



Facilities and Future Service Plan

01.19.2016 | Report



EXECUTIVE SUMMARY – 1

INTRODUCTION – 9

Library Vision

National Trends, Local Resonance

Study Methodology

Stakeholder Summit Themes and Outcomes

ASSESSMENTS AND RECOMMENDATIONS – 23

Library System

People: Operations and Customer Experience

Platform: Technology

Place: Citywide Hub

Place: Community Libraries

Place: Neighborhood Branches

IMPLEMENTATION – 57

ACKNOWLEDGEMENTS – 61

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January 19, 2016

Spokane Public Library Board of Trustees
906 West Main Avenue
Spokane, WA 99201

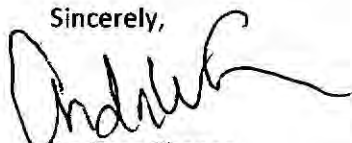
Board of Trustees,

The Spokane Public Library Advisory Committee has worked in tandem with Group 4, Research + Planning, Inc. since September 2015 to present a new vision for the provision of library services in Spokane. This vision is articulated in the Master Plan being presented to the Library Board of Trustees this evening. The Master Plan identifies what Spokane needs to provide the best library services at the most economical costs for Spokane residents.

The process to develop this Master Plan has been a truly rewarding experience for each member of the Advisory Committee. The Advisory Committee greatly appreciates the work that Group 4 and all members of the consultant team put into this project. Their diligence in researching, listening, analyzing, and provoking thought over the last four months has resulted in a concrete plan for bringing SPL's buildings and services into the 21st century.

It is with great pleasure that the members of the Spokane Public Library Advisory Committee express our endorsement and support of this Master Plan.

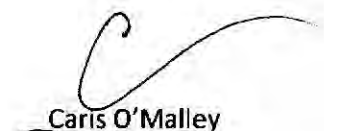
Sincerely,



Andrew Chanse



Sarah Bain



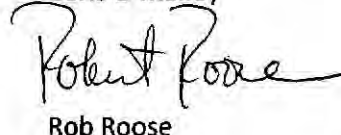
Caris O'Malley



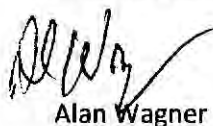
Sally Chilson



Penny Brown



Rob Roose



Alan Wagner



Tara Neumann



Rae-Lynn Barden



Jacque Smithley



Dana Dalrymple



Mark Pond

Spokane Public Library

906 West Main Avenue • Spokane, WA 99201
509.444.5300 • www.SpokaneLibrary.org



Pat Bonner



Ellen Peters



Clara Storm



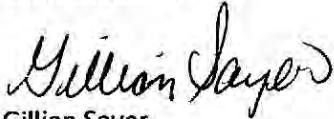
Sumi Shaddock



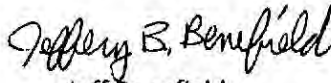
Riva Dean



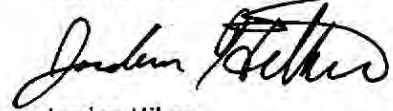
Cathy Bakken



Gillian Sayer



Jeff Benefield



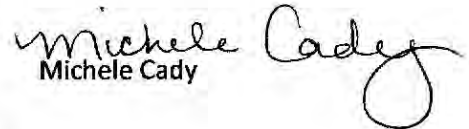
Jordan Hiker



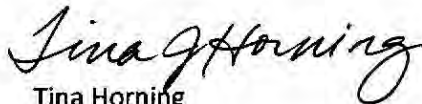
Joanna Harmon



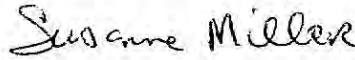
Corey Fitch



Michele Cady



Tina Horning



Susanne Miller

Cindy Wigen



Sean Girard



In 2014, Spokane Public Library adopted a new mission statement with a renewed commitment to “high quality education for all,” and established strategic directions related to community success, library impact, and organizational innovation. The goals dovetailed with City of Spokane’s strategic directions, as well as with local and national shifts in library service demands.

In the two decades since SPL’s current facilities opened, library services have undergone a significant transformation. Technology’s increasing prevalence in most aspects of professional, educational, and personal life has not only created new channels for accessing information, but also created new customer expectations about when and how to access library services. Broadening customer demographics have expanded the demand for information in different formats; meanwhile, budget-sensitive libraries have had to “make do with less,” even in the face of this expanding demand. The 2013 election in Spokane saw voters approve a property tax levy to make up for a significant budget deficit that had cut hours and threatened the closure of two libraries.

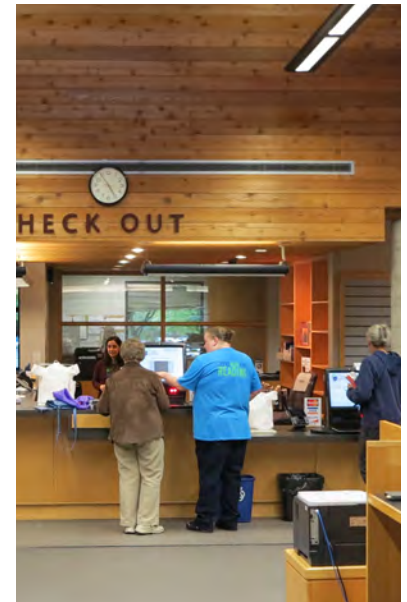
In 2015, SPL initiated a systemwide study in order to coordinate their services, facilities, and resources with emerging community needs. The Library commissioned a consultant team led by Group 4 Architecture, Research + Planning (Group 4), a firm with experience helping libraries nationwide develop sustainable service and facility plans. The team also included: Michele Gorman, a recognized leader in aligning library services and organizational resources to maximize customer experience, service impact, and ROI; Carson Block, a library technology planner and visionary who has consulted across the United States; and Roen Associates, Spokane-based cost consultants.

This document summarizes the analysis conducted of SPL’s physical, technological, and organizational infrastructure, and the recommendations developed to advance the Library on its new mission, and into its next generation of library service.

STATE OF THE LIBRARY

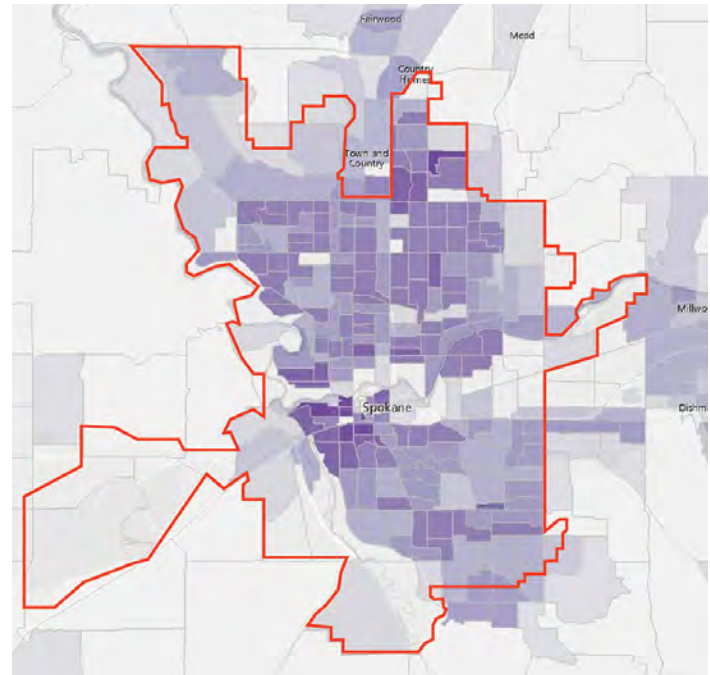
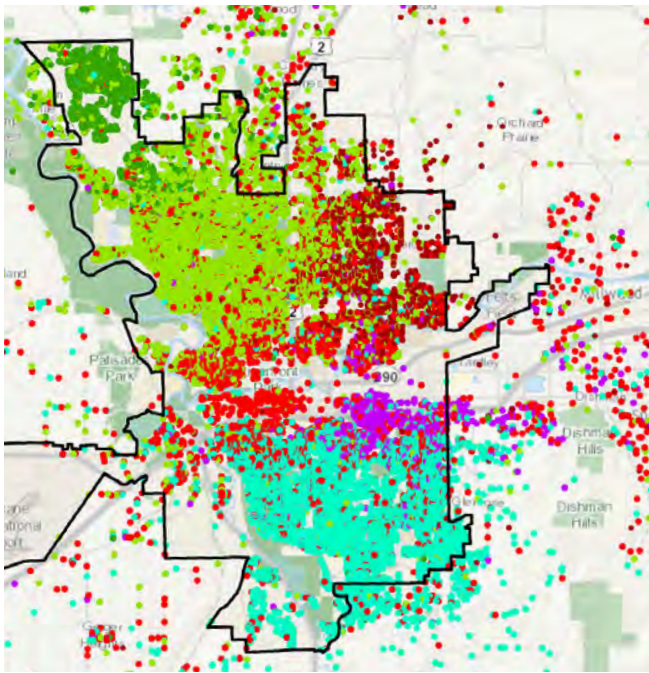
SPL currently serves a population of 210,000 Spokanites in the city’s 60 square mile area, as well as many that live beyond city limits. Six libraries totaling 145,000 square feet – complemented by an outreach van and a 24-hour “virtual branch” – connect the public to SPL’s high quality materials, programs, technology, and staff. Hillyard, Indian Trail, and East Side libraries are open five days per week; six days per week at Downtown and South Hill, and seven days per week at Shadle.

All six libraries are due for renovation after roughly 20 years of continuous service. In addition to an assessment of conditions, services, and opportunities for capital improvements at individual locations, this study examines SPL as a system — including how services should be distributed to ensure that all residents of Spokane have excellent access.



Spokane Public Library has reached a critical moment where its adaptation of a 21st century service model must be amplified, codified, and fine-tuned to its community.

EXECUTIVE SUMMARY



Customer mapping – at left, the home addresses of customers who checked out materials from Spokane Public Library over the course of 2015 were plotted on a map of Spokane; at right, Spokane’s housing unit density, for comparison. Details in the evaluation section.

SUMMARY OF ASSESSMENTS

Information gathering and analysis included review of Library-supplied documents and data, library site visits and observation, interviews and workshops with Library and City staff and community leaders, and review of emerging demands and best practices engaged by libraries in comparable communities. New data sources included GIS mapping of library use.

Assessment findings include:

- Spokane Public Library can meet the service demands of its entire service population with its current *number* of locations by operating as a three-tiered system of citywide hub, north and south community anchors, and Neighborhood Libraries.
- SPL’s facilities are well built, well maintained, and generally in good condition. Opportunities exist at every location to update, remodel, and enliven spaces to better meet contemporary community demands and engage a 21st century model of service.
- Shadle and South Hill libraries are heavily impacted, are missing many of the contemporary spaces and resources of a full-service library, and are greatly undersized for the number of patrons and programs they host.
- SPL’s IT department has already begun restructuring as a patron-centered service, and is exploring partnerships to expand its services and impact throughout the city. However, many aspects of the department’s organizational and material infrastructure require a refresh.
- The Outreach department is currently a very small but passionate team. There are many opportunities for this department to partner with local organizations to broaden the Library’s impact and enhance service.
- The libraries were designed on an outdated service model that limits access and flexibility.

- Spokane community leaders and city officials support the Library's increasing role in various aspects of literacy, access to information, and economic development.

In general, SPL is highly valued and well used by the community, and has the capacity to pursue new partnerships to enhance service. Outreach to Library stakeholders has found that a broad cross-section of Spokane community members supports enhanced facilities and operations that would unlock these services.

SUMMARY OF RECOMMENDATIONS

This study examines four areas of opportunity to prepare SPL services and facilities for the next generation of library patrons: the overall library system; operations/customer service; technology; and the physical facilities.

Library System

- Take better advantage of the benefits of a tiered system, wherein: the Downtown library is the citywide hub; Shadle and South Hill are full-service community anchors covering the two sides of the Spokane River; and East Side, Hillyard, and Indian Trail are Neighborhood Libraries serving the immediate vicinity. The three-tiered system allows varied and strategic improvements tailored to each library.

Operations / Customer Experience

- Build capacity of the communications department to strengthen internal and external communications.
- Implement approaches to strengthen customer service and staff involvement, such as Single Point of Service, Unified Service, and cross-functional teams.
- Evolve the outreach department into a community engagement department. Pursue partnerships around the City that complement and strengthen Library services, deepen the Library's involvement and impact in the community.
- Take a system-wide approach to physical materials handling and workflows in conjunction with Support Services; conduct a detailed workflow study that considers new possibilities including remote pickup/drop locations.

Technology

- Continue pursuit of effective partnerships where the Community Technology department can further the impact and mission of the Library.
- Update outdated tools such as the network diagram, and leverage online tools and programs to manage resources and projects.

Facilities

- Modify Downtown Library prioritizing the performance of service and spaces as a citywide hub and destination place, incorporating specialized and flagship spaces reflecting its central place within the Spokane community.
- Add group study rooms, a Collaboration Hub, Opportunity Space and a cafe style vending area to the Community Libraries.
- Expand Shadle doubling its area to meet demonstrated community needs. This expansion is recommended to occur as a single story addition to the library’s current location.
- Pursue an expansion of South Hill doubling its area to meet demonstrated community needs. The existing site does not allow an adequate single story expansion and increase in parking, so relocation to a new site may be necessary.
- Conduct facility makeovers at Indian Trail, East Side, and Hillyard, largely within each building’s existing structure. The makeovers will incorporate leading practices in 21st century library service, including Single Point of Service, marketplace-style merchandising, comfortable seating, ubiquitous power sources, vibrant and engaging children’s areas, and multi-purpose room technology upgrades.
- Explore additional renovations and outdoor spaces for East Side (Level 2 Service Expansion) and Hillyard (Level 2 Major Renovations).
- Pursue elements of flexibility in all new facility designs.

Name	Type	Recommendation	Today’s Size (SF)	Future Size
Downtown	Citywide Hub	Recapture Space	117,000	117,000
Shadle	North Community Library	Expansion at current site	17,800	30,000
South Hill	South Community Library	Expansion at new site	15,000	30,000
Indian Trail	Neighborhood Library	Makeover	10,600	10,600
East Side	Neighborhood Library	Service Expansion	6,300	6,300
Hillyard	Neighborhood Library	Major Renovation	8,200	8,200

Summary of facilities recommendations

NEXT STEPS

The recommendations outlined here could be implemented on a project-by-project basis or aggregated into a comprehensive facility improvement program. SPL should explore funding strategies and develop phasing priorities for the recommendations made in this report. SPL will schedule a roll-out of recommendations not already under way. The next phases of planning for individual facility projects will confirm project scope, develop design concepts, and refine project budgets. SPL will continue in the work that contributes to its transition, pursuing new partnerships and strengthening outreach.

To remain flexible and responsive to shifting community needs, the Library should continue to keep their “finger on the pulse” of Spokane. This infrastructure will also effectively capture and attract further opportunities to bring the Library’s mission to an increasing number of Spokanites.



INDIAN TRAIL
Neighborhood Library

Makeover

Today's Size
10,600 SF

Future Size
10,600 SF

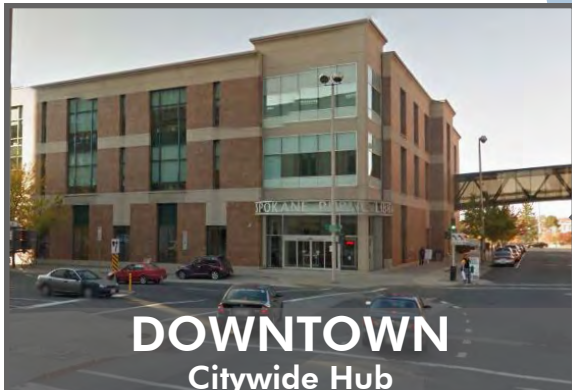


SHADLE
North Community Library

Expansion – Same Site

Today's Size
17,800 SF

Future Size
30,000 SF

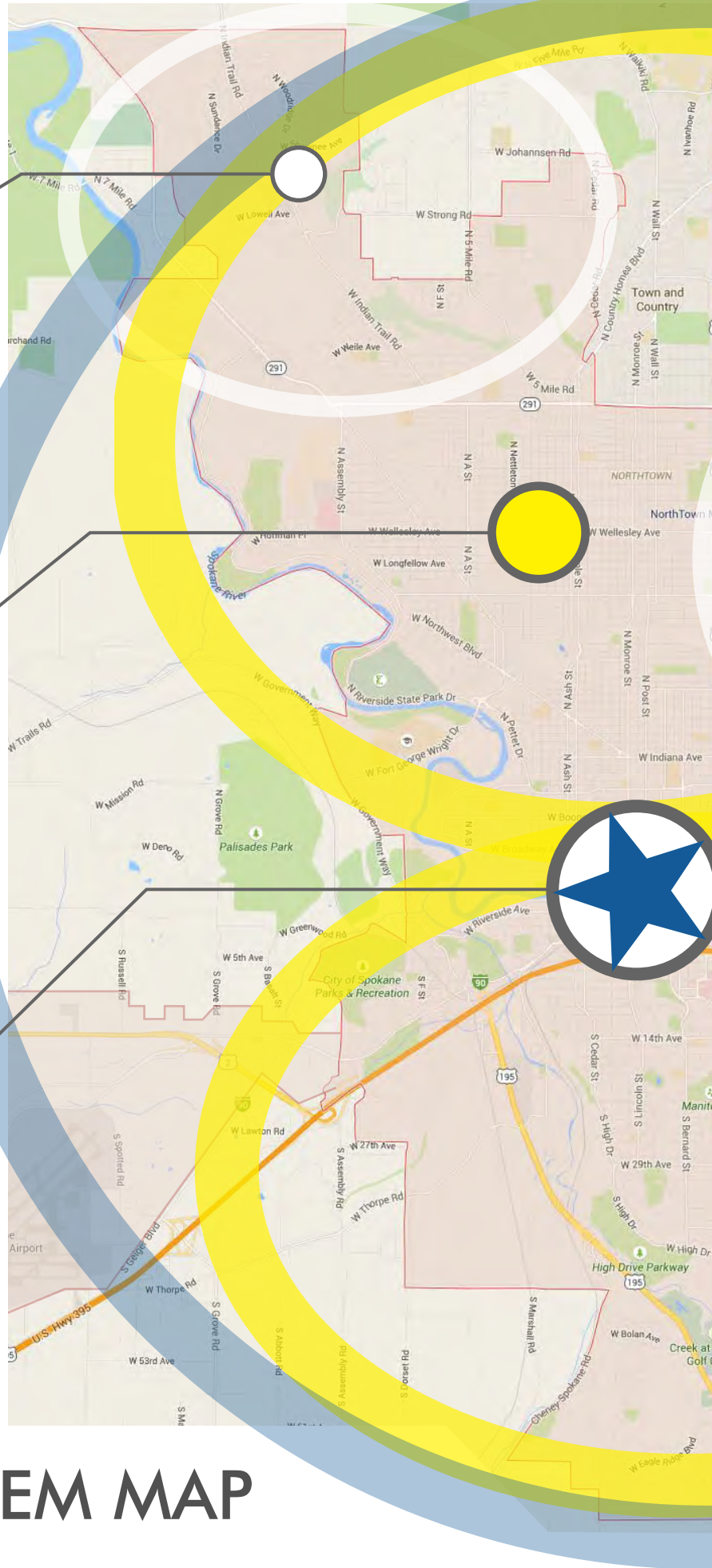


DOWNTOWN
Citywide Hub

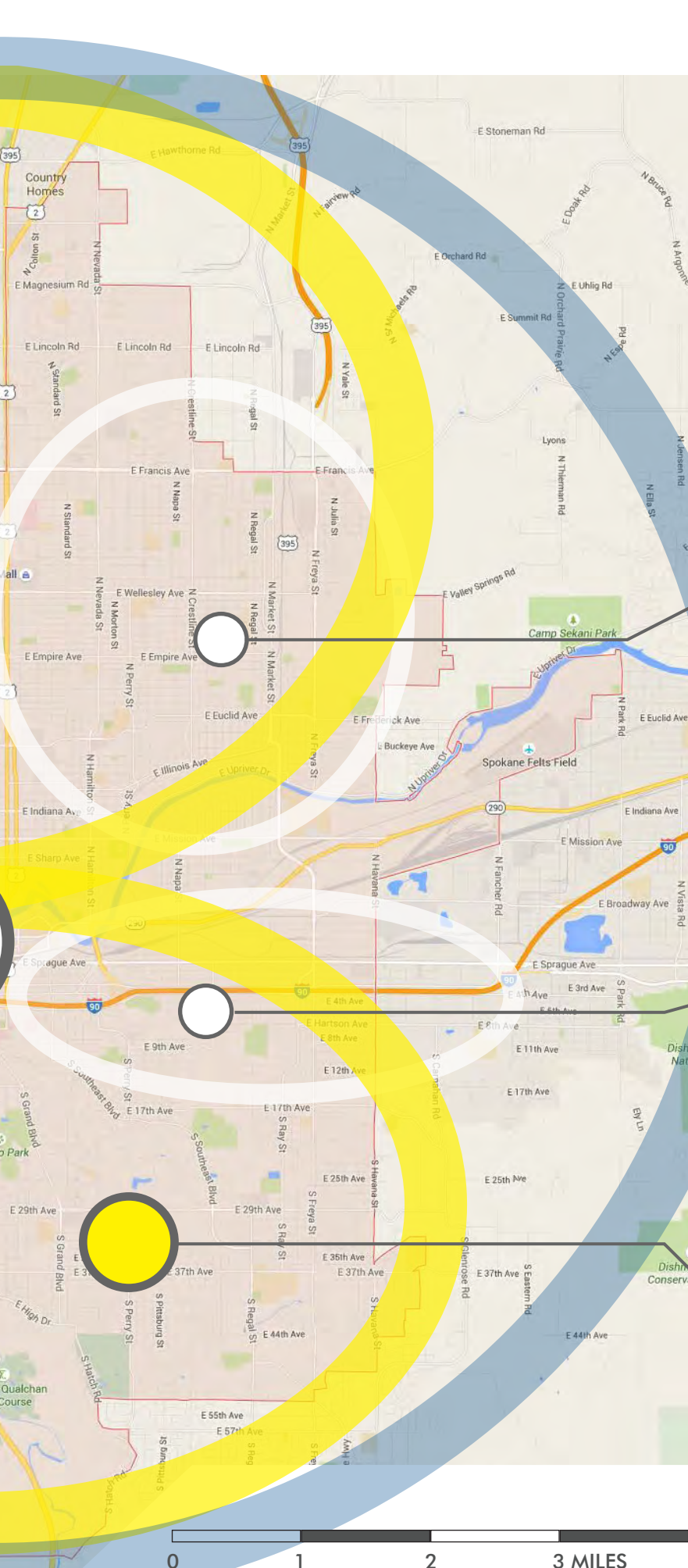
Recapture Space

Today's Size
117,000 SF

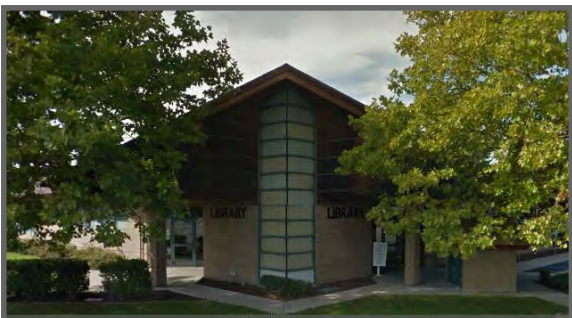
Future Size
117,000 SF



SYSTEM MAP



OUTREACH VAN



HILLYARD
Neighborhood Library

Major Renovation

Today's Size
8,200 SF

Future Size
8,200 SF



EAST SIDE
Neighborhood Library

Service Expansion

Today's Size
6,300 SF

Future Size
6,300 SF



SOUTH HILL
South Community Library

Expansion – New site

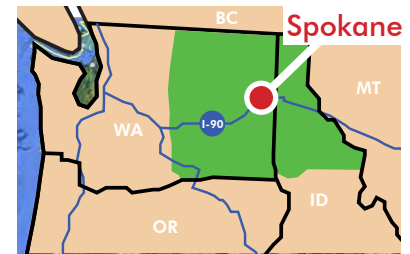
Today's Size
15,000 SF

Future Size
30,000 SF

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INTRODUCTION

The City of Spokane, at a population of 210,000 and the largest city between Seattle and Minneapolis, is an economic hub for the Inland Northwest region encompassing 80,000 square miles and 1.5 million people in Eastern Washington and Northern Idaho. Spokane’s population is projected to continue on a slow, steady climb, reaching 255,000 residents by 2040 – a projected rate of growth echoing that of Spokane County and Washington state. The city’s economy has broadened from extraction, manufacturing, and transportation to include healthcare and biotech, and is boosted by a growing tourism market and several institutions of higher education.



Rough extent of the Inland Northwest and Spokane’s regional influence

Spokane’s free municipal library was established in 1894, and grew in spurts over the next century – in the 1920s two branches joined the 1905 Carnegie building, which itself moved into a converted Sears Roebuck store, renamed the Comstock Building, in 1963. The ensuing 20 years saw a gradual closure of the remaining buildings from the Carnegie era and a migration of materials to nearby community centers.



Following a successful 1990 bond measure, six new facilities were designed and built to serve the library’s needs. The first to open was the new Downtown library, located at the same site as its predecessor. The last library to open, Indian Trail, was completed in 1998, when the city’s population was 185,000, and 47% of adults nationwide “went online.”



The six branches total 145,000 square feet, and, as of this writing, are open a total of 280 hours/week. In 2014, Spokane Public Library circulated over 2,150,000 items, had 970,000 visitors, and 47,000 program attendees, and hosted nearly 221,000 Internet sessions. SPL employs 70 full time staff, 24 part time staff, and 45 on-call staff, totaling 84 FTE. SPL is a department of the City of Spokane, and governed by a revolving five member Board of Trustees.



LIBRARY VISION

This project comes at a critical juncture for the future of public libraries across the country and Spokane Public Library in particular. Recent national studies have shown that however libraries’ roles are shifting to meet contemporary public needs, their relevance, particularly in physical form, is far from threatened by the Internet and technological advancements. In fact these developments have enhanced the relevance of public libraries for the communities they serve. These national findings have been locally corroborated by this project’s Advisory Committee and Community Stakeholders, who have met several times to inform and confirm the findings of this study.



Spokane’s Main library through time: in City Hall (1894), in its own Carnegie Library (1905), in the Comstock Building (1963), and at the current Downtown (1994)

Anticipating these shifts in community needs, patron demands, and library service, SPL announced in 2014 a new mission and strategic directions to deliver “high quality education for all – opportunities to read, to learn, and discover the world.” The strategic directions state that SPL will “empower our citizens to help our community succeed; build partnerships for a greater impact on



NATIONAL TRENDS, LOCAL RESONANCE

Following the worst period of the most recent recession and tectonic shifts in personal access to technology, the Pew Research Center reported (“Library Services in the Digital Age,” January 2013) that 80% of Americans still find “traditional services” of the library (lending books, reference librarians) to be “very important.” Additionally, 77% of Americans find the library’s provision of free computer and the Internet access to be “very important.” The study also found great public support for libraries’ coordination with local schools, offering literacy programs, and having more comfortable spaces for reading, working, and relaxing.

A follow-up report by Pew (“Libraries at the Crossroads,” September 2015) supported the public’s stance that libraries should serve both in their traditional role and as a resource to navigate emerging technology and information platforms. This report also found increasing support to dedicate more library space to group meeting spaces, supporting workforce and business development, and offering programs in technological literacy – all as essential community resources.

In conjunction with these findings, the Aspen Institute released a report (“Rising to the Challenge,” October 2014) connecting the work of leading library thinkers, emerging community needs and library services, and a refreshed interpretation of literacy. A simultaneous focus on People (reflecting “the shift away from building collections to building human capital”), Platform (a base “on which individuals and communities create services, data and tools that benefit the community”) and Place (how “the physical presence of the library... anchors it most firmly in the community”) establish a comprehensive approach to conditioning library services to a dynamic new realm of public needs. The report evaluates the library’s central role of fostering public literacy as means to navigate an “information plenty” world, become an “engine of development,” and create centers where knowledge can be created as easily as it is discovered.

The work sought by SPL for this report translate to three aspects of service: People being addressed by operations and customer experience assessment; Platform being addressed by library technology assessment; and Place being addressed by facilities assessment.

National polls show strong and ongoing support for physical libraries, their traditional services, as well as emerging and tech-based services. The public wants it all, and depend on libraries to deliver.

INTRODUCTION



SPL's program offerings include community activities at Neighborhood Libraries, customized services for teens, the temporary residence of Mobius Science Center, and weekly sessions of Community Court.

People: Operations and Customer Experience

“The public library is a hub of civic engagement, fostering new relationships and strengthening the human capital of the community. Librarians are actively engaged in the community. They connect individuals to a vast array of local and national resources and serve as neutral conveners to foster civic health. They facilitate learning and creation for children and adults alike.”

– *Rising to the Challenge*, Aspen Institute

Library customer surveys again and again report that in addition to access to books and technology, access to library staff is one of the most important services the library offers. SPL understands the great value its staff creates on a personal level with customers, and is driven to maximize the impact library staff can deliver for the community. This means reducing time spent doing low value tasks and increasing value added direct interaction: personal assistance, facilitating small groups and larger group programs, and reconfiguring as teams and as an outreach department to coordinate projects across departments and through organizational partnerships. Together these efforts signify a shift from **transactional** patron exchanges to those that are **transformational** in nature. Librarians are freed from working behind desks, and libraries themselves shift from being places of solitude to hubs of interactivity – a “community living room.”

Examples of emerging library operations/customer experience practices include:

- A **Unified Services/Single Point of Service** model combines the traditionally distinct reference and circulation desks at a single location. Reference librarians and circulation staff work side by side and are cross-trained to respond to basic inquiries of any variety. Use of self-check machines (already in place across the SPL system) frees up staff time to address more specific customer needs.
- **Supplemental training** is being provided to staff to enhance familiarity with other parts of the library, the experience of vulnerable populations, or internal platforms and demographic tools.
- **Cross-functional teams** are groups of inter-departmental library staff formed to accomplish specific tasks not otherwise addressed by any one library position. These teams improve library operations by engaging and empowering staff in solution building, and exposing staff to other library departments and activities.
- **Proactive outreach and partnerships** with local organizations complement strengths, extend the reach of library services, and involve more disciplines in library support.
- **Embedded librarians** work with communities and organizations outside the library’s walls applying their specialized skill sets “in the field” in close collaboration with their customers.

CROSS-FUNCTIONAL TEAM TYPES

Cross-functional teams are small groups of inter-departmental library staff formed to accomplish a specific task beyond the scope of each member's regular duties. Cross-functional teams vary in duration, size, and regularity and format of meeting, depending on the purpose of the team.

A **standing team** is a group of staff assembled to support the work of a department (e.g. Youth Services), a large-scale initiative (e.g. Staff Development Day) or an ongoing service or population (e.g. Outreach). Standing teams can meet in person, but they can also meet virtually and/or conduct business by email or phone conference. Standing teams are ongoing, with no formal end date.

A **quick team** is a group of staff assembled to work on a longer-range project or initiative for a finite period of time (e.g. Implementation Quick Team), usually 6 months to a year. Quick teams can meet in person, but are encouraged to meet virtually and/or conduct business by email or phone conference as often possible. A best practice for a quick team is to divide the work of the team into sub-projects that staff can work on in pairs or small groups, using the in-person meetings to report back and get feedback.

A **work group** is a group of staff pulled together to work on one specific project for a finite period of time, usually less than 6 months (e.g. QMS Library Card Application Work Group). Meetings for a work group will be limited, and most work should happen virtually (via email, online, or phone conference) and with limited or no in-person meetings; a work group can also be a sub-group of a standing team or quick team who are asked to work on a specific sub-project.

Example:

Children's Services Professional Development & Learning Team

Team Type: Standing Team

Division: Children's

Number of Team Members: 6

Team Charge: To provide new and existing Children's Services staff with resources in the form of workshops, one-on-one peer mentoring, and digital and/or print materials to aid them in their professional development.

Team Goals:

1. Identify training needs and develop training courses for Children's Services – the skills staff need and the resources available to staff that need more training;
2. Organize and oversee the Peer-to-Peer Training program;
3. Help with the professional development portion of Children's Services meetings and provide suggestions and/or help for Children's Services Retreats;
4. Provide welcome packets for new hires;
5. Liaise with the Teen Services Professional Development & Learning Team.

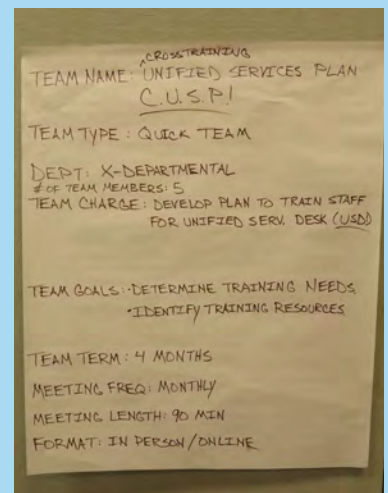
Team Term: 2 years

Meeting Frequency: Quarterly

Meeting Length: 120 minutes

Team Meeting Format: in person and communicate by e-mail as needed

Team Members: TBD



INTRODUCTION



Automated Materials Handling



Libraries “Showroom” emerging technologies like Oculus Rift, a virtual reality device

Technology is not only a powerful tool for unlocking resources, but for knowledge creation. Both services are necessary in libraries today.

Platform: Technology

“The public library...provides opportunities for individuals and the community to gain access to a variety of tools and resources with which to discover and create new knowledge. The platform enables the curation and sharing of the community’s knowledge and innovation.”

– Rising to the Challenge, Aspen Institute

Today, the provision of technology is a fundamental library service. Not only are more and more public needs being met more easily through a digital platform, but library-provided technology is capable of bridging a “digital divide” for those who otherwise would not have access to it. For libraries in the 21st century, the empowerment of literacy means the empowerment of digital literacy.

Libraries can use the increasing variety of digital devices and tools to unlock new avenues of education and apprenticeship. Through technology, libraries can connect more people and organizations to needed, valuable resources. Libraries can be the public face, navigator, and interpreter of a limitless amount of information. Libraries need the infrastructure to develop these portals, and ensure the public not only has access to these assets but can understand them.

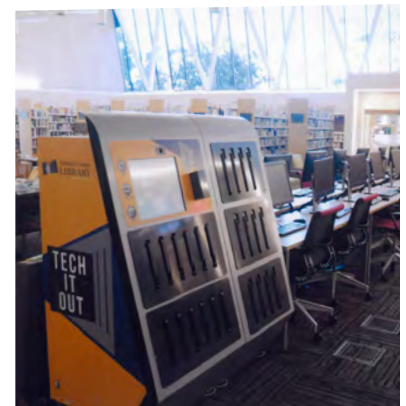
Examples of emerging library uses of technology include:

- Automated Materials Handling (AMH) – mechanical sorting of returned library materials drastically reduces labor time and effort, and opens staff up to more customer service tasks
- “Showrooming” new technology (or “Technology Petting Zoo”) is a service where libraries expose the public to experience cutting-edge technological developments
- Website as a “Virtual Branch” – allocating more resources to SPL’s existing web platform to enhance remote access to library materials, cardholder accounts, community resources, and navigation tools
- Distance Learning / Telepresence – made possible by web-conference ready setups for multi-person tables
- Audio/Visual Creation – the incorporation of studio spaces for creation media such as song recording and mixing, and video editing
- Collaborative technology – simple gestures such as in-desk electrical outlets, large wipeboards, and display screens for presentations
- eBook collections. The demand of public library users is clear: they want materials in every format, print and digital alike. Libraries around the US are examining how to build an ebook catalog to complement their physical collection, and be welcoming to private devices as much as to their owners.
- Tech Lab / Incubator. As the barriers to collaborative work spaces crumbles, libraries are doubling down on providing the right environment and resources to foster start-up companies and entrepreneurs.

- Library-provided devices. While the prevalence of private devices increases, it is as important as ever for libraries to provide web-ready computers and devices and ensure they are available for customers who would not otherwise have access to them. Libraries are critical players in “bridging the digital divide.”
- Power! Access to electricity must these days be ubiquitous. Library furniture is being built with built-in outlets, and charging stations make it easy to bring in and replenish devices.
- Maker Spaces, high-tech / low-tech. With the specialization of library spaces comes the opportunity to supply workshop space and supplement with craft materials, soldering kits, 3D printers, and more, to foster discover and incubate the creation of knowledge at the library.
- Distance learning. Libraries are increasing remote accessibility to materials and structured classes. SPL already offers free access to Lynda.com – that’s just the beginning!
- Remote / After-hours access to library materials. Busy customers are demanding more and more that their library be open when and where they can access it. Libraries are installing unstaffed kiosks and 24 hour lobbies to drop off books, pick up holds, or get online.
- iPad/Laptop lending. Products are surfacing in libraries offering that customers check out laptops and tablets for library and take-away use.
- Hotspot lending. An increasingly popular service is the idea of borrowing a device to connect to the internet wherever they take it.



Group work stations can be equipped with the means to plug in and to videoconference



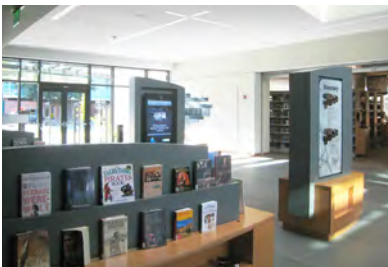
Laptop lending station

INTRODUCTION



The library as a “third place”

The great variety of opportunities to learn and find enrichment available today must be matched with a variety of publicly available resources at the library.



A marketplace for new materials, and comfortable seating

Place: Facilities

“The public library is a welcoming space for a wide range of purposes – reading, communicating, learning, playing, meeting and getting business done. Its design recognizes that people are not merely consumers of content but creators and citizens as well. Its physical presence provides an anchor for economic development and neighborhood revitalization, and helps to strengthen social bonds and community identity.”

– Rising to the Challenge, Aspen Institute

Increasingly, libraries are destinations for the widest spectrum of patronage, from newborns to seniors, and all the variety of uses a community seeks out. These uses demand that libraries diversify and specialize their spaces.

Libraries across the country have also been turning to the celebration of “flagship services:” opportunity spaces for evolving library services and collaborations with partners. SPL is already well on its way pursuing these opportunities. In 2014 SPL invited the Mobius Science Center to assume some space at the Downtown library – a partnership that increased visits and demonstrated that Downtown was a safe and enjoyable destination for children. In 2013, SPL began hosting Spokane’s Community Court – an innovative municipal service bringing together many city departments and community organizations one night a week to fast track infraction resolution.

Finally, the most successful libraries do not ignore the importance of the quality of their spaces for public use: attractive, full of light, comfortable, durable and easy to maintain, and flexible – allowing for all manner of use and future use as community needs and library service offerings continue to change within the lifespan of a building.

Examples of emerging library space design practices include:

- Consideration of the library as a “third place” or “community living room” for the public to feel welcome, spend time, and socialize when not working or at home.
- Interior “branding” of library spaces creates a unified personality for the facility that reflects and connects to its community, and establishes a discernible extent of library services.
- The Marketplace, or merchandising presentation of materials makes new and popular materials more accessible and has shown to increase circulation.
- Comfortable seating and flexible tables and chairs invite visitors to extend their stay at the library, and encourages group collaboration.
- Access to power at all seating locations enables patrons to spend more time in the library working or browsing on their own devices.
- Attractive children’s areas can delight the youngest library patrons.
- Single Point of Service desks combining traditionally separate reference and circulation services, as described above in Customer Experience.



BERRYESSA BRANCH LIBRARY, SAN JOSE

The 26,000 square foot Berryessa Library in San Jose, CA, was designed in close collaboration with San Jose Public Library to reflect its highly efficient service model and incorporate a range of spaces to engage a diverse community. The Library showcases a central “marketplace” that features retail-style merchandising and an Internet cafe. Distinct children’s and teen environments are provided, including a flexible “stage” space just as easily occupied by a mother and child as by a capacity attendance of story time. Group study space, a comfortable adult reading lounge, and a quiet room accommodate all levels of study sought by library patrons. All public areas of the library are visible from two staff service desks, and patron self service opportunities are maximized in order to free staff to provide service to customers.

Generous, light-filled spaces and strategically-placed picture windows further connect the library interior to its setting within a park. Varied roof heights form a skyline that reduces the bulk of the building in respect to the scale of the park and the surrounding single-family residential neighborhood. A raised floor permits flexibility of power and data supply as well as for efficient air distribution. The building also showcases works of art, including original paintings and sculptures as well as pieces transferred from the former facility.



The variety of spaces at the Berryessa Library include a marketplace, children’s corner, quiet rooms, a family room and, computer lab.

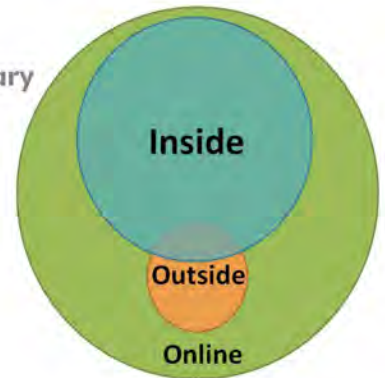
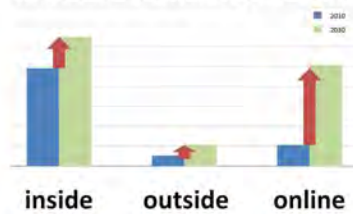


Library services are not confined to a the building's walls. Libraries must balance "inside" services what what it can send into its community or provide online.

Service: Single-channel → Multi channel

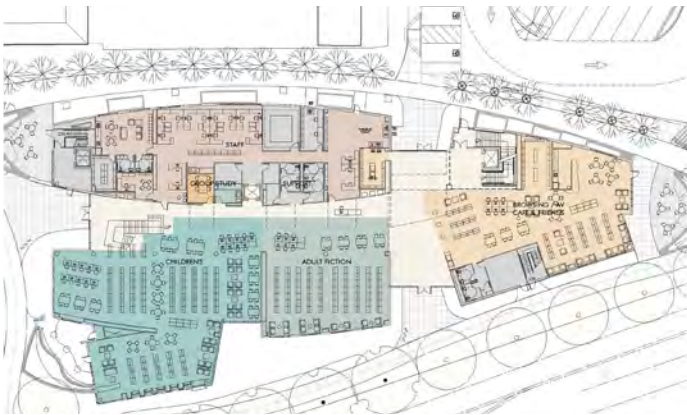
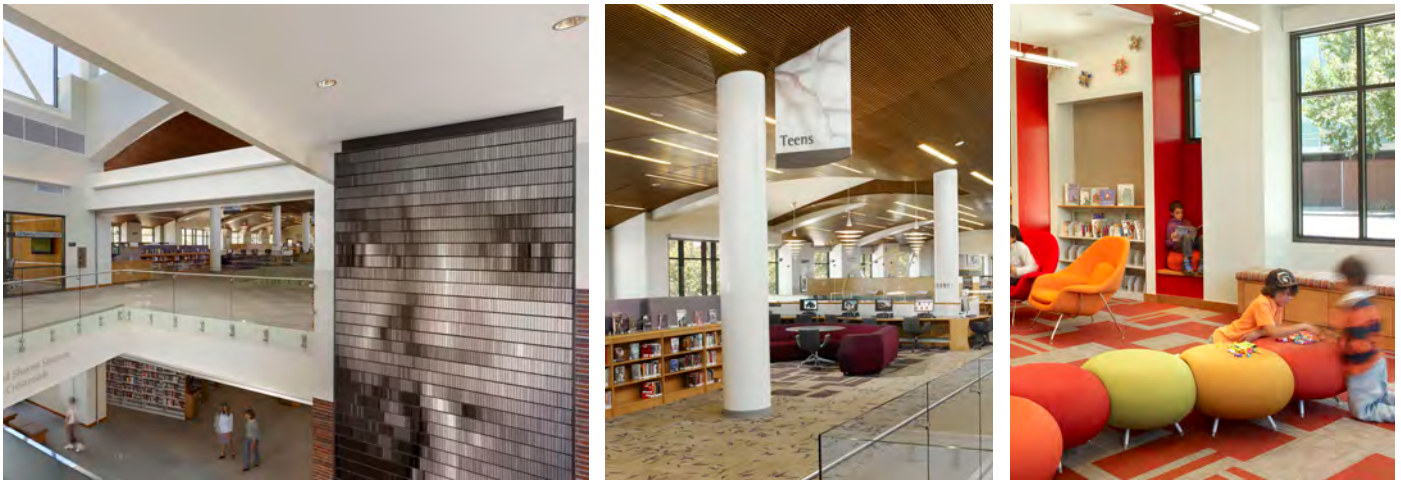
- In-library service
- Virtual services – anywhere
- Alternative – physical in non-library locations

Increased demand for service



Inside. Outside. Online.

A way of looking at the different manifestations of the Library's current and prospective services is by recognizing whether they are offered within the physical structure of the library ("inside," such as browsing stacks or meeting rooms), physically delivered to customers beyond the library or its regular operating hours ("outside," 24-hour lobbies, remote kiosks, the Outreach van, or embedded librarians), or virtually provided ("online" services that have a vastly superior reach). Each three of these kinds of offerings is critical to maximizing the impact of a library; it is up to the library to evaluate which balance best resonates with its community.



Walnut Creek Library atrium, teen space, Storybook Room, and floor plans (ground floor left; second floor right)

WALNUT CREEK LIBRARY

The two-story 42,000 square foot library for Walnut Creek, CA, completed in 2010, replaces a 9,900 square foot 1961 predecessor on the same site. The design team worked closely with local stakeholders to identify opportunities to provide diverse, inviting public spaces, meet the needs of groups utilizing the library for workforce development, and more closely integrate a larger facility into its downtown and parkside settings.

An internal boulevard connects multiple entrances and engages patrons with library services and materials. The library's array of spaces includes a divisible events space, a board style conference room, group study rooms, a technology center, a business center, a gaming space, and a cafe/friends/new media browsing "marketplace."

The Library also contains a children's Storybook Room; in this colorful and sun-filled space book shelves, window seats and skylights appear as oversized books. The story time area flows out to a secure children's reading garden.

The library links the downtown commercial district and Civic Park, and utilizes surface and underground parking.

INTRODUCTION



Stakeholder participation included breakout service priorities exercises, facilities visioning, and customer experience workshops

STUDY METHODOLOGY

This study was completed over a six month period from August 2015 to January 2016. Information gathering for this project included documents and data supplied by Spokane Public Library and the City of Spokane, library site visits and observation, outreach to Spokane community leaders, and engagement of SPL administration and staff.

Together with Group 4's project team, SPL's leadership team formed the Project Management Team (PMT) for the master plan. The PMT met as a group six times over the course of the project to review project progress and provide project direction.

The consultant team met three times with a Core Leadership Team of SPL staff and three times with an Advisory Committee of staff representatives and Trustees to review and confirm project findings and recommendations.

Leadership and community outreach and engagement included:

- Two stakeholder summits conducted in November and December 2015, with a total of 43 participants.
- Meetings with the City Administrator
- Meetings with representatives of the City IT department
- A presentation of the draft recommendations at a Board of Trustees meeting in January 2016.

Library staff engagement included:

- Staff-guided tours of the six SPL facilities.
- Three Advisory Committee meetings in September, November, and December engaging 31 members of SPL staff and Board of Trustees.
- Interviews with selected library staff.
- Library focus groups on staffing and technology.

Individual project participant names and members of the consultant team are listed in the Acknowledgements section of this report.

STAKEHOLDER SUMMIT THEMES AND OUTCOMES

Through a series of exercises and presentations during two SPL Community Stakeholder Summits, more than 40 local business, culture, and nonprofit leaders, government representatives, and elected officials engaged emerging library themes and SPL’s pursuits, shared their personal, organizational, and public ambitions, and brainstormed the means and environments enabling future collaboration with the library.

The results of these conversations created a strong sense of direction among the various leadership entities of Spokane, and suggested how SPL could best position itself to work with these and other organizations to advance each other’s goals.

Traditional and Emerging Library Services

Participants were asked to rank and discuss two sets of services the library provides – traditional and emerging – and then asked to compare the two.

Among the traditional services options (in order from highest voted priority: Books, Music and Movies; Library-provided technology/Bring Your Own Device; Collaboration and community spaces; Meeting/Program spaces; Quiet spaces; Generous seating), none was deemed invaluable, and participants held firm their ongoing necessity as new services are introduced. Most groups ranked “Books, Music, and Movies” highest, and all acknowledged the importance that technology be available for those who need it, or would have no other access. The Traditional Services all play into the library being a “third place” for people to find themselves between home and the workplace.

From the emerging services options (in order from highest voted priority: Special collections & resources; Studio, laboratory, and maker spaces; “Library Where You Are” remote kiosks; Conference and training classrooms; Business incubation; Large event spaces, lecture hall, auditorium), participants recognized the significance of sharing specialized knowledge and resources, be it in different languages (ie, for Spokane’s Hispanic, Russian, and Vietnamese communities), neighborhood-relevant themes, or support for aspiring entrepreneurs, as well as for those seeking new outlets to be creative. For several participants, the library’s service seemed to be in demand at every time for every person.

When asked to choose between the two the Stakeholders vote split evenly, suggesting that while traditional services are still of critical value to the library, neither can it ignore what new needs have emerged for its customers and Spokane as a whole.

Geography

The geographic needs of Spokane were found to be fluid both in terms of space needs and precise location. Participants asked that any community spaces the library offer be flexible – spaces that can grow or shrink, accommodate both coworking and quiet activities, and be available at all locations.



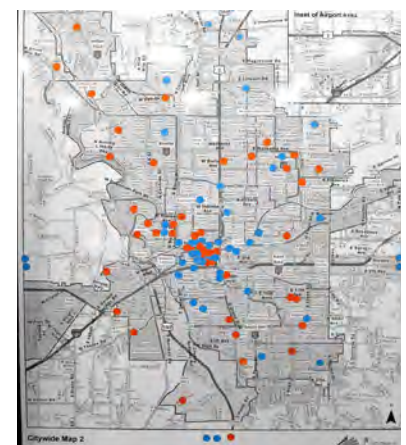
Community Stakeholder Summit

Traditional Services	131
Books, Music, and Movies	26
Library Technology and BYOD	25
Collaboration and Community Spaces	24
Meeting / Program Space	24
Quiet Spaces	17
Generous Seating	15

Emerging Services	128
Special Collections / Resources	28
Studio / Laboratory / Maker	27
Library Where You Are	25
Conference / Training	19
Business Incubation / Support	17
Large Events	12

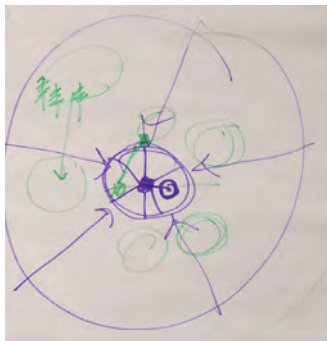
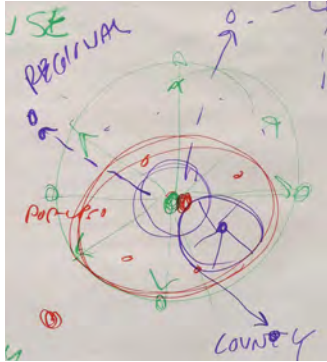
Community stakeholder votes on priority traditional and “emerging” library services

Community stakeholders voiced interest in SPL pursuing new services, spaces, and partnerships



Stakeholder organization distribution

INTRODUCTION



Stakeholder organizations diagrammed their current and prospective interrelationships, and discussed SPL's role in supporting collaboration

Transportation to library places cannot depend on the customer owning a car. Participants acknowledged that the current state of the Spokane Transit Authority is strong, and is capable of effective service throughout the city, but wondered about resilient models of transit service, that perhaps the library could provide via partnership.

Ideally, resource distribution would be a deliberate act, where specific services can target the areas where they would most likely be used, but also be able to migrate as those needs migrate.

Technology

Stakeholder Summit participants prioritized emerging library technology services in the following order, highest to lowest: Hotspot lending; Library-provided devices; Audio / visual creation; Tech lab / incubator; Virtual branch library; Distance learning / telepresence; Maker spaces; eBook collections; Power; Remote / after-hours materials; "Showrooming" new technologies; and iPad / laptop lending.

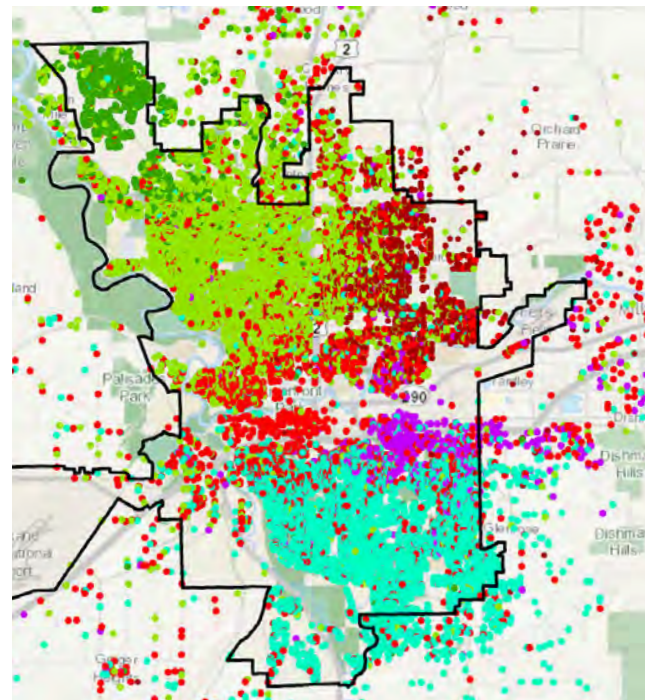
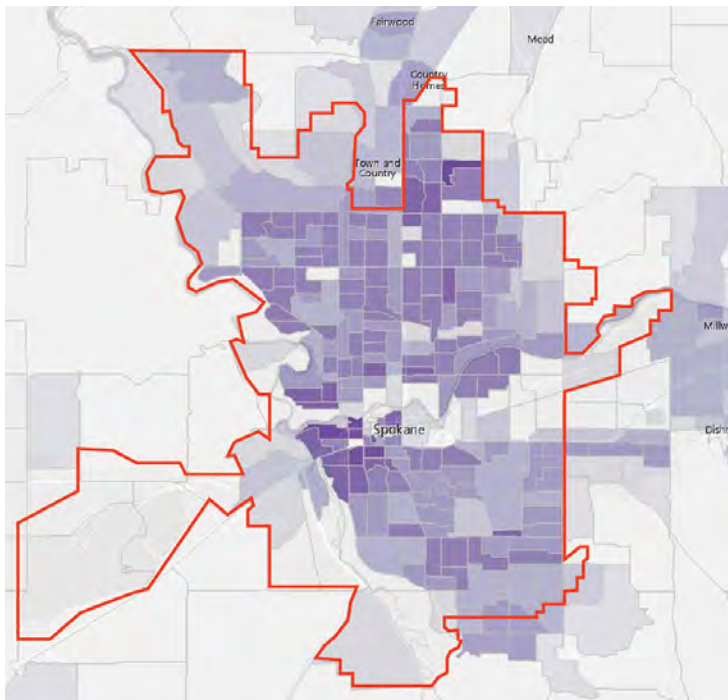
The Internet is an extremely powerful tool for connecting people to library services. There are methods now that can extend Internet accessibility, including hotspot lending, but, participants noted, methods must also include training and orientation around technology.

However much the future trends toward more technology, balance must be maintained between digital and personal interaction. Equally, with the increasing prevalence of knowledge creation and collaborative work, it cannot overpower the needs for quiet spaces in the library.

It was also noted that when the library itself is unable to provide dynamic new services, it can possibly partner with an organization and act as a connector for the public.

Technology	Count
Hotspot Lending	15
Library Provided Devices	14
Audio / Visual Creation	14
Tech Lab / Incubator	13
Virtual Branch Library	13
Distance Learning / Telepresence	11
Maker Spaces - High-Tech / Low-Tech	11
eBook Collections	10
Power!	8
Remote / After-Hours Materials	5
"Showrooming" Emerging Tech	5
iPad / Laptop Lending	3

Community stakeholder priorities for future library-provided technology services



ASSESSMENTS AND RECOMMENDATIONS

Evaluations of Spokane Public Library encompassed four aspects of library operations and capital:

- the **System** of library locations as they work together to serve the city;
- the Library’s **Operations and Customer Experience**, including the staffing structures that can maximize customer engagement and Return on Investment;
- SPL’s **Technology** platforms and technology-based opportunities; and
- the specific, physical **Facilities**, their conditions, and how they can best accommodate current and future public demand.

(Left) Spokane 2010 housing unit density, in units per acre.
Source: Spokane Regional Transportation Council; (Right) Library check-out activity by customer residence

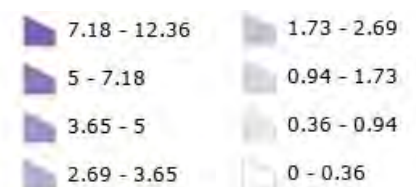
SPL facility services reach all communities of Spokane. Spokanites visit multiple SPL facilities.

LIBRARY SYSTEM

The performance of Spokane Public Library as a systemwide service was recognized upon analysis of GIS customer mapping, and evaluation of the results of a library customer satisfaction survey.

GIS data maps were developed by the City of Spokane marking the home location of library users and the branch from which they have recently checked out materials. The maps indicated immediately that SPL has excellent geographic coverage within its service area, as well as moderate use by residents of Spokane County and neighboring municipalities such as Spokane Valley.

In 2014, SPL distributed a customer satisfaction survey as part of its monthly e-newsletter. The survey collected nearly 4,100 responses, including information on use of library branches in addition to a “home” branch.

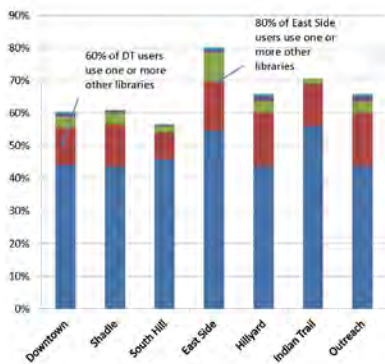


2010 housing unit density per acre

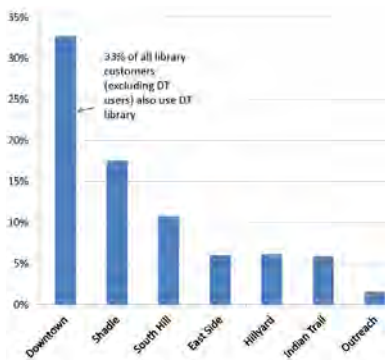


Branch from which materials were borrowed

SYSTEM: RECOMMENDATIONS



Percent of customers who use 1 or more additional branches. These findings reject the assumption that Spokaneites only use one library and are not mobile.



Frequency that a library is used as a customer's additional destination. These findings show that Downtown is accessed by a great many more people than those calling it their "home" library. Shadle and South Hill are the second and third most popular.

Interpreting a tiered library system – with multiple locations considered as options for every Spokane resident – allows for targeted service.

The data from both GIS and the customer survey reject the commonly held belief that Spokaneites stick to one library, closest to home. While checkout patterns clearly indicate branch prevalence for particular zones, this does not indicate exclusivity – survey results show 47% of SPL customers use 1, 2, 3 or more additional libraries. Sixty percent of Downtown users use multiple other libraries, and 80% of East Side users do. Downtown is used by 33% of all library customers (excluding those calling Downtown "home"), followed by Shadle (17%) and South Hill (11%), then East Side, Hillyard, and Indian Trail (6% apiece).

Tiers

Use patterns suggest that SPL functions as a three-tiered system, based on geographic range of use.

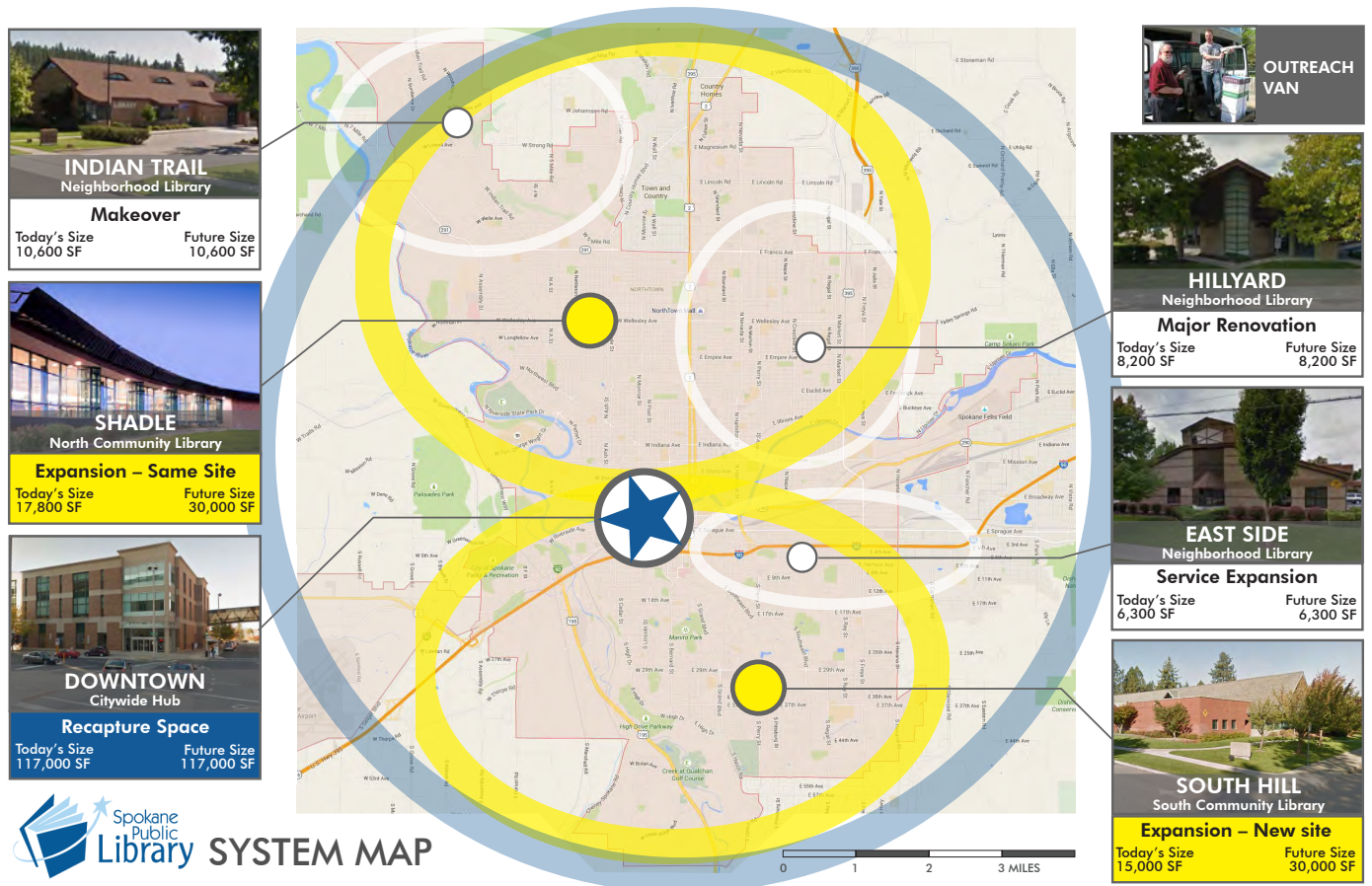
- Downtown is accessed by the entire city, and serves as the **Citywide Hub**, likely as a result of its location among many of Spokane's employers, and commercial and entertainment anchors.
- Shadle and South Hill serve as **Community Libraries** – covering the extents of Spokane on the north and south sides of the Spokane River/I-90 corridor, respectively. Both of these facilities are conveniently located, and together serve the whole city.
- Indian Trail, East Side, and Hillyard have small catchment areas, adding supplemental service to those living nearby as **Neighborhood Libraries**.

Interpreting a tiered library system, with multiple locations considered as options for every Spokane resident, allows for targeted service. Downtown can serve as a unique destination library, and be home to specialized services and spaces. The two Community Libraries each become an anchor of "traditional" services. The Neighborhood Libraries are freed to target unique needs in their immediate vicinity.

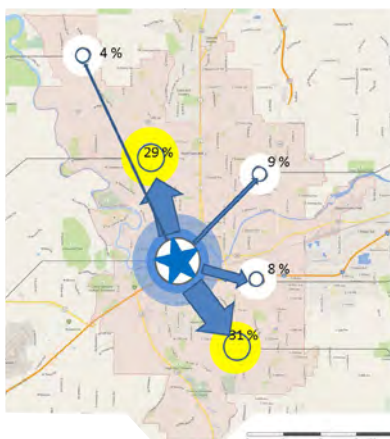
Facilities

Every SPL facility was built in the 1990's, and so have all accrued around 20 years of use with no major renovation. They are generally well built, well maintained, attractive, and have significant service life left in them. However, they all reflect an outdated service model, and Shadle and South Hill are impacted due to their insufficient size for the number of customers, circulation, and activity that they host.

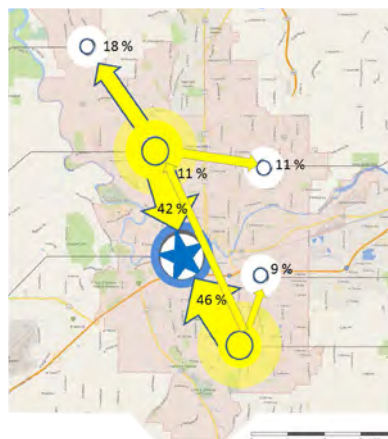
The implementation of strategic improvements will provide continued return on the original investments.



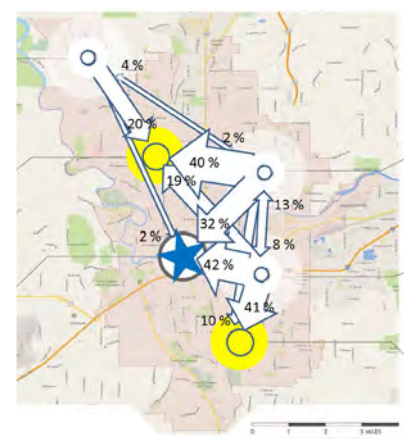
SPL facility performance as a network



Downtown "home" customers' use of other branches

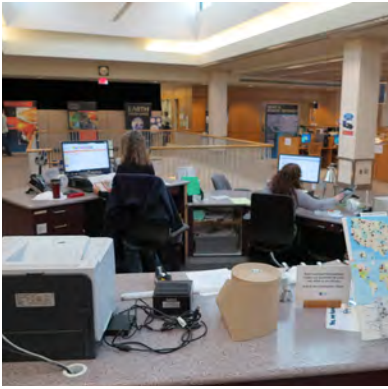


Shadle and South Hill customers' use of other branches



Neighborhood branch customers' use of other branches

Spokane customers use multiple libraries



*The third floor reference desk at
Downtown*



*The reference desks at East Side,
Indian Trail, and Hillyard branches
have been reappropriated for
information and printing stations.
These libraries have combined
reference and circulation staff at
the same location.*

OPERATIONS AND CUSTOMER EXPERIENCE (CX)

The shifts in SPL’s direction and in Spokane’s public library use mean that library operations and approach to customer experience must also be adapted and remain nimble and prepared for an increasingly dynamic service environment. To identify resilient operations models fit for Spokane, the assessment examined trends, innovations, and best practices occurring in libraries today, as well as development of SPL’s operational capacity and workflow, improvement of ROI, and enhancement and expansion of partnerships that complement library services.

Observations

As at many library systems today, SPL operations are modeled on a 20th century model of service. Staff are “tied to their desks” and in their prescribed roles, and are not optimized for public engagement, assistance or program development. At the larger branches, circulation and reference desk workers refer inquiries to each other, and are located at considerable distances from one another. Public outreach beyond the library’s walls is presently limited by the small sized team. Staff appear to have various levels of comfort helping customers with technology, whether library-provided or private devices. A growing need for services and programs have put undue stress on staff members. Materials workflows are inconsistent between branches, and are not optimized for ease of manual materials handling.

Before this study began, SPL operations had committed to important structural changes to enhance customer engagement and economize staff time spent away from customers. Projects like the development of an internal communications plan, and the launching of a new online staff calendar and Intranet reflect SPL’s enthusiasm to embrace new tools for a better system. The three “neighborhood” branches have already adopted a “Unified Services” concept of combining reference and circulation staff at one location. The many changes have unevenly affected staff adaptability – some staff are more capable than others to keep pace.

Recommendations

The following recommendations can build a nimble and well-resourced staff prepared to embrace the Library’s emerging service areas.

Communications & Marketing

- Build capacity of the Communications Department to execute SPL’s new Internal Communications Plan.
- Develop an on online engagement strategy that includes social media, and launch an inter-departmental team to maintain SPL’s presence on social media.
- Coordinate staff training around internal resources, as well as for marketing, programming, and technology assistance orientation, incorporating third party consultation where necessary.

Customer Service Delivery

- Employ Single Point of Service and Unified Services to transform the work performed by the library. These practices make library operations more efficient and yield a better customer experience. Staff from the Neighborhood Libraries can share their insights with the larger branches.
- Incorporate mobile technology as a Library staff resource.

Programming

- SPL has staff that is very passionate to get involved structuring programs, but may not yet have the skills. A system of programmatic cross training would build opportunities for mentoring, and empower staff to apply themselves beyond their everyday assigned roles. Such a system could then be applied to other aspects of staff work.

Outreach, Partnerships, and Collaborations

- There are opportunities to evolve SPL's outreach department into a "community engagement" department – moving from supplying outreach *to* the community to building relationships *with* the community. Perhaps the team can utilize "embedded librarians" to work with customer organizations where they are located "in the field." SPL can leverage its established trust within the community to transform outreach services.
- Assemble a team to figure out how to build outreach in the Neighborhood Libraries. A deliverable of this process could be outreach toolkits orienting neighborhood branch staff to community engagement opportunities, practices, and procedures.
- Build formal internship programs with colleges, universities, and social work organizations. The Friends of the Library can equally benefit from intern partnerships for their marketing efforts and business model development.
- Continue the development of a Community Engagement division over the next 2 - 3 years. The division should be trained to interact with the community, and can establish relationships with community organizations. The department would coordinate outreach efforts system-wide, essentially behaving as a new branch of the library.

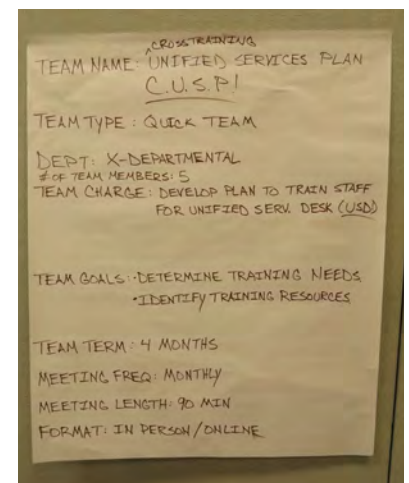
Organizational Health

- Open up staff roles to allow for cross-departmental collaboration.
- Partner with a social service agency for training on serving the underserved.

Workflow

- Identify key performance metrics for workflow, including material turnaround time.

SPL staff can utilize tools and training to unlock time, passion, and customer engagement



Library staff workshop on cross-functional teams

PLATFORM: TECHNOLOGY



Digital checkouts installed in 2014 have economized SPL staff tasks

SPL technology partnerships can dramatically expand reach of services, impact, and mission

- Redesign areas that are ergonomically challenged – notably the initial sorting process for materials on Downtown’s first floor and Downtown’s first floor book drop, and the external book drop at South Hill and other areas.
- Take a system-wide approach to physical materials handling throughout the library system with any further redesign of materials flow to occur in conjunction with Support Services (specifically in acquisitions) and after the new Customer Experience Manager is hired. Build upon the current workflows with a detailed workflow study that engages all materials handling staff at all library locations and considers new possibilities including remote book pickup / drop locations. Workflow redesign would likely result in AMH possibilities for the Downtown Library and small AMH systems at some locations. Consider pros and cons of patron self-return options in busy libraries.

TECHNOLOGY

As rapidly as library operations and customer experience practices are evolving, its technology systems are changing at no slower of a pace. The assessment examined SPL’s IT infrastructure and human resources; the application to SPL of trends, innovations, and best practices in library technology; staff satisfaction with the ILS; and outside-of-library technology options.

Observations

At the outset of this study, SPL had already begun aligning its Information Technology department with its new strategic directions, including a shift of focus from “traditional IT” to patron-centered “Community Technology,” including the hiring of a Community Technology Manager. The library is pursuing opportunities that are leading to higher levels of customer service and modernization of practices. Foundations of strategic partnerships had already been laid, specifically with the City of Spokane IT Department regarding the broadening of access to the City’s open data.

The Library has ranked its satisfaction with its Integrated Library System (ILS) as “very high” in terms of patron services and staff functionality. IT staff report that the ILS requires little time for maintenance. However a important technology resource, the Library’s network diagram, is in need of updating.

Recommendations

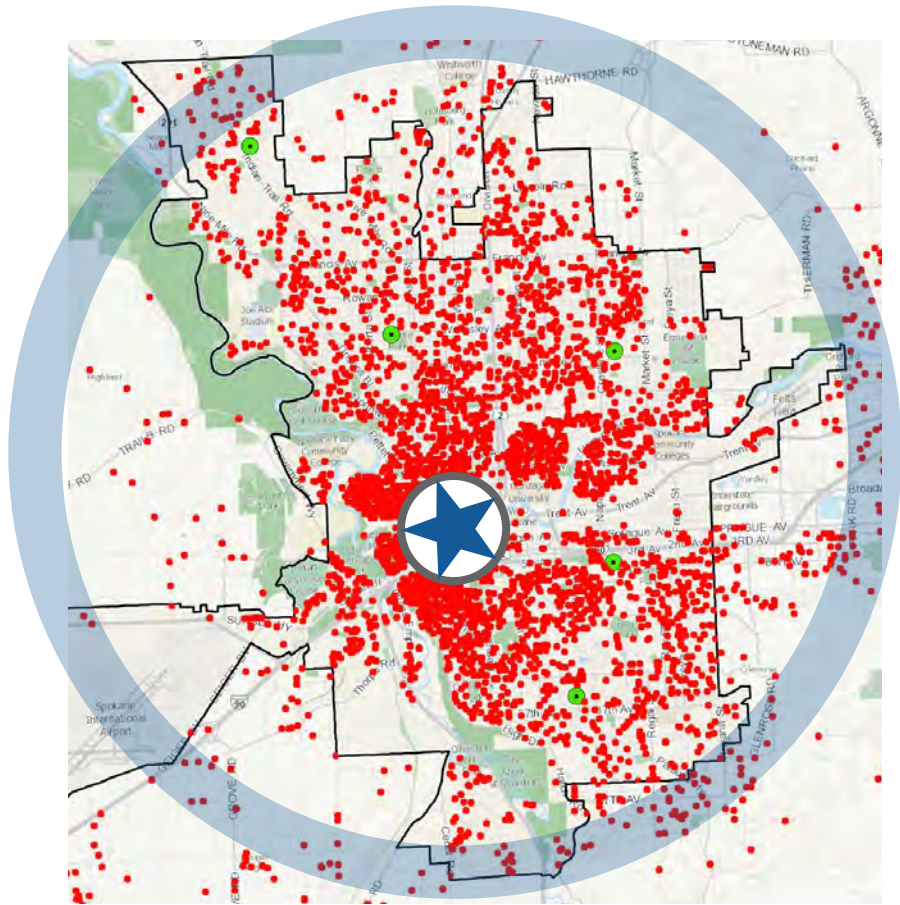
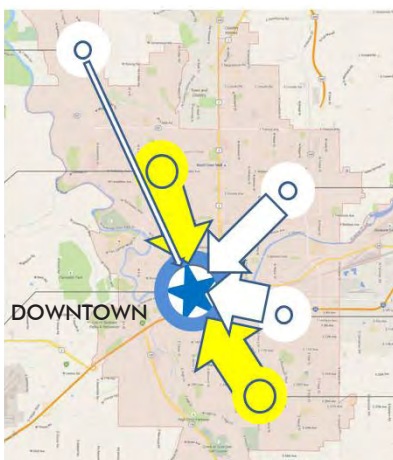
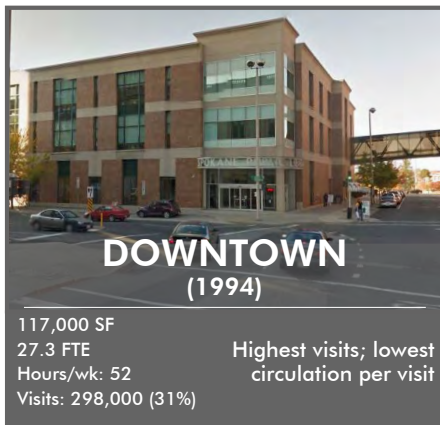
- Use both automated and manual tools (such as MS Visio) to create and maintain accurate network diagrams. A proper network diagram is an essential best practice for all IT shops to help maintain, troubleshoot and manage the network.
- Pursue a separate technology planning process to further support the objectives of the overall planning process as well as provide detailed support for specific technology needs.

- Continue a deliberate pursuit of partnerships, including with the City IT Department. For every partnership, draft a service-level agreement (SLA) or memorandum of understanding (MOU) to outline service levels and responsibilities of involved parties. This document should be reviewed in advance of City and Library budget cycles.
- An opportunity for SPL-City IT partnership lies in SPL's purchasing of network equipment that would remove a bandwidth bottleneck.
- Introduce active-project portfolio management to ensure projects are deliberately managed, resourced, and prioritized as opportunities continue to emerge, and further partnerships are engaged.



Example of Automated Materials Handling (AMH)

PLACE: CITYWIDE HUB



CITYWIDE HUB: DOWNTOWN LIBRARY

Users of the Downtown library come from every corner of Spokane – there are no geographic barriers to access this facility. Users of other Spokane libraries regularly use Downtown as well.

The three-story 117,000 square foot Downtown Library at 906 West Main Street was built in 1994, replacing its predecessor on the same site. Downtown receives the highest number of visits, and has the lowest circulation per visit of any library in the system.

Downtown library is an attractive, well built facility at a fantastic location with the “best view of the Spokane Falls in town.” The “Lens,” a protruding glass wall on the library’s second and third floors overlooking the falls makes Downtown a destination in and of itself.

Downtown Use Patterns

The GIS mapping of customer check-out data performed for this study indicates that customers visit Downtown Library from all across the city. The activity indicates that Downtown is not geographically confined to its vicinity, but behaves as a citywide hub.

In fact, many of the customer satisfaction survey respondents indicated that Downtown was a popular destination, even if it was not their closest option – 40% of customers who did not identify Downtown as their home library also visit Downtown.



Downtown Site

The Downtown Library is located between the dramatic falls of the Spokane River and the Downtown Spokane commercial district. A skywalk connects the library’s second floor to the River Park Square mall; the library is a terminus of Spokane’s skywalk system, and one of the few public entities that are a part of it. Streets encircle the ground floor of the library, and little foot traffic is drawn along the outside of the building, unless the library is their destination.

A 40-car parking garage beneath the building is regularly identified as insufficient and poorly located for library patrons. The inconvenience of parking discourages drivers from visiting Downtown. A nearby private garage associated with River Park Square serves as an alternate for some, however currently there is no parking validation for library visitors who use it.



Skywalk



Basement parking garage

PLACE: CITYWIDE HUB



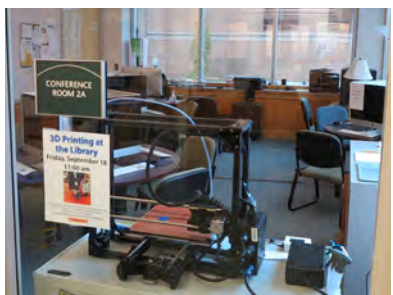
Ground Floor Gallery



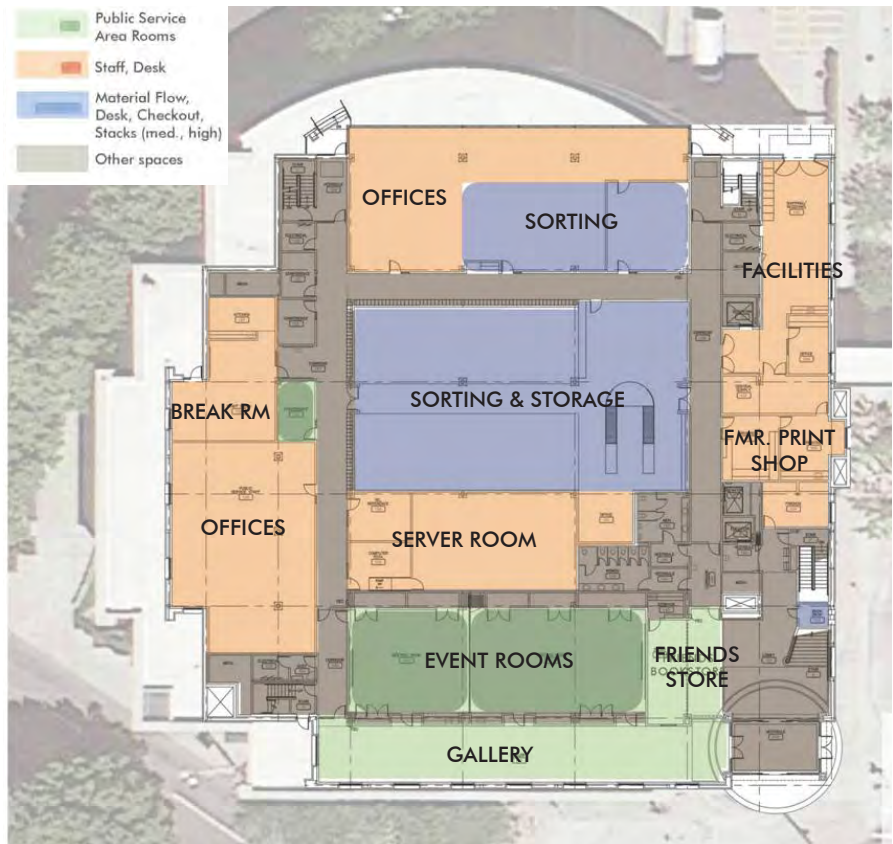
Downtown's Marketplace



The Lens



SPL's tech lab



Downtown existing conditions – first floor

Observations

The public services on the library's ground floor are few, but include: the Friends of the Library shop; a long, well fenestrated gallery corridor; a pair of large meeting rooms (that regularly host local organizations and Community Court, and employ extremely heavy tables), and the book drop. Digital signage has just been installed, and cycles through promotional events and messages.

One could argue that the entrance to Downtown Library is on the second floor, at the confluence of the top of the main staircase and the skybridge. The public-facing second and third floors are spacious and well lit, looking toward downtown on one side and the Spokane River on the other. The second floor includes the circulation desk, a small marketplace of new materials, a children's space towards the Lens, and stacks, with study tables peppered throughout. Off to the sides of this main space are the Northwest Room, containing historic local documents, and the tech lab. A stairway climbs through a mid-building atrium up to the third floor.

The third floor is similar in layout to the second. The main space contains single-occupant study and computer booths, small group tables, the genealogy collection, and magazine racks towards the Lens. Durable red reclined chairs are placed throughout the library, are heavily used, and many face out the Lens. A



Downtown existing conditions – second and third floors

space Opportunity Space along the west flank is currently home to the Mobius Science Center, which has drawn many families and schools into Downtown Library. A board-style conference room occupies the southeast corner with a commanding view of downtown Spokane.

Among the back-of-house spaces: administrative offices are on the top floor; circulation beneath them; departmental offices, facilities, sorting, and break room are on the ground floor. Support Services and Public Services occupy a disproportionately large amount of space for their needs. The corridors are lined with lockers that are not well used. Two rooms that once hosted an in-house print shop have become under-used spaces housing old equipment. Other spaces on the ground floor – such as the large vault of out-of-circulation books and magazines – do not necessarily need to be located at the Downtown library at all. A couple of small, publicly-accessible conference rooms get very little traffic due to their location. Opportunities exist to open up these spaces to more public functions.

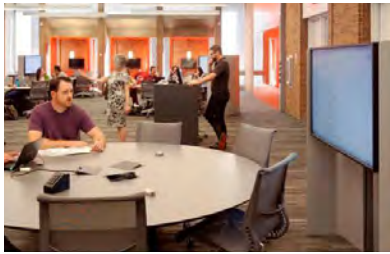


Mobius Science Center as a tenant of SPL's Opportunity Space

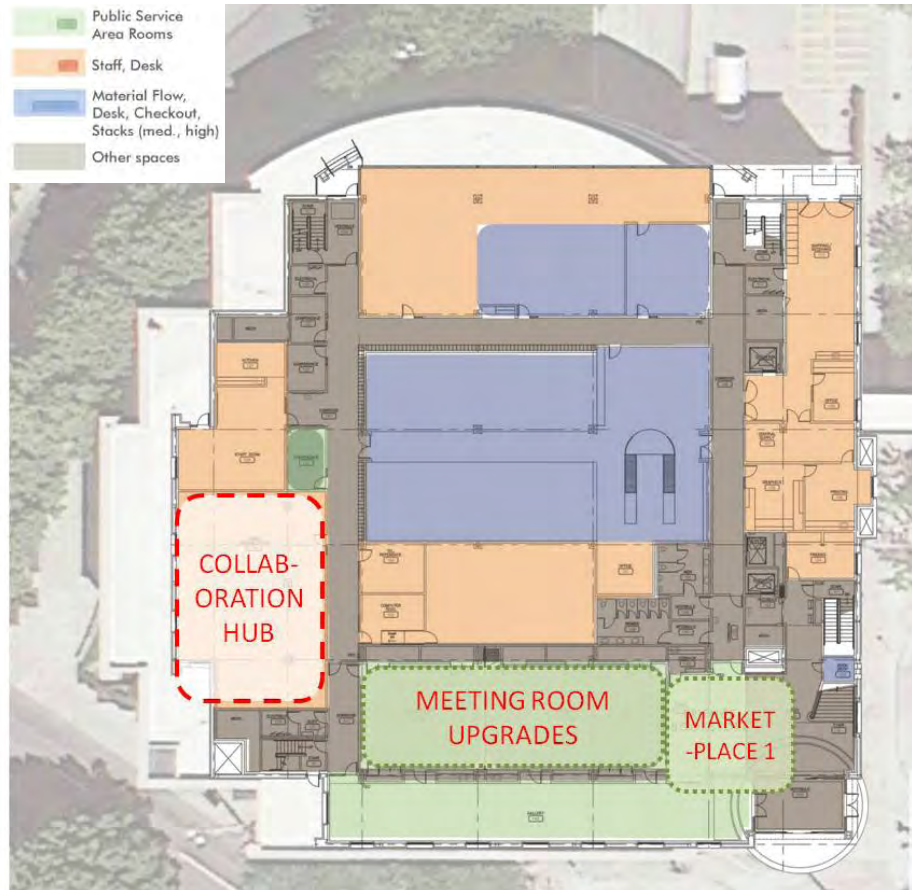


Support Services offices on the ground floor

PLACE: CITYWIDE HUB



Examples of specialized library spaces: teleconference stations, informal auditorium, makers lab, and A/V media lab



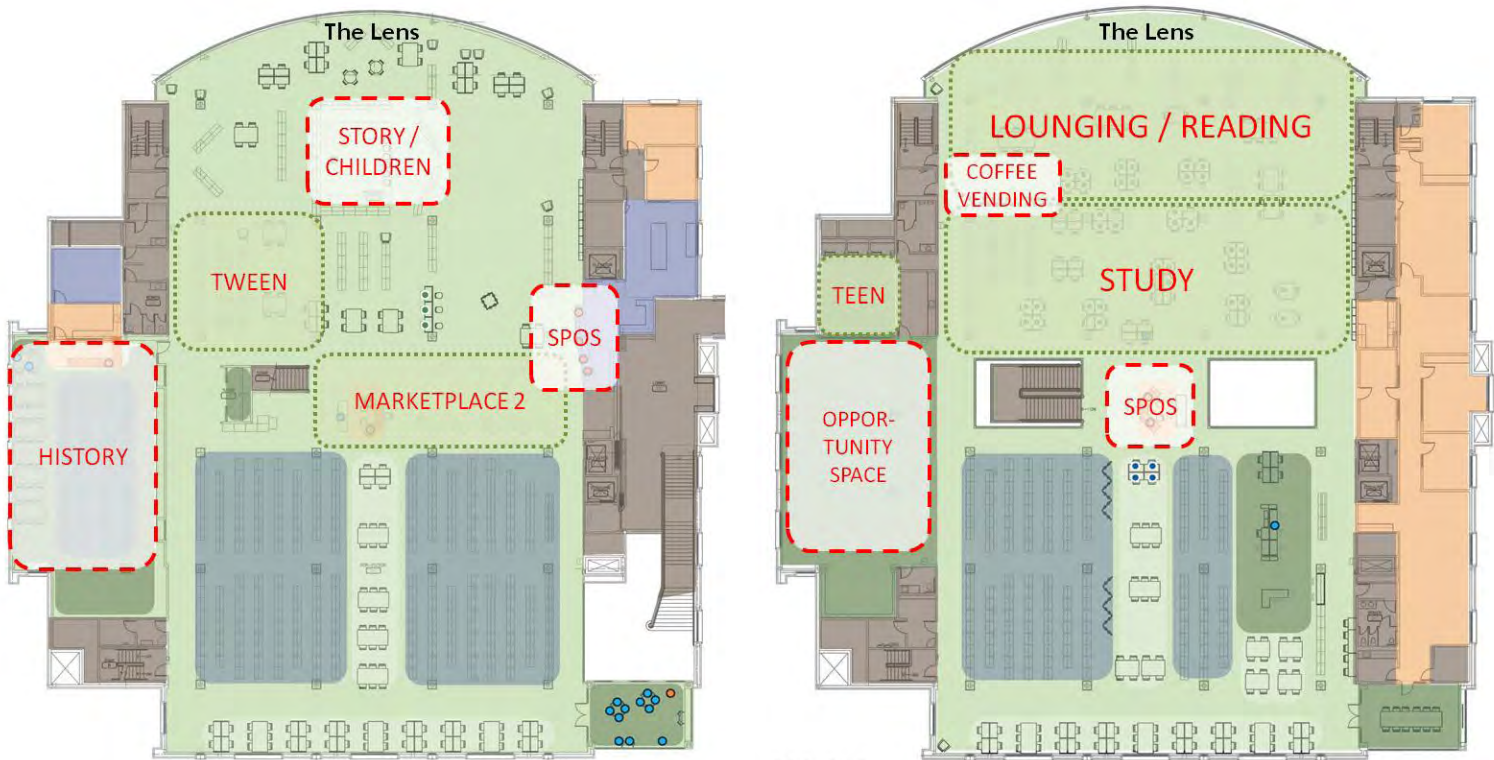
Downtown Level 1 Makeover – First Floor

Ideas and Opportunities

A general opportunity exists to update the service model of Downtown library, employing techniques mentioned earlier in this document. Downtown is also a large enough facility that an Automated Materials Handling system could transform a significant amount of staff time towards more patron-focused services.

Downtown library has tremendous opportunities to offer specialized spaces. Each floor’s unique attributes lend themselves to different ways of engaging the public with spectacular experiences:

- The ground floor has the opportunity of extending the storefront experience of the downtown Spokane commercial district, and the library’s services could be brought dramatically closer to passersby being presented on the first floor. Possible spaces could include: a marketplace of new arrivals; a storefront collaboration studio; meeting rooms with plentiful natural light that open onto outdoor terraces; a media lab and maker space that can take advantage of the enclosed, studio-like spaces on the interior of the floor; teen HOMAGO – “Hang Out, Mess Around, Geek Out” – spaces with exterior opportunities;



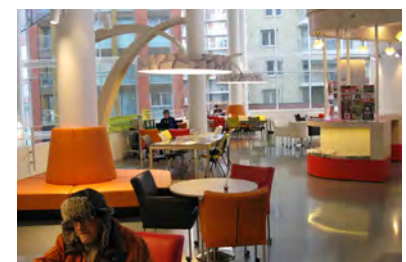
Downtown Level 1 Makeover – Second and Third Floors

consolidation of existing ground floor staff spaces that open up perimeter spaces for public use.

- The second floor could take advantage of the skywalk entry for a better branded experience. A larger marketplace of materials could behave as an extension of the mall environment. The story/children’s space could be built out into an imaginative environment, with views out to the Spokane River. Mobius Science Center demonstrated how the library is a fantastic place for children and families who just needed a compelling reason to visit.
- The third floor could take advantage of its dramatic view out to the falls as a magnet for lounging and socialization, fulfilling the “third place” aspect of the library, complete with a cafe. The library of course welcomes visitors to their plugged-in lounge whether they buy a beverage or not. This space could shift roles between unprogrammed time and special events.



Example of a vibrant and engaging children’s space

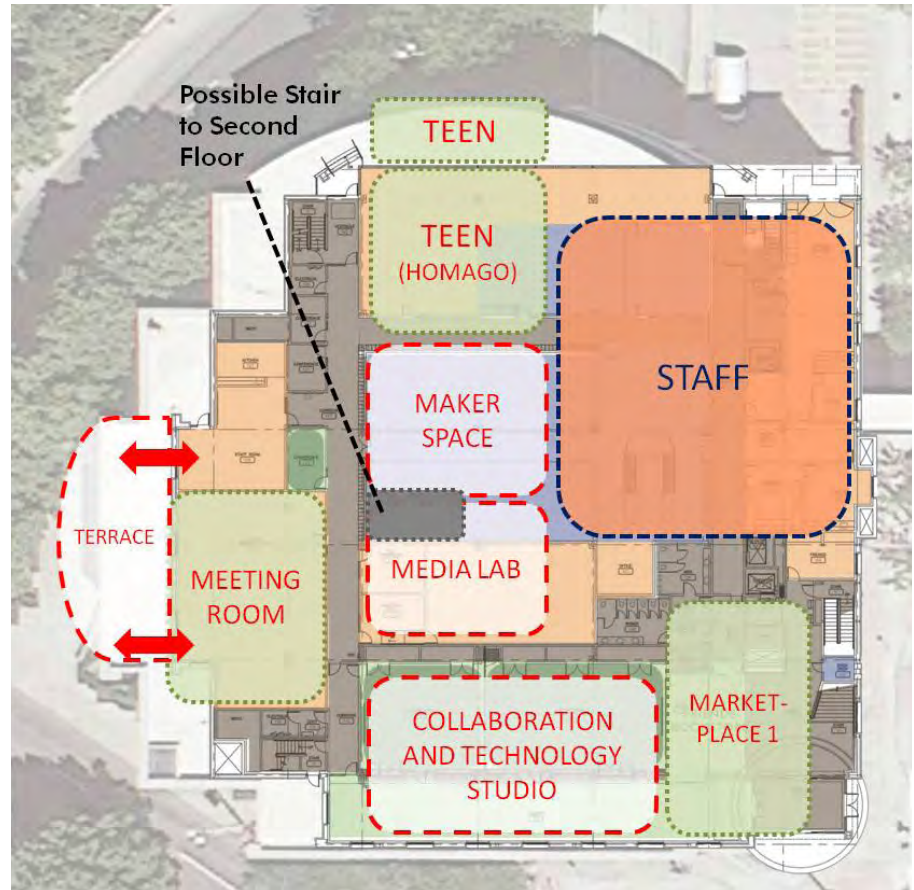


Example of a reading lounge/cafe

Downtown Library is a spacious structure at a fantastic location. Much of the ground floor in particular is underutilized and could be transformed into “flagship” spaces for public enjoyment.



Explorations of an exterior treatment to Downtown include murals and opening the ground floor into a series of “storefronts”



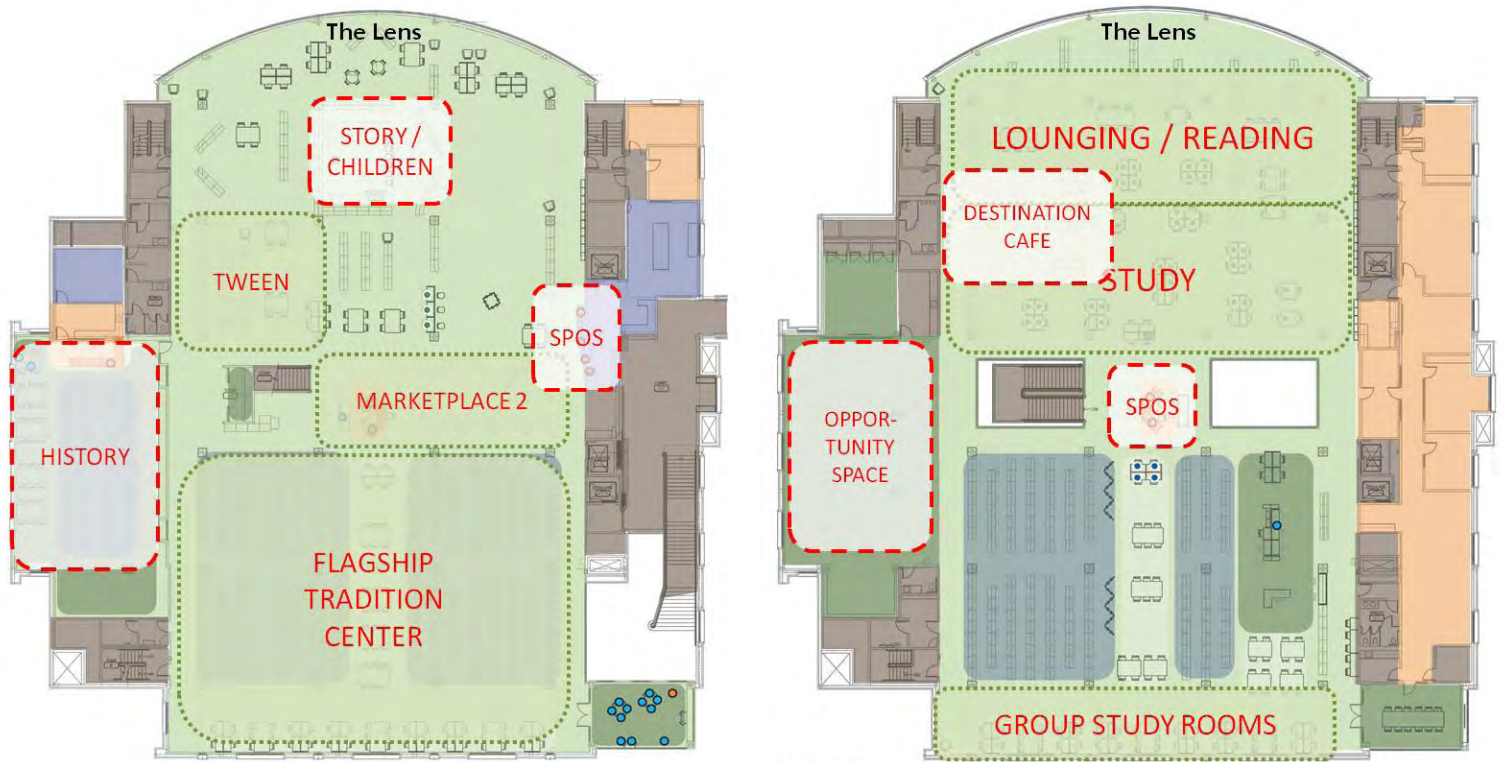
Downtown Level 2 Recapture Space Concepts – First Floor

DOWNTOWN - RECOMMENDATIONS

Level 1 makeover

The transition of Downtown Library will include creating flagship attractive, engaging and experiential children’s area and teen area that can support multi-age gaming.

- The existing pilot Opportunity Space can be upgraded to house and incubate next generation library services or community partnerships.
- Create group study rooms with partition systems.
- Create a pilot Collaboration Hub with robust power and technology, as well as flexible tables and chairs that support collaboration and creativity, that will become a destination flagship technology center.
- Create a beautiful quiet lounge and work area.
- Implement a Single Point of Service per floor supplemented by flexible staff perches.
- Increase parking available to the public – consider reduced rate / validated parking for library customers.



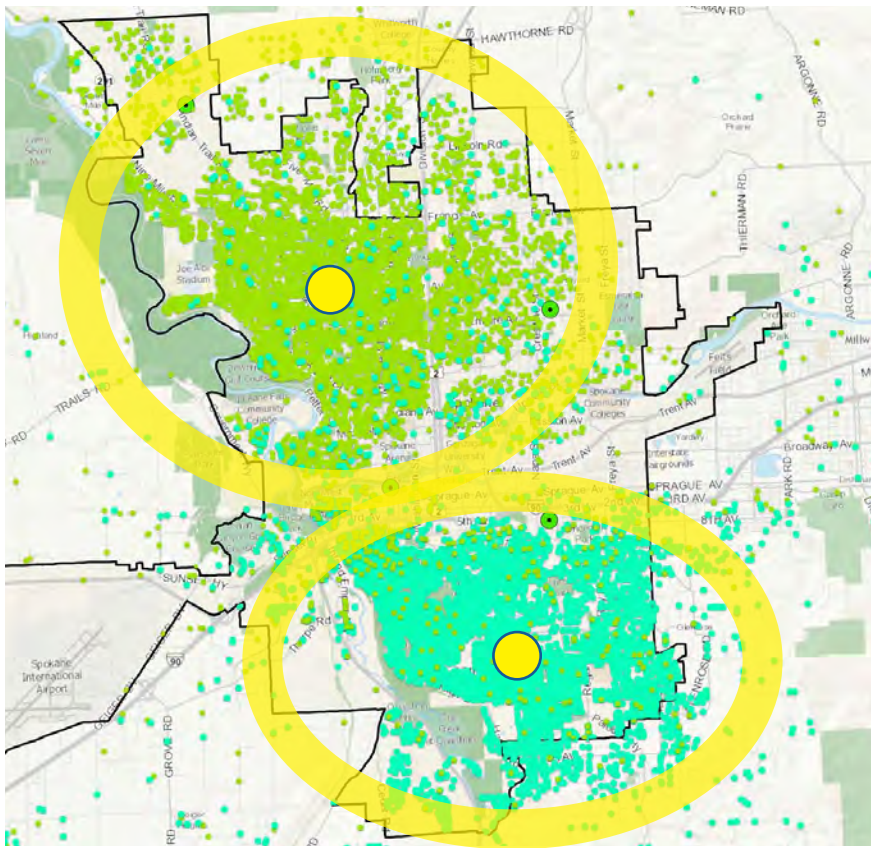
Downtown Level 2 Recapture Space Concepts – Second and Third Floors

- Add Automatic Materials Handling to improve return flow.

Recommendations – Level 2 makeover

Taking the Downtown Library reconfiguration to another level would include: recapturing back-of-house space for public use; creating larger flexible multi-purpose rooms with better indoor-outdoor connections and more access to views and daylight – and accommodating a flexible operational mode to include service as a surge space of general library interior and independent use; creating a destination cafe with ample seating and tables, perhaps in the Lens with dramatic views of the river.

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Shadle (green) and South Hill (teal) combined cover nearly the entire city of Spokane. If these facilities were equipped with a full complement of library services, the other library locations are freed up to develop specialized services. This would require Shadle and South Hill to both increase in size.

SHADLE
(1997)

17,800 SF	Open Sunday; second
14.2 FTE	highest visits, circulation,
Hours/wk: 56	internet/wifi sessions,
Visits: 229,000 (24%)	program attendance

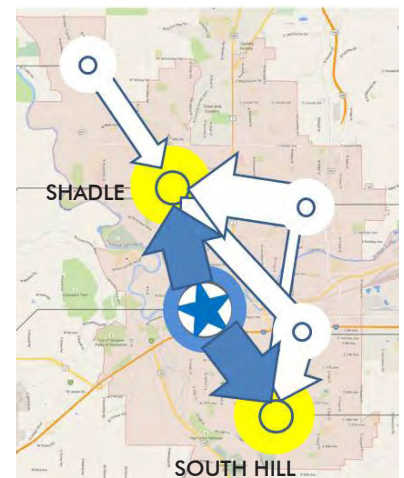
SOUTH HILL
(1996)

15,000 SF	Highest circulation,
14.2 FTE	highest program
Hours/wk: 52	attendance; close
Visits: 218,000 (23%)	second for visits

COMMUNITY LIBRARIES

Due to their location, traffic, and range, Shadle and South Hill compose the “middle tier” of the three-tiered Spokane Public Library system. GIS data indicate that the combined coverage of these two libraries reaches the entire Spokane service area. It is, then, possible to equip both locations as full-service “community” libraries, be assured these services are accessible to the whole city, and free up spaces in the other tiers for specialized services.

A “full-service” library requires roughly 30,000 square feet to meet all basic service needs; Shadle and South Hill would need to double in size to fill their Community Library roles. The two locations will need to expand in different ways to accomplish this. Shadle can expand on its current site; South Hill will need to relocate.



Use of Community Libraries by Downtown and Neighborhood Library “home” users. 40% of Downtown and Neighborhood Library users also use the Community Libraries.

PLACE: COMMUNITY LIBRARIES



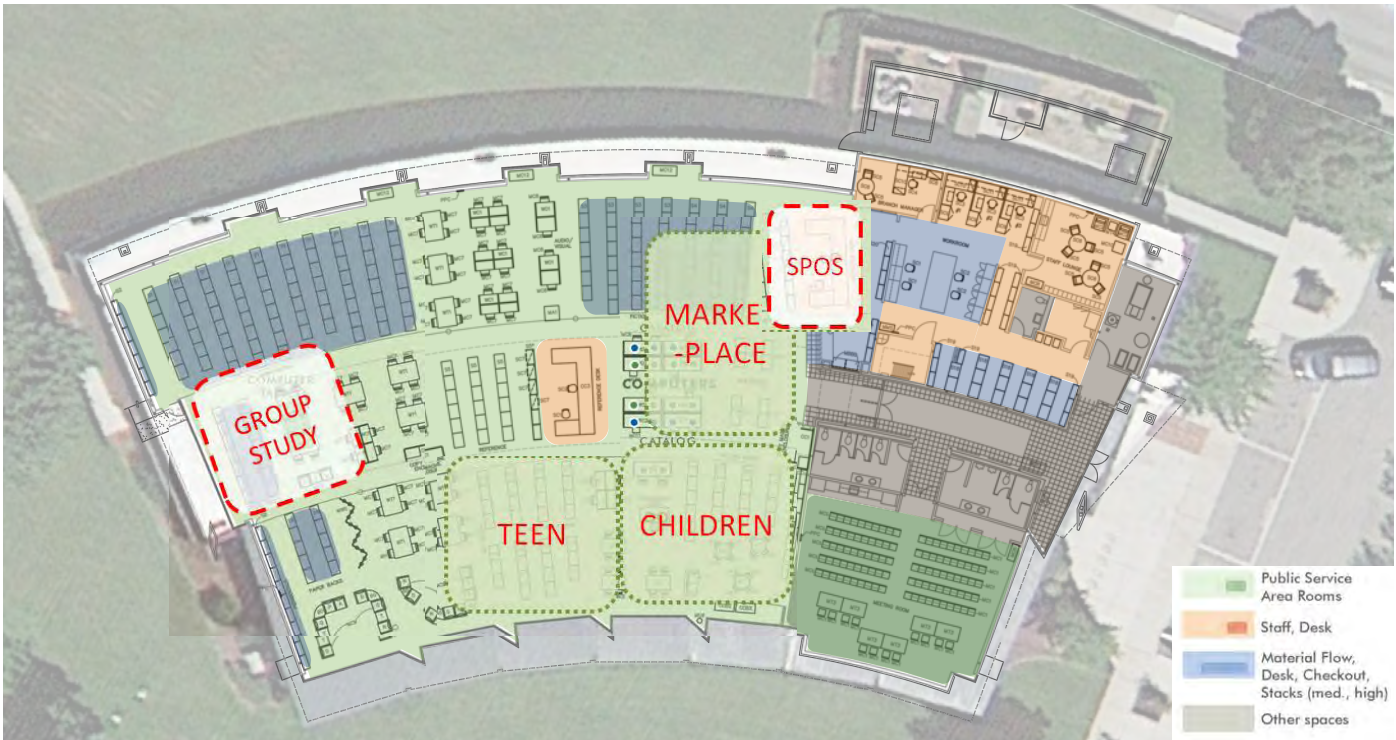
SHADLE

The 18,000 square foot Shadle Library at 2111 West Wellesley Avenue is a dynamic, open building completed in 1997. It shares a park campus and parking lot with the Shadle Aquatic Center, sits across the street from a large shopping center, and along one of Spokane's largest thoroughfares. Shadles receives the second highest number of visits annually, and is the only branch in the system open seven days per week.

Observations

Shadle is an attractive building, built well, and flows very well. It exhibits some awkward design features such as a long entry corridor and a poorly laid out back of house. Operationally, Shadle reflects an outdated service model of staff being kept to their desks. The library is small for the amount of traffic it receives, and lacks spaces such as group study rooms, well defined children and teen spaces, or a computer lab.

The parking lot is seasonally under-sized, and automobile circulation is awkward and jams, particularly around the drop-off and the drive-up book drop.



Level 1 Makeover

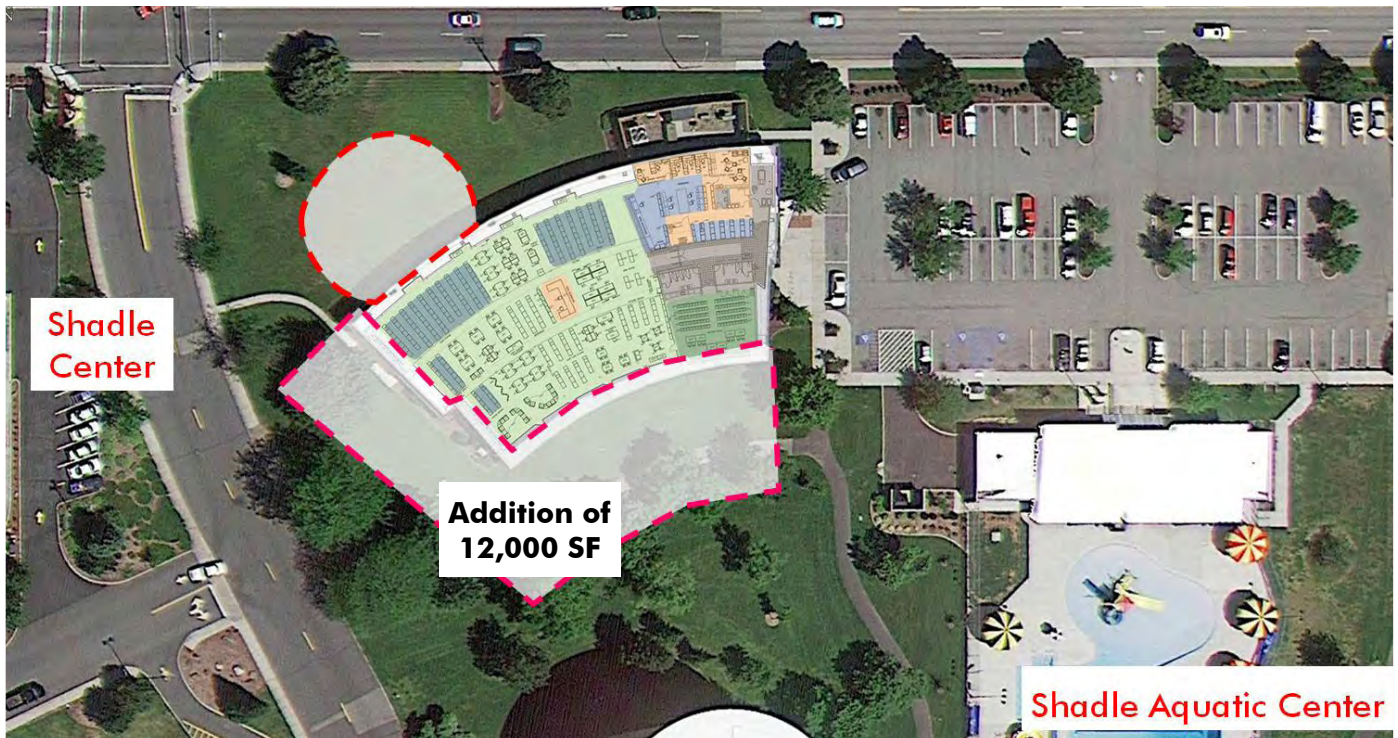


Examples of movable shelving (with hidden casters) and comfortable seating

Recommendations – Makeover

An initial design intervention for Shadle includes the following:

- Conduct a customer survey and neighborhood outreach on service priorities;
- Create opportunities for more robust and attractive merchandising, including future e-book merchandising;
- More comfortable seating;
- More power at seating and tables;
- Single Point of Service makeover supplemented by flexible staff perches;
- More flexible tables and chairs to support collaboration and creativity;
- Creation of a beautiful quiet lounge and work area;
- More attractive and engaging childrens’s and teen areas.
- Streamline back-of-house processing.



Level 2 Expansion Concepts

Recommendations – Expand Shadle

It is recommended that Shadle undergo an expansion to 30,000 square feet. The larger library could then support a full complement of services to the north half of Spokane, including:

- Group study rooms of varying sizes
- Creating a Collaboration Hub with robust power and technology
- A larger multipurpose room designed with a flexible operational mode that can serve as a surge space of general library interior and independent use
- Opportunity Space to incubate next generation library services or community partnerships
- A cafe style vending area that can partner with and be staffed by a local business

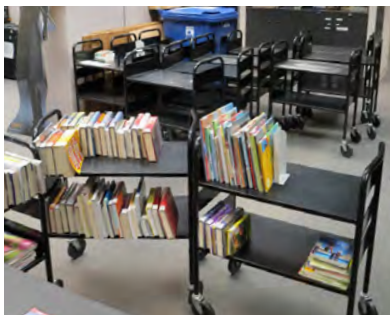
Shadle can make this expansion while retaining its open, flowing interior, and can do so at the site it currently occupies.

Shadle requires 30,000 SF to become full service. It is now 17,000 SF.



Examples of group study rooms and computer lab

PLACE: COMMUNITY LIBRARIES



SOUTH HILL

South Hill is a 15,000 square foot structure built in 1996 and nestled in the residential South Hill neighborhood – yet it is by several metrics the busiest library in the SPL system. South Hill has the highest circulation, highest program attendance, and is a close second to Downtown for visits.

Observations

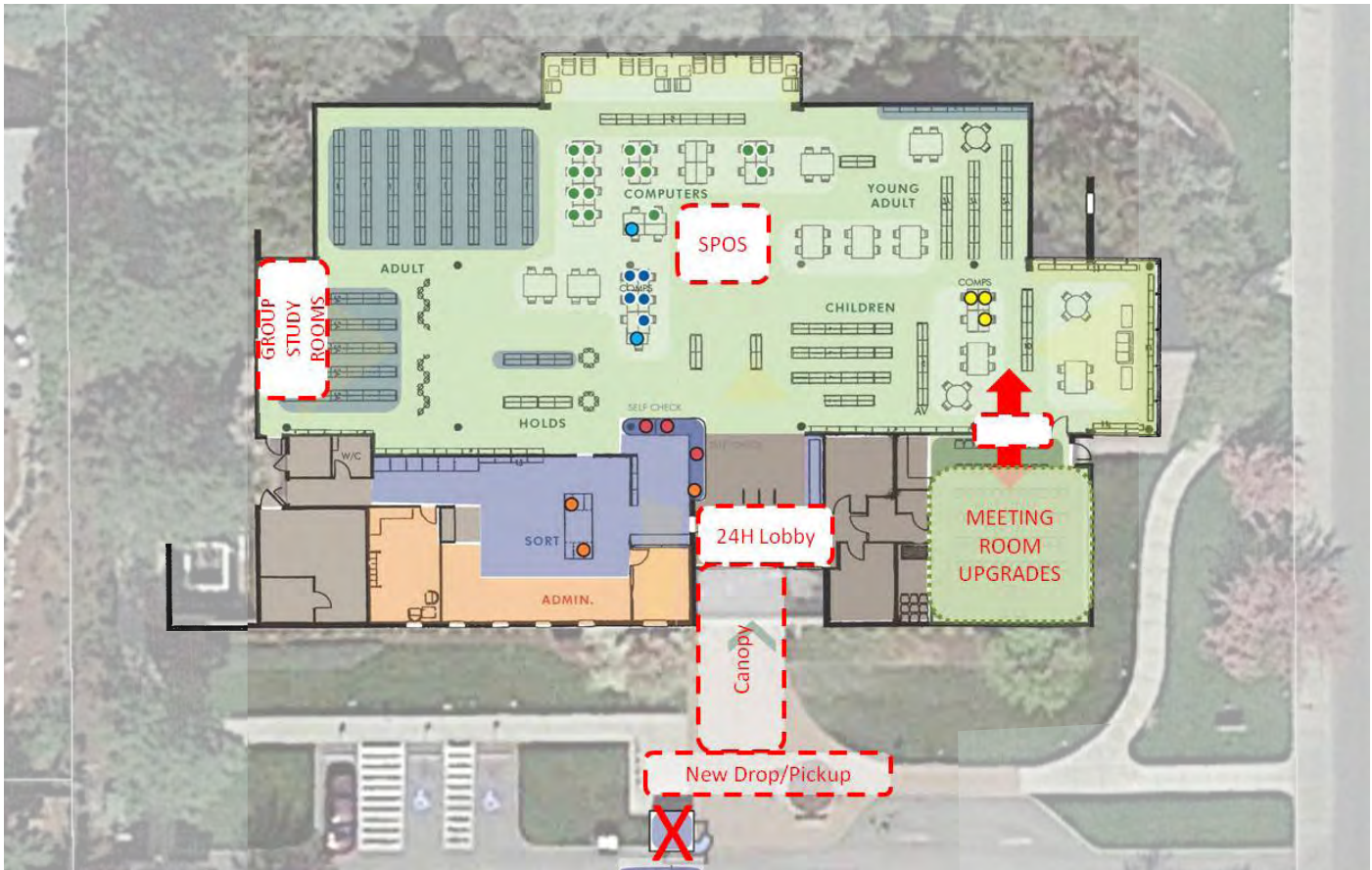
South Hill is an attractive facility, has flexible open space within a simple plan. The building is too small – and gets noisy easily, especially during the after-school hours.

Parking is crowded, flows poorly, and is particularly awkward around the exterior book drop.



South Hill existing conditions

- Public Service Area Rooms
- Staff, Desk
- Material Flow, Desk, Checkout, Stacks (med., high)
- Other spaces



South Hill – Level 1 Makeover

Recommendations – Makeover

An initial design intervention for South Hill includes the following:

- Conduct a customer survey and neighborhood outreach on service priorities;
- Create more robust and attractive merchandising, including future e-book merchandising;
- More comfortable seating;
- More power at seating and tables;
- Single Point of Service makeover supplemented by flexible staff perches;
- More flexible tables and chairs to support collaboration and creativity;
- Creation of a beautiful quiet lounge and work area;
- More attractive and engaging childrens’s and teen areas.





South Hill: tight site. Search for new site to accommodate 30,000 SF single story library and parking

Recommendations – Expand South Hill

It is recommended that South Hill undergo an expansion from 15,000 square feet to 30,000 square feet. The larger library could then support a full complement of services to the south half of Spokane, including:

- Group study rooms of varying sizes
- Creating a Collaboration Hub with robust power and technology
- A larger multipurpose room designed with a flexible operational mode that can serve as a surge space of general library interior and independent use
- Opportunity Space to incubate next generation library services or community partnerships
- A cafe style vending area that can partner with and be staffed by a local business

To meet these criteria South Hill will need to relocate to a new site, ideally in proximity to South Hill’s current location. SPL can then transfer or sell the existing building site for other public or private use.

South Hill must double in size to become a full service library for the south half of Spokane. The library will have to find a new site to do this.



The Neighborhood Libraries (opposite) are equipped with basic library services for customers living in the immediate vicinity

Site Selection Criteria – South Hill

In order to secure a new site for an expanded South Hill Community Library, the following Site Selection Criteria should be taken into consideration. These criteria are intended to guide SPL in identifying and evaluating potential sites for relocating/locating library service. Criteria are also proposed for “outside” library services.

Site Location

- The site has a high profile, and is easily visible within the community.
- The site is convenient and centrally located, preferably near other activity/service nodes such as schools, shopping, cultural resources, civic/community centers, etc.
- The site is easily visible and accessible from major travel corridors.
- The site is easily accessible by public transit.
- Use of site for a library is compatible with land use/community plans, and supports local development/revitalization efforts.

Site Characteristics

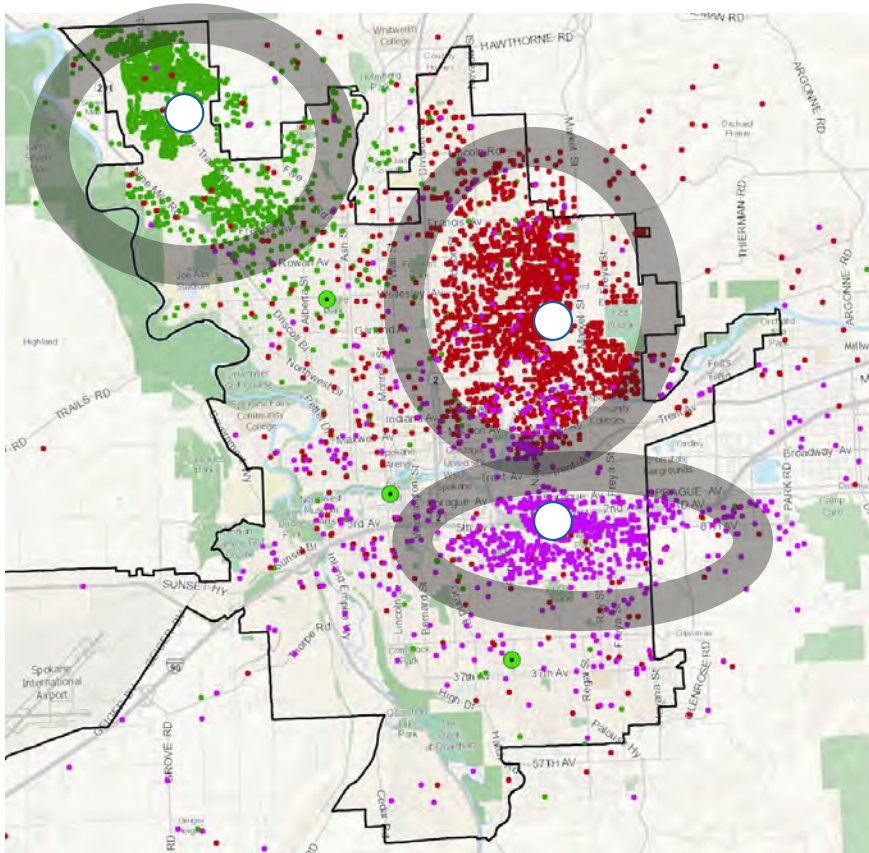
- The site is easily and safely accessible by vehicles.
- The site is easily and safely accessible by pedestrians of all ages and mobilities.
- The site supports good traffic and pedestrian circulation and flow.
- The site is a functional and efficient shape.
- Site characteristics are suitable for development (soil condition, relatively flat, appropriate drainage, not in wetlands or with water issues, etc.).

Site Capacity

- The site can accommodate a library of up to 30,000 sf on a single level, in addition to parking and landscaping.
- The site offers access to additional parking on the street or other areas for peak use times.
- The developable area of the site can accommodate future expansion of the library building, parking, and landscaping.

Implementability

- The site is affordable.
- The site is or will become available within the time frame desired for implementation.
- The site does not have any economic or environmental liabilities or nuisance factors that will require mitigation or threaten the project’s viability.



The limited reach of Indian Trail (green), Hillyard (red), and East Side (purple) libraries indicate they are more effective with spaces tailored to the needs of their neighborhoods.

**NEIGHBORHOOD LIBRARIES:
EAST SIDE, HILLYARD, INDIAN TRAIL**

Observations

Each of the three “neighborhood branch” libraries exhibit similar characteristics due to their similar size and to the single era in which they were built. The structures are of sound construction, but interiors show signs of wear, and are designed for an outdated service model. Service desks, for instance, are too large and inhibit the staff’s ability to serve customers at point of need.

Indian Trail (a 10,600 square foot facility at 4909 West Barnes Road, built in 1998) is adequately sized for current and likely projected population of its Northwest Spokane service area. East Side (a 6,300 square foot facility at 524 South Stone Street built in 1995) and Hillyard (an 8,200 square foot facility at 4005 North Cook Street built in 1994) will be inadequately sized for future increases in area population. The Hillyard branch suffers from an awkward entry sequence (and poor first impression), an inefficient exterior book drop, and an interior layout with poor lines of sight. Parking is also tight at Hillyard.

INDIAN TRAIL
(1998)

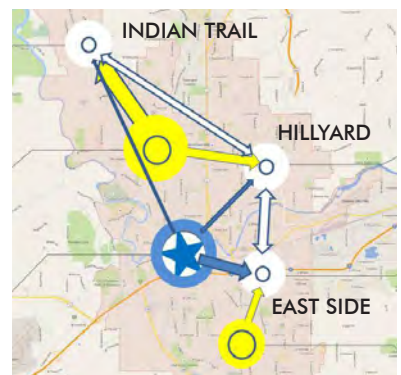
10,600 SF	Lowest wifi sessions;
4.6 FTE	lowest internet
Hours/wk: 40	sessions; lowest
Visits: 57,100 (6%)	program attendance

HILLYARD
(1994)

8,200 SF	Low visits, low
6.1 FTE	circulation
Hours/wk: 40	
Visits: 98,000 (10%)	

EAST SIDE
(1995)

6,300 SF	Lowest visits and
4.0 FTE	circulation
Hours/wk: 40	
Visits: 67,400 (7%)	



Use of Neighborhood Libraries by Downtown and Community Library “home” users. 19% of Downtown and Community Library users also use Neighborhood Libraries

Recommendations - Makeover

This plan recommends each Neighborhood Library undergo an interior makeover to elevate it to a 21st century level of service and enable the flexibility to meet future needs.

For each Neighborhood Library, a Level 1 Makeover:

- A customer survey on service priorities
- An interior refresh/upgrade and rebranding
- More robust and attractive merchandising that reflects a “retail” display of materials – including for future e-book merchandising
- More comfortable seating
- More flexible tables and chairs to support collaboration and creativity
- Expand and formalize provision of electricity at seating and tables
- More attractive and engaging children’s area
- An upgrade of technology in multi-purpose room to support wider range of programs and small group collaboration and meetings
- A Single Point of Service makeover
- Hillyard in particular can utilize a Level 1 Makeover to incorporate and celebrate more of its local identity and history

Each of the Neighborhood Libraries require an interior makeover to accommodate 21st century standards of library service. Their services may at this point be tailored to their respective vicinities.

Recommendations - Level 2 Service Expansion at Indian Trail and East Side

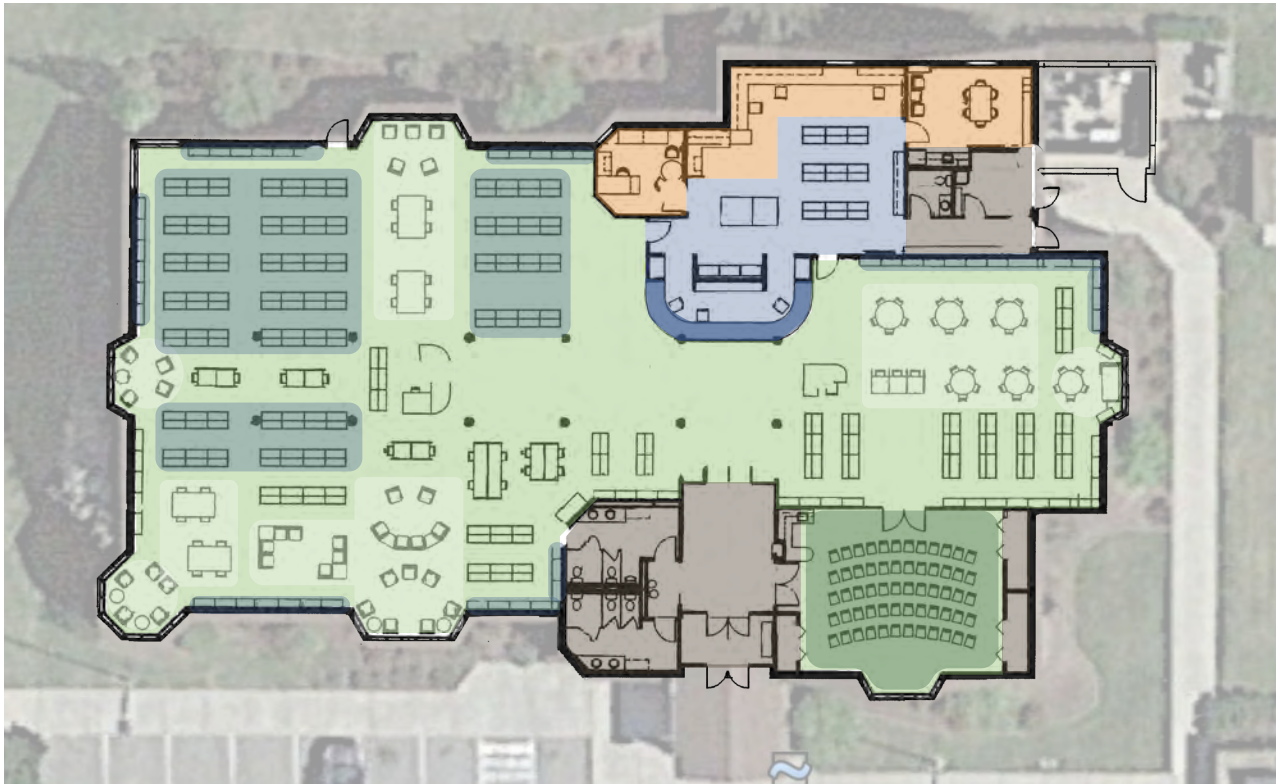
Level 2 expansions of more indoor-outdoor connectivity and outdoor spaces are recommended for East Side and Indian Trail. A terrace on the street side of East Side Library could expand the Children’s and Meeting Room spaces onto a fenced terrace. At Indian Trail, a quiet terrace behind the building could include a fireplace and be a very cozy nook at this library.

Recommendations - Level 2 Major Renovation at Hillyard

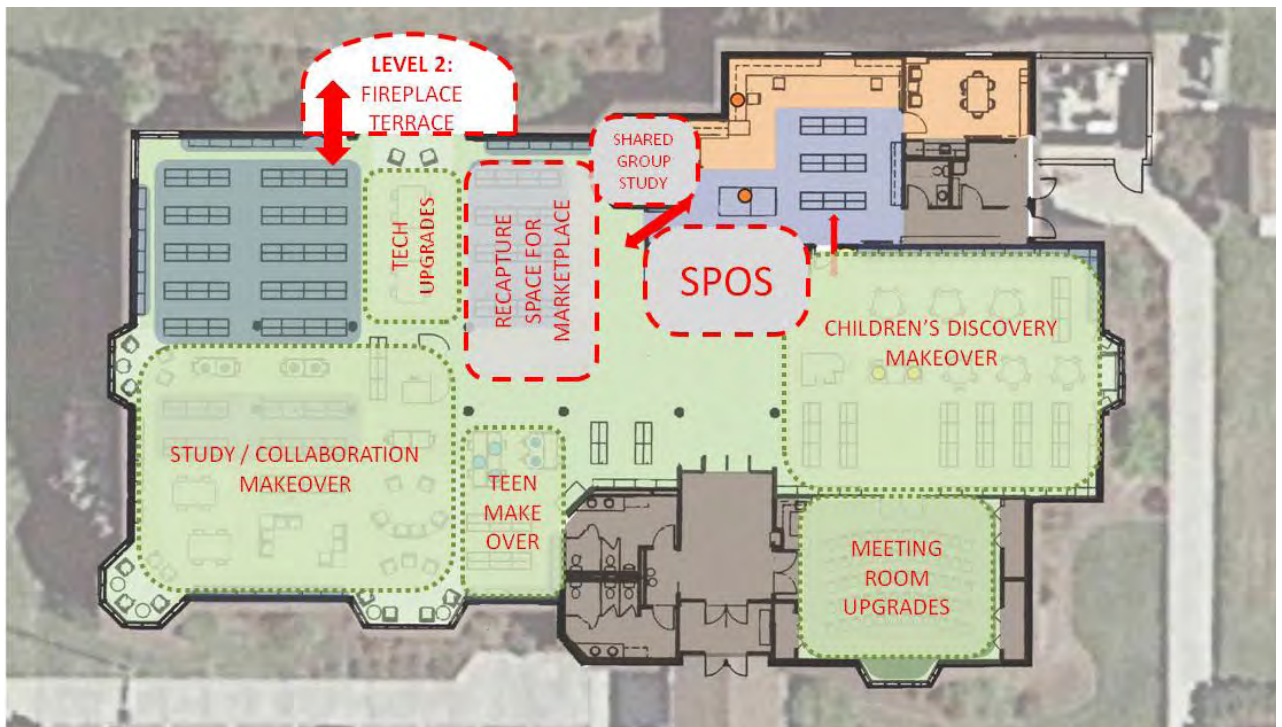
The Hillyard Library in particular has potential to reconfigure its interior spaces to maximize the value this facility can provide for the community. A major renovation at this location would include: the improvement of building entries; improvement of indoor-outdoor connections, including the addition of a fenced outdoor story terrace; and an improvement of the visual and physical access to the multi-purpose room, and ensure this valuable space is integrated into the rest of the library when not in use for programs.

Hillyard could also benefit from a formal or informal shared parking arrangement with Shaw Middle School across the street.





Indian Trail – Existing Conditions



Indian Trail – Level 1 Makeover and Level 2 Service Expansion

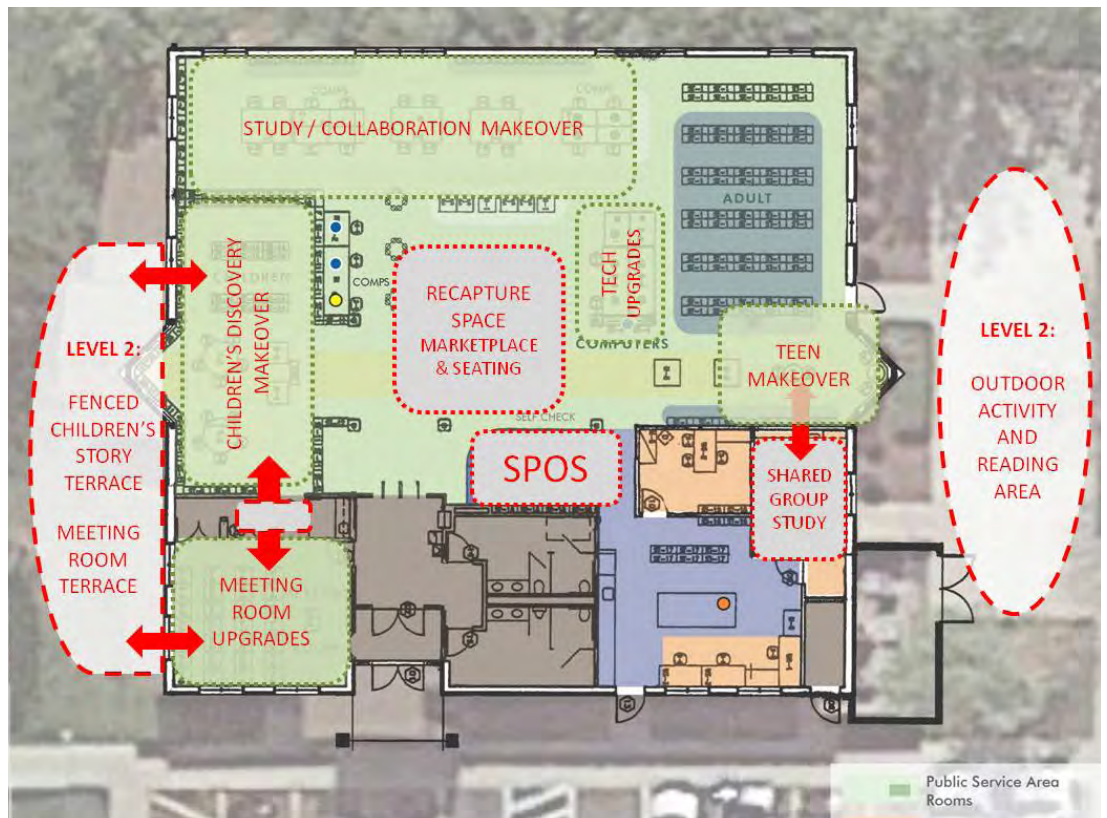
PLACE:
NEIGHBORHOOD
LIBRARIES



East Side – Civic Neighbors



East Side – Existing Conditions



East Side – Level 1 Makover and Level 2 Service Expansion

SPL'S COMMUNITY CENTER PARTNERSHIPS

Before moving into the current standalone location, the Hillyard Library occupied part of the Northeast Community Center. To this day the NECC considers SPL to be one of its partner agencies rather than an organization simply co-located on its campus. SPL regularly uses NECC spaces for programming when large audiences are anticipated. NECC does not charge SPL for space and sees it as a way to better serve its own customers. The NECC has expanded twice in the 20 years following Hillyard's construction.

East Side's relationship with East Central Community Center is that of two separate entities sharing a campus. The East Side library was initially located in a 600 square foot space in the ECCC before moving into the current location. SPL has used their space much in the same fashion as NECC, with the difference that discussion about requiring payment for space from the library has come up. A side effect of the ECCC charging for use of meeting space has been an increase in groups, and even community center tenants, that use the East Side Library meeting room.

The West Central Community Center is the only center without a SPL branch nearby.



The East Side Library (left) and East Central Community Center (right) share a parking lot, and ECCC allows the Library to use its spaces for large programs.



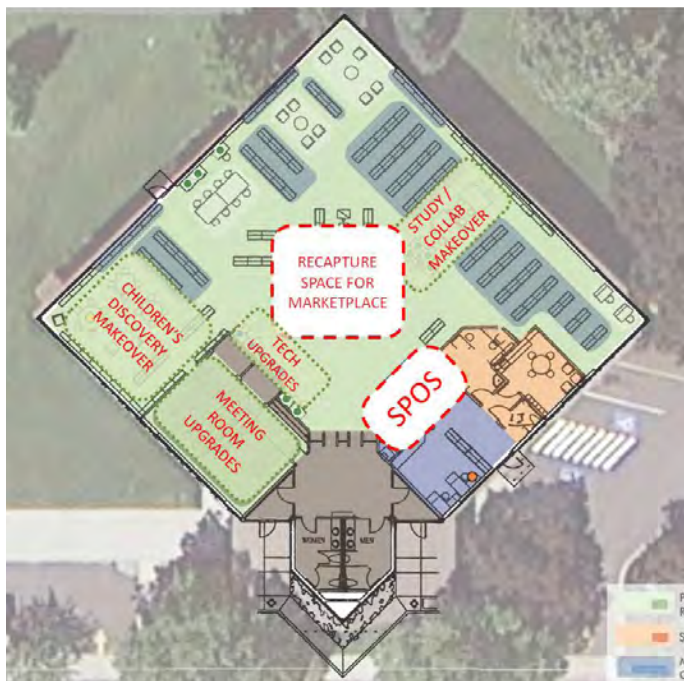
The Northeast Community Center, now a large campus, used to hold the Hillyard connection, and still offers the library space for programs free of charge. When designed, Hillyard was envisioned to connect to NECC with a covered walkway.



Hillyard – Existing conditions



Connection Concepts



Level 1 Makeover



Level 2 Major Renovations

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IMPLEMENTATION

To build in implementation flexibility, this plan identifies two levels of recommended improvements for SPL's facilities. The first level of improvement – “makeover” – addresses general improvements to every branch to update services. The second level – “expand capacity” – recommends additional improvements to specific branches to meet increased demand through repurposing back-of-house space for public use, creation of usable exterior spaces, and select facility expansions.

Budgets for the upgrades are based on per-square-foot cost inputs that were reviewed and confirmed by Roen Associates, a Spokane-based construction cost estimating company.

The goal for developing project budgets was to be comprehensive, including:

- “hard costs” of site and building construction;
- furniture, fixtures, and equipment (FF&E) and building technology;
- “soft costs” such as sales tax, design and engineering fees, testing, permitting, and construction management; and
- contingencies to account for unforeseen circumstances as well as minor changes in size and scope as the projects are developed in more detail.

Budgets are shown in 2016 dollars. Escalation should be factored in to the midpoint of the year of proposed construction, once projects are scheduled for implementation. As no architectural or engineering design work was prepared as part of this study, all budgets should be seen as very preliminary and should be verified by preliminary or detailed design studies.

BUDGETING FOR CAPITAL MAINTENANCE

SPL facilities were sturdily built and are well maintained. Capital Maintenance activities include keeping spaces, structures, and infrastructure in proper operating condition in a routine, scheduled manner to prevent failure and/or degradation. This includes one-to-one replacement of components and systems not requiring professional engineering or permitting. Maintenance activities do not involve a change in space classification or space use.

Best practices suggest budgeting 1.5% - 3% of replacement value annually for ongoing capital maintenance of existing buildings. Applying the lower level of that range to Spokane Public Library's existing facilities equals a little over a million dollars of capital maintenance per year.

As SPL facilities each cross the 20-years-of-operation milestone, more and more of the original building systems (roofs, waterproofing, mechanical systems, interior finishes, etc.) will near the end of their original useful life, leading to increased capital maintenance needs. A more detailed technical Facility Condition Assessment (FCA) may be a useful tool to identify, track, and budget for ongoing capital maintenance needs.

This growing maintenance need presents a real opportunity to combine anticipated upgrades into larger projects that may also enhance user experience and operational efficiencies. By combining related maintenance projects with service upgrades, disruptions to service can be minimized and overall long term costs may be reduced. Further, it is often difficult to generate excitement for capital maintenance projects, but if combined with service upgrades they are more likely to generate support and the possibility of increased funding.

IMPLEMENTATION

BUDGETING FOR SERVICE MODEL MAKEOVERS: LEVEL 1 IMPROVEMENTS

The physical form and layouts of Spokane libraries today reflect the thinking and practices of the era in which they were conceived. Library service approaches have changed significantly over the decades that have since passed. In many circumstances the current facilities create barriers to effective and efficient service delivery. This is particularly true in the area of staff and customer interactions.

A “makeover” provides new finishes, furniture, technology, signage, power and data upgrades, as well as a fundamental reorganization of the interior spaces. Exterior, structure, major building systems, and most of the interior partitions and rooms are left in place. For the Downtown Library, the remodel focuses primarily on public spaces, and may selectively reuse some of the shelving and furniture. There may also be an opportunity to recapture and repurpose underutilized back-of-house spaces for new uses such as group study. The budgets summarized below include new Automated Materials Handling (AMH) sorters at the Downtown and Community libraries and smart check-in machines in the neighborhood libraries.

Approximately \$25 to \$28 million will be needed in today’s dollars to provide comprehensive makeovers of all SPL libraries. This amount will be in addition to the ongoing capital maintenance requirements described earlier.

Approximately \$25 to \$28 million will be needed in today’s dollars to provide comprehensive makeovers of all SPL libraries.

Library	2015 Building Size	Yr. Built	Level 1: Service Model Upgrades		
			Project Type	low	high
Downtown L3	29,200 SF		Interior Makeover (60%)	\$ 4,370,000	\$ 4,830,000
Downtown L2	28,700 SF		Interior Makeover (60%)	\$ 4,290,000	\$ 4,750,000
Downtown L1	26,500 SF		Interior Makeover (30%)	\$ 2,340,000	\$ 2,580,000
Downtown LL (P)	29,050 SF		no work	\$ -	\$ -
Downtown Summary	113,450 SF	1994	Interior Makeover	\$ 11,000,000	\$ 12,160,000
South Hill	15,000 SF	1996	Interior Makeover	\$ 4,030,000	\$ 4,450,000
Shadle	17,800 SF	1997	Interior Makeover	\$ 4,740,000	\$ 5,240,000
East Side	6,340 SF	1995	Interior Makeover	\$ 2,060,000	\$ 2,280,000
Hillyard	8,230 SF	1994	Interior Makeover	\$ 2,650,000	\$ 2,930,000
Indian Trail	10,600 SF	1998	Interior Makeover	\$ 3,390,000	\$ 3,750,000
Total	142,370 SF			\$ 27,870,000	\$ 30,810,000

Budget amounts do not include capital maintenance costs

BUDGETING FOR EXPANDED CAPACITY: LEVEL 2 IMPROVEMENTS

In addition to the makeovers described earlier, the customer experience at the Indian Trail and East Side locations could be enhanced by the creation of outdoor reading terraces and/or activity spaces. The budgets for these spaces include an allowance for pavers, decorative fencing, outdoor furniture and select amenities such as a fireplace or activity equipment.

At the Hillyard location, a more extensive renovation to address some of the deficiencies in the current layout would include a comprehensive interior renovation including new entry, new restrooms, and upgrades to building systems.

The Community Libraries, Shadle and South Hill – even if provided with a service model makeover – will be too small to provide the full range of spaces and services befitting their unique and important role in the library system. Major expansions are proposed for these libraries.

The Level 2 budget for the Shadle Library includes major renovation of the existing library and new construction for the additions. Site improvements, if needed, should be budgeted in addition to the figures shown below.

The Level 2 budget for the South Hill Library is for all new building and site construction. Site acquisition, if needed, should be budgeted and possibly offset by disposition of existing site.

Rather than expand outward, the Downtown Library has the opportunity to expand inward and recapture moderate to significant back-of-house space on each floor. The Level 2 budget for the Downtown Library includes the major reconfiguration of the interior, including the possibility of creating stronger connections between the first and upper floors. Level 2 would provide for significant changes and upgrades to building systems, but not replacement of central air handling units, boilers, chillers, etc.

The budget for each Level 2 capacity expansion is inclusive of Level 1 budget estimates.

Level 2: Expand Capacity							
Library	2015 Building Size	Yr. Built	Project Type	Proposed Building Size		Project Budget	
				low	high	low	high
<i>Downtown L3</i>	<i>29,200 SF</i>		<i>Major Remodel 100%</i>	<i>29,200 SF</i>	<i>\$ 14,560,000</i>	<i>\$ 16,400,000</i>	
<i>Downtown L2</i>	<i>28,700 SF</i>		<i>Major Remodel 100%</i>	<i>28,700 SF</i>	<i>\$ 14,310,000</i>	<i>\$ 15,820,000</i>	
<i>Downtown L1</i>	<i>26,500 SF</i>		<i>Major Remodel 100%</i>	<i>26,500 SF</i>	<i>\$ 13,570,000</i>	<i>\$ 15,000,000</i>	
<i>Downtown LL (P)</i>	<i>29,050 SF</i>			<i>29,050 SF</i>	<i>\$ -</i>	<i>\$ -</i>	
Downtown Summary	113,450 SF	1994	Major Remodel	113,450 SF	\$ 42,450,000	\$ 46,920,000	
South Hill	15,000 SF	1996	Replacement	30,000 SF	\$ 18,130,000	\$ 20,040,000	
Shadle	17,800 SF	1997	Expansion	30,000 SF	\$ 16,360,000	\$ 18,080,000	
East Side	6,340 SF	1995	Interior Makeover + Terrace	6,340 SF	\$ 2,270,000	\$ 2,510,000	
Hillyard	8,230 SF	1994	Renovation	8,230 SF	\$ 3,820,000	\$ 4,230,000	
Indian Trail	10,600 SF	1998	Interior Makeover + Terrace	10,600 SF	\$ 3,540,000	\$ 3,910,000	
Total	142,370 SF			198,620 SF	\$ 86,570,000	\$ 95,690,000	

Budget amounts do not include capital maintenance costs

IMPLEMENTATION

Over \$10 million in capital maintenance is expected to be required over the next decade

Implementing *all* of the improvements at both levels is recommended to have the greatest impact, but improvement levels could be selected by location, menu style, to correspond to the funding strategy.

PHASING OF THE WORK

Whether the projects are funded and implemented on a location by location basis or as a comprehensive program, the roll-out of renovated and expanded facilities should be sequenced carefully to preserve community access to service during construction. Community Libraries and the Downtown Library should not undergo their improvements at the same time to avoid service interruption.

NEXT STEPS

Recommended next steps towards implementation include:

- Develop an operational and capital funding strategy and timeline.
- Continue to nurture ongoing community input and support for plan recommendations.
- Determine project phasing.
- Conduct a Facility Condition Assessment to determine capital maintenance needs.
- Identify a new South Hill site large enough to accommodate a single story, 30,000 square foot library and parking.
- Prepare detailed building programs for makeovers, renovations, and expansion projects.
- Prepare conceptual design studies for expanding capacity at Shadle and South Hill to refine design approach, and budget.
- Establish new furniture, shelving, technology, and signage standards.
- Prepare design and construction documents and implement improvements.

LIBRARY, COMMUNITY, AND CITY PARTICIPANTS

Numerous community stakeholder and staff engagement sessions were convened to inform the development of this document. Participants ranged from library department representatives and Board of Trustee members to community leaders from local colleges, businesses, and nonprofits, City staff and councilmembers, and Washington state legislators.

STAKEHOLDER SUMMIT PARTICIPANTS

Jeanne Ager, Ager Consulting Co.
Ryan Arnold, Greater Spokane, Inc.
Anne Marie Axworthy, Greater Spokane, Inc.
Jeffrey Bell, Gallatin Public Affairs
Barbara Brazington, EWGS – Eastern Washington Genealogical Society
Kate Burke, Washington State Senator Andy Billig
Thom Caraway, Whitworth University
Ben Cabildo, Community-Minded Enterprises
Kim Cederholm, Rockwood Retirement Community South Hill
Kris Dinnison, Atticus Coffee House
Michael Ebinger, Washington State University
Charles Hansen, Spokane Neighborhood Council, Whitman
Michele Hege, Desautel Hege
Eric Finch, City of Spokane
Charles Hansen, Spokane Neighborhood Services
Legislative Assistant Maureen Gaeger, Office of Washington State Representative Marcus Riccelli
Janet Gullickson, Spokane Falls Community College
Sandra Kernerman, KSPS
Brenda Kochis, Friends of Spokane Public Library
Jim Kolva, Northwest Room user
Phil Lindsey, Mobius Science Center
Judge Mary Logan, Spokane Municipal Court
Ed Lukas, City of Spokane
Amy McGreevy, Excelerate Success
Jessica Mortensen, Reach Out and Read Washington State
Councilwoman Candace Mumm, Spokane City Council

Jack Nisbet, Northwest Room user
Sally Phillips, Community Assembly
Mark Richard, Downtown Spokane Partnership
Representative Marcus Riccelli, Washington State House of Representatives
Forrest Rodgers, Northwest Museum of Arts and Culture
Nathan Smith, Witherspoon Kelley / SPL Board of Trustees
Councilman Jon Snyder, Spokane City Council
Mary Starkey, Global Credit Union / SPL Board of Trustees
George Suttle, Spokane Falls Community College
Steve Tamaro, YWCA of Spokane
Steve Trabun, Avista
Anne Walter, SPL Board of Trustees
Dolly Webb, Eastern Washington Genealogical Society
Lisa White, Spokane Public Schools
Commissioner Sandy Williams, Washington Commission on African American Affairs
Christopher Zilar, Inland Northwest Business Alliance

ACKNOWLEDGEMENTS



SPL ADVISORY COMMITTEE

Sarah Bain, Director of Strategic Partnerships and SPL Foundation Director of Development

Cathy Bakken, Downtown Reference Librarian

Rae-Lynn Barden, Executive Assistant

Jeff Benefield, Librarian

Pat Bonner, Shadle Branch Manager

Penny Brown, Business and Finance Manager

Michele Cady, Library Assistant

Andrew Chanse, Library Director

Sally Chilson, Learning and Literacy Manager

Dana Dalrymple, Managing Librarian

Riva Dean, Northwest Room Librarian

Corey Fitch, Maintenance and Facilities Manager

Dennis Frederickson, Public Services Manager

Sean Girard, Senior IT Specialist

Joanna Harmon, Clerical Assistant

Jordan Hilker, Outreach Team

Tina Horning, Library Assistant

Jim Kershner, Board of Trustees

Caris O'Malley, Director of Innovation and Outcomes

Susanne Miller, Youth Services Librarian

Tara Neumann, Community Technology Manager

Ellen Peters, South Hill Branch Manager

Mark Pond, Business Reference Librarian

Rob Roose, Support Services Manager

Gillian Sayer, Community Technology Coordinator

Sumi Shadduck, Youth Services

Nathan Smith, Board of Trustees

Jacque Smithley, Customer Experience Manager

Clara Strom, Indian Trail, Hillyard, and East Side Branches Manager

Alan Wagner, Human Resources Manager

Cindy Wigen, Support Services Associate



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Nathan G. Smith, Chair
Mary Starkey
Anne Walter

CITY OF SPOKANE

Eric Finch, CIO/CTO
Ed Lukas, Asset Management Director
Theresa Sanders, City Administrator

CITY/SPL IT FOCUS GROUP

Eric Finch, City of Spokane CIO/CTO
Ben Krauss, City of Spokane Senior Project Manager
Kurt Morrison, City of Spokane Network Project Manager
John Walter, City of Spokane Network Supervisor
Sarah Bain, SPL Director of Strategic Partnerships and SPL Foundation
Director of Development
Sean Girard, SPL Senior IT Specialist
Joseph Malloy, SPL IT Specialist
Tara Neumann, SPL Communications Technology Manager
Eric Townsend, SPL Senior IT Specialist

DOWNTOWN LEADERSHIP

Alicia Barbieri, Goodale & Barbieri
Joe Frank, Greenstone Homes
Gordon Hester, Kiemle & Hagood
Susan Horton, Wheatland Bank
Dawn Karber, Spokane Area Workforce Development Council
Mark Richard, Downtown Spokane Partnership
Bryn West, River Park Square
Alysia Wheeler, Nordstroms
Brendan Wiechert, US Bank

ACKNOWLEDGEMENTS

SPL SUPPORT SERVICES FOCUS GROUP

Kimberly Strait
Cindy Wigen
Joan Medina
Tina Horning
Rob Roose

SPL PROGRAMMING FOCUS GROUP

Becky Menzel
Becky Mace
Cathy Bakken
Chris Kopple
Dan Pringle
Jeff Benefield
Sumi Shadduck
Susanne Miller
Sally Chilson
Dennis Fredrickson

SPL BUSINESS FOCUS GROUP

Mark Pond

SPL LEARNING FOCUS GROUP

Sally Chilson
Tara Neuman

SPL HUMAN RESOURCES FOCUS GROUP

Alan Wagner

SPL BRANCH MANAGERS FOCUS GROUP

Dennis Fredrickson
Clara Strom
Pat Bonner
Ellen Peters

SPL COMMUNICATIONS FOCUS GROUP

Sarah Bain

SPL DOWNTOWN MANAGEMENT FOCUS GROUP

Susan Creed
George Hoagland
Dennis Fredrickson
Dana Dalrymple

OUTREACH FOCUS GROUP

Jordan Hilker
Al Keifer
Eva Silverstone

CONSULTANT TEAM

GROUP 4 ARCHITECTURE, RESEARCH + PLANNING

David Schnee, Principal	211 Linden Avenue
Jill Eyres, Associate Planner	South San Francisco, CA 94080
Karl Johnson	(650) 871-0709
	www.g4arch.com

USER EXPERIENCE CONSULTANT

Michele Gorman	michele.e.gorman@gmail.com
	(704) 770-5959

TECHNOLOGY CONSULTANT

Carson Block	2913 Michener Court
	Fort Collins, CO 80526
	(970) 673-7475
	www.carsonblock.com

GRATITUDE

Special thanks to the staff of Spokane Public Library for providing their input and assisting in workshop facilitation.

Very special thanks to the Spokane Public Library Foundation for their generosity in provisioning the project's various meetings.

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GROUP 4

ARCHITECTURE
RESEARCH +
PLANNING, INC

211 LINDEN AVENUE
SO. SAN FRANCISCO
CA 94080 USA
T: 650.871.0709
F: 650.871.7911

