

INDIANA LIBRARIES

A
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Journal

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Manuscripts should be sent to the editor, Ray Tevis, INDIANA LIBRARIES, Department of Library Science/NQ322, Ball State University, Muncie, IN 47306.

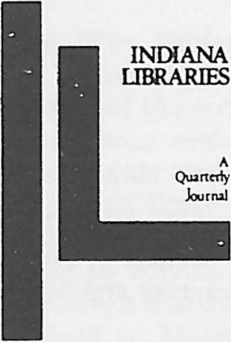
Content: INDIANA LIBRARIES publishes original articles written with the Indiana library community in mind. Many issues are theme oriented. The Publications Board welcomes all timely contributions.

Video Collection Development	Summer 1984	March 1, 1984
Libraries and Local Economics - Jobs, Retraining and Career Opportunities	Fall 1984	June 1, 1984
Pot Pourri	Winter 1984	Sept. 1, 1984

Preparation: All manuscripts must be double spaced throughout with good margins. Writers should follow the format described in Kate L. Turabian's *A Manual for Writers of Term Papers, Theses, and Dissertations*, 4th ed.; footnotes, however, may appear at the end of the manuscript. Writers should be identified by a cover sheet with author's name, position, and address. Identifying information should not appear on the manuscript.

Photographs or graphics are welcome and should accompany manuscript if applicable. Contributions of major importance should be 10-15 pages double spaced. Rebuttals, whimsical pieces, and short essays should be 2-7 pages double spaced.

Processing: Manuscripts will be acknowledged upon receipt, and a decision concerning use will be made twenty days after the issue manuscript deadline. The editor reserves the right to revise all accepted manuscripts for clarity and style. Upon publication, the author will receive two complimentary copies.



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III:iii - Redo or Build Anew

One of the most challenging endeavors that many library professionals will confront during their careers is the task of planning for the remodeling/renovating of an existing structure and/or planning for the building of a new library facility.

Over 100 communities in Indiana received grants from the Carnegie Corporation, worth a total of more than \$2.5 million, for public libraries. Carnegie libraries are a familiar sight throughout Indiana—many are serving their communities as they were built, many have undergone major renovation projects, many need renovation, and many have disappeared. One fact is evident: library structures in Indiana change, and library professionals continually confront the problem of “redo or build anew,” the theme of this issue.

Two librarians and two architects discuss issues relating to library buildings, all drawing upon their own experiences and perceptions. One element, however, reappears again and again; every situation is different and requires its own unique solution.

Carol Derner of Lake County Public Library describes the planning process, and its associated frustrations, as staff members and board members translated the needs of their library patrons into reality in “Building for the Future: A Continuing Process.” The project lasted six years, beginning in 1976 and resulting “in additions of 9,752 square feet to the Munster Branch, 6,100 square feet to the Hobart Branch, and 67,000 square feet to the Central Library.” Such a project requires not only the commitment of all personnel involved but also a “double dose,” as Derner emphasizes, of “patience and enthusiasm.”

In "The Evolution of a Capital Improvements Program," Raymond E. Gnat of Indianapolis-Marion County Public Library identifies many of the factors that administrative staff members and board members must evaluate in their planning deliberations. Gnat details items/elements that indicate the extensive service offerings of the metropolitan library, but the complexities of an urban center indicate that change, if not imminent, is evident. Planning, therefore, is essential to maintain existing services and to adapt services to the community's changing needs.

Todd R. Mozingo of James Associates Architects & Engineers, Inc., discusses "Change and the Older Library Building." Mozingo stresses the importance of library professionals and architects working together to attain success. He identifies four data tracts for evaluation, all requiring the establishment of priorities. This approach to the planning process, Mozingo states, "gives the building committee a clear understanding of the way the architectural planning and design will progress."

J. Parke Randall of Pecsok, Jelliffe & Randall Architects discusses the timely problem of energy conservation in "Remodeling to Save Energy: Is It Always Cost Effective for a Public Library?" Randall states at the beginning of his article that "there is no single solution to remodeling public libraries for energy conservation." He does, however, identify problem areas in the Carnegie buildings, suggesting possible solutions. Newer structures, those built between 1940-1975, and the steps needed to increase their energy conservation are also discussed.

In addition to these four articles, a list of library consultants is included in this issue. The list is prepared by the Indiana State Library; however, inclusion on this list does not necessarily indicate recommendation by the State Library.

-RT

Building for the Future: A Continuing Process

Carol Derner
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In 1984 Lake County Public Library will celebrate its 25th birthday. Most of those years were spent building or planning to build. The system began with five small buildings, three rented facilities, two trailers, one bookmobile and 60,000 books serving a population of 113,033. Today there are thirteen branches and a Central Library serving 205,000 persons with a collection of over 504,000 volumes.

The early building program was reported in the September 1970 issue of *Focus on Indiana Libraries*.¹ This article explains the planning for the building program which formally began in 1976 and resulted in additions of 9,752 square feet to the Munster Branch, 6,100 square feet to the Hobart Branch, and 67,000 square feet to the Central Library.

Planning for the Munster Branch and Central Library additions began when the libraries were built. Provisions were made at that time for expansion depending upon growth and demand for services. The branches were completed in 1968 and the Central Library (originally called Reference Library—Administration Center) opened in 1970.

The Central Library of 28,850 square feet opened with a collection of 32,071 books in 1970. Capacity was 41,000 volumes. By 1976 the collection had grown to 117,544 volumes. Shelving had been added and rearranged many times to accommodate the rapidly growing collection and services. Quiet lounge areas gave way to shelving and user space was very cramped.

In 1973 land was purchased for an addition to the Central Library. The Independence Hill Branch was closed in 1974, as the branch was located within a mile of the Central Library. With the closing of the branch, the Central Library Children's Services area was expanded and active programming began. In 1975 the name was changed from Reference Library to Central Library to reflect a full service library. An annex building of 5,000 square feet was constructed to relieve space problems in the Central Library. Public Relations, Graphic Arts, Talking Book Services, supplies and maintenance operations were moved to this building. Space formerly housing those functions was allocated to a reference work room, relocation of data processing, storage of special collections, and an increased audio-visual area.

In September 1976, the Board's Plan and Development, and Building and Site Committees recommended a plan of action to the entire board. Staff was to develop a building program statement for the addition to the Central Library to include an automated circulation system. Addition to Central Library, Munster and Hobart branches, land acquisition and repairs to older branches were to be financed through a bond issue and a library leasing corporation.

Staff participation was encouraged in developing the building program statement. The Chief of Public Services, Chief of Technical Services, Adult Services Coordinator, and Children's Services Coordinator worked closely with the Assistant Director in developing the program statement, with Director Paul Bartolini guiding and critiquing the drafts. Each supervisor of an area was asked for program statement input giving objectives, function, relationship to other units, space requirements, work space needs, personnel and equipment requirements. Supervisors brainstormed with their staff members to get as many ideas as possible. Staff members working in the departments had many constructive ideas to share.

The decision was that the Central Library of the library system would serve the people as follows:

- o Provide major information services.
- o Provide specialized subject materials and services.
- o Reinforce the services and collections in the branches.
- o Serve as Administrative Center.

Our experience in the Central Library indicated that the public needs considerable professional and other staff help and services on an individual and group basis. We need large collections of reference, research and non-circulating material as well as library materials for users to take home. Citizens willingly come to this location from considerable distances because staff is helpful, hours of service are long, and collections are broad and deep.

Neither the Central Library public service staff or its collection

for the public was adequate to meet the foregoing demands. Space was lacking to seat users and house the present collection. The collection had grown from principally books to include a large periodical and newspaper collection, microfilms, records, films, framed art, audio and video cassettes, business services and extensive pamphlet files. New technology called for new space requirements. The Audio-Visual Department was inadequate to present needs. In a space of 740 square feet it served a warehouse function only, with no space for listening, viewing, or production. The Children's Department was crowded into one corner of the adult area. Additional meeting rooms were necessary for new services the library needed to provide in continuing education and to promote the significance of the library as a cultural center. The Central Library had one meeting room with seating for 100. This room was used 728 times in 1976 by 28,835 persons. Many county-wide organizations found the site a central location for meetings and were disappointed when they could not reserve space. The parking area had space for 130 vehicles, which was not enough for the demand created in part by lack of public transportation.

In addition to its own population, the Central Library served the reference and in-depth needs of the Crown Point Center Library and Lowell Library districts by contract. The Central Library offered interlibrary loan (ILL) and reference referral service to the Northwest Indiana Area Library Services Authority (NIALSA) serving a seven county area. The Central Library also served as a subregional center providing services to the blind and physically handicapped in a five county area.

The 1990 projected population figure for the service area of Lake County Public Library was 253,400. This projection was used to calculate space needs for the future.

A general requirement was for a flexible, expandable building in which service for the increasing public needs could be met with a staff not greatly expanded from that needed for the present building. The environment should be exciting and inviting to encourage extensive use of the library. Energy efficiency for the life of the building was a high priority.

The building program statement was completed in December 1976. It was decided not to departmentalize subject areas but to combine all circulating print materials in a general library area. This area would consist of General Library Area, Lobby/Information, Periodical and Microform Area and workroom, Quiet Study Rooms, and Typing Room. Other areas were Reference Services, Media and Fine Arts, Children's Library, Circulation Services, Administration Center, and Ancillary Services. Reference Services would include the Reference Area, Work Area, NIALSA/ILL Area and Special Col-

lections. Media and Fine Arts included the Media and Fine Arts Area, Workroom, Film and Video Studio, Preview Room and Public Meeting Rooms. The Children's Library included public area, program room, workrooms, and office space. Circulation Services included public area and workroom space. The Administration Center included Library Board Room, Director's office, Assistant Director's office, Personnel Coordinator's office, Comptroller's office, Public Relations office, Administrative Staff offices, and Reception Area. Ancillary Services included Technical Services, Shipping, Receiving and Storage Areas. Information sheets were developed for each area giving function, location and characteristics, and space requirements which included equipment needed.

The first draft of the program called for an addition of 128,000 square feet. After studying preliminary costs, the Board elected to build a smaller addition and the program was cut to an addition of 67,260 square feet combined with the present square footage of 28,850 for a total of 96,110 square feet. With much agonizing, areas were cut and combined to reach the new target. A fixed, seated auditorium, the children's program room, quiet reading areas, and some public seating were eliminated. Administrative offices would remain in present quarters.

In 1977 a Construction Manager, Architect, and Financial Consultant were hired. The Board approved a Capital Improvement Program of \$8,850,000 for expansion of Hobart and Munster Branches, for purchase of additional land, and for expansion of the Central Library. Some \$5,600,000 was raised by a General Obligation Bond and \$3,250,000 through a Library Leasing Corporation. A fact sheet to explain the building program was prepared to hand out to patrons. Signatures were obtained on petitions throughout the system, with 2583 signatures authorized by the auditor.

While contracts were negotiated and funding obtained, staff members continued to plan. In the spring of 1977 five senior staff members visited recently completed Indiana libraries to observe building features and equipment which we would like to suggest to our architect. We visited Fort Wayne Public Library, Bracken Library at Ball State University, Morrisson-Reeves Library in Richmond, Bartholomew County Library, and the Central Library and Nora Branch of the Indianapolis-Marion County Public Library.

These staff members worked closely with the architect's design team in translating the program into room configurations. The room configurations were incorporated into several design schemes for Board approval. A compact, metal-skinned, three-story square building was approved. The new building would be connected by a two-level link to the present building.

The building is divided into three central areas: the middle level

includes circulation services, reference services, periodicals department, two quiet study rooms, typing room, special collections, and supporting workrooms. The upper level includes the general circulating collection. The lower level includes the Media Services and the Children's Department separated by meeting rooms.

During the planning for the Media Services, a consultant was hired to work with staff to insure that future technology could be accommodated. The Media area includes listening and viewing stations, a production studio, a control room from which media can be distributed throughout the building and a large workroom. A gallery area provides space for displaying circulating framed art prints or private showings and exhibits.

The meeting room seats 200 and can be divided to accommodate up to four groups meeting at the same time. The room is heavily booked by community groups and for library programs.

The Children's Room was placed next to the meeting room for ease of conducting programs. The reading area is divided by furniture to accommodate preschoolers and older children.

A snack area in the lower link shares vending machines with the staff. This area is occupied throughout the day by mothers of preschoolers, businessmen, and students. Many of our patrons come to spend the day and appreciate the opportunity to brown bag or obtain light refreshments.

As the furnishings were going to be bid as part of the total bid package, decisions on specifics had to be made early. Staff members worked closely with the designers on design of the service desks. One central ready reference desk was to be located prominently on the main entrance level of the building. The desk, accommodating four librarians, provides a hub of activity for serving patron information needs. Patrons then scatter throughout the building for quiet work. Exterior and interior signage planned to direct patrons throughout the building was coordinated with the interior planning. Plans for the automated circulation system were incomplete as the building was bid. However, outlets and conduit were included throughout the building for future installation of terminals for staff and patron use. We were also in the process of converting from a book catalog to a COM catalog which required proper placement and wiring.

The groundbreaking was held on July 12, 1979, and staff and patrons eagerly watched construction proceed around them. The building opened for business in March 1981. A wind in early April ripped 50 feet of the wall off the building, and unfortunately, repair construction is still underway at this time. Patrons are using the building and its services in increasing numbers and will soon enjoy it without construction inconveniences.

The building has proven to be flexible, as one department has been moved successfully due to changing technology and new service needs. The Indiana Collection was moved to a room formerly occupied by reserves and NIALSA staff. Reserves staff has been replaced by the automated circulation system which was installed in 1982. NIALSA provides their own service in another space rented in the building. The Indiana Collection can be more easily served by the reference staff in the new location. Library buildings must be able to change as quickly as service priorities and we feel our planning has accomplished that goal.

Planning for the branch libraries proceeded along with planning for Central Library. The Branch Heads worked with the Assistant Director on the Building Program Statement which was adopted by the Board in January 1978. We worked with a different architect on these projects and followed many of the same steps in the process.

Munster Branch needs were additional parking, seating for the public, larger meeting room, increased shelving for materials, listening stations, staff work area, periodical storage, local history and quiet study areas. Hobart Branch needs were the same with the additional need to remodel the building to cut utility costs and eliminate leaks. Additional land was acquired for both branches in order to create additions that are fully integrated with the original buildings.

Planning for furnishings was done in a more leisurely fashion, as they were bid separately and later than the construction. Both buildings were recarpeted and new furnishings selected to match the existing.

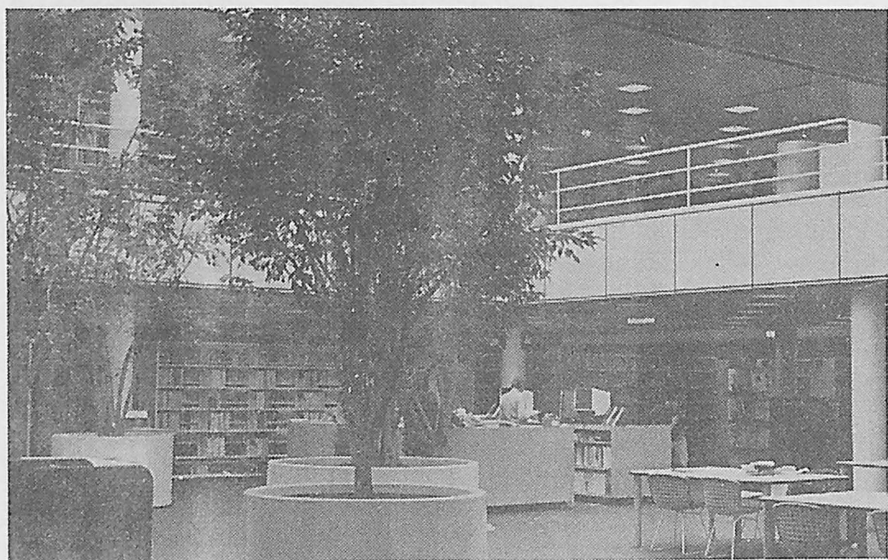
Any building program requires patience and enthusiasm as well as planning. Additions require a double dose of those ingredients. Building is a continuous process. As we complete this program, we are again planning for our next project.

NOTES

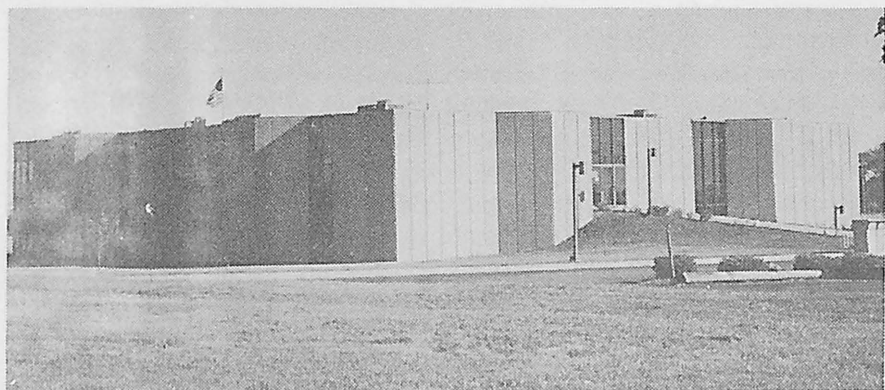
¹ Mary Haner, "Eleven Years and Fifteen New Buildings: A Success Story for Lake County," *Focus on Indiana Libraries* 24 (September 1970):156-157.



Lake County Public Library's upper level.



The reference desk on the middle level.



Lake County Public Library

The Evolution of a Capital Improvements Program

Raymond E. Gnat
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Indianapolis-Marion County Public Library
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The Indianapolis-Marion County Public Library has been an active force in the community since 1873. The library staff and collection have helped make Indianapolis a better place to live for more than 110 years.

In a historical sense, the library is 110 years old. However, since the merger and creation of an expanded county-wide library system in 1968, we can think of the library in terms of being new and young, because the library has been in a continuous state of expansion since the merger.

The following narrative highlights some of the planning factors that had to be taken into consideration as the library board and administrative staff developed the capital improvement program. The capital improvement program, reviewed and revised annually, has been the basis for three bond issues over the last ten years.

Prior to 1966, Marion County outside of the school city of Indianapolis and the city of Beech Grove had no library service. Subsequent to the formation of a county library board and the merger in 1968, the physical service area was increased seven-fold to 380 square miles.

The merger resulted in a potential clientele of 740,000 people, 200,000 having no previous library service.

The total number of library service agencies increased from 19 in 1965 to 22 operating in 1983. Five agencies were closed. To make library service more accessible and convenient for the public to use, ten new library agencies were opened—seven new libraries were built—four libraries relocated—one completely renovated—and parking facilities and physical quarters improved at six libraries.

A new 40,000 sq. ft. addition to the Central Library opened in 1975 and 12,000 sq. ft. of additional public service space became available at the Central Library in 1977 upon completion of an extensive renovation project. In 1980 the relandscaping of Central Library was completed. The project included the demolition of adjacent properties and the development of new parking areas increasing the capacity from 52 to 84 spaces.

The \$4,500,000 bond issue of 1981 (sold at a very favorable rate of 8.42%) will provide funds for system-wide computerization and build new libraries in the Lawrence, Wayne, Broad Ripple, Spades Park and West Indianapolis areas as well as to complete the final stages of the Central Library restoration project.

The number of hours open to the public has increased from 41,236 hours in 1965 to 61,563 hours in 1983. The number of volumes has increased from 861,256 in 1966 to 1,403,317 in 1982, a net growth of 63 percent. The present per capita book stock is 1.89 volumes. We are working toward an immediate goal of 2.0. Since 1966 the staff has increased from 266 to 354 (F.T.E.) in 1982—an increase of 33 percent. During this same period, circulation has increased 65 percent, service to patrons 343 percent, and the number of registered borrowers has gone up 58 percent. The number of registered borrowers has grown from 130,000 in 1965 to 205,655 in 1982, and circulation has grown from 2,323,000 in 1966 to 3,829,511 in 1982. In 1966 library personnel answered 308,638 in-person and phone inquiries; in 1982, this has increased to 1,368,209. In 1982 door counters registered 2,736,395 patron visits, an increase of 632,615 in the last 8 years. In 1982, 1,691 adult and 4,912 children's programs were presented by staff, inside and outside library agencies. 1,187 displays and exhibits were prepared; 3,809 contacts were made with community groups; service was provided to 683 shut-ins; and 1,652 bookings were made by groups using library auditorium facilities. A tremendous increase has resulted from the expansion of our film holdings. In 1966, 6,331 film showings were attended by 309,270 people; in 1982, 45,458 film showings were attended by 2,013,063 people, a growth in use of the expanded collection of over 700 percent.

The public library has a clearly stated public service policy. In addition to the responsibility to acquire library materials needed and desired by the citizens of the library district, the library staff recognizes its obligation to assist individuals and must have not only the materials and facilities that the public wants but also must inform and educate them about services as well as solicit their use of services. A philosophy of service based on the above principle cannot be achieved passively. The goal must be actively pursued in order to be attained.

Library service in a community does not just happen. Effective service requires careful planning and assessing of community information and service needs, thus giving the library staff valuable information for setting priorities and for designing services to fit the needs and wants of the community.

To determine these needs, an in-depth survey of our library community was begun in 1975 and has continued into 1983. The goals of the survey are to determine what books and other materials we need to buy; to enable us to set goals for planning our services; to enable us to develop an effective public relations program; to establish working relationships with other agencies and organizations; to give the staff insight and understanding about the community; and to locate unserved people in the community.

The library board needs to know the reasons for service priorities so policies and budgets can be changed to accommodate the needed services. The community assessment will help them estimate future budget needs for specialized services and provide them with facts that can be used in fund raising with local government.

The methodology of the survey involves the division of the library service area by census tract and assignment of each contiguous group of tracts to the library agency within that group. The survey comprises seventeen major study areas: population; housing; geographic barriers; business and industry; schools; community organization; clubs and groups; churches; recreational facilities; crime; zoning; capital improvements; transportation; health facilities; other libraries; cultural activities; and governmental agencies.

In the initial survey in 1975, over 150 library staff members in all library agencies were involved in gathering the appropriate data for each of the study areas. In-person and telephone contacts were made with 2,200 schools, churches, clubs and community organizations, health facilities, business and government agencies. These contacts revealed that the library is providing service of some kind to 790 of those groups of agencies contacted. As a result of these contacts an additional 457 groups or agencies expressed interest in, or the need for, new or additional library services. Our staff is unable to give this service to 360 of these groups or agencies due to workload limitations of currently available staff. However, every effort is being made to provide service when schedules permit.

Administrative staff members are instructed to use the data and information garnered from the surveys of their respective communities in setting the goals and service priorities of their agencies, and to relate these factors to specific budget needs.

Goals, needs, and priorities continue to be analyzed and set. The community survey is updated as additional contacts are made and as supplementary data become available. The survey is an ongoing project and serves as the basis for determining the libraries

long- and short-range budget priorities.

In 1980-82 the library served as a demonstration library for the Indiana Community Analysis Project conducted statewide by Dr. C. H. Kim of Indiana State University. The purpose of the project was to assess the information needs of the local population, groups, organizations, and agencies; to find out how well the public library is meeting such needs; and to plan for the improvement of library services locally as well as statewide. The project involved user surveys, collection analysis, circulation and reference statistical analysis, user profile analysis, and client interviews. It has served as a continuation of our community survey begun in 1975.

Financial planning is a vital aspect of any capital improvement program. The public library system's total 1982 real property tax collection was \$6,755,238 or 2.09 percent of the total amount levied and collected in Marion County from real property of \$323,049,344. A total of \$442,978 in property tax was received into the library's Bond and Interest Redemption Fund in 1982. The replacement of the personal property tax with the motor vehicle excise tax had the effect of lowering the tax rate on real property by approximately 2.0 cents. The amount of excise tax received in 1982 for the library's Operating Fund was \$642,224. The library's share of tax monies received from banks and savings and loan associations in 1982 includes \$186,616 for the Operating Fund. Fines and fees collected by the library in 1982 for overdue materials, reserved materials, lost and damaged materials, and non-resident library cards totaled \$196,911, and represents 2.4 percent of the total revenue received that year.

As a result of the efforts of the Indiana Library Association and the Indiana Library Trustees Association, the State Legislature in 1976, for the first time, appropriated \$800,000 for distribution to Indiana public libraries. Grants have been appropriated each year since 1976 with the public library receiving \$133,391 in 1982.

Beginning in 1980, the library received an annual grant of \$20,500 as part of \$50,000 Library Services and Construction Act (Federal) Grant-in-Aid to major urban resource libraries. In 1981, \$20,500 also was received, with \$21,328 being received in 1982.

The library received \$41,751 in 1982 under the terms of contracts with CIALSA, an eight county library cooperative, to provide reference and interlibrary loan service and film loan service to its 103 member libraries.

In 1982 the library received \$30,313 from a \$150,000 LSCA grant to provide reciprocal borrowing privileges to residents of other library districts which also agree to participate in this very successful program.

Library boards struggle with the annual question of "How

large should a library budget be?" No simple answer can be given to this question. Basically it should receive the amount that its program requires, and the program itself derives from what the community expects and its gratification with what the library provides. The cost of the program is determined by the funds needed to hire competent staff, to buy library materials, and to defray general running expenses.

The library board is aware of the fact that the library budget has increased over the last few years. However, the 1983 library operating fund rate of \$0.2355 is still far below the state law limit of \$0.55. If the library board is to carry out the responsibility of providing library service in all of Marion County an increase in income is necessary. There is still much to be done to establish and maintain library service, as indicated by the tremendous response to services now being offered.

The Library is faced with continued high levels of usage by the residents of Marion County and pressures for expanded service. Since the start of the property tax freeze, we have been faced with the debilitating effects of inflation and increased cost of operation. For example, since 1972, postage expenditures have increased 145 percent; steam heat 264 percent; electricity 161 percent; mechanical equipment repairs 185 percent; fuel oil 769 percent; hospitalization insurance 360 percent; social security 158 percent; and interest on temporary loans 710 percent.

Projecting into the future, the library board recognizes the rapid and complex pattern of social, economic, cultural and technological changes continuing to take place in the Indianapolis community. These changes have direct implication for library services and will continue to shape both the demands made on the library and the nature of the library's response. Specifically affecting the role of the public library, both quantitatively and qualitatively, are the following factors:

- 1) The continued in-migration of the culturally and economically disadvantaged, most of whom are not oriented to the effective use of books and the rewards of reading.
- 2) The continued out-migration of the better-educated middle class who are active consumers of information and who comprise the majority of those who buy, borrow and use books and other media of communication.
- 3) The increasing number of advanced students and technical specialists and other employees of industries located in Marion County whose needs for immediate access to reliable information are more complex and more expensive to meet than are those of the more traditional users of the public library.

- 4) The increasing need for expanded formal education and for more continuous training and retraining of individuals which will result in almost universal participation in some aspect of the educational process.
- 5) The proliferation of activities which generate huge increases in recorded knowledge and communication will require new techniques for organizing and providing access to information.
- 6) The rapid improvement of school and academic libraries which can meet more appropriately than the public library the curriculum-based needs of students and which will permit more effective interlibrary cooperation among libraries of different types.
- 7) Advances in electronic data processing which will allow the storage, handling and retrieval of information in a variety of new forms.
- 8) Advances in communications technology which will permit information transfer faster and more efficiently than do existing techniques.

These changes will augment present advances in paperback publishing, the growth in book club merchandising, and the ability of the affluent to acquire materials, in various media, for individual use.

An analysis of these and other relevant trends suggests that the public library staff must redesign its activities and programs if it is to function effectively in the years ahead. Special note, however, should be given to the fact that these trends do not invalidate the basic objective of the public library. What they do suggest is a reordering of emphasis so that the need of each individual for information on which to make his own decisions is fully recognized. Special priority is required for those efforts by the library staff to reach out to those who cannot or do not take full advantage of the public library. The major long-range goals of the public library may be summarized as follows: to select, acquire, organize and promote the use of a broad range of communications media. These materials are provided to meet the individual's need for information whatever the role he is fulfilling in the community; to help the individual attain maximum self-development through life-long intellectual and cultural growth, including the use of the library to advance comprehension, promote communication and improve the skills of reading, understanding, viewing and listening; to supplement the educational experience of individuals whether they are undertaking formal courses of study or are engaged in informal self-education; to provide the means for thoughtful and productive participation by groups and individuals in the affairs of the community, the nation and the world; to support educational, governmental, cultural and economic activities within

the community; to encourage productive diversity and to accommodate the library needs of a changing, dynamic, heterogeneous urban community; to offer to all a diverse recreational experience for the wholesome use of leisure time.

In the light of the foregoing trends and changes, the library board has endorsed the following types of activities as being consistent with the goals and policies of the Indianapolis-Marion County Public Library:

1) Promote maximum access to library facilities and resources through simplifying and streamlining the processes of borrower registration and circulation control; increasing the efficiency of acquisition and cataloging so that new materials are available to users as promptly as possible; improving site selection so that agencies are more highly visible and occupy locations at high volume traffic points; improving construction design to eliminate physical barriers to the handicapped or infirm and to present to all an attractive and inviting exterior and interior; increasing the hours of service in each agency for maximum convenience to users; refining and extending the library system plan so that reading centers can better serve as active distribution points at wide-spread, highly accessible locations.

2) Promote maximum awareness and use of the library by all Indianapolis-Marion County residents through expanded public information programs, conducted throughout the county, to develop a widespread awareness of the services of the library and their value to the individual; and expanded efforts by the library to reach out to those individuals and groups who can profit by use of the library.

3) Develop more effective, more flexible, administrative techniques which may better respond to changing conditions by conducting studies of library use and experimenting with physical layouts and interior decoration of branches, more appropriate location and shelving arrangement of all types of materials, and devising new library programs for individuals and groups; offering greater administrative latitude for initiative and innovation at the local library level so that activities and procedures can reflect the special characteristics of particular neighborhoods; revising policies affecting the selection and availability of materials so that changing demands are promptly recognized and reflected in the collection; achieving closer liaison with publishers and other producers of materials to assist in the development of new library materials and equipment, giving particular attention to those persons who do not read well or who are learning English as a second language; exploring more effective cooperation among libraries of all types through active participation in joint library ventures at the local, state, regional and national levels, new emphasis should be given to coordinated working relationships with school and college libraries in the county and related counties;

devising more accurate and more relevant measures of both the quality and quantity of library use so that meaningful cost analysis can be undertaken; participating with institutions of formal instruction in programs designed to help adults learn to read, and in training library employees; and developing more systematic, more efficient in-service training programs for both professional and clerical staff so that users may quickly and easily obtain materials appropriate to their interests and ability.

The public library serving Indianapolis and Marion County is a library system. The system is composed of the Central Library and 22 agencies. The branches provide a convenient outlet for library materials and services to residents. The branches provide reader assistance and limited reference services; all other library functions are performed for the system by the Central Library. In 1968, the library board made a studied decision to retain the Central Library-Branch concept.

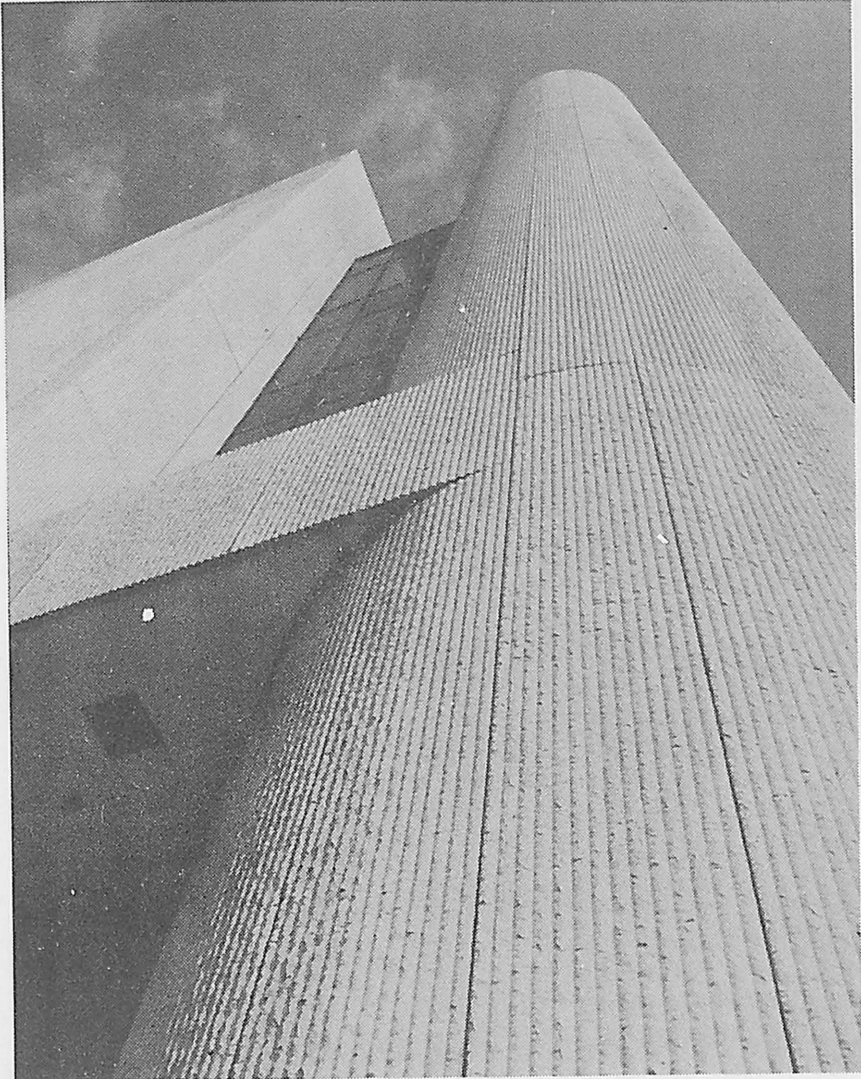
The Central Library serves the entire district both directly and through the branch outlets. Because of limited shelving and reference facilities in branches, the majority of people using Central Library come to use the reference facilities. This stresses the importance of the Central Library's reference resources as used by serious readers and students. The Central Library is also the nerve center and service agency for the total library system for administration, book processing, buildings and grounds maintenance, reader coordination, reader reference service, inquirer referral service, central catalogue service, registration and overdue book procedures, and extension services—daily filling of agency requests and book deliveries. As the system grows, the need for central administrative services will grow.

The 1968 decision to remodel and expand the Central Library was based upon the premise that the community and library board desired to retain the present location. This location is sound in that the central business district is in the process of dramatic revitalization; the downtown area will continue to develop in spite of the residential movement to the suburbs; interstate highway development will accelerate the development of the downtown area; urban renewal should provide stable, safe, healthy and pleasant surroundings for the downtown area; mass transportation developments should provide the means of carrying increased numbers of people in and out of downtown; the Commission For Downtown is developing commercial attractions for the people who are residing, working, or visiting in the downtown area.

The 1968 decision has been justified. Comparing Central Library 1981 statistics with 1972, we find that circulation has increased 50 percent; in-person and telephone service has increased 277 percent; and patron visits have increased 114 percent. The

patron count at Central Library indicates that over 645,000 visits were made to the Central Library in 1981 compared to just 300,000 in 1972. The library is doing its share in attracting people to the center of the city.

This narrative summarizes the extensive planning and discussion that is necessary to define the functions that a new, expanded or remodeled library should provide. The library board is then in a position to develop a specific building program and to proceed with the selection of an architect to form these service concepts into concrete, brick and mortar.



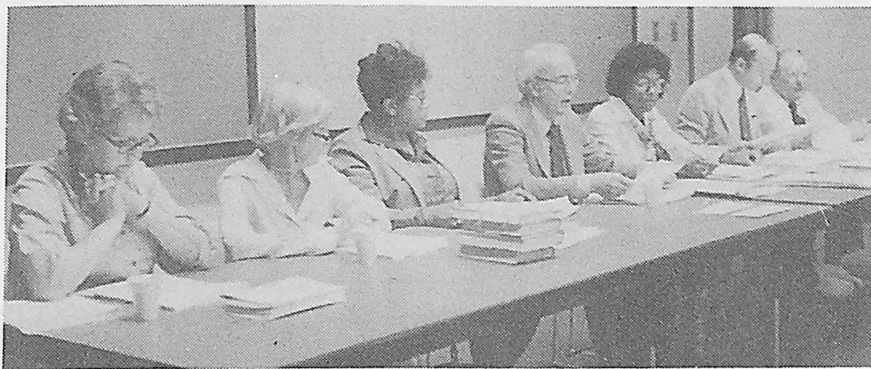
Dramatic architecture highlights the new addition to Central Library.



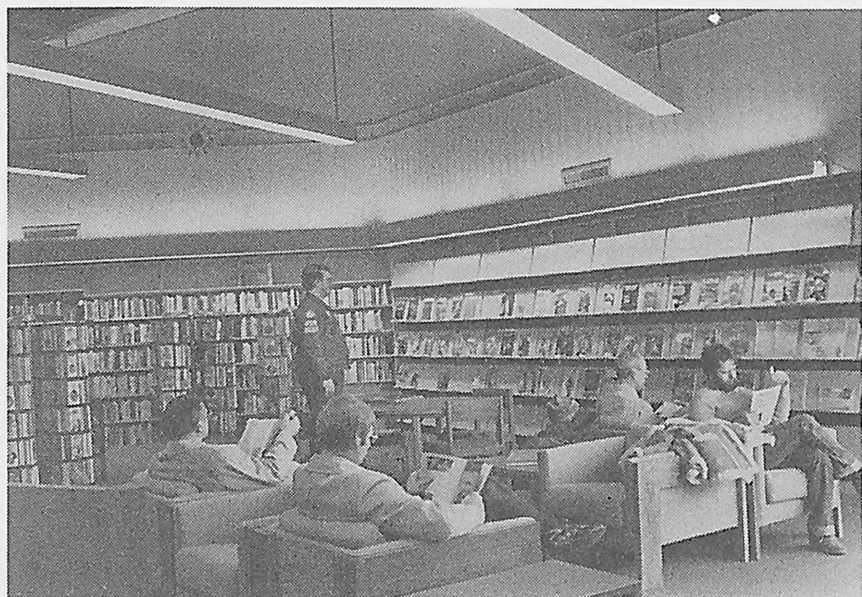
Benefits achieved through automation will result in more efficient use of public funds to reduce cost and improve public service.



Summer Reading Club is a happy experience for children at all libraries.



Library board members from left: Sally Otte, Elizabeth Strain, Bobbie Beckwith, Wayne Moss, Catherine Wallace, David McNamer, Joe Corbett.



The periodical reading area in the new Wayne Library attracts adult readers.

Change and the Older Library Building

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Old library buildings like many old buildings, until recent years, have often been viewed as obstacles to progress and development, contributing to economic stagnation and decline. The attitude was so deeply ingrained that old buildings were sometimes seen as the cause of the community's problems; problems that would disappear if all the old buildings were cleared away. The popularity of redevelopment by this "slash and burn" approach has faded with the successes of adaptive use projects. In Indianapolis, the renovation of the historic City Market and the planned development of Union Station are helping to turn the City Center around economically. Why should this be any different in the smaller communities of Indiana? Smaller towns, like big cities, have local landmarks which should be saved and utilized. These may include the Courthouse, train station or the old Carnegie Public Library.

The public library is far more than a visual landmark. It is a major activity focus in the community and a valuable resource for the community's future. If one looks at the typical Carnegie Library, one finds what was originally a sound, functional and flexible library facility. Andrew Carnegie's charge to local communities to whom he gave his grants was to build libraries—functional and efficient, attractive but not monumental. And that is what was done all over the Untied States. In the 70 years that have passed, changes in information technology, growth of collections and random change have all contributed to turning the once efficient libraries into cluttered, substandard ones. Change has happened at all levels - every time a new book or piece of equipment was added, someone had to decide where to put it. Each of these little decisions combined and unplanned could lead to entropy.

As services evolve, programs should be re-evaluated and modified to fit within the overall structure. As an example, when the Indianapolis Public Library first began to use microfilm for periodicals, it was a minor component of the division. Hence it was put in the periodical room. Now, the microform service has grown to such a degree that it is disrupting the services for bound periodicals and vice versa. In addition, the large open reading room with uncontrollable natural light and a variety of other distractions is inefficient. Now a separate microform department is being developed with 25 reader and printer stations, providing increased efficiency and ease of client service.

This scenario can be repeated in endless variations to explain why a library facility evolves to one of disorganization and inefficiency. The solution is not to simply knock down one building, build a new structure and start over on the cycle of change and creeping disorganization, but rather to develop a systematic and well-reasoned planning cycle. The outcome of a planning cycle may be as simple as rearranging furniture or as complicated as a major building program. Also, the ever increasing pace at which information technology is evolving and changing will have as great an impact on libraries in the next generation as the development of movable type had 500 years ago.

Planning for updating library facilities requires a multi-directional approach. Not only does it take extensive work by a professional library staff to assess the actual programmatic needs of the library, it takes equally detailed work by an architect to look at the functional, economic, energy and life safety code related aspects of the planning process. If there is an existing library building which is being considered for continued use, these requirements are all given an added dimension of complexity. The existing building has its own distinct architectural flavor and features. Unfortunately, many older buildings suffer from highly unattractive, but often quite cosmetic, modifications such as peeling institutional green paint, strip fluorescent lighting, suspended ceiling—all hiding architectural detail. Even clutter and mismatched furniture serve to make the buildings less than aesthetically pleasing. It is important to understand the building's original design and architectural character before modifying it. Too often when the decision is made to renovate an existing library, the architecture of the old building seems to have gotten in the architect's way. In the name of progress, the windows have been bricked up, the main entry has been moved, and the front steps replaced with a flower planter; interiors were gutted—removing ornamental plaster work, hardwood woodwork, even stained glass. This is not using the old building as a resource or recognizing its unique character.

When renovating an existing building, the planning must be approached working from opposite directions towards the middle. The two directions are 1) the functional requirements of the anticipated library facility and 2) the architectural and aesthetic potential of the existing building. In dealing with an old building such as a Carnegie-type library, there is no typical building solution because no two buildings are alike, nor library programs the same. They demand an individualized approach to truly meet and satisfy their particular needs.

A master planning cycle begins with data collection. In the data collection phase, several semi-independent planning tracts are followed. The intent is to assemble the basic information on the building and its functional requirements, not prejudging the relative merits of any component. It is not possible or practical to attempt to develop any tract in isolation as all tracts have sufficient requirements which must be met in the final design solution. An obvious first tract is the facilities program which is normally developed by the library's professional staff. It will provide the basic data for the optimum use program. Unlike the other planning tracts which are essentially prepared by the architect, the facilities program has to be developed and accepted by the owner early in the planning process. It is understood that an optimum facilities program is an ideal. With a renovation project, it is not always possible to meet every program requirement without some modification.

When working with an older building, particularly one of the Carnegie era, preservation/restoration data tract is an important planning component. An architectural/historical evaluation is needed to provide the general information and detailed analysis of the architectural design merits of the building. The interior spaces should be divided into zones for evaluation based on design differences, various architectural finishes and spatial characteristics. The objective is to identify those areas and features which should be restored and those which can be modified and adapted as the building program would dictate.

A third data tract is the building code and life safety requirements. A thorough evaluation is made of the building as it complies with both the intent and letter of the applicable codes. The evaluation reviews the codes for conformance relative to anticipated space utilization. Solutions are found to meet the letter of the code wherever possible and the intent of the code where existing conditions do not permit actual compliance. With older library buildings, typical code problems are insufficient numbers of or illegal means of egress, lack of area separation for fire zones, the absence of automatic fire suppression or fire warning systems and handicapped accessibility of the buildings.

The general building condition is the fourth tract which is a review of all the building systems and building fabric based on a detailed physical inspection. The review addresses the general condition, structural condition, plumbing, heating, ventilation, air conditioning and electrical systems. The site and landscape development tract assesses the existing site, its significance and evaluates where improvements and modifications are required.

Once the data is collected and evaluated, individual priorities within each tract are established. As with any planning process, it is not always possible to meet every programmatic requirement. Therefore, prioritizing is important to establish the most important components. This approach gives the building committee a clear understanding of the way the architectural planning and design will progress. It also serves to demystify the planning process and make it more understandable. After the program is established and accepted by the building committee, the process of architectural design proceeds through schematic design, design development, construction documents and construction. This is true whether one is talking about renovation of an existing building or construction of a new facility. The key to success is comprehensive planning at the beginning to produce a clear understanding of what the new library facility should be.

Remodeling to Save Energy: Is It Always Cost-effective for a Public Library?

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The most energy efficient building is one where energy efficiency was part of the building program. The ideal would be completion of the building program before site selection since building shape, orientation, location of windows and entry area all greatly contribute to heat loss or heat gain—often with no additional cost to the project. In a country filled with articles on energy costs, many architects still place a building's aesthetics far above energy efficiency, operational efficiency and operational costs. Although many people differ on what is attractive, few can justify unreasonable utility bills.

If energy conservation is so important why do we see all the wild and wasteful solutions to hotels, office buildings and other commercial structures? The key is the word commercial. The commercial owner writes off 50 percent of his utility bills at tax time as operational expense. The other 50 percent is passed on to the customer. A public building is tax supported and all operations including utility bills come from that yearly limited budget where we must balance services offered against operational costs.

Most energy articles have been written about the single family residence where utility bills are a large part of the yearly budget. The average home is occupied 24 hours a day by adults, children, dogs, birds, fish, etc. Generally the greatest number of people occupy the home when there is the most demand for heating, hot water, and lighting. A 40-hour work week permits 70 percent of the week in one's home if desired.

A public library occupancy rate is the exact opposite of a residence. Many Indiana public libraries are open from 40 to 60 hours a week. The 1979 state statistics indicated hours open per week of each of the 237 Indiana Public Library systems; the hours ranged from 73 hours per week down to 3 hours a week, with a great number listing less than 40 hours a week.

Remodeling for energy conservation must prove cost effective. Planning and building properly from the start is far less expensive than altering, rebuilding, revamping, replacing or adding materials to an existing structure or system. Many alterations have been greatly over-promoted for profit reasons rather than saving our nation's fuel reserve or our monthly utility bills. Once more, compare occupied hours of a library versus a residence. Is the library actually open when there is the greatest demand for heating or lighting?

There is no single solution to remodeling public libraries for energy conservation. The existing 1900-1916 buildings have a different set of problems than the 1940-1975 public libraries. Many of the older libraries have minimal lighting, far below the light level tables demanded after World War II. They were built before building codes required exhaust fans, continuous outside air into a heating system, additional stairways, additional doors as fire exits and public toilets. Many of these libraries do not have hot water, and I have been told some are without any telephone. Of course, many of these are the ones open from 3 to 35 hours a week.

I will address the old Carnegies and similar buildings first, since they differ so much from later buildings or, at least, they should. First get the heating system working as well as possible without replacement. Burners and controls that are out of adjustment are some of the greatest wastes in the building. Have a *trusted* heating man checkout your entire system and give you a total breakdown of various costs and options to making your system more efficient. Get a second opinion if you wish. Pay for the checkout and ask for a listing of items as they would relate to fuel savings and comfort. For more money a consulting engineer, if available, could give you a report without a conflict of interest. Avoid the many new Sunday magazine widgets until you get the basic system at its best for its design and age.

Consider a night set-back on your heating system. This pays off

for any set-back over 6 hours in length. And let the temperature drop nights and weekends. Each building has its own thermal behavior or fly-wheel action. In most buildings heat or cooling can be shut down 1 to 3 hours before a temperature change is noticed. Obviously the more efficient systems need less lead-time in the morning before building occupancy. Set-back timers can cover 24 hours or 7 days with each day different. All have an override switch. If your hours differ in the summer, be sure to change your timer settings. A high-low thermometer will let you know the results. Human bodies give off heat when occupying the building. The more active the body, the more heat is provided. Remind the staff of that condition.

If the decision is a new boiler or furnace remember bigger is not better. The most efficient heating or cooling unit is the one closest to the demand. Starting and stopping is less efficient. The coldest outdoor temperature will normally be when the building is unoccupied and does not need to be 70° inside.

Often you can add an outside air temperature controller that anticipates a temperature drop and regulates boiler temperature before the internal need is noticed. With this system, your boiler temperature varies with the need and can cut fuel costs.

Where ceiling heights are over 15 feet slow moving ceiling fans can break up the heat stratification at the ceiling.

With your system working at its best, then consider the building envelope—walls, roof, floors, windows and doors. Much heat is lost through the ceiling and roof. Add attic insulation with a total of about 12 inches as long as insulation is separated from any recessed lighting fixtures and the attic has fresh air vents as per latest codes. A vapor barrier is desired for all insulated spaces, but not always possible. Make sure any skylights or stained glass domes are tight. If major remodeling is done to the building requiring plan review by the Administrative Building Council, be prepared for possibly covering a ceiling dome opening or adding a sprinkler system as the dome is considered a fire hazard creating a natural chimney action during a fire. Make sure any old fireplaces are thoroughly sealed as they can leak much warm air.

New wall insulation is difficult to justify. Walls lined with books are partially insulated. Vapor barrier is critical to wall insulation. Carpet samples can add comfort to children sitting on basement children's room floors.

A leaky window can cause heat loss, but a permanently sealed window can prevent natural ventilation when air conditioning is not needed. In most public libraries air conditioning costs are similar to heating costs. The tall double hung window is a great natural ventilation device for a high ceiling Carnegie. If the window is opened from both the top and the bottom, the high hot air escapes and is

replaced by lower cooler air. The real problem with an open window is outside noise, insects and a job description covering window operation at closing time. Many old Carnegie buildings had storm vestibules (an inner set of doors). If the inner doors were removed consider re-installing them, but make sure they swing toward the outside doors. This air lock helps indoor comfort and direct heat loss.

Lighting cut back is seldom the problem with the old Carnegies unless remodeled after World War II. From the war until 1975, the required light level standards required increasing foot candle levels every year the standards were published. Most of the standards committee members represented the utilities, fixture manufacturers, and light bulb manufacturers, and although very knowledgeable about lighting, they might not always have been totally objective about eye injury from maximum or minimum light. Quality of light is more important than quantity. Until recently most lighting was an all-on or all-off system for an entire room or an entire floor. Present lighting systems can be split into zoned systems especially light rows next to windows. The every other row system gives bright and dark areas. In a two-tube or four-tube light fixture, a tube removed will also cut out another tube. If you desire to cut down lighting by reducing tubes, investigate buying phantom tubes, a non-lighting, almost noenergy substitute tube that can keep the desired tubes working but reduce light levels and power consumption. Any change in lighting should be done after an accurate estimate in cost is made and an estimate of electrical power savings considered.

At the present time, new electrical controls are appearing on the market. These systems have a remote module or receiver fastened on an individual light fixture or the supply line to two or more fixtures. This receiver is controlled by a transmitter plugged into any wall convenience outlet in the building. Sears, Radio Shack and others have systems on the market. More advanced transmitters can be programmed with hours, sequences, dimming, controlling exhaust fans, heating, cooling and the coffee pot.

Before making any alterations to an old Carnegie, at any price, have at least a five-year plan indicating your future program to remain in the building as is, to expand and do major remodeling, or to build a new building. This is the process used by business corporations even though remodeling is a business tax deduction.

Perhaps some of the biggest savings in energy use can be found in changes to buildings built from 1940 to 1975. The buildings designed in the cheap energy era were typically engineered by the 'play-it-safe' method. If the lighting standards called for 60 foot candles, the system might be engineered for 70 to 80, and for good reason. One northwest Indiana public library system was ready to sue its Architect/Engineering Firm for producing a lighting system

that provided a couple foot candles under the lighting standards of that year. Board members bragged about the personal expense to the Architect to add more fixtures. Now in the 1980's fixtures are being unused.

Building codes for years have required large amounts of outside air to be added to the building. If one air change per hour was required, it could be engineered for three changes to play it safe. Various toilets, storage rooms and work areas have to have exhaust fans by code. Normally these are powered to run continuously even in a library closed 60 percent of the time. The air going out the exhaust fan has been either heated or cooled by the buildings' systems at some expense. These fans can be controlled by a timer.

As with the old Carnegie, consider the same process of getting all heating-cooling systems and the control systems working at maximum efficiency. This includes having systems balanced to provide all areas with required tempered air. Also consider time clocks, night set-backs, outside temperature anticipater, ceiling fans, special lighting circuit controls, remote controllers, phantom light tubes, and task light at higher levels only where needed. Many of the architects locate and design window areas for aesthetic reasons rather than for function or ventilation. Do not expect much natural air ventilation from non-operating windows. The air conditioning cost savings from natural ventilation more than off-set any heat loss through infiltration of a good quality window.

The more recent air handling units can be made to circulate 100 percent outside air during spring and fall periods not requiring heating or cooling.

Many things can be done in the effort to cut down utility bills, but are they actually cost effective? Is the pay-back period less than 20 years or the life of the system? These questions all must be answered before money from your limited budget is spent for a change. Alternative energy sources seldom can be cost effective for an existing structure used during normal library hours.

LIBRARY CONSULTANTS

The following list of library consultants has been compiled from lists of consultants on file at the State Library and from names of persons known to have done consultant work in the past. The inclusion of any name on this list does not necessarily indicate recommendation of that person by the State Library.

NAME	TYPE OF CONSULTING DONE	PAST CONSULTING EXPERIENCE
Cheeseman, E.M. (Margaret) Rt. 1, Box 125 Portland, IN 47371	Public libraries, small-medium sized Services Administration	State libraries of Michigan, Pennsylvania, and Maryland
Chitwood, Julius R. 115 Seventh St., Suite 209 Rockford, IL 61104	Public libraries Buildings Services	McCook District Library McCook, IL Illinois Regional Library Council, Chicago Evanston, IL, Public Library Marion Public Library and others
Farber, Evan Ira Librarian, Lilly Library Earlham College Richmond, IN 47374	Academic libraries All aspects	Univ. of Evansville Denison Univ. Colorado College, Wheaton College, Norton, Mass. Southwestern College, Winfield, Mass, and others
Galvin, Hoyt R. & Associates 2259 Vernon Dr. Charlotte, N.C. 28211	Public libraries Academic libraries Buildings	Albany, NY, Public Atlanta, GA, Public Univ. of NC at Charlotte Middletown, OH, Public Portland, ME, Public and others
Howard, Edward A. Evansville- Vanderburgh Co. Lib. 22 S. East Fifth St. Evansville, IN 47708	Public libraries Buildings	Newburgh-Ohio Twp. Pub. Lib. Huntingburg Public Library Princeton Public Library Boonville-Warrick Co. P.L. Vincennes-Knox Co. P.L.
Kaser, David School of Library and Information Science Indiana University Bloomington, IN 47405	Academic libraries Buildings	St. Meinrad College Taylor Univ. Bethel College St. Marys College Huntington College

Lawson, Dennis Tipton Co. Public Library 127 E. Madison Tipton, IN 46072	Public libraries Buildings	Eckhart P.L. (Auburn) Bristol Public Library Oxford Public Library Seymour Public Library
Library Consultants, Inc. 540 Frontage Road - Suite 258 Northfield, IL 60093 Pearl M. Ekblad Donald E. Bean	All types of libraries Buildings Equipment	Christian Theo. Seminary Allen Co. Public Library Crown Point-Center P.L. South Bend Public Library Valparaiso Public Library
Todd R. Mazingo James Associates Architects & Eng., Inc. 2828 East 45th St., P. O. Box 55809 Indianapolis, IN 46205	Public libraries Buildings	Indianapolis-Marion County Public Library
Randall, J. Parke Pecsok, Jelliffe & Randall Architects 1012 E. 75th St. Indianapolis, IN 46240	School libraries Public libraries Church libraries Buildings	Tipton Co. Public Library Brownsburg Public Library Greenfield Public Library New Carlisle Public Lib. Franklin-Johnson Co. P.L. and others
Stoffel, Lester L. 1316 Turvey Rd. Downers Grove, IL 60515	Public libraries Library systems Services Buildings Personnel	Racine Public Library Los Angeles Public Library South Central Library System, Wisconsin Kitchigami Regional Lib., Minn. Illinois State Library and others
Van Handel, Ralph Tippecanoe Co. Library 638 North St. Lafayette, IN 47901	Public libraries Buildings	Anderson Public Library Crown Point Public Library Muncie Public Library New Castle Public Library Westchester Public Library and others

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