

Bellingham Public Library Facilities Master Plan Appendix



**Prepared by Godfrey's Associates, Inc.
September 2022**

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In order to establish a common language for future facility planning, Godfrey's Associates, Inc. (the Consultants) define key terms to be used throughout this document.

Square Footage Definitions

Square footage, though only a two-dimensional measurement, is a common tool in assessing the space enclosed in public library facilities. There are three types of space in any facility. Here are definitions the Consultants use:

Net Usable Square Footage (NSF). Net square footage represents the actual unobstructed usable floor area or square footage assigned to a primary use for an individual unit, contained within a defined perimeter. In effect, net area is the actual area of book stacks, offices, computer workstations, support areas, or special function areas **exclusive** of partitions, exterior walls, public and private corridors, columns, pipe chases, stairs, mechanical and electrical space, and all similar areas that are not usable for library functions.

Net Assignable Square Footage (NASF). Net assignable square footage includes all net areas assigned to a given unit, as well as related corridor space for movement between areas, interior partitions, and other areas incidental to the spatial organization or construction. The internal corridor (people movement) space shared by units or connecting units to each other is included in this total area, for space planning purposes. Net assignable area **excludes** the area required for exterior walls, mechanical and electrical spaces and distribution shafts, stairs, restrooms, elevators, and other common building elements. In effect, this is the total area **assigned** to a use, functional unit or department, and is comparable to the amount of area occupied for a specific tenant as if it were leased from a landlord.

This area includes a numerical factor to account for internal partitions, corridors and allowances for columns, chases, etc., which penetrate the space. These efficiency factors added to the pure net square footage to accommodate these other assignable spaces might range from 10 to 30 percent of the total net area. When analyzing existing facilities, this assignable factor is calculated by dividing the net usable area (NSF) by the total unit net assignable area (NASF) to determine the overall efficiency of the unit. The net-to-net assignable square footage relationship is primarily a factor of the size, type, configuration, number of individual spaces, and the anticipated width of internal personnel movement pathways.

Generally, units comprised of larger individual spaces will require less space for inter- and intra-unit movement. Units comprised of many smaller workstations, especially private offices, require a higher degree of intra- and inter-unit movement and wall space. Experience has shown the efficiency of older facilities is generally less than new construction due to the area required for structure, and walls.

Building Gross Square Footage (BGSF). Building gross square footage reflects the total area of the building, including all net and net assignable areas as defined above, plus any additional area occupied by restrooms, vertical movement, janitorial/custodial closets, central mechanical and electrical space, chases, and other spaces related to primary air and power distribution, columns, and exterior walls.

When forecasting space requirements for new facilities, the total building gross area is estimated by applying an overall facility grossing factor to the total programmed net assignable area. Typically, these factors range from 15 to 20 percent in single-level buildings up to 30 percent in larger, multi-level facilities.

When analyzing existing buildings, the grossing factor, which is a measure of overall efficiency, can be calculated by dividing the total net assignable area by the total building gross area. As a rule, higher efficiency factors are used for public library facilities due to the amount of open space that accommodates horizontal movement.

In a multi-story building however, this is partially offset by the vertical movement required for public access as well as the movement of staff, books, and other library materials from floor to floor.

Types of Libraries

In the planning of future library facilities, it is important to "right-size" the facility for the geographic and demographic population the given library is to serve. Different sizes of libraries, and thus types, are described below. First, we define the types of service provided, dependent on size.

Library Service Outlet: Staffed or unstaffed location from which customers may receive library services, such as a "bricks and mortar" building, pop-up library, kiosk, library materials dispenser, lending lockers, etc.

Library System: A group of library service outlets operated under a single administration.

Library Service Area: The geographical area around a given library service outlet location with a prescribed population of residents served by that location.

Library Drive-Time Service Area: The geographical area around a given library service outlet location, identified by 75% of the customers who live or work within a maximum convenient drive-time to that location.

A Full-Service Library provides a variety of services and spaces, as follows:

- Collections for all ages, including print, non-print, and digital circulating and reference materials.
- Seating scaled appropriately for all ages.
- A full array of technology (express internet, one-place, two-place, and collaborative computer stations, wireless access, self-check, e-commerce, audio-visual equipment).
- Multi-purpose meeting room seating at least 75 people.
- Conference rooms seating from eight or more persons each.
- Four- and six-place group study rooms.
- Tutoring/research spaces for one to three people.

21st Century Library Service would include current, up-to-date collections of materials in all formats plus selected classic titles, a wide array of technology for public and staff use, meeting rooms of different sizes and for different ages, each with state-of-the-art technology. Youth services would be geared toward the evolving age strata of early childhood, elementary, tweens, and teens. The modern library would employ a building infrastructure that both protects and enhances the library experience for all who use and work in the facility, maintainable landscaping, effective interior and exterior signage, sustainability in design, furnishings, and construction, and adequate parking for vehicles, motorcycles, scooters, and bicycles.

Sizes of Library Service Outlets. For purposes of the discussion of different sized libraries that might exist within an urban library system, the Consultants define terms related to size, from smallest to largest, including:

- Vending Library.
- Express Library.
- Neighborhood Library.
- Community Library.
- Regional Library.
- Central Research Library.

Vending Library. A Vending Library is service outlet with a very small collection of books and/or media dispensed from a kiosk-type vending machine, located in a place with considerable pedestrian traffic or in remote areas of a community.

Express Library. A small facility, potentially housed in a leased space, in or near an underserved area with a small collection of popular materials for all ages, limited technology, and a staff of two or three. An Express Library will range in size from approximately 600 to 2,999 BGSF. Limited space results in an Express Library not being able to provide a full range of services.

Neighborhood Library. A Neighborhood Library is defined as a modern but less than full-service facility. Its collections and technology, although partially shaped by the neighborhood(s) it serves, is not intended to provide the depth of a Community Library. The collection is determined by the demographics within the neighborhoods. The materials for children and young people provide support for the school service through middle school. The service offered for children, young people, and teens – designed with the demographics in mind – may be provided in a special room with the Youth area.

The collections for adults include circulating and very limited reference materials, a popular materials collection, and large print books. There is also a space with materials and seating for teens. There are adult, teen, and children's media collections, e.g., CDs, audiobooks, and DVDs. The size of the media collection will depend upon the demographics of the neighborhood(s) being served.

A Neighborhood Library will range in size from approximately 3,000 to 15,999 square feet and would expect to serve persons with a drive time of five to seven minutes to the facility, i.e., a customer would typically drive between 5 and 7 minutes from home or business to reach a Neighborhood Library.

Community Library. A Community Library is defined as a modern, full-service facility whose collections and technologies are shaped by the community it serves and its demographics. The materials for children and young people provide support for the school service through high school. The service offered is designed with the demographics in mind, and many are provided in an arts and crafts/storytelling room with the Youth section. The collections for adults include circulating and limited reference materials, a popular materials collection, and large print books.

There is also a special space with materials and seating for teens. There are adult, teen, and children's media collections, e.g., CDs, audiobooks, and DVDs. The size of the media collections will depend upon the demographics of the community being served.

A Community Library will range in size from approximately 16,000 to 35,000 square feet (BGSF) and would expect to serve persons who live and/or work within eight- to ten-minute drive time of the facility.

Regional Library. A Regional Library is defined as a modern, full-service facility with collections shaped by the population and geographic size of the region it serves. This type of library will also serve as a hub for Community and Neighborhood libraries within its 12-to-15-minute drive time sphere of influence.

The collections and technologies are determined by regional population and demographics. The materials provide support for school services through the community college level. The service offered to children is also designed with the demographics in mind, and many are provided in an arts & crafts/storytelling room within the Youth area. The collections for adults include in-depth circulating and reference materials, a popular materials collections and periodicals, and large print books. There is also a space with materials and seating for teens. There are large adult, teen, and children's media collections, e.g., CDs, audiobooks, and DVDs.

Regional libraries will normally range in size from 35,001 to 60,000 square feet (BGSF).

Central (Main) Library. A Central (or Main) Library is defined as a modern, full-service facility that serves as both the headquarters of a library system and a library with specialized collections, research, and services not found in branch facilities of the system. A portion of a Central Library may also serve as an Express, Neighborhood, Community, or Regional Library for the residents living in its vicinity.

The size of a Central Library will vary, with square footage based upon the functions housed within the building.

Other Facility-Related Terms

Charrette. An interactive, focused planning process used to bring stakeholders together to make decisions in a short, intensive time frame.

Conceptual Design. An initial architectural design process used to develop new plans for a building.

Hours of Customer Service. The number of hours per week a library is open for public use.

Office System Furniture. Staff office, workroom, and/ or public workstations built using a modular panel system, often referred to as cubicles. An acoustical panel system encloses a work area perimeter in a semi-private manner, while supporting work surfaces and storage compartments. The panel system also serves as a conduit for wiring of electrical power, task lighting, and data systems at each workstation.

Population. For the purposes of planning, the Consultants use three distinct definitions for population, based on what is being measured, as follows:

- **Actual Population:** Population for the city of Bellingham, using the U.S. Census figures, last updated for 2020. As the "official" population, the figure is applied to library system-wide planning parameters only, such as square feet per capita.
- **Service Area Population:** The number of people within the service (trade) area of a given library as computed by the market analysis. The boundaries of service area populations for existing branch libraries may overlap, thereby accounting for those persons who use more than one library. Therefore, the total of all trade area populations does not necessarily equal the actual population.
- **Demographic-Based Population:** Demographic profiles for specific geographic locations, typically within 1- to 5-mile rings around the given location, produced by third party market research firms the Consultants utilize. These projections are typically made for up to five years.

Per Capita Measures. For planning purposes, the Consultants use two primary measures based on population. These measures apply the actual or projected total City populations to total library system-wide planning parameters. Service area population figures (see above) are used for branch-by-branch per capita measures. These two measures are:

- **Collections per Capita:** The number of collection items (books, periodicals, media, downloadables) that a library houses for each person served. As an example, if a library were serving 42,356 persons and had a total collection of 109,345, its collections per capita would be 2.58 (109,345 divided by 42,356).
- **Square Footage (BGSF) per Capita:** The total amount of enclosed library space a library system has for the total population of the area to be served. As an example, if a library system were serving 323,793 persons and had a total BGSF of 335,750, it would have 1.04 BGSF per capita (335,750 divided by 323,793).

Public Seating Types. For planning purposes, the Consultants use the following definitions for various types of seating for the public, based on net square feet (NSF) per seat:

- **Reader Chair:** Chair, likely un-upholstered, four legs, placed at tables.
- **Lounge Chair:** Soft seat, fabric-covered, with or without a tablet arm that swivels or is retractable. Usually, one side table accompanies every two lounge chairs if no tablet arm is provided.
- **Task Chair:** Ergonomic office chair with casters, adjustable seat height and arm rests – for public use with computers, staff use at workstations, desks, and worktables. NSF is typically included with workstations.
- **Bench:** Usually seats two persons per unit square footage.
- **Read Aloud:** Lounge chair or love seat sized for an adult and one or two young children.
- **Floor Seat:** Cushion/pillow on the floor for very young children. and
- **Café Booth:** Banquet seating with a table, like a restaurant booth, usually for teen or café spaces.

Public-Use Computers. Public use computers are defined as those computers available to the public as a service at each library, including online **public access computers** (PACs), **Internet access** computers, and **productivity** computers (Word, Excel, PowerPoint, etc.) which could accommodate one or multiple users.

Display Case is a free-standing or wall-mounted, glass-encased, lockable cabinet with internal lighting, for display of 2- and 3-dimensional items. Environmental control is provided to display valuable or rare special collections.

Literature Rack is a free-standing, desk-mounted, or wall-mounted dispenser for informational and/or promotional pamphlets.

Map Case. A free-standing file cabinet for flat storage of large format maps, drawings, and/or art materials

Service Desk is a prominently placed and highly visible point of public service, designed to accommodate persons of various ages and physical capabilities.

Other Library-Related Terms

For the purposes of this study, Godfrey's Associates offers these definitions for words used within.

Community: A place or group of people within the city of Bellingham considered together as having like inhabitants having similarities with each other.

Community Forums: focus group, community summit, town hall meeting, world café, or similar planned gathering of community members.

Customer: An individual who uses a given library, regardless of type of transaction – physical or virtual, by recorded or unrecorded transaction.

Drive-Time refers to the maximum convenient driving time to a given location, based on the local street network leading to that location.

Household: A single occupied housing unit and all its occupants. A household may be comprised of one or more families, one or more unrelated individuals, or a combination of families and unrelated individuals.

Integrated Library System (ILS) is a computerized catalog of library holdings, library cardholder database, and statistical database capable of analyzing library usage, such as the circulation of library collections.

Market Segment is one of many discrete groups of households in the United States, as determined by Experian's Mosaic or Esry's Tapestry systems. For example, Mosaic® USA is a household-based consumer lifestyle segmentation system that classifies all U.S. households and neighborhoods into 72 segments, providing a detailed view of consumers' choices, preferences, and habits within a given segment.

Neighborhood: Per the City of Bellingham, one of 25 defined areas within the Bellingham city limits considered together with its inhabitants.

Plan, The: The ten-year Library Facilities Master Plan spanning from 2022 to 2032 is the focus of this project. Any other plan is referred to by its full name, such as the City of Bellingham's Comprehensive Plan.

Predictive Customer Model: An analytical tool that models library customer behavior based on thousands of historic transactions by customers in a given market segment.

Resources: Tangible funds, physical assets and/or labor that can be applied to the Strategic Planning process.

Service, or Service Category: A single library service or affiliated group of services that are offered to library customers. Services can be tangible items such as books, virtual items such as computer usage, or interactive items such as a program, class, or seminar.

Service Mix: The mixture of collections, programs, and services at a given library service outlet location directed at customers served by that outlet.

Staffing Profiles: Appropriate staffing models for services recommended in a Plan of Service or Strategic Plan.

Standards: Codified set of adopted criteria or guidelines related to a particular industry or endeavor intended to guide and/or measure performance.

Tools: Physical or electronic implements designed for a specific application or task.

Some Library Facility Standards are considered industry-wide standards, and some are proprietary to Godfrey's Associates. In this Appendix, we include standards of relevance for the Bellingham Public Library (BPL) applied to your current facilities over the course of developing the Library Master Plan.

Library Building Standards

Based upon years of experience in library planning, the Consultants have developed a list of characteristics we believe determines if an existing library is capable of housing and delivering 21st century library services.

Modern Library Factors. The Consultants believe there are eight factors that need to be present in any public library facility for it to be judged a modern library. The eight factors are:

1. **Adequate Size.** We believe the size should be whatever is required to offer a range of services and spaces that are responsive to community needs. Square footage for each space should be built using the Library Space Planning Standards presented in Appendix 3 to satisfy the functional needs of each given space.
2. **User-Friendly Housing of Collections.** We believe no book stack should be taller than 72 inches (66 inches for Children's Services), have 48-inch clear aisles, and be no more than 80 percent capacity (80% means there would be no less than seven inches of clear space at the end of each 36-inch bookshelf). Sloped shelves (also known as tilted shelves) should be deployed for the two lowest rows, with the lowest shelf at least 14 inches above the floor.
3. **Proper Ratio of Seating to Collections.** Neighborhood Library ratio of 1:1500 to 1:1800. Community Library ratio of 1:1200 to 1:1500. Regional Library ratio of 1:1000 to 1:1200. and 1:800 to 1:1000 for a Central (Main) Library exclusive of special collections, such as Government Documents, Local History, Genealogy, and/or Archives.
4. **Significant Technology for Public & Staff.** It is not only the numbers of computers, but also what they can do, where they are located, and how they are organized. Stand-up Internet Express and PAC stations, productivity (with word processing, spreadsheet, presentation, etc. software capabilities), collaborative spaces, laser color printers, gaming stations for children, tweens, teens, adults, seniors, etc.
5. **Age-Specific Spaces.** Spaces that are inviting to the age groups: e.g., Children's Services with good space and furniture/ equipment for very young (0 to 5 years old) and older children (5 to 10), tweens (10 to 13), teens (13 to 17), adults, and seniors (chairs they can easily get in and out of) and adequate daylighting for all ages.
6. **Public Meeting Spaces.** A variety – multi-purpose meeting rooms, conference rooms, group study rooms, individual/two/ three-person rooms for tutoring and/or research, each outfitted with good technology and good visual access to the rooms. The size of the building will determine how many rooms and their capacities.
7. **Adequate Staff Workspace.** Minimum space in a range of 150 to 200 NASF per FTE staff member.
8. **Efficient Building Infrastructure.** Excellent lighting, comfortable HVAC systems, ADA-compliant rest rooms, water-efficient plumbing fixtures, insulated-glass windows with exterior shading devices, fire suppression system, etc.

Building Infrastructure Design Guidelines

The assessments of current library facilities, and the cost estimates for new modern library buildings will be developed based on the following guidelines, many of which are considered sustainable architecture:

- **Single-Level Building:** Staffing efficiencies.
- **Adaptable to Future Change:** Open spaces with minimal partitioning, glass partitions where appropriate, accessible infrastructure distribution systems.
- **Elevated Floor Slab:** Adaptability to future changes, mitigates expansive soil problems.
- **Long-Span Superstructure:** Fewer columns, making space more adaptable in accommodating shelving and responding to future change.
- **Sloped Standing Seam Metal Roof:** Lasting quality, facilitates rainwater harvesting.
- **Operable Windows:** Energy conservation, user comfort.
- **Multi-Zoned HVAC System:** Energy conservation, user control and comfort, potentially a ductless system.
- **Plumbing Fixtures in Rest Rooms:** Water conservation, ease of maintenance.
- **Xeriscape Landscaping:** Water conservation, ease of maintenance
- **Drip Lawn Irrigation System:** Water conservation.
- **Fire Suppression System:** For safety of people, materials, and building.
- **Controlled Daylighting:** Exterior sunshades, energy conservation.
- **Task/Ambient Lighting:** Lighting the task with user control.

- **LED Lighting:** Low-voltage fixtures and wiring using Power over Ethernet (PoE).
- **Electrical Power Distribution:** Separate line and low-voltage wiring using accessible wire ways and PoE where appropriate.
- **Consistent Signage:** User-friendly and attractive, with illuminated exterior signage with messaging capabilities and high-contrast interior applications.
- **Commercial Grade Carpet Tile:** Ease of maintenance and replacement, antimicrobial treatment, low volatile organic compound (VOC) material content.
- **Durable Finishes:** Lifetime cost savings through ease of maintenance, improved appearance.
- **Drive-Up Library Materials Return (Drive-In Pick-Up):** Customer convenience, parking efficiency.

Shelving Specifications. Square footage requirements and collection capacities are based on the following:

- 48-inch clear aisles throughout public spaces.
- 66-inch-high maximum for all adult collections.
- 48-inch-high for easy/picture books and 66-inch high for the balance of youth collections.

Seating Specifications. Seating quantities are based on the following:

- Age-appropriate, diverse mix of seating types and meeting spaces.
- No fabric on reader chairs for ease of maintenance and cleanliness.
- Ergonomic seating for all computer and machine stations.
- Office systems furniture for staff workstations and some public computer stations.

Technology Specifications. Information technology considerations are based on these primary goals:

- Fiber to the Desktop, wireless for the public, as practical.
- A minimum broadband speed of 100 megabits per second (Mbps) downstream and 35 Mbps upstream.
- PCs networked to multi-function Laser printer/photocopy/ scanner/fax machines.

Square Feet (BGSF) per Capita. The Consultants recommend VCL strive to establish a standard approaching 1.00 BGSF of library space per capita. VCL now utilizes approximately 8,000 BGSF for an U.S. Census-estimated 2018 population of 122,312, which equates to about 0.07 BGSF per capita.

Collections. The Consultants recommend that a reasonable standard for VCL is a total collection of no less than two items per capita (2.00). This number would exclude special collections such as Genealogy.

Hours of Customer Service. The Consultants recommend hours of operation total a minimum of 62 hours per week, to improve service delivery and obtain greater value from the capital investments in library facilities. Hours should be consistent at all facilities, so as not to confuse the public.

Staffing. The Consultants recommend a branch library and/or Central Library support division deploys the following mix of staff:

- **Manager:** Assign one manager in each branch library and each support division. A manager will typically be a professional, as defined below. For public services units the Manager should spend at least 25 percent of his/her time assisting customers. The balance of his/her time will be devoted to managerial and/or library system responsibilities.
- **Professional:** Assign a minimum of two professionals in each branch library and each support division. A professional will usually have a master's degree in library services or a master's degree in an appropriate field related to his/her primary responsibilities. For public services units, a professional should spend at least 50 percent of his/her time assisting customers. The balance of his/her time will be devoted to collection development, program planning/execution, outreach, and/or library system responsibilities.
- **Paraprofessional:** Assign a minimum of two paraprofessionals in each branch library and/or support division. A paraprofessional will usually have a Bachelor or Associate degree or at least 10 years of library experience. For public services units, a paraprofessional should spend at least 50 percent of his/her time assisting customers. The balance of his/her time will be devoted to library system responsibilities.
- **Clerical:** Assign a minimum of at least one clerical position in each branch or support division. Clerical staff will usually have a high school education, and preferably an associate (two-year) college degree or at least five years of library experience. For public services units, a clerical staff person should spend at least 25 percent of his/her time assisting customers. The balance of his/her time will be devoted to library system responsibilities.

- **Page:** Assign a minimum of at least one full-time equivalent (FTE) page (shelver) in each public services branch or support division. For public services units, the standard for determining the number of page hours required should be determined by the formula illustrated by the following example:
 - Assume Department X has an annual circulation of 300,000.
 - Assume Department X has in-library use of materials equal to 25 percent of annual circulation.
 - Assume Department X has new acquisitions each year equal to five percent of annual circulation.
 - Therefore, the total number of items to be shelved equals $300,000 + 0.25 \times 300,000 + 0.05 \times 300,000 = 390,000$ items.
 - One Page should be able to sort, shelve, and conduct a quick shelf read at a rate of 75 collection items per hour. If the library has an automated materials handling system (AMHS) one Page should be able to shelve at a rate of 85 items per hour.
 - Assuming a standard work week is 40 hours, or 2,080 hours per year, then one page should be able to shelve 156,000 items per year (75 collection items per hour x 2,080 hours per year without an AMHS).
 - Therefore, there is a need for 5,200 page hours per year (390,000 items divided by 75 items per hour), or 2.50 FTE (5,200 page hours divided by 2,080 hours per year = 2.50 FTE).

The equation can be summarized as follows:

$$\text{Page FTE} = (\text{annual circulation} \times 1.30) / 156,000$$

OR

$$0.83 \text{ Page FTE per } 100,000 \text{ items circulated annually}$$

- **Staffing a Public Services Unit:** See operating costs based upon these recommended staffing levels for future branch libraries.

Public-Use Computer Space Allocations. The Consultants recommend VCL allocate net square footage (NSF) for various sizes of public computer stations, as follows:

- **Public Access Computer (PAC):** Stand-up station, 24 NSF.
- **Express Computer Station:** Stand-up station, 24 NSF.
- **Computer Station:** One seat, 36 NSF for adults and teens, and 30 NSF for children (seat and table heights vary, depending upon age).

- **Dual Computer Station:** Two seats for two persons at one computer or perhaps two persons at two computers, 48 NSF for adults and teens, and 40 NSF for children (seat and table heights vary, depending upon age).
- **Collaborative Computer Station:** Three to six persons at one or two computers, with a large wall-mounted monitor, 24 NSF per seat.

Public-use computers would require reservations, with the following time limits placed on usage:

- Express computer stations (15 minutes).
- Computer stations (60 minutes).
- Dual computer stations (60 minutes).
- Collaborative computer stations (as reserved).

Public Seating Capacities. The Consultants recommend VCL provide total quantities of public seating based on the following library building sizes:

- **Neighborhood Library:** Provide one seat for every 1,200 to 1,400 items.
- **Community Library:** Provide one seat for every 1,100 to 1,200 items.
- **Regional Library:** Provide one seat for every 1,000 to 1,100 items.
- **Central Research Library:** Provide one seat for every 800 to 1,000 items, exclusive of Local History, Genealogy, Special Collections, and Archives.
- **Local History, Genealogy, Special Collections & Archives:** Seating quantity would be determined by function.

Public Seating Space Allocations. The Consultants recommend each Library allocate net square footage for the various types of seats as outlined below. Seating is based on one seat per person unless otherwise noted.

- **4-Place Table:** One table with 4 reader chairs, 100 NSF.
- **2-Place Table:** One table with 2 reader chairs, 70 NSF.
- **1-Place Table:** One table with 1 reader chair, 35 NSF, or a study carrel, as an alternative to a table.
- **Lounge Chair:** One seat, 30 NSF, per lounge chair with a tablet arm or sharing one side table.
- **Bench:** Two persons, 10 NSF.
- **Read Aloud:** Lounge chair sized for an adult and one or two young children, 40 NSF.
- **Floor Seat:** Cushion/pillow on floor, for young children, 8 NSF.
- **Café Booth/Banquet:** One table with 4 seats, usually for teen or café spaces, 80 NSF.

Gathering Spaces. The Consultants recommend each Library provide the following types of gathering spaces, with total quantities of seating based on library building sizes:

- **Multi-Purpose Meeting Room(s):** Provide a large, sub-dividable room that accommodated – when divided into multiple rooms – a *minimum* seating capacity for the given sized divided rooms, allocated as follows:
 - **Neighborhood Library:** Provide one room of at least 50-seat capacity when not divided.
 - **Community Library:** Provide one room of at least 75 seats when not divided.
 - **Regional Library:** Provide one room of at least 150 seats when not divided.
 - **Central Library:** Provide a total capacity of 250 seats dividable into three rooms (75 seats + 75 seats + 100 seats = 250 seats).
- **Classrooms:** Provide a range of seating capacities as follows:
 - 25-seat capacity to
 - 35-seat capacity.
- **Conference Rooms:** Provide a variety of rooms, depending on the size of the Library, with minimum seating capacities as follows:
 - 8-seat capacity.
 - 14-seat capacity, or up to
 - 24-seat capacity.
- **Collaborative Group Study Rooms:** Provide multiple glass-enclosed group study rooms, in at least two sizes as follows:
 - 4-seat capacity.
 - 6-seat capacity.
- **Tutoring/Research Stations:** Each room should accommodate one to three persons. These rooms can be built using office system furniture, and easily reconfigured.

Library Space Planning Standards

Based upon years of experience in library planning, programming, designing, furnishing, equipping, and monitoring construction, the Consultants have developed a set of Library Space Planning Standards that we firmly believe result in a 21st century library facility that is ADA-compliant, user-friendly, and can be designed and built economically. The standards are organized into four categories:

- Personnel Offices & Workstations.
- Library Collections.
- User Seating & Gathering Spaces.
- Library Support Spaces, i.e. spaces required for a library-specific function, as opposed to support functions for any building such as restrooms, electrical rooms, stairs, etc.

For each of the four sections, the Standards provide the following:

- A brief description of the occupancy, activity, or task associated with the standard.
- A space code, designated by the Consultants for shorthand reference to specific items.
- The net square feet (NSF) required to adequately accommodate each item, occupant, activity, and/or task.
- Notes that provide additional information.

The square footage projections for each Library are based upon the ability to accommodate the square footages recommended below and the planning guidelines recommended in Appendix 2.

Personnel Offices & Workstations

PO = Private office with door*

SPO = Semi-Private Office (office systems furniture workstation/cubicle)

* The Consultants recommend no private office be less than 150 square feet.

| <i>position</i> | <i>space code</i> | <i>NSF per office</i> | <i>notes</i> |
|--------------------------------|-------------------|-----------------------|---|
| Library Director | PO-A | 300 | Privacy & security required, host group meetings |
| Assistant Library Director | PO-B | 250 | Privacy & security required, host group meetings |
| Services Supervisor | PO-C | 200 | Privacy & security required, host group meetings |
| Department Supervisor | PO-D | 180 | Privacy & security required, host group meetings |
| Branch Manager | PO-E | 150 | Privacy & security required, host group meetings |
| Secretary | SPO-F | 96 | Cubicle, too large, not recommended |
| Technical Services Librarian | SPO-G | 64 | Cubicle, accommodate two book trucks |
| Public Services Librarian | SPO-H | 48 | Cubicle, presumed limited time at workstation |
| Library Associate | SPO-H | 48 | Cubicle, presumed limited time at workstation |
| Library Assistant/Specialist | SPO-H | 48 | Cubicle, presumed limited time at workstation |
| Library Clerk | SPO-I | 36 | Cubicle, presumed limited time at workstation |
| Custodian/Building Maintenance | SPO-I | 36 | Cubicle, presumed limited time at workstation |
| Library Shelver (Page) | SPO-J | 24 | Cubicle, shared workstation with other shelvers |
| Volunteer | SPO-J | 24 | Cubicle, shared workstation with other volunteers |

Library Collections

SHLV = Cantilevered steel units with adjustable shelves, maximum upright height determined by material format

| <i>materials format</i> | <i>space code</i> | <i>NSF per item</i> | <i>notes</i> |
|-------------------------------|-------------------|---------------------|---|
| Current Periodicals | SHLV-A | 1.00 | 66" high, face-out display, hinged tilt shelf over flat shelf |
| Youth Kits | SHLV-A | 1.00 | 66" high, hanging bags |
| Popular Display | SHLV-B | 0.33 | 60" high, combination face-out and spine-out display, minimum items per shelf |
| Reference/Research (all ages) | SHLV-B | 0.33 | 48" high, spine-out |
| Backfile Periodicals | SHLV-C | 0.15 | 66" high, spine-out. bound, in "Princeton" boxes, or lying on flat shelf |
| Oversize | SHLV-C | 0.15 | 66" high, spine-out, some very large may lay flat |
| Special Collections | SHLV-D | 0.12 | 66" high, spine-out |
| Adult Fiction | SHLV-E | 0.10 | 66" high, spine-out |
| Adult Non-Fiction | SHLV-F | 0.09 | 66" high, spine-out |
| Large Print | SHLV-F | 0.09 | 66" high, spine-out |
| Teen Fiction/ Non-Fiction | SHLV-F | 0.09 | 66" high, spine-out |
| Youth Non-Fiction | SHLV-F | 0.09 | 66" high, spine-out |
| Videocassettes | SHLV-F | 0.09 | 66" high, spine-out |
| Books-on-CD | SHLV-F | 0.09 | 66" high, spine-out or special housing to be determined |
| Youth Fiction | SHLV-G | 0.08 | 66" high, spine-out |
| Easy/Picture Books | SHLV-H | 0.07 | 48" high, in bins face-out or spine-out |
| Music CDs | SHLV-I | 0.05 | 66" high, face-out display, or 48" high, in bins or special housing |
| DVDs | SHLV-I | 0.05 | 66" high, face-out display, or 48" high, in bins or special housing |
| Artwork Display/Storage | SHLV-X | 2.00 | 60" high, size varies, display of circulating flat art |

User Seating & Gathering Spaces

| <i>seat/ station type</i> | <i>space code</i> | <i>NSF per seat*</i> | <i>notes</i> |
|--------------------------------|-------------------|----------------------|---|
| Collaborative Computer Station | SPO-G | 64 | Systems furniture workstation, number of ergonomic task chairs varies from 3 to 6 |
| Two-Place Computer Station | SPO-H | 48 | Systems furniture workstation, 2 ergonomic task chairs |
| One-Place Computer Station | SPO-I | 36 | Systems furniture workstation, ergonomic task chair, CPU mounted under work surface |
| Tutoring Station | SPO-I | 36 | Systems furniture workstation, 2 ergonomic task chairs |
| Microform Machine | SEAT-A | 45 | "Microform" includes microfilm & microfiche, ergonomic task chair |
| Read Aloud Lounge Seat | SEAT-B | 40 | Two-passenger unit |
| Study Carrel | SEAT-C | 35 | Square feet per person, conventional study carrel not recommended |

* Unless otherwise noted.

User Seating & Gathering Spaces *(continued)*

| <i>seat/ station type</i> | <i>space code</i> | <i>NSF per seat*</i> | <i>notes</i> |
|-------------------------------|-----------------------|--------------------------|---|
| One-Place Table | SEAT-C | 35 | Square feet per person |
| Two-Place Table | SEAT-C | 35 | Square feet per person, reader chair |
| Lounge Seat | SEAT-D | 30 | One-passenger unit, includes shared side table or tablet arm |
| Visual Magnifier | SEAT-D | 30 | Square feet per person |
| Conference Room | SEAT-D | 30 | Square feet per person, conference room includes credenza |
| Collaborative Study Room | SEAT-D | 30 | Square feet per person, ergonomic task chair |
| Tutoring Room | SEAT-D | 30 | Square feet per person, ergonomic task chair |
| Four-Place Table | SEAT-E | 25 | Square feet per person, reader chair |
| Computer Lab | SEAT-F | 20 | Square feet per person, ergonomic task chair at training table |
| Café Booth & Table | SEAT-F | 20 | Square feet per person, banquette seating at table |
| Children's Four-Place Table | SEAT-F | 20 | Square feet per person, reader chair or stool |
| Multi-Purpose Meeting Room | SEAT-G | 15 | Square feet per person, stack chair at training table |
| Children's Classroom Room | SEAT-H | 12 | Square feet per person, combination floor & chair seats |
| Multi-Purpose Meeting Room | SEAT-H | 12 | Square feet per person, stack chair only, no tables |
| Multi-Purpose Meeting Room | SEAT-I | 10 | Square feet per person, stack chair only, no tables, no presentation area |
| Youth Floor Seat | SEAT-J | 8 | Square feet per person |
| Bench Seat | SEAT-K | 5 | Square feet per person, two-passenger recommended for efficiency |

* Unless otherwise noted.

Library Support Spaces

| <i>item/ space</i> | <i>space code</i> | <i>NSF per item</i> | <i>notes</i> |
|-----------------------------|-----------------------|-------------------------|--|
| Customer Service Desk | SVDSK-A | 120 | Per station, Check-out desk, seated or stand-up work space, public queuing |
| Public Service Desk | SVDSK-B | 80 | Per station, Research/Teen/Children's desk, seating & work space, public queuing |
| Reference/Research Station | SVDSK-C | 64 | Research desk, stand-up work space for 1 staff & public |
| Information Desk | SVDSK-D | 48 | Seating & work space for 1 staff & public |
| Self-Check Station | SVDSK-E | 30 | No staff, public queuing |
| Information Kiosk | INFO-A | 30 | Electronic station, no staff |
| Shared Computer Station | SPO-I | 36 | Systems furniture workstation, ergonomic task chair |
| PAC Station | SPO-J | 24 | Public access computer, systems furniture workstation, stand-up, no seat |
| Express Internet Station | SPO-J | 24 | Stand-up, systems furniture workstation, no seat |
| Printer/Scanner Station | SPO-K | 16 | Table-top machine, systems furniture workstation |
| Printer/Scanner/Fax Station | COPY-A | 48 | Free-standing machine |

Library Support Spaces (continued)

| <i>item/ space</i> | <i>space code</i> | <i>NSF per item</i> | <i>notes</i> |
|----------------------------|-----------------------|-------------------------|---|
| Paper Cutter | TOOL-A | 12 | Table-top unit |
| Laminator | TOOL-A | 12 | Table-top unit |
| Binding Machine | TOOL-B | 8 | Table-top unit |
| Art or Youth Feature | ART-X | 50 | Size varies, minimum size recommended |
| Literature Rack | LIT-X | 24 | Size varies, free-standing, wall-mounted, or Service Desk mounted |
| Atlas Case/Stand | ATLS-X | 12 | Size varies, not recommended, best to house atlases on steel book stack shelving |
| Dictionary Stand | DICT-X | 8 | Size varies, not recommended, best to house dictionaries on book stack shelving |
| Globe | GLOB-X | 9 | Size varies |
| Display Case | CASE-X | 50 | Size varies, freestanding, wall-mounted, or recessed |
| Map Case/Flat File Cabinet | FILE-F | 40 | Space allows for extended drawer & user |
| Microform Cabinet | FILE-M | 30 | "Microform" includes film and fiche, space allows for drawer extended & user |
| File Cabinet | FILE-L | 20 | Lateral-pull cabinet |
| File Cabinet | FILE-V | 18 | Vertical front-pull cabinet, not recommended |
| Library Materials Return | MDRP-A | 225 | Includes drive-up return & drive-up checkout, includes fire suppression |
| Library Materials Room | MDRP-B | 64 | Walk-up return room, includes fire suppression |
| 3-Bin Automated Sorter | AMHS-3 | 56 | RFID-based automated materials handling system, sorting conveyor with parking for 3 bins |
| 7-Bin Automated Sorter | AMHS -7 | 78 | RFID-based automated materials handling system, sorting conveyor with parking for 7 bins |
| 9-Bin Automated Sorter | AMHS -9 | 90 | RFID-based automated materials handling system, sorting conveyor with parking for 9 bins |
| Book Bin Parking | BKTRK-A | 10 | Book bin, in Library Materials Return Room or at Customer Service Desk |
| Book Truck Parking | BKTRK-B | 8 | Large truck, double-sided, 3 shelves each side |
| Book Truck Parking | BKTRK-C | 5 | Small truck, single-sided, 3 shelves |
| Baby Stroller Parking | STRLR-A | 8 | Two-passenger covered stroller |
| Work Counter | CNTR-A | 48 | Up to 12 linear feet of countertop, base and/or wall cabinets for storage are optional |
| Work Counter with Sink | CNTR-AS | 48 | Up to 12 linear feet of countertop & sink, base and/or wall cabinets for storage are optional |
| Work Counter | CNTR-B | 32 | Up to 8 linear feet of countertop, base and/or wall cabinets for storage are optional |
| Work Counter with Sink | CNTR-BS | 32 | Up to 8 linear feet of countertop & sink, base and/or wall cabinets for storage are optional |
| Workroom Shelving | SHLV-DF | 20 | Double-face section |
| Workroom Shelving | SHLV-SF | 10 | Single-face, wall-mounted section |
| Worktable | WKTBL-A | 96 | Up to 4 ergonomic task chairs |
| Worktable | WKTBL-B | 75 | Up to 2 ergonomic task chairs |
| Staff Locker | LKR-A | 6 | Per locker, full-height units |
| Staff Locker | LKR-B | 3 | Per locker, half-height units |
| Public Lending Locker | LKR-C | 1 | Per locker, five units high, for after-hours lending or special purpose use |
| Coat Rack | COAT-X | 4 | Size varies by capacity |

Library Support Spaces (continued)

| <i>item/ space</i> | <i>space code</i> | <i>NSF per item</i> | <i>notes</i> |
|-------------------------|-----------------------|-------------------------|--|
| Storage/Supply Room | STOR-X | 150 | Size varies, minimum size recommended, convertible to PO-E |
| Supply Cabinet | STOR-A | 20 | Size varies, minimum size recommended |
| Recycle Station | STOR-E | 9 | Four sorting bins |
| Trash Receptacle | STOR-F | 4 | Single trash can |
| Safe | SAFE-X | 8 | Size varies, in floor-mount recommended |
| Card Catalog | CARD-X | 16 | Size varies, only recommended for housing legacy files |
| Performance Area | STAGE-X | 100 | Size varies, within Multi-Purpose Meeting Room or Teen area |
| Lectern | STAGE-C | 10 | Co-locate with Multi-Purpose Meeting Room |
| Green Room | VEST-C | 64 | Minimum size recommended |
| Kitchen | KIT-A | 120 | 10' x 12' room |
| Kitchen | KIT-B | 80 | 8' x 10' room/space |
| Kitchenette | KIT-C | 32 | Up to 8 linear feet of countertop & sink |
| Kitchenette | KIT-D | 20 | Up to 5 linear feet of countertop & sink |
| Vending | VEND-A | 25 | Large machine |
| Vending | VEND-B | 15 | Medium machine |
| Vending | VEND-C | 10 | Small machine |
| Vestibule | VEST-X | 84 | Size varies, minimum size recommended – ADA requirements apply |
| Entrance Lobby | LOB-X | 200 | Size varies, minimum size recommended |
| Display/Gallery | GAL-X | 200 | Size varies, minimum size recommended |
| Building Directory | DIR-X | 12 | Electronic monitor, size varies, minimum size recommended |
| Computer Data Center | DATA-X | 400 | Size varies, based on number of servers accommodated over time |
| Computer Equipment Room | DATA-A | 80 | Minimum closet size recommended |
| Telecomm Equipment Room | TELE-X | 81 | Size varies, minimum size recommended |
| AV Equipment Room | EQUIP-X | 64 | Rack-mounted equipment only, size varies, minimum size recommended |
| Loading Room/Dock | LOAD-X | 64 | Size varies, minimum size recommended |
| Maintenance Room | MAINT-X | 200 | Workbench & supply storage, size varies, minimum size recommended |
| Janitor Closet | MAINT-A | 55 | Includes sink/mop basin, storage shelving, rolling cart parking |
| Public Toilet | TLT-3 | 120 | ADA-compliant, 3 toilets/urinal & 2 lavatories in room |
| Staff Toilet | TLT-1 | 50 | Uni-sex, ADA-compliant, single toilet & lavatory in room |
| Library Café | CAFÉ-X | 500 | Size varies, prep/serving area only, seating specified in User Seating & Gathering |
| Library Coffee Cart | CAFÉ-C | 64 | Mobile cart |
| Library Store | STORE-X | 225 | Size varies, minimum for Friends of the Library or Outside Vendor |

With most public libraries, adequate off-street parking – accessible and convenient to the entrance of the library building – is a principal factor in user satisfaction, as well as the amount of use a library will receive. Without adequate parking, there is every reason to anticipate usage of the library will not reach its full potential. Godfrey's Associates believes this is true of both Central and branch libraries. The Consultants recognize that ride-share services such as Lyft and Uber are increasingly being used by people for short trips. We also recognize that the autonomous (driverless) vehicle is on the horizon and will have an impact, along with ridesharing, on the need for parking spaces at public libraries.

Parking Determination Factors

There are different ways to determine the number of spaces required. A review of the different factors follows.

Ratio of Square Footage to Parking. In the zoning ordinances of many municipalities, parking requirements for public use and commercial facilities are often expressed as a ratio of the square footage of the building. For example:

- One parking space for every four hundred square feet of building space, or
- One square foot of parking area (not parking spaces) for one square foot of building space.

Ratio of Parking to Seating. Another factor relates needed parking to seating requirements. Assuming a vehicle typically carries two people, the ratio of one parking space for every two reader seats within the library building is one factor. This number must be supplemented with parking for the meeting rooms in the building. The latter are often covered by local ordinance, even if library buildings are not specifically covered.

Parking for Staff. Parking for staff may also be regulated by local ordinance. Failure to provide adequate staff parking may become a source of staff frustration and discontent. Staff parking should be provided in a quantity of one parking space for every 1.5 full-time equivalent (FTE) staff.

Parking for Volunteers. Parking for volunteers should also be provided. Local ordinances for staff may include volunteers. If not, volunteers should be included as part of staff on a FTE basis for the purposes of calculating total parking needs.

Main Library Parking Requirements

There are no standardized parking calculations for a Main Library. In a survey of several major urban libraries conducted by Godfrey's, the amount of parking available for users and the staff ranged from 55 spaces to over 2,000. In every case, except the 2,000 plus spaces, the library indicated that the number of parking spaces was inadequate.

Parking provided for many of these libraries was determined not by what was needed, but by the available space on site that could be allocated for parking. Other factors that influenced these projects were the availability of public transit, the corresponding number of customers expected to drive to the library, the number of seats in meeting rooms, and planning for subsequent expansion of the library building.

In developing library parking requirements for a typical Main Library building, we base our recommendations on the following:

- The total size of the facility. and
- A likelihood of between 70 to 90 percent of library users will arrive by vehicle.

Three alternative calculations for determining Main Library parking spaces are proposed:

1. One parking space per every 400 to 500 square feet (SF) of building, stated as:

$$\frac{\text{XXX,XXX square feet}}{400 \text{ or } 500\text{SF}} = \text{YYY parking spaces}$$

2. One parking space per every two adult reader seats plus every five seats in a multi-purpose meeting room, stated as:

$$\frac{\text{XXX reader seats}}{2} = \text{YYY spaces}$$

Plus

$$\frac{\text{XXX seats in meeting room(s)}}{5} = \text{YYY spaces}$$

= YYY total parking spaces

3. One Parking space for every 150 square feet of public curriculum space, plus every 400 square feet of staff offices/workroom space, plus every five seats in meeting room(s), stated as:

$$\frac{\text{XXX, XXX SF public space}}{150 \text{ SF}} = \text{YYY space}$$

Plus

$$\frac{\text{XX,XXX SF staff space}}{400 \text{ SF}} = \text{YYY spaces}$$

Plus

$$\frac{\text{XXX seats in meeting room(s)}}{5} = \text{YYY spaces}$$

= Y,YYY total parking spaces

Branch Library Parking Requirements

To provide adequate parking, based upon the factors described above, we recommend:

- One parking space for every 300 building gross square feet (BGSF) is necessary for Neighborhood Libraries up to 15,999 BGSF.
- One space for every 350 BGSF for Community Libraries up to 29,999 BGSF. and
- One space for every 400 BGSF for Regional Libraries up to 60,000 BGSF.

For buildings above 60,000 BGSF, we recommend the Main Library factors be applied.

Land Requirements for Parking

To provide for each parking space, points of access and egress, turning spaces, and landscaping, the standard for square feet per parking space is 350. Thus, for a 20,000 square foot community library with 67 parking spaces, the land required for the parking would be 23,450 square feet.

Shared Parking

Depending upon where the new facility is located, it may be possible to share parking with an adjacent building(s). For instance, a public library's greatest need for parking is typically:

- Morning, when many senior citizens use the building and/or story hours are held.
- Noon hour, when many persons visit during their lunch break.
- After school until about 5:30 or 6:00 PM.
- Mid-evening from 7:30 to 8:30 PM.

Of course, there are also great demands for parking on weekends, and when there is a special event featuring a well-known author, or popular class planned for the meeting room. These times sometimes conflict with the needs of other buildings, especially in the afternoon and weekends. Therefore, shared parking while feasible, should not be viewed as an answer to more than 15 to 20 percent of the library's total needs.

Electric Vehicle Recharging Stations. A case could be made that electric vehicle (EV) recharging stations are a form of shared parking, as recharging is a temporary function reserved for specific vehicles. One trend appears to be a move toward more EVs, whether they be used for ride-share or personal use.

If not already in place, consider future zoning requirements that will allocate several parking stalls for EV recharge, like the quotas for reserved parking for the handicapped.

Conclusion

Lack of adequate parking is a frequent complaint expressed by persons who frequently use public libraries. There are also reported instances when the absence of safe, convenient parking has been a principal reason for persons not using their public library.

The public library is a service business. As for any successful business, adequate parking must be provided – parking that is convenient and safe – if library policymakers expect their public library facility(s) to be utilized to maximum potential.

Library Site Evaluation Criteria

Once the general location of a future library is determined by service area drive-time analysis, any new parcel of land identified as a potential library site should be selected based on a list of criteria that reinforces the goals of Bellingham Public Library (BPL). It is critical to approach the site selection process for a new public library with care. The ultimate success of any new library facility will be largely determined by where it is located. Acquiring anything less than a good site will prove a false economy in terms of the life-cycle costs of the facility. The wrong site will hinder public use of this important community resource.

Criteria for Site Evaluation. A principal tenet of real estate for centuries has been to determine the highest and best use” of the land. In keeping with this tenet, the criteria listed below should be taken into account as each candidate site is evaluated, in the following order of priority:

1. **Site Capacity, Now & Future:** The site **must** be large enough to provide sufficient land for:
 - The projected library footprint.
 - Required parking for users, staff, and volunteers, on- or off-site. Any restrictions to having an adequate number of parking spaces will prove to be detrimental.
 - Necessary allowances for zoning-required setbacks and suitable landscaping.
 - Future expansion.
2. **Legal Matters:** If a candidate site proves to be large enough, then legal impediments to site ownership and/or development **must** be identified, such as:
 - The existence of easements, restrictive covenants, or other restrictions can serve to limit the amount of land on which a building can be located, i.e., the “buildable” area of the site, or
 - A site owned by several persons and/or entities could be difficult to acquire and/or take an extended period.
3. **Development Cost:** Once the above figurative hurdles have been cleared, the costs to develop a given site become a driving factor in the selection process. Issues to consider include:
 - The dollar value of the site.
 - Revenue loss if tax- or income-producing property is replaced.
 - Demolition costs.

- Relocation costs for any existing site occupants.
- The cost of providing or extending utility service.
- Construction of drives and roads needed to fully access the site.
- Any unusual site development and/or extra construction costs such as:
 - Poor soil conditions.
 - Limitations of the site such as requiring underground versus above grade parking,
 - Excessive drainage and/or earthwork.
 - Site configuration resulting in a less efficient layout and a corresponding more expensive operational solution.

4. **Physiography:** Issues such as the topography of the site and solar orientation are important considerations when considering operational costs. Orientation considerations include excessive heat gain from the west sun, and/or entrances exposed to prevailing winter winds or ice build-up.
5. **Accessibility:** The site should be easily accessible by automobile and public transit, and within walking distance of some potential users.
6. **Visibility by Passersby:** A highly visible site, along a major street (but **not** a major highway), along with easy accessibility, is ideal.
7. **Building “Fit” into the Fabric of the Community:** How will the library fit into the community and its neighborhoods, now and in the future?
8. **Views, Distant & Close:** What does one see from the library site looking outward, across the street, and several blocks away?

Ranking the Sites. Once the site selection criteria have been agreed upon, the next step in the process is to assign a point value to each of the above criteria. Each factor and sub-factor should be given a point value. The Consultants suggest the sum of points should be 100. The site that receives the most points is determined to be the best site. If the development costs of two or more sites were within proximity of each other, then the total site scores should be taken into consideration.

Tie-Breaking Factors. The last five criteria can serve as tie breakers. Purchase price of the site should not be the first consideration since the cost of the site will most likely be a fraction of the project costs for a new or replacement library. Property cost could be considered in addition to the 100 points of the other criteria, as a tie-breaking factor.

Project Report

30 July 2020 - 31 May 2022

Engage Bellingham

Bellingham Public Library Community Survey



Visitors Summary

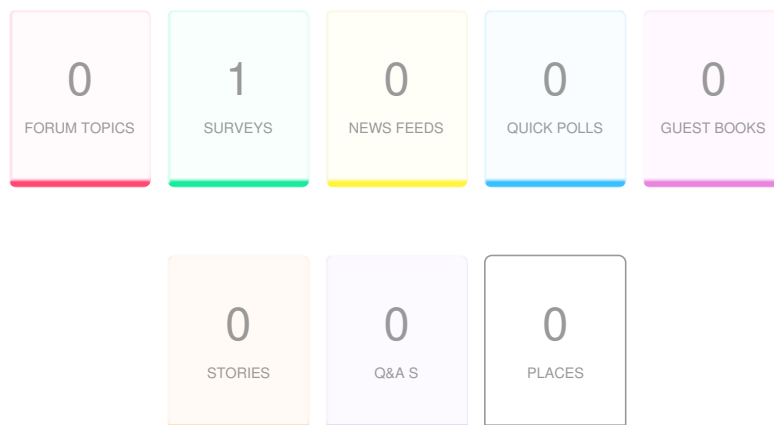


Highlights

| | | |
|-------------------|----------------------|----------------|
| TOTAL VISITS | MAX VISITORS PER DAY | |
| 1.6 k | 648 | |
| NEW REGISTRATIONS | | |
| 2 | | |
| ENGAGED VISITORS | INFORMED VISITORS | AWARE VISITORS |
| 859 | 973 | 1.5 k |

| Aware Participants | | 1,456 | Engaged Participants | | | | 859 |
|---------------------------------|--|--------------|-----------------------------|----|---|-----|-----|
| Aware Actions Performed | | Participants | Engaged Actions Performed | | | | |
| Visited a Project or Tool Page | | 1,456 | | | | | |
| Informed Participants | | 973 | | | | | |
| Informed Actions Performed | | Participants | | | | | |
| Viewed a video | | 0 | Contributed on Forums | 0 | 0 | 0 | |
| Viewed a photo | | 0 | Participated in Surveys | 32 | 0 | 827 | |
| Downloaded a document | | 0 | Contributed to Newsfeeds | 0 | 0 | 0 | |
| Visited the Key Dates page | | 0 | Participated in Quick Polls | 0 | 0 | 0 | |
| Visited an FAQ list Page | | 0 | Posted on Guestbooks | 0 | 0 | 0 | |
| Visited Instagram Page | | 0 | Contributed to Stories | 0 | 0 | 0 | |
| Visited Multiple Project Pages | | 129 | Asked Questions | 0 | 0 | 0 | |
| Contributed to a tool (engaged) | | 859 | Placed Pins on Places | 0 | 0 | 0 | |
| | | | Contributed to Ideas | 0 | 0 | 0 | |

ENGAGEMENT TOOLS SUMMARY



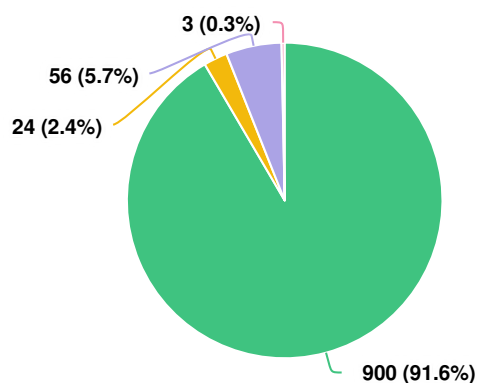
| Tool Type | Engagement Tool Name | Tool Status | Visitors | Contributors | | |
|-------------|--|-------------|----------|--------------|------------|-----------|
| | | | | Registered | Unverified | Anonymous |
| Survey Tool | Bellingham Public Library Community Survey | Archived | 977 | 32 | 0 | 827 |

ENGAGEMENT TOOL: SURVEY TOOL

Bellingham Public Library Community Survey

| | | |
|---------------------|-------------------------|--------------------------|
| Visitors 977 | Contributors 859 | CONTRIBUTIONS 989 |
|---------------------|-------------------------|--------------------------|

Do you have a Library card from the Bellingham Public Library? Note: Whatcom County Library System (WCLS) is a separate or...



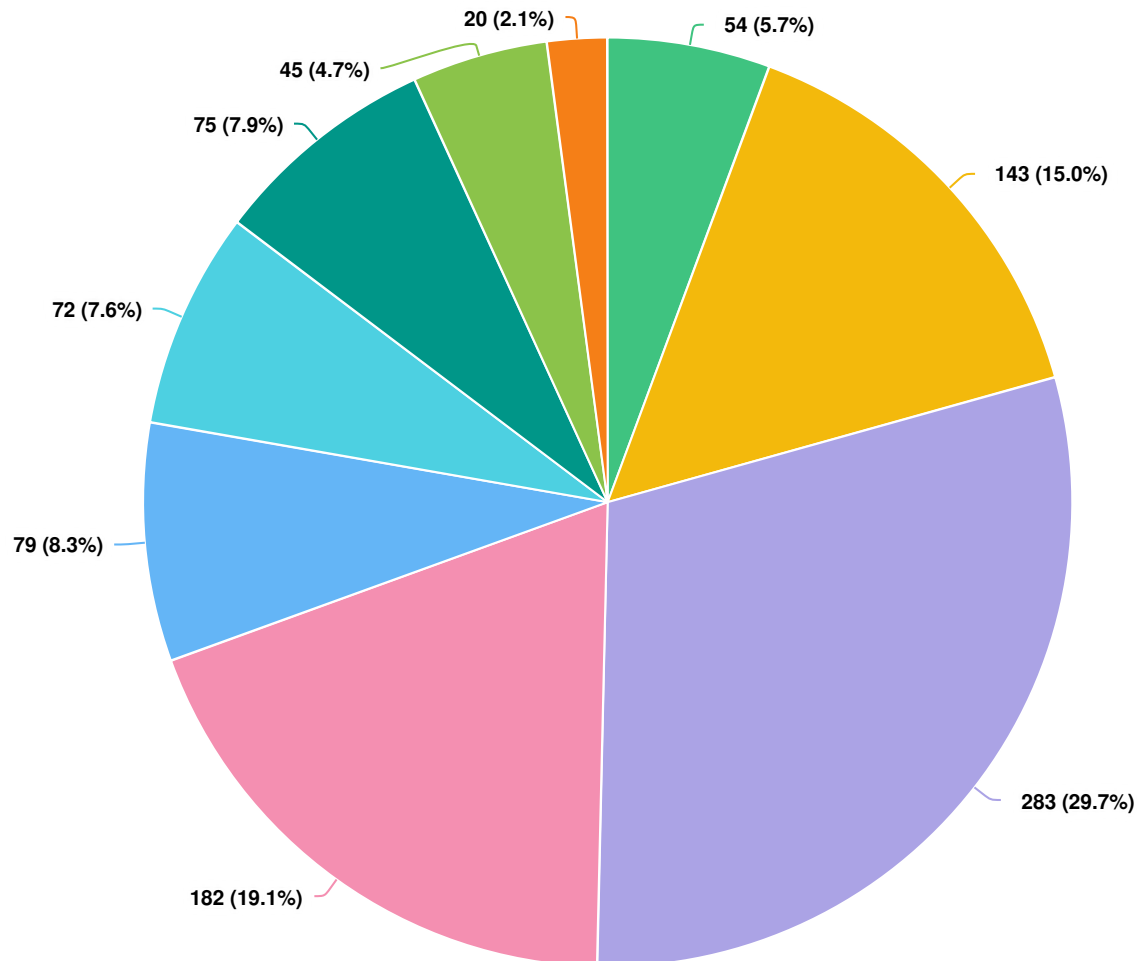
Question options

- Yes
- No
- I have a Library card from Whatcom County Library System, but not Bellingham Public Library
- Do not know

Optional question (980 response(s), 9 skipped)

Question type: Radio Button Question

If you have a Bellingham Public Library card, how many times have you used it for print or digital content, or other uses such as computers or Wi-Fi hotspots in the past year? Check Only One



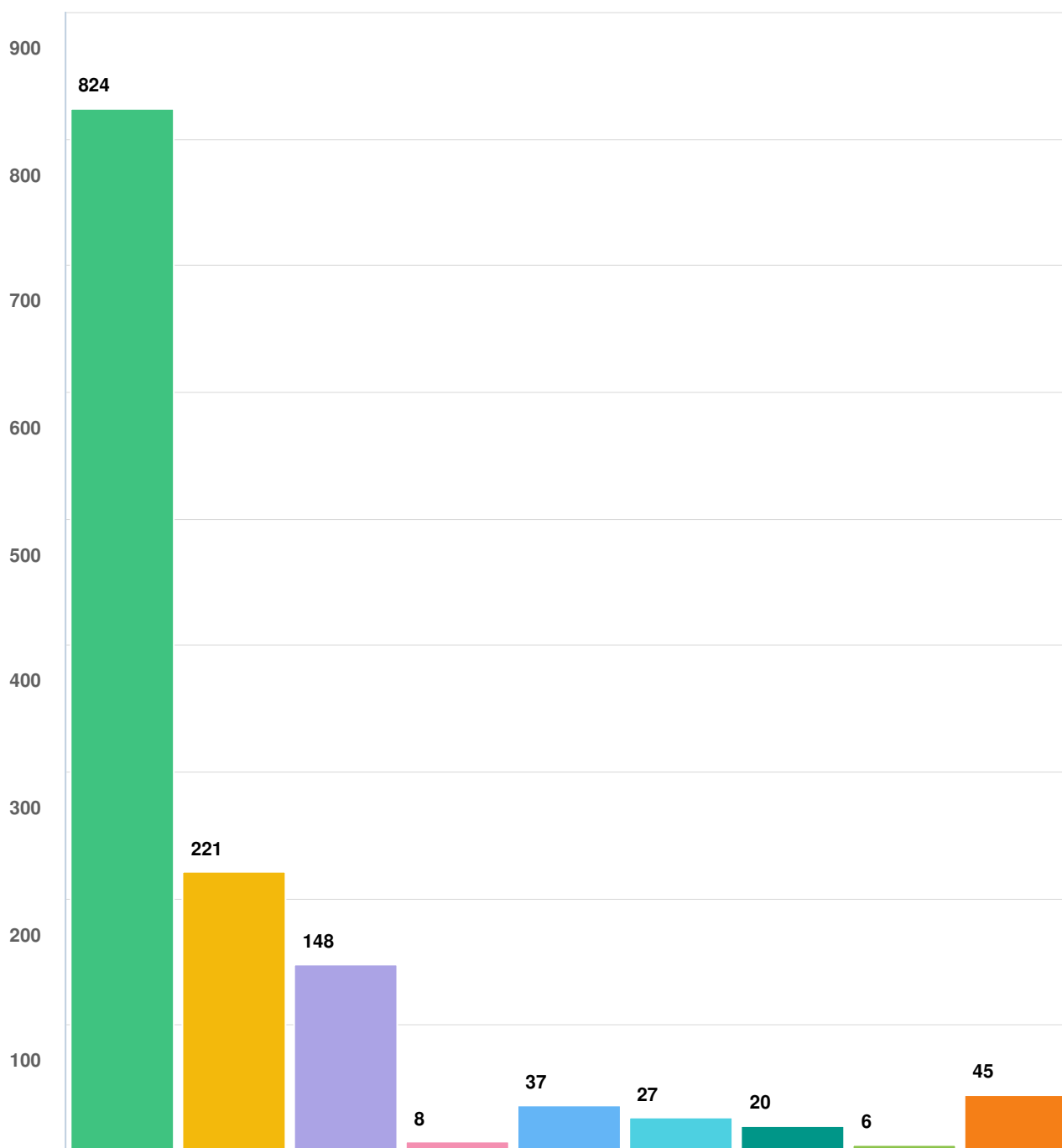
Question options

- Every day
 ● Two or three times a week
 ● Weekly
 ● Monthly
 ● Three to five times a year
- Once or twice a year
 ● I have not used my Bellingham Public Library card in the past year
- I do not have a Bellingham Public Library card
 ● Do not know

Optional question (951 response(s), 38 skipped)

Question type: Radio Button Question

Which library or libraries in Bellingham do you prefer to use? Check All That Apply



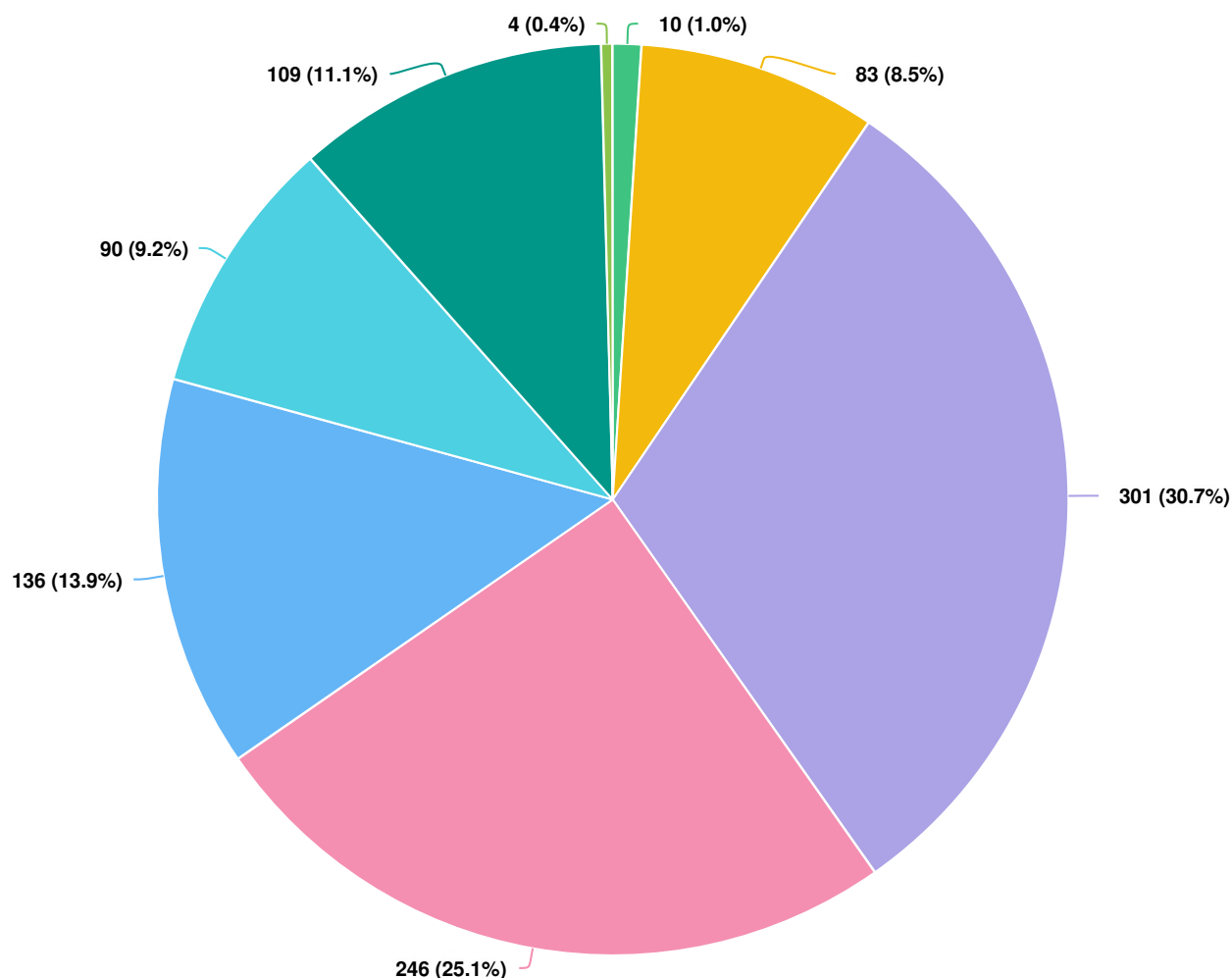
Question options

- Central Library
 ● Fairhaven Branch
 ● Barkley Branch
 ● Bellingham Technical College (BTC) Connection
- Western Washington University (WWU) Connection
 ● Whatcom Community College (WCC) Connection
- None of the above
 ● Do not know
 ● Other (please specify)

Optional question (977 response(s), 12 skipped)

Question type: Checkbox Question

How many times have you visited a Bellingham Public Library location in the past year, including curbside pickup? Check Only One



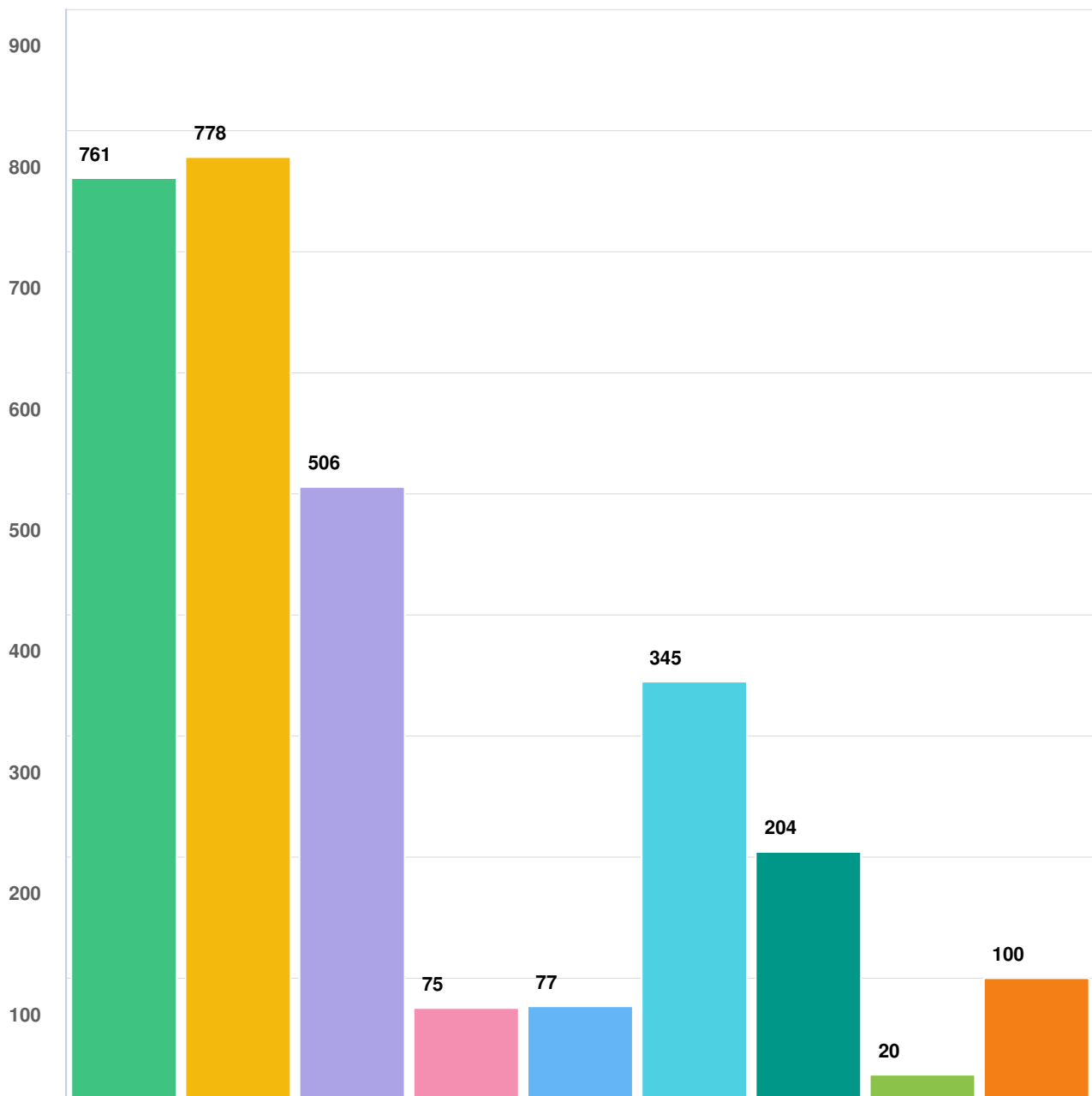
Question options

- Every day
 ● Two or three times a week
 ● Weekly
 ● Monthly
 ● Three to five times a year
- Once or twice a year
 ● None
 ● Do not know

Optional question (977 response(s), 12 skipped)

Question type: Radio Button Question

During the past year, which of the following Bellingham Public Library services did you use? Check All That Apply



Question options

- Searched the online catalog ● Checked out books, audiobooks, music CDs, DVDs or hot spots
- Checked out eBooks, eAudiobooks, or accessed streaming services such as Kanopy or Freegal
- Accessed Bellingham Public Library computers for the Internet, email, etc. ● Attended a virtual library program
- Consulted a librarian ● Accessed subscription database services such as Consumer Reports or Mango language learning
- Do not know ● Other (please specify)

Optional question (959 response(s), 30 skipped)

Question type: Checkbox Question

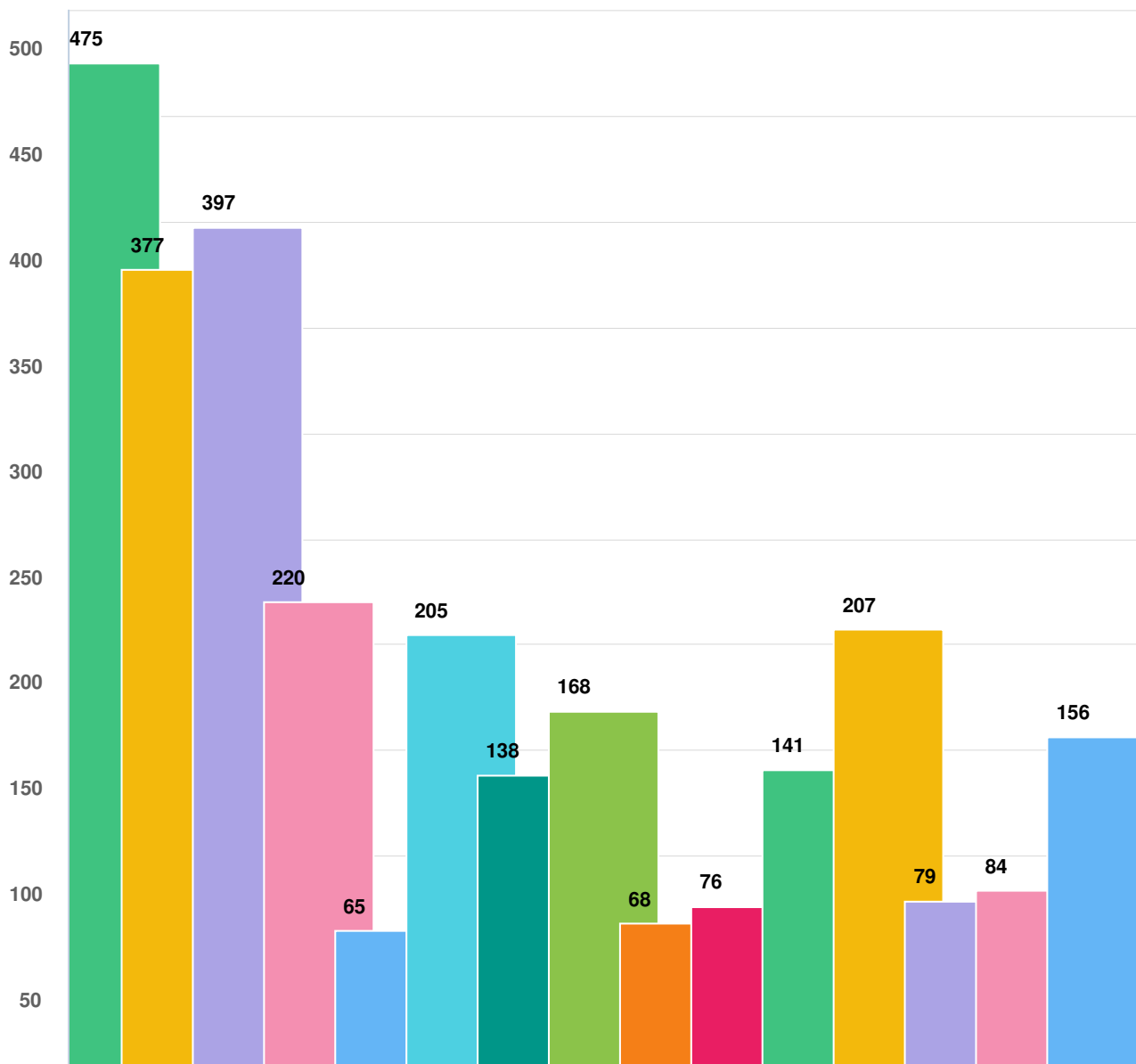
Here is a list of services the Bellingham Public Library provides. Please read the list and check whether each service is very important, somewhat important, slightly important, or not at all important to you.



Optional question (971 response(s), 18 skipped)

Question type: Likert Question

What improvements would you like to see at the Bellingham Public Library? Check All That Apply



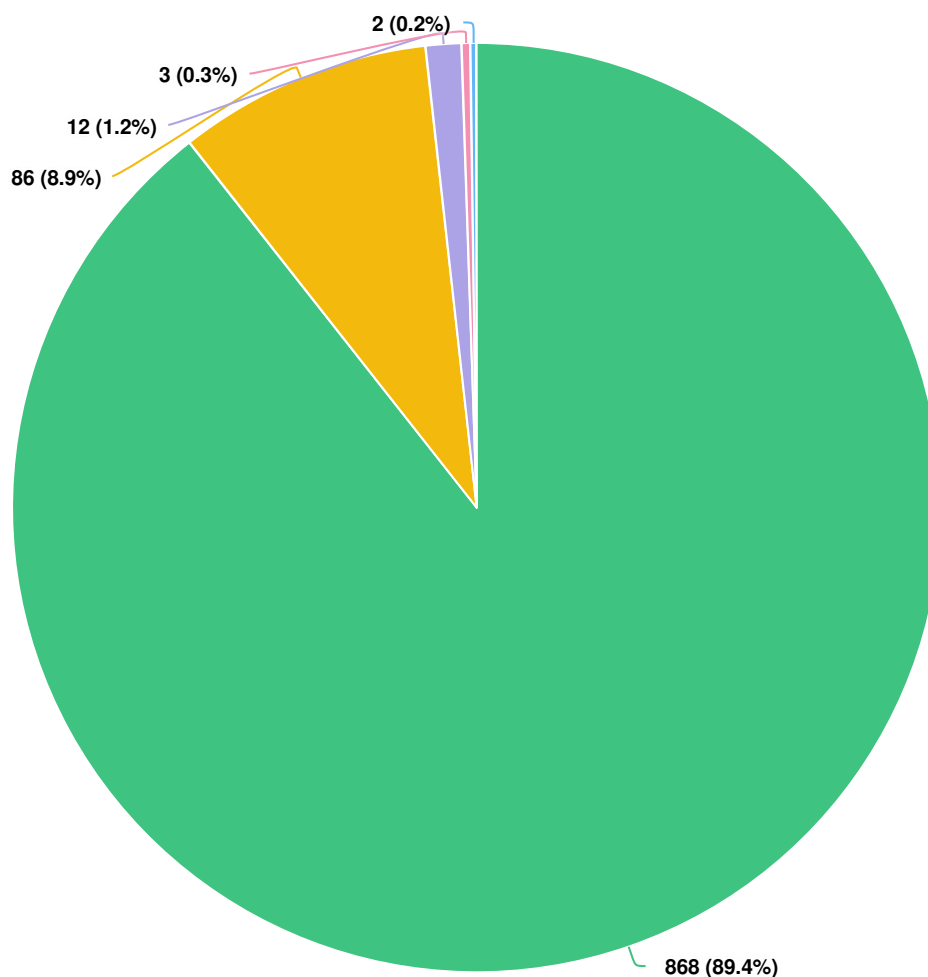
Question options

- Other (please specify)
 ● Do not know
 ● More one-on-one technology coaching
- More outreach services for residents who are unable to visit the library in person
 ● More play spaces for children and families
- More meeting and conference rooms
 ● More study rooms for individuals or small groups
- More Bellingham Public Library branch libraries
 ● More programs and other activities for teenagers
- More in person or virtual classes and programs for adults
 ● More computers, software, & printers/scanners
- More storytimes, programs, and other activities for children
 ● More eBooks, digital audiobooks, or other digital content
- More print books
 ● Open more hours

Optional question (951 response(s), 38 skipped)

Question type: Checkbox Question

Overall, how important are the services provided by the Bellingham Public Library to you? Check Only One



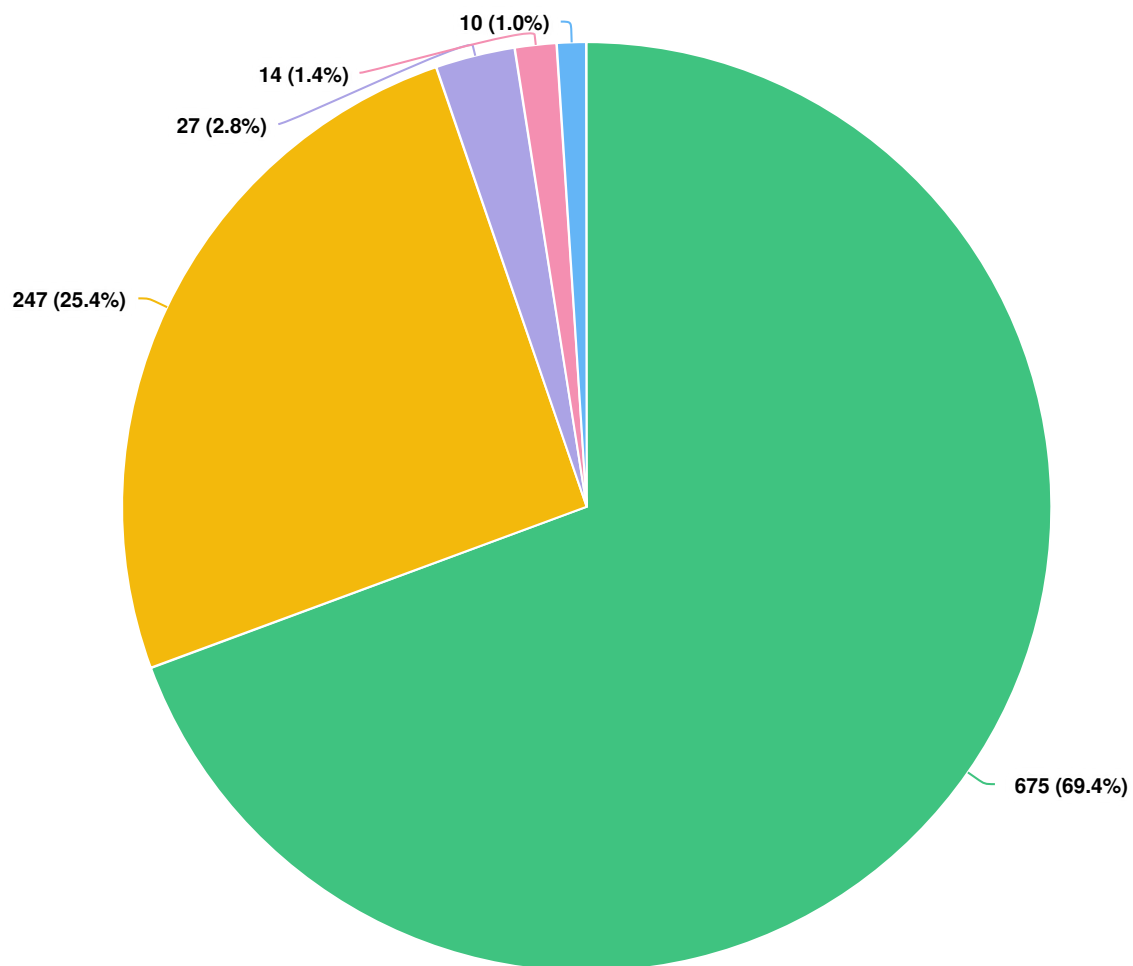
Question options

☐ Do not know ☐ Not at all important ☐ Not too important ☐ Somewhat important ☐ Very important

Optional question (969 response(s), 20 skipped)

Question type: Radio Button Question

Overall, how satisfied are you with the Bellingham Public Library? Check Only One



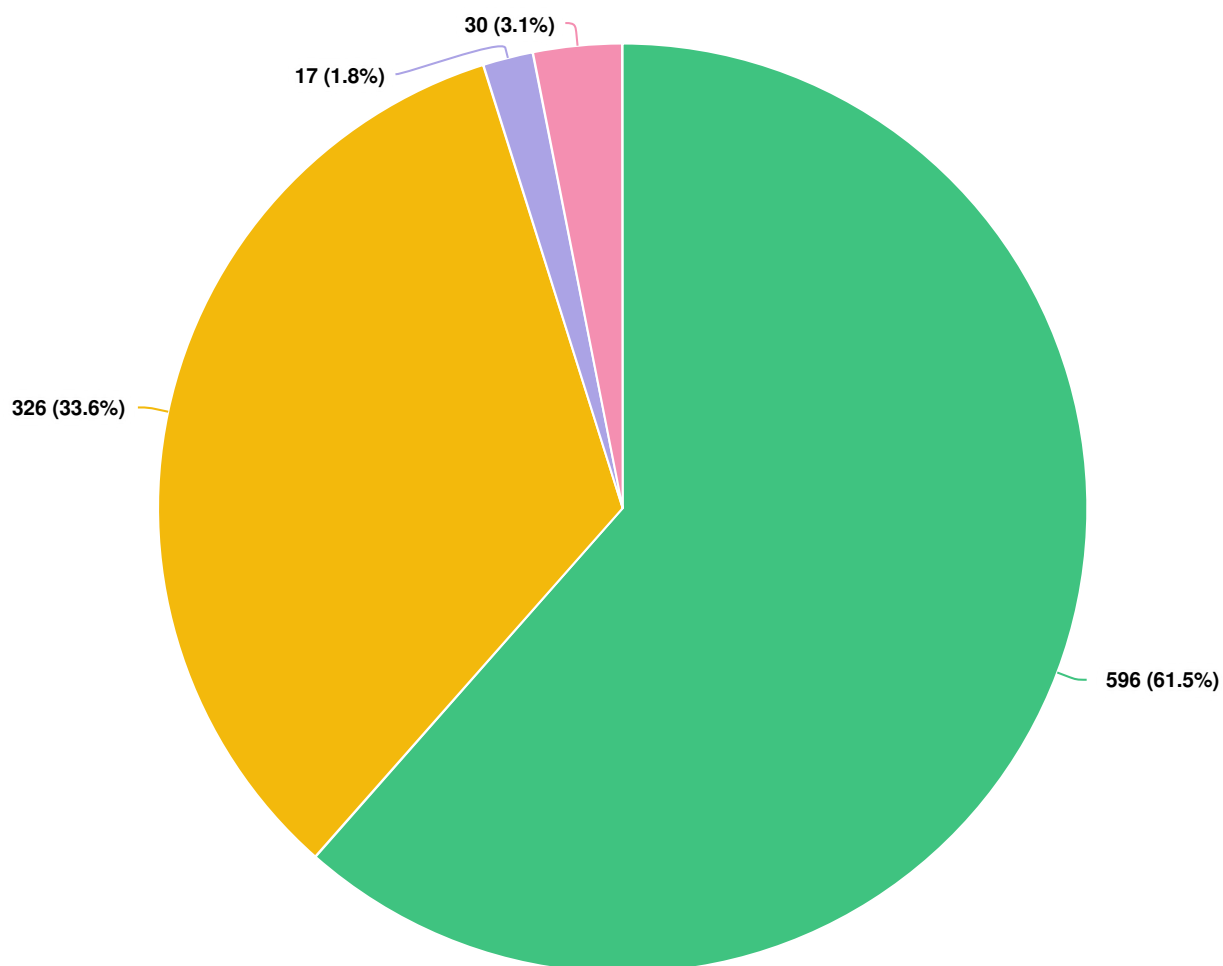
Question options

☐ Do not know ☐ Not at all satisfied ☐ Not too satisfied ☐ Somewhat satisfied ☐ Very satisfied

Optional question (971 response(s), 18 skipped)

Question type: Radio Button Question

How would you rank the benefits of the Bellingham Public Library as compared to the benefits of other tax-supported services, e.g. schools, parks, roads? Check Only One



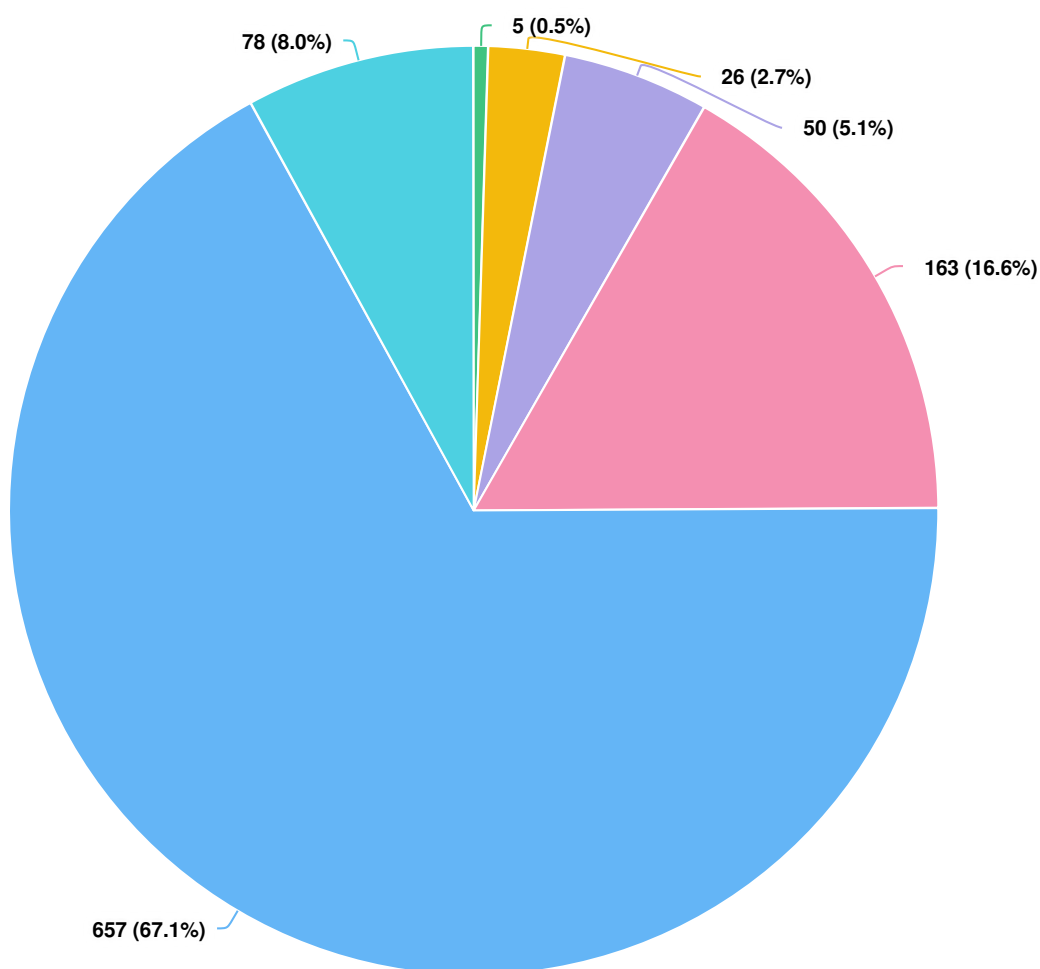
Question options

☐ Do not know ☐ At the bottom ☐ In the middle ☐ At the top of the list

Optional question (966 response(s), 23 skipped)

Question type: Radio Button Question

If you live in the City of Bellingham, how many years have you lived here? Check Only One



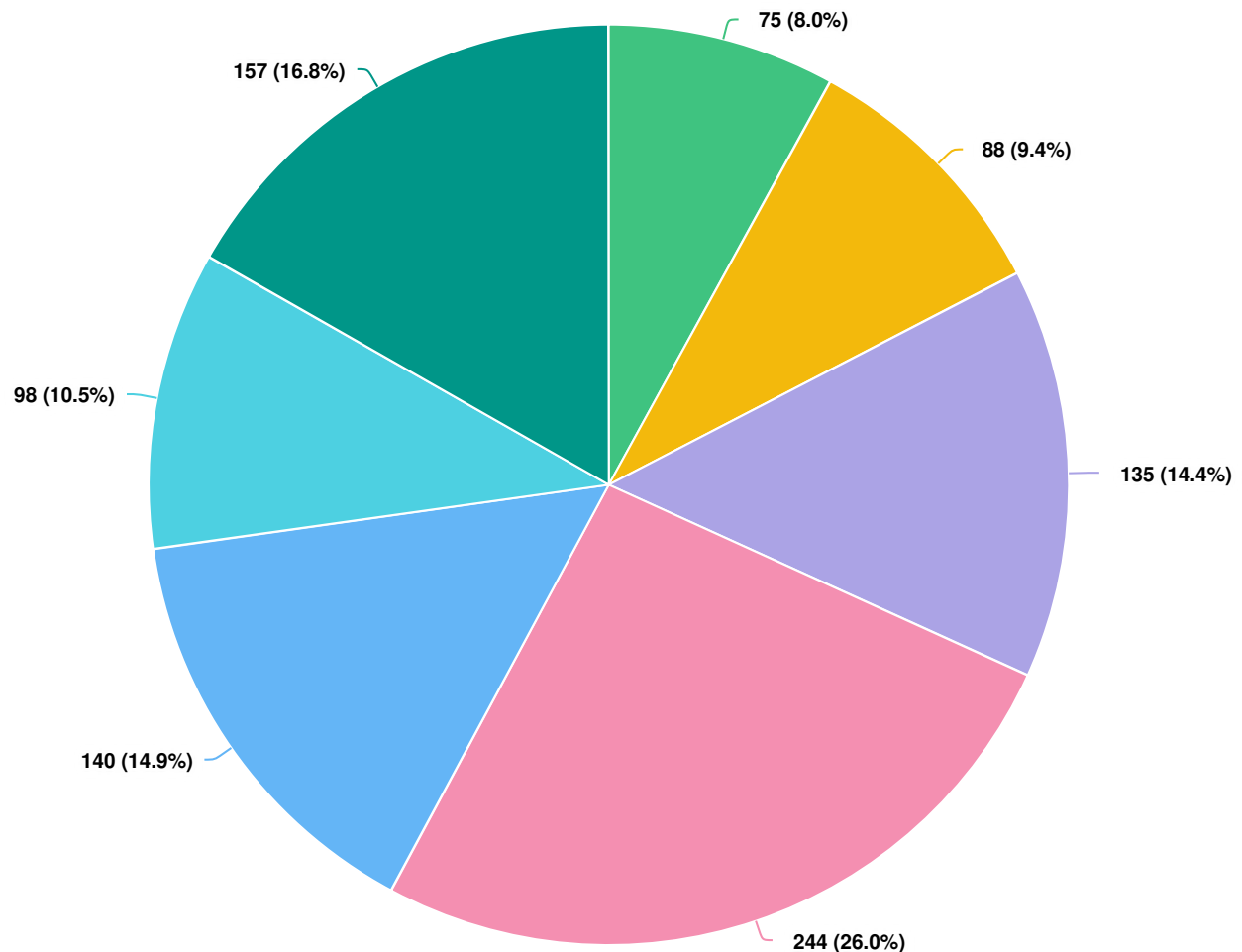
Question options

- I do not live in the City of Bellingham
- more than 8 years
- 3 - 8 years
- 1 - 3 years
- 6 months to 1 year
- Less than 6 months

Optional question (976 response(s), 13 skipped)

Question type: Radio Button Question

If you used the public library at your place of residence prior to moving to Bellingham, how would you say the library services there compared to public library services in Bellingham? Check Only One



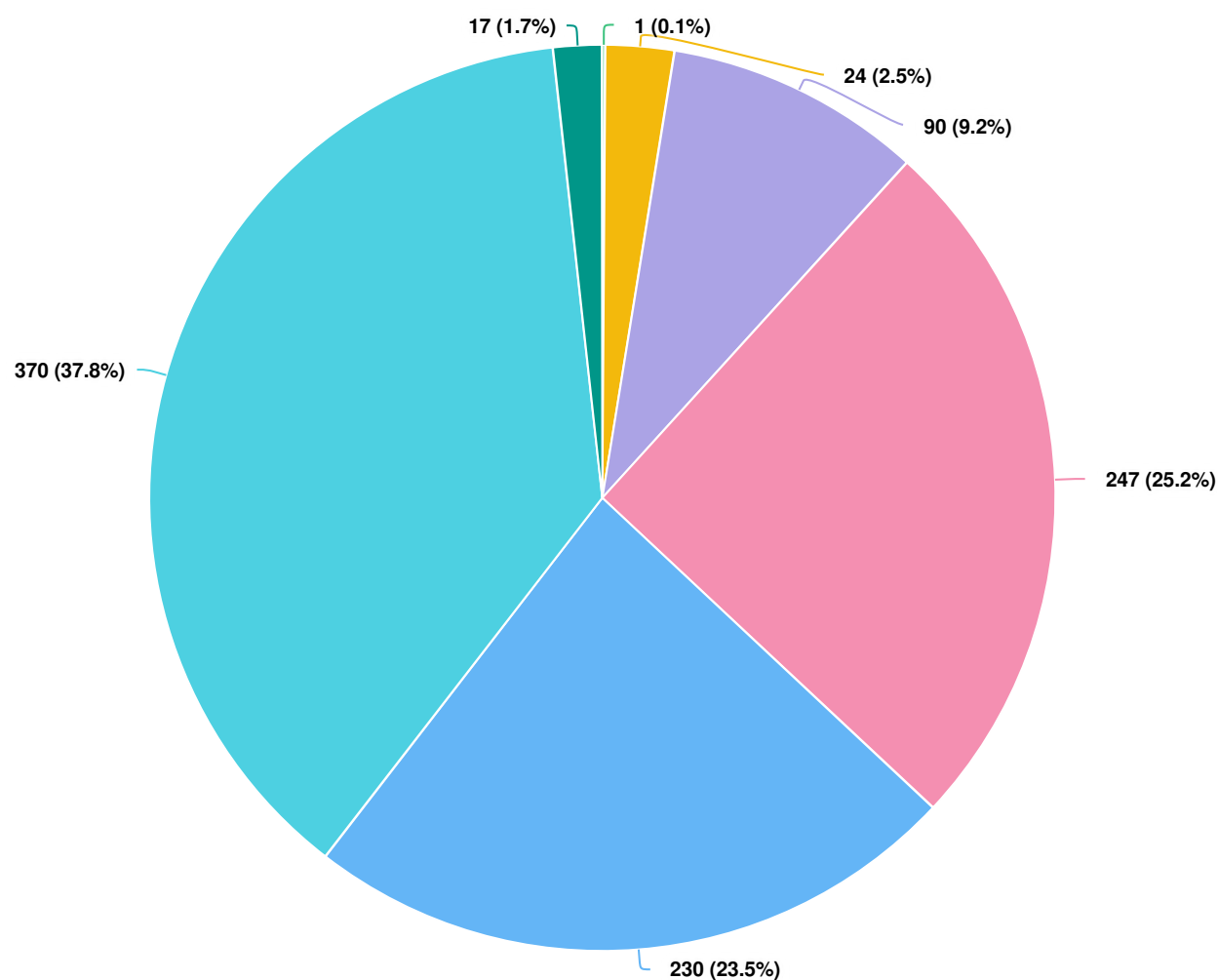
Question options

- Do not know
 ● Much better in Bellingham
 ● Better in Bellingham
 ● About the same
- Better in my former place of residence
 ● Much better in my former place of residence
- Did not use the public library in my former place of residence

Optional question (934 response(s), 55 skipped)

Question type: Radio Button Question

You are between the ages of... Check Only One



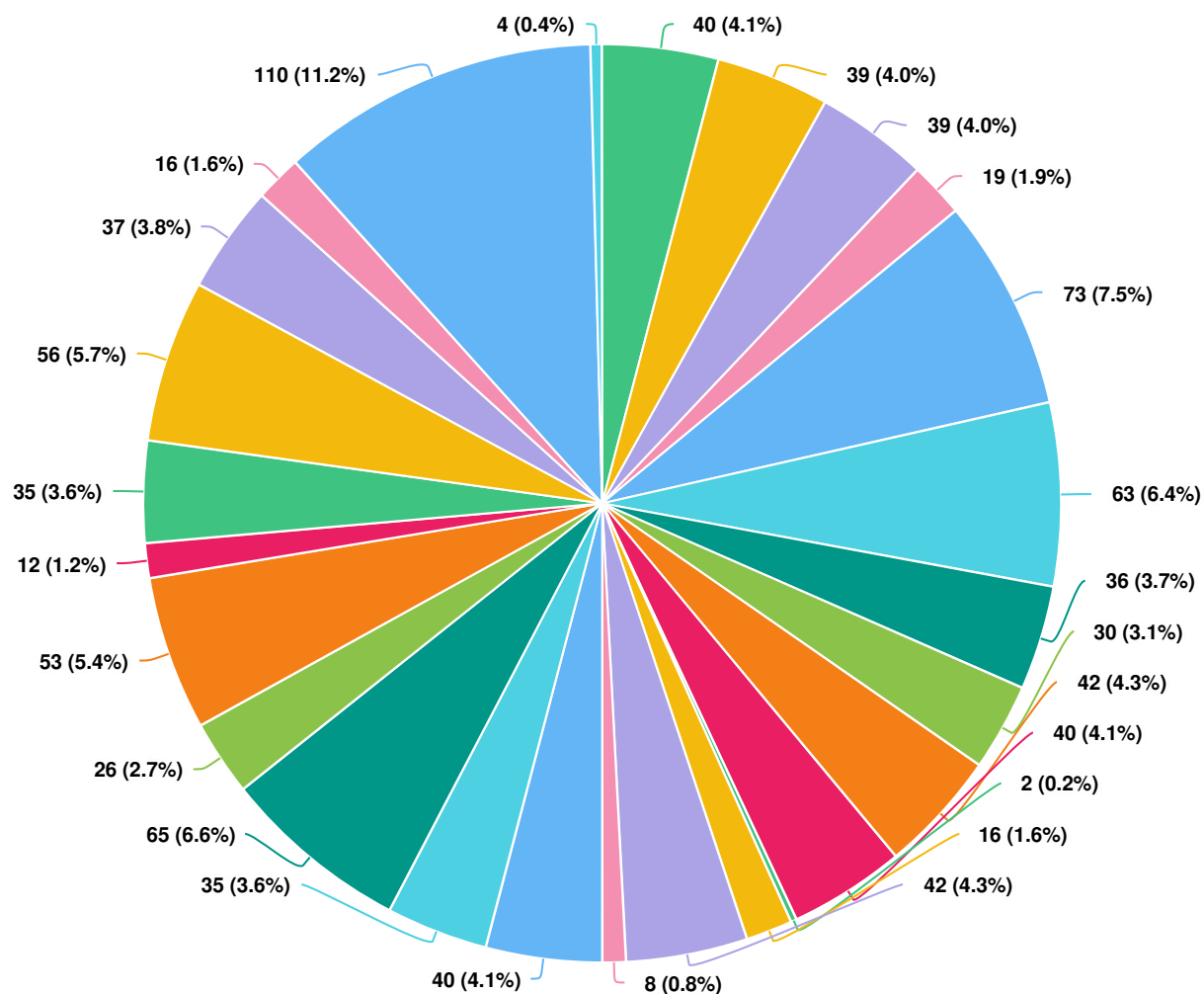
Question options

☐ Prefer not to answer ☐ 65 or older ☐ 50 to 64 ☐ 35 to 49 ☐ 25 to 34 ☐ 18 to 24 ☐ 14 to 17

Optional question (976 response(s), 13 skipped)

Question type: Radio Button Question

Which Bellingham neighborhood is your current place of residence? Check Only One (Neighborhood Map)



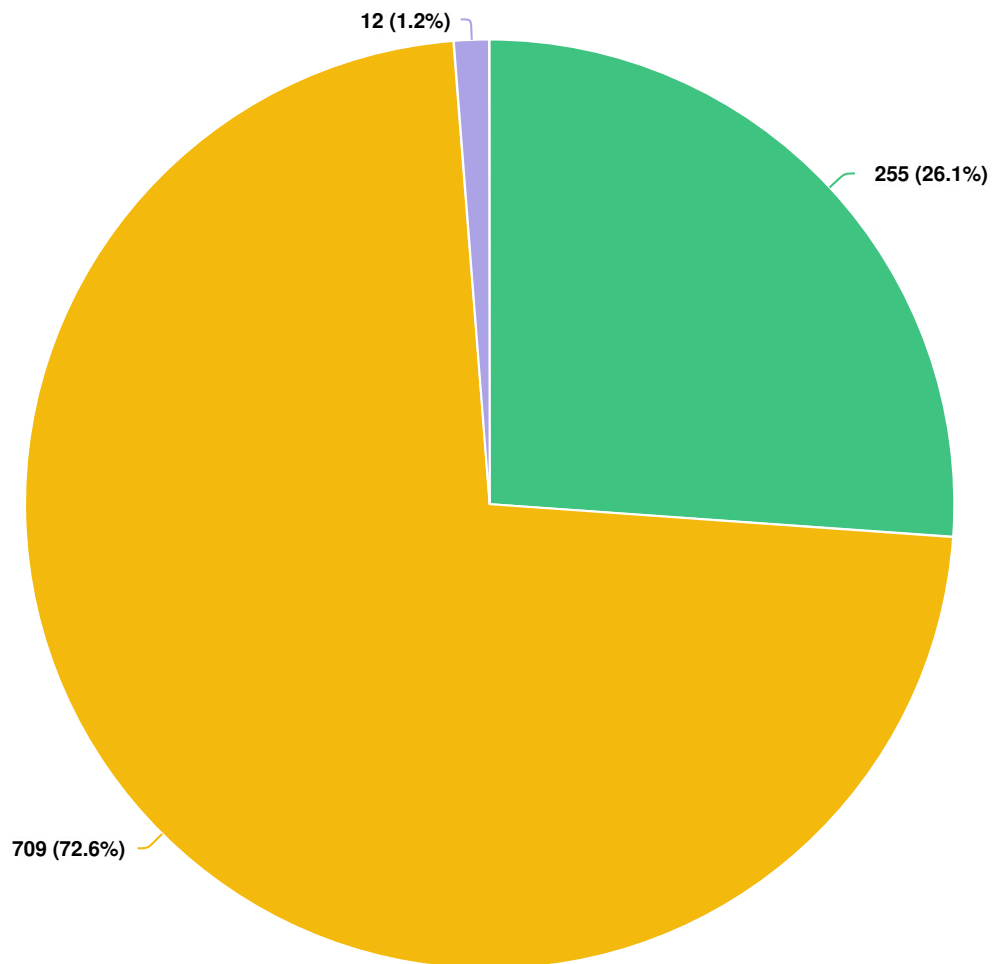
Question options

Do not know Outside Bellingham City limits York Whatcom Falls Sunnyland South Hill
 South Silver Beach Sehome Samish Roosevelt Puget Meridian Lettered Streets
 King Mountain Irongate Happy Valley Fairhaven Edgemoor Cornwall Park Cordata
 Columbia City Center Birchwood Barkley Alabama Hill

Optional question (975 response(s), 14 skipped)

Question type: Radio Button Question

Are there children under the age of 19 living in your home? Check Only One



Question options

☐ Prefer not to answer ☐ No ☐ Yes

Optional question (973 response(s), 16 skipped)

Question type: Radio Button Question

Appendix 3.1

| | | | | | |
|---|---------------------|---------------------|---------------------|----------------|---|
| Bellingham Public Library: Central Library | | | | | <i>submitted by Godfrey's Associates, Inc.</i> |
| | Consultant 1 | Consultant 2 | Consultant 3 | Average | |
| EXTERIOR (5) | | | | | assessment standards: |
| Overall Design/Appeal | 4.0 | 2.4 | 2.0 | 2.8 | overall quality |
| Landscaping/Grounds | 4.0 | 4.3 | 4.1 | 4.1 | quality of planting, quality of maintenance |
| Informational Signage | 3.0 | 1.4 | 2.9 | 2.4 | e.g. hours open, messaging, parking, book drop |
| Lighting | 2.0 | 2.0 | 1.8 | 1.9 | adequate for safety & security, accents |
| Clearly Defined Entrance | 4.0 | 3.6 | 3.9 | 3.8 | how obvious is the main entrance location? |
| PARKING (4) | | | | | |
| Access/Egress at Parking | 1.0 | 0.5 | 4.2 | 1.9 | easy in/easy out |
| Availability of Parking | 1.0 | 0.5 | 1.2 | 0.9 | adequate quantity, clear paths to entrance |
| Availability of Bus Parking | 0.0 | 0.0 | 0.0 | 0.0 | dedicated bus parking space(s)/area(s) |
| Drive-Up Book Drop/Pick-Up | 0.0 | 0.0 | 0.0 | 0.0 | ease of one way access/exit, traffic flow |
| INTERIOR (9) | | | | | |
| Entrance Vestibule | 3.0 | 3.2 | 1.9 | 2.7 | adequate size, weather-resistance |
| Entrance Lobby | 3.0 | 3.6 | 2.9 | 3.2 | adequate size, exhibit, durability of materials |
| Public Restrooms | 3.0 | 5.0 | 3.7 | 3.9 | adequate fixture quantity, location, cleanliness |
| Signage: Wayfinding | 3.0 | 3.2 | 3.1 | 3.1 | appropriate amount, location, visibility |
| Signage: Electronic Message | 0.1 | 0.4 | 2.8 | 1.1 | location, visibility, content |
| Signage: Shelving | 3.0 | 4.3 | 3.0 | 3.4 | end of range, merchandising, special shelf |
| Condition of Finishes | 3.0 | 3.0 | 2.0 | 2.7 | floors, walls, doors, window treatments, ceilings |
| Condition of Furnishings | 4.0 | 3.0 | 2.0 | 3.0 | tables, seating, workstations |
| Condition of Equipment | 4.0 | 3.3 | 3.1 | 3.5 | shelving, booktrucks, technology |
| CUSTOMER SERVICE DESK AREA (5) | | | | | |
| Visibility/Welcoming | 4.0 | 3.6 | 4.0 | 3.9 | appropriate size, location, visibility to/from |
| Accessibility | 4.0 | 4.0 | 1.2 | 3.1 | wheelchair/child height station |
| Staff Workspace | 3.0 | 2.1 | 0.8 | 2.0 | at desk, behind desk, customer holds |
| Proximity of Delivery Area | 3.0 | 0.2 | 0.7 | 1.3 | access to/from workroom |
| Self-Check Availability | 4.0 | 4.0 | 4.0 | 4.0 | location, visibility, adequate queueing space |

Appendix 3.1

| | | | | | | |
|---|---------------------|---------------------|---------------------|----------------|--|--|
| Bellingham Public Library: Central Library | | | | | | <i>submitted by Godfrey's Associates, Inc.</i> |
| | Consultant 1 | Consultant 2 | Consultant 3 | Average | | |
| ADULT AREA (14) | | | | | | |
| Warmth/Appeal Factor | 3.0 | 3.7 | 4.2 | 3.6 | overall quality | |
| Customer Service Points | 3.0 | 3.1 | 4.5 | 3.5 | appropriate size, location, visibility to/from | |
| Merchandising/Display | 2.0 | 4.3 | 3.9 | 3.4 | quality, location | |
| Shelving Density | 3.0 | 2.9 | 4.1 | 3.3 | appropriate height & aisle space | |
| Shelving Capacity (% full) | 2.0 | 3.0 | 3.1 | 2.7 | 80% full = maximum acceptable | |
| Table Seating | 3.0 | 3.4 | 4.6 | 3.7 | include bench seats here | |
| Comfortable Seating | 4.0 | 4.0 | 4.5 | 4.2 | lounge seats/sofas, ergonomic office chairs | |
| Computers: Desktop (1 user) | 3.0 | 4.2 | 2.5 | 3.2 | quantity, adequate workspace | |
| Computers: Collaborative | 0.0 | 0.0 | 0.0 | 0.0 | quantity, adequate workspace, adequate seats | |
| Computers: Express | 0.1 | 0.4 | 1.2 | 0.6 | quantity, location | |
| Computers: PAC | 3.0 | 2.0 | 1.9 | 2.3 | quantity & convenient locations | |
| Lighting | 4.0 | 4.0 | 4.3 | 4.1 | quality, quantity, user control, staff control | |
| Periodicals Area | 4.0 | 3.2 | 4.0 | 3.7 | appropriate shelving & seating | |
| Research/Reference Area | 0.0 | 0.0 | 0.0 | 0.0 | appropriate shelving, seating, database access | |
| TEEN AREA (12) | | | | | | |
| WOW/Appeal Factor | 1.0 | 1.1 | 2.0 | 1.4 | overall quality | |
| Customer Service Points | 2.0 | 2.3 | 3.2 | 2.5 | appropriate size, location, visibility to/from | |
| Merchandising/Display | 2.0 | 2.0 | 3.0 | 2.3 | quality, location | |
| Shelving Density | 2.0 | 2.3 | 4.1 | 2.8 | appropriate height & aisle space | |
| Shelving Capacity (% full) | 2.0 | 2.5 | 2.0 | 2.2 | 80% maximum = acceptable | |
| Table Seating | 1.0 | 1.8 | 3.1 | 2.0 | include bench seats here | |
| Comfortable Seating | 3.0 | 3.1 | 3.1 | 3.1 | lounge seats, ergonomic office chairs | |
| Computers: Desktop (1 user) | 2.0 | 2.0 | 2.5 | 2.2 | quantity, adequate workspace | |
| Computers: Collaborative | 0.0 | 0.0 | 0.0 | 0.0 | quantity, adequate workspace, adequate seats | |
| Computers: Express | 0.0 | 0.0 | 0.0 | 0.0 | quantity, location | |
| Computers: PAC | 0.0 | 0.0 | 0.0 | 0.0 | quantity & convenient locations | |
| Lighting | 3.0 | 3.8 | 4.3 | 3.7 | quality, quantity, user control, staff control | |

Appendix 3.1

| | | | | | |
|---|---------------------|---------------------|---------------------|----------------|---|
| Bellingham Public Library: Central Library | Consultant 1 | Consultant 2 | Consultant 3 | Average | |
| CHILDREN'S AREA (17) | | | | | |
| Delight/Appeal Factor | 3.0 | 1.7 | 2.7 | 2.5 | overall quality |
| Customer Service Points | 3.0 | 3.1 | 3.2 | 3.1 | appropriate size, location, visibility to/from |
| Merchandising/Display | 2.0 | 3.2 | 2.0 | 2.4 | quality, location |
| Shelving Density | 2.0 | 2.3 | 2.5 | 2.3 | appropriate height & aisle space |
| Shelving Capacity (% full) | 3.0 | 2.3 | 1.2 | 2.2 | 80% maximum = acceptable |
| Appropriate Seating (by size) | 2.0 | 2.0 | 0.8 | 1.6 | variety, age-appropriate |
| Table Seating | 3.0 | 2.5 | 1.7 | 2.4 | include bench seats here |
| Comfortable Seating | 2.0 | 1.5 | 1.2 | 1.6 | lounge seats, ergonomic office chairs |
| Read-to-Me Seating | 2.0 | 2.0 | 3.0 | 2.3 | lounge furniture/sofas |
| Computers: Desktop (1 user) | 3.0 | 2.5 | 2.5 | 2.7 | quantity, adequate workspace |
| Computers: Collaborative | 0.0 | 0.0 | 0.0 | 0.0 | quantity, adequate workspace |
| Computers: PAC | 2.0 | 2.0 | 2.4 | 2.1 | quantity & convenient locations |
| Lighting | 4.0 | 4.1 | 4.0 | 4.0 | quality, quantity, user control, staff control |
| Age-Segregation | 2.0 | 2.5 | 2.7 | 2.4 | location in building, adequate separation |
| Age-Segmentation | 0.1 | 2.1 | 1.9 | 1.4 | pre-school/lower grades/upper grades |
| Story Time Room | 1.0 | 2.3 | 3.9 | 2.4 | dedicated, appropriate size, stroller parking |
| Craft Space | 0.0 | 0.0 | 0.0 | 0.0 | dedicated, sink, supply storage, ease of clean-up |
| GATHERING SPACES (6) | | | | | |
| Meeting Rooms | 2.0 | 1.4 | 3.7 | 2.4 | appropriate size, table/chair storage |
| Conference Rooms | 2.0 | 2.2 | 3.5 | 2.6 | appropriate size, table/chairs |
| Group Study Rooms | 1.0 | 2.4 | 3.1 | 2.2 | appropriate size & seating, visibility |
| Quiet Study Rooms | 0.0 | 0.0 | 0.0 | 0.0 | appropriate size & seating, visibility |
| Tutoring Rooms/Stations | 1.0 | 1.0 | 3.2 | 1.7 | appropriate size & seating, visibility |
| In-Room Technology | 1.0 | 1.0 | 2.5 | 1.5 | projector, screen/monitor, connections |

submitted by Godfrey's Associates, Inc.

Appendix 3.1

| | | | | | |
|---|---------------------|---------------------|---------------------|----------------|--|
| Bellingham Public Library: Central Library | Consultant 1 | Consultant 2 | Consultant 3 | Average | |
| <i>submitted by Godfrey's Associates, Inc.</i> | | | | | |
| AMENITIES (6) | | | | | |
| Café Vending | 0.0 | 0.0 | 0.0 | 0.0 | quality, variety, energy management |
| Café Seating | 0.0 | 0.0 | 0.0 | 0.0 | adequate/appropriate tables, chairs |
| Print/Copy/Scan/Fax | 4.0 | 3.3 | 4.1 | 3.8 | location, multi-functionality, accessibility |
| E-commerce | 3.0 | 2.9 | 0.2 | 2.0 | locations, ease of use |
| Reservation Stations | 3.0 | 1.6 | 3.8 | 2.8 | for computers & gathering spaces |
| Recharging Stations | 0.1 | 2.0 | 4.6 | 2.2 | for mobile devices/laptops |
| STAFF AREAS (8) | | | | | |
| Supervisory Offices | 3.0 | 2.5 | 4.0 | 3.2 | enclosed offices |
| Staff Workstations | 3.0 | 3.0 | 4.0 | 3.3 | cubicles |
| Staff Work/Support Space | 2.0 | 2.7 | 3.9 | 2.9 | layout space, shelving, booktruck parking |
| Adequate Storage Space | 2.0 | 2.0 | 3.5 | 2.5 | appropriately enclosed and/or open |
| Automation Technology | 2.0 | 2.3 | 4.2 | 2.8 | materials handling, RFID |
| Lighting | 1.0 | 1.0 | 4.1 | 2.0 | quality, quantity, user control |
| Staff/Delivery Entrance | 2.0 | 2.4 | 3.2 | 2.5 | adequate size, proximity to staff parking |
| Staff Breakroom | 0.1 | 2.5 | 2.1 | 1.6 | adequate seating & amenities |
| SAFETY/SECURITY (6) | | | | | |
| Acoustics | 2.0 | 2.2 | 4.2 | 2.8 | overall quality |
| Condition of Corridors/Stairs | 2.0 | 2.3 | 3.0 | 2.4 | pathway clearances |
| Public Address System | 2.0 | 3.0 | 4.0 | 3.0 | coverage, functionality |
| Building Accessibility | 3.0 | 3.3 | 3.2 | 3.2 | ADA compliant, barrier free, user-friendliness |
| Building Safety/Security | 2.0 | 2.2 | 2.9 | 2.4 | code compliant, security system functionality |
| Sightlines | 2.0 | 2.4 | 2.8 | 2.4 | code compliant, security system functionality |
| TOTAL SCORE (92) | 194.5 | 204.4 | 238.9 | 212.6 | |
| FACILITY RATING | 2.11 | 2.22 | 2.60 | 2.31 | |

| | |
|-------------|-----------|
| 0.01 - 1.00 | Poor |
| 1.01 - 2.00 | Fair |
| 2.01 - 3.00 | Average |
| 3.01 - 4.00 | Good |
| 4.01 - 5.00 | Excellent |

Ratings represent the assessment of conditions present on May 2 through 6, 2022

Appendix 3.1

| | | | | | |
|--|---------------------|---------------------|---------------------|----------------|---|
| Bellingham Public Library: Fairhaven Branch | | | | | <i>submitted by Godfrey's Associates, Inc.</i> |
| | Consultant 1 | Consultant 2 | Consultant 3 | Average | |
| EXTERIOR (5) | | | | | assessment standards: |
| Overall Design/Appeal | 4.0 | 4.1 | 3.7 | 3.9 | overall quality |
| Landscaping/Grounds | 4.0 | 3.5 | 4.4 | 4.0 | quality of planting, quality of maintenance |
| Informational Signage | 3.0 | 3.0 | 2.7 | 2.9 | e.g. hours open, messaging, parking, book drop |
| Lighting | 1.0 | 1.2 | 2.0 | 1.4 | adequate for safety & security, accents |
| Clearly Defined Entrance | 4.0 | 4.7 | 1.7 | 3.5 | how obvious is the main entrance location? |
| PARKING (4) | | | | | |
| Access/Egress at Parking | 1.0 | 0.8 | 3.7 | 1.8 | easy in/easy out |
| Availability of Parking | 1.0 | 0.9 | 1.0 | 1.0 | adequate quantity, clear paths to entrance |
| Availability of Bus Parking | 0.0 | 0.0 | 0.0 | 0.0 | dedicated bus parking space(s)/area(s) |
| Drive-Up Book Drop/Pick-Up | 0.0 | 0.0 | 0.0 | 0.0 | ease of one way access/exit, traffic flow |
| INTERIOR (9) | | | | | |
| Entrance Vestibule | 1.0 | 1.1 | 1.0 | 1.0 | adequate size, weather-resistance |
| Entrance Lobby | 1.0 | 2.5 | 0.2 | 1.2 | adequate size, exhibit, durability of materials |
| Public Restrooms | 2.0 | 3.3 | 2.7 | 2.7 | adequate fixture quantity, location, cleanliness |
| Signage: Wayfinding | 3.0 | 3.2 | 1.8 | 2.7 | appropriate amount, location, visibility |
| Signage: Electronic Message | 1.0 | 3.3 | 3.1 | 2.5 | location, visibility, content |
| Signage: Shelving | 1.0 | 1.0 | 2.5 | 1.5 | end of range, merchandising, special shelf |
| Condition of Finishes | 2.0 | 2.0 | 1.8 | 1.9 | floors, walls, doors, window treatments, ceilings |
| Condition of Furnishings | 4.0 | 3.0 | 3.0 | 3.3 | tables, seating, workstations |
| Condition of Equipment | 3.0 | 3.0 | 3.1 | 3.0 | shelving, booktrucks, technology |
| CUSTOMER SERVICE DESK AREA (5) | | | | | |
| Visibility/Welcoming | 3.0 | 3.6 | 2.6 | 3.1 | appropriate size, location, visibility to/from |
| Accessibility | 3.0 | 3.4 | 0.2 | 2.2 | wheelchair/child height station |
| Staff Workspace | 3.0 | 2.1 | 1.0 | 2.0 | at desk, behind desk, customer holds |
| Proximity of Delivery Area | 2.0 | 1.0 | 0.7 | 1.2 | access to/from workroom |
| Self-Check Availability | 3.0 | 5.0 | 3.5 | 3.8 | location, visibility, adequate queueing space |

Appendix 3.1

| | | | | | |
|--|---------------------|---------------------|---------------------|----------------|--|
| Bellingham Public Library: Fairhaven Branch | | | | | <i>submitted by Godfrey's Associates, Inc.</i> |
| | Consultant 1 | Consultant 2 | Consultant 3 | Average | |
| ADULT AREA (14) | | | | | |
| Warmth/Appeal Factor | 3.0 | 3.7 | 2.7 | 3.1 | overall quality |
| Customer Service Points | 1.0 | 2.0 | 2.5 | 1.8 | appropriate size, location, visibility to/from |
| Merchandising/Display | 2.0 | 4.3 | 2.4 | 2.9 | quality, location |
| Shelving Density | 3.0 | 2.9 | 3.7 | 3.2 | appropriate height & aisle space |
| Shelving Capacity (% full) | 1.0 | 1.8 | 3.2 | 2.0 | 80% full = maximum acceptable |
| Table Seating | 2.0 | 3.0 | 2.7 | 2.6 | include bench seats here |
| Comfortable Seating | 4.0 | 3.1 | 3.1 | 3.4 | lounge seats/sofas, ergonomic office chairs |
| Computers: Desktop (1 user) | 2.0 | 4.2 | 3.1 | 3.1 | quantity, adequate workspace |
| Computers: Collaborative | 0.0 | 0.0 | 0.0 | 0.0 | quantity, adequate workspace, adequate seats |
| Computers: Express | 1.0 | 1.2 | 2.3 | 1.5 | quantity, location |
| Computers: PAC | 1.0 | 2.0 | 2.0 | 1.7 | quantity & convenient locations |
| Lighting | 3.0 | 3.1 | 4.4 | 3.5 | quality, quantity, user control, staff control |
| Periodicals Area | 1.0 | 3.2 | 2.6 | 2.3 | appropriate shelving & seating |
| Research/Reference Area | 0.0 | 0.0 | 0.0 | 0.0 | appropriate shelving, seating, database access |
| TEEN AREA (12) | | | | | |
| WOW/Appeal Factor | 1.0 | 1.1 | 0.2 | 0.8 | overall quality |
| Customer Service Points | 2.0 | 1.8 | 2.7 | 2.2 | appropriate size, location, visibility to/from |
| Merchandising/Display | 2.0 | 0.8 | 0.1 | 1.0 | quality, location |
| Shelving Density | 2.0 | 2.1 | 2.2 | 2.1 | appropriate height & aisle space |
| Shelving Capacity (% full) | 2.0 | 2.0 | 2.1 | 2.0 | 80% maximum = acceptable |
| Table Seating | 1.0 | 2.0 | 2.5 | 1.8 | include bench seats here |
| Comfortable Seating | 2.0 | 2.0 | 2.0 | 2.0 | lounge seats, ergonomic office chairs |
| Computers: Desktop (1 user) | 0.0 | 0.0 | 0.0 | 0.0 | quantity, adequate workspace |
| Computers: Collaborative | 0.0 | 0.0 | 0.0 | 0.0 | quantity, adequate workspace, adequate seats |
| Computers: Express | 0.0 | 0.0 | 0.0 | 0.0 | quantity, location |
| Computers: PAC | 0.0 | 0.0 | 0.0 | 0.0 | quantity & convenient locations |
| Lighting | 3.0 | 3.1 | 4.3 | 3.5 | quality, quantity, user control, staff control |

Appendix 3.1

| | | | | | |
|--|---------------------|---------------------|---------------------|----------------|---|
| Bellingham Public Library: Fairhaven Branch | Consultant 1 | Consultant 2 | Consultant 3 | Average | |
| CHILDREN'S AREA (17) | | | | | |
| Delight/Appeal Factor | 2.0 | 2.1 | 1.2 | 1.8 | overall quality |
| Customer Service Points | 3.0 | 2.0 | 0.2 | 1.7 | appropriate size, location, visibility to/from |
| Merchandising/Display | 2.0 | 2.2 | 2.0 | 2.1 | quality, location |
| Shelving Density | 2.0 | 2.5 | 3.2 | 2.6 | appropriate height & aisle space |
| Shelving Capacity (% full) | 2.0 | 2.0 | 1.7 | 1.9 | 80% maximum = acceptable |
| Appropriate Seating (by size) | 1.0 | 1.7 | 0.2 | 1.0 | variety, age-appropriate |
| Table Seating | 1.0 | 1.7 | 1.9 | 1.5 | include bench seats here |
| Comfortable Seating | 1.0 | 0.8 | 1.2 | 1.0 | lounge seats, ergonomic office chairs |
| Read-to-Me Seating | 1.0 | 1.5 | 2.7 | 1.7 | lounge furniture/sofas |
| Computers: Desktop (1 user) | 2.0 | 1.5 | 1.6 | 1.7 | quantity, adequate workspace |
| Computers: Collaborative | 0.0 | 0.0 | 0.0 | 0.0 | quantity, adequate workspace |
| Computers: PAC | 0.0 | 0.0 | 0.0 | 0.0 | quantity & convenient locations |
| Lighting | 3.0 | 2.2 | 3.9 | 3.0 | quality, quantity, user control, staff control |
| Age-Segregation | 1.0 | 1.9 | 3.7 | 2.2 | location in building, adequate separation |
| Age-Segmentation | 1.0 | 2.1 | 0.6 | 1.2 | pre-school/lower grades/upper grades |
| Story Time Room | 0.0 | 0.0 | 0.0 | 0.0 | dedicated, appropriate size, stroller parking |
| Craft Space | 0.0 | 0.0 | 0.0 | 0.0 | dedicated, sink, supply storage, ease of clean-up |
| GATHERING SPACES (6) | | | | | |
| Meeting Rooms | 2.0 | 2.5 | 3.0 | 2.5 | appropriate size, table/chair storage |
| Conference Rooms | 2.0 | 2.0 | 2.7 | 2.2 | appropriate size, table/chairs |
| Group Study Rooms | 0.0 | 0.0 | 0.0 | 0.0 | appropriate size & seating, visibility |
| Quiet Study Rooms | 0.0 | 0.0 | 0.0 | 0.0 | appropriate size & seating, visibility |
| Tutoring Rooms/Stations | 0.0 | 0.0 | 0.0 | 0.0 | appropriate size & seating, visibility |
| In-Room Technology | 1.0 | 2.3 | 1.7 | 1.7 | projector, screen/monitor, connections |

submitted by Godfrey's Associates, Inc.

Appendix 3.1

| | | | | | |
|--|---------------------|---------------------|---------------------|----------------|--|
| Bellingham Public Library: Fairhaven Branch | Consultant 1 | Consultant 2 | Consultant 3 | Average | |
| <i>submitted by Godfrey's Associates, Inc.</i> | | | | | |
| AMENITIES (6) | | | | | |
| Café Vending | 0.0 | 0.0 | 0.0 | 0.0 | quality, variety, energy management |
| Café Seating | 0.0 | 0.0 | 0.0 | 0.0 | adequate/appropriate tables, chairs |
| Print/Copy/Scan/Fax | 0.0 | 0.0 | 0.0 | 0.0 | location, multi-functionality, accessibility |
| E-commerce | 0.0 | 0.0 | 0.0 | 0.0 | locations, ease of use |
| Reservation Stations | 1.0 | 1.0 | 3.0 | 1.7 | for computers & gathering spaces |
| Recharging Stations | 0.0 | 0.0 | 0.0 | 0.0 | for mobile devices/laptops |
| STAFF AREAS (8) | | | | | |
| Supervisory Offices | 0.0 | 0.0 | 0.0 | 0.0 | enclosed offices |
| Staff Workstations | 1.0 | 2.1 | 0.8 | 1.3 | cubicles |
| Staff Work/Support Space | 1.0 | 2.1 | 0.2 | 1.1 | layout space, shelving, booktruck parking |
| Adequate Storage Space | 1.0 | 0.7 | 1.7 | 1.1 | appropriately enclosed and/or open |
| Automation Technology | 0.0 | 0.0 | 0.0 | 0.0 | materials handling, RFID |
| Lighting | 3.0 | 2.2 | 3.0 | 2.7 | quality, quantity, user control |
| Staff/Delivery Entrance | 1.0 | 0.2 | 2.1 | 1.1 | adequate size, proximity to staff parking |
| Staff Breakroom | 1.0 | 2.3 | 0.8 | 1.4 | adequate seating & amenities |
| SAFETY/SECURITY (6) | | | | | |
| Acoustics | 1.0 | 1.0 | 3.8 | 1.9 | overall quality |
| Condition of Corridors/Stairs | 1.0 | 2.0 | 3.6 | 2.2 | pathway clearances |
| Public Address System | 0.0 | 0.0 | 0.0 | 0.0 | coverage, functionality |
| Building Accessibility | 1.0 | 0.8 | 1.2 | 1.0 | ADA compliant, barrier free, user-friendliness |
| Building Safety/Security | 1.0 | 2.0 | 1.1 | 1.4 | code compliant, security system functionality |
| Sightlines | 1.0 | 1.2 | 0.9 | 1.0 | code compliant, security system functionality |
| TOTAL SCORE (92) | 130.0 | 153.7 | 150.9 | 144.9 | |
| FACILITY RATING | 1.41 | 1.67 | 1.64 | 1.57 | |

| | | |
|-------------|-----------|--------------------|
| 0.01 - 1.00 | Poor | Ratings Key |
| 1.01 - 2.00 | Fair | |
| 2.01 - 3.00 | Average | |
| 3.01 - 4.00 | Good | |
| 4.01 - 5.00 | Excellent | |

Ratings represent the assessment of conditions present on May 2 through 6, 2022

Appendix 3.1

| | | | | | |
|--|---------------------|---------------------|---------------------|----------------|---|
| Bellingham Public Library: Barkley Branch | | | | | <i>submitted by Godfrey's Associates, Inc.</i> |
| | Consultant 1 | Consultant 2 | Consultant 3 | Average | |
| EXTERIOR (5) | | | | | assessment standards: |
| Overall Design/Appeal | 2.0 | 3.7 | 3.5 | 3.1 | overall quality |
| Landscaping/Grounds | 1.0 | 1.0 | 2.1 | 1.4 | quality of planting, quality of maintenance |
| Informational Signage | 3.0 | 2.3 | 1.8 | 2.4 | e.g. hours open, messaging, parking, book drop |
| Lighting | 3.0 | 3.0 | 2.0 | 2.7 | adequate for safety & security, accents |
| Clearly Defined Entrance | 2.0 | 3.8 | 3.2 | 3.0 | how obvious is the main entrance location? |
| PARKING (4) | | | | | |
| Access/Egress at Parking | 1.0 | 1.0 | 4.3 | 2.1 | easy in/easy out |
| Availability of Parking | 1.0 | 0.8 | 0.8 | 0.9 | adequate quantity, clear paths to entrance |
| Availability of Bus Parking | 0.0 | 0.0 | 0.0 | 0.0 | dedicated bus parking space(s)/area(s) |
| Drive-Up Book Drop/Pick-Up | 0.0 | 0.0 | 0.0 | 0.0 | ease of one way access/exit, traffic flow |
| INTERIOR (9) | | | | | |
| Entrance Vestibule | 0.0 | 0.0 | 0.0 | 0.0 | adequate size, weather-resistance |
| Entrance Lobby | 1.0 | 1.2 | 1.0 | 1.1 | adequate size, exhibit, durability of materials |
| Public Restrooms | 1.0 | 1.2 | 1.1 | 1.1 | adequate fixture quantity, location, cleanliness |
| Signage: Wayfinding | 1.0 | 2.3 | 2.7 | 2.0 | appropriate amount, location, visibility |
| Signage: Electronic Message | 2.0 | 2.0 | 3.0 | 2.3 | location, visibility, content |
| Signage: Shelving | 1.0 | 1.7 | 2.4 | 1.7 | end of range, merchandising, special shelf |
| Condition of Finishes | 3.0 | 3.3 | 3.9 | 3.4 | floors, walls, doors, window treatments, ceilings |
| Condition of Furnishings | 3.0 | 3.3 | 3.8 | 3.4 | tables, seating, workstations |
| Condition of Equipment | 3.0 | 3.3 | 3.8 | 3.4 | shelving, booktrucks, technology |
| CUSTOMER SERVICE DESK AREA (5) | | | | | |
| Visibility/Welcoming | 3.0 | 3.2 | 3.2 | 3.1 | appropriate size, location, visibility to/from |
| Accessibility | 1.0 | 1.0 | 0.2 | 0.7 | wheelchair/child height station |
| Staff Workspace | 2.0 | 0.7 | 0.9 | 1.2 | at desk, behind desk, customer holds |
| Proximity of Delivery Area | 1.0 | 1.0 | 2.9 | 1.6 | access to/from workroom |
| Self-Check Availability | 2.0 | 2.0 | 3.0 | 2.3 | location, visibility, adequate queueing space |

Appendix 3.1

| | | | | | |
|--|---------------------|---------------------|---------------------|----------------|--|
| Bellingham Public Library: Barkley Branch | | | | | <i>submitted by Godfrey's Associates, Inc.</i> |
| | Consultant 1 | Consultant 2 | Consultant 3 | Average | |
| ADULT AREA (14) | | | | | |
| Warmth/Appeal Factor | 1.0 | 3.2 | 3.6 | 2.6 | overall quality |
| Customer Service Points | 1.0 | 2.6 | 3.9 | 2.5 | appropriate size, location, visibility to/from |
| Merchandising/Display | 1.0 | 4.1 | 3.0 | 2.7 | quality, location |
| Shelving Density | 2.0 | 2.5 | 4.0 | 2.8 | appropriate height & aisle space |
| Shelving Capacity (% full) | 1.0 | 2.7 | 3.3 | 2.3 | 80% full = maximum acceptable |
| Table Seating | 1.0 | 1.7 | 2.0 | 1.6 | include bench seats here |
| Comfortable Seating | 3.0 | 2.6 | 2.1 | 2.6 | lounge seats/sofas, ergonomic office chairs |
| Computers: Desktop (1 user) | 2.0 | 5.0 | 3.3 | 3.4 | quantity, adequate workspace |
| Computers: Collaborative | 0.0 | 0.0 | 0.0 | 0.0 | quantity, adequate workspace, adequate seats |
| Computers: Express | 0.0 | 0.0 | 0.0 | 0.0 | quantity, location |
| Computers: PAC | 1.0 | 2.0 | 3.0 | 2.0 | quantity & convenient locations |
| Lighting | 3.0 | 3.1 | 4.3 | 3.5 | quality, quantity, user control, staff control |
| Periodicals Area | 1.0 | 1.0 | 3.2 | 1.7 | appropriate shelving & seating |
| Research/Reference Area | 0.0 | 0.0 | 0.0 | 0.0 | appropriate shelving, seating, database access |
| TEEN AREA (12) | | | | | |
| WOW/Appeal Factor | 1.0 | 1.2 | 0.1 | 0.8 | overall quality |
| Customer Service Points | 1.0 | 3.0 | 4.0 | 2.7 | appropriate size, location, visibility to/from |
| Merchandising/Display | 1.0 | 0.8 | 0.1 | 0.6 | quality, location |
| Shelving Density | 1.0 | 2.8 | 4.0 | 2.6 | appropriate height & aisle space |
| Shelving Capacity (% full) | 3.0 | 2.4 | 3.1 | 2.8 | 80% maximum = acceptable |
| Table Seating | 0.0 | 0.0 | 0.0 | 0.0 | include bench seats here |
| Comfortable Seating | 2.0 | 3.2 | 0.1 | 1.8 | lounge seats, ergonomic office chairs |
| Computers: Desktop (1 user) | 0.0 | 0.0 | 0.0 | 0.0 | quantity, adequate workspace |
| Computers: Collaborative | 0.0 | 0.0 | 0.0 | 0.0 | quantity, adequate workspace, adequate seats |
| Computers: Express | 0.0 | 0.0 | 0.0 | 0.0 | quantity, location |
| Computers: PAC | 0.0 | 0.0 | 0.0 | 0.0 | quantity & convenient locations |
| Lighting | 3.0 | 3.1 | 4.1 | 3.4 | quality, quantity, user control, staff control |

Appendix 3.1

| | | | | | |
|--|---------------------|---------------------|---------------------|----------------|---|
| Bellingham Public Library: Barkley Branch | Consultant 1 | Consultant 2 | Consultant 3 | Average | |
| CHILDREN'S AREA (17) | | | | | |
| Delight/Appeal Factor | 2.0 | 4.2 | 0.3 | 2.2 | overall quality |
| Customer Service Points | 1.0 | 2.0 | 4.0 | 2.3 | appropriate size, location, visibility to/from |
| Merchandising/Display | 2.0 | 1.7 | 1.2 | 1.6 | quality, location |
| Shelving Density | 1.0 | 2.4 | 3.7 | 2.4 | appropriate height & aisle space |
| Shelving Capacity (% full) | 2.0 | 2.3 | 3.0 | 2.4 | 80% maximum = acceptable |
| Appropriate Seating (by size) | 1.0 | 2.1 | 2.5 | 1.9 | variety, age-appropriate |
| Table Seating | 1.0 | 1.5 | 2.0 | 1.5 | include bench seats here |
| Comfortable Seating | 0.0 | 0.0 | 0.0 | 0.0 | lounge seats, ergonomic office chairs |
| Read-to-Me Seating | 0.0 | 0.0 | 0.0 | 0.0 | lounge furniture/sofas |
| Computers: Desktop (1 user) | 2.0 | 2.4 | 0.6 | 1.7 | quantity, adequate workspace |
| Computers: Collaborative | 0.0 | 0.0 | 0.0 | 0.0 | quantity, adequate workspace |
| Computers: PAC | 0.0 | 0.0 | 0.0 | 0.0 | quantity & convenient locations |
| Lighting | 2.0 | 2.7 | 4.1 | 2.9 | quality, quantity, user control, staff control |
| Age-Segregation | 1.0 | 2.1 | 0.3 | 1.1 | location in building, adequate separation |
| Age-Segmentation | 0.1 | 2.2 | 0.1 | 0.8 | pre-school/lower grades/upper grades |
| Story Time Room | 0.0 | 0.0 | 0.0 | 0.0 | dedicated, appropriate size, stroller parking |
| Craft Space | 0.0 | 0.0 | 0.0 | 0.0 | dedicated, sink, supply storage, ease of clean-up |
| GATHERING SPACES (6) | | | | | |
| Meeting Rooms | 0.0 | 0.0 | 0.0 | 0.0 | appropriate size, table/chair storage |
| Conference Rooms | 0.0 | 0.0 | 0.0 | 0.0 | appropriate size, table/chairs |
| Group Study Rooms | 1.0 | 1.0 | 3.1 | 1.7 | appropriate size & seating, visibility |
| Quiet Study Rooms | 0.0 | 0.0 | 0.0 | 0.0 | appropriate size & seating, visibility |
| Tutoring Rooms/Stations | 0.0 | 0.0 | 0.0 | 0.0 | appropriate size & seating, visibility |
| In-Room Technology | 1.0 | 0.3 | 0.1 | 0.5 | projector, screen/monitor, connections |

submitted by Godfrey's Associates, Inc.

Appendix 3.1

| | | | | | |
|--|---------------------|---------------------|---------------------|----------------|--|
| Bellingham Public Library: Barkley Branch | Consultant 1 | Consultant 2 | Consultant 3 | Average | |
| AMENITIES (6) | | | | | |
| Café Vending | 0.0 | 0.0 | 0.0 | 0.0 | quality, variety, energy management |
| Café Seating | 0.0 | 0.0 | 0.0 | 0.0 | adequate/appropriate tables, chairs |
| Print/Copy/Scan/Fax | 1.0 | 1.3 | 1.8 | 1.4 | location, multi-functionality, accessibility |
| E-commerce | 0.0 | 0.0 | 0.0 | 0.0 | locations, ease of use |
| Reservation Stations | 1.0 | 1.0 | 2.5 | 1.5 | for computers & gathering spaces |
| Recharging Stations | 0.0 | 0.0 | 0.0 | 0.0 | for mobile devices/laptops |
| STAFF AREAS (8) | | | | | |
| Supervisory Offices | 0.0 | 0.0 | 0.0 | 0.0 | enclosed offices |
| Staff Workstations | 1.0 | 1.4 | 0.7 | 1.0 | cubicles |
| Staff Work/Support Space | 1.0 | 0.4 | 0.2 | 0.5 | layout space, shelving, booktruck parking |
| Adequate Storage Space | 1.0 | 0.7 | 0.5 | 0.7 | appropriately enclosed and/or open |
| Automation Technology | 0.0 | 0.0 | 0.0 | 0.0 | materials handling, RFID |
| Lighting | 2.0 | 3.0 | 3.8 | 2.9 | quality, quantity, user control |
| Staff/Delivery Entrance | 0.0 | 0.0 | 0.0 | 0.0 | adequate size, proximity to staff parking |
| Staff Breakroom | 1.0 | 1.0 | 0.1 | 0.7 | adequate seating & amenities |
| SAFETY/SECURITY (6) | | | | | |
| Acoustics | 1.0 | 2.0 | 4.4 | 2.5 | overall quality |
| Condition of Corridors/Stairs | 1.0 | 2.0 | 2.1 | 1.7 | pathway clearances |
| Public Address System | 0.0 | 0.0 | 0.0 | 0.0 | coverage, functionality |
| Building Accessibility | 1.0 | 2.8 | 3.0 | 2.3 | ADA compliant, barrier free, user-friendliness |
| Building Safety/Security | 0.0 | 0.0 | 0.0 | 0.0 | code compliant, security system functionality |
| Sightlines | 3.0 | 3.0 | 4.5 | 3.5 | code compliant, security system functionality |
| TOTAL SCORE (92) | 97.1 | 134.3 | 149.4 | 126.9 | |
| FACILITY RATING | 1.06 | 1.46 | 1.62 | 1.38 | |

| | |
|-------------|-----------|
| 0.01 - 1.00 | Poor |
| 1.01 - 2.00 | Fair |
| 2.01 - 3.00 | Average |
| 3.01 - 4.00 | Good |
| 4.01 - 5.00 | Excellent |

Ratings represent the assessment of conditions present on May 2 through 6, 2022

The future population projections cited throughout the Library Facilities Master Plan were developed by Godfrey's Associates (the Consultants) for the City of Bellingham Urban Growth Area (UGA) using the methodology described herein, as presented in Table 1.

Table 1
Bellingham UGA Estimated Future Population 2021 to 2042

| | | | | | |
|------|---------|------|---------|------|---------|
| 2021 | 103,335 | 2029 | 113,403 | 2037 | 123,314 |
| 2022 | 104,571 | 2030 | 114,700 | 2038 | 124,535 |
| 2023 | 105,798 | 2031 | 115,910 | 2039 | 125,757 |
| 2024 | 107,019 | 2032 | 117,157 | 2040 | 126,982 |
| 2025 | 108,239 | 2033 | 118,402 | 2041 | 128,162 |
| 2026 | 109,543 | 2034 | 119,639 | 2042 | 129,359 |
| 2027 | 110,823 | 2035 | 120,869 | | |
| 2028 | 112,110 | 2036 | 122,093 | | |

Projections

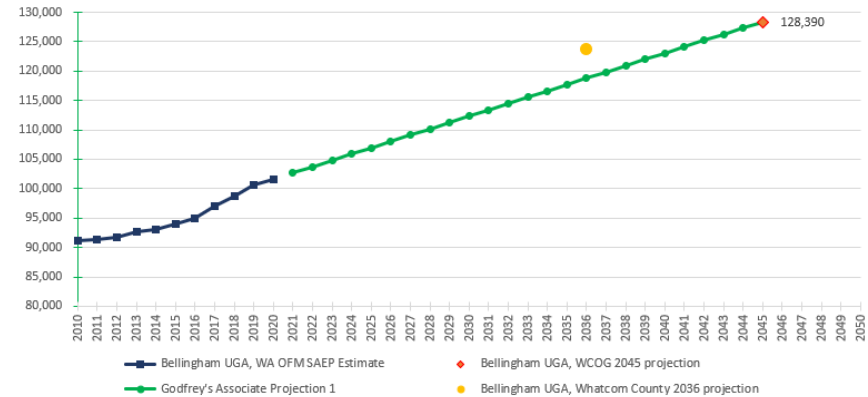
The Consultants developed three projections using three separate methods. The figures recommended in this Report are an average of the three. Two of the projections cite established estimates for future population currently being used by City and County long-range planning entities, assuming linear growth from recent official estimates. The third projection treated Bellingham UGA population as a percentage of Whatcom County population, determined a trend pattern for the last decade of percentage change, and extended the trend to compute percentages of the projected County population moving forward. Numbers in parentheses refer to the Sources defined in a subsection that follows this discussion of the methodology used.

Method 1: Linear Interpolation to WCOG 2045 Target. Staff from the City of Bellingham (COB) provided 128,390 as the projected 2045 population for Bellingham UGA being used by the Whatcom Council of Governments (WCOG) in developing their countywide transportation model (Source 1, as graphed in Figure 1). COB has been using this number until Whatcom County develops a more refined forecast extending to 2045.

Estimated Bellingham UGA population from the Washington Office of Financial Management (OFM) Small Area Estimates Program (SAEP) (Source 7) gave historical population estimates for the years 2000 to 2020. A linear interpolation was made between the SAEP estimate for 2020 and the WCOG target in 2045.

Figure 1
Bellingham UGA Projected Population

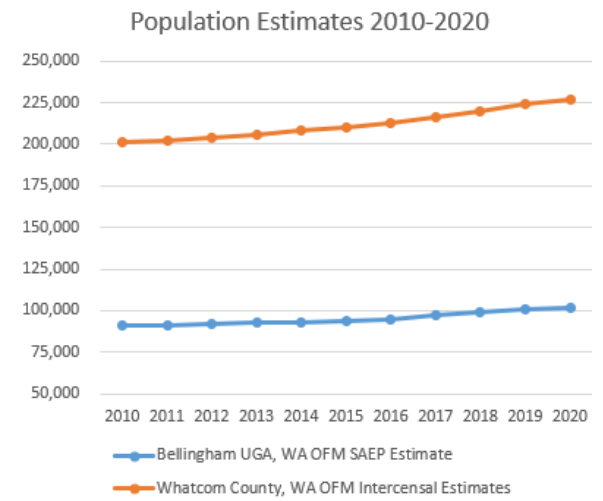
(Linear interpolation to WCOG 2045 Target)



Method 2: Percentage Trend Projection. For this projection, Bellingham UGA population was calculated as a percentage of Whatcom County Population for the years 2010 to 2020 (Figure 2). The percentage trend was extended and applied to the projected population of Whatcom County for 2021 to 2050.

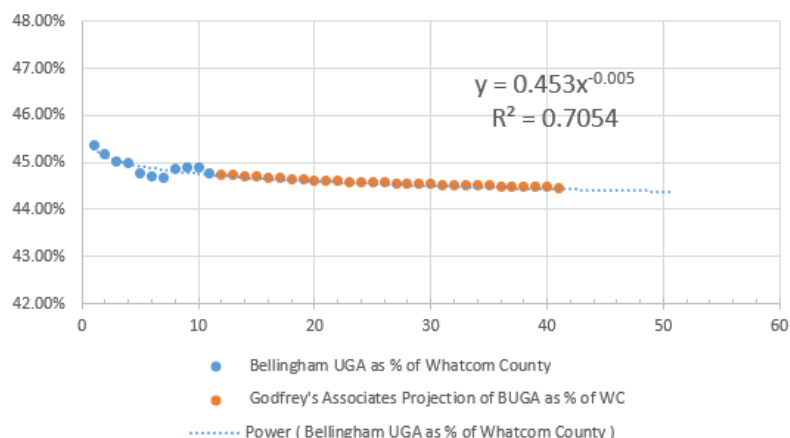
- The Washington State OFM Intercensal Estimates (11) were used for Whatcom County population for the years 2010 to 2020.
- The Washington State OFM SAEP estimates (7) were used for Bellingham UGA population for the years 2010 to 2020.
- Bellingham UGA population was then represented as a percentage of Whatcom County population for 2010 to 2020. The percentage series was

Figure 2
Bellingham UGA vs Whatcom County



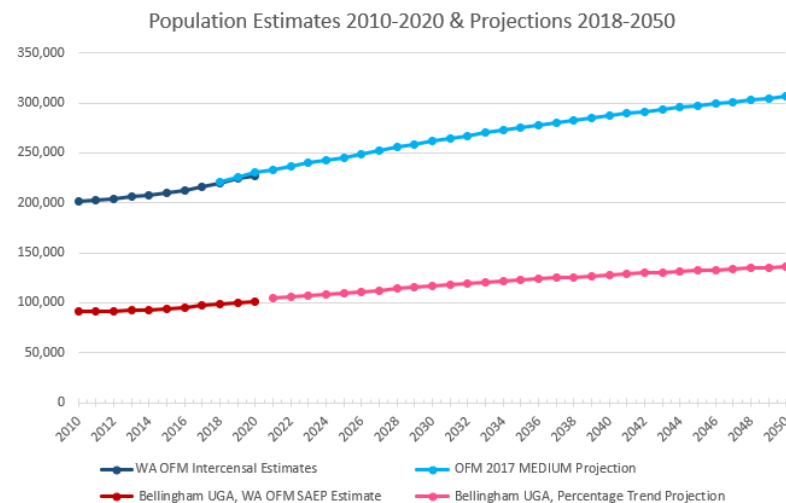
extended (Figure 3, orange dots) using an Excel trendline. Excel offers various types of trendlines, and a trendline was chosen that gave the most conservative projected change.

Figure 3
Bellingham UGA as a Percentage of Whatcom County (with projection)



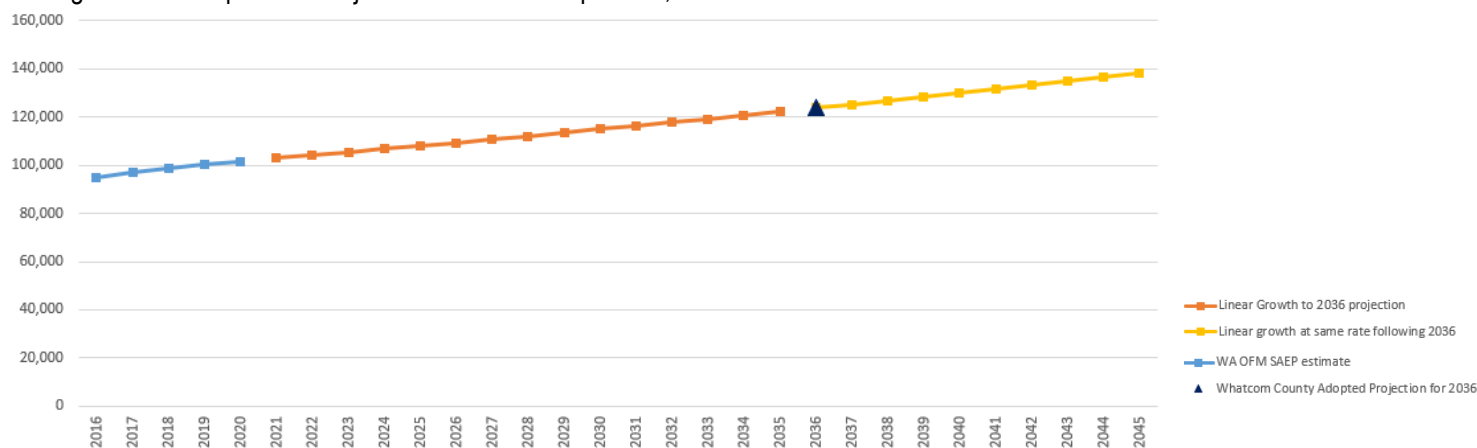
- d) For a projection of Whatcom County population, the “Medium” series was used from the Washington State OFM 2017 Supplemental Projections for 2021 – 2050 (8).
- e) The extended series of percentages was applied to the Whatcom County population, giving a projection of the Bellingham UGA population (Figure 4).

Figure 4
Whatcom County & Bellingham UGA Population Estimates & Projections



Method 3: Linear Projection Past County-Adopted 2036 Figure. COB staff has been using 123,710 as a projected 2036 population figure for Bellingham UGA (2), taken from the 2016 Whatcom County Comprehensive Plan (3). Staff used linear interpolation from the 2020 SAEP Estimate (7) to determine figures for years between 2020 and 2036. A linear extrapolation was made from 2036 to 2045, following the same growth rate (Figure 5).

Figure 5
Bellingham UGA Population Projection – Linear Extrapolation, 2036 to 2045

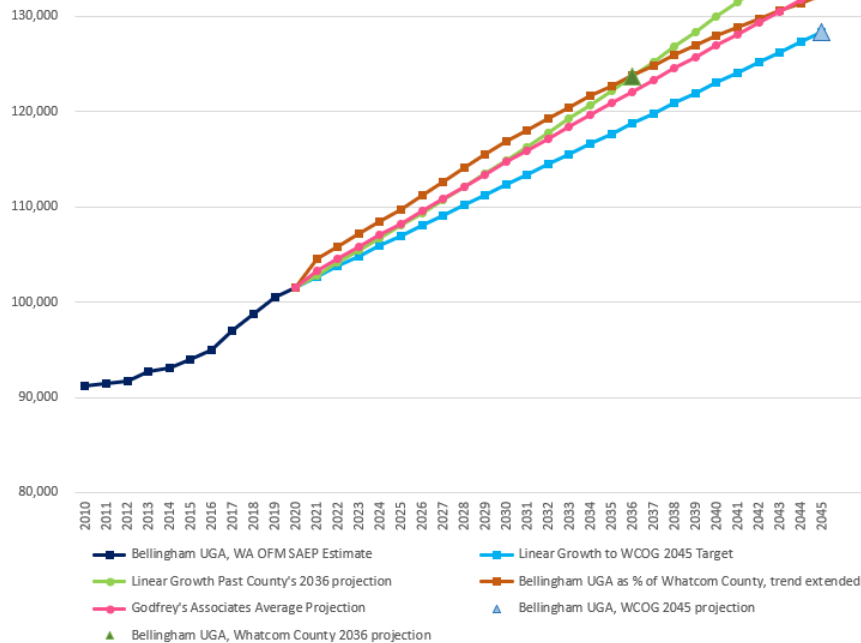


Combined (Average) Projection

The three separate projections were averaged to create the projection used for the purposes of this report (pink trend line on Figure 6).

Figure 6

Godfrey's Projection of Bellingham Population through 2045



Source Data

Sources marked with ☆ were used directly in creating the projections. Sources marked with * are data sets that underly the sources that were used directly. Other sources were investigated but not used.

City of Bellingham Staff

- ☆ An email from COB staff gave the figure 128,390 as the 2045 derived total for the Bellingham UGA being used in the Whatcom Council of Governments (WCOG)'s countywide transportation model, until Whatcom County secures a consultant in 2023 to develop a more refined 2025-2045 forecast.
- ☆ An email from City of Bellingham staff gave the Bellingham UGA population projection information they have been using. This data model started with the WA State OFM SAEP Estimates for 2016 to 2020 (7), then used 123,710 as the projected total in 2036, taken from the figure adopted by Whatcom County as published in the 2016 Whatcom County Comprehensive Plan (3). Linear interpolation was used to give yearly figures between 2016 and 2036.

Whatcom County

- ☆ *2016 Whatcom County Comprehensive Plan*. Chapter 1 of this document discusses population trends and projected growth through 2036, using source material from the U.S. Census, the Washington State Office of Financial Management (OFM) (2012 - 2013), and the 2013 BERK report (see below). On page 1-7 is a table giving the adopted projected 2036 population for Bellingham UGA as 123,710.
<https://www.whatcomcounty.us/1171/Current-Comprehensive-Plan>
- * *Whatcom County Population and Employment Projections and Urban Growth Area Allocations – Phase I Technical Report*. This report by BERK was last updated in November 2013 and includes population projections for Whatcom County and its urban growth areas (UGAs). It is based on the projections for county population issued by the Washington State OFM in 2012 (9) and maintains the 3-alternative model by showing high-, medium- and low-growth projections. Projections for UGAs are given on pages 12 (low) and 13 (medium and high). The projected 2036 population for Bellingham UGA is given as 116,491 (low), 121,505 (medium) and 129,025 (high).
<https://www.whatcomcounty.us/1177/Population-Employment-Projections>

5. *Population Growth Monitoring Report for 2020*. This report from Whatcom County Planning & Development Services discusses the methodology of OFM growth estimates for UGAs and compares it to the manner in which the 2016 comprehensive plan allots 2013-2036 growth to the UGAs. It gives growth figures for 2015 - 2020 but does not give population projections. <https://www.whatcomcounty.us/DocumentCenter/View/51519/1-Population-Growth-Monitoring-Report-Final---2020>

Whatcom Council of Governments (WCCOG)

6. *Whatcom Region's 2045 Regional / Metropolitan Transportation Plan* (Draft, to be considered for adoption in June 2022) Chapter 4 of this document addresses future population at the County level but does not address population at the UGA level. The base year for describing demographic data is 2019, using data from the U.S. Census Bureau and the Washington State Office of Financial Management. The forecast goes through 2045, derived by extrapolating trends from the 2036 forecast contained in the County's 2016 Comprehensive Plan). <https://waytogowhatcom.org/>

Washington State Office of Financial Management (OFM)

7. ☆ *Urban Growth Area Estimates from the Small Area Estimates Program (SAEP)*. These estimates give a set of small area population and housing data for statewide applications. The data file gives estimated total population for the Bellingham UGA for each year 2000 to 2020. The geographical boundaries are based on 2010 census areas. <https://ofm.wa.gov/washington-data-research/population-demographics/population-estimates/small-area-estimates-program>
8. ☆ *Growth Management Act Population Projections for Counties: 2010 to 2040 / 2017 projections*. These projections, published in 2017, present high-, medium-, and low-growth scenarios for each county between 2010 and 2040. The high and low alternatives represent historical high and low migration patterns and reflect the unpredictability of long-range projections. ☆ The 2017 Supplemental Projections show an extension of the demographic assumptions to cover 2040 to 2050 but are not intended to be an official OFM population projection. <https://ofm.wa.gov/washington-data-research/population-demographics/population-forecasts-and-projections/growth-management-act-county-projections/growth-management-act-population-projections-counties-2010-2040-0>

9. * *Growth Management Act Population Projections for Counties: 2010 – 2040 / 2012 projections*. <https://ofm.wa.gov/washington-data-research/population-demographics/population-forecasts-and-projections/growth-management-act-county-projections/growth-management-act-population-projections-counties-2010-2040>
10. *April 1 official population estimates / April 1, 2021*. The OFM annually determines the populations of all cities and town in the state. These do not include estimates at the level of UGA. <https://ofm.wa.gov/washington-data-research/population-demographics/population-estimates/april-1-official-population-estimates>
11. ☆ *Historical Intercensal Estimates for the state, counties, and cities, 2010 - 2020*. These estimates, bracketed on both sides by decennial census counts, give a more consistent series than estimates which reference only the prior census count. <https://ofm.wa.gov/washington-data-research/population-demographics/population-estimates/historical-estimates-april-1-population-and-housing-state-counties-and-cities>

U.S. Census Bureau

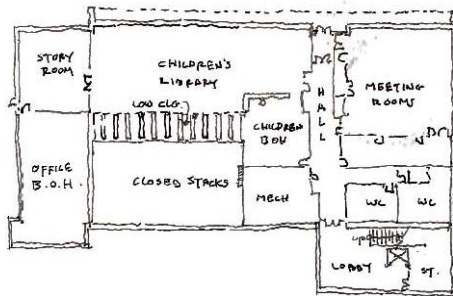
12. *Vintage 2020 City and Town Population Totals / Subcounty Resident Population Estimates*. These estimates are available for counties and cities, but not for UGAs. They are based on the 2010 Census count. <https://www.census.gov/programs-surveys/popest/technical-documentation/research/evaluation-estimates/2020-evaluation-estimates/2010s-cities-and-towns-total.html>
13. *Vintage 2021 City and Town Population Totals*. These estimates are based on the 2020 Census count. <https://www.census.gov/data/tables/time-series/demo/popest/2020s-total-cities-and-towns.html>
14. *County Population Totals 2020 – 2021*. These estimates are based on the 2020 Census count. <https://www.census.gov/data/tables/time-series/demo/popest/2020s-counties-total.html>
2017 National Population Projections Tables: Main Series. These are projections for the United States national population 2017 to 2060. This is the third set of projections based on the 2010 Census (prior series were released in 2012 and 2014). The projections include a main series plus three alternative scenarios based on assumptions of low, high, and zero levels of immigration. <https://www.census.gov/data/tables/2017/demo/popproj/2017-summary-tables.html>

Godfrey's developed preliminary approaches for the renovation of the Central and Fairhaven Branch Libraries of the Bellingham Public Library (BPL).

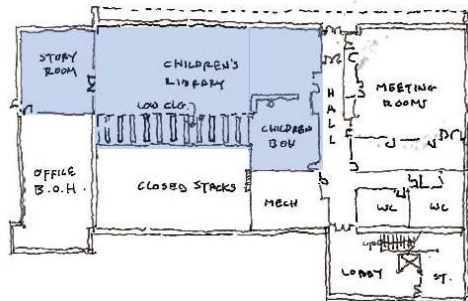
Central Library. The next phase of planned renovations at the Central Library will involve electrification, replacement of the HVAC system, and interior upgrades to the Lower and Upper Levels of the Library. The Consultants undertook a Lower Level Planning Study to generate ideas:

- Options to increase the amount of space for Children's Library.
- Is an addition needed?
- What to do with Closed Stacks, restrooms, and Lower Lobby?

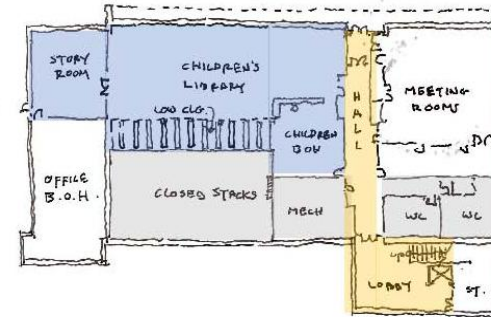
This sketch below outlines the principal existing program element of the lower level: children's Services, Meeting Rooms, Closed Stacks, "Back-of-House" (BOH) Staff Workrooms & Break Room for Library Staff and the Friends of the Library, restrooms (WC), mechanical, and Lobby/Hall spaces.



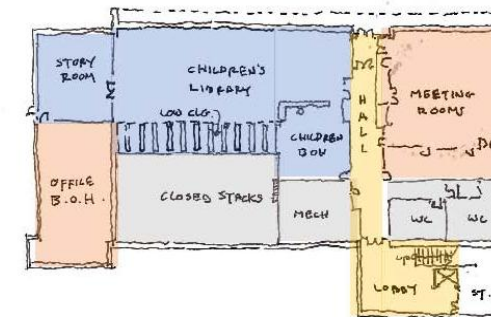
BPL has indicated a desire to renovate and possibly enlarge the current Children's Library. The Consultants developed a series of options as thought starters for what these changes would imply for the Lower Level layout. The existing Children's Department is shown in blue.



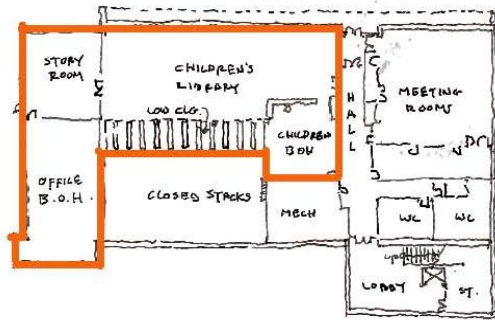
Several of the areas of the Lower Level contain functions like Closed Stacks, mechanical, and restroom spaces which make them potentially more difficult and costly to relocate. There is also a main hallway adjacent to the Children's Area that provides overall building egress. These may limit the choices regarding reorganization of spaces on this Level.



The remaining spaces which have less physical constraints are the Meeting Rooms and remaining Back-of-House spaces.

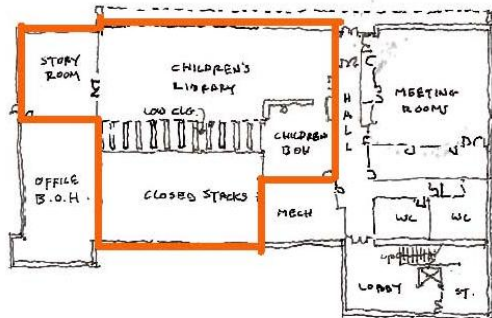


Children's Library Renovation. The following series of diagrams depicts ways in which the Children's Library may be extended into adjacent areas. In Option A, space is taken from the Friends offices and the Staff Break Room adjacent to the Story Room. Other locations must be found for Friends and the Break Room.



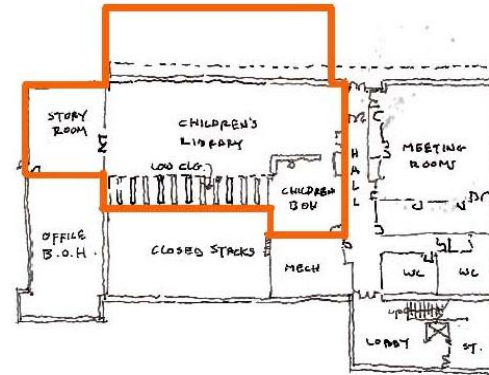
MAIN LIBRARY
EXISTING LOWER LEVEL.

In Option B, the wall separating the Children's Library from the lowest level of Closed Stacks would be removed. If the closed stack structure remains in place, the uses of the area are limited. Removing and restructuring that area is possible, but complex and expensive.



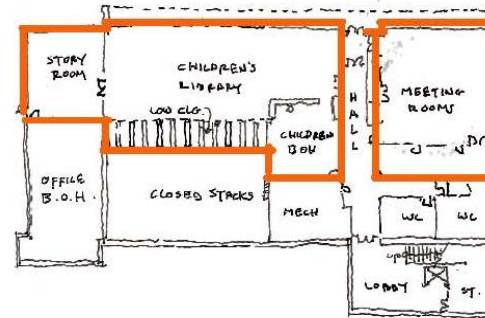
MAIN LIBRARY
EXISTING LOWER LEVEL.

In option C the Children's Library is expanded by means of an addition into the existing Park to the north.



MAIN LIBRARY
EXISTING LOWER LEVEL

In Option D, the Children's Library expands into the existing Meeting Rooms. In this option the Hall currently separating the Children and the Meeting Rooms could potentially be incorporated within the expanded Children's department, and the entrance of the Park would become dedicated to use by the Children's Department.

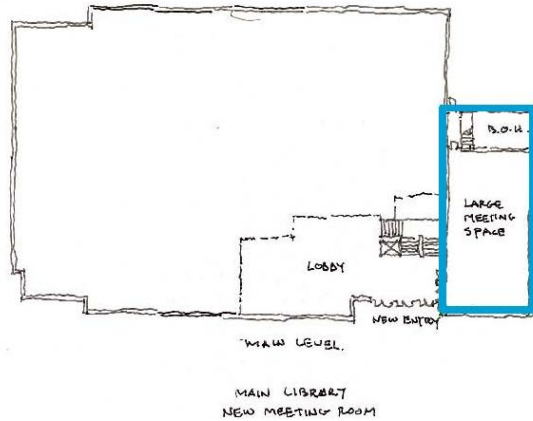


MAIN LIBRARY
EXISTING LOWER LEVEL.

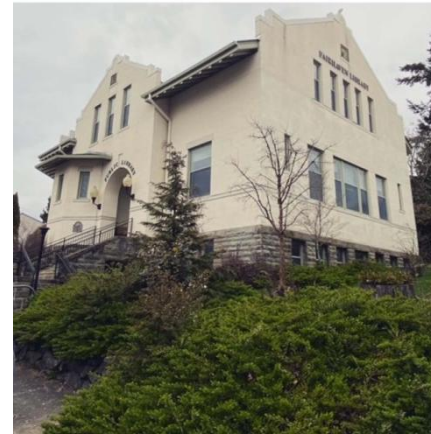
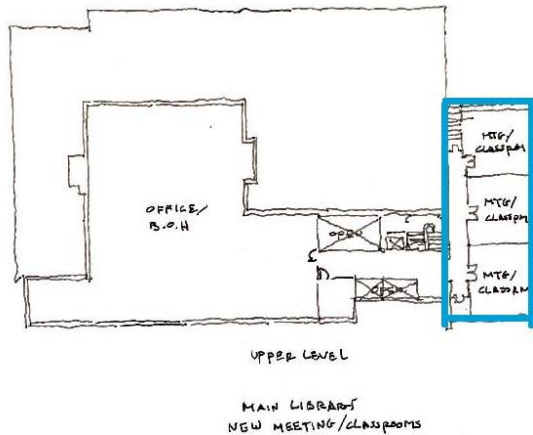
Bellingham Public Library Facilities Master Plan
Preliminary Design Concepts Draft

Godfrey's Associates, Inc.
July 8, 2022

In Option D, the replacement for the Meeting Rooms could be in a new addition immediately adjacent to the Central Library entrance. This would give greater street presence to the Meeting Room function and allow for its use after hours.



A Second Level to the addition, aligned with the Upper Level of the Library, could accommodate additional meeting, classroom, or other functions in space easily accessible from the main entrance.



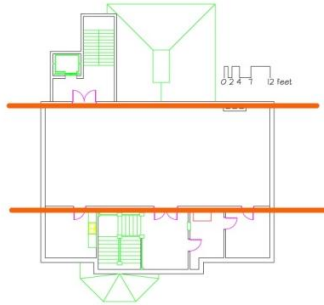
Fairhaven Branch Library. CAD drawings of the existing layout of the Library depict the previous renovation plans of 1982.



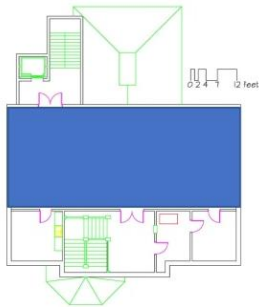
A list of expressed concerns about the building was generated. Existing plan issues:

- Entry through the back of building – the entry sequence is disorienting.
- Some spaces are inefficiently used.
- Many dark, out-of-date areas are not appropriate for current use.
- The original main staircase is closed off.
- Mechanical systems have reached the end of their useful life.

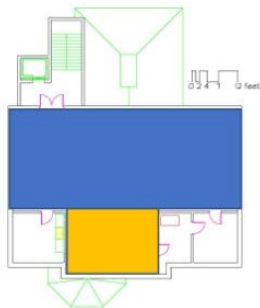
Design Approach: By analyzing the floor plans, the Consultants determined that the open floor plan at the current Upper Level might provide a good example for the reorganization of spaces on the other floors. There is a single large area which has a direct adjacency to all other areas of the plan simplifying wayfinding and allowing for flexible use.



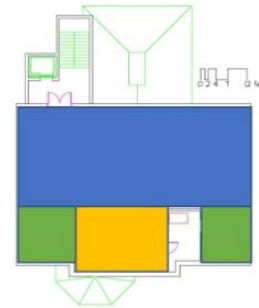
This large, central area is noted in blue.



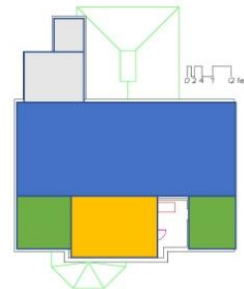
There is a consistent entry and stair circulation zone on every floor. The stair is currently closed off (shown in yellow).



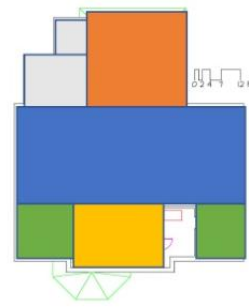
Smaller spaces at the northwest and southwest corners allow for a variety of uses with good corner views (in green).



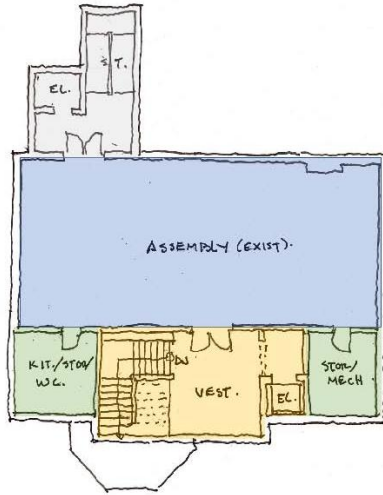
The earlier addition with its elevator and stair can be dedicated for use by Library staff only and as a Staff Entrance and exit (gray).



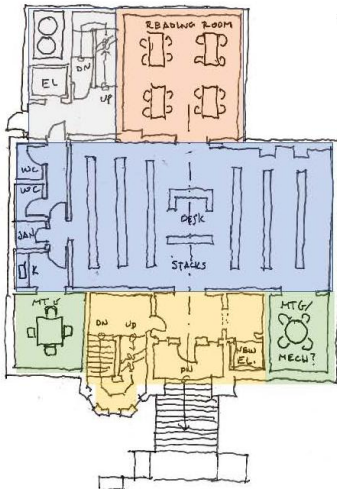
The former stack area to the east can be repurposed as public meeting and reading space. It is centrally located and well proportioned (orange). A new public elevator is proposed next to the Entry Lobby and main public stair ameliorating handicap access concerns (white).



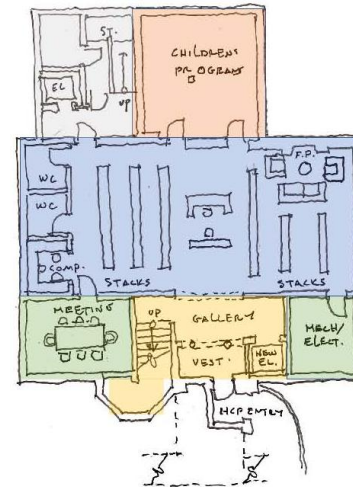
The Upper Level floor plan remains largely as is, with accommodation for the new elevator a relocated, upgraded mechanical system.



Partitions on the Main Level are simplified to more closely align with the open plan of the Upper Level. The Customer Service Desk becomes centrally located and corner meeting rooms are created. The main stairway is opened and a new elevator and vestibule are created. This brings back the original building intent to have the front door on the west side of the building.



At the Lower Level, the original Main Entrance on the west is modified to make it handicap accessible, with an ADA-compliant pathway created to the existing parking area. From the Main Entrance, the new elevator and reopened stair provide access to all Levels. The interior partitions are reorganized to follow the structure of the other two floors above. Specific uses of the different zones are flexible and can be determined during the building programming and planning stages. This flexible framework will allow for significantly improved spatial utility and will greatly simplify wayfinding, while providing accessibility to all spaces via a new public elevator.



What is the Future of the Public Library?

As public libraries move into the future, they will contend with national and global trends that shape the economic and social environment. Their continued existence depends on retaining ongoing support from government and community stakeholders, and the path they take will be guided by the values of the librarian profession as expressed in local mission statements. Trends in librarianship over the last decade establish a direction in which public libraries will probably continue to develop during the next few years, and a few specific innovations that are on the horizon can offer a vision of what a future public library might offer its users.

Trends that Shape the Environment

In its 2014 report “Rising to the Challenge: Re-Envisioning Public Libraries,” the Aspen Institute recognized transformative social changes brought on by digitization:

- Individuals have instant access to vast quantities of information from portable devices.
- Communities, bound together by social media rather than geographic location, are increasingly shaped by mutual interests rather than physical boundaries.
- Economic models are transitioning from industrial- and service-based to knowledge- and creativity-based.
- With the disruptive impact of technology causing skills to become quickly obsolete, employment is increasingly transient, with jobs typically lasting for only a few years instead of for the length of a career.

To flourish in today’s knowledge economy, people need lifelong access to an ever-increasing, ever-changing body of knowledge and tools. the capacity to learn in small, quick doses. the ability to process information in many different forms. and ways to gather, collaborate, contribute in their areas of interest.

Pearson released a report in 2017 on the future of work and the skills that will be needed in the next decades. “The Future of Skills: Employment in 2030” identifies 7 key trends influencing the U.S. and U.K labor markets:

- Technological change.
- Globalization.

- Demographic change, including the cultural differences between millennials and older generations, and the ripple effects of an aging population on all aspects of life.
- Environmental sustainability, involving both the impact of climate change and the changes resulting from an emerging awareness of environmental issues.
- Urbanization, as population concentrates in cities.
- Increasing inequality leading to disparities in education, health care, social services, and consumption.
- Political uncertainty mirrored by political and policy uncertainty, which in turn has a negative effect on many economic sectors.

The Pearson report goes on to identify occupations and skills that will be most in demand by 2030. The top 10 skills focus heavily on teaching, learning, and creativity – skills commonly required for librarians. The top 10 occupations include teachers (preschool through secondary at #1 and postsecondary at #4) and “Librarians, Curators, and Archivists” at #9.

Competition for Funding

Research by the Pew Institute, the Brookings Institution, and others have shown repeatedly that public libraries improve a community’s strength and resilience, and that Americans believe public libraries are important to the quality of life in a community. This strong support, however, is often matched or overwhelmed by an equally strong competition for public funds.

A 2016 Pew report noted that 76% of Americans say that libraries serve their communities well, but library usage has trended down since 2012. Pew attributed this to the fact that many Americans don’t know that their local libraries offer non-print services and suggested that libraries need to promote those services better. Robinson Meyer, staff writer at The Atlantic offered another explanation, using IMLS data to show a correlation from 2002 to 2013 (the most recent year for which data was available at the time of the article) between library usage and revenue. Meyer showed that when public libraries receive more public investment, visitation, and circulation also increase. When public investment decreases, as it has since 2009 because of recession-driven budget cuts, there is a decrease in usage.

Thus, the fierce competition for funding means that the public libraries that move successfully into the future will be those that are successful at cultivating the support of their governing bodies and local stakeholders.

In fact, of the four strategies recommended by the Aspen Institute for the transformation of library services to help ensure the long-term health of libraries, three relate to building local support and working for fiscal efficiencies:

1. Align library services in support of local community goals.
2. Continue to seek reliable sources of revenue, while exploring alternative governance structures and business models that maximize efficient, sustainable operations and customer service. Consider regionally networked services to realize economies of scale without compromising local control.
3. Cultivate local government, business, and civic leaders and build a strategic plan with input from all stakeholder groups in the community. Improve communications with all segments of the community.

Mission & Core Values

The fourth strategy recommended by Aspen is to continue to provide access to content in all formats – physical and digital, provide technology tools to help all members of the community obtain information and participate in the world's conversations.

Providing access is one of the core values of the library profession. We can expect this and other librarianship values to be reflected in public library strategic plans as priorities that guide the direction of services in the next decades.

Other values that are often mentioned in this context are (this list comes largely from interviews with library leaders summarized by Martin Figueroa in an article in *American Libraries Magazine*):

- Equity of opportunity for all.
- Equal access to information for all.
- Privacy and confidentiality.
- The importance of life-long learning, from babies to seniors and everything in between.
- Freedom of information and the right to read.
- Service to the community and focus on making patrons' lives better.
- Maintaining a perception of neutrality.
- Promoting civic engagement.

Near-Future Directions as Predicted by Trends of Recent Past

As technology changes the world we live in, the public's expectation of what libraries should be changes, and libraries have already started changing in response. The last ten years has shown trends in public libraries that provide a good idea of what the next ten years might look like.

Mobile devices, Connectivity, and Information Overload. Libraries use mobile technology to interact with patrons in new places and in new ways. Many library resources are available online and through mobile apps. Patrons can use many library resources without coming to the library building. Libraries can use this technology to bring library services offsite, such as to community events or to homebound patrons, or to place micro-collections in places around the community where people gather.

Connectivity penetrates library automation products, as some vendors' products gain the ability to interact products from other vendors, improving functionality and user experience.

Another side effect of connectivity is compromised privacy, as corporate and government interests harvest information from online users. Librarians work to protect patrons' privacy online.

The flood of information available through the internet has changed the librarian's role from one to provide access to information to one who knows how to navigate the information landscape and evaluate sources to locate credible, high-quality information.

Technology Improves Access. Technological innovations together with the demands of an aging population have made it not just possible, but imperative to offer new levels of access to patrons with challenges in vision, hearing, or mobility. Adaptations for universal accessibility give an improved experience for everyone.

Providing Access to Technology. Libraries provide technology resources for those who don't have access in their homes. In some cases, libraries offer access to emerging technology tools (for example, 3D printers) that are normally unavailable to the public. Libraries have educational programs focused on technology skills, from basic computer use to coding. As new devices such as e-readers reach the consumer market, libraries train patrons how to use them.

Content. Libraries see a demand for content in many different formats. A single item may be available as an eBook (in more than one eBook format), a print book, a large-print book, or an audiobook – either on physical media or downloadable. Although eBooks saw a rapid rise in popularity, physical books are still popular. Videos – both on physical media and downloadable – and graphic novels also see high demand.

In cases where a library has only digital copies of an item, a print-on-demand machine such as the Espresso Book Machine by Xerox can produce a printed and bound copy when the user requests it, thus freeing the library from storing physical copies. The machine has an online catalog of over 7 million books and can also be made to print custom titles.

More books are featuring minority viewpoints, such as women, LGBTQ, and racial minorities. Some librarians make a point of including such diverse material in the collection so that all segments of the community can see themselves represented.

It is now feasible to digitize local history materials such as school yearbooks, newspapers, photographs, and documents. Many public libraries have organized the digital preservation of such items, either for the local collection or to contribute to a regional digital archive.

Content Creation. Libraries encourage creativity and content creation by members of the local community. This could take the form of a makerspace with tools for crafting physical objects or a digital creation lab with equipment for creating and editing media, or something as simple as classes and meeting space for people with an interest in creative writing or journaling.

Adaptable & Flexible Physical Space. Library spaces now make frequent use of modular furniture which offer flexibility in arrangements, with multipurpose spaces that can be reconfigured easily. Seating areas feature a mix of formal and informal seating, with an increased number of electrical outlets and internet capability.

Tying Services to Community Interests. Libraries are aware that their future viability depends on support from the community. To maintain this support, they constantly look for new and creative ways to serve community needs in ways compatible with the library's mission.

Some public libraries have developed circulating collections of unusual items in which the community has a particular interest. For example, there are circulating library collections of toys, artwork, cake pans, home improvement tools, fishing poles, and prom dresses. There is a seed library which allows patrons to take and contribute seeds. Many libraries circulate technology items, ranging from laptop computers to GoPro cameras.

Libraries identify specific needs in their communities and develop services in response. Some examples are programs addressing career development or job seeking, small business support, and informational programs on health care or financial literacy. Some programs involve developing partnerships with other entities in the community, such as bringing in volunteers to help with tax preparation.

Libraries attempt to reach specific demographic groups that might be challenged about seeking information or connecting with community resources. Special programs reach out to older adults, immigrants and non-English speakers, veterans and military, and people with special needs.

Responding to community needs might involve providing support during a local crisis event such as a hurricane. Libraries are safe havens that helps people connect with resources in times of stress.

Creative Administrative Approaches. Library administrators have shown willingness to try out-of-the-box approaches to improve efficiency or promote value. Libraries communicate with their stakeholders using glossy corporate-style annual reports including infographics and return-on-investment figures. Some libraries have modelled their customer service practices on those of retail businesses and arranging their collections using bookstore categories rather than the traditional Dewey Decimal System. Collaborative projects bring together several nearby libraries for a networked service benefiting from economy of scale while retaining local control. Data mining techniques, like that used for retail consumer marketing efforts, can be applied to circulation data, patron data, and local demographics can be used to help with collection development, services, and facility planning. Scarce funding can be augmented by selling naming rights, obtaining corporate sponsorships, or crowdfunding campaigns. New methodologies for community engagement help library staff gather input from stakeholders for strategic planning purposes.

Specific Glimpses into the Future

Here are a few suggestions of projects available now or concepts within technological reach that might be influential for future libraries.

Libraries without Borders Projects. Libraries without borders has Koombook and IdeasBox, projects that take libraries and learning tools into areas where education is needed.

Koombook is a self-contained digital server pre-loaded with educational resources such as Khan Academy, Wikipedia, Project Gutenberg, and Ted Talks. The Koombook server creates its own Wi-Fi network but does not need an internet connection. Users can connect to it using any Wi-Fi enabled device.

IdeasBox is compact, customizable set of equipment that can easily be unpacked and set up to create an information hub and access point. It includes a power generator, a satellite internet connection, a digital server, and 25 tablets and laptop computers, as well as hardcover and paperback books, arts and crafts materials, board games, and a stage for music and theater.

Both projects were designed for use in third-world countries, post-conflict situations or areas of natural disasters, but it is easy to envision them being used for pop-up libraries in any rural or underserved area.

Virtual/Augmented Reality. The recent success of the Pokémon Go game show that the public may be ready for superimposing more complex experiences on their own lives.

David Pescovitz, co-editor at Boing Boing and research director for Institute for the Future, speculated about future libraries in an interview by Business Insider in 2016. He envisioned enormous banks of data where users could “check out” virtual reality experiences like scaling Mt. Everest, or going to another planet, or living a day as a dog.

In the near future, an augmented reality device could give a user turn-by turn directions as he navigates through the library to find a desired item. The same device could highlight new items in the collection, recommend the user to items that match his interests, and track the user’s checkouts. Prototypes of such devices already exist, described in an article by Piotr Kowalczyk at Ebookfriendly.com.

Advanced Technology Makerspaces. Pescovitz’s ideas about virtual reality included a makerspace with tools for creating and recording a virtual reality

experience. He also suggested a biological hacker space with tools for genetic engineering, with the library offering a collection of genetic parts that could be combined in different ways to create new organisms.

New Technology for Print Books. Kowalczyk’s article highlighted emerging technologies that present ways to enhance printed books with the digital tools now used for eBooks: the ability to search the book’s contents, to get a translation or look up a reference, to collect book passages or take notes for research use. One such product is a table-top device where the user places a book under a scanner, which attempts to recognize the book and connect it with an available digital form. Another project creates an augmented reality enhancement of a print book. Another device, in concept, could fit onto the tip of a pen to scan text in a book and collect it in a notepad app to be saved for later use.

The Role of Librarians and Library Spaces. While library services might change, the role of librarians is expected to stay constant: a navigator that helps the user find his way through the information landscape to find high-quality information that meets his need. The library’s physical space will continue to be a safe, comfortable, and inspiring place where people of all ages and diverse background can come together based on shared interest to find information, seek knowledge, and develop a feeling of community.

Citations from Selected Sources

Direct quotations are in *italics*. other passages are paraphrased from the original.

<https://multcolib.org/blog/20180413/public-libraries-rapidly-changing-world-it%E2%80%99s-us>

Public libraries in a rapidly changing world: It's up to us, Valley Oehlke, April 13, 2018.

Perceived value of libraries has been impacted by rapidly evolving technology. See report from OCLC Research in partnership with ALA / PLA (2018 update to 2008 report) "From Awareness to Funding: Voter Perceptions and Support of Public Libraries in 2018" (FATF).

Per FATF: About 10 years ago: iPhone, Kindle, Netflix launched. Google did about 365B searches (in 2016, over 2Trillion searches). 24% US population used social media (in 2017, 81%). 11% of Americans used smartphones (in 2017, 81%).

2018 Tech Trends report by Amy Webb and The Future Today Institute says the next decade will bring continuing and unprecedented change, including "new era of computing and connected devices which we will wear and will command using our voices, gestures, and touch ... [which] will forever change how we experience the physical world." Thus, the world and the communities in which libraries exist are dramatically different than when FATF was first released. These changes affect public perception of public libraries' value & relevance.

FATF says perception that public libraries are doing a good job of keeping up with technology has dropped from 60% in 2008 to 48% in 2018.

With technology required to thrive in the world, it is important that public libraries continue to prioritize services to those with less resources & fewer opportunities to offer free, high-quality access to technology and assistance in using it effectively.

Demographic shifts require libraries to adapt to ensure everyone has equal opportunity and access. Widening opportunity gap makes

challenges for people who are new in the country and others who are marginalized. Pew report says that because of immigration by 2055 U.S. will not have a single racial or ethnic majority.

Findings of how the world has changed in recent years provides direction in charting future.

<https://www.iii.com/new-programs-for-the-future-of-public-libraries/>

New Programs for the Future of Public Libraries, by Lauren Schaefer in III blog, February 13, 2017.

References article in Public Library Quarterly 12/12/2016 by Leif Pedersen, III Exec. VP of Product and Marketing, "The Future of Public Libraries: A Technology Perspective". Highlights 3 public library audiences impacted by technology changes: Youth, Job seekers & entrepreneurs, and Lifelong learning adults.

Library traditional role was to preserve information & provide access to resources. Internet has made access easy but added requirement for skills to identify quality results, so librarian roles was to provide access to quality information. Library integrates support for new devices to connect patrons to new sources of information in new formats. Technology advances, patron demands change, expectation of what a library should be changes.

In future library services will continue to grow and expand.

Rise in mobile devices and more easily accessible internet connections means children learn technology skills quickly. Public Libraries play role in literacy development. Programs for young children foster creativity and imagination beyond traditional books. Library provides tech-based resources for those who don't have access in their homes as well as for those who do.

Libraries offer spaces and programs where patrons can engage, learn, and connect in new ways.

Public libraries will play role in lowering unemployment rate and increase opportunities for emerging service offerings and alternative business models. Libraries support entrepreneurs, first-time job seekers, career changers. Need for greater emphasis on programs for career development. Spaces will accommodate small business owners renting out community rooms, local organizations will hold meetings with people in the community, town hall & board meetings will meet in library. Libraries serve as incubator for leading-edge career development and transitions.

Lifelong learning for all ages, people from different experiences. There is a need to provide services for older adults – informational meetings (e.g. long term care, personal protection), how to use assistive technology, support for greater civic engagement and involvement in community. Recreational programs like book clubs, gardening, classes, and excursions.

Library professionals must find new ways to serve communities. Take mobile technology outside the walls, interact with patrons in new places. Bookmobile-type vehicles at community events, partnerships with local schools either on school grounds or by providing transportation to the library.

Given mobile devices, patrons can discover & check out resources from wherever it is convenient. Libraries are incorporating mobile access and outreach into their strategic plans. Must use Mobile apps for staff to streamline internal workflows & increase staff efficiencies and for patrons to provide news ways to engage. Make traditional data available on new devices. Use Linked Data to increase library visibility. Become active contributor to Semantic Web.

Library automation services must integrate with products from other vendors and innovators. Vendor partnerships can increase library functionality and improve patron experience.

<https://blog.learningbird.com/future-public-libraries-emerging-trends/>

Natalie Gilbert at LearningBird.com blog, 2016.

Silence is no longer required. Now more collaborative learning environments, makerspaces, innovative physical designs & seating arrangements, emerging technologies.

Trends:

- **Makerspaces.** Collaborative workspace where people gather to make, learn, tinker, and explore. Simple or advanced materials & equipment. Suggestions for success: be informal & community driven, not structured and staff led. Designate a specific space so that noise is confined to one area. Look for grants. Dedicate different times for specific audiences.
- **Digital Creation Labs.** Media labs, technology-rich spaces for active learning, experiencing new media and information formats, learning about software and hardware. Coding classes, computer skills, graphic design tools, digital photography, video creation & editing, music, computer-aided design, podcasting, etc.
- **Flexible Design & Seating.** Modular furniture, mobile shelving, bright color palettes. Seating & shelves can be rearranged for flexibility in setting up new spaces, creating division between areas, keeping look & feel of the library refreshed regularly. More comfortable seating like cushions, couches, bean bag chairs. Colors create fun, playful atmosphere.
- **Multi-Use Spaces & Services.** Libraries incorporate teaching kitchen, greenhouse, garden, arboretum, performance space, exhibition area, care, cinema hall, makerspace, computer media space. Circulating items like video games, sewing machines, musical instruments, board games, craft equipment, technology like projector or GoPro camera.
- **Emerging Technologies.** Libraries house emerging technologies that patrons can use. Such technology is normally inaccessible to public. Makerspace technology like 3D printers. Espresso Book Machine for self-publishing.

<https://www.aspeninstitute.org/blog-posts/future-libraries-2017-review-2018-preview/>

The Aspen Institute, December 15, 2017

Review of Aspen Institute Dialog on Public Libraries convened in 2017. In 2017 Aspen Institute released 2 reports based on survey conducted by the International City/County Management Association (ICMA) in partnership with the Aspen Institute Dialogue and the Public Library Association (PLA): *The Role of Libraries in Advancing Community Goals and Local Libraries Advancing Community Goals, 2016*. These reports highlight 3 areas in which local government and library leaders can work together more closely. Reports were discussed in programs at ALA midwinter. Also, ALA webinar in July on strategic planning & community engagement, on designing more effective strategies for aligning library services with city & county strategic plans.

Aspen Institute Action Guide for Re-Envisioning Your Public Library was released in 2016. <http://www.libraryvision.org/>. Action Guide Version 2.0, released in 2017, has companion Facilitator's Guide, streamlines and reorganizes content into 3 main pathways for easier use. For professional development, community engagement, strategic planning.

http://www.libraryvision.org/the_report

Rising to the Challenge: Re-Envisioning Public Libraries, The Aspen Institute, October 2014

Economy & society are being reshaped by trends – transition from industrial and service-based models to knowledge and creativity-based models. Information, technology, and learning are central to economic performance and prosperity. There are growing divides in wealth, digital inclusion and participation. This is a time of opportunity for public libraries with their unique position as community hubs and repositories of knowledge and information.

The public library's mission has always centered on principles of equity, access, opportunity, openness, and participation. A model of networked libraries is emerging, promoting economies of scale, and broadening the reach of a library's resources while preserving its local presence. The library has a proven track record in strengthening communities. The library is a key partner in sustaining the educational,

economic, and civic strength of the community during a time of dramatic change.

3 key assets of the library: people, place, platform

- **People:** Libraries foster relationships and strengthen the human capital of the community. They connect individuals to local and national resources. They facilitate learning and creativity.
- **Place:** Libraries are welcoming spaces for a wide range of purposes. An anchor for economic development and neighborhood revitalization.
- **Platform:** Library enables access to tools and resources, enables curation and sharing of the community's knowledge, supports the learning and civic needs of the community.

Long-term health of libraries is essential to the long-term health of the communities they serve. There are 4 strategic opportunities for action to guide the future.

1. **Align Library Services in Support of Community Goals.** Libraries need to be more intentional in the ways that they deploy resources in the community, and more deeply embedded in addressing the critical challenges facing the community.
2. **Provide Access to Content in all Formats.** Immediate challenges are procuring & sharing eBooks and other digital content on the same basis as physical formats, and having affordable, universal broadband to help deliver and help create content. These challenges are especially strong for small libraries and those in rural communities. Limited budgets despite high community need. These challenges impact the library's ability to fulfill one of its core missions.
3. **Ensure Long-Term Sustainability of Public Libraries.** Funding is limited and sometimes volatile. Transformation of library's service model is uneven and incomplete. Hard to make rapid and broad-scale progress of the kind needed to compete in a world of global networks because funding and governance structures are highly local. Discussion includes – identifying reliable sources of revenue for daily operation and long-term planning and investment.

exploring alternative governance structures and business models. becoming more skilled at measuring outcomes instead of counting activities. balancing economy of scale in a networked world without compromising local control.

4. **Cultivate Leadership.** Every community needs a vision and strategic plan for the library that aligns the library and its work with the community's key goals. With input from all stakeholder groups. Improve communication with community leaders, develop community champions, strengthen intersections with diverse communities, and engage with young-professional organizations.

<https://americanlibrariesmagazine.org/2017/03/01/our-futures-in-times-of-change/>

Our Futures in Times of Change, Miguel Figueroa, March 1, 2017, interviews with Emily Drabinski from Long Island University, Sarah Houghton from San Rafael Public Library, and Charlotte Roh from University of San Francisco Gleeson Library.

Values that help guide vision of the future of libraries:

- Core values of the profession: democracy, equity, access, privacy, confidentiality, diversity, lifelong learning, the right to read.
- Core ethics and values of the library world: privacy, social equity, freedom of information, service to the communities.
- Helping people, perception of neutrality, social justice, compassion, kindness, true listening.

Trends that are useful for advancing value of librarianship and library services:

- Advancing access to all information for all people, evaluating the credibility of information, preserving the cultural and historical record without regard for politics.
- Growing awareness of bias. need for alternative narratives [from diverse viewpoints] in Hollywood, journalism, scholarly output, and political punditry. citizen journalism. cultural competency from people who are traditionally considered experts.

- Assaults on values like privacy, equity, and democracy will mobilize people to fight for the future they want.

Changes in the world that pose threats to librarian values:

- Fake news, propaganda, half-truths, the framing of stories. devaluing knowledge. scholarly focus on the priorities of the North American and European world.
- Apathy in the face of continuing erosion of core values.
- Corporate ownership of information about users and distribution of that information to other for-profit entities. attempts to suppress information which is not politically popular.

Takeaways from futures symposium at 2017 ALA Midwinter:

- **Entrepreneurship:** Libraries can support people from marginalized groups with information, connections, and resources that help with business startups. Issues are access to capital, mentoring, coaching, workspace needs. Creating a support network helps.
- **Civic Engagement:** Pop-up library provides support for civic engagement with micro-collections, resource lists, and interactive activities. Also, community conversations with elected officials and others.
- **School Libraries as Global Educators:** Using communications technology to bring global experts into classroom conversations.
- **Sustainability:** Ask if something is environmentally sound, economically feasible, and socially equitable in deciding about services, buildings, and the community.
- **Virtual Reality:** It might become the next content delivery platform. Immersive, interactive, game-based engagement within a rich learning environment. Allows place-based learning beyond traditional field trips.
- **Welcoming Communities:** community project brings together immigrants and US residents to promote spirit of unity.
- **Accessibility:** View accessibility as benefiting everyone, not just "them". Improved experiences for everyone. Universal approach develops innovations that include all.

- **Academic Tech Focus:** Integrate coding and other STEAM programs into K-12 curriculum. Librarians take on responsibilities as teachers and instruction partners focused on computer science and tech trends.
- **21st Century Ethics:** Apply library ethics to current situations, like fighting all forms of censorship, like digital rights management, like net neutrality.

<http://publiclibrariesonline.org/2016/10/the-library-of-the-future-is-coming-and-its-all-about-experience/>

The Library of the Future Is Coming, and It's All About Experience, Gretchen Kaser, October 10, 2016.

Cites a recent Business Insider article by Chris Weller on changes in public libraries over next 50 years, envisioning transformation to “all-in-one spaces for learning, consuming, sharing, creating, and experiencing”. Emphasis on connectivity rather than physical provision of technology. Also, emphasis on connecting patrons with sensory experiences. Connecting experience with social media, streaming content, data.

<Weller says> 3D printers are creation tools. Maybe future will have libraries offering tools for creating like genetic engineering and alternate reality. Maybe future patrons will check out alternate reality experiences.

<Weller says> People will want to access sensory data that allows them to share other people's experiences. Librarians will help patrons navigate data landscape and provide physical space for creating.

See success of Pokémon GO virtual reality game. Suggests the public is ready for superimposing more complex experiences on our own lives.

Weller, Chris. “Libraries of the Future Are Going to Change in Some Unexpected Ways.” Business Insider, August 24, 2016. Accessed September 9, 2016. <http://www.businessinsider.com/libraries-of-the-future-2016-8?r=UK&IR=T>.

Libraries of the future are going to change in some unexpected ways

<https://www.businessinsider.com/libraries-of-the-future-2016-8?r=UK&IR=T>

Business Insider Australia, Chris Weller, senior innovation reporter, August 24, 2016.

Cites David Pescovitz, co-editor at Boing Boing and research director for Institute for the Future, who says that in next 50 years the traditional understanding of a library will change drastically.

<Pescovitz says> Enormous banks of data will allow people to “check out” virtual reality experiences like scaling Mt. Everest, going to another planet, or living as a dog. Or there could be a library of genetic parts that could be recombined to create new organisms in a biology-oriented hacker space. Librarians and Libraries as physical spaces won't change much. People will still need a guide to navigate the information landscape.

<http://www.infotoday.com/IT/dec17/Aycock--The-Once-and-Future-Library.shtml>

The Once and Future Library, Anthony Aycock, former law librarian, December 2017.

Refers to the Pescovitz interview at Business Insider in August 2016, talking about library change should go beyond gadgets.

In 2017, sales of ebooks declined 18.7% and sales of print books rose – paperbacks by 7.5% and hardbacks by 4.1% (from money.cnn.com - <http://money.cnn.com/2017/04/27/media/ebooks-sales-real-books/index.html>). Students prefer printed textbooks.

<http://geekwire.com/2015/paper-back-real-books-rebound> Many writers see self-publishing as a legitimate venue. Small presses are growing, filling market niches. <http://publishersweekly.com/pw/by-topic/industry-news/publisher-news/article/69573-fast-growing->

[independent-publishers-2016.html](#) Small publishers are producing higher-quality works, award-winning works.

Gadgets are great, but books endure.

Manga & comics are immensely popular. Good for weak language learners and readers, because less text to decode and images provide context that helps with comprehension. Language is concise. Libraries should put collection money into this format. But there are issues for web comics, just like eBooks, regarding ownership, access, and lending. And some librarians may still dismiss value of comics. And censorship is an issue because images provoke censorship faster than words do.

It is important work of the Library to be a facilitator for diversity, to model academic debate, to curate works that represent marginalized viewpoints, to further discussion on the importance of intellectual freedom. Libraries should show Americans how to argue rather than fight.

Focus of the library should be making patrons' lives better.

<https://prescouter.com/2017/01/future-libraries/>

What is the Future of Libraries? Heidi Reidel, freelance writer, January 2017.

Libraries are closing, funding is declining, people believe libraries are dying. Although people appreciate libraries, they are under used, and lack of circulation leads to decrease in funds.

Libraries are evolving to meet changing needs. ALA formed Center for the Future of Libraries in 2013 to focus on how future trends can be integrated into programs and services to maintain relevancy.

Youth Education – teach modern life skills like technology, career/ college readiness, innovation, entrepreneurship. Examples in San Diego, Charlotte-Mecklenburg, Seattle.

Virtual reality - <Pescovitz article>. Where there are sensors gathering high-resolution data, those experiences can be translated into VR experiences.

<https://www.theatlantic.com/technology/archive/2016/04/americans-like-their-libraries-but-they-use-them-less-and-less-pew/477336/>

Fewer Americans Are Visiting Local Libraries—and Technology Isn't to Blame, Robinson Meyer, staff writer, April 14, 2016.

Cites 2016 Pew report saying 76% Americans say libraries serve their community well, but library usage is falling. Pew suggests that libraries should promote non-print services, like eBook lending, because Americans don't know about them.

Then references IMLS data (most recent was 2013), notes trend in revenue – mostly local government funding – declining since the Recession. The 2012 IMLS yearly report determined that people use public libraries more when the libraries receive more public investment. Visitation and circulation increase when revenue, staffing, and programs increase. Also, when investment decreases, the decrease in use is not as strong as the increase was.

To make the local library more useful, fund it better.

<http://www.2plan22.com/2016/08/places-for-ideas-no-one-has-thought-of-things-yet-to-be-inventedour-future-libraries.html>

Places for Ideas No One Has Thought Of & Things Yet to be Invented/Our Future Libraries, August 27, 2016.

<References Pescovitz interview in Business Insider> Nothing new here.

<https://www.linkedin.com/pulse/libraries-future-strategy-technology-common-sense-martha-thorne>

Libraries of the future: Strategy, technology and common sense

Martha Thorne, Dean of the IE School of Architecture and Design in Madrid, Spain, May 4, 2018.

Quotes the Pescovitz article about libraries of the future focusing on connectivity.

Libraries of the future will also be places for in-person connections, as they are now. Safe, comfortable places for people of all ages and diverse interests. They bring people together based on shared interest in finding information, seeking knowledge and developing feeling of community.

<http://publiclibrariesonline.org/2017/12/the-future-looks-bright-for-librarianship/>

The Future Looks Bright for Librarianship, Noah Lenstra, Assistant Professor of Library & Information Studies at UNC Greensboro, December 15, 2017.

Cites recent USA Today article on careers that won't exist in 2030, #1 on list was Librarian. Explanation said books were less popular.

Then cites Pearson research, recent report, says Librarians, curators, and archivists will be the 9th most in demand occupation group in coming years. More in demand in 2030 than media and communication workers, construction trade workers, and others.

Why do articles keep announcing death of libraries despite evidence to the contrary? There is a challenge in communicating continued relevance. Association for Library and Information Science Education wrote letter to the editor of USA Today asserting continuing value of public librarians.

Refers to Aspen Institute "rising to the challenge". Communicating value involves aligning library services with local and national goals.

Pearson report identified 7 societal megatrends that public librarians need to address to ensure continued relevancy:

- Changing technology.

- Globalization.
- Demographic change.
- Environmental sustainability.
- Urbanization.
- Rising inequality.
- Political uncertainty.

Human skills that are needed in response to these trends:

- Teaching.
- Social perceptiveness.
- Service orientation.
- Persuasion.

Article in Library Journal about the Pearson report raises question of how people whom the libraries serve be impacted by the megatrends, how will they need to learn, what skills will they need to develop to thrive? Public libraries already address all the megatrends but need to do more to communicate broadly on the impacts they are having. Use reports like the Pearson report to craft messages to showcase value.

https://www.libraryjournal.com/?detailStory=job-outlook-2030-librarians-will-demand-editorial#_

The Job Outlook: In 2030, Librarians Will Be in Demand | Editorial Rebecca T. Miller, October 17, 2017.

Pearson report: The Future of Skills: Employment in 2030. Increased need for librarians, curators, and archivists.

Humans will complement automation, not be supplanted by it.

Technology & rise of automation is top of the megatrends.

Strong emphasis on interpersonal skills, including teaching, social perceptiveness, services orientation, and persuasion. Importance of higher-order cognitive skills such as complex problem solving, originality, fluency of ideas, and active learning.

Can inform library leaders' strategic direction for how to shape services.

<https://futureskills.pearson.com/>

<https://www.architecturaldigest.com/story/future-of-libraries-in-digital-age>

This Is the Future of Libraries in the Digital Age, Kim Velsey, June 27, 2017.

Quotes Meredith TenHoor, an architectural historian and associate professor at Pratt Institute School of Architecture. Paper books are still used. people don't read everything on screens.

Innovative library designs recognize the social and intellectual practices that develop around reading and research.

Risa Honig, VP of capital planning at NYPL says it is making books an architectural presence. Books create the look and feel for the spaces, so they're a key part of the design.

Libraries are increasingly tasked with multiple uses, and book storage and circulation are just two. Seating, services, and public space are being added in redesign of mid-Manhattan branch. Room for research, room for the kinds of work that are done in a library today, and also preservation of older library features. Mix of informal and formal seating, flexible spaces, more outlets and internet capability, natural light. Inspiring spaces where people can interact with each other and with library materials.

<https://onlinelibrary.wiley.com/doi/pdf/10.1002/ncr.153>

The future of public libraries in an internet age, Ruth A. Wooden, December 20, 2006.

(Only the first page is available free). References a report "Long Overdue: A Fresh Look at Public and Leadership Attitudes about Libraries in the 21st Century" by Public Agenda. Documents strong beliefs people have that their communities must have well-functioning public libraries to be healthy and strong. Children should have a good,

safe, appealing library in their neighborhood. Libraries play a crucial role in preserving permanent and unalterable records. Government should support the wiring of libraries so that low-income people can have access to the Internet. 71% say libraries spend public money well. 52% say they would support a tax increase if the local library needed more funding. (Only 32% favored charging user fees and 16% favored reducing services to solve a library funding shortfall.)

Koombook – From Libraries Without Borders. Digital server with educational resources to access from a Wi-Fi-enabled device. Needs no internet connection, creates a local Wi-Fi network. Preloaded with Khan Academy, Wikipedia, project Gutenberg, Ted Talks.

Used in 3rd world countries but should be considered in underserved communities in U.S.

<https://www.librarieswithoutborders.org/>

<https://ebookfriendly.com/library-future-technologies/>

Library of the future: 8 technologies we would love to see, Piotr Kowalczyk, March 18, 2018.

List of technologies that could be used in the future that will be relevant and useful for libraries.

1. **Library Bookmark & Guide.** A concept from Chinese design company Toout. Little device like a bookmark. Could give turn-by-turn directions to navigate the library and help patron find desired item. Could also track borrowed books and remind user of due dates.
2. **Augmented Reality.** Concept app librARi by Pradeep Siddappa. App helps user locate books and navigate to them. Highlights new arrivals, point user to similar books.
3. **Book Delivery Drone.** Australian start-up Flirtey has partnered with book rental services Zookal to make textbook delivery system. Uses drone to deliver ordered textbooks. It can find user based on

location of his smartphone, without using a fixed delivery address. So, it could deliver materials to user in the reading room of a library. Could also make it return no-longer-needed materials for re-shelving.

4. **Digital Interface for Print Books.** Digital interface for eBooks provides useful tools like searching the contents, looking up references on the web, getting translation, writing notes, collecting book passages. Enhance print books with a digital interface. Current project FingerLink by Fujitsu that adds digital tools to a printed book. It's a stand you put on a library desk, with a camera and a projector. Put a book under the stand. The camera sees the book and figures out what is available and editable in a digital form. Another project, Nimble, designed by Google engineer Sures Kumar, does augmented reality digital enhancement of print book, and also has library navigator. Features can be accessed with smart library card.
5. **Library Utensils.** Ivy Guide concept device that you put on your pen to translate words in a print book. Similar device could make digital highlights. Device connects to computer. When you highlight something by moving the device along the text in a print book, the text appears in notepad app on a computer. Highlights are collected in text document. When done, send it to your email and note self-destructs. Like using an OCR smartphone app.
6. **Mobile Library Center.** Idea Box by Librarians Without Borders reaches people in refugee camps or impoverished countries. Useful anyplace a mobile library is needed. Can be assembled in less than 20 minutes. Consists of 6 boxes, includes library and internet access, fits on 2 palettes, uses a space of 1000 square meters. Has 250 paper books, 50 e-readers with ebooks, and educational apps.
7. **Print On Demand Machines.** To counter the disadvantages of digital-only materials. Make a print version on demand. Espresso Bok Machine by Xerox is a real product. Connected to online catalog of over 7 million books either public domain or in-copyright. Can also have it print custom titles. Can print up to 150 pages per minute.

8. **Access to Library via Commonly Used App.** Doesn't exist yet. Instead of special devices or solutions designed for special use in a library, have library features integrated with standard mobile app like browser. Could replace special-purpose app like Overdrive or library-specific app to let patron browse library, check out a book, get notifications when it's due, read the book. Maybe it could do virtual walk-through of library, like libraries using Google Street View for tours. Maybe it could do notes and highlights or turn printed text into editable notes. Unified online experience with library integrated into app that people already have instead of having to have a dedicated library app installed separately.

<https://www.oclc.org/research/awareness-to-funding-2018.html>

From Awareness to Funding: Voter Perceptions and Support of Public Libraries in 2018, OCLC, WebJunction, ALA & PLA (PDF report, Infographic, and website).

<http://www.ala.org/tools/future/trends>

(interactive)

<https://tandfonline.com/doi/full/10.1080/01616846.2016.1245013>

Public Library Quarterly December 12, 2016, by Leif Pedersen, III Exec. VP of Product and Marketing, "The Future of Public Libraries: A Technology Perspective". (It costs to get full text).

 Libraries Transforming Communities (LTC)

<http://www.ala.org/tools/librariestransform/libraries-transforming-communities>

http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/governance/officers/eb_documents/2017_2018ebdocuments/ebd12.17_CenterfortheFuture_update.pdf

<https://www.ingramcontent.com/blog/library-trends-in-adult-publishing>

<http://www.demcointeriors.com/blog/top-5-library-design-trends/>

<https://bookriot.com/2017/09/27/weird-things-you-can-borrow-from-the-library/>
