

Chapel Hill Public Library

Five Year Services Plan:
2001-2006
and
Long Term Facilities Needs
Through 2020

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Executive Summary

Purpose – This document was developed at the request of the Chapel Hill Town Council to study Library short and long-term service needs. The first part of this document presents a five-year services plan developed with community, Library Board, and staff participation. The second part analyzes public library space needs in Chapel Hill and south Orange County and projects needs through 2020.

Chronology of Events (complete list of events in Appendix One)

- 1997 – Library Needs Assessment Task Force appointed by Town Council
- June 1999 – Task Force report received and accepted by the Town Council
- November 1999 – Town Council approves hiring of consultant to assist Library in planning and needs projection
- August - January 2001 – Sandra Nelson, Consultant, works with Library Board and staff using *Planning for Results* process
- August and September 2001 – Ruth O'Donnell, Consultant, works with Library Board and staff to complete the five-year services plan and to develop facility needs projections

Community, Board and Staff Assessment of Service and Facility Needs

- The demand for public library services has outpaced available resources (staff, collections, technology, facilities) and will continue to do so as the service area grows.
- The requirement that the 21st century public library provide access to adequate levels of technology is a resource planning and allocation challenge that the Chapel Hill Public Library does not have the resources to meet.
- Changing and growing minority populations are an additional service pressure for the Library.
- The current facility is inadequate to meet the public library service needs of the numbers of people currently served and to handle additional population growth.
- Full service public libraries offer a variety of audio-visual formats. The Chapel Hill Public Library does not yet have an adequate collection nor all appropriate formats to satisfy patrons needs and interests.

Mission and Five-Year Plan of Services

The Chapel Hill Public Library provides:

- ❖ Current recreational reading, listening and viewing materials and information about contemporary culture and trends
- ❖ General information through answering reference questions and provision of specialized subscription reference services
- ❖ Information and programs to support life-long learning
- ❖ Instruction in finding, evaluating and using electronic information resources

Goals describing how residents will benefit from Library services, objectives that describe how the Library will measure and report progress towards goals, and activities that describe new and continuing services are on pages 21-29 of this document. They are based on four service priorities that will be the focus of most resources for the coming five years. A nationally accepted strategic planning model for public libraries, *Planning for Results*, along with the work of the Library Needs Assessment Task Force was used to develop this plan.

Resource Needs to Implement the Five-Year Plan

New resources will be needed to fully implement planned activities. Some of the needed funds to improve the Library collection will be reallocated within the existing collection development budget. Other funds may be made available from the Chapel Hill Public Library Gift Fund. The Library will also seek additional funds to implement proposed activities from the Town of Chapel Hill and Orange County. A full list of resource needs and costs is provided on pages 31-32. The list includes equipment and furnishings, additional staff positions, library materials specified by type or format, technology infrastructure upgrades, and public relations/marketing tools.

Facility Needs through 2020

Ruth O'Donnell, Library Planning and Building Consultant, studied the Library's service area population to assess facilities needs. Populations of Chapel Hill and south Orange County for 2000, 2010, and 2020 were applied to two standards for public library size (national and North Carolina). The results indicate that the Library facility is slightly smaller than needed for the current Chapel Hill population and too small by half when the south Orange population is included in the service area.

Future population projections show an increasing shortage of public library space (see charts on pages 33 and 34). By the year 2020, facility space of between 70,000 and 76,000 square feet will be needed to serve the area now served by the Chapel Hill Public Library.

The consultant recommends the following regarding public library facilities:

1. Chapel Hill should expand the existing Library facility as soon as possible to the maximum size affordable and appropriate for the site.
2. Chapel Hill should encourage Orange County to expand its support of library services for south Orange County residents to relieve the stress on the Chapel Hill Public Library. The County could establish a full-service branch of its library system or participate in funding an expanded Chapel Hill Public Library to meet the needs of County residents.
3. New space gained through expansion of the Chapel Hill Public Library should be almost exclusively public use space.



Introduction

Introduction to the Chapel Hill Public Library

The Chapel Hill Public Library (CHPL), located in a very attractive 27,315 square foot building that opened in 1994, serves residents of the Town of Chapel Hill and Orange County. The Library is a department of the Town and is governed by the Mayor and Town Council. Funding for library services comes from the Town, Orange County, and the state with Chapel Hill providing most of the financial support. The Town owns the library facility.

The Chapel Hill Public Library was established as a private library in 1958. Prior to that time, the University of North Carolina library served as the community's library. Establishment of the public library formally recognized that the University's collection and services no longer met the needs of non-academic residents of the Town. The Mary Bayley Pratt Children's Library collection was donated to the public library and served as the initial collection. Since then, the Library's collection has developed to meet the day-to-day, library-related information and recreation needs of the community. The Library moved in 1967 to a new site on the same street when a new facility was built. In 1975 the ground floor was remodeled and in 1979 additional parking area was purchased. In 1976, the Library became a department of the Town of Chapel Hill and the Board of Trustees became an advisory board of seven residents, appointed by the Town Council.

Planning for a new, larger library building began in 1986. The original building program for the new library called for a 60,000 square foot facility to be built in two phases, with the final phase available in 2010. That program guided design and construction for the current library. The first phase was planned at 46,758 square feet, but the existing 27,315 square feet building was constructed due to reduced funding.

Available library services include:

- developing, maintaining and loaning or making available in-house a collection of books, magazines, newspapers, microfilm, audio-tapes, and compact discs,
- providing access to the Library's electronic catalog and other electronic information resources,
- researching the public's questions,
- assisting students in doing their homework,
- and presenting programs for children and, through a partnership with the Friends of the Library, adults.

Chronology of Events

Appendix One lists planning and development events related to the Chapel Hill Public Library.

The Library Needs Assessment Task Force

In October of 1997 the Town Council appointed a Library Needs Assessment Task Force to "study what the community wants from its public library and the library's short and long-term service needs." This action resulted from requests from the Library Board and the Chapel Hill Public Library Foundation for a study of public library resources and development over the next five to ten years. The Board was interested in input from library users about the services they want; the Foundation Board was seeking information to help it identify long-term resources needs to guide effective fund raising. Library Needs Assessment Task Force Members were:

Natalie Ammarell
 William Blythe
 Kenneth Broun
 Pat Evans
 Paul Farel
 Mary S. ("Bitty") Holton
 Barbara Moran
 Lee Pavao
 Patsy Saylor
 Robert Schreiner
 Margery Thompson
 Frances Weaver
 Virginia Young

The Planning Process

The services plan and resource needs presented here are the result of several years of work by the Library Board, community members working as the Library Needs Assessment Task Force, library management and staff, and two library planning consultants. Each of these groups and individuals worked on the project at different times and in different stages of the work, with the Board and Library staff being the constants throughout.

The Town Council initially requested a fifteen-year plan for the Library's future. As the work progressed it became clear that public library services/strategic planning is appropriately done for much shorter time frames than fifteen years. Development of new technologies for information services and leisure reading/listening/viewing is so rapid in these times that short-term service plans are most appropriate. Three to five year service plans have been standard practice since publication of the Public Library Association's first planning model in the early 1980's.

On the other hand, public libraries still plan twenty years out for facilities. This may change in the future but at present is accepted practice. A new public library building should be of an adequate size to meet the needs of its service area for about that long before expansion or replacement is needed. The building program used for design of the existing building called for a Phase I building of 46,758 square feet with a total 60,000

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square feet in Phase II by 2010. This was reduced to 27,315 square feet because of funding limitations.

Using these “best practices” for public library planning, and the planning work described below, a five-year services plan and facility needs/recommendations for development were finalized for Town Council and staff review in September 2001 and are presented in this document. The methods used in the Chapel Hill Public Library planning project are described below.

Library Needs Assessment Task Force work

The Task Force worked for eighteen months, submitting a report to the Town Manager and Library Board in June 1999. The group used several approaches to assess service and resource needs:

- Data from the Carolina Pulse Poll conducted in 1998. Responses to seven questions from this telephone poll of 515 residents of Chapel Hill and Carrboro were studied.
- Committee work – three subcommittees worked to gather data regarding needs and resources: Community Assessment, Library Assessment, and Resources. The first two subcommittees used assessment tools published in *Planning for Results: A Library Transformation Process*, the third generation of the Public Library Association's planning model, and other sources of demographic and community resources information. The data collected about the service area and the Library was used to conduct strengths, weaknesses, opportunities, and threats analyses for the community and the Library. The resources subcommittee compared existing Library resources to the *Guidelines for North Carolina Libraries*, a publication of the North Carolina Public Library Directors Association.
- Analysis of the data collected was used to present resource implications and options at two levels: Option 1, resource needs for continuing service at existing levels, and Option 2, expanding services over current levels. A full report of the subcommittee work is available in a memorandum to the Mayor and Town Council dated June 14, 1999.

The Town Council responded to the Task Force report by passing a resolution referring the report to the Town Manager and the Library Board for comment. The Council also approved hiring a consultant to work further on Library plans. Task Force responsibilities ceased with submission of their report.

Planning for Results work

The services component of Task Force work brought the planning process to the point of identifying service responses. These are groupings of possible library services from which a library selects the ways it plans to respond to community needs for the coming five year period. The selected service responses become

priority services for the time frame and much of the library's resources are focused on them.

Focusing services rather than trying to do everything with limited resources improves library effectiveness and efficiency. Two library planning consultants, Sandra Nelson and Ruth O'Donnell, worked with Library staff and Board members to complete the remainder of the *Planning for Results* process. Steps in the process are:

- Selecting three to five service priorities from a list of thirteen identified by the planning model. Each of these describes a type of public library service that may be important to meet the needs of a community. Only the largest and best-funded public libraries can offer the full array described. The model recommends focusing most resources on a few priorities to achieve excellence in those areas rather than trying to do too much with limited resources.
- Writing a library mission statement based on the service priorities.
- Developing goals for each service priority to express the results that people who use services will get from those services.
- Developing objectives for each goal. These are measurable, time limited statements of progress towards meeting goals that the Library hopes to make.
- Developing a list of activities that the Library will carry out to implement the plan and work towards its stated goals.
- Analyzing activities for resource needs to determine whether and what new resources will be needed, or if existing resources can be reallocated, to implement the plan. Four areas of resources were considered – staff, collection, facilities, and technology.

Long-range facilities needs projections

Public library space needs are calculated in two ways: based on a per capita square footage standard or based on the space needed to accommodate various resources. The Library Needs Assessment Task Force used the latter method and identified additional space as a need if services are to expand. The Task force computed an amount of space required to implement the expansion level of service (Option 2) described in its report.

Consultant Ruth O'Donnell updated the population growth projections it used, basing new figures on the results of the 2000 census and new growth projections available from the Town and state. Using these population figures, library square footage per capita standards and North Carolina guidelines were applied to calculate space needs for the years 2000, 2010 and 2020. The

original building program for the existing library was also reviewed, including the changes made to that document in order to decrease the planned size.

Integration of the Task Force and Planning for Results work

The Library Needs Assessment Task Force work produced useful data and analysis, identifying the specifics of community needs that the Library Board sought. In some cases its work is included in this document as presented by the Task Force; in others, it has been updated and was used as background for findings and recommendations made here. The consultants and staff who used the Task Force's work found its recommendations for maintenance level services appropriate. This is reflected in the activity list of the new five-year plan. The expansion recommendations, although quite conservative, are focused on community needs and move the Library along towards being better able to meet those needs successfully.

When a decision was made to use the *Planning for Results* model to develop a five-year service plan, some of the Task Force data collection work was updated because of the passage of time. Other changes had also occurred in Library services since the Task Force report was prepared:

- Public access to the Internet began and computers for public use became available in the Library in 1998
- The number of children's programs increased by 25% in 2000-01
- Public requests for videos has increased as has interest in recorded music and books

As the activities for the plan were developed, these changes were considered.

Purpose of This Document

This document reports the results of the Task Force work and further work by the Library Board, staff and library planning consultants to develop the requested products. It presents a five-year plan of services along with projections of long-term (twenty-year) facility needs.

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Findings: Community Needs

Chapel Hill and Orange County Population and Demographics

The Chapel Hill Public Library serves both the Town of Chapel Hill and Orange County outside Chapel Hill. Most Library users live in either Chapel Hill or the South Orange County area. Figure 1 provides population size and demographic information. Figure 2 reports population growth projections.

Figure 1: Library Service Area Demographics

Source: U.S. 2000 Census

	<i>Town of Chapel Hill Population</i>	<i>Orange County without Chapel Hill Population</i>	<i>Orange Count Population</i>
Population	48,715	69,512	118,227
Age:			
Under 5	3.6%	5.5%	5.0%
5 to 14	8.8%	14.2%	12.0%
15 to 19	16.2%	5.8%	10.1%
20 to 24	23.5%	7.8%	14.3%
25 to 54	34.3%	49.7%	43.4%
55 to 64	5.4%	9.0%	7.0%
65 +	8.0%	8.7%	8.4%
Median age	24		30.4
Race:			
White	79.4%	78.1%	79.4%
Black or African American	12.1%	15.4%	14.4%
American Indian & Alaska Native	0.9%	.4%	0.9%
Asian	7.9%	1.9%	4.6%
Native Hawaiian & Other Pacific Islander	0.1%	.01%	0.1%
Other	1.6%	2.5%	2.4%
Hispanic or Latino (of any race)	3.2%	5.3%	4.5%

These data indicate that:

- Over 90% of the people in the area are White or Black; close to 80% are White

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- Hispanics make up a very small percentage of the population (less than 5%) with a larger percentage of Orange County claiming Hispanic status than in Chapel Hill
- Asians are a more significant minority group than Hispanics in Chapel Hill and equal to them in Orange County
- Chapel Hill has an unusual percentage of 20 to 24 year-olds, obviously due to the presence of University students; the differences between the Town and the County are significant for this age group. The number of residents in the 15 to 19 year-old group are also affected by University students.
- Retirement aged residents, very old people, and preschool children each make up small percentages of the Town and County population

In summary, the data reflects the obvious – Chapel Hill and Orange County have young populations, especially Chapel Hill. The largest group of minority race is Black, followed by Asian. Hispanics are not a large percentage of the Town's or the County's population. More Hispanics live in the County than in Chapel Hill but they are still a relatively small group.

Chapel Hill Public Library Service Area and Population Growth Projections

Chapel Hill Public Library provides public library services to the Town of Chapel Hill. Under an agreement with Orange County, it also serves residents of the County who live outside Chapel Hill. Current patron registration records provide some clarification of the Library's service area in that they show where the people live who are actually using the Library.

- 56.6% of current registrants live in Chapel Hill
- 16.5% live in Carrboro
- 19.75 live in South Orange (excluding Carrboro)
- 4.1% live in North Orange
- 3.1% live outside the County

Library staff report that these percentages have been consistent for years and are supported by a reference survey conducted in 2000 that asked users of this service where they live. The primary service population, then, is the people who live in the southern part of Orange County.

Using U.S. Census tracts and/or Townships we can define this area and consider potential growth. Figure 2 provides data on current population and projected population growth. It should be noted that growth in Chapel Hill is affected by potential annexation of parts of the County. This is not actual population growth but rather an expansion of Town limits.

The chart indicates that planners who make these projections believe there will be about 20% population growth in the Library service area between 2000 and 2010 and about 16% between 2010 and 2020. The County population as a whole will grow slightly more (17%) for those time frames.

Figure 2: Service Area Population Growth Projections to 2020

<i>Location</i>	<i>Census 2000</i>	<i>2010 Projections</i>	<i>% of Growth</i>	<i>2020 Projections</i>	<i>% of Growth</i>
Chapel Hill	48,715	58,673	20%	68,092	16%
South Orange County*	84,147	100,976	20%	117,132	16%
Chapel Hill & Bingham Townships	85,455	102,546	20%	118,953	16%
Orange County	118,227	142,913	21%	166,971	17%

* All Orange County census tracts except 108.01, 108.02, 109, 110, 111.01, and 111.02 - these are in the north of the County

Community Needs Identified by the Library Needs Assessment Task Force

Community needs were studied by the Library Needs Assessment Task Force. They identified the following list of concerns for Chapel Hill in January 1999.

- Need to manage growth – balance between controlling growth and expanding tax base; sustain existing levels of service and infrastructure
- Predominantly well-educated, well-to-do population with growing gap between have and have-nots, and increasing ethnic/non-English-speaking diversity
- Chapel Hill is dominated by expanding university; this generates interest in and demands on community services but no tax support
- Growing population with disinclination to pay for taxes, yet increasing demands for services, including library
- Town government responsive but has limited resources and ability to influence neighboring governmental units

In its report to the Town Council and Manager, the Task Force presented the highlights of its community assessment:

- Population expected to increase
- Community will increasingly use technology
- Growth in the non-English speaking population
- Gap between economic have and have-nots is expected to increase
- Education level of population will remain high or increase
- University will expand both in students and in its physical presence, increasing the transient component of our community
- Town’s boundaries are expanding
- Increased demand for public meeting spaces

- Public resources will continue to be under pressure as desire for government services increases but the non-individual tax base, especially business and industrial, does not significantly grow

Community Needs Identified by the Library Board

In 2000-01, the Library Board, staff and consultants also discussed community needs. Their conclusions were:

- > Community strengths are the well-educated and informed population that is technologically savvy; the area has tremendous cultural and medical and other resources and is well located; Chapel Hill has strong parks and recreational planning; residents have a sense of community and history and a willingness to volunteer
- > Weaknesses include that the tax base is too narrow, transportation is a problem. the population is transient, local media is in decline, there is a lack of inter-governmental cooperation, not enough affordable housing, relationship with the university is a problem, and there is not enough involvement from all aspects of the community
- > Opportunities for the future include an ability to plan for that future, use of technology to the community's benefit, anticipated growth of the area. possibilities for better inter-governmental cooperation, and possible sharing of University resources
- > Threats for the future include local fear of change and losing the Chapel Hill identity, University expansion, narrow thinking that makes people too protective of our turf, "mansionization" of Chapel Hill, community apathy, and that Chapel Hill is a wealthy community with a sense of entitlement

Findings: Library Resources and Services

During 2000-01, the Library Board, staff and consultants also studied current Library resources – the collection, staffing, technology, and facility. These are the resource categories used in the *Planning for Results* model.

Library Needs Assessment Task Force Findings

The Task Force reported its assessment of current Library resource conditions in December 1998.

- Excellent new building outgrowing current demand and utilization, but can be expanded
- Excellent print collection, but inadequate non-English and small CD/Audio collections, and inadequate computer access
- Strong community support, but change in cultural and technological context
- Strong commitment to service (e.g., children's program, Internet) creates need and opportunity to expand services to meet needs created by demographic changes
- Excellent small staff must be expanded to meet growing needs and expectation of community
- Current financial resources are inadequate to address staffing, technology, collection, space and service needs
- Mismatch between resource levels and users generated by County
- Growing expectation that technology will be available and accessible

In its report to the Town Council and Manager, the Task Force listed the findings below.

- The Library building is inadequate to meet current demand and use but is capable of being expanded
- English language print collection is adequate, but non-English print collection is not
- Inadequate non-print collection
- Inadequate computer access
- Strong community support
- Heavy community use
- High expectations for service from the public
- Excellent staff but too few in number to meet needs and expectations of the community
- Financial resources inadequate to address both current and future resource needs

The Task Force summarized its work in four conclusions:

1. The level of demand for library services created by the rate of population growth in Chapel Hill and Southern Orange County already outpaces available resources (money, space, staff) and will continue to do so.
2. The requirement that the 21st century public library provide access to adequate per capita levels of technology represents a resource planning and allocation challenge.
3. The Town's changing minority population represents both an enriching opportunity and an additional service pressure for the Library.
4. Under any scenario, the current facility is already proving inadequate for meeting the space needs of the Library.

After a thorough review of the supporting material submitted by the Library Needs Assessment Task Force, Library Planning Consultant Ruth O'Donnell agrees with the four conclusions above.

The Library Needs Assessment Task Force also placed a high emphasis on service to minority populations, especially Hispanics. The consultant agrees that emerging library services should reflect the needs of minority populations in Chapel Hill's changing community. However, the consultant believes that, based on the 2000 Census data found in Figure 1, both Black and Asian people constitute a larger minority population in Chapel Hill than do Hispanics and that these groups should receive equal consideration in any library service development.

The Library currently has a small collection of English-language materials that teach the user to speak other languages, including Spanish. Although the library has not developed a significant in-house collection of foreign language materials, it recently increased its number of rental materials from the Foreign Language Center in Fayetteville, North Carolina. This seems an appropriate response to the consultant, although the number and nature of requests for this type of material should be monitored and the local collection expanded if warranted.

Library Board Findings

The Library Board reviewed the strengths, weaknesses, opportunities and threats analysis done by the Library Needs Assessment Task Force. They used this information in their discussions about Library priorities for the next five years

Library Resources and Use – What do the Statistics Say?

Figures 4 and 5 on the following pages present Chapel Hill Public Library resource and use statistics.

Data sources

- Chapel Hill Public Library resource statistics and all North Carolina (statewide) data are from the State Library of North Carolina and report statistics are from 1999-2000.
- The Library's usage data are from the year 2000-01.
- National data are from the National Center for Education Statistics, U.S. Department of Education and cover 1997-98, the most recent year available.
- *Guidelines for North Carolina Public Libraries 1998*, published by the North Carolina Public Library Directors Association, is the source for the N.C. Guidelines listed in the charts.
- Population figures are from the U.S. 2000 Census.

Presentation of population data

Some of the statistics below are expressed as per capita. Three different populations were used to present these data adequately:

- Population of Chapel Hill
- Population of south Orange County without Chapel Hill
- Combined populations for the two

It should be noted that when population figures are applied to resources or usage amounts in order to calculate per capita statistics, the residents of north Orange County and people from outside the County who use the library are not in the equation. These two groups make up 7.2% of registered Library users at this time.

Figure 3: Library Service Input Measures (Resources)

Library Service Input Measures (Resources)	CHPL 1999-00 Actual			State and National Comparisons				N.C. Guidelines		
	Using C.H. Pop.	Using Orange County Pop. (without C. H.)	Using Combined S. Orange/ C.H. Pop.**	North Carolina Public Libraries 1999-00	National Averages 1998	National Population Peers 1998 (513 libs.)	Using C.H. Pop.	Using Orange County Pop. (without C. H.)	Using Combined S. Orange/ C.H. Pop.	
Staffing										
Population	48,715	35,432	84,147				48,715	35,432	84,147	
Number of positions (FTE)	-	-	-	NA*	NA	NA	24.35	17.72	42.07	
Percentage that are masters degreed librarians	-	-	-	22%	22.80%	22.30%	33%	33%	33%	
Collection										
Volumes per capita (print)	2.57	3.55	1.49	2.00	2.90	2.50	2.00	2.00	2.00	
Adult books - % of print collection	-	-	-	63%	NA	NA	NA	NA	NA	
Juvenile books - % of print collection	-	-	-	32%	NA	NA	NA	NA	NA	
Audio items - per 1,000 population	92.48	127.15	53.54	NA	108.9	92.9	NA	NA	NA	
Video items - per 1,000 population	0	0	0	NA	66.4	64.6	NA	NA	NA	
Electronic Resources										
Public access terminal/computers	-	-	-	NA	NA	NA	19	14	34	
Funding										
Local per capita	\$26.10	\$6.33	\$17.75	\$18.97	\$20.18	\$18.66	NA	NA	NA	
Total per capita	-	-	\$38.19	\$37.09	\$26.02	\$24.29	NA	NA	NA	
Percentage for collection	-	-	-	16.00%	15.40%	15.20%	20%	20%	20%	
Percentage for personnel	-	-	-	64.00%	64.20%	65.20%	NA	NA	NA	
Percentage for electronic materials	-	-	-	NA	0.90%	0.90%	NA	NA	NA	
Facilities										
Square footage							31,665	23,031	54,696	

* NA = Not available

** See note on previous page concerning residents of Orange County and non-county Library users left out of this count

Figure 4: Library Service Output Measures (Use)

Library Service Output Measures (Use)	CHPL 2000-01 Actual				State and National Comparisons		
	Using C.H. Pop.	Using Orange County Pop. (without C. H.)	Using Combined S. Orange/ C.H. Pop.	2000-01 Actual (regardless of pop.)	North Carolina Public Libraries 1999-00	National Averages 1998	National Population Peers 1998 (513 libraries)
Population	48,715	35,432	84,147				
Registered users as a % of population	28.5%	25.1%	27.1%	-	48%	NA	NA
Circulation per capita	8.49	7.46	8.06	-	5.47	6.6	6.5
Circulation per FTE of personnel	-	-	-	23,653	14,803	NA	NA
Cost per circulation	-	-	-	\$2.30	\$3.24	NA	NA
Visits per capita	3.79	3.33	3.60	-	3.6	4.2	4.2
Reference questions per capita	0.81	0.71	0.77	-	0.9	1.1	0.8

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NOTES:

1. This table does not include the North Carolina Guidelines as does Figure 3. Guidelines discuss what libraries should have as resources to meet service needs, not what level of use is appropriate.
2. Chapel Hill Public Library can determine where registered users live and which users have checked out items at any given time. These figures were used to calculate the “registered users as a % of population” and “circulation per capita” statistics presented here. That information – where the people live who use the service – is not available for “visits per capita” and “reference questions per capita.” Estimated per capita figures for visits and reference questions were calculated using percentages of registered patrons for Chapel Hill and south Orange County without Chapel Hill..

Consultants Analysis of Library Resources and Use

1. Staffing

- a) The number of staff is inadequate. Chapel Hill Public Library has less than three-quarters of the staff indicated by the North Carolina Guidelines and use is very high, a factor that those guidelines say requires even more staff. The circulation per capita statistics shows that the staff who check materials out and in and those who help people find what they want is working twice as hard as staff in the average library in the State. The staff shortage also impacts services such as adult programming, which is desired by the community but is now only available through the work of the Friends of the Library. Staff does not have the time to provide this basic service themselves.
- b) More professionally trained librarians are needed for direct service delivery to the public and for planning and administration. The percentage of positions filled by people who have accredited master's degrees in librarianship is just two-thirds of that suggested in the North Carolina guidelines although it is about average nationally. This is a quality of service issue. Five of the seven professionally trained staff are managers. This limits the amount of direct service to the public they can provide.

2. Collection

- a) A larger collection is needed. The number of print items per capita at Chapel Hill Public Library is average but the turnover rate is high – the number of times, on average, that items are checked out in a year. This indicates a high demand on the existing collection, a fact verified by the high circulation of print materials compared to other libraries in the state and nation.
 - b) The audio-visual collection is inadequate. Chapel Hill Public Library does not offer loan of videos, a standard practice in public libraries as can be seen by the statistics for this service in the state and national figures. Also, the number of audio-recordings is low for the entire service area although adequate if those items were used only by Chapel Hill residents.
 - c) The ratio of adult to juvenile books is adequate (about the same as at other libraries).
 - d) Electronic books (E-books) are not yet available at the Library. The number of titles available in this new format is growing very rapidly and residents are asking the library to provide this type of material for loan.
3. Use by eligible residents – the number of people who register to use the library is less than average for North Carolina. The large population of university students who have other library resources available to them is an important factor in the number of public library users who register. It should be noted that registration is not required for in-library use of materials and equipment.

4. Information technology and services

- a) The number of public access computer workstations, and therefore access points for electronic information, is inadequate. Chapel Hill Public Library will soon have thirteen workstations. This is 38% of what is suggested in the North Carolina Guidelines (34 for the population of the service area). While national figures on this resource are not reported, the consultant is aware of many libraries serving much smaller populations that have more computers for the public. At this point in the development of this technology across the nation, libraries must provide as much access as they possibly can because many people still do not own computers of their own.
- b) Information/reference services statistics are represented in the chart by a statistic on the number of reference questions answered. This per capita figure ranges from just over to a little less than half of the comparison statistics, depending on which one is used. This, like the statistic for registrations per capita, is due to the availability of University libraries. There has been a national trend for the last several years of decreasing reference queries in public libraries, however. Some library professionals think this is because people are using the Internet to find information, whether in the Library or at home, rather than asking a librarian.

5. Funding

- a) The County is seriously under funding its residents' use of the Library. The funds contributed by Chapel Hill, per capita, are above the national average and well above national population peer libraries and North Carolina averages. Orange County contributions, however, are very low given the number of people in the south County. This is particularly true given that, of current Library registrants, over 36% are from south Orange County but outside Chapel Hill.

6. Facilities

Most of the concerns expressed above relate to the need for more space. Chapel Hill Public Library is a busy library with a lot of people coming and going as well as staying for hours to use resources. Needed increases in services, collection and staffing cannot occur without new space.

Five-Year Plan of Services

This section presents a five-year plan of services to be carried out within existing space and that attempts to address some of the issues in this analysis. Implementing the plan will cost additional resources and/or require reallocation of existing resources. Resource needs are addressed at the end of the plan.

Chapel Hill Public Library Mission

The Chapel Hill Public Library provides:

- ❖ Current recreational reading, listening and viewing materials and information about contemporary culture and trends
- ❖ General information through answering reference questions and provision of specialized subscription reference services
- ❖ Information and programs to support life-long learning
- ❖ Instruction in finding, evaluating and using electronic information resources

Service Priorities, Goals and Objectives

These service goals and accompanying objectives for measuring progress are for fiscal years 2001 - 2006. They are based on four areas of service priority that planners and the community indicate are most important for the Library to emphasize for the five-year time frame.

LIBRARY PRIORITY: CURRENT TOPICS AND TITLES

Goal 1: Adults in Chapel Hill will have ready access to a library collection available in a variety of formats to satisfy their demand for information about contemporary culture and trends and their desire for enjoyable recreational experiences.

Objective 1.1: Annually, 80% of adult Library users will indicate they found current recreational reading/viewing/listening materials and information on current culture and trends that met their needs.

Objective 1.2: The circulation of adult materials will increase by 2% annually.

Objective 1.3: Annually, 80% of adult Library users who access information about current topics from Library electronic databases will indicate they found resources of interest.

Goal 2: Children and young adults in Chapel Hill will have ready access to a wide variety of programs and materials to meet their recreational and cultural needs.

Objective 2.1: Annually, the number of children and young adults who attend programs sponsored by the Library will increase by a percentage to be set following fiscal year 2001-2001.

Objective 2.2: The circulation of children's and young adult materials will increase by 3% each year.

Objective 2.3: Annually, 80% of children, or their parents/caregivers, and young adults who use Library materials and get information about contemporary culture and trends, either on-site or off-site, will indicate they find what they need.

LIBRARY PRIORITY: GENERAL INFORMATION

Goal 3: Residents of Chapel Hill will have questions answered on a broad array of topics related to work, school, and personal life.

Objective 3.1: The number of reference questions answered will increase by 3% each year.

Objective 3.2: Annually, at least 75% of the people who use the Library to get answers to their questions will indicate that the information they obtain meets their needs.

Objective 3.3: The number of people who access the Library's web page will increase by 10% each year following a baseline year of the first year of availability.

LIBRARY PRIORITY: LIFELONG LEARNING

Goal 4: Adults in Chapel Hill will have information on a wide variety of topics to support their new and continued interests and their desire for self-directed personal growth.

Objective 4.1: Annually, at least 75% of the adults who come to the Library to address their new and continued interests and their desire for personal growth will indicate that they found materials that satisfy their needs.

Objective 4.2: Each year at least 1,000 adults will attend one or more Library-sponsored programs designed to meet their specific needs and interests.

Goal 5: Children and young adults in Chapel Hill will use the Library as "the best first stop for expert help in connecting children and youth with learning and discovery."

Objective 5.1: Each year, at least 3,500 pre-school children in Chapel Hill will attend one or more Library-sponsored programs.

Objective 5.2: Annually, 80% of children, or their parents/caregivers, and young adults will indicate they found the materials they need to pursue personal interests.

LIBRARY PRIORITY: INFORMATION LITERACY

Goal 6: Residents of Chapel Hill will be able to find, evaluate and use effectively information available through Library-provided electronic resources.

Objective 6.1: Beginning in 2002-03, the Library will formally train 100 people each year in finding, evaluating and using information in electronic format.

Objective 6.2: Annually, at least 75% of participants in Library-sponsored information literacy programs will indicate they feel their ability to use the resources taught has improved.

LIBRARY PRIORITY: COMMONS

Another type of service that was desired by the public and many planners is the "Commons." If this were to be a priority service, the Library would provide a variety of meeting and gathering spaces, including large meeting rooms, small group meeting and study rooms, and open public spaces that invite conversation and discussion. The library would also provide electronic means of assembling, such as videoconference facilities. The Library is unable to provide this as a priority service in its existing space.

Activities to Implement the Plan

The following chart lists the activities that the Library will focus on to work toward plan goals. This list by no means covers everything the Library is currently doing; rather, it is a list of new activities and efforts projected for the coming five years. Some items listed are "current activities," that is, already in place. Some were started during the planning process; others have been in place for some time but they are of such importance to the goals that they are also listed here as a reminder of that importance.

Each of the activities also has an indication of the plan goals that it is intended to work towards. The reader will note that many activities are useful in achieving several goals, thereby increasing the efficiency of resources used to implement those activities.

Chapel Hill Public Library Long Range Plan Activities

Collection Development	Current Activity?	Related Goals	01-02	02-03	03-04	04-05	05-06
1) General							
a) Add titles in the electronic book format to the collection		1, 2, 4, 5	X				
b) Investigate adding video and DVD formats to the collection and begin to purchase if appropriate		1, 2	X	X			
c) Expand collection of titles available in audio tape and/or CD formats	Yes	1, 2, 4, 5			Implement if not done previous year?		
d) Continue collecting foreign language materials to maintain a small collection	Yes	4, 5					
e) Continue adding "outreach books" once used on the bookmobile and for deposit collections into the children's collection	Yes	2, 5					
f) Establish and implement a collection-weeding schedule.		1, 2, 3, 4, 5	X				83
2) Current topics/titles and lifelong learning related							
a) Continue selecting new materials based on patron interest in popular titles and topics.	Yes	1, 2					
b) Purchase titles on the <i>New York Times</i> bestsellers list; consider items on other bestsellers lists		1, 2, 4, 5	X				
c) Consider purchasing popular materials in paperback format and implement if approved		1, 2		X			
d) Continue improving popular music collection in CD format	Yes			Consider			
e) Continue reviewing periodicals subscriptions and adding popular titles as appropriate to meet patron interests	Yes	1, 2, 4, 5			X		
f) Review periodical subscriptions in the light of		1, 2, 4, 5	X				

	01-02	02-03	03-04	04-05	05-06
their electronic availability					
g) Collect self-guided tutorials on computer applications software in digital formats and in English and Spanish	X				↑
h) Provide rotating displays of materials on high interest and lifelong learning topics	X				↑
i) Continue adding more subject headings to catalog entries for adult fiction					
3) Reference and electronic information					
a) Review reference collection (all formats), weed as needed, and purchase items needed to carry out the long range plan	X				↑
b) Increase number of on-line databases not provided through statewide sources	X				↑
4) Children and teens					(84)
a) Continue adjusting the materials budget to allow increased collection of teen fiction in tape and paperback formats	Yes				2, 5
b) Continue adjusting the materials budget to allow increased collection of book/tape sets for children at the pre-reader and beginning reader level	Yes				2, 5
c) Continue collecting prize-winning children and teen titles	Yes				2, 5
d) Continue providing educational software for in-library use	Yes				5
e) Continue collecting foreign language materials for children and teens	Yes				5
f) Continue collecting juvenile materials for recreational and popular culture needs.	Yes				2
					2

	Current Activity?	Related Goals	01-02	02-03	03-04	04-05	05-06
long-distance calls). If technology changes, provide appropriate connectivity for patron communications.							
3) Information literacy and services							
a) Offer information literacy classes using a portable, wireless lab (laptops) in the meeting room		6		X			↑
b) Offer electronic reference services		3					
c) Continue improving instructions for using the Library's catalog and other electronic resources at public access computer workstations	Yes	1 - 6			X		↑
4) Adult Programming							
a) Continue to support Friends of the Library provided programs	Yes	1, 3					
b) Do an introduction/orientation to the Library at the beginning or end of all programs		1, 2, 4, 5, 6		X			↑ (86)
Children's Services							
1) Staff children's desk all open hours		2, 5		X			↑
2) Offer programs for children under 18 months and 6 to 12 years old	Yes	5	X				↑
3) Continue increasing programs for teens, including book club; expand teen services		2, 5			X		↑
4) Provide programs for parents on newborns (partner with hospitals, other relevant health care providers)		4, 5				X	↑
5) Expand outreach services		2, 5			X		↑
Cooperation and Partnerships							
1) Library foundation develop corporate sponsors for the Library		1 - 6	X				↑

	Current Activity?	Related Goals	01-02	02-03	03-04	04-05	05-06
2) Partner with school IT staff and other local organizations such as computer clubs to get trainers for information technology classes		6		X			↑
3) Negotiate resource sharing agreements with UNC and area public libraries		4, 5	X				↑
Staff Development and Volunteers							
1) Staff training and continuing education – improve staff skills and abilities through training and CE:							
a) Schedule staff time for preview of new materials and professional reading		1 - 5		X			↑
b) Provide reader's advisory training to reference staff		1, 2	X				↑
c) Hold monthly interdepartmental discussion meetings on new resources and trends of current interest to various age groups		1 - 5		X			↑
d) Increase opportunities for training in reference/information services		3	X				↑ (87)
e) Find methods to improve staff awareness of activities and services in all departments		1 - 6	X				↑
f) Increase training opportunities in using electronic software		3, 6	X				↑
g) Volunteers - use existing volunteers to manage wait list for computer use		1 - 6	X				↑
h) Continuing education at SILS/UNC partially supported by Library	Yes						
6. Marketing							
1) Increase and improve marketing of services and collection, for example:							
a) Use end of shelf display racks to market books		1, 2		X			↑
b) Change length of time items remain on new book shelf (decrease)		1	X				↑

	Current Activity?	Related Goals	01-02	02-03	03-04	04-05	05-06
c) Present promotional events in the public schools		2, 5			X		↑
d) Start a "Staff Picks" program; ongoing in Children's Services	Yes	1, 4			X		↑
2) Publish a Library services brochure with a special edition for children		1 - 6			X		↑
3) Advertise availability of web site, when developed, on all Library informational and marketing materials, media releases, fliers, etc.		1 - 6	X				↑
4) Expand Children's monthly calendar to an all-services calendar (events, news, etc.) and make available in Library and elsewhere	Yes	1 - 6	X				↑
5) Use professionally designed and printed materials to market Library services and events (calendar, bookmarks, advertising fliers, Library brochure, etc.)		1 - 6			X		↑
6) Work with local newspapers to get lists of related Library materials published with special interest stories		1, 2, 4, 5			X		↑
7) Increase publicity for programs by contacting local media and publications for members of program target groups; send or deliver advertising fliers to appropriate locations, especially for children's events		4, 5, 6			X		↑
8) Participate with a booth at local events		1 - 6					↑
9) Continue to offer plastic shopping bags to patrons with Friends logo	Yes	1, 2, 4, 5			X		↑

Resource Needs to Implement Service Plan Findings: Library Resources and Services

Figure 5: Collection Related Resource Needs and Costs

NOTE: All costs are estimates. Source of cost per item: *Library & Book Trade Almanac, 46th ed., 2001*

Item	Year Implemented	Budget Available?	Space Available?	# of Items for Plan Time Frame	Cost per Item	Reallocated Costs	New Cost for Plan Time Frame
<i>New</i>							
Videos/DVDs	2002-03	ToCH*; Gift Fund?	No	2,500	\$ 50.00		\$ 125,000
Tutorials on computer applications	2002-03	Reallocate budget	Yes	100	\$ 90.00	\$ 9,000	Reallocated
E-books	2003-04	Reallocate budget	Yes	500	\$ 10.00	\$ 5,000	Reallocated
<i>Expanded</i>							
Trade paperbacks	2001-02	Reallocate budget	Yes	2,400	\$ 3.80	\$ 9,120	Reallocated
Best sellers	2001-02	Reallocate budget	Yes	4,000	\$ 15.36	\$ 61,440	Reallocated ⁽⁸⁹⁾
Electronic databases	2001-02	ToCh; Gift Fund?	Yes	10	\$ 2,000		\$ 20,000
Audio collection (tape/CD) & music	2002-03	ToCH; Gift Fund?	No	3,000	\$ 11.00		\$ 33,000
Children's materials	2002-03	ToCH; Gift Fund?	Yes	12,500	\$ 14.00		\$ 175,000
Popular books/life-long learning materials	2002-03	ToCH; Gift Fund?	Yes	7,500	\$ 15.36		\$ 115,200
Popular periodicals/serials subscriptions	2004-05	ToCH; Gift Fund?	No	100	Newspapers=\$316 Serials=\$121 Periodicals=\$55		\$ 10,090
<i>Total</i>				32,610		\$ 84,560	\$ 478,290

Figure 6: Staff Related Resource Needs and Costs

<i>Position</i>	<i>FTE</i>	<i>Year Implemented</i>	<i>Pay Grade</i>	<i>New Cost - Annualized*</i>
Library Systems Manager/ Webmaster**	1	2002-03	39**	\$ 53,130
Library Assistant II (assist with public access computer services)	1	2002-03	29	\$ 31,390
Library Assistant II (AV materials processing)	1	2002-03	29	\$ 31,390
Librarian II (Children's Services - Outreach)	1	2003-04	37	\$ 46,377
Librarian II (Teen Librarian)	1	2003-04	37	\$ 46,377
Public Relations Specialist**	.5	2004-05	37**	\$ 17,879
<i>Total</i>	<i>5.5</i>			<i>\$ 226,543</i>

*Includes 29.7% for benefits except for half-time position

**Proposed new position classes and pay grades for these positions

Figure 7: Technology Related Resource Needs and Costs

<i>Item</i>	<i>Year Implemented</i>	<i>New Cost for Plan Time Frame*</i>
Web site	2001-02	In FY 2001-02 budget
Web-based catalog	2001-02	In FY 2001-02 budget
Public access computers and cabling/electrical wiring (5 per year for 4 year; cost for 2001-02 already in budget)	2001-02	\$ 20,000
Printers for public access workstations (2)	2001-02	\$ 2,000
Portable information technology training lab (base station and 10 WLAN-ready laptop computers)	2002-03	\$ 22,500
Electric and network wiring of 10 carrels for use with private laptops (or other method of Internet connectivity as technology dictates)	2003-04	\$ 1,000
Training equipment (data projector and laptop)	2002-03	\$ 5,700
<i>Total</i>		<i>\$ 51,200</i>

*Does not include ongoing operational costs

Figure 8: Facilities Related Resources and Costs

<i>Item</i>	<i>Year Implemented</i>	<i>New Cost for Plan Time Frame</i>
Automated self check-out/in equipment and compatible materials security system	2002-03	\$ 200,000
End-of-shelf display racks (10)	2002-03	\$ 2,000
Paperback racks (5)	2003-04	\$ 2,500
Support braces for shelving	2001-02	\$ 7,000
Space for new items in collection	2001-02 and ongoing	Reallocation of existing space
Space for additional public access computers	2001-02 and ongoing	Reallocation of existing space
Furniture for additional public access computers (10 tables and 20 chairs)	2001-02 and ongoing	\$ 3,000
Addition of a bar in front of circulation desk for public use/displays	2002-03	\$ 1,000
<i>Total</i>		\$ 215,500

Figure 9: Other Resources Needed

<i>Item</i>	<i>Year Implemented</i>	<i>New Cost for Plan Time Frame</i>
Design and graphics services for marketing materials	2001-02	\$ 4,000
Printing of marketing materials	2001-02	\$ 10,000
Table-top display for library special event booth	2003-04	\$ 750
<i>Total</i>		\$ 14,750

Long-Term Facilities Needs through 2020 with Recommendations

Public libraries use several ways to determine the amount of library space needed. The most common approach for determining overall square footage needs focuses on the potential service population and square footage per capita formulas. Another approach uses accepted square footage requirements for the elements of service and quantities of resources to be provided within the space such as the size of the collection to be housed, the number of staff who will work there, whether children's services are a priority, etc.

Service Population Formulas

- The American Library Association has long used the standard of .6 square feet per capita although that organization no longer publishes building size standards for public libraries. This standard has become the most commonly accepted in the nation and includes all the traditional spaces used in public libraries, including staff work areas, offices, and public meeting rooms. It does not include the space needed for computer workstations for public and staff. Because of this lack, the adequacy of the standard for modern public library service has come into question.
- *Guidelines for North Carolina Public Libraries 1998*, published by the North Carolina Public Library Directors Association, establishes .65 square feet per capita as the appropriate library size. This slightly larger square footage per capita guideline attempts to accommodate the new services now found in public libraries.

A factor related to using these standards is that people served by Chapel Hill Public Library want their library to offer a lot of gathering and meeting space – to be a facility that allows Commons services. If this need is met in the future, it will require extra space.

The two charts below present the results of application of the .6 and .65 square foot per capita formulas to the various populations served by the Library. It also indicates the increasing need as population grows to the year 2020. These charts do not take into consideration any factors other than population.

Figure 10: Facility Needs to 2020 to Serve Town of Chapel Hill – Based on Population (Current building size: 27,315 sq. ft.)

Year	Chapel Hill Population	Needed according to .6 sq. ft. national standard	Needed according to .65 sq. ft. N. C. guideline
2000	48,715	29,229	31,665
2010	58,673	35,204	38,138
2020	69,092	41,412	44,910

These data indicate that existing space is smaller than needed by about 2,000 sq. ft. and that a facility of between 41,000 to 45,000 sq. ft. will be needed in 2020 to serve just the residents of Chapel Hill. The next chart shows the need for the Library's actual service population – all of south Orange County.

Figure 11: Facility Needs to Serve S. Orange County/Chapel Hill – Based on Population
(Current building size: 27,315 sq. ft.)

Year	S. Orange County Population (incl. C.H.)	Needed according to .6 sq. ft. national standard	Needed according to .65 sq. ft. N.C. guideline
2000	84,147	50,488	54,696
2010	100,976	60,586	65,634
2020	117,132	70,279	76,136

When the entire current service area is considered, facility needs increase considerably. The figures above indicate that the existing building is too small by about half and that by the year 2020 a building of between 70,000 and 76,000 sq. ft., an additional approximately 48,000 square feet, will be needed.

Orange County provided public library services

The County offers twenty hours a week of library service to the public at a middle school media center in Carrboro (after school hours). The space and collection are small and the collection was developed specifically to support the school's curriculum. Computers are available for accessing electronic resources.

Space Needed to House Desired Elements of Service and Quantities of Resources

Space needed for expansion of existing public library buildings is often determined by analyzing the elements of service that will be provided and the quantity of resources that will be available in the building. Several available publications offer assistance in conducting this type of building size determination. Among them, *Public Library Space Needs: A Planning Outline/1998*, by Anders C. Dahlgren, published by the Wisconsin Department of Public Instruction is a very useful tool. It provides an approach to determining how large an individual library should be.

Rather than focusing on the numbers of people to be served, this approach considers the nature of the services to be provided and how much space is needed to house the shelving, furniture, equipment, special use space and nonassignable space that is needed to provide those services. It is formula based; space needs for each element of service are determined based on a range of square footage options. The formulas were derived from many published sources that are used by library building consultants and architects as

they divide up the internal space of a public library. The manual for this space needs assessment, referenced herein as the Wisconsin model, is available with accompanying calculation forms at www.dpi.state.wi.us/dpi/dlcl/pld/plspace.html.

Even if decisions about the gross square footage of the library are based on population, library planners use another approach to define how internal space will be used - how much for shelving, seating, various departments, staff space, and so forth. The Wisconsin model can be very helpful in making those determinations even if it is not used to determine total square footage needs. This model is also quite useful when discussing library expansion with community members. It provides an easy-to-follow way for interested residents to work with library facility planners on how space will be used.

When facility expansion is pursued for the Chapel Hill library, management may want to consider using this model as part of the planning process. Chapel Hill could use the Wisconsin model to compare size needs with those projected in the square footage per capita charts above.

Recommendation: Existing Facility Size
Chapel Hill should expand the existing Library facility as soon as possible to the maximum size affordable and appropriate for the site.

Recommendation: South Orange County Service
Chapel Hill should encourage Orange County to expand its support of library services for south Orange County residents to relieve the stress on the Chapel Hill Public Library. The County could establish a full-service branch of its library system or participate in funding an expanded Chapel Hill Public Library to meet the needs of County residents.

Type of Space Needed in a Building Expansion

Addition of new library space to the existing facility requires decisions about how the space will be used. The existing Library was designed using a building program for a Phase I building of 46,758 sq. ft. and was adapted to reduce the building size to the existing 27,315 sq. ft. Components of service and spaces that were deleted or reduced in size include:

Public services and amenities

- Lobby size and amenities reduced
- Information desk at entrance deleted
- Meeting room reduced in size (from seating 210 to seating 120), cloak room deleted, stage deleted, size of serving kitchen decreased
- AV service area and window deleted

- Computer area deleted
- New books shelving area deleted
- Children's area reduced by almost half, with accompanying reduction in shelving, equipment and furnishings; two children's restrooms deleted
- Periodicals area reduced in size by almost half, with accompanying reduction in shelving and seating
- Reference area reduced in size by almost half, with reduction in public computer workstations, seating, shelving
- Group study rooms - two deleted
- General collection and seating area reduced by over half, with accompanying reduction in seating and materials shelving, exhibit cases, and Library catalog computers.
- Enclosed typing rooms reduced from three to two

Staff space

- Public services workroom reduced in size
- Children's staff workroom reduced in size, one of two offices deleted, storage reduced
- Reference workroom reduced in size by almost half, four fewer staff offices
- Administrative services area reduced by 25%, with loss of Automation Manager's office and reduction of storage
- Staff lounge reduced by half, loss of "sick bay" room and shower
- Technical services/Friend's sorting area reduced slightly in size

Analysis of this information and the projections in the original building program for Phase II space indicates that any expansion of the building should result in additional public space. Staff spaces are adequate to support an expansion provided none is lost to public space in the process. Staff space will probably have to be reorganized, however, if additional public space becomes available, in order to maintain the appropriate relationships between public service and staff areas.

New public space should be as flexible as possible – large open areas with a lot of electrical and electronic wiring/outlets throughout. Priority service needs will change as time goes on, as will the methods the Library uses to meet those needs. New technologies will develop and existing technologies will make some parts of the service less viable while others grow. Large open areas are best suited to making the conversions that may be needed later.

Recommendation: Use of New Space

New space gained through expansion of the Chapel Hill Public Library should be almost exclusively public use space.

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Next Steps

The next step for a library that finds itself in need of additional space is development of a building program with a library building consultant. This work would include gathering public opinion about how new space should be used, study of public libraries in "academic communities" of similar size, Library Board and staff participation, and continuing awareness and discussion of new services and technologies as they come into use in public libraries. The building program could then be used by an architect to design an expansion for the Library building.

Attachment One: Chronology of Events

1979 – Trustees identify long-range library space needs in Our Library and the Community, for the Town's Community Facilities Report, 1979. Library appears as a facility need in next four CIP Reports (1979-84--1983-88). The Town, to provide additional space for patron parking purchases property adjacent to library.

1986 – Voters approve the \$4 million bond for a new library building.

1989 – Library Consultants HBW, Inc. complete a Library building program that recommends an immediate facility of 46,758, to expand to 60,000 by 2010. Pritchard Park property is acquired.

1990 – Voters deny a supplemental bond referendum for \$2 million for the new library. The Library Building Program is revised to reflect a 28,000 square foot facility.

1992 – Construction begins on new library site.

1994 – Dedication of the 27,315 sq. ft. library is attended by over 3000 people. Circulation increases by 40% in first year of operation.

1997 – The Town Council appoints a Library Needs Assessment Task Force to study of Chapel Hill's public library resources and development over the next 5-10 years, as requested by the Library Board and the Chapel Hill Public Library Foundation.

1998 – Revised standard measures of service are adopted by the North Carolina Public Library Directors Association (*Guidelines for North Carolina Libraries, 1998*).

1999

June: Library Needs Assessment Task Force report is received and accepted by the Town Council.

November: The Town Council approves the Manager's recommendation to use library consulting services to review resources needed to maintain and to expand library services, to update the current library building program and to develop timetables through 2010 to maintain and expand library services.

2000

August: The Town hired Consultant Sandra Nelson.

September: Nelson, the Library Board and staff begin work to complete the initial steps of the Public Library Association's Planning Process.

2001 – The Town hired Consultant Ruth O'Donnell to work with Library Board and staff to complete the PLA Planning Process study. O'Donnell presents the completed report to the Town Council on October 10.