
July 18, 2012

Pope County Library 2032 Master Plan

Meyer, Scherer & Rockcastle, Ltd.
Library Planning Associates

Pope County Library System Master Plan

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Dedication

Section 1:

Executive Summary

Section 2:

An Overview

January 11, 1013

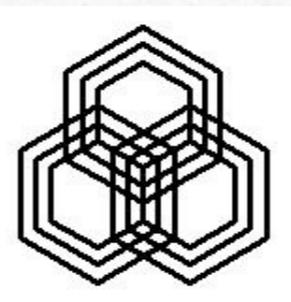
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Pope County Library System Master Plan



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Citizens To the many citizens who came to the public listening sessions, we thank them for their active participation and candid comments. It was clear that the library has great value in their lives and they place a high regard on having the library within their specific communities.

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Executive Summary

This report has been prepared with the support of the Pope County Library System director, staff and Trustees. In addition, the public participated in several listening sessions. During all of the review and working sessions, it was clear that the library is an important and integral part of each local community. This master plan strives to integrate as much of the expressed needs as possible while maintaining a level of practicality and affordability. In summary, the plan recommends:

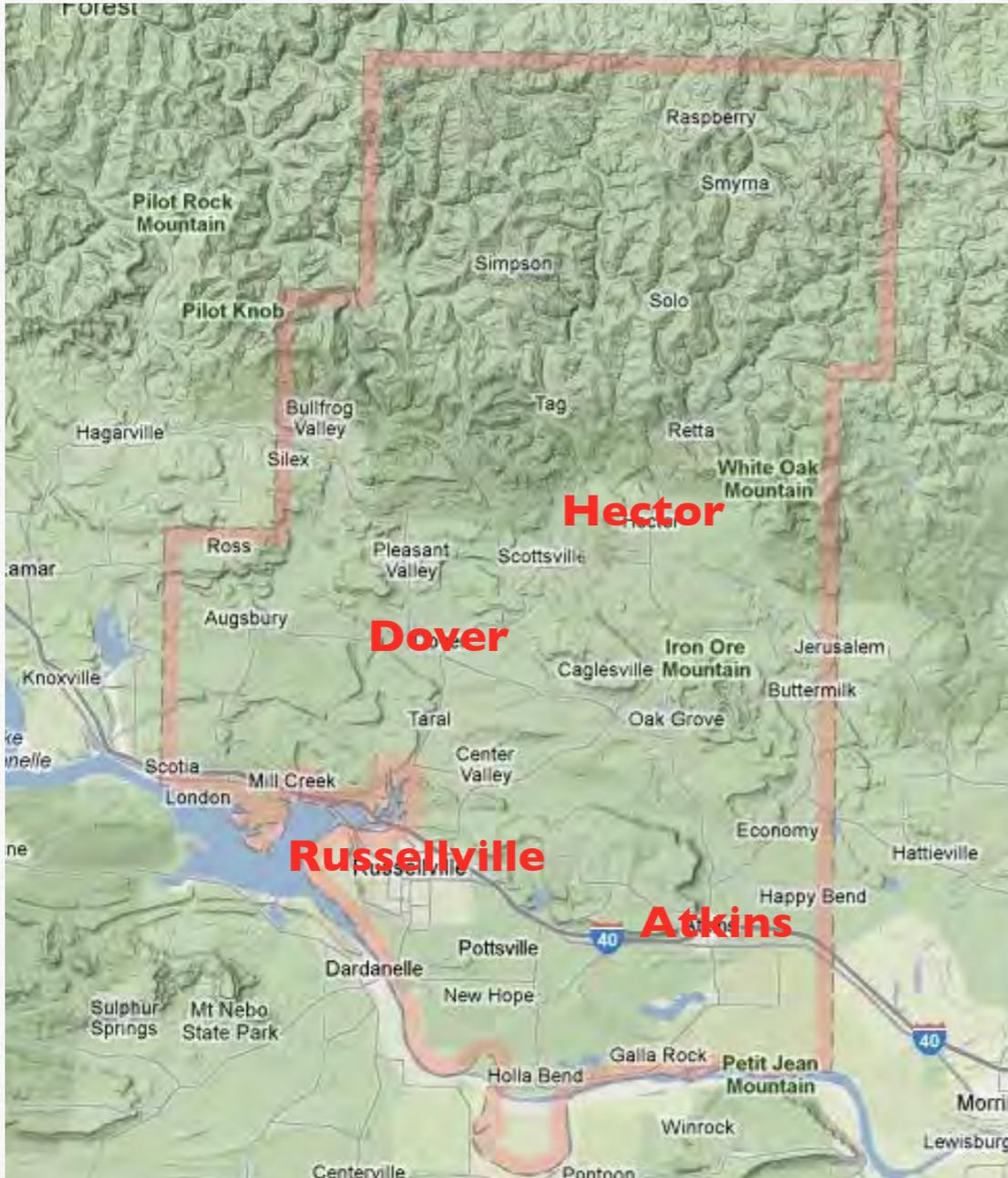
Size

- A new or expanded Russellville library of 54,000 gross square feet.
- An expanded Dover and Atkins library of 13,400 gross square feet
- An expanded Hector library of 8,700 gross square feet.

Location

- Remodel and expand the existing Russellville library. This will require acquisition of the full city block.
- Maintain and expand the Dover, Atkins and Hector Branches

An Overview



Location of Branch Libraries in Pope County, Arkansas

Guiding Principles for this Master plan:

1. The Master Plan will be realistic and beneficial for the Pope County Library System through the year 2030.
2. All resources, distribution and recommendations will ensure equity amongs each served community.
3. The measures for the best allocation of resources within each library will recognize the unique attributes and needs of each community.
4. All recommendations will respect the needs of all individuals irrespective of age, gender, sexual preferences, religion or nationality.
5. The recommendations will enable the library to operate efficiently and within its budget allocations.
6. Qualitative measures shall take precedence over quantitative measures.
7. The Master Plan will be based on contributions from staff, citizens and library trustees.
8. Assume change will happen and plan accordingly.

Mission Statement



The Pope County Library System is a center of community life, offering opportunities for people of all ages to learn, know, gather and grow.

The library is a dependable source of reliable information and of challenging ideas that enlighten and enrich, and of materials in many formats that enhance leisure time and expand knowledge. The library encourages the love of reading and the joy of learning, and offers the assistance people need to find, evaluate, and use electronic and print resources that support personal growth and development through lifelong learning; and in finding, evaluating, and using information effectively to help the citizens of Pope County live successful and rewarding lives.

Vision Statement



The Library will make a significant contribution to the lives of people in Pope County through the vibrant and innovative delivery of high quality leisure, cultural, learning and information services and opportunities.

Process

Beginning in early October 2011, MS&R and Library Planning Associates were engaged to prepare a Facility Master Plan for the Pope County Library System. This Master Plan will establish recommendations for the library's physical and service needs through the year 2032. The report is based on:

- Annual reports provided by the library to the State of Arkansas from 1992-2011.
- The *Public Libraries in the United States Survey* held by the Institute of Museum and Library Services.
- Interviews with the staff, citizens of each community and library officials.
- National trends in library services, publishing and use.

Standards

For a Master Plan to be realistic and defensible, the recommendations should be founded on data that is reliable and useable. A comparative analysis with peer libraries provides context for assessing the collections and services provided by the Pope County Library. By placing the library in the context of various peer groups or cohorts, it creates an enhanced understanding of what the subject library's data and results might mean. The study team used a database maintained by the Institute for Museum and Library Services (IMLS) for this analysis.

The IMLS database was initiated by the National Center for Education Statistics (NCES) in the U.S. Department of Education to gather statistical data from the public libraries in their state. With standardized definitions and practices in place, each state library agency assembled the data from the libraries in their state into a comprehensive state level database. Each state forwarded their database to the NCES and later the IMLS where it was checked and aggregated into a national database of public library statistics. Each year the database is posted on the Internet.

A similar database is maintained by the Public Library Association (PLA). The PLA database offers the advantage of currency – it is released within six months of the end of the reporting year, while the IMLS database is issued roughly two years after the data has been gathered (the delay owing mostly to the extensive error-checking that occurs at the state and then the federal level). The advantage of the IMLS database is



that it is comprehensive. Each year a handful of libraries fall out of the final IMLS report, but the database includes nearly all of the libraries across the country. Most importantly, because the PLA database grew out of a survey project initiated by the Urban Libraries Council, it tends to be more thorough in reporting libraries that serve more than 100,000 population. The IMLS data-

base is more complete among smaller library service populations. According to the latest IMLS report, there are 561 libraries nationwide serving 50,000 to 100,000 population; just 163 of those chose to participate in the latest PLA survey.

Because the Pope County Library's projected population is below 100,000, the study team chose the IMLS database as the preferred source for these comparisons.

The 20-year Planning Window

Traditionally, library master planning has followed a pattern of assessing facilities on a 20-year cycle. This cycle recognizes that each generation develops new ways of learning; new tools for accessing library content; and that buildings require, usually, a comprehensive physical reassessment every 20 years. Complicating this traditional planning window is the current, fast pace of change being experienced in the way content is created and accessed. For this reason, this master plan “hedges” on using traditional ratios of seating, collection and computer access. One way of understanding these changes is to look at the major shifts in the way libraries were planned at the beginning of the 20th century and at the end of the century:

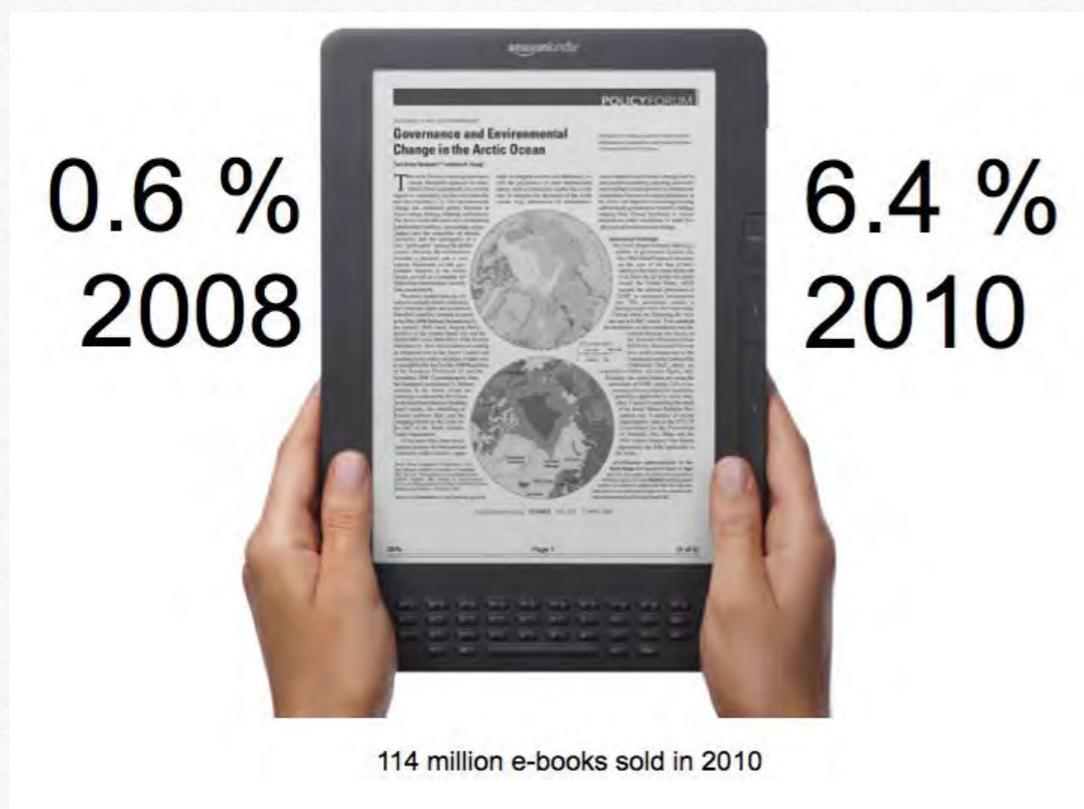


1900	2000
Artifact Grandness: The buildings were seen as icons of the community and, as such, designed with grandeur and reverence for the book as the central medium for disseminating knowledge.	Content Grandness: The emphasis shifted from a grand building to grand content
Order: Generally, buildings were designed within strict classical ordering systems that were symmetrical and ordered.	Random Access: The way spaces and collections were ordered shifted to encourage browsing; topical displays; and more retailing techniques.
Single Task: The focus of the building was singularly to access knowledge through the printed word held on the shelf.	Multi-Task: The introduction of multiple channels through which patrons can access content is reinforced by the way people multi-task.
Fixed Rooms: Service areas were contained within dedicated rooms; their function was clearly defined.	Flexible Rooms: With the introduction of multiple formats, spaces became, out of necessity, flexible.
Service Points were centralized and facilitated all staff-public interaction.	Self-Service Points: The emphasis on one-on-one assistance has led to concierge type service points coupled with self-servicing of check-out and help.
Quietude: This was the era of the “shush” librarian.	Noise: Through “flexible” space, distribution of service points and introduction of technology, noise is a normal consequence.
There was a Community Consensus on Aesthetics and Roles of the Library	There no longer is a broad Community Personalization on Aesthetics and Roles of the Library. Today, each community’s library is tailored to their individual needs and personalities.

The Impact of e-Reading

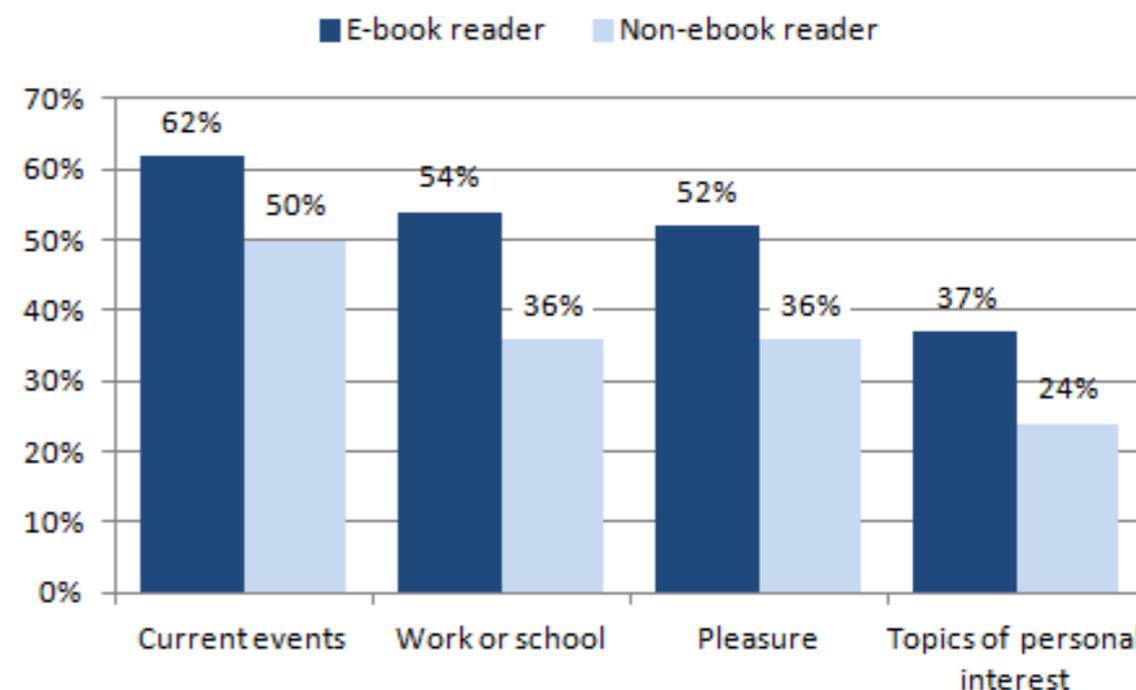
The dramatic increase in the availability and use of e-books will also dramatically change the physical nature of the library and the demands placed on the staff. Some of the more important impacts will be:

- Increased demand for instructions in use of e-readers
- Demand for checking out e-readers
- Balancing the high costs of e-licenses in the context of acquisition budgets
- Impatience with number of e-titles available
- As the library repositions itself for the 21st century, the changing demographics will require new working relationships with customers and updated training for the staff.



Readers of e-books read more frequently than others

% of Americans age 16 and older who read every day or nearly every day for these reasons



Source: Pew Research Center's Internet & American Life Reading Habits Survey, November 16-December 21, 2011.

Evolution of the Library

Nationally, customers are rediscovering libraries as major community-based learning centers—beyond the traditional role of the library. Similar to the explosion of library construction at the turn of the 19th century, communities across the United States today are building new libraries. *Library Journal* reports that in 2007, 4,546,548 square feet of new or renovated libraries were built in the United States, accounting for an investment of \$1,132,225,651, or \$3.71 for every person in the United States. These new buildings are being conceived and realized as places that support individual user groups, designed with retailing techniques in mind, constructed to enhance the experience for young and old alike, and achieving communities' forward-thinking goals of flexibility and energy conservation.

The public library has changed considerably over the past 100 years. Buildings themselves, however, have not evolved as quickly as the services and technology. The American Library Association's 2011 *State of America's Libraries Report* illustrates these trends. They are documented in a nationwide poll commissioned by the American Library Association as part of a Harris interactive telephone omnibus study. These findings state that:

- Sixty-five percent of those polled said they had visited the library in the past year. Women are significantly more likely than men (72 percent versus 58 percent) to fall into this category, especially working women, working mothers, and women aged 18 to 54. Overall, 58 percent of those surveyed said they had a library card. Among those with a card, the largest group was, again, women, especially working women and working mothers. College graduates and those with a household income of more than \$100,000 were also well represented among cardholders, according to the survey (71% and 65%, respectively).
- Thirty-one percent of adults (and 38 percent of senior citizens) rank the library at the top of their list of tax-supported services. Overall, the library's most highly valued services pertain to the provision of free information and programs that promote education and lifelong learning.

Ninety-one percent (up 5 percentage points from the previous year) place great value in the library's provision of information for school and work.

- Almost all Americans (93 percent) believe that it is important that library services are free.
- A study conducted by the University of Pennsylvania's Fels Institute of Government in Philadelphia provided bottom-line evidence that the return on investment in library service more than justifies the costs. The economic-impact study concludes that the library created more than \$30 million worth of economic value to the city in fiscal 2010 and that it had a particularly strong impact on business development and employment. An estimated 8,600 businesses could not have been started, sustained, or grown without the resources respondents accessed at the Free Library of Philadelphia (FLP). The direct economic impact was approximately \$4 million.
- The data on Florida and Ohio in ALA's 2007 *State of America's Libraries Report* devises a compelling case for the return on public investment in libraries. Every dollar of public support spent on Florida's public libraries produced an increase of \$9.08 in gross regional product and an increase of \$12.66 in total state wages. A similar study of nine library systems in Southwestern Ohio reported an annual economic impact nearly four times the amount invested in their operations.
- The most current federal statistics report on public libraries in the United States is for fiscal year 2009 and was published in October 2011. The Public Library Survey (PLS) reports are conducted by the Institute of Museum and Library services. The following data has been compiled from these reports:
- Circulation of materials increased from 5.6 per capita in 1990 to just over 7.0 per capita in 2003. Over the same period, library visits per capita increased from 3.13 to 4.60. This statistic represents an increase from

506 million in 1990 to over 1.2 billion in 2003. By 2009, the number of visits increased to 1.6 billion, an increase of 5.7% from 1.50 billion the previous year. On average, individuals within a library service area visited the public library 5.3 times, an increase of 5% from FY2008 and a 10-year increase of 24.3% since FY2000.

- Overall, the nation's public libraries circulated 2.41 billion materials in FY2009. Circulation per capita provides a measure of how many people within a public library service area checked out materials. As with visitation statistics, circulation per capita has also increased over the past 10 years, with a per-person circulation of 8.1 in FY2009. This statistic indicates an increase of 5.2 percent from FY2008 and a 10-year increase of 26.1 percent since FY2000. Circulation of children's materials has also increased. Per capita circulation of children's materials was 2.7 in FY2009, a 3.1 percent increase from the previous year and a 10-year increase of 17.0 percent.



Central Library Children's Area, Amsterdam



Self-check Room

Saint Cloud Public Library, Saint Cloud, Minnesota
Meyer, Scherer & Rockcastle, Ltd. Architects

As an illustration, the following comparison reveals key differences between the late 20th-century library and the 21st-century library.

20th: The mission was information.

21st: The mission is education and literacy, in the broadest sense.

20th: Cookie-cutter libraries were all basically alike (although perhaps different sizes).

21st: Neighborhood libraries customize services to meet community need.

20th: Book lending was the main line of business.

21st: Books, but so much more.

20th: Tried to be responsive to those who ask for service.

21st: Actively seeking ways to serve by being out in the community.

20th: Had computers only for looking up books.

21st: Computers for Internet access, digital information sources, and content production.

20th: Provided access to excellent content to in-person visitors.

21st: Provides round-the-clock access to content online.

20th: Academic in operating style.

21st: Community-engaged style of operating, plugged-in, aware, with a leadership role.

20th: Operated in isolation to the communities they served.

21st: Everybody's partner—serves through connection to other groups and institutions.

20th: Kept the schools at arm's length.

21st: Aggressively seeks opportunities to work with schools.

20th: Sort of a municipal ivory tower.

21st: A community connecting point.

20th: Attracted mostly bookish types.

21st: Draws the most diverse range of people you can imagine.

20th: Stable, slow to change.

21st: Evolving, different tomorrow from today, planning for change and improvement.



Main Reading Room

Fayetteville Public Library, Fayetteville, Arkansas

Meyer, Scherer & Rockcastle, Ltd. Architects

Technology and the Library

The new and renovated libraries are being planned to be flexible and will accommodate technology that is up-to-date. Of course, the very nature of technology means that it is out-of-date very soon after being installed. However, if the buildings are designed flexibly, then PCLS can make adjustments on-the-fly, budgets permitting. The technologies planned will enable the Library to meet growing demands for learning, literacy, and language access.

Technologies that are possible include:

- Adaptive technologies for the visually impaired.
- Self-checkout for adults and children.
- Separate computers for children, teens, and adults with specifically tailored software, table heights, and seating arrangements.
- Wireless access points both inside and outside the library and its immediate surrounding area.
- Multimedia computers for individual or group design and media production (e.g., video production and workrooms for producing oral histories and multimedia homework reports by school children).
- Podcasting and multimedia production workspace.
- Multilingual interactive language computer/software stations.
- Touch-screen learning kiosks that can be linked to content from local museum and educational partners.
- Webcasting of events, lectures, and learning programs.
- Tablet computers with preloaded content.



In June of 2011, the UN declared access to the Internet to be a basic human right. As reported in the LA Times on June 3, 2011:

"Given that the Internet has become an indispensable tool for realizing a range of human rights, combating inequality, and accelerating development and human progress, ensuring universal access to the Internet should be a priority for all states," said the report from Frank La Rue, a special rapporteur to the United Nations, who wrote the document "on the promotion and protection of the right to freedom of opinion and expression."

From the report:

- The Special Rapporteur believes that the Internet is one of the most powerful instruments of the 21st century for increasing transparency in the conduct of the powerful, access to information, and for facilitating active citizen participation in building democratic societies.
- The Special Rapporteur reminds all States of their positive obligation to promote or to facilitate the enjoyment of the right to freedom of expression and the means necessary to exercise this right, including the Internet.

The full report can be read here:

<http://documents.latimes.com/un-report-Internet-rights/>

Library and the Community

Successful libraries create services that are specifically tailored to meet their individual communities' needs. As institutions, they are reasserting themselves as important centers of learning and community focus. The staff are much admired and respected for what they do with what they have to work with. As the only institution in the country that serves the minds of the entire population one individual at a time, the library can enhance its service to the community with changes in its physical structure and an increase in funding. The library, its board, and staff actively seek input from its customers. From this information, the library strives to keep its services and materials as tuned in as possible to the needs of the community. It is this proactive relationship with its customers that distinguishes the library. As evidenced by the turn-out for the public meetings, PCLS listens to its customers—yet is constrained by physical and fiscal limitations from providing world-class services.

Why More Space?

With adequate space, the PCLS can support the building of a great community by:

- Providing more space for materials, programs, and training options for customers.
 - Breaking down boundaries between the haves and have-nots to level the playing field for access to technology and content and to increase the quality of the future workforce. This is especially true in the communities that have high unemployment and low access to essential Internet services.
 - Demonstrating that Pope County values individuals and their educational needs.
 - Nourishing creativity through spaces that encourage interaction and hands-on teaching and learning. This initiative is especially critical for children's and teens' spaces.
- Opening minds by providing, in a neutral setting, materials that individuals can use to discover new worlds and possibilities for their work and family life.
 - Returning high dividends on the investment, including the economic benefit of a better-educated citizenry with increased skills to discover new job opportunities, learn to read, or expand their awareness and horizons. According to the study, *Worth Their Weight*, conducted by *Libraries for the Future*, for every dollar invested in library service, between \$4.50 and \$6.00 is returned to the community.
 - Building communities through strong libraries that are locally in tune with the needs of the neighborhoods they serve. What better place is there for children and teens to hang out in than the local library—a place that is safe, fun, and educational.
 - Making libraries friendlier through community events and designs that encourage family participation in learning activities.
 - The Library and staff at each library play an important role in the community by providing space where people can spend time with their neighbors and families. It is an excellent space for after-school activities and completing homework assignments. With expanded space and resources, programs and hands-on tutoring can be expanded to meet the growing needs of the community.
 - Preserving the past by acknowledging that the libraries represent a continuum of service for over 100 years. By renovating and preserving the libraries, as well as constructing new or expanded library buildings, the County will confirm the importance of the library as an ever-changing but constant public institution.
 - Offering a content-rich collection that is inclusive of the needs of all citizens—not just a select few—with the necessary amount of space to house the collection.

Where have we been?

This chapter describes the Pope County Library System's key measures from 1992-2011



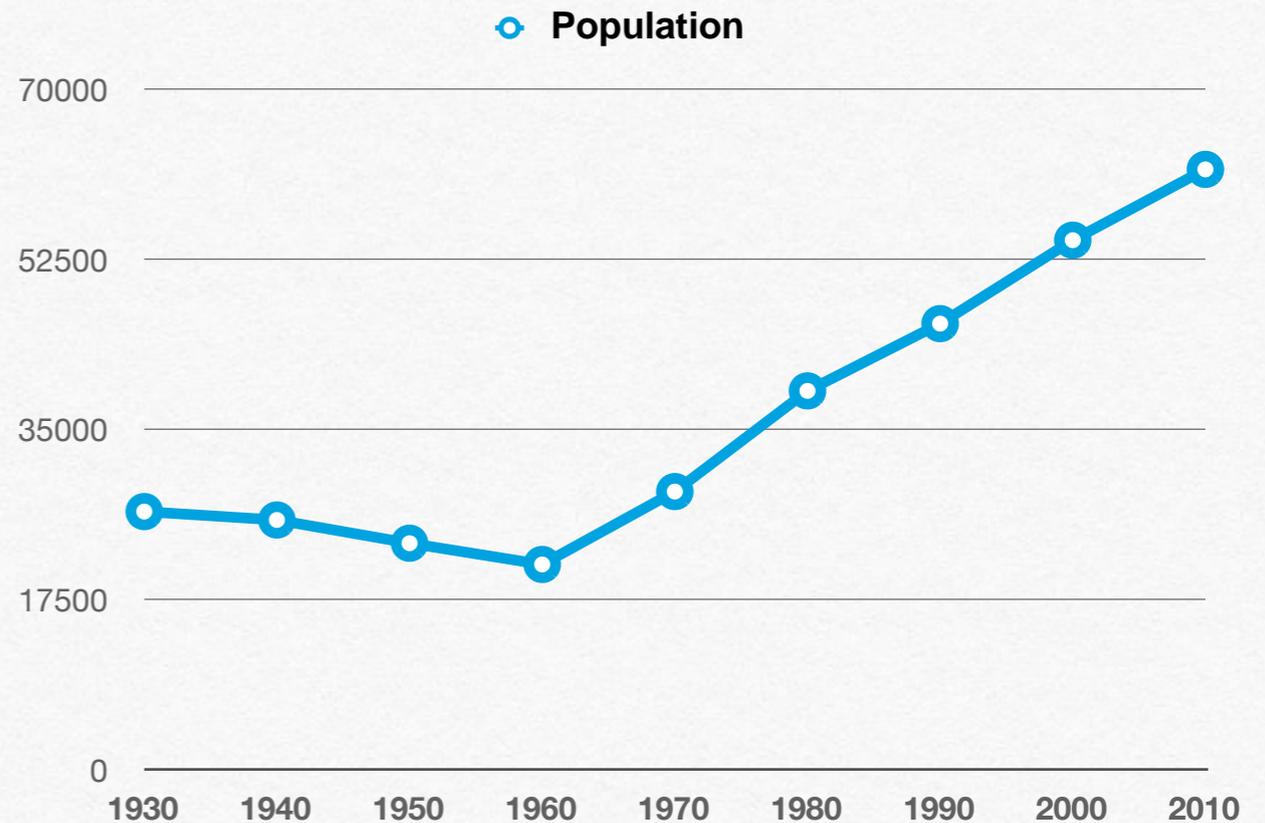
Where have we been?



Russellville Children's Area During Dr. Seuss' Birthday party

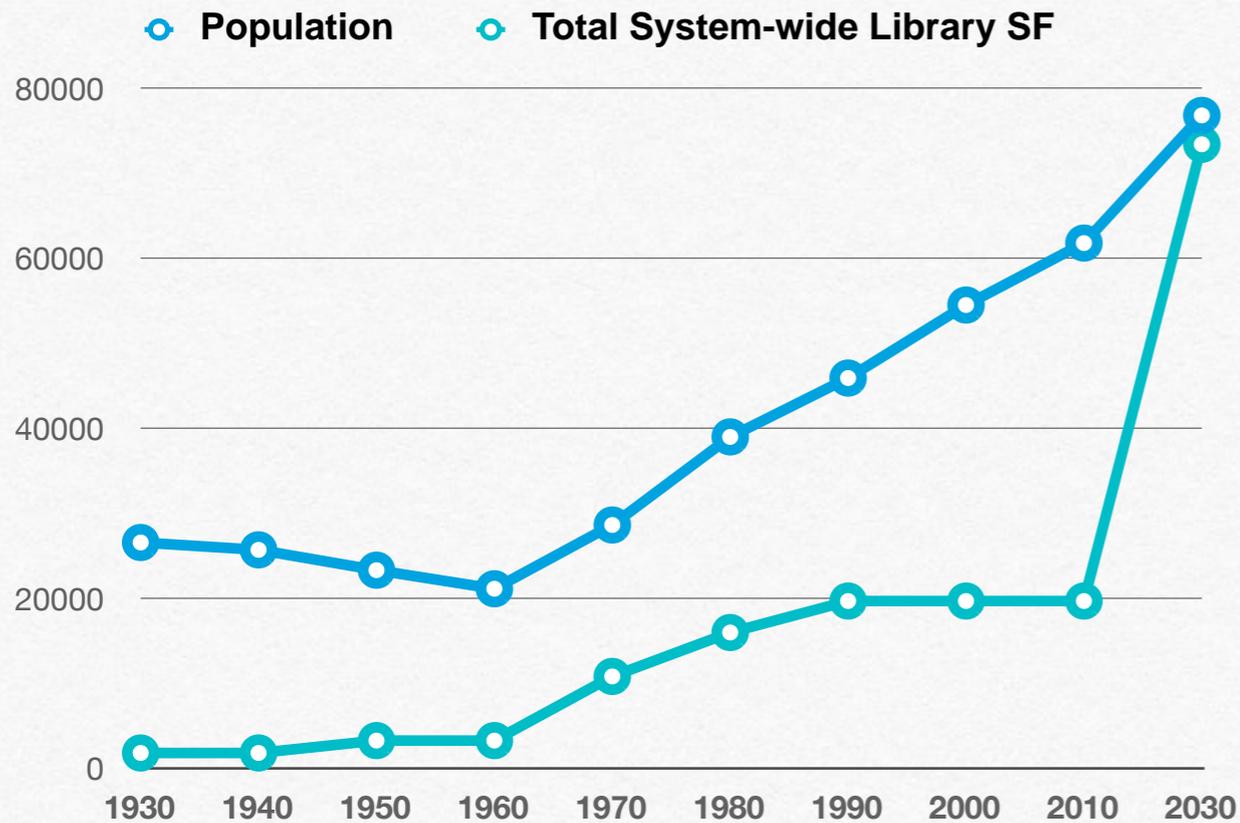
Historical Perspective

The history of Pope County began 186 years ago with the June 1813 establishment of an Indian agency by the United States Government. Major William L. Lovely was appointed as an agent to the Cherokee Indians and established the agency. This area was near the center of the Cherokee settlements in Arkansas. Dwight Mission was later located near the agency and was the first non-Indian settlement in Pope County established in 1820. The first school in Arkansas opened at the mission on January 1, 1822. Pope County was originally formed on November 2, 1829, from part of Crawford County. Later, part of Van Buren County was added to it and still later a part of Johnson and Yell Counties were added to it. It was named for John Pope, the third Arkansas Territorial Governor. As of the 2000 Census, Pope County had a population of 54,469 residents. (Source: local.government.gov) This grew to 61,754 in 2010.



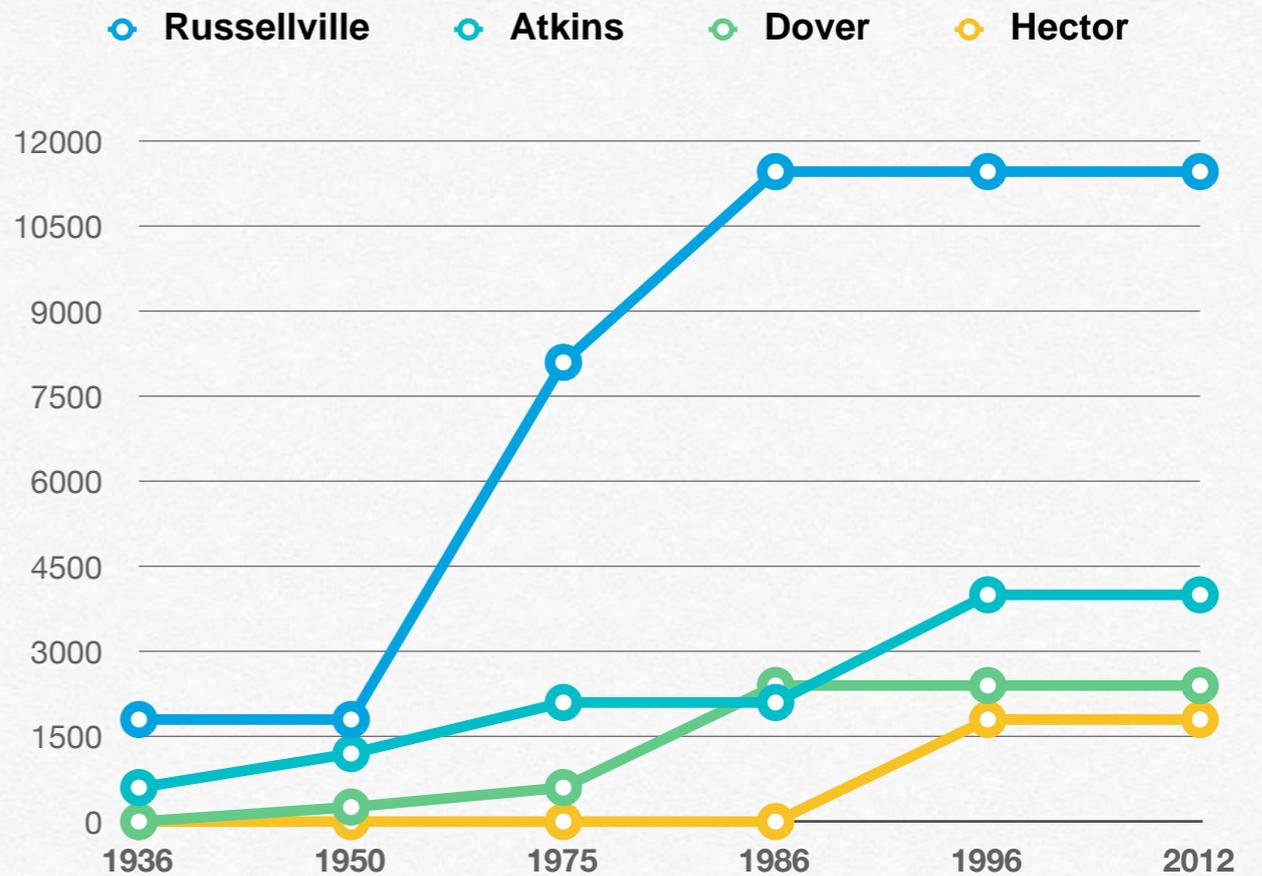
Library Space and Population

Before we can understand where we should go, it is important to know where we have been. Nationally libraries have changed dramatically over the past 10 years. Since 2002 the number of libraries that offer wireless access, for example, has increased from less than 10% to over 90%. Correspondingly, 25 million Americans reported using their library more than 20 times in a year--up from 20.3 Million in 2006. That accounts for 1.4 Billion library visits in 2010. While these trends illustrate the national use of the library, we need to look at the Pope County Library System and the Pope County demographic statistics in more detail. Based on data from the US Census Bureau, the population of Pope County has increased over 50% in approximately the last 20 years. In the following chart we have combined the population growth with the historical total square feet for library space from 1930 to the planning year of 2030. In the following chart, we track the total library square footage against the total county population. This includes the projected population of 76,767 for the year 2030

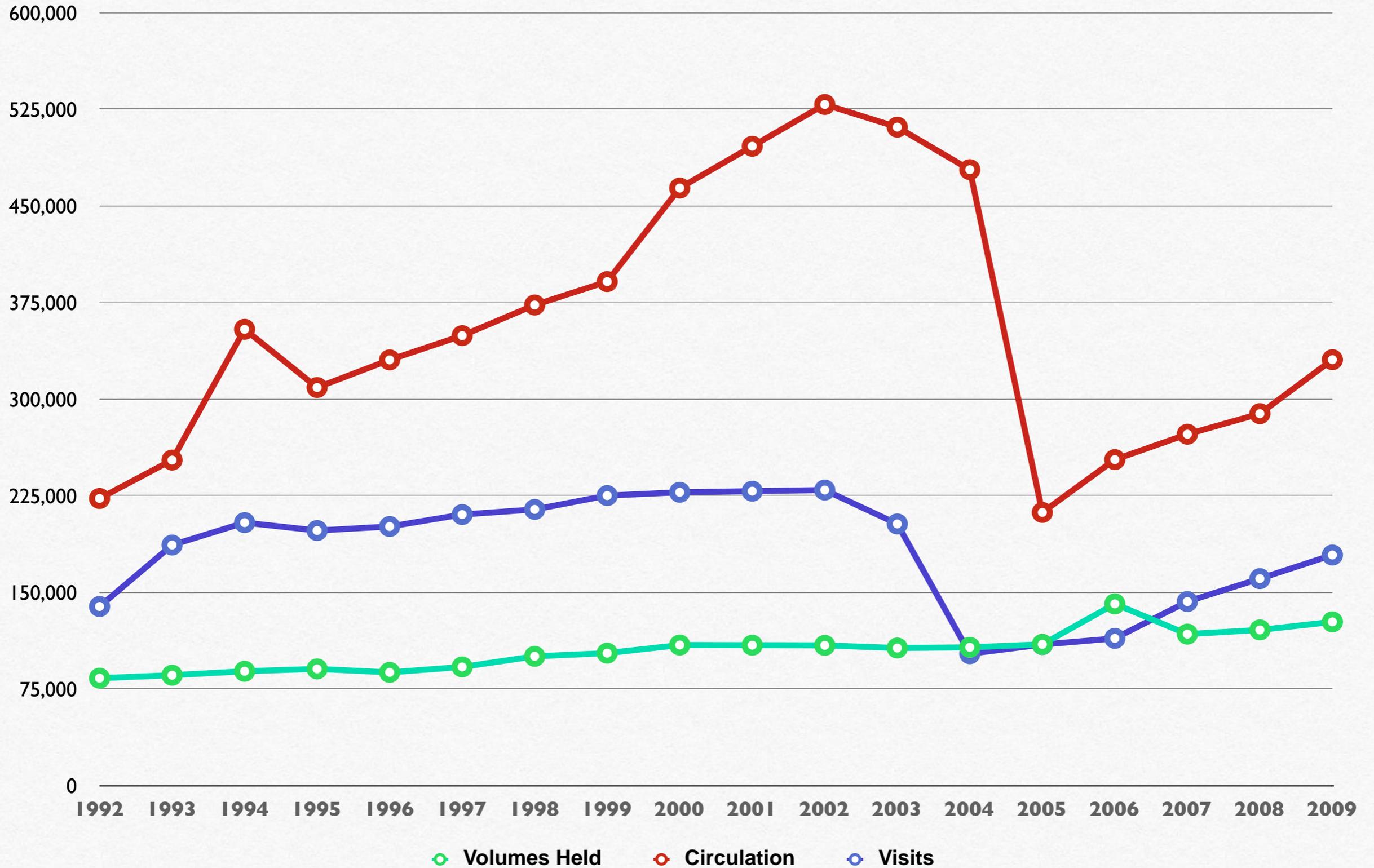


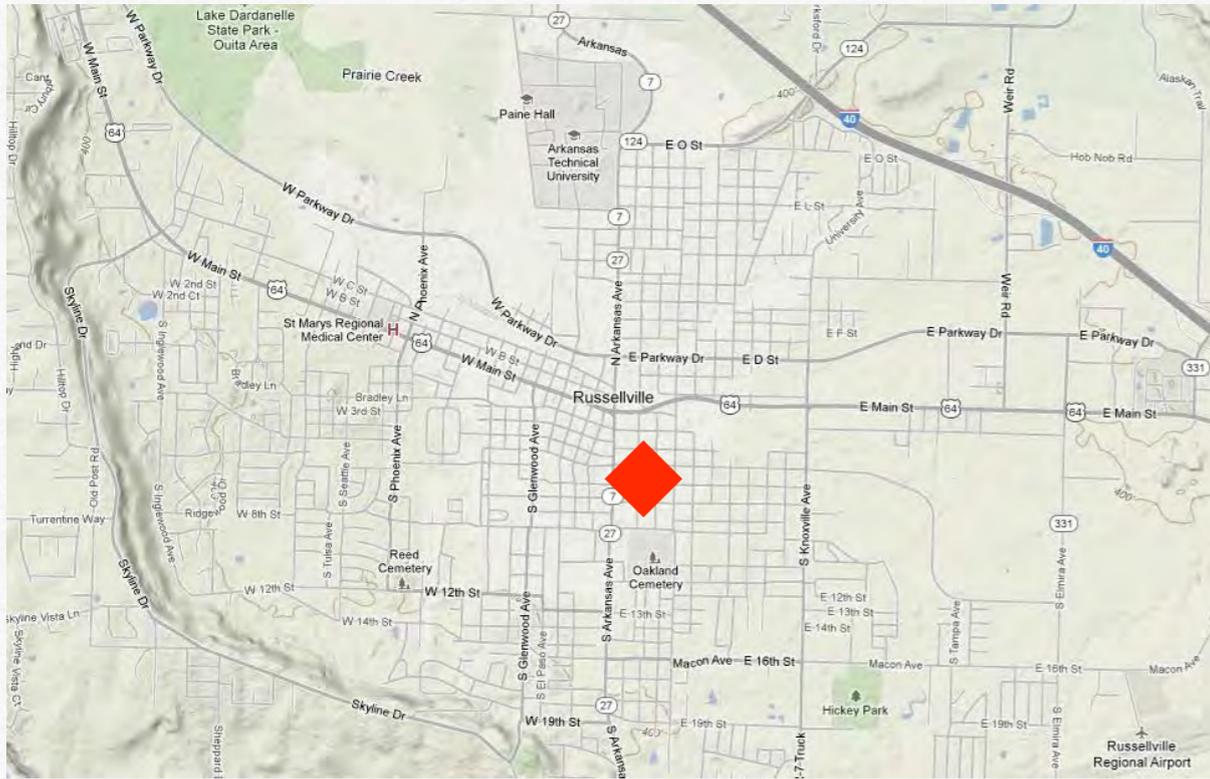
and includes the Master Plan total system wide square footage recommendation of 73,371 square feet for the year 2030. The projected population of 76,767 represents a 289% increase over the 100 year span. As can be seen in the chart, the county has grown 232% between 1930 and 2010. During the same period, the total service square footage of the library grew by 109%--or less than 50% of the population growth.

The chart below illustrates the growth in the space allocation for each branch from 1936 to 2012.



System Wide Service Data 1992-2009 (latest year reporting)





◆ Russellville Headquarters Library



Russellville Headquarters

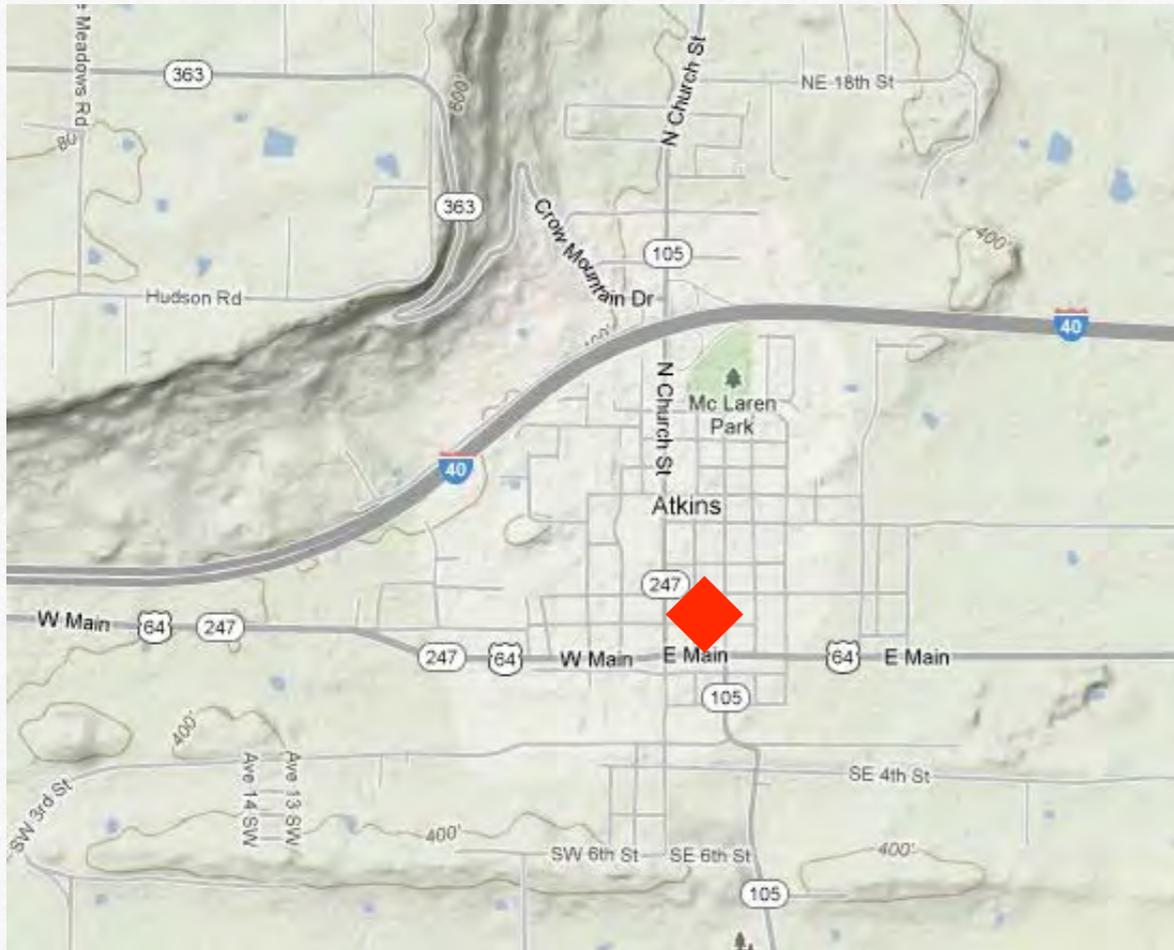
116 East 3rd Street
Russellville, AR 72801
479-968-4368
FAX: 479-968-3222

Year Built: 1976 + 1989

Area: 11,464 square feet

Description: In 1936, the Federal Works Progress Administration agreed to build a public library in Russellville, Arkansas, providing land was available. The children of Mrs. Sue Munday Deaton donated the property as long as it was used as a library, and the Talkington family gave the property to the Pope County Library System in 2000. The total cost of the building was \$7,000.00 with \$1,151.00 spent on furniture.

The library formally opened in October 1937, with Mrs. Lucille Hickman as the first paid librarian. She retired in 1958, and was succeeded by Mrs. Wetzel, the first professional librarian. This building served as the library until 1976 when a larger, 8,100 SF, building was constructed next door. The Donald E. Harkey Addition added 3,364 SF and was opened in 1989. With the recent remodeling, the library has new carpet throughout, a new ceiling in most of the library, and new paint. The Junior Auxiliary recently refurbished the Children's and Young Adult areas.



◆ Atkins Centennial Library



Atkins Branch

216 NE 1st Street

Atkins, AR

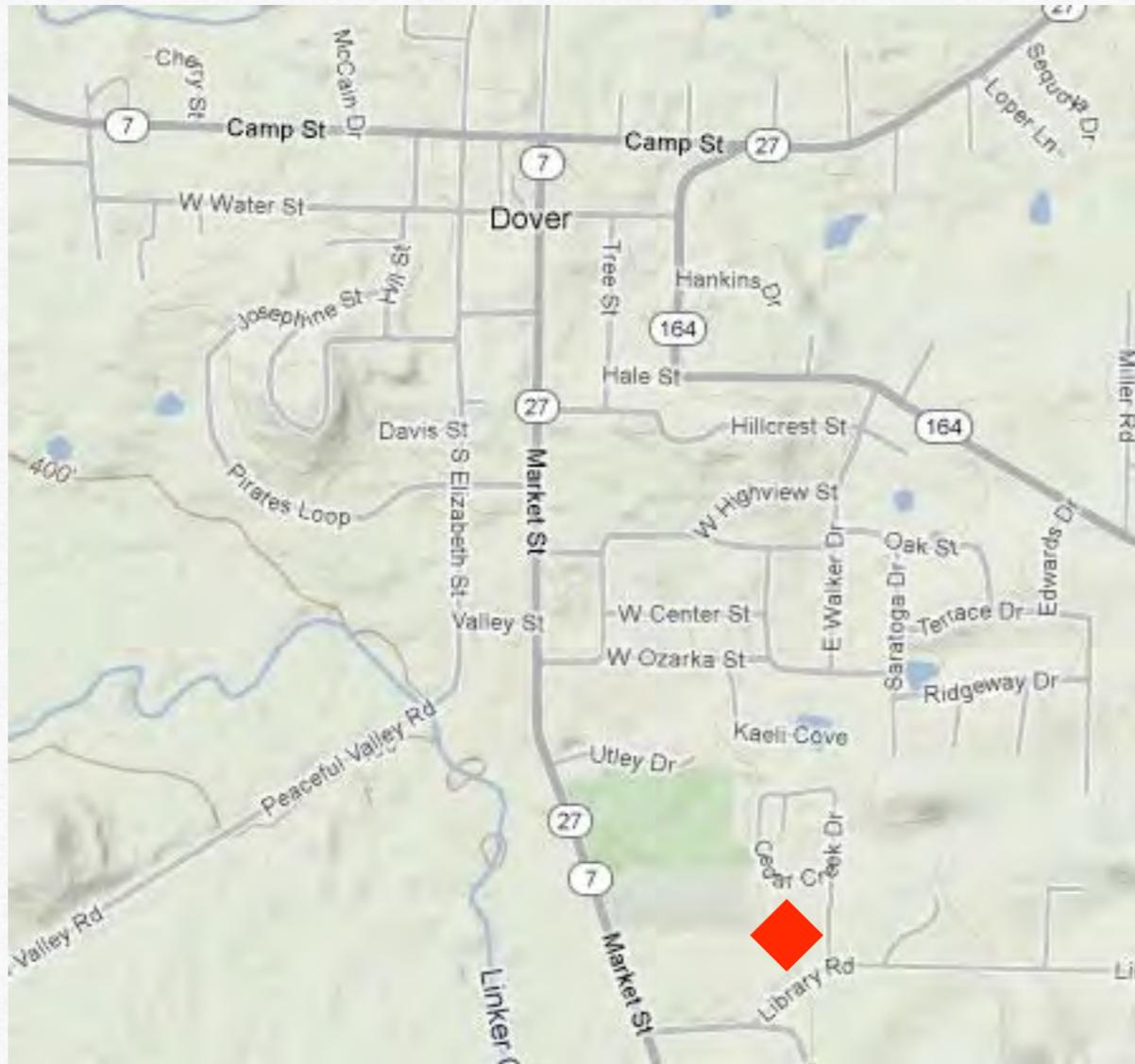
479-641-7904

FAX: 479-641-1169

Year Built: 1975

Area: 4,500 square feet

Description: The Atkins Public Library was first established and sponsored by the Atkins Civic Club in 1933 with a location in an old Conoco station. In 1942, the library was moved to an agriculture building on the high school campus (sponsored by the PTA and Atkins Civic Clubs.) In 1943 the library closed for lack of funds. In 1958 the library reopened in a downtown building on East Broadway. In 1959, the Dr. E. P. Griffin office building located at 219 East main Street became its new home. In 1969, the library moved to renovated quarters in the Ryals TV Building. Local funding and support combined with federal funding has kept the Atkins Public Library open and available for patron use. Its current home was built in 1975 under the Library Services and Construction Act combined with local funding from the City of Atkins, the Atkins Lions Club, gifts from many friends and patrons of the library, memorials, special drives, the one-mill Pope County library tax, the Arkansas Library Commission, and a contribution from the Pope County Quorum Court. The library opened with 2,160 square feet. The library received its name because 1976 marked Atkins' 100th birthday. The Atkins Centennial Library's Open House was held Sunday, November 9, 1975. A generous gift was bequeathed to the Atkins Centennial Library by Mary Catherine Maxwell. The gift was used to construct an additional 1,840 square feet to the existing library building.--making a total of 4,000 square feet. The Mary Catherine Maxwell Room was dedicated October 29, 2000.



Dover Branch

80 Library Road
Dover, AR
479-331-2173

Year Built: 1988

Area: 2,200 square feet

Description: The Dover Public Library began in the 1950's as a stack of books in a front display window at L.J. Churchill's General Mercantile Store. These books came from the Russellville Library and Dover patrons could borrow from the display and return the books to the window. The titles were changed periodically. In 1974 there was a temporary move to the rear of the Bank of Dover building with the library occupying 256 square feet. In 1975 a dual-purpose building was built for the Dover City Hall and the Dover Library, with the library occupying 1,260 SF. The citizens of Dover saw the need for a larger library and kicked off a fund drive on Aug. 1, 1987. The residents of Dover and the surrounding areas raised \$50,000 to build a new 2,400 square-foot library. The land was donated by A.G. and Bettye Barton. Area businesses donated building materials, and about 60 people donated labor. All the bricks for the building were bought by the area school children. On December 11, 1988 the Dover Public Library opened at the present site, the street was officially named Library Road and is located at 80 Library Road.

◆ Dover Library





◆ Hector Library



Hector Branch

11600 SR27

Hector, AR

479-284-0907

Year Built: 1996

Area: 1,100 square feet

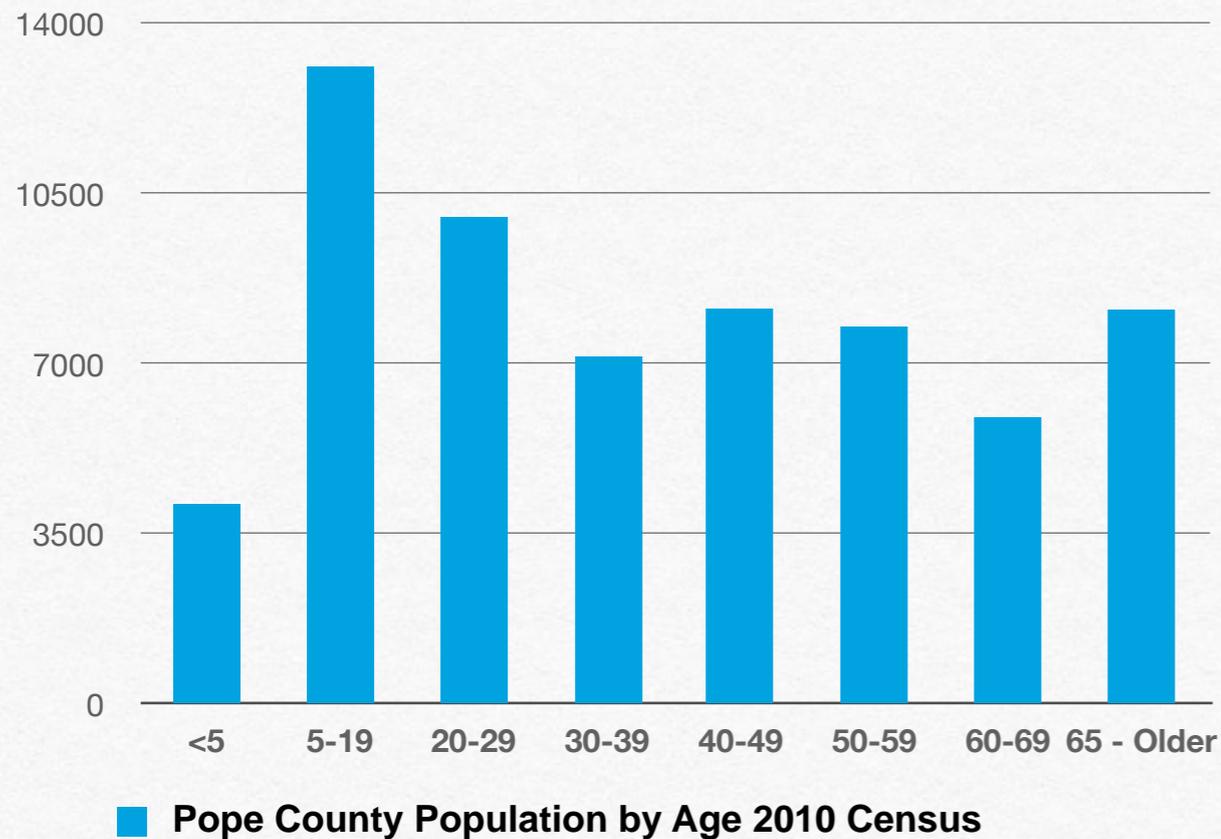
Description: The Hector Branch Library opened for business in 1996 and is in its sixteenth year of operation. The library was a result of a small rural community's vision. To fulfill the vision of a library for our community, it was built over a period of several years by donated labor, materials, and a \$10,000 donation from the Quorum Court of Pope County. We serve a wide range of patrons with eclectic taste in reading. In 1999, to further serve our patrons, public access computers were added by a grant from the Gates' Foundation.

Where are we today?

This chapter describes the Pope County Library System's key measures for the year 2012



The Library Today



According to the latest census records, Pope County has 61,754 residents. Working with library managers, the study team analyzed census tract level data to assign those residents to the library’s four service agencies in order to gain an understanding of the population served by each of the existing branches. The entirety of census tracts 9513, 9514, 9515.01, 9515.02 and 9516 was allocated to the Russellville location, for example, along with two-thirds of tracts 9512 and 9508. The Atkins branch received all of tract 9511, and one-third of tracts 9510 and 9512. The Dover branch received all of tract 9509, one-third of tracts 9508 and 9510, and 20% of tract 9507. The remaining population was assigned to the Hector branch.

The resulting distribution assigned a population of 38,567 to the Russellville facility (62.45% of the total), 8,310 to the Atkins branch (13.46%), 10,327 to the Dover branch (16.72%), and 4,550 to the Hector branch (7.37%). According to this distribution, the configuration of the library’s service population reveals a large concentration in Russellville, two medium-sized communities in Atkins and Dover, and a small community in Hector.

Figure 1 below tracks the distribution of population by age for each of the library's four agencies (branches). The relative distribution of total population among the four locations is a key benchmark. If the various age cohorts are distributed consistently among the four branch zones, those distributions would follow the assignment of the countywide population to the four libraries.

POPULATION					
	Atkins	Dover	Hector	R'ville	TOTAL
Under 5	516	646	306	2,647	4,115
5 to 19	1,746	2,037	940	8,403	13,126
20 to 29	944	1,177	512	7,392	10,025
30 to 39	1,030	1,224	502	4,402	7,158
40 to 49	1,243	1,570	717	4,607	8,137
50 to 59	1,147	1,584	646	4,389	7,767
60 to 69	880	1,148	515	3,364	5,907
65 and older	1,210	1,428	646	4,828	8,113
Total	8,310	10,327	4,550	38,567	61,754

POPULATION PCT OF COUNTY					
	Atkins	Dover	Hector	R'ville	TOTAL
Under 5	12.54%	15.71%	7.43%	64.33%	100.0%
5 to 19	13.30%	15.52%	7.16%	64.02%	100.0%
20 to 29	9.42%	11.75%	5.10%	73.73%	100.0%
30 to 39	14.38%	17.10%	7.01%	61.50%	100.0%
40 to 49	15.27%	19.30%	8.81%	56.62%	100.0%
50 to 59	14.77%	20.40%	8.32%	56.51%	100.0%
60 to 69	14.89%	19.43%	8.72%	56.96%	100.0%
65 and older	14.92%	17.60%	7.97%	59.51%	100.0%
Total	13.46%	16.72%	7.37%	62.45%	100.0%

Figure 1

For the most part, the distribution of individual age cohorts does roughly follow the distribution of the population as a whole. There are, however, a couple of notable exceptions:

- Russellville appears to account for a disproportionately large share of the 20 to 29 year old cohort – while Russellville accounts for 62.45% of the total county population, it accounts for 73.73% of the 20-29 year olds.
- Russellville appears to account for a disproportionately small share of the 40 to 49 year old cohort (56.62% versus 62.45%), the 50 to 59 year old cohort (56.51% versus 62.45%), and the 60 to 69 year old cohort (56.96% versus 62.45%).

Figure 2 below highlights the same data graphically. Each bar illustrates the proportionate share of each age cohort assigned to each of the four locations operated by the library. It is clear that Russellville supports a higher share of the 20-something cohort.

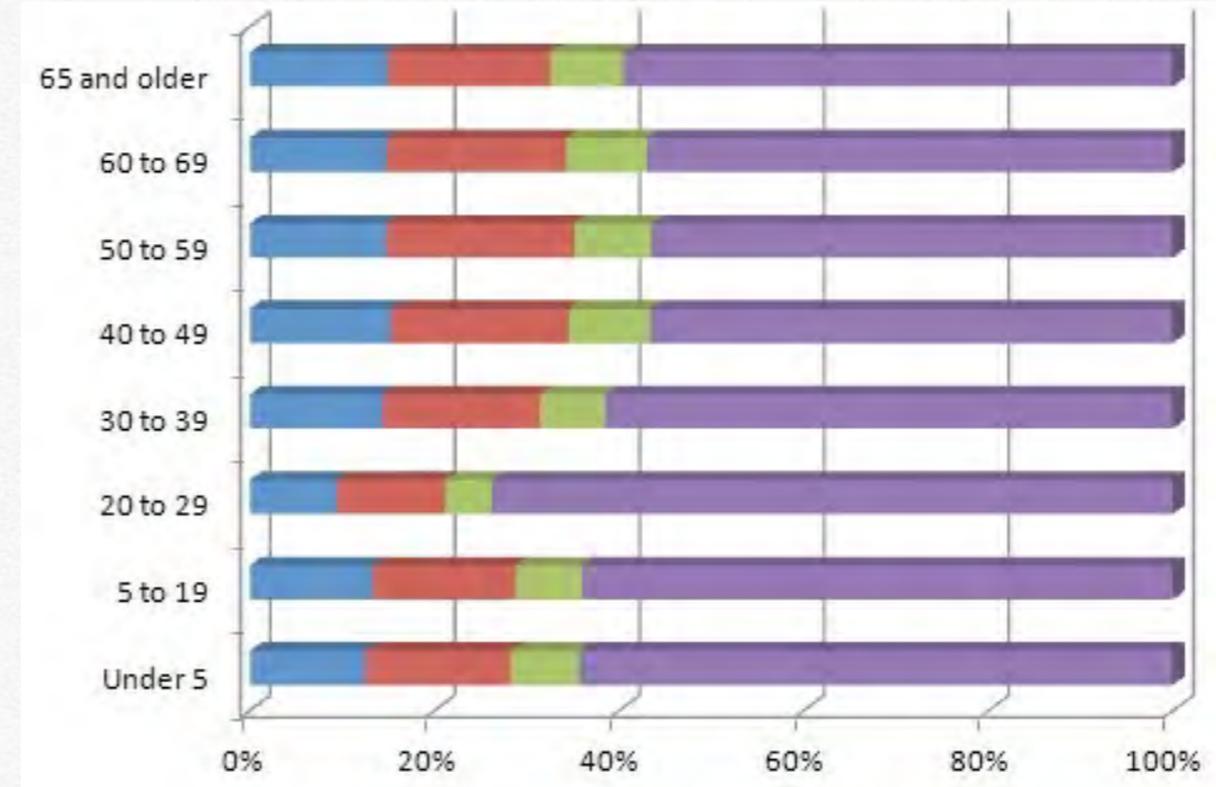
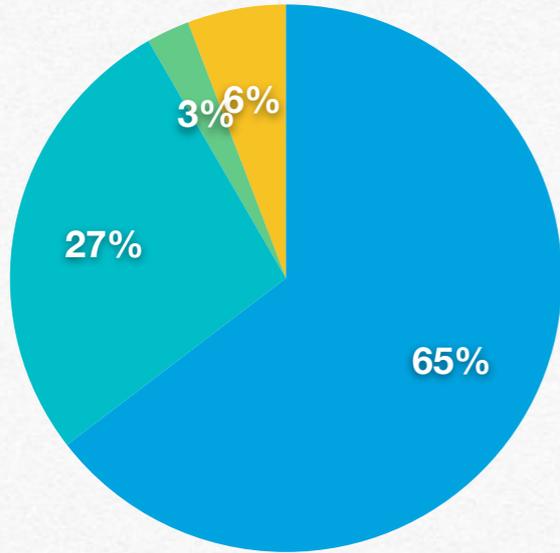


Figure 2



According to the latest internal statistics available, the Pope County Library maintains a collection of 128,809 items, including 83,196 **adult books**; 34,909 **children's books**; 3,259 **young adult books**, and 7,445 **non-print items**. The collection is deployed across five agencies or locations, including the four physical branches – the main library in Russellville, and the facilities in Atkins, Dover, and Hector – together with the bookmobile.

The map, Figure 4, to the right on this page illustrates the location of the US Census Tracts. The chart, Figure 3 below, illustrates how these census tracts were assigned to each branch within the system:

Track	Population	Russellville	Atkins	Dover	Hector
9507	3,871			20.00%	80.00%
9508	4,330	66.00%		34.00%	
9509	6,656			100.00%	
9510	4,359		33.00%	33.00%	34.00%
9511	4,045		100.00%		
9512	8,437	66.00%		34.00%	
9513	7,700	100.00%			
9514	4,903	100.00%			
9515 (.01 +.02)	10,287	100.00%			
9516	7,166	100.00%			

Figure 3

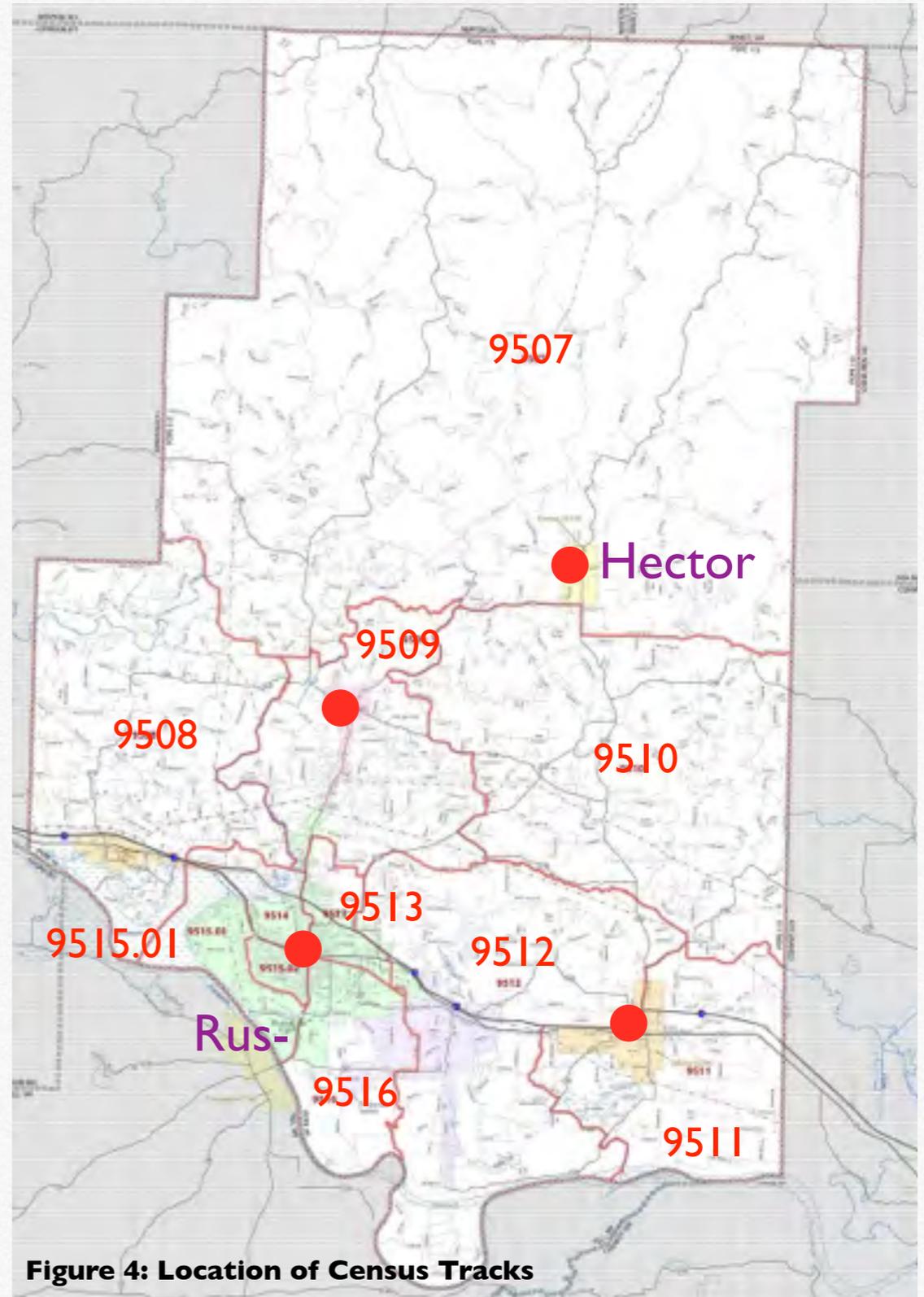


Figure 4: Location of Census Tracts

Figure 5 below illustrates the distribution of the collections across the five locations. It is informative to note how closely the distribution of resources mirrors the distribution of population. Just as the population is distributed with the largest share clustering in Russellville, with two mid-sized clusters in Atkins and Dover, and a smaller cluster in Hector, the collections are distributed in a similar fashion. Russellville accounts for the largest share of the total collection inventory (54.39% of the total inventory, 55.79% of the holdings of the four physical branches – a calculation of the distribution of holdings excluding the bookmobile produces a more accurate point of comparison with the distribution of population, described above). Atkins accounts for 16.79% of the collection (17.27% of the total, excluding the bookmobile). Dover accounts for almost the same share – 16.78% (17.21% excluding the inventory on the bookmobile). And Hector accounts for 9.52% (9.77% excluding the inventory on the bookmobile).

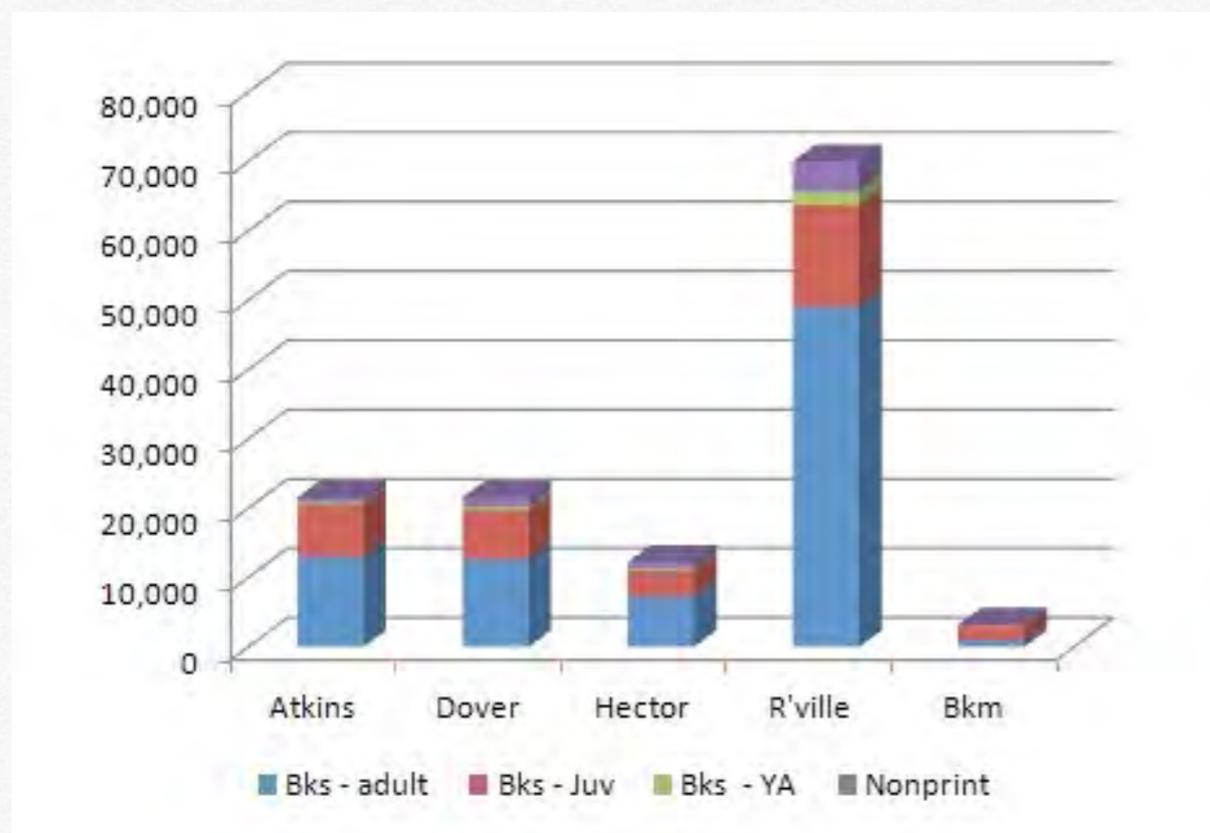


Figure 5

Figure 6 below illustrates the proportionate distribution at each of the library's agencies, including the bookmobile. This analysis reveals that Russellville has the highest proportionate concentration of adult books, while the other three physical branches have a larger proportion of children's material. At Russellville, 70.10% of the collection is devoted to adult books, 20.89% to children's books, 2.87% to young adult books, and 6.14% to nonprint. At Atkins, adult books represent 60.51% of the total inventory, and children's books represent 34.34%. At Dover, the respective ratios are 58.81% and 32.69%. At Hector, the ratios are 59.37% and 30.20%. The specific numbers and ratios vary a bit among the three branches, but they all exhibit a similar ratio – and a much different balance within the collection than is evident in Russellville.

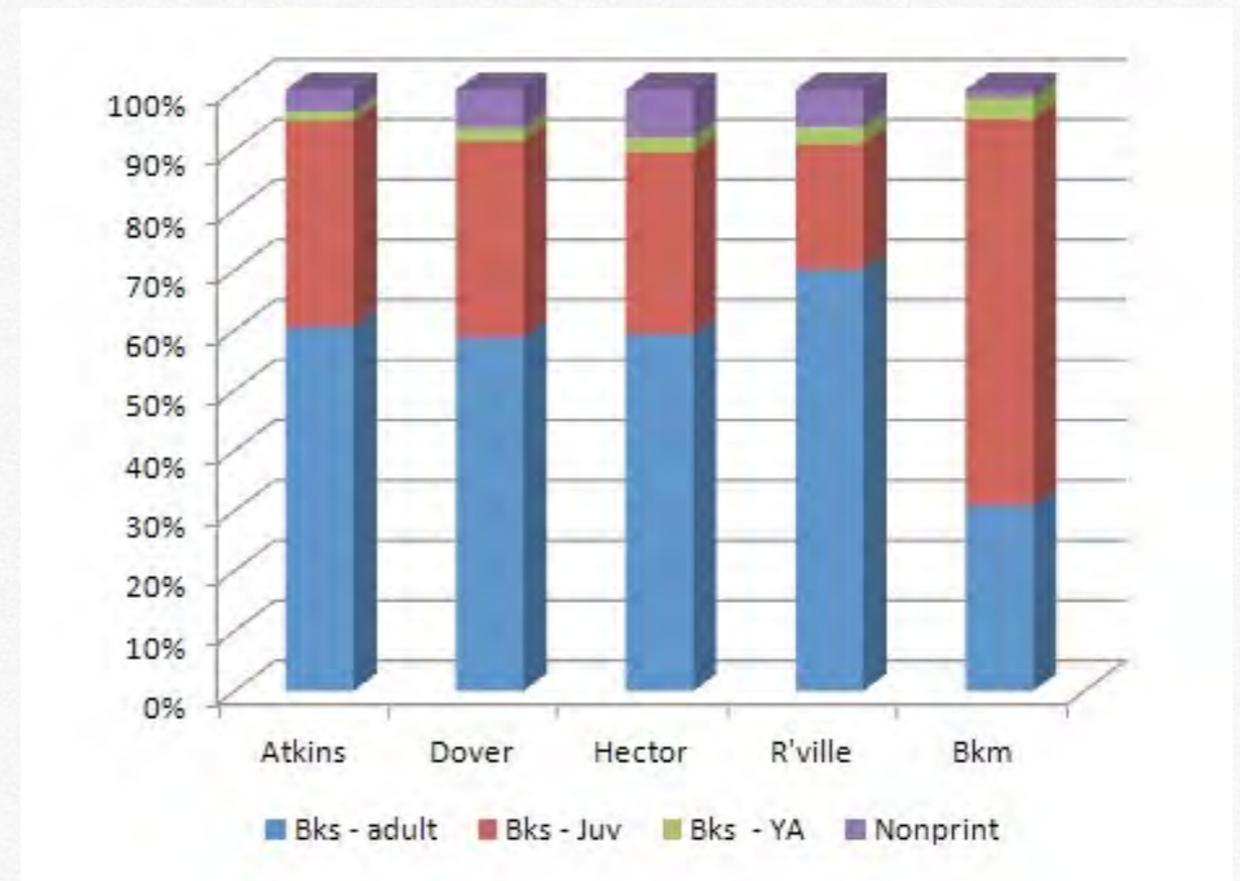


Figure 6

It is a wholly common pattern that smaller branches have a larger share of their collections devoted to children’s material. Branches typically cater to the younger cohorts in their service area because children are not readily able to get to the larger, main library; travel is an impediment.

Figure 6 also shows that the bookmobile has an even higher proportion of children’s materials. Within the bookmobile collection, the balance is effectively reversed: adult book holdings represent 30.95% of the total bookmobile collection inventory, and children’s print holdings represent 64.21% of the bookmobile inventory. Again, this is a wholly common pattern, because typically a bookmobile’s target audience skews toward young people to an even greater degree.

Figure 7, to the right, summarizes the proportionate distribution of the adult book, children’s book, young adult book, and nonprint collection across the library’s five locations / agencies. For each of these components of the collection, the largest share of the library’s holdings are found at Russellville. The Atkins and Dover branches each support almost an identical share of the total inventory for adult and children’s book holdings – the largest variations between these two locations occurs in YA books (14.30% at Dover versus 10.71% at Atkins) and nonprint (18.44% at Dover versus 10.28% at Atkins). Hector has the smallest share of the distribution (though its share of the library’s total YA inventory – 9.79% – approaches the share reported for Atkins, and Hector’s share of the library’s total nonprint inventory – 12.89% – actually exceeds the share reported by Atkins). Use measures reveal a similar pattern.

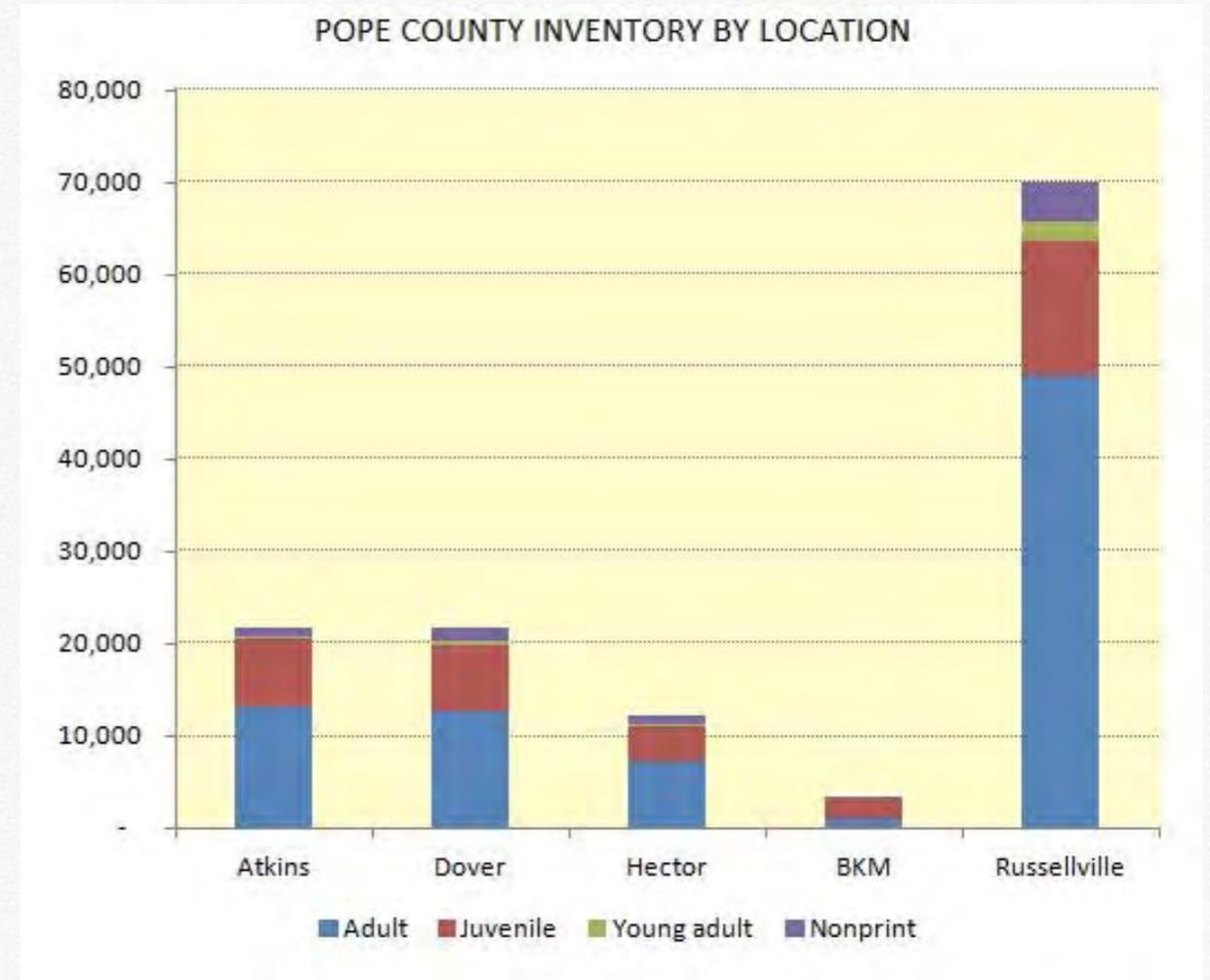


Figure 7

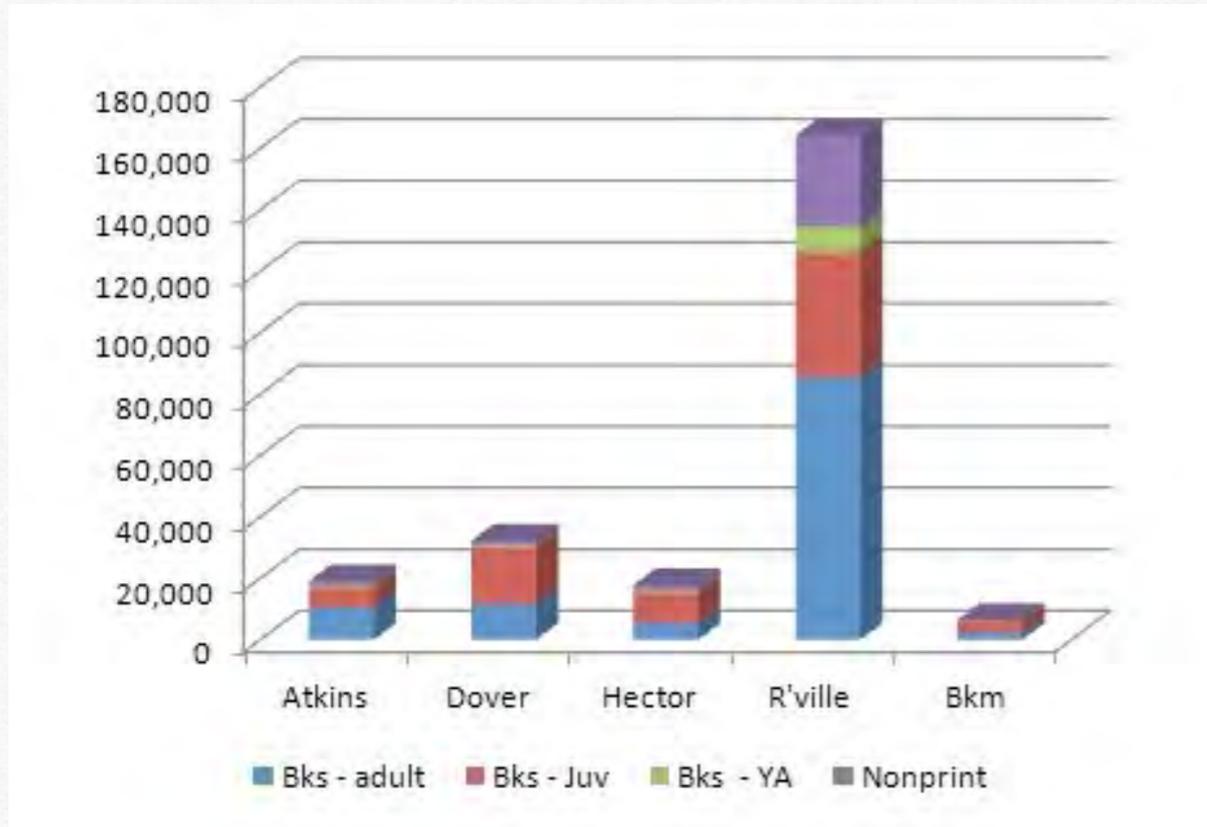


Figure 8 above illustrates that Russellville produced 164,238 circulation transactions in the most recent 2011 reporting year – 68.47% of the system’s total circulation. Dover produced 32,185 transactions – 13.42% of the total. Atkins produced 19,085 transactions (7.96%). Hector produced almost as many transactions as Atkins – 17,770 (7.41%). The bookmobile produced 6,578 transactions (2.74%).

This overall pattern is slightly different from the distribution of population and the overall distribution of collection resources. Among those other patterns, Dover and Atkins represented more or less a comparable share of the countywide total. In this measure of distribution of circulation, Atkins and Hector are more similar to one another, and Dover stands apart. Looking at narrower classes of circulation activity – circulation of adult books, children’s books, nonprint, etc. – a similar pattern emerges. Atkins tends to pair with Hector, while on measures of inventory and population Atkins tends to pair with Dover.

This is also evident in the turnover rate at the various locations and in the various collections. “Turnover rate” is a measure of how frequently items in the collection are used. It’s calculated by dividing annual circulation by items held.

Library	Total	Adult Books	Children’s Books	YA Books	Nonprint
Atkins	1.448	0.740	2.656	2.793	1.716
Dover	1.489	0.927	2.596	2.052	0.799
Hector	0.882	0.814	0.850	2.258	1.739
Russellville	2.344	1.743	2.761	4.278	6.882
Bookmobile	2.032	2.534	1.751	2.174	3.524
Total	1.862	1.394	2.250	3.524	4.547

Figure 9 above shows that the library system’s overall turnover rate was 1.862 for all materials at all locations. On average, each item in the collection circulated about 1.8 times in the preceding year. Systemwide, the adult book collection’s turnover rate was 1.394 – on average this part of the collection was used less extensively. The systemwide turnover rate for children’s books was 2.250 and for young adult books the turnover rate was 3.524. These collections are being used more extensively. And the nonprint collection is being used even more heavily systemwide – the turnover rate for this part of the collection was 4.547.

Variations in turnover rate are also evident from location to location. The overall systemwide turnover rate was 1.862, but Russellville and the bookmobile reported turnover rates of 2.344 and 2.032 respectively. The overall turnover rates for Dover and Atkins were just under 1.500, and Hector’s turnover rate was 0.882. Across the subsets of the library’s collection, Russellville tends to have the highest turnover rate. For children’s materials, there’s less apparent variation in turnover rate between Russellville, Dover, and Hector – which is the result of the fact that at Dover and Hector children’s circulation is a substantially higher percent of the total circulation at those locations than is the case at Russellville. The bookmobile’s low turnover rate for chil-

dren's books is a surprise at first, until one recalls how large a share of the bookmobile's total inventory is represented by children's materials.

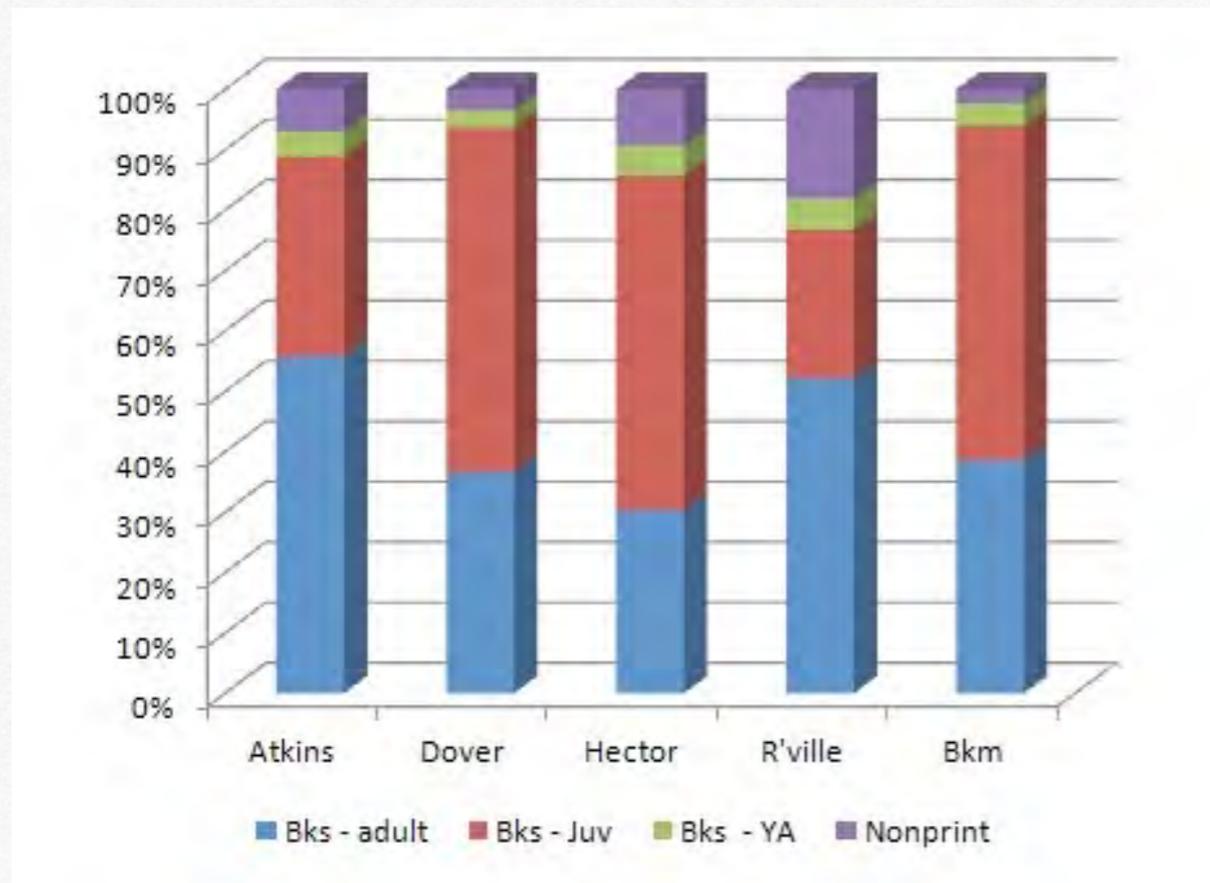


Figure 10 above documents the share of distribution of use at each location. At Russellville the share of circulation going to adult material and nonprint material is higher than at most of the other locations, and the share of circulation going to children's materials is lower. At Dover, Hector, and the bookmobile, the share of circulation going to children's material tends to be higher. At Atkins, children's circulation as a percent of total circulation is lower than at Dover and Hector, and this could factor into why overall circulation rates at Atkins are a bit lower than one might otherwise imagine, given the distribution of population, collection resources, and so on.

The patterns that have emerged in this review of the current status of the library system become an important benchmark for the projection of future service delivery.

Where should we be going?

4

This chapter describes the Pope County Library System's recommendations for 2012-2032

Section 1:

Where should we be going

Section 2:

Staffing

Section 3:

Allocation of Space for Russellville

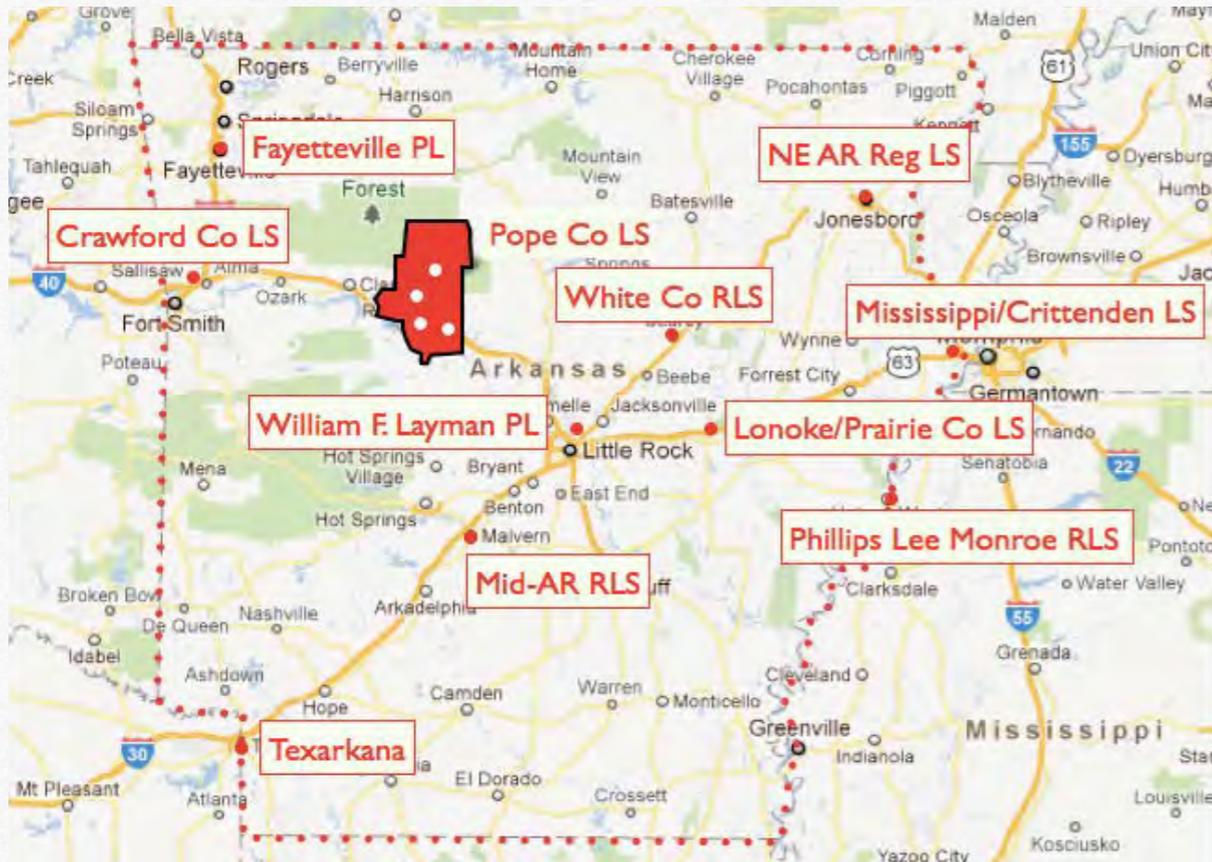
Section 4:

Allocation of Space for Dover, Hector and Atkins

Where should we be going?

Introduction

The library's past history and current conditions provide a foundation for the consideration of future directions and service goals. This section of the report outlines recommended resource and service inventory goals for the library. The optimum deployment of those resources across the library's service outlets is examined. Based on the deployment of the library's system-wide service goals, space needs for each of the library's facilities can be estimated. **Figure 11** below illustrates the Arkansas Co-horts.



Library service goals and space needs

A direct connection exists between the resource and service inventories a library seeks to house and the amount of space it needs. To oversimplify the equation, all other things being equal a library will require more floor space if it establishes a service parameter to develop a collection of 250,000 volumes than would be the case if its collection development goal was 100,000 volumes; all other things being equal, a library will require more floor space if it seeks to provide 200 reader seats rather than 120.

For the Pope County Library System master plan, the study team recommends a space needs assessment methodology the particulars of which are detailed in the appendix beginning on page 65. In summary, that methodology is organized around seven kinds of floor space to be found in most libraries:

- **Collection space:** to house the library's basic print and nonprint collection.
- **Public computing space:** to support the inventory of computer network stations the library will provide to accommodate access to electronic information resources.
- **Reader seating space:** to provide a variety of comfortable seating for library patrons to use the library's resources in-house.
- **Staff space:** to provide staff work stations as needed to support the library's various routines and operations (circulation, technical services, public services, administration, etc.).
- **Programming / meeting space:** to accommodate library programming for the general public, meetings of the library board and/or staff, as well as meetings of other community groups.
- **Special use space:** to house those pieces of unique library furniture or special library functions that have not been accounted for in previous types of space (e.g., photocopiers, microform readers, a public refresh-

ment area or café, small group study rooms, gallery / exhibit space, a staff lounge, etc.).

- **Nonassignable space:** to house those spaces which must be provided to support a functioning building but cannot be assigned directly to library purposes (e.g., vestibules, restrooms, stairwells, mechanicals, etc.).

In Pope County’s case, this space planning model will be adapted to also include a “tailoring” allowance. A library can define service parameters relating to each of these seven types of space. The service parameters can then be converted into an estimate of space needs by applying the unit space allowances as described in the appendix beginning on page 65.

The space needs assessment methodology defines unit space allocations for the various components of a library’s service program. Book collections, for example, may be housed in various settings that can support wider or narrower aisles, taller or lower shelving, more face-out marketing displays or fewer such displays. All of these factors affect the floor space required by the collection. In an “optimum” setting – with generous aisles, and lower, patron-friendly shelving, ample marketing and display of the collections – a library will need one square foot for every 10.0 volumes to house. In other settings – with increasingly narrower aisles, taller shelves, and so on – this allowance shifts. A “moderate” allowance for the book collection is one square foot for every 11.5 volumes to house; and a “low” allowance is one square foot for every 13.0 volumes to house.

Unit space allowances, shown in **figure 12**, summarizes the unit space allowances for the various components of a library’s program of service – optimum, moderate, and low. When these allowances are applied to a library’s recommended service parameters, an estimate of the library’s space needs can be made ranging from an optimum level to a minimum level. Within this range, a recommended estimate is defined based on expectations of density of housing the library’s resources and economies of scale in the eventual building layout.

UNIT SPACE ALLOCATIONS			
	SPACE ALLOCATION		
	Opt	Mod	Low
<i>Collection space</i>			
Books -- __ volumes per square foot	10.0	11.5	13.0
Magazine display -- __ titles per square foot	1.0	1.0	1.0
Magazine backfiles -- __ square feet per title per year held	0.5	0.5	0.5
Nonprint -- __ items per square foot	10.0	12.5	15.0
<i>Computers for public use</i>			
Public network stations -- __ square feet per terminal	50.0	40.0	35.0
<i>Reader seating space</i>			
__ square feet per reader seat	35.0	32.5	30.0
<i>Staff work space</i>			
__ square feet per work station	150.0	137.5	125.0
<i>Meeting room space</i>			
Auditorium -- __ square feet per seat + allowance for stage	12.5	12.5	12.5
Program room -- __ square feet per seat + allowance for stage	10.0	10.0	10.0
Storytime room -- __ square feet per seat + allowance for stage	15.0	15.0	15.0
Conference room -- __ square feet per seat + gallery	30.0	30.0	30.0
Computer training room -- __ square feet per seat + instructor	50.0	50.0	50.0
<i>Special use space</i>			
Calculated as a percentage of gross building area	17.5%	15.0%	12.5%
<i>Nonassignable space</i>			
Calculated as a percentage of gross building area	32.5%	30.0%	27.5%
<i>Special allowances</i>			
Factored in as needed			

Figure 12

Essential systemwide resource and service inventory goals

The analysis of peer service cohorts using the IMLS database showed that the Pope County Library System broadly lags behind its peers on many metrics of service. Given the experience of these other libraries, it is clear that it would be reasonable for the Pope County Library System to plan to expand and deepen its collections and resources. The question is to what degree.

The IMLS comparative benchmark analysis included five peer cohorts. Of the five, the MS&R study team finds that the “inclusive” cohorts – all libraries in Arkansas, all libraries in the region – are of limited utility. They are interesting from perhaps an academic or clinical perspective, but on the whole are too diverse and lack sufficient homogeneity to be useful.

The remaining three cohorts, being more closely targeted according to population served, were deemed more useful:

- Arkansas libraries, 50,000 to 80,000 population
- Regional libraries, 50,000 to 80,000 population
- U.S. libraries, 50,000 to 80,000 population

In the final analysis, the MS&R team determined to blend the recommendations that emerged from those three cohorts, acknowledging that each of these cohorts provides valuable insights into the needs of the Pope County Library System.

Collections

Regarding the book collection, the state sample produces an intercept point of 212,500, the regional cohort produces an intercept point of 165,000, and the national cohort produces a recommendation of 190,000. The average is 189,200 volumes. The library’s current collection is 127,260 volumes. The average is roughly a 50% increase over the current inventory.

Regarding the audio collection the state, regional and national cohorts produce recommendations of 3,500 items, 3,250 items, and 11,900 items respectively. The average is 6,250 – against Pope County’s current inventory of 3,291.

Regarding the video collection, the state, regional and national cohorts produce recommendations of 3,000 items, 5,500 items, and 12,000 items respectively. The average is 6,850 – against Pope County’s current inventory of 4,973.

The combination of these two recommendations for nonprint results in a collection of 13,100 items. Against a print collection recommendation of 189,200 volumes, this produces a nonprint to print ratio of 6.92%. This is somewhat below the average value that emerges from the three cohorts (7.25%) but represents an increase over the library’s current ratio (6.49%). This means that the print, audio and video recommendations work out to produce a collection that is ever so slightly more heavily weighted toward nonprint.

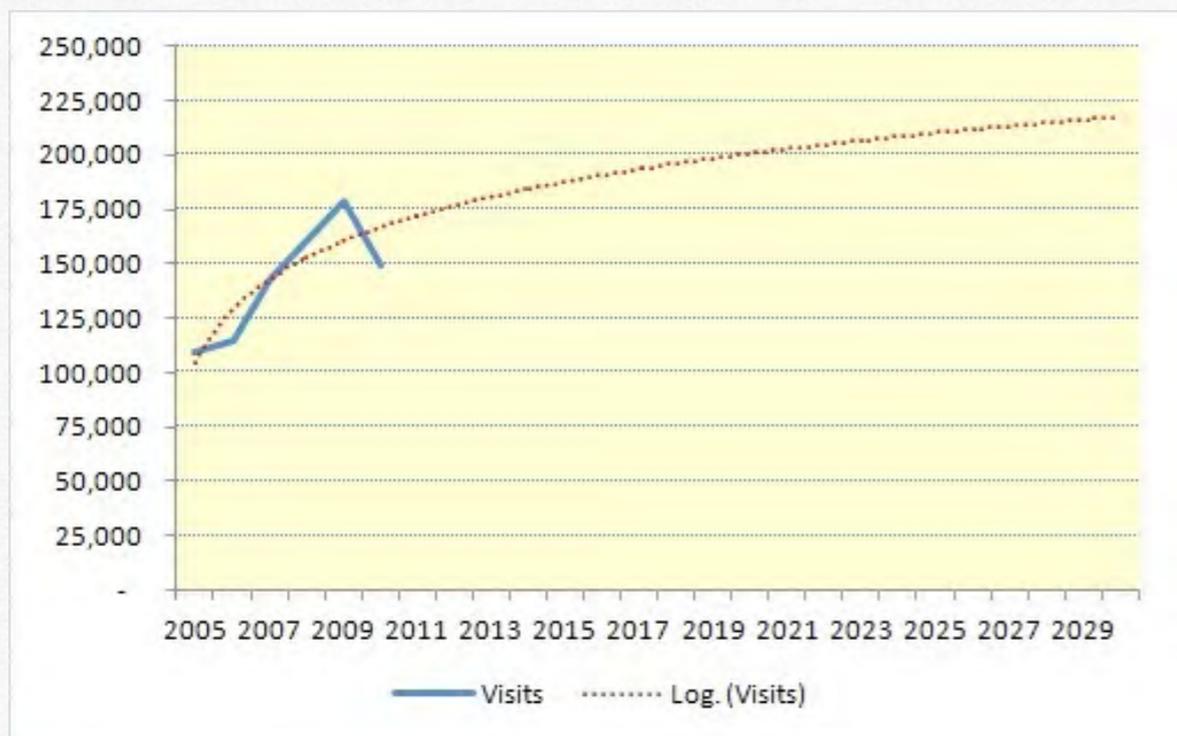
The last element out of the traditional collection is magazines. The three cohorts produce a recommendation of 315 titles, 375 titles, and 335 titles respectively, for an average of 310 titles. Pope County presently reports 287 titles. The recommendation emerging from the blended average is effectively a status quo recommendation, entirely appropriate at a time when most libraries are not expanding their magazine collections and some are starting to reduce their magazine inventories (since this literature is increasingly available electronically).

Computers for public use

Pope County presently offers a total of 25 machines. With regard to PCs for public use, the state, regional and national cohorts recommend 66, 52, and 52 PCs respectively. The average is 56 PCs for public use.

Simply applying for the library’s public-use computer inventory the same strategy that was employed for the other parts of the library’s collection raised a concern on the part of the consultants. An examination of the IMLS comparative benchmark analysis for this metric shows that libraries are expanding this inventory more rapidly than any other element in their program of service. Comparing the most recent trendline in the IMLS analyses against the historic trendline shows how much change has occurred in the past ten years. Because of the degree of movement on this metric, the study team has reservations about applying the IMLS results in this way on this metric.

An alternate way to approach a recommended inventory of public use computers is to note that there is an intuitive correlation between the number of visitors to a given library and the need for that library to provide computers for public use. If two libraries each serve 50,000 people, but one has 250,000 visitors per year while the other has 400,000 visitors per year, the latter will likely experience a higher rate of demand for computers for public use.



Pope County library visits tracks the library’s reported number of total annual visits from 2005 through 2010. A trendline analysis offers a forecast, based on the library’s experience over the last five years that by the year 2030, the Pope County Library System can expect a total of some 220,000 visits. With this forecast in hand, the IMLS database can then be used to produce a recommendation for public-use computer inventory based on the correlation between the number of computers a library provides and the number of visits it receives per year.

	<u>State</u>	<u>Region</u>	<u>Nation</u>	<u>Average</u>	<u>PCs</u>
50th percentile	0.18	0.18	0.14	0.17	37
75th percentile	0.36	0.31	0.21	0.29	64
90th percentile	0.38	0.46	0.37	0.40	89

Pope County PC percentile summarizes the results of the IMLS comparative benchmark analyses relating the number of visits per year to the number of PCs for public use the library provides. The state-level sample of libraries serving 50,000 to 80,000 population reports that at the 50th percentile, the typical library provides 0.18 PCs per 1,000 user visits. At the upper quartile (75th percentile), the typical library provides 0.36 PCs per 1,000 user visits. At the 90th percentile, the typical library provides 0.38 PCs per 1,000 visits. The regional sample produces a somewhat different result, as does the national sample. Pope County PC percentile reports the average result of these three cohorts – 0.17 PCs per 1,000 visits at the 50th percentile, 0.29 PCs per 1,000 visits at the 75th percentile, and 0.40 PCs per 1,000 visits at the 90th percentile. The chart then calculates what Pope County’s PC inventory would be at each of these three levels of service based on a forecast of 220,000 visits per year.

Given the importance of access to electronic information resources, and the critical role the public library fulfills in providing that access, especially for residents who may not have access to these resources in the home or at their place of work or who cannot afford quality, high-speed access to these resources, the MS&R study team recommend erring on the higher end of this range – with an inventory of 89 PCs system-wide.

Reader seating

Formulas relating to reader seating needs tend to operate best for libraries that maintain a single facility. When a library operates multiple facilities, the redundancy associated with multiple service outlets impacts the library's seating needs that aren't accommodated by the conventional formulas. A library operating multiple facilities will typically deploy certain core resources in each of its locations. As it does replicates core resources at each location, the duplication of resources means that the remaining resources suffers from a lack of depth, and so to compensate, the library will increase its overall resource inventory to provide a suitable degree of depth at each location.

For the Pope County Library, with a projected service population of 76,767, the conventional formulas recommend a reader seating inventory of 196 seats – 2.6 per 1,000 population. But that recommendation might well be considered one end of a reader seating resource spectrum.

Another way to think of reader seating needs calculates the inventory for each branch location based on the service population ascribed to it and applying the conventional formulas. Doing that, Russellville with its projected service population of 47,943 needs 155 reader seats. Atkins, with its projected service population of 10,331 needs 72 reader seats. Dover, with a projected service population of 12,837 needs 80 reader seats. And Hector, with a projected service population of 5,656 needs 53 reader seats. This alternate approach produces a system-wide recommendation of 360 reader seats.

In truth, the reality of the situation, is probably somewhere between 196 and 360. A preliminary seating inventory recommendation is 278 seats.

Meeting and programming spaces

There are no hard and fast rules or formulas defining what kind of meeting and programming spaces a library should provide or how large an audience should be accommodated. Over the span of the study team's experience, however, certain patterns become evident. The kinds of meeting and program space along with the general scale of those spaces tend to follow a certain progression.

Based on a population of about 48,000, the Russellville facility would reasonably support a multi-purpose room to seat 120 to 150. A dedicated conference room to seat 12 to 16 might be part of the mix. The Russellville Library caps event attendance at 60 participants.

For a library like Atkins or Dover, serving 10,000 to 12,000, a single multi-purpose room to seat 50 to 75 would be typical. Probably a library serving a population of this scale would not have a dedicated conference room or storytime room.

For a library like Hector, serving 5,600 population, a single multi-purpose room to seat 30 to 40 would be typical.

Distribution of resource inventories

The library's space needs are conditioned by the resource inventories to house across the system, and the specific space needs at each location are conditioned by how those resources are deployed across the system.

As shown in the previous discussion of the current status of the library, the distribution of the current population served, the collection inventory and the circulation / use patterns falls into a broadly consistent pattern. The Russellville library accommodates the largest share of those resources. The Dover and Atkins branches occupy roughly comparable levels, and the Hector library accommodates the rest. The book-mobile also receives a modest allocation of the library's overall resources.

	<u>Population</u>	<u>Inventory share</u>	<u>Circulation share</u>	<u>Average share</u>	<u>Adjusted ratio</u>
Russellville	62.45%	54.39%	68.47%	61.77%	61.75%
Atkins	13.46%	16.79%	7.96%	12.73%	14.00%
Dover	16.72%	16.78%	13.42%	15.64%	14.00%
Hector	7.37%	9.52%	7.41%	8.10%	8.00%
BKM		2.51%	2.74%	2.51%	2.50%

Pope County resource distribution summarizes how the current population is distributed across the county, as well as the distribution of inventory and use. The average distribution is calculated, and then further averaged and adjusted to produce a recommended distribution ratio.

	<u>Volumes held</u>	<u>Audios held</u>	<u>Videos held</u>	<u>Magazines received</u>
Russellville	116,358	3,844	4,213	194
Atkins	26,488	875	959	45
Dover	26,488	875	959	45
Hector	15,136	500	548	26
BKM	4,730	156	171	
TOTAL	189,200	6,250	6,850	310

Pope County distribution of collection applies these ratios to the proposed system-wide goals for collections.

Applying the same ratios to the recommended systemwide inventory for reader seating results in 174 reader seats deployed at Russellville, 40 seats deployed at Atkins and Dover, and 24 reader seats deployed at Hector.

Owing to the small scale of the systemwide recommendation for the number of public-use computers, these ratios don't work as well, particularly for the Hector facility. Allocating 8+% of the proposed systemwide public-use computer inventory to Hector results in a local inventory of seven PCs – effectively what is in place today. An alternate strategy for deployment assumes that each location should have a specified “core” inventory of public-use computers. The PCs remaining after that distribution of a core resource are then deployed according to the ratio defined above. If each of the library's four branch locations are allocated a core inventory of 8 PCs, and the remaining units are allocated according to the ratio above, it produces an inventory of 44 PCs at Russellville, 16 PCs each at Atkins and Dover, and 12 PCs at Hector.

**POPE COUNTY LIBRARY SYSTEM / SPACE NEEDS ESTIMATE
RUSSELLVILLE FACILITY**

	Units	SPACE ALLOCATION			
		Optimal	Moderate	Low	Recommend
A. Collection space					
Books (NOTE: 10% in circulation)					
Opt: @ 10.0 vol / sq.ft.	116,350	10,472			10,472
Mod: @ 11.5 vol / sq.ft.	116,350		9,106		
Low: @ 13.0 vol / sq.ft.	116,350			8,055	
Nonprint					
Opt: @ 10.0 items / sq.ft.	8,050	805			
Mod: @ 12.5 items / sq.ft.	8,050		644		644
Low: @ 15.0 items / sq.ft.	8,050			537	
Periodical display					
@ 1.0 titles per sq.ft.	194	194	194	194	194
Periodical backfiles					
@ 0.5 sq.ft. / title per 2.0 yrs retained	175	175	175	175	175
B. Public network stations					
Opt: @ 50.0 sq.ft. / terminal	44	2,200			
Mod: @ 40.0 sq.ft. / terminal	44		1,760		1,760
Low: @ 35.0 sq.ft. / terminal	44			1,540	
C. Reader seating space					
Opt: @ 35.0 sq.ft. / seat	174	6,090			
Mod: @ 32.5 sq.ft. / seat	174		5,655		
Low: @ 30.0 sq.ft. / seat	174			5,220	5,220
D. Staff work space					
Opt: @ 150.0 sq.ft. / station	32	4,800			
Mod: @ 137.5 sq.ft. / station	32		4,400		4,400
Low: @ 125.0 sq.ft. / station	32			4,000	
E. Meeting room space					
Multi-purpose room I					
@ 10.0 sq.ft. per seat (+ stage)	150	1,800	1,800	1,800	1,800
Storytime room I					
@ 15.0 sq.ft. per seat + 75 sq.ft.	60	975	975	975	975
Conference / board room					
@ 30.0 sq.ft. per seat + 10 gallery	16	600	600	600	600
F. Special use space (calculated against SUBTOTAL)					
Opt: @ 17.5% of gross building area		11,575			
Mod: @ 15.0% of gross building area			7,592		7,872
Low: @ 12.5% of gross building area				5,835	
G. Nonassignable space (calculated against SUBTOTAL)					
Opt: @ 32.5% of gross building area		21,496			
Mod: @ 30.0% of gross building area			15,185		15,743
Low: @ 27.5% of gross building area				12,836	
H. "Tailoring" allowance (calculated against SUBTOTAL)					
Opt: @ 7.5% of gross building area		4,961			
Mod: @ 5.0% of gross building area			2,531		2,624
Low: @ 2.5% of gross building area				1,167	
I. Dedicated allowances					
Garage for two bookmobiles		1,500	1,500	1,500	1,500
GROSS BUILDING AREA		67,641	52,117	48,176	53,978

Library space needs – Russellville

The space needs of the Russellville facility can be estimated using the space needs assessment methodology summarized above and detailed in the appendix. The results for Russellville are summarized in the Pope County Space Needs Russellville, **figure 13**. The resource inventory at Russellville includes support for a book collection of 116,350 volumes, 8,050 nonprint items, 194 magazine titles, 44 computers for public use, and 174 reader seats.

The space allocation also provides support for 32 staff work stations – desks or spaces where staff members are called upon to complete specific tasks in support of general library operations. These work stations include:

- 5 places at a circulation / charging desk (check-out / check-in stations, registration, and a project station, where circ staff can pursue other assignments during slow periods of public service)
- 6 places in a circulation staff workroom (an office for the circulation supervisor, accounts payable, general clerical, reshelving, interlibrary loan ordering, and interlibrary loan processing)
- 1 place for mail processing (inbound and outbound)
- 3 places in technical services (cataloging, weeding/processing, and processing)
- 1 place at a reference service desk
- 3 places in a reference / adult services staff workroom
- 1 place at a genealogy service desk
- 2 places in a genealogy services staff workroom (scanning, indexing)
- 1 place at a young adult services desk
- 1 place at a children's service desk
- 3 places in a children's services staff workroom
- 2 places in a bookmobile / outreach services staff workroom
- 1 place in an IT staff workroom
- 1 office for the director
- 1 workroom/storage for maintenance

Figure 13

Note that many public libraries today are introducing patron self-service strategies for circulation transactions. If the Pope County Library should choose to follow that path, it will likely affect the deployment of staff work stations, and this inventory will need to be revised accordingly. Also note that the library is considering contracting to have more of its incoming collection materials pre-processed, in which case some of the space allocation for technical services operations may be redeployed to support other functions. In general, as the library advances to the next stage of planning for these needs – programming and schematic design – this inventory of staffing needs will be re-examined more closely and adjusted as needed to support operational requirements.

The space allocation includes support for a multi-purpose room to seat 150 (this room is large enough that it should be designed with one, if not two, moveable partitions for subdividing the room into smaller spaces for concurrent programs). A story-time room for audiences of up to 60 is also included, as is a conference room to seat 16.

Further allocations are made for special use space and nonassignable space. The allocation for nonassignable space supports storage for library supplies, maintenance supplies, programming supplies, summer reading club promotional materials, seasonal decorations, and so on.

A “tailoring allowance” is factored in to reserve space for the library to tailor its program of service to the unique needs of the Russellville community beyond the core services provided here. The specific contents of the resources and services to be housed within the tailoring space will be determined when the time comes for the library to proceed with detailed architectural planning for the Russellville facility. At that time, it will also be important to re-examine all of the planning and service assumptions outlined in this report and update any or all of them as may be needed.

Finally, the space needs include an allowance to support a garage for the library’s bookmobile.

Any of these resource can be housed in a variety of circumstances. The book collection can be housed on taller, 84" shelving or on 72" shelving. Stacks can be installed on a 36" aisle, or a 48" aisle. Taller shelving or narrower aisles will produce a smaller estimate of space need for the book collection. Lower shelving or wider aisles will

require more space for the collection. The smaller area resulting from taller shelving and narrower aisles will cost less to build, but the lower shelving and wider aisles will make the collections easier and more inviting for borrowers to use. These are the essential trade-offs of library space planning.

Acknowledging that there are a variety of settings that can be employed to house these resources, the space needs estimate for the Russellville facility ranges from a high of 67,641 square feet to a low of 48,176 square feet. Within that range, it is the estimate of the MS&R study team that the library should anticipate a building of 53,978 square feet for Russellville – rounded up to 54,000 square feet.

The study team emphasizes that the space needs identified here are for the library only. During the course of the study team’s examination, library staff and trustees indicated their openness to the possibility of partnering with a compatible service organization (such as the local literacy council) in a new or expanded Russellville facility. Because there are no specific plans for such a partnership, this analysis does not factor in the needs of a partner agency. Obviously, if the library enters into discussions regarding a shared-use facility, those additional needs and space allowances must be incorporated into a revised space needs estimate.

**POPE COUNTY LIBRARY SYSTEM / SPACE NEEDS ESTIMATE
DOVER - ATKINS FACILITIES**

	Units	SPACE ALLOCATION			
		Optimal	Moderate	Low	Recommend
A. Collection space					
Books (NOTE: 0% in circulation)					
Opt: @ 10.0 vol / sq.ft.	26,500	2,650			2,650
Mod: @ 11.5 vol / sq.ft.	26,500		2,304		
Low: @ 13.0 vol / sq.ft.	26,500			2,038	
Nonprint					
Opt: @ 10.0 items / sq.ft.	1,850	185			185
Mod: @ 12.5 items / sq.ft.	1,850		148		
Low: @ 15.0 items / sq.ft.	1,850			123	
Periodical display					
@ 1.0 titles per sq.ft.	45	45	45	45	45
Periodical backfiles					
@ 0.5 sq.ft. / title per 1.0 yrs retained	45	23	23	23	23
B. Public network stations					
Opt: @ 50.0 sq.ft. / terminal	16	800			
Mod: @ 40.0 sq.ft. / terminal	16		640		640
Low: @ 35.0 sq.ft. / terminal	16			560	
C. Reader seating space					
Opt: @ 35.0 sq.ft. / seat	40	1,400			
Mod: @ 32.5 sq.ft. / seat	40		1,300		1,300
Low: @ 30.0 sq.ft. / seat	40			1,200	
D. Staff work space					
Opt: @ 150.0 sq.ft. / station	7	1,050			
Mod: @ 137.5 sq.ft. / station	7		963		963
Low: @ 125.0 sq.ft. / station	7			875	
E. Meeting room space					
Multi-purpose room I					
@ 10.0 sq.ft. per seat (+ stage)	75	900	900	900	900
Storytime room I					
@ 15.0 sq.ft. per seat + 75 sq.ft.	0	0	0	0	0
Conference / board room					
@ 30.0 sq.ft. per seat + 10 gallery	0	0	0	0	0
SUBTOTAL (A+B+C+D+E)		7,053	6,322	5,764	6,705
F. Special use space (calculated against SUBTOTAL)					
Opt: @ 17.5% of gross building area		2,904			
Mod: @ 15.0% of gross building area			1,897		2,012
Low: @ 12.5% of gross building area				1,463	
G. Nonassignable space (calculated against SUBTOTAL)					
Opt: @ 32.5% of gross building area		5,393			
Mod: @ 30.0% of gross building area			3,793		4,023
Low: @ 27.5% of gross building area				3,220	
H. "Tailoring" allowance (calculated against SUBTOTAL)					
Opt: @ 7.5% of gross building area		1,245			
Mod: @ 5.0% of gross building area			632		671
Low: @ 2.5% of gross building area				293	
I. Dedicated allowances					
Garage		0	0	0	0
GROSS BUILDING AREA		16,594	12,645	11,707	13,410

Library space needs – Atkins & Dover

The space needs of the Atkins and Dover facility can be estimated using the space needs assessment methodology summarized above and detailed in the appendix. The results for each of these facilities are summarized in Pope County space needs Dover Atkins, **figure 14**.

The resource inventory at the Dover and Atkins facilities each includes support for a book collection of 26,500 volumes, 1,850 nonprint items, 45 magazine titles, 16 computers for public use, and 40 reader seats.

The space allocation also provides support for 8 staff work stations, including

- 3 places at a circulation / charging desk (check-out / check-in, registration, and a special projects station)
- 2 places in a circulation staff workroom (general clerical, reshelving)
- 1 office for the branch manager
- 1 “floating” station for unassigned activities and/or for temporary use by staff that may be visiting from another branch

The space allocation includes support for a multi-purpose room to seat 75 (this room is large enough that it should be designed with one, if not two, moveable partitions for subdividing the room into smaller spaces for concurrent programs.

Further allocations are made for special use space and nonassignable space. Again, the allocation for nonassignable space supports storage for library supplies, maintenance supplies, programming supplies, and the like. A “tailoring allowance” is factored in to reserve space for the library to tailor its program of service to the unique needs of the Atkins and Dover communities beyond the core services provided here.

Noting the variety of settings in which these resources can be deployed, the estimate of space need for the Dover and Atkins facilities range from a high of 16,594 square feet to a low of 11,707 square feet. Within that range, the MS&R study team recommends an allocation of 13,410 square feet – rounded to 13,400 square feet.

Figure 14

**POPE COUNTY LIBRARY SYSTEM / SPACE NEEDS ESTIMATE
HECTOR FACILITY**

	Units	SPACE ALLOCATION			
		Optimal	Moderate	Low	Recommend
A. Collection space					
Books (NOTE: 0% in circulation)					
Opt: @ 10.0 vol / sq.ft.	15,150	1,515			1,515
Mod: @ 11.5 vol / sq.ft.	15,150		1,317		
Low: @ 13.0 vol / sq.ft.	15,150			1,165	
Nonprint					
Opt: @ 10.0 items / sq.ft.	1,050	105			105
Mod: @ 12.5 items / sq.ft.	1,050		84		
Low: @ 15.0 items / sq.ft.	1,050			70	
Periodical display					
@ 1.0 titles per sq.ft.	26	26	26	26	26
Periodical backfiles					
@ 0.5 sq.ft. / title per 1.0 yrs retained	26	13	13	13	13
B. Public network stations					
Opt: @ 50.0 sq.ft. / terminal	12	600			
Mod: @ 40.0 sq.ft. / terminal	12		480		480
Low: @ 35.0 sq.ft. / terminal	12			420	
C. Reader seating space					
Opt: @ 35.0 sq.ft. / seat	24	840			
Mod: @ 32.5 sq.ft. / seat	24		780		780
Low: @ 30.0 sq.ft. / seat	24			720	
D. Staff work space					
Opt: @ 150.0 sq.ft. / station	7	1,050			
Mod: @ 137.5 sq.ft. / station	7		963		963
Low: @ 125.0 sq.ft. / station	7			875	
E. Meeting room space					
Multi-purpose room I					
@ 10.0 sq.ft. per seat (+ stage)	40	480	480	480	480
Storytime room I					
@ 15.0 sq.ft. per seat + 75 sq.ft.	0	0	0	0	0
Conference / board room					
@ 30.0 sq.ft. per seat + 10 gallery	0	0	0	0	0
SUBTOTAL (A+B+C+D+E)		4,629	4,143	3,769	4,362
F. Special use space (calculated against SUBTOTAL)					
Opt: @ 17.5% of gross building area		1,906			
Mod: @ 15.0% of gross building area			1,243		1,308
Low: @ 12.5% of gross building area				932	
G. Nonassignable space (calculated against SUBTOTAL)					
Opt: @ 32.5% of gross building area		3,540			
Mod: @ 30.0% of gross building area			2,486		2,617
Low: @ 27.5% of gross building area				2,051	
H. "Tailoring" allowance (calculated against SUBTOTAL)					
Opt: @ 7.5% of gross building area		817			
Mod: @ 5.0% of gross building area			414		436
Low: @ 2.5% of gross building area				186	
I. Dedicated allowances					
Garage		0	0	0	0
GROSS BUILDING AREA		10,892	8,286	7,458	8,723

Figure 15

Library space needs – Hector

The space needs of the Hector facility can be estimated using the space needs assessment methodology summarized above and detailed in the appendix. The results for Hector are summarized in Pope County space needs Hector, **figure 15**.

The resource inventory at the Hector facility includes support for a book collection of 15,150 volumes, 1,050 nonprint items, 26 magazine titles, 12 computers for public use, and 24 reader seats.

The space allocation also provides support for 7 staff work stations, including

- 2 places at a circulation / charging desk (check-out, check-in)
- 3 places in a circulation staff workroom (general clerical, reshelving, and a special projects station)
- 1 office for the branch manager
- 1 “floating” station for unassigned activities and/or for temporary use by staff that may be visiting from another branch

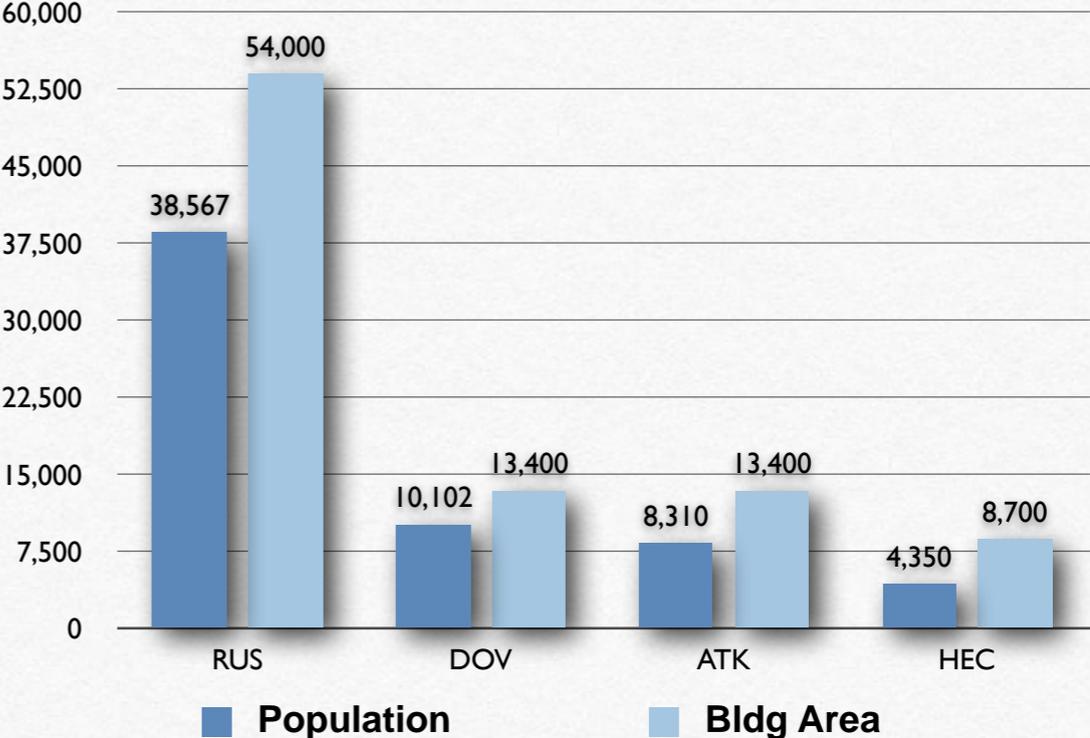
The space allocation includes support for a multi-purpose room to seat 40.

Further allocations are made for special use space and nonassignable space. Again, the allocation for nonassignable space supports storage for library supplies, maintenance supplies, programming supplies, and the like. A “tailoring allowance” is factored in to reserve space for the library to tailor its program of service to the unique needs of the Hector community beyond the core services provided here.

Noting the variety of settings in which these resources can be deployed, the estimate of space need for the Hector facility ranges from a high of 10,892 square feet to a low of 7,458 square feet. Within that range, the MS&R study team recommends an allocation of 8,723 square feet – rounded to 8,700 square feet.

Summary of Space Needs Allocation by Branch

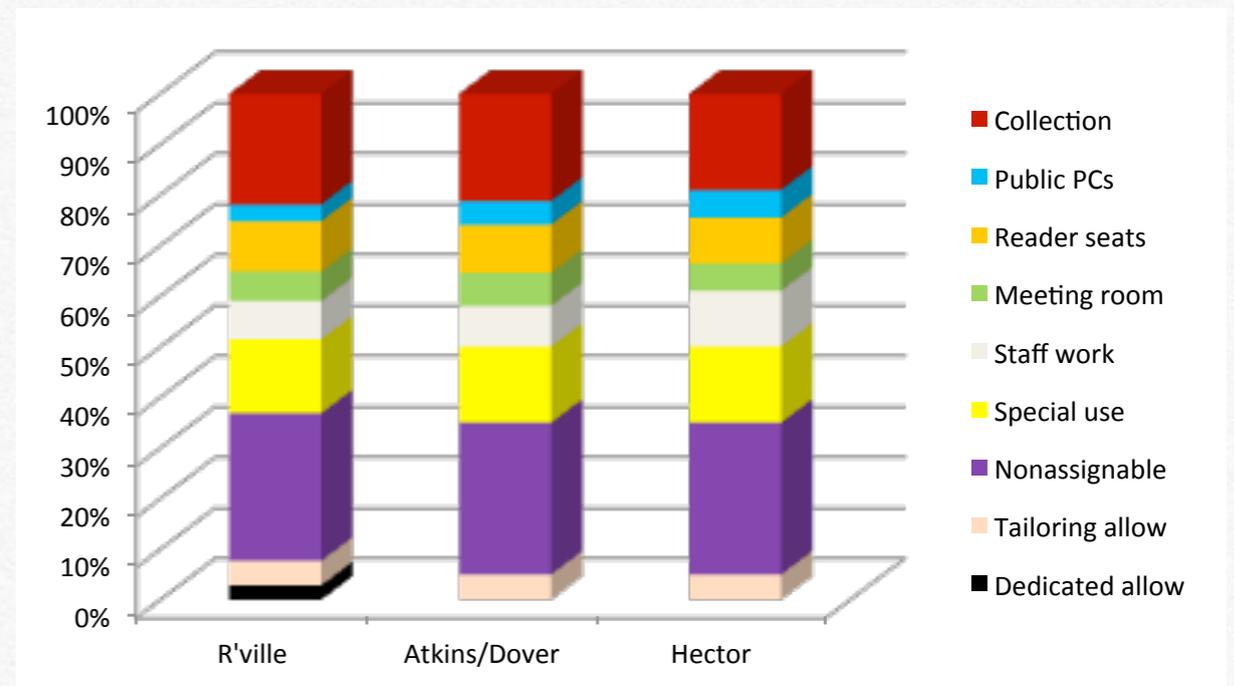
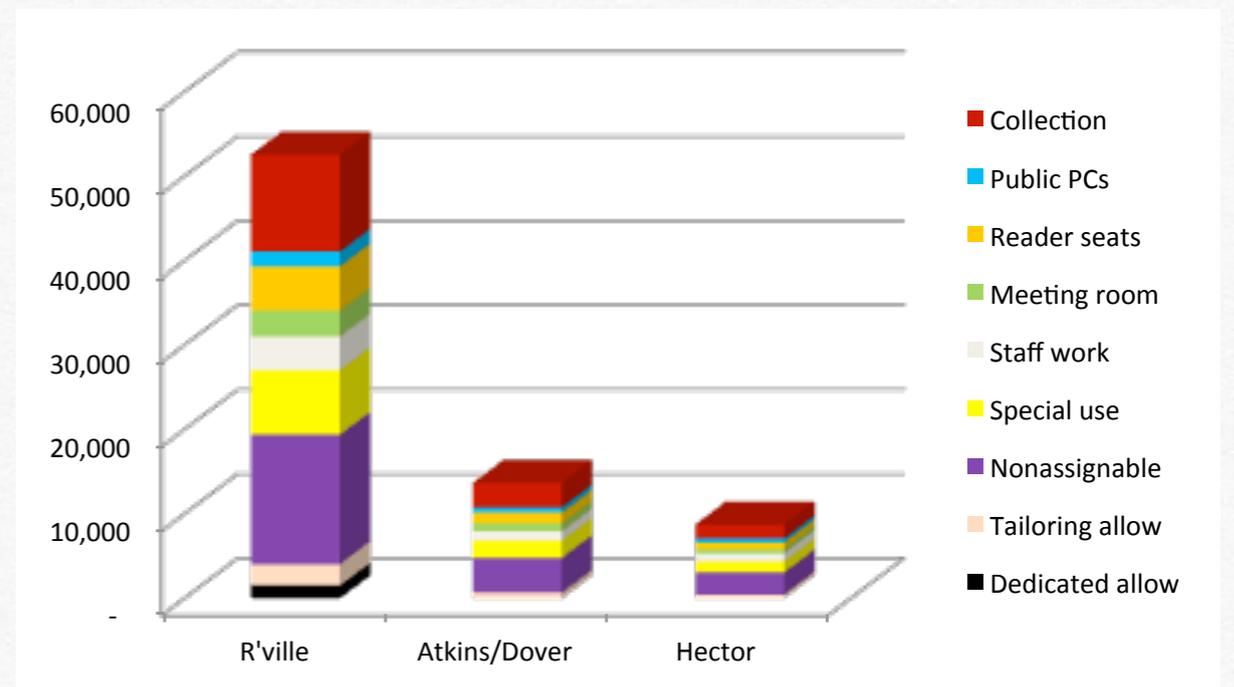
The following chart illustrates the total recommended area for each branch showing the corresponding population for the year 2032.



This following illustrates the detailed allocation of space for each of the service centers

	<u>R'ville</u>	<u>Atkins</u>	<u>Dover</u>	<u>Hector</u>
A. Collection space -- total	11,484	2,903	2,903	1,659
Books	10,472	2,650	2,650	1,515
Nonprint	644	185	185	105
Periodical display	194	45	45	26
Periodical backfiles	175	23	23	13
B. Public network stations	1,760	640	640	480
C. Reader seating space	5,220	1,300	1,300	780
D. Staff work space	4,400	963	963	963
E. Meeting room space -- total	3,375	900	900	480
Multi-purpose room I	1,800	900	900	480
Storytime room I	975	-	-	-
Conference / board room	600	-	-	-
SUBTOTAL (A+B+C+D+E)	26,239	6,706	6,706	4,362
F. Special use space	7,872	2,012	2,012	1,308
G. Nonassignable space	15,743	4,023	4,023	2,617
H. "Tailoring" allowance	2,624	671	671	436
I. Dedicated allowances				
Garage	1,500	-	-	-
GROSS AREA NEEDED (SUBTOTAL +F+G+H+I)	53,978	13,412	13,412	8,723
Service population	38,567	10,102	8,310	4,350

within each branch by % of allocation and by recommended total square feet



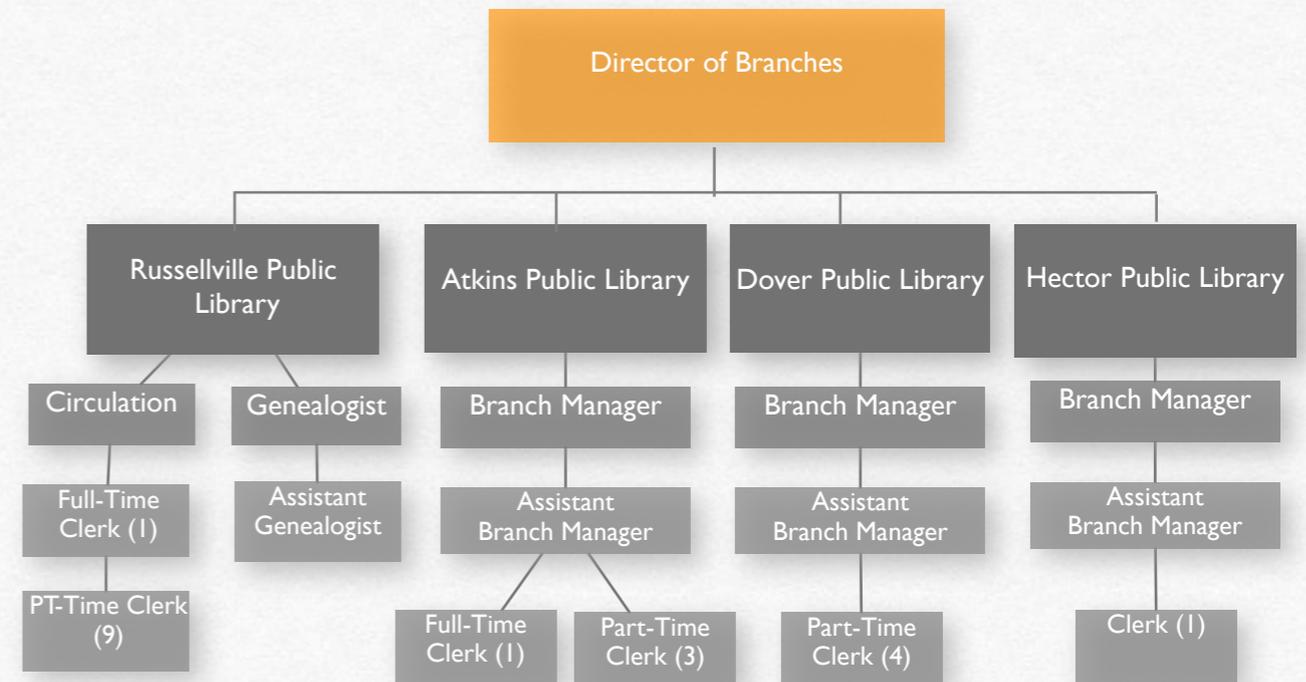
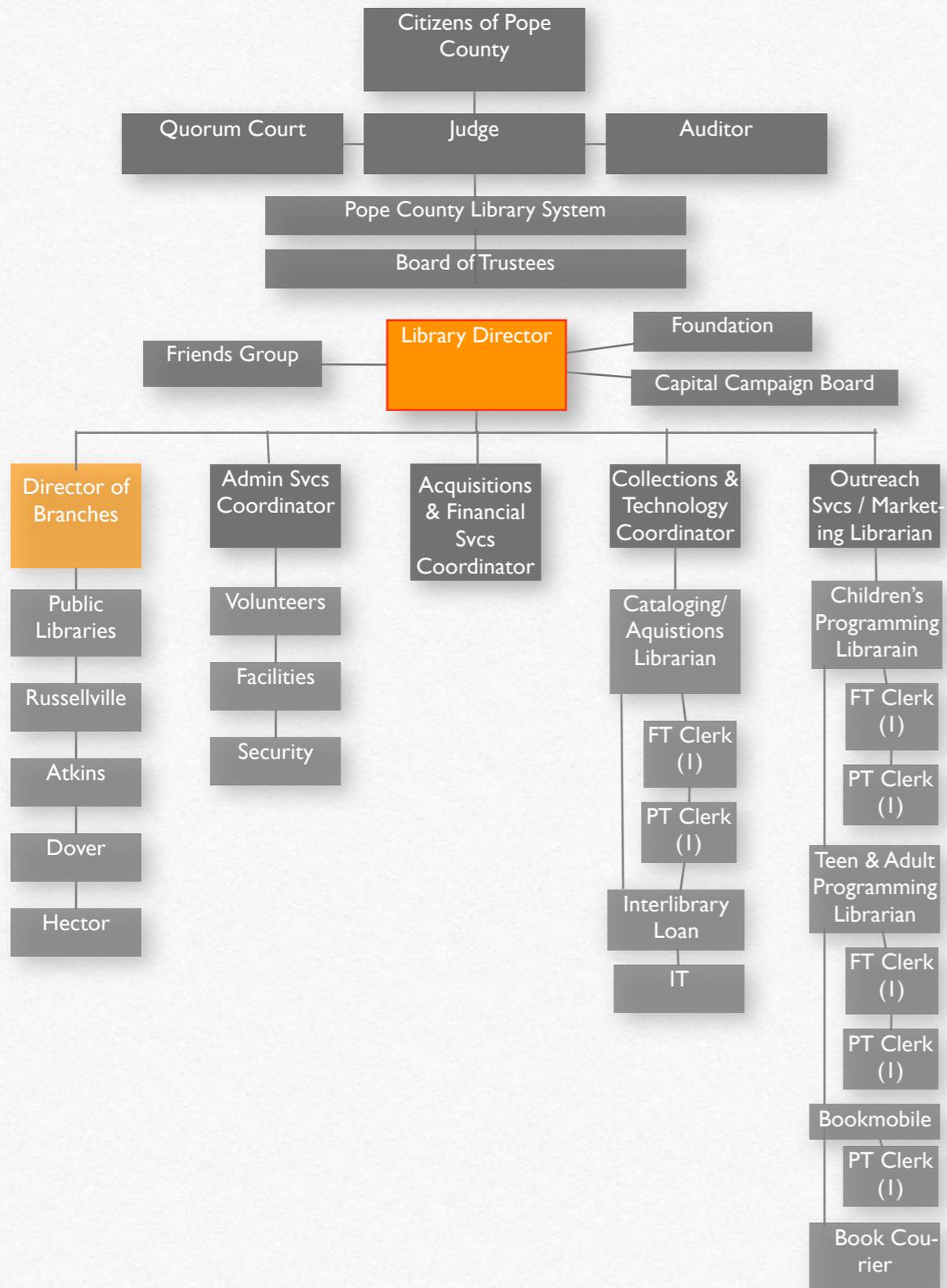
Staffing

Library service goals and space needs

The staffing budget in any library is conditioned by many factors. These include the number of hours per week the library will be open, as well as the number of staff the library expects to provide at a public service desk to strike the best balance between patron wait-time and staff costs. Costs for public service functions will be conditioned by the balance between staff's on-desk and off-desk responsibilities – how much time does public service staff need to accomplish off-desk responsibilities (which can include collection maintenance, selection, interlibrary loan work, and a number of other tasks and “other duties as assigned”)? Costs for administration and support functions are conditioned by the administrative structure of the library and assumptions about whether work loads in specific areas will shift in the future. A key factor in staff costs is the number of full-time equivalents (FTEs) that will be needed to operate the library.

The following staff FTE models are built on a variety of assumptions and are meant to convey an order-of-magnitude sense of how many FTE staff will be needed to operate the proposed service configuration recommended in this report for the Pope County Library System. The models apply generic allocations for staff at different organizational levels (department heads versus librarians versus clerks), which may vary somewhat from the practices in place at each of the library's locations, and a more specific estimate can be fashioned by applying this analysis using the specific practices and protocols in place at each branch.

Pope County Library System Organization Chart



Russellville

At the Russellville facility, FTE counts can be considered in two broad categories: FTEs assigned to system-wide administration and FTEs relating to providing public service support. Staff associated with the former include personnel assigned to administration, technical services, computer network support services and bookmobile / outreach services. Staff associated with the latter are providing direct public service in circulation, adult services, local history, children's services and so on.

The following assumptions have been applied:

- 75% of the assistant director's time will be devoted to administrative responsibilities; the remaining 25% will be allocated to managing public services, staffing the reference / information desk, etc.
- work loads in technical services and bookmobile / outreach services will continue at current levels, thereby allowing the same staffing levels to be sustained (note that the library is considering contracting to have more of the incoming materials pre-processed, in which case some of the FTE allocation for technical services may be reassigned to other duties)
- increasing complexity of the library's internal network will require creation of a new network services technician position to coordinate network support
- hours of operation will increase, to include two evenings a week
- staffing levels will be sufficient to support
 - two staff at the circulation desk every hour the library is open
 - one staff at the adult services desk every hour the library is open
 - one staff at the local history desk for 3/4 of the library's open hours
 - one staff at the youth services desk for every hour the library is open

- one staff at the young adult services desk for 1/2 of the library's open hours
- staffing levels will also be sufficient to support
 - one hour off-desk for every two hours on the desk for circulation staff (this allows circulation staff to complete other assigned projects)
 - one hour off-desk for every hour on the desk for all other public service staff
- an additional FTE allocation is made to cover seasonal variations in activity levels, particularly at the children's desk and the young adult desk (to support summer reading activities)

Consideration should be given to providing another staff position, one that is not presently included in this estimate – a branch manager for Russellville. This position would be given particular responsibility for overseeing the day-to-day operations at Russellville, allowing both the director and assistant director to focus on the broader systemwide perspective to an even greater degree than is the case today. This position is not presently part of this estimate, but the idea is planted here.

Public Hours of Service: Russellville

Current Public Service Schedule	Open	Close	Hours
Monday	8:30	5:30	9.00
Tuesday	8:30	5:30	9.00
Wednesday	8:30	5:30	9.00
Thursday	11:00	8:00	9.00
Friday	8:30	5:30	9.00
Saturday	9:00	1:00	4.00
Sunday		closed	0.00
Total		1.00	49.00
Days of Service per Week			6.00
Total Hours for Operations Per Week			55.00

Projected Public Service Schedule	Open	Close	Hours
Monday	8:30	8:00	11.50
Tuesday	8:30	8:00	11.50
Wednesday	8:30	5:30	9.00
Thursday	8:30	8:00	11.50
Friday	8:30	5:30	9.00
Saturday	8:30	1:00	4.50
Sunday		closed	0.00
Total		1.00	57.00
Days of Service per Week			6.00
Total Hours for Operations Per Week			63.00

As shown in the following **Public and Administrative Service Parameters** charts, this produces an estimated FTE count of 25.19 to staff the Russellville facility (including central / administrative services) for one year.

Service Point			Hours	FTEs	
Circulation Desk					
2	clerical staff on desk	100%	hrs open	114.00	
1	hour off desk for every	2	hrs @ desk	57.00	
Total Clerical Hrs/FTE				171.00	4.28
Circulation Department Head				1.00	
Circulation Clerks				3.28	
1	Page / Shelver for	100%	hrs open	63.00	
Total page shelver hours / FTEs				63.00	1.58
Adult Service Desk					
1	librarian staff on desk	100%	hrs open	63.00	
1	hour off desk for every	1	hrs @ desk	63.00	
Total Librarian hours / FTE				126.00	3.15
Assistant Director (dept head)				0.25	
Librarians				2.90	
Local History Desk					
1	librarian staff on desk	100%	hrs open	63.00	
1	hour off desk for every	1	hrs @ desk	63.00	
Total Librarian hours / FTE				126.00	3.15

Service Point			Hours	FTEs
Children's Desk				
Librarian staff at desk	100%		hrs open	63.00
hours off desk for every			hrs @ desk	63.00
added libn at desk	50%	hrs open for summer reading		6.30
Total Librarian hours / FTE			132.30	3.31
Branch Manager				1.00
Librarians				2.06
Young Adult Desk				
librarian staff on desk	50%		hrs open	31.50
hour off desk for every			hrs @ desk	31.50
added libn at desk	50%	hrs open for summer reading		6.30
Total Clerical Hrs/FTE			69.30	1.73
Assistant Director (dept head)				1.00
Librarians				0.73
Total Staffing FTE: Russellville				
Total Public Services Direct Cost				16.94
Administrative and Support Services ¹				8.25
Administrative / Support Service + Public Services Direct Costs				25.19

¹Library Director (1.0), Assistant Library Director (0.75), Finance manager / accounting (1.0); Technical services: cataloging librarian (1.0), clerk (1.50); Network services-technician (1.0); Bookmobile manager (1.0) and clerk (1.0).

Dover and Atkins

At the Dover and Atkins facilities, a different set of assumptions underlie the staff cost model:

- the branch manager will devote 50% time to administrative tasks, and 50% to public service responsibilities
- the service schedule will be increased to include one evenings a week and Saturday morning service
- staffing levels will be sufficient to support
 - two staff at the circulation desk every hour the library is open
- staffing levels will also be sufficient to support
 - one hour off-desk for every hour on the desk for all staff
- an additional FTE allocation is made to cover seasonal vacations in activity levels (primarily to support summer reading activities.)

Public Hours of Service: Dover and Atkins

Current Public Service Schedule	Open	Close	Hours
Monday	9:00	5:00	8.00
Tuesday	9:00	5:00	8.00
Wednesday	9:00	5:00	8.00
Thursday	9:00	5:00	8.00
Friday	9:00	5:00	8.00
Saturday		closed	0.00
Sunday		closed	0.00
Total			40.00
Days of Service per Week ¹			5.00
Total Hours for Operations Per Week			45.00

Projected Public Service Schedule	Open	Close	Hours
Monday	9:00	8:00	11.00
Tuesday	9:00	5:00	8.00
Wednesday	9:00	8:00	11.00
Thursday	9:00	5:00	8.00
Friday	9:00	5:00	8.00
Saturday	9:00	1:00	4.00
Sunday		closed	0.00
Total			50.00
Days of Service per Week ¹			6.00
Total Hours for Operations Per Week			56.00

¹ Each day open requires 1.0 added hours of staff time for operations. This is 30 minutes to prepare for opening and 30 minutes to close up.

As shown in the following **Public and Administrative Service Parameters** chart, this produces an estimated FTE count of 7.04 each to staff Dover and Atkins for one year. This includes 0.50 FTE for Branch Manager Administrative and Support Services.

Service Point				Hours	FTEs
Circulation Desk					
2	clerical staff on desk	100%	hrs open	100.00	
1	hour off desk for every	1	hrs @ desk	100.00	
1	added libn at desk	50%	hrs open for summer reading	5.60	
Total Clerical Hrs/FTE				205.60	5.14
Branch Manager					0.50
Assistant Branch Manager					1.00
Circulation Clerks					3.64
1	Page / Shelver for	100%	hrs open	56.00	
Total page shelver hours / FTEs				56.00	1.40
Total Public Services Direct Cost					6.54
Administrative and Support Services					0.50
Administrative / Support Service + Public Services Direct Costs					7.04

Hector

At Hector, the underlying planning assumptions include:

- The branch manager will devote 50% time to administrative tasks, and 50% to public service responsibilities
- The service schedule will be increased to include one evening a week and Saturday morning service
- Staffing levels will be sufficient to support
 - Two staff at the circulation desk every hour the library is open
- Staffing levels will also be sufficient to support
 - One hour off-desk for every hour on the desk for all staff
- Benefits are calculated at 25% of total staffing costs

Current Public Service Schedule	Open	Close	Hours
Monday	1:00	5:00	4.00
Tuesday	9:00	1:00	4.00
Wednesday	1:00	5:00	4.00
Thursday	2:00	6:00	4.00
Friday	1:00	5:00	4.00
Saturday		closed	0.00
Sunday		closed	0.00
Total			20.00
Days of Service per Week ¹			5.00
Total Hours for Operations Per Week			25.00

Projected Public Service Schedule	Open	Close	Hours
Monday	1:00	5:00	4.00
Tuesday	9:00	1:00	4.00
Wednesday	1:00	5:00	4.00
Thursday	1:00	8:00	7.00
Friday	1:00	5:00	4.00
Saturday	9:00	1:00	3.00
Sunday		closed	0.00
Total			26.00
Days of Service per Week ¹			6.00
Total Hours for Operations Per Week			32.00

As shown in following **Public and Administrative Service Parameters** chart, this produces an estimated FTE count of 3.98 to staff Hector for one year. This includes 0.50 FTE for Branch Manager Administrative and Support Services.

Service Point			Hours	FTEs
Circulation Desk				
2	clerical staff on desk	100%	hrs open	52.00
1	hour off desk for every	1	hrs @ desk	52.00
1	added libn at desk	50%	hrs open for summer reading	3.20
	Total Clerical Hrs/FTE		107.20	2.68
	Branch Manager			0.50
	Assistant Branch Manager			1.00
	Circulation Clerks			1.18
1	Page / Shelver for	100%	hrs open	32.00
	Total page shelve hours / FTEs		32.00	0.80
	Total Public Services Direct Cost			3.48
	Administrative and Support Services			0.50
	Administrative / Support Service + Public Services Direct Costs			3.98

PCLS Mission Statement

The Pope County Library System is a center of community life, offering opportunities for people of all ages to learn, know, gather and grow.

The library is a dependable source of reliable information and of challenging ideas that enlighten and enrich, and of materials in many formats that enhance leisure time and expand knowledge. The library encourages the love of reading and the joy of learning, and offers the assistance people need to find, evaluate, and use electronic and print resources that support personal growth and development through lifelong learning; and in finding, evaluating, and using information effectively to help the citizens of Pope County live successful and rewarding lives.

Library Leadership Job Descriptions

The following two job descriptions are for the **Library System Director** and the **Director of Branches**. These descriptions were reviewed and approved by Pope County Library System Board on September 28, 2012.

Library System Director Job Description

I. Leadership responsibilities

- A. The System Director provides general leadership and coordination of library services within the Pope County Library System. The System Director engages in system-wide strategic planning. The System Director maintains a system-wide, statewide, national and global perspective consistent with the Mission Statement and Strategic Plan of the Library System. The System Director promotes quality library services for all Pope County residents, particularly in the areas of resources, technologies, materials and facilities.
- B. The System Director communicates effectively with all constituencies which are part of or impact the Library System.
- C. The System Director does not manage any library or department. The System Director assists in the development of system-wide standards and policies, as well as supporting libraries to meet those standards. The System Director maintains a visible presence with all branch libraries, and all departments which impact the entire system. The System Director provides vision and maintains a broad perspective in responding to the information needs of the citizens of Pope County.
- D. The System Director serves as the department head within County government and reports to the System Board through the Board President and the Commissioners through the Pope County Judge and Mayors in surrounding areas .
- E. The System Director takes responsibility for all administrative issues. The Board assumes the final authority on all policy issues.
- F. Measures of Performance
 - Foster collaboration, confidence and respect of and from those with whom the System Director interacts.
 - Attain recognition for excellence in library services.

II. Objectives

- A. The System Director designs, develops and administers program plans in conjunction with the member libraries. Such program plans must comply with County and System Board policies and expectations. As plans and policies are adopted, the System Director maintains overall responsibility for the definition and implementation of necessary tasks, delegation of authority and resources, timely completion and the establishment of ongoing evaluation criteria. The System Director provides regular project analyses that address staffing, finances, and the effective measurement of goals.
- B. Measures of Performance
- Prepare needs assessment and plan development.
 - Collaborate with appropriate agencies, branch libraries and county departments.
 - Establish implementation time line and evaluation criteria.
 - Provide on-going progress reports to the Board.

III. Operations

- A. The System Director formulates the vision for the overall operation of the Pope County Library System. The System Director ensures quality service delivery, project management and administrative support as needed or as directed by the Board. The System Director assumes overall accountability for all departmental operations of the Library System. The System Director takes responsibility for contract negotiations and presents these to the Board for approval. The System Director also engages in monitoring functions as necessary and provides regular reports to the System Board and Quorum Court.
- B. Measures of Performance
- Establish procedures for effective operations of the library system and assist with compliance.

- Interact with Board, system department heads, and branch libraries.
- Report all management functions to the board at its regular board meetings.

IV. Financial Management

- A. The System Director maintains overall responsibility over the financial management system and the generation of any accounting for all public and private funds subject to audit. The System Director takes responsibility for suggesting and subsequently managing the allocation of existing resources. This management includes supervisory responsibility for effective and timely budget preparation and advocacy as necessary.
- B. Measures of Performance
- Ensure the maintenance of accurate financial records.
 - Ensure unqualified audit reports using Generally Accepted Accounting Principles.
 - Ensure the provision of understandable budget reports.
 - Present annual budget to the System Board in timely manner.

V. Financial Development

- A. The System Director expands the development of both private and public sources of funding and exercises administrative control over federal and state monies. Additionally, the System Director ensures the maximization of all grant application opportunities and the development of all capital improvement plans. The System Director builds an appropriate library system endowment and builds this endowment on private funds.
- B. Measures of Performance
- Increase private and public funding to benefit County libraries. Report progress to the System Board.

VI. Facilities

- A. The System Director develops appropriate plans for future libraries designed to meet the County's information needs. The System Director oversees expansion of future library facilities, coordinating site selection and building design with appropriate County officials.
- B. The System Director provides review and assistance in the development of capital needs and financing for the entire library system.
- C. The System Director ensures that the voice, video and data networks at each library keep pace with the advancements in technology and that the individual library networks interoperate across the entire system.
- D. Measures of Performance
Report on System developments pertaining to facilities and technology.

VII. Resources

- A. The System Director serves as the foremost spokesperson in the County on Library Information Resources, including current and future relevant technology tools. The System Director serves as the conduit for the System Board, the Commissioners and the patrons. The System Director serves as the focal point for public library service issues and the administration of shared resources and technology. The System Director establishes position papers and suggests policies on current County, state and national issues impacting public libraries.
- B. Measures of Performance
 - Interact with System Board, member libraries, County officials, and the public.
 - Maintain broad scope of County issues related to libraries.

VIII. Image

- A. The System Director actively promotes the County Library System and its member libraries in a manner that exhibits professionalism, accountability and integrity. The System Director seeks opportunities to interact with the local media and proactively engages our public officials, community leaders, and civic organizations regarding the many and varied services our libraries provide. The System Director maintains contact and involvement with appropriate educational institutions and the Arkansas Department of Education. The System Director participates and takes a leadership role in state and national library associations.
- B. Measures of Performance
 - Portray positive, professional image and visible presence in local, state, and national forums.
 - Deliver positive appropriate statements in promoting libraries.
 - Reports to Pope County Library Board of Trustees

Job Requirements:

- An ALA-accredited Masters of Library Science.
Five years of progressively responsible library administration experience including at least three years in a supervisory capacity.
- Salary Range:
- \$50,000 - \$54,000 annually.

Approved by Pope County Library System Board on September 28, 2012

Director of Branches Job Description

I. Administration and Leadership

- A. The Director of Branches reports to the System Director and is a member of the Library Management Team. The Director of Branches provides leadership to the system's current neighborhood libraries, to ensure that the best possible library resources and services are being provided in the city's neighborhood libraries. The Director of Branches also plays a key role in setting goals and standards for branch operations and directs the activities of Branch Managers by evaluating the work of the Branch Managers. Oversees and ensure adherence to all applicable System policies, procedures and guidelines.
- B. The Director of Branches provides general leadership and coordination of library services for the Branch Libraries. The Director of Branches assists the Library Director in long-range and short-term strategic planning for the System, including capital projects, community outreach activities, and implementing and managing organizational change, while maintaining a neighborhood perspective that supports and is consistent with the Mission Statement and Strategic Plan of the Library System. The Director of Branches promotes quality library services for the branch libraries.
- C. The Director of Branches serves on interview team with System Director to select full-time staff.
- D. The Director of Branches communicates effectively with all constituencies which are part of or impact the branch libraries.
- E. The Director of Branches manages the headquarter and branch libraries.
- F. Develops specifications for new technical and technological equipment and assists with the writing and development of the Technology Plan in conjunction with the IT Team.

II. Customer Service

- A. The Director of Branches leads innovative and positive service delivery process improvements and assumes responsibility for ensuring that patron service expectations are met. Guides and directs staff on standards of public services and oversees studies to assess user satisfaction. Sets and maintains consistently high standards for public outreach and collaboration with community and public organizations for staff in all libraries. Evaluates department performance and operating results, and initiates changes as required.
- B. Receives, investigates, evaluates and acts upon difficult complaints and suggestions from citizens and organizations pertaining to Branch Libraries. Applies and interprets Library Board and county policies in complex situations.
- C. Makes recommendations to the System Director on operational issues.
- D. Investigates security incidents and advises Library Director and Branch Library Supervisor on action when code of conduct policy is violated.
- E. Oversees the analysis and reporting of statistical and circulation information on library users.

III. Leadership

- A. The Director of Branches provides visionary leadership to attain the Library Service Plan and long-term strategic planning initiative, and works closely with the Library Administration in shaping the Library System's public services vision.
- B. The Director of Branches recommends strategic directions that leverage the System's application of emerging library trends, technology and service development opportunities.

- C. The Director of Branches directs and monitors the development of the library branches operating budget and oversees expenditures; allocates and reallocates resources as needed. Provides guidance in the development of long-range forecasts for staffing resources and budget expenditures and develops strategic operating budget plans to meet short and long-range objectives.
- D. The Director of Branches consults with and advises the headquarter and branch libraries and the County building maintenance supervisors regarding improvement, maintenance and repairs, and the replacement and repair of shelving, furnishings and equipment.

IV. Management

- A. The Director of Branches directs, supervises, evaluates and develops public services management staff, and oversees activities of the branches.
- B. The Director of Branches oversees the recruitment, development, supervision and mentorship of branch managers and public services staff (i.e.: Reference, Circulation, and Genealogy).
- C. The Director of Branches develops, communicates and implements goals and objectives in an annual work plan that includes the allocation of resources, and produces visible, measurable outcomes for customer service and operational efficiencies.
- D. The Director of Branches manages library operations in the absence of the Director.
- E. The Director of Branches works at the Reference desk, works at Circulation and History departments as needed.
- F. The Director of Branches manages special projects.

V. Financial

- A. The Director of Branches participates in budget development.

- B. The Director of Branches prepares and finalizes grant data report for the E-Rate funding.
- C. Works with and advises the Library Foundation Director regarding Branch Libraries and funding needs to provide funds for collections and services.
- D. Works and advises the Library Foundation regarding Branch Libraries' funding needs to provide funds for collections and services.
- E. The Director of Branches tallies daily receipts and also weekly deposits when needed.

VI. Collection Development

- A. Works with the Technical Services Department to provide feedback on dynamic, active, and responsive collections in the Branch Libraries.

VII. Professional Development

Keeps informed of developments and participates in activities of professional and community organizations.

Other duties as assigned by the System Director.

Reports to: System Director

Job Requirements:

- 18 hours of Library Science classes. Preferred: ALA-accredited Masters of Library Science degree. Minimum of two years of professional library experience. Supervisory experience.
- Salary Range:
- \$30,000 - \$34,000 annually.

Approved by Pope County Library System Board September 28, 2012

Allocation of Space Russellville

The goal of a library space needs assessment study is to define the gross area a library will need. When the library determines to implement plans for an expanded building and initiate an architectural design process, the estimate of the library's gross space need will be detailed in a companion report known as a building program statement. A building program defines the library's space need on a room-by-room, department-by-department basis and informs the architect's design process. A needs assessment study operates at a macro level, providing essential information to support the choices local decision-makers need to address in the early stages of facilities planning. A building program study operates at a micro level, providing the important guidance as the library proceeds with architectural planning.

In Pope County's case, there was an interest in understanding how the gross area of the Russellville facility may eventually need to be subdivided internally – which posed a dilemma for the MS&R study team. This level of detail is not typically part of a needs assessment study. And because the more detailed guidance offered by a full program should be current and timely in support of the library's architectural design efforts, it is not practical to undertake a full programming effort at this time.

At the same time, the study team appreciated that a rough understanding of the possible internal allocation of space could be gleaned from a review of programs from other similarly-sized libraries. So the MS&R study team examined libraries recently programmed by Library Planning Associates, Inc. and identified

seven that were comparable in size to the building recommended for Russellville:

- Whitewater (WI) Public Library 40,182 square feet
- Durango (CO) Public Library 41,708 square feet
- Fitchburg (WI) Public Library 46,944 square feet
- Frankfort (IL) Public Library 56,714 square feet
- Muskogee (OK) Public Library 58,656 square feet
- Kingsport (TN) Public Library 59,131 square feet
- Plainfield (IL) Public Library 69,702 square feet

In addition to being of similar size to the proposed facility for Russellville, these seven libraries included other features that benefitted a comparison. Three of these libraries – Durango, Muskogee, and Kingsport – maintain a dedicated local history / archive department, creating an important parallel with the local history / genealogy department at Russellville. And on the staff side of the building, two of the seven – Frankfort and Plainfield – maintain a dedicated outreach services department, creating another important parallel with Russellville.

Figure 15 summarizes the internal distribution of space at these seven libraries.

	<u>WHITEWATER, WI</u>		<u>DURANGO, CO</u>		<u>FITCHBURG, WI</u>		<u>FRANKFORT, IL</u>		<u>MUSKOGEE, OK</u>		<u>KINGSPORT, TN</u>		<u>PLAINFIELD, IL</u>	
ENTRY / CONTROL / CIRCULATION	4,251	10.58%	4,822	11.56%	6,567	13.99%	6,623	11.68%	6,564	11.19%	4,637	7.84%	6,756	9.69%
POPULAR LIBRARY SERVICES	6,327	15.75%	6,694	16.05%	5,398	11.50%	7,323	12.91%	5,499	9.37%	8,036	13.59%	5,015	7.19%
REFERENCE & NONFICTION SERVICES	7,389	18.39%	6,261	15.01%	8,332	17.75%	10,380	18.30%	10,022	17.09%	11,590	19.60%	12,791	18.35%
ARCHIVES		0.00%	844	2.02%		0.00%		0.00%	5,238	8.93%	4,577	7.74%		0.00%
YOUNG ADULTS		0.00%		0.00%	1,561	3.32%		0.00%	2,200	3.75%	2,692	4.55%	3,914	5.62%
YOUTH SERVICES	7,566	18.83%	6,482	15.54%	7,738	16.48%	8,312	14.66%	9,269	15.80%	8,320	14.07%	10,444	14.98%
LITERACY SERVICES		0.00%		0.00%		0.00%		0.00%	904	1.54%		0.00%		0.00%
MEETING ROOMS	2,453	6.10%	3,317	7.95%	4,725	10.06%	4,956	8.74%	5,016	8.55%	4,120	6.97%	8,135	11.67%
TOTAL PUBLIC SPACE	27,987	69.65%	28,419	68.14%	34,321	73.11%	37,594	66.29%	44,712	76.23%	43,970	74.36%	47,054	67.51%
STAFF -- OUTREACH		0.00%		0.00%		0.00%	1,671	2.95%		0.00%		0.00%	1,611	2.31%
STAFF -- TECHNICAL SERVICES	1,188	2.96%	1,405	3.37%		0.00%	1,298	2.29%		0.00%	914	1.55%	1,847	2.65%
STAFF -- NETWORK & AUTOMATION	847	2.11%	1,068	2.56%	979	2.09%	1,309	2.31%		0.00%	931	1.57%	1,195	1.71%
STAFF -- ADMINISTRATION	1,177	2.93%	1,290	3.09%	1,320	2.81%	1,227	2.16%	3,029	5.16%	1,450	2.45%	2,653	3.81%
STAFF -- PUBLIC INFORMATION		0.00%		0.00%		0.00%	930	1.64%		0.00%		0.00%		0.00%
STAFF -- MAINTENANCE		0.00%		0.00%		0.00%	704	1.24%		0.00%	-	0.00%	721	1.03%
STAFF -- OTHER	1,181	2.94%	1,444	3.46%	1,178	2.51%	1,312	2.31%		0.00%	1,310	2.21%	1,203	1.73%
NONLIBRARY ASSIGNABLE	1,775	4.42%	1,826	4.38%	2,105	4.48%	2,163	3.81%	2,118	3.61%	1,687	2.85%	2,266	3.25%
TOTAL STAFF / BACK-OF-HOUSE	6,168	15.35%	7,033	16.86%	5,582	11.89%	10,613	18.71%	5,146	8.77%	6,292	10.64%	11,495	16.49%
Allowance for nonassignable / mech	2,009	5.00%	2,085	5.00%	2,347	5.00%	2,836	5.00%	2,933	5.00%	2,957	5.00%	3,485	5.00%
Allowance for nonassignable / other	4,018	10.00%	4,171	10.00%	4,694	10.00%	5,671	10.00%	5,866	10.00%	5,913	10.00%	6,970	10.00%
Allowance for art gallery / art display													697	
GROSS AREA NEEDED	40,182	100.00%	41,708	100.00%	46,944	100.00%	56,714	100.00%	58,656	100.00%	59,131	100.00%	69,702	100.00%

Figure 15: Internal Distribution of Sample Libraries

Because the program for each of these libraries represents a specific response to the needs expressed by each individual community, there are clear variations from library to library. As noted above, some of these libraries maintain a defined local history collection while others do not. Some maintain an outreach services department while others do not. Some chose to subdivide the staff support spaces into separate departments (technical services, network services, administration, etc.) while others (Muskogee) chose to describe those back-of-house functions in a single block of space (Staff – administration).

At the same time, similarities can be noted. All seven define a departmental group for Entry / control / circulation, and another for Youth services, another for Reference & nonfiction services, and so on.

It's useful to note the general distribution between public spaces and staff / back-of-house spaces. In broad terms, public spaces tend to occupy about 70% of the gross area of these buildings, ranging from a low of 66.29% of the gross building area (Frankfort) to a high of 76.23% (Muskogee). Staff / back-of-house spaces tend to occupy about 15% of the gross area of these buildings, ranging from a low of 10.64% of the gross building area (Kingsport) to a high of 18.71% (Frankfort).

The three libraries that maintain a local history collection allocate slightly more of the gross area of the building to public spaces – roughly 72% versus roughly 70%. Recognizing this distinction, in consideration of how the space recommended for the Russellville facility might be deployed internally in a preliminary planning model, the study team suggests that 72% of the recommended 52,500 square feet for Russellville be deployed to public service spaces – 37,800 square feet.

The two libraries of these seven that maintain an outreach services department devote a slightly larger share of the gross area of their buildings to staff / back-of-house space (roughly 17% versus an average share across the seven of 14%). Recognizing this distinction, the study team suggests that 16% of the 52,500

square feet recommended for Russellville be deployed into staff / back-of-house spaces – 8,400 square feet.

The remaining building area – 6,300 square feet (52,500 square feet less 37,800 less 8,400) – will be deployed for nonassignable / mechanical purposes and nonassignable / other purposes at a 1:2 ratio. 2,100 square feet will be deployed to nonassignable / mechanical, and 4,200 square feet will be deployed to nonassignable / other. With a simple model in place to allocate space to public, staff and nonassignable functions, the public areas and staff areas should be further deployed into prospective departments.

Libraries with Local History / Genealogy Collections

Figure 16 shows how departments are deployed among the three libraries that maintain local history / genealogy collections (Kingsport, Muskogee, and Durango). The first column reports the average deployment among the listed departments as a percentage of gross building area; the second column reports the average pro-rated deployment as a percentage of the public area in the library. Note that among the three libraries summarized here, one – Muskogee – maintains a separate literacy department, while the other two do not. The remaining departments are all maintained by all three libraries.

Space	% of Gross	% of Public Space
Entry / Control / Circulation	10.20%	13.99%
Popular Library Services	13.00%	17.84%
Reference & Non-Fiction Services	17.23%	23.64%
Archives	6.23%	8.55%
Young Adults	2.77%	3.80%
Youth Services	15.14%	20.76%
Literacy Services	0.51%	0.70%
Meeting Rooms	7.82%	10.72%
Public Space	72.90%	100.00%
Space for Mechanical, Structure, etc	27.10%	
Total Area	100.00%	

Figure 16

Using these proportions as a broad model, **Figure 17** shows how Russellville’s 37,800 square feet of public space might be deployed into departmental groups.

Space	% of Public	Square Feet
Entry / Control / Circulation	13.99%	6,225
Popular Library Services	17.84%	7,938
Reference & Non-Fiction Services	23.64%	10,519
Archives	8.55%	3,804
Young Adults	3.80%	1,691
Youth Services	20.76%	9,237
Literacy Services	0.70%	311
Meeting Rooms	10.72%	4,770
Public Space	100.00%	44,496

Figure 17

Figure 18 summarizes a similar analysis of staff / back-of-house spaces, deploying the staff / back-of-house share of the building's gross area into the departments listed.

Space	% of Gross	% of Public Space
Staff - Outreach	2.63%	14.93%
Staff - Technical Services	2.47%	14.03%
Staff - Network and Automation	2.01%	11.42%
Staff - Administration	2.98%	16.96%
Staff - Public Information	0.82%	4.66%
Staff - Maintenance	1.14%	6.46%
Staff - Other	2.02%	11.47%
Non-library Assignable ¹	3.53%	20.07%
Total Staff Spaces	17.60%	100.00%

Figure 18

¹This total includes separate storage for the children's and young adult areas.

Using these proportions as a broad model, **Figure 19** shows how Russellville's 8,400 square feet of staff / back-of-house space might be deployed into departmental groups.

Space	% of Staff	Square Feet
Staff - Outreach	15.00%	1,426
Staff - Technical Services	14.50%	1,378
Staff - Network and Automation	11.50%	1,093
Staff - Administration	16.00%	1,521
Staff - Public Information	5.00%	475
Staff - Maintenance	6.50%	618
Staff - Other	11.50%	1,093
Non-library Assignable	20.00%	1,901
Total Staff Spaces	100.00%	9,504

Figure 19

Figure 20, on the following page, shows the application of all of these modeling efforts, reporting an estimate for the scale of each internal department for the Russellville facility. Note that the estimate is offered for preliminary planning purposes only, and that a detailed programming effort is needed when the library opts to embark on schematic design and could produce varying results.

Space	Square Feet	% of Gross
Entry / Control / Circulation	6,225	11.53%
Popular Library Services	7,938	14.70%
Reference & Non-Fiction Services	10,519	19.48%
Archives	3,804	7.04%
Young Adults	1,691	3.13%
Youth Services	9,237	17.11%
Literacy Services	311	0.58%
Meeting Rooms	4,770	8.83%
Public Space	44,495	82.40%
Staff - Outreach	1,426	2.64%
Staff - Technical Services	1,378	2.55%
Staff - Network and Automation	1,093	2.02%
Staff - Administration	1,521	2.82%
Staff - Public Information	475	0.88%
Staff - Maintenance	618	1.14%
Staff - Other	1,093	2.02%
Non-library Assignable	1,901	3.52%
Staff Space	9,505	17.60%
Gross Area Needed	54,000	100.00%

Figure 20

Allocation of Space Dover, Atkins & Hector

Dover and Atkins

A similar analysis can be performed to devise an estimate of the internal space deployment for the branch service model proposed for Dover/Atkins. From the projects recently programmed by Library Planning Associates, Inc., the MS&R study team identified seven projects that were similar in scope to the proposed service and space model for Dover/Atkins:

- Fort Smith (AR) Public Library East branch 10,782 sq.ft.
- New Orleans (LA) Public Library/Neighborhood branch 12,807 sq.ft.
- Chipley (FL) Public Library 12,958 sq.ft.
- Six Mile Regional Public Library (Granite City, IL) 14,157 sq.ft.
- Dyersburg (TN) Public Libray 16,074 sq.ft.
- Johnson County (IN) Public Library/Break-o-day branch 17,087 sq.ft.
- Johnson County (IN) Public Library/Trafalgar branch 18,638 sq.ft.

While four of these libraries are themselves branches, three are main or stand-alone libraries. In order to fashion a more accurate comparison with the Dover/Atkins service model, spaces in support of what can be called “central services” were zeroed out of those corresponding programs – spaces such as administration, technical services, and so on.

Figure 21 summarizes the internal distribution of space at these libraries. This figure also reports the average proportionate allocation of space for each of the identified departments at these seven libraries.

	Average allocation	FT. SMITH, AR East branch	NEW ORLEANS N'hood branch	CHIPLEY, FL	GRANITE CITY, IL	DYERSBURG, TN	JOHNSON CTY, IN Break-o-day branch	JOHNSON CTY, IN Trafalgar branch
NOTES		(2)	(2) (3)	(1) (3) (4)	(1)	(1) (4) (5)		
ENTRY / CONTROL / CIRCULATION	14.95%	1,962	1,859	1,439	2,502	2,159	1,909	3,460
TECHNOLOGY CENTER	7.08%	1,788	1,694	396	740	611	561	820
ADULT SERVICES -- POPULAR COLLECTION	18.21%	1,329	1,126	3,474	2,462	3,842	3,559	3,244
ADULT SERVICES -- REFERENCE / NONFICTION	14.39%	845	934	2,421	2,435	2,835	3,428	2,235
YOUTH SERVICES	16.36%	1,712	1,872	1,549	2,889	2,742	2,580	3,638
MEETING ROOM	6.73%	792	751	908	983	1,260	963	1,210
STAFF OFFICES	6.03%	798	756	585	453	907	1,525	1,236
NONLIBRARY ASSIGNABLE	2.62%	380	360	242	631	915		
Sum of all department totals	86.37%	9,604	9,353	11,014	13,095	15,270	14,524	15,842
Allowance for nonassignable / mech	4.45%	505	1,151	648	354	-	854	932
Allowance for nonassignable / other	9.17%	672	2,302	1,296	708	804	1,709	1,864
GROSS AREA NEEDED	100.00%	10,782	12,807	12,958	14,157	16,074	17,087	18,638

(1) Main / stand-alone library; program calculations adjusted to remove "systemwide" operations (admin, tech services, etc.)

(2) Actual program defines Adult Services dept, combining "popular" and "reference / NF"; this spreadsheet subdivides and redeploys

(3) Staff offices folded into Entry / Control / Circulation; this spreadsheet subdivides and redeploys

(4) Technology center folded into Adult Services -- Reference / Nonfiction; this spreadsheet subdivides and redeploys

(5) Mechanicals are installed on roof

Figure 21

That average proportionate distribution of space can be used as the basis for an estimate of how departmental areas may be deployed within the Dover/ Atkins branch service model. This calculation is reported in **Figure 22**. Of course, the estimate is offered for preliminary planning purposes only, and a detailed programming effort is needed when the library opts to embark on schematic design and could produce varying results.

Space	Square Feet	% of Gross
Entry / Control / Circulation	1,984	14.50%
Technology Center	1,095	8.00%
Adult Services-Popular Collection	2,395	17.50%
Adult Services-Reference + Non-Fiction	1,847	13.50%
Youth Services	2,121	15.50%
Meeting Room	958	7.00%
Staff Offices	821	6.00%
Non-library Assignable	411	3.00%
Sum of all department totals	11,632	85.00%
Allowance for nonassignable / mech	684	5.00%
Allowance for nonassignable / other	1,369	10.00%
Gross Area Needed	13,685	100.00%

Figure 22

Hector

A similar analysis can be applied to fashion an estimate of the internal deployment of space in the Hector branch service model. From the projects recently programmed by Library Planning Associates, Inc., the MS&R study team identified six projects that were similar in scope to the proposed service and space model for Pope County's Hector branch:

- Ridgway (CO) Public Library 4,575 sq.ft.
- New Orleans (LA) Public Library / shopfront branch 6,100 sq.ft.
- Mississippi Valley Library District (Collinsville, IL) / Fairmont branch 7,660 sq.ft.
- Rushville (IL) Public Library 8,255 sq.ft.
- Bunker Hill (IL) Public Library 8,441 sq.ft.
- Fort Smith (AR) Public Library / East branch 10,782 sq.ft.

Once again, the projects selected for this comparison included branch libraries and main / stand-alone libraries. Space in support of "central service" functions at the main / stand-alone libraries was zeroed out to create a more meaningful comparison. Note that the Fort Smith Public Library's East branch is included once more as a point of comparison for the Hector branch model.

Figure 23 summarizes the internal distribution of space at these libraries. This figure also reports the average proportionate allocation of space for each of the identified departments at these seven libraries.

	Average allocation	RIDGWAY, CO	NEW ORLEANS Shopfront branch	MISS VALLEY, IL Fairmont branch	RUSHVILLE, IL	BUNKER HILL, IL	FT. SMITH, AR East branch
NOTES		(1) (2)		(2)	(1)	(1)	
ENTRY / CIRCULATION / STAFF	20.67%	1,284	1,271	860	1,533	1,666	2,759
TECHNOLOGY CENTER	10.28%	453	823	671	556	523	1,788
ADULT COLLECTIONS & READING	27.15%	1,145	1,001	2,995	2,646	2,545	2,174
CHILDREN'S COLLECTIONS & READING	14.31%	669	788	925	1,238	1,297	1,712
MEETING & PROGRAMS	8.04%	394	365	767	693	666	792
NONLIBRARY ASSIGNABLE	4.49%	173	175	294	600	479	380
Sum of all department totals	84.93%	4,118	4,423	6,511	7,264	7,175	9,604
Allowance for nonassignable / mech	5.48%	229	559	383	330	422	505
Allowance for nonassignable / other	9.59%	229	1,118	766	660	844	672
GROSS AREA NEEDED	100.00%	4,575	6,100	7,660	8,255	8,441	10,782

(1) Main / stand-alone library; program calculations adjusted to remove "systemwide" operations (admin, tech services, etc.)

(2) Program folds "Technology Center" into Adult collections & reading; this spreadsheet subdivides and redeploys

Figure 23

That average proportionate distribution of space can be used as the basis for an estimate of how departmental areas may be deployed within the Hector branch service model (see Figure 24). Of course, the estimate is offered for preliminary planning purposes only, and a detailed programming effort is needed when the library opts to embark on schematic design and could produce varying results.

Space	Square Feet	% of Gross
Entry / Control / Circulation	1,832	21.00%
Technology Center	960	11.01%
Adult Collections and Reading	2,355	27.00%
Children's Collection and Reading	1,221	14.00%
Meeting & Program Spaces	698	8.00%
Non-library Assignable	349	4.00%
Sum of all department totals	7,415	85.01%
Allowance for nonassignable / mech	436	5.00%
Allowance for nonassignable / other	872	10.00%
Gross Area Needed	8,723	100.00%

Figure 24

Russellville Site Analysis



This chapter summarizes the building and site recommendations for the Russellville Public Library.

Section 1:

Site Criteria

Section 2:

Building Size and Site

Section 3:

Project Budget

Site Criteria

The selection of a site for a public library should be tied to the overall goals and criteria for the library building and the library systems operational needs. Listed below are a set of goals and criteria pertaining to the library's operation, including key concepts for the form and configuration of the building. These criteria are used to test proposed sites for the planned library.

GOAL 1:

TO ASSURE SAFETY TO PATRONS, STAFF, THE COLLECTION, AND EQUIPMENT

GOAL 2:

TO IMPROVE PUBLIC ACCESS

GOAL 3:

TO IMPROVE POTENTIAL for OPTIMUM SUSTAINABILITY

GOAL 4:

TO ACCOMMODATE GROWING LIBRARY COLLECTIONS SERVICES, TRAINING, AND WRITING SPACE

GOAL 5:

TO ENHANCE THE LIBRARY EXPERIENCE

GOAL 1:

TO ASSURE SAFETY TO PATRONS, STAFF, THE COLLECTION, AND EQUIPMENT

Objective: Safety for the Public, Staff and Library Materials

Criterion 1.1: Potential of site / building for safety and soil stability to protect assets, staff and public

- Factor: Character of soil conditions, including localized geotechnical conditions, including existence of fill, mud, sand, rock, etc., and extent of potential for undermining, collapse or loss of bearing capacity.
- Factor: Potential for affordable structural upgrading or design to meet stringent protection and floor loading requirements of a library
- Factor: Risk of damage from slope instability, groundwater incursion, flooding, etc.
- Factor: Absence or extent of underground water or other similar potential risks
- Factor: Potential for achieving required structural forms which enhance safety

Objective: A Facility Free From Hazardous Materials

Criterion 1.2: Level of cost to abate hazardous materials

- Factor: Existence of hazardous materials and toxins, including chemical, metal, mineral, or other soil contaminations, and extent of pervasiveness, costs of removal, etc.

Criterion 1.3: Ability of emergency services, especially fire, to respond to emergency situations

- Factor: Existence of fire protection access corridors and staging areas
- Factor: Distance from nearest fire station

Objective: A State-Of-The-Art Security System

Criterion 1.4: Ability of site/ building to assure optimum public safety

- Factor: Size / shape of site/ building
- Factor: Level of crime in area
- Factor: Orientation of building walls and entrances

Objective: Improved Delivery, Movement, and Handling Systems

Criterion 1.5: Ability of site/ building to assure adequate and efficient internal traffic and loading areas

- Factor: Sufficient internal space of an additional 10-20% of building square footage for site access, loading, and unloading
- Factor: Configuration of streets and alleys in area
- Factor: Relationship to major thoroughfares
- Factor: Distance from adjacent structures

GOAL 2:

TO IMPROVE PUBLIC ACCESS

Objective: Provide Convenient and Agreeable Access for All Patrons

Criterion 2.1: Ability of the site to provide optimal accessibility for all visitors, by transit, vehicle, bicycle, or walking at all times of the day and week

- Factor: Length of time-distance travel for all potential user groups and city residential areas
- Factor: Location at a site which provides an appropriate balance of transportation modes
- Factor: Proximity to parking garages and/or surface lots with existing remaining vehicular capacity at times of peak minimum attendance
- Factor: Distance from, or adjacency to, major vehicular, bicycle, and pedestrian thoroughfares
- Factor: Dependence upon arteries with adequate vehicular capacity not lessened by points of congestion, with immediate access to at least two major streets
- Factor: Number of points of public access, including pedestrian access

Objective: A Fully-Accessible Facility for the Disabled

Criterion 2.2: Ability of building to provide handicapped-accessible approaches, entries and other means of movement throughout the building

- Factor: Size / shape of site / building
- Factor: Availability of drop-off points
- Factor: Absence of difficult changes in elevation or circuitous pedestrian ways on site and from access points to building

GOAL 3: TO IMPROVE POTENTIAL for OPTIMUM SUSTAINABILITY

Objective: Provide a Design That Will Exceed the Mandated Energy Code

Criterion 3.1: Library to be located on a site the ensures optimum solar orientation, collection and reuse of surface water and positive utilization of atmospheric conditions

- Factor: Building axis to be east-west
- Factor: Surface water can be retained and reused on the site

Criterion 3.2: Library to be located on a site enhances energy performance

- Factor: Vegetation can be grown to maximize shading and reduction of heat generation
- Factor: Erosion and sedimentation control can be accomplished
- Factor: The site selection protects and restores open space
- Factor: Reduction of site disturbance, building footprint
- Factor: Reduction light pollution

GOAL 4: TO ACCOMMODATE GROWING LIBRARY COLLECTIONS SERVICES, TRAINING, AND WRITING SPACE

Objective: To Satisfy Space Requirements of the Program through 2025 and Future Expansion Thereafter

Criterion 4.1: Ability to accommodate specialized areas for development of collection

- Factor: Size / shape of site / building
- Factor: Opportunity for future 25% expansion of original building size

Objective: To allow the library to create or project its identity, allow design flexibility, and be able to reflect the library's vision of welcoming patrons of very diverse backgrounds and expectations.

Criterion 4.2: Ability to convey sense of worthiness of the library as an important cultural institution and accommodate special areas for training, after school homework centers, career center, display, meeting rooms, and leased space for events

- Factor: Size / shape of site / building
- Factor: Level of amenity of setting
- Factor: Absence of conflicts with surrounding elements, including land uses and operating effects

GOAL 5: TO ENHANCE THE LIBRARY EXPERIENCE

Objective: Assure a Pleasurable Experience for Library Users

Criterion 5.1: Ability to create a building that projects its identity and reflects the vision of welcoming a diverse group of patrons.

Criterion 5.2: Avoid or lessen conflicts with activities or physical conditions in surrounding areas

- Factor: Incidence and seriousness of adjacent or proximate land use in incompatibilities

- Factor: Seriousness of impacts from operating effects of surrounding businesses, facilities, and utilities
- Factor: Quality of views from building
- Factor: Amount of ambient light and air

Criterion 5.3: Enhancement of library use as a cultural experience – a destination worth coming downtown to use

- Factor: Ability to combine library visit with visits to other attractions and compatible activities

Objective: Expanded User Services at Entry

Criterion 5.4: Potential for site/ building to have a succession of entry experiences, which include a public galleria, coat check Area, security personnel, information lobby prior to entering book security gates into library proper.

- Factor: Size / shape of site / building

Objective: A Garden or Shaded Galleria Which Accommodates Plants and Trees

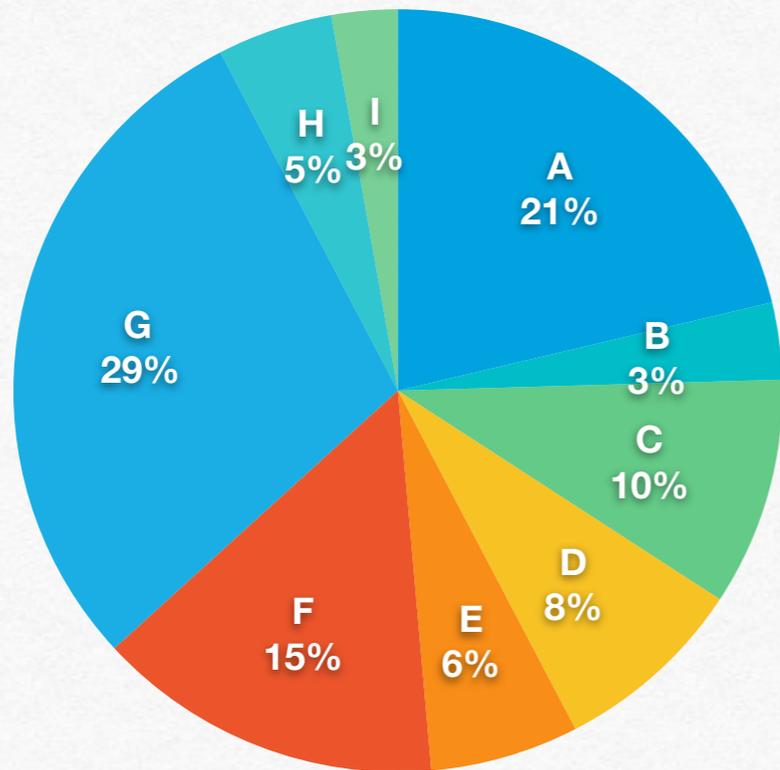
Criterion 5.5: Availability of nearby or adjacent open space with potential for use as public garden, with an absence of disturbing noise, wind, and glare; cool in summer, warm in winter, and able to be used in the evenings.

- Factor: Amount of surrounding open space to buffer an urban setting, if any
- Factor: Sufficient space to create a shaded garden, galleria or roof garden
- Factor: Levels of impacting noise, wind and glare, ability to sustain major landscape elements

Building Size and Site

Russellville

This Master Plan does not include a detailed building program. This program will be prepared during the design phase of the project at some later date. However, the Master Plan does provide a recommendation for the size of the libraries based on use, population, service model and peer comparisons. The following chart summarizes the overall space allocation recommendation for the expanded Russellville Public Library. At this time, only Russellville will be studied.



Space	Units	Area	%
A Collection			
A1 Books	116,350	10,472	19.40%
A2 Non-print	8,050	644	1.19%
A3 Periodical Display	194	194	0.36%
A4 Periodical Back Files	175	175	0.32%
B Public Network Stations	44	1,760	3.26%
C Reader Seating	174	5,220	9.67%
D Staff Work Space	32	4,400	8.15%
E Meeting Room Space			
E1 Multi-purpose	150	1,800	3.33%
E2 Story Time	60	975	1.81%
E3 Conference	16	600	1.11%
Subtotal	40	26,240	48.61%
F Special Use Space		7,872	14.58%
G Nonassignable Space		15,743	29.17%
H Tailoring Space		2,624	4.86%
I Dedicated Allowances (2 bookmobiles)		1,500	2.78%
Subtotal		27,739	51.39%
Total Building Area		53,979	100.00%
Rounded-off		54,000	

Site Area

Site Area Requirements

The following chart illustrates to overall site requirements for the library:

Site Lot Sizes

	Space	Area
1	Library (2 story library foot print)	26,250
2	Future Expansion (2-story space with 12,000 SF area)	6,000
3	Landscaping and Plaza	6,563
4	Bookmobile Turning and Maneuvering Space	1,440
5	Parking for 150 cars (3 spaces per 1,000 SF)	56,250
6	Building Set-back Lines for Zoning	0
6	TOTAL	96,503
6	TOTAL IN ACRES	2.22

The current library sits on the city block bounded by South Arkansas Avenue (West), East 4th Street (south), South Boston Avenue (east) and East 3rd Street (north). Each lot is 50'-0" X 125'-0". The entire block is 16 lots resulting, with the alley allocation, a block that is 270'-0" X 420'-0" or 113,400 gross square feet or 2.60 acres. From this, one can see that an entire city block is required if the library chooses to accept the recommendations-including parking, future expansion, 2-story library and landscaping / civic exterior spaces.

City of Russellville

Downtown Master Plan (The Walker Group) Study Area



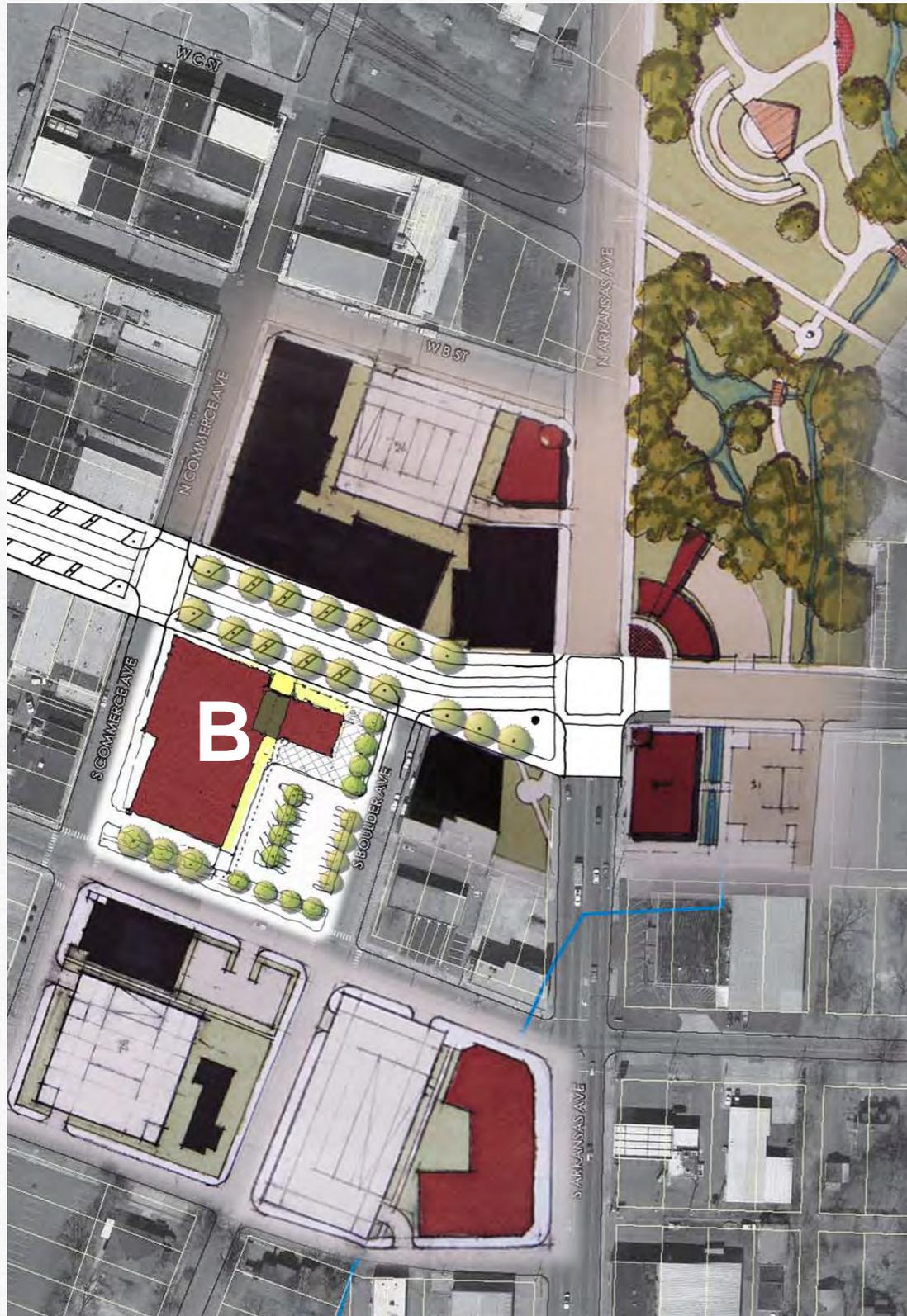
The Walker Group was engaged by the City of Russellville to prepare a comprehensive master plan. The yellow boundary illustrates the limitations of the downtown study area. As part of the public review process and their recommendation, the Walker Group recommended three sites for the future Russellville that would fall with the downtown study area.

These three sites are:

- Site A: Existing Russellville Public Library
- Site B: Bank of America
- Site C: Bank of the Ozarks

As part of the public review, site C was eliminated as not meeting enough of the criteria. Also during the Walker Group process, it was determined that site B met many of the goals expressed in their recommendations. The following plan illustrates a “test-fit” that was prepared during the downtown master planning process but was completed before this library master plan was completed. It is included in this document in order to comment on its proposition now that we know more about the needs of the library.





Site B is the location of the Bank of America site. The building has been, over time, repurposed for other functions. As part of the original design, there is a central atrium that limits its use as a library by limiting the flexibility needed for a library. This site meets many, but not all, of the criteria. This location meets many urban design goals: enhance Main Street; increase activity in downtown; serves as a “gateway” on Main; reinforces the commitment to downtown upgrading; and pairs with other city buildings. However, based on the site criteria, it is not recommended as a site for further study. Listed are the limitations.

GOAL 1: TO ASSURE SAFETY TO PATRONS, STAFF, THE COLLECTION, AND EQUIPMENT

- Based on visual survey only and without an extensive analysis of the existing structure, the building would be difficult to upgrade for the required structural loading (150 #/SF code requirement for libraries); the central atrium inhibits functionality; the structural bay spacing and geometry will limit efficiency; the building would have to be demolished to accommodate the full 52,500 square feet.

GOAL 2: TO IMPROVE PUBLIC ACCESS

- Parking is limited to approximately 50 cars (this deficiency could be alleviated with proposed parking structures); not adequate space for bookmobile(s) access or garage; access from Main Street limited.

GOAL 3: TO IMPROVE POTENTIAL for OPTIMUM SUSTAINABILITY

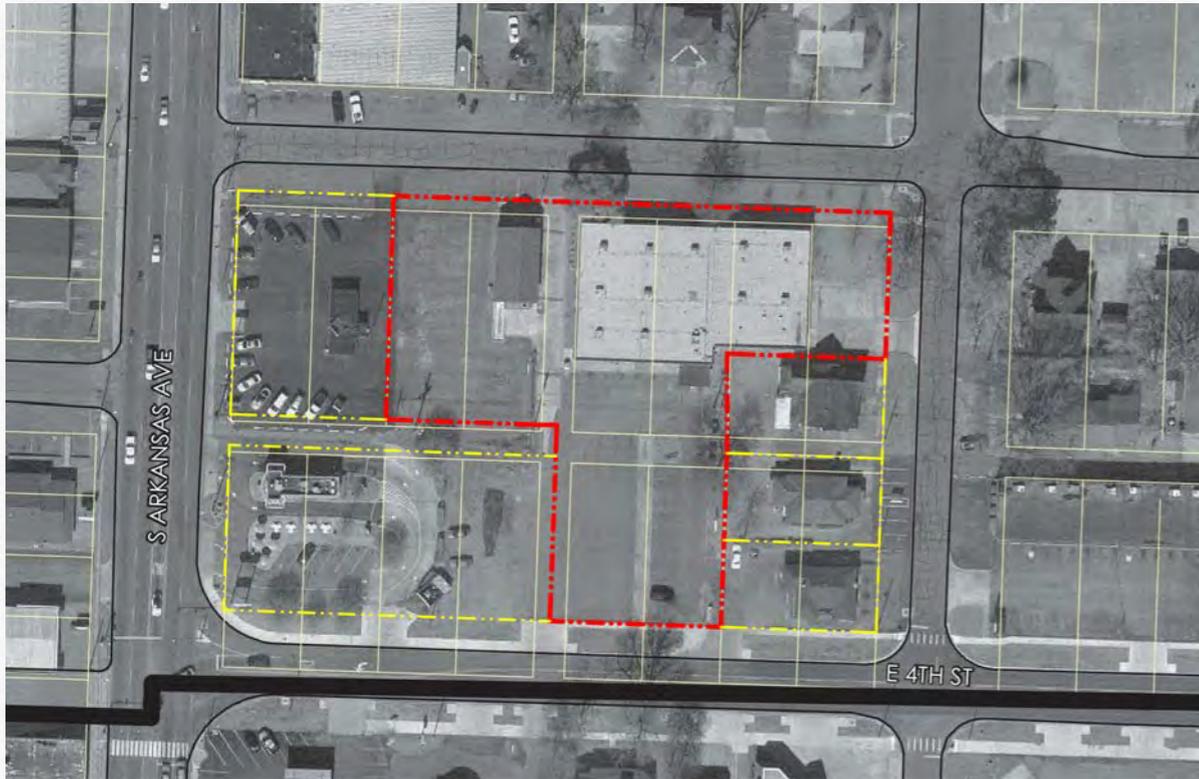
- Building axis is north-south; limited area for vegetation; existing building would most likely have to be demolished to enable proper library.

GOAL 4: TO ACCOMMODATE GROWING LIBRARY COLLECTIONS SERVICES, TRAINING, AND WORKING SPACE

- Lack of site area for expansion; location of and provision for bookmobile access limited; site configuration would not permit a drive-up book return.

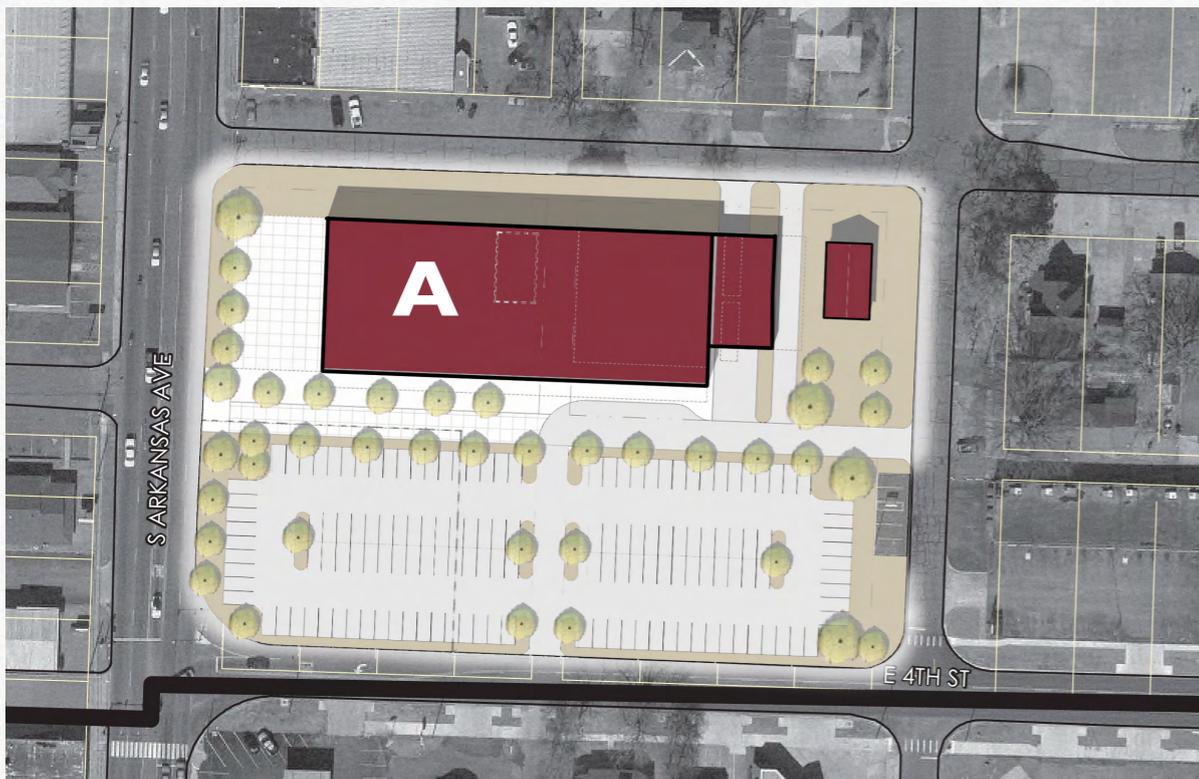
GOAL 5: TO ENHANCE THE LIBRARY EXPERIENCE

- Ambiance; perceived safety issues with night access.



Site A: Existing Condition

- Property lines of the existing library
- Property lines of the bounding ownerships



Site A: New Library

Site A is the location of the existing library. This is the recommended downtown location that works with the proposed downtown master plan. The primary reasons for this recommendation are:

GOAL 1: TO ASSURE SAFETY TO PATRONS, STAFF, THE COLLECTION, AND EQUIPMENT

- The existing library can be remodeled and expanded. This preserves an existing resource.

GOAL 2: TO IMPROVE PUBLIC ACCESS

- By acquiring the full city block, the library retains its locational identity.
- By expanding towards South Arkansas Avenue the library can become an iconic “gateway” to downtown approaching from the south.
- A dedicated drive-up book drop-off lane will allow 24X7 access for patrons to return materials to the library.
- A dedicated patron loading and unloading lane will permit easy and convenient pick-up and delivery of patrons. This will be especially useful for children and seniors.
- The recommended parking spaces can be accommodated on the fully expanded site.

GOAL 3: TO IMPROVE POTENTIAL for OPTIMUM SUSTAINABILITY

- Building axis is east-west: ideal for environmental responsiveness.
- Reading spaces can be arrayed along the northern edge of the site thus minimizing glare and heat-gain.
- By reusing an existing building, the embodied energy of the can be retained.

GOAL 4: TO ACCOMMODATE GROWING LIBRARY COLLECTIONS SERVICES, TRAINING, AND WORKING SPACE

- The site affords the opportunity to expand by up to 12,000 gross square feet in the future.

GOAL 5: TO ENHANCE THE LIBRARY EXPERIENCE

- The library would remain in a quiet neighborhood location; but also expand with more visibility to the north-south traffic along South Arkansas Avenue.

Site A Negatives:

- Acquisition of private property.
- Removal of property from tax rolls.
- Library may have to temporarily relocate during construction.
- Need to relocate historic building.
- Removal of residential property.

Site A Positives:

- Familiar location.
- Reuse of existing resource.
- Less expensive (depending on land acquisition costs)
- Visibility increased.
- Adequate and dedicated parking.
- Future expansion possible.
- Ease of access by bookmobiles.
- Enables a drive-through book return.



1. Existing Library (remodeled and expanded both vertically and horizontally)
2. Relocated Meeting Room
3. Parking for 145 cars (84 spaces with out southeast corner lot.)
4. Library Expandable to 64,000 GSF. In the interim, this would be a civic plaza
5. Drive-thru Bookmobile
6. Drive-thru book drop-off
7. Existing street parking
8. Patron drop-off
9. Parking entry/exit
10. Main Entrance



Budget

The Project Budget includes the following assumptions:

- No real estate acquisition costs are included
- Prices shown are based on first quarter 2013 dollars. No inflation has been included.
- No extraordinary site or subsurface conditions are accounted for in the budget allocations (i.e. poor soil, utility relocation, etc.)
- Unit prices are based on recent library projects in Camden, Monticello, Van Buren, Fort Smith and Siloam Springs.
- The budget assumes all new construction.
- The following items are excluded from the project budget:
 - Opening day collection
 - Automated book retrieval and sorting systems
 - Rent or other associated costs for temporary locations during construction.
 - Moving costs
 - New computer equipment for the library
 - Estimate does not include moving existing historical meeting room should the Library Board choose the remodeling/expansion option.
 - Moving the historic meeting room.

Line	Item	\$ / Unit	Unit	Total	%
1	Project Size		54,000		
2	Civil Site Work	\$7.25	SF	\$ 391,500	2.33%
3	Architectural / Structural	\$138.00	SF	\$ 7,452,000	44.44%
4	HVAC	\$45.00	SF	\$ 2,430,000	14.49%
5	Plumbing	\$6.25	SF	\$ 337,500	2.01%
6	Electrical Engineering	\$21.00	SF	\$ 1,134,000	6.76%
7	Fire Protection	\$4.50	SF	\$ 243,000	1.45%
8	Landscaping and entry plaza	\$5.15	SF	\$ 278,100	1.66%
9	Subtotal Construction	\$227.15		\$ 12,266,100	73.15%
10	Furniture (includes window coverings; assumes all new furniture)	\$27.00	SF	\$ 1,458,000	8.70%
11	Signage (includes exterior signage)	\$1.50	SF	\$ 81,000	0.48%
12	Total Construction and FFE Budget			\$ 13,805,100	82.33%
13	Contingency (estimating and design)		10.00%	\$ 1,380,510	8.23%
14	Professional Services			\$ 1,581,698	9.43%
15	Grand Total			\$ 16,767,308	100.00%
Allocation for Expenses and Professional Services					
16	Professional Services: Building			Fee	
17	Mechanical, Electrical, Plumbing and Fire Protection			\$ 290,115	18.34%
18	Structural			\$ 119,594	7.56%
19	Civil			\$ 31,320	1.98%
20	Landscaping			\$ 25,029	1.58%
21	Architecture: Basic Services			\$ 894,240	56.54%
22	Survey of the site			\$ 7,500	0.47%
23	Geotechnical Soil Borings			\$ 5,000	0.32%
24	Interior Design for Furnishing and Signage			\$ 153,900	9.73%
25	Building Program			\$ 25,000	1.58%
26	Reimbursable Expenses			\$ 15,000	0.95%
27	Printing of Bid Documents for bidding			\$ 15,000	0.95%
28	Total for Expenses and Professional Services			\$ 1,581,698	100.00%

Appendix

6

Section 1:
IMLS Comparative Data

Section 2:
Library Service Goals and Space
Needs: A Planning Model

Section 3:
Public and Staff Comments

Section 4:
Staff and System SWOT Analysis

IMLS Comparative Benchmark Analysis

Introduction

A summary of a library's progress over time drawn from its annual reports provides useful information, but such summaries are missing context. A library has a collection of X volumes. What does that mean? Is it a large inventory? or a small inventory? How does the library stack up against other libraries?

A comparative analysis provides that context. By placing the library in the context of various peer groups or cohorts, it creates an enhanced understanding of what the subject library's data and results might mean.

Source of Data

Internet principal sources for public library statistical data – the Institute for Museum and Library Services (IMLS) and the Public Library Association (PLA). Both databases cover many of the same data elements, but there are important differences between them.

The IMLS database is the successor to a database initiated by the National Center for Education Statistics (NCES) in the U.S. Department of Education. In the late 1980s, recognizing that all state library agencies were mandated by their respective legislatures to gather statistical data from the public libraries in their state, the NCES embarked on a project with the state library data coordinators to standardize the definitions for key data elements, as well as data gathering practices and error checking protocols. The state library agencies agreed to gather a selection of data elements consistently from state to state. State agencies were free to gather additional data elements, according to their individual needs (for example, one of the federal data elements has always been “volumes held,” but Illinois – until just recently – also gathered the number of adds and withdrawals each year).

So with these standardized definitions and practices in place, each state library agency assembled the data from the libraries in their state into a comprehensive state level database. Each state forwarded their database to the NCES where it was checked and aggregated into a national database of public library statistics. Each year the database is posted on the Internet.

By the early 1990s there had been enough practice with these protocols to produce the first reliable national database. Over the years, new data elements have been added to the NCES/IMLS effort, but the steering committee of state library data coordinators has emphasized consistency.

The PLA data project is the “Public Library Data Service.” PLA’s effort grew out of a survey operated by the Urban Libraries Council (ULC). The ULC surveyed its members annually and distributed its results to the membership. During the 1980s, PLA coordinated a variety of projects that emphasized the value of local data gathering and created manuals that offered standardized protocols. It became clear that a compendium of library use data would be valuable, and PLA worked with the ULC to assume the ULC’s data-gathering effort. The PLA survey has been published annually since 1988.

There are notable differences between these two sources.

Because the IMLS database grows out of legislative mandates to gather data, it is meant to include every public library in the country, from the largest to the smallest. There are, of course, occasional hiccups from year to year – about five years ago, the entire state of Minnesota went missing in action when the state library agency suffered a severe funding crisis – but the IMLS database is effectively comprehensive. The downside with the IMLS database is that it is borderline dated. It takes time to assemble the state level databases, and once they’re forwarded to the IMLS the error-checking at the federal level takes more time. As a result, the most recently-available IMLS data is typically a couple of years old.

By contrast, the PLA database is about as current as it can be. The PLA reporting year ends December 31. Participating libraries submit their surveys shortly thereafter. By the following Summer’s ALA annual conference, PLA has its survey available for sale. The downside to PLA’s database is that it is far less comprehensive than the IMLS project. PLA’s project emerged from the Urban Libraries Council database, which naturally focused on ULC members – libraries that serve, at a minimum, 100,000 population. Participation in the PLA database is also voluntary, which further affects how thorough it is. Although PLA has made a significant, continuing effort to encourage libraries of all sizes to participate in its survey, the fact is that participation among larger libraries is pretty good but as service population declines, the PLA database includes a smaller and smaller share of libraries.

The Public Library Association prefers to use the IMLS database for these comparisons because it’s more thorough – especially for smaller service areas. Of the 9,284 libraries agencies reporting in the most recent database, 8,750 (more than 94%) serve fewer than 100,000 people.

At the same time, it’s very important to keep in mind that the most current IMLS data is for the 2009 reporting year. It’s not unusual for a library’s more current activity to be somewhat

different than what is reported by the IMLS. The latest IMLS report for Pope County says the library’s book inventory was 127,260 in 2009. The most current internal inventory statistics for the library show an inventory of 128,809 items. Sometimes the shift over the interim can be even more dramatic.

Still, while an individual library may report a notably different current result versus the result shown in the IMLS database, a larger peer cohort of which the individual library is a member typically doesn’t change radically from year to year. An individual library may experience a bump, but an entire cohort typically doesn’t bump in unison. A cohort’s results do change from year to year – many key measures typically increase – but incrementally. It may be likened to steering a supertanker, more like a series of small nudges. The averages and medians of a cohort – the cohort’s “measures of the middle” – tend to not change wildly from year to year, so a two-year old database can still provide a meaningful representation of where a given cohort is.

Five Peer Cohorts

For this analysis, five peer cohorts were sampled from the IMLS database. The cohorts fell into two kinds of groups – comprehensive and selective. The comprehensive cohorts included:

- All public libraries in Arkansas
- All public libraries in the region (defining region as roughly those libraries within a radius of 250 miles)

In most cases, the comprehensive cohorts are more interesting from a clinical perspective than they are useful. The reason being that the comprehensive cohorts do include all the public libraries in a given area, and many of those libraries will not bear much semblance to the subject library. The all-state sample, for example, includes libraries that serve about 1,000 people (the smallest is the Jim G. Ferguson Searcy County Library, population 1,313) on up to the Central Arkansas Library System (population 311,250). The regional sample ranges from the Savonburg Public Library in Kansas (population 86) to the Dallas Public Library (population 1,279,910).

The experience of these very small and very large libraries introduces into the comprehensive cohorts a variability that makes them interesting, albeit of a rather limited utility for comparative purposes.

Better and more productive to focus one's attention on the more selective cohorts, which are organized around a cohort drawn more narrowly from the comprehensive samples. Specifically, the selective cohorts are more homogenous on population:

- All public libraries in Arkansas serving 50,000 to 80,000 population
- All public libraries in the region serving 50,000 to 80,000 population
- All public libraries nationwide serving 50,000 to 80,000 population

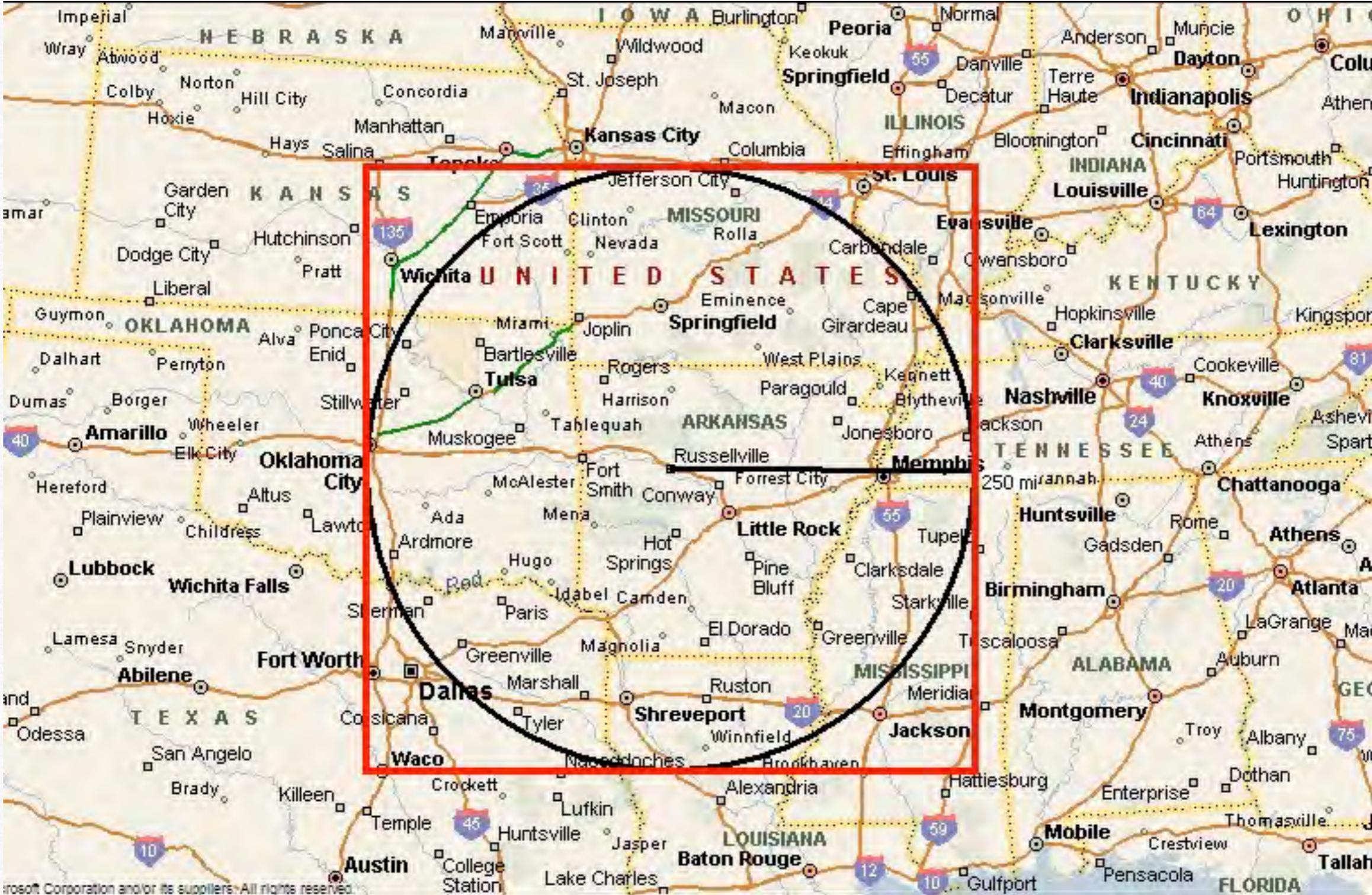
By focusing these samples on a narrower band of population served, the expectation is that the libraries in the samples will be more akin to Pope County (population 54,469 today, 76,767 projected) and therefore a more suitable point of comparison.

A few paragraphs ago, a note promised more about the notion of “region.” The regional cohort pulls libraries roughly in a radius of 250 miles from Pope County. The effort here is to extend the sampling a little differently, to include libraries from the subject library's home state and from some of the surrounding states, but without traveling too far afield.

The IMLS database logs latitude and longitude for each library in the dataset, and these data elements may be used to define region. These data elements cannot, however, define region strictly as a radius distance. Instead, these data-bits can filter out all the libraries east of A longitude, and west of B longitude, north of X latitude and south of Y – producing not a circular region but a squarish region.

The map on page 12 (Regional Cohort Map) shows the area captured by a 250 mile radius around Pope County (the red circle). The black square illustrates the rectilinear area captures all of the geographic area encompassed by the radius. Obviously, the area bounded by the square includes some libraries that fall beyond the strict limits of the 250-mile radius, but for simplicity of communication, the sample group drawn from the region bounded by the black square will be considered as having come from within a 250 mile radius.

Regional Cohort Map



Eight data elements

Our examination focused on eight elements that relate closely to collection inventories:

- Volumes held
- Audio recordings held
- Video recordings held
- Nonprint holdings as a percent of print holdings
- Magazine titles received
- Public use computers provided
- Annual circulation
- Annual visits

Presentation of the data

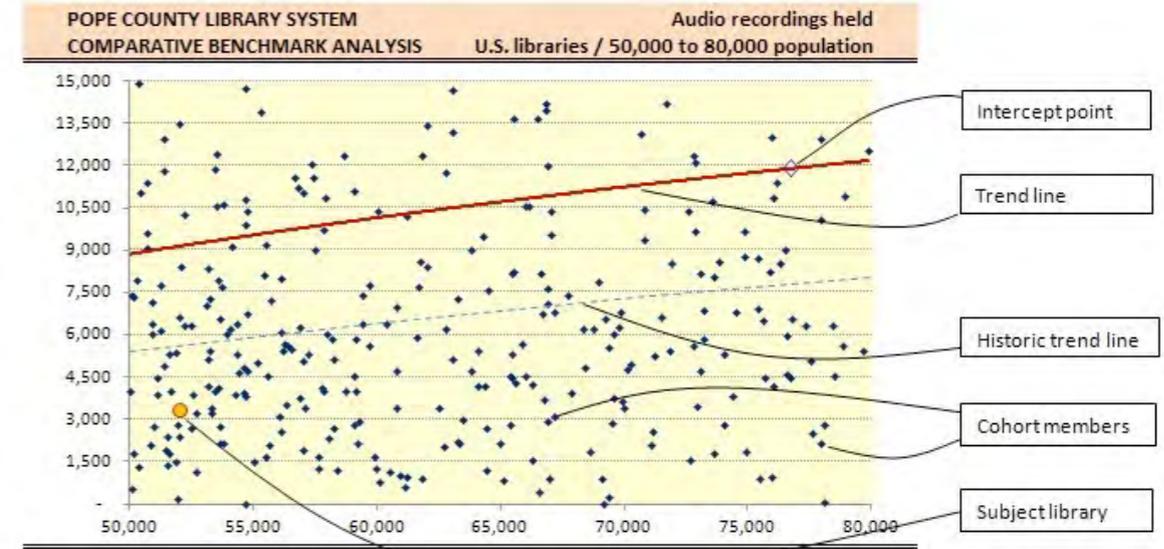
Eight data elements analyzed for each of five peer cohorts – that’s 40 analyses total. Each analysis is presented in two ways.

The first way uses a graph to illustrate the distribution of the data. A simple scatter diagram plots the responses submitted by the libraries in the cohort. Population is plotted along the X-axis, and the data element is plotted along the Y-axis.

The scale on the X-axis is kept constant across the cohorts, showing a range from a low of 50,000 to 80,000 population. Note that this range illustrates all of the cohort in the selective samples. In the comprehensive samples (all libraries in Arkansas, all libraries in the region), the chart illustrates just a portion of the total sample set. But by keeping the scale on the X-axis consistent, it facilitates comparison from cohort to cohort.

The scale on the Y-axis is also kept constant across all cohorts for each measure. This consistency accommodates making comparisons across cohorts. As the trendline rises and falls from one cohort to the next, for example, you understand something about the nature one cohort with regard to the others.

The individual responses in each cohort are plotted as small blue diamonds. The subject library’s response is plotted as a large orange disc.



The red line ranging through the data set is a trendline which indicates the “middle” of the data set. It represents the “expected” result given the experience of the cohort in question. Given the experience of the sample of “public libraries nationwide serving 50,000 to 80,000 population”, a library serving 76,767 population would be expected to enjoy a circulation rate of about 11,900 – that’s the point on the trendline where population and audio recordings intersect.

A larger blue diamond on each chart in fact marks the point where the Pope County Public Library’s projected service population – 76,767 – intersects with each sample trendline. This point reveals the “expected” result that a given sample suggests would be “normative” for the Pope County Public Library when it has grown to its future service population.

The dotted blue line through each data set is the trendline for the sample group based on the data from ten years earlier. All of these measures and comparisons occur in a fluid setting that changes from year to year. Providing the corresponding trendline from ten years ago helps with the interpretation of current-year results. Note that the prior trendline cannot be provided for the regional cohorts, since the IMLS database from ten years ago did not include latitude and longitude information for each library and so a regional sample could not be drawn.

The second way to present this data uses a tabular recital of the dataset. The corresponding table for the dataset used as an example above is presented to the right.

In this small table, offered to the right of each scatter diagram graph, the number of libraries responding to the data element in question is noted (n=). This is important information because it reveals how large the cohort is, and especially whether the cohort is too small to be

subjected to meaningful analysis. A minimum of 20-25 individuals is typically recommended.

The table records the minimum result reported by the cohort, the median (the 50th percentile), the upper quartile (the 75th percentile), the 90th percentile, and the maximum result for the sample.

Pope County's result for the data element is then recorded. Again, remember that the reported result is for the 2009 reporting year – data that's two years old.

The table then provides two additional data-bits. It records the library's percentile rank on this measure against the sample cohort, and it records the library's percentile rank against this cohort on the measure of population. Generally speaking,

these comparative analyses infer that a library's service population has a bearing on its "gross" measures of service (measures such as "total circulation" and "total volumes held"). It's true, if rather oversimplified, that as a library's service population increases, its over all measures of service activity increase as well. Larger communities are served by libraries with larger collections, larger staff, larger budgets.

With this in mind, a library's ranking against a given cohort can be considered an indicator of where that library's "expected" result on one of these measures should fall.

Bear in mind that being above or below expectations, either in the graphic representation of the data or the tabular representation of the data, is not by itself a good or bad thing. It is not necessarily or inherently a positive to be above the trendline, and it is not necessarily alarming to be below it.

Finally, the last line in the table reports the "intercept point." This is the result that the sample cohort would "expect" from a library that serves 76,767 people. This result could be considered the "recommended" result for a library that serves 76,767 people, based on the experience of the given sample.

On the following pages we offer the charts from this comparative analysis. They are grouped by data element, then by cohort group.

Data set summary	
n =	407
Min	-
50th %	7,157
75th %	13,179
90th %	23,287
Max	128,734
<hr/>	
● Pope County	3,291
% rank	19.20
% rank pop	10.80
<hr/>	
◆ Intercept	11,900

Volumes Held

- Pope County places below the trendline against four of the five cohorts.
- Pope County places above the trendline against the cohort of regional libraries serving 50,000 to 80,000 population.
- The current trendlines in the all-state cohort and the national cohort are nearly identical.
- There is relatively little movement between the historical and current trendlines in any of these cohorts, indicating that over the last ten years, libraries in these cohorts have not been expanding their print inventories.

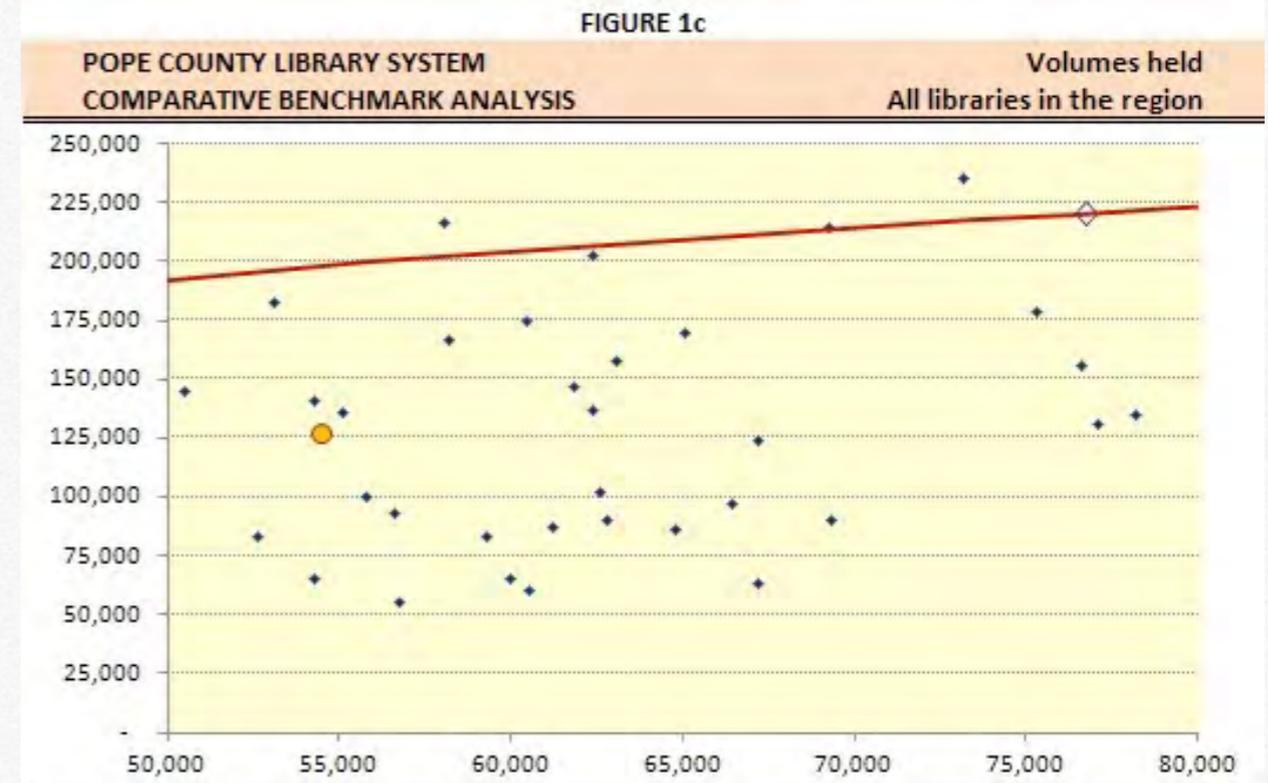
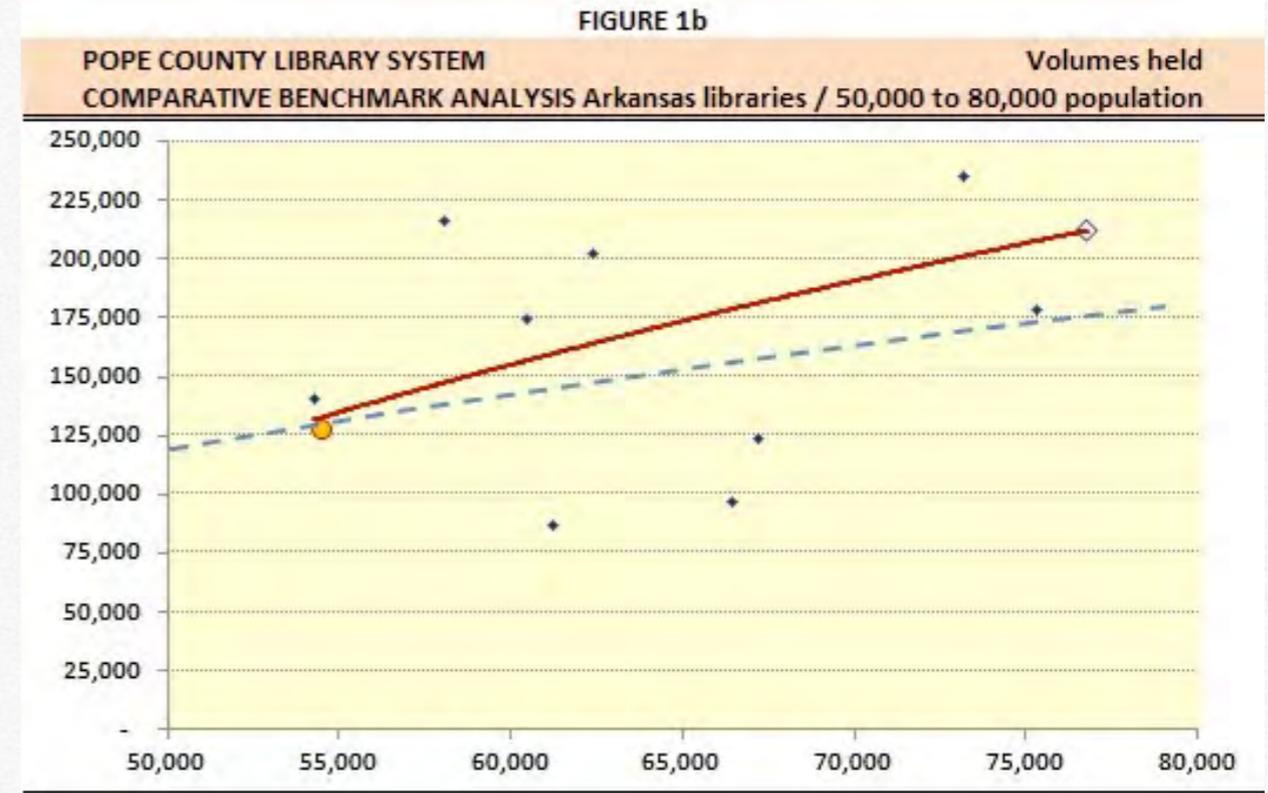
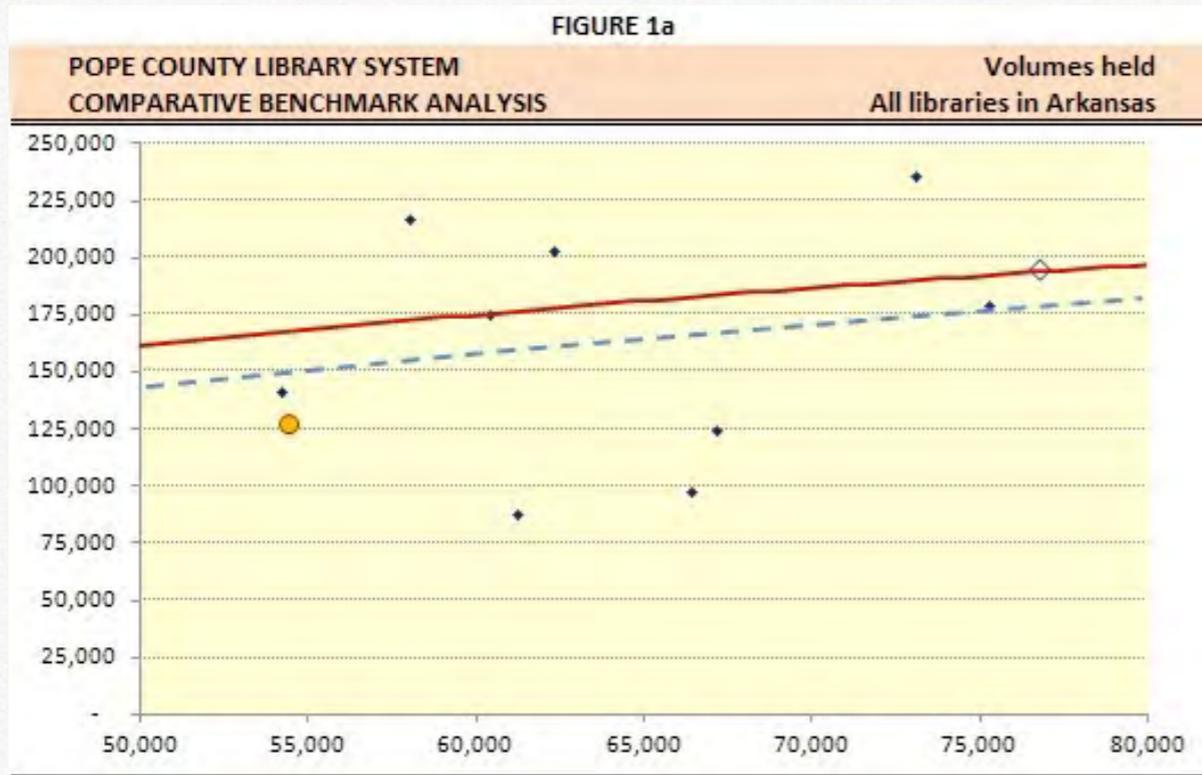


FIGURE 1d

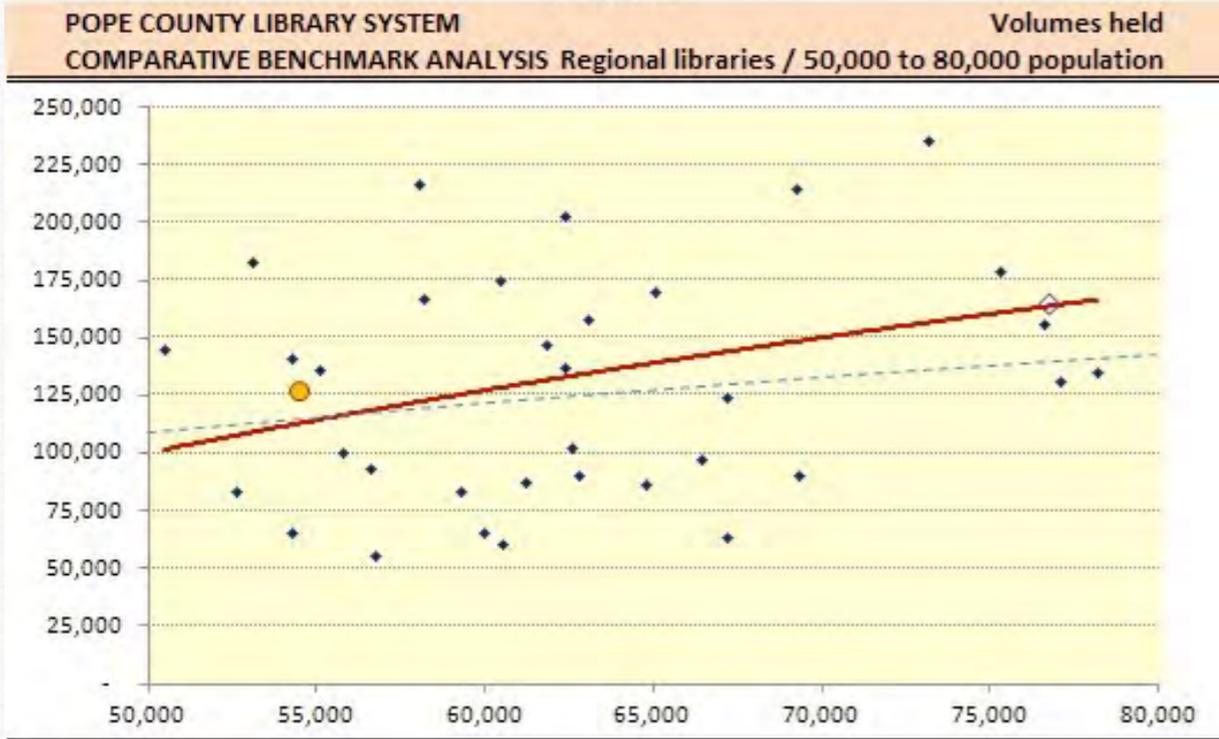
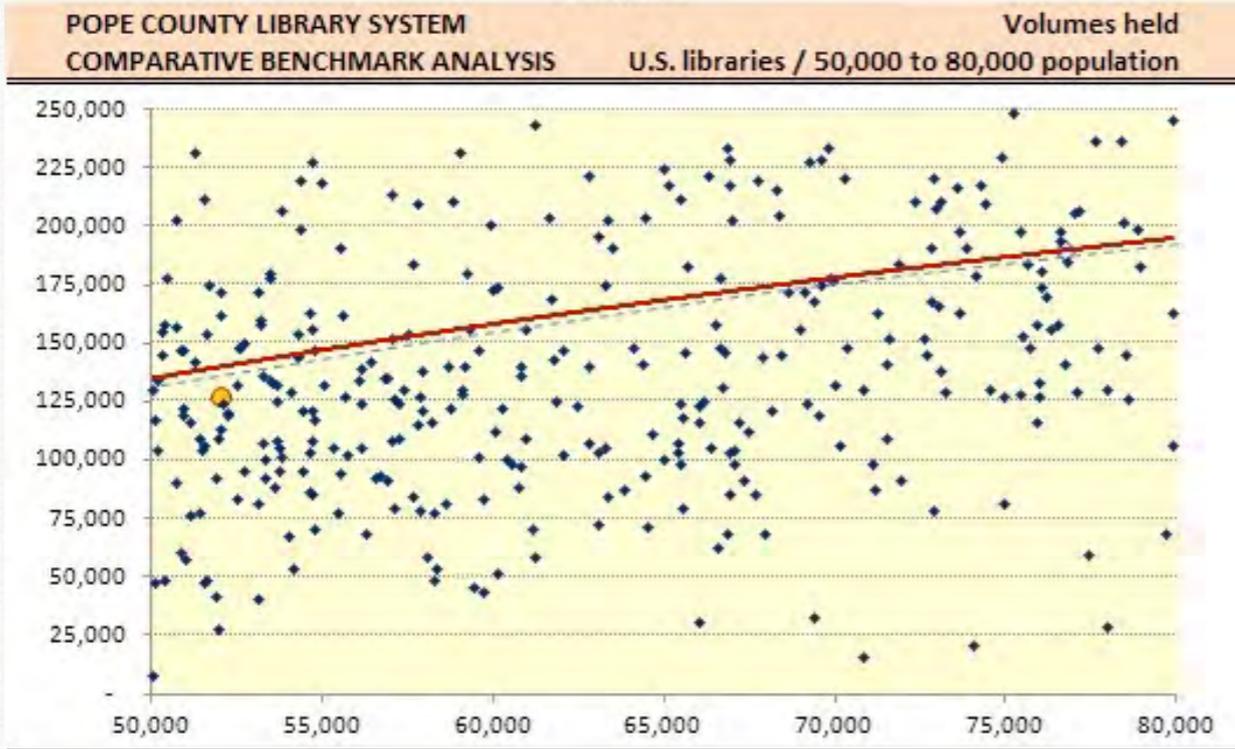


FIGURE 1e



Audio Recordings Held

- Pope County places below the trendline against all five of the cohorts, notably so in most cases.
- Two cohorts reveal an inverse relationship between population served and audio recordings held – Arkansas libraries serving 50,000 to 80,000 population and Regional libraries serving 50,000 to 80,000 population; it is unclear why this unc customary trend appears, but in these cohorts, as population increases, audio recording inventories tend to decrease in size.
- There is considerably more movement between the historical and current trendlines in all of these cohorts than was seen in the analysis of print inventories, indicating that libraries in general have aggressively expanded audio collections in the last ten years.

FIGURE 2a

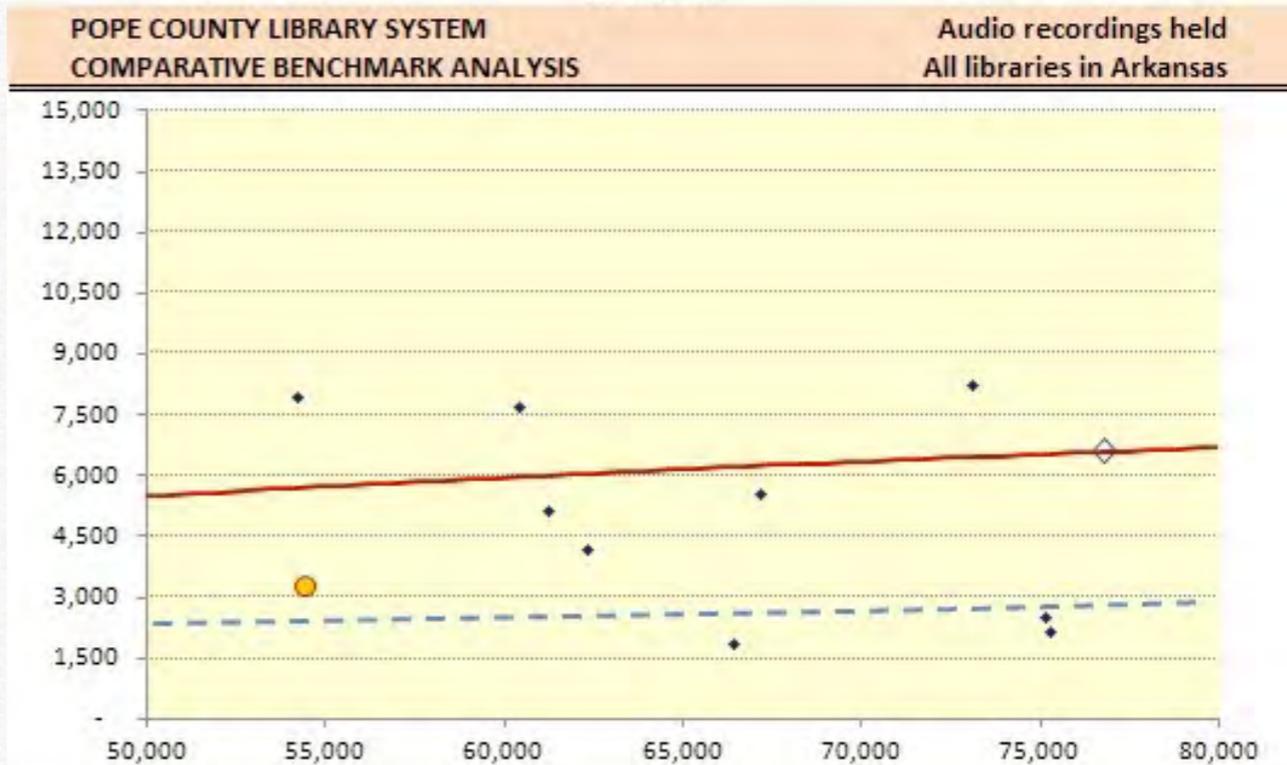


FIGURE 2b

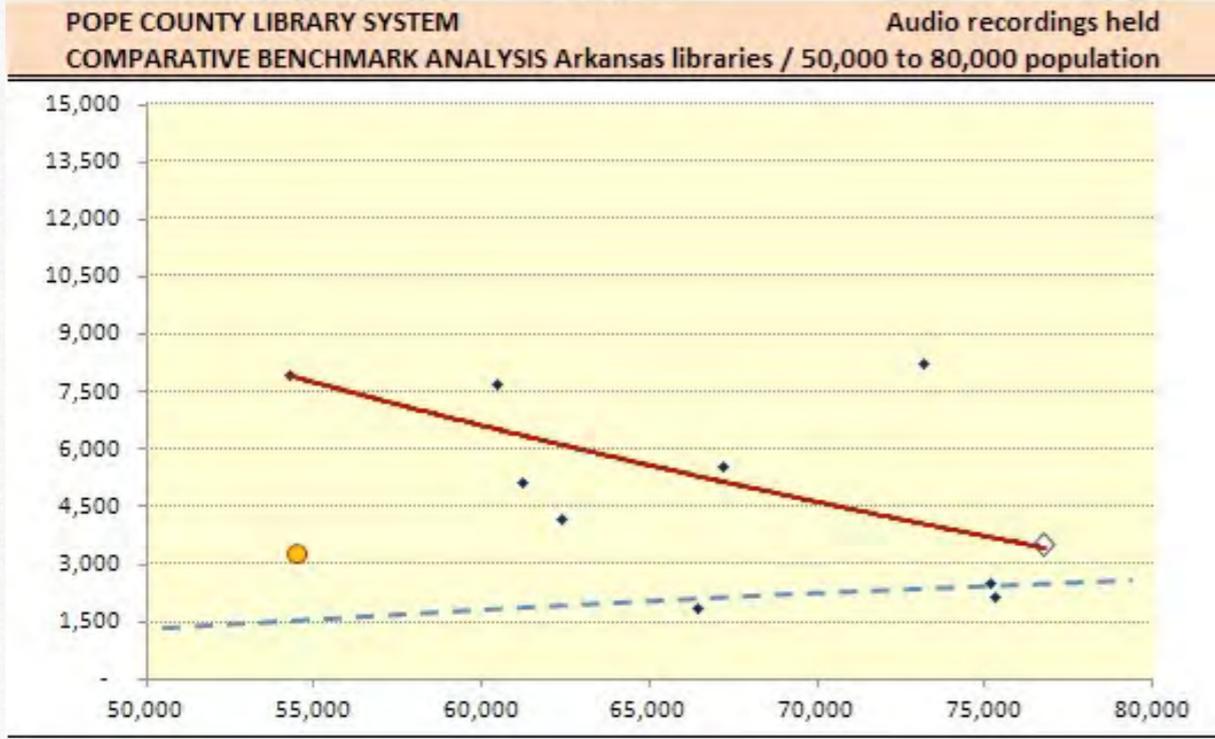


FIGURE 2d

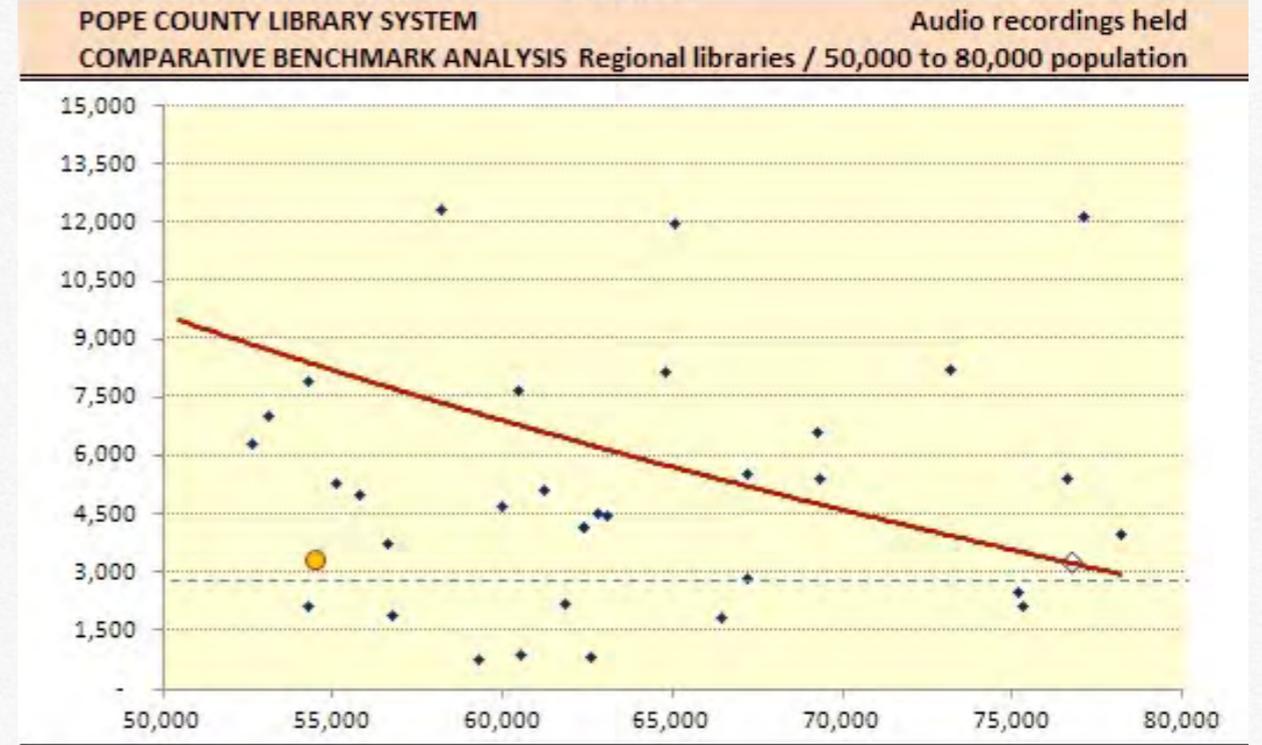


FIGURE 2c

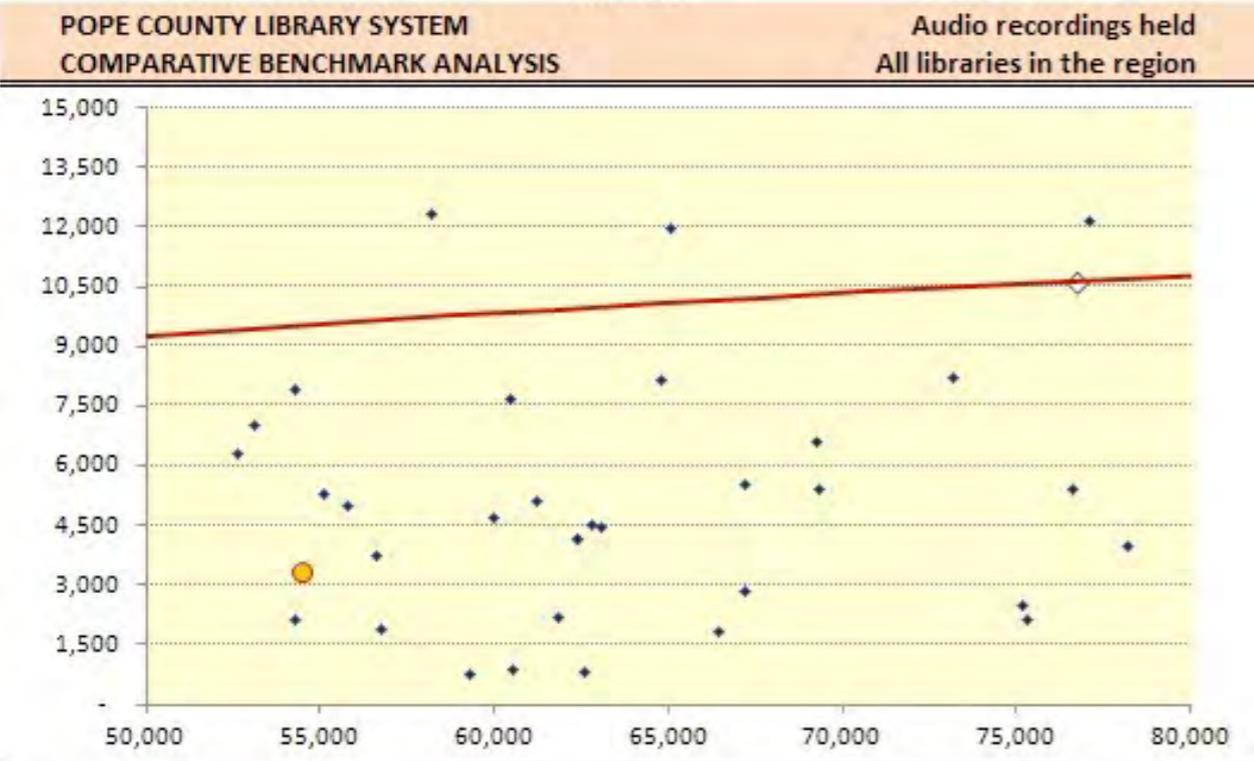
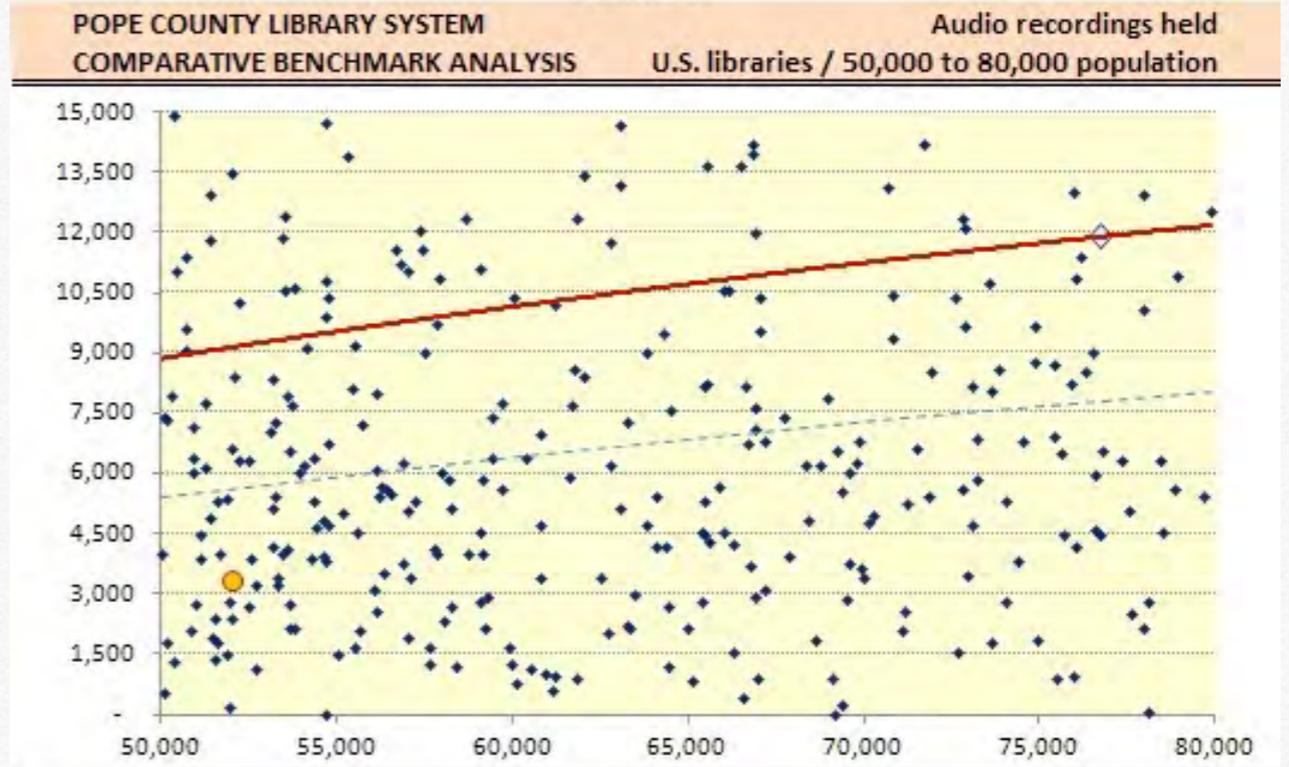


FIGURE 2e



Video Recordings Held

- Pope County places below the trendline consistently against all five cohorts.
- The delta between Pope County's placement and the trendline is less notable than was the case with audio recordings held.
- The same two cohorts reveal an inverse relationship between population served and video recordings held; ordinarily one would expect collection inventories to increase as population grows.
- As with the metric audio recordings held, there is considerable movement between the historical and current trend-lines in all of these cohorts.

FIGURE 3a

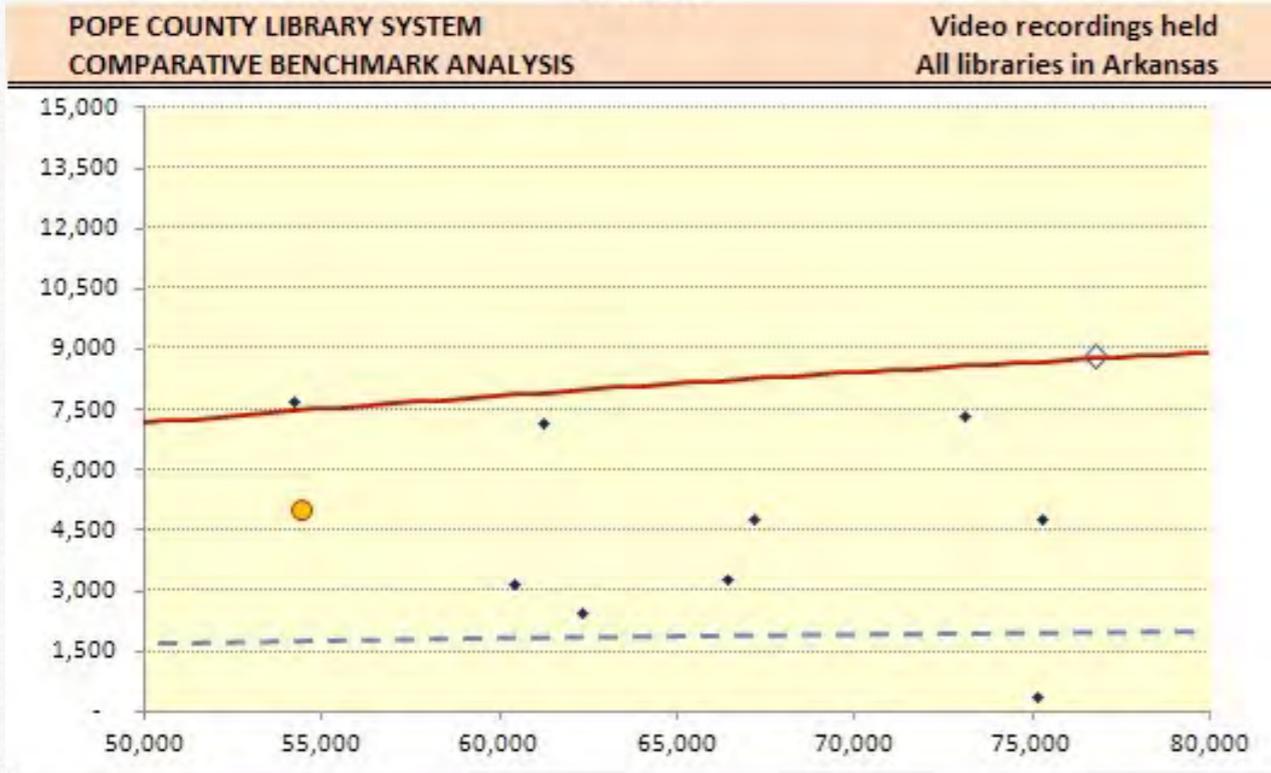


FIGURE 3b

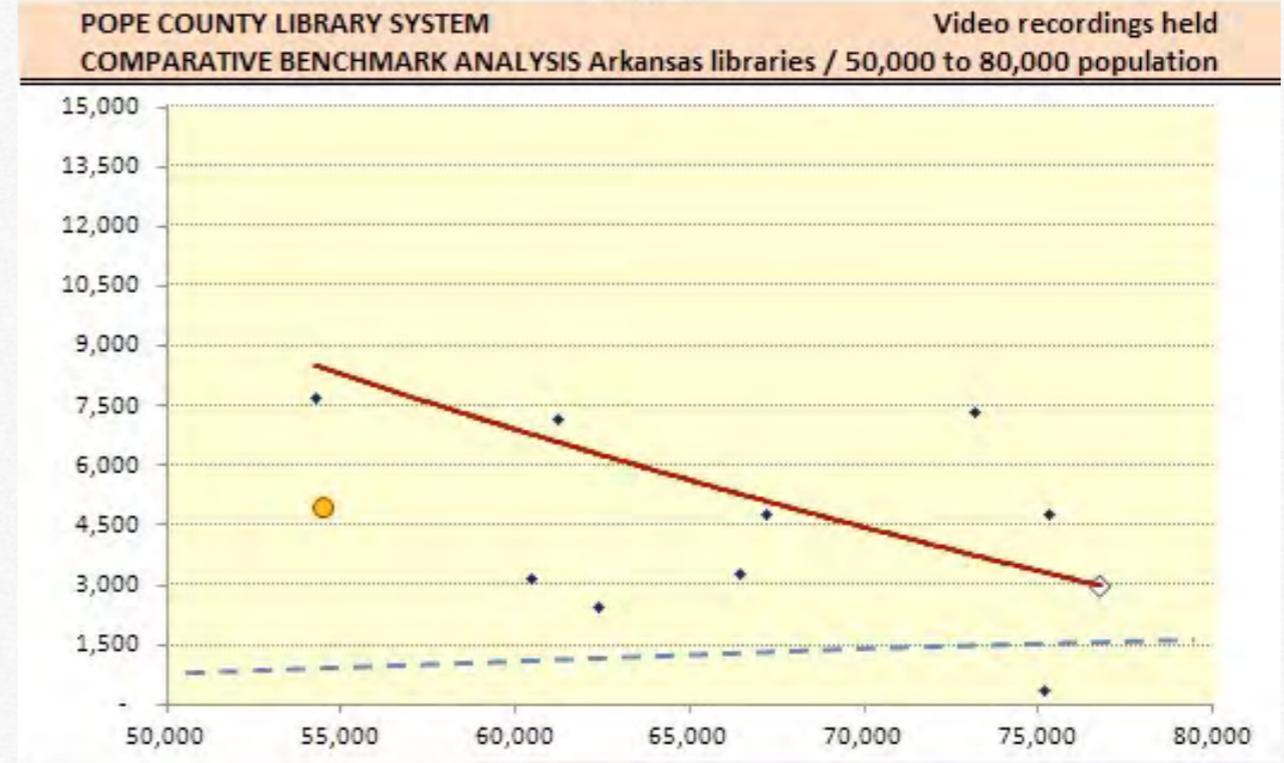


FIGURE 3c

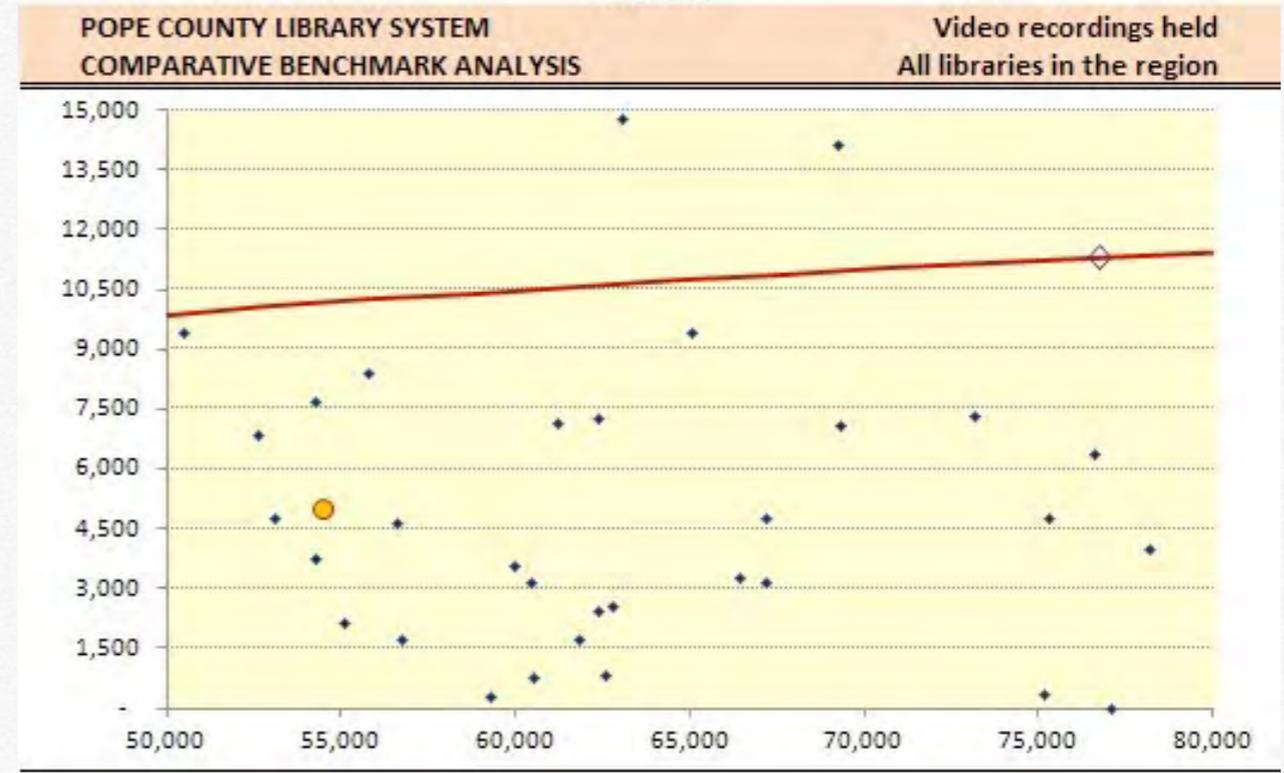


FIGURE 3d

POPE COUNTY LIBRARY SYSTEM
COMPARATIVE BENCHMARK ANALYSIS Regional libraries / 50,000 to 80,000 population

Video recordings held

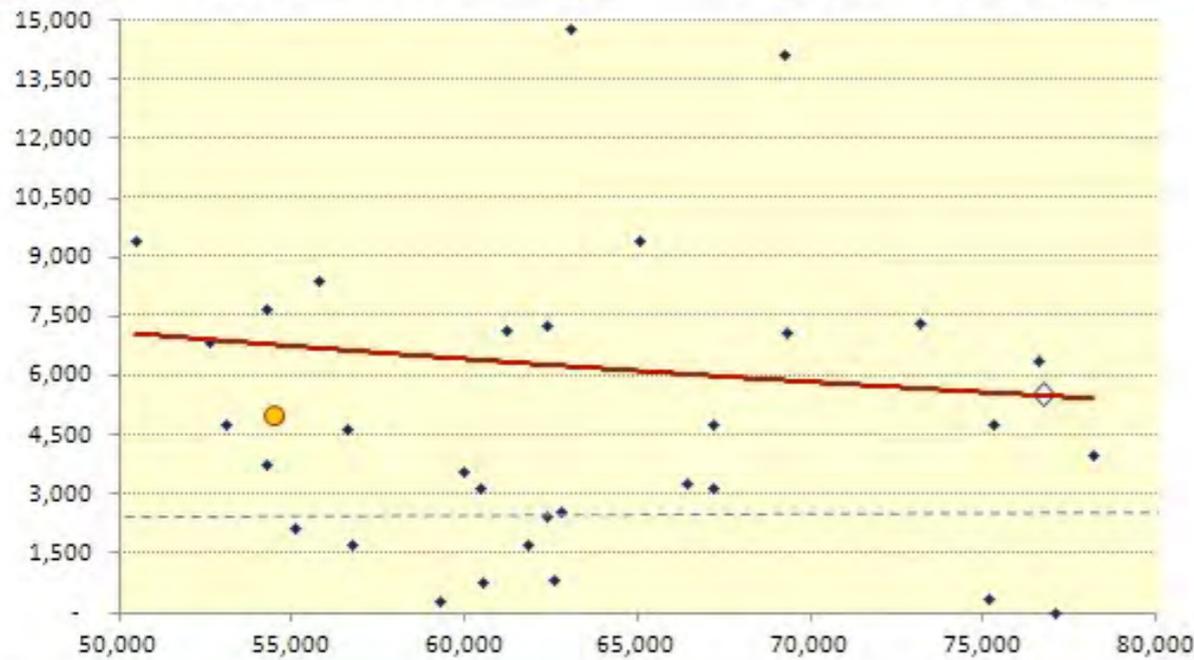
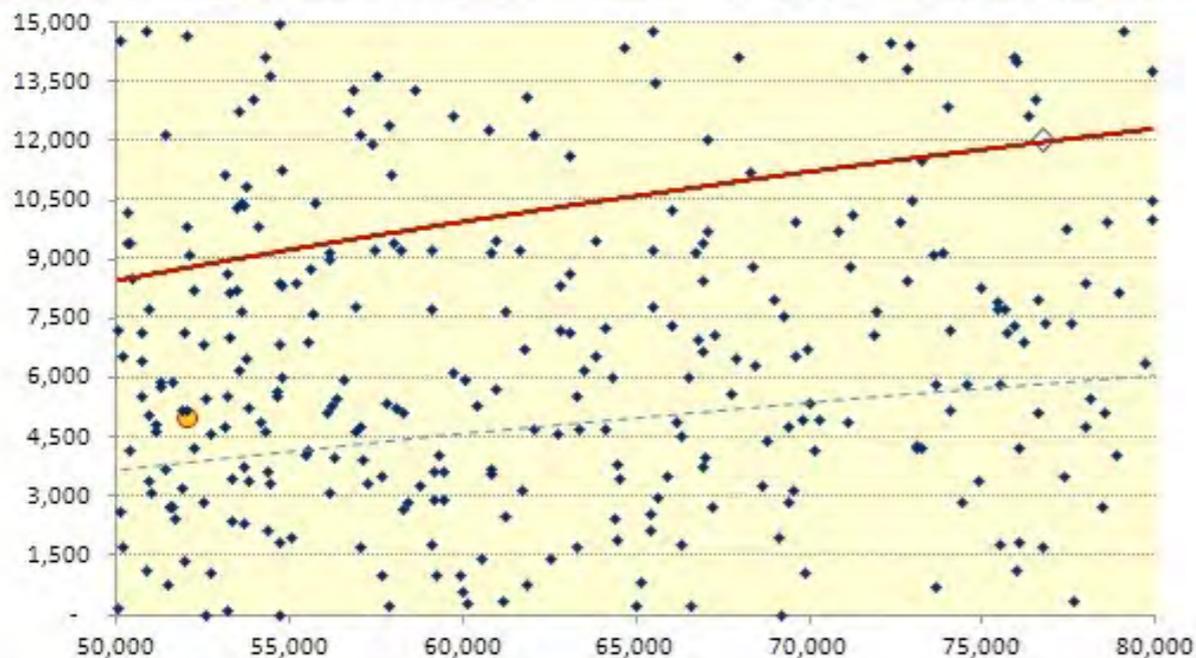


FIGURE 3e

POPE COUNTY LIBRARY SYSTEM
COMPARATIVE BENCHMARK ANALYSIS U.S. libraries / 50,000 to 80,000 population

Video recordings held

U.S. libraries / 50,000 to 80,000 population



Non-Print Holding as a Percentage of Print

- This metric illustrates the relative composition of the library's collection, the balance between traditional print collections on the one hand and nonprint holdings on the other; a low result indicates the library's collections are balanced in favor of print holdings, while a high result indicates the library's collections favor nonprint materials.
- Pope County places below the trendline against all five cohorts.
- The cohort Arkansas libraries serving 50,000 to 80,000 population and Regional libraries serving 50,000 to 80,000 population again show an inverse relationship between population served and this metric, although in the case of this particular metric the expectation of a positive relationship is not as strong.

FIGURE 4a

POPE COUNTY LIBRARY SYSTEM
COMPARATIVE BENCHMARK ANALYSIS All libraries in Arkansas

Nonprint as percent of print
All libraries in Arkansas

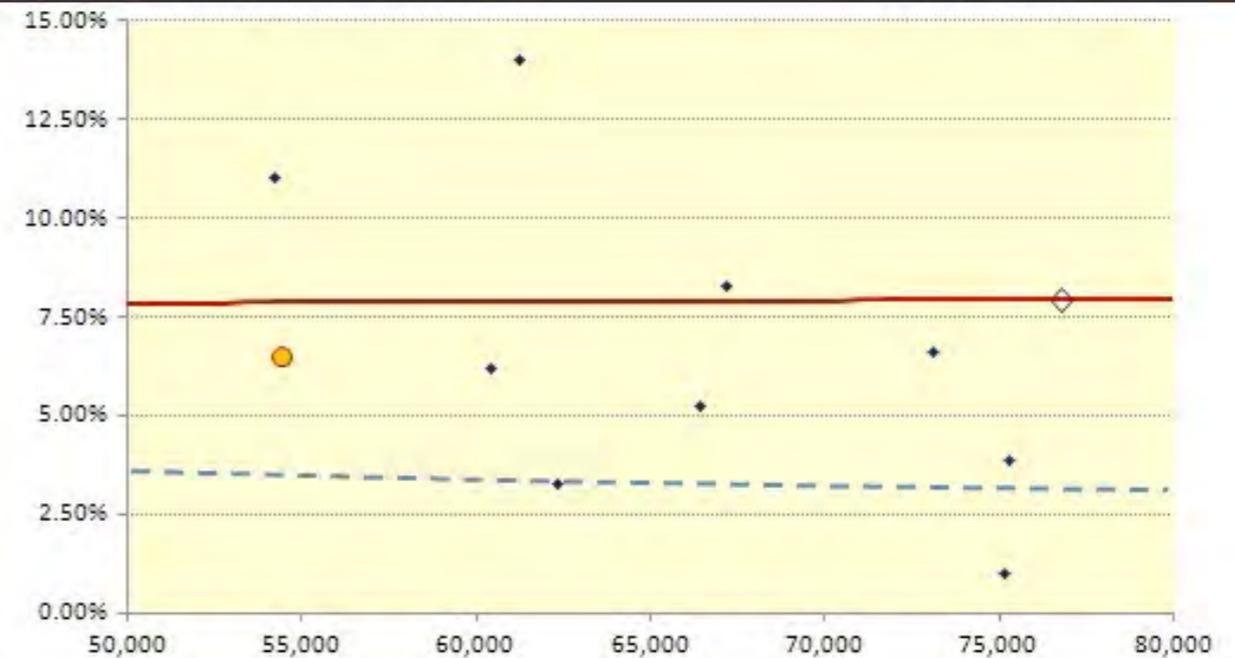


FIGURE 4b

POPE COUNTY LIBRARY SYSTEM
COMPARATIVE BENCHMARK ANALYSIS Arkansas libraries / 50,000 to 80,000 population

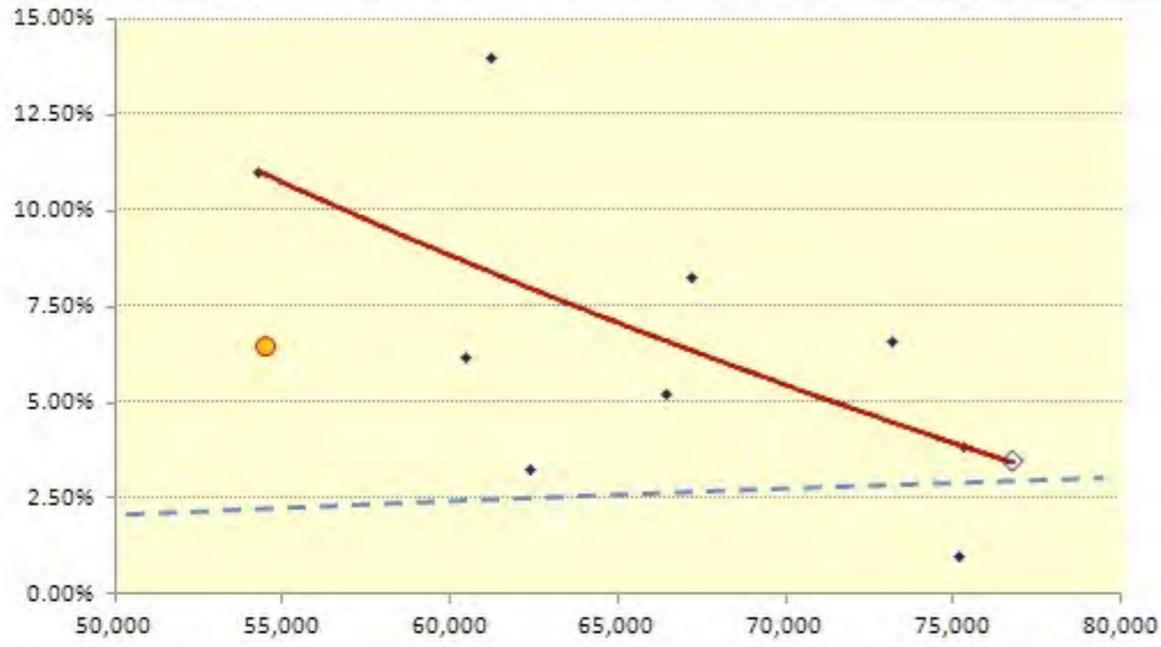


FIGURE 4d

POPE COUNTY LIBRARY SYSTEM
COMPARATIVE BENCHMARK ANALYSIS Regional libraries / 50,000 to 80,000 population

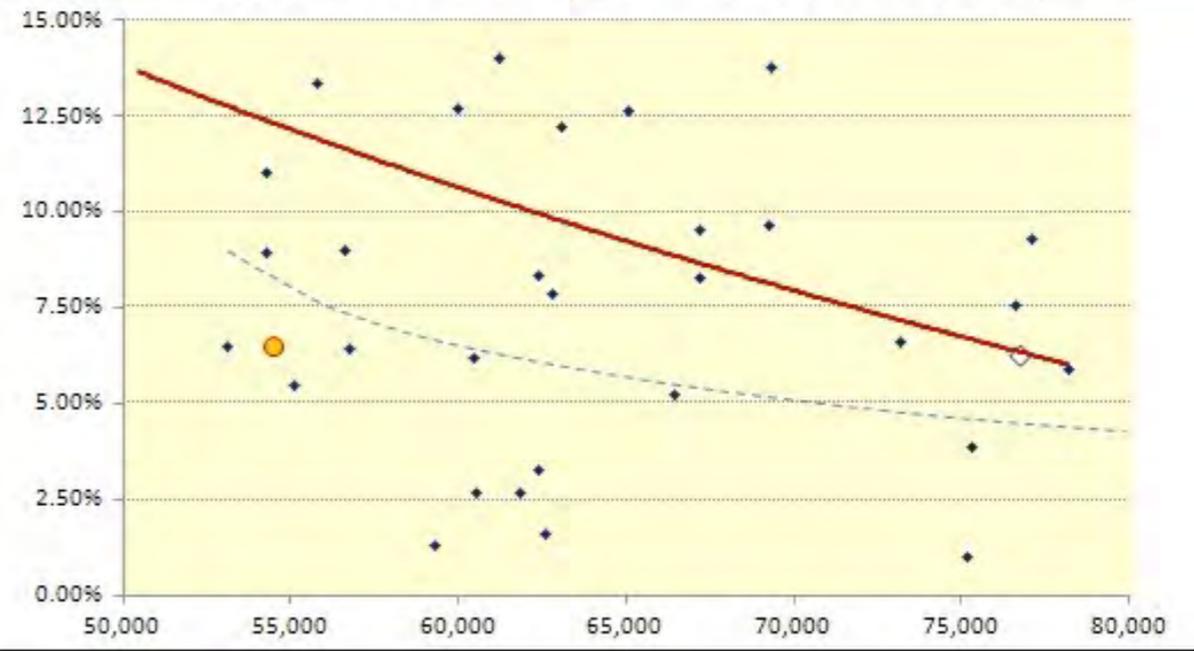


FIGURE 4c

POPE COUNTY LIBRARY SYSTEM
COMPARATIVE BENCHMARK ANALYSIS All libraries in the region

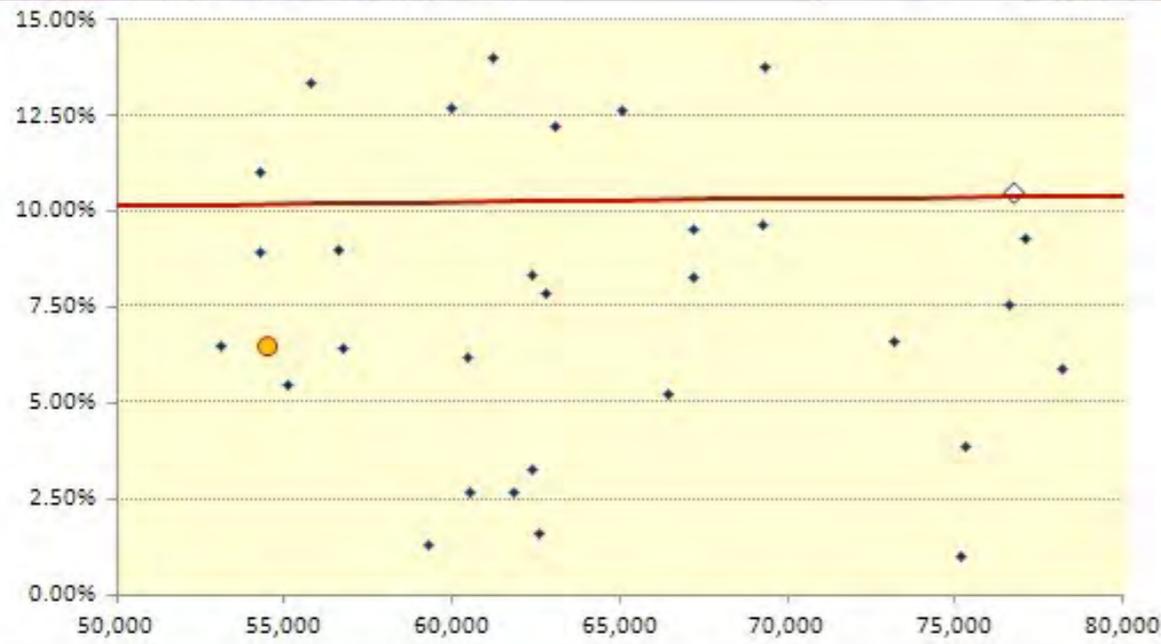
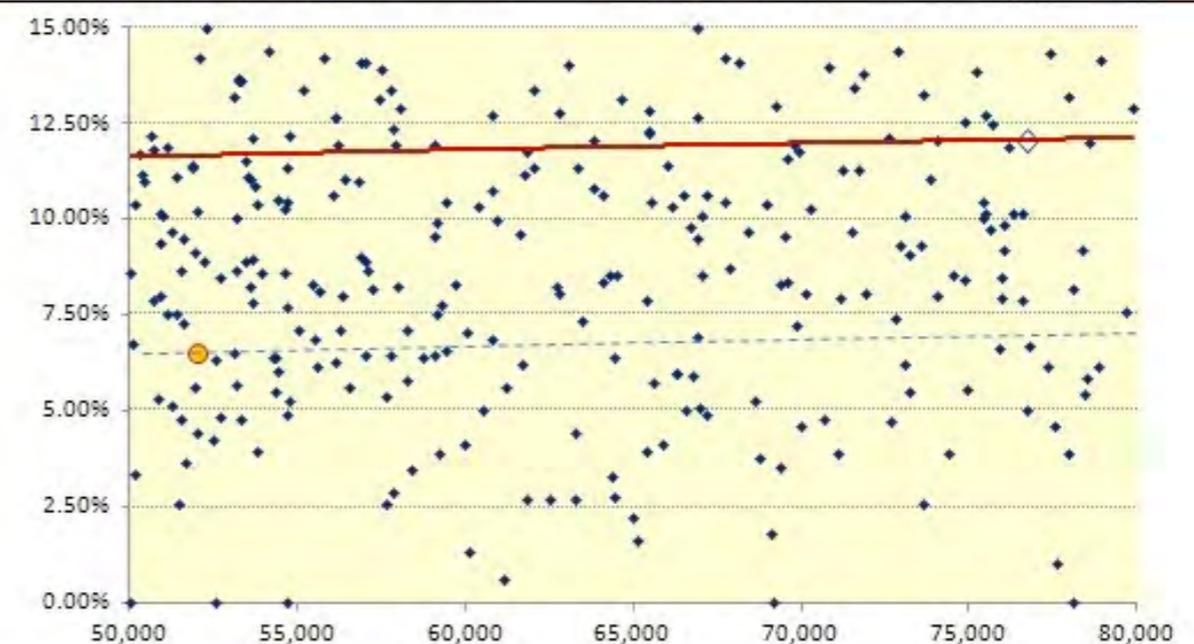


FIGURE 4e

POPE COUNTY LIBRARY SYSTEM
COMPARATIVE BENCHMARK ANALYSIS U.S. libraries / 50,000 to 80,000 population



Magazine Titles Received

- Pope County places above the trend-line against three of the five cohorts – all libraries in Arkansas, Arkansas libraries serving 50,000 to 80,000 population, and Regional libraries serving 50,000 to 80,000 population; this may be owing to the presence of the genealogy / local history collection at Russellville (such collections often contain a high proportion of journal holdings) or it may be due to the fact that the library operates more facilities than do its peers when measured against at least two of the five cohorts.
- In most of the cohorts, the historical trendline is above the current trendline, an indicator of a broad trend in public libraries over the last ten years to decrease magazine inventories as this literature becomes more available in electronic form.

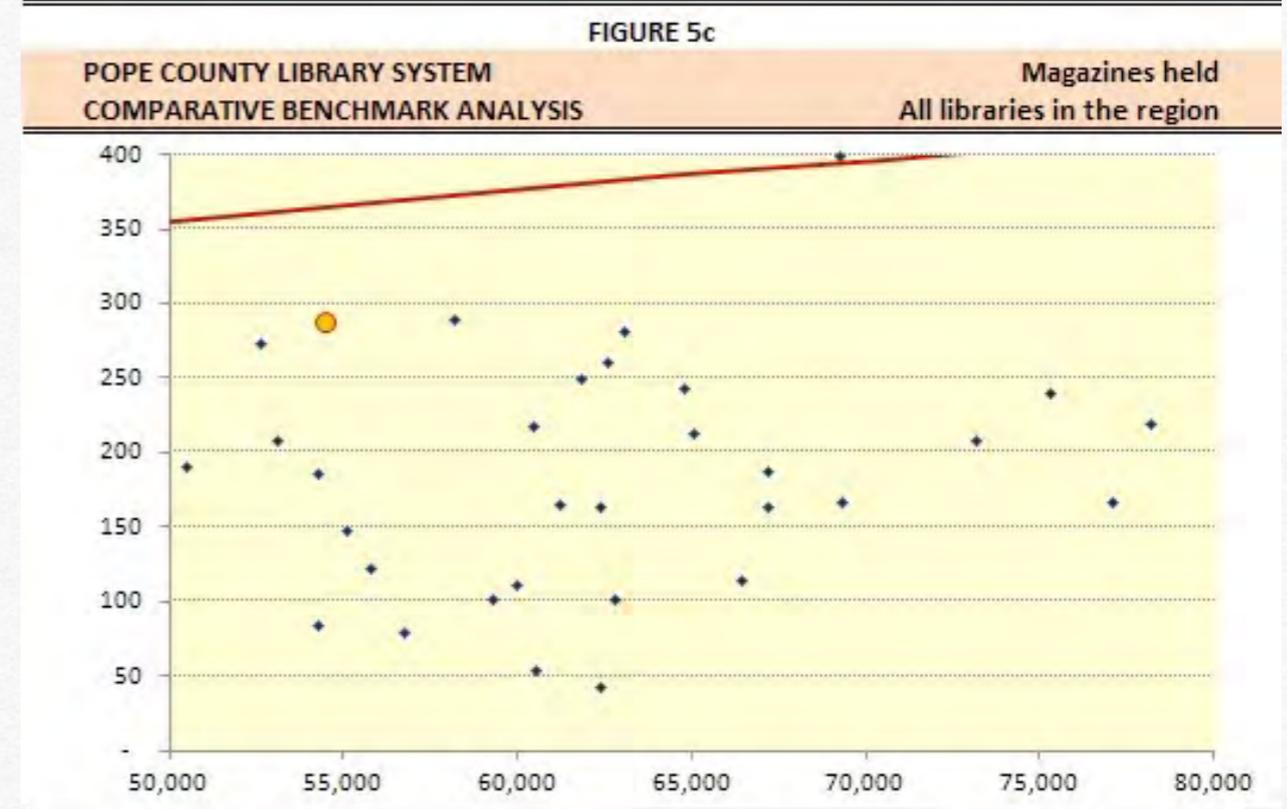
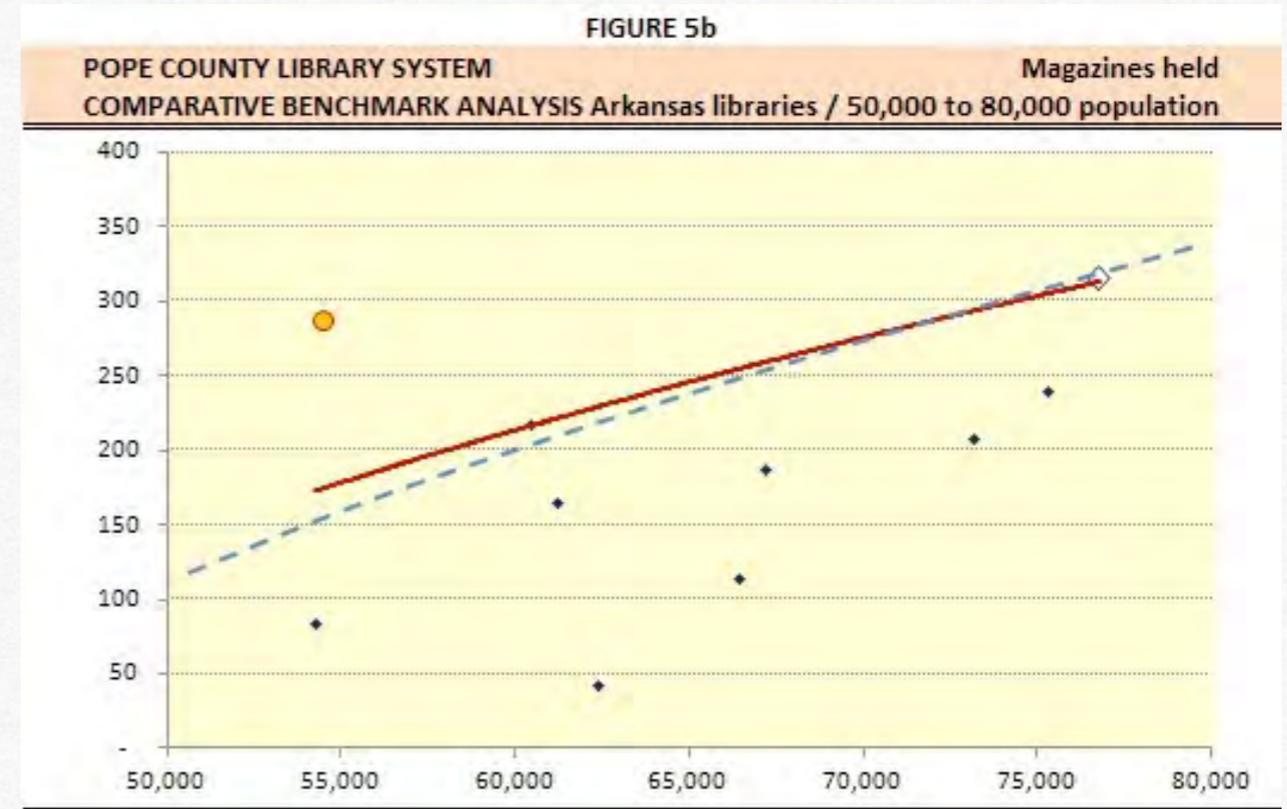
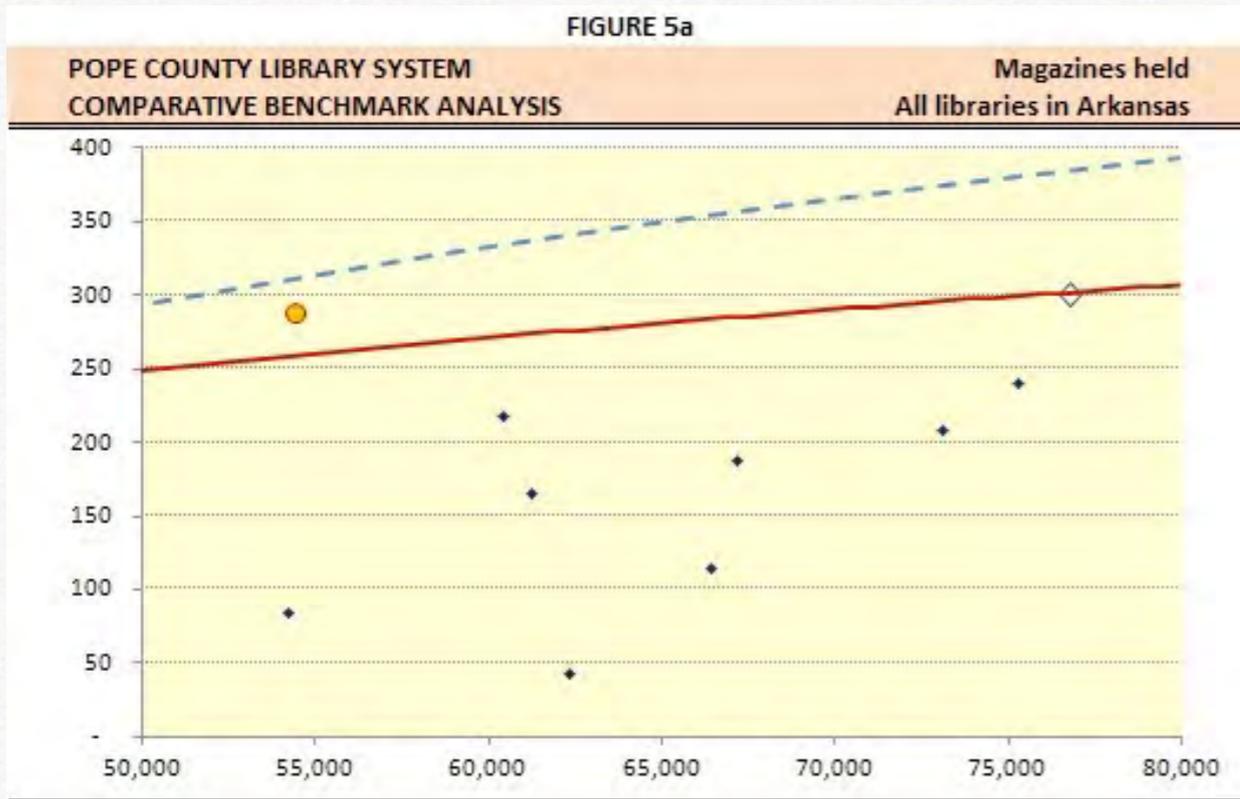


FIGURE 5d

POPE COUNTY LIBRARY SYSTEM
COMPARATIVE BENCHMARK ANALYSIS Regional libraries / 50,000 to 80,000 population

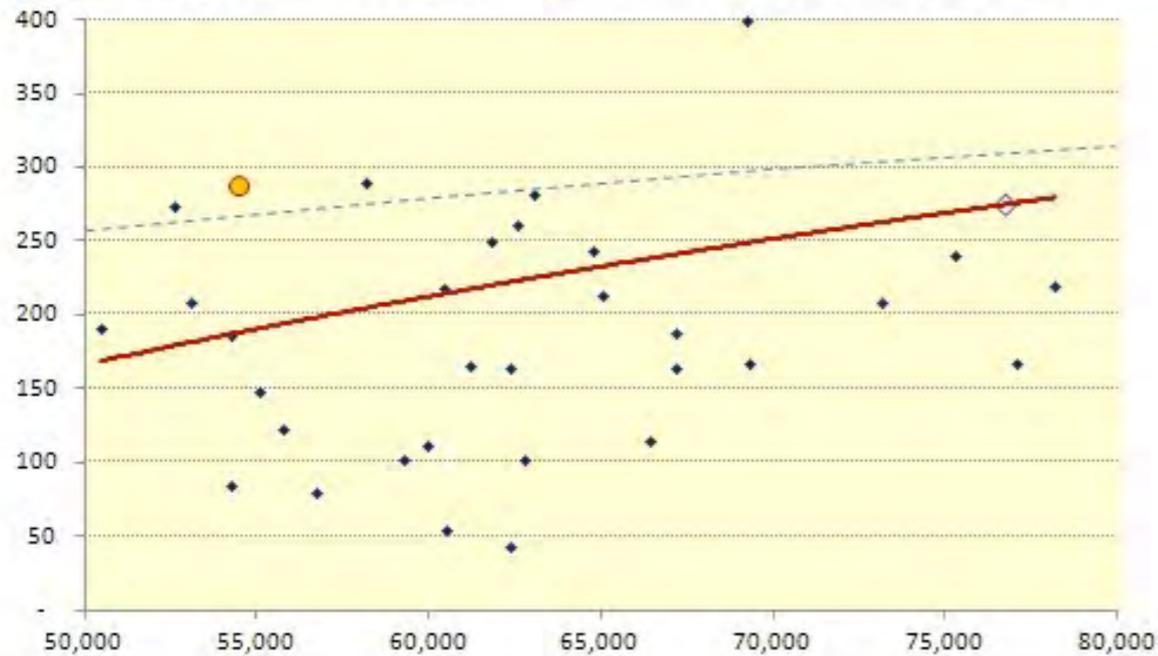
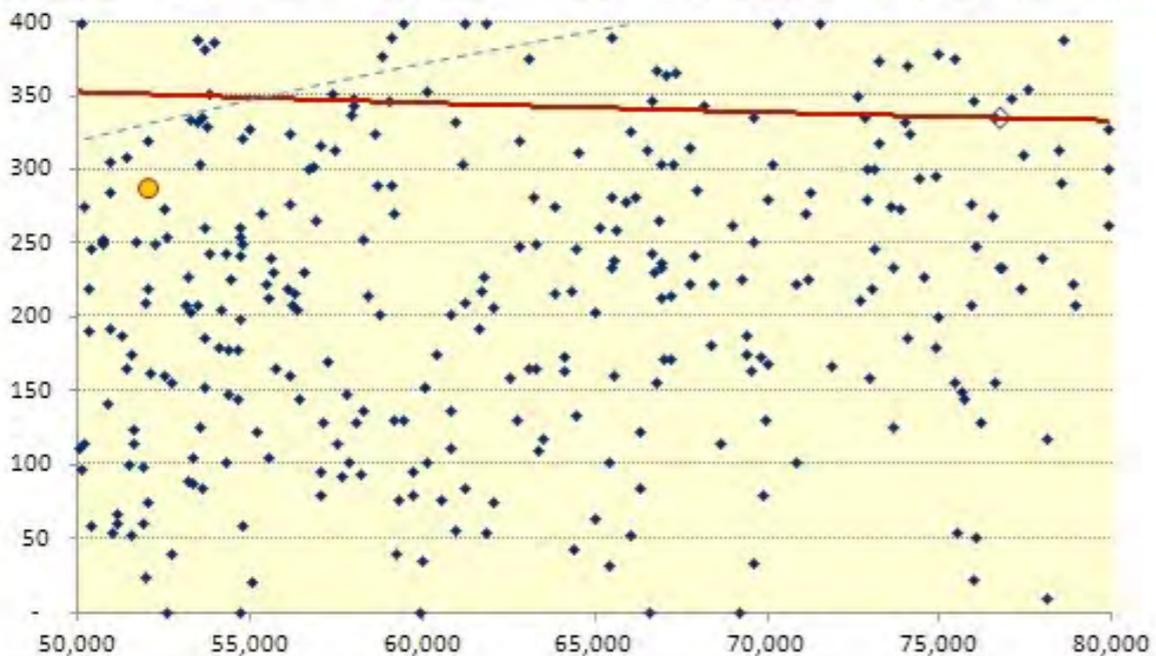


FIGURE 5e

POPE COUNTY LIBRARY SYSTEM
COMPARATIVE BENCHMARK ANALYSIS U.S. libraries / 50,000 to 80,000 population



Public Use Computers

- Pope County places below the trendline against all five cohorts.
- All five cohorts exhibit a positive relationship between population served and their public computer inventories.
- Against all of the metrics reported here, this measure shows the greatest shift across all of the cohorts between the historical trendline and the current trendline, a broad indicator of the efforts public libraries in Arkansas, the region, and across the country have made to expand these inventories in order to provide suitable access to electronic information resources.

FIGURE 6a

POPE COUNTY LIBRARY SYSTEM
COMPARATIVE BENCHMARK ANALYSIS PCs for public use
All libraries in Arkansas

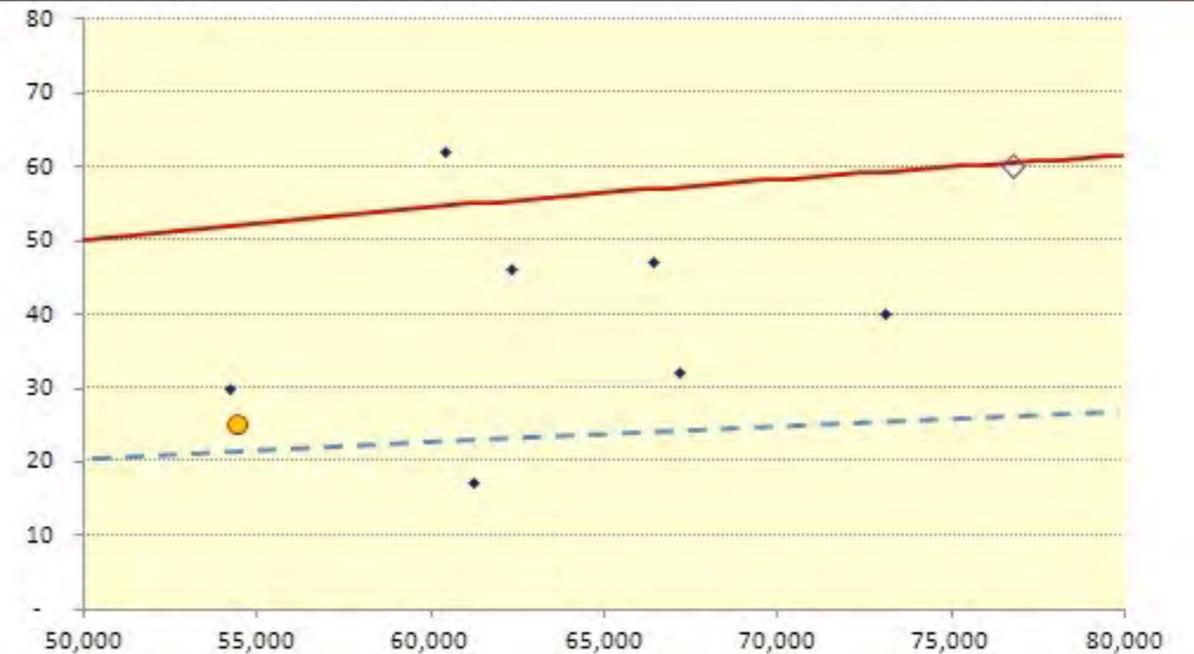


FIGURE 6b

POPE COUNTY LIBRARY SYSTEM
COMPARATIVE BENCHMARK ANALYSIS Arkansas libraries / 50,000 to 80,000 population

PCs for public use

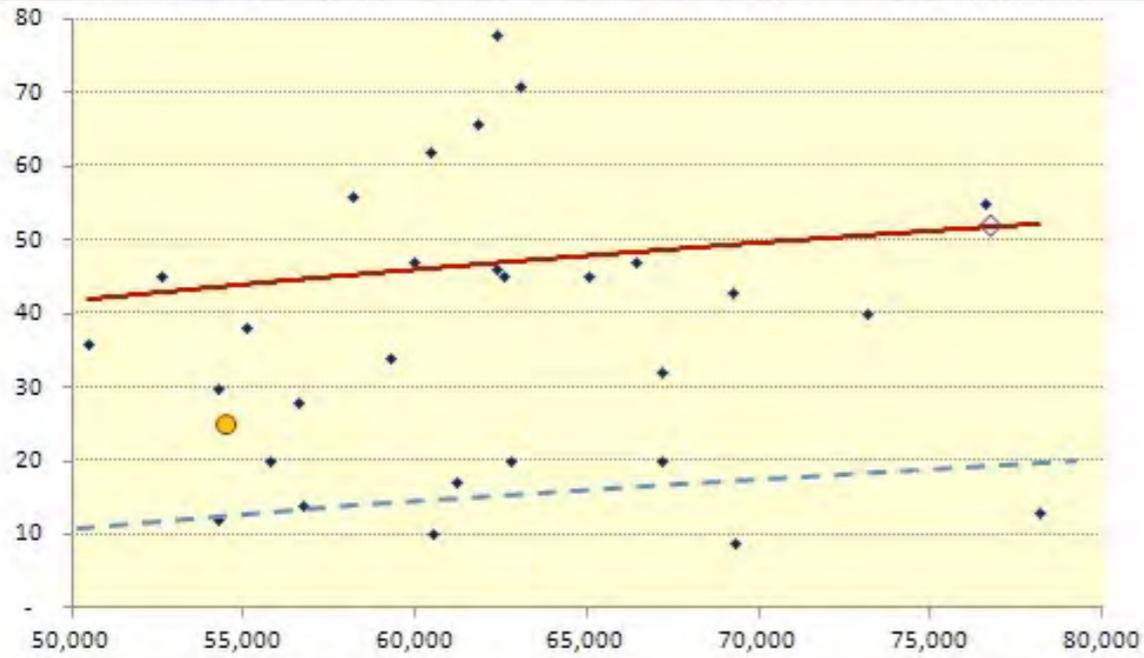


FIGURE 6d

POPE COUNTY LIBRARY SYSTEM
COMPARATIVE BENCHMARK ANALYSIS Regional libraries / 50,000 to 80,000 population

PCs for public use

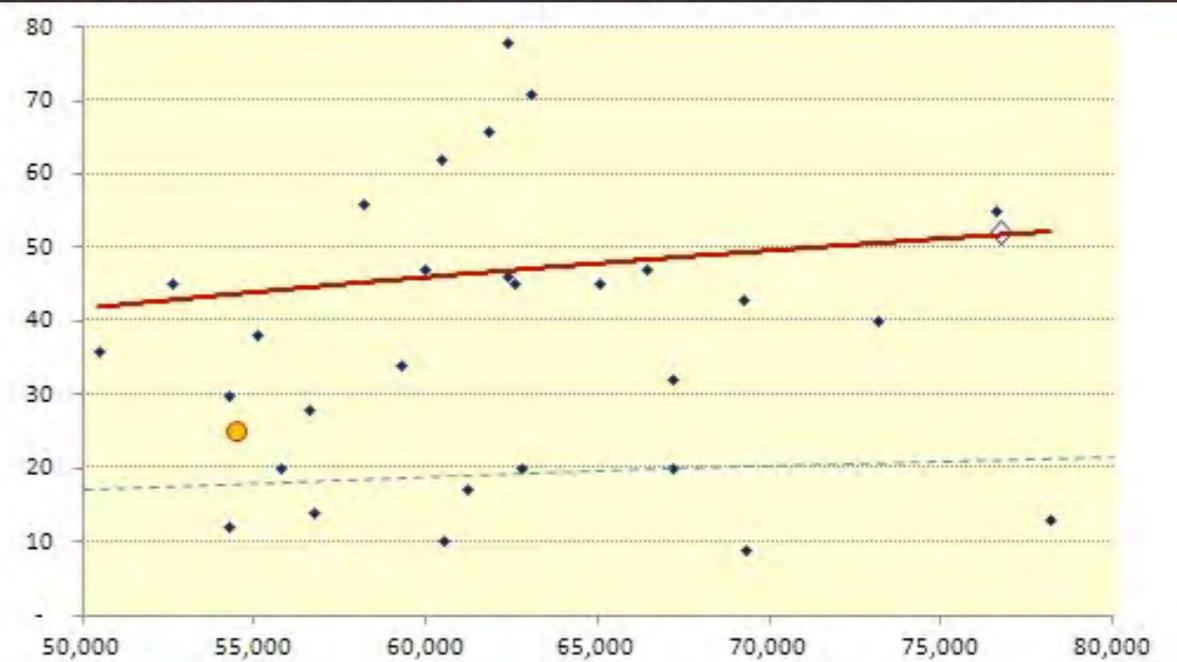


FIGURE 6c

POPE COUNTY LIBRARY SYSTEM
COMPARATIVE BENCHMARK ANALYSIS

PCs for public use
All libraries in the region

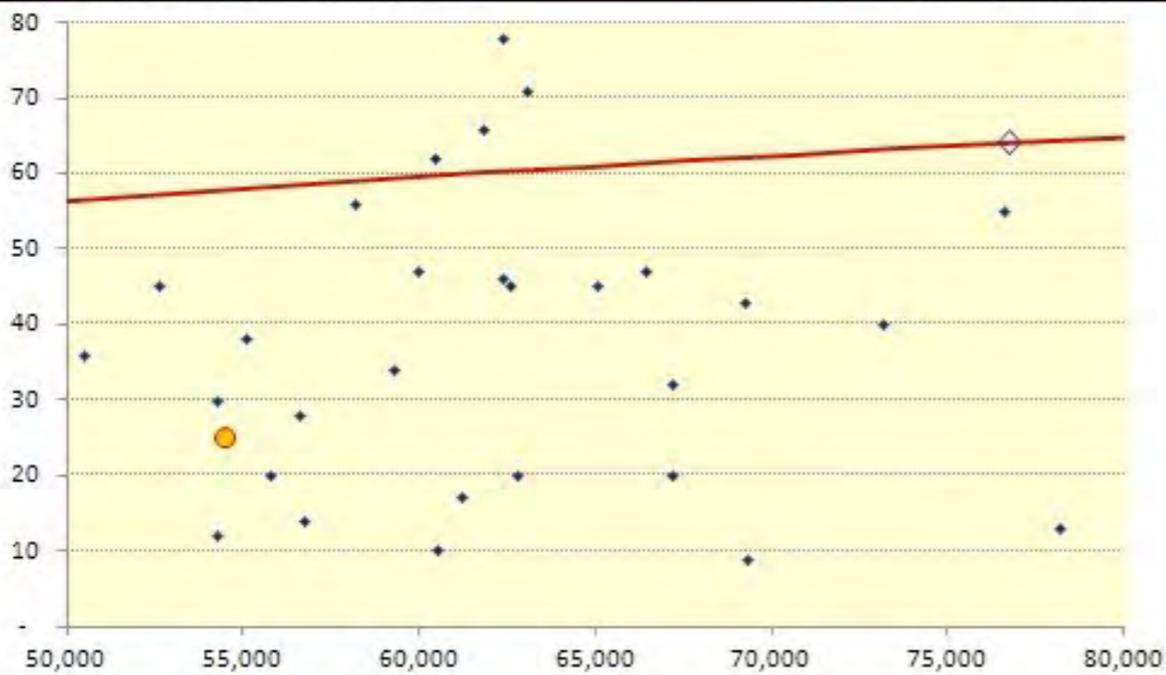
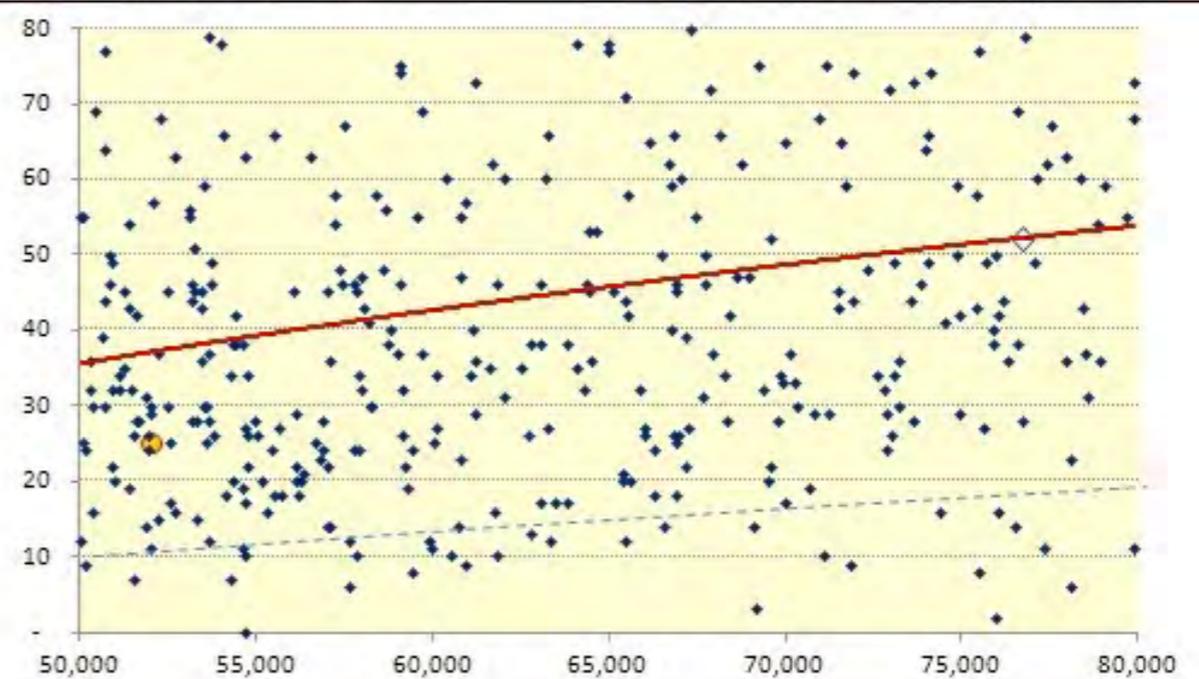


FIGURE 6e

POPE COUNTY LIBRARY SYSTEM
COMPARATIVE BENCHMARK ANALYSIS

PCs for public use
U.S. libraries / 50,000 to 80,000 population



Annual Circulation

- Pope County places below the trendline against four of the five cohorts, although the delta between the library's placement and the trendline is not as great as has been the case in other metrics.
- Pope County places above the trendline against the cohort Regional libraries serving 50,000 to 80,000 population.
- Two cohorts – Arkansas libraries serving 50,000 to 80,000 population and Regional libraries serving 50,000 to 80,000 population – again exhibit an unexpected inverse relationship between population served and circulation; this could be the result of the relative small size of these two cohorts (there are only 11 libraries in the state cohort and 36 in the regional cohort), which makes a trendline analysis more susceptible to anomalous results reported at the low or high end of the sample cohort.

FIGURE 7a

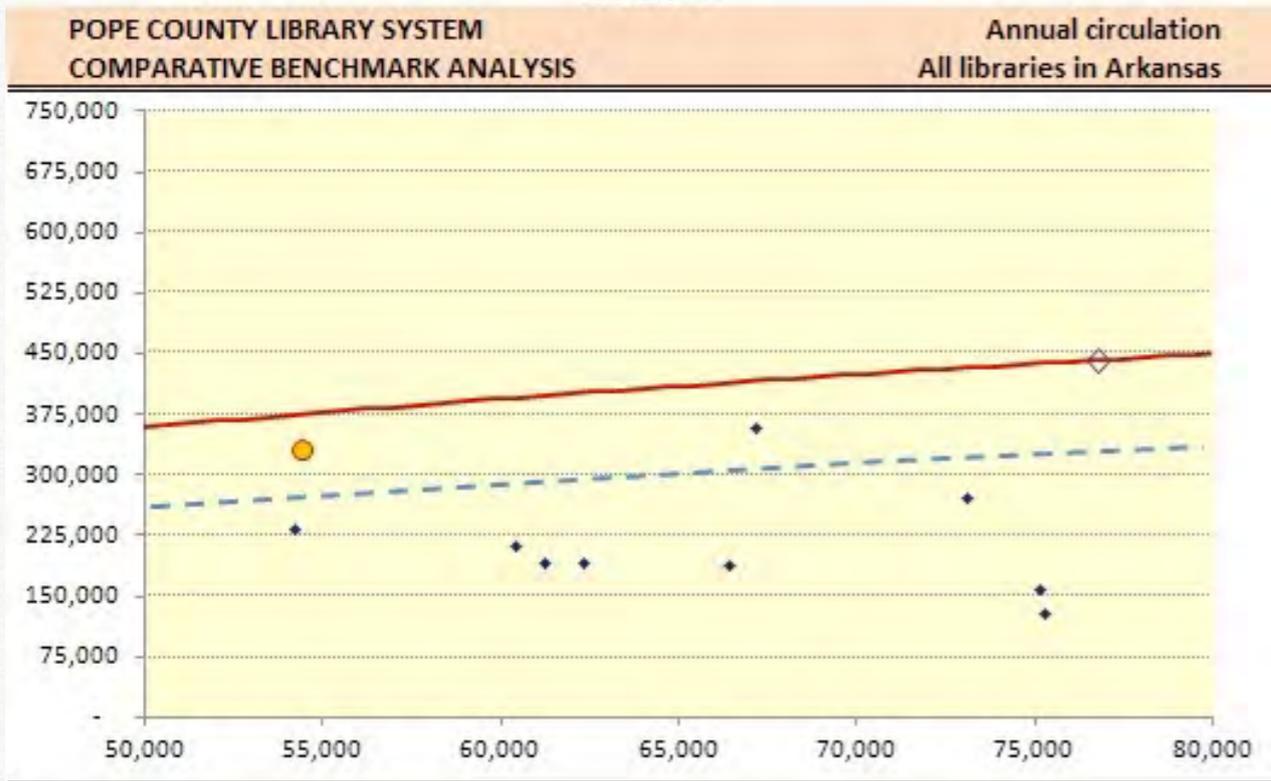
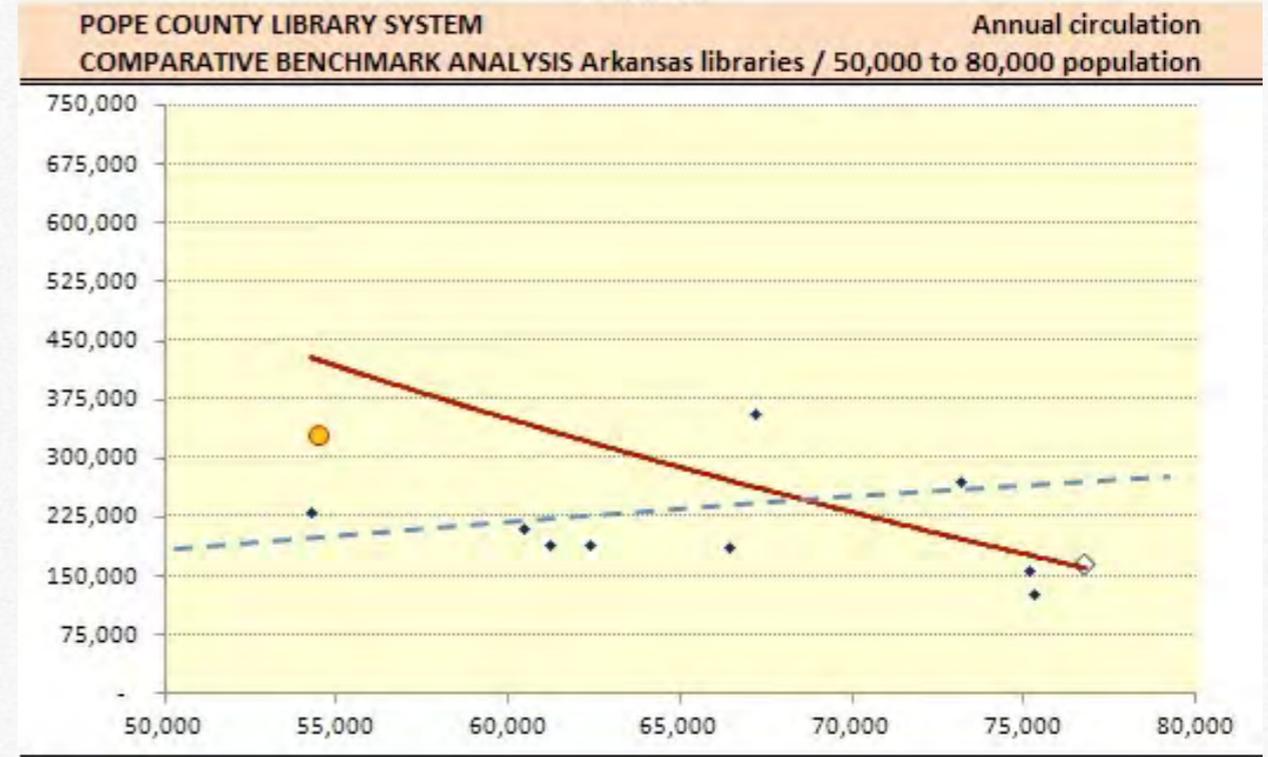


FIGURE 7b



POPE COUNTY LIBRARY SYSTEM
COMPARATIVE BENCHMARK ANALYSIS

Annual circulation
All libraries in the region

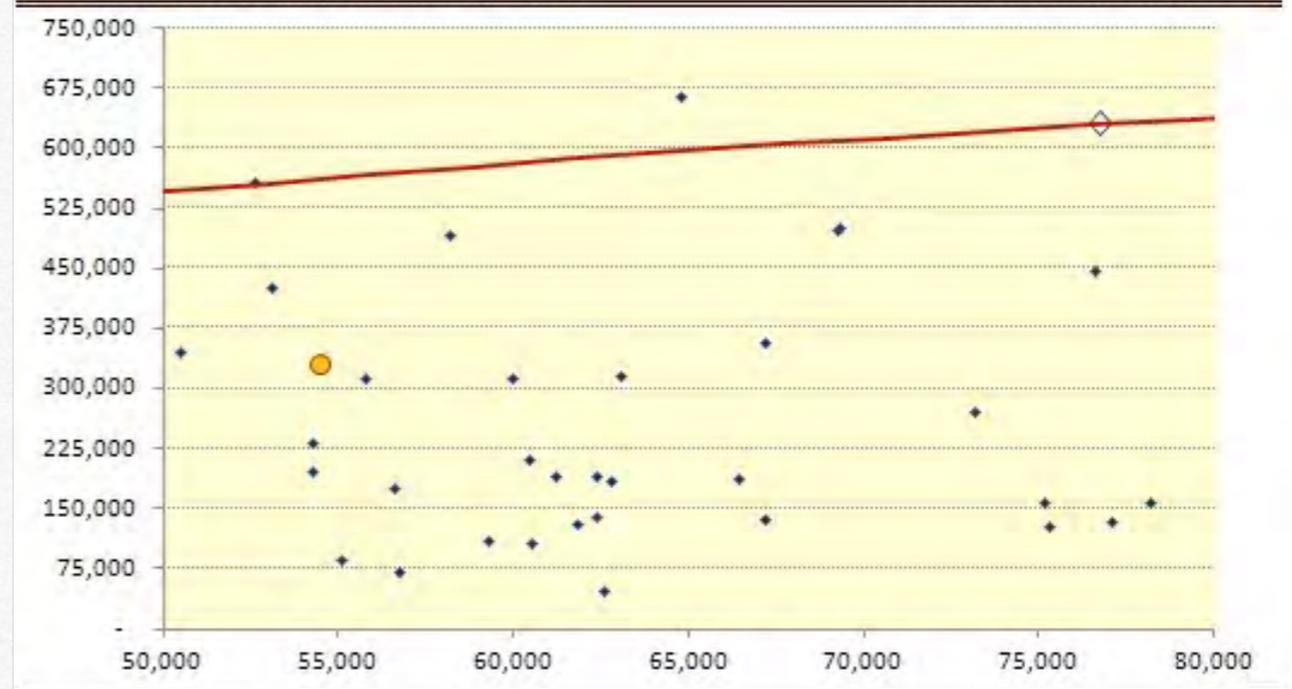


FIGURE 7d

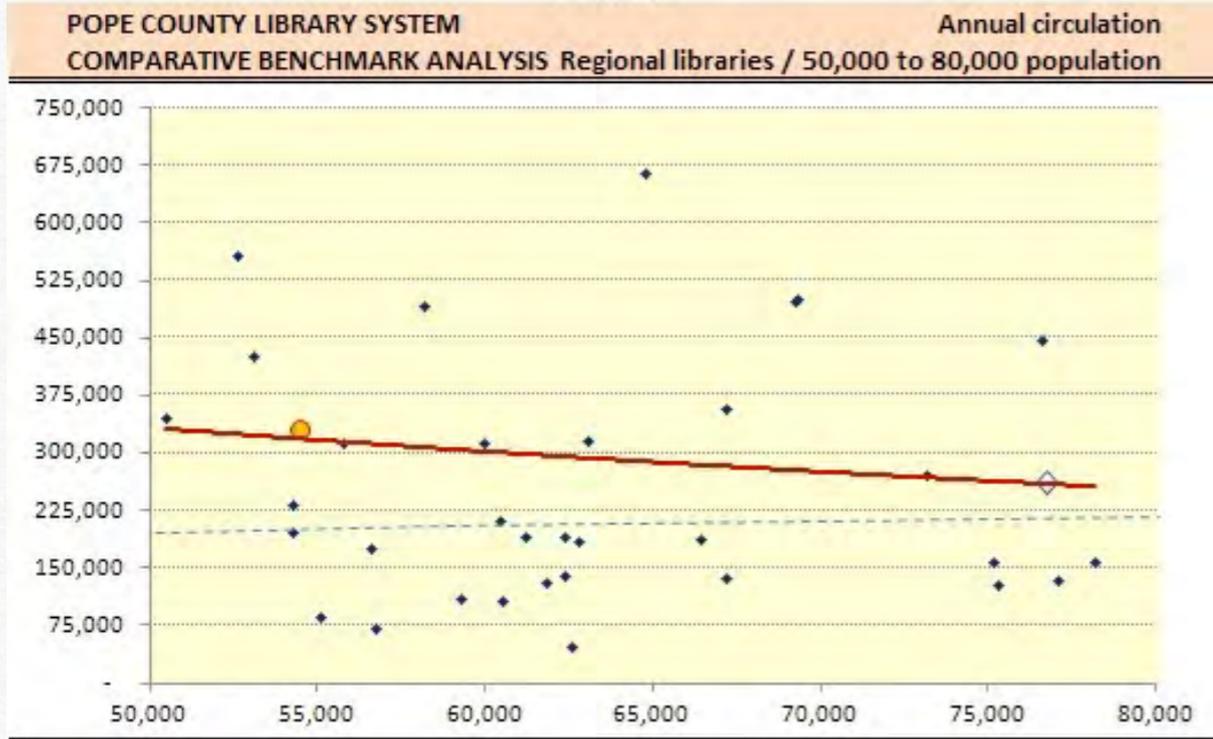
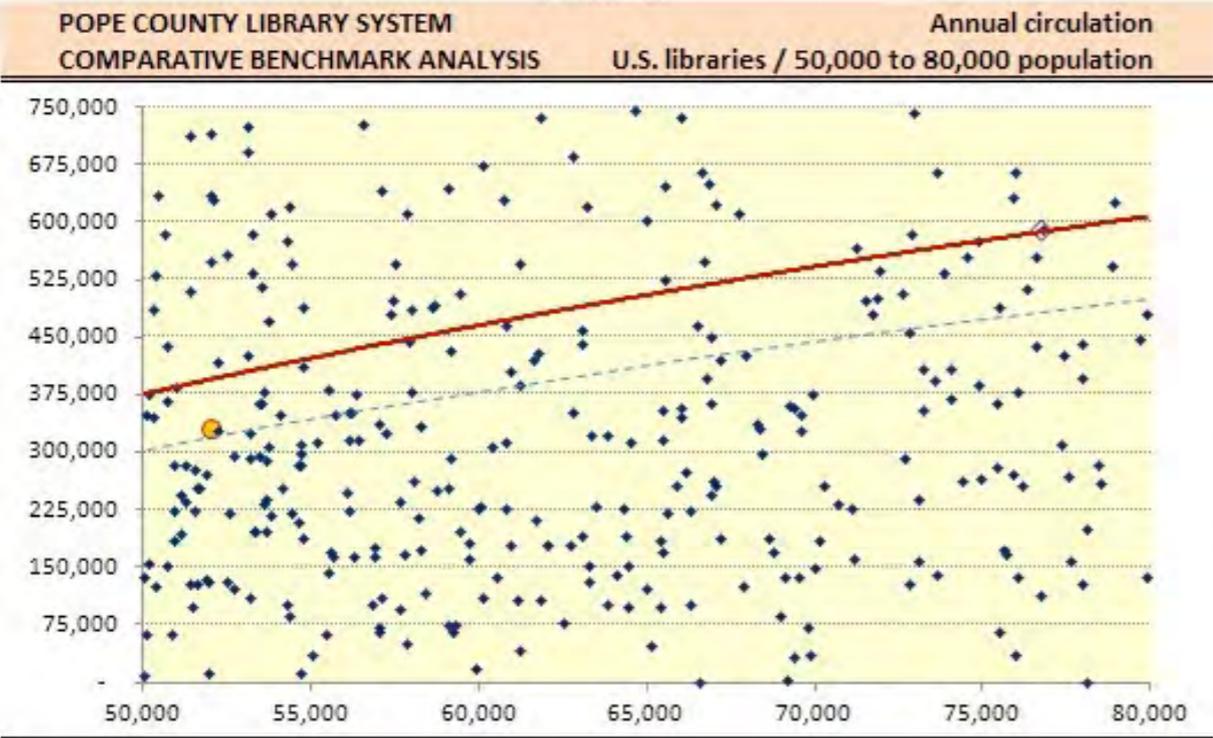


FIGURE 7e



Annual Visits

- Pope County places below the trendline against all five of the cohorts.
- Again the same two cohorts exhibit an uncustomary inverse relationship between population served and the number of annual visits.
- In all five cohorts, the current trendline is above the historical trendline, indicating a broad-based increase in library visits among all of the study cohorts.

FIGURE 8a

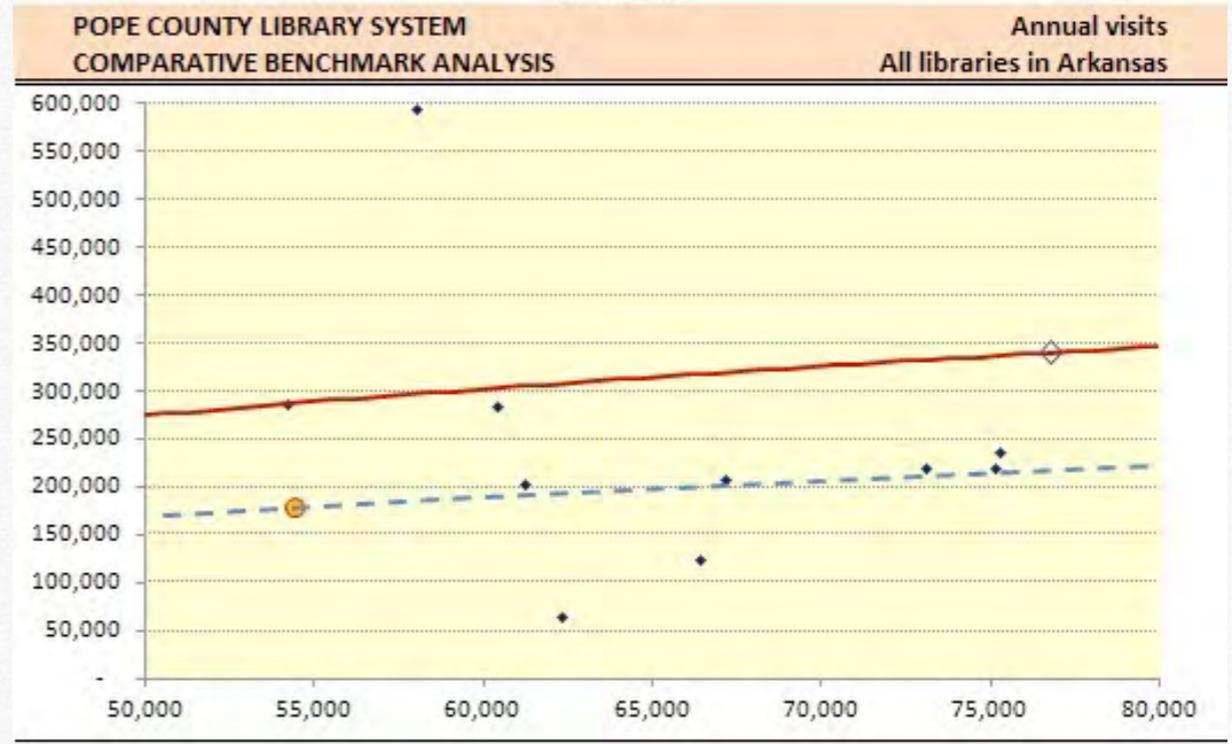


FIGURE 8b

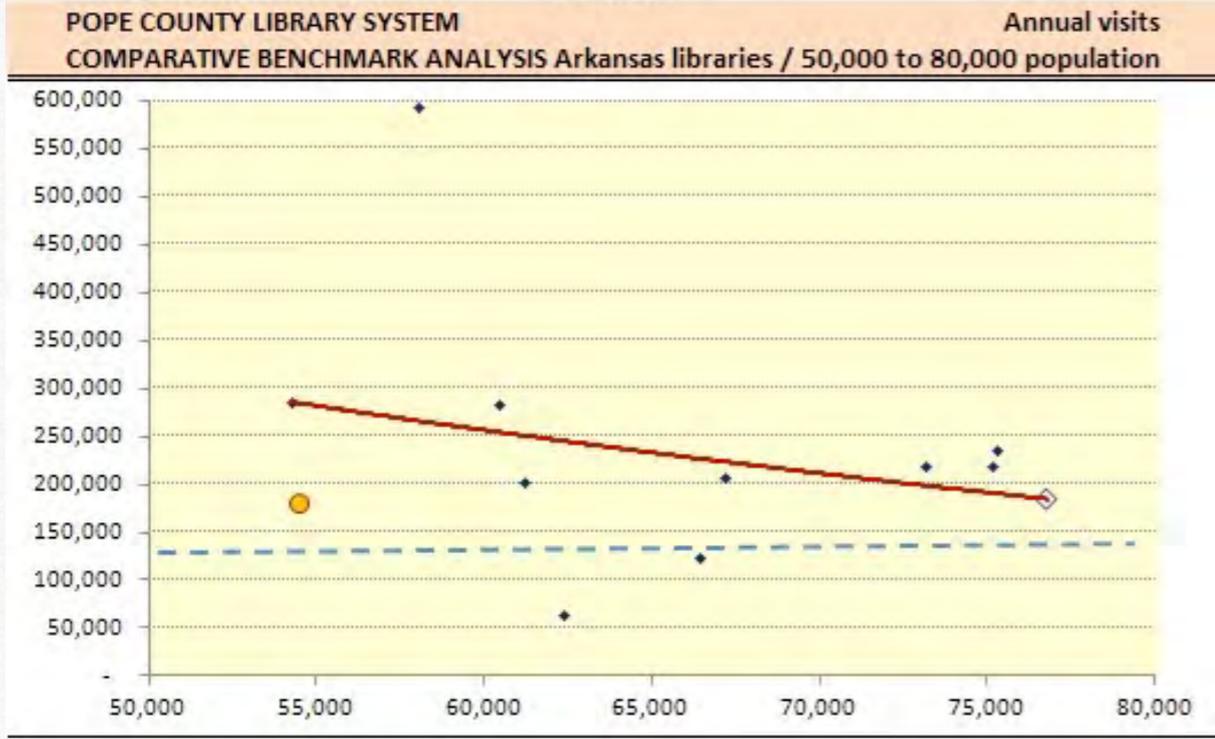


FIGURE 8d

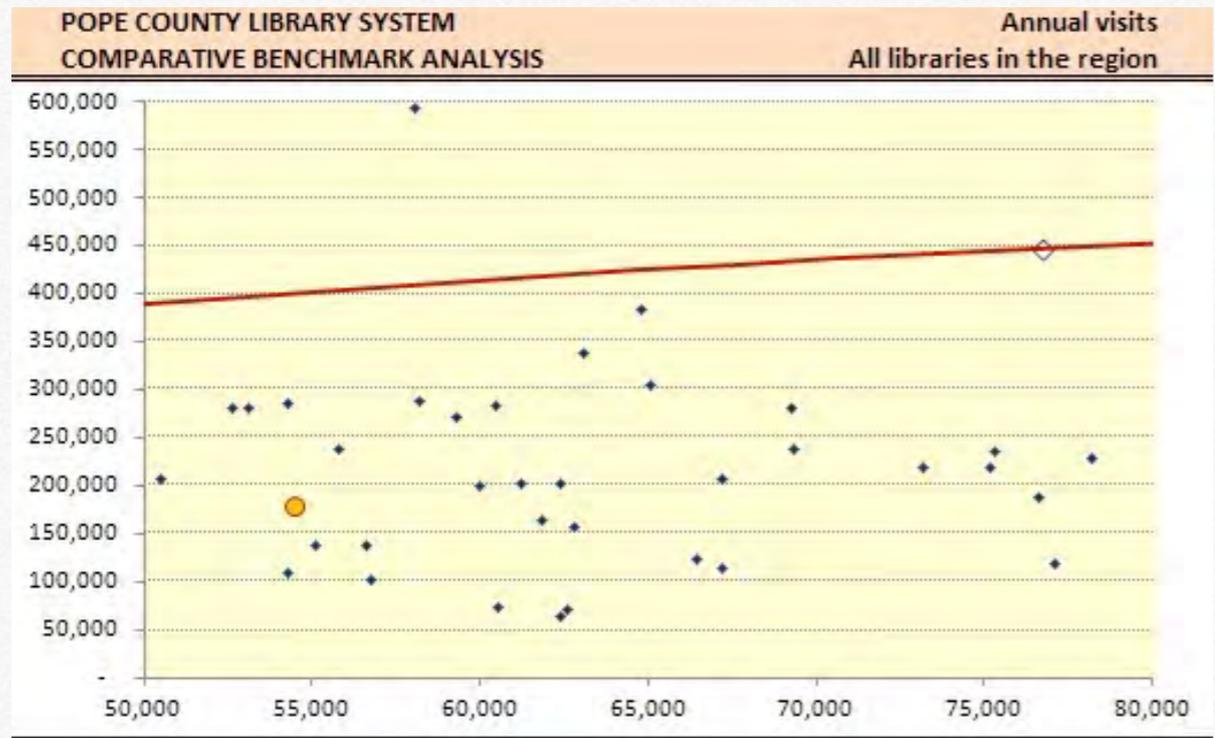
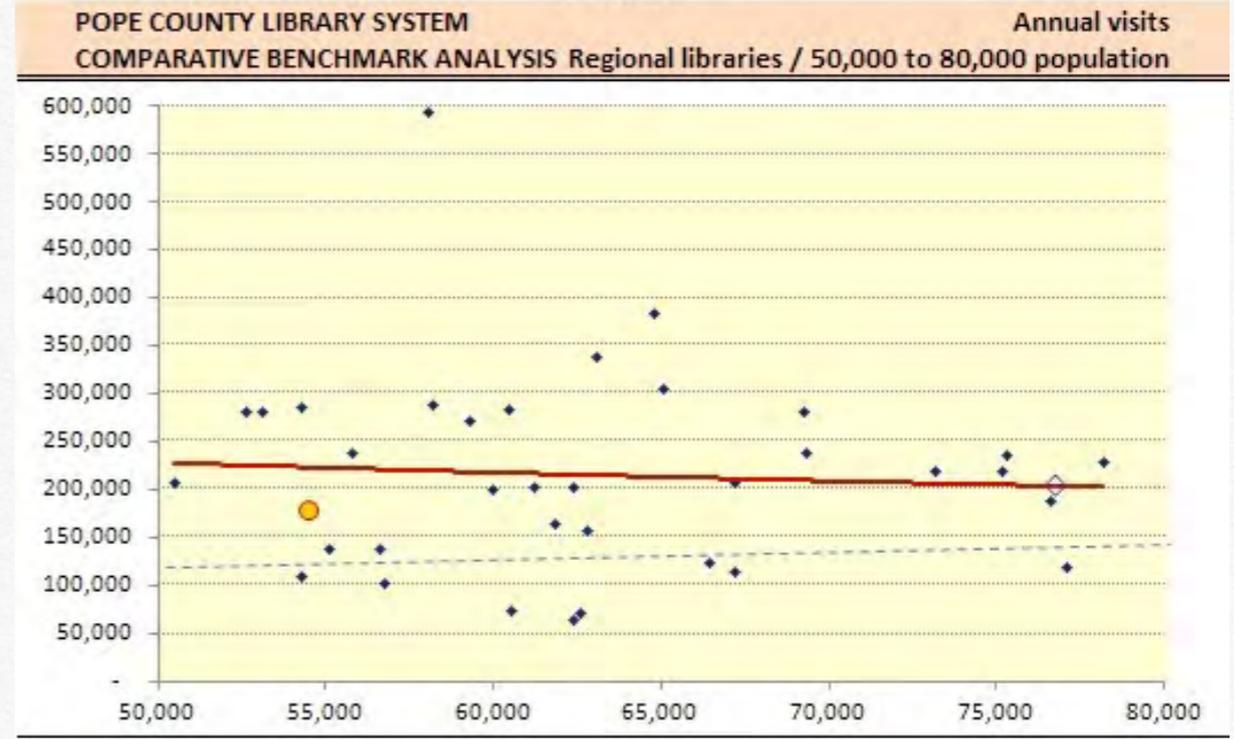
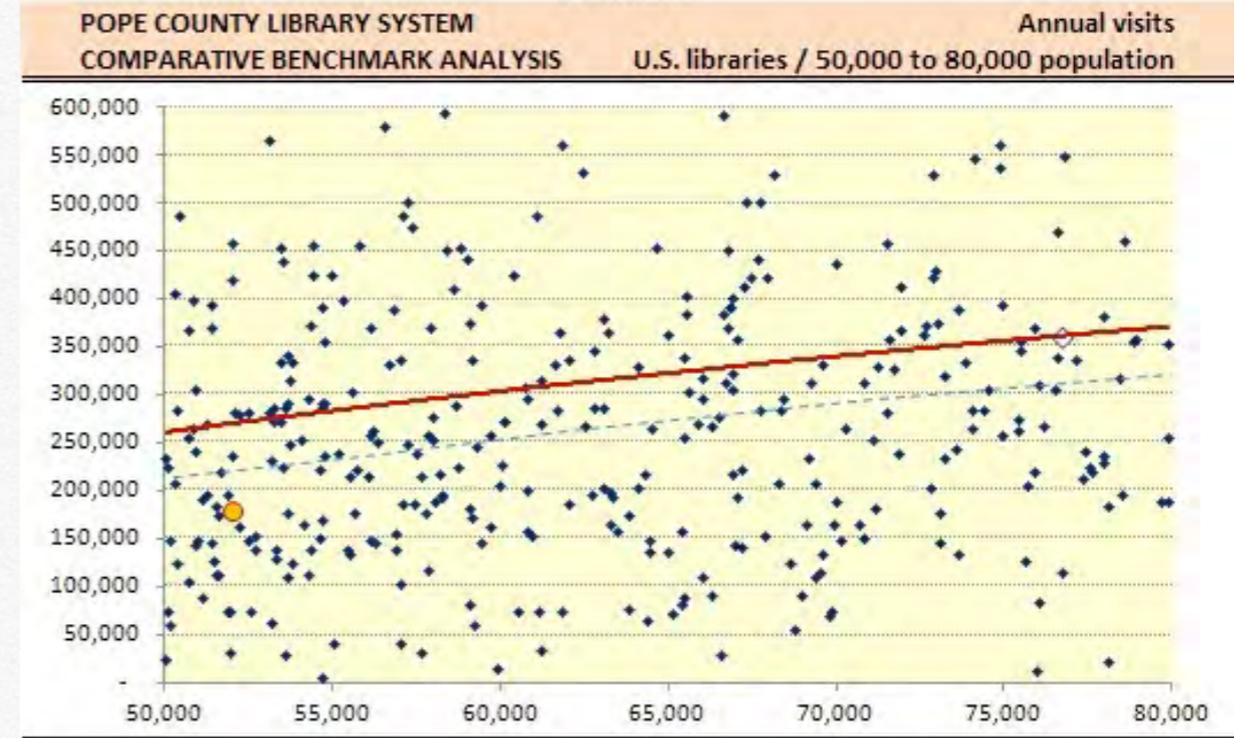


FIGURE 8e



Library Service Goals and Space Needs: A Planning Model

This appendix outlines a methodology for calculating a library's space needs based on its projected service goals. The methodology is organized around seven standard types of floor space, with an added, eighth component to accommodate a "tailoring allowance" and a ninth component for "dedicated allowances"

- A.1 Housing the collection
- A.2 Housing computers for public use
- A.3 Supporting readers using the library
- A.4 Supporting staff work routines
- A.5 Supporting library program activities and meetings
- A.6 Providing for "special use" support functions
- A.7 Providing for "nonassignable" support functions
- A.8 Tailoring allowances
- A.9 Dedicated allowances

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

When a library presents unusual or extraordinary conditions, this methodology should be adapted to reflect the practical impact of those special conditions. A library wishing to house a large portion of its collection on compact, mobile shelving could reasonably expect to achieve a higher collection density and require less square footage for its collection than would be calculated using this methodology. A library that plans to support long-term / day-long research use might plan on providing all of its seating in oversized study carrels to accommodate the needs of researchers, and could reasonably apply a larger space allocation per reader seat than is recommended here. A library that needs to incorporate a garage could add a special, or dedicated,

allocation to this assessment for that feature, to reflect the fact that including a garage would otherwise skew the ordinary calculation of nonassignable space.

A.1 Housing the Collection

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

A.1.1 Books

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

An optimum estimate of library shelving capacity is 10.00 volumes per square foot. Ten volumes per square foot supports a setting that allows an aisle of 42" or even 48" – wider than the bare minimum 36" required by the Americans with Disabilities Act. Shelving units will be shorter than might otherwise be found in a library – as low as 72" tall rather than the more traditional heights of 84" or 90" – so that all of the shelving can be more easily reached by all of the library's clientele. Each individual shelf will be planned with a more generous "working capacity" – meaning that more of each shelf will be reserved to accommodate day-to-day shifting and use of the collection, which also makes the stacks easier for patrons to use. There will be more opportunities to promote face-out marketing display for the collections. In general, this optimum allocation of 10.00 volumes per square foot establishes the best possible balance between a setting that provides a reasonable collection capacity while maximizing patrons' ease of use.

Alternately, a library can opt to pursue more assertive strategies to house its collections, increasing the number of volumes stored per square feet and thereby decreasing the amount of floor space the collections will require. As the library in-

creases the "collection density" in this manner, the library is backing off from an optimum physical shelving environment. As the library increases the number of volumes housed per square foot, the library is more likely to deploy a narrower aisle spacing in the stacks; taller, more difficult-to-reach shelving is more likely to be used; fewer display opportunities to market the collection can be provided.

A moderate estimate of collection capacity is 11.25 volumes per square feet, while a low estimate is 13.00 volumes per square foot.

Another aspect that affects the space needed to house the library's collection is the fact that a portion of the library's collection is in circulation at any given time. A library doesn't necessarily have to provide on-shelf space for its entire holdings because some of the collection is being housed in patrons' homes and offices. Although seasonal variations in use levels will produce fluctuations in the percent-in-circulation, a general allowance of 10% will acknowledge in a general way this factor (e.g., a library with a collection of 200,000 volumes might plan floor space to house a collection of 180,000 volumes). Of course, a library's circulation records can be examined to determine an even more accurate, use-based estimate of the proportion of its collection in circulation and "off-shelf" at any given time.

For a larger collection (defined here as 100,000 volumes or more) an allowance for a percent in circulation can produce a notable reduction in the gross area needed, and libraries with holdings of that scale are encouraged to apply this percent-in-circulation factor to space needs calculations. Obviously, the same real-world condition applies to a smaller collection, but in these cases the library will gain useful "maneuvering room" in the design if the space allowances are scaled to accommodate the entire collection. The application of a percent-in-circulation becomes an optional consideration for a smaller library.

A.1.2 Nonprint

Audiovisual collections today appear in five major formats – videocassettes, DVDs, audio cassettes, compact discs, and CD-ROMs. In a continually shifting landscape, the typical library should plan to provide all five in the near term.

There is clear evidence from the marketplace, however, that analog / tape formats are being displaced in favor of digital / disc formats.

- Major retailers like Best Buy and Wal-Mart have long ago diminished or eliminated shelf space for movies on VHS tape.
- According to Wikipedia, DVD rentals in the U.S. surpassed VHS rentals in 2003; most major film studios abandoned VHS releases by 2006.
- Late in 2008, the *Chicago Tribune* reported that “the final truckload of VHS tapes rolled out of a ... warehouse run by ... the last major supplier of the tapes” (http://archives.chicagotribune.com/2008/dec/27/nation/chi-vhs_bddec28)
- As more and more new cars come with CD players in lieu of cassette players, the audiobook market has come to favor disc formats; CDs now account for more than 75% of audiobook sales.

Looking ahead, the marketplace is likely to become even more complicated as digital and downloadable formats become more popular. Streaming media alternatives are likely to offer additional, new avenues for the distribution of nonprint content.

Still, in the near term, many of the library’s patrons have and use tape formats and the library will need to continue to support those collections, although over time that support is expected to diminish. Flexible storage and display strategies are essential if the library is to support these varying media formats.

Just as with the book collection, at the library’s option, the nonprint collection can be housed at varying “densities.” Lower density storage deploys the nonprint collection with wider, more comfortable aisles, lower, more reachable shelving, and more cover-out marketing display. Higher density storage strategies trade off the wider aisles, pa-

tron and staff convenience, and marketing display for a smaller space allocation for the collection.

An optimum allowance for housing the nonprint collection is 10.00 items per square foot; a moderate allowance is 12.50 items per square foot; and a low allowance is 15.00 items per square foot.

One key issue regarding the space needs of a nonprint collection is whether the library elects to display the collection in a single-box or double-box strategy:

- In a single-box display system (which is employed by most libraries today), the item itself is placed on the open public shelf in its display case or plastic jacket. Patrons can then browse through the collection and make their selections directly.
- A double-box system is employed when the library has a concern for the security of the collection. In this display strategy, the library keeps the original videocassette or the CD secure behind a staff service counter while a “dummy” for the item is placed on the open shelf to indicate that the original is available for loan. The patron brings the dummy copy to the service desk, where it is exchanged for the actual item and charged to the patron.

Obviously, a double-box storage and display system for nonprint materials has an impact on the library’s space needs because an allowance must be made to store both the original and the dummy copy. A double-box storage and display system also demands more staff time for the retrieval of material at the patron’s request.

A.1.3 Magazines

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

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

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

A.2 HOUSING COMPUTERS FOR PUBLIC USE

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

To that end, LPA's planning model anticipates three settings for public network stations:

- The first setting provides terminals at a standing station. This setting is meant to provide quick and ready access to digital resources. It is not meant to encourage long-term patron use. By encouraging more frequent turnover here, the standing stations will help ensure access to these electronic resources made available through these terminals.
- The second setting deploys the computer at a simple, small table or carrel. A setting like this, with a seat provided, will encourage a more extended period of use. Adjacent counter or table space will support note-taking or concurrent use of other resources from the library's collections.
- The third setting provides terminals in a more generous seated environment. Here there may be sufficient space to support additional peripherals (possibly scanners or other input devices); such stations may be fashioned as media production stations. Or they may be provided with two seats, in order to accommodate small group use (perhaps two teens working on a school project together, or a parent using the computer with a child).

As one progresses from a standing station to a sitting station, to the third, most generous, setting the space allowance per computer station increases. A unit space allocation per computer terminal will vary depending on the balance a library chooses to strike among these three "types" of settings. A unit space allocation will also be deter-

mined by economies of scale: a larger library which provides a large inventory of computers for public use is more likely to realize efficiencies in the layout of that equipment and thereby realize a smaller space allocation per computer.

An optimum allowance per computer network station for public use is 50.00 square feet. This would more likely apply to a library with a smaller inventory of computers for public use or a library that opts to provide a preponderance of its public-use computers in a "study" setting. A moderate allowance is 40.00 square feet per station. And a low allowance is 35.00 square feet per stations. On-line Public Access computer for searching the collection are included in this total.

A.3 SUPPORTING READERS USING THE LIBRARY

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

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

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

These different kinds of seating require different amounts of space. An allowance of 25.00 square feet per seat should be made for seating at reading tables. Lounge seating, on the other hand, requires approximately 40.00 square feet per seat. Individual carrel seating requires 30.00 square feet per seat. Seating scaled for use by children can be scaled at 75% of the allowance for seating for adults.

As is the case with other components of the library's resource and service inventory, the unit space allowance for reader seating can vary depending on whether a library chooses to emphasize one particular type of seating over another. It will also vary depending on the overall scale of the library; a larger library is more likely to realize economies of scale (and a smaller unit space allowance per seat) in the deployment of reader seating.

An optimum space allowance for reader seating is 35.00 square feet per seat. This average allowance will support a variety of seating environments across the library's overall inventory. It would also be an appropriate allowance for a smaller library. A moderate allowance is 32.50 square feet per seat. Using this as an average allowance suggests a library that plans to support a smaller proportion of lounge seating, or a library with a growing inventory of reader seating. A low allowance is 30.00 square

feet per seat. This average allowance would be appropriate for a large library with a large inventory of reader seating.

A.4 SUPPORTING STAFF WORK ROUTINES

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

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

The space required for each staff work station will vary, depending in part on how assertively or efficiently the library's space plan will need to be. Once again, a larger library with a larger inventory of staff work stations is more likely to realize economies of scale in the layout of staff work areas and could apply a smaller unit space allowance for staff work stations.

In an optimum environment, allow 150.0 square feet per staff work station. In a moderate environment, allow 137.5 square feet per staff work station. In a minimum environment, allow 125.0 square feet per staff work station.

A.5 SUPPORTING LIBRARY PROGRAM ACTIVITIES AND MEETINGS

Different kinds of meeting space can be provided by a public library, depending on the programming activities the library seeks to offer and the kinds of general public activities the library seeks to support. The space needs for each kind of meeting space is estimated according to the type of use. For example, space for a public programming room is typically allocated at 10.00 square feet per audience seat, arranged theater-style. Additional allocations are made to support a speaker / presenter and projection equipment and the like.

More specifically, meeting spaces often found in a library can be characterized as auditoriums or multipurpose rooms. In addition, some libraries opt to provide dedicated space in the children's department to support storytimes and routine children's programming events. Other libraries will provide conference rooms. Still other libraries need to provide computer training space. Each of these "types" of meeting / program space has different unit space allowance requirements.

An *auditorium* refers to a formal space for programs and presentations. Often, the audience capacity of a room like this will be large – 250 and up – although the particulars will be determined by the type and scale of programs the audience wishes to support. A sloping or tiered floor for seating will ensure good sight lines for all. The seating will probably be fixed, although moveable seating is a possibility. There will almost certainly be a raised stage. The stage will likely be fixed, like the seating. Depending on the type of programs the library wishes to support in this space, the scale of the allowance for the stage may be substantial (to accommodate orchestral concerts or theatrical productions, the backstage space behind the proscenium arch may equal or exceed the space in the audience seating area. The room will probably be supported with extensive and varied lighting, projection, and sound reinforcement capabilities. There will be high Internet connectivity to accommodate a wide variety of speakers' needs. Space in an auditorium will require 12.50 square feet per audience seat, plus an allowance for backstage requirements (an allowance for backstage space will often range from 50% to 100% or more of the space allowance for the audience seating area).

A *multi-purpose room* offers a different type of meeting space. This is a flat-floor room, with moveable seating. The seating will likely be stackable for ease of storage. The capacity of this room will be determined by the scale of the programming the library wishes to support, except that as the proposed audience capacity approaches 300, sight lines from the back of the room become increasingly compromised (for larger audience capacities, the sloping floor of an auditorium becomes necessary). There are minimal fixed elements within this kind of meeting space, to allow for maximum flexibility of arrangement to support a wide variety of program events. A larger multi-purpose room may be divisible into two or three smaller spaces using moveable partitions. Space at the front of the room will be reserved for a speaker's podium and presentation area (or even a small, portable stage). The room will feature high-end presentation technology and Internet connectivity, to the extent the library's budget will allow. A larger multi-purpose room will require sound reinforcement capabilities. Space in a multi-purpose room will require 10.00 square feet per audience seat, plus a speaker's area in the front of the room (a reasonable, generic allowance for a speaker's area can be made at 1.00 square foot per audience seat).

Most public libraries choose to offer *small group programming for children* – storytimes and class visits. Smaller libraries will accommodate such programs in a multi-purpose room, but if the schedule of such activities co-opts broader access to the multi-purpose room, a separate, dedicated children's programming room may be provided in the children's department. In determining the capacity for a room like this, consider whether the audience is meant to include children only, or children + caregivers (and possibly children + caregivers + siblings). Space for a storytime room is allocated at 10.00 to 20.00 square feet per seat, depending on whether children's programming activities typically accommodate a craft activity in addition to the more traditional storytime. The smaller allocation is appropriate if children's program activities are limited to traditional storytimes, while the larger allocation is suited to an environment that will support crafts and other activities in conjunction with storytimes. The larger allocation allows staff to set up small work tables for the children and to support supplies storage and a sink and clean-up facilities, as needed. An additional allowance of 75.00 square feet reserves space at the front of the room for the individual making the presentation.

Conference room space is often used by the library board for its regular monthly meeting and any committee or other meetings that might be necessary between the board's regular meetings. A conference room can also be used by staff for planning and coordination meetings. A conference room could be available for use by small community groups when not being used by the library. Space for conference rooms typically is allocated at 30.00 square feet per seat, drawing its allocation from an environmental similarity with general reader seating at tables. Additional allocations can be made to support a gallery or audience (which can be warranted, especially if the room will be used regularly for library board meetings), as well as projection equipment and the like, as needed.

Space for a *computer training room* typically is allocated at 50.00 square feet per seat (in an optimum setting), in order to accommodate the trainee, along with the computer equipment that the trainee will use. An optimum allocation can also accommodate two trainees per terminal, creating an additional layer of flexibility for organizing training classes. In a moderate, more constrained setting, an allocation of 40.00 square feet is recommended. A low allocation of 30.00 square feet per seat is needed. A low allocation provides minimal clear space between trainee stations and/or requires that the library use laptops for computer training sessions. An additional allowance of 75.00 square feet reserves space at the front of the room for an instructor's station (which will typically require projection capabilities)

Other types of meeting spaces may be specified, depending on the particulars of the library's service program. Also note that the unit space allocations described here can be used to estimate the relative audience capacity of a single meeting room in different types of program configurations. A multipurpose room with an audience capacity of 50, for example, may be scaled at 550 square feet. If that room is to be used for a children's storytime program, it could support an audience of just under 50 (at 10.00 square feet per) or about 24 (at 20.00 square feet per for a storytime that also includes a craft activity). If the room is going to be used for a computer training class using laptops, it would support an audience of about 15 (at 30.00 square feet per seat).

A.6 PROVIDING FOR “SPECIAL USE” SUPPORT FUNCTIONS

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

In an optimum setting, a library should reserve 17.50% of its gross area for special use purposes. A library that plans to provide a public lounge or coffee shop likely falls at this end of the spectrum. In a moderate setting, a library should reserve 15.00% of its gross area for special use purposes. With a low allocation, a library should reserve 12.50% of its gross area for special use purposes. The bookstore is included in this special use support area.

A.7 PROVIDING FOR “NONASSIGNABLE” SUPPORT FUNCTIONS

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

Nonassignable space needs for mechanical systems are determined largely by engineering requirements. Engineers will determine how large mechanical equipment needs to be in order to meet the library’s environmental specifications. The number of fixtures needed in each restroom will likely be determined by local code, and that inventory will determine the space needs of those facilities (as will the accessibility regulations of the Americans with Disabilities Act).

In an optimum setting, a library should reserve 32.50% of its gross area for nonassignable purposes. In a moderate setting, a library should reserve 30.00% of its gross area for nonassignable purposes. With a low allocation, the library should allow 27.5% of its gross area for nonassignable purposes.

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

Storage, loading and unloading spaces are included in this area.

A.8 TAILORING ALLOWANCES

The MS&R study team acknowledges that the planning model applied here involves fitting individual libraries into a schema of alternate library service profiles and their corresponding space needs. The structure of service profiles and space needs are custom-built to the needs of the subject library, but there remains a degree of arbitrary-ness in this approach.

In Pope County's case, a system has been organized around a single "main" library, two medium-sized branches and one smaller branch. Frankly, the specific needs of the four libraries proposed for Pope County are not likely to conform *precisely* to the planning model proposed here. A close examination of the current distribution of resources and use reveals that collections and use do not conform consistently to the proportionate ratios underlying the proposed planning model. The facility at Hector, for example, today maintains a larger nonprint collection than would be suggested by this planning model.

Because we want to reserve the option to respond to these specific local, community-based and neighborhood-based service needs as the library's planning efforts proceed to more and more detailed aspects, the planning model incorporates a "tailoring allowance" for each facility.

This allowance reserves a portion of the building's gross area that will allow planners to tailor the generic service profile of the planning model to the specific, unique, community-based needs of each individual location. At one library, this space could be used to support a larger nonprint collection. At another library, this space could be applied to increasing the inventory of computer network stations for public use. At another library, the space could go toward larger, or additional meeting rooms to respond to local demands.

At a minimum, a tailoring allowance will reserve 2.5% of the gross building area for these unique local needs. A moderate allowance is 5.0% of the gross building area. And a generous, optimum allowance is 7.5% of the gross area of the building.

A.9 DEDICATED ALLOWANCES

In some circumstances, there will be a logic to make an additional accommodation to cover the space needs of a special or unusual feature to be provided as part of the library. A special accommodation of this sort is warranted when the library will include a feature, function, or element that is not conventionally found in a public library. Because the feature in question isn't common, the space to support it will not be captured in conventional formulas for calculating a library's space need. With that in mind, a separate allocation should be made. Examples of this can include:

- *an allocation for a bookmobile garage:* This is perhaps the most common example of this "uncommon" accommodation. Among public libraries nationwide, fewer than 10% maintain a bookmobile; among libraries serving 50,000 and up, roughly 35% operate a bookmobile. Because relatively few libraries operate a bookmobile, space for a garage would not ordinarily figure into an estimate of space need using conventional formulas, so a special accommodation is warranted. In this case, we are recommending that space for two bookmobiles be included in the total for Russellville.
- *an allocation for a partner organization:* The library may share its facility with another organization – a local history museum and/or Literacy Council perhaps. The space need for the partner operation would not typically be accommodated by the conventional formulas. Therefore, a placeholder for the space needs of the partner organization could be added to the mix.

In some circumstances, a library might choose to make a special allocation as a means of drawing attention to the feature being highlighted. For example, at this early stage in planning, a library may want to insure that the notion of a coffee bar or refreshment service is incorporated into its plans and so opts to make a special accommodation for this function, outside of the conventional calculations. By reserving a specific line item for this function early on in the library's planning, the function is highlighted and therefore more likely to remain a topic for discussion. Or perhaps a library wishes to be sure to reserve space for display of traveling or seasonal exhibits, or the library intends to make a substantial commitment for public art display and wishes to

reserve the space for this function. By creating a line item, it highlights the library's interest in this function.

(At the same time note that the examples provided here – a refreshment service, exhibition space, or space for display of public art – are the kinds of functions often classified as “special use” space. An alternate strategy for accommodating these functions is to make an “optimum” allocation for special use space at the higher end of the range recommended for that purpose. If the library chooses to make a special accommodation instead for such functions, consider reducing the proportionate allocation for special use purposes.)

Public + Staff Comments

Meetings

Meetings were held as follows:

March 5: Staff

March 6: Russellville

March 7: Dover and Atkins

March 22: Hector

Summary of Public Comments

Over the course of four days, each library hosted a public meeting at which time an overview of the IMLS and Arkansas Peer Data was presented. The public and the staff were then invited to submit their comments verbally and in writing about what they would like to see considered in the master plan. Note that a more detailed staff analysis follows in Section 3 starting on page 99. Below is a summary of the comments.

Russellville (Two meetings)

- Make sure that the Master Plan includes the fact that the bookmobile collection rotates.
- Make more provisions for e-Books; include an IT person for teaching people (and staff) new technologies.
- Space for meetings, concerts, adult programming
- Make sure the genealogy area has space to accept the annual growth in usage and collections (about 6 linear feet per year.) It is noted that this does not include the annual increase in the amount of books and other media holdings.
- More hours are needed. Open at least 10A-8PM 3 days a week. Ideally the library would be open every night and all day Saturday.
- Need more and better adult programming
- The staff are exceptional; they are friendly.
- Provide a clear and factual ROI statement about the value of the library
- "I love free access to everything; ability to access the Internet; audio books; bookmobile and the genealogy collection."
- "We need a coffee shop; more audio books and longer hours."
- "Libraries show our importance of education and intellectual development."
- "When need more space for teens and children."
- Please make a note that often the computers are not accessible because they are "checked-out."
- Provide balance in access to electronic and print materials

- The downtown site has liabilities; consider convenience and parking
- “I like the bookmobile and wish it had Internet access.”
- “I love to hold a book in my hand.”
- The space needs to be modernized.
- “The downtown library never seems crowded to me.”
note: this quotation refers to the number of people in the library, not the state of the book shelving.
- “I would like more audio books. The collection is poor right now.”

Dover

- The librarian reported that when the VHS was weeded, over 50% of the items had never been checked out.
- We should check on whether there is a correlation between the illiteracy levels and the % of non-print items that are checked out.
- Patron requested that a list of new acquisitions be made available.
- Need more room for children’s programming. The group felt a multi-purpose room would be an essential addition to the library project. Groups such as Boy’s Club, Garden Club, Senior Groups, etc need space to meet.
- There is no space to spread out and do research.
- There is over-crowding at the computers.
- Saturday hours are essential for people who work M-F.
- More computer resources are needed including training for new devices like iPad, Kindle and Nook.
- Could there be an artwork lending program?
- Do not forget the importance of the physical book for all generations but especially the elderly who may not be computer savvy.
- More parking--especially if a multi-purpose room is added.
- Some people do not have Internet service or computers at home. The library is the only place that they can access this important resource.
- “The library is my information warehouse--there is a lot I don’t know!”

- One of the biggest concerns is funding. “I could not imagine not having my library around.”
- The Dover branch needs to order more new books; i.e. biographies--instead of saying “Russellville could get it for you.”
- “I do not have a home computer and rely on the library.”
- Need a separate and larger space for story time--especially to control noise and crowding.
- More parking is needed.
- “The librarian is very friendly and always helps with what I need.”
- “I would appreciate computer classes.”
- “I need more room for research, meetings and children’s activities.”
- “I like the convenience, computers (they have taught me how to use them), the friendly staff--it is like a second home.”

Atkins

- One patron wants to know how books retrieved from one branch and delivered to another are recorded. For example, if an Atkins patron asks for a book assigned to Russellville, does that transaction count as a Russellville or Atkins check-out?
- The collection needs to be better marketed. New materials should be better showcased.
- The exterior landscape is poorly maintained.
- Children are a major focus in the community. The library should do more to coordinate with the schools--including curriculum activities.
- Space for quiet study, tutoring and individual study is required.
- The quality of the self-help books is good.
- Saturday hours would be greatly appreciated.
- Space for display of local artists would be a great asset for the community. Space for local artists and affinity groups to post their offerings and events would be very useful.
- There should a provision for young children while the parents are on the computer.
- Space for affinity groups to hold their meetings would be helpful.

Hector

- Homeschooler library users would like more frequent and better allocated bookmobile stops.
- Some residents of Hector simply will go to Russellville to get their book since waiting a week is not acceptable.
- Hector hours should be 9:00AM - 6:30PM Monday - Friday with some Saturday hours.
- More computers are essential.
- There is a lack of depth in the nonfiction print category.
- Excellent selection for beginner readers.
- Need materials and books on US history and founding fathers .
- Need materials by David Barton (American Evangelical Christian Minister and proponent of the notion that the separation of church and state is a myth.)
- Science literature is weak.
- Laptop plugins with table and a chair are needed.
- Graphic novels/Manga needed desperately!
- Need more staff.
- Need new books and for the collection to turn over more.
- New dinosaur books are needed.
- There is a paucity of Young Adult books.
- More books on Shakespeare, theater, and the arts.
- Need an advisory board to help suggest books for the Hector collection.
- Need creation science books and books on mythology.
- Quiet space for staff/workspace.
- The turn-around time to get books from one branch to another can be as much as a week--depending on when the book is requested.

Summary of Staff Comments

On March 5, the PCLS staff were gathered and offered these comments:

- Between 2006-2010, the percentage of person living below the poverty line was 18.2%
- Better marketing of materials; better display of resources
- Bookmobile needs its own dedicated collection; it should be classified as a “branch”-- this would reduce the time staff spends “checking out” materials to the bookmobile and then checking the same materials out to patrons; the BM needs satellite computer connection for patron and staff use (checkout function; research).
- Space for community service groups to meet is needed.
- Need meeting rooms; tutorial rooms; computer training center; more space for summer reading and children’s programming.
- Genealogy space for collection growth; remember that the genealogy collection does not get weeded--it only grows.
- Perhaps including a Pope County Museum would be beneficial to the community.
- More space for laptop use: power, high bandwidth wireless, etc.
- Increase the frequency of intra-library loan.
- Provide space for the library by mail program.
- Staff must be trained on new technologies so they can answer patron questions.
- Hold onto the traditional book format.
- Research area still needs some print resources despite advance in databases.
- A separate IT department and IT service person is essential.
- Better space and working environment for the staff. For example, the assistant director has to work in the public service area (no privacy); when a meeting (one-on-one) is needed, they have to go outside the building .

Staff and System SWOT Analysis

Introduction

Each department was asked to highlight, from their perspective, the strength, weaknesses, opportunities and threats of the current library. They were also asked, based on this analysis, to comment on their aspirations for a new library.



Your vision for the next 10-20 years:

Library Director:



Photo: Preston Oliver/The Courier

The public Library serves all purposes of civic life—industrial, social, religious, and recreational. It assists with the education of the young and continues that of the adult. It is truly American, presenting to the Native American and the foreign-born alike the ideals of government. It is the world's largest educational system.

--Franklin D. Roosevelt, 1937

My vision of the Pope County Library System starts as one where the library is a gathering place for patrons who can meet at a place no matter what their education, political leanings, or amount of money. In order to do that, based on our growing population, we need to utilize both new and old technologies so that we can serve a wider customer base with bigger buildings, more programs, services, while thinking of the environment by building a LEED Certified Library.

Walking from the outside of the building to the inside I see a fountain, bookstore, coffee shop, gaming room, computer room, meeting room, multipurpose room with a kitchen, study rooms and an exhibit space. I would like to consider having solar panels to capture energy. If that is not possible, we could consider having two systems in place to use either electric or gas to power the library depending on which fuel is more economical.

I see separate distinct areas for the Children's, and Young Adult areas. The entrances to these two areas, I would like to be very distinctive and inviting. It would be great if the Children's and YA area were separated by a room for showing movies. I would like online videos by our children's librarian for bedtime stories. The Bookmobile department needs a separate area or building to house their rotating collection and to plan outreach. It would also be a dream to have a mobile initiative connected to the Bookmobile with wireless Internet where the mobile could do outreach and take the Internet to the patrons in the community.

I also see that there would be a Pope County Historical Museum to house items donated by the community that have local historical significance.

This would include: expanded hours, more staff, and collaboration with other businesses (especially the River Valley Literacy Group).

We need at least one additional Book Club, an online book club, (mystery book club), gardening club, a lecture series, growth with the Teen Advisory Board, a Friends of the Library membership drive, the formation of a library foundation, online donations, a Capital Campaign Board and training and utilization of volunteers.

We need to be doing virtual reference, electronic device instruction, circulation notification by phone and to be part of the Welcome Packet that is handed out to newcomers in Russellville.

I see that we need full processing of our new books. Currently, it takes one week a month, three months a year to process the books. There are so many projects that need to be done on our database. I have increased everyone's book budget. One half of the book budget was not used last year because the budget was cut in half while the library waited for the millage to come in. After it came in, the librarians and Library Directors were not notified that they could spend more money. After I increased the book budget, they are able to order almost double the amount of books. This means it will take six months to process them.

Finance: Phone system with voicemail.

Atkins: I see maintaining a database in an orderly and updated manner so that it is searchable for patrons and staff. Getting the materials to the patrons as quickly as possible.

Dover: A much bigger building, with more space for patrons and staff alike. More computers and resources.

Hector: To keep serving and meeting the needs of our community. To stay up with modern technology. To be always updating our collections. To keep our facility in good repair and updated.

Russellville Circulation:

I envision more technology, such as RFID or whatever the current technology is at that time, which would allow rapid charging/discharging, patron self-charging/discharging, electronic inventorying and item searching. While currently the biggest drawback to such a system is the high cost, it is my hope that a cost-effective system would soon be available for consideration. I envision that technology will allow the circulation staff to specialize more in such ar-

reas as readers' advisory, and give sufficient attention one-on-one to patrons who need assistance. It is possible that staff size could be slightly reduced.

Russellville Genealogy: I envision the Katie Murdock Genealogy and History room growing into the central repository for historical documents, photographs, and other media for the county, with a strong online presence and well-attended programming.

Russellville Reference: Library reference service will morph into a 24/7 service with specialized support (a reference librarian) while the physical library is open to the public. 24/7 access to reference materials is essential for reference services to stay viable in the future.

Cataloging: I believe that there will be a processing department as long as there are materials to finish up before the patrons receive them. Working to maintain an updated database for searching is a very important part of any library system. Any item that can not be found will not benefit our patrons. I would like to see a dedicated room for our servers.

Interlibrary Loan: Exist as a source of reference, education, entertainment, inspiration and assistance for all ages and cultures.

Finance: More digital. All forms need to be redone, reformatted, consolidated.

Children's: We want the Children's Department to be the first place Pope County kids and parents go to find resources and library programs. It should be inviting to the public as a safe, engaging place for children of all ages.

- Individual sections for different age groups would also give more ownership

Teen & Adult:

- Teen Café Area/Vending machines
- Extremely visual/technology oriented
- Making videos/be creative some way to use technology
- Monitor with videos running that teens have produced.

Bookmobile: The Bookmobile envisions a large department with our own space, garage and a large collection to rotate books. There would be more stops and programs, which would bring in more staff and volunteers. I would like to see more rural stops and also be able to sustain a second bookmobile.

What will your department look like or exist as?

Atkins: Exist as a source of reference, education, entertainment, inspiration and assistance for all ages and cultures.

Dover: A community building and Library

Hector: Overseeing and directing our small library to meet the needs of our local community under the direction of our headquarters.

Russellville Circulation: I see more than one circulation center in key areas of the library, almost like cashiers in a department store setting. I would like to see an information desk, located near the main entrance(s), not staffed by circulation workers, to direct patrons where they may go for their needs. I would like to see the telephone system changed so that calls are first answered at the information desk and then transferred to the appropriate person or department. Perhaps a voice-mail system, as many times library staff is out of their department or the building itself, such as those conducting programs and the Bookmobile staff.

The department would be utilizing the latest technology affordable to us. The Department Head and Assistant Department Head would be able to generate appropriate reports regarding circulation over-dues at any time, and perhaps other circulation-related reports that may be available.

There would be more than one Overdrive download station if use warranted it.

The shelving for library material will be of a design that is more accessible to all, especially senior citizens and those that may be handicapped. Lighting over the stacks will be bright and not cast deep shadows.

There will be space near the circulation department for displays of library material that highlight a theme or season.

Russellville Genealogy: The department will continue to serve the public in research requests, in addition to providing more storage area for donated, purchased and created media. The department should also have a more significant presence online, with portions of our digitized archives viewable to the public. A Pope County Museum will be attached or as-

sociated with the archives to display and preserve historic artifacts relevant to this county's history.

Russellville Reference: The reference department will continue to be an important part of library services. The amount of information available in digital form does not make it any easier to access. Users will continue to need the expertise of someone trained in finding information as well as teaching others to find that information.

Finance: shelving with Banker's Boxes. Substantial safes at Headquarter Library.

Bookmobile: I would like to see our department as a major asset to all patrons of Pope County by our services to the youth and elderly. Our books by mail service will expand outside of the Russellville area to all parts of the county. The department will aide in caring for patrons who are unable to independently attain reading material.

Building/Space

Atkins: Building will have an automatic door for patrons before there is an injury. There will be a lounge, reading area, more public computers, endcap and other display areas, more tables and chairs, more children's and programming area.

Dover: Much bigger, we need to make the best use of our land for building and parking. Our new space should include storage and a break room.

Hector: To possibly have an addition devoted to study.

Russellville Circulation: Circulation areas can be rather busy and noisy. I would like to see other departments and functions of the library located physically as far away as away from circulation as space warrants, such as a self-contained computer lab (with technician), program areas, and quiet reading areas.

The main circulation department should be located on the ground level. There may be the option of another check-out/check-in area in another department, eg. the children's department if it is physically located a distance away or on another floor.

Russellville Genealogy: The department will be housed in a large inviting area with plenty of comfortable seating and tables for patrons to spread out their research. Each table should have easily accessible electrical outlets and wireless connections should be available and easy to use. Adequate shelving will surround the area, providing for all our current book collections and years of expansion. The room will also contain display cases and an area available for traveling exhibits. Attached to the research room, there will be a separate, temperature controlled archival storage room, filled with high-density shelving and cabinets. All of the paper collections, vertical files, maps, and microfilm will be kept in this secure room, and brought out to patrons at their request. There will also be a dark area for microfilm viewing and an area with several computers for patrons to access our electronic collections and subscription databases. A separate area of a building or a separate building will contain a Pope County Museum with adequate storage and display area for the county's historical artifacts.

Russellville Reference: The reference department would benefit from a physical reference service station somewhere in the main library, most likely attached to a centralized circulation desk. Reference librarians will need access to a small collection of essential reference materials of about 100 volumes in either digital or physical format.

Cataloging: I would like to see a processing area dedicated to that service. Our processing area at this time is used as a receiving area for all shipments. This can create overcrowding and some departments may not get their boxes in a timely manner.

Interlibrary loan: Building will have an automatic door for patrons before there is an injury. There will be a lounge, reading area, more public computers, endcap and other display areas, more tables and chairs, more children's and programming area.

Finance: More secure storage. A separate locking office for Finance. Real office furniture without cabinets. We need a supply room.

Children's: Space should be increased to better suit the children's activities, collection housing, and programming needs. Also there is a need to provide adequate room to grow as the community has grown and the collection continues to grow. A large conference room/event area equipped with adequate seating, technology for presentations (including projector, screen, and blackout availability), and sound system would help ease the need for time needed for set up and execution of events.

Teen & Adult: More space. Open meeting area. More glass like Central Arkansas Library System's teen area. Russellville School District is stopping Creative Writing classes. They are switching it to Technical Writing. Would like to have a Teen writing group. Like industrial type area. Need an outside place for them. A stage/amphitheater? Loud area and quiet area. Place to show movies.

Bookmobile: The department would like to see a large garage, temperature controlled with shelving from floor to ceiling. 1/4 of the space closed off and dry walled for offices. Technology will be up to date and we will be able to work online.

Collection

Atkins: Improved YA collection, DVD's, more biographies, up to date and useful non-fiction. Large print fiction and non-fiction and current best sellers along with juvenile and easy award books and DVD's.

Dover: We need more and a newer collection of Large Print, more DVD's, Ebooks and a much bigger children's section. We need complete sets of series.

Hector: To keep our collections updated.

Russellville Circulation: I would like to see our collection expanded in subject matter and language to include the many variants in our Pope County community, cultural, societal, and ethnic. I believe we should review our policy regarding the ratings of movies to appeal to a larger number of current and potential patrons.

Russellville Genealogy: The collection would increase to encompass as many local records as we can obtain, from families, individuals, and organizations in the county. The Arkansas collection would continue to grow as we obtained more county and city histories, books written about Arkansas or by Arkansans. The Genealogy collection would grow in order of importance to this county's researchers on a hierarchy consisting of 1. Pope County Materials, 2. Arkansas materials, 3. State materials significant to area migration patterns, 4. United States materials, 5. World-wide materials. We would have more online databases available to our patrons and more digitized collections available in house and online.

Russellville Reference: Core reference materials may still be found in the non-fiction or informational section of the library but most materials will be electronic. Electronic materials can be accessed 24/7 and not dependent on library operational hours for access. This corresponds with the fact that users are doing research at all hours of the day, not just when libraries are open.

Cataloging: UNKNOWN

Interlibrary loan: Improved YA collection, DVD's, more biographies, up to date and useful non-fiction. Large print fiction and non-fiction and current best sellers along with juvenile and Easy Award books and DVD's.

Children's: Our collection is always growing and evolving.

Teen & Adult: Dystopian thriller adrenalin stuff. The bigger the ick factor the better. More graphic novels. Paranormal things are still being requested.

Bookmobile: The bookmobile department would like to see a very large and diverse collection, Thousands of volumes that would be rotated through the bookmobile; A large budget that would help to sustain the bookmobile collection. The bookmobile would also need a large collection of audio, playaways and large print material for the Library by mail service.

Staffing

Atkins: Additional staffing for expanded hours of operation, cover staff time off, programming assistance, genealogy, computer, Kindle, Ipad, etc guidance and assistance.

Dover: More staff for bigger building with more hours other than just to cover lunches.

Hector: To have adequate staff to service our library and our patrons.

Russellville Circulation: Staff should be sufficient in number so no patron is neglected. Staff should be people-oriented and provide the highest quality of personal customer service that we can manage, even though we may be surrounded by technology.

Russellville Genealogy: Our staff would consist of one full-time department head to be responsible for collection development, and overseeing the preservation and digitization projects as well as training staff in the department. One full-time staff member would be responsible for community outreach, scheduling and creating programs and providing research assistance to patrons. One full-time staff member would be needed to scan and index projects set up by the department head. Part-time staff would be available to fill simple research requests, read shelves and help patrons locate information in our collection. All technical issues that could not be solved by the staff would be handled by the Pope County Library IT professional.

Russellville Reference: For Pope County Library System I would like to see one MLS librarian as a reference librarian and one part-time paraprofessional trained in reference services to provide reference service on nights and weekends that the library is open.

Cataloging: I think that as our budget grows this department may need at least 3 full-time staff members. I would like to see all materials completely finished here. They would then arrive at the branch ready for the patrons to use. This would maintain the collection across our system that would let patrons find items with ease if they visited the different branches.

Interlibrary loan: Additional staffing for expanded hours of operation, cover staff time off, programming assistance, genealogy, computer, Kindle, Ipad, etc guidance and assistance.

Children's: More staff would increase programming opportunities and shelving

Bookmobile: If we could sustain a second bookmobile I would like to see more full-time staff. I would also like to see volunteer service used more regularly.

Programs

Atkins: Continued preschool programs, Summer Library Programs, four monthly after-school programs for tweens/teens, monthly book club, quarterly genealogy club meetings, book talks, art shows, basic computer instruction classes and computer program usage classes.

Dover: Programs for the elderly, tweens, and children.

Hector: To continue to develop our children's programs. To continue to develop our teen programs. To develop adult education programs.

Russellville Circulation: I'm happy to see the teen and adult programming department developing. I would use the circulation department as a means to inform the public verbally or by handouts, for example, of upcoming programs.

Russellville Reference: I can see the reference librarian teaching classes on the use of digital materials and essential informational resources that are only accessible online.

Cataloging: UNKNOWN

Teen & Adult: Teen Writer's Group. Advocacy for the lower income population.

Bookmobile: More rural stops, home schools, private schools, special-ed programs, nursing homes, cultural programming.

Services

Atkins: reference, better copy services (size, color), technical instruction, notary public, couponing and scrapbooking.

Dover: Whatever needed to keep up with the growth and expansion.

Hector: To keep and always be upgrading our computers. To have someone on staff that is a notary. To stay current with faxing and copying machines. To stay abreast of modern technology.

Russellville Circulation: Our website is an excellent vehicle for promoting our services. I would like to see it expanded and improved. I think it should have information on obtaining a library card and an online library card application which could be submitted electronically (not sure how this would work exactly, but I know other libraries do it).

Russellville Genealogy: We already have an active research request service. This will increase as we offer more information online. When more of our information is digitized, it will be more convenient both for the department and the patrons to deliver the research electronically. It would be much easier for researchers to pay online by credit card or paypal, rather than send a check by mail. Currently, we wait to receive the check or money order before we send the research.

I have considered looking into offering microfilm ordering through the LDS Church. They have streamlined their ordering process which makes it much easier to become a lending library without adding much to our workload. I would have to consult with the local LDS Research Center to find out if this would be welcome, and then find out if we would be approved as a lending library.

Russellville Reference: I would like to see dedicated computers for only research purposes. The website should include reference pathfinders on popular subjects.

Cataloging: Processing of all materials in a timely manner. Maintaining an updated database.

Interlibrary loan: As long as our funding is healthy, we can keep providing library services as we have been plus more as we grow.

Teen & Adult: Ask school buses to add us to their stop.

Bookmobile: I would like to see more services and equipment for the blind. We have no service for the younger patrons with physical and visual handicaps.

What is this department strong in?

Dover: Customer Service and knowledge of the community.

Russellville Circulation: Customer service. Knowledge of library policies and procedures. Accuracy in record keeping. Versatility. Flexibility. Patience.

Russellville Genealogy: This department has a very strong Genealogy and History book and vertical file collection. We also have a large number of special collections that are unique to us, including various club minutes and histories, personal paper collections, church histories, etc. The department has two high-quality microfilm viewer/scanners that are not available to the public in other libraries in the county and many of the libraries in the surrounding area. We also have helpful staff and an expanding class and program schedule.

Russellville Reference: I do think the print reference collection is fairly well developed with only a few holes.

Cataloging: The dedication of the staff we have and their willingness to learn.

Interlibrary loan: Employee interactions, knowing patron wants and needs, school interactions, staff willing to attend training workshops and instructional classes, community events knowledge.

Children's: Communication among our staff is excellent! Effective use of the materials and space provided to present children with literacy rich opportunities. Positive attitude is a must when working in the Children's Department. I believe we are beneficial to the community as the most valuable resource because of the positive remarks and comments made to me by parents and kids. I also believe we are efficient in finding materials for patrons as well as executing regularly scheduled events as well as large celebrations on a limited budget. The Children's Department is successful in its goal to serve patrons and children in a positive way and increase knowledge of services to patrons.

Bookmobile: Our Department is growing and the employees really care about the patrons' needs. We are determined to expand our services to reach all corners of the Pope County area, and always open to new ideas on how to make the bookmobile department stronger and more efficient. The bookmobile staff also keeps a positive attitude and our services are greatly appreciated by patrons who cannot independently come to the library to get library material.

What is this department weak in?

Dover: Space and no storage at all.

Hector: Budget, space, and hours we are open.

Russellville Circulation: Managing over-dues effectively.

Russellville Genealogy: The department needs more archival storage. The cabinets we have are older and filled to capacity. We also need to update and expand our information on the website. One of the most frequently asked questions is about what patrons are able to access online.

Russellville Reference: The digital reference collection needs some tending. Current staffing level requires reference duties to only account for 30% of one full-time employee's time.

Cataloging: I would like to see some training for staff on cataloging.

Interlibrary loan: Communication with Russellville Library employees for policy or employment information. Overall technical knowledge for electronic devices. Budget to enhance and maintain collection. Building and grounds maintenance.

Children's: Children are technologically geared and we need to keep up with them. Also, a wider range of kids could benefit from multiple monthly-meeting groups. Not enough time in the day to do everything I would like to with the kids. Uninterrupted desk time. Increased staffing would resolve the time pressures for programs and activities

Bookmobile: Not utilizing events that the bookmobile can be involved in to promote the library and its services. It would also be good to expand marketing to include radio and news coverage.

What opportunities are out there for this department to take part in and what do we need to take advantage of them?

Dover: Lots of programs if we had the space. More public announcements of what is going on at the Library.

Hector: The community revolves around the public school. We need to work closely with them and keep them informed of current programs and keep touching base with them while the program is going on.

Russellville Circulation: Bigger budget for buying materials and expanding our collection using the patron experience and analysis of circulation statistics as a guideline.

Russellville Genealogy: We should try to network more with the local historical and genealogical societies. If we develop a stronger link with these societies, we will be in a position to advertise our collection and to acquire more items for our archives. Our staff should also take part in classes and online training available to help us with collection preservation, digitization and genealogical research.

Russellville Reference: I think I should start building more relationship with the local area specialists. I would like specialists come and talk about filling out your FAFSA and offering help, how to get set up with online banking, how to buy things online, etc.

Cataloging: Amigos does training in different areas that is available for our library. A book repair class would benefit us and there are online cataloging classes that would help the Technical Services Department and I understand the ins and outs more clearly.

Interlibrary loan: ALA attendance for workshops, etc (free or almost) speakers or authors to visit, book signings, meet and greets. Work with Tech or UACCM to allow employees to take Human Resources, management, safety, problem patrons, etc classes. Good publicity for libraries.

Children's: Contact with the Department of Human Services and Low Income Living Areas/Facilities could greatly increase use by the targeted audience. Also, having a program that connects the children's department with new mothers of the local hospital would ensure parents are getting information they need to start positive literacy habits and regular library visits for themselves and their kids. Provide various monthly activities to target older children

Teen & Adult: Advertising of our services.

Bookmobile: We need more publicity and marketing ideas and the budget to do it with. I know a lot of the services are free, but we could reach a wider community through media to get the word out about our services. The Bookmobile could also take advantage of the large Latino population in the county and help to establish more cultural programs in the area.

What threats are there to this department and what would help or solve it?

Hector: Decreasing population, budget.

Russellville Circulation: Threats: Staff turnover. Being understaffed for the services we want to provide. Insufficient training. Under budgeted. Solutions: Higher wages. More hours. A designated trainer. Sufficient budget.

Russellville Genealogy: Genealogy is becoming more of an online hobby to many people. In order to stay relevant we need to tackle the situation from both sides. If we continue to increase our physical collection, researchers will still feel it is worthwhile to come to the library to access so many resources. If we put portions of our archives online, it will attract those researchers who can't or won't travel for the information. We also need to provide more classes and programs to keep patrons aware of what we have to offer.

Russellville Reference: The main threat is low public awareness of this service. I think reference services will only become more important in the future. However, if the public doesn't know that there are highly trained individuals out there to help them navigate the growing mass of digital information, then they will just settle for the poor quality of information that they can easily access.

Cataloging: Books coming processed. I want our collections maintained in an orderly manner. Budget cuts if the economy declines.

Interlibrary loan: Location – not on main road. Build where old middle school was torn down. Have plenty of room and plenty of parking, access. Hours of operation not always convenient for patrons- open at least one evening until 7:00PM and Saturdays 9AM-1PM. Space and budget-always need more of each.

Teen & Adult: Being forgotten about. Not knowing services.

Bookmobile: The cost of fuel is rising. To solve this problem we will need to fundraise and have better scheduling of time so we can use fuel more efficiently. Budget is another threat. To solve this we would have to find ways to conserve the funding we have and make cuts accordingly. Fundraising would be another way to help with money. Postal services are being

minimized and this could be a threat to the library by mail service. I do not have a way to solve this threat if it happens.

Streamlining of effort for process, procedures.

Please discuss ideas you have for these.

Hector: We need to be better informed whether through emails, newsletters, etc. about policy changes, staff news.

Russellville Circulation: I would like to see a more refined system for collecting money for overdue, copies, etc., one that would not require a staff member to leave his or her work station and the patron to record a monetary transaction by hand which has already been recorded on the computer. The Polaris Fines and Fees report should be sufficient to reflect daily transactions.

Interlibrary loan: Part time person to deliver and pick up from each library twice weekly. Centralized ordering department, purchase processed books. Would speed up delivery time to shelves and patrons.

Finance: be more consistent across the process of receiving money, enter into Polaris, and enter onto Daily Record.

What processes could be changed to save space, time, or money?

Hector: Our weeding process for years has been clumsy. Recent changes are going to help. It's possible that it could be tweaked some more.

Russellville Circulation: Receipt printers. Computers and cash drawers combined. If the circulation department is to be responsible for monitoring the patrons' computer time and print-outs, install timing software and pre-print software showing number of pages and cost.

Russellville Genealogy: We could look into our policies for copying information for our files and try to weed out duplication. This could be accomplished by creating indexes to articles available on microfilm and online through the newspaper website, rather than copy each item and place it in a folder. I also think that by acquiring speech-converting software, I would save a lot of time transcribing articles, such as the community news sections in older newspapers.

Interlibrary loan: Petty cash or discretionary fund. Remove excess or surplus equipment, furnishings, and book sale items to storage until County Surplus sales. Processed book purchases.

What processes or procedures are you duplicating or recreating of the other departments?

Russellville Genealogy: We don't have much duplication with other departments. One issue we have is that on occasion a patron has been sent back here to ask if they can scan and e-mail an item. We always try to direct them to another copy store in the community. It might be beneficial for the library to have a copy station, where a patron could scan, copy, fax, or print items.

Interlibrary loan: OCLC information, order listing, bookmobile at branches.

What should we do more of?

Hector: Promote programs more. More staff education.

Russellville Circulation: Staff meetings with the branch libraries.

Russellville Genealogy: We need to network more with the community to acquire more material and also to bring more patrons into the library. We also need to provide more information and collections online on our website.

Russellville Reference: Pathfinders or guides to digital information.

Cataloging: The system needs to order multiple copies of the same title, at the same time.

Interlibrary loan: Staff meetings to ensure all are serving patrons consistently. Copies of Board minutes, quorum minutes

Bookmobile: We need more staffing for collections and IT. Larger selection of audio, playways and large print material and becoming more involved with the branches. I would also like to see more staff training on technology and peer building.

What should we stop doing?

Hector: Why do we have to make receipts for our weekly money?

Russellville Circulation: Having different interpretations of library policies depending on what branch you're in.

Russellville Genealogy: We need to reevaluate the need for non-essential paper collections and try to find a more economical way to preserve the information.

Cataloging: We need to stop buying DVDs/CDs from vendors that send the items that we will have to recase. This is very time consuming.

Interlibrary loan: Advertising services or incentives before they are in hand.

Children's: Spending money on frivolous additions without concern.

What should we do less of?

Hector: More concise and neat paperwork is needed in order to streamline our bookkeeping.

Interlibrary loan: Assisting with taxes or anything where personal information is made available to all within hearing or seeing of patron.

What should we start doing?

Hector: Be visible in the public more.

Russellville Circulation: Expand our hours of operation.

Russellville Genealogy: I think that one possible way to provide information about our services and bring in more patrons could be a quarterly or monthly newsletter (sent by e-mail) with information submitted by all the departments and branches about programs, new acquisitions, and changes in the library. A newsletter might reach out to a portion of the population that are online, but do not frequent social networking sites.

Russellville Reference: We should start thinking in terms of content instead of digital or physical.

Interlibrary loan: Explore all avenues for publicity. Generate new patron incentives while keeping existing patrons.

Teen & Adult: Advocacy in County with lower income patrons.

Bookmobile: Incorporate more cultural programming for the growing Latino community with a larger bi-lingual collection.

What do you see as your priorities?

Dover: Customer Service

Hector: Serve our patrons. Keep collections updated.

Russellville Circulation: Overseeing department operations. Ensuring policies are being followed, staff is knowledgeable about what the other departments do and how that has an impact on circulation and the overall library's function. Monitoring staff for attendance and punctuality. Scheduling staff for good coverage. Working personally with patrons problems to help resolve their issues. Managing overdue patrons.

Russellville Genealogy: My priorities are to acquire, preserve and make as many historical and genealogical records accessible as I can for our patrons, while also finding new ways to bring in the patrons to our department through programs, online access and other outreach tactics.

Russellville Reference: Educating my coworkers on what a reference librarian is and why the public needs one.

Cataloging: Processing the new materials so that they can be used by our patrons.

Interlibrary loan: Customer service, utilize all available budget and fiscal availabilities, staff training and attitudes.

Teen & Adult: Get a budget. Then we can get them in here.

Bookmobile: My priorities are making sure that our services are given to patrons who are not able to gain library material on their own.

What do you see as the department priorities?

Dover: Customer Service

Hector: To serve patrons. Keep library clean and attractive to the eyes.

Russellville Circulation: Providing high-quality customer service. Maintaining accuracy of records. Making sure the staff is working as a team and share in all required duties. Ensuring that the staff is well-educated regarding library policies, procedures, has an overview of other departments' responsibilities which will result in cohesion with the entire staff .

Russellville Genealogy: The department's priorities are to best serve the patrons by providing access to information in our library and to give them the resources and skills to continue their research.

Russellville Reference: Finding/Creating a viable digital environment for digital items.

Cataloging: I see maintaining a database in an orderly and updated manner so that it is searchable for patrons and staff. Getting the materials to the patrons as quickly as possible.

Bookmobile: The bookmobile department is committed to serving all patrons in the Pope County area who are unable to acquire books directly from the library. The Pope County Bookmobile will assist in the challenges of bringing library material out to the public to enrich and encourage the joy of reading. The bookmobile offers reliable sources of assorted library material which can be delivered to institutions and homes throughout the Pope County area.

Is there anything not listed above that you need to help you in your job?

Russellville Genealogy: It would be helpful if we could purchase software for speech recognition and photo manipulation. Suggestions: Dragon Speech Recognition Software: Premium Edition (free software will also be looked into); Adobe Photoshop; we also have the old edition of Past Perfect Museum Software. We might look into upgrading it if we have plans to put our archives online. I need access to the website so I can update the content and put our Past Perfect Virtual Exhibit online.

Russellville Reference: I need more of a professional section for key reference resources that I can have on hand (i.e. English dictionary, Spanish-English dictionary, Office 2010 guides, eReader guides, atlas, etc.) I also need to be using the computer systems and programs that the public in the library are using so I can better help them when they ask me questions of how to use them (Office 2010 and Windows 7).

Interlibrary loan: Bulletin board and display case materials, markers, borders, display case materials.

Children's: Eight more arms and elves to do the shelving every night

Teen & Adult: Space and a budget.