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**THE LIBRARY OF THE FUTURE NOW:  
A LONG RANGE PLAN  
FOR THE DARIEN LIBRARY**



Prepared by  
The Long Range Planning Committee  
of the  
Darien Library Board of Trustees  
and the  
Darien Library Staff

Approved by the Darien Library Board of Trustees  
February 26, 2001

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## STATEMENT FROM THE BOARD PRESIDENT

The Library of the Future Now: A Long Range Plan for the Darien Library was initiated by the Board of Trustees in response to a recognition that technology is fundamentally changing the way the Library operates and interacts with the community. In order to continue the Library's tradition of excellence, we needed to look beyond typical one year planning cycles and complete a comprehensive assessment of our operation and role in the community. We gave careful consideration to trends and issues affecting the Library, to the needs and desires of our customers and to our resources—human, financial and physical. The resulting plan provides a framework for achieving a new vision for the Darien Library. It will be the basis for annual operating plans that will be prepared by the Library Director in order to implement the mission, goals and objectives outlined herein.

We envision a future Library for Darien that incorporates the best of new information technologies while preserving and supporting the community's interest in books and reading. Recognizing the impact of information technology on the Library and its customers, the Library will take a more proactive role in creating an information-literate community. Our customers will encounter an expanded Library that is even more convenient to use and customer-friendly, which is available 24/7/365, and one that has multiple physical environments that are tailored for different activities. We will reach out to previously under-served segments of the community and we will improve our communication to customers regarding what the Library has to offer, where to find it and how to use it. We will accomplish our plan through the efforts of our excellent staff and with the support of the Town of Darien and the Friends of the Darien Library.

On behalf of the Board of Trustees, I want to thank the many individuals who helped create this plan over the course of the last twelve months. They include over one hundred town residents who participated in focus groups, Library Director Louise Berry and her staff, the Long Range Planning Committee of our Board and all of our trustees.

Craig S. Whiting  
*President*

### Darien Library

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of Children' Services*

## LIBRARY HISTORY AND ORGANIZATION

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**D**arien Library has a continuous history dating to 1894 and over time was located in rented space in various locations in town. In 1957, the Library was able to acquire land and construct the current building on Leroy Avenue. This building was expanded in 1974 with the addition of the Children's Room, additional stacks for books, and the lower level auditorium and conference room. In 1984, the Library expanded again with a small addition in the rear of the building. At this time, the Glanville Reading Room, three small quiet study rooms and a magazine research room were added. The addition was limited in size and scope by Town of Darien Planning and Zoning restrictions. Today, the Library has a total of 21,488 square feet.

The Darien Library is a unique public/private partnership. It is governed by a Board of Trustees elected annually by the Friends of the Darien Library. Town tax dollars fund approximately two-thirds of the annual operating budget—and none of the Library's capital expenditures. Generous community contributions to the Friends of the Darien Library pay for all the books and other reading materials, videos, DVDs, compact disks, data base subscriptions, computers and software, furniture and fixtures. The land and building are also owned by the Friends of the Darien Library. This unique partnership allows the Town to commit tax funds for basic library support and for the community to decide annually about the level of library service they wish to support with their private contributions. For Darien, this arrangement has worked, and continues to work, well.

## INTRODUCTION

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**T**he Darien Library is ranked as the best library in Connecticut and one of the top 10 public libraries in the country for its size, according to a national study of 8,900 libraries by the Hennen's American Public Library Rating Index. The Library is among the busiest in the state with over 1,000 people a day walking through its doors and 90% of the town's residents holding library cards.

In thinking about the future, the challenge for the Board of Trustees was to find ways to extend the Library's level of excellence, as well as to create new and better ways of delivering library service in today's rapidly changing library and information environment. At the same time, the Board of Trustees and staff remain firmly committed to our Library's traditional role as a place for quiet reading and research.

The Long Range Planning Committee identified and considered several key strategic issues that are fundamentally changing the way our Library operates and how it will provide service in the years to come. These strategic issues include new information technologies, changes in content, information literacy, and new challenges in communicating the Library's content, services and programs. Additionally, the need for new and different physical environments that support the changing ways our customers choose to use the Library emerged as a strategic issue with far-reaching consequences.

Concurrent with considering these strategic issues, the Long Range Planning Committee also analyzed the Library's physical space requirements in the context of existing content, programs and services. Using State of Connecticut Library Space Guidelines, it was determined that the Library currently has approximately one-third less space than recommended for our population and the scope of our activities.

The plan that follows establishes a vision and mission statement for the Darien Library, which the Board expects will endure long into the future. The plan also establishes goals and objectives for the next several years. They include the Library taking a proactive role in creating an information-literate community, a focus on making the Library easy and fun to use, doing a better job communicating what the Library has to offer, and expanding the size of our building.

## CORE ASSUMPTIONS AND PLANNING PROCESS

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**L**ibrary trustees and staff committed substantial time and energy to developing this plan and were guided through this process by Library Development Solutions, a Princeton, New Jersey-based Library Consultant with extensive experience in strategic planning. Underpinning the plan are the following core assumptions:

- Libraries will continue to exist and prosper in a rapidly changing information technology environment.
- The Darien Library will continue to operate as a public/private partnership between the Town of Darien and the Friends of the Darien Library.
- Financial resources from the Town of Darien and the Friends of the Darien Library are limited and will be a function of the value the Library delivers to the community.
- The Darien Library will continue to lead in the intellectual, cultural and technological future of our community.

### **The planning process included:**

#### [Data Analyses](#)

Library staff gathered and analyzed data that shed light on trends in the usage of Library content, programs and services. Library space requirements were analyzed using State of Connecticut Library Space Guidelines. Demographic trends in Darien were considered using information from the Town of Darien.

#### [Focus Groups](#)

Library staff, trustees and over 100 community residents met in a series of focus group sessions. The focus groups were designed to gather input from the many different constituencies that make up our community. Participants included heavy library users, non-users, young families, local business people and home office workers and students. During these sessions, participants discussed their ideas for improving library service, shared what they liked best about the Library and identified areas needing improvement.

#### [Staff Interviews and Meetings](#)

The consultants met with Library staff to learn more about the current service program and how each of the departments works together to deliver service. These sessions were followed up with a series of meetings where staff brainstormed ideas about their vision for the library of the future.

### Long Range Planning Committee Meetings

The Long Range Planning Committee:

- Identified trends in society, technology and education that would likely impact the delivery of library service and assessed the Library's ability to accommodate those trends.
- Assessed the Library's strengths and its capacity to deliver quality service, including a detailed analysis of physical space requirements.
- Developed a vision to guide the Library's future and created a mission statement that incorporates the Library's primary purposes and the values associated with delivering library service.
- Identified strategic issues that are shaping the way that library service will be delivered to the community.
- Determined goals and objectives for the Library for the next several years.
- Completed the Long Range Plan, which will be the basis for annual operating plans designed to implement the goals and objectives of the Long Range Plan.

### Board of Trustees Input and Approval

The full Board of Trustees was actively involved in developing the plan. In addition to regular monthly board meetings, the trustees met in an offsite setting to ratify the Library's vision and mission statements, to reach consensus on the key strategic issues facing the Library, and to establish goals and objectives to address those issues. The Board of Trustees unanimously approved the plan.

## WHERE WE'VE BEEN

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### Background

The Darien Library is one of the busiest libraries in Connecticut. For the fiscal year ending June 30, 2000, Darien residents borrowed 524,827 items, asked 30,179 reference questions, and visited the Library 333,632 times. More than 12,000 people attended one of 424 library programs.

When compared to other public libraries in Connecticut serving populations 15,000-25,000, the Darien Library ranks:

- 1st in visits per capita
- 2nd in registrations per capita
- 1st in per capita circulation
- 2nd in books and serials per capita
- 1st in collection turnover rate
- 2nd in library expenditures per capita

### Accomplishments

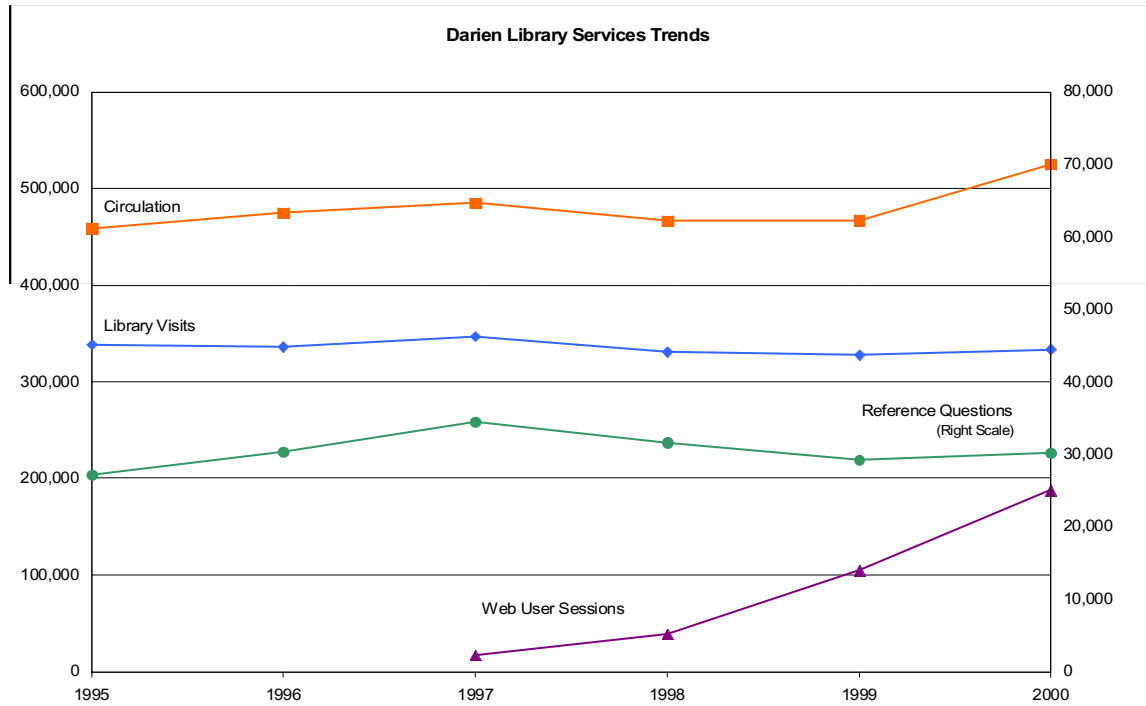
The Darien Library can celebrate many accomplishments over the last few years. The Library Board and staff are committed to excellence, dedicated to providing the best possible customer service, and pride themselves on their ability to innovate and try new ideas. It is the Library's commitment to continuous improvement that makes it one of the best libraries in the United States. Here are just a few of the Library's accomplishments:

- Extensive use of new information technologies.
- Hands-on technology training.
- Leadership in creating and maintaining a World Wide Web portal for Darien. The Darien Community Information Network (DCIN) is a web site containing the web pages for Town Hall, the Library, non-profit community organizations and a community calendar.
- Extended hours making it more convenient for people to use the Library.
- Effective fundraising practices that continue to increase private support at a rate greater than inflation.
- Introduction of new collections—DVDs, books on CD, electronic books, circulating software.
- Expanded program offerings for children.
- Introduction of new services including public use Internet workstations, circulating laptop computers, indexing the local newspapers, numerous computerized information resources, available remotely and in the library building, and book talks at the Senior Center.
- Cost-effective operation with the highest number of circulations per service hour in Connecticut. Over the past decade, the Library has added many new services with only a modest increase in the number of staff. The number of items processed has increased 52% since 1994-95; circulation per departmental staff hour has increased 10% over the same time period.
- Recognition as one of the “best” libraries in its class and a library used by other libraries as a benchmark.

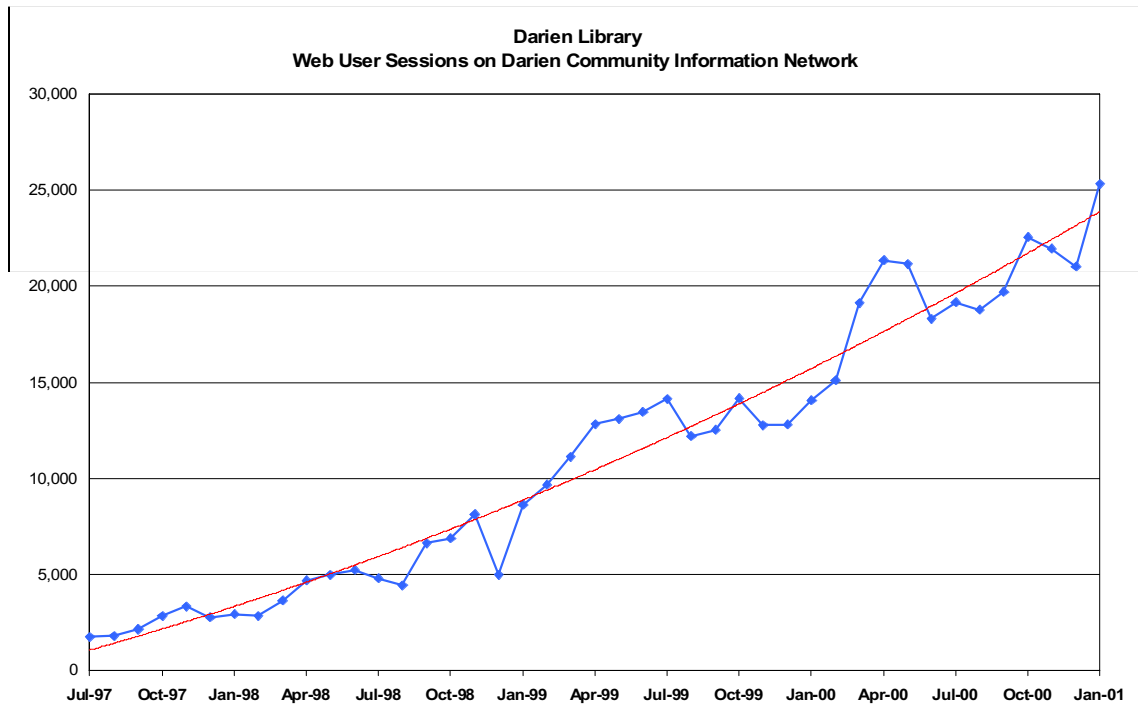
# DARIEN LIBRARY TRENDS

## Facts:

- Library visits are relatively constant, but web user sessions are growing explosively.

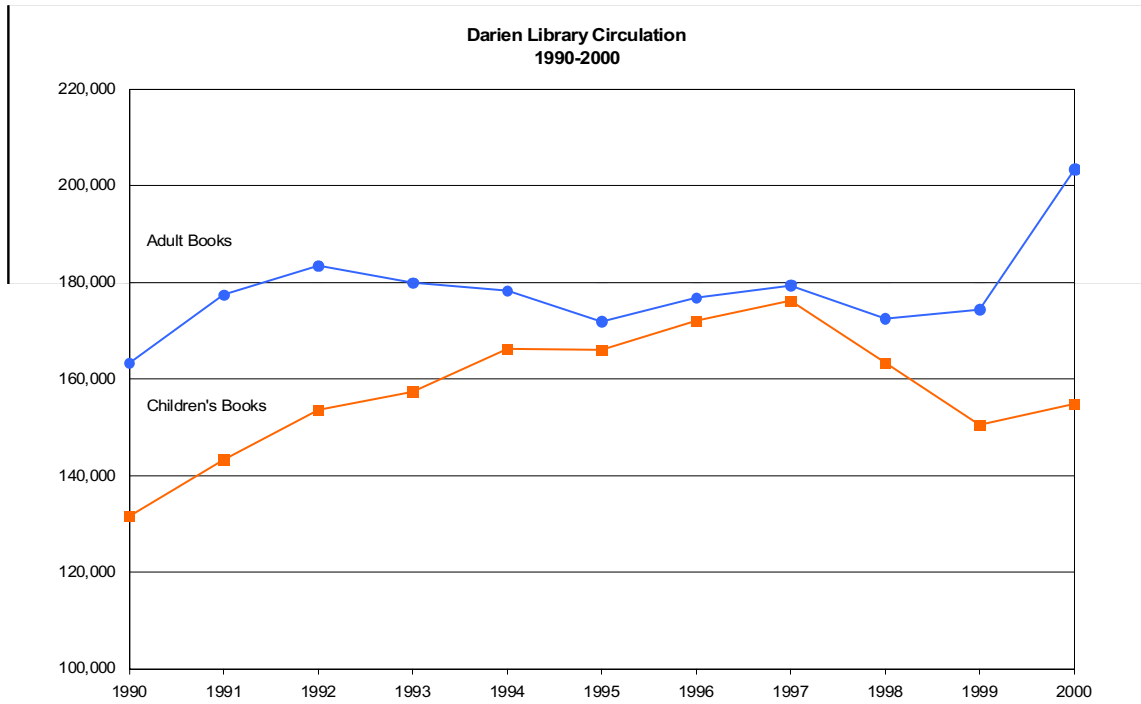


- Internet use inside the Library is increasing substantially.
- Use of the Darien Community Information Network (DCIN) is growing dramatically, with more than 200,000 users a year and over 50% of use occurring after normal working hours.

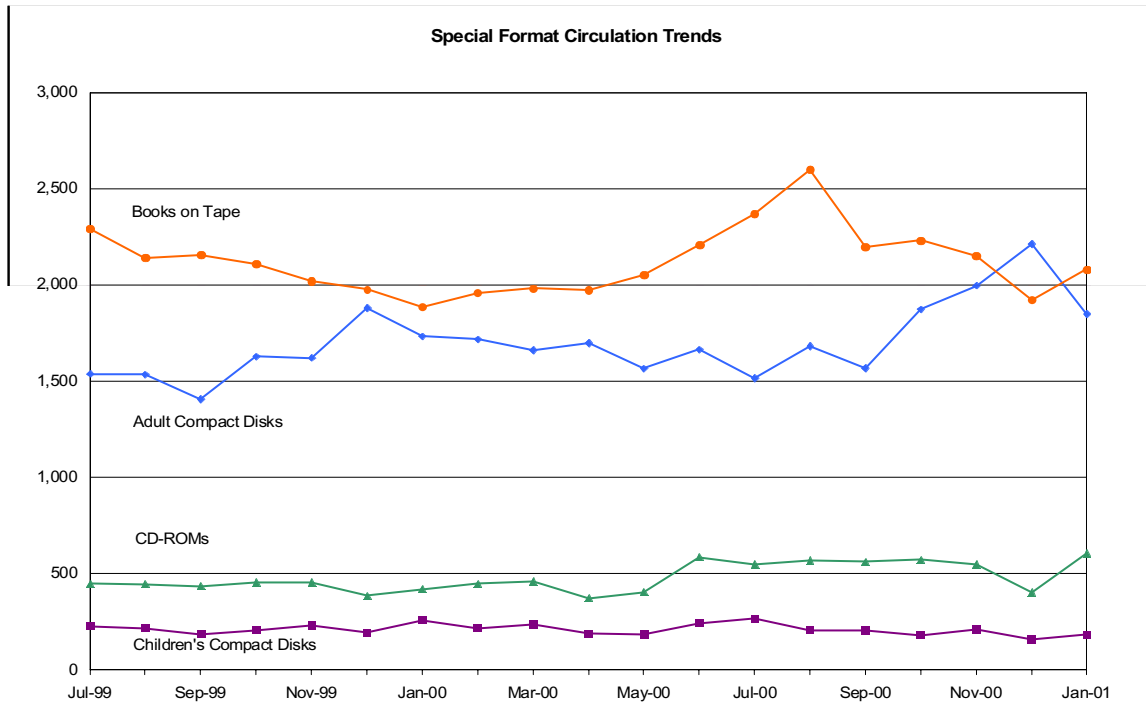


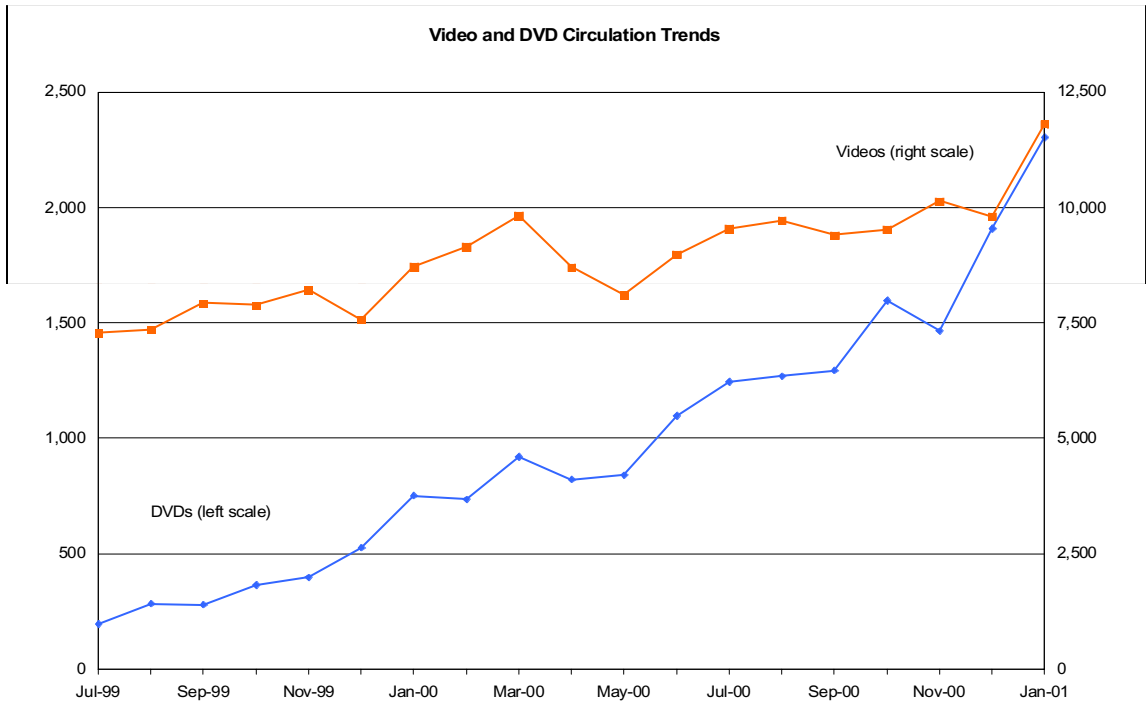
- Library resources delivered over the Internet, such as full text information databases, electronic books, and services like reference queries by e-mail, book renewals, reserves and Storytime registrations are increasing in popularity and are actively used 24/7/365.

- Circulation of adult and children's books is increasing.

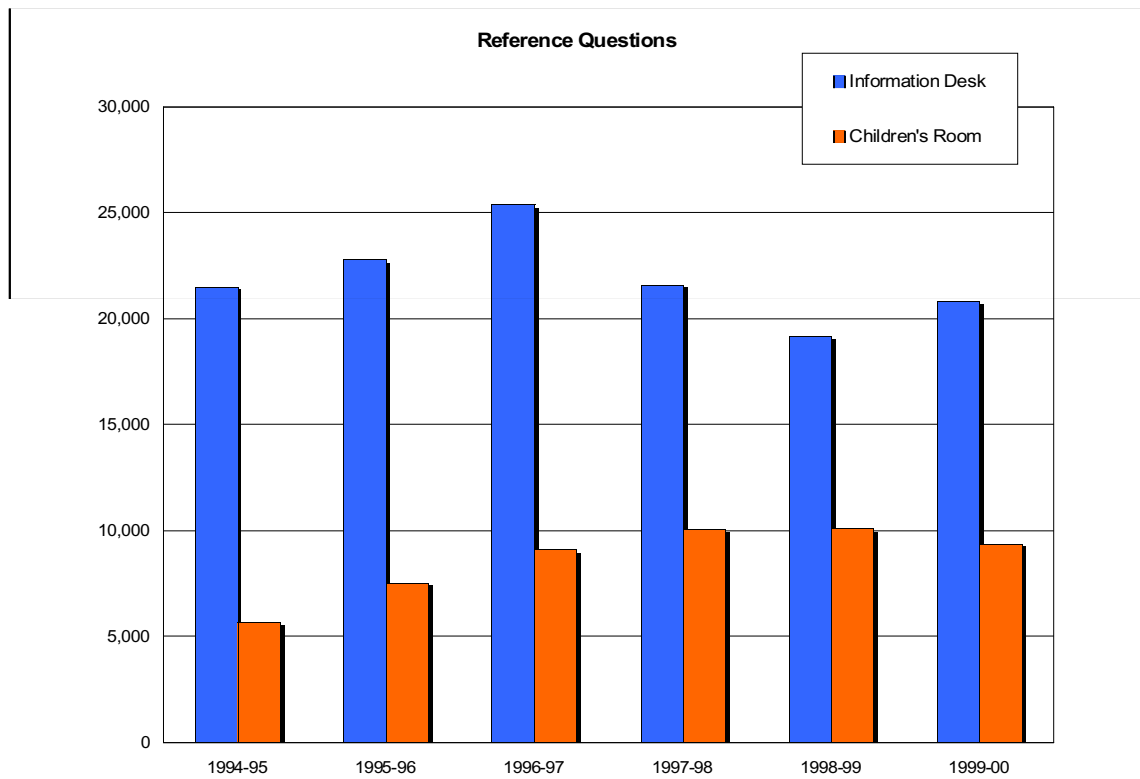


- Circulation of videos and DVDs, books on tape and CD, and audio CDs, is growing.

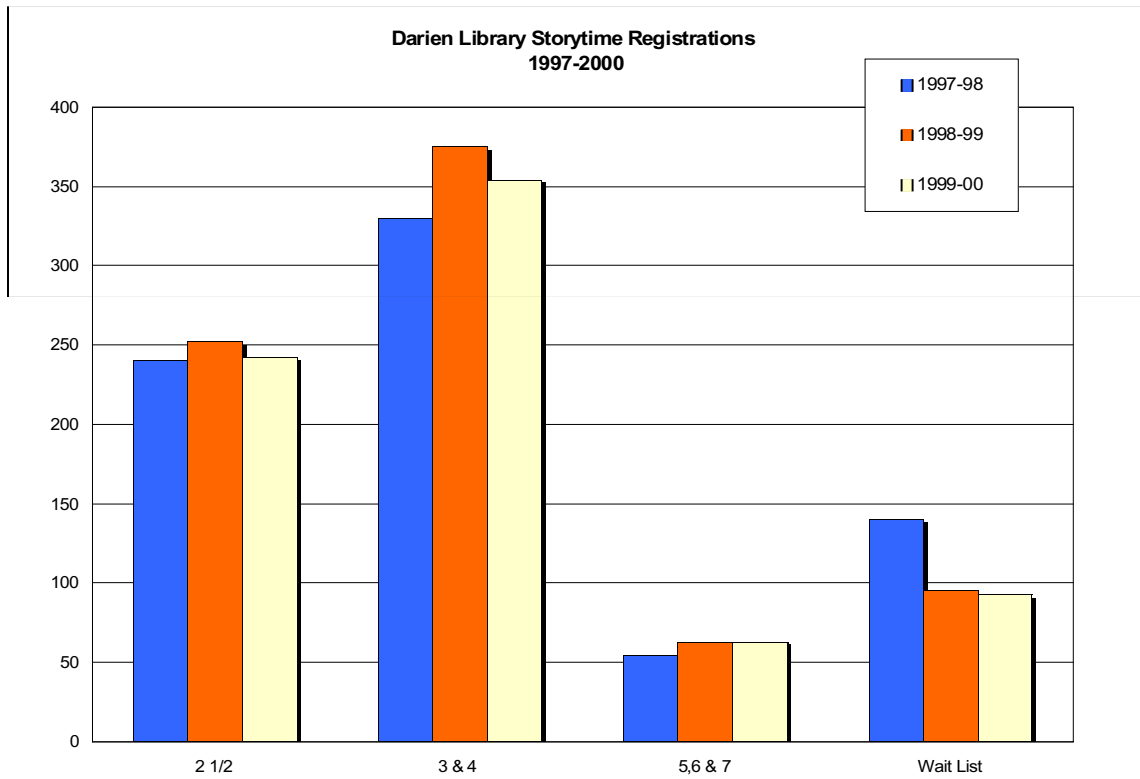




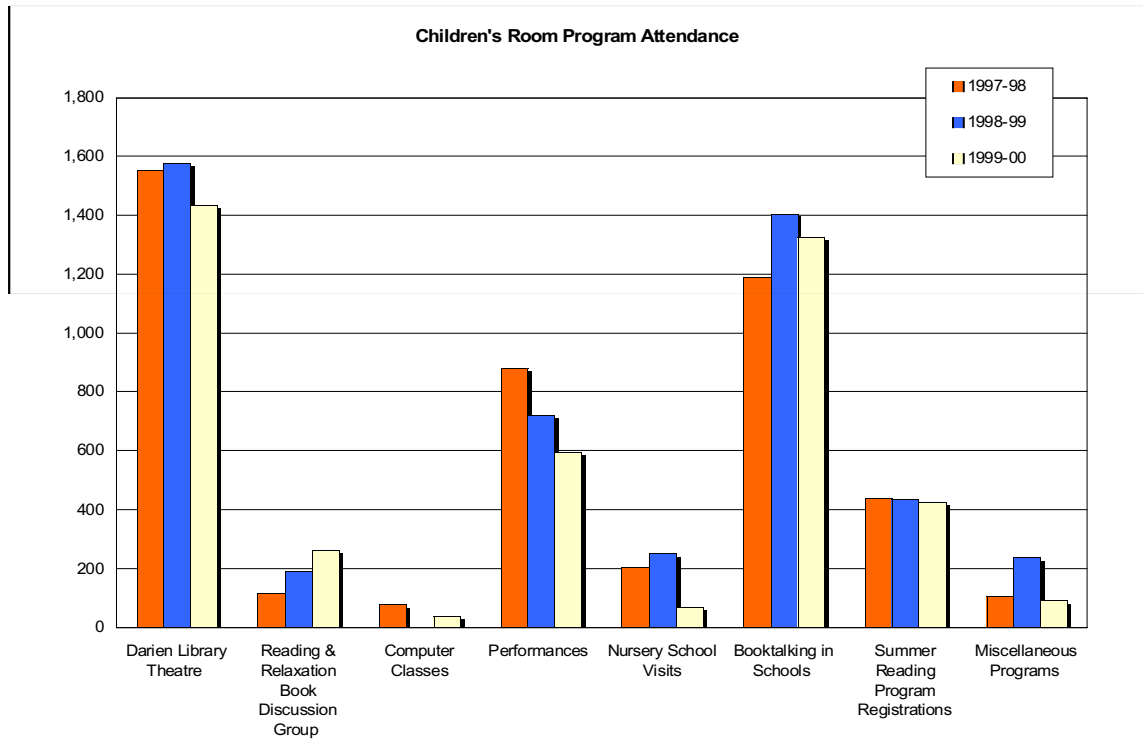
- The number of reference inquiries is relatively flat while the nature of the inquiries is more complex.

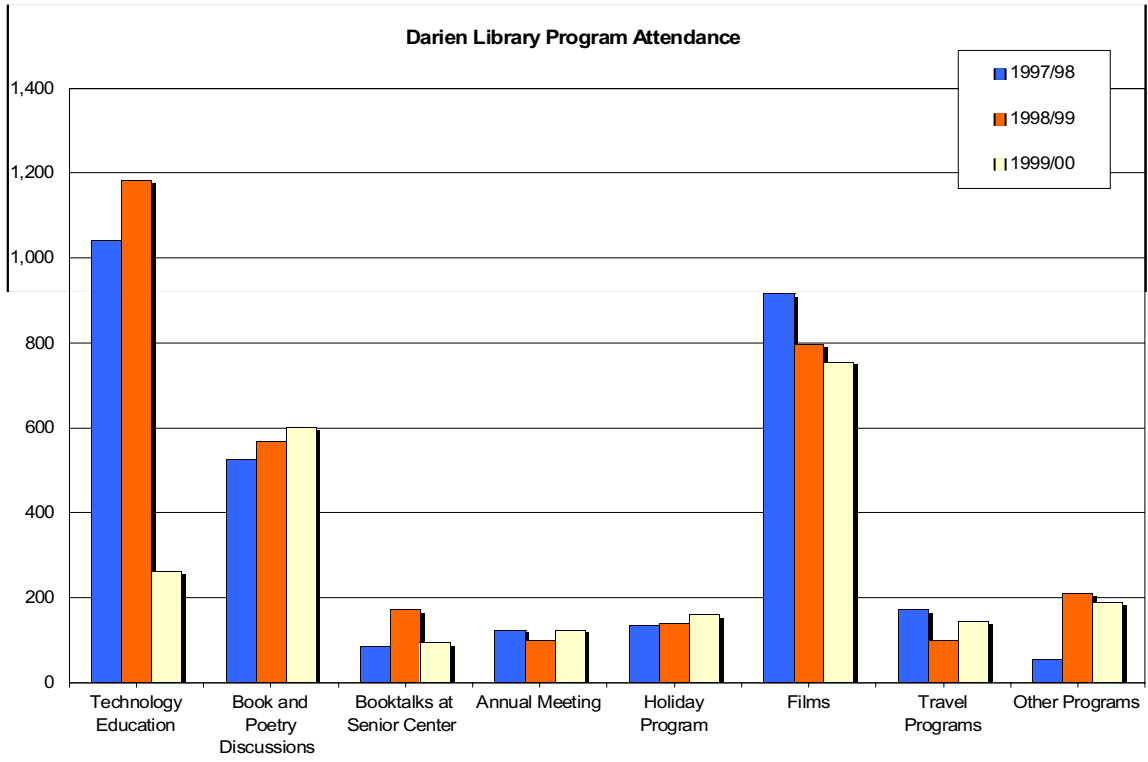


- Demand for Storytime programs significantly exceeds the Library's ability to provide the service.

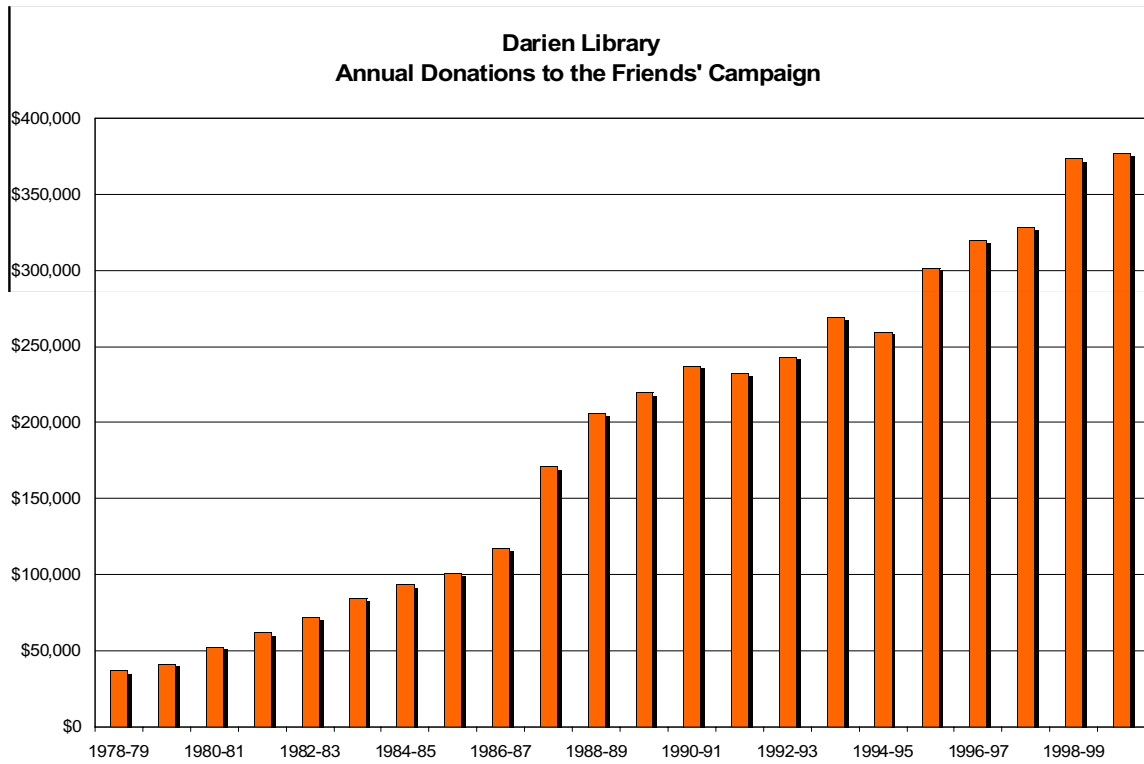


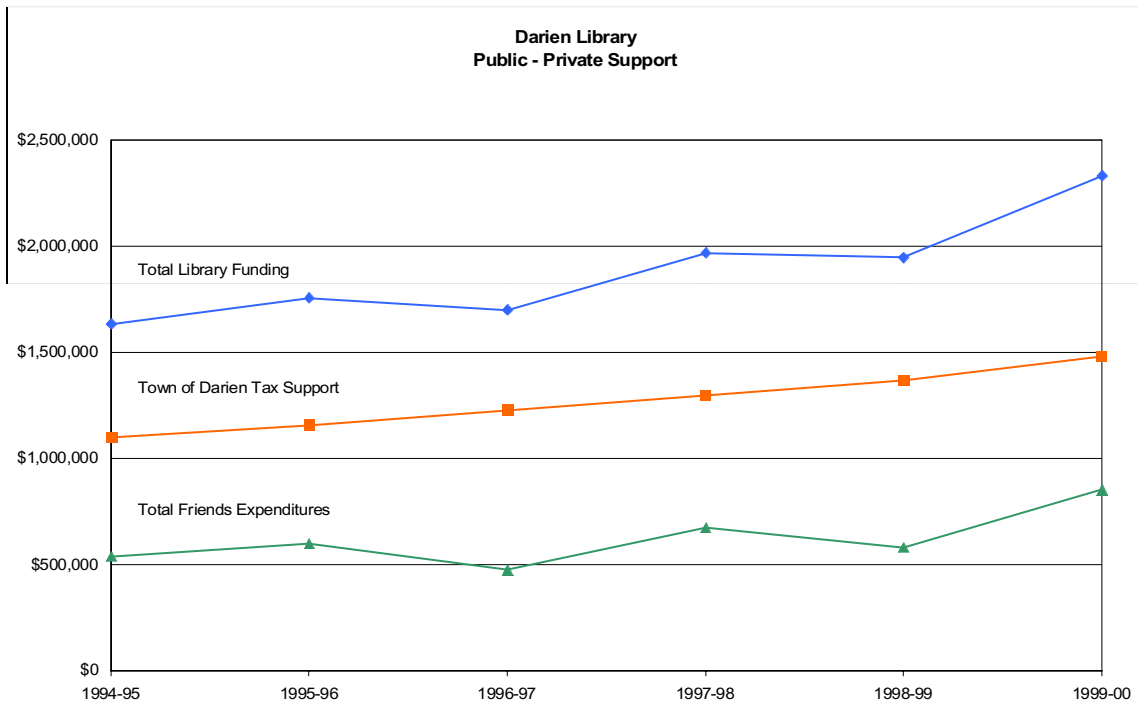
- Trends in attendance at other programs vary by program.





- Over 90% of the population of Darien holds an active library card.
- Over the last 10 years, Friends of the Darien Library have been supporting the Library's content, service and programs at an increasing rate.





**Observations:**

Overall, use of the Library physically and over the web is growing significantly. The vast majority of the trends identified above are driven by changes in information technology. The remainder relate to material changes in consumer demands and expectations that are taking place throughout our society and in our community. Together they portend significant change for the Darien Library.

## CREATING THE PLAN

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**T**he Long Range Planning Committee considered demographic trends in Darien, identified emerging trends affecting libraries in general and the Darien Library in particular, considered the results of focus group meetings and completed an analysis of library physical space requirements. From this work, key strategic issues were identified that would be addressed in the plan.

### Darien Demographics

Darien is stable demographically. Due to the limited availability of buildable lots in town, the subdivision capacity does not exceed 2%. With a current population of 19,200, it is possible that the community could grow to the upper limit of the historic population range of 17,500 to 21,000. Most of the expected growth is likely to be attributed to larger family size rather than in migration of new population. The population over the age of 65 will continue to grow but will not significantly increase as a percentage of the total population.

School enrollment will continue to follow cyclical trends. The school population peaked in 1964-1974 with an enrollment of 5,200. Enrollment declined to 2,650 in 1984 but is expected to exceed 5,000 in 2008-2010.

These demographic assumptions were prepared by the Town 2020 Task Force in Spring 2000.

## Emerging Trends

The following trends were identified as having an important impact on the Library:

- Technology is fundamentally changing the way that the Library operates and interacts with the community. Card catalogs have been replaced by online catalogs. Reference manuals are being replaced by online databases. Catalogs, reference databases, full text magazine articles and electronic books are available over the Internet 24 hours a day. Library users renew and reserve books electronically and register for programs from their home computers. School assignments are posted on the Library web page with recommended online resources. Through the World Wide Web, the Library is expanding its role as a publisher, compiler and navigator of information, especially local information, in contrast to the traditional role of collecting and organizing of information.
- The Internet provides an endless source of information but it is often difficult to search and navigate. As a consequence, people need help to acquire the new skills that are necessary to become information-literate in a new and rapidly changing environment. Libraries will increasingly be called upon to train customers in the use of information technology.
- Convenience of use is a growing factor in determining successful experiences with retailers and non-profit organizations. Customers demand better, faster service that is available when they want it.
- Customers are increasingly expecting and receiving more—and more personalized—service.
- Changes in the work force are resulting in more people working outside of a formal organizational setting. Small office and home office workers are seeking places where they can connect with others and access information.
- Space and physical environments are becoming increasingly important. Customers want different environments that are appropriate for the different ways they use the Library. Libraries will have separate areas for quiet reading, group study/discussion, research and writing, computer usage and programs.

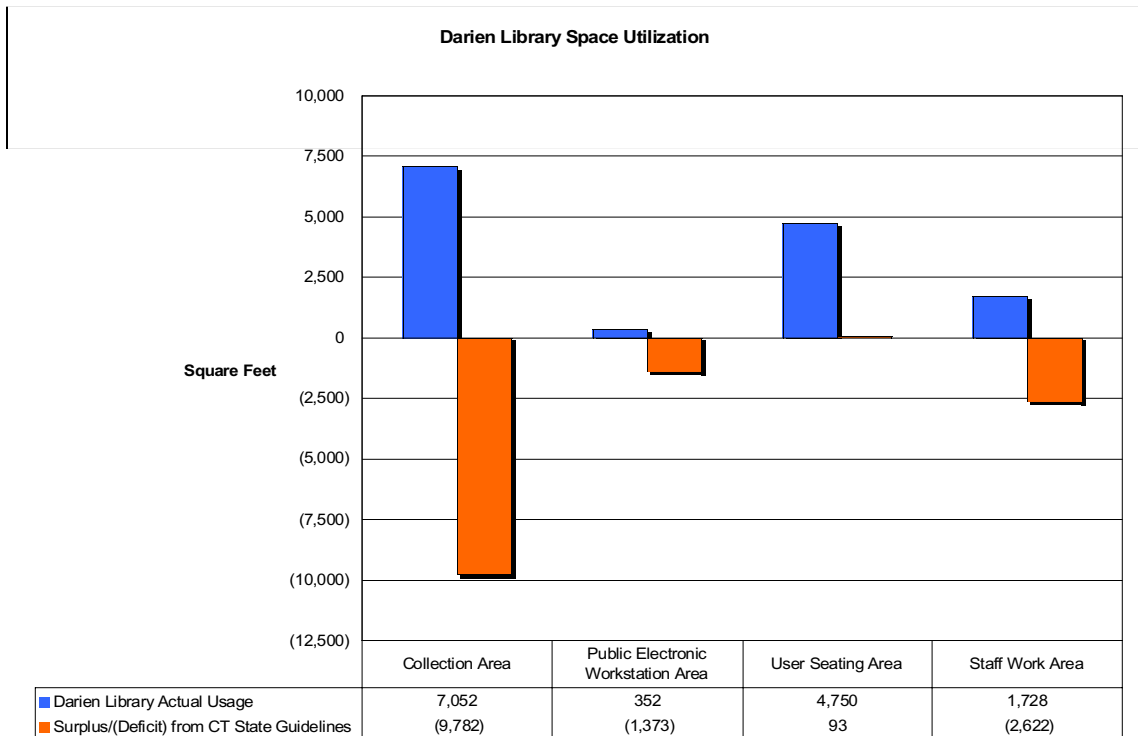
## Focus Group Results

Using a series of focus groups, the planning consultants talked to more than 100 Darien residents to gather input for the long-range plan. The focus groups confirmed some of the things the Library staff and Board knew—that the Library has a great staff, is well respected and is considered a cultural center and the heart of our community. But the discussions also provided much to think about in planning new programs and space to serve the community better. Key findings from the focus groups include:

- The community wants more from the Library—more hours, more space, more segmentation to meet the needs of specific population groups including teens and home-based workers.
- People think the Library is the place to be and value the Library enormously, whether they use it or not.
- There are still many people who don't know what the Library has to offer. The Library needs to do a better job with communication, marketing and merchandising.
- The community expects the Library to provide training and assistance in using new information technologies.
- The community wants library programs and resources in quantities sufficient to meet the demand for service. They are impatient and frustrated with waiting lists for content and programs.
- The Library needs to provide services and space that people will value and that emphasize its community center role.
- When asked to describe what they wanted in the Darien Library, focus group participants described a well-designed and spacious library with clearly defined environments that facilitate different activities—quiet reading and research, group study, technology usage and training, and community programs.
- The staff focus group echoed many of the same concerns as the community focus groups. The challenges facing the Library are issues associated with space, technology, staffing levels, collection and communication. All key staff members work in excess of their scheduled 37-1/2 workweek. Librarians are enthusiastic about their jobs but are concerned about being able to maintain excellence when they have too much to do.

### Space Analysis

The Long Range Planning Committee analyzed the Library’s physical space requirements in the context of existing content, programs and services. Using State of Connecticut Library Space Guidelines, it was determined that the Library has over 35% less space than recommended. The analysis confirmed that the Library has acute shortages of space for its collection, for computer workstations and for staff. The space shortage is also clear to customers of the Library who frequently experience over-crowded seating conditions, waiting time for computer workstations, and have difficulty seeing and accessing books on higher and lower shelves.



Detailed space utilization information is set forth in Appendices A and B.

## KEY STRATEGIC ISSUES

**H**aving completed usage and space analyses, and having identified and discussed trends, and having the feedback of the community from focus groups, the Long Range Planning Committee distilled the information into a list of key strategic issues that the Library faces over the next several years.

### Information Literacy

Recognizing the impact of information technology on the Library and its customers, the Library of the future will take a more proactive role in creating an information-literate community. Customers need new skills to access and use the contents and services of the Library. The Library and its staff will be called upon to teach and coach customers on the use of information technologies. The Library can also play a valuable role as a training center for the use of new technologies as they are introduced.

### Physical Space

The Library has inadequate space for its existing content, services and programs. It is obvious to even the casual observer that there is not enough space for the book collection, not enough computer workstations, and not enough space in the Children's Room, at the Circulation Desk, or at the Information Desk. In addition, new space is needed to accomplish the goals of the Long Range Plan. Creating an information-literate community will require the Library to have a technology center where customers access digital information, use computers and other electronic devices and receive training.

Providing a well-designed, spacious library is critical to creating a positive library experience. Customers want different physical environments for the different ways they choose to use the library. In addition to a technology center, the library of the future needs a well-designed and spacious layout with easily accessible materials and clearly defined environments that facilitate different activities—quiet reading and research, group study, and community programs.

The existing Library building cannot be expanded on our existing property. Therefore, in order to provide adequate space going forward the Library must seek to acquire and build on the contiguous property to our north. Efforts to acquire the property are underway.

### Value Added and Convenient Service

Successful libraries will be those libraries that provide service that makes it as easy as possible for the community to use the library. The library of the future will work smarter and more efficiently, harness the power of technology to move staff from back room operations to providing direct customer service, and outsource those functions that can be done more cost-effectively outside the library. Automated book check-out, Email and telephone notification for overdue materials, one-on-one training with a librarian, extended hours, late night study for teens, and drop-in story hours are new services to be considered.

### Communication

The library of the future will be continuously communicating all that it has to offer. Customers should easily be able to know what the library has, where to find it and how to use it. Continuous promotion, merchandising and marketing will make the Library an even more exciting destination than it is today.

### Changes in Content

The content of libraries will continue to change as new formats for information and entertainment are introduced. No longer a place for just books and magazines, libraries of the future will offer content in a variety of formats, sometimes several different formats for the same title, placing an increased demand on space and funds. Electronic books and other full text databases are replacing print reference books with the added advantage of being easier to search, more up to date, and available over the Internet 24 hours a day. Libraries are becoming publishers on the web, not merely collectors of information. Although the traditional core business of libraries is in decline, use of new services and formats is increasing.

### Staffing and Training

The library of the future will provide highly trained staff in sufficient numbers to support the level of service expected by the community. Library staff will have advanced technological expertise and outstanding customer service practices. The Library will continue to provide cost-effective services to the community with an emphasis on continuously improving productivity.

Appropriate staffing levels and training are critical to the ongoing success of current library programs and essential for any expansion.

### Funding

The library of the future will depend on the Town of Darien and the Friends of the Darien Library to provide the financial resources necessary for its creation. An expanded Library will require a capital-raising program for the funds to acquire property and construct an addition. An expanded Library will also require additional staffing and incur additional operating expenses.

## **THE LIBRARY OF THE FUTURE NOW: A LONG RANGE PLAN FOR THE DARIEN LIBRARY**

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**T**he Long Range Planning Committee and Board of Trustees created this plan to provide a blueprint for the Library's growth and development over the next several years. The vision and mission statements provide a context for developing specific goals and objectives contained in the plan. In turn, the goals and objectives will form the basis of annual operating plans.

The vision is the general direction in which the Library is headed, the statement against which all things are measured.

The mission describes how the Library will pursue its vision. It is a statement of purpose and values. Together the vision and mission form the backbone of a library committed to excellence and achievement. The vision and mission statements should endure for the Library long past this particular planning horizon.

## **THE DARIEN LIBRARY VISION**

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**Our vision is to inform, educate, entertain and enrich our community.**

## **THE DARIEN LIBRARY MISSION**

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The Library will provide access to a broad array of content, as well as training and assistance to help people successfully navigate and use information.

The Library will provide a broad array of programs and services to educate, entertain and enrich people.

The Library will be proactive and creative in anticipating and responding to community needs for resources, programs and services.

The Library will be accessible: physically to people during convenient hours and electronically twenty-four hours a day, seven days a week and three hundred and sixty five days a year, and without charge to the individual user.

The Library will be the heart of the community, providing flexible and inviting environments within which to access and enjoy its resources.

The Library will be a customer-driven organization with friendly, professional staff dedicated to creating a positive and fun library experience.

The Library will attract, develop and sustain a highly professional staff in an environment where teamwork, high standards and esprit de corps support excellence.

The Library will collaborate with other town agencies and community groups to serve the needs of the community.

The Library will be a public-private partnership, funded annually by a combination of taxpayer dollars and individual donations sufficient to sustain a library of excellence.

The Board of Trustees will obligate itself continually to attract new trustees who are accomplished individuals with diverse expertise, and who have the time, interest, and dedication required to support the Library in pursuit of its vision and mission.

## GOALS AND OBJECTIVES

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The following goals and objectives are the priorities to be accomplished over the course of the next several years. They will be used by the Library Director to prepare annual operating plans that are reviewed and approved by the Board of Trustees and are designed to implement the long range plan.

The goals and objectives address key strategic issues and support our vision and mission. They are not intended to address all the issues facing the Library; instead, they are designed to focus the efforts of the board and staff. The goals and objectives are intended to result in library content, services and programs that meet the needs of our community and maintain our position as one of the very best libraries in the country.

### Goal 1: Create an Information-Literate Community

**The Darien Library will provide community members with the information, resources, content and training they need to become information-literate and successful 21st century citizens.**

#### Objectives:

- 1.1 Establish a Technology Committee of the Board of Trustees to oversee technology plans and budgets and to oversee implementation of the technology aspects of this plan.
- 1.2 Complete a long range technology plan that addresses the goals and objectives of this plan.
- 1.3 Determine the feasibility of establishing an interim technology center in the existing library space and implement if determined possible.
- 1.4 Expand the number of full service computer workstations available to customers and make laptop computers available so customers can access digital resources anywhere in the Library.
- 1.5 Train the staff so that they can train the Library's customers.
- 1.6 Establish a program using volunteers with technology expertise, such as high school students, to assist and train customers.
- 1.7 Establish customer-scheduled training programs and provide for one-on-one training by appointment.
- 1.8 Assist Library users in locating information on the World Wide Web by cataloging web sites.
- 1.9 Expose Darien Library users to new technologies by providing space and devices that allow them to experiment with these technologies.

## Goal 2: Improve the Library Experience.

**The Darien Library will provide the community with a Library that is easy and fun to use, customer-friendly in its arrangement and layout, provides a wide range of hours, and is readily accessible online 24/7/365.**

### Objectives:

- 2.1 Extend library hours by establishing year-round Sunday hours.
- 2.2 Evaluate the economic and convenience benefits of establishing self-service checkout, in addition to traditional checkout services. Consider other convenience-oriented services such as remote book returns and information kiosks.
- 2.3 Improve communication of what the Library has, where to find it and how to use it (see goal #3).
- 2.4 Evaluate ways to make the Library a resource valued by teens.
- 2.5 Evaluate ways to serve the needs of community members who work locally or in home offices.

## Goal 3: Communicate who we are and what we can do.

**The Darien Library will make it much easier for the community to become more knowledgeable about all that the Library has to offer.**

### Objectives:

#### **Internal**

- 3.1 Develop a plan to improve the communication of the Library's content, services and programs using media inside the Library building. Implement improvements in signage, bulletin boards and displays. Evaluate the use of periodic promotions for selected content, services or programs.
- 3.2 Formalize the public relations job function of the staff. A staff member will be responsible for coordinating and overseeing Public Relations.

#### **External**

- 3.3 Develop an external marketing and promotional campaign to increase the community's awareness of all the Library has to offer, especially the content, services and programs, such as electronic services available 24/7, which may not be widely known in the community. The campaign should also develop and promote the Darien Library brand.
- 3.4 Establish a plan to promote new content, services and programs when they are introduced.
- 3.5 Encourage staff involvement in community groups. Co-sponsor events and use new venues. Create opportunities to sell the Library.
- 3.6 Design and implement a feedback mechanism (such as surveys) to monitor changing community needs and desires for the Library.

#### Goal 4: Staff at Levels Required to Support Library Services

**The Darien Library will provide the community with a customer-focused, friendly and professional staff dedicated to providing a positive and enjoyable Library experience.**

##### Objectives:

- 4.1 Make productivity improvements a continuous process. Use automation that frees up personnel for more value-added services.
- 4.2 Library users will be able to identify staff and readily obtain assistance.
- 4.3 Devise improved methods for measuring total library use and allocate staff resources accordingly.
- 4.4 Secure additional personnel resources to enhance the Library's ability to provide web-based services.
- 4.5 Develop an intensive and broad-based staff training program, using an assessment of each individual staff member's skills and requirements (based on staff questionnaires and management evaluations), schedule training sessions to address identified needs and to enhance skills, measure the effect of staff training, develop a budget for the required training expenses and additional personnel costs.

#### Goal 5: Expand the Library.

**The Darien Library will create an expanded and inviting Library that addresses critical space shortages, provides a technology center, and accommodates expanding content, services and programs.**

##### Objectives:

- 5.1 Acquire the adjacent property on the north side of the Library.
  - 5.1.1 Establish a Building Committee of the Board of Trustees that will evaluate and hire an architect and construction management firm,
  - 5.1.2 Develop options for an expanded Library that address existing space shortages and are consistent with the long range plan.
- 5.2 Improve staff productivity by providing workspace that supports Library functions.
- 5.3 Improve the ability of Library users to locate current Library material by creating an expanded browsing area and an area for marketing and display of Library material.
- 5.4 Improve the community's technology skills by offering hands-on computer training to library users and staff in a library-based technology center.
- 5.5 Increase the Library's capacity to accommodate community meetings by creating an electronic community meeting room.
- 5.6 Provide comfortable, welcoming library environments for the different ways that customers use the Library.

Goal 6: Create an Environment of Sustained and Flexible Funding.

**The Darien Library will continue to develop dependable sources of public and private funding to support the development of its content, services and programs and to improve its facility.**

Objectives:

- 6.1 The Fundraising Committee of the Board of Trustees will complete a long range plan designed to provide adequate funding for the accomplishment of this plan.
- 6.2 Develop ways to increase the number of contributors to the annual Friends of the Darien Library fundraising campaign.
- 6.3 Develop ways to increase the average gift size of our Friends.
- 6.4 Improve the reporting and analysis of our fundraising efforts.
- 6.5 Separately evaluate the adequacy of the way we recognize and communicate with our largest and most important contributors.

## CONCLUSION

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**T**his long range plan provides a framework for the Board of Trustees and Library staff to operate a Library of excellence for our community. Our vision and mission statements reflect fundamental values, which we expect to endure long into the future and which will form the basis for subsequent long range plans. The goals and objectives outlined herein are the priorities set by the Board of Trustees for the Library staff and they are expected to be implemented over the next several years.

# APPENDIX A

## DARIEN LIBRARY - ANALYSIS OF EXISTING FLOOR SPACE BY USE

	Area Sq ft	Collection	Public Electronic Workstation	User Seating	Staff Work Area	Meeting Room	Special Use	Non- Assignable Mechanical
<b>BASEMENT</b>								
Program Room	1,347.5					1,347.5		
Balcony	115.0					115.0		
Stairs and Exits/Program Room	130.0							130.0
Lobby	456.0						456.0	
Hall at end of Lobby	48.0							48.0
Meeting Room	400.0					400.0		
Mechanical Room	323.0							323.0
Mechanical Room	460.0							460.0
Kitchen	90.0					90.0		
Computer Room	315.0						315.0	
Cable/TV Room	72.0							72.0
Hallway to Outside	190.0							190.0
Toilets,Halls,Storage	617.0							617.0
Staff Lounge	288.0							288.0
Custodial Storage	898.5							898.5
Mechanical Room	133.0							133.0
Elevator	48.0							48.0
<b>Total</b>	<b>5,931.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1,952.5</b>	<b>771.0</b>	<b>3,207.5</b>

### MAIN FLOOR

Magazine Room plus Alcove	1,100.0	188.0		912.0				
Circulation Office (ell-space)	248.0				248.0			
Circulation Area	960.0	64.0			160.0		80.0	656.0
Administrative Office	506.0				506.0			
Reading Room	1,725.0	94.0	200.0	1,325.0	96.0		10.0	
Business Reference Room	471.5	56.0	32.0	383.5				
Technical Services Room	610.0				610.0			
Children's Room	2,607.0	1,056.0	96.0	1,347.0	108.0			
Stack Space	2,461.0	2,461.0						
Hall	170.5	44.0						126.5
Stairs (two sets)	120.0							120.0
Elevator, Lavatories, and Hall	300.0							300.0
Tape, DVD, Microfilm Room	594.0	506.0	24.0				64.0	
Storage	154.0							154.0
<b>Total</b>	<b>12,027.0</b>	<b>4,469.0</b>	<b>352.0</b>	<b>3,967.5</b>	<b>1,728.0</b>	<b>0.0</b>	<b>154.0</b>	<b>1,356.5</b>

### SECOND FLOOR

Stack Space	2,461.0	2,461.0						
Stairs (two sets)	120.0							120.0
Two Small Study Rooms	209.0			209.0				
Large Study Room	130.0			130.0				
Elevator plus Hall	45.0							45.0
Glanville Room	565.5	122.0		443.5				
<b>Total</b>	<b>3,530.5</b>	<b>2,583.0</b>	<b>0.0</b>	<b>782.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>165.0</b>

<b>Total Current Usage</b>	<b>21,488.5</b>	<b>7,052.0</b>	<b>352.0</b>	<b>4,750.0</b>	<b>1,728.0</b>	<b>1,952.5</b>	<b>925.0</b>	<b>4,729.0</b>
<b>% of Building Area</b>	<b>100.0%</b>	<b>32.8%</b>	<b>1.6%</b>	<b>22.1%</b>	<b>8.0%</b>	<b>9.1%</b>	<b>4.3%</b>	<b>22.0%</b>
<b>CT Planning Guidelines</b>	<b>35,173.5</b>	<b>16,834.5</b>	<b>1,725.0</b>	<b>4,657.5</b>	<b>4,350.0</b>	<b>1,952.5*</b>	<b>925.0*</b>	<b>4,729.0*</b>
<b>Difference</b>	<b>(13,685.0)</b>	<b>(9,782.5)</b>	<b>(1,373.0)</b>	<b>92.5</b>	<b>(2,622.0)</b>	<b>0.0*</b>	<b>0.0*</b>	<b>0.0*</b>

\*No standard recommended  
Library usage to determine

# APPENDIX B

## DARIEN LIBRARY - ANALYSIS OF CONNECTICUT STATE LIBRARY PLANNING GUIDELINES

### 1. Darien Library Service Population

Town of Darien Population		19,000	
Percentage of Non-Resident Use	30%		
Imputed Non-Resident Service Population		5,700	
Total Service Population			24,700

### 2. Collection Space

Books			
Number	153,000		
Divisor	10	15,300	
Non-print items			
Number	13,178		
Divisor	10	1,318	
Current periodicals			
Number	250		
Divisor	2	167	
Hard copy periodical back year storage			
Number	20		
Multiplicand	3	50	
Total Collection Space			16,834

### 3. Public Electronic Workstation Space

Public access terminals			
Number	4		
Required square footage	30	120	
Electronic Workstations			
Number	20		
Required square footage	75	1,500	
Microfilm/microfiche/Optilec readers			
Number	3		
Required square footage	35	105	
			1,725

### 4. User Seating

Service Population in Thousands	24.7		
Seats per thousand		5	
Gross seating required			124
Workstation seating provided		20	
Net seating required			104
Addition for high-volume library use	50%		
Usage level seating requirements			155
Required square footage		30	4,658

High Volume Considerations	
Average library visits per capita	6
Darien Library visits per capita	14.6
Average reference queries per capita	0.6
Darien Library queries per capita	1.3

### 5. Staff Work Area Space

Staff work areas required			
Reference	5		
Technical Service	6		
Children's Room	4		
Circulation	8		
Administration	3		
Technical Support	2		
Custodial	1		
			29
Required square footage		150	4,350







**DARIEN LIBRARY**

[www.darien.lib.ct.us](http://www.darien.lib.ct.us)

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