

3.5 *PROVIDING FOR “SPECIAL USE” SUPPORT FUNCTIONS*

Typically, special use space in a public library constitutes an area equal to 10-15% of the projected gross area of the building. The amount of special use space a library needs will be determined by the number of photocopiers or microfilm reader-printers the library wishes to provide. It will be determined by the number and size of small group study rooms that the library wishes to provide. It will also be determined by factors like whether or not the library wishes to provide a public lounge or a coffee shop within the library.

In an optimum setting, a library should reserve 17.5% of its gross area for special use purposes. A library that plans to provide a public lounge or coffee shop likely falls at this end of the spectrum. In a moderate setting, a library should reserve 15.0% of its gross area for special use purposes. With a low allocation, a library should reserve 12.5% of its gross area for special use purposes. A minimum allocation for special use purposes will be 10.0% of the library's gross area.

3.6 *PROVIDING FOR “NONASSIGNABLE” SUPPORT FUNCTIONS*

Nonassignable space is defined as “those areas or rooms of the library necessary for the general use and operation of the building but not serving specific library functions, such as foyers, vestibules, corridors (but not aisles in bookstacks or other furnishings), stairs, elevators, toilets, janitor rooms or closets, ventilation ducts, and mechanical equipment areas” (from *Measurement and Comparison of Physical Facilities for Libraries*, ALA, 1970).

Nonassignable space needs for mechanical systems are determined largely by engineering requirements. Design specialists will direct how large certain pieces of equipment need to be in order to meet the environmental specifications for the library. Other nonassignable space needs will be determined by local codes. The number of fixtures needed in each restroom will likely be determined by code, and the number of fixtures will determine the space needs of those facilities (as will the accessibility regulations of the Americans with Disabilities Act).

In an optimum setting, a library should reserve 32.5% of its gross area for nonassignable purposes. In a moderate setting, a library should reserve 30.0% of its gross area for nonassignable purposes. A low allocation will allow 27.5% of its gross area for nonassignable purposes. An absolute minimum allocation for nonassignable purposes will be 25.0% of the library’s gross area.

Note that if the library is planning a small facility or if the library plans on an expansion strategy that incorporates an existing structure (an addition to the

present library or the conversion of an existing structure from a prior use into a new use as a library), there is an increased likelihood that the proportion of space devoted to nonassignable space will be at the higher end of this range. If the library is planning a large facility or anticipates new construction, the proportion of gross area that will be used for nonassignable purposes will likely be lower.

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4 *ESSENTIAL SERVICE GOALS FOR THE PLAINFIELD PUBLIC LIBRARY DISTRICT*

The following sections discuss prospective service goals for the Plainfield Public Library District. These goals address

- 4.1 Collections
- 4.2 Reader seating
- 4.3 Staff work stations
- 4.4 Meeting / program accommodations
- 4.5 Special use functions
- 4.6 Nonassignable functions

The following sections of this report – Part 5 – will apply the space needs assessment methodology described in Part 3 to the essential future service goals outlined here to produce an estimate of the space the library will need to house the recommended resource and service inventory *in a single facility*. Part 6 will examine how these service and resource inventories will need to be adjusted and the corresponding impact on the library’s space needs if the library were to introduce branch libraries to improve access to its holdings in a rapidly-growing service community.

4.1 COLLECTIONS

Collection space can be allocated upon the determination by the board and staff of projected collection development parameters for the library's book collection, periodicals collection, and nonprint collection. Access to electronic information resources is also considered as part of the library's collection development goals.

4.1.1 Books

According to the latest annual report available from the Illinois state library agency, the Plainfield Public Library houses a collection of 87,990 volumes. Ultimately the space needed to house the library's collections is predicated on the question: "How should that book collection grow to reflect future population growth and shifting demands?"

That question might be answered simply by saying that the collection should grow *proportionately* to population growth. The future service population (123,150) represents an increase of 208+%. A corresponding increase in the book collection would produce a collection of about 183,500 volumes.

Although a proportionate increase is a convenient measure, other tools should be examined to explore other potential recommendations for collection growth: Illinois public library standards, comparative analyses with peer libraries, and the library's own recent growth rate.

Illinois public library standards: As noted previously, the Illinois Library Association has issued recommended standards for collection size for use in planning the collection capacities in the context of a building planning effort. For a library serving 123,100+ population, these standards recommend a minimum collection of 269,263 volumes. More assertive levels of effort recommend larger collections – 435,525 volumes at the “growing” level of effort, 497,103 volumes at the “established” level of effort, and 712,628 volumes at the “advanced” level of effort.

The library’s current collection of 87,900+ volumes falls far short of any of these goals. The apparent shortfall has everything to do with the fact that the library’s service community has been experiencing and is expected to *continue* to experience dramatic growth. That said, even based on the library’s *current* service population, the standards would recommend a minimum collection of almost 140,000 volumes. That the library’s collection falls short of *that* recommendation is an indication of how difficult it is for a public entity to keep up with the demands of rapid growth in its service area.

Comparisons with peer libraries. Many times, it’s also instructive to examine what other libraries are doing in terms of collection resource. Library annual report forms from across the country are cumulated into a nationwide public library database maintained by the National Center for Education Statistics (NCES) in the U.S. Department of Education.

For the Plainfield Public Library, several relevant samples have been prepared. These included national-level peer groups, regional peer groups (defining “regional” as the state of Illinois along with all of the states that happen

to abut Illinois), state-level peer groups, and metro-area peer groups (the latter being a subset of the state-wide peer group, limited to libraries in Cook, DuPage, Lake, Will, Kane, Boone, Kendall, Kankakee, and Grundy Counties). Some of the comparative sample groups were selected to bracket the library's *current* population as a means of assessing how the library performs today. Other sample groups were selected to bracket the library's *projected* population in an effort to identify possible future collection growth targets. For this discussion the latter groups were the most useful – those bracketing the library's projected service population. These included:

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

The narrower the geographic net was cast, the fewer libraries were part of the peer cohort. In fact, the state-level and metro-level cohorts include such a limited universe (five libraries and eight libraries respectively) that it becomes difficult to manipulate them in the context of this examination. The same service population cohort – libraries serving 100,000 to 200,000 population – was used to define most of the samples in order to accommodate comparisons across samples. Of

these samples, the nationwide sample, was large enough to allow a smaller subset to be drawn that would more closely bracket the library's projected service population – libraries serving 120,000 to 130,000 population.

Against the peer sample of public libraries nationwide serving 100,000 to 200,000 population, the library's design population of 123,157 would place the Plainfield Public Library at the 35th percentile. If one accepts the rough connection between service population ranking and the ranking of other "gross" measures of service, the 35th percentile might be considered a reasonable benchmark for the library's book collection. Among this sample cohort, the 35th percentile for book holdings is a collection of 242,541.

Against the peer sample of public libraries nationwide serving 120,000 to 130,000 population, the library's design population places it just below the 40th percentile. The corresponding percentile result for book holdings in this cohort is a collection of 225,800+ volumes.

Against the regional peer sample of libraries serving 100,000 to 200,000 population, the library's design population ranks at the 48th percentile and the corresponding ranking for collections is a collection of 371,000 volumes. Within the state-level sample, the library's design population ranks at the 49th percentile and the corresponding book collection is 444,800+ volumes. Within the metro-area sample, the library's design population ranks at the 36th percentile, and the corresponding book collection is 414,200+ volumes.

Note that the progression from the national level to the regional level to the state and metro level produces increasingly larger and larger collections. This

reflects the strong heritage of abundant library service in the Midwest, and in particular in Illinois and the Chicago metropolitan area. Also note that the progression from national to regional to state and metro area produces a smaller and smaller cohort with fewer and fewer members.

The library's recent rate of growth. One should also take into account the library's recent rate of collection growth as we consider possible future collection inventory service goals. It is arguably unrealistic to establish a collection inventory goal of X volumes if the library's recent rate of addition does not allow the library to reach that expressed goal within a reasonable period of time (typically the same twenty-year horizon that informs a library's service population projection). Perhaps it's more accurate to say that any collection inventory goal that *exceeds* an inventory that could reasonably be achieved given the library's recent rate of growth should *only* be adopted with the understanding that the library's materials budget will need to be increased to achieve the collection inventory goal.

Over the last ten years, the library has added just over 2,800 net volumes per year (offsetting additions by volumes withdrawn). If that rate of net addition were extended over twenty years, the library could expect to add 57,300 volumes. Adding that to the existing collection produces an inventory of 144,300+ volumes – which falls below the minimum collection size recommended by the standards as well as any of the “recommended” collection targets emerging from the peer comparison cohorts.

Because shelf space constraints in the present building may be affecting *net* rates of growth, it may be useful to consider other expressions of the library's

collection development capacity.

Over the last ten years, the library has added on average more than 6,800 *gross* volumes per year. If the library were to maintain *this* growth rate of growth and complement it with a weeding program of withdrawing one volume for every five volumes added, the resulting *net* rate of increase would be 5,400+ volumes per year. If that simple rate of addition were extended over the next twenty years, the library could add as many as 109,400+ volumes, and grow the book collection to more than 197,400+ volumes – still below the minimum level of effort recommended by the Illinois standard as well as any of the corresponding recommendation from the peer cohorts.

Because the library has been able to increase its materials budget over the last three to four years, a ten-year average rate of gross additions may create an inaccurate forecast of the library's growth capacity. The five-year average rate of gross addition is 9,200+ volumes per year. If the library were to withdraw one volume for every five volumes added, the net rate of addition would be 7,400+ volumes per year, and the twenty-year increase in holdings would total 148,300+ volumes, bringing the total book collection to 236,300+ volumes. This is closer to the minimum recommendation in the standards, and roughly corresponding to the recommendations that emerge from the national peer cohorts. It still falls below the recommendations that emerge from the regional, state-level, or metro-area peer cohorts.

These forecasts could be adjusted if the library were to pursue a less assertive weeding program (withdrawing 1 volume for every 10 added, for example, produces a net rate of addition of 8,300+ based on the five-year average

rate of gross addition and a twenty-year addition of almost 167,000 volumes and a combined collection of 254,900+ volumes). They could also be adjusted by applying a three-year average to the gross rate of addition, noting that over the library has been able to accelerate its purchasing even more rapidly during that period (the three-year average gross rate of addition is 10,900+, less one withdrawal for every five adds nets 8,700+ volumes added per year, or 175,000+ volumes added over twenty years, for a collection of 263,000+ volumes; factoring in one withdrawal for every ten adds eventually produces a collection of just under 285,000 volumes).

Assimilating these analyses: There was general agreement among library staff that the library's core resource – its book collection – needs to grow to respond more effectively to patron interests.

Discussions first gravitated toward the moderate recommendations of the Illinois public library standard. Noting that the “growing” level of effort calls for a book collection of 435,525 volumes, staff started to frame a collection development goal of 400,000 to 450,000 volumes. Among the directions emerging from the comparative analyses, the most compelling were the results of the metro area comparison, which produced a recommended collection of 414,200+ volumes and the state-level comparison, which produced a recommendation of 444,800+ volumes. Although these sample populations were relatively small in number, it was obvious that they more clearly reflected the higher level of service that Illinois and Chicago metropolitan area residents seem to demand, and it became evident that any collection development recommendation for the Plainfield Public Library District needed to acknowledge that high-level demand.

The fact that multiple paths of analysis seemed to triangulate into a similar range gave increasing credence to a collection development goal of 400,000 to 450,000 volumes. In this early stage of the library's planning, it is most cautious to err at the higher end of that range (in practical terms, it's always easier at a later date to adjust a service goal lower than it is to adjust it upward). A book collection of 450,000 became the recommended collection development goal.

Note that current rates of acquisition will *not* allow the library to reach this goal. Over time, as the library's service population grows it is expected that its budget will also grow, permitting the library to increase its acquisitions budget which *will* eventually support reaching this goal.

4.1.2 Magazines

A similar examination can be conducted with regard to the library's magazine collection. For a library serving 123,157 population, the Illinois standards recommend a minimum magazine collection of 846 titles, a "growing" collection of 1,093 titles, an "established" collection of 1,339 titles, and an "advanced" collection of 2,078 titles. According to the library's latest annual report form, the current subscription list includes 207 titles.

The peer cohort analyses reveal a different result. The Plainfield Public Library's "expected" result in the context of the sample of public libraries nationwide serving 100,000 to 200,000 population is a subscription list of 420 titles. Among libraries nationwide serving 120,000 to 130,000 population, the result is 387 titles. Among libraries in the region serving 100,000 to 200,000 population – 796 titles. Among Illinois libraries serving 100,000 to 200,000

population – 811 titles. And among metro-area libraries serving 100,000 to 200,000 population – 806 titles. Again, one can broadly observe that as the geographic range narrows in on Illinois and the metro area, the resource inventories typically increase.

In this case, however, staff strongly questioned whether these conventional guides and recommendations in fact overstated the need for print magazines. A generation ago, a magazine collection had a greater informational and scholarly role, which in turn would compel a typical library to develop a larger and deeper and richer collection. Today, as more and more of this literature is available electronically, the depth and breadth of collection that is needed to meet the informational and scholarly needs of the community is diminishing. The magazine collection today increasingly is becoming a browsing resource. The need to expand this collection dramatically lessens.

A more modest goal for the development of the magazine collection is suggested – to grow the collection proportionately to the growth in the library’s service population. This produces a collection of 425 magazine titles, which becomes the core service recommendation for this assessment.

The library should expect to retain about 95% of these titles in back issues (typically a small portion of a library’s subscription list represents more ephemeral titles that do not receive much call for back issues). The collection of paper copy back issues should be maintained for one year, on average, per title. Some titles may be retained for a somewhat longer period (news magazines or *National Geographic*, for example), while other titles may be retained for a shorter period.

4.1.3 Nonprint

The Illinois standards for nonprint are predicated on the size of a library's print collection. The minimum level of effort is a nonprint collection equal to 10% of the library's print collection. At the "growing" level of effort, the nonprint collection will equal 15% of the print collection. At the "established" level, the nonprint collection will equal 20% of the print collection. And at the "advanced" level, the nonprint collection will equal 25% of the print collection.

According to the library's latest annual report, Plainfield's ratio of nonprint to print holdings is 9.22%. It has generally been tracking upward, which is an indicator that the library's nonprint holdings are growing at a faster rate than the print collection.

Because the scale of the print collection has not yet been determined, it's difficult to apply the recommendations of the Illinois standards. If the library were to adopt a cautious collection growth recommendation – more or less at the "minimum" level recommended by the standards (270,000 volumes), the corresponding "minimum" nonprint recommendation would be a collection of 27,000 items. At the "moderate" level of effort, the nonprint collection would number 40,500 items. At the "established" level it would number 54,000 items. And at the "advanced" level it would number 67,500 items.

If the library were to adopt a more assertive goal for the book collection – say 430,000 volumes – the minimum recommendation from the standards would be a nonprint collection of 43,000 items. The "moderate" recommendation would be 64,500 items. The "established" recommendation would be 86,000 items, and

the “advanced” recommendation would be 107,500 items.

The Illinois standard is a particularly assertive measure. A very different result emerges in the peer cohort analyses.

Against public libraries nationwide serving 100,000 to 200,000 population, the “recommended” audio recording collection is 8,245 items and the “recommended” video collection is 8,200 items – 16,445 items total, which in relation to that cohort’s “recommended” book collection of 233,100 volumes represents a nonprint-to-print ratio of 7.05%, or a little over seven nonprint items held for every 100 volumes.

Based on the cohort of public libraries nationwide serving 120,000 to 130,000 population, the audio collection should be 8,600+ items and the video collection 7,500+ items – 16,200+ items in all, and equal to 7.19% of the corresponding recommended print collection.

Based on the cohort of public libraries in the region serving 100,000 to 200,000 population, the audio collection should be 17,400+ items and the video collection 15,100+ items – 32,600+ items in all, and equal to 8.79% of the corresponding recommended print collection.

Based on the cohort of public libraries in Illinois serving 100,000 to 200,000 population, the audio collection should be 27,600+ items and the video collection 14,100+ items – 41,800+ items in all, and equal to 9.40% of the corresponding recommended print collection.

Based on the cohort of public libraries in the metro area serving 100,000 to 200,000 population, the audio collection should be 30,100+ items and the video collection 14,100+ items – 44,200+ items in all, and equal to 10.68% of the corresponding recommended print collection.

The library's net rate of growth for the audio and video collection is a less stable measure than the net growth rate for print. These collections are smaller, and major weeding efforts (think of when the vinyl collection went bye-bye) create more significant pendulum swings. The gross rate of growth is a little better indicator. The 10-year average gross adds (audio + video) is 990 items; the 5-year average is 692; the 3-year average is 929. If we allow an average net increase of 1,000 nonprint items per year (assuming the gross rate of growth can be increased, and then offset by a certain level of withdrawal, the library will add 20,000 nonprint items to the collection, bringing the total to 28,100+ items.

Despite the assertive nature of the Illinois public library standards regarding nonprint collections, in this case, there was a growing sense that any collection development goal for nonprint holdings needs to reflect the growing availability of nonprint materials in alternate forms – especially downloadable and streaming formats available over the Internet. The standards were last updated in 2002, but even in the short interval since the service landscape has changed.

Acknowledging the prospect that Web-based audio and video formats will have an impact on the kind of physical collections libraries will need to maintain, a recommendation at the minimum end of the range offered by the Illinois public library was established – the nonprint holdings should equal 10% of the print

holdings. Based on a recommended print collection of 450,000 volumes, the library should plan to house a nonprint collection that will number 45,000 items.

4.1.4 Electronic / digital resources

Acknowledging the increased reliance on electronic information resources, in today's library, one must factor in access to those resources. Within the library's physical setting, that access is provided by way of computer network stations that are made available for the public to use. The inventory of computer network stations for public use is a key element in the library's service inventory that determines its space needs. Also note that the imperative to provide an expanded inventory of stations for public use is being conditioned by the growing capability for users to provide their own access via personal laptops and other devices that patrons bring with them to the library. Wired and wireless connections for patron-owned equipment are an important part of this mix.

Because this aspect of the overall service landscape is changing so rapidly, there are few authoritative standards or guidelines as to just how many terminals a given library should provide. The Illinois library standards, however, do offer recommendations in this area. Note that the Illinois standard recommends a combined inventory of public *and staff* computers and the space allocation methodology here focuses on the inventory of computers for public use. Space for staff computers is accommodated in the allocations made for staff work space (see following).

For a library serving a community of 123,157, the Illinois standards recommend a minimum of 126 terminals – public computers and staff combined.

At the “moderate” level of effort, the standards recommend a combined total of 246 terminals. At the “established” level the recommendation is 352 terminals, and at the “advanced” level the recommendation is 493 terminals. Without an understanding of the composition of the library’s staffing complement, it can be difficult to apportion these combined totals into public-use computers and staff computers, but as an initial talking point these recommendations can be allocated two-thirds for public use, one-third for staff use. The resulting allocations for public use computers are 84, 164, 234, and 328 respectively. As a point of comparison, the library presently offers a total of 44 computers for public use.

The NCES database reports the number of computers provided for public use, and the same kind of examination can be applied as was applied for collection inventories. Against the peer cohort of public libraries nationwide serving 100,000 to 200,000 population, the library’s “expected” result would be 46 terminals. Against the peer cohort of public libraries nationwide serving 120,000 to 130,000 population, the “expected” result would be 51 terminals. Against the peer cohort of libraries in the region serving 100,000 to 200,000 population, the “expected” result would be 57 terminals, while the sample of Illinois libraries serving 100,000 to 200,000 population produces a result of 73 terminals, as does the sample of Chicago metropolitan area libraries serving 100,000 to 200,000 population. Bear in mind that the data for this analysis is drawn from the 2003 annual reports and many of these libraries have probably invested a considerable proportionate increase in these inventories.

At the same time, there is an intuitive link – albeit an unsubstantiated one – between the foot traffic into the library and the number of computer network stations a library needs to provide – there may be two libraries each serving

120,000 population, but if one has a significantly higher ratio of annual library visits, it is likely that the library with more annual visits will experience a higher level of demand for access to electronic resources.

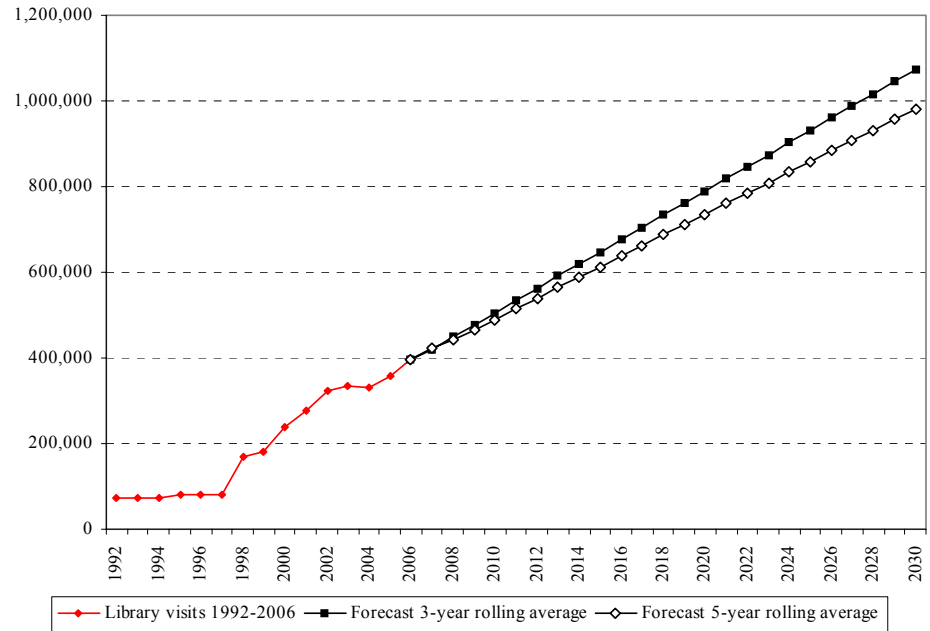
Figure 4(1) illustrates two ways to forecast future library visits. The library's actual annual visits for the years 1992 through 2006 is reported. Clearly, ever since 1997, annual visits have increased substantially. The rate of increase slowed somewhat between 2002 and 2004, but on average, over the last ten years, the number of annual visits has increased by almost 32,000 per year.

The first forecast is based on extending a rolling three-year average increase in the number of annual visits from 2006 to the year 2030. This generates a forecast of almost 1.1 million visits by 2030. The second forecast is based on extending a rolling five-year average increase to the year 2030. This generates a forecast of 980,000+.

Are these forecasts reasonable? Certainly a rapidly-growing population would likely drive an increase in library visits. If the population is set to double, one might reasonably expect visits to increase proportionately. That could account for an increase from 397,000+ in 2006 to 795,000+ in 2030.

But what are we to make of the difference between roughly 800,000 visits and 1,000,000 visits? 1,000,000 annual visits would correspond to about 8.0 visits per capita. Comparing that ratio to the experience reported by libraries in the geographic region (Illinois and the adjoining states) serving 100,000 to 200,000 population, we find that a ratio of 8.0 visits per year corresponds to something between the 85th and 90th percentiles (the high reported for this group

FIGURE 4(1)
PROJECTION OF ANNUAL VISITS



is 10.11 visits per capita). Against all libraries in Illinois serving between 100,000 and 200,000 population, a ratio of 8.0 falls between the 90th and 95th percentiles (the reported high is 8.63). Against libraries in the Chicago metro area serving 100,000 to 200,000 population, a ratio of 8.0 likewise falls between the 85th and 90th percentiles (the reported high is 8.63).

In this context, a forecast of 1,000,000 visits may be somewhat assertive but not unreasonable.

How then does that relate to the number of computer terminals that a library should provide for public use? The library could respond to the expected high level of demand for access to electronic information resources by choosing to emulate those libraries in peer comparative groups that provide a higher inventory of computer terminals per 1,000 visits (reflecting again an intuitive connection between visits to the library and the number of computer terminals to provide).

For example, according to NCES comparative data, among libraries in the geographic region serving 100,000 to 200,000 population, at the 90th percentile, a library will provide 0.15 PCs per 1,000 visits. Based on one million visits, that corresponds to an inventory of 150 PCs. Among libraries in Illinois serving 100,000 to 200,000 population, the 90th percentile is also 0.15 terminals per 1,000 visits. Among libraries in the Chicago metro area serving 100,000 to 200,000 population, the 90th percentile is 0.14 terminals per 1,000 visits.

Triangulating this information with the recommendations of the standards, it could lead to a resource and service inventory goal closer to the “growing” level of the standards (164) than the “minimum” level (84). With that in mind, a service goal of 150 computer network terminals for public use was adopted.

Note: the space for the staff-use computers is accounted for in the allocation of staff work spaces (see following discussion in Section 4.3), so no specific allocation for staff-use computers is needed here.

4.2 *READER SEATING*

Another critical element in our planning is making a space allowance to accommodate reader seating. In contrast to the conundrum that faces a library in establishing a service inventory goal for computer network terminals for public use – no accepted formulas to guide our thinking – there are several formulas and recommendations that can be found in the literature on planning library facilities. The typical formula derives a recommendation of X seats needed per 1,000 population, with X decreasing as the total population increases. This reflects an assumption that as a library’s overall service population increases the library is able to deliver service with an increasing efficiency owing to increasing economies of scale. Over the years, LPA has sought to consolidate those sometimes disparate formulas into a single, “grand unified theory” of public library seating.

In the case of the Plainfield Public Library, a projected service population of 123,157 produces a recommendation that the library should provide about 2.00 seats per 1,000 population – specifically, 248 reader seats in all. By an informal tally taken at the consultant’s initial site visit, the library presently supports 91 general purpose reader seats. A recommendation rounding the result of the LPA experience formula to 250 seats was adopted.

4.3 STAFF WORK STATIONS

The space needed to support staff operations relates to the specific nature of those operations. There is not necessarily a correlation between the number of individuals or full-time equivalent staff on a library's payroll and the number of staff work stations that a library may need. Certainly a larger staff complement will require more space, but the number of staff is not the sole determinant for how many work stations a library will need. Work flow, work loads, efficient work patterns, and patron demands for support can also condition the number of work stations a library needs to provide. The number of work stations in turn determines the amount of space the library will need to support its staff.

The number of staff work stations recommended here for the Plainfield Public Library – 100 in all – is based on the level of current and projected patron activity at public service desks, the consultants' direct observation of current work routines, the need to provide for additional stations as work loads and work patterns change, and knowledge of conventional library practice. This list tallies public service work stations first, followed by stations in offices or workrooms. (Among the notations for "current" and "future" staff work stations, "current" refers to a station that is *needed* given present staffing and activity levels; it does not necessarily indicate that the station is included in the current inventory of staff work stations).

- Circulation desk
 - 5 stations for circulation support
 - 1 station for registration / account maintenance

- 1 station for self-service circulation support
- 1 station for welcome / greeting / directional assistance
- Adult services desks
 - 2 stations at a reference desk (maximum capacity – typically staffed by an individual librarian)
 - 2 stations at a readers advisory desk (maximum capacity – typically staffed by an individual librarian)
 - 2 stations at a computer help desk (maximum capacity – typically staffed by an individual librarian)
- Local history desk
 - 1 station at a local history desk
- Children’s services desks
 - 2 stations at a grade school desk
 - 2 stations at a preschool desk (maximum capacity – typically staffed by an individual librarian)
 - 2 stations at a children’s computer help desk (maximum capacity – typically staffed by an individual librarian)
- Circulation services workroom
 - 1 office for the department head
 - 1 station for the shift supervisor (shared)
 - 1 station for check-in (current)
 - 2 stations for check-in (future)
 - 1 station for overdues (current)
 - 1 station for overdues (future)
 - 1 station for ILL sorting (current)
 - 1 station for ILL sorting (future)

- 1 station for ILL administration (current)
- 1 station for ILL administration (future)
- 4 stations for sorting shelving (current)
- 4 stations for sorting shelving (future)
- Adult services workroom
 - 1 office for the department head
 - 3 stations for full-time staff (current)
 - 1 station for part-time staff (current – shared two staff per station)
 - 2 station for full-time staff (future)
 - 1 station for part-time staff (future – shared two staff per station)
 - 1 station for substitute staff (shared)
 - 1 station for telephone reference
- Youth services workroom
 - 1 office for the department head
 - 3 stations for full-time staff (current)
 - 2 stations for part-time staff (current – shared two staff per station)
 - 1 station for full-time staff (future)
 - 1 station for part-time staff (future – shared two staff per station)
 - 1 station for substitute staff (shared)
- Outreach services workroom
 - 1 office for the department head
 - 3 stations for full-time staff (current)
 - 2 stations for part-time staff (current – shared two staff per station)
 - 1 station for event coordinator
- Administration

- 1 office for the director
- 1 office for the assistant director
- 2 stations for administrative assistants
- Business workroom
 - 1 station for reception (also serves administrative offices)
 - 1 office for human resources manager
 - 1 station for human resources assistant
 - 1 office for business manager / accounting
 - 1 station for account clerk
- Marketing workroom
 - 1 station for graphics production
 - 1 station at an artist's table
- Technical services workroom
 - 1 office for the department head (cataloging)
 - 2 stations for cataloging (future)
 - 2 stations for processing (current)
 - 1 station for processing (future)
 - 2 stations for data entry / acquisitions (current)
 - 1 station for data entry / acquisitions (future)
 - 2 stations for repair / AV testing (current)
- Information technology workroom
 - 1 office for the computer mystic
 - 2 stations / workbench for computer diagnostics
 - 2 stations for technicians
 - 1 station for web master
 - 1 station for trainer

- Maintenance
 - 1 station for the department head
 - 1 station for department staff (shared)
 - 1 station at a workbench
 - 1 station for equipment assembly
 - 1 station for video security

Regarding staff work stations, note the following:

- The inventory of staff work stations is predicated on maintaining the present configuration of a staff-mediated circulation function. Today, however, some libraries are migrating to patron self-service check-out functions. While patron self-service equipment has been available to libraries for a generation or more, new developments in Radio-Frequency Identification (RFID) technology make it easier for patrons to charge their own materials and easier for libraries to contemplate the change. It is expected, for example, that the five circulation support stations listed above as part of the circulation desk will eventually morph into self-service circulation kiosks.
- In a similar fashion, new RFID technologies make it easier for a library to contemplate automating the return process. If the returns process becomes automated at the Plainfield Public Library, it will likely reconfigure and likely expand the area allocated for returns.
- Future developments in new technology may allow the creation of

“mobile” librarians, who do not need to be “tethered” to a formal public service desk, but may roam through the public service areas of the library with a handheld wireless connection to the library’s catalog and electronic resources.

- Assembly tables – long, open work surfaces where library staff can undertake a variety of tasks, from sorting and organizing library materials to preparing for library programs – should be accommodated in several departmental workrooms, including, but not limited to, the circulation workroom, the youth services workroom, and the technical services workroom.

4.4 MEETING / PROGRAM SPACE

Rooms to support library programs and meetings have become commonplace features of today's public library. These rooms are used by library staff to sponsor lectures and other activities that are intended to boost the use of the library's traditional resources. Children's department staff will use a meeting room or programming space to present storytimes that are meant to encourage children to explore the world of reading. Sometimes staff will use a meeting room to conduct a staff meeting or an in-service training session. Subject to the library's policy, meeting rooms can also be reserved for use by the public at large.

Today, the question is less one of whether to provide any meeting facilities in the library but what kind of facilities to provide and what the audience capacities should be. In discussions with staff and trustees and key informants, it became clear that providing a variety of meeting rooms would support the library's own programming efforts and meet a broader community-based need.

For Plainfield, a meeting room should be provided for general library programs and other community uses. Library staff and trustees report the continuing success of a variety of library programs and events, including, among other activities children's programs and storytimes, book discussion groups, among others. With a suitably-scaled facility, the library could accommodate an even wider audience.

Given the library's projected schedule of programming, the library should accommodate a formal auditorium to seat up to 300. This would be a formal