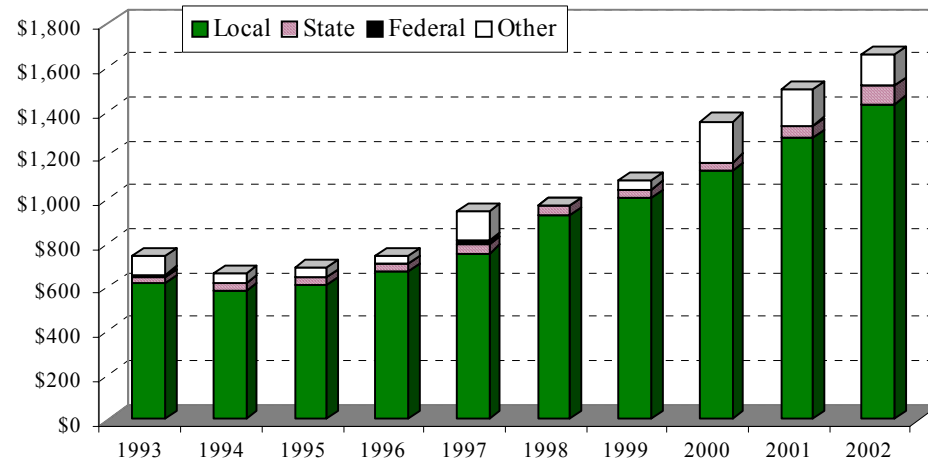


2.5.3 Revenues and expenditures

Since 1997, revenues have typically increased annually for the Plainfield Public Library, growing from \$947,000+ to over \$2.4 million in 2006 – an overall increase of 162% over the period (see Figure 2(5), below). On average, over the last ten years, the library has realized an annual revenue increase of 85.8%. Even so, revenue per capita has decreased during this period, from \$5.63 in 1997 to \$4.21 in 2006, an indication that revenue growth has not kept pace with population growth.

The relative balance among revenue categories – local, state, federal, and “other” sources of income – has shifted subtly as the overall budget has increased.

FIGURE 2(5)
REVENUES BY SOURCE

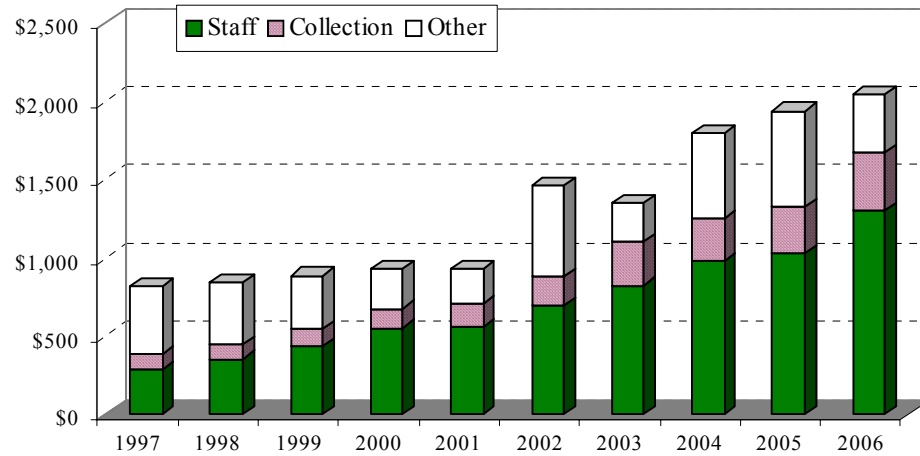


On average over the last ten years, local tax fund sources have accounted for roughly 85.5%% of total income for the library, ranging from a high of 95.8% to a low of 79.7%. State tax fund sources have accounted for 3.8% of total income. Federal sources accounted for less than 1%. And “other” sources have averaged 9.9% of total funding, ranging from a high of 15.1% to a low of 0%.

Revenue growth has generally kept pace with the growth in expenditures. Operating expenditures have grown from \$814,000+ in 1997 to just over \$2.0 million in 2007 (see Figure 2(6), next page). Total operating expenditures declined in one year during this period – 2003 – which was the only year in the period when the library’s revenue fell short of operating expenditures. Expenditures per capita have averaged \$40.06 over the last ten years, ranging from a low of \$22.30 in 2001 to a high of \$50.31 in 1998. Materials expenditures per capita have averaged \$5.76, ranging from a low of \$3.70 in 2001 to a high of \$6.62 in 2000. Note that the lowest results for overall expenditure per capita and material expenditure per capita occurred in 2001, when the results of the 2000 census were reported and the library’s service population spiked from 18,885 to 41,843.

During this period, expenditure categories have varied as a share of total expenditures within the operating budget. Personnel costs have represented, on average, 52.4% of total expenditures. That share has ranged from a low of 34.6% in 1997 to a high of 64.7% in 2007. Expenditures for library materials have averaged 14.8% of total operating expenditures over the last ten years, ranging from a low of 11.17% in 1998 to a high of 20.5% in 2003. In general, the library’s commitment to materials expenditures have been higher during the last five years of this period (averaging 16.3% of total operating expenditures) than

FIGURE 2(6)
EXPENDITURES BY TYPE



was the case in the first five years of the period (when materials expenditures averaged 13.2% of total operating expenditures).

2.6 *COMPARATIVE BENCHMARKS PROVIDE A PERSPECTIVE FOR ASSESSING LIBRARY SERVICE*

In cooperation with state library agency data coordinators across the country, the National Center for Education Statistics assembles annual report data from every public library into a combined database of public library use statistics. The most recently issued database includes public library annual report data for 2003. A complete summary of this analysis is presented in Appendix B.

This database was used to draw several comparative samples to establish library service benchmarks or “norms” for assessing the current status of the library service at Plainfield and projecting potential service goals.

- All Chicago metropolitan area libraries (n=148)
- All public libraries in Illinois (n=629)
- All public libraries in the region – defining “region” as Illinois and all of the states that touch Illinois (n=2,070)

- Chicago metropolitan libraries serving 25,000 to 50,000 population (n=34)
- Illinois public libraries serving 25,000 to 50,000 population (n=67)
- Public libraries in the region serving 25,000 to 50,000 population (n=179)
- Public libraries nationwide serving 25,000 to 50,000 population (n=935)

- Public libraries in the metro area serving 100,000 to 200,000

- population (n=5)
- Public libraries in Illinois serving 100,000 to 200,000 population (n=8)
- Public libraries in the region serving 100,000 to 200,000 population (n=25)
- Public libraries nationwide serving 100,000 to 200,000 population (n=268)
- Public libraries nationwide serving 120,000 to 130,000 population (n=44)

The first three samples provide a baseline summary of three broad peer groups captured at a successively broader geographic context – libraries in the Chicago metro area, at the state level, and at the regional level. These comparatives are provided largely for information. Their utility is limited owing to the great diversity within the sample population.

The next four samples are more narrowly drawn. Like the first group of sample populations, these samples are constructed to capture a successively larger geographic grouping – in the metro area, at the state level, and the regional level, but adding a sample drawn at the national level. These four are more narrowly drawn by including only those libraries that serve a population of 25,000 to 50,000, effectively bracketing the library’s reported population at the time this data set was gathered. The same bracketing range was used for all for samples, the better to facilitate the comparison of results from one geographic level to the next, even though the nationwide sample wound up including almost 1,000 libraries.

Another four samples are drawn to bracket the library's *projected* service population. These will be examined more closely in Part 4; in support of the discussion of future library service goals. In succession, these gather together all of the libraries in the metro area, at the state level, in the region, and nationwide serving 100,000 to 200,000 population.

Finally, one additional national sample was drawn – public libraries serving 120,000 to 130,000 – in an attempt to provide a comparative snapshot of libraries that are even more narrowly drawn to resemble the Plainfield Public Library's projected service population. Samples based on this most narrowly-drawn cohort were not attempted for the more narrower geographic subsets because the resulting samples would have included too few subjects to analyze.

(Note that the metro area sample and the state level sample of libraries serving 100,000 to 200,000 include all of five libraries and eight libraries respectively. The small number of subjects in these two data sets similarly limits the utility of the analysis of these samples.)

To gain a perspective on the current level of library service in Plainfield using the NCES data, the following observations are made:

- *The relationship of the subject library to the rest of the sample is crucial to the interpretation of the comparative result. "Gross" or overall measures of library service (total collection size, total circulation, total staffing) tend to follow the population of the library's service jurisdiction. Generally, a library's total holdings, circulation, staffing and funding grows as a library's population*

grows. If in comparison with a given sample, a library's population falls at or about the median of the sample, one would expect that the library's total holdings, circulation, and the like will also tend to fall at or near the sample median. If the library's population falls at the upper quartile, these other measures of overall / total service should tend to fall toward the upper quartile of the sample.

With this in mind, note the following percentile ranks for Plainfield on the measure of service population in the context of these "current peer" samples:

- Illinois libraries serving 25,000 to 50,000 population – 81st percentile
 - Libraries in the region serving 25,000 to 50,000 population – 84th percentile
 - Libraries nationwide serving 25,000 to 50,000 population – 22nd percentile
- *Ordinarily, the library's gross measures of service with regard to collections would be expected to fall in the vicinity of the 81st percentile against Illinois libraries serving 25,000 to 50,000 population. In fact, the library's reported collection holdings place it well below expected levels in comparison with this peer group. The library's book collection places it at the 10th percentile against Illinois libraries serving 25,000 to 50,000 population. It's magazine collection places it at the 34th percentile. And it's audio recording and video recording collection place the library at the 6th and 21st percentiles respectively*

- *Against its current peer group among libraries in the geographic region – those serving 25,000 to 50,000 population – Plainfield compares more favorably, although still well below “expected” levels.* Against this peer group, the library’s population ranks it at the 84th percentile. The book collection places it at the 20th percentile. The magazine collection places it at the 49th percentile. The library’s audio recording inventory places Plainfield at the 12th percentile, and the video recording inventory places Plainfield at the 25th percentile in the context of this peer sample group.
- *Against public libraries nationwide serving 25,000 to 50,000 population, a somewhat different picture emerges.* While Plainfield’s results place it at a lower-than-expected level against this sample group, too, a pattern emerges – as the geographic delimiter zooms out from the state to the region to a national perspective, the library’s comparison improves. Against this sample population, the library’s population places it at the 79th percentile. Its book collection places the library at the 30th percentile. The magazine collection places it at the 67th percentile. And the audio and video collections fall at the 26th and 42nd percentiles.
- *Use levels at the Plainfield Public Library generally compare more favorably than measures of inventory.* In comparison with the library’s state peers, population ranks at the 81st percentile, while circulation ranks at the 48th percentile. In comparison with regional peers, population ranks at the 84th percentile, while total

circulation ranks at the 57th percentile. In comparison with national peers, population ranks at the 79th percentile, while total circulation ranks at the 68th percentile. This pattern of increasingly favorable comparisons as the geographic focus zooms back mimics the pattern observed in the holdings comparisons.

- *Together, these comparisons suggest the challenge facing a library in a rapidly growing service area.* In that situation, many measures of library service will lag behind population growth. Total population is usually the first metric that records a surge in size of the community. A similar surge in, say, circulation at the local library, isn't observed as quickly. And increases in the book collection will be recorded even more slowly – population increases, which leads to a subsequent increase in assessed value, which leads to an increase in the library's levy capability, which leads to an increase in operating revenue and an increase in the materials budget, and it is only after the materials budget has finally been increased as a result of that original increase in population that the library will be able to grow the collection accordingly. By which time, of course, the local population has already risen again. It's very difficult for a library in Plainfield's circumstance – serving a rapidly growing area – to stay ahead of the curve.
- *Consideration should be given with regard to which of these peer groups is most relevant to the library's service setting.* A similar examination of peer library comparisons – albeit a comparison

made with groups that are homogenous on the library's *projected* service population – forms one part of the triangulation that will establish future service goals for the Plainfield Public Library. Library board and staff should consider whether one or two of these conventional sample perspectives – state-level, regional, metro-area, national – more directly address the library's current state than any of the others. If so, that perspective will be offer the most effective support for projecting future library service goals.

2.7 *DIGITAL INFORMATION RESOURCES WILL AFFECT LIBRARY COLLECTIONS*

There are some who argue that libraries and books will no longer be needed in a digital age. For some, this calls into question any need for expansion. As libraries have connected to the Internet in increasing numbers over the last five to seven years, experience belies the popular notion that soon “everything will be on-line.”

Recent experience demonstrates that access to information in digital form changes the characteristics of access and changes the nature of the information itself:

- *Digital information allows the creation of new approaches to the presentation of information.* Computers facilitate the combination of media and formats. Print information can be readily combined with pictorial information. Still pictures can be combined with motion pictures to better illustrate topics.
- *Digital information allows the user more options for how to use resources.* Traditional formats are linear in nature and are often presented sequentially. Digital information resources can more readily be presented in a manner that lets the user determine the sequence of the access.
- *Digital information allows the user more points of access.* Many digital information resources are more thoroughly indexed than

traditional resources and allow the user to combine index terms with more direct control.

- *Digital information can be readily duplicated.* The technology to duplicate digital information is more economical and more readily accessible to users, thereby creating a greater opportunity for individual users to make multiple copies of digital records.
- *Digital information can be transmitted instantaneously.* Once captured in digital form, information can be transmitted from one location or user to another virtually instantaneously by way of phone connections made between two computers.

These characteristics make information in digital form considerably different than information presented in more traditional forms. Digital information resources hold the promise to give individual users and readers greater control over the creation and alteration and dissemination of information. They allow the presentation of information in a different fashion, which is not to say that books are suddenly no longer needed. Each format has its strengths, and each has its shortcomings.

Electronic resources are excellent for producing *current* information on a topic. For the present, they appear more suited to shorter bursts of information. They benefit from an apparent efficiency in storage density. As noted above, they support the combination of text, graphics, motion, and audio. The relative ease with which one can publish and disseminate information via the Web is certainly an advantage, but it carries the risk that literally anyone can now publish things

which may or may not be authoritative and reliable. There is a greater onus on the reader to assess the authority and accuracy of what is read on the Web. Electronic resources are also limited by the need to acquire specific hardware and equipment (which may not be affordable for many individuals) to secure access to them. Digital formats and operating systems also change in ways that can make it difficult to share information or retrieve information saved in older programs and systems. And despite efforts to improve battery life and wireless connections, this equipment is still fundamentally tied to electrical outlets and data transmission lines.

Print resources have the advantage of flexibility of form. Books can take many shapes and formats, and one doesn't need new hardware or a new operating system to read the updated version. Books are usually considered more portable, because for most people they can be read without additional equipment. They are readily shared. They rarely crash or malfunction. But they are also instantaneously out-of-date. As soon as a book is published, current events can upend its subject matter. Because it takes longer to distribute print resources than it takes to distribute electronic resources, current information is more difficult to provide in traditional print forms. Books are static in nature, with only very limited ability to convey motion, and no ability to support information in audio forms.

Increasingly, it appears that traditional print formats and newer digital resources are complementary. Accordingly, the core of the collection for the vast majority of public libraries in the country is print material, mostly books and magazines. Over the past generation or more these traditional resources have been complemented by other formats of materials including LP records, tapes,

films, microforms, and framed art. Today's library houses videocassettes, DVDs, compact discs, books on tape, and microforms in addition to its conventional print collections.

Because of the durability of traditional forms and because of the complementary nature of traditional and electronic information formats, it is the premise of these collection projections that traditional print material will continue to be a primary resource for the public library, but that digital information resources will complement traditional resources and greatly enhance the ability of each individual library to provide timely access to information needed by its patrons.

In short, an important assumption underlying this study is that books will survive as a viable format for the coming planning generation. They will be complemented by nonprint resources, and newer electronic resources. The result, then, for this coming generation is likely to be a library that combines traditional collections with the improved access and enhanced capabilities afforded by digital information resources.

ENDNOTES

¹ In the absence of any evidence to the contrary, it is assumed that residents and nonresidents tend to borrow materials at the same rate per capita. If that's the case, and residents account for, say, X% of the library's circulation, then residents also account for X% of the library's total service population. Furthermore, if one assumes that the broad balance between resident and nonresident use will remain constant during the period contemplated by this planning study, then (continuing the same example) the projected resident population will account for X% of the library's projected service population.

In fact, resident use at the Plainfield Public Library District has accounted for slightly more than 90% of the library's total circulation. While resident use has averaged 91.3% of total circulation over the last ten years, in fact for the last several years, the resident rate of use has increased. After reaching a low point – 89.0% in 2001 – the share has increased consistently each year, and in 2006 resident use accounted for 93.3% of total circulation. Given recent local trends, 94% might be a more accurate current ratio of resident use.

Based on the library's present resident population of 59,119, if residents represent ±94% of total use and therefore ±94% of the total service population, then the total service population is 62,892 ($59,119 \div 0.94$) and the nonresident population is 3,773 ($62,892 - 59,119$). If this ±94% resident use ratio is expected to remain constant over the planning time frame, this same ratio could be applied against the library's projected resident population (120,000) to estimate the projected nonresident population.

It must be acknowledged, however, that the entire municipal population is not responsible for generating the library's resident circulation. Instead, it is the *registered resident borrowers* that produce the library's annual resident circulation transactions. In recent years, the library's rate of registration as a percentage of population has hovered at ±46.9%. If that average registration rate were applied against the latest municipal census, it would produce an estimate of 27,726 resident registered borrowers. If this resident borrower population were used as the base for calculating the current nonresident equivalent population, applying the 94% resident / 6% nonresident ratio, the library's current nonresident equivalent population is 1,770.

The library's *average* rate of registration as a percentage of population is somewhat higher than the experience of the last several years. The average is buoyed by rather high registration rates 1997 and 1998, when registration rolls reflected the influx of new residents in the service

area, while the library's "official" population" was reported at earlier census levels. If the library can maintain a registration rate at 50% as the service population continues to grow, it will be doing well.

If the library's registration rate in the future can hold at roughly 50% and the balance between resident and nonresident use will change slightly, increasing to a ratio of 95% to 5%, the projected resident population of 120,000 will produce a resident borrower population of 60,000 ($120,000 \times 0.50$) and a projected nonresident population of 3,157 ($60,000 \div 0.95 = 63,157 - 60,000 = 3,157$). Adding the nonresident borrower population to the projected local population produces a design population of 123,157 (120,000 residents + 3,157 nonresident equivalents). This projected service population is used to guide the assessment of various collection development and service options for the library.

3 *LIBRARY SERVICE GOALS AND SPACE NEEDS: A PLANNING MODEL*

This section outlines a methodology for calculating a library’s space needs based on its projected service goals. The methodology is outlined around six types of floor space:

- 3.1 Housing the collection
- 3.2 Supporting readers using the library
- 3.3 Supporting staff work routines
- 3.4 Supporting library program activities and meetings
- 3.5 Providing for “special use” support functions
- 3.6 Providing for “nonassignable” support functions

Given the establishment of essential service parameters for any library, an estimate of the library’s space needs can be developed. This section of the report will discuss environmental factors and choices that affect a library’s need for space – a decision to employ a 36" aisle in the library’s bookstacks versus a 42" aisle, for example – and describe how service goals can be translated into space needs.

When a library presents unusual or extraordinary conditions, this methodology should be adapted to reflect the practical impact of those special conditions. A library wishing to house its collection on compact, mobile shelving could reasonably expect to achieve a higher collection density and require less square footage for its collection than would be calculated using this methodology. A library that plans to support long-term / day-long research use might plan on

providing all of its seating in oversized study carrels to accommodate the needs of researchers, and could reasonably apply a larger space allocation per reader seat than is recommended here. A library that needs to incorporate a garage could add a special allocation to this assessment for that feature, to reflect the fact that including a garage would skew the ordinary calculation of nonassignable space.

3.1 HOUSING THE COLLECTION

The space needed to house a library's collection is determined by the size of the collection and a series of environmental parameters that define the shelving environment, including the type of material to be housed, the height of the shelves, and the width of the aisle.

3.1.1 Books

Library books can be housed in a variety of shelving environments. Some are more space efficient than others, ranging from 5 volumes per square foot to 30 volumes per square foot, depending on such factors as the type of material being housed, the height of the shelving unit, and the width of the aisle in the bookstacks. Compact shelving units can accommodate even more material in the same amount of space.

An optimum estimate of library shelving capacity is 10 volumes per square foot. Ten volumes per square foot will certainly translate into a setting that allows an aisle wider than the bare minimum 36" required by the Americans with Disabilities Act – an aisle 42" or even 48" wide. Shelf units may be shorter than might otherwise be found in a library, so that more of the shelving can be more easily reached. Each individual shelf will be planned with a more generous “working capacity” – meaning that more of each shelf will be reserved to accommodate day-to-day shifting and use of the collection, which also makes the stacks easier for patrons to use. In general, this optimum allocation of 10.0 volumes per square foot establishes the best possible balance between a setting

that provides a reasonable collection capacity while maximizing patrons' ease of use.

A library may elect to pursue more assertive strategies to house its collections, which will increase the number of volumes per square foot that it will accommodate. A moderate estimate of collection capacity is 11.5 volumes per square foot, while a low estimate is 13.0 volumes per square foot. In some settings, a site constraint or some other external factor might obligate a library to maximize the density of the shelving layout, and an even more assertive allocation of 17.5 volumes per square foot can be achieved.

If the library's collection capacity per square foot is increased from the optimum level of 10 volumes per square foot, it means that the library is retreating from an optimum physical shelving environment. As the allocation of volumes per square foot increases, the library is less and less likely to be able to achieve a 42" or a 48" aisle, and is instead more and more likely to house its collection in bookstacks that have only the bare minimum 36" aisle required by the Americans with Disabilities Act. There will be fewer opportunities to market the collection with face-out display. Maximum shelving heights are almost certain to increase beyond 84" to 90" – which becomes more difficult for more of the library's patrons to use.

For any larger collection (often defined as holdings in excess of 100,000 volumes) it is also important to acknowledge that a portion of the collection will be in circulation at any given time, thereby relieving the library of the need to provide shelf space for that material. Sometimes, if a site constraint or some other external factor obligates a library to adopt a more aggressive planning

stance, smaller libraries may choose to incorporate a “percent in circulation” as a planning factor as well.

3.1.2 Magazines

Similar considerations affect the space needs of the library’s periodical collection. The shelving environment determines the capacity of the collection and the square footage needed to support the collection. Housing a periodical collection is slightly complicated by the fact that typically two distinct types of shelving are required: display shelving for current issues and storage shelving for backfiles.

Note that the Americans with Disabilities Act limits current periodical display to a 54" maximum reach height where an individual in a wheelchair can make a side approach and a 48" maximum reach height where only a front approach can be made. (The height of library shelving in all other parts of the collection is expressly “unrestricted” under the requirements of the ADA.) In either case, display shelving for current periodicals must be lower than full-height shelving, which imposes a space premium on display of current issues.

In display environments, a library should allow 1.0 periodical title per square foot; in storage environments, a library should allow 0.5 square foot per title per year retained.

3.1.3 Nonprint

Audiovisual collections today appear in five major formats –

videocassettes, DVDs, audio cassettes, compact discs, and CD-ROMs. The library should plan to provide all five in the short term. DVDs are quickly supplanting VHS videocassettes as the video format of choice. Likewise, audiocassettes are becoming more and more scarce as the market favors compact discs for music recordings and audiobooks. Downloadable and streaming media are increasing the complexity of the nonprint collection's future. Flexible storage and display strategies are essential if the library is to support these varying media formats.

As with the book collection, the library's nonprint collection can be housed in a variety of environments, some that afford more face-out display and marketing opportunities than others. Some strategies for housing the nonprint collection provide wider aisles and lower shelves that are generally easier for patrons (and staff) to use. As with the book collection, these variables produce differing recommendations for how many nonprint items per square foot a library can expect to house.

An optimum shelving environment houses 10.0 nonprint items per square foot. A moderate setting houses 12.5 items per square foot. A low allocation provides 15.0 items per square foot. And a minimum allocation provides 20.0 items per square foot.

One key issue regarding the space needs of a nonprint collection is whether the library elects to display the collection in a single-box or double-box fashion. In a single-box display strategy, the item itself is placed on the open public shelf in its display case or plastic jacket. Patrons can then browse through the collection and make their selections directly. In a double-box display

strategy, the library keeps the original videocassette or the CD secure behind a staff service counter while a “dummy” for the item is placed on the open shelf to indicate that the original is available for loan. The patron takes the dummy copy to the service desk, where it is exchanged for the actual item and charged to the patron. A double-box system is employed when the library has a concern for the security of the collection. Obviously, a double-box storage and display system for nonprint materials has an impact on the library’s space needs because an allowance must be made to store both the original and the dummy copy. A double-box storage and display system also demands more staff time for the retrieval of material at the patron’s request.

As with the print collection, for any larger collection (usually defined as holdings in excess of 25,000 items) it can be important to acknowledge that a portion of the collection will be in circulation at any given time, thereby relieving the library of the need to provide shelf space for that material. In some cases, a smaller library may also choose to incorporate this factor into its planning approach.

3.1.4 Electronic / digital resources

Public network stations should be provided in a variety of environments to meet a variety of patron needs and to encourage ready access to digital resources when a patron needs that access. Libraries must provide a balance of settings that will support patrons’ long-term use of electronic resources and at the same time encourage patrons to keep these stations available for other patrons who need to use them.

An optimum allocation of space for a public computer network station is 50.0 square feet. This allows generous space for the computer and a monitor (possibly a large-screen monitor), perhaps with peripherals such as scanners or dedicated printers, and an ample space adjacent to the computer where a patron may place materials selected from the physical collection. A moderate allocation of 40.0 square feet per station will support a computer and monitor only, together with a reasonable allocation of space for patrons to use. A low allocation of 35.0 square feet per station crowds stations closer together, leaves less adjacent workspace, and provides more of the stations at a less-comfortable standing height. A minimum allocation of 30.0 square feet per computer station may be employed in some circumstances where notable site or budget constraints exist.

3.2 *SUPPORTING READERS USING THE LIBRARY*

Reader seating should be provided in a variety of settings to meet a variety of user needs:

- lounge seating is appropriate in a browsing area or in an audiovisual listening area
- carrel seating provides private spaces for individual study
- group seating at tables is appropriate to provide an opportunity for small groups of patrons to work quietly together or to allow one or two individuals to spread their research out in front of themselves.

Seating should also be varied to meet patrons' physical needs. Small-scale seating is appropriate in the children's library; firm seating with arm rests is appropriate in a setting where senior citizens use the collection.

As with the collection, reader seating can be deployed in a variety of settings, each of which produces a different "seating density." Some research libraries provide seats with extra-large work surfaces (tables or carrels) to encourage researchers who may need to assemble large quantities of resources from the library's collection. Seats provided at individual reading tables generally require less space than seats provided at carrels or in lounge settings.

A library that applies the optimum allocation of 35.0 square feet per seat will do so to reserve the ability to deploy a larger proportion of its seating in a generous setting (large work surfaces, or a high proportion of lounge seats). A

moderate allocation for seating is 32.5 square feet per seat. A low allocation is 30.0 square feet per seat. An absolute minimum allocation is 25.0 square feet per seat.

As one applies a lower and lower allocation for reader seating, any work surface that accompanies the seat will become smaller and smaller. The spacing between seats will narrow, possibly ultimately compromising the readers' sense of secure personal space.

3.3 *SUPPORTING STAFF WORK ROUTINES*

The space needed to support individual staff work routines varies depending on the nature of the work being performed at any given station:

- public service desk work stations in this planning model are allowed an average of 150 square feet each, an allocation that provides space for the staff chair or stool, the desk, modest associated file space and, notably, space for patron queues to form
- staff work stations in work rooms and offices generally follow a space allocation model that allows 80 to 100 square feet for a clerical station (sufficient for a desk and chair, a PC and phone, some modest attendant file storage, either in a cabinet or on shelves, and adjacent corridor space to approach the station)
- 100 square feet for a station to support a librarian (the larger area typically required for additional files and storage for those positions)
- 125 square feet for a supervisor / department head's station (the still larger area typically required to accommodate additional files *and* to better accommodate an enclosed office to provide the privacy a supervisor sometimes needs to deal with personnel and other issues)

The space required for each staff work station will vary, depending in part on how assertively or efficiently the library's space plan will need to be. In an optimum environment, allow 150.0 square feet per staff work station. In a

moderate environment, allow 137.5 square feet per staff work station. A low allocation will allow 125.0 square feet per staff work station. An absolute minimum allocation will allow just 100.0 square feet per staff work station.

3.4 *SUPPORTING LIBRARY PROGRAM ACTIVITIES AND MEETINGS*

Different kinds of meeting space can be provided by a public library, depending on the programming activities the library seeks to offer and the kinds of general public activities the library seeks to support. The space needs for each kind of meeting space is estimated according to the type of use.

Space for a *public programming room* typically is allocated at 10 square feet per audience seat in a conventional meeting room, arranged in a theatre-style setting. Additional allocations are made to support a speaker / presenter and projection equipment and the like.

Sometimes a library will seek to provide a specialized kind of space for certain programs. A *seminar room* might support book discussions or small group training events. The configuration of this room would typically entail slightly more formal seating, probably including a small writing surface for each seat. The writing surface could be attached to the seat or it could take the form of a free-standing, narrow table. In this setting, allow 20.0 square feet per seat.

Space for a *children's programming room* typically is allocated at 10.0 to 20.0 square feet per seat, depending on whether children's programming activities typically accommodate a craft activity in addition to the more traditional storytime. The smaller allocation is appropriate if children's program activities are limited to storytimes, while the larger allocation is suited to an environment that will support crafts and other activities in conjunction with storytimes. The larger allocation allows staff to set up small work tables for the children and to

support supplies storage and a sink and clean-up facilities, as needed.

Conference room space is typically used by the library board for its regular monthly meeting and any committee or other meetings that might be necessary between the board's regular meetings. A conference room would also be used by staff for planning and coordination meetings. A conference room would be available for use by small community groups when not being used by the library. Space for conference rooms typically is allocated at 30.0 square feet per seat, drawing its allocation from an environmental similarity with general reader seating at tables. Additional allocations are made to support a gallery or audience, as well as projection equipment and the like, as needed.

If a library opts to provide a *computer training room*, space for that function typically is allocated at 50.0 square feet per seat (in an optimum setting), in order to accommodate not just the trainee at a desk or table but the computer equipment that the trainee will use in the class. In a moderate setting, an allocation of 45.0 square feet is needed. A low allocation of 40.0 square feet, and a lower allocation is 35.0 square feet per terminal. In any case, an instructor's station needs to be larger than the other stations in a classroom because the instructor's station usually needs to support additional equipment, such as an overhead projector.