systems**

### **Existing Conditions and Board, Staff, and Planner's Comments/Observation**

- Ambient lighting is generally good.
- Lighting fixture ballasts require frequent replacement.
- Replacement of lighting fixtures with modern electronic ballasts would see a quick pay-back in operating costs.
- The air conditioning equipment is at the end of its useful life and must be replaced.
- One comment suggests ceiling fans to help distribute heat and cooling.
- Programmable thermostats were installed just this fall.

## **Structure and Exterior Envelope**

### **Existing Conditions and Board, Staff, and Planner's Comments/Observation**

- Historic issues with ground water in basement.
- Building pre-dates modern window systems and thermal break methods that would offer a more energy efficient, "warmer" environment.
- Operable windows are desired.
- A concrete pad is needed outside the emergency exit.
- Building envelope is in general good repair.
- There are no readily visible structural concerns.

## **Interior Aesthetics, and Wayfinding**

### **Existing Conditions and Board, Staff, and Planner's Comments/Observation**

- Building's exterior is attractive and well regarded by the community. Any expansion or renovation should be respectful of the existing design concept.
- People like and appreciate the library's park setting.
- Interior finishes, carpet and paint, were up-dated in the last 5 years.
- There have been significant improvements in the library's organization and appearance in recent years due to the elimination of clutter and thoughtful layout improvements.

## **Additional, Expanded, or Expendable Services**

### **Board, Staff, and Planner's Comments/Observation**

- Could the basement be used to greater advantage?
- A room that could be used for children's programs would benefit all library users.
- A drive-up book return would be well used.
- More space and privacy for the Teen area would be useful.
- A door counter would provide good data.
- The restrooms could be more attractive.
- A limited signage system might be useful.
- A small on-going book sale area would increase revenue.

# Customer Survey

Customers entering the library February 1 through February 19 were asked to complete a survey concerning physical conditions at the library. The survey posed 11 questions dealing with facility, furnishings, layout, wayfinding, equipment, and access issues. 280 customers completed all or part of the questionnaire. The survey included the following questions (shown in condensed form).

**A. Please rate the following building characteristics:**

- 1. Parking: Safety, Lighting, Availability, Convenience
- 2. Restrooms: Inviting, Ease of Use
- 3. Seating: Comfort, Availability
- 4. Finding Books / AV: Signage, Height of Shelving, Shelving Aisle Width
- 5. Computers: Availability, Work Space, Privacy

**B. How useful would you find the following?**

- 6. Drive-up Book Drop
- 7. General Purpose Program Room for Library and Community Activities
- 8. Quiet Study Room

**C. Please Share Your Thoughts Regarding the Following.**

- 9. What do you like about the library building?
- 10. What do you dislike about the library building?
- 11. What new or improved building features or functions would you like in the library building?

**Part A**

The first six questions asked customers to rate as poor, not good, fair, good, or very good specific issues with the library’s parking, restrooms, seating, wayfinding, and computers. In broad terms the majority of customers gave the library good marks. Between 77.3% and 90.9% of those responding rated the issues on this portion of the survey as good or very good. Those rating the issues as not good or poor prioritized their concerns in the following manner.

**Per Cent of Poor and Not Good Responses, By Issue**

Issue	Per Cent
Parking	38.9%
Computers	31.3%
Wayfinding	20.6%
Restrooms	6.1%
Seating	3.1%

**Part B**

Questions 6, 7, and 8 asked customers to rate three potential improvements as not useful, useful, or very useful. The majority of those responding found the improvements as either useful or very useful.

**Per Cent of Useful and Very Useful Responses, By Issue**

Issue	Per Cent
Drive-up Book Drop	79.6%
General Purpose Program Room	76.1%
Quiet Study Rooms	73.2%

## **Part C**

The last three questions offered respondents the opportunity to make open-ended responses to very general questions regarding their over-all impression of the library building. Because the comments tended to follow common themes the comments have been summarized for the convenience of the reader.

### ***What do you like about the library building?***

- Nice/Comfortable/Pleasant/Clean/Light/Open/Inviting/Cozy atmosphere (98)
- Convenient/Pretty location (65)
- Friendly/Courteous/Knowledgeable Staff (45)
- Architecture/design/historical quality (13)
- Good books/DVD's/CD's/Audiobooks (12)
- Computers/internet access (10)
- The children's area/story time (10)
- The animals (7)
- Everything (6)
- Easy to find things/organized/well arranged (5)
- Good hours (3)
- It's free (2)
- Neat/not cluttered (2)
- Green space
- Place for band concerts
- Student art work
- Newspaper area
- I like it just the way it is

### ***What do you dislike about the library building?***

- Not enough parking/on-street parking not safe (17)
- Too small/crowded/need more room (13)
- Need more computers (9)
- Too noisy (5)
- Need computer privacy (5)
- Hours/want more weekend hours (5)
- Need more books/a-v (4)
- Need room for children's programs (3)
- Need signs (3)
- Don't like books on bottom shelves (3)
- No card catalog/hate computer catalog (3)
- Animal smells/stagnant air (3)
- Restroom too small (3)
- Need better lighting (3)
- Running water in aquarium (2)
- Need more teenage magazines
- Need couches
- Computer desks not ergonomic
- It's old
- Computer security
- Need back door entrance
- Need special drop off box for videos & cd's
- Lizards
- Dislike surveys!

***What new or improved building features or functions would you like to see in the library building?***

- More computers/more privacy for computers (24)
- Meeting room/community room (14)
- More videos (13)
- More parking/better parking (12)
- More books (8)
- More space (8)
- Drive up book drop (7)
- More audio books (5)
- Quiet study rooms (4)
- Better handicapped accessibility/wider aisles (4)
- Bigger restrooms/more restrooms (4)
- Diaper area (2)
- More color/more art work (2)
- Book club/book discussion group (2)
- Improved ladies' restroom (2)
- Better hand washing facilities (2)
- It's nice/wonderful the way it is (2)
- More magazines (2)
- More separate children's area
- Books off lower shelves
- Sunday hours
- Signs/Computer instructions
- Keep the current views
- Craft magazines
- More financial magazines
- More help using equipment
- Computer scanner
- Listening station to preview CD's
- Community museum addition
- More picnic tables
- Buy/sell craft room
- More seating
- Updated building
- Color copier
- A science area with microscope
- A more private area to ask questions of the librarian
- Possibly utilize the basement
- Private reading areas
- Don't ruin the surrounding lawn with a huge parking lot - please
- I trust the Board to make any future plans or renovations

# Minimum Space Requirements

## Introduction

The space needs process identifies a community's minimum library space requirements for a 20 year planning horizon. Minimum space requirements are developed using population projections, tested service standards, and nationally accepted space calculation formulas. The methodology is based on a space needs assessment process developed, revised, and published by the Wisconsin Division for Library Services. It is slightly modified as applied by the consultant. This methodology focuses on eight types of space utilization commonly found in public libraries:

- Collection Space
- User Seating
- Work Space
- Programming Space
- Computing Space
- Special Use Space
- Structure/Support Space
- Floor Plate Modifier

## Collection Size

### Historic Annual Collection Growth

The following table details collection activity during that period. The data also points-up important book collection management activity in the last 2 reporting years.

#### Actual Collection Growth

Year	Book/Serial Volumes		Media Items		Periodical Subscriptions	
	Volumes Held At End of Year	Net Change	Items Held At End of Year	Net Change	Subscriptions At End of Year	Net Change
2004	25,510	- 3,293	1,637	+ 813	77	+ 1
2003	28,803	- 2,485	824	+ 29	76	0
2002	31,288	+ 3,826	795	+ 100	76	0
2001	27,462	+ 1,123	695	+ 128	76	0
2000	26,339	+ 686	568	+ 30	76	- 2
1999	25,653		538		78	

### 2025 Projected Collection Growth

The library has regularly used the library standards developed and adopted by the Wisconsin Division for Libraries, Technology, and Community Learning as a point of evaluation and comparison. This study will use the mid-point of the moderate level of the proposed 4<sup>th</sup> Edition of those standards in estimating projected book and media collection sizes for the Schreiner Memorial Library. The entry level of the moderate range is used in calculating the periodical holdings.

#### Projected Collection Holdings

Collection	Rate *	Projected Population	Projected Holdings
Books	8.4 volumes per capita	4,070	34,188 volumes
Audio Recordings	0.375 items per capita	4,070	1,526 items
Video Recordings	0.55 items per capita	4,070	2,238 items
Periodical Titles	24.3 titles per 1,000 population	4,070	99 titles

\* Municipal Population Standards, Draft 4<sup>th</sup> Edition, Mid-Point for the Moderate Level Range, Wisconsin Division for Libraries, Technology, and Community Learning

## Public Computing

The digital format has become the preferred form for many customers seeking specific pieces of information, accessing digital information sources, and for preparing information to be shared with others. On-line databases, web access, and sophisticated on-line catalogs are all important components of today's library service program. On-line databases and CD ROM technology got their start in libraries over 30 years ago, long before meeting common acceptance.

Public libraries are the technology access point for many in the community. Even with the falling cost of technology, the public library will continue to be the one source for data applications for many residents. For those with their own equipment and access to technology, the public library will continue to be the provider of electronic services not easily or cost effectively accessed by individuals. The trend to fee-based access for Internet resources will accelerate in years to come.

A good method for estimating the number of workstations that are needed is to provide one workstation for every 10 to 15 persons who enter the library daily. Both the library's gate count and computer usage increased significantly in 2004. In 2004 24,993 customers entered the library and 5,802 of them used a computer. Computer use increased 67% in 2004 over the previous year.

Looking to the future, it is likely that average daily door count will increase for a number of reasons. Influences that will lead to an increased door count include the provision of additional public computers and physical improvements and/or expansion of the library building. Across the board, library use permanently increases when there are significant improvements made to a library's building. Applying a modest 25% increase in daily customers expected over the course of the next 20 years suggests an average daily door count of about 128 compared to the 2004 rate of 102.

Currently the library has 5 public use Internet computers and that is not enough to meet demand. Allowing one computer for every 10 to 15 customers entering the building suggests providing between 9 and 13 public computer workstations. This study will recommend planning space for 10 public Internet computers.

## Program Spaces

Public libraries commonly provide spaces to support the Library's programming for children, adults, and other needs of the community. The library has an active schedule of programs with typically 140 to 150 programs a year and attendance of between 2,000 and 3,000 participants. To provide for library programs a general purpose program room to seat 50 is recommended.

## General User Seating

Projected user seating calculations are based on a sliding scale of seats per thousand population. The scale was developed by the State of Wisconsin following studies of actual public libraries and their use by patrons.

Population	Seats per 1,000 Population
1,000	22.50
2,500	14.25
5,000	10.00
10,000	7.00
25,000	4.50
50,000	3.00
100,000	2.25

The scale suggests that 11.7 seats be allocated for every 1,000 population of the projected municipal population of 4,070 persons or 48 seats.

Library seating is typically offered in a wide variety of formats such as study chairs, task chairs, stools, and lounge chairs to reflect the different types of library users and their seating preferences. Each of those seating types has a different space requirement. In the Needs Assessment an average space requirement of 30 square feet per seat is used.

## Staff Work Spaces

Staff work space is critical to an effective and efficient public library. Work space is a productivity issue, not a luxury. Staff work space includes both public service areas such as the check-out desk and workroom space where staff completes its on-going responsibilities such as cataloging materials, physically processing the items for the shelf, and processing interlibrary loans.

The number of workstations is not in a one to one relationship to the number of staff. The number of workstations represents how many places where work takes place, not the number of staff. By example, while there may be only one person using a wood shop, there are many workstations: table saw, workbench, lathe, and/or drill press, each with a specific, dedicated purpose.

<b>Staff Workstations</b>		
<b>Location</b>	<b>Existing</b>	<b>Projected</b>
<b>Public Service Desks</b>		
Circulation Desk	1	1
Youth Public Service Desk	1	1
Subtotal	2	2
<b>Workrooms/Offices</b>		
Receiving / Processing	0	1
Project Station	0	1
Children's	0	1
Technical Services and Interlibrary Loan	1	1
General Purpose	1	2
Director	1	1
Subtotal	3	7
<b>Total</b>	<b>5</b>	<b>9</b>

## Special Use Space

Special use space is an umbrella term that encompasses a variety of public and staff spaces not covered by the preceding broad categories. Examples of special use space include pamphlet files, staff break room, displays, and storage space. The specific space requirements for these uses should be detailed in the building program document. For the purpose of the space needs assessment, special use space may be expressed as 15% of the preceding spatial needs.

## Structure and Support Space

Structure and support space includes areas of the building that are of common utility and do not serve a specific library purpose. Structure and support space is sometimes referred to as architectural or unassigned space. Examples of structure and support space include the entry and foyer, restrooms, general aisle space throughout the building, stairs, elevators, mechanical systems, and even walls and partitions. An all new, single story library typically requires between 25% and 30% of the gross building area for structure and support space.

When considering the expansion of an existing library it is prudent to allocate 30% for structure and support space requirements. In expansion projects the joining together of new and old typically requires more general circulation space (hallways, aisles, stairs) and space for mechanical systems (plumbing, heating, cooling, ventilation equipment) and their chases (pathways for ducts and piping) than all new construction.

This need is especially true for a building such as the Schreiner Memorial Library in which the general circulation pathways, aisles, and clearances do not provide the minimum clearances required by the Americans With Disabilities Act. In this sense the building is in a space deficit and must make-up ground in addition to providing for improved services or functions.

### **Floor Plate Modifier**

The existing building has one-third of its space located in the basement; a total of 9,126 gross square feet, 6,187 square feet on the ground floor and 2,939 square feet in the basement. Without windows, elevator, two means of egress, and limited floor to floor heights the basement is well suited for storage and mechanical systems but of limited other utility.

Typically public libraries allocate about 15% of their total building size for mechanical systems, electrical service, and storage. This means that when considering total space requirements for the Schreiner Memorial Library we must add the caveat that at least 85% of the projected need be located on the ground floor.

# 2025 Minimum Space Needs Calculations

Space Use Category	Space Requirement										
<b>Collection Space</b> 34,188 book volumes x .10 = 3,419 sf 3,764 media items x .10 = 377 sf 99 current periodicals x 1.3 = 129 sf 99 back issue periodicals x 3 years average x .66 = 196 sf	<b>4,121 sf</b>										
<b>General User Seating</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Population</th> <th>Seats per 1,000 Pop.</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1,000</td> <td style="text-align: center;">22.50</td> </tr> <tr> <td style="text-align: center;">2,500</td> <td style="text-align: center;">14.25</td> </tr> <tr> <td style="text-align: center;">5,000</td> <td style="text-align: center;">10.00</td> </tr> <tr> <td style="text-align: center;">10,000</td> <td style="text-align: center;">7.00</td> </tr> </tbody> </table> 11.7 seats/1,000 x 4.07 K pop = 48 seats x 30 sf/seat = 1,440 sf	Population	Seats per 1,000 Pop.	1,000	22.50	2,500	14.25	5,000	10.00	10,000	7.00	<b>1,440 sf</b>
Population	Seats per 1,000 Pop.										
1,000	22.50										
2,500	14.25										
5,000	10.00										
10,000	7.00										
<b>Public Computer Workstations</b> 10 computers x 40 sf/workstation = 400 sf	<b>400 sf</b>										
<b>Staff Work Space</b> 9 workstations x 125 sf = 1,125 sf	<b>1,125 sf</b>										
<b>Program Space</b> 50 seats x 12 sf = 600 sf + presenter, service counter, storage = 200 sf	<b>800 sf</b>										
<b>Special Use Space</b> 15% of subtotal of above 7,886	<b>1,183 sf</b>										
<b>Structure/Support Space</b> At 30% of gross space requirement	<b>3,887 sf</b>										
<b>Total Gross Space Requirement</b>	<b>12,956 sf</b>										
<b>Floor Plate Modifier</b> 85% minimum on the ground floor: 85% of 12,956 sf = 11,012 sf plus existing basement of 2,939 sf = 13,951 sf	<b>13,951 sf</b>										
<b>Summary - Area By Floor Plate</b> <b>At Grade</b> Existing Space to be Renovated New Construction <b>Basement</b> <b>Total</b>	<b>6,187 sf</b> <b>4,825 sf</b> <u><b>2,939 sf</b></u> <b>13,951 sf</b>										

# Other Issues and Planning Considerations

## Project Costs

Before any meaningful estimate of probable project costs can be developed numerous planning activities must be completed. A building program document is needed to provide a complete description of the library's service and operational requirements. The building program details each functional area of the library such as the children's department, the technology center, adult collections and study areas, program room, and staff work spaces. The program provides the information the architect needs to appropriately shape and detail the physical envelope and infrastructure needed to support the library's activities.

As an expansion/renovation project, the project architects and engineers will need to conduct a thorough examination of the existing building's structural, electrical, plumbing, and mechanical systems. By example, at this early stage we know the air conditioning equipment needs replacement but not how the new equipment will need to be sized or how it might need to work in the context of a larger, reconfigured building. We also know the aisles in the adult stacks do not meet accessibility requirements but we don't know what structural impediments may limit our ability to remediate that condition. Similarly, accessibility issues with the restrooms will need to be considered in conjunction with the ultimate building plan. Until that time it is not known whether it would be most efficient for them to be renovated or entirely replaced.

Both of those planning activities are necessary to allow the architects to develop a schematic design and an outline of specifications. All of these steps are prerequisites to developing a project budget.

It is also useful to discuss the concept of total project costs. It is readily understood that a major cost component of the project is the actual cost of construction, both for new construction as well as the renovation of existing spaces. However, there are other costs in addition to construction that will contribute to the project's total budget. These other costs may include architect and engineering fees, furnishings, moveable equipment, computer cabling, site survey, testing (examples: soils, concrete), permits, plan sets and specifications for bidders, legal and financial consultants for the sale of bonds, and temporary relocation of library services.

## Additional Planning Phases

The space and service requirements developed in the needs assessment process are preliminary estimates that must be refined through successive planning phases. The following is a broad description of planning needed to take the project into the construction phase. A library consultant frequently assists libraries in the programming, architect selection, and pre-funding design phases.

### Community Planning Approvals

Very early in the process the library will need to secure conceptual approvals from the City and the Parks Board to expand the library at its existing location.

### Building Program

The building program is a comprehensive, detailed, written description of the proposed library facility. The program is both a narrative and quantitative summary of the building required to support the library's service and operational requirements. The building program specifies the size, furnishings, finishes, security, equipment, amenities, technology and communication applications, functional relationships, electrical and

mechanical needs, and lighting required for every functional area of the library. The building program document becomes the library's initial written instructions for the project's architectural team.

The building program describes in detail such issues as how to provide for effective work flow, patron wayfinding, seating options, collection display and shelving, technology stations, spaces for library programs, and service to important customer groups such as seniors, young adults, and children. Careful zoning of activities within the library is also an important issue because the library has to meet the individual expectations of a diverse clientele. Libraries must provide a welcoming environment for active preschoolers and their parents, middle school students working on a group project, as well as seniors who come to research their investments.

Active participation of the Library Board, library staff, and library customers in the planning process is crucial in discovering the full range of service and operational requirements for the proposed building. Library Board and staff concerns are identified through a series of on-site planning sessions, worksheets, and working drafts. Customer concerns should be actively solicited with patrons of all ages and interests included in the planning.

Time Required:                    approximately 4 months

### **Architect Selection**

Selection of an architectural firm in which the library and community have trust and confidence is important; specially important when considering an addition to an architecturally significant existing building. Architectural planning for is often divided into two phases: preliminary design or pre-funding planning and, after funding for the project has been obtained, the completion of the architectural process. Typically the selection process would include several steps:

- Development and Board approval of a Request for Qualifications document used to solicit proposals from architectural firms.
- Review of architectural firm submittals received in response to the RFQ. The Board will select a short-list of firms from these submittals for personal interviews.
- Personal interviews of 3 or 4 firms. The Board selects a preferred firm for contract negotiation.
- Contract negotiation and Board approval of the final contract.

Time Required:                    approximately 3 months (may overlap with building program phase)

### **Design Process**

Architectural work is frequently broken into two phases, pre-funding and post-funding, to limit initial expense for the library. In the pre-funding phase the architect develops the building plans only far enough to determine the building's position on the site, the preliminary design of the building, the size of the building, the internal layout of major spaces, and a cost estimate. This is the information the library needs to take the project forward for community approval. In architectural terms this is partial completion of the schematic design phase.

The post-funding phase is only initiated after full funding has been secured for the project. In this phase the architect develops the detailed plans and specifications to actually build the building.

Time Required:                    Pre-funding Design - approximately 4 to 5 months

**Community Campaign**

Time must be provided for the library to mount a bond campaign, a capital improvement levy campaign, and/or a private giving campaign. The methods and time required for such campaigns vary widely depending on the course(s) selected and the methods employed. By example, a professional fund-raiser may be retained.

Time Required:                   private fundraising if desired approximately 6 months  
  bond campaign approximately 3 months

**Post-Funding Design**

The detailed construction plans and specifications are developed. The project is bid and contracts awarded.

Time Required:                   approximately 4 or 5 months

# **Space Utilization Issues and Recommendations**

## Space Utilization Issues

Concurrent with the needs assessment process, the library sought to identify those building, furnishings, and equipment concerns that should be resolved in the near-term. To be appropriate for near-term remedy the problems identified in the needs assessment and their resolution had to meet certain criteria:

- Resolve an urgent or vexing problem
- Relative permanence or transferability
- Ability to fit within the existing building
- Not require bonding to finance

One significant delimiter of short-term solutions is the lack of space in the existing building. In analyzing the building the consultant measured and located all furnishings, equipment, aisles, entries. Collection shelving is nearing capacity despite having been recently thoroughly weeded or culled. The number of seats, computer stations, and staff workstations were documented.

The lack of discretionary space is so complete that a number of shelving aisles and even general circulation aisles do not meet accessibility requirements. The organization of the staff, the cleanliness of the building's design, and the large windows help to keep the building's crowded condition from feeling overwhelming. In summary it can be said that the Schreiner Public Library is full.

One area of the building in which there remains some discretionary space is the basement. The basement is currently used for mechanical systems and storage, its highest and best use. It would not be appropriate to consider the basement for public or staff general occupancy for a number of reasons. It is not accessible and an elevator would absolutely be required if either staff or the public made regular use of the space. A second means of egress would likely be required by life-safety codes if occupied. The space is not finished in any manner. The walls and floor are unfinished concrete. The ceiling has exposed joists. The floor-to-floor dimension is not high enough for indirect lighting. There are no windows. With staff frequently operating the library alone it would not be possible for staff offices to be located in the basement and the staff be able to supervise the main floor. Making the space ready for occupancy would cost virtually if not literally as much as new, at-grade construction and people would still feel like they were in a basement.

Ultimately, two issues were identified as potentially appropriate for short-term fixes.

### **1. Re-configuring a staff workstation.**

When the children's librarian staff's the library by herself it is efficient for her to work on her regular tasks at the children's service desk. That desk, however, positions her so that her back is to the front door. If the side counter of the children's service desk were modified to allow the librarian to sit facing west, the children's librarian would be able to conduct her work and also notice people entering the library or standing at the circulation desk seeking assistance.

Positioning the staff at the front desk might also have been a solution except that the front desk wasn't designed for extended sitting and working. The entire desk should be replaced because it does not meet the basic requirements of the Americans With Disabilities Act. However, the cost of replacing the desk is large enough and the potential need to relocate or replace the desk in any library expansion/renovation project high enough to make that an uninviting option.

### **2. Replacing all existing public computer workstations and increasing their number.**

The demand for public computer stations frequently outpaces the supply. Customers often must wait to use the equipment or leave because they are unable to wait. The adult public computers are currently located on traditional study tables. The tables do not provide enough space or privacy for customers. The tables do not offer any means for many the many cables and cords that snake

across the floor. It is possible to purchase new computer stations that resolve the service problems as well as are able to be moved and/or reconfigured to reflect any change in the library's floor plan.

## **Recommendations**

### **Staff Workstation**

This problem can be resolved through the careful ministrations of an expert area mill worker making modifications to the children's desk side counter.

### **Computer Workstations**

#### **PowerComm Workstations**

After reviewing the market place and considering 6 lines of computer workstations it is recommended that PowerComm by KI be selected for use by the library. KI is an industry leader in business and civic furnishings. The PowerComm product is specially suited for Schreiner Memorial's project because it is UL listed to carry power within its frame after being fed from the existing floor boxes, avoiding a tangle of cords. PowerComm has been well received by the library community nationally and will be serviceable and flexible in the years to come.

#### **Workstation Layout**

The 6 existing adult computers at the 2 study tables can be replaced in their current location by the PowerComm stations. The new workstations use less space, eliminate the many cables on the floor, create a more pleasing aesthetic, and provide a platform for future technology applications. More workstations cannot be added at that location and meet ADA requirements for general circulation. Other configurations were tried without success such as single rows of workstations and groupings of stations that turned 90 degrees. The library's floor plan and the pressures of growing collections and services limit the layout opportunities for public computer workstations.

3 additional computer workstations can also be located along the east wall of the staff workroom where the study carrels and microform equipment are now located. In order to maintain a single microform station on the public floor it will need to remain in its present location.

Other layout alternatives were considered. One alternative involved removing the 2 sections of single-faced, wall mounted shelving by the photocopier and relocating the microform stations there. To find space for the reference materials on those shelves would also require either adding another double-faced shelving section at the end of each of the next 2 shelving ranges or replacing those ranges with taller shelving. This would both further congest that part of the library and block some the natural light from the east windows. Also it would locate the microform screens next to the window which never pleases customers using that equipment.

A simple plan drawing of the computer stations layout and isometric images of the stations are provided on the following pages.