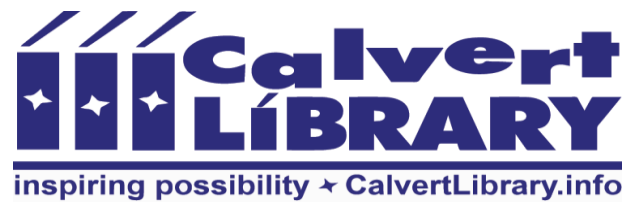


# **CALVERT LIBRARY FACILITIES MASTER PLAN 2017 – 2037**



**May 23, 2017**

**Prepared by  
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## **ACKNOWLEDGEMENTS**

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# **I. INTRODUCTION – SETTING THE STAGE**

Today's public libraries anchor community life, centered around principles of learning and exploration that have long been endorsed in the state of Maryland. Libraries draw people together. In the best of circumstances, they are "destinations" – places for the community to gather and connect in a variety of ways. The public library in the 21<sup>st</sup> century is the most highly-used, publicly-supported service provided in a community, a people-centric space. What we know now and what we continue to learn is what it takes to make public libraries indispensable and irreplaceable in their communities. This evolving knowledge has a direct impact on the future of Calvert Library.

Our analysis begins with an overview of public library trends in the 21<sup>st</sup> century and then proceeds to look at Calvert County as it is today and how the county will likely change in terms of population and demographics over the next 20 years. We report on the needs and expectations of residents of the Library's service area as shared in focus groups, stakeholder interviews, town hall meetings and an online customer survey. An assessment of the Library's current state of technology offers observations and recommendations. We provide an assessment and report on the physical integrity of the four library buildings. We conclude with space needs requirements (based on service recommendations) for each existing library for the next 20 years. The space needs requirements form the basis of our recommendations for improving current facilities and demonstrate the need to provide additional ways to deliver library service throughout Calvert County.

## **21<sup>ST</sup> CENTURY LIBRARY SERVICES**

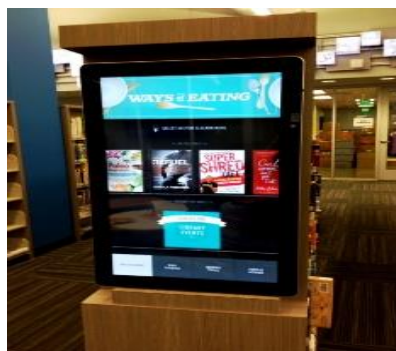
Public library service in the 21<sup>st</sup> century is about literacy, education, culture, recreation and families. Public libraries are also about economic development and are central to community revitalization. They are a resource for and preserver of local history.

The public library "industry" has changed significantly over the last fifteen years. The most compelling and continuous change has been the computerization of library operations and services. Computers/technologies have streamlined library operations and functions while enhancing community-wide access to information resources, homework assistance, email, social networking, and work force development services in a 24/7 environment.

Derived from the consultants' experience and a review of the state of public libraries, the following pages list the key elements associated with successful public libraries in today's communities.

## The Critical Elements of the Successful 21<sup>st</sup> Century Public Library

- Customer-focused and driven
- Convenient access to and delivery of services
- The “Place to Meet and Gather” – formally and informally
- Inviting, comfortable, spacious, attractive, colorful and bright facilities
- Functional, flexible and adaptive spaces for all ages
- Core resource for lifelong learning for the entire community
- Fosters literacy and inspires imagination in children from birth to age 5
- Encourages and supports a love of reading and learning for school-age children
- The “happening” place for pre-teens and teens
- Family-focused activities, programs and events
- Engages active adults (55+) through programming, book discussions, and volunteer opportunities
- Collections, in all formats, that are current and responsive to the popular interests of the community
- Up-to-date and plentiful technology access and services (e.g. Wi-Fi, self-service, downloadable e-content, community blogs, streaming video, classes that enhance personal computing skills and “social-networking”)
- Building layout & adjacencies that enhance the customer’s experience and ease of use
- Maximizes customer satisfaction through new service models and streamlined operations
- Budget and resource allocations driven by service priorities
- Buildings sized to provide the services needed and expected by an ever changing community with more cost effective staffing and operations



## II. CALVERT LIBRARY – WHAT WAS LEARNED

PROVIDENCE Associates, LLC, a library planning and consulting group, began working with Calvert Library in late 2016. Providence contracted with RRMM® Lukmire Architects to assist in the project. Our work focused on the scope identified in the county-issued Request for Proposal (RFP) document, which stated that the facilities master plan should “evaluate possibilities for locating buildings in high-traffic, high-population regions” of Calvert County and “in appropriate sizes to meet the needs of growing and changing communities.” The RFP went on to state that the plan:

*“shall provide a vision for growing and meeting the challenge to create community centers connecting people and foster economic, civic, and personal growth. It shall provide an outline to explore community partnerships and shared facilities which provide added value and benefits to the public. It shall create a basis for:*

- *Improving library facilities across [the] county;*
- *Providing adequate space for meeting rooms and programming space at all facilities;*
- *Rebuilding aging infrastructure;*
- *Incorporating advanced technology to reduce operating costs;*
- *Incorporating principles of universal design, as developed and expounded by the Center for Universal Design at North Carolina State University; and*
- *Creating buildings which are energy efficient and environmentally friendly, as measured through the LEED certification program of the U.S. Green Building Council.”*

As Providence started our investigation, we brought to the assessment what we know to be the trends and changes in 21<sup>st</sup> century public library service. Our process of study included consideration of those trends as we:

- reviewed Library usage patterns and comparisons with other peer public libraries
- reviewed the Library's strategic plan and directions and the Calvert County Comprehensive Plan
- developed a demographic profile and population projections for the next 20 years
- mapped current Library usage by individual branch library
- gathered direct input from the community concerning satisfaction with library services and facilities along with suggestions for improvements
- determined the physical condition of the four library facilities, and
- assessed the adequacy of the size of the facilities based on the current and future mix of services and collections.

We began by preparing a demographic profile of Calvert County along with population projections for the next twenty years. As the community grows and changes, library services and location of library facilities and service delivery methods need to be responsive to and accessible for all residents. We next describe the greater community's Library experiences and their identification of the Library's strengths, weaknesses and opportunities for improvement and change. This is followed by an assessment of the current state of the Library's technology in terms of functionality, impact on staff, customer convenience, and availability and access.



## DEMOGRAPHIC PROFILE

The population of Calvert County grew at a robust rate, 19%, between 2000 and 2010. Since that time, however, the county “has gone from one of the fastest growing counties in Maryland to one of the slowest growing” (Calvert County Comprehensive Plan Update, 2017). Calvert County projects population growth that will continue on this slow but consistent path, increasing 6% between 2020 and 2040. Employment opportunities for Calvert residents are projected to follow a similar path.

Town Centers are the county’s primary designated growth areas with “a broad mix of commercial, office, residential, public, and quasi-public development....” (Calvert County Comprehensive Plan, Adopted 2004, Amended 2010, Page 7)

The Comprehensive Plan states:

- Promote town centers as community cultural and activity centers by locating schools, colleges, recreational, and cultural facilities within or adjacent to town centers. (Action I-21, Page 8, *ibid*)
- Locate schools, colleges, recreational, and cultural facilities within or adjacent to town centers. (Action II-48, Page 73, *ibid*)
- Maintain library facilities and services to serve a growing population. (Action II-54, Page 73, *ibid*)

Calvert County, with a 2016 estimated population of 91,251, is split almost equally by gender with female persons comprising 50.6% of the population. Just under one quarter (23.7%) of the population is under the age of 18, which is a 2.5% decrease over 2010, and there is an almost identical increase (2.6%) in residents age 65 and older.

Calvert is less ethnically diverse than the rest of the state and neighboring Charles County. White (alone, not Hispanic or Latino) persons make up 78.8% of the population, as compared to 59.6% for the state and 43% in Charles County. Black or African American alone persons comprise 13.2% of Calvert’s population (30.5% for Maryland and 45% for Charles County). Persons who are Hispanic or Latino are 3.7% of the county.

The median household income in Calvert County is \$95,828, 26% higher than the state median. Just under 6% of the population lives in poverty. There is a high owner-occupied housing rate of 81.6%, compared to the state owner-occupied housing rate of 66.8%. The median value of the housing units in Calvert County is \$341,800, 19% higher than the state figure.

Residents of Calvert County are well educated. Ninety-three percent are high school graduates, and more than 29% have a bachelor’s degree or higher. There are educational institutions of all types in the county, including:

Public elementary schools	13
Public middle schools	6
Public high schools	4
Special education facilities	2
Private schools	5
Community colleges	1

Calvert County Public Schools Master Facilities Plan 2018 update includes a request for a new and/or renovated Beach Elementary School in 2020 (Chesapeake Beach). Ground was broken for the Northern High School reconstruction project in 2016 (Owings).

The demographics around each of the four Calvert libraries are discussed below.

## **LIBRARY SERVICE AREAS**

Public libraries typically define their service areas in one of two ways. Some look at the amount of time it takes a person to drive to their nearest library; a library's service area may include everyone within a 10-minute drive, for example. Other libraries define their service area by distance, including everyone living within a certain number of miles around the library.

We decided to look at the relative distance between libraries. While this method often does not count residents in the most rural areas of the county, it does include the geographic areas with the highest library use.

We secured demographic profiles of each library service area (based on two, four and six-mile rings around each library's street address) from DecisionWhere Inc., a demographic profiling service that we use for the vast majority of our studies and whose data is based upon the same services and data used by state and local planning departments. We then determined the radius that was most appropriate for each of the four Calvert County libraries, based on each library's location relative to one another. A description of the demographics of each of the service areas follows, and the full reports from DecisionWhere are included in Appendix A.

### **Fairview Library**

We defined the Fairview Library service area using a four-mile ring around the Library's street address. The 2016 estimated population of the area is 16,177. The area is projected to increase just under 2% by 2021. According to DecisionWhere, 4.3% of the population is under the age of five; 13% is between five and 15 years of age; and 16% are 65 and older. The median age is 46.

There are an estimated 5,560 households in the area around Fairview, which is an increase of 2.7% from 2010. The average household size is 2.91. The median household income is \$120,049, which is 25% higher than the median household income for the state as a whole.

The Fairview service area has the highest percentage of married couples (85%) of the four library service areas. Forty-two percent (42%) of those couples have children.

Approximately 84% of the population is White and 11% is Black, and those of Hispanic origin make up 3% of the area population. Looking at level of educational attainment for adults over 25, 29.4% have a high school diploma; 23% have some college but do not have a college degree; 6.9% have an Associate's degree; 21% have a Bachelor's degree; and 14% have a graduate or professional degree. Just under 6% of residents in this area do not have a high school diploma.

Close to 97% of housing units are occupied; 93.3% are occupied by the owners and 6.7% by renters. The median home value in the four-mile ring around Fairview Library is \$432,049 and the median rent is \$1,633.

## **Prince Frederick Library**

Prince Frederick Library in central Calvert County has a 2016 service area population of 26,035 per U.S. Census estimates (using a six-mile ring to define the service area). From 2010 to 2016, the area experienced less than a 1.5% population increase. Prince Frederick-area residents are divided into 9,050 households with an average household size of 2.82. The median household income is \$104,486, or 13% less than the median income in the Fairview area.

Children under five years of age make up 5% of the population in this service area. Five to 15 year olds are 13.5% of the population and 14% of the service area is age 65 and older. With a median age of 43.31, this is a slightly-younger service area than the one for Fairview Library.

The Prince Frederick service area is the most ethnically diverse of the four library service areas. Seventy-eight point two percent (78.2%) of residents in Prince Frederick Library's service area are White and 16.1% are Black. Those of Hispanic origin make up just under 3% of the population.

Prince Frederick-area residents have a slightly-lower level of education than those who live in the Fairview area. Looking at adults over the age of 25, 34.2% have a high school diploma; 20.8% have some college but did not receive a degree; and 7.5% have an Associate's degree. Seventeen point eight percent (17.8%) have a Bachelor's degree, compared with 21% in the Fairview service area; and 11.2% have a graduate or professional degree versus the 14% in Fairview. This service area has the highest percentage of residents without a high school diploma, 8.5%.

Married couples make up 79.1% of the service area. Forty-five percent (45%) of those couples have children under the age of 18 living in the household.

There are 9,564 housing units in the Prince Frederick Library service area; 83.1% are owner occupied and 16.9% are renter occupied. The median home value is \$372,204, which is 14% lower than the median home value in the Fairview service area, and the median rent is \$1,266.

## **Southern Library**

The four-mile ring around the Calvert Library Southern Branch has a 2016 population of 29,373. That number represents a 6.6% increase over the 2010 population, per the U.S. Census. Children under the age of five make up 6.2% of the population; children from five to 15 are 13%; and adults 65 and older are 15% of the service area population. The median age is 39.92.

The Southern service area is similar to Prince Frederick in terms of percentage of married couples and the percentage of those couples with children (77% and 45%, respectively).

There are 11,350 households in the Southern service area; the average household size is 2.57. The median household income, \$86,904, is the lowest of the four service areas. It is 28% lower than the median household income in the Fairview area.

The ethnic breakdown of the area is similar to that of the Prince Frederick service area, with a White population of 78.3% and a Black population of 13.9%. Four point nine percent (4.9%) is classified by the Census as other or multiple races.

The level of educational attainment in the Southern service area is similar to that of the Fairview area. While a greater percentage of people have a graduate or professional degree, slightly fewer have a bachelor's degree. Twenty-five point seven percent (25.7%) have a high school diploma; 25.3% have some college but not a degree; and 8.7% have an Associate's degree. Just over 6% of service area residents have no high school diploma.

There are 12,321 housing units in this service area. The median home value is \$290,018, making this the least expensive housing market of the four service areas, and the median rent is \$1,409.

## **Twin Beaches Library**

The Twin Beaches service area, a two-mile ring around the Library, has a 2016 population of 12,734. The population is projected to increase just 1.6% by 2021. The median age is slightly younger (38.41) than the median age for the Southern service area. Seven percent (7%) of the population is under 5 years of age; 13% is between five and 15; and 10% is 65 or older.

There are 4,973 households in the two-mile ring around Twin Beaches Library, with an average household size of 2.56. The median household income is \$90,929, lower than that of the Prince Frederick and Fairview service areas.

Of the four library service areas, Twin Beaches has the lowest percentage of married couples (70%); however, 49% of those couples have children.

The level of educational attainment is similar to that of Prince Frederick area residents. Thirty-one point eight percent (31.8%) have a high school diploma; 25.6% have some college but lack a diploma; 6.8% have an associate's degree; 15.6% have a bachelor's degree; and 11.9% a graduate or professional degree.

## **LIBRARY USAGE**

We tracked customer contacts – circulation, visits, reference and program attendance – for four years beginning with fiscal year 2012-2013. Circulation and program attendance remained static, while visits declined slightly and reference questions increased dramatically (Chart 1).

## Chart 1 – Library System Usage Patterns

### Calvert Library – Four Year Review of Customer Contacts (Circulation, Visits, Program Attendance and Reference Questions)

	2013	2014	2015	2016	Percent Change 2012 -2016
<b>Circulation</b>	1,121,505	1,120,760	1,119,633	1,091,551	-2.7%
<b>Visits</b>	586,710	548,444	526,435	516,520	-12.0%
<b>Reference Questions</b>	145,954	153,892	155,060	233,911	+60.3%
<b>Program Attendance</b>	57,019	62,439	60,440	57,938	+1.6%
<b>Total</b>	1,911,188	1,885,535	1,861,578	1,899,920	-0.6%

**Note:** The door counter at Twin Beaches was non-operational in 2016.  
Fairview has two door counters but three exterior doors.

We also tracked customer contacts for the four Calvert County libraries over the same time period. We did not include program attendance, as it was not tracked by individual library at that time. As Chart 2 (on the following page) shows, customer contacts at Prince Frederick and Southern libraries increased slightly, while both Fairview and Twin Beaches libraries experienced decreases over the four years. It is important to note that the door counter at Twin Beaches was not operational in 2016, and that there are two door counters at Fairview but three public entrances. The location of the second door counter at Fairview was moved from a busy interior door to a less-used outside door at the beginning of FY16 when the Calvert County Department of Economic Development vacated the building impacting, possibly right-sizing, the door count.

## Chart 2 – Branch Usage Patterns

### Calvert Library – Four Year Review of Customer Contacts by Branch (Circulation, Visits, Reference Questions)

	2013	2014	Percent Change	2015	Percent Change	2016	Percent Change	Percent Change 2012 - 2016
<b>Fairview</b>	331,436	326,847	-1.4%	330,073	+1.0%	299,510	-9.3%	-9.6%
<b>Prince Frederick</b>	760,082	746,108	-1.8%	730,900	-2.0%	772,065	+5.6%	+1.6%
<b>Southern</b>	354,378	371,725	+4.9%	333,373	-10.3%	373,764	+12.1%	+5.5%
<b>Twin Beaches</b>	267,568	251,301	-6.1%	242,138	-3.6%	213,547	-11.8%	-20.2%

**Note:** Program attendance statistics were not available by branch.  
The door counter at Twin Beaches was non-operational in 2016.  
Fairview has two door counters but three exterior doors.

While circulation may increase slightly at Fairview and Twin Beaches if their collections were weeded of materials that have not circulated recently, it is the Consultant's opinion that usage of these two libraries will continue to decline or will plateau until new libraries are constructed. There are significant physical conditions at Twin Beaches and Fairview that are impacting the public's use of them (see Section IV, Library Facility Assessments).

## PEER LIBRARY COMPARISONS

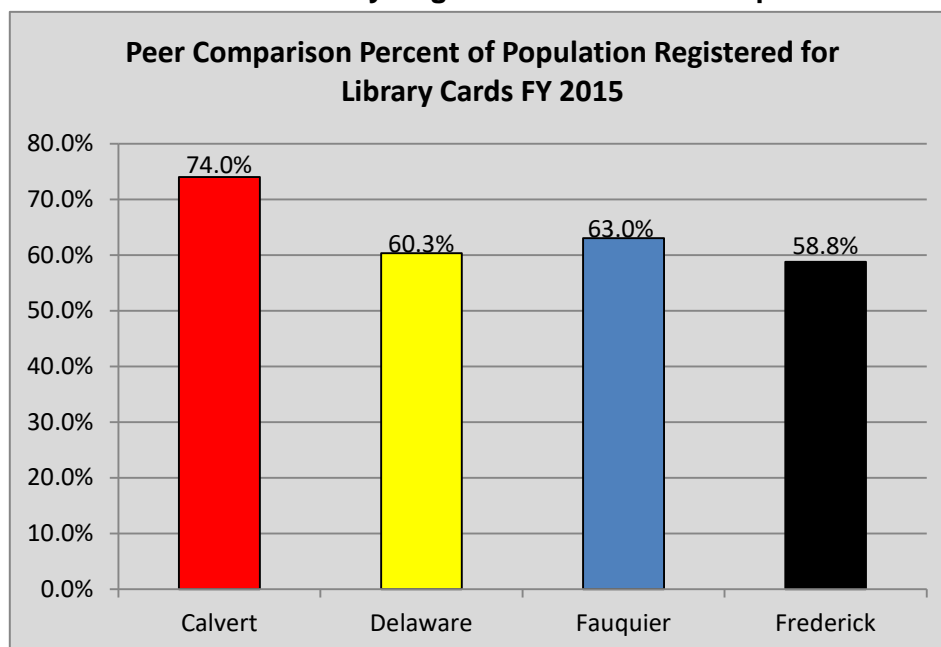
The Consultant also compared Calvert Library with Frederick County Library in Maryland; Fauquier County Library in Virginia; and Delaware County Library in Ohio. Through this comparison, we find that Calvert is doing an excellent job of providing the collections and services the community wants and needs. Calvert Library has the largest collection and highest circulation per capita and the highest percentage of residents with a library card (see Chart 3 on page 9). They also lead in the number of public Internet computers available for public use.

However, Calvert is behind two of the three peer library systems in the amount of library space they provide per capita, despite the fact that Calvert County has the highest median household income of the four counties per the U.S. Census:

### Median Household Income

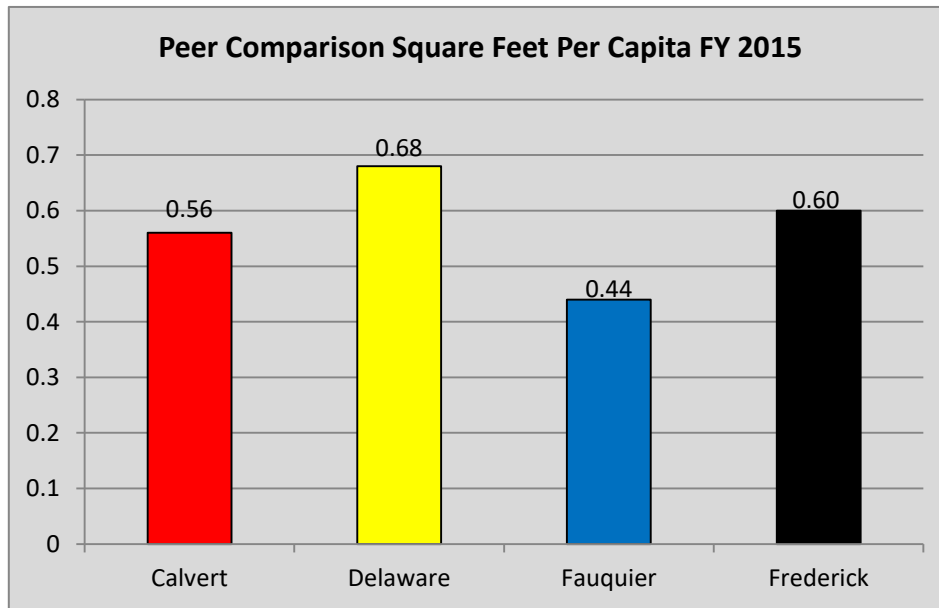
Calvert County	\$95,828
Delaware County	\$91,955
Fauquier County	\$91,609
Frederick County	\$83,700

**Chart 3 – Peer Library Registered Borrower Comparison**



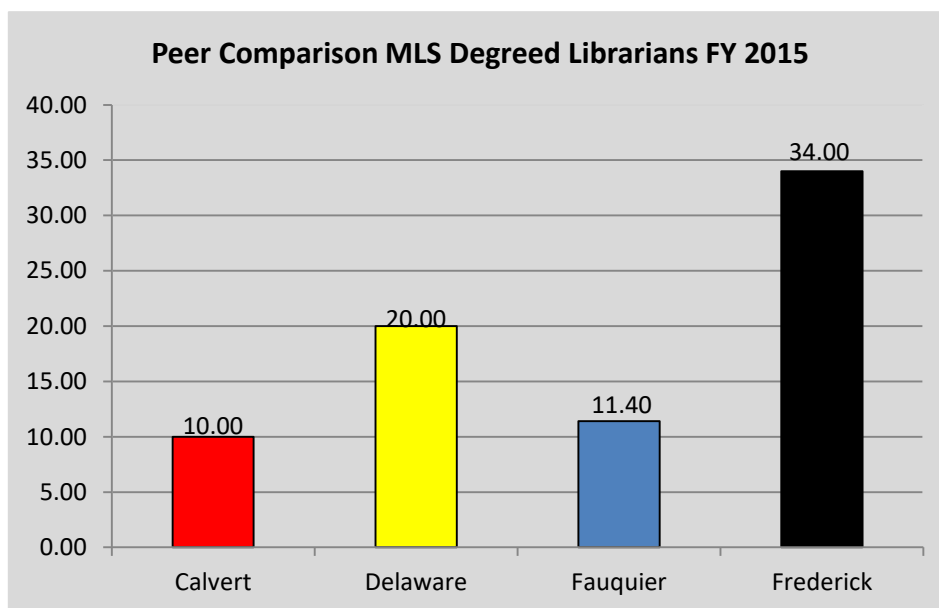
As you clearly see in Chart 4 below, however, only Fauquier County has less library space per capita than Calvert. At 0.56 square feet per capita, Calvert Library has 18% less space than Delaware County Library and 7% less than Frederick County.

**Chart 4 – Peer Library Space Comparison**



Calvert lags behind its peers in another important category. Just 18.5% of Calvert's staff is comprised of accredited librarians, which is the lowest percentage among the four peer libraries. In Delaware County, master-degreed librarians make up 32% of the total staff; 32% of the library staff in Fauquier are degreed librarians; and 26% in Frederick County (Chart 5, next page).

**Chart 5 – Peer Library MLS Staff Comparison**



The data for all areas of comparison among the four library systems – Calvert, Delaware County (OH), Fauquier County (VA) and Frederick County (MD) – follow.

### Chart 6 – FY2015 Peer Library Comparisons

Sources: Maryland State Department of Education Division of Library Development and Services Public Library Statistics; Library of Virginia; State Library of Ohio

<b>Operating Expenses</b>					
Library	Total*	Salaries	Salaries as % of Expenditures	Benefits	Other
<b>Calvert</b>	<b>\$4,183,663</b>	<b>\$2,500,225</b>	<b>59.8%</b>	<b>1,134,404</b>	<b>\$184,293</b>
Delaware	4,613,508	2,228,185	48.3%	674,848	1,074,883
Fauquier	2,354,801	1,378,168	58.5%	485,411	220,524
Frederick	10,596,578	5,748,468	54.2%	2,167,954	1,333,104
*Includes materials budget, which is broken out below under “Holdings.”					
Library	Total Paid Staff	MLS Librarians	Other Staff	Staff per 1000 pop	
<b>Calvert</b>	<b>54.00</b>	<b>10.0</b>	<b>44.00</b>	<b>0.60</b>	
Delaware	62.03	20.00	42.03	0.49	
Fauquier	34.03	11.40	22.63	0.52	
Frederick	130.00	34.00	96.00	0.54	
<b>Holdings</b>					
Library	Materials Budget	Total Items	Holdings/ Capita		
<b>Calvert</b>	<b>\$364,741</b>	<b>386,925</b>	<b>4.32</b>		
Delaware	635,592	491,670	3.91		
Fauquier	270,698	255,224	3.86		
Frederick	1,347,052	621,434	2.59		
<b>Circulation</b>					
Library	Total	Circulation/ Capita	#Registered Borrowers	Percent of Population Registered	
<b>Calvert</b>	<b>1,119,633</b>	<b>12.51</b>	<b>66,179</b>	<b>74.0%</b>	
Delaware	1,439,309	11.44	75,834	60.3%	
Fauquier	449,175	6.79	41,670	63.0%	
Frederick	2,823,695	11.79	140,809	58.8%	
<b>Other Customer Contacts</b>					
Library	Visits	Program Attendance	Annual Hours		
<b>Calvert</b>	<b>491,865</b>	<b>60,440</b>	<b>13,896</b>		
Delaware	453,388	72,162	13,844		
Fauquier	266,496	14,281	8,422		
Frederick	1,027,236	155,766	19,737		



<b>Facilities</b>					
<b>Library</b>	<b>Main Library</b>	<b>Branches</b>	<b>Bookmobile</b>	<b>Total SF</b>	<b>SF per Capita</b>
<b>Calvert</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>50,400</b>	<b>0.56</b>
Delaware	1	3	1	86,100	0.68
Fauquier	1	2	0	29,200	0.44
Frederick	0	8	0	142,500	0.60
<b>Electronic Access</b>					
<b>Library</b>	<b>Annual Wireless Uses</b>	<b>Total Public Internet Terminals</b>	<b>Annual Terminal Uses</b>	<b>Population per Terminal</b>	
<b>Calvert</b>	<b>15,930</b>	<b>113</b>	<b>140,289</b>	<b>792</b>	
Delaware	57,460	76	94,016	1,655	
Fauquier	8,230	56	40,182	1,181	
Frederick	100,220	228	270,948	1,051	

## TECHNOLOGY

Calvert Library has a Polaris ILS (integrated library system), which is run by Southern Maryland Regional Library and shared between SMRLA and Calvert, Charles and St. Mary's Counties. An ILS is a resource management/planning system for a library, used to track items owned, orders placed, and information on items borrowed and the library's card holders. Calvert has the latest version of the Polaris software, 5.1, which offers efficiencies and functional opportunities for both library staff and patrons. SMRLA also provides Calvert Library with their email.

Internet access is provided to the Library through Maryland's SAILOR network.

The Library has a three-year system-wide technology plan which it updates as objectives are accomplished. The plan addresses all aspects of library technology, from office applications needed to keep the Library's business functions running efficiently to hardware and software upgrades for public equipment.

The four libraries are maintaining their hardwired desktop computers *and* expanding their number of wireless laptops, reflecting the needs and interests of their community. They are also responding to specific community needs with "express" computers, which give the user 15 minutes to check email or quickly print out a document; and computers with multi-lingual software. The Library is also responding to the need for computers in designated teen spaces, one of the services most-requested by teens. In its next Technology Plan, the Library should consider the acquisition of personal electronic devices – tablets, smart phones, and so on – for library users to "play" with in the libraries. These types of technology "sandboxes" are increasing in popularity and were mentioned in the community meetings.

All libraries currently have patron self-checkout equipment, enabling library users to check out their materials without staff assistance. This equipment, however, accounts for less than 30% of the checkout activity. We recommend the Library review its policy on patron self-checkout use to determine how to maximize the efficiency of this service and reach a usage level of 85-90%.

In summary, Calvert is addressing the continuing effectiveness of existing systems and equipment and looking forward to new technologies that will increase library efficiency and respond to user demands.

## CONCLUSIONS

Our analysis of the demographic data demonstrates that growth in Calvert County will continue along the policy guidelines established by the county's Comprehensive Plan. Slow growth is projected – fewer than 6,000 new residents between 2020 and 2040. Per Calvert 2040, county residents would like to see that growth focused in currently-designated Town Centers. Calvert's four libraries are in or very near Town Centers.

The differences in service area composition (age, education, income, ethnicity, families with children, etc.) will require slightly different service emphases for each of the service areas. The Southern service area has the lowest median household income in the county, significantly lower than the Fairview and Prince Frederick service areas. Calvert's Southern Library, for example, may therefore want to offer more programs and materials for the do-it-yourselfer as area residents may be more inclined to do minor home projects themselves.

Prince Frederick serves a more ethnically diverse community than the other three libraries. That diversity should be reflected in the materials and programs the Library offers. On the whole, however, the four library service areas are quite similar, which means that Calvert Library will be able to successfully offer similar collections and services throughout the county.

Library usage appears to have plateaued overall and is declining at Twin Beaches and Fairview libraries. Additional attention to the collections throughout the library system will positively impact circulation; however, we do believe Twin Beaches and Fairview may continue to see declining usage until new/renovated libraries are constructed in these areas of Calvert County.

In the subsequent sections of this report we will:

- discuss what the residents of Calvert County need and expect from their libraries,
- assess the physical "health" of each of the branch library structures, and
- make recommendations to provide facilities that accommodate service for the future.

### III. THE COMMUNITY SPEAKS

Providence facilitated a series of nine community engagement sessions over a five-day period in March 2017. Four of those groups were town hall meetings comprised of the general public; and three were with particular affinity groups reflecting the small business, healthcare/non-profits, and education communities. We also met with parents of preschoolers and active older adults in small focus groups; members of the Library's Board, Friends and Foundation; and with Library staff.

A total of 59 persons attended the public meetings (i.e. not including the staff and Board meetings) to share their opinions about Library services and facilities, including their likes, needs, expectations, and suggestions for improvements.

We also conducted an online public survey about current and future library services, and received responses from 942 individuals.

The critical questions answered by the community's direct input were:

- What services are needed and expected by the residents of Calvert County and do they differ from the current offerings?
- How has the Internet and increased access to information via digital technologies changed the public's use of the library?
- Do the library's collections, in content and format, reflect the interests of all age groups?
- Are the facilities appropriately outfitted and located to conveniently meet the needs of residents of throughout the county?

### SUMMARY OF COMMUNITY GROUP MEETINGS

*In response to "What do you especially like about the Library? What keeps you coming back?"*

**Staff** is exceptional: knowledgeable, welcoming, customer-service oriented and good with families.

The **Collections** are interesting and there is a great variety in subject matter. People appreciate being able to borrow materials from throughout the Tri-County area. The Library system's auto renewal feature is very popular.

Library users enjoy the **Programs** offered at all of the libraries. They specifically mentioned programs and activities for children.

**Technology** continues to be well-used by the public. Many people go to the Library to use the library's computers or they bring their own laptops and use the library's WiFi.

The positive responses we received about the library **Buildings** were almost exclusively about Prince Frederick. People like the beautiful, open spaces, the children's area, meeting/study rooms and the natural light. One resident mentioned that the Library has a "civic presence" and the other focus group members readily agreed. When asked about the other branch libraries, people talked about convenience of location to their homes, their familiarity with the branch, or the excellent staff.

People also mentioned Calvert Library's ability to adapt to changing community needs, and described the Library as innovative and forward thinking.

*In Response to "Is there anything you don't like? Do you have any challenges using the library?"*

- lack of Sunday hours
- lack of (or not enough) meeting/study rooms
- not enough computers
- parking, particularly at Twin Beaches and Prince Frederick
- buildings that are not large enough
- need for more marketing of library services

*We showed a PowerPoint presentation about 21<sup>st</sup> century public libraries in some of the public meetings (included in Appendix B). In response to "Did anything in the presentation resonate with you? Was there anything you particularly liked?" We heard multiple comments reflecting desire for*

- group study and quiet spaces
- flexible, multi-function spaces; moveable furnishings
- after-hours access to materials via lockers or a Red Box-type machine
- designated spaces for children and teens
- spaces that are open and colorful and have natural light
- outdoor spaces
- cafés

Participants noted that Prince Frederick Library has many of the features shown in the PowerPoint presentation.

*We were curious about what the public saw as **the Library's role in providing technology for the community**. They most often mentioned:*

- looking to the Library for the latest technology like 3D printers and production studios
- the importance of Internet access for students
- tablets that may be checked out
- the Library as a place to try out new devices before purchasing one
- the need for more electrical outlets and some charging stations
- projection equipment in the meeting rooms
- the need for the Library to provide continuing education and technical assistance

*In response to "If you could design a library, what features would it include?" we received a long wish list! It is interesting that many of the features we heard about are present in the Prince Frederick Library design:*

- inviting design
- meeting/study rooms that are wired for the sharing of information
- outside space
- flexible spaces with moveable furniture
- separate spaces for different age groups
- creation space for teens
- natural light

- ample parking
- space that is physically accessible to everyone
- drive-thru book drop
- wall space for local artists to display their work
- after-hours access via electronic lockers
- café or vending
- lots of computers
- book displays
- library branches near public transportation
- seven-day-a-week service
- space that is comfortable, inviting and colorful

We also asked questions that were specific to the different affinity groups. For example, we asked the Education group about their students' use of the public library. Answers to those group-specific questions are in Appendix C, which contains notes from all the town hall, stakeholder and focus group meetings.

## SUMMARY OF STAFF FOCUS GROUP MEETING

*We included the PowerPoint presentation about 21<sup>st</sup> century public libraries in the meeting with Library staff. In response to “**Did anything in the presentation resonate with you?**” We heard*

- bookstore arrangement of the collection
- glass-enclosed study rooms
- rooms with electronic white boards
- children's areas zoned for different age groups
- lockers for after-hours access and drive-up windows
- flexible buildings and furnishings
- maker spaces
- comfortable/welcoming tables and chairs
- work space around computers, copiers and self-checkout machines

*We asked “**What do you think works really well in this library system?**” and heard about:*

- the delivery system
- location of Fairview Library
- auto renewal
- the Library's staff
- Tri-County agreement
- school partnerships
- “Check Out Your Community” program
- Library's use of social media
- hyper-personalized mobile services
- school partnerships
- the flexibility to experiment with new ideas

- story time room at Prince Frederick
- meeting spaces
- the Friends organization

***“What doesn’t work as well? What frustrates you as you work with the public?”***

- outdated software
- parking at Prince Frederick and Twin Beaches
- lack of staff or private space at Twin Beaches
- lack of comfortable chairs at Fairview
- sound creep from the children’s area at Prince Frederick
- not enough staff restrooms at Prince Frederick
- lack of usable space at Fairview
- teen/tween areas are lacking

***We asked staff if they have the skills they need to service the public and heard that:***

- staff strengths complement one another – everyone doesn’t have to know everything
- they need more technology skills
- everyone on staff needs a basic level of knowledge with technology
- ongoing training is needed
- staff need to know more about existing community resources *outside* the Library

***“What do you think the community will want in their libraries in 15 years?”***

- meeting space
- tablet/device checkout
- access to libraries via mass transportation
- electric car charging stations
- wireless printing
- Library kiosks in the community
- services that are more patron driven
- fewer DVDs and music
- more downloadable items
- Library staff out in the community more often
- “just in time” rather than “just in case” collections

*In response to “What will no longer be important to residents?” staff replied: print reference collections.*

To end the meeting we asked: “**What words would you use to describe the 21<sup>st</sup> century public library?**” and heard:

exciting! responsive  
accessible value added  
dynamic community space  
comfortable FLEXIBLE mobile  
customer service oriented a learning place  
moving with the times welcoming

## SUMMARY OF ONLINE SURVEY RESPONSES

A Survey Monkey online survey was made available to Library users on the Calvert Library’s web site for approximately six weeks beginning in early January 2017. The survey was also made available in paper format both in the four libraries and out in the community by Library staff.

We looked at the survey results in several ways; first looking at all 942 responses as a group, then looking at them by the library people told us they used most often. We also looked at the surveys of those who told us they “rarely” use the Calvert Library.

A summary of responses follows. A copy of the survey is included in Appendix D. All survey results have been shared electronically with the Library.

### All Survey Responses

We began by asking people **how often they visit** a Calvert Library. More than 57% of respondents visit one of the four libraries several times a month; and 72% visit at least once a month. We refer to this group as “super users,” and Calvert Library has a large number of them. Six point five percent (6.5%) of respondents told us they rarely visit the Library.

We then asked people **which Calvert library they use** most often. Prince Frederick was identified by the majority of survey respondents (59.87%). Next was Fairview Library with 25.58%, Twin Beaches with 24.42% and then Southern with 22.34%. Two percent of respondents told us they use only the Library’s online services.

We were interested in **what library materials and services people use**. The top five responses were:

- Borrow print books and/or books on CD – 89.35%
- Borrow DVDs – 51.30%
- Use the Library’s web site from home, school or work – 50.78%
- Use the Library’s online databases or resources – 39.35%
- Get help from Library staff to select reading and/or research materials – 34.29%

“Download ebooks, magazines or stream video,” “Attend Library events/classes for adults” and “Use WiFi at the Library” were also mentioned by at least 30% of respondents.

In addition, we were interested in **how people find out about programs and events** happening in the Library. The top three responses were

- by email notifications sent from the Library (63%).
- from the Library’s web site (61%);
- from flyers and posters in the Library (50.5%); and

Twenty percent (20%) of respondents find out what’s happening at the Library from social media and just over 17% by word of mouth.

Next we asked people to identify the **strengths of the Library**. The top response, “Approachable and helpful staff,” was also mentioned by library staff as something the public values about Calvert Library, as well as by those attending public meetings. This response was identified by 91% of survey respondents. The other top responses were:

- Book and audio-book collections that reflect my interests – 66%
- Welcoming and comfortable buildings – 56%
- Library’s web site – 51%
- Free WiFi in the Library – 41%%
- Days and hours of service – 40%
- DVD collections - 32.63%.

The survey listed 26 possible **changes or improvements** to the Library and asked respondents to rank them as Very Important, Important, Somewhat Important, Not Important, or Don’t Know. According to their weighted average, the top five responses were:

- More current books
- More ebooks, video, music to download
- Expanded branch hours and days of service
- Space for local organizations to meet
- More current DVDs

We were curious about the types of **electronic devices people have** in their homes. The responses reflected the national trend of more laptops than desktop computers and highlight the proliferation of smart phones (89% of respondents said they have at least one in their home). Fewer than one percent of respondents indicated that they didn’t have any of these types of devices.

It is important to remember, however, that Library staff often assists people who have no computer access at home. Looking at the percentage of Calvert County residents living in poverty (6%), as well as those who fall far below the median income, we know that for some residents the public library is their only source for free access to computers and computer assistance.

Survey respondents were asked about the **roles Calvert Library plays** in the lives of their community. Four options were presented, as well as an “other” option, and respondents could select as many roles as they wanted. The four options were:



1. Provides lifelong learning resources for all ages.
2. Serves as a welcoming and safe place for community interaction and gathering.
3. Supports digital (computer & technology) literacy for all ages.
4. Supports and promotes basic literacy (reading) for all ages.

It was not surprising that all four roles received substantial support, ranging from 78% (Supports digital literacy for all ages) to 93.3% (Provides lifelong learning resources). What we did find interesting, however, was that just under 20% of respondents did *not* see supporting basic literacy (i.e. reading) as a role of their public library.

Finally, we asked “In your opinion, what are the **Most Important Changes** you would like to see the Calvert Library make over the next several years to ensure its value to you, your family and all residents of Calvert County?” This was an open-ended question, and we received close to 500 responses.

Most of the responses related to hours/days of service. Respondents want more hours in general and Sunday hours in particular.

Close behind hours of service was comments about the library buildings, including parking. People want to have

- quiet space
- teen spaces
- updated technology
- larger facilities

*Twin Beaches Library was specifically cited more than twice as many times as any other library, with respondents noting the inadequacies of the current building, including accessibility issues, and/or stating the need for a new or expanded building.*

The next-most-mentioned topic was the need for more online resources and digital media, particularly job resources. Programs and events came next. Respondents would like more children’s programs on weekends, classes on new technologies, more STEM (science, technology, engineering, math) related activities, and book clubs. The book collection was mentioned fifth, with people asking for more current books and more best sellers.

The remaining questions were designed to give us a picture of who completed the survey. We learned that 80% of the respondents were female; and that most respondents were between 51 and 65 years of age. The large majority of respondents have lived in Calvert County for more than 20 years (42%). The five zip codes most represented were 20639 (15.8%), 20657 (15.3%), 20732 (14.4%), 20678 (12.8%) and 20736 (10.5%).

### Survey Responses by Library

Survey responses among the four branches were similar, as we expected given their similar demographics. The specific exceptions are described below.

Once respondents identified the branch library they use most often, we gave them a list of statements about the libraries and asked them to tell us how strongly they agreed or disagreed with those statements. The eight statements were:

1. The Library is a welcoming and inviting place.
2. The Library is clean and well maintained.
3. I feel safe at the Library.
4. There is adequate parking at my Library location.
5. The Library's hours of operation are adequate for my needs.
6. The Library is an important part of this community.
7. The Library is up to date and has pretty much everything we need.
8. The Library is conveniently located.

Fairview and Southern Library users overwhelmingly agreed with most of those statements, with 80% or more “strongly” or “moderately” agreeing. Looking at users of Prince Frederick, however, we saw that more than 23% did not agree that there is adequate parking at the Library and 15% believe the hours of service are not adequate. Users of Twin Beaches also mentioned parking, with 25% finding the parking inadequate.

Survey respondents were given a list of possible changes or improvements they would like to see in their branch. *Users of all four libraries mentioned the need for meeting space.* More than 50% of respondents who use Twin Beaches or Fairview said that “new or renovated library space” was important or very important.

#### *Responses from Those Who Rarely Use Calvert Library*

We were able to get a picture of why some people rarely use Calvert Library by studying their survey responses. Looking at the eight statements above, for example, just 67% of respondents in this group agree that Library's hours of operation are adequate, well below the level of agreement in the total group of respondents.

Seventy-eight percent (78%) of people who rarely use the Library agreed with the statement “The Library is up-to-date and has pretty much everything we need.” In the respondent group as a whole, 92% agreed with that statement.

People who told us they rarely use the Library strongly agreed, however, with the majority of the other statements.

## **SUMMARY OF INTERVIEWS WITH COUNTY ELECTED OFFICIALS**

The Consultant held telephone interviews with all five members of the Calvert County Board of Commissioners: Commission President Tom Hejl, Commission Vice-President Evan K. Slaughenhaupt, Jr. and Commissioners Mike Hart, Pat Nutter and Steven R. Weems.

All of the Commissioners spoke highly of the Library. They acknowledged that they view the leased space for Southern Library as an interim solution to the need for a larger facility in that area of the county, and would prefer to have all Library services in county-owned facilities.

Commissioner Nutter cited a “desperate need” for a new library to replace Twin Beaches. He understands that the current facility is much too small for that community. Commission Vice-President Slaughenhaupt believes that both the Fairview and Twin Beaches buildings need work. He

would like to see all library buildings in the Town Centers that were discussed earlier. Commissioner Weems has no concerns about the services offered by Calvert Library, and would like to see a location in Lusby for a permanent Southern Library.

Commission President Hejl agreed with Commissioner Weems about the location of Southern Library; i.e. that it should be located in the Town Center of Lusby. He acknowledged that Fairview Library needs to be replaced and would like to see it remain in its current location on Route 4. The priority is a replacement for Twin Beaches, which is already included in the county's Capital Improvements Plan.

## CONCLUSIONS

First, the Consultants want to commend the Library and the residents of the county:

- the Library, for its ability to identify and recruit engaged community members as focus and stakeholder group participants and
- the participants, for taking time from their busy lives to participate and offer thoughtful and sincere comments about the Library, its services and spaces, and their expectations and needs related to those services spaces.

The comments and input of the community and the staff during the focus group process are reflective of what we hear in similar settings throughout the country. The anecdotal comments captured in the focus groups are similar to those published in very recent national statistical research and studies.

Based on community input, the people in Calvert County value their public library and the staff who work there. While they would like to see more new books and DVDs, they feel that the collections meet their needs. Library users appreciate and, in some cases, rely on the free WiFi in the libraries and on the Library's computers. People of all ages commented on the Library's excellent programs – over 30% of adults we surveyed attend them – and would like to see more.

In terms of library buildings, what community members want to see in Calvert County is, as some people mentioned, libraries similar to Prince Frederick in other parts of the county. That is, they want

- naturally and well-lit buildings
- open and comfortable spaces
- community meeting spaces of various sizes
- program space to support Library offerings
- ample parking adjacent to the buildings
- buildings to be accessible to everyone in the community
- up-to-date technology and reliable WiFi

They appreciate the Library's role in the lives of children and teens and want their libraries to include spaces dedicated to those age groups. The facility that the public mentioned most often that is in need of replacement is Twin Beaches Library.

We found that the community and the staff have the same awareness and understanding of how Library facilities need to change. This is a positive and important fact as, on occasion, we find a disconnect

between the needs of the public and a staff's perception of those needs. We believe the community is poised to become effective advocates for the kind of library facilities needed to sustain the Library as a vital quality of life resource and a valued lifelong education resource for the taxpayers of Calvert County.

More specific recommendations related to the facility issues identified by community residents, Library staff and the Consultants will be addressed in the following sections of this report.

## **IV. LIBRARY FACILITY ASSESSMENTS**

RRMM® Lukmire Architects of Bel Air, Virginia conducted facility and property assessments of the four Calvert County libraries. The building survey forms developed by the architect are in Appendix E. A consultant with Providence Associates also toured each facility to review its functionality as a public library. The corresponding reports follow.

### **FAIRVIEW LIBRARY**

#### **General Description**

Fairview Library is well-sited on Route 4 and has a visible monument sign. This 8,580 square-foot library is an adaptation of a school building; the building was converted to a library 35 years ago. Renovated in 1994, the facility has two public entrances, east and west, plus a third entrance on the north side of the building that is available to library users with mobility problems. The “front” or west entrance, however, cannot be seen from the road – it is at the back of the building – while the door that is seen from the main road does not lead to the Library proper.

The building is one level, with the exception of a “loft” area used as office space. There are several meeting/program spaces, including a large multi-purpose room that accommodates 75; a meeting room that holds approximately 35; and a study room. There are no staff offices; all staff is in a shared space when they are not working in the public area. There are two service desks.

The only natural light comes in from small windows near the ceiling. There is a comfortable seating area with magazines, newspapers, and used books for sale near the back entrance. Drinks are available from a vending machine.

The Library is organized generally in a coherent manner. Both service desks are visible from the main entrance. There is a large children’s area with an Imagination Station, three computers with educational games and a large collection. There is not a teen space in Fairview Library. Stacks for the adult collection are high. Entering the Library from the east door, the user walks past some comfortable seating; turns right and continues past the audiobook collection; and then takes a left into the library proper where they encounter tall book stacks on either side and cannot see a service desk.

Fairview Library shows its age. Furnishings are old and mismatched and there is no comfortable seating. The circulation desk is very large, and delivery bins are held behind the desk – and sometimes adjacent to it – until they are picked up. The collection is too large for the space; for example, Fairview is 600 square feet smaller than Southern Library but it has a larger collection. The tall stacks and large circulation desk make the space feel smaller than it is.

While there are several meeting spaces, as described above, they are out of sight of Library staff. The same is true of the comfortable seating area and audio book collection. There is no storage for the furniture and equipment used in the meeting rooms.

## Physical Conditions

The public bathrooms are not ADA compliant. Both the men's and women's rooms have handicap stalls, but there isn't adequate turning radius for wheelchairs to maneuver at the entrances.

The staff "loft" is accessed only by a set of wood stairs. It does not meet ADA requirements for staff use.

The windows in the public area are wood, residential grade and were installed during the 1994 renovation. The storefront aluminum windows at the front of the building are original.

New carpet squares were installed in November of 2015 and are in good condition. A new, rooftop HVAC system was installed in 2016. Light fixtures were replaced in the 2016 upgrades.

1994 building documents suggest that the original flat roof was not replaced, though it was resurfaced in 2007. There is no roof plan available in the set of 1994 building documents.

## Recommendations

We recommend the following short-term capital project (within the next three years) changes to enhance the functionality of the space:

- Circulation desk. The circulation desk is extremely large, and a library of this size does not need two service desks. We recommend the existing circulation desk be made smaller and reconfigured to accommodate for reference and circulation.
- Delivery. There clearly is no room in the staff workroom for delivery bins, and keeping them on the floor behind the circulation desk is a hazard. We recommend that an area for the delivery bins be designated.
- Collection. As mentioned above, the collection is large for the building size; the picture book collection is larger than the one at Prince Frederick Library. The adult non-fiction collection is as large as the fiction collection at a time when the demand for non-fiction is decreasing. We recommend that all items that have not circulated in the past two years be weeded. If possible, stack heights should be lowered. Allowing more light to filter through the space will make it seem larger and more inviting. It may also be possible to move some of the audio books into the main public area.
- Storage. There is a clear need for additional storage. We recommend that the small, windowless study room be re-purposed for storage.
- Seating. Some comfortable seating is needed in the main section of the library and was requested by patrons at the public meetings. Eliminating one of the service desks and decreasing the size of the collection will open up space for a seating area.

Long-term, major capital projects are addressed in Facility Master Plan Recommendations and Timeline section.

# **PRINCE FREDERICK LIBRARY**

## **General Description**

This 10-year-old facility is a good example of the 21<sup>st</sup> century public library. There is abundant natural light, several comfortable seating areas and designated spaces for all age groups. Prince Frederick is a two-story, 28,000 square-foot library, with the children's area, Library Administration, a quiet room and a comfortable seating area on the upper level.

The lower level includes circulation and reference desks, a vending/café area, two comfortable seating areas, and the adult and teen collections and spaces. The Teen Zone was recently renovated. There are several well-used meeting/study spaces, including: a large, multi-purpose room and can be divided into three spaces; two tutoring rooms; and a small study room. (The children's area includes a program room.)

Prince Frederick is located in a popular shopping center, near to but not on a main road. It has shared parking with the shopping center, with some parking adjacent to the library. There is a 24/7 book return and three curbside spaces for individuals to park and return their materials.

DVDs are near the building's entrance, along with a copy/print/scan center and a display of tourism information. Stack ends are used to display materials.

Library Administration and support services are housed in the Prince Frederick Library. It is also the home of mobile services' two vehicles; a Library bookmobile, scheduled for purchase in fiscal year 2019, will reside at this location as well.

There is a significant (7,865 square-foot) unbuilt space below the first floor. Given the Library's location in a popular, busy retail area and the building's general lack of storage, the space is a good candidate for adaptive reuse.

## **Physical Conditions**

The 10-year-old building is in generally good condition. There are no major building conditions to address.

The original carpet has received years of hard use and we recommend it be scheduled for replacement. There are also exterior wall sections that show no insulation over the metal studs; the dew point appears to lie within the zone of those studs. The walls should be inspected for deteriorating masonry anchors and fasteners.

There are no sprinklers in the unbuilt space under the first floor per the construction drawings. The space should be inspected to determine if sprinklers are needed.

Staff receives complaints about noise from the children's area seeping into the adult space below; this issue was also mentioned in the public meetings. There is currently a glass wall extending halfway to the sloped roof. Enclosing the second half in glass would alleviate a large part of the noise problem.

The second-floor staff area facing the south (rear) wall gets a cold draft from the outside wall along that side. We recommend that insulation and drywall be added to the spandrel area; that supply registers be re-configured/added to throw air down against the exterior wall; and/or that baseboard at the wall be explored to offset the heat loss through the spandrel. The same condition exists elsewhere in the building and should be similarly treated.

The three “umbrella” light fixtures in the children’s area do not work. We recommend the fixtures be evaluated for repair or retrofit with controllable LED lighting sources.

The public address system does not work consistently and is not always heard throughout the library. The system should be investigated to determine the source of the problem.

The front entrance automatic doors allow cold air into the building; staffs sometimes wear coats during the winter while working at the desk. A time delay on the second set of doors may provide some relief.

## **Recommendations**

In addition to the items mentioned above, we recommend the following short-term capital project (within the next three years) changes to enhance the functionality of the space.

- Circulation desk. The circulation desk is extremely large. Space could be gained by downsizing and reconfiguring the desk.
- Signage. Building interior signage is generally excellent. However, there is not a sign upon entering the building to let people know that the children’s and quiet areas are upstairs.
- Office space. There are only two offices in the building; one for the Library Director and one for the Branch Manager. The Branch Manager’s office is also used as private meeting space for staff and as a private room for nursing mothers. There is not an easy fix for this situation, but it should be noted and considered at a future time.
- Storage. As with office space, storage is at a premium in Prince Frederick Library. Again, there is no easy solution but the problem should be noted for future consideration.
- Parking. We heard from the public in both in the online survey and in focus groups and town hall meetings that parking is an issue at Prince Frederick. The plus side of having the library located in a popular shopping center is that it is convenient for the public and people “discover” the library while in the area. The down side is that the library is sharing parking with the restaurants and stores. A joint parking structure may need to be considered in the future.

## **SOUTHERN LIBRARY**

### **General Description**

Southern Library is in a recently (2013) built-out space in a shopping center; the county has a 10-year lease for the site with the option of renewal. The 8,900 square-foot space is attractive and inviting. There are designated areas for teens and children, and a “living room” area with comfortable seating in the front of the library. There are windows on two sides of the library space – on either side of the entrance at the front of the space and on one side of the building.

The children’s area, located in the rear of the space, has an Imagination Station, computers, and some soft seating. The space is enclosed on three sides and shelving is used to create a partial wall on the fourth side. The collection is large and extends beyond the children’s area and into the adult area.

The teen space is located in the front of the library, across the entry from the living room. There are five computers in the space, bar-height seating along an outside window and the teen collection.

There are three comfortable seating areas along the windows in the adult area; all of the coffee tables adjacent to the seating have power. There are 18 computers in the adult space.



There is a large, combined circulation/reference desk to serve all library users; it is visible from the entrance. Southern has several public meeting spaces: a large meeting/program room; two tutoring rooms; and a group study room.

The staff work area is well designed. While there are no private offices, work spaces are defined with systems furniture. There is a staff break room and staff restrooms, as well as lockers. This is the only library in Calvert that has a back door for delivery.

## **Physical Conditions**

Roof curbs at the rooftop HVAC units are uninsulated, and the roof does not appear to meet current insulation standards. The roof has leaked into the public space above the computers in the Children's area twice in late May-early June of this year.

The installed light fixtures do not match the electrical plan; therefore, their energy efficiency could not be determined.

## **Recommendations**

We recommend the following changes to enhance the functionality of the space:

- Children's area. The collection needs to be appropriately sized for the space. In addition, some of the shelving is too high for the children using the space. For example, there are picture books on stacks that are four and five shelves high. Board books are on three-shelf-high stacks. The signage on the walls over the stacks is too high; a different means of signing the collection is needed.
- Teen space. The teen space is currently located adjacent to the tutoring and study rooms. While it has a large book collection and several computers, there is not the type of soft seating favored by teens. We recommend that the teen space be relocated to a more appropriate area of the library.
- Service desk. The one-desk concept is perfect for this size library. However, the large desk takes up space that could be used for the public. In addition, back-of-house functions, like the check in of library materials, take place at the service desk. We recommend that these types of functions take place in the staff workroom, and that the desk be downsized and reconfigured.
- Telephone system. The telephone system is adequate to poor. Staff cannot, for example, change messages remotely in weather emergencies. It is a used system from another county property, and we recommend it be replaced.
- Roof. The landlord needs to inspect the roof as soon as possible to determine and remediate the leaking in the Children's area.

## **TWIN BEACHES LIBRARY**

### **General Description**

This 4,600 square-foot library is in leased space in the heart of Chesapeake Beach. Located on the second story of a two-story building, Twin Beaches has a straightforward layout. Upon entering, one goes left for the children's area or right for the adult area. It is a charming, inviting space with a generous

amount of natural light; many windows, however, are blocked by shelving. Twin Beaches opened as a library in 1991.

The children's area is a large space with an Imagination Station and three computers. A large picture book collection takes up more than half of the shelf space.

The adult area includes a "living room" for up to 25 people. There are windows on two walls of the living room and a power strip provides electricity around the entire space. A large, combination circulation/reference desk services all patrons, and is visible upon entering the building (on the adult side). There are two restrooms across from the desk.

There is a teen collection, but not a space designated for teens. There are no meeting, study or program spaces; library programs are conducted in the public space.

There is one, shared staff space and a staff restroom. The staff's breakroom shares space with the storage room.

### **Physical Conditions**

The existing building and site have significant site grade challenges. The site has insufficient parking with no possibility of improvement even if the site were to be redeveloped. The site is severely restrictive for anyone with mobility challenges. There are ADA violations both inside and outside the building that would be difficult and expensive to mediate.

### **Recommendations**

We strongly recommend that Calvert County allocate funds for the design and construction of a new library in the Twin Beaches area. This will be addressed more fully in Section IV, Facility Master Plan Recommendations and Timeline.

## V. FACILITY MASTER PLAN RECOMMENDATIONS AND TIMELINE

The reader of this report should by now have a clear understanding of the data and input that have led us to our recommendations for this 20-year Facilities Master Plan for the Calvert Library. The recommendations are based on the greater community's expectations of library service and the projected growth and development of the county in terms of population, residential housing, transit routes, schools, parks, etc. Implementation of the plan will result in access to conveniently located, full-service branch libraries for every resident of the Calvert County for the next 20 years.

### THE PRINCIPLES OF UNIVERSAL DESIGN

Public libraries are one of the most democratic institutions in any community. They welcome everyone in the community to enter and enjoy all the library has to offer. While each branch library will certainly have its own unique design and offer services, materials and programs that respond to its particular community, all libraries should embody a set of design principles that insure access to all residents.

In 1997, a group of architects, product designers, engineers and environmental design researchers at North Carolina State University's Center for Universal Design worked together to establish the Principles of Universal Design. The Consultant recommends that the seven principles, which are meant to guide a range of design disciplines including environments, products and communications, be used to guide the evaluation of existing Calvert Library facilities and the design of new facilities.

The seven Principles of Universal Design are:

#### **Principle One: Equitable Use**

*The design is useful and marketable to people with diverse disabilities.*

#### **Principle Two: Flexibility in Use**

*The design accommodates a wide range of individual preferences and abilities.*

#### **Principle Three: Simple and Intuitive Use**

*Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.*

#### **Principle Four: Perceptible Information**

*The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.*

#### **Principle Five: Tolerance for Error**

*The design minimizes hazards and the adverse consequences of accidental or unintended actions.*

#### **Principle Six: Low Physical Effort**

*The design can be used efficiently and comfortably and with a minimum of fatigue.*

#### **Principle Seven: Size and Space for Approach and Use**

*Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.*

Additional information about the seven principles is included in Appendix F.

## **DETERMINING THE SIZE OF A BRANCH LIBRARY**

There are no longer national standards for sizing public libraries. Some library systems develop their own internal guidelines that work for their particular community. In the Public Library of Charlotte and Mecklenburg County (PLCMC), for example, their guidelines identify Branch Libraries of 16,000-20,000 square feet and Regional Libraries of 40,000-60,000 square feet. Other library systems have a goal of a certain total number of square feet per capita. For example, many libraries today are striving to achieve one square foot per capita. The bottom line, however, is that a library should be sized to accommodate the service functions expected by its community.

In Section I, we described the 21<sup>st</sup> century public library and the expectation by communities that it serve as the “hub” and community gathering place. It provides multiple meeting venues, programming spaces, dedicated zoned areas that support and promote the physical and intellectual development of children, dedicated areas that serve and engage teens, a place for quiet respite, ample access to technologies for information, social networking, and communication, and of course a place for books and media. All of this requires larger spaces. Currently, Calvert Library Prince Frederick is the only location in Calvert County that meets the community’s expectation for 21<sup>st</sup> century spaces and services.

Calvert County is projecting slow population growth over the next 20+ years, just 6% between 2020 and 2040 or 11,000 new residents. But the county cannot meet community needs by simply building space to accommodate those 11,000 new residents. Fairview has physical conditions to mitigate; Twin Beaches has physical conditions as well as being in leased space; Prince Frederick has some building issues that need attention, and Southern is in leased space. In addition, residents throughout the county are requesting spaces and services that cannot be accommodated in the current buildings as we heard in community meetings and an online survey. And, as we demonstrated in the Section I discussion of peer libraries, Calvert County is equal to its peers in almost every category, with the exception of library space per capita. It falls behind two of the three peer library systems in this category. Based on Calvert County’s 2015 population, it would take between 7,300 and 11,000 square feet of new library space to equal Frederick and Delaware County libraries.

## **CAPITAL PROJECT RECOMMENDATIONS**

### **Twin Beaches Library – Construct a New Library of 14,000-16,000 Square Feet**

A new library in the Twin Beaches area should be the top construction priority for Calvert Library.

The Consultant looked at demographic projections for two-, four- and six-mile radii around each branch library. The two-mile radius around Twin Beaches represents a population totaling 12,734 persons in 2016 according to U.S. Census data; that number is projected to increase to increase approximately 2% over the next five years.

Twin Beaches Library is in leased space on the second floor of a two-story building; the space opened as a library is 1991. The Library space is just over 4,600 square feet, which translates into .36 square feet per capita for that service area. The Prince Frederick service area, by comparison, has approximately one square foot of library space per capita to serve their community.

While the current library space is charming and has a light-filled “living room” area that is popular with users, the building and site on which it sits have significant site grade challenges. There is limited parking with no possibility of improvement unless the site was to be redeveloped. The site is severely restrictive for anyone with mobility access issues. Even if the Library were to take over the entire building, there would still not be sufficient space for the community, and there are ADA violations that would be difficult and expensive to mediate.

The size and age of the Twin Beaches library space compromise the Library’s ability to provide 21<sup>st</sup> century public library spaces and services. There are no meeting or program spaces. Library programs, including those for children, are presented in the general library space. When Twin Beaches library users were asked in the online survey to identify the changes or improvements they’d like to see in their library over the next several years, quiet space for studying was second only to more current books in terms of changes they felt were important or very important. Meeting space was fourth on the list of changes their users identified as important or very important.

The children’s area is well sized relative to the overall size of the library space. However, it lacks seating and some books are on shelving that is too high for access by young children. There is no place for a parent/caregiver and child to sit together and read.

There is little storage in the Twin Beaches Library space. A small area for staff to eat meals and take their work breaks is shared with the only space for storage.

Today’s library users also want

- comfortable inviting spaces for reading in the library,
- an abundance of natural light, and
- children’s areas with space for imaginative play, discovery and learning.

Modern libraries also have spaces designated for teen users – the one in Prince Frederick Library is a good example – with computers and space for teens to study and connect.

In the online public survey, library users were asked to identify the *most important* changes they would like to see the Calvert Library make over the next several years. Building (including parking) issues were second on the list, and Twin Beaches Library was mentioned twice as often as any other Calvert library.

## **RECOMMENDATION**

Today’s public libraries are places that anchor community life and bring people together. They are a “destination” – a place for the community to come and connect in a variety of ways. The public library in the 21<sup>st</sup> century is the most highly-used, publicly-supported service provided in a community, a people-centric rather than book-centric space.

The Consultant recommends a new, 14,000-16,000-square-foot library in the Twin Beaches area. This size library will accommodate the population growth that is projected for Calvert County by 2040.

The new area library should be inviting, comfortable, spacious and attractive. It must incorporate flexible and easily-adaptive spaces for a variety of functions and age groups throughout any given day or year, and should be sufficiently flexible in design to accommodate changing community needs and interests over the coming decades.

A one- or two-story building would meet the community's needs, and a two-story building is not significantly more expensive to construct than a single-story structure. However, the long-term cost of operating a two-story library will be higher, as more staff must be provided to monitor and assist the public with more than one service point and to insure better security.

Areas zoned by age groups for youth, an area for popular books and media for adults, and a quiet zone for those wanting to read, study and reflect without distractions are necessary for a positive user experience. Comfortable, lounge-style seating spaces for reading magazines, newspapers and books are a must. A variety of types of meeting spaces were requested in the community meetings and surveys. A large-group space should allow for dividing into smaller separate spaces with sound-proofed, movable partitions.

The design for the building should provide

- ample natural light along with diffused and indirect lighting;
- a variety of gathering spaces to accommodate group study, large group activities/events, small group conversation and solitary contemplation;
- sound containment and attenuation, especially between noisy and quiet areas as well as between staff and public areas; and
- building materials and detailing intended to provide an up-lifting sense of home and community.

We recommend:

- Collections (all formats) focused on community needs and interests
- Self-service express check-out accounting for at least 90% of all circulation
- 24/7 materials return that goes directly into the staff workroom
- A combined circulation/reference service desk
- Separate food and beverage vending area with seating
- Living room-like reading areas with comfortable seating for adults
- Dedicated teen services, spaces, and computers
- Dedicated children's room zoned by developmental age groupings for children 0-12 with computers and a dedicated program room
- Materials displays that highlight topics reflecting popular interests, local events and more
- One large multipurpose group meeting/program room accommodating up to 100 persons that can be subdivided to accommodate smaller groups; with sufficient storage for tables and chairs
- A minimum of two small quiet/group study rooms for 2 to 6 persons per room equipped with appropriate connectivity, technologies and white boards
- A service entrance to accommodate deliveries
- Multipurpose (flexible) meeting/program spaces will accommodate technology training using 12-16 portable laptops stored in powered carts in the building
- Wireless access throughout the building with plentiful wall/floor/furniture outlets and charging stations
- Computers (desktops and laptops) offering a combination of electronic database access, Internet access and productivity software (e.g. MS Office Suite)
- Raised floor to accommodate data and power to efficiently and cost effectively accommodate flexibility for today and the future

- Computers with basic assistive technologies for visually and hearing impaired
- Copiers, scanners (black and white and color) and faxes for public use
- Outdoor reading/program area
- Ample customer parking for what will be a very busy library

### **Cost**

While costs related to library construction are very much a local factor, current year costs for library furniture, fixtures and equipment run between \$25 and \$30 per square foot. The estimated cost to construct, furnish and equip the new Twin Beaches Library is likely to be somewhere in the range of \$350 to \$400 per square foot in today's dollars with an escalation figure of 5% per year (excluding land acquisition, as needed, owner costs and contingency). Design costs, which are not included in the construction cost, above, are typically 10-12% of construction costs.

Site challenges, such as flood plains, may increase the cost for land acquisition.

While a site for the new library has not been identified, the Consultant recommends that the Towns of Chesapeake Beach and North Beach work together to identify an ideal location for everyone in the Twin Beaches area. Both North Beach and Chesapeake Beach are Priority Funding Areas for the county.

### **Fairview Library – Renovate and Expand to 14,000-16,000 Square Feet**

Like Twin Beaches, Fairview Library is undersized for its community. At 8,580 square feet, it has approximately one-half square foot per capita to serve its community. Further, much of the current library space is inefficient. Comfortable seating and the audio book collection, two of the more popular public library services, are outside the main library space and cannot be easily monitored by staff at either service desk. There is little storage and under-sized and inefficient staff work space. Because there is no workroom area for circulation functions such as preparing materials for delivery to other libraries, these type of functions take place in the public area. Neither of the public restrooms is ADA compliant, and a staff loft office space is wood framed, a fire-safety issue in a building without a sprinkler system.

The children's area, which is located next to the circulation desk, is crowded and unappealing. There is no comfortable seating, nowhere for a parent and child to sit together and read a book. Some of the collection for the library's youngest users is on shelving too high for them to reach.

While Fairview is on a main road with excellent visibility, the main entrance does not face that road; the main entrance cannot be seen from the road. There is insufficient parking. There is a large multi-purpose room but no associated storage.

### **Recommendation**

We recommend that Fairview Library be completed renovated and that 5,500-7,500 square feet of new space be added. If the current site will accommodate an expansion, it is recommended that Fairview remain in its current, highly-visible location on Route 4, Southern Maryland Boulevard.

A larger, more efficiently designed library is clearly needed in this service area, and the site appears to be sufficiently sized to accommodate a new or renovated/expanded facility. In considering renovation, it is recommended that the building be re-conceptualized to:

- Reorient the library to face either Route 4 or the library's entrance drive and redevelop the parking areas to reinforce that change.
- Open up the majority of the existing corridor wall to make the meeting rooms directly visible from the service desk. The existing corridor's twelve inch CMU (concrete masonry unit) wall is bearing, making its removal an expensive item; however, this is key to improving the library layout.
- Limit the library to one public entrance.
- Remove the remaining vestiges of the original school's rear exterior wall that bisects the main library space to improve the library's layout.
- Study the feasibility of replacing the existing flat roofs with standing seam metal roofs at 4:12 slope or better.
- Study other means of improving the building's visibility and visual appeal.

As mentioned above, the site appears to be sufficiently sized to receive a replacement facility. The primary advantage of new construction is the opportunity to build a state-of-the-art public community center, employing high efficiency design principles and storm water facilities. The existing building envelope (exterior walls, fenestration, roof) does not meet current energy standards. While renovation of the existing facility is possible, the cost to fully renovate it will be close to, if not the same as new construction, given the number of building systems needing to be replaced.

The new Fairview Library should be inviting, comfortable, spacious and attractive. It must incorporate flexible and easily-adaptive spaces for a variety of functions and age groups throughout any given day or year, and should be sufficiently flexible in design to accommodate changing community needs and interests over the coming decades.

The renovation/expansion or new facility should have all of the features mentioned above for the Twin Beaches Library, including:

- Meeting, tutoring and computing spaces
- Collections (all formats) focused on community needs and interests
- Self-service express check-out accounting for at least 90% of all circulation
- 24/7 materials return that goes directly into the staff workroom
- A combined circulation/reference service desk
- A designated teen space
- Separate food and beverage vending area with seating
- Living room-like reading areas with comfortable seating for adults
- Dedicated teen services, spaces, and computers
- Dedicated children's room zoned by developmental age groupings for children 0-12 with computers
- A children's program room



- One large multipurpose group meeting/program room accommodating up to 75 persons that can be subdivided to accommodate smaller groups
- A minimum of two small quiet/group study rooms for 2 to 6 persons per room equipped with appropriate connectivity, technologies and white boards

### **Cost**

The estimated cost to renovate the existing Fairview Library is \$200 to \$250 per square foot. An estimated cost of \$350 to \$400 per square foot will be needed to construct, furnish and equip the 5,500-7,500 square-foot addition. Those costs are in today's dollars with an escalation figure of 5% per year (excluding land acquisition, should a new site be needed, owner costs and contingency). Design costs are 10-12% of construction costs.

### **Southern Library**

Southern Library is currently housed in leased space in Solomons. The space is comfortable and inviting and functions well for this community. There are no physical conditions to mitigate and with the recommendations outlined earlier in this report, Southern will be able to continue to serve southern Calvert County for the near future.

However, the Consultant understands and concurs with the desire expressed by some County Commissioners to replace this leased space with a county-owned facility. Given the physical conditions present in the Twin Beaches and Fairview Libraries, however, the Consultant does not view a new Southern Library as a top priority.

### **Recommendation**

We recommend that the branch be replaced with a permanent, county-owned building with the features discussed for both the Twin Beaches and Fairview libraries:

- Meeting, tutoring and computing spaces
- Collections (all formats) focused on community needs and interests
- Self-service express check-out accounting for at least 90% of all circulation
- 24/7 materials return that goes directly into the staff workroom
- A combined circulation/reference service desk
- A designated teen space
- Separate food and beverage vending area with seating
- Living room-like reading areas with comfortable seating for adults
- Dedicated teen services, spaces, and computers
- Dedicated children's room zoned by developmental age groupings for children 0-12 with computers
- A children's program room
- One large multipurpose group meeting/program room accommodating up to 100 persons that can be subdivided to accommodate smaller groups
- A minimum of two small quiet/group study rooms for 2 to 6 persons per room equipped with appropriate connectivity, technologies and white boards

**Cost:**

The estimated cost to construct, furnish and equip a new Southern Library is \$350 to \$400 per square foot. Those costs are in today's dollars with an escalation figure of 5% per year (excluding land acquisition, as needed, owner costs and contingency). Design costs are typically 10-12% of construction costs.

**Rural Service Delivery Enhancements**

As libraries are faced with the demand to provide increasingly convenient access with fewer operating dollars, they are also faced with exploring new ways of doing business. In order to meet their communities' needs, better integrate themselves into their communities, more cost effectively manage operations, and improve flexibility and capacity for growth, public libraries are exploring new and innovative service delivery approaches. Such approaches are especially relevant for communities like Calvert County with large, rural areas that lack the population density to support additional bricks and mortar libraries.

One such service approach is automated materials dispensing units such as Envision-Ware 24-Hour Library, Media Bank, and GoLibrary currently in use by public libraries across the country. These units handle the processes of checking out and returning books and audiovisual materials. Accessed 24/7 using a regular library card, these units require no staffing, are compatible with most Integrated Library Systems, and have a low cost of operation. Such units tend to be located off site to extend library services when a full service facility is not feasible, cost effective or an appropriate solution.

An increasing number of libraries are utilizing electronic or "smart" lockers as another way to provide after-hours access to materials patrons have requested. Using their library card and the locker's key pad, residents can retrieve their materials 24/7. These lockers can be placed any place in the community that residents frequent. LEID Products, LLC, and Southwest Solutions Group are two vendors of this type of product.

In combination with the Library's new bookmobile service, high- and low-tech means of after-hours access will extend the Library's reach into its more rural communities.

**CAPITAL PROJECTS TIMELINE AND ESTIMATED COSTS**

Following on page 36 is an estimated timeline and construction costs (not including land acquisition, site preparation and owner costs) for the capital projects recommended in this report. All dollar estimates are based on 2017 dollars. Annual Escalation Percentages must be calculated and added to each project upon the county's adoption the final timeline for each project. Starting and completing projects in a shorter timeframe will result in considerable construction cost savings.

<b>Project</b>	<b>Start FY</b>	<b>Complete FY</b>	<b>New Construction Cost/SF (2017 dollars)</b>	<b>Renovation Cost/SF (2017 dollars)</b>	<b>Total Estimated Cost/SF (2017 dollars)</b>
<b>Twin Beaches - New Building of 14,000 – 16,000 SF</b>	2019	2022	\$350-\$400	NA	\$4,900,000- \$6,400,000
<b>Fairview – Renovate and Expand by 5,500 – 7,500 SF</b>	2022	2025	\$350-\$400	\$200-\$250	\$3,641,000- \$5,145,000
<b>Southern – New 15,000 SF Building</b>	2024	2031	\$350-\$400	NA	\$5,250,000- \$6,000,000
<b>Total Estimated Project Costs in 2017 Dollars</b>					\$13,791,000- \$17,545,000

**Note:**

Timeline for Fairview project assumes that existing site can accommodate expansion.

Construction costs do not include design services, which are typically 10-12% of construction costs.

## **VI. PERIODIC REVIEW OF MASTER FACILITIES PLAN**

### **ANNUAL REVIEW OF PLAN RECOMMENDATIONS**

The Consultant strongly urges that the recommendations in this plan be reviewed every one to two years. There may be opportunities to acquire land in the recommended locations at more affordable prices and hold that land until construction dollars are available. New opportunities for co-location may arise with new private and/or public development. Therefore, the Library's vigilance in monitoring what is developing, changing and happening in all areas where library facility needs are identified is vital, as is their monitoring of land costs and construction costs.

### **ANNUAL REVIEW AND UPDATING OF THE CAPITAL COST ESTIMATES OF THE PLAN**

The project cost estimates included in the Facility Master Plan were based on information provided to the consultants at the time of the study. There was no comprehensive physical assessment addressing current structural, mechanical, electrical, plumbing, roofing, or life safety conditions of existing facilities. Therefore cost estimates for expanded and renovated buildings were based on the consultant tours, any documentation provided by the county, age of the facility and the furniture and equipment needs required to provide 21<sup>st</sup> century public library service as desired by residents of the county.

When it comes time to prepare capital improvement budget requests, all cost estimates included in the Plan must be reviewed and revised based on annual rates of escalation in the area. Buildings that will be renovated and/or expanded need to have a thorough physical assessment to avoid any costly surprises related to systems, safety and structural integrity of the existing facility.

## **APPENDIX A**

### **SERVICE AREA DEMOGRAPHIC REPORTS**

## **APPENDIX B**

### **THE 21<sup>ST</sup> CENTURY LIBRARY: SOME COMMON ELEMENTS A PowerPoint Presentation**

# THE 21<sup>ST</sup> CENTURY PUBLIC LIBRARY

## Common Elements

### People Centric

- Services
- Spaces
- Collections
- Staff



21st Century Library Common  
Elements - Providence Assoc.  
2016 All Rights Reserved

# The Library as Third Place



21st Century Library Common Elements -  
Providence Assoc.  
2016 All Rights Reserved

## Social Interaction



21st Century Library Common Elements -  
Providence Assoc.  
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## Quiet Zones



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## Flexible Functionality



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# Meet, Collaborate, Study, Tutor



21st Century Library Common Elements  
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# Spaces to Learn, Create, Share



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# Collections



21st Century Library Common Elements -  
Providence Assoc.  
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# Collections



21st Century Library Common Elements -  
Providence Assoc.  
2016 All Rights Reserved



# Technologies



21st Century Library Common Elements -  
Providence Assoc.  
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# Children's Spaces



21st Century Library Common Elements -  
Providence Assoc.  
2010 All Rights Reserved

# Teen Spaces



21st Century Library Common  
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# Customer Convenience



21st Century Library Common Elements -  
Providence Assoc.  
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## Connect Inside and Outside



21st Century Library Common Elements -  
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## Community Driven



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## **APPENDIX C**

### **PUBLIC MEETING NOTES**

## ACTIVE ADULTS

Friday, March 3, 2017 – 2:00 p.m.  
Six Attendees

1. Which branch libraries do you use? What do you use the Library for (e.g. borrow books, go to programs)?

Southern, Prince Frederick, Twin Beaches, Fairview, all of them

Books on CD

Reserves

Databases like ValueLine

Book club at Southern

Web site – like Hoopla and Overdrive

Attend events

Large print books

Reading Rainbow DVDs

Bring grandchildren when library has dogs to read to

Attend training

DVDs

Music CDs

Computers and printers

Meeting space – she works with an Alzheimer's group and they really depend on the library

2. What do you especially like about the Library?

Meeting rooms

Programs offered with Library partners

Databases, esp. Ancestry.com



Staff

Workshops on writing grants and other work-related workshops

3. Do you feel safe using the Library?

Yes

Everyone here has a common interest, no matter what their background is

Staff remembers her, and that makes her feel safe

Accessibility of staff to meet needs (e.g. one night a staff person walked her to her car)

4. Do you have any challenges when using the Library (and tell us which library you use)?

Parking at Prince Frederick

Twin Beaches – no meeting rooms, very small parking area

No Sunday hours – would rather the Library be closed another day

Accessibility at some libraries

5. In addition to books, what other materials are important to have in your library?

Information about other resources in the county

In St. Mary's County, the mom's club puts "pantry boxes" in the library vestibule for anyone who needs them

Should be a clearinghouse for state and county publications

Visual displays

6. What is your favorite library in this area or anywhere else? What makes it your favorite?

Library of Congress rare book room – the experience of having access to rare books

Childhood bookmobile, because she could walk to it

Branch library in Philadelphia, because she could walk there after school

When she was a child, going to the library was her reward for taking piano lessons.

Idaho Falls – it was "heaven"

Branch library in Syracuse where she could walk after school

7. Does Library staff have the skills they need to help you?

If they don't, they find someone who does

Need knowledge of Apple computers

8. Where do you think library services are needed?

Need public transportation to get to current locations

Maybe a satellite library in PF

All senior centers and affordable living complexes should have library service (mobile service)

Would like to see Library presence at farmer's markets, the big flea market, and so on

9. Is there anything else you want me to remember as I work on this 20-year facilities plan?

Need Sunday hours

How do you overcome the gap if people find libraries intimidating?

## **BUSINESS LEADERS AND YPN**

**Wednesday, March 1, 2017 – 8:30 a.m.  
Six Attendees**

1. Which library branches do you use? What services do you use?

Southern & Prince Frederick – print books, meeting rooms for business

Twin Beaches & Prince Frederick – meeting rooms, programs, check out old movies

Prince Frederick – meeting rooms, check out books and books on CD; download e-books

2. What do you perceive to be the strengths of the Library?

Open to all social groups

Equal access

Free

Twin Beaches – their involvement in the community, children's programs

Prince Frederick – really comfortable, nice plants, natural light, terrace

Events, classes, entertainment

Language database

3. How does the Library contribute to the quality of life in Calvert County?

Libraries should be considered part of the quality of life

Programs they offer

Programs provide local entertainment

They bring people together

The next library should be in North Beach

4. What do you perceive to be challenges for the Library?

Access – there are lots of small pockets of population with no library close by

Stigma of old library feeling/atmosphere

Marketing – letting people know what the Library offers – need more people on the Library's email list

Funding – need to keep libraries on Commissioners' minds

5. If you could design a library, what features would it include? What would the outside look like?

Green space

Greenery inside

Interactive displays

Chairs outside with a heater or fire pit

Café

Inviting design

Tasting programs with local breweries

Art

New technologies

Partnerships with technology businesses

Inside/outside feeling

Comfortable

Charging stations

6. Do you see opportunities for the Library to partner with your business/organization/etc. to improve services to the community?

After school programs with Boys and Girls clubs

Traveling exhibits from the Smithsonian

Senior centers

SBDC through the college

7. What do you see as the next facility project for the county – either new library or renovation?

North Beach – a better, larger Twin Beaches

Partnership with the proposed performing arts center?

8. How can the library better serve your business/organization? Your clients?

Better/more marketing

It's a problem that the libraries are closed when schools are closed

## EDUCATION COMMUNITY

Thursday, March 2, 2017 – 3:00 p.m.

12 Attendees

1. How do your students use the public library? Are they ever required to use its collection or services?

### Prominent themes:

CRAB cards

Digital resources in particular databases for history/science fair, downloadable books, and Brainfuse. Some teachers require use of digital databases for projects.

All of the organizations represented use the library's spaces (meeting rooms, tutoring rooms, and public areas), computers, and Wi-Fi.

All of the organizations promote library usage to their students and their families. Many choose to use the library's meeting room spaces in part to encourage library use.

Many of the organizations partner with the library to provide programming and special events.

Many of the organizations bring their students and their families to library programs.

Many of the organizations expressed that they do not know where they would be (in terms of space, resources, and partnerships) without the library. The library is truly integrated into everything that they do.

Job resources including resume writing classes

### Other ideas shared:

Library provides the opportunity for young children to interact with their peers in a safe/moderated environment

Library programs and staff are excellent role models for parents and educators

Imaginative play areas and toys

2. What do you especially like about the public library?

### Prominent themes:

Calvert library is innovative from teaching coding to automatic renewals. We might be a small county but our library has services and resources that larger library systems don't yet have. "I've lived a lot of places and I've never seen a library system better than Calvert Library."

The library serves the entire community.

The library adapts to the changing needs of our community.

Exceptional customer service and phenomenal staff

The flexibility of the library and its staff (opening for after-hours events, partnering for programs, waiving fines for students/clients). "I don't think the library has ever said no to us. Their staff will turn themselves inside out to do whatever we ask of them."

The presence of library staff out and about in the community. There is a librarian at every meeting and on every committee.

Willingness to partner with the public schools and other organizations

Other ideas shared:

Collection including digital materials and databases

Mobile Services

Third space

Library's space and equipment

Job resources – resume writing, mobile career center

Forward thinking

Developmental assets – can see it in the staff and programming

Public schools learn from the library and the library reinforces the learning that happens in the schools

Exhibits and displays

TACOS – “It is the best thing in the world that has happened for my son.” The library is responsive and does what the kids ask of them.

3. Do you have any frustrations when using the current library? Do you hear about any from your students?

Prominent themes:

Transportation to the library

Parking (CALV & TWIN)

Meeting room space (so popular that it can be hard to get space and lack of large meeting room spaces at branches).

Meeting rooms at the library are sought after by organizations because it is a neutral place for their students/clients. They can also promote the library and setup students/families to use the library.

Sunday hours

Other ideas shared:

Only one entrance and exit at CALV (related to parking – distance you have to walk)

4. In addition to books, what other materials and services are important to have in the Library? Is there anything related to STEM or STEAM that is relevant?

Prominent themes:

Computers, tablets, the latest technology

Internet access (Wi-Fi on the new book mobile, circulating hotspots) because many students lack internet access once they leave school. This is a huge obstacle on Sundays when the library is closed and with more students taking online courses.

Ability to have access to / checkout the newest technology. This is a great for the schools, organizations, and individuals to be able to test drive new technology before purchasing.

Spaces for studying

Tri-county delivery system and ILL  
Maker and tech spaces (music lab, art studio, etc.)

Other ideas shared:

Library is light on research materials (homeschooling parent)  
Need to do more advertising to teachers, parents, and the community about all of the library's resources.

5. What kinds of classes and events would you like the Library to offer?

Prominent themes:

Integrated programming / spaces with other agencies. For example the health department has personnel in all of the public schools. It would be helpful to have them at the library in the evenings and on weekends.  
Programming directed towards parents and caregivers. Example was "How to talk to your teenager"  
Cultural programs (more art and music related programs)

6. What kinds of technologies would benefit your students?

Prominent themes:

Access to Wi-Fi (mobile hotspots and bookmobile)  
Circulating tablets and laptops  
Smart tables

7. What are the two or three most important things the Library could do or provide that would impact your students' education?

Prominent themes:

Sunday hours  
Transportation  
Flexible spaces / meeting room space

Other ideas shared:

Storyville  
Having unique spaces at each of the libraries (music lab, art studio, maker space, etc.)  
This would encourage customers to visit the different libraries.

8. How do you communicate with Library staff? How can communications between the school system and the Library be enhanced or strengthened?

Prominent themes:

Monthly newsletter  
Library staff at county-wide and organizational meetings  
Social media  
Continue to find ways to strengthen the link between non-profits and the library

Other ideas shared:

Having library information at monthly school meetings (principals, guidance counselors, PPW). Those folks can help communicate library programs and services to their staff, students, and their families.

Having more interaction with the library on Facebook (posting on homeschooling groups).

School board members would like to know what they can do better facilitate communication / promotion of the library



## HEALTHCARE, NONPROFITS AND OTHER COMMUNITY BUILDERS

Thursday, March 2, 2017 – 8:30 a.m.  
Seven Attendees

1. Which library branches do you use? What services do you use?

Prince Frederick – meeting rooms

Fairview – meeting rooms

Twin Beaches

Meet with those in transitional housing

Use the educational opportunities and tell clients about them

Books

Computers, but there's sometimes a waiting list

2. What do you perceive to be the strengths of the Library?

Staff

Partnerships with other community groups

The Library's community involvement

Library fills gaps for many people

Variety of programming

Friendly environment

Southern MD network

Meeting rooms

3. How does the Library contribute to the quality of life in Calvert County?

Offers a safe place for the homeless and the aging

Open to change and new ideas

Open to partnerships with a variety of different groups

4. What do you perceive to be challenges for the Library?

Twin Beaches is too small

Need to meet needs of all people, but must also prioritize in using their resources

Cultivate and maintain support

Political support

Being accessible to everyone

Lack of mass transportation in the county

Funding

5. If you could design a library, what features would it include? What would the outside look like?

Energy efficiency

Parking

Open design

ADA accessible

Meeting rooms

Open entertainment space with food and music

A blend of old and new to meet all needs

More comfortable seating

Architectural design that conforms with the community

Display space

6. What do you see as the next facility project for the county – new library or renovation?

Replacing Twin Beaches is first

What about Southern? What happens after the 10-year lease is up?

7. Do you see opportunities for the Library to partner with your business/organization/etc. to improve services to the community?

Preventative health

Programs for active adults outside of senior centers and senior housing

Health screenings

Arts Council – performing arts series with transportation for seniors

8. How can the library better serve your business/organization? Your clients?

The Library could function as the central place for lists of community resources

More hours

## PRESCHOOL PARENTS

Thursday, March 2, 2017 – 10:30 a.m.  
Five Attendees

1. Which library branches do you use? What services do you use?

Southern, Prince Frederick, Fairview

Meeting rooms

Children's play area

Check out books & movies

Children's activities

Work with disconnected youth – meet at the library

2. What do you especially like about the library? Do you have any challenges using it?

### Prince Frederick

Like: Up to date, beautiful, open, convenient

The free passes for local businesses

Big activities are held here (e.g. Dr. Seuss party)

Central – easy for clients to get to (one of the parents works with disconnected youth)

Challenges: parking, wait time for meeting spaces

### Southern

Like: more convenient

Know the staff

Good children's activities

### Fairview

Like: small, likes the comfortable area in the back

Big meeting rooms

Challenges: small children's area

3. In addition to books, what else is important to have in your library?

Child-friendly computers  
Toys and puzzles

Play area

(Library needs a new toy cash register)

Staff who are able to engage with customers

Display of crafts that kids have made

Teens need something to engage them, get them in the door – rather than STEM, maybe working on small motors, life skills

4. What kinds of children's classes and events do you like? Are there things you'd like to see that the Library currently doesn't offer?

Need less repetition of songs in story time (i.e. songs are the same for months)

Need more parent/child interaction in programs

Teach parents how to read a book to their child – how to engage them with questions, etc.

There should be some expectations for children's behavior during programs

5. Does Library staff have the skills they need to serve you and your children?

Absolutely!

6. What are you looking for from the Library in terms of technology?

Need projection equipment in the meeting rooms

Love the 3D printer

Templates for resumes/cover letters for people to access

Tablets for checkout with specific educational programs loaded on them

7. If you could design a children's space, what would it include?

Tablets on a table with educational games

Colors

Soft furnishings

Tactile

Sturdy, easy-to-clean furnishings

Space for an adult and child to sit together and read

Toy library

The Prince Frederick space at other libraries

Teens: comfortable seating, food and drink, technology, maker space, place to play music

## **TOWN HALL 1: CALVERT PINES**

**Tuesday, February 28, 2017 – 7:00 p.m.  
Six Attendees**

1. Did anything in the PowerPoint resonate with you?

Lockers for holds

Drive-up window

Outside/inside areas

Cafes – would like wine

Large glass enclosures/quiet spaces

2. What do you use the library for?

Books

Programs

Meeting space

To pick up reserves

3. What do you especially like about the library you use?

Staff

Book selection is great

Marina

Displays

Quiet space is great

Tutor space is a little private

Newsletter (mentioned often)

Reminders of events

Automatic renewal

4. Do you have any challenges or frustrations when using the library?

Bad parking (most branches)

Lighting – branches other than Prince Frederick feel closed in

Lighting is not inviting

Reference desk isn't easy to access

Not much storage at PF

Need a larger Friends space at PF

Hard to reserve a meeting room – too much demand

Process to book meeting room isn't fair because of standing meetings

5. In addition to books, what other materials are important to have in your library?

Computers

Magazines

New DVDs

Webinars/classes

Have fond memories of the old PF library

6. Do library events and classes meet your needs? Are there other things you'd like to see them offer?

Wish I had more time to attend more of them

Really like live music and movies

7. Does Library staff have the skills they need to help you?

Library does a good job of continuing education

Aware of what each librarian has for a skill set

8. What about new technologies – what do you see as the Library's role in providing them for the community?

Classes for business people

Good role for the Library to educate community about new technologies

Would be very nice to preview new technologies at the library

Coding classes for kids

9. If you could design a library, what features would it include? What would the outside look like?

Open and bright



Outdoor space

Wine bar

More hours

Drive-up window

Areas for social interaction

Spaces for different age groups

Play area is so important for children

Family nights (more events) – having something for everyone in the family

Colorful spaces

Meeting and study rooms

Nice displays

Welcoming feeling

Show the personality of the library

Food – café space

ADA compliant and truly accessible

10. What would you like to hear people say about the library you designed?

Wow!

It's really welcoming

11. What area of Calvert County do you see as needing a library?

Lusby – St. Leonard area

Want to see Bookmobile to get to neighborhoods

12. Is there anything else you want me to keep in mind as I work on this project with the Library?

Must have well-trained staff with initiative

Computers or “technology of the time” in the library always

Keep up an online presence

Library is the hub of networking for new residents/military staff new to the area

## TOWN HALL 2: NORTHEAST COMMUNITY CENTER

Wednesday, March 1, 2017 – 2:00 p.m.  
Six Attendees

1. Did anything in the PowerPoint resonate with you?

They want it all, the whole thing!

They like there are no reprimands for talking (No Shushing)! Would like quiet space availability, tutor area, conference room for 2-4 people

Inside/outside concept

Kids being able to see books. Put rhyming books together, redesign young area to make accessible. Use Icons for collection of books.

3<sup>rd</sup> place = need services ie: package drop off for UPS, FED Ex, Amazon etc.; be where other businesses are – match up with business centers

2. What do you especially like about the library?

PF is very relaxing, also heard that the acoustics in PF when children are upstairs can be distracting to customers downstairs – higher the glass wall in children area to the ceiling.

Like FRVW book selection

Like saved searches and can get emails when authors books are coming out.

Wants books in library. Concerned that kids are losing the ability to read since there are gadgets they are using.

Comfortable with local library- seeing an encroachment of other media besides books.

Likes the Kindle because of having small hands, less weight; uses CD BOOKS

Love Friends of the library – used book sale great for trips

3. Do you have any challenges or frustrations when using the library?

Homeschoolers do not have a 3<sup>rd</sup> place – not allowed at rec centers

Need more programs.

Main point is the books. Takes longer to get from outside tri-county. Had a better system in PA so she goes to Amazon a lot for books to get them quickly.

Would like academic libraries to be part of our state system . Praise for Xpress items (books & Dvds)

Need room darkening shades for TWIN on East windows especially.

Preschool programs end before school year – follow school schedule.

4. What is your favorite library in this area or anywhere else? What makes it your favorite?

Twin Beaches because of the staff – Joanie, Carolyn, McNevin – entire staff, friendly, good ideas, cozy, small town, homey, large is good but also bad, doesn't want something like PF here

Natural light adds to enjoyment of reading, Add stationery bikes so can read and cycle!

Recognition of staff – they start conversations

How much space do we really need?

FRVW does not call to me too dark looks drab on outside. At TWIN we can see the water, at least until the apartments come.

5. Does Library staff have the skills they need to help you?

Diversity of staff to represent community

programs for economically depressed customers

6. What about new technologies – what do you see as the Library's role in providing them for the community?

Have smart tables & boards to use like they can in school.

Access to 3d printers

lots of outlets, charging stations

7. If you could design a library, what features would it include? What would the outside look like?

lockers to get books

drive up window to return & pick up items

modular furniture for adaptability

8. What are the two or three most important things for your library to offer in the future?

Better parking and easier access

Large public library close to school – together on a campus. Not connected 2 separate buildings.

I don't want a bigger library, I like it the way it is!

After we finished a customer came to me to say she wished there was a great big sign

on the bricks to our building saying LIBRARY. She thinks that would remind people to come in and check us out.

## **TOWN HALL 3: DUNKIRK FIRE HALL**

**Wednesday, March 1, 2017 – 7:00 p.m.  
Five Attendees**

1. Did anything in the PowerPoint resonate with you?

Convenience – mother of 2 young children; after daycare kids are tired, would like to be able to just pick up books at a drive thru window

Spaces designed for kids – Fairview is tricky for running kids since the area bleeds into other areas

Green space

Connection with outside

Prince Frederick has lots of features from the presentation

2. Which library branches do you use?

Fairview

3. What do you especially like about that library?

Staff is friendly, helpful, great with families

Use the space they have really well

4. Do you have any challenges or frustrations when using the library?

Kids' area needs to be "penned" in a little more

Book sale is out of sight

Inadequate parking lot in terms of lighting at night; there are dark spots near the building

No advertising from Route 4 at night on the building; hard to see the sign when you're traveling 50 mph

5. In addition to books, what other materials are important to have in your library?

Audiobooks

Downloadable materials

3D printer, other things keeping up with technology

Fireplace/seating area/homey feel

6. What about new technologies – what do you see as the Library’s role in providing them for the community?

Printers that work

Workshops & classes

Checking out different kinds of Nooks to try before buying

Free classes – great for tech help, projects, all levels, new gadgets

7. Do library events and classes meet your needs? Are there other things you’d like to see them offer?

Story times, book discussions, crafting groups – these happen during the day while she’s working so she can’t attend

Meeting rooms are vital for community groups, such as quilting group & work meetings – not many other places have free rooms for large groups

Need small rooms for tutoring/quiet study

Children’s programs are great!

8. How far are people willing to drive to visit the library?

Everything is a 15-20 drive

Can’t walk anywhere, but nothing is terribly far (food, gas, stores)

If you don’t/can’t drive, you can’t get to a library

Is 15 too far long to drive for some residents? Who is missing an opportunity to use the library?

Internet isn’t fast enough in some places to serve customers who can’t get to the library

Bookmobile may be needed to provide service to some population areas

Other branches located in centers – one ride to food, gas, shopping, library – not so with Fairview

9. If you could design a library, what features would it include? What would the outside look like?

Storage for staff and Friends

Meeting rooms

Open 7 days/week

Sound attenuation – areas for conversation and quiet zones

Books

Computers and technology

Lots of parking

Public transportation/walking distance for some

Comfortable spaces and good seating

Windows and bright spaces

Shouldn't be able to eat in the library or there should be a designated area

A library in Dunkirk by the shops at Apple Green?

## **TOWN HALL 4: SOUTHERN COMMUNITY CENTER**

**Wednesday, March 8, 2017 – 7:00 p.m.  
Six Attendees**

1. Did anything in the PowerPoint resonate with you?

Teen space

Modernized

Video games

Newer items

Café

Outside spaces

2. What do you use the library for (e.g. borrow books, go to programs)?

Twin Beaches: books on CD

Prince Frederick: meeting rooms, magazines, Lynda.com

3. What do you especially like about the library?

PF: has a civic presence

TB: always a great experience, felt welcomed

4. Do you have any challenges or frustrations when using the library?

No drive up to drop things off

Not enough parking

5. In addition to books, what other materials are important to have in your library?

Want a safe, clean environment

6. Do library classes and events meet your needs? Are there other things you'd like to see them offer?

Like Beverly Izzi going out to the community

Like fine free month



7. What about new technologies – what do you see as the Library’s role in providing them for the community?

Like to try devices out before buying them - a good role for the Library

8. If you could design a library, what features would it include? What would the outside look like?

Gardens

Sewing tables/creation space

Don’t lose customer service and homey feel

9. Where do you see the next need for library services?

Chesapeake Ranch Estates in Lusby

Library needs to get to communities like Huntingtown and Broomes Island with the Bookmobile – perhaps faith-based organizations can help get people to the Bookmobile stops

## **APPENDIX D**

### **ONLINE CUSTOMER SURVEY**

## **APPENDIX E**

### **FACILITY ASSESSMENT FORMS**

## **APPENDIX F**

### **PRINCIPLES OF UNIVERSAL DESIGN**

The 7 Principles of Universal Design were developed in 1997 by a working group of architects, product designers, engineers and environmental design researchers, led by the late Ronald Mace (Design Pioneer, internationally recognized Architect) in North Carolina State University

# 7

NDA

Universal Design



## Principle 1: Equitable Use

The design is useful and marketable to people with diverse abilities.



NDA

Universal Design



## Principle 2: Flexibility in Use

The design accommodates a wide range of individual preferences and abilities.



A user at a computer table. The table height can be easily adjusted to suit different user needs.



Right & left-handed scissors

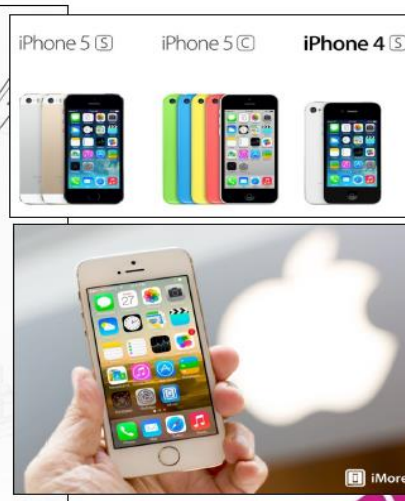
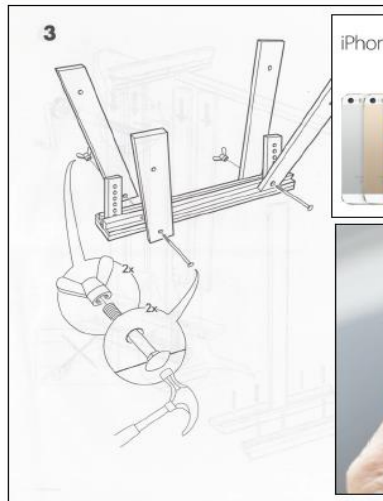
NDA

Universal Design



## Principle 3: Simple and Intuitive Use

Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.



NDA

Universal Design





## Principle 4: Perceptible Information

The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.

橋本 Hachimoto		美山 Cheyama	
次郎丸 Jiro-maru		別府 Beifu	
鏡茂 Kamo		六本松 Ropponmatsu	
野々 Noko		桜坂 Sakurazaka	
梅林 Umebayashi		美原大塚 Misaki-odori	
堀大前 Fukudomae		美原 Misaki	
七隈 Nanatsu		海江通 Utsunomiya-dori	
金山 Kamayaama		天神南 Tenguji-midori	

Nanakuma Line, Japan. Each station is color coded and is identified in English, Japanese, and by its accompanying unique symbol. Symbols generally relate to the station's surroundings.



Looking down the length of the symmetrical platform, lighting accentuates train doorways and the adjoining gates that prevent riders from falling onto the tracks. Nanakuma Line, Japan



NDA

Universal Design



## Principle 5: Tolerance for Error

The design minimizes hazards and the adverse consequences of accidental or unintended actions.



NDA

Universal Design



## Principle 6: Low Physical Effort

The design can be used efficiently and comfortably and with a minimum of fatigue.



NDA

Universal Design



## Principle 7: Size and Space for Approach and Use

Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.



Fare gates accommodate a wide variety of users. Note that the gate assembly is long enough so that exiting passengers do not have to slow or stop walking in order for the gate to open. The gate has multiple smart card targets to speed fare collection. Nanakuma line, Japan



The interior of the 100% ultra low floor Alstom Citadis tram has both wide open areas as well as 2X2 seating. LUAS light rail, Dublin, Ireland

NDA

Universal Design





## APPENDIX G

### LIBRARY LOCATION AND SITE CRITERIA

Like any for profit, non-profit or public service oriented entity, success and use of library services are all about “location, location, location!” The following criteria have been proven to positively impact library use and customer satisfaction.

- Site that is highly visible from the majority of directions as one approaches the facility
- Site that is on or immediately adjacent to frequently traveled streets and roads (on the way to and from where people who reside and/or work in the service area travel daily)
- Easy entry to and exit from the library parking lot to main roads and side streets leading to main roads
- Controlled left turns onto major high traffic streets
- Locating libraries on public transit routes with the library being within safe and easy walking distance of those transit stops
- Consider safe pedestrian access and bicycle access
- Mixed use developments combining retail, residential and office spaces as opportunities for locating libraries
- Lot size large enough to accommodate outdoor library uses (reading garden/porch, program amphitheater), building expansion, ample parking and drive up materials returns directly into the building
- Co-location with complimentary government entities, e.g. recreation centers, parks, community colleges, fire stations, etc. only if all of preceding site criteria, are present
- Joint-use library facilities between public libraries and community college libraries (success as demonstrated by national experience)
- Joint use public and school system libraries only in instances of last resort given differences of institutional missions, school security, discomfort of general public (families and active adults) with middle and high school student bodies, parking challenges, etc.

## APPENDIX H

### CUSTOMER USE AND CONVENIENCE GUIDELINES

It is imperative that today's public libraries continue to focus on simplifying and automating key functions/tasks that no longer depend on staff to perform. These functions and tasks include:

- Self-check in all libraries establishing a system standard of at least 90 percent circulation via self-check
- Online program registration
- Online meeting room reservations
- Online library card registration
- Online payment of fees and fines
- Automated reserve pick-up 24/7
- Automated materials return 24/7
- RFID technology that supports inventory control and automated collection services, reduces staff time in managing and handling library materials and facilitating return of materials to the shelves for faster availability for the customer that under the current staff intensive process
- Customized email alerts to patrons of reserves, programs, etc.
- Customized secure personal reading logs for patrons

The automation of such routine tasks frees up knowledgeable and experienced library staff to provide an increased high-touch customer experience in areas that are most important to the customer, such as:

- assisting with computers and other technologies.
- teaching classes on computing and new information technologies.
- engaging in outreach to schools and community groups.
- planning, arranging and presenting programs on a variety of topics for all age levels
- providing staff with continuing education in new service models, information technologies, etc. to be able to better assist customers.

Self-service technologies give customers greater control over their library experience. While not all customers will embrace self-service, extensive experience in the industry has shown, that with proactive staff promotion and support most come to appreciate and use them within about six months to a year and appreciate the fact that staff are now more available to help them in other more important ways.

A supported self-service plan includes:

- Automation – Self-check, ergonomic materials return (check-in and sort) systems and possibly automated materials handling systems.

- Electronic Services – library card and program registration, payment of fines and fees, meeting room booking, reader's advisory.
- Information Services Redesign – centralized telephone infrastructure allowing centralized phone services, chat, blogging, RSS feeds, and other electronic delivery systems.
- Intuitive Buildings – simplified and centralized service points, consistent and well-placed external and internal signage, merchandised collections, designed future adaptability, intuitive layout of stacks and furnishings.
- Process Simplification – time and motion studies, standardized work processes based on best practices, reconfigured staff areas facilitating streamlined workflow and maximized productivity.
- Employee Training – staff training in technology and streamlined procedures, cross-training for flexibility, available staff to help and instruct patrons in use of self-service technology.