Westborough Public Library Mission and Vision

Westborough Public Library Mission Statement
The Westborough Public Library is dedicated to the promotion of lifelong learning, personal and professional enrichment, and a love of reading. The Board of Trustees and the library staff strive to ensure free, equal, and confidential access to all collections and informational services, to maintain the library building, and to anticipate and prepare for future library service needs in the Westborough community.

Westborough Public Library Vision Statement
The Westborough Public Library is a comfortable and welcoming place where people of all ages and cultures come together, in person or online, to experience the joy of reading, express their creativity, satisfy their curiosity, and create and share content. The library is the hub of the community, and sustains itself through excellent customer service, careful stewardship of financial and physical resources, and attention to evolving needs of the community.

These two statements were formally approved by the Library Board of Trustees at their public meeting in September, 2013.
Westborough Public Library
Strategic Plan Committee
2012-2013

Facilitator: Maureen Ambrosino, Library Director
with assistance from Deborah Hoadley, Advisor, Massachusetts Library System

Committee Members:
John Arnold, Town Resident
Carrie Brown, Staff Representative
Donna Kelly, Town Resident
Dee Kohler, Westborough Public Schools Liaison
William Linnane, Town Resident
Donna Martel, Staff Representative
Christine Muller, Staff Representative
Carolyn Spring, Library Trustees Representative
Bruce Tretter, Westborough School Committee Liaison
Judith Tully, Friends of the Westborough Public Library Liaison
Planning to Plan

In September 2012, the Westborough Public Library Board of Trustees voted to begin the Long Range Planning Process. Library Director Maureen Ambrosino was charged with coordinating and leading the process. A committee made up of residents representing a cross-section of the community was formed, and met twice to give input into the future direction of the library. Other groups that were included were the Library Board of Trustees, members of the Library staff, and the greater community.

The first meeting of the Strategic Long Range Planning Team examined the Strengths, Opportunities, Aspirations and Results (SOAR) that would make the library sustainable, current, and able to meet residents’ needs. The same SOAR exercise was repeated with Library Trustees and with the Friends of the Library.

The second meeting of the team focused on visioning. Led by Deb Hoadley of the Massachusetts Library System, the group envisioned the “ideal” Westborough, and brainstormed ways that the library could contribute to that vision.

In the winter and spring of 2013, the results of the SOAR exercise and visioning session were used to create a Community Survey (Appendix A). The survey was distributed via a paper form through Town Hall and the Senior Center, and copies were available in the Library. The survey was also hosted on the library’s website, with links posted to Facebook and Twitter frequently over a period of 6-8 weeks. In addition, Library Trustees made individual appointments to speak with key officials in town, to ask them the same questions. Library staff members completed a similar survey (Appendix A.).

A total of 251 people completed the community survey, and responses came from all ages from middle school students through senior citizens. Their input and the work of the committee informed this entire document, including creation of our first Vision Statement, found at the beginning of this document.

Based on the overarching themes that were prevalent throughout the discussions and survey responses, the library staff formulated four high-priority Service Responses, with goals, objectives and activities. The Library Board of Trustees adopted the Service Responses at a public meeting in November, 2013. The Trustees formally approved this Strategic Long Range Plan at its monthly public meeting in November, 2013.
Description of the Westborough Community

The Town of Westborough is located in Worcester County in the east central area of Massachusetts. Boston is 29 miles to the east and Worcester is 13 miles to the west.

Once an agricultural community, Westborough has been transformed in the last fifty years by rapid residential, commercial and industrial growth stimulated in part by easy access to three major highways. The town went from a rural small town known for orchards and farms to an affluent suburban community with a reputation for excellent schools and a low crime rate. The town was incorporated as the 100th town in Massachusetts in 1717. In 2005 and 2007, Westborough was named one of the top 100 places to live in the United States by Money magazine. Famous residents include Eli Whitney, inventor of the cotton gin; Esther Forbes, author of *Johnny Tremain*, Andrew Clements, contemporary author of middle-grade novels; and Nikki Stone, gold medalist in aerial skiing at the 1998 Winter Olympics.

The population in 2010 was 18,272. The predominant ethnic group was Caucasian (14,143) followed by Asian (3,188) and Indian (2,160). There has been a growing minority population in the town, with 4,070 residents born outside the United States. Almost half of the foreign-born residents came to Westborough in the last ten years. The largest segments of the population are adults aged 35-54 (5,918) and children ages 19 and under (5,022). This is presumably due to the excellent school system in the town. There’s a small population of younger adults, aged 20-34 (2,922) and a growing 55+ population (4,410). The median age is 39.8.

The Westborough Public Schools are consistently ranked as a top district in the state, based on students’ performance on the MCAS tests. In the 2011-2012 school year, there were 3,500 children attending school at 3 elementary schools (K-3), one intermediate school (4-6), one middle school (7-8) and one high school (9-12). Westborough students also attend Assabet Valley Regional Technical High School in Marlborough, and various private schools. There is a small home schooling population as well. Slightly more than half of the town’s approximately $92 million budget is spent on the schools, with a per-pupil expenditure of $13,361 in 2011. Ninety-three percent of the class of 2012 went on to four-year college educations.

Westborough values education highly and is a well-educated community. Of the adult population aged 25 and over, 63% have earned a bachelor’s degree or higher; and 94% are high school graduates or higher.

The town is governed by open town meeting, with a five-member Board of Selectmen and a Town Manager. In October, 2013 there were 11,174 registered voters. An annual Town Meeting is held in March, and a Special Town Meeting takes place in the fall, usually in October.
**Needs Assessment**

To create this plan, input was solicited formally from the Strategic Planning Committee, staff, trustees, Friends, town officials, and the public via surveys and meetings. Over 300 people participated in the process, and the following issues were identified as priorities across all the groups:

**Updating and upgrading the library’s physical space:** The library was last renovated and expanded in 1980. The furniture, layout, and services were excellent at the time but now, 33 years later, we are in the 21st century. The way people use the library and their expectations have changed dramatically and we must evolve to meet those needs. We are pursuing a Planning and Design Grant from the Massachusetts Board of Library Commissioners, and intend to apply for a Construction Grant in a future grant round, to implement the 2012 Space Plan created by consultant Kimberly Cullin. The needs assessment Ms. Cullin prepared for us (Appendix B) explains that the library falls short in space (amount, how it is used and how it looks), technology, and parking in particular.

**Changing demographics of Westborough:** The ethnic makeup of our community has changed dramatically since our last Long Range Plan, which was written in 2008-09. There are now about 40 different languages spoken by residents with children in our school system. We have seen an increase in the need for materials in languages other than English, and for English as a Second Language (ESL) materials to help newcomers learn the language. At one time, there were ESL classes offered for a small fee at one of the churches in town but that program has been suspended and there’s now nowhere to go in Westborough for in-person classes. This is a huge need and one we plan to help fill as soon as possible. In addition to the ESL classes, we need to celebrate the diversity of our town by holding programs that highlight the different cultural groups that call our community home.

**Bringing people together:** Many people who gave input into this plan described wanting the library to become the “hub” of the community and “the” place where people gather. They want to come here to read or study independently or in groups, create original works, attend an event or lecture, or just meet up with friends and neighbors. When they come, they want outstanding customer service, a comfortable environment, and possibly even a coffee bar! There’s nowhere in the downtown area that people can go without being expected to purchase something, and they need a place to go.

Young people make up a large percentage of our population with 5,022 residents under the age of 19. Teens have long been an underserved population in our library and is a group we are working hard to reach. For families who can afford school or town sports and recreation fees, there are a lot of choices and there are numerous clubs and activities at the high school and middle school. However, in 2012, the School Committee increased the fees for participation in all extracurricular activities to $200 per activity per student, with a maximum of $500 per family. These costs are prohibitive to some families, resulting in a lack of options for a segment of the population. We don’t have a full-
time Young Adult Librarian, so our ability to reach that group is limited. Programming at the library has been generally well-attended across age groups. Our Summer Reading Club typically draws about 350 children. In 2011 we started offering Summer Reading for adults and teens, and began a regular monthly movie day for adults. 2012 brought our first off-site program, Screen on the Green, which was a series of outdoor films, based on books, that was held at the Bay State Green in downtown Westborough. The five-week series was sponsored by local businesses and the Friends of the Library and was a success.

Getting the word out: An area that we need to improve is our marketing efforts in regard to library services and programs. Many respondents to our Community Survey reported that they didn’t know we offered so many online services and nontraditional items for loan. We have greatly increased the number of press releases we send out, and established a presence on social media including Facebook, Twitter, Pinterest, Foursquare, Yelp and Flickr, but need to do a better job making our presence known and attracting followers. Free media like these are an excellent way to communicate with our patron base, if they just know that we are there.

Collaborations: Collaborations with the business community and other Westborough organizations will be key as we move into the future. Our first big collaborative project, Westborough Reads Together, brought the community together in a shared discussion about the tough topics faced by today’s teenagers. It was a true collaborative effort with representation on the planning team from the library, Westborough Public Schools, Youth & Family Services, Westborough TV and the public. Discussions of our book, Please Ignore Vera Dietz, took place all over town, from the library to classrooms, the school superintendent’s office, and even at the Senior Center. The project was nominated for, and won, a Public Relations Award for Best Townwide Reading Program from the Massachusetts Library Association in 2013, and went on to win Best in Show. The Friends of the Westborough Public Library, now a 501(c)3 nonprofit, ran a hugely successful Library Mini Golf event that brought in many, many sponsors, including some who were new businesses that they hadn’t considered reaching out to earlier. Library Director Maureen Ambrosino is a member of the Rotary Club of Westborough, which has also raised awareness of the library in the community. It is collaborations and partnerships like these that will help the library continue to thrive and grow well into the future.
Service Responses, Goals, Objectives and Activities
Service Response #1
Celebrate Diversity: Cultural Awareness

Goal: Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

Objective: The library will increase the amount of programming for all age groups that focuses on Westborough’s rich cultural diversity.

Activity: At least one program per year for adults, teens, and children will focus on an ethnic group in the community. Collaborations with other organizations and agencies will be sought whenever possible.

   Measure: Number of programs held.
   Measure: Number of collaborations sought.

Activity: An annual Cultural Fair will be created for patrons to celebrate their own cultural heritage. Library materials will be highlighted as a resource.

   Measure: Event held.
   Measure: Number of residents doing displays/demonstrations.
   Measure: Number of people who attend programs.
   Measure: Number of library materials put on display/checked out

Activity: The library will seek at least one new partnership with an outside group or agency to provide English classes for non-native speakers.

   Measure: Number of partnerships sought.
   Measure: Number of new partnerships created.
   Measure: Number of classes held.
   Measure: Number of participants who attended classes.

Activity: Staff will meet with leaders of other agencies and organizations that provide services to various ethnic and racial groups in order to learn and collaborate. Knowledge will be shared via staff meetings, an existing internal wiki, or peer-to-peer training sessions, where appropriate.

   Measure: Number of meetings with community leaders.
   Measure: Number of meetings, trainings, or wiki posts.
   Measure: Number of new collaborations formed.
Objective: The library will increase the number of materials that reflect the ethnicities and languages represented in Westborough.

**Activity:** The library will continue to develop its collection of foreign films.
**Measure:** Number of items added to the collection.

**Activity:** The library will run an annual survey to seek community input into materials like newspapers and magazines from other countries that residents would like to read, and will continue to provide access to foreign newspapers through the website.
**Measure:** Surveys created.
**Measure:** Number of materials added or renewed.
**Measure:** Number of electronic subscriptions purchased or renewed.

**Activity:** The library will increase its collection of non-English materials, especially for children, based on languages spoken in the Westborough Public Schools.
**Measure:** Language needs identified via discussions with school staff.
**Measure:** Number of items purchased.

**Activity:** The library will enhance its English as a Second Language collection with new, updated materials, and will provide online language learning through the website.
**Measure:** Number of new ESL materials purchased.
**Measure:** Electronic subscription purchased.
Service Response #2: Visit a Comfortable Place: Physical and Virtual Spaces

Goal: The Westborough Public Library will be the “hub” of the community. Residents of all ages will have safe and welcoming physical places to meet and interact with others or to sit quietly and read, and will have open and accessible virtual spaces that support networking.

Objective: The library will provide large meeting space for groups to gather for club meetings, discussions, lectures, and other nonprofit activities.

Activity: The library will improve its meeting space to meet the needs of local groups.
   Measure: Lighting improved to make the space brighter.
   Measure: Carpet replaced.
   Measure: New, more flexible, furniture purchased.
   Measure: Walls painted.
   Measure: Number of comments received about the space.

Objective: The library will provide smaller meeting spaces for study groups, small meetings, or other nonprofit activities.

Activity: Shelving will be rearranged to add small tables and chairs on the main floor and in the Children’s Room.
   Measure: Shelves rearranged.
   Measure: New furniture purchased and installed.
   Measure: Carpet replaced in the Children’s Room.
   Measure: New, more flexible, furniture purchased.
   Measure: Walls painted.
   Measure: Number of comments received about the space.

Activity: The library will maintain a Meeting Room Policy that allows for equitable use of the large meeting space in order to accommodate as many groups as possible.
   Measure: Policy reviewed/revised annually by Board of Trustees.

Objective: The library trustees will continue to care for and improve the infrastructure of the aging 1908 building.

Activity: Trustees will evaluate the architectural assessment that was completed in 2012 to identify projects that need attention, and work to include those projects into the town’s Capital Plan.
   Measure: Assessment studied.
Objective: The library trustees and staff will work to implement the 2012 Space Plan in order to make the Westborough Public Library a 21st century library that will meet residents’ needs for years to come.

Activity: Low- or no-cost pieces of the 2012 Space Plan will be implemented immediately.
- **Measure:** Shelving rearranged.
- **Measure:** Self-checkout implemented.
- **Measure:** Signage and wayfinding improved.
- **Measure:** Lighting upgraded in all areas of the building to improve energy efficiency, ambience, and usefulness for task completion.
- **Measure:** Funding sought for new window coverings.
- **Measure:** Funding sought for new comfortable furniture.
- **Measure:** Funding sought for improvements to Teen Room décor.
- **Measure:** Wallpaper removed and walls painted.
- **Measure:** Children’s Room updated/brightened, including paint, new toys and puppets, elimination of VHS tapes, improved signage and new carpet.
- **Measure:** Electrical assessment sought.
- **Measure:** Library is represented in townwide activities and organizations, to be seen as part of the community.

Activity: More expensive parts of the 2012 Space Plan will be implemented through applying for a Construction Grant from the Massachusetts Board of Library Commissioners.
- **Measure:** Planning and Design grant sought.
- **Measure:** Building program written.
- **Measure:** Project included in town’s Capital Plan.
- **Measure:** Construction Grant sought.
- **Measure:** Capital campaign created, to raise matching funds.

Activity: Staff will create and maintain a safe, comfortable, and inviting environment in all of the public areas of the building.
- **Measure:** Patron satisfaction survey.
- **Measure:** Door count statistics.
- **Measure:** Staff members attend training on topics of interest/need in order to best serve the community.
- **Measure:** Staff will assess safety issues related to the building and will call upon the Westborough Police and Fire Departments as needed.
**Measure:** Staff will investigate addition of coffee service.

**Activity:** Services to teens ages 12-18 will be increased.

**Measure:** Full-time position for a Young Adult Librarian added.

**Measure:** Number of teen programs held (biweekly or more frequently).

**Measure:** Number of members on an active Teen Advisory Board to draw teens to the library and help plan and run events and activities.

**Measure:** Teen space improved, to include new furniture, lighting, and technology.

**Measure:** Number of print and nonprint items added to the YA collection.

**Measure:** An annual Teen Summer Reading Program will be held, with appropriate promotion, activities, outreach, collaborations, and prizes.

**Measure:** Teen satisfaction survey.

**Activity:** The library’s virtual presence will be enhanced and promoted.

**Measure:** Number of workshops and conferences attended by staff to keep their knowledge of new online products and devices current.

**Measure:** One online service will be promoted each month so the public is aware of what is offered.

**Measure:** Online resources that are underused will be cancelled so new ones may be purchased that better fit the needs of the community.

**Measure:** Social media presence is current and active, and various staff members are involved in its maintenance.

**Measure:** Number of classes held to introduce people to the full suite of electronic resources available through the website.
Service Response #3
Express Creativity: Create and Share Content

Goal: Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

Objective: Residents will see the library as a place to go for help creating original work.

Activity: The library will create a makerspace environment to encourage creation of all types of content.

- **Measure:** Makerspace created.
- **Measure:** Makerspace promoted in the community.
- **Measure:** Number of community members using the space.
- **Measure:** Number of volunteers offering classes.
- **Measure:** Number of paid presenters offering classes.
- **Measure:** Number of hours makerspace is open to the public.
- **Measure:** Number of items purchased for the library collection to support makerspace offerings.
- **Measure:** Number of people who attend classes or one-on-one sessions.
- **Measure:** Number of people who use makerspace equipment or technology to create content.
- **Measure:** Number of people who create and share content with others in the community.

Activity: The library will offer hands-on workshops in a variety of media (electronic and non-electronic) for residents of all ages.

- **Measure:** Number of programs offered.
- **Measure:** Number of people participating.
- **Measure:** Number of art shows/gallery openings.
- **Measure:** Number of non-traditional programs offered (ex: theater, cosplay, book publishing, etc)
- **Measure:** Number of items purchased for library collection to support program offerings.

Activity: The library will seek partnerships and donations to ensure the sustainability of the makerspace.

- **Measure:** Number of partnerships sought and created/sustained.
- **Measure:** Number of items donated.
Service Response #4
Satisfy Curiosity and Stimulate Imagination

Goal: Residents will have the resources they need to explore topics of personal interest. They will be encouraged to read, explore, and discover new ideas at all stages of life and continue to learn throughout their lives.

Objective: The library will provide an array of services and offerings to people of all ages, from babies through senior citizens.

Activity: Staff and guest speakers will provide a variety of informational workshops, lectures and demonstrations on a variety of topics to meet the interests of all age groups.

   Measure: Community input sought.
   Measure: Number of events held.
   Measure: Number of people attending events.
   Measure: Number of items purchased for the collection to support events.

Activity: Staff will partner with other local organizations to co-sponsor lectures or demonstrations on topics of interest to various age groups.

   Measure: Number of potential partner organizations identified.
   Measure: Number of collaborative programs held.
   Measure: Number of people attending programs.

Activity: The library will maintain a knowledgeable, positive, customer service-oriented staff who can help people find and evaluate information in all formats.

   Measure: Number of current review journals and workshops staff members utilize to maintain and increase reader’s/viewer’s/listener’s advisory skills.
   Measure: Number of workshops and conferences attended by staff to learn about new information sources and methods for interacting with patrons of all ages.
   Measure: Number of people who report positive interactions with staff.

Activity: Continue to successfully collaborate with the Westborough Public Schools.

   Measure: Number of collaborative projects.
   Measure: Number of people participating.

Goal: Residents who want materials to enhance their leisure time will find what they want when and where they want them, and will have the help they need to make choices from among the options.

Objective: Library patrons will easily find the materials they want, either in our collection or within the network.

Activity: The library will provide a collection of materials that is balanced between traditional and non-traditional formats. (ex: Print and e-books, DVDs and downloadable/streaming video.)

   Measure: Staff evaluates circulation statistics frequently to determine appropriate spending level on electronic vs. physical items, and budgets accordingly.
Measure: Community input sought on new formats.
Measure: Number of items purchased.
Measure: Number of current review journals and workshops staff members utilize to maintain and increase reader’s/viewer’s/listener’s advisory skills.

Activity: Materials in old/obsolete formats are weeded to make room for new formats.
Measure: Number of items weeded.

Activity: The library will maintain membership in an automated network that meets the needs of Westborough residents and allows easy access to items held in other libraries both in the network and across the Commonwealth.

Measure: The library is a member of an automated network.
Measure: Patron satisfaction with online public access catalog (OPAC).
Measure: Staff survey to determine how well network services and policies meet the needs of Westborough residents and library staff.
Measure: Amount of system downtime, crashes, or other failures, to show whether software is reliable, stable, and easy to use for the public and the library staff.
Measure: Number of items provided to residents by other libraries in the network.

Activity: Staff will reach out to groups of residents who are underserved by the library to help them become library users.

Measure: Number of meetings with HR directors at town’s largest employers to promote library services to employees who work in town but may live elsewhere.
Measure: New ways to engage twenty- and thirty-somethings sought.
Measure: Number of new services to younger seniors approaching retirement who are still actively working.

Measure: Number of new services to tweens and teens.
## FY2015 Action Plan

### Westborough Public Library Action Plan

**Maureen Ambrosino, Library Director**

| YEAR | FY2015 |

---

### Goal (from library’s current Long-Range Plan)

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

---

<table>
<thead>
<tr>
<th>Objectives (if included in current Long-Range Plan)</th>
<th>Actions</th>
<th>Timeframe for Activity</th>
<th>By Whom (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The library will increase the amount of programming for all age groups that focuses on Westborough’s rich cultural diversity.</td>
<td>At least one program per year for adults, teens, and children will focus on an ethnic group in the community. Collaborations with other organizations and agencies will be sought whenever possible.</td>
<td>All year</td>
<td></td>
</tr>
<tr>
<td>An annual Cultural Fair will be created for patrons to celebrate their own cultural heritage. Library materials will be highlighted as a resource.</td>
<td>Planning Nov-March; event in April</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The library will seek at least one new partnership with an outside group or agency to provide English classes for non-native speakers.</td>
<td>All year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The library will increase the number of materials that reflect the ethnicities and languages represented in Westborough.</td>
<td>The library will continue to develop its collection of foreign films &amp; increase number of non-English and ESL materials.</td>
<td>All year</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The library will run an annual survey to seek community input into materials like newspapers and magazines from other countries that residents would like to read, and will continue to provide access to foreign newspapers through the website.</td>
<td>Survey in winter 2015</td>
<td></td>
</tr>
</tbody>
</table>
Goal (from library’s current Long-Range Plan)

The Westborough Public Library will be the “hub” of the community. Residents of all ages will have safe and welcoming physical places to meet and interact with others or to sit quietly and read, and will have open and accessible virtual spaces that support networking.

<table>
<thead>
<tr>
<th>Objectives (if included in current Long-Range Plan)</th>
<th>Actions</th>
<th>Timeframe for Activity</th>
<th>By Whom (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The library will provide large meeting space for groups to gather for club meetings, discussions, lectures, and other nonprofit activities.</td>
<td>Carpet replaced in Meeting Room, walls painted, lighting improved.</td>
<td>January – June 2015</td>
<td></td>
</tr>
<tr>
<td>The library will provide smaller meeting spaces for study groups, small meetings, or other nonprofit activities.</td>
<td>Carpet replaced in Children’s Room, walls painted, shelves rearranged.</td>
<td>January – June 2015</td>
<td></td>
</tr>
<tr>
<td>The library will maintain a Meeting Room Policy that allows for equitable use of the large meeting space in order to accommodate as many groups as possible.</td>
<td>Policy reviewed/revised annually by Board of Trustees.</td>
<td>April 2015</td>
<td></td>
</tr>
<tr>
<td>The library trustees will continue to care for and improve the infrastructure of the aging 1908 building.</td>
<td>Board will study the 2012 architectural assessment to recommend projects for inclusion in the town’s Capital Plan.</td>
<td>Summer 2014</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The Board will meet with the Capital Needs and Finance Committees to determine inclusion of projects in the town’s Capital Plan.</td>
<td>Fall 2014</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The library will apply for a construction grant, if offered by the MBLC.</td>
<td>Fall 2014</td>
<td></td>
</tr>
<tr>
<td>Objectives (if included in current Long-Range Plan)</td>
<td>Actions</td>
<td>Timeframe for Activity</td>
<td>By Whom (optional)</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>---------------------------------</td>
<td>----------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Staff will create and maintain a safe, comfortable, and inviting environment in all of the public areas of the building.</td>
<td>Staff members attend training on topics of interest/need in order to best serve the community.</td>
<td>All year</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Staff will assess safety issues related to the building and will call upon the Westborough Police and Fire Departments as needed.</td>
<td>Spring 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Staff will investigate addition of coffee service.</td>
<td>Summer 2014</td>
<td></td>
</tr>
<tr>
<td>Services to teens ages 12-18 will be increased.</td>
<td>Board will discuss addition of a full-time Young Adult Librarian with Finance Committee.</td>
<td>Fall 2014</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Funds sought for improvements in the Teen Room</td>
<td>Summer/Fall 2014</td>
<td></td>
</tr>
<tr>
<td>The library’s virtual presence will be enhanced and promoted.</td>
<td>One online service will be promoted each month so the public is aware of what is offered. Social media presence is current and active</td>
<td>Ongoing</td>
<td></td>
</tr>
</tbody>
</table>
**Goal (from library’s current Long-Range Plan)**
Residents will have the resources they need to explore topics of personal interest. They will be encouraged to read, explore, and discover new ideas at all stages of life and continue to learn throughout their lives.

<table>
<thead>
<tr>
<th>Objectives (if included in current Long-Range Plan)</th>
<th>Actions</th>
<th>Timeframe for Activity</th>
<th>By Whom (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The library will provide an array of services and offerings to people of all ages, from babies through senior citizens.</td>
<td>Staff will partner with other local organizations to co-sponsor lectures or demonstrations on topics of interest to various age groups.</td>
<td>All year.</td>
<td></td>
</tr>
<tr>
<td>The library will maintain a knowledgeable, positive, customer service-oriented staff who can help people find and evaluate information in all formats.</td>
<td>Staff will attend workshops and conferences to learn about new information sources and methods for interacting with patrons of all ages.</td>
<td>All year.</td>
<td></td>
</tr>
</tbody>
</table>
Goal (from library's current Long-Range Plan)

Residents who want materials to enhance their leisure time will find what they want when and where they want them, and will have the help they need to make choices from among the options.

<table>
<thead>
<tr>
<th>Objectives (if included in current Long-Range Plan)</th>
<th>Actions</th>
<th>Timeframe for Activity</th>
<th>By Whom (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library patrons will easily find the materials they want, either in our collection or within the network.</td>
<td>The library will provide a collection of materials that is balanced between traditional and non-traditional formats. (ex: Print and e-books, DVDs and downloadable/streaming video.)</td>
<td>All year.</td>
<td></td>
</tr>
<tr>
<td>The library will maintain membership in an automated network that meets the needs of Westborough residents and allows easy access to items held in other libraries both in the network and across the Commonwealth.</td>
<td></td>
<td>All year.</td>
<td></td>
</tr>
<tr>
<td>Staff will reach out to groups of residents who are underserved by the library to help them become library users.</td>
<td></td>
<td>Start in Fall 2014.</td>
<td></td>
</tr>
</tbody>
</table>
Sources

Massachusetts Department of Elementary and Secondary Education
http://profiles.doe.mass.edu/profiles/general.aspx?topNavId=1&orgcode=03210000&orgtypecode=5&

Massachusetts Department of Revenue
http://www.mass.gov/portal/cities-towns/westborough.html

Money Magazine

Money Magazine

Westborough Public Schools English Language Learners web page
Appendix A: Surveys
Westborough Public Library 2013 Community Survey

The Westborough Public Library is conducting this survey as part of our 2014-2018 Strategic Plan. Your input will help us plan future services, classes and events. Thank you for your comments and suggestions. Please note, this survey is also available online at http://tinyurl.com/wplsurvey.

The deadline for completion is 3/24/13, and surveys can be returned to the Library (55 West Main Street), Town Hall outside the Town Clerk’s Office (34 West Main Street) or the Westborough Senior Center (Rogers Road).

1. When you visit the library, are you able to find what you’re looking for?
   Always Usually Sometimes Rarely Never I don’t visit the library

   If you aren’t able to find what you’re looking for, please give an example. If you don’t visit the library, why not?

2. Have you used our online resources? (circle all that apply)
   Library website (westboroughlib.org) Tutor.com
   Mango Languages A to Z Databases (phone/business directories)
   Overdrive (e-books) Freading (e-books)
   Zinio (digital magazines) Morningstar (investments)
   Value Line (investments) Newsbank (world news & obituaries)
   Chilton Library (car repair) Learning Express (test preparation)
   Ancestry Library Edition (genealogy) Heritage Quest (genealogy)
   Online Legal Forms Online Encyclopedias
   Westborough News archive Other online databases (provided by the state)
   None of the above

3. What do you, or would you like to, use the library for? (circle all that apply)
   Borrow books Read newspapers or magazines
   Borrow movies Use the public meeting space
   Borrow audiobooks Meet with friends
   Borrow video games Attend an adult class/event
   Borrow an e-reader Attend a teen class/event
   Check out a museum pass Attend a children’s class/event/storytime
   Study/research Attend a book club meeting
   Use the library’s free wi-fi Use a public computer
   Meet with a student(s) for tutoring Meet with a tutor for tutoring sessions
   Other: ________________________________________________________

4. Do you have any comments about the library building (our physical space)?

5. What one thing would you change or improve about the library?
6. Please list two or three strengths of the Westborough Public Library.

7. How do you find information about the library? (circle all that apply)
   - Library website
   - Library Facebook
   - Library Twitter (@westboroughlib)
   - Library Flickr page
   - Foursquare
   - Yelp
   - Pinterest
   - Newspaper (which one(s)?)
   - Library staff
   - Friends/neighbors
   - Signs/flyers
   - Schools
   - None of these
   - Other: ___________________________

8. As we think ahead to the future, what are one or two goals the library should be working toward?

9. Are there any other comments you would like to share concerning the library, its staff, the building, services, and/or programs?

10. Please circle your age group:        High School    College    Adult    Senior

Survey results will be posted on the library website, westboroughlib.org, in April 2013. If you would like a response to any of your answers to these questions, please provide your name and preferred contact information below.
Westborough Public Library 2013 Staff Survey

As you know, we are working on our 2014-2018 Strategic Plan. As a staff member, your insights and opinions are extremely valuable to the process. Please take some time to answer these questions and help develop our priorities for the coming five years. If you need more space, please use the back of the page. The deadline for completion is 3/24/13. If you prefer, you may type your answers into the Word document that was sent in email, and either email it back or print it and leave it in Maureen’s box. All answers will remain strictly confidential.

11. Thinking five years into the future, what is your vision for the role the library will play?

12. What contributions to the Westborough community would you most like the library to make?

13. What changes do you see happening, related to usage of the library building, participation in programming, usage of the collections, and/or usage of online resources?

14. Are there specific populations you feel need more attention or aren’t being adequately served? How could we address that need?

15. Please share your thoughts about the library space (public and staff space).
16. How could the library change or improve current offerings to better serve patrons?

17. What new offerings should we explore?

18. Are there current offerings that we could potentially reduce in the future?

19. Do you feel that you have the tools and training needed to do a good job?

20. What do you find most satisfying about working at the library?

21. What do you find most frustrating about working at the library?

22. Is there anything else you would like to say about the library, your work at the library, services, programs, space, or any other topic?
Appendix B: Space Needs Analysis
Westborough Public Library

Westborough, MA

Facility Review and Recommendations

Prepared by: Kimberly Bolan Cullin
5/9/2011
A. Project Overview

The mission of the staff and board of Westborough Public Library (WPL) is the promotion of life-long learning, personal and professional enrichment, and a love of reading. The Board of Trustees and the library staff strive to ensure free, equal, and confidential access to all collections and informational services, to maintain the library’s building, and to anticipate and prepare for future library service needs in the Westborough community. The staff and board strive for the library to serve as the information portal for the Westborough community – the place to visit in person or online in the quest for learning and personal and professional enrichment. While delivering information via the most user-friendly and most up-to-date technologies, the library also provides opportunities to the public to try out new computer hardware, software, and technological devices and to learn how to use them effectively.

In keeping with the mission and vision for WPL, the goals and objectives for this project included a review of the 20,000 square feet, three level library constructed with private funds in 1908 and expanded in 1980 to double the library’s size. The library administration and board contracted with Kimberly Bolan Cullin beginning in March 2011 to:

- conduct a two-day onsite visit to WPL that included a walkthrough of the facility as well as meetings with administration, board members and staff;
- provide a verbal summary during the onsite visit of suggestions to administration for options for re-programming the existing functionality and layout of the Library;
- create a brief summary report including a bulleted list of recommendations for reprogramming the existing facility based on service needs, expectations, and best practices for public libraries today and in the future;
- produce a *Facilities Space Needs Assessment* document to help WPL board and administration determine appropriate square footage and space allocations, future options for planning, etc.
The reason behind this study is to help WPL leaders

- better utilize the space the Library currently has,
- incorporate features the public wants (e.g., study rooms, better meeting space, etc.) based on past input gathered during WPL’s long range planning process in 2009,
- plan ahead for the shift to newer technologies,
- rethink and improve the overall look and feel of the facility—color, furniture and flooring—while still maintaining the historical feel of the building,
- begin to examine the capacity and structure of the existing facility (i.e., Does WPL need to consider physically expanding, relocating, etc.?).

The content of this report includes:

A. Project Overview
B. Process Overview
C. Findings and Recommendations
D. Critical Elements of a Successful 21st Century Library
E. Appendix
   a. Collection Turnover Analysis
   b. Facility Analysis completed by Maureen Ambrosino and Kim Bolan Cullin
   c. Space Planning Guidelines

B. Process Overview

Accomplishing the previously mentioned tasks requires a thorough understanding of 21st century public libraries, the community’s current library needs, and the expectations and needs into the future. This includes researching and analyzing the Library’s current usage and observing and understanding how the current library spaces are being used as well as how people desire to use the space. It also involves knowledge and understanding of what comprises a successful and thriving small to medium-sized public library in today’s society. This knowledge becomes the basis for the resulting recommendations that illustrate how current spaces can be better utilized to improve customer access to and usage of WPL’s current and future array of services.
To determine the space needs of the current library building, the consultant reviewed Westborough Public Library’s overall use, collection use, and demographics as well as looked at expectations for growth and change over the next several years. The “industry” landscape for trends impacting public library services in the 21st century was also reviewed. The consultant spoke directly to the public, staff and board on March 7 and 8, 2011. Participants were shown a PowerPoint presentation illustrating best practices and possibilities for successful 21st century public libraries. They then were asked to respond to the ideas shown as well to provide input on how these ideas might relate to the existing Library.

The data and information gleaned from these activities allowed us to set the stage for optimal reprogramming of the current space and to calculate the need for additional library space for greatly enhanced use. The recommendations outlined in this report present ideas and strategies for creating a thriving 21st century library facility that:

- uses proven public library best practices,
- assists in streamlining workflow and optimizing staffing,
- demonstrates accountability as stewards of taxpayer dollars,
- supports the goals outlined by the majority of WPL staff and board members.

The resulting facilities plan is a blending of a familiar with a new vision for library service for the Westborough Public Library. The result is a re-thinking of the facility, whether working with existing constraints, expanding, or relocating in order to optimally support quality customer-driven service in a cost-effective and efficient manner. Public libraries can continue to be durable institutions if they continue to listen and respond to their communities and current and future needs. New and improved library services and facilities are essential for the Westborough Public Library to not only thrive in the present, but also in the many years to come.
C. FINDINGS & RECOMMENDATIONS

The findings of the consultant after two months of study and interaction with the library staff and board indicate that the current building as it is configured can no longer effectively and efficiently accommodate the services, spaces and needs of the community. This study findings indicate that the Westborough Public Library is undersized (by approximately 10,000 – 13,400 SF) to serve its community as a thriving 21st century public library. It is clear that the Library needs either expansion (along with increased parking) or a new/different facility in order to better serve its community. If future populations projects prove to be true, using minimum recommendations of 1 square foot (SF) per capita, the Library’s current 20,000 SF building is short a minimum of 1,170 SF for a Westborough population in the year 2020.

See the Space Needs Requirement spreadsheet as well as the Space Needs Analysis Overview on page 14 for additional details related to the square footage analysis of WPL with its existing collection versus WPL with a weeded collection.

The major concepts resulting from the consultant’s work include:

- The Westborough Public Library is more than just a building
- The Westborough Public Library is an important and interactive place for children and families and could be that place for teenagers
- The Westborough Public Library could be a place for “community connections” – it could and needs to serve as both a community gathering place as well as a refuge
- The Westborough Public Library could be a thriving technology center and leader in the community
• The Westborough Public Library could be a place for easily accessible and convenient access to popular resources such as popular fiction and nonfiction, movies, local history, etc.
Overall Opportunities for WPL

The following opportunities and recommendation should be considered for any future options for the facility including revamping the existing library, expanding the existing library, relocating to another existing location, building new, etc.

1. Increase meeting space in number, square footage, and overall appearance. This not only provides increased opportunity for the Library to become a community gathering space, but also opens up options for potential revenue generation and collaborations with the community. In addition, work to incorporate more flexible collaborative space (for 2 or more people) for computing, literacy, tutoring, etc.

2. Further decrease/weed collections as outlined in the *Space Needs Analysis* and increase downloadable resources. This is particularly true for reference, nonfiction and outdated media formats such as VHS, cassettes, etc.

3. Create a popular library that includes genre-oriented collections and browsing and more “what’s hot” type of marketing for all popular collections, whether print or media.

4. Increase technology throughout the facility including, but not limited to, meeting rooms/collaborative spaces (e.g., interactive White boards, etc.), at service points (e.g., digital signage), in-house circulating technologies (e.g., laptops, etc.). Based on demographics, the recommended number of computers in the library appears in the table to the right in yellow, whether desktops or laptops.

5. Increase parking.

<table>
<thead>
<tr>
<th>WPL Computer Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Early Literacy Workstations (5 and under)</strong></td>
</tr>
<tr>
<td>1041</td>
</tr>
<tr>
<td><strong>Ages 5 - 12</strong></td>
</tr>
<tr>
<td>1000</td>
</tr>
<tr>
<td>500</td>
</tr>
<tr>
<td><strong>Teen</strong></td>
</tr>
<tr>
<td>1000</td>
</tr>
<tr>
<td>500</td>
</tr>
<tr>
<td>250</td>
</tr>
<tr>
<td><strong>Adult</strong></td>
</tr>
<tr>
<td>1000</td>
</tr>
</tbody>
</table>
6. Improve the exterior book drop with better signage, location, and correlation to the building and parking. Incorporate an interior book return as well.

7. Implement a more flexible, interactive customer service model a combined service point on the main level and roving assistance, supported self-service options, etc.
   - Consolidate the main public service point so there is one “desk” on the main level instead of two.
   - Overall, decrease the size of service desks on the main level and in children’s so they are more flexible and can adapt to current and future service needs.
   - Increase self service options for customers including adding self check-out and self-serve holds, etc.

8. Consolidate staff “behind the scenes” work space to increase efficiencies, open up opportunities for all staff to offer some level of public service, and to better use the space for public needs.

9. Create more openness to the overall library by relocating and re-thinking the space to improve traffic flow, sight lines, etc.

10. Include updated décor by adding color and better lighting options.

11. Incorporate comfortable and flexible furniture options whether tables and chairs, soft seating, etc.

12. De-clutter the overall space by clearing all desks, rethinking staff items that can be seen by the public, removing excess posters, etc.

13. Install clear, easy-to-understand signage that enhances the user’s experience as well as the overall look and feel of the library. Incorporate digital signage at service points.
14. Create an interactive, zoned children’s area that is appealing to ages 0 – 12 as well as parents. Zone the overall children’s space by general age group (e.g., Early Literacy ages 0 - 4, Young School Aged ages 5-8, and Pre-teen ages 9-12), making the content and décor appropriate for all its users. The minimum square footage for a children's library with WPL’s demographics is 3,290 based on the minimum requirement of 1 SF/child. See table to the right.

<table>
<thead>
<tr>
<th>Children</th>
<th>Westborough</th>
<th>Percent of Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 years</td>
<td>1041</td>
<td>6%</td>
</tr>
<tr>
<td>5 - 9 years</td>
<td>1296</td>
<td>7%</td>
</tr>
<tr>
<td>10 - 12 years (est.)</td>
<td>953</td>
<td>5%</td>
</tr>
<tr>
<td>Total</td>
<td>3,290</td>
<td>18%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Teenagers</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>13 - 14 years (est.)</td>
<td>635</td>
<td>3%</td>
</tr>
<tr>
<td>15 - 18 years</td>
<td>1,010</td>
<td>5%</td>
</tr>
<tr>
<td>Total</td>
<td>1,645</td>
<td>9%</td>
</tr>
</tbody>
</table>

Totals for Ages 0 - 18  4,935  27%

<table>
<thead>
<tr>
<th>Adults</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>19 and above</td>
<td>13,492</td>
<td>73%</td>
</tr>
</tbody>
</table>

TOTAL POPULATION  18,427  100%

15. Create an appropriately sized, interactive, separate space for teens based on demographics and need. The minimum square footage for a teen library with WPL’s demographics is 1,645 based on the minimum requirement of 1 SF/child. See above table.

What follows next is the summary of additional recommendations for Westborough Public Library. These outline the opportunities and challenges that lie ahead for the Library as it continues to move forward with the process.

Additional Recommendations

Facilities Feasibility Study

Timeline: Begin process July 2011 and end by March 1, 2012

Conduct a facilities feasibility study to define the limitations of the existing building and location, and provide options for future planning. This would be done in collaboration with Kimberly Bolan Cullin incorporating her recommendations and Space Needs Requirements and in addition to the work done by architect Suzanne Carlson in February 2006. It is
suggested that a facilities feasibility study include proposed options for a future library that will meet the needs for 21st century service. The plan should detail multiple options for providing services for the future including, but not limited to, renovating the existing facility “as is,” expanding the facility on the existing site, relocating to a new site (potentially an already existing mixed use site), building new, etc. Cost data for all options should be provided in this study.

If WPL wishes to move forward with this recommendation then there are a few additional items that staff could start working on immediately. Both options can be carried on simultaneously while conducting the feasibility study.

a. Revamp staffing and service model in the current building to carry over to a renovated, expanded, or new facility. See Customer Service and Service Models for more information.

b. Weed the collections as recommended in the Space Needs Analysis. See also Collection and Weeding below for more information.

It is also important for the Library board and administration to have the discussion about investing time and funds into making costly and/or temporary physical improvements to the existing library if WPL might end up expanding or relocating.

**Collections and Weeding**

*Timeline: Begin immediately*

Materials, whether physical or electronic, remain an important part of library service and community needs. Just as technology has had a positive impact on customer access, it also has a positive impact on library operations related to identifying, procuring and processing materials for customer use.

Thinking of the library as if it were a for-profit retail service, its success is dependent on providing the “products” needed and expected by its customers and by insuring a knowledgeable staff that is highly visible and proactive in assisting customers of all ages in any way and at any time. Therefore, the Westborough Public Library needs to continue focusing on the availability of the right products and on customer service. As part of this study, a Collection Turnover Analysis was conducted. Please refer to Appendix A for
details. It was apparent from this analysis that several of the collections need excessive weeding. It was also very clear what collections are popular with the existing customer base. This information is very valuable in helping determine where the library should focus its efforts, funding, and space needs priorities.

The shift in collection formats and collection sizes in public libraries has already begun and is supported by the data in the *Turnover Analysis*. Paper collections continue to decline and electronic formats continue to increase at faster rates and new types of collection formats appear daily. All are in response to community needs. This collection shift is most visible in the elimination of outdated formats such as VHS and audio cassettes. With the now common place downloadable music via iTunes and others, even CDs are nearing an end. There has also been a drastic reduction of paper reference collections over the past five years. Web-based databases have and continue to replace hardcopy resources. In particular, data from ALA’s “Libraries Connect Communities: Public Library Funding & Technology Access Study 2009–2010” describes expanded technology resources, particularly around workforce development and e-government, to meet rising demand. The report goes on to explain that libraries have actively adapted to their new role as the “one-stop shop” in the digital world by serving as job and career centers and satellite offices for e-government services while continuing to support learners at all stages of life. For more information see:  

As with paper reference collections, there is also now a similar movement to reduce nonfiction paper collections for all ages, again, as more and more nonfiction materials are available in web-based downloadable formats. Schools are already experiencing the shift with text books. This rapidly changing library environment is also reflected at the September 29, 2010 *Libraries at the Tipping Point Online Conference: A Virtual Summit* sponsored by Library Journal and School Library Journal. Today’s content is so fluid that librarians need to stop thinking about content as a commodity. For more information see  

Based on this information, it is crucial that WPL continue examining and repurposing collection funding as needed. It is also essential that the overall collection be weeded as per the suggestions outlined in the *Space Needs Assessment*. In particular, reference, non-fiction and outdated media formats such as VHS, cassettes, etc.
Customer Service and Service Models

**Timeline:** Begin in summer 2011 (e.g., self-serve holds, combined service point, etc.) and continue others throughout 2011 and 2012 (e.g., self-check, etc.)

Customer experience, convenience and service are key to a successful library, just as they are for successful businesses large and small. For public libraries it translates into convenient and supported self-service that provides not only options, but also convenience for customers. Supported self-service means engaging with the customer, putting the customer in control of their library experience. Rather than having to wait in lines for checking out or checking in materials, paying fines or fees, picking up hold items, etc., the customer can now help themselves. This same concept also applies to Children’s Areas where there would be a second, smaller customer service point the mimics what is being done on the main floor.

A good, correctly implemented supported self-service plan also means a more proactive staff and an increase in staff-customer interaction as needed, which for small and medium size libraries means combining service points (i.e., a main service point that combines reference and circulation) as well as incorporating roving services in order to meet the customer where they are. Again, there would be a second, separate service point in the Children’s Area.

The primary purpose of having one main service point for adults and teens is to manage every aspect of service for the customer including assisting with questions, checking out and checking in library materials, signing up for library cards and addressing any “account” issues related to their library cards.

It is recommended there that there be two self-check units available at the main service point and a third in the children’s area. These self-check machines will be actively supported by staff.

Return of materials is a challenge presented by the site and the current layout. Typically, all functions related to customer service, check-in, check-out, registration and accounts are located in proximity of the entrance to the library. There should be a convenient and enclosed area for returning all materials, whether via an exterior or interior drop. The sorting of returned materials should, for the most part, take place behind the scenes.
A comprehensive supported self-service plan for a library this size typically includes:

- **Automation** – self-checkout of materials and, in some cases, RFID (radio frequency identification) and automated materials handling (AMH) for returned items

- **Electronic Services** – library card registration, fee/fine payment, meeting room reservations, program registration, reader’s advisory, online homework help, library social networking sites, online book discussion groups, etc.

- **Service Redesign** – roving staff (as opposed to stationed at a desk), self service holds pick-up, centralized phone services, mobile phone applications, ability to ask questions in multiple formats (e.g., chat, blog, texting), digital signage, RSS feeds, and other electronic delivery systems

- **Intuitive Buildings** – simplified and centralized service points; consistent, visible and well-placed signage; featured collection displays; intuitive layout of stacks and furnishings; building designed for future adaptability

- **Process Simplification** – standardized work processes based on best practices, reconfigured staff areas facilitating streamlined workflow and maximized productivity

- **Employee Training and Development** – staff training in technology and streamlined procedures, cross-training for flexibility, available staff to help and instruct patrons in use of self-service technology

---

**Parking**

*Timeline: Begin discussion ASAP*

In most public library situations adequate off-street parking, accessible and convenient to the entrance of the library building, is a principal factor in user satisfaction as well as the amount of use a library facility will receive. Without adequate parking there is every reason to anticipate usage of the library facility will not reach its full potential. The consultant believes that WPL does not have adequate parking for its users and potential users.
Adequate parking must be adequate in number, readily available, convenient, and safe if library policy-makers expect WPL to be utilized to its maximum potential.

There are different ways to determine the number of spaces required. Parking requirements for public use and commercial facilities are often expressed as a ratio of the square footage of the building. By example:

- One parking space for every 200 or 300 square feet of building space; or
- One square foot of parking (not parking spaces) for one square foot of building space.

For a community and building of this size and based on the ratio of one parking space for every 200 or 300 square feet of building space, that means that WPL should have between 67 and 100 spaces at its current 20,000 SF facility. Also, that could translate into 20,000 SF of parking space.

Another factor, or guideline, relates parking needs to seating requirements. Assuming a vehicle typically carries two people, the ratio of one parking space for every two reader seats within the library building has some rationale. *This number must be supplemented by added parking for the meeting rooms in the building.* The latter are often covered by local ordinance (even if library buildings are not covered). This type of guideline should include library seating for adults only, children not being automobile drivers.

Parking for staff may also be regulated by local ordinance. Failure to provide adequate staff parking may become a source of staff frustration and discontent. Staff parking should be provided in sufficient quantity for staff that consistently drives to work. In addition, parking for volunteers should be considered. Local ordinances for staff may include volunteers. If not, volunteers should be included as part of staff on a full-time equivalent (FTE) basis for the purposes of calculating total parking needs.

**Meeting Rooms**

*Timeline: Look at options in March 2012 after completion of feasibility study*
In Westborough, like the vast majority of communities across the state and nation, there is an unfulfilled demand and need for community meeting spaces at no or little cost to non-profit groups in the community. The need in Westborough is reflected by the community’s comments as collected during the Long Range Planning process in 2009.

New library buildings and those that are renovated or expanded typically incorporate more space for community groups to meet, study rooms that facilitate collaborative learning among students from upper elementary school through college, and flexible meeting rooms accommodating anywhere from 15 persons up to 100 or more that can also serve as classrooms, conference rooms, special event spaces and spaces for programs, lectures, speaker series, poetry readings, etc. In addition, small group study spaces, whether in the form of a separate room or a flexible partitioned space are also in demand and becoming increasingly prominent. See Appendix C – “Flex Large Meeting Room Guidelines” and “Small Group Study Room Guidelines” for additional details.

**Friends**

*Timeline: Start discussion immediately.*

As the existing 20,000 building stands, space is at a premium. It is important to note that the existing Friends space in the basement is inadequate for their needs and needs a new location and setup. If the board and administration decide the library will remain in the existing facility, one option that was mentioned was to relocate the Friends into the downstairs meeting room. This would give them adequate space and allow for better processes, but it would also use up valuable public space. That being said, if the board and administration want to use the current building as a 21st century library, then the Friends storage and sorting needs to be relocated to an offsite location in order to give the Friends appropriate space and to make sure as much library space as possible is dedicated to public space, gathering/meetings, etc. It is important to calculate how much the Friends raise each year and figure a cost per SF and compare that to warehouse storage space.

If WPL decides to relocate or build new this analysis should also be a consideration. It is becoming more common among public libraries to devote optimum facility space to public service. Library building space is expensive space to build. Leasing space for “support”
services such as this is often more cost effective over time than adding the additional square footage to the library facility.

Space Needs Analysis Overview

The question that is in everyone’s mind is, “What size building is required to support the recommendations and future plan of service of Westborough Public Library for the next 5, 10, 20+ years?” As part of this project, the consultant created a Space Needs Requirements spreadsheet to determine net square footage (NSF), net assignable square footage (NASF) and Building Gross Square Footage (BGSF) required to support a 21st century library plan of service with 1) an unweeded collection and 2) a weeded collection.

In order to understand the methodology we have followed in describing the assignable spaces a clear understanding of the three different types of spaces is important.

- **Net Usable Square Footage (NSF)** represents the actual unobstructed floor area or square footage assigned to a primary use for an individual unit contained within a defined perimeter. In effect, net area is the actual area of book stacks, offices, computer workstations, support areas, or special function areas exclusive of partitions, exterior walls, public and private corridors, columns, pipe chases, stairs, mechanical and electrical space, and all similar, non-usable areas.

- **Net Assignable Square Footage (NASF)** includes all net areas assigned to a given unit, as well as related corridor space for movement, interior partitions, and other areas incidental to the spatial organization or construction. Additionally, internal corridor (circulation) space shared by or connecting units is included in this total area. Net assignable area excludes the area required for mechanical and electrical spaces and distribution shafts, stairs, rest rooms, elevators, and other common building elements. Efficiency factors added to the pure net square footage to accommodate these other assignable spaces might range from 10 to 30 percent of the total net area. A 75 percent factor has been used for the Westborough Library facility. Experience has shown the efficiency of older facilities is generally less than new construction due to the area required for structure, walls, and formalistic approaches to space planning.
• Building Gross Square Footage (BGSF) reflects the total area of the building, including all net and net assignable areas as defined above, plus any additional area occupied by rest rooms, vertical transportation, janitorial/custodial closets, central mechanical and electrical space, chases, and other spaces related to primary air and power distribution, columns, and exterior walls. When programming space requirements for new facilities the total building gross area is estimated by applying an overall facility-grossing factor to the total programmed net assignable area. Typically, these factors range from 20 to 30 percent. A 75 percent factor has been used for the Westborough Library facility.

Total Building Gross Square Footage to accommodate WPL ranges from 30,089 BGSF to 33,371 BGSF. The lesser amount is based on WPL weeding their collections as recommended by the consultant. Please refer to the Space Needs Requirements spreadsheet for additional details.

Reprogramming the Existing Space

If the board and administration choose not to pursue a facilities feasibility study and opts to stay in its current location there are ways in which WPL’s present 20,000 SF library space is being used can be vastly improved. Space reallocation will contribute significantly to improved customer service, added overall services, and increased efficiency of operations. That being said, it is extremely important to realize that reprogramming the existing space will ultimately result in increased business and customer access to the resources and services. Unfortunately, the existing site and lack of adequate parking is a huge limitation for WPL in reaching its full potential to best serve the residents of Westborough. Even if WPL’s business and services are increased, the community will not be able to adequately access them.

Recommended improvements to the existing space include:

1. Adding and enhancing meeting room and programming space by adding two meeting rooms on the 3rd floor where the technical services processing area and the director’s
office are currently located. All meeting spaces should be technologically-equipped with up-to-date technology as described previously in this report. \textit{Note: Creating three medium-sized meeting rooms (e.g., enhancing the existing one on the lower level and adding two on the top level) is ideal. This would involve relocating the Friends to an offsite location.} In addition, adding 1 – 2 small study rooms on the third floor where the supply closet is currently located would also be an option.

2. Downsizing, combining, and relocating service desks on the main level (e.g., reference and circulation) in order to increase efficiencies and to advance the Library’s high quality customer service practices. Consideration should be given to relocating the service point to the existing magazine area in the front of the library. This space could be reconfigured to include private space/workroom for technical services staff.

3. Weeding the collection as recommended in this report and rearranging the shelving to make room for more seating, reconfigured computing space, collaborative space, etc.
   a. In particular, it is especially important to drastically reduce the reference collections in both adult and children’s and to integrate anything that isn’t weeded into nonfiction. Reducing nonfiction collections and eliminating outdated collection is also imperative. Reduced reference and nonfiction collections will allow for an expanded computer area and increased seating and overall flexibility. Refer to Appendix A and the \textit{Space Needs Analysis} for more details.

4. Creating collaborate and semi-private meeting/workspaces. This can be done with partitions in the main area of the library. Also, incorporate 2-place tables in front of all the windows on the outside wall of the stacks. This will create semi-private areas where people can meet, work individually, and plug in laptops, phones, etc.

5. Creating a zoned and interactive Children’s Area and programming space in its current location, working to maximize use and incorporate best practices for youth ages 0 – 12.
6. Enhancing and appropriately outfitting a Teen Area for youth ages 13 – 18 in its current location.

7. Creating a “popular library” area (where the existing circulation area is currently located) that attractively highlights new materials as well as high-demand materials in all formats (e.g., new fiction and nonfiction books, magazines, all “audiovisual/media”) displayed on appropriate bookstore-like, browseable shelving.
   a. The “popular library” concept also applies to the children’s area which should include its own popular library with new materials, all audiovisual/media, high interest items (e.g., graphic novels), etc.

8. Merchandising and increasing access to library materials throughout the building in order to increase the visibility of well used titles in all areas of the collections along with new materials.

9. Increasing comfortable seating options throughout the building (both lounge seating and tables and chairs) that can accommodate a variety of functions.
   a. This also applies to teen and children. Furniture should be age appropriate (for each appropriate age group) as well as attractive.

10. Replacing 4-place tables with flexible and moveable 2-place tables that can be made into larger tables as needed.

11. Rearranging space and access to Library computers and other technologies as well as expanding space and access for personal laptop users.
   a. Adult computers should be increased to 13 Internet.
   b. This does not include OPACs which should be relocated to the stack ends. In addition, the number of OPACs could potentially be downgraded to 3 (1 on fiction stacks, 1 on nonfiction stacks, and one in Popular Library).
c. All public computers should be grouped together (potentially where the reference desk currently is) in order to create an ideal environment for assisting patrons, good sight lines to the new service point, etc.

d. Teens should have a minimum of 4 computers in their area that include Internet access, office software, etc.

e. Children should have a minimum of 4 computers.

12. Consolidate and relocate staff spaces to increase workflow and better utilize the most attractive areas for the public.

13. Replacing the carpet throughout the library.

14. Adding color throughout the library.

15. Removing the existing window treatments throughout the facility and replacing, as needed, with solar protection and/or room–darkening shades.

16. Increasing electrical outlets throughout the building for customers' laptops, cell phones, etc.

17. De-cluttering the overall library (e.g., removing miscellaneous posters, clutter from desks, etc.).

18. Installing a new signage system that is attractive and assists customers in finding their way throughout the facility.

19. Incorporating digital signage at the new service point near the front of the library, in the rear of the library and in children’s, at minimum.

20. Rethinking the storage of Friends Book Sale items to an offsite location in order to better utilize prime library “real estate” for the public.
D. CRITICAL ELEMENTS OF A SUCCESSFUL 21ST CENTURY PUBLIC LIBRARY

- Customer-focused and driven
- The “Third Place” or the place to “meet and gather” when people aren’t at home or at work/school – formally and informally
- Inviting, comfortable, spacious, attractive, colorful and bright facilities
- Functional, flexible and adaptive spaces for all ages
- Convenient access to and delivery of services
- Core resource for lifelong learning and literacy for the entire community
- Interactive place for children ages 0 to age 12, encouraging and supporting imagination, love of reading, learning, and discovery
- The “happening” and safe place for teenagers inspiring and supporting education and social networking needs
- A place for family-focused learning, activities, programs, and events
- A vital resource for active adults (55+), engaging them through programming, technology, and volunteer opportunities
- Collections (in all formats) that are current and responsive to the popular interests of the community
- Up-to-date and plentiful technology access and services (e.g. Wi-Fi, self-service, downloadable e-content, up-
to-date, robust, dynamic easy-to-use website, classes to enhance technology skills and understanding)

- Building layout and adjacencies that enhance the customer’s experience and ease of use
- Buildings designed and constructed with future flexibility in mind in order to continuously repurpose spaces to meet the need and expectations of an ever changing community
- Service models that maximize customer satisfaction, staff interaction with users, and streamline processes
- Budget and resource allocations driven by collection and service priorities of the community

For information on Space Guidelines that support WPL and its vision for the library and the Westborough community, please refer to Appendix C.
Appendix
Appendix A:  
Westborough Public Library Collection Turnover Analysis

This is a general comparison spreadsheet that compares collection counts and circulation counts for January through December 2010.

The intention of this spreadsheet is to help the administration, board members and staff better understand how the collection is being used, where collections should be reduced, adjusted and or deleted in order to improve access to the remaining collection.

Note that any collection with a Turnover Rate of 4.0 and less is the most in need of weeding or, in some instances such as cassettes (an obsolete format), means complete removal of the collection. In addition, adjustment in how these collections are being purchased and retained must be addressed. Collections that don’t circulate such as Reference also need extensive weeding as these collections are very expensive to maintain and many have moved to a widely available electronic format (either in free or paid format). Public libraries are reducing these collections 70 - 90% and have been doing so for at least the past 5 years.

<table>
<thead>
<tr>
<th>I TYPE</th>
<th>Holdings</th>
<th>Circs</th>
<th>Ratio</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audio Cassette</td>
<td>119</td>
<td>413</td>
<td>3.47</td>
<td></td>
</tr>
<tr>
<td>Biography</td>
<td>1935</td>
<td>1315</td>
<td>0.68</td>
<td></td>
</tr>
<tr>
<td>Book on CD</td>
<td>2552</td>
<td>9337</td>
<td>3.66</td>
<td></td>
</tr>
<tr>
<td>Book on Tape</td>
<td>274</td>
<td>160</td>
<td>0.58</td>
<td>Weeded in Feb 2011</td>
</tr>
<tr>
<td>CD</td>
<td>1635</td>
<td>3652</td>
<td>2.23</td>
<td></td>
</tr>
<tr>
<td>DVD</td>
<td>2730</td>
<td>23674</td>
<td>8.67</td>
<td></td>
</tr>
<tr>
<td>Fiction</td>
<td>17197</td>
<td>23720</td>
<td>1.38</td>
<td></td>
</tr>
<tr>
<td>Large Type Book</td>
<td>2614</td>
<td>4045</td>
<td>1.55</td>
<td></td>
</tr>
<tr>
<td>MP3</td>
<td>63</td>
<td>62</td>
<td>0.98</td>
<td></td>
</tr>
<tr>
<td>New Fiction</td>
<td>0</td>
<td>2</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Nonfiction</td>
<td>22104</td>
<td>15697</td>
<td>0.71</td>
<td></td>
</tr>
<tr>
<td>Paperback</td>
<td>1764</td>
<td>3347</td>
<td>1.90</td>
<td></td>
</tr>
<tr>
<td>Playaway</td>
<td>37</td>
<td>131</td>
<td>3.54</td>
<td></td>
</tr>
<tr>
<td>Reference</td>
<td>2385</td>
<td>4</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Serial</td>
<td>1992</td>
<td>2839</td>
<td>1.43</td>
<td></td>
</tr>
<tr>
<td>Video</td>
<td>11</td>
<td>215</td>
<td>19.55</td>
<td>Weeded in summer 2010</td>
</tr>
<tr>
<td>Video Disc</td>
<td>41</td>
<td>315</td>
<td>7.68</td>
<td></td>
</tr>
<tr>
<td>YA</td>
<td></td>
<td></td>
<td></td>
<td>Video game collection</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-----</td>
<td>-----</td>
<td>------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Game</td>
<td>54</td>
<td>699</td>
<td>12.94</td>
<td></td>
</tr>
<tr>
<td>Graphic Nonfic</td>
<td>0</td>
<td>1</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Graphic Novel</td>
<td>1</td>
<td>6</td>
<td>6.00</td>
<td></td>
</tr>
<tr>
<td>YA Fict Trade</td>
<td>2</td>
<td>2</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>YA Fiction</td>
<td>863</td>
<td>1969</td>
<td>2.28</td>
<td></td>
</tr>
<tr>
<td>YA Graphic Novel</td>
<td>15</td>
<td>54</td>
<td>3.60</td>
<td></td>
</tr>
<tr>
<td>YA Nonfiction</td>
<td>496</td>
<td>452</td>
<td>0.91</td>
<td></td>
</tr>
<tr>
<td>YA Paperback</td>
<td>1240</td>
<td>2700</td>
<td>2.18</td>
<td></td>
</tr>
<tr>
<td>Children's</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CDROM</td>
<td>12</td>
<td>12</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>Juv Biography</td>
<td>933</td>
<td>994</td>
<td>1.07</td>
<td></td>
</tr>
<tr>
<td>Juv Book</td>
<td>1</td>
<td>2</td>
<td>2.00</td>
<td></td>
</tr>
<tr>
<td>Juv Book and CD</td>
<td>1</td>
<td>7</td>
<td>7.00</td>
<td></td>
</tr>
<tr>
<td>Juv Book on CD</td>
<td>279</td>
<td>1036</td>
<td>3.71</td>
<td></td>
</tr>
<tr>
<td>Juv Book on Tape</td>
<td>268</td>
<td>340</td>
<td>1.27</td>
<td></td>
</tr>
<tr>
<td>Juv CD</td>
<td>69</td>
<td>350</td>
<td>5.07</td>
<td></td>
</tr>
<tr>
<td>Juv DVD</td>
<td>745</td>
<td>11868</td>
<td>15.93</td>
<td></td>
</tr>
<tr>
<td>Juv Fic Hardcover</td>
<td>3</td>
<td>10</td>
<td>3.33</td>
<td></td>
</tr>
<tr>
<td>Juv Fiction</td>
<td>4767</td>
<td>8443</td>
<td>1.77</td>
<td></td>
</tr>
<tr>
<td>Juv Fiction Pbk</td>
<td>2</td>
<td>10</td>
<td>5.00</td>
<td></td>
</tr>
<tr>
<td>Juv For Language</td>
<td>116</td>
<td>202</td>
<td>1.74</td>
<td></td>
</tr>
<tr>
<td>Juv Nonfic Trade</td>
<td>3</td>
<td>2</td>
<td>0.67</td>
<td></td>
</tr>
<tr>
<td>Juv Nonfiction</td>
<td>9009</td>
<td>12425</td>
<td>1.38</td>
<td></td>
</tr>
<tr>
<td>Juv Paperback</td>
<td>5119</td>
<td>19403</td>
<td>3.79</td>
<td></td>
</tr>
<tr>
<td>Juv Pic Trade</td>
<td>8996</td>
<td>40156</td>
<td>4.46</td>
<td></td>
</tr>
<tr>
<td>Juv Reference</td>
<td>67</td>
<td>2</td>
<td>0.03</td>
<td></td>
</tr>
<tr>
<td>Kit</td>
<td>1</td>
<td>3</td>
<td>3.00</td>
<td></td>
</tr>
<tr>
<td>Special</td>
<td>13</td>
<td>22</td>
<td>1.69</td>
<td></td>
</tr>
</tbody>
</table>

*Other*

| Museum Pass                 | 12  | 1500| 125.00|                       |

| Total                       | 90540 | 193457| 2.14  |                       |
## WESTBOROUGH FACILITY ANALYSIS

### ACCESSIBILITY

<table>
<thead>
<tr>
<th></th>
<th>Good</th>
<th>Adequate</th>
<th>Inadequate</th>
<th>Poor</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patron Vehicle</td>
<td></td>
<td></td>
<td>X X</td>
<td></td>
<td>No dedicated parking – 2 hr. on-street parking or use church lot next door</td>
</tr>
<tr>
<td>Delivery Vehicle</td>
<td></td>
<td>X X</td>
<td></td>
<td></td>
<td>Park in “no parking” zone next to side entry on Parkman St.</td>
</tr>
<tr>
<td>Pedestrian Access</td>
<td>X X</td>
<td></td>
<td></td>
<td></td>
<td>Close to downtown and schools</td>
</tr>
<tr>
<td>Daily Parking</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>Very limited daily parking. See Patron Vehicle.</td>
</tr>
<tr>
<td>Event Parking</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>No options for large Event Parking. See Patron Vehicle.</td>
</tr>
<tr>
<td>Proximity to Major Roads</td>
<td></td>
<td>X X</td>
<td></td>
<td></td>
<td>Short drive from Route 9 and I-495, two major roads in this area</td>
</tr>
<tr>
<td>Near Commercial Area</td>
<td></td>
<td>X X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Density of Housing</td>
<td></td>
<td>X X</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### VISIBILITY

<table>
<thead>
<tr>
<th></th>
<th>Good</th>
<th>Adequate</th>
<th>Inadequate</th>
<th>Poor</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>From a distance</td>
<td></td>
<td></td>
<td>X X</td>
<td></td>
<td>Blocked by trees, vehicles, other buildings</td>
</tr>
<tr>
<td>Upon approach</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>New sign, maroon door. Direction of sign limits visible. This could be improved with additional signage or adjustment in signage.</td>
</tr>
<tr>
<td>Of entry points</td>
<td></td>
<td></td>
<td></td>
<td>X X</td>
<td>Side entry is not that visible from West Main St. Additional signage or renovation could improve this situation.</td>
</tr>
<tr>
<td>Easily Identifiable as Library</td>
<td></td>
<td></td>
<td></td>
<td>X X</td>
<td></td>
</tr>
</tbody>
</table>
### DEMOGRAPHIC PATTERNS

| Convenient Location |   |   | Easy to get to from the west side of the rotary; not so much from the east side of town |
| Reinforces existing social patterns |   | X | Not conducive to gathering in groups (for any age), not adequate for meetings, etc. |

### IMAGE AND VISUAL QUALITY

| Compatible with surroundings/uses |   |   | Part of West Main St. Historical District. Next to town offices. |
| Complimentary to surroundings |   |   | Surrounded by other historic looking buildings |

### VISTAS, VIEWS & OUTDOOR SPACES

| Neighboring elements create views from interior spaces |   |   | Good views from main and “3rd” floor of old building. Views from addition and children’s room are not so great. Views from 3rd floor staff space are the best, but most public views are lacking. |
| Opportunity for outdoor program spaces |   |   | Front lawn and side garden near children’s room. Limited in size, easy access and security |
| Natural site amenities e.g. trees, ponds, etc. |   |   | Trees, lawn. Flowers provided in season by Garden Club |

### SITE CAPACITY

| Future building area |   |   | Can’t be expanded without purchase of adjoining private property |
| Expanded parking area |   |   | Same |
| Future partnerships |   |   | Same, unless relocated elsewhere |
**PATRON AND PUBLIC CONSIDERATIONS**

<table>
<thead>
<tr>
<th>Area</th>
<th>X</th>
<th>X</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Children’s collection/area</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Space needs more color and energy. Collection needs weeding (in particular NF and picture books). Inadequate number of computers dedicated for youth, no interactive elements, and not zoned for age groups (0-4, 5-8, 9-12).</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Adult collection/area</strong></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Collection (NF and Fic) needs weeding and paper reference collection is much too large. Very small music collection, need more room for a/v materials and computer. Limited downloadable collection. No comfortable seating, no small group or collaboration/meeting areas, limited individual work areas, inadequate wiring for laptop users.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Teen collection/area</strong></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Old worn furniture, outdated signage, outdated drapes, inadequate number of computers dedicated for teens, no interactive elements, and too small for the population served.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reading areas</strong></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Outdated, uncomfortable furniture, inadequate lighting</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Study areas</strong></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>No quiet study rooms, carrels or nooks, hard uncomfortable chairs &amp; block access to the collection. Tables are too large.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category</td>
<td>X</td>
<td>X</td>
<td>Comments</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>---</td>
<td>---</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Computer availability for patrons</td>
<td></td>
<td></td>
<td>Could use a few more, or laptop cart. Inadequate number of Internet stations for population served.</td>
</tr>
<tr>
<td>Meeting rooms/conference rooms</td>
<td>X</td>
<td>X</td>
<td>Meeting room is dark and dungeon like. Not enough meeting space in variety and size. Should at minimum have a space to accommodate 100 persons that divides into two rooms for 50.</td>
</tr>
<tr>
<td>Ease of way-finding</td>
<td></td>
<td>X</td>
<td>Little to no signage. Lots of clutter with misc. signs and “stuff” throughout the bldg.</td>
</tr>
<tr>
<td>Furniture and Fixtures</td>
<td>X</td>
<td>X</td>
<td>Mostly old and outdated. Very table and chair oriented and not ergonomically correct. Not enough soft seating and seating variety. Inadequate computer furnishings for PC users and laptop users.</td>
</tr>
<tr>
<td>Parking</td>
<td>X</td>
<td>X</td>
<td>See earlier comments</td>
</tr>
<tr>
<td>Accessibility</td>
<td>X</td>
<td>X</td>
<td>Side entrance that is handicapped accessible entrance has malfunctioning automatic side door, and glass door in entryway that is a barrier to some disabled patrons and some others. Access to book drop is also not convenient – far from parking and not drive-up accessible or covered.</td>
</tr>
<tr>
<td>Restrooms</td>
<td>X X</td>
<td>Outdated fixtures, stalls and décor are old and worn. Odors do not vent easily. Only accessible on lower/basement level. Not restroom access on other 2 floors.</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>-----</td>
<td>---------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>TECHNOLOGY CONSIDERATIONS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capacity for technology</td>
<td>X</td>
<td>Limited areas to expand hard wired access and power. Must use walls or come through power poles. Existing power poles are problematic.</td>
<td></td>
</tr>
<tr>
<td>Self-check / Service availability</td>
<td>X</td>
<td>No self-check or self-service holds currently.</td>
<td></td>
</tr>
<tr>
<td>Automated materials handling</td>
<td></td>
<td>None</td>
<td></td>
</tr>
<tr>
<td><strong>STAFF CONSIDERATIONS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flexibility of Space</td>
<td></td>
<td>Not flexible right now due to large heavy furniture, but that can change in the future.</td>
<td></td>
</tr>
<tr>
<td>Book Drop</td>
<td>X</td>
<td>Difficult to empty during bad weather. Have to maneuver through Parkman entry. Indoor book drop sealed off since it is not enclosed. Access to book drop is not convenient – far from parking and not drive-up accessible. Not covered. No interior drops available for public including no drop at circ.</td>
<td></td>
</tr>
<tr>
<td>Category</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Workflow</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Storage</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Delivery staging</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Ease of maintenance</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Circulation / Service Desk Functionality</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
### Staff Spaces (Director’s Office, Staff Workroom, etc.)

- Staff break room needs improvement.
- Old basement area needs work.
- The staff offices are the nicest spaces in the library, which is good for staff but problematic from a customer service point of view since the patron spaces have very low rankings. The staff break room is poor and needs an overhaul.

### Experiential Considerations

<table>
<thead>
<tr>
<th>Category</th>
<th>A</th>
<th>B</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Experience</td>
<td>X</td>
<td>X</td>
<td>Entry areas are cold, drab, and unwelcoming. Heavy doors on front entry, with multiple doors to pass through. See earlier comments about side entry malfunctioning door and glass entry.</td>
</tr>
<tr>
<td>Lighting – Natural and artificial</td>
<td>X</td>
<td>X</td>
<td>Many areas are dark and blocked by large stacks and heavy, outdated window treatments. Patrons turn off light switches at end of stacks, making it even darker. Fantastic natural light on 3rd floor.</td>
</tr>
<tr>
<td>Noise management</td>
<td>X</td>
<td>X</td>
<td>Adult area is one big room. Teen area is opposite the quiet reading room. Children’s Room noise is contained on the lower level. Front entryway echoes up to 3rd floor.</td>
</tr>
<tr>
<td>Aesthetics</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
Appendix C: 21st Century Space Planning Guidelines
Adult Living Room Area Guidelines

I. Purpose

As libraries continue to evolve, adult library users are asking for a public library that has a warm, welcoming, comfortable atmosphere. They have grown to see the library as a community living space—a destination where they want to spend time. In part, developing a community atmosphere means creating living room spaces. Those environments need to be appropriately sized for the community and the overall facility, comfortable, warmly decorated, have easy access to materials such as magazines and newspapers, and have ample electricity for laptop users.

The following guidelines address many issues which shape the quality of an adult customer’s experience with the library and the community. They also support today’s standards of facilities design and development in libraries. Guidelines are presented as a means to shape the design and development of new construction as well as renovations and reprogramming of existing facilities.

II. Recommended Criteria

Square Footage:
- Space allotment should be based on the needs of the community and size of the adult user population.
- Overall square footage of the adult living room area should be proportionate to the overall size of the facility.

Location & Layout
- Separate area (not necessarily a separate room).
- Located away from children’s and teen areas.
- Located in an easy-to-access area of the library.

Design & Decor
- Welcoming and relaxing décor, including decorative and functional elements that create a living room atmosphere including but not limited to warm color, artwork, fireplaces, carpet, etc.
- A combination of indirect lighting (beyond fluorescent lighting) and natural lighting should be incorporated whenever possible.

Collection & Shelving
- Adult periodical shelving for magazines and newspapers.
- Portable, high interest shelving with a small footprint should be considered when appropriate.

Furniture
- Soft seating as well as coffee and end tables should be included.
- Seating should be comfortable, attractive, durable, appropriately scaled for the overall size of the space, versatile/flexible in use.

Technology
- In all instances, the space should be planned to accommodate wireless laptop users.

Used with permission
Developed by Kimberly Bolan Cullin and Laura Lisenstein, PROVIDENCE Associates, LLC
www.librarybuildingconsultants.com
Contact Kimberly Bolan Cullin at bolan_kimberly@yahoo.com for additional information or permission to reproduce.
Service Point Guidelines

I. Purpose

As customer service needs and demands in public libraries continue to increase, the physical design of library service points continues to evolve. Traditional, large, fixed service desks have transitioned into movable information kiosks and self-service areas staffed by roving staff. Staff are no longer behind desks, but out working with the public to address their wide variety of needs.

The following guidelines address many issues which shape the quality of a customer’s experience with the library and its staff. They also support today’s standards of facilities design and development in libraries. Guidelines are presented as a means to shape the design and development of new construction as well as renovations and reprogramming of existing facilities.

II. Recommended Criteria

Location
- One main “welcome kiosk” should be located at the main entrance in all sized facilities.
- In branch libraries, a minimum of three customer service kiosks located at the main entrance, in or immediately adjacent to the children’s room and near teen area.
- In regional libraries, a minimum of five customer service kiosks located at the main entrance, in the children’s room, in the teen area.
- Self-check areas should be located near the entrance/exit, within children’s rooms, and near other information kiosks in all instances. In larger facilities, self-check areas can be distributed throughout the facility as long as there is convenient access to staff for assistance.

Design & Furniture
- Service points should be kiosks as opposed to large desks. Kiosks should be moveable (with lockable casters) and height adjustable.
- Adjustable height task chairs should be available for staff at all kiosks.
- Furnishings for self-check and related self-service options should be modular whenever possible in order to increase future flexibility.
- Materials should be durable for maximum use.

Technology
- Self-check and other self-service technologies should be available.
- Ample electric and wireless access is required. Consideration should be given to a raised floor system for the distribution of critical services (power, voice, data, and HVAC).
- Laptops or other small form factor computers for staff are required for maximum flexibility.
Flex Large Meeting Room & Flex Children’s Meeting Room Guidelines

I. Purpose
Over the years public libraries have led the way in providing training and meeting places for their communities. As libraries continue to evolve, more and more people are asking for a wider variety of meeting spaces with a greater number of capabilities. These spaces should be flexible in design as well as be able to accommodate a large number of people of all ages for activities such as library programs, formal meetings, training sessions, teleconference activities, just to name a few.

The following guidelines address many issues which shape the quality of a customer’s experience with the library and the community. They also support today’s standards of facilities design and development in libraries. Guidelines are presented as a means to shape the design and development of new construction as well as renovations and repurposing of existing facilities.

II. Recommended Criteria

Size
- In branch libraries, the large group meeting room should accommodate up to 100 persons.
- In regional libraries, the large group meeting room should accommodate up to 200 persons.
- Children’s program rooms in branch libraries should accommodate a min. of 75 - 100 persons.
- Children’s program rooms in regional libraries should accommodate a min. of 100 - 150 persons.

Location & Layout
- Large group meeting rooms should be easily accessible from the entrance of the library.
- Large group meeting rooms must have access to the library’s restrooms.
- Large group meeting rooms and rest rooms must have after hours accessibility.
- Children’s program rooms should be easily accessible from the library entrance and the Children’s Room.
- It is preferred that children’s program rooms be conveniently located to library rest rooms if possible.

Design, Décor & Furniture
- Spaces must be flexible and adaptable so they can change with occupant needs.
- Generally, these spaces will be single story levels with flat floors.
- In large group meeting rooms, movable partitions will be included to further subdivide the space to accommodate smaller groups as needed.
- Appropriate HVAC, electrical, sprinkler and security systems are required for large group meeting rooms in order for the space to operate after hours on a regular basis.
- Ceiling height will typically be in excess of 12’
- A kitchenette or food service preparation area is required in all branch and regional large group meeting rooms and is preferred in regional children’s meeting rooms.
- In all instances, durable finishes to anticipate maximum use are required.
- A variety of indirect lighting (beyond fluorescent lighting) is necessary to accommodate an array of activities.
- Durable, modular furniture that is light and easily rearranged is necessary for all spaces.

Technology
- Voice, data, and power to accommodate a variety of programs and public needs are required.
- In all instances, the space should be planned to accommodate wireless laptop users.
- Large group meeting rooms should accommodate projection systems and a variety of audiovisual equipment, with special attention to acoustical separation from surrounding spaces.

Signage
- Both directional and interior signage should be attractive in design, user-friendly, and scaled appropriately.
- Signs should be ADA compliant.

Sound
- Appropriate acoustical treatments for large group meeting spaces are necessary.

Used with permission
Developed by Kimberly Brian Cullin and Laura Iansiti, PROVIDENCE Associates, LLC
www.librarybuildingconsultants.com
Contact Kimberly Brian Cullin at brian_kimberly@ysno.com for additional information or permission to reproduce.
Small Group Study Room Guidelines

I. Purpose
As libraries evolve into community centers, it becomes increasingly important to library users that they have space for small group collaboration and study. Such areas should be flexible in design and comfortable. They should be able to adapt to a wide variety of library and user needs. Such study rooms may also transition into small computer or technology training areas when not in use by the general public.

The following guidelines address many issues which shape the quality of a customer’s experience with the library and the community. They also support today’s standards of facilities design and development in libraries. Guidelines are presented as a means to shape the design and development of new construction as well as renovations and reprogramming of existing facilities.

II. Recommended Criteria

Size
- In branch and regional libraries, small group study rooms should accommodate 2 - 8 persons per room.

Location & Layout
- Rooms should be easily accessible.
- Small group rooms should be located conveniently for adults and teens.
- In multi-story regional libraries, small group study may be located on both the first or second floors.

Design & Décor
- Spaces must be flexible and adaptable so they can change with user and library needs.
- In all instances, durable finishes to anticipate maximum use are required.
- A variety of indirect lighting (beyond fluorescent lighting) and natural light, when possible, is necessary for reading and studying.

Furniture
- Include a mix of furnishings, including lounge seating and tables and chairs (no study carrels).
- No permanent furnishings such as countertops should be included in order to provide maximum flexibility of the space.
- Durable, modular furniture that is light and easily rearranged is necessary for all spaces.
- Equipped with white boards that can also double as projection screens.

Technology
- Ample electric is required.
- In all instances, the space should be planned to accommodate wireless laptop users.

Signage
- Signage directing users to the area should be attractive in design, user-friendly, and scaled appropriately.
- Signs should be ADA compliant.

Sound
- Appropriate acoustical treatments for small group study spaces are necessary.

Used with permission
Developed by Kimberly Boian Cullin and Laura Eisenstein, PROVIDENCE Associates, LLC
www.librarybuildingconsultants.com
Contact Kimberly Boian Cullin at boian_kimberly@yahoo.com for additional information or permission to reproduce.
Children’s Space Guidelines

I. Purpose
Children’s areas should be safe, inviting, and youth-friendly for ages 0 through 12. The most successful service to children will result from designing library spaces that are zoned by developmental age groups (e.g., pre-school, young school-aged, and pre-teen). Such environments need to be appropriately sized in square foot to accommodate the population. Spaces must be comfortable, colorful, interactive, and filled with easy access to technology for older children. Library spaces for children should not focus solely on one age group (e.g., pre-schoolers), but rather be well rounded and age appropriate for all its young users.

The following guidelines address many issues which shape the quality of a child’s experience with the library and the community. They also support today’s standards of children’s library facilities design and youth development. Guidelines are presented as a means to shape the design and development of new construction as well as renovations and reprogramming of existing facilities.

II. Recommended Criteria

Size
- Ideally, the square foot ratio of a children’s area to the overall library space should be equal to the ratio of the children’s population (ages 0 – 12) of the community to the total overall service population of the community.

Location & Layout
- Should be its own separate/dedicated, well-defined space.
- Located in an easy-to-access area of the library.
- Divide into zones by developmental group (pre-school, young school aged, and pre-teen)

Service Point
- Include a separate children’s service point within the space. See “Service Point Guidelines” for additional information.
- Incorporate separate children’s self-check units into the area.

Design & Decor
- When possible, children’s spaces should be enclosed or include sound baffling or other elements to control noise within and outside the area.
- All spaces, regardless of size, should incorporate design elements that visually define it as a “children’s” area.
- The use of interesting, vibrant colors and decor is encouraged for all spaces.
- Every space should include decorative and interactive elements appropriate for pre-schoolers, young school aged children and pre-teens.
- The use of distinct carpeting or flooring designs, colors, or styles is encouraged to help define the space and the zones, as appropriate.
- A combination of indirect lighting (beyond fluorescent lighting) and natural lighting should be incorporated whenever possible.

Collection & Shelving
- Collections should be “zoned” according to age group.
- Spaces should include, but aren’t limited, to picture books, board books, juvenile fiction and nonfiction, high interest collections such as juvenile audiovisual, graphic novels, magazines, etc., and school assignment materials.
- Shelving heights should vary according to the age group. For example, browseable bins and lower 42 – 48” shelving for pre-school and 50 – 66” shelving for older children.
- Shelving should have ample room for display as well as be mobile (on wheels) when possible. End panel display options for merchandising materials should be strongly considered.
- Separate high interest shelving should be portable with a small footprint.
- Separate magazine shelving for juvenile magazine titles should be incorporated.

Used with permission
Developed by Kimberly Bolan Callie and Laura Iserlin, PROVIDENCE Associates, LLC
www.provengroupconsultants.com
Contact Kimberly Bolan Callie at bolan.kimberly@yahoo.com for additional information or permission to reproduce.
Teen Space Guidelines

I. Purpose

Successful service to teenagers will best result from designing library spaces that are safe, inviting, and teen-friendly. Such environments need to be appropriately sized, comfortable, colorful, interactive, and filled with easy access to technology.

The following guidelines address many issues which shape the quality of a teen customer's experience with the library and the community. They also support today's standards of teen facilities design and development in libraries. Guidelines are presented as a means to shape the design and development of new construction as well as renovations and reprogramming of existing facilities.

II. Recommended Criteria

Size
- Ideally, the square footage ratio of a teen area to the overall library space should be equal to the ratio of the teen population (ages 13–18) of the community to the total overall service population of the community.

Location & Layout
- Should be its own separate space and should not be located in the children's area.
- Located in an easy-to-access area of the library.
- Must have good sight lines from staff and service points.
- In larger facilities, the area should be zoned by function (e.g., computing, study, socializing, etc.)

Service Point
- When possible, locate a moveable staff service point within or adjacent to the teen area. See "Service Point Guidelines" for additional information.

Design & Decor
- When possible, teen spaces should be enclosed (with glass or a similar wall surface that facilitates observation) and include sound baffling or other elements to control noise within and outside the area.
- All spaces, regardless of size, should incorporate design elements that visually define it as a "teen" area.
- The use of interesting, vibrant colors and decor is encouraged for all spaces.
- Every space should include decorative and functional elements including, but not limited to, framed posters, art gallery frame systems for student art, magnetic poetry walls or boards, small bulletin boards, white boards, etc.
- The use of distinct carpeting or flooring designs, colors, or styles is encouraged to help define each teen area.
- A combination of indirect lighting (beyond fluorescent lighting) and natural lighting should be incorporated whenever possible.

Collection & Shelving
- Spaces should include, but aren't limited to, teen fiction and high interest collections such as graphic novels and manga, magazines, etc., school assignment materials, and college materials.
- General shelving should have ample room for display as well as be mobile when possible. End panel display options for merchandising materials should be strongly considered.

Used with permission
Developed by Kimberly Bolan Collin and Laura Isenstein, PROVIDENCE Associates, LLC
www.librarybuildingconsultants.com
Contact Kimberly Bolan Collin at bolan_kimberly@yahoo.com for additional information or permission to reproduce.