

NORTHBROOK PUBLIC LIBRARY BOARD OF TRUSTEES

September 10, 2026 | 6:00 pm

Northbrook Public Library | 1201 Cedar Ln., Northbrook, IL 60062

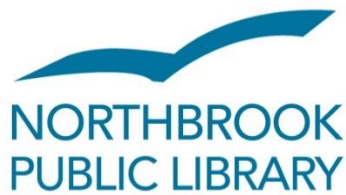
Special Meeting Agenda

- 1 Call Special Meeting to Order
- 2 Board of Trustees Roll Call
- 3 Approval of the Agenda
- 4 Public Comments
- 5 Unfinished Business
- 6 New Business
 - 6.1 Master Plan Scheme Recommendation
- 7 Closed Session

Pursuant to 5 ILCS 120/2(c)1 The appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity.
- 8 Adjourn

FINAL VOTE OR ACTION MAY BE TAKEN AT THE MEETING ON ANY AGENDA ITEM SUBJECT MATTER LISTED ABOVE, UNLESS THE AGENDA LINE ITEM SPECIFICALLY STATES OTHERWISE.

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Memorandum

DATE: September 3, 2026

TO: Board of Trustees

FROM: Kate Hall, Executive Director

RE: Master Plan Scheme Recommendation

Included in the packet are the three schemes that Product Architecture and Design presented for the board's review and discussion. Also included is the cost estimates, staff feedback, summary of staff feedback, and a list of questions to use when considering the different themes.

Tiffany Nash and Dan Pohrte will be present at the meeting to go over any additional questions before the board discusses and decides on a scheme.

Once the scheme is decided on, we will move into the design phase of the project. I look forward to hearing the board's thoughts.

Board Design Consideration Questions

Scheme Cost Snapshot

Scheme A	Scheme B	Scheme C
\$33,733,910	\$35,799,797	\$33,639,068

Key Themes for Reference

- First Impressions: entry sequence, wayfinding, and the open-riser staircase
- Spaces for the Community: children's, teen, and gathering space; cafe/vending
- Acoustics: loud/quiet zoning and systemic sound separation
- Physical Collection: collection size vs. browsing-forward merchandising
- Accessibility & Universal Design: ADA-plus features throughout
- Lighting & Sustainability: LED/natural light and measurable sustainability commitments
- Staff Spaces: natural light, privacy, and interconnected-but-distinct staff areas

For Scheme A (\$33,733,910)

1. Considering the key themes above, how well does Scheme A address community, staff, and Board feedback compared to the other two schemes?
2. Scheme A keeps the stair and elevator in their current locations, relocates the Collaboratory into the southwest staff area, and places Fiction and Non-Fiction together on the third floor. What are the benefits and tradeoffs of this configuration?
3. Scheme A locates Youth Services on the northwest side of the building. What are the implications for wayfinding, natural light, and adjacency to the Collaboratory?

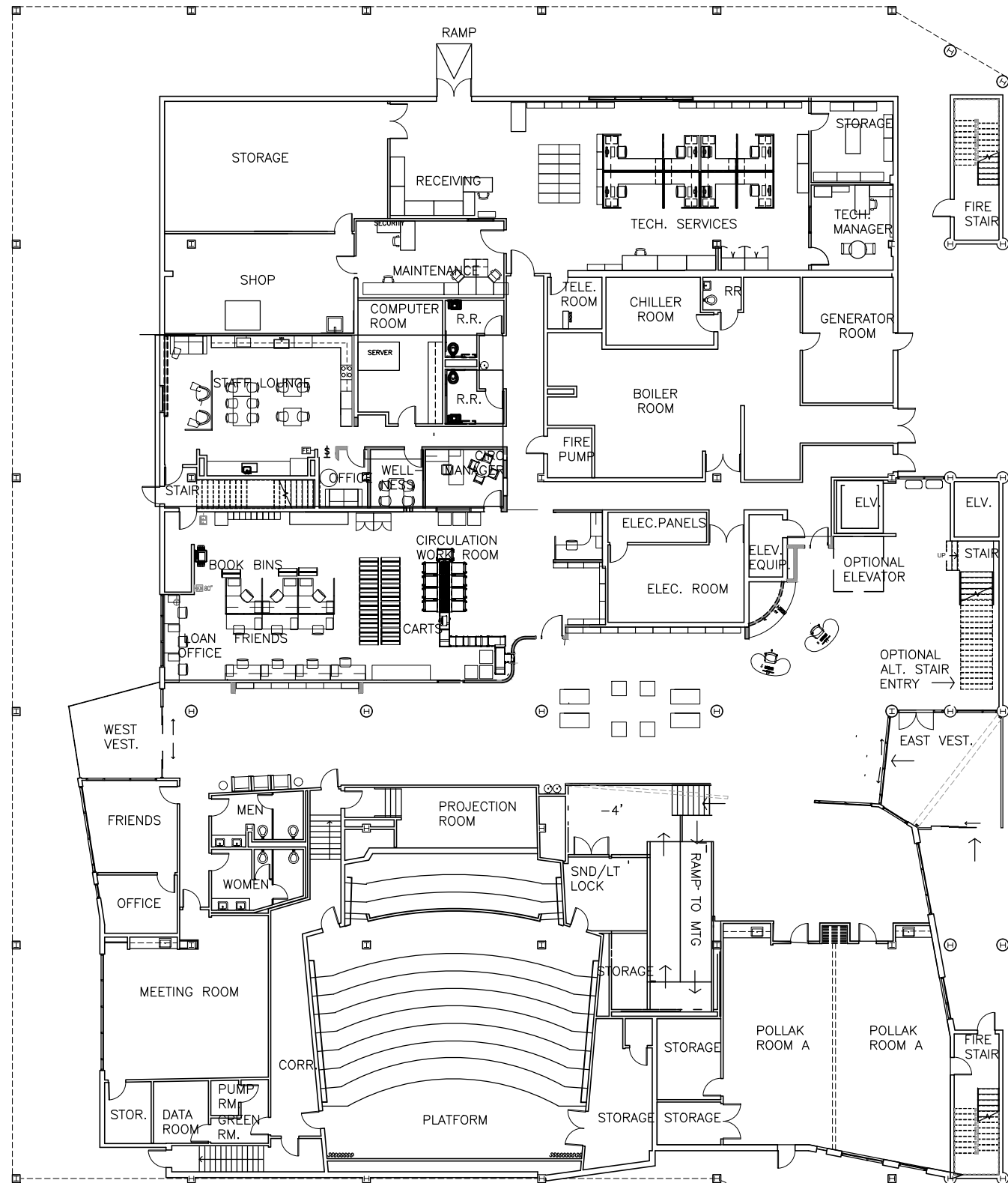
For Scheme B (\$35,799,797)

1. Considering the key themes above, how well does Scheme B address community, staff, and Board feedback compared to the other two schemes?
2. Scheme B flips the second-floor stair so entry is closer to the doors, relocates the third-floor stair to sit directly adjacent, and moves one elevator. Fiction, Non-Fiction, and quiet study are grouped together on the third floor. What are the benefits and tradeoffs of this configuration, particularly given its higher cost?
3. Scheme B keeps all staff — including Admin, Marketing, IT, Events, and Maker Services — together in the southwest corner alongside the Adult workroom. What are the advantages and disadvantages of this level of staff consolidation?

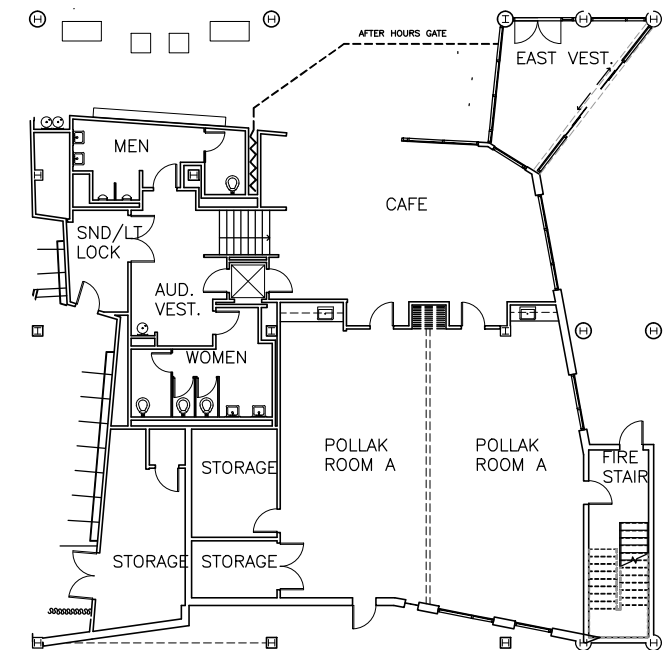
4. Scheme B places Youth Services on the southeast side of the building, with the curated collection/lobby on the northwest corner near windows. How does this arrangement compare to the other schemes in terms of adjacency and patron flow?

For Scheme C (\$33,639,068)

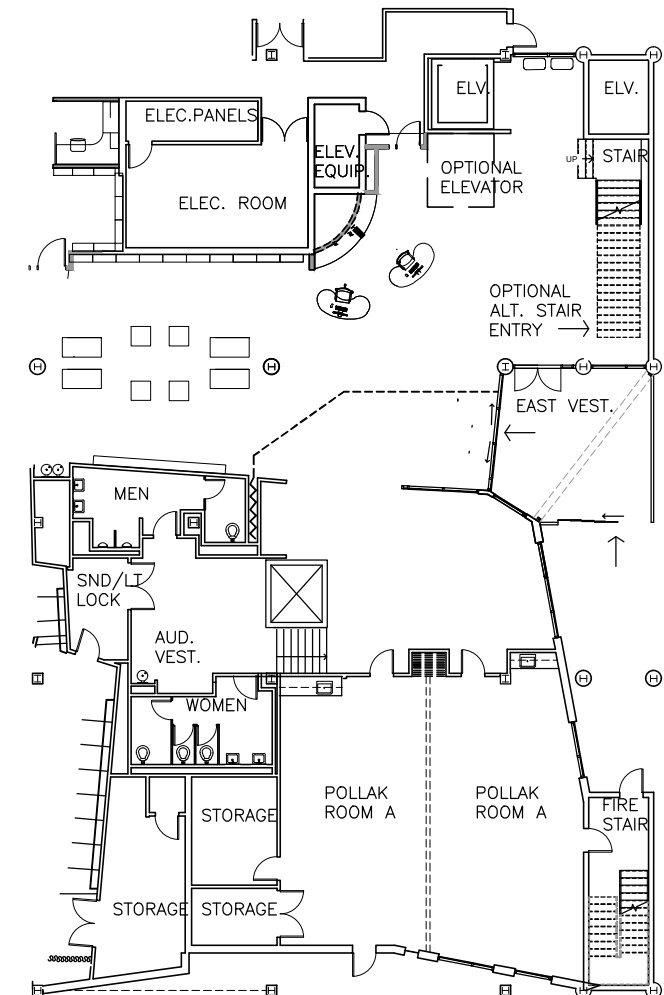
1. Considering the key themes above, how well does Scheme C address community, staff, and Board feedback compared to the other two schemes?
2. Scheme C keeps the second-floor stair and elevators in their current locations but relocates the third-floor stair to sit directly in front of the second-floor stair entry. Fiction moves to the second floor while Non-Fiction remains on the third. What are the benefits and tradeoffs of this configuration?
3. Scheme C separates Administrative and Marketing staff onto the third floor, apart from the rest of the staff group on the second floor. What are the benefits and tradeoffs of this split?
4. Scheme C is the lowest-cost option of the three. What, if anything, does that lower cost come at the expense of, compared to Schemes A and B?



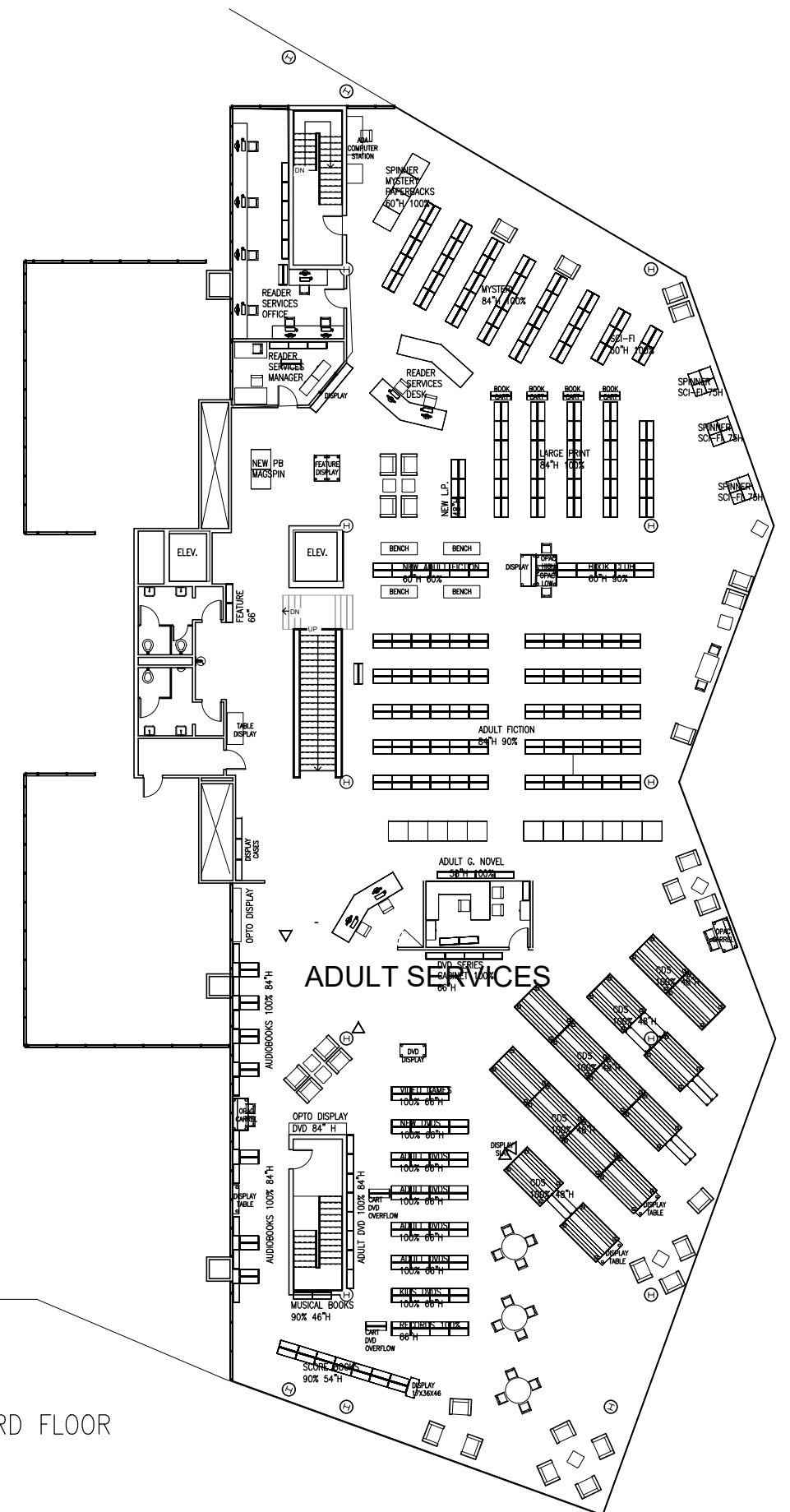
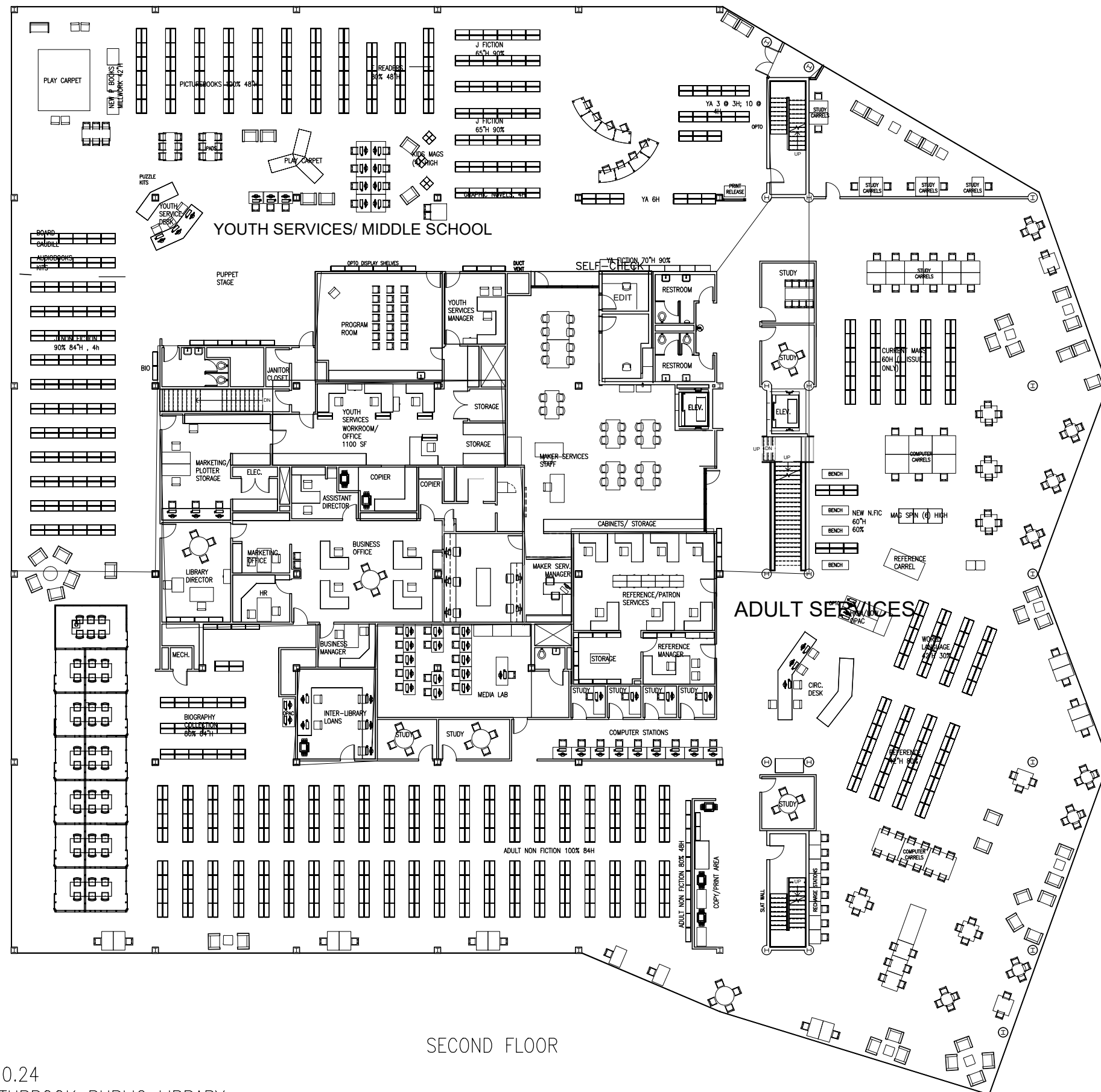
RAMP OPTION



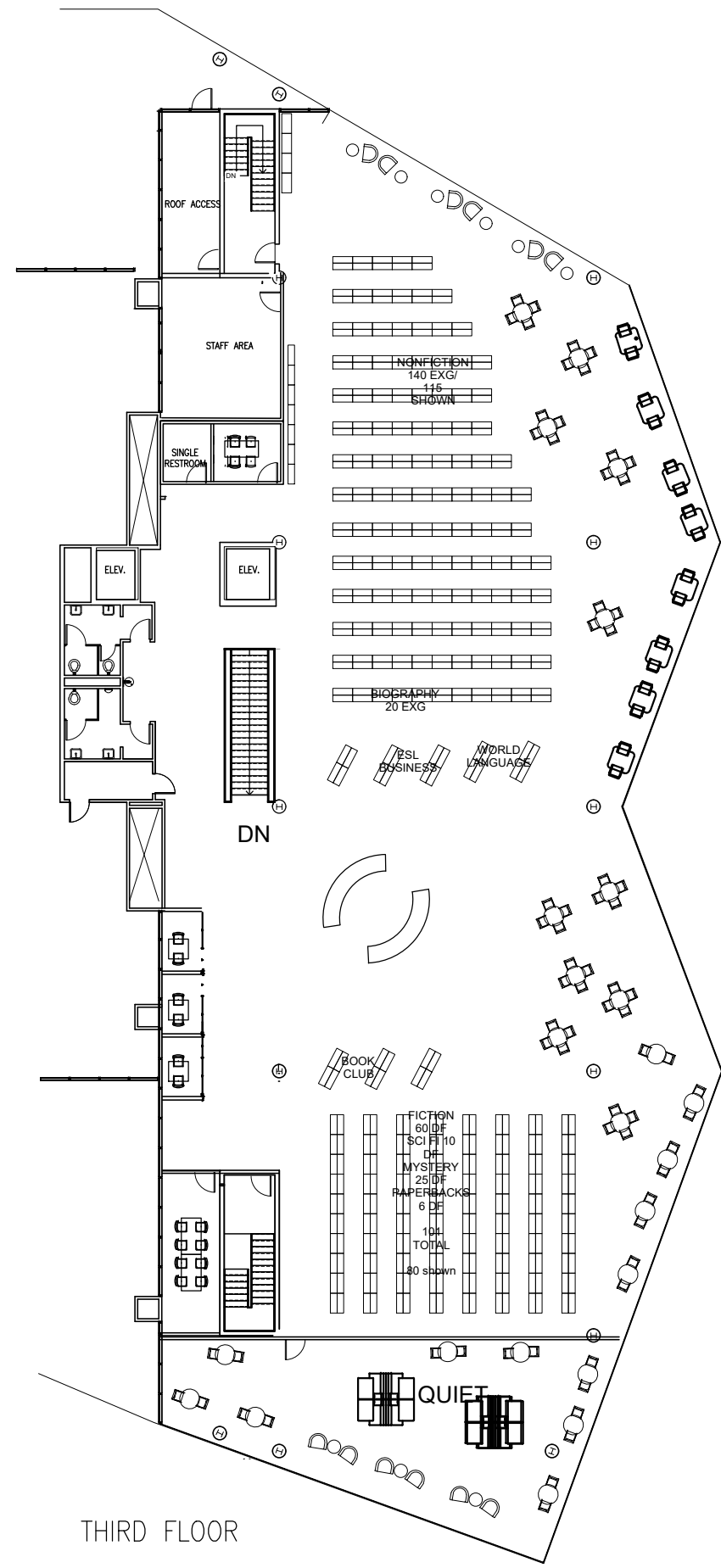
EXISTING



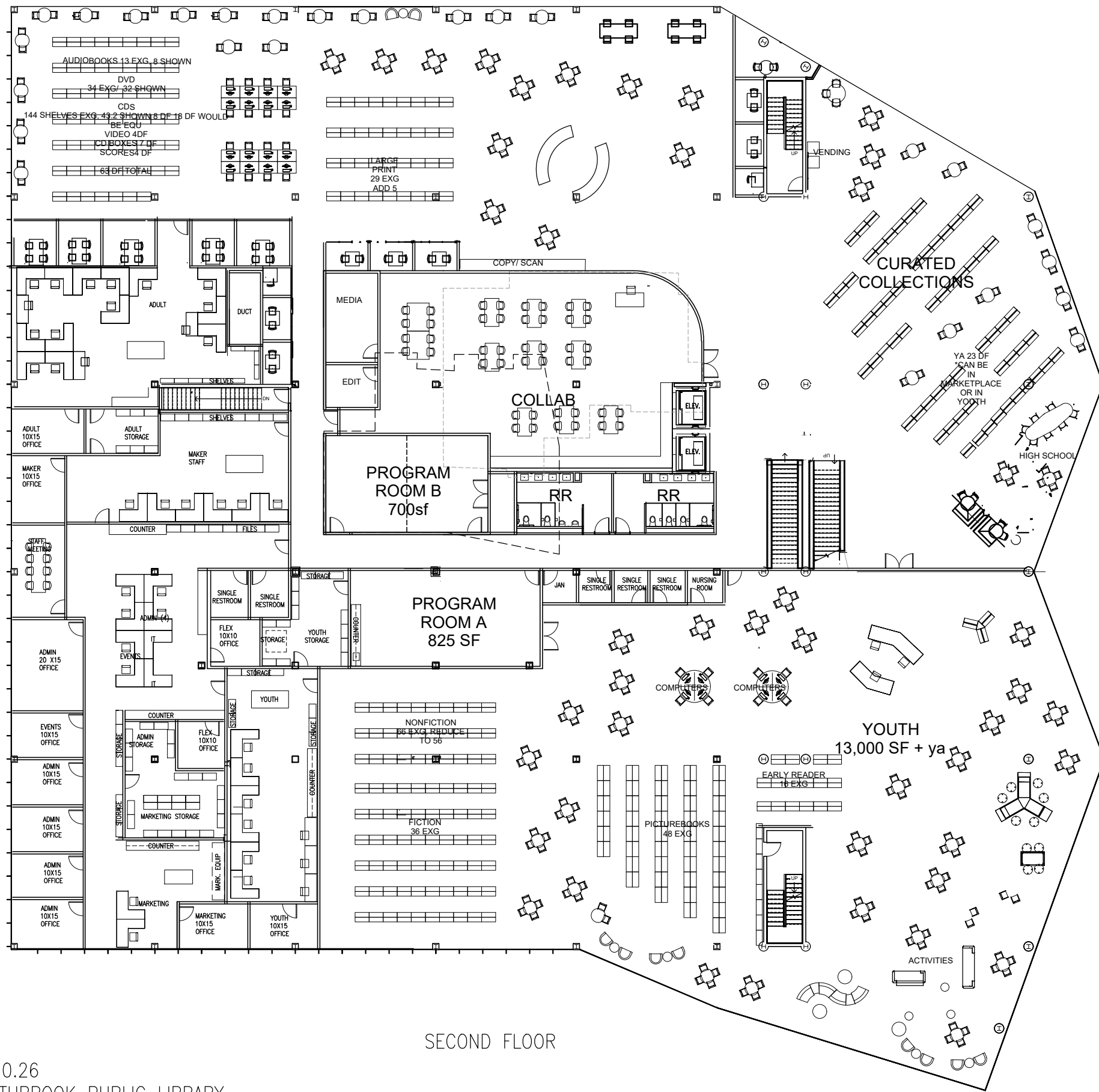
ELEVATOR OPTION



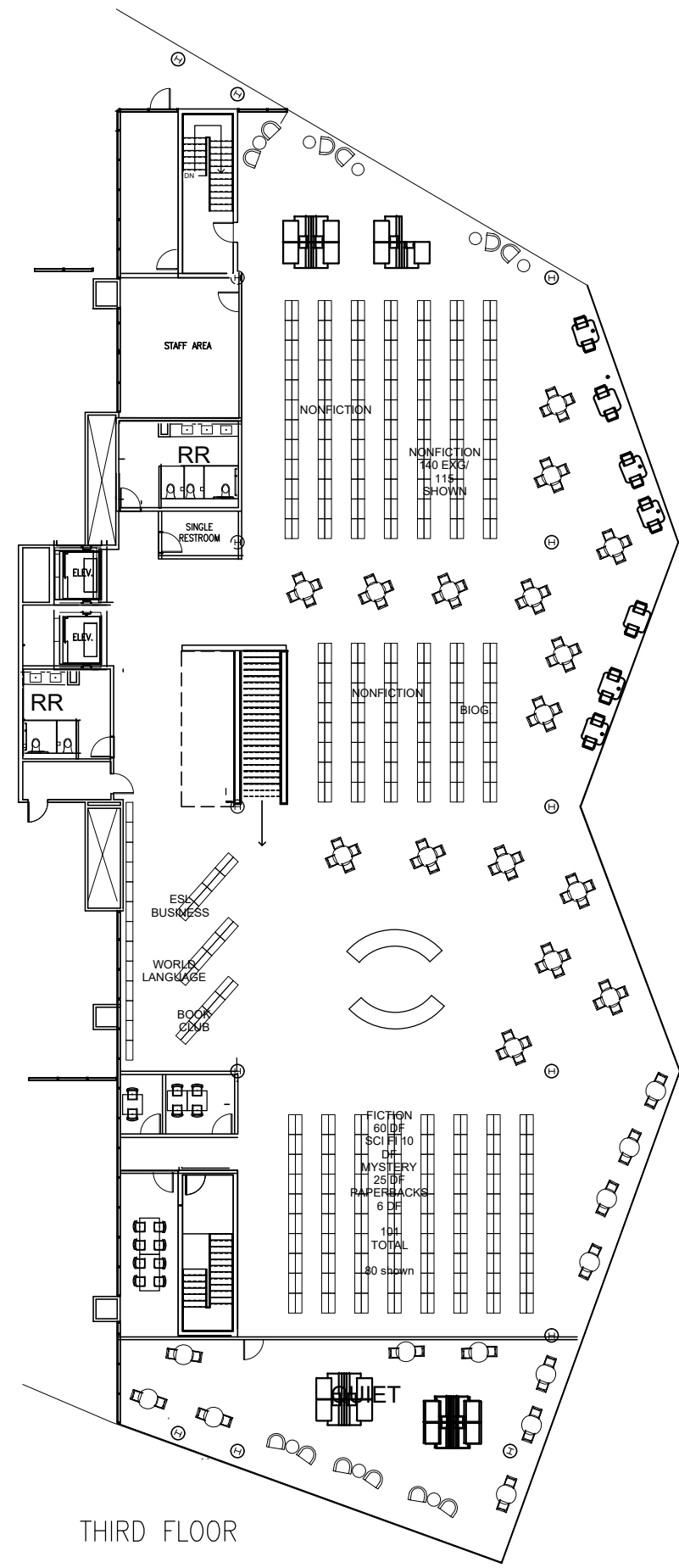
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NORTHBROOK PUBLIC LIBRARY
product architecture + design
EXISTING



- PLAN NOTES:**
- Stair and elevators remain in current location
 - Curated Collection/ Vending as 2nd floor Lobby (center of building)
 - Adult collection: on east side of building; AV, large print, computers, quiet study on 2; nonfiction and fiction collections on 3
 - 18 study rooms located on 2nd and 3rd floors.
 - Youth Collection on northwest side of building
 - Enlarged public restrooms on 2 + single-user restroom on both floors
 - 3 single-user restrooms + nursing room in youth
 - Expanded youth, collaboratory, program rooms
 - Divisible program room B
 - Adult workroom: all staff on 2nd floor with additional workroom on 3rd floor, separated from other staff but near collection
 - Youth, Administration, Events, IT, flex spaces, staff meeting room, staff restrooms, Marketing, Maker staff areas in same general area in southwest corner of building



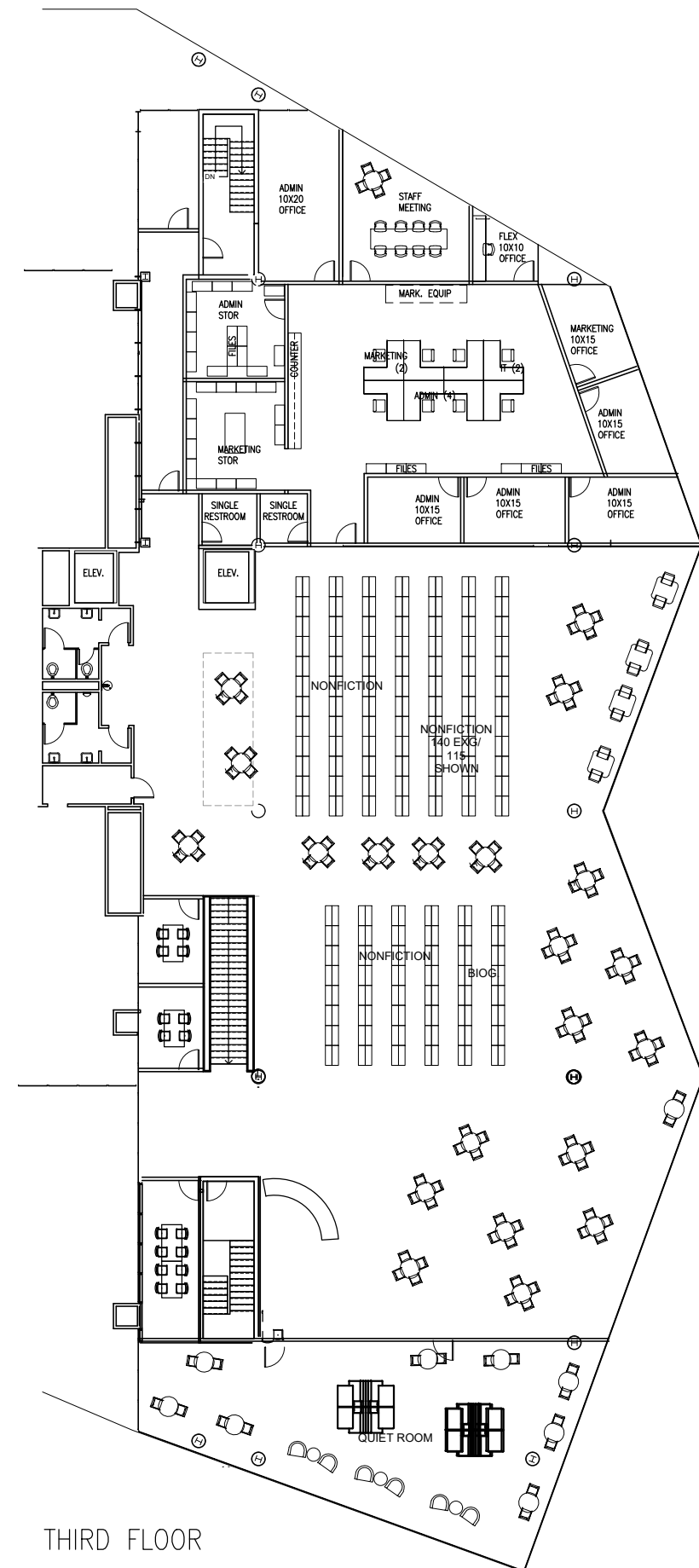
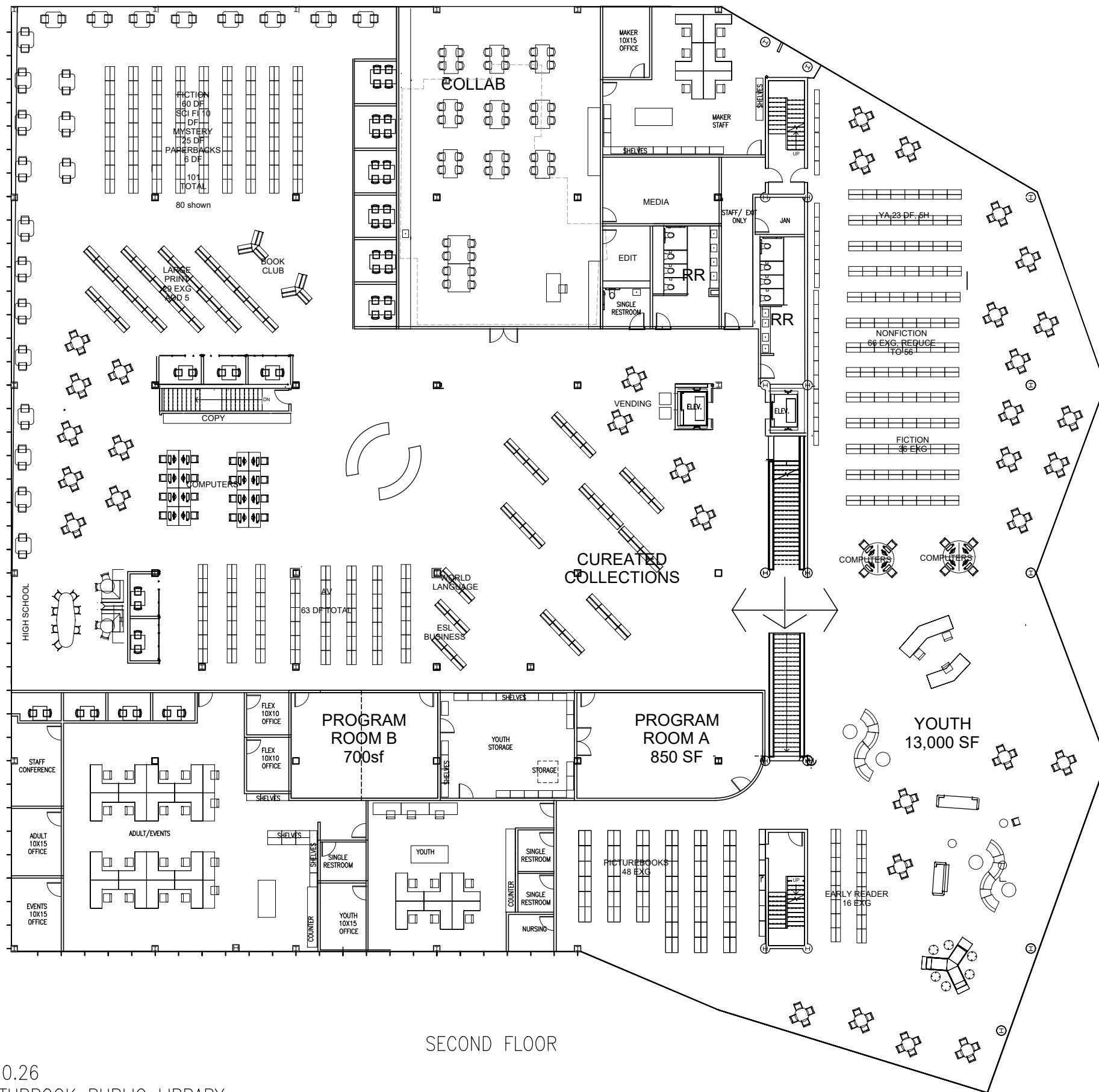
SECOND FLOOR



THIRD FLOOR

PLAN NOTES:

- Stair to 2nd floor is flipped so that entry on 1st floor is closer to the doors. Stair to 3rd floor is directly adjacent to stair to second floor. 1 elevator moves. Both are accessible to the public on all floors.
- Curated Collection/ Vending as 2nd floor Lobby (northwest corner of building with windows)
- Adult collection: on northwest side of building; AV, large print, computers on 2; nonfiction and fiction collections and quiet study on 3
- 18 study rooms located on 2nd and 3rd floors.
- Youth Collection on southeast side of building.
- Enlarged public restrooms on 2 + single-user restroom on both floors
- 3 single-user restrooms + nursing room in youth
- Expanded youth, collaboratory, program rooms
- Divisible program room B
- Adult workroom: all staff on 2nd floor with additional workroom on 3rd floor, near all other staff
- Youth, Adult, Administration, Events, IT, flex spaces, staff meeting room, staff restrooms, Marketing, Maker staff areas in same general area in southwest corner of building



PLAN NOTES:

- Stair to second floor and elevators remain as is, stair to 3rd floor moved to location directly in front of entry to 2nd floor stair. Both are accessible to the public on all floors.

- Curated Collection/ Vending as 2nd floor Lobby (center of building)

- Adult collection: on northwest side of building; fiction, AV, large print, computers on 2; nonfiction collection and quiet study on 3

- 18 study rooms located on 2nd and 3rd floors.

- Youth Collection on east and southeast side of building.

- Enlarged public restrooms on 2 + single-user restroom on both floors

- 2 single-user restrooms + nursing room in youth

- Expanded youth, collaboratory, program rooms

- Divisible program room B

- Adult workroom: all staff on 2nd floor . Youth and Events staff near adult with shared flex space and staff restrooms access.

Maker staff near
Collaboratory on north side
of building.

- Administrative and Marketing staff on 3rd floor with shared flex space and staff restroom

August 10, 2026

Updated Conceptual Project Estimate Summary

Below is an executive summary of the updated conceptual project estimates provided for schemes A, B, and C as drawn on 7.13.2026.

	Base Total Est.
Scheme A 7.13.26	\$33,733,910
Scheme B 7.13.26	\$35,799,797
Scheme C 7.13.26	\$33,639,068

Project Costs Breakout

Scheme A : <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:3e69a16d-5dcc-4c41-b0a8-f960b8cf7126>

Scheme B : <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:cf22810b-06a6-49df-acf2-72b8159c4f60>

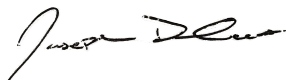
Scheme C: <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:55007894-23df-48b9-8986-5522214fec9b>

Break-out Value, \$4,172,870 - Capital Improvement Projects - Included in the project estimates above are costs associated with capital improvement projects which the Library indicated are included in their upcoming 5-year plan. These projects include replacement of two rooftop mechanical units, two boiler replacements, building automation system upgrades, LED lighting replacement, and repairs to the third-floor exterior glass façade.

Break-out Value, \$1,932,876 - First Floor Improvements - Included in the project estimates above are costs associated with improvements to the existing first floor, these include replacing the existing Auditorium lift with a LULA elevator, LED lighting and building automation system replacements, reconfiguration of the east vestibule, and interior finish refreshments to the corridor and lobby.

Please note that the Base Total Estimate includes a single phase of construction over 11 months, in this, the library would relocate into a temporary facility. Should a phased approach be desired, it is estimated that construction will take 15 months to complete with additional project costs of around \$200,000.

Respectfully,



Joseph DiCicco
Senior Project Manager
Pepper Construction Company

Staff Feedback Summary: Master Plan Design Concepts

Sources: Staff Feedback – Design Concepts survey (51 responses, July 29–31, 2026) and 7/29/26 all-staff/department Q&A meeting with architects (notes by AMA & Dan Pohrte) · Departments: Adult Services, Circulation, Youth Services, Administration, Maker Services, Technical Services, Events Production, Marketing, IT

At a Glance: Top 3 Concerns & Top 3 Excited About

Top 3 Concerns	Top 3 Excited About
1. Noise & acoustic separation — skepticism the 3rd floor will stay quiet; fix (wall type, glass stairway enclosure) still open	1. New stair/elevator configuration & “2nd floor lobby”/Marketplace entry
2. Program Room A / dedicated youth space — YS wants exclusive use; plan currently has all program rooms shared	2. Larger, dedicated Youth programming room & storage/workroom
3. Teen/high school area placement — YS vs. Adult Services still undecided; middle schoolers on computers may deter high schoolers	3. Auditorium accessibility (ramp or elevator), though still cost-dependent

Scheme Preference (Ranked Choice)

Scheme	1st Choice	2nd Choice	Net Read
Scheme B	19 (37%)	8	Clear front-runner; strong 1st-choice support
Scheme C1	14 (27%)	20	Strong runner-up; highest combined 1st+2nd
Scheme A	9 (18%)	4	Lowest overall support; 27 ranked it 4th
Scheme C2	6 (12%)	13	Mixed; liked by Maker Services, less by others

How Well Concepts Address Key Challenges (“Addresses well” or better)

Challenge	Well/Exceeds	% of Respondents
Staff workspaces w/ natural light & collab/individual areas	27 of 44	61%
Spaces built around how groups visit/use the library	25 of 41	61%
Separating quiet, social, active zones (acoustics)	24 of 43	56%
Rebalancing collection space / flow	20 of 42	48% – lowest confidence; also most “unable to determine” (9)

Recurring Themes Across Departments

- Acoustic separation is the top concern: staff want a genuinely quiet 3rd floor and worry about noise bleeding from stairwells, the Marketplace, Youth Services, and study rooms into adjacent quiet/office spaces. Meeting confirms plan intent (2nd floor = collaborative/loud, 3rd floor = quiet) and possible mitigations (glass stairway enclosure, better study-room wall assemblies) — final wall type and sound bleed from Maker Services to study rooms are still being worked out.
- Program Room A / dedicated youth space: near-unanimous Youth Services request for an exclusive room; staff cite safety, child-centric design, and peer-library practice. Meeting confirms current plan is that all program rooms are shared across departments, with booking parameters and first-right-of-use still to be defined (Adult Services, not Youth Services, would handle outside bookings).
- Manager offices blocking natural light for staff is a repeated critique (Admin, Adult Services, Maker Services, Youth Services); meeting notes confirm office window light will be borrowed, not direct, in current layouts.
- Splitting Large Print, Fiction, and Non-Fiction across floors draws consistent pushback (survey and meeting) from Adult Services and Circulation as inconvenient for patrons and staff.
- The Marketplace/curated collection concept is not yet understood by staff; meeting clarifies it as a face-out, browseable collection that will be prototyped and tested before finalizing.
- Centralized stair/elevator relocation (Scheme B) is valued for wayfinding; meeting confirms it is a modest structural lift (roughly 3–5% of total project cost).
- Enclosed/private office needs: IT and parts of Admin cite confidentiality (HR, security footage, credentials) as a reason to avoid open-office layouts; IT also prefers 2nd floor placement (central) over 3rd, and wants computers/copiers located near each other.
- High School/Teen area placement remains unresolved: Youth Services wants teens integrated near Youth, some Adult Services staff feel it doesn't fit adult space, and the meeting confirms placement (Youth vs. Adult Services) is still being decided — along with how younger middle schoolers using teen computers may deter high schoolers from using the space.
- Marketing department location is an open disconnect: one group requested proximity to Youth, Adult, and Maker Services, while other input questioned why largely remote/part-time Marketing staff need to be co-located with other departments at all.

Confirmed Decisions & Answers (7/29 Meeting)

- Project timeline: estimated start January 2028; roughly 18 months if built in a single phase, longer if phased. Everyone would relocate offsite during construction under either approach; whether the library stays open during construction is still under discussion.
- Program rooms will be larger: current ~650 sq ft → proposed 700–800 sq ft, with power at tables.

- Staff stairwell remains, staff-only with keycard access; both public elevators remain accessible to patrons, and staff will continue entering as they do today.
- Mechanical, electrical, plumbing, lighting controls, carpet, and security cameras/access controls will all be overhauled as part of the project.
- Youth Services does not want an enclosed department; current thinking favors a glass wall (with decals) for sightlines and noise control, still a design discussion topic.
- Hallways are 10 feet wide; open stair backs/risers will be closed to address a safety/aesthetics concern raised earlier.

Open Questions / Still Being Determined

- Bathroom counts and costs per scheme, including whether removing 1st-floor restrooms for an auditorium ramp requires adding restrooms elsewhere.
- Final placement of public computers, copiers, and the teen/high-school collection and area.
- 1-phase vs. 2-phase construction approach and whether the library stays open during construction.
- Final selection between a lift replacement vs. small elevator from lobby to auditorium (cost-dependent).
- Design details flagged for the next phase: study-room wall/acoustic type, 3rd-floor ceiling design, drinking fountain placement, phone-booth-style call space for patrons, Water Feature/Art space reuse, and the Friends Space concept.

What Staff Are Most Excited About

- New stair/elevator configuration and a welcoming “2nd floor lobby” / Marketplace entry experience, including the youth services lobby presence
- More natural light throughout staff and public areas
- Expanded, unified staff spaces and more flex/meeting room space so staff don't need to use study rooms
- Larger, dedicated Youth programming room and storage/workroom
- Auditorium accessibility (ramp or elevator), the vestibule redesign, and Maker Services being placed front-and-center/visually available

Summary of Staff, Board, and Community Feedback

This document synthesizes feedback from three distinct stakeholder groups: the community (1,200+ survey responses), library staff (department-level feedback sessions and staff town hall), and the Board of Trustees (structured visioning session). It is organized by major theme, with an at-a-glance summary followed by theme-by-theme analysis. This is meant to be a broad review showing what themes show up across different user groups. We will continue to use the detailed feedback we received as part of the pre-design and design process.

For more detailed summaries of each user group, read here:

[1Staff Feedback Summarized](#)

[1Board Master Plan Brainstorming Summary](#)

[1Community Survey Feedback Summary](#)

Section 1: At-a-Glance Summary

Theme	Community	Staff	Board
First Impressions	Cold, sterile, hospital-like; lobby feels purposeless; book drop circuit counterintuitive; staircase flagged as dangerous by multiple respondents	Lobby congested and unwelcoming; wayfinding insufficient; book return not visible; elevator placement creates flow and security problems; staircase gaps a fall hazard	Entry sequence from parking lot to third floor must feel continuous; staircase open risers a concern; design feels corporate and disconnected from the building's own identity
Spaces for the Community	Café among most organically recurring asks; children's space highest-volume feedback and underdeveloped vs. peers; teen space lacks identity; want spaces that serve different needs across the day	Dedicated spaces needed for children, teens, and community gathering; eating areas insufficient; want spaces that are both owned and adaptable; face out shelving; service desk placement important; sightlines important	No coffee shop — strong consensus; children's and teen spaces should be dedicated and enclosed; movable walls and modular furniture throughout; library as third place equally valued alongside resource delivery

Acoustics	Study rooms undersupplied and poorly soundproofed; want designated quiet zones in stacks; noise from children's area bleeds into adult spaces	Building-wide problem; sound travels where it shouldn't; floor-level zoning named as organizing possibility: 3rd floor quiet, 2nd floor active	3rd floor quiet room strongly supported; enclosed children's and teen spaces reduce noise bleed; soundproofing a design priority throughout
Physical Collection	Rarely raised; patron behavior has already shifted toward digital formats	Strong commitment to maintaining size and square footage; browsing-forward shift supported but treated as distinct from reduction; collection retention named as important	merchandising-forward approach; follow data and trends on legacy formats; books along windows a missed opportunity for people
Accessibility & Universal Design	Staircase dangerous for children and older adults; seniors underserved across parking, seating, and auditorium; hearing loops requested everywhere	"ADA plus plus plus" as organizing principle; nursing rooms, family bathrooms, automated bathroom doors, accessible service desks, adult changing tables	Universal design embedded as principle, not threshold; furniture must accommodate seniors, mobility limitations, and all body sizes; arrival sequence must serve all abilities
Lighting & Sustainability	Lighting harsh and institutional throughout; requests for warmer, more welcoming atmosphere	Fluorescent lighting harsh and unreliable; inability to adjust color temperature a direct barrier to accessibility and sensory programming	Lighting, ceiling, and infrastructure need cohesive treatment; natural light should serve people not collections; sustainability commitments should be specific, measurable, and visible to the community

Staff Spaces	Not raised — patron-facing survey	Fragmented across building; safety concerns at entry points and service desks; privacy gaps throughout; natural light a significant ask; desire for interconnected but distinct spaces	Staff wellbeing a named priority; natural light important
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Section 2: Theme-by-Theme Analysis

1. First Impressions

This is the broadest area of consensus in the entire dataset. All three groups independently identified the same problem from different vantage points: the building's entry experience fails to welcome, orient, or reflect who the library is.

Where they align

Words like "cold," "sterile," and "hospital-like" appear independently across all three groups. The building has genuine architectural distinction that all groups feel should be leaned into rather than minimized. The staircase is flagged as a safety concern by community and staff alike, and implicitly by the board's focus on the arrival sequence. All groups want the experience from parking lot to third floor to feel continuous and intentional.

Where they diverge

Community feedback frames the lobby's failure emotionally: the removal of the traditional circulation desk felt like a loss of human connection, not a workflow improvement. The ask is for a "living room," not an institution. Staff frame it operationally: dispersed service points impair service, the AMH window leaves staff exposed, and the lobby congests near the stairs and elevator. The board frames it strategically: the design reads corporate and disconnected from itself, with art, furniture, and finishes that don't cohere with the architecture.

2. Spaces for the Community

This theme encompasses where and how the library serves different populations — children, teens, and adults seeking social connection. Across all three groups, the consistent finding is that the building is not organized around how people actually visit, gather, or linger.

Where they align

Children's space generated more community feedback than any other single topic, and staff and board both raised it with significant detail, making it the most thoroughly triangulated theme in

the data. All three groups agree the current space is dated, worn, and underdeveloped relative to peer libraries. There is strong consensus for dedicated, enclosed spaces for both children and teens, with Schaumburg's teen space cited independently by community and board as a benchmark. Durability, flexibility, and acoustic containment are shared requirements across both age-group spaces. All groups also want the library to function as a genuine community gathering place, not solely a resource-delivery institution.

Where they diverge

The café question surfaces the clearest operational disagreement. Community feedback named a café or coffee area as one of the recurring ideas in the entire survey. The board reached firm consensus against a coffee shop, citing competitive, financial, and operational concerns, while still supporting the library's role as a third place through improved and distributed vending. Staff did not raise the café prominently, which may reflect that operational concerns dominated their feedback context.

Floor placement for children's space is unresolved. The board was generally open to exploring third floor placement, but one trustee made a direct case for keeping children on the second floor due to stroller safety and evacuation concerns. Staff raised lower-shelf accessibility as a space-efficiency tradeoff. Community did not weigh in on floor placement.

Teen space shows a meaningful gap between staff and the other two groups. Community and board both want a defined, enclosed space with a distinct identity. Staff raised concerns about building dedicated spaces that teens can only access part of the day, and expressed a preference for keeping teen services integrated rather than relocated. This tension was not resolved in the feedback process.

A vocal minority of community respondents opposes spending on social amenities and wants the library to refocus on books and core services.

3. Acoustics

This is the theme with the widest gap between what community members experience and what staff navigate daily. Community sees a room-supply problem. Staff describe a building-systems issue.

Where they align

Study rooms are deeply valued and in short supply across all groups. Soundproofing is inadequate. Demand for quiet-focused space has grown as remote workers compete with students, tutors, and small groups. All three groups support the idea of intentional floor-level zoning, with the idea of the third floor functioning as a quiet, traditional space and the second floor as more active and social.

Where they diverge

Community feedback focuses on the study room experience: not enough rooms, poor acoustic separation between adjacent rooms, and no designated quiet zones in the open stacks. Staff describe something more systemic: sound traveling through hallways, equipment noise from maker spaces, programming music penetrating adjacent work areas, and open-plan offices making confidential conversations impossible. The acoustic problems are present at a building-systems level, not just in individual rooms. The board raised wayfinding and coherence — people can't find quiet spaces — more than the internal acoustic dysfunction staff experience daily.

4. Physical Collection

This is the sharpest misalignment in the dataset, and the theme that generated the most emotional investment from staff.

Where they align

Staff and board both agree that the current display model — high density, low browsability — should shift toward a browsing-forward approach with face-out displays, better lighting, and improved wayfinding. The Library of Things has outgrown its current space and needs a dedicated, flexible display area. All groups support making the collection easier to discover and browse.

Where they diverge

Staff expressed strong commitment to maintaining collection size and square footage, with collection retention named as very important. Concern about reduction and enthusiasm for reconfiguration were raised as distinct issues; staff treated them separately and were clear that supporting one does not imply accepting the other. The board took a different view: legacy DVD and CD collections occupy premium window-facing real estate that could serve people more effectively, and the board's direction was to follow usage data rather than make emotional decisions about formats. Community feedback showed that patron behavior has already shifted significantly toward digital formats, even if patron attachment to the library's identity as a collection-rich institution remains strong.

5. Accessibility and Universal Design

Universal design is one of the clearest areas of alignment across all three groups, though the specificity of what's needed varies considerably.

Where they align

The open-riser floating staircase is independently flagged as dangerous by community and staff, and implicitly by the board's focus on the arrival sequence. ADA-compliant design is treated as a floor, not a ceiling, across all three groups. Seniors, approximately 27% of Northbrook's population, are inadequately served: parking distance, seating in stacks, auditorium lift, and

seating height all surfaced across groups. Nursing rooms, family bathrooms, and adult changing tables were asked for across multiple staff areas and were reinforced by board feedback.

Where they diverge

Staff raised the most granular specifics: accessible shelving height, self-checkout accessibility, adjustable desks, children-accessible sinks, automated bathroom doors, and the pattern of adults with disabilities being directed into spaces that don't serve them well because no better option exists. Community raised accessibility through personal experience: the staircase, winter ice from overhangs, parking distances, and low seating. The board raised it at the level of design principle — universal design embedded throughout — rather than specific features.

6. Lighting and Sustainability

Lighting and sustainability are connected through building systems and infrastructure, and both cut across aesthetics, function, and institutional values in ways that affect every other theme.

Where they align

Current fluorescent lighting is harsh and dated. All three groups describe it as unwelcoming and institutional. An LED upgrade represents clear directional consensus across staff and board: it improves lighting quality, reduces energy use, and may qualify for ComEd grant funding. Adjustable brightness and color temperature in programming and storytime spaces would directly serve accessibility needs. On sustainability, staff and board share the view that commitments should be specific, visible, and measurable rather than generic aspirations.

Where they diverge

Staff named the functional gap most precisely: the inability to dim or adjust light temperature prevents effective delivery of accessibility and sensory programs that a systems update would address. Staff also named specific sustainability interventions: solar panels, a green roof with native plantings, and LED lighting with ComEd grant potential. The board raised lighting as part of a broader infrastructure coherence goal and focused on sustainability as a community-facing accountability commitment. Community raised lighting as atmosphere and feeling rather than as a functional or systems issue, and did not prominently name sustainability in survey responses, though native plantings and outdoor improvements were mentioned in the context of exterior space.

7. Staff Spaces

Staff spaces were not spoken about in the Community survey, which is appropriate, and the board and staff are in alignment on needing significant updates to the staff spaces while diverging in the level of specificity that would look like.

Where they align

The board and staff both agree that staff spaces are underserving the people who work in them. Both described a desire for spaces that are interconnected but distinct with proximity to colleagues, service points, and natural light.

Where they diverge

Staff described conditions in specific and concrete terms: teams split across disconnected locations, blind entry points, no safe exit from some work areas without passing through public space, open-plan offices that make confidential conversations impossible, and insufficient ventilation and natural light. The board agreed on the priority of staff wellbeing and did not weigh in on what those spaces should look like. Community did not raise staff workspace conditions, which is appropriate given the patron-facing survey context.