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Duluth Public Library
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Duluth Public Library Facilities Alternatives Plan

Final Report

16 January 2015



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introduction

Background

This document serves as a guide to the continued planning and design of new and/or renovated Duluth Public Library (DPL) facilities, with a specific focus on the Main Library in downtown Duluth. It elucidates the priorities and goals for DPL uncovered through discussion, surveys, community input, and peer analysis. The report was commissioned through DPL and developed under the leadership of a Library Facility Team consisting of the city's director of public administration, planning director, property and facilities manager, the library manager, a planning consultant, the president of the Duluth Public Library Board, and a city councilor, together with City of Duluth leadership and the library-appointed Citizens Steering Committee members.

The impetus for this study stems from DPL's 2011–2015 Strategic Plan which, through extensive community and staff input and prioritization, identified a number of high-priority action items. The library has accomplished many of the plan's goals, most notably increasing hours at all facilities, increasing public access computers, investing in teen and children's programs and spaces, and strengthening collections. The last high-priority item voiced by the community was, With these non-building related action items tackled, the library is ready to address the last high-priority item voiced by the community: "greatly improved physical condi-

tions at the main library." This issue involves determining what to do with the Main Library to bring library service and offerings more fully into the 21st century. Strong communities have strong libraries, and the City of Duluth has prioritized the library as one of its community's main assets.

The Library system currently consists of the Main Library downtown and two branches, one on the west side of the city on Grand Avenue and one on the east side of the city located in the Mount Royal Shopping Center. Currently, the Main library is open six days a week (five days a week during the summer), and each of the branches is open five days a week.

DPL's collection is comprehensive, including books, audiobooks, media, maps, newspapers, magazines, and microfilm as well as a well-known local history and local authors collection. The library provides access to computers with Internet access, word processing, reference database subscriptions, children's games, and printers. Free wireless Internet access for patrons with their own devices is also available. Equally critical to the traditional library offerings, however, are places for people to study, meet, collaborate, socialize and learn through doing. These types of "people spaces" are severely lacking in the current main library.

The main library building itself is in decay. The current building was designed in 1970 with a focus on increased use of microform collections and completed in 1980. With the shift to increased use of digital technology, the facility underwent renovations in 2008, including an expanded computer lab, new carpeting throughout, and new furniture. Yet, even with that minor update, the building's systems and infrastructure suffer. Ameresco, a consultant hired to assess the library's capital needs, estimates nearly \$10,000,000 in work is required to bring the existing building up to energy, life-safety and accessibility codes including at minimum:

- › Improve thermal control and mitigate air leakage of the building envelope to prevent the approximately 44% of energy leakage currently, including window and exterior panel replacement.
- › Replace the heating, ventilating and air conditioning (HVAC) system and all associated controls, which are well beyond their useful lives.
- › Upgrade the electrical system to meet the needs of a 21st century library.
- › Upgrade the elevators and restrooms.
- › Upgrade data infrastructure, telephone and PA system.
- › Bring all building elements up to life-safety and accessibility (ADA) codes.



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This situation is not unique to Duluth's library building. In the last three years, MSR has been involved with the future planning of 67 buildings, 34 of which were designed and built more or less during the 1960s and 1970s. Of these, 74% were slated for replacement due to a variety of factors, most of which were related to their condition.

Why is this happening to this era of buildings around the country? Three principal reasons: during that era, and at times today, they were not designed to last more than 20 to 30 years (the typical lifecycle of mechanical systems and some materials); their existing systems cannot be upgraded enough to accommodate the current level of power and data usage; and maintenance budgets were not established at levels anywhere close to what would have been needed. Deferred maintenance accelerates decay of building systems and materials. Although a certain level of deferred maintenance can result in less dramatic maintenance catchup costs in the future, there was trend in the 1970s and 1980s to skimp heavily on these amounts. In fact, maintenance budgets were generally set at levels only required for anticipated emergency maintenance. At times this was based simply on the previous year's emergency maintenance costs.

Another example of this is the Minneapolis Public Library. When this 1961 building was slated for replacement in 1990 as part of an effort to revitalize the Minneapolis Public Library, a lot of discussion ensued. Here are some excerpts from a *Star Tribune* article from September 4, 1990:

The board's 1988 decision to recommend a new library was based on several studies concluding that the building's major systems are falling apart. The heating, cooling and ventilation systems need to be replaced. Wiring needs to be upgraded because it can't be used with computer terminals. Rebuilding is the most cost-effective solution. Repair and renovation might initially cost only about \$27.5 million. But the building and staff would be operating inefficiently, and money spent to compensate for problems might amount to as much as the \$68 million needed to rebuild. The Minneapolis library isn't the only one that has needed more space after a relatively short time. Dallas opened a new 650,000 square-foot facility in 1982, replacing one that was just 27 years old.

The short lifespan of libraries can be attributed in part to the complete revolution of the computer industry between 1960 and 1980. Other experts agree that technology has advanced considerably and that computer use in libraries has become more widespread than expected.

The picture painted above provides some insight as to why the existing Main Library in Duluth, MN requires the level of spending on it, or its replacement, as outlined under the options presented in this report. The building was designed in 1970 based on 1960s design trends, systems and materials. The design sat on a shelf waiting for sufficient funding, a period of 10 years, and was then constructed without revisiting the design, and without revisiting the way that public library services changed during that 10 year period.

Doing nothing is clearly not an option; significant improvements must be made to the existing building to bring the building into proper service for the community of Duluth. The City and Library rightly ask the key question: is best course of action to invest in the current main library building, or to build new?

Goal of the Study

The purpose of this study was to investigate options for the main library in the context of 21st century library needs, including creating a building program, considering options and estimating costs for each option. The study dovetails with a comprehensive look by Ameresco at the physical condition of each of the city-owned library facilities (as a leased facility, the Mount Royal Branch could not be included in this analysis). The Ameresco report addressed the existing infrastructure and systems, and costs associated with life-safety and energy code updates required. Ameresco's findings are incorporated into this report, and the report in its entirety is included as an appendix to this report.

The study frames specific recommendations, as requested by the City and DPL, for the following four basic options:

- › Status quo facility with minimal renovation.
- › Substantially remodeled and reconfigured facility.
- › New facility of similar size and function.
- › Moderately smaller facility combined with potential enhancement of branch facilities and services.

The final report serves as a defensible guide for DPL's capital program as the City seeks to build first-class library facilities that meet the current and future needs of the city's citizens.

Process

MSR was hired in July 2014 to perform the facility alternatives study and building programming services for the Library Facility Alternatives Study. DPL requested analysis of facilities data provided by others, a building program based upon the library's strategic plan, community and city input, and library best practices.

The comprehensive process included several methods of input including:

- › Online survey for library staff and a steering committee made up of citizens.
- › Tour of each library facility, and interview of the staff at each location.
- › Three meetings with library staff leadership.
- › Four committee meetings with the Citizen Steering Committee and Library Facility Team.
- › Four sessions with the city executive team, which was made up of the mayor, city chief administrative officer, director of planning and construction, and director of public administration.
- › Public input open forum.
- › Multiple data points including but not limited to: US Census Bureau, Institute of Museum and Library Services data, DPL Strategic Plan, State of the City Addresses, library collection analysis, and existing vehicular and pedestrian traffic flow studies.

Carla Powers, Library Manager, attended every input session.

Work session #1 was held September 9, 2014, and consisted of a tour of the Main Library and West Branch buildings with the library manager and staff, a meeting with the city executive team, and a visioning session with the Citizen Steering Committee. The work session focused on a discussion of the 21st century library and ultimately established the foundation of the project's guiding principles, the high-level aspirations that describe the values of the project. These principles (expanded upon in the Vision section) will serve as a touchstone and reminder of the project goals throughout future phases of design.

Work session #2 was held October 14, 2014, and consisted of a tour of the Mount Royal Branch building with the library manager and staff, a meeting with the city executive team, and a work session with key library staff. In addition, a Citizens Steering Committee meeting was held to confirm the project's guiding principles, discuss the peer analyses and benchmarking data, and at which Ameresco presented their report findings. A representative from Library Strategies, the consulting group working with DPL to assess potential changes in operations, attended this session.

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Work session #3 was held November 4, 2014, and consisted of a meeting with the city executive team, and a work session with key library staff to refine the developing building program. A representative from Library Strategies, the consulting group working with DPL to assess potential changes in operations, attended this session.

Work session #4 was held November 12, 2014, and consisted of a Citizens Steering Committee to present the findings of the study, and associated costs for each option.

A public input open house was held December 4, 2014. The consultant prepared boards and a slide show that interested community members could review on their own. Several Citizens Steering Committee members and city and library staff were available to answer questions and discuss the options in more detail. The comments gathered from the open house are included in the Appendix of this report.

All input gathered throughout the process has been incorporated into the guiding principles, each version of the building program and facility options included in this report. Coordination between all parties involved in this process was a priority, and space needs outcomes and selected portions of the Ameresco and Library Strategies reports are included in the Proposed Options section and the Appendices.

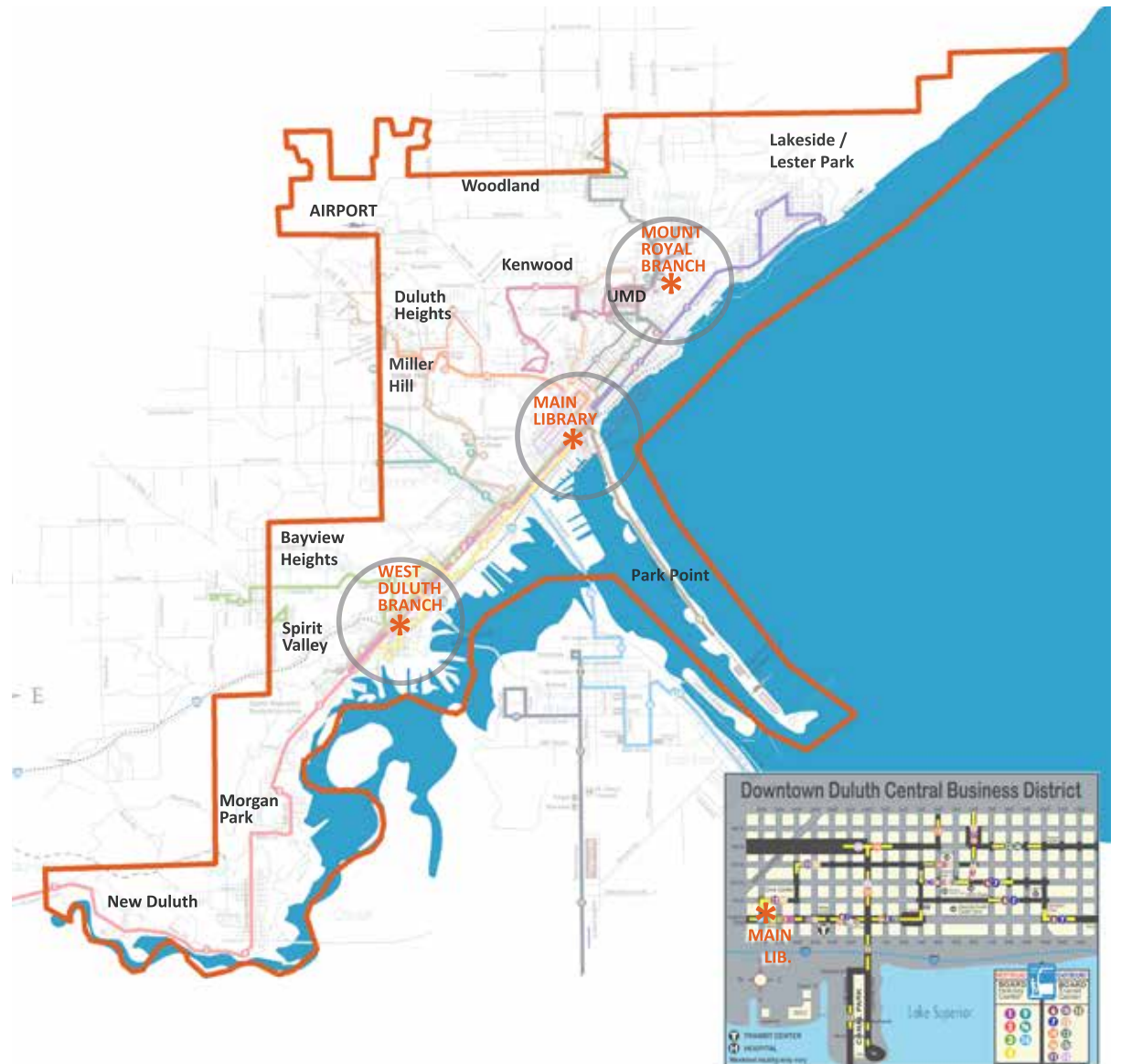
A final Citizens Steering Committee meeting was held December 16, 2014, to review all options and public input, and narrow recommendations for the city council's review and consideration at a meeting to take place mid-January 2015.

Sources Used

The following data was used for this report as provided by DPL, or from design team sources:

- › DPL State Reports, 2009–2013.
- › Collection and use data provided by DPL, 2013.
- › DPL Strategic Plan, 2013.
- › State of the City Addresses, 2012–2014.
- › *Twin Cities Business*, January 2014.
- › US Census Bureau data, 2010–2013.
- › Institute of Museum and Library Services (IMLS) data, 2011–latest available.
- › International Federation of Library Associations Metropolitan Library Survey 2013 (2011 data).
- › *Library Journal* New Landmark Libraries, 2011.

Duluth Census Tract Transportation Map



introduction

Participants

The following groups and individuals contributed input for preparing this report:

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MSR also gratefully acknowledges all of the DPL branch managers and other staff not mentioned above who graciously gave their time, knowledge, and information during branch visits and requests for data.

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The assessment and programming phase of work is, by nature, a wide-ranging investigation of possibilities—in this case, an inquiry to determine the characteristics of a 21st-century main library that will serve Duluth's citizens well into the future. The design team's first step was to ask several key questions, including:

- › What is your highest aspiration for the system's service and identity?
- › Imagine it is the opening day of a new/renovated main library. What is the newspaper headline?
- › After opening, what will draw your entire community to the main library building and branches?
- › After opening, what will draw people from the region and country to your building and branches?

In asking these questions, the team was planting the seeds of possibility and change in the minds of study participants by asking them to step outside of current constraints. This suspension of limits is a critical part of the predesign and programming processes, as this expansive thinking helps frame the project's goals in service of the organization's highest aspirations. If those high aspirations remain unstated or are quashed prematurely, an opportunity for achieving excellence—in the project and in the organization—is missed.

In tandem with this high-level, aspirational thinking the consultant analyzed existing DPL facilities, the library collection and use data, area demographics, peer libraries and aspirational peer libraries (libraries from communities that are not strictly peers, but that contain aspects DPL aspires to, either in offerings or in the building design). This grounded the aspirational discussions in library best practices and in the realities of serving Duluth's evolving population.

Through these discussions, several key themes began to emerge, which shaped the programming and facilities assessment thinking:

- › Improved customer service is a top priority; currently the main library building contains many barriers to providing the level of service, security, and types of programming, desired.
- › Technology has a large role in providing service, and that role will continue to evolve.
- › Flexibility and adaptability are high priorities.
- › While the library currently does not have the space needed, much of the existing space is poorly configured. Therefore, it is more a matter of the right space and proper configuration that is needed, than a matter of increased quantity of space.

- › The library building should be a community hub, and a manifestation of the community's values.

The design team's analysis resulted in an ideal building program area of 75,000 gross square feet. The program contains eight main parts, including an entry, marketplace, meeting rooms, adult collections and seating, teens' services, children's services, administration and staff, and building support. Descriptions of these programmatic areas can be found in the Building Program section of this report. One of the options requested by the City and Library required investigation of a smaller main library building. Therefore, the team also prepared a building program showing a 30% reduction in size from the optimal 75,000 gross square feet, resulting in a building of 50,600 gross square feet. This smaller main library maintains many of the priorities stated in the visioning process but requires a much deeper cut in print collection holdings to do so.

Based upon the approved building programs, stated goals and priorities, library design best-practices, and the guiding principles, the design team explored facility options, preparing sketches, narrative, pros/cons and cost estimates to describe each one.

executive summary

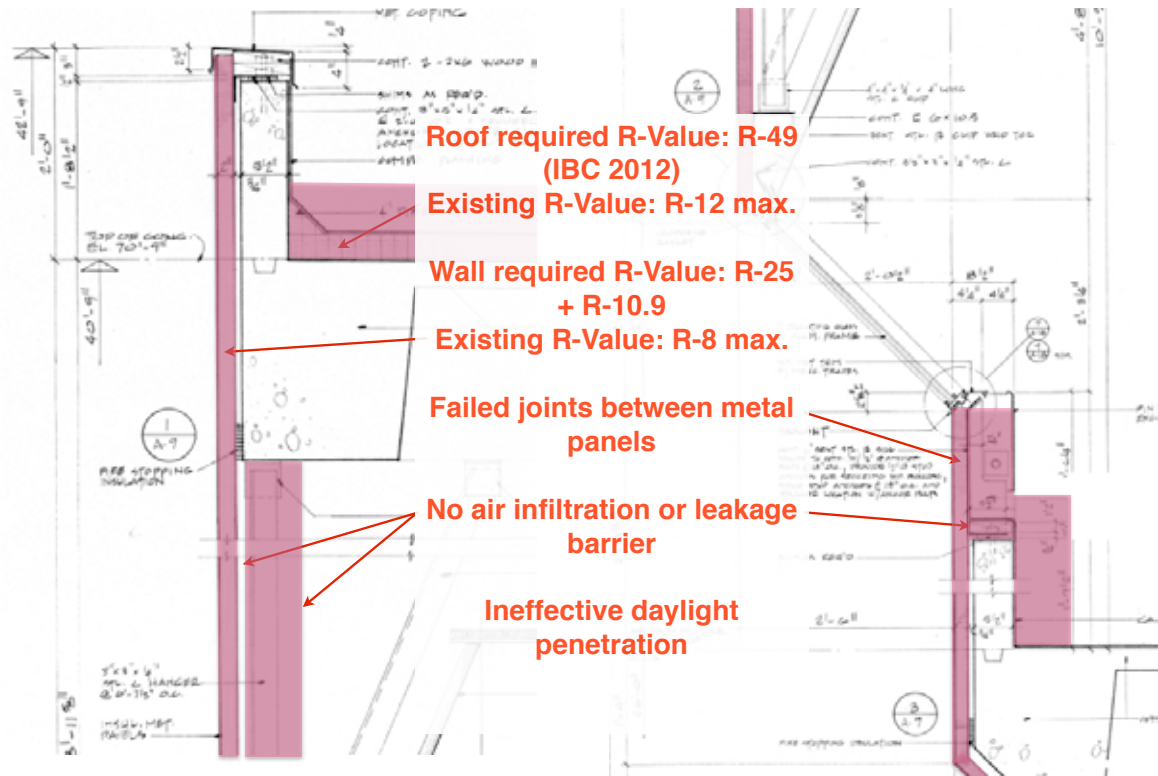
Option A1. Update Building Systems

Option A1 provides a moderate renovation to the existing Main Library building. It includes code-required updates, HVAC systems replacement, and building interior updates. This option also includes new interior finishes and a modest amount of new furniture.

While this option allows the library to continue operating much as it does today, it does not address the larger issues present with the existing building—namely, the exterior envelope (e.g., perimeter walls, windows, and roofs). The existing building lacks a moisture barrier behind the existing metal cladding system, which leads to air and moisture infiltration. It also lacks sufficient thermal insulation on all of the roofs, leading to excessive heat loss. Unless the exterior envelope is also addressed, the energy savings recouped from a more efficient HVAC system will, quite literally, go right out the window.

Option A1 Project Costs	\$25,585,000*
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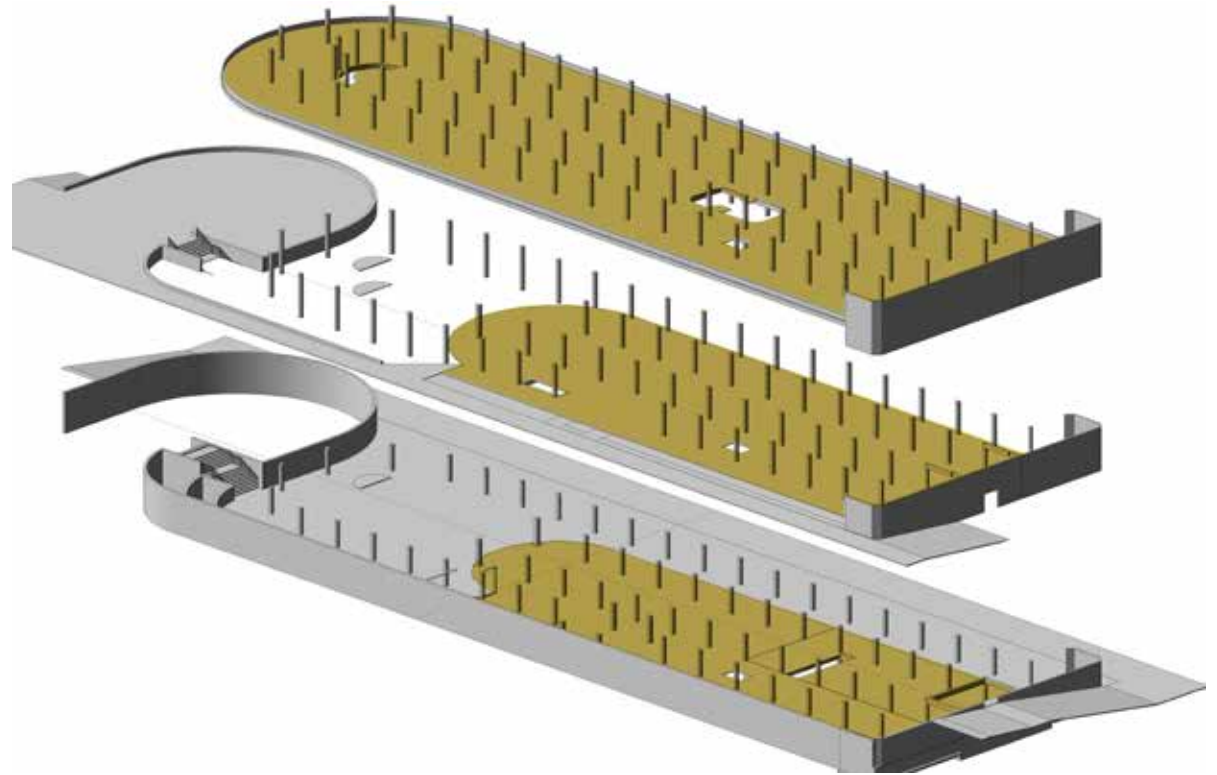
* Includes an allowance for a temporary facility during construction.



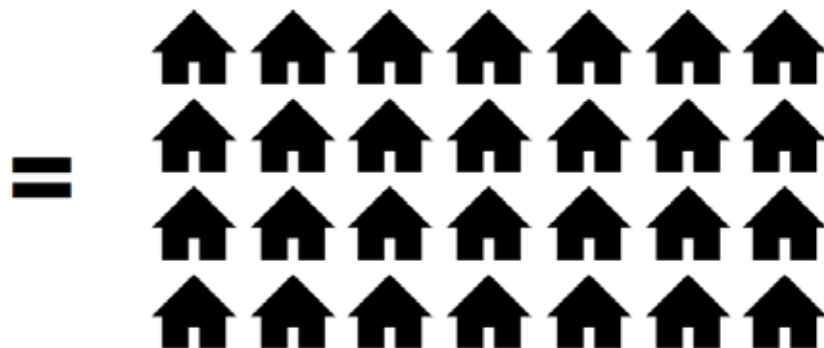
Option A2. Code Requirements Only

Option A2 scales back the intervention to address only code-required updates and HVAC system replacement. It is the least expensive of the options. It not only leaves the library hamstrung with a building in which it is difficult to provide 21st-century library services, but also does not address the air infiltration of the building envelope, which costs the library \$75,000 annually in wasted energy costs.

Option A2 Project Costs	\$15,000,000
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The current building wastes \$75,000 in energy each year, that's enough to heat and cool **27.96 Duluth homes.**



—Comparative data from Energy Wise Minnesota

executive summary

Option B1. Full Renovation

Option B1 is a comprehensive renovation to the existing building. This option addresses the issues with the existing building's envelope by insulating, replacing exterior panels and replacing the roof. It also replaces and expands the windows, which helps with energy efficiency and daylight harvesting. Less reliance on electric light for the interior will save energy, and will also make for a more healthy and pleasant interior for library users and staff. This full renovation also includes replacement of HVAC systems, a full interior renovation, and new furniture, and so expands opportunities for improvements to library service. However, the existing interior forest of columns—a major hindrance in library planning, staff sightlines, and flexibility—is still in place.

Option B1 Project Costs	\$30,655,000*
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* Includes an allowance for a temporary facility during construction.



Option B2. Partial Renovation

Option B2 scales back the work on the exterior to only partially address the air infiltration issues.

Option B2 Project Costs	\$27,855,000*
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* Includes an allowance for a temporary facility during construction.



executive summary

Option C. New Building of Similar Size

Option C assumes a new main library building of roughly 75,000 gross square feet on the existing library site. This option includes highly efficient HVAC systems and building envelope, a flexible building interior, and new furniture. No new parking is included. It is assumed that existing adjacent parking lots offer sufficient library parking. One benefit of a new building on the existing site is in reconfiguration of the building footprint. The study shows that sufficient land would be remaining to allow for a covered outdoor programming space. The library currently provides several outdoor programs each year; outdoor space that is better configured, has some greenery and is more welcoming in the off-hours would benefit the community.

Option C Project Costs	\$34,700,000*
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* Includes an allowance for a temporary facility during construction.

NOTE

The team also studied potential new sites for this option. Those preliminary massing studies are at the end of the Options section.



Option D. New Building of Smaller Size

Option D assumes a 30% reduction to Option C, yielding a 50,600 gross square foot new building, planned on the existing site. While this could save the city money due to its smaller scale, many library services, and the collection, will be compromised.

Option D Project Costs	\$25,400,000*
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* Includes an allowance for a temporary facility during construction. Does not include investment in the branches or parking.



executive summary

Recommendation

Much discussion and debate took place during the last two Citizen's Steering Committee meetings regarding which option was the preferred. The extent of reduction to both the physical collection and sought-after spaces to accommodate a reduced size facility is considered too dramatic and detrimental to providing service. Consider that the full size facility in Option C still requires cuts to the existing physical collection to make space for other, much-needed library services, that currently do not exist due to space constraints.

Due to the deferred maintenance requirements, the cost of each renovation option was considerably higher than anticipated, but it was recognized that a minimal systems only improvement to the existing building (Option A) would be counter-productive and cost the City more money in the medium-term. Option B was considered so close in cost to Options C and D, and with so many disadvantages due to the proliferation of columns, that it was dismissed as not meeting many of the goals set out by the committee, library and city leaders.

All options could be value-engineered during subsequent design phases, but generally this has a tendency to result in a limited reduction in costs and a dramatic reduction in both services and quality. However, reduction in costs is a possibility provided the process is carefully managed and candidate aspects of the value engineering process are carefully targeted.

The overwhelming majority of public responses leading up to, during and following the open public meeting on December 4, 2014 indicated a strong preference for Option C. In summary, 63 voted for Option C, 16 for Option B, 12 for Option D and 9 for Option A. A detailed list of comments and other data from the open public meeting is in Appendix 3.

Option C is recommended by the consultants for the following reasons:

1. The size is similar to the main library's existing size, and this is considered an appropriate size for the Duluth community and for DPL to maintain a comprehensive level of library service.
2. A new facility, planned carefully and with as few interior columns as economically possible, will enable flexibility so changes over the long term can be made without major construction.
3. There is the potential to relocate closer to the heart of downtown Duluth. This will be consistent with, and will complement, the City's current initiative to regenerate the heart of downtown Duluth, will enable proximity to the heart of community activity, enable a walkable and visual connection to lakeside paths and trails, and potentially enable connection to the downtown skyway system. The site selection process forms the basis for a subsequent study by the City.
4. The cost increase for a new facility versus a major renovation is modest, while a new facility allows the library to better meet the objectives, goals and vision set forth in this process.

“Time to really do a major plan, this block is the anchor to a great usable area of downtown.”

—Citizen Comment from Community Input Open Forum

Options for Reusing the Existing Building

The team also studied potential new sites for option C and D. A new site, more central to the downtown core, would allow for more visual and physical connection to the lake, and would negate the need for a temporary facility to house the library during construction. Those studies are available in the Appendix.

See the Proposed Options section for more detail regarding each option.

With input from an experienced realtor in the Duluth commercial real estate market, the consultant team developed the following preliminary list of options for reusing the existing Main Library:

- › New location for the Duluth Children's Museum with ties to the Depot across Michigan Street. The Duluth Children's Museum is currently raising funds for a new facility. However, the existing Main Library facility may be too large for the museum's needs.
- › A new, large company considering relocating its headquarters campus to Duluth may be interested

in the facility. However, the appeal of the existing building even if re-clad with a new envelope design is uncertain, the parking shortage in this area of downtown would still exist, and there is no guarantee that this type of entity would consider Duluth a viable destination for their headquarters, even though the City has made great strides since 2008 in attracting corporations.

- › A storage archive for government and/or federal government documents. This option should probably only be considered for the short term because it would need to be run by a government entity and longer term use would likely not be accommodated by a government entity budget.
- › The existing building could be demolished and the existing site sold on the open market. The cost of demolition, based on 4th quarter demolition rates in the city, would be in the range of \$850,000 to \$900,000. Post demolition, the land value would need to be determined closer to the time of entering the market.

Other potential uses are described in more detail at the end of the Proposed Options section.

Investment in the existing building is required, due to the aging interior, systems and envelope of a critical building for a community. Investment is required due to inefficient use of space and lack of proper programmatic spaces and tools to effectively serve the citizens of Duluth. Rather than simply address the building deficiencies and continue with business as usual, DPL and the City of Duluth have an incredible opportunity to enhance library service and offerings, increase staff engagement, satisfaction and productivity, and ultimately, positively impact the community.

Existing Building in Need

The Main Library is located on the west side of downtown, close to the City administrative offices, adjacent the Depot, with two public parking facilities off-site across the street on the lake side of the library. The building is, at its greatest open area dimensions (on the second floor), approximately 312 feet long and approximately 98 feet wide internally, with a closely spaced column grid (column spacing varies from 16 feet to 20 feet most typically) supporting the cast-in-place concrete structure. The roofs are flat and provide a long, relatively narrow clerestory window projection down the central structural bay of the 2nd floor.

The public areas of this facility are split over two main floors of the building. The main entry is off Superior Street, though most patrons enter at the lower level (Michigan Street) due to its proximity to the parking lots. Once inside the building on this level, access to the

elevator is difficult to find, and it is not immediately clear how to get to the library proper. Three meeting spaces are located on the lower level, along with the majority of staff spaces. Additional staff areas are scattered throughout the building. Mechanical and electrical services are located mostly in a basement level, which is 4,100 gross square feet, on the western end of the building. Two main mechanical chases provide air and electrical distribution, as well as one major chase on the western end and two smaller chases between columns towards the east side of the building. An elevator and stair provide vertical circulation, and public restrooms are located on the west side of the first and second floors.

The first floor has a main circulation/service desk at the main entry zone with self-check stations and a small staff area behind the desk. Further west in the library is the youth services area, with its own service desk, a

small teen area, and the youth collections. New materials are located close to the main circulation stair, as well as a computer lab, AV and audio books collections, and catalog computers. The second floor contains the reference collection, nonfiction area, subscription materials, reading and seating areas, a small number of public access computers (PACs), catalog computers, a printing facility, microform readers, a reference and information desk, a special collections room, a substantial government documents collection area, and a large staff area. A substantial collection of government documents on the second floor is currently being weeded in order to make way for other public uses in those areas. The remaining government documents must, ultimately, be addressed as part of an updated collection policy that meets the need of Duluth's residents for the future. Off-site storage for this part of the collection could be considered.



The public spaces are generally compact in size and height with very little daylight in most areas, and very limited views to the outside. The proliferation of structural columns at all levels of the building limits flexibility in layout and function in terms of how the library offers services to the public. The existing interior column spacing does not lend itself well for library services, either in terms of current, optimum stack spacing, or for optimizing the flexibility of laying out other contemporary library space types.

PHYSICAL CONDITION & PERFORMANCE

As detailed in Ameresco's facility condition report, the building is dated, and spatial quality is heavily compromised by dated mechanical and electrical system limitations. Ameresco's report also outlines a long list of facility updating needs that have accumulated over the life of the building due to a limited maintenance budget and deficiencies generated by building code changes over time. The total cost to make these upgrades, in 2014 US dollars, is an estimated \$10,710,000. See the Appendices for more details on this.

In terms of building exterior envelope condition, the existing building metal panel cladding system and insulated glass windows and frames are all in need of substantial upgrades, or preferably replacement, with new cladding that performs better in terms of air in-

filtration and thermal insulation (including thermally broken window frames and high performance, low-e insulated glass panels). The existing metal panels are composite containing two-inch thick rigid insulation that offers an R-value of approximately R-8. Current code requires R-values of R-10.9 continuous insulation plus R-25 for insulation between exterior wall framing members.

No air infiltration or moisture barrier exists behind these panels, which is legal practice per current building code, so the air infiltration barrier, either from outside to inside, or the other way round, is in the metal panel system and its sealed joints between panels. Unfortunately these joints have either lost their seal through cracks or are missing, causing the building to leak.

The roofs have 4 inches of insulation below the roof membrane, offering R-12 to R-16 at most, where current code requires R-49. The roof finish and insulation should be removed and replaced with a higher performing assembly that meets current code.

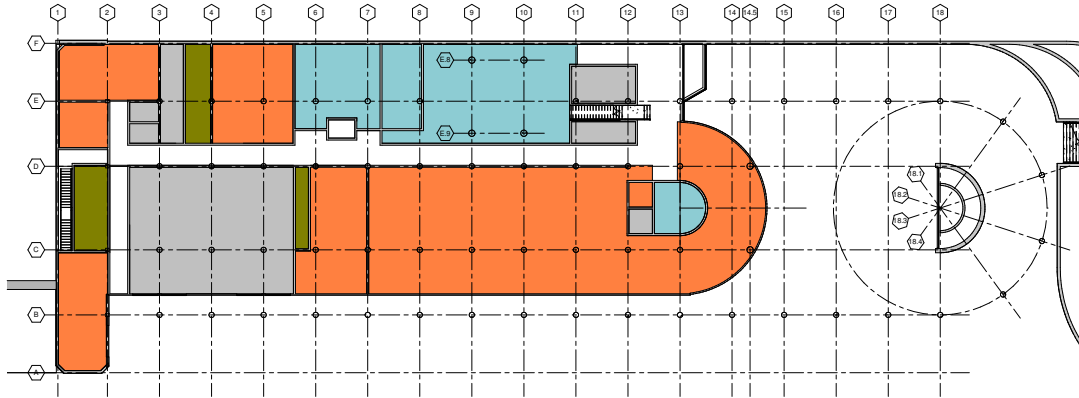
Energy use studies for the building indicate excessive energy use, and the facilities group has stated that the HVAC system needs to run 24/7 to maintain a habitable environment inside. According to ASHRAE 90.1-2013, a facility of this type should consume in the range

of 50 to 70 kbtu/sf per year. According to Ameresco's data, the building consumed 105.54 kbtu/sf in energy from June 2013 through May 2014.

Typical energy costs for high performing, contemporary library buildings across the country, with some variation depending on climatic region, average around \$1.30/square foot per year, including lighting (lighting in libraries typically accounts for 60% of electrical power demand). That average would equate to anticipated energy costs being around \$94,000 per year. The current building cost \$166,400 to run from June 2013 through May 2014, and only 31% of these costs are attributed to lighting. This fact is a clear indication that the building leaks in terms of air infiltration and/or in terms of loss of treated air, making the building more expensive to heat or cool at a rate of around \$72,400 per year.

All of the above, if replaced, should be configured to enable better daylight penetration, exterior views, thermal insulation, and air infiltration/loss prevention. A substantial refurbishment of this building will therefore be necessary to optimize its use now and in the future, and it will involve temporary relocation of the entire facility for about two years.

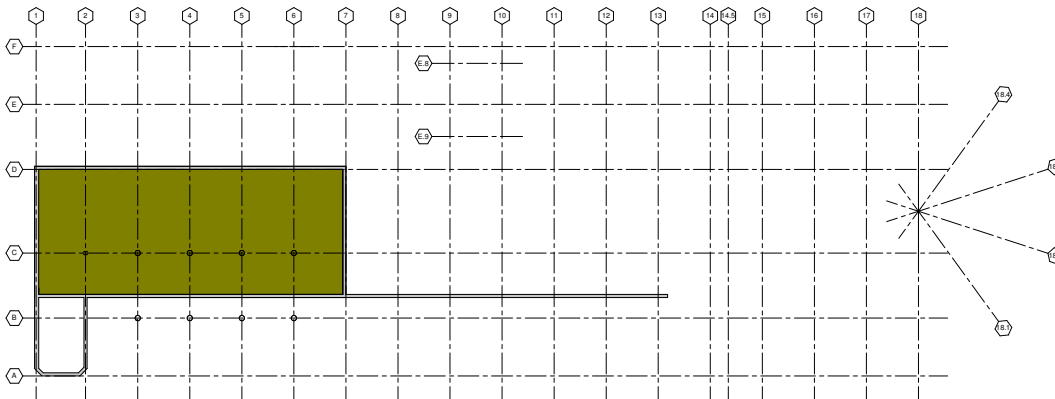
Floor Plans of Existing DPL Main Library



PROGRAM - GROUND LEVEL - 18,000 SF
3/64" = 1'-0"

Ground level program key

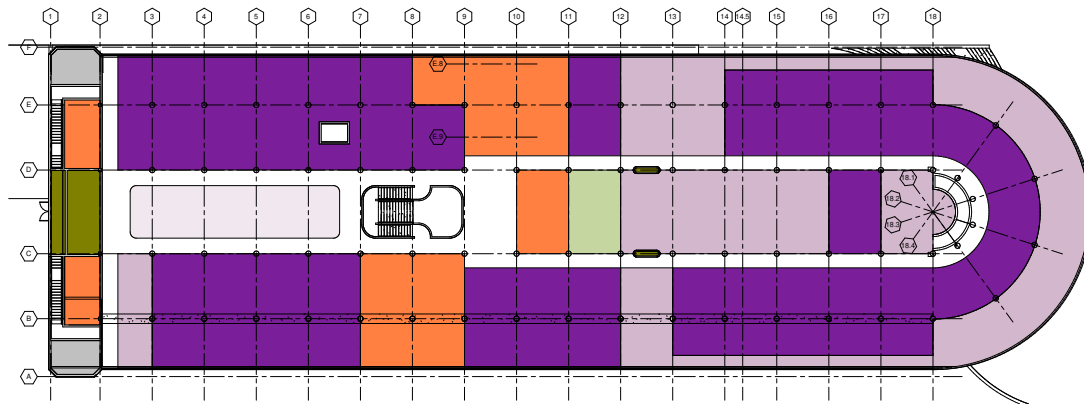
- 7,850 SF STAFF
- 650 SF MECHANICAL
- 2,825 SF PUBLIC MEETING
- 2,875 SF RESTROOMS / STORAGE
- LIBRARY STACKS
- LIBRARY SEATING
- LIBRARY SPECIAL COLLECTIONS
- LIBRARY COMPUTER TECH
- TEEN AREA
- CHILDREN'S AREA
- 3,800 SF CIRCULATION / MISC



PROGRAM - BASEMENT - 4,100 SF
3/64" = 1'-0"












Basement level program key

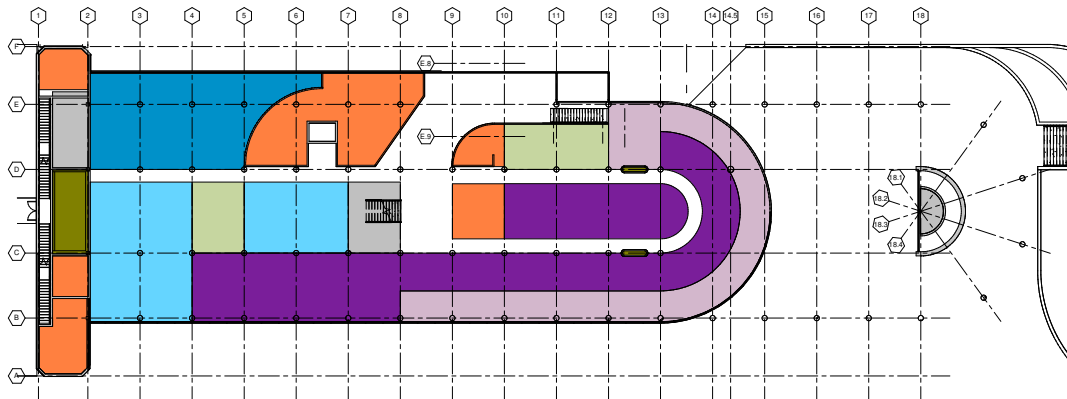
- 3,820 SF STAFF
- 650 SF MECHANICAL
- 2,825 SF PUBLIC MEETING
- 2,875 SF RESTROOMS / STORAGE
- LIBRARY STACKS
- LIBRARY SEATING
- LIBRARY SPECIAL COLLECTIONS
- LIBRARY COMPUTER TECH
- TEEN AREA
- CHILDREN'S AREA
- 280 SF CIRCULATION / MISC



PROGRAM - LEVEL 2 - 31,925 SF
3/64" = 1'-0"












Level 2 program key

3,450 SF		STAFF
450 SF		MECHANICAL
		PUBLIC MEETING
330 SF		RESTROOMS / STORAGE
14,000 SF		LIBRARY STACKS
7,150 SF		LIBRARY SEATING
1,100 SF		LIBRARY SPECIAL COLLECTIONS
440 SF		LIBRARY COMPUTER TECH
		TEEN AREA
		CHILDREN'S AREA
5,005 SF		CIRCULATION / MISC



PROGRAM - LEVEL 1 - 18,275 SF
3/64" = 1'-0"

Level 1 program key

2,315 SF		STAFF
335 SF		MECHANICAL
		PUBLIC MEETING
725 SF		RESTROOMS / STORAGE
4,130 SF		LIBRARY STACKS
2,050 SF		LIBRARY SEATING
		LIBRARY SPECIAL COLLECTIONS
850 SF		LIBRARY COMPUTER TECH
1,730 SF		TEEN AREA
2,175 SF		CHILDREN'S AREA
3,965 SF		CIRCULATION / MISC

Aligning the Building with the Mission

Organizations with buildings that help them achieve their missions have a clearer path to success. This can be done through providing the right programmatic spaces and through pure functionality—but the building is richer if it also embodies the organization's mission in the very design, and makes that plain to the building's users. Therefore the consultant reviewed DPL's mission and strategic goals and presented ideas to the Citizen Steering Committee about how the mission and goals might come to life in a reimagined Main Library.

In 2011, DPL completed a new strategic plan for 2011–2015. These strategic goals, in order of priority, include:

- › Everyone has access to and assistance using state-of-the-art digital resources.
- › Children birth through third grade and their caregivers get excited about reading, writing, and learning.
- › People at every age explore their interests and become knowledgeable about a variety of subjects.
- › Youth and adults find enjoyment and enhance their creative and cultural lives.
- › Individuals and organizations find connections to local history, tradition, and culture.

These goals address key community needs including literacy, lifelong learning, and the need for a skilled workforce and are instrumental in planning for future library facilities and services.

DULUTH PUBLIC LIBRARY MISSION

To enrich community life by helping people at every age connect with the digital world, enjoy reading, continue lifelong learning, and explore creative pursuits in a welcoming environment.

Strategic Goals

ACCESS TO STATE-OF-THE-ART DIGITAL RESOURCES



EXCITEMENT FOR READING, WRITING & LEARNING



EXPLORE INTERESTS



context

Strategic Goals (continued)

ENHANCE CREATIVE & CULTURAL LIVES



FIND CONNECTIONS TO LOCAL HISTORY & CULTURE



Library Service for the 21st Century

The public library is an institution that has morphed from book centered to technology centered to community and creativity centered over the last few decades. This evolution is essential as the library's users continue to transform their lives to keep up with the pace of change in the world.

The future of public libraries is not easily forecast because of the rapid rate of technological change. It is apparent, however, that heavy use of public libraries throughout the U.S. and worldwide is continuing.

According to *How Americans Value Public Libraries in their Communities*, a report published by the Pew Internet & American Life Project in December 2013:

95% of Americans ages 16 and older agree that the materials and resources available at public libraries play an important role in giving everyone a chance to succeed.

95% say that public libraries are important because they promote literacy and a love of reading.

94% say that having a public library improves the quality of life in a community.

81% say that public libraries provide many services people would have a hard time finding elsewhere.

To be successful in the future, DPL will have to bring together traditional and much-loved library services with new innovative services and spaces. As the library

continues to offer physical objects, (e.g., books, CDs, DVDs, and magazines) together with digital objects (e.g., e-books and digital media), it must become an institution that incorporates the new and encourages its users to experience the possibilities and potentials of new technologies, services, and collections in welcoming, accommodating, and accessible facilities.

In most communities, including Duluth, the public's perspective on what the library can and should do in the future has not kept up with what, in reality, libraries are capable of offering their users. The traditional ideal of the public library as a book-centered institution is outdated. Today's public library has become a place that is a community asset of the highest order, one in which the infinite and global resources now available through technology are available in each local community.

“While remaining committed to their essential mission of providing access to knowledge and promoting literacy, 21st-century library roles extend far beyond book lending. . . . A state of information abundance places a premium on the ability to navigate, create and innovate.”

—Amy K. Garmer, *Rising to the Challenge: Re-Envisioning Public Libraries*, Aspen Institute, 2014

Now more than ever, library users seek assistance in accessing the vast network of information and distilling it into relevant and valuable knowledge. They want help converting information into resources that serve their personal needs (e.g., education, business, lifetime learning, and enjoyment). Libraries and library staff provide means, methods, and resources for acquiring information and transforming it into valuable knowledge. Library design can make evident and exciting the variety of media, mediums and spaces for learning and community engagement.

DPL's facilities and the services that are offered will play an integral role in the daily lives of community members as a place for active community engagement, intellectual discourse, lifelong learning and literacy, creativity and innovation and economic development.

The IFLA *Metropolitan Libraries Section Statistical Survey 2011* results (released in November 2013) indicate the following overall trends across the 57 participating library systems around the world from 2007–2011:

- › A trend downwards in collection size, print materials, and additions to collection per capita.
- › A trend downwards in print materials as a percentage of total additions.
- › A slight increase in number of Internet stations per capita.
- › A dramatic increase in electronic collection per capita and as a percentage of the total collection.
- › A leveling off of total additions to total collection, as well as print materials as a percentage of the total collection.
- › A trend upwards in circulation rates.
- › A slight trend downwards in operating expenditure per capita.
- › An increase in all types of social networking.

The consultant has cited several recent regional building projects that embody the above trends, including many of DPL's peers or aspirational peers. These trends are instructional when creating a building program, and predicting usage for the community of Duluth. Usage trends that must be addressed as the Duluth Public Library prepares itself for the future in terms of collections, technology, and facilities include:

COMMUNITY COMMONS

The public library as the third place, a community commons.

- › Increased need for flexible community spaces.
- › Common area amenities such as food cafes and vending machines.
- › Casual seating in flexible/movable seating patterns.
- › More electrical outlets and power stations to support increased use of mobile technology.
- › Flexible displays supporting recreational reading and easy downloads.

COMMUNITY-CENTERED

Emphasis on community collections and community pride.

- › Integration and use of local experts in community programs and offerings.
- › Local collections and local authors.
- › Digital/physical exhibits showcasing local history, local authors, local makers (artist, creators, and fabricators), and culture.
- › Providing physical/digital displays for young writers and artists to showcase young local talent.

INTELLECTUAL CAPITAL

Harnessing and stimulating innovation, ideas, and intellectual capacity as libraries become places for learning, meeting, and creating.

- › Increased program emphasis on new ideas and innovation (e.g., TED Talks and Code Camps).
- › Increased need for flexible program and theater space to host events (capacity for 50–500).
- › Group workspaces and individual study areas.
- › Community space for creation and fabrication of ideas.

COLLABORATIVE DIGITAL INITIATIVES

Cooperation among community partners with a goal of creating a virtual universal library by linking collections from library to library to user.

- › Library outlets through community partners' resources.
- › Collaborative projects that digitize community assets and knowledge.

LEARNING & CREATION SPACES

Providing digital technology and resources to support digital media creation for people of all ages.

- › Flexible lab spaces/pods that can accommodate media creation (e.g., video production, music production, and visual media production).
- › Partnerships with local tech entrepreneurs for programs and classes.
- › Learning from the users with a focus on how younger users are accessing information in digital and traditional formats.

ECONOMIC DEVELOPMENT DRIVER

Next steps beyond workforce development and educational development.

- › Space for community educational partners (e.g., college support programs, advanced degree support, skill/trade development, and online courses).
- › Flexible space for community trainings and workshops.
- › Meeting local economic development needs through partnerships and workshops.
- › ESL classes and GED classes in person and online.

THE UBIQUITOUS LIBRARY

Increased use of location-aware/GPS tools to support library services (the “library in your pocket”).

- › Smart wallets for payment of fines and fees.
- › Virtual library cards for circulation and program attendance.
- › Wayfinding aids that are location-aware/GPS enabled.
- › Increased use of mobile applications for service delivery.

LITERACY SKILLS & LIFE SKILLS

Library as a central resource and an essential partner in developing and nurturing literacy in all of its forms.

- › Early literacy programs and facilities for children and parents.
- › Homework spaces and services for K-12 students.
- › Digital literacy services and labs.
- › Lifelong learning opportunities.

In 2012, the Pew Research Center issued a survey report entitled *Library Services in the Digital Age*. The report states: “The availability of free computers and Internet access now rivals book lending and reference expertise as a vital service of libraries.” The Pew 2012 report concentrates, to a large extent, on the rising popularity of e-books and the resulting transformation of American reading habits. The report states:

People would embrace even wider uses of technology at libraries . . . [if they were offered] apps-based access to library materials and programs . . . access to technology petting zoos to try out new devices . . . [or] lending machines or kiosks located throughout the community where people can check out books, movies, or music without having to go to the library itself.

The Pew 2012 survey also found that a total of 59% of respondents said that libraries should either “definitely or maybe move some printed books and stacks out of public locations to free up space for tech centers, reading rooms, meetings rooms, and cultural events.”

The public library today faces the same social, economic, and political pressures other public institutions face. Libraries across the country are responding to increased demand for services, technology, and study space. Since 2006, national library usage has increased from 1.23 billion visitors to nearly 1.5 billion in 2011. This increase in the physical use of the library coincides with increases in e-book access as well as the use of audio and visual materials. This increase is not limited to adults. A large number of teens and younger adults are using public libraries as well. According to the Pew 2012 report:

More than eight in ten Americans between the ages of 16 and 29 read a book in the past year, and six in ten used their local public library. At the youngest end of the spectrum, high school students in their late teens (ages 16–17) and college-aged young adults (ages 18–24) are especially likely to have read a book or used the library in the past 12 months.

And although their library usage patterns may often be influenced by the requirements of school assignments, their interest in the possibilities of mobile technology may also point the way toward opportunities of further engagement with libraries later in life. These results have serious implications for planning library facilities. An increase in the use of mobile devices sometimes reduces the need for hard-wired computers and will increase demand on wireless data systems.

More than an institution, the public library is a social compact. It is an ethic of service that has been in place for more than 250 years. As our society evolves and local institutions become more sophisticated in providing tailored services, public libraries need to transform themselves in order to provide the best services possible—and evolve as the community evolves.

Role of Branch Libraries

The branch library is a true community resource, programmed, designed, and configured to meet individual users' and the community's needs. Because it is a local library for the local public, its primary role is to provide equitable access to library services and collections to all the members of the community as a stand-alone library and as a key part of a library system.

The branch library provides open, free accessibility and public space in the community. As part of the knowledge infrastructure of the local community, it provides an environment for studying and learning, finding and interpreting information, social and community interaction, business incubation and development, cultural awareness, networking, and quiet contemplation. The branch public library serves everyone in the community regardless of age, gender, ethnicity, cultural background, or economic status. As such, it is a true embodiment of democracy and openness.

As public libraries have rapidly evolved over the past decade, some of the newer roles they have undertaken have an impact on the spaces within the branch library. Public library branches are places in which information is converted to knowledge, the community comes together to foster creativity and develop content, and people engage in public discussions about topics vital to themselves and the community in general. These new roles require new technologies, collections, and other resources. They call for bold concepts for the branch library facility so that it can meet current and future needs in response to ever-evolving roles.

While DPL's two branch libraries should have a commonality in terms of the kinds of spaces needed, some specificity to local community needs must also be addressed. It is crucial to identify the key issues in each local community and determine how the branch library

can respond to them. For example, a neighborhood with low literacy rates will benefit from spaces for tutoring and literacy-related collections and programs. Neighborhoods with young families will need early literacy centers for young children and their parents and caregivers. The library also needs to continue to address the deep digital divide between those individuals with the skills to use the latest technology who have access to that technology and those without either the skills or that access. Technology-centered library spaces and services are key solutions to this community need.

Because the branch libraries are a critical component to providing library service to the community of Duluth, the consultants toured the branch libraries and made notes for possible improvements to each of the two facilities:

context

MOUNT ROYAL BRANCH

The Mount Royal Branch is located in leased space in the Mount Royal Shopping Center in eastern Duluth. This branch is exceptionally busy, circulating about half as many materials as the Main Library in only one-tenth the amount of space. The Mount Royal Branch is heavily used by children and families, and its weekly story time programs average 30–50 people. The 7,000 square-foot branch opened in 1998.

The branch's location in a mixed-use facility, proximity to the University and other higher education institutions, and high level of mobility of local residents all contribute to a good level of library use.

The library entry is located at the end of a communal hallway that serves several retail units entered from the parking lot at the rear of the shopping center. The



library spaces are planned inside a wide span, low slope roof structure with tectum roof panels forming the acoustical ceiling, which rises 14 feet in the middle of the library. The general atmosphere in this branch is light and airy, even though the windows are relatively small and dispersed around the low perimeter walls to the northwest and southwest.

The circulation and information desk is directly adjacent the entry doors and a little remote from some parts of the public areas. The circulation desk incorporates a staff work area behind the desk and two public interaction stations, with a compact staff desk, preparation area, office, staff break room and storage back-of-house area to the west behind the desk. The staff areas are too small for staff to carry out their tasks effectively, especially materials sorting, and access to daylight and views only exist in the staff break room.

Print collection stacks in the adult area are approximately seven feet high and, despite being cramped and aging, the collection circulates well in this community. The collection is weeded continually but there is some

resistance to reducing the collection. A brief, visual survey of the adult collection stacks indicates approximately 3,024 linear feet of print items shelving (eight rows of two-sided stacks, nine shelves long x seven shelves high, with each shelf at three feet long) plus eight spinners. The spinners are not liked by the staff.

The library includes seven four-seat tables and six lounge chairs for reading around the perimeter, and a corner banquette at a window in the teens' area that can seat five on the banquette with three movable chairs on the open side. A public computer center in the middle of the public space can accommodate twelve public computers, but it is currently configured for eight public computers, three catalog stations, and one print station. An additional two public computers, another catalog station adjacent to the adult stacks, and two gaming computers are located in the children's area. Teens use these computers too. Public computer use is currently limited to four half-hour sessions per user per day, with minimal waiting time to use one.

The children's area is compact in size and offerings, including interactive devices, games, toys, and seating for 13 at tables, and four bench seats on top of collection storage bins. The branch needs a larger children's area and better provisions in the teens' area. The branch has no lounge area, meeting room, or study rooms due to space constraints.

A large, painted mural on canvas is adhered to the wall adjacent the main circulation desk. Moving it would require also moving the wall surface to prevent damage to the art.

Besides items mentioned above that are lacking, the branch's wish list includes reinstatement of weekend hours, an outdoor area, better daylight and views, lower shelves (though with not much less collection), and more social space for family groups or groups of teens. The current lease for the library expires in 2017. A yarn shop adjacent the library area will be moving out before the end of 2014, which may present expansion space for this branch. This space has a floor area of approximately 2,500 square feet.

WEST DULUTH BRANCH

The West Duluth Branch is in a shared city facility that also includes a police station, fire station, and senior center. This location is the least busy of the three library facilities but has the advantage of being able to use space in the senior center for public events. Constructed in 1991, the library is 6,400 square feet in area.

The branch entry is through a common entry foyer that services the senior center too and, in theory, is large enough for small events, though it is not clear if it has been used for events in the past. To the left of the entry doors to the library is a lounge area that contains eight lounge chairs. This space is used for storytimes and reading/waiting outside storytime, but is otherwise very underutilized.

The library consists of one space for all library services, with shelving and furniture pieces used for sub-division into a children's area, a small teens' area, an adult reading area, adult collection stacks, and computer stations in two clusters of three or four. The circulation and information desk is one built-in piece directly adjacent to the entry, in front of a small staff work room and break area. A book drop deposits books into bins at the extreme end of the staff area. The branch needs more staff space and storage areas.



Seating consists of 13 table seats and ten bench seats along the window sills for children, two bean bags and two soft cubes for teens, and 22 table seats and five lounge chairs for adults.

Use of the public computers in the West Duluth Branch is particularly high. The branch provides four public Internet computers, three children's computers, and three non-Internet computers for adults'/teens'

use. The teen patron base is small for this branch in comparison with other DPL facilities, and the YA media collection does not see high use. The customer focus for this branch is adults and seniors. The adult print collection, newspapers, and public computers are well used. The collection is actively weeded on an ongoing basis in an attempt to try to free up the top and bottom shelves of the tall adult collection stacks.

City of Duluth's Priorities

The West Duluth Branch's collection size and circulation are half that of the Mount Royal Branch, with an equivalent amount of programming, but much lower attendance than at Mount Royal.

This report contains descriptions of spaces and space needs for each of the branch libraries. As such, it will serve as a starting point for the design of each of the facilities. The actual space and design for each of the facilities will evolve through the design process and continued development by the Library and selected design teams. This study describes a series of options for DPL with a recommendation of one of these options.

The City of Duluth serves a population of 86,265 (U.S. Census Bureau 2010) with a service area of 68 square miles. It is the largest metropolitan area on Lake Superior, and it is the fifth largest metro area in Minnesota, with a combined urban population of over 131,000 (U.S. Census Bureau 2010), including Proctor and Hermantown in Minnesota and Superior, Wisconsin.

The population is socioeconomically diverse and projected to grow marginally in the next 20 years to a projected population in excess of 90,000, based on City projections and goals. This growth projection is based on the significant gains in living conditions, employment rate, job vacancies created, housing improvements, infrastructure improvements, flood damage protection measures, and economic growth created by the city since 2008. The median age is 33.6 (State of Minnesota is 36.9), the job vacancy rate is 3.8% (State of Minne-

sota: 2.8%), and the unemployment rate is 4.6% (State of Minnesota: 4.8%). The city is experiencing a cycle of growth with efficiency, effectiveness, and cost savings as drivers. City leadership has been actively developing strong educational, cultural, and recreational amenities, and an updated main library is a natural extension of this growth and development.

The city's mantra is: Own it, Solve it, Take pride. This mantra is posted in city offices as a reminder, and is present in the actions of its leaders. This reflects an attitude of pitching in, and being a part of the solution.

Duluth uniquely serves, and fills a niche, the Upper Midwest region by:

- › Providing a healthy balance between urban and rural life.
- › Offering vibrancy and intimacy.
- › Providing a forum for career success with access to natural beauty.
- › Having a strong university, outdoor, arts, and night life presence and fostering a deep emotional connection to place.

These values are also stated desires for the reimaged main library building.



Building upon the 2011 strategic planning work, and stated mission/vision for DPL that resulted from that work, the team established a vision for the new main library building. The consultant posed a series of questions to the Citizen's Steering Committee, city leadership, and library leadership. The purpose of these questions was to expand thinking beyond what is, to what could be:

1. What is your highest aspiration for the system's service and identity?
2. Imagine it is the opening day of a new/renovated main library. What is the newspaper headline?
3. After opening, what is drawing colleagues from peer libraries to your building and branches?
4. After opening, what is drawing your entire community to your building and branches?

Responses to the questions were collated and categorized into aspirations, headlines, national draw, local draw, and other responses. The key points arising from the survey responses are summarized as follows (a full set of responses is in the Appendices of this report):

ASPIRATIONS

- › Best place for information.
- › Reflection of the community.
- › Center for culture, learning and recreation.
- › Flexible and adaptable.
- › Destination for children and adults.
- › Best resource in the city.

HEADLINES

- › "The place in Duluth."
- › "Honors the past and ready for the future."
- › "Duluth transforms its library."
- › "State-of-the-art library mixes tradition and technology."
- › "A place with something for everyone."

NATIONAL DRAW

- › Extraordinarily high usage.
- › Visual connection to the lake.
- › Lean and mean.
- › Showcase for Duluth's uniqueness.
- › A source of beauty and restoration.
- › Beyond-the-basics services.
- › How to do it right.

LOCAL DRAW

- › Free services unavailable anywhere else.
- › Comfortable, pleasant place to hang out.
- › A free escape from home or work.
- › Vibrant hub for the entire city.
- › Reaches all segments of population.
- › Sits easily in its landscape.

OTHER RESPONSES

- › Consider the role of branches in relation to a revised main.
- › Signage and orientation very important.
- › Ensure enough power outlets for personal devices.
- › Tie closely to the lake and Saint Louis River.

Guiding Project Principles

The responses, and discussions around them, led to the development of project guiding principles.

- › **Invite.** The building will be a safe and vibrant city hub and highly sought-out destination for all segments of the community.
- › **Honor & Innovate.** The design will reflect the culture and character of Duluth's evolving community and will incorporate the best of 21st-century design, technology, and innovative library service.
- › **Sustain.** The design will perform to high standards of sustainable practice, reduce energy use, and support the health and well-being of the buildings' users.
- › **Adapt.** The design will respond gracefully to changes in library service, technology, and programming to maintain relevance over generations.
- › **Leverage.** The design and resources will be optimized to leverage efficient and exceptional library services.
- › **Inspire.** The design will incorporate natural light and the beauty of the region and offer views of a prized community asset: the lake.
- › **Transform.** The design will be a tool in transforming library services and be transformational to the community.

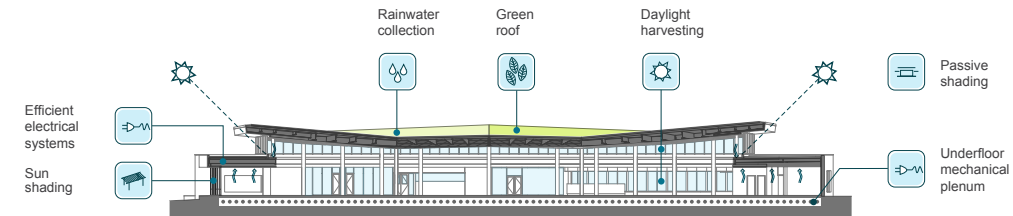
These principles serve as a touchstone for the values of the project as the design progresses, and were used as a benchmark against which decisions could be made during the space programming aspect of this study. These guiding principles should also be used at every design stage subsequent to this report to set the stage for DPL to be able to achieve its goals and mission.



invite



honor & innovate



sustain



adapt



leverage



inspire



transform



Demographics & Peer Comparisons

DPL and the consultant team selected peer comparison library systems to use as a comparative basis for some of DPL's current characteristics and performance. Data was provided by the library and the information contained in its annual reports to the Minnesota State Library Agency in order to help understand trends within DPL, and additional data was sourced from the Institute of Museum and Library Services (IMLS) in order to draw comparisons with other similar systems.

DULUTH PUBLIC LIBRARY 2013 DATA

OPERATING & MATERIAL COSTS

Population serviced	86,265
Total income	\$4,709,511
Operating income per capita	\$54.59
Total paid staff (FTE)	50.77
Expenditure for library materials	\$406,083
Materials expenditure per capita	\$4.71

TYPE & SIZE OF FACILITIES

Central library (y/n)	yes
Gross square footage main library	72,300
Number of branches	2
Total square footage of branches	13,400
Square footage per capita	0.99

MATERIALS & SERVICE

Total circulation	959,432
Circulation per capita	11.12
Holdings	504,322
Holdings per capita	5.85
Visits	484,917
Public service hours per week	139
Program attendance	17,566

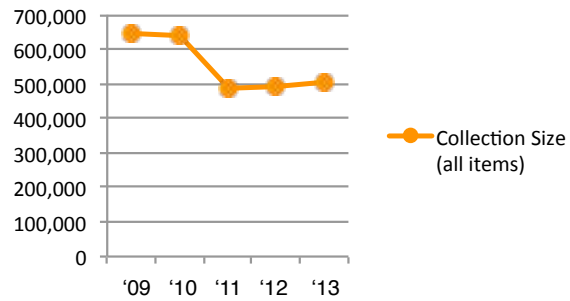
DULUTH PUBLIC LIBRARY TRENDS

A brief look at trends for DPL since 2009, categorized as inputs and outputs, indicate the following:

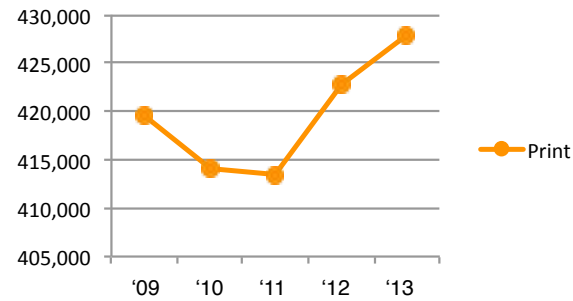
- › Although the overall collection size has stayed almost level for the last three years, the print collection size increased sharply from 2011 to 2013, registered users increased sharply in 2012, and visits still increase every year, partly due to restoration of open hours and staff in 2012, but it only resulted in marginal circulation increases overall.
- › Public computer numbers peaked in 2012 but computer usage is still climbing steeply.
- › Children's programming increased slightly from 2012 to 2013 but attendance to children's programs increased dramatically.
- › Adult programs offered stayed relatively flat but attendance dropped between 2012 and 2013.
- › eBook and downloadable audio book usage rose significantly during 2012 and 2013.
- › Graphs illustrating these trends are shown below. With the exception of the physical collection size increases, these trends are common in public library systems nationally and internationally. A response to them is needed in order to ensure higher collection use (physical and electronic), an increase in the variety of services and space types offered, and a resulting increase in value to the service population, which will also bring greater value to the city.

Collection Data Assessment—Input

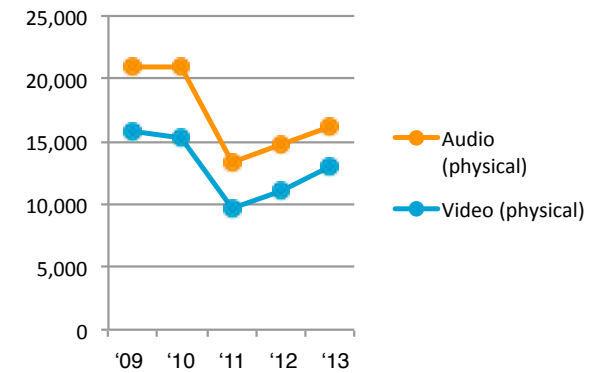
COLLECTION SIZE (ALL ITEMS)



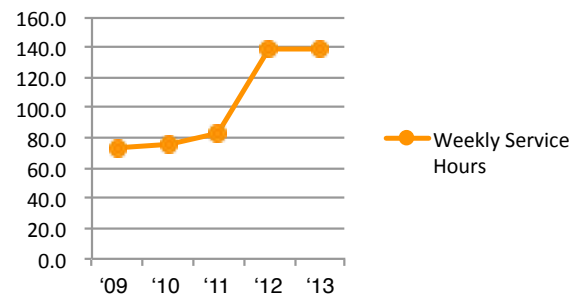
PRINT



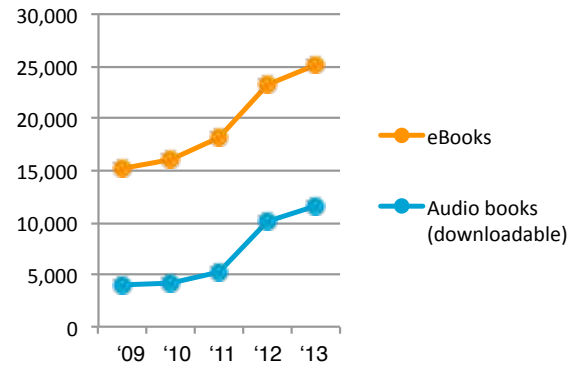
AUDIO & VIDEO



WEEKLY SERVICE HOURS

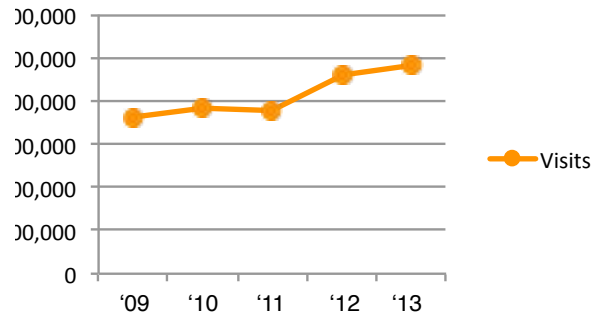


EBOOKS & AUDIO BOOKS

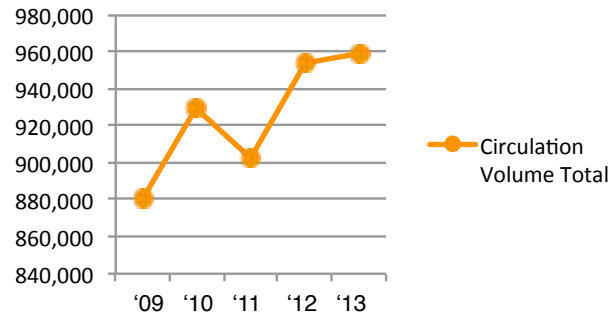


Use Data Assessment—Output

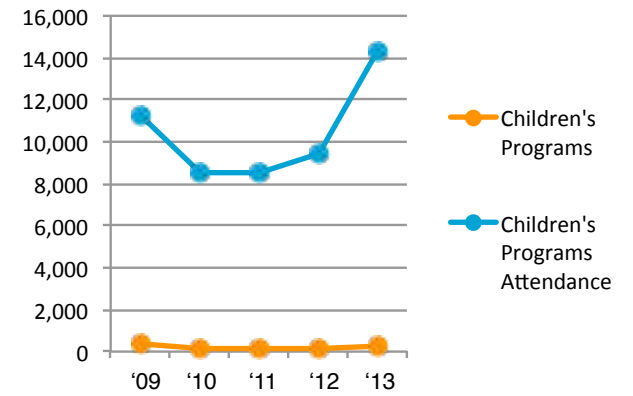
VISITS



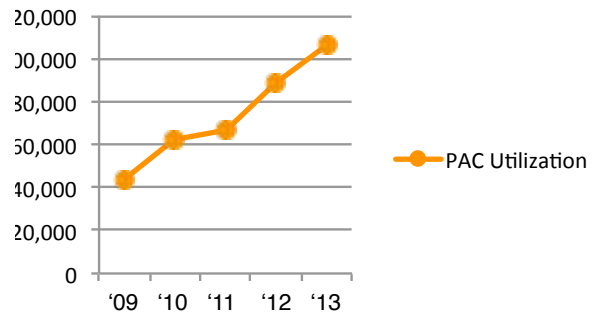
CIRCULATION VOLUME TOTAL



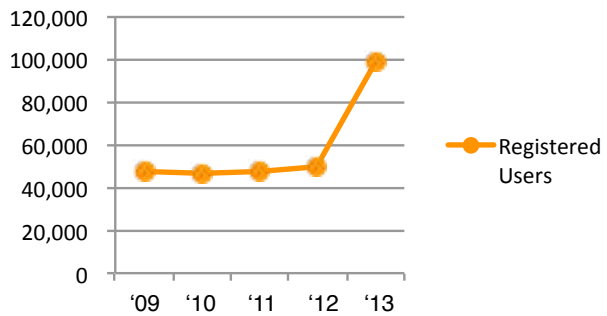
CHILDREN'S PROGRAMS ATTENDANCE



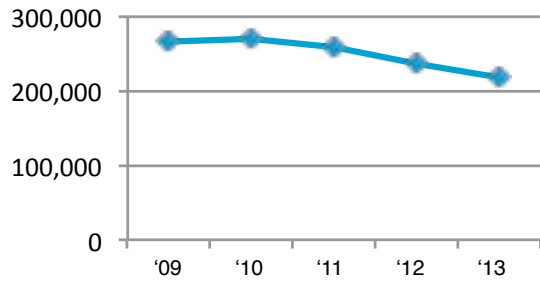
PAC UTILIZATION



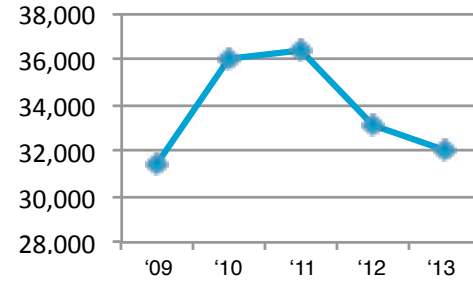
REGISTERED USERS



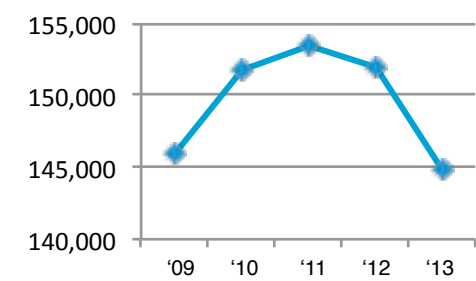
ADULTS



TEENS

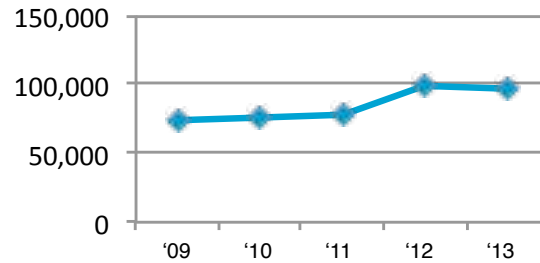


CHILDREN

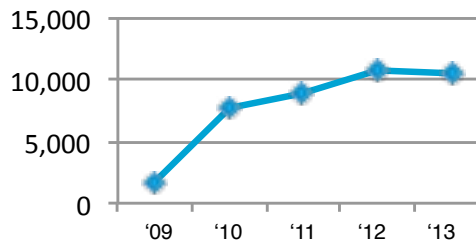


PRINT MATERIAL CIRCULATION FOR MAIN LIBRARY

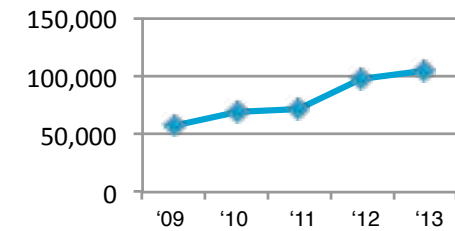
ADULTS



TEENS



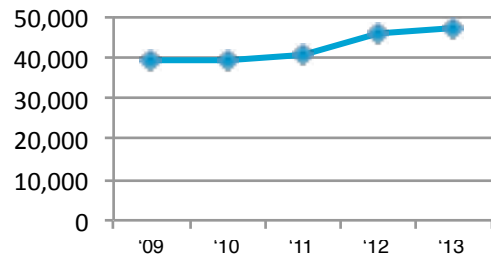
CHILDREN



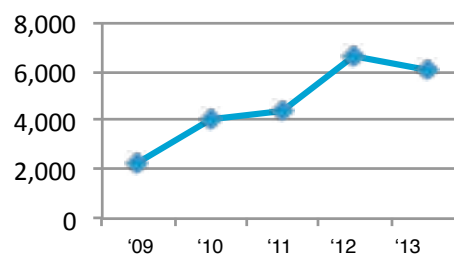
PRINT MATERIAL CIRCULATION FOR MOUNT ROYAL BRANCH

Use Data Assessment—Output

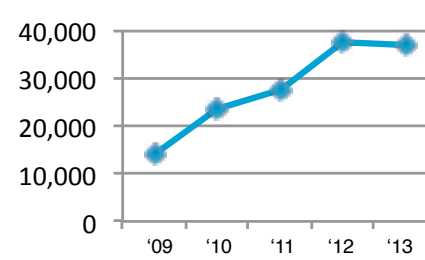
ADULTS



TEENS

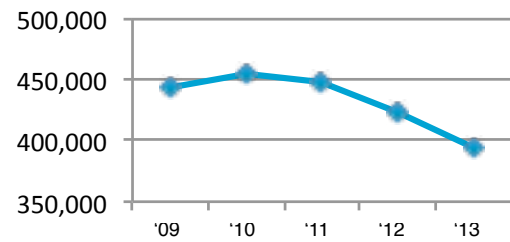


CHILDREN



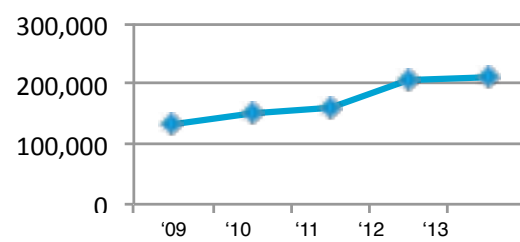
PRINT MATERIAL CIRCULATION FOR WEST DULUTH BRANCH

ADULTS



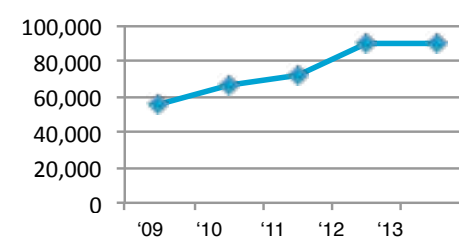
MAIN LIBRARY

TEENS



MOUNT ROYAL BRANCH

CHILDREN



WEST DULUTH BRANCH

PRINT MATERIAL CIRCULATION TOTALS

Comparative Analyses

As of the U.S. Census 2010, 86,265 people, 35,705 households, and 18,680 families were residing in the City of Duluth. The population density was 1,272.5 inhabitants per square mile (491.3 /km²). There were 38,208 housing units at an average density of 563.6 per square mile (217.6 /km²). The racial makeup of the city was 90.4% White, 2.3% African American, 2.5% Native American, 1.5% Asian, 0.3% from other races, and 3.0% from two or more races. Hispanic or Latino of any race represented 1.5% of the population.

Of the 35,705 households, 24.2% had children under the age of 18 living with them, 37.2% were married couples living together, 11.2% had a female householder with no husband present, 4.0% had a male householder with no wife present, and 47.7% were non-families. 35.1% of all households were made up of individuals, and 12.1% had someone living alone who was 65 years of age or older. The average household size was 2.23, and the average family size was 2.84. The median age in the city was 33.6 years. 18.5% of residents were under the age of 18; 19.6% were between the ages of 18 and 24; 23.4% were from 25 to 44; 24.8% were from 45 to 64; and 13.8% were 65 years of age or older. The gender makeup of the city was 49.0% male and 51.0% female.

Since 2010, remarkable changes have occurred in Duluth due to strong, decisive leadership in the city. These shifts have resulted in population growth; improvement of roads, utilities and living conditions generally; an increase in job opportunities; reduction in poverty and joblessness; and a healthier public financial position.

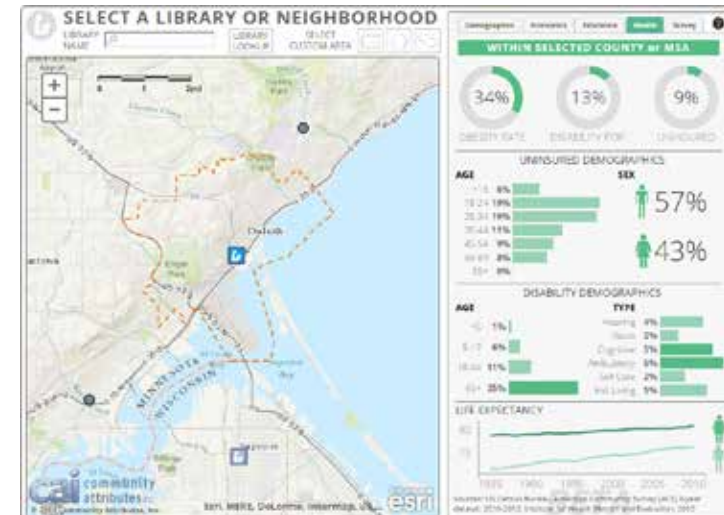
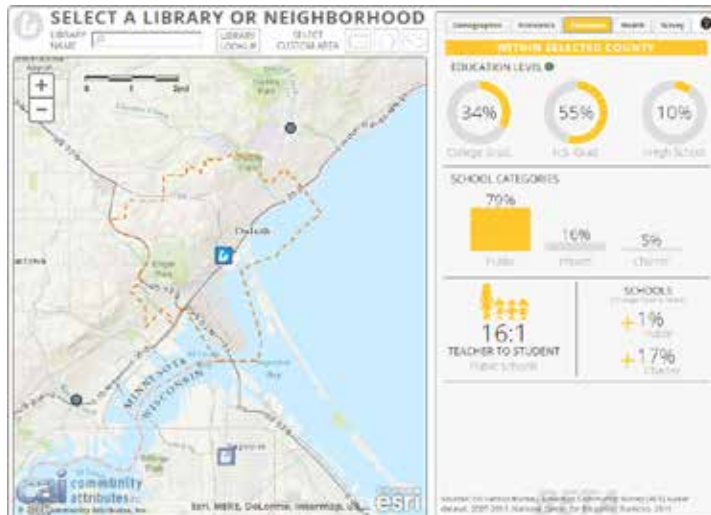
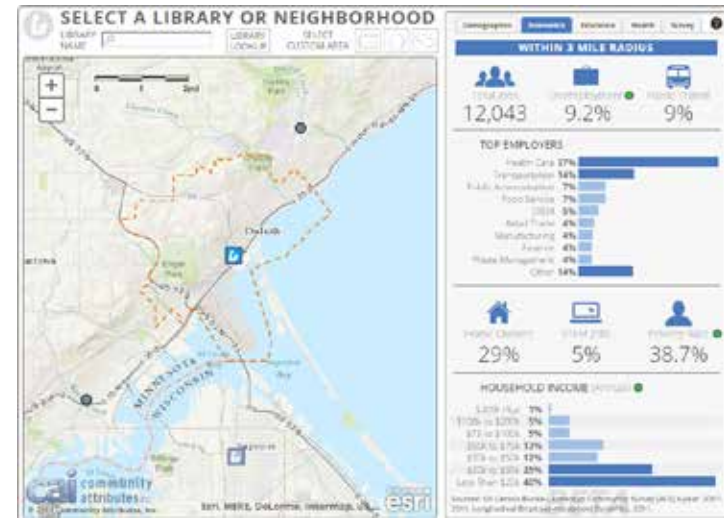
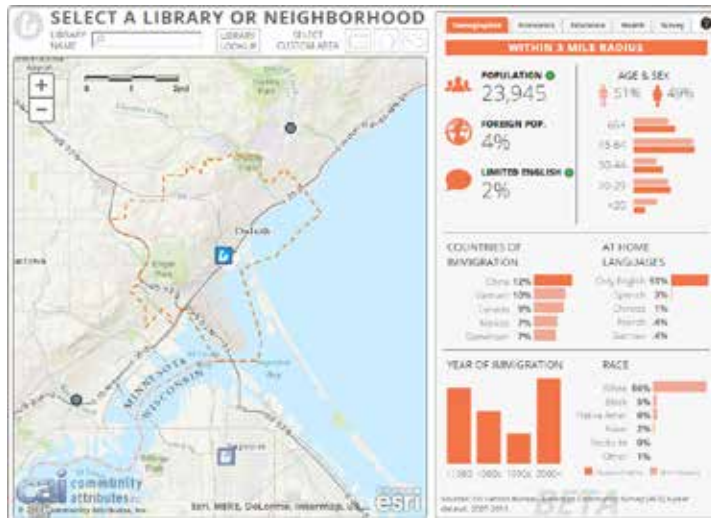
Although registered borrower numbers for the Library are available (which are higher than the official city population by around 12,000 per 2013 figures), the service population figures for each library facility are not available from the Library, so it has been estimated based on prorating the percentage of registered users per facility against the official city population figures. Note that the customer base for Duluth Public Library extends into tracts belonging to adjacent jurisdictions, but these population numbers have not been taken into account. It is this sector of the regional population that causes the number of registered users to exceed the service population.

It is also possible to estimate service population per facility based on Census Bureau tract data in proximity to each facility. However, the number of registered borrowers for each facility provided by DPL, was considered a more accurate proportional basis to establish

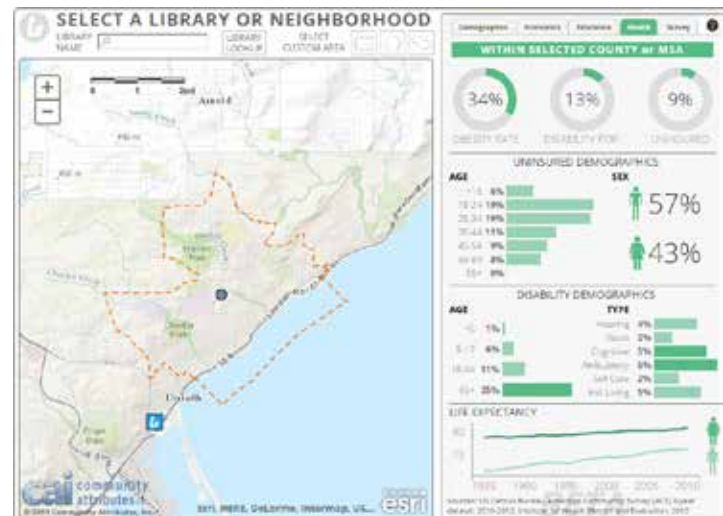
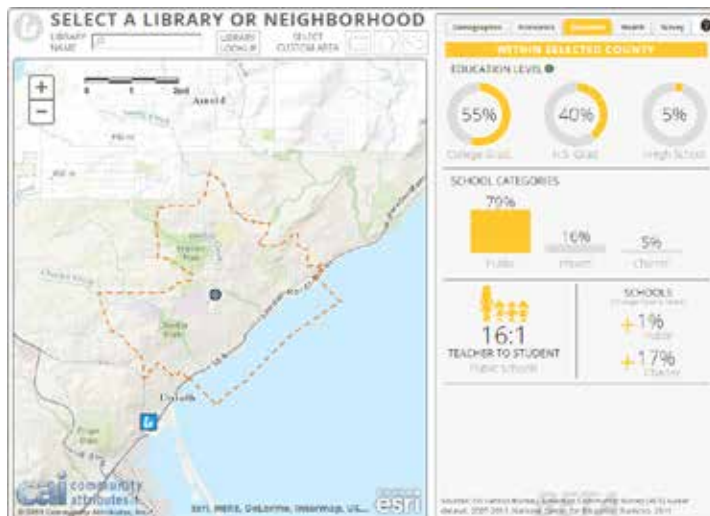
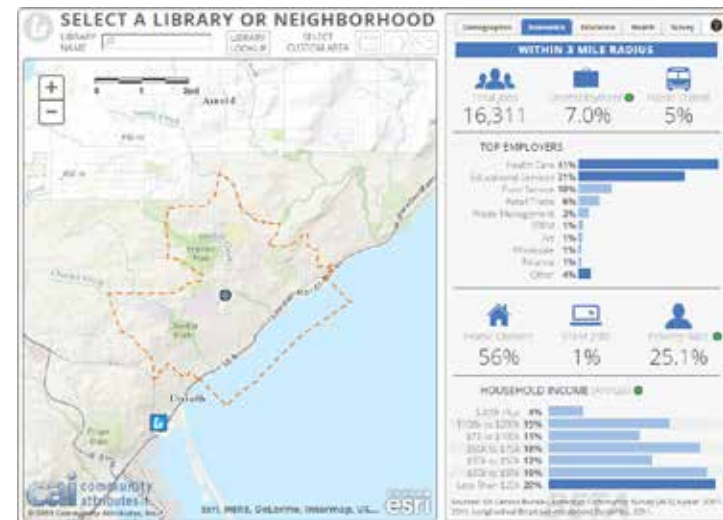
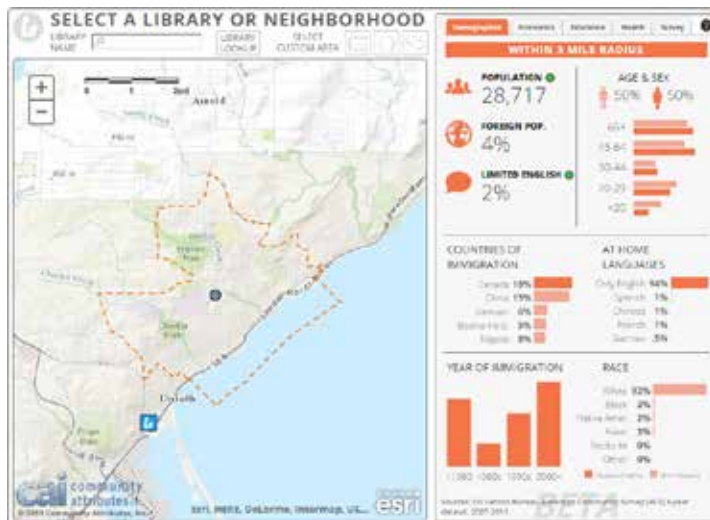
a service population per facility. The total DPL service population (86,265) aligns with IMLS data for service population size for DPL and other peer and aspirational facilities.

The following maps and data show the demographic profiles for the service populations for each Library facility, sourced from Community Associates Inc. (CAI) research data, and available from IMLS (reproduced with permission from CAI).

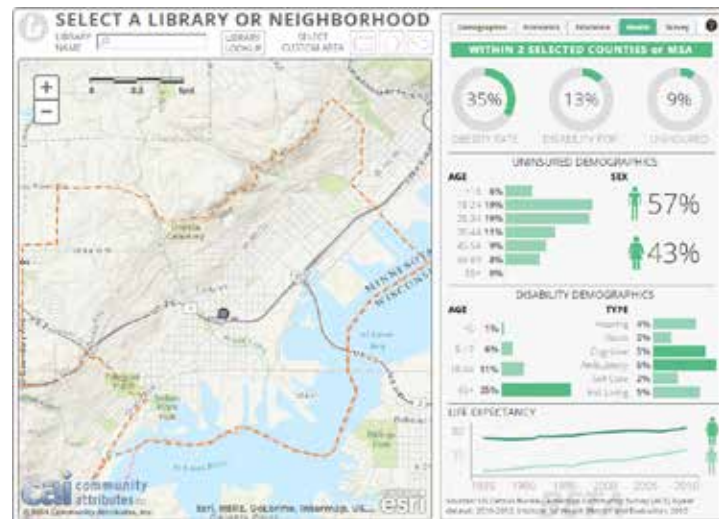
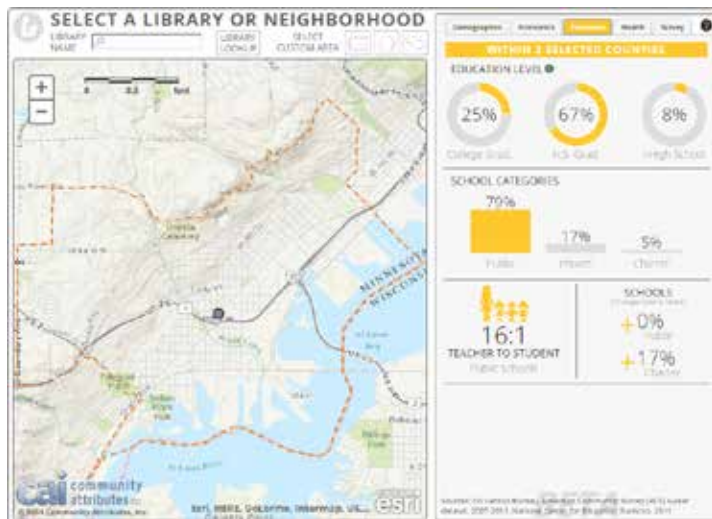
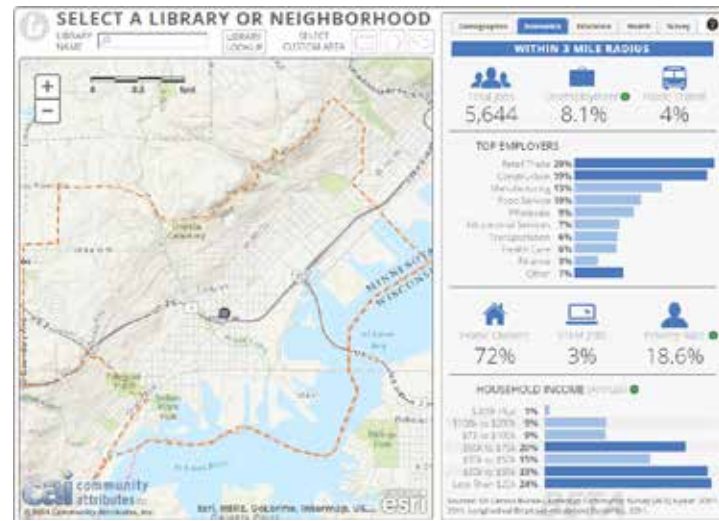
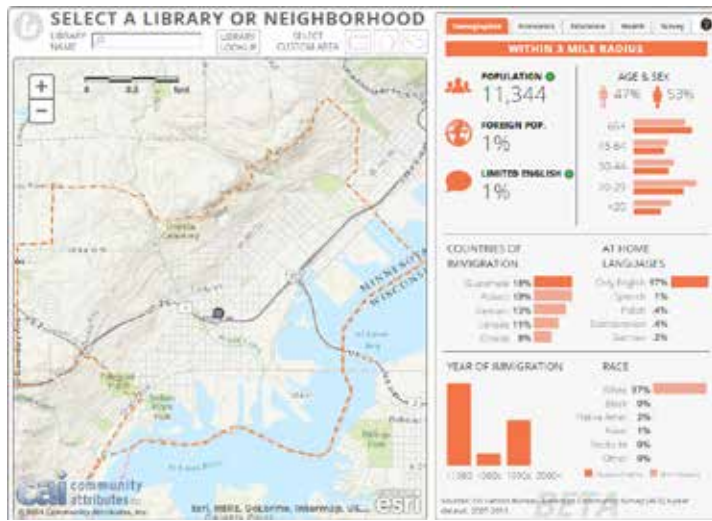
Demographics for DPL Main Library



Demographics for DPL Mount Royal Branch



Demographics for DPL West Branch



In order to assess the Duluth Public Library's finances, facilities, and services in context, the consultant team carried out a comparative analysis of other library systems that are similar to Duluth in some key areas, such as population served in an urban setting. DPL identified these comparative library systems for benchmarking. All of these library systems have a main library as well as branch libraries with the exception of Rochester Public Library, which has no branches.

The consultant team used the data provided by the Institute of Museum and Library Services (IMLS) for these libraries for comparative purposes. Note that IMLS data is generally two years behind current year data, so at the time of report writing the latest IMLS data available is for 2012.

The library systems suggested by DPL included:

- › Rochester Public Library, MN
- › L. E. Phillips Memorial Library, Eau Claire, WI
- › Fargo Public Library, ND
- › Saint Cloud Public Library, MN

Saint Cloud is part of a much larger system (the Great River Regional Library system, with 33 facilities and a population of more than 400,000), so only the data for the main library in the City of Saint Cloud was used.

With the agreement and input of DPL, the consultant team added the following libraries to broaden the comparative data, also based on service population size, main/branch characteristics, and urban characteristics:

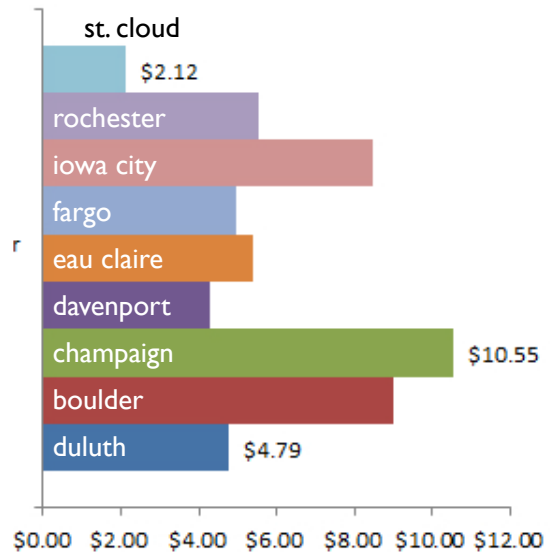
- › Champaign Public Library, IL
- › Davenport Public Library, IA
- › Boulder Public Library, CO
- › Iowa City Library, IA

Data related to operational and budget matters from these libraries was used as a basis for benchmarking in Library Strategies' report. The same peers were used by the architectural team to show where DPL stands in relation to these peers in terms of:

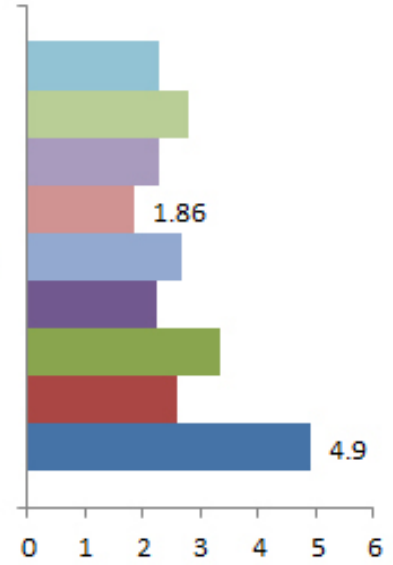
- › Collection expenditure per capita.
- › Print materials per capita.
- › Circulation per capita.
- › Number of programs offered.
- › Program attendance.
- › Library visits per capita.
- › Programs and program attendance.
- › Number of public access computers, and per 1,000 capita.

These comparative metrics are shown in the following table.

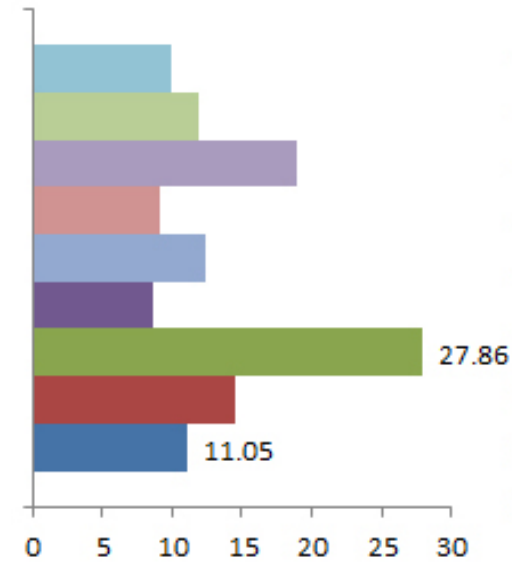
FSCS ID:	MN0013	CO0012	IL0091	IA0355	WI0090	ND0026	IA0052	MN0090	St Cloud
Library System Address	DULUTH , MN 55802	BOULDER , CO 80302	CHAMPAIGN , IL 61820	DAVENPORT , IA 52801	EAU CLAIRE , WI 54701	FARGO , ND 58102	IOWA CITY , IA 52240	ROCHESTER , MN 55904	St Cloud Public Library
Number of Branch Libraries:	2	3	1	2	0	2	0	0	31
Number of Central Libraries:	1	1	1	1	1	1	1	1	1
Number of Outlets:	3	4	2	3	1	3	1	2	32
Total Square Feet of Library System:	85,700	114,450	127,600	114,000	59,700	76,424	81,276	85,570	118,025
Population of Legal Service Area:	86,265	99,479	81,055	99,685	84,244	107,349	83,470	137,121	109,012
Square Feet per Population:	0.99	1.15	1.57	1.14	0.71	0.71	0.97	0.62	1.08
Paid Full-Time Equivalent Staff (FTE)									
ALA-MLS Librarians:	18.8	17	15.8	15.1	5	13	15	16.06	7.25
Librarians without ALA-MLS:	0.89	10	3.6	0.9	3	0	0	1.51	
Total Librarians:	19.69	27	19.4	16	8	13	15	17.57	0.63
ALA-MLS Librarians As Percent of Total Staff:	41.80%	22.90%	21.30%	26.20%	10.90%	33.60%	22.60%	22.60%	28.87%
Other Staff:	25.27	47.39	54.75	41.55	37.82	25.7	51.3	53.55	24.48
Total Staff:	44.96	74.39	74.15	57.55	45.82	38.7	66.3	71.12	25.11
Other Staff per 1,000 Population:	0.29	0.48	0.68	0.42	0.45	0.24	0.61	0.39	0.22
Operating Expenditures									
Print Materials Expenditures:	\$278,805	\$419,221	\$501,613	\$207,729	\$302,206	\$343,919	\$356,516	\$387,251	\$642,046
Print Materials Expenditures per Capita:	\$3.23	\$4.21	\$6.19	\$2.08	\$3.59	\$3.20	\$4.27	\$2.82	\$5.89
Total Collection Expenditures per Capita:	\$4.79	\$8.99	\$10.55	\$4.30	\$5.39	\$4.97	\$8.49	\$5.54	\$2.12
Size of Library Collection									
Electronic Books:	23,209	92,447	34,592	5,047	54,893	6,984	4,367	30,338	N/A
Print Materials:	422,742	256,349	270,307	222,320	224,893	199,576	190,111	381,096	250,232
Print Materials per Capita:	4.9	2.58	3.33	2.23	2.67	1.86	2.28	2.78	2.30
Current Print Serial Subscriptions:	536	397	481	889	340	555	372	509	329
Audio Physical Units:	14,721	18,078	39,406	26,449	24,497	19,955	19,086	37,917	19,800
Video Physical Units:	10,969	19,644	40,781	18,971	21,608	22,632	21,035	41,481	12,917
Databases:	70	59	49	56	74	68	47	70	N/A
Services (Per Year)									
Total Program Attendance:	13,928	69,085	47,702	19,475	24,607	18,482	49,019	39,151	13,980
Total Circulation:	953,270	1,446,816	2,258,296	862,090	1,043,069	977,864	1,579,842	1,636,326	1,075,161
Total Circulation per Capita:	11.05	14.54	27.86	8.65	12.38	9.11	18.93	11.93	9.86
Circulation of Children's Materials:	371,687	484,550	779,536	254,730	379,400	322,477	470,985	669,445	301,945
Circulation of Children's Materials As Percent of Total Circulation:	39.00%	33.50%	34.50%	29.60%	36.40%	33.00%	29.80%	40.90%	28.08%
Library Visits:	460,918	935,951	1,016,467	503,778	540,712	570,562	764,911	512,178	574,808
Library Visits per Capita:	5.34	9.41	12.54	5.05	6.42	5.32	9.16	3.74	5.27
Total Library Programs:	320	2,372	1,474	747	611	673	1,094	732	475
Children's Program Attendance:	9,452	37,807	37,558	16,015	20,869	15,294	40,360	25,505	12,557
Reference Transactions:	90,155	105,454	143,672	126,720	69,492	N/A	76,111	209,473	66,820
InterLibrary Loans Received:	7,948	1,137	63,149	85,501	120,558	5,424	2,507	16,841	N/A
InterLibrary Loans Provided:	10,808	1,479	43,162	94,816	127,841	8,909	1,889	13,652	N/A
Net Loan Rate:	1.36	1.3	0.68	1.11	1.06	1.64	0.75	0.81	N/A
Uses (Sessions) of Public Internet Computers:	89,070	158,927	139,919	107,332	92,814	103,522	113,171	52,401	101,626
Average Number of Weekly Public Service Hours Per Outlet:	43	52	64	49	62	61	66	47	59
Electronic Measures									
Number of Public Internet Computers:	82	63	108	83	41	91	52	76	64
PICs per 1,000 Capita	1.0	0.6	1.3	0.8	0.5	0.8	0.6	0.6	0.6
'Edge Rating' of PICs	6.38	6.85	8.87	6.36	1.57	8.07	2.14	2.71	N/A
Usage rate per PIC station	79	39	63	77	37	94	38	199	69
Average Number of Public Internet Terminals Per Stationary Outlet:	27	16	54	28	41	30	52	76	N/A



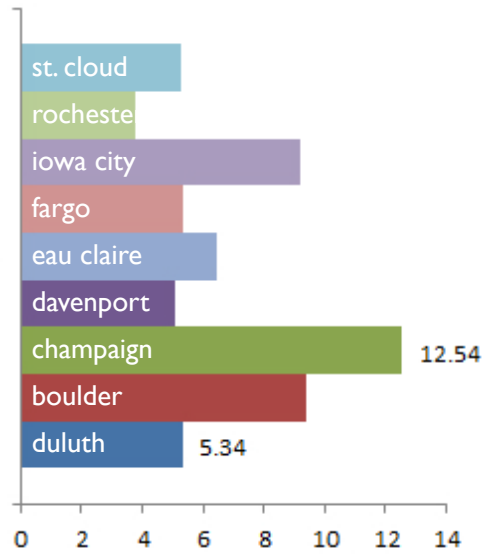
COLLECTION EXPENDITURE PER CAPITA



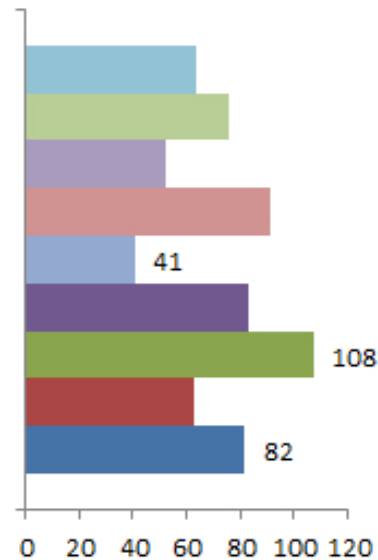
PRINT MATERIALS PER CAPITA



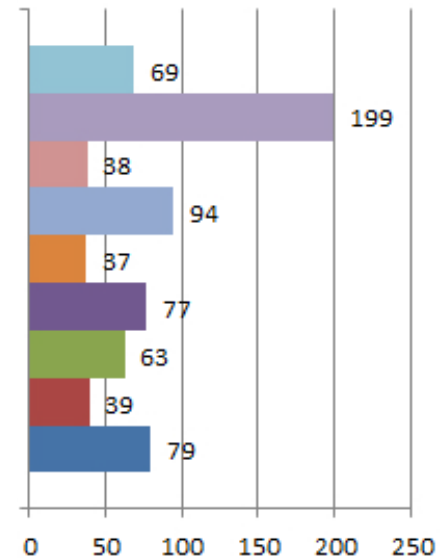
CIRCULATION PER CAPITA



VISITS PER CAPITA



NUMBER OF PUBLIC COMPUTERS



USAGE RATE PER PUBLIC COMPUTER

The results of this comparative peer analysis indicate the following for DPL:

- › Collection expenditure and visits per capita are average.
- › Print materials quantity per capita is high.
- › Collection circulation per capita is low.
- › Public access computer numbers appear comparatively high. However, there is a substantial use rate per station (third highest among peers) and waiting for computers occurs, with extremely limited usage time limits, at the Main and West Duluth Branch.

While these types of comparative studies are useful in assessing where an organization sits with its peers for certain metrics such as collection holdings and circulation, or to note dramatic differences in service or use, cautions should be taken when viewing the data.

In many cases, peer organizations are operating in less than ideal circumstances, or may be planning their own realignment of services, or planning updates to their buildings and offerings. Therefore these peer analyses should not be viewed as a way to establish goals for DPL. Goals should be established for each particular community's needs as determined by each library system, and based upon a stated vision for the future.

It is for this reason the consultant team recommended including aspirational peers in the analysis in addition to demographic peers.

In order to establish new priorities in response to need, a group of aspirational libraries was studied. In

Aspirational Peer Comparisons

all cases these aspirational libraries have recently undergone a radical refurbishment, or have moved to a new facility and adjusted their priorities and focus at the time this major change was made. Some serve a different population size and demographic, but they still serve as great examples of how radical transformation normally enhances public library service and use. The libraries are:

- › Madison Public Library Central Library, WI
- › Hennepin County Library–Maple Grove, MN
- › Ramsey County Library Roseville Library, MN
- › Poplar Creek Public Library Main Library, IL
- › Salinas Public Library Cesar Chavez Library, AZ
- › King County Library Sammamish Library, WA
- › Chattanooga Public Library Downtown Library, TN

Each of these aspirational libraries is profiled in more detail in the Appendices.

The following traits were gleaned from analysis of the aspirational peers, and served as a guide to DPL in the programming work:

Madison Public Library Central Library

Location	Madison, WI
Architect	MSR
Year Completed	2013
Scope	Major Refurbishment
Size	118,800 sf
Population Served	238,000 (2013)

- › Transformative for library and community.
- › A community destination.



Hennepin County Library— Maple Grove

Location	Maple Grove, MN
Architect	MSR
Year Completed	2010
Scope	New construction
Size	40,000 sf
Population Served	67,891 (2013)

- › Ultra-adaptable.
- › New heart of the city.
- › Destination for teens.



vision

Ramsey County Library Roseville Library

Location	Roseville, MN
Architect	MSR
Year Completed	2010
Scope	Major expansion
Size	74,175 sf
Population Served	48,860 (2011)

- › Renewal and rebirth of tired building.
- › Designed for maximum efficiency and clear way-finding.
- › Opened up to community through daylight and views to the outside.



Poplar Creek Public Library Main Library

Location	Streamwood, IL
Architect	Frye Gillan Molinaro Architects
Year Completed	2009
Scope	Major expansion
Size	96,846 sf
Population Served	66,639 (2011)

- › From eyesore to eye catcher.
- › Multiple technology nodes throughout building.
- › Establishes stronger connection to street.



vision

Salinas Public Library Cesar Chavez Library

Location	Laveen, AZ
Architect	Line and Space, LLC
Year Completed	2007
Scope	New construction
Size	25,234 sf
Population Served	62,866 (2011)

- › Living room on the lake.
- › Features “Be Creative Room.”



King County Library System Sammamish Library

Location Sammamish, WA
Architect Perkins & Will
Year Completed 2010
Scope New construction of branch
Size 20,000 sf
Population Served 45,790 (2011)

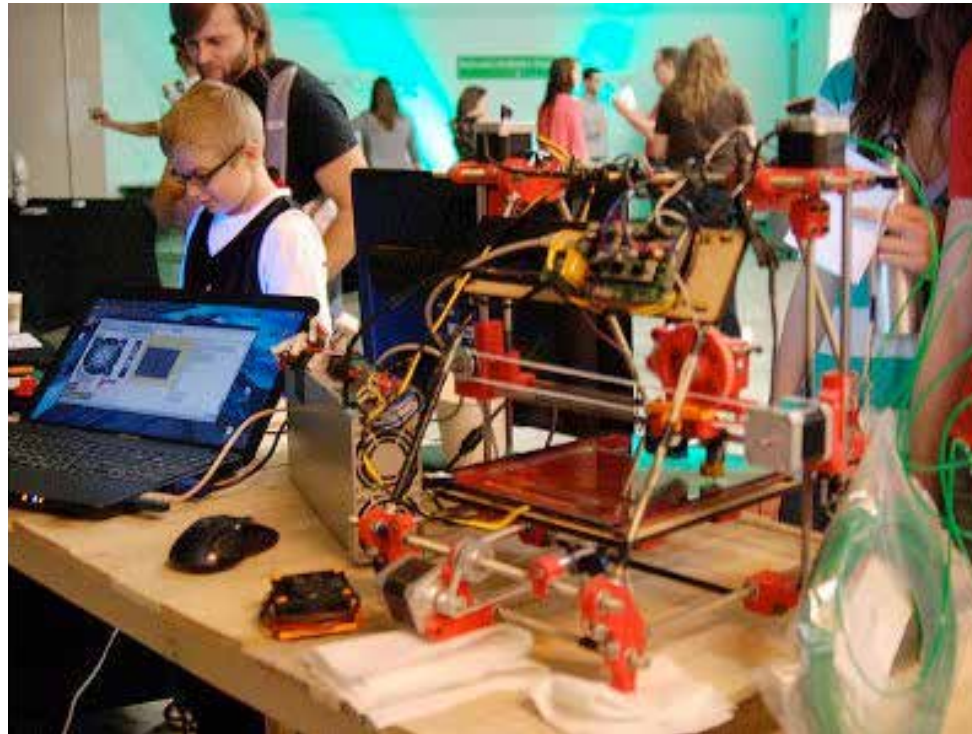
- › New town center.
- › Reflexology path promotes community well-being.



Chattanooga Public Library Downtown Library 4th Floor

Location	Chattanooga, TN
Architect	NA (for 4th floor)
Year Completed	2013
Scope	Major refurbishment
Size	14,000 sf (for 4th floor)
Population Served	171,279 (2012)

- › Engaging users in the critical processes of problem-solving.
- › Part of the city's gigabit ecosystem.



- › **Flexible.** All of the projects feature adaptability, at a large scale by using a raised floor or changeable lighting, or at a small scale by incorporating furniture and fixtures that allow for flexibility.
- › **Fewer & smaller service points.** All aspirational peers moved away from the monumental service desk and embraced the “alongside” model of customer service.
- › **Self-service.** Americans are more adept at serving themselves in many venues, from grocery stores to retail outlets. Self-service in the library is natural, acceptable and even expected by many customers, allowing library staff to assist with patrons’ increasingly complex issues and questions (also a trend).
- › **Collaborative.** Library users expect to collaborate with others in the library, and with others in various parts of the world – and with library staff. Once a place primarily for quiet study and individual work, the library is very definitely seen as a place to collaborate and build community.
- › **Variety of space types.** While some seek to collaborate, others still come to the library for quiet. To be a sought-out community destination, it is important to provide for a scale of activities ranging from highly

collaborative to places of individual focus – and everything in between.

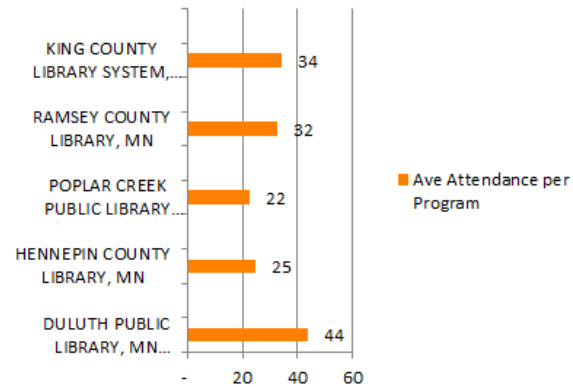
- › **Retail-like.** There is much to be learned from retail, including how to engage those that come in the door. The aspirational peers all used a high level of face-out displays, movable fixtures to change things on occasion, wide aisles, low shelves. The experience of the patron – or customer – is put first in these libraries.
- › **Do more with less.** While customer expectations continue to rise, operating dollars often do not. Most libraries today are learning to do more with less (or the same) resources, and the building is no exception. Spaces designed smartly, to adapt and evolve over time, help in this goal.
- › **See the activity.** The aspirational peers understood the importance of visual connection to the neighborhoods in which they reside. Windows allowing for views into the library, to showcase the vibrant community resource they library is, are important aspects of these library’s success. Places for people along the windows not only put the people where they prefer to be—by the daylight and views—but again show the activity to the community.

- › **Revitalize the neighborhood.** Each of the peers saw their projects as an opportunity to bring new vitality to the surrounding area and community at large.
- › **Green.** Each aspirational peer embraced sustainability, and achieved operational savings as well as an opportunity to teach their communities about best practices.

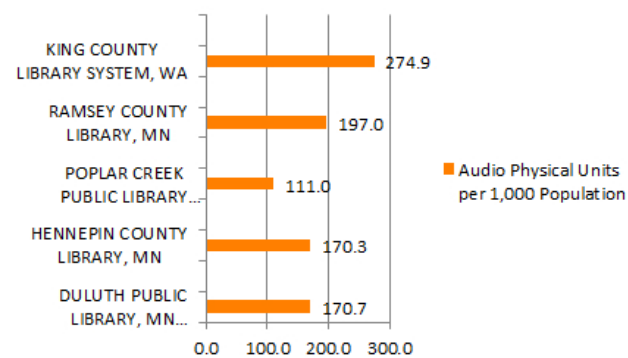
The following data and graphs were generated in order to understand where DPL stands in relation to the collection and use data for some of these aspirational libraries. This information helps to determine where areas of change will be needed for DPL as the Library plans to provide exemplary service to its citizens. Note that Madison, Cesar Chavez, and Chattanooga were omitted from this data either because their data is system-wide but their entire system was not addressed recently or, in the case of Chattanooga, only one aspect of this library was recently radically transformed (the fourth floor of the downtown library).

Library Name	Population of Legal Service Area	Print Materials	Print Materials per Capita	Audio Physical Units per 1,000 Population	Current Print Serial Subscriptions per 1,000 Population	Video Physical Units per 1,000 Population	Total Circulation per Capita	Library Visits per Capita	Total Library Programs	Total Program Attendance	Ave Attendance per Program	Number of Public Internet Computers	Uses (Sessions) of Public Internet Computers	PIC's per 1,000 Population	Average Number of Weekly Public Service Hours Per Outlet
DULUTH PUBLIC LIBRARY, MN (Library of Interest)	86,265	422,742	4.9	170.7	6.2	127.2	11.1	5.3	320	13,928	44	82	89,070	1.0	43
HENNEPIN COUNTY LIBRARY, MN	1,163,060	4,274,219	3.7	170.3	7.3	88.6	14.3	4.6	8,686	213,824	25	1,910	2,723,169	1.6	44
POPLAR CREEK PUBLIC LIBRARY DISTRICT, IL	66,306	351,938	5.3	111.0	100.0	137.8	7.7	2.6	1,264	28,279	22	64	13,714	1.0	59
RAMSEY COUNTY LIBRARY, MN	224,195	547,467	2.4	197.0	4.3	294.4	21.3	8.1	2,419	78,531	32	318	365,559	1.4	45
KING COUNTY LIBRARY SYSTEM, WA	1,362,870	3,623,876	2.7	274.9	8.5	247.6	14.9	7.5	12,499	426,285	34	2,000	3,985,000	1.5	48

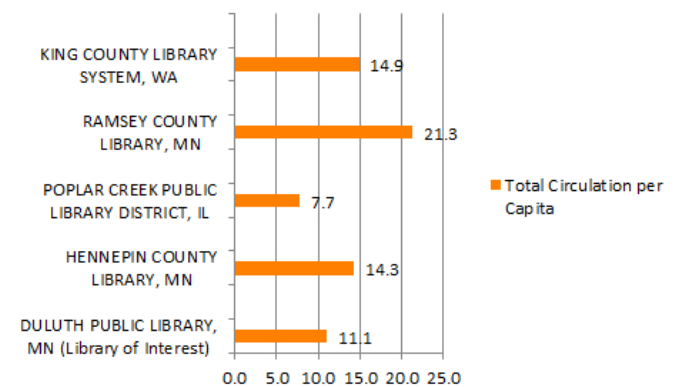
AVERAGE ATTENDANCE PER PROGRAM



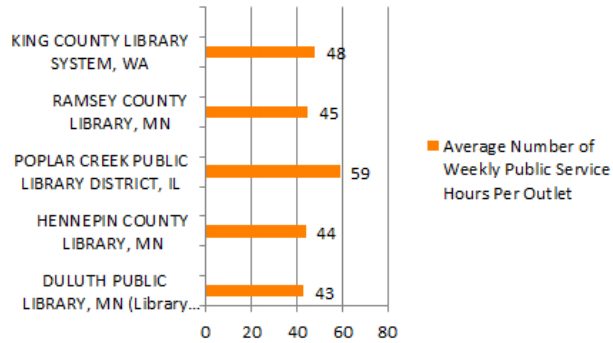
AUDIO PHYSICAL UNITS PER 1,000 POPULATION



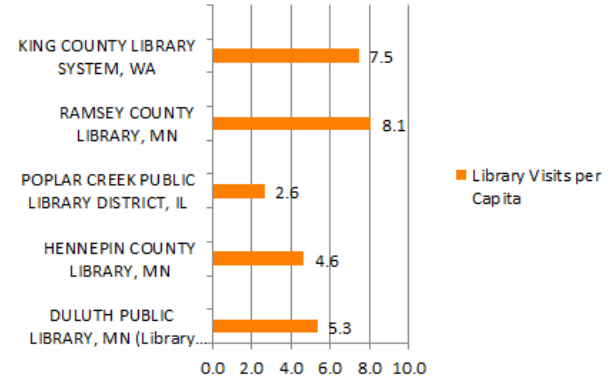
TOTAL CIRCULATION PER CAPITA



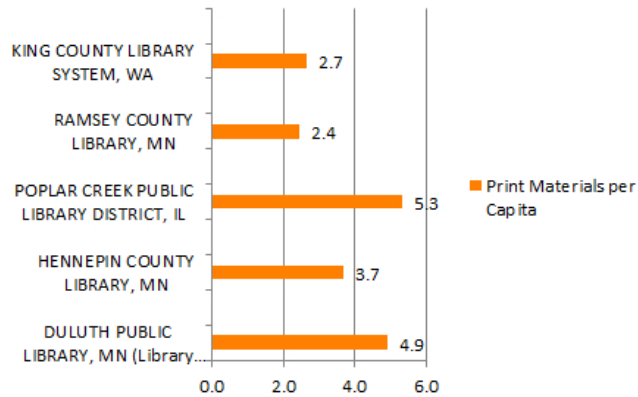
AVERAGE NUMBER OF WEEKLY PUBLIC SERVICE HOURS PER OUTLET



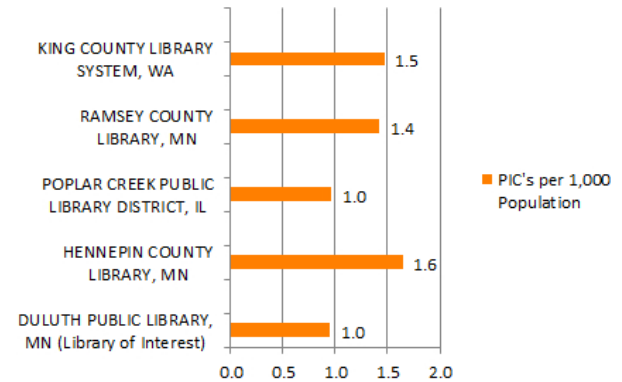
LIBRARY VISITS PER CAPITA



PRINT MATERIALS PER CAPITA



PIC'S PER 1,000 POPULATION

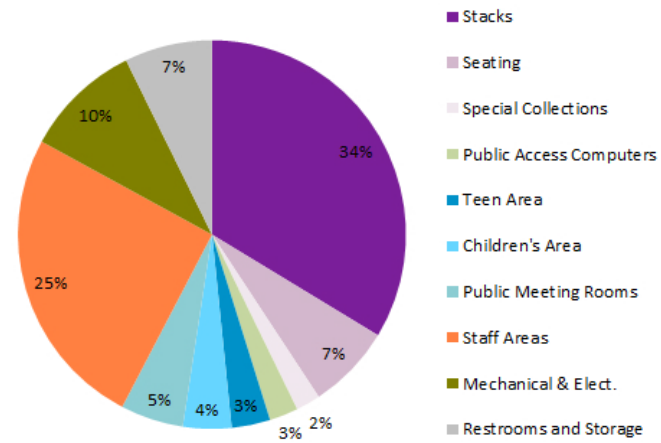


SPACE PROGRAM COMPARISON WITH ASPIRATIONAL LIBRARIES

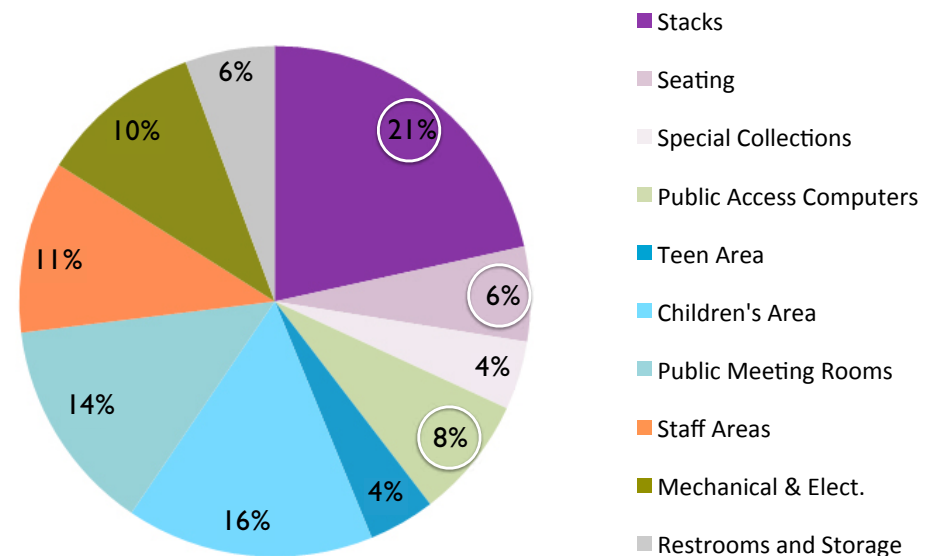
Programmatic space allocation comparisons were drawn between DPL's Main Library and Madison Central Library, Roseville Library, Hennepin County Library in Maple Grove, and Tulsa City-County Central Library to provide some indication where programmatic shifts should take place at DPL. Besides being aspirational peers, all of these libraries have recently undergone a radical transformation in terms of both facilities, nature of services and collection, and hence operational changes.

These comparisons are indicated below. In summary, four key areas to address for DPL's Main Library include the physical collection size (needs to be reduced), staff area size (needs reallocation so more staff are in the public areas), number of computers, amount of meeting room area, and the children's and teen's areas (the last four items need to be increased).

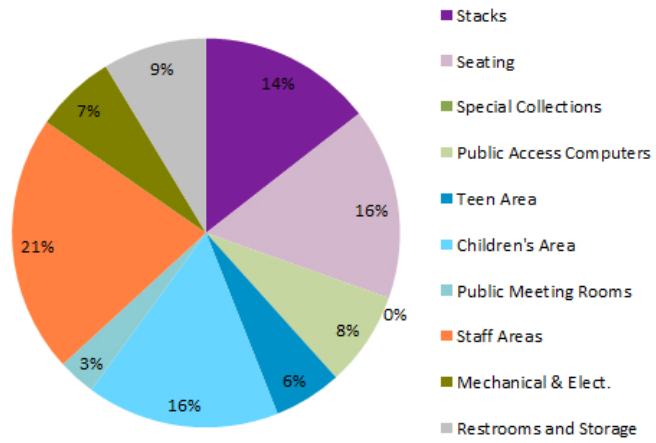
EXISTING PROGRAM AT DULUTH PUBLIC LIBRARY MAIN LIBRARY



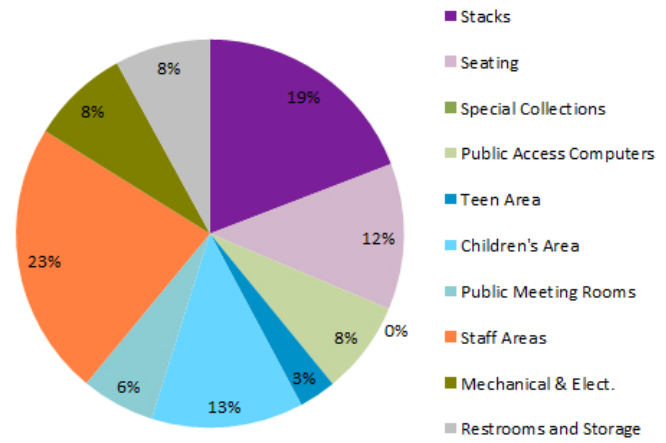
DULUTH PUBLIC LIBRARY MAIN LIBRARY PROPOSED 75,000 SF ALLOCATION



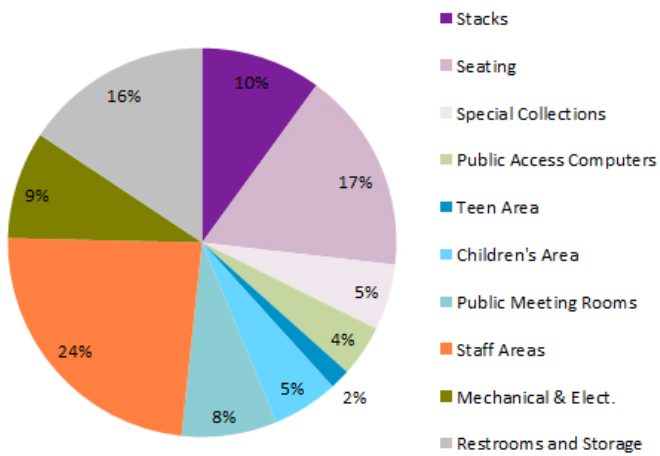
HENNEPIIN COUNTY LIBRARY-MAPLE GROVE PROGRAM



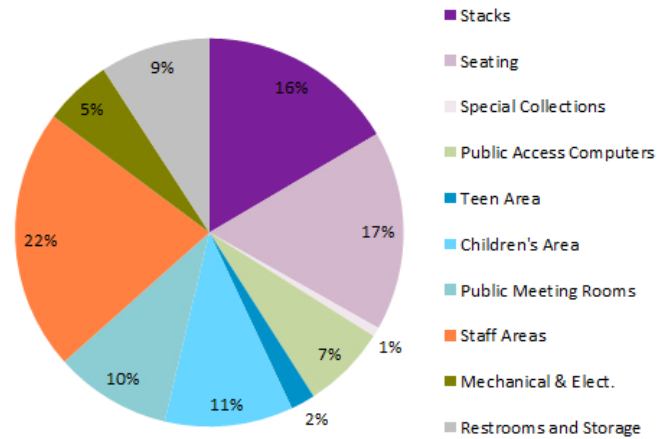
RAMSEY COUNTY LIBRARY ROSEVILLE LIBRARY PROGRAM



TULSA CITY-COUNTY LIBRARY CENTRAL LIBRARY PROGRAM



MADISON PUBLIC LIBRARY CENTRAL LIBRARY PROGRAM



building program

A building program can be thought of as the recipe for a building. It translates space priorities and desires into enumerated furniture and equipment to arrive at a square foot recommendation. There is a qualitative and quantitative aspect to every comprehensive building program. The quantitative aspect of a program is the numerical listing of square feet required to meet the project's needs. The qualitative aspect describes the qualities beyond square footage that will make the building function successfully. Both aspects carry equal importance and weight.

The building program represents input from city leadership, library leadership, the Citizens Steering Committee and library staff, as well as advice from the consultant team. The program should be viewed as a starting point. Subsequent design phases will bring to life the listing of spaces and naturally lead to a refinement, or possibly a wholesale change, to the priorities.

Programmatic Assumptions

The consultants worked with DPL leadership and the strategic plan development documents to develop a list of assumptions for the future of library services. These assumptions, along with the guiding principles, served as a guide for the building program.

1. Collections of physical materials (e.g., books and audiovisual items) will stay at current figures for the short term and will likely decline in the long term.
2. More materials will be available in digital formats, offsetting to a degree the decline in print collection holdings.
3. The library's collections will be current, developed to meet the needs of the population serviced, and displayed in an attractive way. Total circulation of materials in all formats will increase.
4. System-wide staff levels will be maintained, but staff may be redistributed.
5. Fewer service desks for staff will be provided. Staff will proactively serve the patrons by roaming the public floor.
6. Increases in seating are needed, both in space for individual use and in space for collaborative work.
7. More people will bring their own electronic devices (e.g., tablets, laptops, and smart phones) to use in lieu of library computers. Space, furnishings, wireless connectivity, and electrical plugs to support this are critical.
8. The Library will consider providing users with tablets to use in the building as prices drop for these devices and security issues are addressed.
9. Libraries serve more than their immediate neighborhoods. People from outside the neighborhood and city also visit them.
10. Spaces for the creation of content by the public is becoming more necessary (e.g., digital media labs, homework projects including model-making, group projects making physical items, gaming content creation projects, music editing).
11. The library will operate in an increasingly self-service mode for materials check-out and wayfinding.
12. Dedicated areas will be zoned for services for adults, teens, children, and early literacy.
13. Where appropriate, other community institutions and organizations may be collocated with the library.
14. The improvement of library facilities will result in increased use of the library (e.g., number of visitors, circulation of materials, and program attendance).
15. The Library does not anticipate significant increase in operating revenue in the foreseeable future.
16. It is preferred to be located in owned rather than rented space.
17. Universal design will prevail—all spaces will be designed with universal access in mind.

Qualitative Considerations

SITE

Design of the sites for the new and renovated libraries is as integral to the success of the facilities as the design of the buildings themselves.

Vehicular access to each site must be very easily understood on approach to the site, and turn lanes into the parking areas must safely and quickly take approaching vehicles out of traffic and provide easy and safe access to the site. Once on site, drive layouts should provide easy navigation to parking areas. Making provision for dedicated parking spaces for shared electric vehicles within library branch parking lots, with charging stations at each such space, will be one way to increase exposure to library services to the population. Within DPL's service area, parking is required to be provided at facilities at a rate of no less than one space per 1,000 gross square feet of facility, per Duluth zoning code. These requirements may be given special consideration at downtown facilities. Further special consideration should be given to facilities anticipated to have heavier use or increased program activity. At some locations, reliance on street parking to meet the facility's parking needs may be appropriate or even required.

Building entries should face the vehicular approach and adjacent roadways. The library site should be designed to feature the building entry and the path from parked cars and from local bus stops, where these occur, to the entry. Visual connection from outside the building to inside should be significant, with space and activity clearly visible from outside the building and especially on approach to the building. Parking and approach element design needs to meet the requirements of handicapped users including, as far as practically possible, a broad a spectrum of users considered under universal design principles. Upon approaching the building, library visitors should be presented with an open, active, inviting, and enticing view into the activities of the library.

Design teams should work with the Library in the design of each facility to determine the desirability and ability to provide drive-up book drops, pick-up windows or boxes to allow patrons to retrieve library materials without parking and entering the building. At locations where it is possible to provide these amenities, the design team should explore options with the Library to determine whether or not they will be provided in the design.

Library sites should incorporate landscaping to enhance the visual quality of the site and to provide associated benefits such as stormwater absorption. Landscaping should be designed to complement the building design in its layout and form. Plant materials should be native and selected for their durability, ease of maintenance and longevity.

Site layouts should give library users a sense of security through creating visually open sites with abundant sightlines both in the parking area and between the parking area and the building interior. Self-policing of areas through visual connection to others must be achieved. Site lighting should be even and consistent throughout parking areas and pedestrian paths to the building.

Library sites must, where space allows, be designed to allow for the easy expansion of the facility and the parking areas in the future. Layout of the buildings and the parking areas must be accomplished with easy and logical expansion in mind. During the design process, options should be studied that will ensure that future expansion is easily accomplished, especially where projected populations are anticipated to increase dramatically in the future.

building program

BUILDING

The design of DPL's facilities must reflect the qualities outlined above and the continually evolving nature of the materials and services provided by the public library. The buildings must inspire patrons not only to visit the library, but also more importantly to stay. Accordingly, the buildings must be dynamic, light filled, comfortable, inviting, and appropriately civic in scale and quality, as well as providing exceptional and inspiring public spaces. They must be bold. Design teams should work with the Library to study the best of current library design, investigate both built and unbuilt examples of great library design, and look at both American and overseas examples of new library projects. The best libraries designed today will look beyond the traditions of the past to create facilities that are striking, extremely functional and flexible, and forward looking. Achieving this goal will require transcending convention and necessitate investigation of the unknown to create magnetic facilities that the community will use.

The Library's buildings must be visually open to the community. Building entries should be clearly visible from the surrounding areas and from the parking approach. They should be appropriately scaled and clearly

orient visitors to the relationship between parking/approach, entry to the building, and spaces within the building. As mentioned before, parking and approach element design needs to meet ADA requirements, serving a broad spectrum of users considered under universal design principles.

Primary public spaces within the building should be located, to the greatest extent possible, on the building perimeter to afford access to natural light and to allow for visual connection between library activities and the surrounding area. This adjacency provides library users with a connection to daylight and the surroundings and will result in spaces that are comfortable, safe, and desirable for patron use.

The space needs summaries for each of the facilities calls for partner and maker spaces. These spaces will be used in various ways in different facilities and provide the Library with the ability to introduce, test, and experiment with new technology, equipment, and services. In some locations, they will allow the Library to work with external partner organizations within the library facility. These associations may be transitory and more short term or in other cases may involve long term agreements. These spaces should be located

within the library, with study given to the possibility of their being open to or accessed from the building exterior as well. These spaces are conceived of as being flexible both in their use but also in their relationship to adjacent spaces and should also be designed in a way that they can be easily expanded in the future, as the materials and services in the library continue to evolve.

The layout of the branch libraries should be very simple, clear, and self-evident. Access to staff assistance should be immediate and clear upon entering the building. Entry to the children's areas should also be easily accessed from the building entry, very visible to library staff, and clearly separate from adults' and teens' areas of the library. Reliance on signage for wayfinding primary areas of the library should be minimal. Signage systems should be designed to be visually clear and distinctive and be flexible and easily adapted to changes in the configuration of the building in the future.

Each facility should include ample and flexible accommodations for power and data and the ability to adapt power and data to changing use and configuration. Given that patrons are increasingly using their own technology within library buildings, each facility needs to provide charging outlets for users' devices from each

location in the library. Wi-Fi will predominantly be used to provide patron access to electronic resources, and buildings should be designed to easily accommodate and power Wi-Fi equipment that will allow for ample coverage of all areas of the facility. The use of raised floor systems should be investigated and assessed in the design of each of the new facilities.

Each of the branch facilities should be designed to allow for easy future expansion. This goal necessitates the clear delineation between public and staff space, and the easy expansion of both on the site. Building entries should be located within the general arrangement of spaces to facilitate future expansion.

Sustainable Design

Design of the new and renovated/expanded facilities should include aggressive sustainable goals. Each project design team should discuss and set goals through discussion with the Library at the beginning of each project. These goals should include aggressive energy budgets for each of the facilities, consideration of on-site energy generation, and highly energy efficient systems.

- › Building envelopes should similarly employ aggressive goals.
- › Building materials should be locally produced, where possible, and care taken to reduce transport required for materials to the site.
- › Rainwater should be retained on the site for reuse in irrigation of landscaping. And water consumption of the building should be minimized through the use of low volume fixtures and the reuse of gray water.

DPL should explore pursuing LEED certification of its new and renovated/expanded facilities. The facilities should be planned to achieve at minimum the equivalent of LEED V4 Gold certification. Certification should be revisited prior to the start of design for each of the facilities for final determination of whether certification will be pursued. This determination must be made prior to commencement of design, and the determination should be based on both the qualitative and budgetary requirements of the process.

Space Summaries

The space needs summaries of the proposed facilities include quantitative descriptions of spaces anticipated for each facility. The following narratives describe primary characteristics of key spaces that should be incorporated into the design and development of each of the facilities.

A. ENTRY

AI. ENTRY VESTIBULE

The primary purpose of this space is to reduce the amount of heat or cooling loss from the main, occupied portion of the library through the front doors when entering the building, and to reduce the amount of moisture (either rain or humidity) entering the main interior spaces. There should be enough horizontal distance between the exterior doors and interior doors to reduce the likelihood of both doors being open at the same time. Provide ample glazing and strong visual connection both to the building exterior and to the interior of the library. Materials should be very durable and easily cleaned and maintained. Particular attention should be given to allowing for entry mats and walk-off areas to be easily maintained, especially during periods of snow. Entry door systems should be tolerant of extremely heavy use and be easily maintained and repaired.

building program

Provision should be made in the entry vestibule design to accommodate return slots, either from just outside the library entry or from within the library, in a secure enclosure that does not impede other functions or circulation paths. The slots will ideally be RFID smart-returns, which automatically check in the materials. These may be used with a conveyor that conveys the materials to a sorting room, or materials may be returned into depressible book bins. The need for an automated materials sorting system will be considered in the next design phase.

A2. ENTRY LOBBIES

Due to the topography of Duluth and likely siting of the building (whether new or renovated), the library will include a primary entry lobby, and secondary lobby. The main lobby will be clearly marked and branded as the front door to the library. Access to a variety of library zones should start in this space, directly off the entry vestibule. It is important to provide strong visual connection to the various building interior zones and in particular to the main service point. Allow for both electronic and analog display of various types of information about activities in the library in both lobbies. Finish materials should be very durable and easily maintained and repaired. If parking becomes part of the project scope, entry from parking may also be required.

B. MARKETPLACE

The marketplace will serve as the central hub of each of the library facilities. The marketplace should be located directly adjacent to the library entry and the entry lobby as the first space encountered upon entering the library. The marketplace should be a bright, open, inviting, and light-filled space that welcomes visitors to the library, allows them to get oriented quickly, and provides access to the most heavily used materials in the library.

The design of the facility should allow, if possible, for the activity of the marketplace to be clearly visible from the building exterior and the surrounding neighborhood. The marketplace should be arranged in a very open manner that allows library patrons to circulate easily through the space and into other primary use spaces within the library building. Entry into children's, adults, and teens' areas should be visibly apparent and easily accessed. The marketplace will also house, or be adjacent to, the primary service point in each facility. The marketplace will contain the browsing (aka Lucky Day) and media collections, a public service desk, self-checkout stations, patron holds, and Internet stations, both stand-up for quick use and sit-down for longer use. A self-service zone with copy machine, vend-a-card machine, fax, print release and space for display of tax forms and free materials will also be housed in this space.

BI. PUBLIC SERVICE DESK

A service point should be located immediately adjacent to the entry lobby and the building entry. It should be designed to be more flexible than traditional library service points. Consider using furniture or other portable and adaptable systems to allow the library to adapt the service points to varying future use. In the design of the service points, care should be taken to allow for interaction and transaction between staff and patron that is not separated by a barrier, but rather allows for a variety of types and methods of interaction.

B2, B3, B4. SELF-SERVICE HOLDS, SELF-CHECK & SELF-SERVICE ZONE

DPL will continue its move toward greater patron self-service for transactional tasks, including patron holds and self-checkout. Patron holds should be located near the entry service desk and self-checkout machines.

Self-checkout machines should be located both near the entry service desk and may possibly be dispersed to key collection areas (e.g., children's area). Space should be allowed at self-checkout machines for patrons to conveniently set other materials down that they may be carrying, for posted notices from the library, and for a small receptacle to hold rubber binders or other items used to facilitate the holds. Ample space should be provided at each machine to allow privacy

for patrons when others are in a queue waiting for machines that are in use. A recycling receptacle should also be located at or near the checkout stations. The self-checkout machines should be in view of the staff service desk so that staff may assist patrons encountering difficulties with the equipment.

The self-service zone will also include a small business center, with copier, fax, tax forms and other free materials, and locked storage for supplies to restock the equipment. This area should be located in view of the staff service desk so staff may assist patrons encountering difficulties with the equipment.

B5, B6, B7. SEATING, TECHNOLOGY & MATERIALS

The shelving and display fixtures should be arranged in a very low-density configuration to encourage and facilitate browsing. Only fixtures 66" high or lower should be used in this area to facilitate an open feel and sight lines. Display areas may be either in a designated cove type area, around the perimeter of the marketplace, or in movable fixtures.

Quick use computers within the marketplace should have the same access as other public use computers but should be housed in smaller tables than computers within the primary library areas to promote shorter stays. These computer stations may be supplemented

by stand-up tables or bars for greater space efficiency. Lounge seating should be located in spaces and configurations that allow for comfort in a very active area.

B8. CAFÉ

The design team, together with a food and beverage service consultant, should work with the Library to determine the appropriate level of service desired and make provisions in the design. Food and beverage services should be located near the building entry and entry lobby in a space that easily accommodates the intended level of service. Design of the area should allow for adaptation of the space, or elimination of the space and easy and natural transformation of the area to another use, and allow for potential use before or after library hours.

B9. FRIENDS OF THE LIBRARY BOOK SALE

The Friends of the Library will sponsor a small sales area. The store should be located adjacent to the building entry and should be clearly visible and easily accessed, although it need not be located in a prominent location. The store should provide for a range of shelving and display to be used for the sale of donated or surplus materials. This space need not be its own room, but materials should be able to be secured in some way.

B10. GALLERY/DISPLAY

The gallery will house both permanent and rotating exhibits, and should accommodate 2D and 3D works. The space need not be its own room, but should be located in such a way that works are protected and secure.

B11. HANDS-ON LEARNING LAB/MAKER SPACE

The hands-on lab will be a space that can accommodate a wide variety of maker activities on a changing basis, from digital (creating, editing, recording) to craft-based activities. This space shall be extremely flexible, and have a high clear volume and adaptable lighting and HVAC systems. Finishes should allow for a variety of functions, heavy use, durability, and ease of maintenance. These spaces are intended to be variable and experimental, so finishes do not need to be elaborate. Accommodating more traditional activity or experimentation and hands-on learning, this space will be instrumental in keeping the library's new facility relevant in the future.

The hands-on lab should also, if possible, be open to the library entry and entry vestibule and/or the building exterior. The space should be configured to be flexible in its relationship to adjacent spaces, with easy reconfiguration of enclosing walls and doors.

building program

C. MEETING ROOMS

The library should have public meeting rooms available to the public for a variety of functions and uses. It is desirable to have the meeting room available to the public at times when the library is closed, so should be adjacent to and accessible from the building entry and entry lobby.

The meeting rooms include a large divisible meeting room which is a single open space with a movable partition allowing for the space to be divided into two spaces, one to seat 100 and one to seat 50. The rooms should have easy and clear access from the building entry and they should have, where possible, ample exterior glazing and visual connection to the building exterior, with window shades and blackout shades. When divided, each room portion should also have a small counter and sink, projector and projection screen, a hearing loop and controls.

In addition to the divisible meeting room, the library will house a multipurpose room seating 70. This flexible space should also include a small sink and storage area, ceiling-mounted projector and screen, hearing loop, window shades, and blackout shades.

C3. MEETING SUPPORT SPACES

Meeting rooms need a host a spaces that facilitate functionality, including a catering kitchen, and storage for chairs, easels, coat racks, equipment, and other supplies. Each room should have easy access (i.e., a wide, clear corridor or directly adjacent access) to the kitchen and storage rooms.

D. ADULT COLLECTION & SERVICES

Public access computers are provided in all adult service areas for patrons to use library computers for Internet access and basic computer tasks. These computers are to be housed on tables to allow patrons a space to lay out belongings and other work related materials. Public access computers should be housed in a variety of types of furnishings, with computers arranged to allow for both individual use and use by two people. Arrangement of the computers should avoid long rows of densely housed computers and provide for more open and irregular configurations for patron privacy, while still allowing staff supervision. All computer furnishings should be flexible and reconfigurable, and should facilitate easy connection of equipment, while simultaneously concealing all wiring. Ample space, power, and bandwidth should be available for patrons to use their own devices within the library.

Collections are to be housed on shelving no higher than 66 inches, with end panels and canopy tops. Shelving ranges are to be located on six-foot centers if possible, allowing for four foot aisles. Shelving ranges should not exceed ten sections of shelving per range.

D4. LOCAL HISTORY & GENEALOGY

This special collections room should have its own clear identity and entrance. Design of the space should be appropriate for the collection and reflect the nature of the collection in its scale, furnishings, use of color, and lighting. This area will also serve as a home base for the Twin Ports Genealogical Society, which provides volunteer assistance to patrons.

DPL's local history collection includes books, microform, and artifacts such as framed photos. These should be displayed in an attractive and visually accessible manner.

D7. ADULT STUDY ROOMS

Group study rooms are to be located in a visible area of the adult services area and have at least one glass partition to allow for easy visual control of the room. Most study rooms will have a wall-mounted monitor. Acoustic treatment is critical to the function of these rooms. The library may elect to secure these rooms with locks.

E. TEENS' COLLECTION & SERVICES

The teens' services area should open directly off of the marketplace and be very clearly visible through the use of space, transition space, scale, furnishings and color with minimal signage. The teens' services area should be located with sightlines to the exterior (specifically the bus lines). Care should be taken for the teen area to have a separate identity from the children's area. The space should be visually distinct but still complementary to the overall building,

Traditional library seating at tables will be minimal, while the predominant seating areas will be designed with booths, couches, and small, interactive tables and will house a variety of shared computing and equipment. Both collaboration and individual work should be accommodated. A group study room with technology will also be part of this space.

F. CHILDREN'S SERVICES

The children's services area should open directly off of the marketplace and be very clearly visible through the use of space, transition space, scale, furnishings, and color with minimal signage. This space should be visually stimulating and engaging for young children and their caregivers.

The children's services area should be very close to the building entry, allowing children the ability to quickly and directly access the area and be very easily supervised by staff. This area will also include family restrooms and a comfort room, as well as the parent/teacher collection.

A service point for the children's services area should be located immediately within the children's services area. This service point should be designed to promote staff interaction with children and serve as a window to the library's offerings not as a barrier. The entry area of the children's room will have a staffed service desk, display of new and seasonal materials, the media collection, self-checkout machine, and a library catalog.

The children's area will have a distinct identity and be configured in a graduated way from preschool to school aged kids. Public access computers will be provided in all children's service areas for children to use library computers for Internet access, learning software and games, and basic computer based tasks. These computers are to be housed on tables that allow children a fair amount of space to lay out their belongings and to work together with other children or an adult and should be provided in a variety of table heights. Several children's computers should be designated for family use to encourage child/parent interaction at the computer. Other computers are to be located appropriately throughout the children's collection and services area.

Children's collections are to be housed on shelving no higher than five shelves, with end panels and canopy tops. Collections for younger children should be on shelving ranges no higher than three shelves. Picture books and board books should be housed in movable display bins on casters. Consideration should be given to providing casters for shelving as well so that children's spaces can be easily configured for a variety of activities. Space should be designed for the easy storage and retrieval of teacher collections. Child appropriate seating should be interspersed throughout the shelving areas. Lounge seating should accommodate both adult visitors as well as children. Several seats appropriate for a child to share with an adult for reading together should be provided.

The children's area will also house a program room seating 50 with audiovisual capabilities including a hearing loop and a sink and storage to accommodate crafts and storytime supplies. The program room should be open to the children's services area in a very visible and convenient location and be configured so that it can be enclosed or conversely opened to the larger children's area. The room should be designed in a way to accommodate a variety of types of functions and activities and be easily reconfigured.

building program

G. ADMINISTRATION & STAFF

Staff spaces should be in a location and configuration that will easily allow staff to support library patrons and to staff service points. Manager offices should be located to have access to both the staff work area and the public area in the library. Staff work areas should be open and flexible for future reconfiguration of space, with even lighting throughout the space and easy access to power and data.

Each staff area should have a unisex restroom and an area for office equipment and supplies storage. Staff areas should facilitate delivery of materials into and out of the building. Loading doors should be located so as to be easily accessible by delivery truck from the street, with a small holding area immediately inside the loading doors for temporary storage.

Installation of an automated material handling systems (AMH) will be considered in subsequent design phases. If included, this equipment should be located adjacent to and open to staff work areas and should be directly accessible to book drop locations (pedestrian and vehicular) for ease of routing conveyors from book drops to the sorting machine.

H. BUILDING SUPPORT

Spaces needed in all buildings to help them run include mechanical rooms, electrical closets, data closets, restrooms, janitor closets, and storage. All of these areas will be further defined during subsequent design phases. Placeholders and ample space demarcation have been included in this program document.

Public restrooms should be located adjacent to public meeting rooms, so that they are accessible to meeting room users. Public restrooms should be provided outside the secure area of the library if meeting rooms are located in that area. Restrooms should be finished with appropriate tile surfaces on all floors and walls. Ceilings should be painted gypsum board for ease of cleaning and maintenance.

Mechanical, electrical, and data spaces should be sized and located appropriately. Security systems should be integrated with the design from the outset. If required, a security closet should be located adjacent to or in the same space as the data closet, not in mechanical or plumbing/janitorial closets, as has been observed in several existing facilities. Exterior security lighting in parking areas and along the building perimeter should be included and ideally operated with daylight sensors.

Storage areas should be sized and located, taking care to properly size storage spaces to support the operational needs without leading to clutter and unnecessary storage.

All of these areas will be further defined during subsequent design phases. Placeholders and accompanying space have been included in this program document to offer a more complete picture of the building's spaces even at this early stage.

The following pages are the quantitative portion of the building program. The first page is a summary of the existing building and available square footage, and summary of predesign square footage. The subsequent pages illustrate the detailed build-up of each program space, completed by considering the functions required for each space or set of spaces, the furnishings and equipment required to meet the needs of that function, and applying square foot allowances for each item. While the numbers appear quite precise due to the formulas involved, they should be regarded as a target for optimal square footage. The following terms are used in the worksheet:

- › **ASF = assignable square feet.** ASF is the amount of space required to accommodate a particular item (i.e., a library shelf has a footprint of 12" d x 36" w, but to use it there needs to be space in front of it. The ASF for this item is therefore 12 sf, to account for the 3 sf of the shelf itself, plus 9 sf for a 3 x 3 space in front of the shelf).
- › **NSF = net square feet.** NSF takes ASF and adds 10% to account for more complete access to an item (e.g., aisle to the shelf).
- › **GFA= gross floor area.** GFA is the gross floor area available within exterior walls. It includes all spaces, shafts, circulation, and interior partitions.
- › **GSF = gross square feet.** Total square feet.

building program

Ideal Building Program

MAIN LIBRARY BUILDING PROGRAM AREA SUMMARY							1/2/2015		
EXECUTIVE SUMMARY							Programmed NSF as % of Programmed NSF	Programmed NSF	REMARKS
DEPARTMENTAL SUMMARY									
line									
1	A. Entry					2%	1,529	main entry and staff entry	
2	B. Marketplace					7%	4,488	browsing & media collections, quick-use internet, café, book sale, service	
3	C. Meeting Rooms					7%	4,510	includes support spaces (kitchen, storage)	
4	D. Adult Collections & Services					38%	23,892	collection, seating, study spaces, technology for adults	
5	E. Teen's Services					5%	2,939	collection, seating, study spaces, technology for teens	
6	F. Children's Services					14%	9,194	collection, seating, program room, technology for children	
7	G. Administration & Staff					11%	7,253	system administration and main library staff	
8	H. Building Support					15%	9,675	restrooms, janitorial, mechanical/electrical/data, storage	
9									
10	TOTAL NSF (Net Square Feet)						63,479		
11	TOTAL GSF (Gross Square Feet)						76,175	20% grossing factor	
12									
13	SEATING & PUBLIC TECHNOLOGY SUMMARY	Existing	Adult	Teen	Children's	Totals			
14	Open tables	129	83	26	52	161		includes café	
15	Lounge Seats	70	41	8	21	70		includes hands-on lab and café	
16	Study Room seats	6	53	10	8	71		seats in enclosed study spaces	
17	Public PCs	64	100	14	15	129		internet stations for public use (does not include self-check or catalog)	
18	Meeting Rooms	204	220	0	50	270		meeting room, program room (teens use adults or children's spaces)	
19	Total		497	58	146	701			
20									
21	KEY OF WORKSHEET TERMS								
22	ASF = Assignable Square Feet. This is the amount of space required to accommodate a particular item.								
23	(example: a library shelf has a footprint of 12"d x 36"w but to use it there needs to be space in front of it.								
24	The ASF for this item is therefore 12 sf, to account for the 3sf of the shelf itself, plus 9sf for a 3x3 space								
25	in front of the shelf).								
26	NSF = Net Square Feet. This takes ASF and adds 10% to account for aisles.								
27	GSF = Gross Square Feet. A multiplier is applied to account for wall thicknesses, mechanical shafts, stairs,								
28	elevators, etc.								
29									
30									
31									
32									

AREA SUMMARY		Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space						
33	A. Entry				1,529	
34	A1 Entry Vestibule	2		134	295	main entry plus secondary (staff) entry
35	a Vestibule	1	84	84		
36	b Materials Return	1	25	25		Smart materials return; assumes conveyor to workroom; main entry
37	d Bench	1	25	25		for waiting for ride pick-up
38	e Digital display	0	0	0		
39	f Security Camera	1	0	0		
40	g Fire Department Annunciator panel	1	0	0		requires wall space in main entry vestibule
41	A2 Entry Lobbies			1,122	1,234	2% of total NSF
42	A2.1 Main Entry Lobby	1		822	904	
43	a Circulation/orientation space	1	700	700		
44	b Materials Security	1	32	32		theft detection gates; assumed at main entry only (revisit if adding garage)
45	c Bench	2	30	60		for waiting
46	d Cart parking	1	30	30		library-provided carts/strollers
47	e Digital display	1	0	0		wayfinding map, touchscreen, announcements
48	f Security Camera	1	0	0		
49	A2.2 Secondary Entry Lobby	1		300	330	staff entry
50	A3 Interior Access from Parking garage	0		350	0	will be required in new downtown schemes only
51	B. Marketplace				4,488	
52	B1 Public Service Desk	1		130	142	0% of total NSF
53	a Staff Station with circ equipment, dual monitors	2	29	59		bar code reader, receipt printer, re-sensitizer
54	b Supplies	2	5	10		handouts, etc.
55	c Lockable Drawer	1	5	5		cash at desks?
56	d Shelving	1	12	12		single faced, under desk
57	e Queuing	8	5	40		
58	f Trash/Recycling	2	2	4		
59	B2 Self-service Holds	1		120	132	0% of total NSF
60	a Shelving		8	15	120	single-faced section; 48" aisle
61	B3 Self-Check and Self Service Fines/Fees			165	182	0% of total NSF
62	B3.1 Self Check	1		135	149	
63	a Adult height self-check station	2	30	60		36x60 space, to allow for setting down purse/bag/books
64	b ADA/Child height self-check station	1	45	45		36x60 space, to allow for setting down purse/bag/books
65	c Queue	6	5	30		
66	B3.2 Fines & Fees Station	1	30	30	33	depending on self-check system this could be at the Self Checks
67	B4 Self-Service Zone			242	266	0% of total NSF
68	B4.1 Equipment	1		185	203	
69	a Copier/Scanner B/W (floor model)	1	51	51		
70	b Copier/Scanner Color (floor model)	1	51	51		
71	c Print Release Station with Printer	2	28	55		
72	d Vend-a-Card (or change machine)	1	11	11		
73	e Fax machine	1	17	17		
74	f Vending (business items)	0	14	0		ear buds, flash drives, library bags, stamps, envelopes, etc.
75	g ATM	0	18	0		
76	B4.2 Display	1		45	50	
77	a Tax Forms	1	25	25		
78	b Free Materials	1	20	20		
79	c Pamphlets	1	20	20		
80	d Tack Surface	1	5	5		

building program

AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space							
81	B4.3	General/ Support	1		12	13	
82	a	Counter with cabinet storage	1	44	44		8 linear feet; paper cutter, stapler, packaging, paper/vending stock
83	b	Trash/Recycling	1	12	12		4-bin unit
84	B5	Seating			300	330	1% of total NSF
85	B5.1	Lounge	6	40	240	264	
86	B5.2	Table to seat 2	0	50	0	0	
87	B5.3	Table to seat 4	0	100	0	0	
88	B5.4	Bench	2	30	60	66	
89	B6	Technology			506	557	1% of total NSF
90	B6.1	Public Internet Station - standing	8	14	110	121	24d x 30w; can be used as catalog as well
91	B6.2	Online Catalog Station - standing	0	14	0	0	24d x 30w
92	B6.3	Download Station - standing	0	14	0	0	24d x 30w
93	B6.4	Public Internet Station - sitting	16	24	384	422	24d x 30w; can be used as catalog as well
94	B6.5	Digital display	1	12	12	13	wall-mounted, kiosk
95	B7	Materials			954	1,050	2% of total NSF
96	B7.1	Browsing Collection	1		220	242	
97	a	Display		4	30	121	assumes 42" square mobile retail-style display;
98	b	Fiction		4	17	66	single-faced 66"h section; 54" aisle;
99	c	NF		2	17	33	single-faced 66"h section; 54" aisle;
100	d	Children's		0	17	0	single-faced 66"h section; 54" aisle;
101	B7.2	Media Collection	1		734	808	
102	a	Display (new items)		1	64	64	retail display unit; 48x48
103	b	Audio Books (CD)		22	17	360	single-faced 66"h section with browsing bins; 54" aisle
104	c	Playaways		1	17	24	single-faced 66"h section; 54" aisle; <i>assumes jewel case housing</i>
105	d	Music CDs		12	17	202	single-faced 66"h section with browsing bins; 54" aisle
106	e	CD ROMs		0	17	0	single-faced 66"h section; 54" aisle
107	f	DVDs		5	17	84	single-faced 66"h section with browsing bins; 54" aisle
108	g	Audiocassettes		0	17	0	
109	h	VHS		0	17	0	
110	B8	Café			608	668	1% of total NSF
111	B8.1	Customer Service	1		212	233	
112	a	Prep Counter		1	75	75	espresso, coffee, tea, soda
113	b	Service Counter		1	50	50	cash register, order/pickup areas,
114	c	Display		1	24	24	refrigerated case for pre-packaged sandwiches, pastries
115	d	Storage Room		1	40	40	refrigerator, stocked paper goods, etc.
116	e	Condiment Counter		1	23	23	creamer, sugar, napkins, stir sticks, etc.
117	B8.2	Café Seating	1		384	422	
118	a	Café Table for 2 (seated)		2	30	60	power for laptops
119	b	Café Table for 4 (seated)		2	60	120	power for laptops
120	c	Laptop counter		1	44	44	power for laptops
121	d	Lounge Seating		4	40	160	
122	B8.3	Display	1		0	0	
123	B8.4	Trash/Recycling	1		12	13	4-bin unit
124	B9	Friends' Book Sale			128	140	0% of total NSF
125	B9.1	Display	2		42	85	assumes 42" square mobile retail-style display;
126	B9.2	Shelving	2		17	33	single-faced 66"h section; 54" aisle;
127	B9.3	Cash/Wrap area (or honor box)	1		10	11	
128	B10	Gallery/Display	1		350	385	1% of total NSF

AREA SUMMARY		Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS	
Program Space							
129	B11	Hands-on Learning Lab (Maker Space)			554	610	1% of total NSF
130	B11.1	Making/Tinkering/Creating area	1		464	510	
131	a	Movable Work Tables	2	42	84		36d x 72w table with 2 chairs
132	b	Counter with Sink	1	36	36		6 linear feet
133	c	Counter/Table with PCs	1	120	120		Computers, iPads for stop-motion animation, etc. (5 stations assumed)
134	d	Lounge Seats	4	40	160		
135	e	Collaboration Wall	1	40	40		Markerboard/Magnetic/Pin-up surface
136	f	Monitor (wall mounted)	1	24	24		
137	g	Sound Booth	0	60	0		6' x 6' sound booth (oral histories, music)
138	B11.2	Storage & Support	1		90	99	
139	a	Display	1	12	12		
140	b	Collection / Materials	1	15	15		perimeter shelving
141	c	Storage	1	50	50		lockable supplies cabinet (or millwork)
142	d	Coat Hooks	1	7	7		24 hooks
143	e	Trash/Recycling	1	6	6		2-bin unit
144	B12	General/ Support			24	26	0% of total NSF
145	B12.1	Security Guard Station	0	50	0	0	locate near main entry; PC, panic button
146	B12.2	Trash/Recycling	2	12	24	26	4-bin unit
147	B12.3	Customer Bag Storage	0	50	0	0	10 linear feet of cubbies
148	C. Meeting Rooms					4,510	
149	C1	Large Divisible Meeting Room			1,824	2,006	3% of total NSF
150	a	Seating	150	10	1,500	1,650	flexible chairs/tables; divisible in 1/3 - 2/3 format
151	b	Presentation Area	1	300	300	330	portable stage, power/data, portable mics, lectern; also applied 1/3 - 2/3
152	c	Break-out Area	0	0	0	0	
153	d	Ceiling-mounted Projector	2	0	0	0	one projector each side of divided room
154	e	Ceiling-mounted Screen	2	0	0	0	one screen each side of divided room
155	f	Audio system	2	0	0	0	amplifier, receiver, speakers
156	g	Hearing Loop	2	0	0	0	
157	h	Hat & Coat Rack (wall mounted)	0	5	0	0	portable racks
158	j	Motorized shades	1	0	0	0	
159	k	Trash/Recycling	2	12	24	26	one 4-bin unit each side of divided room
160	C2	Multipurpose Room			1,926	2,119	3% of total NSF
161	a	Seating	70	25	1,750	1,925	flexible seating/tables
162	b	Presentation Area	1	150	150	165	
163	c	Break-out Area	0	100	0	0	
164	d	Ceiling-mounted Projector	1	0	0	0	
165	e	Ceiling-mounted Screen	1	0	0	0	
166	f	Storage Cabinet	1	20	20	22	
167	g	Hat & Coat Rack (wall mounted)	0	5	0	0	portable racks
168	h	Trash/Recycling	1	6	6	7	2-bin unit
169	C3	Meeting Support Spaces			350	385	1% of total NSF
170	C3.1	Catering Kitchen	1		115	126	
171	a	Counter with Sink, Garbage Disposal, Cabinets	1	60	60		
172	b	Locking Pantry	1	26	26		
173	c	Refrigerator/Freezer combo	1	17	17		
174	d	Oven (no range)	1	0	0		under counter
175	e	Microwave	1	0	0		on or above counter
176	f	Dishwasher	1	0	0		under counter
177	g	Coffee Maker	1	0	0		on counter
178	h	Trash/Recycling	1	12	12		4-bin unit

building program

AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space							
179	C3.2	Coat Storage	0	0	0	0	use portable racks
180	C3.3	Furniture Storage	1		176	193	share between all meeting rooms if possible
181	a	Chair dollies	4	8	32		dollies holding 18 chairs each; assumes some chairs always in use
182	b	Nesting tables	20	4	80		
183	c	Beverage Cart	1	6	6		mobile cooking station desired?
184	d	Easels	2	10	20		
185	e	Mobile Coat Rack	3	13	38		
186	C3.4	AV Equipment Storage	1		60	66	TV cabinet, DVD player, portable PA system
187 D. Adult Collections & Services						23,892	
188 D1 Fiction Area					3,510	3,861	6% of total NSF
189	D1.1	Collection	1		2,688	2,957	
190	a	Display	2	30	61		assumes 42" square mobile retail-style display;
191	b	New Books / special housing	2	15	30		single-faced 66" section; 48" aisles, face out, etc.;
192	c	General Fiction	110	14	1,480		single-faced 66"h section; 42" aisle;
193	d	Paperback Fiction	12	14	163		single-faced 66"h section; 42" aisle;
194	e	Genre Fiction	40	14	544		single-faced 66"h section; 42" aisle;
195	f	Genre Paperback Fiction	30	14	412		single-faced 66"h section; 42" aisle;
196	g	Graphic Novel Fiction & Media	2	14	31		single-faced 66"h section; 42" aisle;
197	h	Book club in a Bag	9	14	120		single-faced 66"h section; 42" aisle;
198	D1.2	Seating	1		480	528	
199	a	Lounge	8	40	320		power for customer devices at all seats
200	b	Table to seat 1	0	22	0		power for customer devices at all seats
201	c	Table to seat 2	0	30	0		power for customer devices at all seats
202	d	Table to seat 4	2	60	120		power for customer devices at all seats
203	e	Bench	1	40	40		
204	D1.3	Technology / Support	1		330	363	
205	a	Internet Station - seated	10	28	275		24d x 60w table
206	b	Internet Station - standing "Express"	2	14	28		24d x 30w table
207	c	Online Catalog Station - standing	2	14	28		24d x 30w
208	d	Download Station - standing	0	28	0		24d x 60w
209	e	Print Release Station with Laser Printer	0	20	0		
210	f	Laser Printer	0	30	0		counter top model
211	g	Paper & Toner Storage	0	25	0		5 linear feet
212	D1.4	Trash/Recycling	1	12	12	13	4 bin unit
213 D2 Non-Fiction Area					9,673	10,640	17% of total NSF
214	D2.1	Collection	1		8,087	8,895	
215	a	Display	1	30	30		assumes 42" square mobile retail-style display;
216	b	New Books / special housing	2	15	30		single-faced 66" section; 48" aisles, face out, etc.;
217	c	General Nonfiction	595	14	8,026		single-faced 66"h section; 42" aisle; interfiled DVD and holiday;
218	d	Oversized	0	14	0		single-faced 66"h section; 42" aisle;
219	e	Biography	0	14	0		single-faced 66"h section; 42" aisle;
220	f	Foreign Language	1	14	11		single-faced 66"h section; 42" aisle;
221	D2.2	Seating	1		472	519	
222	a	Lounge	4	40	160		power for customers at all seats
223	b	Table to seat 1	6	22	132		power for customers at all seats
224	c	Table to seat 2	0	30	0		power for customers at all seats
225	d	Table to seat 4	3	60	180		power for customers at all seats
226	e	Bench	0	40	0		

AREA SUMMARY		Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS	
Program Space							
227	D2.3	Technology / Support	1		1,103	1,213	
228	a	Internet Station - seated	35	28	963		24d x 60w table; ability to close off for teaching when needed
229	b	Internet Station - standing "Express"	2	14	28		24d x 30w table
230	c	Online Catalog Station - standing	2	14	28		24d x 30w
231	d	Download Station - standing	0	28	0		24d x 60w
232	e	Print Release Station with Laser Printer	2	30	60		locate near service desk
233	f	Paper & Toner Storage	1	25	25		5 linear feet
234	D2.4	Trash/Recycling	1	12	12	13	4 bin unit
235	D3	Large Print Area			627	689	1% of total NSF
236	D3.1	Collection	1		521	573	
237	a	Display	1	30	30		assumes 42" square mobile retail-style display;
238	b	New Books / special housing	0	15	0		single-faced 66" section; 48" aisles, face out, etc.;
239	c	General	36	14	491		single-faced 66"h section; 42" aisle;
240	D3.2	Seating	1		80	88	
241	a	Lounge	0	40	0		power for customers at all seats
242	b	Table to seat 1	0	24	0		power for customers at all seats
243	c	Table to seat 2	0	30	0		power for customers at all seats
244	d	Table to seat 4	0	60	0		power for customers at all seats
245	e	Bench	2	40	80		
246	D3.3	Technology / Support	1		14	15	
247	a	Internet Station - seated	0	28	0		24d x 60w table
248	b	Internet Station - standing "Express"	0	14	0		24d x 30w table
249	c	Online Catalog Station - standing	1	14	14		24d x 30w; share with fiction/nonfiction
250	d	Download Station - standing	0	28	0		24d x 60w
251	e	Print Release Station with Laser Printer	0	20	0		
252	f	Laser Printer	0	30	0		counter top model
253	g	Paper & Toner Storage	0	25	0		5 linear feet
254	D3.4	Trash/Recycling	1	12	12	13	4 bin unit
255	D4	Local History & Genealogy			3,398	3,738	6% of total NSF
256	D4.1	Collection	1		2,710	2,981	
257	a	Display	1	42	42		assumes 42" square mobile display; include wall space for 30 framed photo
258	b	Duluth Collection	32	15	481		single-faced 66" section; 48" aisles
259	c	Minnesota Collection	57	15	850		single-faced 66" section; 48" aisles
260	d	North Shore Room Collection	10	15	153		single-faced 66" section; 48" aisles
261	e	Magazines	2	15	30		single-faced 66" section; 48" aisles;
262	f	Lateral File	29	17	484		3-dwr file; 88 drawers existing
263	g	Vertical File Cabinet	0	10	20		4-dwr file
264	h	Lockable shelving	1	15	15		
265	j	Microfilm Cabinet	24	22	534		8-drawer lateral, 35mm reels in cartons; 194 drawers existing
295	k	Microfiche Cabinet	15	10	143		vertical; 70,000 fiche w/o jackets; confirm # of drawers in unit; 88 dwrs
295	D4.2	Seating	1		320	352	
295	a	Lounge	2	40	80		power for customers at all seats
296	b	Table to seat 1	0	24	0		power for customers at all seats
297	c	Table to seat 2	0	30	0		power for customers at all seats
298	d	Table to seat 4	4	60	240		power for customers at all seats
299	e	Bench	0	40	0		

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AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space							
300	D4.3	Technology	1		286	315	
301	a	Internet Station - seated	4	28	110		24d x 60w
302	b	Internet Station - standing "Express"	0	14	0		24d x 30w table
303	c	Online Catalog Station - standing	1	14	14		24d x 30w; share with fiction/nonfiction
304	d	Download Station - standing	0	28	0		24d x 60w
305	e	Print Release Station with Laser Printer	0	20	0		
306	f	Laser Printer	0	30	0		counter top model
307	g	Paper & Toner Storage	0	25	0		5 linear feet
308	b	Listening / Viewing Station	1	28	28		24d x 60w
309	c	Microform Reader/Printer	2	65	130		36d x 72w table
310	d	Monitor (wall mounted)	1	5	5		
311	D4.4	Staff Workstation	1	40	40	44	small touchdown location with computer; Twin Ports Genealogical Society
312	D4.5	Artifact Display	1	30	30	33	lockable, lighted display
313	D4.6	Trash/Recycling	1	12	12	13	4 bin unit
314	D5	Reference & Information Services			1,893	2,082	3% of total NSF
315	D5.1	Service Station	1		130	143	
316	a	Staff Station with circ equipment, dual monitors	2	40	80		with visitor's chairs for consultations; dual monitor, phone
317	b	Supplies	1	10	10		
318	c	Lockable Drawer	1	6	6		
319	d	Shelving	1	12	12		
320	e	Queuing	2	6	12		
321	f	Printer	1	6	6		
322	g	Trash/Recycling	2	2	4		
323	D5.2	Collection	1		732	806	
324	a	Display	0	56	0		assumes 42" square mobile retail-style display
325	b	General	23	15	344		single-faced 66" section; 48" aisles
326	c	Business Reference	1	15	9		single-faced 66" section; 48" aisles
327	d	Career	1	15	20		single-faced 66" section; 48" aisles
328	e	Civil Service	1	15	15		single-faced 66" section; 48" aisles
329	f	Consumer	2	15	25		single-faced 66" section; 48" aisles
330	g	Back Issue periodicals	0	15	0		single-faced 66" section; 48" aisles
331	h	Repair Manuals	0	15	0		single-faced 66" section; 48" aisles
332	j	Foundation	0	15	4		single-faced 66" section; 48" aisles
333	k	Index Collection	0	15	3		single-faced 66" section; 48" aisles
334	l	Legal	0	15	2		single-faced 66" section; 48" aisles
335	m	Telephone	0	15	0		single-faced 66" section; 48" aisles
336	n	Fiction & Media reference (?)	0	15	5		single-faced 66" section; 48" aisles;
337	o	Microfilm	0	20	0		8-drawer lateral, 35mm reels in cartons
338	p	Microfiche	0	20	0		vertical; 70,000 fiche w/o jackets
339	q	Maps	8	36	288		48d x 54w flat file with 10 drawers; 80 dwrs existing
340	r	Atlas Case	1	18	18		
341	s	Dictionary Stand	0	11	0		
342	t	Vertical File Cabinet	0	10	0		all in local history collection
343	D5.3	Seating	1		240	264	
344	a	Lounge	0	40	0		power for customers at all seats
345	b	Table to seat 1	0	24	0		power for customers at all seats; locate adjacent to NF collection
346	c	Table to seat 2	0	30	0		power for customers at all seats
347	d	Table to seat 4	4	60	240		power for customers at all seats
348	e	Bench	0	40	0		

AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
	Program Space						
349	D5.4	Technology	1		519	571	
350	a	Public Station - seated	16	28	440		24d x 60w; some dedicated databases
351	b	Public Station - standing	2	14	28		24d x 30w
352	c	Online Catalog Station - standing	1	14	14		24d x 30w
353	d	Download Station - seated	0	28	0		24d x 60w
354	e	Listening Station	0	28	0		24d x 60w
355	f	Viewing Station	0	28	0		24d x 60w
356	g	Microform Reader/Printer	0	65	0		36d x 72w table with two chairs
357	h	Assistive Technology Station	1	38	38		screen & text magnifier, videophone; motorized ht-adj table
358	h	Digital Touchscreen Map Table	0	50	0		touch screen map table with two chairs
359	j	Wall-mounted Monitor	0	50	0		27" Flat Panel Plasma Display (??)
360	D5.5	Self-Service Center	1		248	272	
361	a	Copier/Scanner B/W (floor model)	1	51	51		
362	b	Copier/Scanner Color (floor model)	1	51	51		
363	c	Print Release Station with Printer	2	28	55		
364	d	Vend-a-Card (or change machine)	1	11	11		
365	e	Fax machine	1	28	28		
366	f	Vending (business items)	0	14	0		ear buds, flash drives, library bags, stamps, envelopes, etc.
367	g	ATM	0	18	0		
368	h	Counter with cabinet storage	1	40	40		8 linear feet; paper cutter, stapler, packaging
369	j	Trash/Recycling	1	12	12		4-bin unit
370	D5.6	Business Center	0		0	0	
371	a	Topical Display	0	42	0		assumes 42" square mobile retail-style display
372	b	Table to seat 2	0	50	0		with laptop plug-in
373	c	Table to seat 4-6	0	150	0		with laptop plug-in
374	d	Public Station - seated	0	28	0		24d x 60w; general internet
375	e	Public Station - seated	0	28	0		24d x 60w; specialty
376	f	Collaboration Area	0	150	0		Smartboard or Mediascape system
377	g	Lounge	0	40	0		with laptop plug-in
378	D5.7	Nonprofit Resource Center	0		0	0	
379	a	Topical Display	0	42	0		assumes 42" square mobile retail-style display
380	d	Table to seat 2	0	50	0		with laptop plug-in
381	e	Table to seat 4-6	0	150	0		with laptop plug-in
382	f	Public Station - seated	0	28	0		24d x 60w; general internet
383	g	Public Station - seated	0	28	0		24d x 60w; specialty
384	h	Collaboration Area	0	150	0		Smartboard or Mediascape system; share with Business Center
385	j	Lounge	0	40	0		with laptop plug-in
386	D5.8	Health & Wellness Center	0		0	0	
387	a	Topical Display	0	42	0		assumes 42" square mobile retail-style display
388	b	New Books	0	12	0		
389	c	General	0	12	0		
390	d	Table to seat 2	0	50	0		with laptop plug-in
391	e	Table to seat 4-6	0	150	0		with laptop plug-in
392	f	Public Station - seated	0	28	0		24d x 60w; general internet
393	g	Public Station - seated	0	28	0		24d x 60w; specialty
394	h	Lounge	0	40	0		with laptop plug-in
395	j	Blood Pressure Machine	0	20	0		
396	k	Cholesterol Monitor	0	20	0		
397	l	Glucose Monitor	0	20	0		
398	D5.9	Trash/Recycling	2	12	24	26	4-bin unit

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AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space							
399	D6	Periodicals			950	1,045	2% of total NSF
400	D4.1	Collection	1		298	328	
401	a	Display	0	42	0		assumes 42" square mobile retail-style display;
402	b	Current Magazines	14	17	247		single-faced; 54" aisles, face out with shelf for storage under;
403	c	Back Issue Magazines	0	15	0		one year back issues under shelf / behind shelf;
404	d	Current Newspapers	3	17	51		single-faced; 54" aisles, face out with shelf for storage under
405	e	Back Issue Newspapers	0	15	0		daily locals for one year;
406	D4.2	Seating	1		640	704	
407	a	Lounge	8	40	320		power for customers at all seats
408	b	iPad Lounge	4	40	160		iPads mounted to lounge chairs
409	c	Table to seat 1	0	22	0		power for customers at all seats
410	d	Table to seat 2	0	30	0		power for customers at all seats
411	e	Table to seat 4	2	60	120		power for customers at all seats
412	f	Bench	1	40	40		
413	D4.3	Technology / Support	1		0	0	
414	a	Internet Station - seated	0	28	0		24d x 60w table
415	b	Internet Station - standing "Express"	0	14	0		24d x 30w table
416	c	Online Catalog Station - standing	0	14	0		24d x 30w
417	d	Download Station - standing	0	28	0		24d x 60w
418	e	Print Release Station with Laser Printer	0	20	0		
419	f	Laser Printer	0	30	0		counter top model
420	g	Paper & Toner Storage	0	25	0		5 linear feet
421	D4.4	Trash/Recycling	1	12	12	13	4-bin unit
422	D7	Adult Study Rooms			1,670	1,837	3% of total NSF
423	D5.1	Room to seat 2	4	50	200	220	whiteboard/Smartboard; jacks for VOIP
424	D5.2	Room to seat 4-6	2	180	360	396	whiteboard/Smartboard; jacks for VOIP; power at table
425	D5.3	Room to seat 8-10	1	275	275	303	whiteboard/Smartboard; jacks for VOIP; power at table
426	D5.4	Room to seat 12-15	1	410	410	451	whiteboard & proj, or /Smartboard; jacks for VOIP; power at table
427	D5.5	Lounge Format, seat 6-8	1	425	425	468	whiteboard & proj, or /Smartboard; jacks for VOIP; power at table
428	E.	Teen's Services				2,939	locate with sightlines to exterior (specifically the bus lines).
429	E1	Entry / Service			1,095	0	0% of total NSF
430	E1.1	Service Desk	0	0	1,095	0	may require depending on location of teen area
431	E2	Collection	1		913	1,004	2% of total NSF
432	a	Display	1	30	30		assumes 42" square mobile retail-style display;
433	b	New Books / special housing	1	17	17		single-faced 66" section; 54" aisles, face out, etc.;
434	c	General Fiction	9	15	135		single-faced 66"h section; 48" aisle
435	d	Paperback Fiction	4	15	67		single-faced 66"h section; 48" aisle
436	e	Genre Fiction	11	15	162		single-faced 66"h section; 48" aisle
437	f	Genre Paperback Fiction	6	15	86		single-faced 66"h section; 48" aisle
438	g	Audio Books (CD)	4	15	53		single-faced 66"h section; 48" aisle
439	h	Audio Books (Playaway)	1	15	13		single-faced 66"h section; 48" aisle
440	j	Bookclub in a Bag	4	15	55		single-faced 66"h section; 48" aisle
441	k	Non-Fiction	5	15	81		single-faced 66"h section; 48" aisle
442	l	Magazines	1	15	14		single-faced 66"h section display shelving; 48" aisle
443	m	Comics	1	17	19		bins
444	n	Manga / Graphic Novels	12	15	181		single-faced 66"h section; 48" aisle
445	E3	Seating	1		930	1,023	2% of total NSF
446	a	Lounge	8	40	320		
447	b	Booth / Table to seat 4-6	1	210	210		something special for placemaking
448	c	Table to seat 4	4	80	320		
449	d	Table to seat 2	2	40	80		tutoring
450	E4	Technology	1		566	623	1% of total NSF
451	a	Public Station - seated	10	36	360		24d x 60w; room for two people each station

AREA SUMMARY		Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space						
452	b Public Station - standing "Express"	2	14	28		24d x 30w
453	c Online Catalog Station - standing	1	14	14		24d x 30w
454	d Download Station - seated	0	28	0		24d x 60w; music listening/download
455	e Print Release Station with Laser Printer	1	30	30		depending on location, may be eliminated
456	f Listening Station	2	28	55		24d x 60w; cone of silence?
457	g Gaming Station	2	40	80		24d x 60w
458	h Vending	0	20	0		
459	E5 Study Room seating 8-10	1	250	250	275	0% of total NSF
460	E6 Homework Help seating 4	0	120	0	0	0% of total NSF
461	E7 Trash/Recycling	1	12	12	13	0% of total NSF
462	F. Children's Services				9,194	locate juvenile collection near teens; consider adding a "tween" zone
463	F1 Entry / Service			506	557	1% of total NSF
464	F1.1 Children's Service Desk	1		117	129	
465	a Staff Station with circ equipment, dual monitors	2	35	70		bar code reader, receipt printer, re-sensitizer (toys, DVD)
466	b Supplies	1	5	5		handouts, etc.
467	c Lockable Drawer	0	6	0		no cash at this desk (main desk only)
468	d Shelving	1	12	12		under desk
469	e Queuing	4	7	28		
470	f Trash/Recycling	1	2	2		
471	F1.2 Self Check Station	1		53	58	
472	a ADA/Child height	1	41	41		
473	b Queue	1	12	12		
474	c Fines/Fees	0	30	0		
475	F1.3 Online Catalog Station - standing	1	18	18	20	30d x 36w
476	F1.4 Materials / Collection	1		307	338	
477	a Display	1	42	42		assumes 42" square mobile retail-style display;
478	b New Books / special housing	1	15	15		single-faced 42"h section; 48" aisles, face out, etc.;
479	c Seasonal Collection	3	15	48		single-faced 66"h section; 48" aisles, face out, etc.; includes picture books
480	d Seasonal Kits	6	16	93		single-faced 66"h section; 48" aisles; hanging rods;
481	e Children's music (CD)	1	15	19		single-faced 66"h section; 48" aisles;
482	f Children's DVD	2	15	34		single-faced 66"h section; 48" aisles;
483	g Juv Audio Books (CD)	3	15	50		single-faced 66"h section; 48" aisles;
484	h Juv Audio Books (Playaway)	0	15	6		single-faced 66"h section; 48" aisles;
485	F1.5 Stroller Parking	0	60	0	0	not needed (public keep strollers with them; library not providing stroller)
486	F1.6 Trash/Recycling	1	12	12	13	4 bin unit
487	F2 Parenting / Teachers' Collection			498	548	1% of total NSF
488	F2.1 Display	1		42	46	assumes 42" square mobile retail-style display;
489	F2.2 Materials / Collection	1		157	173	
490	a Books	10	15	156		single-faced 66"h section; 48" aisles;
491	b Magazines	1	1	1		single-faced 66"h section; 48" aisles;
492	F2.3 Internet Station - standing "Express"	1		14	15	24d x 30w
493	F2.4 Seating	1		285	314	24d x 30w
494	a Lounge Seating	3	55	165		caregiver/child
495	b Table to seat 4	2	60	120		

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AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space							
496	F3	Preschool Area			1,852	2,038	3% of total NSF
497	F3.1	Collection	1		1,055	1,161	
498	a	Display	1	42	42		assumes 42" square mobile retail-style display;
499	b	New Books / special housing	0	17	0		single-faced 42" section; 48" aisles, face out, etc.;
500	c	Picture Books / Concept Books	18	21	379		book bins on casters; 48" aisles
501	d	Board Books	2	21	42		book bins on casters; 48" aisles
502	e	Children's Kits	11	16	166		single-faced 42" section; 48" aisles; hanging rods;
503	f	Easy Readers	26	15	386		single-faced 42"h section; 48" aisles;
504	g	Magazines	0	14	0		single-faced 42"h section; 48" aisles;
505	h	Circulating Toys	1	40	40		24"d x 8"w display case; 181 toys
506	F3.2	Seating	1		635	699	
507	a	Lounge	5	55	275		caregiver/child
508	b	Lounge	4	30	120		child-sized
509	c	Table to seat 1	0	22	0		power for customers at all seats
510	d	Table to seat 2	0	30	0		power for customers at all seats
511	e	Table to seat 4	4	60	240		power for customers at all seats
512	f	Bench	0	40	0		window seat or alcove
513	F3.3	Technology	1		150	165	
514	a	Internet Station - seated	4	33	132		30d x 66w table; room for caregiver/child; could be games
515	b	Internet Station - standing "Express"	0	14	0		24d x 30w table
516	c	Online Catalog Station - standing	1	18	18		30d x 36w
517	d	Download Station - standing	0	33	0		24d x 66w table; room for caregiver/child; could be games
518	e	Print Release Station with Printer	0	33	0		counter top model
519	g	Paper & Toner Storage	0	18	0		5 linear feet
520	F3.4	Trash/Recycling	1	12	12	13	4 bin unit
521	F4	Interactive Early Learning Area (play)			785	864	1% of total NSF
522	a	Lounge	3	55	165	182	caregiver/child
523	b	Lounge	0	30	0	0	child
524	c	Flexible Floor space	1	416	416	458	per existing size
525	e	Early Lit Fixture	1	80	80	88	Burgeon Group or similar
526	f	Sensory Fixture	1	64	64	70	Burgeon Group or similar
527	g	Counter with cabinets	1	60	60	66	puzzles, toys
528	F5	School-age Area			3,457	3,802	6% of total NSF
529	F5.1	Collection	1		2,317	2,548	
530	a	Display	1	42	42		assumes 42" square mobile retail-style display
531	b	New Books / special housing	2	17	33		single-faced 66" section; 54" aisles, face out, etc.;
532	c	Juv General Fiction	19	15	278		single-faced 66"h section; 48" aisle;
533	d	Juv Paperback Fiction	14	15	204		single-faced 66"h section; 48" aisle;
534	e	Juv Genre Fiction	21	15	310		single-faced 66"h section; 48" aisle; includes Star Wars;
535	f	Juv Genre Paperback Fiction	13	15	198		single-faced 66"h section; 48" aisle;
536	g	Juv Nonfiction	71	15	1,071		
537	h	Children's Comics	1	21	20		book bins on casters; 48" aisles
538	j	Juv Foreign Languages	3	15	51		single-faced 66"h section; 48" aisle;
539	k	Juv Illustrated Fiction (picture books 3-5 graders)	1	21	19		book bins on casters; 48" aisles
540	l	Juv Special Collection	2	15	32		single-faced 66"h section; 48" aisle;
541	m	Juv Magazines	2	15	30		single-faced 66"h section; 48" aisle; includes sports
542	n	Juv Reference	0	15	5		single-faced 66"h section; 48" aisle; some near staff (not full shelf)
543	o	Atlas/Maps	1	24	24		dictionary?

AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
	Program Space						
544	F5.2	Seating	1		780	858	
545	a	Lounge	6	60	360		
546	c	Table to seat 1	0	22	0		power for customers at all seats
547	d	Table to seat 2	2	30	60		power for customers at all seats
548	e	Table to seat 4	6	60	360		power for customers at all seats
549	f	Bench	0	40	0		window seat or alcove?
550	F5.3	Technology	1		348	383	
551	a	Internet Station - seated	10	33	330		30d x 66w table; room for caregiver/child; could be games
552	b	Internet Station - standing "Express"	0	14	0		24d x 30w table
553	c	Online Catalog Station - standing	1	18	18		30d x 36w
554	d	Download Station - standing	0	33	0		30d x 66w table; room for caregiver/child; could be games
555	e	Print Release Station with Printer	0	33	0		counter top model
556	g	Paper & Toner Storage	0	18	0		5 linear feet
557	F5.4	Trash/Recycling	1	12	12	13	4 bin unit
558	F6	Study/Tutoring Rooms			200	220	0% of total NSF
559	a	Room to seat 2	1	50	50	55	
560	b	Room to seat 4-6	1	150	150	165	
561	F7	Program Room / Storytime Room			939	1,033	2% of total NSF
562	a	Seating Area	50	10	500	550	floor cushions or stack chairs; folding tables
563	b	Presentation Area	1	150	150	165	portable stage
564	c	Counter, Storage Cabinets with sink	1	56	56	62	
565	d	Prop Storage	1	30	30	33	
566	e	Supplies Storage	1	24	24	26	
567	f	Puppet Theatre	1	40	40	44	not currently owned
568	g	Ceiling-mounted Projector	1	0	0	0	
569	h	Ceiling-mounted Screen	1	0	0	0	
570	j	Wall-mounted 50" Monitor	1	0	0	0	
571	k	Easel	1	15	60	66	
572	l	Flip Chart	1	15	60	66	
573	m	Coat Hooks	1	21	7	8	
574	n	Trash/Recycling	1	12	12	13	
575	F8	Family Toilet Room			120	132	0% of total NSF
576	a	Family Toilet Room	1	60	60	66	
577	b	Comfort Room	1	60	60	66	includes WC
578	G. Administration & Staff					7,253	
579	G1	Library Administration			856	942	1% of total NSF
580	G1.1	Reception/Administrative Staff Office	1		261	287	
581	a	Workstation (includes overhead storage)	1	49	49		
582	b	Lateral File	2	17	33		3-dwr files
583	c	Shelving	2	12	24		
584	d	Storage Cabinet	3	17	50		
585	g	Printer	1	5	5		
586	e	Guest Seating (lounge chairs)	2	40	80		
587	f	Display	1	20	20		
588	G1.2	Manager, Library Services Office	1		241	265	
589	a	Workstation (includes overhead storage)	1	64	64		PC, Printer, Shredder; credenza
590	b	Meeting Space	4	25	100		table with 4 chairs
591	d	Lateral File	2	17	33		3-dwr files; personnel files
592	e	Shelving	2	12	24		
593	f	Tack Surface	1	0	0		
594	g	Coat Storage	1	10	10		small wardrobe unit
595	h	Printer	1	5	5		
596	j	Shredder	1	5	5		

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AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space							
597	G1.3	Marketing & Website Senior Tech	1		131	144	confirm whether private office or open office workstation
598	a	Workstation with dual monitor (includes overhead storage)	1	64	64		
599	b	Meeting Space	2	15	30		at desk
600	c	Lateral File	1	14	14		3-dwr file
601	d	Shelving	1	12	12		
602	e	Tack Surface	1	0	0		
603	f	Coat Hook	2	0	1		on door
604	g	Printer	1	5	5		
605	h	Shredder	1	5	5		
606	G1.4	Acquisitions/Business Office	1		224	247	confirm whether private office or open office workstation
607	a	Workstation (includes storage)	3	56	168		Librarian 3, Librarian 1, Library Tech
608	b	Meeting Space	2	15	30		at desk
609	c	Lateral File	1	14	14		3-dwr file
610	d	Shelving	1	12	12		
611	e	Tack Surface	1	0	0		
612	f	Coat Hook	1	0	0		on door
613	g	Printer	0	5	0		shared printer in workroom
614	h	Shredder	0	5	0		shared shredder in workroom
615	G1.5	Public Computing	1		219	241	
616	a	Workstation with dual monitor (includes overhead storage)	3	64	192		Library Tech
617	b	Meeting Space	1	15	15		at desk
618	c	Lateral File	0	14	0		3-dwr file
619	d	Shelving	1	12	12		
620	e	Tack Surface	1	0	0		
621	f	Coat Hook	1	0	0		on door
622	g	Printer	0	5	0		shared printer in workroom
623	h	Shredder	0	5	0		shared shredder in workroom
624	G1.6	Board Room (to seat 18-20)	1	500	500	550	
625	G2	Library Staff Workroom			4,331	5,849	9% of total NSF
626	G1.1	Supervisor Office	3		119	391	Public Services, Technical & ILS Services, Digital & Outreach Services
627	a	Workstation (includes storage)	1	48	48		PC, Printer, Shredder; credenza
628	b	Meeting Space	2	10	20		two guest chairs at desk
629	d	Lateral File	1	17	17		3-dwr files; personnel files
630	e	Shelving	2	12	24		
631	f	Tack Surface	1	0	0		
632	g	Coat Storage	1	0	0		coat hook on door
633	h	Printer	1	5	5		
634	j	Shredder	1	5	5		
635	G2.2	Youth Services Department	1		500	550	confirm location (i.e., in Children's area or with other staff?)
636	a	Workstation (includes storage)	1	56	56		Librarian 2
637	b	Workstation (includes storage)	4	56	224		Librarian 1
638	c	Workstation (includes storage)	1	24	24		Shelvers
639	d	Workstation (includes storage)	1	48	48		Library Tech
640	e	Storytime Prep	1	100	100		work table, storage shelves, sink
641	f	Shelving	4	12	48		
642	G2.3	Reference and Information Department	1		560	616	confirm location
643	a	Workstation (includes storage)	3	56	168		Librarian 2
644	b	Workstation (includes storage)	4	56	224		Librarian 1
645	c	Workstation (includes storage)	2	24	48		Shelvers
646	d	Workstation (includes storage)	1	48	48		Library Tech
647	e	Shelving	6	12	72		

AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space							
648	G2.4	Fiction & Media Department	1		308	339	
649	a	Workstation (includes storage)	1	56	56		Librarian 2
650	b	Workstation (includes storage)	2	56	112		Librarian 1
651	c	Workstation (includes storage)	1	24	24		Shelvers
652	d	Workstation (includes storage)	0	48	0		Library Tech
653	e	Shelving	3	12	36		
654	f	Media repair/cleaning station	1	80	80		sink? Disk cleaning machine?
655	G2.5	Cataloging / Processing	1		388	427	
656	a	Workstation (includes storage)	2	56	112		Librarian 1
657	b	Workstation (includes storage)	1	56	56		Senior Tech
658	c	Workstation (includes storage)	1	24	24		Shelvers
659	d	Workstation (includes storage)	2	48	96		Library Tech
660	e	Shelving	4	12	48		
661	f	Processing area	1	52	52		workcounter, sink, storage
662	G2.6	Circulation Services	1		1,514	1,665	
663	a	Workstation (includes storage)	1	56	56		Senior Tech
664	b	Workstation (includes storage)	9	56	504		Library Tech
665	c	Workstation (includes storage)	1	24	24		Shelvers
666	d	Workstation (includes storage)	1	36	36		Delivery driver
667	e	Shelving	12	12	144		
668	f	Returns & Sorting Area	1	750	750	825	with AMH with 5-7-bin sorting system (to be confirmed)
669	G2.7	Volunteer Coordinator	1	56	56	62	
670	G2.8	Shared Work Area / Volunteers	1	200	200	220	
671	G2.9	Conference Room (to seat 4)	1	115	115	127	interviews, reviews, small meetings, private phone calls
672	G2.10	Print/Copy/Office Supplies	1		140	154	maximize storage
673	a	Shared Printer	2	30	60		
674	b	Shredder	1	30	30		
675	c	Supplies	1	50	50		
676	G2.11	Delivery / Mail / Storage	1		431	474	
677	a	Mailboxes	1	50	50		staff mailboxes (3"h)
678	b	Postage / Delivery	1	42	42		
679	c	Storage	1	150	150		
680	d	Shelving	10	12	120		
681	e	Coats	1	15	15		
682	f	Trash/Recycling	2	12	24		4-bin unit
683	g	Counter with Sink	1	30	30		5 linear feet; sink, coffee maker
684	G3	Friends of the Library			420	462	1% of total NSF
685	a	Work Table / Sorting Area	1	150	150	165	
686	b	Staging Area	4	14	54	59	booktrucks
687	c	Computer Station	1	36	36	40	shared
688	d	Work Counter	1	36	36	40	with sink and cabinets
689	e	Library Shelving	4	12	48	53	in single-faced sections
690	f	Warehouse Shelving	3	24	72	79	for donations
691	g	Trash/Recycling	2	12	24	26	

building program

AREA SUMMARY		Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space						
692	H. Building Support				9,675	
693	H1 Public Toilets	4	250	1,000	1,100	assumes one M, one F each public floor; "airport style" entry (no doors)
694	H2 Staff Toilets			170	187	0% of total NSF
695	a Unisex toilet rooms	1	50	50	55	
696	b Staff Showers	2	60	120	132	verify need/desire in design phase
697	H3 Staff Lounge			1,048	1,153	2% of total NSF
698	a Kitchenette	1	60	131	144	
699	Counter with Sink, cabinets		1	72		one microwave; plumbed coffee maker; garbage disposal
700	Dishwasher		1	0		
701	Refrigerator		1	20		one full-size refrigerator; filtered water
702	Vending		2	20	39	in pu snacks, beverages
703	b Café Table for 4	3	80	240	264	natural light preferred; access to exterior desired
704	c Lounge Seating	6	40	240	264	
705	d Television	1	20	20	22	wall-mounted flat screen
706	e Comfort Room	1	80	80	88	reclining lounge
707	f Staff Lockers	45	8	338	371	full height lockers;
708	H4 Custodial			360	396	1% of total NSF
709	H4.1 Custodial Storage	1		120	132	
710	a Large		1	80	80	carpet cleaning equipment, maintaining equipment, vacuum
711	b Small		1	40	40	
712	H4.2 Janitor closet		3	40	132	1 each floor, plus additional closet at meeting room area
713	H4.3 Office/Workroom		1	120	132	repairs, paperwork, phones calls, etc.
714	H5 General Building Storage			300	330	1% of total NSF
715	N5.1 Furniture & Equipment	0	0	0	0	
716	N5.2 Supplies	1	250	250	275	
717	N5.3 Supplies	1	50	50	55	
718	N5.4 Yard Equipment	0	200	0	0	stored in garage
719	H7 Loading Dock			745	820	1% of total NSF
720	N4.1 Loading Bay	0	195	195	215	confirm size during design phase
721	N4.2 Storage		1	400	440	maintenance and staging
722	N4.3 Exterior Trash Enclosure		1	150	165	
723	N4.4 Outreach Van		1	540	0	Cargo Van; stored in parking ramp; 18'w x 30'd
724	H8 Mechanical/Electrical/Network			5,172	5,689	9% of total NSF
725	N5.1 Mechanical Room		1	5,000	5,500	confirm size during design phase
726	N5.2 Data Closet		2	70	154	assumes 2-story building
727	N5.3 Electrical Closet		2	16	35	assumes 2-story building

Collection Analysis

A major part of creating a library building program is understanding the collection requirements both now and into the future. Working with key library staff the consultant analyzed the existing collection by sub-part, based upon the current total holdings and circulation rate (on average how many items of that sub-collection are checked out). Using this data, the team made recommendations for reductions in certain collections, and projections for future circulation rates. Further, the ideal collection housing (shelving style and height, displays, bins) was taken into account. This analysis allowed the team to calculate how much library shelving should be provided in the facility for each sub-collection.

Because the collections' circulation rates had never been calculated prior to this study, the following worksheet and projections should be revisited at 3-4 times throughout the next annum. This will fine-tune the data and give a more accurate picture of the current collection use on which to base the projections.

building program

Ideal Collection

groups	Collection	projected holdings	current holdings	ave checked out (based on 10/22/14)	circulation factor (based on 10/22/14)	programmed circulation factor	on-shelf count	housing planned	items / foot	shelves / unit	items/unit*	SF shelf sections (or bins) req'd	comments
Adult NF	1 Adult nonfiction	62,299	95,845	4,791	5.00%	15%	52,955	66" h shelves	8	5	90	588	35.0% reduction in collection holdings: 75% fill rate
PreSchool	2 Board book collection	477	682	247	36.22%	40%	287	bins	15	-	142.5	2	30.0% 30x36 browsing bins: 30% reduction
Lucky Day	3 Browser collection	133	133	96	72.18%	75%	34	66" h shelves	10	5	112.5	0	0.0% increased collection here, takes some F, NF: display plus shelving
Reference	4 Business reference collection	49	49	0	0.00%	0%	49	66h" shelves	7	5	78.75	1	0.0% reduction in collection: non circulating collection
Reference	5 Career collection	108	108	4	3.70%	5%	103	66" h shelves	7	5	78.75	1	0.0% 75% fill rate
JUV Section	6 Children's comics bins	177	177	5	2.82%	5%	169	bins	30	0	180	1	0.0% reduction in collection holdings
PreSchool	7 Children's DVD	894	894	294	32.89%	40%	537	66" shelves with browsing box	20	4	240	2	0.0% reduction in collection holdings
PreSchool	8 Children's kits	239	342	63	18.42%	20%	192	42" shelves with rod	3	2	18	11	30.0% reduction in collection holdings
PreSchool	9 Children's recording (CD)	393	393	56	14.25%	15%	335	66" shelves with browsing box	22	4	264	1	0.0% reduction in collection holdings
Adult NF	10 Christmas collection (INTERFILE)	454	454	35	7.71%	8%	418	66" h shelves	15	5	225	2	0.0% reduction in collection holdings
Music CD	11 Christmas recording (CD)	238	238	17	7.14%	8%	219	66" shelves with browsing box	22	4	264	1	0.0% reduction in collection holdings
Reference	12 Civil service collection	169	169	3	1.78%	2%	166	66" h shelves	8	5	90	2	0.0% reduction in collection holdings
Adult Genre PB	13 Classics pb racks	104	104	12	11.54%	15%	89	66" h shelves display cases	12	7	189	0	0.0% reduction in collection holdings
	14 Collectibles (INTERFILE)	623	623	16	2.57%	5%	592		1		0	NA	0.0%
	15 Community Services office	4	4	0	0.00%	0%	4					NA	0.0% reduction in collection: non circulating collection
PreSchool	16 Concept book bins PICTURE BOOKS	245	245	67	27.35%	30%	172	bins	25	-	275	1	0.0% reduction in collection holdings
Music CD	17 Concertos recording (CD)	91	101	7	6.93%	8%	84	66" shelves with browsing box	22	4	264	0	10.0% reduction in collection holdings
Reference	18 Consumer collection	122	136	13	9.56%	10%	111	66" h shelves	6	5	67.5	2	10.0% reduction in collection holdings
Adult Genre PB	19 Contemp rom pb racks	1,552	1,552	265	17.07%	25%	1,164	66" h shelves	13	7	204.75	6	0.0% reduction in collection holdings
Music CD	20 Country/western recording (CD)	335	335	99	29.55%	30%	235	66" shelves with browsing box	22	4	264	1	0.0% reduction in collection holdings
Music CD	21 Dance recording (CD)	39	43	2	4.65%	5%	37	66" shelves with browsing box	22	4	264	0	10.0% reduction in collection holdings

groups	Collection	projected holdings	current holdings	ave checked out (based on 10/22/14)	circulation factor (based on 10/22/14)	programmed circulation factor	on-shelf count	housing planned	items / foot	shelves / unit	items/unit*	SF shelf sections (or bins) req'd	comments
Local History	22 Duluth collection	3,609	3,609	0	0.00%	0%	3,609	66" shelves	10	5	112.5	32	0.0% reduction in collection; non circulating collection
Adult DVD	23 DVD collection	2,210	2,210	921	41.67%	50%	1,105	66" shelves with browsing box	18	4	216	5	0.0% reduction in collection holdings
Adult NF	24 DVD nonfiction collection (INTERFILE)	1,699	1,699	300	17.66%	20%	1,360	66" shelves with browsing box	18	4	216	6	0.0% reduction in collection holdings
PreSchool reference	25 Easy reader shelves	2,775	2,775	542	19.53%	25%	2,082	42" shelves	12	3	81	26	0.0% reduction in collection holdings
	26 Electric meter (KILL-O-WATTS)	3	3	3	100.00%	100%	0	0	0	0	0	#DIV/0!	0.0% where stored?
	27 Fiction & Media book club in a bag	144	144	53	36.81%	45%	80	66" shelves with rod	1	3	9	9	0.0% reduction in collection holdings
	28 Fiction & Media magazine	62	62	4	6.45%	10%	56	66" shelves	1	4	12	5	0.0% confirm number of titles
reference	29 Fiction & Media reference	28	28	0	0.00%	0%	28	66" shelves	8	5	90	0	0.0% reduction in collection; non circulating collection
Books on CD	30 Fiction book on disc	1,452	1,452	468	32.23%	40%	872	66" shelves	8	5	90	10	0.0% reduction in collection holdings
Adult PB	31 Fiction pb racks	2,679	2,679	315	11.76%	15%	2,278	66" shelves	12	7	189	12	0.0% reduction in collection holdings
Adult Fiction	32 Fiction shelves	15,695	19,619	2,757	14.05%	20%	12,557	66" shelves	10	5	112.5	112	20.0% reduction in collection holdings
Playaway	33 Fiction sound media player PLAYAWAY	118	118	39	33.05%	35%	77	66" shelves	11	5	123.75	1	0.0% reduction in collection holdings
Music CD	34 Film music recording (CD)	141	157	12	7.64%	10%	128	66" shelves with browsing box	22	4	264	0	10.0% reduction in collection holdings
Music CD	35 Folk music recording (CD)	326	326	48	14.72%	15%	278	66" shelves with	22	4	264	1	0.0% reduction in collection holdings
Reference	36 Foundation collection	29	29	0	0.00%	0%	29	66" shelves	10	5	112.5	0	0.0% reduction in collection; non circulating collection
YA?	37 Graphic novel Fiction & Media	1,185	1,185	449	37.89%	45%	652	66" shelves	25	5	281.25	2	0.0% reduction in collection holdings
Adult Genre PB	38 Hist rom pb racks	1,180	1,180	116	9.83%	12%	1,039	66" shelves	10	7	157.5	7	0.0% reduction in collection holdings
	39 Holiday kit rack (CHILDREN'S)	356	508	169	33.27%	40%	214	66" shelves with rod	3	4	36	6	30.0% reduction in collection holdings
	40 Holiday picture book collection	13	13	0	0.00%	10%	12	bins	25	-	237.5	0	0.0% reduction in collection holdings
reference	41 Index area	16	16	0	0.00%	0%	16	shelves	8	4	72	0	0.0% reduction in collection holdings
Music CD	42 Instrumental recording (CD)	292	324	30	9.26%	10%	263	66" shelves with browsing box	22	4	264	1	10.0% reduction in collection holdings
Music CD	43 jazz recording (CD)	412	412	52	12.62%	15%	351	66" shelves with browsing box	22	4	264	1	0.0% reduction in collection holdings
JUV Section	44 Juv Christmas	453	566	18	3.18%	7%	422	66h" shelves	12	5	135	3	20.0% reduction in collection holdings
JUV PB	45 Juv classics racks	252	252	35	13.89%	15%	215	66" shelves	12	7	189	1	0.0% reduction in collection holdings
JUV Audiobook	46 Juv fiction book on disc	270	270	88	32.59%	45%	149	66h" shelves	8	5	90	2	0.0% reduction in collection holdings
JUV PB	47 Juv fiction racks	3,325	3,325	601	18.08%	25%	2,494	66" shelves	13	7	204.75	12	0.0% reduction in collection holdings
JUV PB	48 Juv fiction series racks	511	511	140	27.40%	35%	333	66" shelves	15	7	236.25	1	0.0% reduction in collection holdings

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groups	Collection	projected holdings	current holdings	ave checked out (based on 10/22/14)	circulation factor (based on 10/22/14)	programmed circulation factor	on-shelf count	housing planned	items / foot	shelves / unit	items/unit*	SF shelf sections (or bins) req'd	comments
IUV Fiction	49 Juv fiction shelves	2,948	2,948	369	12.52%	15%	2,506	66h" shelves	12	5	135	19	0.0% reduction in collection holdings
Playaway	50 Juv fiction sound media player PLAYAWAY	38	38	13	34.21%	40%	23	66h" shelves	11	5	123.75	0	0.0% reduction in collection holdings
IUV Section	51 Juv foreign language	539	539	59	10.95%	15%	459	66h" shelves	12	5	135	3	0.0% reduction in collection holdings
IUV Section	52 Juv homework reference shelves	37	37	0	0.00%	0%	37	66h" shelves	10	5	112.5	0	0.0% reduction in collection holdings
IUV Fiction	53 Juv illustrated fiction	214	214	42	19.63%	25%	161	66h" shelves	30	0	180	1	0.0% reduction in collection holdings
IUV Magazine	54 Juv magazine	12	298	15	5.03%	5%	12	66h" shelves	1	4	12	1	96.0% face out on periodical display shelves: one year behind/under shelf: <i>confirm numbs</i>
IUV Audiobook	55 Juv mystery book on disc	31	31	8	25.81%	30%	22	66h" shelves	8	5	90	0	0.0% reduction in collection holdings
IUV PB	56 Juv mystery racks	1,361	1,361	160	11.76%	15%	1,157	66" shelves	13	7	204.75	6	0.0% reduction in collection holdings
IUV Fiction	57 Juv mystery shelves	1,500	1,500	144	9.60%	12%	1,320	66h" shelves	12	5	135	10	0.0% reduction in collection holdings
Playaway	58 Juv mystery sound media player PLAYAWAY	4	4	1	25.00%	25%	3	66h" shelves	11	5	123.75	0	0.0% reduction in collection holdings
IUV Audiobook	59 Juv nonfiction book on disc	33	33	6	18.18%	20%	27	66h" shelves	8	5	90	0	0.0% reduction in collection holdings
IUV Section	60 Juv nonfiction shelves	10,706	23,791	2,332	9.80%	10%	9,636	66h" shelves	12	5	135	71	55.0% reduction in collection holdings
Playaway	61 Juv nonfiction sound media player PLAYAWAY	4	4	2	50.00%	50%	2	66h" shelves	11	5	123.75	0	0.0% reduction in collection holdings
IUV Audiobook	62 Juv scifi/fantasy book on disc	173	173	59	34.10%	40%	104	66h" shelves	8	5	90	1	0.0% reduction in collection holdings
IUV PB	63 Juv scifi/fantasy racks	1,867	1,867	402	21.53%	30%	1,307	66" shelves	13	7	204.75	6	0.0% reduction in collection holdings
IUV Fiction	64 Juv scifi/fantasy shelves	1,742	1,742	306	17.57%	25%	1,307	66h" shelves	12	5	135	10	0.0% reduction in collection holdings
Playaway	65 Juv scifi/fantasy sound media player PLAYAWAY	33	33	6	18.18%	25%	25	66h" shelves	11	5	123.75	0	0.0% reduction in collection holdings
IUV Section	66 Juv special collection	602	602	317	52.66%	60%	241	66h" shelves	10	5	112.5	2	0.0% reduction in collection holdings
IUV Magazine	67 Juv sports magazine	12	132	0	0.00%	5%	12	66h" shelves	1	4	12	1	90.9% face out on periodical display shelves: one year behind/under shelf
IUV Fiction	68 Juv Star Wars	302	302	108	35.76%	45%	167	66h" shelves	12	5	135	1	0.0% reduction in collection holdings
	69 Language shelves	128	128	15	11.72%	15%	109	66h" shelves	12	5	135	1	0.0% reduction in collection holdings
Large Print reference	70 Larger print paperback	80	89	4	4.49%	10%	73	66h" shelves	10	7	157.5	0	10.0% reduction in collection holdings
	71 Legal collection	9	9	0	0.00%	0%	9	66h" shelves	8	5	90	0	0.0% reduction in collection: non circulating collection
Large Print	72 Lg print fiction	2,274	2,274	256	11.26%	15%	1,933	66h" shelves	8	5	90	21	0.0% reduction in collection holdings
Large Print	73 Lg print mystery	776	862	70	8.12%	10%	699	66h" shelves	8	5	90	8	10.0% reduction in collection holdings
Large Print	74 Lg print nonfiction	334	334	32	9.58%	10%	301	66h" shelves	8	5	90	3	0.0% reduction in collection holdings
Large Print	75 Lg print scifi/fantasy	7	7	2	28.57%	35%	5	66h" shelves	8	5	90	0	0.0% reduction in collection holdings
Large Print	76 Lg print western	324	360	20	5.56%	10%	292	66h" shelves	8	5	90	3	10.0% reduction in collection holdings
Music CD	77 Local music recording	131	131	22	16.79%	20%	105	66" shelves with browsing box	22	4	198	1	0.0% reduction in collection holdings

groups	Collection	projected holdings	current holdings	ave checked out (based on 10/22/14)	circulation factor (based on 10/22/14)	programmed circulation factor	on-shelf count	housing planned	items / foot	shelves / unit	items/unit*	SF shelf sections (or bins) req'd	comments
Adult Mag	78 Magazine collection	130	3,786	247	6.52%	10%	117	66" shelves	1	4	12	10	96.6% face out on periodical display shelves; one year behind/under shelf
reference	79 Map collection	103	103	0	0.00%	0%	103					-	0.0% reduction in collection: non circulating collection
reference	80 Microfiche collection	1	1	0	0.00%	0%	1					-	0.0% reduction in collection: non circulating collection
reference	81 Microfilm collection	25	25	0	0.00%	0%	25					-	0.0% reduction in collection: non circulating collection
Local History	82 Minnesota collection	6,374	6,374	0	0.00%	0%	6,374	shelves	10	5	112.5	57	0.0% reduction in collection: non circulating collection
Adult Genre PB	83 Monthly series romance	893	893	102	11.42%	15%	760	66" shelves	12	5	135	6	0.0% reduction in collection holdings
Music CD	84 Musical recording	59	65	4	6.15%	10%	53	66" shelves with browsing box	22	4	264	0	10.0% reduction in collection holdings
Books on CD	85 Mystery book on disc	408	408	149	36.52%	45%	225	66" shelves	8	5	90	3	0.0% reduction in collection holdings
Adult Genre PB	86 Mystery pb racks	1,632	1,632	234	14.34%	20%	1,306	66" shelves	15	7	236.25	6	0.0% reduction in collection holdings
Genre Fiction	87 Mystery shelves	4,390	5,487	697	12.70%	15%	3,732	66" shelves	12	5	135	28	20.0% reduction in collection holdings
Playaway	88 Mystery sound media player	39	39	13	33.33%	40%	24	66" shelves	11	5	123.75	0	0.0% reduction in collection holdings
Books on CD	89 Nonfiction book on disc	1,078	1,078	264	24.49%	30%	755	66" shelves	8	5	90	8	0.0% reduction in collection holdings
Playaway	90 Nonfiction sound media player	23	23	5	21.74%	25%	18	66" shelves	11	5	123.75	0	0.0% reduction in collection holdings
Local History	91 North Shore Room	1,148	1,148	0	0.00%	0%	1,148	shelves	10	5	112.5	10	0.0% reduction in collection: non circulating collection
Music CD	92 Opera recording	114	114	7	6.14%	10%	103	66" shelves with browsing box	22	4	264	0	0.0% reduction in collection holdings
Music CD	93 Orchestral recording	147	163	9	5.52%	10%	133	66" shelves with browsing box	22	4	264	1	10.0% reduction in collection holdings
Children's	94 Parent-Teacher magazine	12	68	3	4.41%	5%	12	66" shelves	1	4	12	1	82.4% face out on periodical display shelves; one year behind/under shelf
Children's	95 Parent-Teacher shelves	1,564	1,564	152	9.72%	10%	1,408	shelves	12	5	135	10	0.0% reduction in collection holdings
PreSchool	96 Picture book bins	7,985	7,985	1,878	23.52%	40%	4,791	bin	25	-	275	17	0.0% reduction in collection holdings
reference	97 Reference desk	53	53	4	7.55%	8%	49	desk	8	-	49	1	0.0% reduction in collection: non circulating collection
reference	98 Reference shelves	2,066	5,165	0	0.00%	0%	2,066	shelves	8	5	90	23	60.0% reduction in collection: non circulating collection
Music CD	99 Relaxation recording	98	98	16	16.33%	20%	79	66" shelves with browsing box	22	4	264	0	0.0% reduction in collection holdings
Music CD	100 Religious recording	200	222	21	9.46%	10%	180	66" shelves with browsing box	22	4	264	1	10.0% reduction in collection holdings
Music CD	101 Rock / Popular recording	1,080	1,080	278	25.74%	35%	702	66" shelves with browsing box	22	4	264	3	0.0% reduction in collection holdings

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groups	Collection	projected holdings	current holdings	ave checked out (based on 10/22/14)	circulation factor (based on 10/22/14)	programmed circulation factor	on-shelf count	housing planned	items / foot	shelves / unit	items/unit*	SF shelf sections (or bins) req'd	comments
Books on CD	102 Scifi/fantasy book on disc	147	147	52	35.37%	45%	81	66"h shelves	8	5	90	1	0.0% reduction in collection holdings
Adult Genre PB	103 Scifi/fantasy pb racks	1,340	1,340	179	13.36%	20%	1,072	66"h shelves	15	7	236.25	5	0.0% reduction in collection holdings
Genre Fiction	104 Scifi/fantasy shelves	2,109	2,109	316	14.98%	25%	1,582	66"h shelves	12	5	135	12	0.0% reduction in collection holdings
Playaway	105 Scifi/fantasy sound media player	8	8	2	25.00%	30%	6	66"h shelves	11	5	123.75	0	0.0% reduction in collection holdings
Music CD	106 Sound effects recording	46	46	7	15.22%	20%	37	66" shelves with browsing box	22	4	264	0	0.0% reduction in collection holdings
Music CD	107 Symphony recording	140	156	11	7.05%	10%	127	66" shelves with browsing box	22	4	264	0	10.0% reduction in collection holdings
	108 Tax collection	2	2	0	0.00%	0%	2	66"h shelves	4	4	36	NA	0.0% reduction in collection: non circulating collection
reference	109 Telephone reference	20	20	0	0.00%	0%	20	66"h shelves	4	4	36	1	0.0% reduction in collection: non circulating collection
	110 Toy collection	257	257	76	29.57%	35%	168					#DIV/0!	0.0% reduction in collection holdings
Music CD	111 Vocal recording	99	99	11	11.11%	15%	85	66" shelves with browsing box	22	4	264	0	0.0% reduction in collection holdings
Books on CD	112 Western book on disc	61	61	27	44.26%	50%	31	66"h shelves	8	5	90	0	0.0% reduction in collection holdings
Adult Genre PB	113 Western pb racks	568	568	83	14.61%	15%	483	66"h shelves	15	7	236.25	2	0.0% reduction in collection holdings
Genre Fiction	114 Western shelves	143	143	19	13.29%	15%	122	66"h shelves	12	5	135	1	0.0% reduction in collection holdings
Playaway	115 Western sound media player	1	1	0	0.00%	5%	1	66"h shelves	11	5	123.75	0	0.0% reduction in collection holdings
YA Audiobook	116 YA book on disc	229	229	25	10.92%	20%	184	66"h shelves	8	5	90	2	0.0% reduction in collection holdings
	117 YA comics bins	183	183	4	2.19%	5%	174	bins	25	-	150	1	0.0% reduction in collection holdings
	118 YA fiction racks	1,311	1,311	166	12.66%	20%	1,049	66"h shelves	15	7	236.25	4	0.0% reduction in collection holdings
	119 YA fiction shelves	1,522	1,522	162	10.64%	20%	1,218	66"h shelves	12	5	135	9	0.0% reduction in collection holdings
	120 YA graphic novel racks	1,279	1,279	248	19.39%	30%	896	66"h shelves	15	5	168.75	0	0.0% rack collection combined with shelves
	121 YA graphic novel shelves	1,514	1,514	264	17.44%	25%	1,136	66"h shelves	15	5	168.75	12	0.0% rack collection combined with shelves
	122 YA magazine	12	60	6	10.00%	10%	11	66h shelves	1	4	12	1	80.0% face out on periodical display shelves: one year behind/under shelf

groups	Collection	projected holdings	current holdings	ave checked out (based on 10/22/14)	circulation factor (based on 10/22/14)	programmed circulation factor	on-shelf count	housing planned	items / foot	shelves / unit	items/unit*	SF shelf sections (or bins) req'd	comments
YA Audiobook	123 YA mystery book on disc	59	59	6	10.17%	15%	51	66"h shelves	8	5	90	1	0.0% reduction in collection holdings
YA Genre PB	124 YA mystery racks	842	842	109	12.95%	20%	674	66"h shelves	15	7	236.25	3	0.0% reduction in collection holdings
YA Genre Fict	125 YA mystery shelves	828	828	94	11.35%	20%	663	66"h shelves	12	5	135	5	0.0% reduction in collection holdings
YA Playaway	126 YA mystery sound media player	37	37	5	13.51%	20%	30	66"h shelves	8	5	90	0	0.0% reduction in collection holdings
YA Audiobook	127 YA nonfiction book on disc	3	3	0	0.00%	0%	3	66"h shelves	8	5	90	0	0.0% reduction in collection holdings
YA Nonfiction	128 YA nonfiction shelves	862	862	76	8.82%	15%	733	66"h shelves	12	5	135	5	0.0% reduction in collection holdings
YA Genre PB	129 YA romance racks	58	58	0	0.00%	5%	56	66"h shelves	15	7	236.25	0	0.0% reduction in collection holdings
YA Audiobook	130 YA scifi/fantasy book on disc	107	107	16	14.95%	25%	81	66"h shelves	8	5	90	1	0.0% reduction in collection holdings
YA Genre PB	131 YA scifi/fantasy racks	644	644	137	21.27%	30%	451	66"h shelves	15	5	168.75	3	0.0% reduction in collection holdings
YA Genre Fict	132 YA scifi/fantasy shelves	1,054	1,054	187	17.74%	25%	791	66"h shelves	12	5	135	6	0.0% reduction in collection holdings
YA Playaway	133 YA scifi/fantasy sound media player	27	27	5	18.52%	25%	21	66"h shelves	8	5	90	0	0.0% reduction in collection holdings
YA Playaway	134 YA sound media player	38	38	7	18.42%	25%	29	66"h shelves	8	5	90	0	0.0% reduction in collection holdings
	135 Youth Services book club in a bag	36	36	2	5.56%	10%	33	66"h shelves	1	3	9	4	0.0% reduction in collection holdings
	136 Youth Services desk	46	46	1	2.17%	3%	45	66"h shelves	10	5	112.5	0	0.0% reduction in collection holdings
	137 YS professional collection	32	32	0	0.00%	0%	32				0	#DIV/0!	0.0% reduction in collection: non circulating collection
TOTALS		179,486	239,244			19%	147,047					#DIV/0!	25.0% overall reduction in collection holdings

building program

Reduced Building Program

MAIN LIBRARY BUILDING PROGRAM AREA SUMMARY							1/9/2015		
EXECUTIVE SUMMARY							Programmed NSF as % of Programmed NSF	Programmed NSF	REMARKS
DEPARTMENTAL SUMMARY									
line									
1	A. Entry					2%	1,001	main entry and staff entry	
2	B. Marketplace					6%	2,342	browsing & media collections, quick-use internet, café, book sale, service	
3	C. Meeting Rooms					6%	2,388	includes support spaces (kitchen, storage)	
4	D. Adult Collections & Services					34%	14,396	collection, seating, study spaces, technology for adults	
5	E. Teen's Services					6%	2,317	collection, seating, study spaces, technology for teens	
6	F. Children's Services					17%	7,007	collection, seating, program room, technology for children	
7	G. Administration & Staff					14%	6,055	system administration and main library staff	
8	H. Building Support					16%	6,570	restrooms, janitorial, mechanical/electrical/data, storage	
9									
10	TOTAL NSF (Net Square Feet)						42,075		
11	TOTAL GSF (Gross Square Feet)						52,594	25% grossing factor	
12									
13	SEATING & PUBLIC TECHNOLOGY SUMMARY	Existing	Adult	Teen	Children's	Totals			
14	Open tables	129	44	16	22	82		includes café	
15	Lounge Seats	70	22	4	11	37		includes hands-on lab and café	
16	Study Room seats	6	35	10	8	53		seats in enclosed study spaces	
17	Public PCs	64	56	10	12	78		internet stations for public use (does not include self-check or catalog)	
18	Meeting Rooms	204	105	0	30	135		meeting room, program room	
19	Total		262	40	83	385			
20									
21	KEY OF WORKSHEET TERMS								
22	ASF = Assignable Square Feet. This is the amount of space required to accommodate a particular item.								
23	(example: a library shelf has a footprint of 12"d x 36"w but to use it there needs to be space in front of it.								
24	The ASF for this item is therefore 12 sf, to account for the 3sf of the shelf itself, plus 9sf for a 3x3 space								
25	in front of the shelf).								
26	NSF = Net Square Feet. This takes ASF and adds 10% to account for aisles.								
27	GSF = Gross Square Feet. A multiplier is applied to account for wall thicknesses, mechanical shafts, stairs,								
28	elevators, etc.								
29									
30									

AREA SUMMARY		Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
	Program Space					
33	A. Entry				1,001	
34	A1 Entry Vestibule	2		109	240	main entry plus secondary (staff) entry
35	a Vestibule	1	84	84		
36	b Materials Return	1	25	25		Smart materials return: assumes conveyor to workroom; main entry
37	d Bench	0	25	0		for waiting for ride pick-up
38	e Digital display	0	0	0		
39	f Security Camera	1	0	0		
40	g Fire Department Annunciator panel	1	0	0		requires wall space in main entry vestibule
41	A2 Entry Lobbies			692	761	2% of total NSF
42	A2.1 Main Entry Lobby	1		392	431	
43	a Circulation/orientation space	1	300	300		
44	b Materials Security	1	32	32		theft detection gates; assumed at main entry only (revisit if adding garage)
45	c Bench	1	30	30		for waiting
46	d Cart parking	1	30	30		library-provided carts/strollers
47	e Digital display	1	0	0		wayfinding map, touchscreen, announcements
48	f Security Camera	1	0	0		
49	A2.2 Secondary Entry Lobby	1		300	330	staff entry
50	A3 Interior Access from Parking garage	0		350	0	will be required in new downtown schemes only
51	B. Marketplace				2,342	
52	B1 Public Service Desk	1		97	106	0% of total NSF
53	a Staff Station with circ equipment, dual monitors	2	29	59		bar code reader, receipt printer, re-sensitizer
54	b Supplies	1	3	3		handouts, etc.
55	c Lockable Drawer	1	3	3		cash at desks?
56	d Shelving	1	8	8		single faced, under desk
57	e Queuing	4	5	20		
58	f Trash/Recycling	2	2	4		
59	B2 Self-service Holds	1		60	66	0% of total NSF
60	a Shelving	4	15	60		single-faced section: 48" aisle
61	B3 Self-Check and Self Service Fines/Fees			120	132	0% of total NSF
62	B3.1 Self Check	1		90	99	
63	a Adult height self-check station	1	30	30		36x60 space, to allow for setting down purse/bag/books
64	b ADA/Child height self-check station	1	45	45		36x60 space, to allow for setting down purse/bag/books
65	c Queue	3	5	15		
66	B3.2 Fines & Fees Station	1	30	30	33	depending on self-check system this could be at the Self Checks
67	B4 Self-Service Zone			242	266	1% of total NSF
68	B4.1 Equipment	1		185	203	
69	a Copier/Scanner B/W (floor model)	1	51	51		
70	b Copier/Scanner Color (floor model)	1	51	51		
71	c Print Release Station with Printer	2	28	55		
72	d Vend-a-Card (or change machine)	1	11	11		
73	e Fax machine	1	17	17		
74	f Vending (business items)	0	14	0		ear buds, flash drives, library bags, stamps, envelopes, etc.
75	g ATM	0	18	0		
76	B4.2 Display	1		45	50	
77	a Tax Forms	1	25	25		
78	b Free Materials	1	20	20		
79	c Pamphlets	1	20	20		
80	d Tack Surface	1	5	5		
81	B4.3 General/ Support	1		12	13	
82	a Counter with cabinet storage	0.5	44	22		8 linear feet; paper cutter, stapler, packaging, paper/vending stock
83	b Trash/Recycling	1	12	12		4-bin unit

AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space							
84	B5	Seating			190	209	0% of total NSF
85	B5.1	Lounge	4	40	160	176	
86	B5.2	Table to seat 2	0	50	0	0	
87	B5.3	Table to seat 4	0	100	0	0	
88	B5.4	Bench	1	30	30	33	
89	B6	Technology			184	202	0% of total NSF
90	B6.1	Public Internet Station - standing	2	14	28	30	24d x 30w; can be used as catalog as well
91	B6.2	Online Catalog Station - standing	0	14	0	0	24d x 30w
92	B6.3	Download Station - standing	0	14	0	0	24d x 30w
93	B6.4	Public Internet Station - sitting	6	24	144	158	24d x 30w; can be used as catalog as well
94	B6.5	Digital display	1	12	12	13	wall-mounted, kiosk
95	B7	Materials			655	720	2% of total NSF
96	B7.1	Browsing Collection	1		110	121	
97	a	Display	2	30	61		assumes 42" square mobile retail-style display;
98	b	Fiction	2	17	33		single-faced 66"h section; 54" aisle;
99	c	NF	1	17	17		single-faced 66"h section; 54" aisle;
100	d	Children's	0	17	0		single-faced 66"h section; 54" aisle;
101	B7.2	Media Collection	1		545	599	
102	a	Display (new items)	1	64	64		retail display unit; 48x48
103	b	Audio Books (CD)	15	17	241		single-faced 66"h section with browsing bins; 54" aisle
104	c	Playaways	1	17	24		single-faced 66"h section; 54" aisle;
105	d	Music CDs	8	17	132		single-faced 66"h section with browsing bins; 54" aisle
106	e	CD ROMs	0	17	0		single-faced 66"h section; 54" aisle
107	f	DVDs	5	17	84		single-faced 66"h section with browsing bins; 54" aisle
108	g	Audiocassettes	0	17	0		
109	h	VHS	0	17	0		
110	B8	Café			372	0	0% of total NSF
111	B8.1	Customer Service	0		202	0	
112	a	Prep Counter	1	75	75		espresso, coffee, tea, soda
113	b	Service Counter	1	50	50		cash register, order/pickup areas,
114	c	Display	1	24	24		refrigerated case for pre-packaged sandwiches, pastries
115	d	Storage Room	1	30	30		refrigerator, stocked paper goods, etc.
116	e	Condiment Counter	1	23	23		creamer, sugar, napkins, stir sticks, etc.
117	B8.2	Café Seating	0		170	0	
118	a	Café Table for 2 (seated)	1	30	30		power for laptops
119	b	Café Table for 4 (seated)	1	60	60		power for laptops
120	c	Laptop counter	0	44	0		power for laptops
121	d	Lounge Seating	2	40	80		
122	B8.3	Display	0	0	0	0	
123	B8.4	Trash/Recycling	0	12	0	0	4-bin unit
124	B9	Friends' Book Sale			69	76	0% of total NSF
125	B9.1	Display	1	42	42	46	assumes 42" square mobile retail-style display;
126	B9.2	Shelving	1	17	17	18	single-faced 66"h section; 54" aisle;
127	B9.3	Cash/Wrap area (or honor box)	1	10	10	11	
128	B10	Gallery/Display	1		150	165	0% of total NSF
129	B11	Hands-on Learning Lab (Maker Space)			352	387	1% of total NSF

AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS	
Program Space								
130	B11.1	Making/Tinkering/Creating area	1		262	288		
131	a	Movable Work Tables	1	42	42		36d x 72w table with 2 chairs	
132	b	Counter with Sink	1	36	36		6 linear feet	
133	c	Counter/Table with PCs	1	120	120		Computers, iPads for stop-motion animation, etc. (5 stations assumed)	
134	d	Lounge Seats	0	40	0			
135	e	Collaboration Wall	1	40	40		Markerboard/Magnetic/Pin-up surface	
136	f	Monitor (wall mounted)	1	24	24			
137	g	Sound Booth	0	60	0		6' x 6' sound booth (oral histories, music)	
138	B11.2	Storage & Support	1		90	99		
139	a	Display	1	12	12			
140	b	Collection / Materials	1	15	15		perimeter shelving	
141	c	Storage	1	50	50		lockable supplies cabinet (or millwork)	
142	d	Coat Hooks	1	7	7		24 hooks	
143	e	Trash/Recycling	1	6	6		2-bin unit	
144	B12	General/ Support			12	13	0% of total NSF	
145	B12.1	Security Guard Station	0	50	0	0	locate near main entry; PC, panic button	
146	B12.2	Trash/Recycling	1	12	12	13	2-bin unit	
147	B12.3	Customer Bag Storage	0	50	0	0	10 linear feet of cubbies	
148	C. Meeting Rooms						2,388	
149	C1	Large Divisible Meeting Room			984	1,082	3% of total NSF	
150	a	Seating	75	10	750	825	flexible chairs/tables; divisible in 1/3 - 2/3 format	
151	b	Presentation Area	0.7	300	210	231	portable stage, power/data, portable mics, lectern; also applied 1/3 - 2/3	
152	c	Break-out Area	0	0	0	0		
153	d	Ceiling-mounted Projector	2	0	0	0	one projector each side of divided room	
154	e	Ceiling-mounted Screen	2	0	0	0	one screen each side of divided room	
155	f	Audio system	2	0	0	0	amplifier, receiver, speakers	
156	g	Hearing Loop	2	0	0	0		
157	h	Hat & Coat Rack (wall mounted)	0	5	0	0	portable racks	
158	j	Motorized shades	1	0	0	0		
159	k	Trash/Recycling	2	12	24	26	one 4-bin unit each side of divided room	
160	C2	Multipurpose Room			881	969	2% of total NSF	
161	a	Seating	30	25	750	825	flexible seating/tables	
162	b	Presentation Area	0.7	150	105	116		
163	c	Break-out Area	0	70	0	0		
164	d	Ceiling-mounted Projector	1	0	0	0		
165	e	Ceiling-mounted Screen	1	0	0	0		
166	f	Storage Cabinet	1	20	20	22		
167	g	Hat & Coat Rack (wall mounted)	0	5	0	0	portable racks	
168	h	Trash/Recycling	1	6	6	7	2-bin unit	
169	C3	Meeting Support Spaces			306	336	1% of total NSF	
170	C3.1	Catering Kitchen	1		115	126		
171	a	Counter with Sink, Garbage Disposal, Cabinets	1	60	60			
172	b	Locking Pantry	1	26	26			
173	c	Refrigerator/Freezer combo	1	17	17			
174	d	Oven (no range)	1	0	0		under counter	
175	e	Microwave	1	0	0		on or above counter	
176	f	Dishwasher	1	0	0		under counter	
177	g	Coffee Maker	1	0	0		on counter	
178	h	Trash/Recycling	1	12	12		4-bin unit	

building program

AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space							
179	C3.2	Coat Storage	0	0	0	0	use portable racks
180	C3.3	Furniture Storage	1		131	144	share between all meeting rooms if possible
181		a Chair dollies	4	8	32		dollies holding 18 chairs each; assumes some chairs always in use
182		b Nesting tables	12	4	48		
183		c Beverage Cart	1	6	6		mobile cooking station desired?
184		d Easels	2	10	20		
185		e Mobile Coat Rack	2	13	25		
186	C3.4	AV Equipment Storage	1		60	66	TV cabinet, DVD player, portable PA system
187	D. Adult Collections & Services					14,396	
188	D1	Fiction Area			2,598	2,858	7% of total NSF
189	D1.1	Collection	1		2,134	2,347	
190		a Display	1	30	30		assumes 42" square mobile retail-style display;
191		b New Books / special housing	1	15	15		single-faced 66" section; 48" aisles, face out, etc.;
192		c General Fiction	97	14	1,305		single-faced 66"h section; 42" aisle;
193		d Paperback Fiction	8	14	114		single-faced 66"h section; 42" aisle;
194		e Genre Fiction	30	14	399		single-faced 66"h section; 42" aisle;
195		f Genre Paperback Fiction	20	14	270		single-faced 66"h section; 42" aisle;
196		g Graphic Novel Fiction & Media	2	14	25		single-faced 66"h section; 42" aisle;
197		h Book club in a Bag	6	14	84		single-faced 66"h section; 42" aisle;
198	D1.2	Seating	1		260	286	
199		a Lounge	4	40	160		power for customer devices at all seats
200		b Table to seat 1	0	22	0		power for customer devices at all seats
201		c Table to seat 2	0	30	0		power for customer devices at all seats
202		d Table to seat 4	1	60	60		power for customer devices at all seats
203		e Bench	1	40	40		
204	D1.3	Technology / Support	1		193	212	
205		a Internet Station - seated	6	28	165		24d x 60w table
206		b Internet Station - standing "Express"	1	14	14		24d x 30w table
207		c Online Catalog Station - standing	1	14	14		24d x 30w
208		d Download Station - standing	0	28	0		24d x 60w
209		e Print Release Station with Laser Printer	0	20	0		
210		f Laser Printer	0	30	0		counter top model
211		g Paper & Toner Storage	0	25	0		5 linear feet
212	D1.4	Trash/Recycling	1	12	12	13	4 bin unit
213	D2	Non-Fiction Area			4,024	4,427	11% of total NSF
214	D2.1	Collection	1		3,136	3,449	
215		a Display	1	30	30		assumes 42" square mobile retail-style display;
216		b New Books / special housing	1	15	15		single-faced 66" section; 48" aisles, face out, etc.;
217		c General Nonfiction	229	14	3,091		single-faced 66"h section; 42" aisle; interfiled DVD and holiday;
218		d Oversized	0	14	0		single-faced 66"h section; 42" aisle;
219		e Biography	0	14	0		single-faced 66"h section; 42" aisle;
220		f Foreign Language	1	14	11		single-faced 66"h section; 42" aisle;
221	D2.2	Seating	1		244	268	
222		a Lounge	2	40	80		power for customers at all seats
223		b Table to seat 1	2	22	44		power for customers at all seats
224		c Table to seat 2	0	30	0		power for customers at all seats
225		d Table to seat 4	2	60	120		power for customers at all seats
226		e Bench	0	40	0		

AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
	Program Space						
227	D2.3	Technology / Support	1		633	696	
228	a	Internet Station - seated	20	28	550		24d x 60w table; ability to close off for teaching when needed
229	b	Internet Station - standing "Express"	1	14	14		24d x 30w table
230	c	Online Catalog Station - standing	1	14	14		24d x 30w
231	d	Download Station - standing	0	28	0		24d x 60w
232	e	Print Release Station with Laser Printer	1	30	30		locate near service desk
233	f	Paper & Toner Storage	1	25	25		5 linear feet
234	D2.4	Trash/Recycling	1	12	12	13	4 bin unit
235	D3	Large Print Area			409	449	1% of total NSF
236	D3.1	Collection	1		343	377	
237	a	Display	1	30	30		assumes 42" square mobile retail-style display;
238	b	New Books / special housing	0	15	0		single-faced 66" section; 48" aisles, face out, etc.;
239	c	General	23	14	313		single-faced 66"h section; 42" aisle;
240	D3.2	Seating	1		40	44	
241	a	Lounge	0	40	0		power for customers at all seats
242	b	Table to seat 1	0	24	0		power for customers at all seats
243	c	Table to seat 2	0	30	0		power for customers at all seats
244	d	Table to seat 4	0	60	0		power for customers at all seats
245	e	Bench	1	40	40		
246	D3.3	Technology / Support	1		14	15	
247	a	Internet Station - seated	0	28	0		24d x 60w table
248	b	Internet Station - standing "Express"	0	14	0		24d x 30w table
249	c	Online Catalog Station - standing	1	14	14		24d x 30w; share with fiction/nonfiction
250	d	Download Station - standing	0	28	0		24d x 60w
251	e	Print Release Station with Laser Printer	0	20	0		
252	f	Laser Printer	0	30	0		counter top model
253	g	Paper & Toner Storage	0	25	0		5 linear feet
254	D3.4	Trash/Recycling	1	12	12	13	4 bin unit
255	D4	Local History & Genealogy			2,734	3,007	7% of total NSF
256	D4.1	Collection	1		2,336	2,569	
257	a	Display	1	42	42		assumes 42" square mobile display; include wall space for 30 framed ph
258	b	Duluth Collection	32	15	481		single-faced 66" section; 48" aisles
259	c	Minnesota Collection	57	15	850		single-faced 66" section; 48" aisles
260	d	North Shore Room Collection	10	15	153		single-faced 66" section; 48" aisles
261	e	Magazines	1	15	15		single-faced 66" section; 48" aisles;
262	f	Lateral File	20	17	330		3-dwr file; 88 drawers existing
263	g	Vertical File Cabinet	0	10	20		4-dwr file
264	h	Lockable shelving	1	15	15		
265	j	Microfilm Cabinet	17	22	374		8-drawer lateral, 35mm reels in cartons; 194 drawers existing
295	k	Microfiche Cabinet	10	10	98		vertical; 70,000 fiche w/o jackets; confirm # of drawers in unit; 88 dwrs
295	D4.2	Seating	1		160	176	
295	a	Lounge	1	40	40		power for customers at all seats
296	b	Table to seat 1	0	24	0		power for customers at all seats
297	c	Table to seat 2	0	30	0		power for customers at all seats
298	d	Table to seat 4	2	60	120		power for customers at all seats
299	e	Bench	0	40	0		
300	D4.3	Technology	1		166	183	
301	a	Internet Station - seated	2	28	55		24d x 60w
302	b	Internet Station - standing "Express"	0	14	0		24d x 30w table
303	c	Online Catalog Station - standing	1	14	14		24d x 30w; share with fiction/nonfiction
304	d	Download Station - standing	0	28	0		24d x 60w

AREA SUMMARY		Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space						
305	e Print Release Station with Laser Printer	0	20	0		
306	f Laser Printer	0	30	0		counter top model
307	g Paper & Toner Storage	0	25	0		5 linear feet
308	b Listening / Viewing Station	1	28	28		24d x 60w
309	c Microform Reader/Printer	1	65	65		36d x 72w table
310	d Monitor (wall mounted)	1	5	5		
311	D4.4 Staff Workstation	1	40	40	44	small touchdown location with computer; Twin Ports Genealogical Soci
312	D4.5 Artifact Display	1	20	20	22	lockable, lighted display
313	D4.6 Trash/Recycling	1	12	12	13	4 bin unit
314	D5 Reference & Information Services			1,697	1,867	4% of total NSF
315	D5.1 Service Station	1		76	84	
316	a Staff Station with circ equipment, dual monitors	1	40	40		with visitor's chairs for consultations; dual monitor, phone
317	b Supplies	1	10	10		
318	c Lockable Drawer	1	6	6		
319	d Shelving	1	12	12		
320	e Queuing	0	6	0		
321	f Printer	1	6	6		
322	g Trash/Recycling	1	2	2		
323	D5.2 Collection	1		802	882	
324	a Display	0	56	0		assumes 42" square mobile retail-style display
325	b General	34	15	517		single-faced 66" section; 48" aisles
326	c Business Reference	1	15	9		single-faced 66" section; 48" aisles
327	d Career	0	15	0		single-faced 66" section; 48" aisles
328	e Civil Service	1	15	15		single-faced 66" section; 48" aisles
329	f Consumer	1	15	14		single-faced 66" section; 48" aisles
330	g Back Issue periodicals	0	15	0		single-faced 66" section; 48" aisles
331	h Repair Manuals	0	15	0		single-faced 66" section; 48" aisles
332	j Foundation	0	15	4		single-faced 66" section; 48" aisles
333	k Index Collection	0	15	3		single-faced 66" section; 48" aisles
334	l Legal	0	15	2		single-faced 66" section; 48" aisles
335	m Telephone	0	15	0		single-faced 66" section; 48" aisles
336	n Fiction & Media reference (?)	0	15	5		single-faced 66" section; 48" aisles;
337	o Microfilm	0	20	0		8-drawer lateral, 35mm reels in cartons
338	p Microfiche	0	20	0		vertical; 70,000 fiche w/o jackets
339	q Maps	6	36	216		48d x 54w flat file with 10 drawers; 80 dwrs existing
340	r Atlas Case	1	18	18		
341	s Dictionary Stand	0	11	0		
342	t Vertical File Cabinet	0	10	0		all in local history collection
343	D5.3 Seating	1		180	198	
344	a Lounge	0	40	0		power for customers at all seats
345	b Table to seat 1	0	24	0		power for customers at all seats; locate adjacent to NF collection
346	c Table to seat 2	0	30	0		power for customers at all seats
347	d Table to seat 4	3	60	180		power for customers at all seats
348	e Bench	0	40	0		
349	D5.4 Technology	1		395	435	
350	a Public Station - seated	12	28	330		24d x 60w; some dedicated databases
351	b Public Station - standing	1	14	14		24d x 30w
352	c Online Catalog Station - standing	1	14	14		24d x 30w
353	d Download Station - seated	0	28	0		24d x 60w
354	e Listening Station	0	28	0		24d x 60w
355	f Viewing Station	0	28	0		24d x 60w

AREA SUMMARY		Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS	
Program Space							
356	g	Microform Reader/Printer	0	65	0	36d x 72w table with two chairs	
357	h	Assistive Technology Station	1	38	38	screen & text magnifier, videophone; motorized ht-adj table	
358	h	Digital Touchscreen Map Table	0	50	0	touch screen map table with two chairs	
359	j	Wall-mounted Monitor	0	50	0	27" Flat Panel Plasma Display (??)	
360	D5.5	Self-Service Center	1		220	242	
361	a	Copier/Scanner B/W (floor model)	1	51	51		
362	b	Copier/Scanner Color (floor model)	1	51	51		
363	c	Print Release Station with Printer	1	28	28		
364	d	Vend-a-Card (or change machine)	1	11	11		
365	e	Fax machine	1	28	28		
366	f	Vending (business items)	0	14	0	ear buds, flash drives, library bags, stamps, envelopes, etc.	
367	g	ATM	0	18	0		
368	h	Counter with cabinet storage	1	40	40	8 linear feet: paper cutter, stapler, packaging	
369	j	Trash/Recycling	1	12	12	4-bin unit	
370	D5.6	Business Center	0		0	0	
371	a	Topical Display	0	42	0	assumes 42" square mobile retail-style display	
372	b	Table to seat 2	0	50	0	with laptop plug-in	
373	c	Table to seat 4-6	0	150	0	with laptop plug-in	
374	d	Public Station - seated	0	28	0	24d x 60w; general internet	
375	e	Public Station - seated	0	28	0	24d x 60w; specialty	
376	f	Collaboration Area	0	150	0	Smartboard or Mediascape system	
377	g	Lounge	0	40	0	with laptop plug-in	
378	D5.7	Nonprofit Resource Center	0		0	0	
379	a	Topical Display	0	42	0	assumes 42" square mobile retail-style display	
380	d	Table to seat 2	0	50	0	with laptop plug-in	
381	e	Table to seat 4-6	0	150	0	with laptop plug-in	
382	f	Public Station - seated	0	28	0	24d x 60w; general internet	
383	g	Public Station - seated	0	28	0	24d x 60w; specialty	
384	h	Collaboration Area	0	150	0	Smartboard or Mediascape system; share with Business Center	
385	j	Lounge	0	40	0	with laptop plug-in	
386	D5.8	Health & Wellness Center	0		0	0	
387	a	Topical Display	0	42	0	assumes 42" square mobile retail-style display	
388	b	New Books	0	12	0		
389	c	General	0	12	0		
390	d	Table to seat 2	0	50	0	with laptop plug-in	
391	e	Table to seat 4-6	0	150	0	with laptop plug-in	
392	f	Public Station - seated	0	28	0	24d x 60w; general internet	
393	g	Public Station - seated	0	28	0	24d x 60w; specialty	
394	h	Lounge	0	40	0	with laptop plug-in	
395	j	Blood Pressure Machine	0	20	0		
396	k	Cholesterol Monitor	0	20	0		
397	l	Glucose Monitor	0	20	0		
398	D5.9	Trash/Recycling	2	12	24	26	4-bin unit
399	D6	Periodicals			560	616	1% of total NSF
400	D4.1	Collection	1		208	229	
401	a	Display	0	42	0	assumes 42" square mobile retail-style display;	
402	b	Current Magazines	10	17	174	single-faced; 54" aisles, face out with shelf for storage under;	
403	c	Back Issue Magazines	0	15	0	one year back issues under shelf / behind shelf;	
404	d	Current Newspapers	2	17	34	single-faced; 54" aisles, face out with shelf for storage under	
405	e	Back Issue Newspapers	0	15	0	daily locals for one year;	

building program

AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space							
406	D4.2	Seating	1		340	374	
407	a	Lounge	4	40	160		power for customers at all seats
408	b	iPad Lounge	2	40	80		iPads mounted to lounge chairs
409	c	Table to seat 1	0	22	0		power for customers at all seats
410	d	Table to seat 2	0	30	0		power for customers at all seats
411	e	Table to seat 4	1	60	60		power for customers at all seats
412	f	Bench	1	40	40		
413	D4.3	Technology / Support	1		0	0	
414	a	Internet Station - seated	0	28	0		24d x 60w table
415	b	Internet Station - standing "Express"	0	14	0		24d x 30w table
416	c	Online Catalog Station - standing	0	14	0		24d x 30w
417	d	Download Station - standing	0	28	0		24d x 60w
418	e	Print Release Station with Laser Printer	0	20	0		
419	f	Laser Printer	0	30	0		counter top model
420	g	Paper & Toner Storage	0	25	0		5 linear feet
421	D4.4	Trash/Recycling	1	12	12	13	4-bin unit
422	D7	Adult Study Rooms			1,065	1,172	3% of total NSF
423	D5.1	Room to seat 2	3	50	150	165	whiteboard/Smartboard; jacks for VOIP
424	D5.2	Room to seat 4-6	1	180	180	198	whiteboard/Smartboard; jacks for VOIP; power at table
425	D5.3	Room to seat 8-10	0	275	0	0	whiteboard/Smartboard; jacks for VOIP; power at table
426	D5.4	Room to seat 12-15	1	410	410	451	whiteboard & proj. or /Smartboard; jacks for VOIP; power at table
427	D5.5	Lounge Format, seat 4-6	1	325	325	358	whiteboard & proj. or /Smartboard; jacks for VOIP; power at table
428	E.	Teen's Services				2,317	locate with sightlines to exterior (specifically the bus lines).
429	E1	Entry / Service			1,071	0	0% of total NSF
430	E1.1	Service Desk	0	0	1,071	0	may require depending on location of teen area
431	E2	Collection	1		889	978	2% of total NSF
432	a	Display	1	30	30		assumes 42" square mobile retail-style display;
433	b	New Books / special housing	1	17	17		single-faced 66" section; 54" aisles, face out, etc.;
434	c	General Fiction	9	15	135		single-faced 66"h section; 48" aisle
435	d	Paperback Fiction	4	15	67		single-faced 66"h section; 48" aisle
436	e	Genre Fiction	11	15	162		single-faced 66"h section; 48" aisle
437	f	Genre Paperback Fiction	6	15	86		single-faced 66"h section; 48" aisle
438	g	Audio Books (CD)	4	15	53		single-faced 66"h section; 48" aisle
439	h	Audio Books (Playaway)	1	15	13		single-faced 66"h section; 48" aisle
440	j	Bookclub in a Bag	4	15	55		single-faced 66"h section; 48" aisle
441	k	Non-Fiction	4	15	57		single-faced 66"h section; 48" aisle
442	l	Magazines	1	15	14		single-faced 66"h section display shelving; 48" aisle
443	m	Comics	1	17	19		bins
444	n	Manga / Graphic Novels	12	15	181		single-faced 66"h section; 48" aisle
445	E3	Seating	1		570	627	1% of total NSF
446	a	Lounge	4	40	160		
447	b	Booth / Table to seat 4-6	1	210	210		something special for placemaking
448	c	Table to seat 4	2	80	160		
449	d	Table to seat 2	1	40	40		tutoring

AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space							
450	E4	Technology	1		386	424	1% of total NSF
451	a	Public Station - seated	8	36	288		24d x 60w; room for two people each station
452	b	Public Station - standing "Express"	1	14	14		24d x 30w
453	c	Online Catalog Station - standing	1	14	14		24d x 30w
454	d	Download Station - seated	0	28	0		24d x 60w; music listening/download
455	e	Print Release Station with Laser Printer	1	30	30		depending on location, may be eliminated
456	f	Listening Station	0	28	0		24d x 60w; cone of silence?
457	g	Gaming Station	1	40	40		24d x 60w
458	h	Vending	0	20	0		
459	E5	Study Room seating 8-10	1	250	250	275	1% of total NSF
460	E6	Homework Help seating 4	0	120	0	0	0% of total NSF
461	E7	Trash/Recycling	1	12	12	13	0% of total NSF
462	F. Children's Services					7,007	locate juvenile collection near teens; consider adding a "tween" zone
463	F1	Entry / Service			426	469	1% of total NSF
464	F1.1	Children's Service Desk	1		54	59	
465	a	Staff Station with circ equipment, dual monitors	1	35	35		bar code reader, receipt printer, re-sensitizer (toys, DVD)
466	b	Supplies	1	5	5		handouts, etc.
467	c	Lockable Drawer	0	6	0		no cash at this desk (main desk only)
468	d	Shelving	1	12	12		under desk
469	e	Queueing	0	7	0		
470	f	Trash/Recycling	1	2	2		
471	F1.2	Self Check Station	1		53	58	
472	a	ADA/Child height	1	41	41		
473	b	Queue	1	12	12		
474	c	Fines/Fees	0	30	0		
475	F1.3	Online Catalog Station - standing	1	18	18	20	30d x 36w
476	F1.4	Materials / Collection	1		289	318	
477	a	Display	1	42	42		assumes 42" square mobile retail-style display;
478	b	New Books / special housing	1	15	15		single-faced 42"h section; 48" aisles, face out, etc.;
479	c	Seasonal Collection	2	15	30		single-faced 66"h section; 48" aisles, face out, etc.; includes picture book
480	d	Seasonal Kits	6	16	93		single-faced 66"h section; 48" aisles; hanging rods;
481	e	Children's music (CD)	1	15	19		single-faced 66"h section; 48" aisles;
482	f	Children's DVD	2	15	34		single-faced 66"h section; 48" aisles;
483	g	Juv Audio Books (CD)	3	15	50		single-faced 66"h section; 48" aisles;
484	h	Juv Audio Books (Playaway)	0	15	6		single-faced 66"h section; 48" aisles;
485	F1.5	Stroller Parking	0	60	0	0	not needed (public keep strollers with them; library not providing stroll
486	F1.6	Trash/Recycling	1	12	12	13	4 bin unit
487	F2	Parenting / Teachers' Collection			383	422	1% of total NSF
488	F2.1	Display	1		42	46	assumes 42" square mobile retail-style display;
489	F2.2	Materials / Collection	1		157	173	
490	a	Books	10	15	156		single-faced 66"h section; 48" aisles;
491	b	Magazines	1	1	1		single-faced 66"h section; 48" aisles;
492	F2.3	Internet Station - standing "Express"	1		14	15	24d x 30w
493	F2.4	Seating	1		170	187	24d x 30w
494	a	Lounge Seating	2	55	110		caregiver/child
495	b	Table to seat 4	1	60	60		
496	F3	Preschool Area			1,529	1,682	4% of total NSF
497	F3.1	Collection	1		1,055	1,161	
498	a	Display	1	42	42		assumes 42" square mobile retail-style display;
499	b	New Books / special housing	0	17	0		single-faced 42" section; 48" aisles, face out, etc.;

building program

AREA SUMMARY		Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
	Program Space					
500	c Picture Books / Concept Books	18	21	379		book bins on casters; 48" aisles
501	d Board Books	2	21	42		book bins on casters; 48" aisles
502	e Children's Kits	11	16	166		single-faced 42" section; 48" aisles; hanging rods;
503	f Easy Readers	26	15	386		single-faced 42"h section; 48" aisles;
504	g Magazines	0	14	0		single-faced 42"h section; 48" aisles;
505	h Circulating Toys	1	40	40		24"d x 8"w display case; 181 toys
506	F3.2 Seating	1		345	380	
507	a Lounge	3	55	165		caregiver/child
508	b Lounge	2	30	60		child-sized
509	c Table to seat 1	0	22	0		power for customers at all seats
510	d Table to seat 2	0	30	0		power for customers at all seats
511	e Table to seat 4	2	60	120		power for customers at all seats
512	f Bench	0	40	0		window seat or alcove
513	F3.3 Technology	1		117	129	
514	a Internet Station - seated	3	33	99		30d x 66w table; room for caregiver/child; could be games
515	b Internet Station - standing "Express"	0	14	0		24d x 30w table
516	c Online Catalog Station - standing	1	18	18		30d x 36w
517	d Download Station - standing	0	33	0		24d x 66w table; room for caregiver/child; could be games
518	e Print Release Station with Printer	0	33	0		counter top model
519	g Paper & Toner Storage	0	18	0		5 linear feet
520	F3.4 Trash/Recycling	1	12	12	13	4 bin unit
521	F4 Interactive Early Learning Area (play)			594	653	2% of total NSF
522	a Lounge	2	55	110	121	caregiver/child
523	b Lounge	0	30	0	0	child
524	c Flexible Floor space	1	280	280	308	70% of existing size
525	e Early Lit Fixture	1	80	80	88	Burgeon Group or similar
526	f Sensory Fixture	1	64	64	70	Burgeon Group or similar
527	g Counter with cabinets	1	60	60	66	puzzles, toys
528	F5 School-age Area			2,428	2,671	6% of total NSF
529	F5.1 Collection	1		1,864	2,051	
530	a Display	1	42	42		assumes 42" square mobile retail-style display
531	b New Books / special housing	1	17	17		single-faced 66" section; 54" aisles, face out, etc.;
532	c Juv General Fiction	19	15	278		single-faced 66"h section; 48" aisle;
533	d Juv Paperback Fiction	14	15	204		single-faced 66"h section; 48" aisle;
534	e Juv Genre Fiction	18	15	266		single-faced 66"h section; 48" aisle; includes Star Wars;
535	f Juv Genre Paperback Fiction	13	15	198		single-faced 66"h section; 48" aisle;
536	g Juv Nonfiction	48	15	714		
537	h Children's Comics	0	21	0		book bins on casters; 48" aisles
538	j Juv Foreign Languages	2	15	36		single-faced 66"h section; 48" aisle;
539	k Juv Illustrated Fiction (picture books 3-5 graders)	1	21	19		book bins on casters; 48" aisles
540	l Juv Special Collection	2	15	32		single-faced 66"h section; 48" aisle;
541	m Juv Magazines	2	15	30		single-faced 66"h section; 48" aisle; includes sports
542	n Juv Reference	0	15	5		single-faced 66"h section; 48" aisle; some near staff (not full shelf)
543	o Atlas/Maps	1	24	24		dictionary?
544	F5.2 Seating	1		270	297	
545	a Lounge	2	60	120		
546	c Table to seat 1	0	22	0		power for customers at all seats
547	d Table to seat 2	1	30	30		power for customers at all seats
548	e Table to seat 4	2	60	120		power for customers at all seats
549	f Bench	0	40	0		window seat or alcove?

AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space							
550	F5.3	Technology	1		282	310	
551	a	Internet Station - seated	8	33	264		30d x 66w table; room for caregiver/child; could be games
552	b	Internet Station - standing "Express"	0	14	0		24d x 30w table
553	c	Online Catalog Station - standing	1	18	18		30d x 36w
554	d	Download Station - standing	0	33	0		30d x 66w table; room for caregiver/child; could be games
555	e	Print Release Station with Printer	0	33	0		counter top model
556	g	Paper & Toner Storage	0	18	0		5 linear feet
557	F5.4	Trash/Recycling	1	12	12	13	4 bin unit
558	F6	Study/Tutoring Rooms			200	220	1% of total NSF
559	a	Room to seat 2	1	50	50	55	
560	b	Room to seat 4-6	1	150	150	165	
561	F7	Program Room / Storytime Room			689	758	2% of total NSF
562	a	Seating Area	30	10	300	330	floor cushions or stack chairs; folding tables
563	b	Presentation Area	1	100	100	110	portable stage
564	c	Counter, Storage Cabinets with sink	1	56	56	62	
565	d	Prop Storage	1	30	30	33	
566	e	Supplies Storage	1	24	24	26	
567	f	Puppet Theatre	1	40	40	44	not currently owned
568	g	Ceiling-mounted Projector	1	0	0	0	
569	h	Ceiling-mounted Screen	1	0	0	0	
570	j	Wall-mounted 50" Monitor	1	0	0	0	
571	k	Easel	1	15	60	66	
572	l	Flip Chart	1	15	60	66	
573	m	Coat Hooks	1	21	7	8	
574	n	Trash/Recycling	1	12	12	13	
575	F8	Family Toilet Room			120	132	0% of total NSF
576	a	Family Toilet Room	1	60	60	66	
577	b	Comfort Room	1	60	60	66	includes WC
578	G.	Administration & Staff				6,055	
579	G1	Library Administration			682	750	2% of total NSF
580	G1.1	Reception/Administrative Staff Office	1		176	193	
581	a	Workstation (includes overhead storage)	1	49	49		
582	b	Lateral File	1	17	17		3-dwr files
583	c	Shelving	1	12	12		
584	d	Storage Cabinet	2	17	33		
585	g	Printer	1	5	5		
586	e	Guest Seating (lounge chairs)	1	40	40		
587	f	Display	1	20	20		
588	G1.2	Manager, Library Services Office	1		273	234	
589	a	Workstation (includes overhead storage)	1	64	64		PC, Printer, Shredder; credenza
590	b	Meeting Space	4	25	100		table with 4 chairs
591	d	Lateral File	1	17	17		3-dwr files; personnel files
592	e	Shelving	1	12	12		
593	f	Tack Surface	1	0	0		
594	g	Coat Storage	1	10	10		small wardrobe unit
595	h	Printer	1	5	5		
596	j	Shredder	1	5	5		

AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
	Program Space						
597	G1.3	Marketing & Website Senior Tech	1		126	138	confirm whether private office or open office workstation
598	a	Workstation with dual monitor (includes overhead storage)	1	64	64		
599	b	Meeting Space	2	15	30		at desk
600	c	Lateral File	1	14	14		3-dwr file
601	d	Shelving	1	12	12		
602	e	Tack Surface	1	0	0		
603	f	Coat Hook	2	0	1		on door
604	g	Printer	1	5	5		
605	h	Shredder	0	5	0		
606	G1.4	Acquisitions/Business Office	1		168	185	confirm whether private office or open office workstation
607	a	Workstation (includes storage)	2	56	112		Librarian 3, Librarian 1, Library Tech
608	b	Meeting Space	2	15	30		at desk
609	c	Lateral File	1	14	14		3-dwr file
610	d	Shelving	1	12	12		
611	e	Tack Surface	1	0	0		
612	f	Coat Hook	1	0	0		on door
613	g	Printer	0	5	0		shared printer in workroom
614	h	Shredder	0	5	0		shared shredder in workroom
615	G1.5	Public Computing	1		155	171	
616	a	Workstation with dual monitor (includes overhead storage)	2	64	128		Library Tech
617	b	Meeting Space	1	15	15		at desk
618	c	Lateral File	0	14	0		3-dwr file
619	d	Shelving	1	12	12		
620	e	Tack Surface	1	0	0		
621	f	Coat Hook	1	0	0		on door
622	g	Printer	0	5	0		shared printer in workroom
623	h	Shredder	0	5	0		shared shredder in workroom
624	G1.6	Board Room (to seat 12-16)	1	280	280	308	
625	G2	Library Staff Workroom			3,565	4,960	12% of total NSF
626	G1.1	Supervisor Office	3		119	391	Public Services, Technical & ILS Services, Digital & Outreach Services
627	a	Workstation (includes storage)	1	48	48		PC, Printer, Shredder; credenza
628	b	Meeting Space	2	10	20		two guest chairs at desk
629	d	Lateral File	1	17	17		3-dwr files; personnel files
630	e	Shelving	2	12	24		
631	f	Tack Surface	1	0	0		
632	g	Coat Storage	1	0	0		coat hook on door
633	h	Printer	1	5	5		
634	j	Shredder	1	5	5		
635	G2.2	Youth Services Department	1		432	475	confirm location (i.e., in Children's area or with other staff?)
636	a	Workstation (includes storage)	1	56	56		Librarian 2
637	b	Workstation (includes storage)	3	56	168		Librarian 1
638	c	Workstation (includes storage)	1	24	24		Shelvers
639	d	Workstation (includes storage)	1	48	48		Library Tech
640	e	Storytime Prep	1	100	100		work table, storage shelves, sink
641	f	Shelving	3	12	36		

AREA SUMMARY			Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space							
642	G2.3	Reference and Information Department	1		400	440	confirm location
643	a	Workstation (includes storage)	2	56	112		Librarian 2
644	b	Workstation (includes storage)	3	56	168		Librarian 1
645	c	Workstation (includes storage)	1	24	24		Shelvers
646	d	Workstation (includes storage)	1	48	48		Library Tech
647	e	Shelving	4	12	48		
648	G2.4	Fiction & Media Department	1		240	264	
649	a	Workstation (includes storage)	1	56	56		Librarian 2
650	b	Workstation (includes storage)	1	56	56		Librarian 1
651	c	Workstation (includes storage)	1	24	24		Shelvers
652	d	Workstation (includes storage)	0	48	0		Library Tech
653	e	Shelving	2	12	24		
654	f	Media repair/cleaning station	1	80	80		sink? Disk cleaning machine?
655	G2.5	Cataloging / Processing	1		272	299	
656	a	Workstation (includes storage)	1	56	56		Librarian 1
657	b	Workstation (includes storage)	1	56	56		Senior Tech
658	c	Workstation (includes storage)	1	24	24		Shelvers
659	d	Workstation (includes storage)	1	48	48		Library Tech
660	e	Shelving	3	12	36		
661	f	Processing area	1	52	52		workcounter, sink, storage
662	G2.6	Circulation Services	1		1,298	1,428	
663	a	Workstation (includes storage)	1	56	56		Senior Tech
664	b	Workstation (includes storage)	6	56	336		Library Tech
665	c	Workstation (includes storage)	1	24	24		Shelvers
666	d	Workstation (includes storage)	1	36	36		Delivery driver
667	e	Shelving	8	12	96		
668	f	Returns & Sorting Area	1	750	750	825	with AMH with 5-7-bin sorting system (to be confirmed)
669	G2.7	Volunteer Coordinator	1	56	56	62	
670	G2.8	Shared Work Area / Volunteers	0.7	200	140	108	
671	G2.9	Conference Room (to seat 4)	1	115	115	127	interviews, reviews, small meetings, private phone calls
672	G2.10	Print/Copy/Office Supplies	1		110	121	maximize storage
673	a	Shared Printer	1	30	30		
674	b	Shredder	1	30	30		
675	c	Supplies	1	50	50		
676	G2.11	Delivery / Mail / Storage	1		383	421	
677	a	Mailboxes	1	50	50		staff mailboxes (3"h)
678	b	Postage / Delivery	1	42	42		
679	c	Storage	1	150	150		
680	d	Shelving	6	12	72		
681	e	Coats	1	15	15		
682	f	Trash/Recycling	2	12	24		4-bin unit
683	g	Counter with Sink	1	30	30		5 linear feet; sink, coffee maker
684	G3	Friends of the Library			314	345	1% of total NSF
685	a	Work Table / Sorting Area	0.7	150	105	116	
686	b	Staging Area	3	14	41	45	booktrucks
687	c	Computer Station	1	36	36	40	shared
688	d	Work Counter	1	36	36	40	with sink and cabinets
689	e	Library Shelving	3	12	36	40	in single-faced sections
690	f	Warehouse Shelving	2	24	48	53	for donations
691	g	Trash/Recycling	1	12	12	13	

building program

AREA SUMMARY		Quantity/ Items	ASF/Item	UNIT AREA (ASF)	TOTAL AREA (NSF)	REMARKS
Program Space						
692	H. Building Support				6,570	
693	H1 Public Toilets	4	250	1,000	1,100	assumes one M, one F each public floor; "airport style" entry
694	H2 Staff Toilets			110	121	0% of total NSF
695	a Unisex toilet rooms	1	50	50	55	
696	b Staff Showers	1	60	60	66	verify need/desire in design phase
697	H3 Staff Lounge			716	787	2% of total NSF
698	a Kitchenette	1	60	131	144	
699	Counter with Sink, cabinets		1	72		one microwave; plumbed coffee maker; garbage disposal
700	Dishwasher		1	0		
701	Refrigerator		1	20		one full-size refrigerator; filtered water
702	Vending		2	20	39	snacks, beverages
703	b Café Table for 4	2	80	160	176	natural light preferred; access to exterior desired
704	c Lounge Seating	4	40	160	176	
705	d Television	0	20	0	0	wall-mounted flat screen
706	e Comfort Room	1	40	40	44	reclining lounge
707	f Staff Lockers	30	8	225	248	full height lockers; confirm quantity
708	H4 Custodial			228	251	1% of total NSF
709	H4.1 Custodial Storage	1		73	80	
710	a Large		1	48		carpet cleaning equipment, maintaining equipment, vacuum
711	b Small		1	25		
712	H4.2 Janitor closet	3	25	75	83	1 each floor, plus additional closet at meeting room area
713	H4.3 Office/Workroom	1	80	80	88	repairs, paperwork, phones calls, etc.
714	H5 General Building Storage			250	275	1% of total NSF
715	N5.1 Furniture & Equipment	0	0	0	0	
716	N5.2 Supplies	1	200	200	220	
717	N5.3 Supplies	1	50	50	55	
718	N5.4 Yard Equipment	0	200	0	0	stored in garage
719	H7 Loading Dock			545	600	1% of total NSF
720	N4.1 Loading Bay	0	195	195	215	confirm size during design phase
721	N4.2 Storage	1	200	200	220	maintenance and staging
722	N4.3 Exterior Trash Enclosure	1	150	150	165	
723	N4.4 Outreach Van	1	540	0	0	Cargo Van; stored in parking ramp: 18'w x 30'd
724	H8 Mechanical/Electrical/Network			3,124	3,436	8% of total NSF
725	N5.1 Mechanical Room	1	3,000	3,000	3,300	confirm size during design phase
726	N5.2 Data Closet	2	50	100	110	assumes 2-story building
727	N5.3 Electrical Closet	2	12	24	26	assumes 2-story building

Reduced Collection

groups	Collection	projected holdings	current holdings	ave checked out (based on 10/22/14)	current circulation factor (based on 10/22/14)	programmed circulation factor	on-shelf count	housing planned	items / foot	shelves / unit	items/unit*	SF shelf sections (or bins) req'd	comments
Adult NF	1 Adult nonfiction	23,961	95,845	4,791	5.00%	15%	20,368	66" h shelves	8	5	90	226	75.0% reduction in collection holdings: 75% fill rate
PreSchool	2 Board book collection	477	682	247	36.22%	40%	287	bins	15	-	142.5	2	30.0% 30x36 browsing bins: 30% reduction
Lucky Day	3 Browser collection	133	133	96	72.18%	75%	34	66" h shelves	10	5	112.5	0	0.0% increased collection here, takes some F, NF: display plus shelving
Reference	4 Business reference collection	49	49	0	0.00%	0%	49	66" h shelves	7	5	78.75	1	0.0% reduction in collection: non circulating collection
Reference	5 Career collection	0	108	4	3.70%	5%	0	66" h shelves	7	5	78.75	0	100.0% collection eliminated
JUV Section	6 Children's comics bins	0	177	5	2.82%	5%	0	bins	30	0	180	0	100.0% collection eliminated
PreSchool	7 Children's DVD	894	894	294	32.89%	40%	537	66" shelves with browsing box	20	4	240	2	0.0% reduction in collection holdings
PreSchool	8 Children's kits	239	342	63	18.42%	20%	192	42" shelves with rod	3	2	18	11	30.0% reduction in collection holdings
PreSchool	9 Children's recording (CD)	393	393	56	14.25%	15%	335	66" shelves with browsing box	22	4	264	1	0.0% reduction in collection holdings
Adult NF	10 Christmas collection (INTERFILE)	114	454	35	7.71%	8%	105	66" h shelves	15	5	225	0	75.0% reduction in collection holdings
Music CD	11 Christmas recording (CD)	119	238	17	7.14%	8%	110	66" shelves with browsing box	22	4	264	0	50.0% reduction in collection holdings
Reference	12 Civil service collection	0	169	3	1.78%	2%	0	66" h shelves	8	5	90	0	100.0% collection eliminated
Adult Genre PB	13 Classics pb racks	73	104	12	11.54%	15%	62	66" h shelves display cases	12	7	189	0	30.0% reduction in collection holdings
	14 Collectibles (INTERFILE)	623	623	16	2.57%	5%	592		1		0	NA	0.0%
	15 Community Services office	4	4	0	0.00%	0%	4					NA	0.0% reduction in collection: non circulating collection
PreSchool	16 Concept book bins PICTURE BOOKS	245	245	67	27.35%	30%	172	bins	25	-	275	1	0.0% reduction in collection holdings
Music CD	17 Concertos recording (CD)	51	101	7	6.93%	8%	47	66" shelves with browsing box	22	4	264	0	50.0% reduction in collection holdings
Reference	18 Consumer collection	68	136	13	9.56%	10%	62	66" h shelves	6	5	67.5	1	50.0% reduction in collection holdings
Adult Genre PB	19 Contemp rom pb racks	1,086	1,552	265	17.07%	25%	815	66" h shelves	13	7	204.75	4	30.0% reduction in collection holdings

building program

groups	Collection	projected holdings	current holdings	ave checked out (based on 10/22/14)	current circulation factor (based on 10/22/14)	programmed circulation factor	on-shelf count	housing planned	Items / foot	shelves / unit	Items/unit*	SF shelf sections (or bins) req'd	comments
Music CD	20 Country/western recording (CD)	235	335	99	29.55%	30%	165	66" shelves with browsing box	22	4	264	1	30.0% reduction in collection holdings
Music CD	21 Dance recording (CD)	22	43	2	4.65%	5%	21	66" shelves with browsing box	22	4	264	0	50.0% reduction in collection holdings
Local History	22 Duluth collection	3,609	3,609	0	0.00%	0%	3,609	66" shelves	10	5	112.5	32	0.0% reduction in collection; non circulating collection
Adult DVD	23 DVD collection	2,210	2,210	921	41.67%	50%	1,105	66" shelves with browsing box	18	4	216	5	0.0% reduction in collection holdings
Adult NF	24 DVD nonfiction collection (INTERFILE)	850	1,699	300	17.66%	20%	680	66" shelves with browsing box	18	4	216	3	50.0% reduction in collection holdings
PreSchool reference	25 Easy reader shelves	2,775	2,775	542	19.53%	25%	2,082	42" shelves	12	3	81	26	0.0% reduction in collection holdings
	26 Electric meter (KILL-O-WATTS)	3	3	3	100.00%	100%	0	0	0	0	0	#DIV/0!	0.0% where stored?
	27 Fiction & Media book club in a bag	101	144	53	36.81%	45%	56	66" shelves with rod	1	3	9	6	30.0% reduction in collection holdings
	28 Fiction & Media magazine	43	62	4	6.45%	10%	40	66" shelves	1	4	12	3	30.0% confirm number of titles
reference	29 Fiction & Media reference	28	28	0	0.00%	0%	28	66" shelves	8	5	90	0	0.0% reduction in collection; non circulating collection
Books on CD	30 Fiction book on disc	1,162	1,452	468	32.23%	40%	697	66" shelves	8	5	90	8	20.0% reduction in collection holdings
Adult PB	31 Fiction pb racks	1,875	2,679	315	11.76%	15%	1,595	66" shelves	12	7	189	8	30.0% reduction in collection holdings
Adult Fiction	32 Fiction shelves	13,733	19,619	2,757	14.05%	20%	10,987	66" shelves	10	5	112.5	98	30.0% reduction in collection holdings
Playaway	33 Fiction sound media player PLAYAWAY	118	118	39	33.05%	35%	77	66" shelves	11	5	123.75	1	0.0% reduction in collection holdings
Music CD	34 Film music recording (CD)	110	157	12	7.64%	10%	99	66" shelves with browsing box	22	4	264	0	30.0% reduction in collection holdings
Music CD	35 Folk music recording (CD)	228	326	48	14.72%	15%	194	66" shelves with browsing box	22	4	264	1	30.0% reduction in collection holdings
Reference	36 Foundation collection	29	29	0	0.00%	0%	29	66" shelves	10	5	112.5	0	0.0% reduction in collection; non circulating collection
YA?	37 Graphic novel Fiction & Media	948	1,185	449	37.89%	45%	522	66" shelves	25	5	281.25	2	20.0% reduction in collection holdings
Adult Genre PB	38 Hist rom pb racks	590	1,180	116	9.83%	12%	520	66" shelves	10	7	157.5	3	50.0% reduction in collection holdings
	39 Holiday kit rack (CHILDREN'S)	356	508	169	33.27%	40%	214	66" shelves with rod	3	4	36	6	30.0% reduction in collection holdings
	40 Holiday picture book collection	13	13	0	0.00%	10%	12	bins	25	-	237.5	0	0.0% reduction in collection holdings
reference	41 Index area	16	16	0	0.00%	0%	16	shelves	8	4	72	0	0.0% reduction in collection holdings

groups	Collection	projected holdings	current holdings	ave checked out (based on 10/22/14)	current circulation factor (based on 10/22/14)	programmed circulation factor	on-shelf count	housing planned	items / foot	shelves / unit	items/unit*	SF shelf sections (or bins) req'd	comments
Music CD	42 Instrumental recording (CD)	162	324	30	9.26%	10%	146	66" shelves with browsing box	22	4	264	1	50.0% reduction in collection holdings
Music CD	43 Jazz recording (CD)	288	412	52	12.62%	15%	246	66" shelves with browsing box	22	4	264	1	30.0% reduction in collection holdings
JUV Section	44 Juv Christmas	283	566	18	3.18%	7%	264	66h shelves	12	5	135	2	50.0% reduction in collection holdings
JUV PB	45 Juv classics racks	252	252	35	13.89%	15%	215	66h shelves	12	7	189	1	0.0% reduction in collection holdings
JUV Audiobook	46 Juv fiction book on disc	270	270	88	32.59%	45%	149	66h shelves	8	5	90	2	0.0% reduction in collection holdings
JUV PB	47 Juv fiction racks	3,325	3,325	601	18.08%	25%	2,494	66h shelves	13	7	204.75	12	0.0% reduction in collection holdings
JUV PB	48 Juv fiction series racks	511	511	140	27.40%	35%	333	66h shelves	15	7	236.25	1	0.0% reduction in collection holdings
JUV Fiction	49 Juv fiction shelves	2,948	2,948	369	12.52%	15%	2,506	66h shelves	12	5	135	19	0.0% reduction in collection holdings
Playaway	50 Juv fiction sound media player PLAYAWA	38	38	13	34.21%	40%	23	66h shelves	11	5	123.75	0	0.0% reduction in collection holdings
JUV Section	51 Juv foreign language	377	539	59	10.95%	15%	321	66h shelves	12	5	135	2	30.0% reduction in collection holdings
JUV Section	52 Juv homework reference shelves	37	37	0	0.00%	0%	37	66h shelves	10	5	112.5	0	0.0% reduction in collection holdings
JUV Fiction	53 Juv illustrated fiction	214	214	42	19.63%	25%	161	66h shelves	30	0	180	1	0.0% reduction in collection holdings
JUV Magazine	54 Juv magazine	12	298	15	5.03%	5%	12	66h shelves	1	4	12	1	96.0% face out on periodical display shelves; one year behind/under shelf:
JUV Audiobook	55 Juv mystery book on disc	31	31	8	25.81%	30%	22	66h shelves	8	5	90	0	0.0% reduction in collection holdings
JUV PB	56 Juv mystery racks	1,361	1,361	160	11.76%	15%	1,157	66h shelves	13	7	204.75	6	0.0% reduction in collection holdings
JUV Fiction	57 Juv mystery shelves	1,050	1,500	144	9.60%	12%	924	66h shelves	12	5	135	7	30.0% reduction in collection holdings
Playaway	58 Juv mystery sound media player PLAYAW	4	4	1	25.00%	25%	3	66h shelves	11	5	123.75	0	0.0% reduction in collection holdings
JUV Audiobook	59 Juv nonfiction book on disc	33	33	6	18.18%	20%	27	66h shelves	8	5	90	0	0.0% reduction in collection holdings
JUV Section	60 Juv nonfiction shelves	7,137	23,791	2,332	9.80%	10%	6,424	66h shelves	12	5	135	48	70.0% reduction in collection holdings
Playaway	61 Juv nonfiction sound media player PLAYA	4	4	2	50.00%	50%	2	66h shelves	11	5	123.75	0	0.0% reduction in collection holdings
JUV Audiobook	62 Juv scifi/fantasy book on disc	173	173	59	34.10%	40%	104	66h shelves	8	5	90	1	0.0% reduction in collection holdings
JUV PB	63 Juv scifi/fantasy racks	1,867	1,867	402	21.53%	30%	1,307	66h shelves	13	7	204.75	6	0.0% reduction in collection holdings
JUV Fiction	64 Juv scifi/fantasy shelves	1,742	1,742	306	17.57%	25%	1,307	66h shelves	12	5	135	10	0.0% reduction in collection holdings
Playaway	65 Juv scifi/fantasy sound media player PLAYA	33	33	6	18.18%	25%	25	66h shelves	11	5	123.75	0	0.0% reduction in collection holdings
JUV Section	66 Juv special collection	602	602	317	52.66%	60%	241	66h shelves	10	5	112.5	2	0.0% reduction in collection holdings

building program

groups	Collection	projected holdings	current holdings	ave checked out (based on 10/22/14)	current circulation factor (based on 10/22/14)	programmed circulation factor	on-shelf count	housing planned	items / foot	shelves / unit	items/unit*	SF shelf sections (or bins) req'd	comments	
JUV Magazine	67 Juv sports magazine	12	132	0	0.00%	5%	12	66h" shelves	1	4	12	1	90.9%	face out on periodical display shelves: one year behind/under shelf
JUV Fiction	68 Juv Star Wars	302	302	108	35.76%	45%	167	66h" shelves	12	5	135	1	0.0%	reduction in collection holdings
	69 Language shelves	128	128	15	11.72%	15%	109	66h" shelves	12	5	135	1	0.0%	reduction in collection holdings
Large Print reference	70 Larger print paperback	45	89	4	4.49%	10%	41	66h" shelves	10	7	157.5	0	50.0%	reduction in collection holdings
	71 Legal collection	9	9	0	0.00%	0%	9	shelves	8	5	90	0	0.0%	reduction in collection: non circulating collection
Large Print	72 Lg print fiction	1,592	2,274	256	11.26%	15%	1,354	66h" shelves	8	5	90	15	30.0%	reduction in collection holdings
Large Print	73 Lg print mystery	431	862	70	8.12%	10%	388	66h" shelves	8	5	90	4	50.0%	reduction in collection holdings
Large Print	74 Lg print nonfiction	167	334	32	9.58%	10%	151	66h" shelves	8	5	90	2	50.0%	reduction in collection holdings
Large Print	75 Lg print scifi/fantasy	7	7	2	28.57%	35%	5	66h" shelves	8	5	90	0	0.0%	reduction in collection holdings
Large Print	76 Lg print western	180	360	20	5.56%	10%	162	66h" shelves	8	5	90	2	50.0%	reduction in collection holdings
Music CD	77 Local music recording	92	131	22	16.79%	20%	74	66" shelves with browsing box	22	4	198	0	30.0%	reduction in collection holdings
Adult Mag reference	78 Magazine collection	91	3,786	247	6.52%	10%	82	66h" shelves	1	4	12	7	97.6%	face out on periodical display shelves: one year behind/under shelf:
	79 Map collection	103	103	0	0.00%	0%	103					-	0.0%	reduction in collection: non circulating collection
	80 Microfiche collection	1	1	0	0.00%	0%	1					-	0.0%	reduction in collection: non circulating collection
	81 Microfilm collection	25	25	0	0.00%	0%	25					-	0.0%	reduction in collection: non circulating collection
Local History	82 Minnesota collection	6,374	6,374	0	0.00%	0%	6,374	shelves	10	5	112.5	57	0.0%	reduction in collection: non circulating collection
Adult Genre PB	83 Monthly series romance	625	893	102	11.42%	15%	532	66h" shelves	12	5	135	4	30.0%	reduction in collection holdings
Music CD	84 Musical recording	33	65	4	6.15%	10%	30	66" shelves with browsing box	22	4	264	0	50.0%	reduction in collection holdings
Books on CD	85 Mystery book on disc	286	408	149	36.52%	45%	158	66h" shelves	8	5	90	2	30.0%	reduction in collection holdings
Adult Genre PB	86 Mystery pb racks	1,142	1,632	234	14.34%	20%	914	66h" shelves	15	7	236.25	4	30.0%	reduction in collection holdings
Genre Fiction	87 Mystery shelves	3,292	5,487	697	12.70%	15%	2,799	66h" shelves	12	5	135	21	40.0%	reduction in collection holdings
Playaway	88 Mystery sound media player	39	39	13	33.33%	40%	24	66h" shelves	11	5	123.75	0	0.0%	reduction in collection holdings
Books on CD	89 Nonfiction book on disc	539	1,078	264	24.49%	30%	378	66h" shelves	8	5	90	4	50.0%	reduction in collection holdings
Playaway	90 Nonfiction sound media player	23	23	5	21.74%	25%	18	66h" shelves	11	5	123.75	0	0.0%	reduction in collection holdings
Local History	91 North Shore Room	1,148	1,148	0	0.00%	0%	1,148	shelves	10	5	112.5	10	0.0%	reduction in collection: non circulating collection
Music CD	92 Opera recording	57	114	7	6.14%	10%	52	66" shelves with browsing box	22	4	264	0	50.0%	reduction in collection holdings
Music CD	93 Orchestral recording	82	163	9	5.52%	10%	74	66" shelves with browsing box	22	4	264	0	50.0%	reduction in collection holdings

groups	Collection	projected holdings	current holdings	ave checked out (based on 10/22/14)	current circulation factor (based on 10/22/14)	programmed circulation factor	on-shelf count	housing planned	items / foot	shelves / unit	items/unit*	SF shelf sections (or bins) req'd	comments
Children's	94 Parent-Teacher magazine	12	68	3	4.41%	5%	12	66" shelves	1	4	12	1	82.4% face out on periodical display shelves: one year behind/under shelf:
Children's	95 Parent-Teacher shelves	1,564	1,564	152	9.72%	10%	1,408	66" shelves	12	5	135	10	0.0% reduction in collection holdings
PreSchool	96 Picture book bins	7,985	7,985	1,878	23.52%	40%	4,791	bin	25	-	275	17	0.0% reduction in collection holdings
reference	97 Reference desk	53	53	4	7.55%	8%	49	desk	8	-	49	1	0.0% reduction in collection: non circulating collection
reference	98 Reference shelves	3,099	5,165	0	0.00%	0%	3,099	shelves	8	5	90	34	40.0% reduction in collection: non circulating collection
Music CD	99 Relaxation recording	69	98	16	16.33%	20%	55	66" shelves with browsing box	22	4	264	0	30.0% reduction in collection holdings
Music CD	100 Religious recording	155	222	21	9.46%	10%	140	66" shelves with browsing box	22	4	264	1	30.0% reduction in collection holdings
Music CD	101 Rock / Popular recording	756	1,080	278	25.74%	35%	492	66" shelves with browsing box	22	4	264	2	30.0% reduction in collection holdings
Books on CD	102 Scifi/fantasy book on disc	103	147	52	35.37%	45%	57	66" shelves	8	5	90	1	30.0% reduction in collection holdings
Adult Genre PB	103 Scifi/fantasy pb racks	938	1,340	179	13.36%	20%	751	66" shelves	15	7	236.25	3	30.0% reduction in collection holdings
Genre Fiction	104 Scifi/fantasy shelves	1,476	2,109	316	14.98%	25%	1,108	66" shelves	12	5	135	8	30.0% reduction in collection holdings
Playaway	105 Scifi/fantasy sound media player	8	8	2	25.00%	30%	6	66" shelves	11	5	123.75	0	0.0% reduction in collection holdings
Music CD	106 Sound effects recording	14	46	7	15.22%	20%	12	66" shelves with browsing box	22	4	264	0	70.0% reduction in collection holdings
Music CD	107 Symphony recording	78	156	11	7.05%	10%	71	66" shelves with browsing box	22	4	264	0	50.0% reduction in collection holdings
	108 Tax collection	2	2	0	0.00%	0%	2	66" shelves	4	4	36	NA	0.0% reduction in collection: non circulating collection
reference	109 Telephone reference	20	20	0	0.00%	0%	20	66" shelves	4	4	36	1	0.0% reduction in collection: non circulating collection
	110 Toy collection	257	257	76	29.57%	35%	168					#DIV/0!	0.0% reduction in collection holdings
Music CD	111 Vocal recording	69	99	11	11.11%	15%	59	66" shelves with browsing box	22	4	264	0	30.0% reduction in collection holdings
Books on CD	112 Western book on disc	43	61	27	44.26%	50%	22	66" shelves	8	5	90	0	30.0% reduction in collection holdings
Adult Genre PB	113 Western pb racks	398	568	83	14.61%	15%	338	66" shelves	15	7	236.25	1	30.0% reduction in collection holdings
Genre Fiction	114 Western shelves	100	143	19	13.29%	15%	86	66" shelves	12	5	135	1	30.0% reduction in collection holdings
Playaway	115 Western sound media player	1	1	0	0.00%	5%	1	66" shelves	11	5	123.75	0	0.0% reduction in collection holdings
YA Audiobook	116 YA book on disc	229	229	25	10.92%	20%	184	66" shelves	8	5	90	2	0.0% reduction in collection holdings

groups	Collection	projected holdings	current holdings	ave checked out (based on 10/22/14)	current circulation factor (based on 10/22/14)	programmed circulation factor	on-shelf count	housing planned	items / foot	shelves / unit	items/unit*	SF shelf sections (or bins) req'd	comments
	117 YA comics bins	183	183	4	2.19%	5%	174	bins	25	-	150	1	0.0% reduction in collection holdings
	118 YA fiction racks	1,311	1,311	166	12.66%	20%	1,049	66"h shelves	15	7	236.25	4	0.0% reduction in collection holdings
	119 YA fiction shelves	1,522	1,522	162	10.64%	20%	1,218	66"h shelves	12	5	135	9	0.0% reduction in collection holdings
	120 YA graphic novel racks	1,279	1,279	248	19.39%	30%	896	66"h shelves	15	5	168.75	0	0.0% rack collection combined with shelves
	121 YA graphic novel shelves	1,514	1,514	264	17.44%	25%	1,136	66"h shelves	15	5	168.75	12	0.0% rack collection combined with shelves
	122 YA magazine	12	60	6	10.00%	10%	11	66h shelves	1	4	12	1	80.0% face out on periodical display shelves; one year behind/under shelf
YA Audiobook	123 YA mystery book on disc	59	59	6	10.17%	15%	51	66"h shelves	8	5	90	1	0.0% reduction in collection holdings
YA Genre PB	124 YA mystery racks	842	842	109	12.95%	20%	674	66"h shelves	15	7	236.25	3	0.0% reduction in collection holdings
YA Genre Fict	125 YA mystery shelves	828	828	94	11.35%	20%	663	66"h shelves	12	5	135	5	0.0% reduction in collection holdings
YA Playaway	126 YA mystery sound media player	37	37	5	13.51%	20%	30	66"h shelves	8	5	90	0	0.0% reduction in collection holdings
YA Audiobook	127 YA nonfiction book on disc	3	3	0	0.00%	0%	3	66"h shelves	8	5	90	0	0.0% reduction in collection holdings
YA Nonfiction	128 YA nonfiction shelves	603	862	76	8.82%	15%	513	66"h shelves	12	5	135	4	30.0% reduction in collection holdings
YA Genre PB	129 YA romance racks	58	58	0	0.00%	5%	56	66"h shelves	15	7	236.25	0	0.0% reduction in collection holdings
YA Audiobook	130 YA scifi/fantasy book on disc	107	107	16	14.95%	25%	81	66"h shelves	8	5	90	1	0.0% reduction in collection holdings
YA Genre PB	131 YA scifi/fantasy racks	644	644	137	21.27%	30%	451	66"h shelves	15	5	168.75	3	0.0% reduction in collection holdings
YA Genre Fict	132 YA scifi/fantasy shelves	1,054	1,054	187	17.74%	25%	791	66"h shelves	12	5	135	6	0.0% reduction in collection holdings
YA Playaway	133 YA scifi/fantasy sound media player	27	27	5	18.52%	25%	21	66"h shelves	8	5	90	0	0.0% reduction in collection holdings
YA Playaway	134 YA sound media player	38	38	7	18.42%	25%	29	66"h shelves	8	5	90	0	0.0% reduction in collection holdings
	135 Youth Services book club in a bag	36	36	2	5.56%	10%	33	66"h shelves	1	3	9	4	0.0% reduction in collection holdings
	136 Youth Services desk	46	46	1	2.17%	3%	45	66"h shelves	10	5	112.5	0	0.0% reduction in collection holdings
	137 YS professional collection	32	32	0	0.00%	0%	32				0	#DIV/0!	0.0% reduction in collection; non circulating collection
TOTALS		124,824	239,244			19%	101,041					#DIV/0!	47.8% overall reduction in collection holdings

proposed options

Options & Budget

The options described below take into account the goals and priorities for space use for each of the facilities and frame specific recommendations, as requested by the City and DPL, for the following four basic options:

1. Status quo facility with minimal renovation.
2. Substantially remodeled and reconfigured facility.
3. New facility of similar size and function.
4. Moderately smaller facility combined with potential enhancement of branch facilities and services.

Determining the greatest physical need is a combination of several factors, including the following:

- › Looking at the current quantitative and qualitative analyses of the existing facilities as reviewed by the consultant team in September and October 2014.
- › Looking at current space deficiency according to the recommended space requirements established in this document.
- › Addressing rental facilities to enable DPL to regain control of the facilities it provides services for.

In instances where refurbishment is taken into account, the size of the affected area has been assumed for the purposes of this plan. It should be reviewed by future design teams commissioned by the Library to design refurbishments and/or expansion plans.

The recommended facility sizes are based on the program matrix and is generated by the planning assumptions. For example, collection stack and display areas are based on the physical collection size being reduced, and the amount of seating, number of study rooms, and number of public access computers for each facility is based on the consultant team experience and from input from library staff who work with these space types (including those who answer to public requests for these space types, if they don't exist) on a day-to-day basis.

This plan provides four options as follows.

Option A

This option assumes the Main Library will stay in its current location, but the existing facility will need a substantial interior refurbishment, and remediation of the building envelope deficiencies.

Programmatically, this option will require:

- › Reduction in the physical collection, in particular the adult and reference print collection.
- › Increasing the number of public access computers to meet current and future demand.
- › Replanning of staff areas and re-deployment of some staff to the public areas.
- › Creation of new meeting rooms, small group meeting rooms and study rooms.
- › Increasing the size and offerings in the teens' and children's areas.
- › Adding significantly more opportunities for users with their own electronic devices to find a place to sit, plug their device in, and work or read.

The recommended space program for the above is given in the Appendices of this report. It works within the current floor areas of the existing building, which is 72,300 gross square feet.

Expansion of the existing building is unlikely to be required provided the physical collection size can be reduced by the numbers given in the program recommendations for this option.

From a physical condition standpoint, this option recommends maintaining and refurbishing the entire interior only of the existing Main Library, including remediating air leakage issues around the perimeter. It includes window placement but maintaining the current window configuration.

NOTE

This option is presented in response to the RFP brief requirements. However, the consultant team cannot recommend a light interior refurbishment only to the City, as defined by the City's RFP for this option, due to the following fundamental issues with the current exterior envelope design:

- › Lack of moisture barrier behind the existing metal cladding system, which leads to air and moisture infiltration.
- › Lack of sufficient thermal insulation on all of the roofs, leading to excessive heat loss.
- › Lack of daylight penetration and views due to the current window configuration, leading to excessive use of interior lighting and an unhealthy interior environment for users and staff.
- › Lost opportunity for introducing new ways of enabling better daylight penetration vertically between floors in the central portion of the building.
- › Overall, as mentioned earlier in this report, the existing building loses around \$70,000 from heating and cooling system losses due to the above problems. If the Main Library stays in its current facility, this issue can only be effectively addressed by the measures presented under Option B.

proposed options

PRELIMINARY NET BUDGET		Option A
AF	Budget for Expansion	\$ -
AG	Budget for Deep Refurbishment	\$ 16,267,500
AH	Budget for New	
NET CONSTRUCTION SUB-TOTAL		\$ 16,267,500
Construction Contingency (10% Refurb; 5% New)		\$ 1,626,750
NET CONSTRUCTION TOTAL		\$ 17,894,250
B Soft Costs and other Expenses		
BA	Land acquisition (lump sum)	0
	Site development (\$200k/acre)	0
	Site remediation (lump sum)	0
	Site Demolition (\$3.50/sf extg int, \$12/sf for all extg)	253,050
	Parking (\$30k/space @ 1 space/1,000 GSF)	
BB	FF&E, Signage, Security, IT, AV (\$52/sf)	3,759,600
BC	Computers (\$5/sf)	361,500
BD	AMH Equipment (lump sum)	0
BE	Collections Acquisitions (lump sum)	0
BF	Soft Costs (fees) and other expenses (\$30.20/sf)	2,183,460
BG	Construction testing/monitoring (\$1.25/sf)	90,375
BH	Temporary facilities (lump sum)	800,000
BI	Movers (lump sum)	150,000
BJ	Events (lump sum)	10,000
SOFT COSTS TOTAL		\$ 7,607,985
Design and Owner's Contingency (5% Soft Costs)		\$ 380,399
TOTAL PER FACILITY		\$ 25,882,634

BUDGET

The budget recommendation for this option is indicated in the following cost matrix. In summary, it results in a net construction cost of \$17,895,000 and a gross project cost of \$25,885,000 (when rounded to the nearest \$5,000). This total includes an assumed amount of \$800,000 for temporary facilities for the Main Library during existing building refurbishment, but excludes moving costs.

A breakdown of the costs that factor up the net construction costs to gross project costs are also given in the cost matrix. Some unknown variables have not been included in these grossing factors, as described in the Note on Costs section.

Option B

This option assumes the Main Library will stay in its current location, but the existing facility will need a substantial interior refurbishment, and complete replacement of the existing building envelope to remediate the performance of the envelope, letting in a lot more daylight and insulating and sealing the building to meet or exceed current building standards.

Programmatically, this option will require the same as Option A.

The recommended space program for the above is given in the Appendices of this report (same as Option I program). It works within the current floor areas of the existing building, which is 72,300 gross square feet.

From a physical condition standpoint, this option recommends maintaining and refurbishing the entire interior and exterior of the existing Main Library, including remediating air leakage, air infiltration, and lack of sufficient thermal insulation around the perimeter. It includes window placement and a total redesign of the entire building envelope: window configuration, cladding system and roofing

PRELIMINARY NET BUDGET		Option B
AF	Budget for Expansion	\$ -
AG	Budget for Deep Refurbishment	\$ 20,605,500
AH	Budget for New	
NET CONSTRUCTION SUB-TOTAL		\$ 20,605,500
Construction Contingency (10% Refurb; 5% New)		\$ 2,060,550
NET CONSTRUCTION TOTAL		\$ 22,666,050
B	Soft Costs and other Expenses	
BA	Land acquisition (lump sum)	0
	Site development (\$200k/acre)	0
	Site remediation (lump sum)	0
	Site Demolition (\$3.50/sf extg int, \$12/sf for all extg)	253,050
	Parking (\$30k/space @ 1 space/1,000 GSF)	
BB	FF&E, Signage, Security, IT, AV (\$52/sf)	3,759,600
BC	Computers (\$5/sf)	361,500
BD	AMH Equipment (lump sum)	0
BE	Collections Acquisitions (lump sum)	0
BF	Soft Costs (fees) and other expenses (\$30.20/sf)	2,183,460
BG	Construction testing/monitoring (\$1.25/sf)	90,375
BH	Temporary facilities (lump sum)	800,000
BI	Movers (lump sum)	150,000
BJ	Events (lump sum)	10,000
SOFT COSTS TOTAL		\$ 7,607,985
Design and Owner's Contingency (5% Soft Costs)		\$ 380,399
TOTAL PER FACILITY		\$ 30,654,434

proposed options

BUDGET

The budget recommendation for this option is indicated in the following cost matrix. In summary, it results in a net construction cost of \$22,670,000 and a gross project cost of \$30,655,000 (when rounded to the nearest \$5,000). This total includes an assumed amount of \$800,000 for temporary facilities for the Main Library during existing building refurbishment, but excludes moving costs.

A breakdown of the costs that factor up the net construction costs to gross project costs are also given in the cost matrix. Some unknown variables that have not been included in these grossing factors are described in the Note on Costs at the end of this section.

Option C

This option assumes the Main Library will be replaced by a new Main library of similar size and on the same site as the existing Main library. There is potential for the Main library to move closer to the heart of downtown Duluth. Although this will be the subject of a subsequent study by the City, there are attributes of site sizes and topography in downtown Duluth that offer the following advantages for a public library:

- › Main entrance from Superior Street.
- › Parking below library spaces from Michigan Street.
- › Direct pedestrian access to public park and trails system on the east side of Highway I-35.
- › Multiple levels of public service areas from Superior Street and upwards.
- › Views of Lake Superior and city, from both internal spaces and roof terrace areas.

Programmatically, this option will provide contemporary library services, with a condensed, higher circulating physical collection, a combination of diverse reading and meeting spaces and cutting-edge digital technology, a maker space to enhance and complement education services offered in the Duluth metro area, and numerous options for accessing information digitally, either within the library or remotely. The diverse meeting space types and sizes are intended to meet community and local small business needs.



proposed options

PRELIMINARY NET BUDGET		Option C
AF	Budget for Expansion	
AG	Budget for Deep Refurbishment	
AH	Budget for New	\$ 24,375,000
NET CONSTRUCTION SUB-TOTAL		\$ 24,375,000
Construction Contingency (10% Refurb; 5% New)		\$ 1,218,750
NET CONSTRUCTION TOTAL		\$ 25,593,750
B Soft Costs and other Expenses		
BA	Land acquisition (lump sum)	0
	Site development (\$200k/acre)	100,000
	Site remediation (lump sum)	50,000
	Site Demolition (\$3.50/sf extg int, \$12/sf for all extg)	900,000
	Parking (\$30k/space @ 1 space/1,000 GSF)	0
BB	FF&E, Signage, Security, IT, AV (\$52/sf)	3,900,000
BC	Computers (\$5/sf)	375,000
BD	AMH Equipment (lump sum)	0
BE	Collections Acquisitions (lump sum)	0
BF	Soft Costs (fees) and other expenses (\$30.20/sf)	2,265,000
BG	Construction testing/monitoring (\$1.25/sf)	93,750
BH	Temporary facilities (lump sum)	800,000
BI	Movers (lump sum)	150,000
BJ	Events (lump sum)	10,000
SOFT COSTS TOTAL		\$ 8,643,750
Design and Owner's Contingency (5% Soft Costs)		\$ 432,188
TOTAL PER FACILITY		\$ 34,669,688

BUDGET

The budget recommendation for this option is indicated in the following cost matrix. In summary, it results in a net construction cost of \$25,593,750 and a gross project cost of \$34,670,000 (when rounded to the nearest \$5,000). The cost of a two-level parking structure below the library is excluded from this amount.

A breakdown of the costs that factor up the net construction costs to gross project costs are also given in the cost matrix. Some unknown variables that have not been included in these grossing factors are described in the Note on Costs at the end of this section.

Option D

This option assumes a new facility size around 30% smaller than the existing Main Library, including the elements listed under Option C.

Programmatically, this option will require further shrinkage of the physical collection, reduced seating, meeting and computer spaces, and possibly a reduction in staff numbers.

It is important to note that it was agreed by all at the Citizen's Steering Committee meetings that this particular option is insufficient to meet the needs of the community, and for DPL to be able to deliver library services as comprehensively as outlined in their mission, strategic plan, and as described in the Recommendation section in the Executive Summary.



proposed options

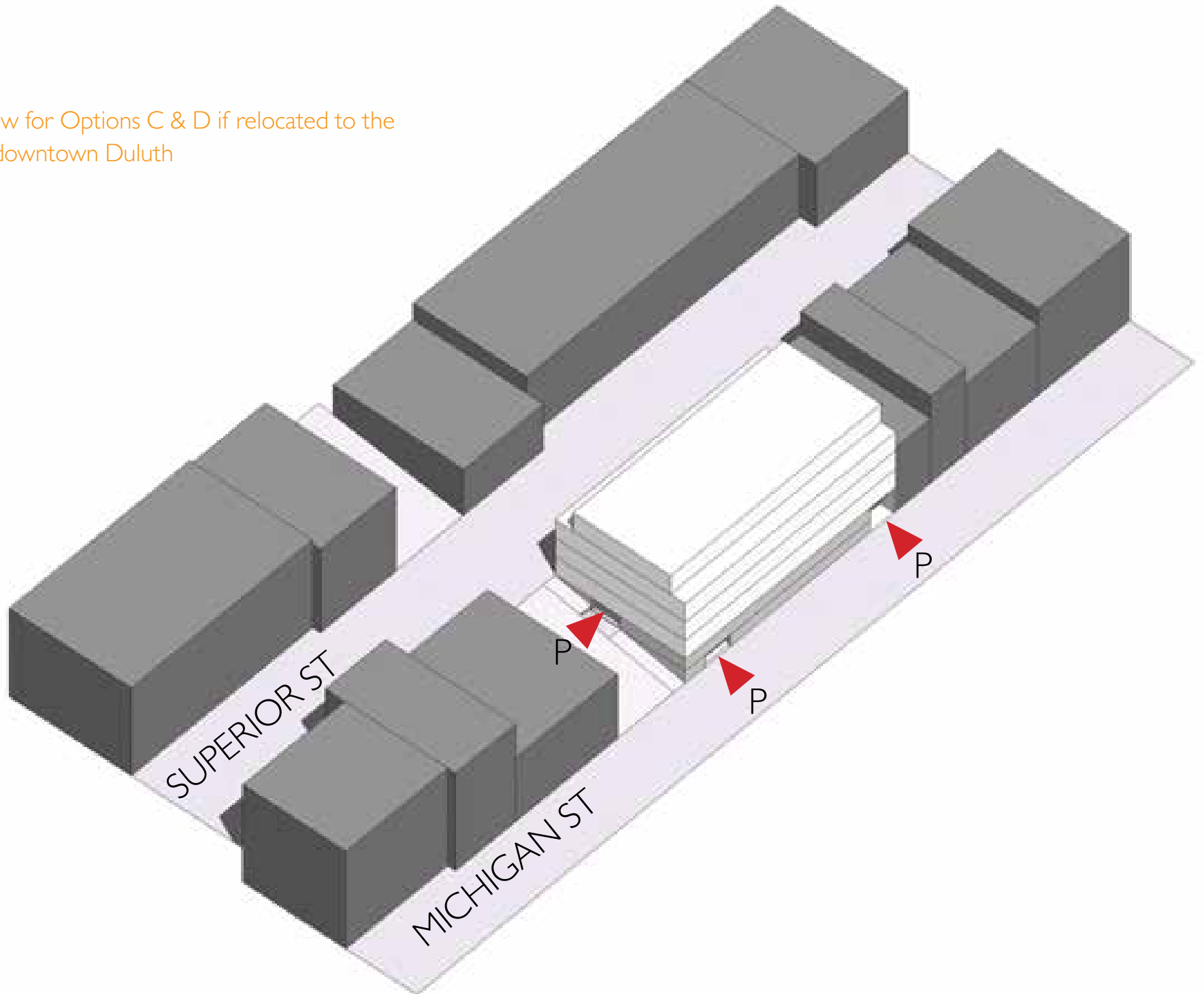
	OPTION	Option D
AF	Budget for Expansion	
AG	Budget for Deep Refurbishment	
AH	Budget for New	\$ 17,710,000
NET CONSTRUCTION SUB-TOTAL		\$ 17,710,000
Construction Contingency (10% Refurb; 5% New)		\$ 885,500
NET CONSTRUCTION TOTAL		\$ 18,595,500
B Soft Costs and other Expenses		
BA	Land acquisition (lump sum)	0
	Site development (\$200k/acre)	100,000
	Site remediation (lump sum)	50,000
	Site Demolition (\$3.50/sf extg int, \$12/sf for all extg)	900,000
	Parking (\$30k/space @ 1 space/1,000 GSF)	0
BB	FF&E, Signage, Security, IT, AV (\$52/sf)	2,631,200
BC	Computers (\$5/sf)	253,000
BD	AMH Equipment (lump sum)	0
BE	Collections Acquisitions (lump sum)	0
BF	Soft Costs (fees) and other expenses (\$30.20/sf)	1,528,120
BG	Construction testing/monitoring (\$1.25/sf)	63,250
BH	Temporary facilities (lump sum)	800,000
BI	Movers (lump sum)	150,000
BJ	Events (lump sum)	10,000
SOFT COSTS TOTAL		\$ 6,485,570
Design and Owner's Contingency (5% Soft Costs)		\$ 324,279
TOTAL PER FACILITY		\$ 25,405,349

BUDGET

The budget recommendation for this option is indicated in the following cost matrix. In summary, it results in a net construction cost of \$18,600,000 and a gross project cost of \$25,400,000 (when rounded to the nearest \$5,000) for the new Main Library only. The cost of a two-level parking structure below the library is excluded from this amount.

A breakdown of the costs that factor up the net construction costs to gross project costs are also given in the cost matrix. Some unknown variables that have not been included in these grossing factors are described in the Note on Costs section.

Aerial View for Options C & D if relocated to the heart of downtown Duluth



Options for Reusing Existing Building

Should the City decide to relocate a new Main library to the heart of downtown Duluth, the consultants were asked to consider options for reusing the existing Main Library under Options C and D above. The consultant team developed the following preliminary list in conjunction with input from an experienced realtor in the Duluth commercial real estate market:

- › New location for Duluth Children's Museum, with ties to the Depot across Michigan Street. The Duluth Children's Museum is currently raising funds for a new facility. However, the existing Main Library facility may offer more space than what the museum can afford.
- › A new, large company considering relocating a headquarters campus to Duluth may be interested in this facility. However, there is uncertainty regarding the appeal of the existing building even if re clad with a new envelope design, the parking shortage in this area of downtown would still exist, and there is no guarantee that this type of entity will consider Duluth as a destination for their headquarters, even though the City has made great strides since 2008 to enhance this appeal.
- › A storage archive for government and/or federal

government documents. It should probably only be considered for the short term because it would need to be run by a government entity and longer term use as such may not be accommodated by a government entity budget.

- › The existing building could be demolished and the existing site sold on the open market. The cost of demolition, based on 4th quarter demolition rates in the city, would be in the range of \$850,000 to \$900,000. Post demolition, the land value would need to be determined closer to the time of entering the market.

Other potential uses discussed included use a commercial office space, use as business startup incubation space, an arts and cultural center, and housing. The issues with all of these potential uses are currently as follows:

- › For commercial office space, this space type is currently well provided for in Duluth and the market supply and demand for space of this type is fairly well balanced. Competitive and realistic rental rates would be difficult to achieve for either Class B or C office space types after the remedial work that

is needed on the existing building. Also, the current construction of the Maurice's commercial tower in downtown Duluth will be providing a lot more commercial office space in the coming years, which will further saturate the market for this type of space.

- › For business incubation space, a company called Regis is currently piloting the first such program in Duluth in an existing building, and the performance of this space type has not yet need tested in the Duluth market. If it does turn out to be successful in the next 3 to 5 years, it could be a consideration for the existing Main Library facility, although the amount of space the existing building offers may be too much for this use to be viable.
- › The facility can in theory be converted into an arts and cultural facility, but City leadership is focused on growing an arts and cultural district closer to the heart of downtown.
- › The housing option would require addressing two key issues: housing type and views. Low-income housing would probably not be wanted in this part of the city. Market rate housing would demand views to the lake, which barely exist, and will still be minimal even if the building is re clad with larger windows.

cost estimate

Note on Costs

The net construction cost (only) to build a new library in the United States ranges from about \$190 to over \$500 per gross square foot in 2014 US dollars. The average, adjusted for construction costs in Duluth, Minnesota, is in the range of \$325 to \$350 per gross square foot for new construction, and in the range of \$220 to \$285 per gross square foot for refurbishment, depending on the level of refurbishment.

An addition that includes refurbishment of the existing will fall somewhere between these two figures depending on the area ratio of new addition to existing area.

A good starting point for a unit rate for furnishings, fixtures, and equipment (FF&E) is \$27 per net square foot in 2014 US dollars.

The consultant team has used these unfactored values to assign factored budget values to the recommendations for each library.

Budget costs typically exclude the following:

- › Land acquisition and remediation, where required.
- › Furnishings, fixtures, and equipment (FF&E).
- › Collection acquisitions.
- › Soft costs (e.g., consulting fees, legal fees, rezoning fees, county charges, and permits).

- › USGBC LEED registration and processing.
- › Temporary rental of premises, where required.
- › Utility upgrades where required.
- › Third-party testing, inspections, and commissioning.
- › Annual inflation of costs.
- › Operational costs for DPL.
- › Ongoing maintenance of existing facilities, where reused.
- › Design, construction, and owner's contingencies.
- › Geotechnical and topographical surveys and reports.

In the absence of soft cost data, a guideline factor of 1.5 is used to take into account most of the above exclusions, with the exception of land acquisition (if needed), geotechnical investigations and remediation, utility upgrade costs, temporary rental costs (if needed), moving costs, DPL operational costs, and annual inflation, none of which can be determined at a long-term planning stage.

In this report some assumptions have been made regarding soft costs based on a wide range of previous, actual public library project costs. These assumptions are shown on the soft costs matrix for each option. Soft costs that the City and/or Library can control should be verified by the City and Library prior to finalizing target project budget amounts.

It should be noted that the cost information is an opinion of probable costs based on fair market value and has been developed for budgetary purposes only. The project budget estimates for the individual construction projects in the table account for base construction costs, including contractor's overhead and profit at 4th quarter 2014 rates for new and/or refurbished library projects.

The consultant team will be able to develop more detailed cost information for each library building as part of the programming and schematic design phases. In some cases, the project budget figure is a blend of refurbishment and new building/addition costs, and the figures represent likely cost scenarios in 2014. These figures need to be factored up by inflation figures from 2014 to the year of implementation.

	OPTION	Option A	Option B	Option C	Option D
AF	Budget for Expansion	\$ -	\$ -		
AG	Budget for Deep Refurbishment	\$ 16,267,500	\$ 20,605,500		
AH	Budget for New			\$ 24,375,000	\$ 17,710,000
NET CONSTRUCTION SUB-TOTAL		\$ 16,267,500	\$ 20,605,500	\$ 24,375,000	\$ 17,710,000
Construction Contingency (10% Refurb; 5% New)		\$ 1,626,750	\$ 2,060,550	\$ 1,218,750	\$ 885,500
NET CONSTRUCTION TOTAL		\$ 17,894,250	\$ 22,666,050	\$ 25,593,750	\$ 18,595,500
B Soft Costs and other Expenses					
BA	Land acquisition (lump sum)	0	0	0	0
	Site development (\$200k/acre)	0	0	100,000	100,000
	Site remediation (lump sum)	0	0	50,000	50,000
	Site Demolition (\$3.50/sf extg int, \$12/sf for all extg)	253,050	253,050	900,000	900,000
	Parking (\$30k/space @ 1 space/1,000 GSF)			0	0
BB	FF&E, Signage, Security, IT, AV (\$52/sf)	3,759,600	3,759,600	3,900,000	2,631,200
BC	Computers (\$5/sf)	361,500	361,500	375,000	253,000
BD	AMH Equipment (lump sum)	0	0	0	0
BE	Collections Acquisitions (lump sum)	0	0	0	0
BF	Soft Costs (fees) and other expenses (\$30.20/sf)	2,183,460	2,183,460	2,265,000	1,528,120
BG	Construction testing/monitoring (\$1.25/sf)	90,375	90,375	93,750	63,250
BH	Temporary facilities (lump sum)	800,000	800,000	800,000	800,000
BI	Movers (lump sum)	150,000	150,000	150,000	150,000
BJ	Events (lump sum)	10,000	10,000	10,000	10,000
SOFT COSTS TOTAL		\$ 7,607,985	\$ 7,607,985	\$ 8,643,750	\$ 6,485,570
Design and Owner's Contingency (5% Soft Costs)		\$ 380,399	\$ 380,399	\$ 432,188	\$ 324,279
TOTAL PER FACILITY		\$ 25,882,634	\$ 30,654,434	\$ 34,669,688	\$ 25,405,349

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appendices

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ameresco report summary

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Introduction

The need for adequate “Facility Renewal Funding” for library portfolios has become a significant issue with facility administrators and end-users. Buildings in the municipal sector are becoming more expensive to maintain as they age, and the risk of failure increases as building systems near their “end of life.” The quality and overall condition of the assets is directly impacted by the level of funding for maintenance and building renewal.

The City of Duluth engaged Ameresco to analyze data associated with two of its Library buildings to evaluate the extent of building component renewal needs and ultimately support a Capital Investment Strategy including:

- Analyze building component renewal needs based on current condition and life cycle data;
- Project how capital needs will grow in both the short and long term as the buildings continue to age;
- Benchmark building performance using industry standard metrics such as **Facility Condition Index (FCI)** to evaluate overall building risk and continued asset sustainability.

Methodology

Working with the staff of the City, Ameresco followed a series of steps designed to analyze capital needs and determine funding gaps. The analysis covered the Duluth Main Library (71,650 sq ft) as well as the West Duluth Branch (4,800 sq ft).

The process began with a kickoff meeting and a walk-through of each facility. We then imported data from the City’s recent Building Condition Assessment into Ameresco’s Asset Planner™ software.

Once the needs were captured, Ameresco incorporated funding assumptions in order to compare expected funding dollars with anticipated capital needs. Funding models were then developed to quantify the amount of funding to ensure long term asset sustainability.

Summary of Findings

The present level of the deferred maintenance backlog and facility renewal for the two libraries is about **\$3.4 million**. The replacement value of the assets is estimated to be **\$17.0 million** based on recent risk valuation analysis (in current year dollars). Using these two numbers, we find that the assets are in “Poor” condition overall today based on industry standards.

In addition, capital needs are increasing faster than available funding and we expect the assets to migrate to the “Critical” range in the next four years, based on an estimate of **\$35,000** of capital dollars available on average per year for deferred maintenance and capital renewal.

Detailed Findings

Facility Age

Different sources of funding are required to build and operate a facility during its life:

- Capital funding to construct it;
- Renewal funding for replacement of worn out components
- Maintenance funding for repairs, up-keep and preservation of capital investments;
- Redevelopment and accommodation funding to offset the effects of code changes and required functional modifications.

The Duluth Main Library was built in 1980 and is 34 years old while the West Duluth Branch was built in 1988 and is 26 years old. As facilities age, they require increased maintenance and upkeep. The overall condition of the facilities is directly attributable to the level of funding required for maintenance and building renewal.

Life Cycle Projections

Various building components will undergo replacement at different times during the life of a facility. If one assumes a building lasts 100 years, some components, such as a roof, will require numerous cyclical replacements. Each component has a unique life cycle that may be altered depending on the type and level of maintenance adopted.

Based on preliminary estimates of life cycle timing and costs, the present level of the “Deferred Maintenance Backlog” is estimated to be at approximately **\$3.4 million** prior to any funding as shown in Figure 1. Life cycle renewal costs for the major building components have been established for each building to determine the Capital Renewal budget requirements over the next 30 years. These repair and replacement values are in current year dollars.

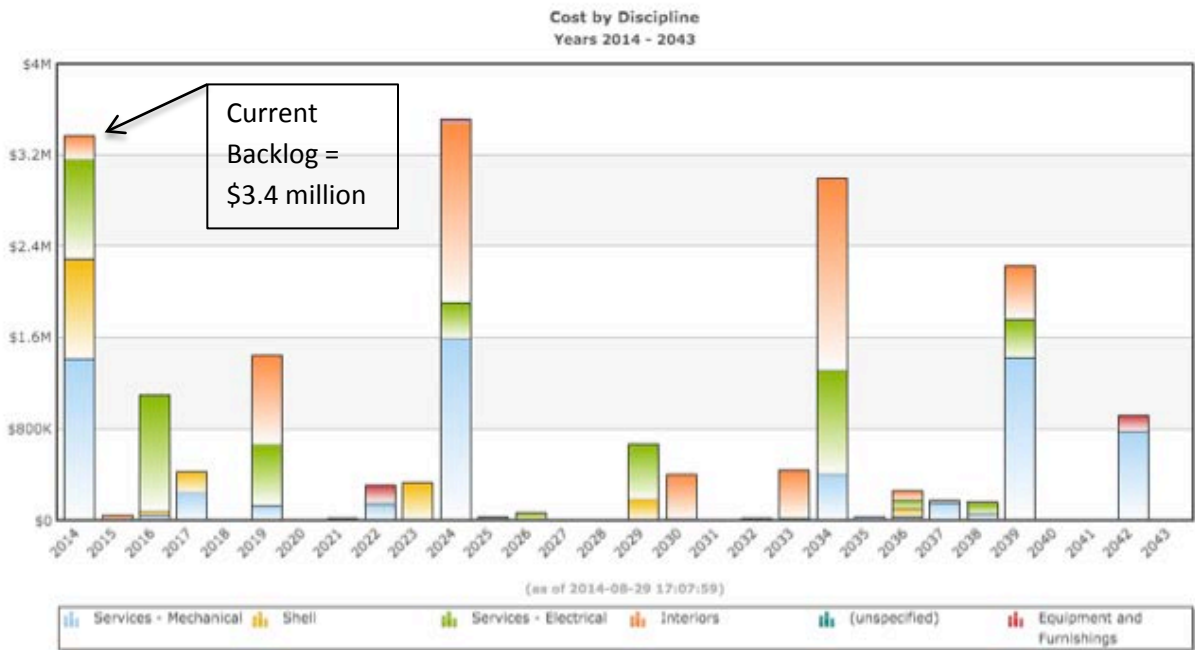


Figure 1: Current Deferred Backlog and 30-year Renewal Cost for the Duluth Main Library and West Duluth Branch

Funding

How much funding is required?

A number of guidelines for facility renewal funding have been established by these reputable professional organizations.

One states, **“It has become clear that *institutions* have failed in the stewardship of their facilities assets. Erosion of its buildings and supporting infrastructure undermines every aspect of an institution’s ability to function effectively. To restore those facilities massive increases in the amount now spent on repair and renovation will be necessary”**.¹

The American Public Works Association (APWA)² has published maintenance and repair guidelines for facilities. As a minimum, between 2% to 4% of the current replacement value of those facilities is required to

¹ **Financial Planning Guidelines for Facility Renewal and Adaptation.** A joint project by SCUP (The Society for College and University Planning), NACUBO (The National Association of College and University Business Officers) APPA (The Association of Physical Plan Administrators of Universities and Colleges) and Coopers and Lybrand.

² Committing to the Cost of Ownership, Maintenance and Repair of Public Buildings Building Research Board, National Research Council, American Public Works Association - Special Report #60

adequately maintain them. For the Duluth Library assets, this would suggest a capital renewal reinvestment between \$340,000 and \$680,000 per year based on a current replacement value of approximately \$17 million.

Another set of guidelines for funding of assets as published by SCUP, NACUBO and APPA, based on facility life cycle evaluations, are recorded as follows:

- (1.5% to 2.5%) of the replacement value is required for sufficient “Renewal” on an ongoing basis to keep the facilities in good condition for their present use;
- PLUS (0.5% to 1.5%) of the replacement value is required to sufficiently address “Plant Adaptation” funds on an ongoing basis to alter the facilities for changes in use as well as codes and standards;
- PLUS sufficient “Catch-up Maintenance” funds over a short period of time to bring the facilities to a reliable operating condition by offsetting the effects of deferred maintenance and offset future premium costs.

Both the previously mentioned reports concur that 2% of current replacement value should be allocated for annual renewal, assuming current proper preventative maintenance practices are adhered to. In addition, special funds should be allocated to reduce the backlog of deferred maintenance.

Excluding special funds, the renewal funding required for the two Duluth Library assets would translate to \$380,000 annually. Presently, the average funding for the two facilities, allocated to deferred maintenance and capital renewal, is estimated to be \$35,000 per year.

Figure 2 below provides a graphical comparison of the cumulative renewal costs (top line) and the cumulative assumed current funding allocation (purple area). The unfunded liability gap (light blue area) in 10 years is approximately \$10.2 million.

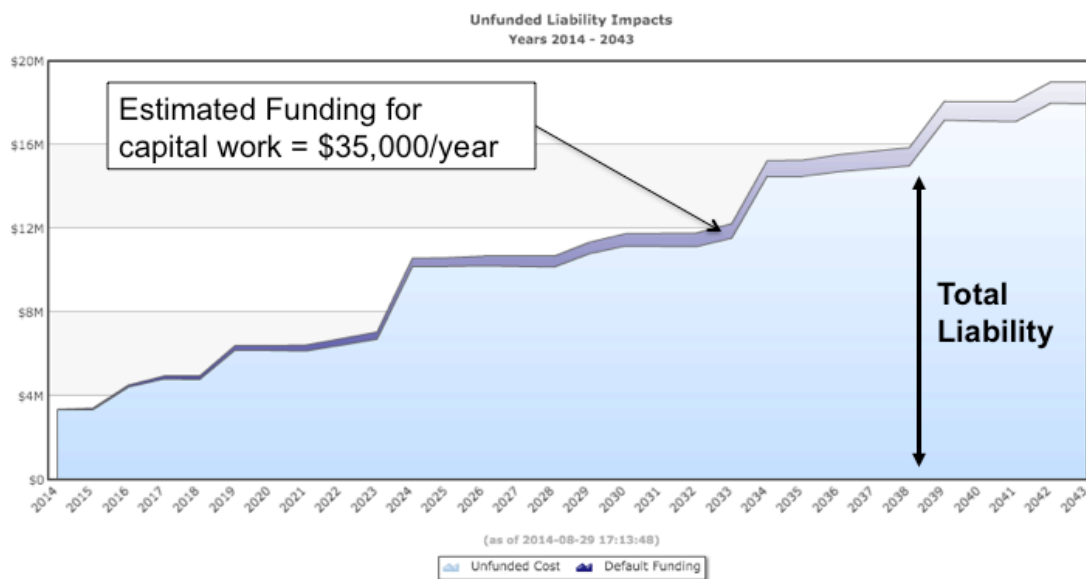


Figure 2: Cumulative Needs (top line) vs Available Funds (purple area), Leaving Unfunded Liability Gap (light blue)

The unfunded figures represent the findings and results obtained from the life cycle renewal cost analysis. It is clear that some adjustments must be considered to obtain control of the rapidly growing capital renewal needs projected for the future.

Facility Condition Index

The term Facility Condition Index (or FCI) is “a ratio of the cost of remedying capital deficiencies listed in the deferred maintenance backlog to the current replacement value”. The formula used for determining the FCI for a facility, or a component of the facility, is as follows:

$$F.C.I = \frac{\text{Unfunded Liability (\$)}}{\text{Current Replacement Value (\$)}}$$

Where the “Unfunded liability” represents the sum value of all capital deficiencies and renewal costs (at any given point in time) less the funding applied to the asset(s) for capital renewal. “Current Replacement Value” is defined as the total amount of expenditure in current dollars that would be required to replace the institution's facilities to their original design intent.

The **FCI** provides a consistent measurement of condition for a single building, group of buildings, or a total portfolio. FCI is used by the U.S. Government Accounting Standards Board (GASB) as standard practice for Facility Condition Assessments (FCA) and Building Evaluation Reports (BER) for federal facilities. The FCI is calculated and represented by various benchmark & colour coded indicators as follows:

- A “**Good**” FCI rating is achieved when the unfunded liability for the asset(s) is **less than 5%** of the current asset(s) replacement value,
- A “**Fair**” FCI rating is achieved when the unfunded liability for the asset(s) is **between 5% and 10%** of the current asset(s) replacement value,
- A “**Poor**” FCI rating is achieved when the unfunded liability for the asset(s) is **between 10% and 30%** of the current asset(s) replacement value;
- A “**Critical**” FCI rating is achieved when the unfunded liability for the asset(s) is **greater than 30%** of the current asset(s) replacement value.

As an FCI rating increases, facilities will experience:

- Increased failure risk to components
- Increased maintenance and operating costs of facilities
- Negative impacts on building occupants

Figure 3 illustrates that the two Duluth library facilities have an FCI of 19.6% in the current year, which places them in the “**Poor**” range based on its current FCI rating. Assuming that \$35,000 of annual funding is applied to these assets, the FCI would migrate to the “**Critical**” range in four years as a number of significant component replacements and repairs come due. Within ten years, these facilities will likely reach the point

where they are prohibitive to repair and not worth the effort of reinvestment. The life cycle assessment results show that the current annual funding level for facility renewal and deferred maintenance is inadequate for short and long term preservation of the building.

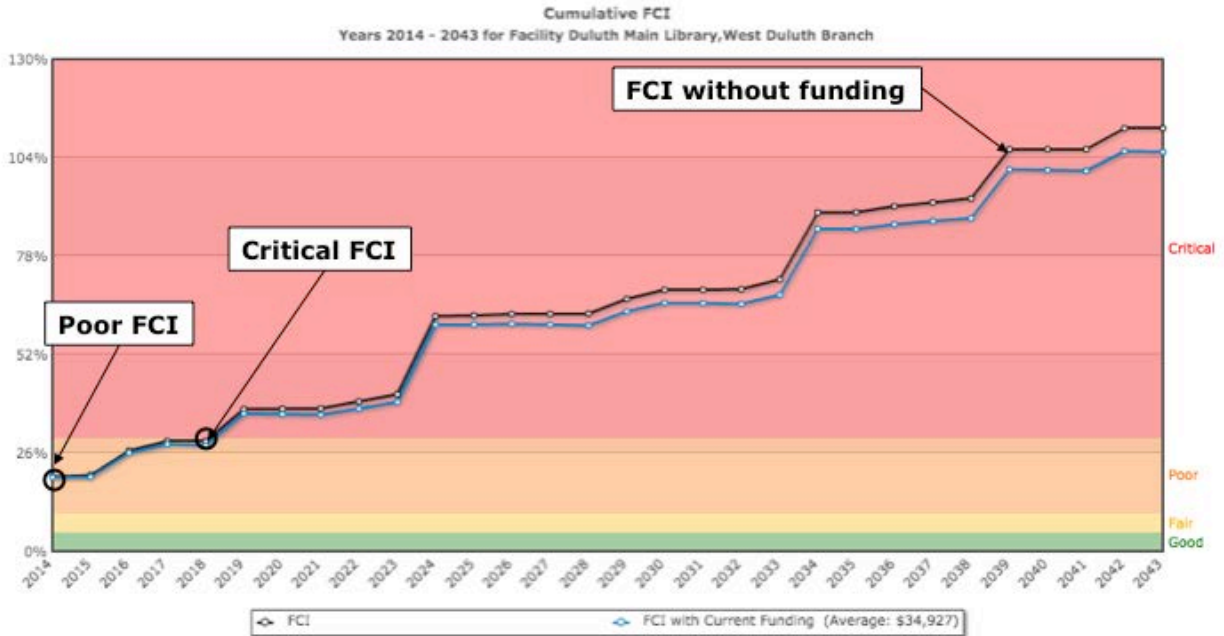


Figure 3: FCI and Backlog Funding Model

Sustainability Target

It is recommend that the City of Duluth establish a “Sustainability Target” for funding these assets using the FCI metric. Many companies have begun using a 10% or lower FCI as an appropriate level for their assets, stating that it is acceptable to carry a deferred backlog of up to 10% of the replacement value of the asset. If the deferred backlog can remain less than 10%, then the assets will be continually “sustained” at an acceptable level of risk that preserves the initial capital investment and minimizes impacts to customers and staff. This Sustainability Target compared to the Unfunded Liability is shown in Figure 4.

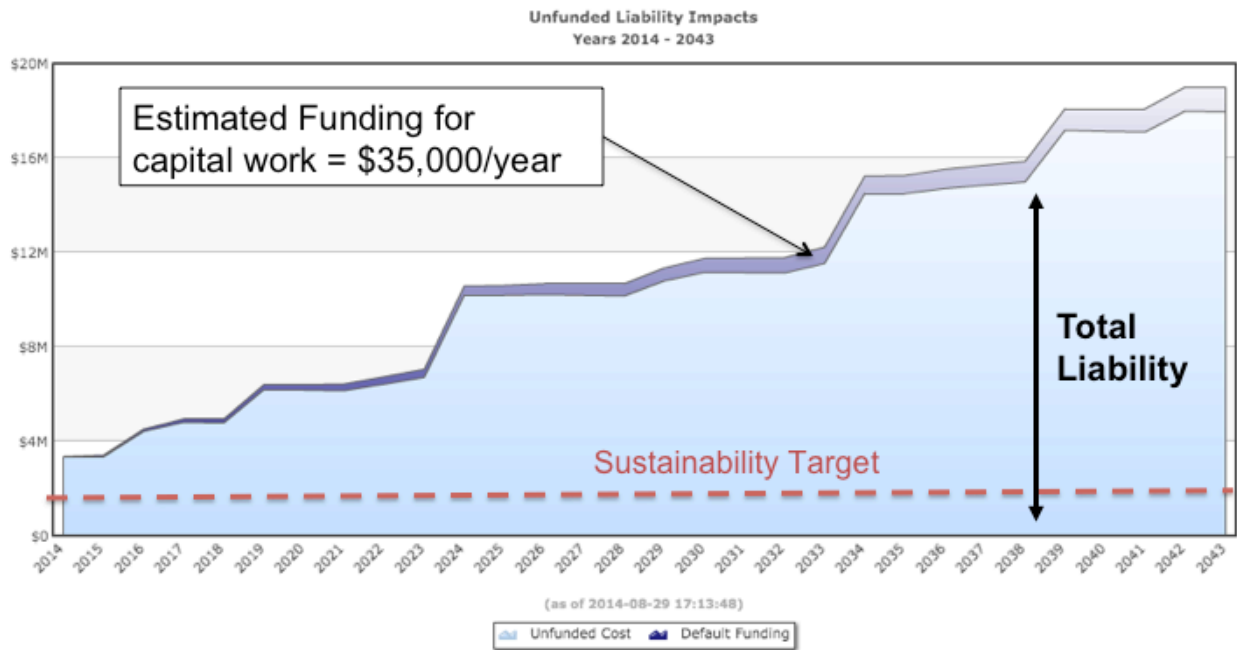


Figure 4: Unfunded Liability with Sustainability Target

The sustainability target funding levels are illustrated in Figure 5 in what is known as the Backlog Funding Model. Based on the projected future funding level a Facilities Condition Index (FCI) is calculated. To maintain the facilities in a “Fair” state of repair (based on a 10% FCI rating), about \$597,000 will need to be applied annually for the next 30 years.

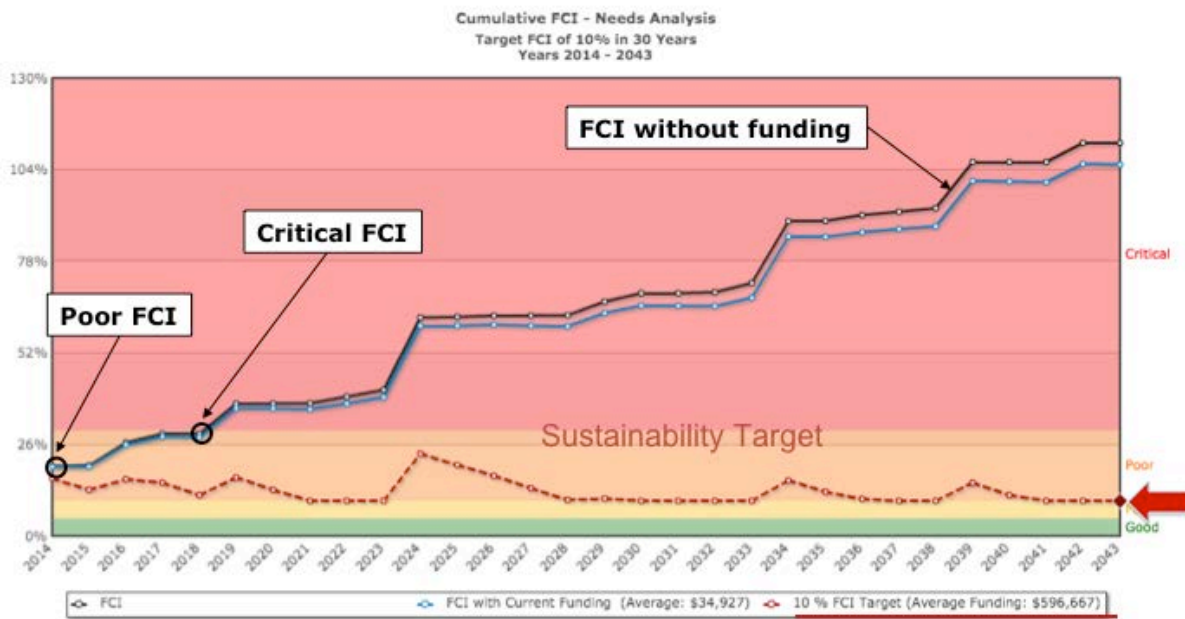


Figure 5: FCI and Funding Required to Maintain Assets at the “Fair” FCI Target Level

Recommendations

The following strategies are recommended in order to: maintain the condition of facilities in a good state of repair; mitigate risk and reduce liability; preserve the Quality of Space and Operations; and apply capital creation strategies to further reduce liability and leverage funds resourcefully. These strategies are:

1. Establish and Maintain an FCI Target

An FCI target should be established and maintained in order to improve the condition of the facilities and preserve the Quality of Library Space. The FCI target should be adopted as a policy by the City of Duluth. A 10% FCI (“Fair” FCI range) is recommended in order to achieve these goals and minimize risk.

2. Determine a Timeline for Meeting the FCI Target

Once an FCI target has been determined, a timeline to achieve the FCI target needs to be established. The timeline to achieve the FCI target can be in the short or long term, depending on the condition of the assets and the anticipated funding.

3. Apply an Adequate Annual Funding Level to Maintain the FCI Target

To maintain the facilities in a “Fair” state of repair (based on 10% FCI rating), the two library assets will require approximately **\$597,000 per year**.

This higher level of funding for capital and repair will ensure the building stock will be maintained at an acceptable level of risk preserving the initial capital investment. If the level of facility renewal funding is reduced, the exposure to risk will increase and the probability of **premium renewal expenditures** will increase.

An increase in the amount of capital funding will need to be considered along with solutions that create further operational savings ensuring the savings are re-applied to capital renewal and deferred maintenance projects. Additional process planning strategies can also be applied to further increase the effectiveness of the Capital Planning Process.

4. Enhance the Capital Planning Process

Enhancing existing capital renewal planning strategies and methods should also be considered to further increase the effectiveness of the Capital Planning Process. Existing data currently resides in Asset Planner™, a robust capital planning software system that houses the life cycle data and important decision making criteria and measurements for those assets considered part of this assignment

The development of an “Asset Sustainability” plan is an important step when it comes to preservation of vital building assets and portfolios. As facilities continue to age the impact on Quality of Space and Operations is felt more and more each year.

There are additional solutions that can uncover and create operational savings that can be re-applied to capital renewal and deferred maintenance projects. This could include a series of strategies including, but not limited to:

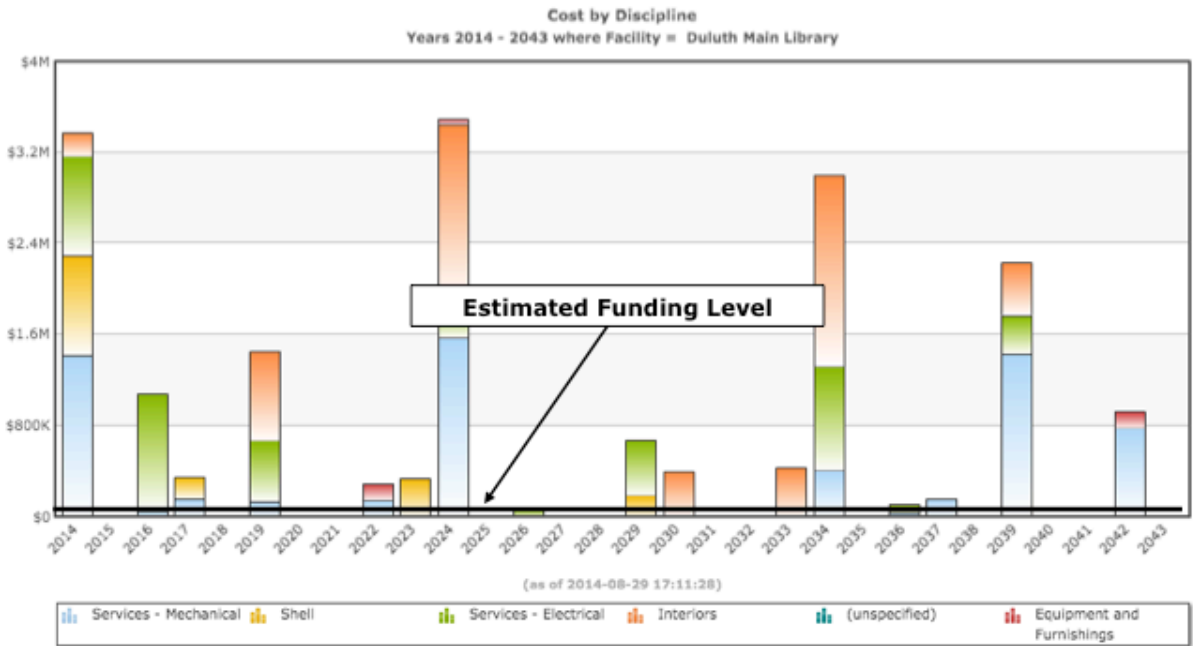
- Energy conservation strategies
- Renewable solutions
- Maintenance optimization strategies (including process enhancement strategies)
- Asset redevelopment strategies
- Real estate strategies – Purchase, Sale, Leasing
- Community partnership strategies

In addition, communication and verification of successful projects and liability reduction strategies is sometimes overlooked due to busy schedules. Establishment of Executive Level Dashboards are an effective way to showcase the on-going progress that is made by implementing an “Asset Sustainability” plan and framework.

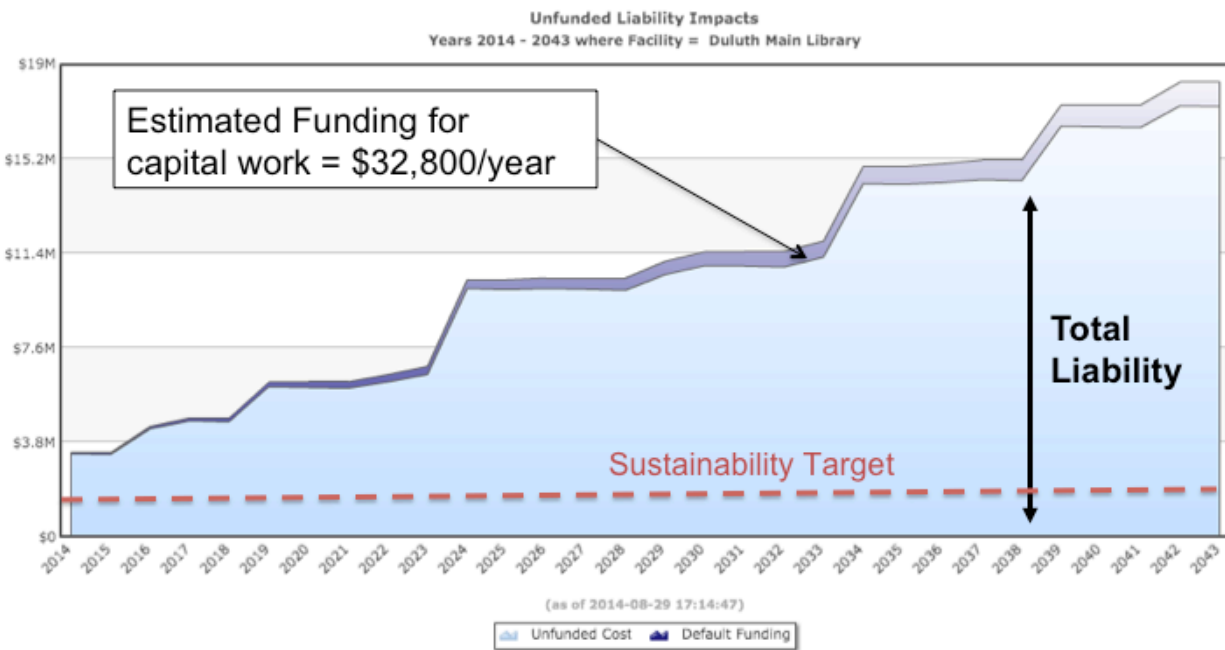
Appendix A: Individual Facilities

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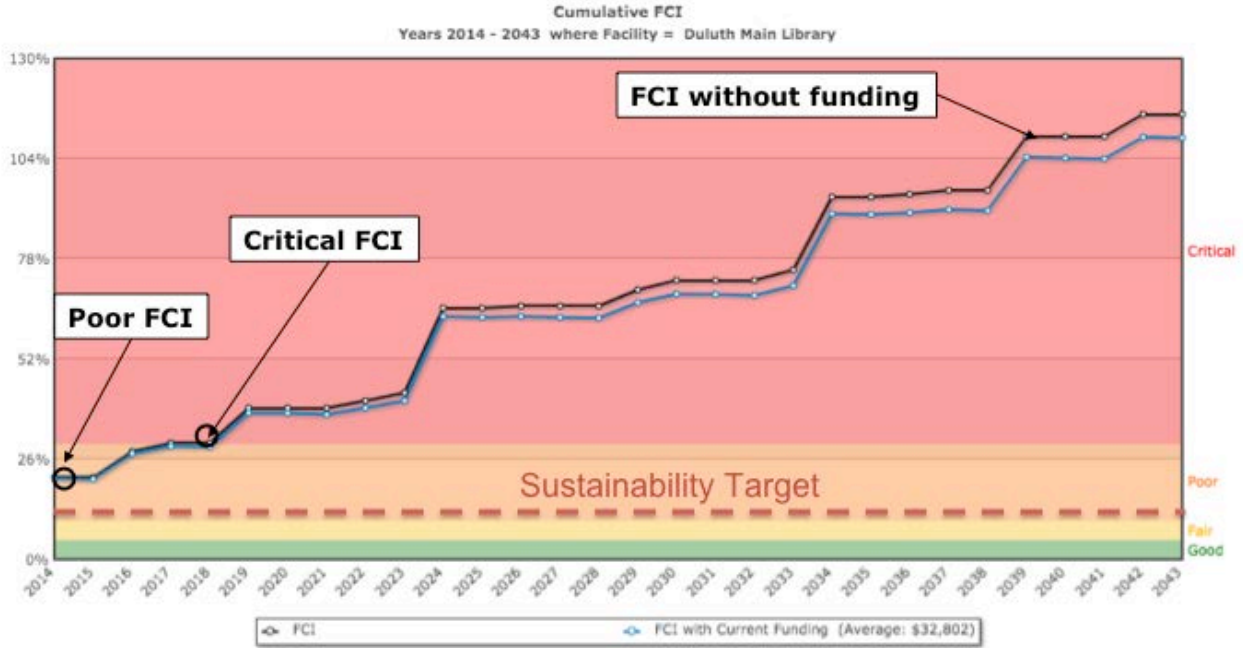
• **Appendix Chart 1: Cost by Discipline for Duluth Main Library**



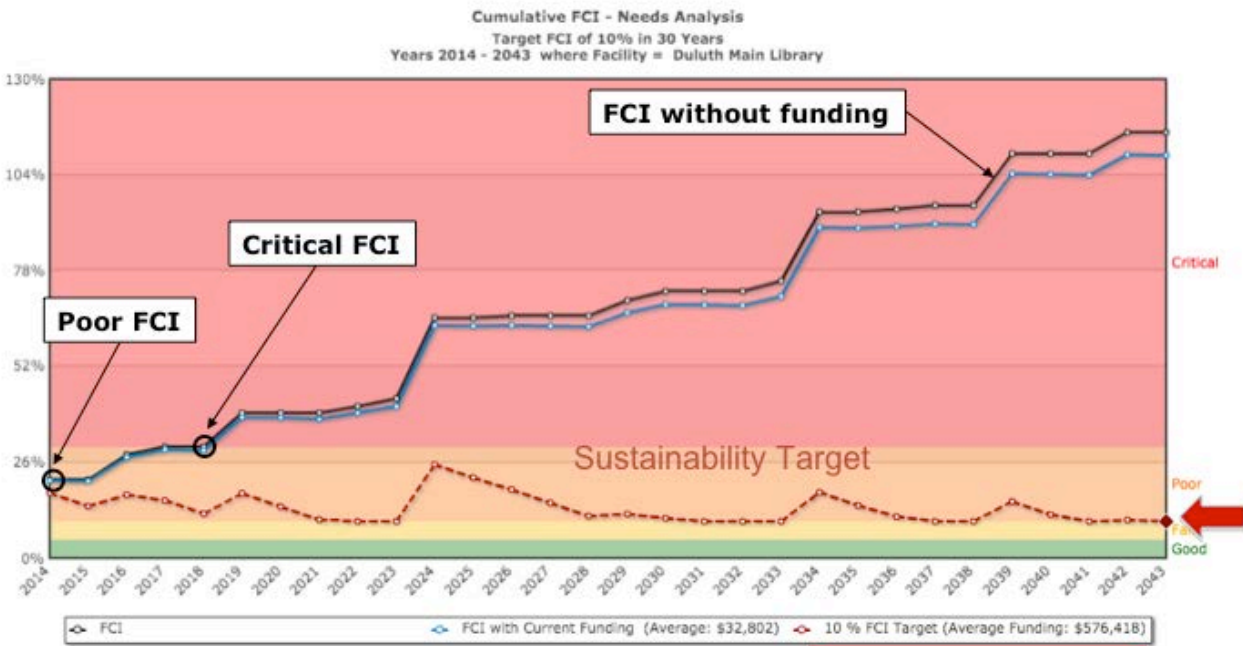
• **Appendix Chart 2: Unfunded Liability for Duluth Main Library**



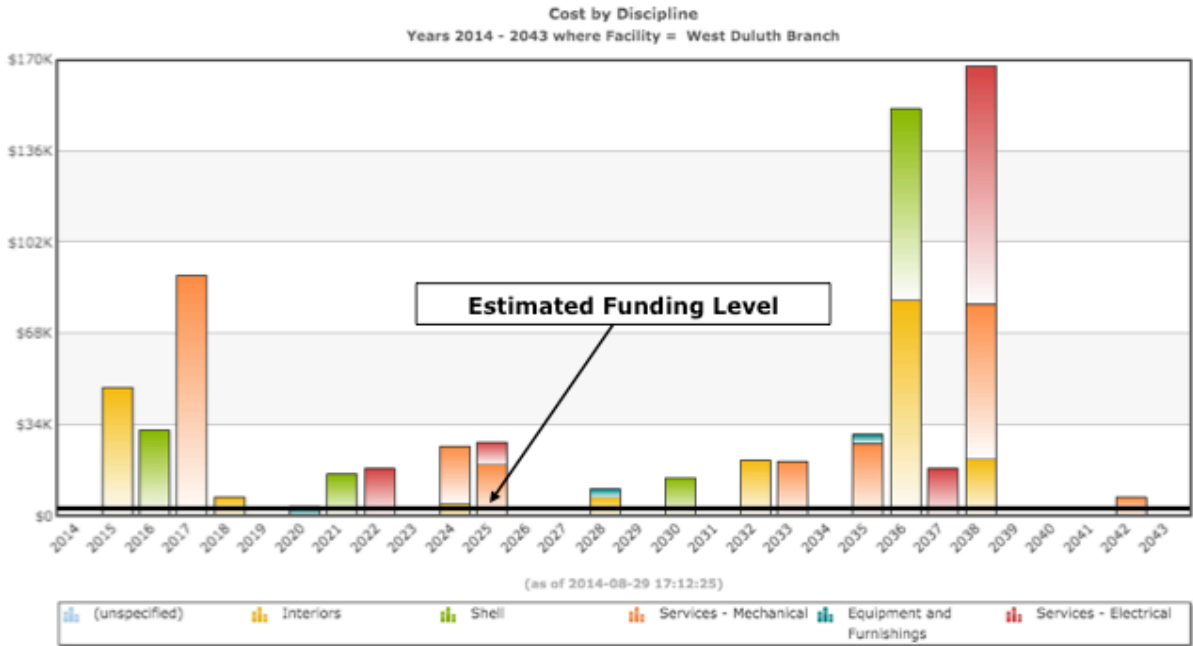
• **Appendix Chart 3: Facility Condition Index for Duluth Main Library**



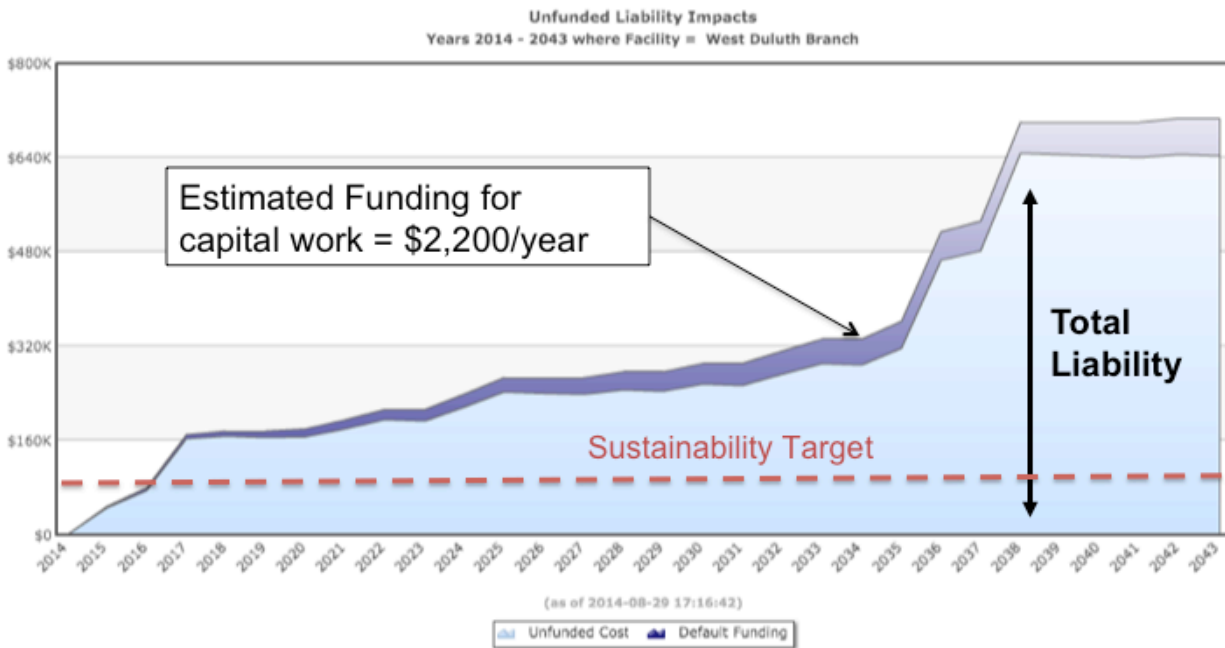
• **Appendix Chart 4: Target Funding for Duluth Main Library**



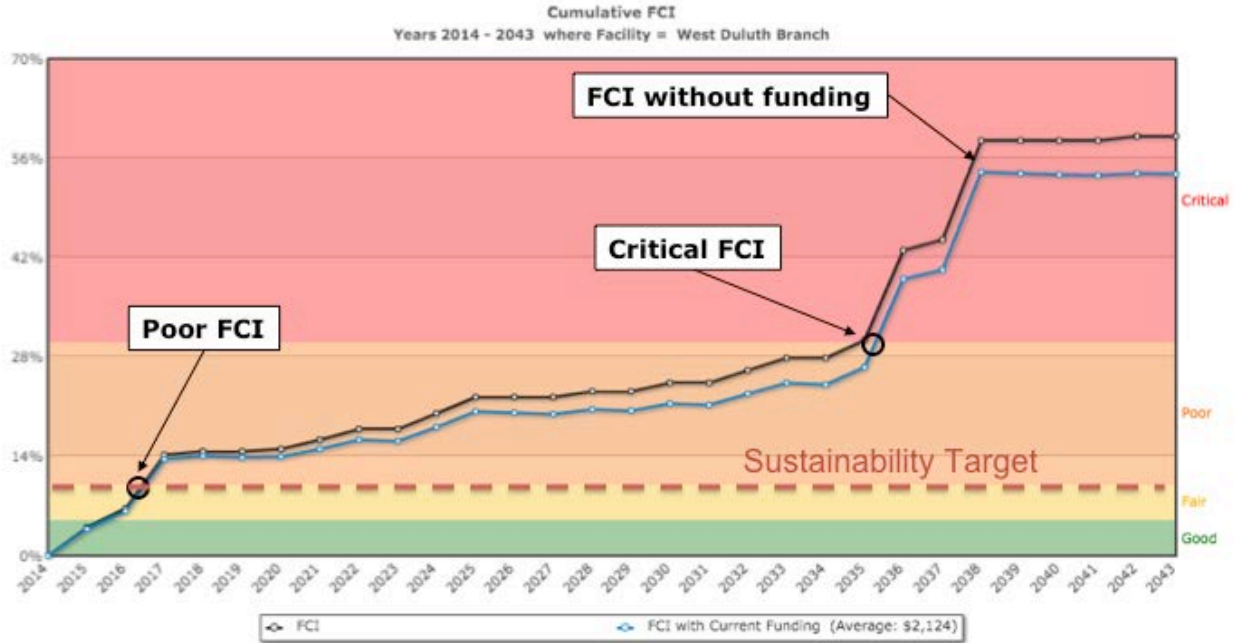
• **Appendix Chart 5: Cost by Discipline for West Duluth Branch**



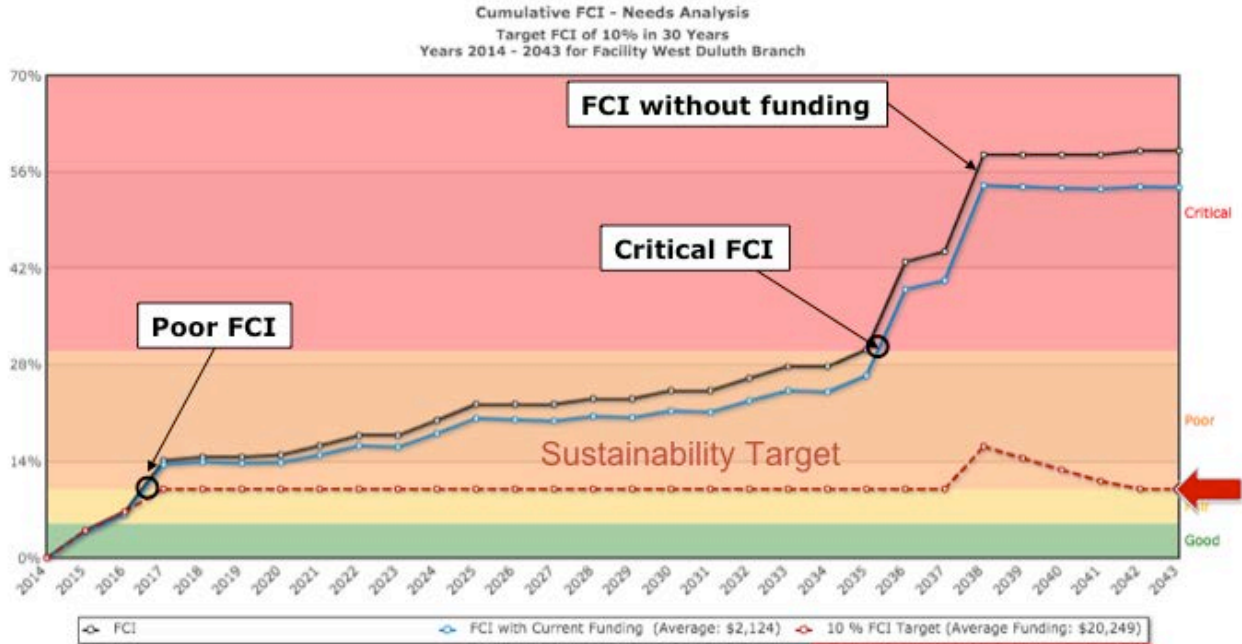
• **Appendix Chart 6: Unfunded Liability for West Duluth Branch**



• **Appendix Chart 7: Facility Condition Index for West Duluth Branch**



• **Appendix Chart 8: Target Funding for West Duluth Branch**



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• *Appendix Chart 9: Facility Condition Index Comparison*

Name	Size	Replacement Cost	Average Funding Per Year	Current Year FCI	5 Year FCI	10 Year FCI	15 Year FCI	20 Year FCI	25 Year FCI	30 Year FCI
520 West Superior St. (Main Library)	71,650	\$ 15,824,811	\$ 32,802	21.09%	29.19%	41.23%	62.68%	71.06%	90.60%	109.41%
5830 Grand Avenue (West Duluth Br)	4,800	\$ 1,196,304	\$ 2,124	0.00%	14.01%	16.14%	20.56%	24.29%	54.11%	53.76%

■ Good (0-5%)
 ■ Fair (6-10%)
 ■ Poor (11-30%)
 ■ Critical (31%+)

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Requirement List by Requirement Name

Department Name: 400 - City of Duluth - Civic

Division/District Name: Library

Asset Name: Library - Main-130A

Requirement Name^	Status	Requirement Category	Priority	Prime System	Action Year	Requirement Cost
-B1014 Accessibility: Ramp - Slope/Landings & Railing Noncompliant	Open	Accessibility	1- Currently Critical		2011	1,950
-B2030 Accessibility: Exterior Door - Automatic Door Opener Noncompliant	Open	Accessibility	1- Currently Critical		2011	1,908
-C1014 Accessibility: Restroom - Noncompliant ADA Design	Open	Accessibility	1- Currently Critical	C1030 - Fittings	2011	2,459
-C1020 Accessibility: Door Openings - Noncompliant Width_Relocate Programed Space	Open	Accessibility	1- Currently Critical		2011	147

Requirement List by Requirement Name

Requirement Name ▲	Status	Requirement Category	Priority	Prime System	Action Year	Requirement Cost
-C1020 Accessibility: Door Openings - Shop & North Shore Rm Dr Noncompliant Width	Open	Accessibility	5- Grandfathered Code			4,711
-C1020 Accessibility: Interior Door - Pull Side Noncompliant - Business Service Corridor - Grd Level	Open	Accessibility	5- Grandfathered Code			1,705
-C1020 Accessibility: Interior Door - Pull Side Noncompliant - Staff Lounge - Grd Level	Open	Accessibility	5- Grandfathered Code			3,615
-C1020 Accessibility: Staff Locker Rm Noncompliant	Open	Accessibility	5- Grandfathered Code			2,205
-C1023 Accessibility: Interior Doors (4) - Window Noncompliant	Open	Accessibility	5- Grandfathered Code			3,491
-C1023 Accessibility: Men's Toilet Rm Grd Level Door - Hardware Noncompliant	Open	Accessibility	5- Grandfathered Code			6,652
-C1030 Accessibility: (6) Lavatory's - Height Noncompliant	Open	Accessibility	5- Grandfathered Code			17,071
-C1030 Accessibility: Boys Restroom Noncompliant	Open	Accessibility	1- Currently Critical		2011	2,652
-C1030 Accessibility: Girls 1st Flr Restroom Noncompliant	Open	Accessibility	1- Currently Critical		2011	2,652
-C1030 Accessibility: Men's & Women's Staff Grd Level	Open	Accessibility	1- Currently Critical		2011	12,558

Requirement List by Requirement Name

Requirement Name ▲	Status	Requirement Category	Priority	Prime System	Action Year	Requirement Cost
Restroom Noncompliant						
-C1030 Accessibility: Men's 2nd Flr Restroom Noncompliant	Open	Accessibility	1- Currently Critical		2011	2,652
-C1030 Accessibility: Men's Grd Flr Restroom Noncompliant	Open	Accessibility	1- Currently Critical		2011	2,652
-C1030 Accessibility: Staff Restroom Gr Flr (1) Rehab (1) New - Noncompliant	Open	Accessibility	1- Currently Critical		2011	17,672
-C1030 Accessibility: Women's 2nd Flr Restroom Noncompliant	Open	Accessibility	1- Currently Critical		2011	2,652
-C1030 Accessibility: Women's Grd Flr Restroom Noncompliant	Open	Accessibility	1- Currently Critical		2011	2,652
-C1035 Accessibility: Signage Braille - Noncompliant	Open	Accessibility	1- Currently Critical	C1010 - Partitions	2011	2,443
-D2018 Accessibility: Drinking Fountains - Height Noncompliant	Open	Accessibility	5- Grandfathered Code			10,355
-E2012 Accessibility: Rd Conf Rm Kitchen - Noncompliant	Open	Accessibility	5- Grandfathered Code			5,767
-E2012 Accessibility: Staff Kitchen - Noncompliant	Open	Accessibility	5- Grandfathered Code			10,759
100 - ECO - Lack of Thermal Control at Walls & Soffits	Open	Energy	3- Necessary - Not Yet Critical	B2010 - Exterior Walls	2019	3,900,000
200 - ECO - Lacks Smart	Open	Energy	3- Necessary - Not		2019	248,500

Requirement List by Requirement Name

Requirement Name ▲	Status	Requirement Category	Priority	Prime System	Action Year	Requirement Cost
Controls			Yet Critical			
300 - ECO - Lacks Energy Efficient Lights	Open	Energy	3- Necessary - Not Yet Critical	D5022 - Lighting Equipment	2019	0
400 - ECO - Lacks Energy Efficient Motors	Open	Energy	3- Necessary - Not Yet Critical		2019	10,500
ACT System - Standard Renewal	Open	Beyond Useful Life	1- Currently Critical	C3030 - Ceiling Finishes	2014	6,915
Aluminum Windows Renewal	Open	Beyond Useful Life	1- Currently Critical	B2020 - Exterior Windows	2014	876,786
Book Drop Lacking Ease of Use - Per Master Plan	Open	Modernization	4- Recommended	B2010 - Exterior Walls		60,000
Central AHU - Const Volume w/Distribution Renewal	Open	Beyond Useful Life	1- Currently Critical	D3040 - Distribution Systems	2014	1,332,057
Ceramic Tile - Wall Renewal	Open	Beyond Useful Life	1- Currently Critical	C3010 - Wall Finishes	2014	39,645
Ceramic Tile Renewal	Open	Beyond Useful Life	1- Currently Critical	C3020 - Floor Finishes	2014	35,274
D5033 Accessibility: Telephone Noncompliant	Open	Accessibility	1- Currently Critical		2011	250
D5039 - LAN System - Light Density Renewal	Open	Beyond Useful Life	3- Necessary - Not Yet Critical	D5039 - Local Area Networks	2019	193,045
DDC - Head End Controls for MEP Systems Renewal	Open	Beyond Useful Life	1- Currently Critical	D3060 - Controls and Instrumentation	2014	45,718
Distribution System - Medium Capacity Renewal	Open	Beyond Useful Life	2- Potentially Critical	D5010 - Electrical Service and Distribution	2016	754,570

Requirement List by Requirement Name

Requirement Name 	Status	Requirement Category	Priority	Prime System	Action Year	Requirement Cost
Door Assembly - 3 x 7 HM Renewal	Open	Beyond Useful Life	3- Necessary - Not Yet Critical	B2030 - Exterior Doors	2017	7,963
Door Assembly - 6 x 7 HM Renewal	Open	Beyond Useful Life	3- Necessary - Not Yet Critical	B2030 - Exterior Doors	2017	10,230
Door Assembly - 6 x 7 Storefront Renewal	Open	Beyond Useful Life	3- Necessary - Not Yet Critical	B2030 - Exterior Doors	2017	26,061
E1099 Accessibility: Listening Systems Noncompliant	Open	Accessibility	1- Currently Critical		2011	1,503
Elevator Lacking Functionality per Master Plan	Open	Security	4- Recommended	D1010 - Elevators and Lifts		250,000
Emergency Battery Pack Lights Renewal	Open	Beyond Useful Life	2- Potentially Critical	D5092 - Emergency Light and Power Systems	2016	69,907
Exhaust System - Restroom w/Roof Fan Renewal	Open	Beyond Useful Life	1- Currently Critical	D3040 - Distribution Systems	2014	35,977
Exit Signs - Low Density - 1998 Library/Skunnel Entrance Addition Renewal	Open	Beyond Useful Life	1- Currently Critical	D5092 - Emergency Light and Power Systems	2014	546
Exit Signs - Low Density Renewal	Open	Beyond Useful Life	1- Currently Critical	D5092 - Emergency Light and Power Systems	2014	35,264
Feeder - Average Service Renewal	Open	Beyond Useful Life	2- Potentially Critical	D5010 - Electrical Service and Distribution	2016	160,292
Fire Alarm System - Light	Open	Beyond Useful Life	1- Currently Critical	D5037 - Fire Alarm	2014	3,874

Requirement List by Requirement Name

Requirement Name ▲	Status	Requirement Category	Priority	Prime System	Action Year	Requirement Cost
Density - 1998 Library/Skunnel Entrance Addition Renewal				Systems		
Fire Alarm System - Light Density Renewal	Open	Beyond Useful Life	3- Necessary - Not Yet Critical	D5037 - Fire Alarm Systems	2019	250,412
Heat Exchanger - Steam/HW Perimeter Hot Water Heating Renewal	Open	Beyond Useful Life	2- Potentially Critical	D3040 - Distribution Systems	2016	35,416
Hydraulic Passenger Elev - 5- Story Renewal	Open	Beyond Useful Life	3- Necessary - Not Yet Critical	D1010 - Elevators and Lifts	2019	34,820
Kitchenette - Cabinet, Counter and Sink Renewal	Open	Beyond Useful Life	1- Currently Critical	D2010 - Plumbing Fixtures	2014	50,475
Lighting Fixtures - Average Density - 1998 Library/Skunnel Entrance Addition Renewal	Open	Beyond Useful Life	3- Necessary - Not Yet Critical	D5022 - Lighting Equipment	2018	6,240
Metal Paneled System Renewal	Open	Beyond Useful Life	3- Necessary - Not Yet Critical	C3030 - Ceiling Finishes	2019	766,213
Open City Water Exchange System - Piping - Controls Renewal	Open	Beyond Useful Life	1- Currently Critical	D3030 - Cooling Generating Systems	2014	18,750
Overhead Rolling Doors - Electric Operation Renewal	Open	Beyond Useful Life	3- Necessary - Not Yet Critical	B2030 - Exterior Doors	2017	141,421
Painted Finish - Average (1 Coat Prime - 2 Coats Finish) - 1998 Library/Skunnel Entrance Addition Renewal	Open	Beyond Useful Life	1- Currently Critical	C3010 - Wall Finishes	2014	873
Painted Finish - Average (1 Coat Prime - 2 Coats Finish)	Open	Beyond Useful Life	1- Currently Critical	C3010 - Wall Finishes	2014	109,188

Requirement List by Requirement Name

Requirement Name ▲	Status	Requirement Category	Priority	Prime System	Action Year	Requirement Cost
Renewal						
Pneumatic Controls - Average Renewal	Open	Beyond Useful Life	1- Currently Critical	D3060 - Controls and Instrumentation	2014	295,731
Public Address System - Average Density Renewal	Open	Beyond Useful Life	1- Currently Critical	D5031 - Public Address and Music Systems	2014	148,233
Restroom Accessories - Average Renewal	Open	Beyond Useful Life	3- Necessary - Not Yet Critical	C1030 - Fittings	2019	18,919
Return Air Ductwork and Fan Renewal	Open	Beyond Useful Life	3- Necessary - Not Yet Critical	D3040 - Distribution Systems	2017	152,519
Roof Mounted Solar PV - 2.4 kw Renewal	Open	Beyond Useful Life	3- Necessary - Not Yet Critical	D5090 - Other Electrical Systems	2017	3,130
Security System - Light Density - 1998 Library/Skunnel Entrance Addition Renewal	Open	Beyond Useful Life	1- Currently Critical	D5038 - Security and Detection Systems	2014	1,354
Security System - Light Density Renewal	Open	Beyond Useful Life	3- Necessary - Not Yet Critical	D5038 - Security and Detection Systems	2019	87,529
Switchgear - Average Duty Renewal	Open	Beyond Useful Life	2- Potentially Critical	D5010 - Electrical Service and Distribution	2016	40,786
Telephone System - High Density Renewal	Open	Beyond Useful Life	1- Currently Critical	D5033 - Telephone Systems	2014	280,362
Toilet Partitions - Average Renewal	Open	Beyond Useful Life	2- Potentially Critical	C1030 - Fittings	2016	330

Requirement List by Requirement Name

Requirement Name ▲	Status	Requirement Category	Priority	Prime System	Action Year	Requirement Cost
VCT - Average Renewal	Open	Beyond Useful Life	1- Currently Critical	C3020 - Floor Finishes	2014	16,940
Water Heater - Elec - Comm - 80 Gal Renewal	Open	Beyond Useful Life	2- Potentially Critical	D2020 - Domestic Water Distribution	2016	10,100
~Perimeter Heat System - Hydronic Fin Tube - 1998 Library/Skunnel Entrance Addition Renewal	Open	Beyond Useful Life	2- Potentially Critical	D3040 - Distribution Systems	2016	11,935
~Sump Pump - Submersible - 1/2 HP Renewal	Open	Beyond Useful Life	3- Necessary - Not Yet Critical	D20 - Plumbing	2018	1,530
Library - Main-130A						10,709,463
Library						10,709,463
400 - City of Duluth - Civic						10,709,463
Summary						10,709,463

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2011–2015 strategic plan

Duluth
Public Library
2011 – 2015 Strategic Plan

Adopted by the Library Board:
January 13, 2011

*Prepared by:
Whitney Crettol Consulting*

THE PLANNING PROCESS:

The Duluth Public Library completed a comprehensive strategic planning process between May and December 2010. This process was made possible through financial support from the Arrowhead Library System. Composition of the Planning Team included representatives from the library board, city officials, library staff, Friends of the Library, Library Foundation and Duluth Public Schools.

A community-based process was utilized, which centered on answering the questions: 1) *What are the pressing needs in our community?* and, 2) *What is the library's role in helping to address those needs?* Major steps included conducting a focus group with community leaders, reviewing community demographic data and library statistics, discussing organizational values and mission, identifying service priorities, and developing detailed action plans for the first year of implementation. In addition, preliminary indicators were established to track progress toward achieving the library's new goals.

The resulting strategic plan is intended to guide the library for the next five years, with action plans to be revised annually.

BACKGROUND / WHAT WE FOUND:

The City of Duluth is by far the largest community served by public libraries in the Arrowhead Region. Like the region's small towns however, Duluth has continued to experience a gradual population decline in recent decades. In addition, the city has a disproportionately high rate of poverty.

The Duluth Public Library currently operates from three locations: downtown ("Main"), and branches in West Duluth and at Mt. Royal. Downtown is a full service library, including a reference department. Library-sponsored programming is focused on children and is well received by the community, but is only available at the downtown site. The Main building, however, faces a long list of physical plant challenges. At the branch locations, patron usage is concentrated on adult fiction reading and children's materials. In addition, all locations have public access computers which are heavily utilized. Technology is a growth area, but the Library lacks adequate technical support for this priority.

Duluth residents value the public library as an important community asset; a fact that was confirmed by the results of last year's city-wide survey. Despite a declining number of residents, library utilization remained steady prior to 2008. At that time however, hours of operation were drastically reduced (44 % overall) as a result of funding cuts. This decrease in service hours has had a significant, negative impact on the ability of citizens to access library resources, with branch access being the most limited.

Several themes emerged as a result of our community input process. The top priority identified by local leaders was public access to the online world. In fact, the growing reliance on electronic resources in all facets of modern life is transforming the role of public libraries. Local leaders recognize especially that the library is the core provider of technology access for low-income residents. In addition, emphasis was placed on investing in the community's children. Children's services lay the foundation to become readers, to succeed in school, and to engage in a lifetime of learning. Finally, the community was clear in its desire for services to be available when and where the people are - in their neighborhoods.

ORGANIZATIONAL VALUES:

Customer Service –

We ensure equal access for all, and we welcome people and treat them with friendliness and respect.

Intellectual Freedom –

We provide information representing all points of view in books and a variety of other formats; we recognize each individual's right to access information; and we respect the privacy of library users.

Community Service and Partnerships–

We work together as a team to provide resources and services to meet community needs; we work with other organizations to leverage our local resources; and we are a vital and indispensable part of our local communities.

Creativity and Innovation–

We use state-of-the-art technology to provide access to information and other resources, to work more efficiently, and to find new ways of being a better library.

MISSION STATEMENT:

The Duluth Public Library enriches our community life by helping people at every age connect with the digital world, enjoy reading, continue lifelong learning, and explore creative pursuits in a welcoming environment.

LIBRARY GOALS (In order of priority):

1. Everyone has access to and assistance using state-of-the-art digital resources.
2. Children birth through third grade and their caregivers get excited about reading, writing, and learning.
3. People at every age explore their interests and become knowledgeable about a variety of subjects.
4. Youth and adults find enjoyment and enhance their creative and cultural lives.
5. Individuals and organizations find connections to local history, tradition, and culture.

PROGRESS INDICATORS:

In addition to standard usage measurements such as circulation count, library visits, number of hits to library databases, etc., the following indicators will be used to measure progress toward the goals:

Goal 1 (Connect to the Online World)

- ✓ Public access computer utilization figures – wired and wireless (e.g. machine saturation, number of unique users, hours of use per day per machine).
- ✓ Measure change/increase in staff technology skills following training.
- ✓ Survey of computer lab users regarding level of support received.

Goal 2 (Create Young Readers)

- ✓ Circulation of juvenile materials, including toy lending.
- ✓ Utilization of designated children's computers (see Goal 1).
- ✓ Number of participants in the Summer Reading Program components (independent readers and Read-to-Me).
- ✓ Number of story times and attendance at branches and Main location.
- ✓ Annual feedback survey of story time participants (adults) regarding impact on their and their children's level of excitement about reading, writing, and learning.

Goal 3 (Satisfy Curiosity)

- ✓ Attendance and participant evaluations of lifelong learning-related Legacy events.
- ✓ Museum pass distribution figures; before and after branch implementation.
- ✓ Number of participants in History Day event.
- ✓ Number of reference requests via text and chat.

Goal 4 (Stimulate Imagination)

- ✓ Circulation of e-book readers and MP3 players.
- ✓ Utilization of download stations.
- ✓ Number of participants in downloadables training, and survey.
- ✓ Program attendance (Kaleidoscope, Legacy live performances, One Book/One Community, annual author visit), and feedback survey regarding impact on finding enjoyment and/or enhancing creative and cultural life.

Goal 5 (Discover Your Roots – Local History)

- ✓ Number of reference inquiries requiring local history materials (sampling weeks).
- ✓ Utilization figures for Duluth News Tribune historic online resource.
- ✓ Staff survey regarding change/increase in local history resource knowledge and skills (following training).
- ✓ Number of hits to obituary and other local history-related databases.

IMPLEMENTATION STEPS:

<i>Implementation Steps</i>	<i>Timeline</i>
1. Present strategic plan to Library Board and City Council for adoption.	January 2011
2. Communicate the new plan to other stakeholders and the public.	February 2011
3. Review strategic plan progress as a regular agenda item at Management Team and staff meetings; make mid-course corrections.	Monthly
4. Discuss strategic plan progress as regular agenda item at Library Board meetings.	Monthly
5. Compile progress indicator data for annual review.	Annually 2011 - 2015 (January)
6. Board/staff annual 'retreat' to review implementation successes and challenges (including indicator data), review goals, revise strategies, and project budget needs.	Annually 2011 - 2014 (June)
7. Staff develop action plans for the next year.	Annually 2011 - 2014 (July - September)
8. Full round of strategic planning.	Fall 2015 (New plan in place by January 2016)

Appendix A:

YEAR 1 Action Plans January 1, 2011 – December 31, 2011

LIBRARY-WIDE STRATEGIES

The following strategies contribute to the accomplishment of *all* of the Library's priority goals.

Strategy AA: Facility Plan		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Assessment: <ul style="list-style-type: none"> ▪ Compile list of space considerations / facility concerns from staff SWOT and strategy development processes. ▪ Complete assessment of Main building (and branch play areas only) with regard to the priority goals; including written recommendations for 1) short-term improvements, and 2) long-term major improvements to existing building vs. new construction. 	Carla Powers	January 31, 2011
	Architect	March 1, 2011
2. Implementation: <ul style="list-style-type: none"> ▪ Make decision regarding long-term facility strategy (major renovation or new construction). ▪ Select short-term improvement priorities for Year 1 (e.g. signage). ▪ Implement Year 1 improvements. 	Carla Powers, Lisa Potswald & Administration	June 30, 2011
	Carla Powers & Lisa Potswald	June 30, 2011
	Carla Powers (Lisa Potswald, City Architect)	December 31, 2011

Strategy BB: Develop Volunteer Program		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Volunteer Coordinator: <ul style="list-style-type: none"> ▪ Obtain and review City policies and procedures for utilizing volunteers. ▪ Create job description for Volunteer Coordinator. ▪ Recruit Volunteer Coordinator (internal or external). 	Carla Powers	January 15, 2011
	Lisa Potswald	January 15, 2011
	Carla Powers	March 15, 2011
2. Expand Volunteer Opportunities: <ul style="list-style-type: none"> ▪ Identify areas for volunteer positions and draft volunteer position descriptions. ▪ Review of position descriptions. ▪ Recruit additional volunteers. 	Carla Powers (Management Team)	March 15, 2011
	City Human Resources & Employment Attorney	May 1, 2011
	Volunteer Coordinator	May – December 31, 2011

Strategy CC: Improve Public Relations Effectiveness		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Develop new methods for distributing Library news and events, including utilization of current technology.	Nancy Eaton (City Communications Officers)	March 31, 2011
2. Create checklist/guide for service area staff regarding public relations process and known annual deadlines.	Nancy Eaton	May 31, 2011

Strategy DD: Website Redesign		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Conduct RFP process and select contracted web designer.	Carla Powers (Lisa Potswald)	June 1, 2011
2. Develop and launch new, streamlined web framework consistent with City website.	Contracted Designer (Committee – Nancy Eaton, MIS & Management Team representative)	December 31, 2011
3. Develop strategy to maintain new website internally, utilizing different service area expertise.	Contracted Designer (Committee – Nancy Eaton, MIS & Management Team representative)	December 31, 2011

Strategy EE: Expand Open Hours		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Develop a specific plan to increase total open hours.	Carla Powers (Management Team)	August 1, 2011
2. Implement new expanded hours.	Carla Powers (Management Team)	September 1, 2011

Strategy FF: Online Patron Interface		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Research and make decisions regarding 1) utilization of Discovery layer, and 2) linking Duluth with regional ALS catalog.	Carla Powers (MIS & Library IT Coordinator)	TBD (Based on ALS timeline)

GOAL # 1: Everyone has access to and assistance using state-of-the-art digital resources.

<u>Strategy A: Increase Public Access Computers</u>		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
Put new Gates-funded computers into service: Order 9 desktop computers (6 Mt. Royal, 2 West, 1 Main). Obtain SAM licenses and set up machines.	Renee Zurn (MIS & City Architect)	January 30, 2011 April 15, 2011
Put new Knight-funded laptops into service: Order 11 laptop computers for Main. Obtain SAM licenses and establish procedures for laptop use.	Carla Powers (MIS)	January 30, 2011 April 15, 2011
Collect data to determine need for additional public access computers: Develop measures and method of data collection. Track usage (all public access terminals, all locations). Analyze utilization data.	Dan Buckanaga (MIS & Carla Powers)	April 1, 2011 April 15 – August 31, 2011 September 15, 2011

<u>Strategy B: Upgrade Existing Public Access Computers</u>		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
Put Gates-funded public access replacement computers into service: Order 11 desktop computers. Obtain SAM licenses and set up machines. Recycle old machines.	Renee Zurn (MIS)	January 30, 2011 April 15, 2011 April 15, 2011
Library Technology Plan: Inventory all current computers and uses (public & staff). Develop comprehensive Technology Plan including standards for hardware and software, replacement schedules, etc.	Dave Lull (MIS & Lisa Potswald)	April 15, 2011 June 30, 2011

<u>Strategy C: Wireless</u>		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
Maintain wireless service at all locations / determine new funding source for branches to replace expiring grant.	Myra Kenner	June 1, 2011

Add wireless printing at all locations.	Renee Zurn (Dan Buckanaga & MIS)	April 15, 2011
Analyze wireless bandwidth.	Dan Buckanaga (MIS)	April 15 – August 31, 2011
Strategy D: Increase Bandwidth		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
Develop plan to increase to sufficient bandwidth capacity, taking addition of new wired machines into account.	Dave Lull (MIS & Lisa Potswald)	March 30, 2011
Implement bandwidth fix in all locations.	Dave Lull (MIS & Lisa Potswald)	June 30, 2011

Strategy E: Technology Staffing		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
Dedicated Library IT professional: Request full-time IT staff under MIS, but housed at and dedicated to Library. Complete hiring or contracting process.	Lisa Potswald Lisa Potswald	March 30, 2011 June 1, 2011
Computer lab staffing: Develop plan to maintain live support for patrons in the computer lab during all open hours (Main location). Lab coverage in place.	Carla Powers Carla Powers	July 1, 2011 December 31, 2011
Increase technology competencies of all library staff: Assess current technology skills of all staff. Establish skill standards and training plan. Implement a minimum of 1 technology training.	Library IT Coordinator Library IT Coordinator Library IT Coordinator	August 30, 2011 October 30, 2011 December 31, 2011

GOAL # 2: Children birth through third grade and their caregivers get excited about reading, writing, and learning.

Strategy F: Maximize Play Areas		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
Space evaluation (All locations): Conduct evaluation of current play area spaces with regard to early literacy goal, as part of whole building evaluation. Select short-term improvement priorities for year 1.	Judy Sheriff (City Architect/Consultant) Judy Sheriff (City Architect/Consultant)	February 28, 2011 May 31, 2011

Contents evaluation (All locations): Assess current play area toys with regard to early literacy goal. Determine funding mechanism and purchase new toys per assessment results (Kiwanis, etc.).	Judy Sheriff (Children's Museum) Judy Sheriff	February 28, 2011 May 31, 2011
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Strategy G: Reach Out to Families with Children "At-Risk"

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
Survey partners: <ul style="list-style-type: none"> ▪ Develop survey & send to potential collaborative partners in early literacy. ▪ Compile survey results. 	Judy Sheriff	January 31, 2011
Convene partners to discuss how we can work together to meet the early literacy goal with at-risk children.	Judy Sheriff (Collaborative partners)	February 28, 2011 March 31, 2011
Develop outreach action plan (including re-branding of Book Time With Your Baby) for 2011-2012 based on results of collaboration meeting.	Judy Sheriff	September 1, 2011

Strategy H: Staff Training

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
Provide early literacy refresher training for youth services staff.	Sue Schumacher	March 31, 2011
Provide general training for all staff on how to work with children and families in a welcoming way, overview of children's resources, etc.	Sue Schumacher (Janet Worthing & Trainer)	April 30, 2011
Provide all-staff tour of newly configured children's areas.	Judy Sheriff	June 30, 2011

Strategy I: Children's Technology

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
Add AWE computer at Mt. Royal location.	Renee Zurn	April 15, 2011
Add Tumble Books to dedicated children's computers at both branch locations (See Goal # 1).	Renee Zurn	April 15, 2011

Strategy J: Children's Collection

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
Revitalize and focus toy lending materials in support of stated early literacy goal (Main location).	Judy Sheriff	May 31, 2011

Work with staff in adult non-fiction to evaluate scope of the parent/teacher collection, including media. Complete weeding, re-cataloging, and ordering as needed (all locations).	Sue Schumacher (Julie Levang)	May 31, 2011
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Strategy K: Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
Summer Reading Program: Plan, promote and conduct Summer Reading Program, emphasizing the Read to Me component. Develop outreach promotion strategy in K-3 classrooms for 2012 program.	Laura Fournier Laura Fournier (MN Reading Corps)	August 15, 2011 November 30, 2011
Story Times: Plan, promote and conduct regular Toddler and Preschool Story Times (Main location). Implement regular Story Time at both branch locations.	Janet Worthing (Sue Schumacher & Laura Fournier) Judy Sheriff (Renee Zurn)	Weekly (January – December 2011) September 30, 2011

GOAL # 3: People at every age explore their interests and become knowledgeable about a variety of subjects.

Strategy L: Collections		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
Eliminate remaining hard-copy reference materials at branch locations.	David Ouse	March 31, 2011
Strengthen non-fiction, reference, periodicals and databases by determining what is missing, what is not used, what is dated by subject area.	David Ouse	August 31, 2011

Strategy M: Reference Service		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Add text & chat reference access: <ul style="list-style-type: none"> ▪ Research and select software. ▪ Develop procedures/staffing plan. ▪ Train staff on new procedures. ▪ Promote and implement text and chat service. 	David Ouse David Ouse David Ouse David Ouse	February 28, 2011 March 31, 2011 March 31, 2011 April 30, 2011

<p>2. Website A-Z reference links:</p> <ul style="list-style-type: none"> ▪ Evaluate public use of links. ▪ If links are sufficiently used by public, determine most efficient method to post simultaneously for staff use and on website. ▪ Review website links for current addresses. 	<p>Nancy Eaton Julie Levang</p> <p>Julie Levang</p>	<p>March 31, 2011 December 31, 2011</p> <p>February 1 & August 1, 2011</p>
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Strategy N: Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
<p>1. Legacy events: Aggressively promote and hold Legacy events. Evaluate participation. If continuing, advocate to Legacy Advisory Committee for more series-based programming. If not continuing, develop plan for future library or collaborative lecture series.</p>	<p>Judy Sheriff (Renee Zurn & Nancy Eaton) Judy Sheriff</p>	<p>June 30, 2011 (Fall TBD) June 30, 2011 June 30, 2011</p>
<p>2. Museum & event passes: Provide passes at Main location. If continuing, determine how to expand passes to both branch locations.</p>	<p>Judy Sheriff Judy Sheriff</p>	<p>January – June 2011 August 30, 2011</p>
<p>3. History Day:</p> <ul style="list-style-type: none"> ▪ Promote and host two project work days at Main location. ▪ Evaluate level of student participation to determine future involvement in this and other school projects. 	<p>David Ouse (Historical Society, ISD 709) David Ouse</p>	<p>January 31, 2011 February 28, 2011</p>

GOAL # 4: Youth and adults find enjoyment and enhance their creative and cultural lives.

Strategy O: Downloadables		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
<p>1. Purchase 3 E-book readers and 3 MP3 players and set up procedures for checkout.</p>	<p>Renee Zurn</p>	<p>March 31, 2011</p>
<p>2. Provide basic device and procedures training to all staff.</p>	<p>Renee Zurn</p>	<p>March 31, 2011</p>
<p>3. Obtain licenses and install download stations:</p> <ul style="list-style-type: none"> ▪ 1 Main ▪ 1 Mt. Royal ▪ Assess potential for 1 West 	<p>Renee Zurn</p>	<p>April 15, 2011</p>

4. Training for patrons: <ul style="list-style-type: none"> ▪ Develop brochure for patrons about resources. ▪ Offer instructional class at each active location. 	Renee Zurn Renee Zurn	March 31, 2011 April 30, 2011
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Strategy P: Collections		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Strengthen fiction and media by determining what is missing, what is not used, what is obsolete.	Renee Zurn	August 31, 2011
2. Implement withdrawal of VHS format throughout the library.	Steve Adams (Julie Kapke)	March 31, 2011
3. Target collection development at branches toward popular items for all age groups: <ul style="list-style-type: none"> ▪ Initial meeting / set schedule. ▪ Regular coordination meetings among selectors. 	Renee Zurn (Selectors)	January 31, 2011 Monthly (Feb – Dec 2011)

Strategy Q: Reader's Advisory		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Provide all-staff training on new Novelist by age groups, demonstrate reader's advisory web links from Fiction/Media page, and demonstrate youth services wiki.	Kathy Bushey (Mary Vanderwerp)	May 31, 2011

Strategy R: Programming		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Kaleidoscope: <ul style="list-style-type: none"> ▪ Book 4 days of live children's entertainment. ▪ Develop promotional brochure. ▪ Recruit corps of volunteers (including Kiwanis & Friends). ▪ Hold events. 	Judy Sheriff Judy Sheriff Judy Sheriff Judy Sheriff (Volunteers)	February 28, 2011 March 31, 2011 May 31, 2011 July 31, 2011
2. Legacy live performances: <ul style="list-style-type: none"> ▪ Evaluate attendance at live performances to determine potential for future expansion. 	Judy Sheriff (Renee Zurn)	August 31, 2011

<p>3. One Book / One Community:</p> <ul style="list-style-type: none"> ▪ Develop promotional materials. ▪ Run program with events (including big name author visit). ▪ Re-convene Committee to evaluate program outcomes. ▪ Develop plans for 2012 program. 	<p>Consultant (Collaborative Committee)</p>	<p>March 1, 2011 April 30, 2011 May 31, 2011 September – December 2011</p>
<p>4. Annual author visit:</p> <ul style="list-style-type: none"> ▪ Research and develop plan to hold annual big name author visit. 	<p>Consultant (Management Team)</p>	<p>April 30, 2011</p>
<p>5. Online book club:</p> <ul style="list-style-type: none"> ▪ Evaluate utilization of online book club and determine whether to continue this subscription. 	<p>Nancy Eaton</p>	<p>August 31, 2011</p>

Strategy S: Displays		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
<p>1. Display theme-based and new books in each service area, rotating at least monthly.</p>	<p>Carla Powers (Management Team)</p>	<p>Monthly (January – December 2011)</p>
<p>2. Maintain postings of local events on bulletin boards at all locations.</p>	<p>Nancy Eaton</p>	<p>Monthly (January – December 2011)</p>

GOAL # 5: Individuals and organizations find connections to local history, tradition, and culture.

Strategy T: Staff Training		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
<p>1. Provide in-house training to Reference staff on local history resources.</p>	<p>David Ouse</p>	<p>Twice Monthly (January – December 2011)</p>
<p>2. Identify at least one workshop on local history for staff to attend.</p>	<p>David Ouse</p>	<p>December 31, 2011</p>

Strategy U: Digitizing Resources		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
<p>1. Minnesota Reflections:</p> <ul style="list-style-type: none"> ▪ Send selected Duluth collection materials for Minnesota Reflections to digitize. ▪ Promote Minnesota Reflections resource and our participation during National Library Week. 	<p>David Ouse David Ouse</p>	<p>March – December 2011 (Per batch schedule) April 30, 2011</p>

2. Prepare to coordinate digitization of priority materials (clipping files, slides, etcetera - TBD) in conjunction with City digitization project.	David Ouse (Lisa Potswald)	December 31, 2011
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Strategy V: Collections		
ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE
1. Add to Collection Development Policy the inclusion of local authors and local ethnic/cultural material in all service areas.	Carla Powers (Board Approval)	February 28, 2011
2. Determine option to obtain public access to Duluth News Tribune historic online resource (1880's – 1922).	David Ouse	June 30, 2011
3. Develop plan and seek funding to support implementation of the Duluth News Tribune Indexing project (1922 – 1978).	David Ouse	December 31, 2011
4. Continue development of electronic obituary file.	David Ouse (Volunteer)	Monthly (January – December 2011)
5. Maintain clipping file and slide collection.	David Ouse	Monthly (January – December 2011)

Appendix B:

Non-Priority Activity Reallocation January 2011

* “Option” codes:

A = Eliminate the activity

C = Continue the activity with reduced resources

E = Modify the activity to make it effective

G = Continue the activity unchanged

A. Activity	B. Service Response	C. Action		D. Decision	
		1. Proactive	2. Reactive	1. Option	2. Notes
Telephone reference as a separate service	Find Facts	X		A	Transition into taking all reference calls at in-person desk to free up space for other use; <i>This can be initiated at any time and would result in approximately 6 hour/week of staff time saved</i>
Federal government documents depository	Informed Citizen	X		A	Consider how this collection can be phased out to free up floor space and some staff time; <i>Will have a plan in place for this by the end of June</i>
Programs for adults about these subjects (or related databases)	Informed Decisions	X		A	Revisit in the future
Pamphlets	Learn to Read	X		A	
Reference USA database	Successful Enterprises	X		A	Under contract for two more years; <i>Make final decision by 8/1/2012 for possible discontinuation by 12/31/2012</i>
Writing workshops	Stimulate Imagination	X		A	Revisit in the future
Supply databases for homework help	Succeed in School	X		A	ELM is available free of charge; <i>Have dropped Grolier subscription</i>
Assignment alert on website for teachers	Succeed in School	X		A	<i>Nancy will delete link from website</i>
Outreach visits (teach how to use databases)	Succeed in School	X		A	Consider outreach aimed at meeting goals 2 and/or 4 in 2012
Handouts by OPACs	Understand Information	X		A	May be necessary to make new handouts if/when we migrate to a new ILS; <i>Pull handouts immediately</i>
Classes taught by staff (library resources, Internet, OPAC)	Understand Information	X		A	<i>Revisit in 2012</i>
Reference collections in all service areas: Reference, Youth Services, Fiction & Media, branches	Find Facts	X		C	Consider the need for a reference collection at branches; <i>Ongoing</i>
Workforce Center partnership	Career Choices	X		A	
Teen blog	Express Creativity	X		A	Get usage statistics and consider effectiveness under Goal #4; <i>Has been discontinued</i>

In-person desks at all locations	Understand Information	X		E	<i>Consider desk staffing as part of space and technology planning</i>
"How Do I Contact" list	Informed Citizen	X		G	Continue website links and small number of paper handouts
St. Louis County Board minutes	Informed Community	X		G	
Computers dedicated to databases in Ref	Informed Decisions	X		E	Collect data about use and look into what other libraries do; <i>Will be considered as part of technology plan</i>
Website indexes: sites by subject	Informed Decisions	X		E	Make sure work is not being duplicated unnecessarily; <i>Will be done as part of website redesign</i>
Web pages with Duluth resources	Know Your Community	X		E	Considered with Internet sites by subject; <i>Will be done as part of website redesign</i>
Booths at community events (e.g. Family Fun Fest, Spirit Valley Days)	Know Your Community	X		E	Make sure events tie in with priorities; <i>Will not do Family Fun Fest in 2011 as it does not meet effectiveness criteria</i>
Beyond the Yellow Ribbon Committee	Know Your Community	X		E	<i>Will send only one staff member to future meetings; main role is to provide resources</i>
Reading programs for adults, teens, kids	Stimulate Imagination	X		E	Materials have been ordered for 2011; will try to get more participation and reevaluate for the following year; <i>Evaluate in August 2011</i>
Staff-created book lists	Stimulate Imagination	X		E	Make sure each book list is really needed; consider making a template; have other staff (besides Nancy) create lists; <i>In progress</i>
Homework computer in YS	Succeed in School	X		E	Re-brand or reconfigure to support goals 1 and 3; <i>Consider as part of technology plan</i>
Website page with links to homework help and other reference databases	Succeed in School	X		E	Gather more information on use and best ways to provide this; <i>Evaluate as part of website redesign</i>
Parent/teacher collection	Succeed in School	X		E	Look into what is purchased for 4th grade and up; gather information on use; <i>In progress</i>
Library events web page	Comfortable Place	X		E	Part of improving overall website design
Career collection/area	Career Choices	X		G	
Photoshop software and disc burner on public computers	Express Creativity	X		G	
Photo contest/workshop	Express Creativity	X		G	Legacy program
Email reference: webmail and e-reference	Understand Information	X		G	
Tax forms	Informed Citizen	X		G	Continue to simplify/streamline as possible

League of Women Voters collaboration	Informed Citizen	X		G	
Tax volunteers/UMD collaboration	Informed Citizen	X		G	
Handouts	Informed Citizen	X		E	Continue to evaluate what handouts are necessary
Consumer collection	Informed Decisions	X		G	
Value Line	Informed Decisions	X		G	
Coordination with other libraries and agencies (UMD, Depot, Historical Society, etc.)	Local History	X		G	Evaluate each opportunity on a case-by-case basis
High school yearbooks	Local History	X		G	<i>Falls under local history goal</i>
Bulletin board postings	Local History		X	G	
TOEFL materials	Learn to Read	X		G	Continue to have a small amount of these materials to meet demand
Foundation Center	Successful Enterprises	X		G	
Foundation information links on website	Successful Enterprises	X		G	<i>Will be done as part of website redesign</i>
Business shelf near Reference Desk	Successful Enterprises	X		G	
Book Club in a Bag	Stimulate Imagination	X		G	Evaluate amount of staff time involved
Showing movies at the library	Stimulate Imagination	X		G	License expires at the end of February
Plaza is a performance space	Comfortable Place	X		G	
Job shadowing	Career Choices		X	G	
YS does display of kids' art	Express Creativity		X	G	
Michigan Street wall display space	Express Creativity		X	G	
Voter registration forms	Informed Citizen		X	G	
Yellow Book Go-Guides	Know Your Community		X	G	Kid oriented
Displays (e.g. St. Mary's grief display)	Know Your Community		X	G	
Handouts and pamphlets about other organizations	Know Your Community		X	G	

Bus schedules	Know Your Community		X	G	
City and County meeting DVDs	Local History		X	G	
Collaborations with organizations that provide literacy resources/teaching/programs	Learn to Read		X	G	
Provide space to tutors and their students	Learn to Read		X	G	
Provide materials to tutors/volunteers/adults to use in teaching their class, subject/reading level specific	Learn to Read		X	G	
City of Duluth information available in Reference	SE		X	G	
Library manager presents library information to groups	SE		X	G	
Answering questions at service desks	Succeed in School		X	G	
Buy materials to support school assignments if we get asked for this material a lot	Succeed in School		X	G	
Class visits	Succeed in School		X	G	
Take advantage of "teaching moments" when helping patrons	Understand Information		X	G	
When school classes visit, teach them how to use library and OPAC	Understand Information		X	G	
Collaboration with others using lab (Center for Independent Living, Girl Scouts, etc.)	Understand Information		X	G	
Can change search language of some databases, software, websites	US		X	G	
Refer people to Adult Learning Center	US		X	G	
Staff who speak Spanish/French	US		X	G	
Painting on stairwell walls	VC		X	G	Pursue if Legacy opportunity arises
Clifford outreach at special events	YR		X	G	
Local author presentations/workshops	LH	X		A	<i>Revisit in the future</i>

Genealogy workshops	LH	X		A	<i>Revisit in the future, esp. with local history focus</i>
Book Letters	SI	X		E	<i>1739 people signed up; consider trying to increase participation or eliminating this service</i>
Book Pages	SI	X		G	<i>We get 250 copies and Nancy feels we could use more</i>

Appendix C:

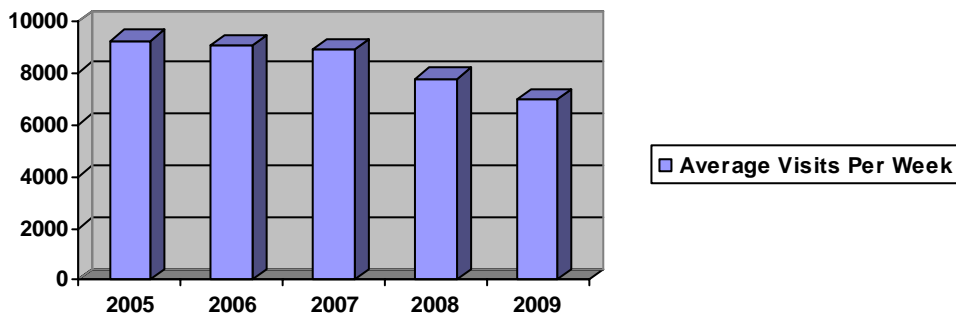
Library & Community Profile August 2010

Library & Community Profile: Duluth Public Library August 2010

LIBRARY STATISTICS

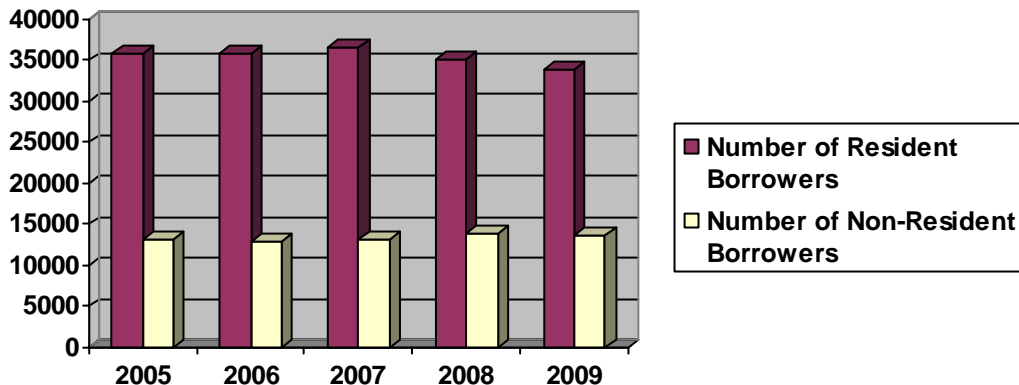
Library Traffic

Over the past five years, the Duluth Public Library has experienced a 44 % reduction in hours of weekly operation. The two branch locations received the largest hit, declining from 40 hours/week to just 15 hours/week at present. Hours at the Main library were also reduced, from 50 hours/week to the current 44. This reduction in hours has been accompanied by an overall decline in traffic into the libraries, with annual visits now 25 % lower than five years ago. Again, the impact has been more significant in the Mt. Royal and West Duluth branches (52 % and 40 % declines respectively), when compared to the 9 % traffic decline experienced at the Main location.



Number of Resident Borrowers

The library conducts ongoing, weekly purges of inactive users. The number of active borrowers has remained fairly constant over the past five years, with an overall decrease of less than 3 %. In addition, the proportion of resident and nonresident borrowers has also been consistent, with nonresidents comprising 28 % of total borrowers utilizing Duluth's public libraries. Based on recent population estimates, approximately 40 % of the City's residents have a public library card. However, a 2009 citywide survey indicated that about 71 % of residents had utilized a City library service in the previous 12 months. Of those using library services, three-quarters had done so three or more times during that year.



Collection Size & Circulation

Despite significant funding cuts in recent years, the collection budget has been spared.

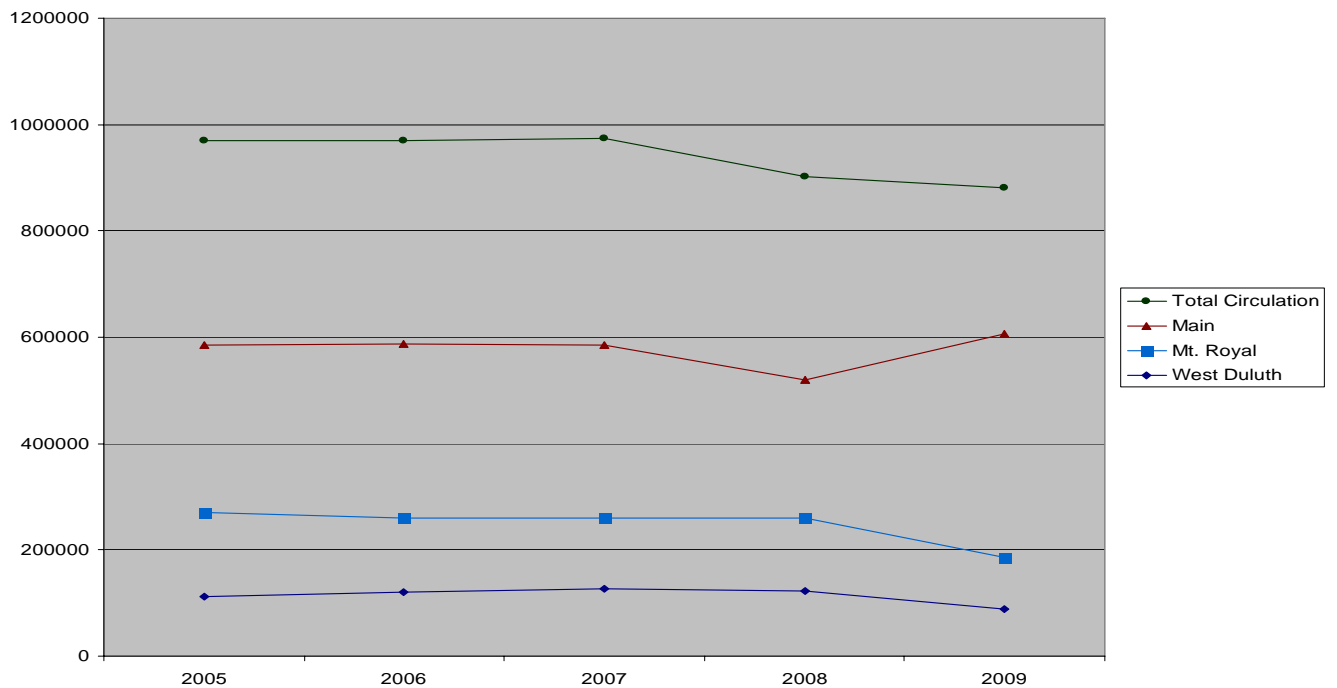
Type of Material	# of Items 2005	# of Items 2009	Change
Print	419,394	415,549	- 3,845
Audio/visual	33,983	36,858	+ 2,875
Multi-format	1,025	914	- 111
Other	161,971	167,620	+ 5,649
Total Collection:	616,373	620,941	+ 4,568

A May 2010 review of last check-out date identified 23,873 items, just 7 % of the library's total circulating collection, that have not been checked out during the past three years.

Location	% of Total Collection Housed	% of Total Circulation (2005)	% of Total Circulation (2009)
Main	75 %	60 %	69 %
Mt. Royal	15 %	28 %	21 %
West Duluth	10 %	16 %	10 %

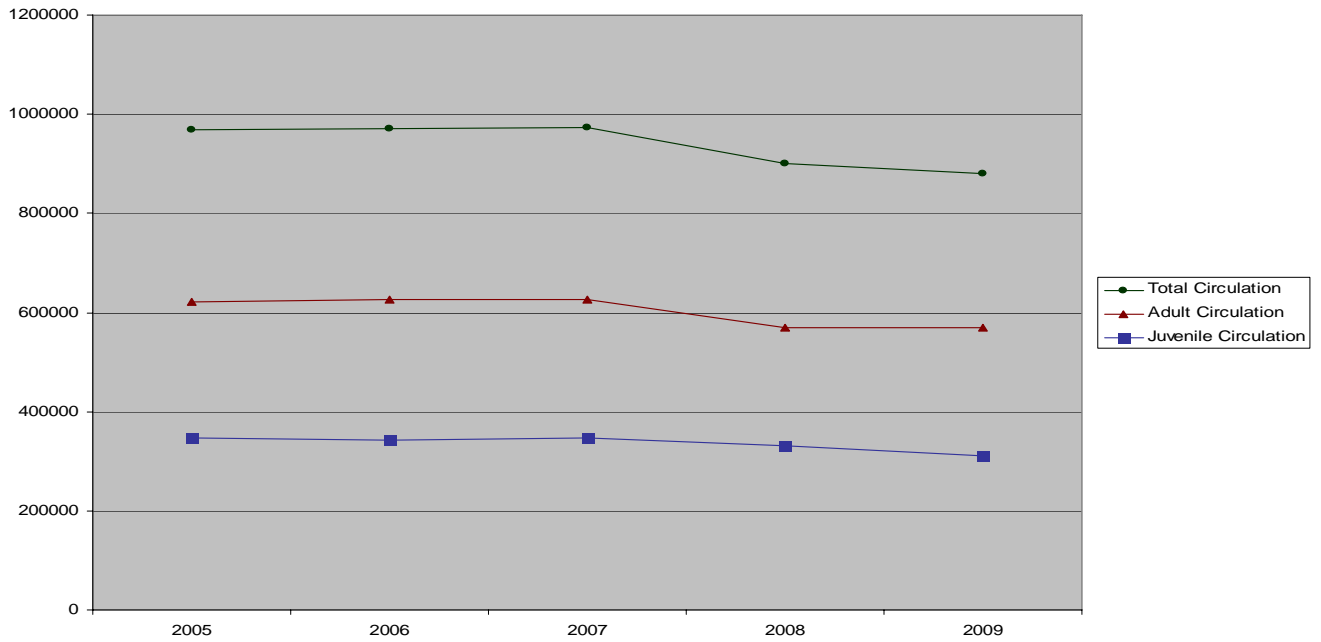
The overall circulation trend in Duluth was one of gradual increase until the change in service hours implemented two years ago. Since the 2007 peak, total circulation has dropped by 10 %. Within this larger pattern, there is variation by site. Circulation at Main has actually increased 4 % over 2007 levels while circulation at the branches has dropped by about 30 %. Despite this shifting of patrons to Main, the previous level of community usage is still not being achieved.

Circulation by Site



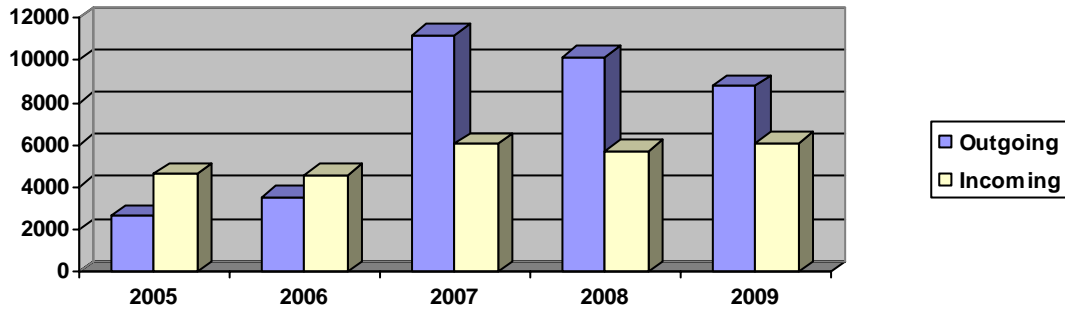
Although children make up approximately 20 % of the service area population, this age group uses a disproportionate amount of public library materials. Juvenile activity currently accounts for 35 % of the library's overall circulation. Data for the Mt. Royal location is even more striking, with 43 % of that branch's circulation attributed to juvenile items.

Circulation by Age Category



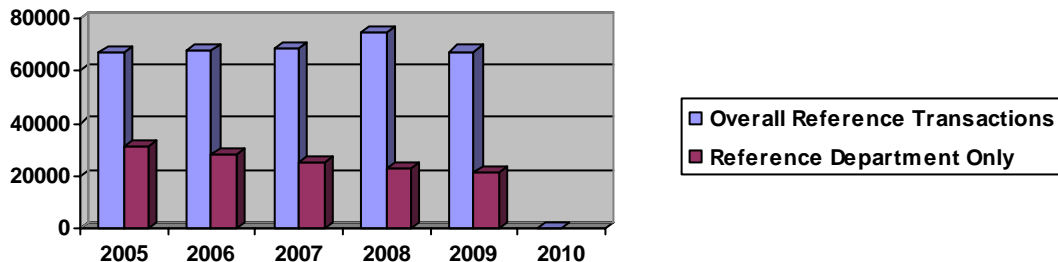
Inter-Library Loans

Inter-library loan activity has grown dramatically since 2005; especially outgoing materials which have increased more than three-fold.



Reference Requests

The overall number of reference transactions appears to have remained relatively stable during this timeframe. However, it should be noted that what is counted as a “reference request” includes patron requests for reader’s advisory, help with computers in the lab, and other questions from all areas of the library. In an attempt to examine the trend in more traditional reference, statistics were broken down by location. When looking at figures solely from the downtown Reference Department, reference transactions show a 31 % decrease, from 31,328 to 21,461, between 2005 and 2009.



Programs & Meeting Room Usage

Library-sponsored programming is currently offered only at the downtown location. Passes to Legacy activities are also available just at the Main library.

2009 Programming

Location	# Children's Programs	Attendance at Children's Programs	# Adult Programs	Attendance at Adult Programs
Main	272	10,373	100	4,011
Mt. Royal	0	0	0	0
West Duluth	0	0	0	0

There are two public meeting rooms available at the Main library. Usage has fallen significantly from 117 non-library sponsored events in 2007, to just 39 last year.

Public Computer/Internet Usage

The total number of public access computers declined from 27 in 2006, to 21 in 2009. However, the existing machines are being more heavily utilized – per machine usage increased 9% during this timeframe. Public computers are busiest at the Main location.

2009 Computer Usage

Location	# Public Access Computers	Usage Per Machine	Total Usage
Main	15	2,486	37,290
Mt. Royal	3	991	2,973
West Duluth	3	1,215	3,644
Totals:	21	2,091	43,907

Wireless service also became available at the Main library last year, and at the branches this month. Hits to the library's website homepage totaled nearly 205,000 in 2009 – up 25 % from five years earlier.

Note: Through addition of Gates Foundation computers, the current number of machines is Main 24, Mt. Royal 5, and West 4. Another 5 are slated for Mt. Royal next year, bringing the overall total to 38.

Operating Expenditures

Year	Staffing	Collection	Other	Total
2005	\$ 3,432,823	\$ 366,533	\$ 304,248	\$ 4,103,604
2009	\$ 2,997,982	\$ 416,421	\$ 319,980	\$ 3,734,383

The staffing level has declined by more than 20 FTEs during this timeframe. Current staff include librarians (20.49 FTEs), and other staff (23.97 FTEs). A number of staff work in multiple locations.

COMMUNITY DEMOGRAPHICS

The City of Duluth has experienced little net change in population since 1990. Below are some key demographic indicators [*Figures taken from the U.S. Census Bureau's 2006-2008 American Community Survey(ACS) unless otherwise noted*].

Time of Count	Number of Residents
1990 Census	85,493
2000 Census	86,918
2008 Census – ACS Estimate	86,287
2009 Census Official Estimate	84,419

Race & Age

The majority (92 %) of Duluth's residents are Caucasian. However, Census estimates indicate a growing population of color. In 2008, an estimated 7,250 persons of color were residing in the city. In addition, an estimated 949 individuals were of Hispanic heritage.

Age Group	Number of Residents	Percentage of Total Population
Children 0-17	16,883	20 %
Adults 18-64	58,055	67 %
Adults 65 & over	11,349	13 %

Education

Duluth has multiple K-12 education options including public, charter, and private schools; in addition to several institutions of higher education. The public school district, which enrolls the majority of students, reported a 2008 "on-time" graduation rate of 65.8 %. There is a significant gap in the graduation rate between racial groups however. Although 71 % of Caucasian students graduate on time, only 40 % of Black students and 21 % of Native American students do so [*Source: MN Department of Education*]. In addition, there are 259 children being home-schooled in the district. Of the population age 25 and over, 32% are estimated to have a bachelor's degree or higher.

School	Number of Students [June 2010]
ISD 709 Elementary Schools K-5 (11 schools)	3,831
ISD 709 Middle Schools 6-8 (2 schools)	1,810
ISD 709 High Schools 9-12 (3 schools)	2,989
ISD 709 Alternative 1-12 (10 programs)	409
Charter Schools (6)	2,100 *
Private Schools (10)	1,400 *
Total Students:	12,539

* *Approximate enrollment.*

Literacy

According to the National Center for Education Statistics, estimated literacy rates among adults improved in St. Louis County, and the state as a whole, between 1992 and 2003. An estimated 6 % of adults in St. Louis County lacked basic prose literacy skills in 2003, compared to 9 % in 1992.

Income

At \$41,873, Duluth's median household income is significantly lower than the overall state average of \$71,794. Furthermore, the City's current 7.5 % unemployment rate is higher than the Minnesota state figure of 6.8 % [*June 2010, DEED*]. The Census Bureau also estimates that Duluth's poverty rate is nearly twice that of the state overall, with 18.3 % of City residents living below the poverty line.

Housing

Housing Type	Percentage of Total
Homeowner (% of all occupied housing units)	62 %
Rental (% of all occupied housing units)	38 %
Vacant housing units	7.5 %

In 2008, the City's median home value was estimated at \$ 154,300, and the average rent was \$ 668.

Appendix D:

Staff Focus Group Summary

June-July 2010

STAFF FOCUS GROUPS
SUMMARY OF RESULTS
Duluth Public Library
June-July 2010

A total of 35 Duluth Public Library staff participated in a traditional SWOT analysis, with the following results.

STRENGTHS: *What does the library do best?*

Staff

New leadership coming in with a fresh perspective.
Staff are very service-oriented and helpful.
Positive customer service attitude among staff.
Staff want to help people find the answers they are looking for.
Excel at helpful, caring customer service.
Knowledgeable staff – very tenured.
Intelligent, educated, curious staff with good judgment.
Work well under pressure.
Staff like their jobs.
Labor contract protections give job security.

Collection/Materials

Collections are above average.
Range and depth of materials, including good local focus.
Strong in local history.
Strong Duluth/North Shore/Minnesota collection.
Excellent genealogy resources.
Selectors provide a great range of materials; good collection and databases.
Responsive to patron requests for specific materials.
Responsive and do a pretty good job keeping up with the wide range of things people want (“comic books to wireless”).
Put extra effort into more customized cataloging which makes searching easier.

Technology

New computer lab.
State of the art computer lab.
Internet and productivity computers.
Web access to materials and holds.
Electronic resources (databases).
Staff interested in keeping up with new technology and formats as they emerge.

Programming

Programming (computer classes, children’s programs, museum passes).
Patron computer classes.
One Book One Community.
Summer programs.
Excellent story times.

Relationship with the Community

There is a real sense of community with patrons at the branches.
Good image in the community.
Community has positive feelings about the library and sees it as a valuable resource.
Work with collaborative partners.
Active Friends group that raises substantial funds.

Specific Services

Youth services (including play area and circulation of toys).
Youth services are dynamic and a draw; lots of community involvement in this area.
Reference services.
Inter Library Loan.

Entertainment as well as education.

Universal Access

Good service to challenged individuals (e.g. group home residents).

Serve everyone equally regardless of class, race, etc.

Serve everyone regardless of circumstance or background.

Our library and staff welcomes children and teens.

Open to everyone in the community – we help everyone and respect privacy.

Our Setting

Main building and its location.

Nice facilities.

Provide a place that people want to come spend time in.

WEAKNESSES: *What do you think the library could improve?*

Technology

Lack a long-range, building-wide technology plan (no support staff, antiquated staff equipment, missing updates at branches). Dependent upon central City IT.

Lack own technology staff.

Computer and maintenance support come from other City departments – can't resolve problems internally and competing for their time with all other City units.

No library IT staff person; reliance on City results in continual backlog to keep everything running and we are not innovative. Limits what users can do, and our "wow" factor.

Not enough staff time and technical expertise to support computer lab users.

Only partially staffed in computer lab and software is not consistent.

No WiFi at branches.

Internet connection is too slow.

Website is not reaching its potential.

Technology – need to revamp website to improve access.

Staff computers are antiquated. (2)

Catalog software is clunky and not user-friendly for staff or patrons.

Staff Capacity & Work Conditions

Staff shortage.

Staffing numbers.

Budget and staffing level.

Not enough staff.

Staff burn-out (load too heavy, lack of variety/movement between different areas).

Try to do too much, but can't do it all well.

Very tenured staff; lack younger energy, new education, and tech savvy.

Lack of fresh ideas coming in due to staff longevity.

Staff training/development has dried up.

Staff workspace is inadequate in some areas.

Not all staff provide service in the same manner (e.g. homebound service changed, but not consistently applied).

Facility Issues

Main building (too small, HVAC, not a "warm" environment, no good teen space, elevator breakdown, poor space design especially with fewer staff).

Physical plant (layout, climate, airflow, space shortage, lack of proper storage, lobby design, pillars, lack of security for people and materials).

HVAC temperature control issues year-round.

Lobby/circulation area is crowded and confusing, not warm or welcoming.

Book drop is not ergonomic and damaging to materials.

Lack of security system.

No real security.

Physical space and services for teens.

Access

Limited hours, especially at branch locations.

Huge reduction in hours / open hours. (3)

Suspension of home delivery.
Parking cost and distance downtown.
Parking lot cost, distance and poorly maintained in winter.
Too few branches for the great geographic spread of the city; more locations would increase community support and involvement.
Branches lack certain services (wireless, programming, museum passes, etc).

Public Awareness

Lack of public awareness about what the library offers - not enough outreach presence.
Lack of public awareness of what library has available, especially technology.
Limited marketing and not using the newest methods for reaching people (e.g. Twitter).

OPPORTUNITIES: *What needs do you see in the community that could be opportunities for the library to make a difference?*

Programming

Increased programming.
Offer programming that lets people know what we have available (e.g. databases, grant writing, computer classes).
Offer more computer classes.
Job search support and classes; collaboration with Workforce Center.
Assistance with job search and unemployment benefits.
Build on programming (e.g. utilize plaza for musical performances).
Create more book groups.
Meeting community need for free or low cost events and materials.

Community Gathering Place

Make the library a Community Center (classes, chess clubs, UPS station, etc.).
Add a coffee shop.
Improve “hip factor” to encourage young adult usage of main library.
Community utilization of our meeting rooms and plaza as places to gather.
Increase utilization of library meeting rooms by the community; waive fee for nonprofits.

Technology

Technology is the way of the future – make state of the art technology available to everyone (library’s own broadband or fiber optic connection, online reference, searchable and well-organized website, more user-friendly interface with databases).
Media center.
Tools to reach out to people online.
Utilize more cutting-edge/ “wow” technology.
Potential of technology.

Collaboration

Collaborative opportunities with other units of the City and local government.
Show our appreciation and continue to build relationship with Clean & Safe Team.
Become more connected with other community organizations.
Depot – light rail potential; better pedestrian access.
Increased collaboration with other groups (e.g. after-school programs, other educational entities).

Improving Access

Remote return boxes in other locations.
Better access for working families and those without transportation.
Service to those who are home bound.
Striking a policy balance between protecting library assets and being patron-friendly (e.g. fines).

Financial & Volunteer Resources

Generate other sources of funding (e.g. from surrounding communities).
Funding opportunities such as grants.
We have support of the community - find ways to harness it.
Lots of interested volunteers but need to create opportunities for them.

Other

Genealogy center.
One-to-one research help for patrons.

Attract and engage teens and young adults to see how the library can be relevant to their lives (e.g. chat box on website for reference).

Advertise our services in new places – promote our relevance (e.g. movie theaters).

On-site staff training (technology, how to deal with special needs patrons, other topics).

THREATS: *What outside forces do you feel could negatively affect the library?*

Economic & Political

Bad economy. (2)

State and local funding.

State budget constraints – current policymakers not supportive of LGA.

Funding stream and policy.

Funding.

Privatization. (3)

Competing with other needs/areas that are seen as higher priorities within the City (e.g. police, fire).

Branches vulnerable to being cut.

Politics.

Dated civil service rules.

Our own union limits how we can deploy staff; rules cover a diverse City-wide membership and do not always fit well with how the library needs to function.

Potential for strike in future.

Public Perception

Negative image of civil service employees / anti-government feelings especially when strike is possible.

Anti-government sentiment / more negative feelings about public employees during tough economy.

Cut in hours and access has alienated patrons.

Members of public who don't see the library as a priority, or feel it is not needed in the Internet age.

Public with old-fashioned view of libraries think the availability of information and materials online makes the library unnecessary.

Some people feel the library is no longer needed in the Internet/e-book age.

Public taking the library for granted / not seen as vital like police and fire departments.

Lack of understanding by the public about what it takes to run a library, and what a value they are getting for a relatively small amount of tax dollars.

Expectations for the same level of service despite cutbacks.

Patron Behavior

Theft and vandalism.

Damage and theft by patrons.

Some patrons frighten other patrons (mental health issues, skateboarding, etc.).

Lack of sufficient resources in community for homeless (spending their day at the library).

Angry patrons can wear staff out.

Technology

Speed at which technology changes – difficult and expensive to keep up.

Rapid pace of technological advancement.

Becoming obsolete if we do not keep up with what people want.

Downtown Environment

Lack of parking downtown.

Traffic whizzing by.

Downtown is perceived as a dangerous place.

Appendix E:

Community Focus Group Summary

July - August 2010

Community Focus Groups – Summary of Responses

Duluth Public Library

July – August 2010

A total of 50 community leaders participated in a series of five focus groups. Representation included early childhood, K-12 & higher education, home-schoolers, youth programs, senior services, arts & culture, multi-cultural services, business community, labor, public broadcasting and other media, technology, services for persons with disabilities, public and university libraries, literacy initiatives, philanthropy, human/social services, recreation, college students, local elected officials, Congressional staff, city & county government, sustainability initiatives, the faith community, and a local author.

ELEMENTS OF A COMMUNITY VISION

Participants first imagined a time in the future when the community has achieved its full potential and everyone is proud to call it home. They then answered the question: *What does that success look like, and for whom?*

Who	Result
Young children	All enter school ready to read.
Young children	Are ready to learn when they enter school.
Children	Are all readers, go to school, and don't drop out.
Children	Grow and explore through a variety of activities (pools, gyms, reading centers, before-after school & summer programs, etc.).
Children	The basic needs of families are being met (e.g. jobs, healthcare, housing).
Students in grades K-16	Have the ability to think critically and evaluate what information is valid.
Teen parents	Understand they are their children's first teachers and have the skills to fulfill that role.
Families	Have free, safe, 24/7 Family Resource Center where they can interact with their children and access professional advocacy.
Families with children	Attracted to and retained in the community by the presence of strong schools.
Young children – Adults	Indoor places for large motor activities in winter.
Youth & Seniors	A connection is bridged between generations with each sharing their talents (e.g. youth – technology; seniors – history, culture and tradition).
Teens	Have a safe place to gather and play.
Adolescents	Have a path for their education and future work.
Students	A strong relationship between business and education (high schools, 2- and 4-year colleges) so young people are exposed to the jobs of the future.
Young Adults	Job opportunities (especially green jobs) that keep young people and their talents here and contribute to a thriving economy.
Adults 18 – 35	Have job opportunities that enable them to stay.
Young adults	The community has jobs and cultural amenities that attract young people to settle here.
People who want employment	Everyone who is able and wants to work has a productive job.

People of working age / Families	Everyone who wants a job can find one that pays a living wage.
Everyone	People have the education and jobs that make them self-sufficient / higher per capita income.
Job seekers	Support and resources for the unemployed and job/career changers.
Workers & employers	Have well-trained workers and good paying jobs for them locally; jobs relevant to the type of education available here.
Everyone	An innovative economy that attracts creative, artistic, entrepreneurs who create new business activity.
Everyone	The community attracts new jobs, people, and ideas that create revenue for the city.
Entrepreneurs	Have adequate training for starting up businesses; “angel investors” and venture capital for small business.
Potential business owners	Entrepreneurs are supported and more locally-run businesses are created.
Entrepreneurs	Successful small businesses.
Employers / Everyone	Supportive business environment.
Seniors	Are engaged in social activities and interaction.
Everyone	A sense of safety; people watching out for each other.
Neighborhoods	More involved in watching out for kids and keeping the community safe.
Neighborhood residents & businesses	Thriving neighborhoods with their own identities that are walkable, and contain resources that make them self-sufficient (e.g. small businesses, grocery stores).
Neighborhoods / Everyone	Resources that are relevant to local needs made available where people live.
Everyone / the environment	Key services are located where the people are and on mass transit lines.
Everyone	Libraries have more accessible hours and are located in neighborhoods – where the people are – eliminating transportation barriers.
Everyone	Vibrant parks, recreation facilities, and libraries with accessible hours and locations; operated with significant community involvement & volunteerism (e.g. Chester Bowl model).
People who work during the day	Have access to library resources including extended hours.
Seniors	Have access to all services of the library and senior centers.
People with any type of disability	Universal accessibility (sidewalks, crosswalks, etc).
People with disabilities of all ages	Universal physical access to community services and events preventing isolation of those with disabilities.
Everyone	Have enough food to eat.
Formerly homeless	Everyone has a home/place to live.
Everyone	Affordable, safe housing and neighborhoods.
Everyone / Today’s poor	No more poverty and homelessness.
Everyone	Affordable, accessible care for physical and mental health.
Everyone	Universal access to affordable health care coverage.
People transitioning from incarceration.	Have services to help them become productive citizens and not re-offend.
Veterans	Aware of and have access to a range of services (1-stop shop).
Everyone	All have a place to worship.
Those without reliable	More advanced intermodal / coordinated transportation system

transportation / Everyone	for traveling within and out of the city.
Everyone / Non-drivers	Safe, healthy, year-round commuting choices.
Everyone	A green community including bike paths, public transit, water gardens, etc.
Everyone	All community members desire and attain a sustainable lifestyle (e.g. locally produced food, green energy/housing/ transportation, green reading).
Everyone	Energy self-sufficiency.
Everyone	Public spaces and natural/wild places are maintained.
Everyone	The City's green space is preserved; previously developed space is re-developed to accommodate new businesses.
Everyone	Community members feel a "power of place" through preservation of our natural environment and local culture.
Everyone	Thriving arts and culture in an active social environment that is welcoming to all people.
Everyone	The community supports an expanded arts and cultural life (including arts education) through their attendance and financial contributions.
Everyone	Awareness of our local history (e.g. historic architecture, labor movement).
Everyone	Utilization of indoor and outdoor public spaces for civic activities.
Everyone	Increased maintenance and accessibility to parks/green space, and outdoor activities for children and adults during all seasons.
People without computers	Access (including wireless) to the Internet throughout the community / Google fiber.
Low-income population	Have access to technology (e.g. Internet, e-mail) for research, education and job search.
Everyone	An informed population that has access to information in current technological formats.
Everyone	A coordinated way to find available services (easy to navigate "go-to" place); communication / integration between resources.
Citizens	More diverse opportunities and understanding.
Members of minority groups	Feel included in the community.
Everyone	Disagreements are dealt with in a positive, respectful way and our differences are celebrated.
City leaders & other stakeholders	Full implementation of the City's Comprehensive Plan, including the innovative solutions contained therein.
Government +	All units of planning authority are collaborating and building more community connections.
Citizens	City government that is transparent, responsive, and quick, with great customer service.
Taxpayers & Residents	Coordination across different governmental boundaries to achieve integrated, year-round use of community assets / infrastructure (e.g. school buildings, including school libraries).
Everyone	Think and act beyond city limits as a larger, regional community.

STATE OF THE COMMUNITY TODAY

Considering the community's current situation, participants were asked to identify: 1) conditions that could help the community move toward the vision outlined above (strengths & opportunities), and 2) conditions that might impede progress toward that vision (weaknesses & threats).

Strengths/Opportunities

- + Minnesota Nice.
- + People are willing to help one another.
- + People who care, are active and engaged, and take ownership.
- + High level of civic engagement. (2)
- + Many people willing to be involved.
- + People are politically active and high volunteerism.
- + Small groups of people are able to make noticeable things happen.
- + Active organizations and grassroots efforts that make things happen.
- + Many active service clubs.
- + Generous philanthropic spirit – setting example for the next generation.
- + Many local philanthropic foundations.
- + Local foundations.
- + Many mission-driven organizations doing good work.
- + Committed community organizations.
- + Many active nonprofits that meet lots of needs.
- + Strong nonprofit community with good leadership; doing good work.
- + Faith community – many churches plus CHUM are very involved and accepting.
- + Much collaboration and entrepreneurial efforts by local organizations.
- + High access to social services.
- + Vibrant education from birth to post-secondary.
- + Good schools overall.
- + Enhancement of schools underway through long-range facilities plan.
- + Education and training opportunities.
- + Universities and colleges.
- + Five college campuses.
- + Higher education opportunities here.
- + High literacy rate.
- + Skilled, productive, educated workforce.
- + Work culture that is proud of making things (from art to blue collar laborers).
- + Strong work ethic.
- + Diverse economy.
- + Duluth is a tourist magnet which has helped expand the economic base.
- + Tourism industry.
- + Active Chamber of Commerce.
- + Sense of opportunity.
- + Have resources for mid to large business development and technical support.
- + Residents support local businesses.

- + Great infrastructure (buildings, hotels, conference facilities).
- + Downtown revitalization.
- + Exciting new developments (businesses, restaurants) in Lincoln Park and other areas.
- + Near to large natural resources industries.
- + Natural resources (lake, ore, forests).
- + Beautiful natural environment.
- + Natural beauty of the area.
- + Lots of beautiful green space.
- + Four seasons.
- + Snow.
- + Clean water in our lake and streams.
- + Good water.
- + Natural beauty and outdoor activities (Spirit Mountain, parks, lake, trails, lake walk, etc.).
- + Healthy outdoor activity options.
- + Recreation options (lake, Spirit Mountain, trails, etc.).
- + Lake Walk and trails.
- + Excellent transportation (bus system, airport).
- + Good bus system and hiking/biking trails.
- + Transportation to support global commerce; positioned to get goods in and out.
- + Intermodal transit hub.
- + Central geographic location.
- + Short trip to access things in the city, to go to the countryside, to get to the Twin Cities.
- + Community is a good size (not too big, not too small), beautiful, and safe.
- + Relatively safe.
- + International recognition and replication of the domestic abuse intervention project.
- + Quality health care base.
- + Health care system.
- + Medical facilities.
- + Strong healthcare systems and alternative care options.
- + Strong arts and culture.
- + Vibrant and growing arts culture.
- + Vibrant arts community.
- + Investments made in local art/artists (music, theater, art).
- + New and improved DECC.
- + Public and other libraries.
- + Have libraries and parks
- + Many children's/family activities.
- + Renewal/strengthening of local institutions (zoo, children's museum, aquarium).
- + Open and accepting to GLBT members of the community.
- + Increasing ethnic diversity.
- + Demographic shift toward more diverse population; growing numbers resulting in greater voice for different views.
- + Proud of our history.

- + Preservation of our historical assets for residents and tourists.
- + Efforts underway to preserve historic structures.
- + Adaptive re-use and valuing of our historic resources (e.g. buildings).
- + Completion of new comprehensive plan / zoning ordinance.
- + Laid back attitude (“Sorels with skirts”).
- + People choose to be here.

Weaknesses/Threats

- Lack of common community vision.
- Divide in values / different priorities for how to spend public dollars.
- Fight over philosophical differences.
- Divisive politics at all levels.
- Territoriality.
- East – West divide.
- Resistance to progress / naysayers (“we tried that once and it didn’t work”).
- Myths and misunderstandings on the part of community members.
- Anti-government sentiment.
- Not enough funding for schools, and bad feelings about loss of neighborhood schools.
- Children are not learning core things (grammar, etc.) in elementary and secondary education that they need in order to be prepared for the future.
- Educational gap – disparity in graduation rates for children of color.
- Not enough safe places / ways for teens to be involved in the community.
- Homelessness among youth.
- Lack of support for teen and single parents.
- Shortage of child care, especially infant care.
- Shortage of quality child care, no 24-hour child care for shift workers, business not partnering with child care.
- Lack of decent student housing is causing problems in our neighborhoods.
- High rate of poverty compared to the state average.
- Working poor.
- Rising cost of living.
- Lower average wage than the rest of the state.
- Lower average income than the metro, but cost of living is still relatively high.
- Cost of decent housing is not in alignment with local wages.
- Lack of employment opportunities for young adults/adults (“brain drain”).
- Lack of jobs that pay well for young people.
- Need to have a personal connection to find out about good paying job opportunities / “under the radar”.
- Shortage of good paying jobs (tourism replacing manufacturing).
- Loss of small local businesses to big box operations.
- Expansion of economic base has been largely in low-paying jobs.
- Anti-big-business attitude pits trees against development.
- Vacant businesses and buildings; weak retail and services downtown haven’t been revitalized yet.
- Not enough effort to attract new business.
- Not a very diverse community.
- Minnesota Nice / racism / classism.
- Isolation across culture, race, socioeconomic class, generations; and isolated from the rest of the state.
- Shifting “undesirable” people to certain areas of the City rather than addressing problems.

- Upscale development has pushed low-income households west; concentration of human service needs there.
- Inadequate accessibility to transportation for the physically disabled.
- City’s topography and buildings are not accessible, especially for people in wheelchairs.
- Geography makes it difficult to maintain infrastructure and locate resources conveniently (long, hilly city).
- Hills and distance from one end of the city to the other.
- Lack of services in predominantly low-income neighborhoods (e.g. no grocery store or library in Lincoln Park).
- Missing resources in each neighborhood (e.g. grocery stores, libraries), and public transportation doesn’t go everywhere.
- Not easy to navigate resources, especially if new to the community or in a new situation.
- Cuts to resources that equalize between haves and have-nots (e.g. libraries, schools).
- Financial pinch in every public institution (schools, city, county) makes it difficult to provide innovative things, loss of gathering places and activities that make our community a desirable place to live (library hours, the arts, parks, etc.).
- Public has lost the ability to dream; failure to consider parks and libraries as priorities in times of financial scarcity.
- Reduced library staff and hours.
- Lack of walk/bike-ability of the city.
- Failure to maintain streets and sidewalks.
- Poorly maintained infrastructure (buildings, roads, sidewalks).
- Aging infrastructure is expensive to replace, but a pressing need; diverts money from other things.
- Large and growing population of elders; young people continue to leave.
- Seniors become isolated and “drop out” of productive activity after they exit the work world.
- Not a large population of affluent people / major philanthropists.
- Decline of press and electronic media resulting in less information about what is happening in our community.
- Offenses to natural beauty /view.
- Most of our energy is coal based.
- Effects of pollution and global warming on our weather (more storms, lack of snow/ice, etc.).
- Cold weather is a challenge to attracting people.
- Weather is too cold for some people, and related costs (heating, plowing, etc.).
- Revenue shortfalls / lack of sufficient funding for everything.
- Huge financial challenges.
- Shrinking financial resources = instability for public services.

COMMUNITY NEEDS

Given where we are today, and where we want to go, participants responded to the question:
What needs to be done to make progress toward the vision?

Building Consensus on Priorities

- Develop consensus on a community vision; local leadership unite people around that vision.
- Conduct a process for the community to weigh-in on what its priorities are; identify dedicated funding to support those community priorities.
- Continue community conversation/forums (in-person, blogs) to help people be informed on City’s compelling issues, with a process that leads to results.
- Undertake a campaign to raise awareness about community problems and develop buy-in.

- Articulate our community assets / what we value.
- Address the fear-based perspective (“no money/can’t have), and replace with an awareness of the benefits of investing in quality of life assets, and a “find a way” attitude.
- Increase revenues in a sustainable way to support local priorities.

Economic Development

- City development of a PLAN to attract businesses to the area; bring all players together and collaborate.
- Identify and correct current obstacles to sustaining/expanding existing businesses, and development of new businesses with priority on living wage jobs.
- Grow local, small businesses that keep money here in the community / support for entrepreneurs.
- Continue to focus on creating jobs, including support for entrepreneurs.
- Increase patronage of our local businesses (“the little guys”).
- Bring in more large businesses that generate tax revenue.
- Media attention to celebrate local business successes.

Ensuring a Ready-Workforce

- Initiate more coordination between business and post-secondary education to reduce unemployment; create a better match between preparation and sustainable work.
- One-source job search center that aggregates postings from all sources and does free matching of job seekers and employers.
- Create more quality child care options to help parents maintain their employment.

Investments in Our Children

- Intergenerational literacy project through which seniors help young people.
- Make investments in children.
- Raise awareness about the value of investing in children and build support for school funding.
- Inventory current youth activities, determine which generate the results we are looking for, and identify gaps.
- Stimulate volunteerism / match people with opportunities to help; make volunteerism part of educational curriculum (elementary through post-secondary).

Consolidated Source of Community Information

- Single-source community calendar with print and online versions (possible redesign of City website?).
- Establish a centralized resource for information about what is happening locally (e.g. community calendar).
- Create awareness and appreciation of our unique local resources.
- Publicity and outreach to raise awareness of local arts activities.

Community Activities

- More free/low-cost activities that are welcoming, increase involvement and interaction between community members, and reflect the cultural diversity of our community (e.g. movies in the park).
- Find inclusive ways to get people to turn the TV off, get outside, and get involved (“Duluth No TV Day”).
- Establish more library and community center locations; conduct neighborhood surveys to evaluate need and determine which services in which areas.

Getting Around

- Create connections between green spaces and alternative, healthy, “people-powered” commuting methods (e.g. safe biking pathways).
- Develop an expanded / integrated transportation system.
- Repair streets and sidewalks, adding curb cuts for accessibility.

Leadership & Collaboration

- Engage in more regional collaboration (e.g. with communities that utilize Duluth’s assets but do not financially contribute).
- Eliminate duplication in nonprofits to spread the impact of each service and use funds most efficiently.
- Develop strong leadership of nonprofit and public entities.

Other

- Find ways to promote critical thinking, curiosity, and creativity (is there an App for that?).
- Be willing for change to start here; take more risk.
- Improve quality and affordability of housing for low-income people.
- Greater law enforcement presence in the community to raise the level of safety.
- Support Local Government Aid model (Minnesota Miracle).

LIBRARY PRIORITIES

Finally, participants were asked to vote on library priorities by answering: *What roles can the Library focus on to make the greatest contribution toward addressing community needs?*

Library "Service Responses"	Number of Votes
Connect to the Online World: Public Internet Access	36
Create Young Readers: Early Literacy	31
Know Your Community: Community Resources & Services	27
Learn to Read & Write: Adult, Teen, and Family Literacy	25
Satisfy Curiosity: Lifelong Learning	25
Be an Informed Citizen: Local, National, and World Affairs	23
Visit a Comfortable Place: Physical & Virtual Spaces	21
Build Successful Enterprises: Business & Nonprofit Support	19
Understand How to Find, Evaluate, and Use Information: Information Fluency	17
Stimulate Imagination: Reading, Viewing & Listening for Pleasure	16
Celebrate Diversity: Cultural Awareness	15
Make Career Choices: Job & Career Development	13
Make Informed Decisions: Health, Wealth, and Other Life Choices	11
Get Facts Fast: Ready Reference	7
Succeed in School: Homework Help	7
Discover Your Roots: Genealogy & Local History	4
Express Creativity: Create and Share Content	1
Welcome to the United States: Services for New Immigrants	1

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library managers, citizens steering committee survey & public responses

	Date July 30, 2014	Duluth Public Library Facility Name Main Library Branch Manager's Name Carla Powers
Item	Question	Response
1	How do you characterize the Community this Library Facility serves?	This library serves a community with very diverse backgrounds. Our patrons include families, downtown workers, and people who live in a variety of different facilities in the downtown area. We have a small but loyal group of teens, many of whom attend a nearby charter school. There is as much racial and ethnic diversity at this library as one would see anywhere in Duluth.
2	How do you characterize this Facility?	Even though Duluth is a small city, I would say this is an urban library.
3	What distinguishes this Service Area from others in your City?	The Main Library serves as the flagship DPL institution. There is a wider range of services at this location than at the other two branches. Here there is a larger collection, more staff, and separate service desks for circulation, fiction & media, computer lab, youth services and reference. There are two meeting rooms and a large outdoor area for public programs. This location houses the administrative offices and any centralized services such as cataloging. The Main Library is open on Saturdays during the school year, and the branches are not.
4	What Services does this Facility provide especially well?	Main Library staff do a great job with public events for people of all ages. These days there is a wide variety of programs each week, from book groups to storytimes to teen programs to Food Truck Fridays. Also, the computer lab is heavily used and is staffed all of the hours that the library is open. Computer help usually takes the form of one-on-one assistance as needed, but there are organized classes as well.

5	What Services need improvement?	Outreach services outside of the library building are very limited. Most service is oriented around staffing the public desks.
8	Add any other comments you would like to make regarding the Character and/or Service Provision of this Facility.	This facility does a great job providing traditional library services.

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	Date August 1, 2014	Duluth Public Library Facility Name Mt. Royal Branch Branch Manager's Name Julie Kapke
Item	Question	Response
1	How do you characterize the Community this Library Facility serves?	We not only serve East Duluth where we are located, but are used by people from all areas of Duluth and surrounding townships and communities, as well as by college students and visitors. Clearly, we are more than just a neighborhood library.
2	How do you characterize this Facility?	We are a vibrant, very busy branch and we pride ourselves in providing friendly, individualized service to our patrons. We always strive to be welcoming and helpful to all our patrons.
3	What distinguishes this Service Area from others in your City?	Although people come from all areas of Duluth and surrounding areas to use this branch, we are very close to UMD and St. Scholastica, an assisted living facility, are walking distance from local neighborhoods, and are in the same building as several businesses. I believe that these factors are reflected in our patron demographics.
4	What Services does this Facility provide especially well?	Our patrons often comment on our friendly, helpful staff and welcoming environment. We provide a large amount of e-reader help and are always happy to provide assistance to our more technology-reluctant patrons in using the library services. We also have a very well-attended story time every week in our children's area. People also comment on how much they like the convenience of placing holds on their items ahead of time so they can come in after work and pick them up.

5	What Services need improvement?	Patrons often comment that they would like weekend hours. I also often see a need for a larger, more varied collection as we frequently need to have items transferred from Main here to fill requests. We could use more space for people to lounge and read or use the wireless, and we definitely could use a gathering space so that we could offer more programs for the public.
8	Add any other comments you would like to make regarding the Character and/or Service Provision of this Facility.	Again, we are a very busy library and our gate counts, circulation counts, and reference statistics have risen since we increased our hours and appear to continue to do so. Many of our patrons are very enthusiastic supporters of this branch, and we hear positive comments regularly. One of the most common remarks we hear is how wonderful it is that our hours have increased and we continue to be open.

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	Date 8/11/14	Duluth Public Library Facility Name West Duluth branch library Branch Manager's Name Andrea Pearson
Item	Question	Response
1	How do you characterize the Community this Library Facility serves?	financially stressed lots of seniors friendly People who have computers or printer that go down and they need computer access not computer savvy
2	How do you characterize this Facility?	appealing large play area easy to get to and free parking
3	What distinguishes this Service Area from others in your City?	financially disadvantaged lots of local pride
4	What Services does this Facility provide especially well?	children's play area + customer service + comfortable environment

5	What Services need improvement?	more computers (but more are coming) more parking more people using self-checkout more circulation.
8	Add any other comments you would like to make regarding the Character and/or Service Provision of this Facility.	

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Timestamp	Q1: What is your highest aspiration for the system's service and identity	Q2: Imagine it is the day after opening day of a new/renovated main library: what is the newspaper headline?	Q3: After opening, what is drawing colleagues (e.g., board members, library staff, city administrators) from peer cities to your building and branches?	Q4: After opening, what is drawing your entire community to your building and branches?	Q5: Was there anything you didn't get a chance to mention in the visioning meeting?
9/15/2014 11:06:12	To be used by everyone in the community and recognized as a true community gathering place for many uses. Those could include putting other community services in the building, a coffee shop, and space for clubs and other groups to meet.	Headline: A Place for Everyone Subheadline: New library draws opening day crowds eager to see its new and expanded services	Beauty of the building, friendliness and efficiency of the staff, and extraordinarily high usage .	Knowledgeable and helpful staff, easily accessible information in many forms (books, magazines, newspapers, computers, tablets, ebooks, etc.), plus a building that is well-signed and feels comfortable and welcoming for everyone .	I think we need to look at the entire Duluth public library system, including the branches, to ensure that we are making good decisions for the downtown library. We should consider what role the branches should play in relation to the new/renovated building . Should branches change? How? Will we have branches at all or expand the number and/or size? What services should we add/eliminate at branches?
9/16/2014 9:29:32	I have two: 1. That the library knits together a community that tends to be quite segregated. 2. That the library serves as not only a place for arts and learning for our entire community, but that it actually inspires people to create, to discover , and to make Duluth their home.	New library is more than the third place, it is THE place in Duluth	Visual connection with the lake and the city/downtown ; staff environments that facilitate greater engagement with patrons ; incorporation of performance and display spaces for lifelong learning and showcasing the rich arts and science work taking place in Duluth .	A facility that matches the high caliber of programming and collections already offered .	I have actually always felt safe at the downtown library - and have been in plenty of public libraries where I did not feel safe. My family prefers not to use the downtown library because it is dark, unwelcoming, and uncomfortable. Also, the "new" library must take into account signage - it should be designed in a way that naturally directs patrons without needing excess signage (and certainly not needing the proliferation of photocopied signs we currently have).
9/16/2014 14:38:46	I would love to see a total rebuild, but considering that Duluth tried to sell its Tiffany windows and its premier golf course, I doubt that would fly. So, I would settle for a substantial renovation of the existing facility. I trust the architects could make it functional and beautiful. As far as identity, it must be forward-looking in print and technology . It must offer education, entertainment, and engagement for all . The new DPL will have great "flow," with visual markers that will allow you to easily move from one area to another without dead-ending in some corner. Signage will be large, attractive, and easy to see, making sense of the various sections of the library. The children's area will feel as if it is part of the library, but will still retain safety. The teen area will be large, with many private-feeling, but easily monitored areas . Each age area (children, teen, adult) will have its own collection of books, books on tape, DVDs, etc, so there is no confusion of age-appropriateness . The seating will be age-appropriate, and plentiful. The outside of the DPL will lose its grey fortress look, and become artistic and attractive . The spines of books that are painted on the pillar are a start. Continue with ideas in that vein for a welcoming, interesting community treasure.	A Library for All of Us!	People will come to marvel at the functionality and beauty of the new space. They will love that it is filled with light and color , and that the materials are well displayed and attractive. The flow will create ease , and different areas will be easy to find due to excellent signage. They will love the seating that is easy to clean and comfortable. In coordination with the move, a major weeding of the collection will have taken place, so that the resulting lean and mean shelves will be easier to peruse.	When it opens, the public will be delighted about how family-friendly the new DPL is. When families come to view the special exhibits from the Duluth Aquarium and the Duluth Children's Museum, they can stop by the Community Resource Area to pick up information on services available to them. The children's section will be welcoming with its comfy furniture, fun book displays, iPads with educational apps , and short presentations and storytime on the mini-stage. Adults will appreciate the Work Force office and the tax preparation center .	I saw that the computer casework in the Madison Public Library was on wheels . What a good idea, since desktop computers are not going to be in use much longer. Chromebook carts and iPads will be the technology of the near future. In the long term, who knows what the technology will look like? Also, you can't have enough outlets and charging stations for personal devices . And you can't have enough bandwidth .
9/19/2014 8:18:54	a place where all duluthians are comfortable and can easily access the resources they need and want	Something for everyone at the new DPL Everyone is welcome	innovative design and features that showcase Duluth's uniqueness	the library is gathering space with lots of places for different activities and purposes	
9/19/2014 11:17:55	I want DPL to be a place people think of first-when they need information , want to learn something new, have 2 hours to kill , etc.	Money well spent Finally! It's not a boat (Sorry- this one was hard)	Innovative space design (interior) Wanting to see the beyond-the-basics services offered	Atmosphere that feels welcoming to everyone The chance to get free services they can't get elsewhere- computer classes, programs, special events, job help, etc. Friendly and efficient staff	We can't forget that we are the largest library north of the cities , which means our collection needs to serve more than just the citizens of Duluth. We get lots of people coming in to research their family history, and we have tons of resources for local history scholars. In sum, the physical collection is important too .

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9/19/2014 12:43:05	A wide variety of materials, knowledgeable and accessible staff, spaces to work as groups, spaces to hang out either family or friends or just by yourself, lots of programs and people to run them.	Incredible New Library Honors the Past and Ready for the Future!!!	Other librarians can come to see our extensive collection, get ideas for using space, and programming ideas. (A little bit of envy would be nice since I feel that way when I read the Library Journal articles.)	Comfortable and pleasant place to hang out, materials to enjoy, lots of fun programs.	**from library staff
9/19/2014 12:44:46	To be the meeting place for individuals and groups, to access and share the love of exploring new ideas, experiences, and creativity, in a place that citizen's are proud of for it's reflection of the community and its values, and its history here at the head of Lake Superior. That means all the cultures, the first americans, and the many immigrants since then.	Duluth embraces its past, present and future with new Library.	How we integrated sharing the resources the library has to meet the needs of the community, not just in the building design, but in programming. A place where people want to come and meet and can also find beauty and thoughtful restorative nooks to indulge in books, ebooks, etc...., but also to be a place for kids to be kids.	It is a pleasure to be at the library, a free escape from the routine of home or work.	** from library staff. Below is the extra question about the building shape Another thing to think about, not included in these questions, is: How can the library building reflect Duluth's character and community? Duluth's history is very closely tied to the waters of Lake Superior and St. Louis River, this could be the central focus of design. The waters have provided food, industry and pleasure. It is cared for by protecting the streams and land that surrounds the waters. The natural beauty of lake, river, shorelines, craggy rock outcroppings, and tall timbers, are what I think of when I think of Duluth.
9/19/2014 12:45:24	When trying to attract new business and industry, the library should be a major selling point in illustrating the City's emphasis on the importance of culture, learning, and recreation. *from library staff member- this is their only comment				
9/19/2014 13:53:48	A welcoming environment for a diverse population and a sense safety and security for anyone who comes here. A community gathering point that is well used by multiple groups which encompass all ages, backgrounds, and economic status. It is clear when you walk into our new library that it's not just about books but about art, culture, technology, and information for everyone. A positive and flexible environment that has the ability to adapt to new technology as it develops over time.	A new era of library service begins! Or Set aside what you think you know about libraries! Or Duluth Gains Community Hub.	The positive sense of community that our new library inspires in Duluth.	The opportunity to work with others in our community on creative projects. A comfortable place for an individual or family to come and spend time at doing diverse things such as attending programs, creating art, reading, utilizing new technologies, and improving their life through access and knowledge. The new library is a vibrant hub for the entire city. It is one of the first places that comes to mind when thinking of positive ways to spend time in the city of Duluth.	*from library staff member
9/19/2014 14:35:50	That people are proud of the library and feel a sense of ownership. That we are part of Duluth's identity going forward. And that people act on all those positive feelings by using the library!	Duluth's new library opens to big grins all around	wonderful YS area with play areas and natural light	YS children's and teen's areas	*from library staff member
9/19/2014 16:34:22	To Become a 'Centering Institution' for Duluth which is a symbol and place for an inclusive search for knowledge and feeling of well being. People will look upon the Library as a safe place to 'encounter' all segments and ages of our population in an aesthetically pleasing physical facility.	Duluth Transforms Its Library Which Will Serve All	Duluth was able to transform its existing physical envelope into a 21st Century Learning Environment.	It is welcoming and useful for all Citizens! Further the Library has coordinated public relations and communication strategy which reaches all segments of the population.	No, yet I hope everyone had an opportunity to review the LISC article describing Petersburg, Virginia's Library. Certainly a benchmark for our Steering Committee.

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9/21/2014 8:02:37	<p>A library that is welcoming and inclusive. A building that meets present needs, looks to the future and reflects the past and history of the community.</p> <p>Technology that meets a variety of needs; from those who are experienced and have their own devices, to those who have no access at home or expertise, and those in between.</p> <p>Incorporate universal design elements in all areas of the library (parking, entrances, washrooms, seating areas, technology, meeting rooms, work stations, etc.). Use the ADA as a minimum standard. During design phase, be mindful of not only those with physical disabilities, but also those with visual, hearing and cognitive disabilities.</p>		Our library could be a showcase for 'how to do it right' - an example of how to incorporate a high tech productive environment that is prepared to meet the needs of the future with a strong sense of community and inclusiveness.	Community will come if the library meets the needs of the community. The feeling that we belong there and the library is for us.	
9/21/2014 15:19:08	<p>Daily access via public transportation, including evening hours. The library seen as a destination for reading, research, community gathering.</p> <p>It is a significant access point for internet. A safe place for children and a destination for unsupervised middle school and older students. Good libraries in neighborhoods.</p>	Beautiful new library is easier to visit with expanded services, hours and collections.	Dramatic increase in use, quality staff with ready access to patrons, expansion of resources (including shared electronic and hard copy services with better libraries). A sense that the library, its design, location and success is a key driver in accomplishing the aspirations of the city.	Adequate free parking. Extended hours. Family friendly space, collections and programming. Knock your socks off views. Coffee shop. Computer labs.	
9/22/2014 9:23:51	Welcoming and inviting to everyone in the community; a safe place to gather to learn, explore, create, and socialize	A Place with Something for Everyone: the Duluth Public Library's New Facility	An amazing teen space, well thought out and organized layout, a children's department designed with early literacy in mind	Increased access to technology; service and space layout that makes them feel welcome (i.e. Teens have their own space; parents feel safe bringing their children to the library; etc.)	These answers come from discussions with library staff. -JO
9/22/2014 9:25:08	<p>Service – In my opinion the best form of customer service is making a place that's easy for patrons to navigate on their own, with friendly employees available to assist them when needed. I'd love to see our library cleared of clutter, with a cleaner, brighter, more open design implemented. I'd also like to see our library become more tech-friendly, with phone and device charging stations, perhaps a media lab, or a 3D printer.</p> <p>Identity – I would really like the library to be seen as a new, valuable community space that represents the vibrant city that Duluth is, I envision a sustainable building with gardens on the rooftop, better views of the lake, etc.</p>	Is Duluth the Best Library City in America? Or New Library is the Greenest Building in the City	City administration – I would like city administrators to see the new Duluth Public Library as MORE than "just a library." The new library space will be a huge asset to the city, and will help contribute to a sense of community pride. Library staff – Will be intrigued by our progressive ideas about how a modern library can function, including information management, programming, and workflow techniques.	An open and welcoming building that is seen a community hub, offering a variety of spaces and events.	These answers came from discussions with library staff -JO

Timestamp	Q1: What is your highest aspiration for the system's service and identity	Q2: Imagine it is the day after opening day of a new/renovated main library: what is the newspaper headline?	Q3: After opening, what is drawing colleagues (e.g., board members, library staff, city administrators) from peer cities to your building and branches?	Q4: After opening, what is drawing your entire community to your building and branches?	Q5: Was there anything you didn't get a chance to mention in the visioning meeting?
9/22/2014 9:28:19	<p>Whatever we end up with – a remodeled current building or a new building – needs to be functional. Our current building took 10 years to build and by the time we opened, it was already obsolete in many ways. We were out of space almost immediately. I'm glad that staff input is being solicited and I hope that enough of us have enough of a voice during the entire process to say (and be heeded) when some design aspect isn't going to work for us.</p> <p>I want the people of Duluth to think of the library and be proud of what a great library it is. I want them to think, "I bet I can get that item or get the answer to this question or try out this new technology at the library," and then have it be true. In lots of ways, we are now providing great service in spite of our facility, and we shouldn't have to defer so much or find so many workarounds.</p>	Duluth's new state-of-the-art library mixes tradition and technology		State-of-the-art technology; enough staff to provide traditional library services as well as programming; comprehensive collections; meeting and event spaces It should "sit easily" in its landscape and not be just a building that could be found anywhere.	These answers come from discussions with library staff -JO

Public Input for the Library Facility Input Process (December 4-11, 2014)
Open House, Library Comment Box, and Online Input Form

80 Attended the Open Housing, 130 Comment forms submitted (including online)

1. What do you like most about your library system? *Variety of responses included:*

- Locations (Bus line) including branches
- Great book selection and periodicals
- Helpful and responsive staff
- Self check-outs
- History, genealogy, microfilms
- Online research portals
- Computer access and wireless
- Children's series and programming for all ages
- Size
- Hours of operation
- Affordable
- Online book reservation system and pick-up location flexibility
- Local music collection
- Meeting Rooms
- Annual Sale
- Old films, DVDs
- Audio books
- Large print books
- Vintage non-fiction collections
- Elevator
- Handicap Parking, skywalk access
- Out of town residents can use library
- Computer lab is accommodating to people with disabilities
- Design/outside shape
- Natural light
- Places to sit and read
- Free events

2. What services do you currently use at the library? *Variety of responses included:*

- Book lending
- Research
- Genealogy
- Local history research
- Audio discs
- E-Book lending
- Periodicals
- Meeting space
- Inter-library loan
- Book club
- A place to read
- Photocopying machines
- DVDs
- WIFI Access
- Internet, word-processing access, printing
- Seeds exchange
- Laptop outlets
- Programming
- Children space
- Teen space
- Grant foundation database
- Branches
- Special Events
- Book club
- Opportunities for volunteering to free-up professional staff
- Teacher collections

3. What additional services, programming, or amenities would you like to see offered by the Library? *Variety of responses included:*

- Extended hours
- More computer access
- Welcoming design and entrance
- More comfortable areas to sit down/reading space (quiet rooms)
- More gathering/meeting space (small and large spaces)
- More access to restrooms/family restrooms
- More desk space
- Café on-site
- Personal laptop connections to power and internet
- Local history programs
- Fireplace
- Natural light
- Better parking
- Multi-use commercial building
- Better handicap access
- Better movie selection/quality
- Continuing education classes (computer classes)
- Sustainable building design
- Linux computers
- Bike racks
- Connection with UMD Library
- Expand digital resource areas
- Better promotion of services/programming

- Computer programs
- Library carts for patrons
- More genealogy research opportunities
- Enhanced children/teen area
- Historic Depot partnership opportunities
- Enhanced branches
- Acoustic conference space
- Outdoor reading space
- Author visits
- Homework space
- Music room
- Larger media center
- Improved WIFI
- Storytelling
- Teen-specific activities
- More online databases
- Access to skywalk
- Kitchen space for education
- Health care information
- Anime club for all ages
- Mailing services

4. What features do you feel are most important for the library to provide over the next 10-20 years?

Number of times each option was identified:

- 100- Quiet space for reading/studying
- 99- Computers for public use
- 81- Children/teen area
- 76- Local history area
- 64- Small group meeting rooms
- 55- Large group meeting rooms
- 45- Outdoor space
- 41- Café
- 38- Gallery to display local art
- 36- Creative/maker space
- Other:
 - Sustainable design
 - Improved safety
 - Educational, cultural, food programming
 - Community gardens/seeds program
 - Parking, public transportation access, bike racks
 - Focus on research
 - Stage/performance area
 - Public outdoor plaza/outdoor events
 - Space for books
 - Handicap accessibility
 - Movie screening and multimedia viewing/listening
 - Personal technology connections/charging
 - Rental event space

5. Reflecting on the four options, which do you feel is the best option for Duluth? Please explain why.

Preference Tally

- 63- Option C. New Building of Similar Size (63%)
- 16- Option B. Full Renovation (16%)
- 12- Option D. New Building of smaller Size (12%)
- 9- Option A. Update Building Systems (9%)

Additional Comments

- Library should stay downtown
- Library should be a welcoming and safe place to access
- Library should be built to be sensitive to downtown context
- Consider a regional funding model

- Option C should be chosen only if it improves upon what we now have
- Option C- anything else would be a waste of money and missed opportunities
- Current building is strained for space, can't go smaller
- Option C- design for future expansion opportunities
- Option A- The building is not old and need to go with lowest cost option
- Option A- Consider adjustments to top floor to find space gains
- Option D- reasonably priced and the current building is too big for the # of staff
- Option D- with improvements to branch libraries
- Option B- Consider space reconfigurations to add space
- Option B- Love the current design
- Consider multiple downtown locations
- Option C- Integrate with the new transit hub and Northern Lights Express
- Option A- Deal with most pressing needs. I am for the least disruption of services
- Option C- Let's start over. Our library should represent our city and our priorities
- Option B- Full renovation with parking space
- Time to really do a major plan, this block is the anchor to a great useable area of downtown
- If the final choice is a smaller Main Library, branches need to be seriously reconfigured
- Outdoor space is only viable for about 6 weeks each summer- perhaps an enclosed atrium area would be more workable
- Today's kids are going to many different schools so there's no neighborhood Hub. The Library can fill that gap
- There is no point in completely replacing the physical heating/cooling plant if it's not going to change the heating/cooling loss and still give higher costs
- Whatever works out best- just keep it open on an expanded schedule like we voted for a couple years ago
- I still think the size of the building is appropriate, but let's fill it with people instead of books this time
- The entire facility planning process could be much more efficient if the branch library facilities were included
- Outdoor space should be covered
- Connection to depot and new multi modal center