



To: Board of Library Trustees

From: Anthony Auston, Director

Date: Tuesday, January 16, 2024

Re: Strategic Facility Plan Project Proposal from Engberg Anderson

We're excited to kick start 2024 with a proposal to address one of our key Strategic Plan initiatives of FY23-24: *Complete a responsive space needs assessment to inform and establish priorities for service design and capital planning*. This project, part of our Sustainable Future goals to meet and anticipate future needs of the library and our community, is also directed by our Library Facilities policy 6-10: *Space Needs Assessment of Library Facilities*, which sets the following expectation: *Periodically, and not less than every 10 years, an assessment of the space needs of the Library's facilities is conducted to respond to the evolving needs of the community.*

Please find attached the project proposal from our architectural partner Engberg Anderson to address the above policy and strategic plan goal.

Engberg Anderson Architect and Project Consultant Joe Huberty, who has been the principal consultant on our 2020 Capital Reserve Study, 2021 Capital Repairs Project, and 2023 Building Automation System Project, has prepared this proposal of services to address our goals and intended outcomes. He has successfully completed this same scope of work for a number of local and national peers, including: Auburn 2019, Barrington 2010 and 2019, Bettendorf 2021, Crystal Lake 2005 and 2018, Helen Plum (Lombard) 2016, Joliet 2019, Marion 2018, Palatine 2019, Rockford 2014, Winnetka-Northfield 2022, Hudson County 2021, UW Green Bay 2020, UW Madison Campus Libraries 2016. Joe Huberty will be our guest presenter at the January 16 Regular Board Meeting, where he will present this proposal and take your questions. Later on the agenda, this proposal will be presented as an action item.

Following my engagement meetings with Joe late last year, Joe has tailored his services to Wilmette's specific needs based on his knowledge of our library and community. He presented the attached plan to me early in early January, and President Fishman and I subsequently met to preview the plan together. President Fishman reviewed and responded the following week with her endorsement to proceed.

While the plan generally speaks for itself, the following notes clarify some key points:

- Engberg Anderson (EA) is a unique architectural and design firm offering a range of resources and partners. Joe and his architectural and engineering teams already have an intimate familiarity of our building, its history (having evaluated all of our past projects, drawings, and as-built to conduct the capital plans), and maintain a strong working relationship with me, Facilities and Safety Manager Marcos Levy, and relevant staff.

- Our long range capital improvement planning and Resolution 2021/22-207 (A Plan for Remodeling, Repairing, and/or Improving the Existing Library Building) estimate that the budget for the future renovation of the first and lower level is approximately \$3,000,000, which underscores that this research study and its set of deliverables is a valuable and essential first step given proposed budget of \$24,000. Both this research study and the renovation project are eligible for expense from our Special Reserve Fund.
- As detailed in our Financial Management policy's Purchasing Policy (section 5-12), professional services like the attached proposal do not require a competitive bid process, though this project is already under that cost threshold and EA is established as our engaged architectural partner.
- While the proposal includes an optional additional set of Ethnographic Research, Joe and I agree that this level of consulting is not necessary for Wilmette Public Library given our close understanding of local data and demographic trends, as well as close partnership of other allied agencies and their data for the same constituents.
- We anticipate that the project will take 6 months to complete, with deliverables available in fall 2024 (assuming we engage this winter). The proposed Strategic Facility Plan would then inform the next step in our process to fulfill the Strategic Plan priority to *Revitalize and reimagine the first floor and lower level of the library*: the Pre-Funding Schematic Design. Joe feels that step could be in development during the end stages of this process, and that an actual set of design options and considerations could be presented within the year. If the Board chooses, we may have the ability to action any potential renovation plans as early as this time in 2025 (especially if the Board agrees upon a project funding strategy early in the process).
- But before all of that, the library needs to engage our community/staff/board, and we know that there has been a bit of "survey fatigue" in our community the past year. Joe has some strategies to address this, including a combination of active and passive, in person and digital, on site and off site options to offer better/more convenient coverage. He's experienced in this area and has ideas for reaching the key user groups we want to engage.

Budget

The proposed cost for this Special Reserve Fund-eligible project is \$24,000.

December 11, 2023

AGREEMENT FOR A STRATEGIC FACILITY PLAN WILMETTE PUBLIC LIBRARY DISTRICT

between

Board of Library Trustees of the
Wilmette Public Library District of
Cook County, Illinois.

c/o

Anthony Auston, Director
1242 Wilmette Avenue
Wilmette, IL 60091

and

Engberg Anderson, Inc.
8618 West Catalpa Avenue, Suite 1116
Chicago, IL 60056

Engberg Anderson Project Number 233663

Dear Anthony,

Engberg Anderson is pleased to submit this proposal for a Strategic Facility Plan (hereafter “the Plan”). This proposal is based on our current understanding of the project. We ask that you review the scope, schedule and fee proposed and identify any concerns or questions in this regard.

PROJECT UNDERSTANDING

The Library is seeking a Strategic Facilities Plan to understand the capabilities of its existing facility (consisting of the original building (1951), major additions (1964, 1967, 1978, 1987 and 1997) and various other renovations, assess how well those capabilities align with current and anticipated services and space needs, what improvements may be needed to bring the facility in line with needs, and what those improvements might cost.

The Plan should be clear, actionable, and broad-based. It should be derived in a manner that supports subsequent efforts to secure funding. Specific activities should include:

- Place the recommendations of a recent Capital Maintenance Plan in context
- Build upon the Library’s Mission and Vision Statements, and the current Strategic Plan
- Delineate the current and future space needs of the District (Needs Assessment)
- Identify ways to use the existing space to its full potential (Facility Effectiveness Assessment)
- Determine if portions of the building have exhausted their potential utility (also part of a Facility Effectiveness Assessment)
- Consider possible paths from current space use, through best practice use of the current spaces, to any renovation, renovation/expansion, or possible replacement options (Facility Options Study) envisioned as part of the Needs Assessment.
- Define implementation and funding strategies (including possible phased transitions from the current building form to the recommended/preferred facility option) so as to permit the Library to compare multiple paths forward.

To accomplish this, the Plan will look broadly at service needs within the district, at the effectiveness of the recent renovations and additions to the existing building, evaluate emerging service patterns, build on customer feedback, identify and prioritize staff and board goals, and make recommendations for (1) long-term strategic space needs, and (2) physical improvements that support effective customer-friendly use of the facilities. In combination, this will provide a balance of pragmatic improvements to the building along with an open-minded assessment of missing services or spaces. The intent is to make effective “lessons learned” improvements without a wholesale renovation or replacement if possible, provide facilities that are customer- and staff-friendly, and permit decisions within the context of the District’s long-term space needs and budget.

An initial group of challenges to be addressed in the Plan includes

- Define a clear, unambiguous arrival sequence for customers that allows each visitor to arrive on site, find and move to the primary entry, and engage or bypass staff in a manner that best suits the customer. This includes better definition and separation of public and staff spaces, adequate space for arrival, public interaction, public-staff interaction, pre- and post-event space, and basic orientation to the building and services.
- Provide adequate space for a variety of learning experiences for children and their parents or caregivers in an arrangement that supports multiple small groups, story- and craft-time activities, and independent browsing and reading.
- Separate quiet and noisy areas of the building allowing the noisy activities (arrival, children’s services, meetings) to function without restraint while permitting reflection, focused study, or reading without disruption. Create comfortable places to linger and read.
- Support meetings, programs, exhibits and other large, moderate, and small group gatherings in parallel and with sufficient space to accommodate the numbers of customers interested in such events. These events should have access to leading edge technology and be centerpieces of the library’s efforts to respond to community interests.
- Assess service needs and space use patterns needed of teen customers including consideration of dedicated or blended space options to serve teen customers, and location of teen services with respect to other services;
- Balance traditional and emerging services by supporting growth in the use of print collections and in the role of social, hands-on, and active learning. This may include increasing the breadth and depth of collections, showcasing curated collections, and organizing the building to present more of the collection to more visitors on a regular basis.
- Organize the various spaces to allow the staff to deliver on the Library’s commitment to personalized service.
- Understand the staff workspace and identify strategies to improve effectiveness, efficiency and capacity.
- Leverage recent renovations that improved sightlines, created more enjoyable reading spaces, and enhanced the browsing experience.
- Determine if community needs can be met within existing building and, if not, how best to utilize the existing infrastructure to support renovations or other space strategies.

All of this should be in the context of the community’s high standards with respect to educational and quality of life. Part of the quality of life equation is an expectation of attractive facilities that support the community’s identity in way that respects the area’s architectural heritage and its aspirations.

METHODOLOGY



Based on the project understanding we propose a series of several on-site workshops. The workshops are envisioned to include sessions with the library’s management team, key staff, and trustees as appropriate to the stage of the project.

Public engagement is envisioned at key points in the process to set the stage, gather insights into needs and expectations, solicit feedback on various options, and build awareness and support. Within this framework, we will complete the following components of the overall master plan:

Active participation opportunities are highlighted in apple green.

PART 1 - INVESTIGATIONS

1 Initial Discussions

We will conduct a series of discussions with the management team to further the list of issues included above. Various exercises will be used to help imagine and prioritize a range of possible improvements. These exercises may include “Keep, Toss, Create”, “Semantic Differentials”, “Headlines”, or “Pictures from the Future” to help cast a wide net and prioritize the concepts. The Library’s previous planning efforts and recent customer comments will be actively used as guides to the discussion.

- Public Sessions as deemed appropriate by the Library (arranged in virtual and in-person forms to support broad participation)
- Staff Sessions (arranged to support participation while maintaining operations)
- Board Session

2 Ethnographic Research - Optional

Participatory ethnographic analysis is included to help gather data that is usually not available via other means of user-focused data collection. This process involves customer developed video to map their individual use of the facilities and document their use patterns, frustrations, and successes in utilizing services and spaces. This is a very direct means of user-input without the filters and bias of other techniques. We will work with you to identify user groups whose experience we want to understand from their perspective. Possibilities include teens, caregivers, seniors, and so on. The video will be analyzed to identify common or hidden barriers to quality service or an enjoyable experience in the buildings. This will help focus our efforts in both the formulation of potential strategies and in evaluating which has the greater benefit to users.

3 Customer Mapping

We will map customer use of the building over typical days and index these to various customer satisfaction comments collected by the Library. We will look for patterns of use by various groups and identifying when and where parallel or adjacent uses can be compatible or in conflict.

Figure 1: Sample Mapping Diagrams Illustrating Use Patterns at Different Times of Day



4 Facility Effectiveness Assessments

An evaluation of existing space will be a key component of the study. The spaces will be evaluated twice – once in preparation for the initial discussions – and a second time following those discussion to refine the evaluation in light of the newly framed objectives. Along with tours of the building, we envision a conversation with various members of the Library’s management team to further our observations of customer behavior.

- We will review the existing layout, condition, character and effectiveness of the library building to determine the how the current facility can be better adapted to emerging and traditional service patterns. The evaluation will include flexibility, technology, programming spaces for all age groups, public library trends such as hands-on and collaborative learning, special collections, genealogical research and preserving local historical archives, and other aspects of the library’s role as a community center.
- In the staff zone, shared service elements and workflow that support the library will be considered to maximize operational effectiveness and to repurpose duplicative space and create more or more efficient public or staff zones.

Figure 2: Sample Space Use Diagrams (Barrington Area IL Library)

Underused Spaces

Bleachers, Gaming, "Rest Room Lounge", Aisle Seating



Board Room

Is this the right place for a public meeting?



We will assess how well each facility performs in terms of essential library planning parameters:

- | | | |
|---------------------------|--------------------------|-------------|
| • Site organization. | • Materials processing | • Acoustics |
| • Collection organization | • Technology integration | • Lighting |
| • Adjacencies | • Control | • Image |
| • Observation | • Wayfinding | • Cost |
| • Adaptability | • Accessibility | • |
| • Self-help | • Security | • |

5 Accessibility Assessment

This is a full building review based on Illinois Accessibility Code (IAC), 2018 edition, published by the State of Illinois Capital Development Board. Accessibility. We will review general requirements, building blocks, accessible routes, general site and building elements, plumbing elements & facilities, special rooms and spaces, built-in elements, and play areas or outdoor constructed features as appropriate

A keyed plan and spreadsheet of non-compliance conditions are provided as a product of this process.

6 Review Meeting



All of the inputs are summarized and reviewed with the Library's project team and board (if desired).

PART 2 – STRATEGIC SPACE NEEDS

1 Define Service-Based Space Typologies, Sizes & Quantities

Utilizing the results of the Investigations portion of the study, we will formulate a series of space typologies and sizes to support various parallel, sequential and independent or dedicated use patterns that fit the library's current service model and evolution as the needs of the community change. This will involve discussion of broad trends as well as the local experience with each.

People → Needs → Services → Spaces

We will use these discussions to formulate a list of public and staff spaces to support the Library in meeting its mission. Our typical Program of Spaces defines library space use in seven major space categories:

1. Arrival | Enter, Orient, Greet, Exhibit.
2. Places to Gather | Multi-purpose, large group, flexible, connected.
3. Places to Get Things | Showplace for curated collections of various materials and objects
4. Places to Do Things | Individual and small or medium group spaces for hands-on learning, social learning, innovation, content creation, incubation.
5. Special Spaces | Community specific spaces for the needs of your community. Literacy, food literacy, artist in residence, social services access, economic development, visitor center are examples from other libraries. "Room of Requirement" to support pop-up services, emerging trends, special needs user populations.
6. Staff Spaces | Flexible and scalable to respond to changes in services, expertise, work styles, and staffing shifts, from materials handling to collaborative customer services.
7. Building Support Spaces | Future-friendly infrastructure to support continuing evolution in the services.

This is the translation of the WPLD Strategic Plan into actionable steps for the renovation or expansion of the facility. It will anticipate the continuing impact of patron needs that are diverse, dynamic, and evolving; the general impact of technology. It will recommend furniture, fixtures, and equipment to support these needs.

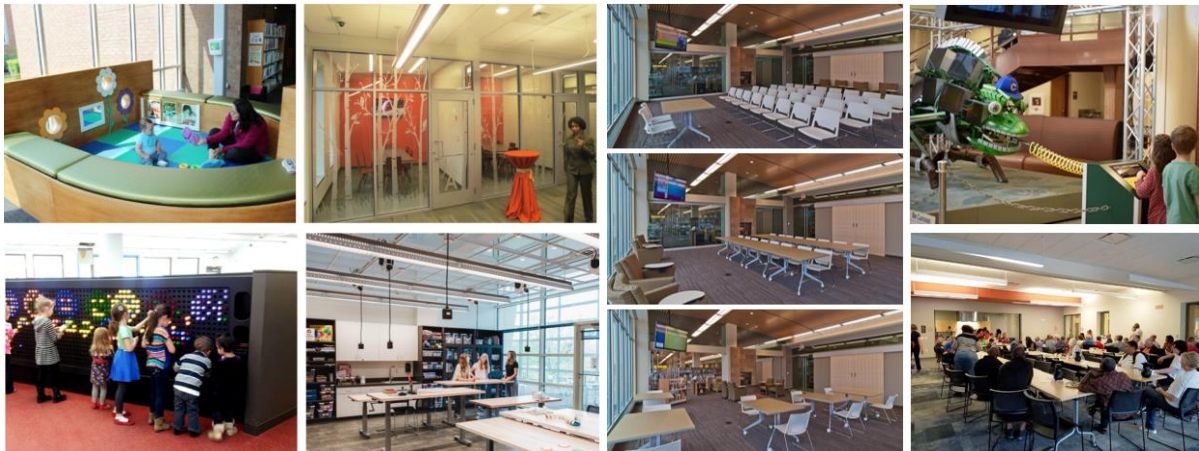
While not tied to any specific standard, this process will use published data, standards and guides (IPLAR, IMLS) as well as the experience of nearby and other libraries to define groups of peer libraries to be used as references in evaluating Wilmette-specific strategies for both services and space.

Figure 3: Sample Space Typologies to be investigated



Places to Browse, Discover, Discern

Places to Sit, Read, Contemplate



Places for Active Learning

Places for Group Learning



Places to Engage Technology

Places to Engage Staff

2 Review Meeting

A draft and revised statement of space needs is reviewed with the Library's project team and board (if desired).



PART 3 - CONCEPT DEVELOPMENT

1 Strategic Facility Concepts

Depending on the results of the Initial Conversations, the Facility Effectiveness Assessment, and the Strategic Space Needs exercise, a number of possibilities may arise. Possible scenarios to be investigated include:

Renovation Options

It may be appropriate to repurpose various spaces to take better advantage of their size, location, character or other attribute. It may be better to adjust the physical attributes of a space to meet the performance goals associated with a particular service. Various “work with furniture as much as possible” and “stay within the existing building shell” concepts will be considered. These will be compared to schemes that move walls to achieve specific goals.

Figure 4: Sample Renovation Study Images (Barrington Area IL Library)

2nd Floor Rearrangements

Additional seating

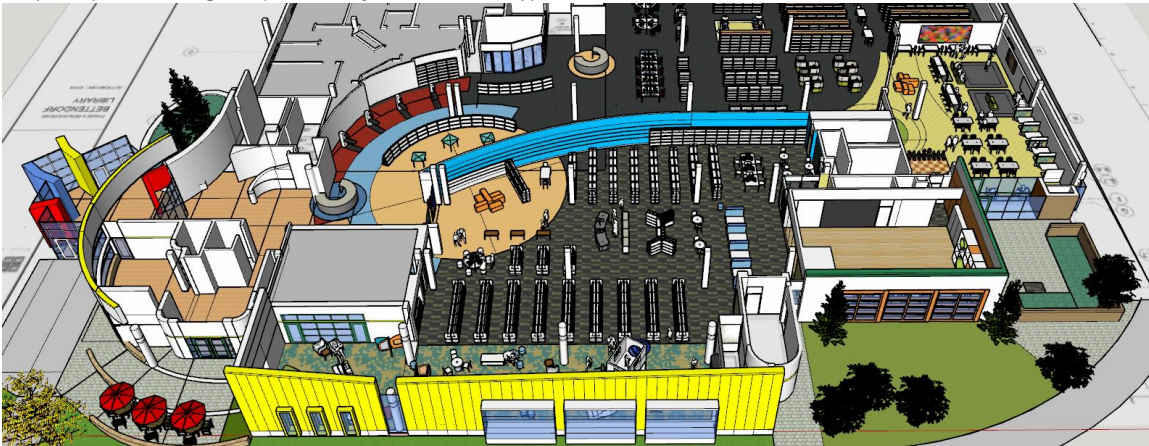


2nd Floor Rearrangements

Quiet technology & additional study rooms



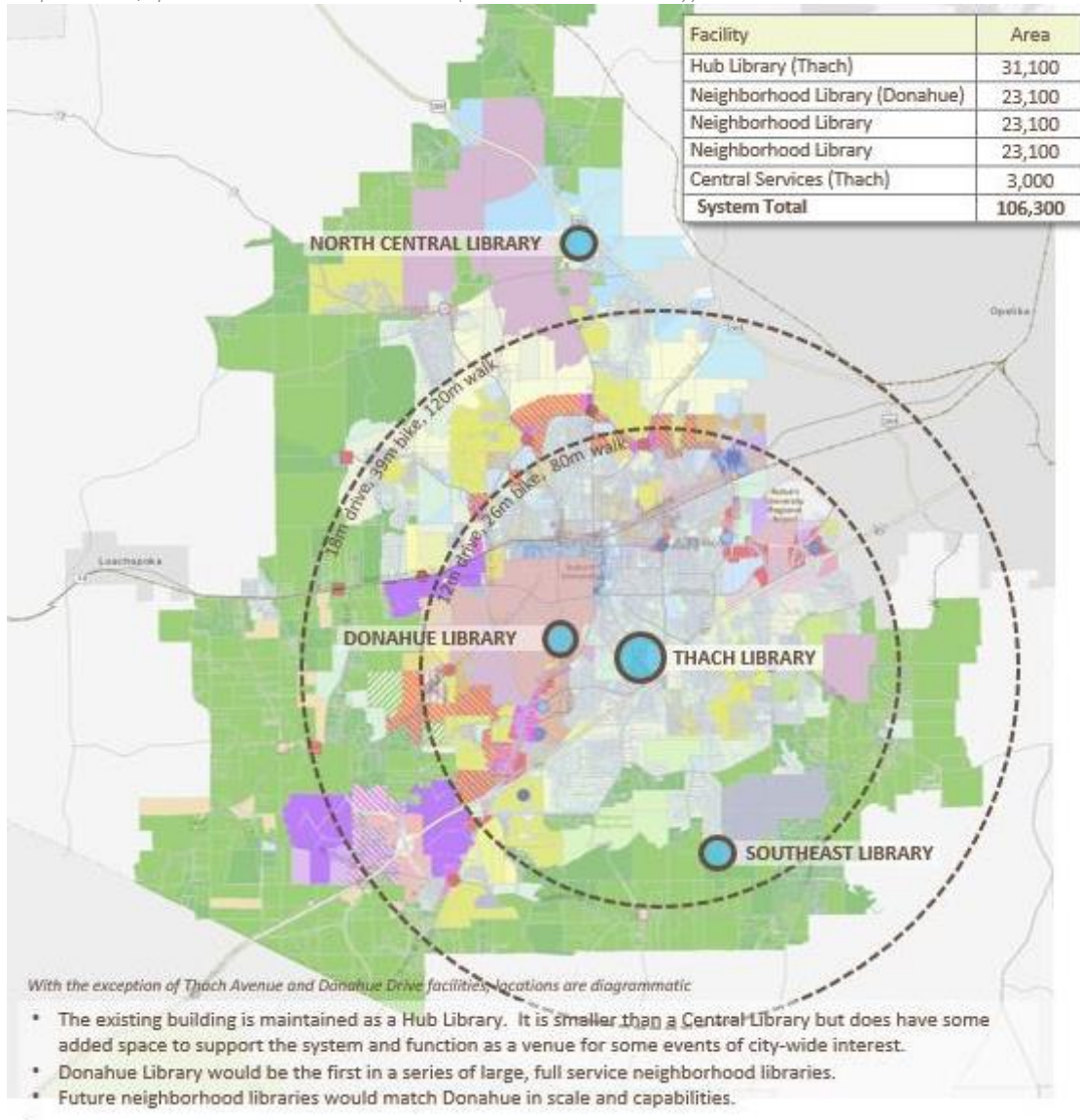
Figure 5: Sample Expansion Diagram (Bettendorf IA Public Library)



Branching Options

In some instances the space need of the district can be paired with a need to make services more easily accessed by distributing library space to multiple locations. This is especially true for large districts or libraries that are bisected by natural or other barriers (rivers, large highways) or other cultural or historic divisions. The operation cost of such models as well as the capital costs, are included as part of the modeling alongside an assessment of how well a particular model could address both space and access needs. Possible solutions include multiple buildings, a mobile library, and various outreach services. These assessments would also be supported with various diagrams, an assets and liabilities matrix, and a cost model.

Figure 6: Sample Service/Space Distribution within District (Auburn AL Public Library)



We do not prejudge and allow the Needs Assessment and Facility Effectiveness Assessment guide the definition of which options need to be included in this portion of the study. We approach each option with the same “get as much as you can for the money” and “what if this was the only option” mentality. Only once the options are defined do we work with you to compare options and define a recommendation.

2 Concept Testing Meetings

The various concepts generated in early discussions will be tested against the Library’s mission, priorities, and fiscal resources. An assets and liabilities matrix will be prepared to define an objective performance level for each concept. A cost model will be prepared for each concept. Operational costs of each concept will be reviewed with the Library’s management team.

- Public Sessions
- Staff Sessions

- Board Session

Potential integration of the improvements into a broader strategy to address capital repairs (assessed as part of a separate but parallel study) will be considered.

Based on the elections made by the trustees and management team, we will organize immediate, intermediate and longer-term components of the plan into a sequence of discrete but related projects that may include repairs/replacements, improvements to the existing buildings, expansions, or other strategies as deemed appropriate.

3 Recommendation & Presentation Meetings

With the testing completed, we will reconvene to identify a recommended course of action. With the agreement of the trustees and management team, we will prepare a final report.

The recommendations will be discuss with various groups as deemed appropriate by the Library.

- Public Sessions
- Staff Sessions
- Board Session

PART 4 – PRESENTATION MATERIALS

Much of this process is intended to actively engage the broader community and community leaders. This allows greater input, identifies potential risks to winning project support, and builds a group of invested advocates who can articulate not only need, benefits and cost, but also attest to the rigor and thoroughness of the process.

The products of the process can support their advocacy and your role in providing unbiased information. Given the interest of the community in attractive public buildings, a little extra attention to both exterior aesthetics may be warranted as part of the Strategic Facilities Plan.

We would propose to join representatives of the Library at public engagement meetings to discuss the formation of the Plan and any of the components derived from the process and product.

Figure 7: Sample Images



PART 5 - PRE-FUNDING SCHEMATIC DESIGN - OPTIONAL

We recommend that more detailed investigation or design work be identified as part of the Recommendation step in the planning process. The extent to which more detail is defined depends on the strategic concept selected (renovation is much different than replacement or branching or a mobile library) and the electorate may

or may not be impressed by the costs incurred prior to a referendum. We do recommend identifying likely questions and doing enough design, engineering, and due diligence work to be confident that the answers to the community’s questions and those of the Trustees and other advocates can be answered.

Figure 8: Sample Pre-Funding Schematic Design Images



OTHER ACTIVITIES

In between these workshops, the planning team will conduct various activities to support the process including becoming familiar with the operation of the building from a customer point of view, map user behavior, confirm the scope of the study, assess notable service models, and prepare for the workshops.

DELIVERABLES

Within this approach we will provide a summary report and PowerPoint, estimates, diagrams, and select renderings. Samples from previous projects are appended to this proposal.

SCHEDULE

We propose to provide the normal scope of services within 180 days of receipt of authorization to proceed. Adjustments can be made to adapt the proposed scope and timing to meet the Library's needs. The normal range is 3 to 6 months but we have completed these studies in as few as 60 days, including community participation.

FEE PROPOSAL

STRATEGIC FACILITY PLAN FEES

Basic Services

Based on this understanding, we propose to complete the outlined services in Parts 1, 2, 3 and 4, exclusive of the Ethnographic Research, for a stipulated sum fee of Twenty-Four Thousand Dollars (\$24,000.00).

Optional Services

The fee for the Ethnographic Research

PROGRESS PAYMENTS

Invoices shall be submitted monthly and shall reflect the status of the work at the time of the invoice. Payments based on the invoices shall be made in accordance with the Library's established review / approval procedures and in accordance with the provisions of Local Government Prompt Payment Act, as amended (50ILCS 505/1 *et seq.*)

REIMBURSABLE EXPENSES

In addition to the Fees, expenses incurred in the course of completing the work will be invoiced to the Client in accordance with the attached ***Reimbursable Expenses Exhibit***. Detailed records of reimbursable expenses shall be included in monthly invoices. Expenses shall be invoiced at 1.0 times our cost. Expense of professional liability insurance dedicated exclusively to this Project or the expense of additional insurance coverage or limits requested by the Owner in excess of that normally carried by the Architect. The Architect currently maintains the coverages identified in the ***Insurance Coverages Exhibit***.

ADDITIONAL SERVICES

No additional service will be undertaken without a defined scope and written authorization. Any Additional Service will be itemized and invoiced against a limit established and agreed to in writing by both parties. Any additional service shall be invoiced separately to allow tracking of project expenses.

USE OF MATERIALS

The Architect agrees to furnish, upon completion of this Agreement, upon termination and upon demand by the Library, copies of all basic notes and sketches, charts, computations, and any other data prepared or obtained by the Architect pursuant to this Agreement, and without restrictions or limitation as to the use relative to specific Projects covered under this Agreement. In such event, the Architect shall not be liable for the use of such documents by the Library or others.

TERMINATION

Both parties acknowledge each other’s right to terminate this agreement with 15 days written notice and without cause. Upon such notification all product of the design effort completed to that point becomes the property of the Library and any fees earned to that point become due.

ATTACHMENTS

The following Exhibits are made part of this agreement: Current Rate Schedule; Reimbursable Expenses; Insurance Coverages, List of Similar Projects,

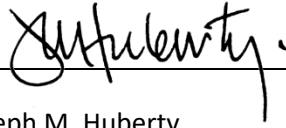
ACCEPTANCE

If you have questions concerning any aspect of this proposal, please call. We ask that an individual authorized to bind the Owner to this agreement sign two copies of the agreement. Keep one for your records and return the second to us. We will begin work upon receipt of a signed copy.

For
Engberg Anderson, Inc.

For
**Board of Library Trustees of the
Wilmette Public Library District of
Cook County, Illinois.**

Check all that apply
 Basic Services Fee
 Ethnographic Research

Signature: 

Signature: _____

Name: Joseph M. Huberty

Name: _____

Title: Partner

Title: _____

Date: December 11, 2023

Date: _____

Copied Central File

EA File Name: \\Ea-Chi-Nas.Eadp.Com\Chicago-FS\PROJECTS\2023 3550\233663 Wilmette PL SFP\0-BD & Marketing\Proposal\Revised 231211.Docx

EXHIBITS

CURRENT RATE SCHEDULE

Invoices for basic and additional services will be based on time charged to the project during the invoice period. The time will be invoiced based on the following schedule up to the limits specified for each service or phase of the project.

Category	Hourly rate	Category	Hourly rate
Principal	\$165	Senior Interior Designer	\$115
Senior Team Leader	\$125	Project Architect	\$105
Team Leader	\$120	Project Interior Designer	\$105
Senior Project Architect	\$115	Designer	\$95
Senior Interior Designer	\$115	Administrative Support	\$65

REIMBURSABLE EXPENSES EXHIBIT

In addition to the Fees included in the Agreement, expenses incurred in the course of completing the work will be invoiced to the Owner in accordance with the following parameters.

- Transportation in connection with the Project including authorized out-of-town travel, lodging and sustenance.
 - Mileage is calculated using the prevailing IRS reimbursement rates.
 - Sustenance is limited to \$10/\$15/\$20 or \$45 per day.
- Reproductions, plots, standard form documents, postage, handling and delivery of instruments of service.
- Renderings, models and mock-ups other than those normally produced by the architect as a part of the process and requested by the Library will be provided as an additional expense.
- Expense of professional liability insurance dedicated exclusively to this Project or the expense of additional insurance coverage or limits requested by the Owner in excess of that normally carried by the Architect. The Architect currently maintains shown in the Insurance Coverages Exhibit:

INSURANCE COVERAGES EXHIBIT

Engberg Anderson currently maintains the coverages shown, the costs of which are included in the base fees proposed for the project. Additional coverage is negotiated on a project by project basis.

- Commercial General Liability: \$2,000,000 each Occurrence; \$4,000,000 Annual Aggregate; \$4,000,000 Products/Completed Operations Aggregate; \$1,000,000 Personal Injury
- Business Automobile: \$1,000,000 Combined Single Limit, coverage includes hired and non-owned vehicles. Engberg Anderson does not own any vehicles.
- Workers Compensation: Statutory requirements, Coverage A and applicable federal
- Employers Liability: \$1,000,000 per Accident/ \$1,000,000 Disease – Policy limits; \$1,000,000 Disease – Each Employee
- Umbrella/Excess Liability: \$5,000,000 per Occurrence/Annual Aggregate
- Professional Liability: \$3,000,000 per Claim; \$3,000,000 Annual Aggregate

SIMILAR PROJECTS

Appleton (WI) Public Library	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Accessibility Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion, Adaptive Reuse, and New Building concepts for 140,000 sf.
Auburn (AL) Public Library	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Accessibility Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion, Adaptive Reuse, and New Building concepts for multi-building system.
Barrington Area (IL) Library	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Customer Mapping, <input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation concepts for 60,000 sf facility.
Beloit (WI) Public Library	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Accessibility Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion, Adaptive Reuse, and New Building concepts for 57,000 sf facility.
Bettendorf (IA) Public Library	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Accessibility Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion concepts for 52,000 sf facility.
Bloomington (IL) Public Library	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Facility Effectiveness Assessment Update, <input checked="" type="checkbox"/> Facility Condition Assessment Update, <input checked="" type="checkbox"/> Strategic Space Needs Update, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion concepts for 51,000 sf facility expanded to 70,000 sf.
Crystal Lake (IL) Public Library	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Accessibility Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion, Adaptive Reuse, and New Building concepts for 40,000 sf facility expanded to 72,000 sf

Edwardsville (IL) Public Library	<input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Accessibility Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion concepts for 20,000 sf facility expanded to 36,000 sf.
Evergreen Park (IL) Public Library	<input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation concepts for 23,000 sf facility.
Helen Plum Memorial (IL) Public Library	<input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Accessibility Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion, Adaptive Reuse, and New Building concepts for 37,000 sf facility expanded to 52,000 sf.
Indian Trails (IL) Public Library	<input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion concepts for 40,000 sf facility expanded to 60,000 sf.
Joliet (IL) Public library	<input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Accessibility Assessment, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation concepts for 74,000 sf facility.
Lisle (IL) Public Library	<input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Accessibility Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion, Adaptive Reuse, and New Building concepts for 29,000 sf facility expanded to 51,000 sf.
Marion (IA) Public Library	<input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion, Branching, Mobile Library, and New Building concepts for 24,000 sf building replaced by 50,000 sf facility.
Palatine (IL) Public library	<input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Accessibility Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation concepts for 96,000 sf facility and two branches.

Poplar Creek (IL) Public Library	<input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation concepts for 98,000 sf facility.
Rockford (IL) Public Library	<input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Accessibility Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion, Adaptive Reuse, and New Building concepts for Interim and new Main Library; Consolidation from 80,000 sf to 68,000 sf.
Waukesha (WI) Public Library	<input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Accessibility Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion concepts for 71,500 sf facility.
Winnetka Northfield (IL) Public Library District	<input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Accessibility Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion, Branching, concepts for 22,000 sf building renovated and 4,000 sf facility expanded to 10,000 sf.

<i>Academic Library Master Plans</i>	
Hudson County (NJ) Community College Libraries <ul style="list-style-type: none"> • North Hudson Library • Gabert Library 	<input checked="" type="checkbox"/> Customer Mapping, <input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation concepts for 7,000 and 33,200 sf libraries.
University of Wisconsin – Green Bay <ul style="list-style-type: none"> • Cofrin Library 	<input checked="" type="checkbox"/> Customer Mapping, <input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion, and New Building concepts. Recommend replacement of 185,000 sf building with new facility of 180,000 sf.
University of Wisconsin – Madison <ul style="list-style-type: none"> • Memorial Library • College library • Steenbock Library • 24 building system assessment and redevelopment plan 	<input checked="" type="checkbox"/> Customer Mapping, <input checked="" type="checkbox"/> Facility Effectiveness Assessment, <input checked="" type="checkbox"/> Facility Condition Assessment, <input checked="" type="checkbox"/> Strategic Space Needs, <input checked="" type="checkbox"/> Concept Development & Testing: Renovation, Renovation/Expansion, Adaptive Reuse, and New Building concepts. Recommend overall restructuring from 782,000 sf and 24 locations to 595,000 sf in 7 facilities.