

Final Report

The Board of Trustees of the Jonathan Trumbull Library, Lebanon, Connecticut, contracted with The Donohue Group, Inc. to perform a Planning Project in January 2010. The principals for the project were Christine N. Donohue, MSLS, and William R. Donohue, AICP.

The Planning Project design was based on the priorities set by the Library Board with input from members of the Library staff and the community.

The primary focus of the project was to perform an assessment of the existing conditions in the Library, and to assist the town in anticipating the scope and need for changes and improvements in both the Library's physical space and the service offerings that might impact that space.

This document contains a summary of the activities, observations and recommendations of the three citizen Work Groups involved in the project and concludes with Recommendations for future action.

The Town of Lebanon

Lebanon is a community of approximately 7,300 people that is centrally located in the geographic middle of the eastern third of the State of Connecticut. The Town boasts a proud history, and has maintained a balance between historic significance and contemporary lifestyle. Aside from a few major agricultural businesses, the town's commercial profile is comprised of small, often home-based, businesses. It retains a vital small town ambiance in an incomparable rural setting.

The community benefits from a dynamic library which acts not only as a community information center, but also as a social and cultural hub. The Library is staffed by skilled professionals, committed volunteers, and a Board that is intent on providing quality library service to the community. Community satisfaction with services is high.

Lebanon's growth projections through 2030 are small (+ 5%). Unlike many of its neighboring communities, it is not experiencing an influx of new families that can drive demand far out of line with existing capacity. However, the Library is feeling the pressure of increasing demand for services, overcrowded conditions, and the need for some unavoidable facility improvements.

Over the past several decades, the Library and the Town have received generous gifts from benefactors. These gifts and endowments have created facilities and provided for the services to support them. As the gifts and endowments change and decline, the community is beginning to shoulder more of the cost of supporting Library services and maintaining its facility.

In tandem with the fiscal and physical needs faced by the Library, it is also facing an enormous culture-wide shift from print to digital resources, online access, Internet delivery, and all of the equipment, content, and cultural issues that are characteristic of that shift.

Jonathan Trumbull Library Planning Study

Wisely, the Board of the Library has taken a proactive stance when addressing the changes faced by the Library. The Jonathan Trumbull Library intends to anticipate change and be prepared to make decisions within a clearly defined action plan. This document is the first step in the development of that plan.

Stacking Up

Planning efforts can sometimes benefit from looking at similar communities for the purposes of comparison and contrast. For example, it is useful to see where the town's Library ranks in comparison to other libraries in the State. Seeing the bigger picture helps an organization to assess its options and hopefully to avoid pitfalls. There is, however, a danger in comparing one community to another. Each town is unique. Its citizen composition is unique. Its geography is unique. Most importantly, even in towns that are similar in wealth, local service priorities will determine how budgets are allocated.

One of the indicators used in comparing towns in Connecticut is the Adjusted Equalized Net Grand List per Capita (AENGLC) ranking. Essentially, it is a ranking by wealth of Connecticut's 169 towns. The AENGLC ranking is used most often to determine State reimbursement for education and health services. However, it is also an indicator of a town's ability to pay for things such as library services.

In 2008-2009, Lebanon ranked 113th in the State on the AENGLC Scale.

Communities that bracket Lebanon in wealth are noted in the table on this page.

<u>TOWN</u>	<u>AENGLC#</u>	<u>POPULATION</u>
Beacon Falls	110	5,596
Ellington	111	14,217
East Windsor	112	10,447
LEBANON	113	7,354
Seymour	114	16,144
Eastford	115	1,761

While a competitive mentality does not have its place in library planning, it is valuable for libraries to see how they size up to other institutions in towns which, for one reason or another, are like their own.

One part of this planning project involved an analysis of how Lebanon does things *in comparison* to the State of Connecticut as a whole. Another looked at Lebanon compared to other similarly sized communities. These comparisons are done to provide context and information about what towns that are, in some way, *like* Lebanon do things.

The criteria for the selection of the towns used in the charts in this document were:

- 1: similar wealth ranking, and 2) similar population size

Jonathan Trumbull Library Planning Study

Population is another indicator of comparability. However, when we look at the towns that flank Lebanon in terms of population, we see a great variable in terms of community AENGLC rankings.

All of these communities are designated as rural. Some, like Durham and Brooklyn, are growing. Others, like Old Lyme and Haddam, are not. Easton and Old Lyme are among the wealthiest towns in the State. Brooklyn is one of the poorest.

<u>TOWN</u>	<u>POPULATION</u>	<u>AENGLC</u>
Middlebury	6,974	40
Durham	7,266	75
LEBANON	7,334	113
Easton	7,488	11
Old Lyme	7,384	19
Haddam	7,635	64
Brooklyn	7,711	160

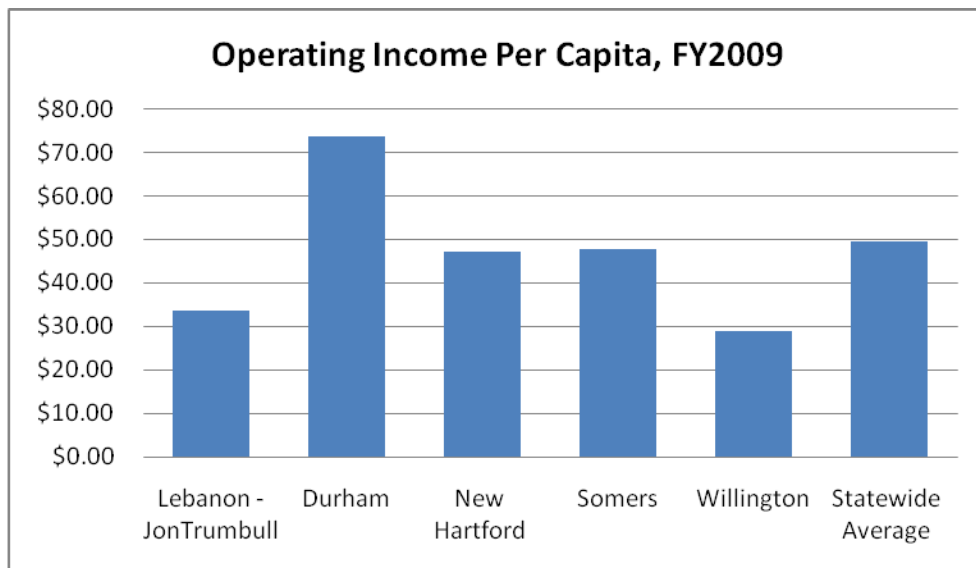
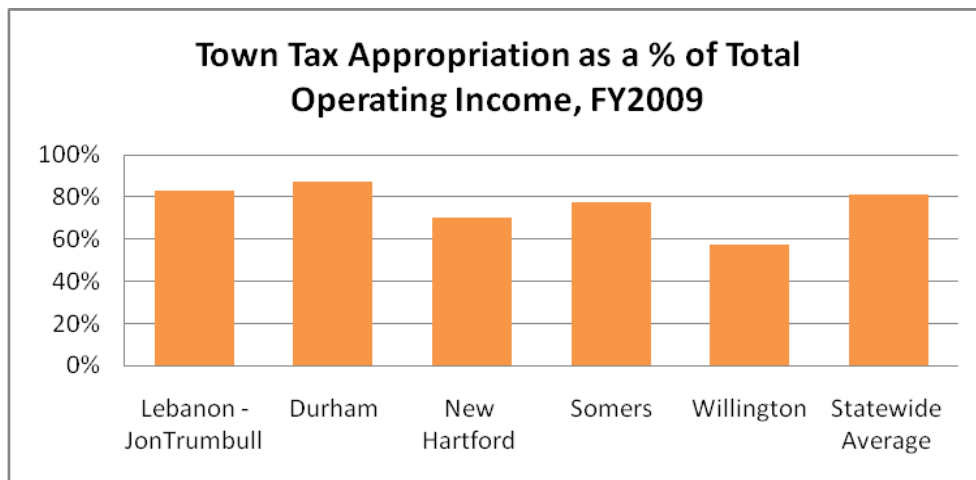
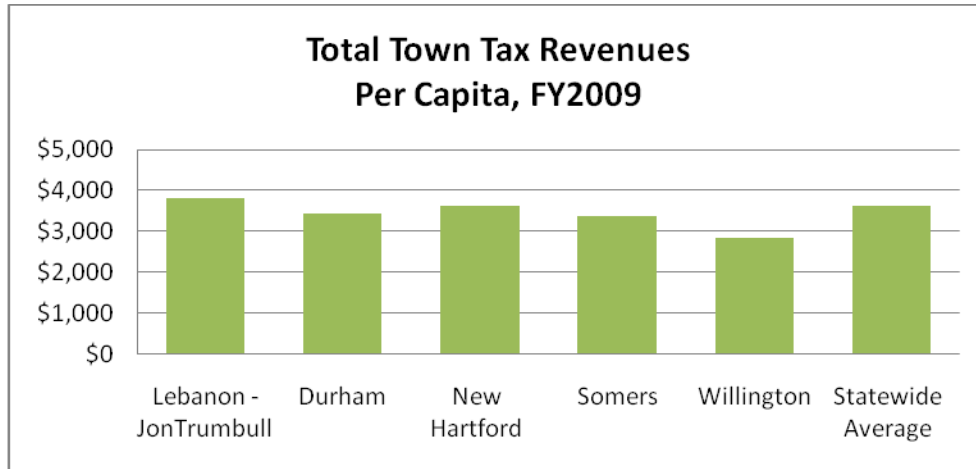
For these reasons, an effort was made to identify communities that offered a more balanced basis for comparison.

COMPARING COMMUNITIES

For the purposes of this study, the following four communities were selected as comparable. They are New Hartford, Durham, Willington and Somers. All are designated as rural; all have slow growth rates, and all have under 10,000 population. Two of the towns are wealthier than Lebanon, while two have a lower AENGLC ranking. Durham and New Hartford are both towns with a strong focus on their history.

<u>TOWN</u>	<u>POPULATION</u>	<u>AENGLC</u>
New Hartford	6,063	76
Durham	7,266	75
LEBANON	7,334	113
Willington	6,362	123
Somers	8,899	138

Jonathan Trumbull Library Planning Study



Jonathan Trumbull Library Planning Study

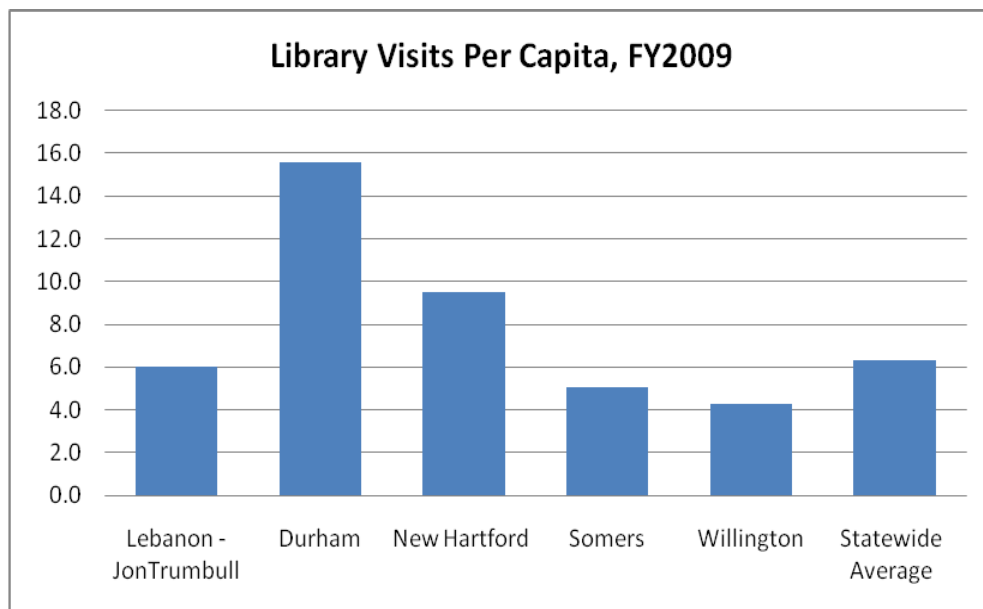
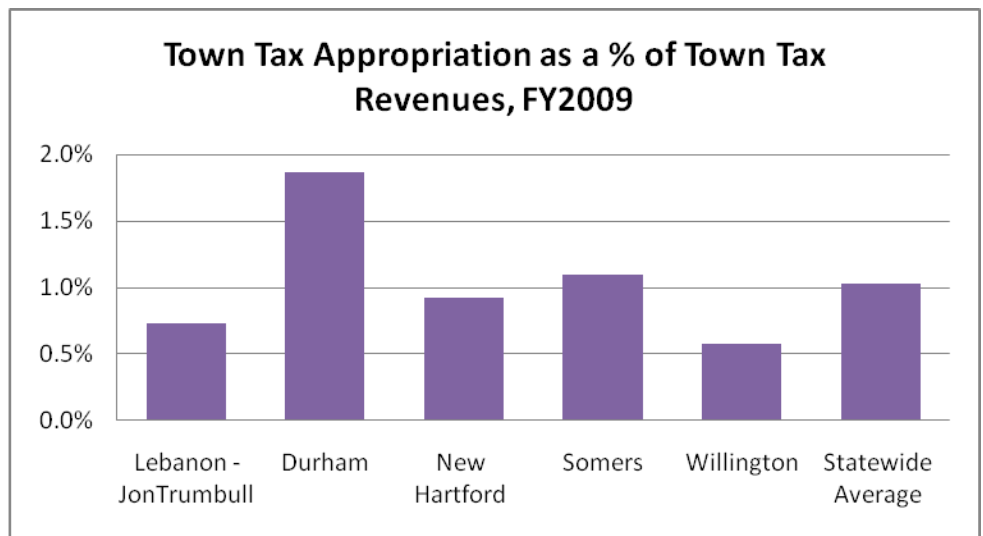
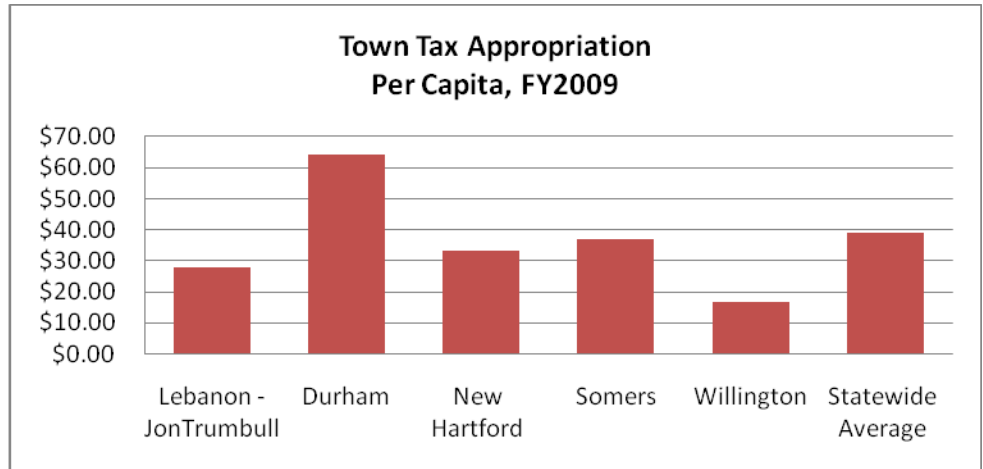
Starting with a broad view of how much of a town's tax money is spent on library services, it is clear from the tables at the right that Lebanon falls below three of the four communities and the overall State average.

Lebanon appropriates approximately 0.7% of its town tax revenues to the operation of its library. This represents approximately \$27.00 per capita for an institution that operates for 38 hours per week, circulates over 80,000 items per year, and supports over 44,000 library visits annually (6 visits per capita).

There is no other town institution that provides this penetration of service to all citizens for such a small investment.

The State average for library support is roughly 1% of tax revenues.

Ideally, the industry benchmark for excellent service is between 2% and 2.5%



Jonathan Trumbull Library Planning Study

Standards

While the American Library Association and the professional library community at large no longer issues standards for what libraries should collect, or how many books they should have, it does provide some useful guidelines for quantifying some things based on the number of users in the community. For a community of the size of Lebanon, these are the recommendations.

	Core Collection	Basic	Growing
Books	18,000	Core +1.25	Core + 2.75
Periodicals	45	Core + 10	Core + 15
Non-Print	10% of book Collection		
User Seating	7-10 per 1,000 served		
Work Stations			
Stand-up			
Sit-down			

The general consensus in the profession is that that the Library's mission, and the role(s) it chooses to play in its community should form the basis for what it owns, what services it provides, and how it provides those services. Even the guidelines outlined above are subject scrutiny within the context of the library's service goals. This fact places a great deal of pressure on the Library's decision-makers. It also speaks to the need for continual assessment of community needs and expectations. In summary, library services should be professionally designed responses to community needs.

The Planning Process

In its effort to involve community members in the Planning Process, the Jonathan Trumbull Library Planning Project involved community members in a series of discussions. The meetings were designed to identify and address the needs of all identifiable constituencies within the community. Although this process does not achieve the same depth of understanding as a community-wide survey, it is a highly satisfactory method of outlining issues and defining the general user base.

The Work Groups configured for this project focused on the three main areas of interest to the Library: Services, Physical Facility, and Technology. In addition, an open meeting with the Library staff and volunteers was conducted to provide a forum for input from the Library side.

The Following Sections of this report contain information and recommendations from each of these Work Groups. In order, the sections are Services, Technology, and Physical Facility.

Section One
SUMMARY REPORT
SERVICES
WORK GROUP

Jonathan Trumbull Library Planning Study

The Library's Role in the Community

The Library Board, in its Planning Information Sheet (November 2008), put forth this Vision for the Library:

The vision of the Jonathan Trumbull Library is to provide a broad range of materials in a variety of formats. It:

- Is the cultural hub of Lebanon featuring book discussions, the Artist of the Month program, Yearly Art Show, educational presentations, video programs for adults and children's programs.
- Provides access to internet service for adults and children.
- Is in partnership with families/schools for promoting literacy and life-long learning.
- Is a repository for up to date information regarding the town of Lebanon.
- Provides qualified staff to both assist and promote the full range of library resources.

[The] Core values around which the vision was organized consists of:

- Environment – Having a safe haven and welcoming atmosphere for reflection and learning. Provide intellectual freedom and personal privacy.
- Resources – Quality programming for children and adults.
- Relationships – Open and free access for all. Collaboration with local agencies, organizations, and elected officials.

Taken together, these statements combine both tangible and intangible, measurable and non-quantifiable characteristics. Combining the work done by the Board and the Services Work Group, the following summation was drafted.

Jonathan Trumbull Library is not just a place to find books and videos, children's programs, and meeting space. It is a unique resource in the Town of Lebanon. The Library is: a cultural hub, a gathering place, a quiet study spot, a program venue, and a safe and nurturing space. These descriptors characterize a sense of place that is not just the physical building but the environment that has been created within its walls. The Library is providing not only a focal center for traditional library uses, as attested by its current activity level of 41 items circulated per hour of operation, but has created a centrifugal force that draws users for a wide variety of less tangible reasons.

The following Section of this Report contains the summaries of the various Service Group discussions, arranged by service constituency. The agendas of these meetings were designed to discuss not only current users, but also services related to these users that fall outside the Library's current service offerings. Beginning with the youngest members of the community and ending with those who have special needs, each user type was discussed in terms of satisfaction, need and the viability of providing service.

Jonathan Trumbull Library Planning Study

The Good News/Bad News

The good news is that, from all comments and observations by Service Group members, the library is providing excellent service. The “bad news” is that there appears to be a demand for more of everything: collections, hours, programs, and services.

The good news is that the staff of the Library was given high marks for service, attitude, and general friendliness. In addition to the services they provide within the Library building, there were several examples of outreach efforts by to satisfy users that may not actually come to the Library. This was especially true in terms of children’s services. The “bad news” is that the staff capacity is strained. This is typical of any situation where services have struck a deeper well of need than the organization is currently capable of serving. Among the areas that were defined as deserving further investigation are: services to young adults (over 800 children) and services to home-schools, and home-bound users,

The location and condition of the Library building were reviewed by both the Services Work Group and the Physical Work Group. From the point of view of Services, the current location satisfies a number of needs that were deemed important. First, it is proximate to the Town’s historic center, at the geographic cross-roads of the community, and is easily accessible from two main roads. It is an activity center that flows naturally with other town function and activity centers. Second, it is accessible by foot from a number of different residential and town service locations, making it an easy “pick up” and “drop off” location for borrowers.

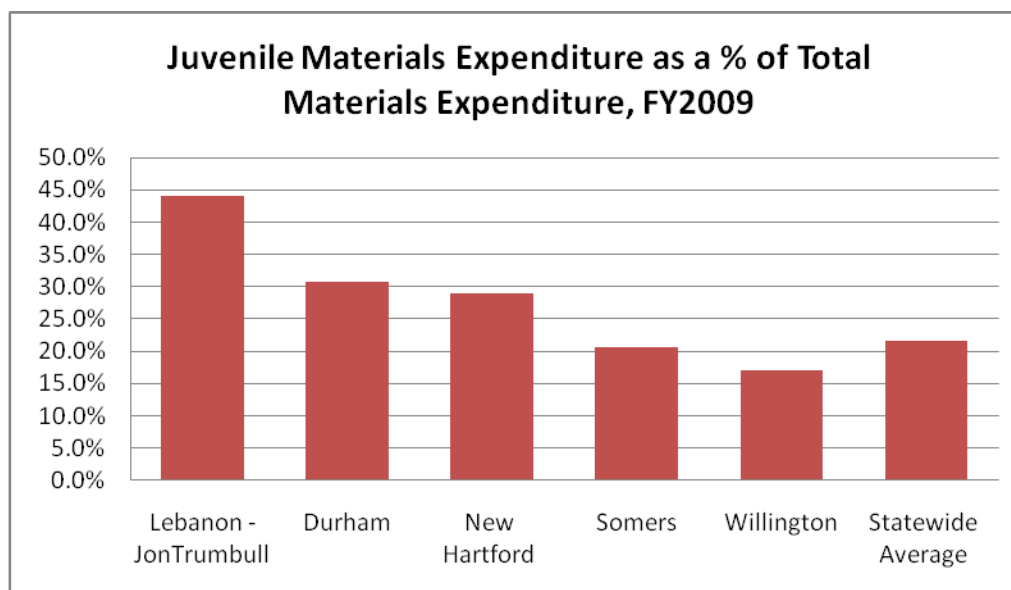
From the point of view of the physical space, the Services Group found that conditions are cramped, inadequate, or non-existent, depending on which area was discussed. In addition, there were several functional issues that were found to essential to the healthy development of services. There were: additional toilet facilities (preferably adjacent to all functional areas of the library including the children’s room and the community room), easily usable handicapped access to both floors (currently, moving between floors requires exiting the building), and development of a coat-room function where users can hang coats, leave umbrellas, and park the many types of equipment necessary for young parents bringing their infants and young children to the library.

Services to Children

Birth to Kindergarten

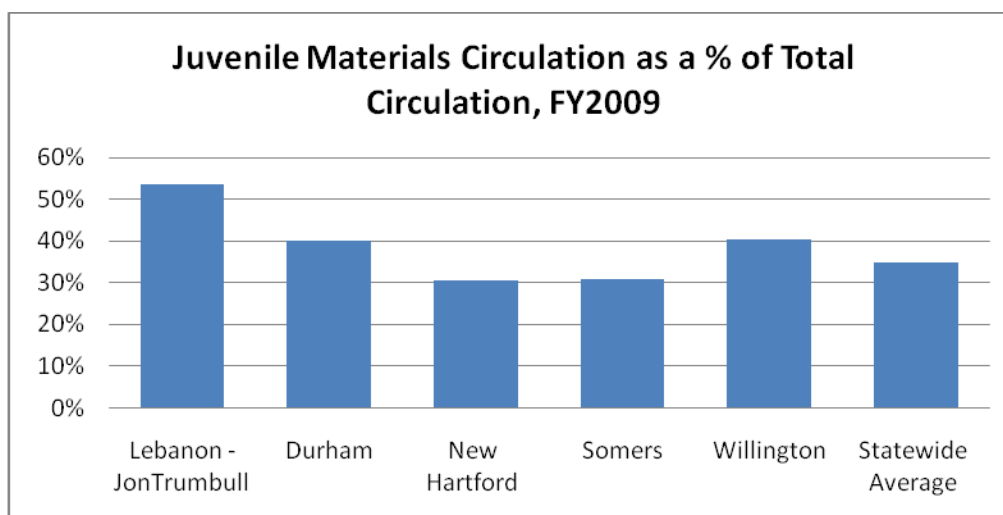
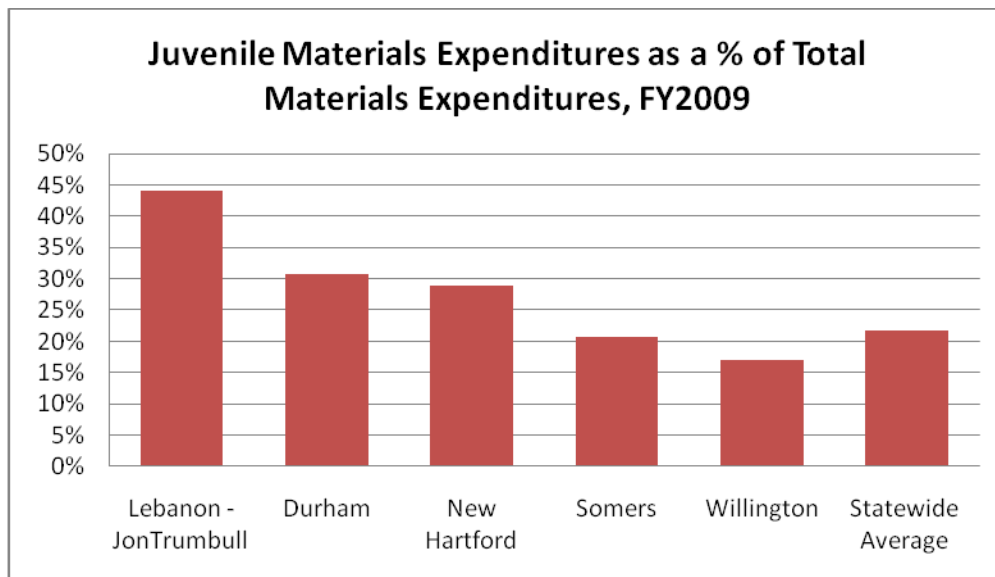
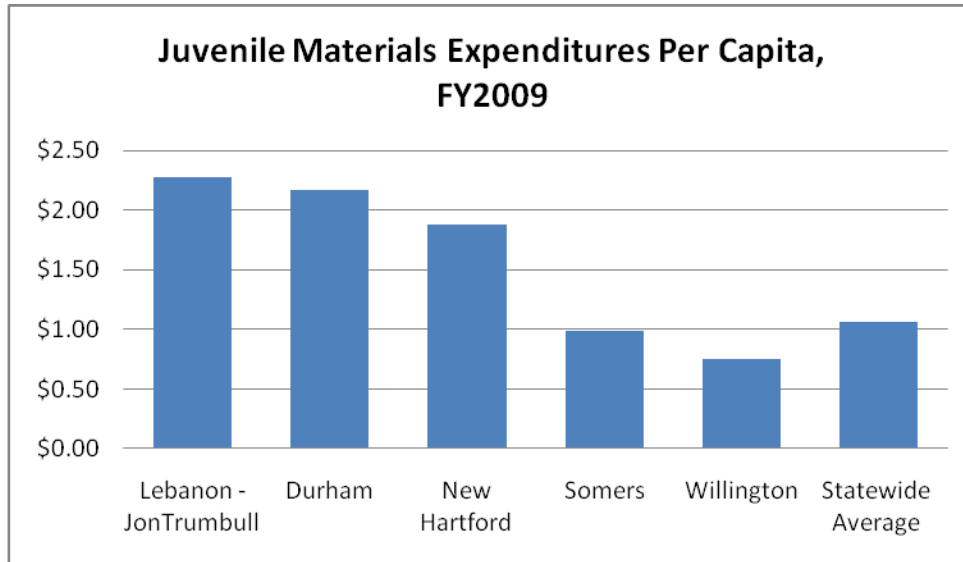
This is a broad spectrum service constituency, ranging from infants who are “in arms” to children who are fully mobile and “very active.” There is wide-spread agreement among the Group members that these services are highly valued by the community and should continue to be supported. All participants agreed that space for children’s library services should be expanded to incorporate more collection and programming space, study tables for school-aged children, and quiet reading areas for both children and parents. Other comments related to the need for a bathroom with baby changing area, better light/daylight, and secure access. Statistics related to children’s library circulation, program activity, and general satisfaction with what the Library is doing support the Group’s conclusions.

Currently, the Library expends 44% of its materials budget on children’s materials. In the most recent State statistical summary, the Jonathan Trumbull Library’s children’s circulation represented 54% of its total circulation

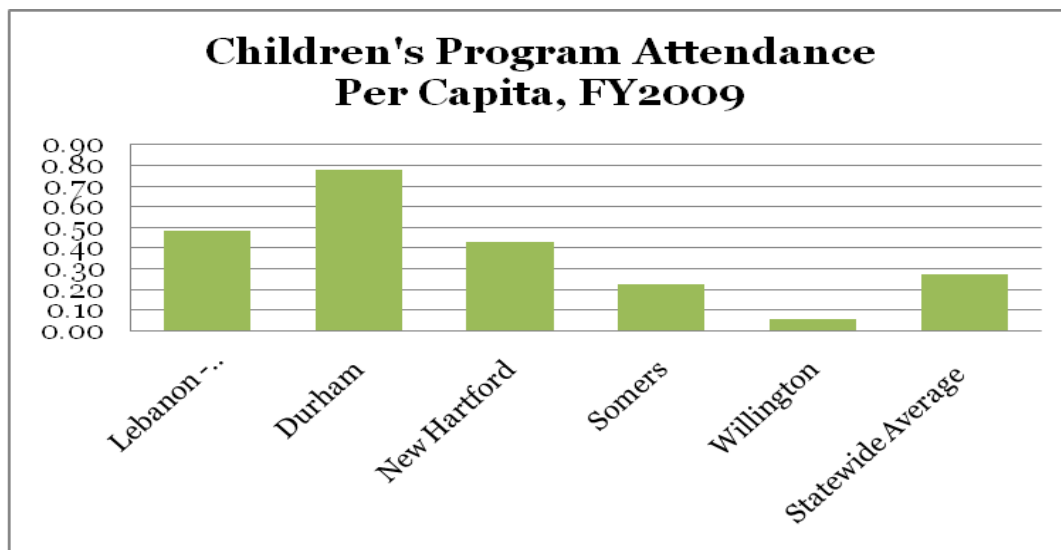
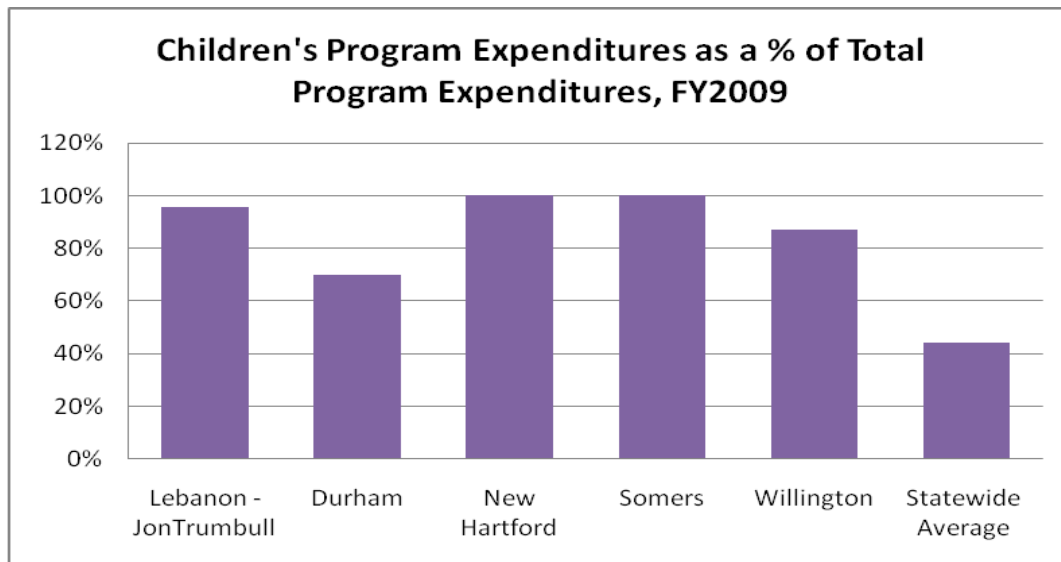
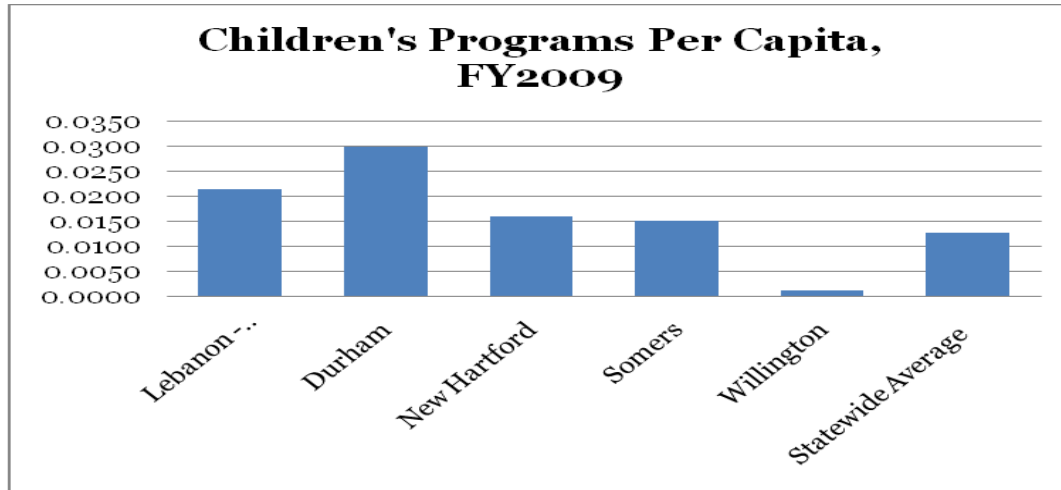


Continuing the comparison between the Jonathan Trumbull Library and those libraries that were cited in the Introduction, it is clear that Children’s Services represent a major component of the Library’s activity.

Jonathan Trumbull Library Planning Study



Jonathan Trumbull Library Planning Study



Jonathan Trumbull Library Planning Study

SUMMARY OF GROUP COMMENTS

Positives

- The Library is a unique and highly valued service offering for this population.
- Children's programs are very popular and draw good attendance
- The Children's Librarian is very pro-active and works hard to understand the needs and desires of young parents as well as the children of the community
- The Children's Room provides a safe and nurturing environment
- The Children's Library provides support and a sense of community to young parents

Negatives

- Scheduling of programs can conflict with use of the Program Room
- The adjacency of the children's room to an "unsecured" entrance raised concern.
- Programs are not scheduled to accommodate working parents.
- Because of shelving limitations, the Library must choose between retaining classic children's literature and purchasing new and more popular items

Neutral

- This age-range reflects many levels of mobility and interest. The space needs to be designed to accommodate infants, toddlers, and independent kids, as well as their care-givers.
- Children's libraries require many different formats of materials, as well as needing to accommodate many different skill sets.
- The desire for more and different types of programs will strain staff, collection resources and the physical space.
- Young parents could be recruited to add programs, drawing on individual talents and skills.
- The local day-care providers and home-schoolers value the outreach by the library, and encourage more to be done in this area.
- Space is needed for adults who "come with the kids" (comfortable seating, controlled play areas, and cozy reading nooks).

Summary

Library services to this constituency are among the most highly valued services offered by the Library. They are also among the most utilized. Young parents depend on the Library to provide cultural and social activities for their babies and toddlers. They also find it a valuable resource for making connections within the community and finding support.

Jonathan Trumbull Library Planning Study

The Library suffers from numerous drawbacks in providing services to this constituency. First, the space within which the children's library operates is cramped. It lacks daylight. It lacks adequate space for programs. It lacks adequate bookshelves and display spaces for non-book materials.

Because the users of the children's collections and programs are always accompanied by adults, the space should also have adequate seating areas for parents and caregivers.

School Age Children

Serving children in this age range requires support on two levels—the academic and the social. While much of the academic support comes from the school library, the public library provides content materials through its fiction and non-fiction collections, as well as its availability as a space for academic activities such as tutoring.

Public School Students

For the students enrolled in the Lebanon Schools, arrangements are in place to share school library collections with the public library in support of summer reading programs. This cooperation is quite successful. The question was raised about “institutionalizing” the relationships between the schools and the public library. That is, making cooperative arrangements formal so that they are not impacted by staff turnover.

More cross-institutional cooperation could become a more viable option with the Library's decision to join Bibliomation. Were the schools to join the same consortium, a town-wide shared cataloging system could become a virtual reality. Sharing the same library catalog system would allow relatively seamless borrowing between the institutions and would allow teachers to know what is available in the public library.

Home School Population/Private School Students

The home school population utilizes the library heavily to support curriculum and teaching needs. Often an exploration of a topic begins with the Library and then moves to other resources such as web-sites, local cultural resources, and the like.

Because home-schools are not governed by set curricula, there are no standard reading lists or required titles; therefore, it is not possible for the Library to easily anticipate needs. However, the Children's Librarian makes a concerted effort to work with parents who are home-schooling and respond to their individual needs and interests.

As with the home-school population, those students who attend private schools outside the Town of Lebanon have no formal or curriculum-based way of receiving support from the Library. Service satisfaction is achieved through parent/librarian cooperation and communication.

The families of both the home-school and private school students seem to make broad use of the Library's offerings of books and print materials. They also value Library programs and the Library's selection of home entertainment resources such as movies and music.

Jonathan Trumbull Library Planning Study

Tutoring

The Library accommodates student tutoring activities. While the Group members did not have any specific knowledge of how this grew to be a Library activity, it is clearly one that is ongoing and deemed appropriate. Given that the Library provides a quiet place to work one-on-one with students, more information should be gathered about the tutoring activities in town and how the Library can support them.

Positives

- There is good cooperation with the school librarians
- The Library provides extended loan-periods for teachers
- The Library provides extended loan-periods for home-school parents
- The Library is located in a convenient location, proximate to the town's three school campuses.
- The Children's Librarian has created several valued services that could/should be expanded

Negatives

- Library hours do not adequately support all of the students in the community. For example, early evening hours are ideal for working parents, while morning hours support daytime use by home-schoolers. Adjustment of hours to accommodate various school types should be investigated
- Cooperation with the schools is based on professional connections, but is not formalized. Should it be formalized? If so, how?
- Currently, materials loaned by the middle school for summer reading programs must be "added" to the library's online catalog when summer begins and "deleted" when the items are returned to the school.
- There is need for more and better work/study and quiet reading space
- There is need for additional computer workstations that are pre-configured for curriculum support (topical, cross-media, web-based resources)

Neutral

- Student services are best accomplished in cooperation with the schools
- Student use of the public library requires work/study spaces
- Serving students from various types of schools (home, public, private) requires agility on the part of library staff and a willingness on the part of parents to communicate with the library.

Jonathan Trumbull Library Planning Study

Summary

Providing services to the school-aged children of Lebanon is best accomplished through cooperation between the school libraries and the Jonathan Trumbull Library. The needs of students are wide-ranging. Availability of resources is based on hours of operation, availability of professional staff, and collections of appropriate materials. Since these vary significantly between the schools and the public library, sharing information about each others' collections would allow greater efficiency and would make economic sense.

Space in the Children's Room is limited for use as a study area. There are limited spaces for young students to work. While the Library does not see itself as a primary resource for school curriculum support, it is the obvious alternative when the schools are closed.

Services to Young Adults

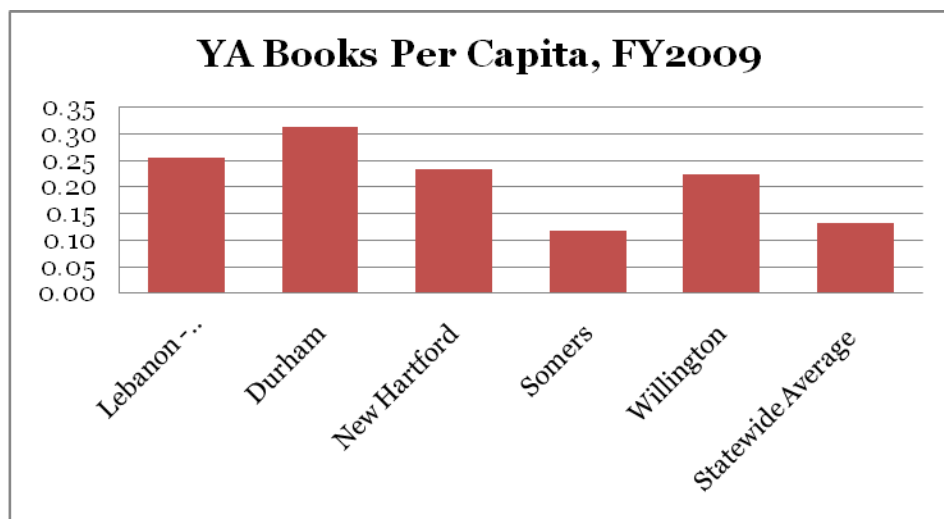
The Town of Lebanon has approximately 800 citizens between grades 7 and 12. Students in this age range. This represents approximately 11% of the Town's population. Currently, the Library has minimal space for YA use in the Children's Room.

The Services Group agreed that this is a population that should be served. The Group explored the requirements of providing services to this constituency. Generally, there was agreement that if services were to be developed, it shouldn't be done "half-way." "Either jump in and do it right, or don't do it at all."

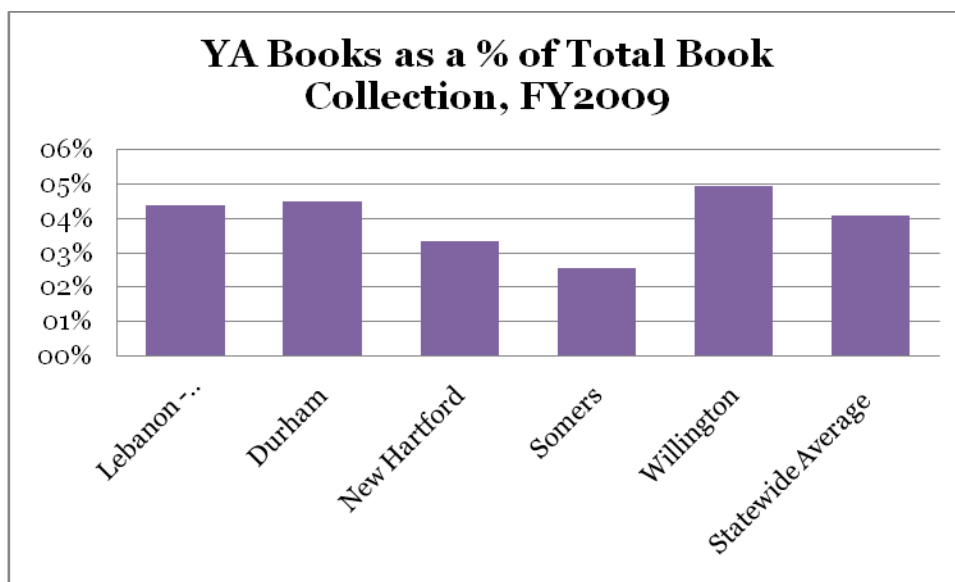
Among the suggestions for establishing effective services was the idea of involving the young adults in the development of services. By harnessing their vibrancy, creativity, and enthusiasm, the Library is foster a positive community involvement, but also providing a platform for developing a future adult user community.

A number of examples were given of ways in which the Library could immediately involve Young Adults For example, the Library could solicit young artists and sponsor a YA Art show. Young adults are avid and adept computer users. Their knowledge and energy could be harnessed to provide computer instruction program where the kids teach the adults.

In order to facilitate Young Adult involvement, the Library could have a panel of young adults that help design the services and support areas. They could also be tapped for input in defining and developing programs that will attract young teens and develop projects and instructional programs both for and by kids.



Jonathan Trumbull Library Planning Study



Positives

- The Library staff wants to enhance services to this population
- The Library's location makes it easily accessible by foot or bike by some children. In addition, the Library is located approximately mid-way between the Elementary School and Middle School and High School campuses.
- The Library is a "good" destination—and one of the few in town—for this age group.

Negatives

- The information needs and reading capabilities of this population span from children's materials to adult collections
- This group is very image conscious. They need to accept the Library before they will use it.
- The "image" factor works against the children's library as a location.
- The "disruption" factor works against the adult section as a location
- Sports and after-school activities compete for the time of this population
- The Library has offered limited programs for Young adults with limited success.

Neutral

- Young adults tend to like to cluster and mingle
- Young adults like to "mix study with socializing"
- Librarians would like more feedback from this age-group as it works to develop services
- The Library is already the *de facto* site for tutoring children who have been "outplaced" from schools because of various behavior problems.

Summary

If the Library is to embark on a program of services to Young Adults it must be prepared to provide both space and appropriate collections. Because this age-group has a wide range of reading levels, there is usually more success in locating the service area adjacent to both the children's collections and the adult collections.

Placing the Young Adult service area in a location where it can be monitored is essential.

Creating work spaces that accommodate both quiet study and group study activities is a practical necessity.

Staff with specific skills and interest in this constituency will guarantee the success of any Young Adult program.

More information about the needs and interest of Young Adults in the community is necessary if this effort is to be successful.

Services to Adults

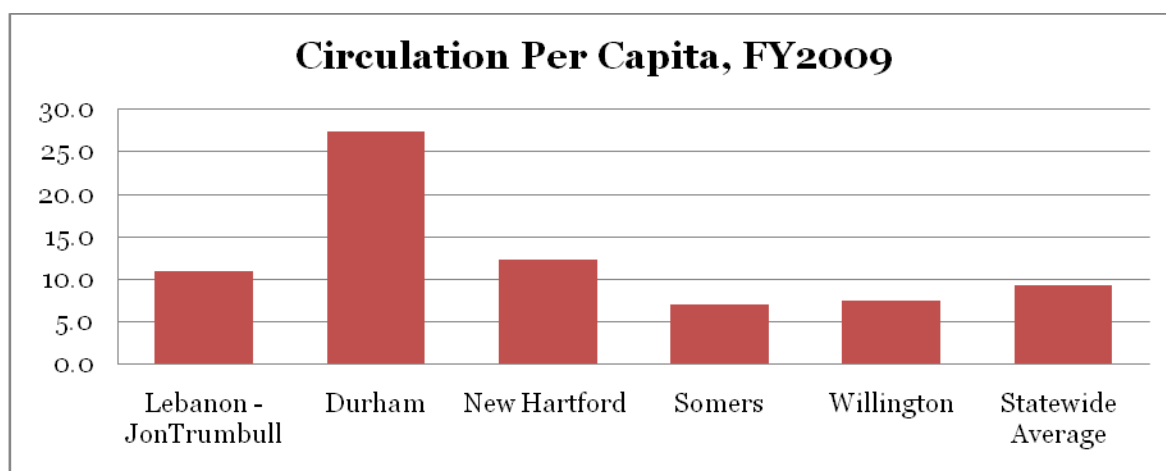
Adults are a broad spectrum service constituency in the community. In order to assure that all segments of the adult population and all service offerings were discussed, the Services Group discussions were broken down by types of collections. The collections are: fiction, non-fiction, periodicals, reference, business information and town information.

Adult Fiction

This is the most heavily used portion of the Library's Adult Print Collection. Unlike the non-fiction collection, it is more likely to be enjoyed by browsing author/genre and other general categories. According to Group members, the Library does an excellent job of developing its collections, responding to user request and facilitating access to materials through Interlibrary Loan. Usually, the demand for new titles is met by the librarians' selection process. In addition, the community participates in an Adopt-an-Author Program, wherein users purchase books by their own favorite authors. The Group agreed that the staff is very responsive to user requests. In terms of the collection as a whole, the Group stated that the Library should be depended on to maintain both *new* and *classic* fiction titles.

Adult Non-Fiction

The non-fiction collection is seeing some competition from digital resources and the Internet. Because it is "topical" and must be timely, there is an increasing pressure on the Library to either continually refresh this collection or provide information in alternative formats.



Jonathan Trumbull Library Planning Study

Periodicals

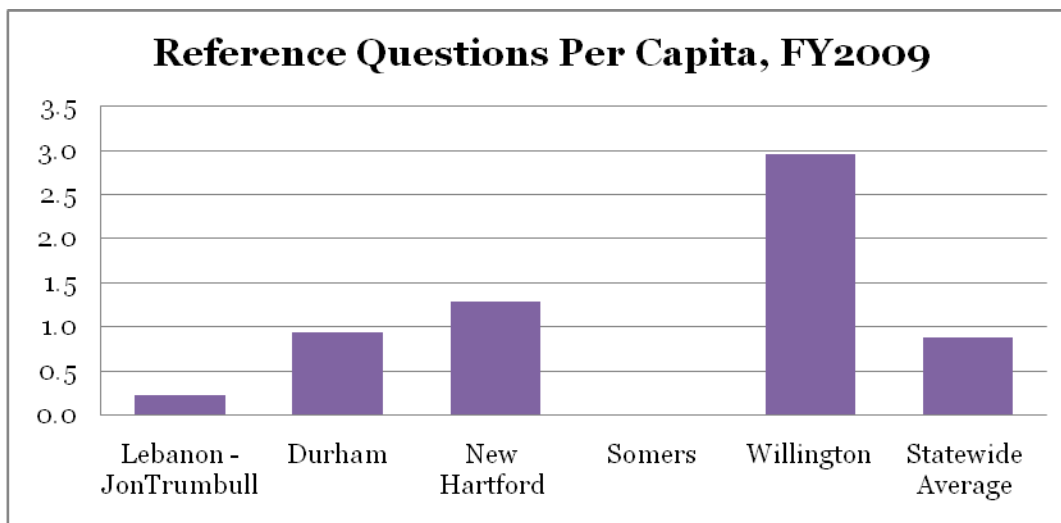
According to participants in the Group, the periodicals collection is lightly used and should be reviewed in terms of titles and topics. This is another collection that may have some digital alternatives. For example, the Library may be able to provide online subscriptions for more focused topical titles. These titles are more likely to be used by people “looking for information” rather than casual browsing. Being able to deliver them at home as well as in the Library could be a benefit to the end-users.

Print periodicals have display, storage, and space requirements. Those titles that are non-topical, or of general interest (Time, Good Housekeeping, etc.) will require a display area and either casual seating or tables and chairs. There will also be a need to retain back issues. Retention periods need to be discussed, as will be storage requirements. Indexes to articles become necessary as back-issues are retained. A policy review should be performed.

Reference

Reference is the designation given to the non-circulating, non-fiction portion of the collection. Reference materials are typically high-value items which are shelved in a separate section of the library and do not circulate. As such, they carry two requirements: shelf-space and work/study areas. As the discussion proceeded, there were questions raised about the relative value of print reference materials in an age of instant information access that is ubiquitous and up to the moment. Generally, the question was: does the library need a print reference collection that ranges beyond a few well-chosen dictionaries, and a good general encyclopedia? The related question was raised about whether truly unique print reference sources could be shared among a group of libraries and shared as necessary.

Both staff observations and general consensus of the Services Work Group are supported by actual usage statistics. In 2008-2009, the Library had 1,715 reference transactions (0.2 per capita). As can be seen in the following chart, this is well below the like-town and statewide average.



Business Information

According to the participants in the Services Group, aside from the major agricultural operations, the community is comprised mainly of home-based and small businesses. None of the participants denied the value of providing information to business owners, the consensus was that the most useful information might be that focused on marketing, employment, trend tracking and other general business management issues, rather than trying to develop industry specific information sources.

The Library has begun efforts to reach out to the local business community by becoming a member of the Lebanon Business Association. It was suggested that the next move might be to develop workshops for business owners, job-seekers, and town development officials.

Town Information

This topic separated into two specific conversations. The first dealt with local government information. The second addressed historical information.

Town Government Information

According to the members of the Group, the Library is “the place to go when Town Hall is closed.” While there are routine deposits of certain Town Municipal Information, there is no formal deposit policy. The Library is hesitant to become a formal “repository” for municipal information. A general agreement would not only create a standard procedure that would allow the Library to update materials, but would allow the Library to inform patrons proactively about what can be found in the Library and what is available only at Town Hall.

Historical Information

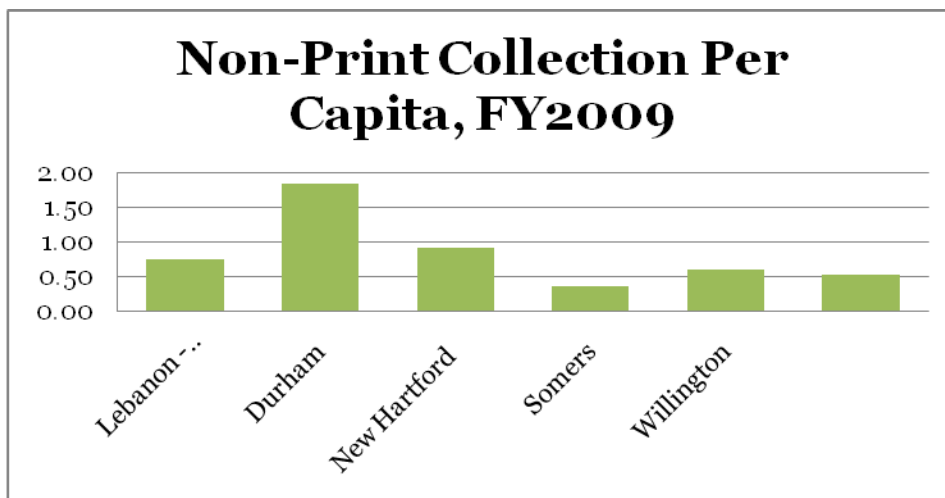
The Town of Lebanon bases much of its civic pride on its history. Great homage has been paid to that history in the form of the Historical Society, the historic homes, and the very geography of the Town, which are all imbued with historical significance. Therefore, it is critical that historical information be managed well, provided universally, and made easily accessible to both residents and visitors.

Because the Library is the natural first stop for town history, it does not, nor should it be the final stop. Rather, the Library should provide basic information about the Town’s history and become the facilitator for directing users to more in-depth resources available in other locations throughout the Town.

Jonathan Trumbull Library Planning Study

Non-Print Resources

The Jonathan Trumbull Library serves not only as a print library, but also as a *de facto* video store for the Town. The Library owns 5,553 non-print items and circulates approximately 0.76 items per capita annually. However, when looking at the Library's non-print circulation as a percentage, of the total circulation, it is obvious that these materials undergo tremendous circulation within each year



Other Constituencies

In addition to the general adult population, three sub-groups were noted for discussion. These are adult students, parents, and seniors.

Adult Students

The Library does not, nor should it, according to the Group, become an “academic library.” Because most of the adults in the community that are participating in continuing education have access to the academic library at their school, the Library does not need to provide specific materials or services for this group. Rather, the Library should become the “great facilitator” of usage and provide direction to necessary resources that are available at other locations or on the Internet. This service is added value not only for the adult students in the community, but has application over a wide-range of populations. The Library should continue to become a resource that directs users to non-local resources, while providing access through Interlibrary Loan and inter-library borrowing services.

Jonathan Trumbull Library Planning Study

Parents

Parents are unique library users because they require support in gaining direction for children's usage as well as information about parenting in general. They are advocates for their children and themselves, drawing on both the adult and the children's collections for their needs.

The Library staff was highly commended by the members of this group. They extolled the virtues of the Children's Librarian in serving the needs of parents, as well as providing quality services to children.

Parents' experience within the library building is also unique. While they are "tending the kids" they sometime need a space, adjacent to children's services, where they can gather and/or browse without losing sight of their children. They also often come with "stuff that creates a space issue," such as strollers, backpacks, infant seats, and so forth.

Seniors

While much of the need for library services by seniors is the same as the general adult population, there are some considerations that may vary. For example, there may be physical challenges such as visual impairment that will require large-print materials or shelving requirements that place materials within easy reach of the standing patron. However, in general, reading interests remain much the same, and this constituency does not have any special content requirements.

There was discussion about cooperative exchanges between the Library and the Senior Center. However, there was a question about the logistics of arranging exchanges, tracking materials, and the impact on Library users if materials were loaned for lengthy periods of time. Additionally, since the Town Senior Transportation service makes transportation to the Library possible for seniors who do not drive, the issue of access was muted.

Summary

Services to the general adult population in Lebanon are quite satisfactory. Quality of services to this population relates more to overcrowded conditions, lack of adequate comfortable reading space, and sufficient work/study areas.

In order to accommodate the growing and shifting demands of the community, the Library must address major issues including increasing its physical space, increasing its service and program offerings, and evaluating alternative formats and modes of service delivery.

Now, more than ever before, small libraries have viable delivery alternatives for certain types of services. It is implicit upon the staff and the board to work together to make choices regarding all of these issues. Among the most challenging questions: Where does digital material fit into the overall collection profile? Are there areas where physical materials can be superseded by online resources?

Services to Other Constituencies

Handicapped and Special Needs Services

According to Service Group participants, services to special needs citizens are provided through the Town's Social Services Department. However, a full analysis of this constituency was not performed as part of this project. Rather, certain indicators of need were discussed, with the agreement that additional information should be gathered.

For example, based on links provided within the State Department of Education web-site, the Town has the following special needs student population

<i>Access Challenged</i>	<i>Elem. School</i>	<i>Mid. School</i>	<i>High School</i>
Physical Mobility	65	43	62
And Visual Impairment			

Read more: <http://www.city-data.com/city/Lebanon-Connecticut.html#ixzz0hzWhxojA>

Certainly there should be more information gathered about who these children are, and how services to them can be incorporated into the Library's offerings.

The same is true of information about home-bound elderly who are served by meals-on-wheels.

Noting the services provided by the Social Services office and the "Meals on Wheels" program as an indicator, there was discussion about the possibility of providing delivery of borrowed materials by way of the volunteers who deliver meals. A scenario was devised within which books could be "borrowed" online and then taken to home-bound users along with meals.

Access to Large Print and audio and video materials was mentioned as highly desirable for those with vision impairment. As a matter of fact, many of these materials would duplicate items in the regular collection. This, in turn, raises questions of space. How large this population is, who they are, and how the Library should accommodate their needs was discussed. General consensus was that more information is needed in order to form a service statement.

The special-formats needs of the senior population were discussed at an earlier meeting. However, the following additional data was found related to the Access Challenged Student Population

Jonathan Trumbull Library Planning Study

Literacy

The Group participants stated that there did not appear to be a noticeable literacy issue within the community. Although this study was not designed to investigate this topic in detail, it is a subject that should be put to rest before proceeding with the design of services.

Tutoring

One population that came up in discussion both within the Children's Services session and this one was that of children who are "outplaced" from school due to disciplinary problems. There was consensus that this is a routine and ongoing situation in which the schools provide transportation to the Library and where tutors meet children who are "outplaced." According to the Group participants, the Library is the assumed place where tutoring takes place, although no formal agreement apparently exists.

Participants stated that this is a desirable location for children to be tutored, but that there should be an effort to provide adequate quiet workspace for the activity.

Further discussion resulted in agreement that, in addition to supporting tutoring activities, a quiet work area would provide a location for home-schoolers who use the Library. In summary, the Library should provide a quiet workplace for education-related activities.

The nature of this space was not defined, except that it should be quiet and adequate for users to spread out, talk quietly, and be outside the main traffic areas of the Library.

Home-School Students

This population was discussed in the Children's Services Meeting. However, there were additional comments that arose at this session. For example, the annual book sale excludes curriculum based materials. One suggestion was that a separate, perhaps related, exchange be held that focused on the "excluded" materials that home-schoolers could use.

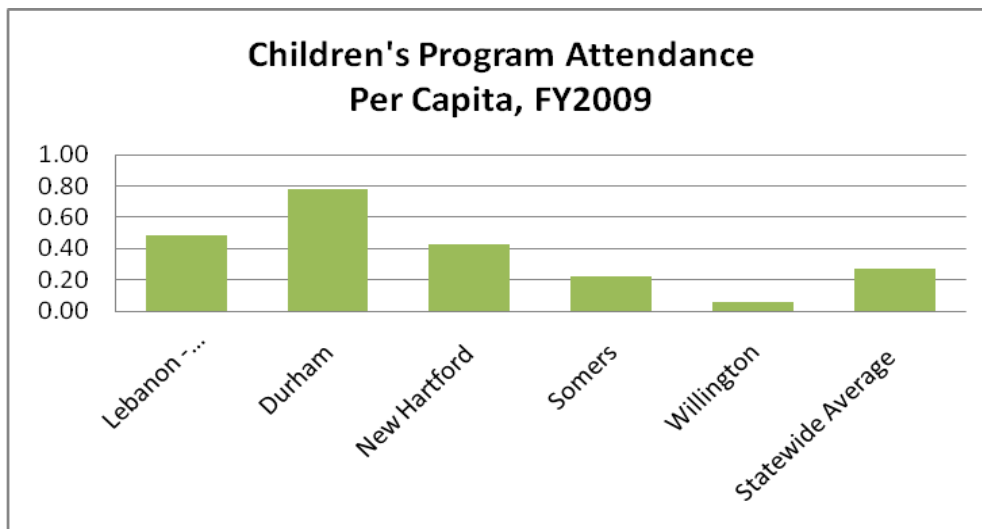
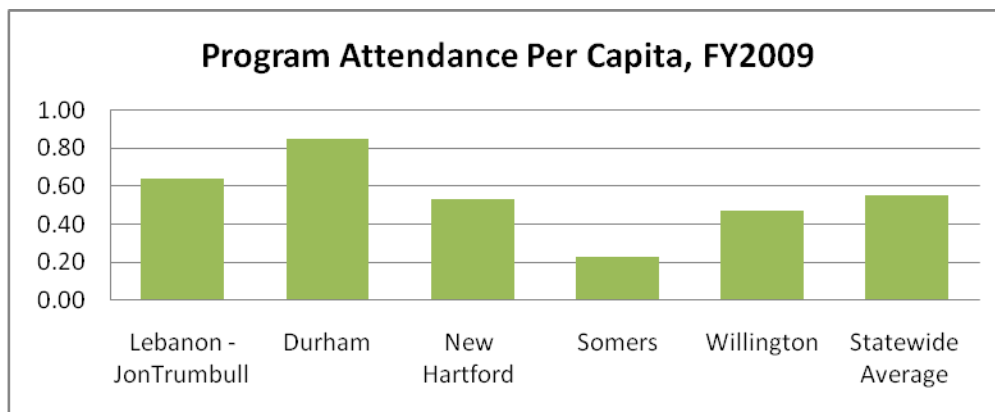
Special Uses

The following areas were discussed within the context of uses of the Library that do not involve circulation of the Library's collections. All were considered appropriate (even essential) uses of the Library. However, they represent uses that require different design considerations and create their own dynamic use pattern.

Computer workstations

There was a brief discussion of the location of computer workstations. While the area designated for computers is easily visible from the circulation desk (a necessity, according to staff), it is in a high traffic area, making it difficult for users who are trying to perform research, take online courses, or do quiet study. More information on the use of computers in the Library is presented in the Technology Work Group Report.

Programs



Book Sale

The annual book sale is a source of revenue for the library. It is a much anticipated event, and is popular with library users. The major impact of the Book Sale, however, is its persistent need for space. Books are collected throughout the year, and are sorted intermittently by volunteers. Because books are bulky, and not easily moved around, they represent a clutter within the very active walls of the library.

The Services Work Group suggested that an appropriate work space—outside view of the everyday user, be established. This function, which is anticipated to continue, deserves its own area where volunteers can work comfortably and books can be stored safely between Book Sales.

Art Fair

The Annual Art Show is a cultural highlight of the community. It is sponsored by the Friends of the Jonathan Trumbull Library.

Book Discussions

The book discussion group meets monthly at the library, eleven times a year. Multiple copies of the discussion books are made available through the library. The group is moderated by a local author and editor. Group members lead individual discussions.

The Friends of the Jonathan Trumbull Library

The Friends group has been in existence for 16 years. It meets monthly at the library. The Friends sponsor the annual Art Show, and the annual book sale, both of which draw crowds to the Library.

Service and the Physical Space

The final discussion by the Services Group related to physical attributes that affect service to the users. These included signage, traffic patterns, adjacency of services and lighting.

The Group agreed that the Library should enhance its signage. A cohesive, carefully designed series of signs defining collection areas, circulation desks, computer areas, and traffic information (Children's Library, Lower Level) would both enhance the appearance of the Library and provide useful direction to users—especially when materials are moved from one area to another. Design of signs should be part of an overall “image” program that could include such other graphics as the Library's stationery, forms, and color palettes.

Lighting and color can have a profound effect on space. Presently the Library, which has low ceilings, has lights that are adequate, but do not enhance the space. This topic is addressed in the Physical Work Group report.

Section Two

SUMMARY REPORT

TECHNOLOGY

WORK GROUP

Jonathan Trumbull Library Planning Study

In the original design of this project, the Technology Work Group was to focus on the Library's need to select a new Online Public Access Catalog (OPAC). Because the Library's Athena system was to become obsolete by 2012, the need to seek alternatives was imperative. However, prior to the beginning of this project, the Library made a decision to join the Bibliomation Open Source Pilot Project (BiblioOak). This choice precluded the assumptions designed into the project contract.

Simultaneously, it became apparent that the Physical Work Group might require additional contract time and money. The final decision regarding the contract was that a portion of the funding for the Technology Work Group would be assigned to the Physical Work Group in order to allow a site visit to two neighboring libraries. The remaining budget would support a presentation of the Bibliomation Pilot Project to the full Planning Group and members of the Library Board. One final session for the Technology Work Group would address the overall situation with the Library's technology decision-making and training process.

About Bibliomation

Bibliomation, the largest library network in Connecticut, was founded in 1980. The consortium has 40 public libraries, 24 K-12 libraries, and 5 development partner libraries across the State. Lebanon joins the other development partners in the BiblioOak Project. The other libraries in the Pilot are: The Douglas Library, North Canaan, The David M. Hunt Library in Falls Village, the Sprague Public Library, the Beacon Falls Public Library, the Slater Library of Griswold, the Windham Free Library, and the Douglas Library of Hebron. A constantly updated blog on this project can be found at <http://biblio-os.blogspot.com/>

Bibliomation provides a wide array of information, telecommunications, and automation services, in order to serve the ever-changing technological needs of the network's member libraries. Membership will give Jonathan Trumbull Library new levels of support in managing its OPAC, and in managing its technology infrastructure, in general.

- Database Services: cataloging, conversion, training, and support
- connections
- Guidance and consulting for frame relay conversions, database conversions, system moves, and implementation and design of new systems
- PC and software installation
- Internet service, including web site hosting (Front Page Extensions, e-mail accounts, and web support)
- Commercial database access (including the latest in remote patron authentication options)
- Notice and Statistical Report Production
- Help Desk support, training, and troubleshooting
- Documentation
- Windows desktop security and virus protection
- Regular user groups and seminars
- Integration of community resources (establishing connections between member libraries, schools, and their town networks)

Jonathan Trumbull Library Planning Study

The Bibliomation choice will open the Library to a series of new experiences.

The first is that of participating in a shared catalog with other libraries. This will allow the library staff to add local holdings information to records that are already in the shared database. By sharing bibliographic records, the need for searching outside databases such as the Library of Congress can often be eliminated. This will give the Library the assurance that the overall database is well managed and that there are quality standards for records added to it. In essence, it is a short-cut to quality bibliographic records. This consortia arrangement will be a benefit to a library that has, up to this point, had to depend on volunteers to find records for its new acquisitions. The volunteer time can now be more efficiently utilized for adding local holdings information and continuing to do a review of its existing records.

Secondly, the Library will now have access to knowledgeable technical staff that specializes in library applications and bibliographic issues. Bibliomation staff also provides training to member libraries. Having this type of support readily available will allow the Library to depend on a provider with an imbedded interest in keeping their system up and running smoothly.

Finally, Bibliomation libraries have also led the way in combining school and public library resources via their system. By sharing a common platform, with each institution governed by its own database parameters, libraries and schools not only meet their individualized needs but can share in everything from collection development to specialized ILLs. Some public and school libraries even cross-train staff members. This type of solution could underpin such activities as the current summer program book sharing between the middle school and the Library.

The following section of this Report presents the opinions and summary of comments from the Technology Work Group.

Technology Planning

With the birth of the Internet, the library world changed forever—probably more profoundly than any other service area in the community. As with planning for building maintenance and collection growth, a library must now plan for the health and maintenance of its technology infrastructure.

In reviewing the situation at the Jonathan Trumbull Library, the first and most important observation was that the Library does not have a Technology Plan. This is unfortunately typical of many smaller libraries. However, the danger is that libraries are becoming more and more dependent on technology (both equipment and network infrastructure) to deliver increasing amounts of service. Having unpredictable budgets and unforeseen problems can be a recipe for catastrophe in today's active library.

Once developed, the Library's Technology Plan should be revisited and updated as the environment and needs change. In general, the plan should be reviewed annually and a major reexamination of its plan should be done every five years.

As stated by the Connecticut State Library the results of good planning are confidence that you have:

- selected the best possible system available, given technological and financial constraints;
- addressed the priority needs of your library;
- established a firm basis of understanding and a methodology (the planning process) for future planning;
- implemented your automation plan as part of a clearly articulated, overall plan for the development of library services; and,
- the ability to respond quickly and effectively to unexpected opportunities and challenges, with a clear understanding of how these unexpected developments may be used to support the library's long range goals.

As is stated in the Connecticut State Library Technology Planning introduction: Having a Technology Plan

“forces you to align your IT decisions with the library’s overall strategic priorities and encourages you to align your IT priorities with the needs of your community and the needs of your staff.”

Steps in the Process

The first step in developing a technology plan is to perform a Technology Assessment. A preliminary inventory of Library hardware was performed as part of this project. This is a simple list of what the library owns and where it is located.

This should be followed by an Asset Management process that will focus on tracking hardware, warranties, and software licenses. And performing a full Assessment of the current conditions in the Library

Forms for these procedures and a variety of others can be found on the State Library WebJunction site at www.webjunction.org/maintainit-cookbook/articles.

This site also provides extensive and extremely valuable guides to doing a Technology Assessment Checklist, building a “tech team,” and writing a technology budget. These are all activities that should be performed before or concurrently with the migration to Bibliomation.

Of primary importance in evaluating technology for any library are the following questions:

- How does the technology affect service to patrons?
- How does it affect staff productivity
- What are the related hardware and software costs of all the infrastructure
- What is the impact on community access to information, services and products
- How does the Library’s infrastructure related to other technology infrastructure in the community.
- Are there any efficiencies to be gained by cooperation?

Current Condition

The Library currently supports 13 active computers. These are assigned as follows

- 1 children’s OPAC
- 2 children’s general use
- 2 staff
- 1 adult OPAC
- 2 staff
- 4 general use computers (adult area)
- 1 volunteer worker workstation
- 1 portable computer

There is not currently any regular budget allocation for predictable replacement or upgrading of equipment.

Jonathan Trumbull Library Planning Study

In terms of technical support, the Library currently participates in a town-wide service contract for computer maintenance. Regular monthly check-ups are performed by the Town's contractor. These check-ups include all workstations, as well as the Library's server.

With the Library's move to Bibliomation, there will be a realignment of support services. For those aspects of the Library's technology infrastructure that are not covered by the Bibliomation contract, there should be a plan for continuing service through the Town's maintenance agreements.

In general, the Town would benefit from a full review of existing infrastructure and professional technical support. This would allow the community to eliminate inefficiencies and gain better control over its expenditures.

One discussion that highlighted the need for coordination was the emergence of a variety of town-wide information web-sites. While they are useful, and have been designed within a "closed loop" of input from various sources, there is no single person formally in charge of monitoring these sites, nor of coordinating practices and protocols. While it is clear that the community is evolving its online presence, this presence is managed relatively casually.

Workstation Location

The Librarian stated that the location of the public access computers should remain within easy viewing of the Circulation Desk. This allows staff to monitor usage and observe any difficulties users might be having.

There were comments regarding the location of the current workstations. The area is tight, and there is a good deal of traffic, which occasionally poses disruption to users who are trying to concentrate.

Computer Usage

Staff

The primary computer functions performed by the Library's staff and volunteers include: circulation (checking materials in and out), technical processing (cataloging new materials that are being added to the collection), and supporting users (searching for titles in the collection and supporting web-based research).

There is no ongoing formal training provided to staff members, although everyone is provided with basic training in the functions of the OPAC. Occasionally, a staff member is sent to a workshop to learn some new application. All operating procedures for the Library's computer systems are contained in a "Procedures Folder" that is kept in the staff area.

Once again, the State Library's WebJunction offers dozens of free and low-cost technology courses.

Jonathan Trumbull Library Planning Study

Patrons

For the adult population, primary computer use includes accessing the Library's online catalog, the Internet, and basic software such as word processing.

For the children's room, there are two general user workstations and one OPAC terminal.

Information Resources

There is no doubt that the Library will continue to investigate new digital options for meeting the community's information needs. The Library already has an effective web-site, with especially good information about the Children's Library services and programs. Remote access to the Library's page, as well as the ability to view the online catalog, will continue with the new Bibliomation membership. Educating the community in the availability of these and other new resources will require good communication from the Library, and eventually a staff responsibility for managing digital collections.

One successful and interesting experiment being run by the Jonathan Trumbull Library is its Booktalk blog. This is a dynamic spot to discuss

"what you're reading.... It's a site to share not only some great books (and warn the unsuspecting about some not so great books) but to let your fellow "bookophiles" know what you think about what you've read – it's great, it's crappy, whatever... So get reading, get typing and let someone who is dying to read a great book that there is something out there for them!"

Jonathan Trumbull Library Planning Study

SUMMARY

As the Library becomes active in a consortium for its online catalog, and continues to grow into a world with more connectivity and dependence on computers, there are certain priorities that should be addressed.

- Hardware and software should be monitored regularly, with continuing safeguards and security measures kept in place and up-to-date.
- Ongoing training of staff and volunteer is becoming more essential.
- Carefully documented practices and procedures will assure that the comings and goings of volunteers and turnover in staff will not leave the Library in a state of confusion.
- The Library, in cooperation with other Town organizations/agencies should conduct regular monitoring and assessment practices and protocols to assure license compliance and security.
- Staff training in selection and use of digital resources will become more and more

Finally, it will become more and more incumbent on one or two staff members to become technologically savvy. By default, one person usually becomes the “go-to” person when a workstation is malfunctioning, or there are system problems. This should become more than a casual assignment. At least one individual should receive the benefit of ongoing training. This will avoid loss of productivity when system problems occur. The Director stated that “technical experience” will be one of the selection criteria for any new staff members.

The world has gone digital. Users are becoming more sophisticated and more demanding. In order to respond to the rising demand for digital resources by more sophisticated users, the Library must bolster its collections as well as support its staff with ongoing training.

Administratively, the need for a digital resources librarian may be in the future for the Library. In the meantime, existing staff should be given the support they need to assist users.

Section Three

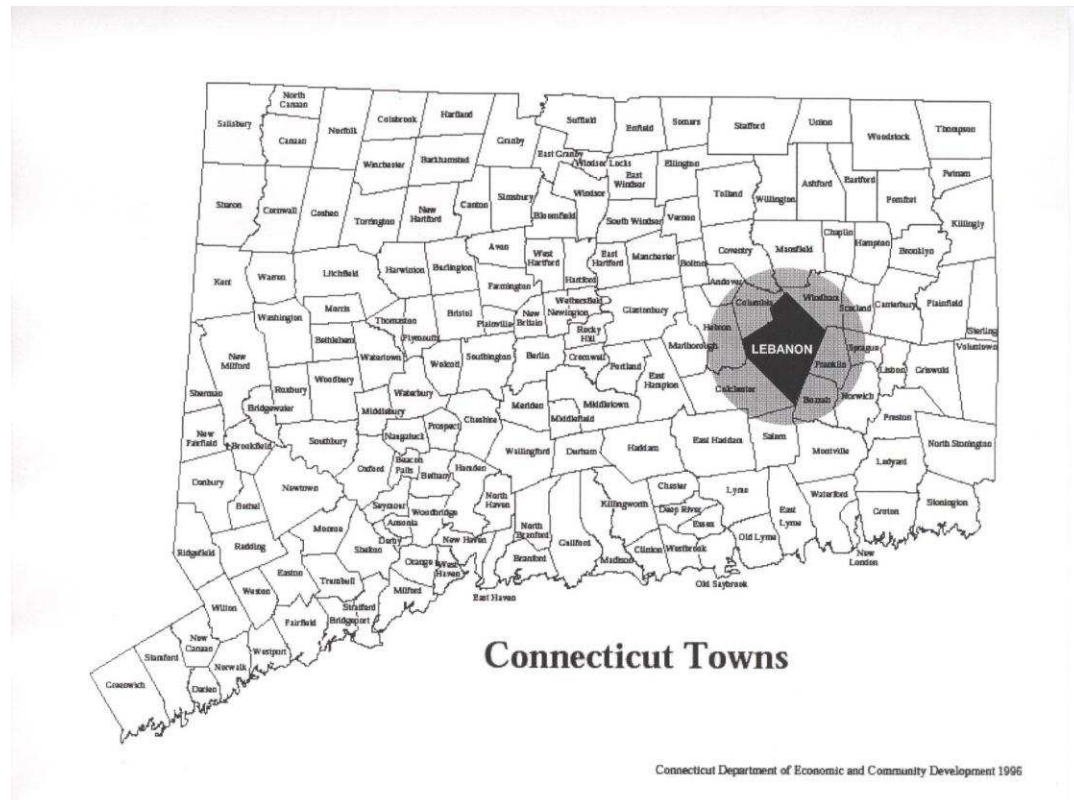
SUMMARY REPORT

PHYSICAL FACILITY

WORK GROUP

Existing Site and Building Conditions

The Physical Work Group was charged with performing an assessment of the Library's physical space, assessing the most immediate physical needs of the Library, and discussing the opportunities and challenges of expanding the existing library. This section of the Report contains three sections: 1) an assessment of existing conditions; 2) a summary of comments from site visits to two neighboring libraries that have recently undergone construction projects, and 3) a presentation of some options for expanding the existing building. The third section, expansion options, is intended to begin the thinking process. Design options presented are based on preliminary analysis of the existing building and the site upon which it is located.



Lebanon is a rural community the central portion of Eastern Connecticut. Like many of its neighboring towns, Lebanon is a rural community with a strong foundation in agriculture. Unlike many of its neighboring communities, however, Lebanon has not experienced dramatic growth in recent decades. This does not mitigate the fact that the Jonathan Trumbull Library has seen significant rise in users and usage.

Jonathan Trumbull Library Planning Study

The town has a deep and proud history, having been the home of numerous renowned political figures of the American Revolutionary period.

As noted on the Town's website, Lebanon is home to a number of museums and historical sites. Much of the Town's historic infrastructure is "centered on the Lebanon Green. Lebanon is the major site on the Northeast Connecticut Visitors District "Revolutionary Road" drive and the gateway to the Quinebaug-Shetucket National Heritage Corridor, an affiliate unit of the National Park Service. It is part of the Washington-Rochambeau Revolutionary Route (W3R) that is currently being studied by the National Park Service for National Historic Trail status. It is not insignificant that the Library sits at the end of the Green, and benefits from its adjacency to it and the many historic sites within easy walking distance.



Introduction to this Section

This final section of the Planning Study Final Report is configured of pages from the Facilities Group work report. Because of the detailed graphic, photographic, and data structures of these documents, they are being presented in a format that is readable but not alterable. For the purposes of future planning and in order to support ongoing design efforts, the original documents from this work group are being produced separately. The original data files and other design documents have been provided to the Library as a separate product.

When reviewing the following pages, please be aware that the variant titles, dates, and page numbers that appear within the images are referencing the original documents.

Assessment of the Existing Facility

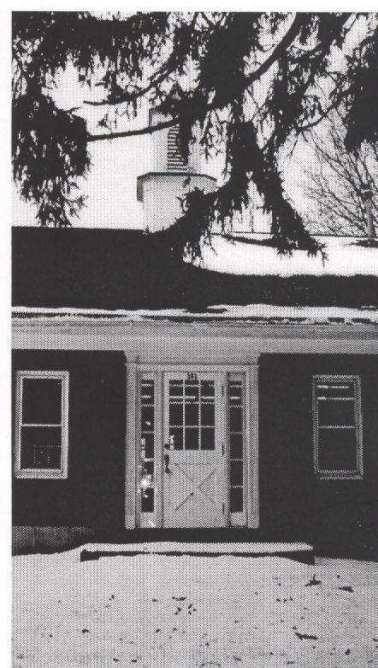
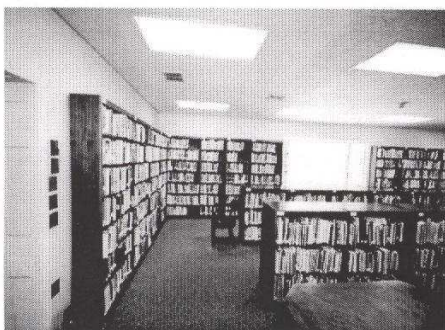
EXISTING CONDITION

Jonathan Trumbull Library BUILDING NEEDS

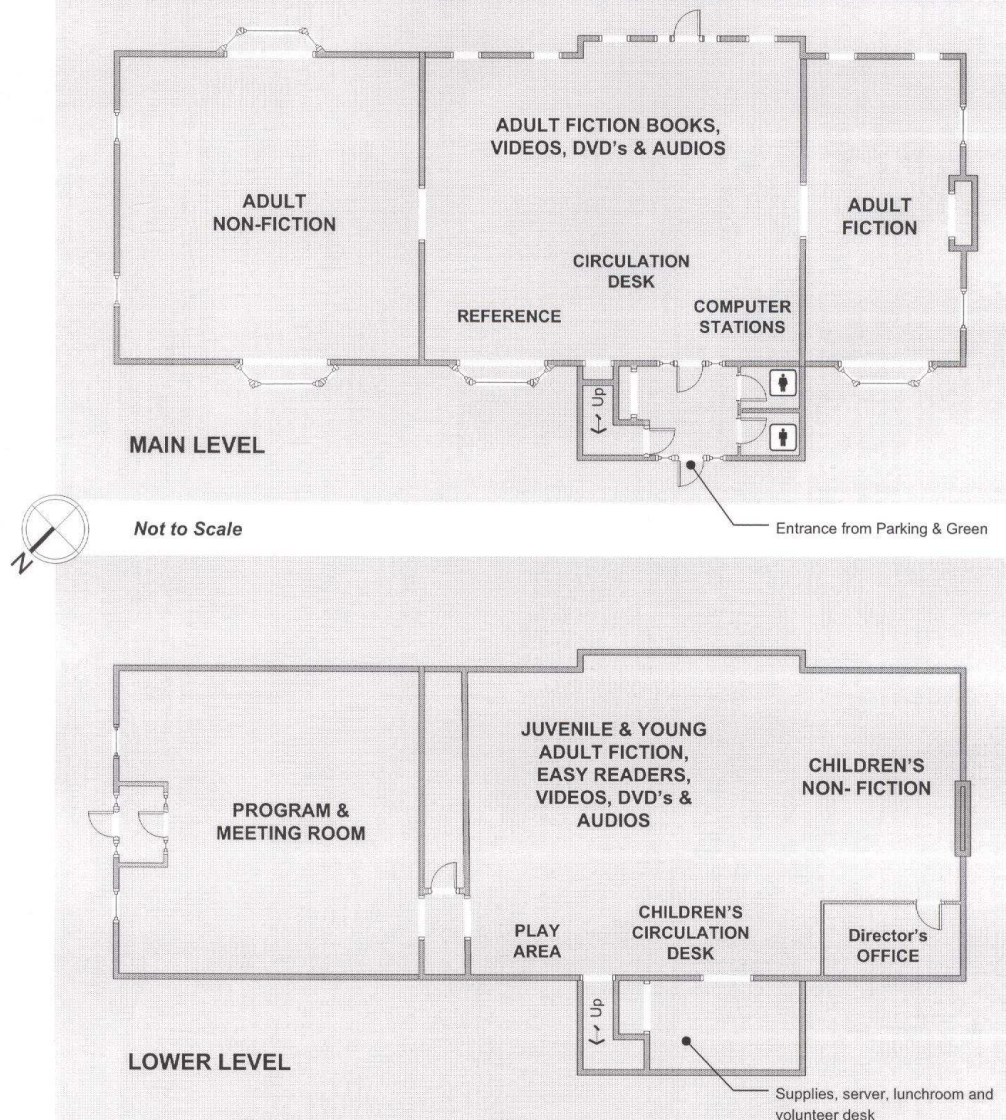
November 2008

Lebanon's First Selectman gathered the findings and recommendations that follow from information collected by resident groups for town buildings including the library. Listed below are the principle building's capital improvements physical needs that were identified.

1. Provide more shelf space is needed in Adult and Children's areas
2. Provide more shelf space for Young Adults and in a "defined area"
3. Remove and replace Children's area and Meeting Room floor, which tested positive for asbestos. *Done*
4. Provide restroom(s) on the lower lever (Children's and Community Meeting Rooms)
5. Improve handicapped accessibility to, between and on both levels. Consider adding an elevator
6. Upgrade the restrooms (2) on the main level
7. Improve and expand the parking area between the Library and Green
8. Provide private and quite study areas
9. Provide spaces for book processing, director and staff offices, book sales and volunteer activities.
During the past year this need has been partially addressed.
10. Develop and implement an on-going exterior and building general maintenance program



EXISTING CONDITION



Jonathan Trumbull Library COLLECTION AND SERVICE AREAS

Lebanon, CT

March 2010

Jonathan Trumbull Library Planning Study

Jonathan Trumbull Library

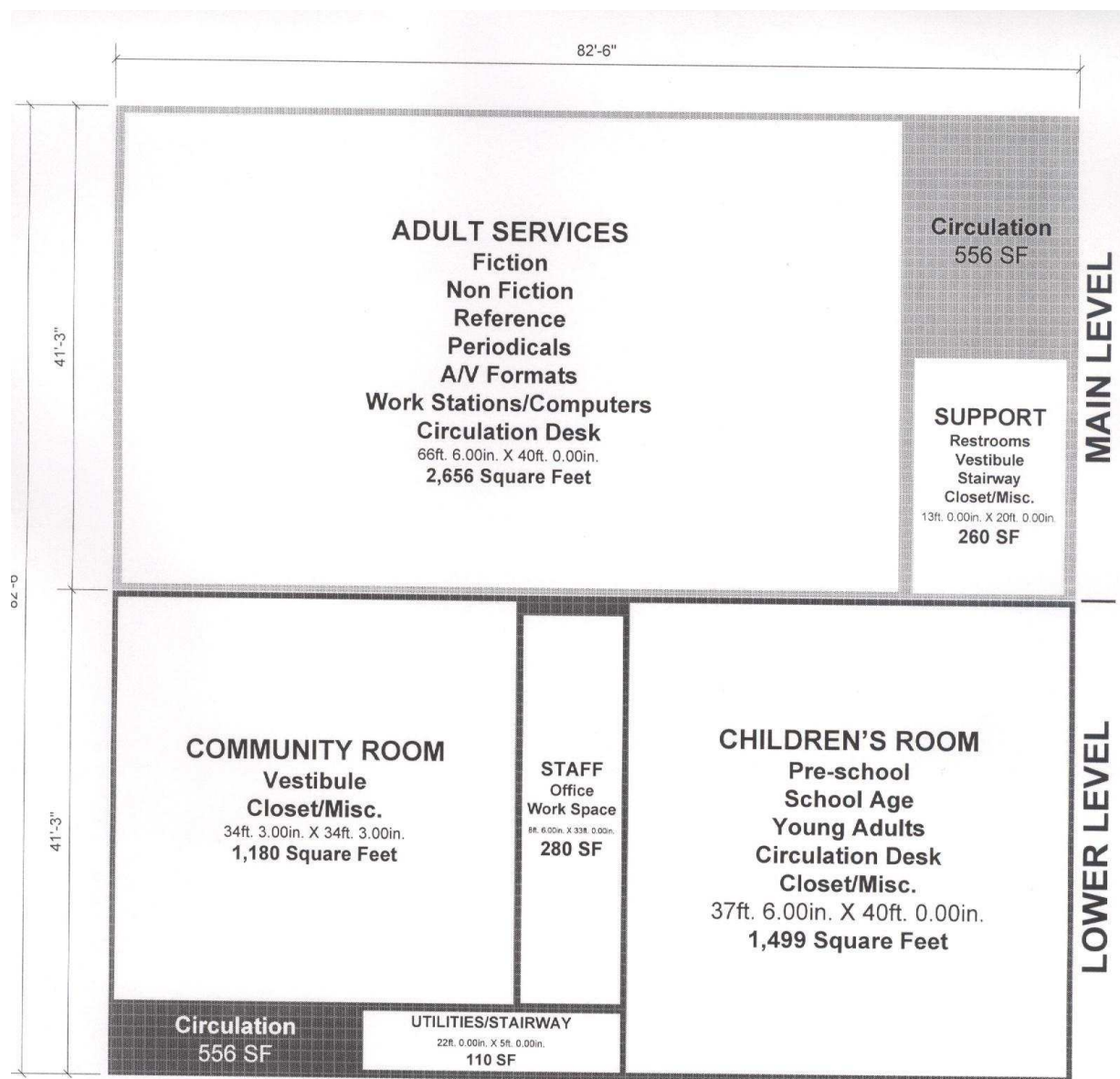
3/1/2010

EXISTING BUILDING USES AND AREAS

Lebanon, CT

AREAS		GROUP		CURRENT LOCATION	INTERIOR DIMENSIONS			Percent of Total	
		Category	Age		Length	Width	Usable Square Feet		
MAIN LEVEL	ADULT SERVICES	Fiction	Adult	19 thru 65	1967 Building	34.0	17.5	595	8.57%
		Non Fiction	Adult	19 thru 65	1974 Addition	34.0	34.0	1,156	16.65%
		Large Format	Senior	65 plus	1967 Building	9.0	4.0	36	0.52%
		Periodicals	Adult		1967 Building	7.0	4.0	28	0.40%
		Reference			1967 Building	15.0	15.0	225	3.24%
		A/V Formats	Adult		1967 Building	12.0	4.0	48	0.69%
		A/V Formats	Adult		1967 Building	16.0	6.0	96	1.38%
		Computers	Work Stations		1967 Building	16.0	7.0	112	1.61%
		Circulation Desk	Adult		1967 Building	20.0	18.0	360	5.18%
	SUB TOTAL							2,656	38.25%
	SUPPORT	Restrooms	Men		1967 Building	7.0	5.0	35	0.50%
			Women		1967 Building	7.0	5.0	35	0.50%
		Vestibules			1967 Building	10.0	10.0	100	1.44%
		Closets/Misc			1967 Building	8.0	4.0	32	0.46%
		Stairway			1967 Building	14.5	4.0	58	0.84%
	SUB TOTAL							260	3.74%
	CIRCULATION			Sub Total	Both Buildings			556	8.01%
				TOTAL				3,472	50.00%
LOWER LEVEL	CHILDREN'S SERVICES	Children's Room	Pre-school	0 thru 2	1967 Building	15.0	8.0	120	1.73%
				3 thru 5	1967 Building	12.0	5.0	60	0.86%
				Puppets	1967 Building	14.0	8.0	112	1.61%
		School Age		6 thru 11	1967 Building	110.0	4.0	440	6.34%
					1967 Building	22.0	20.0	440	6.34%
			Young Adult	12 thru 18	1967 Building	7.0	7.0	49	0.71%
		A/V Formats			1967 Building	7.0	7.0	49	0.71%
		Closets/Misc			1967 Building	6.0	5.0	30	0.43%
		Circulation Desk	Children		1967 Building	16.0	12.0	192	2.76%
		Computer	Work Stations		1967 Building	8.0	7.0	56	0.81%
	SUB TOTAL							1,499	21.59%
	COMMUNITY	Community Room	Community		1974 Addition	34.0	30.0	1,020	14.69%
		Closets/Misc			1974 Addition	12.0	5.0	60	0.86%
		Vestibules			1974 Addition	10.0	10.0	100	1.44%
	SUB TOTAL							1,180	16.99%
	STAFF	Offices	Director		Lower	12.0	10.0	120	1.73%
			Staff Work		Lower	16.0	10.0	160	2.30%
	SUB TOTAL							280	4.03%
	UTILITIES	Electrical Room			1967 Building	13.0	4.0	52	0.75%
			Stairway		1967 Building	14.5	4.0	58	0.84%
	SUB TOTAL							110	1.58%
	CIRCULATION			Sub Total	Both Buildings			403	5.80%
				TOTAL				3,472	50.00%
TOTAL USABLE SQUARE FEET								6,944	100.00%

Jonathan Trumbull Library Planning Study



SCALE: One inch equals twelve feet

BUILDING	AREAS	CURRENT LOCATION	INTERIOR DIMENSIONS			Percent of Total
			Length	Width	Usable Square Feet	
LOWER	1967 Building		60.0	34.0	2,040	29.38%
			24.0	1.5	36	0.52%
			24.0	10.0	240	3.46%
	1974 Addition		34.0	34.0	1,156	16.65%
MAIN	1967 Building		60.0	34.0	2,040	29.38%
			24.0	1.5	36	0.52%
			24.0	10.0	240	3.46%
	1974 Addition		34.0	34.0	1,156	16.65%
TOTAL USABLE SF					6,944	100.00%

The Library building on its one acre site was completed in 1967. The two-story structure was only finished on the main level. The lower level was a partial exposed basement which had a mechanical room and open storage space. In 1974 a two-story addition was built on the east side. Combined, the Library has 6,944 Usable Square Feet.

Today, the lower level's primary use is the Children's Room and a large multi-purpose community meeting room. The main level housed the Adult print and non-print material.

Jonathan Trumbull Library CURRENT USE ALLOCATION MAP

Lebanon, CT

March 2010

EXISTING CONDITION

Exterior

Need to connect what is around – The Green, Town Hall, Church, Historic Society Museum and Visit Center, Community Center, Alden Tavern and beyond

Annual and on-going, regularly scheduled maintenance of grounds and building exterior is required

Preserve the Green, enhance its history and do not encroach

Vehicular and pedestrians access and safety needs to be improved for residences and guests and the young and old

Entrances and drives, parking areas, pedestrian paths and building entrances lack definition

Pedestrian connections and paths are not fully established

Site drainage, lighting and signage are lacking and need to be improved

Parking area capacity and control shared use are not clearly established

Parking traffic interferes with access to and between the Library and Church parking areas

Need to continue and maintain the Town Center's growth and character while providing for the expansion of the Church, Library and Town Hall in a compatible style

Interior

Bookshelves and storage space are at capacity. Furniture and equipment is limited and not fully accessible. Expanding the collection of books, audio visual material and new technologies is difficult

The Library is not fully accessible between both levels – only by going outside

Service areas are not identifiable or defined

Restrooms are on the Main Level, in the vestibule, dated and not handicapped accessible. No restrooms or water is on the lower level

Library entrance(s) are inconvenient and do not make a good first impression

Computer workstations are not comfortable and lack sufficient privacy

Floors, walls and ceilings are plain hard surfaces and do not enhance comfort, interest, use, and efficiency of the space

Storage areas are extremely limited or non-existent

Limited growth or expansion potential

No natural daylight in the Children and Young Adult section

Library has a "residential" character

PHYSICAL WORK GROUP MEMBER QUOTES

Pride in Lebanon's Past and Committed to its Future

The HUB for Lifelong Community Learning

Build on What's Here

Jonathan Trumbull Library GENERAL COMMENTS AND SUMMARY Lebanon, CT

March 2010

EC-18

Site Visits

After completing a preliminary review of the existing building and its site, members of the Physical Facilities Group visited two neighboring libraries that have recently undergone major renovations/building campaigns. This gave them the opportunity to see examples of new design concepts, new approaches to user services, and new architectural features such as lighting and interior space planning. The site visits, as well as a review of photographs of other neighboring libraries (Hebron and Colchester) all contributed to lively discussions about what could be done in Lebanon.

The two libraries selected for the site visits were Mansfield and Willington. Both libraries are relatively new, and have much to commend their design. While Willington's library building presently exceeds the needs of the community, it provides the community at large with much needed space for meetings and functions.

Mansfield Public Library, 54 Warrenville Road, Mansfield CT

The history of the Mansfield Library starts in 1795 with the establishment of the Mansfield's Library began in 1795 as the Social Library Society of North Mansfield. When the Town of Mansfield accepted the Mansfield Center Library as an entity in 1911, it was done on the condition that borrowing be free to the public.

The mission of the Mansfield Public Library, as stated on their web-site, is to provide convenient access to information that can enhance the lives of Mansfield residents of all ages. The Library emphasizes current, popular materials, provides programs of general interest to the Mansfield community and encourages young children's interests in reading and learning.

The goals of Mansfield Library are:

1. To provide a broad range of materials in a variety of formats
2. To make Library materials available throughout the community
3. To offer programs and services that promote lifelong learning
4. To provide qualified staff to both assist patrons and promote the active use of the full range of library resources

The Willington Public Library 7 Ruby Road, Willington CT

Monday, Wednesday and Friday

12 PM - 5 PM

Tuesday and Thursday

12 PM - 8 PM

Saturday

9 AM - 2 PM

NEIGHBOR LIBRARIES

Colchester

This Town is significantly larger than Lebanon. They expanded their library by nearly 4-fold (16,000 sf). Their major addition took advantage of numerous gifts, donations and grants. The exterior design continued the theme of the original library. The interior maintains a strong traditional feel while incorporating contemporary storage and technical features. The lower level children's area has bands of south facing window.

Hebron

Building on the original library's prime Town Center location, the addition increased the facility's size, and allowed for increases in the collection, services and accessibility. Taking a multi-level approach, the new addition incorporated a 3-story solution. The attic Children's Room was designed and scaled to its users. The main level connected the existing Library's reading room thru to its stacks. The circulation desk, workstations and young adult area were placed in the middle. The levels were connected by two new open stair towers and an elevator.

Mansfield

Located just outside of the Center, the Library has an open, flexible design plan based on an aggressive, professional marketing, which knows and stays ahead of its community's needs. The interior is a pleasant social space. From the slatwall bulletin board to the central circular circulation desk, from rolling storage/bookshelves, circular periodical racks and leather chairs to community outreach service to pre-school daycare and senior centers, the library functions like a "retail store" that requires shoppers to return remain in order to stay in business.

Willington

Prior to its current facility, the Public Library was in the basement of a school. Their new library looked forward and provided growth for the next several decade. Completed in 2006, the library occupies only the main level. The lower level has a large community room and conference room. Its Young Adult area is bright and well organized. The children's room is isolated, has a small service kitchen and story area. There is a comfortable reading room with fireplace. Their library is 18,000 sf, constructed at a cost of approximately \$4.0 mm and used numerous gifts and donations including a State grant. The Town built the space. Now they are working to fill it.

LEBANON

Based on the field trips and review of Lebanon's Library, the following issues are presented

1. Design for openness, FLEXIBILITY, change and the maximum/best use of what's existing
2. The Community Room should be maintained and upgraded as a Town-wide resource
3. The Children's Room should have daylight, a view, more space and access to restrooms
4. Use of "stack" can reclaim space in the existing building
5. Accessibility should be improved and restrooms should be upgraded as soon as possible
6. More space for resources and staff with the "best suited" furniture, fixtures and equipment
7. One central circulation desk
8. Young Adults should have their own space between the Children's and Adult areas

Jonathan Trumbull Library GENERAL COMMENTS AND SUMMARY

Lebanon, CT

March 2010

NL - 7

Re-thinking the Existing Building

After completing the site visits, the Group took a fresh look at the existing library space. The focus of this effort was not only to define how the building is currently being used, and the challenges it is facing, but, based on ideas spawned by the site visits, apply some creative thinking to the review.

Some of the recommendations from this phase of the project, while inherently good ideas, must be talked about within the context of potential usage shifts. For example, while there is a small space designated for Young Adult usage in the existing children's room, there will be a major modification to that space if the planning group decides to follow recommendations for creating a young adult area in the library.

In order of execution, the Library Board and the planners must decide which of the service areas it wishes to enhance, then assess the newly defined space requirements for that service.

The following pages present the observations and recommendations for changes of the existing space. In some cases, the recommendations conform with those of the Services Group. In others, the Facilities Group recommendations will be met by changes suggested by the Services Group.

RECOMMENDATIONS



Better Define Space

Add Window Covering

Reorganize Circulation Desk to Face Entrance and Centered on Library's East-West Axis Corridor

Remove and Replace Portions of Carpet with More Durable and "Colorful" Carpet or Tile Floor Covering

Remove and Update Ceiling Tiles

Remove Existing 2x4 Florescent Lights and Replace with 2x2 Energy Efficient Parabolic Recessed Fixtures & 2x2 Grid

Relocate Breakfront from Fiction Room to Entry/Checkout Desk Area

Improve Bulletin Board, Direction Signage and Provide Library Floor Plans

Jonathan Trumbull Library
LOOKING FROM ENTRANCE AT CHECK-OUT DESK
Lebanon, CT

March 2010

R 2

RECOMMENDATIONS



Add Window Covering

Add "End Cap" Bookcases or "Slatwall" displays

Add Life-safety Sprinkler System

Remove and Update Ceiling Tiles

Remove Existing 2x4 Florescent Lights and Replace with 2x2 Energy Efficient Parabolic Recessed Fixtures & 2x2 Grid

Relocate Breakfront to Entry/Checkout Desk Area and Replace with Typical Perimeter Wall Bookcases

Move Chair with Desk to New Location in Reference Room

Connect Bookcases with Continuous Countertop

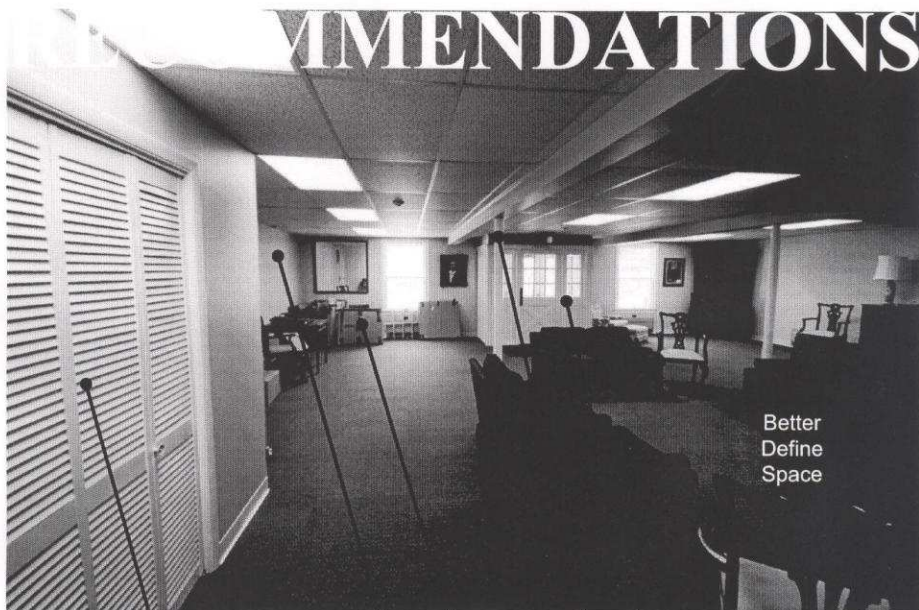
Remove Table and Add Bookcases

Jonathan Trumbull Library LOOKING SOUTHEAST IN FICTION ROOM

Lebanon, CT

March 2010

R 3



Better
Define
Space

Move Vestibule out of
space

Incorporate columns into
screens and partitions walls

Create additional storage and work
space for staff and "Friends"

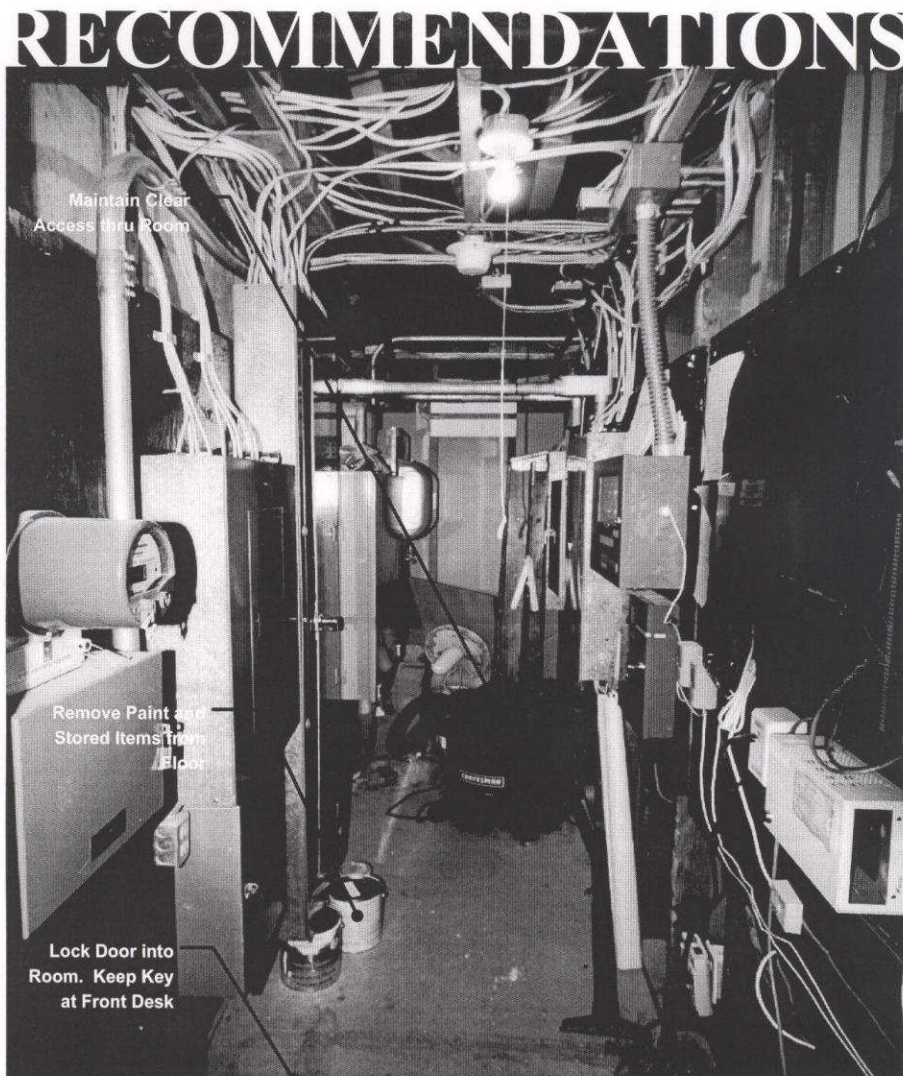
Cut windows into North and South walls to
increase daylight and natural ventilation

Better organize existing storage areas

Jonathan Trumbull Library
LOOKING SOUTHEAST IN FICTION ROOM
Lebanon, CT

March 2010

R 5



Jonathan Trumbull Library
LOOKING INTO LOWER LEVEL ELECTRICAL ROOM
Lebanon, CT

March 2010

R 6

RECOMMENDATIONS



Incorporate columns into
furniture or partitions

Add windows, light wells or relocate
Children's Room

Improve Signage throughout Library

Add carpet/area rugs to reduce sound

*The Children's Room needs more space. Area is very tight and aisles are minimal
A Young Adult area needs to be clearly defined or separated in a space and its collection
arranged in that area*

ADD WINDOWS, EXPAND INTO COMMUNITY ROOM or RELOCATE TO MAIN LEVEL

Provide restrooms on the lower level

Jonathan Trumbull Library
LOOKING SOUTHWEST IN CHILDREN'S ROOM
Lebanon, CT

March 2010

R 7

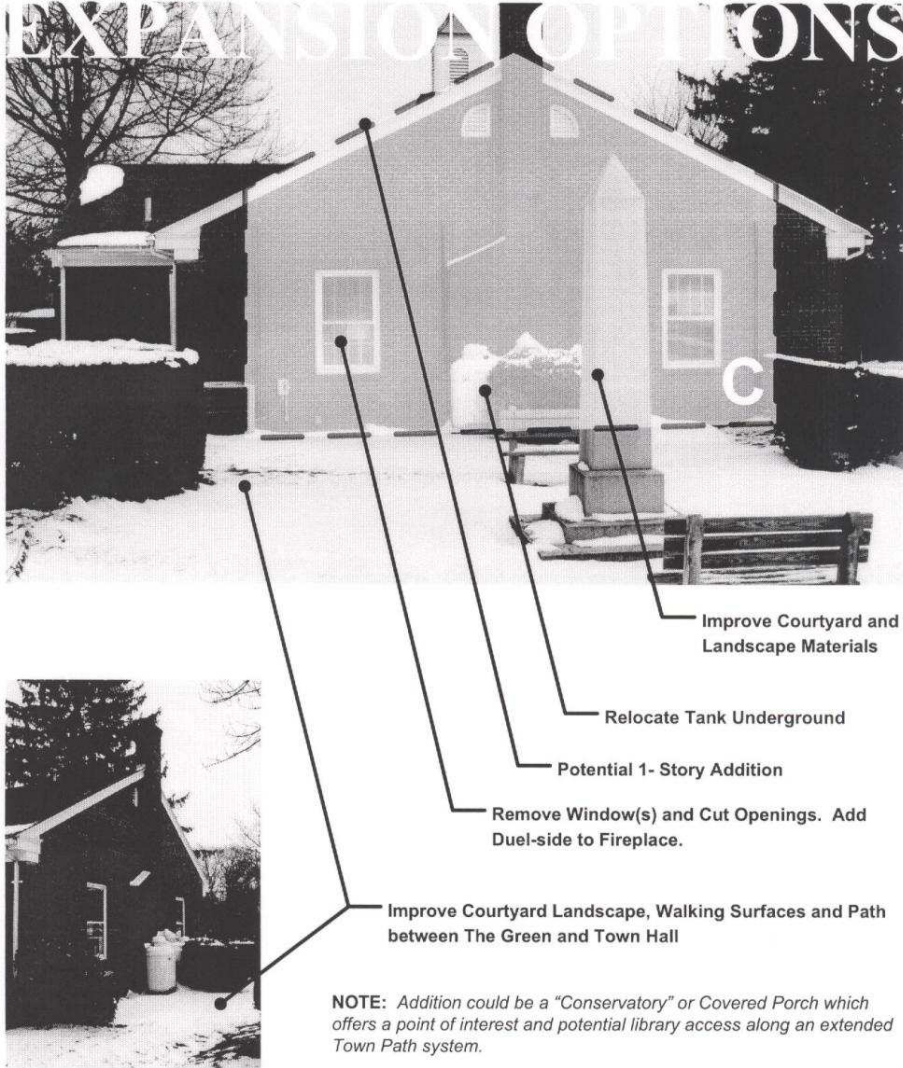
Ideas for the Future

Once the existing facility was reviewed and observations and recommendations for improvements were made, the Group spent some time brainstorming possibilities for expanding the building. The concepts presented here are preliminary, and based on existing site requirements.

Any or all of the options outlined here can be exercised over a period of time. Each of the scenarios adds square footage to the Library, enhances some portion of the Library's functionality, and satisfies one or more of the ideas developed in the Physical Facilities Work Group. It would be possible to stage these expansions and thus minimize the amount of disruption to library services.

These scenarios should be reviewed only after the Board and staff review and decide on the Service options it wishes to pursue.

The options outlined in this section all assume that the Library is to stay at its existing location, and that all boundaries with adjacent buildings are respected. This, of course, raises the issue of parking. While the Library building itself is easily modified, and can gain enough square footage to accommodate enhanced uses, there is no easy solution to the increased pressure on the parking area as programs, services and hours increase.

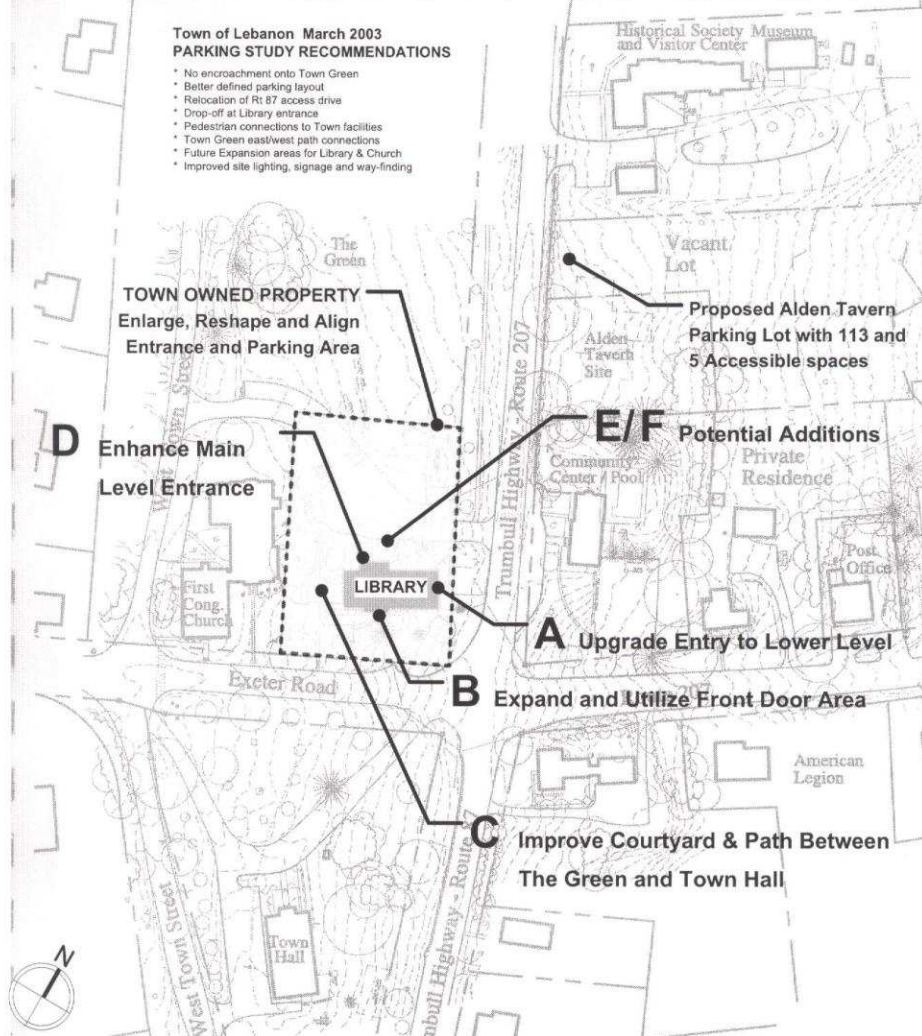


Jonathan Trumbull Library
LOOKING EAST
Lebanon, CT

March 2010

EC 4

EXPANSION OPTIONS

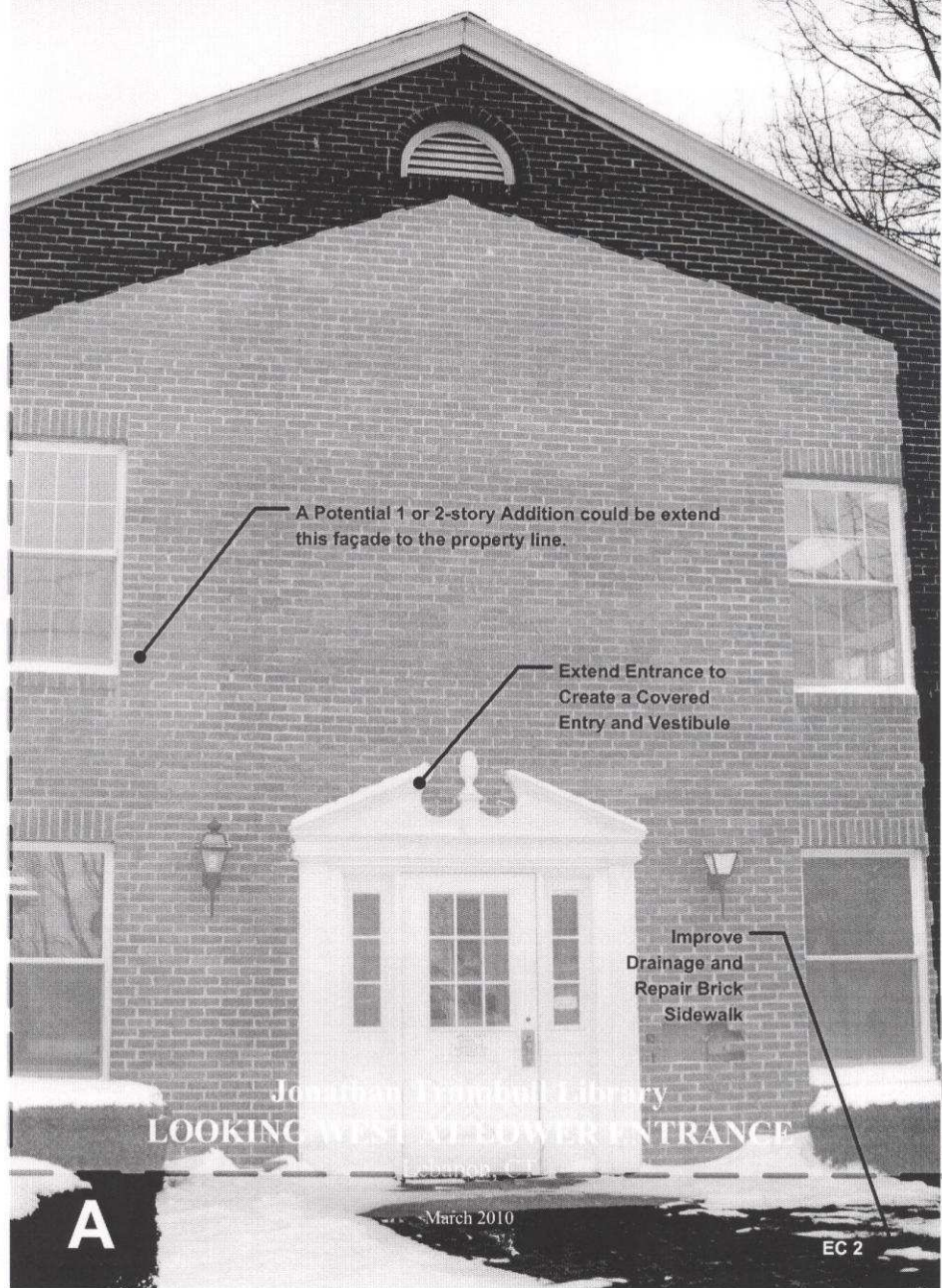


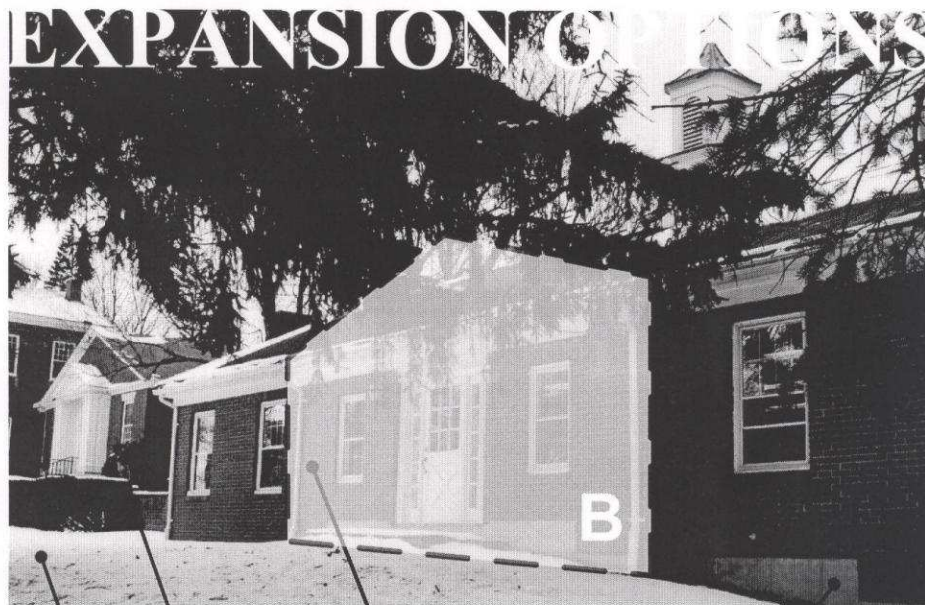
Jonathan Trumbull Library SITE PLAN Lebanon, CT

March 2010

EC 1

EXPANSION OPTIONS



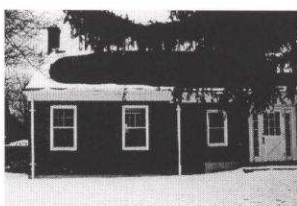


Add Planting Around Building

Potential Main and Lower Level Addition

Improve Pedestrian Access thru Westside Courtyard Connecting The Green, Library and Town Hall

Add Upgraded Library Signage Here and at Corner



Jonathan Trumbull Library LOOKING NORTH FROM ROUTE 207 Lebanon, CT

March 2010

EC 3



Improve Courtyard and
Landscape Materials

Relocate Tank Underground

Potential 1- Story Addition

Remove Window(s) and Cut Openings. Add
Duel-side to Fireplace.

Improve Courtyard Landscape, Walking Surfaces and Path
between The Green and Town Hall



NOTE: Addition could be a "Conservatory" or Covered Porch which
offers a point of interest and potential library access along an extended
Town Path system.

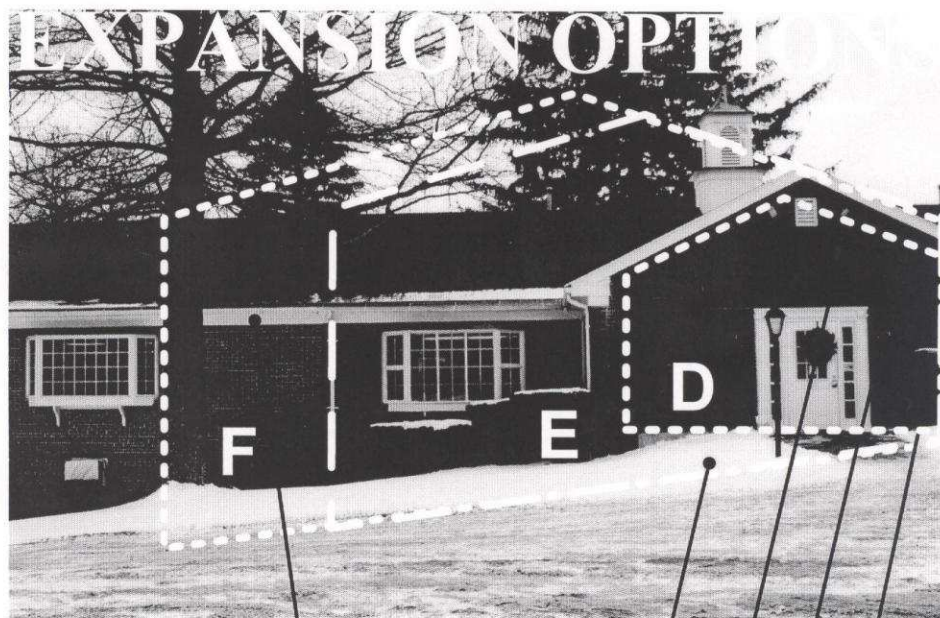
Jonathan Trumbull Library

LOOKING EAST

Lebanon, CT

March 2010

EC 4



- Possible Locations (D, E or F) for a 2-story Addition
- Provide Sidewalk, Stone Wall, Planter and Benches Along Revised Parking Area
- Library Needs a New Signage Program based on the Design Standards outlined in the Parking Study
- Expand and Provide a Canopy and Air-lock Over Sidewalk
- Relocate Book Drop Under New Entry Canopy and Reconfigured Parking Area

NOTE: Any Addition will need to be coordinated with the existing library roofline to maintain on-going operations during construction.

Jonathan Trumbull Library LOOKING SOUTH AT MAIN ENTRANCE

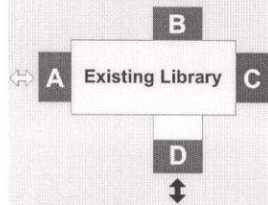
Lebanon, CT

March 2010

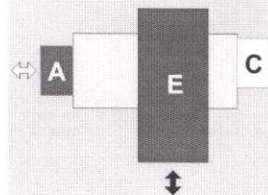
EC 5

EXPANSION OPTIONS

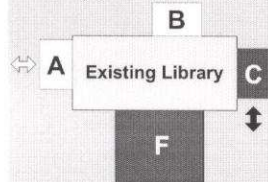
ADD-ON ELEMENTS



CROSS-OVER PLAN



NEW WING



Not to Scale

1	PRIME USES	Exterior Dimensions				Percent of Total		USF	
		Length	Width	Gross SqFt	Usable SqFt	Gross SF	Lower	Main	
A	Lower Lower level egress, closet & storage Potential Elevator & Restrooms	26.0	14.0	364	325	12.28%	325		
	Main Reading Room or elevator/stairs	26.0	14.0	364	325	12.28%		325	
	Sub Total A			728	650	24.56%	325	325	
B	Lower Ramp, restrooms, storage, light well	26.0	20.0	520	475	17.54%	475		
	Main Ramp to Lower Level	26.0	20.0	520	475	17.54%		475	
	Sub Total B			1,040	950	35.09%	475	475	
C	Lower NO LOWER LEVEL	0.0	0.0	0	0	0.00%	0		
	Main Reading, Board, or Garden Room	26.0	20.0	520	475	17.54%		475	
	Sub Total C			520	475	17.54%	0	475	
D	Lower NO LOWER LEVEL	16.0	12.0	0	0	0.00%	0		
	Main Covered Entrance, Restrooms	26.0	26.0	676	625	22.81%		625	
	Sub Total D			676	625	22.81%	0	625	
	TOTAL FOUR ELEMENTS			2,964	2,700	100.0%	800	1,900	

2	PRIME USES	Exterior Dimensions				Percent of Total		USF	
		Length	Width	Gross SqFt	Usable SqFt	Gross SF	Lower	Main	
A	Lower Lower level egress, closets & storage Potential Elevator & Restrooms	26.0	14.0	364	325	7.71%	325		
	Main Reading Room or elevator/stairs	26.0	14.0	364	325	7.71%		325	
	Sub Total A			728	650	15.42%	325	325	
E	Lower North side	36.0	18.0	648	595	13.73%	595		
	South side	44.0	20.0	880	817	18.64%	817		
	Main North side	44.0	36.0	1,584	1,505	33.56%		1,505	
	Renovated "Center Library Section"	44.0	20.0	880	817	18.64%		817	
	Sub Total E			3,992	3,734	84.58%	1,412	2,322	
	CROSS-OVER + Element A			4,720	4,384	100.0%	1,737	2,647	

3	PRIME USES	Exterior Dimensions				Percent of Total		USF	
		Length	Width	Gross SqFt	Usable SqFt	Gross SF	Lower	Main	
C	Lower NO LOWER LEVEL	0.0	0.0	0	0		0		
	Main NEW LIBRARY ENTRY	26.0	20.0	520	475	14.16%		475	
	Sub Total C			520	475	14.16%	0	475	
F	Lower WINDOWS ALONG EASTERN WALL	36.0	24.0	864	805	23.53%	805		
	Main WINDOWS ON THREE SIDES	52.0	44.0	2,288	2,193	62.31%		2,193	
	Sub Total D			3,152	2,998	85.84%	805	2,193	
	NEW WING + Element C			3,672	3,473	100.0%	805	2,668	

NOTES Gross Building Area (GSF) is from outside wall to outside wall.
Usable Square Feet (USF) is the interior conditioned area of the building
↔ Main Building Egress ↔ Secondary Egress
A Optional Expansion Component not included in the above 3 Options SF calculations

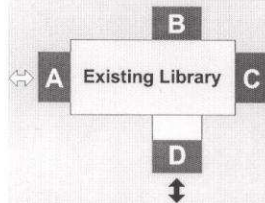
Jonathan Trumbull Library COMPARISON OF OPTIONS

Lebanon, CT

EO 6

EXPANSION OPTIONS

1 Add-on Elements



This approach offers expansion options on each side of the existing building. The four (4) elements are independent and can be applied in any combination as demand and available resources permit. A description of each follows:

A This 2-story addition on the east side is 14 feet by 26 feet and contains 364 sf on each level, total 728 sf. The lower level provides a new entrance vestibule, restroom and storage area. The upper level could provide a board room or a location for a new or special collection. Cost would be approximately \$225,000.

B This 2-story addition on the south side is 20 feet by 26 feet and contains 520 sf on each level, total 1,040 sf. It could provide a new focal point along Exeter Road, natural light, an elevator and/or stairway ramp connecting both levels, restroom and storage area. Cost would be approximately \$340,000.

C This 1-story west side addition is 20 feet by 26 feet and contains 520 sf and connects to the existing building thru openings on either side of the existing fireplace. It would extend the library onto the path between Town Hall and The Green. Designed to provide daylight and access to the existing courtyard, the addition would cost approximately \$175,000.

D This 1-story addition on the north side is 26 feet by 26 feet and contains 676 sf and provides an enlarged, covered patron entrance from the parking area and The Green. It would contain an enhanced lobby/welcome area and circulation desk. Cost would be approximately \$200,000.

If all four elements were selected, the total space added would be 2,964 sf at an estimated cost of approximately \$875,000. An allowance for upgrading the general finishes, providing new furniture, fixtures and equipment, and moving, maintaining and reopening the existing library should be added.

These cost estimates are provided as general guidelines and are a means to relatively compare the additions discussed above. Specific plans and specifications will be required for a more accurate budget. Also, the sizes and square foot areas can and should be adjusted to match Lebanon's Community Service Program Requirements.

NOTES Gross Building Area (GSF) is from outside wall to outside wall.
Usable Square Feet (USF) is the interior conditioned area of the building
↔ Main Building Egress ↗ Secondary Egress
A Optional Expansion Component not included in the above 3 Options SF calculations



Not to Scale

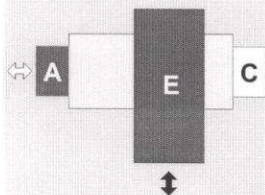
Jonathan Trumbull Library ADD-ON ELEMENTS

Lebanon, CT

EO 7

EXPANSION OPTIONS

2 Cross-over Plan



A single, raised addition spans the center section of the original library from north-to-south. It enlarges the northern library expansion, raises the ceiling over the central area and creates a 2-story south-facing circulation and utility core that brings natural daylight to the lower level.

E The 2-story south side addition is 44 feet by 20 feet and contains 1,760 gsf. The north side of this addition demolishes the existing entrance, restrooms and stairway (minus 286 gsf) and constructs a 1-story addition that is 44 feet by 36 feet and contains 1,584 gsf with a 36 feet by 18 feet (648 gsf) lower level.

Combined both sides have 3,992 gsf. A center portion of the original library's roof, approximately 36 feet by 46 feet between the new additions would be removed and a new raised, pitched-roof running north south would be constructed. This would increase a large section of main level ceiling height from 9 feet to between 12 and 16 feet and provide opportunities for natural light via dormers, clearstory and/or skylights.

This scenario would cost approximately \$1.50 million. The major renovation of the center portion of the existing library is included at \$300,000. Library operation during construction would require significant planning.

It should be noted that Options A and/or C could be included with this addition. This would provide an additional 1,248 sf at a cost of \$400,000. If included the combined new space would total 5,186 sf at a cost of \$1.90 million.

These cost estimates are provided as general guidelines and are a means to relatively compare the additions discussed above. Specific plans and specifications will be required for a more accurate budget. Also, the sizes and square foot areas can and should be adjusted to match Lebanon's Community Service Program Requirements.

NOTES Gross Building Area (GSF) is from outside wall to outside wall.
Usable Square Feet (USF) is the interior conditioned area of the building
↔ Main Building Egress ↗ Secondary Egress
[A] Optional Expansion Component not included in the above 3 Options SF calculations



Not to Scale

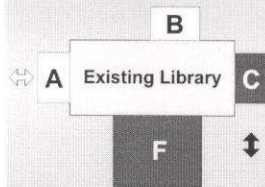
Jonathan Trumbull Library CROSS-OVER PLAN

Lebanon, CT

EO 9

EXPANSION OPTIONS

3 New Wing



This Option would expand the existing library by building an addition off the north side of the Library. It would have a partial lower level designed in bring daylight into the library. A description follows:

F This 2-story addition on the north side is 52 feet by 44 feet and contains 2,288 gsf on the main level and 864 gsf (36 feet by 24 feet) on the lower level for a total 2,288 gsf.

The cost of this addition would be \$450,000. An 1-story 20 ft by 26 ft expansion on the west side (C) would add 520 additional gsf and would cost an additional approximately \$175,000.

This addition would provide a new main entrance to the library mid-way between Town Hall and The Green

These cost estimates are provided as general guidelines and are a means to relatively compare the additions discussed above. Specific plans and specifications will be required for a more accurate budget. Also, the sizes and square foot areas can and should be adjusted to match Lebanon's Community Service Program Requirements.

NOTES Gross Building Area (GSF) is from outside wall to outside wall.
Usable Square Feet (USF) is the interior conditioned area of the building
↔ Main Building Egress ↗ Secondary Egress
A Optional Expansion Component not included in the above 3 Options SF calculations



Not to Scale

Jonathan Trumbull Library NEW WING

Lebanon, CT

EO 11