



2019 Facilities Master Plan

A New 21st Century Public Library for Everyone

As Approved, January 17, 2019

Prepared with the assistance of
Engberg Anderson Architects



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The consultant team acknowledges the highly interactive process that lead to the content and conclusions of this study. Considerable contributions were made by trustees, management staff, city staff and citizen participants.

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Thanks also to Lon Pluckhahn for an overview of the mixed-use development project and general support during this planning process

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1 Summary

Marion continues to be a dynamic, growing community. Population projections for the city in 2040 suggest 53,200 residents. Many of these will be drawn by the attributes that current residents cite for their pride in the community including quality of life, commitment to education, and vibrant economy. The commitment of the Library to serve the current and future residents is hampered in a significant way by the lack of physical space from which to provide those services. As Marion attempts to address the shortfall of quality library space with the Marion Mixed Use development, it is prudent to update the 2014 Facility Space Need and confirm that the proposed MMU project is a logical, viable step in meeting the long-term space needs.

To this end, the Library commissioned Engberg Anderson Architects to assist in addressing current and future space needs by looking broadly at services, the associated space needs, and the distribution of services and space within the city. The planning team formed with the Library undertook to

- Review available documentation used to develop the 2014 Needs Assessment;
- Review demographic projections with the City of Marion and parts of surrounding Linn County;
- Interview key staff and the board members to more fully understand the state of service in the city and expectations related to service goals established in the Library's Strategic Plan, the economic and political context of the planning, and the broader vision of the position of the library within the fabric of the community;
- Evaluate established state, regional and national benchmarks, as well as peer libraries, to establish a framework for determining overall needs. Benchmark various data sets from the IMLS database including

communities identified by MPL as relevant reference points, and regional libraries (IA, IL, WI, MN) serving similar populations;

- Supplement the standards and peer comparisons with specific user data from MPL allowing trendline analysis of key metrics over the past 5- and 10-year periods.
- Review the range of service trends in library services to determine applicability to the Marion community;
- Develop area projections for review. Area projections shall include collection, activity, program, general seating, staff, and specialized spaces as well as an allowance for building services and mechanical functions;
- Refine area projections into a revised Needs Assessment;
- Determine strategic timing and action plan for anticipated site acquisition and development.

The planning team's efforts concluded the following:

1. The Library will need to serve a 2040 design population of 58,200 people. 53,200 of this are city residents, 5,000 are residents of nearby communities that frequently use the Marion Public Library. This design population acknowledges the anticipated growth in Marion based on the pattern exhibited over that past 10 years and maintains a constant population of non-resident users in the belief that growth will be more in the urban areas of the county (within the City of Marion) and that use by residents of Cedar Rapids and Robbins will remain constant.

2. There are 10 guiding points of the facility in addressing the Library's mission. The first four of these are unchanged from the 2014 Space need Assessment.

- Children are a mission critical audience for MPL. The needs of this audience will serve as a primary and guiding focus of building design.
- Young adults are a mission critical audience for MPL. To serve this audience, the design will provide a hip, vibrant, alive, technology friendly young adult space.
- For adults, the facility will be a destination. The design will provide a “third place” focused on cultural and social experience.
- The 21st Century library is one that integrates technology and traditional library features to provide flexible information services capable of responding to diverse needs.
- Collaborative Space is essential in allowing patrons to work in pairs or small groups. Collaborative spaces support a wide range of teamed activities such as committees for community service organizations, tutoring, a sole proprietor who works from home meeting with a client, or students working on a team assignment.
- As a center for the arts, small “a”, provide direct, hands on participation in creating graphic art with various media and utilizing the talents of local individuals and businesses is a natural extension of the community’s identity and strengths.

3. The long-term space need for the Marion Public Library is 63,300 square feet. The Space Need Calculation were developed as excel spreadsheets adapted from the text of *Public Library Space Needs: A Planning Outline* by Anders C. Dahlgren and copyrighted by the Wisconsin Department of Public Instruction. The standards and

calculations have been modified to reflect the consultant's experience. Specifically, the Standards developed by the Illinois Library Association *Serving Our Public* are used in analysis and to develop comparative space allocations. Supplemental data from various sources are used in conjunction with these standards to define area allocations for certain calculation methods.

Determination of a recommended space allocation is a combination of these standards, various community specific factors, and discussion with the professional staff at the library. Those discussion have focused on the Library's mission in the community, the current strategic plan, as well as an evaluation of regional and national trends in library service. The emerging trends highlight shifts in service that are applicable to differing degrees in many communities. Those applicable to the Marion Public Library have been incorporated into this Statement of Space Needs.

- Collections should comprise a lower percentage of total space calculation
- Individual and group activity spaces promote educational, recreational, social, and economic development programs and services and should comprise a higher percentage of the space allocation
- Multi-purpose space for community events, exhibits, traveling programs and meetings are an integral part of service to all ages and should be a significant portion of total space allocation

A space need calculation for 2040 and another for 2020 were prepared. The components of the two calculations are summarized in the following tables.

FIGURE 1-1 - 2040 SPACE NEED

Key Space Use Components		Units	Existing	63K	Change from Current
Collections	Books	volumes	171,946	103,000	-68,946
	Serials	titles	259	170	-89
	Audio	discs	3,875	8,343	4,468
	Video	discs	21,089	12,695	-8,394
Reader Seats	Children	seats	20	55	35
	Young Adult	seats	6	20	14
	Adult	seats	39	103	64
Computers	Children	seats	2	12	10
	Young Adult	seats	0	13	13
	Adult	seats	28	31	3
Activity Spaces	Study Rooms				
	Children	seats	0	14	14
	Young Adult	seats	0	22	22
	Adult	seats	6	48	42
	Maker/Media	people	0	22	22
	Emergent Literacy	people	8	49	41
	Story Time			30	30
Program Spaces	Multi-Purpose Program Rooms	people	88	150	62
	Demonstration Kitchen	people	0	8	8
	Training Room	people	0	15	15
	Conference Room	people	20	30	10
Staff Spaces		work places	33	53	20
Special Use Spaces		%	N/A	13	
Dedicated Allowances	Food pantry	sf		250	250
	MEDCO, Main Street, Chamber of Commerce	sf		920	920
	Exhibit Gallery	sf	250	500	250
	Friends of the Library	sf	600	750	150

FIGURE 1-2 – 2020 SPACE NEED

Key Space Use Components		Units	63K	52K	Change from 63K
Collections	Books	volumes	103,000	103,000	0
	Serials	titles	170	170	0
	Audio	discs	8,343	8,343	0
	Video	discs	12,695	12,695	0
Reader Seats	Children	seats	55	55	0
	Young Adult	seats	20	20	0
	Adult	seats	103	103	0
Computers	Children	seats	12	12	0
	Young Adult	seats	13	13	0
	Adult	seats	31	31	0
Activity Spaces	Study Rooms				
	Children	seats	14	14	0
	Young Adult	seats	14	14	0
	Adult	seats	48	32	-16
	Maker/Media	people	22	22	0
	Emergent Literacy	people	49	49	0
	Story Time		30	30	0
Program Spaces	Multi-Purpose Program Rooms	people	150	150	0
	Demonstration Kitchen	people	8	8	0
	Training Room	people	15	15	0
	Conference Room	people	30	30	0
Staff Spaces		work places	53	51	-2
Special Use Spaces		%	13	13	-
Dedicated Allowances	Food pantry	sf	250		-250
	MEDCO, Main Street, Chamber of Commerce	sf	920		-920
	Exhibit Gallery	sf	500		-500
	Friends of the Library	sf	750	750	0

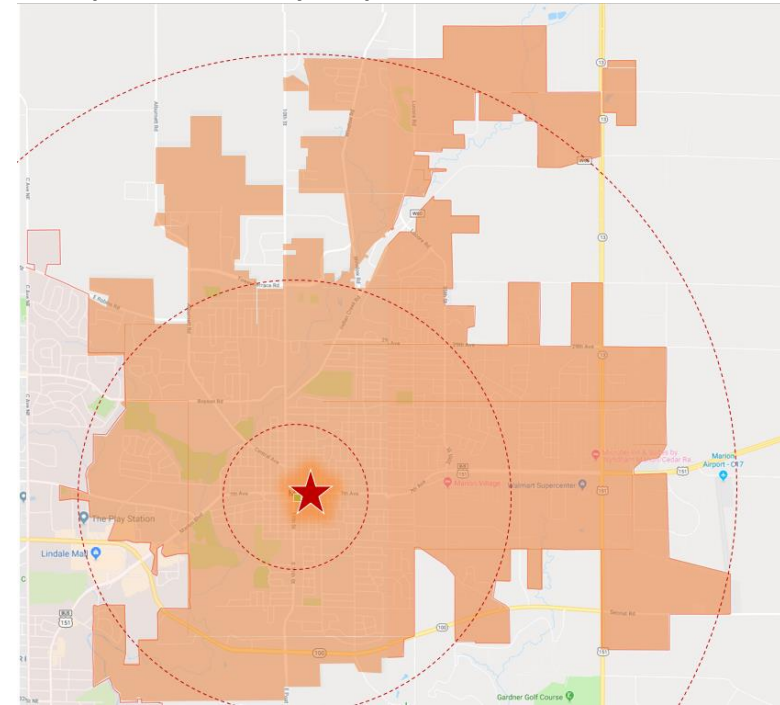
4. The current (2020) space need for the Marion Public Library is 52,300 square feet.

This is in part a reduction of area per function and the elimination of some long-standing partner spaces (Friends of the Library) and of some innovative partner spaces (MEDCO, Main Street, Chamber).

Type of Space	Area (2020)	Area (2040)	Change
Collection Spaces	12,574	13,937	-1,363
General Seating Spaces	6,230	7,120	-890
Computer/Technology Spaces	1,960	1,960	0
Activity Spaces	6,253	7,243	-990
Program Spaces	3,556	3,890	-334
Staff Work Areas	5,610	5,830	-220
Special Use Spaces	4,704	5,197	-493
Dedicated Allowances	500	2,420	-1,920
Subtotal	41,387	47,597	-6,210
Non-Assignable Area	10,347	15,707	-5,360
Gross Building Area	51,734	63,304	-11,570

5. There are multiple strategies to addressing the 2020 and 2040 shortfall. Four concepts were compared.

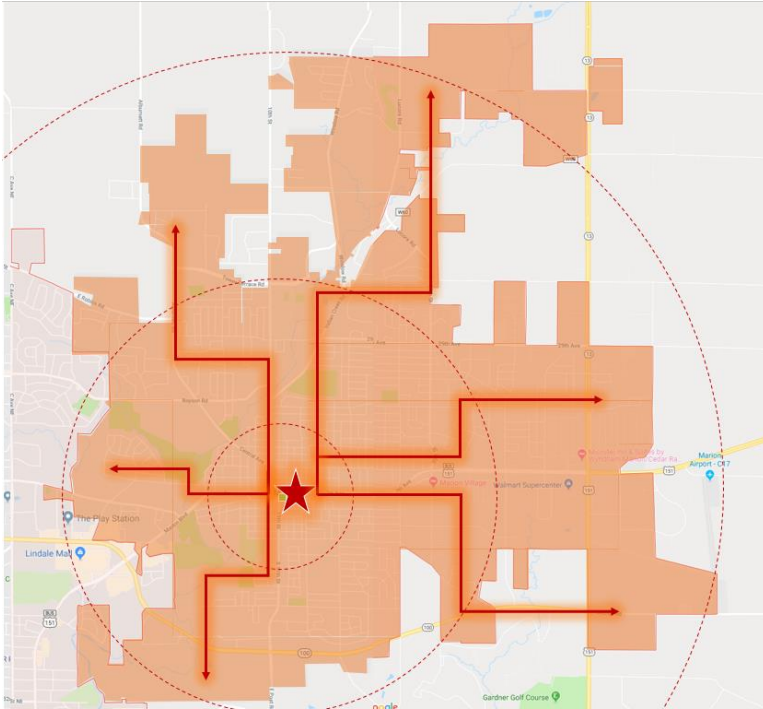
Concept 1 – One Library in Uptown



The premise is that Marion can be most effectively served by a single high-quality building of enough size, quality, and capability 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 enough 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 63,000 square feet.

Concept 2 – Uptown Library + Mobile Library – The Recommended 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.

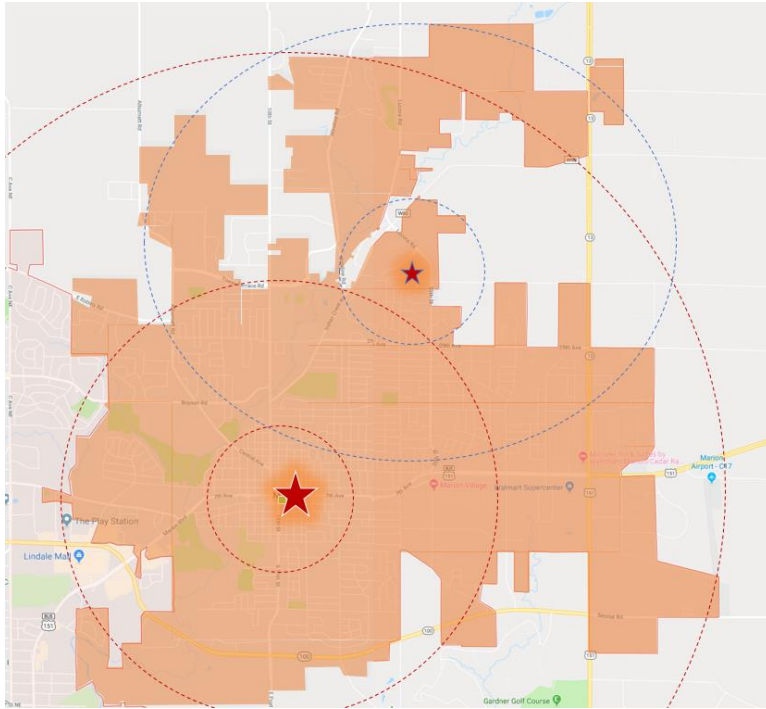
The Uptown site would, as in Concept 1, provide all of Marion has a common experience that helps forge community identity. This platform can allow those library visits to take advantage of the potential synergies offered by being adjacent to City Park Square and Uptown.

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 user population comes at lower operating cost, lower capital expense, and shorter payback on capital costs. As with the building, the Mobile Library should be of enough 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.

Concept 3 – Uptown Library + North Library



As with Concept 2, the premise is that space of enough 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 enough 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 offer, 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 might 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.

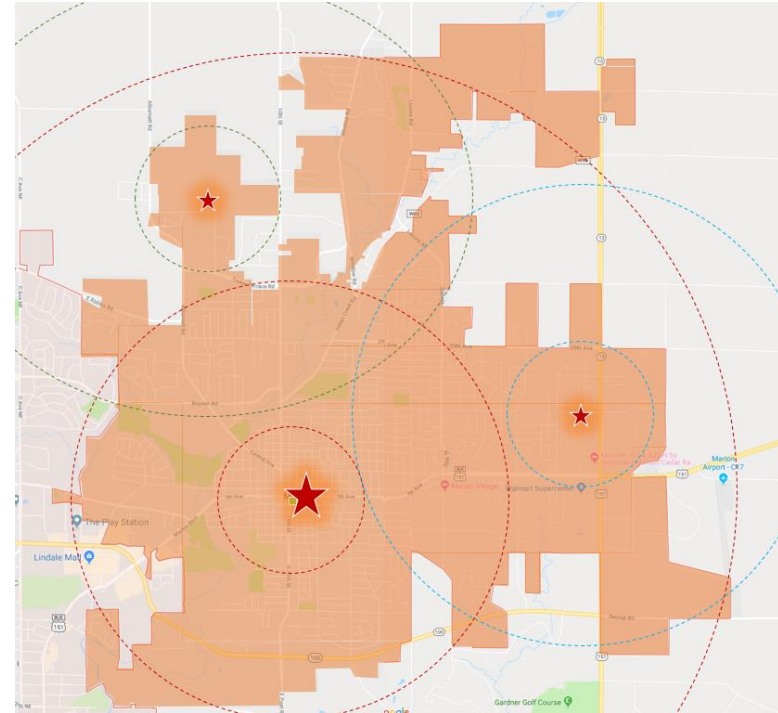
Concept 3B

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.

Concept 4 – Uptown Library + 2 Digital Branch Libraries



As with Concepts 2 and 3, the premise is that space of enough 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 enough 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.

6. The Comparison of Concepts Defines a basic Framework

With an MMU library as the central element in the long-term space plan, there are several ways in which the library can fulfill its obligations to the community. To determine the most advantageous path forward, a comparison system was used to define performance, consider capital expense, and relate the two to define a return on investment.

Comparison System

The performance of each of the Facility Options was evaluated using a series of weighted Evaluation Criteria. These criteria were developed from standard practice for library service comparison and discussions with MPL staff.

Based on these discussions, 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.

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).

$$ES \times IF = PS$$

Evaluation Criteria	Importance Factor (IF)
Maximizes service impact of the Library	10
Convenient	9
Defines a sustainable service/funding model	8
Community Center (heart of neighborhood)	7
Collection, meets Need	6
Programming, meets Need	5
Activity Center, meets Need	4
Walkable Service Population	3
Matches travel time/transportation patterns	2
Promotes economic vitality	1
Contributes to Uptown	1
Comprehensible concept	1

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.

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

FIGURE 1-3 - COMPARISON SCORES

	Option 1	Option 2	Option 3A	Option 4
Performance Score	351	379	333	321
Cost (in millions of dollars)	22.05	18.20	23.10	21.00
Value Index $\text{VI}_{(\text{option})}$	15.92	20.82	14.42	15.29
Comparison Score ($\text{VI}_{(\text{concept})} / \text{VI}_{(\text{max})}$) x100	76	100	69	73

Option 2 has the highest performance score, the lowest capital cost, and, therefore, the highest value index (VI). It becomes the reference by which other options are compared. The gap between any of the other options and Option 2 is significant.

7. There are operational cost benefits to the recommended concept

A model of operating expenses was approximated for each of the concepts developed above. This approximation utilized staffing and operating budgets for the existing library. Acknowledgment was made for savings possible by

- operating multiple facilities with a single administrative team
- balancing collection acquisition strategies (always be current but with a smaller number of physical holdings)
- shifting material check-out to a self-check format

Acknowledgement of the added costs of programming multiple activity venues and (in some cases) multiple facilities

- increased number of programs
- increased number of visitors
- increased level of instruction

It is anticipated that some expenses, such as staffing, are more dependent on the more interactive service model, while others (energy, supplies) depend more on building size.

FIGURE 1-4 - OPERATIONAL COST MODELS (IN MILLIONS OF DOLLARS, ANNUALLY)

	Option 1	Option 2	Option 3A	Option 3B	Option 4
Main Library	2.27	2.23	2.23	2.20	2.20
Full Service Branch				0.93	
Neighborhood Branch			0.64		
Digital Branch					0.88
Mobile Library		.13			

While there is much to be refined, the initial modeling suggests a rough equivalence in operating expense between Options 1 and 2. The number of buildings is minimized, and the staffing levels are roughly equivalent.

Options 3A, 3B and 4 add operating expenses with Option 3B being the most expensive by virtue of the staffing need to maintain 2 relatively large full-service facilities.

8. There are multiple paths forward.

There are typically multiple paths forward in a strategic facility plan. In the case of the recommendation of Option 2, the two major elements, mixed-use library of 52,000 square feet and a mobile library, are independent of each other. The need across the community is such that there is logic to implementing either or both as soon as practical.

MMU Library Phasing

It is strongly recommended by the planning team that the MMU project be built out to 52,000 sf as a single phase in the very near future. One of the clear results of the study is that the 52,000 sf represents a threshold for effective single building service: anything smaller begins to compromise the spaces most likely to provide the value-added experience sought by the community. It is the amount of space needed today to support the range of services needed within the community.

- Collections have been reduced and compressed as much as practical within a contemporary planning framework
- Large community activity spaces are at the minimum effective quantity and capacity
- Smaller group and individual activity spaces have been limited to the minimum number needed
- Staff areas are allocated at minimum effective planning allocations
- Designated special uses have been reduced with desired partnering spaces for Friends, Chamber of Commerce, Main Street, and MEDCO eliminated from the space need.

- The amount of space per function is at the edge of that needed to provide the flexibility, quality of experience, and functional effectiveness sought for the long-term.

One of the appealing aspects of the MMU site was the potential to expand or contract the library's space over time to respond to the evolution in service and patterns of development in the community. The MMU library is currently defined as 46,000 sf of space. Within the framework of Concept 2, there is the temptation to think of the MMU library as being a two-phase effort with the first 46,000 sf being supplemented at the end of the first round of retail leases in 5 to 10 years with an additional allotment to bring the facility to the 52,000-sf identified in the study. The planning team believes that this is shortsighted and runs the risk of reducing community satisfaction and undermining confidence in various planning efforts. There is no way to reduce the area needed in 2018/2020 to the 46,000-sf available in the current plan. Reductions to 46,000 sf will require programmatic cuts that will go to the heart of capacity. These in turn will limit the ability of the library to support the multiple user groups that comprise the City.

Mobile Library Phasing

The Mobile Library component would require several "next steps" on the road to full implementation. Planning the service in terms of user populations, route, stops, collection, services, staffing, and capital costs should be developed in detail. Capital and operational funding for startup on long term operations must be secured. Strategies for promoting the serve, developing user feedback, assessing the effectiveness of the service and means for adapting the service need to be defined. While a considerable effort, it is easy to imagine that the Mobile Library could be developed and deployed within the next two years.

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2 Community Profile

A Strategic Facility Plan acknowledges the importance of physical space in meeting the service needs of the community. It addresses three big questions related to that space. What do we have today? What do we need? How do we get there? Each must be answered as a service question before it can be answered as a space question. For the service questions to be answered, we need to understand the community.

The City of Marion *Community Information Guide* describes Marion:

Marion is one of the Midwest's fastest growing cities – and one of the youngest per capita. Located just minutes north of Cedar Rapids, Marion prides itself on being the best place in Iowa to raise a family and grow a business.

Over 38,000 people call Marion home. We take pride in our exceptional schools, eclectic array of cultural and entertainment offerings, beautiful city parks and diverse mix of large and small businesses. Marion is proud to have one of the lowest crime rates for communities over 20,000 in size in the state.

<http://www.cityofmarion.org/home/showdocument?id=3543>

The Marion Chamber of Commerce notes:

Marion is home to phenomenal business opportunities, some of the best schools in Iowa, incredible cultural and recreational amenities and a smart, educated, young, talented and free-thinking brain trust.

Commute times between our beautifully designed neighborhoods and industrial park are no more than ten-minutes, providing you with a refreshed, happy crew. We're also a healthy-living, cutting-edge Blue Zones community.

No wonder Marion is one of the fastest growing cities- and one of the youngest- in the Midwest. So, REACH HIGHER. Achieve More. In business and in life.

<http://www.marioncc.org/why-marion.html>

The Marion Economic Development Corporation (MEDCO) cites several community accolades:

Ranked 20th Best Small City in America (WalletHub, 2015)

2015 Healthy Iowa Award for Large Cities (Iowa Healthiest State Initiative)

Ranked in Top 100 Best Small Cities in America (NerdWallet, 2015)

Named among the Top 10 'Most Livable' Small Cities in America (AARP, 2015)

Named a Top Ten City for Homeownership in Iowa (NerdWallet, 2014)

One of the Top Ten Safest Cities in Iowa (Motovo, 2014)

There are 19,500 cities and towns in the U.S. and 3,500 counties. Marion is recognized as a Top Ten Town for Family in the United States (Family Circle Magazine, 2013)

<http://www.medcoiowa.org/our-community/why-marion/>

The Vision of Future Marion

Imagine8

The 2014 Facility Needs Assessment prepared by Doug Raber summarizes the Imagine8 process and results.

The movement toward a renovation and expansion of the current Marion Public Library began with the city-wide Imagine8 project. In the fall of 2008, a diverse group of dedicated citizens and the Marion Chamber of Commerce initiated a grass roots community-wide visioning process called Imagine8. At the time, Marion was the sixth fastest growing city in the state and people realized they had a great opportunity to shape the future of the city. A letter from Jill Ackerman (Hanna), President of the Chamber, and Nick Glew, the Imagine8 Committee Chair, stated that the goal of this process was “to engage greater Marion in an open, all-inclusive discussion to develop eight ideas that would enhance the quality of life and create a strong identity for our community.”

In 2009, a series of brainstorming sessions, community meetings, and committee work identified thousands of good ideas, narrowed them to 100, then 30, then the Great 8. The process was guided by the following questions:

What would make the Marion area an ideal place to live and work?

Where is the best place you have ever visited? What did you like about it?

What did it look like? Feel like? How could those images fit here?

What is missing here?

What would make you stay here as a citizen?

If you were “mayor for a day” and could do anything you wanted, what would it be?

The final Great 8 ideas that the community identified as those that would best achieve the Imagine8 vision for Marion were (and are):

1. Wi-Fi Highway – Goal: Establish free Wi-Fi hotspots covering the core Uptown Area.

2. Make a Splash – Goal: Raise funds and determine the best locations and design elements for splash pads.

3. Book It – Goal: Raise additional funds, review library expansion options and proceed with an expansion of the library in a public/private collaboration.

4. Park It – Goal: Explore various options for our existing parks as well as building an amphitheater.

5. All Trails Lead to Marion – Goal: Raise funds, build awareness and advise the Parks Department and Linn County Trails Association in the design and routing of a trail and green space along the central corridor.

6. Eat, Drink and Be Marion – Goal: Identify sites for new and expanded restaurant and entertainment venues and develop programs that will lead to the addition of an expanded restaurant and entertainment offering in Marion.

7. Marion CAN! – Goal: Marion Community Activation Network; Develop and distribute a set of materials that will be a one stop information source for events, volunteer service and economic development opportunities.

8. Function and Fitness – Goal: Build a facility that will serve as a focal point for community meetings, recreational opportunities, youth and adult programming, as well as senior services.

Expansion of the Marion Public Library was identified by the Imagine8 community-wide visioning process as one of the eight essential goals to be achieved in order for Marion to become the city its citizens want it to be.

Since that time Marion has been working to implement these ideas. The current manifestation of the library expansion is relocation to the main floor of the proposed Marion Mixed Use (MMU) project on 11th Street between &7th Avenue and 6th Avenue.

Community Innovation Hub Framework

MEDCO has continued to foster the economic development of the community in multiple ways. Of note to the Library is the Community Innovation Hub Framework. There are several items in the framework that suggest the potential for effective partnering between the Library, MEDCO and perhaps other organizations. Most of the potential synergies arise from the Library’s ability connect residents of all ages to ideas, opportunities, and each other.

- *Need to cultivate the school/business connection*
- *Need to let kids know what is out there. So many kids want to be teachers because that's the only profession they've been around*
- *Students need to spend part of their day experiencing different jobs and work experiences in the community.*
- *Future opportunities for kids need to be promoted and exposed to the parents as well.*
- *Connect skills with jobs - most think they need to move somewhere else to do a job.*
- *Need deeper partnerships not just with businesses/students but with businesses/teachers*
- *Need to better promote in our schools the jobs that exist in our community*

engage the next generation of talent

These efforts fall in line with what is perceived to be one of the largest threats to Marion's long-term prosperity – the lack of sufficiently skilled labor force to support a thriving and diverse local economy. Introducing school age residents to the possibilities of local employment, and connecting them to the training resources available, will help close the gap between employers' needs and residents' skills.

- *For some kids who are not going off to College, a sense of "community" is critical. There is an untapped resource in the kids who are excited to go to work in our community but don't know how or who don't have options. These are students who would go into the entry level jobs and be happy to do so.*
- *How do we anchor kids earlier?*

MEDCO staff has engaged with a multitude of partners, each with both different and common interests that may be accomplished through this project. In order to narrow our focus, the following project goals have been established.

Some of these seem a perfect fit for the spaces envisioned by the Library. These would allow MEDCO and its partners to
Harness the engineering and creative intellect of the region
Create a space for students, teachers, parents, business partners and the community to collocate, create, mentor, and imagine
Ensure that businesses of all size have equal opportunity to

Population & Demographics

Population data for the city was reviewed to verify these statements and provide a basis for the planning process. The source for the data is the United States Census Bureau via the web portal at <https://www.census.gov/quickfacts/fact/table/marioncityiowa,ia,US/PST04527>. The data on the city, and how it compares to the state and the nation are from the most recent (2017) census data estimates.

The data for the city is not intended to imply a homogenous character across the 16 square miles within the corporate limits. A series of distribution diagrams provide a more granular assessment of the population in key areas. These are sourced from <http://www.city-data.com/city/Marion-Iowa.html> and follow the major analysis categories.

POPULATION	MARION	IOWA	US
POPULATION ESTIMATES, JULY 1, 2017, (V2017)	39,400	3,145,711	325,719,178
POPULATION ESTIMATES BASE, APRIL 1, 2010, (V2017)	35,141	3,046,869	308,758,105
POPULATION, PERCENT CHANGE - APRIL 1, 2010 (ESTIMATES BASE) TO JULY 1, 2017, (V2017)	12.1%	3.2%	5.5%
POPULATION, CENSUS, APRIL 1, 2010	34,768	3,046,355	308,745,538
GEOGRAPHY	MARION	IOWA	US
POPULATION PER SQUARE MILE, 2010	2,166.2	54.5	87.4
LAND AREA IN SQUARE MILES, 2010	16.05	55,857.13	3,531,905.43

Age

AGE AND SEX	MARION	IOWA	US
PERSONS UNDER 5 YEARS, PERCENT	6.4	6.3	6.1
PERSONS UNDER 18 YEARS, PERCENT	25.9	23.3	22.6
PERSONS 19-65 YEARS, PERCENT	53.0	53.7	55.7
PERSONS 65 YEARS AND OVER, PERCENT	14.7	16.7	15.6
FEMALE PERSONS, PERCENT	50.0	50.3	50.8

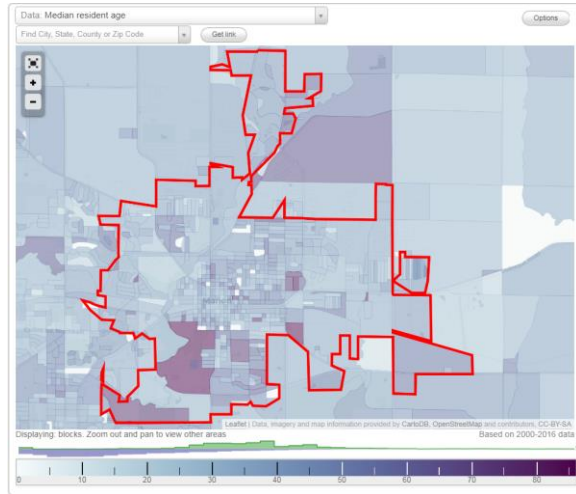
In more detail, the 2017 population shows higher percentages of residents 5-9 years old, 10-14 years old, 30-34 years old, 35-39 years old, 45-49 years old, and 50-54 years old. Additionally, Marion has fewer residents 55-59 years old, 75-79 years old, 80-84 years old, and 85 or older.

AGE	MARION	LINN COUNTY	IOWA	UNITED STATES
UNDER 5 YEARS	5.4%	6.3%	6.3%	6.2%
5 TO 9 YEARS	7.2%	6.4%	6.6%	6.4%
10 TO 14 YEARS	8.0%	6.9%	6.6%	6.5%
15 TO 19 YEARS	5.5%	6.6%	6.9%	6.6%
20 TO 24 YEARS	4.8%	7.0%	7.3%	7.0%
25 TO 29 YEARS	6.8%	6.7%	6.2%	7.0%
30 TO 34 YEARS	7.6%	6.9%	6.4%	6.7%
35 TO 39 YEARS	7.5%	6.7%	6.0%	6.4%
40 TO 44 YEARS	6.2%	6.0%	5.7%	6.3%
45 TO 49 YEARS	7.0%	6.4%	6.0%	6.5%
50 TO 54 YEARS	7.4%	6.9%	6.7%	6.9%
55 TO 59 YEARS	5.5%	6.4%	6.8%	6.7%
60 TO 64 YEARS	6.0%	6.0%	6.3%	6.0%
65 TO 69 YEARS	5.1%	4.6%	5.0%	5.0%
70 TO 74 YEARS	3.5%	3.5%	3.6%	3.6%
75 TO 79 YEARS	2.8%	2.6%	2.8%	2.6%
80 TO 84 YEARS	1.7%	1.8%	2.1%	1.8%
85 YEARS AND OVER	1.9%	2.1%	2.5%	1.9%
MEDIAN	38.1	37.4	38.1	37.8

https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

Areas with higher median ages are in the older, more southern, portions of the city.

FIGURE 2-1 - MEDIAN AGE



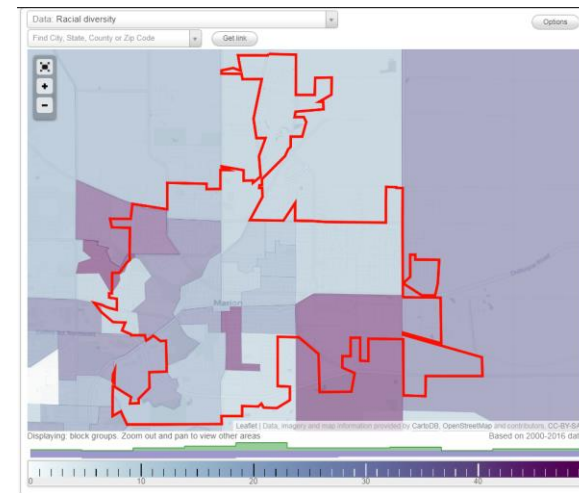
Median Age Areas with higher median ages are more heavily shaded.

Diversity

Most of Marion's current population is white. Marion is generally less diverse than Iowa or the United States as a whole. The areas of greater diversity within the city are in the south east Uptown, and north western portions of the city.

RACE AND HISPANIC ORIGIN	MARION	IOWA	US
WHITE	93.5%	91.1%	76.6%
BLACK/AFRICAN AMERICAN	2.3%	3.8%	13.4%
AMERICAN INDIAN ALASKA NATIVE	0.1%	0.5%	1.3%
ASIAN	1.6%	2.6%	5.8%
NATIVE HAWAIIAN & PACIFIC ISLANDER	0.0%	0.1%	0.2%
TWO OR MORE RACES	2.1%	1.9%	2.7%
HISPANIC OR LATINO	1.8%	6.0%	18.1%
WHITE, NOT HISPANIC/LATINO	92.5%	85.7%	60.7%

FIGURE 2-2 - RACIAL DIVERSITY



Racial Diversity Areas with higher levels of diversity are more heavily shaded.

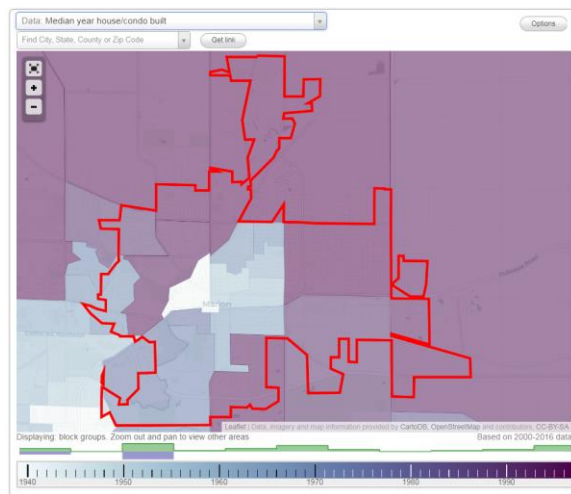
Housing

Housing in Marion varies by area. Newer construction is to the north and east of the original core of the city. These areas tend to have larger homes on larger lots. The most densely built portions of the city are in the middle, essentially the Uptown area and areas immediately north. There is another zone of higher density to the west of Uptown.

HOUSING	MARION	IOWA	US
HOUSING UNITS, 7/1/2017, (V2017)	X	1,398,016	137,403,460
OWNER-OCCUPIED HOUSING RATE	76.8%	71.1%	63.6%
MEDIAN VALUE OF OOHU	\$154,900	\$132,800	\$184,700
MEDIAN S MONTHLY OWNER COSTS -WITH A MORTGAGE	\$1,324	\$1,180	\$1,491
MEDIAN GROSS RENT, 2012-2016	\$658	\$715	\$949

OOHU = Owner Occupied Housing Units; Figures are **2012-2016**

FIGURE 2-3 - MEDIAN HOUSING AGE



Median Year House / Condo Built Areas with more recently built houses or condos are more heavily shaded.

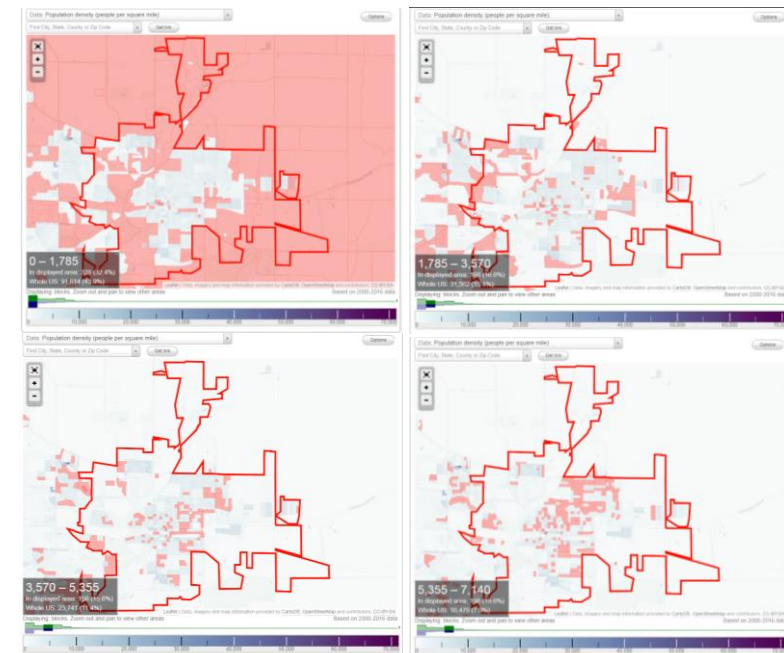
Households

Marion tends to be less transient than Iowa or the United States. Average household size is in line with the state average and below the national average. Marion has fewer households speaking a language other than English at home.

FAMILIES & LIVING ARRANGEMENTS	MARION	IOWA	US
HOUSEHOLDS	14,803	1,242,641	117,716,237
PERSONS PER HOUSEHOLD	2.49	2.42	2.64
LIVING IN SAME HOUSE 1 YEAR AGO, % OF PERSONS AGE 1 YEAR+	88.2%	84.6%	85.2%
LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME, %, AGE 5 YEARS+	2.8%	7.5%	21.1%

Figures are **2012-2016**

FIGURE 2-4 - HOUSING DENSITY



Housing Density from areas of lowest (upper left) to highest (lower right).

Education – Enrollment & Attainment

Education levels in Marion are higher than the state and national averages

EDUCATION	MARION	IOWA	US
HIGH SCHOOL GRADUATE OR HIGHER, % OF PERSONS AGE 25 YEARS+	96.1%	91.7%	87.0%
BACHELOR'S DEGREE OR HIGHER, PERCENT OF PERSONS AGE 25 YEARS+	34.2%	27.2%	30.3%

Figures are **2012-2016**

The enrollment in area schools speaks to the age of residents in the various neighborhoods that comprise the city. Marion's level of education attained varies across the city. Higher levels of attainment are to the north.

FIGURE 2-5 - PUBLIC SCHOOL ENROLLMENT

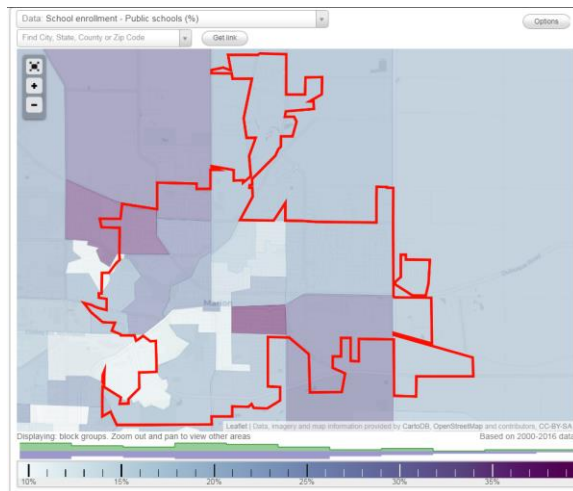
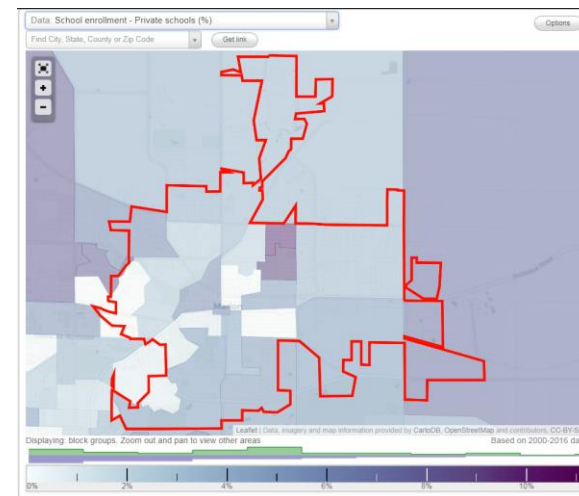
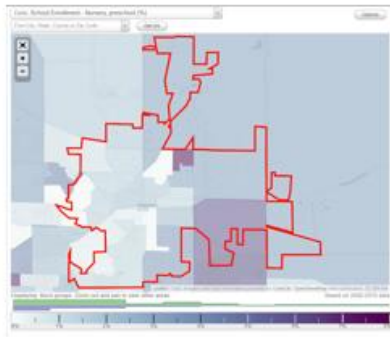


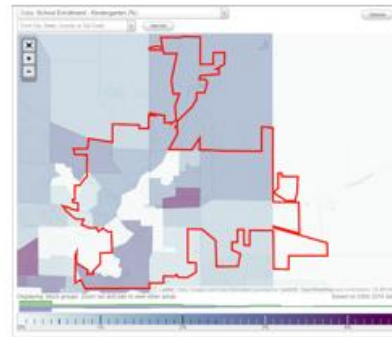
FIGURE 2-6 - PRIVATE SCHOOL ENROLLMENT



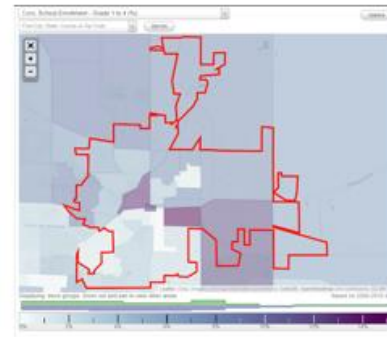
In addition to quality public and private school options, Marion has an active and regionally significant home school population. The Library coordinates with activities and collections to support all school age groups.



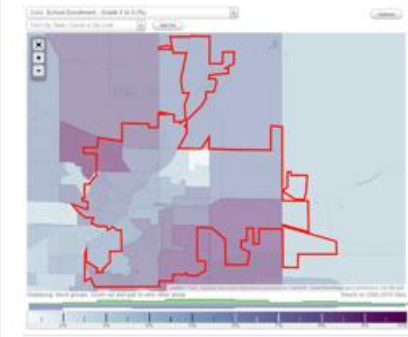
Nursery school enrollment



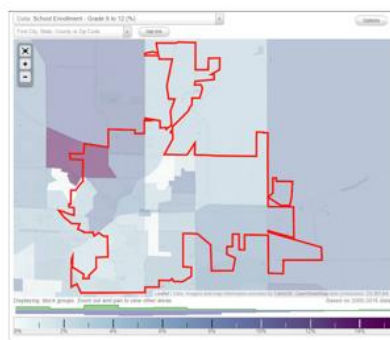
Kindergarten enrollment



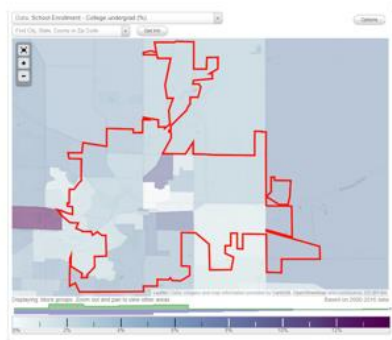
Grade 1-4 enrollment



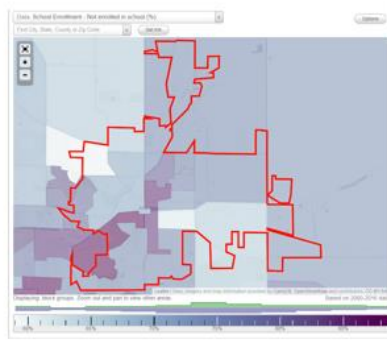
Grade 5-8 enrollment



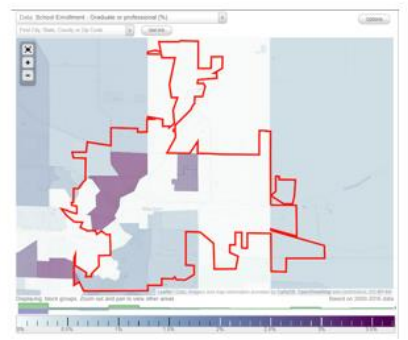
Grade 9-12 enrollment



College enrollment

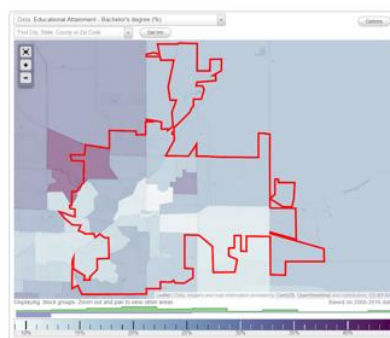


Graduate/professional school

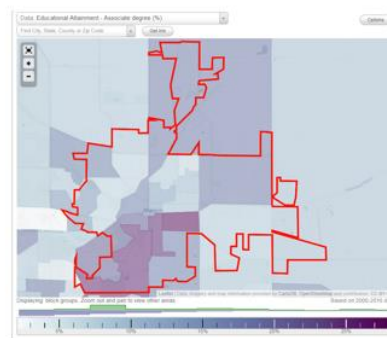


No school enrollment

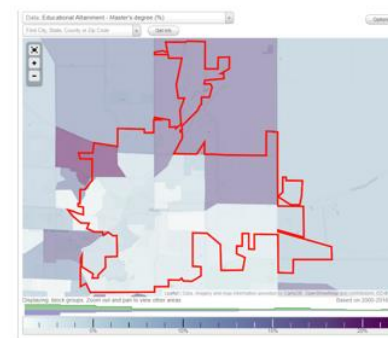
↑Enrollment | Attainment ↓



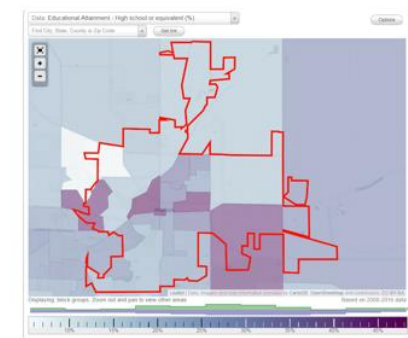
High School or equivalent



Associate Degree



Bachelor's Degree



Master's Degree

Health

Residents of Marion report fewer disabilities than do other people in Iowa and in the United States.

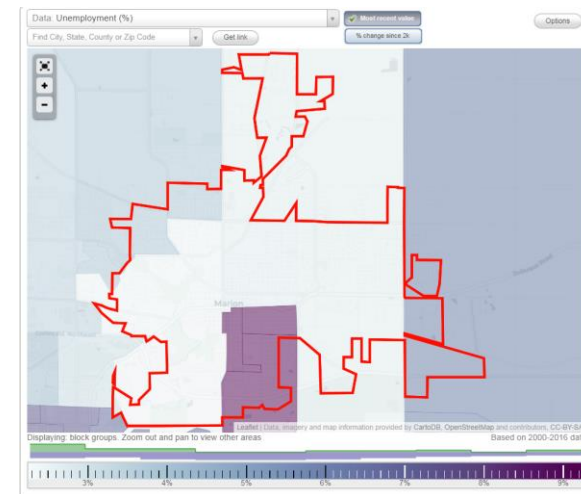
HEALTH	MARION	IOWA	US
WITH A DISABILITY, UNDER AGE 65 YEARS, PERCENT, 2012-2016	7.2%	7.9%	8.6%
PERSONS WITHOUT HEALTH INSURANCE, UNDER AGE 65 YEARS, PERCENT	5.8%	5.5%	10.2%

Economy

Employment in Marion exceeds the state and national averages. Women are less likely to be employed but the rates of employment for women also exceed the state and national averages. There are pockets of higher unemployment, largely in the area south of Uptown.

ECONOMY	MARION	IOWA	US
IN CIVILIAN LABOR FORCE, TOTAL, % OF POPULATION AGE 16 YEARS+	71.3%	67.6%	63.1%
IN CIVILIAN LABOR FORCE, FEMALE, % OF POPULATION AGE 16 YEARS+	66.3%	63.3%	58.3%

FIGURE 2-7 - UNEMPLOYMENT



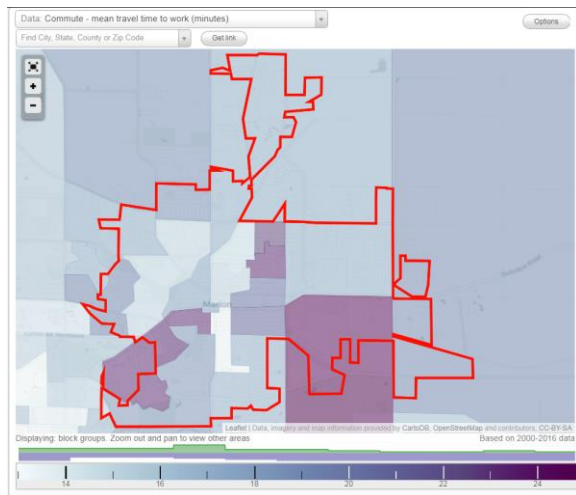
Areas with higher rates of unemployment are more heavily shaded.

Transportation

Travel times are an important part of the employment equation. There are limited options for public transportation in Marion. Some report walking to work or bicycling but the majority of residents report use of a personal automobile for transportation to and from work. Exceptions are those who work at home.

TRANSPORTATION	MARION	IOWA	US
MEAN TRAVEL TIME TO WORK (MINUTES), WORKERS AGE 16 YEARS+	19.0	18.9	26.1

FIGURE 2-8 - MEAN TRAVEL TIME TO WORK



Areas with higher travel times are more heavily shaded.

FIGURE 2-9 - USE OF PUBLIC TRANSPORTATION

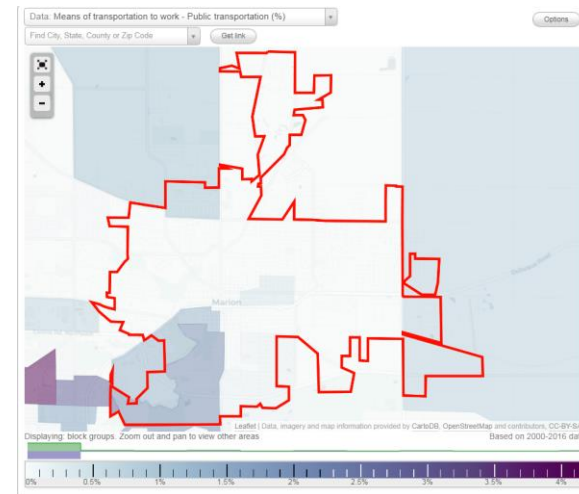
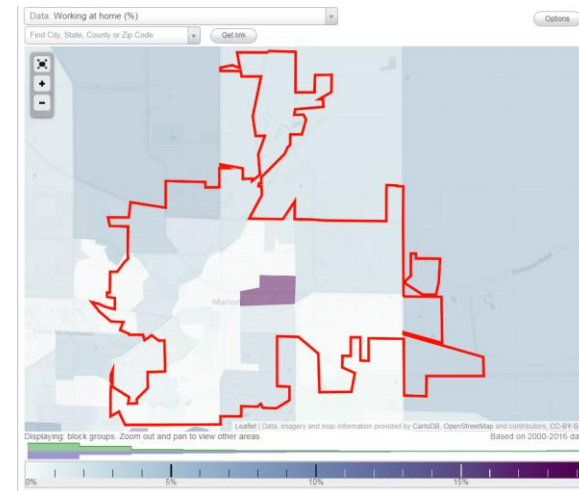


FIGURE 2-10 - WORK AT HOME



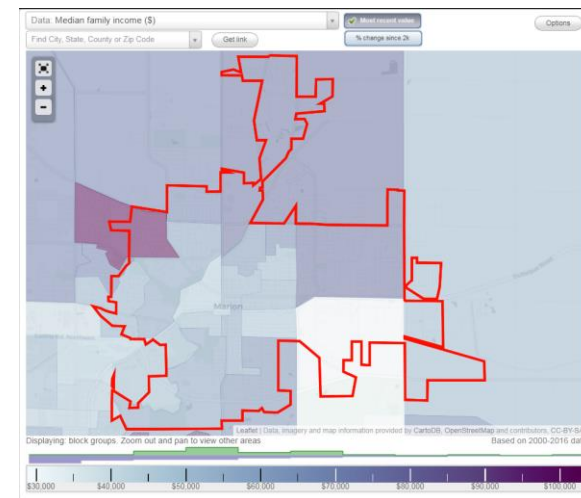
Income

Median income in Marion is higher than the state or national medians. The same is true of per capita income. The percentage of individuals in poverty is lower in Marion than in other communities in Iowa and across the United States.

INCOME & POVERTY	MARION	IOWA	UNITED STATES
MEDIAN HOUSEHOLD INCOME (IN 2016 DOLLARS), 2012-2016	\$67,308	\$54,570	\$55,322
PER CAPITA INCOME IN PAST 12 MONTHS (IN 2016 DOLLARS), 2012-2016	\$32,034	\$28,872	\$29,829
PERSONS IN POVERTY, PERCENT	7.0%	10.7%	12.3%

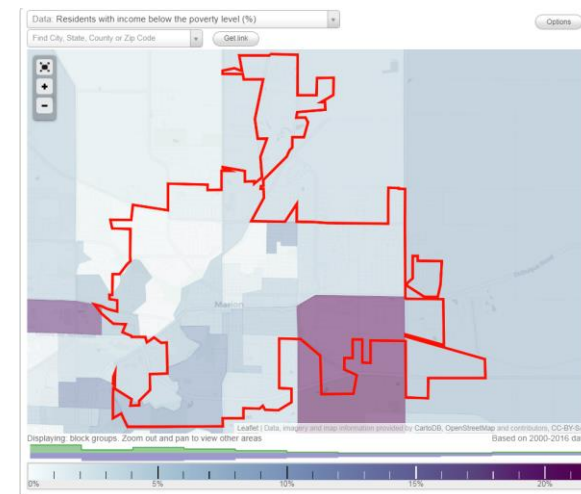
Median family income levels in Marion are highest to the north and northwest and lowest toward the southeast parts of the city. This corresponds with a mapping of poverty levels across the city.

FIGURE 2-11 - MEDIAN FAMILY INCOME



Areas with higher median incomes are more heavily shaded.

FIGURE 2-12 - RESIDENTS BELOW POVERTY LEVEL



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3 Library Profile

Any institution is, to a large extent, what it sets out to be. The Marion Public Library has set for itself a mission and vision that in many ways reflects the community it serves. A set of core values is the basis for the 2018 – 2021 Strategic Plan and for the longer-range Strategic Facilities Plan.

Mission

We enhance lives through radical hospitality, service curation, and shared joy in the Marion community

Vision

Marion Public Library's mission statement emphasizes the connection with the library's patrons:

We will provide an unparalleled patron experience. We facilitate access to the resources our patrons want when they want them. We are where our community chooses to gather and connect. We are the friendliest public library in the world.

This is consistent with and a refinement of previous vision statements:

The Marion Public Library is a leader in building and sustaining Marion as a creative city that attracts and nurtures talented people, mobilizes ideas, stimulates innovation, and encourages diversity. The library is a center of cultural vitality and participation that enhances the quality of life for all Marion residents.

Values

This vision is manifest in several key values that everyone associated with the library incorporates into their daily activities:

Hospitality

We are always friendly, welcoming, and approachable

We show respect, compassion, and kindness in our interactions, communications, decisions, and services

We actively seek ways to surprise and delight

We provide the highest level of personal attention and broadest range of resources available

Stewardship

We courageously and creatively allocate resources in ways that support and strengthen the Marion community

We are conscientious managers of all library resources

Every decision we make contributes to the success of the Marion community

We respect the right to privacy

We champion curiosity and intellectual freedom

Community-Focus

We use community feedback, locally collected data, and evaluative tools to guide our exploration of community needs

We boldly try new things, take risks, and learn from our collective experience to discern the needs of Marion

We treasure opportunities for fun and celebration

Primary Service Roles

The library has previously identified a set of primary service roles. These are described as enduring and fundamental, overarching the specifics of any near-term plans. They describe ends to be achieved for users of all ages.

- *Provide shared community resources and technology that empower creative expression*

Access to Popular Culture (Fiction and Non-Fiction)

- *Expose users to diverse and new material in all media that represents and explores issues of contemporary life.*
- *Satisfy user expectations and demand for best-selling fiction and non-fiction in all media.*
- *Provide opportunities and programming that inform, educate, entertain and enrich.*

Access to Useful Information

- *Maintain a collection—print and digital—that helps people address everyday practical needs.*
- *Provide access to material and programs relevant to the specific needs, demands, problems, and history of Marion residents.*
- *Provide introductory educational material to a wide variety of fields of knowledge.*

Cognitive, Cultural, and Social Development

- *Develop literacy skills and encourage and develop reading as means of personal development and enrichment.*
- *Develop an appreciation of the richness and diversity of American culture.*
- *Provide digital and information literacy instruction as skills necessary for people to become self-aware consumers and users of information.*

Community Information Commons

- *Provide a safe and welcoming place for people to gather, connect, interact, and share their knowledge and experience.*
- *Provide a quiet space for reading, contemplation, and study.*

Strategic Plan 2018-2021

The Library's shared goals reflect this vision, mission, and values and provide a template for how we use our resources. The work of all library staff and volunteers is guided by these goals, expressed in the current Strategic Plan. Items with a distinct space related component are reported below. The right-hand notation indicates where the goal is incorporated into the Statement of Space Needs (part 3 of this report) and Strategic Space Options (part 4 of this report).

Strengthen the library's patron-driven service model

Continue to develop a patron-driven acquisition model inclusive of "convenience services" for accessing and engaging with materials Collections

Standardize maintenance of collections, search for creative and engaging ways to showcase the collections to spark curiosity, and increase navigability of collections Collections

Showcase Children's collection to spark curiosity via displays, including online and featured material displays Collections

With the Metro Library Network (MLN), develop a cohesive plan for circulation and processing workflows to minimize materials' issues Outreach

Expand the Grow-on-the-Go concept to include Marion home school and senior residents Outreach

Meet patrons where they are; integrate outreach services into the community and be flexible in thinking about where we can serve, rather than just how we can serve..... Facilities Options/Outreach

Establish a standard of excellence in service provision through talent development

Design and implement a training program to bring all staff to required level of skill and expertise in service- and task-related areas Staff Training Room

Foster opportunities for more impactful collaboration among Marion Public Library (MPL) staff and Friends members Unstructured Learning Spaces

Prioritize risk taking and maximize flexibility

Actively participate in MLN decision-making and action; step up to be the lead library on projects when possible – implement new metro-wide patron-driven service models Outreach

Demonstrate compassion in our community partnerships, projects, and connections Partner Spaces

Actively work to integrate library services into city management; focus efforts on making the library more vital to city operations Facilities Options

Work to create more collaborative partnerships with local school districts (e.g., Marion Independent, Xavier, Linn Mar; possibly expand to Cedar Rapids Community) Unstructured Learning Spaces

Professionalize internal and external marketing communications

*"Surprise and delight" MPL patrons Quality of Space
Represent city branding efforts Facilities Options*

Extend MPL staff and volunteer relationships to the Corridor community Facilities Options

Design and implement a successful, multi-year library building project campaign Facilities Options

Establish a framework that is ready to implement once the library building project is defined Implementation Scenarios

*With City of Marion communications staff, develop and
implement marketing communications plan around the Marion
Mixed-Use (MMU) building, including new library building*
..... *Facilities Options*
..... *Implementation Scenarios*

Raise (amount to be determined) in two- to three-year period
..... *Facilities Options*

4 Performance Measures

The effectiveness of a library is not measured in a single statistic or in any easily obtained set of statistics. The broadening of the statistical measures to include items other than materials circulated is a helpful trend and gives better insights into trends and community needs and desires. To gain perspective, the Library System's performance is compared to state and national groups. The measures compared include

- Registered Card Holders
- Visits
- Circulation
- Reference Transactions
- Program Attendance
- Public Computing

Population

To help evaluate certain measures, a per capita analysis is used. This means of comparison is predicated on an understanding of the service population. The service population consists of two components, the legal resident population and the non-resident population that regularly uses the library.

The City has seen significant population growth in the past 18 years. As reported by the City, the population for 2018 is estimated to be 40,000, up from 26,300 in 2000. This growth is expected to continue but at a somewhat slower rate. Population projections are discussed in the Statement of Space Needs.

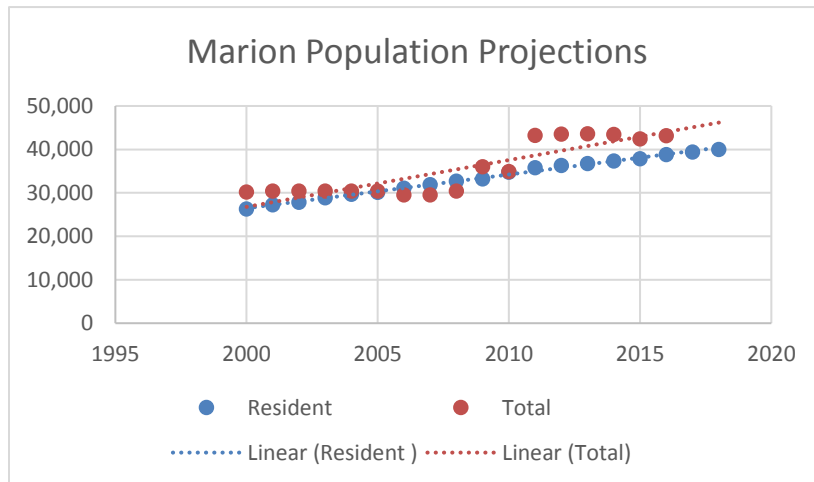
In addition to this growth, the Marion Public Library has seen additional increases in use by virtue of its proximity to large portions of Cedar Rapids and, to a lesser extent, Robbins. Cedar Rapids grew from 121,488 residents in 2000 to 132,228 residents in 2017. Robbins increased from 1,829 to 3,470 in the same time period.

In addition to the Cedar Rapids residents who use the library by virtue of convenience (proximity) there has been additional use by Cedar Rapids residents while the Cedar Rapids Library was replaced following flooding in 2008. The use of Marion Public Library by Cedar Rapids residents has decreased since the new CR Library opened.

Marion Public Library also gets use from nearby towns whose residents use the commercial and cultural amenities of the city on a regular basis. Residents of Alburnett, Central City, Springville, Mount Vernon, Monticello and Anamosa frequent the MPL. There are additional users from communities as far as Dubuque who come to Marion to use the Home School resources available at MPL.

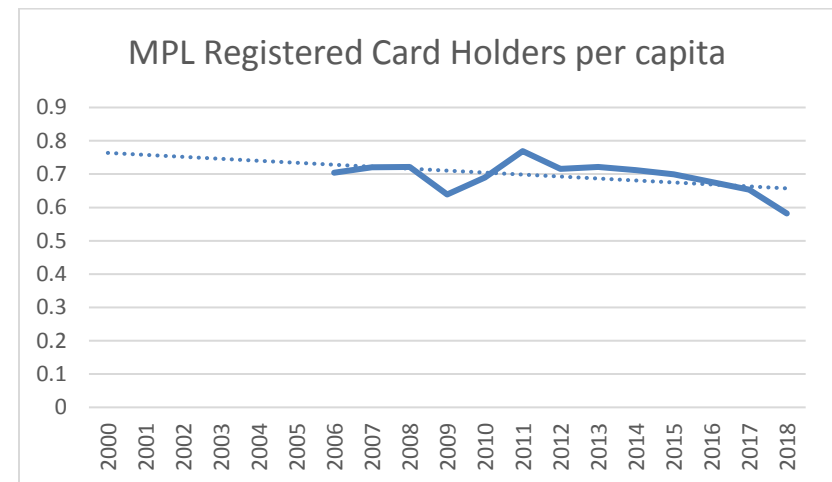
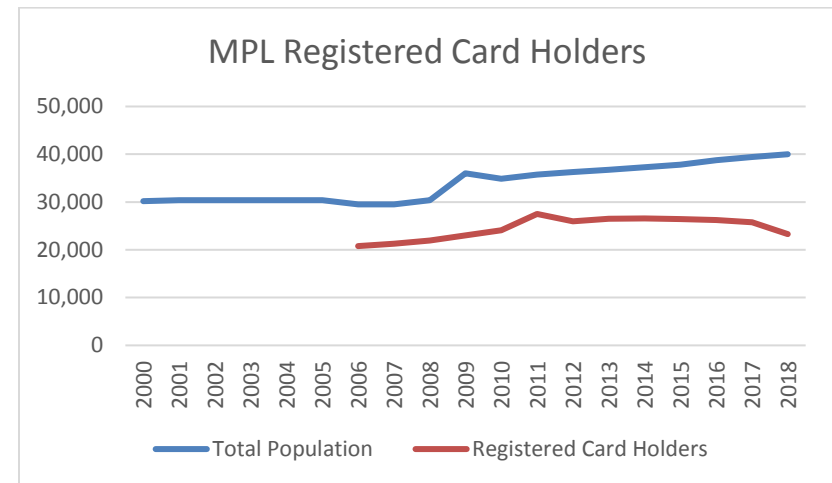
This additional level of use is reflected in the user population figures reported to the Institute for Museum and Library Services, IMLS, shown in the population graph as “total”.

If use of measured library services were constant as population grew, the graph of that measure over the same time period would have a similar shape. Graphs with a different shape show a change due to something other than population growth.

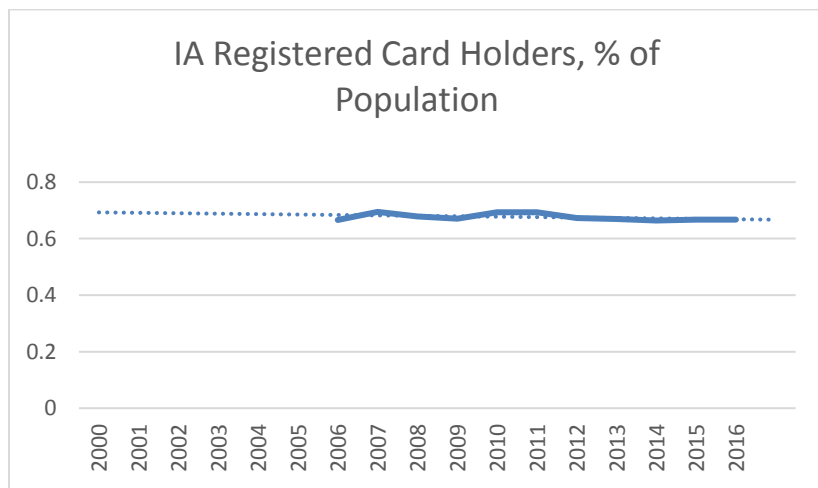


Registered Card Holders

Cardholder figures have declined since a peak in 2011. Much of this time saw a relatively flat cardholder count. The past year saw a notable decline. Since this occurred as population has increased, the number of registered cardholders per capita has shown a steady/increasing decline.

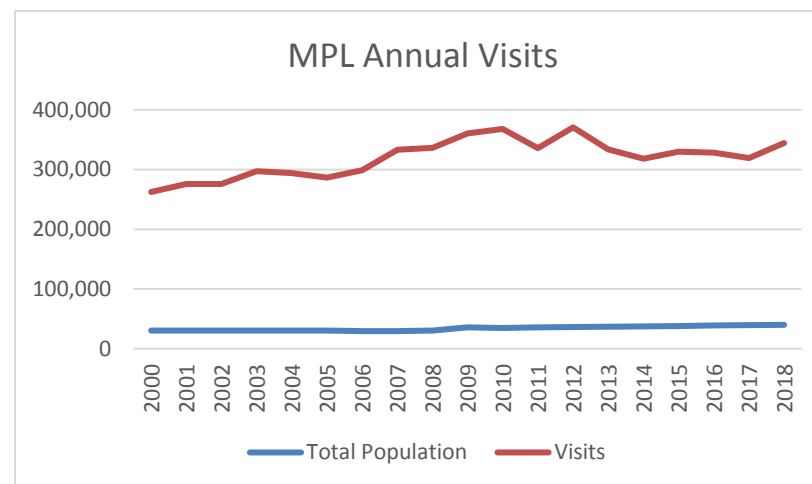


The pattern across Iowa is more stable, consistently in the 65% to 70% registered range

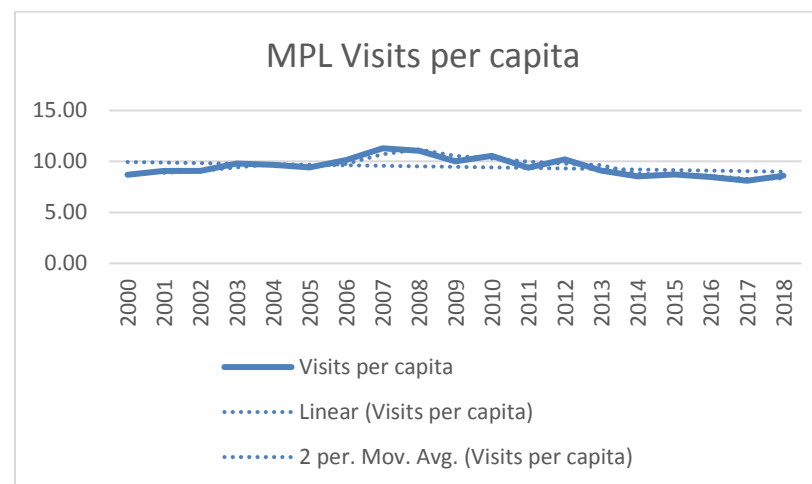


Visits

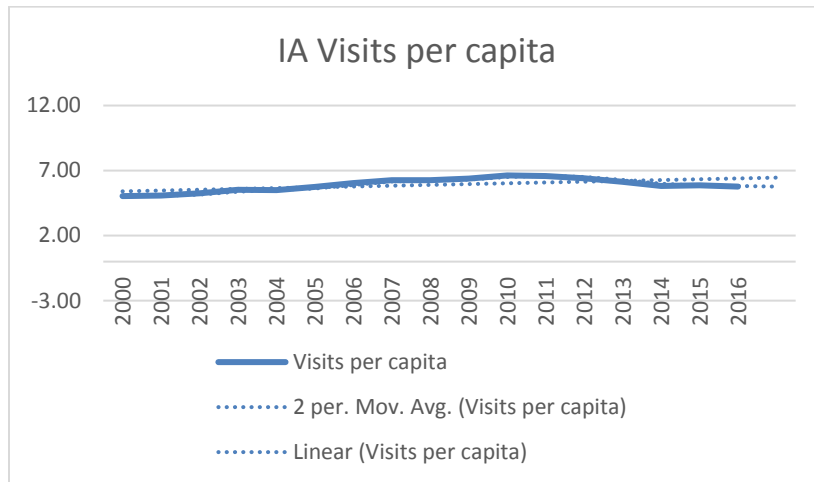
The number of visitors has fluctuated over the past few years. Recent statistics show a dip from a 2012 highpoint. The most recent year shows a renewed number of visitors to the library.



The per capita analysis shows a longer-term decline in the annual number of library visits per capita.

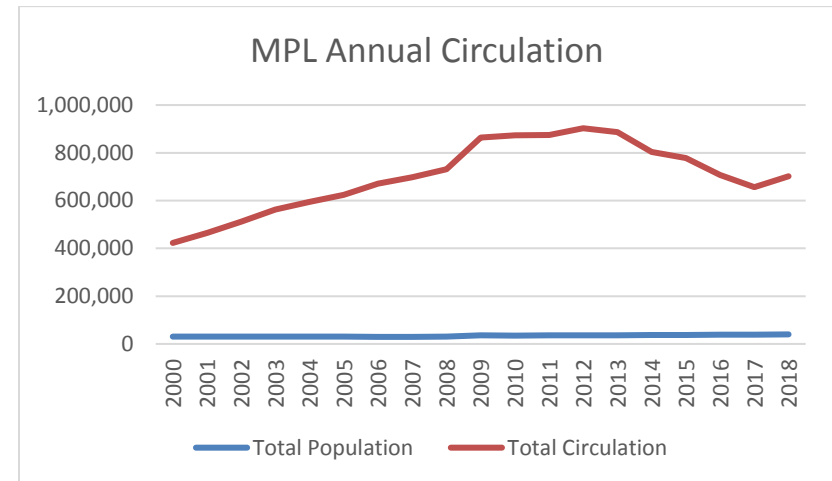


The visits per capita at Marion Public Library exceed the average for the State of Iowa. While lower, and smoother, the curve for Iowa is showing a dip in the annual number of visits to libraries across the state.



Circulation

More dramatic over the years has been the decline in the level of circulation of physical materials. Circulation is down 21% since 2011.



Over the 18-year window explored, there have been notable long-term shifts in levels of use as measured by the sampled data:

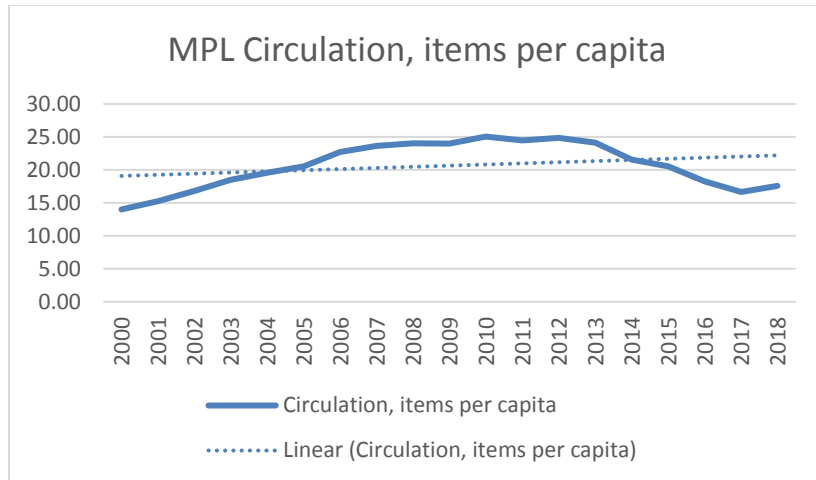
	Circulation 2000*-2018	
	Total Circulation	E-Materials Circulated
Change	279,593	22,570
% Change	66.1%	72.2%

E-material circulation rate statistics are first available for 2013.

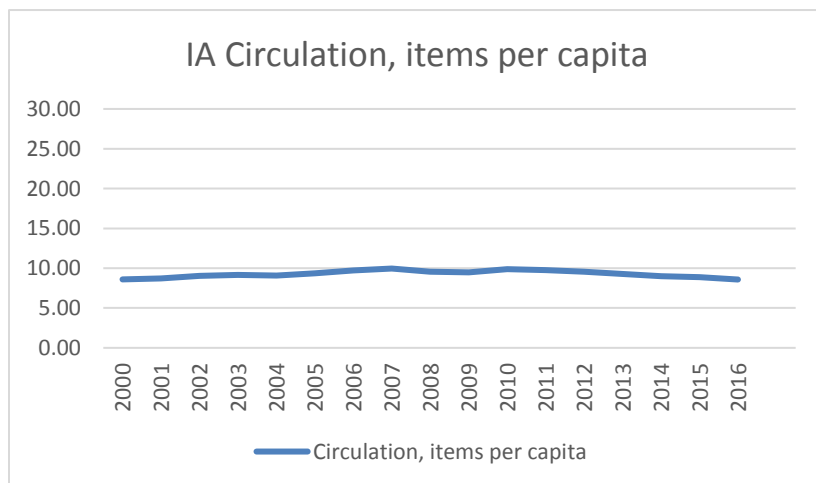
Over the most recent 6-year window, there has been a series of shifts in the use as measured by the sampled data:

	Circulation 2000-2018	
	Total Circulation	E-Materials Circulated
Change	-183,787	22,570
% Change	-21.0%	72.2%

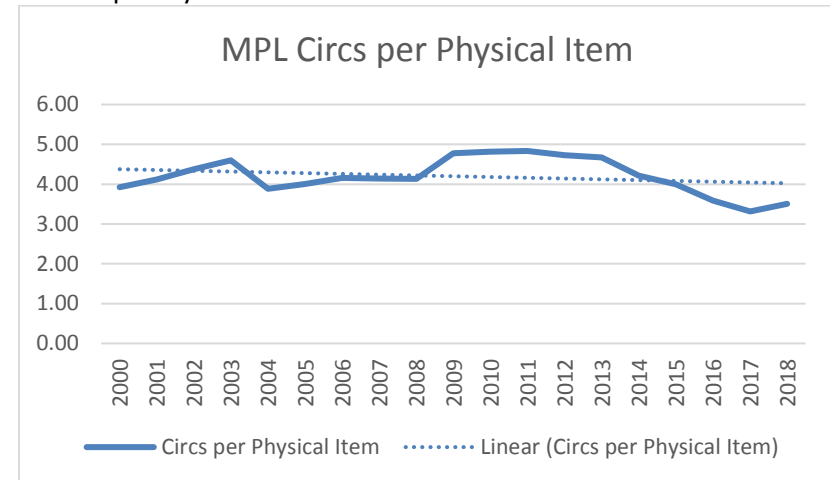
The circulation per capita shows a distinct shift in the trend since 2012.



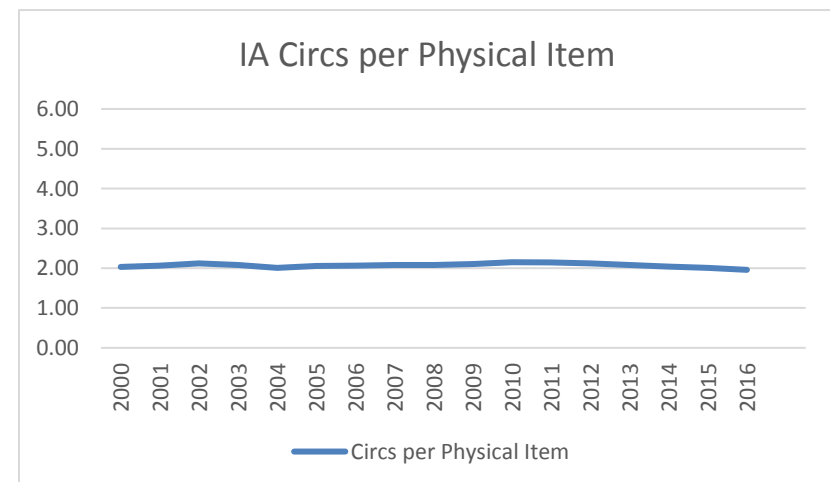
It is notable that MPL circulates more items per capita than the average Iowa Library. Also, of note is that, across Iowa's public libraries, there is a similar pattern of per capita circulation decreasing at a consistent and notable rate.



The average number of times the collection circulates has fluctuated but has varied. With a notable increase while Cedar Rapids rebuilt its library, the general trend is for the collection to circulate less frequently overall.

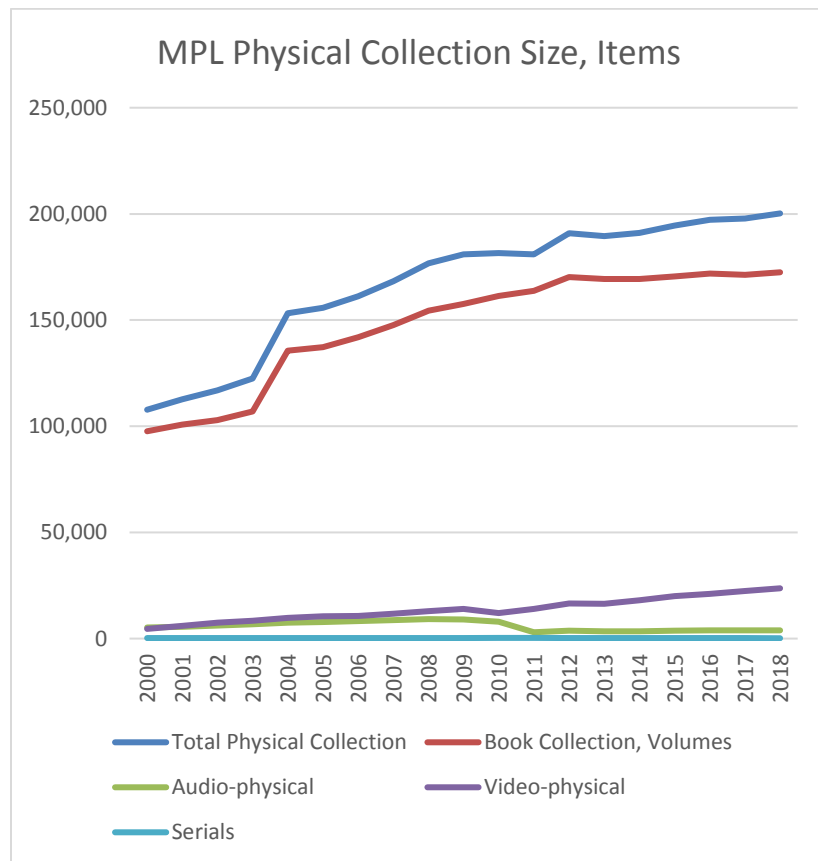


There is a lower overall average circulation rate per item for Iowa libraries. A small decline in this rate is noted for the state.



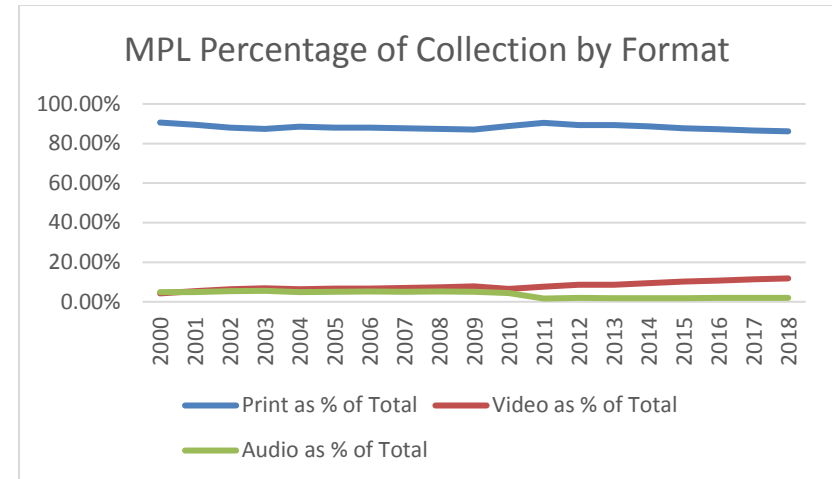
Collection

This decrease in circulation has come at a time when overall physical collection counts are increasing. This pattern of increase is particularly notable for books and videos. Audio holdings are decreasing, in line with a national trend of patrons favoring downloadable audio over physical media. The increase in video holdings is also consistent with the experience of libraries across the country. The increase in the book collection is different than the patterns observed elsewhere. This anomaly is discussed with the peer comparisons.

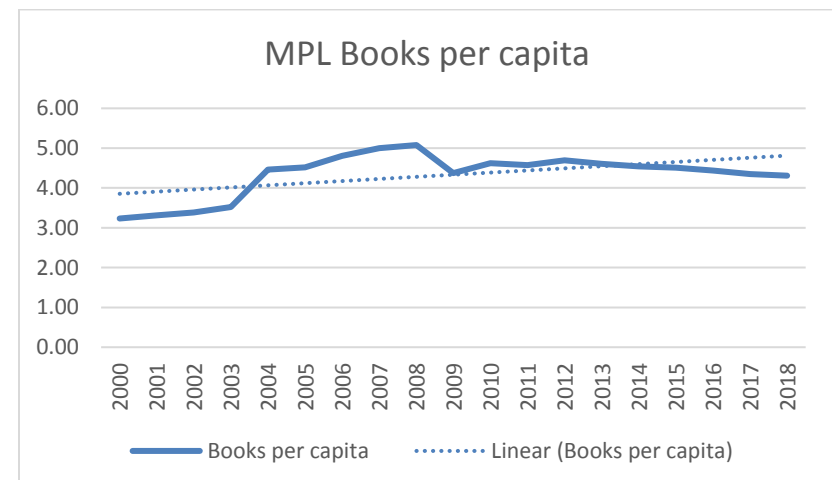


The rate of increase in the video collection has resulted in the overall balance of holdings being less focused on books. To be clear, books

still comprise a vast majority of the physical holdings, but compared to years past, the percentage is notably smaller.



The counts are part of the story. As the population has increased, the rate of increase in the holdings per capita has decreased.



The trends over the past 6 years are distinctly different from the previous 12 or more. The pattern over the 18-year window explored,

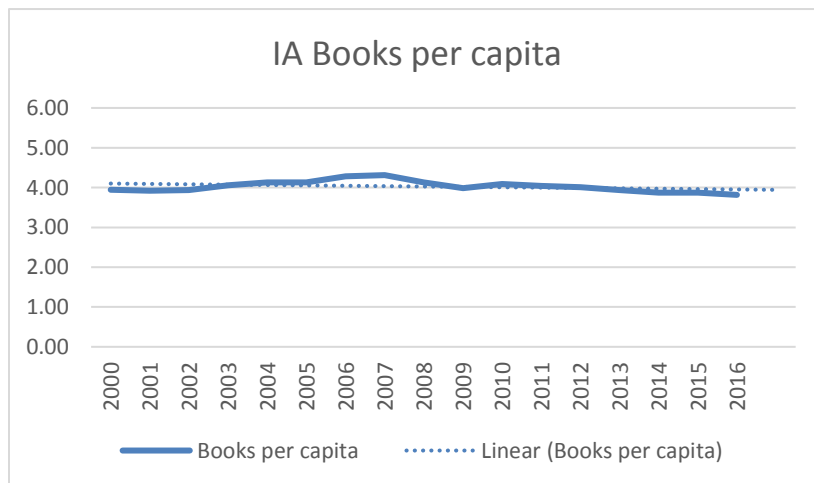
there have been notable long-term increases in book holdings as measured by the sampled data:

	Collections, 2000-2018		
	Total Physical Collection	Book Collection, Volumes	Books per capita
Change	92,433	74,854	1.08
% Change	85.8%	76.7%	33.4%

Over the most recent 6-year window, there has been a series of shifts in the book holdings per capita as measured by the sampled data:

	Collections, 2011-2018		
	Total Physical Collection	Book Collection, Volumes	Books per capita
Change	10,655	3,111	-0.30
% Change	5.6%	1.8%	-6.5%

This matches the experience of Iowa libraries in general.



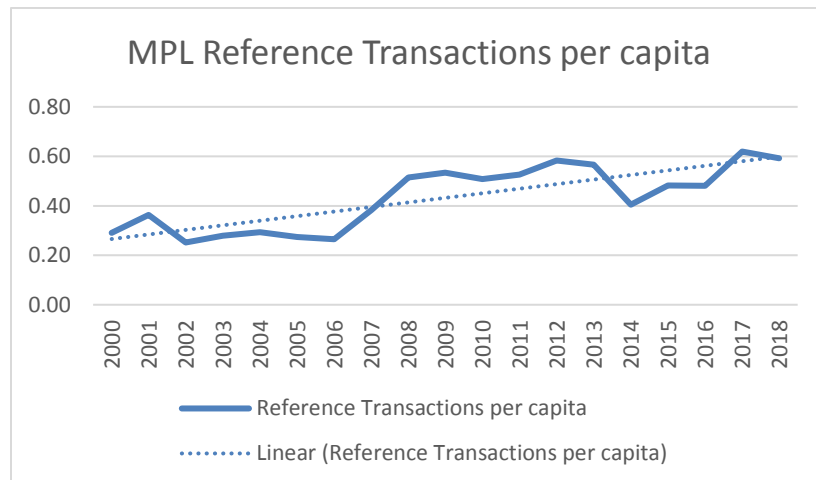
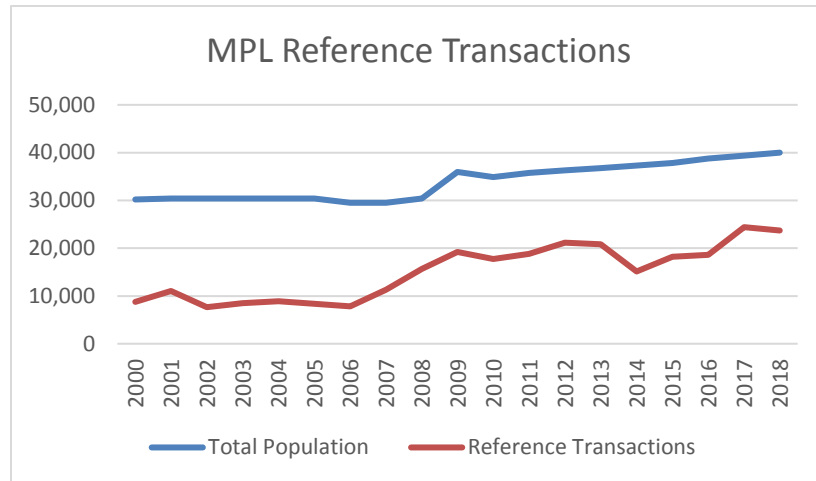
As Marion's population has grown, the number of books per capita is declining to a level approximating the average of all public libraries in the state.

Downloadable Audio and E-Book use has increased since collection data was systematically recorded.

	E-Books and Downloadable Audio, 2012-2018			
	eBooks	eBooks as % of Print Books	Audio Downloadable	Audio Downloadable as % of Physical Audio
Change	9,867	5.70%	5,901	1.42
% Change	271.0%	266.4%	312.2%	280.9%

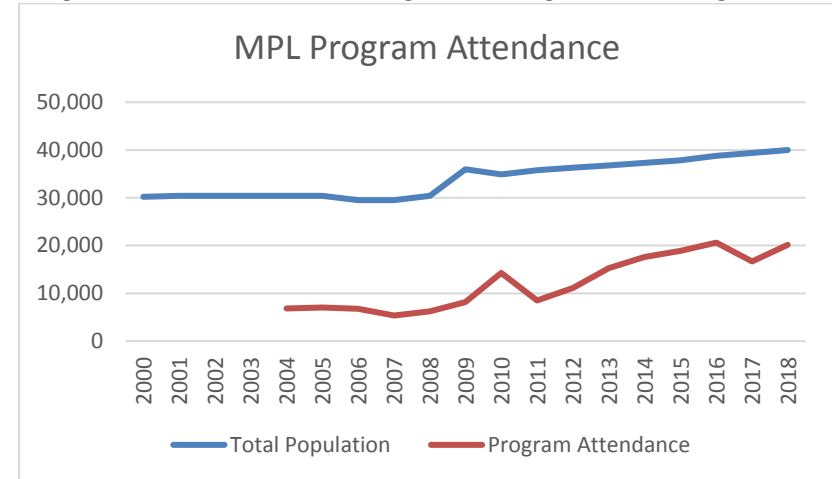
Reference Transactions

Reference transactions have fluctuated and currently are coming off an all-time high. This seems to be another in a series of periods of increase followed by a partial decline.



Program Attendance

Program attendance is increasing, continuing a decade long trend.



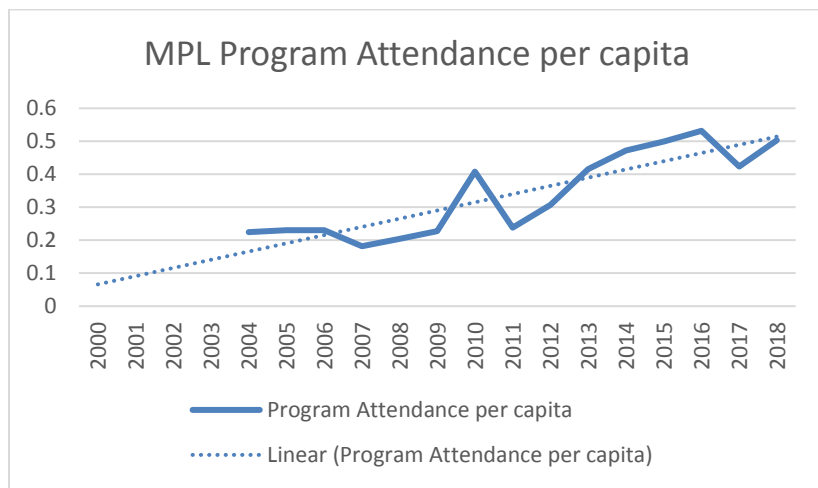
Over the 18-year window explored, there have been notable long-term increases in levels of use as measured by the sampled data:

	Attendance 2000-2018			
	Total	Children	Young Adult	Adult
Change	13,307	5,346	3,323	3,741
% Change	194.8%	85.8%	1217.2%	531.0%

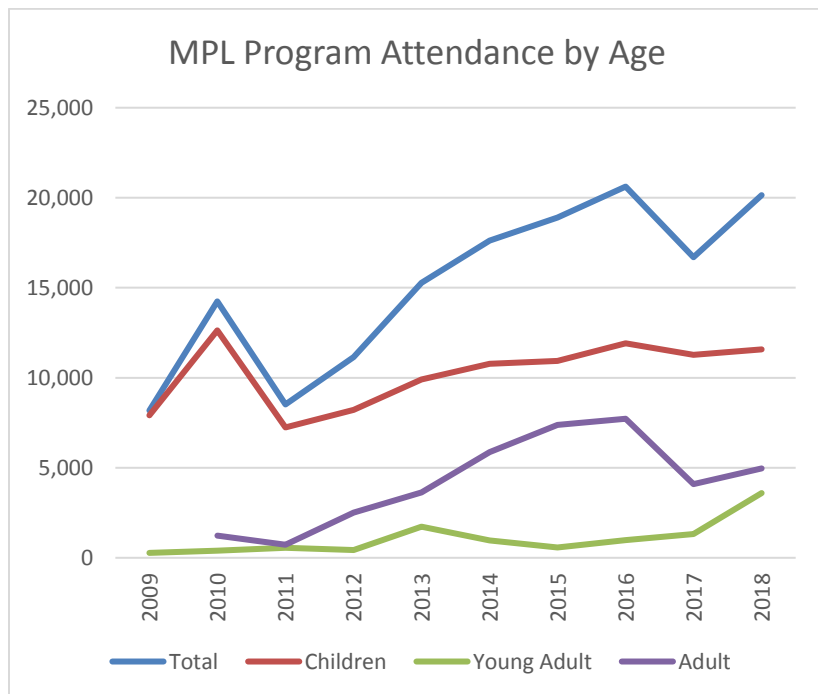
Over the most recent 6-year window, there has been a series of shifts in the use as measured by the sampled data:

	Attendance 2011-2018			
	Total	Children	Young Adult	Adult
Change	4,860	1,664	1,864	1,332
% Change	31.8%	16.8%	107.6%	36.7%

On a per capita basis, the longer-term trend of increased program attendance per capita on top of increasing population is notable. The recent drop in 2017 has been partially offset in 2018. This is discussed in more detail in the *Statement of Space Needs*.



The program attendance by age group has also shifted over the past 6 years with increases in offerings for and attendance by young adults and adults.



The increase in attendance is largely a result of the increase in the number of programs offered.

	Number of Programs, 2000-2018			
	Total	Children	Young Adult	Adult
Change	953	256	211	112
% Change	953	256	211	112

This trend continues in the last 6 years.

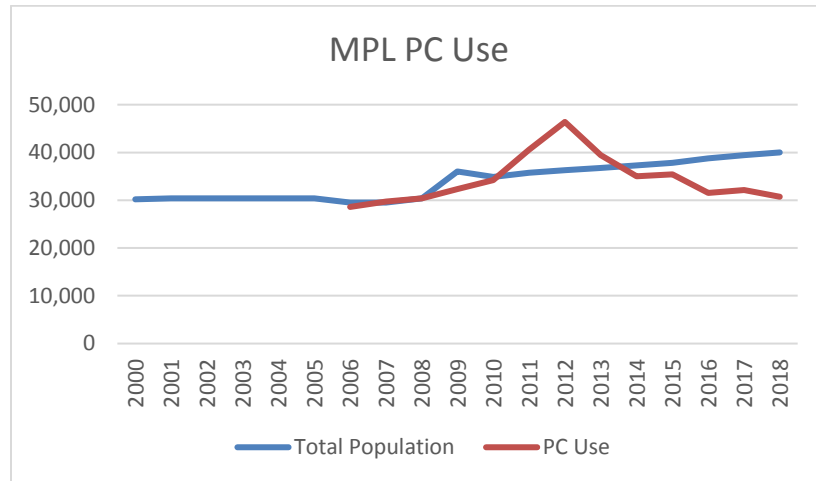
	Number of Programs, 2011-2018			
	Total	Children	Young Adult	Adult
Change	402	103	135	164
% Change	55.0%	33.4%	135.0%	50.8%

The average attendance (total attendees / total number of programs offered) within each age group has remained constant since 2013.

	Average Number of Attendees per Program, 2013-2018		
	Children	Young Adult	Adult
Average	34	16	13

Public Computing

Recent trends suggest that library visitors are utilizing the public terminals less often to access the internet. At Marion Public Library, use of public, internet capable computer terminals has declined in recent years, almost to 2006 levels.

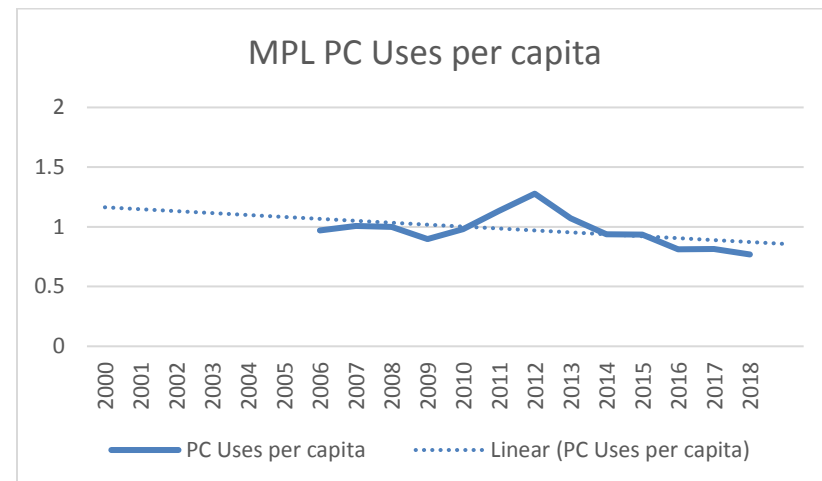


Terminal use is one measure of the accessibility and utility of technology in a library. Over the past 18 years, the availability of terminals and the number of use sessions has increased.

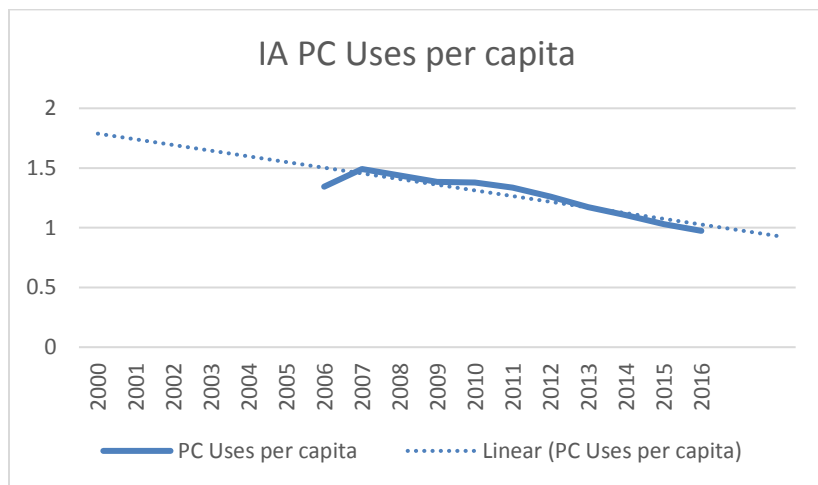
	Technology Measures, 2000-2018			
	General Use Public Terminals (PCs)	Persons per Public Internet PC (2)	Public Internet Uses	Ratio of PC Uses to Library Visits
Change	21	-2,886	2,156	-3.21%
% Change	400.0%	33.1%	107.5%	72.3%

This trend has seen change in the last 6 years. While computer terminal counts continue to increase, albeit slowly, the number of use sessions has declined. More notably, the number of computer uses to overall visits to the library has decreased.

	Technology Measures, 2011-2018			
	General Use Public Terminals (PCs)	Persons per Public Internet PC (2)	Public Internet Uses	Ratio of PC Uses to Library Visits
Change	2	15	-8,672	-5.39%
% Change	7.7%	1.1%	-22.0%	-39.2%



The experience at other public libraries in Iowa is a bit different. Marion's overall PC use rate is lower than the state average.

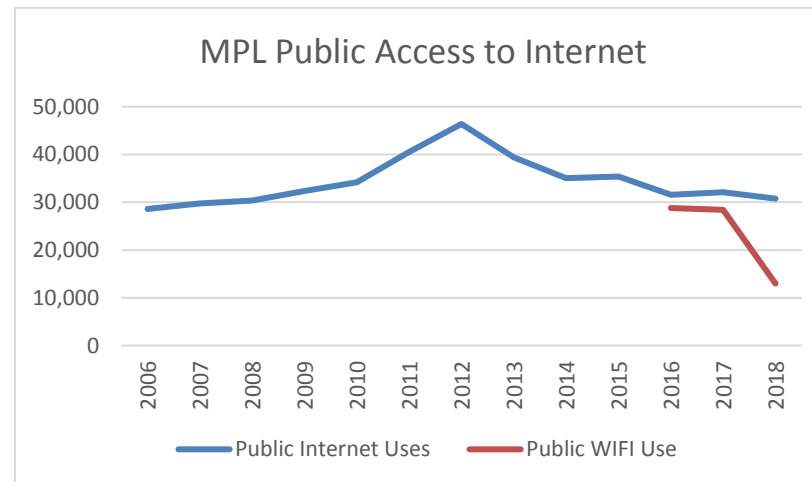


This is likely a reflection of the broader availability and affordability of high speed internet access to home users and the emergence of more capable devices owned and often brought to the library by visitors.

While statistics are not available to define a trend, the number of visitors accessing the library's wi-fi network is significant. Many libraries would testify to a steady increase over recent years. This too is suggestive of a broader access to sophisticated devices in the

general market and less dependence on library provided terminals for general internet access.

At Marion Public Library, the access to WI-FI has seen a drop.



Staff reports frustration on the part of patrons with both the physical environment for computing and with the ageing operating system. Updates to hardware, software and the workstation (or equivalent) to provide an effective technology experience are needed.

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5 Peer Comparisons

Looking at the library in the context of its neighbors or other peer institutions can be useful in assessing performance. Two groups are selected, peer cities, and regional population peers.

Peer Cities: The City of Marion has compiled a list of cities it considers peers. The list is based on population, income level, education level, median home price and metropolitan/standalone status. The current list of peer cites, and therefore peer libraries

Regional Population Peers: The broad peer group selected is all public libraries serving populations between 25,000 and 69,999 in the states of Iowa, Illinois, Minnesota and Wisconsin. No further distinction (income level, city/county/district governance, etc. is made. This is in order to get a large sample size (156 libraries).

Performance Measure <i>Green highlighted data exceeds peer group trendline projection. Red highlighted data falls short of projection.</i>	% of performance level predicted by defined peer group	
	Peer Cites	Regional Population Peers
Registered Card Holders	75.85%	111.12%
Visits	117.35%	122.38%
Circulation	126.96%	135.29%
Circulation - Children	104.51%	
Circulation - Adult & Young Adult	142.39%	
Collections - Books	140.89%	
Collections – Serials	116.32%	
Collections – Audio	35.60%	
Collections – Video	149.96%	
Reference Transactions	57.57%	40.38%
Program Attendance	79.16%	87.93%
Public Computing	82.34%	73.12%
Space	51.13%	
Branches		
Bookmobiles		

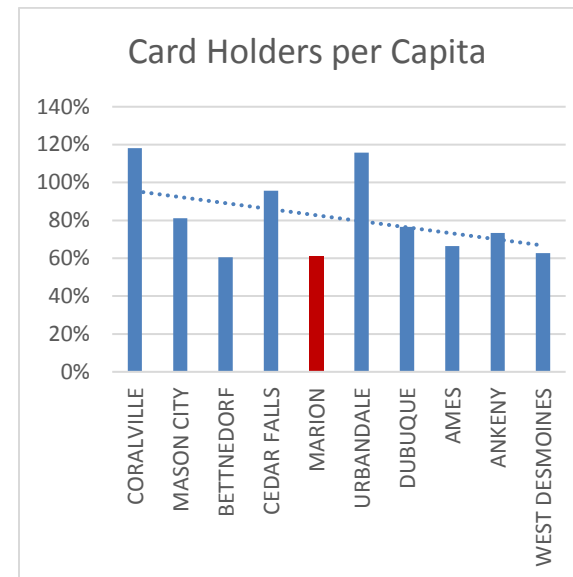
Peer City Libraries

The City of Marion has compiled a list of cities it considers peers. The list is based on population, income level, education level, median home price and metropolitan/standalone status. The current list of peer cities, and therefore peer libraries, is

LIBRARY	SERVICE POPULATION (2016 IMLS)
CORALVILLE PUBLIC LIBRARY	22,372
MASON CITY PUBLIC LIBRARY	29,862
BETTENDORF PUBLIC LIBRARY INFO CTR	33,215
CEDAR FALLS PUBLIC LIBRARY	40,418
MARION PUBLIC LIBRARY	43,149
URBANDALE PUBLIC LIBRARY	45,013
CARNEGIE-STOUT PUBLIC LIBRARY	58,261
AMES PUBLIC LIBRARY	63,564
KIRKENDALL PUBLIC LIBRARY	66,216
WEST DES MOINES PUBLIC LIBRARY	68,401

Registered Card Holders

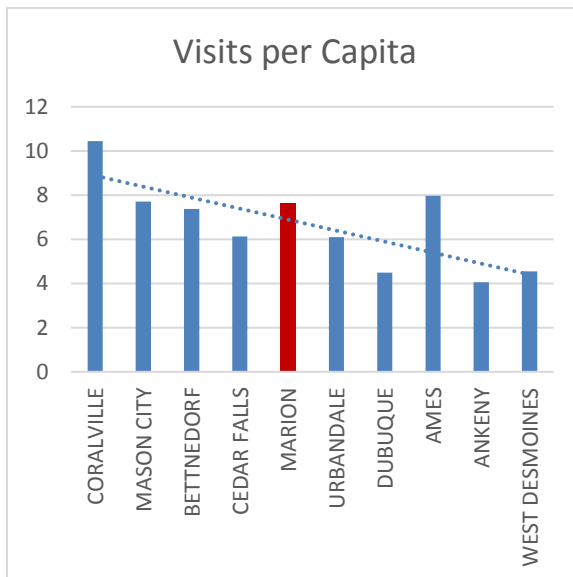
	Total Population 2016	Registered Card Holders
Average	47,047	36,602
Median	44,081	40,411
Marion Public Library-Actual	43,149	52,136
Marion Public Library-Peer Prediction	43,149	34,585
Difference from projection		-8,353
% of level predicted by Peer Group		75.85%



Registration levels at Marion Public Library are ~76% of what one would expect from the peer group experience. This is a surprise given how well the library performs in other measurements.

Visits

	Total Population, 2016	Visits
Average	47,047	290,586
Median	44,081	264,698
Marion Public Library-Actual	43,149	328,529
Marion Public Library-Peer Prediction	43,149	279,957
Difference from projection		48,572
% of level predicted by Peer Group		117.35%

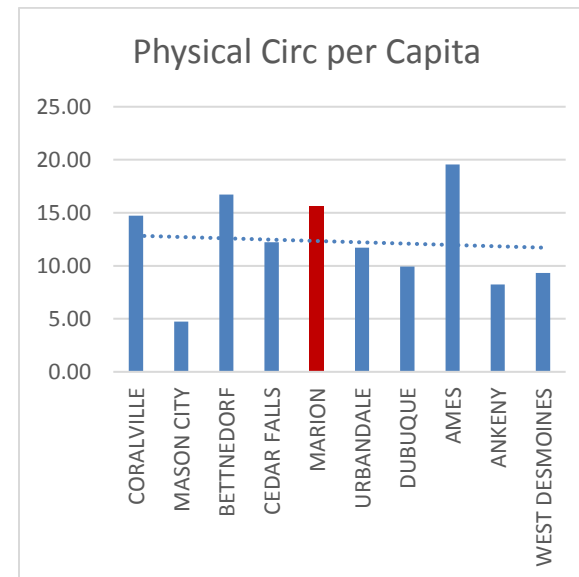


Visits to Marion Public Library are well above the levels predicted by the peer group experience. Marion's visitor count is 117% of the predicted performance.

There may be people that use the library that do not have a library card from Marion Public Library.

Circulation

	Total Population, 2016	Physical Circulation
Average	47,047	572,476
Median	44,081	550,708
Marion Public Library-Actual	43,149	673,014
Marion Public Library-Peer Prediction	43,149	530,111
Difference from projection		142,903
% of level predicted by Peer Group		126.96%

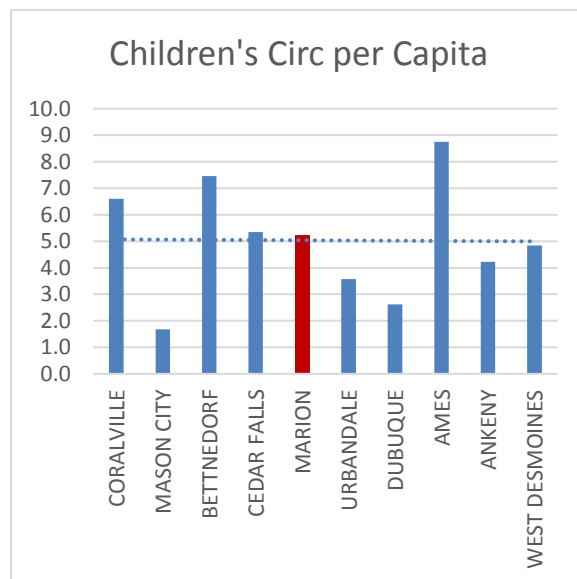


Circulation at Marion Public Library is much higher than one would expect from the peer group trendline. This is more startling given how the registration level lags the peer projections. This suggests a high level of use by non-Marion residents. Whatever the reason, the per capita circulation levels at Marion Public Library are significantly higher than the expectation.

Marion's circulation level is 127% of the predicted performance.

Circulation – Children’s Materials

	Total Population, 2016	Children’s Circ
Average	47,047	236,848
Median	44,081	220,917
Marion Public Library-Actual	43,149	225,678
Marion Public Library-Peer Prediction	43,149	215,949
Difference from projection		9,729
% of level predicted by Peer Group		104.51%

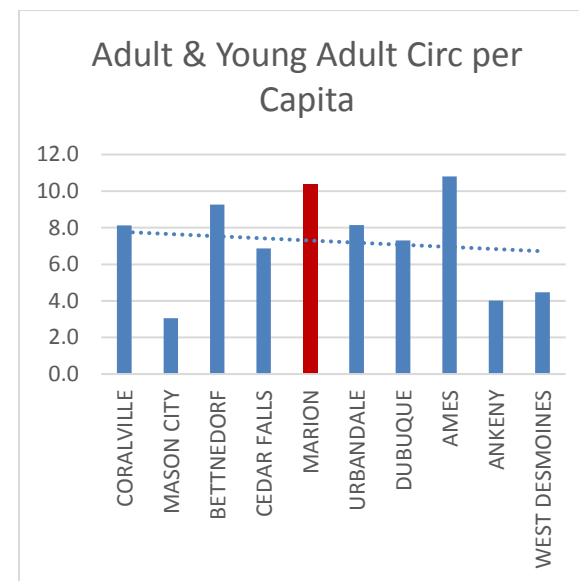


Children’s material circulates at a higher rate than the total when compared to the selected peer group. On a per capital basis, the circ rate is above what one would expect from the peer group trendline. Marion’s circulation level is 105% of the predicted performance.

Circulation – Young Adult & Adult Materials

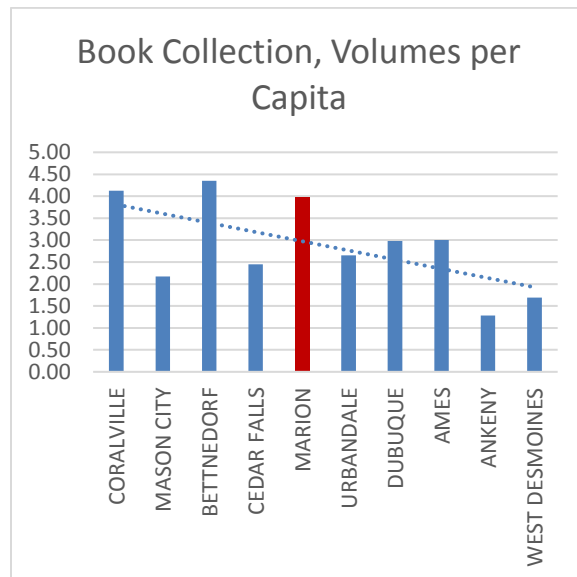
	Total Population, 2016	Adult & YA Circ
Average	47,047	335,628
Median	44,081	306,889
Marion Public Library-Actual	43,149	447,336
Marion Public Library-Peer Prediction	43,149	314,162
Difference from projection		133,174
% of level predicted by Peer Group		142.39%

Adult and Young Adult circulation level (combined) are much higher than the peer projection. This is the group of circs that is driving the overall total. Marion’s circulation level is 142% of the predicted performance.



Collections - Books

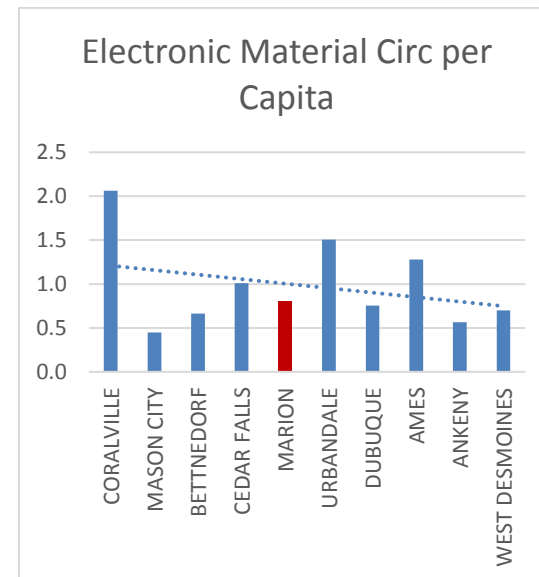
	Total Population 2016	Book Collection, Volumes
Average	47,047	125,713
Median	44,081	117,499
Marion Public Library-Actual	43,149	171,946
Marion Public Library-Peer Prediction	43,149	122,044
Difference from projection		49,902
% of level predicted by Peer Group		140.89%



Marion's collection of books (physical volumes) is decidedly higher than the per group experience predicts. Marion's circulation level is 141% of the predicted performance.

Electronic Circulation

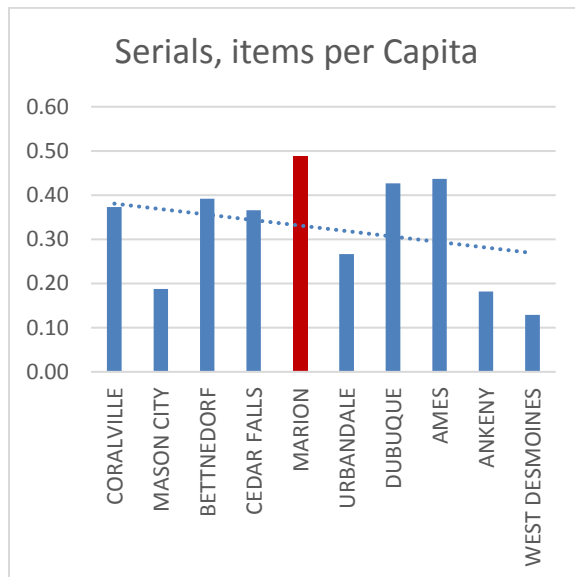
	Total Population 2016	Electronic Material Circulation
Average	47,047	43,502
Median	44,081	42,368
Marion Public Library-Actual	43,149	34,456
Marion Public Library-Peer Prediction	43,149	41,282
Difference from projection		-6,826
% of level predicted by Peer Group		83.46%



Circulation of electronic materials is lower than predicted by the peer group trendline. Marion's circulation level is 83% of the predicted performance.

Collections - Serials

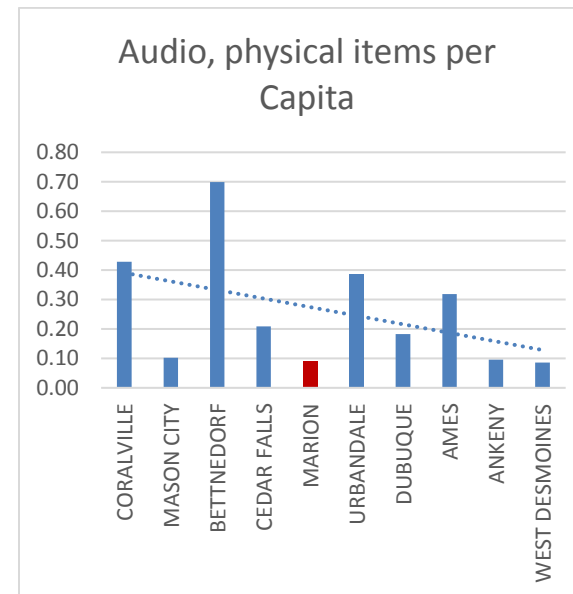
	Total Population, 2016	Serials
Average	47,047	233
Median	44,081	227
Marion Public Library-Actual	43,149	259
Marion Public Library-Peer Prediction	43,149	223
Difference from projection		36
% of level predicted by Peer Group		116.32%



Serial holdings are vastly larger than the trendline prediction from the peer group data. Marion's holdings are 116% of the predicted count.

Collections – Audio

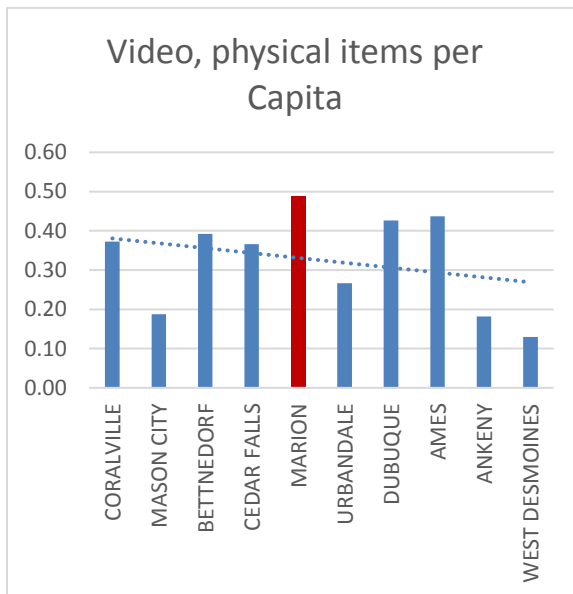
	Total Population, 2016	Audio- physical
Average	47,047	10,859
Median	44,081	9,006
Marion Public Library-Actual	43,149	3,875
Marion Public Library-Peer Prediction	43,149	10,885
Difference from projection		-7,010
% of level predicted by Peer Group		35.60%



Holdings of physical audio materials are well below the peer group predictions. Marion's holdings are 35% of the predicted count.

Collections – Video

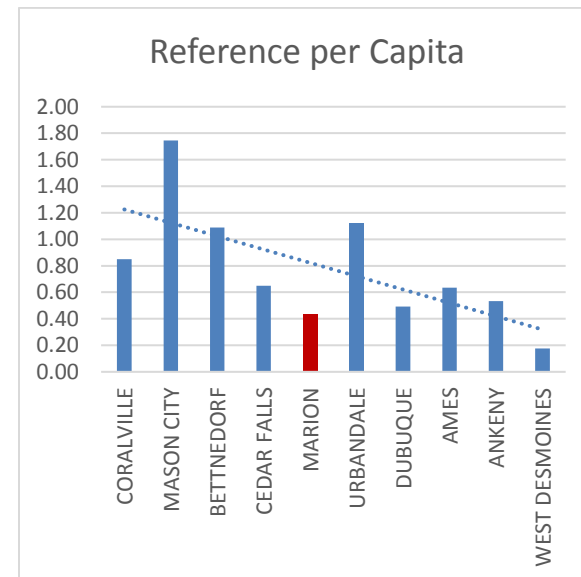
	Total Population 2016	Video- physical
Average	47,047	14,833
Median	44,081	12,533
Marion Public Library-Actual	43,149	21,089
Marion Public Library-Peer Prediction	43,149	14,064
Difference from projection		7,025
% of level predicted by Peer Group		149.96%



Holdings of physical video materials are well below the peer group predictions. Marion's holdings are 35% of the predicted count.

Reference Transactions

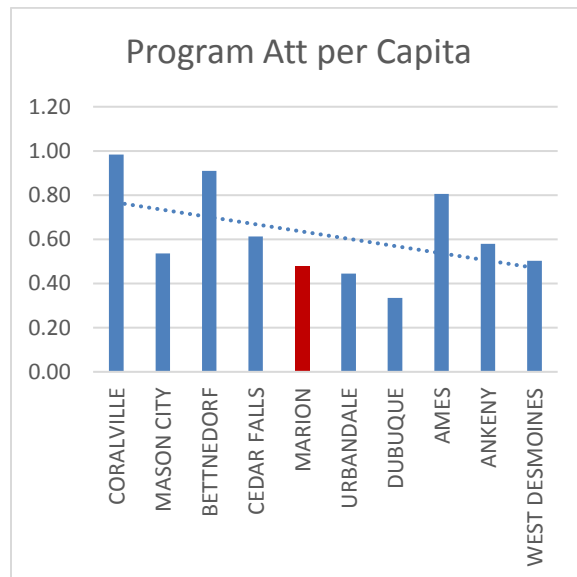
	Total Population 2016	Reference Transactions
Average	47,047	31,885
Median	44,081	31,952
Marion Public Library-Actual	43,149	18,632
Marion Public Library-Peer Prediction	43,149	32,366
Difference from projection		-13,734
% of level predicted by Peer Group		57.57%



Reference transactions are well below the peer group predictions. Marion's transaction count is 58% of the predicted count.

Program Attendance

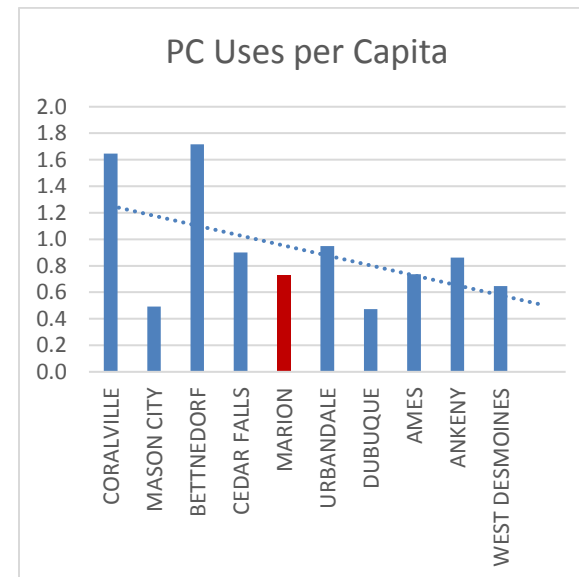
	Total Population 2016	Program Attendance
Average	47,047	27,704
Median	44,081	23,395
Marion Public Library-Actual	43,149	20,619
Marion Public Library-Peer Prediction	43,149	26,047
Difference from projection		-5,428
% of level predicted by Peer Group		79.16%



Program attendance is well below the peer group predictions. Marion's attendance count is 79% of the predicted count.

Public Computing

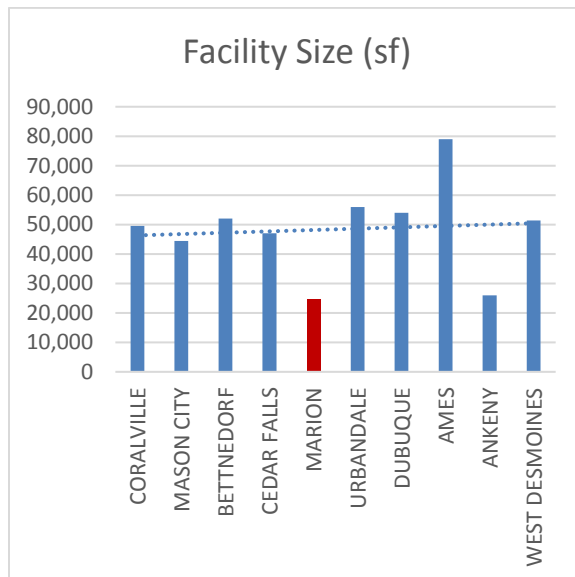
	Total Population 2016	PC Uses
Average	47,047	39,480
Median	44,081	39,742
Marion Public Library-Actual	43,149	31,538
Marion Public Library-Peer Prediction	43,149	38,302
Difference from projection		-6,764
% of level predicted by Peer Group		82.34%



Public internet accessible computer use, as measured by the number of sessions, is well below the peer group predictions. Marion's PC use count is 82% of the predicted count. Part of this is presumed to be the delay in deploying a current operating system on the Library's terminals. This in turn reduces that capabilities of the software and makes the Library's computers a less valued resource.

Space

	Total Population 2016	Facility Size (sf)
Average	47,047	48,381
Median	44,081	50,450
Marion Public Library-Actual	43,149	24,500
Marion Public Library-Peer Prediction	43,149	47,921
Difference from projection		-23,420
% of level predicted by Peer Group		51.13%



The amount of library space is well below the peer group predictions. Marion's space is 51% of the predicted area utilizing peer group data.

Regional Population Peer Libraries

Looking at the library in the context of a broader collection of peers can add perspective, avoid the inherent problems in a small data set, and illustrate planning or performance characteristics at key transition points. The broad peer group selected is all public libraries serving populations between 25,000 and 69,999 in the states of Iowa, Illinois, Minnesota and Wisconsin. No further distinction (income level, city/county/district governance, etc. is made. This is in order to get a large sample size (156 libraries). The sample group allows comparisons with libraries employing mobile libraries (bookmobiles) as well as libraries employing multiple facilities to serve their patrons.

The libraries included in this data set are listed in ascending population served.

REGIONAL PEER LIBRARY	ID	STATE	POPULATION	CENTRAL	BRANCHES	TOTAL	BOOKMOBILE
HARVEY PUBLIC LIBRARY DISTRICT	1	IL	25,282	1	0	1	0
FOX LAKE PUBLIC LIBRARY DISTRICT	2	IL	25,284	1	0	1	0
NORTH SHORE LIBRARY	3	WI	25,347	1	0	1	0
SCOTT COUNTY LIBRARY SYSTEM	4	IA	25,384	1	5	6	1
MELROSE PARK PUBLIC LIBRARY	5	IL	25,411	1	0	1	0
IDA PUBLIC LIBRARY	6	IL	25,585	1	0	1	0
FREEPORT PUBLIC LIBRARY	7	IL	25,638	1	0	1	0
MUSKEGO PUBLIC LIBRARY	8	WI	25,690	1	0	1	0
CARBONDALE PUBLIC LIBRARY	9	IL	25,902	1	0	1	0
PEWAUKEE PUBLIC LIBRARY	10	WI	26,038	1	0	1	0
ANTIOCH PUBLIC LIBRARY DISTRICT	11	IL	26,111	1	0	1	0

REGIONAL PEER LIBRARY	ID	STATE	POPULATION	CENTRAL	BRANCHES	TOTAL	BOOKMOBILE
MATHESON MEMORIAL LIBRARY	12	WI	26,307	1	0	1	0
JOHNSTON PUBLIC LIBRARY	13	IA	26,527	1	0	1	0
BATAVIA PUBLIC LIBRARY DISTRICT	14	IL	26,562	1	0	1	0
THREE RIVERS PUBLIC LIBRARY DISTRICT	15	IL	26,600	1	1	2	0
NORTHLAKE PUBLIC LIBRARY DISTRICT	16	IL	26,658	1	0	1	0
NORTHFIELD PUBLIC LIBRARY	17	MN	26,851	1	0	1	0
EAST SAINT LOUIS PUBLIC LIBRARY	18	IL	27,006	1	0	1	0
WILMETTE PUBLIC LIBRARY DISTRICT	19	IL	27,087	1	0	1	0
WAUCONDA AREA PUBLIC LIBRARY DISTRICT	20	IL	27,246	1	0	1	0
FRANK L. WEYENBERG LIBRARY	21	WI	27,376	1	0	1	0
GLEN ELLYN PUBLIC LIBRARY	22	IL	27,450	1	0	1	0
MIDDLETON PUBLIC LIBRARY	23	WI	27,488	1	0	1	0
KANKAKEE PUBLIC LIBRARY	24	IL	27,537	1	0	1	0
OTTUMWA PUBLIC LIBRARY	25	IA	27,730	1	0	1	0
GRAYSLAKE AREA PUBLIC LIBRARY DISTRICT	26	IL	28,172	1	0	1	0
DOOR COUNTY LIBRARY	27	WI	28,175	1	7	8	0
CARY AREA PUBLIC LIBRARY DISTRICT	28	IL	28,245	1	0	1	0
CLINTON PUBLIC LIBRARY	29	IA	28,330	1	1	2	0
LANSING PUBLIC LIBRARY	30	IL	28,331	1	0	1	0

REGIONAL PEER LIBRARY	ID	STATE	POPULATION	CENTRAL	BRANCHES	TOTAL	BOOKMOBILE
O'FALLON PUBLIC LIBRARY	31	IL	28,396	1	0	1	0
ALPHA PARK PUBLIC LIBRARY DISTRICT	32	IL	28,436	1	0	1	0
LISLE LIBRARY DISTRICT	33	IL	28,504	1	0	1	0
DUBUQUE COUNTY LIBRARY	34	IA	28,523	1	4	5	0
KIMBERLY–LITTLE CHUTE PUBLIC LIBRARY	35	WI	29,078	0	2	2	0
CENTRALIA REGIONAL LIBRARY DISTRICT	36	IL	29,132	1	4	5	0
FORT DODGE PUBLIC LIBRARY	37	IA	29,262	1	0	1	0
HIGHLAND PARK PUBLIC LIBRARY	38	IL	29,763	1	0	1	0
MASON CITY PUBLIC LIBRARY	39	IA	29,862	1	0	1	0
WEST CHICAGO PUBLIC LIBRARY DISTRICT	40	IL	29,924	1	0	1	0
EVERETT ROEHL MARSHFIELD PUBLIC LIBRARY	41	WI	29,969	1	0	1	0
PRAIRIE TRAILS PUBLIC LIBRARY DISTRICT	42	IL	30,031	1	0	1	0
FITCHBURG PUBLIC LIBRARY	43	WI	30,051	1	0	1	0
CHICAGO HEIGHTS PUBLIC LIBRARY	44	IL	30,276	1	0	1	0
FRANKFORT PUBLIC LIBRARY DISTRICT	45	IL	30,484	1	0	1	0
GENEVA PUBLIC LIBRARY DISTRICT	46	IL	30,505	1	0	1	0
GRANDE PRAIRIE PUBLIC LIBRARY DISTRICT	47	IL	30,641	1	0	1	0

REGIONAL PEER LIBRARY	ID	STATE	POPULATION	CENTRAL	BRANCHES	TOTAL	BOOKMOBILE
ALBERT LEA PUBLIC LIBRARY	48	MN	30,948	1	0	1	0
GERMANTOWN COMMUNITY LIBRARY	49	WI	31,122	1	0	1	0
GREEN HILLS PUBLIC LIBRARY DISTRICT	50	IL	31,533	1	0	1	0
WATERTOWN PUBLIC LIBRARY	51	WI	31,539	1	0	1	0
COMMUNITY LIBRARY	52	WI	32,046	1	1	2	0
GALESBURG PUBLIC LIBRARY	53	IL	32,195	1	0	1	0
NORTH CHICAGO PUBLIC LIBRARY	54	IL	32,574	1	0	1	1
WOODRIDGE PUBLIC LIBRARY	55	IL	32,971	1	0	1	0
DANVILLE PUBLIC LIBRARY	56	IL	33,027	1	0	1	0
NORTHBROOK PUBLIC LIBRARY	57	IL	33,170	1	0	1	0
MARSHALLTOWN PUBLIC LIBRARY	58	IA	33,208	1	0	1	0
BETTENDORF PUBLIC LIBRARY INFORMATION CENTER	59	IA	33,215	1	0	1	0
HUDSON AREA JOINT LIBRARY	60	WI	33,293	1	0	1	0
MUSSER PUBLIC LIBRARY	61	IA	33,417	1	0	1	0
FARIBAULT: BUCKHAM MEMORIAL LIBRARY	62	MN	34,000	1	0	1	0
PEKIN PUBLIC LIBRARY	63	IL	34,094	1	0	1	0
BURLINGTON PUBLIC LIBRARY	64	IA	34,169	1	0	1	0
AUSTIN PUBLIC LIBRARY	65	MN	34,222	1	0	1	0
ELA AREA PUBLIC LIBRARY DISTRICT	66	IL	34,462	1	0	1	0

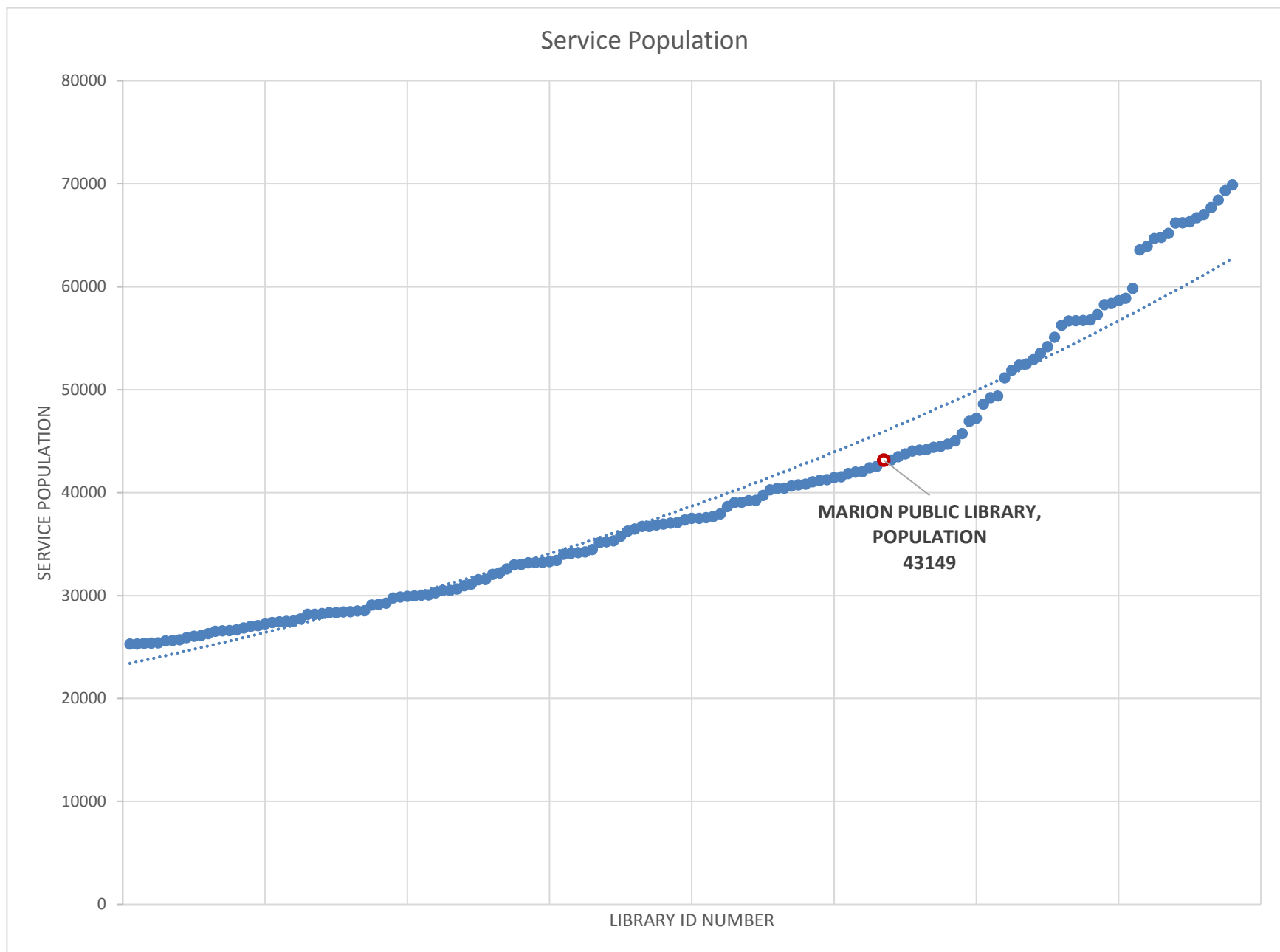
REGIONAL PEER LIBRARY	ID	STATE	POPULATION	CENTRAL	BRANCHES	TOTAL	BOOKMOBILE
MISSISSIPPI VALLEY LIBRARY DISTRICT	67	IL	35,129	1	1	2	0
OAK CREEK PUBLIC LIBRARY	68	WI	35,213	1	0	1	0
BEAVER DAM COMMUNITY LIBRARY	69	WI	35,320	1	0	1	0
FRANKLIN PUBLIC LIBRARY	70	WI	35,746	1	0	1	0
GLENSIDE PUBLIC LIBRARY DISTRICT	71	IL	36,259	1	0	1	0
GREENFIELD PUBLIC LIBRARY	72	WI	36,452	1	0	1	0
MENOMONIE PUBLIC LIBRARY	73	WI	36,706	1	1	2	0
OWATONNA-STEELE COUNTY LIBRARY	74	MN	36,708	1	1	2	0
NEW LENOX PUBLIC LIBRARY DISTRICT	75	IL	36,847	1	0	1	0
ADDISON PUBLIC LIBRARY	76	IL	36,942	1	0	1	0
CALUMET CITY PUBLIC LIBRARY	77	IL	37,042	1	0	1	0
DOUGLAS COUNTY LIBRARY	78	MN	37,103	1	0	1	0
ACORN PUBLIC LIBRARY DISTRICT	79	IL	37,332	1	0	1	0
PARK RIDGE PUBLIC LIBRARY	80	IL	37,480	1	0	1	0
FREMONT PUBLIC LIBRARY DISTRICT	81	IL	37,499	1	0	1	0
BARTLETT PUBLIC LIBRARY DISTRICT	82	IL	37,555	1	0	1	0
MENOMONEE FALLS PUBLIC LIBRARY	83	WI	37,679	1	0	1	0
C.E. BREHM MEMORIAL PUBLIC LIBRARY DISTRICT	84	IL	37,918	1	0	1	0

REGIONAL PEER LIBRARY	ID	STATE	POPULATION	CENTRAL	BRANCHES	TOTAL	BOOKMOBILE
MCMILLAN MEMORIAL LIBRARY	85	WI	38,634	1	0	1	0
ROCK ISLAND PUBLIC LIBRARY	86	IL	39,018	1	2	3	0
HOMER TOWNSHIP PUBLIC LIBRARY DISTRICT	87	IL	39,059	1	0	1	1
CHIPPEWA FALLS PUBLIC LIBRARY	88	WI	39,207	1	0	1	0
HUNTLEY AREA PUBLIC LIBRARY DISTRICT	89	IL	39,233	1	0	1	0
CAROL STREAM PUBLIC LIBRARY	90	IL	39,711	1	0	1	0
LAKE VILLA PUBLIC LIBRARY DISTRICT	91	IL	40,276	1	0	1	0
ROUND LAKE AREA PUBLIC LIBRARY DISTRICT	92	IL	40,400	1	0	1	0
CEDAR FALLS PUBLIC LIBRARY	93	IA	40,418	1	0	1	0
QUINCY PUBLIC LIBRARY	94	IL	40,633	1	0	1	0
CRYSTAL LAKE PUBLIC LIBRARY	95	IL	40,743	1	0	1	0
ALGONQUIN AREA PUBLIC LIBRARY DISTRICT	96	IL	40,809	1	1	2	0
VERNON AREA PUBLIC LIBRARY DISTRICT	97	IL	41,055	1	0	1	0
NEW BERLIN PUBLIC LIBRARY	98	WI	41,178	1	0	1	0
URBANA FREE LIBRARY	99	IL	41,250	1	0	1	0
SUN PRAIRIE PUBLIC LIBRARY	100	WI	41,449	1	0	1	0
MARINETTE COUNTY CONSOLIDATED PUBLIC LIBRARY SERVICE	101	WI	41,535	1	6	7	0

REGIONAL PEER LIBRARY	ID	STATE	POPULATION	CENTRAL	BRANCHES	TOTAL	BOOKMOBILE
SHAWANO CITY-COUNTY LIBRARY	102	WI	41,843	1	5	6	0
BROOKFIELD PUBLIC LIBRARY	103	WI	41,977	1	0	1	0
MCHENRY PUBLIC LIBRARY DISTRICT	104	IL	42,023	1	0	1	0
ZION-BENTON PUBLIC LIBRARY DISTRICT	105	IL	42,403	1	0	1	0
INDIAN PRAIRIE PUBLIC LIBRARY DISTRICT	106	IL	42,529	1	0	1	0
MARION PUBLIC LIBRARY	107	IA	43,149	1	0	1	0
HELEN M. PLUM MEMORIAL PUBLIC LIBRARY DISTRICT	108	IL	43,160	1	0	1	0
MOLINE PUBLIC LIBRARY	109	IL	43,489	1	0	1	0
SIX MILE REGIONAL LIBRARY DISTRICT	110	IL	43,757	1	1	2	0
DEKALB PUBLIC LIBRARY	111	IL	44,030	1	0	1	0
ELMHURST PUBLIC LIBRARY	112	IL	44,121	1	0	1	0
BARRINGTON PUBLIC LIBRARY DISTRICT	113	IL	44,157	1	1	2	0
SUPERIOR PUBLIC LIBRARY	114	WI	44,394	1	2	3	0
BELLEVILLE PUBLIC LIBRARY	115	IL	44,478	1	1	2	0
GLENVIEW PUBLIC LIBRARY	116	IL	44,692	1	0	1	0
URBANDALE PUBLIC LIBRARY	117	IA	45,013	1	0	1	0
BELOIT PUBLIC LIBRARY	118	WI	45,731	1	0	1	0
WASECA-LE SUEUR REGIONAL LIBRARY	119	MN	46,911	1	8	9	0
WAUWATOSA PUBLIC LIBRARY	120	WI	47,228	1	0	1	0

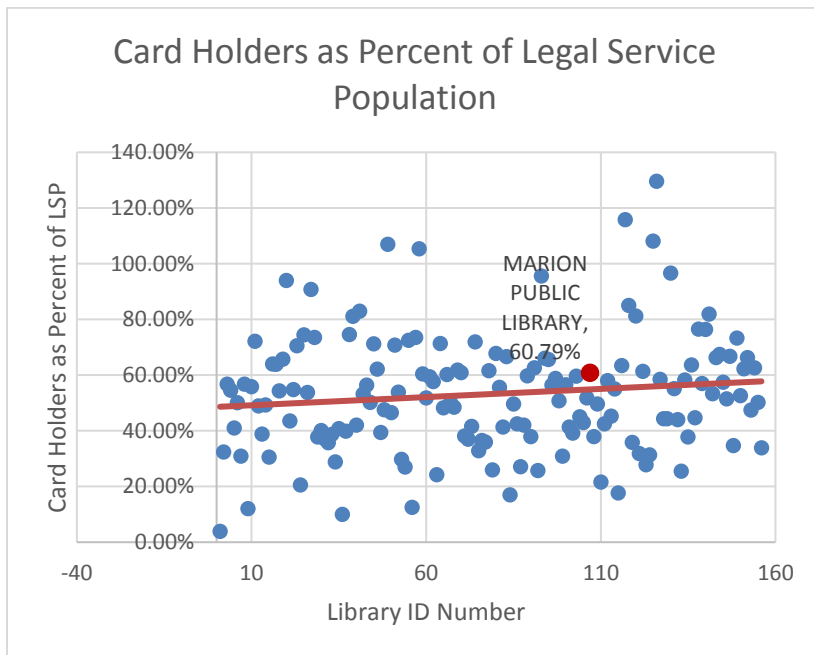
REGIONAL PEER LIBRARY	ID	STATE	POPULATION	CENTRAL	BRANCHES	TOTAL	BOOKMOBILE
NORTHWEST REGIONAL LIBRARY	121	MN	48,604	1	6	7	0
DOWNERS GROVE PUBLIC LIBRARY	122	IL	49,213	1	0	1	0
HAYNER PUBLIC LIBRARY DISTRICT	123	IL	49,374	1	2	3	0
WINONA PUBLIC LIBRARY	124	MN	51,128	1	0	1	0
OAK PARK PUBLIC LIBRARY	125	IL	51,878	1	2	3	0
LA CROSSE PUBLIC LIBRARY	126	WI	52,377	1	2	3	0
NORMAL PUBLIC LIBRARY	127	IL	52,497	1	0	1	0
WHEATON PUBLIC LIBRARY	128	IL	52,894	1	0	1	0
NEENAH PUBLIC LIBRARY	129	WI	53,535	1	0	1	0
MOUNT PROSPECT PUBLIC LIBRARY	130	IL	54,167	1	1	2	0
SAINT CHARLES PUBLIC LIBRARY DISTRICT	131	IL	55,092	1	0	1	0
MANITOWOC PUBLIC LIBRARY	132	WI	56,248	1	0	1	0
BERWYN PUBLIC LIBRARY	133	IL	56,657	1	0	1	0
OAK LAWN PUBLIC LIBRARY	134	IL	56,690	1	0	1	0
TINLEY PARK PUBLIC LIBRARY	135	IL	56,703	1	0	1	1
ORLAND PARK PUBLIC LIBRARY	136	IL	56,767	1	0	1	0
NILES PUBLIC LIBRARY DISTRICT	137	IL	57,284	1	0	1	0
CARNEGIE-STOUT PUBLIC LIBRARY	138	IA	58,261	1	0	1	0
DES PLAINES PUBLIC LIBRARY	139	IL	58,364	1	0	1	0
WEST BEND COMMUNITY MEMORIAL LIBRARY	140	WI	58,634	1	0	1	0

REGIONAL PEER LIBRARY	ID	STATE	POPULATION	CENTRAL	BRANCHES	TOTAL	BOOKMOBILE
OSWEGO PUBLIC LIBRARY DISTRICT	141	IL	58,871	1	1	2	0
COOK MEMORIAL PUBLIC LIBRARY DISTRICT	142	IL	59,842	1	1	2	1
AMES PUBLIC LIBRARY	143	IA	63,564	1	0	1	1
WEST ALLIS PUBLIC LIBRARY	144	WI	63,923	1	0	1	0
LA CROSSE COUNTY LIBRARY	145	WI	64,677	0	5	5	0
SKOKIE PUBLIC LIBRARY	146	IL	64,784	1	0	1	1
MEAD PUBLIC LIBRARY	147	WI	65,178	1	0	1	0
BLUE EARTH COUNTY LIBRARY	148	MN	66,179	1	2	3	0
KIRKENDALL PUBLIC LIBRARY	149	IA	66,216	1	0	1	0
POPLAR CREEK PUBLIC LIBRARY DISTRICT	150	IL	66,306	1	1	2	0
WARREN-NEWPORT PUBLIC LIBRARY DISTRICT	151	IL	66,690	1	0	1	1
INDIAN TRAILS PUBLIC LIBRARY DISTRICT	152	IL	67,010	1	1	2	0
FOUNTAINDALE PUBLIC LIBRARY DISTRICT	153	IL	67,683	1	0	1	1
WEST DES MOINES PUBLIC LIBRARY	154	IA	68,401	1	0	1	0
FOX RIVER VALLEY PUBLIC LIBRARY DISTRICT	155	IL	69,338	1	1	2	0
PORTAGE COUNTY PUBLIC LIBRARY	156	WI	69,882	1	3	4	0



Registered Card Holders

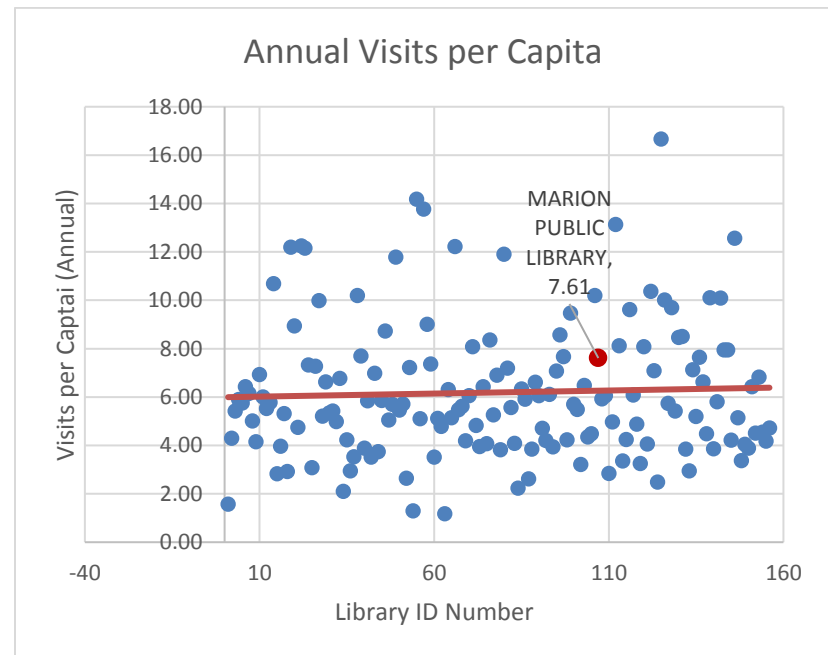
	Total Population 2016	Registered Cardholders
Average	47,047	21,624
Median	44,081	19,312
Marion Public Library-Actual	43,149	26,232
Marion Public Library-Peer Prediction	43,149	23,607
Difference from projection		2,625
% of level predicted by Peer Group		111.12%



Marion registration level exceeds the peer group prediction by 11%

Visits

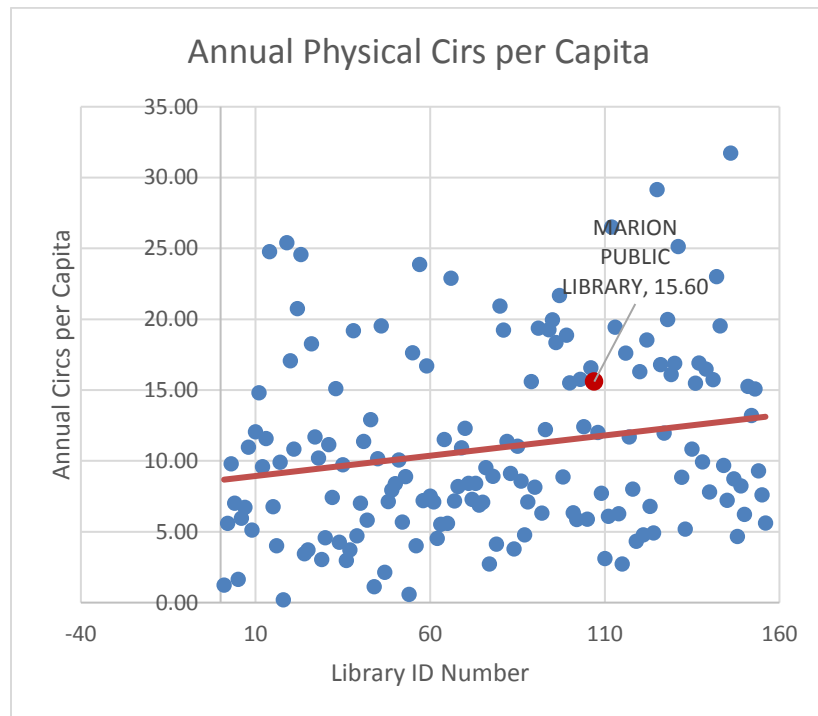
	Total Population 2016	Visits
Average	47,047	248,815
Median	44,081	216,843
Marion Public Library-Actual	43,149	328,529
Marion Public Library-Peer Prediction	43,149	268,451
Difference from projection		60,078
% of level predicted by Peer Group		122.38%



The number of annual visits to the Marion Public Library is 22% above the prediction utilizing the regional population peer group trendline.

Circulation

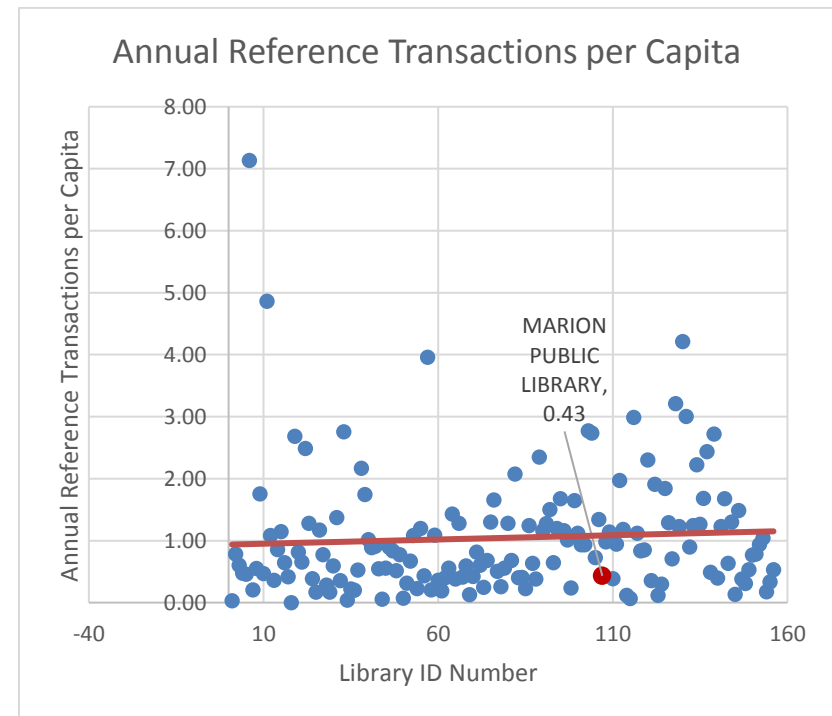
	Total Population 2016	Physical Circulation (items)
Average	47,047	450,743
Median	44,081	335,399
Marion Public Library-Actual	43,149	673,014
Marion Public Library-Peer Prediction	43,149	497,453
Difference from projection		175,561
% of level predicted by Peer Group		135.29%



The number of annual circulations at the Marion Public Library is 35% above the prediction utilizing the regional population peer group trendline.

Reference Transactions

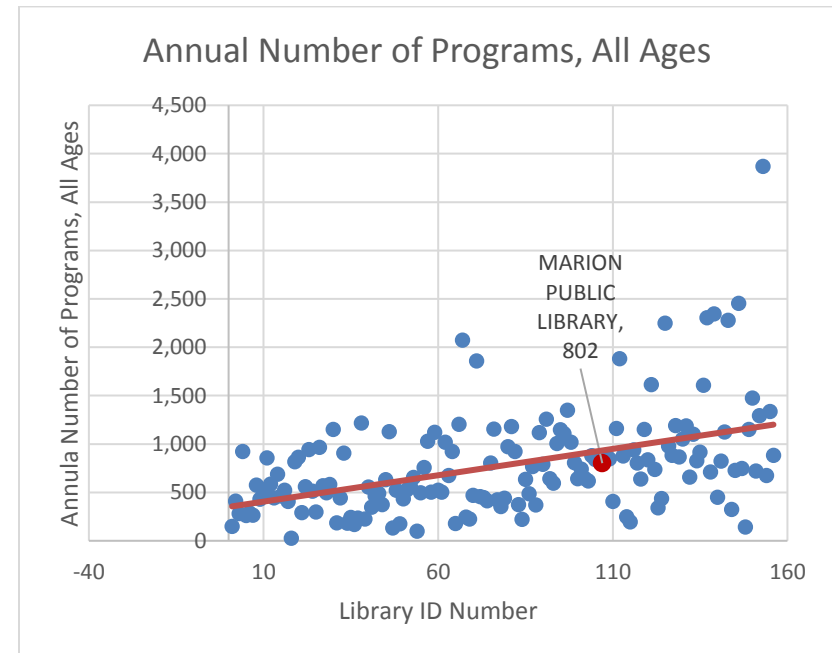
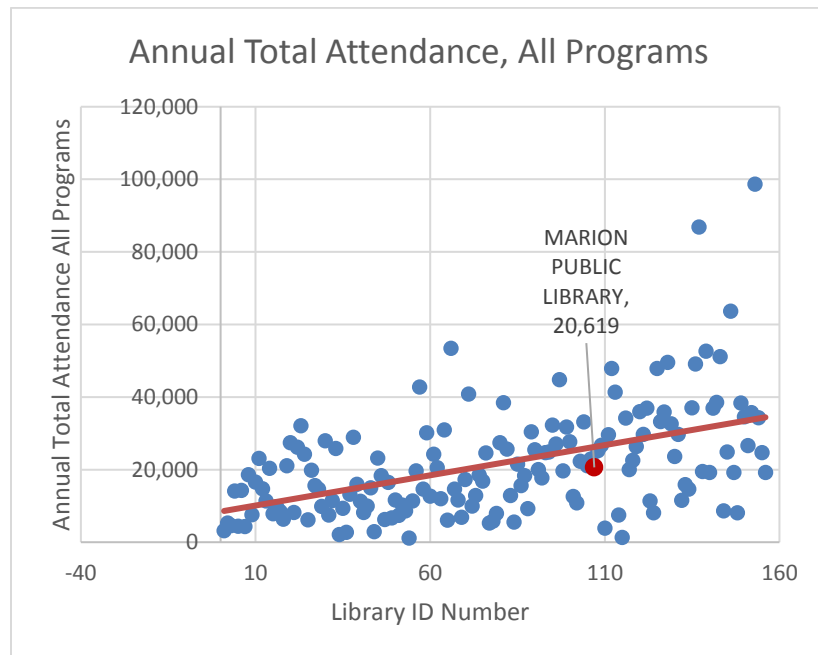
	Total Population 2016	Reference Transactions
Average	47,047	42,461
Median	44,081	28,602
Marion Public Library-Actual	43,149	18,632
Marion Public Library-Peer Prediction	43,149	46,144
Difference from projection		-27,512
% of level predicted by Peer Group		40.38%



The number of annual reference transactions at the Marion Public Library is only 40% of the prediction utilizing the regional population peer group trendline.

Program Attendance

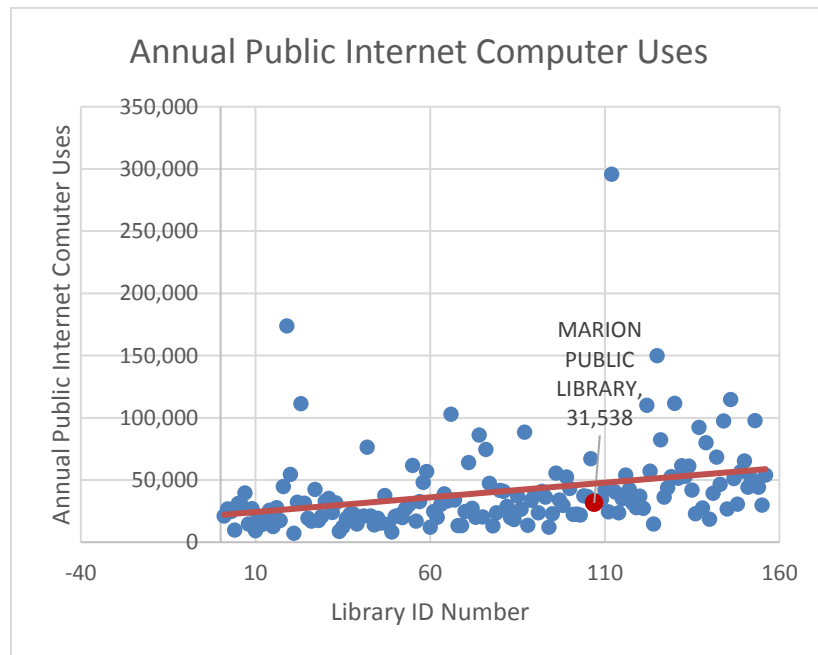
	Total Population 2016	Program Attendance
Average	47,047	21,518
Median	44,081	19,293
Marion Public Library-Actual	43,149	20,619
Marion Public Library-Peer Prediction	43,149	23,449
Difference from projection		-2,830
% of level predicted by Peer Group		87.93%



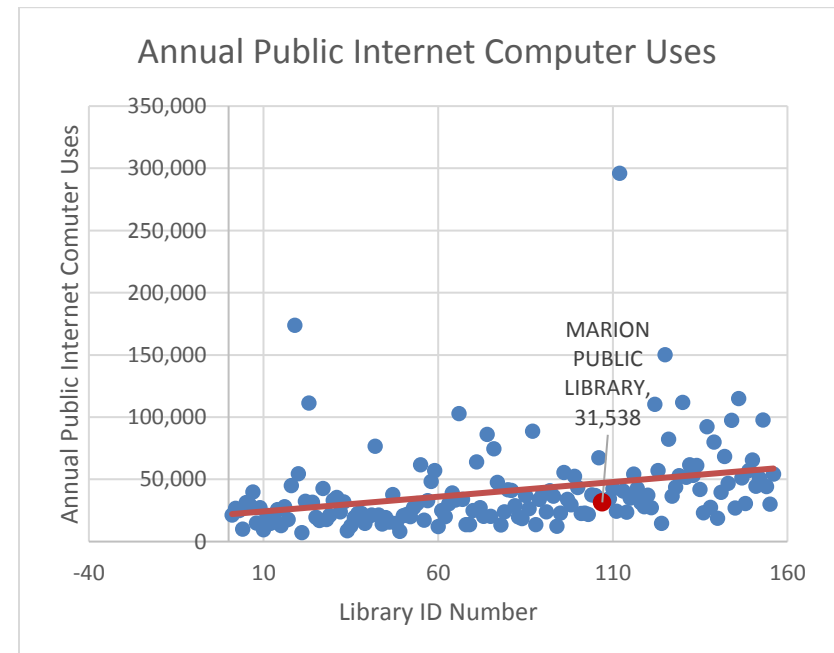
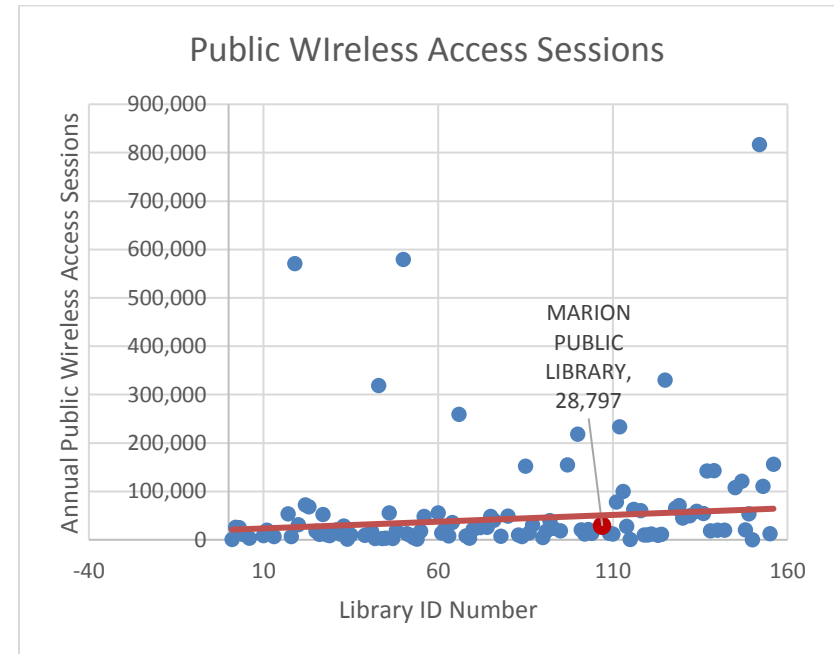
The total number of attendees at all programs at the Marion Public Library is only 88% of the prediction utilizing the regional population peer group trendline. The number of programs offered is closer to the projection. This suggests that there are fewer attendees per program than at the peer libraries.

Public Computing

	Total Population 2016	PC Uses
Average	47,047	40,420
Median	44,081	31,477
Marion Public Library-Actual	43,149	31,538
Marion Public Library-Peer Prediction	43,149	43,129
Difference from projection		-11,591
% of level predicted by Peer Group		73.12%



The annual number of PC uses at the Marion Public Library is only 73% of the prediction utilizing the regional population peer group trendline. The number of public Wi-Fi sessions also lags the peer group libraries.



Space

At the design population, some libraries are starting to exhibit a multi-facility approach to delivering service. Some of these are in response to total need. Some are in response to a large service area more than population. Some libraries are composites of previous independent libraries and maintain multiple facilities for historic or political reasons independent of population or service area.

- 21% of regional population peers have some sort of branch facility.
- Only 6 of the 33 have service populations larger than that projected for Marion

Only 5 libraries (3%) provide service to areas geographically equivalent to or smaller than Marion

- Kimberly-Little Chute (WI) serves two historically distinct communities covering 9 square miles from 2 facilities;
- Menomonie (WI) provides service across 15 square miles from 2 facilities;
- Rock Island (IL) provides service across 17 square miles from 3 facilities;
- Mount Prospect (IL) provides service across 10 square miles from 2 facilities;
- Oak Park (IL) provides service across 4.5 square miles from 2 facilities.

LIBRARY	POPULATION	AREA SERVED	BRANCHES
SCOTT COUNTY LIBRARY SYSTEM	25,384	468	5
THREE RIVERS PUBLIC LIBRARY DISTRICT	26,600	62	1
DOOR COUNTY LIBRARY	28,175	2370	7
CLINTON PUBLIC LIBRARY	28,330	38	1
DUBUQUE COUNTY LIBRARY	28,523	617	4
KIMBERLY-LITTLE CHUTE PUBLIC LIBRARY	29,078	9	2
CENTRALIA REGIONAL LIBRARY DISTRICT	29,132		4
COMMUNITY LIBRARY	32,046	58	1
MISSISSIPPI VALLEY LIBRARY DISTRICT	35,129		1
MENOMONIE PUBLIC LIBRARY	36,706	15	1
OWATONNA-STEELE COUNTY LIBRARY	36,708	432	1
ROCK ISLAND PUBLIC LIBRARY	39,018	17	2
ALGONQUIN AREA PUBLIC LIBRARY DISTRICT	40,809		1
MARINETTE COUNTY CONSOLIDATED PUBLIC LIBRARY SERVICE	41,535	1,550	6
SHAWANO CITY-COUNTY LIBRARY	41,843	909	5
SIX MILE REGIONAL LIBRARY DISTRICT	43,757		1
BARRINGTON PUBLIC LIBRARY DISTRICT	44,157	72	1
SUPERIOR PUBLIC LIBRARY	44,394	55	2
BELLEVILLE PUBLIC LIBRARY	44,478	23	1
WASECA-LE SUEUR REGIONAL LIBRARY	46,911		8
NORTHWEST REGIONAL LIBRARY	48,604		6
HAYNER PUBLIC LIBRARY DISTRICT	49,374		2
OAK PARK PUBLIC LIBRARY	51,878	4.5	2
LA CROSSE PUBLIC LIBRARY	52,377	22	2
MOUNT PROSPECT PUBLIC LIBRARY	54,167	10	1
OSWEGO PUBLIC LIBRARY DISTRICT	58,871		1
COOK MEMORIAL PUBLIC LIBRARY DISTRICT	59,842		1
LA CROSSE COUNTY LIBRARY	64,677	480	5
BLUE EARTH COUNTY LIBRARY	66,179	766	2
POPLAR CREEK PUBLIC LIBRARY DISTRICT	66,306		1
INDIAN TRAILS PUBLIC LIBRARY DISTRICT	67,010		1
FOX RIVER VALLEY PUBLIC LIBRARY DISTRICT	69,338	72	1
PORTAGE COUNTY PUBLIC LIBRARY	69,882	823	3

Space – Mobile Libraries

Of the 156 libraries in the sample group, 9 have bookmobiles. Each library has a single vehicle. Two of these are similar to Marion in service area and design populations.

LIBRARY	SERVICE POPULATION	AREA SERVED
SCOTT COUNTY LIBRARY SYSTEM	25,384	468
NORTH CHICAGO PUBLIC LIBRARY	32,574	8
HOMER TOWNSHIP PUBLIC LIBRARY DISTRICT	39,059	36
TINLEY PARK PUBLIC LIBRARY	56,703	16
COOK MEMORIAL PUBLIC LIBRARY DISTRICT	59,842	
AMES PUBLIC LIBRARY	63,564	24
SKOKIE PUBLIC LIBRARY	64,784	10
WARREN-NEWPORT PUBLIC LIBRARY DISTRICT	66,690	55
FOUNTAINDALE PUBLIC LIBRARY DISTRICT	67,683	

6 Service Trends

The definition of space need in any community must consider broader trends in library service. This is summarized in the Library's planning documents.

The Library celebrates opportunities to provide the traditional library programs, collections, and spaces the community values, and work hard to balance these offerings with the new and different services.

Marion Public Library Strategic Plan 2018-2021

There is a recognition that not all emerging service patterns are of value in every community. Not all traditional services need to be replaced. Determining the appropriate space need is predicated on identifying the traditional and emerging services that are of enough importance to warrant long term allocation of space.

Discussion with the planning team and library leadership provided an initial sense of the predominant emerging services relevant to the residents of Marion. Further review tuned these thoughts to blend the current strengths with developing aspirations and needs of the library and city. The consultant used this as means to sizing the various elements within the space needs calculation.

Accompanying many of the service descriptions are illustrations from multiple sources. Some are libraries, other are not. Some are traditional while others are contemporary. The specific imagery can be adapted to suit the aesthetic values of Marion if the service and space is deemed necessary to the Library's mission. Some of the images are Engberg Anderson projects while others are not. All rights to the images and designs remain with the respective owners of the buildings, projects and designs. The images are provided here to help illustrate the service and space concepts.

The Marion Context of Changing Service

For a library to be an integral part of the life of the community and of its residents it must reflect the central values and aspirations. Many of these are expressed in the Mission and Vision as well as the current Strategic Plan. Others are inherent in the City's mission. In reviewing all of these, the Marion Public Library has identified arts, technology, and economic development as specific Marion-centric elements that should be incorporated into the design of services and spaces.

Center for the arts, small "a".

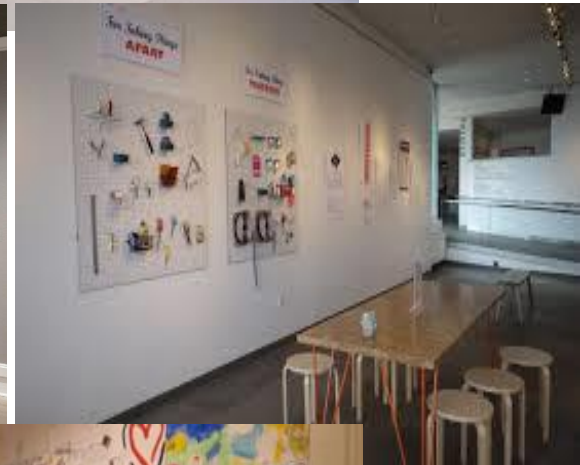
Direct, hands on participation in creating graphic art with various media and utilizing the talents of local individuals and businesses is a natural extension of the community's identity and strengths. Multi-purpose work spaces, two- and three- dimensional exhibit space, and a wide range of beginner to expert programs and activities is desired. An artist in residence program should be explored.

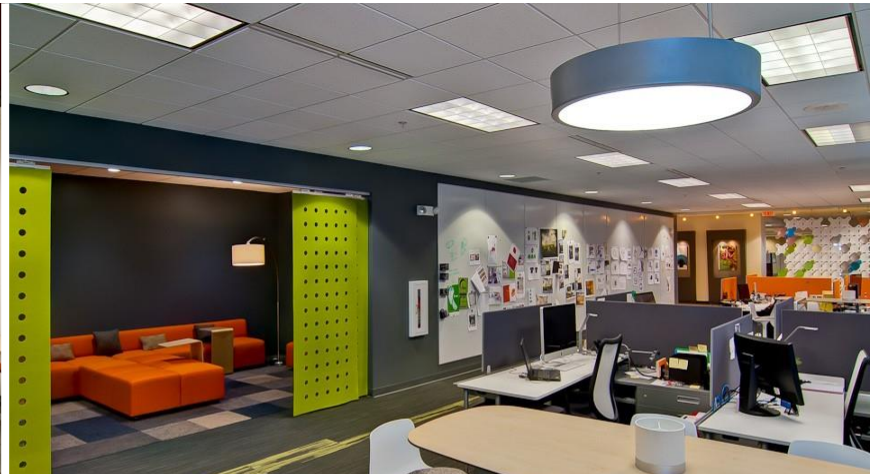
Technology Hub

Multiple technology driven business of various sizes make their home in or near Marion. The pool of talent and range of interests can support programs that meet the employment and recreational needs of individuals in or seeking to be in these technology fields. Put simply, there are a lot of tinkerers in Marion that can explore and share their curiosity to the benefit of many. As with the arts initiative, multi-purpose work spaces, two- and three- dimensional exhibit space, and a wide range of beginner to expert programs and activities is desired.

Economic Development Partner

Marion is very much invested in a culture of innovation, experimentation and incubation. Small start-ups and international corporations find a welcoming environment in Marion. The economic development corporation (MEDCO) needs a permanent home. MEDCO also identifies skilled labor as the number one consideration for business of all types in considering Marion (or any other community) for its base. The Library is a natural partner for formal, informal, and partner driven instruction. Paired with the arts and technology initiatives identified above, the Library can offer partnering spaces for MEDCO, (flexible activity, program, and training space / programs in a variety of sizes that nest with other library activities) as well as office space.





The Broad Context of Changing Service

There is significant evolution in the core group of service that are associated with libraries wherever they occur. Common to these shifts is a greater degree of participation by the patron with staff, other



The Changing Role of Print Collections

Digital Publishing

The library finds itself at a point in the transition from an era when most of its “content” is primarily “published” or distributed in hard format to an era where most of that “content” will be “published” in digital form within the planning horizon. While a hard copy collection will continue to be part of the library, the size of the hard copy collection to display and store will be affected by the digital publishing trend through the planning period.

The library is embracing this trend with significant collections of downloadable e-books, digital recorded books, and a fair array of digital information services available.

The rates of change will vary by collection. Some specific hard copy collections such as materials for young children may see growth longer than others. Reference, nonfiction, journal, and microform collections are examples of collections that will transition to virtual form much more quickly. Whether virtual or hard copy, the library’s collections will stabilize at some level to provide reasonable access to the community. The cost to acquire access to digital resources or actual hard copy content will continue to be a major part of the library’s budget.

The pace of this transformation and its extent is a question of import in meeting needs and defining space requirements of the library’s facilities. In most libraries, a reasonable offset of physical collection by digital collections helps free up space to better present the physical collections to patrons.

The experience at Marion is a bit different. Space constraints have limited the size of the physical collections. Even when the strategy had been to pack almost every inch of available space with high density storage of various print collections, the district’s holdings did not rise to levels seen at other libraries or levels recommended by various standards or recommendations. The recent decisions to forgo some of this high-density collection storage in favor of a more

browser-friendly arrangement has further reduced the overall size of the collection at Marion. Even with an assertive digital collection development approach, larger forces (such as licensing, cost, and number of available titles, patron preferences, and suitability of digital reading to various purposes) combine to limit the space implication of digital publishing at Marion. Because the Marion collections are so much smaller than deemed necessary, the strategy employed at other libraries to use digital collections in part to trade physical collections size for improved browsing is a hard bargain.

Merchandising

Building on the work of Paco Underhill of Envirosell, several suburban Chicago libraries commissioned a study to ascertain the retail behavior patterns that were exhibited by customers in the library. The results of the analysis were very clear in determining the parallels between a browser in a library and a consumer in a retail setting: proper display, aisle spacing, shelving configuration, lighting, signage and overall organization can have a dramatic impact on the rate at which customers find and use materials offered by the library. The ability to get items in to the hands of users is more significant in gauging effectiveness than defining specific quantities of materials to store. Modern library planning should work to balance depth, breadth and accessibility of the collection utilizing leading edge merchandising techniques.



Local History / Archives

Libraries are making a concerted effort to reflect the communities they serve. For many libraries this means a significant commitment to local history. To properly provide for a community asset of such importance, it is important to balance needs to preserve, curate, and make accessible significant elements of the community's history.

The local history collection at Marion is not large and does not warrant particularly elaborate space.

Customer - Staff Interactions

Value Added Staff Service

The core mission of the staff will continue to evolve from material control and handling to full participant in searches for relevant, useful, verifiable information. There is a shift toward assessing success by evaluating the result of the customer's need. A few examples of this are: one-on-one sessions with staff to find employment, hone a skill, make a connection; small group training to better understand and utilize technology; group programming that introduces life skills, community services, or recreational programs. The smaller scale components in this service model revolve around collaborative interactions between the public and staff.



Interactive Service Points

In some libraries staffed service stations have evolved into combinations of freestanding kiosks or touchdown locations for a more agile staff and extended consultation stations. These styles create an emphasis on “hip to hip” than “face to face” service – less “us and them” and more “we”.

Impacts of Technology

Technology often drives the latest trends in library service and operations. The challenge comes in integrating the latest applications while maintaining a human scale environment to welcome patrons of all ages.

The Library as Gateway

The library's existing ability to provide remotely accessible services through links on its website will grow in importance. Whether from work, home, or a third place, library patrons will be able to obtain an ever- widening body of information or entire works via the library's digital gateway. The Library has provided this connectivity to cardholders.

Gateway services at Marion will still be offered, and most likely expanded. The physical manifestation of the library will continue to be important in offering social learning, staff assisted learning, and providing an environment conducive to focused endeavors.



Mobile Computing

Mobile computing is becoming more common and will become ubiquitous by the end of the planning horizon. This trend reduces the need for static public computers. Some users will still need a desktop computer and other customers will prefer the desktops' larger keyboards and screens. The library plans to provide laptops for loan to customers for in-building use. The provision of easily accessible power throughout the building to support users' mobile devices will be a planning consideration.

Bridging the Digital Divide

Equal access to hardware, software, and instruction is not a reality in most communities. The library continues to be the place where economic limitations are overcome through the provision of all machines, software, databases, and training.

Significant quantities of flexible devices are needed at Marion Public Library to support the access needs of the community. These spaces should be arranged to be adapted into other uses as the overall service needs change. A strong emphasis should be placed on laptop and tablet technology in balance with more robust, high-end graphic desktop units. Some of this should be collaborative in nature (see the collaborative learning section) and some should be individual in its focus.



Technology Petting Zoo

A technology “petting zoo” offers a self-guided or staff assisted training area, the “petting zoo” can introduce patrons to a range of emerging devices and their uses. MPL needs to remain the first place the new technologies can be accessed by the general public. A space and programming commitment is part of the Library’s goal to be the path to the incorporation of innovations into everyday life.



Content Creation

Content creation take many forms. The ideas here are those associated with additional or specific space requirements. Others though are more about using existing space or equipment in different ways. Small group or individual work spaces, program rooms, a community kitchen are all places for individuals or groups to create. Tailored collections can support an industry either emerging or established in the community.



Spaces that do require specific attributes include those associated with audio and video production and editing. These spaces are in support of the growing importance of non-print means of communication in everyday jobs. In and of themselves the understanding of the technology is useful, but these spaces hone story telling skills, project management skills, collaboration techniques, and foster connections between the creator of the material and the audience consuming that material.

These spaces can have some interesting pairs, such as the recording of oral histories as part of the library’s local history collection.

In Marion the specialized audio video spaces can offer synergies with local schools, home school groups, area businesses, MEDCO, and Kirkwood Community College



Collaborative Technology

Libraries are providing technology that supports the integration of technology into collaborative learning and business activities. Interviews, depositions, teleconferencing and distance learning are expanded to include digital brainstorming sessions utilizing active switching technology.



Automated Materials Handling/Delivery

Discussions with the Marion Public Library Planning Team suggest that the collection management and security aspects of RFID make it a useful technology. The automated material handling technology does not offer enough benefits in terms of turnaround time or operating cost reductions at this time: the turnaround time at MPL is exceptional, the quantities of materials processed is manageable, and the cost to acquire and maintain a sorting system is significant. Even with the anticipated increased circulation levels anticipated with a building project, or with the simple improvements being made now within the existing building, the current manual processing system should continue at the same high level.

Active Learning Spaces

Baby Garden

A Baby Garden is gathering place for caregivers and little ones, providing a welcoming, stimulating, and safe space to play when they visit the Library. It is a fully-enclosed, cozy play area for infants and early walkers, with a cushioned floor, developmentally appropriate toys that are regularly cleaned, a selection of board books, engaging images, a mirror, and peek-through windows to the outside, hanging mobiles, so that even infants on their backs have something to engage.



The Baby Garden is an ideal gathering space for caregivers of little ones, and has special features for grownups, too: cushioned bench for adult comfort, proximity to the board book, and parenting collections.

Unstructured Learning

Libraries are working to provide early childhood learning experiences for our youngest residents by creating environments that offer experiential learning opportunities. Toddlers learn by interacting with colors, shapes, numbers, sounds, and other basic concepts. Young children's emergent literacy skills are the building blocks for later reading and writing. From birth throughout the preschool years, children develop knowledge of spoken language, the sounds that form words, letters, writing and books. Space for the hands-on interactive pieces that support this kind of learning is important to children's library planning.





Young Adults

Libraries are carving out a safe, welcoming space that keeps teens engaged in the life of the mind. Teens learn and build important social skills at their own pace by working together and multi-tasking.

Programs, technologies, space, and materials that teens help create have been identified as potential means for attracting and keeping middle-school youth involved with the library. The Library has a desire to make major steps in this direction and additional space will enhance that effort. Appropriately scaled collections, increased space for Teen Activity Room, and better connection to other resources sought by Teens are needed to meet this service goal and are included in the space needs calculation.



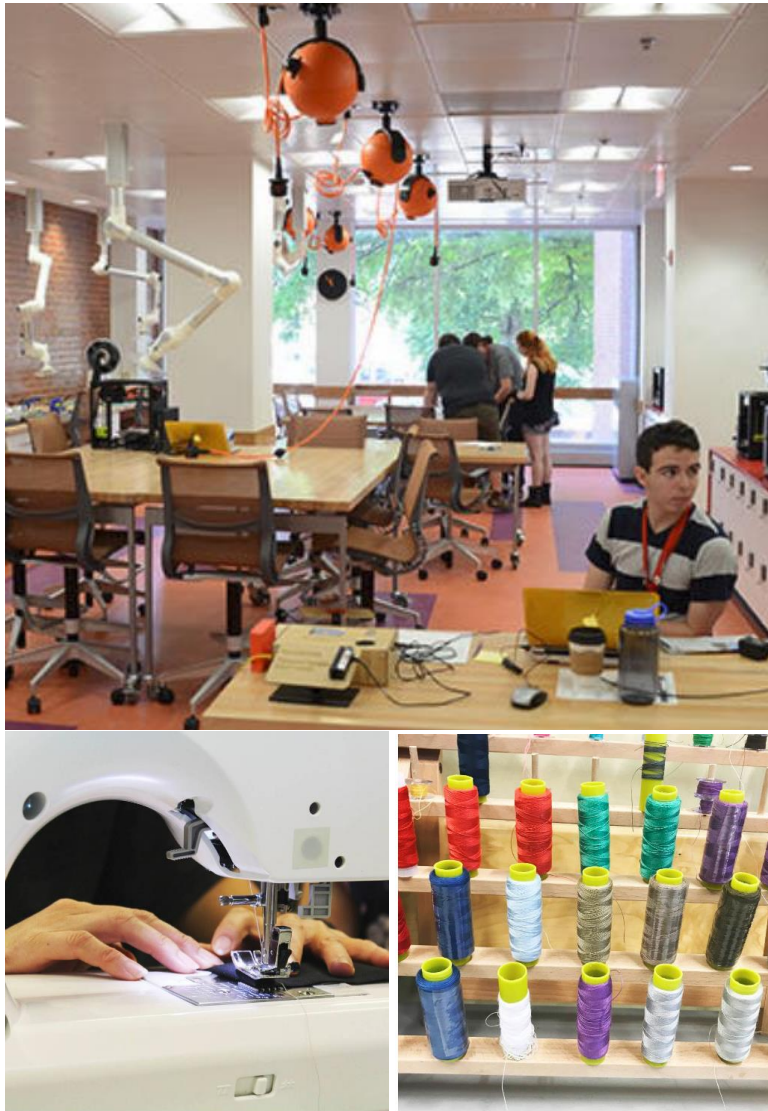


Collaborative Spaces

Patrons often seek spaces that allow them to work in pairs or small groups. Collaborative spaces support a wide range of teamed activities such as committees for community service organizations, tutoring, a sole proprietor who works from home meeting with a client, or students working on a team assignment.

Collaborative space comes in a variety of forms including traditional study rooms, small conference rooms, or a larger space with re-configurable furnishings and dividers. Media capabilities are essential elements of successful collaborative spaces. Some spaces focus directly on the interactions possible through intense technology. Active work zones or content creation spaces permit patrons to engage in active content creation rather than just consumption. Video and media creation and editing spaces are a few of the possibilities that can draw new patrons to the library and expand the understanding of services for those who already make the library a part of their lives. To be successful these spaces must be tailored to the interests and culture of the community and spaces must be flexible enough to adjust and change when those interests evolve.

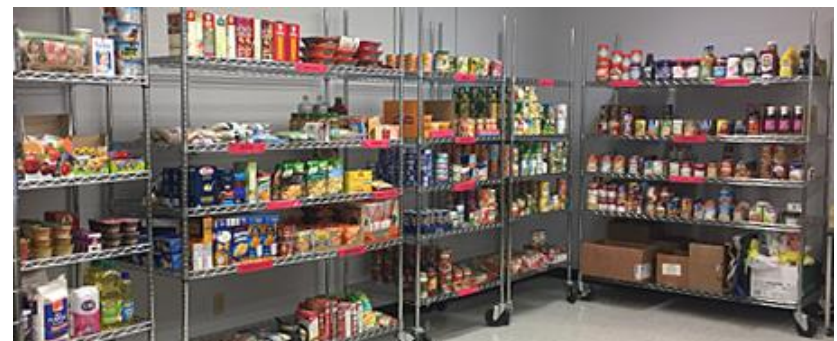
The goal discussed for Marion Public Library is to make an allowance for a small and flexible selection of maker/media focused activities and utilize some of the other spaces in the building to support other activities such as the collaborative technology shown in the right-hand photograph below. Analogue technologies such as sewing, and cooking should be supported in flexible, multi-purpose spaces.



Community Center

Libraries are typically one of the most approachable of public facilities. A culture of welcoming and assistance makes reduces hesitation to inquire about often private financial, health, nutrition, housing, employment and counseling services offered in most

communities. The perceived inaccessibility or stigmatization implied or imposed by other locations/venues reduces the effectiveness of these programs. Libraries are developing multi-purpose spaces that, in addition to meeting library needs, offer the opportunity for various partnering agencies to support the community. This can range from shared or dedicated office space, through occasional or regular use of various activity rooms, to full scale implementation of interactive programming in health, nutrition, and finance literacies. Most common are a small hoteling space for various organizations and development of a community kitchen/demonstration component in the community or large



program room. This later is occasionally supported by a community food bank.

The areas adjacent to the Uptown sites are generally lower less affluent, less mobile, older and more interested in various nutritional programs offered in a social environment. The library is looking to expand its current partners with more meal programs, pantry services, and healthy life programming. The programming is in keeping with the City's commitment to supporting an active lifestyle



Community Forum

A growing role the library will play is as a place where individuals come together to learn, to create information, and to participate in enriching diversion. This role is supported by spaces where people can converse, share community information sources, and enjoy a warm, welcoming environment. Use of the library's program room for community meetings and programs is one manifestation of this phenomenon.

Programming

Programs that bring patrons, learning, and enriching diversions together have long been a staple of public library service. Library meeting spaces must be flexible to provide for an endless variety of library and community sponsored events. Virtually every meeting venue today requires robust media presentation capabilities, most include digital projection, audio systems, smart boards, video-conferencing, and controlled lighting. Other key elements include ample storage, light food service support, ability to reconfigure the space, and furnishings that allow easy set-up and take-down.

Flexibility is key in any of the community rooms. Spaces should support a wide array of formal, informal, and spontaneous activities.

Performance

A specialized form of programming, libraries are hosting various concert and live action performances. Acoustics, lighting, staging, and pre-event activities are all considerations. The synergies with the performing arts can parallel those with the graphic arts.

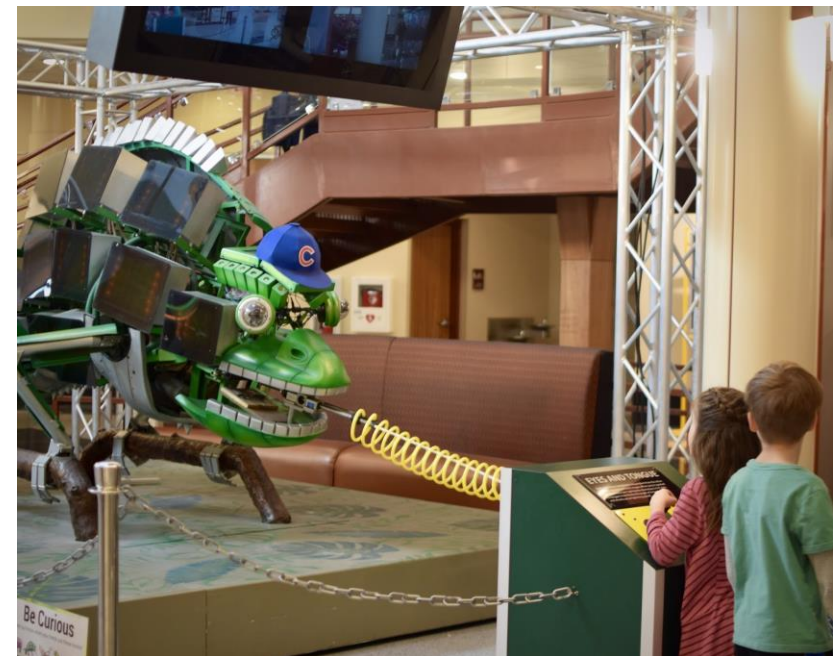


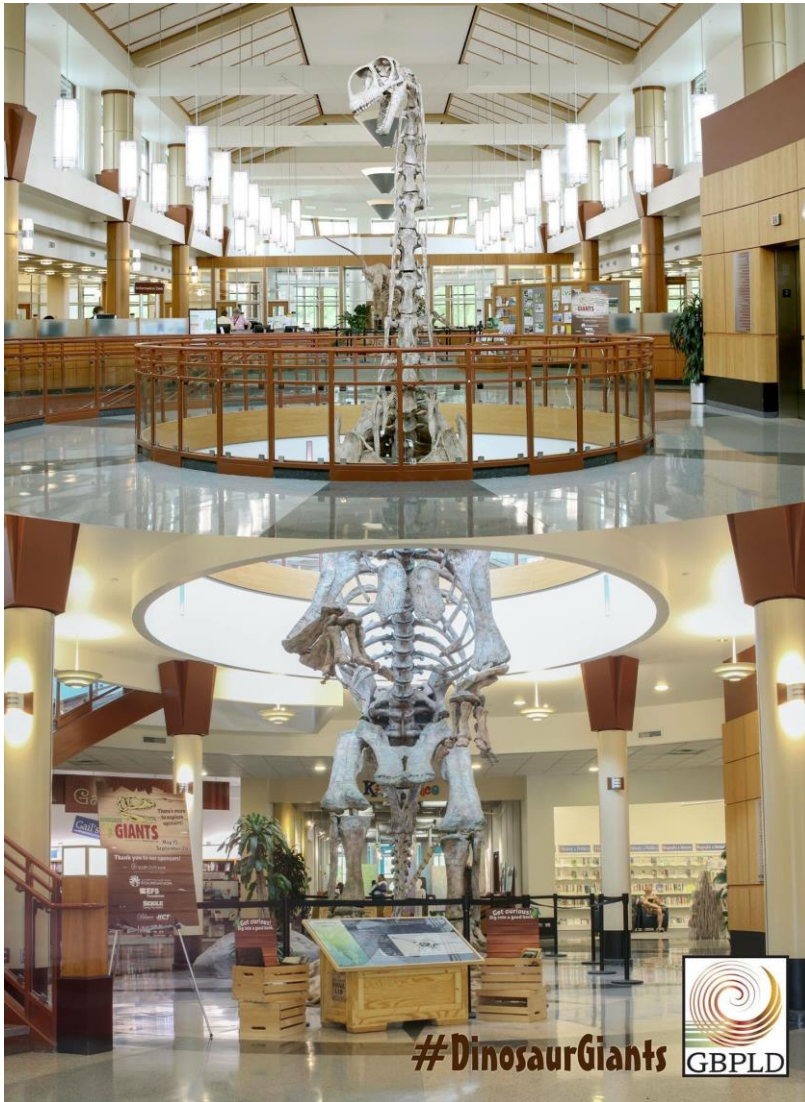
Exhibits

Whether a traveling exhibit from a national institution or something smaller in scale from a local agency, exhibitions can expand the impact of the library by bringing rare, odd size, or otherwise special content to the library. Lighting, environmental control, and flexibility are major considerations.

The popularity of library programming can be limited by the space and staffing available to support the activity. Programming and attendance at Marion Public Library have only recently seen an increase. This trend is anticipated to be continued based on board and staff commitment to this important element of service and is a focus of the Space Need calculation. Size, location, form, and support spaces are critical to making the programming rooms an asset rather than a liability.

The requirements for general programming should be evaluated to determine the extent to which a broader array of activities can be supported.





Houston, We Have a Library Program

Gail Borden Public Library hosts NASA event for kids

By Megan Parnero | August 6, 2016



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7 Statement of Space Needs

Sections of the Space Need Calculation are developed as excel spreadsheets adapted from the text of *Public Library Space Needs: A Planning Outline* by Anders C. Dahlgren and copyrighted by the Wisconsin Department of Public Instruction. The standards and calculations have been modified to reflect the evolution of library service and the consultant's experience. Specifically, the Standards developed by the Illinois Library Association *Serving Our Public* are used in analysis and to develop comparative space allocations. Supplemental data from various sources are used in conjunction with these standards to define area allocations for certain calculation methods.

Determination of a recommended space allocation is a combination of these standards, various community specific factors, and discussion with the professional staff at the library. Those discussion have focused on the Library's mission in the community, the current strategic plan, as well as an evaluation of regional and national trends in library service. The emerging trends highlight shifts in service that are applicable to differing degrees in many communities. Those applicable to the Marion Public Library have been incorporated into this Statement of Space Needs.

TABLE 7-1 - SUMMARY OF NEEDED SPACES

Type of Space	Area
Collection Spaces	13,937
General Seating Spaces	7,120
Computer/Technology Spaces	1,960
Activity Spaces	7,243
Program Spaces	3,890
Staff Work Areas	5,830
Special Use Spaces	5,197
Dedicated Allowances	2,420
Subtotal	47,597
Non-Assignable Area	15,707
Gross Building Area	63,304

Within this framework, the service defining elements and recommended area requirements are summarized in the following table.

TABLE 7-2 - SUMMARY OF KEY SERVICE ELEMENTS

Key Space Use Components		Units	Existing	63K	Change
Collections	Books	volumes	171,946	103,000	-68,946
	Serials	titles	259	170	-89
	Audio	discs	3,875	8,343	4,468
	Video	discs	21,089	12,695	-8,394
Reader Seats	Children	seats	20	55	35
	Young Adult	seats	6	20	14
	Adult	seats	39	103	64
Computers	Children	seats	2	12	10
	Young Adult	seats	0	13	13
	Adult	seats	28	31	3
Activity Spaces	Study Rooms				
	Children	seats	0	14	14
	Young Adult	seats	0	22	22
	Adult	seats	6	48	42
	Maker/Media	people	0	22	22
	Emergent Literacy	people	8	49	41
	Story Time			30	30
Program Spaces	Multi-Purpose Program Rooms	people	88	150	62
	Demonstration Kitchen	people	0	8	8
	Training Room	people	0	15	15
	Conference Room	people	20	30	10
Staff Spaces		work places	33	53	20
Special Use Spaces		%	N/A	13	
Dedicated Allowances	Food pantry	sf		250	250
	MEDCO, Main Street, Chamber of Commerce	sf		920	920
	Exhibit Gallery	sf	250	500	250
	Friends of the Library	sf	600	750	150

Design Population

Planning for an effective library facility begins with determining the library's design population—identifying the population the library will be expected to serve over the next decades. There are two key components in determining the design population.

Municipal Population

First, the design population should be a projection of the population in the library's service area. Since library buildings are an important capital investment for most communities, it is crucial that they be planned to respond to current and future needs. The recommended time frame for planning is 20 years.

For Marion, general planning is premised on an annual growth rate of 600 net new residents per year.

Non-Resident Population

Second, the design population should consider the population in an area that extends beyond the boundaries of the municipality in which it is located. Most public libraries serve individuals living outside municipal boundaries by virtue of geography and reciprocal agreements with neighboring libraries. Without consideration of the use generated by these non-resident individuals, the planned facility (-ies) would be outgrown too quickly.

The Institute of Museum & Library Services (IMLS) population figures were used as the basis for the non-resident population. An average of 5,000 non-resident users was developed from the data for recent years. This figure is held constant in the belief that growth will be more in the urban areas of the county (within the City of Marion) and that uses by residents of Cedar Rapids and Robbins will remain constant.

FIGURE 7-1 - CIRCULATION HEAT MAP

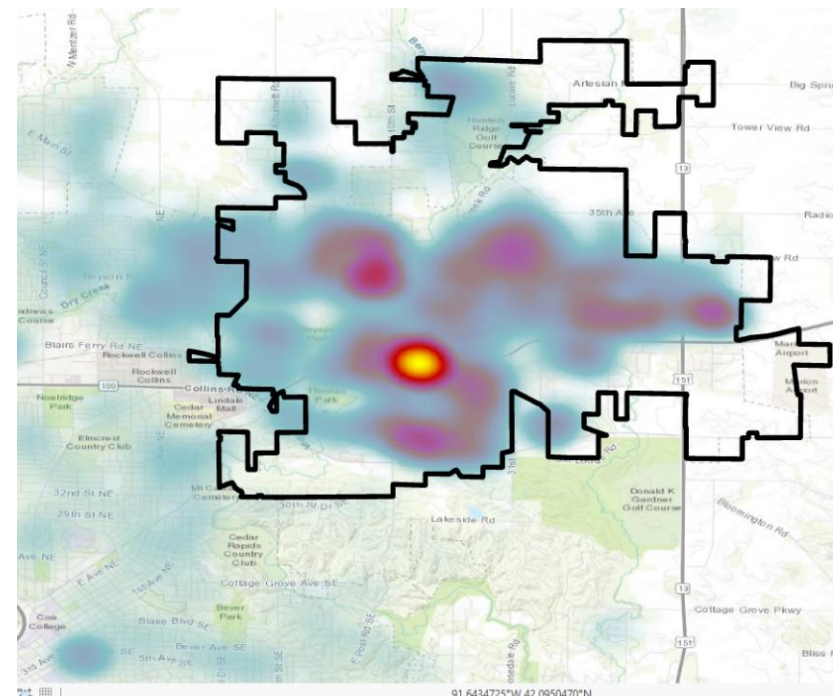


Table 7-3 - Design Population

Year	City Population	City Growth	Non- Resident User Population	Design Population
2010	34,768		123	34,891
2011	35,763	995	7,461	43,224
2012	36,307	544	7,185	43,492
2013	36,744	437	6,836	43,580
2014	37,294	550	6,175	43,469
2015	37,846	552	4,535	42,381
2016	38,773	927	4,376	43,149
2017	39,400	627	5,000	44,400
2018	40,000	600	5,000	45,000
2020	41,200	1,200	5,000	46,200
2025	44,200	3,000	5,000	49,200
2030	47,200	3,000	5,000	52,200
2035	50,200	3,000	5,000	55,200
2040	53,200	3,000	5,000	58,200

A design population of 58,200 is used in the development of the space need calculations.

Collection Spaces

To quantify the space needed to house the Library's collections, the analysis begins with determining an optimal size to meet the city's long term (20 year) needs for various physical collections. Optimal is defined as neither too large nor too small.

This section covers three collection components commonly found in public library collections—books, periodicals, and audio/visual material. Other types of material, like microforms, are still found in many collections, but these are of a diminishing significance and are only treated indirectly here with further refinements of these estimates are included in the Special Uses section.

The impact of digital publishing

All the collection sizing methods assess the impact of the growing availability of information by way of electronic and digital sources. Some libraries anticipate that electronic resources will slow the rate of growth in traditional collections or even reduce the quantities that will be needed in those traditional collections. Other libraries anticipate little effect. Still others anticipate that some parts of the collection (periodicals, reference holdings) will be affected substantially while other parts (fiction, picture books) will be affected less dramatically. Marion has been increasing the digital collections available to the residents of the city and is not relying on a "print only" approach to serving the community. This effort is in line with the recent and anticipated use patterns observed. These use patterns are consistent with regional trends observed at libraries serving populations with similar demographics.

The long-term utility of print technology

While embracing digital publishing, the Library is not discounting the role of print as a time-tested technology that is affordable, wide ranging, has a low entry threshold of use throughout the country, and is durable. More over recent studies acknowledge the virtues of digital print materials in certain uses but underscore the superiority of physical print in other areas including comprehension and retention. The collection projections take a balanced approach to

both physical and digital collection development. The Library discussed the decade long national trend of physical holdings per capita and decreasing annually since. Marion has been an anomaly over this time. The recommended collection size acknowledges the local experience but brings the target collection more in line with the smaller collection trend. Thus, the recent national trend is extrapolated over the next decade and applied to the Peer Cities trendline utilizing the Design Population calculated in the previous step.

Projections of collection change (growth or contraction) have considered multiple planning models to avoid rote calculation and myopic determinations.

Method 1: Application of Current Standards

The Wisconsin Department of Public Instruction standards are used, partly to reflect varied assumptions about collections size, partly to acknowledge local planning traditions, and partly to acknowledge the wide acceptance of the Wisconsin standards in many parts of the country that do not publish their own references.

Because all standards rely on historic data, it is important to adjust the source data to incorporate the shift in collection development strategies. While population across the country has grown, total collection size has shrunk. The combination, as expressed in volumes held per capita, represents the impact of digital publishing and distribution. The published standards are adjusted to reflect the recent shifts as well as an anticipation that this trend will continue for some time.

The other adjustment made to the standard is to acknowledge that Marion is falling on the cusp of a transition between two population groups. The experience of libraries serving populations between 25,000 and 49,999 users is different than that of libraries serving populations between 50,000 and 99,999 users. The "per capita" collection goals tend to be higher. This is in part a reflection of the need to maintain a core collection of a certain breadth and depth to be useful. In larger communities the per capita calculation sees the

core divided into the larger population, hence a smaller per capita collection goal.

As shown in Table 7-4, the adjusted goal for the total physical holdings could range from essentially flat (3% increase) to a 19% reduction.

TABLE 7-4 - COLLECTION SIZE BASED ON WI DPI STANDARDS

	Existing MPL	METHOD 1 Adjusted WI Standards			
		25,000 to 49,999		50,000 to 99,999	
		Advanced	Adjusted	Advanced	Adjusted
Books	171,946	243,276	187,854	193,224	149,204
Serials	259	0	0	0	0
Audio	3,875	10,339	7,984	8,146	6,290
Video	21,089	10,339	7,984	6,123	4,728
Other					
Total:	197,169	263,954	203,821	207,493	160,223
Change from current:		34%	3%	5%	-19%

Method 2: Projections from Peer Group Trendlines

Peer Groups as a comparative standard narrows the basis of the broader state standards to libraries that have some geographic, political, economic or service similarity to the subject library. For Marion, two peer groups were identified for performance benchmarking and collection comparisons:

Peer City Libraries: A matter of multiple alignments, these are the most likely libraries to be analogous to the typical Marion Public Library patron's experience and a probable source of comparison for quality of resources and experience. Peer city libraries include Coralville, mason City, Bettendorf, Cedar Falls, Urbandale, Dubuque (Carnegie-Stout Library), Ames, Ankeny (Kirkendahl), and West Des Moines.

Regional Population Peer Libraries: These are a larger sample group, incorporating more differences in experience and approach, the most likely to provide relevant perspective. 153 libraries serving populations between 22,300 and 68,400 users in Iowa, Minnesota, Wisconsin and Illinois were identified for comparison.

The characteristics of these groups are discussed in Section 5.

The physical holdings of the peer groups were used to establish trendlines based on population. The design population of Marion was used to index a goal for physical holdings. This indexed projection was adjusted in the same way that the Wisconsin DPI standard was adjusted and for the same reason.

Table 7.5 summarizes the calculated holdings for various formats. The overall holdings for the 2035 design population are projected to be between 18% and 37% lower using the Peer Cities as a guide. The Regional Population Peers suggest that the 2035 collection should be somewhere between 8% larger and 17% smaller than the current MPL collection.

TABLE 7-5 - COLLECT SIZE BASED ON PEER LIBRARY EXPERIENCE

	Existing MPL	METHOD 2 Adjusted Peer Projections (2035 population)			
		Peer Cities		Regional Population Peers	
		Base	Adjusted	Base	Adjusted
Books	171,946	133,388	103,000	176,232	136,083
Serials	259	253	195	393	304
Audio	3,875	10,805	8,343	15,758	12,168
Video	21,089	16,441	12,695	19,615	15,146
Other					
Total:	197,169	160,887	124,234	211,998	163,701
Change from current:		-18%	-37%	8%	-17%

After review with staff, the Adjusted Peer Cities calculation was selected for continued refinement. This selection was based on the range of experiences from national, regional and state libraries, the relevance of the Peer Cities to Marion, the fit of the projection to the existing collection (MPL's collection is so large it requires dramatic reduction to be in scale with other service offerings) and the professional staff's sense of the future of library service in Marion.

Method 3: Analysis of Component collections

This method looks at specific collections rather than treating the various physical holdings as a monolith. It offers insights from current and recent use levels and is less prone to wild extrapolations than acquisition rate comparison. It is the "most local" analysis. In other ways it is devoid of outside reference. Given that the current collection is so much larger than any local, state, regional or national projection would suggest for a community the size of Marion, this internal methodology is being used as a test of the predictions generated utilizing methods 1 and 2 rather than as the root calculation.

This verification process resulted in the Peer Cities projections being adjusted. The holdings of serial publications were reduced from 195 titles to 170 titles. Most of this will be the result of publications shifting from a physical + digital to a digital only means of distribution.

Recommended Collection Counts

The final collection recommendations total 124,234 items as summarized in the following table.

TABLE 7-6 - RECOMMENDED COLLECTION SIZES

Recommended 2035 / 2040 Collection Size			
	Existing MPL	Collection Goals	Change from Existing
Books	171,946	103,000	-40%
Serials	259	170	-34%
Audio	3,875	8,343	115%
Video	21,089	12,695	-40%
Other			
Total:	197,169	124,234	-37%

Recommended Space Allocation for Collections

The number of volumes that can be stored in each space may vary from 5 to 30 volumes per square foot, depending on several factors, including the height of the shelving, the width of the aisles, and the type of material. As an example, reference items are generally much thicker than children's picture books. The traditional planning practice has designated a basic average for different types of material housed in different environments at ten volumes per square foot. This is a high-density baseline.

This outline recommends something less than ten volumes per square foot to incorporate merchandising principles that support the retail behavior patterns exhibited in the more effective public libraries. Specific principles include wider aisle, lower stacks, eliminating of collection storage on the bottom shelf, more face-out display. Utilizing these principles adds to the area needed to accommodate a specific size collection when compared to more traditional shelving concepts but that extra space will lead to improved browsing conditions and increased circulation numbers compared to the minimum area allocation for a collection of the same number of items. These practices also improve usability for an aging population by bringing collections within reach, improving lighting conditions that support browsing, and permitting easier access for those with mobility issues.

Anything less than this allowance is inconsistent with established human behavior patterns in retail and library settings and will undermine the effectiveness of the collections assembled.

The range of space allocations and the recommended overall collection space of 13,937 square feet is summarized in the following table.

TABLE 7-7 - COLLECTION SPACE OPTIONS & RECOMMENDATION

Collection Space Allocation - All Collections				
	Preferred	Better	Average	Minimum
Total	13,937	12,574	10,507	8,439

General Seating Spaces

The focus on this section is General Seating. These are often thought of as "reader seats" and in many instances they do accommodate readers. As use patterns and technology change, that reading can be accomplished utilizing various patron-provided devices including smart phones, tablets, and laptop computers. These devices allow more than reading and can be thought of at certain times as technology seats. Hence, we are using "general" as an indicator of a more versatile seating option, set somewhere in the open or fairly open areas of the library. They are distinguished from the computing seats by their lack of a dedicated, library-provided PC or other fixed device, and by not being in an enclosed or semi-enclosed space that also offers formal instruction or group activities. To fully understand the capacity of the building, these seats need to be considered in the context of the full range of seating venues in the facility. This is especially true as the once undifferentiated seat is replaced with various lounge and study seats plus a variety of computing, group and individual activity room seats and a larger variety of programming seats. Although this represents a continuum of seating options, for planning purposes, the program seats are generally kept separate from the others.

As with the collection calculations, projections of general seating needs have considered multiple planning models to avoid rote calculation and myopic determinations.

Seating Count Standards

In the two standards referenced, range limits are established to bracket population groups and allow adjustments of the seating factors. A constant ratio would not reflect the realities of use levels in either small or large communities. To allow for a sliding scale that permits a lower rate of starting capacity as population increases, a four-step process is used.

- The projected population range is identified from the demographic analysis.
- The seating allocations at the low limit and high limit are pulled from the tables.

- The relation between the Library's projected population and the lower limit of the population range is calculated.
- This provides an adjustment factor that is then applied to the seating rate associated with the difference between the seating rate for the high and low limits of the population range.

Projected seating needs are a straight application of this adjusted rate to the design population.

Method 1: State Standard Seating Rates Based on Population

Illinois and Wisconsin both publish guides to calculate the number of seats needed to serve a population. The baseline counts for each guide are identified in the following tables.

TABLE 7-8 - WISCONSIN LIBRARY SEATING STANDARDS

Seats per 1,000 Population	
Population	Seats
1,000	22.5
2,500	24.1
5,000	10.0
10,000	7.0
25,000	4.5
50,000	3.0
100,000	2.3
250,000	1.5
500,000	1.0

TABLE 7-9 - ILLINOIS LIBRARY SEATING RECOMMENDATIONS

Seats per 1,000 Population				Seats for every 1,000 population over...
Population		Base	Plus....	
<	999	20	0	
1,000	4,999	20	5	1,000
5,000	9,999	40	4	5,000
10,000	24,999	60	3	10,000
25,000	49,999	105	2.5	25,000
50,000	74,999	167	1.5	50,000
75,000	99,999	204	1	75,000
100,000		229	1	100,000

Using the Wisconsin Standards, MPL should offer a total of 138 General Use Seats to serve the 2040 design population. The Illinois guidelines suggest a goal of 179 General Use Seats.

TABLE 7-10 - SEATING COUNT BASED ON WISCONSIN STANDARDS

Design Population	Nearest Population Milestone			Seating Rate			
	Lower	Higher	Relation to Low	Lower	Higher	Adjusted	Baseline Seating
58,200	50,000	100,000	16.40%	3.00	2.25	2.37	138

TABLE 7-11 - SEATING COUNT BASED ON ILLINOIS GUIDELINES

Design Population	Nearest Population Milestone			Seating Rate				
	Lower	Higher	Relation to Low	Base	Plus Rate	Added Pop.	Added Seats	Baseline Seats
58,200	50,000	75,000	32.80%	167	1.50	8,200	12	179

Method 2: Extrapolation Method for Determining Seat Count from Current Use

As with collection size, standards have a place in determining seat count, but there is no substitute for understanding the community, the library's mission, and the on-going evolution of library service. Together these components afford the Planning Team an opportunity to develop an MPL-specific seat count. As a baseline, the current seating in the Library is tallied and then used to predict future needs.

TABLE 7-12 - EXISTING SEATING COUNT

	Youth	Young Adult	Adult	Total
Chairs at tables	10	6	28	44
Lounge Seats	10	0	11	21
Total Seats	20	6	39	65

MPL's vision of the library is focused on maximizing the experience of the physical library. The quality of the experience supports the broad mission of providing quality educational and recreational resources, fostering community building, and promoting a wide range of hands-on group activities. The number of seats in the library is specifically tied to the ability of the library to meet these goals. Significant space for the appropriate seating environments is essential.

Recommended Seat Count

The recommended seating count derived from comparing the results of the various methods is 178 total general-purpose seats as summarized in the following table.

TABLE 7-13 - PROJECTED SEATING NEED BASED ON SERVICE GOALS

	Youth	Teen	Adult	Total
Chairs at tables	30	16	60	106
Lounge Seats	25	4	43	72
Total Seats	55	20	103	178
Change, % of Existing	175%	233%	164%	174%

The space required for this seat count depends on the area allocated per seat. As an average, an allocation can range from a minimum of 25 square feet per seat to a preferred level of 40 square feet per seat. Seating for parent and child, for focused work effort, and for collaborative endeavors requires space at the preferred or better level. The effectiveness of the space and the quality of the library experience diminish as people are crowded together.

For these reasons, the recommended space allocation for general purpose seating is 7,120 square feet.

TABLE 7-14 - GENERAL SEATING SPACE OPTIONS & RECOMMENDATION

	Preferred	Better	Average	Minimum
Seats	178	178	178	178
Area per Seat (sf)	40	35	30	25
Total	7,120	6,230	5,340	4,450

General Seating in the Context of Other Seating Options

Libraries are places for people and one of the measures of the library's ability to support the varied needs of the community is the variety and availability of seating. General Seating is one of a series

of places for users within the planned facility. The following table offers a summary of the recommended seat count and space need by seating environment.

The table also includes a calculation that acknowledges basic human tendency to maintain separation when possible. It is unlikely that every seat available will ever be in use: most people will not take the last empty seat in a space. In fact, there is some threshold after which most users will opt to forgo their intended use or return at another time. The planning team's general experience has been that the optimum utilization rate for seats tends to be between 50% and 67% occupancy. That is, people are generally comfortable up to 50% occupancy; moderately comfortable and willing to make accommodation between 50% and 67% occupancy; and uncomfortable, more likely to terminate or reschedule their visit when the space they seek to use is more than 67% occupied.

This does vary by space use (program space is different than general reading space) and geometry of the seating arrangements (4-person tables and 2-person tables are both most likely to have a single user).

The observed behavior holds for smaller numbers of seats so reducing the number of seats provided to 67% of the calculated need is not an efficiency, it reduces the effective limit to 67% of the reduced number of seats.

TABLE 7-15 - RECOMMENDED NUMBER OF SEATS BY PRIMARY USE

Space Type	Seat Count	Area
General Seating	178	7,120
Computing Spaces	56	1,960
Group Activity Spaces	193	7,243
Program Spaces	417	3,890
Totals	622	20,213
Seat count at typical library utilization average of	50%	311
Occupancy of seats at effective limit of	67%	416

Computing & Technology Spaces

Electronic information resources are a significant component of a library's resource. The nature of the access to these electronic resources is changing and includes a wider array of environments. Patrons bringing their own technology (laptops, tablets, smart phones) and effectively supplement the library supplied hardware. Some of the general seating becomes, in effect at certain times, another technology seat. This provides an environment that is different from the standard "carrel" or similar workstation that, to this point, has been the monoculture response to computing in a library.

The number of general public access terminals is still part of the calculation. The library provides will in turn determine how much space the library will need in support of this function. This does not include computer training seats (included in "Program Spaces," specialized technology associated with media lab found in "Activity Spaces," or short-term catalog stations (included as an allowance in "Special Uses" or staff computers (included in "Staff Spaces".)

Projections for technology seats are projected using multiple considerations:

- Number of visits
- Intensity (duration) of use - connected to the nature of the resource
- Number of platforms

As with the previous space components, multiple methods were used to develop a definition of future need. The methods used in determining the needed space for technology seats include:

- Extrapolation Method using Daily User Traffic
- Extrapolation Method using Peer Counts
- Extrapolation Method using MPL Counts

Method 1: Extrapolation Using Daily User Traffic

This method uses the average number daily visits to the Library and the percentage of the visits that generate a PC use count in the Library's tracking system. If this PC use rate remains constant and the population increases as projected, the average number of daily visits to the Library will increase by an equivalent amount. Applying the current PC use rate will provide one measure of the PC needs of the Library.

This assumes that the PC use rate is an acceptable level of service and that the rate is constant over the next 20 years.

Observable pressures on the use rate are considered balanced in this method at this time:

- Use rate might increase as more and more information and services become technology dependent.
- Use rate might decrease as more and more of the access to technology shifts away from library provided desk top terminals.

Assuming the current computer count is adequate for the Library, an X% increase in the number of visits should increase the number of uses by 7% and maintaining the current level of effectiveness would require an X% increase in the number of computers.

Utilizing this method, the Library should plan on maintaining 45 terminals for general public use.

TABLE 7-16 - PC CALCULATION BASED ON DAILY USER TRAFFIC

	Population	Daily Visits	Increase in Daily Visits	PC Count	Platform Allowance (devices)	Queuing Allowance	Total PCs
Current 2018	43,000	913		30	0	0	30
Future 2040	58,200	1,235	35%	41	4	0	45

Method 2: Extrapolation Using Peer Counts

Another means of calculating computer seat needs is via trendline projections from the various peer group comparisons. As with the Collections analysis, the peer groups exhibit a range of 50 to 60 devices for the Design Population.

This method projects a need between 50 devices (using the Peer Cities trendline) and 60 devices (using the Population Peers trendline).

TABLE 7-17 - PC CALCULATION BASES ON PEER COUNTS

	Design Population	Current PC Count	Daily User Traffic Method	Peer Cities Projection	Population Peers Projection
Future Need	58,200	30	45	50	60

Method 3: Extrapolation Using Existing MPL Counts

A third means of calculating computer seat needs is via review of the current Computer Seat count and adjusting to address deficiencies and anticipated changes in uses/services.

TABLE 7-18 - PC CALCULATION BASED ON EXISTING MPL COUNTS

	Youth	Teen	Adult	Total
Current	2	0	28	30
Additional	4	4	2	10
Total Proposed	12	13	31	56

The space required for this seat count depends on the area allocated per seat. The optimum size depends on the intended use of the device. An allocation can range from a minimum of 25 square feet per seat for quick access to e-mail, social media, etc., to a preferred level of 40 square feet or more per seat for extended, intense activities or for assisted use of a device. A blended allowance of 35 square feet per device is used to represent the average space need. The effectiveness of the space and the quality of the library experience diminish as people are crowded together.

TABLE 7-19 - AREA NEEDED FOR COMPUTING DEVICES

	Youth	Teen	Adult	Total
Unit are per device	35	35	35	35
Area required	420	455	1085	1,960

The Method 3 calculation, 56 total computing stations requiring 1,960 square feet of space, become the recommendation of the planning team. Consensus among staff is that this offers a balanced increase across the various user populations affords the right capabilities. This totals something between the projections from the two peer groups. This quantity allows the library to:

- help bridge the digital divide;
- support multiple platforms;
- permit extended use;
- accommodate age specific computing environments; and
- maintain realistic wait times for the expanded Design Population.

Activity Spaces

Many public libraries provide activity rooms/zones to accommodate user-driven formal and informal activities. These have evolved out of the traditional “Quiet Study Room” model into a wider array of open and enclosed spaces. The range does include spaces for uses that are quiet and individual in nature, through small (2-person) intermediate and large group and very active uses.

The number and size of the activity rooms/spaces was determined by the library's anticipated programming activities, the demographics of the service area, and by the availability of similar rooms elsewhere in the community for use by other local groups. The Planning Team has considered various trends, patron requests, and planned activities / services in developing this specific list. Many of these are discussed in Part 6 of this study.

As part of the evaluation, multiple uses were required for each room type. Single use spaces were eliminated, and the intended solo use reassigned to a similar room type.

The resultant list developed two types of spaces, Small Group Activity Rooms and Active Learning Spaces, each of which is described below.

Specific consideration was given to each age group as well as to the level of activity and the need for acoustic separation to support that activity,

The aggregate of these spaces is 7,243 square feet providing 193 “seats” for the range of active learning described above.

TABLE 7-20 - SUMMARY OF SMALL GROUP ACTIVITY ROOMS

Type	Unit Area	Room Area	Quantity	Total Seats	Space Need
Children					
2-Person Activity Room - Quiet	40	80	1	2	80
2-Person Activity Room, Family Technology	40	80	2	4	160
4-Person Activity Room - Homework	35	140	2	8	280
8-Person Activity Room	30	240	0	0	0
Young Adults					
2-Person Activity Room	40	80	0	0	0
4-Person Activity Room	35	140	2	8	280
6-Person Activity Room, Tech	30	180	1	6	180
8-Person Activity Room	30	240	1	8	240
Adults					
2-Person Activity Room	40	80	0	0	0
4-Person Activity Room	35	140	10	40	1,400
8-Person Activity Room	30	240	1	8	240
			20	84	2,860

The Active Learning spaces are grouped into major functional areas. The Maker/Media group is tailored for a wide array of age groups and is intended to support a continuum of learning and recreational uses from novice to expert. It is the intent that the skills in the community find an opportunity to grow, explore, and share their expertise. The spaces are defined as maker (hands-on, more analog than digital) and

media (more dependent on digital technology of some sort). Both are in acknowledgement of the long standing and growing identity of Marion as a center of creative exploration of the visual arts.

The Maker Zone is projected to include the following spaces:

TABLE 7-21 - MAKER ZONE SPACE NEEDS

Type	Unit Area	Room Area	Notes	Quantity	Total "Seats"	Space Need
Fabrication Pod	40	320	Lab table environment	1	8	320
Art Studio	40	320	Open	1	8	320
Storage	150	100	Storage for equipment	1		100

The Media Zone is anticipated to include:

TABLE 7-22 - MEDIA ZONE SPACE NEEDS

Type	Unit Area	Room Area	Notes	Quantity	Total "Seats"	Space Need
Film Studio	60	120	Video production	1	2	120
Recording Booth	30	60	Oral History	1	2	60
Video Pod	40	40	Editing	2	2	80
Storage	150	100	Storage for equipment	1		100

An extension of this active learning zone for children blends in with the programming aspect of service to children, the Story Time Room.

Another set of Active Learning spaces is geared toward young children and their parents. This includes a Baby Garden and Emergent Literacy Zone.

TABLE 7-23 - STORY TIME ROOM SPACE NEEDS

Type	Unit Area	Room Area	Notes	Quantity	Total "Seats"	Space Need
Storytime - Story telling area	15	450	Includes storage	1	30	450
Storytime - Craft area	15	450	Includes storage, sink	1	30	450

TABLE 7-24 - EMERGENT LITERACY SPACE NEEDS

Type	Unit Area	Room Area	Notes	Total "Seats"	Space Need
Baby Garden	30	240		8	240
YS Active - Kiosk (3 kids)	3	80	Preschool	3	80
YS Active - Lego Table (2 kids)	2	63	Preschool, Early Elementary	2	63
YS Active - Real Play (2 kids)	2	63	Preschool, Early Elementary	2	63
YS Active - Magnet Wall (3 kids)	3	94	Preschool, Elementary	3	94
YS Active - Digital (2 kids)	2	90	Preschool, Elementary, Middle	2	90
YS Active - Puppet Theater	2	90	Preschool, Elementary, Middle	2	90
YS Active - Dress Up Costumes	2	90	Preschool, Elementary, Middle	2	90
YS Active - Light Bright (3 kids)	3	150	Preschool, Elementary, Middle	3	150
YS Active - Digital (2 kids)	2	90	Preschool, Elementary, Middle	2	90
YS Active - Indoor Playground (10)	10	463	Preschool, Elementary, Middle	10	463
YS Active - Imagination Playground	10	313	Preschool, Elementary, Middle	10	313
YS Active - Game Room M (3 kids)	3	150	Preschool, Elementary	3	150
YS Active - Media Lab M (3 kids)	3	150	Upper Elementary, Middle	3	150
YS Active - 3d Games (1 kid +)	2	188	Upper Elementary, Middle	2	188
YS Active - Imagination Playground storage	3	50			50
Washing Machine		19			19

Program Spaces

More and more, public libraries provide multi-purpose rooms to accommodate library-sponsored programs and other community meetings. The number and size of meeting rooms should be determined by the library's anticipated programming activities and by the availability of similar rooms elsewhere in the community for use by other local groups.

There are four broad types of meeting room space commonly found in public libraries. General program space (with lecture hall or theatre seating), conference room space, and children's program (story time) space are found in many libraries, and increasingly libraries are choosing to provide dedicated space for a Teen program space. A common element, a computer training lab, is seen as too limiting. Instructional programming related to technology is evolving to a laptop-based format.

The spaces defined for Marion are intended to follow this multi-purpose format. All rooms should be envisioned to have operable entry walls that allow expansion into adjacent flexible areas, high ceilings that can accommodate traveling exhibits, ample adaptable power and lighting, good acoustic separation, storage for all tables and chairs, and the potential to achieve a high degree of interconnection to support larger events.

The Storytime Room is described as an Active Learning Space in The Activity Spaces section of this report. The Young Adult Program Room is described as a Teen Adult Room in the same section. While multi-functional, this description is more consistent with the primary purpose/use.

The overall space need is 3,890 square feet to support 417 user seats.

TABLE 7-25 – MEDIUM MULTI-PURPOSE ROOMS

Type	Unit "Seats"	Unit Area	Room Area	Notes	Quantity	Total "Seats"	Space Need	Group Area
Medium Multi-Purpose Rooms	50	10	500	3 rooms @ 700 sf + Kitchen	3	150	1,500	2,900
Banquet	25	20			3	75		
Training	33	15			3	100		
Code Minimum	71	7			3	214		
Presenter Area			75	15%	3	0	225	
Partition Storage			25	5%	3	0	75	
Table/Chair Storage			100	20%	3	0	300	
Demonstration Kitchen	8		800	Includes storage	1	8	800	

TABLE 7-26 - SMALL MULTI-PURPOSE ROOM

Type	Unit "Seats"	Unit Area	Room Area	Notes	Quantity	Total "Seats"	Space Need	Group Area
Small Multi-Purpose Rooms				334 sf room				334
Training	15	15	225		1	15	225	
Presenter Area			33.75	15%	1	0	34	
Table/Chair Storage			50	10%	1	0	50	
Counter			25	5%	1	0	25	

TABLE 7-27 - BOARD/CONFERENCE ROOM

Type	Unit "Seats"	Unit Area	Room Area	Notes	Quantity	Total "Seats"	Space Need	Group Area
								656
Board/Conference Room								
Conference	15	25	375		1	15	375	
Audience	15	10	150		1	15	150	
Presenter Area			56.25	15%	1	0	56	
Table/Chair Storage			50	10%	1	0	50	
Counter			25	5%	1	0	25	

Staff Spaces

To determine the appropriate number of service points and appropriate staffing levels at each service point, the group examined present staff assignments and workloads. Apparent local trends in service patterns— decreasing reference use or increasing Teen use, for example were factors in the evaluation.

A corresponding analysis was completed for the work zones located away from the public spaces in the building. This overall evaluation was comprised of a series of evaluations for all prospective department or service areas—circulation, technical services, reference, children’s services, and so on. Consideration was given to whether a service point is appropriate given present or anticipated workloads / customer use levels; if so, identify how many staff members are or will be needed to meet the projected service need. The ability of the Library to utilize City of Marion staff or to access Metropolitan Library Network resources was also part of the evaluation.

In review of the following space projections, it is important to note that these calculations refer not to the number of individual employees or the number of full-time equivalents (FTEs) on the library payroll, but to the number of staff work stations needed to support the library’s service program. Obviously, several different individuals can occupy a single work station at different times during the week. Conversely, it may be desirable to provide two or more work stations for certain employees. A children’s librarian, for instance, may work at a public service desk part of the time and have a separate work station or office away from that desk. Concentrating

on work stations enables the planning team to focus on the tasks to be performed in each area and how those tasks relate to other library operations.

A typical staff work station will require between 110 and 135 square feet. Some libraries may opt for the minimum allocation while others may opt for the more generous allocation. Larger libraries may find that the number of staff work stations that are needed to meet future service demands produce an economy of scale that permits efficiencies in the layout and design of staff work space that in turn allows them to apply the smaller space allocation. In practice, some work stations will likely be larger, and others will likely be smaller. Final space allocations will be determined in a future phase of the project. This next level of refinement will be based on evaluation of the specific routines to be accomplished at each work station and the amount of furniture and equipment necessary to support those routines.

A total of 53 work spaces requiring 5,830 square feet is identified in the tabled on the next pages.

TABLE 7-28 - SUMMARY OF WORK SPACE ALLOWANCE OPTIONS & RECOMMENDATION

Basic	Moderate	Generous	Recommendation
110	125	135	110
Number of Staff Work Locations			53
5,830	6,625	7,155	5,830

TABLE 7-29 - RECOMMENDED STAFF WORK SPACE COUNTS

	Position	Service Desk	Private Office	Work Stations	Total Work Places	Notes
Circulation Services					12	
	Circulation Point - staffed	1	0	0	1	Additional self-checks and staffed positions will be required in buildings with two or more entries.
	Check Out - unstaffed	4	0	0	4	Additional self-checks and staffed positions will be required in buildings with two or more entries.
	Reception - staffed	0	0	0	0	
	Circulation Work Room, Drive-Up	0	0	1	1	An Automated Materials Handling system (AMH) is not expected to be a useful investment now or in the future.
	Circulation Work Room, Walk-in	0	0	1	1	An Automated Materials Handling system (AMH) is not expected to be a useful investment now or in the future.
	Circulation Work Room, Back of House	0	0	4	4	Circulation Workroom counts: (1) ILL Sorting, (1) Reserves Clerk, (1) Mail, (1) workstation for sink, copier, printer, etc.
	Manager	0	1	0	1	
Adult & Young Adult Services					11	
	Service Point - Readers Advisory/ Reference	1	0	0	1	
	Service Point - Technology	0	0	0	0	<i>with above</i>
	Service Point - Young Adult	1	0	0	1	
	Manager	0	1	0	1	
	Workroom	0	0	8	8	Adult Services Workroom counts: (3) FT workstations for 3 FT Adult Services Staff - does not include manager, (2) FT workstations for 2 FT Young Adult Services Staff - does not include manager, (1) PT workstations for 1 PT programmer, (1) workstations for future staff, (1) workstation for shared/group projects
Youth Services						
	Service Point	1	0	0	1	
	Manager	0	1	0	1	
	Workroom	0	0	5	5	Youth Services Workroom counts: (3) FT workstations for 3 FT - does not include manager, (1) PT workstations for 2 PT staff, (1) workstation for shared/group projects, Storage is identified in Special Use Spaces.
Technical Services					0	
	Manager	0	0	0	0	

	Position	Service Desk	Private Office	Work Stations	Total Work Places	Notes
	Workroom	0	0	4	0	Technical Services Workroom counts: (0) FT workstations for 0 FT staff - does not include manager, (4) PT workstations for 4 PT staff. IT Workroom counts: (0) FT workstations for 0 FT staff - does not include manager, (0) PT workstations for 1 PT staff, (0) workstation for repairs, set-up, testing.
Outreach Services					10	
	Manager	0	1	0	1	
	Workroom	0	0	9	9	Outreach Workroom counts: (2) PT workstations for 2 PT staff (staff is shared with Circulation)- includes inbound processing station and outbound processing station - does not include manager, (2) staging areas for mobile modules, (4) collection storage zones for dedicated outreach materials, (1) Collaboration/Training station
Administration					9	
	Director	0	1	0	1	
	Assistant Director	0	1	0	1	
	Human Resources	0	0	0	0	Human Resource functions are performed in part by the City of Marion staff and in part by the Assistant Director.
	Business Office	0	1	0	1	
	Development	0	1	0	1	
	Marketing	0	1	0	1	
	Future	0	0	0	0	
	Workroom	0	0	4	4	Workroom counts: (1) FT workstations for 1 FT staff - Administrative Assistant, (1) PT workstations for 1 PT staff, (1) workstation for large format printing, collating, binding, layout, (1) workstation for sink, copier, printer, etc. Storage is identified in Special Use Spaces.
Building Services					0	
	Workroom	0	0	0	0	Building Services Workroom counts: (0) FT workstations for 1 FT staff - does not include manager, (0) PT workstations for 1 PT staff, (0) workstation for repairs, assembly, (0) workstation for sink, copier, printer, etc. City of Marion will provide major repair services. Custodial storage and closets are accounted for in Special Use spaces.

	Position	Service Desk	Private Office	Work Stations	Total Work Places	Notes
	Manager	0	0	0	0	
	Security	0	0	0	0	Security Room counts: (0) PT workstations for 0 PT staff. Security is provided through City of Marion via IT services and Police services. Incidental space as needed is accommodated within the Special Use space allowance.

Special Uses & Dedicated Allowances

Special Use

Special Use space must be allotted for elements not included in the allocations above. One of these categories covers the small scale or small quantity times that meet specific needs. Some of them are of diminishing utility (such as index tables, newspaper racks, and pamphlet files); while others are holding on due to the difficulty of transitions to digital format or familiarity with existing technology (microfilm readers are an example); and still others that have a place in some form such as photocopier/print stations. Some of the traditional items have been replaced by more interactive elements such as 3-dimensional displays, exhibits, demonstration areas, petting zoos, and other areas designed to engage the public in services or collections.

Another is the mundane but essential allocation of space for storage. The proper storage allocation improves effectiveness of program and event space, allows cost effective purchasing of bulk materials, and promotes staff efficiency by placing essential supplies within easy reach. While some functions such as youth service have a significant and reasonable need for storage space, it is easy to provide excess storage and find oneself preserving furnishings and other items that have no utility.

A final and vital portion of the special use allocation is for the secondary shared spaces that allow primary spaces to be effective. An example is the use of special use space in staff areas to create a shared staff conference space. This is more effective than allocating additional conferencing space to each of the staff offices that have need for group discussions.

For Marion Public Library, the level of definition of the primary spaces is detailed enough to support use of the minimum allocation of 13% for special use spaces (totaling 5,197 square feet). The normal range

of options and the recommendation are summarized in the following tables.

TABLE 7-30 - POTENTIAL SPECIAL USE SPACE ALLOWANCES & RECOMMENDATION

Description	Allowance	Area	
Minimum	13%	5,197	Added space for primary uses defined above
Moderate	15%	5,997	Added space for primary uses defined above
Optimum	17%	6,797	Added space for primary uses defined above

The uniform application of this allowance across the primary use zones of the building is summarized in the next table. It is normal that the final disposition of the special use space follows a less standardized pattern. The specifics of that pattern are developed in subsequent programming and design phases of a project.

TABLE 7-31 - UNIFORM DISTRIBUTION OF SPECIAL USES SPACE ALLOWANCE

Type of Space	Area	Special Use Factor		Area
Collections	13,937	Minimum	13%	1,812
General Seating	7,120	Minimum	13%	926
Computers	1,960	Minimum	13%	255
Activity Spaces	7,243	Minimum	13%	942
Program Spaces	3,890	Minimum	13%	506
Staff Areas	5,830	Minimum	13%	758

Dedicated Allowances

Dedicated Allowances are outside the range of a unit allocation. Tailored space counts are devised to address community specific initiatives that nest with the library's role in serving the public. A list of functions and space needs is used to make the appropriate allocation of dedicated space allowances.

The sum of the Special Use and Dedicated Allowance spaces is 7,617 square feet.

TABLE 7-32 - SUMMARY OF DEDICATED ALLOWANCE SPACES

Description				Area
Food Pantry				250
MEDCO, Main Street, Chamber of Commerce				920
	Offices	3	200	
	Reception	1	150	
	Workroom	1	120	
	Conference	1	350	
	Storage	1	100	
Exhibit / Gallery				500
Friends				750
The space allocation for dedicated allowances is:				2,420

Non-Assignable Spaces

Nonassignable space is that portion of a building's floor space that cannot be applied or assigned directly to library service. Some representative types of nonassignable space are furnace rooms, janitor's closets, certain storage rooms, vestibules, corridors, stairwells, elevator shafts, and rest rooms. Such space is necessary to support the operation of the building, but it cannot be used directly for library service.

Nonassignable space generally comprises about 20 to 25 percent of the gross square footage of the finished building. This is arrived at by allocating 25 or 33 percent of the total assignable area to the uses noted above. The final allocation of nonassignable space will depend on the efficiency of the library design, the size of the project, whether the project involves new construction or alterations of an existing building, and possible site constraints, among other factors. A smaller building is more likely to have a larger proportionate nonassignable space allocation. Projects that involve the expansion or adaptation of an existing structure are also more likely to have a larger proportionate nonassignable space allocation.

As an example, designated non-assignable spaces include from the building program of October 2015 provided by Library Planning Associates include:

- Staff entry room..... 100
- Mail room..... 100
- Storage room – general 300
- Storage room – office supplies 150
- Storage room – maintenance supplies 90
- Storage room – used book sale..... 425
- Recycling center 75
- Elevator equipment room..... 75
- Telecommunications room 75
- Janitor's closet 1 60
- Janitor's closet 2 60

For this Space Need calculation, a nonassignable factor of 33% is used resulting in a space allowance of 15,707 square feet.

When added to the space types defined above (collections, general seating, computing & technology....), the total gross area of the building is defined at 63,304 square feet. The nonassignable space (15,707, square feet) is 25% of the building's gross area.

TABLE 7-33 - CALCULATION OF NONASSIGNABLE AND BUILDING GROSS AREA

	Description		Area
a	Sub-total-assignable space		47,597
b	Non-assignable space factor		33%
c	Non-assignable area	a x b	15,707
d	Gross area required	a + c	63,304
E	Non-assignable as % of total building area	c / d	25%

Space Needs for 2020

The long-term need is intended to satisfy the needs of the community to 2020. The realization of this goal is likely to be different than the path taken by most libraries in that MPL will need to weed significant portions of its existing collection to attain the goals outlined in the Statement of Needs. Conversely, the activity and program spaces are long overdue and needed in the very near future. The combination of a not-quite reduced collection and a significant increase in program and activity spaces would result in a near term space need almost as large as or larger than the long-term projection.

To avoid this anomaly, the calculation for the space needed now forces the library into immediate collection reductions, decreases allocations of space for merchandising the collection from “preferred” to “better”, decrease general seating allocation from 40 sf per seat to 35 sf, reduce the number of activity rooms, eliminate the training room, reducing the number of staff workstations, and eliminating the partner spaces (MEDCO, Main Street, Chamber of Commerce). In the scenario outlined in the following table, that balance favors quantity over quality in collections, seating, activity rooms, program spaces, and in dedicated allowances.

The projected space need for the library in 2020 is 51,700 square feet, approximately 5,700 sf more than is currently slated for development in the MMU facility.

TABLE 7-34 - 2020 SPACE NEED SUMMARY

Type of Space	Area (2020)	Area (2040)	Difference
Collection Spaces	12,574	13,937	-1,363
General Seating Spaces	6,230	7,120	-890
Computer/Technology Spaces	1,960	1,960	0
Activity Spaces	6,253	7,243	-990
Program Spaces	3,556	3,890	-334
Staff Work Areas	5,610	5,830	-220
Special Use Spaces	4,704	5,197	-493
Dedicated Allowances	500	2,420	-1,920
Subtotal	41,387	47,597	-6,210
Non-Assignable Area	10,347	15,707	-5,360
Gross Building Area	51,734	63,304	-11,570

TABLE 7-35 - SUMMARY OF KEY SERVICE ELEMENTS, 2040 & 2020

Key Space Use Components		Units	Existing	2040 63K	Change	2020 52K
Collections	Books	volumes	171,946	103,000	-68,946	103,000
	Serials	titles	259	170	-89	170
	Audio	discs	3,875	8,343	4,468	8,343
	Video	discs	21,089	12,695	-8,394	12,695
Reader Seats	Children	seats	20	55	35	55
	Young Adult	seats	6	20	14	20
	Adult	seats	39	103	64	103
Computers	Children	seats	2	12	10	12
	Young Adult	seats	0	13	13	13
	Adult	seats	28	31	3	31
Activity Spaces	Study Rooms					
	Children	seats	0	14	14	14
	Young Adult	seats	0	22	22	14
	Adult	seats	6	48	42	32
	Maker/Media	people	0	22	22	22
	Emergent Literacy	people	8	49	41	49
	Story Time			30	30	30
Program Spaces	Multi-Purpose Program Rooms	people	88	150	62	150
	Demonstration Kitchen	people	0	8	8	8
	Training Room	people	0	15	15	15
	Conference Room	people	20	30	10	30
Staff Spaces		work places	33	53	20	51
Special Use Spaces		%	N/A	13		0
Dedicated Allowances	Food pantry	sf		250	250	250
	MEDCO, Main Street, Chamber of Commerce	sf		920	920	0
	Exhibit Gallery	sf	250	500	250	250
	Friends of the Library	sf	600	750	150	0

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

Acquiring additional space in the MMU building.

- 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.

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.

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.

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.

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.

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.

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.

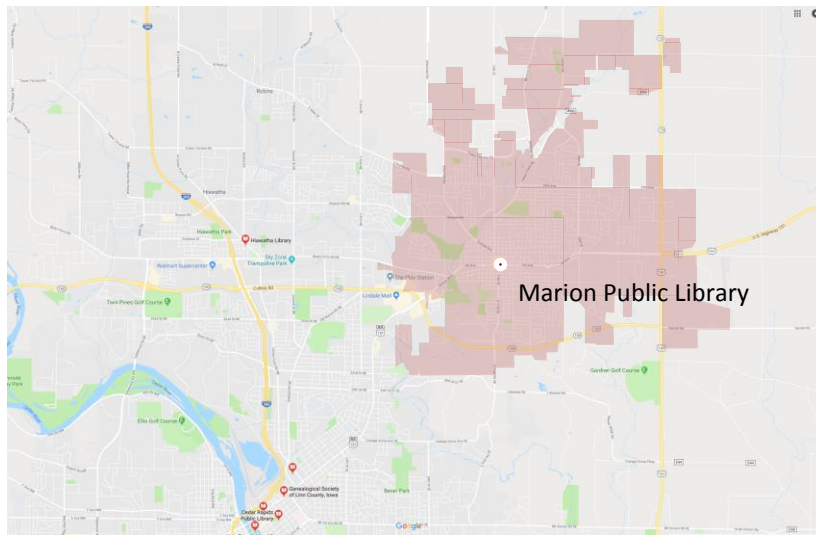
As illustrated in the Community Profile Section, the socio-economic characteristic of the various zones could become a strategy for tailoring services to the populations of the adjacent neighborhoods.

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, 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.

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 several 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.



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 criterion 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

For Marion, a model Full Service Branch might include the functions identified in Table 8.1

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

				Area
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

For Marion, a model of a Neighborhood Branch Library might include the functions identified in Table 8.2.

TABLE 8-2 - POTENTIAL CHARACTERISTICS OF A NEIGHBORHOOD BRANCH

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

For Marion, a model of a Digital Branch Library might include the functions identified in Table 8.3.

TABLE 8-3 - POTENTIAL CHARACTERISTICS OF A DIGITAL BRANCH

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	Minimal
Collection	250 to 1000 items
Service Points	Unstaffed and built into kiosk, material circulation only, one point per kiosk
Staffing	Part of outreach service staff
Programming	Unsupported by kiosk



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 a 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.

In considering a Mobile Library as part of the strategy for Marion, the planning team noted the following.

- 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

Strategic Facility Options

Marion Mixed Use Library

All the options studies are predicated on the development of a new library facility as part of the Marion Mixed Use Development, MMU.

Current framework

The MMU project identifies approximately 46,000 square feet of floor space at “park level. This is essentially at the 7th Avenue elevation. The Library entry would face (in some way) City Park Square. The portion of the floor facing 7th Avenue would be retail space. The south facing side of the floor would be library uses along 6th Avenue. By virtue of the descending slope between 7th Avenue and 6th Avenue at this location, this south face of the library floor would be at the 2nd level.

Parking would be across 6th Avenue. Expansion potential is internal, one level up from the proposed library space.

Rationale & benefits

The proposed site has several highly prized attributes that continue to hold merit.

- The site continues the history of the Library being near this location;
- The site has easy access from several directions;
- The adjacency to City Park Square offers synergies that benefit library users and other residents of the city;
- The location offers easy access from the most heavily developed portions of the city;
- The adjacent network of streets offers easier access for pedestrians and cyclists;
- The site supports nearby schools;
- The site helps the long term economic and urban planning goals for the Uptown area and the Central Corridor;

- There is a funding mechanism that helps support the capital and operational development of a replacement library building.

Challenges

The chief challenges at this point revolve around the available area, 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 approaches 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. One aspect of this is the amount of space the Library can afford to complete with in the current budget. Projected to be about 46,000 square feet, the \$16,000,000 budget will be hard pressed to extend to the minimum 2020 projection of 52,000 square feet. This is 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 of Strategic Options

With an MMU library as the central element in the long-term space plan, there are several ways in which the library can fulfill its obligations to the community. To determine the most advantageous path forward, a comparison system was used to define performance, consider capital expense, and relate the two to define a return on investment.

Comparison System

The performance of each of the Facility Options was evaluated using a series of weighted Evaluation Criteria. These criteria were developed from standard practice for library service comparison and discussions with MPL staff.

Based on these discussions, 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.

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).

$$ES \times IF = PS$$

Evaluation Criteria	Importance Factor (IF)
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

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.

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

Cost Models

Cost Models of each site development strategy were prepared using baseline data generated by Ryan Companies for the MMU project. These have been adapted for use with the various branch library configurations. These included typical and special site development costs and associated overhead. Additional implementation expenses such as moving, acquisition expenses, demolition, and relocations must be calculated to provide a project cost. The major cost categories used in this study are:

Cost Model Limitations

It is important to recognize that each model is 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 premise is that Marion can be most effectively served by a single high-quality building of enough size, quality, and capability 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 enough 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 63,000 square feet.

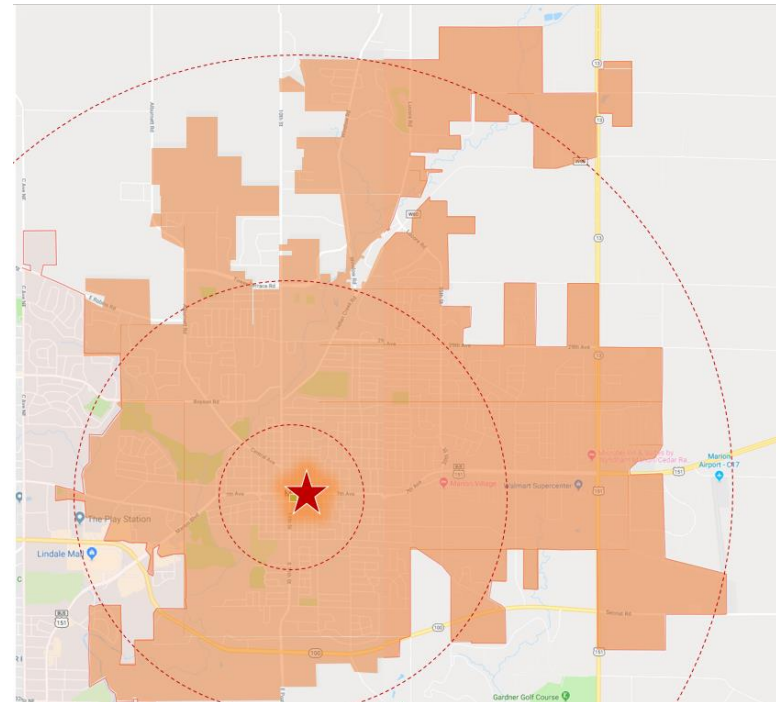


TABLE 8-4 - PERFORMANCE & VALUE INDEX OF OPTION 1

Evaluation Criteria	Evaluation Score (ES)	Importance Factor (IF)	Performance Score (PS)
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			22.05
Value Index			15.92

Concept 2 – Uptown Library + Mobile Library

The premise is that space of sufficient size, quality, and capability cannot be developed in a single facility. Resources are 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 enough 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.

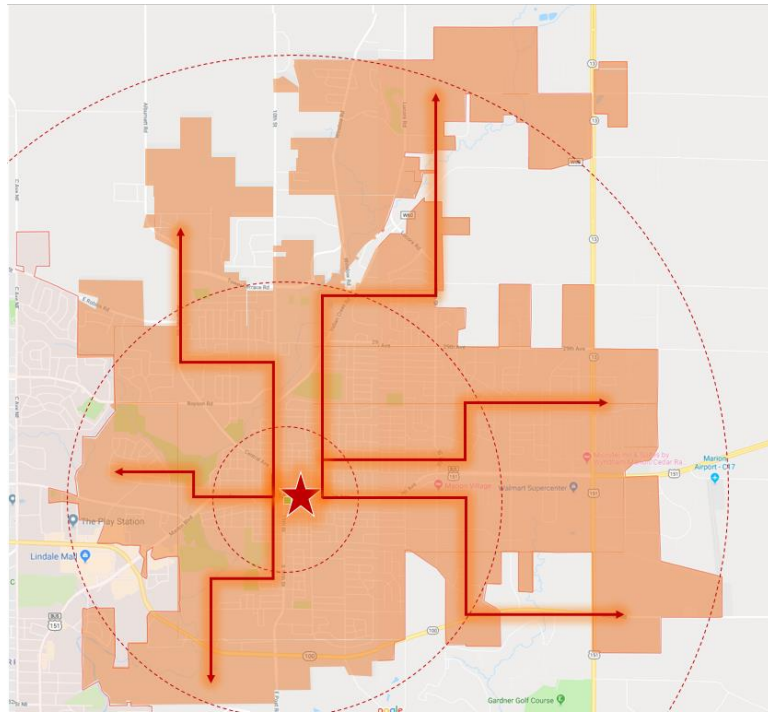
The Uptown site would, as in Concept 1, provide all of Marion has a common experience that helps forge community identity. This platform can allow those library visits to take advantage of the potential synergies offered by being adjacent to City Park Square and Uptown.

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 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 enough 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.

TABLE 8-5 - PERFORMANCE & VALUE INDEX OF OPTION 2

Evaluation Criteria	Evaluation Score (ES)	Importance Factor (IF)	Performance Score (PS)
Maximizes service impact of the Library	7	10	70
Convenient	7	9	63
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	7	3	21
Matches travel time/transportation patterns	7	2	14
Promotes economic vitality	5	1	5
Contributes to Uptown	5	1	5
Comprehensible concept	7	1	7
TOTAL	78		379
Cost in millions			18.20
Value Index			20.82

Concept 3 – Uptown Library + North Library

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

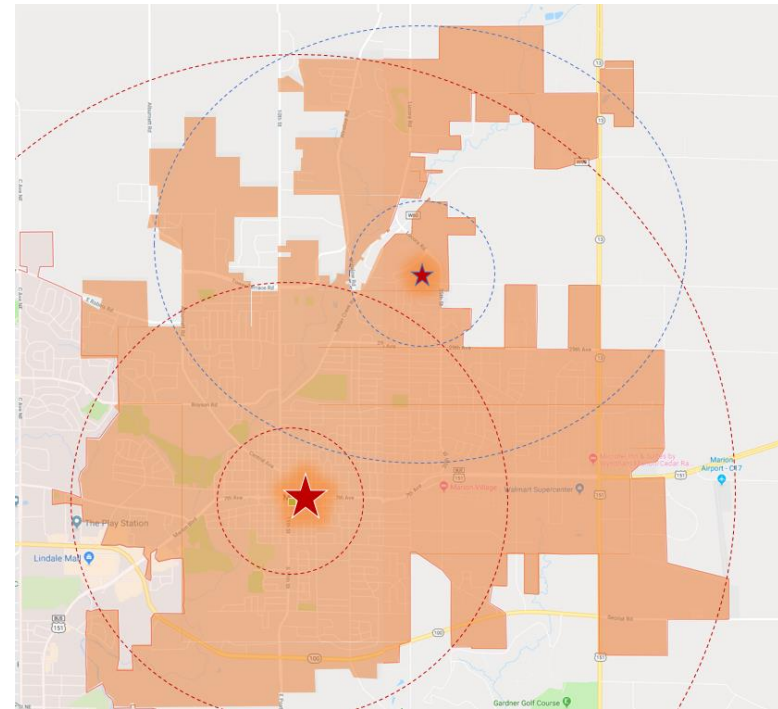
As with Concept 2, one scenario has the Uptown facility tallying be 52,000 square feet. The second platform in this scenario would be a 14,000 square foot Neighborhood Library building as described earlier. The overall physical plant of the library would total 66,000 square feet.

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 offer, 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 might 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.

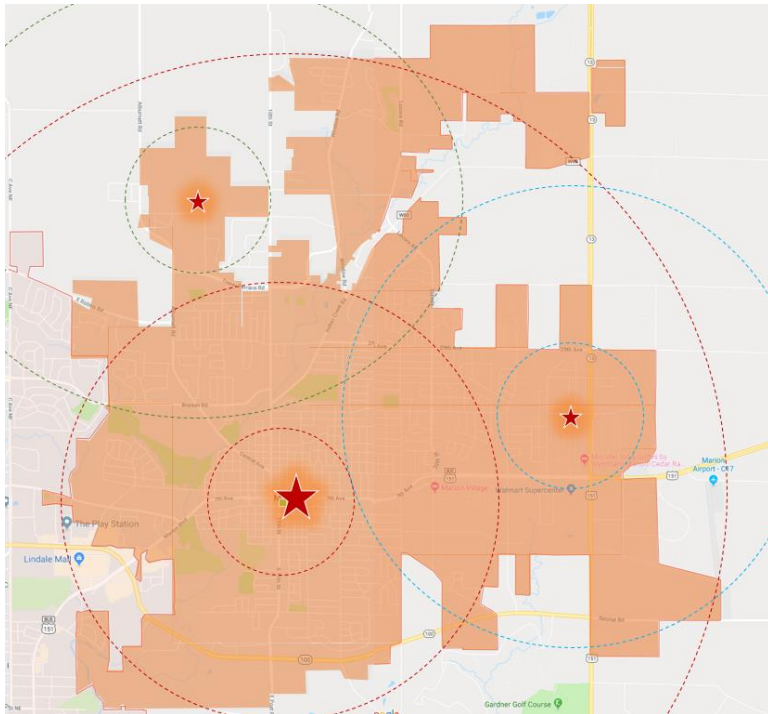
The reverse of this is that described for Concept 3A, the number of visitors to the Uptown Library could be (should be and needs to be) reduced. Special events at the library or in City Park Square or at other locations in Uptown will still offer opportunities to attend the Uptown Library, but the drawing 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.

TABLE 8-6 - PERFORMANCE & VALUE INDEX OF OPTION 3A

Evaluation Criteria	Evaluation Score (ES)	Importance Factor (IF)	Performance Score (PS)
Maximizes service impact of the Library	5	10	50
Convenient	7	9	63
Walkable Service Population	3	8	24
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	7	3	21
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		333
Cost in millions			23.10
Value Index			14.42

Concept 4 – Uptown Library + 2 Digital Branch Libraries

As with Concepts 2 and 3, the premise is that space of enough 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 enough 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.

TABLE 8-7 - PERFORMANCE & VALUE INDEX OF OPTION 4

Evaluation Criteria	Evaluation Score (ES)	Importance Factor (IF)	Performance Score (PS)
Maximizes service impact of the Library	5	10	50
Convenient	7	9	63
Walkable Service Population	3	8	24
Community Center (heart of neighborhood)	7	7	49
Collection, meets Need	7	6	42
Programming, meets Need	5	5	25
Activity Center, meets Need	5	4	20
Defines a sustainable service/funding model	7	3	21
Matches travel time/transportation patterns	7	2	14
Promotes economic vitality	3	1	3
Contributes to Uptown	5	1	5
Comprehensible concept	5	1	5
TOTAL	66		321
Cost in millions			21.00
Value Index			15.29

Comparison of Options

The various options can be related by setting the various value index numbers against the highest value index.

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

The Table summarizes the calculation. The Option 2 has the highest performance score, the lowest capital cost, and, therefore, the highest value index (VI). It becomes the reference by which other options are compared. The gap between any of the other options and Option 2 is significant.

TABLE 8-8 - COMPARISON OF VALUE INDEXES, ALL OPTIONS

	Option 1	Option 2	Option 3A	Option 4
Performance Score	351	379	333	321
Cost (in millions of dollars)	22.05	18.20	23.10	21.00
Value Index $\text{VI}_{(\text{option})}$	15.92	20.82	14.42	15.29
Comparison Score $(\text{VI}_{(\text{concept})} / \text{VI}_{(\text{max})}) \times 100$	76	100	69	73

Operating Cost Models

A model of operating expenses was approximated for each of the concepts developed above. This approximation utilized staffing and operating budgets for the existing library.

Acknowledgment was made for savings possible by

- operating multiple facilities with a single administrative team
- balancing collection acquisition strategies (always be current but with a smaller number of physical holdings)
- shifting material check-out to a self-check format

Acknowledgement of the added costs of programming multiple activity venues and (in some cases) multiple facilities

- increased number of programs
- increased number of visitors
- increased level of instruction

It is anticipated that some expenses, such as staffing, are more dependent on the more interactive service model, while others (energy, supplies) depend more on building size.

TABLE 8-9 - CONCEPTUAL OPERATING COSTS (IN MILLIONS OF DOLLARS)

	Option 1	Option 2	Option 3A	Option 3B	Option 4
	63K SF Main	52K SF Main + Mobile Library	52K SF Main + Neighborhood Branch	46K SF Main + Full Service Branch	46K SF Main + 2 Digital Branches
Main Library	2.27	2.23	2.23	2.20	2.20
Full Service Branch				0.93	
Neighborhood Branch			0.64		
Digital Branches (2)					0.88
Mobile Branch		.13			
TOTAL	2.27	2.36	2.87	3.13	3.09

2018/19 Operating Budget is \$2.06 million.

While there is much to be refined, the initial modeling suggests a rough equivalence in operating expense between Options 1 and 2. The number of buildings is minimized, and the staffing levels are roughly equivalent. Options 3A, 3B and 4 add operating expenses with Option 3B being the most expensive by virtue of the staffing need to maintain 2 relatively large full-service facilities.

Implementation Options

There are typically multiple paths forward in a strategic facility plan. In the case of the recommendation of Option 2, the two major elements, mixed-use library of 52,000 square feet and a mobile library, are independent of each other. The need across the community is such that there is logic to implementing either or both as soon as practical.

Mobile Library Phasing

The Mobile Library component would require several “next steps” on the road to full implementation. Planning the service in terms of user populations, route, stops, collection, services, staffing, and capital costs should be developed in detail. Capital and operational funding for startup on long term operations must be secured. Strategies for promoting the serve, developing user feedback, assessing the effectiveness of the service and means for adapting the service need to be defined. While a considerable effort, it is easy to imagine that the Mobile Library could be developed and deployed within the next two years.

MMU Library Phasing

It is strongly recommended by the planning team that the MMU project be built out to 52,000 sf as a single phase in the very near future. One of the clear results of the study is that the 52,000 sf represents a threshold for effective single building service: anything smaller begins to compromise the spaces most likely to provide the value-added experience sought by the community. It is the amount of space needed today to support the range of services needed within the community.

- Collections have been reduced and compressed as much as practical within a contemporary planning framework
- Large community activity spaces are at the minimum effective quantity and capacity
- Smaller group and individual activity spaces have been limited to the minimum number needed
- Staff areas are allocated at minimum effective planning allocations
- Designated special uses have been reduced with desired partnering spaces for Friends, Chamber of Commerce, Main Street, and MEDCO eliminated from the space need.
- The amount of space per function is at the edge of that needed to provide the flexibility, quality of experience, and functional effectiveness sought for the long-term.

One of the appealing aspects of the MMU site was the potential to expand or contract the library’s space over time to respond to the evolution in service and patterns of development in the community. The MMU library is currently defined as 46,000 sf of space. Within the framework of Concept 2, there is the temptation to think of the MMU library as being a two-phase effort with the first 46,000 sf being supplemented at the end of the first round of retail leases in 5 to 10 years with an additional allotment to bring the facility to the 52,000-sf identified in the study. The planning team believes that this is shortsighted and runs the risk of reducing community satisfaction and undermining confidence in various planning efforts. There is no way to reduce the area needed in 2018/2020 to the 46,000-sf available in the current plan. Reductions to 46,000 sf will require programmatic cuts that will go to the heart of capacity. These in turn will limit the ability of the library to support the multiple user groups that comprise the City.

9 Interim Space Improvements

The move to a new space is a few years in the future. Assuming agreement on the financial and legal framework for the development is worked out in the first quarter of 2019, the planning and construction of the building will take 18 – 24 months. Fit out of the library spaces within the mixed use could take 6 – 10 months. There can be some overlap of these steps but much needs to be coordinated in terms of process and timing to have confidence in a shorter-term schedule. Likely the move to a new building is a minimum of 30 to 36 months in the future. A 4 to 5-year tenure would not be unexpected.

While this is not in and of itself a tremendous amount of time, there has already been an extended period of deferred maintenance and a reluctance regarding improvements to furnishings and services. This started prior to 2014 with the sense that a move was imminent and that investment in the current building would be of limited value. In 2019, the deferred maintenance and accumulated issues related to legacy furnishings and outdated spaces is having an impact on the quality of service offered to the community.

Some of the most glaring issues such as mechanical control system failure, are being addressed. Staff has also undertaken simple low-cost rearrangements of existing furnishings to create a more open and inviting entry sequence. These simple rearrangements are useful in helping serve the community and in testing paradigms for the new building. More of these should be implemented as practical within the constraints of limited budget and prudent planning (the desire to avoid unnecessary effort/expense when a new building is a near term possibility is still valid).

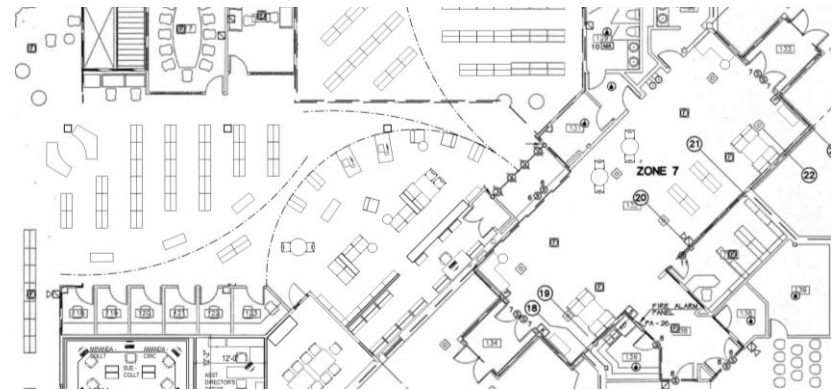
To help define an overarching framework for these efforts, the planning team worked with the library to discuss their goals, limitations of the existing building, and potential impact of various

improvements on service to the public and staff effectiveness. The process concluded that improvements to the staff workspaces should be confined to creating a new office for an assistant director; relocating youth services staff to a conference space adjacent to the youth services area; and reorganizing the workspaces as possible with existing furnishings. If possible, the office for the assistant director should be located to create a staff conference/training space. More investment should be made in the public zones.

Lobby

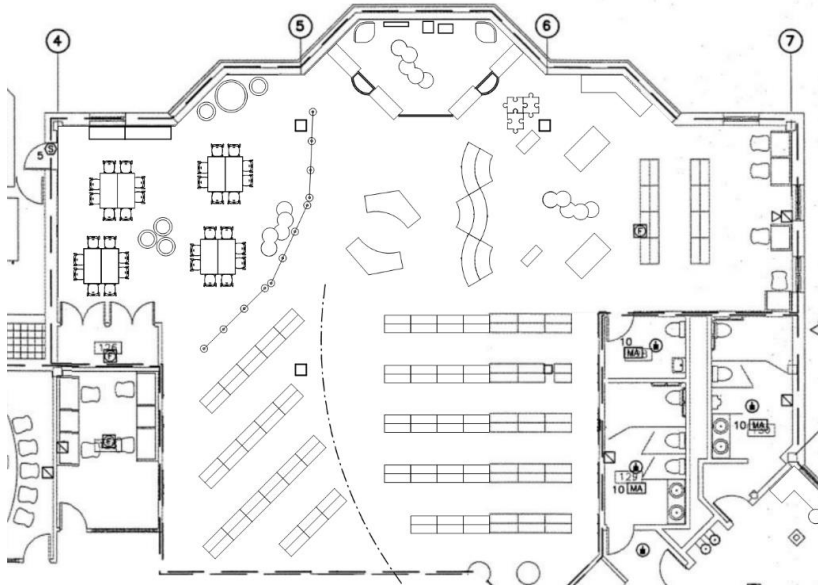
The building lobby area should be animated with better merchandising for the Friends of the Library and better seating for various users.

The entry into the library spaces should shift from a check-out focused space to a merchandising/socializing space. Furnishings should be rearranged to invite browsing and informal gathering. Check-out should move to a primarily self-check focused format. Staff should still be present to greet, trouble shoot, and offer advisory service to patrons.



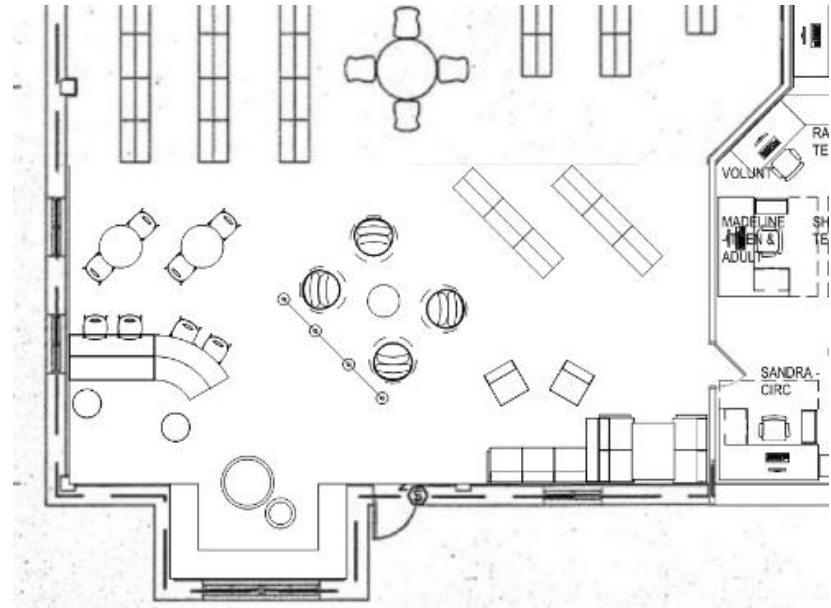
Youth Services

Youth services collections should be weeded as possible to support creation of an activity/craft/story time area and increased interactive learning opportunities. A smaller public service desk can help create the space desired.



Young Adult Area

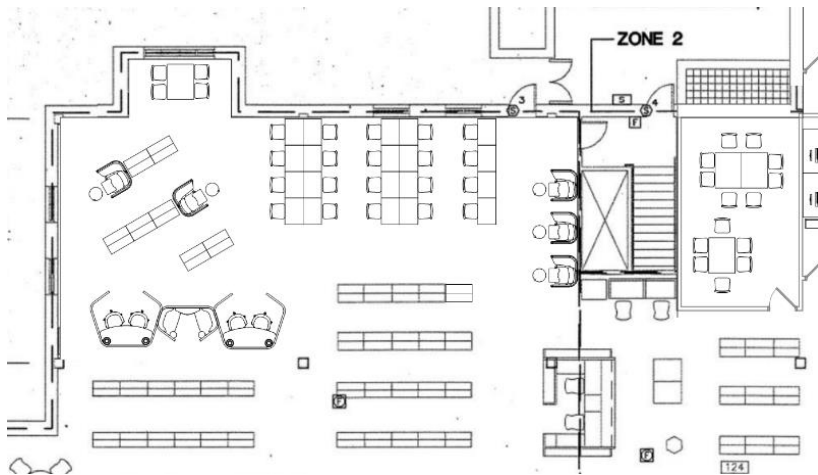
Young Adult services should be relocated to the far south end of the west pavilion to create a sense of identity and allow large numbers of users to find the array of spaces needed after school. Computing, collaborating, socializing, reading and study groups should be accommodated. Some means of controlling acoustics and providing a sense of separation are needed.



Adult Services Area

The media collections should be redeployed on newer, media friendly display units. These should be low to allow better visual connection between the arrival zone and the west pavilion.

The adult service desk should be reconfigured to be smaller. The space provided by this reconfiguration, along with the space provided by the shift of the YA collection to the south end of the west pavilion, and general reductions in collection counts, should allow for a rearrangement of the computing space in the north end of the west pavilion.



More detail can be developed as part of a Furnishings Master Plan when the library decides to move ahead with interim improvements.