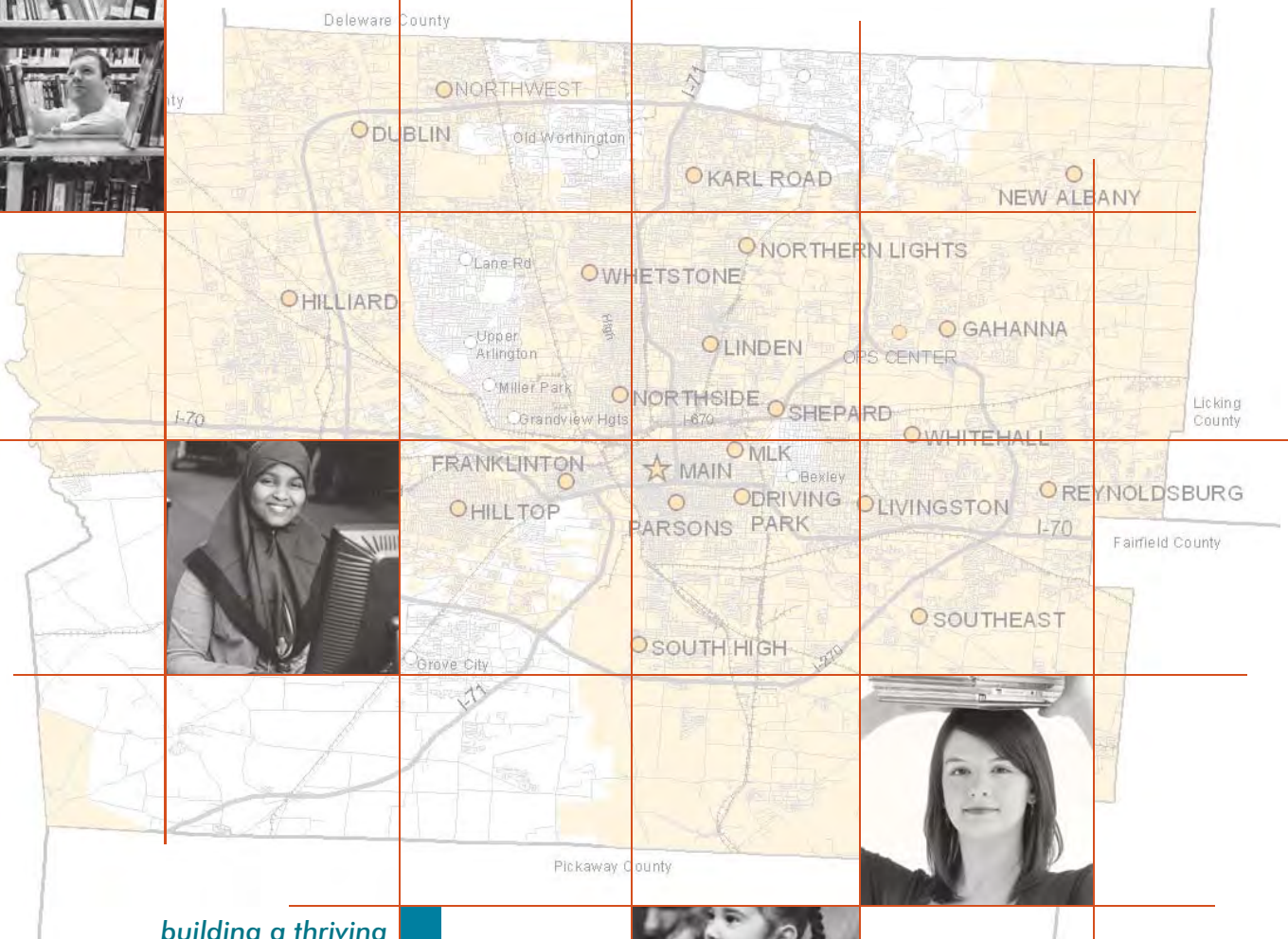
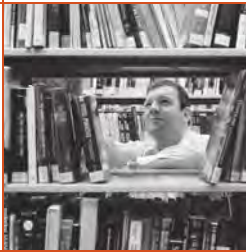


20/20 Vision Plan

for services and facilities

May 2009
Board of Trustees



*building a thriving
community where
wisdom prevails*



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2030 VISION PLAN REPORT

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EXECUTIVE SUMMARY

For more than a century, the Columbus Metropolitan Library (CML) has been a vital contributor to central Ohio's educational and civic life. Today CML is one of the nation's leading public library systems, providing service to approximately 800,000 residents through a network of libraries, bookmobiles and on-line services. CML facilities include a 255,400 square foot Main Library in downtown Columbus, 20 branch libraries ranging from 6,000 to almost 23,000 square feet, and a 55,000 square foot Operations Center in Gahanna. Columbus Metropolitan Library is a separate district independent from the City of Columbus and Franklin County. CML owns all of its facilities except for the Whetstone branch and is responsible for maintaining, renovating and/or building new facilities across its district. CML jointly owns and operates the Northwest library with Worthington libraries, which is responsible for the operations and facility planning of that branch.

CML's last comprehensive facilities plan was developed in 1987. To date all elements of that plan have been realized along with additional new or remodeled facilities that were possible due to excellent fiscal management. This Vision Plan for Services and Facilities addresses service and capital project needs through 2030.

Vision Plan Process

The Vision Plan scope included current service and facility evaluations, a community needs assessment, customer mapping, strategic visioning, service level and facilities recommendations and implementation planning. The plan was developed through ongoing collaboration of the library's Executive Leadership Team (ELT) and a consultant team led by Group 4 Architecture Research + Planning, Inc., library futurist Joan Frye Williams, and library programmers Page + Moris, Inc. A project steering committee was composed of the ELT, and representatives of the library Board of Trustees, Library Foundation and Friends of the Library, as well as three younger CML staff members representing the next generation of library leadership. The steering committee met regularly with the consultants and gave advice on each part of the plan. The plan benefited from the contributions of hundreds of individuals and dozens of civic and business organizations whose views were obtained through a day long Strategic Vision Workshop, focus groups, market research, staff workshops and community meetings held in each branch.

Current Environment

A commitment to customer service, ongoing investments in materials and technology, dynamic staff and strong leadership have resulted in a vibrant, active library system that in 2008 set records with more than 8.5 million customer visits and 17,400,000 books and media circulated. The library's public access computers were used in almost 3,000,000 sessions and CML's digital services were accessed via the library's website more than 9.6 million times. More than 12,000 programs for the public were offered by CML in 2008, with a combined audience of 375,000 people. More than 84,000 children participated in Summer Reading Club last year. CML will open three more Homework Help Centers in fall of 2009 bringing the total to 18. These extremely popular centers are intensely used by students at all levels and serve as Job Help Centers to assist job seekers with navigating online applications and other job resources. CML provides substantial service hours ranging from 70 hours per week for Main and the largest branches to 56 hours per week for the smaller branches.



CML's facilities range from the 1907 Carnegie at Main Library to the 2004 Linden Branch.



Learning is increasingly a collaborative experience, and CML needs to create environments where this can thrive.

Societal Trends

CML is committed to continually updating its tools and techniques to stay relevant to the needs and preferences of the communities it serves. A number of broad societal trends will have an impact on the demands placed on CML in the future, with the following trends having the greatest impact on library facilities:

- *Time is scarce*, and customers want services that are both high in quality and extremely convenient.
- *Information is everywhere*, and the challenge for CML is to draw from and contribute to the stream of content that surrounds us all.
- *Learning is an increasingly collaborative experience*, and CML needs to create environments where participatory, conversational styles of learning can thrive without eliminating opportunities for solo study.
- *Technology is changing exponentially*, requiring library service and spaces that must be sufficiently flexible to allow ongoing repurposing and reconfiguration.

Strategic Vision – Shared Discovery

In contrast to a world where information is everywhere but the personal touch is lacking, customers resoundingly report that what is great about this library is its people. The next step in CML service is an approach that focuses attention on the interaction between library staff and members of the community in an approach called shared discovery. In this approach the library will play an increasingly active, higher-profile role in the co-creation and stewardship of the community's individual and collective intellectual, social, and cultural capital. Shared discovery also includes increasing the connections between the library and the community. The library will increase participation by community organizations and strategic partners in the library's planning and processes, and offer physical space for collaborative activities. The library will also expand its outreach into the community and will provide more activities and content to strategic partners in non-library locations, both physical and virtual.

Community Input Findings

Community input from community meetings and focus groups confirmed what is known to most library customers: that the popularity of the library has made most of the buildings very crowded. Customers value the services the library offers; however customers want more books, computers and seating. Customers see the library as an important family and community gathering space, and see a need for more space for children and teens as well as more comfortable and quiet spaces for study. Community leaders involved in the Strategic Vision Workshop expressed the view that people in the Columbus area are strongly associated with their neighborhoods and cities and want a balance between regional resources and local identity. They also believe that institutions like CML can and should work to improve the quality of life in central Ohio.

Demographic Trends

According to the Mid-Ohio Regional Planning Commission's 2006 population projections the library's service area is projected to grow at twice the state average rate, to approximately 940,000 people by 2030 – a total increase of 17%. This will drive a major increase in the demand for and pressure on CML services and facilities. The region's population is becoming more ethnically and culturally diverse. Almost one quarter of the district is African American and small but growing Hispanic and Somali populations create an opportunity for special cultural flagship services. Children and youth represent a quarter of the population, but at the same time the overall population is aging with gradual increases in the median age over the past decade.

Service Evaluation

CML's ongoing investments in the quality, efficiency and effectiveness of its services and facilities have had a profoundly positive impact on library use. The cumulative impact of increased customer visits, increased circulation and demand for computer access has strained buildings, the public and staff. Significant improvements are needed to sustain current levels and to prepare for the next wave of service innovations.

Facility Evaluations

Columbus Metropolitan Library's facilities are in good physical condition and are well-maintained. By 2030 the median age of branch facilities will be 44 years, long past the 20 to 30 year age where facilities are in need of major renewal. Existing facilities are geared towards traditional library services, with spaces for adult services and children's services and community meeting rooms; however, most buildings offer inadequate spatial arrangement for teen areas, computer areas, homework centers, group study areas or flexible spaces that can accommodate multiple uses. Recent retrofits to the branches accommodate areas for computers and Homework Help Centers, which are functional but have negative impact on other areas due to inadequate physical or acoustical separation between different uses. All of the facilities except the New Albany branch are undersized and struggle to provide enough traditional library services (materials, programs, seating, and computers) to existing customers, let alone accommodate new services or expanded populations.

Service Level Recommendations

Collections and Shelving Recommendations

CML invests heavily in providing the materials that customers want, which is reflected in the high circulation rates. Today's heavy use and the steadily increasing population are driving the recommendation for increased collection size. Shelving needs to be increased to hold more materials, facilitate increased bookstore-style browsing and hold materials that are reserved on-line. The core of the collections will be books and periodicals, with media at approximately 20%. Future increases in downloadable content mean that shelving areas need to be reconfigurable to serve new library uses or additional people spaces.

Seating Recommendations

A lack of seating and people space is the single most noticeable service deficit inhibiting customers from fully utilizing library services. More seating is needed for children and their parents, students, teens and adults. In addition, seating areas need to be zoned to create separate acoustical areas for contemplative reading and research, group study and tutoring. As the library's role in the community grows, the need for varied meeting room and collaborative space will continue to increase.

Public Computers and Technology

Computer access is a primary and essential library service at CML. Demand for this service ranges from brisk to extraordinary. In many areas, the library is the public's only resource for free computer access. All facilities need more computers to serve children and/or teens, for individual use, training, and collaborative use. As this technology evolves over time, facilities must continue to offer appropriate space for people to use, no matter what technology is used.

Total Space Recommendations for Branches

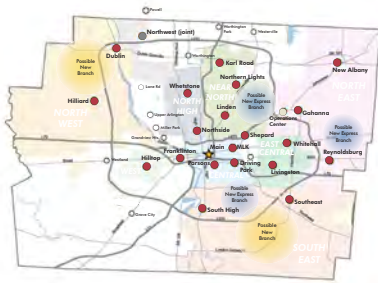
The recommendations in this report are built component by component, with appropriate space allocated for each item. These recommendations summarized above, plus



More seating and technology is needed at all locations.

The 20/20 Vision Plan proposes an increase in the total area dedicated to branches from today's system wide total of 286,055 square feet (.36 square feet per capita) to 701,000-862,000 square feet (a system wide average of .83 square feet/capita +/- 10%) to meet 2030 needs.

EXECUTIVE SUMMARY



Draft recommendations were done to determine expanded branches and potential new branches as well as Main Library.

recommendations (for the other smaller components of the library including staff and building support spaces), can be totaled on a branch by branch basis to a range of 0.75 to 1.4 square feet per capita. The recommendation range fluctuates due to economies of scale that are inherent in larger facilities.

System Design Principles

System design describes the types of library facilities and how they relate to one another and function as a system. Key system design principles include:

- Building on existing infrastructure where possible to leverage existing investments.
- Recognizing the needs of a diverse population within the district. Provide equitable, though not identical, library services throughout the district.
- Maintaining an economically efficient system that takes advantage of economies of scale and operates fewer, larger branches where possible.

System Design Recommendations

At the core of the proposed system design is a network of robust branches that are distributed equitably throughout the district measured on a per capita basis applied to each branch's service area projected population. For optimal mix of services and economies of scale, preferred minimum branch sizes are 15,000 square feet for high density residential service areas with 12,000 or more people, and 25,000 square feet in lower density residential service areas with 30,000 or more people. To promote convenient access and avoid aggregating too much service in too few locations, the preferred maximum branch size is 60,000 square feet serving approximately 90,000 people.

Expanded Branches and Possible New Service Areas

Rather than considering each branch in isolation, the needs and the proposed improvements are considered by geographic analysis areas consisting of groupings of nearby branches providing flexibility and balance. To meet 2030 needs, expansions are proposed for all branches and Main Library. For each location a range of facility improvement options are to be considered, beginning with renovations and additions. Where more practical, some branches may be replaced with new, larger buildings. Where existing sites do not have capacity for the proposed expansion, new sites should also be considered. In the northwestern and southwestern parts of the district there is projected to be sufficient population growth to consider new branches along with area branch expansions.

Possible New Express Branch

Three somewhat isolated or emerging population centers are not as well served by an existing or proposed service area (north of Reynoldsburg, east of Linden and south of Driving Park branches) that have too few people to warrant the minimum branch size. For each of these a smaller Express / Branch of 5,000 to 7,500 square feet may be considered. This facility type will provide targeted services to meet priority needs. It is intended to be located in leased spaces that can be opened and operated for lower cost than full service branches. This model provides the library with more agility to test service approaches and adjust locations to respond to future development and nearby branch improvements.

Project Cost Planning and Phasing

Representative facility improvement costs were calculated that included the full range

of hard and soft construction costs. Proposed improvements and new facilities should be built with high quality, durable and easy to maintain materials. Projects should be highly sustainable and be built to a LEED Silver rating or higher representing high energy efficiency, judicious use of natural resources and minimized environmental impact. The 20/20 Vision Plan proposes that the facility improvements be implemented as funds become available. The oldest and smallest buildings as well as some of the busiest and most crowded branches will be improved earlier. Some of the most recently constructed branches and others whose need is tied to future population growth will come later.

Funding Options

Throughout the years CML has benefited from community support as realized through a voter-approved property tax levy that provides close to half of the library's revenue through 2011. The library is considering a funding ballot measure to be placed before district voters in November 2010. Levy funds may be used for operations and capital projects. Other potential sources of project funding include a capital campaign, sale of surplus property, revenue bonds or a voter-approved facility bond. The amount and timing of funds available to implement the 2030 Vision Plan will be determined at a later date.

The 20/20 Vision Plan proposal framework is dynamic and will be refined over time to incorporate new service developments and adjusted to respond to funding strategies.



20/20 Vision Plan recommendations will help CML continue to serve its residents for decades to come and continue to be a nationally recognized library system.

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COLUMBUS METROPOLITAN LIBRARY VISION PLAN OVERVIEW

Columbus Metropolitan Library (CML) is one of the nation’s preeminent public library systems, regularly ranking at or near the top of every national comparison of libraries. CML provides service to approximately three quarters of the residents of Franklin County – a population estimated at approximately 800,000 in 2008 projected to grow to almost 940,000 by 2030 according to the Mid-Ohio Regional Planning Commission (MORPC).



CML provides service to the community primarily through three integrated channels: in-person fixed location services delivered at library buildings, in-person mobile services delivered through bookmobiles and online digital services accessible everywhere through the internet. In 2008 service set new records with 8.5 million user visits, 42,000 bookmobile visits, and 9,600,000 discrete web page views. Circulation topped 17.4 million items and 375,00 people attended programs.

Columbus Metropolitan Library facilities consist of a Main Library, located in downtown Columbus, 20 branch libraries throughout the district and an Operations Center located in Gahanna, Ohio. These facilities total over three-quarter million square feet; CML owns all but one of these facilities Whetstone, a 22,729 square foot facility located in a city park and owned by the City of Columbus.

In addition, the Northwest Library is owned and operated by the Worthington Library system in a partnership with CML to jointly serve both CML and Worthington populations. Improvements to this facility would be planned by the Worthington Library system and are not addressed in this plan.

CML is a county district library established in accordance with §3375.20 of the Ohio Revised Code. The library, which is a separate legal entity, is financially, managerially and operationally independent from both Franklin County and the City of Columbus. CML is a fully funded political subdivision and receives the majority of its \$50.7 M annual funding from the State of Ohio and locally voted property taxes. CML’s funding comes from two primary sources: the Public Library Fund from state government, and a library tax levy, which was approved by voters in 2000, the collection of which expires December 2011. Both of these revenue sources are facing serious shortfalls in 2009 as a result of economic challenges:

- **Public Library Fund** is 2.2% of overall state tax revenue.
- CML’s **library tax levy** is funded through property taxes assessed on homeowners in its service district.

The 2009 budget is \$5.3 million less than in 2008, and comes on the heels of ten years of flat funding. Additionally, our levy request to voters has remained unchanged at 2.2 mils since 1986.

PLANNING GOALS AND CONTEXT

CML Strategic Plan

Columbus Metropolitan Library is following a dynamic strategic plan based on its mission “to promote reading and guide learning in pursuit of information, knowledge and wisdom.” The library is working actively towards sustaining “a thriving community where wisdom prevails.” To accomplish this vision CML’s strategic plan set priorities

and long term service directions for the future. CML has identified strategies targeted to three customer behavioral groups:

- Young Minds: support children and their caregivers through the teen years.
- Virtual Users: make technology “Open to All”.
- Power Users: deliver tomorrow’s library today.

20/20 Vision Plan Process

The 20/20 Vision Plan for Facilities and Services is directed to ensure that CML’s services and facilities are prepared to meet the community’s future library needs through 2030 and beyond.

This plan was developed in a year-long collaboration between the library’s Executive Leadership Team (ELT) and a consultant team lead by Group 4 Architecture Research + Planning, Inc. that included Joan Frye Williams, library futurist, Page + Morris, library programmers, and Korda Nemeth Engineers. A Steering Committee consisting of representatives of CML’s Board of Trustees, Columbus Metropolitan Library Foundation, Friends of the Library and millennial generation staff (future leaders who were born between 1981 and 2000) advised the ELT and consultants at every step of the project. Community input was gathered through focus groups, community meetings held in every branch and a Strategic Vision Workshop held with a sampling of community leadership. A series of staff workshops and ongoing updates created additional opportunities for staff input.

The 20/20 Vision Plan process:

- Built upon the foundation of the library’s strategic plan.
- Gathered community, stakeholder and staff input at key stages of the project.
- Developed an updated program and service model through a visioning process.
- Projected community needs for the next two decades.
- Proposed service improvements and updated facility models.
- Assessed existing facilities and sites.
- Identified options for improving every facility.
- Identified areas where possible new facilities are warranted.
- Outlined possible implementation plans to enable the library to chart a course to realize the 20/20 plan.

NEEDS ASSESSMENT METHODOLOGY

The Consultant worked with the library’s project planning team to develop a planning process that built on the strategic work done by Columbus Metropolitan Library to date. The process included a Strategic Visioning Workshop and follow-up visioning sessions, a thorough assessment of needs, an interactive discussion and development of recommendations for both the library system’s structure for system design as well as for individual facilities, and implementation planning. The needs assessment was done through a multi-faceted approach using community input, demographic and current library service level analysis, facility tours and staff interviews, and benchmarking

against similar libraries and recognized library industry planning guidelines. The needs assessment and strategic visioning work were combined and used as the basis for development of the recommendations work.

Planning Team

The planning process was a participatory process with two main groups that guided the consultants. The first, comprised of the Executive Leadership Team included CML's Executive Director Patrick Losinski, the Deputy Director and the directors of Community Relations and Development, Finance, Property Management, and Digital Strategies. This group provided in-depth review and discussion, as well as technical information regarding the library. They also facilitated the community meetings held by CML in the fall of 2008.

The second team included a Steering Committee, which included representation from CML's Board of Trustees, Foundation, and Friends, as well as the Executive Leadership Team and representatives of CML's millennial staff – those future leaders and younger staff members who will be an important part of implementing and carrying out the vision developed well into the future. The Steering Committee met throughout the process to review and give feedback and guidance on the plan at each step as it was developed by the consultants. The Steering Committee also participated in the Strategic Vision Workshop and many of the community meetings.

Strategic Vision Workshop

In June 2008, the Columbus Metropolitan Library held an all-day Strategic Visioning Workshop for the Vision Plan at the Columbus State Community College's Discovery conference center. This workshop included over 50 community, business, academic, library, and elected leaders from throughout the Columbus metropolitan area as well as outside experts.

One goal of the Strategic Vision Workshop was to help CML and its planning team understand the larger community context in which it is planning its services and facilities. Another goal was to investigate what resources the Columbus community needs to achieve the vision of a "thriving community where wisdom prevails" and what the community's priorities in achieving this are. CML used this information in concert with follow-up strategic planning sessions with the Steering Committee to envision how it can play a leading role in meeting the changing needs and expectations inherent in this vision. It was combined with the needs assessment results to form the basis for the service level recommendations.

Community Input

A variety of methods were used to garner community input into the 20/20 Vision Plan. In addition to community meetings and focus groups held as part of this process, the consultants reviewed previously gathered data from OrangeBoy, Inc., a market research firm, which included surveys of over 3,500 customers.

Community input meetings were held at each of the existing CML branches in the fall of 2008, as well as in a couple of areas that had strong community interest in library services but do not currently have a library.

The meetings were advertised in *The Columbus Dispatch*, *The Booster* (Clintonville), *New Albany News*, *Reynoldsburg News*, the *Eastside*, *Southeast*, and *Westside Messengers*, "This Week" for *Gahanna*, *Hilliard*, *New Albany*, *Reynoldsburg*, *Northland*



Input was gathered throughout the community through community meetings, focus groups, and a Strategic Visioning Workshop

INTRODUCTION



Each of the CML facilities was visited by the consultants as part of the facilities and services assessment.

and *Clintonville*, and on WCMH-NBC 4 and CML's website. In addition banners and bookmarks were placed at each branch, and staff encouraged customers to attend. In addition to the community meetings, nine **focus groups** were also held in October 2008, to gather input from several user groups that might be under-represented at the community meetings. The focus groups included both urban and suburban teens, Somalis, Hispanics, seniors, parents of school age children, and homeschooling parents. Over 60 people participated in the focus groups

Facilities and Services Evaluation

The consultants visited the 21 existing buildings in the Columbus Metropolitan Library (CML) system (as well as the Operations Center), interviewed staff at each branch and toured each facility to become familiar with both CML's services and facilities. Page + Moris also analyzed library usage and collection data and reviewed demographic profiles for each branch service area that were provided by CML. CML was compared to other, similar libraries both within Ohio and throughout the nation to develop a context within which to interpret current service levels and to develop service level recommendations. Square footage, collection, seating, and computers provided by CML were compared with Cleveland Public Library, Cincinnati-Hamilton County Library, Cuyahoga County Library, Charlotte & Mecklenburg County (NC), Denver Public Library (CO), San Jose Public Library (CA), and Minneapolis/Hennepin County Library (MN). In addition, square footage per capita was compared with the other libraries in Franklin County. The consultants also reviewed the impact of operating relationships between CML and other Franklin County libraries, including the Worthington and Southwest Library systems, with which CML has reciprocity agreements, as well as other local independent city libraries, to take into account how the public might use library services countywide. At the same time, the consultants conducted additional analyses, including a customer mapping exercise to identify the geographic use patterns of residents of Columbus Metropolitan Library district.

CURRENT ENVIRONMENT

Columbus Metropolitan Library provides service to approximately 75% of the residents of Franklin County – a population estimated at 801,000 (about 839,000 with Northwest Library) in 2008. Projections indicate the population will grow about 17% between 2005 and 2030 to reach about 940,000 people (976,00 with Northwest). While CML is the largest library system in the region, six other independent public libraries provide service to the remainder of county residents.¹ Two of those libraries partner with CML to provide coordinated services.

The CML service population spans an extraordinary demographic range, from densely populated urban areas to rural areas that are rapidly becoming suburban. The library serves low income, middle-class and affluent communities. Columbus is a regional draw throughout central Ohio, drawing large numbers of commuters from surrounding counties. CML branch libraries located near the Franklin County line serve many residents of those counties.

CML is one of the nation's preeminent public library systems, regularly ranking at or near the top of every national comparison of libraries, including the Hennen American Public Library Index and *Library Journal's* newly released America's Star Libraries

¹ Bexley, Grandview, Grove City, Upper Arlington, Westerville, Worthington

rating system. Public use is high and continues to grow, particularly in the branch libraries. Circulation system-wide has increased overall by 41% over the past ten years; branch library circulation has increased 57% during this time period. In 2008, customers checked out over 17,400,000 books and media items, or 21.7 circulation transactions per capita. System-wide, the average number of times each item was checked out in 2009, or collection turnover rate, was 7.6 times.

The library's collection is well used and staff continues to build the collection to support high-use levels. With the exception of certain unique collections, such as local history and genealogy, the CML collection is not intended to be a research or archival collection.

The book and media collections include approximately 2,300,000 items, or 2.87 items per capita. The overall collection is actually smaller today than it was ten years ago, due to ongoing collection maintenance aimed to maximize collection turnover – defined above. Media collections have been developed, both in size and variety of formats, so that they now make up 20% of the overall collection.

CML began floating its collection in August 2007 to allow items to remain at the branch to which customers return them rather than shipping items back to the originating branch. This innovation has reduced the amount of materials returned in the delivery by 40%, a major workload savings, and is improving service by redistributing the collection in accordance with public demand.

More than 8.5 million people visited CML libraries in 2008. Over the past decade, visits have increased 27%, primarily at the branch libraries. In 2008, the library website was accessed over 9.6 million times and library customers used the library's public access computers almost 2,500,000 times. CML staff handled an estimated 1.6 million reference inquiries questions in 2008, in person or over the telephone. System-wide, 71% of transactions were information inquiries and 29% were technology related. Over 12,000 programs for the public were offered by CML in 2008, with a combined audience of 375,000 people. Over 84,000 children participated in Summer Reading Club last year. Infoline, the centralized call center, handled 250,000 calls in 2008.

CML operates 15 Homework Help Centers (HHC) throughout the system, with three more opening in fall of 2009. These centers have become extremely popular and are intensely used by students at all levels. Technology training classes are conducted at most branches and at Main Library. In December of 2008 CML began to utilize the HHCs during daytime hours when teens were in school as Job Help Centers (JHC). On January 21, JHCs were fully operational in 21 locations, with public computers and CML staff available to assist job seekers with navigating online applications and other job resources.

- In five and a half weeks of operation CML had already served 2,300 customers
- CML's JHC webpage is the sixth most visited web page (on CML's website) for February 2009 with over 10,000 visits
- While it isn't possible to determine how many people have found jobs due to CML's JHCs, CML is getting positive feedback from customers who have.

CML facility service hours are substantial. On a weekly basis, large branches and Main Library are open 70 hours, medium sized branches are open 60 hours and small branches are open 56 hours. These levels have been maintained for the past ten years, with only



Groups regularly use Main Library for class projects.

Job Help Centers have been opened at all CML facilities beginning in January 2009.

In two months CML had 24 local stories profiling the JHC, including such rousing endorsements as this from This Week Community Newspapers, "The Columbus Metropolitan Library system has stepped up its game to help patrons during hard times."

one exception. Prior to 2003, the New Albany branch was a joint-use facility located at a high school. It operated in accordance with school operating hours as a school library and as a public library after school, on weekends and in the summer. In 2003, the current New Albany branch opened, with 70 service hours per week.

TRENDS AFFECTING LIBRARIES

Though the fundamental principles of librarianship have stood the test of time, libraries continually update their tools and techniques to stay relevant to the needs and preferences of the communities they serve. The following broader societal trends will doubtless have an impact on the demands placed on CML in the future.

Time is scarce

Everyone seems to have an expectation of immediate gratification, and residents want the library to respect the value of their time. When forced to choose between quality and convenience, busy consumers often opt for convenience. The challenge for CML is to offer library services that are both high in quality and extremely convenient. Tools such as automated materials sorters will help to improve staff productivity.

Information is everywhere

People are inundated with information from an ever increasing variety of sources. The library is no longer a finite collection of scarce materials, or the primary repository of residents' knowledge. Now the challenge for CML is to draw from and contribute to the stream of content that surrounds us all. Tools such as collaborative filtering engines (similar to what companies like Amazon and Netflix use to predict recommendations) will help residents select, sort, evaluate, and apply the information that will be most useful to them. But still the creditability of the library depends on accuracy.

People carry their work with them

Wireless connectivity and handheld computers have made it possible for people to work productively anytime, anywhere. More business activities now find their home in the library, and library services now need to accompany workers beyond traditional business locations. The challenge for CML is to help residents carry the library with them wherever they go. Tools such as library applications for mobile devices will enable residents to have a truly portable, seamless library experience.

Collaboration can improve learning

Learning is now most often a multi-person enterprise, and the library is no longer exclusively the domain of silent, solitary students. Co-creating, comparing notes, exchanging and improving one another's work, and sharing ideas are all excellent methods of increasing knowledge. The challenge for CML is to create an environment where this participatory, conversational style of learning can thrive without eliminating opportunities for solo study. Tools such as multi-user computer workstations will encourage shared discovery.

Learning and play are two sides of the same coin

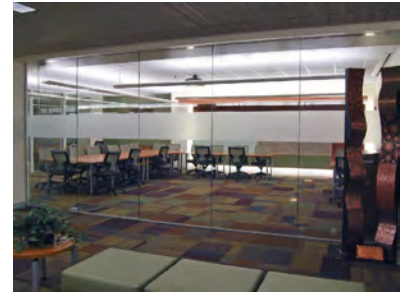
The role of play in fostering educational and economic success has been demonstrated in a variety of ideas-based industries. Play is now recognized as an effective means of sparking creativity and generating new concepts. The challenge for CML will be overcoming the library stereotype as a rather formal institution in order to promote and celebrate the value of mental play. Tools such as improvisational programming will encourage residents to discover the pleasures of free-choice learning.

Innovation is everyone's job

Everyone is capable of a creative breakthrough, especially when the breakthrough involves the re-use or re-purposing of existing information. The challenge for CML will be to provide and encourage the use of intuitive tools that will allow anyone to combine, manipulate, and share information in new ways. Tools such as cloud computing, where the software for programs is accessed through the internet, not on the computer hardware will put simple but powerful software applications in the hands of anyone who wants to solve a problem by recombining information from different sources.

Technology is changing exponentially

Changing technologies will continue to affect patterns of facilities use and library service, and spaces must be sufficiently flexible to allow ongoing repurposing and reconfiguration. There is no way to predict with certainty the precise look and feel of library computing in 2030. However, library customers can expect to use their own or library-supplied equipment — desktop, handheld, even wearable devices — to tap into ambient information streams from any point in the facility. Computer displays will move off desktop monitors into projected media, 3-D modeling systems, and virtual learning environments. Traditional distinctions between technology-enabled work spaces and other types of spaces will continue to decrease, as both information content and the tools for its manipulation will be consumed where and when they are needed. One of the roles of all of CML is to be forward-looking regarding new technologies and trends so it continues to take advantage of new technologies and remain relevant to its customers.



STRATEGIC VISIONING

STRATEGIC VISIONING



The Strategic Visioning work, lead by Joan Frye Williams, began with the Vision Plan's Steering Committee and Executive Leadership Team. It culminated in an all-day Strategic Visioning Workshop that included participants from the library, community leaders, and partner organizations. Follow-up sessions with the Steering Committee and Executive Leadership Team examined trends affecting libraries as well as other strategic questions. This information was synthesized with CML's Strategic Plan to form the basis for the development of the library's strategic direction, called shared discovery, which will be an on-going evolution by CML to continue to provide top-tier services to its constituents.



STRATEGIC VISIONING WORKSHOP

A central piece of the strategic visioning process for the 20/20 Vision Plan was a Strategic Planning Workshop held with community leaders in June 2008, which explored strategies and outcomes to meet library service needs unique to Columbus. The Strategic Visioning Workshop was the kick-off event of a comprehensive community participation effort to build that shared vision. It provided an opportunity for local stakeholders to share their view of the future and how CML can position itself to both lead and support positive change in the community. Participants had a united vision of a future grounded in safe, walkable neighborhoods with amenities close enough to be enjoyed, and residents engaged enough to come out and meet one another. This vision was then woven throughout the strategic visioning sessions held at subsequent Steering Committee meetings and combined with the needs assessment results to form the basis for the service level recommendations.



Other central themes that emerged from the Strategic Visioning Workshop were:

- A belief in civic participation – that there are opportunities for residents to connect and communicate with each other, engage in conversation, be heard, and make things happen through partnerships or small groups working together.
- A big city made up of neighborhoods - residents identify strongly with their neighborhoods, and recognize the distinct personalities of each neighborhood. These neighborhoods are a great source of pride, and any vision for a positive future involves retaining and strengthening their local flavor.
- A desire to maintain the current quality of life – residents of the Columbus area appreciate what a vibrant city Columbus is, and want to both maintain and strengthen this quality of life and share with the rest of the world.

CML held a Strategic Visioning Workshop with over 50 community leaders to build a common vision for the future of CML.

Organizations Represented at the Strategic Visioning Workshop:

Action For Children
Battelle
Benesch Friedlander Coplan & Aronoff LLP
Benefactors Counsel, LLC
Columbus Literacy Council
Columbus Museum of Art
Columbus Zoo
COTA (Central Ohio Transit Authority)
Corbus Library Consultants
City of Columbus, Advocacy for the Homeless and Social Services

City of Columbus Development Department
 The Columbus Dispatch
 Columbus State Community College
 Community Research Partners
 Crane Investment Corp.
 Discovery District
 Don Gorman Advertising
 City of Dublin
 Experience Columbus
 Franklin County Schools
 JPMorgan Chase Columbus
 Mid-Ohio Regional Planning Commission
 Greater Columbus Chamber of Commerce
 New Albany Community Foundation
 The Ohio State University
 OCLC (Online Computer Library Center, based in Dublin, Ohio)
 OrangeBoy, Inc.
 SC Search Consultants, Columbus
 TechColumbus
 United Way of Central Ohio
 City of Whitehall
 WOSU Stations
 Columbus Metropolitan Library Trustees
 Columbus Metropolitan Library Friends
 Columbus Metropolitan Library Foundation
 Columbus Metropolitan Library staff and leadership

SHARED DISCOVERY

A unifying concept was identified for this project that helped CML and the consultant team to envision a new kind of library environment, something that can move an already outstanding library to the next level of achievement. This is possible because:

- The Columbus area is made up of distinctive neighborhoods and cities, and residents want to enjoy the amenities of the entire region without sacrificing the uniqueness of their local surroundings.
- Many of the people with whom CML collaborated on this plan expressed their belief that institutions can work to solve problems and make progress, and that the library is a logical participant in the development of central Ohio as a center of excellence.
- Putting Columbus on the map internationally and exercising more of a leadership role in Ohio were recurrent themes in our conversations with community leaders.

CML has a vision that drives its service choices: the library should help to create ‘a thriving community where wisdom prevails.’ In examining ways to help the library pursue that vision, options were considered that emphasized new technology, or new materials, or new types of wayfinding. But when it came to choosing the best fit for

STRATEGIC VISIONING



CML has a vision that drives its service choices: the library should help to create a **thriving community where wisdom prevails**.

CML, no matter who was asked, or what was investigated, or how the data was parsed, the answer was always the same – what is great about this library is its people. CML should be proud of its outstanding staff, and of the technologies they have employed to enable staff members to concentrate on the human aspects of library service. Therefore, the consultant team, in conjunction with CML, has developed a plan intended to leverage that unique asset, and have proposed an overall approach to library service that focuses attention on the interaction between library staff and members of the community.

This approach is called shared discovery. This approach is a next step in a long and deliberate evolution in CML’s library tradition. It responds to what customers are asking for in a world where information is everywhere but the personal touch is lacking. This concept both looks to the future and celebrates CML’s established record of achievement in library service. Shared discovery, in both branches and Main Library, is characterized by several key elements:

The library takes an active, high-profile role in co-creation and stewardship of the community’s individual and collective intellectual, social, and cultural capital, encouraging residents to use library resources to create their own individual and collaborative learning experiences.

The library is embedded in the community, adding and exchanging value with strategic partners by participating as a peer in other organizations’ planning and processes. Library activities and content can be offered in non-library locations, both physical and virtual.

The community is embedded in the library. The library welcomes participation by community members and organizations in the library’s planning and processes, and offers physical space to customers in ways that are analogous to the way it currently offers web space.

The library is a powerful link between Columbus’ neighborhoods and beyond, a place to meet and connect with other people – friends, neighbors, colleagues, and people one might not encounter anywhere else.

Shared discovery is **innovative**. Services and spaces designed for collaboration and co-creation offer opportunities for library users to prototype, test, evaluate, save, share, and refine work in progress.

Shared discovery is **joyful**. Active learning environments emphasize the pleasure and excitement of successful reading, thinking, and learning. Library users are encouraged to get excited about learning, express their creativity, practice new skills, and experience that “aha!” moment.

Shared discovery is also **contemplative**. Quiet, peaceful areas offer opportunities for library users to take a break, and to step outside the flow to refresh and refocus.

Shared discovery is **inspiring**. Ideas old and new are celebrated, and library users are encouraged to aim high, dream big, and reach beyond the ordinary.

The shared discovery concept was synthesized with the needs assessment findings to develop space recommendations that will provide CML with flexibility to engage library users in non-traditional ways and extend the integration of the library with the

DNA of central Ohio. In branches, these space recommendations include innovative elements such as learning laboratory/studio spaces, a move away from traditional service desks towards a more interactive Discovery Bar, and clearings in stack areas that would accommodate impromptu programming. Facilities design criteria for shared discovery include flexible, open-ended spatial arrangements, easily moved furniture, and permeable boundaries that allow groups to form and re-form easily for a wide variety of learning activities.

What makes people choose the library as their destination? What makes them overcome any natural reluctance or inertia to engage with their community? What makes them step forward and participate in shared discovery? In the future, shared discovery will be most evident in branches in how customers participate in and experience library services:

- Young visitors will continue to have opportunities for more *cross-generational activities*, in spaces designed for families rather than kids only.
- Materials will be displayed throughout the branches, with special attention given to browse-ability and shelf appeal. Signs and directions will emphasize natural language and all library resources will be easy to find and use. Downloadables and on-demand formats will eventually phase out CDs, DVDs, and back issues of periodicals.
- Customers will be encouraged to *participate in the design of library activities*, including collaborative programming and peer-to-peer programs and technology demonstrations. Some library programming will be offered on a continuous loop, drop-in basis, so that families can take advantage of programs according to their own schedules.
- Library staff will continue to be available throughout the branch for *spontaneous, on the spot service*, and will focus on smoothing away obstacles and supporting customers' self-directed pursuits. Staff will develop strong, collaborative relationships with their customers, learning together and from each other. Services will promote return visits and sustained intellectual growth and development.

While the elements of shared discovery will be in both branches and Main Library, Main Library offers additional opportunities for this due to its size and scale, such as with special celebratory spaces and other spaces that allow for observation and participation. CML envisions a Main Library that actively invites Columbus residents to:

- *Encounter a wide range of shared discovery opportunities.* This requires clarity; Main Library will make it easy for people to find and understand what is available to them and get started right away. Library services such as impromptu technology demonstrations and continuous loop children's programming will showcase library offerings in a highly accessible manner. Creating opportunities for serendipity and spontaneity throughout the library will also maximize the chances of participation.
- *Observe shared discovery in action.* This requires transparency; Main Library will offer a variety of safe vantage points from which people can watch their friends and neighbors enjoying their library experience.



Young Minds will continue to be an important focus for CML.

Library services such as book group meetings will move into open areas, allowing casual observers to see how discussions are conducted. Creating opportunities to observe first before trying something new will lower barriers to participation.

- *Try shared discovery for themselves.* This requires flexibility and autonomy; Main Library will encourage people to personalize their library experience and to participate at their own pace and on their own terms. Wherever possible, self-directed library service will be an option. Staff facilitation or assistance will always be available but will not be a condition of shared discovery. Participation will be less intimidating when people know they can opt in or out as desired.
- *Pass along their shared discovery.* This requires simplicity and openness; Main Library will provide simple-to-use capture tools and venues for showing work to others. Library services such as support for online media production will help residents clarify and disseminate their discoveries. Creating opportunities for exchange of community knowledge will enhance our collective wisdom.
- *Practice shared discovery over time.* This requires support for work in progress; Main Library will foster extended collaborations and will recognize repetition and experimentation as a natural part of the discovery process. Library services such as learning portfolios will allow residents to collect and manage their discoveries. In the age of cloud computing, the library will not store, control or manage all of the content upon which the community will draw, nor will it mediate all discovery activities. However, the library will highlight and support access to that content on an ongoing basis. Participation will be more rewarding when it is treated as a sustained activity, capable of growth and refinement.

CML is uniquely positioned to pursue this opportunity to lead the rest of the library industry. By emphasizing connection, collaboration, and partnership, the library will catalyze the community's efforts to build and exchange local value – harnessing, preserving, and applying Central Ohio residents' brainpower for the benefit of all.

NEEDS ASSESSMENT

The needs assessment of CML's services and facilities took a multi-faceted approach that included community input, analysis of demographic data collected by OrangeBoy, Inc., for CML as well as population data from MORPC (the Mid-Ohio Regional Planning Commission). It also included consultant site visits and interviews of staff at each of the facilities, customer use mapping, and comparisons to other comparable library systems.

COMMUNITY INPUT

In addition to the Strategic Vision Workshop attended by over 50 community leaders and representatives, CML held community meetings and focus groups throughout its district to garner input on the community's library service needs and visions for the future.

Community Meetings

The purpose of the community meetings was to gather input from our customers on how the public views CML's current services and buildings, as well as to better understand trends in customer use, and to envision what customers might need from the library in the future. The audiences were engaged and demonstrated a passion for the library. They included a cross section of seniors, teens, power users of the library, and virtual users of library services.

The community meetings confirmed what CML and the consultants have found to be the case with CML's facilities – that the popularity of the library has made most buildings very crowded. Customers value the services that CML provides – from collections to technology, from Homework Help Centers to branch staff. They also value the library as a community resource and important community space. However, customers want more computers, more space for all ages, and more comfortable (and often quiet) spaces to use the library. Customers envision the library in a continued role as both a community and an intergenerational family gathering space. Visions for library spaces include green buildings with comfortable spaces that offer amenities such as cozy reading nooks.

Focus Groups

In addition to the community meetings, nine focus groups were also held in October 2008, to gather input from several user groups that might be under-represented at the community meetings. The focus groups included both urban and suburban teens, Somalis, Hispanics, seniors, parents of school age children, and homeschooling parents. Over 60 people participated in the focus groups. The focus groups had similar values and concerns found in the community meetings. The importance of CML's support for teens and children, including the focus on the Young Minds demographic, with inviting spaces for both children and teens where noise is okay, and networking opportunities for parents, was a big focus for the teen and parent groups. Visions for the library in the future for all groups included bigger facilities with more space for all, quiet spaces, and information centers that provide technology, including communications, media, and research, to those who don't have it otherwise.

DEMOGRAPHIC TRENDS

Population demographics were analyzed using Mid-Ohio Regional Planning Commission's (MORPC's) 2006 Population Projections. Additional demographic characteristics were studied using Cardholder Database Analysis was conducted during March 1-30, 2006, part of an overall Customer Research Study completed on June 21, 2006 by OrangeBoy, Inc. done for the library. Other historic information, including library use statistics, etc., provided by CML were also reviewed.



"I take my child downtown [to Main Library], and it's "a big adventure for the kids."

- Focus Group participant

"[The] Library will continue to serve as a safe and convenient space for people to meet, exchange ideas and do research."

- Focus Group participant

Columbus Metropolitan Library serves some 800,000 people, approximately 75% of the residents of Franklin County. Between 2002 and 2006, Franklin County was the fastest growing of Ohio's eight predominantly urban counties, with a growth rate that was more than double the state of Ohio's overall growth rate (1.3% annually compared to 0.6%). Some adjacent counties, such as Delaware and Licking Counties, are projected to grow even more. Between 2005 and 2030, the service population is projected to increase 20% to an estimated 940,000 people. The library district covers urban, suburban and rural areas, with most population growth occurring in the suburbs.

The population is becoming more ethnically and culturally diverse. New arrivals from other countries represent a significant portion of the population growth. MORPC reports that since 2000, 26% of the region's new residents are immigrants from outside the United States. The Hispanic population has doubled in the past ten years and the Somali population is unofficially estimated at 40,000 people. The number of students who are English language learners has almost doubled since 2001.¹

Children and youth represent a major portion of the population – 25% in the City of Columbus and 25% in Franklin County. The population overall, however, is aging. The percentage of older residents is increasing and at an accelerating rate. Between 1990 and 2006, the median age in Franklin County increased from 30.8 to 34.5 years.

SERVICE EVALUATION

Columbus Metropolitan Library is a vibrant, active library system that serves millions of people every year. The library's capital improvement plan has maintained and expanded facilities over the past fifteen years. Facility upgrades have clearly had a profoundly positive impact on library service throughout the service area.

The library has, at the same time, worked hard to enhance the quality, efficiency, effectiveness, and accessibility of its collections. Centralized collection development and floating collections have been implemented, to bring fresh material into each facility on a regular basis and reduce travel time for in-demand titles. Homework Help Centers, already extremely popular, have been expanded to provide much-needed support for job seekers.

These trends have increased the level of library service across the community. They have also put increasing pressure on the library's facilities. The cumulative impact of additional visitors, increasing circulation, demand for computer access, Homework Help Center usage and program attendance is apparent in every facility. Several facility-related service issues need to be addressed to enable the library to continue to serve the public at current levels.

This evaluation looks at CML facilities' ability to serve current needs and future needs, to the extent that they can be predicted. Library services are evolving rapidly in response to societal and technological changes. CML's future facilities must be, above all, flexible and multifunctional, to accommodate a multitude of services and needs, both those that can be anticipated and other beyond imagination.

¹ 2008 State of the Region; People, Place and Prosperity. Mid-Ohio Regional Planning Commission.

People Space

Lack of seating and people space generally is the single most noticeable service deficit, particularly in the branch libraries. Even though the branches collectively provide almost 1,500 seats, seating at facilities is often beyond capacity. Acoustically enclosed group study/tutoring space is scarce throughout the system, although in demand and in constant use where available. Homework Help Center space and teen space is in great demand, but the space allocated for this purpose is often too small to accommodate the level of use. HHC users and the noise they generate spill out into other areas. Areas for children and their families are often too small and lack seating. Wireless access has attracted many laptop computer users, to compound pressure on seating capacity. People who wait to use library computers frequently sit at reader tables until a computer is free. There is a lack of space for parents and children to read together and explore the collection and resources available to children and families. Inadequate seating was mentioned in both teens and parents focus groups, for individual study, small group projects and parent/child reading.

Computers and Technology

The library offers many public access computers system-wide, a total of 969 workstations. Demand for this service ranges from brisk to extraordinary. In some neighborhoods, demand is so intense that it may be impossible to satisfy, no matter how many workstations are available. Some facilities need more computers to serve children and/or teens. More accessible and plentiful electrical outlets for laptop plug-in as well as additional seating to serve laptop users are needed in most locations. Technology labs or similar acoustically separate spaces for computer-based training and activities are needed in several locations. Both urban and suburban teen focus groups requested more computer workstations.

Computer areas are organized essentially for individual use. Technology users need more flexible space that encourages collaborative work, with movable seating at which groups can discuss projects and brainstorm. Space is also needed for exhibiting and sharing work that is developed as well as space to store and view work-in-progress.

Collection and Shelving

CML is tracking the decline of hard copy newspapers and the continuing transition and acceptance of digital formats by customers, and will continue to develop its collections with this in view. However, there is still not enough room for the shelving of the hard copy materials that it will continue to provide. More display shelving is needed throughout the system to accommodate more extensive browsing collections. Media shelving that works well with the new AV security cases is needed at all locations. Some branch facilities lack sufficient standard shelving – shelves are too full even with regular weeding. Several branches need more shelving for children’s materials. Shelving for items on hold at several locations is inadequate. Teens asked for additional copies of popular materials in the teen focus group.

Meeting Rooms, Programming, and Group Activity Space

Library programs attract audiences that overwhelm existing meeting rooms. In 2008, 375,000 people attended programs held at CML’s 21 facilities. At several locations, larger meeting rooms are needed. Separate programming spaces for children’s programs, or meeting rooms with dividable wall partitions, are needed in locations with heavy competition for meeting room access. Ideally, most facilities should have two or more acoustically separate spaces, of varying sizes, to accommodate meetings, programs, class visits and other types of events that attract groups of people. Library staff needs



Flexible and comfortable spaces outfitted to accommodate both quiet and active use are critical to the library’s continuing effectiveness.



Teen gaming is a means to advance library goals. Gaming brings teens into the library. Once staff are playing and talking with kids, when staff recommend books, kids listen.



Meeting rooms have great demand from both library programs and community groups.

space in which to prepare for and support programming events, including equipment set-up and testing, both for library-sponsored events and events sponsored by outside providers. Focus groups of teens, seniors, parents and homeschool parents all mentioned the need for more meeting room space.

The library will play an increasing role as community gathering place, with a growing need for spaces in which groups of varying sizes can meet, work, learn, and explore. A medium-sized group activity space, independent of a facility's primary meeting room and the children's programming area, is needed to support a wide spectrum of interactive events – both library-initiated, such as teen video gaming, home school families events, book discussion groups, literacy training and community-initiated events and activities. Open space is also needed, distributed throughout the public areas, to support spontaneous, informal collaboration, coaching or programming small-group encounters.

Service Desks / Reserves / Sorting and Returns

Circulation and reference desks at several locations are large and unwieldy. The library is working to replace older model desks with more compact, flexible desks that support a more mobile, interactive relationship between staff and public. Sorting and return operations in several locations need to be reconfigured and relocated into closed areas to increase volume-handling capacity and improve efficiency. Holds shelving occupies significant space in numerous locations, and yet additional space is needed for this service. Some staff work spaces are too small or are otherwise dysfunctional.

Noise / Congestion / Layout

Sustained, high levels of public use at numerous facilities generate high ambient noise levels and create ongoing crowded conditions and traffic congestion. Most facilities lack space for quiet reading and contemplation. Seniors mentioned the need for separate zones for quiet and noisy activity at their focus group.

Security

CML is committed to operating facilities that are safe, secure and welcoming for all customers and staff. The library conducts training on security topics for staff as well as annual audits of branches to ensure best practices in building security, including sight lines for staff to be able to easily monitor the buildings and protocols for handling situations with security concerns if they arise. Locations are assigned security staff as appropriate.

Parking

While most CML facilities are located on busy and convenient streets with public transportation access and adjacent residential areas, parking is still an important requirement for many people to access the libraries. Many of the facilities have adequate or more than adequate parking, but there are some, especially those that were developed on very limited sites, that do not have adequate parking. Additionally, some parking lots, such as Northern Lights, Whetstone, MLK and Shepard, have problematic vehicular circulation into/out of or through the lots. Individual assessment of parking is noted on the facility summary sheets. The Main Library has a parking garage that has adequate parking not only to serve Main visitors and staff but also the adjacent Grant-Oak apartments (which CML owns). This parking structure likely has capacity to serve expanded uses at Main.

FACILITIES EVALUATION

The intent of the facilities evaluations was to assess the current state of Columbus Metropolitan Library’s facilities as part of the planning process. The assessment analyzed the existing facilities in terms of general function and physical condition, as well as their ability to meet the library needs of the residents they serve. Assessment consisted of consultant site visits and observation and staff interviews to all of the branch libraries, as well as Main Library and Operations Center. The purpose of the assessment was to observe general conditions as well as functional issues related to the delivery of library service, including operational efficiency, staff and customer comfort, and efficient materials flow and the potential for facilities to be reconfigured to improve these. This information was used in combination with the space recommendations for the service areas to assess the potential for the facilities to be adapted to the new service model, to be expanded, as well as other improvements to operations.

Columbus Metropolitan Library’s facilities are in good physical condition. The level of construction and remodeling is consistent with what is expected from public/commercial construction, with the use of long-wearing and resistant materials for finishes and generally civic architectural spaces, with higher volumes and civic entries and areas. The facilities are well-maintained, and staff noted that issues were promptly addressed whenever possible.

Most facilities are well-located within their communities and service areas. They are on busy and convenient streets with transit access and adjacent community or commercial uses and near the surrounding residential areas which they serve. However, while some of the newer large facilities have opportunities for expansion on the existing parcels, many sites have limited expansion potential. In some cases, adjacent parcels may be available to accommodate potential expansions. Most sites have adequate or more than adequate parking, with only a few facilities with substantial limitations on parking availability (Driving Park, MLK, Parsons).

Layout of the facilities is geared towards traditional library services, with spaces for adult services and children’s services and community meeting rooms, but inadequate spatial arrangement in most buildings for teen areas, computer areas, Homework Help Centers, group study areas, or flexible spaces that can accommodate multiple uses. Recent retrofits to the facilities accommodate areas for computers and homework assistance centers, which are functional but have negative impact on other areas due to inadequate physical or acoustical separation between different uses.

All of the facilities except New Albany are undersized and struggle to provide enough traditional library services (materials, programs, seating, and computers) to existing customers, let alone to provide adequate space for new services or expanded populations. The size of facilities compared to the population they are serving means they are simply too small to meet the needs of the community, resulting in over-crowding conditions that impacts everything from noise levels to thermal comfort issues and even the ability to find space to work.

There are some facilities that lack either visibility to the facility or appropriate presence as a public facility (i.e., Karl Road, Shepard) or an appropriate entry (Driving Park).

Most staff areas in the branch libraries have been modified and adapted throughout time to accommodate changes in staffing and workflows. The lack of appropriate space in staff workrooms impedes the efficient flow of materials from book return areas out to the public service area and shelving. Some branches have multiple points of book return and/or require flow of materials around workspaces that are indirect and cumbersome.



Computer use is in high demand at all CML facilities.

NEEDS ASSESSMENT



Facilities are well-maintained, but simply too small to meet the demand of so many users.

The buildings' infrastructure is well-maintained and adequate for today's demand, but electrical and mechanical systems would be overloaded were the facilities to be expanded.

- There is enough electrical capacity at all of the facilities to handle the current electrical loads, even with the substantial addition of computers since their construction. However, the flexibility and location of power receptacles (i.e., outlets where they are needed for laptop or other uses) is an issue since most of the facilities are slab-on-grade construction and do not have the flexibility to change electrical distribution as easily as either buildings with under-floor access or newer facilities that have planned for the type of power distribution required by the demands of today's technology.
- Lighting levels are adequate in most facilities, although some have metal halide fixtures, which experience overheating and periodic shutdown of these fixtures at inappropriate times due to their overload protection.
- Heating, ventilation, and air conditioning (HVAC) are ganged residential systems for all but a couple of facilities. This type of system allows the library to maintain some functioning heating/cooling capability even when one or more units are not operational. Appropriate zoning is an issue in many facilities, especially as spaces within the building have been divided or reapportioned to meet current space needs, but the mechanical systems have not been changed to match these alterations resulting in many hot and cold areas.

Operationally, many facilities are instituting ad-hoc recycling. This is a first and easy step to improving sustainability of operations in the facilities, and staff throughout have a great interest in this.

Some facilities have good natural light, especially newer facilities such as Hilliard, Gahanna, Linden, and South High, but there are many facilities that do not have good daylighting strategies, either with unprotected east and west fenestration, such as Southeast, or lack of or limited natural light and views, such as Karl Road, Driving Park, Shepard, and Reynoldsburg. Improving daylight harvesting as an energy-efficient strategy should be considered as CML undertakes overall improvements to its facilities.

It is our understanding that CML recently changed its irrigation and landscape policy to cut back on the use of water for irrigation of landscaping. This is a positive step in conserving water resources. Many of the facilities have landscape that still requires greater irrigation, and therefore looks ill-maintained. These areas are planned to be changed to more drought-tolerant or xeriscaping landscapes and will then be adequately and appropriately landscaped.

CUSTOMER MAPPING

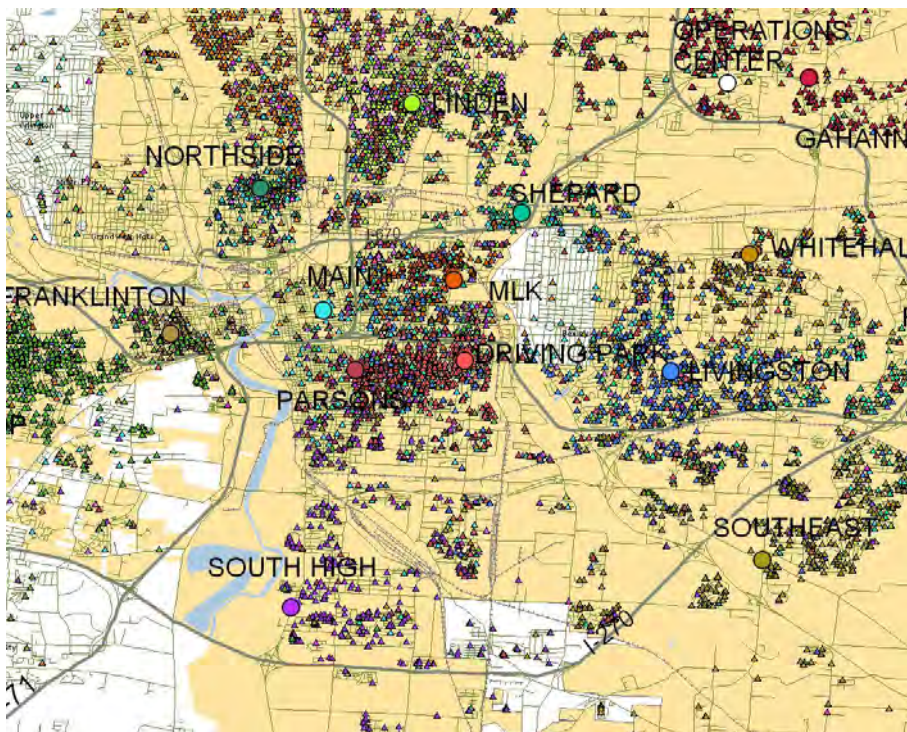
Library use patterns were mapped to further examine how the branches work as a system, to find or confirm geographic barriers, and to confirm if all areas of the CML district were well-served by the existing branches.

Snapshot data was collected from Columbus Metropolitan Library's circulation database for materials checked out at all branches in the system for a typical week in the fall of 2008. Similar snapshot data was collected for computer sessions reserved

during the same time period. The address of each person who checked out materials or signed up for a computer session at the library was then plotted on a map, with colors representing which branch the customer had used (i.e., everyone who checked materials out at the Karl Road Branch had their home address mapped as a pink dot and everyone who had a computer session at Karl Road Branch had their home address mapped with a pink triangle; everyone who used Main Library had their home address mapped as either a blue dot or triangle, etc.).

Analysis of customer mapping data for CML will be an ongoing investigation as library system scenarios and particular branch needs are analyzed and proposed. This information was correlated with other library statistics, such as out-of-district library use and staff interviews of customer travel patterns, to analyze how residents in CML's district use the library. An example of customer mapping is provided below, while maps for each area are included in the Analysis Area pages that follow.

- There are no large un-served residential areas within CML's service area. Maps show that within a one week snapshot there were library materials checked out from residents in almost every neighborhood and on almost every street. Whetstone and Hilltop branches in particular exhibit a pattern where many households on every street checked out materials or used computers.
- The majority of library users in most service areas use their nearest branch. This is especially true for the large branches, likely due to both geography/distance between facilities and the level of resources available at these larger branches.
- Freeways, highways, railroads, and water bodies are a limiting factor for the geographic reach of some branches. This is especially true for some branches (Whetstone, Linden as examples), where library services and potentially



Mapping customer use patterns that showed CML provides good coverage throughout its district with its existing facilities.

NEEDS ASSESSMENT

lifestyle patterns are more likely to be accessible by walking (or transit). Dublin, Hilliard, Southeast, and South High were not as greatly affected by these barriers, likely because the location of many residential areas are outside of walking distance to the library. Also, given the suburban nature of these communities, the residents likely have more automobile based lifestyles.

- There is significant CML use (materials and computers) by residents of surrounding communities outside of CML's district and even outside of Franklin County. This use impacts Reynoldsburg, Southeast, Dublin, and New Albany branches in particular due to their proximity to County borders.
- Main Library is used by customers throughout the CML service area, but the use of it is more dense in the two to three mile radius around Main, indicating it is serving as an extended resource for the small branches around it. Main Library use drops off in the areas served by medium and large branch libraries

SUMMARY OF NEEDS ASSESSMENT FINDINGS

All of the needs assessment points to one thing – although CML is a top-ranked library system and is providing great library service to its customers, the facilities through which it provides services were not originally sized to meet the current demand. Customers value the services that CML provides, This success puts extraordinary pressure on the facilities, with public space, computers, and group spaces such as meeting rooms unable to meet the demand of users. In addition, the current facilities limit the ability of CML to continue to provide its current set of services, including Homework Help Centers, an exemplary collection, and well-used library programming, as the population of the Columbus area continues to grow. They will also limit the ability of CML to pursue the innovative services that shared discovery envisions in its efforts to continue its mission for providing library services well into the future, and which customers envision.

RECOMMENDATIONS

SERVICE LEVEL RECOMMENDATIONS

The library's facilities must be expanded and improved to meet growing customer demand, expanding population, and to support the library's evolving service model. The recommendations that follow incorporate current best planning practice in library facility design, incorporating space planning experience from many recent public library facilities across the United States. They accommodate state-of-the-art library service as well as flexibility to accommodate new service components as they are implemented. The changing face of book and media publishing is also factored into the recommendations, to support increasing public acceptance of digital content and downloading and expanded book and media display.

People Spaces

Space for people is the most significant service deficit throughout the system. The library's facilities need to provide multiple seating areas that support varied types of use. This includes areas for quiet individual reading, collaborative study, parent and child exploration of children's books, serious research, tutoring and informal discussions. These spaces must be visually and acoustically zoned to enable visitors to use the facility in the ways they need to without disturbing others.

Seating levels are significantly low at every branch and in some parts of Main Library. The branch libraries provide a combined 1.87 seats per 1,000 people served (2.37 seats per 1,000 systemwide with Main Library). The low seating capacity inhibits customers from fully utilizing on-site library services. More seating is needed for children and their parents, students, teens and adults. Seating capacity needs to increase to enable all facilities to accommodate the needs of the populations they serve. In addition, seating areas need to be zoned to create separate acoustical areas for contemplative reading and research, for collaborative work, tutoring, informal discussions and other activities as customers discover, share and process the information they find.

Each facility's seating capacity needs to match the population it serves. Service populations under 25,000 require incrementally more— from 4 to 6 seats per 1,000 people served. As the service population increases, adequate seating capacity can be achieved with somewhat lower seating levels. The levels recommended for CML for medium-sized populations (25,000 to 50,000 people) are 3 to 4 seats per 1,000 and 2.5 to 3.5 seats per 1,000 for populations over 50,000. These ranges are in line with best planning practice and will support the public's multi-faceted use of each facility.

Currently, seven branches and Main Library offer acoustically enclosed spaces for tutoring and small group work. Demand for this type of space is high throughout CML. Two to six acoustically enclosed rooms for group study and tutoring are needed at each facility to offer small groups, students at all grade levels and business entrepreneurs appropriate space to meet and work together. Each room needs to accommodate approximately six people, although some rooms may be larger or smaller.

The need for space for people extends beyond seating. Parents and children, for example, need space adjacent to the children's collection in which they can read books



People space of all types - children, teen, adult, quiet study and group activity - is in high demand throughout the system as the library's popularity continues to grow.

RECOMMENDATIONS



Seating for quiet individual library use as well as group activities - including enclosed group study space - is needed to meet community needs and demand.

together, experiment with educational toys and explore the world that the library and its resources makes available. This space needs to be flexible and open, providing not only convenient parent/child seating but also space for parents to interact with each other while their children are in view but engaged in other activities.

The library is playing an increasing role as a community gathering place, with a growing need for spaces in which groups of varying sizes can meet, work, learn, and explore. A medium-sized group activity space, independent of the meeting room, is needed to support a wide spectrum of interactive events – both library-initiated, such as book discussion groups, literacy training and community-initiated events and activities. Clear space is also needed, distributed throughout the public areas, to support spontaneous, informal collaboration, coaching or programming small-group encounters.

Seating Guidelines for Branches

Seating <i>for all branches</i>	Current	2030 Recommendation <i>by service area population</i>		
		12 - 25K	25 - 50K	> 50K
reader seats ¹ <i>per 1000 people</i>	1.87	4 - 6	3 - 4	2.5 - 3.5
group study seats <i>per branch</i>	< 3	12 - 24	18 - 36	24 - 36
group study rooms <i>per branch</i>	< 1	2 - 4	3 - 6	4 - 6

¹ Seating includes all public reading seats at table and lounge configurations, and excludes group study, technology, and meeting room seats.

Collection and Shelving

The library has successfully built and maintained its collections of books and media over time, as demonstrated by the tremendous flow of circulating items throughout the system. The collection overall is at an appropriate level, providing 2.87 items per capita. Shelving for the collections needs to be improved, however, to provide shelving at appropriate heights, especially for children and older adults. Ample display shelving is needed at every facility to encourage browsing and maximize physical access to the collections. Additional shelving should be factored in at each facility to accommodate the ebb and flow of books and media that customers return at locations along major transportation routes.

As more people use books and media in digital format and download their reading, listening, and viewing materials, the library anticipates purchasing fewer physical copies of selected items. The shelving recommendations have taken this trend into account.

Collection Guidelines for Branches

Collections <i>for all branches</i>	Current	2030 Recommendation <i>by service area population</i>		
		12 - 25K	25 - 50K	> 50K
volumes <i>per capita</i>	2.1	2 - 3	2 - 3	2 - 3

Public Computers and Technology

Computer access is a primary, essential library service at CML. Public computers available at the branches and Main are used over 3,000,000 times a year. Demand continues to exceed the number of available workstations, however. While the library is testing laptop lending as a strategy to make more technology available, the demand for technology access continues to grow. In many areas, the library is the public’s only resource for free computer access.

Public access computers are needed in sufficient numbers to support ongoing community need. As this technology evolves over time, facilities must continue to offer appropriate space for people to use, no matter whatever technology is used. The number of public access computers needed ranges from 2.5 to 0.75 workstations per 1,000 people served , providing a total of 875-1500 workstations in branches and between 245 and 320 at the Main Library. The lower range of these recommendations represents a small increase over the space available for technology today, but this may be appropriate if personal and portable mobile devices change the nature of the digital divide.

In addition, all seats in public spaces need access to electrical power to enable customers to plug in personal computing devices. Space is needed as well for equipment that supports public downloading, streaming and sampling of digital content. Four to sixteen technology stations, depending on facility size, should be available for downloading materials.

Each facility needs technology space for individual use, training, and collaborative use. The space for collaborative technology should provide a laboratory-like setting in which small groups can develop content and participate in self-directed learning, similar to academic libraries’ learning common spaces. These areas should offer computers in clustered arrangements with movable table seating and casual seats for group and/or individual creation, discussion and brainstorming. Space for exhibiting and sharing work developed is needed as well as space to store and view work-in-progress. The computers in this space are included in the overall computer service level recommendation.



Technology access will continue to grow in importance as it becomes more prevalent in day to day life.

Technology Guidelines for Branches

Technology Workstations <i>for all branches</i>	Current	2030 Recommendation <i>by service area population</i>		
		12 - 25K	25 - 50K	> 50K
computers <i>per 1000 people</i>	1.03	1.75 - 2.5	1 - 1.75	.75 - 1.25
download stations <i>per branch</i>	0	4 - 8	6 - 12	8-16
collaborative workstations <i>per branch</i>	0	6 -12	12 -24	24 - 36

RECOMMENDATIONS



Homework Help Centers are a vital part of CML's commitment to supporting Young Minds.

Homework Help Centers and Job Help Centers

Homework Help Centers and the recently introduced Job Help Centers are among the library's newest and most valued services. They are used both for staff-mediated homework assistance and for individual study. With limited space, HHCs have taken over open seating in branches, causing seating deficits elsewhere in the building. As the library system grows, space for these centers needs to be factored in to each building design, including Main Library, to allow adequate seating and computers for all services

Meeting Room, Programming and Gathering Spaces

Library facilities are primary community gathering spaces. Library-sponsored programs attract hundreds of thousands of people each year - in 2008, 375,000 people attended programs at CML facilities. Community groups and local organizations compete to use existing meeting rooms. As the library's role in the community grows, the need for space for both individual and group activities will continue to increase as will the need for digital projection equipment, supported by adequate storage and preparation space.

Each facility needs dedicated meeting room space that accommodates between 75 and 200 people, depending on the population served. Larger meeting rooms should be equipped with movable wall partitions to enable two events to take place at the same time. Library staff needs 100 to 400 square feet of preparation space to store supplies and prep for programs. In addition, a celebratory space at Main Library for large community-wide events and performances will serve the entire library system.

Programming for children is and will continue to be a major component of service to Young Minds. The heavy emphasis on this service in addition to the overall need for meeting and programming space suggests the need for separate children's programming space. Most facilities need open space in the Youth Services area, with floor seating to accommodate between 25 and 75 children and their parents or caregivers, for programming and class visits. Smaller facilities may use the primary meeting room for these activities.

Meeting Room and Activity Space Guidelines for Branches

Gathering Spaces <i>for all branches</i>	Current	2030 Recommendation <i>by service area population</i>		
		12 - 25K	25 - 50K	> 50K
meeting room seats <i>per branch</i>	15 - 80 <i>(56 avg.)</i>	75 - 125	125 - 150	150 - 200
meeting room size <i>in square feet</i>	n/a	.9 - 1.5 K	1.5 - 1.8 K	1.8 - 2.4 K
children's activity/ class visit space <i>floor seats per branch</i>	0	25 - 50	30 - 50	50 - 75

Parking

CML will need to continue to provide the appropriate level of parking at its facilities to ensure customers can easily access its facilities. Parking levels of one space for every 250-400 square feet of building space should be provided, depending on the location (suburban, urban, availability of transit or other public parking, etc.)

In addition, CML may want to provide drive-up materials drop-off where possible for further customer convenience.

Self service technologies and efficient materials and work flow will continue to be a part of CML's efficient operations.

Service Desks, Self Checkout and Holds

The library has transformed the way it does business with effective use of self checkout technology, self-service holds pickup and other strategies that minimize delays for service. Existing facilities have been outfitted with this equipment to the extent feasible. Each new facility needs 200 to 500 square feet of space to accommodate compact, flexible service counters and desks that support self-service operations. Each facility needs between three and twelve self checkout machines. Customers are making increasing use of the interlibrary request system. Adequate space is required to provide 16 to 80 sections of holds shelving for reserves at each location. In addition, if facilities can be designed so that holds can be made available outside of library open hours, this will provide additional convenience for customers.

Staff Workspace, Storage, Returns and Sorting

Functional, open staff workspaces are needed in every facility to accommodate the volume of materials that flow in and out of the building, support efficient materials handling, including automated materials handling equipment, support staff productivity and collaboration and provide appropriate types and amounts of storage. Square footage allocated to behind the scenes functions should equal 10% to 20% of each facility space. Smaller facilities will require a higher percentage of space for this purpose than larger facilities due to the economy of scale achievable in larger buildings.

Support Space Guidelines for Branches

Services <i>for all branches</i>	2030 Recommendation		
	<i>by service area population</i>		
	12 - 25K	25 - 50K	> 50K
self check-out stations <i>per branch</i>	3 - 6	4 - 8	6 - 12
holds shelving sections <i>per branch</i>	16 - 32	30 - 50	50 - 80
staff spaces <i>% of net assignable sq. ft.</i>	15 - 20%	12 - 15%	10 - 12%

RECOMMENDATIONS



The New Albany Branch is the CML facility closest to the overall square footage per capita recommendation, at 1.0 SF/Capita for its current population.

Total Space Recommendations

The recommended service guidelines outlined above have been developed to meet the specific needs of the Columbus Metropolitan Library district. The facilities designed to these levels will be able to support CML as a cutting edge institution over the next several decades. The recommendations are built component by component, with appropriate space allocated for each item. These recommendations can be totaled to a square foot per capita range of between 0.75 square feet per capita and 0.92 square feet per capita in branch facilities, with an additional 0.31 to 0.40 square feet per capita at Main Library. The recommendation range fluctuates due to economies of scale that are inherent in larger facilities. It also allows for the flexibility to adjust recommendations to meet the unique needs of each community. For instance, branches that are affected by a large amount of out-of-district use may be adjusted to the higher level of the guidelines to accommodate for this increased use. Areas with higher youth and family populations can adjust for those components affecting services to Young Minds, and areas with few other community meeting room resources can use the higher end of the meeting space guidelines.

While these recommendations represent a significant increase in space for the CML system, the facilities designed to these levels will be able to support CML as a cutting-edge institution over the next several decades.

Overall Square Footage Guidelines for Branches

SF per Capita <i>for all branches</i>	Current	2030 Recommendation <i>by service area population</i>		
		12 - 25K	25 - 50K	> 50K
branch sf per capita	.36	1.0 - 1.4	.8 - 1.0	.66 - .8

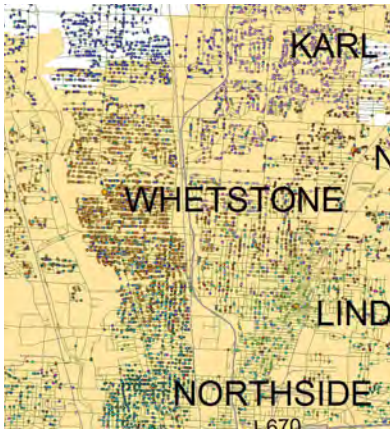
Overall Library Service Level Guidelines for Branches

CML district	Current	2030 proposed ¹	
population <i>growth 17%</i>	801,000 (2005 pop.)	939,000 (MORPC projected)	
service component	collection	1.6 million volumes 2.1 volumes/capita	1.8 - 2.8 million volumes 2.0 - 3.0 volumes/capita
	seating ²	1,500 seats 1.9 seats/capita	2,500 - 3,500 seats 2.75 - 3.8 seats/capita
	technology workstations ³	823 computers 1.03 computers/capita	875 - 1,500 computers .95 - 1.6 computers/capita
	meeting room seats	1,133 seats 1.4 seats/capita	2,800 - 3,700 seats 3.0 - 4.0 seats/capita
	group study	56 seats .07 seats/capita	430 - 780 seats .5 - .85 seats/capita
total square footage ⁴	286,055 sf (in branches) .36 sf/capita	701,000 - 862,000 sf (in branches) .75 - .92 sf/capita	
parking spaces	1,818 spaces	2,917 - 3,292 spaces	

Notes:

- 1 Service components are expressed in low-high ranges to facilitate tailoring services to meet the unique needs of each service area. In aggregate, the service components should fall with the total square feet/capita appropriate to each population range (see Recommendations text).
- 2 Seating includes all public reading seats at table and lounge configurations, excludes group study, technology and meeting room seats.
- 3 Technology workstations are for public use including internet, catalog, download and collaborative training. Staff workstations are in addition.
- 4 2030 proposed square footage is expressed as a +/- 10% range of the average of each service component applied to the 2030 populations of each service area.

RECOMMENDATIONS



CML's geography was studied to determine geographic constraints, customer use patterns, and population growth areas.

SYSTEM DESIGN RECOMMENDATIONS

System design describes the types of library facilities, how they relate to one another and function as a system, and how they are distributed across the Columbus Metropolitan Library district. The recommended system design is based upon a series of guiding principles, a vision for service delivery, and an analysis of geographic, residential, and transportation patterns and trends.

Geographic, Residential and Transportation Patterns and Trends

Locating branches convenient to residential areas promotes access to the widest range of customers for the widest range of hours (seniors in the mornings, children and teens after school, families and adults in the evenings). Customer mapping demonstrated that CML generally provides good access to the entire district.

The largest share of the projected population growth is expected in outer suburban communities that are characterized by lower residential density and higher automobile usage and longer vehicle trips (Dublin, Gahanna, Hilliard, New Albany, Reynoldsburg, South High and Southeast service areas). This type of development pattern suggests more widely spaced library facilities with an increased need for easy vehicular access.

Population is expected to increase modestly in and near the downtown area due to new residential infill (Driving Park, Franklinton, Linden, Northside and Shepard service areas). Other central and near north neighborhoods will see smaller increases or slight population declines (Hilltop, Karl Road, Livingston, Martin Luther King, Parsons, Whetstone, Whitehall service areas). Central and inner ring neighborhoods reflect more traditional and higher density development patterns that promote more pedestrian and transit use. This type of development pattern suggests closer spaced library facilities that are well located on transit lines.

System Design Principles

The proposed system design is based on the following principles:

- Build on existing infrastructure where possible to leverage existing investments.
- Recognize and respond to present and future transportation and development patterns.
- Provide a full range of library services conveniently located to Columbus Metropolitan Library district customers.
- Recognize the needs of a diverse population within the district. Provide equitable, though not identical, library services throughout the district.
- Strive to develop/maintain an economically efficient system.
- To ensure the ability to operate sustainably, the system should take advantage of economies of scale and have fewer larger branches where ever possible.
- Services for an area may be provided all in one location or through a network of facilities/locations that function as a total service area.
- Recognize the unique role and importance of a vital downtown Columbus. Provide flagship services that will serve as a county-wide destination and service laboratory and training grounds for the entire system.
- Unique areas that don't meet population thresholds.

SYSTEM RECOMMENDATIONS – LIBRARY FACILITY TYPES

Scalable Branch Libraries

Branch libraries will continue to provide the majority of in-person library services and experiences. At the core of the proposed system design is a series of robust branches that are distributed equitably throughout the district. Library service equity is measured on a per-capita service basis applied to a branch’s service area projected population. This means that areas with smaller populations will have smaller libraries, and areas with larger populations will have larger libraries, so that areas have approximately the same ratio of building size and library services. The result is that **every branch** is appropriately **sized for the number of people it serves**.

For customer convenience all branches should provide a wide range of services. While staying within total service level guidelines (+/- 10%) for each service component (collections, people space, computers), the services can be tailored (increased or decreased) to reflect local needs. Branches can provide flagship services when such services reflect a unique concentration of users and affinity with such services. (e.g. African American history center, Hispanic focus, Somali language and culture).

For optimal mix of services and economies of scale, a preferred minimum branch size is 15,000 square feet in high density residential areas and 25,000 square feet in lower density residential areas. To promote convenient access and avoid aggregating too much service in too few locations the preferred maximum branch size is 60,000 square feet.

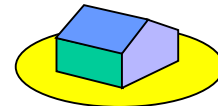
Redefining Branch Service Areas

The service area is the specific geography in which residents are most likely to consider that branch their home library. CML’s district is also divided into analysis areas – larger, geographically defined regions of multiple branches where there is significant cross-use between branches. These analysis areas have distinct borders, such as freeways and rivers, that constrain the majority of use to that area. CML’s district is divided into these separate analysis areas and service areas to ensure that all residents have equitable access to services. Typically branches are scaled to fit their service area. Where site constraints limit branch size to less than needed, the service area is instead scaled to fit the branch and the excess population is apportioned to another or new service area within the same geographic analysis area.

Additional new branch service areas may be suggested through a combination of:

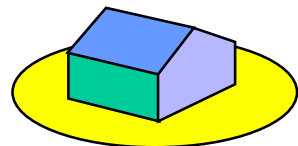
- Limited ability to expand existing sites to meet needs
- High needs in areas may push facility sizes larger than desired
- Improving access/convenience by reducing size of service areas
- Impacts of non-district customer use

Columbus Metropolitan Library is a central Ohio resource. CML provides reciprocal service to non-CML district areas within Franklin County and to the other adjacent counties. The Dublin, New Albany, Reynoldsburg and Southeast branches are CML’s outer most branches, and each have greater than 10% of their circulation by non-district customers. In recognition of its larger area role and to avoid crowding, these four branches are proposed to be approximately 10% larger than service district populations would call for.



Small Service Area Population

Population	15,000 people
Building Size	15,000 SF
	1.00 SF/Capita



Medium Service Area Population

Population	40,000 people
Building Size	36,000 SF
	0.9 SF/Capita*

**a slightly smaller SF/Capita is used because of the ‘economies of scale’ in the larger building.*

Express / Satellite Branches

Some areas may require a different facility approach. An Express / Satellite branch is a smaller branch of 5,000 to 7,500 square feet that is intended to meet the needs of smaller isolated or emerging population centers. This facility type will provide targeted services to meet priority needs. Express/Satellite branches are intended to be located in leased spaces that can be opened and operated for lower cost than full service branches. This model provides the library with more agility to test service approaches and adjust locations to respond to future development and nearby branch improvements.

LIBRARY FACILITY RECOMMENDATIONS

A significant amount of new library space is needed in the Columbus Metropolitan Library system to allow CML to continue to provide the top-rated library services – both existing and new – that its customers expect and deserve. An additional 450-660,000 square feet is recommended to be added to the system over the next twenty years to serve both existing and new residents, including increases at all branch libraries and Main Library. While this is a significant increase in square footage, the new space will allow the library to operate more efficiently and to provide more materials, people space, community space, technology, programming, and other learning and discovery spaces throughout the district.

New and Expanded Facilities

The overall facility recommendations of the Vision Plan are to significantly increase the size of the library facilities and to add up to 5 new facilities throughout the service area (within the next twenty years) where population growth is anticipated to be large enough to require a new facility to serve the population or where geographic constraints hinder access to existing facilities. This increase in space will allow CML to alleviate crowded conditions in the current facilities, to accommodate future population growth, and to provide new and innovative services far into the future.

Library Improvement Options

Each proposed new branch or change to an existing facility was evaluated to determine the options for improvement to meet the recommended space needs.

The definition of the library improvement options are as follows:

Expanded Facilities

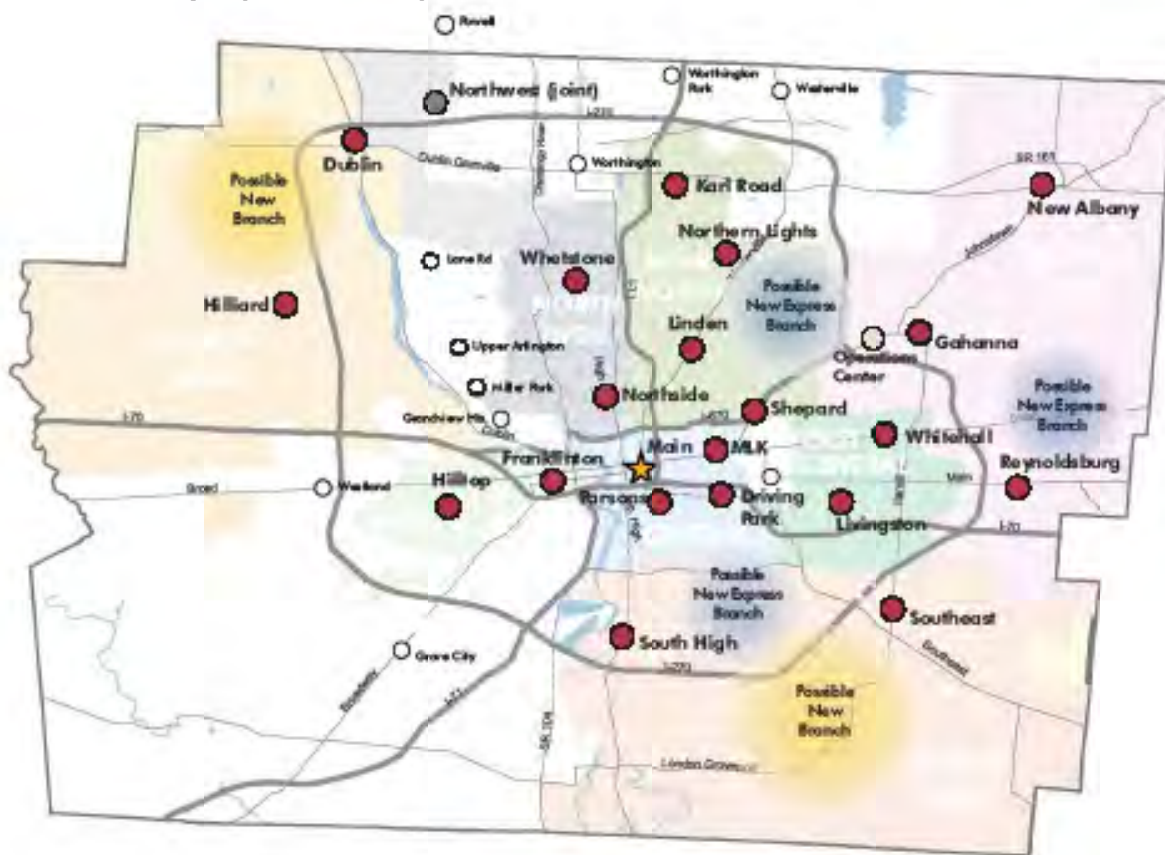
Library services can be expanded in many ways. If there is adequate room on the existing site, an **addition to the existing building** may be an option. A **replacement** of the existing building with a new, larger facility on the same site may be preferred where the existing facility cannot be easily expanded or where the existing building is old and has reached the end of its useful service life. The useful service life is the expected time components of a building are expected to last before replacement is needed - such as replacement of mechanical, electrical and lighting systems and building envelope components (windows, roofing, etc.). At times, a new building may be less expensive to build than replacing these systems in an older existing building when combined with the added complexities of expanding it. Projects will be evaluated to determine the best and most cost effective strategy on a case-by-case basis at the time of implementation. In addition, if the current site does not have adequate capacity but additional, adjacent land is available, an **expansion of the site** could be an option with either an addition or replacement facility to meet the need. **Relocation to a new,**

larger site is an option that may be preferred when the existing site is too small, can be easily sold, and where an alternative site that serves the community well can be found. Because the building and site options can change over time, the specific improvement option was not recommended at this time. These library improvement options should be reviewed, and a recommended option determined, **after funding is secured** and at the time of project implementation.

New Facility

New facilities are **new service points**. Since the existing facilities serve the CML district well, there are relatively few new facilities needed through 2030. New facilities are recommended in those areas where extensive population growth either has occurred since existing facilities were built or where new growth is slated to occur. New branches should be located centrally to the communities they serve. The Implementation Planning chapter includes “site location criteria” that were developed for both new and relocated branches.

Recommended Library Improvement Map



Recommendations Key

- Expansion to existing facility
- Possible New Branch
- Possible New Express Branch

Recommended Facility Improvements - The recommended facility improvements include expansion of all existing branches and the Main library, and up to five new facilities throughout the service area.

RECOMMENDATIONS

Recommended Library Improvements

Analysis Area and Library	2009 Existing Conditions			2030 Facility Recommendations		2030 Population (Source: MORPC, rounded)	Proposed Square Feet
	2005 Population	Existing Square Feet	Year Built	Building Age in 2030	Proposed Service Improvements		
North West Analysis Area	135,332 pop	40,152 sf				171,500 pop	123,000 sf - 151,000 sf
DUBLIN	50,558 pop	20,147 sf	1980	50 yrs old	expand	replace, relocate	
HILLIARD	84,774 pop	20,005 sf	1996	34 yrs old	expand	addition, enlarge site	
<i>Possible New Branch</i>							
North High Analysis Area	93,754 pop	30,457 sf				88,500 pop	65,000 sf - 81,000 sf
WHETSTONE	54,633 pop	22,729 sf	1985	45 yrs old	expand	replace, relocate in park	
NORTHSIDE	39,121 pop	7,728 sf	1990	40 yrs old	expand	enlarge site, relocate	
Near North Analysis Area	148,016 pop	50,543 sf				157,000 pop	119,000 sf - 148,000 sf
KARL ROAD	56,278 pop	20,006 sf	1988	42 yrs old	expand	addition, replace, relocate	
NORTHERN LIGHTS	35,993 pop	11,831 sf	1993	37 yrs old	expand	replace, enlarge site, relocate	
LINDEN	41,281 pop	12,701 sf	2004	26 yrs old	expand	addition	
SHEPARD	14,464 pop	6,005 sf	1985	45 yrs old	expand	addition, replace, enlarge site, relocate	
<i>Possible New Express Branch</i>							
North East Analysis Area	138,952 pop	62,258 sf				175,500 pop	126,000 sf - 153,000 sf
NEW ALBANY	21,115 pop	21,053 sf	2003	27 yrs old	expand	addition	
GAHANNA	57,136 pop	21,400 sf	1991	39 yrs old	expand	addition, replace, enlarge site, relocate	
REYNOLDSBURG	60,701 pop	19,805 sf	1980	50 yrs old	expand	replace, relocate	
<i>Possible New Express Branch</i>							
South East Analysis Area	80,704 pop	32,717 sf				121,500 pop	92,000 sf - 113,000 sf
SOUTHEAST	51,248 pop	21,140 sf	2000	30 yrs old	expand	addition, replace, relocate	
SOUTH HIGH	29,456 pop	11,577 sf	1992	38 yrs old	expand	addition, replace	
<i>Possible New Branch</i>							
<i>Possible New Express Branch</i>							
East Central Analysis Area	72,643 pop	19,791 sf				72,000 pop	56,000 sf - 69,000 sf
WHITEHALL	29,721 pop	7,466 sf	1959	71 yrs old	expand	enlarge site, relocate	
LIVINGSTON	42,922 pop	12,325 sf	1992	38 yrs old	expand	enlarge site, relocate	
Central Analysis Area	65,195 pop	22,532 sf				68,500 pop	62,000 sf - 77,000 sf
DRIVING PARK	14,243 pop	6,000 sf	1972	58 yrs old	expand	enlarge site, relocate	
MARTIN LUTHER KING	21,018 pop	8,933 sf	1969	61 yrs old	expand	enlarge site, relocate	
PARSONS	29,934 pop	7,599 sf	1956	74 yrs old	expand	relocate	
Downtown pop. using Main	3,739 pop					20,000 pop	see main recommendation
West Analysis Area	62,786 pop	27,605 sf				64,000 pop	58,000 sf - 70,000 sf
HILLTOP	51,976 pop	20,065 sf	1996	34 yrs old	expand	enlarge site, relocate	
FRANKLINTON	10,810 pop	7,540 sf	1995	35 yrs old	expand	enlarge site, relocate	
System wide all Branches excl main and OpCenter	801,121 pop	286,055 sf		44 yrs old	< average age in 2030 w/o improvements		939,000 pop 701,000 sf - 862,000 sf
Main Library Carnegie		31,200 sf	1907	123 yrs old			31,200 sf
Addition (excluding garage)		224,200 sf	1991	39 yrs old	expand	addition, enlarge site	261,200 sf - 344,200 sf
		255,400 sf					292,400 sf - 375,400 sf
OPERATIONS CENTER		55,335 sf	2002	28 yrs old	no action or reduce size if some uses currently at Operations Center are consolidated at Main		55,335 sf
System wide	801,121 pop	596,790 sf				939,000 pop	1,049,000 sf - 1,255,000 sf

IMPLEMENTATION PLANNING

Columbus Metropolitan Library is a separate legal entity that is responsible for the development and operation of its facilities and as such will oversee the realization of the facility improvements proposed in this 20/20 Vision Plan.

The last comprehensive facilities plan for Columbus Metropolitan Library was developed in 1987. To date all elements of that plan have been realized along with additional new or remodeled facilities that were possible due to excellent fiscal management. Throughout the years CML has benefited from community support as realized through an approved property tax levy that provides close to half of the library's revenue through 2010. This support has come in part from the excellent service that the library provides the community and in part from the library's commitment to the community of promises made; promises kept.

The library is planning to have a ballot measure for a new levy put before district voters in November 2010. Levy funds may be used for operations and capital projects. Other potential sources of project funding include a capital campaign, sale of surplus property, revenue bonds and a voter approved facility bond. The amount and timing of funds available to implement the 2020 Plan will be determined at a later date.

PROJECT PHASING

The improvements proposed to Columbus Metropolitan Library involve every library facility in the system. Library improvements projects will be possible as capital funding is available. Phasing of projects will take into consideration the criteria below.

Need: Areas that have a greater need should be considered higher priorities. Need includes demands for literacy assistance and computer access. Areas that have not seen significant facility improvements in the recent past, and those areas with large service and square footage deficits should also be higher priorities. For those areas that are growing significantly, proposed project should be timed to coincide with population growth.

Geographic Equity: Service and facility improvements should be balanced across the different geographies in the CML district.

Continuity of Service: Phasing should support continuous library service to the community in each geographic network/area, so that geographically there are no major gaps in service.

Operational Cost Management: Phasing should be done in a way that allows CML to gradually distribute increased staff and maintenance needs.

Project Oversight: Improvements should be phased in a way that allows for effective oversight by CML staff. The project schedule should include a time contingency for unforeseen extensions in project schedules, such as long lead times or needed acceleration in land acquisitions.

Opportunity: Development opportunities that arise from partners, land availability, or special funding opportunities should be considered in implementation phasing, and the plan should retain flexibility to accommodate changes and new opportunities that may arise prior to and during the implementation of improvements.

IMPLEMENTATION

Learning Curve/evaluation of model: Phasing improvements will allow CML to evolve its facilities to learn from earlier projects and incorporate new trends in service and technology.

A preliminary review of the recommendations according to the above criteria suggests that projects could be grouped into three broad phases shown in the project summary table.

2030 Facility Recommendations

Library	Proposed Service Improvements	Facility Improvements Options	Phase		
			1	2	3
DRIVING PARK	expand	enlarge site, relocate	•		
DUBLIN	expand	replace, relocate		•	
FRANKLINTON	expand	enlarge site, relocate			•
GAHANNA	expand	addition, replace, enlarge site, relocate			•
HILLIARD	expand	addition, enlarge site		•	
HILLTOP	expand	enlarge site, relocate			•
KARL ROAD	expand	addition, replace, relocate		•	
LINDEN	expand	addition			•
LIVINGSTON	expand	enlarge site, relocate	•		
MARTIN LUTHER KING	expand	enlarge site, relocate	•		
NEW ALBANY	expand	addition			•
NORTHERN LIGHTS	expand	replace, enlarge site, relocate	•		
NORTHSIDE	expand	enlarge site, relocate	•		
PARSONS	expand	relocate	•		
REYNOLDSBURG	expand	replace, relocate	•		
SHEPARD	expand	addition, replace, enlarge site, relocate	•		
SOUTH HIGH	expand	addition, replace		•	
SOUTHEAST	expand	addition, replace, relocate			•
WHETSTONE	expand	replace, relocate in park			•
WHITEHALL	expand	enlarge site, relocate	•		
MAIN LIBRARY	expand	addition, enlarge site		•	•
OPS CENTER	consolidate	consolidate, relocate		•	
Possible new service points					
<i>New branch in North West Analysis Area</i>	<i>new</i>		•		
<i>New branch in South East Analysis Area</i>	<i>new</i>				•
<i>New express branch in North East Analysis Area</i>	<i>new</i>				•
<i>New express branch in South East Analysis Area</i>	<i>new</i>		•		
<i>New express branch in Near North Analysis Area</i>	<i>new</i>		•		

FACILITY IMPROVEMENT OPTIONS

For almost every proposed service improvement there are two or more options for implementing the corresponding facility improvements. The specific size of each facility will be developed in relationship to the other facility improvements in the same analysis area. Ideally the size of each facility will be scaled to fit the service area population, but this may not always be possible as constraints of new or proposed sites may require redefining service areas.

- Addition:** An addition should be considered where there is sufficient site capacity for the total proposed branch size and required parking. The age and layout of the existing facility should be considered for its suitability to receive the addition and to confirm that an addition will result in a building of excellent function and quality. Renovation of the existing facility will be included in each addition project to upgrade functionality and building systems so that building is completely up-to-date when complete.
- Replacement:** Where the age, layout, or location on the site of an existing facility does not lend itself to an appropriate addition, then a replacement of the facility with an all new facility should be considered. CML recognizes the value of its existing buildings, and will carefully study what the most cost effective and fiscally responsible option is for a site – addition, sale, or replacement, at the time of implementation.
- Enlarged Site:** Where there is not sufficient site capacity to meet the proposed branch and parking recommendations then opportunities to enlarge the existing site should be explored.
- Relocation:** Where existing sites either do not have the capacity for the size of building needed or a site that better meets the site location criteria is available, then a relocation to a new site should be considered.
- New:** In the North West and South East analysis areas new branches will likely be needed to handle the projected populations in the nearby service areas. In the Near North, North East and South East analysis areas new express branches are proposed. For these CML will seek out leased space appropriate to the priority services envisioned for those locations. For both new branches and express branches the criteria below should be evaluated as part of the site selection process.

SITE SELECTION CRITERIA

The Site Selection Criteria will guide the evaluation of potential sites for new or re-located library facilities for CML during project implementation. These criteria will ensure that CML's facilities are located in places that are convenient and accessible to customers, allow efficient operation of facilities by CML and have a strong presence in their communities.

Library Service Goals

- Investigate sites and locations that allow CML to better meet its service objectives, including the priorities of Young Minds, Power Users and Virtual Users.

Location

- Determine sites that are compatible with the community’s vision for development and/or revitalization and which provide the opportunity for synergies with this development.

Look for locations where libraries may serve as neighborhood/community focal points.

The site should be in close proximity to other community services (i.e. schools, shopping, civic districts).

Look for locations that might foster appropriate mixed-use, joint-use, or cooperative ventures.

- Investigate sites that are centrally located to the residents of the service area (or proposed service area) so that all residents of the service area will have easy and convenient access to the library.
- Prioritize sites that provide easy and safe pedestrian, bicycle, transit, and vehicular access to the site, as well as sites that are easily accessible by the differently-abled community.

Visibility

- Determine sites that have a high profile in the community.
- Look for sites that are an important physical destination within the community within the time frame of this plan.

Partnerships

- Consider sites that offer an opportunity for partnerships with recreation departments, private businesses, or other appropriate parties. Ensure that such sites and potential partnering agencies have compatible goals, missions, and requirements as the library.
- CML anticipates increased branch use, especially in the area of homework help. CML believes this program-focused approach in its branches along with additional outreach will help fill the gap created by the reduction of school libraries.

Cost and Availability

- Recognize the importance of affordability of sites and availability within a reasonable amount of time (ie, within the time frame of a 5-10-year build-out of the plan).
- Weigh any costs associated with a site’s existing conditions in the cost analysis of site affordability (such as sites that may require expensive mitigation measures).

Site Capacity

- Prioritize sites that have the recommended square footage of building size and necessary parking spaces.

Branches under 20,000 square feet should be accommodated in a one-story facility for operational efficiency, with a two-story facility for facilities over 30,000 square feet.

- Look for sites that provide potential space for future expansion, especially in areas where there is a potential for population growth that is not currently planned.

Community Perception and Interest

- Consider sites where the community/local governments and agencies have shown interest in having library services provided. Leverage public and private funding opportunities for maximum impact.

Sustainability

- In addition to the above criteria related to transit, access, and operational costs, consider sites that allow for sustainable design opportunities in the building design and configuration. Sustainability principles should be instructive to customers and allow libraries to be educational case studies for community sustainability projects.

Aesthetics

- Look for sites that offer aesthetic value to the proposed library building (inspiring views, etc.).

SUSTAINABLE PRINCIPLES

Columbus Metropolitan Library is committed to doing its part to make a greener Columbus and Franklin County. In the context of 20/20 Vision Plan sustainability refers to CML developing and operating the proposed library improvements in ways that enhance the environmental or social systems on which we depend. Sustainability will be addressed in the following four areas:

Environment

CML branch libraries will minimize energy and water use to reduce negative environmental impacts and utility costs. They will utilize materials sourced regionally and those with recycled content. CML branch libraries will be examples in the community of innovative design and construction. As a measure of environmental sustainability the 20/20 Vision Plan projects will be designed to achieve a LEED[™] Silver or higher rating, a nationally recognized measure of high performance buildings. Examples of environmental strategies to be considered on each project include:

- High performance glazing and sun control devices
- Highly insulated building envelope
- High efficiency HVAC systems
- Explore geothermal, solar hot water and photovoltaic electric energy generation
- Shaded parking lots and light colored roofs to avoid heat island effects
- Water efficient landscaping and water saving irrigation
- On-site storm water filtration with bio-swales or vegetated roofs
- Low flow sanitary devices
- Use of materials with high recycled content
- Use of materials with low off-gassing

Economy

CML branch libraries will be designed for maximum operational efficiency so that limited budgets can be used wisely to provide the most needed and valued services. Buildings will be high quality, durable, and maintainable. Layouts will be intuitive and services will be easy so customers can do the tasks they wish to do for themselves. Appropriate technologies will be used to streamline routine tasks, freeing staff to assist customers where most valued. Facilities will be designed for flexibility to maximize benefit and adaptability to respond to changes in the community, technology, and service.

Community

CML branch libraries reflect the community. Branch services will be tailored to the local demographic and service needs in each area. To promote a sense of ownership connection to the library the community will be considered in the design process and in the ongoing programming and content development in the library.

Culture

CML branch libraries are destinations that celebrate community values and aspirations. The buildings will be inviting, beautiful, and inspirational. Public art will be incorporated and everyone will be encouraged to leave their mark on the library.

COST PLANNING

A premier library system requires adequate funds to provide the excellent materials, talented professional staff, convenient hours of operation, and the facilities that support the library's mission. Costs associated with the implementation of the 20/20 Vision Plan recommendations can be broken down into two categories: *capital project costs* and *operating and maintenance costs* (which includes both personnel costs and service costs such as new collection materials and technology, utilities, custodial care, and supplies). Operational costs are being developed by CML to analyze the operating costs associated with the proposed improvements.

ESTIMATING CAPITAL COSTS FOR FACILITY IMPROVEMENTS

A capital costs analysis for implementation of the 20/20 Vision Plan recommendations was prepared to identify the new one-time capital funds necessary to construct buildings and site improvements. Comprehensive costs were included in the cost models developed for the plan – including hard costs, soft costs, land cost estimates, and costs for furniture and equipment. In addition, escalation and hard and soft cost contingencies were developed. A survey of current, local Ohio construction costs for new construction, as well as historic CML construction and land costs, were used to develop the cost inputs for the various components.

Hard costs include land acquisition where required; demolition; renovation or new construction costs as appropriate to each project, including both minor renovation for newer buildings and major renovations for older buildings; site improvements including parking and landscaping; site utility allowances; furniture, fixtures, and equipment; library shelving, signage, and technology infrastructure and equipment. (Furniture budgets are based on square foot costs and are for new items to replace and augment existing furniture.)

Soft costs include design and engineering, construction management, LEED commissioning, and permits. Soft costs also include community input meetings and public communications as well as utility company grant applications and sustainable design certification and energy efficiency commissioning costs. Soft costs utilize a budget of 15% of the hard costs, which includes engineering and design fees, project management, and construction management costs.

Contingencies for design and construction and allowances for escalation due to inflation are included as well. A construction contingency of 10% for new construction and 15% for renovations and additions was used.

There currently are no public art requirements, and these were not included in the base costs; however, there is a presumption that CML will have public art in all of its facilities

in some form or another. These costs will be determined at the time of construction.

Although capital costs are not anticipated to rise significantly in the next year given the current economy, capital costs are anticipated to rise over the course of building the projects, which will take several years. The cost plan for each facility will need to include a factor for escalation as each project is defined.

CAPITAL COSTS ESTIMATING METHODOLOGY

Hard costs estimates were developed by the Vision Plan consultants, who have experience with both construction and renovation of similarly sized branch libraries, and CML's Property Management, which has experience with the local Ohio construction environment. Construction costs are based on per square foot costs for building, landscape, and parking appropriate to public buildings of the size and type proposed. Costs are based on a traditional design/bid/build project delivery by a public sector entity. Costs are based on a high level of energy efficiency and sustainable design. In fact, all recommended facilities are expected to achieve at least a Silver-Certified rating as measured by the United State Green Building Council's Leadership in Energy and Environmental Design (LEED) program.

Included in this report are project cost models for 15,000, 30,000, 45,000, and 60,000 square foot buildings as examples of the cost development. Specific project budgets will be developed during implementation of the projects to reflect the costs of the unique projects.

CML 20/20 VISION PLAN	branch size	parking spaces needed	building footprint	site size needed
Library Size				
15,000 sf branch (new construction)	15,000 sf	48 spaces	15,000 sf	55,000 sf
30,000 sf branch (new construction)	30,000 sf	85 spaces	30,000 sf	103,000 sf
45,000 sf branch (new construction)	45,000 sf	201 spaces	30,000 sf	128,000 sf
60,000 sf branch (new construction)	60,000 sf	265 spaces	36,000 sf	162,000 sf

	Construction Costs	FFE Costs	Soft Costs	Total Base Project Costs*
Library Size	2009 dollars	2009 dollars	2009 dollars	2009 dollars
15,000 sf branch (new construction)	\$3,922,000	\$825,000	\$609,000	\$5,356,000
30,000 sf branch (new construction)	\$7,710,000	\$1,650,000	\$1,200,000	\$10,560,000
45,000 sf branch (new construction)	\$10,879,000	\$2,475,000	\$1,711,000	\$15,065,000
60,000 sf branch (new construction)	\$14,502,000	\$3,300,000	\$2,281,000	\$20,083,000

* Inc.soft costs, hard costs, FFE. Does not include land costs or escalation.

PARTICIPATION



A variety of methods were used to gather community input.

A PARTICIPATORY PROCESS

The 20/20 Vision Plan for Facilities and Services was developed using a highly participatory process. Input on community needs and visioning for Columbus Metropolitan Library was gathered through community meetings, focus groups, and a Strategic Vision Workshop, as well as participation throughout the process with the Vision Plan's Steering Committee and with the library's Executive Leadership Team.

In addition to community participation, the library is engaging in on-going meetings with various city and community partners to discuss opportunities for both physical and programming partnerships.

The following individuals and organizations participated in the library's planning process and provided invaluable information and guidance in the creation of this vision:

BOARD OF TRUSTEES

Amy Milbourne, President
Steve Rasmussen, Vice President
Roger Sugarman, Secretary
Terry A. Boyd, Board Member
Cynthia A. Hilsheimer, Board Member
Erika Clark Jones, Board Member (Board President during the Vision Plan Process)
Randy Fortener, Board Member

STEERING COMMITTEE

Erika Clark Jones, Board Member (Board President during the Vision Plan Process)
Amy Milbourne, President
Don Gorman, Friends of the Library President
Corde Robinson, Columbus Metropolitan Foundation President
Pat Losinski, Columbus Metropolitan Library
Chris Taylor, Columbus Metropolitan Library
Kerry Bierman, Columbus Metropolitan Library
Helene Blowers, Columbus Metropolitan Library
Dewitt Harrell, Columbus Metropolitan Library
Steve Prater, Columbus Metropolitan Library
Maggie Baxter, Digital Strategy
Erica Blasdel, Main Library
Michael Thorton, Dublin Library
Alison Circle, Columbus Metropolitan Library
Joan Frye Williams, Joan Frye Williams Consulting
Kathy Page, Page + Moris
David Schnee, Group 4 Architecture, Research + Planning, Inc.
Kari Svanstrom, Group 4 Architecture, Research + Planning

EXECUTIVE LEADERSHIP TEAM

Pat Losinski, Columbus Metropolitan Library, Executive Director
Chris Taylor, Columbus Metropolitan Library, Deputy Director
Kerry Bierman, Columbus Metropolitan Library, Director of Community Relations & Development
Helene Blowers, Columbus Metropolitan Library, Director of Digital Strategies
Dewitt Harrell, Columbus Metropolitan Library, CFO/Fiscal Officer
Steve Prater, Columbus Metropolitan Library, Director of Property Management

FOCUS GROUPS

Firefighters, October 22, 2008
 Homeschooling Parents, at Southeast Branch, October 24, 2008
 Parents, at Hilliard Branch, October 23, 2008
 Seniors, at Hope Lutheran Church, November 12, 2008
 Seniors, at Whetstone Branch, October 24, 2008
 Somali Community, at Northern Lights Branch, October 21, 2008
 Teens, at Linden Branch, October 22, 2008
 Teens, at Reynoldsburg Branch, October 21, 2008
 Hispanics, at Hilltop Branch

STRATEGIC VISION WORKSHOP PARTICIPANTS

Bart Anderson, Superintendent, Educational Service Center of Franklin Co. Schools
 David W. Andrews, Professor, Human Development and Family Science, The Ohio State University
 Paul Astleford, President, Experience Columbus
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 Erica Blasdel, Librarian, Columbus Metropolitan Library
 Helene Blowers, Director, Digital Strategies , Columbus Metropolitan Library
 Gerald W. Borin, Director, Columbus Zoo
 Chris Brandon, Team Battelle Project Director, Battelle
 Jane Brautigam, City Manager, City of Dublin
 Lawrence Corbus, Principal, Corbus Library Consultants
 Michael F. Curtin, Vice Chairman and Assoc. Publisher, *The Columbus Dispatch*, Columbus Metropolitan Library Foundation Board
 Ted Ford, President/CEO, TechColumbus
 Randy Fortener, President, Crane Investment Corp., Columbus Metropolitan Library Board
 Roberta Garber, Executive Director, Community Research Partners
 Colleen Gilger, Economic Development Administrator, City of Dublin
 Donald Gorman, Don Gorman Advertising, Inc., Community Leader/ Friends of the Library President
 Dewitt Harrell, CFO/Fiscal Officer, Columbus Metropolitan Library
 Erin Hendricks, Customer Service Specialist , Columbus Metropolitan Library
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 Janet Jackson, President, United Way of Central Ohio
 Erika Clark Jones, Advocate for the Homeless and Social Services, City Hall, Columbus Metropolitan Library Board President
 Matt LaMantia, Regional Development Coordinator, Mid-Ohio Regional Planning Commission
 Dan Lorec, Deputy for Administration and Development, City of Whitehall
 Patrick Losinski, Executive Director, Columbus Metropolitan Library
 Jeffrey Lyttle, Vice President, JPMorgan Chase Columbus
 Laura MacDonald, President, Benefactors Counsel, LLC
 Nannette Maciejunes, Director, Columbus Museum of Art
 Ty Marsh, President and CEO, Greater Columbus Chamber of Commerce
 Mary Pat Martin, Community Leader, Friends of the Library Board
 Bruce Massis, Director, Educational Resources Center, Columbus State Community College
 Edward McGinnis, Director of Marketing, COTA
 Jennifer McNally, Community Leader
 Amy Milbourne, Community Leader, Columbus Metropolitan Library & Columbus Metropolitan Library Foundation Board
 Tatjana Misanovic, Customer Service Specialist, Columbus Metropolitan Library
 J. Craig Mohre, Executive Director, New Albany Community Foundation

PARTICIPATION

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George Needham, VP of Member Services OCLC
C. David Paragas, Partner-In-Charge, Benesch Friedlander Coplan & Aronoff LLP
Stephen Prater, Director, Property Management, Columbus Metropolitan Library
Tom Rieland, General Manager, WOSU Stations
Cordelia W. Robinson, Community Leader, Columbus Metropolitan Library Foundation Board President
Stephanie Robinson, Homework Help Center Coordinator, Columbus Metropolitan Library
Boyce Safford, Director, City of Columbus Development Department
Roger P. Sugarman, Director, Kegler, Brown, Hill, & Ritter, Columbus Metropolitan Library Board
Clark Swanson, Chairman, OrangeBoy, Inc.
Chris Taylor, Deputy Director, Columbus Metropolitan Library
Michael Thornton, Library Assistant, Columbus Metropolitan Library
Gregory Tuck, Executive Director, Columbus Literacy Council
Andrew Vennemeyer, President, Discovery District

LIBRARY STAFF

Kim Snell, Columbus Metropolitan Library
Nate Oliver, Columbus Metropolitan Library
Catherine Schaefer, Columbus Metropolitan Library
Branch Managers and staff participated throughout the process in community meetings, staff interviews, and other on-going needs assessment work

COMMUNITY AND AGENCY CONTACTS

Bill Habig, AICP, President, Raccoon Valley Partners, and former MORPC (Mid-Ohio Regional Planning Commission) Director
Nancy Reger, AICP, Assistant Director, Transportation, MORPC

CONSULTANT TEAM

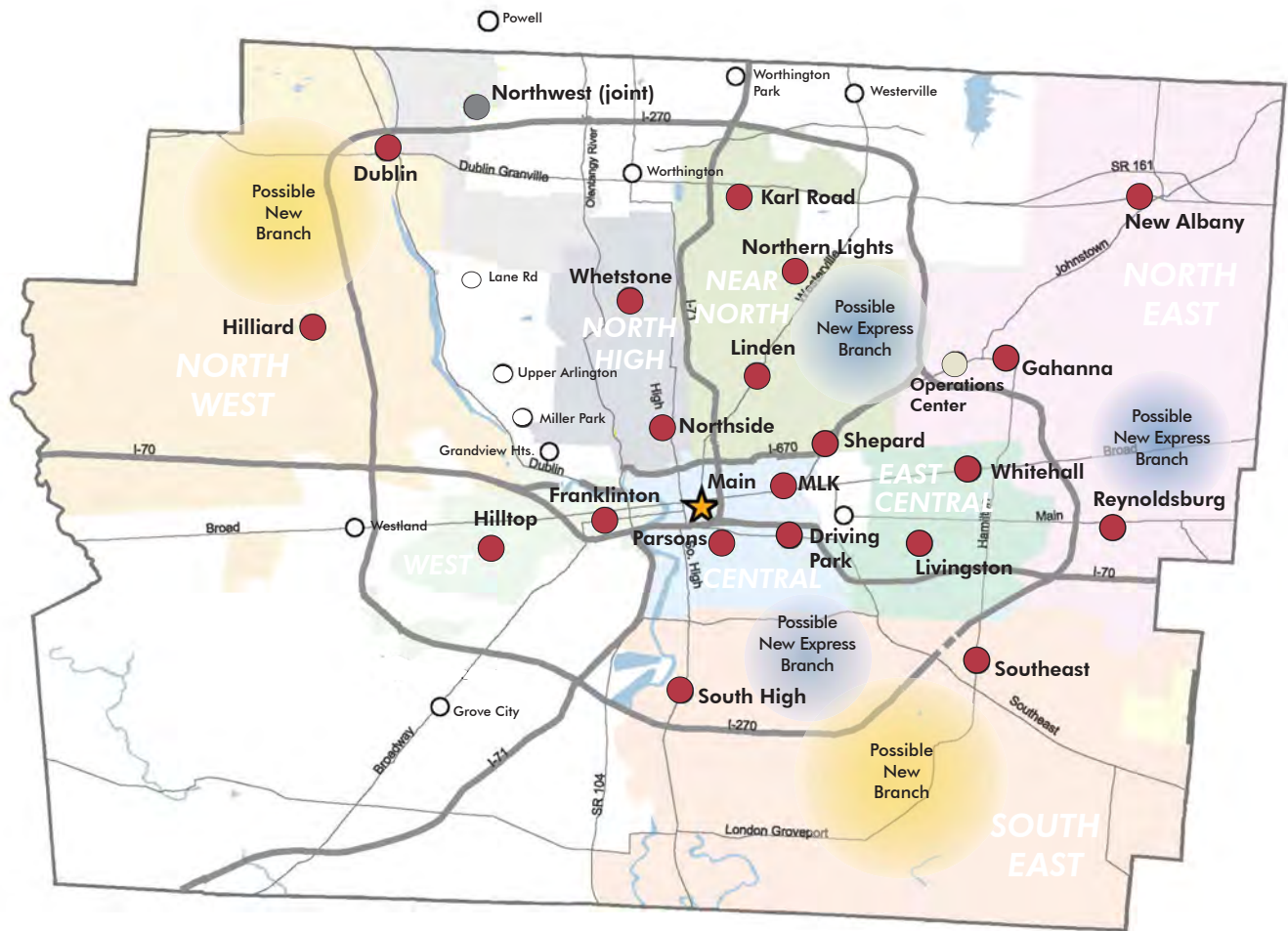
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Paul Jamtgaard, Associate, Strategic Vision Workshop Speaker
Carolyn Wong, Intern Planner

Joan Frye Williams Consulting, Library Futurist
Joan Frye Williams, Principal

Page + Moris, Library Building Consulting
Kathy Page, Principal, Library Planning and Programming

Korda/Nemeth Engineering
Stan Kmonk, Principal

20/20 VISION PLAN FACILITY SUMMARIES



Recommendations Key

- Expansion to existing facility
- Possible New Branch
- Possible New Express Branch

Recommended Facility Improvements — The recommended facility improvements include expansion of all existing branches and the Main Library, and up to five new facilities throughout the service area.

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INTRODUCTION

Columbus Metropolitan Library operates as a system of libraries, and within each geographic area, or analysis area, of the system, libraries have cross-use and can and should be planned together. The format for this section begins with an analysis area overview including a community profile and branch service needs of each of these geographic regions, and follows with an outline of needs and opportunities within each area. The Facility Summaries section of this report identify specific needs and opportunities for individual and facilities within the Columbus Metropolitan Library system.

ANALYSIS AREA SUMMARIES

Analysis Area Needs and Opportunities

Library Improvement Options Map

Existing Facilities

Existing and Recommended Service Levels

NORTHWEST ANALYSIS AREA

Dublin, Hilliard, Possible New Branch

ANALYSIS AREA NEEDS AND OPPORTUNITIES

This area is experiencing the largest total population increase in the County. Most of the population increase is occurring along the I-70 corridor and in the northern part of the area. The western side of this area includes the Derby Watershed, which has limited development potential due to its sensitive wetland habitat. There is a high percentage of out-of-district use at the libraries in this region, particularly the Dublin Branch, and this should be taken into account when determining the recommended sizes for facilities. The service and facility needs in this area can be met in several ways, including increasing the sizes of the two existing libraries and providing one new branch.

This growing area includes a high number of families, children, and youth. Academic achievement and educational support are high community priorities that place intense pressure on branch space and services. Attendance at children's and family programming occupies all other library district areas, especially at the Hilliard Branch.

Demographically, the area population was reported as predominantly caucasian in the 2000 US Census. However, the presence of several major corporate and commercial headquarters has attracted staff from many countries, providing a multicultural aspect to the population not yet revealed in census data.

Service Improvement Recommendations:

- Expansion
- New Branch
- New Express Branch

Dublin Library Hilliard Library

Northwest Area	Current	2030 proposed
population growth 27%	136,500 (2000)	171,500 (2030)
collection	337,324 vol.	243,000 - 514,500 vol.
seating	214 seats	447 - 619 seats
computers	91 computers	138 - 233 computers
meeting room seats	135 seats	423 - 550 seats
group study	6 seats	66 - 100 seats
total square footage	46,152 sf	127,000 - 155,000 sf
parking spaces	307 spaces	650 - 706 spaces

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AREA SUMMARIES

Home location of customers who borrowed materials from CMC or used at computer during or opened week of Fall 2008.

- material check-outs
- computer sessions

Branches:

- Dublin customers
- Hilliard customers
- Northwest customers (Hilliard with Worthington)

CUSTOMER USE PATTERNS

- The Northwest analysis area has usage throughout the service area, without any significant drop-off due to geographic barriers. This area has a suburban geography and customer mapping shows that the usage patterns of Dublin and Hilliard are not affected by geographic barriers nearly as much as other urban areas are. This is likely because, as suburban locations, these areas embrace a vehicular-driven lifestyle; the location of most residential and service areas are outside of walking distance to the branch locations.
- There are areas to the west of Hilliard and southwest of Dublin with very low density residential or non-residential areas, as shown by the sparseness of dots mapped, which are not yet developed but will become more developed through the time-frame of this plan.
- The mapping shows significant use (both computers and materials) of the Dublin Branch by residents of Delaware County. This use impacts the Dublin Branch in particular due to its proximity to County borders.
- The Northwest Branch, a joint-library between the Worthington library and CMC, system functions very well serving the eastern part of this analysis area as well as the western part of the Worthington library district, with good coverage of the areas east of the Scioto River.
- Discussions have been held with Marysville (Union) and Delaware County Libraries. Resource sharing could be enhanced over time.

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Customer Mapping for Analysis Area

Customer Use Pattern Analysis

FACILITY SUMMARIES

Community Needs and Opportunities

Existing Facility Information

Facility Evolution

DUBLIN BRANCH

COMMUNITY NEEDS

Dublin residents have generally higher than average education levels and are employed primarily in white collar, management or professional occupations. This area is primarily caucasian, area businesses attract an international work force. Branch visitors often reflect this trend, speaking and reading languages other than English.

Many Dublin Branch customers are intense users of the interlibrary request system, ordering more items than almost anywhere in the library system. The space needed to house and manage these customers' requests places significant pressure on the current facility. Seating space is inadequate for all age groups - children, students, teens and adults all need more seating. Children's programming space is also limited. Portions of the existing building layout are inflexible.

Dublin Branch
75 N High Street, Dublin
Built in 1980, renovated and expanded in 2000.
20,147 Square Foot Facility
2.64 Acre Site
119 parking spaces

Facility Analysis

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FACILITY SUMMARIES

BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

DUBLIN EXPANSION

Addition to existing building

- Addition to existing building (not recommended due to issues with building configuration and site capacity)

Replace with new building on existing site

- Replace the existing building with a new, expanded facility on the existing site. The building would need to be a new design to accommodate the square footage needed. Due to the configuration of the existing building with its previous addition, as well as the size of facility needed, the existing building would likely not be compatible with another expansion nor would it allow for the size of facility needed at the current site. However, the building's structural condition and site of the building may be preferred over other more effective strategies.

Relocate to new Dublin Civic Center complex

- Relocate and significantly expand the library as part of the Dublin Civic Center complex. This will relocate the building to be jointly-located with other civic uses, as well as allow for a larger building than the existing site can accommodate. Size facility to serve 2030 population of existing service area.

Relocate to new site

- Build a new, expanded facility at a site near the existing location on a site large enough to accommodate the needed square footage. (Existing building could be sold)

Existing Site Capacity Diagram

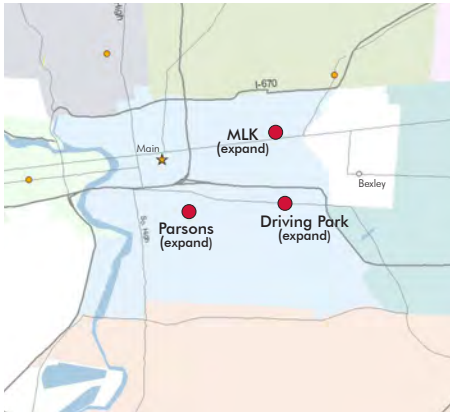
Placeholder for site capacity summary

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Images of existing facility

Options for Library Facility Improvements

Site Capacity Analysis for Existing Site



Central analysis area

Service Improvement Recommendations:

- Expansion
- Possible New Branch
- Possible New Express Branch

ANALYSIS AREA NEEDS AND OPPORTUNITIES

Population in this analysis area, which includes the Driving Park, Parsons, and Martin Luther King branches, is projected to remain constant. Main Library supplements branch service in this analysis area, as well as its service to the entire system. Nevertheless, there remains a large facility deficit to meet the proposed service levels. All existing branches in this analysis area are in small buildings that are among the oldest in the system; in addition, none of the existing sites has the site capacity to meet the current or future space needs. Options for improving branch services include expanding branches within their existing service areas, without increasing the number of facilities.

This area is made up of several urban neighborhoods that wrap around the eastern and southern edges of downtown Columbus. Residents cover a broad income range. Many latchkey and at-risk children and youth reside in this area. Many residents depend on public transportation and use Main Library regularly as well as the branch in their immediate area.



Driving Park Branch

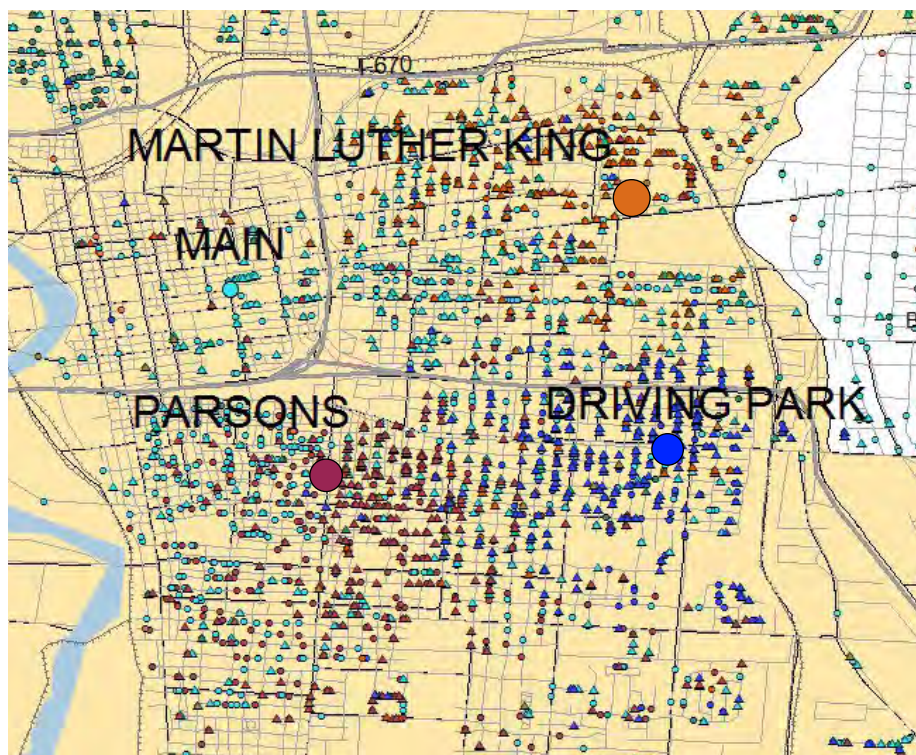


Parsons Branch



Martin Luther King Branch

Central area	Current	2030 proposed
population: growth 5%	65,000 (2005 pop.)	68,500 (MORPC projected)
collection	79,279 vol.	137,000 - 205,500 vol.
seating	127 seats	244 - 352 seats
computers	94 computers	98 - 149 computers
meeting room seats	144 seats	275 - 400 seats
group study	0 seats	42 - 84 seats
total square footage	22,532 sf	62,000 - 77,000 sf
parking spaces	92 spaces	187 - 227 spaces



Home location of customers who borrowed materials from CML or used a computer during a typical week in Fall 2008.

- material check-outs
- △ computer sessions

Branches

- Driving Park customers
- Martin Luther King customers
- Parsons customers

■ CML district area □ non-CML district area

CUSTOMER USE PATTERNS

- Main Library is used by customers throughout the CML service area, but its use is more dense in the two to three mile radius around Main, indicating it is serving as an extended resource for the small neighborhood branches around it. In particular, the northern part of the Parsons service area and the western part of the Martin Luther King service area, which are the closest geographically to Main Library, show almost equal intensity of Main Library use as branch use.
- The neighborhood branches in this central area — Parsons, Martin Luther King, and Driving Park, show more intense use within the immediate vicinity of the branch, while showing usage throughout the residential portions of the service areas. Both Martin Luther King and Parsons show equal usage for both computers and materials check out, while Driving Park shows more intense usage of the computers compared to checking out materials.
- The customer mapping for this area shows the clear geographic and man-made barriers that define the service areas — I-70, -71, and -670, I-104, the Scioto River, and Alum Creek. The mapping shows that people within these areas are able to get to their respective branches, but that these boundaries form strong barriers to cross-usage of branches.

DRIVING PARK BRANCH



Driving Park Branch
1566 E. Livingston Ave., Columbus

Built in 1972

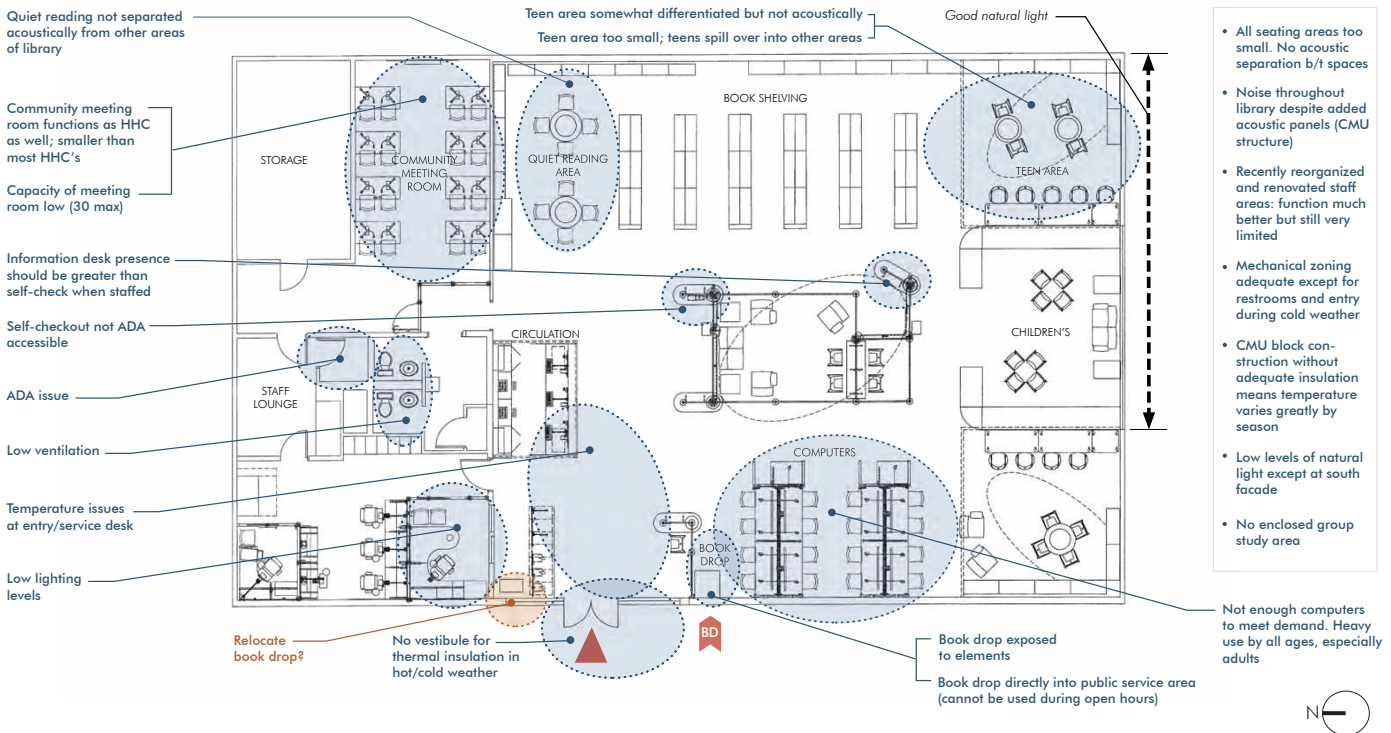
6,000 Square Foot Facility
0.58 Acre Site
29 parking spaces

COMMUNITY NEEDS

The Driving Park community is an urban, inner city environment of primarily low income residents, with many single-parent families. Driving Park is located immediately southeast of downtown Columbus. Its boundaries are Main Street to the north, Frebis Road to the south, Lockbourne to the west and Alum Creek Road to the east. The branch is on Livingston Avenue, the community's major east-west thoroughfare. It is perceived as a safe, neutral place by community residents.

A recent makeover has enhanced the building's interiors and improved service, with more defined spaces for children and teens, improved service points for staff, and a Homework Help Center. Space constraints continue, however. Seating capacity is inadequate. More computers are needed. Noise spills between areas and there is no enclosed group study space. Meeting room access and capacity has been sacrificed to create the Homework Help Center.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

DRIVING PARK EXPANSION

Enlarge existing site

- If additional, adjacent property can be acquired that would accommodate the parking and square footage needed, expansion on the current site is an option. The building has reached the end of its useful life and is recommended to be replaced if this option is selected.

Relocate to new site

- Build a new, expanded facility at a site near the existing location on a site large enough to accommodate the needed square footage for the building, parking, and landscaping. (Existing building could be sold.)



Self-checkout and customer service



Children's area

Existing Site Capacity Diagram



Site is currently at maximum capacity

MARTIN LUTHER KING BRANCH



Martin Luther King Branch
1600 East Long Street, Columbus

Built in 1969

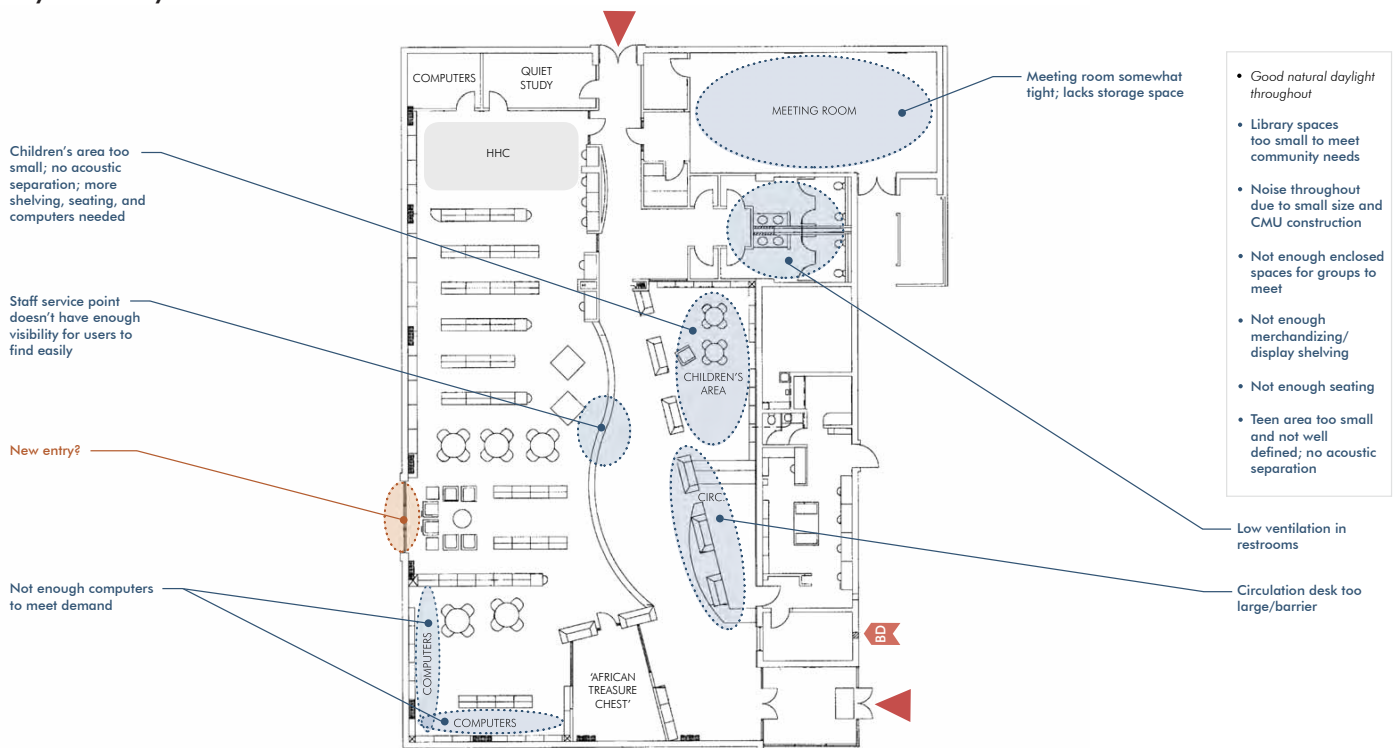
8,933 Square Foot Facility
0.76 Acre Site
43 parking spaces

COMMUNITY NEEDS

The Martin Luther King service area lies directly east of downtown, an urban environment located east of Interstate Highway 71 and west of the city of Bexley. The area includes numerous large, historic structures located on or near East Broad Street, many of which have been turned into multi-family dwellings. The population is diverse, ranging from low income families to professionals and business people.

The branch primarily serves the youth population, especially in the afternoon, evening and weekends. More space is needed to increase collections, seating and computers for children, teens and adults, as well as space for enclosed small tutoring/group study rooms and a larger meeting room.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

MARTIN LUTHER KING EXPANSION

Enlarge existing site

- If additional, adjacent property can be acquired that would accommodate the parking and square footage needed, expansion on the current site is an option. The building is nearing the end of its useful life and would likely not be compatible with the expansion; the building should be replaced if this option is selected.

Relocate to new site

- Build a new, expanded facility at a site near the existing location on a site large enough to accommodate the needed square footage for the building, parking, and landscaping. (Existing building could be sold.)

With either option, special consideration must be given to the historic and cultural significance of the Martin Luther King branch.

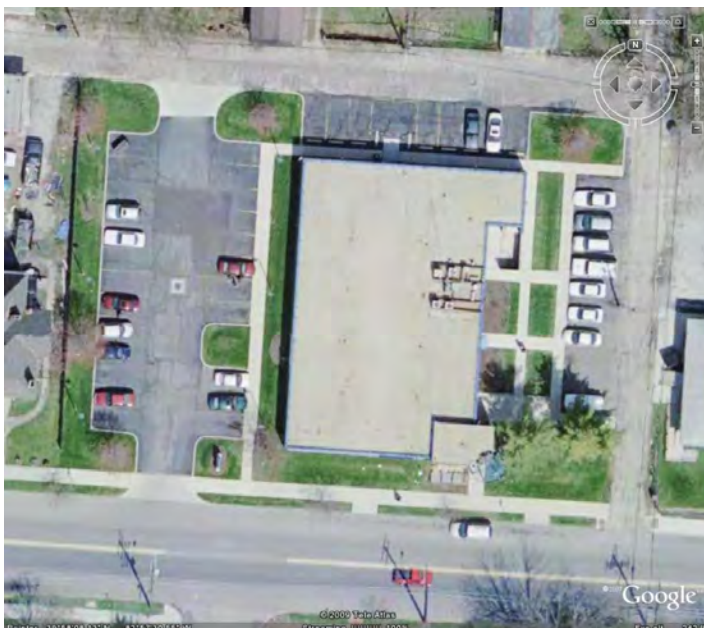


Artifact display



Fiction

Existing Site Capacity Diagram



Site is currently at maximum capacity

BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

PARSONS EXPANSION

Enlarge existing site

- If additional, adjacent property can be acquired that would accommodate the parking building square footage, and setbacks needed, expansion on the current site is an option. The original building is over 50 years old, and the addition is almost 20 years old. Due to the age of the building and its previous addition, as well as the size of facility needed, the existing building would likely not be compatible with another expansion. Replacing the existing building with a new, larger facility may be the preferred, and more cost effective, option.
- An addition to the current facility may also be an option. Careful consideration should be done to determine the preferred strategy.

Relocate to new site

- The existing location is good, but the current site is too small for an additional expansion (the building has already had one addition). Build a new, expanded facility at a site near the existing location on a site large enough to accommodate the needed building square footage, parking, and landscape setbacks. (Existing building could be sold.)



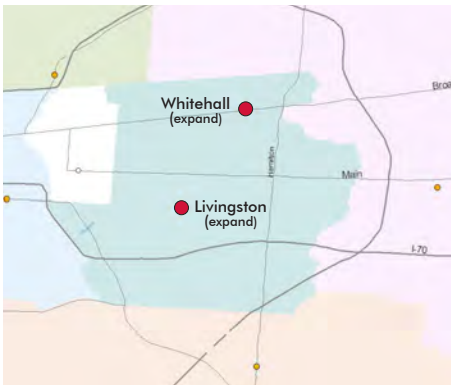
Computer stations



Teen area

Existing Site Capacity Diagram





East Central analysis area

ANALYSIS AREA NEEDS AND OPPORTUNITIES

The branches in this analysis area, Whitehall and Livingston, have relatively distinct service areas that are projected to see a small population decline. Nevertheless, there remains a large facility deficit to meet the proposed service levels. In addition, although both of the branches are well located, both have very limited sites. Therefore, potential strategies for meeting the needs in this area include expansion of the existing facilities or, if not possible, relocation to larger sites nearby.

This area’s population is ethnically and racially diverse, including various new immigrant groups as well as a sizeable African American population. Most residents have modest to moderate income levels.

Service Improvement Recommendations:

- Expansion
- Possible New Branch
- Possible New Express Branch

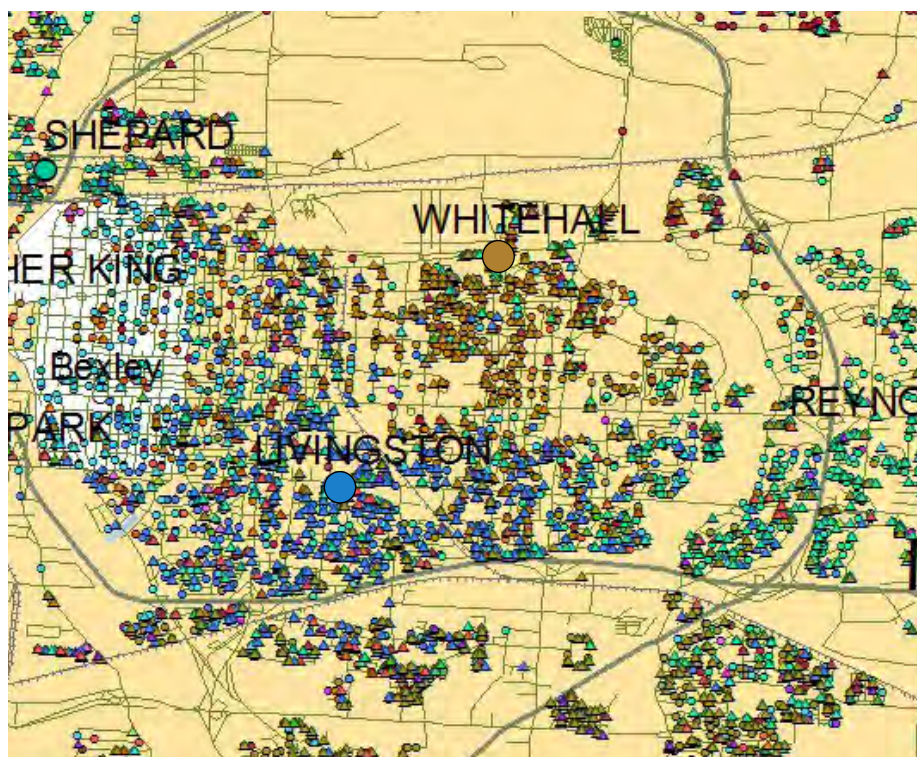


Whitehall Branch



Livingston Branch

East Central area	Current	2030 proposed
population: growth -1%	72,500 (2005 pop.)	72,000 (MORPC projected)
collection	109,604 vol.	144,000 - 216,000 vol.
seating	142 seats	216 - 288 seats
computers	74 computers	72 - 126 computers
meeting room seats	75 seats	250 - 300 seats
group study	0 seats	36 - 72 seats
total square footage	19,791 sf	56,000 - 69,000 sf
parking spaces	124 spaces	164 - 200 spaces



CML district area
 non-CML district area

Home location of customers who borrowed materials from CML or used a computer during a typical week in Fall 2008.

- material check-outs
- △ computer sessions

Branches

- Whitehall customers
- Livingston customers

CUSTOMER USE PATTERNS

- Throughout the analysis area, there is a healthy distribution of both materials and computer usage, with Livingston showing much more intense computer use compared to materials (about 3 to 1), and materials and computer usage about even in Whitehall.
- While the Livingston and Whitehall branches are bounded by Bexley, I-670, I-70, and I-270, there is some use of these facilities from outside the analysis area, especially from south of I-70 and Bexley (not a part of CML), as well as the branches to the west. One explanation for this may be the strong transportation corridors of Broad Street and Livingston Ave., as well as Hamilton Ave. which run uninterrupted through these areas.

WHITEHALL BRANCH



Whitehall Branch
4371 East Broad Street, Whitehall

Built in 1959, renovated and expanded in 1993

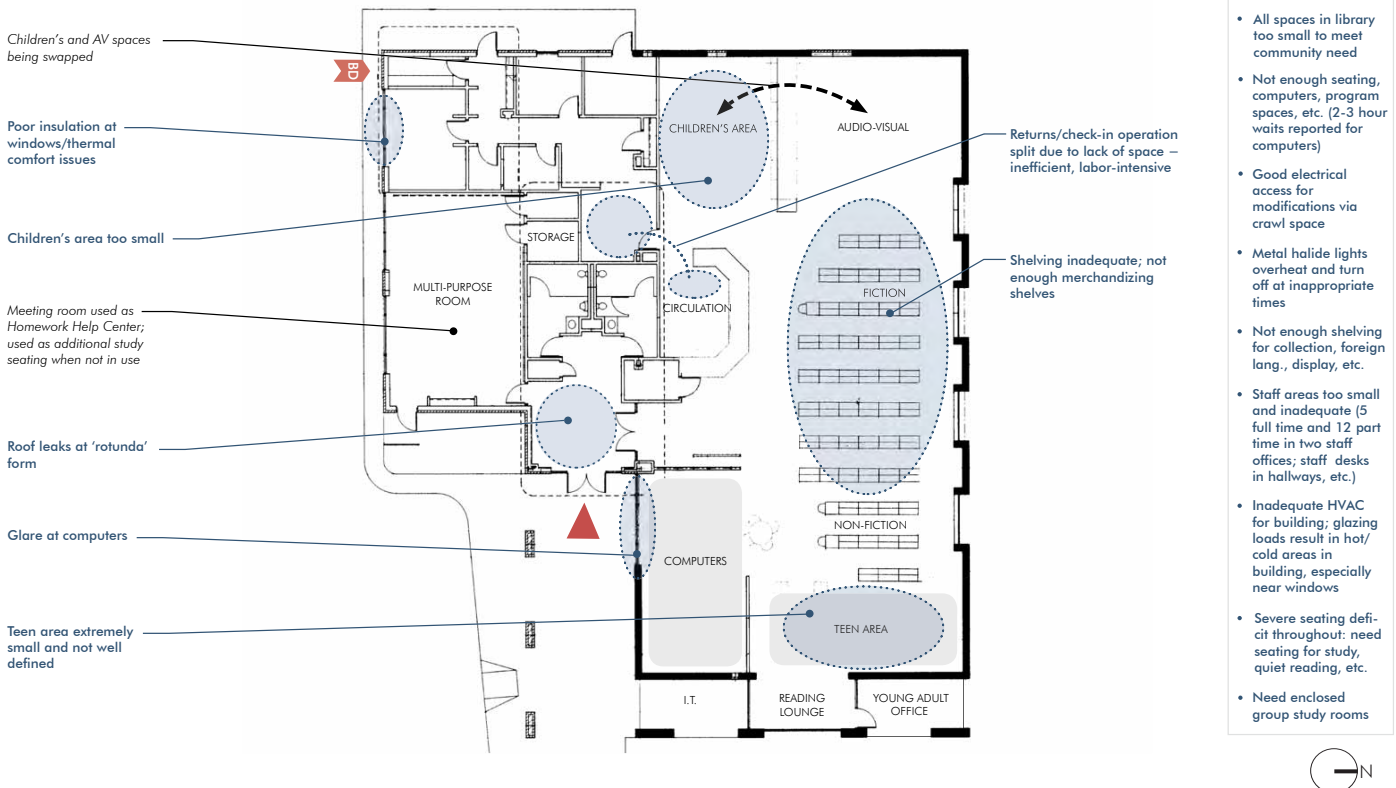
7,466 Square Foot Facility
0.93 Acre Site
40 parking spaces

COMMUNITY NEEDS

Whitehall’s population, similar to Livingston’s, reflects an ongoing mix of nationalities. Originally, city residents were primarily employees at the federal government Defense Supply Center, located in north Whitehall. With rental dwelling units 50% of the overall housing stock, the community makeup is transient as successive waves of immigrants arrive in the area. Currently, Spanish speakers, Somalis, Eastern European (Polish, Yugoslav) and Russians are prominent groups.

The existing facility is grossly undersized for the population it serves. The public area is one space that cannot be zoned by activity or noise level. Seating capacity and public computer quantities are seriously deficient. Meeting room access is limited since the space was outfitted as a Homework Help Center. Staff work space is crowded and inadequate. Parking is limited.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

WHITEHALL EXPANSION

Enlarge existing site

- If additional, adjacent property can be acquired that would accommodate the parking and square footage needed, expansion on the current site is an option, either through an addition to or replacement of the existing building.

Relocate to new site

- Build a new, expanded facility at a site near the existing location on a site large enough to accommodate the needed square footage. (Existing building could be sold). The existing location is very good; a location as close as possible would be desired, either on Broad Street or Yearling Street.
- The current location of the branch is at the intersection of two prominent streets; this should be leveraged for the highest strategic return on investment.



Children's area



Existing Site Capacity Diagram



The current site is at capacity.

LIVINGSTON BRANCH



Livingston Branch
3434 Livingston Avenue, Columbus

Built in 1992

12,325 Square Foot Facility
1.93 Acre Site
84 parking spaces

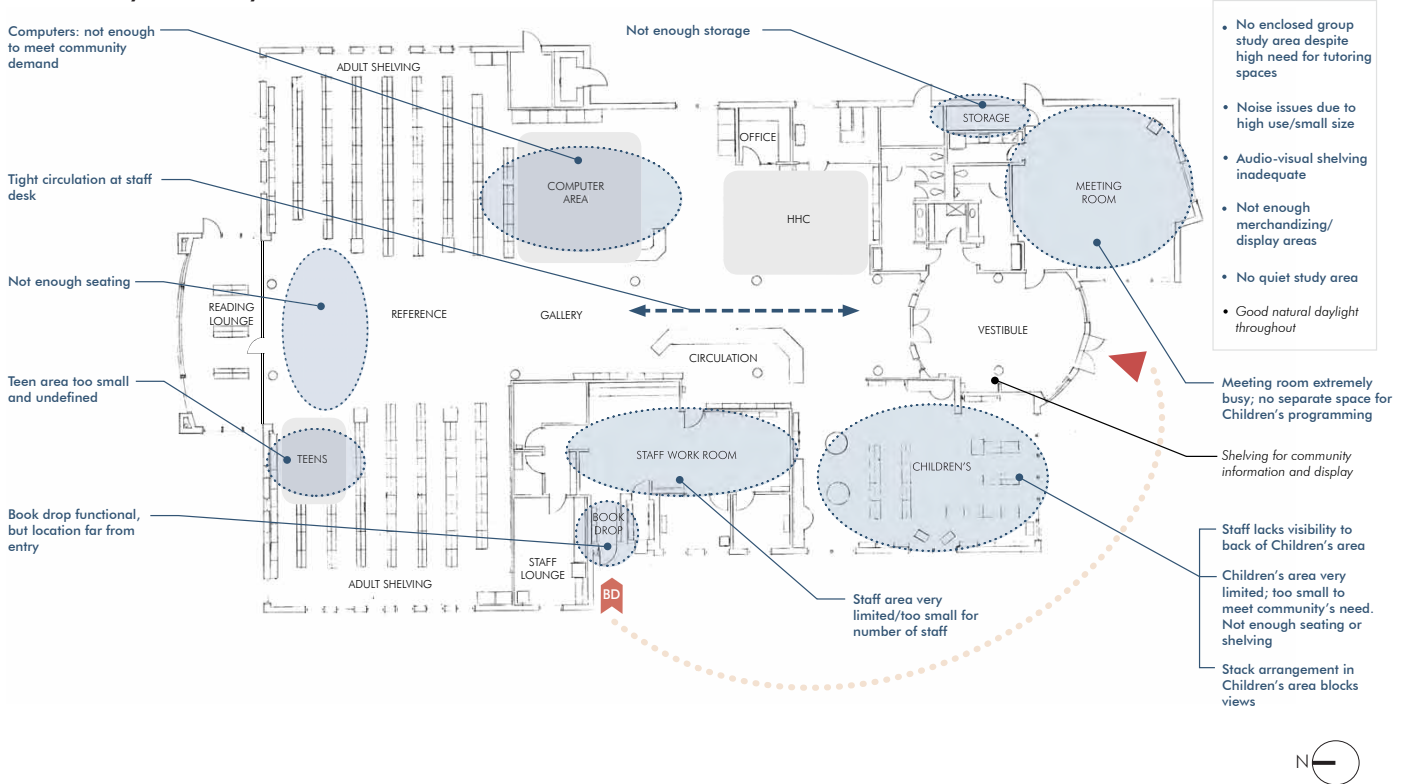
COMMUNITY NEEDS

Livingston supports a diverse, transient population including numerous immigrant groups, particularly from Africa and Russia. The community includes both owner-occupied homeowners and renters.

The branch needs more space for residents of all ages. The children’s area is seriously undersized and separate space is needed for children’s programming. The teen area is very small, needing more seats, computers, and shelving. More seating for reading and quiet study is needed throughout the facility, as well as enclosed tutoring/group study rooms. The facility lacks storage space.

The Livingston branch is located at a convenient location along Livingston Avenue, with a ‘park-and-ride’ public transportation lot and a city recreation center on adjacent parcels. The recreation center makes the area a central activity location for children’s and teens, resulting in very crowded conditions in the branch, especially in the teen area, which is not large enough to handle demand.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

LIVINGSTON EXPANSION

Enlarge existing site

- If additional, adjacent property can be acquired that would accommodate the parking, building square footage, and landscape setbacks needed, expansion on the current site is an option, through an addition.

Relocate to larger site near current facility

- New, expanded facility at a site near the existing location on a site large enough to accommodate the needed square footage. (Existing building could be sold.)

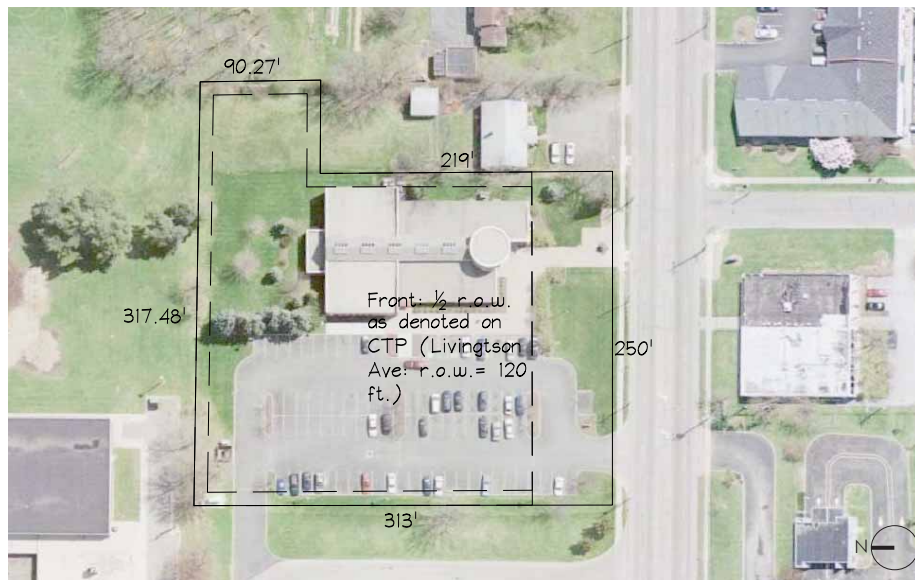


Music collection



Homework Help Center

Existing Site Capacity Diagram





North High analysis area

ANALYSIS AREA NEEDS AND OPPORTUNITIES

Defined by North High Street, this service area is also the location of the OSU campus and libraries. The Whetstone Branch serves an anchor for the area; it is a well-located and heavily used branch with the potential for a major expansion. The Northside Branch is also well located but is on a very limited site. High Street may provide other mixed-use building possibilities. While the population in this area is anticipated to remain constant or grow only slightly, the current service levels are lower than recommended. The service and facility needs in this area would be best met by expanding both of these existing branches.

Residents range widely in education and income levels, from active and retired University faculty, staff and students to families living at or below poverty level.

Service Improvement Recommendations:

- Expansion
- Possible New Branch
- Possible New Express Branch

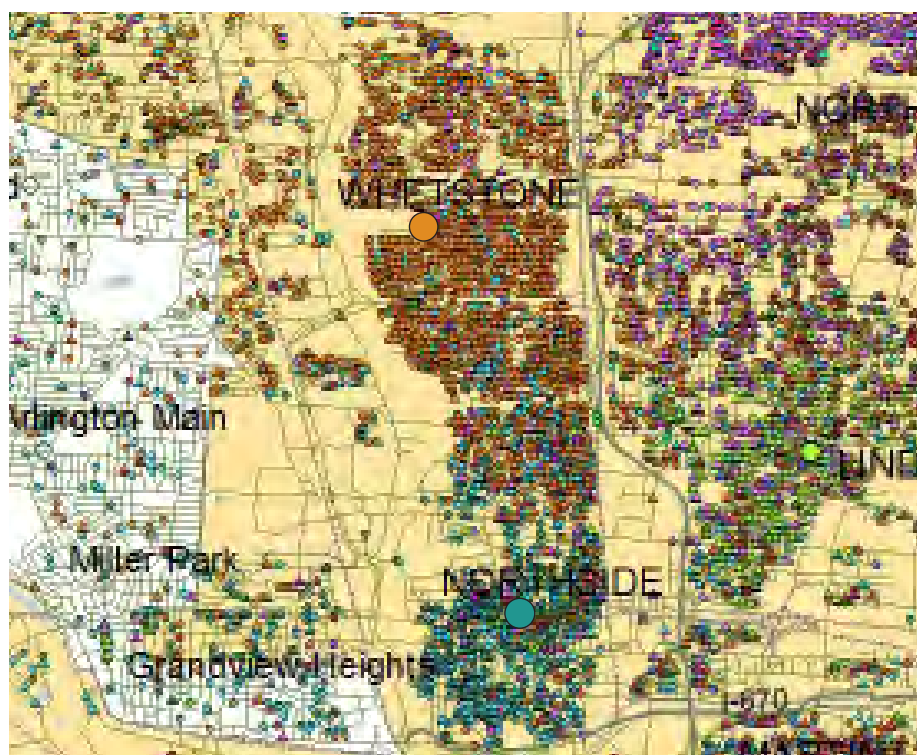


Whetstone Branch



Northside Branch

North High area	Current	2030 proposed
population: growth -5%	94,000 (2005 pop.)	89,000 (MORPC projected)
collection	212,867 vol.	177,500 - 266,500 vol.
seating	169 seats	266 - 355 seats
computers	95 computers	89 - 155 computers
meeting room seats	104 seats	250 - 300 seats
group study	0 seats	36 - 72 seats
total square footage	30,457 sf	65,000 - 81,000 sf
parking spaces	216 spaces	189 - 233 spaces



Home location of customers who borrowed materials from CML or used a computer during a typical week in Fall 2008.

○ material check-outs

△ computer sessions

Branches

● Whetstone customers

● Northside customers

■ CML district area □ non-CML district area

CUSTOMER USE PATTERNS

- Usage for both computers and materials is very strong throughout both service areas, with the Whetstone Branch in particular exhibiting a pattern where many households per street, across the entire service area, checked out materials or used computers. Not usually seen in library use patterns, Hilltop and Whetstone are the only two branches to exhibit this unique pattern in CML.
- Customer mapping confirms that the North High Area forms a distinct usage area, bordered on the west by the cities of Grandview Heights and Upper Arlington as well as the Olentangy River/Hwy 315, on the north by Worthington, on the east by I-71, and on the south by I-670. While there is some use from residents west of the Olentangy River and east of I-71, the most intense branch use comes from the area between these two barriers and south of Morse Road.
- There is also a fair amount of use of Main Library by residents of the North High Area, especially from the southern part of the Northside service area. Cross-use between Worthington and CML branches in this area appears minimal.
- There also appears to be a strong use of CML facilities by OSU students. At present, this usage pattern is mainly unilateral.

WHETSTONE BRANCH



*Whetstone Branch
3909 North High Street, Columbus*

Built in 1985, renovated and expanded in 1998

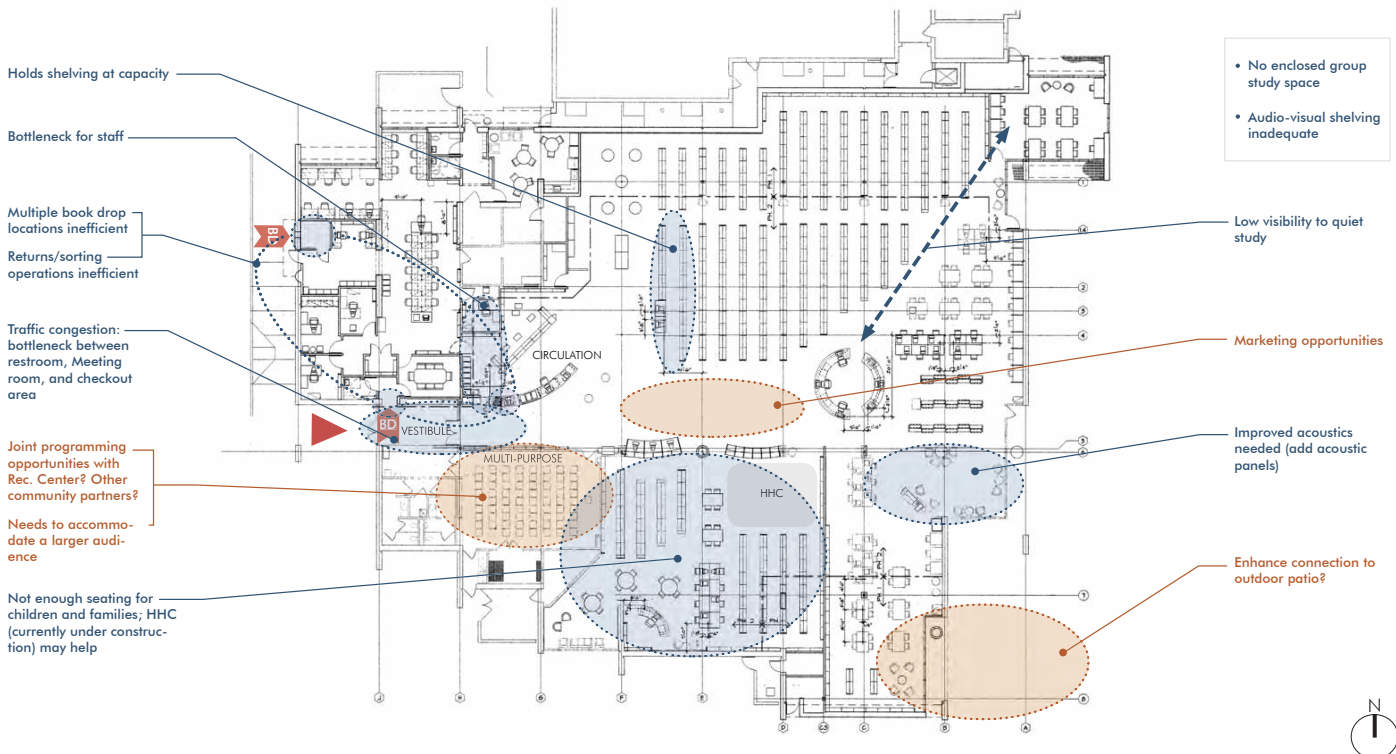
*22,729 Square Foot Facility
2.82 Acre Site
262 parking spaces shared jointly with Whetstone Recreation Center*

COMMUNITY NEEDS

The Whetstone community borders the University to the north and includes many OSU faculty, employees and students. The community has a strong identity and commitment to civic life. The population's reading, viewing and listening interests place high demand on the existing branch's collection and reserve system, generating a continuous heavy flow of materials in and out of the building. Materials handling processes cannot be accommodated easily within the existing space. Bottlenecks occur both within the building and in the parking lot. Space for reserve shelving takes up significant space. AV media collections need more accessible shelving. Additional enclosed seating is needed for both quiet and group study. The meeting room should be enlarged to accommodate large audience turnout for programs.

The Whetstone branch facility is the only CML facility that is leased. CML has a long-term lease agreement with the City of Columbus, which owns the adjacent recreation center as well as the Park of Roses in which the branch is located. The branch shares parking with the recreation center as well as other park uses. This confluence of activity results in a vibrant community activity center and is convenient for customers. However, it also results in limited parking available to customers at many times of the day. The vehicular circulation through the parking lot is also difficult, with the entry at the far west end and a one-way exit. There are multiple book-drops at the facility, including at the parking exit, and two walk-up book drops, one on the exterior and one in the entrance lobby, which is not as efficient for staff and materials flow as it could be.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

WHETSTONE EXPANSION

Replace with new building on existing site

- Expansion at the current site through the new construction of a two-story building in the Whetstone Park of Roses site as either a replacement of the current building or a relocation to elsewhere in the park. Either option will likely require additional parking, some of which may need to be below the building, elsewhere in the park, or through purchase of adjacent land if possible. However, the building is fairly new and in good physical condition.

Relocate to new site

- Build a new, expanded facility at a site near the existing location and on a site large enough to accommodate the needed square footage. One option for this branch is to relocate elsewhere in the Park.

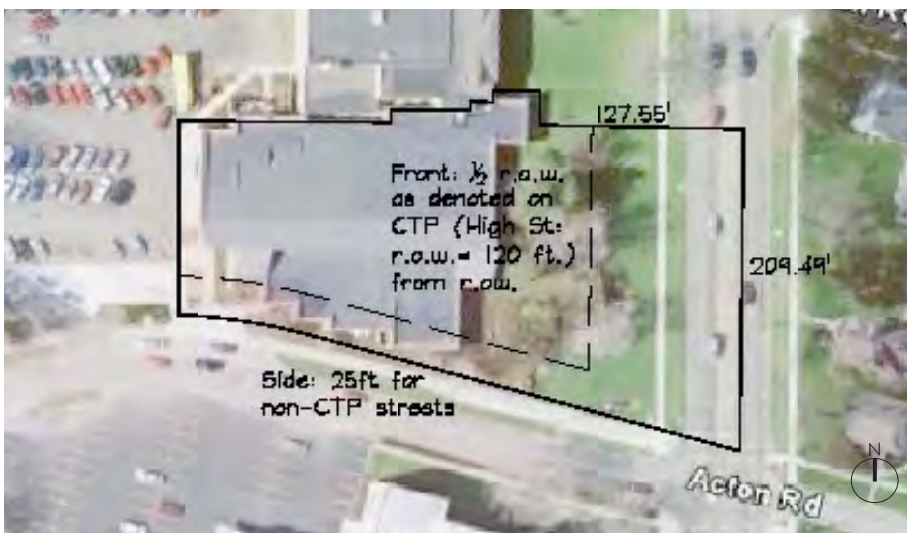


Self check-out stations



Teen area

Existing Site Capacity Diagram



NORTHSIDE BRANCH



Northside Branch
1423 North High Street, Columbus

Built in 1990

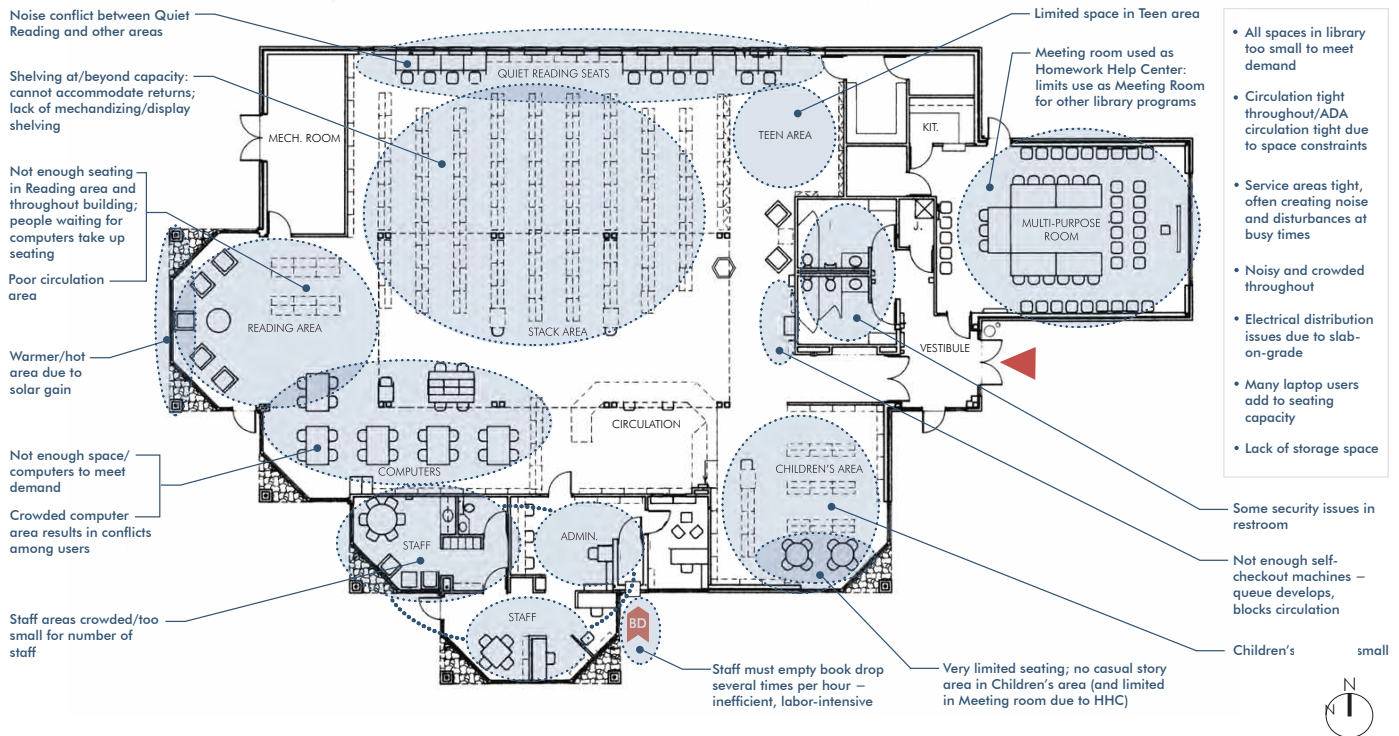
7,728 Square Foot Facility
0.89 Acre Site
36 parking spaces

COMMUNITY NEEDS

The Northside community is directly south and east of the Ohio State University campus. The population includes low income residents of Weinland Park, college students, and the more affluent Victorian Village and Italian Village/Short North area. Branch service demand reflects the multifaceted community. Most low income residents depend on the branch computers for online access. Many latchkey children live within walking distance. Demand is high for movies, music and print materials across a wide spectrum of interests.

The existing branch facility, used extensively by the community, cannot accommodate current demand. Seating is very limited. Public computers are in use almost constantly. Shelving is packed and cannot absorb items returned by customers. There is little opportunity to display book or media. A Homework Help Center has been established in the meeting room. It is well used but limits other types of much needed programming. The children's area is extremely small and cramped. There is virtually no quiet seating for study or reading. Staff work space is seriously undersized. Parking for customers is very limited.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

NORTHSIDE EXPANSION

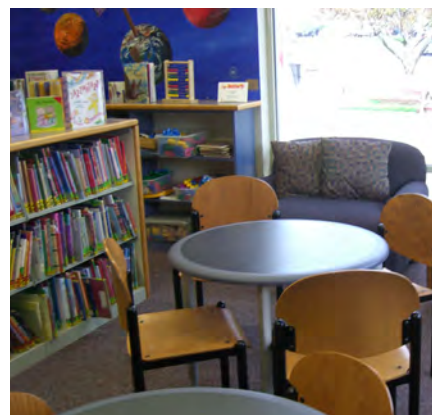
Enlarge existing site

- If additional, adjacent property can be acquired that would accommodate the parking and square footage needed, expansion on the current site is an option.

Relocate to new site

- Build a new, expanded facility at a site near the existing location, along High Street, and on a site large enough to accommodate the needed square footage. (Existing building could be sold).

Urban mix-use options have real potential in either branch reconfiguration scenario.

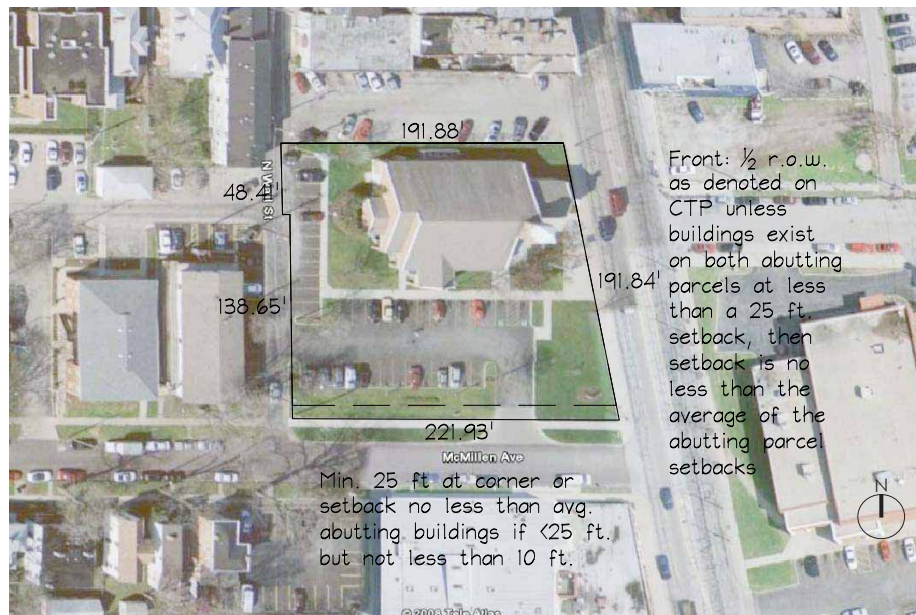


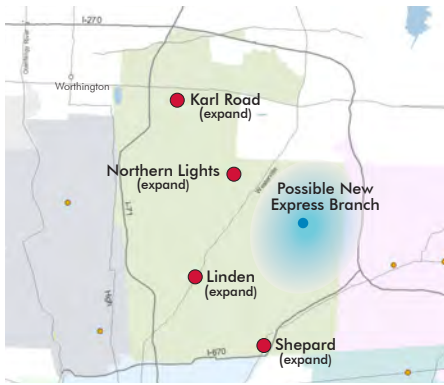
Children's area



Reading area

Existing Site Capacity Diagram





Near North analysis area

ANALYSIS AREA NEEDS AND OPPORTUNITIES

This area is projected to see only minimal population growth over the next 20 years; however, the current needs are great and there is a major deficit in facility size. Of the four branches in this area, only two have sites with sufficient capacity to expand the facility to meet the need. Strategies for meeting the need in this area include expansion of all of the current libraries where feasible with existing sites; where there is not enough capacity, relocations to larger sites may provide opportunities for growth.

Considered the most ethnically diverse area of the District, thriving and growing communities of Somali, West African, Latin American, and Southeast Asian immigrants have settled in the Near North. In the Linden community, urban poverty is prevalent, with large numbers of children and at-risk youth. Some long-term residents have moved to the suburbs but return to the area to attend church services and visit friends and family.

Service Improvement Recommendations:

- Expansion
- Possible New Branch
- Possible New Express Branch



Karl Road Branch



Northern Lights Branch

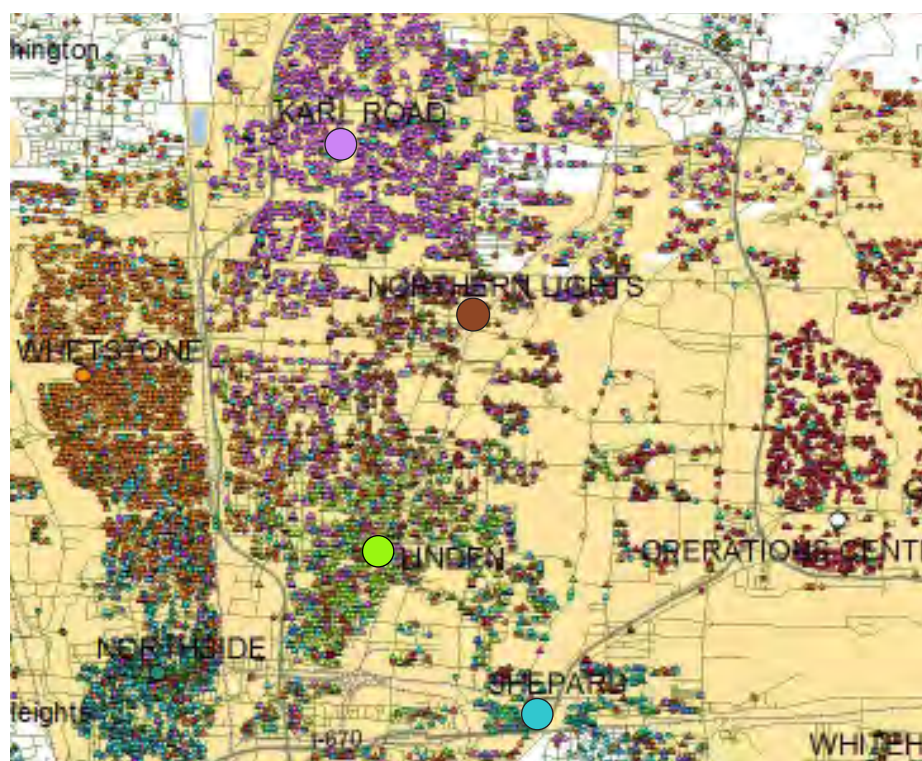


Linden Branch



Shepard Branch

Near North area	Current	2030 proposed
population: growth 6%	148,000 (2005 pop.)	157,000 (MORPC projected)
collection	229,436 vol.	314,000 - 471,000 vol.
seating	285 seats	377 - 522 seats
computers	168 computers	156 - 260 computers
meeting room seats	230 seats	600 - 775 seats
group study	14 seats	90 - 168 seats
total square footage	50,543 sf	121,000 - 150,000 sf
parking spaces	335	446 - 520 spaces



CML district area
 non-CML district area

Home location of customers who borrowed materials from CML or used a computer during a typical week in Fall 2008.

- material check-outs
- △ computer sessions

Branches

- Karl Road customers
- Northern Lights customers
- Linden customers
- Shepard customers

CUSTOMER USE PATTERNS

- The Near North area shows some cross-use among the four branches in the area — Karl Road, Linden, Northern Lights, and Shepard. Usage patterns show that, although there is cross-use of branches within the analysis area, there is minimal use of these branches from beyond the boundaries — I-670, I-70, and I-270, except for the Shepard branch, which sees some use from the north Bexley area.
- The mapping shows similar patterns between material use and computer usage, with some of the branches showing more intense use of computers than check-out of library materials (in-library use of books and other materials is not tracked).
- There seems to be minimal cross-use with Worthington and CML libraries in this area, which is also shown in statistics from the branch’s circulation database.

KARL ROAD BRANCH



Karl Road Branch
5590 Karl Road, Columbus

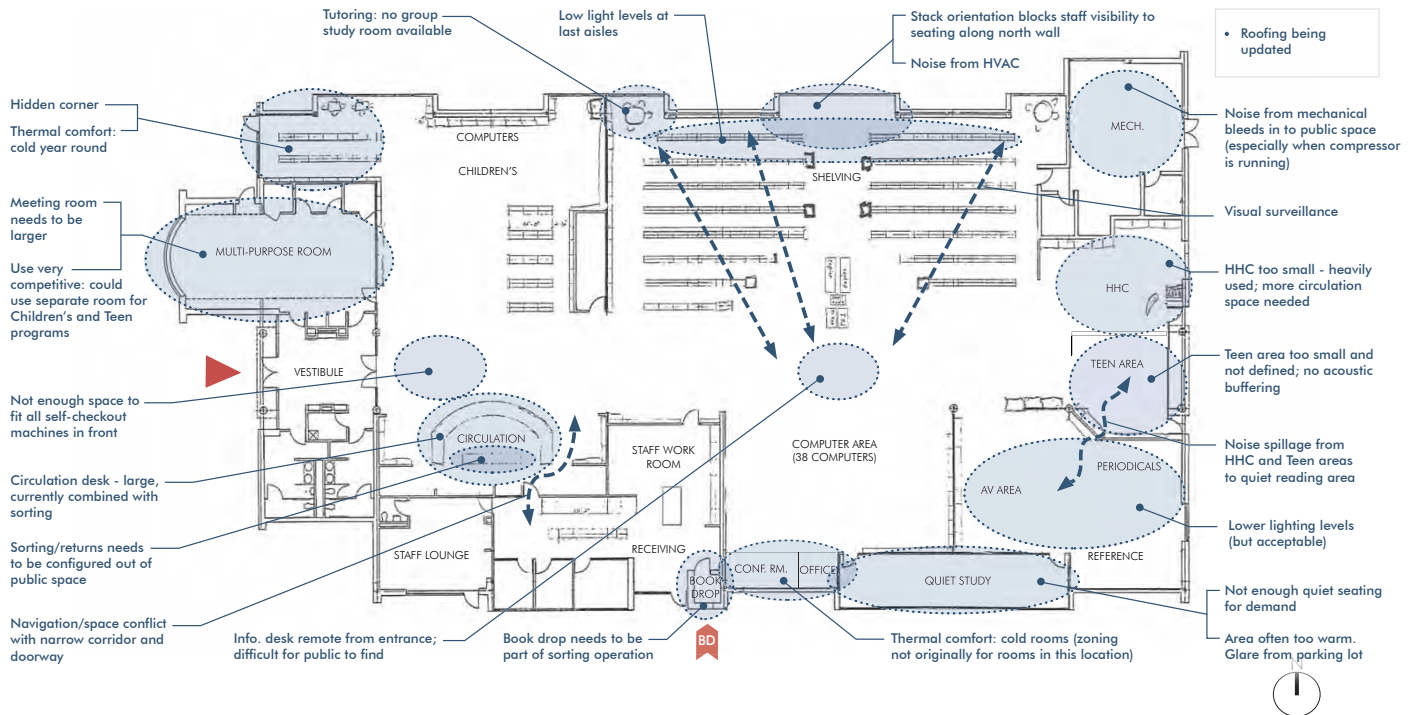
Built in 1988

20,006 Square Foot Facility
5.55 Acre Site
173 parking spaces

COMMUNITY NEEDS

Karl Road is a vibrant multi-ethnic community in which Somalis, West Africans and Spanish speakers coexist with long-time residents. Many residents are new arrivals to the United States and are focused on education, acquiring career skills, and acclimating to their new environment. Many children, youth and families use the existing branch. High noise levels and disruption are continuing issues with teens, tutoring pairs, and older adults vying for space. Space is needed within the building to allow customers to use the facility comfortably for different purposes. Computers are crowded together — users need more work space. Meeting room space cannot support the number and variety of programs and events sponsored by the branch and the community.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

KARL ROAD EXPANSION

Build two-story addition to existing branch at current site

- Build a new two-story addition to the existing building, likely at the front or rear of the building.

Replace with new building on existing site

- Replace the existing building with a new, larger facility on the existing site. The building is fairly new and in good physical condition, and careful consideration should be done to determine the preferred, and most cost effective, strategy. A new building could be either one or two-stories.

Given the size of the existing property, CML should give strategic consideration to co-locating with appropriate mix-use — daycares, Head Start, etc.

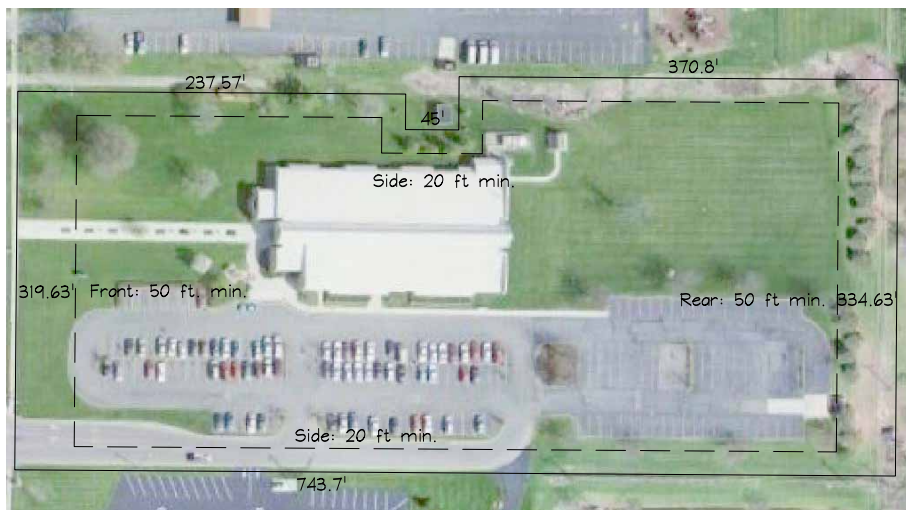


Teen area



Book aisles with computer stations

Existing Site Capacity Diagram



The Karl Road site has capacity for expansion of building and parking.



NORTHERN LIGHTS BRANCH



Northern Lights Branch
4093 Cleveland Avenue, Columbus

Built in 1993

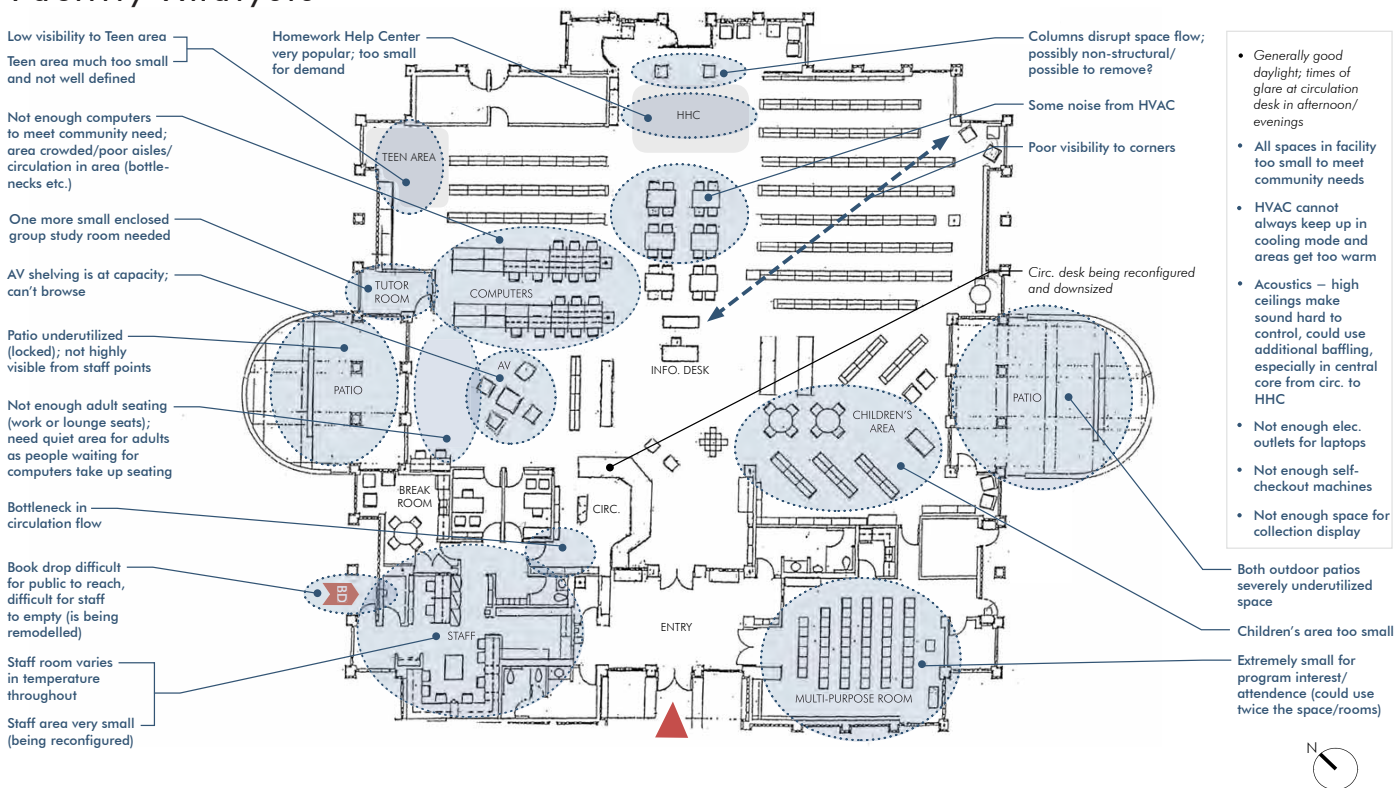
11,831 Square Foot Facility
2.35 Acre Site
72 parking spaces

COMMUNITY NEEDS

Northern Lights is the most multicultural area within the library system. The population includes large numbers of Somalis, West Africans, Spanish speakers as well as immigrants from Latin America, the Caribbean and Southeast Asia, many of whom are new to the United States. Many residents have low-to-moderate income levels. Families with children predominate, often with several generations living together.

The branch on Cleveland Avenue has become a crossroads at which these cultures meet. The 11,831 square foot facility is fully occupied from the moment it opens until closing time. Close to 50 public computers have been installed and are in almost constant use. Shelving has been reduced to accommodate this technology and an extremely popular Homework Help Center has been established in the facility. These improvements take up much of the space for adults and teens at the expense of quiet reading space. The children's area seating and computers are filled to capacity most of the day. High use levels generate noise and congestion. Vehicular traffic in the parking lot creates hazards for pedestrians going to and from the building.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

NORTHERN LIGHTS EXPANSION

Enlarge current site and build addition or replacement

- If additional, adjacent property can be acquired that would accommodate the parking and square footage needed, expansion on the current site is an option, potentially through an addition.

Replace with new building on existing site

- If acceptable to replace existing building, a new branch building, probably two story, that maximizes the development potential of the site, will allow for a larger building than an addition to the existing building. However, the building is fairly new and in good physical condition.

Relocate to new site

- Build a new, larger facility at a new site along Cleveland Ave., either to the north or south of the existing facility or along Morse road. (Existing building could be sold).

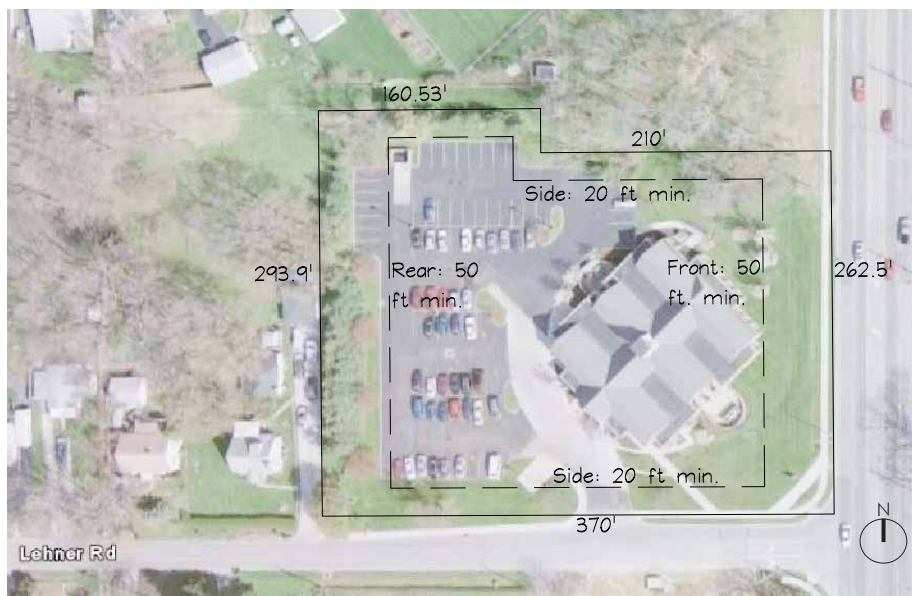


Children's area



Homework Help Center

Existing Site Capacity Diagram



LINDEN BRANCH



Linden Branch
2223 Cleveland Avenue, Columbus

Built in 2004

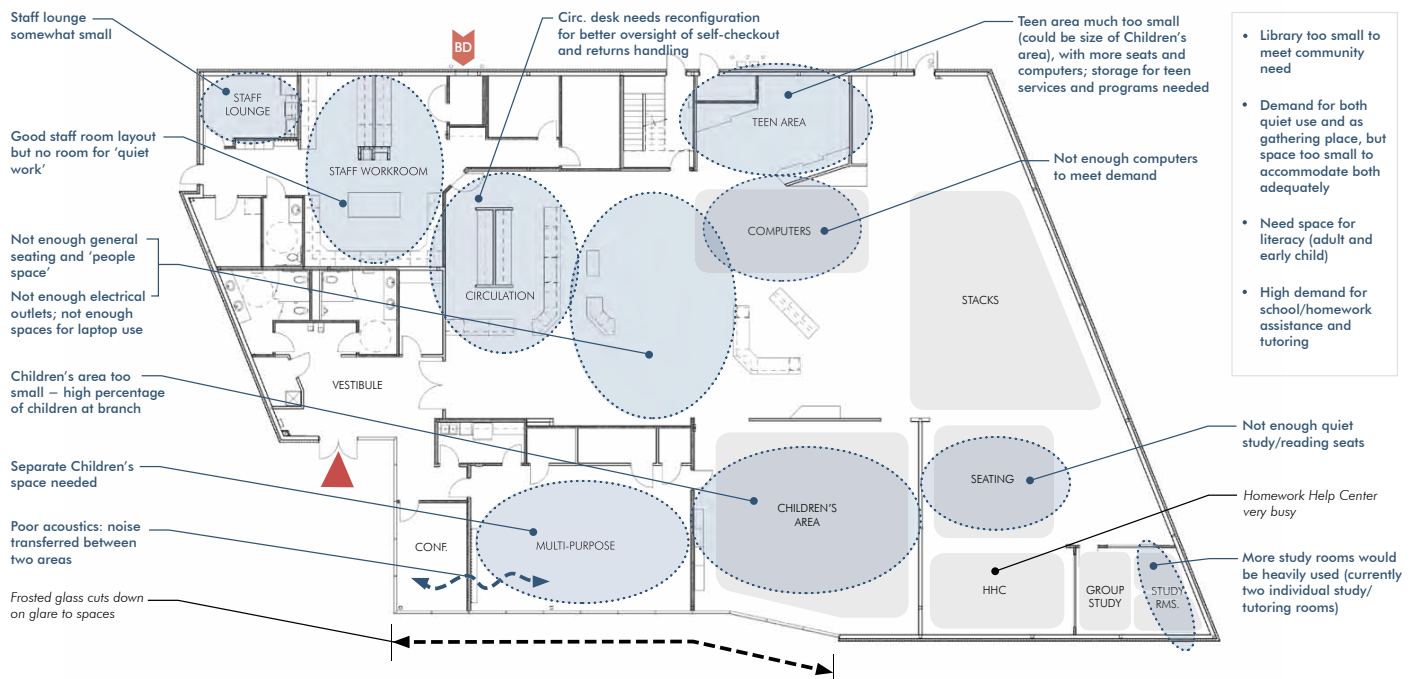
12,701 Square Foot Facility
1.22 Acre Site
62 parking spaces

COMMUNITY NEEDS

The Linden service area is urban and primarily low-income. Rental units predominate the area, including subsidized housing inhabited in many cases by single-parent families. The majority of the population is transient. Few recreational opportunities exist in the area for children and youth.

The existing branch opened in 2004 and is the newest facility in the library system. It has become a center for the community and acts as a living space that is used heavily by all ages. As successful as the new building is, more space for people is needed. The 44 public computers are in constant use with an ongoing waiting line of prospective users. Lounge seating has been moved and re-purposed to give those waiting a place to sit. The Homework Help Center open space and small group study rooms are steadily filled to capacity. Additional group study rooms are needed to meet demand. The teen area is at capacity at all hours and needs to expand. The meeting room hosts numerous programs each week, often with overflow audiences. Separate space is needed to support children's programming.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

LINDEN EXPANSION

Build two-story addition to existing branch at current site

- CML has recently purchased additional adjacent property along Kenmore Street. The main option for this location is to build a new two-story addition at the south side of the existing building in south parking lot. The existing parking area west of the alley can be expanded to the south on the recently acquired parcels.



Information station



Teen area

Existing Site Capacity Diagram



SHEPARD BRANCH



Shepard Branch
790 North Nelson Road, Columbus

Built in 1985

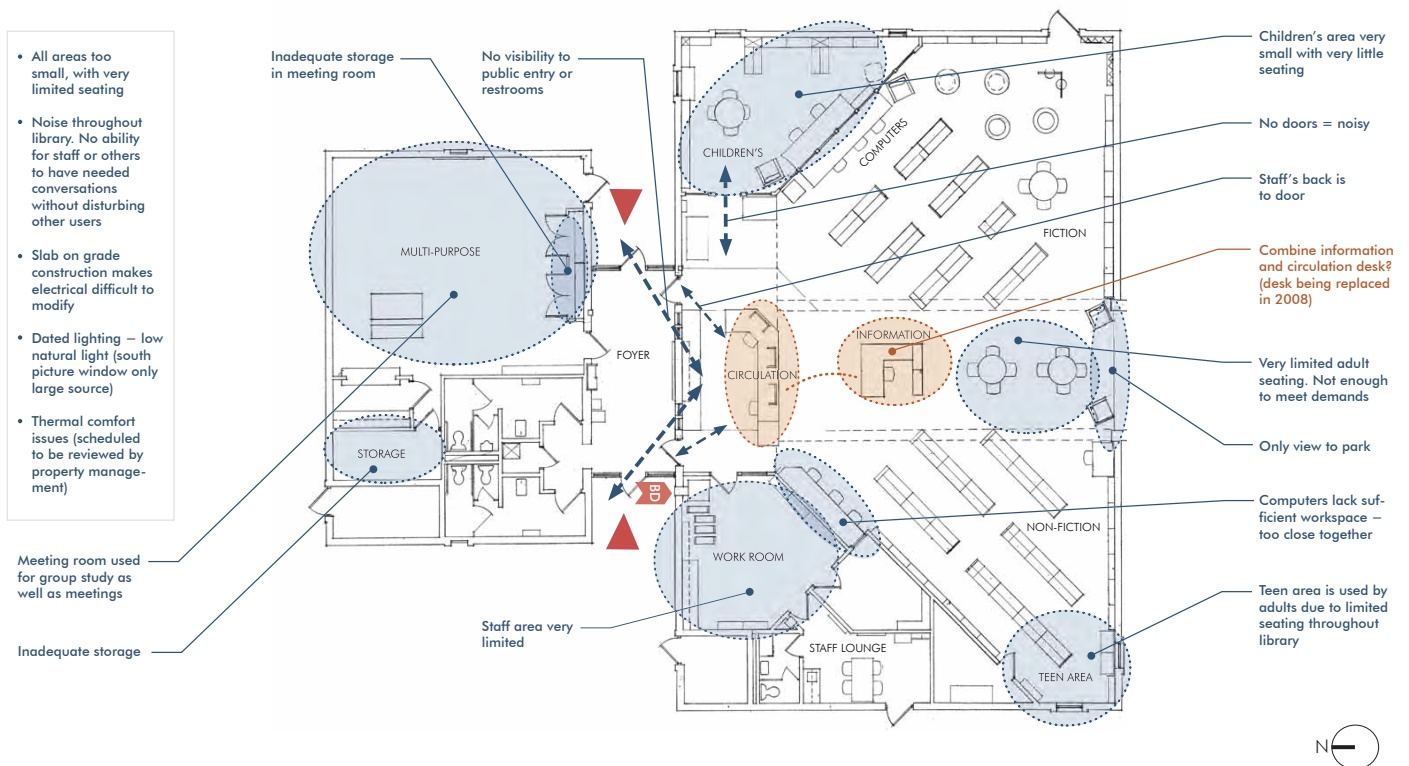
6,005 Square Foot Facility
1.00 Acre Site
28 parking spaces

COMMUNITY NEEDS

The Shepard service area, bisected by I-670, covers a mix of scattered residential and commercial zones located south and east of the urban development along Cleveland Avenue. The existing facility's proximity to the freeway makes it a convenient materials drop-off location for branch customers commuting between downtown and the north and east suburbs.

The existing 6,000 square foot facility is very limited, with only 26 seats and 18 public computers. The interior is essentially one open space with a glass partition separating the children's alcove from the main area. Shelving is at capacity with little opportunity for face-out display of collections. Lack of exterior windows compounds the sense of crowding within the space.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

SHEPARD EXPANSION

Replace on existing site

- Replace the existing building with a new, larger one-story facility on the existing site. An addition to the current facility is also an option, however the current facility does not have good civic presence, and may not be compatible with the size of expansion needed. Careful consideration should be made to determine the most cost effective strategy between replacement and addition/renovation to the current facility.

Relocate to new site

- Build a new, expanded facility at a site within the service area, and on a site large enough to accommodate the needed square footage. (Existing building could be sold.)

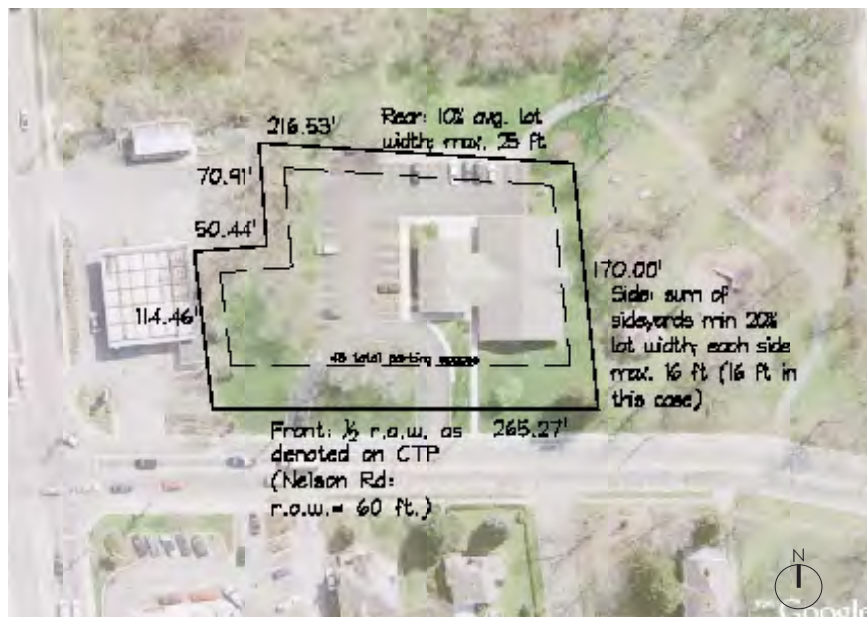


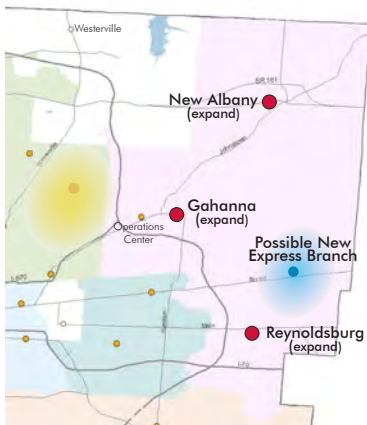
Reading and work tables



Teen programming

Existing Site Capacity Diagram





North East analysis area

Service Improvement Recommendations:

- Expansion
- Possible New Branch
- Possible New Express Branch

ANALYSIS AREA NEEDS AND OPPORTUNITIES

The North East area includes the New Albany Branch, which presently has the largest square foot per capita library service level in the system — around the levels that are being recommended. But its service area and those of the other branches in the analysis area are projected to see major population increases. This area also sees a significant out-of-district use; this should be taken into consideration when determining specific recommendations for the facilities.

The service and facility needs in this area can be met in several ways, including increasing the sizes of the existing branches, and potentially providing supplemental services in the central eastern area.

Income and education levels in this growing area are relatively high compared to other parts of the library district. Out-of-county use is felt particularly at Reynoldsburg.



New Albany Branch

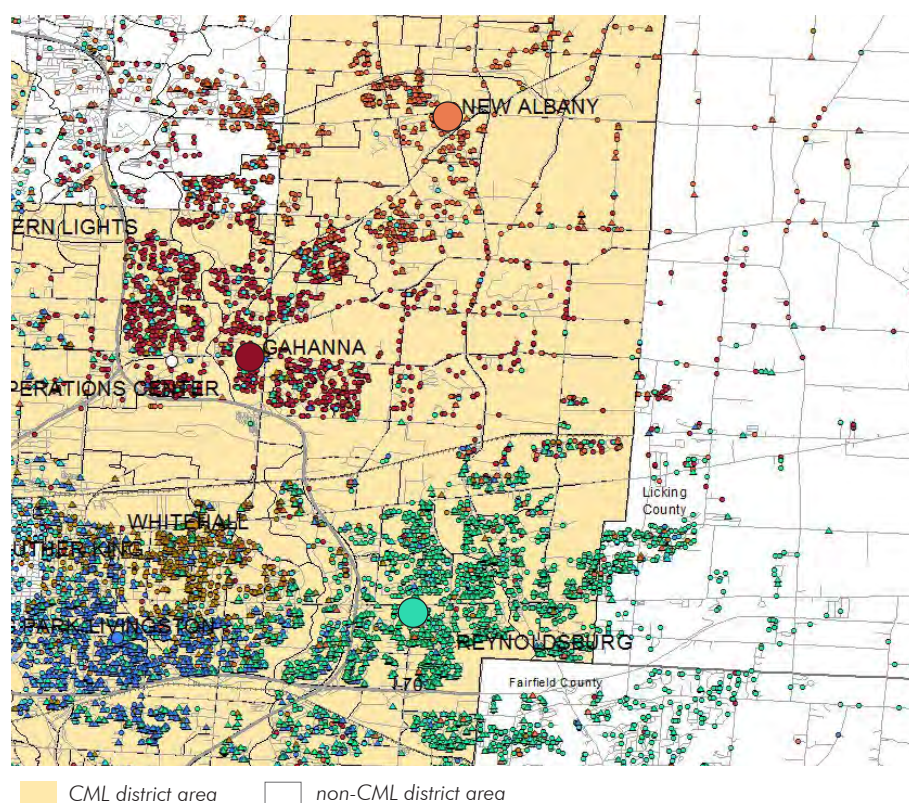


Reynoldsburg Branch



Gahanna Branch

North East area	Current	2030 proposed
population: growth 26%	139,000 (2005 pop.)	174,500 (MORPC projected)
collection	407,389 vol.	349,000 - 523,000 vol.
seating	313 seats	458 - 632 seats
computers	134 computers	142 - 240 computers
meeting room seats	210 seats	425 - 550 seats
group study	14 seats	66 - 108 seats
total square footage	62,258 sf	126,000 - 153,000 sf
parking spaces	351 spaces	644 - 698 spaces



Home location of customers who borrowed materials from CML or used a computer during a typical week in Fall 2008.

○ material check-outs

△ computer sessions

Branches

● New Albany customers

● Gahanna customers

● Reynoldsburg customers

CUSTOMER USE PATTERNS

- There is healthy usage of both materials and computers in the northeast analysis area, although generally material check-out has higher utilization in throughout this area than computers.
- There is some cross-use between the New Albany and Gahanna branches, especially along the Johnstown Road area. There is little cross-use with the Reynoldsburg Branch, likely due to the geographic barriers and distance between the residential areas and the libraries.
- There is significant CML use (materials and computers) by residents of surrounding communities outside of CML and Franklin County. This use impacts the Reynoldsburg and New Albany libraries in particular due to their proximity to the County borders with both Licking and Fairfield County. Reynoldsburg is the CML branch with the highest out-of-jurisdiction use of its facility and resources.

NEW ALBANY BRANCH



New Albany Branch
200 Market Street, New Albany

Built in 2003

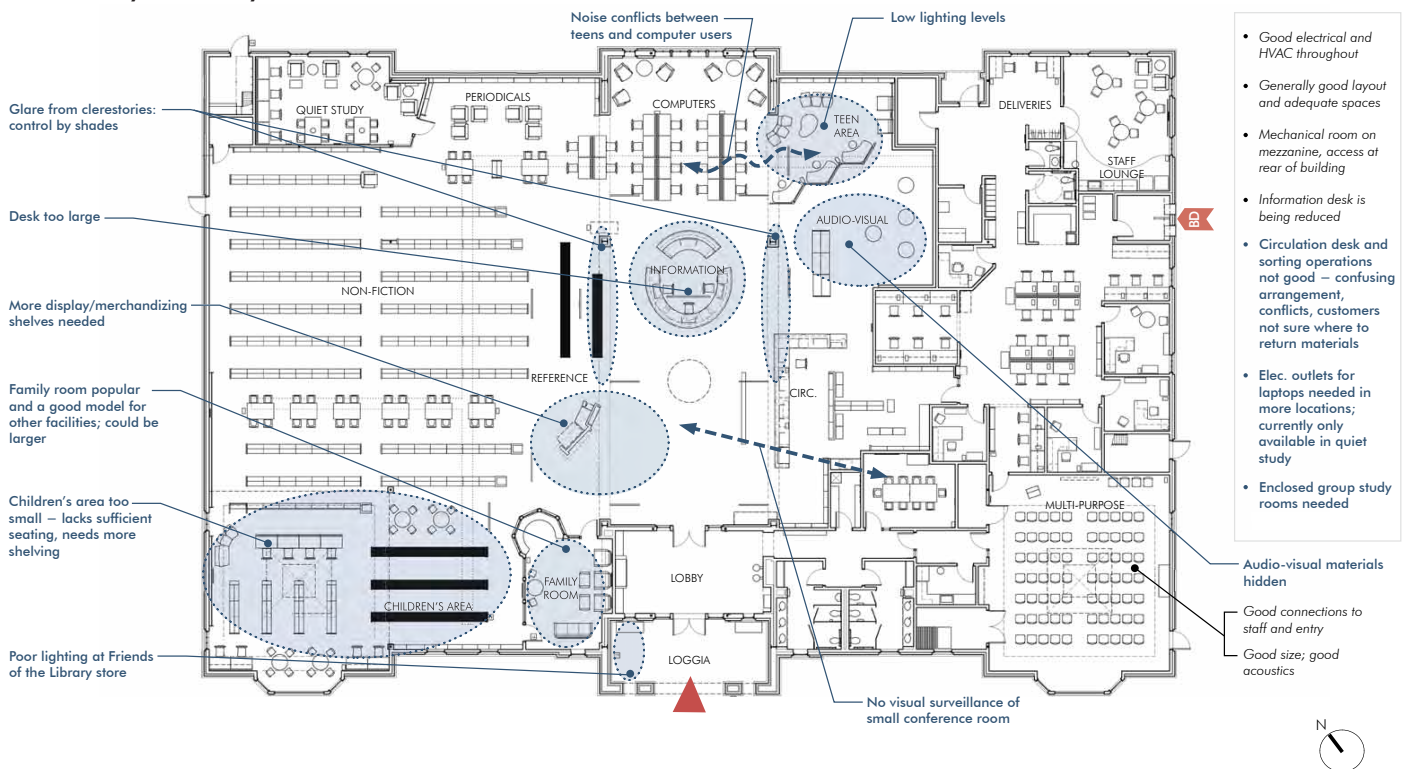
21,053 Square Foot Facility
2.39 Acre Site
119 parking spaces

COMMUNITY NEEDS

The New Albany service area serves a growing community that covers the northeast corner of Franklin County. The population is generally literate and technology savvy, with higher overall income levels than other areas.

At 21,000 square feet, the existing branch meets current service demands more effectively than most current facilities. Projected growth for the area, however, indicates that increased space for some facility components is warranted. Seating and collection shelving for children, for example, is at capacity. The popular Family Room in the children's area should support twice the current occupancy rate and demand will grow as the population increases. There is no enclosed tutoring/group study space, forcing pairs and small groups working together to use open table seating. This generates noise and creates conflict with individual users. More browsing shelves for books and media are needed. The teen space location, adjacent to computers, also creates conflict with noise spilling from one area to the other.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

NEW ALBANY EXPANSION

Build addition(s) to current branch

- Building additions to the northwest and southeast to meet the needed square footage. Expand parking on site or acquire additional, adjacent land in for needed parking.



Family Room



Teen programming

Existing Site Capacity Diagram



GAHANNA BRANCH



Gahanna Branch
310 Granville Street, Gahanna

Built in 1991, renovated and expanded in 1998

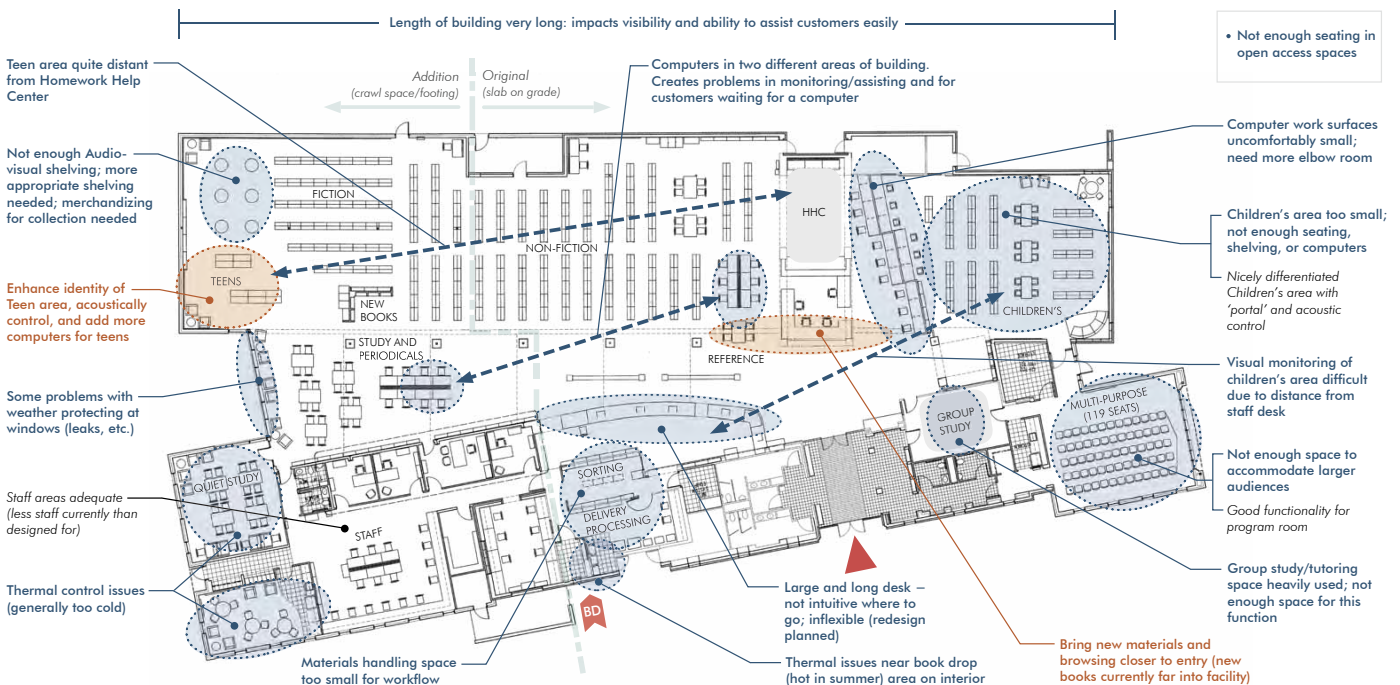
21,400 Square Foot Facility
4.07 Acre Site
142 parking spaces

COMMUNITY NEEDS

The Gahanna service area includes Gahanna, one of Columbus’s older suburbs, as well as Jefferson Township and the Blacklick area to the east, toward Licking County. The population is predominantly middle class with many commuters. With recent growth, the population’s ethnic diversity is increasing.

The existing facility was expanded to 21,400 square feet in 1998. Areas for children and teens need increased capacity for seating, shelving and computers. More enclosed tutoring and small group study space is also needed. Public computers in the adult area are crowded and require additional space at each workstation. Meeting room seating is inadequate to support the audiences attracted by the branch’s programming. The media collection shelving needs to expand to accommodate these popular collections. More display space for books is needed.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

GAHANNA EXPANSION

Addition to existing building

- The current building was expanded in 1991 and another expansion may be feasible. With this option, it may be more difficult to meet the projected need as another addition may lower efficiency.

Replace with new building on existing site

- Replace the existing building with a new two story facility built to the current site’s maximum capacity. However, the building is fairly new and in good physical condition.

Enlarge existing site

- If additional, adjacent property can be acquired that accommodates the square footage needed, a larger addition (or replacement, to the current building could be constructed.

Relocate to CML’s Operations Center

- If the CML departments currently at the Operations Center relocate, the existing building could be renovated and converted into an expanded Gahanna Branch. Expanded parking on the Operations Center site would be needed to accommodate public use of this building.

Relocate to new site

- Build a new, expanded facility at a site near the existing location in downtown Gahanna, and on a site large enough to accommodate the needed square footage for building, parking, and landscaping. (Existing building could be sold.)
- Consider partnerships with other municipal civic entities.



Teen area



Non-Fiction area

Existing Site Capacity Diagram



REYNOLDSBURG BRANCH



Reynoldsburg Branch
1402 Brice Road, Reynoldsburg

Built in 1980, renovated and expanded in 1990

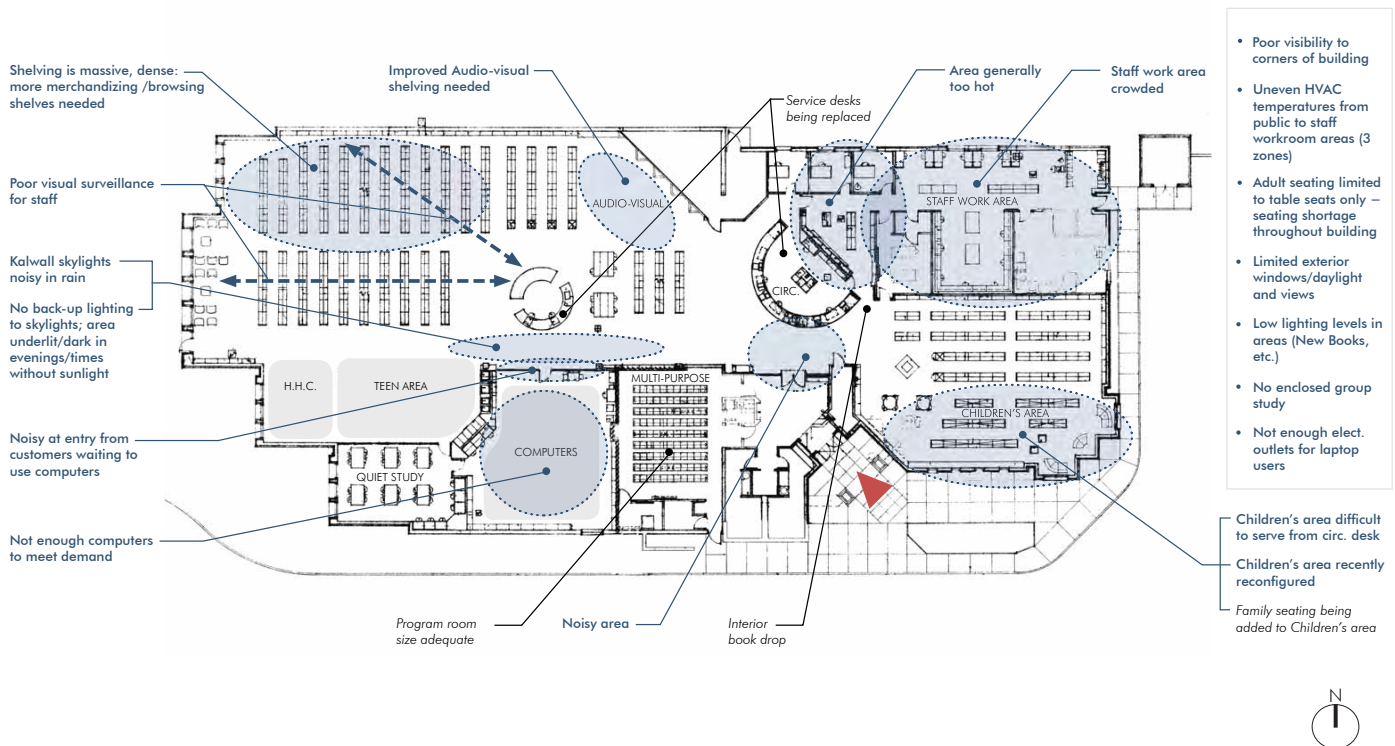
19,805 Square Foot Facility
2.02 Acre Site
90 parking spaces

COMMUNITY NEEDS

The Reynoldsburg service area lies east of I-270 and north of I-70, an older suburb that extends across the Franklin County line into Licking County. The population is in transition with long-time residents moving eastward and newer residents move into west Reynoldsburg. New residents' income levels are generally lower and the population is becoming more ethnically diverse.

The existing facility receives much use from residents throughout the service area as well as significant use from Licking County residents. Seating at the branch is at or beyond capacity — all seats are in use most of the time. A new teen area is extremely popular. Enclosed tutoring/group study space is sorely needed. A Homework Help Center has been added. Shelving is at capacity and more space for display shelving is needed. The branch's 50 computers are in high demand by all age groups. The facility layout augments the dense, crowded atmosphere due to a lack of windows and unrelieved, low ceiling heights. Parking capacity is constrained behind the building, which encourages visitors to park in nearby commercial areas. Traffic patterns for vehicles are in conflict with pedestrians walking from the rear parking lot.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

REYNOLDSBURG EXPANSION

Enlarge existing site

- If additional, adjacent property can be acquired that would accommodate the parking and square footage needed, expansion on the current site is an option, either through an addition or replacement building.

Relocate to new site

- Build a new, expanded facility at a site near the existing location and on a site large enough to accommodate the needed square footage. (Existing building could be sold.)



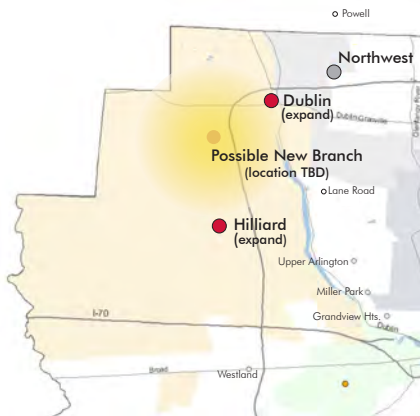
Children's area



Computer stations

Existing Site Capacity Diagram





North West analysis area

Service Improvement Recommendations:

- Expansion
- Possible New Branch
- Possible New Express Branch

ANALYSIS AREA NEEDS AND OPPORTUNITIES

This area is experiencing the largest total population increase in the County. Most of the growth in this area is occurring along the I-270 corridor and in the northern part of the area. The western side of this area includes the Darby Watershed, which has limited development potential due to its sensitive wetland habitat. There is a high percentage of out-of-district use at the libraries in this region, particularly the Dublin Branch, and this should be taken into account when determining the recommended sizes for facilities. The service and facility needs in this area can be met in several ways, including increasing the sizes of the two existing libraries and providing one new branch.

This growing area includes a high number of families, children, and youth. Academic achievement and educational support are high community priorities that place intense pressure on branch space and services. Attendance at children’s and family programming outpaces all other library district areas, especially at the Hilliard Branch.

Demographically, the area population was reported as predominantly caucasian in the 2000 US Census. However, the presence of several major corporate and commercial headquarters has attracted staff from many countries, providing a multicultural aspect to the population not yet revealed in census data.

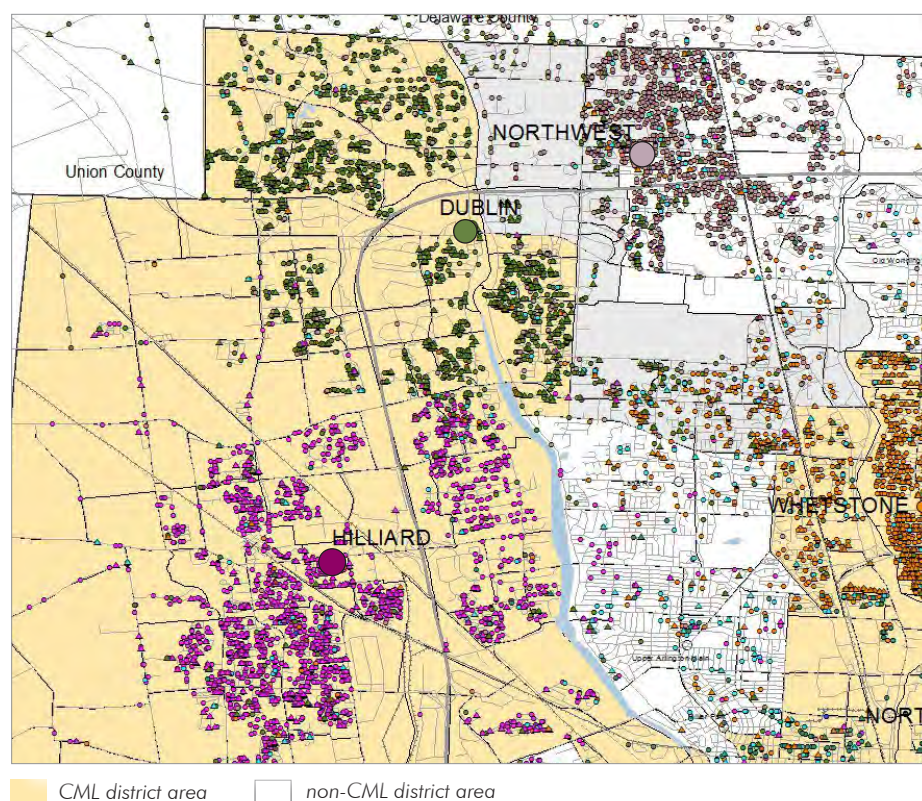


Dublin Branch



Hilliard Branch

North West area	Current	2030 proposed
population: growth 27%	135,500 (2005 pop.)	171,500 (MORPC projected)
collection	337,324 vol.	343,000 - 514,500 vol.
seating	214 seats	447 - 619 seats
computers	91 computers	138 - 233 computers
meeting room seats	135 seats	425 - 550 seats
group study	6 seats	66 - 108 seats
total square footage	40,152 sf	127,000 - 155,000 sf
parking spaces	307 spaces	650 - 706 spaces



Home location of customers who borrowed materials from CML or used a computer during a typical week in Fall 2008.

- material check-outs
- △ computer sessions

Branches

- Dublin customers
- Hilliard customers
- Northwest customers (joint-library with Worthington)

CUSTOMER USE PATTERNS

- The North West analysis area has usage throughout the service areas, without any significant drop-off due to geographic barriers. This area has a suburban geography, and customer mapping shows that the usage patterns of Dublin and Hilliard are not affected by geographic barriers nearly as much as other, more urban areas are. This is likely because, as suburban locations, these areas tend to embrace a vehicular-driven lifestyle; the location of most residential areas in these service areas are outside of walking distance to the branch locations.
- There are areas to the west of Hilliard and southwest of Dublin with very low density residential or non-residential areas, as shown by the sparseness of dots mapped, which are not yet developed but will become more developed through the time-frame of this plan.
- The mapping shows significant use (both computers and materials) of the Dublin Branch by residents of Delaware County. This use impacts the Dublin Branch in particular due to its proximity to County borders.
- The Northwest Branch, a joint-library between the Worthington library and CML systems functions very well serving the eastern part of this analysis area as well as the western part of the Worthington library district, with good coverage of the areas east of the Scioto River.
- Discussions have been held with Marysville (Union) and Delaware County Libraries. Resource sharing could be enhanced over time.

DUBLIN BRANCH



Dublin Branch
75 N High Street, Dublin

Built in 1980, renovated and expanded in 1990

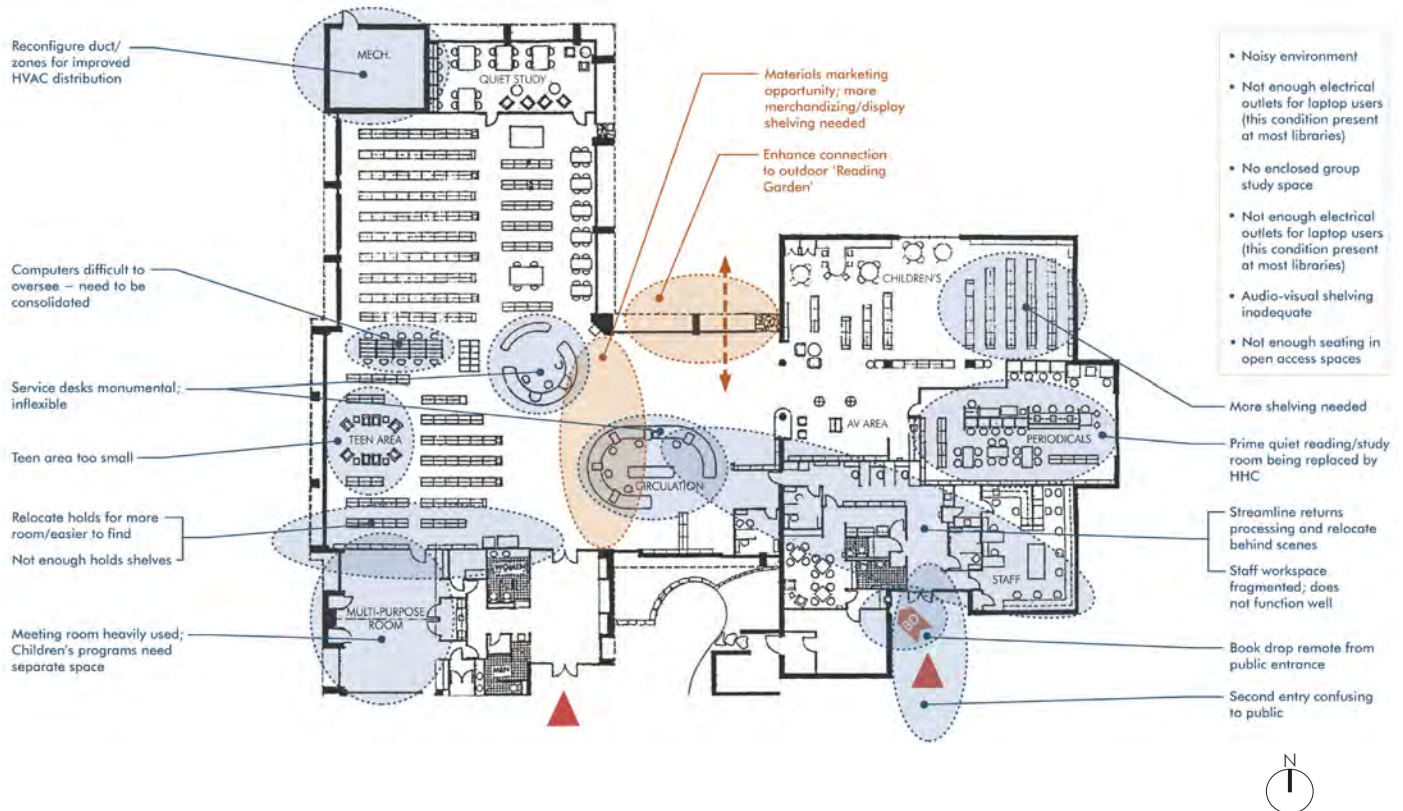
20,147 Square Foot Facility
3.64 Acre Site
119 parking spaces

COMMUNITY NEEDS

Dublin residents have generally higher than average education levels and are employed predominantly in white collar, management or professional occupations. While the population is primarily caucasian, area businesses attract an international work force. Branch visitors often reflect this trend, speaking and reading languages other than English.

Many Dublin Branch customers are intense users of the interlibrary request system, ordering more items than almost anywhere in the library system. The space needed to house and manage these customers' requests places significant pressure on the current facility. Seating space is inadequate for all age groups — children, students, teens and adults all need more seating. Children's programming space is also limited. Portions of the existing building layout are inflexible.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

DUBLIN EXPANSION

Addition to existing building

- Addition to existing building (not recommended due to issues with building configuration and site capacity)

Replace with new building on existing site

- Replace the existing building with a new, expanded facility on the existing site. The building would need to be a two-story branch to accommodate the square footage needed. Due to the configuration of the existing building with its previous addition, as well as the size of facility needed, the existing building would likely not be compatible with another expansion nor would it allow for the size of facility needed at the current site. However, the building is in good physical condition, and sale of the building may be preferred over replacement. Careful consideration should be done to determine the preferred and most cost-effective strategy.

Relocate to new Dublin Civic Center complex

- Relocate and significantly expand the branch as part of the Dublin Civic Center complex. This will relocate the building to be jointly-located with other civic uses, as well as allow for a larger building than the existing site can accommodate. Size facility to serve 2030 population of existing service area.

Relocate to new site

- Build a new, expanded facility at a site near the existing location on a site large enough to accommodate the needed square footage. (Existing building could be sold)

Existing Site Capacity Diagram



Children’s programming



Magazine area

HILLIARD BRANCH



Hilliard Branch
4772 Cemetery Road, Hilliard

Built in 1996

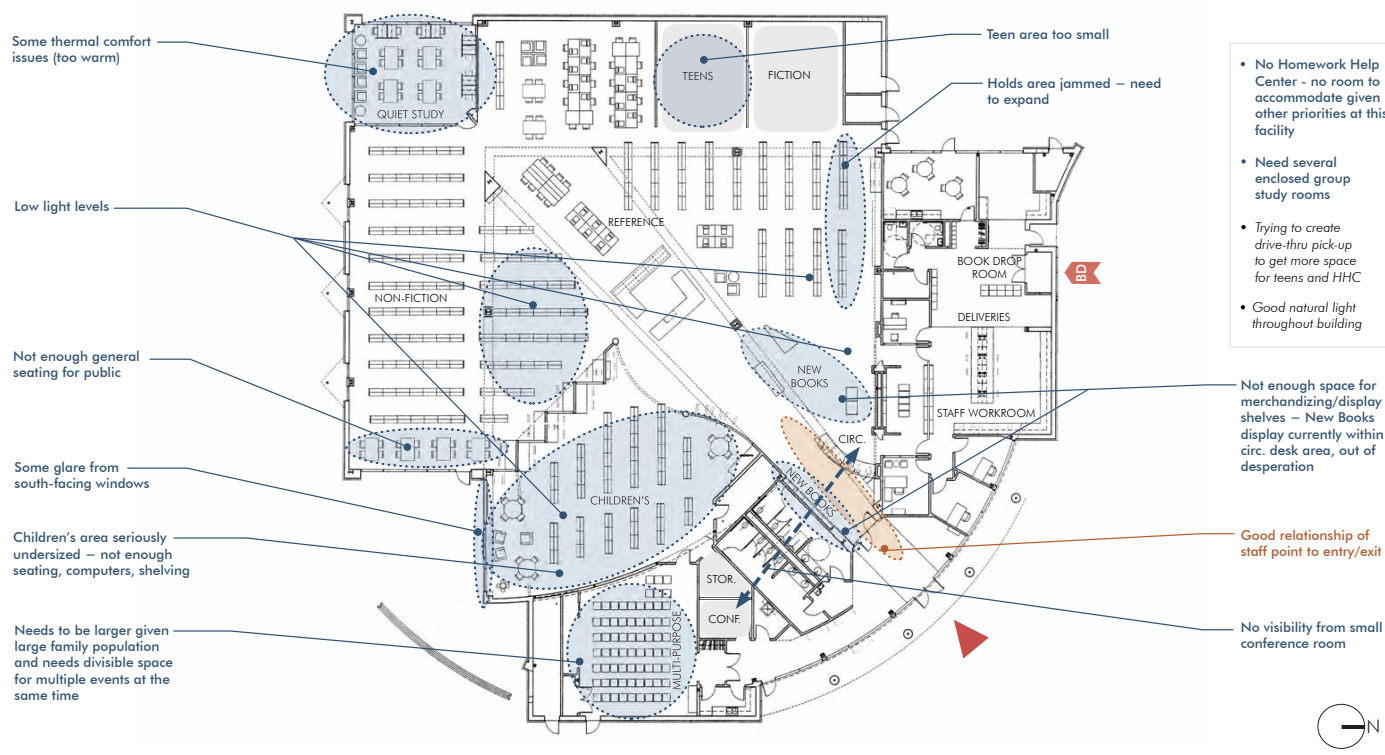
20,005 Square Foot Facility
4.55 Acre Site
188 parking spaces

COMMUNITY NEEDS

Families with young children are the prominent demographic component of the current service population in this growing community, which is expected to increase 9% over the next five years. Enrollment in Hilliard schools is the 9th highest in the state. New group residences for seniors are underway in the community; these new developments will account for some of the area's projected growth and will increase, to a degree, the future median age of residents. Ethnic diversity is increasing, with growing numbers of Spanish speakers and a new Islamic school that is a regional draw.

The existing Hilliard Branch experiences extremely high use, resulting in congestion throughout the facility and sustained high ambient noise levels. Service to children is also at high levels, with numerous programs and events and a high-use children's collection. Service cannot meet community demand, however, due to lack of space. The teen area is small. More tutoring space and small group study space is needed. Residents use the collection heavily and request many materials from other branches. Space for collection display and holds shelving cannot match current demand. This branch may have the highest circulation per square foot of any branch in the country.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

HILLIARD EXPANSION

Addition to existing building

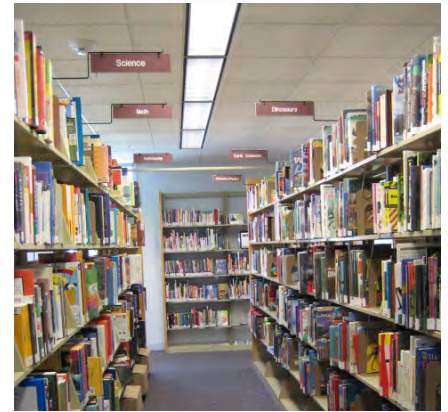
- One story addition to the east to maximum capacity of site. This balance of building size and code-required parking will result in a small reduction of existing parking count. The service area will then be reduced to match the population to the proposed branch size. The remaining service area population is then to be formed into a new service area (see below).

Enlarge existing site

- If additional, adjacent land could be acquired adjacent to the existing site, the branch would have more flexibility in the size and/or configuration of an addition to this facility.

Relocate to new site

- Build a new, expanded facility at a site near the existing location and on a site large enough to accommodate the needed square footage. (Existing building could be sold).

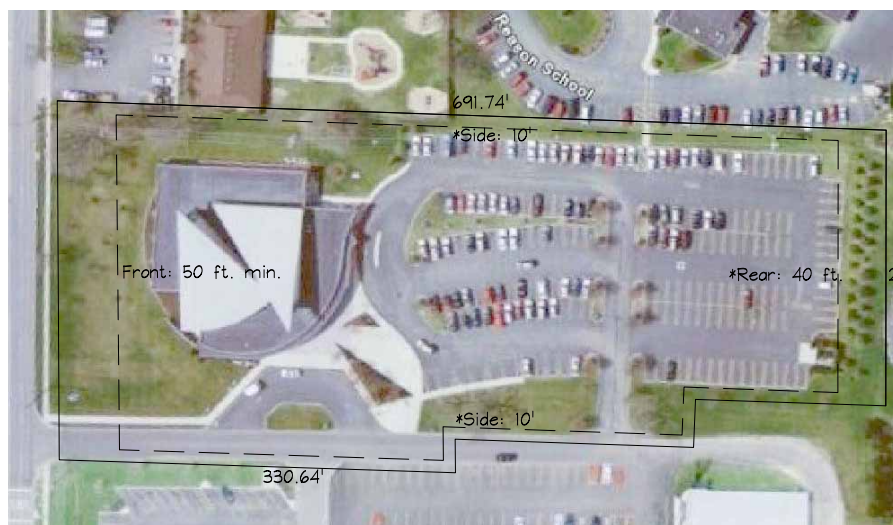


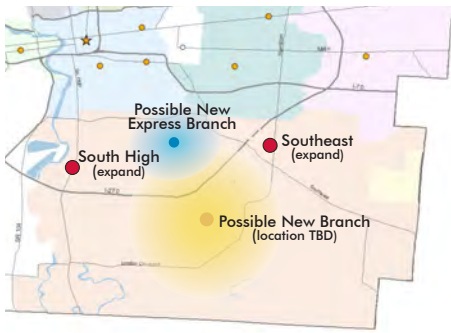
Book aisle



Children's area

Existing Site Capacity Diagram





South East analysis area

Service Improvement Recommendations:

- Expansion
- Possible New Branch
- Possible New Express Branch

ANALYSIS AREA NEEDS AND OPPORTUNITIES

The South High and Southeast branches currently serve the southeastern quadrant of the district. While these libraries are well-located, they are not large enough to meet the current or future service needs of the area. The Mid-Ohio Regional Planning Commission forecasts significant population growth in this analysis area, but there is some discussion about when this growth will happen. The options for meeting the service and facility needs in this area include increasing the size of the current facilities — both of which have room for expansion on their current sites, and, if the anticipated population growth occurs, the addition of a new branch in this southeastern area. Supplemental services may be provided in the Marion-Franklin area to increase services to the community.

The population is now relatively scattered with some residents living in rural areas. Families and individuals from urban areas are moving into the area. Many latchkey children are served.

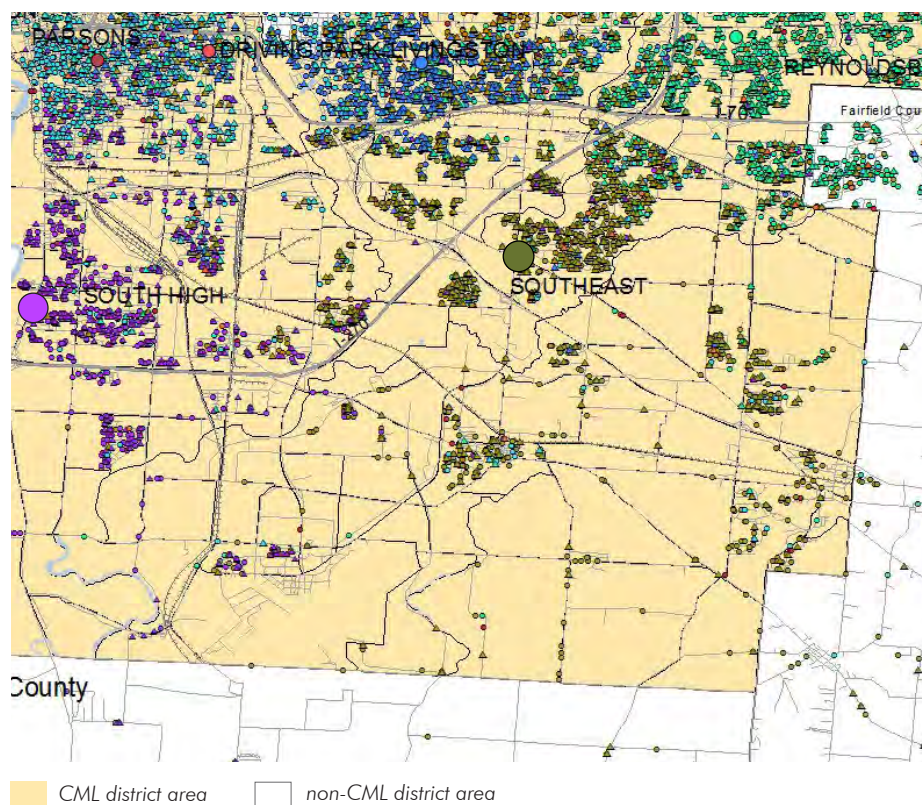


Southeast Branch



South High Branch

South East area	Current	2030 proposed
population: growth 68%	80,500 (2005 pop.)	135,500 (MORPC projected)
collection	181,199 vol.	271,000 - 406,000 vol.
seating	126 seats	379 - 514 seats
computers	89 computers	122 - 209 computers
meeting room seats	110 seats	400 - 500 seats
group study	10 seats	60 - 108 seats
total square footage	32,717 sf	92,000 - 113,000 sf
parking spaces	201 spaces	477 - 519 spaces



Home location of customers who borrowed materials from CML or used a computer during a typical week in Fall 2008.

○ material check-outs

△ computer sessions

Branches

■ Southeast customers

■ South High customers

CUSTOMER USE PATTERNS

- The branches in the South East analysis area have a more suburban usage pattern, especially the Southeast Branch, which has use from both sides of I-270 as well as Groveport and other smaller communities in the southeast part of the County. South High also serves both north and south of I-270 and to the western side of the CML district boundary. Usage is good throughout the area, although the most intense use is found in the immediate South High neighborhood.
- There is minimal use of the southeast branches from the Southwest Libraries and West Analysis area (Hilltop and Franklinton), likely due to the limited transportation routes across the Scioto River.
- There is more cross-use between the branches to the north, in both the Central and East Central analysis areas, with Parsons showing the most cross-use to South High, and Livingston showing the most cross-use with the Southeast Branch, especially in the area between I-70 and I-270.

SOUTHEAST BRANCH



COMMUNITY NEEDS

The South East service area serves a widely scattered population residing in several communities and in rural areas across the southeastern quadrant of Franklin County. Residents of adjacent Fairfield County also make up a significant portion of Southeast Branch customers. The population is projected to grow substantially over the next few decades. Growing numbers of Spanish speakers and African Americans are moving into the area due to affordable housing values. Families with children are predominate. As in the South High area, many families homeschool their children. These families often make intense use of branch resources.

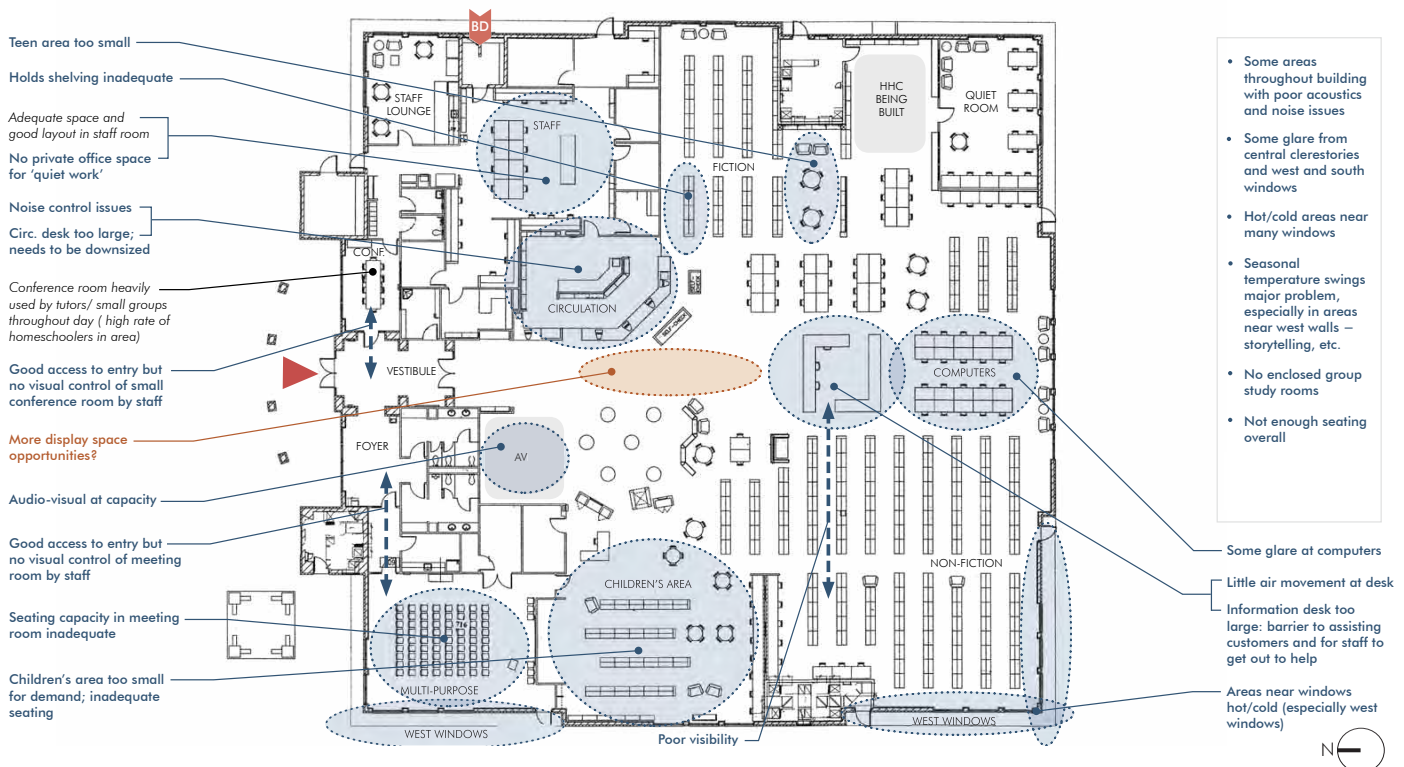
Southeast Branch
3980 S. Hamilton Road, Groveport

Built in 2000

20,140 Square Foot Facility
3.17 Acre Site
127 parking spaces

The existing branch opened in 2000, an expansion of the previous facility. It is already at capacity and needs more resources to meet community demand. Shelving for media collections is filled and cannot accommodate the current collection. Too few seats are available for all activities, including children and families, teens, quiet reading and study, and tutoring and group study. The building lacks acoustical zoning. The meeting room needs to accommodate larger audiences. A separate space is needed for children's programming.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

SOUTHEAST EXPANSION

Build two-story addition to existing branch at current site

- Build a new two-story addition to the existing building. A two-story addition would be needed to meet the need on the existing site.

Relocate to new site

- Build a new, expanded facility at a site near the existing location and on a site large enough to accommodate the needed square footage. (Existing building could be sold.)



Center atrium



Teen area

Existing Site Capacity Diagram



SOUTH HIGH BRANCH



South High Branch
3540 South High Street, Columbus

Built in 1992

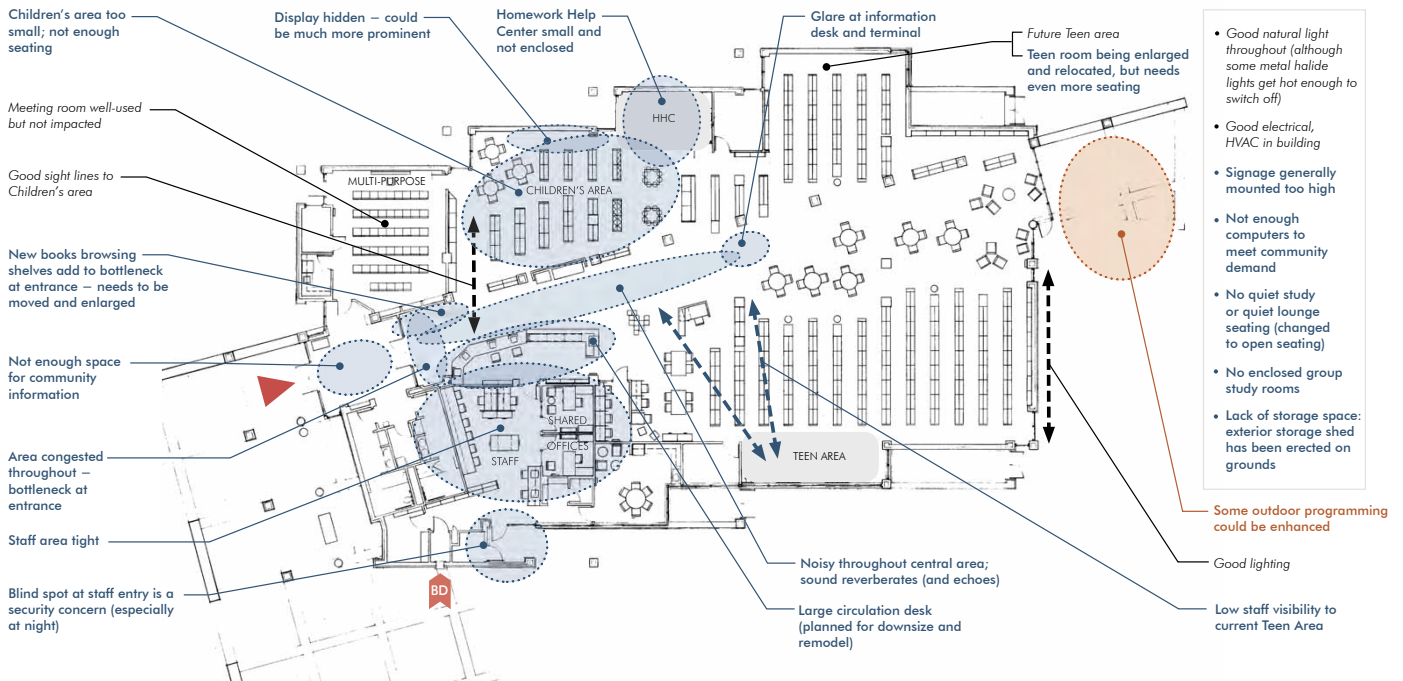
11,577 Square Foot Facility
2.45 Acre Site
74 parking spaces

COMMUNITY NEEDS

The South High service area covers a wide geographic area that stretches south to the Franklin County line, bounded on the west by the Scioto River and Alum Creek Road to the east. The area is less densely settled than most other parts of the library district but the population is projected to grow over the next two to three decades due to the availability of land in the area. The current population includes many modest-income families and is primarily caucasian although small Somali, Spanish-speaking and African American communities are developing. Many single-parent families, with latchkey children, reside in the area. Numerous parents homeschool their children.

The existing facility has several space limitations, including seating deficits throughout, but especially severe in the children's and teen areas, a lack of enclosed tutoring and group study spaces, limited meeting room space, and deficit display shelving. The building layout exacerbates these issues with a long narrow design that creates pinch points at the entrance and circulation desk. The ceiling height and shape augment uncomfortable noise levels.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

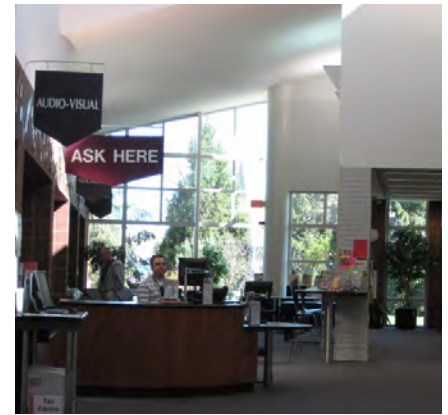
SOUTH HIGH EXPANSION

Build two-story addition to existing branch at current site

- Addition to the current building with a two-story addition.

Replace with new building on existing site

- Replacing the existing building would likely allow for a larger building than an addition to the existing building by maximizing the development potential of the site. Additional population in the service area would be accommodated through a new branch to the southeast and a service point in the Marion-Franklin area. However, the building is fairly new and in good physical condition.



Help desk

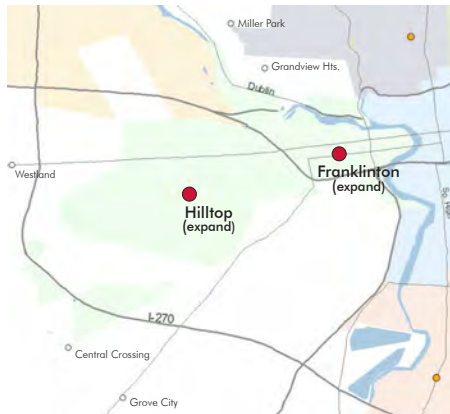


Teen area

Existing Site Capacity Diagram



The existing site has expansion capacity at the northeast part of the site.



West analysis area

ANALYSIS AREA NEEDS AND OPPORTUNITIES

The Hilltop and Franklinton branches that make up this analysis area have relatively distinct service areas due to the area’s geography, with the Scioto River, freeways, railways, and the southwestern edge of the CML district boundary forming the bounds of the area. The area is projected to see a small population decline. Nevertheless, there remains a facility deficit to meet the proposed service levels. Options for improving branch services include expanding the branches without increasing number of facilities.

The traditionally isolated, low income population is entering a new era, with the completion of flood control engineering on the Scioto River. The area is opening up to development and new population with higher income and education levels. A Spanish speaking population is growing in the Hilltop area.

Service Improvement Recommendations:

- Expansion
- Possible New Branch
- Possible New Express Branch

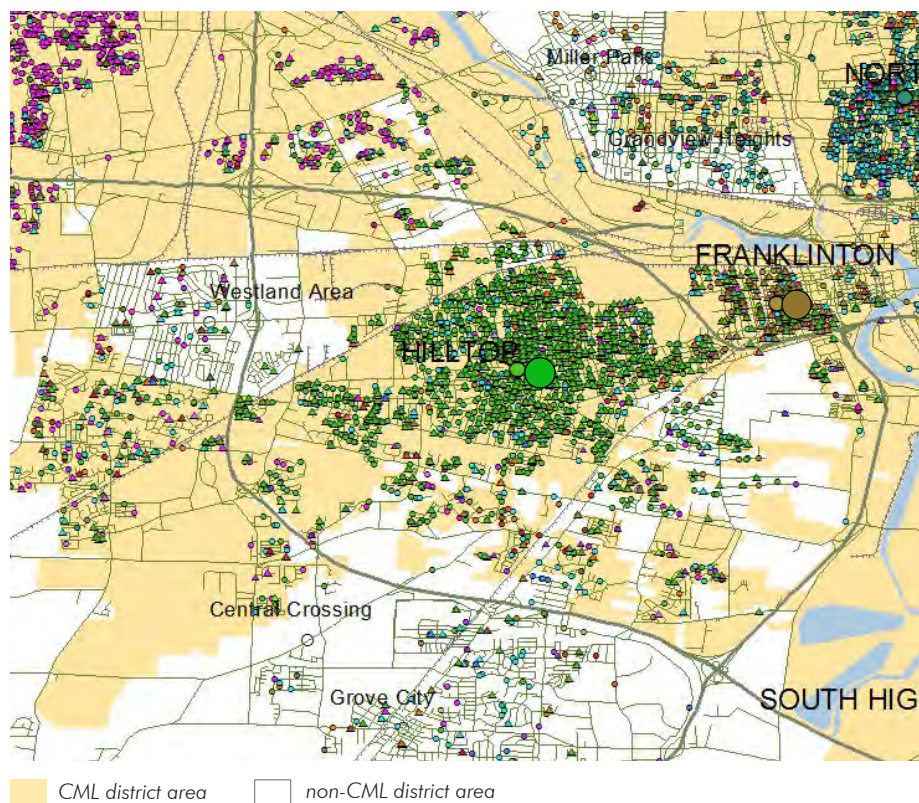


Hilltop Branch



Franklinton Branch

West area	Current	2030 proposed
population: growth 2%	63,000 (2005 pop.)	64,000 (MORPC projected)
collection	123,851 vol.	128,500 - 192,500 vol.
seating	124 seats	179 - 256 seats
computers	76 computers	61 - 96 computers
meeting room seats	125 seats	225 - 325 seats
group study	12 seats	36 - 60 seats
total square footage	27,605 sf	54,000 - 65,000 sf
parking spaces	143 spaces	160 - 190 spaces



Home location of customers who borrowed materials from CML or used a computer during a typical week in Fall 2008.

- material check-outs
- △ computer sessions

Branches

- Hilltop customers
- Franklinton customers

CUSTOMER USE PATTERNS

- This western portion of the CML district has a fairly distinct geography, with customer mapping showing clear geographic and man-made barriers that define the service areas — I-70 and I-670/Scioto River forming boundaries to the Franklinton neighborhood, and I-70, I-270, and several railroad lines forming strong boundaries for the Hilltop area.
- There is some cross-usage between the Southwest Libraries and CML in this area, mainly between Hilltop residents using both Westland and Grove City libraries and Westland and Grove City residents using the Hilltop Branch. There is some, but not a lot, of cross-use between the Hilltop and Franklinton branches, with generally Hilltop residents using the Franklinton Branch, potentially due to commute patterns. With the closing of Central Crossing, this cross-usage could increase.
- Usage for both computers and materials is strong throughout both service areas, with the Hilltop Branch in particular exhibiting a pattern where many households per street across most streets checked out materials or used computers, something not usually seen in library use patterns, and only occurring in the Hilltop and Whetstone branches.

HILLTOP BRANCH



Hilltop Branch
511 S. Hague Avenue, Columbus

Built in 1996

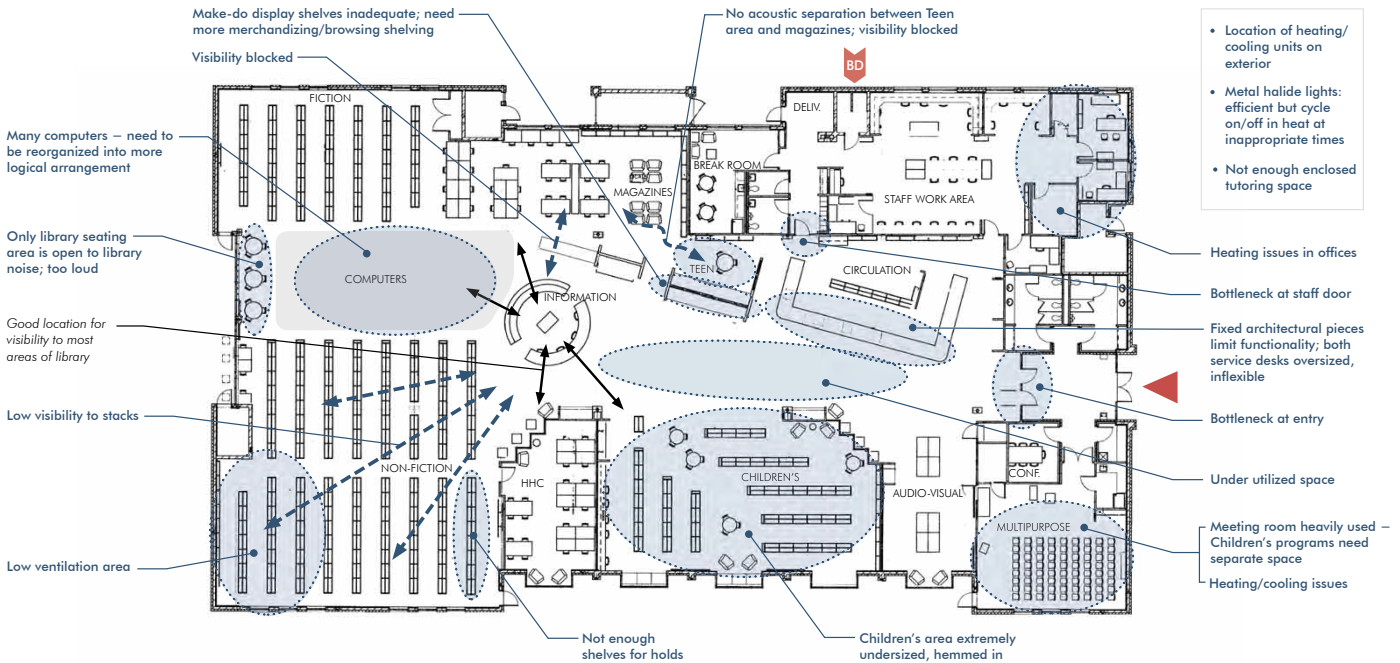
20,065 Square Foot Facility
2.58 Acre Site
115 parking spaces

COMMUNITY NEEDS

The Hilltop service area is directly west of Franklinton and is also geographically isolated from the rest of the library district by Interstate 70 and Scioto River. The population is predominantly modest income families, many of whom depend on public transportation. A growing Spanish speaking community has developed in the Westgate area.

The existing branch facility is used intensely by the community. The 56 public computers installed in the 20,000 square foot building are in continuous use. Public demand for this service is intense — shelving and seating has been removed to accommodate as many workstations as possible. Even at this level, customers sign up for a workstation and wait their turn to go online. The building lacks sufficient seating for individual quiet reading and study. The teen area and Homework Help Center are regularly filled to capacity with users spilling out into other areas. The children’s area is too small and needs increases in seating, shelving and computers. More display shelving is needed. A separate programming space for children and families is needed. Several historic local architectural features have been incorporated into the design. These add character to the interiors while they diminish available space capacity and limit space flexibility.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation..

HILLTOP EXPANSION

Addition to existing building

- Expansion of the current building could be done with a two-story addition, however, without additional land, a two-story addition may not allow for the building square footage, parking, and landscape requirements needed.

Enlarge existing site

- If additional, adjacent land could be acquired, the site could accommodate the needed square footage with a building addition. Without additional land, the needed expansion could only be accommodated with a new two-story building.

Replace with new building on existing site

- Replacement would allow for a new, larger, two-story building if the existing site cannot be expanded. However, the existing building is fairly new and in good physical condition.



Check-out desk



Homework Help Center

Existing Site Capacity Diagram



FRANKLINTON BRANCH



Franklinton Branch
1061 W. Town Street, Columbus

Built in 1995

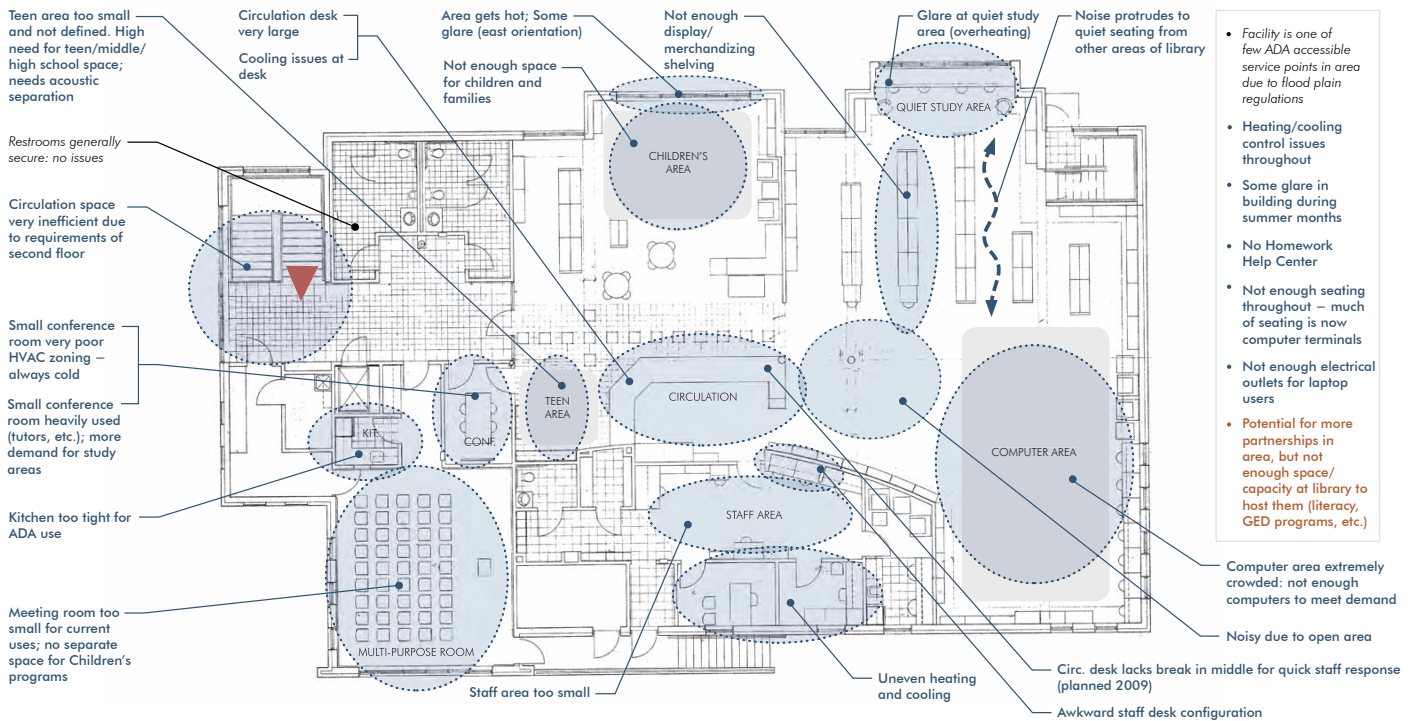
7,540 Square Foot Facility
0.62 Acre Site
28 parking spaces

COMMUNITY NEEDS

The Franklinton service area occupies a geographically small, isolated area directly west of downtown Columbus. Until 2004, when a flood barrier was completed on the Scioto River, restrictions on housing construction prevented development in Franklinton. The area is now in transition, increasingly the focus of planned development and urban infill. The transition is allowing new families to move into the area, impacting income levels and quality of life as well as creating new opportunities for the community.

The existing branch is located centrally within the population and was built according to pre-flood control zoning ordinances. It was constructed, therefore, on two levels and the lower floor is primarily unexcavated space. Space on the upper level has been reconfigured to accommodate technology, an area for teens and other service features. Space for seating and collection display is limited. Noise levels cannot be zoned within the public space. A larger meeting room is needed. Space for children and for teens is small. There is a lack of enclosed space for tutoring and group study.

Facility Analysis



BRANCH IMPROVEMENT OPTIONS

The following are some of the branch improvement options for this facility. The preferred improvement strategy will be determined at the time of implementation.

FRANKLINTON EXPANSION

Relocate to new site

- Build a new, expanded facility at a site near the existing location on a site large enough to accommodate the needed square footage. The existing site is centrally located in the service area, and an alternative site should be in a similar location, potentially on or near Broad Street. (Existing building could be sold.)

Enlargement at current site

- Expansion at the current site can also be explored, although the presence of a public alley with utilities between the current building and parking lot is likely to significantly limit the expansion potential on the site. It may be possible to excavate the lower level of the building, although this may not provide the amount of space needed. A two-story facility of this size will also be less efficient to operate than a facility on one level. Expansion of the current site, or closure of the public alley, may also be possible.



Children's area



Teen programming

Existing Site Capacity Diagram



The existing site has limited expansion potential.

MAIN LIBRARY



Main
96 S. Grant Ave, Columbus

Carnegie built in 1907
Expansion in 1991

255,400 Square Foot Facility
425,600 Square Feet with parking
garage

MAIN LIBRARY EXISTING SPACE USE

Some space issues facing Main Library are similar to the needs of the branch libraries. In some ways, however, this facility is unique and needs to be assessed on its own. A closer look at usage trends shows that public use of the Main Library and its collections has actually decreased over the past ten years. Recent service innovations, such as implementation of floating collections, have tied Main Library more closely to the branches. The recent, extremely successful interior makeover of the Main Library's Science Business & News Division has improved basic service delivery and is attracting new audiences.

Center for Discovery (Children's and Teen Services)

Center for Discovery has the most significant space deficit of Main Library divisions, especially considering CML's commitment to support youth through its Young Minds initiative. The children's collection is shelved in a dense, monumental stack arrangement, which can be intimidating to children. Seating is needed within the stack area to loosen the space and make it more inviting. More display shelving is needed. The public space overall needs more distinct, spacious, acoustically buffered zones that target the various age levels served – babies, toddlers, and preschoolers, Ready to Read and tweens. The current space is congested — areas for different groups are too close together, creating conflicts. More seating is needed for each age level. More computers are needed.

The teen space is heavily used and very popular. It needs to expand, to provide more open seating, shelving and computers for teens and to be separated physically from the children's area. An acoustically enclosed teen activity space is needed that accommodates a wide variety of uses, including class visits, programs, gaming nights. Enclosed small group study rooms for teens are also needed, as well as a Homework Help Center that would operate in conjunction with open access space for teens (CML is currently planning for a HHC).

Circulation / Sorting and Returns

Main Library's circulation desk needs to be reconfigured to support the library's new service model, including emphasis on self checkout. Holds shelving should be consolidated into one area for improved public access. CML is currently working to resolve some of these issues within the current space. The exterior book drop and sorting operation needs to be streamlined and made less labor-intensive through automated materials handling. Space for sorting returned materials is at capacity. As automations are added to this operation, more space will be needed to handle the volume of materials that flow through sorting.

Genealogy, History, Travel

This division has recently been remodeled, resulting in a more functional service desk and other improvements. More seating is needed, however, especially for genealogical researchers, as well as additional electrical outlets for laptop users. Acoustically separate meeting space is needed for groups of 10 to 20 people, secure display space for exhibits, artifacts, materials, staff work space for special projects and appropriate receiving/sorting/storage space for donations. Finally, the genealogy collection needs access to additional shelving for anticipated future collections

Humanities, Fiction, Arts, & Recreation

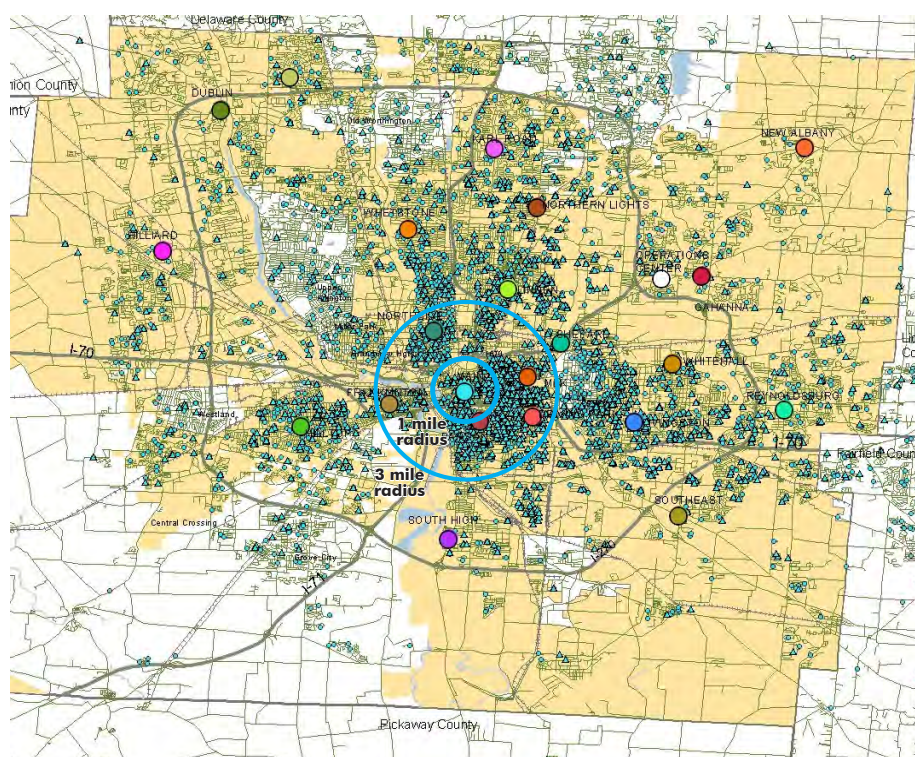
This division is being reconfigured to incorporate the fiction collection. This project will provide an opportunity to address the division's space issues, including the monumental service desk, lack of integrated exhibit space for art, lack of enclosed group study spaces, lack of display shelving, dense clusters of full-height shelving that block visibility and the lack of literacy tutoring computer workstations.

Audio Visual

This division is being relocated to the first floor for improved efficiency. Browsability of the media collection needs to be improved.

Science, Business & News

This division was remodeled in 2006, introducing several successful innovations – enclosed group study rooms, a more compact, flexible service desk, an enclosed technology classroom, a mid-sized conference room and a more efficient public computer configuration. These changes have transformed the division and how it provides service. The space still lacks sufficient study seating and electrical outlets for laptop computer users.



Home location of customers who borrowed materials from CML or used a computer during a typical week in Fall 2008.

- material check-outs
- △ computer sessions

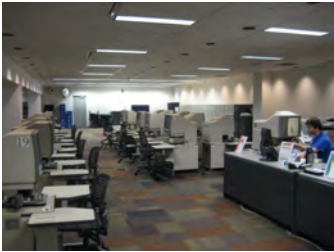
 Main Library

MAIN LIBRARY CUSTOMER USE PATTERNS

Like many cities, Columbus downtown used to have a mix of housing, employment, civic, and commercial uses. Today there is only a light scattered housing downtown with more of the historic housing fabric remaining the closer to a mile from downtown. but the Mid-Ohio Regional Planning Commission is projecting over the next two decades the emergence of a small residential enclave mirroring the trend of many cities that are working at revitalizing their downtowns.

- To those who live closer to Main than any other library, Main serves as their home branch. A significant majority of Main Library users come from within a five mile radius. Further OrangeBoy’s 2006 market penetration report treats Main like the other regional branches and applies a 3 mile radius to its service area. Customer mapping and community input shows how customers with smaller branches closer to their homes still find Main convenient for access to technology, larger collections, and physical space.
- Main Library continues to draw people from all over the metropolitan area. This seems to demonstrate that Main provides unique services, resources ,and spaces that draw people from throughout the area, such as flagship services to children – Center for Discovery, one of the larger teen zones, extensive technology including the most sophisticated training facility (The Loft), and the largest library community events spaces (Board room, auditorium). The metropolitan area draw may also be explained by there being a complementary relationship between Main and other downtown uses. Those who work, play, dine, study, conduct government business or shop downtown may combine visits to Main Library with these other trips.

MAIN LIBRARY



MAIN LIBRARY RECOMMENDED SPACE USE

Materials

- The type and amount of materials at Main Library should remain relatively stable over the next twenty years, with Main Library's general collection part of the systemwide floating collection and targeted non-circulating collections, such as genealogy collection, remaining as special collections at Main Library. No need for additional collection space is needed other than more space for more and better display of materials.
- Digital/downloadable materials are anticipated to have the same impact on Main Library's need for shelving space as at the branches.

Computers

- Computers at Main Library should be significantly expanded to provide support for overall library use, such as increased downloading of materials and general use by all areas, as well as Shared Discovery components. Additional computers will support special functions, such as a Homework Help Center, collaborative learning commons, and a large centralized computer access center. Areas like the Loft at Main Library are excellent examples of the use of technology in a collaborative environment.

Center for Discovery

- Center for Discovery should have a greatly expanded space that includes an activity room/programming area, story area, as well as general seating and collections. Family space and other Shared Discovery concepts should also be integrated into the space.

Teens

- The teen area is currently undersized, and should be significantly expanded and become a flagship function at Main Library, with greater prominence in the building. It could also be separated from Center for Discovery to have even greater appeal and be more welcoming to teens.

New Spaces

- Main Library should have an open, flexible, inviting celebration space.
- Main Library should have a Homework Help Center. Whether or not this should be a flagship Homework Help Center should be determined by implementing a Homework Help Center of a more nominal size and testing its popularity as a destination for teens. Like the branches, the HHC will likely be used for other uses, such as job help, during school hours.

Main Library Staff Spaces

- In general, the amount of staff space vs. public space as a percentage is likely to remain the same. However, the use of the space will likely change as Shared Discovery is implemented; for instance, there may be less back office rooms and more collaborative spaces; dedicated vs. shared office space; etc. There is already a trend to fewer back-room tasks such as mending or book prep at Main Library (via transfer to the Operations Center or other methods).

System wide Support Spaces

- Currently some Executive Leadership Team (ELT) members are located at Main Library, while others are at the Operations Center. The Executive Leadership Team should be consolidated at one location. (although Tech Services and Transportation may still be separate). Political and community leader connections in downtown are important, and therefore the preference is to move ELT back to Main Library.

COLUMBUS MAIN LIBRARY – AN INVITATION TO SHARED DISCOVERY

Libraries have always been about sharing and discovery, from the wealth of knowledge that circulates from our collections to the rich educational programs that take place within our walls. Learning has always been one of the library's primary products. However, the tools that support learning continue to develop and change. If Main Library is to continue its leadership role, it must also develop and change, employing new techniques in support of traditional library principles.

Our collaboration with the community in developing this vision for 2030 affirms that residents are confident that Columbus will thrive when residents come together to participate in reading, learning, and the life of the mind. For CML, this participation is called shared discovery. It is important to note that shared discovery is not a flagship service of Main Library, but rather the guiding principle that defines all the library's spaces and services.

The role of Main Library is to *invite* that community participation. Main Library has the capacity to catalyze community engagement by encouraging and empowering people to cross the threshold from observer to participant.

Shared Discovery

What makes people choose the library as their destination? What makes them overcome any natural reluctance or inertia to engage with their community? What makes them step forward and participate in shared discovery? CML envisions a Main Library that actively invites Columbus residents to:

- *Encounter a wide range of shared discovery opportunities.* This requires clarity; Main Library will make it easy for people to find and understand what is available to them and get started right away. Library services such as impromptu technology demonstrations and continuous loop children's programming will showcase library offerings in a highly accessible manner. Creating opportunities for serendipity and spontaneity throughout the library will also maximize the chances of participation.
- *Observe shared discovery in action.* This requires transparency; Main Library will offer a variety of safe vantage points from which people can watch their friends and neighbors enjoying their library experience. Library services such as book group meetings will move into open areas, allowing casual observers to see how discussions are conducted. Creating opportunities to observe first before trying something new will lower barriers to participation.
- *Try shared discovery for themselves.* This requires flexibility and autonomy; Main Library will encourage people to personalize their library experience and to participate at their own pace and on their own terms. Wherever possible, self-directed library service will be an option. Staff facilitation or assistance will always be available but will not be a condition of shared discovery. Participation will be less intimidating when people know they can opt in or out as desired.
- *Pass along their shared discovery.* This requires simplicity and openness; Main Library will provide simple-to-use capture tools and venues for showing work to others. Library services such as support for online media production will help residents clarify and disseminate their discoveries. Creating opportunities for exchange of community knowledge will enhance our collective wisdom.

MAIN LIBRARY

- *Practice shared discovery over time.* This requires support for work in progress; Main Library will foster extended collaborations and will recognize repetition and experimentation as a natural part of the discovery process. Library services such as learning portfolios will allow residents to collect and manage their discoveries. In the age of cloud computing, the library will not store, control or manage all of the content upon which the community will draw, nor will it mediate all discovery activities. However, the library will highlight and support access to that content on an ongoing basis. Participation will be more rewarding when it is treated as a sustained activity, capable of growth and refinement.

IMPACT OF SHARED DISCOVERY ON LIBRARY FACILITIES

Shared discovery can happen anywhere. To invite maximum participation, however, and to support the process as described above, Main Library will include spaces that remove natural or traditional barriers to engaging with others. Some examples of these barrier-free spaces are:

Celebration Space

This will serve as Main Library's central gathering and large group activity location, capable of flexible configuration for performances, receptions, and large events generally. Boundaries will be permeable to allow the easy flow of people in and out of the space. There will be plenty of room for side-by-side conversations and the spontaneous exchange of observations and opinions. Author presentations (Celebration of Learning) could be vastly expanded.

Collaboration Space

Main Library will offer multiple venues for collaborative work and exploration, both mediated and unmediated.

- *Discovery Bars* — Staff service points will be reinterpreted along the lines of Apple's Genius Bar, where staff will handle walk-up questions, take appointments for problem solving, and periodically present short demonstrations of useful learning techniques and technologies. Space at the Discovery Bar will be available to community members who want to share their insights and expertise.
- *Clearings* — Small, open spaces designed to accommodate groups of 2-10 people, mostly standing, will provide spaces near stack areas for brief, impromptu discussions, book talks, and programs. For example, library staff or community members might set up in a clearing near the mysteries to promote emerging writers of detective fiction or to offer interesting facts about Dashiell Hammett.
- *Laboratory Spaces* — Spaces designed for small group work will provide opportunities to store, revisit, and display work in progress. Cutting edge technology will support the creation of digital art, music, and animation. Some spaces will be enclosed to afford a measure of privacy, but other group work areas will be open to allow observation and participation.
- *Windows on the World* — Views out of Main Library, both physical and virtual, will enhance discovery by connecting residents with other places and perspectives. Views of activities in Topiary Park, will connect indoor and outdoor spaces and reinforce the mental and physical aspects of shared discovery.
- *Rendezvous Point* — Main Library will include a prominent meeting point, analogous to the clock in a large train station. Residents will always be able connect with one another by saying, "I'll meet you at..." This point will be a landmark that changes/refreshes over time, always offering interesting things to do and see while waiting. It will be located with clear sightlines into the rest of the library, with some outward-facing seating.

Solo Discovery Space

Shared discovery does not always require companions. Main Library will continue to offer opportunities for individuals to connect and commune with other minds and with the human condition in general. Reading has been described as "thinking with another person's brain." In that sense, even silent reading is an act of shared discovery. Spaces for individual exploration, reflection, and creativity will complement the spaces designed for gathering and real-time exchange of ideas.

MAIN LIBRARY IMPROVEMENT CONSIDERATIONS

A minimum of approximately 37,000 - 90,000 more square feet is needed at Main for additional public services with approximately 30,000 square feet additional space needed if Administrative departments are to be consolidated at one location. The following are some of the library improvement options for t Main Library.

EXPANSION

Expansion of public space in Main Library and relocation of Administration space to nearby location

Expansion within the existing Main Library

- Expansion of the public space into some of the administration space is one way the public space needs could be met. There is no excess space in the Administration departments, so these spaces would need to be relocated nearby. Administration spaces should be located in the downtown area, and in or nearby to Main Library because of the relationship of administration to Main Library resources and support as well as the importance of Main Library as a part of downtown Columbus.

Expansion of Main Library

- There are several options Main Library could be expanded. Air and/or ground rights at the rear of the building could be used to extend the library into Topiary Park, which would have the advantage of enlivening the Park, holding joint-programming or outdoor programming in the park. This option has the opportunity of opening up the east side of the building to the park, and also the advantage that it would leave the current historic Carnegie facade intact.
- There is additional site capacity along the Grant Avenue portion of the property as well, although the importance of the historic Carnegie facade may limit the desire to construct additional above-ground space on this side of the building.



Existing Site Context

OPERATIONS CENTER



*Operations Center
101 S. Stygler Road, Gahanna*

Built in 2002

*55,553 Square Foot Facility
7.3 Acre Site
150 parking spaces*

CURRENT FACILITY ASSESSMENT

The Operations Center was constructed in 2002 to serve as a centralized location for several systemwide support functions for CML. It currently houses the Digital Strategies, Information Technology, Property Management, Outreach, Technical Services, and Transportation departments, as well as technology training rooms that are used for systemwide staff training. There is a desire to move the Property Management, Digital Strategies, and IT departments back to Main Library to consolidate the Executive Leadership Team. The facility is very well-located for Transportation and Technical Services as it is adjacent to major transportation corridors that allow these departments to function efficiently with deliveries and shipping. The first floor was specifically designed for Technical Services processing of newly purchased materials, and functions with utmost efficiency.

The facility is large enough to accommodate the functions it currently houses both now and in the future. The facility was designed with sustainability as a criteria, with abundant natural daylight and efficient energy systems as well as sustainable site development.

IMPROVEMENT OPTIONS

The improvement options for this facility are directly tied to the improvement strategies to the Main Library, and whether or not some departments currently based at the Operations Center are moved back to Main Library. The preferred improvement strategy will be determined at the time of implementation and will need to consider both the implementation strategy for Main Library as well as the most cost effective use of this relatively new facility. Options for the Operations Center include the following:

Option if all current departments remain at Operations Center

- The Operations Center facility could continue as a base for the functions currently occupying it for years to come. It is in excellent condition and was designed to be flexible to change as CML operations change.

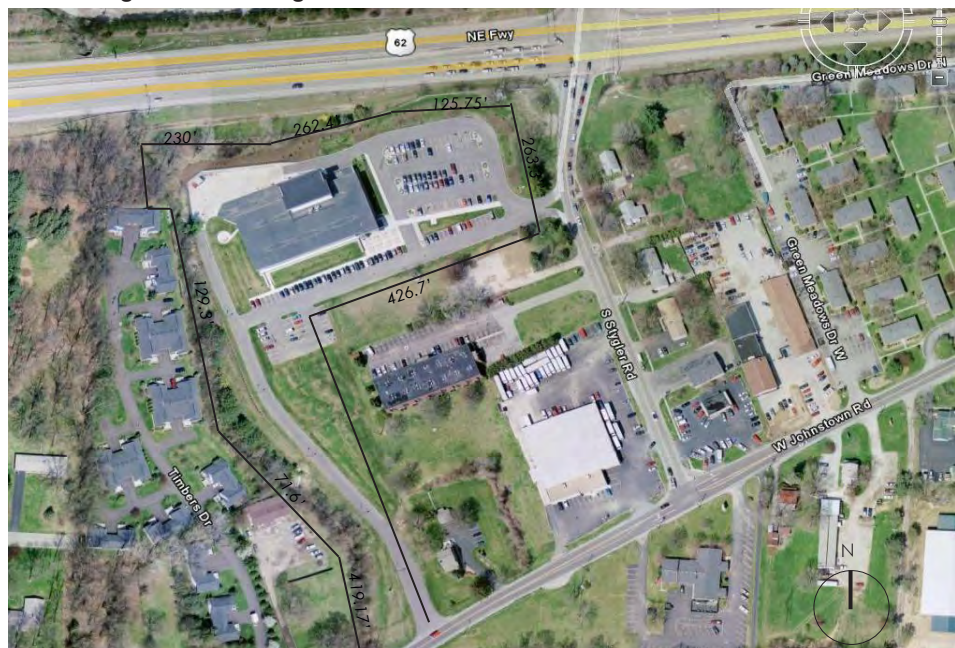


Property Management offices



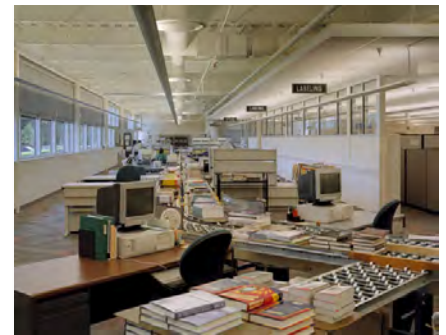
Information Technology work area

Existing Site Diagram



Options if some departments are relocated to Main Library:

- Retain the Transportation and Technical Services departments in the Operations Center for functional efficiency. The remaining space not needed for CML operations could be leased (likely most or all of the second floor).
- Sell the building and move Transportation and Technical Services to another location that is convenient to transportation corridors utilized to perform deliveries and other services.
- While there has been some discussion of using excess space at the Operations Center for branch services to the Gahanna community (i.e., as an enlarged Gahanna Branch), this option raises some significant concerns, including the location at the edge of the community and the lack of sidewalks and other easy access to the building currently, as well as the structural design of the building, which was not design for library stack loads. However, this option could be re-evaluated in the future if desired.



Technical Services processing area

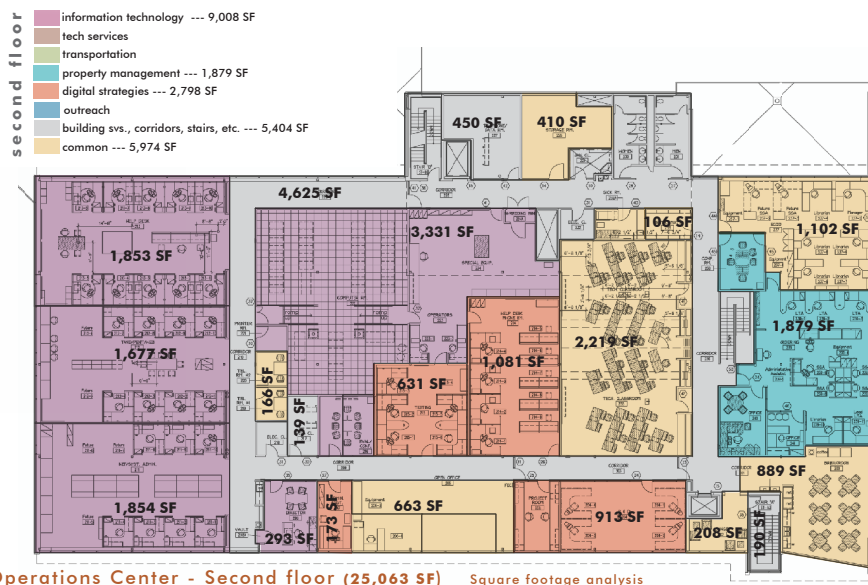
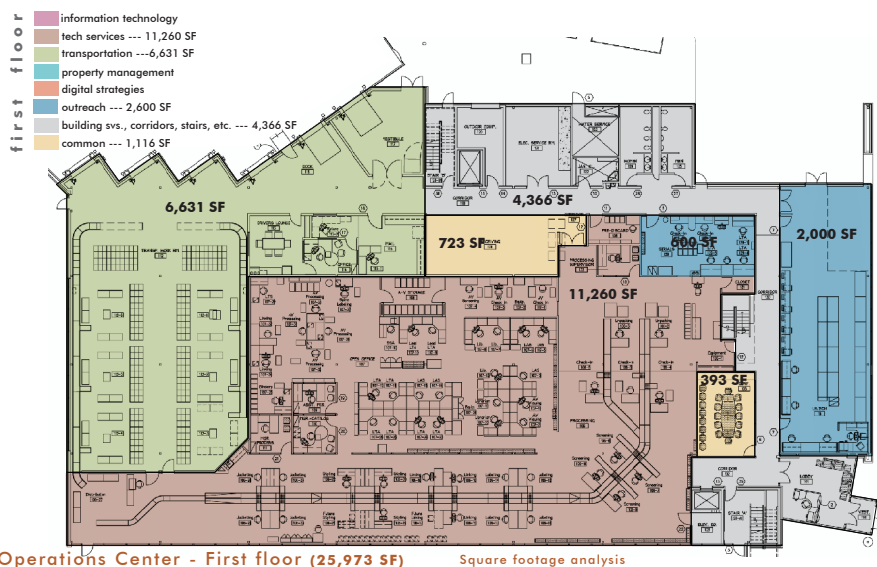


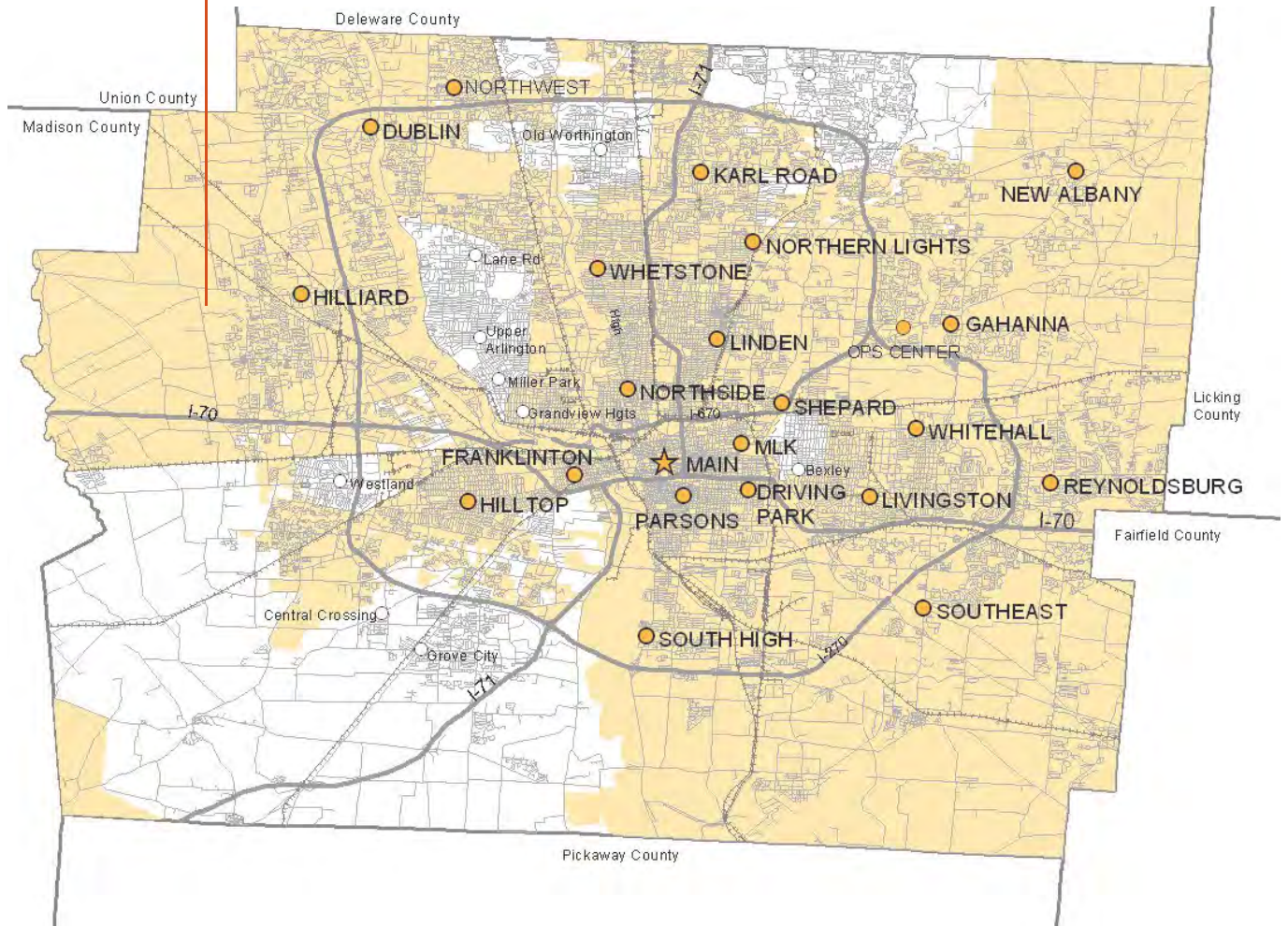
Transportation and delivery sorting



Outreach - Bookmobile

Facility Analysis





GROUP 4
 ARCHITECTURE
 RESEARCH +
 PLANNING, INC



Library programming



Library Futurist