

**AGENDA - COMMITTEE OF THE WHOLE
GLENCOE PUBLIC LIBRARY BOARD OF TRUSTEES
WEDNESDAY, NOVEMBER 15, 2023 - 6:00 PM
HAMMOND ROOM
320 PARK AVE.
GLENCOE, IL 60022**

The Glencoe Public Library is subject to the requirements of the Americans with Disabilities Act of 1990. Individuals with disabilities who plan to attend any meetings of the Library Board, and who require certain accommodations in order to allow them to observe and/or participate in this meeting; or who have questions regarding the accessibility of these meetings or the facility are requested to contact Andrew Kim, Executive Director, at (847) 835-5056 promptly to allow the Library to make reasonable accommodations for those persons.

- 1) CALL TO ORDER - 6:00 p.m.
- 2) ROLL CALL
- 3) ADDITIONS TO THE AGENDA
- 4) PRESENTATION OF FINDINGS AND INFORMATION IN SUPPORT OF A
BUILDING RENOVATION
 - a. Building renovation timeline 2
 - b. Existing square footage 6
 - c. 2021 Capital Needs Assessment 11
 - d. Prioritization of renovation concepts 14
- 5) ADJOURNMENT

I. Building Renovation Timeline

Strategic Plan 2023-2028

Area:	Improved Facilities
Focus:	Take action in improving the library facility to ensure it can meet the current and future needs of the community
Top Potential Initiatives:	Improve patrons' abilities to use and navigate the building Complete a building renovation by December 2028
Outcome:	A library facility that better serves the community today and tomorrow

Initiative

Complete a building renovation by December 2028

Goal:	Begin initial steps necessary for a building renovation
Summary:	Improving the library building and grounds is the main component of the strategic plan. The Library Board and management team have already completed the necessary preliminary steps such as conducting surveys of the community and professionally assessing the condition of the existing building. The work planned through 2024 will be to formally establish the top priorities and needs of a renovation, engage with an architectural services firm, and determine how to fund the renovation.

Timeline

There are four stages that must be accomplished before construction. These stages will all take place in the 2023-2024 Implementation Plan. The four stages are:

- Preliminary Steps
- Decision to Build
- Building Renovation Plan
- Renovation Financing

Year	Quarter	Stage	Actions	Projects	Completion Date	Notes
2023	Q3 July – September	Preliminary Steps	Evaluate the need for a building renovation	Conduct a building space needs audit	April 2020	The library hired ThirdWay Brand Trainers to conduct an audit in 2020.
				Complete a capital needs assessment	December 2021	The library hired Engberg Anderson to complete an assessment in 2021.
			Develop a plan for community and staff input	Survey the community, Library Board and staff	January 2023	The library hired ReThinking Libraries (RTL) to assist in completing the 2023-2029 Strategic Plan.
			Determine if a building renovation committee appointed by the Board President is needed	Determine the following: Committee's goal? Committee's role in each stage? Time commitment needed from committee members?	July 2023	Trustees Krafcisin and Parfitt will act as the Building Renovation Committee and will work with Director Kim to ensure the renovation timeline is followed.
			The Library Board and management team visit recently renovated libraries and/or those like GPL in certain areas	The Library Board and Director select 3-5 libraries to visit. Director arranges and schedules the library visits.	August 2023	The BRC approved the following libraries: <ul style="list-style-type: none"> • Glen Ellyn • Lake Forest • Prospect Heights • Skokie
				The Library Board convenes at a Committee of the Whole meeting to discuss their respective thoughts and findings		In lieu of a Committee of the Whole meeting, Trustees and management team members were asked to complete surveys for each library tour that they participated in.

	Q4 October – December		Director delivers a report to the Library Board consisting of the top prioritized building issues based on the preliminary stage findings	Board President calls for a Committee of the Whole meeting to consider renovation priorities and next steps of the project	November 2023	
Year	Quarter	Stage	Actions	Projects	Completion Date	Notes
2024	Q1 January – March	Decision to Build	Begin steps to engage with an architectural services firm	Seek legal counsel support		
				Formally introduce the intent to renovate the building to the Village of Glencoe administrative team		
				Issue a Request for Proposal (RFP) for architectural services		
				Select an architectural services firm		
	Q2 April – June	Building Renovation Plan	Must address all the contents of the RFP Must present renovation options dependent on available funding Must establish a building renovation timeline			

			Management team develops a plan to promote the building renovation to the community (social media promotion and in-person events)			
	Q3 July – September					
	Q4 October – December	Renovation Financing	Library Board and management team select a renovation plan			
			Estimate the renovation cost			
			Determine what funding sources are available: <ul style="list-style-type: none"> • Reserves • Fundraising or capital campaign • Private funding or major donors • Extending the existing loan • Referendum 			

II. Existing Square Footage

Maintaining the Character of the Glencoe Public Library

Throughout the strategic planning process, some survey responses and engagement session participants expressed their appreciation for the “character” and “charm” of the library. Even in previous strategic planning cycles, it was evident that our community embraces the building’s current aesthetics.

During the community stakeholder sessions in January, many comments were made by participants reinforcing this:

- Users like the warm feel of the building
- People like the living room feel, “hominess”
- It’s been a cozy, welcoming library forever
- Attracted to the old house charm
- The library feels very comfortable and welcoming
- The library is used as a comfortable cozy (third) place
- Users like the “specialness” of the space and the fireplace
- I love this building, and would protest if it were being torn down
- This is my favorite place, and there is nothing like coming into this building
- People come sit by the fire and sit in “their” chair. Safe and warm and friendly

Based on these responses, one can assume that the character of the building is how a patron feels at home in the library. It is a refuge for patrons, a genuine third place. And many patrons have a sense of ownership of the library. This is not an element to discount or neglect when planning for the renovation. Instead, identifying all the building’s effects that define the building’s character is critical.

In February 2020, the Library Board approved a building space audit conducted by ThirdWay Brand Trainers (TBT) to evaluate the existing space and its usage. The report was delivered in April 2020 and offered suggestions to improve circulation, collection use, services, programs, and overall patron satisfaction.

Part of the audit’s process was for the management team to identify the building’s “sacred cows,” parts of the building that define its character and cannot be sacrificed in a building renovation. An example of a sacred cow is the Johnson Room. The room’s large bay window, barrel-vaulted ceiling, wood paneling, and fireplace embody the building’s character.

One goal from the 2019-2021 Strategic Plan was to “modify space within the existing footprint of the library that *honors the integrity of its history* while providing flexible spaces for programming, individual and group use, and greater exterior space utilization.”

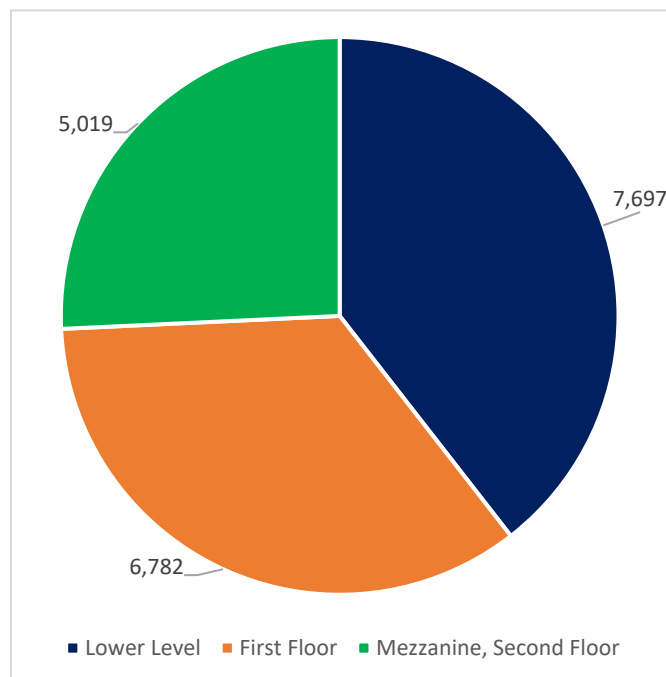
The Library Board and staff are very cognizant of the building's appeal to the community and would best serve our patrons by sustaining that spirit in the renovation.

But the building is challenging. The Library Board and management team have known for years of the building issues that are safety hazards and others that act as chokeholds on our services, programs, collections, and staff spaces. An overview of the 2021 Capital Needs Assessment (CNA) is included in this packet along with the renovation concepts that need to be prioritized. The renovation's feat will be to address as many of the building's issues as possible while preserving the character of the building.

Use of Existing Building Square Footage

Total Square Footage by Floor:

The library's Facilities team completed a rough measurement of the building's existing square footage and provided approximations of each floor's total square footage.



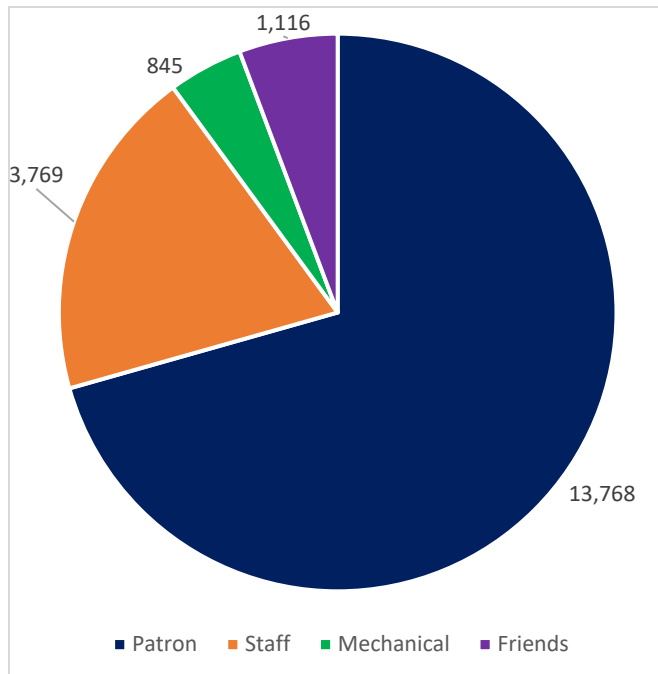
Building, Total Sq. Ft.	19,498 ¹	
Lower Level, Total Sq. Ft.	7,697	39.5%
First Floor, Total Sq. Ft.	6,782	34.8%
Mezzanine and Second Floor, Total Sq. Ft.	5,019	25.7%

Total Building Square Footage by Use:

The library's Facilities team measured the building's existing square footage and provided a general breakdown of spaces for the following uses:

- Patron
- Staff
- Mechanical
- Friends

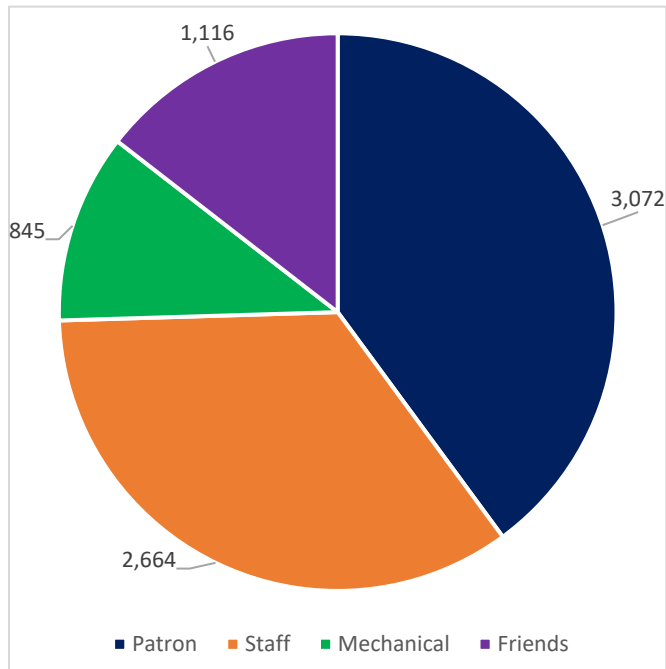
¹ The library has traditionally reported that the building's total square footage is 20,600, but the Facilities team could only account for a total of 19,498.



Patron use, Total Sq. Ft.	13,768	70.6%
Staff use, Total Sq. Ft.	3,769	19.4%
Mechanical use, Total Sq. Ft.	845	4.3%
Friends use, Total Sq. Ft.	1,116	5.7%

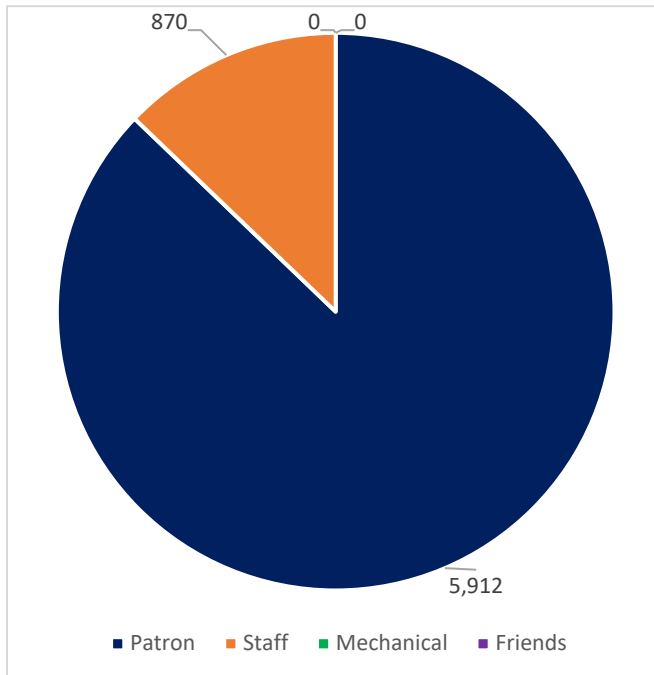
Total Floor Square Footage by Use:

Lower Level



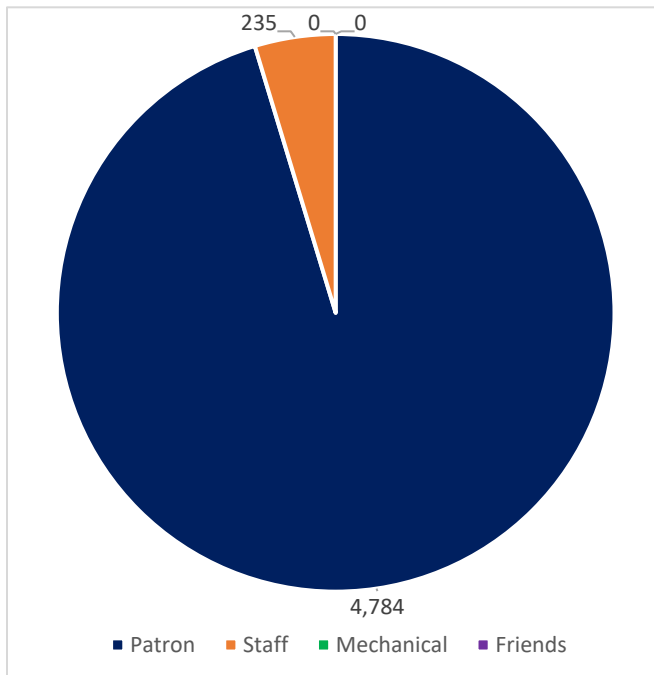
Patron use, Total Sq. Ft.	3,072	40%
Staff use, Total Sq. Ft.	2,664	34.6%
Mechanical use, Total Sq. Ft.	845	11%
Friends use, Total Sq. Ft.	1,116	14.4%

First Floor



Patron use, Total Sq. Ft.	5,912	87.2%
Staff use, Total Sq. Ft.	870	12.8%
Mechanical use, Total Sq. Ft.	0	
Friends use, Total Sq. Ft.	0	

Mezzanine and Second Floor



Patron use, Total Sq. Ft.	4,784	95.3%
Staff use, Total Sq. Ft.	235	4.7%
Mechanical use, Total Sq. Ft.	0	
Friends use, Total Sq. Ft.	0	

Other Notes:

- There are four (4) true staff workstations totaling less than 250 square feet.
- The Hammond Room is the library's one true program space totaling approximately 645 square feet.

“How We Want to Live in This Building”

The building serves both the patrons and the staff. Though it's clear that there must be an investment to improve patron use spaces, it's crucial to provide more square footage for staff use.

When the building was completed in 1942, it met the community's needs for a library then. In 2023, the needs have not only become more sophisticated, but they've also multiplied. Since 2016, the library has increased patron technology offerings and support, virtual and large-scale programs, curbside delivery, outdoor lockers, while remaining true to traditional library services such as advisory, reference, early childhood literacy, and Internet access. And to deliver all our services, changes to department rosters, staff responsibilities and deployment were made. More staff space is a must for the renovation.

	2017	2023	Available Sq. Ft.	Sq. Ft./Person
Full-time staff	12	16		
Part-time staff	26	23		
Total staff	38	39		
Adult Services staff	9	7	208	29.7 ²
Children's Services	10	10	137	13.7 ³
Circulation Services	11	11	350	31.8 ⁴
Facilities	1	3	224	74.7
Programs & Communication	1	2	144	72 ⁵
Technical & Digital Services	5	4	1,368	342 ⁶
Administration	1	2	216	108

Renovating the Lower Level is also important. Patrons and staff have commented that the Lower Level is an unwelcoming space that is difficult to navigate without staff assistance. It is integral to revamp the Lower Level, roughly one-third of the total building.

Building a large programming space (minimum maximum occupancy of 100) is another important renovation concept. It's unlikely to fit this into the building's existing square footage, but it is an endeavor that needs to be investigated.

The ideal renovation model would include additional square footage. Currently, the library is a cruciform-shaped building. Squaring off the building on all three levels (Lower, Main, and Second) at the southwest and southeast corners would offer more space while providing an opportunity to improve the building's west and south exteriors.

² Reference office – 18.7 sq. ft. per person; Head of Adult Services office – 96 sq. ft.

³ The Children's Services & Public Operations Manager does not have a private office.

⁴ Circulation room – 28.6 sq. ft. per person; Head of Circulation Services office – 64 sq. ft.

⁵ P&C Coordinator office – 96 sq. ft.; Head of Programs & Communication office – 48 sq. ft.

⁶ ~684 sq. ft. is shared workspace and storage.

III. Capital Needs Assessment

The library's Capital Needs Assessment was completed by Engberg Anderson and presented to the Library Board in December 2021.

A capital needs assessment (CNA) is an inspection report that provides cost estimates to maintain a building, its systems, and its surrounding property over a span of several years. The library last completed an assessment report in 2015 with Frederick Quinn Corporation. The major project component was the completion of an HVAC system overhaul in 2018.

The 2021 CNA was commissioned to:

- Better understand the condition of the building
- Prioritize needed repairs and replacements
- Coordinate capital maintenance projects
- Identify appropriate funding levels for repairs, replacements, and improvements using designated reserve funds

The 2021 CNA provides a 20-year schedule of anticipated costs from 2022 to 2041. The schedule is divided into four (4) 5-year sub-schedules:

- 2022-26
- 2027-31
- 2032-36
- 2037-41

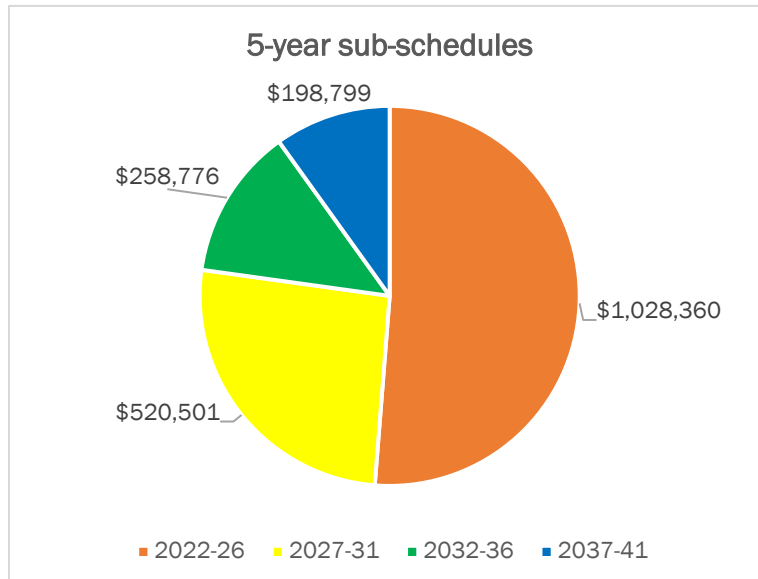
The schedules were constructed using established industry standards, consultation with system and/or component vendors/suppliers and leaned on Engberg Anderson's experience. The CNA identified 338 schedule items.

Engberg Anderson classified each schedule item under one Group and Work Type and assigned each with a Priority Level.

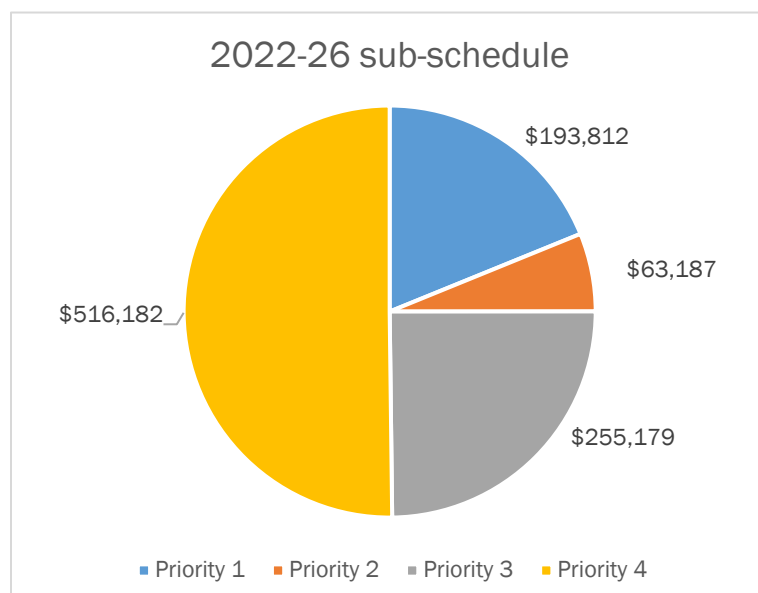
Schedule items are categorized into one of four Groups . From there, they are identified as one of four Work Types . Further, schedule items are then tagged as one of four Priority Levels .	Groups	Site Conditions	Roof Assemblies	Exterior Wall Assemblies	Building Systems
	Work Types	Custodial Care	Preventive Maintenance	Major Maintenance	Capital Repair
	Priority Levels	Priority 1	Priority 2	Priority 3	Priority 4
		Daily upkeep	Regularly scheduled diagnostics and corrective action	Larger repair or replacement, less than \$10,000	Repair, replacement, or upgrade, over \$10,000
		Life safety or building code violation	Maintain building envelope	Building system functionality at risk	End of life but not a Priority 1-3 concern yet

			integrity (heat in, water out)		
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The total anticipated cost to address all the issues included in the CNA is \$2,006,436 with a recommendation that \$1,028,360 (51.3%) of the anticipated costs come in the first 5-year sub-schedule (2022-26).



Focusing on the first 5-year sub-schedule (2022-26), a total of \$193,812 (18.8%) of the schedule items is considered **Priority 1** (life safety or building code violation), and \$516,182 (50.2%) of the schedule items is considered **Priority 4** (end of life).



Priority 1 schedule items include:

- Staircase work, including replacing handrails and balusters and rebuild to code
- Replace main switchboard, electrical panels B and C
- Replace cloth-insulated wiring throughout the building
- Regrade and re-lay brick pavers to code
- Repair exterior concrete stairwells
- Replace electrical panels and subpanels on First and Second Floors, also 2000 addition (south building)
- Install building fire alarm system

IV. Prioritization of Renovation Concepts

The following was prepared by Trustee Krafcisin. Referencing the responses from the Vision voting exercise (excluding votes from Library Board and staff). There were 45 total categories voted on. The 12 categories listed below represent 80% of all votes. Seven (7) of them refer to **building space use**.

Item	Votes
Updated and comfortable spaces	19
Quiet spaces	15
Art & culture programs	12
Adult/right-size collections	12
Popular library and display	10
Small group study rooms	8
Elevated children's space	8
Tech support and training	7
Local history	7
Outdoor spaces	7
Library promotion	6
Staff spaces	5

The 10 community focus groups offered by RTL were bundled into four (4) populations:

- Older adults
- General community
- Staff and Library Board
- General adults

There were six (6) renovation concepts to receive votes from all four populations:

- Updated and comfortable spaces
- Quiet spaces
- Small group study rooms
- Improved staff spaces and work areas
- Zoned youth area, ages 8-12
- Active collaboration space(s)

“What do we need that we don't have now?”

At its September 19 meeting, the Building Renovation Committee asked, “what do we need that we don't have now?” And how would the needs meet the library's mission, vision, and values?

The management team believes the seven (7) renovation concepts touching on building space use address the building needs that the staff feel to be paramount. In addition, the

management team feels that having a large, sub-dividing space for programs should be a renovation goal.

Large Program Space

The management team proposes that a building renovation include a large program space with the following general specifications:

- 100+ person occupancy
- Can be divided into two (2) 50+ person occupancy rooms via an automated, retractable partition wall
- Installed audiovisual system
- Ample storage for tables, chairs, and other programming equipment

Prior to the pandemic, the library was offering several large-scale programs that required staff to hold them in large public spaces such as the Johnson and Forte Rooms. Though these large-scale programs were well received, several operations sacrifices and obstacles were attached:

- Inability to use popular public spaces for long durations due to setting up for the program, conducting the program itself, and then set-up takedown
- Managing noise levels from various areas of the library that equally affected the program and patron services (phone calls, advisory, etc.)
- Complicated program set-ups and takedowns
- Inferior audiovisual equipment

Another issue is that the Hammond Room's maximum occupancy is 41 which is clearly too low for our large-scale programs. The management team envisions the Hammond Room continuing to be a meeting space for the Library Board, staff, and reservable space for patrons. In a renovation, it could also be repurposed to staff off-desk space.

Some examples of programs that would benefit from a large program space include:

- Friends classical music concerts - ~140 attendees
- Children's Services programs with musicians and entertainers – 75-150 attendees
- Programs & Communications Department programs – 40-80 attendees

Other Building Issues

The CNA has already been addressed in this presentation. In addition, there are two other areas that should be addressed in a potential building renovation:

Safety and Security

Public libraries nationwide have been facing several safety and security issues recently. The most notable was the surge of bomb threats being made against public libraries, schools, and other public buildings. Staff have also been trained to meet other challenges such as First Amendment Audits, deescalating patron incidents, serving patrons with mental health concerns, and managing the occasional rambunctious junior high students.

To aid staff with safety and security, the library offers the following resources:

- Annual subscription to the Ryan Dowd training video library
- Emergency Procedure Manual
- (7) security cameras
- Panic buttons at service desks
- Programmed card access

The safety and security goals for a building renovation would be to add and/or upgrade security hardware and to create clearer sightlines throughout the building.

[Adopting More and Improved Sustainability Practices](#)

Aside from the work already done by staff, there are several practices that the library should consider as part of a building renovation. The Glencoe Sustainability Task Force has presented its Sustainability Vision Plan to the Village Board. One of its suggested priorities is to, “plan to heat/cool all village facilities with energy-efficient, renewable, non-fossil fuel resources.” Project to consider are:

- Conversion to heat pump systems for village facilities
- Installation of solar/wind energy on village property roofs and/or over municipal parking lots
- Installation of a geothermal facility on Wyman Green to heat/cool Village Hall and the library

Using a list of “net zero energy libraries” that Ann Finstad presented to Trustee Krafcisin, he presented his findings to the Building Renovation Committee. These are examples of what can be accomplished in a building renovation with guidance from the Sustainability Task Force and support from the Village of Glencoe.

The Lincoln Heritage Public Library’s Chrisney Branch in Chrisney, Indiana is the first certified net-zero public library that has used solar and geothermal technology since April 2009. In 2006, the residents of Chrisney (totaling 540) donated over \$80,000 in funding to build the library.



The West Berkeley Branch of the Berkeley Public Library System offers electric vehicle charging by using a publicly available curbside charging station. The charging station is powered in part by solar panels on the rooftop of the library, a building that produces more energy than it uses since it opened in 2014.



The New York Public Library Charleston Branch in Staten Island, New York opened in March 2022 and is the first net-zero energy library in New York City. It features energy-saving elements like a solar panel array on its roof.



The City of Medford, Massachusetts' Charlotte and William Bloomberg Medford Public Library met the city's desire to produce renewable energy which was achieved by installing over 600 solar panels on the building's curved roofs. The project is anticipated to achieve net-zero usage onsite and is the first public library in the Commonwealth to do so.



Other public libraries such as the Great River Regional Library in Howard Lake, Minnesota and the Sawyer Free Library in Gloucester, Massachusetts are also aiming to become a net-zero energy library by 2024 and 2025 respectively. Trustee Parfitt shared his findings on the Sawyer Free Library's project. The project's features include an all-electric, fossil-free HVAC system, solar power panels, LED light fixtures, and smart electric controls. It will also incorporate low flow plumbing fixtures, rainwater collection and irrigation, and native plant landscaping.

Filling Other Roles for the Community

Another that the Library Board and management should incorporate into the renovation discussion is:

- Can the library be an official shelter for the community during:
 - Weather-related emergencies
 - Power outages
 - Shelter-in-place

Library Tour Findings

In August 2023, Library Board Trustees were invited to tour four (4) area libraries that were recently renovated or those with similarities to our library. The selected libraries were the Glen Ellyn Public Library, Lake Forest Library, Prospect Heights Public Library District, and the Skokie Public Library.

Skokie Public Library – August 2, 2023

Service population	67,284
Median household income	\$88,618
Total households	23,599
Library square footage	133,000
Physical items	370,000
Operating budget	\$13,192,000

Tour observations:

- Very pleasant with many areas to choose from. Good lighting makes it possible to read at any table
- Well thought out in terms of sight lines, collections, study rooms, and work/study areas; all those elements complimenting one another nicely
- Some individual offices but mostly generously sized cubicles with high walls.
- A whole floor dedicated to staff off-desk space with additional offices adjacent to service points



Figure 1 First floor seating area



Figure 2 Second floor collection shelving



Figure 3 Outdoor seating area

Glen Ellyn Public Library – August 14, 2023

Service population	28,846
Median household income	\$124,754
Total households	10,986
Library square footage	52,000
Physical items	137,500
Operating budget	\$4,897,000

Tour observations:

- Children's area seemed very well-designed and welcoming. The adult areas were good but not up to the children's area. Staff areas are impressive. The café seemed a disappointment to me, and there didn't seem to be an area to relax and socialize
- Much of the tour focused on building systems, staff workspace, and more utilitarian subjects. Little discussion about design. They obviously have many features we would like but perhaps cannot have due to space limitations. I didn't see much in this library that would be worth replicating in ours.
- No library seems to devote a big chunk of space to teens. Seems like the key is for space to promote collaboration rather than privacy.



Figure 4 Second floor



Figure 5 Second floor seating area



Figure 6 Youth Department study room



Figure 7 First floor self-service holds shelf

Prospect Heights Public Library District – August 15, 2023

Service population	16,058
Median household income	\$77,763
Total households	6,329
Library square footage	26,000
Physical items	80,000
Operating budget	\$2,870,000

Tour observations:

- A mix of study, quiet, and general areas is necessary for the styles and ways that patrons read and learn
- A total of six (6) study rooms that appears to be enough for their patron population
- Our (building) issues all revolve around maximizing limited space – both indoors and out. I do not want the public-facing elements of our library to look like any of the ones we have seen, and I doubt the public does either. Rather than emulating other libraries, we need to focus on how to cram all the things we need (and some that we desire) into the space we must work with. The rest is details.
- Certain aspects of their renovation are nice additions – the patio adjacent to the entrance, their makerspace, the idea of a lounge. But the furnishings are quite generic. It's a nice library, but I hope we can do something more distinctive.



Figure 8 Computer carrels



Figure 9 Youth Services Program Room



Figure 10 Lounge Area

Lake Forest Library – August 21, 2023

Service population	19,367
Median household income	\$194,267
Total households	7,014
Library square footage	32,800
Physical items	100,300
Operating budget	\$4,832,000

Tour observations:

- The most important takeaway from our visit with Lake Forest – the importance of engaging the community and especially the preservation/historical community, in our plans very early in the process
- Overall, LFL is a nice library, and has done the best it can within their limitations, just like we have. But they need a complete building overhaul, just like we do
- Frankly, I did not see much about this library that I would want to reproduce in Glencoe. The layout and flow were byzantine, and there were no exceptional design elements. If anything, Lake Forest is an example of why a renovation needs to be all inclusive and holistic. The only thing I liked was the entry with the main help desk



Figure 11 Reference desk



Figure 12 AV/YA mezzanine



Figure 13 Lower Level Program Room

Library	Service Population	Median Household Income	Total Households	Library Square Footage	Physical Items	Operating Budget
Glencoe	8,849	\$212,132	3,302	20,600	71,200	\$2,895,000
Glen Ellyn	28,846	\$124,754	10,986	52,000	137,500	\$4,897,000
Lake Forest	19,367	\$194,267	7,014	32,800	100,300	\$4,832,000
Prospect Heights	16,058	\$77,763	6,329	26,000	80,000	\$2,870,000
Skokie	67,284	\$88,618	23,599	133,000	370,000	\$13,192,000