

Marshall County Memorial Library:

2016-2026 Strategic Plan Presentation

MARSHALL COUNTY MEMORIAL LIBRARY



EXPLORE.
CONNECT.
ACHIEVE.

931.359.3335

720 design

Agenda

Introduction

Part 1: Goals and Planning Process

Part 2: Needs Assessment

Part 3: Facility Recommendations



Introduction



- 23 years of library design experience
- Almost 200 Public Library projects
- 720 design—100% library focused practice
- Tennessee Projects:
 - Nashville Public Libraries
 - Chattanooga Public Libraries
 - Williamson County Libraries
 - Maury County Libraries



Maureen Arndt, AIA, IIDA, LEED



Master Plan Goals:

- The library should help **build community**, become a **destination**.
- How can the library attract a more **diverse** community?
- Build on the library's vision to **explore, connect, achieve**.
- The plan should be **phased** to allow the library to accomplish some goals now and some in the future.
- Present to the commission the best plan for **10 years**. It should be forward thinking and very specific to illustrate the library's goals and community's aspirations.



Master Plan Process:

- Trends and Best Practices Presentation
- Library Staff interviews at Main and Chapel Hill
- Met with:
 - Library Board, Foundation and Friends
 - Chapel Hill Town Administrator
 - County School Administration
 - Lewisburg Economic Development Officer
 - Marshall County Director of Joint Economic Community Development Board
- Tours:
 - Marshall County Historical Museum
 - Henry Horton State Park
 - Lewisburg Square
 - Driving tour of Chapel Hill and the County
- Eight Focus Groups
- Online Survey



The 21st Century Library: Trends and Best Practices

- Highlight **unique** characteristics of each community
- Emphasis on what the Library Does/Shared economy
- Should be a **showcase** for Technology
- **Outreach** should be expanded
 - Mobile Services
 - Vending
 - Pop up programs
- **Flexible** Meeting Spaces
- Combine **collaboration**, opportunities for **entrepreneurship** (maker spaces), shared work space and **traditional** library spaces.



Stakeholder Input – Community Focus Groups:

- Over 100 people participated in 8 community focus groups and interviews at each library



Stakeholder Input – Community Focus Groups:

- Discussions:
 - What word would you use to describe your library?
 - What is unique about your community? How should it be reflected in the library?
 - Why do you primarily visit the library?
 - What are the most popular services the public library currently offers?
 - What do you think are the best features or spaces in this library? How would you change it?
 - If you could change one thing about the current building what would it be?
 - What are the potential community partners to share a site or building with the library?
 - What should be the library's goals?
 - Do you like the library's current location?
 - What is your vision for a library that supports your business and workforce?
 - Will a capital campaign be supported by the community?



Stakeholder Input – Community Focus Groups:

- Lewisburg (Main) Library Summary:

- Functional to deplorable.
- “Lots of opportunities”
- Inadequate
- Dated
- Not inviting
- Frustrating
- Limiting.
- Minimal seating
- Lack of an stimulating atmosphere



Stakeholder Input – Community Focus Groups:

- Lewisburg (Main) Library Summary:

- Add **flexible space**.
- Restrooms are “frightening and gross”.
- More meeting spaces for library programs, performances and community events.
- Both **active** and **quiet** spaces.
- A place for **community gathering** and kids should beg to visit!
- The library should include a grand entry that is **visible** and **recognizable**.
- Interior should create a welcome environment that appeals to the senses for users that is **modern, clean** and **friendly**.



Stakeholder Input – Community Focus Groups:

- Lewisburg (Main) Library Summary:



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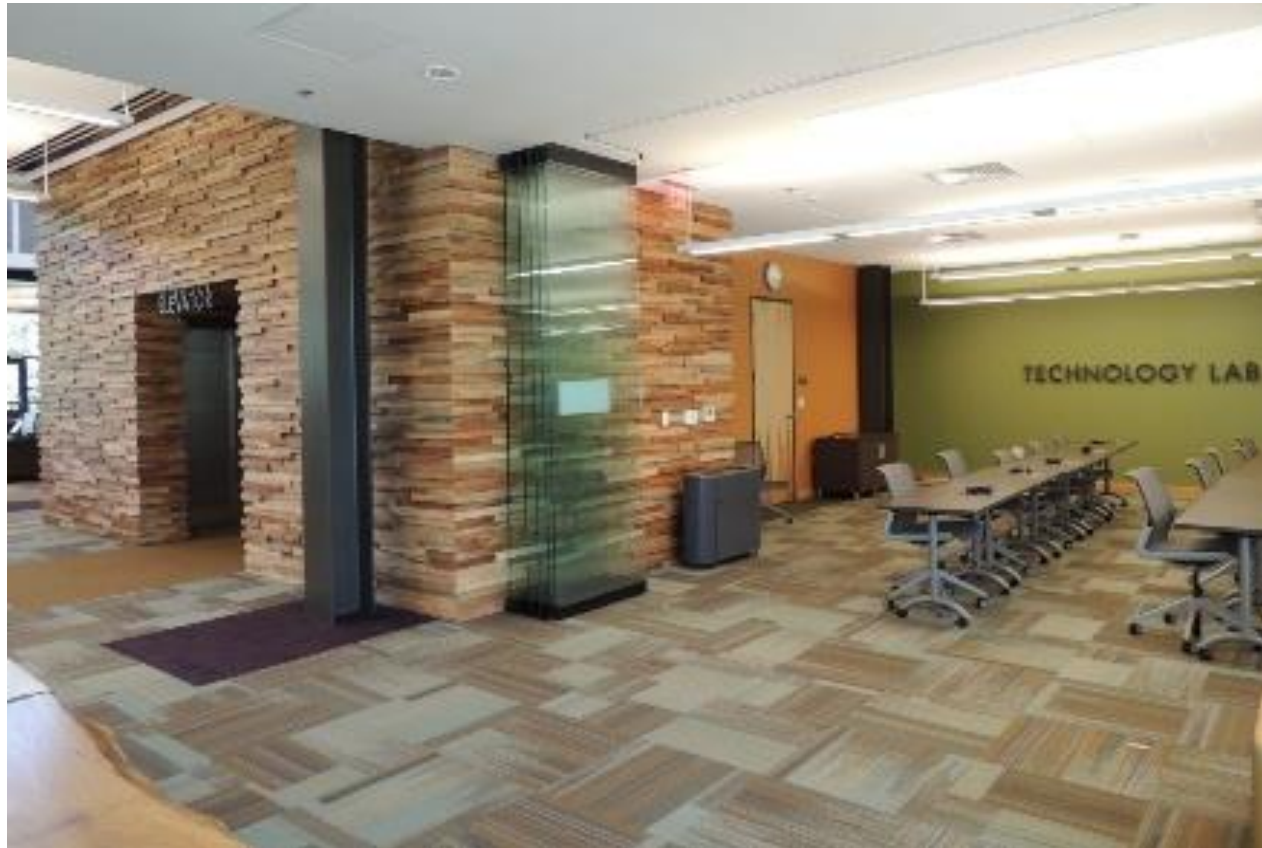
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Stakeholder Input – Community Focus Groups:

- Teen Summary:

Teens took a different tact when describing the library with a single word and chose to be **aspirational**. The library should be **relaxing**, focus on books, **education**, **knowledge** and **literacy**.

- Dedicated niche space for the teen area.
- A larger and better equipped technology space.
- A retail area for snacks and supplies.
- Vending for laptops.
- A space to “corral toddlers”.
- Space for more programs.



Stakeholder Input – Community Focus Groups:

- Teen Summary:
 - More windows for views and natural light.
 - A more “civic” aesthetic.
 - Safer parking.
 - Space for an interactive learning garden.
 - The interior of the library is dated (“Grandma designed”).
 - New lights and carpet are necessary, more color and graphics, incorporate murals and artwork.



Teens want a library that breaks the **stereotype** of a library and give the community a safe and **exciting** place to **learn** and **hang out**.

Stakeholder Input – Community Focus Groups:

- Teen Summary:



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- Teen Summary:



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- Teen Summary:



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- Teen Summary:



Stakeholder Input – Community Focus Groups:

- Teen Summary:



Stakeholder Input – Community Focus Groups:

- Chapel Hill Library Summary:

When asked to describe the Chapel Hill Library in a single word:

- Fantastic.
- Accommodating.
- Belongs to us.
- Cozy.
- *Little House on the Prairie* were all used to emphasize the close connection this library has to its community.

However, the participants also commented that library feels like a “closet”, is small and deficient with lots of agreement among the participants.



Stakeholder Input – Community Focus Groups:

- Chapel Hill Library Summary:

The list of features the focus group participants would change or add was extensive:

- Total **new** building.
- The library should be **co-located** with a museum, school or co-working space.
- Dedicated children's **program** space.
- A place to **make** things.
- A place to **play** and record music.
- A place to **study** by yourself or with a group.
- A place to **read** and relax.
- A place to provide **early learning**.



Stakeholder Input – Community Focus Groups:

- Chapel Hill Summary:



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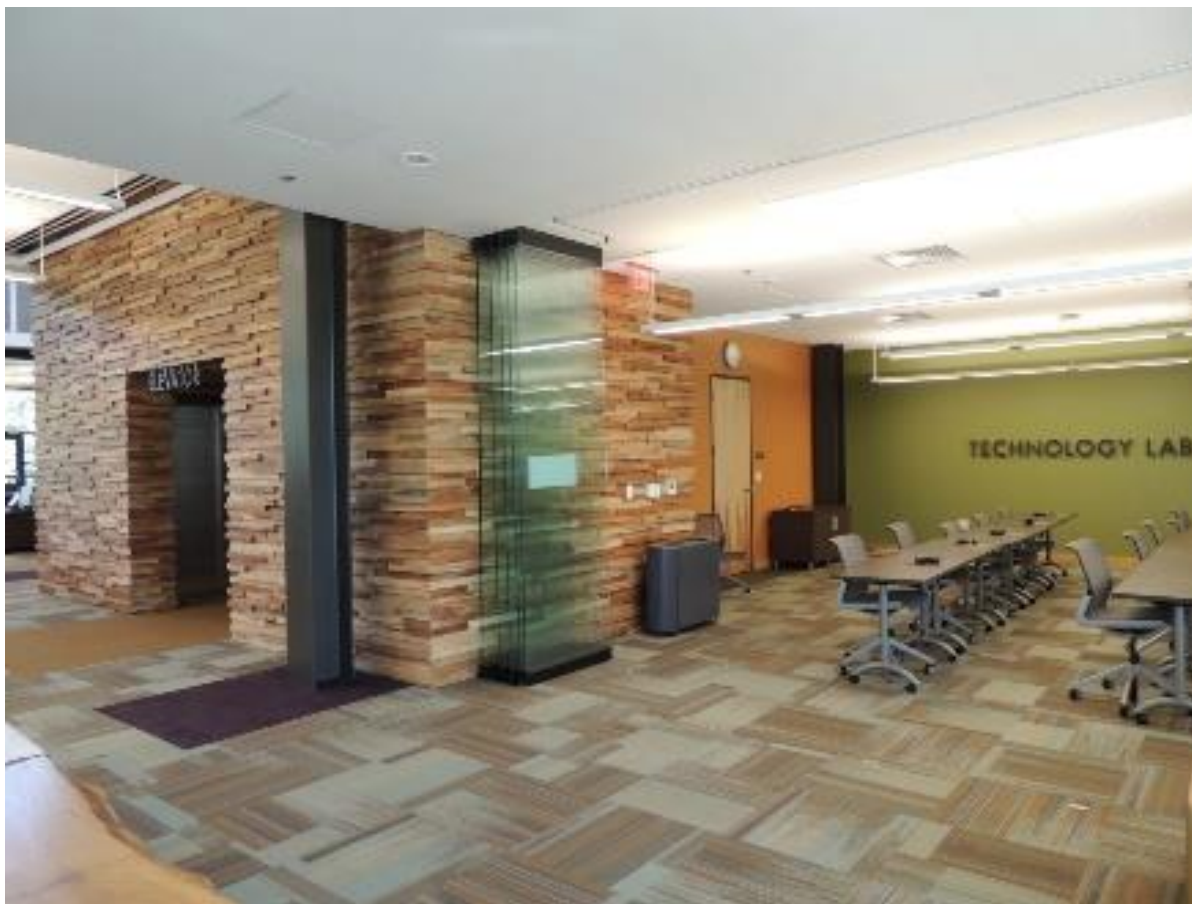
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Stakeholder Input – Community Focus Groups:

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Stakeholder Input – Community Focus Groups:

- Chapel Hill Summary:





**KNOWLEDGE IS
POWER**

Stakeholder Input – Community Focus Groups:

- Community Leaders:

Community leaders in Chapel Hill envision:

- Services with an emphasis on high tech meeting and programming building on the Gig-town.
- Spaces for collaboration.
- Direct connection to schools.
- Maker spaces.
- Part of the connecting parks plan.



Stakeholder Input – Online Survey:

- Over 180 participants
- Fast Facts:
 - 98% of participants feel it is critical to that the Library receives the ongoing funding it needs to provide quality services to the county.
 - 98% of participants feel the library plays an important role in the Marshall County community.
 - 72% of the respondents use the library once a month or more with over 25% of those patrons using the library more than once a week.
 - Over 77% use the library to check out books.
 - The next highest use at 51% is using the library computers.
 - The highest ranked choices for new library services included beverage, coffee, snacks for purchase (35%),
 - quiet reading room (29%),
 - faster internet connection (27%),
 - study rooms for 4-6 people with technology (26%),
 - teen room (22%)
 - and a technology lab (20%).



Agenda

Part 1: Goals and Planning Process

Part 2: Needs Assessment

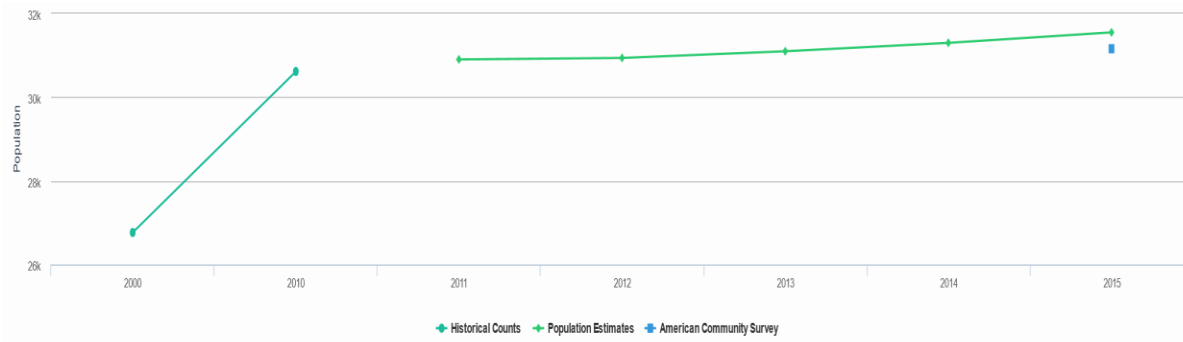
- Demographics
- Benchmarking
- Standards

Part 3: Facility Recommendations



County Demographics Overview:

- US Census Bureau lists Marshall County population as 31,585 in 2015 – a 3.1% increase in 5 years.
- Projections for population increase are estimated at 2.3% per year.
- High School Education levels in the County are slightly lower than the State of Tennessee and much lower than the National Average.
- College graduates trail the state and national percentage by 16%.
 - 13% in Marshall County vs. 29% State and National
- Income levels reflect the amount of education received with the median income of \$42,000. Below the state median and far below the national median income.
- Home prices are very affordable.
- The most recent unemployment was at 4.9%. The county has a strong industrial base.



Benchmark Comparisons

The Tennessee libraries used for comparison were selected for their demographic and geographic similarities to Marshall County. They are all:

- Medium-sized communities, with populations between 30,000-42,000.
- Located near major urban population centers yet far enough away to be independent communities.
- Have significant regional employment opportunities that make it possible for many residents to work locally.
- One aspirational library.

The comparison libraries are:

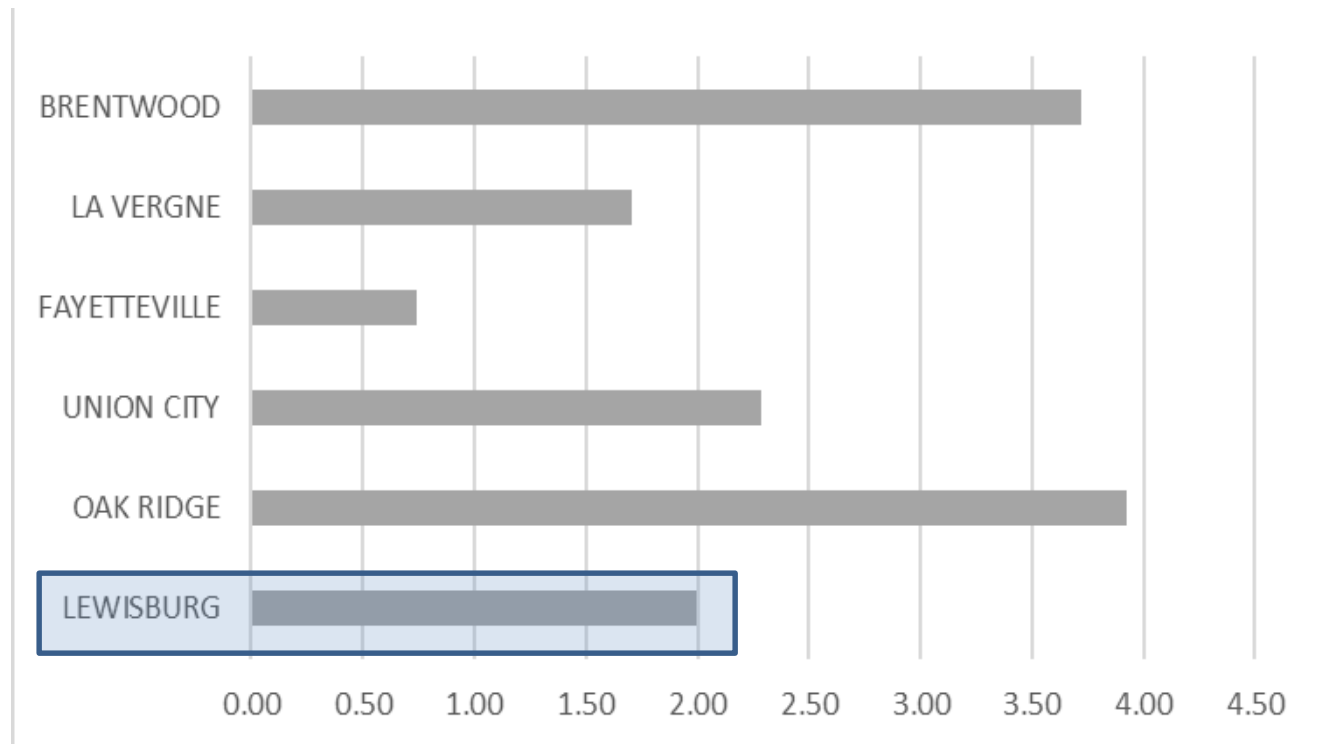
- Anderson County (Oak Ridge Public Library)
- Obion County (Union City Public Library)
- Lincoln County (Fayetteville Public Library)
- Rutherford County (La Vergne Public Library)
- Williamson County (The Brentwood Public Library)



Collections:

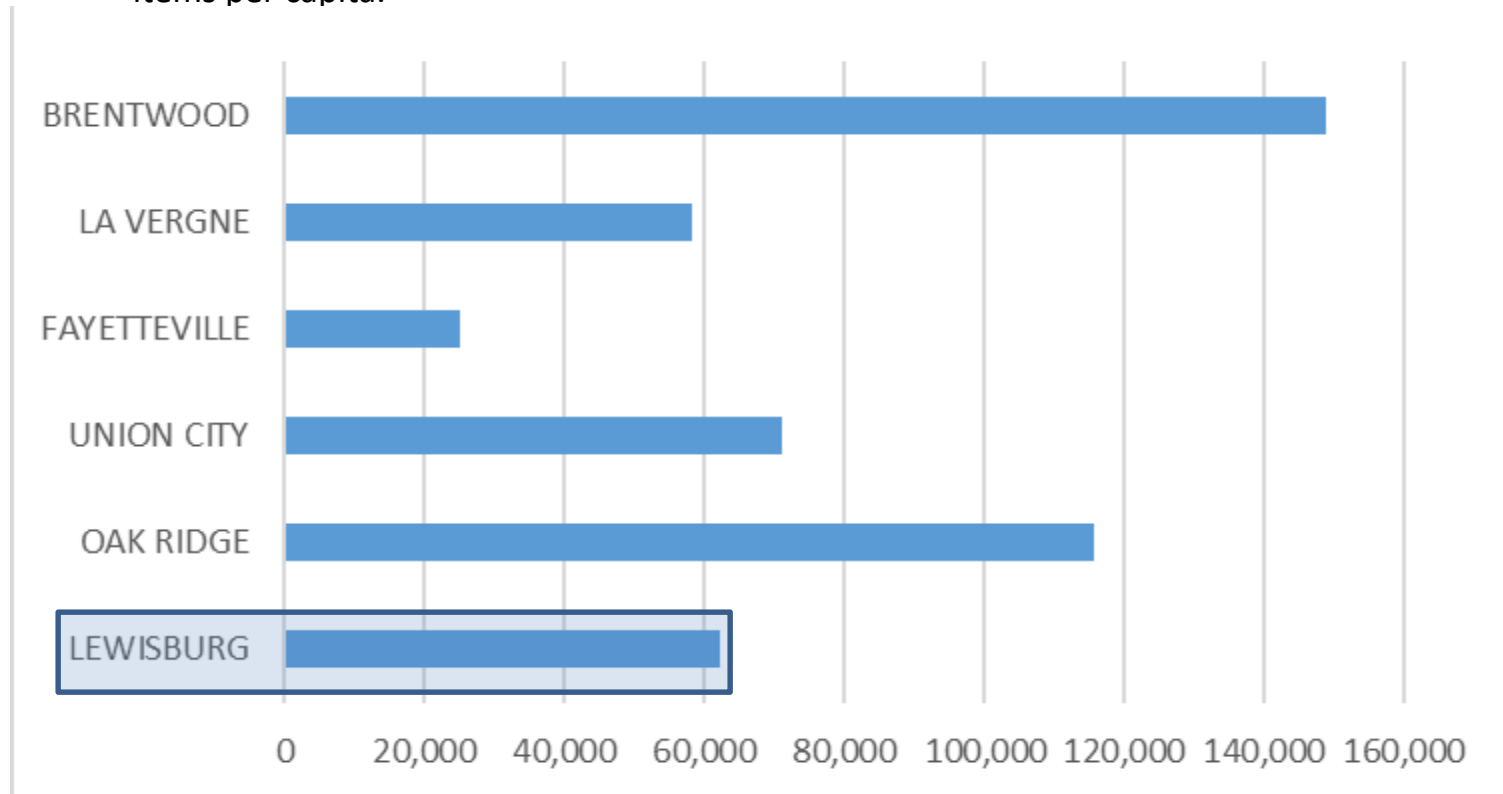
- The State of Tennessee sets the standard for library collection at a minimum of 2 items per capita.
- Marshall County ranks 4th and meets the minimum standards.

Collection Per Capita



Collections:

- The State of Tennessee sets the standard for library collection at a minimum of 2 items per capita.

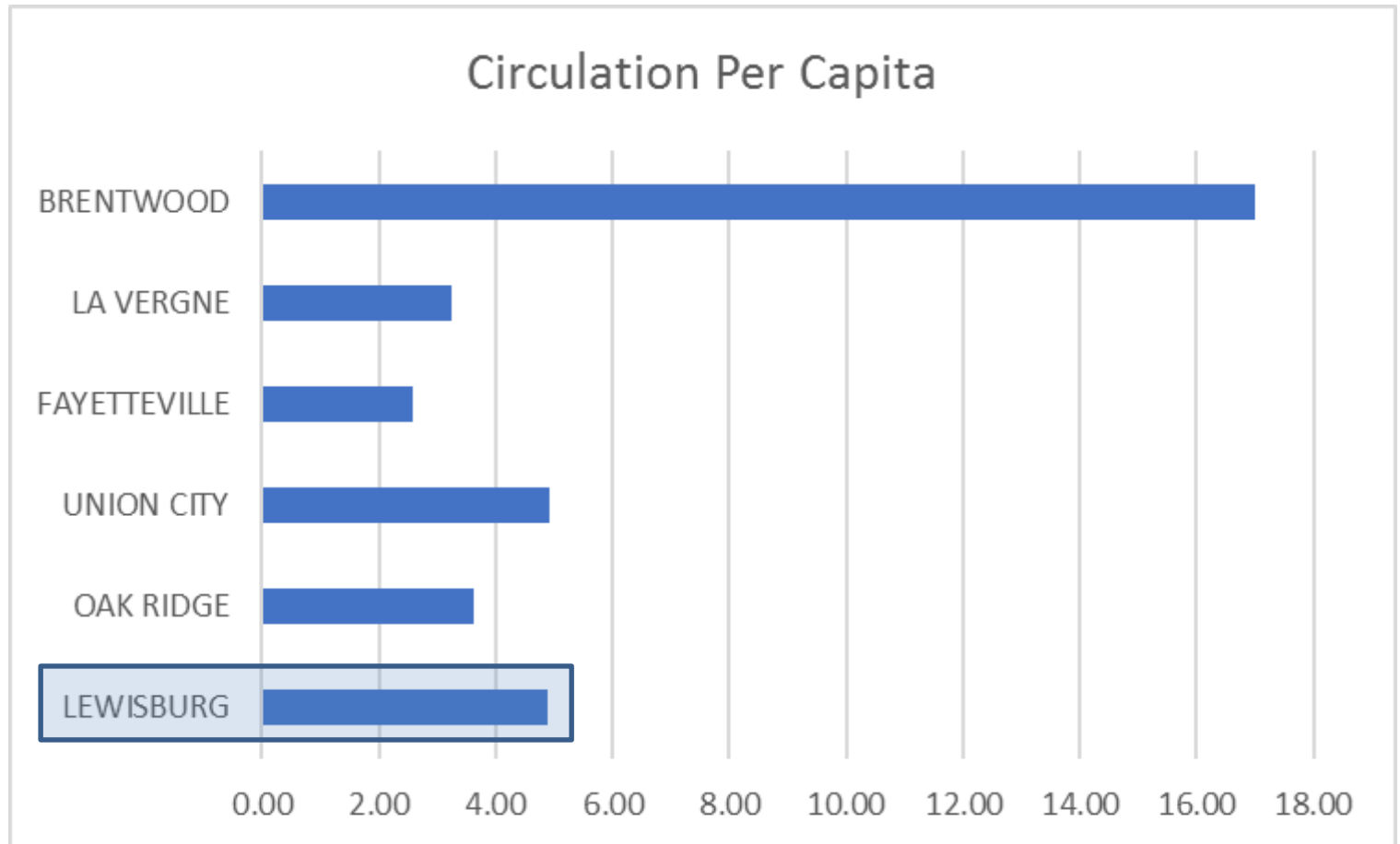


Based on the sheer number of volumes in its collection, Marshall ranks 4th among its peers. This number is a helpful beginning point. It indicates a collection that is big enough to cover a useful range of the current population's information, education, and entertainment needs, but one that will need to grow as Marshall grows.



Collections:

- Use of the library's collection.



Marshall ranks 3rd among its peers for the usefulness of the collection.



Collections:

- Space Requirements.

Population	Current Library Print Collection	Collection Format	Collection Size at 3 items per capita (Exemplary)	Space required (66" high shelving @ 8 volumes per SF)*
2015			94,656	
31,552	60,000	print	82,351	11,832
	60,000	digital	10,706	SF
2025			150,000	
50,000		print	124,260	18,750
		digital	27,337	SF



Collections:

- Replace outdated materials and continue weeding project.
- Marketing for electronic materials.
- When space becomes available, move all collections to no higher than 66" high shelving for visibility, security and a retail feel.
- Continue to grow the collection to 3 items per capita.



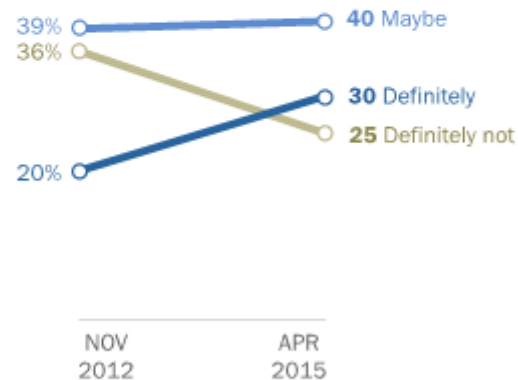
Seating:

- The Tennessee Standards for Space include the requirements for table and chairs for patron collaborative use and study room spaces where library users can talk as they work together or where a library user can find a quiet location for contemplative work.

Growing Public Support for Libraries Moving Some Books and Stacks to Create Space for Community and Tech Spaces

% of those ages 16+ who answer this question in the following ways

Should libraries move some print books and stacks out of public locations to free up more space for things such as tech centers, reading rooms, meeting rooms, and cultural events?



Source: Pew Research Center survey March 17-April 12, 2015.
N=1,003 Americans ages 16 and older

PEW RESEARCH CENTER



Seating:

- At **1.53 seats per 1000 population** Marshall County Memorial Library system is severely short of seating capacity based on the *Whole Building Design Guide* from the *National Institute of Building Sciences*, which establishes 5 seats per 1,000 population standard.



Year	Population	Current Seats	5 per 1,000	SF Requirement
1974	18,246	51	91	1,975
2015	31,552	51	158	4,733
2025	50,000		250	7,500

- More seating for family reading
- More tables for homework and study
- More room to spread out study materials at computers
- More comfortable places to sit
- Places to work together and share information
- Quiet reading rooms
- Group study and collaboration rooms



Technology:

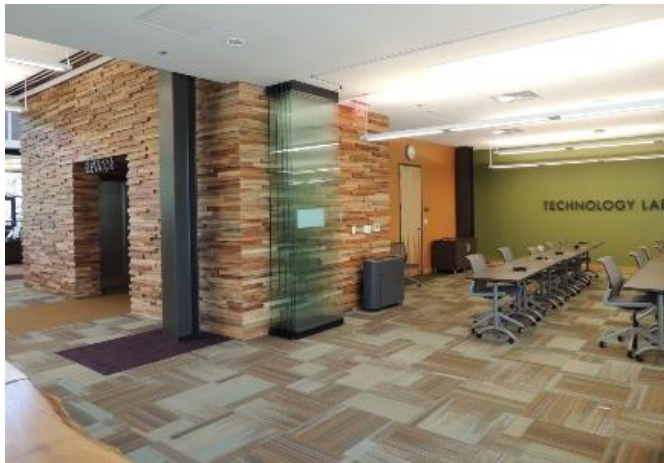
- Library-wide, seats near power sources are highly sought.
- The library currently offers 20 public computer stations and 2 AWE stations for pre-school age children. This is equivalent to .66 computers per 1500 and will be .42 in 2025.
- The library provided devices were used 12,000 times last year.
- Focus groups indicate that the space allocated for computing is insufficient, uncomfortable and the devices unreliable.

Year	Population	Existing Technology Seats	1 per 1,500	SF Requirement
1974	18,246	0	12	790
2015	31,552	22	47	1893
2025	50,000		75	3000

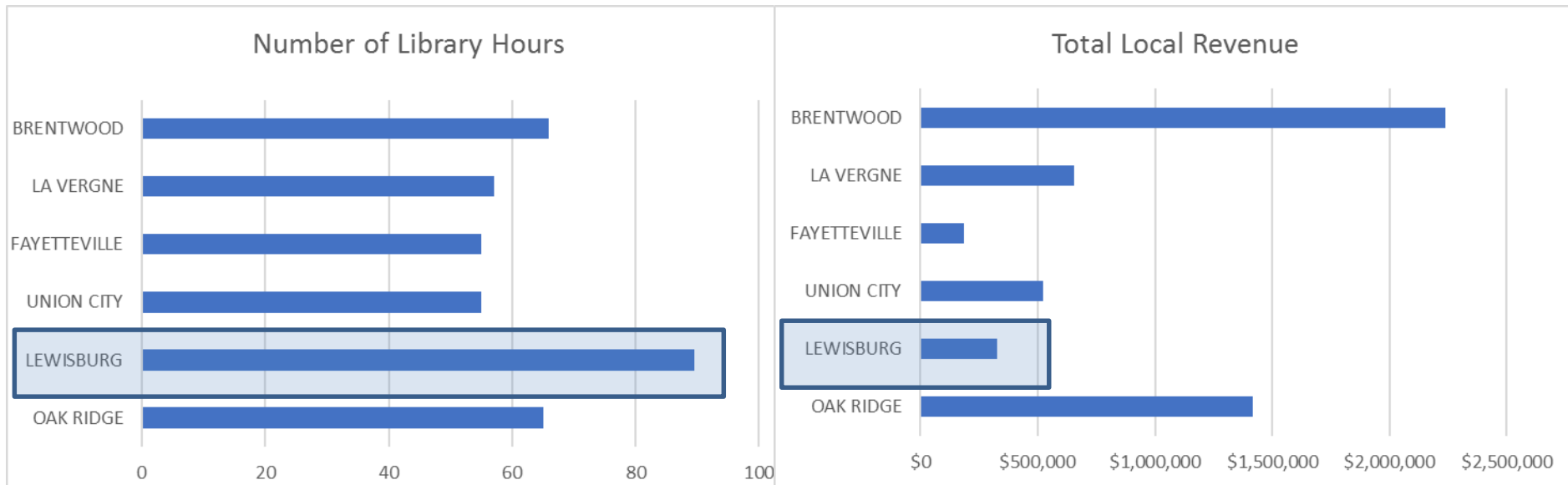


Technology Challenges and Opportunities:

- Every seat should be a technology seat with access to nearby power, WiFi and a space to set a device (wide arm, pull up laptop table or table).
- Library provided technology stations should continue to be centrally located for ease of staff assistance.
- Computer Labs should be provided at Lewisburg and Chapel Hill library.
- Small (4-10) person high tech collaboration stations should be installed in each library to allow for tutoring, small interactive classes (ie how to download a book) and study stations.
- High tech study rooms with WiFi, LCD screens and the ability to connect wirelessly to meet patron demand and Tennessee Library State Standards.



Funding Analysis:

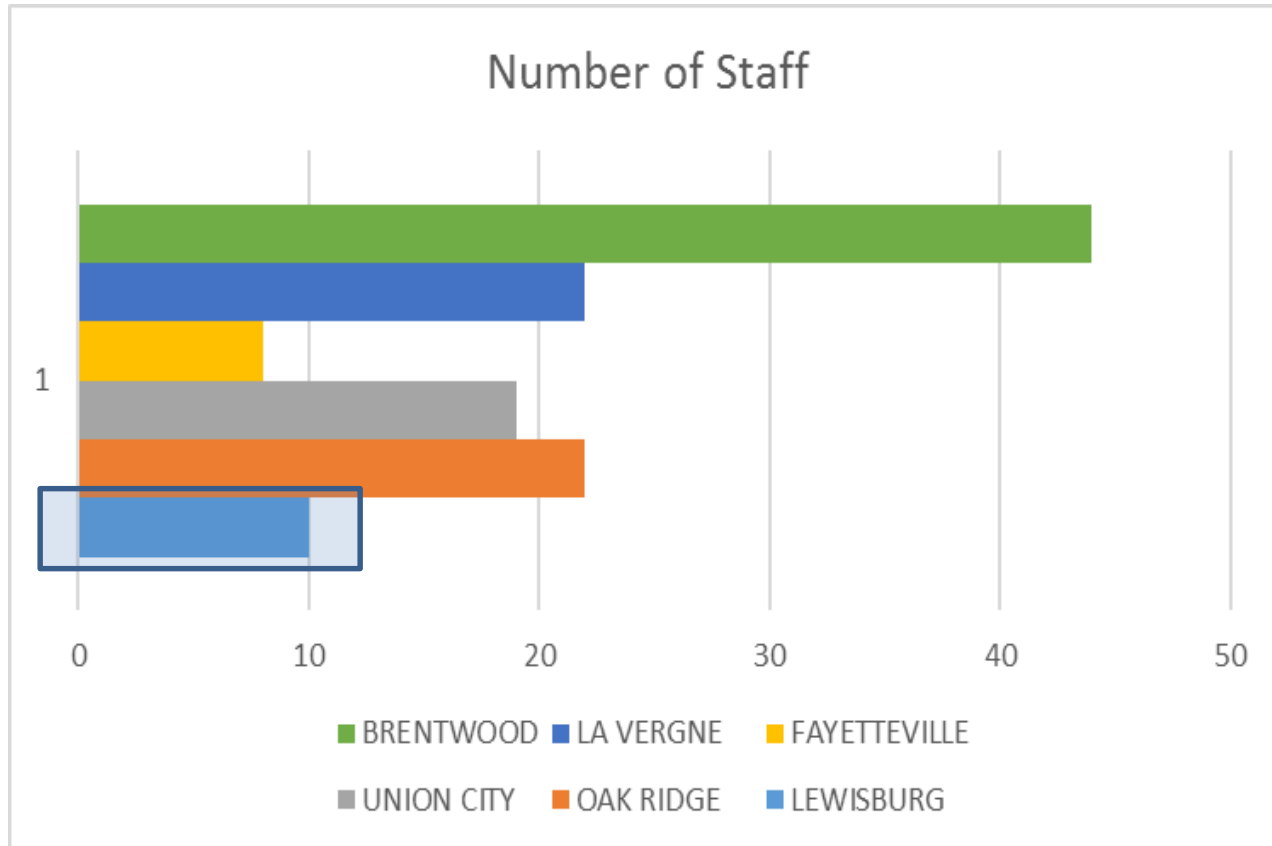


- About 5 cents of every **Marshall County** property tax dollar goes to fund MCML.
 - For every \$100,000 of appraised property value (\$25,000 assessed) \$40 of the \$800 tax bill goes to MCML
 - If you use the library to check out 2 books a year or 3 DVDs a year or attend two programs a year— you have gained more value from the library than you have paid.



Staff Analysis:

- Only peer library to have more than one location
- By far the most hours open
- 2nd lowest staffing level among peer libraries, 2nd lowest local revenue



Staff Recommendations:

- Staffing recommendations:
 - Space for current staff to work efficiently
 - IT/Technology staff as required by TN state requirements
 - Cataloging assistant
 - Outreach librarian/Programming Librarian
 - Provide space or desk for a member of the Career Center to consult at the library.
 - Dedicated teen librarian



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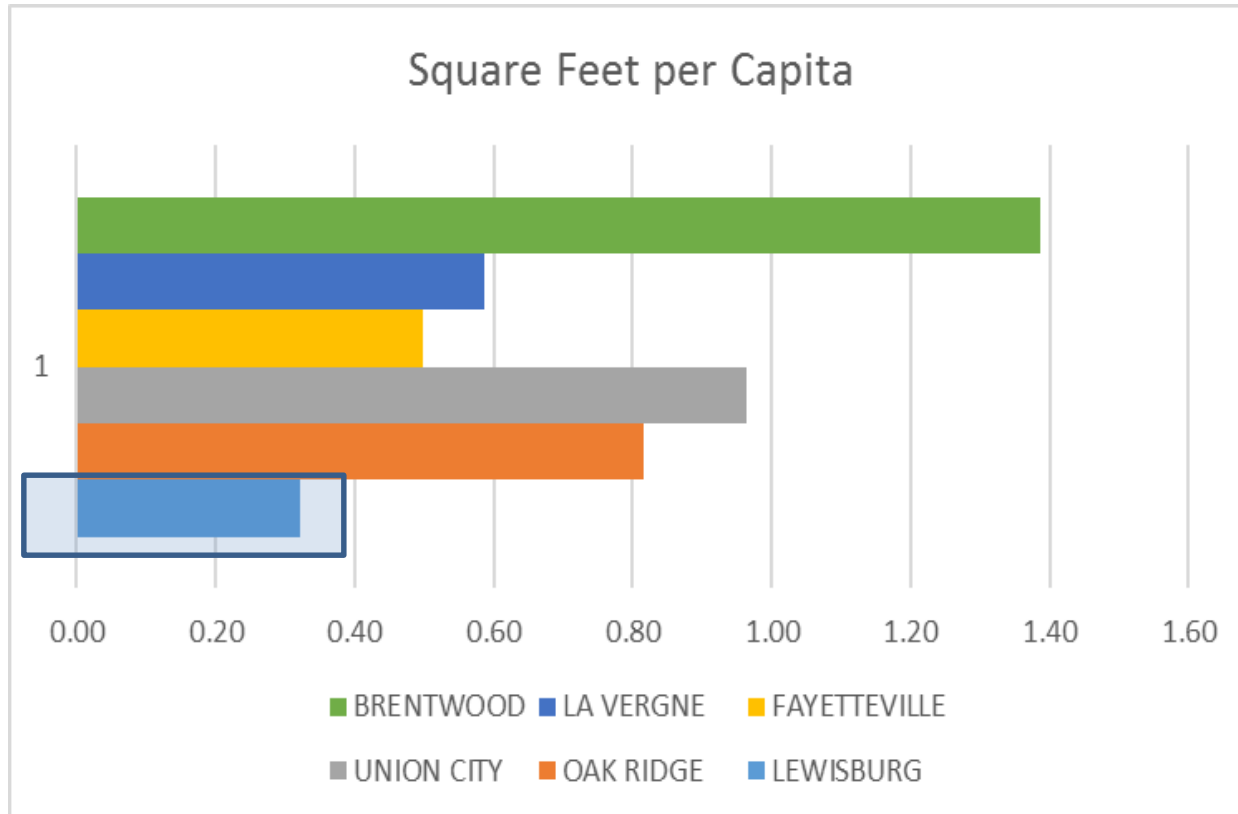
Facility Analysis-Objectives:

The *Marshall County 2016-2026 Strategic Plan* has addressed the following objectives to provide comprehensive assessments and recommendations for the Library's Facilities:

- A review and analysis of current library trends and best practices and how they relate to the Marshall County Memorial Library System.
- Architectural assessment of each facility to optimize utilization.
- Incorporate up to date demographics, population trends and other relevant demographic data for the community served.
- Develop a bench mark for branch library spaces and facilities



Bench Mark – facility space:



Tennessee has standards for collection, services and technology that addresses the square footage requirement at a minimum .5 SF per capita. Marshall County has aspirations to raise the median education accomplishments and income level and, therefore, the recommended space level is slightly higher than the Tennessee minimum standard to help achieve this goal.



Bench Mark – facility space:

Year	Population	Existing Gross Square Feet	Gross Square Feet Per Capita
1974	18,246	10,000	0.55
2015	31,552	10,000	0.32
2025	50,000	10,000	0.20

Peer Libraries have an average of .85 SF per capita.



Facility Analysis-Objectives:

The consultants heard from those who participated in the study that the library should be a community technology and education center.

Top Priorities include:

- The Main Library should be a gateway into the historic downtown.
- Incorporate up to date technology,
- Provide space, power and WiFi for library users to bring their own devices,
- Increase the existing relevant collection,
- Provide multi-use meeting spaces for expanded adult, teen and children's programming,
- Provide group and individual study rooms in all facilities,
- Provide adequate and comfortable seating,
- Provide adequate and efficient staff work space.



Facility Analysis-Lewisburg Main Library:

- Life Safety/ADA
- Adequate restrooms
- Maintenance
- Power
- Lighting
- Parking/Accessibility
- Views in and out.



Facility Analysis-Space Needed base on “ACTUAL NEEDS”

LEWISBURG MAIN LIBRARY

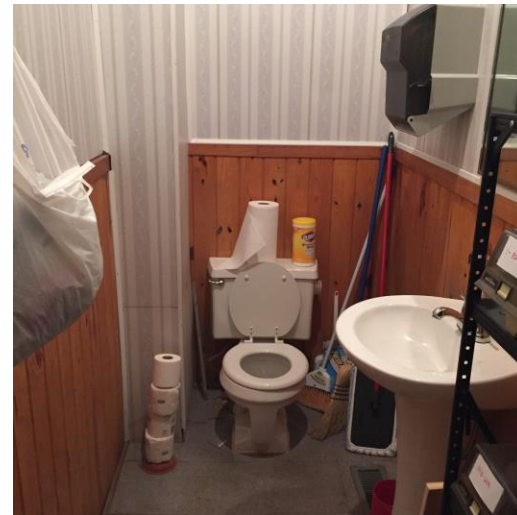
SPACE	COLLECTION	MEETING SPACE	PUBLIC SEATING	TECHNOLOGY	SQUARE FOOTAGE
Public/Common Areas, Lobby, 24 hour area, book vending, sale area or lockers					2,000
Library Café (vending and bistro seats)			8	1	241
Library Customer Service and New Book/Browsing			2	2	2,060
Conference Rooms-2 for 12 people		24			360
Study Rooms- 6 for 4 people		30			450
Dedicated Youth Program Space		30			450
Seating			124		3,720
Quiet Reading			12		360
Collection	120,000				15,000
Technology				59	2,360
Multi-purpose Meeting / Class rooms		100			2,500
Staff work areas (approximately 25%)					7,375
Non Assignable (approximately 25%)					7,375
TOTAL	3 items/capita	184	146	62	44,252
	vols	space for meeting	public seats	tech seats	Square Feet



720 design

Facility Analysis-Chapel Hill Library:

- Life Safety/ADA
- Adequate restrooms
- Maintenance
- Power
- Visual Control
- Parking/Accessibility/Lighting
- Views in and out
- Lack of staff work space
- Lack of programming space



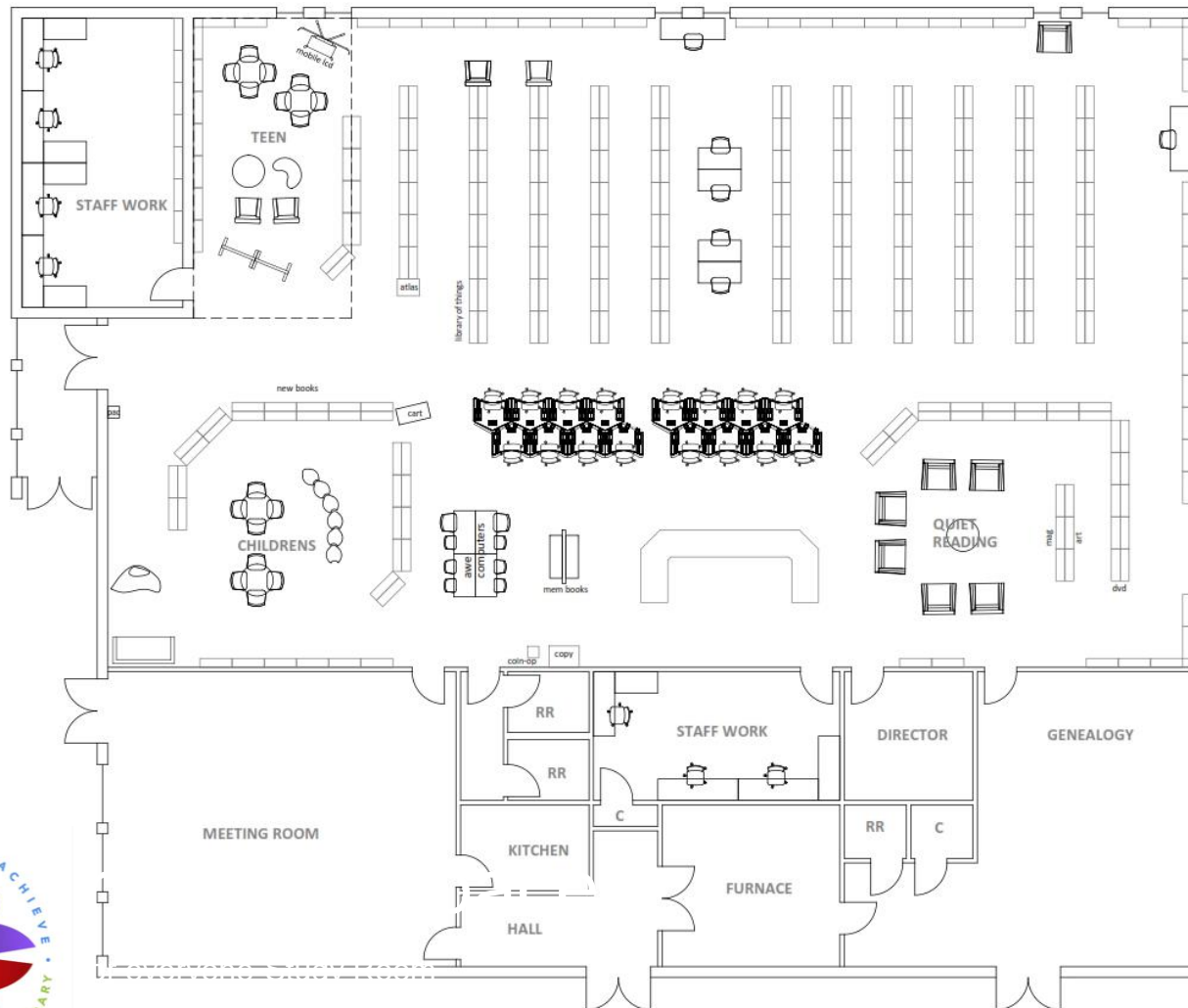
Facility Analysis-Space Needed base on "ACTUAL NEEDS"

CHAPEL HILL LIBRARY

SPACE	COLLECTION	MEETING SPACE	PUBLIC SEATING	TECHNOLOGY	SQUARE FOOTAGE
Public/Common Areas, Lobby, 24 hour area, book vending, sale area or lockers					500
Library Café (vending and bistro seats)			2	1	61
Library Customer Service and New Book/Browsing			1	1	2,060
Conference Rooms-2 for 12 people		1			15
Study Rooms- 6 for 4 people		2			30
Dedicated Youth Program Space		0			0
Seating			42		1,260
Quiet Reading			4		120
Collection	30,000				3,750
Technology				13	520
Multi-purpose Meeting / Class rooms		40			2,500
Co-Working Space					3,000
Staff work areas (approximately 25%)					2,704
Non Assignable (approximately 25%)					2,704
TOTAL	3 items/capita	43	49	15	19,224
	vols	space for meeting	public seats	tech seats	Square Feet



Lewisburg Main Library Short Term Floor Plan:



Facility Analysis – Short Term Recommendations:

Short term recommendations for Lewisburg Main Library:

RECOMMENDATION	ESTIMATED COST
Purchase an Outreach Van to increase visibility and expand services into new areas	Up to \$40,000
Move computers out and convert that space into staff space.	Up to \$11,000
Create a dedicated teen area for homework and socializing directly outside the new staff space.	Up to \$24,000
New computer furniture and finish floor wiring (ie Steelcase Thread)	Up to \$28,000
Replace (6) worn and uncomfortable chairs with updated chairs that are comfortable for reading and studying.	Up to \$5,000
Add Little Free Libraries and/or vending at community locations like the recreation center	\$45 to register plus a volunteer to create the boxes (up to \$150)
ADA updates including restrooms (State and Federal Mandate in 3 years)	
Paint interior	About \$1.50/SF to paint.



Facility Analysis – Short Term Recommendations:

Short term recommendations for Chapel Hill Library:

RECOMMENDATION	ESTIMATED COST
Exterior Lighting at entry and parking lot	\$2,500 per pole \$600 for entry light
Better building and directional signage	\$800-\$1000



Facility Analysis – Long Term Recommendations:

Long term recommendations (system wide):	Estimated Cost:
New library in Lewisburg co-located with Museum, Senior Center, Career Center	\$14.9 million
New Library/Maker space/Co-working space in Chapel Hill	\$6.6 million Note: this could be lower if an existing available commercial building is adapted for library use.



Next Steps:

- **Timeline:**
 - **Programming and Site Identification**
 - **Schematic Design -- 3 months**
- **Advocacy/Fund Raising**
- **Build on excitement generated by Strategic Plan Process**
- **Design Development and Construction Docs -- 9 months**
- **Bidding -- 3 months**
- **Construction -- 12-14 months**
- **Move in and Grand Opening**



QUESTIONS?

