City of Saint Paul Public Library

Facilities Direction

HGA

Table of Contents

I.   INTRODUCTION / METHODOLOGY

The world of libraries is changing driven by the people they serve and the technology each person chooses to bring and use. As our lifestyles change, we as neighbors change and we represent a dynamic collection of people, cultures, communities, interests and languages. Our collective expectations as consumers of library services are driving an increased need for improved library facilities and individual "user experiences". This becomes a pivotal time for our libraries as each demographic and generation brings their own "lens" and unique perceptions of what libraries are, should, and could be. It is this paradigm shift, that is redefining how libraries will meet the needs of an evolving community.

To support the goals of the Saint Paul Public Library (SPPL) Facilities Master Plan, a culturally-inclusive, community-based approach was authentically designed with SPPL to dig deeper into the culture, perception, and connectivity of each branch library, working with the people to inform new spatial and technological recommendations that match Saint Paul's changing definition of a library. Informed by the SPPL 2019-202 Strategic Direction, the process was continually guided and inspired by the voice of the community throughout the Facilities Master Plan process. This approach…

- Builds on what SPPL learned and identified in the 2019-2022 Strategic Direction
- Collaboratively implemented an authentic inclusive engagement process around key goals to understand culture, perception, connectivity and needs of community.
- Compiled a detailed inventory and analysis of each facilities' conditions and operational process.
- Was led by an interdisciplinary leadership team. The process included library leadership, library staff and branch managers, city council representatives, and cultural liaisons.
- Collected community-based insights to inform recommendations, prioritization and building responses.

This Facilities Master Plan is guided by SPPL 2019-2022 Strategic Direction.

Mission:
We welcome all people to connect, learn, discover, and grow.

Vision:
We imagine a Saint Paul where all people feel seen, safe, and welcome. We imagine a city where libraries bring people together to experience hope, joy, and creativity through learning.

Values:
The Library belongs to the people of Saint Paul. We are your Library and you – our library users – shape our work. The following values guide our work.

We believe that learning is a human right.	To live, adapt, and thrive in a constantly changing world, all people need supportive learning environments, and free access to information and ideas from diverse points of view.
We believe in curiosity.	Curiosity can change the world and the path of one's life. We believe in igniting its spark through discovery and creative exploration.
We believe in connection.	The Library is a place for quite reflection and boisterous activity; for likeness and for difference. It is comfortable, inclusive, and vital to creating healthy, strong communities.

We believe in the power
of belonging

When people feel they belong, they are able to learn and grow. The
Library brings people together to access knowledge, information, and
connection. We actively work to ensure that all people see
themselves and our city's rich diversity reflected in our libraries.

Schedule Review

Immerse
September 16	Master Plan Project Kick-off Meeting
September 16	Library Tours: Central, Riverview, Dayton's Bluff
September 17	Library Tours: Hamline Midway, Rice Street, Arlington Hills, Hayden Heights, Sun Ray, Rondo
September 18	Library Tours: Saint Anthony Park, Highland Park, Merriam Park, West 7th
November 7	Master Plan Team check-in

Assess
November 8 & 18	Building Systems Meetings with Maintenance Staff

Discover
December 3	Engagement Taskforce Meeting #1
December 5	On-line Survey Opened
December 12	Engagement Taskforce Meeting #2
December 13	Take-Home Toolkits Distributed

Synthesize
January 7,8,9, 2020	Hamline Midway, Hayden Heights and Riverview Forum
January 9, 2020	Master Plan Team Meeting
January 10, 2020	Online Survey Closes

Refine
January 23, 2020	Master Plan Team Meeting
February 5, 2020	HGA Delivered to Deliver 95% Draft Document to SPPL for Review
February 13, 2020	Reviewed Draft Document with Mayor and Deputy Mayor

Celebrate
March 4, 2020	City Council Presentation by SPPL Leadership and HGA

IMMERSE

AUGUST 2019

CURRENT STATE

Attendees: Jane Dedering, Jennifer McMaster

- Introduction to project and team
- Discuss project vision and goals
- Review Saint Paul Public Library Strategic Direction
- Discuss criteria for building and site information
- Identify key issues facing Saint Paul Public Library
- Define system-wide service goals and discuss system-wide service distribution
- Define schedule: identify key meetings
- Review existing reports and studies

ASSESS

SEPTEMBER 2019

CURRENT STATE

Attendees: Jane, Jennifer, Ada, Anders - onsite

- Tour the 13 branch libraries
  - Meet with Branch staff
  - Review workflow and current state of customer
  - Review FF&E needs
- Collect information regarding service population and branch utilization
- Identify existing available city & county information:
  local regional growth plans, strategic plans, demographic information, etc.

NOVEMBER 2019

- HGA Architectural / Engineering teams meet with SPPL maintenance staff and conduct facility assessment.

DISCOVER

DECEMBER 2019

CURRENT STATE

Attendees: Jane, Jennifer, Ada, Anders - remote

- Review building observations
- Compose and post online survey
- Distribute take home toolkits
- Engagement Task Force meetings
- Preparations for Community Engagement Forum
- Discuss usage data and findings

SYNTHESIZE

JANUARY 9, 2020

IDEAL STATE

Attendees: Jane, Jennifer, Anders and Craig

- Visioning for Master Plan
- Update on Community Forums + Surveys
- Review usage data, trends and peers
- Assess and define Technology expectations
- Discuss Play + Learn imagination and evaluations
- Review initial building observaitons
- Discuss FF+E and Signage observations

PROGRESS CALL

Review findings, feedback, draft recommendations

REFINE

JANUARY 23, 2020

IDEAL STATE

Attendees: Jane, Anders and Craig - onsite; Ada - remote

- Review draft outline of Master Plan document
  - Technology findings and recommendations
  - Community Engagement findings and recommendations
  - Library usage, data systems, and national trends and recommendations
  - Building recommendations and associated costs

FEBRUARY 2020

- Deliver 95% draft document for review
- SPPL to meet with City officials

CELEBRATE

MARCH 2020

Final Report Delivered

Attendees: Jane and Ada

- Report provided to each Saint Paul Public Library and Saint Paul Public Library Property Management team
- Final Presentation to Saint Paul Public Library and City Council

The Scope of this Facilities Master Plan is to:
- Create a vision for SPPL's current facilities and outline its plans for the future.
- Guide and allocate investment across the three (3) focus branches – Hamline Midway, Hayden Heights and Riverview, which have not yet been renovated.
- Engage deeply with SPPL users and craft building recommendations which respond to neighborhood interests and needs.
- Identify future improvements which can be implemented across the system as funding becomes available.
- Create a more unified user experience across the system while respecting the unique character of each locations.
- Unify the SPPL brand across the system.
- The scope does not include any consideration of library closures or the Bookmobile. .

The Facilities Master Plan is not:
- A detailed implementation plan
- Branch by Branch facility design

SPPL Library Map
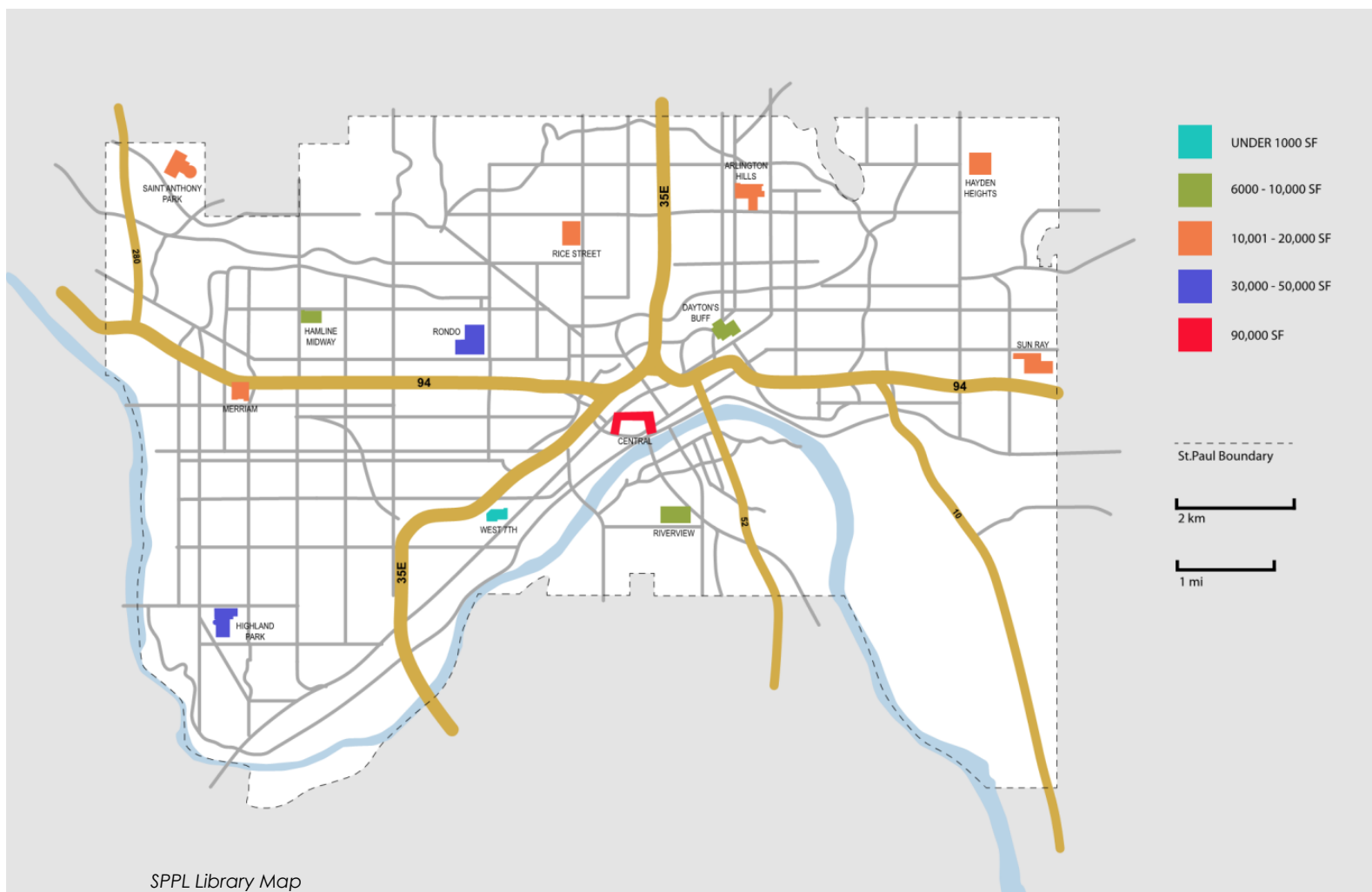
II. COMMUNITY ENGAGEMENT / COMMON THEMES

The Facilities Master Plan engagement plan created a customized human and empathetic-centered process within the scope and 10-week timeline. Informed by SPPL's Strategic Direction and the passion exhibited by library patrons, the engagement process was designed as an iterative continuation of community collaboration that, at its core, is the essence of the library.

The engagement methodology was customized through a five-step process (shown below) to reach a diverse and broad group of citizens, allow for inclusive access, and provide authentic input and feedback to shape and inform the Facilities Master Plan.

Engagement Methodology
- Define goals and scope of how and what the community engages on
- Identify stakeholders and potential barriers to engagement
- Promise authentic, and inclusive engagement through International Association of Public Participation (IAP2) framework
- Design the right approach, at the right time, that matches the community
- Evaluate and adjust in real-time

Through interactive discussion, the Core Planning Team identified goals and scope. To advise the engagement process, an Engagement Taskforce was created as experts of the Saint Paul community and Focus Library neighborhoods. Taskforce representatives included Hamline Midway, Hayden Heights, and Riverview branch library managers, cultural liaisons, representatives of district wards, and SPPL staff.

Engagement Scope
- To understand a diverse representation for **SPPL user service needs** at individual branch locations.
- To identify and understand **social cohesion** between branch library and geographical users (measurement of how connected people feel to their neighborhood).
- To identify how **users define play & learn, technology and their current and future needs** within these strategic priorities.
- To identify cultural opportunities at Focus Branch Libraries.

Goals
- To leverage current engagement strategies and networks to work as conveners vs. proxies.
- To provide diverse touchpoints to support access and inclusivity of input.
- To build collective empathy amongst users at three Focus Branch Libraries – Hamline Midway, Hayden Heights, and Riverview.

- To clearly communicate and set expectations of how input and process moves forward. Incorporated feedback loop within full process.

Engagement Process
- **Engagement Taskforce**: Members included Focus Branch managers, cultural liaisons, SPPL staff and ward representation – 4 Meetings. (See Engagement Taskforce Charter for membership and meeting agenda goals in Appendix B)
- **Survey:** 2,653 Online, mobile and paper survey translated into Somali and Spanish (opened on December 5, 2019 and closed on January 10, 2020). 1,680 fully completed surveys. Library staff fluent in Karen, Spanish, and Hmong translated patrons input from paper survey which reflects high response rate in English (See Blank Survey in Appendix B).
- **Neighborhood Forums:** Three, 90-minute interactive community forums at Hamline Midway, Hayden Heights and Riverview libraries – 53 participants
- **Take-home Engagement Kits** available for community groups if forum could not be attended.

Refer to Appendix B on survey and forum demographics.

Through listening to over 2,500 voices of the community, it was evident that with a rating of 7.68 (1-10 scale), the community feels pride for their neighborhood library. The library is a strong connector in their neighborhood and users would like the library to play a stronger role. More than half of the respondents in the survey responded, "I am willing to help make the library better". This is a significant indicator of a strong relationship between library patrons and the library space. This also emphasizes that although varying generations have their own unique lens of what a library should be for them, they agree that investing in branch neighborhood libraries, as neighborhood connecters, is of great value. This also reflects their willingness for the library to evolve towards community betterment.

The majority of white respondents strongly valued access to diverse resources and the physical space and feel of the library. In comparison, Black, Indigenous, and/or People of Color (BIPOC) respondents strongly valued their library as a place to spend time with family, exposure to new things and people, and to attend meeting/gatherings.

Individuals aged 18 years old and younger strongly valued the library as a place to access diverse resources, be a comfortable spot to get things done, and be exposed to new things and people. Strongly shared value across all ages included collections of diverse resources and the physical space and feel of the library.

In addition, two positive values across demographics and ages were the library to be a place for exposure to new things and people and as a place to have connections with other people.

To support being a physical connector, there are overarching needs identified from all engagement opportunities. These macro themes are clustered to frame additional, more detailed findings. These more detailed, additional findings are located in Play & Learn and Culture sections and full findings are located in Appendix B. All findings were used in synthesis for recommendations.

Neighborhood Forum at Riverview Library – January 9, 2020

Library patrons need to…
- **Better understand what the library offers:** This was highlighted with library patrons' responses of not knowing how to "rate" programs and services that occur at their library. The reason mentioned by majority of survey commenters was that they were not fully aware of what types of services and programs occur at their library. This can be correlated with patron's not extending energy to identify what new programs and services exist as they bring a more traditional lens of library expectations.
  - How might SPPL make it easier for patrons to passively or actively know about the programs and activities?
  - How might SPPL increase activity at a library and create a welcoming front door to build motivation?
- **Feel a stronger sense of belonging:** More specifically, young families and teenagers are being shamed by other patrons for noise and/or playing, socializing. Older generations want to feel they have a place they go that brings nostalgia of what libraries are for them or to be around other people without the noise. Individuals with disabilities need more accessible bathrooms, diverse audiobooks, opportunity for a range of lighting in response to sensory needs and clearer wayfinding. BIPOC respondents are looking for a larger language collection and opportunity to bring culture into the space through public art, programs, and celebrations.
  - How might SPPL make the space more accessible?
  - How might SPPL engage teenagers and patrons that experience marginalization to understand their needs better?
  - How might SPPL use the space to provide individual needs while building collective empathy for neighborhood patrons?
- **Feel they have a space to go for their use:** With such diversity, there are multiple needs per varying uses; the major uses that patrons mentioned are studying, small group work, use of a computer station, playing and reading with young children, teenagers socializing, individual reading, professional development resources, online test taking, tutoring, quick resource pick-ups, and group/community meetings. At all three neighborhood forums, it was shared that the library is frequently used for informal social

and corrective services; foster child exchange, supervised child/parent time, and meeting with probation officer(s).

- o How might SPPL create and communicate zoned spaces that allow for individual and group quiet rooms, socializing spaces, hang-out, and experiential learning?
- o How might SPPL leverage intergenerational spaces and programming to integrate the community?

- **Understand what their library is:** Consistent with the national paradigm shift of libraries, there is dichotomous opinion of what a library should be among library patrons. Through open comments of the survey and forum discussion, patrons have indicated receptivity to understanding how the library is changing. There is a need to further educate and normalize new uses and behaviors. There was not a strong correlation of this dichotomy being generational (older vs younger patrons). Many survey and forum respondents aged 55+ commented they understood that libraries needed to change to attract and retain the younger generation of library patrons. It was communicated at forums, and during the process of survey translation, that the more traditional definition of libraries was a more common definition among ethnically diverse patrons.

  - o How might SPPL play a more active role in educating patrons on library culture and uses shifting?
  - o How might SPPL create space to normalize the shifting uses and culture in a library?

- **Have quality settings and unique niches that they don't have at their homes:** As the library is a significant resource for patrons that don't have access to technology hardware and/or software for use and electronic books. There are many patrons that have access to technology and could download and/or rent e-books in the comfort of their own home. It was consistently commented that patrons would like the library to provide unique types of spaces and access to different views which patrons wouldn't have in their own home. The fireplace in Hamline Midway is an iconic gathering place that patrons mentioned they visit as they don't have that fireplace feel in their home. In addition, patrons expressed wanting access to nature. Lastly, bringing spaces within the library up to quality and modern standards was a leading comment in survey and forums of what to stop, change, and add.

  - o How might SPPL create a comfortable space that patrons take pride in?
  - o How might SPPL provide more areas that bring a unique sense of immersion?
  - o How might SPPL create opportunities for patrons to enjoy the benefits of nature, inside and out?

- **Create initiatives to bring the neighborhoods together:** As noted previously, patrons view the library as a connector and look for the library to play a more active role. Programs and services were the majority of what patrons want to keep at each library. However, there were opportunities to add and change initiatives that ranged from a neighborhood to global scale. Such examples are neighborhood safety, civic and social justice programs, health and well-being initiatives, and climate change.

  - o How might SPPL create inclusive spaces that provide specifically designed spaces for each neighborhood library? (ex. Community garden)
  - o How might SPPL create immersive experiences that are flexible to support community gathering?

- **Create opportunity to increase duration of stay:** Patrons commented in forums and the survey that they would like amenities that allow them to stay longer. Listed examples are food/beverage (specifically coffee), lactation space, microwave or hot water with sink to heat up bottles, and prayer spaces.

A list of recommendations is prioritized to begin addressing patrons needs spatially.

- **Create and program a year-round outdoor space** that includes gardens, access to nature and opportunity for the community to gather.
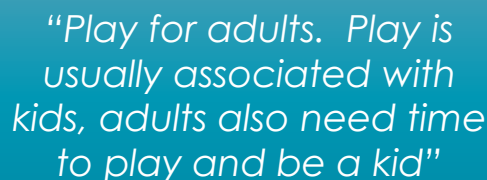
- Engage teenagers to **design an interactive teen space** to meet their needs to grow, connect, and play.
- Design and/or **redesign space that is accessible and inclusive** for all ages and individuals with disabilities. Specifically, bathrooms at focus branches.
- **Create space for experiential subtleties** to make a significant difference (fireplace, lighting, art).
- **Create space and programs for adults**; professional growth users (small computer rooms, quiet zones) - aging adults don't want to be ignored as focus is on families and young children.
- Define spatially and **communicate new norms** within zoned areas (signage, exhibits, staff setting example in space and not behind a desk).
- **Update/upgrade facilities and furniture** at Focus Branches; HVAC for temperature control, furniture, line-of sight.
- Design and program library main entrance for a front porch feel that allows people to **activate the front and create a sense of welcome**. This includes wayfinding and program communication - ex. Digital Communication Board of Library and community information.
- Create space and systems to support staff interacting with patrons throughout the library,(not from behind a desk) to set library norms/culture; support all spaces of the library for patrons bringing in their personal electronic devices.
- Create and **program intergenerational transition space** to include game nights, teens tutoring technology to older population, celebration.

III.   PLAY IN THE LIBRARY & RECOMMENDATIONS

As a strategic focus for the Facilities Master Plan, Play and Learn was addressed in the survey by first understanding how patrons incorporate play in their day-to-day lifestyle and then specifically how the library could support play in their life. This was intentional to support the assumption that some patrons would respond by commenting "play does not belong in the library". We were able to identify different modes of play which patrons do in their lifestyle and align with potential opportunities in the library.

Modes of Play identified include:

- *Play to Build or Gain Mastery*
- *Play to Entertain or De-stress*
- *Play to Express or Create*
- *Play to Socialize*
- *Play to Explore or Discover*
- *Play for Physical Exercise*
- *Play for Mental Exercise*
- *Play to Imagine Fantastical Alternatives*
- *Play to Explore Different Ways of Being*

> *"Play for adults. Play is usually associated with kids, adults also need time to play and be a kid"*

Appendix B references two tables that reflect how patrons play in their lifestyle and what they were looking for in their library to support play. Patrons had a myriad of great ideas that created opportunities for varying modes of play. The categories represent new considerations which SPPL could explore in more deeply by transferring their patron's current lifestyle mode of play to the spaces within a library. The programming and space opportunities listed below highlight the most frequent responses across all age ranges; youth/family, teenagers, seniors. Aside from a young youth thematic "play feature" and teenager e-gaming spaces, facility design can embrace a broader philosophy of play: play across age groups; multigenerational play, group or individual play – with programs developed around shared interests and activities. This increases the opportunity to move beyond defining play by age and allows for maximum use of these play spaces as they adapt to different ages and users throughout the day and evening.

- Field trips and/or more immersive experiences per a resource topic/book
- Outdoor / nature spaces in and around the library property
- Space for movie/performances and craft /maker space
- Opportunity to socialize through a coffeeshop-centric type of space
- Hands-on immersive exhibit to show how libraries originated and evolve
- Flex space for senior / toddler exercise
- Places for mental exercise to include tangible board games
- Space for community growth through experiential learning: garden, cooking lessons, climate change and human behaviors, effective protesting, mentoring circles.
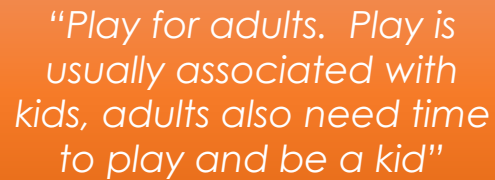
One major theme that emerged from the Engagement Process was the systemic opportunities for play and modes of play that could be branch specific. Patrons across the system commented they were supportive of three modes of play:

1. Play to Learn or to Gain Mastery
2. Play to Express or Create
3. Play to Explore Different Ways of Being

As incorporated by the Power of Play, educators define that play IS learning.[1] For the purposes of this report, modes of play were defined through respondent's perspective and input: ex. hands-on classes and fieldtrips.

The modes of play listed below should be explored, customized, and piloted per each individual library branch as respondents had varying definitions and comfort levels with the modes of play within their neighborhood library branch.

- *Play to Entertain or De-stress*
- *Play to Socialize*
- *Play for Physical Exercise*
- *Play for Mental Exercise*
- *Play to Imagine Fantastical Alternatives*
- *Play to Explore Different Ways of Being*

> *"Play for adults. Play is usually associated with kids, adults also need time to play and be a kid"*

The image below visualizes the recommended systemic core modes of play and modes of play that could be explored further to match branch specific culture.

---

[1] "The Power of Play." *CEHD Connect (College of Education and Human Development), 1* April 2017, connect.cehg.umn.edu/the-power-of-play.

PLAY TO
SOCIALIZE

BRANCH
SPECIFIC
PLAY

PLAY TO
ENTERTAIN
AND DESTRESS

PLAY FOR
PHYSICAL
EXERCISE

**PLAY TO LEARN
AND GAIN MASTERY**

BRANCH
SPECIFIC
PLAY

SYSTEMATIC
SPPL PLAY

**PLAY TO EXPRESS
AND CREATE**

**PLAY TO EXPLORE
DIFFERENT WAYS
OF BEING**

PLAY TO
EXPLORE OR
DISCOVER

PLAY FOR
MENTAL
EXERCISE

BRANCH
SPECIFIC
PLAY

PLAY TO
IMAGINE
FANTASTICAL
ALTERNATIVES
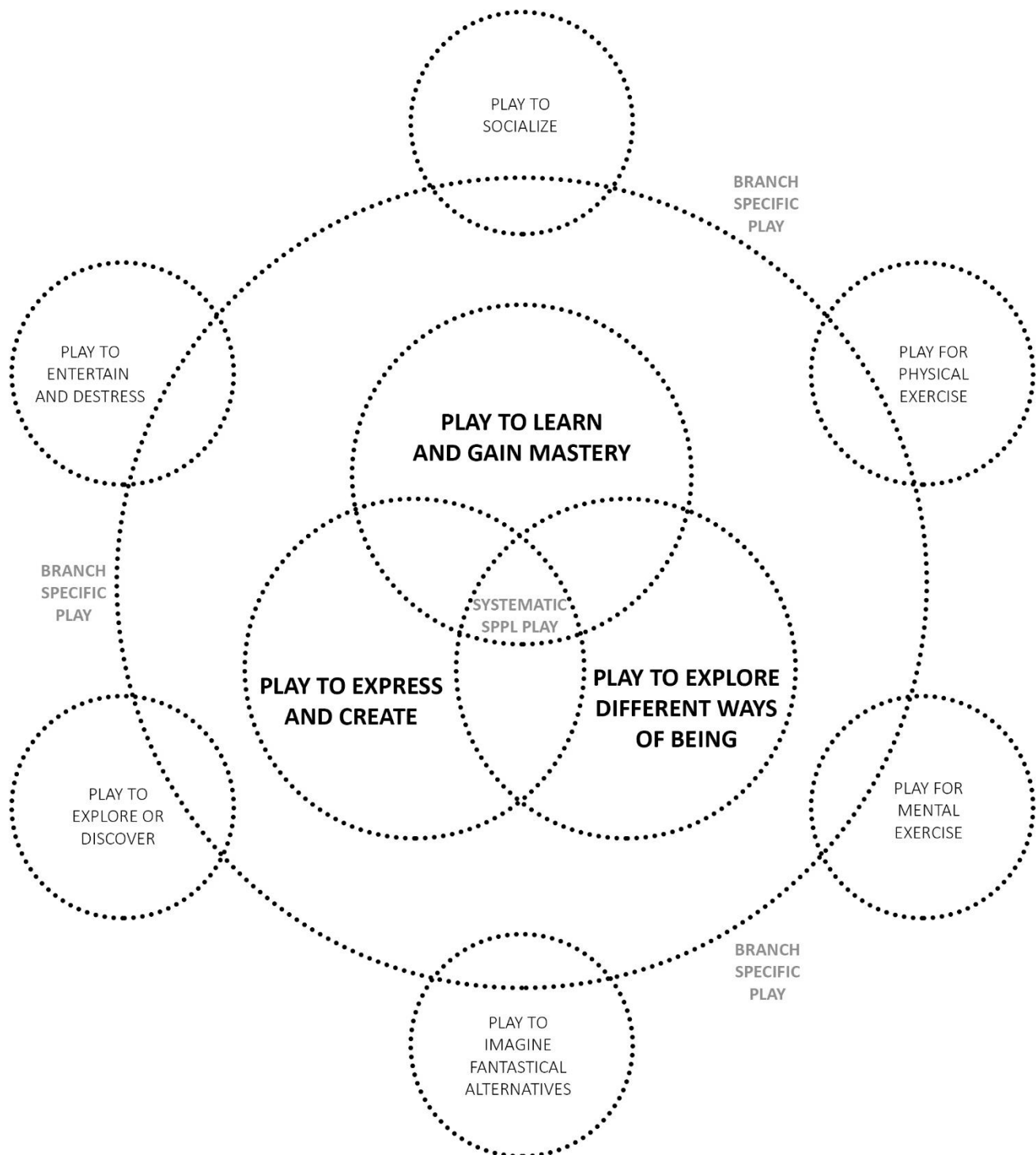
IV.   PLAY & LEARN FACILITY RECOMMENDATIONS

As informed by patron input at neighborhood forums and survey respondents, HGA recommends supporting play in three opportunities.

<div style="background:#F5A800;color:white;text-align:center;font-weight:bold;">System-Wide Play Spaces For Children/Families</div>

General Space Characteristics
- Approximately 300 SF dedicated to children and family play.
- "Enclosure" feature or half wall to contain children and activity.
- No permanently installed or mounted computers. Tablets maybe provided to support tangible play.
- Technology to support interactive and sensory interactive activities.
- Special flooring for focal point and durability.
- A changeable play structure of some kind, which can be moved between branches.
- Low book shelves or browser bins at young children height for accessibility and empowerment.
- Comfortable space for parents/guardians to interact with children and each other. Consider seat and arm heights ease of use and comfort for grandparents who are primary care-givers.
- Space for strollers directly outside play area and/or incorporate within library footprint.
- Speaker for announcements and programming.
- Small tables for snack time.
- Clear messaging of lactation policy (if not permitted in open space, provide lactation room).
- Accessible hot water in bathroom and/or microwave for bottle.

Technology Characteristics
- Controlled lighting –specifications for visual interest or spectrum disorder.
- Computers / tablets on wheels to support digital play.
- Technology to support interactive (sensory technology that supports movement). See image below.

Example of sensory interactive

System-Wide Play Spaces for Teenagers

Space Characteristics

- Approximately 300 SF that is designed to support modes of play for teenagers and allow for flexible programming to increase utilization of library spaces.
- Fully enclosed glass space(s) for acoustic separation and identity. Flexible, fun seating to maximize flexible use. See benchmark examples below.
- Projection capability for multiple gaming stations.
- Computers and tablets on wheels to move around for study / collaboration time to maximize flex space.
- Updated finish materials and mobile seating and tables. Individual theme or identity and art per branch.
- Teen spaces to be located near street front windows for street front activation, if possible.

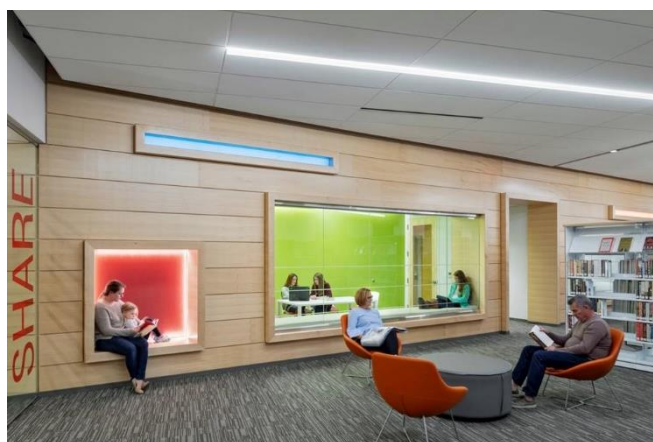*Milwaukee Public Library – Mitchell Street Library (Milwaukee, WI - HGA)*

Technology Characteristics

- Access to electrical and data receptacles to support easy access to power at perimeter as well as center of rooms. Receptacle locations may vary depending on existing building construction (walls, floors, etc.).
- Controlled lighting for study, gaming and viewing visual collections.

System-Wide Intergenerational Play Spaces

Space Characteristics

- Open, common space near entrance and lobby space.
- Approximately 300-500 SF designed as flexible space to support variety modes of play.
- Computer stations and large tables to allow for inter-generational programming: computer and program tutoring, game nights, speaker series, interactive educational courses, tinkering, making, learning etc.
- Flexible, fun seating to maximize flexible use.
- Exhibit or educational communication and display regarding on the evolution of 21st century libraries.

Brambleton Library (Loudoun County, VA – HGA)

Technology Characteristics

- Computer stations for desktop, mobile and BYOD.
- Access to electrical and data receptacles to support easy access to power at perimeter as well as center of rooms. Receptacle locations may vary depending on existing building construction (walls, floors, etc.).

- Flexible furnishings to adapt to multiple uses and diverse ages and people.
- Technology and wall/floor space for interactive sensory. (See image below)

Modular storage to house small equipment.

Game /Education Room – NC State University Library

V.   CULTURE IN THE LIBRARY & INSIGHTS

An insight from the strategic plan identified that patrons would like their library to better reflect their neighborhood characteristic and culture. The Facilities Master Plan was an opportunity to dig deeper to understand what cultural synergies are systemic for SPPL. The below findings described the identified current culture of SPPL and recommendations that crossed-over the majority of library branches.

Overall, similarities were identified across the library branches with respondents describing libraries as warm, friendly, and approachable. Additional descriptors included: helpful, great, enriching, resourceful, full-service, service-oriented and useful.

Children and family focus was frequently used to describe the "culture" at neighborhood libraries. In contrast to culturally shared descriptors, there were dichotomous characteristics that could be cross-filtered per each neighborhood library and its respondents. The characteristics could be examined more closely to systemic library culture to identify what consistencies are prioritized towards a systemic branch yet branch-specific feel. These include:

- Clean, orderly, and functional VS. Wild, unruly, bewildering, and busy
- Welcoming, inviting, embracing, and accepting VS. Not accessible, only inviting if the system is known
- Bland, basic, worn, and dull VS. Colorful and eccentric

How the library could support patron's lifestyle and culture was a question specifically asked on the survey and a discussion question at each neighborhood forum. The below recommendations were themed based on clustering of patron's responses.

- Inclusivity through access
    o Longer hours to support working and single parent families.
    o Earlier opening times and programs to support young children and elders' lifestyles.
- Culture and disability resources for all ages and lifestyles to include broader non-English language collections and audiobooks for non-readers/visually impaired, bathroom access for individuals with walking devices/wheelchairs and families with strollers.
- Identify and facilitate initiatives that are important to each neighborhood.
- Provide quieter space for introverts, adults, and users needing head's down time.
- Staff as connectors in the library and the neighborhood. Staff moving around the library to break down hierarchy by coming out from behind desks.
- Move the Hold shelf closer to the entrance.
- Add spiritual and religious resources to avoid patrons having to leave; ex: prayer area.
- Encourage awareness of multi-cultural holidays and occasions of significance.
- More diverse language collections and access to language learning tools
- Bring programs outside and in front to motivate and mix people.
- Rotate public community (cultural and generational) and community-driven exhibitions.

## VI.   TECHNOLOGY / PATRON EXPECTATIONS & RECOMMENDATIONS

As the role of the libraries is evolving beyond access to a physical (and digital) collection to that of a service enriched, community-oriented space, the technology within the library must evolve as well. Development of a consistent, base level of technology services to be delivered throughout the library system will create common resources patrons can rely on. Patron technology needs will vary by the demographic of the populations served at each library branch. The base services will create a foundation for each library to build upon and allow individual branches to tailor their technology offerings to the unique needs of each community.

Technology Service Growth Roadmap
The creation of a Technology Service Growth Roadmap that defines technology tiers will create a path for individual library branches to embrace additional services and resources as driven by patrons needs as well as the ability to push technology and evolve the systems offerings as desired.

Basic Technology Services represent the level of services that are currently available throughout the SPPL system, including the following:
- Free / Available Wi-Fi
- Public Desktop Computer Workstations
- Printing (via the Public Desktop Computer Workstations)
- Available Power for Charging BYOD (Bring Your Own Devices)
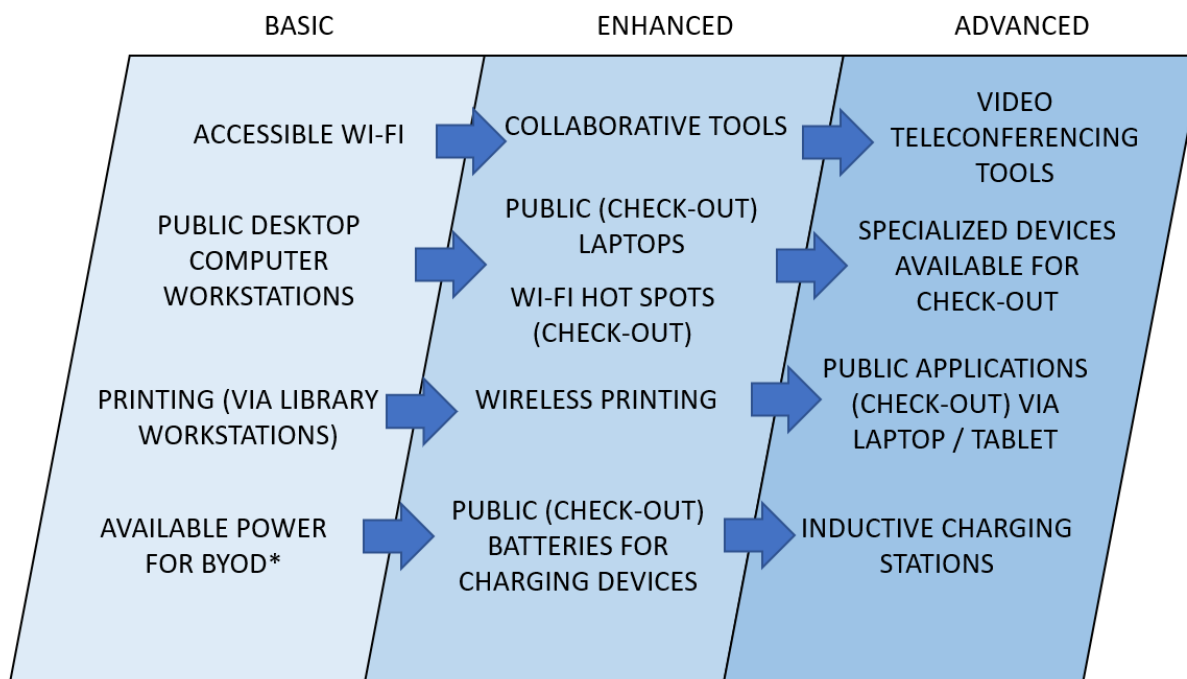
*BYOD = BRING YOUR OWN DEVICE(S)

The next step in Technology services is an **Enhanced Tier of Service** to expand and deepen the existing reach of technology to the patron community.

- Collaborative Tools: Spaces dedicated to personal collaboration utilize audio/visual systems including multiple simultaneous device inputs, annotative tools embedded in displays, etc.
- Laptops to supplement the desktop computer workstations available for check-out, enable patrons to utilize technology services and engage in areas of the library not currently used.
- Wi-Fi Hotspots available for patrons to check out, providing Wi-Fi (wireless ethernet) via a cellular service enabling connectivity outside of the library.
- Wireless printing allows patron BYOD printing to library printers, supplementing the existing printing system.
- Portable Battery Charging Station available for check-out to supplement existing power receptacles for charging BYOD's.

Further expansion of Technology services beyond the Enhanced Tier are developed within the **Advanced Tier** and continue to grow the services offered.

- Video Teleconferencing Tools: Space dedicated to video teleconferencing allow for patrons to collaborate and communicate via video over a distance.
- Specific laptops and/or tablets available for check-out are loaded with specialized business and consumer applications.
- Specialized devices (such as 3D printers, laser cutting machines, virtual reality devices, audio and video production tools and devices, etc.) are made available for check-out.
- Creation of inductive charging stations are located throughout the library for power compatible devices.

Implementing new technology services within libraries must also be balanced with legacy library services. Within a library setting there are two modes of technology use: Passive and Active. Passive technology use reflects traditional library usage in that it is typically quiet and does not involve interpersonal collaboration (either in person or virtually) and may be associated with research. Active use recognizes the social aspects of technology whether via involved collaboration or the interpersonal interaction common with gaming. Exploring ways to enable both passive and active technology use without impeding the other is necessary to provide balance within the library.

Advancements in technology also provide opportunities to elevate the library staff's engagement with its patrons. By utilizing mobile devices (laptops, tablets, smart phones) the library staff may perform their administrative tasks away from a desk or transaction area. Mobile devices for staff offer the opportunity to empower staff to interact with patrons while performing their tasks and openly engage with patrons by removing physical barriers.

Wi-Fi Optimization
The library provides free Wi-Fi services to patrons to authenticate via a captive portal. This is a powerful service provided to patrons that also includes opportunities for optimization.

Physically optimizing the existing Wi-Fi system is achieved by performing a wireless survey which will identify the wireless coverage areas and signal strength throughout each library branch. The wireless survey will allow the library to identify areas within each library that may either have low signal or no signal. These issues may be corrected by relocating existing, adding new or potentially removing wireless access points. This initial step will ensure that the Wi-Fi system is prevalent and strong throughout the entire system.

A review of the Wi-Fi authentication process is recommended in addition to performing a wireless survey. This authentication process review will focus on addressing existing issues

authenticating Apple IOS devices. Exploring authentication options may streamline the process and could lower a potential barrier of patron's usage of the Wi-Fi system.

The second recommendation in optimization of the Wi-Fi system is to explore the system, use analytics and reports that may be currently available within the Wi-Fi system. The Wi-Fi system provides the library with a powerful tool in understanding its patrons and their usage in the library. The analytics and reports that may be intrinsically available within the existing Wi-Fi system include:

- Traffic information
    - o Number of Users / Time-of-Day: The number of patrons connected to the Wi-Fi network based on the time of day and location, which gives insight into library usage (peak / low usage data).
    - o Dwell Time: The amount of time each patron spends connected to the Wi-Fi.
    - o Location: Understanding where within the library patrons are utilizing the Wi-Fi network.
    - o New vs. Repeat Patrons: Data identifying new users versus repeat users along with historical data of the number, date and time an individual user connects to the Wi-Fi.
- Wi-Fi Network Control and Management
    - o Traffic Shaping: Management of traffic patterns, providing the ability to potentially throttle high-bandwidth (video) traffic during peak times to equitably distribute the available bandwidth to the users.
    - o User Management: The ability to manage traffic to optimize overall system performance.
- Visitor Demographic
    - o Device Type: Identifying the specific device make and model connecting to the wireless network.
    - o Anonymous Demographics via readily available information.

Some or all of this information may be currently available via the existing Wi-Fi system deployed throughout the libraries. Access to this type of data provides valuable information into the patron usage of the library system as well as insight into individual branch usage and patterns.

Audio/Visual System Refresh
The library's interactive spaces, such as meeting rooms and event spaces are important patron and community resources. These spaces are typically powered by audio/visual systems integral to the success of each space. A refresh of the existing audio/visual systems throughout the library system is needed to create cohesive and easy-to-use spaces that address the patrons and user's needs. The refresh of the audio/visual systems should address the following areas:

- Consistency: Creating meeting/event spaces which utilize the same audio/visual devices and systems across the entire library system will result in familiar spaces which staff and patrons will feel comfortable using regardless of the branch they are using. Consistency within the audio/visual systems will also aide in maintaining and troubleshooting systems across the entire library system.
- Flexibility: Refreshed audio/visual systems need to be flexible to accommodate various meeting/event types and user needs. In addition, the audio/visual systems must be able to adapt to the ever-evolving technology that will be used within the meeting spaces.
- Ease of Use: Use of the audio/visual systems needs to be simple and intuitive, understanding that many system users are not technical and potentially using the audio/visual systems for the first time. Developing systems that require a minimum number of steps to operate and with easily understood instructions will enhance the users experience.
- Robustness: By focusing the selection of audio/visual devices on those that do not require ongoing maintenance and are not prone to performance degradation over time, the

audio/visual systems will continue to perform without requiring involvement from library and facilities staff. Securing device connections, cables and access to device control/set-up will also aid in maintenance and troubleshooting.

VII.   TECHNOLOGY RECOMMEDNDATIONS

As the audio/visual systems are refreshed, the library would benefit from developing an audio/visual standard to follow to ensure the same systems are applied across the library system. The standards focus on the functionality of the audio/visual systems and define the type of room in which the AV system will be deployed. The following are recommendations for typical room types and associated audio/visual systems that are recommended within each room type.

Collaboration / Activity Study Room

- Description: A small 3-4 person, enclosed room dedicated to small group meetings and collaboration. Occupants are expected to discuss and collaborate within the space while potentially displaying content originating on their devices.
- Functionality: A flat screen video display allows for occupants to connect and display their devices (i.e. laptop) via a wall input faceplate. The display will normally be in sleep mode (saving energy), connecting an active device to the display will activate the display, presenting content on the screen. This configuration will require very little user interaction to operate.

Flat Panel Display

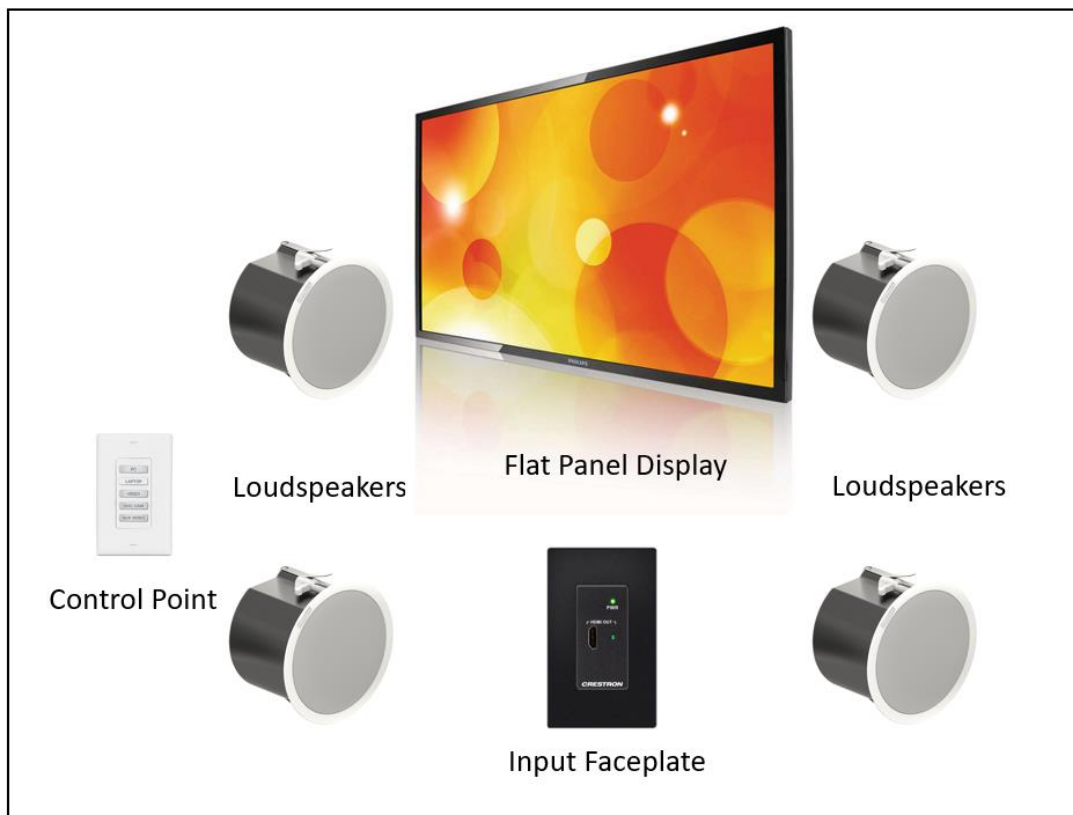Input Faceplate
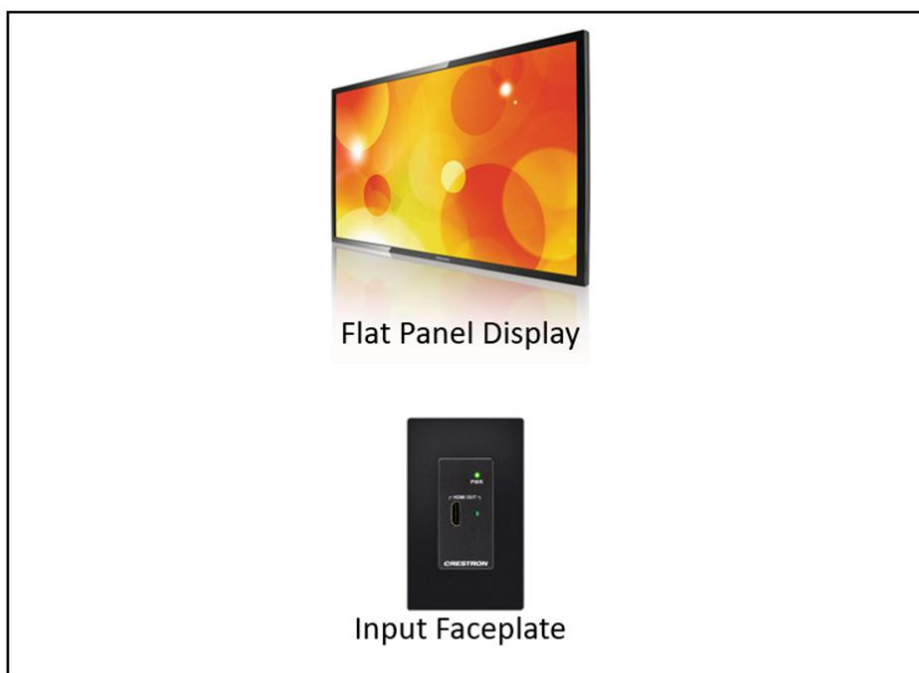
Small Meeting Room

- Description: A small 4-6 person meeting room dedicated to group meetings and collaboration. Occupants are expected to participate in an interactive meeting within the space while displaying content originating on their devices.
- Functionality: A flat screen video display allows for occupants to connect and display their devices (i.e. laptops) via a wall input faceplate or an input located within a floor box below the table. An optional wireless input utilizing the library's Wi-Fi may be added to supplement the wired connectivity. Loudspeakers broadcast audio associated with the content being displayed. A control point is located within the room with the following commands:
    - System On/Off
    - Volume Control

Flat Panel Display

Control Point   Loudspeaker

Input Faceplate
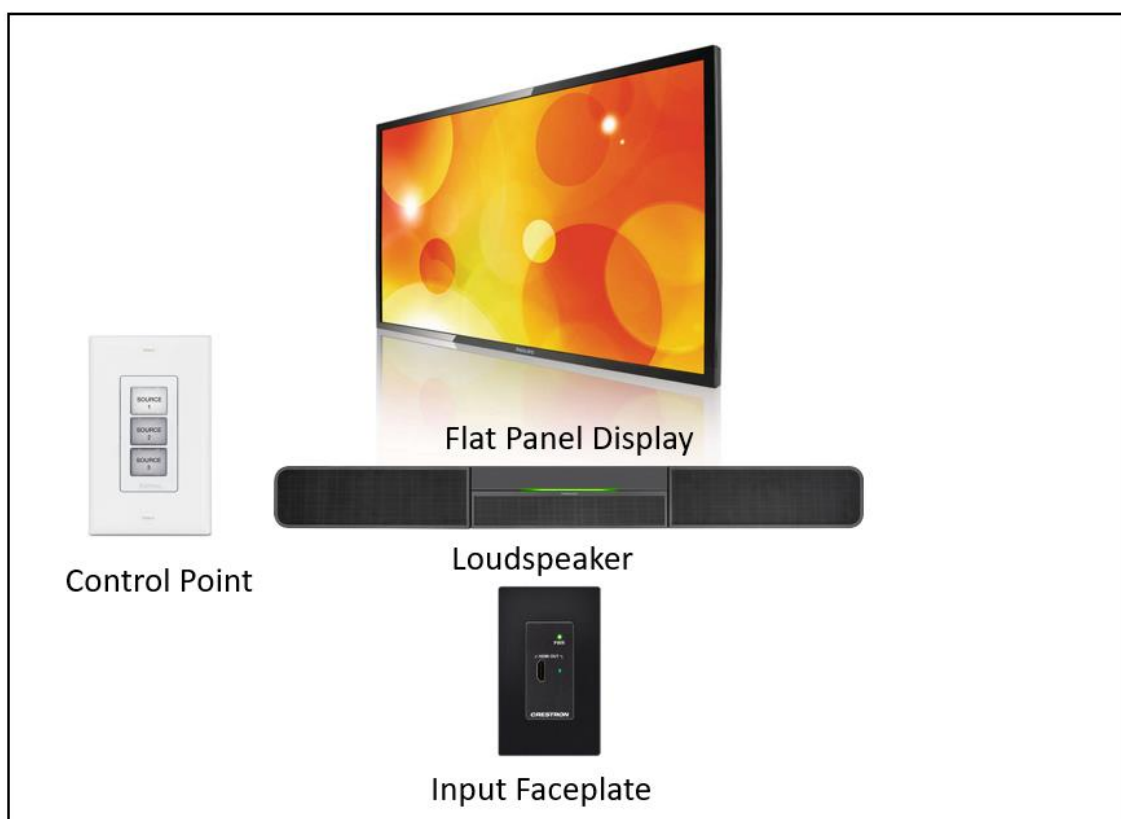
Medium Meeting Room

- Description: A medium 6-12 person meeting room dedicated to group meetings and collaboration. Occupants are expected to participate in an interactive meeting within the space while displaying content originating on their devices.
- Functionality: A flat screen video display (or video projector with retractable projection screen if required by the room size) allows for occupants to connect and display their devices (i.e. laptop via a wall input faceplate (or an input located within a floor box below the table). An optional wireless input utilizing the library's Wi-Fi may be added supplement the wired connectivity. Overhead loudspeakers broadcast audio associated with the content being displayed. A control point is located within the room with the following commands:
  - o System On/Off
  - o Volume Control
  - o Source Selection (if there are two inputs, the system is expected to auto-select the active input by default).

Large Meeting Room

- Description: A large meeting room or event space designed for over 12 occupants providing multiple functions including large meetings, lectures, training, interactive events and other community related activities.
- Functionality: A projector with retractable projection screen allows for occupants to connect and display their devices (i.e. laptop) via a wall input faceplate or inputs located within floor boxes in the space. Laser projectors are recommended due to the lack of bulbs requiring replacement and reducing maintenance needs. An optional wireless input utilizing the library's Wi-Fi may be added to supplement the wired connectivity. Overhead loudspeakers broadcast audio associated with the content being displayed. Microphone inputs and potentially a wireless microphone system, provide sound reinforcement for the presenter. A control point is located within the room with the following commands:
    - System On/Off
    - Audio Volume Control
    - Microphone Control
    - Source Selection (if there are two inputs, the system is expected to auto-select the active input by default).
- Divisible conference rooms and auditoriums will function as described above. Divisible conference room audio/visual systems will function as individual rooms with full functionality when separated. When the conference room is combined in the two audio/visual systems will operate as a single system with content being displayed on both displays simultaneously.

In lieu of providing dedicated computer workstations within the room used for presenting content, when the patron or user does not have a device to do so, it is recommended that the library allocate a laptop dedicated to that meeting room that can be checked out for this purpose.

VIII.   LIBRARY AS CHANGE AGENT & RECOMMENDATIONS

Local Service Trends Over Time
The study assembled data from the library's annual Agency Profile Summary to gain an understanding of local service trends. The library's Agency Profile Summary reports out essential resource allocation and activity data for each of the library physical service points. For this examination, the study team assembled data for the period 2015 through 2019; during this period service schedules (the hours of operation) have been constant at all thirteen of SPPL's physical locations.

Data elements studied included:
- Number of Hours Open
- Collection Inventory
- Circulation Activity
- Visits
- Program Events
- Program Attendance
- Program Computer Stations for Public Use
- Public Internet Computer Use

It's important to keep in mind that the study team's compilation of local use data focused strictly on data from the library generated at the thirteen fixed, physical locations. Other agencies, such as the bookmobile, also contribute to system-wide totals, so data reported here can vary from system-wide data otherwise reported by SPPL
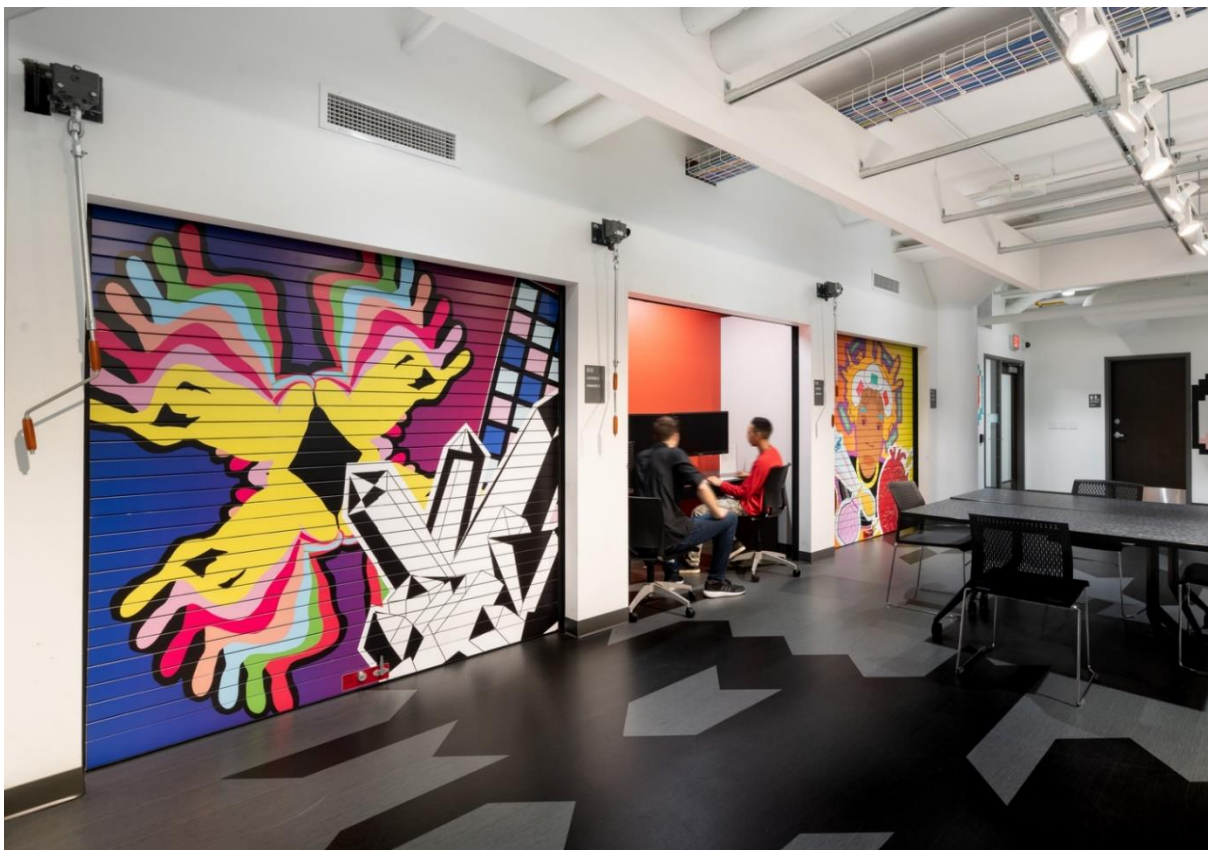
Milwaukee Public Library – Mitchell Street Library (Milwaukee, WI – HGA)

Specifically, the following factors introduce variations between the local use data reported here and system-wide tallies:

- Tallies of collection inventory assembled by the study team do not include inventory assigned to the library's bookmobile; the bookmobile is not included in the scope of this examination because it is not a fixed facility.
- In a similar way and for a similar reason, circulation statistics compiled here do not include transactions from the bookmobile.
- Circulation statistics do not include circulation of e-books and e-materials because those transactions are not necessarily attached to or associated with a specific physical location.

Local Service Key Findings

Findings from this review are presented in greater detail in Appendix C. Among the key findings are the following:

- **Physical locations**: In the assessment of the study team, the physical locations operated by the library are distributed across the library's jurisdiction in a way that offers reasonable, physical access by residents; there are no obvious gaps in coverage or access.
- **Hours Open:** The number of hours of operation appears to be reasonably dispersed across the jurisdiction. Eight of the thirteen agencies are open seven days a week; four of those are open more than 3,000 hours a year, and another three are open more than 2,750 hours a year. These agencies with more extended services hours are distributed across the jurisdiction to complement the location of agencies with more limited service hours.
- **Collection Inventory:** System-wide, the library's physical inventory has decreased since 2010 from slightly over 1 million items to 750,000 items. During this time, access to e-content has increased. Over the last five years, on average, about 40% of the system-wide physical inventory has been held at the Central Library. Among the branches, four maintain a collection inventory that exceeds the average branch inventory – Rondo, Merriam Park, Highland Park, and Sun Ray. These four are distributed across the community geographically and are all open more than 2,750 hours a year (with Rondo, Highland Park, and Sun Ray offering more than 3,000 hours of access per year).
- **Collection Activity:** Total circulation at the library's physical locations has decreased from 1.9 million in 2015 to 1.6 million in 2019. It must be noted that this total includes only the circulation of a physical item from a specific physical place and does not include e-circulation. The locations that offer the largest collection inventories and the most hours of access per week or year are also the locations that generate the most circulation activity. Highland Park, Merriam Park, and Sun Ray each generate more than 10% of the total system-wide circulation transactions.
- **Visits:** When activity levels are measured by the number of annual visits, a different pattern of use emerges among the branches. A different group of locations report the greatest number of visits. Rondo, Highland Park, and Rice Street each report receiving more than 10% of the systems total visits.
- **Program Events:** Another measure of activity reports the total number of program events. Here, four locations report holding at least 10% of the systems total program events – Arlington Hills, Central Library, Rondo, and Rice Street. From 2012-2017, these are the most active locations in terms of number of programs.
- **Program Attendance:** Total program attendance often follows total program events. More events usually translates into higher total attendance, and this is mostly the case for SPPL. Arlington Hills, Central Library, and Highland Park are service locations that each report more than 10% of the total system program attendance – more or less expected, since these locations also report at least 10% of total system program events. Joining this group however, is Saint Anthony Park, which is in the second tier with regard to total

program events (locations that report 5 – 10% of total program events) but reports more than 15% of the system's total program attendance. Saint Anthony Park programs appear to draw an unusually large audience per program held.

Comparison with peer libraries provides context. Local trends are useful to know, but in isolation are difficult to assess and interpret. It's good to know, for instance, that SPPL's collection inventory is presently roughly 750,000 items or that the library generated 1.6 million circulation transactions in its latest reporting year, but how does one know whether those tallies reflect a robust service setting? A deeper, richer understanding of local trends emerges when the subject library is placed in the context of a group of peer libraries. To that end, the study team drew a comparative cohort from the public library database maintained by the Institute for Museum and Library Services (IMLS). The IMLS database is assembled each year with the cooperation of the state library agencies across the country, aggregating the public library annual report data that each state library agency is mandated to gather from the public libraries in its state.

This cohort of peer libraries included all libraries in the United States serving 250,000 to 500,000 population. There were 112 libraries in the full cohort, including SPPL. A subset of the full cohort was also examined, including only the libraries operated by local municipalities. This excluded libraries that serve a full county or multiple jurisdictions, the thinking being that those libraries are more likely to serve a notably larger geographic area. The subset included about two dozen libraries. Data for these two cohorts was assembled for the period 2010 through 2017 (2017 being the most recent data set published by the IMLS).

Peer Comparison Key Findings:
Findings from this review are presented in greater detail in Appendix D. Among the key findings are the following:

- **Collection Inventory:** SPPL maintains a larger, richer, more diverse physical collection than its peers do. SPPL's physical collection inventory is roughly 43% larger than the median collection inventory reported for the full peer cohort, and 58% larger than the median collection inventory reported for the city peer cohort subset. Total collection inventory reported by the full cohort and by the city subset cohort declined between 2010 and 2017. This indicates that the decline in SPPL's combined physical inventory identified in the examination of local service trends is part of a larger, common experience among other libraries of similar size. Between 2010 and 2017, the median physical collection inventory among full peer cohort decreased by 14%, the median physical collection inventory among the city peer cohort subset decreased by 29%, while the physical collection inventory at SPPL decreased by 12%.
- **Circulation Activity:** By the measure of total annual circulation, SPPL is more actively used than its peers. In comparison with the full peer cohort, SPPL circulates about 25% more items per year, in comparison with the city peer cohort subset, SPPL circulates 71% more items per year. Total circulation among SPPL's peer libraries however, is in decline. This too, suggest that the local trend identified earlier is part of a broader trend among libraries. Between 2010 and 2017, the median circulation tally among the full peer cohort decreased by 11%, the median among the city peer cohort subset decreased by 40%, while SPPL reported a decrease of 20%.
- **Visits:** SPPL locations are visited much more than the combined visits reported by its peers – 60% more visits than the median reported for the full peer cohort and almost 80% more visits than the median reported for the city peer cohort subset. The total number of visits down 18% among the full cohort between 2012-2017, down 32% among the city cohort subset and down 22% for SPPL.
- **Program Events:** Libraries across the board are expanding and promoting the number of program events. The local trend reported for SPPL revealed an increase in program

events in recent years, and broader national trends report a similar result. Between 2011 and 2019, the full peer cohort reported a 42% increase in total program events, the city cohort subset reported at 51% increase, and SPPL reported at 75% increase. The total number of program events offered by SPPL is more than two times the median reported by either the full peer cohort or the city peer cohort.

- SPPL maintains a notably larger inventory than its peers do. In comparison with the full peer cohort, SPPL has maintained, on average, 82.1% more stations; in comparison with the city cohort subset, SPPL has maintained, on average, 100% more stations. More stations translates to greater access.
- The number of internet sessions associated with technology stations the library provides has started to decrease among libraries nationwide. Within the full peer cohort, there were 32.0% fewer internet sessions in 2017 than there were in 2010. Within the city subset cohort, there were 39.8% fewer sessions. At SPPL, there were 27.6% fewer sessions in 2017 than there were in 2010. Note that this does not account for network access made by way of devices brought to the library by users.

Front Entry Modifications

The character of the entry emerged as an important theme across several of the community engagement efforts. Members of the community described the entry to their branch as a "front porch". They spoke of the value of an easy path into and out of the library, simple wayfinding, and clear communications. They also expressed an interest in having a better opportunity to engage with the staff, that the staff be encouraged to get out from behind the desk.

This leads to a series of inter-connected recommendations that relate to the entry sequence at each of the library's fixed service locations.

- **Examine the entry sequence** at each location identify real or perceived barriers to entry. Emphasize simplicity. Too often, the layout to a library building throws too much in the face of the user entering the building – notice boards, material return slots, displays. The library uses that entry sequence in an attempt to convey information, rules, and more, instead of focusing on bringing the user into the space and orienting the user.
- **Re-think the desk.** In lieu of the traditional, monumental desk, consider a smaller configuration, possibly similar to the example employed at the Goteborg (Sweden) Public Library.
- This more compact prototype is more approachable and offers greater opportunities to collaborate with the user. It may be mobile, and can be easily repositioned on the floor, and height adjustable , so it can be used with adults and children or a user who approaches the service point in a wheelchair. The smaller service point conveys a greater sense of individualized service . The hospitality industry already understands this as you may have seen the long check-in desks at Marriott Courtyards Hotels being remodeled into smaller kiosks to allow staff to engage more fully with customers.

Goteborg Public Library, Sweden

- In a reconfiguration of the entry, consider an emphasis on customer service interaction and engagement at the more compact kiosk / desk. Recognizing that staff often need to perform "other duties' while at the desk, explore design options to create a work space immediately adjacent where other activities can be pursued. The physical requirements a work space that supports customer service and a work space that supports those other duties are often different and combining both activities in a single setting can compromise efficiencies.
- **Feature the Library as the focus of the entry experience.** A less traditional, less monumental configuration for the service point at the entry shifts the nature of what the user encounters upon entry. The user will be able to see more readily the resources they have come to use.
- **Re-invigorate self-check-out opportunities.** Every physical service location within the system in the third quarter of 2019 reports a lower share of self-service circulation transactions than was the case in the third quarter of 2009. In some cases, the reduction has been substantial (Dayton's Bluff reported 93.3% self-service in 2009 and 41.1% in 2019). In conjunction with the re-consideration of the entry experience, seek to identify the reasons for this decline and whether a reconfiguration of the entry can serve to counter this shift. Presenting self-check stations in a setting that mirrors the more compact design of the customer service point may more fully integrate self-service into the entry / exit experience. This will also set the stage for the future transition to a next-generation self-check as technology emerges.
- **Assess the utility of automated materials handling.** In the context of reconsideration of the entry sequence, include an assessment of AMH services where the equipment is

provided. Is the equipment properly configured?   Can users and staff approach it in a logical manner? As the entry experience is redesigned, how can this function be improved?

Inventory Trends + Space Use = Found Space

For fifteen years, the combined holdings of U.S. public libraries have decreased. The aggregate collection inventory in U.S. public libraries peaked in 2009 (just shy of 1 billion items) and has reduced every year since (as of 2017, U.S. public libraries reported a combined inventory of 825 million items). The number of items held per capita nationally peaked even earlier, in 2005.

The data summary presented earlier supports the finding that these trends are playing out in St. Paul as well. Between 2010 and 2017, the median collection inventory for all public libraries serving 250,000 to 500,000 population decreased by 14%, the median collection inventory for the subset of all city public libraries in that group decreased by 29%, and the actual collection inventory for SPPL decreased by 12%.

Over the last ten years, on average, SPPL's physical inventory decreased by 3% per year. If physical inventory continues to decrease by the current rate, it should reduce the systemwide inventory to 625,000 items by the year 2025. If the rate of decrease moderates over time, a more cautious forecast should reduce the inventory to 655,000 items by 2025.

As the physical collection decreases in number, the footprint to house that collection will decrease as well. A year 2025 inventory of 625,000 items represents a reduction of 130,000 items. Housing the collection at a rough estimate of one square foot for every ten items, this will free up to 13,000 square feet system-wide; the less assertive forecast could free for re-purposing as much as 10,000 square feet system-wide.

Because retention of materials is an important and distinctive facet of the mission of the Central Library, most of this "found" space – should it develop – is expected to be distributed across the branches. Two-thirds to three-quarters of the "found" space – maybe more – should occur in the branches.

- To be prepared in the event of this shift, prioritize alternate uses for "found" space at each location. "Found" space may be applied to support additional spaces for users, or new opportunities for engagement, or new programming and event activities. Or the "found" space may be used to re-configure the remaining collections in more user-centric settings – lower shelves, wider aisles, etc.

NATIONAL TREND COMPARISON
Collection inventory (physical items)
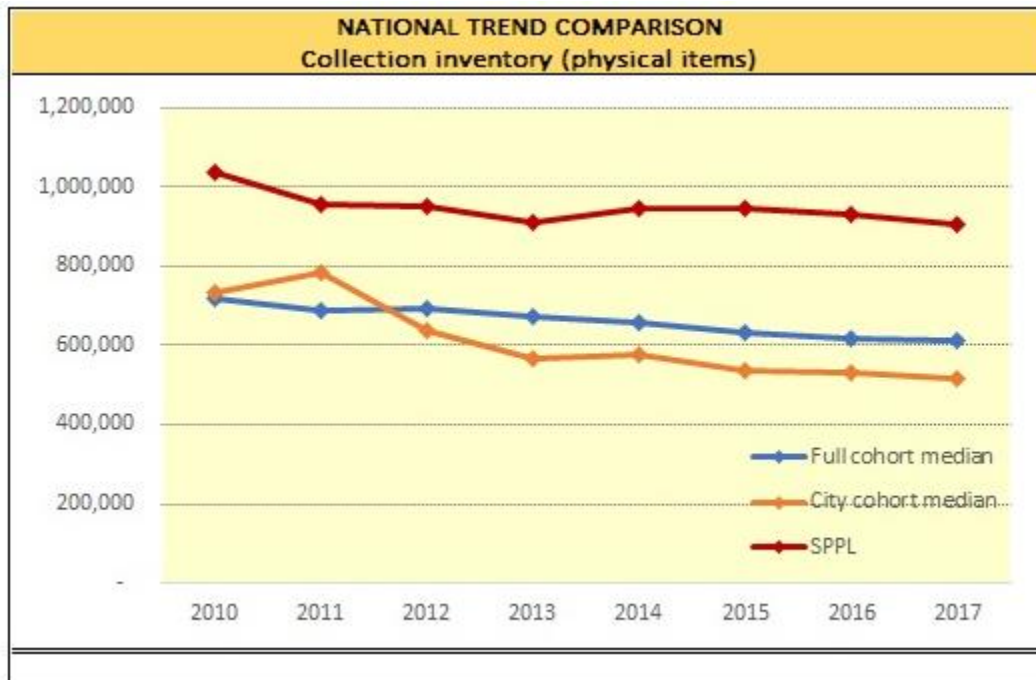
IX.   BUILDING OBSERVATIONS

REFRESH, RENOVATE, REPLACE
SPPL is experiencing transformation. SPPL listens and responds to the wishes of its patrons. Learning for all is at the forefront of library priorities and the unique character of each library building is treasured. During our building tours to assess the condition of the overall system, we admired the creative spirit that was visible everywhere, from beautiful pollinator gardens, to diverse installation of public art, yarn bombs and even hand painted freestanding material drop boxes. Artful as they are, freestanding material drop boxes will be addressed later.

St. Paul residents love their libraries. They are a community of voracious readers who continue to drive investment in a deep collection, while technology needs fall behind and outdated buildings struggle to support the extremely high use. The system is charming and thriving, while the infrastructure is in serious need of investment. As beautiful as these cherished civic institutions are to their neighborhoods, the infrastructure requires repair and attention. The SPPL buildings are well loved and well used by many to a point where the growing deficiencies may be overlooked.

Restrooms need to be updated to meet the most recent ADA codes and to make them more usable for everyone. In the historic two-level buildings, many spaces are not easily accessible. The older buildings have limited access to power/data and moisture infiltration. Interior spaces are inflexible, unable to provide consistent, quality learning and playing spaces are unable to accommodate even the most basic technologies. Libraries are small and libraries are getting noisier. The importance of dedicated quiet spaces is increasing while there is little ability to accommodate those who are looking for a quiet respite.

These observations begin to tell the story of the gradual disintegration of the real estate which comprises the SPPL system. From these observations, it is evident the SPPL facilities are falling behind their peers. Many repairs have now become time sensitive, however all is not lost.

The investment suggested in this Facilities Master Plan will enable the City of St. Paul to reinvest in the existing neighborhoods and maintain local character while providing 21st century library services and technology to the public within the buildings they already love.

A summary of general, system wide architectural building shortcomings is as follows:
- Building entries with stairs are not accessible.
- Restrooms need updates and are often inaccessible.
- Entry areas require a welcoming experience, open sightlines to empower users upon arrival and improved access to the service desks.
- Wayfinding is challenging for users with different abilities and language skills. There are too many signs and messages lacking hierarchy of importance.
- Finish materials, such as floor and paints, are worn and dirty.
- Program Rooms require enhanced flexibility and AV system additions and replacements.
- Everyone - children, teens and adults need places to learn and create.
- Everyone needs places to be noisy and at other times – be quiet.
- Staff spaces have oversized, nonadjustable furniture and seating, and restrooms which in most cases are not ADA compliant.
- Furniture needs replacement. In many locations, it is worn, dirty, heavy and inflexible.
- Sightlines are obstructed, making spaces difficult to supervise.
- Improved maintenance and greater investment in maintenance budgets is required.
- Windows need to be added, reopened and some cases, replaced.

In additional to the deficiencies of the building architecture, building mechanical, electrical and plumbing (MEP) systems have been maintained as well as possible in a resource constrained environment and now require a considerable investment.

Theses libraries have served as important, cultural destinations for learning for many years. Generations of St. Paul residents have significant emotional attachment to each place – as one would hope. Throughout this study, we have come to understand how this individuality of each library is shaped by its place in the City. Through these recommendations, this individuality will continue to be respected, encouraged and celebrated.

Milwaukee Public Library – East Branch Library (Milwaukee, WI – HGA)

X.   SYSTEM-WIDE BUILDING RECOMMEDNATIONS

The following summary of overall building investments were identified during onsite branch visits and observations. This list represents diverse improvements of varying complexity and cost which can be implemented alone or combined with several projects to incrementally benefit the library.

Small improvements matter and any improvement large or small, represents continued commitment by the City of St. Paul into the education and cultural cohesion of City neighborhoods. These improvements can be implemented over time as funding becomes available.

The projects below will begin to unify the SPPL brand, ease operations for staff and most importantly, respond to the needs identified by the neighborhoods. For staff, these library facilities are their "workplace". SPPL should be known as the library employer of choice and enable recruitment and retention of the most talented library staff to implement the SPPL Mission and Vision.

Building MEP Systems. A comprehensive, systematic approach to documentation of the aging system and specific needs of each will prioritize expenditures. Replacement of the aging systems will lead to overall energy efficiency and more consistent repair and improved long-term maintenance solutions.
- Mechanical and Plumbing
    - Heating, Cooling and Ventilation - Mechanical systems vary from residential, DX air conditioning units with heat provided from boilers that are appropriate for the building type to more commercial building systems. The type of mechanical systems are largely dependent on the age of the building along with the size. In the buildings that contain chillers to provide building cooling it has been decided to keep the existing chillers as there have not been major issues reported for the systems. Some of the buildings currently have pneumatic controls; however, various buildings have been updated to Johnson Controls Building Automated Systems. Deferred maintenance of systems is becoming an issue in the majority of the buildings.
    - Plumbing systems are standard domestic water, waste/vent piping, with external stormwater gutters. There are many of the libraries that have outdated plumbing fixtures and piping such as Hamline Midway, Hayden Heights and Riverview. In several buildings, the code required exhaust needed for the restrooms does not exist and requires updating. Some of the buildings are not sprinklered.
- A renovation of the mechanical systems (HVAC and plumbing) for most of the libraries in this study will be needed in the near future, including switching building controls over from pneumatic to direct digital control systems. It is recommended that systems be monitored and replaced when equipment fails or when full-scale renovations are needed. The buildings needing more immediate upgrades are: Central, Hamline Midway, Hayden Heights, Merriam Park, Riverview Library, and St. Anthony Park Library
    - Prioritize funding to prepare for failure and necessary replacement of mechanical equipment.
    - Develop a system wide approach to documenting upcoming system and parts replacements.
    - Add exhaust at non-code compliant restrooms.
    - Replace building controls from pneumatic to direct digital controls systems
- Electrical
    - The electrical systems for the facility are commercial systems installed in a manner which follows the residential nature of the building. Electrical systems are older

but under good condition. The building has deficiencies in number and location receptacles which has caused usage of extension cords to satisfy facility occupants' power needs.

- o The lighting throughout the branches are being upgraded to LED lighting to meet local codes. Currently, three buildings (Hamline, Riverview, and St. Anthony) have been completely changed over to LED Lighting. The remaining buildings are updated as needed and much of it is just one light fixture at a time. Lighting control systems should be standardized across the branches and there are significant issues with some of the lighting control systems such as at Central Library,
- o Distribution of additional convenience power and data required.
- Lighting
  - o Continue to update lighting to LED fixtures (Library is participating in the LED lighting program for libraries it owns with exception of Central and Arlington Hills branches
  - o Standardize lighting control systems.
- Retro-Commissioning
  - o It is recommended that each of the branches under-go a retro-commissioning study which is an in-depth multi-disciplinary review of existing facility and systems. A retro-commissioning process will provide the following:
    - Reduce the use of energy and resources
    - Lessen environmental impacts
    - Reduce operating costs
    - Protect financial resources by limiting exposure to energy market volatility
    - Optimize the use of current physical resources by assessing physical resources, energy efficiency and reliability
    - Coordinate systems operations to meet specific facility requirements

Accessibility. Provide accessibility for building entries, elevators, restrooms, parking, service desks and furnishings.

Gardens. Expand on the SPPL focus of pollinator gardens and outdoor spaces.
- Continue to support neighborhood interest in Gardens as an educational tool for the environment, healthy eating and sustainable practices.
- Develop a partnership within the community to create and maintain unique garden solutions tailored to the interests of each neighborhood.
- Establish maintenance protocols.

Highland Park Library, SPPL (St. Paul, MN)

Redesign Library Entry Experience. To create a more welcoming, people centered experience.
- Consider sightlines and orientation upon arrival. Is the user empowered to find what they are looking for regardless of language or abilities?
- Do they see someone to help and does someone welcome them?
- Downsize the staff service desk to reclaim square footage for other purposes such as neighborhood specific displays.
- Locate Holds and Express checks in entry area to ease self-directed experience with nearby staff for support if needed.
- Design for the majority and continue to personally accommodate exceptions.

Wayfinding and Signage. Improve wayfinding, both inside and out.
- Create branded exterior signs.
- Select system standards of printable interior signs to identify collections and instructions.
- Strengthen SPPL brand around Play and Learn spaces and activities.
- Create consistent naming conventions for interior spaces.
- Use restraint when adding signs.

Enhanced and Upgrade Program Rooms. To support cross cultural intergenerational learning spaces.
- Provide localized or system wide storage for program specific supplies, equipment and maybe cooking demonstration kitchen cart.
- Evaluate the addition of a sink and water at Program rooms.
- Flexible, mobile furnishings.
- Provide analog and digital tools to include white board and AV.
- Standardize user friendly AV systems across branches.

Create Dedicated Teen Spaces
- Engage teenagers to design an interactive teen space that meet their needs to grow, connect, and play.
- Include flexible spaces for tutoring.
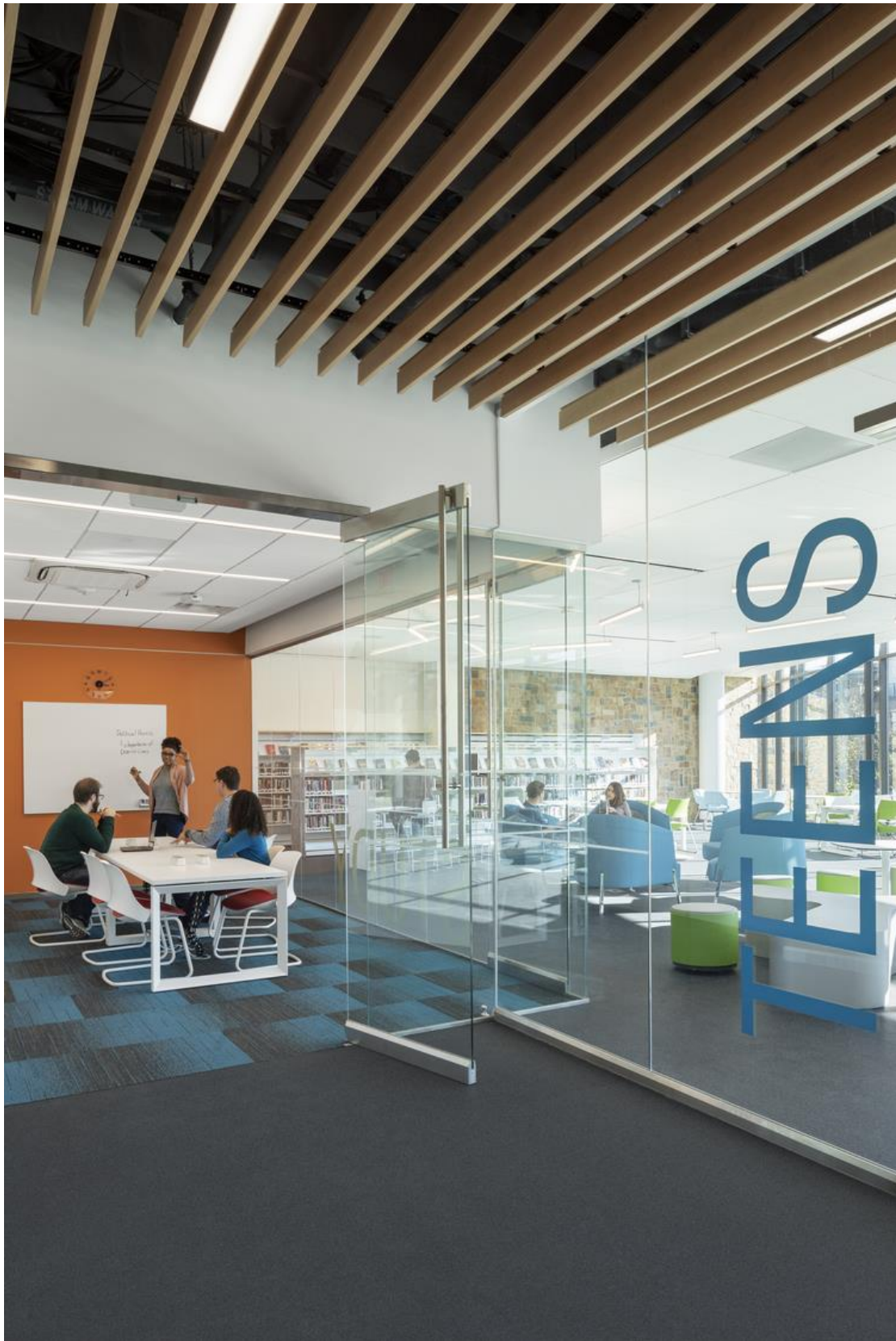
Brambleton Library (Loudoun County, VA – HGA)

Infrastructure. Create a flexible infrastructure with distributed electrical and data access for spontaneous uses.
- Support Play and Learn.
- Encourage pop up programs.
- Allow patron to plug in everywhere.

Redesign Staff Spaces. Improve workroom efficiency and ergonomics.
- Provide new staff workstations and adjustable task chairs for improved ergonomics.
- Layout staff areas with access to natural daylight and views to the exterior when possible.
- Design staff breakrooms with dedicated staff restrooms for off desk respite and comfort.
- Consider how and where deliveries are made.

Evaluate Material Drop(s) and Sorter. Evaluate location of each material drop and the value of the sorter to improve workflow.
- Collect data and work with sorter manufacture to improve accuracy of transactions. Confirm circulation volume and compare to maintenance cost and staffing level per location. Is the sorter a value add?
- Assess need for duplication. Can freestanding exterior drop be removed? Artful but necessary?
  Assess material drop locations. Reduce input locations if possible, to reduce manual staff effort spent moving materials. Best Practice should be (1) drop location.

Furniture Upgrade and Mobility
- Develop performance requirements for new furnishing and upholsteries – warranty, lifespan and cleanability.
- Establish expectations for maintenance, refurbishment or replacement.
- Establish guidelines around the addition of bariatric seating.
- Create system wide furniture standard including manufacturers and target budget for
  - Program room tables, high density stack chairs, height adjustable, prewired computer tables and lecterns.
  - Staff workstations and task chairs.
  - Select lounge seating options for ease of replacement.
  - Shelving
- Integrate casters on lounge chairs, tables, seating, shelving and browser bins where flexible, pop up program spaces are desired.
- To maintain mobility, power or data will not be integrated into seating and occasional tables.
- Browser bins with casters will be used for displays of Children's picture books for ease of discovery.

Milwaukee Public Library – East Branch (Milwaukee, WI – HGA)

Shelving and Displays

Establish recommended shelf heights to improve sightlines and easy decision making. Use of the bottoms shelf will be considered specific to the needs of each branch.

- Maximum recommended steel shelf height:
  - 72"H for Adults
  - 60"H with casters for Teens and Elementary Children
  - 42"H for Children
  - Browser Bins with casters for picture books
  - Mobile display for New Material

Maintenance and Refurbishment

- Establish maintenance protocols and agreed upon refurbishment cycles for building systems, finish materials and furnishings.
- Include budgets for replacement and repair into Operation Budgets based on agreed upon replacement cycles.

XI.   FOCUS BRANCH RECOMMENDATIONS

Hamline Midway Library

Hamline Midway Library was built in 1930, with a renovation in 1990. This two-story library should be considered for a full renovation or replacement. The current building is approximately 8,200 SF. Site capacity may be maxed out to accommodate a one-story library of approximately 10,000 GSF – 12,500 GSF.

Branch specific recommendations and changes:
- Entry is not ADA accessible. Accessible entry is around side of the building.
- Replace steps and lift down to Auditorium level
- Repair water infiltration on west exterior wall of Auditorium
- Reorganize and refresh staff work room, break room and restroom spaces
- Update restrooms on Lower level
- Add convenience power and data
- Replace majority of Mechanical and Plumbing systems
- Review structure and spalling concrete at room in basement; repair concrete

Hayden Heights Library

Hayden Heights Library was built in 1955, with a renovation in 1979. This library should be considered for a significant, full renovation.

Branch specific recommendations and changes:
- Resurface parking lot
- Rework entry sequence, service desk
- Reallocated interior spaces
- Enhance existing Teen space
- Create study rooms
- Reorganize Staff workroom
- Designate storage room / area of Program room items
- Replace plexiglass window panels
- Add additional windows

Riverview Library

Riverview Library was built in 1979, with a renovation in 1989. This two-story, Carnegie library should be considered for a significant, full building renovation. There is no capacity for expansion on the current site.

Branch specific recommendations and changes:
- Entry is not ADA accessible
- Replace restrooms
- Rework entry sequence and service desk
- Upgrade Community Room
- Remove shelves to rediscover existing windows and natural light
- Reorganize for acoustical separations
- Reorganize and refresh work room and staff spaces

XII.   SYSTEM PRIORITIES & ASSOCIATED COST

Where the Money Goes

New Construction	$315-400/SF			
Renovation	**Light**	**Medium**	**Heavy**	**Heavy + Exterior**
	$50/SF	$100/SF	$185/SF	$250/SF
Other Costs	**Soft Costs**	**Furniture/AV**	**Escalation**	
	20%	50%	3%/year	

Definitions:
- **Light Renovation** includes paint and flooring finishes replacements only. No wall removal, HVAC or lighting modifications.
- **Medium Renovations** includes all new finishes, including demolition and relocation of some walls, new lighting and ductwork.
- **Heavy Renovations** include complete removal and replacement of interior walls, new systems, new wall, interior doors, HVAC lighting and finishes.
- **Heavy + Exterior** includes heavy interior work plus select exterior work, window replacements, new roof, brick repair, etc.
- **Soft Costs** include fees, permits and legal.
- **Furniture, Shelving, Audio Visual Equipment Costs** are as noted.
- **Escalation** is year over year cost increase added to the construction cost estimate measured from the midpoint of one year to the midpoint of the next.

SYSTEM-WIDE ESTIMATED COSTS: Play & Learn Implementation

The two areas of focus, Play and Learn and Technology were specific priorities identified in the SPPL 2019-2022 Strategic Direction and have been identified as first priorities for system wide updates. As priorities, these two categories have a cost associated for a system wide update of each. The remaining recommendations which follow in Section XIII may be implemented incrementally with no timeline or cost established.

Play and Learn. A series of Play and Learn destinations will be incorporated into each of the three renovation or replacement libraries, however ten branches remain which will require Play and Learn upgrades to provide a consistent Play and Learn educational experience across ages and branches. A Play and Learn experience varies between age groups and have been outlined in Section III. A summary of these spaces and associated costs are as follows:

System-Wide Play Spaces For Children And Families
- Estimated Cost: Approximately 300 SF at $65,000 per branch

System-Wide Play Spaces for Teenagers
- Estimated Cost: Approximately 300 SF at $105,000 per branch

System Wide Intergenerational Play Spaces
- Estimated Cost: Approximately 300 – 500 SF at $75,000 per branch

Library	SF	Children (approx. 300 SF)	Teen (approx. 300 SF)	Multi-generational (approx. 300 - 500 SF)	Total
Arlington Hills	10,281			$75,000	$75,000
Dayton's Bluff	6,664			$75,000	$75,000
Highland Park	29,083	$65,000	$105,000	$75,000	$245,000
Merriam Park	16,923		$105,000	$75,000	$180,000
Rice Street	12,846		$105,000	$75,000	$180,000
Rondo	34,720	$65,000	$105,000	$75,000	$245,000
St. Anthony Park	10,590			$75,000	$75,000
Sun Ray	15,530		$105,000	$75,000	$180,000
West 7th	1,371	$65,000			$65,000
Central	-	$65,000	$105,000	$75,000	$245,000+
Hamline Midway	8,194	*Focus Branch – Information Below in Section XIII*			
Hayden Heights	12,324	*Focus Branch – Information Below in Section XIII*			
Riverview	7,803	*Focus Branch – Information Below in Section XIII*			
				TOTAL	**$1,320,000**

*In addition to the financial investment required to implement the Play & Learn strategies shown above, a cumulative reallocation of 4,800 – 6,400 square feet may be required across the branches in the system. In addition, a reallocation of approximately 900 – 1,100 square feet would be required at Central.

SYSTEM-WIDE ESTIMATED COSTS: AV Implementation

Collaboration / Activity Study Room
- Estimated Cost to Install: $2,500 – $5,000

Small Meeting Room
- Estimated Cost to Install: $6,000 – $8,500

Medium Meeting Room
- Estimated Cost to Install: $8,500 – $15,000

Large Meeting Space
- Estimated Cost to Install: $20,000 – $45,000
- Estimated Cost to Install Divisible Conference Room / Auditorium: $60,000 – $85,000

Library	Study Room ($2,5K – 5K)	Small Room ($5K - $8K)	Medium Room ($8K - $15K)	Large Room ($20K - $45K)	Large Room w/ Divisible ($60K - $85K)	Total
Arlington Hills	$6,000			$20,000		$26,000
Central	$3,000		$18,500			$21,500
Dayton's Bluff		$8,000				$8,000
Hamline Midway				$45,000		$45,000
Hayden Heights				$25,000		$25,000
Highland Park	$10,000			$20,000	$45,000	$75,000
Merriam Park	$10,000					$10,000
Rice Street	$10,000				$75,000	$85,000
Riverview					$75,000 (Auditorium)	$75,000
Rondo	$3,000	$12,500		$45,000	$60,000	$120,500
St. Anthony Park			$12,000	$20,000		$32,000
Sun Ray	$6,000		$15,000	$20,000		$41,000
West 7th			$15,000 (Computer Lab)			$15,000
					Total:	**$579,000**

XIII. FOCUS BRANCH RECOMMENDATION COSTS

Option 1 Recommendations
- Hamline Midway
  - Full Building Renovation – MEP System Replacement, Accessibility, Restroom upgrades, Finish Materials and Furniture Replacement, etc.
- Hayden Heights
  - Full Building Renovation – MEP System Replacement, Accessibility, Restroom upgrades, Finish Materials and Furniture Replacement, etc.
- Riverview
  - Full Building Renovation – MEP System Replacement, Accessibility, Restroom upgrades, Finish Materials and Furniture Replacement, etc.

Preliminary Benchmark Costs for Option 1: Full Renovation

Library	SF	Full Interior Reno (MEP, Finishes/ space reno & str/ext. reno) $250/SF	Furnishings & AV (allowance) $50 /SF	Total Full Interior reno + Furnishings & AV
Hamline Midway	8,194	$2,048,500 + 20%	$409,700	$2,867,900
Hayden Heights	12,324	$3,081,000 +20%	$616,200	$4,313,400
Riverview	7,803	$1,950,750 + 20%	$390,150	$2,731,050
			TOTAL	**$9,912,315**

*Play and Learn and Technology upgrades are included in the renovation or replacement costs.
*Costs shown above reflect costs in 2020 dollars. 3% escalation would be added to these construction costs to account for price inflation measured from the 2020 cost estimate to the midpoint of the construction duration.

Option 2 Recommendations
- Hamline Midway
  - New Building (one-story), High Sustainable Goals (net zero) on same site, increases total square footage by approximately 30%.

- Hayden Heights
  - Full Building Renovation – MEP System Replacement, Accessibility, Restroom upgrades, Finish Materials and Furniture Replacement, etc.

- Riverview
  - Full Building Renovation – MEP System Replacement, Accessibility, Restroom upgrades, Finish Materials and Furniture Replacement, etc.

Preliminary Benchmark Costs for Option 2: Replace with expanded Hamline and Reno of Hayden Heights & Riverview (Rough Calculation per 1/23 meeting with HH at 11,000 SF)

Library	SF	Replacement (existing demo, sitework, sustainability) $400/SF	Full Interior Reno (MEP, Finishes/ space reno & str/ext. reno) $250/SF	Furnishings & AV (allowance) $50 /SF	Total Full Interior reno + Furnishings & AV
Hamline Midway	11,000	$4,4000,000 + 20%		$550,000	$5,835,000
Hayden Heights	12,324		$3,081,000 +20%	$616,200	$4,313,400
Riverview	7,803		$1,950,750 + 20%	$390,150	$2,731,050
				TOTAL	**$12,879,450**
Hamline recommended for Replacement + Furnishings & AV *Cost for replacement include demolition of the existing building and temporary library facilities.					

*Play and Learn and Technology upgrades are included in the renovation or replacement costs.
*Costs shown above reflect costs in 2020 dollars.   3% escalation would be added to these construction costs to account for price inflation measured from the 2020 cost estimate to the midpoint of the construction duration.

Preliminary Benchmark Cost: MEP System Replacement

The information below reflects the cost of a mechanical, electrical and plumbing building system replacement for each of the three focus branches only.

Library	SF	MEP Systems Replacement (incl finish patching/refurb) $100/SF + 20% soft cost
Hamline Midway	8,194	$983,280
Hayden Heights	12,324	$1,478,880
Riverview	7,803	$936,360
TOTAL		**$3,389,520**

*Costs shown above reflect costs in 2020 dollars.   3% escalation would be added to these construction costs to account for price inflation measured from the 2020 cost estimate to the midpoint of the construction duration.

Preliminary Benchmark Cost: Selective Upgrades / FF&E / AV
The information below reflects the cost of a limited "interior refresh" for each of the three focus branches only.

Library	SF	Selective Upgrades/Finishes (Entry/ADA/Restrooms/Etc.) $50/SF	Furnishings & AV (allowance) $50 /SF	Total Selective Upgrades + Furnishings & AV
Hamline Midway	8,194	$409,700	$409,700	$819,400
Hayden Heights	12,324	$616,200	$616,200	$1,231,400
Riverview	7,803	$390,150	$390,150	$780,300
			TOTAL	$2,832,100

*Costs shown above reflect costs in 2020 dollars.   3% escalation would be added to these construction costs to account for price inflation measured from the 2020 cost estimate to the midpoint of the construction duration.

Estimated Total Costs

Focus Branches	System-wide Play & Learn	System-wide Technology	TOTAL
$12,878,450	$1,320,000	$579,000	$14,778,450

The focus branches amount is the maximum estimated investment represented in 2020 dollars. The total does not include the remaining System-wide Recommendations itemized in Section X.

Option 3: Additional Suggested Renovations

While the scope of this study prioritizes the three branches which have not yet undergone a major renovation, the remaining library facilities within the SPPL system were also found to be in need of varying amounts of investment due to years of heavy use, changing user expectations and deferred or minimal maintenance. Site inspections and observations were completed for the leased spaces, however no recommendations regarding the success or future of these libraries are included in this study.

- Full Building
    - Merriam Park
    - Saint Anthony Park
    - Central – Extent of renovation is TBD
- Mid-Range
    - Arlington Hills – includes systems updates for plumbing and mechanical (fix original issues), a recommission study of the facility is currently underway
    - Highland Park
    - Sun Ray
    - Rondo
    - Rice Street
- Leased Spaces
    - Dayton's Bluff
    - West 7th

XIV.   Appendices

    A. Facilities Drirection Team

    B. Engagement Data

    C. System Maps, Data and Definitiions

    D. National Trends

    E. Summary of Branch Data by Location

    F. Meeting Minutes