

8 Strategic Space Options

The long term space need for the Marion Public Library is 63,300 square feet. The current building has 24,000 square feet of space. The planned Marion Mixed Use building includes 46,000 square feet of space for a replacement to the existing library. While a distinct improvement over the current space, the MMU space is well short of the need.

The calculation for 2020 space needs tallies 52,000 square feet. This is 6,000 more than currently available in the MMU building.

There are multiple strategies to addressing this shortfall including

1. Acquiring additional space in the MMU building. Initial concept drawing suggest an area of approximately x,xxx square feet could be repurposed from retail/commercial to library use along 6th Avenue.
 - This approach will require additional funding in some form and agreement from the developer of the MMU project.
 - This approach will require logical arrangement of public functions across two levels, an inherently less flexible, less efficient, and more costly allocation of space.
2. Develop additional space in another facility. This could be owned or leased space in one or more locations.
 - As with multiple floors in a single building, this approach will require logical arrangement of public functions across two or more buildings, an inherently less flexible, less efficient, and more costly allocation of space.
3. Define an alternative to owning additional space that provides an equivalent measure of service to the community. Potential strategies include:
 - Remote vending and drop off of materials, and/or
 - Mobile Library (bookmobile) services can be added to the existing array of Outreach Services.

Context for Physical Facilities

It is important to note some of the service delivery methods available to libraries do not involve the Library operating a building. **The library currently makes extensive use of Web-based, Outreach, and Reciprocal Agreement methods in providing quality and timely service to its patrons.** This last one is a bit of a technicality because the library's customers are be utilizing a facility owned by another library.

Web-based Services

The library's web site can offer a wide range of digital resources provided directly by the library or through portal or gateway services contracted by the library. Currently the library's web portal offers:

- Programming information and events calendar
- Community links
- Content in languages other than English
- Meets ADA accessibility standards
- Library staff created content such as podcasts/video casts, booklists, pathfinders, etc.,
- Social networking such as Facebook, blogs, photo sharing
- RSS feeds
- Online catalog
- Library apps for mobile devices
- Library-purchased online databases
- Library Friends' page
- Children's page and Young Adult's page

Outreach Services

Outreach programs provide library services and materials to customers at community locations outside of the library. Outreach programs serve preschools, senior centers, schools, correctional centers, group-living centers, or homebound individuals. Various deposit collections of library materials are maintained at community service centers.

Evaluation Criteria for Branch Development

Traditionally there several issues that may lead library policy makers to consider the need for branch library service. These factors often include physical distance or travel time to the main library, man-made or geographic barriers to the main library, or provision of service to a targeted population.

In Marion there are three reasons to consider branch facilities.

Determining whether to expand a system beyond a single facility has multiple facets. Some factors useful in evaluating the long-term viability and effectiveness of establishing branch service include:

Strength of overall library program

- The library system's ability to provide funding, collections, staffing, core service programs to meet the need of the community through a single/main facility.
- ❖ Shortfall of space at the proposed Marion Mixed Use site compared to the overall space need. Limiting the library to the space at the MMU site means that the library will be operating at 2/3 of the needed space. This will limit the library's effectiveness and reduce the quality of life in the city. The current inability to provide a full range of services to children, teens and families in general will remain a concern.

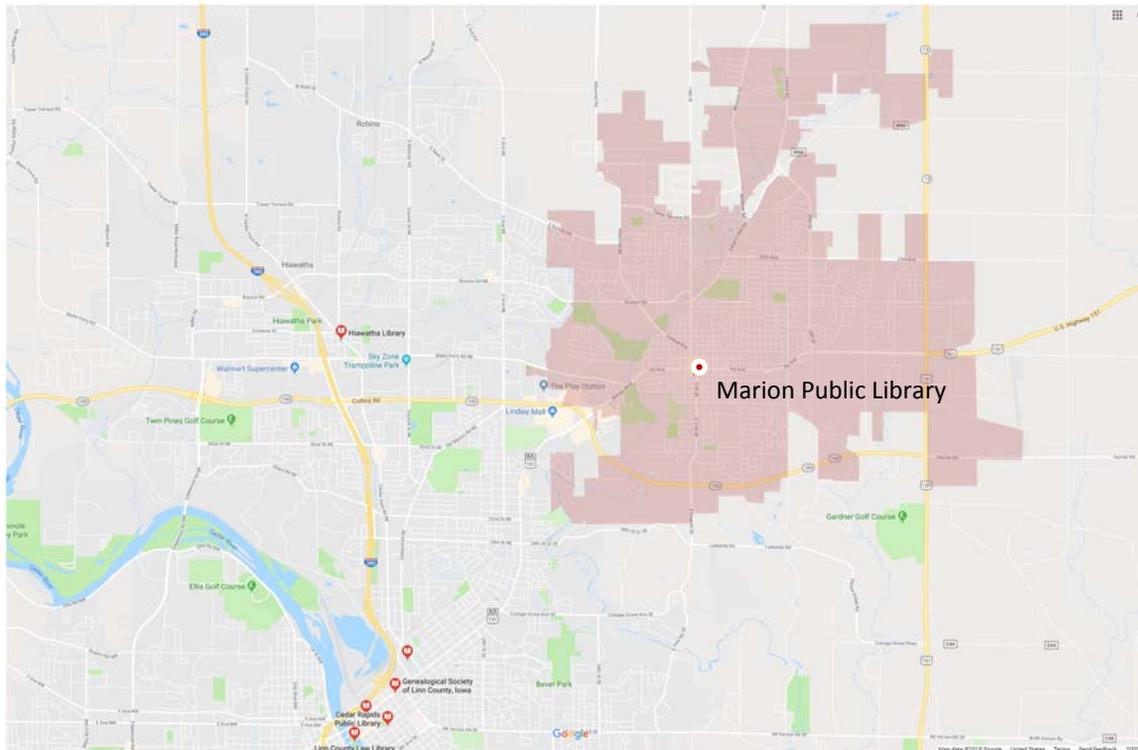
Access

- The ability of the public to reach the main library in 15- or 20-minutes driving time and the ability to obtain library service without the need to cross a significant physical barrier.
- ❖ Current travel times from the northeast and northwest corners of the city to the Uptown MMU site typically range from 10 to 14 minutes. Travel times will be longer at busy times of day. Access to the Uptown area should improve overtime. Completing the construction of missing sections of arterial roads will provide easier, more direct connections from the northern portions of the city. These travel times are within the typical planning parameter of 20 minutes maximum travel time.
- ❖ This does not address access concerns for all residents. Many are too young to drive, many do not have access to private transportation, and there is nominal public transit in the region. Travel by bicycle or on foot to the far northwest and far northeast corners of the

city at about 20 minutes by bicycle and an hour on foot. Marion Village is about 30 minutes on foot. Marion Senior High School is 20 minutes.

Availability of other library resources in the area

- Other sources of library resources that may be accessed by those a branch would be intended to serve.
- ❖ As discussed in the sections on design population, Marion serves a number of adjacent communities outside the corporate limit. There is no adjacent library that supports Marion residents to the extent that it could reduce the need for additional space in Marion’s library.



Targeted service population

- The existence of a special population that, by socio-economic characteristics, warrants a special level of library service.

- ❖ Marion, by geographic expanse and development history, has three primary zones that, for the purposes of this study, are broadly characterized as Uptown, Northeast, and Northwest. There are subdivisions and variations within each zone. The boundaries, as such, between the primary zones are blurred.
- ❖ As illustrated in the Community Profile Section, the socio-economic characteristic of the various zones could become a strategy for tailoring services to the populations of the adjacent neighborhoods.
- ❖ Marion is seeking to create a more active, walkable community to promote health, community identity and economic development. Location of a branch library would support these goals by creating neighborhood destinations/community centers in the Northeast and Northwest zones that could parallel the community gathering activities that are generated by City Park and the Library in Uptown.
- ❖ The reverse of this last consideration is Marion’s desire to reinforce the Uptown area as a vital economically viable center of commerce, culture and community. A single library facility in the Uptown area, in particular on City Park Square, creates a destination. Library as a destination is an emerging trend and acknowledges the ability of a library to add special activities to its existing repertoire of daily services. Drawing all library users to a single facility helps promote a more unified identity and civic experience.

Projected utilization of the proposed branch

- A branch should circulate enough items so that the cost per loan at the branch is like that of the Main Library.
- ❖ This criteria is becoming less significant as the reliance of libraries on physical circulation as a measure of utility decreases. Further, the interconnectedness of libraries in a larger scale network of lending institutions means that a significant number of materials are transferred to and from most libraries. The inclusion of another destination is a smaller piece of the operating budget than in the past.
- ❖ The principal of economic efficiency though remains valid. The contemporary equivalent is to assess if the total array of services (collections, programming, activities, and gathering) can be sustained over the long-term within a reasonable operating budget. Programming would need to be frequent enough to maintain a high level of community participation to warrant the capital and operational investment, discussed below.

Capital and operational funding

- The ability of the library entity to carry the operational and capital levies need to build and operate the branch.
- ❖ Marion is currently engaged in a series of efforts to shape the future of the city. The Library is one of a series of educational, cultural, commercial and recreational endeavors intended to define the economic viability of the city and various neighborhoods within the city for decades to come. Investments in libraries can help promote development of a larger tax base. The number, size, location, and capabilities of each facility must be significant enough to promote increased quality of life that draws/keeps residents in Marion or helps draw and maintain retail activity.
- ❖ The cost to develop and staff the facilities should be in keeping with the impact the facilities have on the quality of life that attracts new residents. This balance will vary. An attempt is made with a variety of branching scenarios to define an operating premium and a capital investment. This analysis is incorporated into formulating a recommended Master Plan.

Library Building Typologies

Branch libraries come in a range of configurations to meet specific service area characteristics, community dynamics, and budgetary considerations. In addition to the Main Library there are an ever-increasing number of branches typologies that could be appropriate in a community: The Full-Service Branch, the Neighborhood Branch, and a Digital Branch configuration, Kiosks, and a Mobile Library are considered below. The brief descriptions outline key characteristics of each configuration.

Full Service Branch

A branch library intended to provide most of the scope of services found at the main library, if not the depth. It is large enough to provide direct, hands-on, on-site access to a collection similar in scale to a basic starter collection with additional material selected to reinforce current titles, topical and local interests.

This type of facility would have a significant non-print collection, a generous reader seating, and a full range of staffing.

While smaller, lighter and more mobile than the traditional service desk, the service points would maintain some direct relationship to specific patron groups such as readers' advisory/reference, and a children's service desk.

This type of branch would also have multiple activity rooms and large group meeting/program facilities. Special Use Spaces can make the facility responsive to local interests. This could be art focused, technology focused, health focused or something else.

Common space characteristics of a full-service branch are recognizable:

Area	owned space of between 20,000 to 25,000 square feet
Collection	collections of 45,000 to 60,000 print and non-print items
Service Points	2 to 3 public service desks (circulation, reference, youth)
Staffing	staff of 10 to 15 FTE
	specialized staff such as reference and children's librarians
Programming	a full programming schedule supported by branch staff
	meeting room(s) and other program spaces
Operating Budget	annual operating budget of \$750,000 to \$950,000
Construction Budget	construction and start-up costs of between \$8M and \$9M

For Marion, a model Full Service Branch might include the functions identified in the following table.

TABLE 8-1 – POTENTIAL CHARACTERISTICS OF A FULL SERVICE BRANCH

Full Service Branch				Area (sf)
Collection Areas	Books & Media @ 10 items/sf	45,000	items	4,500
	Periodicals @ 1 title/sf	60	items	60
Reader Seats	Seats @ 36sf/seat	80	seats	2,880
Technology Seats	Seats @ 40 sf/station	20	seats	400
Activity Rooms	1-2-person activity rooms @ 80 sf	4	rooms	320
	4-person activity rooms @160 sf	4	rooms	640
	6-8-person activity rooms @ 320 sf	1	room	320
Program Rooms	Story Time Room @ 15 sf/person + parents	40	people	660
	Flexible STEAM/Teen/Adult Craft Project Room @ 15 sf / person	20	people	300
Community Rooms	Multi-Purpose Room @ 10 sf/person + speaker	75	People	975
Staff Spaces	Staff Workstations @ 135 sf/station	14	Stations	1,890
				12,945
Special Use Space	Moderate allowance, % of gross building area	15%		2,300
Non-assignable Space	Moderate allowance, % of gross building area	25%		5,100
Dedicated Allowances				0
TOTAL AREA REQUIRED				20,345

Hybrid / Neighborhood Branch

A branch library intended to support the popular, day to day service needs of a defined population. It is not quite as developed as a full-service facility but offers more than a Storefront or Digital Branch,

Common characteristics of a neighborhood branch:

Area	leased or owned space of 8,000 to 15,000 square feet
Collection	collections of 15,000 to 25,000 items
Service Points	a single public service desk

Staffing	staff of 8.0 to 13.0 FTE
	staff expertise targeted to reflect the branch’s mission and scope
Programming	programming supported by branch and main library staff
	a meeting room
Operating Budget	annual operating budget of \$400,000 to \$585,000
Construction Budget	construction and start-up costs of between \$6M and \$7M for owned space, leased space \$1.3M to \$2.5M

For Marion, a model of a Neighborhood Branch Library might include the functions identified in the following table.

TABLE 8-2 - POTENTIAL CHARACTERISTICS OF A NEIGHBORHOOD BRANCH

Neighborhood Branch				Area (sf)
Collection Areas	Books & Media @ 10 items/sf	25,000	items	2,500
	Periodicals @ 1 title/sf	30	items	30
Reader Seats	Seats @ 36sf/seat	60	seats	2,160
Technology Seats	Seats @ 40 sf/station	15	seats	300
Activity Rooms	1-2-person activity rooms @ 80 sf	2	rooms	160
	4-person activity rooms @160 sf	4	rooms	640
	6-8-person activity rooms @ 320 sf	1	room	320
Program Rooms	Story Time Room @ 15 sf/person + parents	40	people	660
	Flexible STEAM/Teen/Adult Craft Project Room @ 15 sf / person	20	people	300
Community Rooms	Multi-Purpose Room @ 10 sf/person + speaker	35	People	455
Staff Spaces	Staff Workstations @ 135 sf/station	10	Stations	1,350
				8,875
Special Use Space	Moderate allowance, % of gross building area	15%		1,600
Non-assignable Space	Moderate allowance, % of gross building area	25%		3,500
Dedicated Allowances				0
TOTAL AREA REQUIRED				13,975

Digital Branch

A digital branch marks the light end of the range of branch service models. This model has minimal on-site collections. Its resources are augmented by heavy electronic connections to the resources at the main library. A digital branch might have fewer reader seats for long-term studies (for that there's the main library). Seating would be enough to support area students. Because of its reliance on electronic access and digital information resources to complement the narrower print collection, a digital branch devotes a larger proportion of its gross area to space for terminals and related peripheral devices.

A digital branch would have minimal or no dedicated meeting space, relying on a single very multi-purpose space to meet a variety of programming and hands on learning needs.

Staff work stations in a digital branch would focus on a circulation / advisory desk serving the entire facility including reference and children's services. There would be a large a self-service component to much of the facility with staff support focused on specific value-added programs. Additional staff support for reference and readers' advisory services might come by way of interactive video.

Common characteristics of a digital branch:

Area	leased space of between 5,000 – 6,500 square feet
Collection	collections of 12,000 items
Service Points	a single public service desk
Staffing	staff of 5.0 to 8.0 FTE
	staff expertise targeted to reflect the branch's mission
Programming	open-floor programming supported by main library staff
	limited collaborative space
Operating Budget	an annual operating budget of between \$100,00 and \$200,000
Construction Budget	leased space of between 5,000 – 6,500 square feet plus \$1.2M for improvements and start-up costs

For Marion, a model of a Digital Branch Library might include the functions identified in the following table.

TABLE 8-3 - POTENTIAL CHARACTERISTICS OF A DIGITAL BRANCH

Digital Branch				Area (sf)
Collection Areas	Books & Media @ 10 items/sf	10,000	items	1,000
	Periodicals @ 1 title/sf	20	items	20
Reader Seats	Seats @ 36sf/seat	30	seats	1,080
Technology Seats	Seats @ 40 sf/station	12	seats	240
Activity Rooms	1-2-person activity rooms @ 80 sf	2	rooms	160
	4-person activity rooms @160 sf	2	rooms	320
	6-8-person activity rooms @ 320 sf	1	room	320
Program Rooms	Story Time Room @ 15 sf/person + parents	0	people	0
	Flexible STEAM/Teen/Adult Craft Project Room @ 15 sf / person	40	people	600
Community Rooms	Multi-Purpose Room @ 10 sf/person + speaker	0	People	0
Staff Spaces	Staff Workstations @ 135 sf/station	9	Stations	1,215
				4,955
Special Use Space	Moderate allowance, % of gross building area	10%		600
Non-assignable Space	Moderate allowance, % of gross building area	20%		1,400
Dedicated Allowances				
TOTAL AREA REQUIRED				6,955

Kiosks

An automated vending device offers an alternative to larger scale physical solutions to the Library’s space need. These devices can be

- scaled to meet local demand,
- configured to offer a variety of formats,
- arranged to accommodate reserves as well as a browsing collection,
- paired with drop –off boxes, and
- located adjacent to spaces rented by the library for occasional programs and events.

Parks, recreation centers, mobile home parks, and shopping centers should be considered as potential locations.

Common characteristics of a kiosk:

Area	
Collection	
Service Points	
Staffing	
Programming	
Operating Budget	
Construction Budget	



Mobile Library

A long-standing means of serving remote or growing communities is a bookmobile. The potential of a bookmobile goes beyond the implications of the name. Changes in lifestyles alongside the improvements in service capabilities, suggest that a Mobile Library can be one of the range of service solutions incorporated into a long-term facility plan. As an example, some Libraries operate mobile facilities that support lending of interactive learning kits, toys, tools, laptops or other non-print materials; provide venues for Storytime and other educational or training programs and activities; and operate as technology centers providing public access computers and peripherals. Depending on the needs of the communities being served, the capabilities of a mobile library can be tailored to offer a shifting balance of services. The result is a cost-effective platform for high quality, user-focused service. Potential strategic uses of a Mobile Library include

- Mobile Library as a Service Platform in Remote, Low Population Areas
- Mobile Library as an Interim Service in Areas of Growth, and
- Mobile Library as “the Library”

Mobile Library as an Interim Service in Areas of Growth

The Mobile Library, because it can do more than a vending device alone, and because it costs less than a mini-branch, can be a first step in introducing service to areas that are nearing thresholds for more significant investments in library infrastructure. The Mobile Library could test sites and cover multiple neighborhoods with a modest level of service balanced by ease of access.

Mobile Library as a Service Platform in Remote, Low Population Areas

It may be many years before portions of the City reach the population density needed to support a mini-branch or something larger. The population data indicates that the projected growth at the north end of the City may be years off and further development to the east even more distant. Development plans are influenced by availability of land, challenges and cost of providing infrastructure, and overall economics of the region. Until the population density of an area can support a more permanent physical presence, generally described here-in as a branch, a vending device or bookmobile can offer some relevant service at reasonable cost.

Mobile Library as “the Library”

Perhaps most important, that service can be delivered where it is needed, when it is needed. The Mobile Library has the added advantage of being able to go to residents rather than making residence come to the Library.

- ❖ Demographic data for the southern portion of the City suggests that one of the contributing factors to low use levels relates to transportation. Without effective regional mass transit or access to private vehicle, use of the library becomes more difficult and less frequent. Habits of library use are less likely to develop.
- ❖ Age is another factor in determining access. Teens who do not have driving privileges, or do have privileges but no vehicle, cannot frequent the library without public transit or the assistance of a parent or other individual who does have a vehicle.
- ❖ Time commitment is a third factor in determining access. Many families have two parents working and less ability to take children to a traditional library for materials or programs. A Mobile Library that stops at day care facilities during the day increases the opportunities the children have for access. A Mobile Library that stops at neighborhood parks, recreation centers, shopping centers or other locations in the evening can increase library opportunities for other age groups.
- ❖ For those individuals without a habit of regular library use, the proximity of service in their neighborhood can increase the probability of an initial visit. This can lead to more frequent use of the Mobile Library and other library services.

Limitations

The limitation, of course, is size. Size dictates that choices must be made that impact the breadth and depth of service offered out of a relatively small area. These limited capabilities may or may not qualify as a meaningful library experience, as library service has evolved to be so much more than just books.

One Possibility

To provide some broad sampling of service in a more imaginative and impactful way, a pair of bookmobiles could be configured and arranged on a site to create a “pop-up” library. One bookmobile could be used to display materials of various sorts while the other is supportive of programming and technology. These could be arranged on site to create space in between the vehicles for outdoor extensions of this activity. Retractable sunscreens could offer shelter from the sun. Larger programs could occur in this exterior, sheltered space during certain times of the year and day. When conditions are inclement, these activities would be confined to the vehicles and the outdoor zone could be more about advertising the services and drawing people to the “Mobile Library”. Picture a farmer’s market of library services.

Common characteristics of a mobile library:

Area	Outreach Workroom to support sorting, storage and staging of collection; parking area for bookmobile; loading/unloading zone
Collection	Combination of dedicated and floating collection to support evolving list of stops/audiences
Service Points	Extensive, adjustable
Staffing	Driver/check-out clerk; librarian
Programming	On board and in rented/borrowed space at various stops or partner locations
Operating Budget	
Construction Budget	\$100,000 to \$500,000 = cost of bookmobile(s)

Summary

	Full Service Branch	Hybrid Branch	Digital Branch	
Books & Media @ 10 items/sf	45,000	25,000	10,000	items
Periodicals @ 1 title/sf	60	30	20	items
Seats @ 36sf/seat	80	60	30	seats
Seats @ 40 sf/station	20	15	12	seats
1-2-person activity rooms @ 80 sf	4	2	2	rooms
4-person activity rooms @160 sf	4	4	2	rooms
6-8-person activity rooms @ 320 sf	1	1	1	room
Story Time Room @ 15 sf/person + parents	40	40	0	people
Flexible STEAM/Teen/Adult Craft Project Room @ 15 sf / person	20	20	40	people
Multi-Purpose Room @ 10 sf/person + speaker	75	35	0	People
Staff Workstations @ 135 sf/station	14	10	5	Stations
<i>Manager</i>	1	1	1	
<i>Public Service Points (Circ/Readers Advisory 1+; Youth 1+; Floating (1)</i>	3	2	1	
<i>Staff Work Room 2 desks, 3 group work tables</i>	5	3	1	
<i>Receiving</i>	2	2	1	
<i>Branch Programs Coordinator</i>	1	0	0	
<i>Volunteers</i>	2	2	1	
	12,945	8,875	4,415	
Special Use Space	2,300	1,600	500	
Non-assignable Space	5,100	3,500	1,200	
Dedicated Allowances				
TOTAL AREA REQUIRED	20,345	13,975	6,115	

Strategic Facility Options

Marion Mixed Use Library

At the core of the options is the presumption that the existing library will be relocated to the Marion Mixed-Use (MMU) site. This replacement facility will be come part of an overall approach to service in the city.

Rationale & benefits

Text needed

Current framework

Text needed

Challenges

The chief challenges at this point revolve around the amount of space available, the site geometry and topography, and the project budget.

Topography and geometry are posing questions related to the number of entry points, the proximity and ease of access to the entry (entries) from parking areas, the location of drive-up/drive-thru services, location and ease of access to the entry (entries) from accessible parking, and the visibility / identity of the main public entry (entries). Technical solutions to all are possible but the service implications of particular solutions are not fully evaluated. This evaluation cannot occur until such time as the financial and legal framework for the project is sufficiently defined to warrant detailed design study.

Budget issues revolve around the extent to which the allocated funds can accomplish the project objectives. This is currently complicated by the multi-faceted and innovative nature of the project. While the mixed-use building concept offers several potential advantages, including in shared costs of significant building systems, it also adds expense by virtue of the building's multi-use configuration. Understanding the balance will require additional design and cost estimating.

Evaluation Process

The various strategic options build off the MMU site in different ways. In order to compare the concepts, a series of weighted Evaluation Criteria were developed with MPL staff and Board.

The principals imbedded in the development of the criteria were

- a sustainable facility model must be based on delivery of effective service based on community needs

- economic sustainability should include evaluation of alternative service concepts

Comparison System

Based on these considerations specific ‘Evaluation Criteria’ and their assigned ‘Importance Factor’ were developed. These Criteria followed the premise that true economy and effectiveness derive from the ability of the Library’s buildings to attract users and support current and emerging trends in library service. Accordingly, four of the top five evaluation criteria deemed most important are focused on identifying a facility concept that will attract users, extend hours, fit within a realistic budget and stand the test of time.

Each aspect of the ‘Evaluation Criteria’ was divided into component factors with each factor being evaluated to determine its impact on the public’s ability to fully utilize the library.

7 = Excellent, 5 = Very Good, 3 = Acceptable, 1 = Poor, 0 = Unacceptable

These individual component scores were combined into an aggregate ‘Evaluation Score’ (ES) for that ‘Evaluation Criteria’. The ‘Evaluation Score’ was then weighted by the ‘Importance Factor’ (IF) to produce a ‘Performance Score’ (PS).

$$ES \times IF = PS$$

The resulting ‘Performance Scores’ for each site were compared to the ‘Cost’ of Construction. The ratio of the ‘Performance Score’ to the cost of achieving that performance level defines a ‘Value Index’ (VI), a tool used to determine the best return on investment to the taxpayers of Rockford.

$$PS/\$ - VI$$

A comparison of the ‘Value Index’ for each site was made to the site with the highest ‘Value Index’ to provide perspective on how far from the top-ranking option each of the other sites deviated. This is labeled ‘Comparison Score’ in the evaluation summaries.

$$\text{Comparison Score} = VI_{(\text{concept})}/VI_{(\text{max})}$$

Evaluation Criteria & Importance Factors

Evaluation Criteria	Evaluation	Importance	Score
Maximizes service impact of the Library		10	
Convenient		9	
Walkable Service Population		8	

Community Center (heart of neighborhood)		7	
Collection, meets Need		6	
Programming, meets Need		5	
Activity Center, meets Need		4	
Defines a sustainable service/funding model		3	
Matches travel time/transportation patterns		2	
Promotes economic vitality		1	
Contributes to Uptown		1	
Comprehensible concept		1	
TOTAL			

Cost Models

Cost Models of each site development strategy were prepared using baseline data generated by independent cost analysis by Ryan Construction as part of their work for the City on the MMU project. The current budget for the project is \$16,000,000 inclusive of all costs for 46,000 of completed occupiable spaces. There are certain aspects of this unit cost that reflect the nature of the MMU project. It is assumed that some of this are applicable to cost models for various branch library concepts (locate a branch in a commercial shopping center or park that has existing parking capacity as an example). Additional implementation expenses such as an interim library and moving, acquisition expenses, demolition, and relocations are assumed to be included in the overall unit cost.

It is important to recognize that this unit cost is still an opinion of probable cost. Many decisions regarding material selection, system development and project parameters have yet to be defined. Market conditions, as always, are beyond the control of the architect or estimator and will vary over time. No guarantee is given or implied that costs will not vary from these models. It is imperative that additional estimates are prepared as the project is developed to ensure conformance with project budgets.

Concept 1 – One Library in Uptown

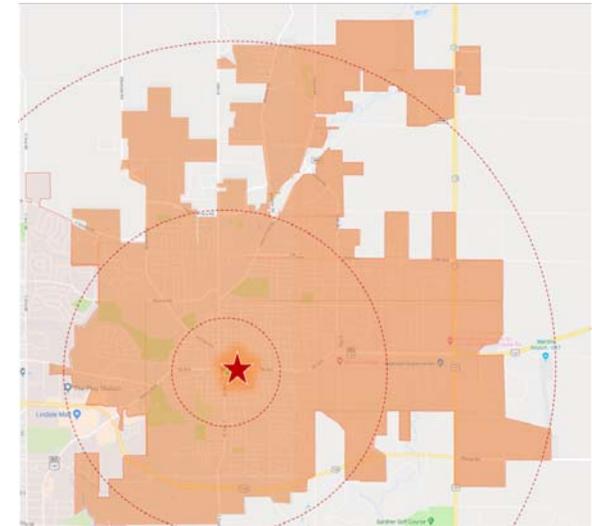
The Concept

The premise is that Marion can be most effectively served by a single high-quality building of sufficient size, quality, and capability so as to function as a destination / event library as well as a convenient day to day resource. Resources are not diluted trying to maintain multiple facilities. All of Marion has a common experience that helps forge community identity. Every library visit can take advantage of the potential synergies offered by being adjacent to City Park Square and Uptown.

To be fulfilled, this concept must have sufficient space to develop both the friendly “place for everyone” ambiance valued by residents and the destination or “window on the world” capabilities that will keep the library relevant in personal and community growth. To meet the planning goals, the facility would be 63,000 square feet.

Performance

Evaluation Criteria	Evaluation	Importance	Score
Maximizes service impact of the Library	7	10	70
Convenient	5	9	45
Walkable Service Population	5	8	40
Community Center (heart of neighborhood)	7	7	49
Collection, meets Need	7	6	42
Programming, meets Need	7	5	35
Activity Center, meets Need	7	4	28
Defines a sustainable service/funding model	5	3	15
Matches travel time/transportation patterns	3	2	6
Promotes economic vitality	7	1	7
Contributes to Uptown	7	1	7
Comprehensible concept	7	1	7
TOTAL	74		351
Cost (in millions of dollars) (MMU pricing)			22.05
VI			15.95

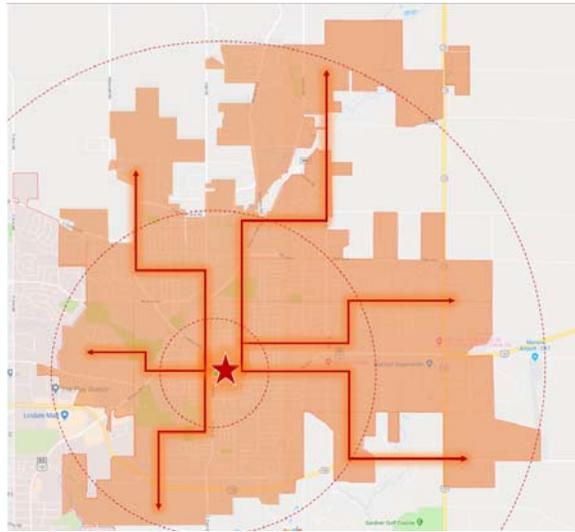


Evaluation Scoring

- 7 = Excellent
- 5 = Very Good
- 3 = Acceptable
- 1 = Poor
- 0 = Unacceptable

Concept 2 – Uptown Library + Mobile Library

The Concept



The premise is that space of sufficient size, quality, and capability cannot be developed in a single facility. Resources will have to be spread across multiple platforms. One of the platforms is the Uptown Library with the key aspects of a purpose-built physical space including sufficient space to develop both the friendly “place for everyone” ambiance valued by residents and the destination/“window on the world” capabilities that will keep the library relevant in personal and community growth. To meet the planning goals, the facility would be 52,000 square feet.

The Uptown site would, as in Concept 1, provide all of Marion has a common experience that helps forge community identity. This platform can allow those library visits to take advantage of the potential synergies offered by being adjacent to City Park Square and Uptown.

The second platform in this concept is a Mobile Library, a.k.a. bookmobile. The Mobile Library would function as a branch library at multiple locations. The flexibility of tailoring stops to particular user populations comes at lower operating cost, lower capital expense, and shorter payback on capital costs. As with the building, the Mobile Library should be of sufficient size and capability to offer a meaningful experience to patrons.

Because the Mobile Library cannot provide the same immediacy of use as a building, a series of vending kiosks and book returns should be considered to provide the convenience offered by spontaneous use of each.

Coordination of Outreach programming that goes beyond what is possible within the Mobile Library should be studied. Use of partner agency spaces for regular or special event programming offers the potential to extend service without the financial obligations of owning, maintaining, and staffing permanent space.

Performance

Evaluation Criteria	Evaluation	Importance	Score
Maximizes service impact of the Library	7	10	
Convenient	7	9	
Walkable Service Population	7	8	
Community Center (heart of neighborhood)	7	7	
Collection, meets Need	7	6	
Programming, meets Need	7	5	

Evaluation Scoring

- 7 = Excellent
- 5 = Very Good
- 3 = Acceptable
- 1 = Poor
- 0 = Unacceptable

Activity Center, meets Need	7	4	
Defines a sustainable service/funding model	5	3	
Matches travel time/transportation patterns	7	2	
Promotes economic vitality	5	1	
Contributes to Uptown	5	1	
Comprehensible concept	7	1	
TOTAL	78		389
Cost (in millions of dollars) (MMU pricing)			18.20
VI			21.37

Concept 3 – Uptown Library + North Library

The Concept

As with Concept 2, the premise is that space of sufficient size, quality, and capability cannot be developed in a single facility. Resources will once again have to be spread across multiple platforms. One of the platforms is the Uptown Library with the key aspects of a purpose-built physical space including sufficient space to develop both the friendly “place for everyone” ambiance valued by residents and the destination/“window on the world” capabilities that will keep the library relevant in personal and community growth.

Concept 3A

As with Concept 2, one scenario has the Uptown facility tallying be 52,000 square feet. The second platform in this scenario would be a 14,000 square foot Neighborhood Library building as described earlier. The overall physical plant of the library would total 66,000 square feet.

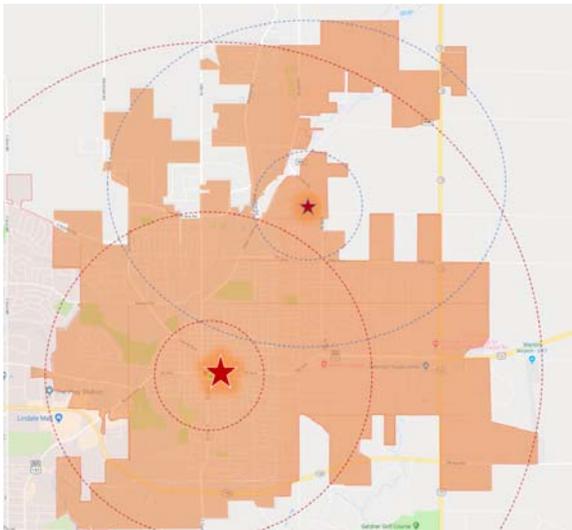
The North Neighborhood Library would have many of the same services as the larger Uptown Library but on a smaller scale. Collection, seating, activity, and program space would be offered, as much as space allows, a similar experience. The depth of experience offered by a single larger facility of 63,000 square feet would be divided between the two buildings. There may be some rotation of activities, events, features and the like but at some point, patrons would need to visit both buildings to have an equivalent experience.

The benefit is that the library experience is brought closer to a significant and growing population. The convenience offered by proximity suggests more frequent and perhaps extended use of the services offered. The underlying premise is illustrated in the heat map of recent circulation activity.

The reverse of this is that the number of visitors to the Uptown Library could be (should be and needs to be) reduced. Special events at the library or in City Park Square or at other locations in Uptown will still offer opportunities to attend the Uptown Library, but the drawing power of the facility will be less than if it were the full 63,000 sf identified in the Statement of Space Need.

Concept 3B

If the Uptown Library can only be 46,000 square feet, the second platform would need to be a larger installation. The 21,000 square foot Full Service Branch model discussed in the section on Library Building Typologies becomes the prototype for the North Library. The overall physical plant of the library would total 67,000 square feet.



The distinctions between the two facilities is diminished. The similarities will largely be the result of a shift from a Destination Library plus a Neighborhood Library to two Full Service Branches, one of which happens to be larger. The benefit is that the library experience brought to the north side is better than in the Neighborhood Library scenario. The convenience offered by proximity is enhanced by depth of experience and again this suggests more frequent and perhaps extended use of the services offered.

The reverse of this is that described for Concept 3A, the number of visitors to the Uptown Library could be (should be and needs to be) reduced. Special events at the library or in City Park Square or at other locations in Uptown will still offer opportunities to attend the Uptown Library, but the drawing power of the facility will be less than if it were the full 63,000 sf identified in the Statement of Space Need: a 46,000 sf facility just cannot be as rich an experience as a 63,000 sf facility.

Performance (Concept 3A)

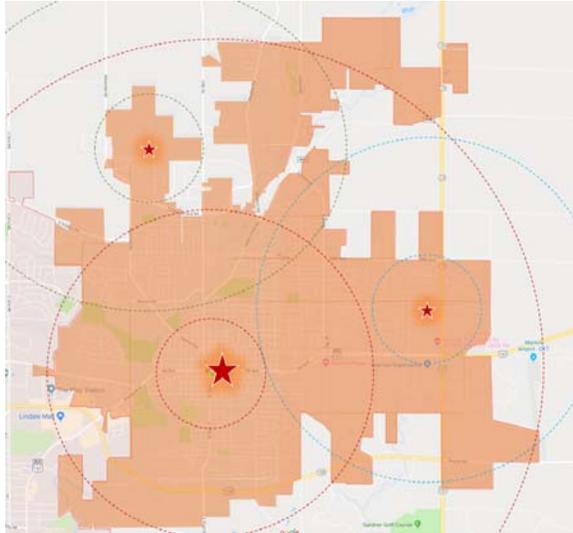
Evaluation Criteria	Evaluation	Importance	Score
Maximizes service impact of the Library	5	10	50
Convenient	7	9	63
Walkable Service Population	7	8	56
Community Center (heart of neighborhood)	7	7	49
Collection, meets Need	7	6	42
Programming, meets Need	7	5	35
Activity Center, meets Need	5	4	20
Defines a sustainable service/funding model	3	3	9
Matches travel time/transportation patterns	7	2	14
Promotes economic vitality	5	1	5
Contributes to Uptown	5	1	5
Comprehensible concept	5	1	5
TOTAL	70		353
Cost (in millions of dollars) (MMU pricing)			23.10
VI			15.28

Evaluation Scoring
 7 = Excellent
 5 = Very Good
 3 = Acceptable
 1 = Poor
 0 = Unacceptable

Concept 4 – Uptown Library + 2 Digital Branch Libraries

The Concept

As with Concepts 2 and 3, the premise is that space of sufficient size, quality, and capability cannot be developed in a single facility. Resources are will once again have to be spread across multiple platforms. One of the platforms is the Uptown Library with the key aspects of a purpose-built physical space including sufficient space to develop both the friendly “place for everyone” ambiance valued by residents and the destination/“window on the world” capabilities that will keep the library relevant in personal and community growth.



As an alternative to Concept 3B, the difference between the 63,000 sf space need and the 46,000 sf available is addressed by a pair of smaller, 7,000 square foot “Digital” libraries rather than by a single “Full Service Branch” facility. This concept seeks to maximize the benefit of bringing the library experience into more neighborhoods and integrating service into more of the significant and growing population nodes. The convenience offered by proximity suggests more frequent and perhaps extended use of the services offered. The overall physical plant of the library would total 60,000 square feet.

In this concept, the Digital Branches are the convenience outlets: more robust than kiosks, drop boxes or mobile library experiences can be, but of a scale that clearly should not be expected to duplicate the experience at a “main” library such as the one located in Uptown. For many users, the local Digital Library would serve routine, day to day needs, and the Uptown Library would be the special event or destination library.

As in Concepts 2, 3A, and 3B, the reverse of the higher participation at the branch facilities will likely result in lower participation levels at the Uptown Library. This is needed because Uptown will not accommodate the same level of use in 46,000 sf as it could in 63,000 sf.

Performance

Evaluation Criteria	Evaluation	Importance	Score
Maximizes service impact of the Library	5	10	50
Convenient	7	9	63
Walkable Service Population	7	8	56
Community Center (heart of neighborhood)	7	7	49
Collection, meets Need	7	6	42
Programming, meets Need	5	5	35
Activity Center, meets Need	5	4	20

Evaluation Scoring

- 7 = Excellent
- 5 = Very Good
- 3 = Acceptable
- 1 = Poor
- 0 = Unacceptable

Defines a sustainable service/funding model	3	3	9
Matches travel time/transportation patterns	7	2	14
Promotes economic vitality	3	1	5
Contributes to Uptown	5	1	5
Comprehensible concept	5	1	5
TOTAL	66		341
Cost (in millions of dollars) (MMU pricing)			21.00
VI			16.24

Comparison of Concepts

Concept 2 has the highest performance score. With 52,000 sf of Uptown Library to act as a magnet/destination library and a Mobile Library to provide significant outreach, the concept addresses a wide range of service needs in a proactive and impactful manner.

Concept 2 has the lowest capital investment requirement. The incorporation of a Mobile Library into the concept allows re-balancing of service into an Uptown facility that is 11,000 sf smaller than the stand-alone library concept (Concept1). The Mobile Library is less expensive to acquire, maintain and staff than a larger single building or any combination of main and branch libraries.

As one would expect, the combination of high performance with lowest capital costs results in the highest Value Index (VI). The measure of how much more effective Concept 2 is can be found in comparing the VI for each of the concepts to the VI for Concept 2. With Concept 2 set to 100, the next best performing concept is Concept 4 at a rating of 76. This is a significant difference.

	Concept 1	Concept 2	Concept 3A	Concept 4
Performance	351	389	353	341
Capital Cost	22.05	18.20	23.10	21.00
VI	15.92	21.37	15.28	16.24
Comparison Score	74	100	71	76