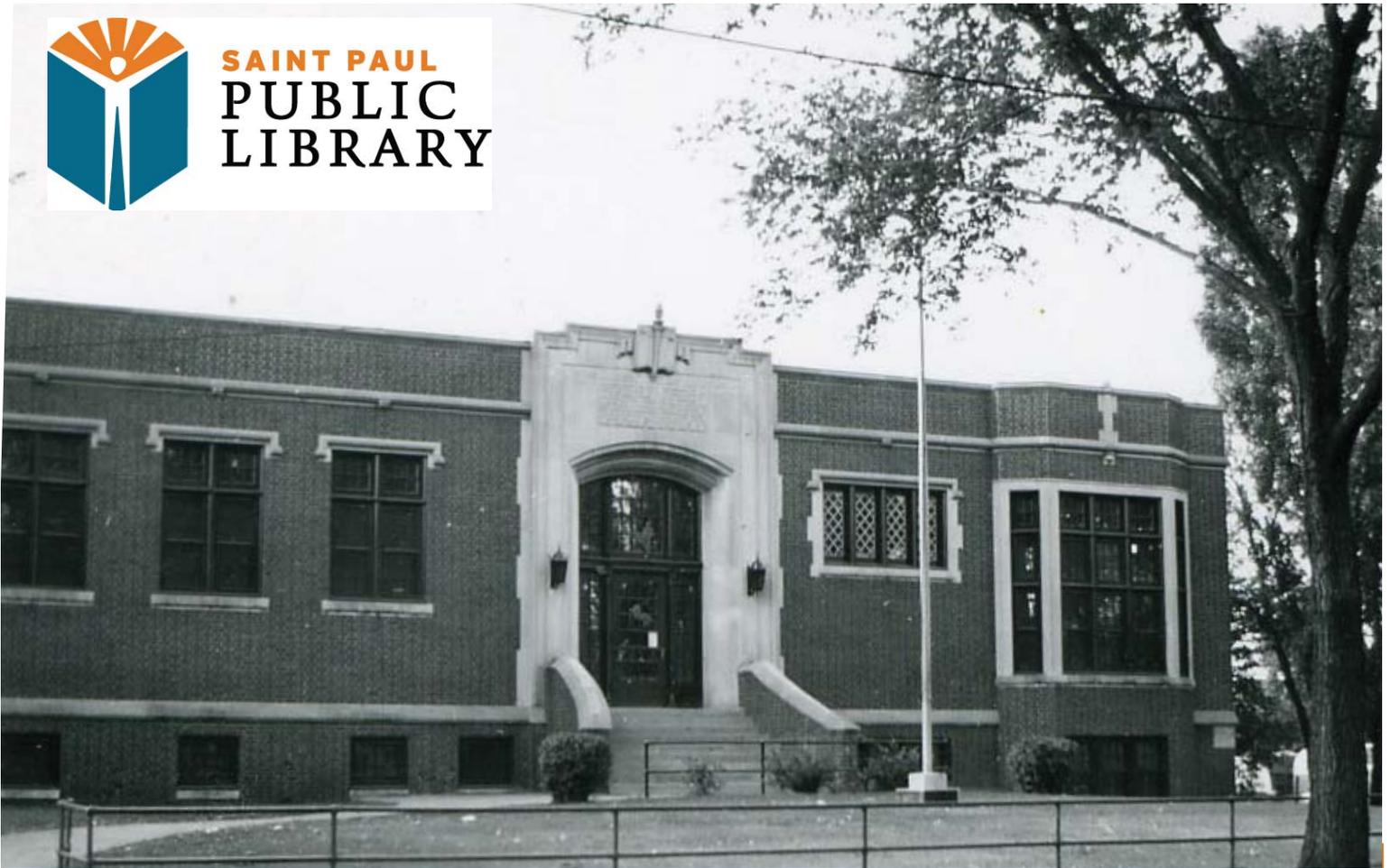




SAINT PAUL
PUBLIC
LIBRARY



Report to the
City of Saint Paul
Hamline Midway Library
Joint Use Feasibility Study

October 29, 2009

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**The Vision of the Saint Paul Public Library is:**

To be respected and recognized, by people of all ages and diverse backgrounds, as their doorway to reading and information.

The Mission of the Saint Paul Public Library is:

To anticipate and respond to the community's need for information;

To facilitate lifelong learning;

To stimulate and nurture a desire to read in young people;

To provide reading materials to meet the interests of all ages;

And to enrich the quality of life in the community.

Guiding Principles from the June 2008 Facilities Plan:

- *Every neighborhood that currently has a library located within it will continue to have library service. We will not increase the number of permanent, library facilities we currently operate.*
- *We are a system of services, meaning not every library will have all possible amenities or a full range of services when there are other libraries in close proximity that offer expanded/ additional services.*
- *Libraries will be flexible to allow for changes in usage patterns, new technologies and customer-driven services.*
- *To maximize efficiencies and service delivery, new or renovated libraries will be joint-use or jointly programmed spaces whenever possible.*
- *To be good stewards of the environment, we will first consider the effectiveness and cost of renovating or enhancing existing structures rather than building new facilities.*
- *We will keep proposed enhancements of facilities within a scope that does not significantly increase operating costs, allowing us to staff them at a level that ensures that enhanced facilities remain open and accessible.*

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Samantha Henningson, Ward 4 Legislative Aide
Kit Hadley, Library Director
Kathleen Flynn, Interim Library Director
Debbie Willms, Library Administration
Jun-Li Wang, Hamline Midway Coalition
Michael Jon Olson, Hamline Midway Coalition

Hamline Midway Library Task Force

Connie Springer, Neighbor
Ole Runquist, Neighbor
Ben Grove, Neighbor
Carrie Pomeroy, Neighbor
Jodie Double, Neighbor
Kathy Sundberg, Business Owner
Dan Loritz, Hamline University
Marjorie Abrams, Hancock-Hamline University Collaborative Magnet School
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Alice Neve, Area Library Manager
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Susie Odegard, Saint Paul Parks & Recreation

Planning Team Consultants

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Section 1 Executive Summary

1.1 PROJECT BACKGROUND

292 design group with Roger Meyer Consulting was hired by the City of Saint Paul in July 2009 to create a new model for library service in the Hamline Midway neighborhood. The library envisions that this process and the questions that it addresses may be applied to other libraries. The future of library service in neighborhoods include, but is not limited to:

- Services and programs that meet the expressed needs of current and potential customers and that may not currently be offered
- Maximized public access to the facility and its resources, technology, materials, people/expertise and meeting room spaces
- Community collaborations that enrich the fabric of neighborhood life
- A destination for families beyond the immediate neighborhood
- A renewed and strengthened partnership with area partners
- Creation of an innovative and sustainable approach to library services that meet the 21st century needs of our customers

1.2 KEY FINDINGS

The information and ideas contained in this report support the following Hamline Midway Library Task Force's key findings:

1. The Hamline Midway Library has substantial and sustainable community support, with active involvement and engagement by a broad cross section of the community. Any future use of the Library should tap into this community engagement and involvement to be a center for community building activities.
2. There are exciting opportunities in changes to the library and the building that meet community need and can reduce costs and generate revenue, but that there is no way to reduce operating costs or increase revenue to the extent necessary to reduce the budget impact of this library on the St. Paul Public Library System by more than 30%.
3. Both the community and the St. Paul Public Library should continue their work together to transform the Hamline Midway Library into a more vital library and center for community building that sees more usage by a broader section of the community. These changes should begin immediately and can be phased in as the library's transformation continues. These changes:
 - Should include increased and varied programming, improved marketing and outreach, and changes to the Library's collection and services based on trends and future uses of the library.
 - Should holistically consider the building usage, library services and collection, and any tenants to tap into the community's interest and energy for community building.
 - Will require changes and improvements to the building's design that will minimally include bathrooms on the upper level, improved connectivity between the two floors and increased investment in technology.



1.3 PROJECT PROCESS

Meetings with the Hamline Midway Task Force were held over a three month period along with a community input meeting to identify what needs are not being met in the community, what services of the library are most important to the community and what opportunities exist for partnerships. From a wide variety of ideas generated, several themes were developed:

- A Center for Children's Literature
- A Center for Green Living
- A Center for Local Foods
- A Center for the Arts
- A Friends Bookstore
- A Resources for Child Caring Library
- A Movie Theater
- A Center for Technology

Follow-up on these ideas by Task Force members and the planning consultants, provided additional information for developing several planning options and library scenarios.

1.4 PLANNING OPTIONS

In conjunction with the review of various ideas for usage, preliminary plans were developed in order to accommodate changes in library services and potentials partners/tenants in the space. These options were reviewed and refined to show two proposed planning options for future renovations that can be completed in a phased approach. The two options look at various ways that the upper and lower levels of the Hamline Midway Library building can be reconfigured in order to accommodate not only the library but other potential building occupants, programs or activities. These options can be combined in any number of ways to meet the needs of the library and any future partners. It must be noted that these options have a capital cost for renovations which may not be immediately possible to achieve.

1.5 LIBRARY SCENARIOS

Based upon the input gathered from the Task Force and community and the possible facility options, two possible scenarios have been developed for the Hamline Midway Library - a center for the arts and a center for the environment - along with a group of other opportunities that could be considered individually or with either scenario.

The Center for the Environment could provide space for:

- A resource center for information on energy, local foods, and related subjects
- Educational programs or workshops in green technology and the environment
- A showcase for sustainable technologies both building and site
- Offices for small environmental groups or green living organizations
- An urban demonstration garden, program area or CSA distribution site

The Center for the Arts could provide space for:

- A small theater performance or rehearsal area
- A center for literary arts with writing workshops or small writers' spaces
- Educational programs in the arts
- Gallery space
- Office/Studios for community-based artists or small arts organizations
- Outdoor sculpture garden or performance space and visible arts focus

1.5 Other opportunities that could be explored either individually or with the above scenarios include:
continued

- A movie theater
- A learning center for after school programs, tutoring or ESL classes
- A resource center for parents and child care providers
- A location for museum outreach programs
- A history center or archive
- A technology center for open computer use, classes and other services
- An open, flexible community center for meetings, activities and gathering

1.6 BUDGET IMPLICATIONS

One of the stated goals of this study was to create joint-use scenarios with the most viable partners that meet the needs of the community and reduce costs to the City. Due to the small size of the existing building, there are limitations as to the extent of revenue that can be generated by the facility in its current configuration. In addition, code issues and deferred maintenance should be addressed in order to draw in potential partners or other users to the facility. Some groups also noted the need for technology enhancements or other amenities in order to meet the needs of those potential users.

If the library were to undertake a major renovation project for the Hamline Midway Library building to meet the needs of one of the scenarios outlined in this report, the estimated project cost could range between \$300,000 and \$600,000, depending upon the extent of reconfiguration of spaces, technology and fixtures/furniture/equipment needed.

Another approach may be to implement changes in phases.

Immediate improvements: \$50,000 - \$100,000

Short-term improvements: \$150,000 - \$200,000

Long-term improvements: \$100,000 - \$300,00+

More detailed estimates of cost can be developed once a final direction is determined.

Potential cost reductions for the library focus on the possible reduction in staffing levels, not including reductions due to shortening library hours. The Library has indicated that if changes allow the library to operate on a single floor, a reduction of one FTE be be able to be accomplished. This would be an annual savings of \$67,000.

Potential revenues will depend upon the scenario selected for the library and the type of potential tenants or building users that become part of this facility. Some opportunities may include:

Movie Theater: Total estimated revenue of \$9,000 per year.

Auditorium - for meetings: Total estimated revenue of \$10,000 per year.

Meeting Room: Total estimated revenue of \$5,000 per year.

Leased Office Space: Total estimated revenue of \$10,000 per year.

Passport Services: Total estimate revenue of \$20,000 per year (this could vary significantly).

1.7 RECOMMENDATIONS & IMPLEMENTATION

The Future-Focused Library

With any proposed changes, the library will need to consider what it means to be a streamlined, future-focused library. Good public libraries are, and will continue to be, both physical institutions and sets of services. As books become more available online, the library's role as a community-center will become increasingly important. The Hamline Midway Library will need to consider how their facility needs may expand, contract or change in order to meet the needs of their specific community.

Technology Considerations

As the use of computers and other technology continues to increase, the library can be a leader in providing technology-enhanced facilities and programs. This may include a designated computer lab that can be used for both open computer use and have the ability to be closed off for computer training and classes, technology-enhanced meeting/training rooms or other technology-related services.

Shared Facility Scenarios

As a shared facility, the library would occupy part of the building and create space for other tenants or partners under a joint use agreement, lease or daily/hourly rental of space. The goal would be to reduce costs for operating the library through reductions in staffing or sharing operating costs while increasing revenues from other uses. Benefits of sharing the library space should go well beyond the economic considerations. Such shared uses should support the mission of the library, increase use and visibility of the facility within the community and allow for collaboration between the partners.

Implementation

Key to the success of any project, is the process by which the recommendations are executed. For the Hamline Midway Library, the next steps will involve creating a well-defined implementation plan with concrete steps for follow-through. This will include:

- Identifying and finalizing partners, tenants or other building users and obtaining written commitments on their involvement
- Establishing an operating strategy - joint use, joint venture, lease, rental or other agreement - and developing a sustainable operating budget
- Establishing a final plan for capital improvements and establishing a budget and phasing plan for implementing any changes
- Marketing and promoting the new Hamline Midway Library and maintaining ongoing involvement by the community

Section 2 Project Background

2.1 LIBRARY FACILITY

Hamline Midway Library is located at 1558 West Minnehaha Avenue, near Snelling Avenue, a major north-south regional thoroughfare, and north of I-94. The library is near a commercial district and housing but is not readily visible from Snelling Avenue. Metro Transit bus routes 67 and 84 serve the neighborhood. The library sits on a 0.33 acre site that provides 9 general parking spaces and one accessible parking space but does not have a delivery/loading area. Additional on-street parking is available and seems to be adequate to meet current daily needs although there is no area for future expansion of parking. The site has good pedestrian access and a large green space at the front of the building although it does not lend itself well as future expansion area for the building as it is this facade that gives the building its traditional character and makes it easily identifiable as a library.

The Hamline Midway Library was constructed in 1930 and is a two-story collegiate Gothic building, of tapestry brick with traditional interior finishes. The facility is city-owned and has an overall size of 8,194 square feet. A renovation was completed in 1985 and an accessibility addition completed in 1990 which provided an elevator and lift to make the majority of the building accessible.



The facility does have several code deficiencies which would need to be addressed to meet current egress and accessibility requirements, these include:

- The existing toilets in the lower level do not meet current code requirements
- Public, accessible toilets are not provided on the upper level and should be added
- The elevator and lift controls do not meet current code requirements
- The stair into the lower level auditorium does not provide a code-compliant landing
- The auditorium space also does not have an appropriate second exit. The second means of egress currently utilizes a temporary stair to the stage and exit through a storage area.
- The stair providing a second means of egress from the upper level does not meet code
- Door hardware should be replaced with lever handles
- A number of doorways do not meet current clearance requirements for accessibility

The building could also benefit from improvement to other building issues including:

- Improvements to the entry experience for patrons and better visibility by staff
- Upgrades to acoustics and overall building aesthetics including finishes and furnishings
- More lounge seating and reading areas
- Additional capacity for technology including technology-enhanced meeting rooms
- Improvements to staff areas for delivery, storage, staging and workflow

(Refer to Appendix 7.3 for an existing facility condition audit and photographs)

The building envelope is in generally good condition although some tuckpointing may be needed. There are some issues with deterioration of roofing which may require roof replacement. The mechanical and electrical systems are adequate although the technology infrastructure is limited and the building currently does not have fiber connectivity.

2.2 LIBRARY OPERATIONS / USE

The Hamline Midway Library serves as an educational and cultural resource for the Hamline Midway neighborhood. It is a strong neighborhood magnet, drawing in families with small children, seniors, and every age and type of household in between. The collection is designed to support the educational needs of students from grades K–12, home-schooled children, and preschoolers as well as the general information and reading needs of adults. Storytimes are offered mornings and evenings at various times throughout the year. Frequent class visits are made by local schools, particularly the Hancock-Hamline Collaborative Magnet School. Library staff collaborate with neighborhood schools and organizations. Meeting rooms are used by neighborhood organizations and other civic groups. An annual Fireside Author Series held by the Friends of the Saint Paul Public Library continues to draw well from the neighborhood.

With the growth of a more diverse population and the increase in the variety of formats in the collection, the library's circulation and usage figures have risen in recent years. Additional Internet workstations, more electronic resources and wireless access, feature and informational videos and DVDs, and compact discs have pulled in new patrons as well as students from Hamline University. Increased efficiency in obtaining books from other St. Paul libraries and from other library systems has helped make Hamline Midway Library a convenient destination.

The Library at a Glance (2008):

Hours/week: 51.5
 Days/open/week: Six
 Materials Budget: \$57,374
 Collection Size: 33,415
 Books: Adult: 11,814
 Juvenile: 14,667
 Total Circulation: 112,943
 Adult 63,021 (56%)
 Juvenile 49,922 (44%)
 Gate Count: 135,036
 Circulation/FTE: 23,050
 Total Information: 15,782
 Information/Ref FTE: 5,636
 FTEs Public Service: 4.9

Computer Workstations (Public): 14
 Internet Workstations: 9
 Word Processors: 1;
 Catalog Workstations: 3
 Children's Workstations: 1
 Lounge chairs: 3
 Study tables: 4 with 12 chairs
 Study carrels: 0

*(Refer to Appendix
 7.1.8 for a September
 2009 Calendar of
 Events)*



2.3 SUMMARY OF THE PLANNING PROCESS

292 design group with Roger Meyer Consulting was hired by the City of Saint Paul in July 2009. The vision as proposed to the planning team was to create a new model for library service in the Hamline Midway neighborhood. The library envisions that this process and the questions that it addresses may be applied to other libraries. The City of Saint Paul Core Team for this project envisions that the future of library service in neighborhoods include, but is not limited to:

- Services and programs that meet the needs of current and potential customers and that may not currently be offered in the neighborhood or by the library.
- Maximized public access to the facility and its resources, technology, materials, people/expertise and meeting room spaces.
- Community collaborations that enrich the fabric of neighborhood life.
- A destination for families beyond the immediate neighborhood.
- A renewed and strengthened partnership with area partners.
- Creation of an innovative and sustainable approach to library services that meet the 21st century needs of our customers.

The resulting work will address the following short and long-term goals:

Short Term Goals

- Identify and prioritize library and community services and programs desired at the Hamline-Midway Library;
- Identify and engage potential partners that would be willing and able to provide services from the Hamline-Midway Library;
- Create joint-use scenarios with the most viable partners that meet the needs of the community and reduce costs to the City;
- Create a shared mission for services to be provided at the facility;
- Create a building program that details any needed renovations, up-fits or enhancements.

Long Term Goals

- Create a process that may be replicated and applied to additional SPPL sites;
- Create an alternative service model that may be applicable for other libraries and/or City services.

During the planning process, 292 design group/Roger Meyer Consulting met with the selected Hamline Midway Library Task Force and Hamline Midway Core Team to discuss the needs for both the library and community. At the time of project initiation, the Hamline Midway Library was on a list of budget cuts which would likely mean the closing of the library in 2010. The initial meeting discussed background information and the key questions to be answered including:

- What the goal is for cutting expenditures and/or raising revenue?
- What needs are not being met in the community?
- What services of the library are most important to the community?
- What opportunities exist for partnerships?

Progress meetings were held about every two weeks to review information gathered to date and discuss follow up steps. During the course of the study, the City revised its budget recommendations to keep the Hamline Midway Library open through 2010. Although this minimized the urgency of the timeline, it did not eliminate the need for development of joint use strategies for the future viability of the library. Minutes of each meeting are included in Appendix 7.2.

2.3 Community Input

continued

An open community input meeting was also held in August to gather input into what is missing in the Hamline Midway community and ideas for library services and possible partners and joint use scenarios that should be explored further. The first part of the meeting included a short time of silent brainstorming to a slideshow to come up with ideas of services, resources or other opportunities that may be desirable in the Hamline Midway community. These ideas were gathered and recorded; they have been organized by theme:

Arts

- Artist studios
- Learning through theater
- Community music school
- Music performance/lessons/practice
- Visual arts gallery
- Community gallery space
- Children's theater
- Community art center/arts education

Children

- Parent resource center
- Playland/interactive play
- Daycare center
- After school programs
- "Tweens" center

Education

- Preschool
- Charter school
- ESL center
- Safe gathering space for children
- Neighborhood school
- Professional tutoring

Gardening/Landscape

- Gardening workshop
- Farmer's market
- Urban agriculture center
- Outdoor sculpture
- Decorated crosswalks
- Dog park
- Trash cans/trash pick-up

Retail/Restaurant

- Deli or Food co-op
- Consignment shop
- Organic restaurant
- Antique store
- Bookstore
- Vintage clothing
- Coffeeshop/community gathering
- Wine bar
- Ice cream shop
- Bakery
- Movie theater

Health/Wellness

- Nutrition/health care space
- Yoga/pilates/meditation
- Space/activities for the disabled
- Senior care (possibly with daycare)

Business/Technology

- Computer training/computer lab
- Small business center
- Copy center
- Workforce center
- E-mail center

Other

- Historical interpretation
- College hangout
- Lake/water feature
- Public swimming/skating
- Reading veranda/sunroom
- Community gathering space

(Refer to Appendix 7.1.5 for additional input from an August 2009 online survey)

The second part of the meeting focused on a discussion of library services and what services were important to maintain at the Hamline Midway Library. Accessing the collection (books on shelves), accessing technology and having space for studying or reading were the most important to those at the meeting.

From the ideas generated at the meeting, several themes were developed for the library:

- A Center for the Environment
- A Center for Local Foods
- A Center for the Arts
- A Friends Bookstore
- A Resources for Child Caring Library
- A Center for Children's Literature
- A Center for Technology
- A Movie Theater

2.3 Each of these themes was explored further by members of the task force and the consultant team to see if the ideas were viable as alternatives for the library space. Discussions were held with potential partners including meetings with various groups, one with an arts focus and one with a focus on the environment and green living. That research noted the following:

continued

A Center for the Environment

Since the amount of potential office space is limited, a meeting with four environmental groups discussed the idea of creating a library that would focus in sustainability in its collection and be renovated to be a visible example of environmental stewardship. It could also become a training center for green technologies and possibly provide space to small, local groups that have an environmental focus although improvements would need to be made and amenities provided, particularly with technology. Although there is some appeal, there has not been a lot of experience bringing small non-profits together to share resources and expenses. Managing a shared facility will be the biggest challenge.

A Center for the Arts

A meeting with representatives from a number of arts organizations noted the limitations of the existing auditorium as a performance theater but noted that it would make a good space for rehearsals or other arts-related programming. Arts representatives also noted that the library space for music is more challenging due to acoustical considerations. A larger, more established arts organization might become an “anchor” tenant and be able to manage the space and its use by smaller groups or individuals. The lack of parking might also limit some of the building’s uses for performances or for retail but it may work for other arts-related business but the potential for lease revenue is limited. The group felt that finding activities or tenants with a mission fit with the library - such as literary arts or a youth/family focus might work best.

A Friends Bookstore

The Friends of the Saint Paul Public Library are seriously considering the operation of a used bookstore but they are not close enough to a decision to begin operating in 2010. If a bookstore was considered, they would likely need about half of the current HM Library space plus additional storage which could take up much of the lower level. Their previous thoughts have been to operate a bookstore outside of any library location. The Friends will need to do an assessment on best location, space needs, staff needs, etc. This item could remain open for future consideration.

A Resources for Child Caring Library

RCC has newer space and is not interested in relocating but may be open to relocating their library and are always looking for training space. The library has 3,600 items and they would like to be part of the interlibrary loan system. They have 933 patrons, both childcare providers and parents, with a circulation of about 3,100 items this year. RCC has had a half-time librarian position which may be able to be shared with the Hamline Midway Library. Incorporating the RCC library may continue to be explored in the future.

A Center for Children’s Literature

Hamline University was approached as a potential partner in developing a space for creation of literature, with a focus on children’s literature. Although there appeared to be good will toward supporting the library, there were no specific commitments or leadership proposed. Further discussions could be held with Hancock-Hamline Collaborative Magnet School or other area schools and the McKnight Foundation as they focus on child literacy. Contacts with Wild Rumpus and the Red Balloon bookstores and the Loft Literary Center may generate further ideas.

2.3 A Center for Technology

continued

Although additional contacts were not made with potential partners, the library has discussed the potential for increasing the capacity for technology at their facilities including fiber connectivity and infrastructure, computers for patrons and staff, and technology for meeting rooms. New technologies, programs and services should be explored as part of the future Hamline Midway Library.

A Movie Theater

Operating a movie theater in the auditorium space would have broad appeal to the neighborhood. New releases require a license from each studio and regular projection equipment. Movies that are between theater release and dvd require at \$300 license plus rental fees. Movies that are on dvd can utilize the existing library license as long as they are shown in the library. They can't charge admission but can collect donations and concession money. There should be a separate group (from the library) that runs the movie presentations. It would be best to have a regular schedule for movies – such as every Friday evening or every Friday evening and Saturday afternoon. A screen and improvements to the sound system might be needed. Major modifications to the space should not be required.

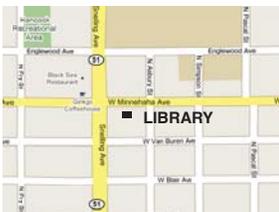


(Refer to Appendix 7.4 for planning and partnership contact information)

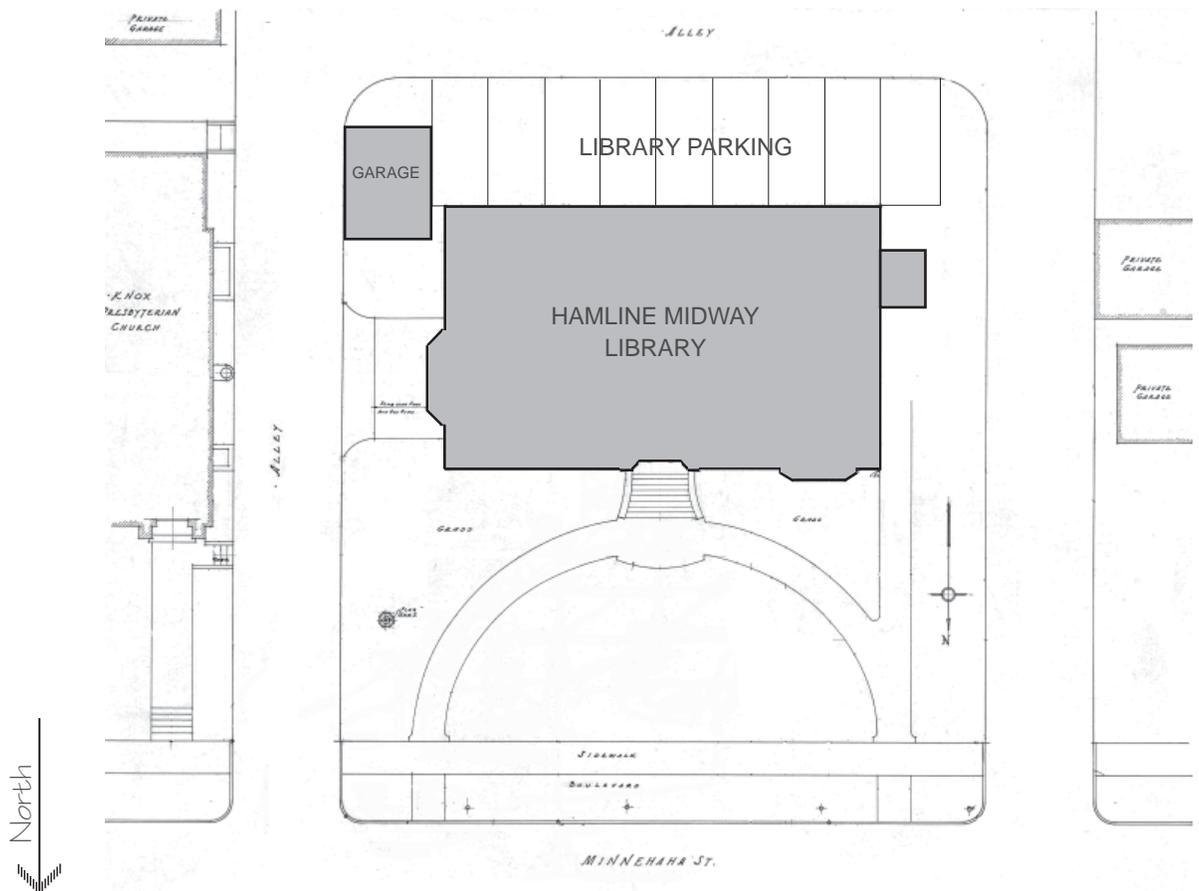
Section 3 Planning Options

In conjunction with the review of various ideas for usage, several plan options were developed to show the range of possible changes that could be made to the library building in order to accommodate new services and potentials partners/tenants in the space. These were further refined to the two options that are outlined below. These options can be combined in any number of ways to meet the needs of the library and any future partners. It must be noted that many of these options have a capital cost for renovations which may not be immediately possible to achieve.

3.1 EXISTING LIBRARY SITE PLAN



The existing library is located one-half block east of Snelling Avenue on Minnehaha Avenue. The building is set back from the street with a broad front lawn area and curving sidewalks. Nine parking spaces, including one accessible parking space, are provided off of the alley at the back. The elevator (added to the west) is accessed from the alley parking or sidewalk from the front of the building. A storage garage is located in the southeast corner of the lot. An air conditioning unit is located to the east, on top of a slab above an old fuel room. The main entry to the library is from Minnehaha Avenue, about one-half level above grade

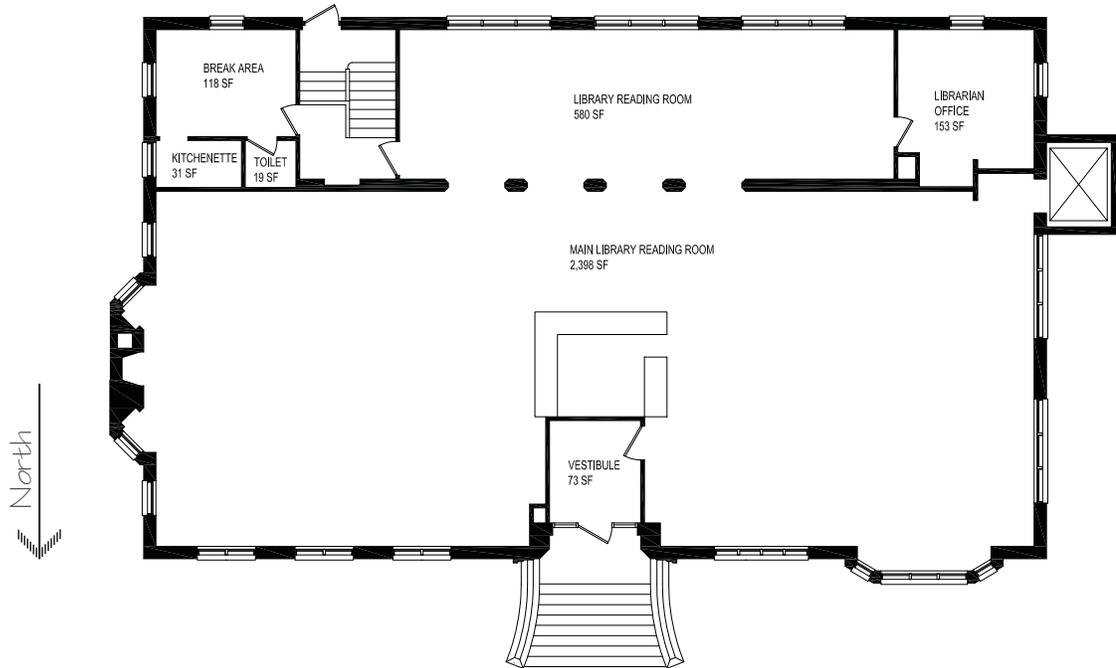


3.2 EXISTING LIBRARY PLANS

Below are the existing floor plans for the Hamline Midway Library facility. An elevator provides accessibility to the upper level and a lift provides access to the auditorium level.

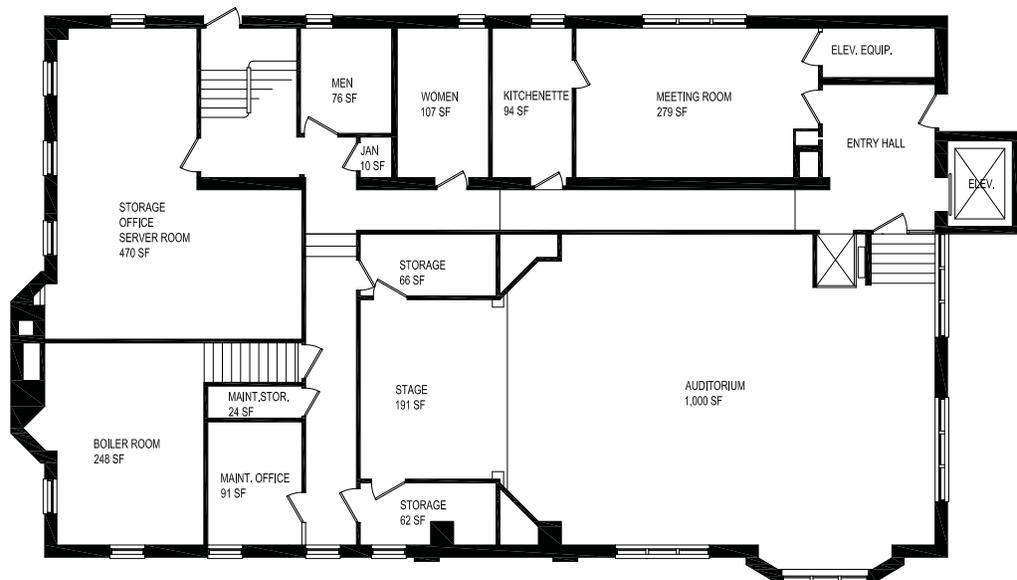
UPPER LEVEL

The upper level includes the main library stacks and reading room (including the back room area), one office for the librarians, a small break area, kitchenette and toilet for staff.



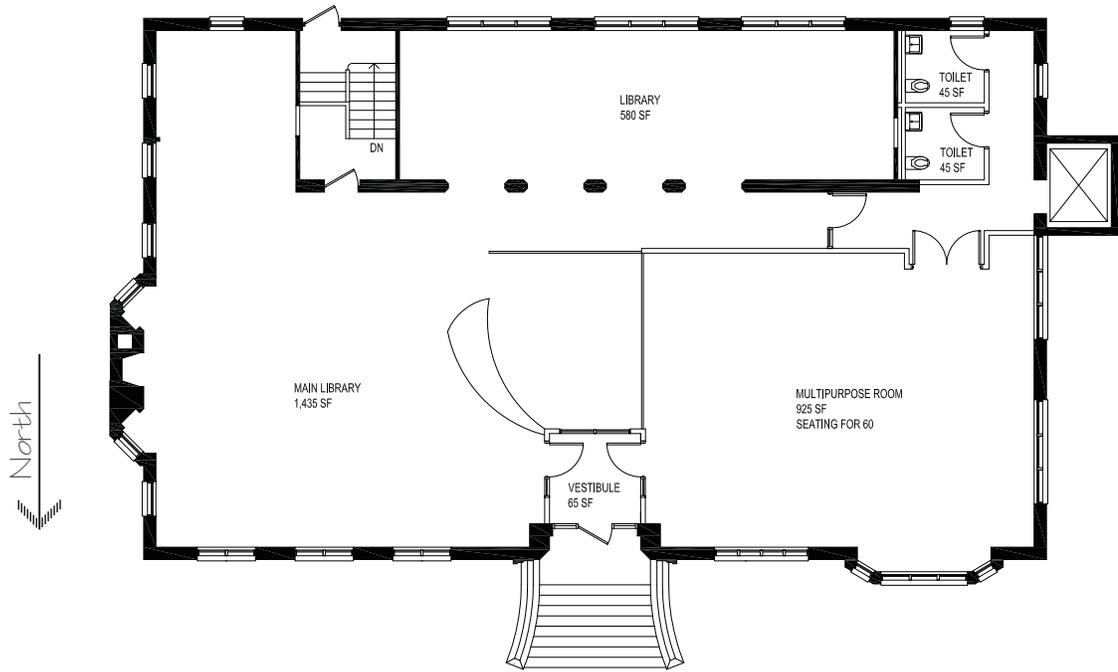
LOWER LEVEL

The lower level includes the auditorium with a small stage and adjacent storage rooms, a meeting room with a kitchenetter, the boiler room, maintenance office and storage, men's and women's toilets and an office/storage/server room.

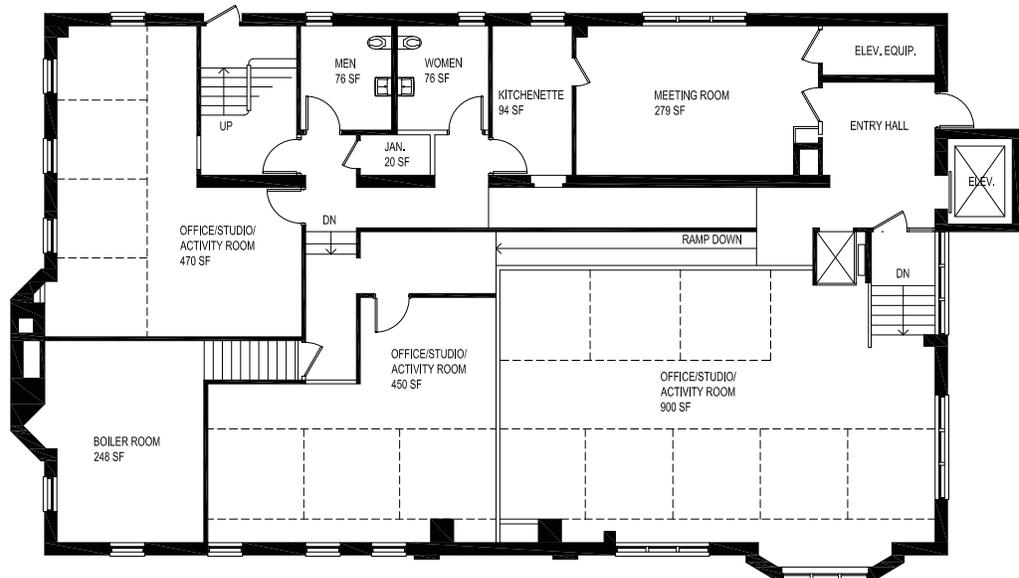


3.3 OPTION 'A' -

Option A shows the library occupying about two-thirds of the upper level (approximately 1,980 sf) and moving a multipurpose room of 950 sf to the upper level along with toilets added. This layout would allow the multipurpose room to be accessed and used at times when the library is not open. The southeast corner of the library space could be open or remain as office/staff area.

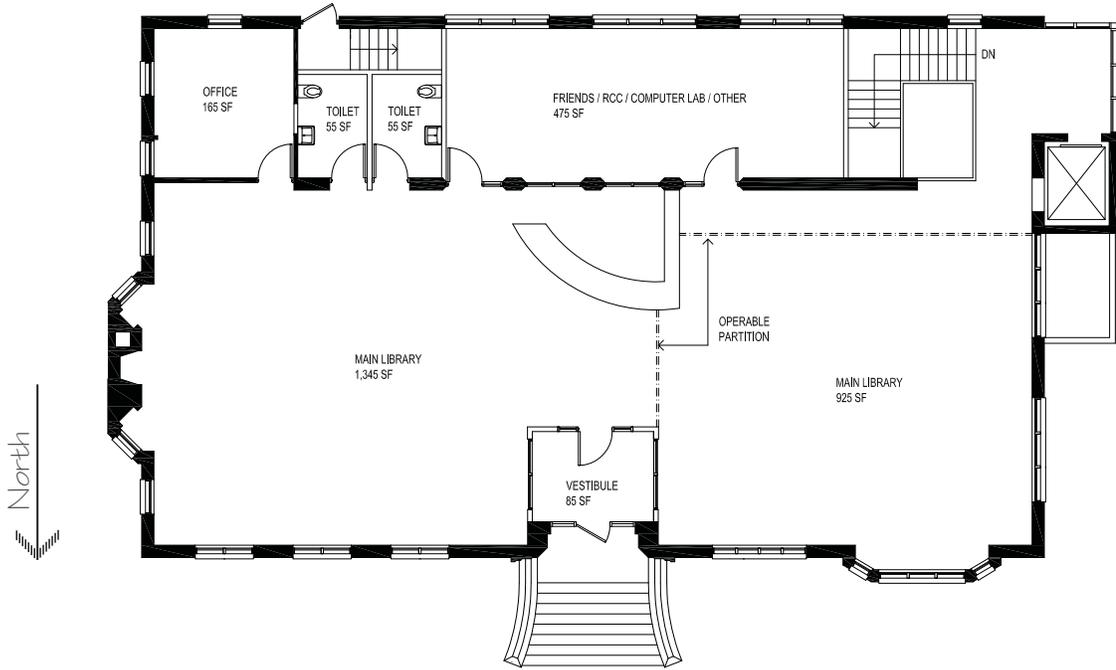


The lower level in this option maximizes the amount of usable space for other tenants/uses, while leaving the meeting room and kitchenette in place. The three “tenant” spaces total 1,400 sf and could house about 18 staff if used as offices with workstations. These spaces could also be used for other activities or meetings. This option would include upgrades to toilets and would add a ramp to make the stage level accessible. A variation on this option would be to raise the floor in the auditorium space to match the stage elevation so that the entire stage/auditorium space could be used as one area, eliminating the need for the old lift.

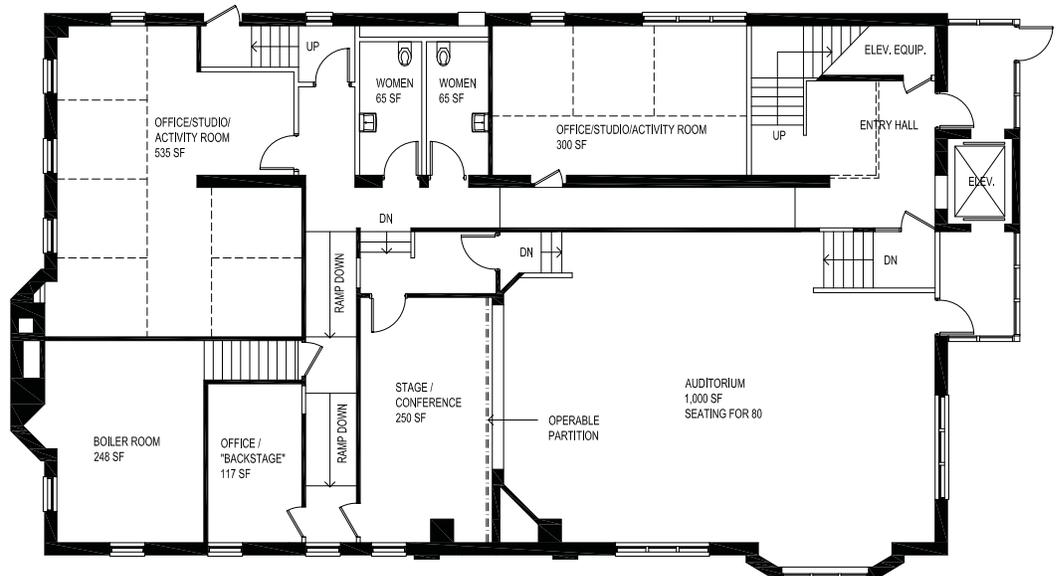


3.4 OPTION 'B'

Option B shows the library retaining most of the upper level with the possibility of separating the back area of 485 sf from the library space of 2,540 sf for a Friends bookstore, RCC library, technology space or other use. This option shows the existing non-compliant stair eliminated and a new open stair to connect the levels and toilets added to serve the upper level. The southeast corner is a library office/staff area.



The lower level of Option B leaves the auditorium as an auditorium/multipurpose space with a stage but adds a divider so that the stage can be separated and used as a conference/meeting space. A ramp is added to the back hallway to make this area accessible and a proper second exit is added to the auditorium. Two suites are created totaling 860 sf that could be used by other tenants or as program/activity areas. A third, smaller office is located near the stage and could be used as a “backstage” area. The toilets are revised to meet current accessibility requirements. The elevator is also changed to access the lowest level and eliminate the lift.



Section 4 Library Scenarios

The goal of this project is to envision the future of library service in the Hamline Midway neighborhood including services and programs that meet the needs of current and potential customers and that may not currently be offered anywhere in the neighborhood or by the library. Scenarios should maximize public access to the facility and its resources, technology, materials, people and spaces and include community collaborations that enrich the fabric of neighborhood life and strengthen alliances with area partners.

Based upon June 2008 Facilities Plan Progress Report, there are a number of things that should be addressed in any facility:

Customer Considerations:

- Space for children, teens and adults and for integration and gathering
- A daylit interior with organized, flexible collection areas and space for quiet study
- Way-finding should be obvious and the facility accessible to all customers

Technology Considerations:

- Technology that supports both experienced customers and new technology users
- The capacity to add new technologies for both staff and customers cost effectively
- Automated materials handling should be incorporated where appropriate

Building and Staff Considerations

- Libraries should be easily identifiable and respond to neighborhood development
- Systems should be kept in good repair and updated to use sustainable technologies
- Parking options should be adequate, well-kept and safe.
- To support staff as they circulate materials and deliver services and programs
- Staff spaces should encourage collaboration and interaction with customers

Experiential Considerations

- From the exterior to the interior, libraries should be welcoming and comfortable
- Interiors should contain furnishing and fixtures that are attractive and in good condition
- To include sufficient meeting rooms and learning labs to meet community needs
- Zoned to provide reflective space as well as space to comfortably socialize
- A signature element - public art or other feature - that is a symbol for the community



4.1 THE FUTURE-FOCUSED LIBRARY

With any proposed changes, the library will need to consider what it means to be a streamlined, future-focused library. Good public libraries are, and will continue to be, both physical institutions and sets of services. As books go digital, libraries are reevaluating their role in the community. Most say the physical book will stay in libraries, but with less importance. Some say libraries will soon act more like community centers and will use futuristic tools to attract new patrons.

The goal of the library remains as it has in the past: To be a free place where people can access and share information. “The library building isn’t a warehouse for books,” said Helene Blowers, digital strategy director at the Columbus [Ohio] Metropolitan Library. “It’s a community gathering center.” As books become more available online, that community-center role will become increasingly important for libraries and some libraries are trying to gain an edge by focusing on the “deeply local” material -- the stuff that only they have, said Blowers. The trend for libraries is also for knowledge creation and production not just consumption and use. For example, the Public Library of Charlotte and Mecklenburg County, in North Carolina, has a multimedia space where kids shoot videos and record music. It also runs a blog dedicated to gaming and hosts video game tournaments regularly.

See appendix section 7.1 for articles and related information on the future of libraries

The Hamline Midway Library will need to consider how their facility needs may expand, contract or change in order to meet the needs of the their community.

4.2 TECHNOLOGY CONSIDERATIONS

As the use of computers and other technology continues to increase, the library can be a leader in providing technology-enhanced facilities and programs. This may include:

- Creating a designated computer lab that can be used for both open computer use and have the ability to be closed off for computer training and classes. Access for extended hours may also be a consideration.
- Providing technology-enhanced meeting/training rooms. These spaces would include audio-visual equipment, wireless internet and data access and possibly interactive or multi-media systems.
- The library could also provide space for an outsourced computer repair workshop, equipment check-outs or other technology services.

Providing these technology systems does involve both initial and ongoing capital costs for both infrastructure and equipment. These costs must be considered when planning and developing the future Hamline Midway Library. Additional information on budget implications is included in section 5.

4.3 SHARED FACILITY SCENARIOS

Based upon the input gathered from the Task Force and community and the possible facility options, two potential scenarios have been developed for the Hamline Midway Library. These scenarios create a shared facility as a Center for the Arts or as a Center for the Environment. Other opportunities are also listed that may be developed independently or combined with these two scenarios. As a shared facility, the library would occupy part of the building and create space for other tenants or partners under a joint use agreement, lease or daily/hourly rental of space. The goal would be to reduce costs for operating the library through reductions in staffing or sharing operating costs while increasing revenues from other uses. Benefits of sharing the library space should go well beyond the economic considerations. Such shared uses should support the mission of the library, increase use and visibility of the facility within the community and allow for collaboration between the partners.

4.3.1 Center for the Arts

(See Appendix Section 7.1.10 for an executive summary of a Humphry Institute Study on Artists' Centers)

Studies have shown that artists' centers can have a powerful impact on individual artists' careers by offering classes, instructors, apprenticeships, chances to see experts at work, information and technology, equipment and space, presentation opportunities, and diverse audiences. Artists' centers contribute to neighborhood and community development by raising cultural awareness and helping communities use art to solve problems, connect residents with each other, and express identity and pride. Many have contributed to the commercial vitality of their immediate surroundings by bringing artists and audiences to the neighborhood and encouraging other business development.

Many of these contributions to the community can also be applied to libraries and a partnership between the Hamline Midway Library and local artists or arts organizations could create a more vibrant library facility and a center for the arts. While the library building is small, there are a number of partnership and programmatic opportunities that could be explored:

- Literary Arts Center
One area of the arts that may be a particularly good mission fit with the library would be to create a center of literary arts; one of the first libraries in Minnesota that is about writing rather than reading or books. It could engage the community around writing, hold writing workshops and/or provide small writers' spaces for rent.
- Theater
While the current auditorium space is inadequate for larger productions, the space could be made available for small productions or presentation by individuals or provide presentation space for a children's theater. The space would work for theater rehearsals and for programs that promote learning through performance.
- Office/Studios
In addition to the other arts-related uses, the lower level space could provide small office/studios for local artists, instructors or small arts organizations that have an annual lease for the space. There could be opportunities to create a shared office/studio suite that would provide short-term rentals.
- Education
Even with minimal changes to the building, the auditorium space, meeting room and possibly other areas could provide space for educational programs in the visual or performing arts. The library might provide a satellite location for an existing arts program or provide a new home to an educational group.
- Gallery
As improvements are made to both levels, the library building could provide wall areas for display of community art or a small, enclosed gallery space in the lower level for visual artists.

Exterior

With the focus as a center of the arts, the building should provide an outward reflection of the activities, programs and partners that occupy or use the space inside. This might include development of a sculpture garden on the library front lawn, banners or signs promoting upcoming movies or performances or even holding events or programs in an area created on the library lawn.

4.3.2 Center for The Environment



(Refer to www.stpaul.gov for more information on Sustainable Saint Paul)

The City of Saint Paul has set goals and developed strategies to proactively protect the city's air, water, and urban landscape. Those strategies include working with energy providers to reduce carbon dioxide emissions that both help the environment and produce significant cost savings; improving recycling services; constructing green buildings that set the example for others in the city; retrofitting current buildings to reduce energy demand; focusing on water quality; promoting transit-oriented development, transit alternatives and pedestrian friendly streets; promoting a local foods policy; and improving the City's water quality.

As a source for information and a focal point for the community, the library has a responsibility to provide leadership in these environmental stewardship efforts. A partnership between the Hamline Midway Library and local environmental or green living organizations could create a focused library facility as a Center for the Environment. Within the limitations of the library building, there are a number of partnership and programmatic opportunities that could be explored:

- Resource Center
In collaboration with the library, the Hamline Midway Library building could serve as a center for information on green building technology, renewable energy, local foods or other related subjects. This may include information resources provided by the library (focused collection) and/or resources provided by non-profit organizations or businesses that are located in the building.
- Education Center
With technology enhancements to the building, the auditorium space, meeting room and possibly other areas could provide space for educational programs on environmental issues. The library might provide a satellite location for existing educational programs in green technology (Dunwoody Institute) or workshops (The Green Institute or others).
- Offices
In addition to the other environment-related uses, the building could provide office suites for small environmental or green living organizations that have an annual lease for the space. Most groups will expect some amenities to be added to the building including enhancements to technology.
- Showcase
As improvements are made to the library building, the facility should become a showcase for green technologies that could include solar power, geothermal systems, green or reflective roofs, sustainable materials, water saving fixtures, rain gardens, rainwater harvesting, graywater systems, daylighting or other systems.

Exterior and Site

With the focus as a center of the environment, the building should provide an outward reflection of the activities, programs and partners that occupy or use the space inside. This might include development of an urban demonstration garden or rain garden on the library front lawn, space for Community Supported Agriculture (CSA) distribution, signs promoting upcoming events or even holding events or programs in an area created on the library lawn.

4.4 OTHER OPPORTUNITIES

In addition to the ideas that focus on the arts or the environment, there are a number of other opportunities that could be integrated into an enhanced community/library facility that will serve the neighborhood. Ideas to be explored include:

- Movies - *This option has broad community support and could be initiated quickly*
With minimal improvements to the auditorium space, the library could provide a movie venue with seating for up to 80. Changes could include a larger screen, permanent digital projection equipment and sound system along with more space for entry/gathering and ticket/concession sales. Movies should be presented on a regular basis (every Friday and/or Saturday) and appeal to a broad segment of the community. Movie presentations could have tie-ins to the library with books or book clubs or be presented in a themed series.
- A Learning Center
In addition to the current auditorium and meeting room spaces, other areas could be improved to accommodate a wide array of learning opportunities - programs run by either the library (free) or by outside organizations or groups (fee-based). These programs might include working with the Saint Paul School District, Hancock-Hamline Elementary or Hamline University on after school programs, tutoring or English language learning.
- A Child Care Resource Center
In partnership with Resources for Child Caring, the Hamline Midway Library could provide space for the library collection from RCC within the building, either as a separate space or within the overall collection area.
- Museum Outreach
As a center for the community, the auditorium and other spaces could provide a satellite location for traveling exhibitions or programs from the Minnesota Science Museum, the Minnesota Children's Museum, the Art Institute or other museums.
- History/Archive
Building upon its traditional architectural character, the library could be used to house special collections or archives that may draw users from a wider area. It could also provide space for historical artifacts, displays or presentations. (The Minnesota History Museum/Minnesota Historical Society)

Community Center

In addition to the other potential partnerships with organizations to use the space for programs and activities, the library can continue to provide flexible, general use space for community meetings, activities and gathering. These activities are unlikely to generate revenue but can promote a more active hub for the Hamline Midway neighborhood.

4.5 FACILITY MANAGEMENT

As the library facility becomes a more active center for the community, one of the key issues will be managing the facility. Scenarios with multiple partners or tenants, particularly small, non-profit organizations, will require that the library or another outside organization take on the role of overseeing operations including leasing or rental agreements, scheduling of shared spaces, ongoing maintenance and handling finances.

As a key stakeholder in the Hamline Midway neighborhood, the Hamline Midway Coalition (HMC) may be willing to consider this type of facility management role. Their offices are currently located three blocks south of the library in the old Hamline Park building. Options could include providing facility management through an agreement with the library or possibly relocating their offices as a tenant/operator in the library building.

4.6 FACILITY IMPROVEMENTS

Some of the scenarios or uses may be able to take advantage of the space as it is currently configured, however upgrades to the facility may enhance the use of the space and make it more viable for other organizations. Capital costs for facility improvements will need to be weighed against the goals of the community and library to create a more vibrant community-focused facility. The improvements may be considered under the principals of immediate needs, short-term goals and long-term goals for the facility. These may be prioritized as follows:

Immediate improvements:

- Adding toilets to the upper level and adding physical separations between the two floors so that areas can be used independently of the library for other users or tenants
- Reconfiguring the library layout to add a computer lab for classes and other training
- Improving the main entry/vestibule/circulation desk to create a more welcoming and visible entry experience
- Making minor improvements to the auditorium for use as a movie venue (screen)

Short-term improvements (as determined by library and partner/user needs):

- Making additional improvement to the auditorium for movies or rental by other users (A/V/projector, sound system, wireless/data, finishes, and acoustical improvements)
- Adding technology to other meeting space/offices for rental by other users
- Making the building fully accessible and code compliant, including changes to toilet rooms, doors, corridors and vertical circulation (stairs, elevator and lift as needed)
- Enhancing the warm and comfortable environment through improvements to finishes and furnishings

Long-term improvements (as determined by library and partner/user needs):

- Creating a better physical and visual connection between the floors (open stair concept)
- Taking advantage of the exterior and making it a more vibrant and usable space through landscaping and developing a plaza or other program space
- Completing major upgrades in a sustainable manner, demonstrating the City's commitment to environmental stewardship

Section 5 Budget Implications

One of the stated goals of this study was to create joint-use scenarios with the most viable partners that meet the needs of the community and reduce costs to the City. Due to the small size of the existing building, there are limitations as to the extent of revenue that can be generated by the facility. In addition, code issues and deferred maintenance should be addressed in order to draw in potential partners or other users to the facility. Some groups also noted the need for technology enhancements or other amenities in order to meet the needs of those potential users.

5.1 EXPENDITURES - POTENTIAL RENOVATION COSTS

If the library were to undertake a major renovation project for the Hamline Midway Library building to meet the needs of one of the scenarios outlined in this report, the estimated project cost could range between \$300,000 and \$600,000, depending upon the extent of reconfiguration of spaces, technology and fixtures/furniture/equipment needed.

5.2 EXPENDITURES - PHASED IMPROVEMENTS

Another approach may be to implement changes in phases based upon immediate, short-term and long-term goals for the library.

Immediate improvements: \$50,000 - \$100,000

- Adding toilets to the upper level; adding physical separations between the floors
- Reconfiguring the library layout to add a computer lab
- Improving the main entry/vestibule/circulation desk
- Making minor improvements to the auditorium for movies

Short-term improvements: \$150,000 - \$200,000

- Making additional improvement to the auditorium (technology, FFE, etc.)
- Adding technology to other meeting space/offices
- Making the building fully accessible and code compliant
- Improvements to library finishes and furnishings

Long-term improvements: \$100,000 - \$300,00+

- Open stair connection between the floors
- Landscaping and developing a plaza or other program space
- Reconfiguration of spaces
- Improvements to other building finishes

Expenditures for completing major upgrades in a sustainable manner or adding unique green building technologies could vary significantly based upon the selected improvements. Grants or other funding sources may be available for sustainable building systems.

5.3 COST REDUCTIONS AND REVENUES

Direct cost reductions for the library focus on the possible reduction in staffing levels, not including reductions due to shortening library hours. Current staff costs for the Hamline Midway Library are \$335,000. If the lower level can be separated from the upper level and occupied by another tenant, the library has estimated a reduction of one FTE for a potential savings of \$67,000.

Potential revenues will depend upon the scenario selected for the library and the type of potential tenants or building users that become part of this facility. Some opportunities may include:

Movie Theater

Assuming an average attendance of 50 people at a \$5.00 donation per person totals \$250. With half of this total going to the library (and the other half to the operator) would net \$125 per show plus concessions (assume a net profit of \$25) is a total of \$150 per show. At two shows per week for 30 weeks per year is a **total revenue of \$9,000 per year.**

Auditorium - for meetings

If technology enhancements are made to the auditorium, the space could be rented out at \$200 per session (assume four hours in a morning, afternoon or evening). If we assume 50 events per year, the **total revenue would be \$10,000 per year.**

Meeting Room

If technology enhancements are made to the meeting room, the space could be rented out at \$50 per meeting (assume 2 - 4 hours in a morning, afternoon or evening). If we assume 100 meetings per year, the **total revenue would be \$5,000 per year.**

Leased Office Space

If the Auditorium remains in place, there is approximately 900 sf of space on the lower level which could be leased as office space. At a lease rate of \$12/sf/year (\$1/sf/month), the **total revenue would be about \$10,000 per year.**

Passport Services

Saint Paul Public Libraries is considering a proposal to operate passport services at their library locations. If Hamline Midway Library were to issue 50 passports per month with a \$25 processing fee, the library would make \$1,250 per month. Additional fees could be collected for passport photos; assuming 40 photos at \$10 would make \$500 per month. Together the **total could be \$20,000 per year.** (*This estimate could vary significantly and may be considerably higher depending upon area demand*)

Section 6 Recommendations and Implementation

The recommendations of this study are set within the framework of immediate, short-term and long-term goals and answer the following questions:

- What library and community services are desired at Hamline-Midway Library?
- Which joint-use scenario is the most viable and will meet the needs of the community and reduce costs to the City?
- Who are potential partners that could provide services from the library?
- What renovations or enhancements are needed to implement the scenario?
- Can this process be replicated and applied to additional libraries?
- Can an alternative service model be created that can applied to other city facilities?

6.1 RECOMMENDATIONS

Hamline Midway Library Task Force's key findings:

1. The Hamline Midway Library has substantial and sustainable community support, with active involvement and engagement by a broad cross section of the community. Any future use of the Library should tap into this community engagement and involvement to be a center for community building activities.
2. There are exciting opportunities in changes to the library and the building that meet community need and can reduce costs and generate revenue with a combined cost savings of up to 30%. However, there is no way to reduce operating costs or increase revenue to the extent necessary to substantially reduce the budget impact of this library on the St. Paul Public Library System by more than 30%.
3. Both the community and the St. Paul Public Library should continue their work together to transform the Hamline Midway Library into a more vital library and center for community building that sees more usage by a broader section of the community. These changes should begin immediately and can be phased in as the library's transformation continues. These changes:
 - Should include increased and varied programming, improved marketing and outreach, and changes to the Library's collection and services based on trends and future uses of the library.
 - Should holistically consider the building usage, library services and collection, and any tenants to tap into the community's interest and energy for community building.
 - Will require changes and improvements to the building's design that will minimally include toilets on the upper level, improved connectivity between the two floors and increased investment in technology.

Library and community services

In many ways, the Hamline Midway Library will continue to be what it has been for many years; a place to access information and gain knowledge, to find reading material to meet the needs of all ages and to be a gathering place for the community. Technology and media will continue to grow and change, and the library will change along with it.

- 6.1** Library and community services will include:
continued
- Accessing the collection and checking out books, media and other materials
 - Using reference materials, referrals and research
 - Accessing the internet, library catalogues and other databases
 - Participating in adult, teen and children's programming
 - Accessing public documents, government forms and community information
 - Reading, studying, or doing work or homework
 - Gathering with friends or meeting with others
 - Using an open computer lab or take a computer class
 - Attending a movie, performance or other event
 - Taking a class or attending a workshop or seminar

The Process & Creating Alternative Service Models

While each neighborhood or community is unique, the process used in this study could be implemented in other locations - for the library or other city services. The keys to the process were having strong leadership by the City and the Library and the selected Task Force and active involvement by the community. The scenarios that are developed for any given location should enhance the mission of the organization, strengthen community partnerships and reflect the spirit of the neighborhood.

6.2 Implementation

Key to the success of any project, is the process by which the recommendations are executed. Planning is a collaborative endeavor and requires the involvement and commitment of many individuals and organizations. Moving the ideas and recommendations forward will also require the same type of collaboration and involvement. For the Hamline Midway Library, the next steps will involve creating a well-defined implementation plan with concrete steps for follow-through. This will include:

- Finalizing partners, tenants or other building users and obtaining written commitments on their involvement
- Establishing a final plan for capital improvements and establishing a budget and phasing plan for implementing any changes
- Establishing an operating strategy - joint use, joint venture, lease, rental or other agreement - and developing a sustainable operating budget
- Marketing and promoting the new Hamline Midway Library and maintaining ongoing involvement by the community

