

CLEARVIEW LIBRARY DISTRICT

Windsor-Severance Library: Options for the Future

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I. EXECUTIVE SUMMARY

In the fall of 2012, the Library Board decided to begin the process of creating a facilities master plan. They hired June Garcia LLC, of Denver Colorado, to assist in that process. Ms. Garcia was familiar with the Library District since she recently served as the facilitator for the District's strategic planning process.

To assist the Board in this effort, a facilities planning committee was appointed. The committee met throughout 2013 and provided valuable insights and advice on facility related matters.

The library is located at 730 3rd Street in Windsor, a site that was generously donated by the RE4 School District. When the new library opened in 1997 it was approximately 13,000 SF. In 2009, it was expanded to slightly over 17,000 SF. The parking lot has space for 46 cars, three (3) of which are designated as handicapped parking.

The Windsor-Severance Library has served the residents well for over 16 years. But as the Library Board looks toward the future, it finds itself in a challenging situation. Unfortunately, it is not possible to expand the library any further on its current site without reducing the number of parking spaces and expecting people to park on neighborhood streets. The building was not designed to support a second floor so it would be very expensive to expand the library in that manner.

The Board and library staff are to be commended for their efforts to keep the facility in such excellent condition. It is beautifully maintained and the public space has been modified over the years to accommodate more computers and larger media collections. Over the past few months, some significant changes have been made that improved service delivery and/or space allocation. Those changes include:

- Removing the large online catalog stations that were directly opposite the front door. This gave the library a much more open and welcoming entrance.
- Re-arranging the computers on the circulation desk to enable customers to more easily use the self-check machines.
- Creating a digital media lab by re-arranging the shelving and seating near the teen area.
- Providing more efficient work space for the Juvenile services staff
- Re-arranging the shelves in both the adult new materials area and the children's area from a diagonal arrangement to a straight arrangement that provided more space.

However these changes will not be sufficient to maintain outstanding service in the years ahead as the District population grows and new technologies are created.

There was general consensus amongst the Committee members that the current library, as beautiful and wonderful as it is, is starting to have problems meeting the needs and expectations of current and potential users. The challenges are:

- Meeting room that isn't large enough to host many of the wonderful programs the library offers or could offer
- Very few places for quiet study or reading because so many other people are also using the library and talking to one another or to staff
- Parking lot is full during busy hours
- Limited staff work space
- Need to reduce the size of the collection if more space is to be allocated for technology, quiet study, larger family area etc.

Over a series of meetings held throughout the spring and summer, the Facilities Planning Committee discussed the type of library facilities they thought were appropriate for the District. Some of those fundamental questions included:

- Is it better to have one large library or two or more smaller ones?
- If the District decides to operate two or more smaller libraries, how far apart should they be?
- When is a library "too small" to deliver the services that residents expect and deserve?
- When should the District rent or share space instead of constructing a library?
- What criteria should the District consider when evaluating potential sites for a library?
- Compared to other libraries in the state, does the District want to remain in the 3rd quartile of square feet (SF) per capita? If not, what quartile would be satisfactory?
- Should the District deliver more service outside of the existing library and if so, how might that service be delivered?

The Committee's discussion clustered around two questions:

1. What kind of library building or buildings do we need to serve the residents of the District now and in the foreseeable future (10 years)?
2. What else could the District do to serve residents now and in the foreseeable future?

After thoughtful consideration, the Committee concluded that the District population does not warrant constructing a new branch at this time. Instead, it is recommended that the District expand its efforts to provide service at non-library locations. It is also recommended that the Board begin a community engagement process to share information about facility and service delivery options and to elicit the opinions of District residents about their hopes and dreams for library service in the years ahead.

II. INTRODUCTION

In the fall of 2012, the Library Board decided to begin the process of creating a facilities master plan. They hired June Garcia LLC, of Denver Colorado, to assist in that process. Ms. Garcia was familiar with the Library District since she recently served as the facilitator for the District's strategic planning process.

Ms. Garcia met with the Library Board on December 8, 2012 to discuss various methods of developing a facilities plan and the typical components of such a plan.

The Board decided to proceed with a facilities planning process and invited the following people to serve on a committee to advise the Board on facility related matters:

- Robert Bishop-Cotner - Town of Windsor Representative
- Carol Heinkel - Foundation Representative
- Barbara Jones - Community Member
- Carla Moore - Community Member
- Michelle Scallon - RE4 School District Representative,
- Beverly Schneider - Town of Severance Representative

Joann Perko and Dave Vance represented the Library Board. Library Director, Ann Kling, served as an ex officio member of the committee.

During 2013, the committee met four times to review data about other Colorado libraries and population estimates for the communities served by the Library District, learn about services other libraries are providing at non-library locations, consider policies to recommend to the Library Board, and discuss a wide variety of facility related issues and concerns.

The data they considered and the results of their discussions can be found in the following sections of this report.

III. LIBRARY SERVICE PRIORITIES

In 2012, the Board of Trustees authorized the development of a strategic plan. With a new director, Ann Kling, on board, and with the changes in the way the public perceive and use their libraries, it became apparent it was time to develop a new strategic plan. The Board engaged the services of consultant June Garcia to facilitate that process. Ms. Garcia worked with The Board, the Director and staff to recruit community members for a Community Strategic Planning Committee who attended two full day meetings in April and May.

After thoughtful deliberation, the Committee recommended a set of service priorities that were presented during a public meeting on May 14, 2012. Based on the input from the Committee and the residents who attended the community meeting, the Library Board adopted the following service priorities, shown in alphabetical order, for 2013 – 2015:

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

Create Young Readers: Early Literacy - Preschool children will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Express Creativity: Create and Share Content – Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

Satisfy Curiosity: Lifelong Learning – Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

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

Each of these service priorities has facility implications. Some of them are unique to the service response and others are common to one or more service responses. The major facility implications, by service response, as identified in *Strategic Planning for Results* by Sandra Nelson (American Library Association 2008) for space, furniture, and equipment are as follows:

Connect to the Online World: Public Internet Access

- Electrical outlets that can be easily accessed for use with personal computers
- Workstations that are large enough for people to work comfortably
- Ergonomic workstations and chairs
- Good wire management
- Appropriate lighting

Create Young Readers: Early Literacy

- Dedicated area for children ages newborn to five that is comfortable, safe, and appropriate for this age group as well as the adults with them
- Dedicated space for family use
- Space to provide preschool programs
- Family restrooms
- Family computer areas that support shared use of digital resources
- Appropriate shelving for preschool materials
- Child-friendly furniture and computer desks
- Listening and viewing stations
- Appropriate seating at computer workstations to encourage adults and young children to use the computer programs together

Express Creativity: Create and Share Content

- Media production space
- Media production equipment
- Meeting space
- Exhibit and display space
- Music practice rooms
- Performance space

Satisfy Curiosity: Lifelong Learning

- Small group meeting rooms
- Display shelving to merchandize selected portions of the collections
- Secure display space for rotating collections
- Comfortable seating

Stimulate Imagination: Reading, Viewing, and Listening for Pleasure

- Meeting space
- Display shelving to merchandize selected portions of the collections
- Space to display new books and media
- Appropriate shelving for media
- Ergonomic workstations and seating
- Viewing and listening stations
- Identifiable readers' advisory services station or roving personnel

The library was assessed on these criteria and others deemed important by the Committee and the staff. The results of that assessment can be found in section V.

IV. LIBRARY USE MEASURES

The Library collects a variety of data on library usage. This information is reported to the Library Board on a monthly basis and annually to the Colorado State Library. To the extent possible, the Library uses the definitions provided by the State Library and the federal Institute of Museum and Library Services.

The Library’s fiscal year is a calendar year, so the data below reflects usage from January 1 through December 31 of the year indicated.

The table below provides data on some key indicators:

Measure	2008	2009	2010	2011	2012
Active Borrowers	NA	6,162	6,568		7,987
Door Count	135,135	128,377	169,522	187,273	215,101
Circulation	183,829	179,525	215,726	223,009	268,481
Total Program Attendance	4,315	4,127	10,240	16,206	19,525
Adult	415	956	1,519	674	1,101
Young Adult (13-19)	203	331	374	936	1,128
Children (0-12)	3,697	2,840	4,606	5,001	9,389
Outreach	NA	NA	3,741	9,595	7,907

Active Borrowers indicates the number of people who used their library card in the last 12 months. This measure was first reported in 2009 when 6,162 people were active borrowers. In 2012, this had increased to 7,987, an increase of 1,825 or 29.62%. Although this is an impressive increase, it is important to note that it reflects the number of people who borrowed an item in the past 12 months. But, it’s important to note that one could visit the library every day to read a magazine sit and study, or use a library computer and not be counted as an Active Borrower. One could also be a regular attendee at a library program and not be an active borrower.

Door Count indicates the number of people entering the library via the front door. The person is counted every time he or she enters. Although some people may enter more than once on a given day, for the most part it is a good measure of the

number of library visitors. It is important to note that if a person comes to the library every day, he or she is counted every day. This measure does not indicate how many different people visited the library during the course of the year. In 2008, the door count was 135,135 and in 2012 it was 215,101, an increase of 79,966 or 59.17%.

Circulation measures the number of items (books, DVDs, magazines etc.) checked out by active borrowers for home use. It does not include the number of e-books or other media that users have downloaded from the library's collection or licensed databases. In 2008, the circulation was 183,829 and in 2012 it was 268,481, an increase of 84,652 or 46.05%.

Program Attendance indicates the number of people attending a program in the library or at a non-library location such as Severance Town Hall, bookmobile sites, day cares etc. The majority of people attending library programs are children. In 2008, 4,315 people attended library programs and in 2012 that had risen to 19,525, an increase of 15,210 or 352.49%. This increase is even more impressive when one realizes that the meeting room capacity is 80 people and that the Program Attendance number does not reflect the number of people who attended community meetings or other non-library sponsored events.

Although there is no one measure that reflects how busy the library is, these measures, taken together show that the library in 2012 is busier than it was in 2008.

- More people have library cards and use them regularly (29.62% increase).
- The number of visits to the library is higher (59.17%).
- The number of items borrowed is larger (46.05%).
- The number of people attending programs is larger (352.49%).

V. CURRENT LIBRARY FACILITY

The library is located at 730 3rd Street in Windsor, directly in front of Mountain View Elementary School.

When the new library opened in 1997 it was approximately 13,000 SF, and then in 2009, it was expanded to slightly over 17,000. The parking lot has space for 46 cars, three (3) of which are designated as handicapped parking.

The RE4 School District generously donated the land for the Windsor-Severance Library and it has served the residents well for over 16 years. But as the Library Board looks toward the future, it finds itself in a challenging situation. Unfortunately, it is not possible to expand the library any further on its current site without reducing the number of parking spaces and expecting people to park on neighborhood streets. The building was not designed to support a second floor so it would be very expensive to expand the library in that manner.

Shortly after the facilities planning process began, June Garcia and Ann Kling toured the library to identify possible changes that could easily be made to support the service priorities the Library Board had adopted. Since that time, some significant changes have been made that improved service delivery and/or space allocation. Those changes include:

- Removing the large online catalog stations that were directly opposite the front door. This gave the library a much more open and welcoming entrance.
- Re-arranging the computers on the circulation desk to enable customers to more easily use the self-check machines.
- Creating a digital media lab by re-arranging the shelving and seating near the teen area.
- Providing more efficient work space for the Juvenile services staff
- Re-arranging the shelves in both the adult new materials area and the children's area from a diagonal arrangement to a straight arrangement that provided more space.

As mentioned previously, there are facility implications for each of the service priorities that the Board selected. The consultant and library director, assisted by library staff and the Committee, compiled the following assessment.

Connect to the Online World: Public Internet Access	
Facility Implications	Current Status at CLD
Electrical outlets that can be easily accessed for use with personal computers	Most of the electrical outlets in the library are wall-outlets. The library does not have tables with built in electrical outlets.
Workstations that are large enough for people to work comfortably	<p>Workstations in the adult area are similar to study carrels. Although each person's space is clearly defined by the dividers, the space for each person is rather small. It is not possible for two people to work together on one computer.</p> <p>The workstations in the children's area are primarily used for gaming. It is possible for 2 or more children to sit together and use the computers.</p>
Ergonomic workstations and chairs	<p>The workstations and chairs are not ergonomic. Library users can adjust the chairs, but the tables are a fixed height.</p> <p>There is not an ADA compliant computer workstation that can be used by a person in a wheel chair.</p>
Good wire management	Wire management is satisfactory.
Appropriate lighting	Lighting is adequate, and varies from work station to station depending on its location in the building.

Create Young Readers: Early Literacy	
Facility Implications	Current Status at CLD
Dedicated area for children ages newborn to five that is comfortable, safe, and appropriate for this age group as well as the adults with them	There is a small space for young children close to the area that contains the collections for this age group. It includes toys such as a play kitchen, puzzles, blocks, etc.
Dedicated space for family use	Families are welcome to use the entire library. There is not a dedicated space for families.
Space to provide preschool programs	There is not a dedicated space large enough to accommodate the number of children who attend preschool programs. Programs are held in the library meeting room.
Family restrooms	The library does have a family restroom, and the public restrooms have changing tables.
Family computer areas that support shared use of digital resources	The preschool area has four early literacy computers. The furniture is designed for children. Parents can use these or they can move a chair from another part of the building.
Appropriate shelving for preschool materials	The library does have low shelving that is used for picture books. The Library Board recently approved the purchase of picture book bins. There is not a separate media collection for young children.
Child-friendly furniture and computer desks	The library has child friendly furniture.
Listening and viewing stations	The library does not have listening or viewing stations for children 0 -5 years old.
Appropriate seating at computer workstations to encourage adults and young children to use the computer programs together	The preschool area has four early literacy computers. These computers are not connected to the Internet. The furniture is designed for children which parents can use or they can move a chair from another part of the building.

Express Creativity: Create and Share Content	
Facility Implications	Current Status at CLD
Media production space	The library recently created a media production space near the Teen area.
Media production equipment	The library recently installed 2 Mac computers with Adobe Creative Suite software. The area also includes scanners and a VHS converter.
Meeting space	<p>The library has two meeting spaces. The large meeting room, located near the front entrance, seats 80 people according to the Fire Code. The meeting room does not contain a “built in” computer, sound, or media equipment. The library recently approved the purchase of a portable Promethean smart board. The room was not designed for media presentations.</p> <p>The small conference room is located near the teen area. The room is long and narrow, and feels uncomfortably crowded during meetings of more than 12 people.</p>
Exhibit and display space	The library does not have designated display space or display cases that could be use to showcase the work created by library users or rotating exhibits.
Music practice rooms	The library does not have music practice rooms. The small conference room can not be used for this purpose since it is not sound proof.
Performance space	The library does not have performance space. Depending on the nature of the event, the meeting room could be used. The room does not have a stage or portable risers.

Satisfy Curiosity: Lifelong Learning	
Facility Implications	Current Status at CLD
Small group meeting rooms	<p>The small conference room is located near the teen area. The room is long and narrow, and feels uncomfortably crowded during meetings of more than 12 people.</p> <p>The room can be reserved. There is no charge for non-profits to use the room. Other organizations or individuals can rent the room for \$10 per hour.</p>
Display shelving to merchandize selected portions of the collections	<p>The library has some nice display features in the adult area that are used to promote new books. Staff also display some items by placing them on the canopies of the lower shelves.</p>
Secure display space for rotating collections	<p>The library does not have secure display space for rotating collections.</p>
Comfortable seating	<p>The library does have some comfortable seating near the fireplace. This area is very popular with people of all ages, but especially older adults who enjoy reading the newspaper, magazines, or other items in this area.</p>

Stimulate Imagination: Reading, Viewing, and Listening for Pleasure	
Facility Implications	Current Status at CLD
Meeting space	<p>The library has two meeting spaces. The large meeting room, located near the front entrance, seats 80 people according to the Fire Code. The meeting room does not contain a “built in” computer, sound, or media equipment. The library recently approved the purchase of a portable Promethean smart board. The room was not designed for media presentations.</p> <p>The small conference room is located near the teen area. The room is long and narrow, and feels uncomfortably crowded during meetings of more than 12 people.</p>
Display shelving to merchandize selected portions of the collections	The library has some nice display features in the adult area that are used to promote new books.
Space to display new books and media	The library has some nice display features in the adult area that are used to promote new books. Staff also display some items by placing them on the canopies of the lower shelves.
Appropriate shelving for media	The DVDs and games are stored on standard shelving. The music CDs are in bin browsers. The current shelving meets the needs of library customers.
Ergonomic workstations and seating	The workstations and chairs are not ergonomic. The library users can adjust the chairs but the tables are a fixed height.
Viewing and listening stations	The library does not have viewing or listening stations. But, customers can borrow a laptop and use it to view DVDs, streaming media, or listen to music. If customers do not have their own earphones, they can purchase a pair of ear buds for \$1.00.

Identifiable reader's advisory services	The service point in the adult services area is not very visible from the front entrance. The signage says "Information" and staff are encouraged to roam and offer assistance to library users.
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As noted above, the Library has recently made some significant changes in the building to enhance its ability to support the selected service responses. It is recommended that the Library also consider making these changes:

- Install a counter around the wall in the "tower" and provide two or more electrical outlets (counter height) at every workspace. Library customers could use their own laptops or borrow one from the Library.
- Replace some existing tables with tables that have built in electrical outlets. To minimize cost, these tables should be used in areas where there are already electrical outlets in the floor.

It is important to note that the library is very well maintained. It is one of the cleanest, neatest, and well-maintained libraries the consultant has ever visited. The Library Board is to be commended for allocating funds to maintain the building and the staff are to be commended for keeping it clean, uncluttered, and welcoming.

VI. DISTRICT POPULATION: CURRENT AND ANTICIPATED GROWTH

The Library serves the towns of Windsor and Severance and the geographic area known as West Greeley. It follows the same boundaries as the RE4 School District.

It was possible to obtain current population information for Windsor and Severance from U.S. census data. Data for West Greeley was not readily available.

The towns of Windsor and Severance shared their population estimates for 2015 through 2025 and that data is reflected in the following table:

Area	2010	2012	2015	2020	2025
	Actual	Estimate	Projection	Projection	Projection
Windsor	18,637	19,751	21,935	24,218	26,739
Severance	3,165	3,331	4,107	5,130	6,130
West Greeley	NA	NA	NA	NA	NA
TOTAL	21,802	23,082	26,042	29,348	32,869

The Weld County S.D. RE-4 shared their enrollment forecasts for the period 2014 to 2019. They project the following increases in enrollment:

Type of School	2013	2019	Estimated	%
	Actual	Estimate	Increase	Increase
Elementary Schools	2,277	2,661	384	16.86%
Middle Schools	1,179	1,396	217	18.41%
Senior High	1,234	1,540	306	24.80%
TOTAL K-12	4,690	5,597	907	19.34%

Although these projections don't provide insight into the total number of people living in the District, they do indicate that the school district anticipates an increase of almost 20% in the number of students. In light of this, it is safe to assume there will be an increased demand for services for children and teens. Although the collections for these age groups meet current demand, there is insufficient space to present the variety of programs that young children would enjoy and the space currently allocated for teens is quite small. This situation will only get worse as the population of the District increases.

VII. COMPARISON WITH OTHER COLORADO LIBRARIES

The Committee and the Library Board were interested in knowing how the size of their building compared to others in Colorado. Fortunately, the Colorado State Library collects this information on an annual basis. Current and historical data can be found at <http://www.lrs.org/data-tools/public-libraries/annual-statistics/>

The decision was made to compare the Clearview Library District building to those in other Colorado library systems that served populations between 10,000 – 49,999. There are 28 public libraries in Colorado serving populations in this category. Of the 28 libraries, 17 have service area populations ranging from 10,000 – 20,000 people, which is fewer people than the Clearview Library District, and 10 have service area populations that are larger.

The results of that comparison, sorted by population size can be found on the next page. It is important to note that some library districts have more than one facility.

The results of that comparison, sorted by SF per capita can be found on page 18.

Of the 28 reporting libraries serving populations between 10,000 – 49,999, the Clearview Library District ranks 19th in SF of library space per capita. In other words, 18 library systems provide more library space per capita that Clearview does. Six library systems provide more than twice the amount of space per capita.

It is important to note that this SF comparison does not provide any insight into how the efficient or accessible the library space is. It's merely a mathematical calculation.

Equally true is the fact that most of these libraries were constructed before the availability of e-books, e-magazines, streaming video and other e-content. One of the key factors in their design would have been to provide shelving space for their collections of books, magazines, DVDs, CDs, and other library materials. Many libraries constructed in the past 2 years are providing less space for collections and more space for programs and collaborative activities.

Comparison of SF per capita Colorado Libraries serving 10,000 – 49,999 people Sorted by Population			
Library	LSA Pop.	Total Square Footage	Square Ft per capita
BASALT REGIONAL LIBRARY DISTRICT	10,855	3,384	0.31
BERTHOUD COMMUNITY LIBRARY DISTRICT	11,108	5,500	0.50
FORT MORGAN PUBLIC LIBRARY	11,327	14,262	1.26
UPPER SAN JUAN LIBRARY DISTRICT	11,506	7,000	0.61
ESTES VALLEY PUBLIC LIBRARY DISTRICT	11,531	18,500	1.60
RIO GRANDE LIBRARY DISTRICT	12,011	14,952	1.24
LAMAR PUBLIC LIBRARY	12,546	14,000	1.12
PITKIN COUNTY LIBRARY	13,026	30,000	2.30
MOFFAT COUNTY LIBRARY	13,818	16,800	1.22
STERLING PUBLIC LIBRARY	14,361	12,500	0.87
GRAND COUNTY LIBRARY DISTRICT	14,796	28,400	1.92
TRINIDAD/CARNEGIE PUBLIC LIBRARY	14,887	6,000	0.40
GUNNISON COUNTY LIBRARY DISTRICT	15,312	7,822	0.51
PARK COUNTY PUBLIC LIBRARY	16,262	10,209	0.63
CANON CITY PUBLIC LIBRARY	16,373	31,500	1.92
EAST ROUTT LIBRARY DISTRICT	17,406	35,625	2.05
RAMPART LIBRARY DISTRICT	18,629	35,700	1.92
CLEARVIEW LIBRARY DISTRICT	21,633	17,000	0.79
ELBERT COUNTY LIBRARY DISTRICT	23,138	7,410	0.32
LAFAYETTE PUBLIC LIBRARY	24,541	29,000	1.18
SUMMIT COUNTY LIBRARY	28,081	23,500	0.84
ENGLEWOOD PUBLIC LIBRARY	30,342	30,000	0.99
LOUISVILLE PUBLIC LIBRARY	30,895	32,500	1.05
DELTA COUNTY PUBLIC LIBRARY DISTRICT	30,985	34,175	1.10
MONTROSE REGIONAL LIBRARY DISTRICT	40,475	32,100	0.79
EAGLE VALLEY LIBRARY DISTRICT	41,568	38,000	0.91
LITTLETON/BEMIS PUBLIC LIBRARY	42,038	40,000	0.95
SECURITY PUBLIC LIBRARY	46,279	7,600	0.16

Comparison of SF per capita Colorado Libraries serving 10,000 – 49,999 people Sorted by SF per Capita			
Library	LSA Pop.	Total Square Footage	Square Ft per capita
PITKIN COUNTY LIBRARY	13,026	30,000	2.30
EAST ROUTT LIBRARY DISTRICT	17,406	35,625	2.05
CANON CITY PUBLIC LIBRARY	16,373	31,500	1.92
GRAND COUNTY LIBRARY DISTRICT	14,796	28,400	1.92
RAMPART LIBRARY DISTRICT	18,629	35,700	1.92
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FORT MORGAN PUBLIC LIBRARY	11,327	14,262	1.26
RIO GRANDE LIBRARY DISTRICT	12,011	14,952	1.24
MOFFAT COUNTY LIBRARY	13,818	16,800	1.22
LAFAYETTE PUBLIC LIBRARY	24,541	29,000	1.18
LAMAR PUBLIC LIBRARY	12,546	14,000	1.12
DELTA COUNTY PUBLIC LIBRARY DISTRICT	30,985	34,175	1.10
LOUISVILLE PUBLIC LIBRARY	30,895	32,500	1.05
ENGLEWOOD PUBLIC LIBRARY	30,342	30,000	0.99
LITTLETON/BEMIS PUBLIC LIBRARY	42,038	40,000	0.95
EAGLE VALLEY LIBRARY DISTRICT	41,568	38,000	0.91
STERLING PUBLIC LIBRARY	14,361	12,500	0.87
SUMMIT COUNTY LIBRARY	28,081	23,500	0.84
CLEARVIEW LIBRARY DISTRICT	21,633	17,000	0.79
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PARK COUNTY PUBLIC LIBRARY	16,262	10,209	0.63
UPPER SAN JUAN LIBRARY DISTRICT	11,506	7,000	0.61
GUNNISON COUNTY LIBRARY DISTRICT	15,312	7,822	0.51
BERTHOUD COMMUNITY LIBRARY DISTRICT	11,108	5,500	0.50
TRINIDAD/CARNEGIE PUBLIC LIBRARY	14,887	6,000	0.40
ELBERT COUNTY LIBRARY DISTRICT	23,138	7,410	0.32
BASALT REGIONAL LIBRARY DISTRICT	10,855	3,384	0.31
SECURITY PUBLIC LIBRARY	46,279	7,600	0.16

VIII. SERVICE DELIVERY OPTIONS

Over a series of meetings held throughout the spring and summer, the Facilities Planning Committee discussed the type of library facilities they thought were appropriate for the Clearview Library District. Some of the fundamental questions they considered included:

- Is it better to have one large library or two or more smaller ones?
- If the District decides to operate two or more smaller libraries, how far apart should they be?
- When is a library “too small” to deliver the services that residents expect and deserve?
- When should the District rent or share space instead of constructing a library?
- What criteria should the District consider when evaluating potential sites for a library?
- Compared to other libraries in the state, does the District want to remain in the 3rd quartile of SF per capita? If not, what quartile would be satisfactory?
- Should the District deliver more service outside of the existing library and if so, how might that service be delivered?

The Committee’s discussion clustered around two questions:

1. What kind of library building or buildings do we need to serve the residents of the District now and in the foreseeable future (10 years)?
2. What else could the District do to serve residents now and in the foreseeable future?

A summary of their discussions can be found below.

What kind of library building or buildings do we need to serve the residents of the District now and in the foreseeable future (10 years)?

There was general consensus that the current library, as beautiful and wonderful as it is, is starting to have problems meeting the needs and expectations of current and potential users. The challenges are:

- Meeting room that isn’t large enough to host many of the wonderful programs the library offers or could offer
- Very few places for quiet study or reading because so many other people are also using the library and talking to one another or to staff
- Parking lot is full during busy hours
- Need to reduce the size of the collection if more space is to be allocated for technology, quiet study, larger family area etc.
- Limited staff work space

Based on the information currently available, the Committee believes that it is not advisable to add a second story to the existing facility. The foundation and

structure of the existing library were not designed to support a second story. While it is architecturally possible to build a second story, it does not appear to be a good solution to provide quality service throughout the District for the following reasons:

- Construction cost per SF would be higher than SF cost of new construction of a single story library.
- The library would have to be closed during major portions of the construction. During that time, the Library could operate out the Bookmobile, find a temporary location, or forego library service. Depending on the length of time the library would need to be closed, it might be necessary to use a variety of methods.
- To provide access to the second floor via elevator and stairs, the library would probably lose public space on the first floor.
- It requires more staff to operate a library on two floors than it does to operate the same size library on one floor.
- Having a large library at the current location does not improve access to service for those living in Severance or West Greeley.
- If more people use a larger library at the current location, parking would become an even greater problem during peak periods.
- Residents who live very close to the library would probably not welcome a two-story library if it blocked their view.

The Committee also felt that enclosing the Bookmobile parking bay was not a solution to the Library's space issue. This area is approximately 493 SF. Although this is technically possible, it would be every expensive for such a small amount of additional public service or staff space. The bay is not at the same grade level as the rest of the building so that matter would need to be addressed. Also, the garage is adjacent to staff work area, rather than public space. So, if the space that would be gained would create a separate, somewhat hidden area rather than expanding an existing public space.

The Committee also recognized that libraries are in another period of transition. As more books, media, and data are available electrically, there appears to be less need for libraries to devote large portions of their facilities to the storage of physical items (books, DVDs, magazines, etc.). This is occurring at the same time that there is a growing interest in many communities for people to gather for a variety of purposes and a desire to have access to technology and other equipment to create content rather than just borrow items for home use. These two factors are changing the way library space is currently being used and will, most likely, have an even more profound impact on how library spaces are built in the future.

The Committee is not convinced that just because other libraries have facilities of a certain size (most of which were designed to house collections of books and media) that the District needs to emulate those facilities and create one or more that are comparable in size.

The Committee understands that the District has various options that it could pursue including:

- Operate the existing facility, supplemented by off-site services. No new construction or expansion of the current facility.
- Expand the current facility by constructing a second story. Explore options for obtaining additional parking.
- Replace the existing facility with a larger facility at a location selected in accordance with the District's site selection criteria. Sell the existing facility.
- Operate the existing facility and operate a small branch in leased or donated space when the population of Severance and surrounding area warrants the investment.
- Operate the existing facility and build a new library when the population of Severance and/or the entire District warrants the investment.

Without a building program and a particular site in mind, it is difficult to accurately estimate what it would cost to build a new branch. However, two Colorado libraries recently constructed new libraries and cost information about their projects was reported in the November 15, 2013 issue of *Library Journal* on page 28. The pertinent details are as follows:

Denver Public Library - Branch

- Gross SF: 28,490
- Project cost: \$10,748,210
- Construction cost: \$6,000,000
- Furniture and equipment cost: \$500,158
- Cost per SF (construction only): \$210.60

Garfield County Libraries – Silt Branch

- Gross SF: 7,500
- Project cost: \$2,300,000
- Construction cost: \$1,900,000
- Furniture and equipment cost: \$275,000
- Cost per SF (construction only): \$253.33

It is important to note that project costs vary widely depending on whether it is necessary to purchase land, a new collection, and of course the furniture, shelving, computers etc. for public and staff use.

Considering the current construction costs listed above, it would cost over \$3,300,000 in 2013 dollars to construct and equip a 10,000 SF library. This estimate does NOT include the cost of the land. Operating costs for the facility would, of course, vary based on how many hours the library was open.

In light of all of these factors, the Committee did not feel that the District population warrants constructing a new branch at this time.

Constructing a new branch is not the only way to increase the amount of library space in the District. As indicated above, the Board could choose to construct one

larger new library to serve the entire District. If so, the new facility should be at least 25,000 SF and preferably 30,000 SF or larger. A comparison of the spaces that are included in the current facility and what could be included in a new branch or a new library can be found below:

Existing Facility 17,000 SF	New Branch 10,000 SF	New Library 25,000 – 30,000 SF
Entrance lobby	Entrance lobby	Entrance lobby
Circulation services	Circulation services	Circulation services
New book area	New book area	New book area
Media collection	Media collection	Media collection
Collections, seating and computers for adults	Collections, seating and computers for adults	Collections, seating and computers for adults
Collections, seating and computers for teens	Collections, seating and computers for teens	Collections, seating and computers for teens
Collections, seating and computers for children	Collections, seating and computers for children	Collections, seating and computers for children
		Early literacy area
		Children’s program room
Fireplace – comfortable seating		Fireplace – comfortable seating
Meeting room: 80 seats		Meeting room: 150 seats
Meeting room: 15 seats		Meeting room: 15 seats
Staff work rooms	Staff work rooms	Staff work rooms
Director’s office	Manager’s office	Director’s office
Staff lounge	Staff lounge	Staff lounge
Bookmobile garage		Bookmobile garage?
Public restrooms	Public restrooms	Public restrooms
Staff restrooms	Staff restrooms	Staff restrooms
		Video conferencing room
		Creativity zone with computers and latest technology
		Exhibit space
		Small conference rooms: 2 – 4 people
		Collaborative working space for students, entrepreneurs etc.
		Café, vending machines etc.

If a 10,000 SF branch were constructed, it could contain many of the features included in the current library but the public areas and collections would be smaller. The advantage of operating two facilities would be that District residents

could chose to use the one closest to their home. This might mean that more District residents would be library users.

If one large new facility were constructed, it could contain features not currently available in the existing library. This would be possible because a new larger facility, even if it were the same size as the existing library and a hypothetical new 10,000 SF branch, would not have to provide the same amount of space for circulation, restrooms, lobby, offices etc. as the other two buildings combined.

What else could the District do to serve residents now and in the foreseeable future?

The Committee suggests that the District seriously consider expanding library service by a variety of means that do not immediately require the construction of another facility. Some possibilities that the Committee recommends the Board consider are listed below along with information about some libraries that currently offer the service:

1. Delivery of library materials by mail to homebound District residents

Arlington Public Library (VA) provides serve to homebound residents and pays for the delivery and return postage for homebound users.

[Arlington Public Library](#)

Fort Vancouver Regional Library District (WA) provides Books by Mail to people with mobility issues that make it difficult for them to travel to a library to pick up books or who live more than 10 miles to the nearest library.

[Fort Vancouver Regional Library](#)

Monroeville Public Library (PA) "provides library without walls, a special service to patrons ages 50+ who cannot get to the Monroeville Public Library. The elderly, the homebound, those without adequate means of transportation, and people with disabilities living in the taxing district (Monroeville and Pitcairn) all qualify. There is no charge for *Books By Mail*."

[Monroeville Public Library](#)

Natrona County Public Library (WY) provides Books By Mail service to those unable to visit the library due to temporary or long-term physical or medical disability (and their caregivers). The service is provided at no cost to the customer and postage is paid both ways.

[Natrona County Public Library](#)

Vancouver Island Regional Library (Canada) offers free mail service for customers who live in a remote location within the Vancouver Island Regional Library service area. Adults, as well as children, may register for Books by Mail to borrow books, talking books, CDs and DVDs. Books by Mail customers also have access to Professional Librarians who can help select materials and find information.

[Vancouver Island Regional Library](#)

2. Deposit collections of library materials in day care centers, nursing homes, assisted living centers, schools, government facilities, etc.

Arapahoe Library District (CO) offers an Educator Support Service that is meant to help local educators by providing materials for their classrooms. Teachers and homeschooling parents may request materials for their classrooms by title, genre, or subject by calling the library or completing an online form. A Youth Services Librarian contacts the educator within 48 hours to confirm the request.

[Arapahoe Library District](#)

Aurora Public Library (IL) provides deposit collections at non-library sites for the use of residents of that site. These collections consist of approximately 40 large-print books, audio books and videos. Currently, six senior retirement or nursing home facilities receive deposit collections.

[Aurora Public Library](#)

East Baton Rouge Public Library (LA) placed "deposit picture book collections at all Head Start Centers in Baton Rouge beginning in 2005. Initially, a total of 1,500 books were placed at thirteen Head Starts for three to five-year-olds and two YWCA Early Head Starts for two-year-olds. Other centers have since been added. Books included in each deposit collection remain the property of the Library and are intended for use by staff and children at each Center. Every book has been carefully selected by the Children's Services Division for appropriate age and developmental level. The deposit collections include standard classic books for children that have stood the test of time as well as new favorites and multi-cultural titles."

[East Baton Rouge Public Library](#)

Paul Pratt Memorial Library (MA) provides educational resources to support the Cohasset schools' curriculum. Deposit collections or "teacher loans" of books and other library resources from our collection may be borrowed for extended period of times for use within the classroom. Upon request, the library also provides reserve collections of subject materials for student use

at the Paul Pratt Memorial Library when the actual materials on any specific subject are limited.

[Paul Pratt Memorial Library](#)

Rochester Public Library (MN) Deposit Program brings library services to those who have barriers to getting to the main library and are served by programs in facilities. Examples include daycares, nursing homes, senior living facilities, retirement centers and other residential facilities.

[Rochester Public Library](#)

3. Delivery of requested materials to students and teachers in public schools on a regularly scheduled basis

Nashville Public Library (TN) and Metro Nashville Public Schools have created a cooperative program called Limitless Libraries. The goals are improving school libraries, fostering resource sharing between the two institutions, and improving student access to learning materials. Students use their school ID as a library card and can order books, audiobooks, and DVDs to be sent to their school. Items can be returned to the school library that then arranges for them to be sent back to the public library.

[Nashville - limited libraries](#)

Westerville Public Library (OH) makes daily deliveries of Westerville Public Library materials to any participating school in the Westerville City School District. Students, faculty and staff of the participating schools can all receive library materials, except for art prints, as dictated by library policies. Deliveries are made every weekday during school hours. All Westerville Library materials can also be returned through to the school for delivery back to the public library.

[Westerville Public Library](#)

4. Machines that vend books and other materials and can be accessible 24/7 depending on the location of the machine

Some libraries are starting to install book/media vending machines in underserved areas. News stories about the machines are frequently a better source of information than the library's web site. Machines are in use by the following libraries:

Cuyahoga County Public Library (OH)

[Swiss Army Librarian blog](#)

Fullerton Public Library (CA)

[Orange County Register article](#)

[Book vending machine photos](#)

[FPL Station](#)

Pioneer Library System (OK)

<http://bookriot.com/2013/11/05/library-vending-machine/>

[Library Journal article](#)

Two of the leading vendors in this area are [EnvisionWare](#) and [PIK Inc.](#)

5. After-hours pick up of library materials

Libraries have installed combination lockers in their lobbies or in non-library locations to allow customers to pick up reserves or other requested materials when the library is not open.

Arlington Public Library (TX)

[Arlington Public Library](#)

Kent District Library (MI)

[Kent District Library](#)

Mahomet Public Library (IL)

[Mahomet Public Library](#)

Warren-Newport Public Library (IL)

[Warren-Newport Public Library](#)

Ypsilanti District Library (MI)

[Ypsilanti District Library](#)

6. E-content that is promoted through innovative means throughout the District

The Library provides access to a wide variety of e-content for adults and children. This content is leased on annual basis. Libraries have very few options for purchasing E-content as this time. The District currently provides materials from the following vendors:

- E-books for adults are leased from Overdrive and e-books for children are leased from TumbleBook.
- E-magazines are leased from Zinio.
- Downloadable music is leased from a company named freegal.

Although the names of these companies are listed on the Library's website, it's not obvious what the products actually are. For example, just seeing the word Zinio on the website doesn't convey that this is where you should click if you want to download magazines to your personal device. The Library needs to make it clearer to potential users what is actually available to them. One example worth considering is the [CyberShelf](#) of the Pikes Peak Library District with its clear links stating eBooks, eAudiobooks, eMagazines, eMusic, and eVideos as well as helpful links to classes, applications for mobile devices, and other Help related information.

Some other ways the Library could promote use of e-content would be through:

- Bookmarks and/or postcards designed for specific target audiences that attractively described what was available and how to access it.
- Demonstrations at community events and hands-on assistance in downloading items
- Mobile app that focused on e-content and not the entire offerings of the Library
- QR codes posted around the District that linked to free books, magazines, and music that were "teasers" to get people to try E-content
- Paper placemats for local restaurants with instructions on how to download E-content. Some could be designed so children could color them while their parents learned about Tumblebooks.

7. Streaming media that is promoted through innovative means throughout the District

Libraries are just beginning to experiment with streaming video. Companies such as [hoopla](#) and [Library Ideas](#) are some of the notable vendors moving into this rapidly growing market. The Library is currently investigating these services and assessing the cost and anticipated use.

IX. PROPOSED LIBRARY POLICIES

After the thoughtful discussions described in the previous sections, the Committee requested that the Consultant draft policies in two key areas:

- Library Facilities
- Provision of Library Service

The Committee then reviewed and revised those drafts for the Board's consideration. The Committee realizes that these are complex topics and that there is no one correct and/or simple answer. They recognize that even if the Board adopts policies on these topics in the next few months a future Board probably will need to revise them as technology, community needs, and other conditions change in the years ahead.

The Committee recommends that the Board provide ample opportunity for community consultation before adopting policies on these or any other facility-related topic.

LIBRARY FACILITIES – DRAFT POLICY

I. POLICY STATEMENT

The Clearview Library District will provide library service in locations that are convenient and accessible to District residents. Preference will be given to operating one large facility in lieu of two or more facilities, unless it is determined that multiple facilities can deliver superior service at equal or less annual operating cost than one large facility.

II. REGULATIONS

- A. The District aspires to provide library space that would rank it in the upper quartile of SF per capita when compared to other Colorado libraries serving populations ranging from 10,000 – 49,999. Based on the current population of the District, this would require a library facility or facilities that equaled or exceeded 27,475.
- B. The District will pursue funding to build a new facility when it is determined that quality service can no longer be delivered from the current location supplemented by off-site services.
- C. The District will not build a facility of less than 10,000 SF. Anything smaller than this would not provide sufficient space to offer the desired services and it would, most likely, be more expensive per square foot to operate.
- D. The District will not build a facility that is less than five miles from an existing library facility.
- E. Facilities should be located so that most residents of the District can drive to a library in 15 – 20 minutes.
- F. The following criteria, listed in alphabetical order, will be used by the Board of Trustees to assess a site for a library facility:
 1. Accessibility: The site will be easily accessible by car, bicycle, public transportation, and/or on-foot. The site will provide for a high degree of personal safety for people entering and leaving the building, especially at night. Natural or man-made barriers should not impede access to the site.
 2. Acquisition cost: The cost of the site will be within the District's budget, and the price to be paid for the site will not exceed the fair market value of the site.

3. Adjacent uses: The current and anticipated use of the surrounding land will complement each other in terms of function, peak use times, and traffic patterns.
 4. Availability: The site is currently available for acquisition. The time required to acquire the site will not negatively impact the proposed project timeline.
 5. Community opinion: The site will be one that will be acceptable to the majority of the residents in the projected service area of the proposed library.
 6. Construction/Site development cost: The site will enable the District to construct a library without incurring significant additional costs to prepare the site for construction or to construct the library.
 7. Convenience: The site will be close to the geographic and/or traffic center of the area to be served.
 8. Environmental issues: The site will enable the District to construct a library without incurring significant additional costs to mitigate prior soil contamination or other pre-existing environmental conditions such as poor drainage or unstable land formation.
 9. Future expansion: The site will allow for expansion of the building and expansion of the parking lot.
 10. Legal Matters: The District will be able to acquire the property and construct the library without incurring significant additional legal costs.
 11. Parking: The location will allow for adequate onsite parking for library users and library staff.
 12. Size and shape of the property: The site will allow for the construction of an efficiently designed library. The site will allow for landscaping and required setbacks.
 13. Utilities and infrastructure availability: The site will allow for the construction of a library without incurring significant additional cost to provide utilities (electricity, gas, and telecommunications) and infrastructure (water and sewer) to the site.
 14. Visibility: The site will be visible from major streets.
- G. In the event that two or more sites are considered to be almost equal when the fourteen (14) criteria above are considered, then the following criteria, listed in alphabetical order, will be considered to be of higher priority when determining which site should be selected.
1. Community opinion
 2. Convenience
 3. Future expansion
 4. Size and shape of the property

PROVISION OF LIBRARY SERVICE – DRAFT POLICY

I. POLICY STATEMENT

The Clearview Library District is committed to providing quality service to all district residents. To ensure that service is provided in an effective and efficient manner, the Board of Trustees will establish and observe guidelines related to the provision of library service.

II. REGULATIONS

A. The District will operate library facilities in locations where residents frequently and willingly go.

B. The District may provide library service via the bookmobile in accordance with the Bookmobile Service policy.

C. The District may provide library service in leased or donated space when the population of the service area is at least 2,000 but less than 7,000 people.

D. The District may provide library service from co-located facilities. Refer to the policy entitled Co-location of Library Facilities for information on this topic.

E. The District will pursue and deploy various means to deliver service to residents at non-library locations. These might include, but not be limited to:

1. Delivery of library materials by mail to homebound District residents
2. Deposit collections of library materials in day care centers, nursing homes, assisted living centers, schools, government facilities, etc.
3. Delivery of requested materials to students and teachers in public schools on a regularly scheduled basis
4. Machines that vend books and other materials
5. Combination lockers which provide 24/7 access to reserved materials
6. E-books that are promoted through innovative means throughout the District
7. E-magazines that are promoted through innovative means throughout the District
8. Streaming media that is promoted through innovative means throughout the District

F. If the District operates more than one facility, it is the District's preference to be open a minimum of 30 hours per week of at each location.

G. New facilities will be constructed in accordance with the District's Library Facilities policy.

It should be noted that prior to this process officially beginning, the Library Board adopted a policy on the Co-location of Library Facilities. That policy can be found on the library's website at <http://clearviewlibrary.org/about/policies/co-location>

X. RECOMMENDATIONS AND NEXT STEPS

The Consultant recommends that the Library Board and staff do the following:

- Review the Options for the Future document prepared by the Consultant.
- Schedule time during a future Board meeting or meetings to discuss the Options for the Future document and invite public input.
- Determine whether policies are needed on issues such as Library Facilities and Provision of Public Library Service. If so, invite public comment on these issues and then adopt policies addressing them.
- Discuss ways that the Library can provide additional service at non-library locations.
 - Request staff to provide cost estimates and realistic implementation plans for each activity the Board wishes to consider implementing during the next two fiscal years.
 - Ask staff to annual identify other possible ways to expand service at non-library locations and provide cost estimates and realistic implementation plans for the Board to consider as part of the annual budget process
- Monitor, on an annual basis, S.F. per capita comparisons with other Colorado libraries.
- Monitor, on an annual basis, the population estimates for the Library District.
- Identify the “trigger point” at which the Library District would consider operating a facility in a leased or donated space.
- Identify the “trigger point” at which the Library District would determine whether or not to construct a new or an additional library facility.