

LIBRARY SPACE NEEDS

1995-2022

1995

Rochester Public Library building opens. The building size, based on the Rohlf Report, is less than originally planned. Budget cuts near the end of the project result in a reduction of overall square footage for the library.

Attachment: Rohlf Report, 1988

P R E L I M I N A R Y
RECOMMENDATIONS AND BUILDING
PROGRAM OUTLINE FOR MAIN
LIBRARY BUILDING SERVICES
OF THE
ROCHESTER (MN) PUBLIC LIBRARY

Professional Library Consultants, P.A.
Robert H. Rohlf
Lester L. Stoffel

December 1988

This Preliminary Report and Building Program Outline contains a series of recommendations and is submitted for Board and staff review. The consultants have reviewed a very large body of informational material, detailed questionnaires completed by the staff, library annual reports, Library Board and committee minutes and city and county information. The consultants have paid several visits to Rochester and interviewed key library staff and city and county administrators and financial staff.

With the design population determined by the Library Board after a comprehensive study and review of planning data and projections, the consultants reviewed the previously gathered information and currently available local demographic data and applied all of these factors to the Rochester library situation. All of these sources and statistical data were also reviewed in relation to national library experience factors and standards.

It is our recommendation that, for at least the next ten years, library service provided by the Rochester Public Library be done so by one large central library facility with supplementary Bookmobile/van service. As the area population continues to grow, a branch facility will undoubtedly be needed, but the population concentrations projected within the next decade do not warrant a branch library during this time period.

The present library facility is very inadequate; its shortcomings have been detailed in other reports and will not be repeated here. We do recommend a much larger facility and following Board review of this recommended Building Program Outline and direction to proceed, we will submit a detailed Building Program along with site recommendations on four potential library sites as selected by the Library Board.

The central library building projected in the Outline set forth in this Preliminary Report essentially follows the present organizational structure of the library, but there are some enhancements. Final building plans should accommodate organizational alternates and present many opportunities for service and organization.

RECOMMENDED COLLECTION AND SHELVING CAPACITIES

With a design population of 137,233 determined by Library Board decision (projected year 2005 population of 130,573 increased by 5% to year 2010), and with the unique demographic and educational characteristics of the Rochester Public Library service area, a projected collection size of four (4) items per capita, or a total of 548,400 collection items - print and non-print is recommended. For purposes of planning calculations, all requirements listed below will be rounded off to the nearest hundred (-000-).

The current collection has a print to non-print ratio of approximately 95 to 5. However, non-print is growing rapidly, as is the case in libraries of uncataloged or only partially cataloged paperback materials. Because of these trends, it is recommended that the collection for the future be calculated at 85% print and 15% non-print and paperbacks and the calculations below are based on that recommendation.

The collection projection must also be calculated on a ratio of adult material to juvenile material. The present ratio of print volumes is approximately 65% adult and 35% juvenile. Generally, as library collections increase in size the percentage of adult materials increases. While R.P.L. has a major children's program and use, this area of the collection will grow at a smaller rate than the adult collection but will still be a strong percentage of overall collection. The calculations below represent a ratio of 75% adult and 25% juvenile. The young adult collection is included within the adult ratio.

The shelving capacities stated in this Program Outline assume a percent of the collection in use so that the shelving capacity of the building is less than the actual total size of the collection. The percentage in use varies from one type of material to the other.

PROJECTED COLLECTION BREAKDOWN

Total Items: 548,400

Print.....466,100
 Non-Print & Paperbacks..... 82,300
 Print - Adult: 75%
 Juvenile: 25%

SHELVING ALLOCATION

<u>TYPE</u>	<u>TOTAL #</u>	<u>% CHARGED OUT</u>	<u># TO SHELVE</u>
ADULT:	349,600	-	-
NONFICTION (67%)	227,500	15%	193,400
FICTION (33%)	112,100	20%	89,700
REFERENCE	10,000	-	10,000
PAPERBACK	21,000	40%	12,600
PERIODICAL TITLES	605	-	605
YOUNG ADULT:	5,000	50%	2,500
CHILDREN:			
NONFICTION (40%)	46,600	25%	35,000
FICTION (40%)	46,600	30%	32,500
PICTURE BOOKS (20%)	23,300	40%	14,000
REFERENCE	300	-	300
PAPERBACKS	10,500	50%	5,300
PERIODICAL TITLES	30	-	30
AUDIO CASSETTES	1,500	50%	750
VIDEO CASSETTES	1,300	50%	700
PHONE DISCS	2,500	40%	1,000
MEDIA-ADULT (See also Paperbacks at 30,000 and 12,000 Allowance for Periodicals)			
AUDIO CASSETTES	7,000	50%	3,500
VIDEO CASSETTES	13,500	50%	6,800
L.P. DISCS	2,000	40%	1,200
COMPACT DISCS	11,000	50%	5,500

SUMMARY OF RECOMMENDED SEATING

Recognized national averages, norms or standards would indicate a seating ratio of three (3) per thousand or 412 total seats required throughout the library, excluding meeting and conference rooms. However, because of the significantly higher than average educational level of the R.P.L. service area, and the significant impact of Mayo Clinic visitors on the library, we recommend a ratio of 3.5 seats per one thousand design population, or 480 total seats. This figure is 17% above the norm and indeed may even be conservative.

Recommended Seating Distribution:

ADULT:	AUDIO/VISUAL	40	CHILDREN:	MEDIA	7
	REFERENCE	60		COMPUTER	7
	VISITOR CENTER	10		ADULT	14
	YOUNG ADULT	26		GENERAL	52
	GENERAL	176		GROUP	6
	PERIODICAL	36			
	SPECIAL	36			
	GROUP	10			

PARKING NEEDS

Because of many factors such as the large geographic service area of the library, limited public transportation and long time personal driving habits, the library service program requires significant parking availability. For the purpose of this study, parking availability is defined as that available on the site or within one block of the site. Using that criteria, site considerations and area parking must accommodate the following number of vehicles at peak times:

Library Users - 480 divided by 2 =	240
Meeting Room Use - 275 divided by 2 =	137
Staff @ 2/3 F.T.E.	<u>48</u>
	425

MAIN LIBRARY BUILDING PROGRAM OUTLINE

The programmed building space needs outlined below are based on nationally accepted unit norms and formulas derived from experience factors, library association standards or comparability with similar type library operations as adjusted to the unique demographic, social and economic characteristics of the Rochester Public Library service area. The calculations were made to arrive at overall approximate assignable space needs. The totals reflect the sum of commonly required furniture and equipment items and staff working space allowances in addition to collection shelving and storage needs. The shelving calculations take into account the Uniform Building Code aisle requirements for handicapped access. Because this is a general space needs outline and not a final, detailed program statement as will be required for definitive architectural planning purposes, detail unit and individual function square foot needs are not itemized but rather major service areas, functions, and required capacities along with resulting square foot needs are listed. The final program will itemize the specific space needs.

As stated in the previous section, the space allocations recommended herein are based on required quantities, services, staff, etc. and not on a particular type of organization although one is recommended herein. If the organization of the library is different than that recommended, the square footage needs will remain essentially the same although generally speaking if the number of service points is increased, the square foot building needs will increase. It must be re-emphasized that the space needs and allocations are subject to change as the organizational needs and structure may change and as the library service program evolves to meet new demands. For purposes of estimating space needs therefore the actual organizational format is not a crucial determinant factor. Space assigned to one function may not always be located in one place and when appropriate may appear in several locations.

The question of the desirable or efficient number of building floors must be answered after the program outline is reviewed--not before the outline is constructed. That is, to arrive at the most effective and efficient structure for effective public library service the program must dictate the number of efficient service levels not have a pre-determined number of service levels dictate the building program requirement. Generally, the fewer number of floor levels the more efficient and user-friendly the library will be. The final Building Program will contain a recommendation as to the number of floor levels.

BUILDING PROGRAM OUTLINE

<u>Area</u>	<u>Basic Functions & Features</u>	<u>Approximate Square Footage</u>
Public Areas:		
Entrance	Single main public entrance and exit to library services and collection. Should accommodate access to both library and to major meeting rooms.	N.A.
Book Return (exterior)	Enclosed, fireproof room.	100
Lobby	Internal library access with public lockers, community display notices, etc.	600
Friends Book Store	Secure area with separate work/storage.	300
Circulation Desk	Returns (2), Charge (3), Registration (1), Stations.	900
Circulation Work	Enclosed area adjacent to desk. Work stations (6), Private Office; Shelves, sorting.	2,000
Media Desk	Public Service Station with terminal, adjacent to circulation desk.	150
Media Collection & Use	Compact Discs (5,500), L.P.'s (1,200), Audio Tapes (3,500), Videocassettes (6,800) 16 listen, (4, 4-place); 13 view stations; 5 lounge chairs; 3, 2-place tables.	2,300
Media Works	As portion of circulation work area - option - if separate work area, add 300 sq. ft.	800
Reader's Guides and Visitors' Center (see General Collection Shelving)	Single public service desk, terminal, 4, 2-place tables; 2 lounge chairs.	400
Information Services	Three station desks with catalog terminals, data base terminal and 2 printers. Seating (60), reference collection (10,000), pamphlets, indexes, directories, etc., 10 terminals.	5,600
Information Work	Non-public area, 6 work stations, 2 terminals, 1 printer, private office, 3 ILL. stations including terminal with printer and a mailing table.	1,300

Young Adult	Selected circulating collection shelving 2,500 volumes and mixture of seating for 26 including 2,002-place listening stations.	1,700
Adult Collection - General	Open, public access collection, total collection/shelved collection. Nonfiction - 227,500/193,400 Fiction - 112,100/89,700 Paperbacks - 21,000/12,600 Art Prints Catalog Terminals (10)	29,700
Adult Seating - General	Distributed throughout general collection areas - 176 seats in single, 2-place and 4-place. An enclosed but glass-walled area for 40 at tables to be used for scheduled bibliographic instruction and at other times as a quiet study room - will use 40 of the 176 general seats.	5,300
Periodicals, Current	Display shelving and current issue storage for 500 titles. Informal seating for 36.	1,600
Periodicals, Back Files	Non-public access storage for 600 title back issues and microforms. Public area to include 10 microfilm/fiche cabinets, 10 microfilm/fiche readers or reader/printers and public service desk.	3,000
Study Rooms	Two person study rooms (10).	800
Computer User and Typing Room	Single room with acoustic dividers and power connections for 16 machines.	700
Group Study Room	Room adjacent to Information Service for up to 10 persons.	300
Children's Services	Innovatively designed area for children's collections, readers, media, etc. include children's toilets.	12,400

Collection:

Nonfiction: 46,600/35,000

Fiction: 46,600/32,500

Picture Books: 23,300/14,000

Paperbacks: 10,500/5,300

Reference: 300/300

Periodical Titles: 30/30

Audio Cassettes: 1,500/750

Video Cassettes: 1,300/700

Phono Discs: 2,500/1,000

Pamphlets, Picture File, Toys

Seating: 86-52 at mixed, dispersed tables plus 7 @ media and 7 @ computers. 3, 2-place adult low seats; 8, single informal chairs. Group meeting room for 6.

Eight terminals and 1 printer - 4 near service desk and 4 dispersed.

Informal Open Storage Area.

Service Desk with 2 stations - includes 2 terminals.

*Option - Service desk expanded by 3 service points for charging (2) and return (1). Add - 500

Public toilets w/changing counters.

Children's Workroom General work area with 6 work stations, shelving, files and 1 private office. 600

Program Storage Room. 300

Non-Public Collection Storage General Collection Storage - 15,000 volumes. 1,000

Meeting Rooms Major meeting room for 275. Projection room, storage. 3,800

Small meeting rooms, 2@ 12-15 people table style or 25 lecture style.

Separate lobby from entrance
access to each meeting room.

Rest Rooms, Public Four - 2 on two different levels (plus separate children's and staff restrooms). 500

Janitor's Closets One on each floor - allowance. 300

ADMINISTRATIVE AREAS

Administration Complex of administrative functions. Easily accessible by public but in secondary space. One public entrance; secondary staff entrance. 1,800

Director's Office Includes closet & lavatory. 400

Deputy Director's Office 300

Secretary/Reception For volunteers at counter w/shelves above, no check below. 300

Shared Space Word processing, desktop publishing, photocopying, supply storage. 300

Public Relations Office 200

Conference Room Capacity: 8 300

Technical Services Secondary space with ease of access to Administration; requires service entrance for delivery of new library materials from Shipping & Receiving via Acquisitions Office. 1,600

Department Office 150

Work Stations (2) Cataloging new materials. 160

Work Stations (6) Processing & mending at counter w/storage above. 160

Work Station Two computer terminals (OCLC & DRA) and one printer. 80

Work Station Typewriter 50

Work Station Graphic Arts 120

Computer Room Central hardware with separate HVAC. 550

Storage Wall mounted shelving, supply storage, book truck staging. 340

Acquisitions Office Ordering library materials, upon arrival checking against invoices and order file. Requires easy access from Shipping & Receiving and Technical Processing. 150

Extension Area	Serves the library's Outreach services including Bookmobile and deposit collections throughout the County.	2,000
Shelving Area	Houses collection in transit from main library collection to and from Bookmobile and Outreach collections. Requires easy access to garage and Shipping and Receiving (12,000 volumes).	1,100
Extension Office		150
Volunteer Coordinator's Office		150
Work Stations (2)		100
Work Stations (6)	For volunteers at counter w/shelves above, book trucks below.	160
Work Stations (6)	At counter w/storage above - for sorting materials.	160
Conference Room	For meetings of volunteers; capacity 5.	180
Staff Room	Several contiguous areas. Purse lockers for 70, lounge chairs for 16, kitchenette, 2 restrooms.	1,000
Emergency/First Aid room	Located near staff area but direct access from garage.	100
General Supply Storage	Bulk storage of office and library supplies.	400
General Building Storage	Building, janitorial and miscellaneous equipment and furniture storage. Includes work station for head of maintenance.	600
Garage	Storage and service loading and unloading garage for Bookmobile and van. Receiving dock connected with area listed below.	1,200
Shipping & Receiving	Serves as mail room, transient storage area; shipments of new books will be received here and sent to Acquisitions Office - then to Technical Processing.	400

Drive Up/Pick Up
Station

If building design and traffic patterns allow, a drive up/pick up window for items reserved and renewed can be co-located with area always staffed, probably as part of circulation work area. Will depend upon building design. See also front entrance book return

Total Approximate Net Assigned Square Feet	86,300
Add Maximum of 20% for architectural and mechanical areas and features	<u>17,260</u>
TOTAL Approximate Maximum Gross Square Feet:	103,560

1999

Staff identify multiple building concerns and draft a proposal asking for a building study, but city council votes against moving forward.

Attachment: 1999 Memo

Rochester Public Library
Building Study Project
July 1999

The Rochester Public Library is seeking proposals to conduct a study of access, noise and traffic flow problems at the downtown library building.

The product of the study will be a report that recommends multiple options to address the problems listed below, with cost estimates for each option. In the case of item #1 you will need to provide at least three options and associated cost estimates. The report should include drawings where appropriate, but is not expected to include schematics or construction documents.

The study report will address the following issues:

1. Access to building, connection of lobby and parking ramp.

Many library users tell us that the long walk from the parking ramp to the library entrance, and the shortage of parking near the entrance, make it difficult for them to get to the library. We also receive numerous complaints about the circuitous skyway connection to the building. The study will review access issues and propose options for simplifying how users get into the building.

2. Noise and Acoustic issues related to the lobby.

The outer lobby has an open stairwell to the skyway. The inner lobby has an open stairwell to the second floor Reference Department. Automatic doors connect the inner and outer lobbies. Both lobbies and stairwells have hard floor surfaces. The result is that any noise in the outer lobby (kids waiting for their rides for example,) bounces, reverberates and echoes through the stairwells and then the Reference area. The study will propose options for reducing the amount of lobby and skyway noise in the building.

3. Layout and traffic concerns in the lobby.

The layout of the lobby service desks creates problems with traffic flow. A line at the checkout desk blocks the exit. A line at the public service desk blocks traffic flow through the lobby area from side to side. The study will recommend ways that this area can be reconfigured to reduce traffic jams. It will also address ways that a coffee shop space could be added.

The study project is expected to take a maximum of 60 days following the award of the contract. The firm will provide 12 copies of the final study document in a reproducible format. Your proposal should assume that you will make two formal public presentations of the study's recommendations, one to the Library Board and again to the City Council.

The firm shall quote a fee on an hourly basis with a guaranteed maximum. Include an itemized estimate for any reimbursable expenses anticipated in addition to the fee. The fee proposal should be submitted in a separate sealed envelope at the scheduled interview session.

Contact Library Director Connie Jo Ozinga for more information.

August 11, 1999

Building Study Candidate Interviews

6:00 p.m. Yaggy Colby, Jose Rivas

6:45 p.m. Brown Healey Stone & Sauer, Herb Stone

7:30 p.m. Meyer, Scherer, Rockcastle, Jeff Scherer

The firms interviewing have been asked to make a 20 to 30 minute presentation about their firm. The presentation should address the firm's experience with library building design, the firm's experience with adapting existing building, and why the firm should be selected for the project.

2005–2006

Staff work with SNG Research Corporation to conduct a study on how community members are using the library and their thoughts on the library's location, hours, services, and branches. The study shows there is support for more services, including spending more tax dollars for additional services, but there is not support for spending tax dollars on branch locations.

In light of the report, the Planning Committee looks to a downtown expansion to meet request for expanded library services.

**Attachment: 2005 SNG Community Survey
Report**

**Attachment: 2006 Planning Committee Executive
Summary**

Community Survey

August - September 2005

SNG Research Corporation
Rochester, MN

Executive Summary

- **79% of households have a library card:** Sixty-nine percent of respondents personally have a Rochester Public Library card and, when including other household members, 79% of responding households have at least one household member who has a card. A significantly higher portion of respondents living in Rochester said they have a library card, both personally and within their household, compared to those living outside of Rochester.
- **More than 70% Like the Current Location:** Respondents are quite satisfied overall with the current location of the Rochester Public Library, with more than 70% of all respondents giving high satisfaction ratings. The majority of respondents not satisfied with the current location said it was because of parking; specifically, that parking is a hassle, you have to pay to park or you have to walk too far from parking.

Executive Summary (continued)

- **93% Value the Library for the Community:** All respondents were asked to rate the overall value of the library to themselves, to the community, and in supporting children's early learning and overall education. The value to the community received the highest ratings; specifically, a total of 93% of respondents gave this high value ratings, including 69% who gave it the highest rating of 'Extremely Valuable.'
- **81% Value the Library for Children:** The value of the library in supporting children's learning and overall education received high ratings from 81% of respondents, although those living outside of Rochester were significantly more likely to rate this as 'Extremely Valuable' compared to those living in Rochester.
- **62% Value the Library for Themselves:** Approximately 62% of respondents gave the value of the library to themselves high ratings. Not surprisingly, respondents were significantly more likely to rate the value to themselves and to the community highly if they have a library card and/or have used any library services in the past 6 months.

Executive Summary (continued)

- **Library Hours:** Satisfaction is quite high, with 87% of respondents giving high ratings to the fall/winter/spring hours and 78% giving high ratings to the summer hours. When asked if they would visit the library more often if it was open additional hours, 77% said additional hours ‘would not change how frequently I visit it.’ This was the case for both fall/winter/spring and summer.
- **71% Support Tax Increases to Maintain Services:** Respondents were asked whether they would support or oppose a property tax increase to maintain library services at their current levels, open a branch location or expand the library’s hours. Support was highest for maintaining library services at their current levels; 71% of respondents said they would support a property tax increase for this purpose. Forty percent of respondents overall would support an increase to open a branch location, although support was significantly lower among county residents who live outside of Rochester. Meanwhile, 31% of respondents said they would support a property tax increase to expand the hours that the library is open.

**Planning Committee
Future Planning Executive Summary
December, 2006**

The Planning Committee and the Library Board have been discussing the continued growth in Rochester and Olmsted County and the necessary library response. The general consensus of the board is that the library should grow by moving up a third floor of the existing building, while still looking for innovative ways to serve the outlying areas without building a branch. Outreach efforts should include: materials by mail program with a cost recovery model, mini-branch kiosk with materials delivery capability, or partnering with existing businesses to deliver materials.

Key factors:

- The ongoing operating costs for a branch are significantly higher than for expanding the existing building.
- In the analysis of data in 2001, there was not data to indicate that distance was a significant barrier to using the library.
- 33% of children living within one mile of the library are eligible for free or reduced lunch. The current location is accessible for many families who struggle with financial stability.
- The Bookmobile will continue to target underserved populations.
- Building costs are comparable for expanding the existing building and building a branch.
- With the library being the number three reason that people come downtown Rochester and the efforts to focus on increasing downtown activity, we don't expect there will be a significant political will to move some of the library activity outside of downtown.
- 40% of those surveyed supported a property tax increase for a branch location. (in comparison, over 71% supported a property tax increase to maintain existing services.)

Planning Documents:

Building Study with Meyer, Scherer & Rockcastle (MS&R), 2006
Costs figures from CPMI; Memo from MS&R, June 1, 2006
Population Analysis, 2006
Branch Analysis, 2006
Community Survey, SNG Research, August-September, 2005
PUMA Study, 2004

2010-2011

A library expansion/remodel was proposed to the City Sales Tax Advisory Committee in 2010. The project was originally included, but later removed from consideration after a House committee removed several projects from the proposal.

Attachment: 2010 Presentation to Library Board

Attachment: 2011 article from Blue Stem Prairie, discussing the failed proposal



Rochester Public Library Expansion

Rochester Sales Tax Advisory Committee

September 1, 2010





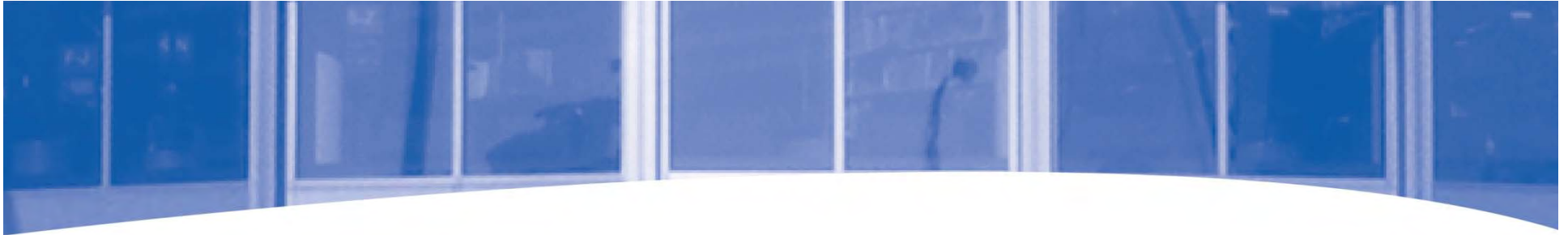
Project Description

- Expand the library to four floors
- Remodel the first two floors
- A structural engineering study in 2010 verified that the library could be expanded to four floors.
- Approximately 30,000 square feet would be added.



Project Need

- Rochester Public Library draws over half million people annually
- Information needs have rapidly changed
- As our community grows and changes, the library needs to do so as well



Project Need

- Existing Building
 - Opened in 1995
 - 85,470 square feet
 - Over 10,000 square feet cut from original plan



Project Need

- The Library has exceeded all projections
 - Projected service population in 2015 = 118,227
 - Actual service population in 2010 = 140,105

 - Estimated collection in 2015 = 408,000
 - Actual collection in 2009 = 433,360



Project Need

- Rochester Public Library is small based on national comparisons
 - Most new libraries are in the range of 1 sq ft per person served
 - Sizes of libraries increased in last 20 years
 - Technology
 - Larger children's rooms
 - Homework centers
 - Meeting Rooms

Planning for the Modern Public Library Building, Gerard B. McCabe 2003

Project Need

- New/Greatly Expanded Services Since 1995
 - Public Internet Access
 - DVDs
 - Early Literacy StoryTime Kits
 - Book Discussion Group Kits
 - Language Line
 - Adult and Senior Computer classes
 - Wireless Hotspot



Project Need

- New/Greatly Expanded Services Since 1995
 - Online Databases
 - Homework Assistance
 - Little Tykes computers
 - Adult Programming
 - Community programming and partnerships
 - Downloadable media
 - Digital Reference Services
 - Reference Help 24/7



Project Need

- Space Issues are becoming critical
 - 10% of seating has been lost between 2005-2009
 - Older material is discarded sooner to make room for new material
 - Lines at circulation desk, internet computers, and self-check computers

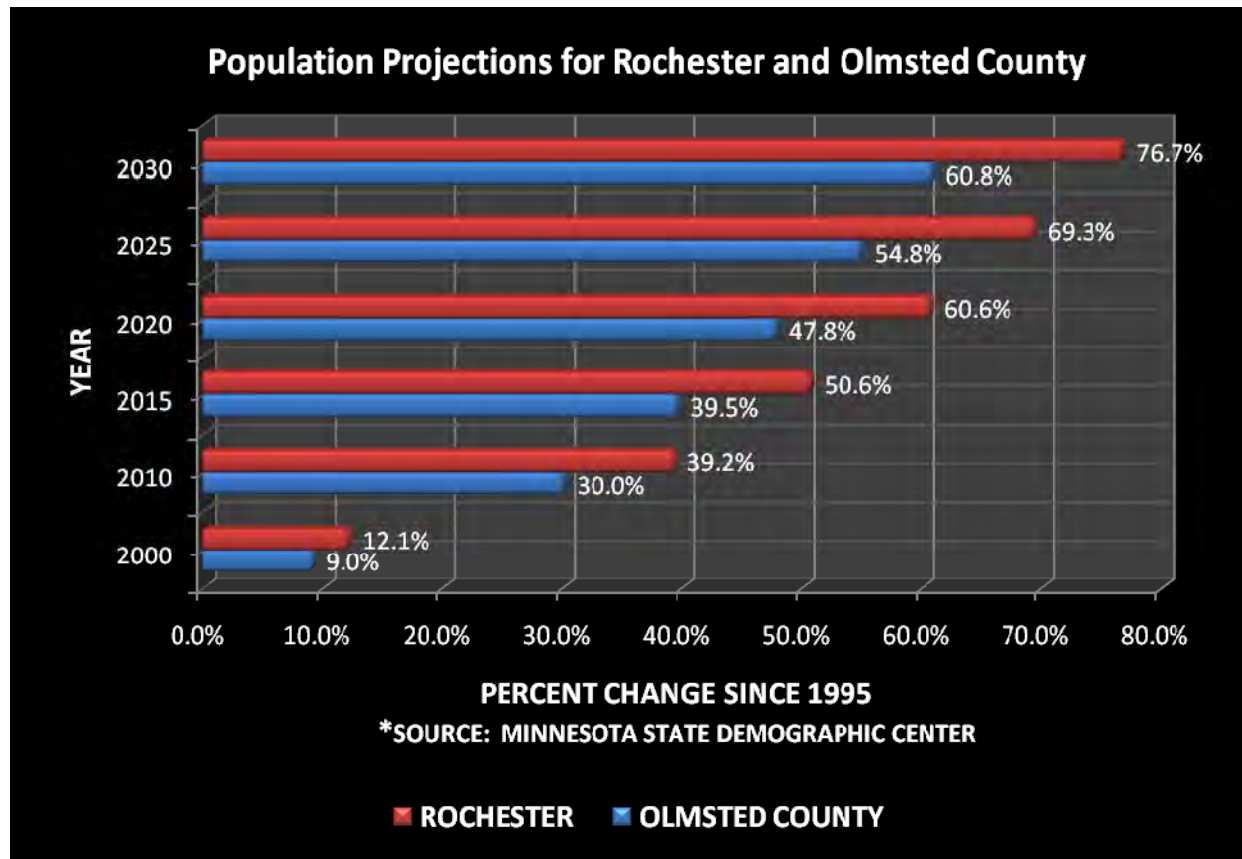


Project Need

- Space Issues are becoming critical
 - Patrons are turned away from some programs when room reaches fire code capacity
 - Meeting Room requests are denied because of lack of availability
 - Reserves do not fit on shelves

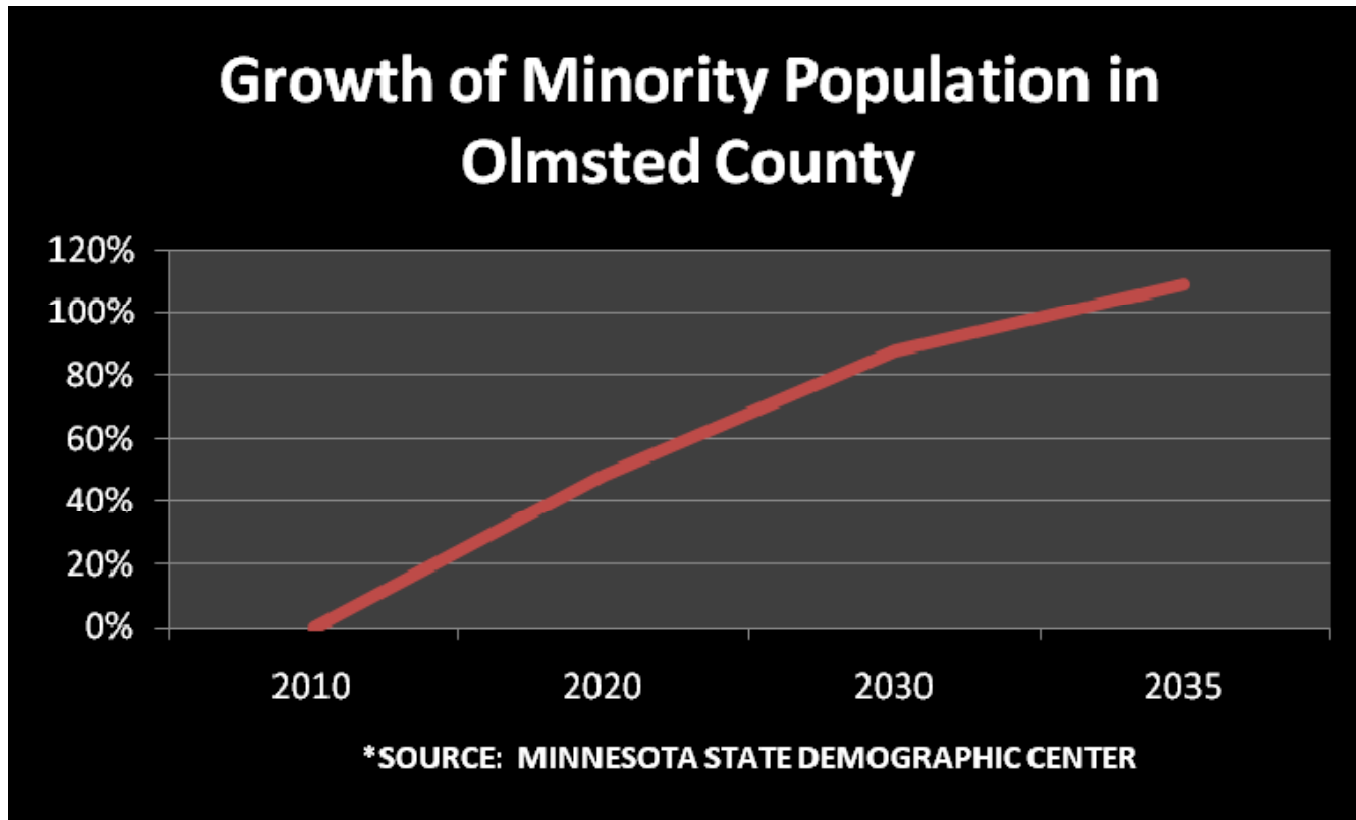


Project Need

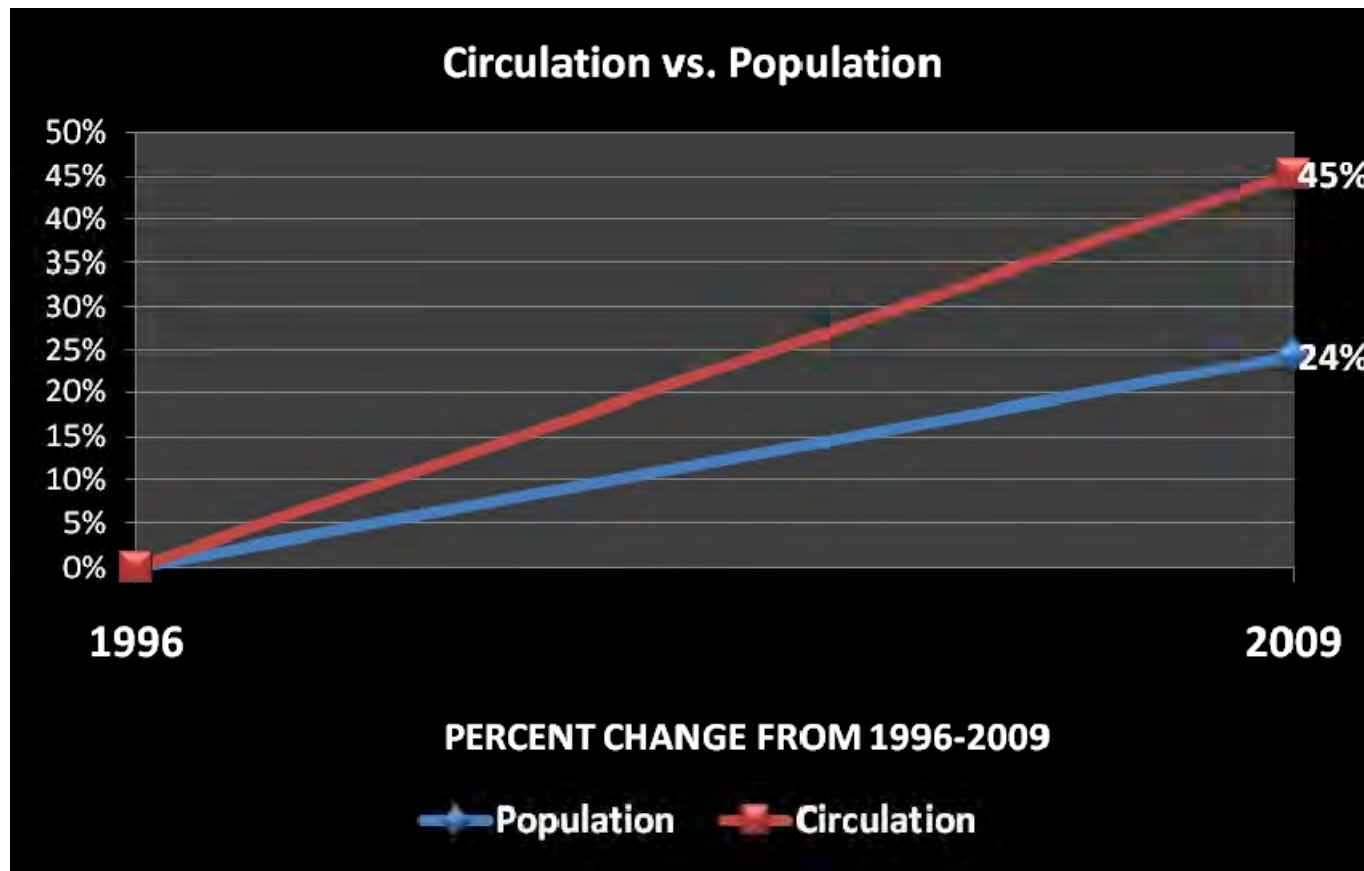




Project Need



Project Need





Project Need

- The Library is a community gathering space, a community partner, and a community convener.
 - In 2009, 261 community gatherings were held in the library's meeting rooms.
 - In 2009, 575 library programs for the community were held.
 - In 2010, over 30,000 people have visited the exhibit, *RACE: Are We So Different?*



Project Need

- In 2009 over 550,000 people walked into the Rochester Public Library. Compare that to:
 - Mayo Clinic – 350,000
 - Mayo Civic Center – 325,533
- In 2009 Rochester Public Library was the busiest library building in the state of Minnesota



Branch vs. Building Expansion

- A branch costs more to operate
- Current location easily accessible
- Usage does not consistently decrease as distance increases from the library
- Bookmobile targets underserved populations
- The Library is one of the anchors in the downtown Arts and Cultural District



Project Funding

- Estimated cost
 - \$18,200,000
- Costs Proposed to be funded
 - Sales tax funding
- Alternative sources
 - Public Library Construction Grant Program
 - Currently vetoed but may be funded in future



Project Funding

- **Similar Facilities**
 - Ramsey County Central Library -- Roseville
 - Added 30,000 sq ft second floor.
 - \$15.6 million funded by property taxes
 - \$350K raised privately
 - \$400K Public Library Construction Grant
 - \$300K Environmental Grant for LEED Certification



Program Staffing

- Staffing after construction
 - Three more positions at the library
 - Maintenance
 - Computer Lab Trainer
 - Young Adult specialist
 - Funding for Staffing
 - Requested as part of library's operating budget



Operation and Maintenance

- Future Costs
 - Additional heating, cooling, electricity, etc
 - Use of Green Technology
- Costs Proposed to be Funded
 - Operating budget



City Funding Commitments

- Rochester Public Library is a City Department
- City has invested in Life-long Learning since 1895
- Current building was built with sales tax revenue
- Library is a regional resource
 - In 2009, 11% library card holders were from outside Olmsted County
- Library serves visitors from all over the world



Project Benefits

- **Libraries offer a ROI of \$4.76 for every dollar spent.**
- **Community Investment offers Opportunities for:**
 - **All Citizens to Succeed**
 - Job seekers to learn computer skills and find jobs
 - Children to be ready for school
 - Students to get homework help (in person or online)
 - Community to come together for dialogue and debate
 - Newcomers to learn English
 - Small businesses to have access to information to prosper

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Mar 27, 2011

Boiling over in Rochester: Downey promises closed-door meeting; Tea Party Patriots steamed

An article in the Rochester Post Bulletin has local Tea Party Patriots boiling over. On Saturday morning, political reporter Heather Carlson reported in [Frustration boils over on Rochester sales tax cuts](#):

Lawmakers got an earful Friday from Rochester leaders who were angry that some House lawmakers stripped \$58.5 million out of the city's local option sales tax proposal.

Speaking at a Rochester Area Chamber of Commerce luncheon, Chub Stewart told House Majority Leader Matt Dean, R-Dellwood, and Rep. Keith Downey, R-Edina, that lawmakers should stop meddling with the city's tax proposal.

"Rochester is fully capable of making intelligent decisions as to how we want to spend our money, and don't tread in that area is my recommendation to you because it is a hot subject in town," Stewart said to applause from the audience of roughly 50 gathered at the Rochester Golf and Country Club.

After listening to multiple speakers upset about the cuts, Dean apologized to the audience.

"It sounds to me like this process probably got sideways somewhere along the way and there were probably communication problems" he said. "I just want to apologize for that with the city and the folks who brought these (concerns) forward."

This is fascinating stuff. The history of what led to Dean's apology is long, but worth reading for what it tells us about Republican "leadership" in the Minnesota House. Let's walk it back.

March 9: Rochester Chamber and Tea Party speak to tax extension

It's not as if Majority Leader Dean assists Speaker Zellers in running a legislative chamber that lacks for public committee hearings where the Chamber and other leaders from Rochester can testify. Indeed, Carlson reported back on March 10 in [Tea Party members blast sales tax proposal](#):

...the measure also has a long list of supporters, including the Rochester Area Chamber of Commerce. Chamber President John Wade told lawmakers that he is "about the last person who would come here to advocate for a tax," but that the sales tax proposal is key to the city's future.

"What I do believe is that this measure, the local option sales tax, has been well thought out, locally developed and proven results," he said. "We believe if we get things right in our community, over the next 10 years we will grow some 8,000 jobs."

Other backers writing letters of support include Mayo Clinic, Rochester Area Economic Development Inc. and the Rochester Convention and Visitors Bureau.

Before the city of Rochester can put the sales tax proposal before the voters, it needs to get authorization from the Legislature. Sen. Dave Senjem, R-Rochester, and Rep. Duane Quam, R-Byron, are the chief sponsors of bills seeking that approval.

Their [testimony can be viewed at archives for the March 9 Joint meeting](#) of the Minnesota Senate Committee on Taxes and the House Committee on Property and Local Taxes Division. Of course, they weren't alone--two Rochester residents spoke against the proposal on behalf of the local Tea Party Patriots.

Their testimony, rather than that of representatives of the Rochester Area Chamber of Commerce, the Mayo Clinic and other local business and non-profit groups, grabbed the headline in the Post Bulletin. TPP leader Cindy Maves said in part:

Members of the Rochester Tea Party Patriots ripped Rochester's proposed sales tax extension on Wednesday, urging lawmakers to vote against letting the city put it before the voters.

Cindy Maves and Max Sullivan, members of the Rochester Tea Party Patriots, said the sales tax would be used for fluff projects. Maves said the sales tax originally passed in 1983 was worthy of support because it funded needed flood control infrastructure projects. But she said this latest plan includes projects not worthy of taxpayer dollars.

"We are not renewing for infrastructure. We are renewing for frosting," she said. . . .

March 16: Davids' committee follows Mave's advice



Apparently, the objections by the local Tea Party to allowing local citizens to vote to extend or not extend a sales tax--scheduled to sunset in 2012--took hold over the wishes of the Chamber of Commerce and its allies. On March 16, Carlson reported in [\\$58.5 million cut from sales tax proposal](#):

What happened? A key House committee cut Rochester's sales tax proposal by \$58.5 million for a total of \$101.5 million. Axed from the proposal was \$26 million for a senior center, \$3.5 million for a youth center and \$11 million for library expansion. It also included \$18 million in cuts for economic development programs including \$5 million from the Destination Medical Center, \$5 million from the Rochester Area Economic Development Inc. and the entire \$8 million for the downtown master plan.

Mind you: these are not projects to be paid by revenue from state taxes, but local sales taxes that would have to be approved by local voters. Carlson reports:

Members of the House Property and Local Tax Division made the cuts. The proposal heads to the Taxes Committee, chaired by Rep. Greg Davids, R-Preston. Davids said he backs those cuts because the city of Rochester's \$160 million proposal was simply too big.

"The problem with the Rochester sales tax was the size. It was enormous," Davids said.

Rochester Mayor Ardele Brede said he was disappointed by the lawmakers' actions. He said state law requires the city to get the Legislature's approval to extend its half-cent sales tax, but the measure still has to go to the voters and they should be the ones to decide.

"(The Legislature's) job is to only say yes you can take it to a referendum, and why they are now micromanaging an area they don't need to be involved in is beyond me," Brede said.

Later in the article, Davids used reasons for some cuts that are drawn from Cindy Maves' testimony.

Sales tax not a contested issue in 2010 Rochester Lynch-Nelson senate race

All of this is quite curious stuff. Extending the sales tax didn't seem a make or break issue in Rochester's state legislative race last fall; in fact, the Post Bulletin reported that both former state senator Ann Lynch and senator Carla Nelson, who defeated her, supported keeping Rochester's sales tax (Heather Carlson, "Lynch, Nelson differ on how to support jobs, economy," Post-Bulletin, October 21, 2010, Nexis All-News, accessed 3/27/2011).

March 25: Country Club Republicans

But while the Republican leadership might turn a blind eye to Davids' committee cutting projects on because Cindy Maves said so, after a luncheon meeting at the Rochester Golf and Country Club, Dean has learned that leadership also means always having to say you're sorry ([if it's Minnesota's third largest city and a swing city that's playing a huge and "fishy" role in 2012 election calculus](#)).

For Downey, [it means promising something else](#):

Downey, a member of the House Taxes Committee, pledged to the audience that he would personally work on addressing Rochester's concerns by putting together a closed-door meeting between city officials and lawmakers to come to a solution. That promise won applause from the audience.



March 26-27: A Tea Party Urgent Action Item

Naturally, this offer--served up at a country club, no less--drew the ire of [Rochester's Tea Party Patriots, who issued the following urgent action item](#) (typography preserved from the original post; email contact info redacted to prevent spamming of lawmakers' accounts)

Urgent Action Item!

We need Emails and Phone calls to go out NOW!!!!

Country Club, Closed Door Meetings to Discuss the Rochester Sales Tax Extension!

This bill and other Tax bills will be voted on Monday in House of Representatives.

Tea Party Patriots Must take action to Call and Email House representatives Now and Early Monday Morning to tell them "No new Taxes! We want you to keep your Promises".

Did you see the Saturday night front page [Rochester Post Bulletin](#) article "Frustration boils over on Rochester sales tax cuts"? Rep. Matt Downey was blasted at a Chamber of Commerce meeting at the Country Club because the House cut 58.5 million dollars out of the Rochester City Sales Tax Extension. Downey pledged to personally put together a "**Closed Door Meeting with City officials and lawmakers to come to a solution**".

Will our Legislators Cave to the Country Club Chamber of Commerce members and City Officials to add the 58.5 million dollars back in to the Sales Tax bill?

NO NEW TAXES!

The key Members to contact are:

House Majority Leader: Matt Dean (R)	651-296-3018	begin_of_the_skype_highlighting	651-296-3018	end_of_the_skype_highlighting
Rep. Mike Benson (R)	651-296-4378	begin_of_the_skype_highlighting	651-296-4378	end_of_the_skype_highlighting
Rep. Duane Quam (R)	651-296-9236	begin_of_the_skype_highlighting	651-296-9236	end_of_the_skype_highlighting
Rep. Gregg Davids (R)	651-296-9278	begin_of_the_skype_highlighting	651-296-9278	end_of_the_skype_highlighting

Make sure you tell them you are from the Rochester area and this effects YOU!

Rochester Tea Party Patriots have already made a difference by getting 58.5 Million dollars cut from this sales tax! We Need YOU to keep the pressure on!


To sum up

Personally, I'm all for letting the citizens of Rochester vote the sales tax up or down as originally proposed. What's fascinating is watching Dean, Downey, Davids and the rest of the Republican majority in the House pretzel themselves as they try to serve two masters--the business community and the Tea Party Republican base that swept them back into power.

Photos: Rochester Tea Party Patriot leader Cindy Maves raves at the joint committee hearing on March 9 (above, via PB); House Majority Leader Matt Dean (below, via PIM).

Posted by [Sally Jo Sorensen](#) on Mar 27, 2011 at 05:55 PM in [Cities](#), [Media analysis](#), [Minnesota legislature](#), [Postmoronic Politics](#), [State Legislature](#), [Taxes](#) | [Permalink](#)

Comments

 You can follow this conversation by subscribing to the [comment feed](#) for this post.



Geez, the Teeps really are froth-at-the-mouth types, aren't they? I wonder how many local Chamber types are wishing Charles and David Koch had decided not to follow in their father Fred's John Birch Society footsteps and stayed out of politics.

Sane Republicans, take note: Sow the Koch teabagger wind, reap the bugnuts-crazy Koch teabagger whirlwind.

Posted by: [Phoenix Woman](#) | [Mar 27, 2011 at 06:29 PM](#)



Meanwhile, I wonder if the Teeps are OK with this highway race to the bottom, turning our paved roads into gravel just like South Dakota:

<http://www.startribune.com/local/118713594.html>

South Dakota's "open for business"? Maybe if you run an auto-repair shop, but I can't see how this facilitates any other sort of business.

Posted by: [Phoenix Woman](#) | [Mar 27, 2011 at 06:44 PM](#)



Coming at this from the left, I am going to agree with the Tea Partiers here. For a Republican leader to tell a group of business and city leaders that they will work out a deal behind closed doors after a public hearing is pretty bad. I support the sales tax extension at the original level, but I think the Republican leaders ought to come up with a deal in public. I can't believe they said it out loud actually.

Posted by: [JohnLLewis](#) | [Mar 28, 2011 at 05:03 PM](#)

The comments to this entry are closed.

MAY 2011

Library staff participated in the Library Journal's Design Institute, working with HGA on expansion/remodel options.

Attachment: 2011 Design Charrette

Rochester Public Library

May 10 2011

Rochester Public Library

The Rochester Public Library is an 85,000 square foot building with Circulation, Children's Services, Reader's Services (Fiction, Movies & Music, Outreach, and Bookmobile Services), and Maintenance on the 1st floor, and Reference, Administration, Technical Services, and Computer Center on the 2d Floor. We are looking to add 30,000 square feet by finishing the 3rd floor and building a 4th. We currently have the utility equipment on the 3rd floor. We will have weight restrictions on the 3rd and 4th floors. The library needs meeting room space, computer labs, as well as more seating and collection space.

An added challenge is the skyway entrance to the building. The building is a long, narrow rectangle with the entrance halfway down the long side. Patrons must walk almost halfway around the building in the skyway to then go down to the 1st floor to enter the library; often they immediately go back up the internal stairs to go to the reference area, which they could see from the skyway. Skyway access is our number one complaint with our existing building.

Planned project: New Addition

Projected start date: 2012

Budget: \$11MM

How patrons should feel:

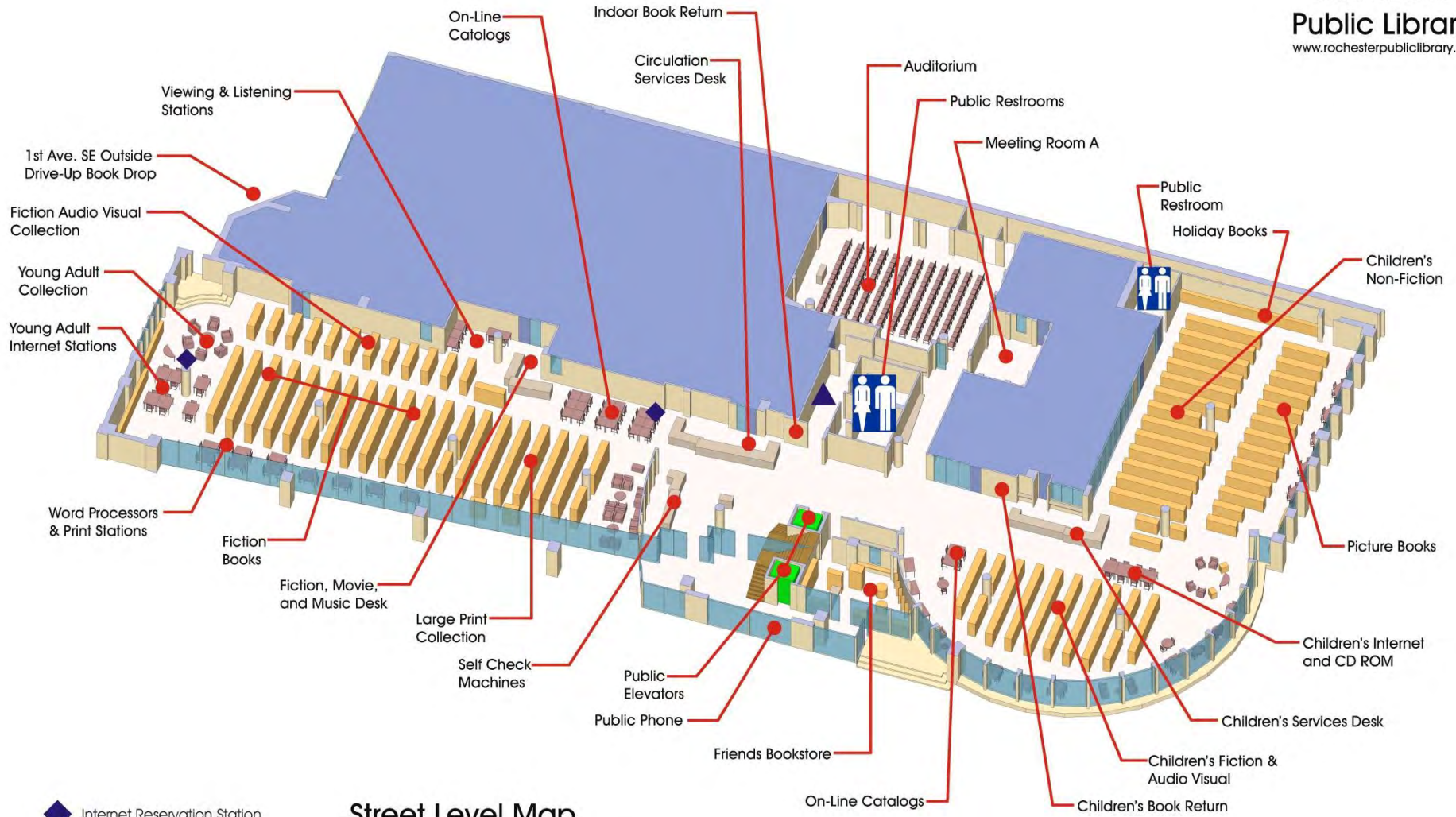
1. Safe
2. Welcomed/Invited
3. Satisfied/Helped
4. Known
5. Delighted/Excited/Inspired/Intrigued
6. Empowered/Enriched (Smart, Knowledgeable, Informed, Competent and Un-intimidated)
7. Valued
8. Comfortable
9. WOWED

How patrons feel about us:

1. Talented/Expert
2. Provocative
3. Friendly/Helpful/Gracious
4. Energized
5. Accessible
6. Modern (Simple, Clean, Warm)
7. Convenient
8. Innovative
9. Efficient
10. Service focused
11. Proactive

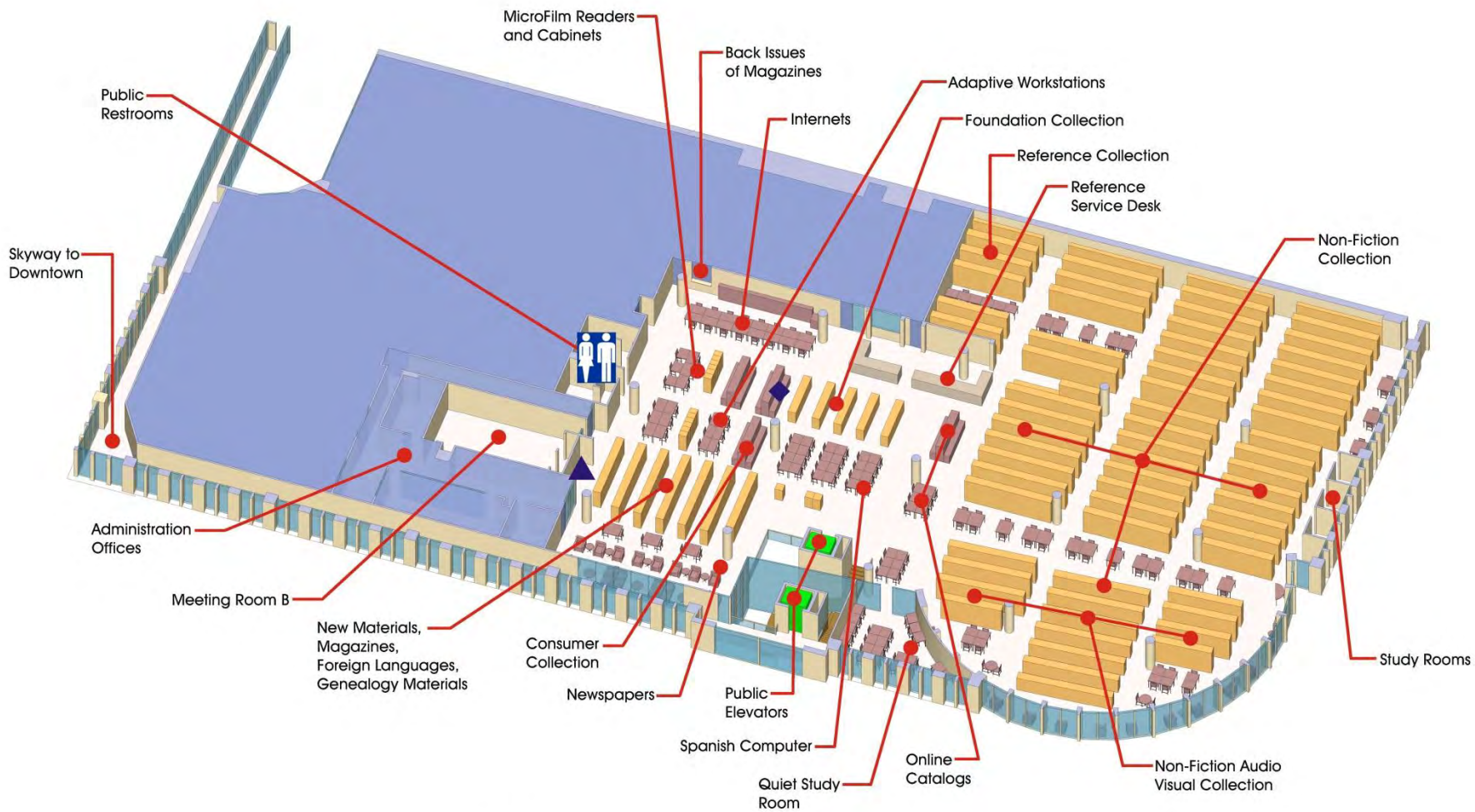
Project Challenges:

1. Skyway Entry
2. Service Drive and Book Return
3. Auditorium Possibilities
4. Program Definition
5. What are the Expansion Options:
 1. Floor plate square footage capacity
 2. Structural Limitations
 3. Architectural Opportunities



- ◆ Internet Reservation Station
- ▲ Copy Machine

Street Level Map



- ◆ Internet Reservation Station
- ▲ Copy Machine

Upper Level Map





Civic Center Dr →
← 3 Av SE

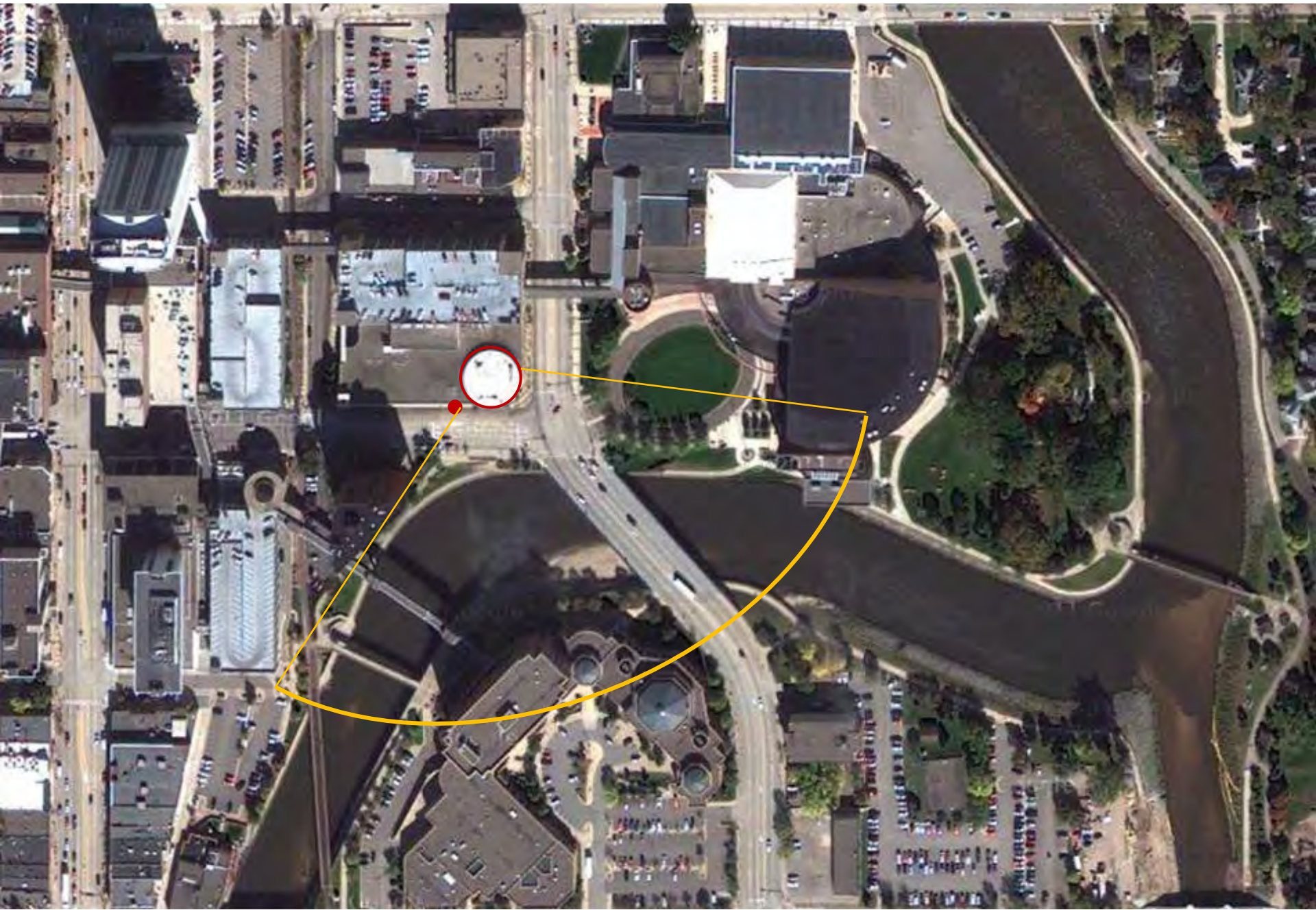
2 St SE

MAYO CLINIC



ROCHESTER PUBLIC LIBRARY





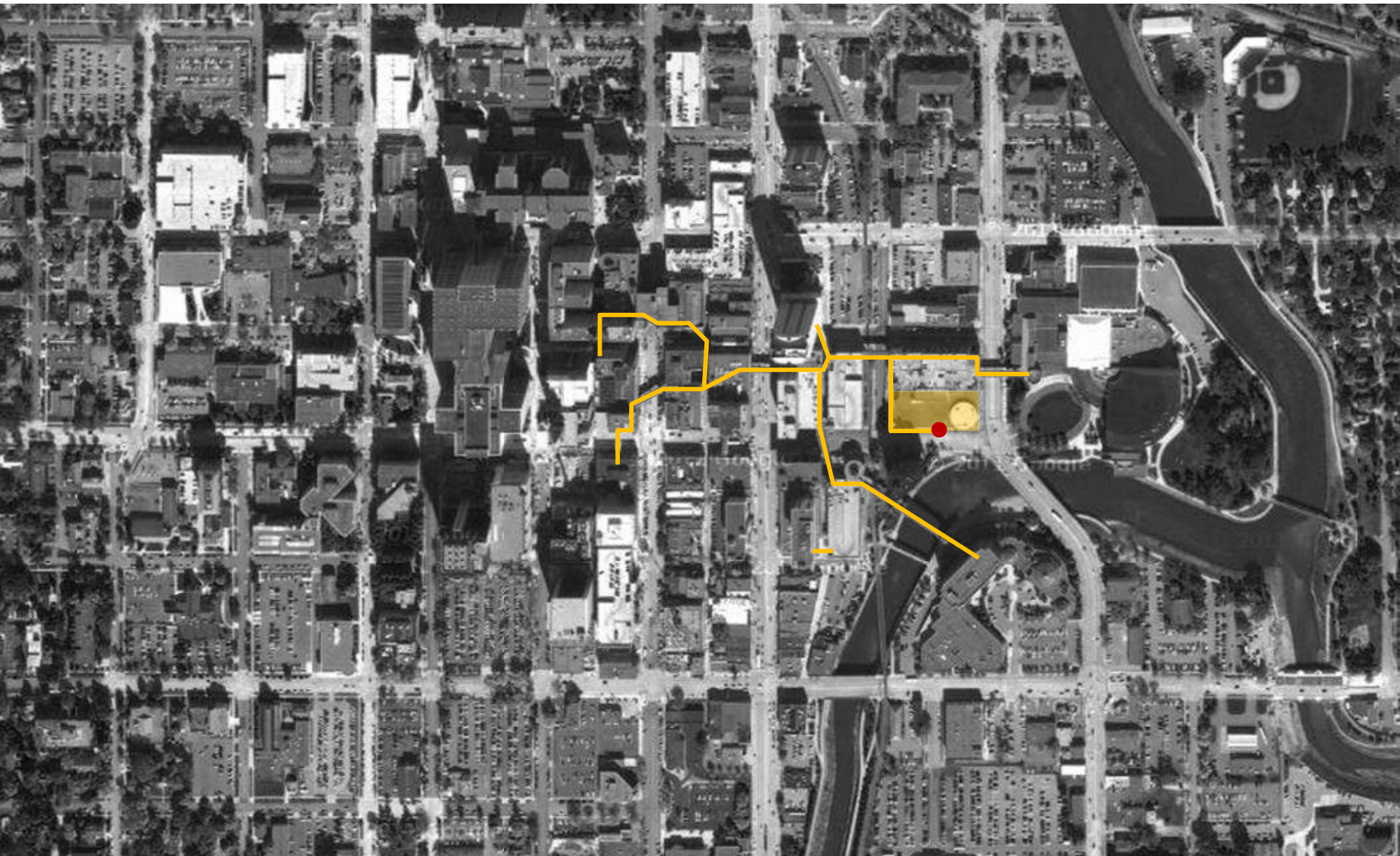














LIBRARY

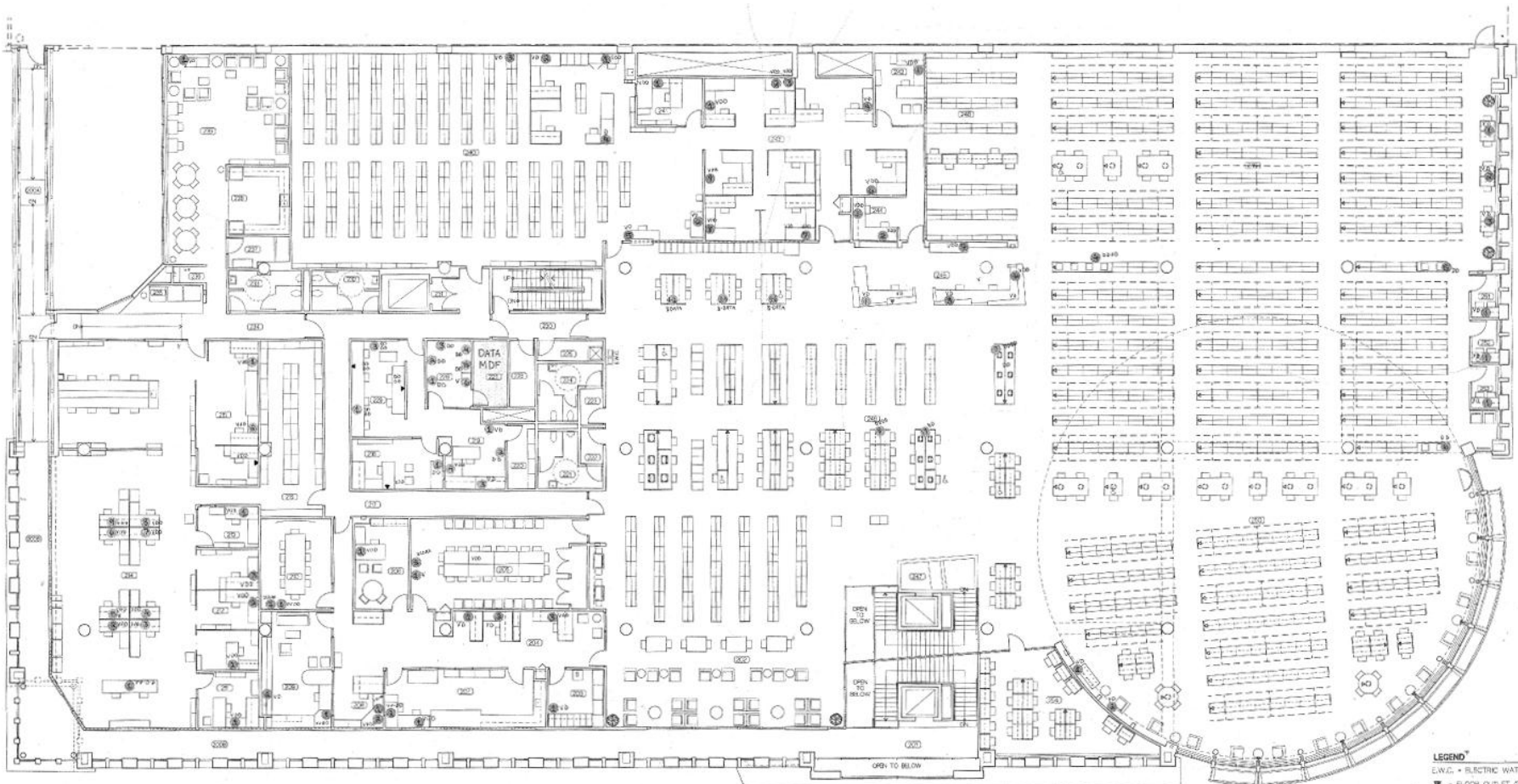
CAUTION
The floor is wet
Please use the
stairs for the
main
entrance

EXIT

CAUTION
The floor is wet
Please use the
stairs for the
main
entrance







- LEGEND**
- E.W.C. - ELECTRIC WATER COOLER
 - ▼ FLOOR OUTLET POWER, DATA & COMMUNICATIONS
 - ▽ FLOOR OUTLET POWER ONLY
 - STACK MOUNTED LIGHT FIXTURE
 - TABLE MOUNTED LIGHT FIXTURE
 - ◆ SEE SCHEDULE FOR SYMBOL INFORMATION

2nd Street S.E.

main entrance

ater Drive SE



2nd Street S.E.

First Avenue S.E.

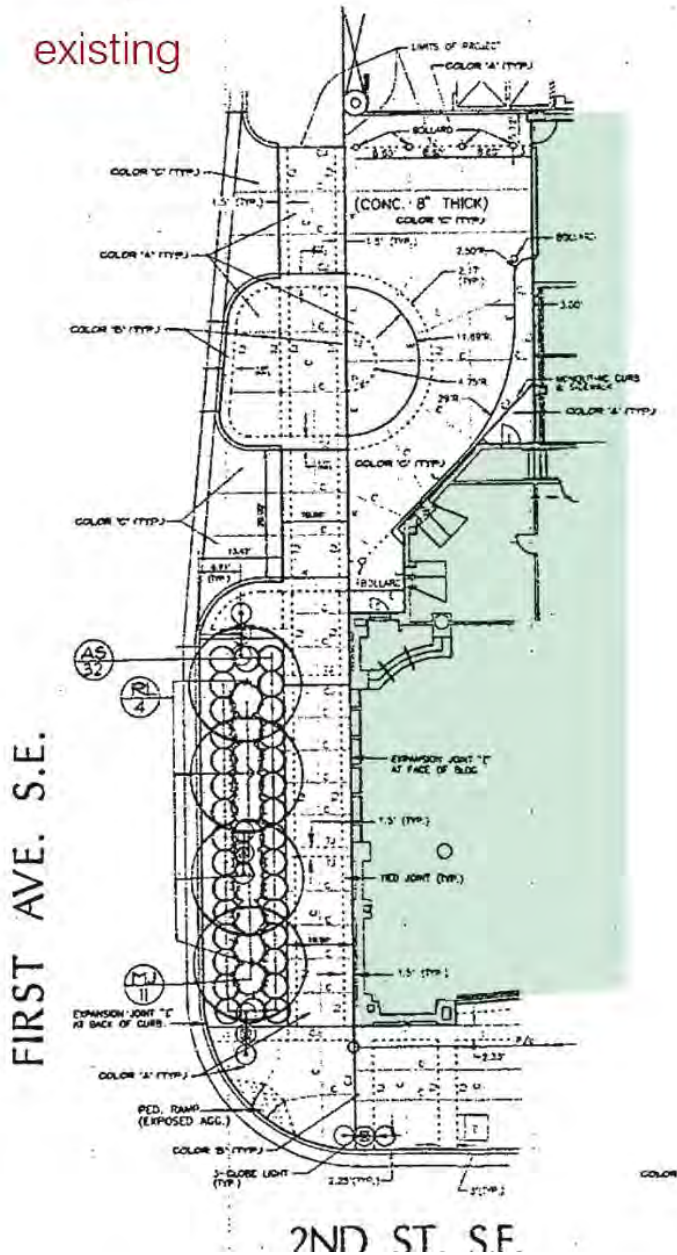
main entrance

Center Drive S.E.





existing



1. Building Service Access
2. Deliveries
3. Library Donation Drop-off
4. Bookmobile Garage
5. Staff Entry
6. Book Returns (Drive-up and Walk-up)



Exit

A/V BOOKS





First Avenue S.E.

service and
book return

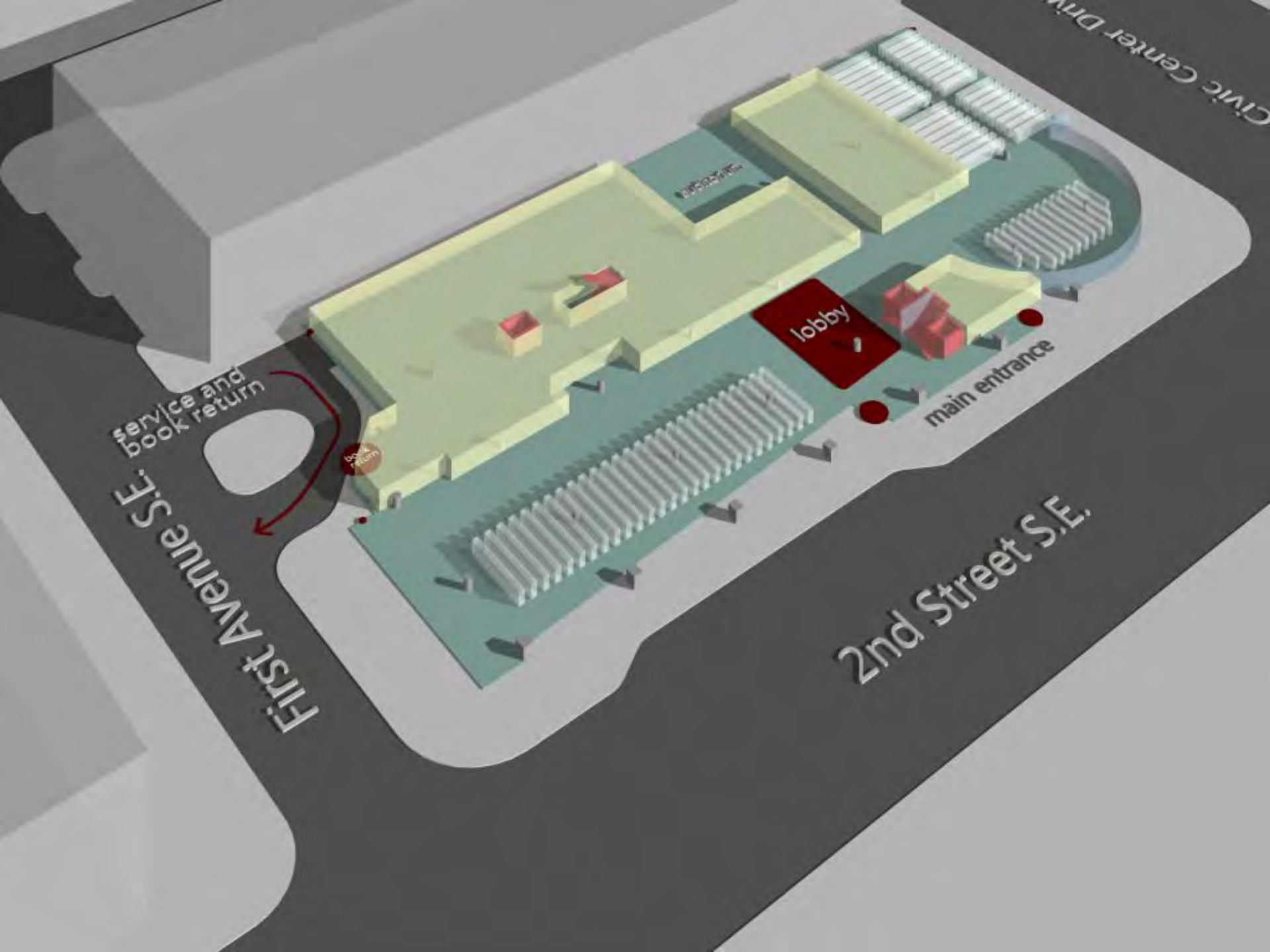
book return

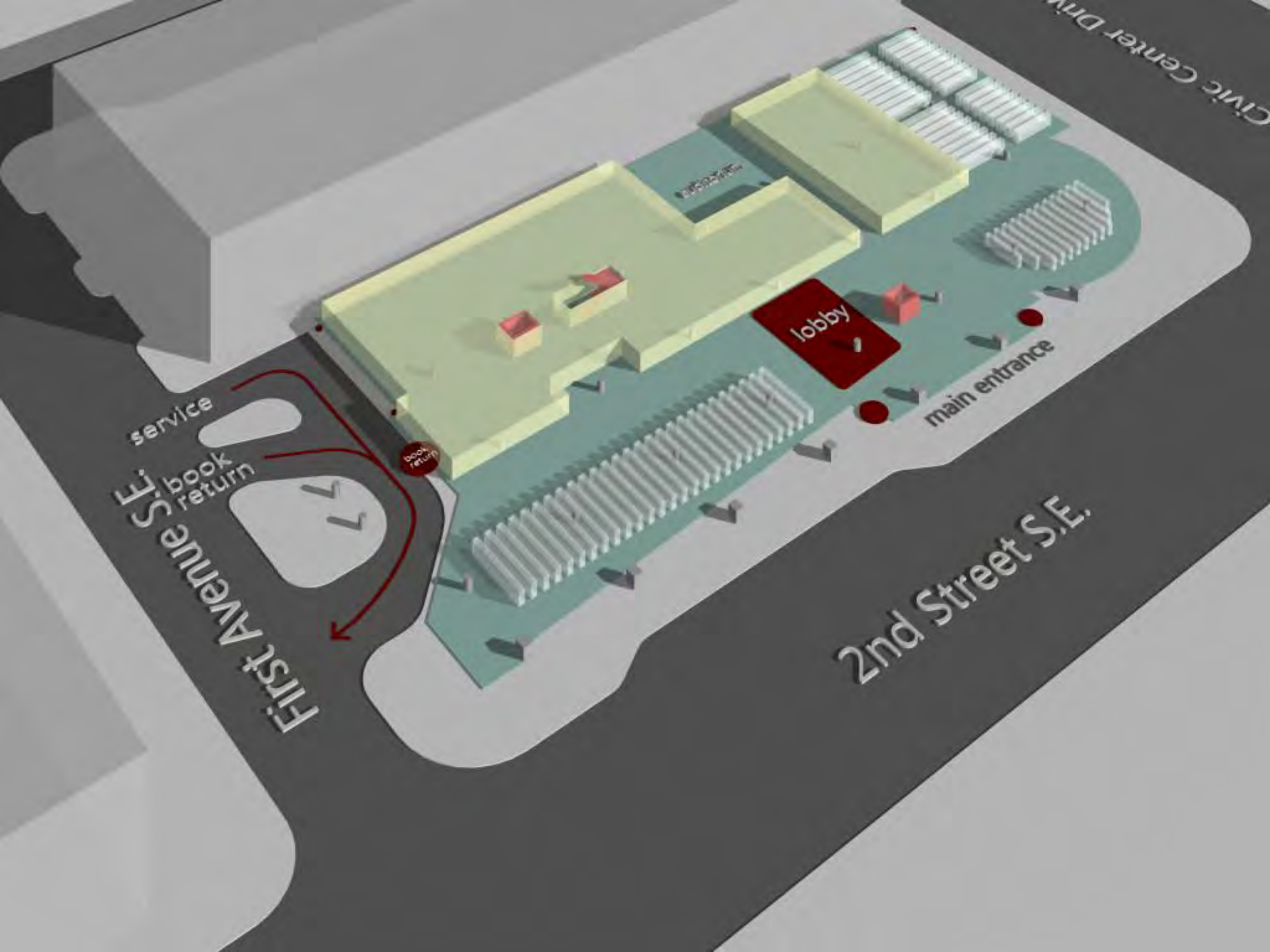
lobby

main entrance

2nd Street S.E.

Civic Center Drive





service
book return
77
First Avenue S.E.

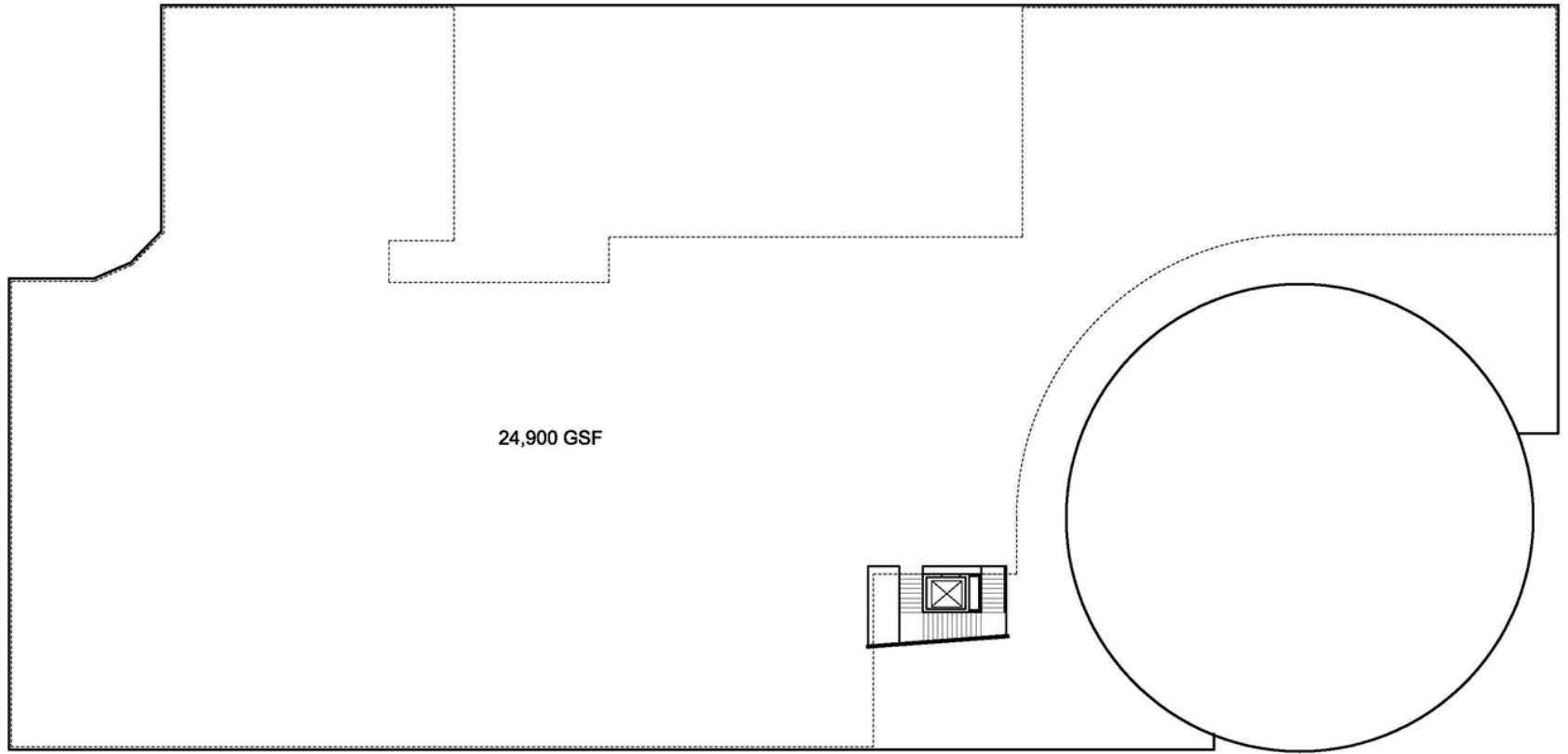
book return

lobby

main entrance

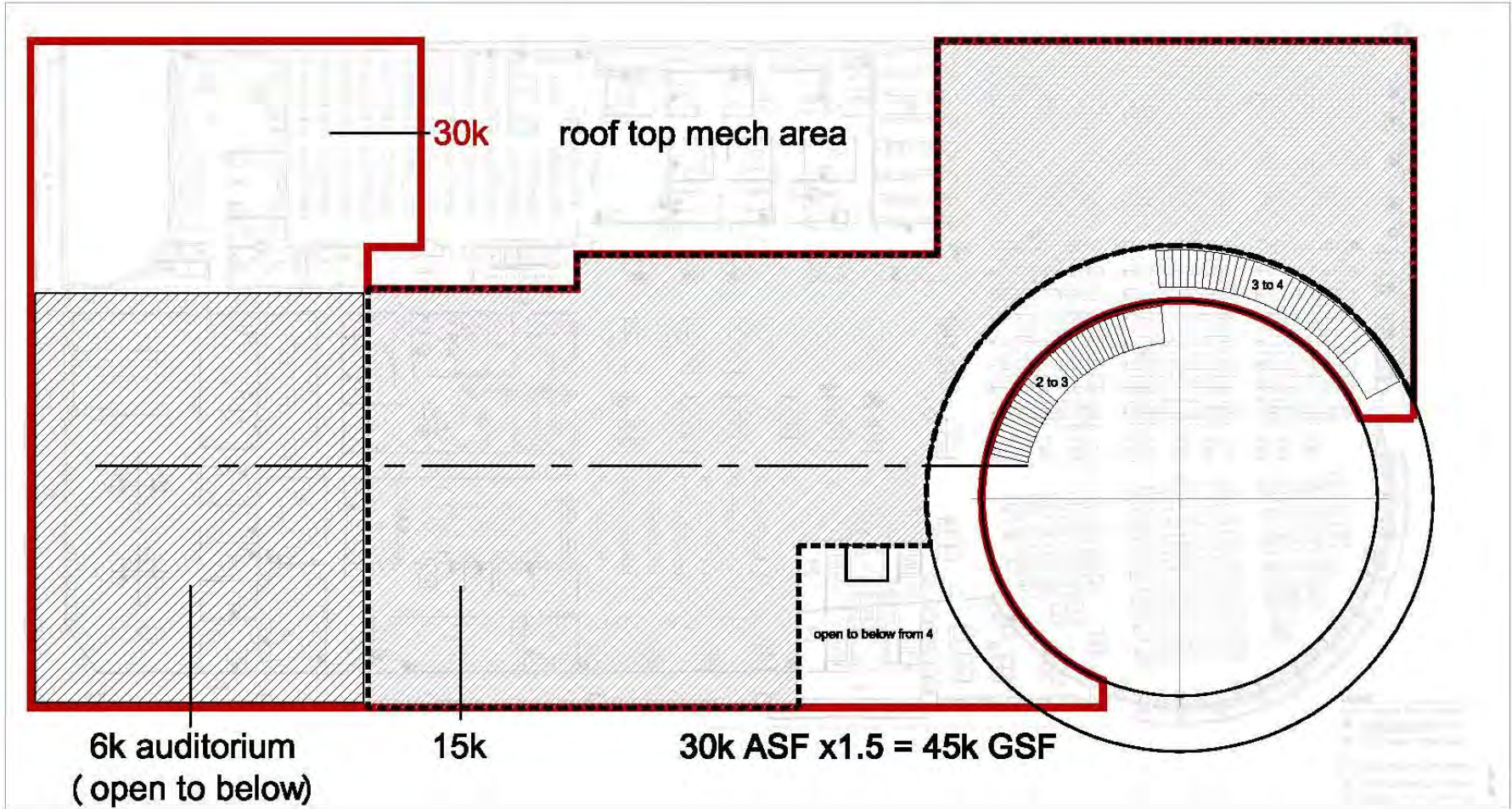
2nd Street S.E.

Civic Center Drive



ROOF PLAN







FIRST FLOOR PLAN SPACES - OPTION 1



SECOND FLOOR PLAN SPACES - OPTION 1



THIRD FLOOR PLAN SPACES - OPTION 1



FOURTH FLOOR PLAN SPACES - OPTION 1



FIRST FLOOR PLAN SPACES - OPTION 2



SECOND FLOOR PLAN SPACES - OPTION 2



THIRD FLOOR PLAN SPACES - OPTION 2



FOURTH FLOOR PLAN SPACES - OPTION 2



FIRST FLOOR PLAN SPACES - OPTION 3



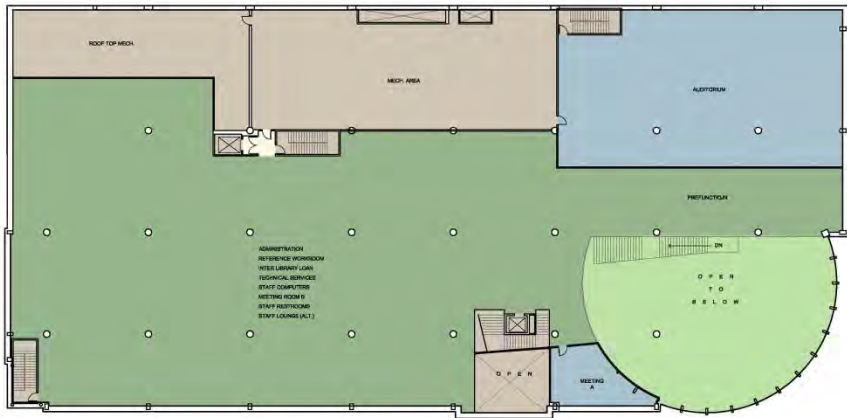
SECOND FLOOR PLAN SPACES - OPTION 3



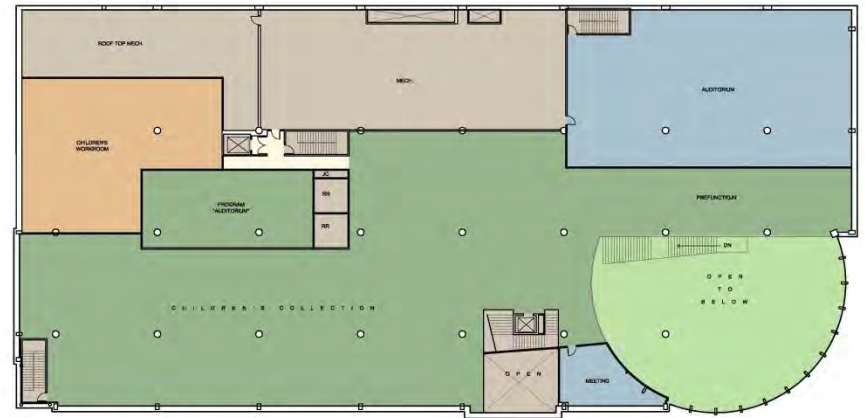
THIRD FLOOR PLAN SPACES - OPTION 3



FOURTH FLOOR PLAN SPACES - OPTION 3



THIRD OR FOURTH FLOOR / ADMINISTRATION - OPTION 4A



THIRD OR FOURTH FLOOR / CHILDREN'S - OPTION 4A



FIRST FLOOR PLAN SPACES - OPTION 4



SECOND FLOOR PLAN SPACES - OPTION 4



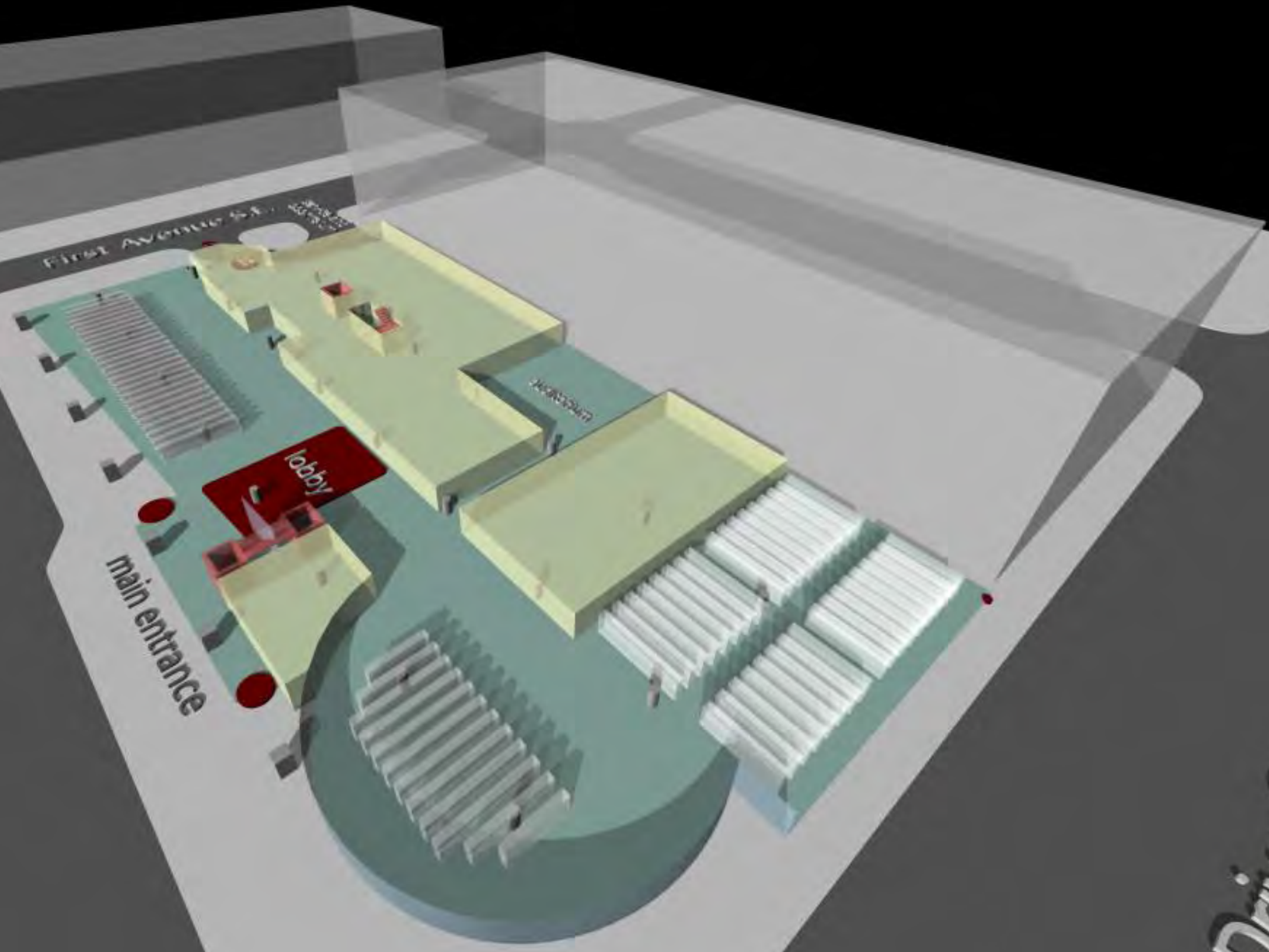
THIRD FLOOR PLAN SPACES - OPTION 4



FOURTH FLOOR PLAN SPACES - OPTION 4

2nd Street S.E.

First Avenue S.E.



main entrance

lobby

auditorium

Center Drive SE

2nd Street S.E.

First Avenue S.E.

main entrance

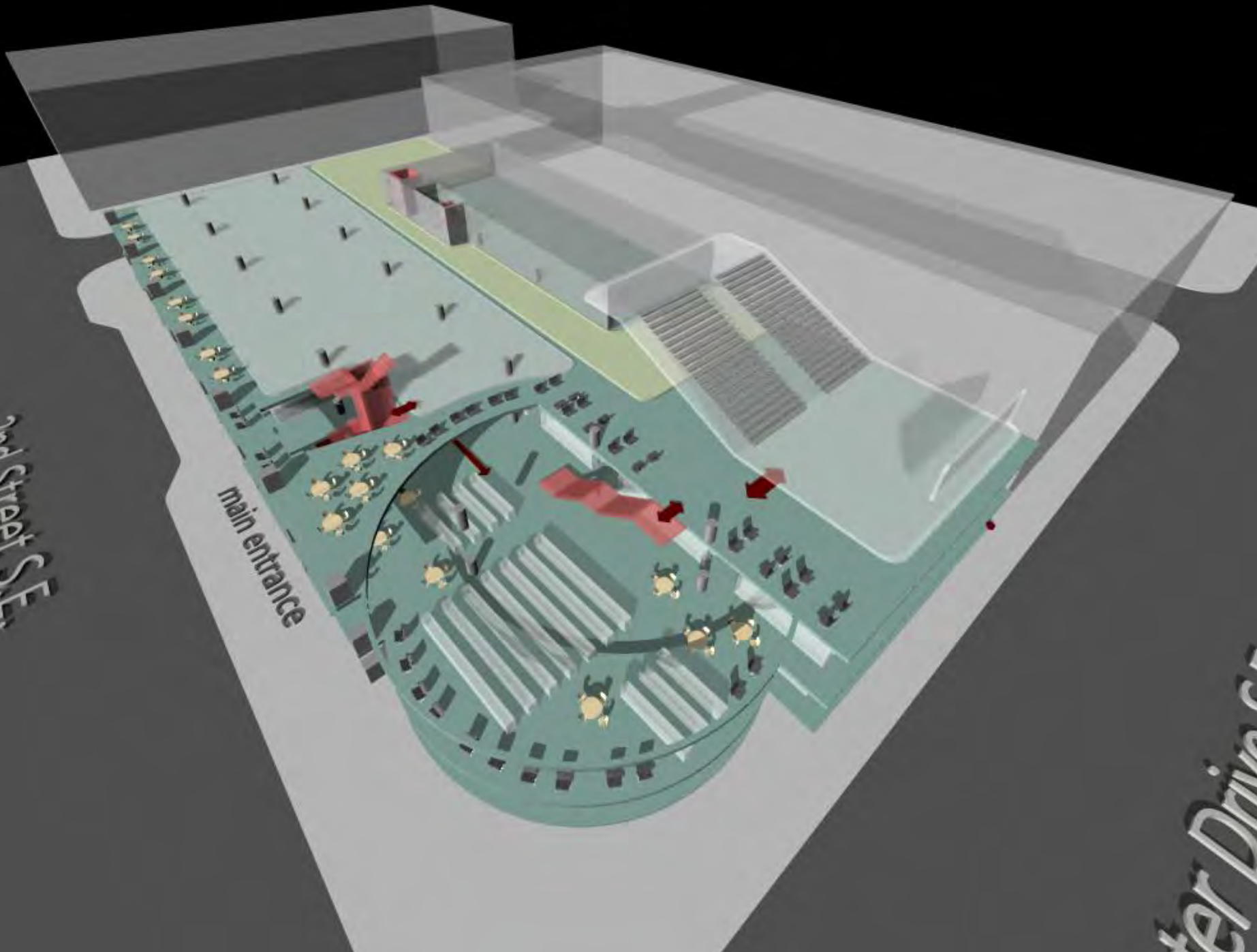
Center Drive S.E.



2nd Street S.E.

main entrance

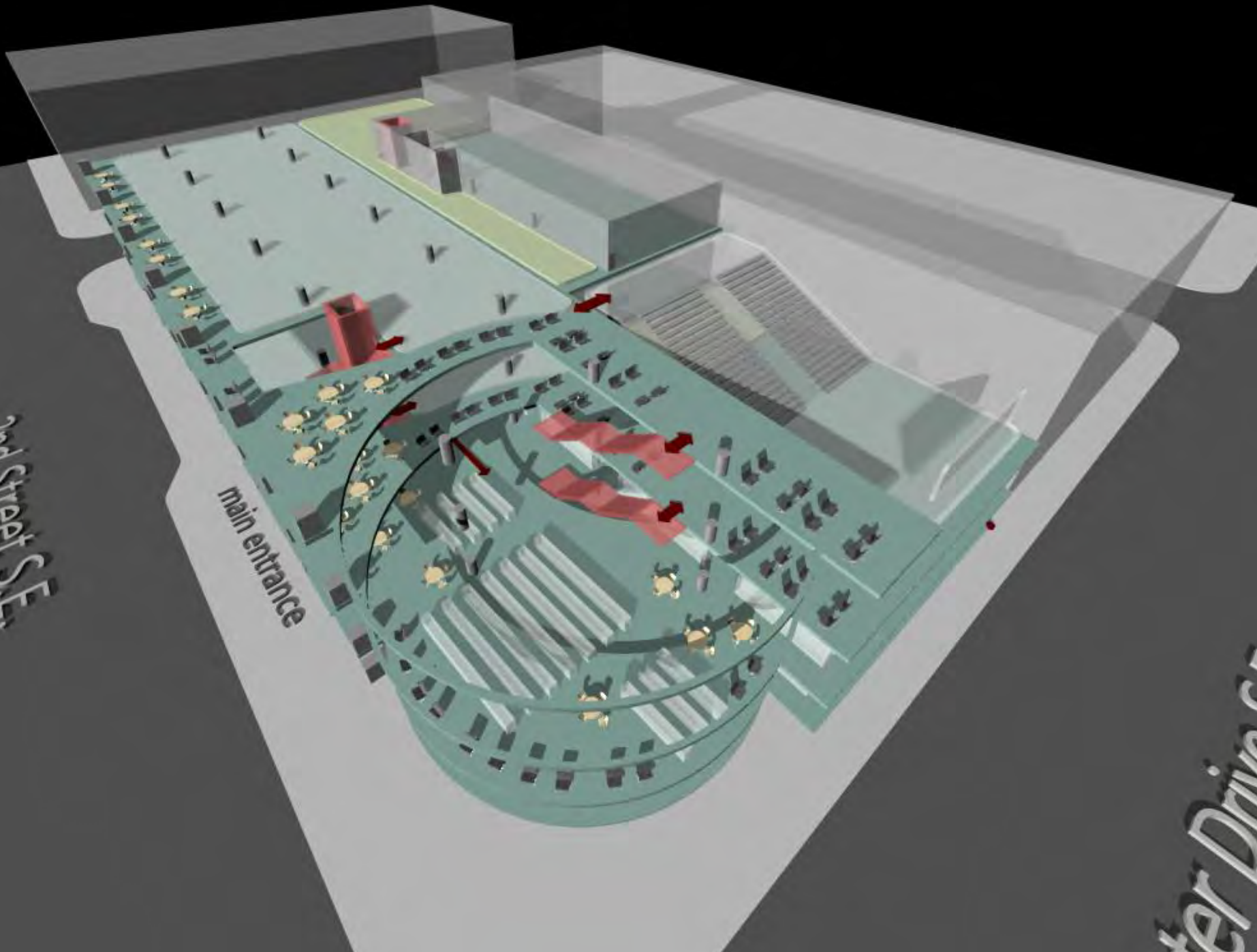
ater Drive SE

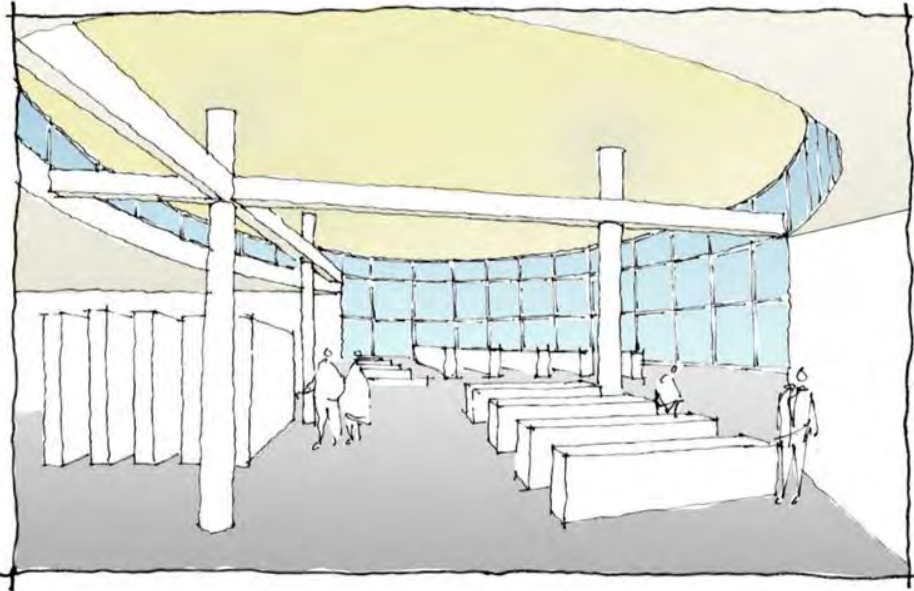


2nd Street S.E.

main entrance

ater Drive SE







2012

The library worked alongside community members to develop a new strategic plan, with an intentional increase in programming and partnerships to meet community needs.

Attachment: 2012 Strategic Plan



Rochester Public Library

Strategic Plan 2012-2037

Approved by the Rochester Public Library Board of Trustees on January 21, 2004. Revised and approved by the Rochester Public Library Board of Trustees on April 18, 2012.

Vision

Model of excellence in library services as perceived by its customers and the library community, with materials, hours, technology, staff and facilities that meet the needs of our changing community

Strategic Issues

1. Maintain & enhance quality services, programs & collections
 2. Ensure access to services, programs, and collections
 3. Secure, manage, & develop funding sources
 4. Maintain & enhance public relations, marketing, & public information
 5. Build & maintain partnerships in the community
- See pages 4-7

Mission

RPL is dedicated to providing the community with access to information, literature, and ideas.

Core Values and Service Priorities

Beliefs That Guide Daily Activities
See pages 2-3

Core Values

The Rochester Public Library is committed to providing quality library service. Staff is committed to providing prompt, objective, confidential, and knowledgeable responses to requests for assistance. Staff is committed to assisting library users in finding, using, and evaluating information sources, to meeting demand for popular materials, and to making the use of the library a pleasant experience for our users. Rochester Public Library serves all users fairly and equally.

The Rochester Public Library is committed to providing basic library services at no charge. This includes general access to books, periodicals and all forms of media including online resources. Some optional services may carry a fee. Access to library service and electronic information will not be denied because of inability to pay fees.

The Rochester Public Library is committed to intellectual freedom and the need for the library collection to represent many different points of view. Library staff believes that individuals are responsible for making their own choices regarding appropriateness of materials, and that parents/guardians are responsible for the choices made for their children.

The Rochester Public Library is committed to being a safe and welcoming place. This is reflected through creating policies and practices that ensure safety for the public and the staff, providing exceptional customer service, maintaining physical space, and providing a place to gather and a place to reflect.

The Rochester Public Library honors diversity, and seeks to represent diversity in its collections, programs, services, workforce and other areas.

The Rochester Public Library views technology as a means to the end of better library services and not an end in itself. Staff is committed to assisting and providing training and educational opportunities for those who find technology a barrier to library use.

The Rochester Public Library acknowledges that available public monies control our ability to fund collections, formats, staff and technology. Staff strives to support growth within our tax supported budget and to expand the funds available through grants, contributions, and other fund sources.

The Rochester Public Library respects intellectual property rights and copyright law. These legal rights may affect access to resources and remote accessibility.

Service Priorities

Primary : *Satisfy Curiosity -- Lifelong Learning : Residents of all ages will have the resources and the staff assistance they need to explore topics of personal interest and continue to learn throughout their lives.*

Stimulate Imagination – Reading, Viewing, and Listening for Pleasure: Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

Connect to the Online World – Public Internet Access: Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the internet.

Secondary: *Understand How to Find, Evaluate, and Use Information – Information Fluency: Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information in all formats to meet their needs.*

Encourage Young Readers – Early Literacy: Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Make Informed Decisions – Health, Wealth, and Other Life Choices: Residents will have the resources and staff assistance that they need to identify and analyze risks, benefits and alternatives before making decisions that affect their lives.

Support Educational Pursuits – Homework Help: Students of all ages will have the resources and staff support needed to succeed in school.

Strategic Issues

Strategic Issue #1: Maintain and Enhance Quality Services, Programs and Collections

Strategic Issue #2: Ensure Access to RPL Services, Programs and Collections

Strategic Issue 3: Secure, Manage and Develop Funding Sources

Strategic Issue 4: Maintain and Enhance Public Relations, Marketing and Public Information

Strategic Issue 5: Build and Maintain Partnerships in the Community to Meet the Library's Mission and Vision.

Strategic Issue 6: Using a Systematic Approach, Discover and Evaluate Strengths, Weaknesses, and Gaps in All Operational Areas

Strategic Issues/Goals

Strategic Issue #1: Maintain and Enhance Quality Services, Programs and Collections

- Meet the library services needs of RPL patrons
- Consistency with RPL's mission and values
- Positioning to address changing information marketplace

Goal #1: Provide collections to meet the needs of its citizens.

Goal #2: Provide programs and services to support its mission and enhance the quality of life of its citizens.

Goal #3: Provide sufficient staffing and expertise to provide needed library services.

Goal #4: Actively keep informed on changes to the information marketplace and changes in the community in order to meet citizen needs. Evaluate, plan, and implement changes in response to these shifts.

Goal #5: Actively maintain automation infrastructure to reflect current technology based on the needs of users and staff.

Strategic Issue #2: Ensure Access to RPL Services, Programs and Collections

- Facilities
- Other library service delivery alternatives
- Access

Goal #1: Provide adequate facilities to provide needed library services.

Goal #2: Use other delivery means to provide needed library services when possible.

Goal #3: Improve access to collections, programs, and services through other means such as optimum placement of various types of materials, clear signage, user-friendly computer programs, etc.

Strategic Issue 3: Secure, Manage and Develop Funding Sources

- Public
- Private
- Friends of the Rochester Public Library
- Rochester Public Library Foundation

Goal #1: Provide adequate public funding for core services.

Goal #2: Seek alternate sources of funds to enhance and expand library services, programs, and collections.

Strategic Issue 4: Maintain and Enhance Public Relations, Marketing and Public Information

- Improve community awareness and understanding of RPL resources
- Improve communications with funding entities and individuals
- Improve communications with RPL constituents

Goal #1: Improve community understanding of library collections, programs, and services and how it enhances their lives.

Goal #2: Provide information to funders and key constituents on how the library is key infrastructure for a strong community.

Strategic Issue 5: Build and Maintain Partnerships in the Community to Meet the Library's Mission and Vision.

- Public
- Private
- Peer Libraries

Goal #1: Strengthen the library's programs, services, collection, and visibility in the community by creating and maintaining strategic community partnerships.

Goal #2: Strengthen the library's programs, services, and collection by learning from colleagues at peer libraries who show excellence.

Goal #3: Strengthen the library's programs, services, and collections by working at the regional and state levels to build strong structures to support the local public library.

Strategic Issue 6: Using a Systematic Approach, Discover and Evaluate Strengths, Weaknesses, and Gaps in All Operational Areas

- Continuous Assessment
- Who Are We Serving?
- Who Are We Not Serving?
- Are Programs, Services, and Collections Achieving Goals?

Goal #1: Determine one or more methods for continuous assessment to determine whether we are serving the community well.

Goal #2: Find strengths, weaknesses and gaps in meeting community needs.

Goal #3: Use what is learned to create additional strategic issues, goals, and action plans.

2013

Building program is created, based on 2012 strategic plan that identifies amount of space needed to fulfill programmatic needs of community. Work began on a proposal for a 2-story expansion of the library.

Attachment: 2013 Building Program

Rochester Public Library

Library Building Program

As Revised
September 10, 2013

Prepared with the assistance of

George Lawson
Library Building Consultant
Ames, Iowa

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Program Overview

Guide to the Building Program

The building program document is a description in words and numbers of the service and operational requirements for the proposed library building. The program serves as the library's written instructions to the architect in beginning the design process. The program is concerned with how the building is to function rather than how it will look.

The architect will want to review the program with the library and consultant to insure a complete understanding of project requirements. Revisions may arise from that review. It is also possible that the library will revise its program requirements during the course of schematic design based on additional information, budget considerations, and/or new understandings resulting from the graphical representation of spaces. It is important that any revisions to the program be explicitly approved by the Library planning team.

The estimated space requirements of the building program will be tested by the architect. The preparation of schematic plans including furnishing layouts should be the final arbiter of space requirements for the building.

The building program includes numerous sections grouped in two broad divisions:

Program Divisions

1. Program Overview

These sections provide overarching issues for the project and summary data. The Space and Seating Summary offers a quick summary of all space allocations.

2. Functional Area Descriptions

These sections provide the detailed description and requirements for each functional area of the building.

Specific Design Considerations

In researching the program document a group of issues that affect the project across programmatic lines was identified. For this reason these issues are called to the planning team's specific attention.

Wayfinding – Provide a signage and wayfinding plan for the entire building.

General Circulation Path – Provide a path from the receiving room and garage to all workrooms and public floors that will allow passage of a pallet jack and pallet.

Green Roof / Patio / Balcony – an area for the controlled patron access to an upper story patio or balcony with green plantings is desired as the building's design permits.

Self-Check on the Second and Third Levels – provide as many as 4 self-check stations wherever there is a public skyway entry on the second and third floors.

Circulation Control and Theft Detection – The library is planning to implement RFID technology. The design and configuration of theft detection equipment, building exits, the circulation stations, check-in stations, and return chute locations should provide for this technology.

Customer Material Returns – both exterior and interior returns are to be integrated to a single automated materials handling installation if at all feasible. If conveyor requirements prove to be unfeasible a second, smaller unit will be required in the Circulation workroom area.

Power Distribution - The Library seeks to provide power at virtually every customer seating location throughout the building. Investigate the use of plenum floor system to support both power and data distribution.

Security – A building security system including a digital video camera system is required. Consult with staff to identify specific locations and requirements. A digital proximity key-pass system for exterior doors and to all staff areas is required.

Safe Room - The architect is to provide “safe room” conditions in locations to conform to library requirements.

Ergonomics - The architect is requested to consider people friendly solutions in selecting furnishings, fixtures, and finishes such as furnishings and millwork that allow for comfortably situated keyboards, monitors, and accessories that adjust to different users; floor treatments at public service desks that respond to staff spending many hours on their feet; and light sources that reduce monitor glare.

Storm Refuge - Identify an area of the building appropriate for shelter in times of severe weather.

Daylighting - Provide as much daylight as possible to patron seating and staff work areas.

Public Art - Please identify locations for the display of public art.

Furnishings - Moveable furniture is preferred in every instance over fixed counters and cabinets. The only exceptions are counters with sinks. In every instance workstations or stands used for public access to library network systems should be adjustable by library staff to provide for various work surface heights. These workstations should be able to be modified with minimum effort from standing to sitting height.

Shelving - In every instance shelving is to provide a sloped base shelf to allow customers to more easily view the items on the bottom shelf. Back-stops are desired for every shelf.

ADA Accessibility - The building should meet both the letter and the spirit of all ADA requirements.

Space, User Seating, and Public Technology Summary

Programmatic Area	Square Feet	Table Seating	Casual Seating	Public Technology Stations	Other Seating
Exterior Book/ Media Return	10				
Entry / Vestibule / Lobby	unassigned				
Restrooms	unassigned				
Friends' Shop (600)	840				
Café (0)	660	20	4		
Maker Space (0)	400				
Auditorium (0)	11,420				300
General Program Rooms (3,404)	8,920				150 12, 24, 24, 24 120, 60
Circulation Desk / Workroom (3,712)	3,783			10 selfcheck stations 4 registration stations	
Fiction, Media, Music (7,788)	11,150	12	30	8 catalog stations 4 media stations	
Periodicals	2,258	32	24	1 catalog station	
Adult Nonfiction (with Per. 13,097 vs. 18,754)	18,164	48	12	4 catalog stations	
Reference Tech Commons	2,260			36 computer stations 2 scanning stations 1 adaptive use station	
Reference Services (with Tech 11,296 vs. 9,017)	6,955	72		4 catalog stations 2 microform stations 2 enlarging readers	24
Youth Services (9,663)	15,916	52	60	9 catalog stations 28 computer stations 4 selfchecks 2 gaming areas	

continued

Space, User Seating, and Public Technology Summary

Programmatic Area	Square Feet	Table Seating	Casual Seating	Public Technology Stations	Other Seating
Readers' Services Workroom (1,949)	2,260				
Technical Services (3,616)	3,317				
Computer Center (993)	1,165				
Administration / Communications (2,854)	3,890				
Staff Room (1,020)	1,320				
Maintenance (932)	1,275				
Storeroom (0)	1,500				
Friends Storeroom / Workroom (524)	1,000				
Receiving / Staff Entry (0)	260				
Garage (1,540)	1,540				
Custodial Closets (270)	320				
Net Subtotal	100,583				
Unassigned Space					
At 30%	43,107 sf				
At 35%	54,160 sf				
Gross Space Requirement					
At 30%	143,690 sf				
At 35%	154,743 sf	236	130	10 selfcheck stations 4 registration stations 26 catalog stations 64 computing stations 2 scanning stations 1 adaptive use station 4 media stations 2 game areas 2 microform stations 2 enlarging readers	300, 150 12, 24, 24, 24 120, 60, 24

Spatial Relationships – An Initial Option

First Floor	Net Square Feet
Entry / Vestibule / Lobby	unassigned
Restrooms	unassigned
Friends' Shop	840
Café	660
Circulation Desk / Workroom	3,783
Meeting Rooms (800; 2,400; 400; 600; 600; 600)	5,400
Fiction, Media, Music	11,150
Readers' Services Workroom	2,260
Exterior Book/ Media Return	10
Receiving / Staff Entry	260
Garage	1,540
Friends Storeroom / Workroom	1,000
Net Total	26,903
Gross: @ 30% 38,433 @ 35% 41,389	

Second Floor	Net Square Feet
Maker Space	400
Periodicals	2,258
Adult Nonfiction	18,164
Reference Tech Commons	2,260
Reference Services	6,955
Total	30,037
Gross: @ 30% 42,910 @ 35% 46,210	

Third Floor	Net Square Feet
Youth Services	15,916
General Program Rooms (500, 820, 2,200)	3,520
Auditorium	5,970
Total	25,406
Gross: @ 30% 36,294 @ 35% 39,086	

Fourth Floor	Net Square Feet
Auditorium	5,450
Technical Services	3,317
Computer Center	1,165
Administration / Communications	3,890
Staff Room	1,320
Maintenance	1,275
Storeroom	1,500
Custodial Closets	320
Total	18,237
Gross: @ 30% 26,053 @ 35% 28,057	

Public Shelving and Display Summary

Collection	Existing # of Single-Face Sections	Proposed # of Single-Face Sections or Other*	Notes	Square Feet
Fiction, Media, and Music				
New Materials	22 at 66" (equiv.)	22 at 66"		264
Topical Displays		4 display units		120
Quick Picks	1 display unit	2 display units		60
Large Print	42 sections at 90"	106 at 66"		1,272
Fiction and Genre	282 sections at 90"	423 at 90"		5,076
Subtotal				6,792
Books on CD	28 at 66"	42 at 66"		504
Books on Tape	12 at 66"	18 at 66"		216
DVD's (or equiv. including TV Series and Music)	45 at 66"	69 at 66"		828
Music CD's (equiv.)	39 at 66"	60 at 66"		720
Subtotal				2,268
Grand Total				9,060
Bookmobile collection				
All Bkmb. Items	50 at 90"	50 at 90"		600

*Note – the proposed shelving provides the capacity required on opening day for the top and bottom shelves to be empty and 7 inches empty at the end of the remaining shelves.

Public Shelving and Display Summary

Collection	Existing # of Single-Face Sections	Proposed # of Single-Face Sections *	Notes	Square Feet
Young Adult				
Young Adult (all formats)	42 sections at 90"	84 at 66"	100 % increase	1,008
Young Adult Magazines	Included above	2 at 66"		24
Subtotal				1,032
Youth Services				
Young Child				
Picture Books	92 at 48"	120 at 48"		1,440
Pre-School	12 at 60"	16 at 60"		192
Magazines	Included above	2 at 60"		24
Subtotal				1,656
Elementary				
Nonfiction	122 at 60"	160 at 60"		1,920
Fiction	124 at 60"	162 at 60"		1,488
Magazines	6 spinners	5 at 60"		60
Subtotal				3,468
Entry Zone				
New	7 at 60"	10		120
Holiday	21 at 60"	28		336
Media	47 at 60"	70 at 60"	Allowance for kits	840
Parent Teacher	7 at 60"	10	Incl. parenting mags.	120
Reference	3 at 45"	3 at 60"		36
Subtotal				1,452

*Note – the proposed shelving provides the capacity required on opening day so that the bottom shelves will be empty for the 60" shelving and all shelving will have at least 7 inches empty at the end of the all shelves.

Public Shelving and Display Summary

Collection	Existing # of Single-Face Sections	Proposed # of Single-Face Sections *	Notes	Square Feet
Nonfiction				
New Nonfiction	9 at 66" (equiv.)	12 at 66"		144
Display Units	5 units	5 units		150
International Languages	26 at 90" 40 at 52"	85 at 90"	Incl. Hindi DVDs	1,020
DVDs	51 at 66"	77 at 66"		924
Books on CDs	33 at 66"	50 at 66"		600
Nonfiction	744 at 90"	1,116 at 90"		13,392
Holiday	16 at 48"	12 at 90"		144
Subtotal				16,374
Current Periodicals				
New Magazines	5 spinners	46 at 60"	3 shelves per unit	552
Newspapers	3 kiosks	3 at 60"	4 shelves per unit	36
Subtotal				588
Reference				
Reference	72 at 90"	36 at 90"		432
Genealogy	12 at 66"	9 at 90"		108
Back Issue Periodicals and Newspapers (On Public Floor)		90 at 90"		1,080
Other	1 map file	1 map file		40
Other	12 Microform files	6 Microform files		90
Subtotal				1,750
Archived Materials - (Located in Ref. Workroom)				
Archived Materials		50 at 90"		600
Subtotal				600

*Note – the proposed shelving for the all the adult nonfiction, media, and international collections provides the capacity required on opening day for the top and bottom shelves to be empty. The shelving for the those collections also provide for 7 inches empty at the end of the remaining shelves.

Exterior Book/Media Return

10 square feet

Function and Design Issues

Library Material Returns

The library desires a driver's side, drive-up automated return area, sheltered from the weather. The return is to allow drivers to deposit materials without leaving their vehicle. The return must be located as part of or as near as possible to the automated materials handling area. The drive-up return is to be integrated to an automated check-in / sort installation in the check-in area. (Note – the staff has recommended 2 or 3 automated, drive up return slots but, with the limited space, not sure we could make that work.)

Provide 2 default manual return slots for when the automated system is down.

Signage: Book and Media Return

Adjacencies: Primary: automated materials handling

Entry/Vestibule/Lobby

Square feet: unassigned

Function and Design Issues

This area provides a welcoming entry for the public to the library facility. Provide an immediate path that brings customers into the library quickly.

Pending schematic design developments it may be necessary to provide a second entry experience to accommodate skywalk pedestrians. No provision is made for that potentiality in this program.

Within the entry experience provide:

- interior benches for patrons waiting for rides
- on-demand door openers
- walk-off system for shoe soil
- bi-level drinking fountain
- dedication plaque and donor recognition system for wall
- pay phone with phone booth
- janitorial closet with mop sink
- theft detection panels on library side of lobby
- the lobby should continue to allow independent access to both the library and program rooms

Material Return

Provide customers 3 return slots that will convey materials to the Automated Materials Handling / Reshelving Room.

Signage: Illuminated exterior name of library
Sign visible from the curb indicating open/closed
Dedication plaque and donor recognition system for wall
Monitor to display events calendar and promotions

Adjacencies Primary: Circulation, Friends Shop, FMM
Secondary: Program Rooms

Restrooms

Square feet: unassigned

Function and Design Issues

- 3 public restrooms (men, women, assisted/family) on each public floor of the library.
- 4 family restrooms to be located in the Youth Services department, one is to include both regular and child sized toilets. None of the Youth Services toilets are to have automatic flushes. A mother's room or nursing area is to include 2 comfortable chairs for mothers and infant, two chairs for toddler siblings, a changing table, and sink.
- 2 gender specific staff restrooms are provided in proximity to the staff room area. 2 gender specific staff restrooms are provided on all other floors. Please consider the high percentage of the staff that is female in determining the number of fixtures, both toilets and sinks, for the women's staff restroom.

Restrooms should provide:

- Views to the interiors of the restrooms are to be screened when the doors are opened
- The number of women's fixtures should reflect the high percentage of library users and staff that are female
- Package cubbies by sinks
- Automatic fixtures for toilets, urinals, lights, hand blowers, and paper towels
- Floor-mount stall partitions
- Stalls should be spacious, well lit, and include coat hook and package shelf
- Changing tables in all public restrooms
- Sanitary product dispensers and disposal fixtures
- Soap dispenser (plastic) is to be located above the sink
- Tile floors and walls
- Floor drain
- Access panels to all valves located in wall cavities
- The Youth Services restrooms are to provide two sinks, one at adult height, one at child height.

Signage: per ADA requirements

Adjacencies:

Public	Lobby, Program Rooms Vertical Circulation Core
Youth Services	Youth Services Desk
Staff	Staff Room, Staff Offices

Café

660 square feet

Function and Design Issues

The café provides space for customer relaxation and enjoyment of light refreshments, broadening and enhancing the library experience. The café creates a casual environment where customers may engage in quiet conversation and reading or seek a break from on-going study/research. The space is to be well glazed and provide:

- 4 casual chairs with occasional tables
- 6 two-place café tables
- 2 four-place tables
- 2 high chairs
- 4 vending machines with plumbing and other system support as needed
- waste and recycling receptacles
- provide after hour access to meeting room users

Signage: Café

Adjacencies Primary: Lobby, Elevator
Secondary:

Maker Space

400 square feet

Function and Design Issues

The Maker Space offers members of the community an opportunity to learn, create, and engage with others. The Maker Space is a flexible workshop that houses a changing array of equipment and furnishings to support a wide range of disciplines and activities. One month the space may be given over to technical creations with circuits, displays, and software. The next month a ceramics studio may inhabit the space.

The Maker Space must provide a robust infrastructure – lots of power, data, telecomm, plumbing, venting, controlled lighting, media presentation. The furnishings must be adaptable, moveable, and storable. The room should be heavily glazed and the entry should be able to open widely to invite in the curious.

Resilient flooring and a closet for storage of equipment and furniture is needed.

Confer at greater length with staff to more completely capture their vision for this space and to identify appropriate furnishings and equipment.

Signage: name of the room and a changeable headline capability to feature the current attraction signage to allow posting of the room's schedule at the entry

Adjacencies Primary: Elevator and Stairs (this is headline space)
Secondary:

Auditorium

5,970 square feet on the third floor
5,450 square feet on the fourth floor (stage and seating area + pre-assembly)
11,420 square feet total

The auditorium should be able to operate independently from the library proper, allowing community sponsored events to start before and run past normal library operating hours. When the library is closed those using the auditorium should have access to restrooms, drinking fountain, and other common amenities

Auditorium Pre-Assembly Space (800)

Flexible space is needed for persons attending programs at the library to gather prior to the beginning of activities and during breaks in the programming. Confer with staff and consultant to further define this space.

Auditorium (see below)

A sloped floor, fixed seating auditorium is to seat 300. Provide ADA accessible wheelchair seating per code requirements. The architect and their consultants are to discuss detailed media, data, telecom, and lighting requirements with the client in the design development phase. Lighting is to be controlled but complex theatrical lighting is not required.

Key space components include:

- Box Office 40 square feet
- Sound and Light Lock Vestibules 200 square feet
- 300 seats, including ADA requirements 3,000 square feet
- Stage 1,200 square feet
- Stage Wings 600 square feet
- Media control room 250 square feet
- Backstage storeroom 350 square feet
- Dressing rooms (4) 480 square feet
- Restrooms, 2 single occupant 100 square feet
- Green Room 200 square feet

Assignment of space by floor:

- Both the 3rd and 4th floors have the 4,200 sf for stage and seating.
- Also assigned to the 3rd floor is the space for the box office (40 sf), stage wings (600 sf), the backstage storeroom (350 sf), the dressing rooms (480 sf), the restrooms (100 sf), and the green room (200 sf).
- Also assigned to the 4th floor is the space for the sound and light lock vestibules (200 sf), the media control room (250 sf), and the pre-assembly space (800)

Signage: Name of room
signage to allow posting of scheduled events at each entry

Adjacencies Primary: vertical circulation core
Secondary:

General Purpose Program Rooms

8,920 square feet

Function and Design Issues

The program rooms provide space for library and community sponsored programming. As is feasible the program rooms should be able to operate independently from the library proper, allowing community sponsored events to start before and run past normal library operating hours. When the library is closed those using the auditorium should have access to restrooms, drinking fountain, and other common amenities

Multi-Purpose Program Room Pre-Assembly Space (800)

Flexible space is needed for persons attending programs at the library to gather prior to the beginning of activities and during breaks in the programming. Confer with staff and consultant to further define this space.

Multi-Purpose Program Room (2,400 square feet)

The room should seat 150 people in rows of chairs or 75 at tables on a level floor. If a mullion is used it should be removable. The room is to divide into 2 portions for concurrent activities (discuss proportions with library). Plenum partitioning is required above a dropped ceiling for sound suppression when the room is divided. HVAC controls should allow for different treatments for the divided room. All programmatic capabilities are to be concurrently available to both portions of the room. This may require duplication of features in some circumstances.

The room should provide a wide range of media and technology support in each component of the room. The architects and their electrical or media consultant are requested to carefully explore these requirements with the library staff and library consultant.

- telephone, data, power, cable television outlets at frequent wall and flush floor locations
- public address system
- ceiling mounted projection screens
- ceiling mounted digital out-put projection
- sound and video presentation capabilities
- wireless LAN access / coverage
- media control closet
- lighting controlled to allow for different levels and zones of illumination – locate switches both by entry door and at front of room
- coat racks with package shelves
- catering kitchen with counter, full size refrigerator, microwave, 2 deep sinks, disposal, keyed cupboards
- storage for folding tables, stacking chairs, 2 media carts, 2 lecterns, dollies and programming accessories

Conference Room A (400 square feet)

A room to seat 12 at a conference table. A presentation board, a service counter, clock, and coat rack are required. Convenience outlets to enable small media presentations, a telephone outlet, and data outlets should be provided.

Conference Room / Class Room B (600 square feet)

A room to seat 24 at a reconfigurable seminar style tables. A presentation board, a service counter, clock, and coat rack are required. Convenience outlets to enable small media presentations, a telephone outlet, and data outlets should be provided.

Conference Room / Class Room C (600 square feet)

A room to seat 24 at a reconfigurable seminar style tables. A presentation board, a service counter, clock, and coat rack are required. Convenience outlets to enable small media presentations, a telephone outlet, and data outlets should be provided.

Conference Room / Class Room D (600 square feet)

A room to seat 24 at a reconfigurable seminar style tables. A presentation board, a service counter, clock, and coat rack are required. Convenience outlets to enable small media presentations, a telephone outlet, and data outlets should be provided.

Program Rooms Located Adjacent to Youth Services

These rooms provide for Youth Services programming and other library users.

Program Room Pre-Assembly Spaces (500 total)

Flexible space is needed for persons attending programs at each of these program spaces to gather prior to the beginning of activities and during breaks in the programming. These spaces also provide coat knobs, coat and parcel racks, and for the storage of up to 15 strollers. Confer with staff and consultant to further define these spaces.

Story Time Room (820)

The room should seat 60 people in rows of chairs. The room should provide a wide range of media and technology support in each component of the room. The architects and their electrical or media consultant are requested to carefully explore these requirements with the library staff and library consultant.

- telephone, data, power, cable television outlets at frequent wall and flush floor locations
- public address system
- ceiling mounted projection screen
- ceiling mounted digital projection
- sound and video presentation capabilities
- wireless LAN access / coverage
- lighting controlled to allow for different levels and zones of illumination – locate switches both by entry door and at front of room
- counter, sink, keyed cupboards
- storage for folding tables, stacking chairs, media cart, and programming accessories
- Craft supply closet

Program Room (2,200 square feet)

The room should seat 120 people in rows of chairs or 60 at tables on a level floor. If a mullion is used it should be removable. The room is to divide into 2 portions for concurrent activities (discuss proportions with library). Plenum partitioning is required above a dropped ceiling for sound suppression when the room is divided. HVAC controls should allow for different treatments for the divided room. All programmatic capabilities are to be concurrently available to both portions of the room. This may require duplication of features in some circumstances.

The room should provide a wide range of media and technology support in each component of the room. The architects and their electrical or media consultant are requested to carefully explore these requirements with the library staff and library consultant.

- telephone, data, power, cable television outlets at frequent wall and flush floor locations
- public address system
- ceiling mounted projection screens
- ceiling mounted digital projection
- sound and video presentation capabilities
- wireless LAN access / coverage
- media control closet
- lighting controlled to allow for different levels and zones of illumination – locate switches both by entry door and at front of room
- coat racks with package shelves
- catering kitchen with counter, full size refrigerator, microwave, 2 deep sinks, disposal, keyed cupboards
- significant storage for folding tables, stacking chairs, 2 media carts, lectern, dollies and large format programming accessories
- Craft supply closet

Signage: Name of each room
signage to allow posting of room schedule and event promotion at entry of each room

Adjacencies Primary: 1) To be determined
2) Youth Services
Secondary:

Circulation Desk Area and Workroom

3,783 square feet

Function and Design Issues

The Circulation Desk is the principal point of contact for many library users. Library users come to Circulation to check-out materials, return books and pay fines, register as a borrower, and ask for directions. A diverse collection of customer service features are provided on the public floor in this area.

Library Information Display (30 square feet)

- 2 interactive flat screen monitors at eye level for service and program announcements

Community Information Center (180 square feet)

- a recessed alcove or paneled enclosure
- a prominent display of all scheduled library programs
- 1 photocopier with sorting table
- 6 bins or racks for the distribution of tabloid newspapers and bulk materials
- keyed cupboards or closet with shelving for the storage of copying supplies and handouts
- 4 large wall-mounted literature racks
- 4 large bulletin boards
- 2 recycling bins

Self-Serve Reserves (216 square feet)

Provide a very visible location for 18 single-faced sections of 72" tall shelving (6 shelves/section) for book reserves. (Media holds are kept behind the desk.)

Selfcheck Stations (250 square feet)

Customers may complete loan transactions at 10 selfcheck stations.

Registration Station (100 square feet)

New patrons may complete borrower registration at a grouping of 4 standing registration stations.

Circulation Desk (780 sf)

Provide a queuing mechanism so that customers intuitively and cooperatively form a single line to approach the circulation desk stations. The circulation desk is composed of 4 public service stations 2 at standing height, 2 at ADA height. The desk design is to create an identity for each station. The desk should be modular and avoid the monolithic image that so often characterizes service desk design. Pass-throughs at both ends of the desk should allow the easy movement of staff and book carts from behind the desk to the public floor. Floor treatment should reflect long hours spent by staff standing behind the desk. When considering the design of the circulation desk area it is important to note the need to control clutter. The desk should provide shielding of all cabling and equipment.

Each station is to include:

- computer
- monitor, adjustable
- keyboard, adjustable
- RFID scanner
- receipt printer
- telephone
- cash drawer
- task chair or wheeled stool
- pedestals for shelves/storage
- shield backs of equipment/cabling
- under-counter cable system

Locate 9 sections of 72" shelving behind the desk for media holds.

Circulation Workroom (827 sf)

A room with convenient access to the front desk and reshelving area should provide:

- 11 staff workstations (regular and part-time) each with task chair, microcomputer, telephone, drawers and shelves, room for 2 book carts.
- 1 glazed department head office to include a workstation, task chair, task lighting, microcomputer, telephone, side chair, project table with 4 chairs, bulletin board, 2 sections of shelving, and 1 four-drawer file.
- Mail Station – 2 large standing height stations, one for incoming mail and one for out-going mail. The incoming station is to provide large mail boxes for all library departments and divisions. The out-going counter is to include a scale, postage meter, shelves above the counter, and storage for mailers, labels, and other mailing supplies.
- Shared features
 - 1 LAN copy/printer station
 - 1 counter with folder/sealer machine and notice preparation
 - 1 counter with sink for disc washer
 - 2 bulletin boards
 - Circ Dept. staff mailboxes
 - 15 sections of shelving for Reader's Club book bags
 - clock
 - storage closet with 4 sections of shelving and 1 free-standing supply cabinet
 - staff parcel lockers and coat rack with space for wet boots/umbrellas

Automated Materials Handling / Reshelving Room (1,400 sf)

- an area adjacent or near to the Circulation Desk enclosed to limit noise and clutter transference
- Both the exterior and interior return slots are to convey materials to single, centralized location. The distance between the return slots and the sorter room is to be kept to a minimum.
- a 13 bin sorter, conveyor equipment, and a seated computer control station
- room for 9 space bins
- a work counter with 2 manual check-in station (computer, RFID reader)
- room for 225 book carts for reshelving, reserves, and all other needs

Signage: Building directory, community information center, returns, registrations, reserves, selfchecks, catalog stations, Circulation Desk, workroom

Adjacencies: Primary: Lobby, Drive-up return, Automated Material Handling room
Secondary:

Fiction, Media, and Music

11,150 square feet

Function and Design Issues

The Fiction, Media, and Music collections include high demand adult formats. These collections are intended for browsing. Style the area in a retail fashion – wide aisles, color, media imagery in the signage of the space.

Collections, Catalogs, Seating (10,910 sf)

- collection shelving and displays, grouped by format.
- New Materials, Quick Picks, and topical displays are at the head of the space.
- 8 catalog station spread throughout the collections
- reshelving carts throughout the stacks
- 30 casual seats and 6 two-place tables in the print collection areas in configurations that create delightful environments. Include a fireplace in the primary seating ensemble.
- break the shelving runs with seating to relieve the monotony of the stacks
- benches for browsers in the media collection areas
- Digital Discovery Bar – create a 4 place station (2 standing, 2 seated) where staff may assist patrons with digital downloads to their mobile devices. Locate near the public service desk.
- 4 media viewing and listening stations located near the media collections

Public Service Desk (240 sf)

Locate the desk to support both the print and media collections. The desk is to provide:

- 2 staff stations, each is to include computer, telephone, pencil and box, and file drawers
- back counter with printer and 2 sections of shelving
- easy egress for staff to get to public floor

Signage: Fiction, Media, and Music, each collection, range guides, service desk, digital discovery bar. Use imagery to evoke media content

Adjacencies: Primary: Lobby
Secondary: Reader Services Workroom

Collection Shelving

Collection	Existing # of Single-Face Sections	Proposed # of Single-Face Sections or Other*	Notes	Square Feet
New Materials	22 at 66" (equiv.)	22 at 66"		264
Topical Displays		4 display units		120
Quick Picks	1 display unit	2 display units		60
Large Print	42 sections at 90"	106 at 66"		1,272
Fiction and Genre	282 sections at 90"	423 at 90"		5,076
Subtotal				6,792
Books on CD	28 at 66"	42 at 66"		504
Books on Tape	12 at 66"	18 at 66"		216
DVD's (or equiv. including TV Series and Music)	45 at 66"	69 at 66"		828
Music CD's (equiv.)	39 at 66"	60 at 66"		720
Subtotal				2,268
Grand total				9,060

*Note – the proposed shelving provides the capacity required on opening day for the top and bottom shelves to be empty and 7 inches empty at the end of the remaining shelves.

Periodical Collections

2,258 square feet

Design and Layout Issues

This area provides for the public's browsing, reading and research activities while using the current periodical collections. The periodical collections and seating are a destination.

- collection shelving
- 24 lounge chairs with occasional tables
- 4 four-place tables
- 8 two-place tables
- 1 catalog station

Collection Shelving

Collection	Existing # of Single-Face Sections	Proposed # of Single-Face Sections *	Notes	Square Feet
New Magazines	5 spinners	46 at 60"	3 shelves per unit	552
Newspapers	3 kiosks	3 at 60"	4 shelves per unit	36
Subtotal				588

Signage: Magazines / Newspapers, range guides, signage venue at the catalog station

Adjacencies: Primary: Adult Nonfiction
Secondary:

Adult Nonfiction Collection

18,164 square feet

Function and Design Issues

This area provides for the public's reflective reading and quiet study while using the nonfiction collection.

Nonfiction Collections

- collection shelving
- 12 casual seats with occasional tables
- 20 two-place tables
- 2 four-place tables
- 4 public catalog stations
- Provide a location for carts of materials awaiting reshelving (50 sf allowance)

Signage: Nonfiction, range guides

Adjacencies: Primary: Reference
Secondary:

Collection Shelving

Collection	Existing # of Single-Face Sections	Proposed # of Single-Face Sections *	Notes	Square Feet
Nonfiction				
New Nonfiction	9 at 66" (equiv.)	12 at 66"		144
Display Units	5 units	5 units		150
International Languages	26 at 90" 40 at 52"	85 at 90"	Incl. Hindi DVDs	1,020
DVDs	51 at 66"	77 at 66"		924
Books on CDs	33 at 66"	50 at 66"		600
Nonfiction	744 at 90"	1,116 at 90"		13,392
Holiday	16 at 48"	12 at 90"		144
Subtotal				16,374

Reference Technology Commons

2,260 square feet

Function and Design Issues

The Technology Commons includes the adult computing and other technology applications.

Customer Support Station (80 sf)

A customer support location with one staff station is to include a computer, telephone, limited storage for supplies, a wheeled stool, and a docking cart location for circulating laptops and tablet computers.

Copy/Printing Center (190)

- a defined area
- photocopier with sorting table
- 2 LAN printers with print release station
- self-serve fax
- debit card and/or change machine
- wall-mounted literature racks and bulletin board

Public Floor Computing (960 sf)

- 24 computer workstations
- computer reservation station
- 2 scanner stations
- 1 Adaptive workstation

Technology Learning Center (670 sf)

- When not in use for training, the Learning Center should open-up widely through the use of pocket doors or similar treatments so that the entire Center is available for public use. Fixed walls of the Center should be heavily glazed (glass).
- instructor's station at the head of the space with scanner and telephone
- 12 public workstations, each with adjustable keyboard, cable management
- layout to allow easy movement for instructor through the room
- ceiling mounted digital output projector
- white board
- LAN printer station
- indirect, controlled lighting system
- clock
- free-standing keyed storage cabinet

Audio / Visual Studio and Editing Room (360 sf)

The studio is to provide a green wall or screen and a digital support environment to be determined in consultation by staff and the engineering team. The editing room is to include controls, panels, and other devices developed in similar collaboration. The rooms are to have a communicating door and large window. An allowance of 260 square feet is provided for the studio and 100 square feet for the editing room.

Signage: Customer Support Desk, signage venue at each public technology station, computer lab, A/V studio

Adjacencies Primary: Reference, Nonfiction
Secondary:

Reference Services and Workroom

6,955 square feet

Function and Design Issues

Staff at the Reference Desk assists the public in person and by telephone, in locating materials or information in the reference and nonfiction collections.

Reference Desk (240 sf)

- 2 seated staff stations each with computer, telephone, pencil, box, and file drawers. Provide treatments to limit the sound transference of staff conversations and interactions with patrons to other portions of the library.
- a docking cart location for circulating laptops and tablet computers.
- easy egress for staff to get to public floor
- back counter with 4 sections of 45" shelving, 1 LAN printer.

Public Catalogs (120 sf)

- 4 public catalog stations

Study Rooms (1,340 sf)

- 10 two-place study rooms
- 6 six-place study rooms (Note – one study room will be used occasionally as the Wellness Corner which will require window treatments.)
- lots of glass for ease of observation
- power and data ports in each room

Class Room (600 square feet)

A room to seat 24 at a reconfigurable seminar style tables. A presentation board, a service counter, clock, and coat rack are required. Convenience outlets to enable small media presentations, white board, screen, a telephone outlet, and data outlets should be provided.

Reference Collection, Back-Issue Periodical Collection, and Seating (2,150 sf)

- 4 two-place tables
- 2 four-place tables
- reference and back-issue collection shelving

Microform Collection (270 sf)

- 2 microform reader/scanner/printers with microcomputer
- 2 enlarging viewers
- 6 film/fiche storage cabinets
- locate nearest to the Technology Commons

Collection Shelving

Collection	Existing # of Single-Face Sections	Proposed # of Single-Face Sections	Square Feet
Reference (Public Floor)			
Reference	72 at 90"	36 at 90"	432
Genealogy	12 at 66"	9 at 90"	108
Back Issue Periodicals and Newspapers		90 at 90"	1,080
Other	1 map file	1 map file	40
Other	12 Microform files	6 Microform files	90
Subtotal			1,750
Archived Materials (Located in Ref. Workroom)			
Archived Materials		50 at 90"	600
Subtotal			600

Staff Workroom (2,235 sf)

- 9 staff workstations (both individual and shared) each with task chair, microcomputer, telephone; pedestal drawers and files, shelves, and room to accommodate a book truck.
- 1 glazed asst. department head / head of ILL office to include a workstation, task chair, task lighting, microcomputer, telephone, 1 side chair, and bulletin board.
- 1 glazed department head office to include a workstation, task chair, task lighting, microcomputer, telephone, side chair, project table with 4 chairs, bulletin board, 2 sections of shelving, and 1 four-drawer file.
- Interlibrary Loan Service
 - 2 staff workstations each with task chair, microcomputer, telephone, drawers and shelves, and room for a book cart.
 - a standing-height work table or counter with seats
 - room for 6 book carts
 - room for 8 tubs and a hydraulic lift
- Shared workroom equipment
 - work counter with sink
 - printer/copier/fax station
 - 2 bulletin boards
 - staff mail boxes
 - recycling bins
 - clock
 - room for 6 book carts
 - staff parcel lockers and coat rack with space for wet boots/umbrellas
 - storage closet with 6 sections of shelving and 4 file cabinets
- Archived Materials
 - 50 single-faced sections of shelving located in Reference Workroom
- Reshelving Area
 - 1 work table with chair and room for 20 book carts located in Reference Workroom

Signage: Reference Desk; each collection; range guides; signage venue at each catalog station, public computer, and microform equipment, each study room, class room, staff workroom

Adjacencies Primary: Nonfiction, Tech Commons, Periodicals, Microforms near the Tech Commons

Youth Services

15,916 square feet

Restrooms: in unassigned allowance

Function and Design Issues

The Youth Services department provides the collections and services designed for library users from birth through early middle school as well as parents, teachers, and other care givers. The Youth Services staff provides reader's guidance, reference, and programming services sought by these users. The workroom provides space for program preparation, collection development, and completion of other off-desk duties.

The Youth Services department should have a sense of identity and a sense of separation from the adult portions of the library. Walls, glass walls, or some other means of controlling access and sound transference is desired. A design motif that isn't trendy or saccharine is desired. Locate the Youth Services area to avoid entrances, skywalks, or other main thoroughfares.

The seating and collections are to be grouped in three major zones; Entry, Young Child, and Elementary.

Entry Zone (3,380 sf)

- Work with staff to identify a unifying feature element that will provide inspiration and delight for children of all ages.
- Large aquarium(s)
- Public Service Desk: 2 seated staff stations each with a computer, telephone, storage for supplies, and a task chair.
- tackable surfaces for program announcements and racks for brochures / fliers
- 1 public telephone station / booth
- 2 public catalog stations
- 1 copier station
- collection shelving with reshelving carts throughout the stacks
- public computing
 - 10 desk-top computer workstations, seating at each workstation should allow two users
 - 6 iPad stations
 - a reservation station, a print release station, and a LAN printer
- display case
- tackable wall surface
- 2 six-place study rooms
- Art Room – a dedicated room with floor to ceiling glazing for drop-in art and craft activities. An allowance of 200 square feet is included (currently 150 sf). Provide 2 six-place activity tables, tackable walls, supply cabinets, counter with sink, resilient flooring.
- gaming area - an allowance of 120 square feet is included. Review requirements with staff in schematic phase.
- 4 family restrooms and mother's room
- water fountain
- clock
- Provide a location for 4 carts of materials awaiting reshelving

Young Child Zone (3,116 sf)

- collection shelving with reshelving carts throughout the stacks
- 2 catalog stations
- 2 four-place child-height tables
- 4 two-place lounge chairs for parent with child seating
- 6 wheeled, light-weight casual seats
- Smart Play Spot - An emergent literacy area for young children is part of the department's open landscape. An allowance of 900 square feet is included in the program for this purpose (currently about 750 sf). This concept is to be further developed with the design team.
 - Discovery Cart
 - Post office
 - Bookmobile
 - Farmers market
 - Canoe
 - Tree trunk
 - 3 manipulative tables

Elementary Zone (4,458 sf)

- an engaging feature element to intrigue and delight this patron group (100 sf allowance)
- collection shelving with reshelving carts throughout the stacks
- 3 catalog stations
- stepped or tiered seating area to seat 20
- 12 fun casual seats
- 2 two-place tables
- 2 four-place tables

Young Adult (3,502 sf)

Young Adult provides a highly visible, identifiable area for teen library customers, their collections, and their services. While managed by Youth Services staff it should have a strong sense of separation from the young child and elementary areas.

The Young Adult area should be an identifiable space with a bright, open, relaxed atmosphere through the use of signage, graphic art, banners, display pieces, overhead pieces, and furniture style. The architect and interior design team will want to explore these issues with teen customers, the staff and design team. Creation of an acoustical isolation that allows teens to enjoy their space while preventing their enjoyment from distracting others is important.

- Public Service Desk: 1 seated staff customer support station with computer, telephone, limited storage for supplies, task chair, and docking station for 6 laptop and 6 tablet circulating computers.
- tackable surfaces for program announcements and racks for brochures / fliers
- collection shelving
- 12 computer workstations
- a reservation station, a print release station, and a LAN printer
- 2 catalog stations
- 4 two-place tables on casters
- 3 four-place tables on casters
- 20 casual seats
- gaming area - an allowance of 180 square feet is included. Review requirements with staff.
- art area – an allowance of 180 square feet is included to 2 activity tables, tackable walls, supply cabinets, resilient flooring.
- tackable wall surface for display materials
- reshelving carts throughout the stacks

Note: Program space to support Youth Services activities is described in the section titled General Purpose Program Rooms.

Collection Shelving

Collection	Existing # of Single-Face Sections	Proposed # of Single-Face Sections *	Notes	Square Feet
Young Adult				
Young Adult (all formats)	42 sections at 90"	84 at 66"		1,008
Young Adult Magazines	12 titles	2 at 66"		24
Subtotal				1,032
Young Child				
Picture Books	92 at 48"	120 at 48"		1,440
Pre-School	12 at 60"	16 at 60"		192
Magazines	Included above	2 at 60"		24
Subtotal				1,656
Elementary				
Nonfiction	122 at 60"	160 at 60"		1,920
Fiction	124 at 60"	162 at 60"		1,488
Magazines	6 spinners	5 at 60"		60
Subtotal				3,468
Entry Zone				
New	7 at 60"	10		120
Holiday	21 at 60"	28		336
Media	47 at 60"	70 at 60"	Allowance for kits	840
Parent Teacher	7 at 60"	10	Incl. parenting mags.	120
Reference	3 at 45"	3 at 60"		36
Subtotal				1,452

Youth Services continued on next page

Youth Services Workroom (1,125 sf)

- 9 staff workstations each with task chair, microcomputer, telephone; pedestal drawers and files, shelves, and room to accommodate a book truck.
- 1 glazed department head office to include a workstation, task chair, microcomputer, telephone, side chair, project table with four chairs, bulletin board, 3 sections of shelving, and 1 four-drawer file.
- 1 large standing height work island with 6 seats
- copier
- LAN printer
- work counter with sink and room for a paper cutter, laminator, button machine, etc.
- die cut machine cart / work station
- 4 sections of library shelving
- 2 bulletin boards
- staff mail boxes
- 8 book/programming carts
- staff parcel lockers and coat rack with space for wet boots/umbrellas
- clock

Storeroom (325 sf)

A storeroom for craft supplies and display pieces is to be located off the workroom. The room is to include

- 6 sections of 12" library shelving
- 6 sections of industrial shelving
- 3 storage cabinets
- 1 fifteen-drawer flat file
- 60 square feet of floor space for storage of larger objects and carts.

Signage: Youth Services, Young Adult, service desks, collections, range guides, a changeable signage venue at each computer, program rooms, workroom

Adjacencies: Primary: associated program room
Secondary:

Reader's Services Workrooms and Offices

2,260 square feet

Function and Design Issues

The workroom provides space for departmental staff to complete their support work requirements. Work flow is critical to Reader's Services. Large quantities of materials to the workroom and flow back out to the bookmobile, volunteers, and locations throughout the library. A clear path to the garage, staff elevator, and wide pathways within the department are critical.

Bookmobile / Outreach Workroom (1,220 sf)

- 3 standing-height staff workstations each with stool, microcomputer, LAN printer and receipt printer, telephone, drawers and shelves.
- 9 sections of shelving for homebound and bookmobile set-up
- space for 25 book carts
- 80 square feet of open floor space for delivery box storage
- bookmobile collection shelving
- large bulletin board
- work counter with sink

Collection Shelving Detail

Collection	Existing # of Single-Face Sections	Proposed # of Single-Face Sections	Notes	Square Feet
Bookmobile collection				
All Bkmb. Items	50 at 90"	50 at 90"		600

General Workroom and Office (1,040 sf)

- 6 staff workstations each with task chair, microcomputer, telephone, drawers and shelves.
- Adult Programming Coordinator office to include a workstation, task chair, microcomputer, telephone, side chair, 1 section of shelving, and 1 four-drawer file.
- 1 glazed Department Head office to include a workstation, task chair, task lighting, microcomputer, telephone, side chair, project table with 4 chairs, bulletin board, 2 sections of shelving, and 1 four-drawer file.

Shared Equipment

- work table with task chairs
- LAN printer
- storage cabinet
- 8 sections of shelving
- counter with sink
- 2 four-drawer files
- 2 bulletin boards
- staff mail boxes
- 6 book carts
- staff parcel lockers and coat rack with space for wet boots/umbrellas
- clock
- Note – Reader's Club shelving is in the Circ Workroom – 15 sections

Signage: Readers Services, workroom

Adjacencies: Primary: Garage
 Secondary: Public Floor, Circulation workroom

Technical Services

3,317 square feet

Function and Design Issues

The workroom provides space for departmental staff to order, receive, and to complete the intellectual and physical preparation of materials for the library's collections.

Work flow is critical to Technical Services. Large quantities of newly received materials and materials requiring attention come to TS, and handled in numerous steps, and flow back out to locations throughout the library. A clear path to the staff elevator and wide pathways within the department are critical.

Staff Workstations / Office (1,980 sf)

- Acquisitions Work Area - 2 large standing-height receiving work tables with drawers for box opening implements, room for 8 book carts, stacked boxes, a lift device, and 2 large curb-side style trash receptacle. Locate to provide sound isolation.
- Processing and Mending Area – 2 15 foot long work islands each with a central supply shelf and 4 task chairs per side. Provide 6 sections of shelving for both processing and mending supplies and 8 sections of shelving for materials waiting to be mended. Provide room for 8 book carts adjacent to each work island.
- 15 staff workstations each with task chair, microcomputer, bar code scanner, telephone; pedestal drawers and files, shelves, and room to accommodate 2 book trucks. Note – 2 of the stations require 120 square feet.
- 1 glazed department head office to include a workstation, task chair, task lighting, microcomputer, telephone, side chair, project table with 4 chairs, bulletin board, 2 sections of shelving, and 1 four-drawer file.
- **Shared workroom equipment (855 sf)**
 - 6 sections of shelving
 - 3 free-standing supply cabinets
 - 2 bulletin boards
 - white board
 - 24 staff mail boxes
 - recycling bins
 - large paper cutter
 - clock
 - standing work table with chairs
 - counter with sink and storage cupboards
 - room for 50 book carts
 - printer/copier station
 - large garbage can
 - staff parcel lockers and coat rack with space for wet boots/umbrellas
- **Supply Room (482 SF)**
 - provide 36 sections of industrial shelving and 2 free-standing supply cabinets

Signage: Technical Services

Adjacencies: Primary: vertical circulation core

Secondary:

Computer Center

(1,165 square feet)

Function and Design Issues

The Computer Center provides space for the staff and equipment that support all computing activity at the library.

Staff Workstations / Office (600 sf)

- 1 help desk – at the entry to the department a workstation with task chair, microcomputer, telephone, pedestal drawers and files, shelves, and room to accommodate an equipment cart.
- 2 PC technician stations – 2 large adjustable worktables for the repair of computer systems, printers, and other equipment
- 1 equipment implementation station – a large work counter for the preparation and staging of new computer equipment.
- 3 IS specialist workstations – each workstation with task chair, microcomputer, telephone, and an additional work surface
- 1 glazed department head office to include a workstation, task chair, task lighting, microcomputer, telephone, side chair, project table with 4 chairs, bulletin board, 2 sections of shelving, and 1 four-drawer file.
- **Support Equipment (265 sf)**
 - LAN printer
 - 1 white board / bulletin board
 - clock
 - 1 section of shelving
 - storeroom with 4 sections of industrial shelving and fire safe
 - 2 storage cabinets
 - 3 equipment carts
 - coffee stand
 - staff parcel lockers and coat rack with space for wet boots/umbrellas
- **Server Room (300 sf)**
 - 2 network system racks, allow the racks and system equipment workstation to stand free from the wall to allow cable servicing
 - 4 2-post Wire Racks
 - security camera central equipment
 - 1 workstation with task chair, computer, telephone
 - controlled electrical and HVAC service
 - Confer with staff during design development for specific environmental and electrical requirements.
 - Glazing should allow staff to view the network equipment.

Signage: Computer Center

Adjacencies: Primary: elevator
Secondary:

Administration and Communications

3,890 square feet

Staff Workstations / Offices (1,540 sf)

- **Reception Area**
 - 2 visitor chairs
 - a glazed visitor collaboration room with 6 place table with access from both the reception area and from the administrative offices.
 - meeting room booking station for public (computer at small desk)
 - **Reception desk** with microcomputer, telephone
 - coat closet
 - clock
- **6 staff workstations** (1, administrative assistant, 1 graphic designer, 2 volunteer coordinators, 1 foundation, 1 extra) each with task chair, microcomputer, telephone; pedestal drawers and files, shelves, and room to accommodate a book cart. Provide acoustical and visual privacy while allowing for line-of-site connections.
- **Library Friends office** with workstation, microcomputer, printer, telephone, 1 four-drawer lateral file, 1 side chair, project table with chairs, and 2 sections of shelving.
- **Library Foundation office** with workstation, microcomputer, printer, telephone, 1 four-drawer lateral file, 1 side chair, project table with chairs, and 2 sections of shelving.
- **Communications Department Head's office** with workstation, microcomputer, telephone, 2 four-drawer lateral files, 1 side chair, project table with chairs, and 2 sections of shelving.
- **Administrative Services Coordinator's office** with workstation, microcomputer, printer, telephone, 1 four-drawer lateral file, 1 side chair, project table / chairs, and 2 sections of shelving.
- **Director's office** with workstation, microcomputer, printer, telephone, 1 four-drawer lateral file, 2 side chairs, project table with 4 chairs, and 2 sections of shelving.

Staff Conferencing / Project Rooms (1,200 sf)

2 rooms, one to seat 30 and one to seat 15 with reconfigurable style tables and seating. Provide a flat panel monitor with side table for computer input device, abundant electrical and data outlets, and a telephone. A presentation board, service counter, and clock, and coat rack are required.

Copy / Graphic Production Center (720 sf)

This work space should be glazed to allow visual scrutiny of on-going printing projects. It should also provide sound isolation of the noisy equipment.

- LAN printer/copier/fax
- 2 large island work stations
- large white board
- 1 large keyed storage cabinet for camera equipment
- vertical foam core board storage
- 4 four-drawer lateral files
- 1 flat plan file
- wall display of available marketing pieces
- Counters with space for:
 - sink
 - 2 laminators with roll storage
 - 3 cutters
 - 1 folding machine
 - Banner/Poster printer
- 4 sections of shelving for paper storage
- staff mail boxes
- staff parcel lockers and coat rack with space for wet boots/umbrellas

Supply Room (275 sf)

- 2 sections of shelving for marketing material storage
- 6 sections of industrial shelving
- 4 free-standing supply cabinets

Secure Records Storeroom (155 sf)

- 5 four-drawer lateral files
- 5 sections of industrial shelving
- safe

Signage: Administration and Communications

Adjacencies: Primary: vertical circulation core
Secondary:

Staff Room

1,320 square feet

Function and Design Issues

This space provides for the personal needs of staff and volunteers. The existing staff room is very appropriate with the following recommended updates:

- renew the finishes
- reduce the rooms visibility to patrons passing the space
- add a second sink
- add a 3rd microwave
- up-size the refrigerators
- stove
- increase the number of 1 and 2 place seating venues
- zone the seating to create chat and quiet zones
- create 2 closed telephone booths
- improved hvac controls
- incorporate recycling bins into the millwork
- shower – a single occupant shower room with changing area, mirror, bench, and supply closet.
- wellness room - a quiet retreat with reclining chair, controlled incandescent lighting, mirror, sink, and small refrigerator.
- pop storage closet

Signage: Staff Room, Shower, Wellness Room

Adjacencies Primary: staff elevator, staff restrooms

Maintenance

1,275 square feet

Function and Design Issues

This space provides for staff work space and equipment. Doors accessing this space are to be double-leaf.

Staff Workroom (345 sf)

- 3 staff workstations with microcomputer, telephone, chair
- 1 plan table
- 2 four-drawer lateral files
- 1 ten-drawer plan file
- 2 sections of shelving
- bulletin board
- parcel lockers and coat rack

Shop Room (930 sf)

- receiving counter
- 2 work benches
- large tool peg board
- 2 wheeled tool boxes
- 10 sections of industrial shelving for parts
- 10 sections of industrial shelving for supplies
- 4 four-wheeled carts
- 4 vacuums
- 1 shampooer
- 1 flammable storage cabinet
- 2 sinks; 1 general purpose sink and 1 floor mop sink
- Eye wash station

Signage: Maintenance

Adjacencies Primary: Elevator
Secondary:

Storeroom

1,500 square feet

Function and Design Issues

The storeroom provides space for clean storage of supplies, equipment, parts, shelving parts, seasonal displays, and other items not needed for current use. The storeroom is to be conditioned space and provide 1 work table with chairs, telephone, shelving as specified, and 2 locked cages. The space is to have a sealed concrete floor. The doorway should accommodate wheeled pallets.

The space may be broken into 2 or 3 smaller storerooms to reflect schematic or access concerns.

Signage: Storeroom

Adjacencies Primary: vertical circulation core
Secondary:

Friends' Storeroom / Workroom

1,000 square feet

Function and Design Issues

This space provides space for receiving, storing, sorting, and preparing book sale items. A staff workstation and support furnishings are also located in this space. Provide:

- 1 volunteer workstation with task chair, microcomputer, telephone, drawers and shelves.
- ranges of shelving as determined by the Friends.
- 3 work tables with chairs
- space for wheeled carts and trucks
- parcel lockers and coat rack with space for wet boots/umbrellas
- counter with sink

Signage: Friends Storeroom / Workroom

Adjacencies Primary: vertical circulation core
Secondary:

Receiving / Staff Entry

260 square feet

Function and Design Issues

The receiving room is the location for staff entry, library deliveries, and book sale donations. A double leaf exterior door with lite, well lit and sheltered from the elements, provides for delivery services with an unobstructed passage to the receiving room. The receiving room should include 4 sections of industrial shelving, 160 square feet of floor space for boxes, and room for 1 two wheeled truck and 2 flat book trucks.

An interior double leaf door should offer a direct, wide throated route to the elevator and the body of the library.

An exterior call box is required for delivery personnel. An improved system is desired, review the requirements with staff in design development.

A key card type entry system is needed for staff.

Signage: Receiving, Staff Entry, Book Sale Donations
Call Box

Adjacencies Primary: exterior drive, garage, elevator
Secondary:

Garage

1,540 square feet

Function and Design Issues

The garage provides the interface for a number of vehicle-based activities.

No changes are requested.

Signage: Garage

Adjacencies Primary: Receiving, Mail Room
Secondary:

Custodial Closets

320 square feet

Design and Layout Issues

Custodial closets provide storage for the custodial service supplies and equipment.

There should be a custodial closet on each floor plus 1 in the lobby. Each closet is to include

- 1 section of industrial shelving
- trash cart
- vacuum
- wheeled mop bucket
- mop sink
- open floor space for storage of equipment/supplies
- a sealed concrete floor

Signage: Custodial Closet

Adjacencies Primary: None

2014

Projected Operating Budget developed, based on a proposed expansion of the library.

Attachment: 2014 Projected Operating Budget for expanded building

**Rochester Public Library
Building Expansion Project
2020 Projected Operating Budget**

April, 2014

**Prepared with the Assistance of
George Lawson Library Planning
In association with HGA Architects and Engineers**

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1.0 The Planning Environment

It is an exciting time for public library service. Library services nationally are in a state of continuous improvement and Rochester's Public Library is in the thick of it. Community residents are making record use of their public libraries, responding to libraries that embrace important new roles and methods while maintaining valued traditions. The proposed improvements to the library building and the projected operating costs are but a means to an end – quality library service for the residents of Rochester and Olmsted County.

The service directives of the Rochester Public Library Strategic Plan 2013-2015 provide much of the impetus for the building project. Developed through a community based planning process, the Strategic Plan calls for a library that engenders community engagement, life-long learning activities, opportunities for creative expression and innovation, and supports inclusion and connection. The building project and consequent operating budget are necessary to see these initiatives fulfilled.

The following two excerpts from the library's Strategic Plan document the community service impetus for the proposed facility improvements and supporting budget.

1.1 Excerpts from the Rochester Public Library Strategic Plan 2013-2015

Goal 1: Grow Literacy and the Ability to use Library and Information Resources

Initiative A: Children start school ready to learn to read and write.

Initiative B: Community members' basic literacy needs are addressed

Initiative C: Information seekers get answers through greater assistance and relevant education

Initiative D: Students will have enhanced opportunities to help them succeed in school and beyond

Goal 2: Engage the Community

Initiative A: Community members increase engagement through interactive programming and partnerships

Initiative B: Individuals feel part of the community through inclusion and connection

Initiative C: Community members increase participation in and awareness of citizenship rights and responsibilities

Initiative D: Community members have expanded opportunities for creative expression and innovation

Goal 3: Build Infrastructure to Meet Community Needs

Initiative A: Community members have access to space to meet community needs as defined by the rest of the strategic plan

Initiative B: Community and staff access the digital world utilizing the latest technology

Initiative C: The community understands the benefits of the library and its services, and the community has confidence in the library's stewardship and effectiveness

1.2 Library Service Responses: and Excerpt from the Library Strategic Plan 2013-2015

Service Challenge

**Connect to the Online World:
Bridging the Digital Divide**

Service Response

The library provides high-speed Internet access and assistance in the use of software, hardware, and social media programs with no unnecessary restrictions or fees.

**Create and Nurture Young Readers:
Growing Early Literacy**

The library provides programs, services and space designed to ensure that children will enter school ready to learn to read and write and continue to be successful readers and writers throughout their lives.

**Satisfy Curiosity & Stimulate Imagination:
Supporting Lifelong Learning & Leisure**

The library provides materials in multiple formats, opportunities and space for enrichment, interaction, community engagement, education and entertainment.

**Information Literacy:
Empowering Information Seekers**

The library provides customers with the resources and assistance to search for, locate, evaluate and effectively use information to resolve an issue or answer a question.

**Know Your Community:
Connecting Neighbors**

The library connects customers to a wide variety of programs, services, talents, resources and activities provided by agencies, organizations and individuals throughout the community.

**Succeed in School:
Developing Successful Learners**

The library provides students with the resources and services they need to succeed in school.

**Be an Informed Citizen:
Increasing Civic Engagement**

The library provides a safe forum for civil discussion of public issues and information to fulfill civic responsibilities at the local, state and national levels so that citizens can fully participate in community decision making.

**Learn to Read and Write:
Growing Youth and Adult Literacy**

The library provides youth and adults the support they need to improve their literacy skills and meet their personal goals.

**Express Creativity:
Innovating Our Future**

The library provides opportunities for customers to explore and enrich their potential to enhance their lives, their work, their community and their world through self-exploration and collaboration.

1.3 Peer Facility Responses

As noted before, there is a regional and national trend to innovative library services. These service enhancements are pushing a concurrent trend in building improvements. The following table illustrates the strong community response experienced throughout the Midwest to innovative and forward-looking library planning. Rochester's library building efforts are in sync with this regional and national trend.

Midwest Public Library Building Projects, 2010-2013, of more than 40,000 gross square feet

Library	Service Population in Thousands	Type of Project	Square Feet	Year
Cedar Rapids (IA)	134,000	New	94,116	2013
Arlington Heights (IL)	75,000	Addition / Renovation	60,000	2013
Madison (WI)	256,000	Addition / Renovation	120,000	2012
Quincy (IL)	52,000	Addition / Renovation	52,096	2012
Bolingbrook (IL)	68,000	New	110,900	2012
Kearney (NE)	31,000	Addition / Renovation	49,052	2012
Fairview Park (OH)	17,000	Addition / Renovation	44,225	2012
Saint Peters (MO)	217,000	New	56,232	2012
Romeoville (IL)	35,000	Addition / Renovation	46,000	2012
Glenview (IL)	45,000	New	87,000	2011
Mason City (IA)	27,000	Addition / Renovation	44,419	2011
Kentwood (MI)	48,000	New	47,000	2011
Kokomo (IL)	76,000	Addition / Renovation	45,000	2011
Fitchburg (WI)	25,000	New	57,000	2011
Fox Lake (IL)	25,000	New	45,000	2011
Peoria (IL)	115,000	Addition / Renovation	94,080	2011
Dubuque (IA)	60,000	Addition / Renovation	46,904	2011
Libertyville (IL)	60,000	Addition / Renovation	46,120	2011
St. Cloud (MN)	107,000	New	118,025	2010
Bloomfield Township (MI)	77,000	Addition / Renovation	102,505	2010
Novi (MI)	52,000	New	66,000	2010
Maple Gove (MN)	63,000	New	44,000	2010
West Chester (OH)	95,000	New	48,350	2010
Bloomington (IN)	129,000	Addition / Renovation	54,185	2010
Roseville (MN)	131,000	Addition / Renovation	74,175	2010
Sioux Falls (SD)	192,000	Addition / Renovation	61,832	2010

2.0 Budget Projection Considerations

There are several primary influences in projecting a 2020 operating budget in the proposed building. Some are entirely independent of the building project, others stem directly from the changes the building projects will bring. These key influences include:

- Population Trends
- Building Size
- Customer Demand
- Inflation
- Normal and Enhanced Service Improvements

2.1 Population Trends

The projected population growth of Rochester and Olmsted County will require a budgetary response regardless of considerations stemming from the building project. The State Demographer Center's population projections suggest significant growth for the library service population.

	Rochester	Olmsted County
2010 U.S.Census	106,769	144,248
2020 MN. Demographic Center Projection	122,991	168,400
2030 MN. Demographic Center Projection	135,253	183,290
2035 MN. Demographic Center Projection	140,054	189,110
Per Cent Increase: 2010 to 2035	+31.12%	+31.11%

Population and Service Level Maintenance

Maintenance of recent service levels in the face of the projected population growth will require additional staff. If the population per FTE were to remain constant at the average of 1 FTE per every 1,901 residents by the year 2020, the staff would need to grow from the current 71.12 FTE to 88.58 FTE. Such a straight-line relationship is unlikely but it points out the staffing pressures that will need to be addressed in the near future. The projected 2020 operating budget does not address this service level challenge; rather this is an area of discussion for the intervening annual budget seasons.

Population per FTE: Historic and Extrapolated Staffing Levels, Rochester Public Library

Year	Total # of Paid FTE Employees	Population of the Legal Service Area	Population Served per FTE
2009	73.27	133,715	1,825
2010	71.13	135,606	1,906
2011	70.08	136,423	1,947
2012	71.12	137,721	1,928
Avg.			1,901
2015	83.61	*158,940	1,901
2020	88.58	*168,400	1,901

* Projected Olmsted County Population – State Demographic Center

2.2 Size of the Building

The building improvements envisioned for Rochester's Public Library call for the existing 80,850 square foot building to be expanded to 165,730 square feet. This doubling of area carries with it inherent additional costs for insurance, heating, cooling, cleaning, lighting, maintenance, replacement of consumable supplies, and the like. The size of the building itself and the increased array of services and collections will also require some measure of increased staffing both for customer service/support as well as for the appropriate supervision of a trusted public space that serves patrons of all ages.

See Section 4.5 for utility projection information based on building size projection.

2.3 Customer Demand

“If you build it they will come.” These paraphrased words from the movie **Field of Dreams** hold true for any important improvement in municipal facilities. A new or enhanced recreation center, aquatic park, or library can all anticipate a strong, enduring community response.

Based on historic patterns, a library may expect to see an increase in use of between 25 and 50 percent when opening a new building or significantly expanding and renovating an existing building. Libraries with a very strong existing service program such as the Rochester Public Library commonly experience increased use at the 25 percent end of the range. Libraries remediating large shortfalls in facility and/or services tend towards the higher end of increased use.

It is important to note that is a **permanent increase in the base use of the library**, not a one-time spike in demand. While typically the second year of operation sees a short-term plateauing of demand, the third and ensuing years show a return to the regular increases in use the library has historically experienced.

2.4 Inflation

Post 2008 economic conditions have resulted in very weak pressure on general prices. With the emergence of what is hoped to be a strengthening economy, inflation can be expected to return as a factor requiring slightly stronger consideration. In looking at pronouncements from the Federal Reserve and published expectations of Wells Fargo, a 2% rate of inflation for 2014 and a 3% rate for the remaining years through 2020 may be appropriate.

2.5 Normal and Enhanced Service Innovations

The library's 2013 Strategic Plan represents the continuous improvement approach taken by the Rochester Public Library. Nationally, library service is in an exciting state of reinvention. We are all familiar with the tremendous improvements that digital content and access is bringing to all aspects for society. Rochester's Public Library is at the forefront of those innovations.

Other areas of improvement are also driving the library's current / ongoing service and budgetary planning. One example is a greater focus on the library as a center for content creation and sharing. Another is a more rigorous commitment to early childhood literacy. And there is a growing focus on helping our teens enrich their learning and life experiences. These are a few examples of the many ongoing initiatives that are reflected in the library's ongoing budgetary planning. All of these service improvements are being undertaken regardless of the library building project.

In addition to the normal and incremental improvements in library services the building expansion and renovation will enable significant enhancement of many activities. The community's collaboration, creation, and sharing activities receives a transformative boost through the creation of an auditorium, four additional general purpose program rooms, and 18 collaborative study spaces.

Patrons' creative impulses are supported through the creation of a more robust maker space, an audio / visual studio and editing room, youth art room and science spot. The children's Smart Play Spot is reimaged in the course of the project. The new Technology Learning Center will provide enhanced patron technology support.

2.6 Specific Cost Issues

There are some anticipated cost increases that are known but are not related specifically to the building project. Subscriptions to on-line database services are such an area of expenditure. The extraordinary cost increases anticipated for database services will need to be included in the planning but should not be associated with the project. For that reason these cost increases are added to the 2019 base budget and carried into the projected 2020 budget with the addition of only the normal inflationary modifier.

3.0 The Base Operating Budget – FY 2019

In order to properly gauge the budgetary effects of operating a 165,000 square foot renovated / expanded library in the year 2020 it is first necessary to establish the contrasting projected budget for the preceding 2019 budget.

3.1 Library Operating Budget History

For the readers' reference the following historical budget data are provided. Please note that utility costs are being addressed in a separate analysis.

Items	2010 Approved	2011 Approved	2012 Approved	2013 Approved	2014 Approved
Salaries and Benefits	4,457,993	4,615,444	4,653,446	4,763,912	4,995,219
Contractual ¹	699,181	695,082	795,992	829,745	830,702
Commodities	118,845	119,792	115,375	111,191	102,405
Capital Outlay ²	562,724	557,236	630,883	642,160	621,189
Other: JCI Debt Service	22,445	22,446	22,445	22,446	22,445
Total	5,861,188	6,010,000	6,218,141	6,369,454	6,571,960

¹ Includes Depreciation, Replacement, and Collection Charges

² Books & Other Collection Materials

3.2 2019 Base Operating Budget

The 2019 projected base budget is accomplished by modifying the Approved 2014 budget to reflect anticipated inflationary effects and adding in any known one-off expense factors above and beyond the inflation factor.

- The inflation modifier is a 2% rate for 2014 and a 3% rate for 2015 thru 2019 and 2020 (per published projections by the Federal Reserve and Wells Fargo).
- Electric utility rate increases were based on the 10 year average from RPU (3.27%).
- Steam rates were increased by 2.5% annually.
- Library staff recommends accelerating the fees for database access well beyond the inflationary rate. The library spends \$81,000 in 2014 for these services; the 2019 adjustment increases that by \$40,000.

2019 Base Operating Budget

Items	2014 Approved	2015	2016	2017	2018	2019 with Database Allowance
Salaries and Benefits	4,995,219	5,095,123	5,247,977	5,405,416	5,567,579	5,734,606
Contractual³	628,888	641,466	660,710	680,531	700,947	761,975
Electric Utility	99,494	102,748	106,108	109,578	113,161	116,861
Steam Utility	97,773	100,970	104,272	107,682	111,203	114,839
Sewer, Water, Storm Water Utilities	4,547	4,638	4,777	4,920	5,068	5,377
Commodities	102,405	104,453	107,587	110,814	114,139	117,563
Capital Outlay⁴	621,189	633,613	652,621	672,200	692,366	713,137
Other: JCI Debt Service	22,445	22,894	23,581	24,288	25,017	25,767
Total (with Utilities)	6,571,960	6,705,905	6,907,633	7,115,429	7,329,480	7,590,125

³ Includes Depreciation, Replacement, and Collection Charges.

⁴ Books & Other Collection Materials

4.0 2020 Budgetary Responses

The discussion of projected 2020 budgetary requirements is best organized using the library's regular operating budget categories: Personnel, Contractual, Commodity, and Capital expenditures.

4.1 Personnel

There are three primary factors driving personnel expenditures in the projected 2020 budget.

- First and foremost is the certain increase in customer use of the library. As noted before, Rochester Public Library should plan on a permanent increase of 25% in library use the very first year of operation of the improved library building.
- The library staff will need to provide service to those additional customers in a building some 80,000 square feet larger than the existing building, on twice as many floors. It should be noted that the planning team has striven to avoid creation of an inherent requirement for an increased number of service desks needed to operate the building.
- In response to the community-based Strategic Plan the building project will provide a number of additional program and collaborations spaces. Staff is needed to plan and lead these enhanced programming activities. The improved building also provides enhanced services for technology consumers, children, and teens, all of which will require additional staff support.

4.1.1 Peer Benchmarking

Peer benchmark data also suggests that staffing levels at the Rochester Public Library are below average. The peer comparison includes all Midwest public libraries with legal service area populations of 100,000 to 175,000, one main library, one branch or bookmobile, and operating expenditures of at least \$35.00 per capita. As noted in the table below Rochester's library FTEs per 1,000 population rate is 17.6% lower than the peer group average. It is also useful to note that Rochester's overall expenditures per capita rate is well below the peer group average.

Staffing Benchmark: All Midwest Peer Libraries

Library	Legal Service Area Population	Main Library	Number of Bookmobiles or Branches	Expenditures per Capita	Staff in FTE's	FTE's per 1,000 Population
Joliet IL	147,433	Yes	1	36.95	80.96	0.549
Vigo County, IN (Terre Haute)	105,848	Yes	1	51.34	71.5	0.766
Rochester Hills, MI	100,485	Yes	1	42.40	60.53	0.527
Herrick District Lib. (Holland, MI)	107,016	Yes	1	48.02	56.4	0.602
Gail Borden PL District (Elgin, IL)	147,433	Yes	1	87.47	110.81	0.677
Average	121,643			53.24	76.04	0.624
Rochester MN	136,423	Yes	1	44.47	70.08	0.514

4.1.2 Proposed Staffing

The measured response to these issues is a plan to provide 6.0 additional FTE in two different classifications and assigned to 5 different service areas. The proposal is structured so that the majority of the positions address more than one service issue. It is also important to note that all of the positions are public service positions. There is no request for administrative or other “back of house” staff.

The cost projections is based on the full rolled-up cost including salary and benefits as well as escalated for inflation annually from the current year to 2020.

2020 Staffing Requirement

Position	FTE	Job Classification	2014 Full Cost: Salary + Benefits	2020 Full Cost: Salary + Benefits In 2020 Dollars
Readers Services Public Service / Programming	1.0	Librarian I	\$75,746	\$90,445
Youth Services Public Service / Programing	1.0	Librarian I	\$75,746	\$90,445
Young Adult Public Service / Programming	1.0	Librarian I	\$75,746	\$90,445
Reference Public Service / Maker Space Coordination	1.0	Librarian I	\$75,746	\$90,445
Readers Services Public Service	1.0	Library Associate I	\$70,895	\$84,652
Not yet assigned Auditorium Coordination and Operation	1.0	Library Associate I	\$70,895	\$84,652
Total	6.0		\$444,774	\$531,084⁵

⁵ 2020 wages and benefits adjusted from 2014 base by 3% annual inflation

4.2 Contractual Services

In addition to the inflationary adjustment other additional expenses must be anticipated for when the larger building begins operation. These specific costs include the automated material handling system, public programming costs, security services, technology licenses and maintenance, technology replacement fund, custodial / cleaning services, and insurance.

Additional Contractual Expenses

Area of Expense	Additional Expense In 2020 Dollars	Notes
Insurance	\$17,732	100% increase for real property 50% increase for comprehensive liability
Programs	\$15,200	An increase in the 2014 level of \$8,800 to \$24,000
Technology Licenses and Maintenance	\$18,639	Library's Computer Center calculations
Technology Replacement Fund	\$68,777	Library's Computer Center calculations
Security Services	\$29,934	Per library staff estimate
Custodial / Cleaning Services	\$92,181	Based on Omaha's main library custodial contract (2014 contract rate of \$77,200)
Automated Material Handling System Maintenance	\$29,254	Per library staff estimate
Total	\$271,717	

4.3 Commodities

A 25% adjustment is necessary for all copying, office, building and similar consumable supplies (lines 83020, 83030, 83,050, 83610, and 83690 excluding cataloging) to reflect the anticipated increase in use of the library. The 2014 total of \$57,480 for these items is \$68,634 after inflation. The 25% premium to be added is \$17,158 in 2020 dollars.

4.4 Capital Materials

Expenditures for library collections is only adjusted to reflect the inflation modifier.

4.5 Electric and Steam Utilities

HGA has included the utility cost associated with the proposed expanded and renovated library building based off the old utility records, existing plans, and discussion with Jim Judicsh who was involved with the JCI study implementations. Detailed information can be provided as requested.

In determining the electrical utility cost between 2019 and 2020 some of the assumptions used in the calculations were;

- 3.27% RPU electric utility increase (10 year average based on the last 10 years)
- 2.5% annual steam increase
- 10% energy savings with additional Minnesota Energy Code Lighting upgrades during expansion and renovation.
- 5% energy savings with additional Minnesota Energy Code Power upgrades during expansion and renovation.
- Existing 1.06W/SF to 0.90W/SF using LED and more energy efficient lighting.
- Lighting and Control Technology will keep advancing and improve before 2020.
- Utility cost for calculation proposes assumes no other energy upgrades implemented until the project moves forward.
- Existing steam absorption chiller remains in operation through 2019 until being replaced with a high-efficiency variable-speed electric chiller as part of the expansion and renovation.

5.0 The 2020 Projected Operating Budget

2020 operating budget of \$8,701,210 will be required for the proposed expanded and renovated library building of 165,730 gross square feet. Of that amount \$914,007 is directly attributable to the expanded building and the enhanced service program with the remaining balance attributable to inflation.

2020 Projected Operating Budget Data

Items	2019 Base Budget	2020 Projected Budget	2020 Costs Directly Attributable to the Building Project
Salaries and Benefits	5,734,606	6,437,728	531,084
Contractual	761,975	1,033,692	271,717
Commodities	117,563	138,248	17,158
Capital Outlay	713,137	734,531	0
Electric Utility	116,861	217,780	100,919
Steam Utility	114,839	102,591	-12,248
Sewer, Water, Storm Water Utility	5,377	10,100	5,377
Other: JCI Debt Service	25,767	26,540	0
TOTAL	7,590,125	8,701,210	914,007

2015-2016

Expansion proposal created and shared with community. City council approves proposal, on the condition that county/DMC also chip in. Additional funding is not secured.

Friends of the Rochester Public Library and Rochester Public Library Foundation demonstrate support for project, launch advocacy campaign.

Attachment: 2016 Proposed Expansion Presentation

Attachment: 2016 Advocacy One Sheet



ROCHESTER PUBLIC LIBRARY EXPANSION

*- COMMITTEE OF THE WHOLE -
MARCH 14, 2016*



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TOGETHER

PROJECT COSTS

\$35M (63%)

(City of Rochester)



Total Project Cost: \$55M

(Midpoint Construction: 2019)

HISTORY OF THE LIBRARY



1865

Ireland's Bookstore



1898

Rochester's First Public
Library Building



1937

The Crawford
Designed Library



1972

The J.C. Penney
Building

REDUCED SQUARE FOOTAGE

- Decreased funding forced a reduction in planned square footage
- Structural design allows for vertical expansion



EXCEEDING PROJECTIONS

↑
23,758

↑
41,036

- 2015 service population and collection size have exceeded planning projections



POPULATION

Projected: 118,227
Actual: 141,985



BOOKS & MEDIA

Projected: 408,000
Actual: 449,036



2010 SALES TAX REQUEST

2010 PROPOSAL

\$18.2M

30,000 sq. ft. addition

2016 PROPOSAL

\$55M

80,000 sq. ft. addition

Community Focus Group

- Top community needs identified
- New Strategic Plan
- Plan revised and reaffirmed in 2015



THE LIBRARY LISTENED

VISION Where aspirations, ideas, and knowledge
MISSION We strengthen community and enrich lives
CORE VALUES WE CARE
Welcoming Environment
Committed to Intellectual Freedom
Access for all
Respectful inclusion
Exceptional library service

Grow literacy and the ability to use library resources

Initiative A: Children start school ready to learn to read and write.

Initiative B: Community members' basic literacy needs are addressed.

Initiative C: Information seekers get answers through greater assistance and relevant education.

Initiative D: Students will have enhanced opportunities to help them succeed in school and beyond.

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THE COMMUNITY SPOKE

Rochester Public Library
Community Update Forum
November 2012

Marketing, collaboration and partnerships, and physical space that have a direct impact on how RPL serves the community.

WELCOMING/INCLUSIVE
Our community needs to be an inclusive and safe environment for all with equitable access to opportunities.

What does this mean for Rochester Public Library?

- Be a welcoming, inclusive, and safe place with equal access to information for all ages, economic backgrounds and life in community and people of all abilities and cultures.
- Foster and nurture multigenerational learning, literacy, citizenship and outreach and provide a variety of educational and artistic opportunities.
- Be a cultural center for the entire community – across various demographics, languages and backgrounds.
- Develop attractive and dynamic spaces and programs that foster relationships and increase community participation and collaboration.
- Reach people where they are to increase engagement and access.
- Inform the community about community resources through the library.

EDUCATION
Our community needs to provide high quality educational opportunities for all citizens in order to succeed and prosper.

What does this mean for Rochester Public Library?

- Identify partnerships and collaborations in rapid learning for all.
- Build literacy for all ages.
- Provide support for high quality learning experiences for all people in all stages of their lives through a portfolio of programs and services.
- Promote the creation of an equitable society with a safe place for the exchange of ideas.
- Provide a variety of flexible spaces to meet the learning needs of a growing community.

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MAXIMIZED CURRENT SPACE

4,320 sq. ft.
renovated with
Foundation funding



MTG ROOM C



TEENScape



WELLNESS
CORNER



MAKER
SPACE



COMPUTER LAB
SKYPE LOUNGE



COMMUNITY PROGRAMMING

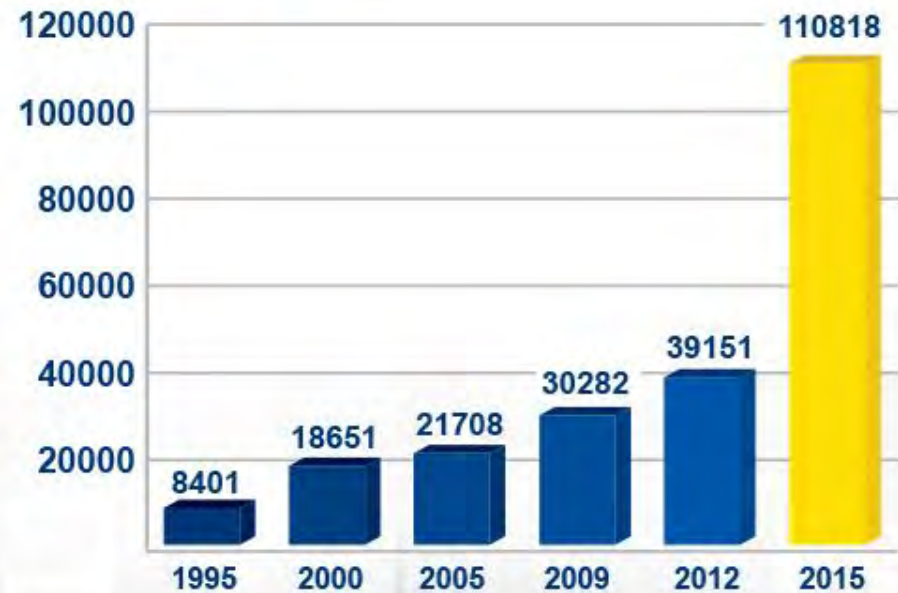
Intentional programming developed to meet community needs:

- Rochester Reading Champions
- Wellness Corner
- Homework Help
- Maker activities
- Mini-libraries
- BookBike



INCREASE IN ATTENDANCE

- Programming attendance has grown over **1000%** since 1995



A BUSY LIBRARY



The Library ranks number one in Minnesota in number of reference questions answered.



Rochester Public Library's bookmobile has the highest circulation of any bookmobile in Minnesota.



Rochester Public Library is the 2nd busiest library building in the state of Minnesota based on number of materials borrowed.



In 2015, 553,705 visitors walked through the doors of Rochester Public Library and Bookmobile. That's enough to fill the new Viking's US Bank Stadium over 7 times.



In 2015, 202,032 reference questions were answered.



In 2015, there were 62,793 internet sessions at the library. There were 38,595 wifi sessions.

FOUR YEAR PROCESS

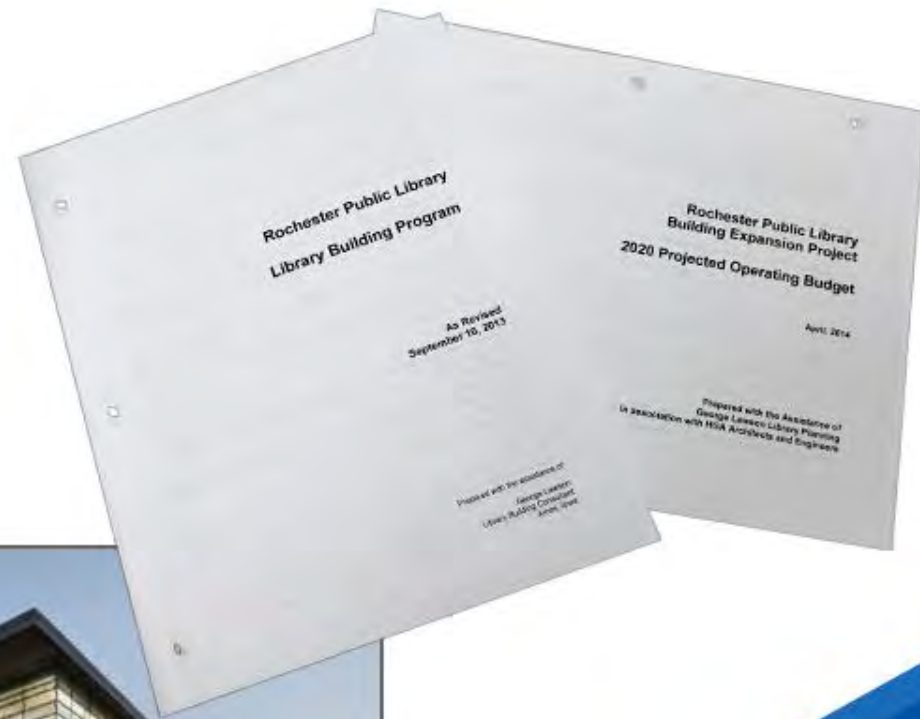
- 2013 Building program & architectural study
- 2014 Operational study



Cedar Rapids, IA



Madison, WI



FOUR YEAR PROCESS

- 2014 DMC Plan -- Reviewed location options
- 2015-16 Updated project costs



20th vs 21st CENTURY LIBRARY

20th CENTURY LIBRARY

Collection - centric

Permanence
Stability
Individual
Quiet
Solemnity
Status Quo
Storage
Content Consumption
Planned-use Spaces
Capacity Over Experience
Quantities

COLLECTIONS

21st CENTURY LIBRARY

User - centric

Responsiveness
Flexibility
Communal
Bustle
Playfulness
Innovation
Production
Content Creation
Multi-use Spaces
Experience Over Capacity
Qualities

CONNECTIONS

AN EXPANDED LIBRARY MEANS MORE.....

- MORE COLLECTIONS
- MORE PROGRAM SPACES
- MORE SEATING
- MORE PEOPLE SPACE
- MORE WAYS TO SERVE THE PUBLIC

- THE PROGRAM WAS DEVELOPED
USING THE ZERO BASED
PROGRAM METHOD

ADDITIONAL FLOORS

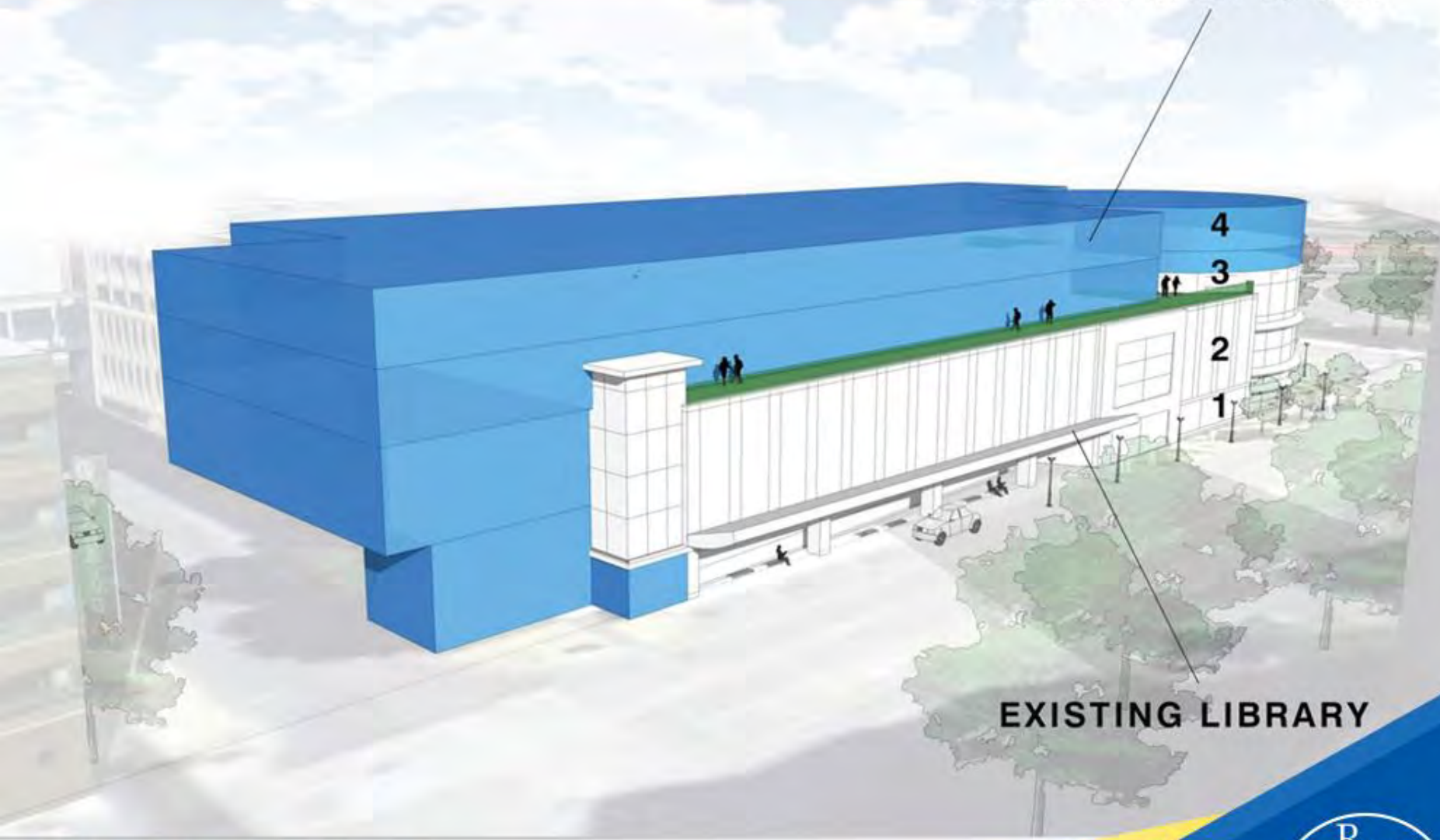


ADDITIONAL FLOORS

EXISTING LIBRARY

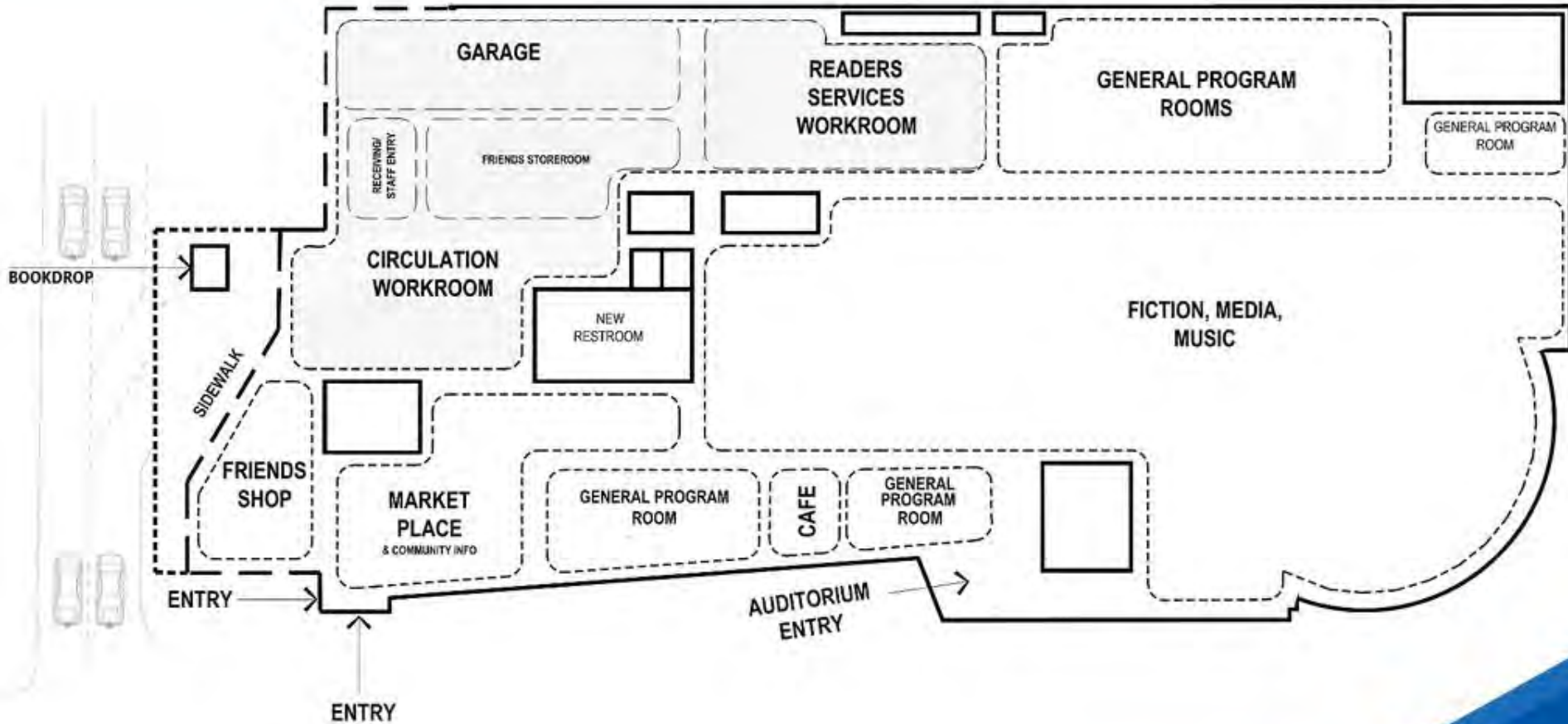
ADDITIONAL FLOORS

ADDITIONAL FLOORS

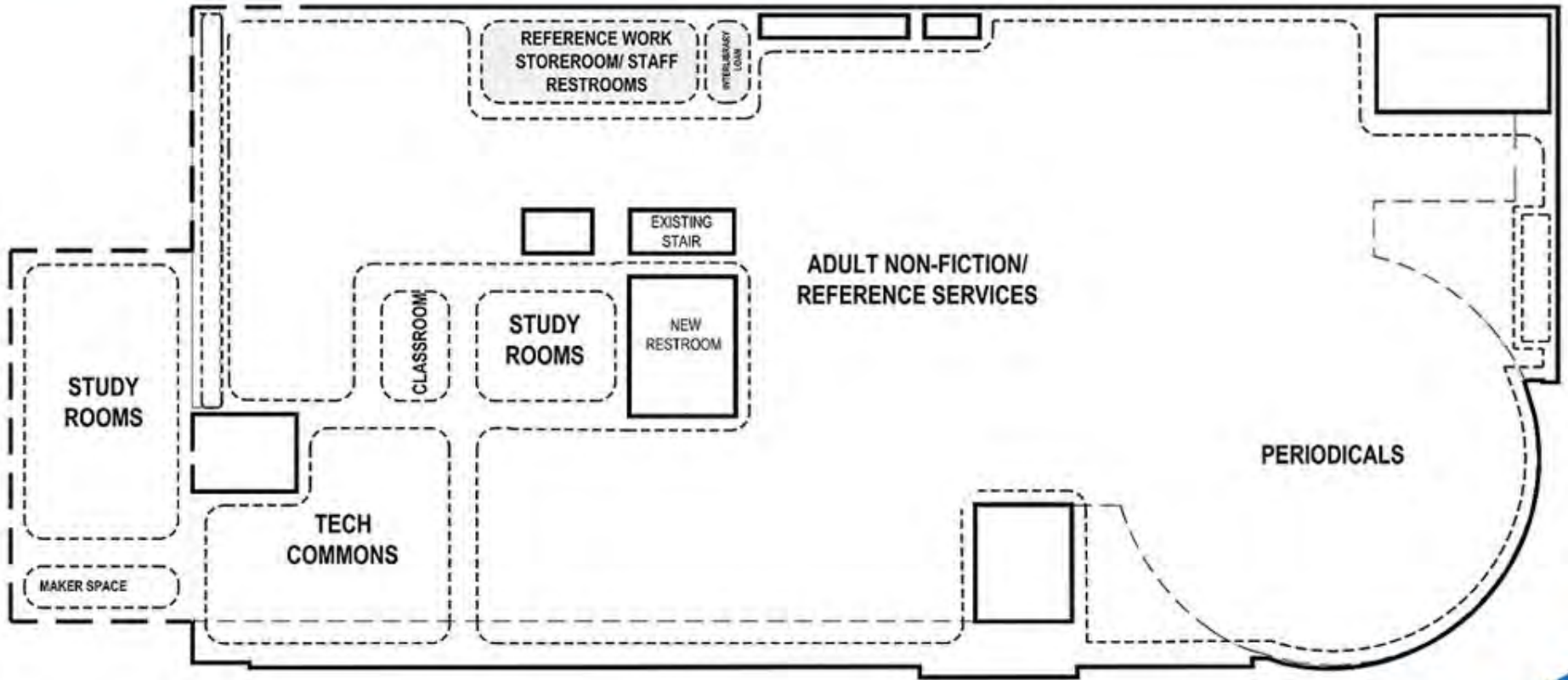


EXISTING LIBRARY

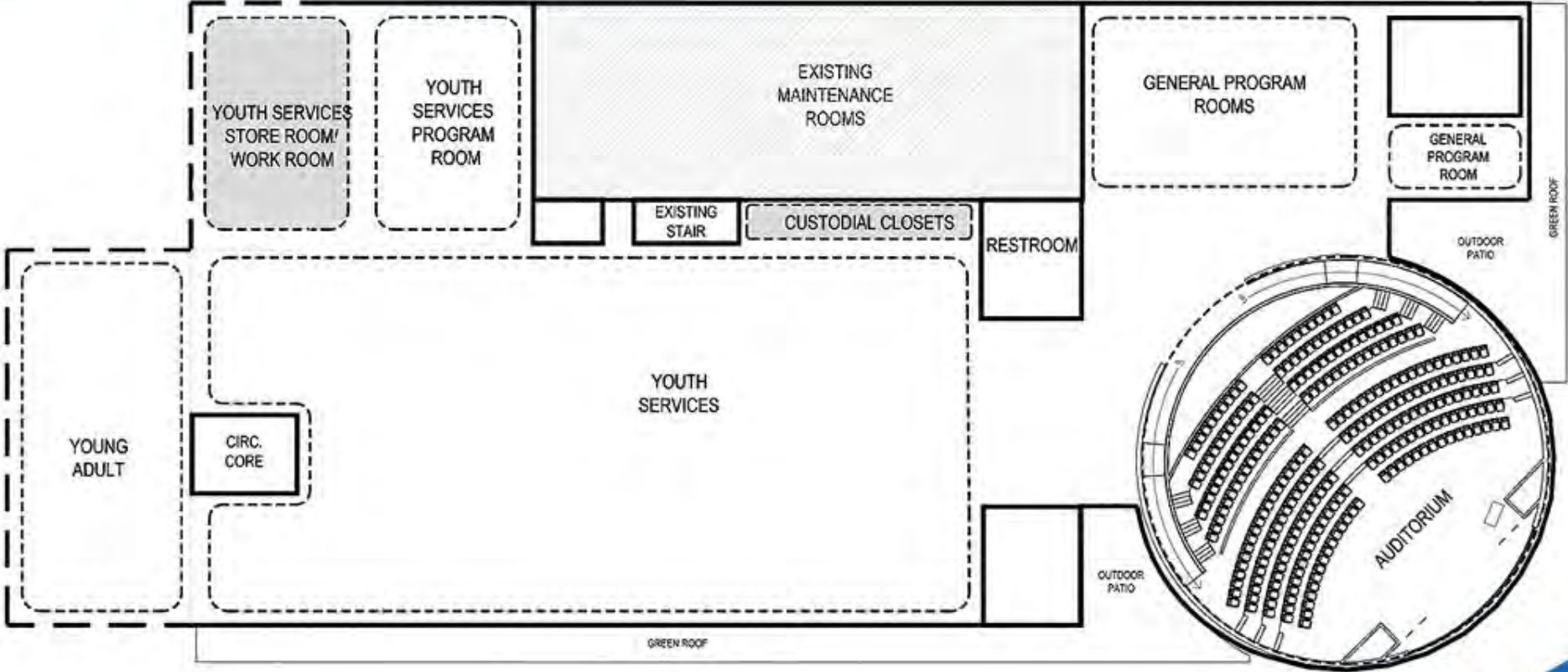
1st FLOOR



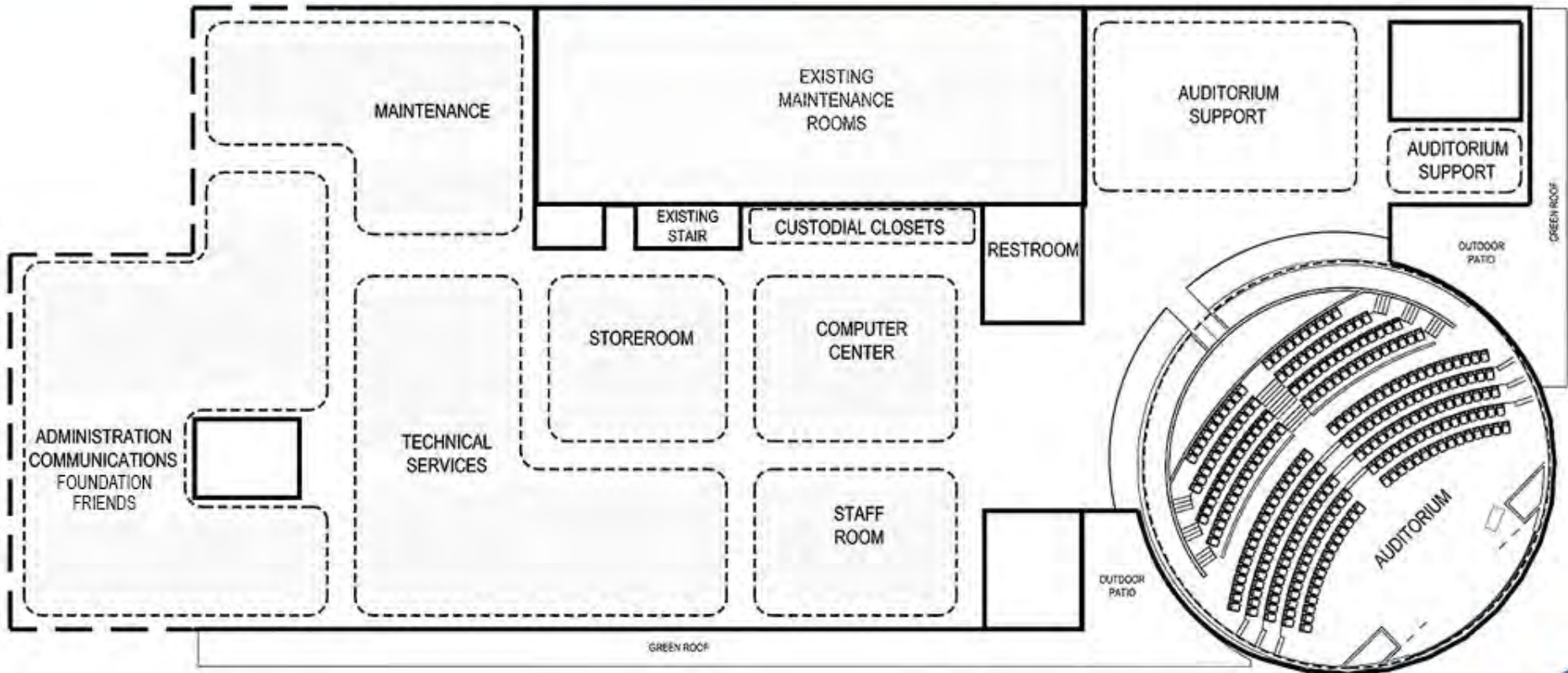
2nd FLOOR



3rd FLOOR



4th FLOOR



NEW AUDITORIUM



NEW AUDITORIUM



WHIPPLE AUDITORIUM

Cedar Rapids, Iowa Public Library

2015 Program Attendance: 50,297
(2015 RPL Program Attendance: 110,818)



UPCOMING MAINTENANCE

- Roof
- Windows
- Chiller



OPERATIONAL OPPORTUNITIES

- **Existing chiller needs replacement**
Designed for future capacity
Difficult to repair, limited parts & expertise
Humidification has not worked properly for years
= Opportunity to increase efficiency!
- **More efficient lighting & controls**
- **LED Lamps = Longer Lamp Life**
- **Enforcement of new electrical codes**

PROJECT COSTS

INITIAL PROJECT COST July 2013 **\$41,657,000**
New construction @ \$275 / SF
Renovation @ \$175 / SF

TOTAL CONSTRUCTION COST July 2013 **\$31,712,000**
Includes 26% mechanical cost and 12% electrical cost

ADDITIONAL BUILDING COSTS **\$ 9,945,000**
5% project contingency, furnishings, shelving, computers, phones and networking equipment, book security system, signage, audio visual system, permits, professional service fees, surveys, legal fees, administration costs, temporary relocation (if needed)

ESCALATED PROJECT COST **\$55,140,208**
(Mid point of construction: 2019)

COST ESCALATOR

\$55,140,208 (2019)

\$57,613,871 (2020)

\$60,362,386 (2021)

\$63,535,672 (2022)

Costs based on midpoint construction

FUNDING THE EXPANSION

- City of Rochester
- Olmsted County
- DMC
- Other Sources
 - Grants
 - Individual giving
 - RPL Foundation



PHILANTHROPIC PLANNING STUDY

METHODOLOGY

Personal Interviews

- 63 interviewees (Internal & External)
- Scott Larson
- 49 in person & 14 by phone

Online Survey

- Open invitation
- 263 responses



ROCHESTER
PUBLIC LIBRARY
FOUNDATION



Paul J. Strawhecker, Inc.
Resource Development and Counsel for Nonprofits

PHILANTHROPIC PLANNING STUDY

- A link to other agencies
- Cross-cultural environment
- Helps reduce the digital divide
- Enhances the experience of Mayo patients



PHILANTHROPIC PLANNING STUDY

Common strengths of the Library

- How it responds to change
- Has the ability to bring together and engage diverse groups
- Provides comprehensive services in a central location
- Does not duplicate services of others
- Stays current with national library trends & technology



PHILANTHROPIC PLANNING STUDY

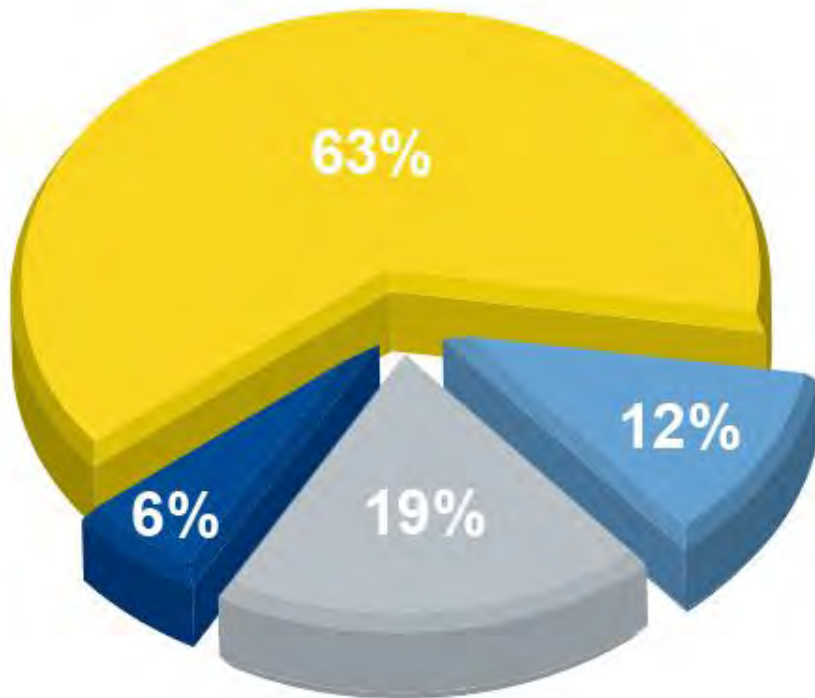
- High opinion of Library staff and leadership
- Strong community support for the Library
- Over 90% of interviewees said they would give a gift to the campaign



\$3 MILLION



CITY SHARE



-  City of Rochester (\$35 million)
-  Olmsted County (\$6.3 million)
-  DMC (\$10.6 million)
-  Other Sources (\$3.25 million)



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QUESTIONS?



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2017

Planning Committee met with individual Library Board members to discuss future options for meeting space needs.

Attachment: 2017 Summary of Library Board Feedback

Library Expansion Options
Summary of Library Board feedback
July 2017

The Planning Committee of the Library Board met with each Library Board member individually to obtain feedback on the following library expansion options:

- Remain in current downtown location
 - Expand current building as drafted (add 2 floors)
 - Expand current building, scaled-back expansion (1 floor)
 - No expansion, but add branch(es)
- Move entire library to different downtown location
 - Co-location with UMR
 - Other potential colocation partners
 - Alternative downtown locations
 - Relocate and add branch(es)
- Move library to non-downtown location
 - Relocate and add branch(es)
- Any and all other options not covered above

Given many unknown factors, such as the final City Comprehensive plan, a possible City Strategic Plan, and funding availability, there was not a single option that all Board members agreed upon unanimously as the top expansion choice. However, there were strong common themes:

- The Library has outgrown its current space and must continue planning for the future.
- The Library must maintain a downtown presence.

There is also consensus around maintaining flexibility in these options to identify which will position the Library to best meet the diverse needs of patrons and the community. Additionally, there is a strong willingness and desire to work with City Council to ensure the selected option aligns with the City's comprehensive plan, anticipated DMC growth, and the realities of the demand on funding.

Consideration factors board members named for selecting an appropriate expansion option included, but were not limited to:

Diverse Patron needs	Accessibility (parking, ADA, skyway, etc.)
Coordination with City comprehensive plan	Transportation
Planning for and coordination of DMC growth	Branch operational costs
Expansion costs	Branch services / models
Funding availability	Availability of land for new building
Synergies and aligned vision with potential colocation partner	Ideal factors to create safe community gathering spaces
Social equity	

2018

Library space needs were included in a statement of interest document, "Riverfront Reimagined."

Attachment: 2018 Statement of Interest



STATEMENT OF INTEREST

RIVERFRONT RE-IMAGINED



WHAT IS RIVERFRONT RE-IMAGINED?

The City of Rochester, MN is seeking an innovative development partner to revitalize and transform one of Rochester’s best remaining land assets. The intent of this Statement of Interest is to solicit ideas from qualified consulting and development firms in order to advance the community’s vision for a catalytic development. The responses to this request will be used as step-one in the selection process for potential uses and users for the site.

What makes Riverfront Re-Imagined so unique and attractive is the proximity to natural attributes along the Zumbro River, as well as the urban development potential in the vibrant downtown. Driven by Mayo Clinic and the Destination Medical Center (DMC), Rochester has experienced an influx of development, medical tourism, job growth and rising population.

The location benefits from synergistic projects occurring all around the site, along with a prime location just off of Broadway Avenue and connection to Historic Third Street. These attributes make the site adaptable to an abundance of development opportunities. Another advantage is that the site has immediate connection to Rochester’s expansive sky-way system as well as connectivity to 110 miles of bike and pedestrian trails.

Any potential uses for the site must conform to the vision of the Rochester Downtown Master Plan, the DMC Development Plan, be consistent with the DMC development guidelines and adhere to the Council’s economic, environmental and social equity priorities.

“The Zumbro River meanders through every neighborhood in Rochester. Revitalization of the natural asset, beginning with our urban core, will be a significant legacy we can leave to the citizens of Rochester and future generations.”

**Steve Rymer,
City Administrator**



2.5 ACRES OF RIVERFRONT IN THE HEART OF DOWNTOWN

RIVERFRONT RE-IMAGINED is approximately 2.5 acres of sprawling river-frontage along the Zumbro River. The site is located at the intersection of the Arts and Culture District and Main Street Mixed-Use District in the Downtown Master Plan, and it is located in the Waterfront Sub-District of the DMC Development Plan. The site includes a “front door” that faces the river as well as a North and South Gateway into downtown. Catalytic private investment will leverage additional public improvements anticipated along the municipal side of the River-walk, Historic Third Street, as well as critical connectivity to Rochester’s civic campus that includes the adjacent 470,000 sf Mayo Civic Center Convention Center.

SUSTAINABILITY is a community priority and applied as a three-pronged strategy for environmental, economic, and social equity. Rochester’s commitment to creating a sustainable and resilient future is evidenced by its designation as the first LEED Gold Certified city in the state of Minnesota. With a constant emphasis on improvement, there is a strong desire to integrate best practices from around the world for all facets of sustainability.

CRITICAL ELEMENTS

- Transformative one-of-a-kind project
- Land & environment are renewed and sustained
- Welcoming to all and diverse community appeal
- Vibrant public spaces & natural integration
- Connected physically & socially
- Year round activation, with easy riverfront access
- Natural integration of neighborhood characteristics
- Encompass Rochester’s past as well as future



POTENTIAL PARTNERSHIP



Adjacent to Riverfront Re-Imagined is Rochester Public Library, winner of the 2018 National Medal for Museum and Library Service. The downtown facility is unique for a community the size of Rochester, in that it is the only brick-and-mortar library in the Rochester Public Library (RPL) system. The library serves a large geographic area, reaching a population of 147,545 in 2018. The current 85,000 sf library has become constrained in space and unable to meet the demand for community services. In 2013, RPL commissioned a Building Program & Architectural Study in order to determine how much space and programming is needed to continue providing award winning library service to the Rochester community. The study found that to accommodate Rochester’s growing population and to meet increasing programming needs, the library requires a building size of approximately 160,000 sf, effectively double the existing footprint.

RPL is the 2nd busiest library in the State of Minnesota based on the number of materials borrowed. Approximately 500,000 community members and visitors walk through the library doors and visit the Bookmobile annually. There is an opportunity to leverage that built-in foot traffic and incorporate the library within a commercial development. This partnership presents synergistic possibilities with retailers, food & beverage, office and commercial services, as well as numerous housing opportunities. To accomplish this, the City Council and Library Board would consider leveraging the existing library site to facilitate a P3 development framework, or using the site as equity for potential integration within the Riverfront Re-Imagined development.



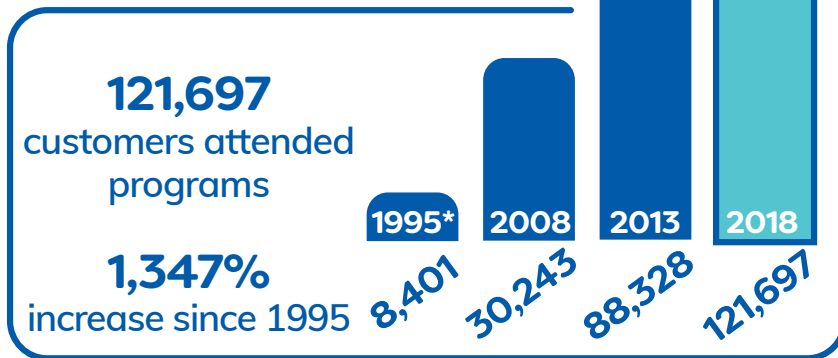
In 2018, Rochester Public Library was awarded the National Medal for Museum and Library Service.





Rochester Public Library

Programming attendance has grown 1,347% since 1995.



*Rochester Public Library's current building opened in 1995.



Highest children's event attendance in Minnesota.



Busiest bookmobile in Minnesota based on circulation.



Busiest library outlet in Minnesota based on circulation.



SCOPE & CONCEPT REQUIREMENTS

The City of Rochester will review the most advantageous proposals from responsive and responsible submitters, taking into consideration all evaluation criteria, including the financial benefit to the City. At which point the City and DMC will use the Statement of Interest proposals to more clearly define the scope and potential teammates for the Request for Proposal (RFP) process.

In your Statement of Interest submission, include the following information and any other information deemed relevant. Responding to the SOI is NOT a requirement for submitting a future RFP proposal.

- 1 Introductory letter and general description of your firm.
- 2 Firm background and business organization information including:
 - Firm history, philosophy, principals, number of staff, awards, honors
 - Description of the firm’s approach to design and client service
- 3 Provide examples of projects that demonstrate relevant experience including renovations to existing urban parks and spaces, projects on urban sites, projects that entailed a public process, projects that involved architectural collaboration, and projects designed for winter/cold weather conditions. Feel free to include additional relevant information.
- 4 Provide your vision for the site along with examples of why this site is well suited for the various uses and amenities included in your concept(s). If there are comparable developments in other cities, provide examples of those projects and why they should be used as benchmarks for this site.

SELECTION PROCESS & SCHEDULE

SELECTION PROCESS

This Statement of Interest will serve as the first stage in a three-stage, qualifications based selection process. The intent of the SOI is to solicit concepts and potential development partners.



STAGE 1 – STATEMENT OF INTEREST

The Statement of Interest will be used to promote creative concepts, partnerships and development arrangements for the site. The critical components included in the submittals, along with firm capabilities based on prior projects, will be reviewed by City & DMC representatives in order to identify concepts that best match the community’s vision as outlined in the DMC Plan and Rochester Downtown Master Plan.

- DMC Plan: <https://dmc.mn/press-room/#devPlan>
- Downtown Master Plan: <https://www.rochestermn.gov/home/showdocument?id=5154>

STAGE 2 - REQUEST FOR PROPOSALS (RFP)

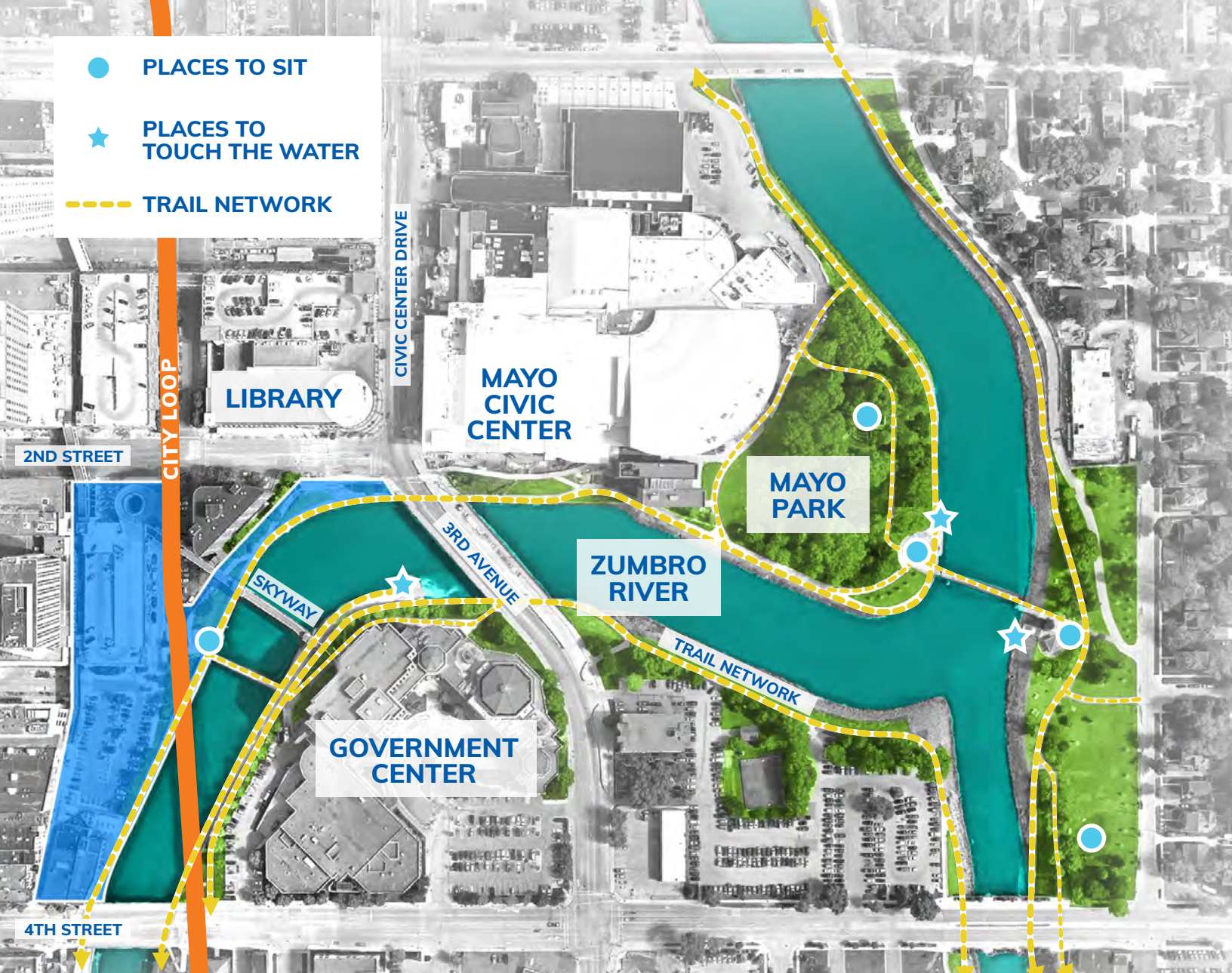
- The City will create an RFP based on the feedback from the Statement of Interest. Qualifications will be reviewed with assistance from the DMC Economic Development Agency (EDA) and a short list of qualified firms will be assembled to participate in a Request for Proposal (RFP).
- The City will issue RFPs to the selected/shortlisted firms, each of whom will be asked to submit detailed proposals (including fees) based on a specific scope of services and a project budget and schedule.

STAGE 3 - INTERVIEWS

Some or all of the firms that respond to the RFP may be asked to interview. Following interviews, the City and DMC EDA will recommend a firm(s) for final determination.

APPROXIMATE SCHEDULE

- Distribution of Statement of Interest, August 2019
- Selection of Ideas & RFP Development, November 2019
- Distribution of RFP, January 2020
- Project Initiation, Spring 2020
- Pre-Design, Summer 2020
- Schematic Design, Summer-Fall2020



PROPERTY INFORMATION

MAIN DEVELOPMENT PARCELS

PROPERTY ID'S:	APPROX LAND SIZE:
64.02.11.014329	25,731 SF
64.02.11.014330	9,717 SF
64.02.11.014331	7,735 SF
64.02.11.014446	36,175 SF
64.02.11.053797	17,815 SF

The site also contains several small parcels along the riverfront that could be incorporated into the development in order to increase public amenities and enhance the vision of the downtown riverfront. Currently, the site is improved with a City owned parking structure and a small office/retail building. Both of which are nearing the end of their physical life and are anticipated to be razed as part of the redevelopment of the riverfront.



WHY ROCHESTER?

BACKGROUND

The City of Rochester is the third largest city in the State of Minnesota with a population of over 117,000 and anticipated to grow by 50% over the next 20 years. Rochester is home to major employers including Mayo Clinic and IBM. The City's credit rating is AAA, and the City has a 2019 annual budget of \$284 million. Rochester has been recognized as an All-American City, a Gold LEED certified City and is consistently recognized as one of America's most livable cities. The City has averaged 516 residential and commercial building permits the last 5 years with a value of \$274 million per year. Over 3.5 million people visit Rochester each year. The City partners with the Rochester Downtown Alliance, Experience Rochester and others to create a vibrant downtown with over 330 downtown businesses and 37,000 people working and 3,300 residents living in the downtown. The City is looking to partner with a developer to create additional, housing opportunities to meet a growing need in our downtown district.



2018 COMMUNITY SURVEY RESULTS



96%
feel accepted,
valued, and
welcomed



96%
rate the
quality of life in
Rochester as
excellent or good



87%
believe that
Rochester is
headed in the
right direction



84%
consider the
general value of
City services as
excellent or good

CITY OF FINANCIAL DISTINCTION

The City of Rochester has a AAA Rating

Rochester has received a Certificate of Achievement for Excellence in Financial Reporting for almost 50 years, the longest in the state of Minnesota.

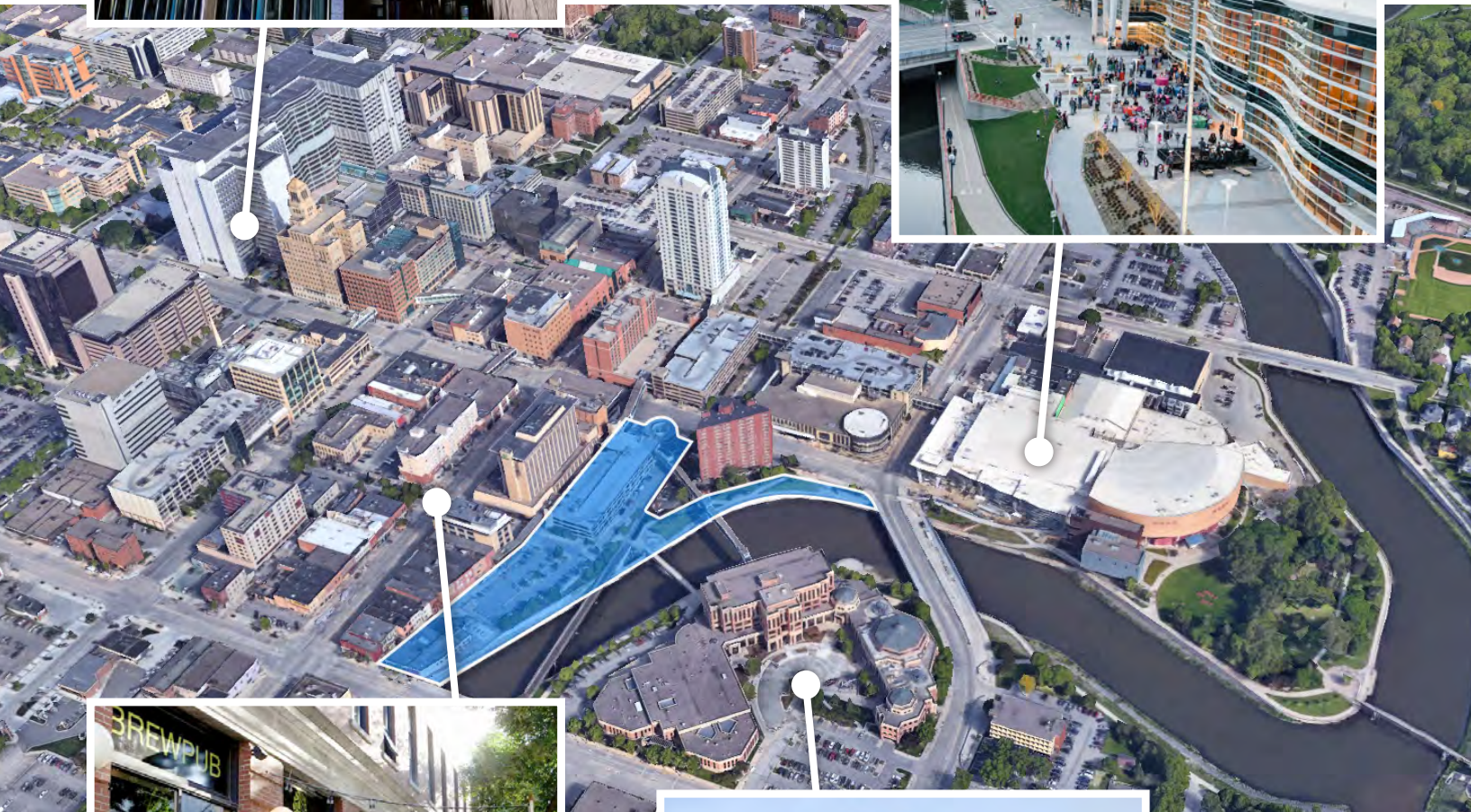
IN THE MIDDLE OF EVERYWHERE



3-Blocks from
the world famous
MAYO CLINIC

MAYO CIVIC CENTER

Adjacent to the newly
remodeled & expanded
470,000 sf convention center.



Connected to vibrant
HISTORIC THIRD STREET



Skyway
access to
**ROCHESTER
CIVIC CAMPUS**

DMC EXPLAINED



DMC
Destination
Medical Center

In the middle of
EVERYWHERE

The DMC initiative is one of the largest and most innovative economic development strategies ever undertaken in Minnesota. Its purpose is to secure Rochester's and Minnesota's status as a global medical destination now and in the future. It is anticipated that the DMC initiative will result in \$5.6 billion in private investments in downtown Rochester. This includes investments by Mayo Clinic and other private investors, and \$585 million in public funding for public infrastructure and transportation projects.

DMC is a major economic development initiative that will drive significant new job growth and tax base for future generations. It will significantly increase and accelerate the demand for private development and public infrastructure in the market. DMC is estimated to grow the employment base in Rochester by 35,000 – 45,000 jobs, and to more than double the visitation from Mayo Clinic patients/companions, as well as business travelers, convention/event-goers and other visitors to the City – particularly to the downtown core.

Learn More at: <https://dmc.mn/>

DMC Private Investment (Construction Costs Spent To Date)





HI-LEVEL TIMELINE

COMPLETE

FUTURE PHASES



- Since 2015 thousands of citizens have been engaged in designing a new future for our growing community and create a framework for a re-imagined riverfront
- City Council has adopted Downtown Master Plan, DMC Master Plan, Integrated Transit Studies, Planning 2 Succeed - Comp Plan, etc.
- The various plans have created roadmaps for public & private investment (Links are provided at the end of this document)

- With nearly \$600 million in commercial development in 2018, Rochester is poised to begin transforming the 2.5 acres of riverfront corridor
- Next steps will be to refine the scope for redevelopment of this strategic parcel & identify process for developer selection

- Developer provides 3-5 proposals/concepts for redevelopment of the site that achieves the City Council's goals, create economic vitality, and private investment
- Refine & select final concept
- Identify costs for public realm

- City Council approves development
- Enter into agreement(s)
- City identifies resources for implementation of public realm and state and federal funding to leverage private resources

ROCHESTER AT A GLANCE



Mayo Clinic Named Best Hospital in the World

(Newsweek 2019)

3.34 MILLION
ANNUAL
OVERNIGHT
VISITORS



Approximately 50,000 daily commuters into Rochester

\$493 MILLION
IN ANNUAL
VISITOR
SPENDING

ROCHESTER
INTERNATIONAL AIRPORT | MN RST

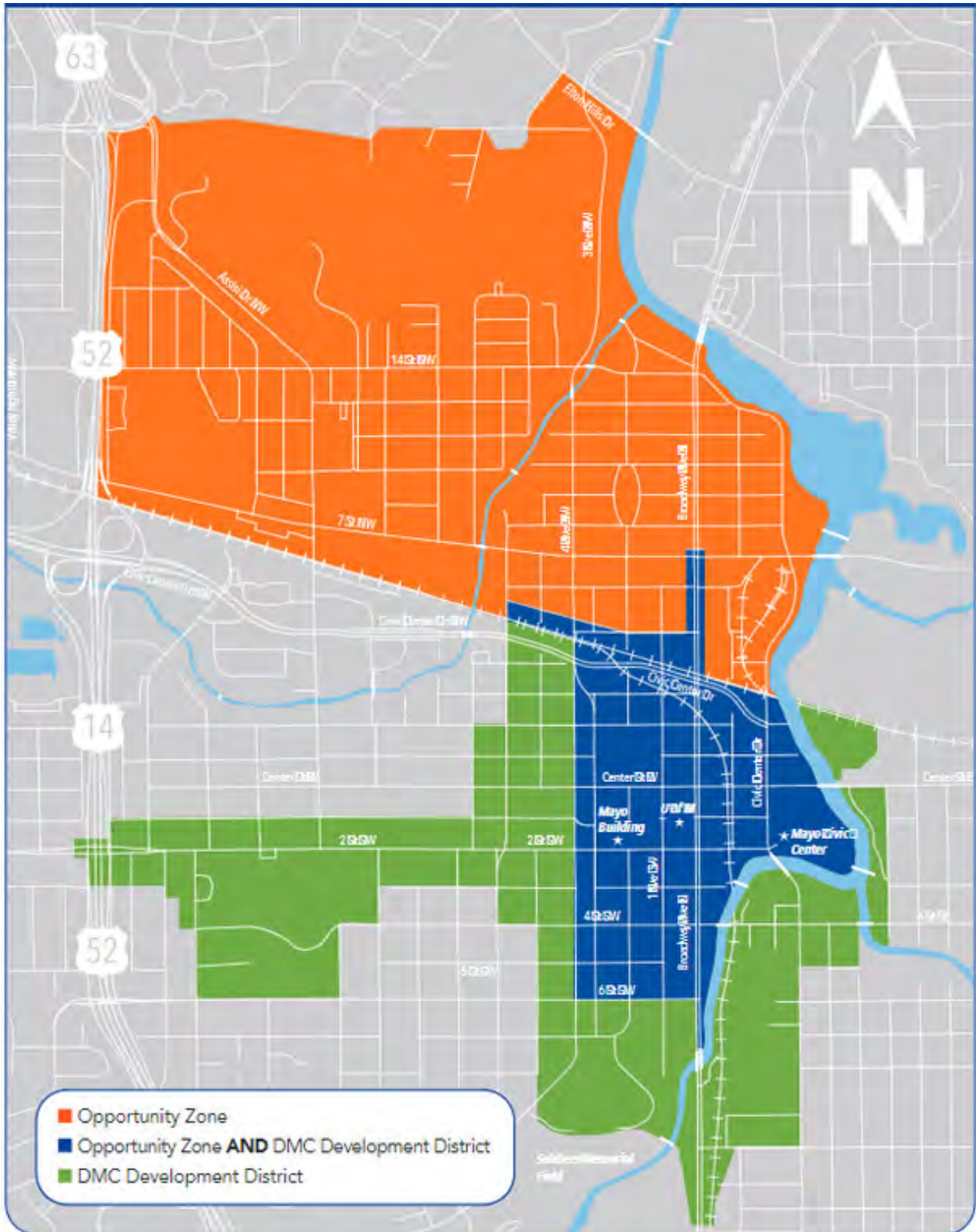
2018 was a record high-passenger year for Rochester International Airport (RST)

RECENT DOWNTOWN PROJECTS

DMC Private Investment (Construction Costs Spent To Date)



ROCHESTER, MN OPPORTUNITY ZONES



PROPOSAL SUBMITTAL DATE

All proposals are due by 12:00 PM on **XXXXXX XX, 2019** to the City Clerk's Office.
All Proposals must be clearly labeled as follows:

TITLE: "Proposal for the Statement of Interest for Riverfront Re-Imagined"
FROM: Names and Address of Applicant
TO: City of Rochester City Administrator
201 4th Street SE
Rochester, MN 55904

REQUEST FOR PROPOSAL DOCUMENT SUBMITTAL REQUIREMENTS

- Proposers must provide one (1) original hard-copy and one (1) electronic submission for the Statement of Interest.
- The Statement of Interest proposal shall be no more than 20 face pages printed double sided
- Shall include a short biography of the firm including relevant experience of key personnel including the proposed staff assigned as the contract/liaison with the city.

AMENDMENTS/MODIFICATIONS TO PROPOSALS

The Applicant may at any time prior to the deadline for submission of proposals, amend or modify a proposal by submitting the amendment/modification containing one (1) original and one (1) electronic submission, amendment/modification and clearly marked with the following information:

TITLE: "Amendment to the Proposal for the Statement of Interest for Riverfront Re-Imagined"
FROM: Names and Address of Applicant
TO: City of Rochester City Administrator
201 4th Street SE
Rochester, MN 55904

BACKGROUND INFORMATION LINKS:

ROCHESTER DOWNTOWN MASTER PLAN

<https://www.rochestermn.gov/home/showdocument?id=5154>

ROCHESTER PLANNING-2-SUCCEED COMP PLAN

<https://www.rochestermn.gov/home/showdocument?id=21252>

DMC DEVELOPMENT PLAN

<https://dmc.mn/press-room/#devPlan>

DMC DESIGN GUIDELINES

http://www.designcenter.design.umn.edu/projects/documents/Rochester_Design_Guidelines_Book_FINAL.pdf

TRANSPORTATION PLAN/CITY LOOP

<https://www.rochestermn.gov/home/showdocument?id=21138>

2019-2020

The Library partnered with Wilder Research to host focus groups and key informant interviews to design a new strategic plan. Participants indicated a desire for “library services in different parts of the city via branch libraries, more bookmobile stops, satellite libraries, library carts, etc.” New plan adopted in early 2020.

Attachment: 2020 Strategic Plan Report

Attachment: 2020 Strategic Plan

Rochester Public Library

Summary of 2020-2025 Strategic Planning Process

Author: Anna Granias, M.P.H.



**Rochester
Public Library**

J A N U A R Y 2 0 2 0

451 Lexington Parkway North | Saint Paul, Minnesota 55104
651-280-2700 | www.wilderresearch.org

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Research**[®]
Information. Insight. Impact.

Executive summary

In 2019, Rochester Public Library (RPL) contracted with Wilder Research to facilitate a process to develop a comprehensive strategic plan for 2020-2025. The previous strategic plan was developed in 2012. During that time, Rochester Public Library worked closely with community members to create an effective strategic plan, which caused a major swerve in library services. As part of this successful process, community members shared a vision for the future and discussed the library's role. In response, RPL made significant changes to meet community needs, which ultimately led to winning the National Medal for Museum and Library Service in 2018.

In the seven years working with this strategic plan, the library board revisited the plan annually and pulled the community back together to provide feedback. It was determined in 2019 that it was time to commit to building a new plan from the ground up using the expertise of Wilder Research to do a deep dive into community needs. The library board was also committed to further aligning RPL's plan with the City of Rochester's Strategic Plan, which was adopted by City Council in 2018. The library board sought input from key stakeholders, but also wanted to hear from community members who are not typically given voices in community decision-making. After reviewing extensive and informative input gathered by Wilder Research, a committee of library board members, community members, and RPL staff wrote the strategic plan.

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Strategic planning process

Rochester Public Library contracted with Wilder Research to facilitate an in-depth strategic planning process. The last strategic plan was developed in 2012. As part of this process, RPL identified 10 individuals to join a strategic planning work group. Nine individuals ended up participating in the process. This group included the director, board members, community partners, and library staff. Wilder Research worked closely with RPL staff to design a strategic planning process that included two sessions and extensive data collection to gather input from key stakeholders of Rochester Public Library. Direct community engagement was an express interest of Rochester Public Library for this round of strategic planning.

Strategic planning workgroup session #1

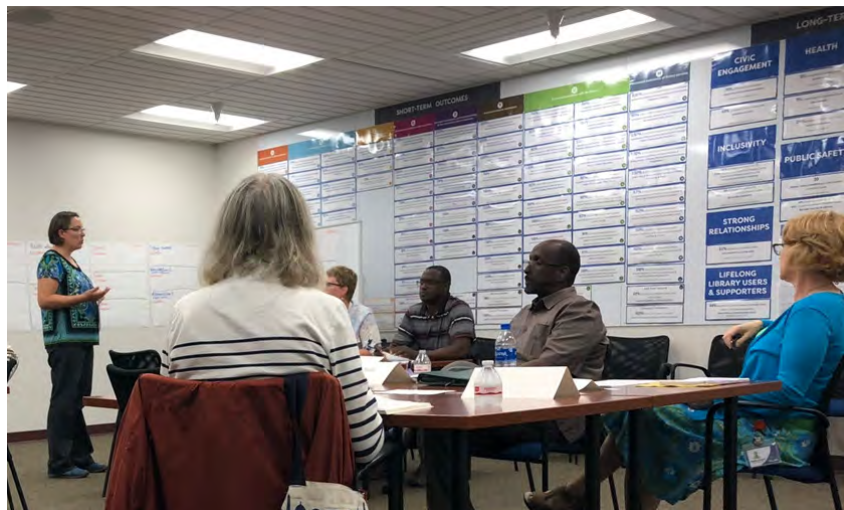
The first four-hour strategic planning session took place on September 10, 2019. This session included the following facilitated activities:

Stakeholder analysis – This activity helped workgroup members to identify RPL’s key stakeholders and assess how well Rochester Public Library is currently meeting their needs and expectations.

Purpose mapping – This activity helped workgroup members identify what RPL’s overall purposes are for existing.

Strategy canvas – This activity helped to document RPL’s current strategies and activities and assess the extent to which they are effective.

Please see the Appendix for the facilitation guide and compiled notes from the session #1 activities.



Collecting stakeholder input

After working with the strategic planning workgroup and gathering input from a general staff meeting to identify RPL's key stakeholders, RPL staff determined which stakeholder groups were essential to include in seeking stakeholder feedback for the strategic plan, acknowledging the desire and value for all stakeholder perspectives. Through discussion, RPL identified seven community groups to participate in focus groups and 20 individuals to participate in key informant interviews.

Wilder Research worked closely with RPL to develop focus group and interview questions that would elicit information helpful for the strategic planning process and decision-making. Wilder Research received contact information from RPL and sent interview invitations and reminders to potential interview participants via email. RPL staff partnered with community organizations and individuals to recruit participants for focus groups. Focus group participants received a \$30 gift card to thank them for their time. Three of the focus groups were conducted in a language other than English (Spanish and Somali).

Interviews and focus groups covered topics related to RPL's strategic planning, such as community assets, needs, and strengths and weaknesses of RPL, as well as desires for the future of RPL. Participants were also asked questions about aspects of building or facility needs, and preferences to inform RPL's building planning efforts.

After completion of these data collection efforts, Wilder Research analyzed the qualitative data and developed several summary reports highlighting key findings. Please see the Appendix for interview and focus group protocols and summary reports.

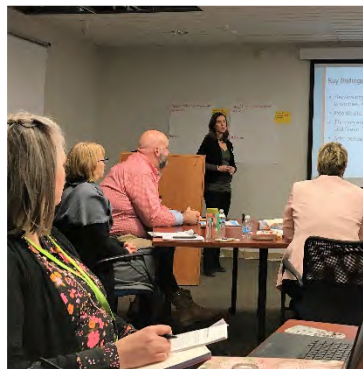
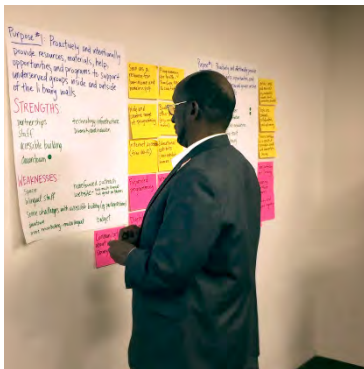
Strategic planning workgroup session #2

The second four-hour strategic planning session took place on December 18, 2019. This session included the following facilitated activities:

Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis – This activity helped workgroup members to assess the internal strengths and weaknesses of RPL and the external opportunities and threats to RPL related to each library purpose identified in the previous session.

Strategic priority development – This activity built on work done in all the previous activities to identify strategic priorities that align with RPL’s purposes and are based on stakeholder input, internal strengths and weaknesses, external opportunities and threats, and the personal and professional experience and perspectives of the workgroup members. The group then brainstormed potential actions to meet each of the strategic priorities.

Please see the Appendix for the facilitation guide from session #2.



Rochester Public Library vision, mission, and values

Vision

- A strong and equitable community

Mission

- Welcoming all to connect and learn

Core Values

*WE CARE

- **Welcoming Environment** – We are committed to providing safe and welcoming spaces. Our policies and practices ensure safety, our physical spaces are well-maintained, and all library spaces are inclusive and non-judgmental places to gather or reflect. We care about each other, our customers, the community, and what we do.
- **Committed to Intellectual Freedom** – We are committed to intellectual freedom and the need for the library collection, services, and events to represent many different points of view. Individuals are responsible for making their own choices regarding appropriateness of materials, and parents/guardians are responsible for the choices made for their children. We are committed to providing prompt, objective, confidential, and knowledgeable responses to requests for assistance.
- **Access for All** – We are committed to providing basic library services at no charge and serving all users fairly and equitably. We harness the talents and resources of our vibrant community and connect individuals in order to ensure everyone can achieve individual and community dreams.
- **Remain Inclusive** -- We honor diversity and are inclusive. We seek to represent all people in our collections, events, services, workforce and other areas. We are committed to collaboration with community members and partners to ensure we reflect the diversity of our entire community.
- **Exceptional Library Service** – We are committed to providing quality library service with a smile. We embrace creativity by being innovative, open to new ideas, and willing to try new things to serve our community better. Community members can trust the library is a place they can ask any question, find materials for learning or enjoyment, connect with others, and use technology that will enhance their lives.

Library purposes

The strategic planning workgroup participated in a facilitated activity to identify the key purposes of RPL. These purposes helped the workgroup to develop strategic priorities that support each purpose.

 Purpose 1	 Purpose 2	 Purpose 3	 Purpose 4
Proactively and intentionally provide resources, materials, help, opportunities, and programs to support the community and especially underserved groups inside and outside of the library.	Support literacy and learning.	Facilitate connections and community resiliency to support desires, interests, and needs of community members.	Ensure equitable access to information and resources.
 Purpose 5	 Purpose 6	 Purpose 7	 Purpose 8
Provide safe and welcoming spaces for all.	Continually and intentionally listen and respond to community desires via forward-thinking, flexible, timely, and innovative service provision.	Support workforce development.	Increase civic engagement.

2020-2025 strategic priorities

A strategic priority is a value and a goal an organization is striving toward with regard to their customers and end users. The strategic planning workgroup developed strategic priorities that are aligned with RPL’s purposes and are based on 1) input from key stakeholders, 2) identified internal strengths and weaknesses, 3) identified external opportunities and threats, and 4) the personal and professional experience and perspectives of the strategic planning workgroup members.

Strategic Focus Area One: Equity

<i>Strategic priority</i>	<i>Aligned purposes</i>
A. Community members feel safe and welcome in library spaces.	3, 5
B. Community members, especially people whose voices are not typically represented, are given opportunities to be heard and to provide input on library service responses.	1, 3, 4, 5, 6
C. Community members expand literacy skills including basics of reading and writing, early childhood, digital, cultural, and informational.	1, 2, 3, 4, 5, 7

Strategic Focus Area Two: Connections

<i>Strategic priority</i>	<i>Aligned purposes</i>
D. Community members find connections and have social networks.	1, 3, 5, 6, 8
E. Community members have opportunities to access information and services including support for physical and mental health, employment, education, affordable housing, and transportation.	1, 3, 4, 5, 6, 7
F. Community members are engaged in the community issues that they care about and that affect their lives.	1, 3, 4, 5, 6, 8

Strategic Focus Area Three: Infrastructure

<i>Strategic priority</i>	<i>Aligned purposes</i>
G. Community members have access to impactful library services to celebrate their differences and encourage learning, creating, collaborating, and connecting.	1, 2, 3, 4, 5, 6, 7, 8
H. Community members have access to sustainable physical and digital library infrastructure to meet their needs within our growing and changing landscape.	1, 2, 3, 4, 5, 6, 7, 8
I. Community members have access to an inclusive collection of materials and a diverse, innovative, vibrant, compassionate, and well-trained staff.	1, 2, 3, 4, 5, 6, 7, 8

Building planning in context of the 2020-2025 strategic priorities

<i>Expressed desire from community</i>	<i>Aligned strategic priorities</i>
More designated spaces by age, use, and interests/topics.	✓ A, B, D, H, I
Larger spaces (e.g., convening spaces, TeenScape space)	✓ A, D, F, G, H, I
Improved accessibility (e.g., navigation from the parking ramp, universal design standards)	✓ A, B, D, E, G, H, I
Spaces for fun, social events	✓ A, D, G
A café or coffee bar type area	✓ A, D
More study rooms, private and quiet/soundproof spaces	✓ A, C, G, H
Green space, outdoor space	✓ A, G
More computers	✓ A, D, G, H, I
Theater or performance space	✓ A, F, G, H
More conference rooms and classrooms	✓ A, B, C, D, E, F, G, H, I
A commercial kitchen	✓ A, G, H
Warm, cozy space	✓ A, D
Comfortable seating	✓ A, D
Natural light, windows	✓ A, D

Potential actions

Strategic planning workgroup members spent some time brainstorming potential actions that may help RPL make progress on their strategic priorities. This list will be consulted as Rochester Public Library moves forward with their action plans over the next five years.

Strategic priorities

Potential actions

Strategic priority A.

Community members feel safe and welcome in library spaces.

- Focused areas for groups (quiet vs. loud, new adults, teens, or events/programs)
- Partnership with community organizations
- Education to larger community about diversity, equity, and inclusion
- Celebrations of equity and diversity

Strategic priority B.

Community members, especially people whose voices are not typically represented, are given opportunities to be heard and to provide input on library service responses.

- Utilize partnerships for focus groups and provide services in their space
- Multitude of listening forums (including social media)
- Marketing plan to communicate out information through feedback loop
- Create feedback loops
- Library Ambassador Programs (advocacy)

Strategic priority C.

Community members expand literacy skills including basics of reading and writing, early childhood, digital, cultural, and informational.

- Language conversation groups
- Rochester Reading Champions
- Materials to support the five early literacy practices for children: read, write, sing, talk, play
- Digital Drop In
- Convert-o-Lab

Strategic priority D.

Community members find connections and have social networks.

- Intentional programming to build connections
- Space to facilitate conversation or group work

Strategic priority E.

Community members have opportunities to access information and services including support for physical and mental health, employment, education, affordable housing, and transportation.

- Job Fair
 - Service learning
 - Partner with community organizations to provide on-site, real-time assistance
 - Build or purchase online content
-

Strategic priorities

Potential actions

Strategic priority F.

Community members are engaged in the community issues that they care about and that affect their lives.

- Education for community about civic engagement
- Work with community on needs in this area
- Address challenges and opportunities around DMC and community growth
- Education about reliable information versus “false news” – library known as place for true information about local government happenings

Strategic priority G.

Community members have access to impactful library services to celebrate their differences and encourage learning, creating, collaborating, and connecting.

- Longer hours, evenings, weekends
- Virtual opportunity to connect with library
- Online ordering/drive through book pick up
- Bus from schools to library – partner with RCTC, ALC, and other schools to bring youth and new adults to library
- Forward thinking about branch libraries and expansion to other parts of the community (10-20 year plan)
- Marketing unique services and events to break down perception of traditional library offerings
- Offer multilingual services, materials, signage, marketing
- Provide spaces (e.g., meeting rooms) to meet community needs
- Utilize partnerships

Strategic priority H.

Community members have access to sustainable physical and digital library infrastructure to meet their needs within our growing and changing landscape.

- Complete building plan in 2020
- Advocate for funding that provides spaces and technology to meet community needs
- Assess technology to ensure it meets the needs to identified strategic priorities
- Redefine public space on 2nd floor of current building
- Utilize technology to provide mobile and responsive customer service options
- Explore options for mobile programs and services throughout the community

Strategic priority I.

Community members have access to an inclusive collection of materials and a diverse, innovative, vibrant, compassionate, and well-trained staff.

- Subject experts purchase materials to support community interests and information needs
 - Attract and retain diverse staff
 - Exceptional customer service
 - Continuous staff training
 - Internships
-

Next steps

Upon adoption of the strategic plan by the library board, the administrative team will build the necessary infrastructure to ensure decisions and resources are aligned with the strategic plan. This infrastructure includes action plans that are updated quarterly, a logic model, and robust evaluation and presentation plans including a data wall in the room where the library board and administrative team meet.

The new strategic plan, which allows the library to be laser-focused on the most important work as defined by the community, facilitates innovation and the ability to be nimble to meet community needs.

Acknowledgements

The authors would like to thank Audrey Betcher and the Rochester Public Library Project Team for their responsiveness and assistance in this strategic planning process. We would like to give a special thanks to those who served on the strategic planning workgroup and the various community members who participated in interviews and focus groups.

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Key Informant Interviewees: Mark Bilderback, Melissa Brandt, Julie Brock, Nick Campion, Lori J. Carrell, Lisa Clarke, Paul Fleissner, René Halasy, Kathleen Harrington, Libby Henslin, Patrick Keane, Al Lun, Kim Norton, Steve Rymer, Dee Sabol, Erin Sexton, Kim Sin, Randy Staver, Becca Stiles-Nogosek, Tracee Vetting Wolf, and Heidi Welsch.

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Focus Group Organizations: Family Service Rochester; Rochester Alternative Learning Center; Rochester Community Bike Club-Pata de Perro; Rochester Community and Technical College; and Rochester Pride.

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We appreciate the time you contributed to the project. Your valuable responses and ideas will guide the direction of Library services and resources in the community.

Appendix A

Community and stakeholder input

Strategic Planning Executive Summary

Building Planning Executive Summary

Stakeholder Interview Summary

Perspectives from Latinx Community Members

Perspectives from LGBTQIA+ Community Members

Perspectives from Low-Income Parents of Young Children

Perspectives from Low-Income Seniors

Perspectives from New Adults Rochester Community and Technical College

Perspectives from Somali Community Members

Perspectives of Teens from Rochester Alternative Learning Center

Rochester Public Library Strategic Planning

Executive Summary

In fall 2019, Wilder Research conducted 20 interviews and eight focus groups with key stakeholders of the Rochester Public Library. The following summarizes the key themes that surfaced in the interviews and focus groups. Some of these themes are crosscutting. These findings will be used to inform Rochester Public Library's strategic planning efforts. Key findings from the interviews and focus groups are organized by findings related to the community at large and findings related to Rochester Public Library.

“ I think sometimes our community underestimates the importance of the library. I think they think it's just a place to house books. And it's so much more than that. It is transforming lives and they've done a really great job of adapting to the community needs by listening to the community needs... They are so crucial to the success of our community. And they have to be visionary. They have to take the lead in that.”

– Interview participant



Indicates the theme was prevalent in both the interviews and focus groups



Indicates the theme was prevalent in either the interviews or focus groups and was mentioned in the other group, but did not rise to the top as most frequently mentioned

The City of Rochester and Olmsted County

Community strengths

Focus group participants were asked to identify people or organizations that have been helpful in addressing important community issues.

Focus group findings

- Service organizations and resources including nonprofits, churches, schools, and community advocates

Interview participants were asked to identify what they view as the greatest assets or strengths of the community.

Interview findings

- People are engaged, collaborative and welcoming
- Thriving economy in part due to the Destination Medical Center and Mayo Clinic
- Arts, educational, and cultural amenities


Note. Although the Destination Medical Center and Mayo Clinic are contributors to a thriving economy, focus group participants pointed to many ways in which these entities are exacerbating, and at times introducing, issues related to population growth, transportation, and general affordability within the city.

Community opportunities

Focus group participants were not asked a question about community opportunities, but rather questions about community needs and opportunities within the library as shown in last section about Rochester Public Library.

Interview findings

Interview participants were asked about what they see as anticipated community needs that will be emerging in the next 3-5 years, and were also asked to describe one or two examples of things that are happening in the community that are working well to meet community needs.

- Diverse workforce as a result of population growth and demographic change
- Desire for civic participation and connectivity 

Community threats

Both interview participants and focus group participants were asked what they see as the greatest needs in the community or what they see as the most important issues in their community. There was significant overlap in key themes between both interview and focus group participants.

Focus group findings

- Lack of affordable housing and growing homeless population 
- Transportation and parking 
- Safety

Interview findings

- Lack of affordable housing and growing homeless population 
- Poverty and income inequality 
- Increasing workforce demands
- Transportation and parking 




Note. The city of Rochester becoming an increasingly unaffordable place to live was central to many conversations. Other aspects related to affordability, in addition to housing, included health care and child care.

Rochester Public Library

Library strengths


Focus group participants were asked about what events and services offered by Rochester Public Library are most important to them and their family.

Focus group findings

- Educational exhibits (race exhibit, human library) 
- Books and other materials (e.g., audio books, movies)
- Programming for youth, including TeenScape, Rochester Reading Champions, Q Club, tutoring, etc. 
- Internet access (free Wi-Fi) 




Interview findings

Interview participants were asked about what Rochester Public Library is currently doing well to serve the community and which events and services are most impactful.

- Welcoming to all and committed to the needs of the community 

[The library is] a beacon for equity in our community. I think they work really, really hard to make sure that all people are welcome and valued when they walk into the library.

– Interview participant

- Wide and creative range of programming 
- Place for communities to gather 
- Resource for low-income and homeless population 

When I was going through my hard time, the library was a clean nice space where I could sit when I didn't have nowhere to go. I was nine months pregnant and this one lady walked up to me and said, 'Are you hungry?' and gave me some food and water. I love the library.



– Focus group participant

Note. Helpful staff also came up in both interviews and focus groups as one of the strengths of the library, but was not one of the most prevalent themes in either group.

Library weakness or desired changes





Focus group participants were asked what would make it more likely for them to visit Rochester Public Library or use library services more often.

Focus group findings

- Library services in different parts of the city via branch libraries, more bookmobile stops, satellite libraries, library carts, etc. 
- Bilingual staff
- Designated spaces (by age and topic)
- Fun, social events
- Improve communication about what the library offers 
- Change traditional perception of library

Interview findings

Interview participants were asked how the library could improve their events and services to better serve the community.

- Library services in different parts of the city via branch libraries, more bookmobile stops, satellite libraries, library carts, etc. 
- Expanded programming
- Strategic planning
- Address tension around homeless population 
- Digital learning and modern technology 
- Integrated resources in one place (i.e., social services) 

Note. Both interview participants and focus group participants mentioned the desire for longer hours of operation or extended hours on evenings and weekends. Additionally, both types of participants discussed alternatives for transportation to the library (e.g., buses from schools during after school hours).

Rochester Public Library Building Planning

Executive Summary

In fall 2019, Wilder Research conducted 20 key informant interviews and eight focus groups with key stakeholders of the Rochester Public Library. The following summarizes the key themes that surfaced in the interviews and focus groups. Some of these themes are crosscutting. These findings will be used to inform Rochester Public Library's building planning efforts. For more detailed findings, please see the individual summary reports.

“ I just hope they (the library) have an open mind and look to the future, because we don't want to build something that's just being used for the usage needs of today. We need to build so it can handle the next 50-100 years of growth in this city.”

– RPL stakeholder



Indicates the theme was prevalent in both the interviews and focus groups




Indicates the theme was prevalent in either the interviews or focus groups and was mentioned in the other group, but did not rise to the top as most frequently mentioned

Helpful current library features




Focus group findings

Focus group participants were asked what they find helpful about Rochester Public Library's current building and spaces inside the building and why. Participants who do not frequent the library were asked to reflect on desired features of public buildings generally.

- Natural lighting, windows 
- TeenScape space (teens suggested increasing the size of the space)
- Signage indicating a welcoming environment (e.g., LGBTQIA+ friendly messages like the pride flag, quotes on the walls, welcoming to homeless population)

Interview findings

Interview participants were asked about what they view as important qualities of public libraries in terms of design and physical space, and what makes it a place community would want to visit.


- Space for community meetings and events 
- Welcoming entrance with open architecture and natural lighting 
- Quiet areas and study rooms 
- Serviced by public transit

Other important qualities mentioned included a flexible, multipurpose space; classrooms or programming space; outdoor space; provision of core library services (i.e., reference desk, space rental, and book reservation); sustainable design; and technology and equipment.

Suggested changes and improvements


Focus group findings


Focus group participants were asked about changes they would suggest to make the library more useful to them and their family.

- Designated spaces for different ages and different uses (e.g., similar to TeenScape, but for other populations; seniors, new adults)
- Comfortable seating (e.g., recliners, bean bag chairs) and other warm design features (e.g., carpeting, plants, green space, artwork)
- Coffee shop or café 
- More computers
- Privacy (some rooms with fewer windows)
- Improved design of book return slot

Interview findings

Interview participants were asked to name one or two things they would love to see in the library space to meet the needs of the community. It was noted that they could talk about new aspects of the library space or aspects that the library should be sure to maintain.




- Expand access by opening a branch library or satellite locations outside of downtown 
- Create or provide opportunities for more digital experiences or learning

Respondents identified additional desired changes to the public library, including a coffee shop or café, a commercial kitchen, a cultural center or museum, musical or theatrical performance space, and community education classes. 

Accessibility considerations



Focus group findings

Focus group participants were not asked directly about accessibility; however, key themes related to accessibility did arise.

- Improved availability of parking and access via public transit 
- Location outside of downtown 
- Keep connection to skyway 

Interview findings

Interview participants were asked about key factors that would make the library accessible for community members. They were asked to reflect on anything that might make the library inaccessible, or that should be avoided.

- Improved availability of parking and access via public transit 
- Location should be desirable and convenient (potentially outside of downtown) 
- Need for universal design standards for accessibility

Respondents identified additional things to maintain in terms of library accessibility, including access to computers and the internet, access by skyway, and multilingual signage and translation services.

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For more information

This summary presents highlights of the *Rochester Public Library Building Planning – Executive Summary*. For more information about this report, contact Anna Granas at Wilder Research, 651-280-2701.

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DECEMBER 2019

Rochester Public Library Stakeholder Input for Strategic Planning and Building Planning

Findings from Key Informant Interviews

Authors: Margaret Vohs and Anna Granas



**Rochester
Public Library**



DECEMBER 2019

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Background and methods

In fall 2019, Rochester Public Library (RPL) contracted with Wilder Research to facilitate a strategic planning process that included a high level of stakeholder input to inform the decision-making of RPL's strategic planning and building planning workgroups. Wilder Research engaged RPL's strategic planning work group to identify the library's stakeholders and to prioritize which stakeholders to engage based on limitations of budget and time. Wilder then engaged stakeholders through key informant interviews and focus groups to identify the strengths and needs of the community, what RPL's role should be in addressing these needs, and ideas for building design that is more optimal for Rochester's growing and evolving community.

This report is a summary of findings from 20 key informant interviews conducted with a variety of stakeholders, including members of local boards and committees, directors of nonprofits and neighborhood associations, elected officials, business sector leaders, and community advocates. Wilder Research and RPL worked collaboratively to develop interview questions. The interview questions were piloted with library staff and refined based on feedback. Respondents offered a variety of perspectives as professionals and members of the community, including perspectives from government, community engagement, economic development, cultural responsiveness, and health and medicine. They also provided their insights as volunteers and consumers of the library. The interviews lasted 30-60 minutes depending on how much the respondent had to say.

Interview transcripts were analyzed by identifying the most common themes mentioned across interviews. Throughout the report, direct quotes and specific community happenings mentioned by interview participants are highlighted to illustrate the most prevalent themes.

Key findings in brief

Key findings from the interviews are organized by findings related to the community at large and findings related to Rochester Public Library. The following section is a summary of all key findings. Themes are described in more detail in following sections.

The city of Rochester and Olmsted County

Community assets/strengths

Seventy-five percent of respondents identified a major strength of the community to be the people, who respondents described as engaged, collaborative, and welcoming. Nine respondents mentioned the thriving economy, partly a result of the Destination Medical Center and Mayo Clinic as major community assets. A majority of respondents (55%) listed various arts, educational, and cultural amenities, including the Rochester Public Library, as community strengths.

Community opportunities

Many respondents (65%) discussed the benefit of a diverse workforce as the community prepares for population growth and demographic change. Several respondents expressed a sense that the community has a desire for connectivity and civic participation.

Community threats

Eighty-five percent of respondents viewed a major community threat to be the lack of affordable housing and growing homeless population, and 55% of respondents identified poverty and income inequality as an emerging threat. Three-quarters of respondents expressed concern about the increasing workforce demands. Over half of respondents (55%) identified transportation and parking as a growing unmet need in the community.

Rochester Public Library

Library assets/strengths

Almost all respondents (90%) mentioned a strength of the library is that it is welcoming to all and is committed to the needs of the community. Another strength identified by 75% of respondents is the wide and creative range of programming, and 65% of respondents mentioned a wealth of children and teen programs. Over half of respondents (55%) said

that the library serves as a community gathering space, and 45% believe the library is an important resource for low-income and homeless individuals and families.

Important qualities of a public library

In terms of important physical qualities of a public library, a large majority of respondents (85%) said the library should provide community meeting and event space. Sixty-five percent of respondents would like the library to have a welcoming entrance with open architecture and natural lighting, and half of all respondents identified an important quality to be quiet areas, such as study rooms.

Desired changes

Half of all respondents expressed an interest in seeing the library expand by opening branch or satellite locations outside of downtown.

Library accessibility

A major accessibility concern of respondents was availability of parking and nearby transit routes. Fifty percent of respondents would like the library to follow universal design standards for accessibility, and 55% expressed that it was important for the library to be in a desirable and convenient location.

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In community

The following section provides the thematic findings from key informant interviews on topics related to Rochester and Olmsted County, based on respondents' professional and personal roles and involvement in community.

Strengths of the community

Respondents were asked to identify the biggest assets and/or strengths of Rochester and Olmsted County. The most prevalent themes are presented below.

People are engaged, collaborative, and welcoming

Three-quarters of all respondents identified the people of the community as a major asset. Respondents said that the people of Rochester and Olmsted County are strategic about implementing systems change, are full of compassion for visitors and immigrants, are engaged and committed, and are highly collaborative and partner well. Some described the people of the community as having a grittiness toward getting work done, and other respondents described the community as innovative and entrepreneurial.

Thriving economy

Just under half of all respondents (45%) identified the Destination Medical Center and/or the Mayo Clinic as major contributors to the community's thriving economy. The community is full of science and medical leaders committed to the future of Rochester. Furthermore, the sense of hope that patients from all over the world bring to the community was described as central to the ethos of the community, which is one of compassion and innovation.

Arts, educational, and cultural amenities

Fifty-five percent of respondents identified various arts and cultural amenities as major local assets, including the Rochester Public Library, the Chateau Theater, the Gray Duck Theater, the Convention Center, Threshold Arts, the civic center, restaurants, and more. A handful of respondents felt that their community has a breadth of amenities you would only expect to see in a larger city.

Other strengths

Respondents identified additional strengths and assets, including a large number of nonprofits, a thriving hospitality industry, excellent educational institutions, engaged local government, a diverse workforce and talent, and an ease of getting around the city.

Opportunities in the community

Respondents were asked to identify emerging needs and opportunities in Rochester and Olmsted County. The most prevalent themes are presented below.

Diverse workforce

Two-thirds of respondents identified the growing population and increase in diversity as an opportunity for diversifying the economic landscape, as long as the community values and invests in new residents. Several respondents would like to see a community effort to help organizations, businesses, and neighborhoods prepare for growth and increase opportunities for occupational education and training. One respondent summarized the importance of a diverse workforce:

Diversity and inclusion are always a perennial important need for any community, and especially in Rochester. I think that there's, wonderfully, a great sensitivity to that and eagerness to build things better so that all in our community can access and benefit from them.

– RPL stakeholder

The Intercultural Cities Initiative

The community has spent the last 5-10 years cultivating cultural experiences by establishing new multicultural resources and improving outreach to visitors, immigrants, and refugees.

Desire for civic participation and connectivity

Several respondents want the community to focus on building connections between residents and getting all people involved in decision-making regardless of age, income, race, or gender. Respondents expressed a desire for a community center or central hub to help people come together, and some mentioned the library as a potential location for this effort. Respondents would like to see more opportunities for people to grow their civic participation and have a voice.

Community partnerships and collaborations

Several respondents mentioned the rich local history of collaborating and forming coalitions to address emerging concerns. Members of the community are well-informed and eager to step in as problem solvers.

City and county outreach initiatives

A handful of respondents felt that city and county leaders are making dedicated efforts to be inclusive and actively engage communities.

Other opportunities

Respondents identified additional opportunities, including leadership vacancies as opportunities to increase diversity in leadership roles, an active and engaged young generation, and attractions and entertainment.

Threats in the community

Respondents were asked to identify emerging threats and areas for attention in Rochester and Olmsted County. The most prevalent themes are presented below.

Lack of affordable housing and growing homeless population

A strong majority (85%) of respondents identified housing as an emerging threat to the community, particularly the need for affordable housing and shelters to address the growing homeless population. Respondents acknowledged that the increased cost of living, stagnant wages for entry-level positions, and population growth are causing people, especially people of color, to relocate outside of Rochester. Respondents also identified a need for affordable hotels and short-term living situations for visitors and patients of the Mayo Clinic.

Poverty and income inequality

Similar to the sentiment of addressing affordable housing, respondents expressed a desire to close the income gap between the richest and poorest residents. Over half of respondents (55%) said the community should prepare to increase social services and public assistance, and pay livable wages.

Coalition for Rochester Area Housing

Several respondents praised the recent efforts of the Coalition for Rochester Area Housing, a collaborative of the city and county, the Rochester Area Foundation, and the Mayo Clinic. The group is working to address homelessness and affordable housing to create vibrant and livable communities.

Support for low-income families

A handful of respondents mentioned that the county is investing more money in changes to support low-income families. The community has a wealth of nonprofits, like the Jeremiah Program, that are also working to address this threat.

Increasing workforce demands

Three-quarters of respondents articulated a shortage of qualified workers as a major economic threat to the community. There are current vacant positions, mostly in the hospitality industry, that are difficult to fill because many do not pay a living wage. As a result, respondents are noticing nonprofits and businesses closing their doors or limiting hours. Many expressed a need to focus on skill development and educational gaps to help retain residents.

Cradle 2 Career

Several respondents felt that Cradle 2 Career was another example of a high impact collaborative project that is working to close the achievement gap and prepare youth for post-secondary options and occupations.

Transportation and parking

Residents identified transportation as a need as the population grows and neighborhoods expand. Some felt that the current transportation infrastructure is designed to serve the Mayo Clinic and is not set up well to serve other areas of the community. Respondents also felt that parking downtown is becoming increasingly difficult. Respondents felt that transportation is an important issue for seniors, students, visitors, and people living outside the city.

Other threats

Respondents identified additional threats, including lack of food access; climate change; lack of access to mental, chemical, and behavioral health care; outdated government systems and infrastructure; and lack of affordable childcare.

Rochester Public Library

The following section provides the thematic findings from key informant interviews on topics related to services and operations of the Rochester Public Library.

Strengths of the library

Respondents were asked to identify the biggest strengths and most impactful services of the Rochester Public Library. The most prevalent themes are presented below.

Welcoming to all and committed to community needs

Almost every respondent (90%) said that the library is welcoming to all and is committed to the needs of the community. Respondents noted that the library has been strategic in their outreach efforts and intentional about increasing inclusion. The library is valued as a safe place that welcomes everyone. Two respondents praised the library's commitment to community:

[The library] shows up. They're there to help represent sort of the voice of the people, in terms of services that are needed...Whenever they see a need, they try very hard to figure out a way to participate or to help serve that need. I would say their greatest asset is their willingness to partner and really be of maximum service to everybody in the community.

– RPL stakeholder

[The library is] a beacon for equity in our community. I think they work really, really hard to make sure that all people are welcome and valued when they walk into the library.

– RPL stakeholder

Wide and creative range of programming

Three-quarters of respondents identified specific programming that the library offers and felt that the library is doing a great job of staying relevant and trying new things. Respondents were impressed with the race exhibit, movie nights, religious talks, art shows, cultural diversity events, LGBTQ club, the Rochester Reading Champions program, and more. The library is bringing in thoughtful programming that benefits the community at large.

Children and teen programming and services

A majority of respondents identified programming and services aimed at children and teenagers as a library strength. From the tutoring program to hosting a nerf gun fight, respondents appreciated the responsiveness of the library to different ages and occupations.

Place for communities to gather

More than half of respondents (55%) expressed that the library serves as a much needed place for bringing community together. While there is no obvious community center downtown, the library fills this role. Several respondents appreciated that the library provides a neutral ground for gatherings, evidenced by the high demand for their low/no-cost meeting space.

Resource for low-income and homeless population

Several respondents (45%) value the library as a warm space and resource for people experiencing poverty or homelessness. The library provides internet access, health care services, food items, and other services that are important to these populations.

Other strengths

Respondents identified additional strengths and assets of the Rochester Public Library, including access to technology and the Internet, online services and apps, an excellent collection of books and materials, helpful staff, a prime location, dedication to continuous improvement, and strong partnerships.

Areas for improvement

Respondents were asked to identify areas where the Rochester Public Library could improve or expand services. Many respondents had few suggestions for improvement, so themes could not be generated. However, the most detailed ideas are presented below.

Expanded programming

A couple of respondents would like to see the library continue their innovative educational and literacy programming and consider bringing seminars, movies, or a history center. Other ideas included cultural displays and outdoor programming.

Strategic planning

Some respondents would like to see the library define their core mission, values, and goals, and clarify their functions to inform how they envision their physical structure and location. Respondents acknowledged that it is not financially realistic for the library to fulfill every need of the community and did not want them to be stretched too thin. Two respondents had differing ideas of the role a library within a community:

I think sometimes our community underestimates the importance of the library. I think they think it's just a place to house books. And it's so much more than that. It is transforming lives and they've done a really great job of adapting to the community needs by listening to the community needs...They are so crucial to the success of our community. And they have to be visionary. They have to take the lead in that.

– RPL stakeholder

I would caution that the library doesn't try to become too much for too many...They're fantastic, there is this desire to address every issue in the community through the library. I just caution that we don't. That we work on letting other people pick up the slack.

– RPL stakeholder

Tension around homeless population

Respondents disagreed on the appropriate response to how people experiencing homelessness use the library space. Some respondents felt that the library provided great opportunities for people who are homeless to stay warm, receive care, and access food. Other residents expressed concerns that the increasing presence of the homeless population at the library may detract other visitors or threaten safety.

Digital learning and modern technology

A couple of respondents would like to see the library strive to maintain relevance and evolve with technology. These respondents felt that the future of libraries will go beyond a place where books are stored, and would like to see the library consider creating or providing more digital experiences.

Integrated resources in one place

Since many respondents felt that the library was already playing the role of a community center, some would like to see even more resources integrated into the library, including but not limited to health care, social workers, public assistance, employment assistance, veterans services, and a food pantry.

Other areas for improvement

Respondents identified additional areas for improvement, including increased and targeted marketing and outreach, providing assistance with event planning, offering longer hours of operation, and providing transportation to the library.

A building for the future

The following section provides the thematic findings from key informant interviews on topics related to public library building design and important qualities.

Important qualities of a public library

Respondents were asked to identify the most important qualities of a public library. The most prevalent themes are presented below.

Community meeting and event space

A large majority of respondents (85%) said the library should provide community meeting and event space. The demand for meeting space is high, and many respondents felt that the library could provide more space. Some respondents would like the library to offer large event space, while others would like the library to create smaller meeting spaces or hubs. Some respondents acknowledged that event space is costly and suggested partnerships with other community spaces.

Welcoming entrance with open architecture and natural lighting

Sixty-five percent of respondents would like the library to have a welcoming and vibrant entrance with open architecture and natural lighting. This will help the library continue to create a space that is welcoming and enticing to all.

Quiet areas and study rooms

Half of all respondents identified an important quality to be quiet areas, such as study rooms. These are spaces that would be comfortable for reading and lounging.

Other important qualities

Respondents identified additional important qualities of a public library, including a flexible, multipurpose space; classrooms or programming space; outdoor space; provision of core library services (i.e., reference desk, space rental, and book reservation); sustainable design; and technology and equipment. One respondent commented on future-oriented planning:

I just hope they have an open mind and look for the future, because we don't want to build something that's just being used for the usage it needs today. We need to build so it can handle the next 50-100 years of growth in this city.

– RPL stakeholder

Desired changes to the library

Respondents were asked to identify any changes they would like to see made in the public library. Many respondents had few suggestions for changes, so only one theme could be generated. This theme and the other ideas for library changes are presented below.

Expand by opening branch or satellite locations

Half of all respondents expressed an interest in seeing the library expand by opening branch or satellite locations outside of downtown. Given that some people struggle to get downtown, many respondents felt that satellite locations would help the library be more accessible. Some respondents also suggested that the library co-locate or share space with other community partners, or establish a presence in other neighborhoods in a more fluid way. A couple of respondents offered comments and ideas for planning library expansion:

One thing we heard predominantly from seniors, teens, veterans, people who are from a variety of cultures, people in low socioeconomic status, people who have transportation issues, is, 'Please don't put it downtown, we won't come, we can't, it doesn't work for us'.

– RPL stakeholder

Are there ways to pilot what might be more palatable, like a small neighborhood library, as a way to prove a concept and get buy-in from the typical funders and at least have some gains in reducing the amount of pressure on the downtown library and providing accessible services elsewhere?

– RPL stakeholder

I think that there's so many different spaces being built in Rochester right now that we want to make sure that we're not necessarily duplicating that space. Rather, creating an additive feature to the library that will add to some of the already existing spaces, or that will create a unique feature for the library to attract visitors and the community.

– RPL stakeholder

Other desired changes

Respondents identified additional desired changes to the public library, including a coffee shop and cafe, a commercial kitchen, a cultural center or museum, musical or theatrical performance space, and community education classes.

Library accessibility

Respondents were asked to identify the most important considerations for making the library accessible to all. The most prevalent themes are presented below.

Things to maintain

Serviced by public transit

Many respondents value that the library is currently serviced by public transit and view this as an important accessibility component to maintain.

Other things to maintain

Respondents identified additional things to maintain in terms of library accessibility, including access to computers and the Internet, access by skyway, low or no-cost services, and multilingual signage and translation services.

Things to avoid

Eliminate the requirement of a state-issued ID

A respondent explained that requiring a state-issued ID to identify residents and offer services is disenfranchising to people who may not be citizens or people who do not feel comfortable sharing their ID. An alternative would be to require a piece of mail with name (but this could disenfranchise those who are experiencing homelessness).

Do not limit programming to specific times

A respondent explained that evening programming (i.e., from 4pm – 7pm) is difficult to attend when parenting children.

Things to consider

Location

Fifty-five percent of respondents expressed that, if the library relocates, it is important for the library to be in a desirable and convenient location that is connected to the public transit system and in proximity to other community assets.

Parking

Many respondents want the library to offer free or low-cost parking to patrons. Currently, parking downtown is limited and this detracts some people from visiting the library.

Other things to consider

Respondents identified additional things to consider in terms of library accessibility, including flexible hours of operation, accessible restrooms, universal design standards, representation of cultural identities, materials and services for individuals with developmental and cognitive disabilities, and modern technology and materials.

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Wilder Research, a division of Amherst H. Wilder Foundation, is a nationally respected nonprofit research and evaluation group. For more than 100 years, Wilder Research has gathered and interpreted facts and trends to help families and communities thrive, get at the core of community concerns, and uncover issues that are overlooked or poorly understood.

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Perspectives from Latinx¹ Community Members

Findings from a Focus Group for Rochester Public Library

In November 2019, Wilder Research conducted eight focus groups with seven different populations and 20 key informants identified as stakeholders of Rochester Public Library (RPL). The purpose of the focus group conversations was to gather unique perspectives from the community to inform RPL's strategic planning and building planning.

The following is a summary of key findings from a two focus groups with 25 Latinx community members total. Rochester Community Bike Club – Pata de Perro recruited participants for the groups. The conversation lasted 90 minutes and covered topics related to important community issues, facilitators and barriers to library use and access, and ideas for the physical space and design of the library building. Participants received a \$30 gift card to thank them for their time. At the end of the focus group, participants completed a short demographic questionnaire; however, only 18 participants completed the form. Participants ranged in age from 22-76 years. Over half of respondents (11) identified as female. About half visit RPL once per month or more, and half visit less than once per month or never. More than two-thirds of respondents work full time or part time, two respondents are currently unemployed and actively seeking work, and one respondent stays at home as a caregiver. Almost all respondents indicated that they are living comfortably or are doing okay financially and one respondent indicated that they are finding it financially difficult to get by. All respondents identified as Hispanic or Latino/a, and two respondents identified as white in addition to Hispanic or Latino/a.

Key findings

The key themes identified in the following section are the perspectives of the individuals who participated in the focus groups. For a more comprehensive and representative understanding of what is most important to this population in Rochester, more data should be collected. However, these findings are a helpful starting point to understand how the library might direct their organizational priorities and building design moving forward.

Important community issues

RPL wants to develop strategic priorities that are responsive to community needs and that help individuals achieve and fulfill their life goals. To learn about what people care about most, participants were asked to identify the three most important issues for people in their community within the City of Rochester and Olmsted County. The most important issues discussed among Latinx participants include:

- Lack of affordable housing due to rapid population growth and homelessness
- Lack of assistance for newcomers who are seeking housing, transportation, and education
- Poor conditions for children in homeless shelters

¹ Latinx is a gender-neutral alternative to the use of Latino/Latina. The use of this term aims to move beyond gender binaries and is inclusive of the intersecting identities of Latin American descendants.

- Mental health crises among young children due to household instability
- Social disconnection

Communities (white and Latino communities). We need to communicate and recognize we are all equal.

- Low-wage jobs
- Unemployment due to unnecessary job requirements
- Transportation issues
- Health issues

Lack of awareness on a health issue for newcomers due to change of eating habits, sedentary life, and the isolation that could be a result of not being able to communicate. Addressing important community issues

Participants shared their ideas for what kinds of things they believe could help with some of the community issues discussed. Ideas included:

- Programs and services that address homelessness

Building a sense of community among the Latinx community in Rochester (e.g., through cultural events) I feel there is not enough sense of community in the Hispanic community in Rochester. We should try to form a community where we feel free to reach out for help.

- A building with centralized services for the Latinx community

Participants commented on organizations and programs that have been helpful in addressing some of the issues discussed, including:

- Activities at the library for children
- Programs promoting health

Here is Miguel (host of the focus group) who is always working hard with the goals informing the community about health activities like workshops and informational talks. He has made an impact in the community.

There are two people in the community, Miguel and Miriam, that are able to solve questions about schools, scholarships, how to complete job application and many, many more inquiries people in the community have.

Programs about Latinx culture in schools

Some time ago some elementary public schools had programs in Spanish with teacher promoting culture through teaching popular dances, teaching about Hispanic holidays like the Day of the Dead. Those programs didn't have continuation through middle and high school at the time. It is sad. Slowly our culture is being lost.

- Intercultural Mutual Assistance Association (IMAA) provides programs to help victims of crimes, sex trafficking, and sexual assault
- Latino Fest, which no longer exists due to lack of funding and interest

- St. Francis Catholic Church
- Salvation Army for clothing and general information
- Hawthorne School, which offers Spanish classes
- Bilingual preschool that helps people find resources
- Gage Elementary Bilingual School

...helps parents with information on resources. The school offers health workshops for parent where they learn about health issues and health insurance systems. They also help with taxes and other services.

Role of the library

Participants were asked to comment on what RPL's role should be, if any, in helping to address these important community issues. Suggestions included:

- Offer information in Spanish about resources in the community related to transportation and housing for newcomers
- Help people understand the process for obtaining citizenship

Barriers to library use

When asked about barriers people experience in accessing or using the library, participants discussed:

- Transportation challenges

If people do not have a car it is almost impossible to get to the library by bus from some suburbs.

- Parking challenges

The library validates the first hour and after that people have to pay.

- Lack of Spanish-speaking staff and Latinx representation generally
- Resources are not available in Spanish on web-page
- Identification is necessary for checking out library material

Instead of discussing facilitators of library use, as was done in several other focus groups, participants started to discuss the current events and services at the library that they find most meaningful.

Important events and services

The most valuable library events and services mentioned by participants included:

- Computers
- Meeting rooms
- Newspapers
- Clubs (e.g., Spanish, crocheting, knitting)

- Printing services
- Free Wi-Fi
- Champion program for children with learning disabilities
- Tax assistance
- Homework help for children
- Nursing services (e.g., blood pressure check)
- Tai Chi and yoga classes
- Movie collection

Desired features for the library design and space

Participants were asked to share what type of space they would like to see in their library, including new ideas or aspects of the current space that should be preserved. Design ideas include:

- More computers
- More space, including more rooms, larger auditorium
- Children's area
- TeenScape (a program and space for teens in grades 7-12)
- Comfortable space for studying/working
- Skype availability
- Drop-off books slot
- Artwork
- Coffee shop
- Theater for small presentations

Desired programs and services

In addition to comments about the physical space, participants had ideas for how the library might modify or add to their current programs and services to better meet the needs of the community. Library programs and services needed include:

- Branches in other parts of the city
- More promotion of library events and services (i.e., events, outreach to churches, mail, brochures, WhatsApp)

The library should promote its services in Spanish in the streets. Short and concise street advertisement could be very efficient.

- Work with teachers at schools and colleges to promote the use of the library for completing homework (e.g., a library liaison that works through the schools)

The library could foster a liaison between the schools and communities with the goal of keeping parents informed about what the library function is and about resources and services the library offers.

- Events specific to the Latinx community (including games)
- More resources and books in Spanish
- Latinx staff at the library
- Programs for children and adults
- Forums
- Incentives for children to come with their parents
- Free parking, or longer time to allow parking validation
- Accessible transportation

Acknowledgements

A special thank you to Miguel Valdez from Rochester Community Bike Club – Pata de Perro who made these focus groups possible and a deep appreciation for those who participated in the focus group and were willing to share their candid thoughts and opinions

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Authors: Anna Granas

DECEMBER 2019

Perspectives from LGBTQIA+ Community Members

Findings from a Focus Group for Rochester Public Library

In November 2019, Wilder Research conducted eight focus groups with seven different populations and 20 key informants identified as stakeholders of Rochester Public Library (RPL). The purpose of the focus group conversations was to gather unique perspectives from the community to inform RPL's strategic planning and building planning.

The following is a summary of key findings from a focus group with 14 individuals who identify as LGBTQIA+. Rochester Pride recruited individuals as participants for the group. The conversation lasted 90 minutes and covered topics related to important community issues, facilitators and barriers to library use and access, and ideas for the physical space and design of the library building. Participants received a \$30 gift card to thank them for their time. At the end of the focus group, participants completed a short demographic questionnaire. Thirteen of the fourteen participants were in their 20s or 30s, with the exception of one 56 year old. More than half of participants identified as female, two participants identified as non-binary female transgender, and two identified as trans/intersexed. About one-quarter of participants visit RPL once per week or more, about half visit once per month or more, and one never visits RPL. Half of participants have attended some college or have a bachelor's degree or higher. Almost all participants identified as currently working full time or part time. One participant is currently not working for pay. The majority of participants are doing okay financially and a few are just getting by or finding it financially difficult to get by. The largest share of participants identified as white. One participant identified as both black and African American and white. Two participants preferred not to answer.

Key findings

The key themes identified in the following section are the perspectives of the individuals who participated in the focus group. For a more comprehensive and representative understanding of what is most important to this population in Rochester, more data should be collected. However, these findings are a helpful starting point to understand how the library might direct their organizational priorities and building design moving forward.

Important community issues

RPL wants to develop strategic priorities that are responsive to community needs and that help individuals achieve and fulfill their life goals. To learn about what people care about most, participants were asked to identify the three most important issues for people in their community within the City of Rochester and Olmsted County. The most important issues discussed among LGBTQIA+ participants include:

- General affordability related to housing, health care/health insurance, and transportation
- Homelessness and resources for the homeless population
- Population growth and growing diversity

Even though it is a melting pot, Rochester has international residents. Overall, it is 70-80% white and some places are still 100% white, like certain work places. Sometimes it is hard. It is a very diverse population but still pretty stratified within regions.

- Uncertainty about which business/organizations are LGBTQIA+-affirming
- Lack of alcohol-free events and activities for the LGBTQIA+ community
- Conflict or tensions within the LGBTQIA+ community (different interests among different age groups, disagreement about terms, etc.)

The LGBTQIA community in Rochester has a massive age gap, too. There is a huge older population. We don't always see eye-to-eye. That drives the conflicts. Just because you are open about sexuality does not mean that you are open about gender or race.

Addressing important community issues

Participants shared their ideas for what kinds of things they believe could help with some of the community issues discussed. Ideas included:

- Broad-based social events

What has worked for me as far as folks meeting other LGBTQ people, I think there has been a few events last year that were not expressly LGBTQ, but some people talked to me about it and I knew that it was LGBTQ-friendly. I went and there was a good healthy population of people I know. The library has done a good job of catering to parents with teens who are gender non-binary. They hit specific niched groups. It would be nice to have something more official with older teen groups.

- Increase visibility of LGBTQIA+ population in Rochester

Role of the library

Participants were asked to comment on what RPL's role should be, if any, in helping to address these important community issues. Suggestions included providing:

- Social workers for those seeking health insurance or other needs
- Information and resources for LGBTQIA+ individuals (e.g., adoption resources for LGBTQIA+ families)

We get requests from queer folks asking Rochester Pride (an organization serving LGBTQIA+ community members), 'I need help with XYZ and where we should go?'. It is not what we do as an organization. We don't exist to provide services to queer people. Having information and resources for queer people, even just being able to refer to different resources that are queer-friendly because queer people are not always inclined to meet with doctors that they don't know. The library can be helpful in providing or connecting [people to] those resources. It could be as simple as keeping a list of places or organization that might fit.

- Events for LGBTQIA+ families (including speakers to come talk about queer issues)

Barriers to library use

When asked about barriers people experience in accessing or using the library, participants mostly mentioned challenges related to accessibility.

- Inconvenient transportation

Bus schedules are a nightmare." "Going downtown is a big thing. Thinking of going to downtown is a drag.

- Lack of interest

Week nights or weekend events at the library are not something that I think of. There are events happening there, but it is not really something that I want to go to.

- Lack of knowledge about events and services

Until today I did not know the library has all of the different events and services that are mentioned during this conversation. I don't know if I live under a rock or if there is not enough information.

Instead of discussing what facilitates library use, as was done in several other focus groups, participants started to discuss the current events and services at the library that they find most meaningful.

Important events and services

The most valuable library events and services mentioned by participants included:

- The Human Library (hosted by the Diversity Council)
- Queer Prom
- The Q Club

A lot of people who are going to the Q Club are going to the religious private schools which don't have access to it. It is important to remember that even though public schools are more accepting [now], there are still schools that are not accepting. That's why it is so important to have the Q Club.

Desired features for the library design and space

Participants were asked to share what type of space they would like to see in their library, including new ideas or aspects of the current space that should be preserved.

- Visual cues for navigation – participants like that the current library is easy to navigate
- Area with chairs on the second floor – good for browsing
- Bookstore
- Open design

I like how open it is and you don't have to open million doors to get there. You can also see everything. It feels very open when you are up there, especially on the second floor. It is also very nicely differentiated. When you feel like you need to do work there, then you get in your own space.

- Natural light, windows
- LGBTQIA+ friendly messages (e.g., “All Are Welcome Here” signs)
- Mental health awareness signs in the skyway
- Bean bag chairs
- Plentiful charging stations
- Tele-conference equipment in meeting rooms

Desired programs and services

In addition to comments about the physical space, participants had ideas for how the library might modify or add to their current programs and services to better meet the needs of the community. The types of programs and services requested include:

- Fun, social events for adults (e.g., speed friending)
- Opportunities for people who are new to Rochester to meet other LGBTQIA+ people
- Mentoring – an opportunity for older LGBTQIA+ individuals share stories with younger people to help them feel less scared and more hopeful about their future
- Library sponsored events that happen outside of downtown
- Library services in different parts of the city, either through a branch library, bookmobile, or bike cart

Acknowledgements

A special thank you to Jennifer Winter, Chair of Rochester Pride, who made this focus group possible and a deep appreciation for those who participated in the focus group and were willing to share their candid thoughts and opinions.

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DECEMBER 2019

Perspectives from Low-Income Parents of Young Children *Findings from a Focus Group for Rochester Public Library*

In November 2019, Wilder Research conducted eight focus groups with seven different populations and 20 key informants identified as stakeholders of Rochester Public Library (RPL). The purpose of the focus group conversations was to gather unique perspectives from the community to inform RPL's strategic planning and building planning.

The following is a summary of key findings from a focus group with 15 low-income parents of young children. Family Service Rochester recruited participants for the group. The conversation lasted 90 minutes and covered topics related to important community issues, facilitators and barriers to library use and access, and ideas for the physical space and design of the library building. Participants received a \$30 gift card to thank them for their time. At the end of the focus group, participants completed a short demographic questionnaire. Participants ranged in age from 23-43 years. The majority of participants (10) identified as female and one participant identified as non-binary. About one-third of participants visit RPL once per week or more, one-third visit the library more than once per month, and one-third visit the library about once per month or less. Slightly more than half of the participants have a bachelor's degree or higher. Two-thirds of participants work full time or part time. Slightly less than one-third of participants stay at home as a caregiver. About half of participants are either living comfortably or doing okay financially and about half of participants are finding it difficult to get by or are just getting by. The majority of participants identified as white. Two participants identified as Asian and two identified as Hispanic or Latino/a.

Key findings

The key themes identified in the following section are the perspectives of the individuals who participated in the focus group. For a more comprehensive and representative understanding of what is most important to this population in Rochester, more data should be collected. However, these findings are a helpful starting point to understand how the library might direct their organizational priorities and building design moving forward.

Important community issues

RPL wants to develop strategic priorities that are responsive to community needs and that help individuals achieve and fulfill their life goals. To learn about what people care about most, participants were asked to identify the three most important issues for people in their community within the City of Rochester and Olmsted County. The most important issues discussed among low-income parents of young children include:

- Housing challenges including affordability and difficulty finding housing due to criminal background, bad credit, or bad or no rental history
- Employment challenges such as difficulty getting a job, specifically due to caring for young children, and lack of child care
- Housing the homeless population in the winter months because there are limited places for people to go (e.g., warming house, Salvation Army)

Addressing important community issues

Participants shared their ideas for what kinds of things they believe could help with some of the community issues discussed. Ideas included:

- Help with fixing bad credit
- Providing transportation to regular appointments

Participants were asked about what people or organizations have been helpful in addressing some of the issues discussed. Participants mentioned organizations that have been helpful in addressing some of these issues, including Family Promise, Dorothy Day, and the Salvation Army. However, they acknowledged that these places have limitations and are not sufficient to meet the need for services.

Role of the library

Participants were asked to comment on what RPL's role should be, if any, in helping to address these important community issues. Suggestions included:

- Communicating services and resources available
- Services for children – reading with service dogs, tutoring
- Bilingual staff, specifically Spanish and Somali
- A place to learn other languages and cultures

Learning about other cultures. My kids are Mexican. I don't know enough about that stuff and my kids want to know. I wish there was something like that offered because two of my kids are half Mexican and one is half Arab, and I don't know anything about that stuff. I wish I could teach them.

Barriers to library use

When asked about barriers people experience in accessing or using the library, participants mostly mentioned challenges related to parking.

- Long wait times for public transportation
- Parking difficulty, including time constraints for free parking (one hour is insufficient with a small child) and safety concerns in the parking ramp (dimly lit, homeless individuals, cars not paying attention to pedestrians)
- Difficulty navigating construction with a stroller
- Unsafe downtown location due to the number of cars
- Book drop-off has challenging design

Facilitators to library use

Participants shared what makes it easy for them to use the library. Facilitators mentioned include:

- Bookmobile – Several participants noted utilizing the bookmobile when it has come to their neighborhood.

- Free boxes of books

My kids and I love to go through them and pick a book out. Those were nice when I was homeless. My kids had something to look forward to when we were walking around with nowhere to go.

- Internet access – One participant noted that they use the library so that their child can access the Internet in order to do their homework.
- Active Facebook page

I find out about a lot of events [from their Facebook page]. I like that presence.

- Helpful staff

I like the staff. They're helpful. Keep finding people like that. The majority of my visits I come back because of their staff.

Important events and services

The most valuable library events and services mentioned by participants included:

- Reading activities such as reading time, summer reading program, story time, free books
- Community events that facilitate social connection

Anything that brings community together is really important for me. I have social anxiety. I have no social life. So even if it's just ice cream or anything that helps me get out of the house and interact with other people is fantastic.

- Programs for teens – Participants mentioned the maker's space, the Q Club, dance parties, art cart, and the book bike
- Passes to the YMCA and museums
- Exhibit on racism

Desired features for the library design and space

Participants were asked to share what type of space they would like to see in their library, including new ideas or aspects of the current space that should be preserved.

- Bookmobile improvements including: delivery service, more than one bookmobile, an app or text alert, a satellite library as an alternative, and a better location or more locations
- Parking improvements such as free or reduced-fee parking in the parking ramp, or a longer free parking time (more than one hour)

When we go to the library it's always rushed because I don't want to pay for parking. Even if you're 65 minutes or 72 minutes the fee should be waived

- A welcoming place for people experiencing homelessness

When I was going through my hard time, the library was a clean nice space where I could sit when I didn't have nowhere to go. I was nine months pregnant and this one lady walked up to me and said, 'Are you hungry?' and gave me some food and water. I love the library.

- Indoor park for children to be active, especially in the winter when parks are not an option
- Cozy and warm space
- Privacy

I like all the different rooms. I haven't used all the side rooms, but I always feel bad because there's no privacy, and they're full glass and there's no privacy. I can't hear them but I can see them.

- One entrance/exit for children's area

I like that the children's area has one entrance. I can't tell you how many times my kids have gotten away from me and the librarian there has noticed they don't have a parent. They can roam in that area.

Desired programs and services

In addition to comments about the physical space, participants had ideas for how the library might modify or add to their current programs and services to better meet the needs of the community.

- More programs and services geared toward teens and youth

I know there's a teen area with books, but when I was a teen I wasn't interested in that. Maybe [there should be] more things that interest teens.

- Longer hours in the summer months
- More volunteer hours
- Mobile version of library website

Lower income people are accessing Internet on their phone. They don't have a home computer. Redoing their website to get a more modern mobile version [would be helpful].

- Ability to check out items other than books (e.g., musical instruments, toys, educational items)
- Better communication about events and services

Acknowledgements

A special thank you to April Sutor and other staff at Family Service Rochester who made this focus group possible and a deep appreciation for those who participated in the focus group and were willing to share their candid thoughts and opinions.

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Authors: Anna Grantias

DECEMBER 2019

Perspectives from Low-Income Seniors

Findings from a Focus Group for Rochester Public Library

In November 2019, Wilder Research conducted eight focus groups with seven different populations and 20 key informants identified as stakeholders of Rochester Public Library (RPL). The purpose of the focus group conversations was to gather unique perspectives from the community to inform RPL's strategic planning and building planning.

The following is a summary of key findings from a focus group with 12 low-income seniors. Family Service Rochester recruited participants for the group. The conversation lasted 90 minutes and covered topics related to important community issues, facilitators and barriers to library use and access, and ideas for the physical space and design of the library building. Participants received a \$30 gift card to thank them for their time. At the end of the focus group, participants completed a short demographic questionnaire. Participants ranged in age from 55-81 years. The majority of participants (8) identified as female. About one-quarter of participants visit RPL once per week or more, half of participants visit once per month or less, and one-quarter never visit the library. Over half of participants (7) have a bachelor's degree or higher. Half of participants are not currently working for pay and about half are either working part time or stay at home as a caregiver. About half of participants are either living comfortably or doing okay financially and about half are just getting by. All participants identified as white, except for one participant who did not answer the question.

Key findings

The key themes identified in the following section are the perspectives of the individuals who participated in the focus group. For a more comprehensive and representative understanding of what is most important to this population in Rochester, more data should be collected. However, these findings are a helpful starting point to understand how the library might direct their organizational priorities and building design moving forward.

Important community issues

RPL wants to develop strategic priorities that are responsive to community needs and that help individuals achieve and fulfill their life goals. To learn about what people care about most, participants were asked to identify the three most important issues for people in their community within the City of Rochester and Olmsted County. The most important issues discussed among low-income seniors include:

- Housing challenges, specifically the lack of available and affordable housing and homelessness
- Safety (however, two participants explicitly stated that they did not share this concern)

I grew up here and it is not the city that I grew up in at all. A lot of times I'm afraid to be any place downtown after dark. And now, with the incidents happening in the walkways, it's scary and I don't think it should be.

- Lack of accessibility downtown for people with limited mobility

Addressing important community issues

- Participants shared their ideas for what kinds of things they believe could help with some of the community issues discussed. Ideas included. More police presence
- City council to address lack of accessibility in downtown for those with limited mobility
- Greater institutional commitment to addressing housing challenge

Participants were asked about what people or organizations have been helpful in addressing some of the issues discussed. Organizations mentioned include:

- Diversity Council and Olmsted County Housing and Rehabilitation who work to address housing issues
- Destination Medical Center and Mayo Clinic are, conversely, contributing to the housing problem by taking up space (e.g., buildings and parking for Mayo)

To help Mayo Clinic grow, other things are having to take the backseat. Parking issues are a really big [concern]. A lot of housing has been taken away in order to build buildings for Mayo.

- Churches help people find housing
- Family Service Rochester and Salvation Army help with food, housing, and in-home services

Role of the library

Participants were asked to comment on what RPL's role should be, if any, in helping to address these important community issues. Suggestions included:

- Provide a list of affordable housing options and resources for the public
- Be a place for public forums for people to get informed about community issues
- Advocate for people experiencing homelessness

In town there's a lot of pressure with regard to homeless people. The library would be a strong voice to protect the homeless from being excluded from the library, because they [the homeless] are under a tremendous amount of pressure.

- Have a presence in community spaces

I think they ought to get out more in the public; the people who work with the library, so they can see who their clientele is. You don't hear from them or see them. I think it would be good for them to get out so all of us would know who these people are.

Barriers to library use

When asked about barriers people experience in accessing or using the library, participants mostly mentioned challenges related to parking.

- Lack of accessibility in downtown area generally for people with limited mobility

- Long distance from parking ramp to the library and steep incline in the walkway

And that walkway along the building from the parking garage – you better watch how you're walking because otherwise, you could fall forward.

- Limited parking options due to construction

Facilitators to library use

Participants shared what makes it easy for them to use the library. Facilitators mentioned include:

- Bookmobile, including the no fines policy (unclear whether the no fines policy was mentioned just in relation to the bookmobile or library-wide)
- The library bulletin board/calendar

Important events and services

The most valuable library events and services mentioned by participants included:

- Arts and crafts activities
- Bestsellers section
- Book clubs
- DVDs for those who cannot afford to rent (although participants noted, with dismay, that the selection of DVDs is dwindling) – keeping older technology may be important for seniors who may not keep up with the rapidly changing technology trends
- Bookstore
- Presence of therapy dogs
- Audio books
- Educational exhibits – One participant mentioned the exhibit on racism held at the library

At the time, the city of Rochester was trying to do something that includes the races more. When you had that little speck of skin, and you compare it to your own, it isn't that much different when you look at things in a smaller way. I just thought it was fascinating.

Desired features for the library design and space

Participants were asked to share what type of space they would like to see in their library, including new ideas or aspects of the current space that should be preserved.

- Parking improvements, including free parking and increased parking availability

I think if it's a free library there should be good free parking, because a lot of people don't have the accessibility to it.

- Shorter distance from parking area to library building for individuals with limited mobility

- Improved spaces, including larger and well ventilated study rooms and green space – specific ideas related to green space include gardening for seniors, reading groups for children outdoors, rooftop garden, competition for local landscapers to design the space each year, a heritage seed savers master gardener program, an old English maze
- A place to get coffee in the library or nearby
- Stay connected to skyway
- Community bulletin board

The bulletin board they have is for organizations that are very well established, but if a person wanted to put up a sign that said, I need a car pool, there's no place to do that.

- Specific library features including elevators, chairs that roll, comfortable chairs, computers in the study rooms, warmer spaces (i.e., plants, carpeting), windows, better lighting on the second floor during evening hours
- Quiet spaces – Some participants talked about noise due to phones going off, kids using it as a playground, and other unwanted distractions

The library has changed some of its function. It's more community-oriented, and oriented toward events now, so we've lost some of those spaces where people could get away and have a quiet area.

- Improved book return design

You have to get out to not bump your car or the building. It is a good idea if we could stay in our vehicle and just throw it in there.

- Designated spaces for different age groups and different interests (e.g., research, nonfiction, fiction, music)

Desired programs and services

In addition to comments about the physical space, participants had ideas for how the library might modify or add to their current programs and services to better meet the needs of the community.

- Improved or more communication about programs and services offered by the library – ideas for how to advertise included in-person at places of worship and via fliers
- Better training among library staff regarding trauma-informed services and mental health issues
- Book delivery service (to home)
- Carpooling database
- A shuttle from the library to other locations (e.g., museums, the mall, parks) and educational tours or “field trips”
- A kit to take home for those who are not able to come to the maker’s space events
- Escorts to and from parking garage or bus for seniors to help address safety concerns



Other comments

One participant expressed having experienced discrimination at the library due to her veganism. It came up several times during the discussion that she would appreciate having more vegan options at library events. Another person shared concerns about data privacy, specifically referring to an experience where their medical history was not protected.

Acknowledgements

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This summary presents highlights of the *Perspectives from Low-Income Seniors*. For more information about this report, contact Anna Gralias at Wilder Research, 651-280-2701.

Authors: Anna Gralias

DECEMBER 2019

Perspectives of New Adults from Rochester Community and Technical College

Findings from a Focus Group for Rochester Public Library

In November 2019, Wilder Research conducted eight focus groups with seven different populations and 20 key informants identified as stakeholders of Rochester Public Library (RPL). The purpose of the focus group conversations was to gather unique perspectives from the community to inform RPL's strategic planning and building planning.

The following is a summary of key findings from a focus group with 13 new adults. The term new adults is a common library term for individuals who are age 18 to 25 years. Rochester Community and Technical College recruited their students as participants for the group. The conversation lasted 90 minutes and covered topics related to important community issues, facilitators and barriers to library use and access, and ideas for the physical space and design of the library building. Participants received a \$30 gift card to thank them for their time. At the end of the focus group, participants completed a short demographic questionnaire. Participants ranged in age from 18-33 years. The majority of participants (9) identified as female. More than half of participants visit the library less than once per month or never. The majority of participants completed high school and a few have completed some college or an associate's degree. Almost all participants work full time or part time. One participant is unemployed and actively seeking work. All participants indicated that they are living comfortably or are doing okay financially. Half of participants identified as white, three participants identified as black or African American, and one participant identified as Hispanic or Latino/a.

Key findings

The key themes identified in the following section are the perspectives of the individuals who participated in the focus group. For a more comprehensive and representative understanding of what is most important to this population in Rochester, more data should be collected. However, these findings are a helpful starting point to understand how the library might direct their organizational priorities and building design moving forward.

Important community issues

RPL wants to develop strategic priorities that are responsive to community needs and that help individuals achieve and fulfill their life goals. To learn about what people care about most, participants were asked to identify the three most important issues for people in their community within the City of Rochester and Olmsted County. The most important issues discussed among new adults include:

- Housing, including the cost of living and high rents in downtown

As a young college student, because of the non-affordable housing, it makes it hard and not viable to live in Rochester beyond the first two years of college.

- **Transportation challenges**

The city bus line is very lacking during the weekend and anything after 7pm. Not everybody works at Mayo and gets off at 7pm. So it is a very Mayo-centric transportation system.

- **Safety, increasing crime rate**

Addressing important community issues

Participants shared their ideas for what kinds of things they believe could help with some of the community issues discussed. Ideas included:

- More public transportation options on the weekends and in the evenings
- Higher paying jobs to combat the affordable housing issue

Participants were asked about what people or organizations have been helpful in addressing some of the issues discussed. Participants mentioned Rochester Community and Technical College, which provides free busing for its students. Participants spoke negatively about the impact of the Mayo Clinic on the issues discussed as well as the lack of action from the City Council to address these issues.

Role of the library

Participants were asked to comment on what RPL's role should be, if any, in helping to address these important community issues. Suggestions included providing:

- A convening space for people to connect and have difficult conversations about community issues
- A place for people to spend their free time as opposed to committing crimes
- Information about community issues

Barriers to library use

When asked about barriers people experience in accessing or using the library, participants mostly mentioned challenges related to accessibility.

- Parking issues, including cost and construction
- Transportation convenience is dependent on where you live

Again, the transportation, busing time could be very close together and it prevents you from being able to walk over there and look at something and come back to the bus top without having to dedicate several hours of time waiting for the next bus to come. The busing schedule should be every hour and that would be better.

- **Lack of interest**

There is nothing that is grabbing my attention from the library. If I want to study, I can always find other places and why would I go to the library when I have to think about parking and stuff?

Facilitators to library use

Participants shared what makes it easy for them to use the library. Facilitators of library use include:

- The community feel
- The coffee shop in the skyway

Important events and services

The most valuable library events and services mentioned by participants included:

- Books for those who enjoy reading, particularly the variety of fiction and nonfiction books
- Political and social justice-oriented conversations and forums
- Portable hot spots
- Free food for people experiencing homelessness
- Tutoring for children
- A welcoming and inclusive environment

Desired features for the library design and space

Participants were asked to share what type of space they would like to see in their library, including new ideas or aspects of the current space that should be preserved.

- More computers
- Cozy, soft chairs (e.g., recliners)
- Windows, natural light
- Quotes on the walls
- More study rooms
- Designated spaces for different ages (e.g., for teens, new adults, children)

When you are surrounded by people who are not near your age, it can make you feel like out of place. So maybe an area where it is more dedicated to young adults with different services such as computers, printing. It is an environment in which you are used to being around.

- Designated spaces for different uses (e.g., noise permitted, quiet, etc.)
- Connection to the skyway
- Thoughtful placement of computers

I used to sit next to the older adults upstairs and it was very uncomfortable for me, so I stopped going there. When another person is sitting in front of me and facing me when using computer, it makes me uncomfortable.

Desired programs and services

In addition to comments about the physical space, participants had ideas for how the library might modify or add to their current programs and services to better meet the needs of the community. Participants expressed the tension between the digital and the analog world. Several participants expressed a loss of connection due to iPhones and iPads, etc., and felt that the library can play a key role in bridging the two worlds by getting people to come out of their homes and connect, but also providing access to all the technological advances that are key to how our society now operates. Other desires for library programs and services among participants include:

- Work to change the perception of the library

If you think about a library, you just think about renting a book. So they should normalize it in the community to make it not just the library. I don't know how to do that but just get away from the traditional idea of what the library is supposed to function as.

- Host fun events (e.g., games, entertainment, and activities other than reading)
- Free printing
- Free parking
- Tutors (math, history, reading)
- Communication about what is offered by the library, such as in-person communication at the college campus
- Extended hours on weekends
- Incentivize library use in small ways (e.g., a punch card to show how many times someone has come to the library)

Acknowledgements

A special thank you to Mohamud Mohamed, the student senate president at the Rochester Community and Technical College who made this focus group possible and a deep appreciation for those who participated in the focus group and were willing to share their candid thoughts and opinions.

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Authors: Anna Granas

DECEMBER 2019

Perspectives from Somali Community Members

Findings from a Focus Group for Rochester Public Library

In November 2019, Wilder Research conducted eight focus groups with seven different populations and 20 key informants identified as stakeholders of Rochester Public Library (RPL). The purpose of the focus group conversations was to gather unique perspectives from the community to inform RPL's strategic planning and building planning.

The following is a summary of key findings from a focus group with 15 Somali community members. Family Service Rochester recruited individuals as participants for the group. The conversation lasted 90 minutes and covered topics related to important community issues, facilitators and barriers to library use and access, and ideas for the physical space and design of the library building. Participants received a \$30 gift card to thank them for their time. At the end of the focus group, participants completed a short demographic questionnaire. Only nine participants filled out a questionnaire and several did not answer every question. Of the six participants who responded, ages ranged from 16-63. Seven out of nine participants who responded identified as female. Six respondents visit RPL about once per month or more, and three visit the library less than once per month or never. Four participants completed some high school or less, one completed high school or GED, and one has a graduate degree. Four participants work full time or part time, one participant is unemployed and actively seeking work, and one participant is not working for pay. Of those who responded (5 participants), all said that they are living comfortably or doing okay financially. Four participants identified as African native, and two identified as black or African American.

Key findings

The key themes identified in the following section are the perspectives of the individuals who participated in the focus group. For a more comprehensive and representative understanding of what is most important to this population in Rochester, more data should be collected. However, these findings are a helpful starting point to understand how the library might direct their organizational priorities and building design moving forward.

Important community issues

RPL wants to develop strategic priorities that are responsive to community needs and that help individuals achieve and fulfill their life goals. To learn about what people care about most, participants were asked to identify the three most important issues for people in their community within the City of Rochester and Olmsted County. The most important issues discussed among Somali participants include:

- Education

As much as we want our youth to go to university and want a university here, a lot of youth aren't even getting through high school and we have to worry about that. How do we make sure they have resources and have the skills to finish?

- **Health care affordability**

Also regarding health care, Mayo Clinic is very expensive and the Olmsted County health isn't really equal when it comes to quality. When it comes to health care, we have two systems, Mayo Clinic and the county system. The county system provides assistance to people who are low income and can't afford the Mayo Clinic, but don't qualify for the public system. If you're single and get sick, you're out of luck. If you're single and making more than \$1,300 a month, you can't get health insurance through the county, but that is not enough to cover you at Mayo Clinic.

- Safety
- Housing
- Employment

Role of the library

Participants were asked to comment on what RPL's role should be, if any, in helping to address these important community issues. Suggestions included providing:

- **Language support and help navigating resources**

Many people have language barriers and community resource staff at the library can help those individuals. For example, someone to help job seekers organize their resumes and someone to read letters for those who don't speak English.

Barriers to library use

- When asked about barriers people experience in accessing or using the library, participants discussed:
- Parking issues
- Lack of Somali-speaking staff
- Limited number of meeting rooms to meet, learn, and socialize

Addressing important community issues

Participants shared their ideas for what kinds of things they believe could help with some of the community issues discussed. Ideas included:

- **Community inclusion**

...to hire more Somali police officers, more lawyers, more city planners because housing comes from the city planners." "When it comes the library, there are few Somali staff to help people with limited English to navigate the resources and say these are the recourses that are available in the system.

- Having a four-year university – youth are leaving Rochester after completing two-year college because of the cost of living

Participants were asked about what people or organizations have been helpful in addressing some of the issues discussed. Participants mentioned community nonprofit organizations, but acknowledged that there are limitations to the extent that these organizations can help due to limited capacity and funding. Additionally, many community members are distrustful of these organizations because many perceive them to be for-profit organizations.

Instead of discussing what makes it easy to use the library, as was done in several other focus groups, participants started to discuss the current events and services at the library that they find most meaningful.

Important events and services

The most valuable library events and services mentioned by participants included:

- Books, including audio books
- Tutoring services
- Assistance for job seekers
- Internet access
- Citizenship preparation, including classes and readings
- A place for quiet time

Desired features for the library design and space

Participants were asked to share what type of space they would like to see in their library, including new ideas or aspects of the current space that should be preserved.

- Conference rooms and classrooms

There are some conference rooms, but you have reserve in advance and they always seem to be booked.

- Spaces for seniors to socialize
- Larger spaces
- Location outside of downtown

We prefer the library to be moved out of downtown due to the parking and traffic in the downtown.

The library is too small for Rochester because it is in downtown Rochester. I think they move to another location outside of downtown, we would be able to have more space.

Desired programs and services

In addition to comments about the physical space, participants had ideas for how the library might modify or add to their current programs and services to better meet the needs of the community. Participants shared that they want the library to be more of a meeting space for their community, with programming that they are aware of and know how to access.

We need the library to be a community place with active programming. Currently, it is only useful to those who know how to access it. Many people who don't know how to access library resources and it is not welcoming for them.

- Free parking access with library cards

Acknowledgements

A special thank you to April Sutor and other staff from Family Service Rochester who made this focus group possible and a deep appreciation for those who participated in the focus group and were willing to share their candid thoughts and opinions.

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Authors: Anna Gralias

DECEMBER 2019

Perspectives of Teens from Rochester Alternative Learning Center

Findings from a Focus Group for Rochester Public Library

In November 2019, Wilder Research conducted eight focus groups with seven different populations and 20 key informants identified as stakeholders of Rochester Public Library (RPL). The purpose of the focus group conversations was to gather unique perspectives from the community to inform RPL's strategic planning and building planning.

The following is a summary of key findings from a focus group with 11 teens. Rochester Alternative Learning Center recruited their students as participants for the group. The conversation lasted 90 minutes and covered topics related to important community issues, facilitators and barriers to library use and access, and ideas for the physical space and design of the library building. Participants received a \$30 gift card to thank them for their time. At the end of the focus group, participants completed a short demographic questionnaire. Participants ranged in age from 15-17 years of age. About half of participants identified as female. More than two-thirds of participants visit RPL about once per month or less, and about one-third never go to the library. The majority of participants were not currently employed or working for pay and three participants work either part time or full time. Almost all participants indicated that they are living comfortably or are doing okay financially. Slightly more than half of participants identified as white, three participants identified as black or African American, one participant identified as American Indian, and one identified as both Hispanic and American Indian.

Key findings

The key themes identified in the following section are the perspectives of the individuals who participated in the focus group. For a more comprehensive and representative understanding of what is most important to this population in Rochester, more data should be collected. However, these findings are a helpful starting point to understand how the library might direct their organizational priorities and building design moving forward.

Important community issues

RPL wants to develop strategic priorities that are responsive to community needs and that help individuals achieve and fulfill their life goals. To learn about what people care about most, participants were asked to identify the three most important issues for people in their community within the City of Rochester and Olmsted County. The most important issues discussed among teens include:

- Drug abuse
- Stigma around mental illness

It's hard. I personally have a mental health disorder, so that affects me.

- Gang violence (shootings, fighting)

A lot of the 'gang bangers' come from lots of different cities, not just in Minnesota. They come because they wanted to leave that but they come here and do the exact same thing.

- Desire for belonging and acceptance

People are so quick to judge you about, like, your appearance instead of who you are.

Addressing important community issues

Participants shared their ideas for what kinds of things they believe could help with some of the community issues discussed. Ideas included:

- Teen-friendly spaces near schools

I feel like Rochester is good if you're really young or an adult, but not as a teen.

- Affordable counseling to address mental health issues

Therapy and stuff like that is more expensive than some people can afford. If you're in the lower class and can't really afford it, you go unchecked and unrecognized.

Participants were asked about what people or organizations have been helpful in addressing some of the issues discussed. Participants mentioned Nystrom & Associates and other mental health service providers as helpful for themselves and others.

Role of the library

Participants were asked to comment on what RPL's role should be, if any, in helping to address these important community issues. Suggestions included providing:

- Information about mental health and coping skills

And I think how they could help with mental health, like they could get a couple books on it. Like a book on this, on that, on coping skills, things like that. Maybe like a support group or night or something, like once a month or something.

- Safe space
- Designated space for teens (similar to TeenScape - a program and space for teens in grades 7-12, but larger)
- An expanded community perception of the library's purpose beyond the traditional idea of a quiet place with books

Barriers to library use

When asked about barriers people experience in accessing or using the library, participants mostly mentioned challenges related to parking.

- Transportation difficulty for those without a car
- Parking constraints
- Lack of time
- General lack of interest in books and reading
- Lack of activities of interest

Nothing really draws me to go the library. Maybe if there was stuff happening I could go. Just events or something. There's nothing that makes me go, 'Oh I want to go to the library'.

- Lack of appropriate or inviting space – participants shared that they prefer the environment of a café, regardless of their affinity for coffee drinks

It's just the vibe.

At a coffee shop you don't have to be quiet if you don't want to.

Facilitators to library use

Participants shared what makes it easy for them to use the library. Facilitators to library use include:

- A party for the opening of the new space (for teens)

Important events and services

The most valuable library events and services mentioned by participants included:

- Books for those who enjoy reading, particularly the variety of fiction and nonfiction books

Oh like that one book. Milk and Honey (a poetry book). It talks a lot about what happens in life. Especially as a teen. I've experienced some of the stuff they talk about and I can relate to it a lot. That's something I actually enjoy reading and I don't like reading.

Desired features for the library design and space

Participants were asked to share what type of space they would like to see in their library, including new ideas or aspects of the current space that should be preserved. Overall teens shared the desire for a designated space that is a place to experience a sense of belonging.

Just having a place to go when your mind isn't straight.

It should be a studying space, but also just a place you can go.

Like a home away from home.

- Café atmosphere – background music, beverages, and breakfast foods
- Sound proof walls – able to make noise without disturbing other library patrons
- Larger space than current TeenScape
- Comfy chairs (specifically bean bag chairs, recliners)
- Soft carpet or rugs
- Ability to make your own food (e.g., microwave, coffee makers, etc.)
- Color, but not bright colors (e.g., gray, light green, blue, navy blue)
- iPads
- High-powered Wi-Fi
- Coffee tables
- Some level of privacy – not all windows/glass, in the corner of the building rather than the middle
- Greenery, specifically succulents, some real plants and some fake to make the maintenance manageable

Desired programs and services

In addition to comments about the physical space, participants had ideas for how the library might modify or add to their current programs and services to better meet the needs of the community. Ideas included:

- Topical interest clubs (e.g., Dungeons and Dragons club)
- Occasional speakers to come share their life experiences
- Improved communication about programs and services, both in person and through social media (Facebook, Instagram, Snapchat); a staff person from the library come to schools to talk about what is offered
- Programs for different ages among teens (e.g., age 13-15, 16-18 or geared toward grade level)
- Field trips (including fields trips from schools to the library)

Career exploration opportunities and information about jobs for young adults (e.g., a job board for teens) I feel like for people who are graduating or thinking about colleges, having people come in, like professors or even students come in and talk to future graduates.

- After school transportation to the library

Acknowledgements

A special thank you to Beth Rojas and other staff at the Rochester Alternative Learning Center who made this focus group possible and a deep appreciation for those who participated in the focus group and were willing to share their candid thoughts and opinions.

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Authors: Anna Granas

DECEMBER 2019

Data collection tools

RPL Key Informant Interview Protocol

RPL Focus Group Protocol (English version)

Questionnaire – RPL focus group (fall 2019)

RPL Key Informant Interview Protocol

Hello, my name is [interviewer name], and I'm a research associate at Wilder Research in St. Paul, MN. We are working with Rochester Public Library on their strategic planning efforts that will guide their events and services over the next 3-5 years. At the same time, Rochester Public Library is also developing a new building plan. As [insert title(s) from database] at [insert organization name], you were identified by the library as a key stakeholder. However, we know you might fulfill many professional, volunteer, and personal roles in the community and this overall viewpoint is important to us. We would like to hear your perspective on what you think the library should be prioritizing and how it might change or preserve its physical space to best support the community of Rochester and Olmsted County.

The interview will take about 30 minutes. A short report will be written summarizing the findings from these interviews as well as from focus groups we are conducting with key stakeholder groups. This report will inform Rochester Public Library's strategic priorities and building plan.

I will be taking notes, but if it's okay with you I would like to record our conversation to make sure I capture all of your feedback. The recording will only be used as a back-up to my notes in case I miss something. Okay?

Do you have any questions before we begin?

1. To start, tell us a little bit about your role at your organization and other affiliations in the community, as well as your relationship to Rochester Public Library.

Questions for strategic planning

2. Based on these experiences, what do you view as the greatest assets or strengths of Rochester and Olmsted County?
3. What are the three greatest needs you are currently seeing in the community?
4. What emerging needs do you anticipate in the community in the next 3-5 years?
5. What are one or two examples of things that are happening in Rochester or Olmsted County right now that are working well to meet the needs of the community?
 - a. Are there any major unmet needs in the community?
6. To your knowledge, what is Rochester Public Library currently doing well to serve the community?
 - a. What events and services are most impactful? Why?
7. How could the library improve their events and services to better serve the community? What should be the role of the library amongst other service providers in the area?

Questions for building planning

8. What are some important qualities of public libraries? (Probe for an example) What makes a public library or other public space a place the community would want to visit? Useful? (Note to interviewer: Ask specifically about physical space if they don't answer that way.)

When the Library was built in 1995, it was planned for three floors. However, due to limited funding, the building had to be scaled back. This reduced floor plan, coupled with population growth that exceeded expectations, has created a significant space shortage for library services.

9. If the library were to expand and change its physical space, what are one or two things you would love to see in the library space to meet the needs of the community? (Note: These can be new things or things the library should be sure to maintain.)
10. What are the key factors that would make the library accessible for the community?
 - a. Is there anything that might make the library inaccessible or hard to get to for the community?
11. Is there anything else you would like to share with Rochester Public Library that would help inform their planning efforts?

Thank you for your time today. Your input is greatly appreciated.

RPL Focus Group Protocol - Final

ITEMS NEEDED:

- Name tags
- Gift cards
- Gift card sign-out sheet
- Food and beverages
- Printed questionnaire
- Pens and pencils

INTRODUCTION:

Welcome [Host organization]

- We have researchers from Wilder Research here to host this session – they are here to learn your perspective about what Rochester Public Library should be prioritizing in the next 3-5 years to better meet your needs.
- Housekeeping (food, water, restrooms – where they are located)
- Introduce facilitator

Facilitator

Welcome! Thank you for joining us today. My name is _____ and I work for Wilder Research. I will lead today's conversation and _____ is here to take notes.

The purpose of today's conversation is to hear from you about what Rochester Public Library should be focusing on in the next 3-5 years to better meet the needs of you and your community. Additionally, we'll be talking about potential changes to the actual library building and what would make the space most optimal for your purposes. We're meeting with you and other groups of people to help Rochester Public Library with their planning efforts, both for their events and services as well as their physical space. We know that your input will improve their efforts to make Rochester Public Library the most useful resource for everyone in the community, including the City of Rochester and greater Olmsted County.

Before we get started, I'd like to propose a few guidelines to follow for this discussion. First, there are no right or wrong answers. You are the experts of your own experience and that's what we're interested in hearing about today. Second, we also ask that you be respectful of the thoughts and opinions of others. The purpose of this discussion is to get different perspectives and points of view. Third, please take turns so everyone gets a chance to talk. Fourth, I'd like everyone to agree that you will not repeat what you hear in this conversation to anyone outside of this group. Also to maintain your confidentiality, when we report what we learned from this conversation, we will do so by summarizing what was shared. We will not report any names or other information that will identify you or the things you said.

Also, you being here today does not affect any current or future services you may be receiving from [insert name of host site] or Rochester Public Library. We will distribute \$30 gift cards at

the end of the session to thank you for your time and will have you complete a short questionnaire as well.

With that said, we would like to record today's discussion in case we miss anything in the notes. The recording will be deleted after the notes are finalized. **[turn on recorder]**

Are there any questions before we begin? Okay, let's get started.

INTRO Q: Tell us your name and whether or not you identify as someone who uses the library. (Facilitator can say their name and give an example.)

Needs and life goals

Rochester Public Library is interested in helping individuals achieve and fulfil their life goals. So, the library wants to hear from you about what you care about most and what you see as the most important issues in your community. (Facilitator: Ask participants to share their initial thoughts with their neighbor first and then open it up to the larger group)

1. So to start, what are the three most important issues for people in your community of the City of Rochester and greater Olmsted County?
2. When you think about what we've talked about, what are the kinds of things that could be done that would make a difference?
3. Are there people or organizations that have been helpful with these issues? If so, what have they done that has been helpful?
4. What role do you see Rochester Public Library playing, if any, in helping to address these issues? How could Rochester Public Library make a bigger difference in your community?

BARRIERS AND FACILITATORS TO LIBRARY USE

Facilitator: I now want to ask you about what aspects of Rochester Public Library make it easy for you to use the library and aspects that make it difficult.

5. What makes it difficult for you to visit or use the Rochester Public Library?
6. What would make it more likely for you to visit Rochester Public Library or use library services more often? (*Probe, if needed: What could you see yourself doing at the library? What events or services would be helpful to you?*)
7. What events and services offered by Rochester Public Library are most important to you and your family? Why are they important to you?

Building planning questions

Facilitator: Okay, now we're going to shift to talk about the physical features and space of Rochester Public Library.

8. What do you find helpful about Rochester Public Library's current building and spaces inside the building? Why? If you don't come to Rochester Public Library, you might think of other public buildings you frequent.
9. If you're currently familiar with Rochester Public Library, what changes would you suggest to make it more useful to you and your family?

Other comments

10. Is there anything else you think would be important for Rochester Public Library to know as they plan for the next 3-5 years?

Thank you for all your feedback today. We will come around and will have you sign this form to receive your gift card.

[Facilitator distributes gift cards to each participant and has them sign the sign-out sheet.]

Questionnaire – RPL focus group (fall 2019)

Your answers to the following questions will help us further understand your experience with Rochester Public Library. The last set of questions are about you. We ask these questions because we would like to know who participated in these groups to make sure we hear from a variety of people. Please note this information is confidential and will not be connected to your name.

1. How often do you go to Rochester Public Library?

- ¹ Once a week or more
- ² More than once a month
- ³ About once a month
- ⁴ Less than once a month
- ⁵ Never (SKIP to question #5)

2. What do you usually do when you're at Rochester Public Library?

3. What do you find most helpful about Rochester Public Library?

4. What, if anything, would you change about Rochester Public Library?

5. Are you...?

- ¹ Male
- ² Female
- ³ Another gender identity (please specify _____)

6. In what year were you born?

 Year

Flip over →

7. What is the highest degree or level of school you have completed? **(SELECT ONE)**
- ¹ 8th grade or less
 - ² Some high school
 - ³ High school graduate or GED
 - ⁴ Trade school (Vocational, Technical, or Business School)
 - ⁵ Some college or Associate's degree (including Community College)
 - ⁶ Bachelor's degree
 - ⁷ Graduate or professional degree
8. Which of the following best describes your current work situation? **(SELECT ONE)**
- ¹ Working full-time
 - ² Working part-time
 - ³ Stay at home caregiver
 - ⁴ Currently unemployed, but actively seeking work
 - ⁵ Not working for pay (unable to work, retired, student)
9. Overall, which one of the following best describes how well you are managing financially these days:
(SELECT ONE)
- ¹ Living comfortably
 - ² Doing okay
 - ³ Just getting by
 - ⁴ Finding it difficult to get by
10. Which one or more of the following describes you? **(CHECK ALL THAT APPLY)**
- ¹ Black or African American
 - ² African native, including Oromo, Somali, Ethiopian, etc.
 - ³ Asian, including Southeast Asian
 - ⁴ Hispanic or Latino/a
 - ⁵ American Indian (specific tribe: _____)
 - ⁶ White
 - ⁷ Another race or ethnic group? (specify: _____)
 - ⁸ Prefer not to answer

Thank you!

Strategic planning facilitation guide - session 1

Rochester Public Library

Strategic planning – first retreat (Sept. 10, 2019, 1-5p) Facilitator’s agenda

1. Welcome and introductions (10min – 1:00-1:10) – Anna and Nicole

- Anna and Nicole introduce themselves, their role at Wilder, and their role in RPL’s strategic planning process
- Thank you to Audrey and her team
- Anna asks the group to identify themselves and to say their name and their connection to RPL for everyone present

• Representation/Affiliation	Committee Candidates
RPL Board Member/Planning Committee Member	Antinea Ascione
RPL Board Member/Planning Committee Member	Omar Nur
RPL Foundation Board Member	Adam Dickinson
Friends of RPL Board Member	Phillip Nordquist
RPL Staff	Audrey Betcher
RPL Staff	Heather Acerro
RPL Staff	Sara Patalita
RRC Tutor	Amy Galbraith
Ready to Lead Graduate	Anthony Mbutia
LGBTQIA Advocate	Michael Hughes

2. Goals for the meeting (5min 1:10 – 1:15) - Anna

- The workgroup understands what strategic planning is and why we’re doing it
- The workgroup knows what the strategic planning process will include
- The workgroup understands their role in the strategic planning process
- The workgroup agrees on and finalizes the strategic planning process
- The workgroup knows what to expect for the first session (today)
- The workgroup begins the strategic planning process by starting a stakeholder analysis, purpose map, and strategy canvas

3. What is strategic planning; why is it important for RPL? (5min – 1:15-1:20) – Anna

- **Strategic planning is** a systematic process in which facilitators do a series of exercises with an organization that first explore the context of that

organization's work and then develop concrete plans for reaching the organization's goals, being sure to keep the context in mind.

- Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it (taken from Dr. John Bryson)

4. The role of the strategic planning workgroup (10min – 1:20-1:30) – Nicole

- Guide the strategic planning process by advising Wilder with thoughtful and constructive advice in workgroup sessions
- Champion the process to staff, board, and other stakeholders by encouraging participation and highlighting how strategic planning is useful
- Act as “first implementers” when the strategic plan is completed
- *Discussion:* What excites you most about the strategic planning process?

5. The strategic planning process – work plan and timeline (10min – 1:30 – 1:40) – Anna

Preparation: 1) Print the process handout; have out on table(s) when everyone arrives

- Go through the handout, ask for clarifications about the process
- Review, discuss, and finalize the work plan and timeline

6. Stakeholder Analysis (50min – 1:40-2:30) – Anna

Preparation: 1) Hang poster sheets around the room with the names of all the stakeholder groups previously identified; 2) Prepare stickers for everyone (red, yellow, and green stickers

1. Review mission and vision to remind us that they might inform expectations of stakeholders (also mention that we will revisit and revise the mission and vision, if needed, at the end of the strategic planning process)
 - a. **Mission:** We strengthen community and enrich lives by sparking imagination, creativity, engagement and learning.
 - b. **Vision:** Where aspirations, ideas and knowledge converge
2. Explain the purpose and process of doing a Stakeholder Analysis:
Note, first off, that this is an opportunity to begin to consider what the needs of the community are and that this is essential to informing the following steps in this process.

- a. **Purpose:** The purpose of us doing this Stakeholder Analysis together is to explicitly state the numerous stakeholders that have some kind of expectation about or needs for RPL's work, and then determine to what degree RPL is meeting those expectations and needs. In short, it is an exercise in empathizing with RPL's various stakeholders.
 - b. **Process:** A Stakeholder Analysis process includes three main steps: 1) identifying stakeholders (already partly done), 2) describing the expectations those stakeholders hold for RPL, and 3) assessing how well RPL is doing at meeting those expectations.
3. Define "stakeholder":
 - a. **A stakeholder is** any person, group, or organization that can place a claim on an organization's attention, resources, or product – or that is affected by that product.
4. Go through the list of stakeholders that have been previously identified with group, noting that a couple library staff came up with this initial list.
5. Ask if the group needs any clarifications about any stakeholders listed. Indicate where Wilder has grouped some groups together with the idea that they may have many shared expectations and needs.
6. Ask the group if there are any stakeholders that are missing; if there are any missing (and the rest of the group agrees they should be added), add them to the extra poster. Also, drill down to identify for specific patron groups, if needed.
7. Split the group into 3 smaller groups; assign a stakeholders to each of these 3 groups. Their task for the next 15 minutes is to brainstorm the "expectations" and/or needs that each stakeholder has for RPL and to write those expectations on the poster for each stakeholder. Give some examples of stakeholder expectations for teens.
 - a. **Some examples of stakeholder expectations are...**
 - i. Teens desire a place to hang out.
 - ii. Teens value Internet access.
 - iii. Teens want to feel supported to pursue their personal interests.
8. Ask each small group to share the expectations that they have come up with for each stakeholder that they were assigned.
9. When the small group has communicated all expectations, ask the group if there are other expectations that should be added.

10. As we disband for the break, ask workgroup members to use their stickers to indicate how well they think RPL is currently meeting the needs and expectations of each stakeholder group. Each person puts either a green, yellow, or red sticker next to each stakeholder group. Green=successfully meeting expectations, Yellow=somewhat meeting expectations, Red=not currently meeting expectations. Where is RPL doing well? Where is RPL doing okay? Where is RPL doing poorly?

Activity follow up → Wilder will summarize decisions about the final stakeholder groups, identified expectations and needs, and voting on how well RPL is meeting expectations in a document that will be shared with the workgroup

7. BREAK (10min – 2:30 – 2:40)

8. Brainstorm purposes for Purpose Map (50min – 2:40 – 3:30) – Anna

Preparation: 1) Facilitators will have the previous strategic plan on-hand to reference, when needed; 2) Give a half-sheet paper to each person for brainstorming; 3) Provide half-sheet Post-It notes for group activity; 3) Make sure that each person has a writing utensil and each there are enough markers on the tables for each small group

1. Explain the purpose and process of doing a Purpose Map, and that we will only be doing the first step in the process today:
 - a. **Purpose:** We are doing a Purpose Map together to explicitly identify the various “purposes” that RPL has and to identify how those purposes are interconnected. **Another way to define purposes is to think of them as needs in the community that RPL aims to meet.** For example, RPL’s mission statement has two purposes in it already: 1) to strengthen community and 2) enrich lives by sparking imagination, creativity, engagement and learning. A Purpose Map will help us understand RPL’s many purposes and how they are related.
 - b. **Process:** To complete a Purpose Map, there are three steps: 1) brainstorming “purposes” of RPL, beginning each purpose statement with a verb; 2) organizing or grouping purposes
2. Instruct the group to think or brainstorm quietly about the purposes of the library with a piece of scratch paper and a writing utensil. Tell them that we are going to ask them to write down 3-5 purposes – and that we will ask them to write statements that begin with a verb and are 6-10 words in length. Less than 6 words, and the purpose might not be clear enough;

more than 10 words, and the purpose might have more than one idea in it. Give them 10 minutes of brainstorming time.

3. Give some examples of purposes.
 - a. ***Some examples of purposes are (note that these are from the previous strategic plan)...***
 - i. Ensure that children will enter school ready to learn.
 - ii. Facilitate civic engagement
 - iii. Satisfy curiosity and stimulate imagination.
4. (10 min) Tell the group to write down 3-5 purposes they believe to be important. Remind them that the purposes should start with a verb and be 6-10 words in length.
5. (15 min) Break into 3 small groups of 3-4 people and agree on 3-5 of the best purposes identified. Note that there is likely some overlap between what was brainstormed individually. Once the purposes are identified, each group writes them on a half-sheet Post-It and posts them on the wall
6. (20 min) Discuss purposes as a group – Is there overlap? Wording changes? Agreement/disagreement on what the purposes of the library are? Are there things missing from the previous strategic plan that should be considered? How are these purposes connected to or dependent on one another, if at all? **Are we paying attention to the libraries connection to the community it serves?**

Activity follow up → Wilder will summarize decisions about the final purposes and will share these with the workgroup for additional feedback

9. Strategy canvas (50min – 3:30 – 4:20) – Nicole

Preparation: 1) Prepare flip chart paper with a spot to write in a purpose and subsequent strategies (both new and existing) and space to rate the effectiveness of existing strategies and the potential impact of new strategies; 2) Provide participants with red, yellow, and green stickers for rating activity.

1. Explain the purpose and process for doing a strategy canvas:
 - a. **Purpose:** A strategy canvas is a simple visual methodology that plots functions/factors, or in this case the purposes and associated strategies to achieve those purposes, and their relative effectiveness or potential impact.
 - b. In small groups, brainstorm strategies (both existing and new) that lead to the purposes previously identified. Each group will tackle

identifying strategies for a portion of the purposes. Groups write proposed strategies on flip chart paper under relevant purpose.

- c. Discuss strategies as a larger group and make edits.
- d. Once all strategies have been identified, individuals will provide a rating (using stickers) on how effective they believe existing strategies have been to achieve the library's purpose and the potential impact they believe a new strategy might have to achieve the library's purpose. Red=not effective or low impact, Yellow=somewhat effective or some impact, Green=very effective or high impact
 - i. Note – Is RPL doing something to achieve every purpose? If not, leave time to have a discussion about this.

Activity follow up → Wilder will summarize strategies identified for each purpose and associated ratings and share with the workgroup for feedback

10. Identify priority groups for community engagement through focus groups and key informant interviews (30 min - 4:20 - 4:50) – Anna

Explain to workgroup: As part of this process, we will be engaging community members and other key stakeholders in focus groups and interviews. RPL would like this strategic plan to be as community led as possible. We are not able to talk to every stakeholder group, but we would like your help to identify which stakeholders are critical to get feedback from. These stakeholders will have the opportunity to provide input on the purposes and strategies we've identified today and will also be able to weigh in on the library's building plan.

- a. Briefly review stakeholder groups identified previously
- b. Ask workgroup to think individually about which groups they think are priority groups (e.g., they're a large group, they've been left out, underrepresented, or marginalized, they have a lot of influence/power)
- c. Have a larger group discussion about which groups people identified as priority groups and their reasoning behind it
- d. Facilitator circles stakeholder groups that have been identified as priority groups and note-taker takes extensive notes during this discussion
- e. Allow workgroup members to change their initial assessment based on discussion, if desired

Activity follow up → Wilder will summarize which groups were identified as priority groups and why and will share this with the workgroup for feedback

11. Closing (15 min – 4:50 – 5:00) – Nicole

- *Closing questions:* How do you feel about our discussion and decisions today? Are there any parts of the activity or follow up we will do that is unclear to you? Besides sending out materials that summarize the information that was harvested today, what do we need to do to keep you informed and engaged in this process?

Strategic planning session 1 notes

Rochester Public Library Stakeholder analysis compiled data

Activity description: The purpose of the stakeholder analysis is to explicitly state the numerous stakeholders that have some kind of expectation about or needs for RPL's work, and then determine to what degree RPL is meeting those expectation and needs. In short, it is an exercise in empathizing with RPL's various stakeholder. Participants identified 32 stakeholder groups and took time to brainstorm what the expectations and needs are of each of these groups. Participants were then asked to rate (using green, yellow, and red stickers) to what extent they are meeting the expectations of these stakeholders.

Green=successfully meeting expectations, Yellow=somewhat meeting expectations, Red=not currently meeting expectations

Stakeholder group: Children

Expectations of Interact:

- Fun
- Creative
- Loud
- Move
- Internet
- Homework
- Fun programs, messy is ok

Rating:

- **Green: 7**
- Yellow: 0
- Red: 0

Stakeholder group: Parents

Expectations of Interact:

- Materials
- Accessibility
- Early literacy support
- Parenting help/classes (where to connect to school system)
- Connections to other parents
- Weekend/no school day options
- Enrichment opportunities for kids
- Homework help

Rating:

- **Green: 6**
- Yellow: 1
- Red: 1

Stakeholder group: Library Fdn Board

Expectations of Interact:

- Vision/mission/strategy
- Execution
- Give back opportunities

Rating:

- **Green: 6**
- Yellow: 0
- Red: 0

Stakeholder group: RPL Boards of Directors

Expectations of Interact:

- Vision/mission/strategy
- Execution
- Give back opportunities
- Listen to community

Rating:

- **Green: 5**
- Yellow: 0
- Red: 0

Stakeholder group: Super users

Expectations of Interact:

- All bells whistles/multiple formats
- 24/7 access—new materials (ILL access and faster availability)
- Vibrant social media presence
- Easier to do more on own (request/e-books, etc.)

Rating:

- **Green: 5**
- Yellow: 0
- Red: 0

Stakeholder group: Group donors and volunteers

Expectations of Interact:

- Meaningful work
- Meaningful mission
- Valued
- opportunities

Rating:

- **Green: 5**
- Yellow: 1

- Red: 0

Stakeholder group: Teammates/library staff

Expectations of Interact:

- Respectful work environment
- Trusted, valued
- Stability
- Compensated fairly
- Diverse representation
- Make a difference
- Clarity of mission
- Caring co-workers

Rating:

- **Green: 5**
- Yellow: 0
- Red: 0

Stakeholder group: LGBTQIA community

Expectations of Interact:

- Safe and explicitly welcoming space
- Materials availability
- Coordinate with/connection to community resources
- Community educator/space/leader

Rating:

- **Green: 4**
- Yellow: 0
- Red: 0

Stakeholder group: New residents/transplants

Expectations of Interact:

- Community resources info/referral
- Meeting groups (with similar interests)
- Easy to navigate website
- Find/know what is available
- Communication of activity calendar

Rating:

- **Green: 4**
- Yellow: 1
- Red: 0

Stakeholder group: Downtown neighbors (businesses)

Expectations of Interact:

- Hang out space
- Walkable
- Good neighbors
- Good image
- Joint programming to generate more customers

Rating:

- **Green: 4**
 - Yellow: 1
 - Red: 0
-

Stakeholder group: Friends of the RPL

Expectations of Interact:

- Vision/Mission/Strategy
- Execution
- Give back opportunities

Rating:

- **Green: 4**
 - Yellow: 0
 - Red: 0
-

Stakeholder group: Visitors (out-of-towners)

Expectations of Interact:

- Resource awareness/referral
- Get questions answered
- Free access to services and materials
- Quiet place
- Connection to others
- Hang out
- Find something to do

Rating:

- **Green: 3**
 - Yellow: 2
 - Red: 0
-

Stakeholder group: Adults without children in the home

Expectations of Interact:

- Programs
- Materials
- Networking/connections
- Volunteer opportunities

Rating:

- **Green: 2**
- Yellow: 1

- Red: 0

Stakeholder group: Entrepreneurs

Expectations of Interact:

- Resources for business development
- Score point program
- Meeting room space
- Work space/internet Wi-Fi access

Rating:

- **Green: 2**
- **Yellow: 2**
- Red: 0

Stakeholder group: Millennials/Gen. Y (early 80s- mid 90s)

Expectations of Interact:

- Hang out
- Job searches
- Excited
- Tech trendy (snapchat/Instagram)

Rating:

- Green: 0
- **Yellow: 6**
- Red: 0

Stakeholder group: New adults/Gen. Z (mid 90s – early 2000s)

Expectations of Interact:

- Life skills
- Connections
- Hang out
- Job searching
- House hunting
- Social media presence

Rating:

- Green: 0
- **Yellow: 6**
- Red: 0

Stakeholder group: English language learners

Expectations of Interact:

- Materials available in other languages
- ELL resources (basic learning material)
- Cultural/introductory classes

- Resource materials in other languages
- Interpreters
- Connection to community resources (e.g. way to explain city bus, transportation system, school system)

Rating:

- Green: 0
- **Yellow: 5**
- Red: 0

Stakeholder group: Low-income residents

Expectations of Interact:

- No cost
- Treated with respect
- Free access to services and materials (knowledge and pleasure)
- Opportunities for a better life
- Safe place

Rating:

- Green: 0
- **Yellow: 4**
- Red: 0

Stakeholder group: Homeless and highly mobile

Expectations of Interact:

- No cost
- Treated with respect
- Free access to services and materials (knowledge and pleasure)

Rating:

- Green: 0
- **Yellow: 4**
- Red: 0

Stakeholder group: New immigrants

Expectations of Interact:

- Connection to community resources (e.g. way to explain city bus, transportation system, school system)
- Citizenship classes/study material
- Driver's license resources
- Easy to read material
- Easy to read signage
- Safe/welcoming space
- Materials available in other languages
- Interpreters

Rating:

- Green: 1
- **Yellow: 4**
- Red: 0

Stakeholder group: Teens

Expectations of Interact:

- Hang out
- Internet
- Food
- Support with interests
- Homework help
- Fun
- Loud
- Jobs
- College prep tests to be taken seriously/listened to
- Safe welcoming space
- Human connections life skills

Rating:

- Green: 1
- **Yellow: 4**
- Red:

Stakeholder group: College students

Expectations of Interact:

- Help with homework
- Study space
- Collaboration space
- Jobs
- Fast internet access
- Advise potential/match up
- FAFSA help navigation
- MCAT/LSAT/GRE prep

Rating:

- Green: 1
- **Yellow: 4**
- Red: 0

Stakeholder group: Struggling readers

Expectations of Interact:

- No judgement
- Learning opportunities
- Meet where they are at
- Encouragement

- Hope
- Effective method

Rating:

- Green: 1
- **Yellow: 4**
- Red:

Stakeholder group: City council and politicians

Expectations of Interact:

- Budget
- Council priorities

Rating:

- Green: 1
- **Yellow: 4**
- Red: 0

Stakeholder group: County residents outside of Rochester

Expectations of Interact:

- Some services/materials come to them
- Same/similar access to city residents
- Deep, broad access to materials

Rating:

- Green: 1
- **Yellow: 4**
- Red: 0

Stakeholder group: Job seekers

Expectations of Interact:

- Tech help/training
- Free access to services and materials
- networking

Rating:

- Green: 0
- **Yellow: 3**
- Red: 1

Stakeholder group: Traditionally under-represented racial and ethnic groups

Expectations of Interact:

- Safe and welcoming space
- See self-reflected in library materials
- Gathering space for common groups
- Reach out to be welcoming

Rating:

- Green: 0
- **Yellow: 3**
- Red: 2

Stakeholder group: New users

Expectations of Interact:

- Educated in how to use library (to make it easy)
- Schedules/easily accessible

Rating:

- Green: 2
- **Yellow: 3**
- Red: 0

Stakeholder group: Veterans

Expectations of Interact:

- Workforce assistance (job seeking resources, career counseling)
- Philanthropy opportunity
- Volunteer opportunity

Rating:

- Green: 0
- **Yellow: 3**
- Red: 1

Stakeholder group: People with special needs

Expectations of Interact:

- Access/alternate different format materials
- Safe and explicitly welcoming space

Rating:

- Green: 1
- **Yellow: 3**
- Red: 0

Stakeholder group: Seniors

Expectations of Interact:

- Place to socialize
- Programs
- Materials
- Volunteer opportunities
- Accessibility (both building, programs, and materials)
- Tax help

Rating:

- Green: 2
- **Yellow: 3**
- Red: 0

Stakeholder group: Artist

Expectations of Interact:

- Collaborative environment
- Exposure
- Skill building and sharing
- Respect for artistic and intellectual freedom
- Diverse representation
- Ideas
- Connections, networking

Rating:

- Green: 2
- **Yellow: 3**
- Red: 0

Rochester Public Library
Purpose map compiled data

Activity description: The purpose of this activity was to explicitly identify the various “purposes” of the library. Another way to define purposes is to think of them as needs or desires in the community that RPL aims to meet. Participants brainstormed what they think are the main purposes of the library in small groups and then came together as a larger group to determine eight different purposes.

Identified purposes –

Purpose 1: Proactively/intentionally provide resources, materials, help, and programs to help/support underserved/marginalized groups (outside building, community building)

Wilder’s attempt at rewording: Proactively and intentionally provide resources, materials, help, opportunities, and programs to support underserved groups inside and outside of the library walls.

Purpose 2: Facilitate connections (to support needs, interests, info, social) community resiliency

Wilder’s attempt at rewording: Facilitate connections and community resiliency to support desires, interests, and needs of community members.

Purpose 3: Support workforce development

Purpose 4: Support literacy and learning

Purpose 5: Help people get access to information and resources, ensure equitable access

Wilder’s attempt at rewording: Ensure equitable access to information and resources

Purpose 6: Provide safe and welcoming spaces for all individuals and groups

Wilder’s attempt at rewording: Provide safe and welcoming spaces for all

Purpose 7: Continually listening and responding to community needs (anticipating, nimble, flexible, agile, timely, innovation, and creativity)

Wilder’s attempt at rewording: Continually and intentionally listening and responding to community desires via forward-thinking, flexible, timely, and innovative service provision

Purpose 8: Increase civic engagement

Rochester Public Library Strategy canvas compiled data

Activity description: After identifying the purposes of the library. Participants indicates some of the current strategies and potential future strategies to achieve the library’s purpose. After identifying a number of strategies, participants used green and red dot stickers to indicate which strategies have proven to be the most impactful or are believed to have potential impact and those that have fallen short or may not be that impactful if implemented.

Purpose 1: Proactively/intentionally provide resources, materials, help, and programs to help/support underserved/marginalized groups (outside building, community building)

Current	Future
Partnerships/collaborations	Partnerships/collaborations
Programs (e.g. RTL)	Programs
Collection development with equity lens	More diverse staff
Rochester Reading Champions	Ambassador program
	More outreach
	Relationships
	Listening sessions/focus groups
	Invite more under-represented groups to call/initiate programs
	Story time/programs in other languages

Purpose 2: Facilitate connections (to support needs, interests, info, social) community resiliency

Current	Future
Programs	Programs
Leverage technology	Trusted relationships
Trusted relationships	Speed friending
Space	
Coffee/café attached	
Networking events	
Call out for new events	

Purpose 3: Support workforce development

Current	Future
Internet access	Networking
Technology help	Training
Cradle to career	Co-working
	Skills of the future
	Partner (not lead)
	Resume writing
	Mentorship
	Career counseling

	How to research career choices and available jobs
--	---

Purpose 4: Support literacy and learning

Current	Future
Early literacy/children's play area	Expand Rochester Reading Champions
Rochester Reading Champions	Similar to Lynda.com?
English conversation groups	e-learning
One on one technology help	Online courses, Massive Open Online Courses
Collection	Put social media within playlist (add engagement, extra raffle)
Homework help	
Outreach	
Programs	
Data bases	
Homeschoolers	
Cradle to career	
Community listening	
Summer playlist	

Purpose 5: Help people get access to information and resources, ensure equitable access

Current	Future
Computer/internet access (hotspot)	Social worker (mental health/wellness)
Training	Building with better and more accessible for people with disabilities
Help taxes	Staff with additional skill sets, specialization
Wellness consultations	Master community calendar
MN sure	Every decision made through equity lens
Conversion lab	
Collection (books, etc.)	
Staff	

Purpose 6: Provide safe and welcoming spaces for all individuals and groups

Current	Future
LGBTQ meeting/space	All faces/colors on marketing materials
Interest groups maker space	More languages
No membership to come in door	No overdue fines
Match staff/language availability	Space
Customer service training/expectations	
Privacy	
Intellectual freedom	

Purpose 7: Continually listening and responding to community needs (anticipating, nimble, flexible, agile, timely, innovation, and creativity)

Current	Future
Reading champions	Expanding reading champions access hotspots
LGBTQ spaces	Schedule of focus groups to engage community on regular basis
Makerspaces	Presence in community and city meetings
Program proposal process	Call out/educate under-represented groups in how to use
Suggestion box, passing on/up comments	
At many tables	

Purpose 8: Increase civic engagement

Current	Future
Local debate space	Coffee shop attached
Citizenship classes	More meeting spaces/availability
Social media	More education in discerning real factual/fake news
Community partnerships	
Issue forums	

Rochester Public Library
Summary of discussion about focus group and key informant interview participants

Potential focus groups:

Note: Wilder & RPL will look at the demographics from the library survey and compare to regional demographics to understand largest racial/ethnic groups in area

- Latinx community members – not as visible at library
- Somali & Sudanese community members – large # at library
- LGBTQIA community members – question of whether everyone in that group is being reached equally
- Millennials, young adults (Gen Z)
- Low-income residents – barriers not fully understood
- Teens – difficult to engage

Potential key informant interviews:

- City Council & county board (city administrator, county administrator)
- Disability advocates – Paul & Barry (seniors)
- Downtown neighbors – Destination Medical Center (Economic Development, Lisa Clark), Chamber of Commerce (Kathleen Harrington), Downtown Neighborhood Association
- Donors – Boards members could conduct interviews
- Mayo system – Erin Sexton, Community Engagement
- Mason RAF – Scottish Rite
- Patient experience rep from office at Mayo

Strategic planning facilitation guide - session 2

Rochester Public Library

Strategic planning – second retreat (Dec. 18, 2019, 1-5p)

Facilitator's agenda

Before session – send out reports (KII, focus groups, and executive summary to strategic planning workgroup by Friday, Dec. 13), hand out paper copies of executive summary, write out library purposes on flip chart paper, write out SWOT items that came out of stakeholder input – group members will add to them

- 1. Welcome and introductions (10min – 1:00-1:10) – Anna & Nicole**
 - a. Names and role
 - b. Reminder of what we did last session
 - c. Review agenda for today
 - i. Short presentation of findings from stakeholder input
 - ii. SWOT analysis
 - iii. Identify strategic priorities

- 2. Short presentation on findings from focus groups and interviews (20min – 1:10-1:30) – Anna**
 - a. Powerpoint presentation (10 min)
 - b. Discuss as a large group - What findings stood out to you in thinking about RPL's strategic priorities? (10 min)

- 3. Review library purposes and conduct SWOT analysis for each purpose (1hr 30min – 1:30-3:00) – Anna & Nicole**

Materials needed: 1) Large post-it poster size; 2) Markers; 3) Sticky dots

***Before session, identify the strengths, weaknesses, opportunities, and threats that came out of the interviews and focus groups and include.

Note for facilitator – For this activity, each purpose is written out on flip chart paper. Let participants know that they should refer to the executive summary during this activity, but can also look at the more detailed findings from the reports and include those as appropriate.

1. (10 min) Explain the purpose and process for doing a SWOT analysis:
 - a. **Purpose:** We are doing a SWOT analysis to identify internal strengths and weaknesses and external opportunities and threats that can

guide your workgroup to further refine your purposes and to start thinking about what are going to be goals and priorities for the coming 3-5 years that are feasible and reflect the desires and interests of your stakeholders. This SWOT analysis will ultimately help us to identify key opportunities and threats you will need to address and to develop strategies that will capitalize on strengths and address weaknesses of the library currently.

- b. **Process:** To do a SWOT analysis, we will first focus on the *internal* strengths and weaknesses related to each of the purposes of the library. We've already identified strengths and weaknesses from the stakeholder input, which you can refer to throughout this activity. For example, one of your purposes is to support literacy and learning. According to the input from stakeholders, youth programming is a strength of the library. We will take time to identify other strengths the library has related to this purpose as well as weaknesses related to this purpose by reflecting on the past 5 years.
 - c. Then, we'll focus on the next five years and identify the things that may affect the library's ability to serve the community, both external threats and opportunities. Here too, we have identified those that have been shared by stakeholders.
2. Divide into small groups of 3-5 people (about three groups)
- a. (20 min) Each group should tackle two purposes and just focus on the internal strengths and weaknesses for now. You might be tempted to start thinking about external opportunities and threats, but hold off on that for now. Have participants write their brainstormed strengths and weaknesses on the flip chart under the purpose. (should be about 2:00 at end of activity)
 - i. What are the major strengths of the library related to meeting the needs of stakeholders? Which needs will be addressed by capitalizing on these strengths?
 - ii. What are the major weakness of the library related to meeting the needs of stakeholder? Which needs will be ignored if we don't address these weaknesses?
 - b. (10 min) Large group discussion: announce the strengths and weaknesses once they are all up on the flip chart papers. Ask for confirmation from the group on the strengths and weaknesses related to each purpose. Did we miss anything? **(During**

activity/discussion, Anna or Nicole to make additions/edits as needed.)

3. Now we will identify external opportunities and threats. Again, divide into small groups of 3-5 people (about three groups – maybe mix up who you were working with last time)
 - a. (20 min) Each group should tackle two purposes and just focus on the external opportunities and threats. Note that there may be things to add outside of what was identified by stakeholders. Have participants write their brainstormed opportunities and threats on the flip chart under the purpose. (should be about 2:30 at end of activity)
 - i. What are the major opportunities the library should explore or pursue to best meet the needs of stakeholders? Which needs will exploring these opportunities address?
 - ii. What are the major threats the library should address to meet the needs of stakeholders? Which needs will be compromised if these threats aren't addressed?
 - b. (10 min) Large group discussion: announce the external opportunities and threats once they are all up on the flip chart papers. Ask for confirmation from the group on the opportunities and threats related to each purpose. Did we miss anything? (During activity/discussion, Anna or Nicole to make additions/edits as needed.)
4. (10min) Sticker dot activity (each person gets 10 sticker dots): Tell them to place the stickers next to the Strengths, Weaknesses, Opportunities, or Threats that they think are most important for RPL to consider for its next five years. They can place the stickers anywhere; they can put all of their stickers in one section if they want. (If there is a purpose that doesn't get any stickers, we should discuss why and whether that purpose is important enough to prioritize strategies around.)
 - a. (10min) Large group discussion: Discuss what came out of sticker dot activity. (If there is a purpose that didn't get any stickers, we should discuss why and whether that purpose is important enough to prioritize strategies around.)
 - i. Which purposes have the most energy around them? Why? Which ones had more stakeholder input behind them?

5. Break (10 min – 3:00-3:10)

6. Identifying strategic priorities (consider and note related opportunities, threats, strengths, and weaknesses in the process) (1hr 35 min - 3:10-4:45) – Anna & Nicole

- a. Do this activity purpose by purpose in two groups with plenty of discussion (Assuming there are 8 purposes, there should be about 20 min for each purpose, per group):
 - i. Work through one purpose at a time answering these questions –
 - ii. By fulfilling this purpose, which stakeholder needs are we addressing (indicate whether it is from the strategic planning group or stakeholders)?
 - iii. What was identified in the SWOT that is relevant here (indicate whether it was identified by the strategic planning group or stakeholders)?
 - iv. What is our end goal? (Anna & Nicole provide ideas here based on stakeholder input)
 - v. What is our strategy or strategies? (Anna & Nicole provide ideas here based on stakeholder input) (Remind participants that they will do action planning around these strategies in the future and to start thinking about potential for partnerships)
- b. Discuss as a larger group and try to improve what's been drafted

7. Debrief (15 min – 4:45-5pm) - Nicole

- a. How do you feel about where we've landed today? Does this feel right? What still feel like needs to happen?
- b. What did you like most about this process? What do you think could be improved?
- c. Next steps – Wilder with input from Beth, Audrey, and others will develop the library's strategic priorities based on what we discussed today. We'll draft a document that includes what the process has been including the findings from the community engagement activities. We will look for you input during the month of January. You will have the opportunity to provide feedback January 9th and 10th. We know this is a short period of time so mark your calendars!!!

We want this to be a document that can be used for action planning and accurately reflects the perspectives of this group and RPL's stakeholders.

Appendix B

City of Rochester Vision Statement

A vibrant, compassionate, innovative team

City of Rochester Foundational Principles

- Compassion
- Environmental Stewardship
- Fiscal Responsibility and Sustainability
- Public Safety
- Social Equity

City of Rochester Strategic Priorities and Goals

Strategic Priority 1. Enhance quality of life

Goal A. Increase neighborhood connectivity.

Goal B. Increase affordable housing options.

Goal C. Maintain and increase neighborhood vitality and livability.

Goal D. Secure a funding stream for sustained parks and recreation improvements and community amenities.

Strategic Priority 2. Foster a team-oriented culture

Goal A. Use High Performance Organization practices to create operational efficiencies.

Goal B. Develop recruitment strategies to diversity and achieve a high-quality workforce.

Goal C. Create employee development plan.

Goal D. Use technology to share resources and communicate effectively.

Strategic Priority 3. Manage growth and development

Goal A. Balance downtown/DMC and community-wide development efforts.

Goal B. Incorporate P2S infrastructure planning into development decisions.

Goal C. Implement the recommendations of P2S, the Parks and Recreation Master Plan and the Library Strategic Plan.

Strategic Priority 4. Balance public infrastructure investment

Goal A. Improve transportation and related facilities.

Goal B. Develop an asset management plan and use life-cycle cost considerations during decision making.

Goal C. Develop a policy and practice of assessing new infrastructure investment based on current assets and maintenance costs.

City of Rochester Values, Principles, and Standards

Customer Focus

- Identify, plan for, and support customer needs
- Seek and consider input from our customers to continually improve services
- Treat every customer well

Respect

- Treat customers in a personal and professional manner while being first, fair, and compassionate
- Be an active listener to the customer
- Maintain a work environment that is free of disrespect and false information

Integrity

- Provide equitable and honest treatment to all customers
- Follow through in a timely manner or as communicated
- Maintain privacy and confidentiality as applicable to Minnesota State laws

Safety

- Employees act responsibly and take ownership of their actions
- Each department/area has documented safety procedures for employees and customers
- Communicate clearly when dealing with emergencies or safety concerns

Excellence

- Be knowledgeable in my area of responsibility
- Be professional in my actions, manners, and appearance
- Meet or exceed customer needs for City services.

The following Wilder Research staff contributed to the completion of this report.

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Wilder Research, a division of Amherst H. Wilder Foundation, is a nationally respected nonprofit research and evaluation group. For more than 100 years, Wilder Research has gathered and interpreted facts and trends to help families and communities thrive, get at the core of community concerns, and uncover issues that are overlooked or poorly understood.

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Rochester Public Library

Strategic Plan 2020-2025



VISION

A strong and equitable community



MISSION

Welcoming all to connect and learn



RPL CORE VALUES WE CARE:

Welcoming Environment
Committed to inclusivity
Access for all
Respect intellectual freedom
Exceptional library service

STRATEGIC FOCUS AREA ONE: EQUITY

STRATEGIC PRIORITY A: Community members feel safe and welcome in library spaces.

STRATEGIC PRIORITY B: Community members, especially people whose voices are not typically represented, are given opportunities to be heard and to provide input on library service responses.

STRATEGIC PRIORITY C: Community members expand literacy skills including basics of reading and writing, early childhood, digital, cultural, and informational.



STRATEGIC FOCUS AREA TWO: CONNECTIONS

STRATEGIC PRIORITY D: Community members find connections and have social networks.

STRATEGIC PRIORITY E: Community members have opportunities to access information and services including support for physical and mental health, employment, education, affordable housing, and transportation.

STRATEGIC PRIORITY F: Community members are engaged in the community issues that they care about and that affect their lives.

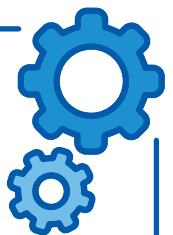


STRATEGIC FOCUS AREA THREE: INFRASTRUCTURE

STRATEGIC PRIORITY G: Community members have access to impactful library services to celebrate their differences and encourage learning, creating, collaborating, and connecting.

STRATEGIC PRIORITY H: Community members have the sustainable physical and digital library infrastructure to meet their needs within our growing and changing landscape.

STRATEGIC PRIORITY I: Community members have access to an inclusive collection of materials and a diverse, innovative, vibrant, compassionate, and well-trained staff.



This Strategic Plan, developed with input from community members, was facilitated by Wilder Research.



Organizational Vision

A vibrant, compassionate, innovative team

Foundational Principles

- Compassion
- Environmental Stewardship
- Fiscal Responsibility & Sustainability
- Public Safety
- Social Equity

Strategic Priorities

Enhance quality of life

- Increase neighborhood connectivity.
- Increase affordable housing options.
- Maintain and increase neighborhood vitality and livability.
- Secure a funding stream for sustained parks and recreation improvements and community amenities.

Foster a team-oriented culture

- Use High Performance Organization practices to create operational efficiencies.
- Develop recruitment strategies to diversify and achieve a high-quality workforce.
- Create employee development plans.
- Use technology to share resources and communicate effectively.

Manage growth and development

- Balance downtown/DMC and community-wide development efforts.
- Incorporate P2S infrastructure planning into development decisions.
- Implement the recommendations of P2S, the Parks and Recreation Master Plan and the Library Strategic Plan.

Balance public infrastructure investment

- Improve transportation and related facilities.
- Develop an asset management plan and use life-cycle cost considerations during decision making.
- Develop a policy and practice of assessing new infrastructure investment based on current assets and maintenance costs.

2020, continued

Library worked with Library Building Consultant, George Lawson, to revise the building program based on priorities identified in the 2019 strategic planning process. Lawson also provided an updated projected operating budget based on any expansion.

Attachment: 2020 Library Building Program

Attachment: 2020 Projected Operating Budget

Rochester Public Library

Library Building Program

**As Accepted
January 22, 2020**

Prepared with the assistance of

George Lawson
Library Building Consultant
Ames, Iowa

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Program Overview

Charge to the Design Team.

The design team's interpretation of the building program should seek to create a library where the community can:

- Build connections
- Gather for community meetings and event space – be a community center/central hub
- Also find a space for quiet reflection and study
- Have civic participation where everyone has a voice
- Experience a wide and creative range of programming
- Find resources for low-income and homeless population
- Have access to modern technology and the Internet, online services, and apps
- Find an excellent collection of books and other materials
- Experience a welcoming entrance with open architecture, natural lighting, and sustainable design – a space that is welcoming and enticing to all
- Easily access through universal design, parking, accessible restrooms, representation of cultural identities, materials and services for individuals with developmental and cognitive disabilities

Guide to the Building Program

The building program document is a description in words and numbers of the service and operational requirements for the proposed library building. The program serves as the library's written instructions to the architect in beginning the design process. The program is concerned with how the building is to function rather than how it will look.

The architect will want to review the program with the library and consultant to insure a complete understanding of project requirements. Revisions may arise from that review. It is also possible that the library will revise its program requirements during the course of schematic design based on additional information, budget considerations, and/or new understandings resulting from the graphical representation of spaces. It is important that any revisions to the program be explicitly approved by the Library planning team.

The estimated space requirements of the building program will be tested by the architect. **The preparation of schematic plans including furnishing layouts should be the final arbiter of space requirements for the building.**

The building program includes numerous sections grouped in two broad divisions:

Program Divisions

1. Program Overview

These sections provide overarching issues for the project and summary data. The Space and Seating Summary offers a quick summary of all space allocations.

2. Functional Area Descriptions

These sections provide the detailed description and requirements for each functional area of the building.

Specific Design Considerations

In researching the program document a group of issues that affect the project across programmatic lines was identified. For this reason, these issues are called to the planning team's specific attention.

Staff Offices and Workstations – The building program broadly complies with the City's Office Space Guidelines. The few modifications reflect the library's significant role as a material handling warehouse. The vast quantities of library materials that move through staff workspaces on a daily basis on carts and trucks call for a slight modification of the guidelines. The general staff allocation of 64 square feet per + 50% occupied workstations is appropriate allowing for up to 2 book carts. The less than 50% occupied workstation size of 48 square feet is also applicable. The offices for division heads who often have 2 or 3 book carts of ongoing projects in their work space suggest an allocation of 140 square feet is appropriate.

Parking - Parking and ease of access from parking to the library entrance has long been problematic and a thorny concern for both patrons and the library. Adequate, easily accessible parking with ready access to the library entry is a priority whatever the ultimate site and building solution. In many ways the public's perception of the project's success hinges on the solution to this issue.

Wayfinding and Informational Display – Provide a signage and wayfinding plan for the entire building. Provide flat panel monitors with library programming and promotional information at important junctures in the building. The development of signage should consider the use of multiple languages, perhaps the top three languages in the Rochester Public School District plus English,

Public-Use Meeting and Collaboration Spaces Booking and Display – All such spaces require an interactive digital display and booking feature at the entry to the space.

Public Address – Provide an effective speaker system throughout the building for the communication of important messaging to customers and staff.

Sustainable Design – The project will conform to all City of Rochester sustainability Requirements, Minnesota Sustainable Building 2030 Energy Standards requirements, and LEED certification – confer with the client to identify appropriate level of certification.

Acoustic Control - Some patrons enjoy an active, lively library setting, other patrons need a more quiet, focused environment. The library's layout, design, materials, and zoning of functions should support spaces and environments that offer a range of noise and activity levels, reflecting patron preferences.

Green Roof / Patio / Balcony – An area for the controlled patron access to an upper story patio or balcony with green plantings is desired as the building's design permits.

Self-Check – Provide as many as 4 self-check stations wherever there is a public entry apart from the main entry.

Circulation Control and Theft Detection – The library utilizes RFID technology for its circulation control. The design and configuration of theft detection equipment, building exits, the circulation stations, check-in stations, and return chute locations should provide for this technology.

Public Computing and the Wireless Environment – The Building Program reflects the accelerating trend of customers bringing their own mobile device to the library to support their digital activities. The architects and their consultants are to take all appropriate actions necessary to make the building a welcoming environment for wireless data and communication applications, minimizing interference from structural steel, electrical systems, and other potential sources of interference.

Casual Seating Areas – There are a number of casual seating areas identified in the program. These spaces should embody a warm, welcoming environment that invites patrons to relax and enjoy their library experience.

Power Distribution - The Library seeks to provide power at virtually every customer seating location throughout the building. Provide combined 3-prong and USB fixtures in public locations. Investigate the use of plenum floor system to support both power and data distribution.

Security – A building security system including a digital video camera system is required. Consult with staff to identify specific locations and requirements. A digital proximity key-pass system for exterior doors and to all staff areas is required.

Workroom and Back-of-House Control – All staff and volunteer work areas are to control access from the public floor by keycard locksets. Provide powered door openers that are integrated to the keycard swipes at the entry to major staff workrooms and staff hallways.

Customer Material Returns – both exterior and interior returns are to be integrated to a single automated materials handling installation if at all feasible. If conveyor requirements prove to be unfeasible a second, smaller materials handling unit will be required in the Circulation workroom area.

Materials Movement – Provide paths for moving large objects from the receiving area to all the major public and back-of-house areas of the library to accommodate a pallet and pallet jack.

Safe Room - The architect is to provide “safe room” conditions in locations to conform to library requirements.

Ergonomics - The architect is requested to consider people friendly solutions in selecting furnishings, fixtures, and finishes such as furnishings and millwork that allow for comfortably situated keyboards, monitors, and accessories that adjust to different users; floor treatments at public service desks that respond to staff spending many hours on their feet; and light sources that reduce monitor glare.

Storm Refuge - Identify an area of the building appropriate for shelter in times of severe weather.

Daylighting - Provide as much daylight as possible to patron seating and staff work areas.

Public Art - Please identify locations for the display of public art.

Furnishings - Moveable furniture is preferred in every instance over fixed counters and cabinets. The only exceptions are counters with sinks. In every instance workstations or stands used for public access to library network systems should be adjustable by library staff to provide for various work surface heights. These workstations should be able to be modified with minimum effort from standing to sitting height.

Shelving - In every instance shelving is to provide a sloped base shelf to allow customers to more easily view the items on the bottom shelf. Back-stops are desired for every shelf. Confer with staff to consider specifying wheels for all shelving of 66” height or shorter.

ADA Accessibility and Universal Design -The building should meet both the letter and spirit of all ADA requirements and embody the concept of Universal Design, the design and composition of an environment so that it can be accessed, understood and used to the greatest extent possible by all people regardless of their age, size, ability or disability.

Space, User Seating, and Public Technology Summary

Programmatic Area	Square Feet	Table Seating	Casual Seating	Public Technology Stations	Other Seating
Exterior Book/ Media Return and Drive-up Service Window	160				
Entry / Vestibule / Lobby	unassigned				
Restrooms	unassigned				
Friends' Book Store	1,150				
Café	780	22	4		
Maker Space	750				
Auditorium	11,420				300
General Program Rooms	10,170				150 12, 24, 24, 24, 6, 6, 6, 6, 6 120, 60
Circulation Desk / Workroom	5,034			10 selfcheck stations 6 registration stations	
Fiction, Media, Music	10,742	12	30	8 catalog stations 4 media stations 4 download stations	
Periodicals	2,293	32	24	15 locker charging stns 1 catalog station	
Adult Nonfiction	14,566	56	20	4 catalog stations	
Reference Tech Commons	3,780	16		44 computer stations 2 scanning stations 1 adaptive use station 6 media conversion stns 2 3D printers Sound Booth AV Studio	
Reference Services, Archives, and Workroom	8,382	72		4 catalog stations 2 microform stations 2 enlarging readers	
Youth Services	16,454	68	46	9 catalog stations 32 computer stations 2 gaming areas	

continued

Space, User Seating, and Public Technology Summary

Programmatic Area	Square Feet	Table Seating	Casual Seating	Public Technology Stations	Other Seating
Readers' Services Workroom	2,435				
Technical Services	3,485				
Computer Center	1,221				
Administration / Communications	3,312				30
Staff Room	1,050				
Maintenance	1,426				
Storeroom	1,500				
Volunteer Center	120				
Friends Storeroom / Workroom	2,000				
Receiving / Staff Entry	450				
Garage	2,680				
Custodial Closets	320				
Net Subtotal	105,680				
Unassigned Space: 35% of gross	56,905				
Gross Space Requirement	162,585	278	124	10 selfcheck stations 6 registration stations 29 catalog stations 76 computing stations 2 scanning stations 1 adaptive use station 4 media stations 2 game areas 2 microform stations 2 enlarging readers 6 media conversion stns 2 3D printers Sound Booth AV Studio	300, 150 12, 24, 24, 24, 6, 6, 6, 6, 6, 120, 60, 24, 30

Relationship of Library Spaces

As a guide, the following core relationships are provided. Relationships within the individual spaces are described in the body of the narrative descriptions. Note - FFM stands for Fiction, Media, Music.

Building Area	Primary Relationship	Secondary Relationship
Exterior Book / Media Return and Drive-up Service Window	Automated Materials Handling Circulation	
Entry / Vestibule / Lobby	Circulation, Friends Book Store, FMM, Program Rooms	Youth Services
Restrooms Public Youth Services Staff	Lobby, Program Rooms Vertical Circulation Core Youth Services Desk Staff Room, Staff Offices	
Friends' Book Store	Lobby, Café	Friends' Storeroom / Workroom
Café	Lobby, Vertical Circulation Core	
Maker Space	General Program Rooms A highly visible location accessible to everyone.	
Auditorium	Lobby General Program Rooms Vertical Circulation Core	
General Program Rooms	Lobby Youth Services	
Circulation Desk / Workroom	Lobby, AMH, exterior and interior returns	
Fiction, Media, Music (FFM)	Lobby	Media Services Workroom
Periodicals	Adult Nonfiction	Reference
Adult Nonfiction / Literacy Hub	Reference Services	Periodicals
Reference Technology Commons	Reference Services	

Reference Services / Workroom	Nonfiction Technology Commons Periodicals	
Youth Services	Lobby YS Program Rooms	
Readers' Services Workroom	Garage, Receiving	FFM Public Service Desk
Technical Services	Staff Vertical Circulation Core	
Computer Center	Staff Vertical Circulation Core	
Administration / Communications	Public Floor Vertical Circulation Cores	
Staff Room	Staff Vertical Circulation Core Staff Restrooms	
Maintenance	Staff Vertical Circulation Core	
Storeroom	Staff Vertical Circulation Core	
Volunteer Center	Friends' Book Store Circulation Workroom	
Friends' Storeroom / Workroom	Friends' Book Store Program Rooms Receiving	
Receiving / Staff Entry	Garage Staff Vertical Circulation Core	Friends' Storeroom / Workroom
Garage	Readers' Services Workroom	
Custodial Closets	none	

Public Shelving and Display Summary
(Shelf counts include the base shelf)

Collection	Existing # of Single-Face Sections	Percent Growth	Desired Single-Face Sections or Other Units	Square Feet
Fiction, Media, and Music Provide Slatwall end panels				
New Books both Print and Audio	Equivalent of 8 sections, 66" tall or 40 shelves	25%	12 sections, 66" tall, 5 slanted shelves per section	144
Quick Picks	Equivalent of 3 sections, 66" tall or 15 shelves	33%	4 sections, 66" tall, 5 slanted shelves per section	48
New Mysteries	Equivalent of 6 sections, 66" tall or 30 shelves	33%	8 sections, 66" tall, 5 slanted shelves per section	96
Topical Displays	0	100%	1 unit – confer with design team	40
Mystery	63 sections, 90" tall or 441 shelves	50%	94 sections, 90" tall, 7 shelves per section	1,128
Fantasy	14 sections, 90" tall or 98 shelves	50%	20 sections, 90" tall, 7 shelves per section	240
Science Fiction	11 sections, 90" tall or 77 shelves	50%	16 sections, 90" tall, 7 shelves per section	192
Westerns	5 sections, 90" tall or 35 shelves	50%	8 sections, 90" tall, 7 shelves per section	96
Romance Paperbacks	11 sections, 90" tall or 99 shelves Plus one spinner	50%	16 sections, 90" tall, 9 shelves per section, plus 1 spinner display	192
Large Print (Adult and YA)	38 sections, 90" tall or 266 shelves	50%	80 sections, 66" tall, 5 shelves per section	960
Fiction	144 sections, 90" tall or 1,008 shelves	50%	216 sections, 90" tall, 7 shelves per section	2,592
Comic Books and Graphic Novels	8 sections at 90" tall or 48 shelves	50%	12 sections, 90" tall, 7 shelves per section	144
Music CD's	14 sections at 90" 9 sections at 42" or equiv. 11 sections at 66" 3 spinners (equiv. 66") or 260 shelves	10%	58 Sections at 66" tall, 5 pull-out bin shelves per section, 5' aisles (16 sf per section)	928
Books on CD	11 sections at 66" or 77 shelves	0%	12 sections, 66" tall, 5 slanted shelves per section	144
DVDs Int'l	10 sections at 66" or 50 shelves	10%	12 sections, 66" tall, 5 slanted shelves per section	144
DVD's	20 sections at 66" 8 sections at 90" or 204 shelves	10%	44 sections, 66" tall, 5 slanted shelves per section	528
TV Series	24 sections at 66" tall (only 4 of 7 shelves used) or 96 shelves	50%	36 sections, 66" tall, 5 shelvers per section	432
Readers Service Desk Readers' Club Collections	Non-Public access area		22 sections, 66" tall, 5 shelvers per section	264
Bookmobile Collection	50 sections at 90" tall or 350 shelves	0%	50 sections at 90" tall 7 shelves per section	600

Public Shelving and Display Summary
(Shelf counts include the base shelf)

Collection	Existing # of Single-Face Sections	Percent Growth	Desired Single-Face Sections or Other	Square Feet
Children's				
Entry Zone				
Display Units	4 units	50%	6 units	240
Magazines	5 spinners 45 titles	0%	4 sections, 66" tall with mag boxes on 4 shelves per section	48
Picture Books with or on CD	4 sections at 45" tall or 12 shelves	0%	4 sections, 45" tall, 3 shelves per section	48
DVD / CD with Books, Music, Games	7 sections at 66" tall or 42 shelves	0%	8 sections, 66" tall, 5 shelves per section	96
DVD Movies (fic. And nfic.)	16 sections at 66" tall or 96 shelves	0%	16 sections, 66" tall 6 shelves per section	192
Reference and other – kits, book bundles	5 sections at 45" tall or 15 shelves	0%	5 sections, 45" tall 3 shelves per section	60
Young Child				
Picture Books (includes new)	76 sections at 45" tall 7 sections at 66" tall or 256 shelves	31%	118 sections, 45" tall, 3 12-inch slotted shelves per section	1,416
Pre-School	12 sections at 45" tall or 36 shelves	0%	12 sections, 45" tall 3 12-inch slotted shelves per section	144
Board Books	20 shelves	0%	8 sections, 45" tall 3 12-inch slotted shelves per section	96
Elementary				
Nonfiction (includes new)	97 sections at 66" tall or 388 shelves	15%	112 sections, 66" tall 4 shelves per section	1,344
World Language	6 sections at 66" tall or 24 shelves	50%	10 sections, 66" tall 4 shelves per section	120
Holiday	21 sections at 66" tall or 105 shelves	31%	28 sections, 66" tall 5 shelves per section	336
Parent Teacher	1 section at 66" tall or 4 shelves	0%	1 section, 66" tall 4 shelves per section	12
Fiction and Nonfiction Readers	9 sections at 66" tall or 45 shelves	50%	14 sections, 66" tall 6 shelves per section	168
Fiction (includes new)	88 sections at 66" tall or 440 shelves	50%	132 sections, 66" tall 6 shelves per section	1,584
Graphic Novels	9 sections at 66" tall or 45 shelves	100%	18 sections, 66" tall 5 shelves per section	216

Collection	Existing # of Single-Face Sections	Percent Growth	Desired Single-Face Sections or Other	Square Feet
Young Adult				
Display	1 book cart	200%	2 display units confer with design team	60
Graphic Novels	4 sections at 45" tall 1 section at 90" tall or 23 shelves	150%	10 sections, 66" tall 5 shelves per section	120
Fiction	19 sections at 90" tall or 133 shelves	100%	54 sections, 66" tall 5 shelves per section	648
Nonfiction and Back Issue Mags	3 sections at 45" tall or 9 shelves	100%	6 sections, 66" tall 5 shelves per section	72
Magazines	1 spinner 8 titles	0 %	1 section, 66" tall with mag boxes on 4 shelves per section	12

Public Shelving and Display Summary

(Shelf counts include the base shelf)

Collection	Existing # of Single-Face Sections	Percent Growth	Desired Single-Face Sections or Other	Square Feet
Nonfiction, Reference, Periodicals, et al				
International Languages	11 sections at 90" tall 52 sections at 52" tall or 285 shelves	15%	50 sections, 90" tall, 7 shelves per section. Includes 9 world language magazine titles in mag boxes	600
Magazines	6 spinners and a few shelves 357 titles	Some for new shelving type	36 sections, 66" tall, 4 shelves per section with mag boxes (includes oversize)	432
Newspapers	3 spinners 16 titles	0%	3 sections, 66" tall, 3 shelves per section with mag boxes	36
New Nonfiction – Books, CDs, DVDs	7 sections at 90" (equiv.) or 42 shelves	25%	10 sections, 66" tall, 4 shelves per section	120
Display Units	5 units	0%	5 units	200
Literacy Hub	4 sections at 52" tall or 16 shelves	100%	6 sections, 66" tall, 4 shelves per section	72
Nonfiction (includes Holiday)	NF 762 sections at 90" tall or 5,334 shelves add 32 shelves for Holiday	15%	882 sections, 90" tall, 7 shelves per section	10,584
Reference / Genealogy	35 sections at 90" tall or 175 shelves (actual use)	(- 43%)	20 sections, 90" tall, 7 shelves per section	240
Gaming	9 sections at 45" tall (equiv.) or 27 shelves	0%	6 sections, 66" tall 5 shelves per section	72
NF Books on CD	43 sections at 66" tall or 234 shelves	20%	56 sections, 66" tall 5 shelves per section	672
NF DVDs	53 sections at 66" tall or 265 shelves	15%	62 sections, 66" tall 5 shelves per section	744
Archives				
Archives & Back-Issue Periodicals	141 sections at 90" tall	0%	140 sections, 90" tall with 5 shelves each	1,680
Post - Bulletin Materials	100 sections at 75" tall	(-60%)	40 sections, 75" tall with 5 shelves each (existing shelving)	480

Exterior Book/Media Return and Drive-up Service Window

160 square feet

Function and Design Issues

Site planning should seek to integrate as much as possible the approach and stacking lane(s) for these two functions. Internally the need to remain distinct spaces to facilitate the security features needed for the after-hours return function.

Library Material Returns (100 SF)

The library desires a driver's side, drive-up automated return area, sheltered from the weather. The return is to allow drivers to deposit materials without leaving their vehicle. The return must be located as part of or as near as possible to the automated materials handling area. The drive-up return is to be integrated to an automated check-in / sort installation in the check-in area. The staff has recommended 2 or 3 automated, drive up return slots.

Provide 2 default manual return slots for when the automated system is down. Those deposit into bins within a fire-rated closet with a floor drain. The door to this closet should swing out.

(see also interior returns located in the lobby section of the Building Program)

Drive-up Service Window (60 SF)

A drive-up window is required to provide delivery of materials to patrons in their vehicles. Ideally The window is to be located as part of or near to the circulation services workroom so that staff may be close to the service window without a staff member being solely assigned to that task. A call button is to be provided for patrons to announce their presence at the service window. The staff will require a counter with room for a microcomputer, bar code reader, receipt printer, and below counter shelving for holds/reserves awaiting pick-up. Three sections of shelving are needed for pending deliveries

Signage: Book and Media Return

Adjacencies: Primary: automated materials handling
Circulation Services Workroom

Entry/Vestibule/Lobby

Square feet: unassigned

Function and Design Issues

This area provides a welcoming entry for the public to the library facility. Provide an immediate path that brings customers into the library quickly.

If the library remains in its present location it may be necessary to provide a second entry experience to accommodate skywalk pedestrians. No provision is made for that potentiality in this program.

Within the entry experience provide:

- 24 exterior material hold key-code lockers should be located in the entry area and allow for filling by staff from the rear in the building's interior.
- The vestibule configuration must mitigate infiltration of exterior winds and temperature extremes
- interior benches for patrons waiting for rides
- on-demand door openers to allow passage of double-wide strollers (typically 30" – 32")
- walk-off system for shoe soil
- bi-level drinking fountain
- dedication plaque and donor recognition system for wall
- phone with phone booth
- janitorial closet with mop sink
- theft detection panels on library side of lobby
- the lobby should allow independent access to both/either the library and identified program rooms
- provide unobtrusive space for community and civic organizations to set-up temporary information tables and easels (2 tables, 4 easels)

Interior Material Returns

Provide customers 3 return slots (2 automated returns, one manual return with receiving bin) that will convey materials to the Automated Materials Handling / Reshelving Room.

Signage: Illuminated exterior name of library
Sign visible from the curb indicating open/closed
Dedication plaque and donor recognition system for wall
Two monitors to display events and promotions with a 5 slot literature handout rack

Adjacencies Primary: Circulation, Friends Book Store, FMM, Program Rooms
Secondary:

Restrooms

Square feet: unassigned

Function and Design Issues

- 2 gender specific public restrooms and 4 single occupant restrooms on each public floor
- 4 family restrooms to be located in the Youth Services department, one is to include both regular and child sized toilets. None of the Youth Services toilets are to have automatic flushes. A family room or nursing area is to include 2 comfortable chairs for mothers and infant, two chairs for toddler siblings, a changing table, and sink. These conveniences are to be located in the Entry Zone portion of Youth Services, visible to both the service desk and parental seating.
- 2 single occupant staff restrooms are provided in proximity to the staff room area. 2 single occupant staff restrooms are provided on all other floors.

Restrooms should provide:

- Views to the interiors of the restrooms are to be screened when the doors are opened
- The number of women's fixtures should reflect the high percentage of library users and staff that are female
- Stain resistant / concealing finishes
- Package cubbies by sinks
- Automatic fixtures for toilets, urinals, lights, hand blowers, and paper towels
- Floor-mount stall partitions
- Stalls should be spacious, well lit, and include coat hook and package shelf
- Changing tables in all public restrooms
- Provide one Universal style changing table in a single occupant public restroom identified by the library staff
- Sanitary product dispensers and disposal fixtures
- Soap dispenser (plastic) is to be located above the sink
- Tile floors and walls
- Floor drain
- Access panels to all valves located in wall cavities
- The Youth Services restrooms are to provide two sinks, one at adult height, one at child height.

Signage: per ADA requirements

Adjacencies:

Public	Lobby, Program Rooms Vertical Circulation Core
Youth Services	Youth Services Desk
Staff	Staff Room, Staff Offices

Friends' Book Store

1,150 square feet

Function and Design Issues

A library book store run by volunteers provides space for sale of used books and merchandise of interest to readers, broadening and enhancing customers' library experience. The store area includes two spaces:

- **Public Sales Room (900 sf)**
 - entry from library lobby
 - large display windows to both the library's exterior and interior with plexiglass shelves for display of sale items
 - sales counter with cash register and room for two volunteers. Include telephone, power, and data ports at the counter. Confer with Friends as to configuration of below-counter space.
 - 66" retail style shelving for books and other merchandise – shelving whose bottom shelves slope outward so the materials may be better seen is preferred.
 - two display venues for promotional seasonal sales

- **Inventory Storeroom (250 sf)**
 - 12 sections of shelving for inventory storage
 - bulletin board
 - 4 parcel lockers, bench, and coat rack with space for wet boots/umbrellas
 - room for two book carts

Signage: confer with staff for name

Adjacencies
Primary: Lobby, Café
Secondary: Friends Storeroom / Workroom

Café

780 square feet

Function and Design Issues

The café provides space for customer relaxation and enjoyment of light refreshments, broadening and enhancing the library experience. The café creates a casual environment where customers may engage in quiet conversation and reading or seek a break from on-going study/research. The space is to be well glazed and provide:

- 4 casual chairs with occasional tables
- 6 two-place café tables
- 2 four-place tables
- 2 high chairs
- 4 vending machines with plumbing and other system support as needed
- Lots of outlets and a charging station
- waste and recycling receptacles
- provide after hour access to meeting room users

Signage: Café

Adjacencies Primary: Lobby, Elevator
Secondary:

Maker Space

750 square feet

Function and Design Issues

The Maker Space offers members of the community an opportunity to learn, create, and engage with others. The Maker Space is a flexible workshop that houses a changing array of equipment and furnishings to support a wide range of disciplines and activities. One month the space may be given over to technical creations with circuits, displays, and software. The next month a ceramics studio may inhabit the space.

The Maker Space must provide a robust infrastructure – lots of power, data, telecomm, large/deep sink, venting, controlled lighting, media presentation. Include a large counter with storage cabinets and two free-standing storage cabinets. The furnishings must be adaptable, moveable, and storable. The room should be heavily glazed and the entry should be able to open widely to invite in the curious.

Resilient flooring and a closet for storage of equipment and furniture is needed.

Confer at greater length with staff to more completely capture their vision for this space and to identify appropriate furnishings and equipment.

Signage: name of the room and a changeable headline capability to feature the current attraction signage to allow posting of the room's schedule at the entry

Adjacencies Primary: General Program Rooms
A highly visible location accessible to everyone.

Secondary:

Auditorium

5,970 square feet on the upper level
5,450 square feet on the initial level (stage and seating area + pre-assembly)
11,420 square feet total

The auditorium should be able to operate independently from the library proper, allowing community sponsored events to start before and run past normal library operating hours. When the library is closed those using the auditorium should have access to restrooms, drinking fountain, and other common amenities

Auditorium Pre-Assembly Space (800)

Flexible space is needed for persons attending programs at the library to gather prior to the beginning of activities and during breaks in the programming. This space will also support art displays, coat racks and stroller parking. Confer with staff to further define this space.

Auditorium (see below)

A sloped floor, fixed seating auditorium is to seat 300. Provide ADA accessible wheelchair seating per code requirements. The architect and their consultants are to discuss detailed media, data, telecom, and lighting requirements with the client in the design development phase. Lighting is to be controlled but complex theatrical lighting is not required.

Key space components include:

- Box Office 40 square feet
- Sound and Light Lock Vestibules 200 square feet
- 300 seats, including ADA requirements 3,000 square feet
- Stage 1,200 square feet
- Stage Wings 600 square feet
- Media control room 250 square feet
- Backstage storeroom 350 square feet
- Dressing rooms (4) 480 square feet
- Restrooms, 2 single occupant 100 square feet
- Green Room 200 square feet

Assignment of space by floor:

- Both the initial level and upper level floors have the 4,200 sf for stage and seating.
- Also assigned to the initial level floor is the space for the box office (40 sf), stage wings (600 sf), the backstage storeroom (350 sf), the dressing rooms (480 sf), the restrooms (100 sf), and the green room (200 sf).
- Also assigned to the upper level floor is the space for the sound and light lock vestibules (200 sf), the media control room (250 sf), and the pre-assembly space (800)

Signage: Name of room
signage to allow posting of scheduled events at each entry

Adjacencies Primary: Lobby, General Program Rooms, vertical circulation core
Secondary:

General Purpose Program Rooms

10,170 square feet

Function and Design Issues

The program rooms provide space for library and community sponsored programming. The program rooms should be able to operate independently from the library proper, allowing community sponsored events to start before and run past normal library operating hours. When the library is closed those using the program rooms should have access to restrooms, drinking fountain, and other common amenities

Multi-Purpose Program Room Pre-Assembly Space (800)

Flexible space is needed for persons attending programs at the library to gather prior to the beginning of activities and during breaks in the programming. Confer with staff and consultant to further define this space. This space may also support art displays, coat racks and stroller parking. It should also be understood that any or all of the General-Purpose Program Rooms could be used for exhibits.

Commercial Kitchen (to be determined – not yet included)

Some have expressed a desire for a full-bodied commercial - grade kitchen to support all of the spaces in this section but more community engagement and investigation is needed to understand what this perceived need and how it may be best satisfied. The design team will consult with the library team on this topic.

Multi-Purpose Program Room (2,400 square feet)

The room should seat 150 people in rows of chairs or 75 at tables on a level floor. If a mullion is used it should be removable. The room is to divide into 2 portions for concurrent activities (discuss proportions with library). Plenum partitioning is required above a dropped ceiling for sound suppression when the room is divided. HVAC controls should allow for different treatments for the divided room. All programmatic capabilities are to be concurrently available to both portions of the room. This may require duplication of features in some circumstances.

The room should provide a wide range of media and technology support in each component of the room. The architects and their electrical or media consultant are requested to carefully explore these requirements with the library staff and library consultant.

- telephone, data, power, cable television outlets at frequent wall and flush floor locations
- public address system
- ceiling mounted projection screens
- ceiling mounted digital out-put projection
- sound and video presentation capabilities
- wireless LAN access / coverage
- media control closet
- lighting controlled to allow for different levels and zones of illumination – locate switches both by entry door and at front of room
- coat racks with package shelves
- catering kitchen with counter, full size refrigerator, microwave, 2 deep sinks, disposal, keyed cupboards
- storage for folding tables, stacking chairs, 2 media carts, 2 lecterns, dollies and programming accessories

Conference Rooms (2,200 SF total for all 4 rooms)

Conference Room A (400 square feet)

A room to seat 12 at a conference table. A presentation board, a service counter, clock, and coat rack are required. Convenience outlets to enable small media presentations, a telephone outlet, and data outlets should be provided.

Conference Rooms / Class Rooms B, C, and D (600 square feet for each of 3 rooms)

Each room seats 24 at reconfigurable seminar style tables. A presentation board, a service counter, clock, and coat rack are required for each room. Convenience outlets to enable small media presentations, a telephone outlet, and data outlets should be provided.

Convening Network Rooms (1,250 SF total for 5 rooms at 250 sf each)

These 5 glazed Network Rooms each support 6 participants in casual seats with side tables. A credenza is located below a wall-mounted flat panel display for content sharing. Provide inputs for a group lap top computer. Ceiling can light fixtures should be switched to allow for lighting control. Two floor lamps provide ambient lighting to support a contemplative mood.

Youth Services Program Rooms

(These rooms provide for Youth Services programming as well as other library users.)

Program Room Pre-Assembly Spaces (500 total)

Flexible space is needed for persons attending programs at each of these program spaces to gather prior to the beginning of activities and during breaks in the programming. These spaces also provide coat knobs, coat and parcel racks, and for the storage of up to 15 strollers. Confer with staff and consultant to further define these spaces.

Story Time Room (820)

The room should seat 60 people in rows of chairs. The room should provide a wide range of media and technology support in each component of the room. The architects and their electrical or media consultant are requested to carefully explore these requirements with the library staff and library consultant.

- telephone, data, power, cable television outlets at frequent wall and flush floor locations
- public address system
- ceiling mounted projection screen
- ceiling mounted digital projection
- sound and video presentation capabilities
- wireless LAN access / coverage
- lighting controlled to allow for different levels and zones of illumination – locate switches both by entry door and at front of room
- counter, sink, keyed cupboards
- storage for folding tables, stacking chairs, media cart, and programming accessories
- Craft supply closet

(Continued on next page)

Youth Services Program Rooms continued

Large Program Room (2,200 square feet)

The room should seat 120 people in rows of chairs or 60 at tables on a level floor. If a mullion is used it should be removable. The room is to divide into 2 portions for concurrent activities (discuss proportions with library). Plenum partitioning is required above a dropped ceiling for sound suppression when the room is divided. HVAC controls should allow for different treatments for the divided room. All programmatic capabilities are to be concurrently available to both portions of the room. This may require duplication of features in some circumstances.

The room should provide a wide range of media and technology support in each component of the room. The architects and their electrical or media consultant are requested to carefully explore these requirements with the library staff and library consultant.

- telephone, data, power, cable television outlets at frequent wall and flush floor locations
- public address system
- ceiling mounted projection screens
- ceiling mounted digital projection
- sound and video presentation capabilities
- wireless LAN access / coverage
- media control closet
- lighting controlled to allow for different levels and zones of illumination – locate switches both by entry door and at front of room
- coat racks with package shelves
- catering kitchen with counter, full size refrigerator, microwave, 2 deep sinks, disposal, keyed cupboards
- significant storage for folding tables, stacking chairs, 2 media carts, lectern, dollies and large format programming accessories
- Craft supply closet

Signage: Name of each room
signage to allow posting of room schedule and event promotion at entry of each room

Adjacencies Primary: 1) Lobby
2) Youth Services

Secondary:

Circulation Desk Area and Workroom

5,034 square feet

Function and Design Issues

The Circulation Desk is the principal point of contact for many library users. Library users come to Circulation to check-out materials, return books and pay fines, register as a borrower, and ask for directions. A diverse collection of customer service features is provided on the public floor in this area.

Library Information Display (30 square feet)

- 2 interactive flat screen monitors at eye level for service and program announcements

Community Information Center (180 square feet)

- a recessed alcove or paneled enclosure
- a prominent display of all scheduled library programs
- 1 TBS station (multifunction copier/printer/scanner) with sorting table
- 6 bins or racks for the distribution of tabloid newspapers and bulk materials
- keyed cupboards or closet with shelving for the storage of copying supplies and handouts
- 4 large wall-mounted literature racks
- 4 large bulletin boards
- 2 recycling bins

Self-Serve Reserves (216 square feet)

Provide a very visible location for 18 single-faced sections of 72" tall shelving (6 shelves/section) for book reserves. (Media holds are kept behind the desk.) Please note – 24-hour access self-serve reserve lockers are included in the Entry/Vestibule/Lobby section of the program.

Self-check Stations (250 square feet)

Customers may complete loan transactions at 10 self-check stations.

Registration Station (150 square feet)

New patrons may complete borrower registration at a grouping of 6 registration stations with secured IPADS (4 standing, 2 at ADA height).

Circulation Desk (780 sf)

Provide a queuing mechanism so that customers intuitively and cooperatively form a single line to approach the circulation desk stations. The circulation desk is composed of 4 public service stations 2 at standing height, 2 at ADA height. One of the seated stations supports a STELLA unit. The desk design is to create an identity for each station. The desk should be modular and avoid the monolithic image that so often characterizes service desk design. Pass-throughs at both ends of the desk should allow the easy movement of staff and book carts from behind the desk to the public floor. Floor treatment should reflect long hours spent by staff standing behind the desk. When considering the design of the circulation desk area it is important to note the need to control clutter. The desk should provide shielding of all cabling and equipment.

Each station is to include:

- computer
- monitor, adjustable
- keyboard, adjustable
- RFID scanner
- receipt printer
- telephone
- cash drawer
- task chair or wheeled stool
- pedestals for shelves/storage
- shield backs of equipment/cabling
- under-counter cable system

Locate 9 sections of 72" shelving behind the desk for media holds.

Circulation Workroom (2,028 sf)

A room with convenient access to the front desk and reshelving area should provide:

- A 6-place glazed collaboration space should offer controlled access from both the public floor and from the staff workroom. The space should support Mediascape-style media functionality.
- 12 staff workstations (regular and part-time) each with task chair, computer, telephone, drawers and shelves, room for 2 book carts.
- 1 glazed division head office to include a workstation, task chair, task lighting, computer, telephone, side chair, project table with 4 chairs, bulletin board, 2 sections of shelving, and 1 four-drawer file.
- Mail Station – 2 large standing height stations, one for incoming mail and one for out-going mail. The incoming station is to provide large mail boxes for all library departments and divisions. The out-going counter is to include a scale, postage meter, shelves above the counter, and storage for mailers, labels, and other mailing supplies.
- Shared features
 - 1 LAN copy/printer station
 - 1 counter with folder/sealer machine and notice preparation
 - 1 counter with sink for disc washer
 - 2 bulletin boards
 - Circ Dept. staff mailboxes
 - 2 four-drawer files for personnel files
 - clock
 - storage closet with 4 sections of shelving and 1 free-standing supply cabinet
 - staff parcel lockers and coat rack with space for wet boots/umbrellas
- Interlibrary Loan Service
 - 2 staff workstations each with task chair, computer, telephone, drawers and shelves, and room for a book cart.
 - a standing-height work table or counter with seats
 - room for 6 book carts
 - room for 8 tubs and a hydraulic lift
 - 3 single-faced sections of shelving
 - 2 work tables

Automated Materials Handling / Reshelving Room (1,400 sf)

- an area adjacent or near to the Circulation Desk enclosed to limit noise and clutter transference
- Both the exterior and interior return slots are to convey materials to single, centralized location. The distance between the return slots and the sorter room is to be kept to a minimum.
- a 13-bin sorter, conveyor equipment, and a seated computer control station
- room for 9 space bins
- a work counter with 2 manual check-in station (computer, RFID reader)
- room for 225 book carts for reshelving, reserves, and all other needs

Signage: Building directory, community information center, returns, registrations, reserves, self-checks, catalog stations, Circulation Desk, workroom

Adjacencies: Primary: Lobby, exterior and interior returns, Automated Material Handling room
Secondary:

Fiction, Media, and Music

10,742 square feet

Function and Design Issues

The Fiction, Media, and Music collections include high demand adult formats. These collections are intended for browsing. Style the area in a retail fashion – wide aisles, color, media imagery in the signage of the space.

Collections, Catalogs, Seating (10,342 sf)

- collection shelving and displays, grouped by format.
- New Materials, Quick Picks, and topical displays are at the head of the space.
- 8 catalog station spread throughout the collections
- reshelving carts throughout the stacks
- 30 casual seats and 6 two-place tables in the print collection areas in configurations that create delightful environments. Include a fireplace in the primary seating ensemble.
- break the shelving runs with seating to relieve the monotony of the stacks
- benches for browsers in the media collection areas
- Digital Discovery Bar – create a 4 place station (2 standing, 2 seated) where staff may assist patrons with digital downloads to their mobile devices. Locate near the public service desk.
- 4 media viewing and listening stations located near the media collections

Public Service Desk (400 sf)

Locate the desk to support both the print and media collections. The desk is to provide:

- The desk should be modular and avoid the monolithic image that so often characterizes service desk design. Pass-throughs at both ends of the desk should allow the easy movement of staff and book carts from behind the desk to the public floor.
- 2 staff stations, each is to include computer, telephone, pencil and box, and file drawers
- back counter with printer, 3 sections of shelving, keyed 2-drawer file
- easy egress for staff to get to public floor
- lock-box for bicycle keys
- rack for literature guides for public distribution
- 12 sections of 66" shelving behind the public service desk for Reader's Club book bags in an area that prohibits public access

Signage: Fiction, Media, and Music, each collection, range guides, service desk, digital discovery bar. Use imagery to evoke media content

Adjacencies: Primary: Lobby
Secondary: Reader Services Workroom

Public Shelving and Display Worksheet
(Shelf counts include the base shelf)

Collection	Existing # of Single-Face Sections	Percent Growth	Desired Single-Face Sections or Other Units	Square Feet
Fiction, Media, and Music Provide Slatwall end panels				
New Books Print & Audio	Equivalent of 8 sections, 66" tall or 40 shelves	25%	12 sections, 66" tall, 5 slanted shelves per section	144
Quick Picks	Equivalent of 3 sections, 66" tall or 15 shelves	33%	4 sections, 66" tall, 5 slanted shelves per section	48
New Mysteries	Equivalent of 6 sections, 66" tall or 30 shelves	33%	8 sections, 66" tall, 5 slanted shelves per section	96
Topical Displays	0	100%	1 unit – confer with design team	40
Mystery	63 sections, 90" tall or 441 shelves	50%	94 sections, 90" tall, 7 shelves per section	1,128
Fantasy	14 sections, 90" tall or 98 shelves	50%	20 sections, 90" tall, 7 shelves per section	240
Science Fiction	11 sections, 90" tall or 77 shelves	50%	16 sections, 90" tall, 7 shelves per section	192
Westerns	5 sections, 90" tall or 35 shelves	50%	8 sections, 90" tall, 7 shelves per section	96
Romance Paperbacks	11 sections, 90" tall or 99 shelves Plus one spinner	50%	16 sections, 90" tall, 9 shelves per section, plus 1 spinner display	192
Large Print (Adult and YA)	38 sections, 90" tall or 266 shelves	50%	80 sections, 66" tall, 5 shelves per section	960
Fiction	144 sections, 90" tall or 1,008 shelves	50%	216 sections, 90" tall, 7 shelves per section	2,592
Comic Books & Graphic Novels	8 sections at 90" tall or 48 shelves	50%	12 sections, 90" tall, 7 shelves per section	144
Music CD's	14 sections at 90" 9 sections at 42" or equiv. 11 sections at 66" 3 spinners (equiv. 66") or 260 shelves	10%	58 sections at 66" tall, 5 pull-out bin shelves per section, 5' aisles (16 sf per section)	928
Books on CD	11 sections at 66" or 77 shelves	0%	12 sections, 66" tall, 5 slanted shelves per section	144
DVDs Int'l	10 sections at 66" or 50 shelves	10%	12 sections, 66" tall, 5 slanted shelves per section	144
DVD's	20 sections at 66" 8 sections at 90" or 204 shelves	10%	44 sections, 66" tall, 5 slanted shelves per section	528
TV Series	24 sections at 66" tall (only 4 of 7 shelves used) or 96 shelves	50%	36 sections, 66" tall, 5 shelvers per section	432
Readers Service Desk: Readers' Club	Non-Public Controlled access area		22 sections, 66" tall, 5 shelvers per section	264

Periodical Collections

2,293 square feet

Design and Layout Issues

This area provides for the public's browsing, reading and research activities while using the current periodical collections. The periodical collections and seating are a destination.

- collection shelving
- a locker charging station to support 15 devices
- 24 lounge chairs with occasional tables and ottomans
- 4 four-place tables
- 8 two-place tables
- 1 catalog station

Collection Shelving

Collection	Existing # of Single-Face Sections	Percent Growth	Desired Single-Face Sections or Other	Square Feet
New Magazines	6 spinners and a few shelves 357 titles	Some for new shelving type	36 sections, 66" tall, 4 shelves per section with mag boxes (includes oversize)	432
Newspapers	3 spinners 16 titles	0%	3 sections, 66" tall, 3 shelves per section with mag boxes	36

Signage: Magazines / Newspapers, range guides, signage venue at the catalog station

Adjacencies: Primary: Adult Nonfiction
Secondary: Reference Services

Adult Nonfiction / Literacy Hub

14,566 square feet

Function and Design Issues

This area provides for the public's reflective reading and quiet study while using the nonfiction collection. The Literacy Hub supports literacy tutoring, collections, and volunteer support.

Nonfiction Collections (13,854 sf)

- collection shelving
- 20 casual seats with hassocks and occasional tables
- 20 two-place tables
- 4 four-place tables
- 4 public catalog stations
- Provide a location for carts of materials awaiting reshelving (50 sf allowance)

Literacy Hub (712 sf)

- Reception area with glazed outer walls, collection shelving, 4 place table, bench, slat-wall display area
- 6 two-person tutoring rooms with glass paneled door, two place table/chairs, Huddle-board style white board, clock, coat hooks, power, data
- Master Teacher Assessment Center room with glass panel door, with a four-place table in a Mediascape style configuration, 3 locking cabinets, 1 section of shelving

Collection Shelving

Collection	Existing # of Single-Face Sections	Percent Growth	Desired Single-Face Sections or Other	Square Feet
International Languages	11 sections at 90" tall 52 sections at 52" tall or 285 shelves	15%	50 sections, 90" tall, 7 shelves per section. Includes 9 world language magazine titles in mag boxes	600
New Nonfiction – Books, CDs, DVDs	7 sections at 90" (equiv.) or 42 shelves	25%	10 sections, 66" tall, 4 shelves per section	120
Display Units	5 units	0%	5 units	200
Nonfiction (includes Holiday)	NF 762 sections at 90" tall or 5,334 shelves add 32 shelves for Holiday	15%	882 sections, 90" tall, 7 shelves per section	10,584
Literacy Hub	4 sections at 52" tall or 16 shelves	100%	6 sections, 66" tall, 4 shelves per section	72

Signage: Nonfiction, range guides, Literacy Hub

Adjacencies: Primary: Reference Services, Periodicals
Secondary:

Reference Technology Commons

3,780 square feet

Function and Design Issues

The Technology Commons includes the adult computing, media, and other technology applications.

Customer Support Station (80 sf)

A customer support location with one staff station is to include a computer, telephone, limited storage for supplies, and a wheeled stool.

Scanning/Copy/Printing/Fax Center (220)

- a defined area
- 2 TBS Easy Scan Copy Stations with sorting table
- 2 LAN printers with print release station
- debit card and/or change machine
- wall-mounted literature racks and bulletin board

Public Floor Computing (1,360 sf)

- 32 computer workstations
- computer reservation station
- 1 Adaptive workstation

Technology Learning Center (670 sf)

- When not in use for training, the Learning Center should open-up widely though the use of pocket doors or similar treatments so that the entire Center is available for public use. Fixed walls of the Center should be heavily glazed (glass).
- instructor's station at the head of the space with scanner and telephone
- 12 public workstations, each with adjustable keyboard, cable management
- layout to allow easy movement through the room
- ceiling mounted digital output projector
- white board
- LAN printer station
- indirect, controlled lighting system
- clock
- free-standing keyed storage cabinet

Conversion / 3D Print Lab (430 sf)

- Fixed walls of the Center should be glazed (glass).
- 8 workstations, each with power, data, and cable management to support film, video, audio, scanning and 3D printing activities
- layout to allow easy movement through the room
- white board
- indirect, controlled lighting system
- clock
- free-standing keyed storage cabinet

Audio / Visual Studio and Editing Room (360 sf)

The studio is to provide a green wall or screen and a digital support environment to be determined in consultation by staff and the engineering team. The editing room is to include controls, panels, and other devices developed in similar collaboration. The rooms are to have a communicating door and large window. An allowance of 260 square feet is provided for the studio and 100 square feet for the editing room.

Sound Booth (360 sf)

A free-standing booth used for recording voice, music, or other sounds in a controlled environment.

Signage: Customer Support, signage venue at each public technology station, computer lab, A/V studio, sound booth

Adjacencies Primary: Reference Services
Secondary:

Reference Services and Workroom

8,382 square feet

Function and Design Issues

Staff at the Reference Desk assists the public in person and by telephone, in locating materials or information in the reference and nonfiction collections. Ambient noise control is needed.

Reference Desk (300 sf)

- 2 adjustable staff stations that can be either standing or sitting height as needed throughout the day. Each should provide support for computer, telephone, pencil, box, and file drawers. Provide treatments to limit the sound transference of staff conversations and interactions with patrons to other portions of the library. A 3rd station should conform to ADA accessibility standards and provide seats for library users and staff to conduct more extensive conversations.
- The desk should be modular and avoid the monolithic image that so often characterizes service desk design. Pass-throughs at both ends of the desk should allow the easy movement of staff and book carts from behind the desk to the public floor.
- a docking cart location for circulating laptops and tablet computers.
- easy egress for staff to get to public floor
- back counter with 4 sections of 45" shelving, 1 LAN printer.

Public Catalogs (120 sf)

- 4 public catalog stations

Study Rooms (1,320 sf)

- 10 two-place study rooms
- 6 six-place study rooms
- Provide electronic control of the study room door access
- lots of glass for ease of observation
- provide a "Mediascape" style configuration and digital amenities for each room.

Reference and Nonfiction Media Collections with Seating (2,168 sf)

- 4 two-place tables
- 2 four-place tables
- collection shelving
- 1 map stand

Microform Collection (460 sf)

- 2 microform reader/scanner/printers with computer
- 2 enlarging viewers
- 12 film/fiche storage cabinets
- locate nearest to the Technology Commons

Seed Library (80 sf)

- 1 potting table
- 1 20 drawer card file on potting table
- 1 seed pack display
- 3 posters
- 1 seat

Wellness Center (185 sf)

- A collaboration room with a glazed door for patrons to meet with nursing staff, social workers, and other community partners.
- A two-seat staff / customer station with power, data, telephone, and room for a blood pressure cuff.
- A weight scale and height station
- 2 storage cabinets
- A “Mediascape” style configuration with four seats and digital amenities

Collection Shelving

Collection	Existing # of Single-Face Sections	Percent Growth	Desired Single-Face Sections or Other	Square Feet
Reference / Genealogy	35 sections at 90" tall or 175 shelves (actual use)	(- 43%)	20 sections, 90" tall, 7 shelves per section	240
Gaming	9 sections at 45" tall (equiv.) or 27 shelves	0%	6 sections, 66" tall 5 shelves per section	72
NF Books on CD	43 sections at 66" tall or 234 shelves	20%	56 sections, 66" tall 5 shelves per section	672
NF DVDs	53 sections at 66" tall or 265 shelves	15%	62 sections, 66" tall 5 shelves per section	744
Archives				
Archives & Back-Issue Periodicals	141 sections at 90" tall	0%	140 sections, 90" tall with 5 shelves each	1,680
Post - Bulletin Materials	100 sections at 75" tall	(- 60%)	40 sections, 75" tall with 5 shelves each (existing shelving)	480

(Reference Services continued)

Staff Workroom (1,489 sf)

- 11 staff workstations (both individual and shared) each with task chair, computer, telephone; pedestal drawers and files, shelves, and room to accommodate a book truck.
- 1 glazed asst. division head office to include a workstation, task chair, task lighting, computer, telephone, 1 side chair, and bulletin board.
- 1 glazed division head office to include a workstation, task chair, task lighting, computer, telephone, side chair, project table with 4 chairs, bulletin board, 2 sections of shelving, and 1 four-drawer file.
- Shared workroom equipment
 - work counter with sink
 - printer/copier/fax station
 - 2 bulletin boards
 - staff mail boxes
 - recycling bins
 - clock
 - room for 6 book carts
 - staff parcel lockers and coat rack with space for wet boots/umbrellas
 - storage closet with 6 sections of shelving and 4 file cabinets
- Reshelving Area
 - 1 work table with chair and room for 20 book carts located in Reference Workroom

Archives and Back-Issue Periodicals Room (2,260 sf)

- A separate climate-controlled room
- 180 single-faced sections of shelving for historic reference materials and Post-Bulletin files
- 1 work table with chair

Signage: Reference Desk; each collection; range guides; signage venue at each catalog station, public computer, and microform equipment, each study room, class room, staff workroom

Adjacencies Primary: Nonfiction, Tech Commons, Periodicals

Youth Services

16,454 square feet (YS Restrooms are in unassigned allowance)

Note: Youth Services program spaces are described in the General Purpose Program Rooms section.

Function and Design Issues

The Youth Services department provides the collections and services designed for library users from birth through early middle school as well as parents, teachers, and other care givers. The Youth Services staff provides reader's guidance, reference, and programming services sought by these users. The workroom provides space for program preparation, collection development, and completion of other off-desk duties.

The Youth Services department should have a sense of identity and a sense of separation from the adult portions of the library. Walls, glass walls, or some other means of controlling access and sound transference is desired. A design motif that isn't trendy or saccharine is desired. Locate the Youth Services area to avoid entrances, skywalks, or other main thoroughfares.

The seating and collections are to be grouped in three major zones; Entry, Young Child, and Elementary.

Entry Zone (2,439 sf)

- Work with staff to identify a unifying feature element that will provide inspiration and delight for children of all ages.
- Public Service Desk: 2 seated staff stations each with a computer, telephone, storage for supplies, and a task chair. The desk should be modular and avoid the monolithic image that so often characterizes service desk design. Pass-throughs at both ends of the desk should allow the easy movement of staff and book carts from behind the desk to the public floor.
- tackable surfaces for program announcements and racks for brochures / fliers
- 2 public catalog stations
- 1 copier station with side table
- collection shelving with reshelving carts throughout the stacks
- public computing
 - 10 desk-top computer workstations, seating at each workstation should allow two users
 - 6 iPad stations
 - a reservation station, a print release station, and a LAN printer
- display case
- tackable wall surface
- 2 six-place study rooms, with electronic control of the study room door access, lots of glass for ease of observation and provide a "Mediascape" configuration and digital amenities for each room.
- Art Room – a dedicated room with floor to ceiling glazing for drop-in art and craft activities. An allowance of 200 square feet is included (currently 150 sf). Provide 2 six-place activity tables, tackable walls, supply cabinets, counter with sink, resilient flooring.
- gaming area - an allowance of 120 square feet is included. Review requirements with staff in schematic phase.
- 4 family restrooms and mother's room. These doors should accommodate double-wide strollers.
- A Calming Space is a quiet alcove or small room to include comfortable seating for child and caregiver, adjustable lighting, sound machine, noise-reducing headphones, weighted blanket visual timer, fidgets, tactile objects
- water fountain
- clock
- Provide a location for 4 carts of materials awaiting reshelving

Young Child Zone (3,016 sf)

- collection shelving with reshelving carts throughout the stacks
- 2 catalog stations
- 2 four-place child-height tables
- 4 two-place lounge chairs for parent with child seating
- 6 wheeled, light-weight casual seats
- Smart Play Spot - An emergent literacy area for young children is part of the department's open landscape. An allowance of 900 square feet is included in the program for this purpose (currently about 750 sf). This concept is to be further developed with the design team.
 - Discovery Cart
 - Post office
 - Bookmobile
 - Farmers market
 - Canoe
 - Tree trunk
 - 3 manipulative tables

Elementary Zone (5,615 sf)

- an engaging feature element to intrigue and delight this patron group (100 sf allowance)
- collection shelving with reshelving carts throughout the stacks
- 3 catalog stations
- stepped or tiered seating area to seat 20
- 12 fun casual seats
- 2 two-place tables
- 2 four-place tables

Young Adult (3,632 sf)

Young Adult provides a highly visible, identifiable area for teen library customers, their collections, and their services. While managed by Youth Services staff it should have a strong sense of separation from the young child and elementary areas.

The Young Adult area should be an identifiable space with a bright, open, relaxed atmosphere through the use of signage, graphic art, banners, display pieces, overhead pieces, and furniture style. The architect and interior design team will want to explore these issues with teen customers, the staff and design team. Creation of an acoustical isolation that allows teens to enjoy their space while preventing their enjoyment from distracting others is important.

- Public Service Desk: 1 seated staff customer support station with computer, telephone, limited storage for supplies, task chair, and docking station for 6 laptop and 6 tablet circulating computers.
- tackable surfaces for program announcements and racks for brochures / fliers
- collection shelving
- 16 computer workstations
- a reservation station, a print release station, and a LAN printer
- 2 catalog stations
- 4 two-place tables on casters
- 3 four-place tables on casters
- 20 casual seats located in several groupings throughout the space
- 2 two-place study rooms with electronic control of the study room door access and lots of glass for ease of observation
- A flexible activity area of about 360 sf to support gaming, art, and other activities. Please include wheeled activity tables, tackable walls, supply cabinets, resilient flooring. Confer further with staff.
- tackable wall surface for display materials
- reshelving carts throughout the stacks

Public Shelving and Display Summary (Shelf counts include the base shelf)

Collection	Existing # of Single-Face Sections	Percent Growth	Desired Single-Face Sections or Other	Square Feet
Entry Zone				
Display Units	4 units	50%	6 units	240
Magazines	5 spinners 45 titles	0%	4 sections, 66" tall with mag boxes on 4 shelves per section	48
Picture Books with or on CD	4 sections at 45" tall or 12 shelves	0%	4 sections, 45" tall, 3 shelves per section	48
DVD / CD with Books, Music, Games	7 sections at 66" tall or 42 shelves	0%	8 sections, 66" tall, 5 shelves per section	96
DVD Movies (fic. And nfic.)	16 sections at 66" tall or 96 shelves	0%	16 sections, 66" tall 6 shelves per section	192
Reference and kits, book bundles	5 sections at 45" tall or 15 shelves	0%	5 sections, 45" tall 3 shelves per section	60
Young Child				
Picture Books (includes new)	76 sections at 45" tall 7 sections at 66" tall or 256 shelves	31%	118 sections, 45" tall, 3 12-inch slotted shelves per section	1,416
Pre-School	12 sections at 45" tall or 36 shelves	0%	12 sections, 45" tall 3 12-inch slotted shelves per section	144
Board Books	20 shelves	0%	8 sections, 45" tall 3 12-inch slotted shelves per section	96
Elementary				
Nonfiction (includes new)	97 sections at 66" tall or 388 shelves	15%	112 sections, 66" tall 4 shelves per section	1,344
World Language	6 sections at 66" tall or 24 shelves	50%	10 sections, 66" tall 4 shelves per section	120
Holiday	21 sections at 66" tall or 105 shelves	31%	28 sections, 66" tall 5 shelves per section	336
Parent Teacher	1 section at 66" tall or 4 shelves	0%	1 section, 66" tall 4 shelves per section	12
Fiction and Nonfiction Readers	9 sections at 66" tall or 45 shelves	50%	14 sections, 66" tall 6 shelves per section	168
Fiction (includes new)	88 sections at 66" tall or 440 shelves	50%	132 sections, 66" tall 6 shelves per section	1,584
Graphic Novels	9 sections at 66" tall or 45 shelves	100%	18 sections, 66" tall 5 shelves per section	216
Young Adult				
Display	1 book cart	200%	2 display units confer with design team	60
Graphic Novels	4 sections at 45" tall 1 section at 90" tall or 23 shelves	150%	10 sections, 66" tall 5 shelves per section	120
Fiction	19 sections at 90" tall or 133 shelves	100%	54 sections, 66" tall 5 shelves per section	648
Nonfiction and Back Issue Mags	3 sections at 45" tall or 9 shelves	100%	6 sections, 66" tall 5 shelves per section	72
Magazines	1 spinner 8 titles	0 %	1 section, 66" tall with mag boxes on 4 shelves per section	12

Youth Services continued on next page

Youth Services Workroom (1,427 sf)

- 11 staff workstations each with task chair, computer, telephone; pedestal drawers and files, shelves, and room to accommodate a book truck.
- 1 glazed division head office to include a workstation, task chair, computer, telephone, side chair, project table with four chairs, bulletin board, 3 sections of shelving, and 1 four-drawer file.
- 1 glazed asst. division head office to include a workstation, task chair, task lighting, computer, telephone, 1 side chair, and bulletin board.
- 1 large standing height work island with 6 seats
- copier
- LAN printer
- work counter with sink and room for a paper cutter, laminator, button machine, etc.
- 4 sections of library shelving
- 3 sections of industrial shelving
- 2 bulletin boards
- staff mail boxes
- 8 book/programming carts
- staff parcel lockers and coat rack with space for wet boots/umbrellas
- clock

Storeroom (325 sf)

A storeroom for craft supplies and display pieces is to be located off the workroom. The room is to include

- 6 sections of 12" library shelving
- 6 sections of industrial shelving
- 3 storage cabinets
- 1 fifteen-drawer flat file
- 60 square feet of floor space for storage of larger objects and carts.

Signage: Youth Services, Young Adult, service desks, collections, range guides, a changeable signage venue at each computer, program rooms, workroom

Adjacencies: Primary: Lobby, YS program rooms
Secondary:

Reader's Services Workrooms and Offices

2,435 square feet

Function and Design Issues

The workroom provides space for departmental staff to complete their support work requirements. Work flow is critical to Reader's Services. Large quantities of materials to the workroom and flow back out to the bookmobile, volunteers, and locations throughout the library. A clear path to the garage, staff elevator, and wide pathways within the department are critical.

Bookmobile / Outreach Workroom (1,261 sf)

- 3 standing-height staff workstations each with stool, computer, LAN printer and receipt printer, telephone, drawers and shelves.
- 12 sections of shelving for homebound and bookmobile set-up
- space for 30 book carts
- 80 square feet of open floor space for delivery box storage
- bookmobile collection shelving
- large bulletin board

Collection Shelving

Collection	Existing # of Single-Face Sections	Proposed # of Single-Face Sections	Notes	Square Feet
Bookmobile collection				
All Bkmb. Items	50 at 90"	50 at 90"		600

General Workroom and Office (1,174 sf)

- 7 staff workstations each with task chair, computer, telephone, drawers and shelves.
- Adult Programming Coordinator office to include a workstation, task chair, computer, telephone, side chair, 1 section of shelving, and 1 four-drawer file.
- 1 glazed Division Head office to include a workstation, task chair, task lighting, computer, telephone, side chair, project table with 4 chairs, bulletin board, 2 sections of shelving, and 1 four-drawer file.

Shared Equipment

- work table with 8 task chairs
- LAN printer
- storage cabinet
- 8 sections of shelving
- counter with sink
- 2 four-drawer files
- 2 bulletin boards
- staff mail boxes
- 8 book carts
- staff parcel lockers and coat rack with space for wet boots/umbrellas
- clock

Signage: Readers Services, workroom

Adjacencies: Primary: Garage, Receiving
 Secondary: FFM Public Floor

Technical Services

3,485 square feet

Function and Design Issues

The workroom provides space for departmental staff to order, receive, and to complete the intellectual and physical preparation of materials for the library's collections.

Work flow is critical to Technical Services. Large quantities of newly received materials and materials requiring attention come to TS, and handled in numerous steps, and flow back out to locations throughout the library. A clear path to the staff elevator and wide pathways within the department are critical.

Staff Workstations / Office (2,148 sf)

- Acquisitions Work Area - 2 large standing-height receiving work tables with drawers for box opening implements, room for 8 book carts, stacked boxes, a lift device, and 2 large curb-side style trash receptacle. Locate to provide sound isolation.
- Processing and Mending Area – 2 15-foot-long work islands each with a central supply shelf and 4 task chairs per side. Provide 6 sections of shelving for both processing and mending supplies and 8 sections of shelving for materials waiting to be mended. Provide room for 8 book carts adjacent to each work island.
- 15 staff workstations each with task chair, computer, bar code scanner, telephone; pedestal drawers and files, shelves, and room to accommodate 2 book trucks. Note – 2 of the stations require 120 square feet.
- 1 glazed division head office to include a workstation, task chair, task lighting, computer, telephone, side chair, project table with 4 chairs, bulletin board, 2 sections of shelving, and 1 four-drawer file.
- 1 glazed asst. division head office to include a workstation, task chair, task lighting, computer, telephone, 1 side chair, and bulletin board.

Shared workroom equipment (855 sf)

- 6 sections of shelving
- 3 free-standing supply cabinets
- 2 bulletin boards
- white board
- 24 staff mail boxes
- recycling bins
- large paper cutter
- clock
- standing work table with chairs
- counter with sink and storage cupboards
- room for 50 book carts
- printer/copier station
- large garbage can
- staff parcel lockers and coat rack with space for wet boots/umbrellas

Supply Room (482 SF)

- provide 36 sections of industrial shelving and 2 free-standing supply cabinets

Signage: Technical Services

Adjacencies: Primary: staff vertical circulation core

Secondary:

Computer Center

(1,221 square feet)

Function and Design Issues

The Computer Center provides space for the staff and equipment that support all computing activity at the library. Attention to Electric and Data Engineers: provide data distribution closets throughout the building as distances and configurations require.

Staff Workstations / Office (656 sf)

- 1 help desk – at the entry to the department a workstation with task chair, computer, telephone, pedestal drawers and files, shelves, and room to accommodate an equipment cart.
- 2 PC technician stations – 2 large adjustable worktables for the repair of computer systems, printers, and other equipment
- 1 equipment implementation station – a large work counter for the preparation and staging of new computer equipment.
- 3 IS specialist workstations – each workstation with task chair, computer, telephone, and an additional work surface
- 1 part-time workstation with task chair, computer, telephone
- 1 glazed division head office to include a workstation, task chair, task lighting, computer, telephone, side chair, project table with 4 chairs, bulletin board, 2 sections of shelving, and 1 four-drawer file.
- **Support Equipment (265 sf)**
 - LAN printer
 - 1 white board / bulletin board
 - clock
 - 1 section of shelving
 - storeroom with 4 sections of industrial shelving and fire safe
 - 2 storage cabinets
 - 3 equipment carts
 - coffee stand
 - staff parcel lockers and coat rack with space for wet boots/umbrellas
- **Server Room (300 sf)**
 - 2 network system racks, allow the racks and system equipment workstation to stand free from the wall to allow cable servicing
 - 4 2-post Wire Racks
 - security camera central equipment
 - 1 workstation with task chair, computer, telephone
 - controlled electrical and HVAC service
 - Confer with staff during design development for specific environmental and electrical requirements.
 - Glazing should allow staff to view the network equipment.

Signage: Computer Center

Adjacencies: Primary: staff vertical circulation core
Secondary:

Administration and Communications

3,312 square feet

Community Collaboration Space (530 sf)

A 30-seat public meeting space accessed from the public floor for the community and library to come together in planning and information sharing. Provide reconfigurable tables, seating, a flat panel monitor with input and power locations around the room, and a telephone. A presentation board, service counter, clock, and coat rack are required. Secondary access is provided from the Administration area

Reception Area (264 sf)

- The public reception area includes 2 visitor chairs, a side table, coat rack, clock.
- The reception area should be colorful, welcoming, and reflect the Library's branding.
- A staffed reception counter / workstation greets visitors to the Administrative Reception Area. The staff station includes a computer, telephone, pencil and file drawers. A full height door and wall separate the public reception area from the administrative offices.
- A glazed visitor collaboration room (with blinds) is accessed from both the public floor and from the administrative offices. The room includes a four-place "Mediascape" style configuration.
- coat rack
- clock

Staff Workspaces (1,368 sf)

- **5 staff workstations** (1 administrative assistant, 1 graphic designer (near graphics production center), 1 volunteer coordinators, 2 part-time office assistants, each with task chair, computer, telephone; pedestal drawers and files, shelves, and room to accommodate a book cart. Provide acoustical and visual privacy while allowing for line-of-site connections.
- **Library Foundation office** with 2 workstations each with computer, printer, telephone, 2 four-drawer lateral files, project table with 4 chairs, 2 storage cabinets, 2 sections of shelving, and coat rack.
- **Grant and Outcomes Specialist office** with workstation, computer, printer, telephone, 1 four-drawer lateral file, 1 side chair, project table with chairs, and 2 sections of shelving.
- **Marketing and Community Engagement Division Head's office** with workstation, computer, telephone, 2 four-drawer lateral files, 1 side chair, project table with chairs, and 2 sections of shelving.
- **Marketing Wall**
3 sections of display shelving of a wide array of marketing materials staff may take for use in their service areas.
- **Administrative Services Coordinator's office** with workstation, computer, printer, telephone, 2 four-drawer lateral files, 1 side chair, project table with chairs, and 2 sections of shelving.
- **Department Head's (Library Director) office** with workstation, computer, printer, telephone, 1 four-drawer lateral file, side chair, project table with 4 chairs, and 2 sections of shelving.

- **Staff Planning Room**

A room to seat 15 with reconfigurable style tables and seating. Provide a flat panel monitor with side table for computer input device, abundant electrical and data outlets, and a telephone. A large presentation board, clock, and coat rack are required.

Copy / Graphic Production Center (720 sf)

This work space should be glazed to allow visual scrutiny of on-going printing projects. It should also provide sound isolation of the noisy equipment. The room should be accessible from the Administrative area and also by other staff directly without passing through the Administrative area.

- resilient flooring
- large primary printer/copier/fax
- 2 large island work stations with storage below
- large white board
- 1 large keyed storage cabinet for camera equipment
- vertical foam core board storage
- 4 four-drawer lateral files
- 1 flat plan file
- recycling bins
- ventilation of glue, toner, paint odors
- Counters with space for:
 - sink
 - 2 laminators with roll storage
 - 3 cutters
 - 1 folding machine
 - Banner/Poster printer with storage of oversized paper rolls
 - cupboards above and below
- 4 sections of shelving for paper storage
- staff mail boxes
- staff parcel lockers and coat rack with space for wet boots/umbrellas

Supply Room (275 sf)

- 2 sections of shelving for marketing material storage
- 6 sections of industrial shelving
- 4 free-standing supply cabinets

Secure Records Storeroom (155 sf)

- 5 four-drawer lateral files
- 5 sections of industrial shelving
- safe

Signage: Administration and Communications

Adjacencies: Primary: Public Floor, vertical circulation cores
Secondary:

Staff Room

1,050 square feet

Function and Design Issues

This space provides for the personal needs of staff and volunteers. The existing staff room is very appropriate with the following recommended updates:

- secluded from the public
- counters with 2 deep sinks, 3 microwaves, 1 toaster, and cupboards above and below
- 2 very large refrigerators
- Stove
- dishwasher
- 6 one-place tables, 6 two place tables, 2 four-place tables
- 12 soft seats
- zone the seating to create chat and quiet zones
- 1 closed telephone booth or nook
- Strong ventilation
- incorporate recycling bins into the millwork
- shower – a single occupant shower room with changing area, mirror, bench, and supply closet.
- wellness room - a quiet retreat with reclining chair, controlled incandescent lighting, mirror, sink, and small refrigerator.

Signage: Staff Room, Shower, Wellness Room

Adjacencies Primary: staff circulation core, staff restrooms

Maintenance

1,426 square feet

Function and Design Issues

This space provides for staff work space and equipment. Doors accessing this space are to be double-leaf.

Staff Workroom (456 sf)

- 4 staff workstations with computer, telephone, chair
- 1 plan table
- 2 four-drawer lateral files
- 1 ten-drawer plan file
- 2 sections of shelving
- bulletin board
- parcel lockers and coat rack

Shop Room (970 sf)

- receiving counter
- 2 work benches
- large tool peg board
- 2 wheeled tool boxes
- 10 sections of industrial shelving for parts
- 10 sections of industrial shelving for supplies
- 4 four-wheeled carts
- 4 vacuums
- 1 shampooer
- 1 carpet extractor machine
- 1 flammable storage cabinet
- 2 sinks; 1 general purpose sink and 1 floor mop sink
- Eye wash station

Signage: Maintenance

Adjacencies Primary: staff vertical circulation core
Secondary:

Storeroom

1,500 square feet

Function and Design Issues

The storeroom provides space for clean storage of supplies, equipment, parts, shelving parts, seasonal displays, and other items not needed for current use. The storeroom is to be conditioned space and provide 1 work table with chairs, telephone, shelving as specified, and 2 locked cages. The space is to have a sealed concrete floor. The doorway should accommodate wheeled pallets.

The space may be broken into 2 or 3 smaller storerooms to reflect schematic or access concerns.

Signage: Storeroom

Adjacencies Primary: staff vertical circulation core
Secondary:

Volunteer Center

120 square feet

Function and Design Issues

The Volunteer Center provides space for volunteers to store their personal belongings check-in, and become aware of important information.

The Volunteer Center is a secure room that provides:

- counter with a computer sign-in station and notebook, with cupboards below for supply storage.
- bulletin board or tack wall for the posting of operational notices
- parcel lockers and coat rack for 24 volunteers with space for wet boots/umbrellas and bench

Signage: Volunteer Center

Adjacencies Primary: Friends' Book Store, Circulation Workroom
Secondary:

Friends' Storeroom / Workroom

2,000 square feet

Function and Design Issues

This large room provides space for receiving, storing, sorting, and preparing donations for sale or other disposition. Materials come to this room from the library's general Receiving Room. Investigate how to most efficiently convey materials to this location from the receiving room, Manual roller conveyors have been suggested.

Initial Sorting Station

An oversized worktable for unboxing and sorting donations. Also allow room for book storage, carts, two and four wheeled trucks, **Materials move from here to four ultimate possible locations:**

Trash

- 3 large bins for materials awaiting disposal

Book Sale

- 1 work table with chair
- 16 tub sorting rack (existing)
- 24 sections of 90" shelving
- 200 square feet of open floor space for empty boxes and boxed sale items

On-line Sales / Book Store

- 4 workstations with task chair, computer, bar code scanner, printer, telephone, and room for 2 book carts at each station
- 16 tub sorting rack (existing)
- 10 book carts in queue
- 10 sections of shelving

Library Review

- 10 book carts awaiting movement to Technical Services

Friends "Office"

1 workstation for organizational matters with computer, printer, telephone, 1 four-drawer lateral file, 1 side chair, and 2 sections of shelving.

Other Needs

- parcel lockers and coat rack with space for wet boots/umbrellas and bench
- counter with sink

Signage: Friends Storeroom / Workroom

Adjacencies Primary: Receiving, Friends' Book Store, Program Rooms
Secondary:

Receiving / Staff Entry

450 square feet

Function and Design Issues

Either a loading dock or an exterior recessed hydraulic lift is needed to assist in the off-loading of box trucks and tractor-trailers making deliveries. Site constraints, budget, and other design issues will be considered in evaluating the options for off-loading. The design team will consult with the library planning team to identify the preferred solution.

The receiving room is the location for staff entry, library deliveries, and book sale donations. A key card passage door with lite is needed for staff. A power-assisted, double leaf door provides delivery services and donors with an unobstructed passage to the receiving room. Provide a call function for delivery personnel and donors.

The receiving room should include 4 sections of industrial shelving, 230 square feet of floor space for boxes/bins, 4 sections of 72" industrial shelving for "Books for Babies", and room for 1 flatbed hand truck, 1 two wheeled truck, and 2 flat book trucks.

An interior double leaf door should offer a direct, wide throated route to the service elevator and the body of the library on every floor. The passage should allow for the movement of a pallet lift and pallet.

Signage: Receiving, Staff Entry, Book Sale Donations
Call Box

Adjacencies Primary: garage, staff vertical circulation core
Secondary:

Garage

2,680 square feet

Function and Design Issues

The garage houses 4 vehicles: the bookmobile, a minivan, pick-up truck, and an SUV. It also supports a number of bicycle and outreach activities.

Garage (2,080 sf)

- provide a drive-thru configuration so that vehicles enter in drive gear and exit in drive gear thru a second set of doors avoiding the need to back-up.
- 3'0" exterior passage door
- electric overhead door opener(s)
- exhaust of engine emissions
- 220 volt service for bookmobile land-line
- computer outlet
- wall mounted telephone
- hose bib and slop sink
- floor drain with settlement basin
- 1 wall-mounted vacuum
- 3 snowblowers, snow sweeper, power washer, snow shovels, salt spreader
- 2 ladders
- 2 six-foot-long sections of industrial shelving
- 3 storage cabinets

Adjacent Workroom (600 sf)

- 3'0" passage doors to garage and to the library interior
- 1 Book Bike
- 3 bicycles
- Art cart
- 2 E-Bikes
- bike repair work table and stand
- 2 cabinets for Bok Bike and Art Cart supplies
- 3 large Rubbermaid totes
- 1 section industrial shelving
- 1 cabinet for Outreach supplies
- Outreach Equipment; tents, tables, 4 suitcases, banner stands, prize wheel and other unanticipated needs.
- washer/dryer and side table

Signage: Garage

Adjacencies Primary: Readers' Services Workroom
Secondary:

Custodial Closets

320 square feet

Design and Layout Issues

Custodial closets provide storage for the custodial service supplies and equipment.

There should be an 8' x 8' custodial closet in a square shape on each floor plus 1 in the lobby. Each closet is to include

- 1 section of industrial shelving
- trash cart
- vacuum
- wheeled mop bucket
- mop sink
- open floor space for storage of equipment/supplies
- sealed concrete floors

Signage: Custodial Closet

Adjacencies Primary: None

**Rochester Public Library
Building Expansion Project**

2020 Projected Operating Budget

April, 2014

**Prepared with the Assistance of
George Lawson Library Planning
In association with HGA Architects and Engineers**

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1.0 The Planning Environment

It is an exciting time for public library service. Library services nationally are in a state of continuous improvement and Rochester's Public Library is in the thick of it. Community residents are making record use of their public libraries, responding to libraries that embrace important new roles and methods while maintaining valued traditions. The proposed improvements to the library building and the projected operating costs are but a means to an end – quality library service for the residents of Rochester and Olmsted County.

The service directives of the Rochester Public Library Strategic Plan 2013-2015 provide much of the impetus for the building project. Developed through a community based planning process, the Strategic Plan calls for a library that engenders community engagement, life-long learning activities, opportunities for creative expression and innovation, and supports inclusion and connection. The building project and consequent operating budget are necessary to see these initiatives fulfilled.

The following two excerpts from the library's Strategic Plan document the community service impetus for the proposed facility improvements and supporting budget.

1.1 Excerpts from the Rochester Public Library Strategic Plan 2013-2015

Goal 1: Grow Literacy and the Ability to use Library and Information Resources

Initiative A: Children start school ready to learn to read and write.

Initiative B: Community members' basic literacy needs are addressed

Initiative C: Information seekers get answers through greater assistance and relevant education

Initiative D: Students will have enhanced opportunities to help them succeed in school and beyond

Goal 2: Engage the Community

Initiative A: Community members increase engagement through interactive programming and partnerships

Initiative B: Individuals feel part of the community through inclusion and connection

Initiative C: Community members increase participation in and awareness of citizenship rights and responsibilities

Initiative D: Community members have expanded opportunities for creative expression and innovation

Goal 3: Build Infrastructure to Meet Community Needs

Initiative A: Community members have access to space to meet community needs as defined by the rest of the strategic plan

Initiative B: Community and staff access the digital world utilizing the latest technology

Initiative C: The community understands the benefits of the library and its services, and the community has confidence in the library's stewardship and effectiveness

1.2 Library Service Responses: and Excerpt from the Library Strategic Plan 2013-2015

Service Challenge

**Connect to the Online World:
Bridging the Digital Divide**

Service Response

The library provides high-speed Internet access and assistance in the use of software, hardware, and social media programs with no unnecessary restrictions or fees.

**Create and Nurture Young Readers:
Growing Early Literacy**

The library provides programs, services and space designed to ensure that children will enter school ready to learn to read and write and continue to be successful readers and writers throughout their lives.

**Satisfy Curiosity & Stimulate Imagination:
Supporting Lifelong Learning & Leisure**

The library provides materials in multiple formats, opportunities and space for enrichment, interaction, community engagement, education and entertainment.

**Information Literacy:
Empowering Information Seekers**

The library provides customers with the resources and assistance to search for, locate, evaluate and effectively use information to resolve an issue or answer a question.

**Know Your Community:
Connecting Neighbors**

The library connects customers to a wide variety of programs, services, talents, resources and activities provided by agencies, organizations and individuals throughout the community.

**Succeed in School:
Developing Successful Learners**

The library provides students with the resources and services they need to succeed in school.

**Be an Informed Citizen:
Increasing Civic Engagement**

The library provides a safe forum for civil discussion of public issues and information to fulfill civic responsibilities at the local, state and national levels so that citizens can fully participate in community decision making.

**Learn to Read and Write:
Growing Youth and Adult Literacy**

The library provides youth and adults the support they need to improve their literacy skills and meet their personal goals.

**Express Creativity:
Innovating Our Future**

The library provides opportunities for customers to explore and enrich their potential to enhance their lives, their work, their community and their world through self-exploration and collaboration.

1.3 Peer Facility Responses

As noted before, there is a regional and national trend to innovative library services. These service enhancements are pushing a concurrent trend in building improvements. The following table illustrates the strong community response experienced throughout the Midwest to innovative and forward-looking library planning. Rochester's library building efforts are in sync with this regional and national trend.

Midwest Public Library Building Projects, 2010-2013, of more than 40,000 gross square feet

Library	Service Population in Thousands	Type of Project	Square Feet	Year
Cedar Rapids (IA)	134,000	New	94,116	2013
Arlington Heights (IL)	75,000	Addition / Renovation	60,000	2013
Madison (WI)	256,000	Addition / Renovation	120,000	2012
Quincy (IL)	52,000	Addition / Renovation	52,096	2012
Bolingbrook (IL)	68,000	New	110,900	2012
Kearney (NE)	31,000	Addition / Renovation	49,052	2012
Fairview Park (OH)	17,000	Addition / Renovation	44,225	2012
Saint Peters (MO)	217,000	New	56,232	2012
Romeoville (IL)	35,000	Addition / Renovation	46,000	2012
Glenview (IL)	45,000	New	87,000	2011
Mason City (IA)	27,000	Addition / Renovation	44,419	2011
Kentwood (MI)	48,000	New	47,000	2011
Kokomo (IL)	76,000	Addition / Renovation	45,000	2011
Fitchburg (WI)	25,000	New	57,000	2011
Fox Lake (IL)	25,000	New	45,000	2011
Peoria (IL)	115,000	Addition / Renovation	94,080	2011
Dubuque (IA)	60,000	Addition / Renovation	46,904	2011
Libertyville (IL)	60,000	Addition / Renovation	46,120	2011
St. Cloud (MN)	107,000	New	118,025	2010
Bloomfield Township (MI)	77,000	Addition / Renovation	102,505	2010
Novi (MI)	52,000	New	66,000	2010
Maple Gove (MN)	63,000	New	44,000	2010
West Chester (OH)	95,000	New	48,350	2010
Bloomington (IN)	129,000	Addition / Renovation	54,185	2010
Roseville (MN)	131,000	Addition / Renovation	74,175	2010
Sioux Falls (SD)	192,000	Addition / Renovation	61,832	2010

2.0 Budget Projection Considerations

There are several primary influences in projecting a 2020 operating budget in the proposed building. Some are entirely independent of the building project, others stem directly from the changes the building projects will bring. These key influences include:

- Population Trends
- Building Size
- Customer Demand
- Inflation
- Normal and Enhanced Service Improvements

2.1 Population Trends

The projected population growth of Rochester and Olmsted County will require a budgetary response regardless of considerations stemming from the building project. The State Demographer Center's population projections suggest significant growth for the library service population.

	Rochester	Olmsted County
2010 U.S.Census	106,769	144,248
2020 MN. Demographic Center Projection	122,991	168,400
2030 MN. Demographic Center Projection	135,253	183,290
2035 MN. Demographic Center Projection	140,054	189,110
Per Cent Increase: 2010 to 2035	+31.12%	+31.11%

Population and Service Level Maintenance

Maintenance of recent service levels in the face of the projected population growth will require additional staff. If the population per FTE were to remain constant at the average of 1 FTE per every 1,901 residents by the year 2020, the staff would need to grow from the current 71.12 FTE to 88.58 FTE. Such a straight-line relationship is unlikely but it points out the staffing pressures that will need to be addressed in the near future. The projected 2020 operating budget does not address this service level challenge; rather this is an area of discussion for the intervening annual budget seasons.

Population per FTE: Historic and Extrapolated Staffing Levels, Rochester Public Library

Year	Total # of Paid FTE Employees	Population of the Legal Service Area	Population Served per FTE
2009	73.27	133,715	1,825
2010	71.13	135,606	1,906
2011	70.08	136,423	1,947
2012	71.12	137,721	1,928
Avg.			1,901
2015	83.61	*158,940	1,901
2020	88.58	*168,400	1,901

* Projected Olmsted County Population – State Demographic Center

2.2 Size of the Building

The building improvements envisioned for Rochester's Public Library call for the existing 80,850 square foot building to be expanded to 165,730 square feet. This doubling of area carries with it inherent additional costs for insurance, heating, cooling, cleaning, lighting, maintenance, replacement of consumable supplies, and the like. The size of the building itself and the increased array of services and collections will also require some measure of increased staffing both for customer service/support as well as for the appropriate supervision of a trusted public space that serves patrons of all ages.

See Section 4.5 for utility projection information based on building size projection.

2.3 Customer Demand

“If you build it they will come.” These paraphrased words from the movie **Field of Dreams** hold true for any important improvement in municipal facilities. A new or enhanced recreation center, aquatic park, or library can all anticipate a strong, enduring community response.

Based on historic patterns, a library may expect to see an increase in use of between 25 and 50 percent when opening a new building or significantly expanding and renovating an existing building. Libraries with a very strong existing service program such as the Rochester Public Library commonly experience increased use at the 25 percent end of the range. Libraries remediating large shortfalls in facility and/or services tend towards the higher end of increased use.

It is important to note that is a **permanent increase in the base use of the library**, not a one-time spike in demand. While typically the second year of operation sees a short-term plateauing of demand, the third and ensuing years show a return to the regular increases in use the library has historically experienced.

2.4 Inflation

Post 2008 economic conditions have resulted in very weak pressure on general prices. With the emergence of what is hoped to be a strengthening economy, inflation can be expected to return as a factor requiring slightly stronger consideration. In looking at pronouncements from the Federal Reserve and published expectations of Wells Fargo, a 2% rate of inflation for 2014 and a 3% rate for the remaining years through 2020 may be appropriate.

2.5 Normal and Enhanced Service Innovations

The library's 2013 Strategic Plan represents the continuous improvement approach taken by the Rochester Public Library. Nationally, library service is in an exciting state of reinvention. We are all familiar with the tremendous improvements that digital content and access is bringing to all aspects for society. Rochester's Public Library is at the forefront of those innovations.

Other areas of improvement are also driving the library's current / ongoing service and budgetary planning. One example is a greater focus on the library as a center for content creation and sharing. Another is a more rigorous commitment to early childhood literacy. And there is a growing focus on helping our teens enrich their learning and life experiences. These are a few examples of the many ongoing initiatives that are reflected in the library's ongoing budgetary planning. All of these service improvements are being undertaken regardless of the library building project.

In addition to the normal and incremental improvements in library services the building expansion and renovation will enable significant enhancement of many activities. The community's collaboration, creation, and sharing activities receives a transformative boost through the creation of an auditorium, four additional general purpose program rooms, and 18 collaborative study spaces.

Patrons' creative impulses are supported through the creation of a more robust maker space, an audio / visual studio and editing room, youth art room and science spot. The children's Smart Play Spot is reimaged in the course of the project. The new Technology Learning Center will provide enhanced patron technology support.

2.6 Specific Cost Issues

There are some anticipated cost increases that are known but are not related specifically to the building project. Subscriptions to on-line database services are such an area of expenditure. The extraordinary cost increases anticipated for database services will need to be included in the planning but should not be associated with the project. For that reason these cost increases are added to the 2019 base budget and carried into the projected 2020 budget with the addition of only the normal inflationary modifier.

3.0 The Base Operating Budget – FY 2019

In order to properly gauge the budgetary effects of operating a 165,000 square foot renovated / expanded library in the year 2020 it is first necessary to establish the contrasting projected budget for the preceding 2019 budget.

3.1 Library Operating Budget History

For the readers' reference the following historical budget data are provided. Please note that utility costs are being addressed in a separate analysis.

Items	2010 Approved	2011 Approved	2012 Approved	2013 Approved	2014 Approved
Salaries and Benefits	4,457,993	4,615,444	4,653,446	4,763,912	4,995,219
Contractual¹	699,181	695,082	795,992	829,745	830,702
Commodities	118,845	119,792	115,375	111,191	102,405
Capital Outlay²	562,724	557,236	630,883	642,160	621,189
Other: JCI Debt Service	22,445	22,446	22,445	22,446	22,445
Total	5,861,188	6,010,000	6,218,141	6,369,454	6,571,960

¹ Includes Depreciation, Replacement, and Collection Charges

² Books & Other Collection Materials

3.2 2019 Base Operating Budget

The 2019 projected base budget is accomplished by modifying the Approved 2014 budget to reflect anticipated inflationary effects and adding in any known one-off expense factors above and beyond the inflation factor.

- The inflation modifier is a 2% rate for 2014 and a 3% rate for 2015 thru 2019 and 2020 (per published projections by the Federal Reserve and Wells Fargo).
- Electric utility rate increases were based on the 10 year average from RPU (3.27%).
- Steam rates were increased by 2.5% annually.
- Library staff recommends accelerating the fees for database access well beyond the inflationary rate. The library spends \$81,000 in 2014 for these services; the 2019 adjustment increases that by \$40,000.

2019 Base Operating Budget

Items	2014 Approved	2015	2016	2017	2018	2019 with Database Allowance
Salaries and Benefits	4,995,219	5,095,123	5,247,977	5,405,416	5,567,579	5,734,606
Contractual³	628,888	641,466	660,710	680,531	700,947	761,975
Electric Utility	99,494	102,748	106,108	109,578	113,161	116,861
Steam Utility	97,773	100,970	104,272	107,682	111,203	114,839
Sewer, Water, Storm Water Utilities	4,547	4,638	4,777	4,920	5,068	5,377
Commodities	102,405	104,453	107,587	110,814	114,139	117,563
Capital Outlay⁴	621,189	633,613	652,621	672,200	692,366	713,137
Other: JCI Debt Service	22,445	22,894	23,581	24,288	25,017	25,767
Total (with Utilities)	6,571,960	6,705,905	6,907,633	7,115,429	7,329,480	7,590,125

³ Includes Depreciation, Replacement, and Collection Charges.

⁴ Books & Other Collection Materials

4.0 2020 Budgetary Responses

The discussion of projected 2020 budgetary requirements is best organized using the library's regular operating budget categories: Personnel, Contractual, Commodity, and Capital expenditures.

4.1 Personnel

There are three primary factors driving personnel expenditures in the projected 2020 budget.

- First and foremost is the certain increase in customer use of the library. As noted before, Rochester Public Library should plan on a permanent increase of 25% in library use the very first year of operation of the improved library building.
- The library staff will need to provide service to those additional customers in a building some 80,000 square feet larger than the existing building, on twice as many floors. It should be noted that the planning team has striven to avoid creation of an inherent requirement for an increased number of service desks needed to operate the building.
- In response to the community-based Strategic Plan the building project will provide a number of additional program and collaborations spaces. Staff is needed to plan and lead these enhanced programming activities. The improved building also provides enhanced services for technology consumers, children, and teens, all of which will require additional staff support.

4.1.1 Peer Benchmarking

Peer benchmark data also suggests that staffing levels at the Rochester Public Library are below average. The peer comparison includes all Midwest public libraries with legal service area populations of 100,000 to 175,000, one main library, one branch or bookmobile, and operating expenditures of at least \$35.00 per capita. As noted in the table below Rochester's library FTEs per 1,000 population rate is 17.6% lower than the peer group average. It is also useful to note that Rochester's overall expenditures per capita rate is well below the peer group average.

Staffing Benchmark: All Midwest Peer Libraries

Library	Legal Service Area Population	Main Library	Number of Bookmobiles or Branches	Expenditures per Capita	Staff in FTE's	FTE's per 1,000 Population
Joliet IL	147,433	Yes	1	36.95	80.96	0.549
Vigo County, IN (Terre Haute)	105,848	Yes	1	51.34	71.5	0.766
Rochester Hills, MI	100,485	Yes	1	42.40	60.53	0.527
Herrick District Lib. (Holland, MI)	107,016	Yes	1	48.02	56.4	0.602
Gail Borden PL District (Elgin, IL)	147,433	Yes	1	87.47	110.81	0.677
Average	121,643			53.24	76.04	0.624
Rochester MN	136,423	Yes	1	44.47	70.08	0.514

4.1.2 Proposed Staffing

The measured response to these issues is a plan to provide 6.0 additional FTE in two different classifications and assigned to 5 different service areas. The proposal is structured so that the majority of the positions address more than one service issue. It is also important to note that all of the positions are public service positions. There is no request for administrative or other “back of house” staff.

The cost projections is based on the full rolled-up cost including salary and benefits as well as escalated for inflation annually from the current year to 2020.

2020 Staffing Requirement

Position	FTE	Job Classification	2014 Full Cost: Salary + Benefits	2020 Full Cost: Salary + Benefits In 2020 Dollars
Readers Services Public Service / Programming	1.0	Librarian I	\$75,746	\$90,445
Youth Services Public Service / Programing	1.0	Librarian I	\$75,746	\$90,445
Young Adult Public Service / Programming	1.0	Librarian I	\$75,746	\$90,445
Reference Public Service / Maker Space Coordination	1.0	Librarian I	\$75,746	\$90,445
Readers Services Public Service	1.0	Library Associate I	\$70,895	\$84,652
Not yet assigned Auditorium Coordination and Operation	1.0	Library Associate I	\$70,895	\$84,652
Total	6.0		\$444,774	\$531,084 ⁵

⁵ 2020 wages and benefits adjusted from 2014 base by 3% annual inflation

4.2 Contractual Services

In addition to the inflationary adjustment other additional expenses must be anticipated for when the larger building begins operation. These specific costs include the automated material handling system, public programming costs, security services, technology licenses and maintenance, technology replacement fund, custodial / cleaning services, and insurance.

Additional Contractual Expenses

Area of Expense	Additional Expense In 2020 Dollars	Notes
Insurance	\$17,732	100% increase for real property 50% increase for comprehensive liability
Programs	\$15,200	An increase in the 2014 level of \$8,800 to \$24,000
Technology Licenses and Maintenance	\$18,639	Library's Computer Center calculations
Technology Replacement Fund	\$68,777	Library's Computer Center calculations
Security Services	\$29,934	Per library staff estimate
Custodial / Cleaning Services	\$92,181	Based on Omaha's main library custodial contract (2014 contract rate of \$77,200)
Automated Material Handling System Maintenance	\$29,254	Per library staff estimate
Total	\$271,717	

4.3 Commodities

A 25% adjustment is necessary for all copying, office, building and similar consumable supplies (lines 83020, 83030, 83,050, 83610, and 83690 excluding cataloging) to reflect the anticipated increase in use of the library. The 2014 total of \$57,480 for these items is \$68,634 after inflation. The 25% premium to be added is \$17,158 in 2020 dollars.

4.4 Capital Materials

Expenditures for library collections is only adjusted to reflect the inflation modifier.

4.5 Electric and Steam Utilities

HGA has included the utility cost associated with the proposed expanded and renovated library building based off the old utility records, existing plans, and discussion with Jim Judicsh who was involved with the JCI study implementations. Detailed information can be provided as requested.

In determining the electrical utility cost between 2019 and 2020 some of the assumptions used in the calculations were;

- 3.27% RPU electric utility increase (10 year average based on the last 10 years)
- 2.5% annual steam increase
- 10% energy savings with additional Minnesota Energy Code Lighting upgrades during expansion and renovation.
- 5% energy savings with additional Minnesota Energy Code Power upgrades during expansion and renovation.
- Existing 1.06W/SF to 0.90W/SF using LED and more energy efficient lighting.
- Lighting and Control Technology will keep advancing and improve before 2020.
- Utility cost for calculation proposes assumes no other energy upgrades implemented until the project moves forward.
- Existing steam absorption chiller remains in operation through 2019 until being replaced with a high-efficiency variable-speed electric chiller as part of the expansion and renovation.

5.0 The 2020 Projected Operating Budget

2020 operating budget of \$8,701,210 will be required for the proposed expanded and renovated library building of 165,730 gross square feet. Of that amount \$914,007 is directly attributable to the expanded building and the enhanced service program with the remaining balance attributable to inflation.

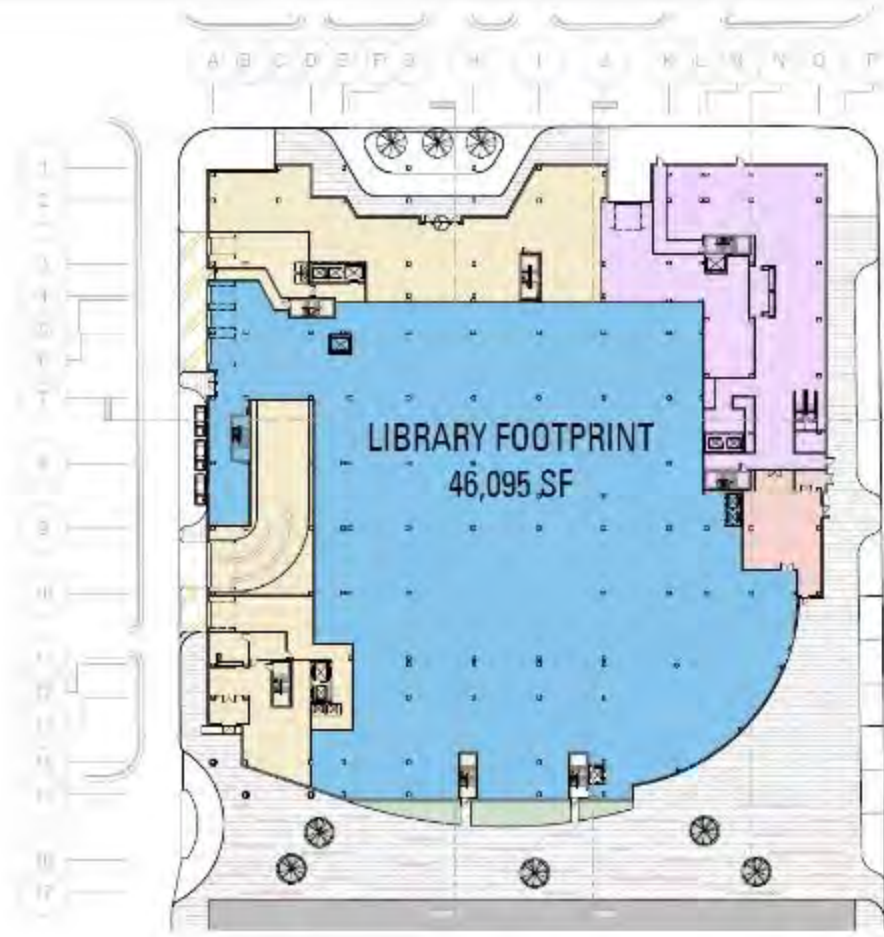
2020 Projected Operating Budget Data

Items	2019 Base Budget	2020 Projected Budget	2020 Costs Directly Attributable to the Building Project
Salaries and Benefits	5,734,606	6,437,728	531,084
Contractual	761,975	1,033,692	271,717
Commodities	117,563	138,248	17,158
Capital Outlay	713,137	734,531	0
Electric Utility	116,861	217,780	100,919
Steam Utility	114,839	102,591	-12,248
Sewer, Water, Storm Water Utility	5,377	10,100	5,377
Other: JCI Debt Service	25,767	26,540	0
TOTAL	7,590,125	8,701,210	914,007

Late 2020

A private developer proposed including the library as part of a public/private/partnership (P3), but project did not move forward. Library Board members did not propose the project, but provided insight into the design.

Attachment: 2020 P3 Proposal



LEVEL	1ST	2ND	3RD	TOTAL
FOOTPRINT	46,095 SF	57,732 SF	58,470 SF	172,297 SF
MAJOR FLOOR OPENINGS	0 SF	10,158 SF	6,752 SF	
NET USABLE	46,095 SF	47,574 SF	51,717 SF	155,386 SF

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FIRST LEVEL LIBRARY FOOTPRINT 1" = 50' 0"
 PB Investments - ROCHESTER LIBRARY MIXED USE

101b

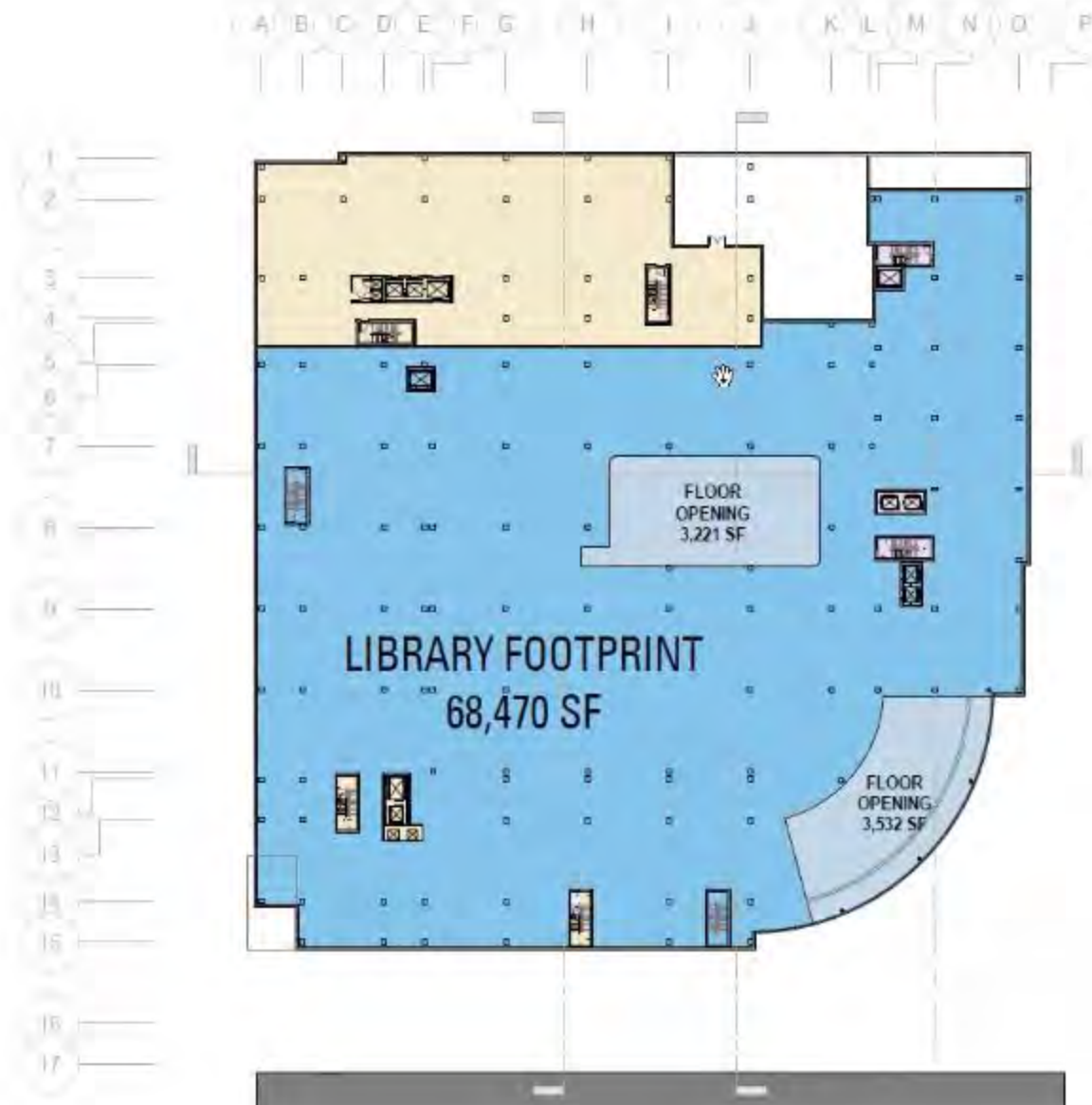
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LEVEL	1ST	2ND	3RD	TOTAL
FOOTPRINT	46,095 SF	57,732 SF	68,470 SF	172,297 SF
MAJOR FLOOR OPENINGS	0 SF	10,166 SF	6,753 SF	
NET USABLE	46,095 SF	47,576 SF	61,717 SF	155,388 SF



LEVEL	1ST	2ND	3RD	TOTAL
FOOTPRINT	46,095 SF	57,732 SF	68,470 SF	<u>172,297 SF</u>
MAJOR FLOOR OPENINGS	0 SF	10,156 SF	6,753 SF	
NET USABLE	46,095 SF	47,576 SF	61,717 SF	<u>155,388 SF</u>













Phase I PB Block Development

	Total	Housing and Hotel	Library
Parking Garage	9,000,000	9,000,000	0
Shell, 3 Story 232,000 SF	34,800,000	8,700,000	26,100,000
Site Work including plaza	1,800,000	600,000	1,200,000
East Skyway	600,000	300,000	300,000
Architect and Engineering	3,000,000	500,000	2,500,000
Land	22,500,000	7,500,000	15,000,000
Demolition	1,500,000	500,000	1,000,000
Soft Costs	7,200,000	2,700,000	4,500,000

Library Buildout

Cedar Rapids	\$130/SF
Hennepin County	\$230/SF
Rochester	\$200/SF

Buildout

171,000 SF @ \$200	\$34,200,000
12% FF & E Allowance	\$4,100,000
Soft Costs	\$3,800,000
	<u>\$42,100,000</u>

LIBRARY TOTAL

50,600,000
<u>42,100,000</u>
92,700,000

22% more than we discussed this summer due to the larger space, rooftop, upgraded finishes and delivery requirements

2021

In the midst of the pandemic, Library Board members reiterated their previous position regarding the library's space needs.

Attachment: 2021 RPL Newsletter insert with space needs timeline

LIBRARY BUILDING SPACE NEEDS

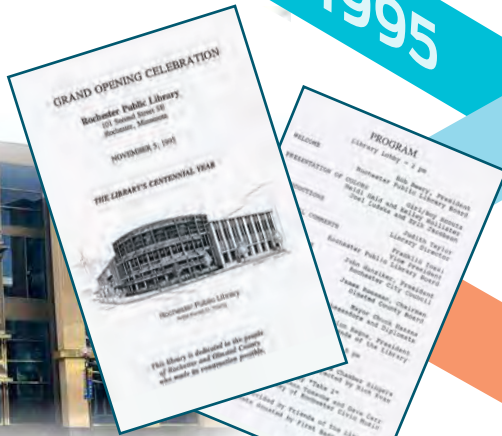
EARLY 1990s

EARLY 1990s

Planners design a new library building, meant to have enough space to serve Rochester through the year **2015**. Building design = 93,594 square feet.

1995

Building opens at 101 2nd Street SE.



1992

1992

A reduction in sales tax funding force library staff to cut almost 11,000 square feet from the original design plans. Library Director Judith Taylor predicts the reduction in space will **“result in outgrowing the new library well before it reaches its 20th birthday.”**

1995

2006

Library Board Planning Committee examines possibility of expanding current building, saying **“the general consensus...is that the library should grow by moving up to a third floor of the existing building.”**

2006

2010

Proposal before city Sales Tax Advisory Committee requests funding for library expansion. The project, estimated around \$18M, does not move forward.

2010

2012

Revised strategic plan calls for more space for library programming. Floor plan reconfigured to maximize space for the public, reducing staff space.

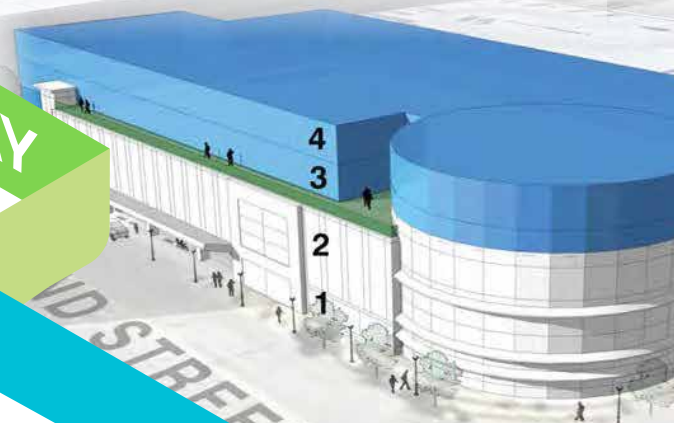
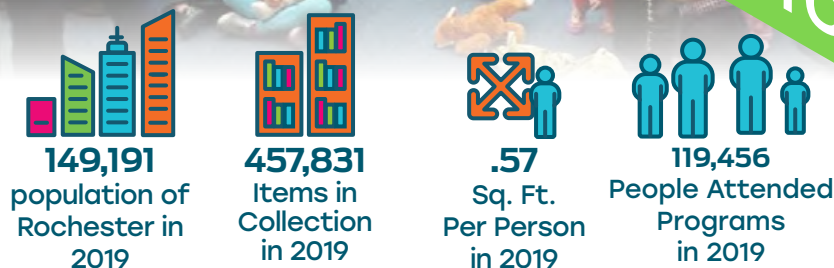
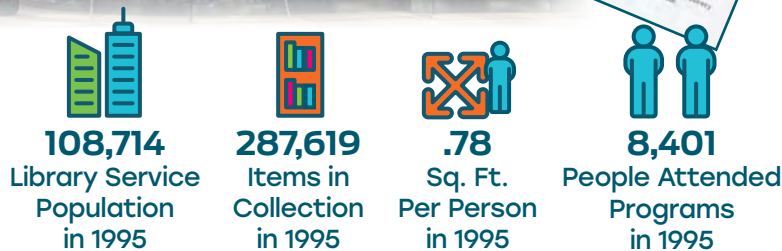
2012

2016

2016

Proposal to expand library by two floors is presented to City Council. General idea is supported, but the project lacks funding.

TODAY



LIBRARY BUILDING SPACE NEEDS

The library has struggled with a lack of space even before the building opened in 1995. Branches, location, and current economic conditions have been discussed throughout the last three decades. In January 2021, the Library Board shared their position on addressing space needs.

THE LIBRARY BOARD IS UNWAVERING IN ITS BELIEF THAT:

- 1 The Library has outgrown its current space and must continue planning for the future.
- 2 The Library must maintain a downtown presence.

WHY DOWNTOWN?

The Board recognizes that the library is centrally located for the library service area (which includes all four quadrants of Rochester, as well as Byron and Dover/Eyota). Currently, downtown is the only location with reliable, consistent bus transportation and also the most centrally located area.

WHY NOT BRANCHES?

Branches continue to be a part of our discussion, but the downtown location needs to be addressed first. Branches may play a role in the future, but ongoing operational costs will need to be considered. Additionally, there is still a lot of work for city planners to do before branch location(s) could be determined: transit routes, zoning, and other factors are yet to be decided. For over 60 years, the RPL Bookmobile has served as a mobile branch of the library, delivering resources throughout the community. It is often the busiest bookmobile in the state, based on annual circulation statistics.



WHY NOW? DURING A PANDEMIC?

The library has been undersized for years, and the problem will continue to grow along with the city's population growth. Historically, libraries tend to be more heavily utilized following years of economic downturn as community members look to libraries for information and resources. The COVID-19 health crisis has highlighted racial and socio-economic inequities in our nation. Libraries will continue to be a valuable resource for the community, post-COVID, especially for under-resourced populations.