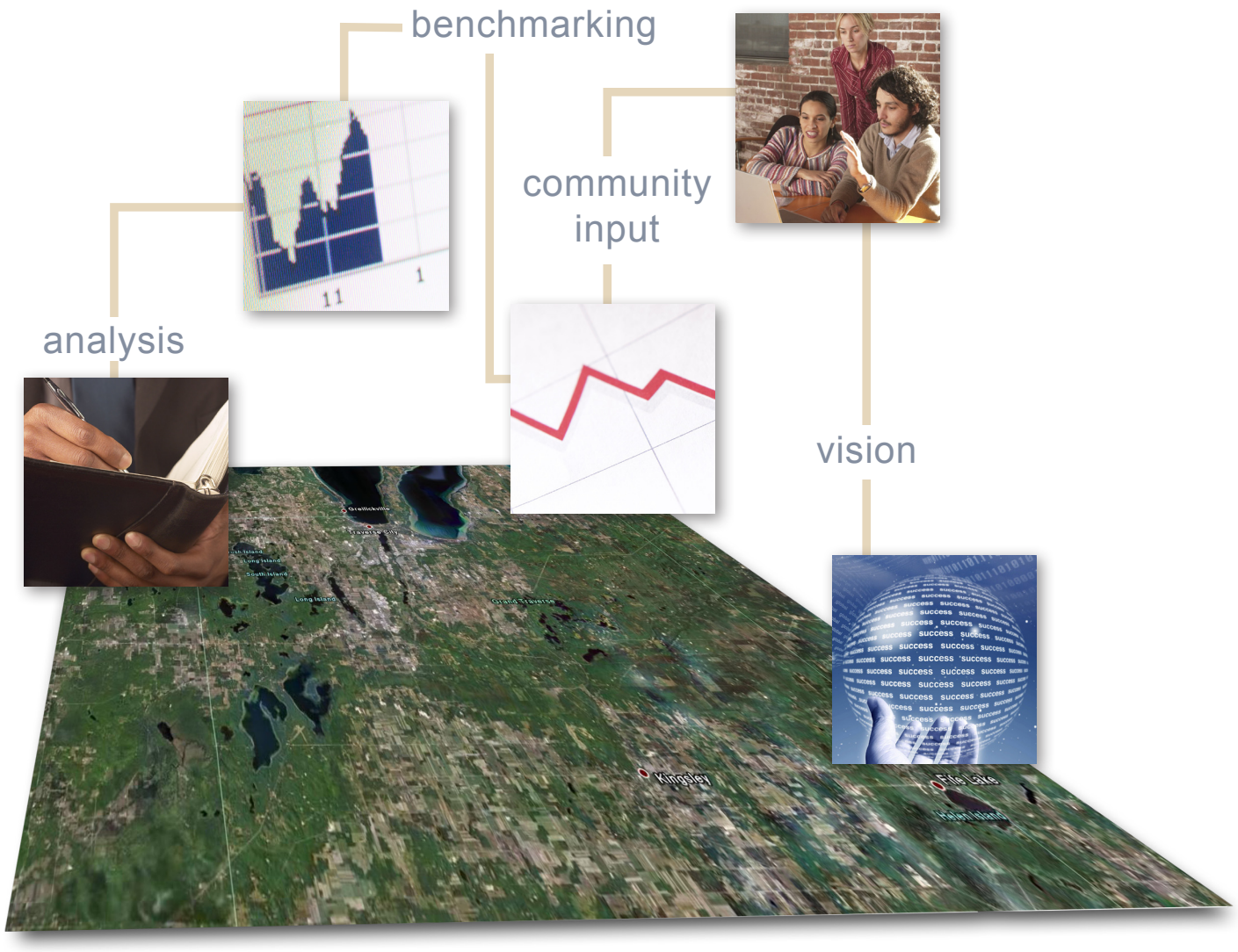

Traverse Area District Library

Service Delivery Planning Guide

September 2010

This study was funded in part by
Rotary Charities of Traverse City and
Friends of the Traverse Area District Library

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A. EXECUTIVE SUMMARY

The Traverse Area District Library delivers services to customers through a variety of methods: a headquarters library, branch libraries, member libraries, outreach services, and on-line digital resources. The primary focus of the study is on the library's branch and member library locations. The Service Delivery Planning Guide provides comments and evidence-based recommendations for library facility requirements from several perspectives.

This study finds that the District service population can be expected to grow significantly over the next 20 years and that the existing network of branch and member libraries do not distribute library service as broadly as may be desired. Key findings include:

- The Grand Traverse County population will grow from the 2000 census level of 77,654 to between 108,580 and 131,043 in the year 2030. *
- The library facility space needed to serve District residents in the year 2030 can be conservatively justified to be about 95,112 square feet (compared to the current 72,953 square feet).
- Existing service locations in East Bay and Interlochen can be better situated for more convenient resident access.
- New or re-located branches in Acme/Whitewater, Blair, and Long Lake Townships are needed to provide improved access to residents.
- The process to determine the need, location, and funding of service locations should be initiated on behalf of the entire District by the Library Board.

The study pulls together a great deal of information and covers many issues. The following summary outline provides a quick view of the report's scope and organization.

- SERVICE DELIVERY OVERVIEW - Addresses the service context in which to view library facilities.
- LIBRARY PROFILE - Provides a brief overview of the District's organization, operations, and recent service trend data.
- BENCHMARK DATA - Presents data representing libraries that provide points of comparison.
- SPACE NEEDS ASSESSMENT - Examines the District's space requirements through the year 2030.
- THE PLANNING ENVIRONMENT - Identifies issues to address in facility planning.
- STRATEGIES FOR CHANGE - Provides specific facility improvements for consideration.

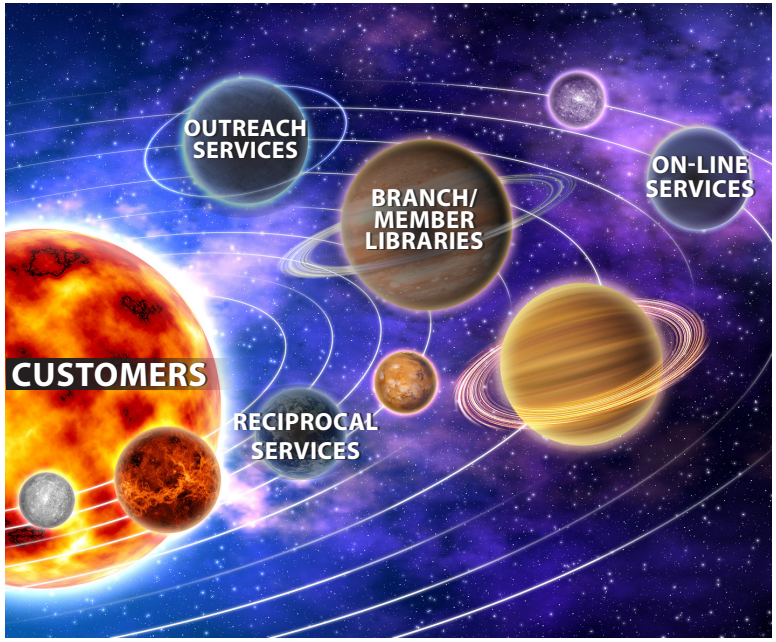
The Service Delivery Study is a beginning, a road map to the future. Implementation of these recommendations will require further planning by the District's Board, staff, and constituent members. Thank you to the many community members, area planners, library staff, and the Trustees and Director for their thoughtful contributions to this study.

** Note: The Library of Michigan reports the Library District's 2009 service population as 86,465. That population includes three contracting townships, two from Benzie County and one from Leelanau County.*

B. SERVICE DELIVERY OVERVIEW

While this study is focused on the Library District's fixed service locations it is important to remember they represent but one aspect of service delivery. Many methods are available for the delivery of library services. Examples include on-line digital services, a single main library, full and special service branches, home delivery, and deposit collections. The Traverse Area District Library (TADL) currently employs a number of these methods.

SERVICE DELIVERY UNIVERSE



COMMON SERVICE DELIVERY METHODS

Main Library

A library provides comprehensive services to the entire community with services that commonly include:

- Typically 40,000 - 80,000 square feet for service areas the size of TADL
- Collections of 100,000 to 250,000 plus items
- 3 or 4 public service desks (by example: circ, ref, media, technology, youth)
- Staff of 25 to 55 Full-Time Employees (FTE)
- Specialized staff such as reference and children's librarians
- A full programming schedule
- Meeting room(s)
- Headquarters for support services for entire library organization such as cataloging, marketing, facility management, administration

Full Service Branch

A branch library intended to provide most of the scope of services found at the main library, if not the depth. Common characteristics of a full service branch include:

- 15,000 to 25,000 square feet
- Collections of 50,000 to 80,000 items
- 1 to 3 public service desks (by example: circ, ref, youth)
- Staff of 8 to 15 FTE
- Specialized staff such as reference and children's librarians
- A full programming schedule supported by branch staff
- Meeting room(s)

Neighborhood or Special Service Branch

A branch library with a special service focus. Common characteristics of a special service or neighborhood branch include:

- 3,000 to 6,000 square feet
- Collections of 15,000 to 25,000 items
- A single public service desk
- Staff of 2.0 to 4.0 FTE
- Staff expertise targeted to reflect the branch's mission and scope
- No specialized staff such as reference or children's librarians

Reciprocal Services

In this model, services are provided by a group of library entities to their collective patrons. By example, Sioux City Public Library is in a collective agreement to serve Iowa residents that are borrowers of other participating libraries. In turn, those libraries provide service to Sioux City residents.

Home Delivery

Home delivery programs provide one-to-one personal delivery of library materials by either a library volunteer or staff member to customers unable to come to the library. A permanent staff member is needed to oversee the service.

On-Line Services

The Library's web site can offer a wide range of digital resources provided directly by the library or through portal or gateway services contracted by the library. The web portal may provide access to many resources such as:

- The library's catalog and reserve/delivery functions
- The borrower's personal library account
- Interactive staff expertise
- Downloadable materials such as e-books, journal articles, sound files, and video files
- Databases
- Links to other web sites

Deposit Collection Service

Deposit collections involve the placement of library materials at community service centers such as a senior center, a retirement community, or a recreation center. Typically, materials are loaned on the honor system. Collections can be limited to donated items or include cataloged items from the library's permanent collection.

Bookmobile Service

Bookmobiles operate as a mobile branch with a special service focus. Common characteristics include:

- Collection of 2,500 to 3,500 items
- Staff of 2.5 to 3.0 FTE
- Available at any single location for a limited time period
- Programming limited by space or held in near-by cooperating agency
- Requires land-lines to hook-ups at each location or an on-board generator
- Stable schedule promotes use
- On-line services for bookmobile are possible (circ control, customer computing) either through land-lines or wireless connections

Direct Delivery

A modern variant of the old printed catalog, mail-based service uses the library's on-line system as the "catalog" by which customers remotely browse and select materials. The library then mails selections directly to the customer. The customer may return items by mail or use remote returns. Spokane Public Library offers this service at a subsidized rate of $2; actual costs may be $3.50 to $4.00.

Joint-Use Facilities

Public libraries sometimes join with another public service agency to provide service from a shared facility. The style and level of this sharing runs the gamut from a fully integrated service to two agencies operating separately in independent spaces under a shared roof. Agencies partnering with public libraries include community centers, city offices, recreation facilities, senior centers, and, less commonly, fire and police services. Public libraries sometimes partner with community colleges, colleges/universities, and public schools.

There are as many unsuccessful partnerings as successful ones. A key to success is a well-researched operational agreement and a commitment to the project's success by both organizations, their governing authorities, and their staffs. There are extensive issues to work through.

C. LIBRARY DISTRICT PROFILE

The Traverse Area District Library was formed in 1983 to encompass the boundaries of the Grand Traverse County, which includes the service areas of the individual libraries of Traverse City, Kingsley, Fife Lake, Interlochen, and Old Mission Peninsula. A branch library was opened adjacent to the township hall in East Bay Township in 1991 and Kingsley was converted to a branch status in 1999. The other three libraries in the district chose to remain independent entities, with contractual obligations to serve all residents of the district in return for financial and in-kind support from the district tax base. They are referred to as Member Libraries.

Library Board of Trustees
Robert Thompson, President
William Fowle, Vice President
Thomas Kachadurian, Secretary
Gregory Luyt, Treasurer
Laurie Lake, Trustee
Maryln Lawrence, Trustee
Jerry Beasley, Trustee

Library Director
Metta T. Lansdale Jr.

The Mission of the Traverse Area District Library is to support the District's diverse and changing population in its lifelong search for intellectual, recreational or vocational information and enrichment.

SERVICE AND OPERATIONAL SUMMARY

District and member library staff includes about 123 employees constituting 70.6 full time equivalents or FTEs. In April 2010, the collections included 339,471 books, 59,059 media items, and 739 periodical subscriptions. For the year 2009 loans of these materials totaled 955,811 items. The District's general public service locations have 57 public Internet computer stations. Digital services include on-line catalog access, Internet access, and general application software such as word processing. District and member library sponsored programs attracted 33,597 participants to 1,005 programs in 2009.

Grand Traverse Area LBPH is part of the National Library Service for the Blind and Physically Handicapped based in the Library of Congress. Grand Traverse Area LBPH serves 16 counties in the Grand Traverse area and western lakeshore area of Michigan. Anyone unable to read regular printed materials because of visual or physical limitations may be eligible. Currently, the LBPH serves over 800 patrons, circulating around 30,000 items per year. LBPH is located on the first floor of Traverse Area District Library.

The Law Library is sponsored by Traverse Area District Library, Grand Traverse Leelanau Antrim Bar Association, and the 13th Judicial Circuit Court. The Law Library maintains an up-to-date, non-circulating legal reference collection, which includes: two public computers with internet access, access to Michigan materials on Westlaw®, Fastcase®, Michigan cases and statutes, Michigan form books, ICLE practitioner handbooks, legal treatises, legal periodicals, legal dictionaries and encyclopedias, restatements of the law, maritime cases, Nolo Press self-help books on a variety of legal topics, Michigan divorce law books, and legal research guides.

LIBRARY SERVICE ENVIRONMENT

The Traverse Area District Library is the primary public library provider in this portion of Michigan. Its collections, services, staff complement, and programming constitutes the area's most extensive, complete public library provider. Regionally, Traverse Area District Library is a member of the Mid-Michigan Library League, which serves a collective of 47 libraries in 16 counties. The Mid-Michigan Library League coordinates cooperative library services and resources, providing leadership, education, communication, information, and support to member libraries.

Other Area Public Libraries

- Elk Rapids District Library
- Suttons Bay Library
- Leelanau Township Library
- Leland Township Library
- Cadillac Wexford Public Library
- Benzie Shores District Library
- Bellaire Public Library
- Central Lake Regional Library
- Helena Township Library
- Mancelona Township Library
- Kalkaska County Library

School Libraries

- Traverse City Area Public and Private Schools: *numerous locations*

Academic Libraries

- Northwestern Michigan College

Special Libraries

- Munson Medical Center
- Interlochen Center for the Arts

SERVICE LOCATIONS

Library services are provided at seven service locations and the library's Web site.

Woodmere Branch Library
610 Woodmere Ave.
Traverse City, MI 49686
(231) 932-8500
71 hours / week

East Bay Branch Library
1989 Three Mile Road N
Traverse City, MI 49686
(231) 922-2085
41 hours / week

Kingsley Branch Library
213 S Brownson
Kingsley, MI 49649
(231) 263-5484
37 hours / week*

Fife Lake Public Library
77 Lakecrest Ln.
PO Box 159
Fife Lake, MI 49633
(231) 879-4101
31 hours / week

Interlochen Public Library
9700 Riley Rd.
Interlochen, MI 49643
(231) 276-6767
54 hours / week

Peninsula Community Library
2735 Island View Rd.
Traverse City, MI 49686
(231) 223-7700
53 hours / week

Law Library
328 Washington St.
Grand Traverse County Courthouse
Traverse City, MI 49686
(231) 922-4715
42.5 hours / week

* 48 hours / week starting September 2010

SERVICE LOCATION CHARACTERISTICS

Woodmere Branch Library
610 Woodmere Ave.
Traverse City, MI 49686
(231) 932-8500

Library service in Traverse City began operation in 1859. The Carnegie building was dedicated in 1905 and with it the beginning of library service as we know it today. A substantive addition was made to the building in 1966. The creation of an independent library district was effected in January 1984. Creation of the Traverse Area Library District pulled together library operations in a federated system that includes the former Traverse City Public Library and the Fife Lake, Interlochen, Kingsley, and Peninsula Public Libraries.

The Woodmere Branch Library serves as the headquarters library for the library district. The new building, located at 610 Woodmere Ave., Traverse City, MI 49686, opened to the public January 10th, 1999. The Woodmere Branch has a variety of computers and equipment available for the public including 25 computers with filtered access options for Internet access, two computers with games and very limited internet access for young children, two computers for accessing reference databases only, and one computer for genealogy research only. A local history collection offers significant research materials for the County and region.

Hours of Service

Monday - Thursday	9 AM – 9 PM
Friday - Saturday	9 AM – 6 PM
Sunday	12 PM – 5 PM

East Bay Branch Library
1989 Three Mile Road N
Traverse City, MI 49686
(231) 922-2085

The East Bay Branch Library is located at 1989 Three Mile Road N, Traverse City, in the historic East Bay Township Hall, which was built in 1908. The library has operated as a branch of the Traverse Area District Library for 19 years, housing 8,000 items in the collection.

The library offers a variety of services including public access computers, Wi-Fi, preschool and children's story time programs, summer reading club, and adult craft night. Patrons are also encouraged to use library services such as inter-library loan, and free shuttle return services as part of the Traverse Area District Library. East Bay Branch Library offers three public access computers, copying, faxing, and scanning.

Hours of Service

Tuesday	10 AM – 8 PM
Wednesday	10 AM – 6 PM
Thursday	10 AM – 8 PM
Friday	10 AM – 6 PM
Saturday	10 AM – 3 PM

Fife Lake Public Library
77 Lakecrest Lane. PO Box 159
Fife Lake, MI 49633
(231) 879-4101

The residents of Fife Lake Township have enjoyed the benefits of having a library since 1887, when a grant was received for $17.00 from Grand Traverse County to establish a facility. From 1945 to July of 2006, Fife Lake Library was housed in a one-room school house. In July of 2006, the library and its collection and services were moved to its current location on 77 Lakecrest Lane.

Community pride is evident when you visit this beautiful facility and take to a rocker on the library's porch, utilize the spacious Community Room, or interact with the friendly staff. In addition to an ever-growing print and non-print collection, Fife Lake Public Library offers six public access computers, on-site laptops for adults, color printing, copying, faxing, and scanning.

Hours of Service

Tuesday	12 PM – 8 PM
Wednesday	12 PM – 5 PM
Thursday	12 PM – 8 PM
Friday	12 PM – 5 PM
Saturday	10 AM – 3 PM

Interlochen Public Library
9700 Riley Rd.
Interlochen, MI 49643
(231) 276-6767

The Interlochen Public Library's beginnings trace to 1976 when a committee was formed to establish a library for Green Lake Township. The original collection was located in a corner of the old township hall. In 1981 the old township hall became available for a larger and more comprehensive library.

Transformation to a full-fledged public library came in June 1982, when Green Lake voters approved a motion to make it a public library. The library became affiliated with the Traverse Area District Library when that system was formed in the fall of 1982. The library offers seven computers for Internet access, with filtered access options

Ground was broken in July 1984, for a community center/library building in Interlochen. The Library moved into this new facility owned by Green Lake Township on June 15, 1985. Significant library renovations were completed in 2000.

A Children's Garden was provided by an anonymous donor. Today the library is easily the most heavily used and vital public institution in Interlochen and the surrounding area. Much of the credit is given to the Friends' continuous support.

Hours of Service

Monday - Tuesday	9 AM – 5 PM
Wednesday - Thursday	9 AM – 8 PM
Friday - Saturday	9 AM – 5 PM

Kingsley Public Library
213 S Brownson
Kingsley, MI 49649
(231) 263-5484

The Kingsley Public Library was established circa 1914 as the Kingsley Women's Civic Club Library. The library operated at its previous location from 1939 to 2009. It was moved to its current location, a new joint facility with the Town Hall, in 2009.

The collection includes fiction & nonfiction for young adults, adults, and children. Michigan collection, internet access, wireless internet, CD's, DVD's, CD audio books, puppets, CD ROM games, Kingsley Historical Collection, magazines, and puppets. There are summer reading clubs for kids, young adults, and adults.

Other public services include one computer for genealogy research only, six computers with filtered access options for Internet access, two laptops for patron use at the Library, a copier, a fax, a color printer, a scanner, and tax forms. When the Library is closed, patrons may return their materials in the drop box outside the building.

Hours of Service

Tuesday	9 AM – 5 PM
Wednesday	9 AM – 5 PM
Thursday	10 AM – 6 PM
Friday	9 AM – 5 PM
Saturday	10 AM – 3 PM

Peninsula Community Library
2735 Island View Rd.
Traverse City, MI 49686
(231) 223-7700

The Peninsula Community Library (PCL) is located in Old Mission Peninsula School on Island View Drive off M-37 on the beautiful Old Mission Peninsula. The library is accessed through the building's main entrance doors. PCL opened in 1957 with a collection of only 700 books, mostly borrowed, and housed on the stage of the gym at the new Old Mission Peninsula School.

Peninsula Community Library is a member library of the Traverse Area District Library. This partnership, along with the relationship the library has established with the Traverse City Area Public School District, has made the library a center of life that helps to bind a diverse, rural community together.

PCL offers a collection of over 28,000 items including books, periodicals, audio books, DVDs, and music. Resources include a copier, a fax, and three public Internet workstations.

Hours of Service

Monday	9 AM – 9 PM
Tuesday	9 AM – 5:30 PM
Wednesday	9 AM – 5:30 PM
Thursday	9 AM – 9 PM
Friday	9 AM – 5:30 PM
Saturday	9 AM – 1 PM

2009 SERVICE DATA BY LOCATION

(Source: annual report submittals by the Traverse Area District Library)

Service Location	Square Feet	Building Age	Hours of Service/ Week	Staff FTEs	*Customer Door Count	** Internet Computers	Total Public Computers	***Public Computer Users
Woodmere	58,000	1999	71	55.00	307,788	27	44	74,460
East Bay	2,000	1908	41	2.50	61,776	3	4	3,120
Kingsley	5,300	2009	37	4.00	56,888	8	11	5,200
Fife Lake	4,800	2006	31	2.25	13,444	9	10	5,702
Interlochen	2,600	1985	54	3.75	54,347	7	9	11,444
Peninsula	2,453	1957	53	3.10	26,156	3	7	2,984
Total	**74,953**		**287**	**70.6**	**520,399**	57	85	**102,910**

Service Location	Book Holdings	Media Holdings	Periodical Titles	Circulation	General Customer Seats	****Meeting Room Seating Capacity	Number of Programs	Program Attendance
Woodmere	203,858	46,357	400	757,537	231	254 (160+22+60)	387	23,931
East Bay	21,226	964	38	24,560	15	None	85	1,426
Kingsley	22,553	2,749	49	49,337	30	104	123	2,464
Fife Lake	21,877	1,793	80	23,174	41	84	141	1,344
Interlochen	40,108	3,239	82	53,028	20	22	172	2,124
Peninsula	29,849	3,957	90	48,175	41	126	97	2,308
Total	**339,471**	**59,059**	**739**	**955,811**	**378**	**778**	**1,005**	**33,597**

Notes:

**** Customer Door Count***

- Based on estimates

***** Internet Computers***

- Kingsley count includes two circulating laptops
- Fife Lake count includes three circulating laptops
- Peninsula count excludes four TCAPS filtered computers

****** Public Computer Users***

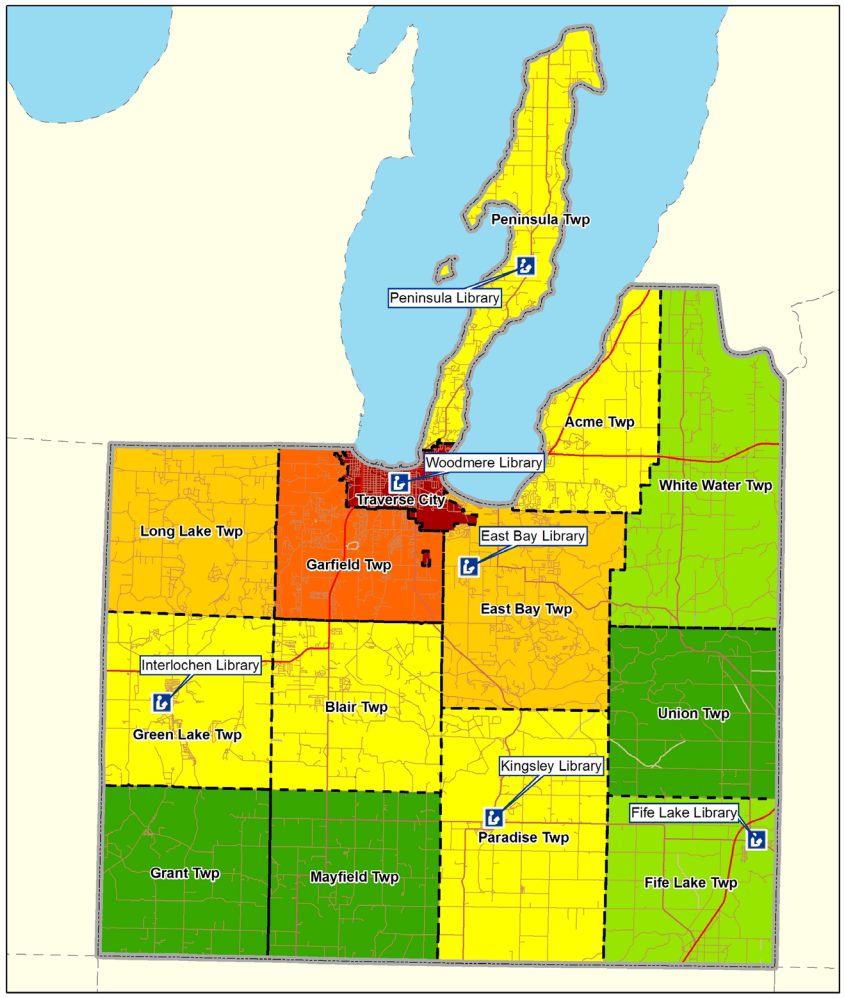
- Interlochen computer user data includes 9,606 hard wired and 1,838 wireless computer users.

*******Meeting Room Seating Capacity***

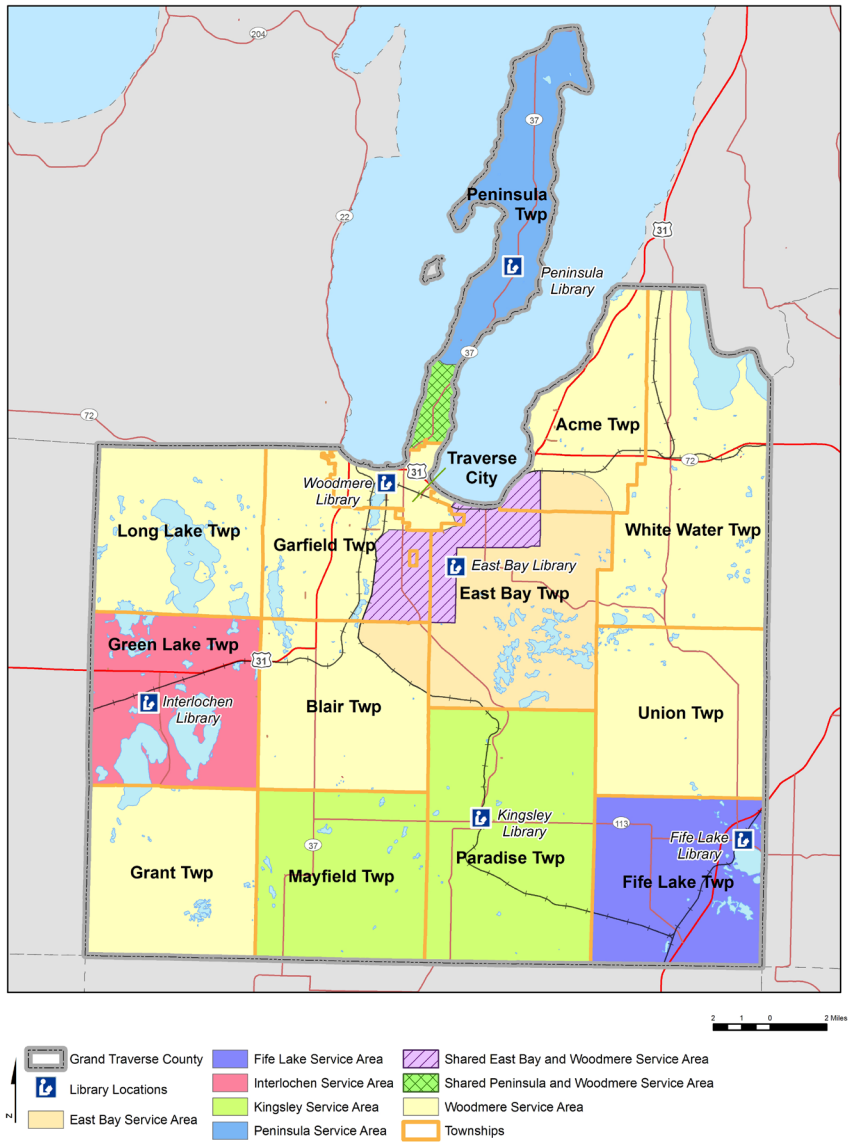
Meeting room capacities are derived by the library planner based on the square footage of program space divided by a uniform area per seat in order to provide a uniform measure for comparison.

- EAST BAY: There is no separate program room; all programming is done in regular library space.
- KINGSLEY: The library shares use of the Village of Kingsley Community Room.
- INTERLOCHEN: The library may use the Green Lake Township Community Room located in the same building; regular children's programs are conducted in the library.
- PENINSULA: The library may use the school's music room and an adjoining room after school hours; other programs are conducted in the library itself.

SERVICE LOCATIONS AND POPULATION DENSITY



SERVICE LOCATIONS AND THEIR PRIMARY SERVICE AREAS



D. PUBLIC FORUM COMMENTS

Three public forums were held to gather ideas and comments for use in library service delivery planning. The meetings were intended to elicit resident concepts of appropriate branch and member library access and services. Residents were also welcome to offer any comments they wished to share regarding their community libraries and library district services. After brief introductory remarks, the meetings were open forums for resident comments. The following notes were made by the library building consultant in the course of the meetings. The comments are brief characterizations of comments and are not intended to be literal transcriptions.

Forum Site: Interlochen Public Library
June 16, 2010, 7:00 PM - 33 Attending

Initial Query to Participants:
What would you like to find in your community library?

- The Blair Township Library Committee had been working since 2001 to secure a branch library in Blair Township. Blair has lots of children, retirees, and single mothers.
- The DOT maps don't show who is not using the library.
- Interlochen Public Library is the heart of the community. Patrons expect and receive friendly service.
- Even those who voted against the library millage years ago now support the library.
- TADL needs broader collection selection. The library often doesn't have the authors or titles people are looking for. More books are more important than more libraries.
- A friendly, helpful staff is an important element of branch service.
- Technology training and a well-sized collection are key to a successful branch.

Query - Follow-up to Blair Committee spokesperson:
What would the library need to provide to attract the unserved?

- TADL at one time suggested that Blair be served by a small, interim library but the Township was not supportive of that idea.
- Service to elementary age children.
- Services and convenience for single parents.
- Collections and services targeted to seniors.
- Working adults get into town and can use the Woodmere Branch – no need to duplicate for them.

Return to General Comments

- The Interlochen Public Library is not visible or readily accessible.
- The Interlochen library should stay close to the elementary school because they make significant use of the library.
- Comments regarding efforts for a Long Lake branch library:
    - TCAPS was very supportive of efforts to create a joint use library branch.
    - TCAPS' design requirements drove-up the price of the project.
    - Children's programming is essential to child development.
    - The township authorized land for the project.
    - Distance is a deterrent to library use.
- The City of Traverse City has a policy of traffic calming efforts that works against easy access to the Woodmere Branch by County residents. It is hard to get around the city, not to mention find a parking space in the Woodmere lot once County residents reach the branch.
- Woodmere is located on the east side of Traverse City, making it more difficult for users located west of town.

- Branch and Member libraries should include a program room within their children's departments to seat 20 to 25 children and their caregivers with all of the program support amenities.
- Demand for children's programming is increasing.
- Adults need their space too, comfortable seating with a view, perhaps a fireplace.
- The State Park near to Interlochen Public Library has 806 camp sites and campers look to the library for Internet service.
- The system should be designed to handle the summer population.

Query:
What does a community library need to out-draw Woodmere?

- Technical computer support in-house for public computer users.
- Computer lab.
- Enough room and seating to provide a quiet reading environment for adults.
- Adequate and convenient parking

Return to General Comments

- How will technology affect building needs?
- Grand Traverse County is growing and this growth may well increase tax revenues.
- The hours a member library is open should be a community decision and the funds required be forthcoming.
- They would estimate 15% of county residents can't get high speed Internet service.
- 75% of their elementary students don't have computers at home.
- Some of the TADL District is underserved.
- Building construction should be funded by the District, not the local community.
- The community with the greatest need may be the least able to fund a building.
- They are heartened by the community's interest in library services and TADL's holding these forums.
- The cost of this study is about equal to the operational reduction recommended by TADL for Interlochen and Peninsula. Would the money be better used for that purpose? TADL better be careful or the levy may not be renewed.

Forum Site: Woodmere Branch Library
June 17, 2010, 3:00 PM - 34 Attending

Initial Query to Participants:
What would you like to find in your community library?

- New books, other high demand materials.
- Magazines and newspapers, local and national.
- Public computers, Wi-Fi.
- Core reference materials for students.
- More public computers and high speed Internet access.
- Strong collection on gardening, farming, horticulture.
- Strong collection of personal finance and investing materials.
- Print reference materials aren't as important now with the Internet.
- Reduce collection size, increase collection relevance. More items in circulation could mean less shelving space is required.
- The library is the key resource for a lot of low income residents.
- The library should be a community resource for residents.
- All library locations should have ADA access and involve those with mobility limitations in the planning.
- Fife Lake's computers are all busy almost all of the time – more are needed to meet demand.

- Provide diverse programming for all ages and interests.
- The library is an essential tool providing key resources for children and adults.
- Focus on the educational aspects of the library as much as the recreational aspects, specifically English as a second language courses.
- Community libraries are needed because parents working all day in TC don't want to have to drive back in to town to bring their children to the library.
- TADL has good interlibrary loan service between the various service locations.
- Grand Traverse County is growing; expect more demand for library services.
- Traverse City isn't really growing and the household size is shrinking. The growth is in the County.
- County residents have a higher percentage of children and families.
- Finite resources may mean a redistribution of resources.
- The Holiday Hills area (Acme Township) doesn't have ready access to a branch.
- Locate book return drops at high volume retail locations.
- Restroom and other room lighting should be occupant activated to conserve energy.
- Outlying areas pay a lot in taxes and should get more service.
- Work to get the collections out of the buildings and more accessible. Strengthen the interface between school libraries and public libraries.
- Are there different styles of branches?
- The public library subsidizes the needs of other organizations in the community.
- The board that manages Woodmere should be different than the TADL board.
- County residents make heavy use of the central library.
- People are leery of local communities having too much decentralized control of branch or member libraries.
- People like the way all of the library locations are linked together.
- A series of rhetorical questions and statements:
    - How may those who couldn't attend share their thoughts?
    - Long Lake residents are disappointed that there is no branch in their township.
    - Where will the money to operate any new branches come from?
    - Are there nontraditional ways to deliver library services?
- One person lives in town but enjoys driving to the Peninsula Community Library because she enjoys that library's ambience.

Forum Site: East Bay Branch Library
June 17, 2010, 7:00 PM - 5 Attending

Initial Query to Participants:
What would you like to find in your community library?

- Welcoming staff.
- A bank of public computers.
- Computer training, especially databases and MeI training.
- School library staff is hurting, cuts in funding, hours, support.
- TADL should provide outreach programming at the Senior Center.
- One person appreciates that the staff is knowledgeable of a wide range of authors and genres.
- There are several new schools in the East Bay area without their own school library.
- The library supports the private schools in the immediate area and one school in particular does not have a media center.
- Outdoor programming is limited due to site constraints.
- Exterior signage is not clearly seen from the street.
- When Woodmere opened East Bay traffic declined but it has been working its way back over the past 10 years.
- Oleson's and other stores across the street have helped the library's activity level.
- East Bay maintains deposit collections of large print books at assisted living centers.
- The Library for the Blind and Physically Handicapped is subsidized by TADL at ± 60%.
- Gas prices really affect the used of branch and member libraries.
- As branch and member libraries become more like community centers their use increases.
- More public computers would boost use.
- East Bay really needs a meeting/program room and a bigger collection.
- Some think about expanding into the Little Red School House next door.
- East Bay sometimes serves as a "way station" where parents wait for their children to get out of school.
- Interface with BATA to make sure libraries are on the bus routes.
- It is 7 miles from East Bay to Woodmere.

Meeting Notes: TADL Board Comments
June 17, 2010, 12:00 PM

Initial Query to Board:
What would you like to find in your community library?

- The library's staff is the most important resource. Want to see the personnel distributed equally.
- The library is the only place people come together where someone isn't trying to sell them something.
- The library is a community center.
- The library should work to partner more with other community service providers.
- Would like to see a broader collection.
- Acme is very under-served – consider repositioning East Bay for increased geographic coverage.
- Online access key to success.
- Consider alternate branch models – consider a branch with lots of computers, meeting space, and a limited, popular collection.
- The central collection should be a flexible collection that moves around to the branch and member libraries on demand.

- Consider kiosk idea.
- Look at partnering with retail.
- How can we increase service without disturbing the existing balance?
- Live technology support for users at the branch and member libraries, both in-house and remote, would improve the customers' experience.
- Provide better on-line instruction on the Web site for managing accounts.
- Offer topical technology training in the branch and member libraries as well as Woodmere.
- People want community space, a place for people to come together – Long Lake is an example.
- Collections at branch and member libraries should not be static but flow together.
- Integrate the collections of all locations.
- Coordinated, cohesive service should be the goal; emphasize a seamless experience for the customer.
- The budget is always an issue and may be more of an issue in the future. Consider the alternative branch model.
- Branch and member libraries need children's program rooms.
- Lots of schools are near East Bay but the schools are cutting their library programs. Can TADL help fill the void left by the absence of school libraries?
- Look at where TCAPS is adding new facilities to track county trends.
- The economic down-turn is increasing library use.
- Provide the basics extremely well – focus on access before the amenities.
- A big question is the breadth of the library's mission and how to relate the breadth of mission to finite resources.
- Summer demand has to be balanced with year-round needs.
- Serve the customer of local business but let the business know the library is doing so.
- People would come to a branch or member library instead of Woodmere because:
    - Schedule
    - Convenience
    - Different ambiance or style of service
    - Doesn't like the question, doesn't want one better than the other, wants uniformity with shared information at all locations about all TADL activities
- TADL should be less Woodmere-centric.
- More branches will mean sharing cuts to fund new operations.
- Woodmere staffing level is excessive – reassign staff to support new service locations.
- Public Comments:
    - Remember the Grand Vision plan
    - Keep staff local
    - Team with TCAPS
    - Look to expanding the branches
    - Utilize changing technologies
    - Many people like small libraries
    - Teaming up with schools is good
    - The library's logo is Woodmere-centric
    - Share collections between all locations

TADL Staff Comments
June 16, 2010, 1:30 PM

Initial Query to Staff: What should you expect to find in your community library?

- Competent, friendly staff.
- Meet the immediate demand for new and high demand materials.
- Branch collections should tie into their demographics and programming – not necessarily district-wide trends.
- Branch / member libraries should have program rooms that seat 60 to 80.
- Woodmere should have an auditorium to seat 300 to 400. It would help TADL be part of other strong community programs.
- More public computing.
- Uniform policies at all TADL locations.
- Each service location should reflect the area's character but needs to carry the TADL branding; subliminal branding via distinguishing characteristics.
- Each service location should have the same internal functional areas to help customers with wayfinding and use of services.
- More computer training sessions and programming may be needed in lower income areas.
- Offering some programs on a District-wide basis could be helpful.
- There should be a goal of providing a certain level of computer expertise at each location to reduce the amount of service that has to be referred to Woodmere.
- The community libraries could do more with local history and genealogy.

Query to Staff:
If the community libraries were enhanced what would be the effect on Woodmere?

- It would bring new or infrequent customers into the community libraries but it probably wouldn't decrease the use of Woodmere – a case of a rising tide lifting all ships.
- The critical mass of resources and service at Woodmere will always be a draw.
- A new branch would make a bigger difference more than improvements at existing community libraries.

Query to Staff:
Are there functions, services, collections that should be reduced or eliminated at the community libraries?

- The physical processing of acquisitions.
- Billing for damages – may not be cost effective.
- Allow for on-line registration with on-site ID confirmation.

Query to Staff:
What determines whether customers come to Woodmere or a branch/member library?

- Convenience
- Travel path – which library is on their way?
- Proximity
- Parking

Query to Staff:
Is another branch needed?

- Need better coverage for Acme and Whitewater Townships.
- Blair needs a branch because of socio-economic considerations as much as distance.
- Interlochen is not on the way for Blair residents.

E. PEER LIBRARY BENCHMARK DATA

A group of twelve libraries have been identified as appropriate to collectively provide benchmark data for this study. Eight library districts or systems were identified from the national Public Library Data Service (PLDS) database by screening for all libraries that have between four and eight branches, serve 80,000 to 130,000 residents, have a land service area of between 400 and 800 square miles, and a per capita expenditure of at least $20.

Four Michigan library districts or systems were also specifically identified for inclusion in the peer group. These four were selected as those most similar to the Traverse Area District Library in terms of service population, service delivery structure, and operational expenditures.

The greatest part of the data is from the 2007 Public Library Data Service Statistical Report. Data regarding public computing is taken from the 2007 Federal-State Cooperative System database. The Bay County Library System did not report to the PLDS and so its data was derived from the Library of Michigan's Public Library Statistics database.

BENCHMARK DATA SUMMARY

Library	Population of Service Area	Square Miles	Public Service Hours	Operating Expenditures Per Capita	# of Branches	Branch Square Footage Per Capita	Total Library Square Footage	Total Library Square Footage Per Capita
Benchmark Group Average	111,430	505	16,204	37.27	6	0.30	73,906	0.66
Traverse Area District Library	86,363	465	14,519	45.37	6	0.20	74,953	0.87

Library	Population Per Staff FTE	Holdings Per Capita	Circulation Per Capita	Collection Turnover	Public Internet Computers per 1,000 Population	Program Attendance Per Capita	Visits Per Capita
Benchmark Group Average	2,013	3.32	8.73	2.64	0.84	0.27	5.14
Traverse Area District Library	1,378	3.31	11.25	3.39	0.82	0.44	4.32

2007 PEER LIBRARY BENCHMARK DATA

Library	State	Population of The Legal Service Area	Square Miles	Public Service Hours	Operating Expenditures Per Capita	Population Per Staff FTE	Holdings Per Capita	Circulation Per Capita	Collection Turnover
Bay Area District Library	MI	109,935	444	14,452	20.54	3,502	2.61	5.56	1.81
Cecil County Public Library	MD	95,526	360	17,212	40.34	1,570	2.61	7.29	2.80
Fairfield County District Library	OH	95,844	463	15,300	43.15	1,452	3.21	14.44	4.50
Jackson District Library	MI	158,422	707	22,913	32.91	2,365	2.28	5.09	2.23
Lima Public Library	OH	89,689	404	12,324	46.20	1,631	4.04	10.01	2.48
Monroe County Library System	MI	144,235	562	31,686	52.74	1,390	3.90	8.96	2.30
Montgomery-Floyd Regional Library	VA	102,400	776	12,272	20.78	2,744	2.21	7.63	3.46
Muskingum County Library System	OH	86,125	665	10,462	39.28	1,689	4.00	10.19	2.55
Porter County Public Library System	IN	128,665	448	15,184	28.59	1,588	4.45	9.99	2.25
Saginaw Public Libraries of	MI	132,905	204	12,079	41.54	1,884	3.24	3.92	1.21
Steele Memorial Library	NY	91,070	480	13,321	29.48	3,140	3.70	5.21	1.41
Wayne County Public Library	OH	102,338	550	17,244	51.66	1,204	3.53	16.42	4.66
Average (Mean)		111,430	505	16,204	37.27	2,013	3.32	8.73	2.64
Median		102,369	472	14,818	39.81	1,660	3.39	8.30	2.39
90th Percentile		143,102	703	22,346	51.11	3,101	4.04	14.02	4.40
85th Percentile		136,871	680	19,228	48.11	2,883	4.01	11.68	3.82
80th Percentile		132,057	644	17,238	45.59	2,668	3.98	10.15	3.33
75th Percentile		129,725	588	17,220	43.91	2,459	3.93	10.06	2.96
Traverse Area District Library		86,363	465	14,519	45.37	1,378	3.31	11.25	3.39

2007 PEER LIBRARY BENCHMARK DATA

Library	# of Branches	Branch Square Footage Per Capita	Total Library Square Footage Per Capita	Total Library Square Footage	Public Internet Computers per 1,000 Population	Program Attendance Per Capita	Visits Per Capita
Bay Area District Library	3	0.41	0.97	106,910	0.60	0.06	2.15
Cecil County Public Library	5	0.17	0.43	40,860	1.11	0.44	4.24
Fairfield County District Library	4	0.21	0.55	52,600	1.09	0.21	6.94
Jackson District Library	12	0.25	0.46	72,262	0.57	0.26	4.85
Lima Public Library	4	0.10	0.76	68,105	0.65	0.12	3.13
Monroe County Library System	15	0.55	0.75	107,813	0.99	0.50	4.67
Montgomery-Floyd Regional Library	5	0.46	0.46	47,270	0.57	0.13	4.65
Muskingum County Library System	5	0.19	0.70	60,026	0.56	0.20	3.54
Porter County Public Library System	4	0.56	0.99	127,430	0.96	0.32	5.16
Saginaw Public Libraries of	4	0.35	0.60	79,375	1.03	0.16	5.75
Steele Memorial Library	4	0.16	0.66	60,282	0.57	0.34	8.61
Wayne County Public Library	6	0.21	0.62	63,944	1.36	0.50	7.97
Average (Mean)	6.00	0.30	0.66	73,906	0.84	0.27	5.14
Median	4.50	0.21	0.62	66,025	0.80	0.24	4.76
90th Percentile	11.40	0.54	0.95	107,723	1.11	0.49	7.87
85th Percentile	8.10	0.49	0.83	107,226	1.09	0.46	7.30
80th Percentile	5.80	0.45	0.76	101,403	1.07	0.42	6.70
75th Percentile	5.25	0.42	0.75	86,259	1.04	0.37	6.05
Traverse Area District Library	6	0.20	0.87	74,953	0.82	0.44	4.32

F. SPACE NEEDS ASSESSMENT

The space needs process identifies a community's library space requirements for an extended planning horizon, typically 20 years. This study will project space requirements through the year 2030. Minimum space requirements are developed using population projections, tested service standards, and nationally-accepted space calculation formulas.

TADL 2030 PROJECTED SERVICE POPULATION

The service population the Traverse Area District Library can expect to serve in 2030 is one important element in developing an accurate space needs assessment. Grand Traverse County has experienced a period of real population growth over the past three decades. Looking to the future, it appears this trend will continue.

Grand Traverse County Population History

Year	Population
1970 Census Bureau	39,175
1980 Census Bureau	54,899
1990 Census Bureau	64,273
2000 Census Bureau	77,654
2005 Census Bureau Estimate	83,450
2009 Census Bureau Estimate	86,333

Grand Traverse County Population Projections

There are three primary sources for population projections of the Library District's service population:

- Grand Traverse County Planning Department
- Woods and Poole Economics Service
- Institute of Labor and Industrial Relations, University of Michigan, prepared for the MDOT and distributed by the Northwest Michigan Council of Governments.

The three sources offer a wide range of predictions: 108,580, 109,324, and 131,043. Because of the diversity of expectations, this study will show three results whenever the 2030 projected population is a factor in calculations.

Year	Woods and Poole Economics Service (2010)	Institute of Labor and Industrial Relations *	Grand Traverse County Planning: Average Estimate (2/2009)
2010	88,020	87,997	92,199
2015	92,990	92,880	100,983
2020	98,110	98,505	109,768
2025	103,330	104,275	120,225
2030	108,580	109,324	131,043

* Institute of Labor and Industrial Relations, University of Michigan. Prepared for the MDOT (12/2007) Distributed by the Northwest Michigan Council of Governments

SPACE REQUIREMENT CALCULATIONS

In this study of the Traverse Area District Library's (TADL) space requirements a planning horizon of 2030 has been adopted.

Projected space requirements may be estimated in several ways. This study utilizes three methodologies:

- The existing TADL space per capita rate and the projected service populations
- The peer library benchmark space per capita rates and the projected service populations
- The Wisconsin space needs assessment process

Method 1: The Existing TADL Per Capita Rate Model

This methodology maintains TADL's existing level of square feet per capita while adjusting the total space provided to reflect the 2030 projected service populations. Currently the Traverse Area District Library's six service locations occupy 74,953 square feet.

2009 TADL Space and Building Age

Service Location	Building Age	Square Feet
Woodmere	1999	58,000
East Bay	1908	2,000
Kingsley	2009	5,300
Fife Lake	2006	4,800
Interlochen	1985	2,600
Peninsula	1957	2,453
Total		**74,953**

The 2009 Census Bureau estimated population for the TADL service area is 86,333. Applying this population to the existing 74,953 total square feet, TADL provides 0.87 square feet per capita. The following table illustrates the square feet the library district may need to provide by the year 2030 using these metrics.

Projected Space Needs Using Current TADL Square Feet Per Capita

Current Square Feet Per Capita	TADL 2030 Service Population Projections	Projected 2030 Space Needs
0.87	108,580	94,465 square feet
0.87	109,324	95,112 square feet
0.87	131,043	125,801 square feet

Method 2: The Peer Library Benchmark Average Per Capita Rate Model

Method 2 explores the total square feet TADL would provide its 2030 service populations based on the average square feet provided by the peer library benchmark group of libraries in 2007. That rate was 0.66 per capita.

Benchmark Peer Libraries	Total Library Square Footage Per Capita
Average (Mean)	0.66
Median	0.62
90th Percentile	0.95
85th Percentile	0.83
80th Percentile	0.76
75th Percentile	0.75
Traverse Area District Library	0.87

The 2007 benchmark peer library average of 0.66 square feet per capita and TADL's 2030 projected populations result in a space requirement range of 71,663; 72,254; and 86,488 square feet for the year 2030.

Projected Space Needs Using 2007 Peer Benchmark Libraries Average Square Feet Per Capita

2007 Average Square Feet Per Capita	TADL 2030 Service Population Projections	Projected 2030 Space Needs
0.66	108,580	71,663 square feet
0.66	109,324	72,254 square feet
0.66	131,043	86,488 square feet

Method 3: The Wisconsin Method

The Wisconsin space needs methodology was developed, revised, and published by the Wisconsin Division for Library Services. It has been used nationally for more than 20 years and in this study is slightly modified by the library planner. This Wisconsin process focuses on seven types of space utilization commonly found in public libraries:

- Collection Space
- User Seating
- Staff Work Space
- Program Space
- Public Technology
- Special Use Space
- Structure/Support Space

Projected Collection Size

Book and Media Holdings

A useful method for predicting future collection size is to apply the per capita total holdings rate of a benchmark group to the projected municipal population. The average or mean per capita holdings rate for the 12-library benchmark group identified for this project is 3.32. That holdings rate and the projected 2030 District service populations suggest a range for 2030 collection size of 360,048; 362,956; and 435,062 items. The District's holdings totaled 339,471 items at the end of 2009.

Other key data elements to consider are the Circulation and Turnover Rates. While TADL's holding's rate is virtually the peer group average, its circulation rate and turnover rates far exceed the group average. The turnover rate describes the average number of times each item in a library's collection circulates per year. A turnover rate of 3.39 suggests that TADL's collection is intensely used. A larger than average collection is justified to support the intense manner in which TADL customers consume its collection.

For these reasons it is recommended that the 2030 TADL collection be sized at 4.0 items per capita, between the 80th and 85th percentiles where TADL's circulation and turnover rates fall. This would suggest a range of 2030 collection sizes of 434,320; 437,296; and 524,172 items.

Peer Library Book and Media Collection 2009 Benchmark Data

Libraries	Holdings Per Capita	Circulation Per Capita	Collection Turnover
Average (Mean)	3.32	8.73	2.64
Median	3.39	8.30	2.39
90th Percentile	4.04	14.02	4.40
85th Percentile	4.01	11.68	3.82
80th Percentile	3.98	10.15	3.33
75th Percentile	3.93	10.06	2.96
Traverse Area District Library	3.31	11.25	3.39

Periodical Holdings

For 2009 the Traverse Area District Library reported receiving 739 subscriptions or 8.55 periodical subscriptions per 1,000 municipal residents. Maintaining that rate suggests that periodical subscriptions in 2030 should total within the range of 928, 935, and 1,120 titles.

Public Technology

The digital format has become the preferred form for many customers seeking specific pieces of information, accessing digital information sources, and for preparing information to be shared with others. On-line databases, web access, and sophisticated on-line catalogs are all important components of today's library service program. Public libraries are the technology access point for many in the community. Even with the falling cost of technology, the public library will continue to be the one source for data applications for many residents. For those with their own equipment and access to technology, the public library will continue to be the provider of electronic services not easily or cost effectively accessed by individuals.

TADL's current 57 public Internet computer stations are not enough to meet current demand. Computer use is in such high demand that use is rationed by time limits per day and there is still significant, lengthy queuing.

2009 TADL Public Computer Data

Service Location	Customer Door Count	Internet Computers	Total Public Computers	Public Computer Users
Woodmere	307,788	27	44	74,460
East Bay	61,776	3	4	3,120
Kingsley	56,888	8	11	5,200
Fife Lake	13,444	9	10	5,702
Interlochen	54,347	7	9	11,444
Peninsula	26,156	3	7	2,984
Total	**520,399**	**57**	**85**	**102,910**

TADL's 2030 Public Internet Computer Requirements

There are two methodologies that can be considered in estimating future public Internet computing requirements for the Traverse Area District Library. These methods establish a range of between 91 and 126 public Internet computers.

Method 1- One good method for estimating the number of public internet computer stations that are needed is to provide one station for every 15 to 20 persons who enter the library daily (excludes public catalog stations and stand-alone computers). The peer benchmark Annual Visits Per Capita data suggests TADL provide between 79 and 126 public Internet computers by the year 2030.

2007 Peer Benchmark Public ComputerRequirements per Visit Rate

Average Annual Peer Per Capita Visits	TADL 2030 Service Population Projections	Projected Number Annual Visits	Projected Number of Daily Visits	Number of Public Internet Computers
5.14	108,580	558,101	1,572	@ 1 per 20 = 79 @ 1 per 15 = 105
5.14	109,324	561,925	1,578	@ 1 per 20 = 79 @ 1 per 15 = 106
5.14	131,043	673,561	1,897	@ 1 per 20 = 95 @ 1 per 15 = 126

Method 2 - Another approach is to utilize the peer benchmark rate of Internet computers per 1,000 residents and TADL's 2030 projected service populations. In 2007 the peer libraries had an average of 0.84 public Internet computers per 1,000 residents. The following table describes a range of 91, 92, and 110 public Internet computers using this methodology.

2007 Peer Benchmark Public Computer Requirements per Visit Rate

Average Public Internet Computers per 1,000 Residents	TADL 2030 Service Population Projections	Number of Public Internet Computers
0.84	108,580	91
0.84	109,324	92
0.84	131,043	110

Recommendation - When the two methods are overlaid there is a confluence in the range of 95 to 105 public Internet computers. For the purpose of this study, a need for 95, 100, and 150 public Internet computer stations will be utilized for the three service population projections, respectively.

Recommend Public Internet Stations

TADL 2030 Service Population Projections	Recommended Number of Public Internet Computers
108,580	95
109,324	100
131,043	105

Program Space

Public libraries commonly provide spaces to support the Library's programming for children, adults, and other needs of the community. The library has an active schedule of library sponsored programs. In 2009, the Library District sponsored 1,005 programs with 33,597 participants. Community groups also make heavy use of the District's meeting rooms.

Service Location	Number of Programs	Program Attendance
Woodmere	387	23,931
East Bay	85	1,426
Kingsley	123	2,464
Fife Lake	141	1,344
Interlochen	172	2,124
Peninsula	97	2,308
Total	**1,005**	**33,597**

Program Room Seating Capacity

The rated seating capacity per square foot at each location varies significantly. To standardize the data for the purposes of this study, the seating capacity shown below represents 1 seat per 12 square feet for each venue.

Service Location	Existing Estimated Seating Capacity	Projected Seating Capacity
Woodmere		
McGuire Room	160	160
Story Room	22	22
Thirlby Room	60	60
East Bay	None	125
Kingsley	104	125
Fife Lake	84	125
Interlochen	222	125
Peninsula	126	125
Total	**778**	**867**

Looking to the 2030 service population projects and current community program space requirements, each service location's program room should be sized to seat 125 and provide support spaces for table, chair, media, and program supply storage to support current program space demands and anticipate future needs.

The recommendation of a 125-seat capacity for each branch/member library location reflects the strong District-wide commitment to programming, life-long learning, and program/attendance data. This capacity is intended to support peak space requirements for

activities such as key summer reading program events, Friends' book sales, and other high demand events. There are no capacity changes recommended for the Woodmere Branch program spaces.

General User Seating

Projected user seating calculations are based on a sliding scale of seats per thousand residents. The scale was developed by the State of Wisconsin following studies of actual public libraries and their use by patrons.

Population	Seats per 1,000 Population
1,000	22.50
2,500	14.25
5,000	10.00
10,000	7.00
25,000	4.50
50,000	3.00
100,000	2.25
250,000	1.50
500,000	1.00

The three service population projections result in an estimated seating requirement of between 241 and 274 seats. A limitation of this table, acknowledged by its author, is the impact on seating requirements of multiple service locations needed by library systems serving larger populations.

TADL currently provides 378 seats at its six locations. This study will utilize the current seating count as the absolute minimum seating requirement in its calculations.

Staff Work Spaces

Staff work space is critical to an effective and efficient public library. Work space is a productivity issue, not a luxury. Staff work space includes both public service areas such as the check-out desk and workroom space where staff completes its on-going responsibilities such as daily financial reports, preparing statistical reports, and planning and preparing public programs.

The number of workstations is not in a one to one relationship to the number of staff. The number of workstations represents how many places where work takes place, not the number of staff. By example, while there may be only one person using a wood shop, there are many workstations: table saw, workbench, lathe, and drill press, each with a specific, dedicated purpose.

No increase in the overall number of staff workstations is proposed at the Woodmere location. A minimum of six stations per service location for the 2030 planning horizon is recommended.

Service Location	Number of Staff Workstations	Projected Staff Workstations
Woodmere	65	65
East Bay	4	6
Kingsley	6	6
Fife Lake	4	6
Interlochen	6	6
Peninsula	4	6
Total	**89**	**95**

Special Use Space

Special use space is an umbrella term that encompasses a variety of public and staff spaces not covered by the preceding broad categories. Examples of special use space include study rooms, copiers, files, displays, and storage space. The specific space requirements for these uses should be detailed in the building program document. For the purpose of the space needs assessment, special use space may be expressed as 15% of the preceding spatial needs.

Structure and Support Space

Structure and support space includes areas of the building that are of common utility and do not serve a specific library purpose. Structure and support space is sometimes referred to as architectural or unassigned space. Examples of structure and support space include the entry and foyer, restrooms, general aisle space throughout the building, stairs, elevators, mechanical systems, and even walls and partitions. Larger buildings like the Woodmere Branch or projects to expand and renovate libraries typically require 30% of the gross building area for structure and support space. Branch and other single-story projects typically require 25% of the gross building area for structure and support space. In this study, a net-to-gross ratio of 27.5% will be utilized.

2030 MINIMUM SPACE NEEDS CALCULATIONS

Traverse Area District Library: All Service Locations

	Population Projection 108,580	Population Projection 109,324	Population Projection 131,043
Collection Space	434,320 book/media items x .10 = 43,432 sf 928 periodicals x 2.6 = 2,431 sf = **45,863 sf**	437,296 book/media items x .10 = 43,730 sf 935 periodicals x 2.6 = 2,450 sf = **46,180 sf**	524,172 book/media items x .10 = 52,172 sf 1,120 periodicals x 2.6 = 2,934 sf = **55,351 sf**
General User Seating	378 seats x 30 sf / seat = **11,340 sf**	378 seats x 30 sf / seat = **11,340 sf**	378 seats x 30 sf / seat = **11,340 sf**
Public Computer Workstations	95 computers x 40 sf / workstation = **3,800 sf**	100 computers x 40 sf / workstation = **4,000 sf**	100 computers x 40 sf / workstation = **4,200 sf**
Staff Work Space	95 staff workstations x 125 sf = **11,875 sf**	95 staff workstations x 125 sf = **11,875 sf**	95 staff workstations x 125 sf = **11,875 sf**
Program Space: Woodmere	Existing program spaces = **3,340 sf**	Existing program spaces = **3,340 sf**	Existing program spaces = **3,340 sf**
Program Space: All Other Locations	5 program rooms to seat 125 each and support spaces = 5 x 1,500 = **7,500 sf**	5 program rooms to seat 125 each and support spaces = 5 x 1,500 = **7,500 sf**	5 program rooms to seat 125 each and support spaces = 5 x 1,500 = **7,500 sf**
Program Space: Total	**10,840 sf**	**10,840 sf**	**10,840 sf**
Special Use Space	15% of running subtotal (83,718)= **12,558 sf**	15% of running subtotal (84,235) = **12,635 sf**	15% of running subtotal (93,606) = **14,041 sf**
Net Subtotal	**96,276 sf**	**96,870 sf**	**40,832 sf**
Structure/Support Space	At 27.5% of gross space requirement = **36,518 sf**	At 27.5% of gross space requirement = **36,744 sf**	At 27.5% of gross space requirement = **40,832 sf**
Total: Minimum Gross Space Requirement	**132,794 sf**	**133,614 sf**	**148,479 sf**

RECOMMENDED SPACE PLANNING REQUIREMENTS

The Traverse Area District Library currently provides 74,953 square feet at six locations. The three different methodologies and the three different 2030 population projections identify a wide range of potential space needs.

Methodology	Square Feet Required Through 2030		
	108,580 Population Projection	109,324 Population Projection	131,043 Population Projection
Current TADL Space Per Capita Method	94,465	95,112	125,801
Peer Benchmark Avg. Space Per Capita Method	71,663	72,254	86,488
Wisconsin Method	132,794	133,614	148,479

Two of the three space requirement projections using the Current TADL Space Per Capita Method fall almost exactly in the middle of the other two methodologies. **Adopting that methodology suggests the Library District allow for about 95,112 square feet of library space through the year 2030. This is an additional 20,000 gross square feet than currently provided.**

G. THE PLANNING ENVIRONMENT

Grand Traverse County is a dynamic environment, showing significant, on-going growth for many years. Population projections suggest continued significant growth of the Library District's population, reaching between 108,580 and 131,043 by the year 2030 compared to the 2009 Census estimate of 86,333 residents. The Traverse Area District Library reflects this fact by stating specifically in its mission:

> The Mission of the Traverse Area District Library is to support the District's diverse and changing population in its lifelong search for intellectual, recreational or vocational information and enrichment.

Grand Vision Planning

Other service providers also recognize this dynamism and are working both individually and collectively on a regional basis to address many of the issues associated with growth. The Grand Vision is a regional planning project undertaken recently by local governmental agencies, regional agencies, businesses, organizations, and residents of Grand Traverse County and the five other immediately adjacent counties.

The Grand Vision identified a number of guiding principles for development and growth within the region. Several Grand Vision guiding statements and building blocks have direct and indirect implications that bear on the library's facility and service planning:

- Create a group of unique villages and cities that are active and charming places with a main street or a downtown.
- Maintain and improve the existing road system and place increased investment in public transportation, bicycling, and pedestrian infrastructure to maximize system efficiencies, provide choices in mobility, and support energy conservation.
- Support economic development through technical infrastructure and education.
- Energy efficiency is achieved in transportation by improving road networks, expanding mobility choices, and reducing vehicle miles traveled in the six-county region.
- Auto Oriented Retail: Activity Center and Arterial Commercial

Recommended Space Planning Requirements

The Traverse Area District Library currently provides 74, 953 square feet at six locations. This study identifies a need for the Library District to provide as much as 95,112 square feet of library space through the year 2030. This is an additional 20,000 gross square feet than currently provided.

Community Requests for Service Locations

There have been community based requests for additional service locations both in recent days and over the years. Those requests for library branches in Acme, Blair, and Long Lake Townships have had various levels of organized support. None have risen to the threshold of a local committee raising enough funds to allow construction of a branch library.

The Library Service Environment

The Traverse Area District Library is the most complete library service provider in this part of Michigan. As such, TADL service locations attract borrowers from adjacent library service areas. In theory, the provision of such service is reciprocated to TADL residents by adjoining providers. In practice it is an uneven arrangement. As TADL service locations are increased and or improved, the demand for these uncompensated services will likely grow.

Strength of Overall Library Program

A key consideration in evaluating the library system's ability to provide funding, collections, staffing, and service programs at multiple service locations is the ability to do so without adversely diminishing the critical mass of resources at the primary service location. Explicitly, it may not be advantageous to have a lot of small libraries if there isn't any library location in the District that has the collection and service resources that can meet the broader or more in-depth needs of customers.

Another aspect of program strength is the level of collections and services a customer will find at the branch and member libraries. Appropriately-sized service locations will meet more of customers' core needs and reduce their need to access the primary service location. Stronger branch and member libraries will reduce the strain on services at the Woodmere location.

Cost

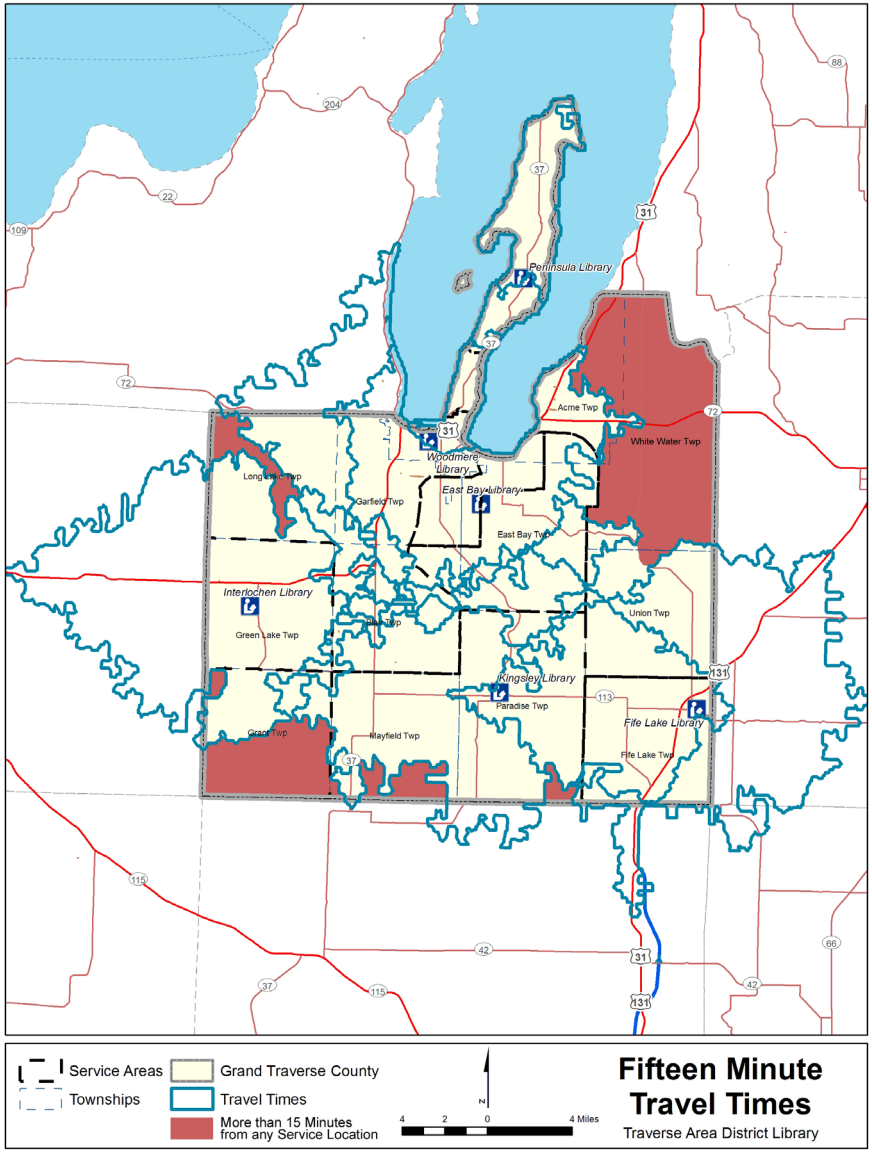
Traverse Area District Library budgetary methods do not currently support a full operational costing of each individual branch and member library. A number of shared costs such as on-line services have not been allocated among the individual locations. In broad terms, however, it may be supposed that individual branch and member libraries, apart from Woodmere, will require adequate operational budgets that are currently estimated to be between $200,000 and $260,000.

Access

Public libraries are very much like a retail organization. Libraries have products and services they want to deliver to customers. Customers will use the library if it provides accessible locations within a reasonable travel time that are visible and without barriers.

A library planning standard suggests considering placement of service locations to allow customer access within 15 minutes of travel time. The following map identifies areas of the Library District that are and are not within 15 minutes travel time of an existing library service location.

Consolidated Map of 15 Minute Travel Distances

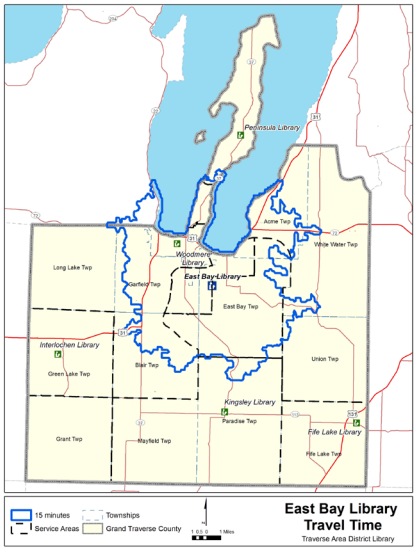


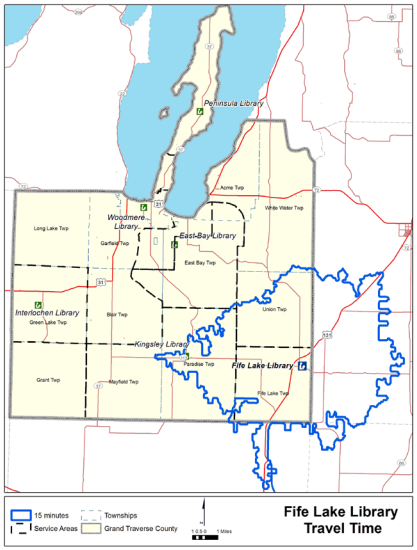
There are three areas not within a 15 minute drive of an existing District library:

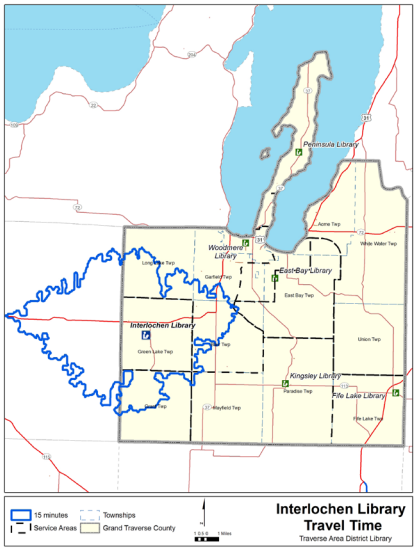
- The northeastern half of Acme Township and nearly all of White Water Township.
- The southern half of Grant Township.
- A diagonal slice of Long Lake Township, northwest to southeast. This is primarily those areas west of Long Lake.

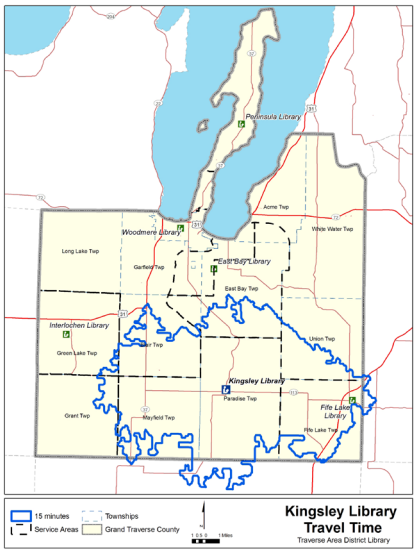
It should also be mentioned that for those whose primary access is provided by the Woodmere Branch that the travel time as determined in this study by speed limits and distance somewhat misleading. Traffic volume and traffic control practices as one nears and enters the Traverse City area can add to travel times.

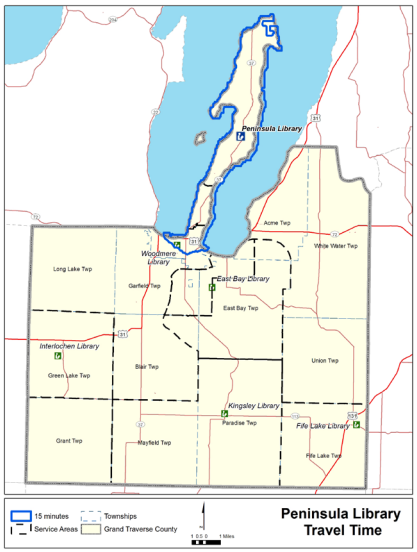
Individual Service Location Travel Times

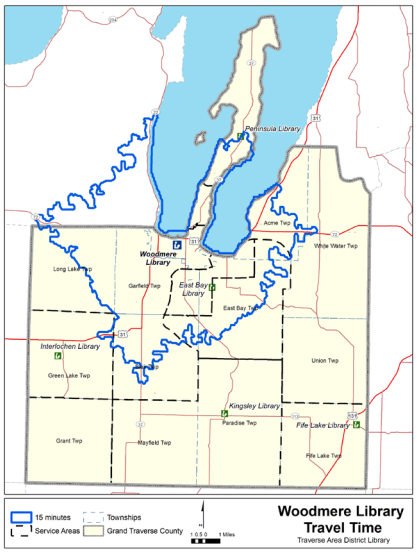












Targeted Service Population

Libraries sometimes identify a special population that, by virtue of socio-economic characteristics, warrants an enhanced level of access or service to overcome barriers inherent to the special population.

Of all the townships served by the Library District, Blair Township has the highest percent of its population at or below the poverty level. The Blair Library Committee also notes that Blair Township has the highest percentage of single mothers in the District. These conditions may work together to limit residents' access to transportation, the time they have available to travel, and the convenience of travel.

Traverse Area District Library

Demographics-By Township and County

Cohorts	Garfield Twp	Long Lake Twp	East Bay Twp	Traverse City	Green Lake Twp	Blair Twp	Paradise Twp	Grant Twp	Fife Lake Twp	Mayfield Twp	White Water Twp	Acme Twp	Union Twp	Peninsula Twp	Grand Traverse County, MI
0 to 4 years	810	542	684	648	341	461	440	79	96	103	124	262	29	207	4,826
5 to 9 years	757	612	711	609	325	497	403	61	89	98	160	294	30	313	4,961
10 to 14 years	810	657	799	682	412	491	424	73	104	104	193	341	32	357	5,479
15 to 19 years	891	676	808	1,042	405	542	395	68	118	131	182	348	35	357	5,999
20 to 24 years	1,163	429	695	1,346	276	496	398	55	112	93	139	247	24	149	5,621
25 to 29 years	1,071	472	706	1,215	369	521	480	60	154	96	132	229	28	158	5,689
30 to 34 years	899	580	787	1,005	446	557	429	62	142	108	137	270	34	138	5,596
35 to 39 years	828	664	841	854	444	563	379	76	129	98	207	316	34	250	5,685
40 to 44 years	942	797	923	934	473	550	364	93	142	129	236	404	43	397	6,429
45 to 49 years	1,075	802	952	1,184	493	515	344	104	132	120	270	489	43	598	7,121
50 to 54 years	1,172	738	981	1,227	414	433	303	82	123	118	258	458	44	571	6,922
55 to 59 years	1,003	524	613	1,016	381	390	295	76	129	109	249	383	32	565	5,764
60 to 64 years	776	344	505	756	281	273	211	63	96	63	171	273	28	405	4,245
65 to 69 years	643	322	335	573	221	182	141	37	71	56	132	189	17	308	3,227
70 to 74 years	635	187	239	507	185	127	92	33	65	35	101	160	12	276	2,655
75 to 79 years	621	143	187	514	129	72	78	23	56	28	72	120	9	232	2,282
80 to 84 years	549	89	164	493	102	52	64	28	28	9	49	102	6	152	1,887
85 years and over	657	107	152	542	81	54	55	16	7	27	68	128	5	94	1,991
Total Population	15,302	8,685	11,082	15,147	5,778	6,776	5,295	1,089	1,793	1,525	2,880	5,013	485	5,527	86,379
Median Age	42	38	37	41	39	33	31	41	38	37	44	43	39	49	39
% Under 5	5.3%	6.2%	6.2%	4.3%	5.9%	6.8%	8.3%	7.3%	5.4%	6.8%	4.3%	5.2%	6.0%	3.7%	5.6%
% Over 18	59.8%	63.0%	64.5%	65.1%	63.2%	64.9%	61.9%	62.4%	65.7%	63.0%	63.3%	62.6%	65.2%	59.2%	62.9%
% Over 65	20.3%	9.8%	9.7%	17.4%	12.4%	7.2%	8.1%	12.6%	12.7%	10.2%	14.7%	13.9%	10.1%	19.2%	13.9%
Median Household Income	$44,571	$61,979	$56,403	$44,923	$53,045	$49,524	$52,804	$46,623	$44,663	$52,084	$61,057	$59,917	$53,289	$80,804	$52,512
Household Size	2.4	2.7	2.6	2.2	2.4	2.7	2.9	2.4	2.7	2.8	2.6	2.5	2.5	2.4	2.5
Educational attainment	10,873	5,767	7,384	10,820	4,019	4,290	3,234	753	1,273	995	2,082	3,522	333	4,145	59,493
Less than 9th grade	233	59	81	223	45	71	67	20	31	30	24	78	5	35	1,002
9th to 12th grade, no diploma	681	182	408	611	247	440	237	75	137	69	116	135	24	57	3,419
High school graduate	3,344	1,498	1,934	2,307	1,181	1,531	1,279	254	507	407	564	777	117	475	16,176
Some college, no degree	2,613	1,339	1,801	2,449	1,006	1,057	779	202	261	225	453	726	72	672	13,656
Associate degree	864	531	709	894	350	332	275	82	70	67	189	277	28	325	4,994
Bachelor's degree	2,053	1,361	1,677	2,764	759	551	447	83	188	139	462	1,005	59	1,490	13,040
Graduate or profession degree	1,085	797	773	1,573	430	307	149	38	79	57	274	523	29	1,090	7,206
Poverty Rate	6.8%	2.5%	3.6%	7.6%	5.6%	10.4%	5.4%	6.1%	9.3%	7.7%	5.3%	6.2%	9.4%	2.0%	5.9%
% Vacation Home or Second Home	2.6%	10.9%	10.2%	2.3%	18.9%	4.1%	2.0%	10.9%	25.0%	3.7%	25.5%	12.1%	17.6%	15.3%	8.6%

Traverse Area District Library

Demographics-By Library Service Area

Cohorts	East Bay Service Area	Shared East Bay & Woodmere Service Area	Shared Peninsula & Woodmere Service Area	Kingsley Service Area	Interlochen Service Area	Woodmere Service Area	Fife Lake Service Area	Peninsula Service Area
0 to 4 years	602	433	82	543	341	2,604	96	125
5 to 9 years	643	387	122	501	325	2,703	89	191
10 to 14 years	734	396	140	527	412	2,949	104	217
15 to 19 years	735	441	153	527	405	3,418	118	203
20 to 24 years	553	563	55	490	276	3,477	112	94
25 to 29 years	540	526	66	576	369	3,368	154	92
30 to 34 years	661	444	59	537	446	3,228	142	79
35 to 39 years	730	423	88	477	444	3,231	129	162
40 to 44 years	830	498	150	493	473	3,596	142	246
45 to 49 years	849	523	225	464	493	4,062	132	372
50 to 54 years	860	602	259	421	414	3,932	123	311
55 to 59 years	557	450	257	403	381	3,279	129	307
60 to 64 years	428	407	152	273	281	2,355	96	253
65 to 69 years	278	355	116	197	221	1,798	71	192
70 to 74 years	183	354	120	127	185	1,464	65	156
75 to 79 years	140	337	125	106	129	1,282	56	106
80 to 84 years	102	298	84	73	102	1,132	28	68
85 years and over	109	340	47	81	81	1,279	7	46
Total	9,534	7,777	2,300	6,816	5,778	49,157	1,793	3,220
Median Age	37.1	42.8	50.2	32.3	38.5	39.4	38.1	47.7
% Under 5	6.3%	5.6%	3.6%	8.0%	5.9%	5.3%	5.4%	3.9%
% Over 18	64.4%	58.5%	57.8%	62.1%	63.2%	63.6%	65.7%	60.2%
% Over 65	8.5%	21.7%	21.4%	8.6%	12.4%	14.1%	12.7%	17.6%
Median Household Income	$61,250	$44,191	$98,904	$52,593	$53,045	$50,729	$44,663	$71,740
Household Size	2.7	2.3	2.2	2.9	2.4	2.4	2.7	2.4
Educational attainment	6,268	5,557	1,749	4,229	4,019	34,005	1,273	2,390
Less than 9th grade	58	130	6	97	45	607	31	29
9th to 12th grade, no diploma	298	387	7	306	247	1,987	137	50
High school graduate	1,487	1,692	137	1,687	1,181	9,147	507	338
Some college, no degree	1,531	1,310	210	1,004	1,006	7,872	261	461
Associate degree	619	407	141	343	350	2,880	70	184
Bachelor's degree	1,567	1,115	739	587	759	7,335	188	748
Graduate or profession degree	708	517	508	206	430	4,177	79	580
Poverty Rate	3.8%	7.3%	2.5%	6.0%	5.6%	6.5%	9.3%	1.6%
% Vacation Home or Second Home	11.7%	3.6%	8.7%	2.4%	18.9%	6.7%	25.0%	19.9%

H. STRATEGIES FOR CHANGE

Together, the factors identified in the Planning Environment section suggest consideration of a number of strategies.

- Acme and Whitewater Townships – A large portion of these townships is beyond an acceptable travel distance. East Bay Branch is so close to the Woodmere Branch that it is the most lightly used location in the system. Relocating the resources now in East Bay Township to the northeast would improve travel time access to residents of Acme and Whitewater Townships and it would also likely increase the utilization of the resources. East Bay residents would continue to have quality library resources within the accepted travel time either at Woodmere or at the relocated branch.
- Blair Township - Adding a branch in Blair Township would provide service to a special population, reduce demand at the Woodmere Branch, and improve travel time access to residents of Grant Township.
- Long Lake Township – There are areas of the township, primarily those portions on the west side of the lakes, which are outside of the 15 minute travel time profile. A branch in Long Lake Township would increase accessibility to library services for township residents. It would also help reduce traffic at the Woodmere Branch.
- Interlochen Public Library – The Interlochen Public Library should be more visible to the community to stimulate use and to maximize the community's investment. A more appropriate location would be on, or visible from, an arterial roadway in conjunction with retail functions.
- The Interlochen and Blair projects should be planned in a coordinated process to explore areas of possible cooperation and to limit or eliminate overlap. A joint project should be considered if funded by the District.
- Fife Lake, Kingsley, and Peninsula - Seek to strengthen existing branch and member libraries by developing a preferred minimum configuration of services and collections to be found District-wide. Work with member libraries to identify and quantify these service and collection needs and their facility implications.

Special Area of Opportunity

The process to determine the need, location, and funding of service locations should be initiated on behalf of the entire District by the Library Board.

Funding all capital projects as a District rather than on a township basis would avoid the issues that arise from divided interests. The unofficial, past understanding that the District would operate any branch whose construction is funded by non-District money is an open-ended commitment the District may or may not find appropriate. Over the course of 20 years, the initial capital costs of a branch are dwarfed by the operational costs, typically on a 4 to 1 ratio.

District-wide funding, similar to the authorization given when Woodmere was constructed, could be sought to allow projects throughout the district. Bundling all district facility projects would help develop district-wide interest and support.

Prepared with the assistance of George Lawson Library Planning and Fanning Howey