ACKNOWLEDGEMENT

The facilities master plan was achieved thanks to the commitment and time investment from hundreds of community leaders who worked with Pierce County Library System and planners. Their enthusiasm and thoughtful participation during regional advisory group meetings and a strategic vision workshop helped to craft a vision to guide the Library to meet the needs of communities today and in the future. The Participation section of this report lists those groups and individuals who contributed to this vision.

Pierce County Library System is grateful for this dedication and support to help the Library enhance and benefit communities.

PIERCE COUNTY LIBRARY 2030:
FACILITIES MASTER PLAN SUMMARY REPORT

JANUARY 2010

TABLE OF CONTENTS

TABLE OF CONTENTS

PIERCE COUNTY LIBRARY 2030: FACILITIES MASTER PLAN REPORT

JANUARY 2010

EXECUTIVE SUMMARY

OVERVIEW

What do you want from your local library in 2030? That is the question Pierce County Library System asked and thousands of people answered in late 2008 and throughout 2009.

For a year, the Library worked collaboratively with more than 5,000 individuals to shape Pierce County Library 2030, a facilities master plan. The plan outlines library services and buildings to meet community needs during the next 20 plus years. Pierce County Library 2030 is a combination of discussions with the public, an assessment of current library services and buildings, information about future population trends, and best practices from libraries nationwide.

The plan is a guide to create buildings that are convenient for customers and offer up-to-date services. Pierce County Library 2030 charts a course for future buildings, expansions, or replacements of library buildings, and alternative ways to access services.

The plan calls for locating buildings in high-traffic, high-population regions of the Library's service area and in appropriate sizes to meet the needs of growing and changing communities. It also supports building flexible spaces to provide up-to-date library services for today and tomorrow.

Pierce County Library 2030 gives communities:

- A vision for growing and meeting the challenge to create community centers that connect people.
- An outline to explore community partnerships and shared facilities which provide added value and benefits to the public.
- The Library's commitment to chart new territory of quality service and efficiency.
- A reflection of how the Library can help meet communities' needs today and tomorrow.

EXECUTIVE SUMMARY

Population Grew and Changed: Since 1980, the population in the Library's service area has grown by more than 87% and has become increasingly diverse (1980 population: 294,000; 2010 projected population: 551,000). Regional planners project an additional 171,000 people will be living in the Library's service area by 2030, for a total of 717,800 [1]. Voters approved the last major building project for the Library in 1986, with a bond that built nine new buildings to replace existing libraries, expanded three buildings, and built two new library locations. Library administrators planned that buildings built with the bond would serve a population of 431,000. The current population of the service area is 551,000, which is 28% greater than the population planned for the current facilities.

Holistic Look at System Needed: The Library needed a close examination to determine how best to serve the growing and changing population and position it to better serve communities in the future.

Customer Expectations Changing: What the public wants today is different from yesterday and it will be different from what they want and need tomorrow. Computers and express checkout are examples of new services that were not planned in the current buildings. Customers expect to access the Internet on computers, download books, have spaces for teenagers, and gather in places with others in their community.

KEY FINDINGS AND RECOMMENDATIONS

Key Findings:
- Buildings are too small: noisy, uncomfortable, and over-crowded.
- Too few seats.
- Not enough books and materials or accessible shelving.
- Too few computers/limited technology.
- Limited meeting rooms.
- Services need to be convenient and accessible.

KEY RECOMMENDATIONS

More space to read, learn, and gather. Current: 200,053 square feet combined from all library buildings; 0.36 square feet per capita. **Recommended:** 490,000-561,000 square feet; 0.61-0.71 square feet per capita. In 2008, the Western United States' best practice for library space was 0.62 square feet per capita.

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1 Based on U.S. Census and Puget Sound Regional Council data.

More seats. Current: 716 seats combined at 17 libraries, for an average 1.32 seats per 1,000 residents. **Recommended:** 2,400-3,000 seats combined, for an average 3.77 seats per 1,000 residents. The best practice for library seating is 3 seats per 1,000 people.

More books and materials. Current: 1.2 million books and materials; 2.15 items/capita. **Recommended:** 1.6-1.9 million items; 2.5 items per capita. Currently, 2% of the Library's materials are digital online formats; in 2030 it is anticipated that 20% of the materials will be digital online formats. Best practice for materials in libraries is 2.5-3 items per capita.

Technology–computers: Current: 310 computers; 0.56 per 1,000 people. **Recommended:** 1,240-1,525 computers; 1.93 computers per 1,000 people. Best practice for computers in libraries is between 1.5-2.5 computers per 1,000 people.

Meeting rooms and event/workshop space: Current: 11 of 17 locations offer meeting room space. **Recommended:** all locations offer meeting rooms to accommodate 75 to 150 people. Best practice for meeting rooms is between 75 and 200 seats in a location.

Partnerships: The Library will seek partnerships with other organizations to ensure that efforts are not redundant and that resources and skills are fully maximized to best serve communities.

Economic and environmental sustainability: The public expects cost-efficient operations that are sustained both in terms of the economy and green building practices, such as automated systems to check-in library materials.

Convenient/accessible services: The Library will bring services to people in places outside of library buildings, such as high traffic or remote areas including grocery stores, transit centers, and places in partnership with other organizations:

- Lockers and other methods to return and pick up books and materials.
- Vending machines/ATM types of machines that dispense books, movies, and other items.
- Computers to download movies and music to mobile devices.
- Technology access, such as computers and/or Wi-Fi.

Review of the Current Building

In 2009, Pierce County Library operated with 17 locations with direct service to the public and one main processing and administrative center, serving 551,000 people over 1,600 square miles in all of unincorporated Pierce County and 15 annexed cities and towns.

Pierce County Library staff and Group 4 Architecture Research + Planning, Inc., an architecture research and planning firm, assessed the current buildings. The average age of a Pierce County Library building is more than 20 years old. The staff and consultants concluded that Pierce County Library facilities are in good physical condition, and they are well maintained. The most glaring deficiency in all of the buildings is the communities have outgrown the spaces; the libraries are too small.

Examining Comparable Libraries and Future Trends

People are using libraries in new and evolving ways, from spaces to collaborate to working independently on laptops. Families visit libraries as a destination outing to attend classes and find books and movies. Also, during difficult economic times people turn to libraries more for help preparing resumes, finding jobs, and improving computer skills. Libraries continue to be significant third place spaces.

Compared with best practices from up-to-date libraries, Pierce County Library is nearly half the size of the trends for libraries nationwide, with the current space of 0.36 square feet per capita, compared to the current trend of 0.62 square feet per capita.

Community Collaborations

The Library conducted numerous collaborative communications activities to develop an achievable, future-looking facilities master plan, which represents the needs of local residents. In all, the Library collaborated with more than 5,000 people using a variety of interactive strategies including print and online surveys; direct mail survey of people living in remote areas; strategic vision workshop with community leaders; community leaders advisory group meetings with city and school officials, business people, and other local leaders; community meetings in every library; presentations with community organizations; blog postings; and other activities.

PER LOCATION RECOMMENDATIONS

Facility Options		2030 Facility Recommendations		
Library	**current square feet**	**preferred facility improvements**	**proposed square feet low**	**proposed square feet high**
Bonney Lake	6,480 sf	**relocate and expand**	38,200 sf	44,400 sf
Buckley	4,100 sf	**expand**	14,700 sf	17,100 sf
DuPont	3,610 sf	**relocate and expand**	11,800 sf	13,700 sf
Eatonville	4,000 sf	**expand**	9,300 sf	10,800 sf
Fife	-	**expand and potentially relocate**	10,200 sf	11,800 sf
Frederickson*	-	**new library**	19,700 sf	22,900 sf
Gig Harbor/Peninsula	15,214 sf	**expand**	35,800 sf	41,600 sf
Graham	7,152 sf	**expand**	30,700 sf	35,700 sf
Key Center	4,066 sf	**expand**	14,500 sf	16,900 sf
Lakewood	32,592 sf	**relocate and expand**	42,500 sf	49,400 sf
Milton-Edgewood	3,300 sf	**relocate and expand**	18,300 sf	21,300 sf
Orting	2,700 sf	**relocate and expand**	10,400 sf	12,100 sf
Parkland-Spanaway	15,576 sf	**expand**	44,300 sf	51,500 sf
South Hill	20,100 sf	**expand**	44,900 sf	52,100 sf
Steilacoom	4,039 sf	**expand**	10,100 sf	11,700 sf
Summit	7,424 sf	**expand**	26,100 sf	30,300 sf
Sumner	10,600 sf	**relocate and expand**	27,200 sf	31,700 sf
Tillicum	2,100 sf	**relocate and expand**	7,500 sf	8,700 sf
University Place	7,000 sf	**expand**	23,700 sf	27,500 sf
System wide all Branches, excl PAC	150,053 sf		**439,900 sf**	**511,200 sf**

* Frederickson population includes population from Summit, Parkland-Spanaway, South Hill, and Graham.

Processing and Administration Center	50,000 sf	**no structural changes**	50,000 sf	50,000 sf
System wide, including PAC	**200,053 sf**		**489,900 sf**	**561,200 sf**

NEXT STEPS

Implementing the Facilities Master Plan is estimated to cost $310 million (2010 dollars) for facilities and new service delivery methods.

The Library will continue to work with communities to determine when the timing is best to begin plans to fund the facilities master plan.

INTRODUCTION

In the past two decades, the communities served by Pierce County Library System have experienced enormous change. At the same time, customers' expectations of the Library have grown and changed. The Library recognizes that what the public wants today is different from yesterday and it will be different from what they want and need tomorrow. The Library had not evaluated its facilities since the 1980s.

Key changes from yesterday to today and tomorrow that identified and necessitated the need for a facilities master plan:

- **The Population Grew and Changed:** Since 1980, the population in the Library's service area has grown by more than 87% and has become increasingly diverse (1980 population: 294,000; 2010 projected population: 551,000). Regional planners project an additional 171,000 people will be living in the Library's service area by 2030, for a total of 717,800 [1].

- **Holistic Look at System Needed:** The Library needed a close examination to determine how best to serve the growing and changing population and position it to better serve communities in the future.

- **Customer Expectations Changing:** What the public wants today is different from yesterday, and it will be different from what they want and need tomorrow. Computers and express checkout are examples of new services that were not planned in the current buildings. Customers expect to access the Internet on computers, download books, have spaces for teenagers, and gather in places with others in their community.

Library's vision: Pierce County Library's goal is to be the community's choice for the discovery and exchange of information and ideas.

In 2008, Pierce County Library System launched the development of a 20-year facilities master plan, Pierce County Library 2030. The project studied what library services and buildings are needed to serve communities. The Library sought to develop this plan in collaboration with the community, in order to deliver services where, when, and how individuals and families will want future services.

The goals for the plan included:
- Create a vision to deliver future library services.
- Create a vision for the role of the Library in growing communities that are challenged to create places that bring people together.
- Explore community partnerships, shared facilities, and other opportunities that provide effective service and added public value and benefits.
- Chart new territory of high service delivery and efficient operations.
- Collaborate with key community leaders and local residents to develop a vision for the Library in the future.

1 Based on U.S. Census and Puget Sound Regional Council data.

BACKGROUND

Pierce County Library System is the fourth largest library system in the State of Washington, serving approximately 551,000 people throughout 1,600 square miles via 17 library locations. The Library serves all of unincorporated Pierce County and 15 cities and towns that voted to annex to the Library System for service. Two community bookmobiles provide service to isolated and remote communities and the Explorer Kids' Bookmobile provides services to children in low-income neighborhoods. The Library provides services directly to adult care facilities, childcare centers, family childcare providers, and people who are homebound.

In 1986, voters passed a capital facilities bond, which built nine new libraries, renovated and expanded three libraries, and built a processing and administrative service center. Since that time, residents in three communities– Milton, DuPont, and, most recently, Fife–voted to annex to the Library System for service.

The average age of a Pierce County Library building is more than 20 years, and even newer buildings are at or beyond capacity as population continues to grow. Library administrators planned that buildings built with the 1986 bond would serve a population of 431,000. The current population of the service area is 551,000, which is 28% greater than the population planned for the current facilities.

Library administrators planned for the 1986 bond to meet the library service needs until 2001. The plan worked with the buildings meeting community needs and population projections until the early 2000s.

Pierce County Library System serves all of unincorporated Pierce County and the annexed cities and towns of: Bonney Lake, Buckley, DuPont, Eatonville, Edgewood, Fife, Gig Harbor, Lakewood, Milton, Orting, South Prairie, Steilacoom, Sumner, University Place, and Wilkeson.

Pierce County Library System Existing Service Area Map

Examples of how the population has outgrown the libraries is exemplified by people waiting for up to an hour to use computers, and space being so limited that in some locations, for every book added another one must be taken off of the shelf.

Computers and self-service checkout are examples of new services in buildings that were not planned with structures built from the 1986 bond.

In 2006, voters passed a re-authorized levy, which allowed the Library to maintain existing services and add more up-to-date services, including:

- Adding open hours by 20%, this brought Sunday hours to nine locations.
- Increasing services to help prepare children to read and do homework.
- Offering more books, movies, audiobooks, and other materials.
- Improving customer services and technology services.

The levy has been successful in greatly benefiting all aspects of library usage, with significant increases in visits to the libraries and checkouts of materials. The levy also highlighted the need for larger buildings to accommodate the number of people using library services, and additional population that is expected in the future.

To address these challenges, a 2007 community-based Strategic Planning Committee for the Library identified new and expanded buildings as a high priority. The Library then moved forward to develop a facilities master plan to identify future community needs and how the Library could help meet those needs, with the necessary flexibility in its services to adapt and respond in future years.

In 2008, Library managers identified current trends in library services and potential service models. Working with consultants Joan Frye Williams and George Needham, library management and staff recognized key issues projected to face Pierce County residents in the future and possible strategies to address those issues. This research, combined with the vision created by the community, served as a foundation for the master planning process.

2006 Levy Pledge: New materials and faster service — Offering a wider variety of books, online services, and other materials. Reduced the time people waited for popular books by an average of 60%, from 19 weeks to 8 weeks.

2006 Levy Pledge: More open hours — In June 2007, the Library increased open hours by 20% at locations.
- Nine libraries open on Sunday.
- All 17 libraries open on Monday.
- Six libraries open on Thursday evenings.

2006 Levy Pledge: Additional services for kids and teenagers — Offering online homework help, an interactive online homework session with professional tutors.
- Preparing children to read through a variety of early learning opportunities.
- Assisting kids with homework research.

2006 Levy Pledge: Upgraded services and technology for customers — Added hundreds of computers for public use in libraries and offered free computer classes for adults.

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PLANNING PROCESS

Pierce County Library's goal in developing a facilities master plan was to determine what communities would want and need in the next 20 plus years, and then how the Library could align its services and buildings to help meet those needs. The Library seeks to provide buildings adequately sized to meet residents' service needs, strategically located to meet the changing demographics, population patterns, and growth trends, and designed to provide contemporary library services now and into the future.

Community collaboration was a vital component of the master plan process.

The master plan's overall process was to assess the community's needs through a collaborative community process, to analyze population projections and demographics, Pierce County Library's current offerings and buildings, and current best practices in libraries nationwide, and synthesize these into a holistic understanding of library needs. The process planners developed these needs in three steps: 1) Development of library service level guidelines and review of options; 2) Selection of the appropriate system design – the system for distribution of these services, and 3) Recommendations for the individual libraries. Once the planning team selected the preferred system and set service levels, they developed recommendations for each library service area, including service levels and potential new locations and locations that may need to be expanded.

Planning for implementation of these recommendations included three steps: 1) Developing comprehensive project budgets in current dollars for each of the project recommendations; 2) Analyzing the funding capacity of Pierce County Library to determine how much money could be raised to support facility improvements; and, 3) Aligning these two so that the resulting plan is implementable.

NEEDS ASSESSMENT METHODOLOGY

The needs assessment of Pierce County Library's current services and buildings took on a multi-faceted approach that emphasized community collaboration as well as technical analysis. It also included interviews of staff at each of the buildings, customer-use mapping, and comparisons to other comparable library systems and current successful library practices.

Existing Facilities and Services Evaluation

In early 2009, the Library staff performed an in-depth condition assessment of its buildings, evaluating all of the current facilities to determine and set priorities for capital improvements for the next 10 – 15 years. For the context of the master plan, Group 4 Architecture Research + Planning and Kathy Page, a library building consultant, toured the libraries to observe general conditions as well as functional issues related to service delivery, including operational efficiency, staff and customer comfort, and efficient flow of materials and the potential for facilities to be reconfigured for improvements. The planners
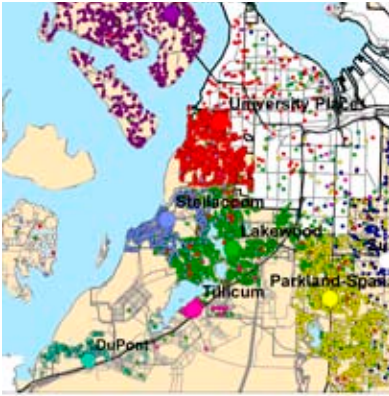
Analysis of customer use patterns.

used this information to assess the potential for the facilities to be adapted in a way that buildings can meet the recommendations of the master plan as well as other improvements to operations. These observations were not an engineering study, and are based on site visits conducted in November 2008 and supplemented with information provided by Pierce County Library.

Customer Mapping Patterns Analysis

To better understand the usage of the libraries, the consultant and Library performed an analysis of the customer mapping to get an idea of how people use the libraries in comparison to where they live, including relative mobility to access services and any potential geographic barriers to use. The methodology for the customer mapping analysis was to gather snapshot data from the Library's checkout system of all books and other materials during the week of September 28-October 4, 2008. Library GIS staff mapped the address of each person who checked out materials, with colors representing which library the customer had visited. While it is understood that not everyone who goes into a library checks out a book, the data of nearly 20,000 card holders' addresses could be analyzed for use patterns and supplemented other anecdotes from community meetings and staff interviews. The mapping was specific to individual addresses and libraries, not the individuals themselves or any data regarding the titles/types of materials they checked out.

Demographics

Group 4 Architecture, Research + Planning analyzed population demographics using the Puget Sound Regional Council's (PSRC) population projections. They used computer mapping software to align the geographies of PSRC's projections (Forecast Analysis Zones, or FAZ's) and the Library's service area, so that population numbers could be assigned discretely to each library location. Group 4 then defined library service areas using U.S. Census Tract geography and confirmed these using the customer mapping analysis. Once preliminary population projections were developed, Group 4 discussed the draft projections for each area with each of the area's city planning or community development staff to gain further input and insight to ensure that the appropriate geography was used and to corroborate the resulting population projections with their understanding of their areas. Note that, due to Pierce County Library's geography, most library service areas cover both a city and outlying unincorporated areas, so in most cases the population projections differ from the population growth anticipated by the city/town alone.

It is important to note that other factors will continue to affect the actual population growth in the county, such as the economic recovery timeline, housing development climate, and jobs creation. The future population projections are presented as a potential range to reflect possible adjustments due to these factors.

Group 4 and Page + Moris reviewed other demographics such as Pierce County's community plans, studies, and statistics provided by Pierce County

Library, including computer and material usage statistics, previously completed focus groups for a Library diversity project, and school district population projections.

COMMUNITY COLLABORATION

In addition to the technical data assessment, the master plan process included significant opportunities for community collaboration. Pierce County Library conducted numerous collaborative communications activities to develop an achievable, future-looking facilities master plan. These public participation activities parallel the Library's ongoing commitment to collaborate with the public to create value in the Library's decisions and directions. For years the Library has conducted direct phone call, in library, and online surveys, as well as focus groups and community meetings to learn directly from its communities about their needs and ideas. The Library offered and encouraged regular, frequent, and iterative opportunities to engage and involve people to help plan for the delivery of future library services. In all, the Library collaborated with more than 5,000 people using a variety of interactive strategies.

Staff distributed surveys in libraries, grocery stores, and other public venues, and online.
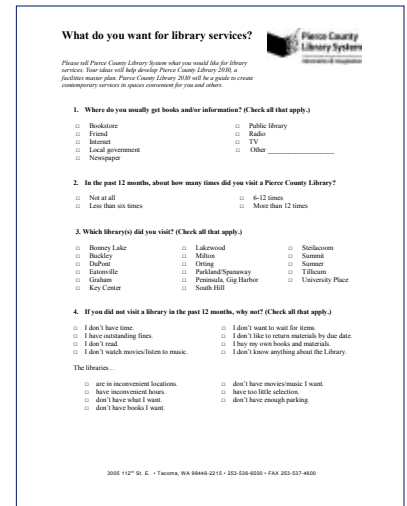
Community Meetings

The Library held open houses/community meetings at 16 Pierce County Libraries and at one location outside of the libraries, during the needs assessment phase of the project, to gather input about community library needs. Then, during the recommendations phase of the project the Library presented draft recommendations and collaborated with individuals about the proposals at 16 more community meetings. More than 200 people participated in these community meetings. The results of these meetings will be discussed in the needs assessment section.

Community Surveys

During the needs assessment phase of the project, Library staff distributed a survey about how people do and would like to use and access library services. Staff distributed the survey in print and online. They distributed printed surveys in and outside the libraries; surveys were available in English, Spanish, and Korean. More than 4,000 people responded to the survey.

In addition, the Library conducted a survey to gather information from people living in rural and remote areas (more than 10 miles from a library). More than 300 people responded.

In addition to these surveys, Page + Moris reviewed results from the Library's ongoing community research efforts, including surveys of customers and potential customers, as well as focus groups with people identified as non, but potential customers. The findings from these surveys are discussed in the needs assessment chapter.

Community Leader Advisory Group meetings were held throughout the county.

Strategic Vision Workshop

Building Value in Our Communities, a Strategic Vision Workshop with 57 community leaders, was an all-day workshop held at the Pierce County Environmental Services Center. Community leaders from throughout Pierce County identified future challenges for the county and envisioned how Pierce County Library can help meet future community needs.

Community Leaders Advisory Groups

A major part of the outreach and community collaboration for the master planning process was a series of meetings with five regional Community Leaders Advisory Groups representing cities and unincorporated communities, non-profit and community organizations, schools and universities, and other community leaders throughout the county. More than 100 leaders participated in these interactive workshops, where they discussed and collaborated on the needs assessments; identified particular needs and issues specific to each community; and reviewed and helped evaluate the recommendations and potential library improvement strategies. These groups also assisted in identifying potential opportunities for development and for partnerships between the Library and community partners.

Community Organizations

Library managers and staff presented information to more than 64 local community organizations, which reached almost 1,200 residents, to present the findings and discuss the recommendations from the planning process.

Web Site and Listserv

The Library maintained an interactive Web site throughout the planning process, including a blog and comment form, an electronic version of the survey, and information about the planning process.

Further, in the winter of 2010, the Library will implement the concluding portion of the Pierce County Library 2030 Communications Plan to announce and distribute the capital facilities summary report using a variety of strategies including the Pierce County Library 2030 listserv, information in libraries and on the Web site, direct conversations at city and town council meetings and the Pierce County Council, and media relations.

STRATEGIC DIRECTIONS

Pierce County Library looked at strategic directions from a number of vantage points – strategic visioning, service model visioning and planning, which was conducted by Joan Frye Williams, Information Technology Consultant, and George Needham, Library Strategist/Consultant, OCLC Online Computer Library Center, Inc., in a parallel process to ensure the flexibility and durability of the recommendations.

STRATEGIC VISION WORKSHOP

Imagine Pierce County in 2030. Where do people live? How do they interact with one another? How do they learn? Where do they go for recreation, for inspiration? How do they successfully navigate everyday life?

This was the challenge set for the participants in the Pierce County Library System's Strategic Vision Workshop: Building Value in our Communities. On February 12, 2009, 57 community leaders gathered at the Environmental Services Center to discuss these issues and to speculate on how Pierce County Library System could align its services and facilities with the community's vision of life in 2030.

Strategic Vision Workshop

The Strategic Vision Workshop was part of an ongoing collaboration with community leaders to develop a vision for Pierce County Library System rooted firmly in community needs and priorities. It was one of several public involvement opportunities in this facilities master plan process, and many of these leaders continued to be involved in the process through the Community Leaders Advisory Groups. The Master Plan consultants, Group 4, facilitated the all-day workshop which led the group through a series of focused activities to develop ideas about the future, using visioning techniques to encourage visionary thinking and discussion. Participants compared the Library to other community symbols and images, and used the attributes of other destinations, brands, and services to identify what residents want from their library. Joan Frye Williams and George Needham synthesized the comments throughout the program, linking the participants' ideas to examples of successes in other communities. Ms. Williams and Mr. Needham, Ron Sher, Chief Executive Officer of the Third Place Company, and Dawn Merkes, Principal in Group 4 Architecture, challenged the group to incorporate emerging trends in technology, communications, public spaces, and library facilities.

The participants envisioned a Pierce County that will be more populous, older, more culturally diverse, and with an expanded middle class. They identified the need for continued person-to-person contact as a vital component of civic engagement. Many themes recurred throughout the day. In general, the participants were excited by the prospect of a Library System that is:

- Attractive
- Compelling
- Convenient
- Efficient
- Engaging
- Flexible
- Inclusive
- Influential
- Innovative
- Interactive
- Sustainable

Strategic Vision Workshop participants vision for the Library.

Participants did not predict the end of books or of reading. However, they did visualize Pierce County Library System in 2030 as being more concerned about being a connection/connector for people than about warehousing books and other materials.

The top ranked suggestions for the Library revolved around creating an institution that's fun, that's deeply engaged in the community, and that's a valued partner to other organizations.

Transportation issues were also on participants' minds. Participants expressed interest in co-locating library services with other popular destinations such as schools, retail areas, and community centers.

The participants used the metaphor of the Library as the "community's living room," a vibrant, beautiful, comfortable gathering place.

PLANNING PHILOSOPHY

The rich information from the Strategic Vision Workshop, as well as community meetings and the Community Leaders Advisory Group meetings, led Pierce County Library to develop several planning principles to act as over-arching guidelines for the Facilities Master Plan. The Board of Trustees discussed and adopted these principles on December 9, 2009:

Facilities Master Planning Philosophy

Through the Facilities Master Plan process our community created an ambitious and important vision for Pierce County Library System. Our residents see the Library as an enduring civic institution and place for learning. They see the Library not just as a place for books and information, but as a place that enhances the community's social, cultural and intellectual life. Library facilities and services contribute to the strength and livability of their community. Residents want to be able to point to their Library as a valuable civic amenity and say, "This is *our* Library."

This plan responds to that vision, clearly demonstrating the Library's value and contributions to Pierce County's quality of life.

In collaboration with our residents during the facilities master planning process, the following key themes emerged:

1. Focus on the Customers: The community envisions a Library that respects their diverse interests and needs, welcoming to all who come, attractive, intuitive, and easy to use. The traditional relationship between the Library and the customer has changed. It is no longer "if we build it, they will come." Today's customers expect us to provide a variety of options and meet them more than halfway.

   This requires that we get to know our community well enough to design spaces and offer collections and services that respect residents' interests, engage their imagination, support their autonomy, enhance their experiences and anticipate their needs.

2. Engage the Community: The community envisions a Library that brings people together.

    This requires that we cultivate a genuine relationship with all segments of our community, and extend our role beyond being mere providers of books and information to being reliable community conveners and leaders, contributing to the intellectual life of the community.

3. Go Where the People Are: The community envisions a Library that locates services conveniently with respect to residents' daily lives, work, and travel patterns.

    This requires that we develop a Library presence in the places where residents spend time or receive other services. This presence may be physical or virtual, and may incorporate traditional facilities, alternative facilities such as kiosks, or Library staff embedded in other community venues.

4. Collaborate: The community envisions a Library that serves the interests of the community as a whole.

    This requires that we reach out to engage partners with whom we share customers, and collaborate with others for effective use of public dollars.

5. Move with the Times: The community envisions a Library that continuously adapts to a changing world and offers innovative techniques and technologies consistent with their daily lives.

    This requires that we create flexible spaces and continuously update our services to make best use of modern methods and tools, including new technologies.

6. Operate Efficiently. The community envisions a Library that is a well-run enterprise.

    This requires that we design spaces, services, and staffing patterns for cost-effective operations, including sustainable/green facilities and practices.

*Residents want to point to their Library as a valuable civic amenity and say "This is **our** Library."*

STRATEGIC DIRECTIONS

"Libraries are in the ideas business, not just information."

– Strategic Vision Workshop participant comment.

To plan buildings that will serve Pierce County through the year 2030, Pierce County Library System is connecting the ideas, needs, and concerns of today's public with the knowledge and experience of today's library professionals and giving direction and flexibility to create a library that serves today as well tomorrow.

Some people ask, "Are libraries needed now that the Internet is here?" Throughout the process to develop a facilities master plan the answer was a decided and resounding "yes." The answer was "yes" when libraries focus on what communities and residents needed and wanted, and not just on library's historical and traditional views and values. The message was that the library does not exist separately, but is part of the changing world and expectations customers experience around them each day.

Following are glimpses of the intersection of what the public said and library trends that must be considered as decisions are made and Pierce County Library moves toward 2030.

Help

Libraries are about help, not just about information. In the age of the Internet, information is easily and cheaply available to all – it's a click away on laptops and phones. How information is used, why an individual needs it, and how it adds value to their daily life is key to information services. Often those needing information are at transitions in their lives – starting school, buying a house, learning to read, retiring … It's not the information, it's how it is used that libraries will focus on.

Learning

Libraries have always been about learning and education, whether it's helping a student with homework or assisting an adult with life-long learning. As the economy grows in being knowledge-based, individuals will seek opportunities to build skills and experience.

Experience

Often people tell library staff about fond memories reading silently in their hometown library, or of a kind librarian who pointed them to beloved books or engaged them in activities. The actual details differ, but it's the experience that flavors each memory. 2030 libraries will create many experiences to match the many expectations of residents, whether it is incorporating retail merchandising into how books are displayed to make browsing easy, or recognizing the wide range of needs of individuals from quiet to collaborative spaces, from self-directed to full-service help, or from face-to-face to online access.

Libraries and their services will be convenient, personalized, and provide choices for people depending on their need or preference each time they encounter the Library. At any given time the Library will need to accommodate a range of experiences simultaneously.

Residents prefer a full range of library services in the facility they choose to use, regardless of the location or size of the building. As a result, each library building will include space for each service in all locations. These spaces will be tailored to local needs.

Community

Libraries have long worked to be more than the bricks and mortar of their facilities. Today and in the future, libraries and services must be where people are in their day-to-day lives. That will include in the library, and in the online world. The library will be embedded in the community with partners that might be a grocery store or a school or a YMCA. It might mean being at the local food bank with a computer lab and staff to help clients search and apply for jobs. It might allow residents to pick up requested books at the local fire station.

Partnerships with like-minded organizations will help libraries reach more people in cost-effective and convenient ways where residents live.

Books

How do you define "book?" How will a book in 2030 look and feel? The need to offer books in many formats is not new. Libraries offered hardback books, then added paperbacks, then large print, then books on tape, now … e-books. How people read books or gather information will continue to change. Regardless of whether a book is on a phone, printed copy in hand, or on a MP3 player, the content and the words are the same. The need to constantly add and adapt as formats evolve is a critical piece of planning library spaces. Interest in and acceptance of downloadable books will relieve pressure on limited space in library buildings.

Sustainability

For a tax-supported organization, the bottom line is the taxpayer's wallet. Washington State Law directs that 50 cents per every $1,000 of assessed property value is the maximum levy rate for libraries, and the law sets a 1% annual growth cap for taxing districts. Pierce County Library makes its decisions within this financial context.

Sustainability is key in Pierce County Library 2030, encompassing both green practices and cost and capacity to sustain services. Green practices are valued by the community and must be balanced with cost effectiveness and a wise return on investment. Energy efficiency, use of local materials and new techniques in heating or construction are all possibilities for both new and existing facilities.

Technology

Efficiency through continuous assessment of processes and services, and through technology and self-service options allows the Library to serve its growing and changing communities. The Library must stop offering services that are no longer appropriate, out of date, or underused to allow new services to emerge and be offered. Yesterday's typewriter, became today's computer, is

By 2030, the Pierce County Library System …

"… is the focus of the community, the village square."

" … is a community partner: museums, schools, colleges, nonprofit organizations, cities, to leverage resources and maximize services to support communities."

— Strategic Vision Workshop participant's comments

fast becoming the must-have Internet-connected mobile device, and will be tomorrow's next new thing.

The future will include continued self-service options such as express checkout and self check-in, along with automated processes to handle materials that will allow staff to spend more time helping the public rather than handling books and other materials.

The public expects to see current technology available for their use, and that reflects what they are using at home and at work.

Beyond

Not long ago we lived in an Industrial Age. Currently we describe the Information Age. Society is fast evolving to the Age of Innovation or of Knowledge. Libraries thought they would rule the Age of Information, but traditional library practices tended to be slow to respond and change. Google and others quickly disabused libraries of the idea that they had a monopoly on information. Pierce County Library 2030 points the Library to build on its success in the Information Age and prepare to provide value in the coming age.

Changing

Regardless of how exactly the future comes to pass, in order to thrive and provide value to communities, the Library will be flexible. It will change and adjust as community needs and values change. What the public wants today is different from what they wanted yesterday and will be different from what they want tomorrow. Pierce County Library 2030 embraces and prepares to serve that public. Improving the lives of people in the communities will always be at the heart of library service in Pierce County.

COMPARABLE LIBRARIES AND FUTURE TRENDS

Libraries are being used in new ways that reflect an evolution in society. Increasingly, visitors are looking for space in which to work on their own or in collaboration with others, often sharing a laptop computer to access data or to create their own content. Students of all academic levels need common space in which to work on projects or concentrate on individual assignments. Families are visiting the library in steadily increasing numbers as a recreation destination – to attend events, find movies to watch and books to read together, and simply enjoy a family outing. Difficult economic times have also triggered mounting usage by job seekers as well as many people who no longer can afford to purchase their own books, rent DVDs, or pay for Internet access at home.

Facility space is growing as more libraries are planned and constructed with more technology access, third place space, shared space with other service providers, and other emerging services. Between 2006 and 2008, new public library facilities in the United States have increased in size relative to their service populations. The 2006 median size for the 78 building projects completed that year was 0.61 square feet per capita compared to a median of

0.81 square feet per capita for the 91 projects completed in 2008. New libraries that opened in the Western United States during that time frame increased significantly, from a median of 0.35 square feet per capita in 2006 to 0.62 per capita in 2008.

DEMOGRAPHIC TRENDS

The population of Pierce County has grown significantly since the last large-scale facility improvements were constructed in the Pierce County Library System. The voter-approved bond in 1986 was intended to build facilities to meet population needs in 2001. The current Pierce County Library System's population is 28% greater than what the current facilities were planned to support. This current deficit is evident in all of the locations. Current projections show the population growing an additional 30% – 171,000 people – by 2030, which would put the library service levels systemwide at 0.28 square feet per capita – far below current levels and comparable systems discussed above.

By the time the last library improvement from the 1986 bond was constructed in 1997, the Library's inventory of square feet of space was already below 0.5 square feet per capita. The current square footage per capita at Pierce County Library System is 0.36 and will continue to fall if nothing is done to improve the space available.

The population growth in the county has not only increased the density in more suburban, urbanized areas, but also introduced housing in previously rural or isolated areas. Communities are also changing and becoming more diverse. The 2000 census showed a 64% increase in the numbers of individuals speaking English as a second language, to 11.4% of the total population.

Year	Library System Population*	% growth since 1980
1980	294,091	
2000	460,660	57%
2010	551,342	87%

Year	Library System Population*	% growth 2010 to 2030
2010	551,342	
2030	717,843	30%

*1986 bond planned for a 2000 population of 431,000.
Populations are from U.S. Census and Puget Sound Regional Council data.
2010 population does not include Fife; 2030 projection includes Fife.

It is important to note that economic and other factors will continue to affect the actual population growth in the county. The future population estimates are presented as a potential range for this reason. Also, population projections are currently being completed by Puget Sound Regional Council (PSRC) for Pierce County and its communities, and this updated information may provide a more accurate update to the expected population numbers. However, demographic and economic conditions will continue to affect the area, and the general trend through time will still be towards significant growth in the county that will put even more strain on the Library's facilities.

Taken together, these factors – current service deficits, continued population growth, changing library services, and increased and changing customer needs and expectations – need to be addressed so that Pierce County Library can change and grow to meet residents' needs. How the Library aligns its services and facilities to best meet current and future library needs was a key focus of this master plan. Retaining flexibility to continue to adapt in the future will also be critical to the Library's continued role to serve the community.

Library service trend over time measured on a square foot per capita basis.
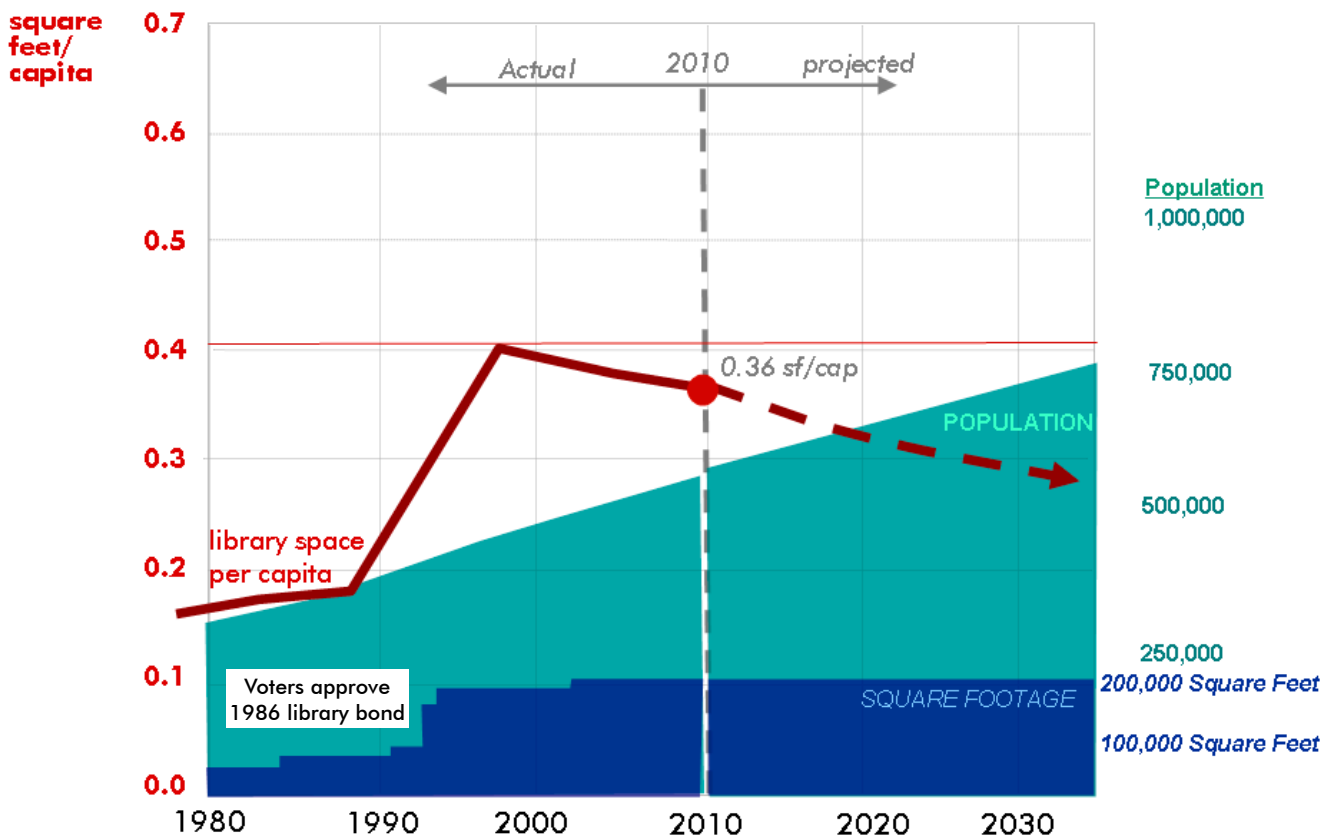
Blue represents square footage in Library System.
Green represents population trends.
Red line represents library space per capita in Pierce County Library System.

As part of the multi-faceted approach to the needs assessment, Library staff conducted two surveys and a survey of customer use mapping in addition to the in-person community involvement to extend the reach of the needs assessment to a larger range of people and use patterns. Similarly, in addition to demographic and library use statistical analysis, Library staff evaluated each of Pierce County Library's existing buildings in terms of services, general building condition, and ability to adapt the facilities and sites to meet the long-term needs for communities the Library serves.

COMMUNITY ASSESSMENT

Library Use and Service Priorities Survey

The Library conducted a survey in December 2008 to elicit information about residents' library use patterns and library service priorities. More than 4,000 people participated in the survey – 2,457 completed at the Library's facilities; 900 completed at senior centers, retail stores, or other external locations; and 649 completed online via the Library's Web site. The survey results support Library usage statistics and parallel community input gathered at other community forums. Pierce County residents use their libraries and value the library services they receive. Demand for books to check out is strong and widespread with demand for media almost as strong. Respondents consider computer access a service priority independent of whether or not they use the Library's computers; they see it as a service that the community needs. Respondents frequently expressed a desire for a more comfortable, spacious library environment, with services and amenities such as quiet reading areas or a café.

Respondents reported that they use multiple resources to obtain books and information:

- 75% use the public library.
- 58% use the Internet.
- 38% shop at bookstores.
- 28% get information from television.
- 24% get information from the radio.

More than half (57%) of respondents visited a Pierce County Library at least once a month during the previous year, 16% visited 6 to 12 times, 13% less than 6 times and 8% not at all. In 2008, almost 2.3 million people visited one or more of Pierce County's libraries, a statistic that tends to confirm that the Library System is well used. During the same time period, people checked out nearly 6.6 million books and other items; an average of 4.9 checkouts per item, a level of activity that also points to a library that is actively used.

Almost 20% of respondents (734) said that they would use materials in languages other than English. The languages most often noted were:

- Spanish (283 respondents)
- French (115)

The Books Plus To Go displays, with popular books and movies, is one of the Library's hottest offerings.

More books and other materials are a top priority to the Library's customers.

- German (71)
- Japanese (57)
- Italian (31)
- Korean (31)
- Chinese/Mandarin (30)
- Russian (28)

Adults between 45 and 59 years of age were the largest group of respondents, at 24% of the total and adults over the age of 60 were second largest, at 20%. Adults aged 35 to 44 made up 16%, adults 25 to 34 were 12%, teens ages 13 to 18 were 11%, 19 to 24 year olds were 6%, and children and youth up to the age of 12 made up 3% of the total. Thirty-eight percent of respondents indicated that children under the age of 18 lived at home with them.

Priority Library Services (survey respondents could select up to five services):

- Checking out books: 79%
- Checking out DVDs: 53%
- Access to current books: 37%
- A wide selection of books: 36%
- Checking out music CDs: 32%
- Access to a computer: 26%
- Internet access: 22%
- Checking out audiobooks: 20%
- Getting help to find information: 19%
- A place to read: 17%
- Space to do homework and research: 17%
- Programs for children: 14%
- Space for children and families: 13%
- Programs for adults: 12%
- Homework resources for kids: 12%
- Wi-Fi access: 11%
- Assistance for parents and caregivers to prepare children to read: 9%
- A gathering space for teens: 6%

The most frequently stated reasons for not visiting a library are listed below. These reasons are typical of the obstacles to library use found in many communities and reflect the busy schedules many people are required to keep.

- Lack of time: 6%
- Inconvenient locations: 5.6%
- Inconvenient hours: 4.4%
- A preference to purchase their own books: 4.1%
- Too limited a selection: 3.6%

The services respondents most frequently mentioned that would draw them to the Library were:

- New books to check out: 67%
- New DVDs to check out: 52%
- Places to sit, read, or study: 30%
- A café or coffee shop: 29%
- New music CDs to check out: 28%
- Computers: 24%
- New audiobooks to check out: 19%
- Computer classes: 17%
- More convenient hours: 17%
- Programs for children: 17%
- Programs for adults: 16%
- Wi-Fi access: 14%
- Library materials pick up/drop off locations at malls or other high-traffic areas: 12%
- Space for families and children: 11%
- Tutoring/homework help: 11%

"It is so important to improve the literacy rate and the interest in reading in our society."
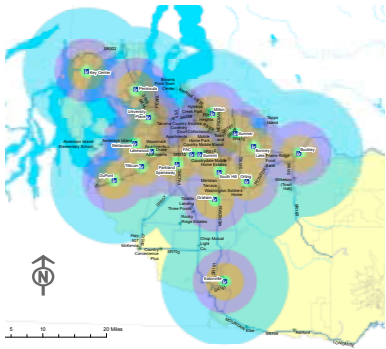
– Survey repondent

"I would like more toddler programs after school and weekends. Working parents can't come during the day."

– Survey respondent

Library Services that would bring people to Library *(select five)*
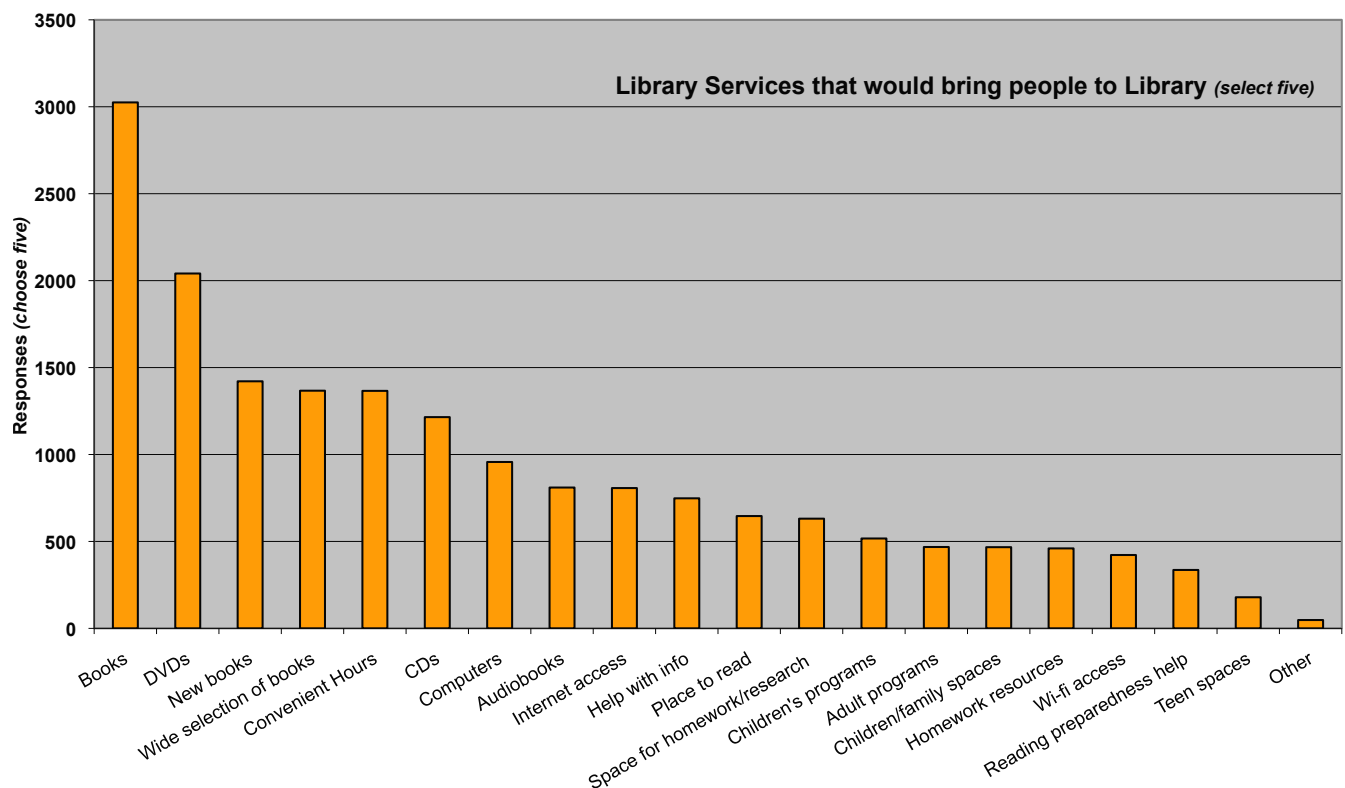
Residents in outlying areas were willing to drive at least 10 miles for library services (blue ring represents 10 miles from a library).

Remote and Isolated Areas Survey

Pierce County Library conducted a survey of residents who live in remote and isolated areas of the county, relatively distant from library buildings. The survey assessed the degree to which these residents visit libraries and the services they value. The Library conducted the survey by mail and generated responses from 317 county residents. When asked where they usually get books and information, the respondents cited the Internet most often, followed by public libraries:

- Internet: 66%
- Public library: 59%
- Bookstore: 50%
- Newspaper: 46%
- TV: 45%
- Radio: 37%
- Friend: 34%
- Local government: 6%
- Other: 8%

For respondents 65 years or older, the importance of the Internet and bookstores is significantly less , and the use of public libraries and newspapers is relatively higher than for younger respondents. Public libraries ranked third among the respondents under 35 years of age and ranked first among those 65 or older.

In addition, respondents stated that:

- The Internet is a primary source of books and information, named by two-thirds of the sample. Fifty-nine percent of respondents cited the public library, and 50% cited bookstores. About three in four of the respondents, overall, have high-speed Internet access, and nearly all of them have access from their homes. The lowest rate of access is in the area outside of Roy.

- About two-thirds of this sample visited a library in the past year, and only 5% visited a bookmobile. Use of library facilities and services is highest on the Olympic Peninsula and lowest in the Roy area. About one-third used the the Library's Web site.

- The primary reason stated for not using the Library is a preference for buying books and materials, followed by the view that library locations are inconvenient.

- Respondents were asked: "If the library had the programs and services you wanted, how far would you drive to use the library?" The majority said that they would drive at least 10 miles, suggesting that the desired events and services are quite important to them, with the average being 12 miles.

- In considering additional free services in their localities, the respondents identified local locations where they could pick up and drop off materials as the most desirable of eight options to access library services outside of libraries. Self-service kisosks would also be popular, and a number of locations were suggested.

Other Surveys and Potential Customers' Focus Groups

The Library has conducted several surveys in the past few years to identify public attitudes about library services and their experience using Pierce County Library. In 2008, the Library conducted focus groups as research follow-ups to better understand the reasons that self-identified non-customers do not use Pierce County Library's services. Participants primarily cited convenience as a factor– having to return materials by a due date, having to wait for a book, and the speed and ease of the Internet. Some comments related to facilities – that the libraries are too small and that books and materials were limited.

Lack of meeting rooms in some facilities causes acoustic problems.

Community Meetings

Overall, participants at the community meetings valued nearly all library services and voiced very positive comments about current services. However, when the facilitator asked meeting participants to cite services that could be improved, individuals offered an even longer list of ideas and direction. These community meetings confirmed the need for more of existing services as well as potential new services.

The following is a brief summary of those services that community members currently use and believe are working well:

- Adult services, including adult events and events offered in partnership, and Pierce County's READS program.
- Museum passes program.
- Children's services, including storytimes and other events, summer reading, and toys in the children's area.
- Community services, such as art displays.
- Community meeting rooms.
- The library as a gathering place/center in the community with community information (bulletin board space).
- Materials collection – newspapers, magazines, large print, DVDs, audiobooks, and Books Plus To Go selections were the most popular materials cited.
- Online services, including e-books (downloadable books), homework help, online catalog services, and meeting room reservations.
- Outreach services, including the bookmobile and outreach in the community – although more was wanted.
- Staff are friendly and knowledgeable.
- Technology – computers and Wi-Fi are well used.
- Teen services, including events, and, in particular, game events.

Community Leaders Advisory Groups discussed community needs.

Services that the community felt needed improvement include:

- Access to library buildings, including increased hours and 24/7 access to materials.
- More materials – books, DVDs of all types, larger selections, bestsellers, software, world languages, and items in multiple formats, including downloadable formats.
- Community services, including community information, community gathering areas, and inviting spaces.
- Coffee stand/café.
- Technology (computers), including more computers in all areas and for catalogs, smart meeting rooms, faster bandwidth, and other technological advances, as well as assistance with these services.
- Improved security.
- More classes about job training, resume writing, help to find a job, and help to manage money, etc.
- Events for teens, including verbal homework help; tutoring live in person, one-on-one.
- Marketing of events, services, and materials – through e-mail, digital reader boards, etc.
- Online services, including a more user-friendly catalog.
- Partnerships with community groups and non profit organizations as well as schools and transit agencies.
- Staff availability for services out from behind the desk.
- Services outside the library building, including library kiosks, services for remote residents, and expanded bookmobile services.

Community Leaders Advisory Group Meetings

The five regional Library Community Leaders Advisory Groups (CLAGs) met in January 2009 during the needs assessment phase to discuss community needs and recommendations for how the Library could help meet those needs. The groups agreed with community comments from the surveys and the Library's preliminary services and facilities needs assessment. Overall, the groups emphasized the need for:

- More community gathering places.
- More space to accommodate growing populations.
- Both quiet and activity spaces for the public.
- Space for all ages – teens, children, adults.
- Better and new services to remote and isolated areas.

In small groups participants discussed specific building and service needs for their particular community and library; these comments agreed and expanded on the input from the community meetings. Several groups suggested potential locations for libraries that would likely need new sites. The planning team included and evaluated these sites, plus additional sites suggested throughout the process, when developing the facilities recommendations.

The CLAGs met a second time in the spring of 2009 during the recommendations phase. They reviewed the emerging recommendations for library service levels, and evaluated the expansion strategies for existing sites and potential library sites for proposed new and relocated facilities. The sites preferred by this group are included in the Facility Summaries section of this report. Many of the participants had also participated in the Strategic Vision Workshop and brought some of the concepts discussed there to these meetings for further discussion, including partnerships, third space/community gathering spaces, and alternative service delivery. In addition, many leaders also expressed interest to partner with the Library to better provide services to the public, either through events, co-locations, or potential joint-use buildings. The Library will continue to work with these potential partners.

Customer-Use Patterns Analysis

To better understand the usage of the libraries, the Library mapped customer usage from its circulation system to get an idea of how people use the libraries in comparison to where they live, including relative mobility in accessing library services and potential geographic barriers to use. The project planners analyzed these maps for use patterns for each library individually as well as to confirm library service areas and answer several questions that affect library use. The results show that Pierce County Libraries are well-used throughout the county. Residents' usage patterns seem to be influenced by the area's geography, including geographic barriers such as bodies of water

"Teens that often visit the library have been saying that there's not a wide enough selection of manga, crime, and CDs (including foreign CDs)."

– Teenager comment at Strategic Vision Workshop
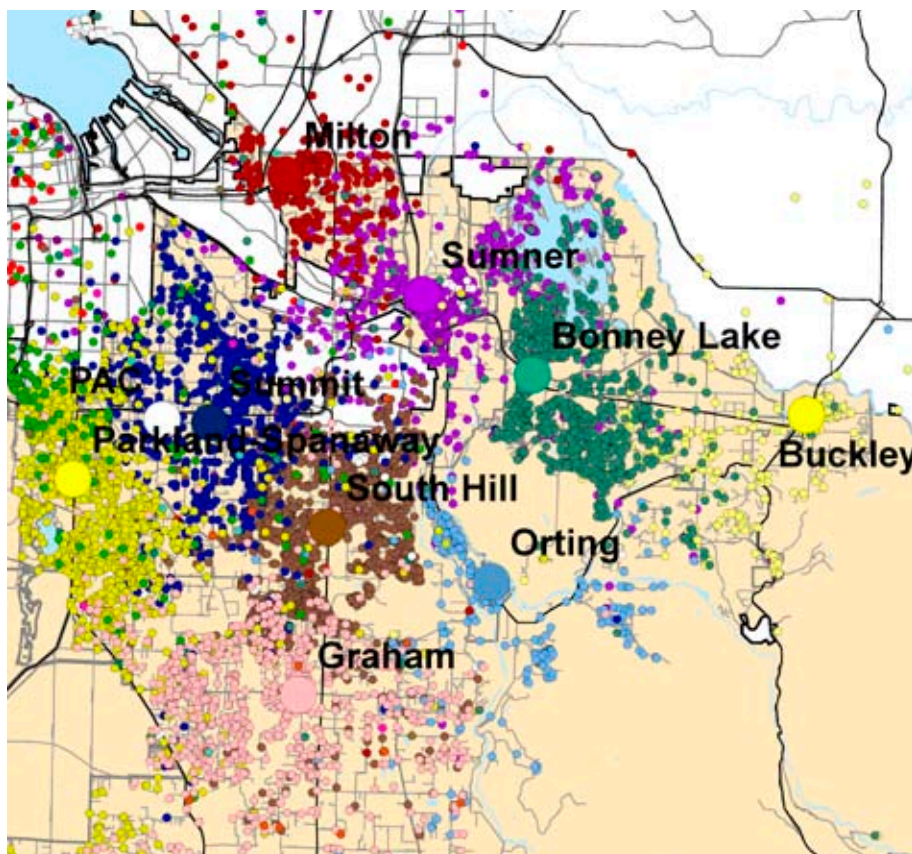
Customer use mapping

GIS staff plotted the address of each person who checked out materials at the library, with colors representing which library the customer had used (i.e. everyone who checked materials out at the Buckley Library had their home address mapped as a yellow dot; everyone who used the Milton Library had their home address mapped as a red dot, etc.).
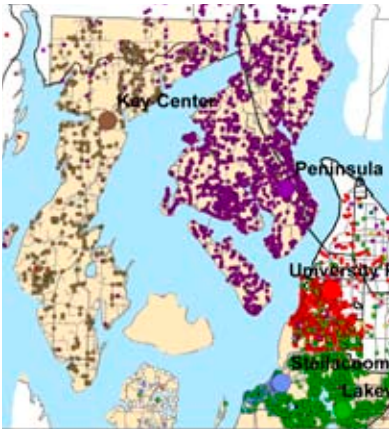
and topography. Commute patterns and corridors with significant traffic also influence usage. For instance, Parkland/Spanaway Pierce County Library shows customers coming from a fair distance from the south, likely due to the convenience of the Roy-McKenna Highway.

Other patterns that were observed include:

- Customers generally used libraries within their geographic region, although commute and transportation patterns seem to play a role in library usage as well. Similarly, residents of the northwestern part of Key Peninsula use the Gig Harbor/Peninsula Pierce County Library as well as the Key Center Pierce County Library, likely due to the Gig Harbor/Peninsula Library's convenience near Highway 16.

- Freeways, highways, water bodies, and topography seem to be a limiting factor for the geographic reach of some libraries. This is especially true for the areas restricted by water, such as Key Center and Anderson Island.

- The majority of library customers in most service areas use the library nearest their residence. For people with smaller libraries as their home library, they tend to also visit a nearby larger library. For example, people whose neighborhood library is Steilacoom, Tillicum, or University Place Pierce County Library, also visit the larger nearby Lakewood Pierce County Library; and people who live in areas near Graham and Summit use the larger nearby South Hill and Parkland/Spanaway Pierce County Libraries.

- Mapping indicates that customers in remote areas show significant usage of services outside of the libraries, such as bookmobiles. This includes areas such as Browns Point – Dash Point, Anderson Island, and in the communities near Mt. Rainer.

EXISTING FACILITIES AND SERVICES

Existing Facilities – Facility Evaluation

The most significant deficiency of Pierce County Library's facilities is the small size of buildings compared to the population the libraries serve. The libraries are too small to meet the needs of the communities. This results in over-crowding and affects everything from noise levels to the ability to find space to work, read, or meet with others. Teens found too little space for group study, and there was minimal space available for both teens and adults needing quiet space to study. Computers had long waiting times, and when customers did get their turn, the amount of time was limited and they may not have had enough time to fill out job applications or other forms. The Library recently increased the time limit, but the number of computers is still very limited compared to demand. These space issues are consistent across all of the libraries.

The Pierce County Library facilities are in good physical condition – they are well-maintained, well-lighted spaces. The level of construction and remodeling is consistent with what is expected from public construction, with the use of long-wearing and resistant materials for finishes, structure, and mechanical and lighting systems. Civic architectural spaces with higher volumes and civic entries are in place at many facilities, especially the newer facilities. Architectural finishes and features are well-maintained by the Library, with regular maintenance and replacement of carpets, paint, furniture, and equipment. Funding for these improvements, however, currently comes from the Library's operating levy and is limited.

The mechanical systems vary throughout the system, with some of the systems undersized and aging. The maintenance of HVAC units is consistently conducted throughout the system, with continued commissioning for energy efficiency performed on a regular basis. Electrical and data infrastructure is at capacity, as nearly all of the facilities were built prior to the influx of computers and other data and power-dependent equipment being introduced in the buildings.

In addition, facilities built in the 1970s face significant renewal of their infrastructure due to the ages of the buildings. Only one of these buildings, the Lakewood Pierce County Library, and half of the Key Center Pierce County Library is owned by the Library. Ongoing capital maintenance of these facilities tends to be more extensive and expensive. The Library desires to provide consistent services and customer spaces across the system, which is not possible in these older facilities that do not have the physical space and require additional maintenance. The HUD-built buildings – Tillicum, Sumner, Orting, Milton, and Key Center Pierce County Libraries, are joint-use buildings with complex ownership and maintenance agreements. This makes renovation work to these shared facilities far more difficult than for buildings the Library owns.

While all of the buildings are at or over capacity in serving the community, most libraries are well-located within their communities and service areas, with locations on or near busy and convenient streets with bus access and adjacent community or commercial uses as well as near the surrounding residential areas which they serve. Project planners discussed existing and proposed locations for the libraries with the Community Leaders Advisory Groups and are addressed in the Facility Summaries section of this report.

Existing Facilities - Service Evaluation

During the past 20 years, population increases, additional service demands, and changes in the ways the public uses libraries have combined to overwhelm the Library's facility space. This is apparent in all of the libraries, which are crowded and at capacity in terms of seating, books and materials, and other resources just when more and more people need the shared resources of the library.

All of the Library's buildings are crowded.

Electrical and data is at capacity at most facilities.

Spaces for teens and families are limited at most libraries.

Seating

Space for people to sit and to interact is the Library System's most severe space deficit. In most existing facilities, seats are filled to capacity nearly all of the time. Many visitors report that they use the Library to pick up and drop off materials, but no longer try to read or study in the libraries. The library services survey confirmed this need, with 30% of respondents noting that "places to sit, read, or study" would bring them to the library. Throughout the system, there is a lack of zoning between areas, both physical and acoustical. Teen spaces, for example, are often adjacent to quiet reading areas. Community open house participants frequently mentioned acoustical issues and the need for distinct areas for adults, teens, and children.

Comfortable parent/child seating is needed within each children's space. Defined spaces for teens are needed at each location, with sufficient seating as well as display shelving and computers. Small group study space is in high demand to allow tutoring pairs, student work groups, homeschooling families, and others to work together around a conference table without disturbing others. Flexible seating areas are needed with tables and chairs that can be easily repositioned for multiple uses – quiet study, classes, and collaborative work. The Library System currently offers a total of 665 seats at its 17 libraries, for an average 1.21 seats per 1,000 residents. This represents about one-third the seating capacity suggested by current library industry planning practices, or 3 to 4 seats per 1,000 people.

Materials and Shelving

More shelving capacity and more varied types of shelving are needed throughout the system. Survey responses frequently noted the need for more new books. Shelving, however, is at 100% capacity. Offerings of materials cannot be developed to meet community need and demand, because space is so crowded that for nearly every new item added an existing item is removed. Due to space limitations in the libraries, still-useful materials must be taken off of shelves while other materials aren't seen by the public and must be stored at the Processing and Administrative Center. More display shelving and browsing kiosks are needed to expand the successful Books Plus To Go displays of popular books and DVDs.

Shelving heights should be lowered to allow visitors to comfortably reach and browse books and other items. Additional shelving for children's and teen's books and materials is needed. Shelving at the current facilities accommodates materials that provide the service population with an average 2.15 items per capita. Without additional shelving, the aggregate shelving capacity will drop below 2 items per capita within the next five to ten years.

Technology

The Library's hundreds of public access computers are in constant use. For many residents this equipment is the only access they have to the Internet and other online resources. Waiting lines are common and adjacent seating is often occupied by customers awaiting their turn. More computers are needed to serve all age groups – adults, teens, and children. The Library's free wireless access service is extremely popular with people with laptop computers. A lack of electrical outlets, however, frustrates many customers and contributes to potentially unsafe conditions when users plug in power cords across walking areas. Attendees at community open houses throughout the system mentioned the need for more electrical outlets for laptop users.

More technology access is needed throughout the system.

Meeting Rooms and Event/Workshop Space

The amount and quality of meeting room space varies widely among the Library's buildings. Dedicated meeting rooms are available at 11 of the 17 locations. Four additional locations have limited meeting room access in adjacent buildings. The need for larger and improved meeting room space was brought up at almost every community open house. The amount and variety of Library-sponsored events is increasing throughout the system. More dedicated meeting room space is needed that can be used for a wide variety of events – child literacy classes, mobile media (computer) labs, book discussion groups, tutoring, panel discussions and many other classes and activities. The growth of the Library's third space role intensifies the need for community gathering space, especially for space that supports informal interactions and social exchanges. Specific, dedicated space for children's classes is also needed.

Operational Efficiency

The Library has successfully introduced self checkout technology and self-service for people to pick up items they have placed on hold. Space constraints prevent the most effective use of this service at all locations. More self checkout units are needed and, in some locations, additional shelves for items on hold are needed to accommodate the increasing number of books and media items being requested. Increasing checkout of materials is also adding pressure on space to sort and process items returned to libraries.

Example of an efficient materials return system.

Recommended seating levels will ensure seating for all ages - children, teen, adult, family, and both quiet and active uses, as shown in recently built libraries.

The Library's facilities must accommodate the spaces and services required to meet community needs now and into the future. While computers and electronic technology have profoundly altered how people obtain and share knowledge and information, the library as a physical place complements and supports that digital world and continues to play an important role in society. The service level recommendations outlined below will enable the Library to meet growing customer expectations, to serve the expanding population, and to support the Library's evolving service model. The recommendations that follow incorporate current best planning practices in library facility design and incorporate space planning experiences from building many recent public libraries.

Seating

More than any other facility improvement, increased seating capacity with varied seating is needed to support a growing population and expanding community use. The current combined seating capacity, at 716 seats, provides an average 1.21 seats per 1,000 people served – approximately one-third the capacity considered optimum for effective library service in today's society. Plentiful and varied seating will support the Library's ability to accommodate new and evolving service roles, including collaborative learning, the community gathering place and family literacy. To provide sufficient seating capacity at each building, a target of 3.75 seats for every 1,000 people in the Library's service area is recommended, with a minimum of 35 seats at each location. This will provide the 2030 population with a combined seating capacity of 2,707 seats, and includes all reader and study table seats as well as seats in quiet reading areas, seats in teens and children's areas, parent/child seating, laptop computer counters, and other seating within public spaces.

Seating Guidelines

Seating *for all locations*	Current	Best Practices	Recommendations
reader seats [1] *per 1,000 people*	716 seats *1.21 seats/* *1,000 people*	*3 - 4 seats/* *1,000 people*	2,400 - 3,000 *3.75 seats/* *1,000 people*
group study seats *per location*	0 - 16 seats/ location [2]	18 - 36 seats/ location	12 - 36 seats/location
group study rooms *per location*	0 - 6 rooms/ location	3 - 6 rooms/ location	3 - 6 rooms/location

1 Seating includes all public reading seats at table and lounge configurations, and excludes group study, technology, and meeting room seats. A minimum of 35 seats should be provided at every location.
2 See Facility Summaries section for detail.

Materials and Shelving

The Library's collection of books and audiovisual media needs to expand from the current 2.15 items per capita to a goal of 2.5 items per capita, with a minimum size of 20,000 items per location. This will allow the collection to develop, especially in the areas of children's and teen materials, media and world languages. In addition, the Library needs to be able to make its collections more accessible, with increased use of display and merchandising shelves and mid-height shelving that people of all ages can easily use. With the growth of electronic collections, it is assumed that a minimum of 20% of the materials available will be in online format and available for downloading. This will result in reduced needs to shelve physical materials. To serve the 2030 population, a collection of 1,856,000 items is recommended, 80% in physical formats and 20% in digital formats.

More display of materials is needed to help customers find materials more easily, as shown from a recently built library.

Materials Guidelines

Materials	Current	Best Practices	Recommendations
items *per capita*	1,200,000 items *2.15 items per capita*	*2.25 - 3.0 items per capita*	1,650,000- 1,940,000 items *2.5 items per capita*
1 A minimum collection of 20,000 items at each location.			

Technology Workstations (Computers)

The Library's computers are a primary service to the community and provide some residents with the only access they have to the Internet and to computer technology. Demand for this service is significant, with people facing reduced incomes and unemployment. Students at all levels turn to the Library for support with their studies, which almost always includes access to the Internet. The number of public access computers needs to increase from the current 310 workstations to a total of 1,385 workstations to provide the projected population with a 1.5 to 2.5 computers per 1,000 people and a minimum 30 workstations at each facility. This will include Internet access and online catalog terminals, computers loaded with educational games for children, job finding and other specialty uses, as needed, and workstations with word processing and other software applications. Some computers should be clustered to facilitate computer-based training.

In addition, the public space needs to be designed to accommodate people who bring in their laptops, with wide distribution of electrical outlets and laptop work counters interspersed with standard table seating.

Additional space for events and meetings is needed throughout the system.

Technology Guidelines (Computers)

Technology Workstations	Current	Best Practices	Recommendations
computers [1] *per 1,000 people*	310 computers *0.56 comp./* *1,000 people*	*1.5 - 2.5 comp./* *1,000 people*	1,240 - 1,525 computers *1.9 - 2.1 comp./* *1,000 people*

1 A minimum of 30 computers at each building.

Meeting Rooms and Event/Workshop Space

Each building needs a dedicated, enclosed multipurpose meeting room that accommodates 75 to 150 people, seated auditorium style. This will result in meeting rooms of 900 to 1,800 square feet. Both the Library and community can benefit from this space, with public events and classes offered by the Library and groups in the community.

A secondary meeting room of 600 to 900 square feet is recommended for buildings that serve areas with populations greater than 43,000. Demand for meeting room space will be especially strong in these areas. A second enclosed space will provide flexibility in scheduling multiple events. In addition, these spaces can be multifunctional, providing space for small to medium group activities, for workshops, teen events, and informal learning.

Conference/Tutoring Rooms

Small conference and tutoring rooms are needed throughout the system in which groups of students, tutoring pairs, business entrepreneurs, and others can work together, separated acoustically from the general public space. Currently, the Library offers 28 conference and study rooms available with a total of 88 seats[1]. The constant demand for these spaces far exceeds current capacity. Groups frequently meet in open seating areas, exacerbating noise levels and disruption. An increase in acoustically enclosed conference and tutoring rooms is recommended to provide 3 to 8 rooms per building, for a total of 660 seats systemwide.

Overall Building Size

Each building must accommodate the seating, shelving, computers, and meeting and event/workshop space needed to meet the needs of its service population. Each building also needs space for self checkout equipment, service desks, staff work space, copy machines, community information display, storage, and custodial supplies. To accommodate the spaces needed, this report recommends that the overall square footage provided for library facility space increase from the current 143,053 square feet to a range of 439,808 to 511,128 square feet. The amount of building space within each service area needs to provide an average 0.61 to 0.71 square feet per capita. The overall amount of space needed, including the Processing and Administrative Center,

1 Figure includes the anticipated conference room seating at the new University Place Library.

Multipurpose, Meeting Room, and Event Space Guidelines

Meeting Rooms	Current	Best Practices	Recommendations
meeting room seats *per location*	991 total seats 28-129 seats/location[1]	75 - 200 seats/location	75 - 150 seats/location
meeting room size *in square feet*	0 - 1,500 sf	900 - 2,400 sf	900 - 1800 sf
secondary meeting room *in large service areas*	none	900 - 2,000 sf or flexible common space	600 - 900 sf in larger facilities

1 See Facility Summaries section for details.

will provide a total of 0.68 to 0.78 square feet per capita. This represents a 2.5 times increase from the current 200,053 square feet available, which provides a combined 0.36 square feet per capita to the current population.[2]

More group study/conference rooms are needed in all libraries.

Overall Square Footage Guidelines

Square Feet per Capita	Current	Best Practices	Recommendations
building size	200,053 sf *0.36 sf/capita*	*0.6 - 1.0 sf/capita*	490,000 - 561,000 sf *0.61 - 0.71 sf/capita*

Parking

Each facility must have adequate parking available to accommodate customers who drive, as well as sufficient parking to meet local zoning codes. Parking levels of one space for every 250 square feet of building space should be provided, which should be adequate for all buildings and meets or exceeds all of the zoning codes required. In some cases, parking spaces may be provided through joint-use agreements, such as the Gig Harbor/Peninsula Pierce County Library which currently has a joint-use parking agreement with the Peninsula Christian Fellowship, and is expected to maintain or expand this partnership.

2 This figure includes the PAC and the square footage of the new University Place Library.

NEEDS ASSESSMENT

Overall Library Systemwide Guidelines

Systemwide	Current	2030 proposed [1]
population	551,000 *(2010 pop.)*	717,800 *(PSRC projected)*
materials	1.2 million items 2.15 items/per capita	1.6 - 1.9 million items 2.5 items/capita
seating [2]	716 seats 1.32 seats/1,000 pop	2,400 - 3,000 seats 3.77 seats/1,000 pop
technology workstations [3]	310 computers 0.56 computers/1,000 pop	1,240 - 1,525 computers 1.93 computers/1,000 pop
meeting room seats	991 seats 28-129 seats meeting rooms in 11 libraries, plus administrative center	1,990 - 2,200 seats 75-150 seats per location meeting rooms in all locations second meeting room at large facilities
group study	88 seats in 27 rooms 1-6 rooms in 11 locations	590 - 725 seats 3-6 rooms at each location
total square footage [4]	*200,053 sf* *(including PAC)* 0.36 sf/per capita	*490,000 - 561,000 sf* *(including PAC)* 0.61 - 0.71 sf/per capita

Notes:

1 Service components are expressed in low to high ranges to facilitate tailoring services to meet the unique needs of each service area. In aggregate, the service components should fall with the total square feet/capita appropriate to each population range

2 Seating includes all public reading seats at table and lounge configurations, excludes group study, technology, and meeting room seats.

3 Technology workstations are for public use including Internet, catalog, download, and collaborative training. Staff workstations are in addition.

4 2030 proposed square footage is expressed as +/- 7.5% range of the average of each service component applied to the 2030 populations of each service area.

The recommendations included three components: 1) Levels of library service, as described previously; 2) Distribution of library services, called system design; and 3) Specific building proposals for each service area.

SYSTEM DESIGN RECOMMENDATIONS

System design describes the types of library buildings, how they relate to one another and function as a system, and how they are distributed across the Library's service area. The recommended system design is based upon the planning principles, which were a synthesis of the Library's goals and resulting collaboration with communities. The Library's vision for service delivery in the future and an analysis of geographic, residential, and transportation patterns and trends also influenced the system design.

The Library considered the following system design criteria during the planning process:
- Build on existing infrastructure where possible to leverage existing investments and past community bonds.
- Recognize and respond to present and future transportation and development patterns.
- Provide equitable services reflecting the needs of the community throughout the Library's service area.
    - Recognize that the library facilities operate as an integrated system.
    - Provide a common set of core services at all libraries.
    - Recognize the needs of diverse populations with tailored services.
    - Recognize the needs of diverse geographies – rural, urban, suburban – and provide targeted services for remote or isolated areas.
- Provide convenient access to services that are valued by customers.

    Services should be flexible and responsive – libraries should be built allowing flexibility for changes, and alternative service points that may change, move, or terminate as appropriate.
- Supplement permanent library locations with alternative ways to deliver service.

    Ensure approaches to deliver service are responsive, flexible, and economical, to meeting some community needs.
- Maintain an economically efficient system to ensure the ability to operate long-term.

The current distribution and location of library buildings serves the more populated areas of the Library's service area. The libraries are well-located and well-used, as shown by the thorough coverage in the customer mapping analysis. Therefore, the current system of distributed libraries is recommended as the main conduit to deliver library services. The facilities master plan

The recommendations build on the Library's existing infrastructure.
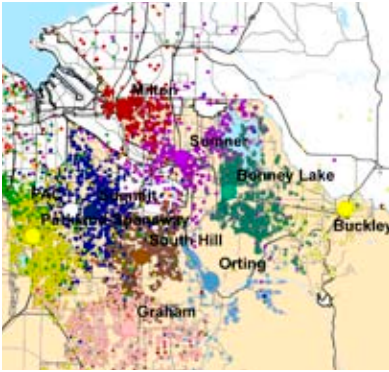
Areas to the northern and western parts of the service area will continue to grow in population.

process identified only one area, the Frederickson area west of Graham near Canyon Road and 176th Street, as being large enough in both population and distance from an existing library to require a new facility. This area meets the Permanent New Branch Location criteria adopted by the Board of Trustees. Many different groups, including the Community Leaders Advisory Groups and the general public in community meetings, expressed the need for library services in this area.

At the core of the proposed system design is a series of robust libraries that are distributed equitably throughout the Library's service area. Library service equity is measured on a per-capita service basis premised on a library service area's current and projected populations. This means that areas with smaller populations will have smaller libraries, and areas with larger populations will have larger libraries. The buildings are scaled according to the size of the population in the area and have approximately the same ratio of building size and library services per person. Interviews with staff about customer patterns and geographic analysis of the current patterns of use by customers helped to identify service areas.

The population is expected to increase in all service areas throughout Pierce County Library System, with the western and northern areas already with larger populations expected to densify and grow outward towards the central and southern areas of the county, and the rural areas adding population as well. The very rural and isolated areas, such as Anderson Island, areas near Mount Rainer, and far eastern Pierce County, will remain rural and somewhat isolated.

Since the system is a network of scalable libraries, when to introduce a new library to the system was addressed through a series of criteria that will provide convenience to customers, provide a minimum level of services in each building, and allow the Library to maintain a system that is economically viable to operate into the future.

Criteria for New Permanent Branch Libraries

Libraries provide a full range of services, direct access to staff and an important third space location. Criteria for when to add new, permanent libraries to the Library System is important. The Library, Community Leaders Advisory Group participants, and the consultants all gave input into these criteria, which the Library Board of Trustees approved on May 13, 2009. The planning team reviewed the potential addition of new libraries against these criteria.

Service Area Population
- In a proposed service area do the projections indicate a minimum population of 12,000 people to support the use of a permanent library facility of at least 10,000 square feet?
- Is there a central activity area that people gather where the library could locate? (Is there a place within the community that people rely on for other services?)

Access to an Existing Library
- Is the amount of time or distance to an existing PCL library reasonable?
- Is the majority of the service area population more than twelve miles (12) from another library?
- Do current traffic patterns make an existing branch inconvenient to a significant portion of its users and will those conditions likely persist in the future?

Viable Service Alternatives
- Could the service population be effectively served by alternative services singly or in combination, such as Bookmobile, online services, telephone service, or other alternative service points?

Geographic Considerations
- Are there geographic features of the area which inhibit the use of existing libraries (including natural and man-made features)?

A variety of alternative service delivery concepts will help expand access to library services, such as this book kiosk and holds pick-up in Roanoke Virginia.

As noted above, the Frederickson area is the only area in the system that currently fits these criteria, and is the only recommended location for a new library. The criteria will allow the Library to review and consider new locations as development patterns evolve and change. Although the current location and distribution of libraries is appropriate, all of the library buildings need to be expanded in size to provide services at the levels recommended.

Alternative Service Delivery (ASD)

In addition to the library buildings, all of the community collaboration and input, geographic analysis, and surveys pointed to the need for an alternative approach to access services. A range of services can provide convenient access to meaningful library services. This alternative service delivery (ASD) may take the form of kiosks, vending, service in partner spaces, or other forms of getting services outside of a library building. The range of services possible through technology, kiosks, or partners include looking for materials, pick up of items on hold, access to the library catalog and online services including downloadable materials and potentially wireless access, book drop-off, and stand-up or sit-down computer terminals.

Alternative service delivery locations are intended to be responsive and flexible to the needs of each of the particular locations where they are located. Likewise, the locations may not be permanent, but should be flexible and responsive to the changing needs of communities.

On May 13, 2009, the Board of Trustees adopted the following criteria to guide the creation of new alternative service delivery locations:

Local Interests and Issues
- Is the community interested in the types of service proposed?

Geographical and Physical Isolation
- Does the service point serve a geographically isolated population that does not otherwise have convenient access to a branch?
- Transportation-based isolated areas

Customer Convenience
- Will the proposed Alternative Service Delivery point provide significant convenience to a large number of customers? Does the location provide the opportunity to have a high impact of library services?
- Will the ASD point draw new customers or create additional options and convenience for existing customers?

Relationship to an Existing Library
- Will it have a complementary relationship/symbiotic relationship with existing branches?
- Is there related infrastructure that supports the proposed/needed alternative service point (such as a secure or monitored location, electrical or other infrastructure, etc.)?

Economic Efficiency
- Will the expected usage of the selected services be sufficient to justify the operating costs?

LIBRARY IMPROVEMENT OPTIONS

An additional 290,000-360,000 square feet is recommended to be added to the system during the next 20 years to serve both existing and new residents, including square footage increases at all libraries and adding one new building. While this is a significant increase in square footage, the new space will allow the Library to operate more efficiently and to provide more spaces for books and materials, people to gather, community to connect, technology, events/ workshops, and other areas for learning.

New and Expanded Buildings
The consultants evaluated each proposed library or change to an existing building to determine the options for improvement to meet the recommended space needs.

The definition of the library improvement options are as follows:

Expanded Facilities
Library services can be expanded in many ways. If there is adequate room on the existing site, an addition to the existing building may be an option. A

replacement of the existing building with a new, larger facility on the same site may be preferred where the existing facility cannot be easily expanded or where the existing building is old or has reached the end of its useful service life. The useful service life is the expected time components of a building are expected to last before replacement is needed – such as replacement of mechanical, electrical and lighting systems, and building envelope components (windows, roofing, etc.) At times, a new building may be less expensive to build than replacing these components in an older existing building when combined with the added complexities of expanding it.

The Library will evaluate projects to determine the best and most cost-effective strategy on a case-by-case basis at the time of implementation. In addition, if the current site does not have adequate capacity but additional, adjacent land is available, an expansion of the site could be an option with either an addition or replacement facility to meet the need. Joint-use of parking may also help meet the needs of an existing site.

Relocation to a new, larger site is an option that may be preferred when the existing site is too small, where the facility is not owned by the Library, and where an alternative site that could serve the community well can be found. Because the building and site options can change over time, the specific

Proposed Library Improvements
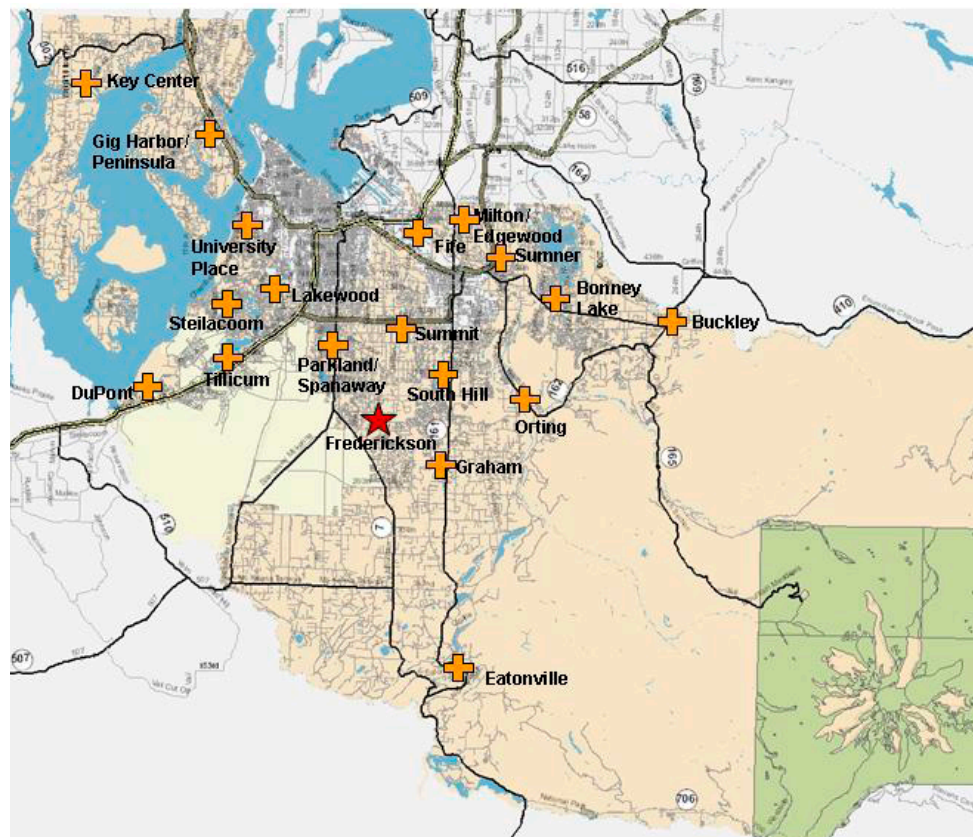

Key to Improvement Strategies

Expansion
(through addition to existing building, expansion of site, or relocation)

Bonney Lake
Buckley
DuPont
Eatonville
Fife
Gig Harbor/Peninsula
Graham
Key Center
Lakewood
Milton/Edgewood
Orting
Parkland/Spanaway
South Hill
Steilacoom
Sumner
Summit
Tillicum
University Place

Proposed New Library
Frederickson

Potential Alternative Service Delivery Locations
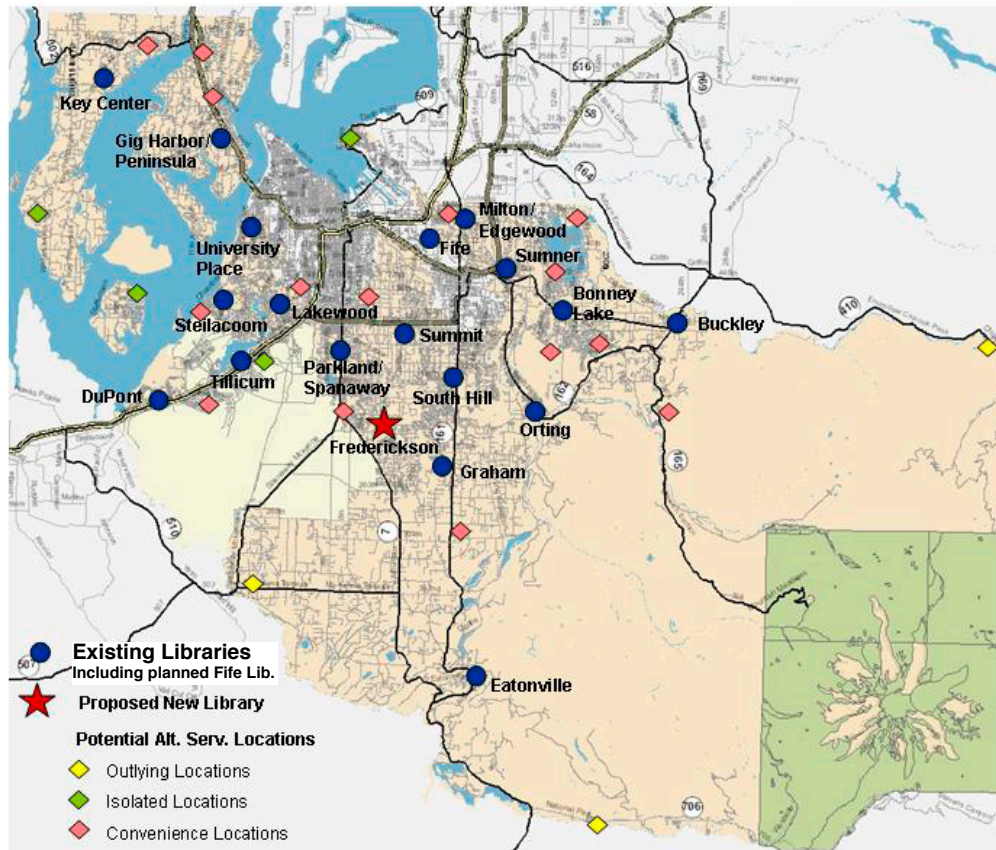
◇ **Outlying Locations**
(more than 12 miles from a library)
- Ashford
- Greenwater
- McKenna

◆ **Isolated Locations**
(significant physical barriers to a library)
- Anderson Island
- Brown's Point
- South Key Peninsula
- Woodbrook

◆ **Convenience Locations**
- Cascadia
- Fort Lewis
- Gig Harbor – downtown
- Gig Harbor – north
- Lake Kathryn
- Lake Tapps – west
- Lake Tapps – north
- Lakewood International Dist.
- Midland
- Milton City Hall
- South Prairie
- Spanaway Y
- Steilacoom downtown
- Transit Stops (Lakewood, Puyallup, Sumner)
- Wilkeson

improvement option recommended at this time, as well as alternative options, are described in the Facility Summaries section, with the understanding that new location options may arise or existing opportunities may disappear. These improvement options will be reviewed, and a recommended option determined and confirmed, after funding is secured and at the time of project implementation.

New Facilities

New facilities are proposed new service points that create a new service area and location for the provision of permanent library services.

For almost every proposed recommendation two or more options are included for implementing the corresponding facility improvements. The specific size of each facility will be developed in relationship to the other facility improvements in the same analysis area. Ideally the size of each facility will be scaled to fit the service area population, but this may not always be possible as constraints of new or proposed sites may require adjustments to service areas.

Addition: An addition should be considered where there is sufficient site capacity for the total proposed library size
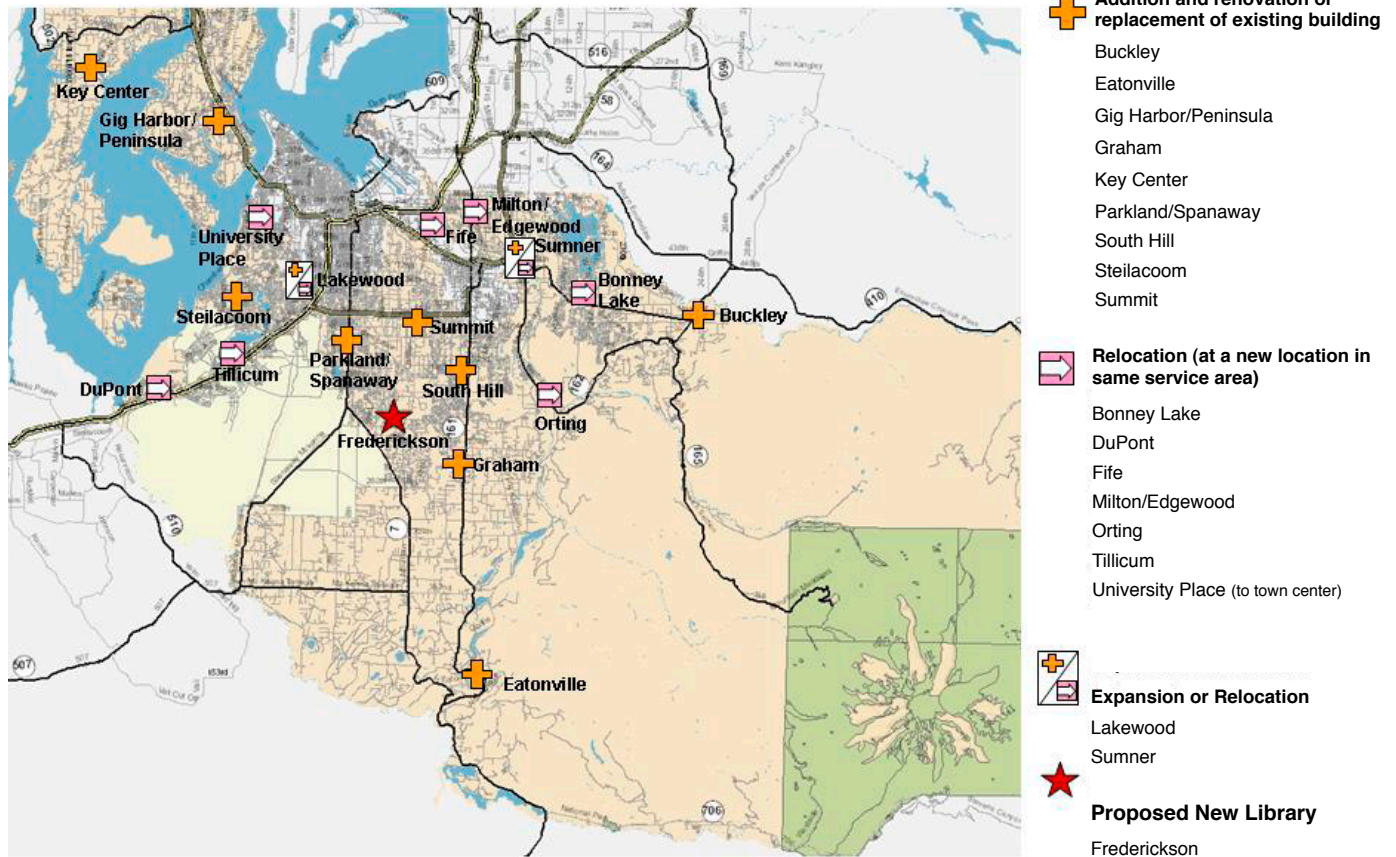
and required parking. The age and layout of the existing facility should be considered for its suitability to receive the addition and to confirm that an addition will result in a library of excellent function and quality. Renovation of the existing facility will be included in each addition project to upgrade functionality and building systems so that the building is entirely up-to-date when completed. Where the age, layout, or location on the site of an existing facility does not lend itself to an appropriate addition, then a replacement of the facility with an all-new facility should be considered. Where there is not sufficient site capacity to meet the proposed library and parking recommendations then opportunities to enlarge the existing site should be explored.

Relocation: Where existing sites either do not have the capacity for the size of building needed or a site that better meets the site location criteria is available, then a relocation to a new site should be considered.

Proposed: Using the site selection criteria described below, the Library should evaluate the location of the proposed Frederickson Pierce County Library at the time of implementation.

Addition: Expanded facility at existing or expanded site.

Relocation: Expanded building at a new site.

Proposed: Proposed new building.

Proposed Library Improvements

Addition and renovation or replacement of existing building
Buckley
Eatonville
Gig Harbor/Peninsula
Graham
Key Center
Parkland/Spanaway
South Hill
Steilacoom
Summit

Relocation (at a new location in same service area)
Bonney Lake
DuPont
Fife
Milton/Edgewood
Orting
Tillicum
University Place (to town center)

Expansion or Relocation
Lakewood
Sumner

Proposed New Library
Frederickson

FACILITY RECOMMENDATIONS

Facility Options	2030 Facility Recommendations			
Library	**proposed service improvements**	**proposed facility improvements**	**proposed square feet low**	**proposed square feet high**
			-7.5%	+7.5%
Northeast				
Bonney Lake	**expand**	**relocate**	38,200 sf	44,400 sf
Buckley	**expand**	**addition and expand site**	14,700 sf	17,100 sf
Milton-Edgewood	**expand**	**relocate**	18,300 sf	21,300 sf
Sumner	**expand**	**relocate**	27,200 sf	31,700 sf
Fife	**expand**	**relocate to permanent site**	10,200 sf	11,800 sf
area total			**108,600 sf**	**126,300 sf**
West Central				
DuPont	**expand**	**relocate**	11,800 sf	13,700 sf
Lakewood	**expand**	**relocate**	42,500 sf	49,400 sf
Steilacoom	**expand**	**replace on site**	10,100 sf	11,700 sf
Tillicum	**expand**	**relocate**	7,500 sf	8,700 sf
University Place	**expand**	**addition**	23,700 sf	27,500 sf
area total			**95,600 sf**	**111,000 sf**
South				
Eatonville	**expand**	**addition and expand site**	9,300 sf	10,800 sf
Graham	**expand**	**addition**	30,700 sf	35,700 sf
Orting	**expand**	**relocate**	10,400 sf	12,100 sf
South Hill	**expand**	**addition**	44,900 sf	52,100 sf
area total			**95,300 sf**	**110,700 sf**
Central				
Parkland-Spanaway	**expand**	**addition and expand site**	44,300 sf	51,500 sf
Summit	**expand**	**addition**	26,100 sf	30,300 sf
Frederickson*	**new**	**new**	19,700 sf	22,900 sf
area total			**90,100 sf**	**104,700 sf**
Peninsula				
Gig Harbor/Peninsula	**expand**	**addition**	35,800 sf	41,600 sf
Key Center	**expand**	**replace and expand site**	14,500 sf	16,900 sf
area total			**50,300 sf**	**58,500 sf**
System wide all Branches, excluding PAC			**439,900 sf**	**511,200 sf**
* Frederickson population includes population from Summit, Parkland-Spanaway, South Hill, and Graham.			*0.61sf/cap*	*0.71sf/cap*
Processing and Administration Center (PAC)	**renovate**	**renovate**	50,000 sf	50,000 sf
System wide, including PAC			**489,900 sf**	**561,200 sf**

Site Selection Criteria

On May 13, 2009, the Library's Board of Trustees adopted the site selection criteria. The criteria will guide the evaluation of potential sites for new or relocated library buildings during implementation. These criteria will ensure that the Library's facilities are located in places that are convenient and accessible to customers, allow efficient operations of the Library System, and have a strong presence in their communities.

Public Convenience / Location
- Site has a high profile and is visible within the community and from major routes through the area.
- Site is convenient and centrally located near centers of activity within the service area of the community. Site is in close proximity to other community services (schools, shopping, cultural resources, civic/ community centers, etc.)
- Site is located on major routes for travel to work.
- Use of site for a library is compatible with community plans (General Plan, economic development plans, etc.) and supports local development/revitalization efforts.
- Provide library services conveniently located to PCLS District customers.

Accessibility
- Site is easily and safely accessible by vehicles and pedestrians.
- Site is located convenient to public transportation.
- Site is accessible to the disabled community.
- Good site circulation and flow; sites with stoplights at nearby intersections are preferred.
- Frontage on major streets; corner locations are also preferred.
- Access to additional parking on street or other areas is advantageous.

Land
- Developable area of site can accommodate library building, parking, and landscaping, as well as allow for future expansion.
  - Parking capacity for parking at one spaces per 200-300 square feet (1 space/250 square feet target).
- Site is a functional and efficient shape (square, rectangular preferred).
- Site can accommodate a single-story library for libraries under 40,000 square feet.
- Site characteristics are suitable for development (soil condition, relatively flat, appropriate drainage, not in wetlands or with water issues, etc.)

- Site does not have any economic or environmental liabilities or nuisance factors that will require mitigation or threaten the project's viability.
- Where possible, select sites for new facilities that include room for expansion in the future.

Availability and Affordability
- Site is available or will become available within the time frame desired for implementation.
- Site is affordable.

Additional Site Criteria for Alternative Service Delivery Points:
- Does a proposed service point serve a high-foot traffic destination?
- Is the location of the service point accessible and safe for an extended time (18-24 hours/day)?
- Does the location serve a population that does not otherwise have good access to library services (outside of 12 miles from a library branch)?
- Is there related infrastructure that supports the proposed/needed alternative service point?
  - Power, data, restrooms, depending on ASD type.

IMPLEMENTATION PLANNING

Since 1997, the Library has maintained a capital improvement fund for the maintenance and upkeep of its facilities. Property taxes fund nearly 97% of the Library's operating revenue. Funding is not available for major capital projects or funding to expand or construct buildings, without asking the voters for a bond. The Library's capital improvement fund allows for the ongoing maintenance and operation of facilities and minor service improvements. Funding for major construction projects requires a voter approved (by 60%) unrestricted general tax obligation (UGTO) bond.

Both capital funding and ongoing operational costs are essential to successfully implement the facilities master plan. An accountable, forward-looking, and innovative library system balances excellent materials, skilled staff, and convenient hours of operation with facilities that support the community's needs. A thorough analysis of the costs of the recommendations must address the one-time capital funds necessary to construct or improve library buildings and the ongoing funds to maintain and operate them. The analysis must also balance the recommendations with the ability to fund the improvements.

The development of project costs were an integral part of the Pierce County Library 2030: Facilities Master Plan process. Group 4 and Roen Associates, a cost estimating firm, developed comprehensive capital project budgets in 2010 dollars, while the Leora Group, LLC, a financial consulting group, simultaneously analyzed the Library's fiscal capacity to fund improvements. The recommendations presented in this report and the funding capability of the Library are balanced in 2010 dollars and funding scenarios.

The project costs can be presented in two categories: capital project budget and operating and maintenance budget (which includes both personnel costs and service costs such as materials, technology, utilities, custodial care, and supplies).

CAPITAL COST MODEL METHODOLOGY

Budgeting has been done in a comprehensive method as much as possible. Construction budgets are based on per square footage costs for building, landscape, and parking appropriate to public buildings of the size and type proposed and are based on traditional (design/bid/build) project delivery by a public sector entity. The approach to develop the hard costs had several built-in checkpoints. Group 4 and Roen Associates developed cost models for most of the library improvements. Multiple development options exist, however, to get a better understanding of the overall capital costs, project planners used the option currently preferred (as reviewed by the Library and the Community Leaders Advisory Groups) in the cost models. Project planners developed preliminary cost models for each of the library projects that included building, parking, and site development, a per square foot budget for furniture, fixtures and equipment (FF&E) and technology, as well as a budget for other costs such as an automated system to handle materials. In addition, project planners developed land costs

Construction costs include easy to maintain and durable materials and furnishings.

for each area where new land is anticipated to be needed with the assistance of Commercial Realtor Joel Shabel of Colliers International.

Libraries with improvement options of expanding the current facility assumed that the existing portion of the building would need moderate to extensive remodel work. Therefore, facilities budgeted for expansions include both the cost of the new construction of the addition and selective demolition plus renovation costs for the existing portion of the building.

Hard costs include land acquisition where required; demolition; renovation, or new construction costs as appropriate to each project, including both minor renovation for newer buildings and major renovations for older buildings; site improvements including parking, landscaping, stormwater management and site utility allowances. Cost plans for new construction are based on conventional foundations but are budgeted to cover a modest range of soil types. Furniture, fixtures, and equipment, library shelving, signage, and technology infrastructure and equipment budgets are based on square foot costs and are for new items to replace and augment existing items. The hard costs include incorporation of energy efficient systems and sustainable materials that would meet the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Silver Certification criteria.

Soft costs include design and engineering, construction management, and permits. Soft costs also include community involvement activities as well as utility company grant applications, and energy efficiency commissioning and sustainable design/LEED certification. Soft costs use a budget of 30% of the hard costs, which includes engineering and design fees, project management, and construction management costs and a 5% soft cost contingency.

Contingencies for design and construction are included as well. A construction contingency of 10% for new construction and 15% for renovations and additions was used. A 5% contingency is included for soft costs. Costs are based on typical project conditions and contingencies and can be applied on a project-by-project basis or pooled across multiple projects to address any special conditions or requirements.

Temporary facilities are not planned or budgeted because Pierce County Library is organized as and delivers services as a system, with the ability for people to use any library in the system, The Library may review the need for temporary facilities at the time of implementation, but it is anticipated that customers will be served by nearby libraries during interruptions in service during construction. Public art is anticipated to be incorporated into the building, but is anticipated to be procured through fundraising or donations.

Capital costs are anticipated to rise during the course of building the projects. However, with improvements in the economy and housing values, the Library's ability to bond may also increase. Due to the unknown future of economic conditions, including housing value recovery and inflation rates, the costs and funding were balanced in 2010 dollars. As the Library approaches the desired time for a capital funding measure, the costs and funding will be updated and may need to be re-balanced.

PIERCE COUNTY LIBRARY SYSTEM

Library	Recommended Proposed Square Feet Library Size	Total Project Costs* 2010 dollars	Construction Costs 2010 dollars	FFE Costs 2010 dollars	Soft Costs 2010 dollars	Land Costs
Bonney Lake	38,200 sf	$30,829,000	$17,085,000	$3,027,000	$6,205,000	$4,512,000
Buckley	14,700 sf	$10,152,000	$6,449,000	$1,311,000	$2,392,000	$0
DuPont	11,800 sf	$9,473,000	$5,398,000	$1,081,000	$1,998,000	$996,000
Eatonville	9,300 sf	$5,869,000	$3,545,000	$850,000	$1,354,000	$120,000
Gig Harbor/Peninsula	35,800 sf	$20,842,000	$13,017,000	$2,915,000	$4,910,000	$0
Graham	30,700 sf	$19,570,000	$12,525,000	$2,433,000	$4,612,000	
Key Center	14,500 sf	$10,743,000	$6,781,000	$1,246,000	$2,476,000	$240,000
Lakewood	42,500 sf	$39,213,000	$26,499,000	$3,461,000	$9,253,000	
Milton/Edgewood	18,300 sf	$14,038,000	$8,371,000	$1,591,000	$3,073,000	$1,003,000
Orting	10,400 sf	$8,130,000	$4,759,000	$951,000	$1,761,000	$659,000
Parkland/Spanaway	44,300 sf	$26,347,000	$16,330,000	$3,607,000	$6,144,000	$266,000
South Hill	44,900 sf	$27,641,000	$17,471,000	$3,657,000	$6,513,000	
Steilacoom	10,100 sf	$7,730,000	$5,084,000	$823,000	$1,823,000	
Summit	26,100 sf	$17,273,000	$10,934,000	$2,269,000	$4,070,000	
Sumner	27,200 sf	$22,258,000	$12,544,000	$2,275,000	$4,571,000	$2,868,000
Tillicum	7,500 sf	$5,383,000	$3,200,000	$636,000	$1,183,000	$364,000
University Place	23,700 sf	$6,004,000	$1,819,000	$1,931,000	$1,143,000	$1,111,000
Proposed Fredrickson	19,700 sf	$14,699,000	$8,400,000	$1,691,000	$3,111,000	$1,497,000
Proposed Fife	10,200 sf	$7,560,000	$4,353,000	$832,000	$1,600,000	$775,000
Processing and Admin. (PAC)	50,000 sf	$3,754,000	$1,774,000	$1,100,000	$880,000	
Alternative Service Points (10)	n/a	$2,500,000				
	489,900 sf	**$ 310,008,000** =	**$ 186,338,000** +	**$ 37,687,000** +	**$ 69,072,000** +	**$ 14,411,000**

* Includes land, soft costs, hard costs, FFE (furniture, fixtures, and equipment). Does not include escalation or phasing building overtime scenarios

Systemwide Average Total Project Cost, excluding land $603 / square feet

The master plan balances library service recommendations with funding capacity.

CAPITAL FUNDING ANALYSIS

Implementing the Facilities Master Plan is estimated to cost $310 million (2010 dollars) for facilities and new methods to deliver service (alternative service/delivery points). The Library has several funding sources, including operating tax levies, bonds, bank loans, and fundraising. To assess strategies for these costs, the Library commissioned the Leora Consulting Group LLC to study the funding methods available.

Due to cost, Leora Group concluded only one viable funding alternative: an unlimited general tax obligation (UGTO) bond. The Leora Group created more than 20 scenarios, ranging with present value proceeds for construction of $262 million up to $400 million to ensure reasonable overlap between construction costs and funding methods. Once the final cost was available, the Leora Group calculated two scenarios for $310 million for net construction proceeds. Hypothetical ballot measures in 2010 and 2014 created the low and high range. Please note these were hypothetical dates and the Library has not determined any ballot measure timeframes.

Both hypothetical measures used 2010 net present value of $310 million. A ballot measure would require the taxing district to approve a $374 million bond to produce $310 million towards construction, the balance paid in interest and fees. The bond would be issued in four sales every two years after passage, and has an average per household level tax bill of $82 per year for 20 years. A 2010 hypothetical ballot measure to produce $310 million for construction proceeds is estimated at $68 per household level tax bill. Level tax bill means bond payments by property owners would remain the same dollar value throughout the life of the bond. Therefore, the chosen point between $68 and $83 is $77 per household level tax bill.

OPERATIONAL COSTS

The Library reviewed projected operational costs when near-final recommendations were completed. Given that the overall square footage of the Library's buildings is recommended to increase by more than 250%, the Library assessed how it will pay for operating larger facilities.

The primary source of revenue supporting the Library's operating costs comes from property taxes. By Washington State Law, the maximum collection rate is 50 cents per $1,000 of assessed property value, with an annual 1% growth cap on the total dollar amount to be collected. The Library's operating budget is comprised of the personnel budget which includes all costs associated with staff to provide services to the public, and the maintenance and operations budget which includes the costs of day-to-day operations such as utilities, supplies, books and other materials, facilities maintenance, etc.

The Facilities Master Plan will be phased in, which will establish a gradual and steady growth of operation costs over time. This will allow revenue collections to increase in concert with operating costs during the implementation period.

Maintenance and Operations costs

When the Facilities Master Plan is implemented, design of the new, expanded, or renovated facilities will emphasize solutions that lower ongoing operations and maintenance costs, such as employing options that reduce energy consumption. These improvements are projected to keep utility costs in line with revenue growth. For example, aging mechanical systems and lighting can be replaced with more energy-efficient models and drafty building windows can be replaced with multi-paned, weather-tight windows with a protective coating to reduce unwanted solar heat gain. To promote sustainability, recycled building products or those made from renewable resources can be employed. Durable construction materials can be used to reduce life-cycle replacement and maintenance costs. Renewable solar power technology could be used to supplement non-renewable energy sources and reduce utility costs.

Efficient staff models will be implemented now.

Personnel costs

While some additional staff may be required by the completion of the Pierce County Library 2030 Facilities Master Plan, the design of the buildings for efficient work processes and for ease of use by customers, and the use of available technology for customer self-service options, or labor saving devices for staff will ensure that any increased staffing costs will match revenue growth.

Key factors that impact the number of staff hours needed to provide service in a facility include building design (number of floors, floor plan, service zones), number of staffed service points or desks, open hours, workload involving tasks, workload involving customer service, and the Library's service model.

Some assumptions about Pierce County Library 2030 facilities and services:
- Operating hours will remain the same.
- Administrative staff is not expected to change based on new facilities.
- Limited increase in support services staffing will be needed based on new facilities.
- Operating budget will continue to be limited to increasing a maximum of 1% + new construction each year.
- Per Board policy, at 16% of total annual expenses, the materials budget allocation is on target (per capita) and will not need to increase.
- The checkout of books and other materials is expected to grow in response to service improvements and better display, access, and marketing of books and other materials, not as a result of the increased square footage of facilities.
- Mobile communication and workstations will be used.
- Automated materials handling/sorting systems and customer self check-in will be added in facilities. Self checkout is already available in all buildings. Automated systems to handle materials will not reduce staffing, rather it will allow existing staffing levels to handle increased checkouts and check-ins.
- Target number of fixed, staffed service points (e.g. desks) will be one per floor.

Self-service models such as express checkout will help control costs now and in the future.

2030 starts now

A large-scale building and service plan such as Pierce County Library 2030 requires a long-term approach to implement. While funding to build or expand facilities is essential, much preparation can be done before the building phase begins. Transitioning into larger buildings requires addressing operational processes and efficiencies and developing a service model that works in the new environment. This work begins now and will continue to develop each year as the Library approaches the actual building phase. This approach guarantees that when the new facilities open, transitioning staff and services will be smooth and seamless to the public.

In addition to preparation in existing facilities, Pierce County Library 2030 design and service principles will be tested in the new University Place Pierce County Library, currently under construction in the City of University Place's Town Center. These concepts will also be employed in a new leased space to serve residents in the City of Fife, where citizens voted to annex for library service in 2009. Both facilities will open in 2011. Future facilities will incorporate knowledge gained from operating in these two locations.

PHASING

The improvements proposed to Pierce County Library involve every library facility in the system. The Library will need to phase these improvement projects for many reasons, including availability and timing of funding, and minimizing service interruptions. Numerous criteria that can be used to determine when a facility should be improved, why one existing facility should be done before another and when the new facility should be built.

The following guidelines are a draft of phasing criteria that will help determine the rationale for the timing of expanding, relocating, or building libraries. These criteria will be discussed by the Library and Board of Trustees and potentially adopted by the Board. These criteria will guide the Library to develop preliminary scenarios for phasing of improvements for cost analysis, and will guide the Board of Trustees to make phasing determinations during implementation of the projects.

Need – facilities with the largest need
- While all facilities have deficits in service, consideration should be given to those facilities with the largest service deficits.
- Consideration should be given to areas in the Library System with the greatest need for library services, as shown in literacy rates, academic performance, and other indicators.

Geographic Equity – provide geographic equity as improvements are implemented
- Phasing should be done so that new and improved services and facilities are distributed throughout the system in each phase of implementation.

Not all facility improvements will be able to be done at one time, Pierce County Library functions as a system of libraries, where residents may use any of the libraries in the system. Facility improvements should be phased so that residents have access to an improved facility early in the implementation to promote equity of improvements throughout the system.

Facilities that are along traffic corridors/commute patterns can have an impact on both their immediate service areas and for residents who travel through them on their way to work or school. Phased improvements should move all regions towards their goal in a balanced manner.

Continuity of Service within a region
■ Phasing should support continuous library service to the community in each geographic region, to minimize gaps in service.

For each facility that is required to close for improvements (for example, for major renovation or replacement on the same site), a nearby facility should remain open to allow the library to maintain service to customers in that area.

Operational Cost Management
■ Phasing should be done in a way that allows Pierce County Library to manage staff resources.

New and newly enlarged facilities may house existing library staff and materials temporarily while other locations are being improved.

Funding Availability
■ Projects should be phased to match the availability and timing of funding (bond draws, grants, donations, etc.)

Project Oversight
■ Improvements should be phased in a way that allows for effective oversight by Pierce County Library staff and for community participation in the design process. The project schedule should include a time contingency for unforeseen extensions in project schedules, such as long lead times or needed acceleration in land acquisitions.

Opportunity – flexibility to take advantage of development opportunities
■ Development opportunities that arise from partners, land availability, and/ or special funding opportunities should be considered in implementation phasing, and the plan should retain flexibility to accommodate changes and new opportunities that may arise prior to and during the implementation of improvements.

Learning Curve
■ Phasing improvements will allow Pierce County Library to evolve its facilities to new service models. As facilities are built and used, the Library should evaluate them so that improvements can be made to the next series of facility upgrades.

Land Acquisition
  ■ As the number and availability of appropriate library sites is limited, needed land should be acquired as soon as possible.

NEXT STEPS

The timing for the steps to implement Pierce County Library 2030 depends on several variables including economic conditions and growth in the local area, public interest and support for improved buildings, and individual project opportunities. The Library will periodically update the Facilities Master Plan to include current development opportunities, up-to-date construction costs, and funding information. The Library will continue to monitor population trends and economic conditions on a regular basis. Also, the Library will continue to engage and collaborate with the public to determine how best to meet community needs.

The Library will carry on its work with communities to determine when the timing is best to begin plans to seek funding for the facilities master plan. When the timing appears possible, the Library's Executive Director will ask for the Board's guidance to further explore the feasibility of funding the facilities master plan and to authorize the formation of a Citizens Advisory Committee. A Citizens Advisory Committee, made up of community leaders from throughout the county, would more thoroughly study and review the plan and evaluate further comments and input from public participation activities and public opinion surveys. If the Citizens Advisory Committee deems the need and the timing for a bond to support the facilities master plan is ripe, it will recommend that the Library's Board of Trustees proceed with a ballot measure.

If voters pass a funding measure, the Library and the Board will finalize the building improvement options and the project phasing plan. Funding for both land purchases and first phase project implementation should be available within six months of funding approval. The Library will attempt to procure land for projects as early as possible in implementation to secure development opportunities. Also, during this time, the Library will formalize agreements with partners. The current implementation plan is for improvements to be phased during a period of five to ten years. The final implementation schedule and phasing will be determined during the update to the Facilities Master Plan, to align with anticipated funding availability.

The Board of Trustees will provide oversight throughout the implementation period and may adjust the phasing and schedule periodically during implementation to account for changes in development opportunities, partnership prospects, land acquisition, and other influences. Interest and involvement from local residents will guide the final designs for each community's library. The Library will also continue to work with its city and county partners on each individual project to take advantage of potential partnerships and to ensure coordination with local community development goals

The Library is committed to put into action some of the service directions the public called for during the development of the plan. Pierce County Library 2030 starts now. The Library is moving forward on several fronts to implement no and low-cost improvements, as well as cost-saving measures, including elements of the new operational model that emphasize efficient workflow, partnerships, and customer self-service.
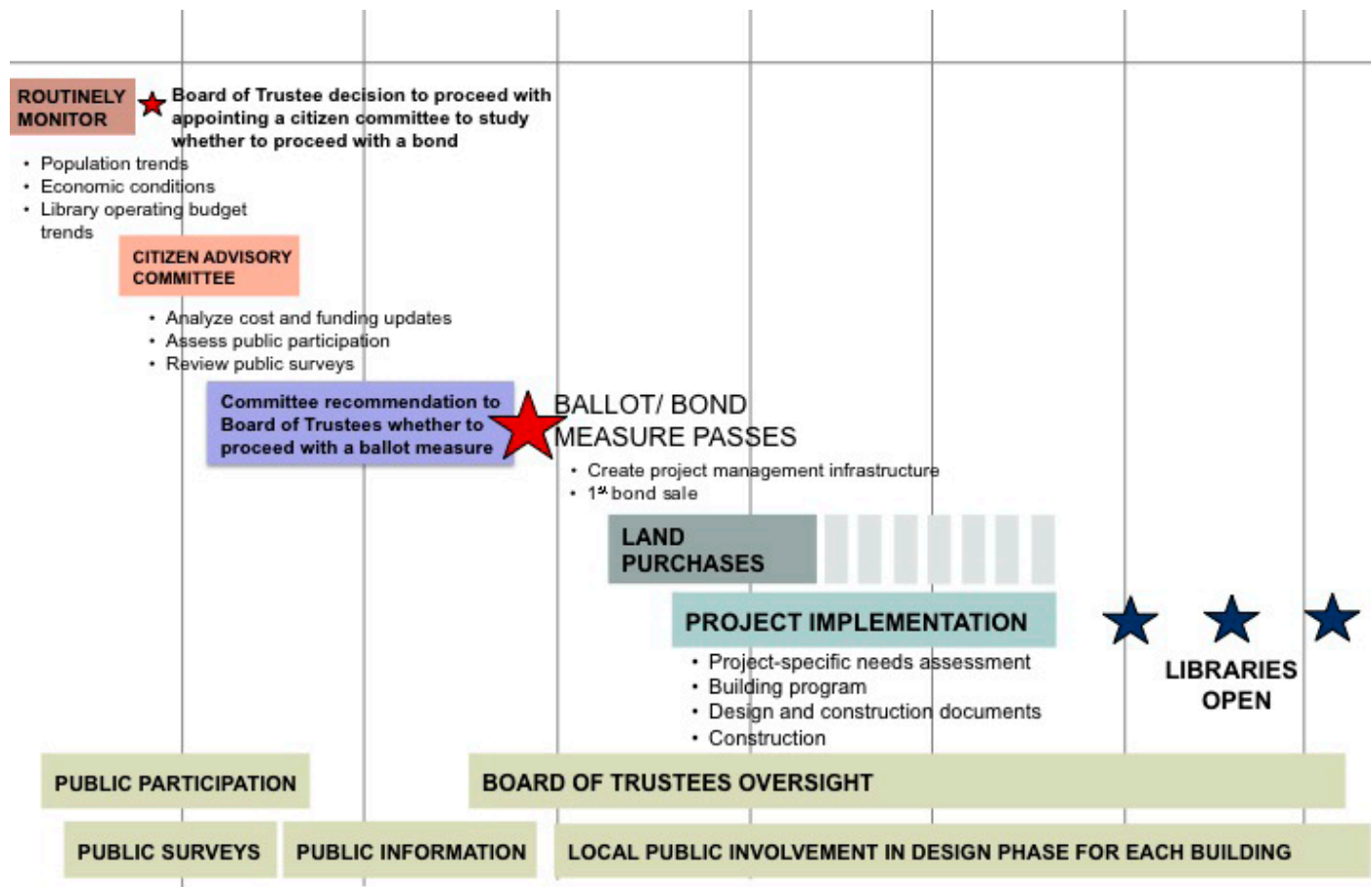
As noted earlier, the University Place Library replacement is under construction in 2009-10, and the interior layout will emphasize clear ways for customers to easily find books and materials; flexible and mobile points for people to get service; and efficient processes to checkout, check-in, and get books and materials on shelves. Several other facility improvements are in the planning and design stage. The Library is planning to relocate the Milton/Edgewood Pierce County Library to a leased space in the Surprise Lake Shopping Center, which will be 6,650 square feet, double the current size. Although this leased space is not the final 2030 recommended size, this is a major step towards an enlarged facility, and the new location is one of the preferred locations by that

region's Community Leaders Advisory Group. The Fife Pierce County Library is also in the planning stages since residents voted in November 2009 to annex to the Library for services.

PARTICIPATION

During the past year, Pierce County Library System has conducted numerous collaborative communication activities to develop an achievable, future-looking facilities master plan: Pierce County Library 2030, which represents the needs of local residents. In accordance with the Library's Facilities Master Plan Public Communications Plan, Library managers and staff offered and encouraged regular, frequent, and iterative opportunities to engage and involve people to help plan for the delivery of future library services. In all, the Library collaborated with more than 5,000 people using a variety of interactive strategies. The following is an overview of community outreach and participants in the master plan.

STRATEGIC VISION WORKSHOP PARTICIPANTS

Rob Allen, Pierce County Office of the Executive,
   Economic Development Division
Dick Ammerman, Intel Corporation, Retired
Tanya Andrews, Executive Director, Children's Museum of Tacoma
Katrina Asay, Mayor, City of Milton
Judy Ball, Friends of University Place Library
Kristen Corning Bedford, Director of Community Programs,
   The Greater Tacoma
Community Foundation
Lisa Bitney, Collection Management Librarian,
   Pierce County Library System
Bonnie Boyle, Commissioner, Lakewood Fire Commission
Jay Brower, Community Connections Director, Bethel School District
Jeff Brown, President, BCRA Architects
David Bugher, Assistant City Manager, City of Lakewood
Paul Chasco, Trustee, Pierce County Library System's Board of Trustees
Anthony Chen, Director of Health, Tacoma-Pierce County Health
   Department
Brad Cheney, Executive Director, Ben B. Cheney Foundation
Mariza Craig, Deputy City Manager, City of University Place
John Doan, City Administrator, City of Sumner
Tom Dolan, Planning Director, City of Gig Harbor
Liz Dunbar, Executive Director, Tacoma Community House
Bonnie Egbert, President, Friends of Sumner Library
Lorie Erickson, Facilities Director, Pierce County Library System
Brian Forth, President, SiteCrafting
Sean Gaffney, Division Manager, Advance Planning Division,
   Pierce County Planning and Land Services
Mary Getchell, Communications Director, Pierce County Library System
Charlie Gray, Deputy Executive Director, Pierce County Housing Authority
Rick Guild, President/CEO, Boys and Girls Club of South Puget Sound
Matt Holm, Assistant Fire Chief, Central Pierce Fire & Rescue
Clifford Jo, Finance and IT Director, Pierce County Library System
Grover Johnson, President, A. Phillip Randolph Institute, Tacoma Chapter
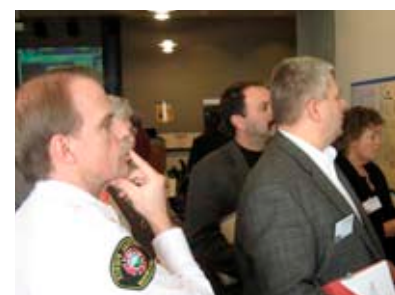
Grover Johnson III
Michele Johnson, Chancellor, Pierce College
Christine Kelly, Supervisor of Curriculum and Instruction,
   Clover Park School District
Lisa Korsmo, Vice President, Pierce County Library Foundation
Kathryn Kravit-Smith, Director, Pierce County Parks & Recreation
Chelsea Levy, Metropolitan Development Manager, Tacoma-Pierce
   County Chamber of Commerce
Georgia Lomax, Deputy Director, Pierce County Library System
Eugene Matsusaka, Chair, Pierce County Library System's Board of Trustees
J.J. McCament, Vice Chair, Pierce County Library System's
   Board of Trustees
Stacey McCaw, Area Director, Young Life Greater Puyallup Valley
Bill McDonald, City Administrator, City of DuPont
Helen McGovern, Managing Director, Colliers International
Debbie Mortell, Mortell Insurance
JJ Nazarro, Student, Rogers High School
Neel Parikh, Executive Director, Pierce County Library System
Julia Park, Senior Planner, Pierce County Planning and Land Services
Vince Pecchia, Director of Student Learning, Puyallup School District
Eric Phillips, Community Development Director, City of Edgewood
Suraiya Rashid, Associate Planner, City of Buckley
Barbara Reed, Marketing and HR Manager, Safe Streets
Bob Riler, Program Specialist, Pierce County Aging and Long Term Care
Melody Rodriguez, Northwest Leadership Foundation
Keri Rooney, Executive Director, External Affairs, Pierce County
   Executive's Office
Allen P. Rose, Trustee, Pierce County Library System's Board of Trustees
Dena Sczenski, Student, Ballou Junior High School
Kyler Shula, Student, Rogers High School
Steve Smith, Director of Community Relations, University of Washington
   Tacoma
Marnie Taylor, Senior Library Technician, Pierce County Library System
Teri Tranholt Hochstein, Global Corporate Citizenship, Boeing
Budd Wagner, Trustee, Pierce County Library System's Board of Trustees
Jan Walsh, State Librarian, Washington State Library
John Walstrum, President, Clover Park Technical College
Rev. Larry Warren, Summit United Methodist Church
Chuck West, Division Chief, Key Peninsula Fire
Chris Wilde, Council Member, City of Wilkeson
Kim Wilde, City Administrator, City of Edgewood
Richard Woo, Chief Executive Officer, The Russell Family Foundation
Steve Worthington, City Manager, City of Fife
Jackie Zils, Advisor, JayRay Ads & PR, and President, Pierce County
   Library Foundation

Strategic Vision Workshop Speakers:
George Needham, Library Strategist/Consultant, OCLC Online Computer
   Library Center, Inc.
Joan Frye Williams, Information Technology Consultant
Ron Sher, Third Place Company
Dawn Merkes, Group 4 Architecture, Research + Planning
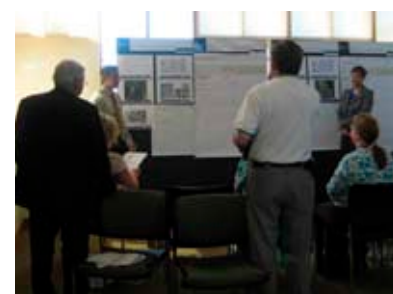
COMMUNITY LEADERS ADVISORY GROUPS
A major part of the community collaboration for the master planning process
was a series of meetings with five regional Community Leaders Advisory
Groups representing cities and unincorporated communities, nonprofit and
community organizations, schools and universities, and other community
leaders throughout the county. More than 100 leaders participated in these
sessions.

Chris Ammann, Russell Investments
Parley Applegate, Tillicum Community Center
Katrina Asay, Mayor, City of Milton
Theresa Baker, Mid-County Land Use Advisory Council
Nathalie Banks, Mayor, City of Orting
Cindy Beckett, Parkland Spanaway Midland Land Use Advisory Committee
Tom Bender
Mark Bethune, City Administrator, City of Orting
Linda Bird, Mayor, City of University Place
Barbara Bitteto, Sumner Community Center Task Force
Sue Boguszewski, Assistant Vice President, Home Street Bank
Terry Bouck, Superintendent, Peninsula School District
Bonnie Boyle, Commissioner, Lakewood Fire Commission
Jay Brower, Community Connections Director, Bethel School District
Jeff Brown, President, BCRA Architects
Lora Butterfield, Executive Director, Bonney Lake Chamber of Commerce
Bob Carlson, Former Director, Puyallup Fair
Phil Carter, Director, Mel Korum YMCA
Kristi Cedar, Friends of Milton Library
Ellie Chambers-Grady, Economic Development Manager, City of Lakewood
Carrie Ching, Director of Branch, Programs & Operation, Boys and Girls
   Club of South Puget Sound
Jane Cherney, Librarian, Fort Lewis Library
Marie Churney, Friends of Summit Library
Rich Coleman, Fire Commissioner, Central Pierce Fire & Rescue
Marc Connelly, Executive Director, PenMet Parks
Deborah Cozzetti, Executive Director, Youth Resources
Mariza Craig, Deputy City Manager, City of University Place
Mary Lu Dickinson, Board Member, University Place School District
John Doan, City Administrator, City of Sumner
Tom Dolan, Planning Director, City of Gig Harbor
Gini Dryer-Dow, Altrusa International

Margaret Drotz, City Council, City of Milton
Dan Durr, President, First Western Properties
Bonnie Egbert, President, Friends of Sumner Library
Nancy Elwood, Friends of Peninsula Library
David Enslow, Mayor, City of Sumner
Carol Estep, Friends of DuPont Library
Charlotta Foley, President, Friends of Buckley Library
Kellie Fremont, Elementary Curriculum, Sumner School District
Scott Gallacher, Executive Director, Key Peninsula Metropolitan Park
Roxy Giddings, Parkland Community Association
Joanna Gormly, President, Key Peninsula Health and Professional Services
Lynn Gracey, Friends of Lakewood Library
Elizabeth Harris, Planning Commission, Town of Eatonville
Tana Hasart, President, Pierce College – Puyallup
Cindy Hochstatter, City Council, City of Sumner
Jeff Hogan, Mayor, City of Edgewood
Matt Holm, Assistant Fire Chief, Central Pierce Fire & Rescue
Chuck Hunter, Mayor, City of Gig Harbor
Deborah Johnson, Senior Planner, City of Lakewood
Marc Johnson, Graham Land Use Advisory Commission
Pat Johnson, Mayor, City of Buckley
Valinda Jones, Franklin Pierce High School
Beckie Krantz, Gig Harbor Advisory Land Use Commission
SuzAnne Kuhuski, Central Librarian, Bethel School District
Charles Lappenbusch, Vice President, Cascadia Project
Morgan Larsen, Librarian, Bethel School District
Debbie LeBeau, Superintendent, Clover Park School District
Paul Loveless, Town Administrator, Town of Steilacoom
Ron Lucas, Mayor, Town of Steilacoom
Steven Lynn, Gig Harbor Historic Waterfront Association
Kurt Mach, Pastor, Peninsula Christian Fellowship
Rhonda Madison, Director, Orting Chamber of Commerce
J.J. McCament, Vice Chair, Pierce County Library System's Board of Trustees
Bill McDonald, City Administrator, City of DuPont
Ellen McKanna, Friends of Summit Library
Cindy McKitrick, President, Steilacoom Chamber of Commerce
Glo Mercer, Librarian, Fort Lewis Library
Don Meyer, Executive Director, Foss Waterway Development Authority
Clyde Miller
Don Morrison, City Administrator, City of Bonney Lake
Debbie Mortell, Mortell Insurance
Janine Mott, Executive Director, Tacoma Community College – Gig Harbor Campus
Kieran Murray, Kieran's List
Andrew Neiditz, City Manager, City of Lakewood
Marlys Nesset, Parkland Area Advisory Commission
Mike Nicholson, Community Development Director, City of Milton
Dave Olson, Deputy Mayor, City of Edgewood
Julia Park, Senior Planner, Pierce County Planning and Land Services

Vince Pecchia, Director of Student Learning, Puyallup School District
Ginger Peck, Director, Auxiliary Services, Pacific Lutheran University
Ben Peters, Friends of South Hill Library
Eric Phillips, Community Development Director, City of Edgewood
Barbara Pick, President, Friends of University Place Library
Cassie Porcella, Sumner/Puyallup Chamber of Commerce & Abbey Group
Jim Rackley, City Council, City of Bonney Lake
Rick Randle, Chief, Community Recreation, Fort Lewis
Suraiya Rashid, Associate Planner, City of Buckley
William Rehberg, Graham Land Use Advisory Commission
Doug Richardson, Mayor, City of Lakewood
Mary Ricco, Residential Owner's Association: Northwest Landing
Ron Roberts
Stephanie Roberts, Associate Executive Director, Mel Korum YMCA
Allen P. Rose, Trustee, Pierce County Library System's Board of Trustees
Shelly Schlumpf, Sumner Downtown Association
Thomas Siegel, Superintendent, Bethel School District
Tom Smallwood, Mayor, Town of Eatonville
Ed Stephenson, Anderson Island Community Advisory Board
Lucy Stephenson, Anderson Island Community Advisory Board
Heather Stinson, Planning Manager, City of Bonney Lake
Betsy Stubbs, President, South Hill Community Council
Penny Swanson, Frederickson Land Use Advisory Commission
Barbara Trimble, President, Friends of Lakewood Library
Barbara Trotter, Vice President, Friends of Key Center Library
Karin Van Vlack, Resident, Anderson Island
Celia Vincent, Friends of South Hill Library
Janda Volkmer, Former Mayor, Town of Steilacoom
Budd Wagner, Trustee, Pierce County Library System's Board of Trustees
Susie Wagner, Tacoma-Pierce County Chamber of Commerce,
   Frederickson/Parkland/Spanaway Division
John Walstrum, President, Clover Park Technical College
Jason Walter, President, Browns Point Improvement Club
Marganne Weathers, Librarian, Fort Lewis Library
Danna Webster, Key Peninsula News
Chuck West, Division Chief, Key Peninsula Fire
Pat West
Sean Whalen, Community Member, City of Fife
Barrie Wilcox, Wilcox Farms
Kim Wilde, City Administrator, City of Edgewood
Kathy Williams, Boys and Girls Club of South Puget Sound
Ryan Windish, Planning Manager, City of Sumner
Wendy Wojtanowicz, Peninsula School Board
Steve Worthington, City Manager, City of Fife
Denise Yochum, President, Pierce College - Fort Steilacoom

PARTICIPATION

Library managers presented information to more than 64 local community organizations, which reached almost 1,200 residents. Managers presented the facilities master plan findings and collaborated with the groups to gain input to the recommendations from the planning process. Further, in the winter of 2010, the Library will implement the concluding portion of the Pierce County Library 2030 Communications Plan to announce and distribute this summary report using a variety of strategies including the Pierce County Library 2030 listserv, information in libraries and on the Web site, direct conversations at city and town council meetings, and media relations.

AAUW
Bonney Lake Chamber of Commerce
Bonney Lake City Council
Bonney Lake Kiwanis
Bonney Lake Planning Commission
Children's Museum of Tacoma
DuPont City Council
Fife Chamber of Commerce
Frederickson Land Use Advisory Committee
The Friends of Bonney Lake Library
The Friends of Buckley Library
Friends of the DuPont Library
Friends of Lakewood Library
Friends of the Milton Library
The Friends of the South Hill Library
Friends of Steilacoom Library
The Friends of the Sumner Library
Friends of the University Place Library
Gig Harbor Chamber of Commerce - Public Affairs Forum
Gig Harbor Historic Waterfront Business Association
Gig Harbor Kiwanis
Gig Harbor Mid-Day Rotary
Graham Land Use Advisory Committee
Key Center Community Council
Key Center Lions
Key Peninsula Business Association
Key Peninsula Community Council
Key Peninsula Health & Professional Center
Lake of the Woods HOA
Lakewood Rotary
Lakewood United
Lakewood's Promise, Marketing Committee
Lakewood's Promise, Youth Council
Mid-County Advisory Committee Meeting
Mid-County Chamber of Commerce
Mountain Vista HOA
Orting Chamber of Commerce
Pacific Lutheran University
Pierce College
Puyallup Rotary

Puyallup Sumner Chamber of Commerce-Leadership Institute
Puyallup Sumner Genealogy Society
Sound Exposure Photo Club
South Hill Advisory Committee
South Hill Community Council
South Hill Planning
South Hill Rotary
Spring Meadows HOA
Steilacoom Chamber of Commerce
Steilacoom Kiwanis
Steilacoom Town Council
Summit Waller Community Neighborhood Association
Sumner, City Administrator, John Doan
Sumner Lions
Sumner Mayor, Saturday Morning Coffee
Sumner Rotary
Sumner School District
Tacoma-Pierce County Chamber of Commerce
Tacoma South Rotary
Tillicum Community Center Board
University Place Chamber of Commerce

BOARD OF TRUSTEES
Eugene Matsusaka, Chair
J.J. McCament, Vice Chair
Steve Albers
Allen P. Rose
Budd Wagner

TECHNICAL CONSULTATIONS
In addition to the Community Leaders Advisory Group meetings, Group 4 and the Library consulted and met with local planners and community development staff to review technical information throughout the planning process.

LIBRARY STAFF FACILITIES MASTER PLAN ADVISORY TEAM
A team of Library staff helped to engage their colleagues to assess customer needs, existing facilities, and future needs from the perspective of staff. Team members also helped at the Strategic Vision Workshop and community meetings.

Michelle Angell, Youth Services Librarian, Graham Pierce County Library
Lisa Bitney, Collection Management Librarian, Pierce County Library System
Lorie Erickson, Facilities Director, Pierce County Library System
Pamela Hanson, Reference Specialist, South Hill Pierce County Library
Mike McKenney, ILS Software Engineer, Pierce County Library System
Gretchen Russell, Senior Branch Assistant, Peninsula Pierce County Library
Marnie Taylor, Senior Library Technician, Pierce County Library System
Bryan Tidwell, Senior Branch Assistant, Graham Pierce County Library
Heather Zahnow, Reference Librarian, University Place Pierce County Library
Harlan Zinck, Branch Supervisor, Sumner Pierce County Library

PARTICIPATION

Pierce County Library System
Lorie Erickson, Facilities Director
Mary Getchell, Communications Director
Clifford Jo, Finance & IT Director
Georgia Lomax, Deputy Director
Neel Parikh, Executive Director

Group 4 Architecture, Research + Planning
Dawn Merkes, Principal Planner
David Schnee, Principal-in-Charge
Kari Svanstrom, Project Manager, Senior Planner

Page + Moris, Library Building Consulting
Kathy Page, Principal, Library Planning and Programming

PROJECT SUPPORT

Pierce County Library System
Amanda Calhoun, Administrative Specialist
Storm Reyes, Executive Assistant

Consultants

Group 4 Architecture, Research + Planning
Carolyn Wong, Intern

Stauffacher Communications
Bill Stauffacher, Public Affairs Consultant

Roen Associates, LLC,
Construction Cost Estimating Services
Bill Jones, Principal

Leora Consulting Group, LLC,
Financial Analysis and Modeling
John Rose
Miriam Sevy, President

Colliers International, Inc
Real Estate Services
Joel Shabel, Associate

Library Consultants

George Needham, Library Strategist/Consultant, OCLC
  (Online Computer Library Center, Inc.)
Joan Frye Williams, Information Technology Consultant

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FACILITIES SUMMARY KEY

The Facility Summaries section summarizes specific needs and recommendations for communities and facilities within Pierce County Library System. The format follows the planning process, with the first page documenting community characteristics and needs, the current facility statistics, and the service level recommendations for the community. The recommended square footage ranges are based on a 15% range of the target service levels and the anticipated population growth according to Puget Sound Regional Council forecasts. The second page outlines the library improvement options. Existing customer use maps for the specific Library are included. These maps show a pattern of library use by customers who checked out materials from a Pierce County Library during a one-week period in 2008. The color dots are coordinated to the library location where residents checked out materials.

Community Characteristics and Needs

Current Library Name and Statistics

Service and Square Footage Recommendations

Customer Use Mapping

Library Improvement Options Description

Map or diagram of Library Improvement Option

BONNEY LAKE

*Bonney Lake
Pierce County Library
18501 90th Street E.*

*Built in 1982
Renovated in 1997*

*6,480 Square Foot Facility
1.98 Acre Site (86,249 SF)
62 parking spaces*

Existing Bonney Lake Library

⁕ *material checkouts*
Locations used:
⁕ *Bonney Lake*
⁕ *Buckley*
⁕ *Orting*
⁕ *Sumner*
⁕ *Milton*

The Bonney Lake service area serves the Bonney Lake community, a growing area both within the City of Bonney Lake as well as in surrounding areas, including Lake Tapps to the northeast and the area to the south of the city, including the planned Cascadia development.

The current Bonney Lake Pierce County Library building is half owned by Library. The City owns the other half of the building as well as the site. The site could not be easily expanded. The current site and building are much too small to meet the community's library needs.

	Current	2030 proposed
population:	45,447 *(2010 est. pop.)*	65 - 72,000 *(PSRC projected)*
materials *(items per capita)*	51,786 items *(1.14 items/capita)*	158,000 - 183,000 items *(2.5 items/capita)*
seating *(per 1,000 people)*	35 seats *(0.77 seats/1,000)*	230 - 280 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	16 computers *(0.35 comp/1,000)*	90 - 115 computers *(1.5 comp/1,000)*
meeting room seats	37 seats	135 - 165 seats + 60 seats in a second room
group study	4 seats in 2 rooms	40 - 50 seats in 6-8 rooms
total square footage	*6,480 sf* *(0.14 sf/capita)*	*38,200 - 44,400 sf* *(0.56-0.65 sf/capita)*
parking spaces	62 spaces	150-180 spaces

Customer Mapping Analysis
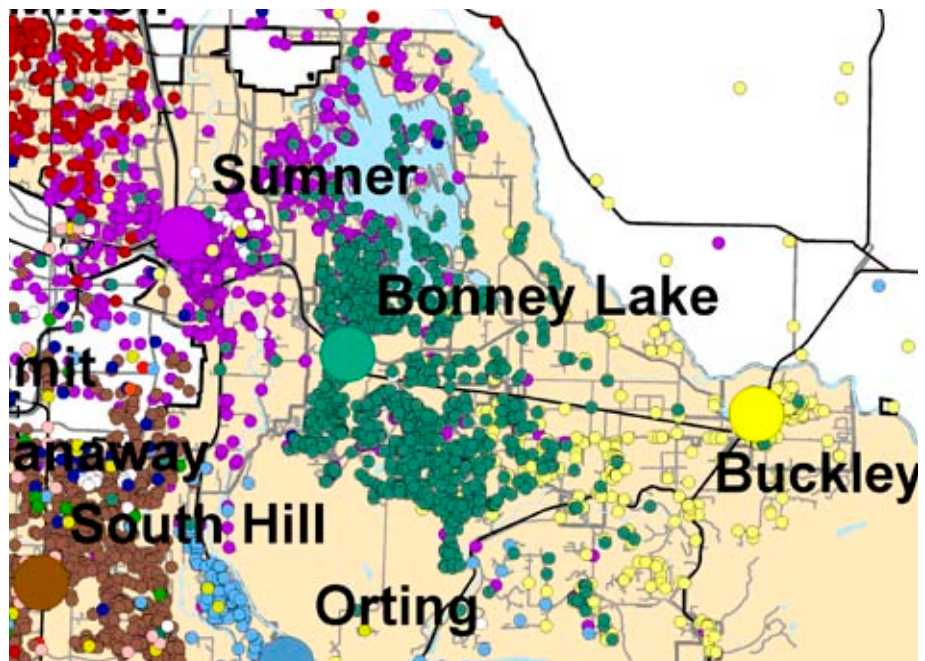
LIBRARY IMPROVEMENT OPTIONS

An expanded facility between 38,200–44,400 square feet is recommended for the Bonney Lake area. Preliminary analysis has determined that approximately 3.1–3.8 acres will be needed for this expanded facility. Since the current site is not large enough for the facility that is recommended, relocation to a new site will be required.

Recommended Option: Relocate and expand

- Build a new, expanded facility near the planned Bonney Lake Civic Center as part of the Bonney Lake Downtown Plan area. Find a location with high visibility, excellent access, and shared parking, infrastructure, or meeting room opportunities.

- Several sites were reviewed in the Community Leaders Advisory Group meetings, including sites along Highway 410. A civic center site is the preferred option with added preference for a prominent site (site b) on Main Street that gives the library better visibility.

- The Library will be working with the City as they plan their downtown, and will look for potential partnering opportunities.

Alternative Options:

- Build a new, expanded facility at a site within the service area, and on a site large enough to accommodate the needed square footage.

Map of Potential Sites
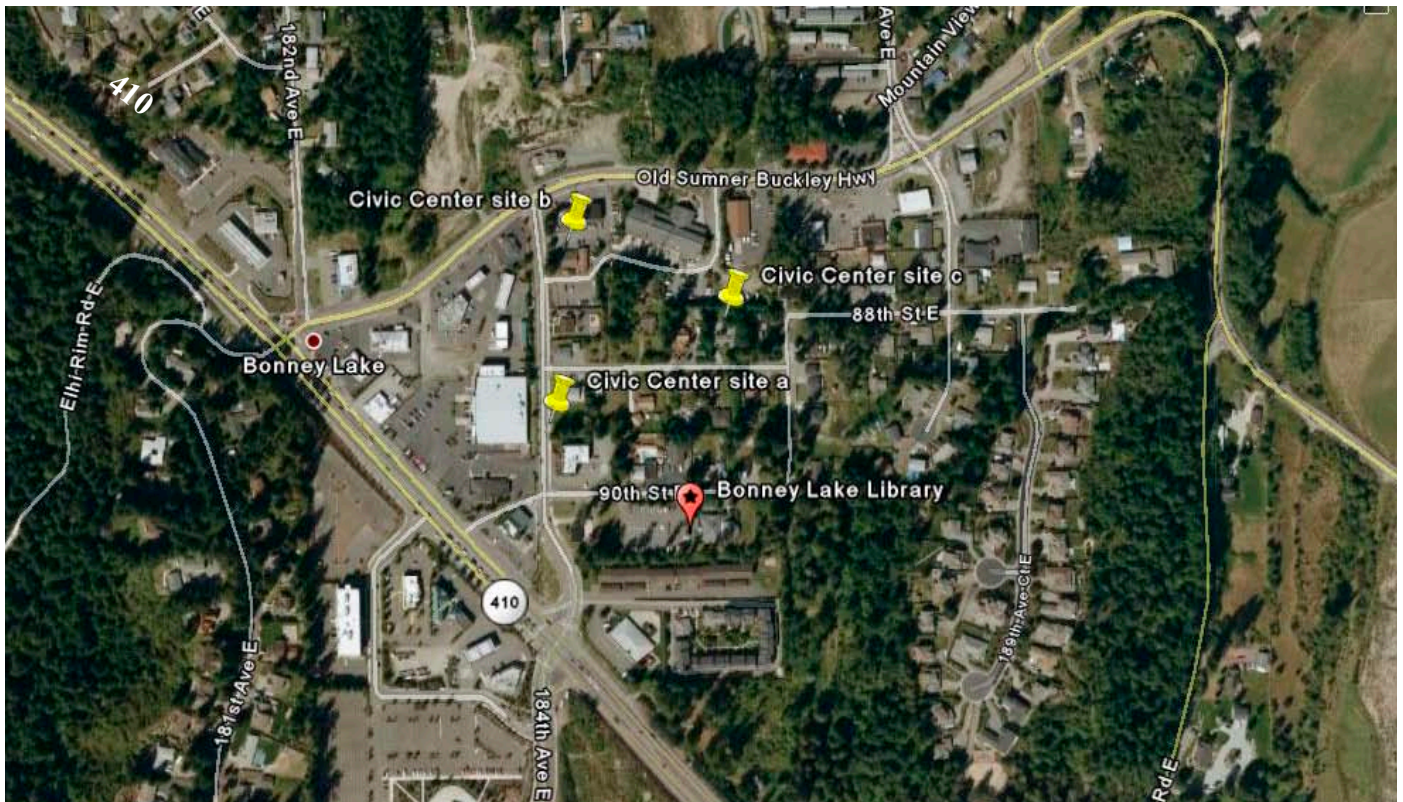
BUCKLEY

Buckley
Pierce County Library
123 S. River Ave.

Built in 1991

4,100 Square Foot Facility
0.83 Acre Site (36,000 SF)
32 parking spaces

Existing Buckley Library

✳ *material checkouts*

Locations used:
✳ *Buckley*
✳ *Bonney Lake*
✳ *Orting*
✳ *Sumner*

COMMUNITY NEEDS

The Buckley service area serves the City of Buckley as well as the rural areas to the east and south of the city.

The current facility is ideally located along Highway 410 within the City of Buckley. It is adjacent to a bicycle and walking path, the downtown area, and other community uses, including the post office. The building and site are owned by the Library.

	Current	2030 proposed
population:	14,915 *(2010 est. pop.)*	19 - 21,000 *(PSRC projected)*
materials *(items per capita)*	30,623 items *(2.05 items/capita)*	47,000 - 55,000 items *(2.5 items/capita)*
seating *(per 1,000 people)*	23 seats *(1.54 seats/1,000)*	70 - 85 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	10 computers *(0.67 comp/1,000)*	45 - 55 computers *(2.5 comp/1,000)*
meeting room seats	33 seats	90 - 110 seats
group study	2 seats in 1 room	30 - 40 seats in 5-6 rooms
total square footage	*4,100 sf* *(0.27 sf/capita)*	*14,700 - 17,100 sf* *(0.72-0.84 sf/capita)*
parking spaces	32 spaces	60-70 spaces

Customer Mapping Analysis

LIBRARY IMPROVEMENT OPTIONS

An expanded facility of 14,700 - 17,100 square feet is recommended.

Recommended Option: Expansion on existing site, with additional land

- An addition to the existing facility on the existing site is the recommended strategy. While the existing site is large enough to accommodate some expansion, there is not enough room on the site for both the building and parking expansion.

- The City owns the surrounding land, including the park land and adjacent properties to the southwest, and may be able to reconfigure its lease with its current tenant as well as the park area to facilitate the additional parking that would be needed to support an expanded library. A partnership with the City to expand parking on adjacent city-owned land will be advantageous to fulfill the recommendation at this location.

Site Capacity Improvement Option Diagram
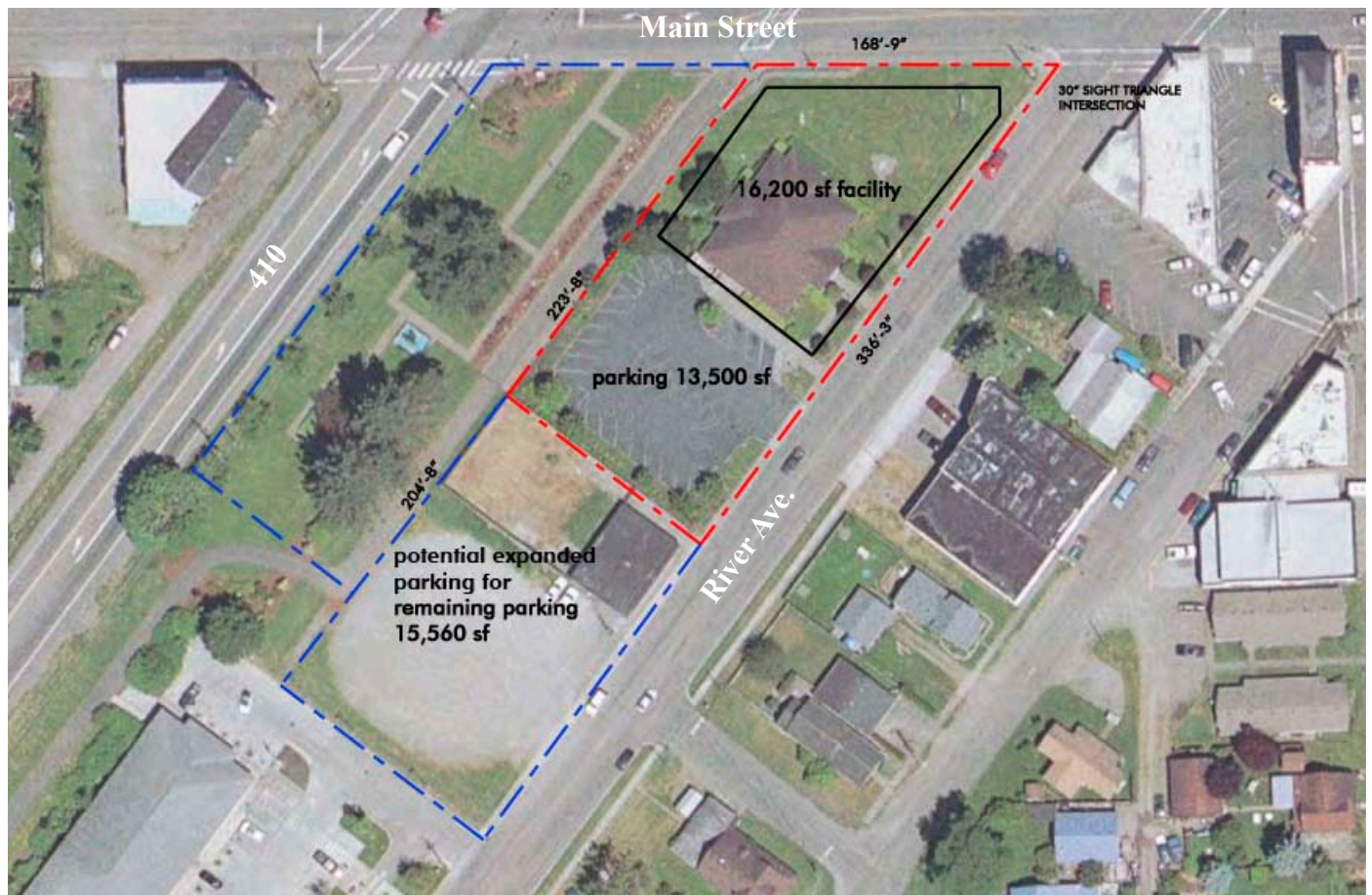
PCLS Property Line   City-owned land (potential expansion area)

DUPONT

DuPont
Pierce County Library
1540 Wilmington Drive

Built in 2004

3,610 Square Foot Facility
21 parking spaces

Existing DuPont Library

material checkouts
Locations used:
DuPont
Tillicum
Steilacoom
Lakewood

COMMUNITY NEEDS

The DuPont service area serves the City of DuPont and the surrounding unincorporated areas in the southwest corner of the county, and, along with Lakewood, residents of Fort Lewis.

The current DuPont facility is conveniently located in the town's shopping area, adjacent to several other community resources, and shares parking with adjacent retail. It is in excellent condition but lacks some key service components, such as a meeting room. The current facility is leased from DuPont Station, LLC. However, the Library would prefer to purchase its facility in the area in the future.

	Current	2030 proposed
population:	13,349 *(2010 est. pop.)*	16 - 18,000 *(PSRC projected)*
materials *(items per capita)*	29,951items *(2.24 items/capita)*	39,000 - 46,000 items *(2.5 items/capita)*
seating *(per 1,000 people)*	32 seats *(2.4 seats/1,000)*	55 - 70 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	11 computers *(0.82 comp/1,000)*	35 - 50 computers *(2.5 comp/1,000)*
meeting room seats	0 seats	65 - 85 seats
group study	0 seats	20 - 25 seats in 3-5 rooms
total square footage	*3,610 sf* *(0.27 sf/capita)*	*11,800 - 13,700 sf* *(0.69-0.80 sf/capita)*
parking spaces	21 spaces	45-55 spaces

Customer Mapping Analysis
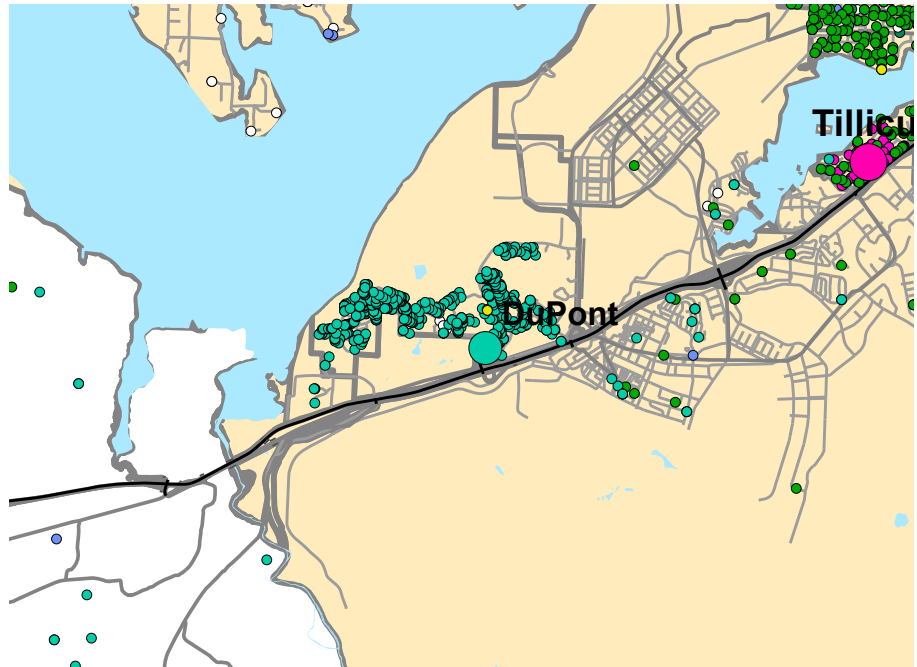
LIBRARY IMPROVEMENT OPTIONS

An expanded facility between 11,800–13,700 square feet is recommended for the DuPont area. Preliminary analysis has determined that approximately 1.0–1.13 acres will be needed for this expanded facility.

Recommended Option: Relocate and expand

- While the current location is well-located, the current facility cannot be expanded due to surrounding retail and street right-of-ways.

- Develop a new library facility in the DuPont Station area near the currently planned grocery store (site 3). This location is central to the DuPont community and near the existing library building.

Alternative Option:
- Develop a new, expanded facility at an alternative site that is convenient to the community. Several sites were reviewed with the Community Leaders Advisory Group.

Map of Potential Sites
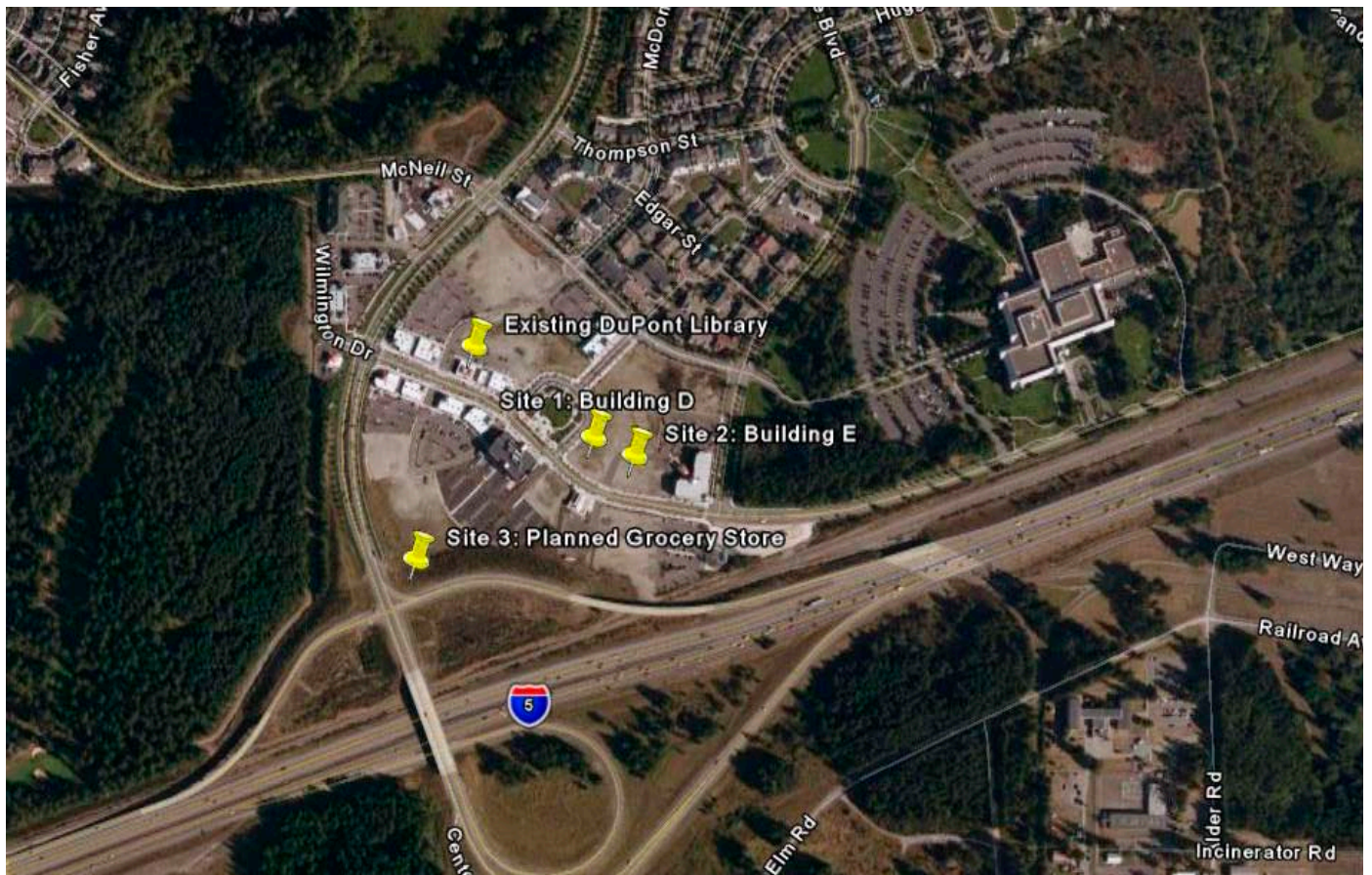
EATONVILLE

Eatonville
Pierce County Library
205 Center Street W.

Built in 1990

4,000 Square Foot Facility
0.54 Acre Site (25,155 SF)
11 parking spaces

Existing Eatonville Library

✷ *material checkouts*
Locations used:
✷ *Eatonville*
✷ *Graham*
✷ *Parkland-Spanaway*
✷ *Summit*

COMMUNITY NEEDS

The Eatonville service area serves the city of Eatonville and surrounding rural areas and south to the county border. It also serves the towns of Ashford and Elbe along the route to Mt. Rainer.

The current facility is well-located in downtown Eatonville, with a community center and the police department nearby, as well as shopping and schools. The facility is convenient to those who live and shop in Eatonville; it is also used by those who live in the Elbe and Ashford communities near Mt. Rainer. The Library owns the building and the site.

	Current	2030 proposed
population:	9,733 *(2010 est. pop.)*	12 - 13,000 *(PSRC projected)*
materials *(items per capita)*	27,379 items *(2.81 items/capita)*	29,500 - 34,500 items *(2.5 items/capita)*
seating *(per 1,000 people)*	23 seats *(2.36 seats/1,000)*	40 - 55 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	8 computers *(0.82 comp/1,000)*	30 - 35 computers *(2.5 comp/1,000)*
meeting room seats	28 seats	65 - 85 seats
group study	2 seats in 1 room	10 - 20 seats in 3-4 rooms
total square footage	*4,000 sf* *(0.41 sf/capita)*	*9,300 - 10,800 sf* *(0.73-0.85 sf/capita)*
parking spaces	11 spaces	35-45 spaces

Customer Mapping Analysis
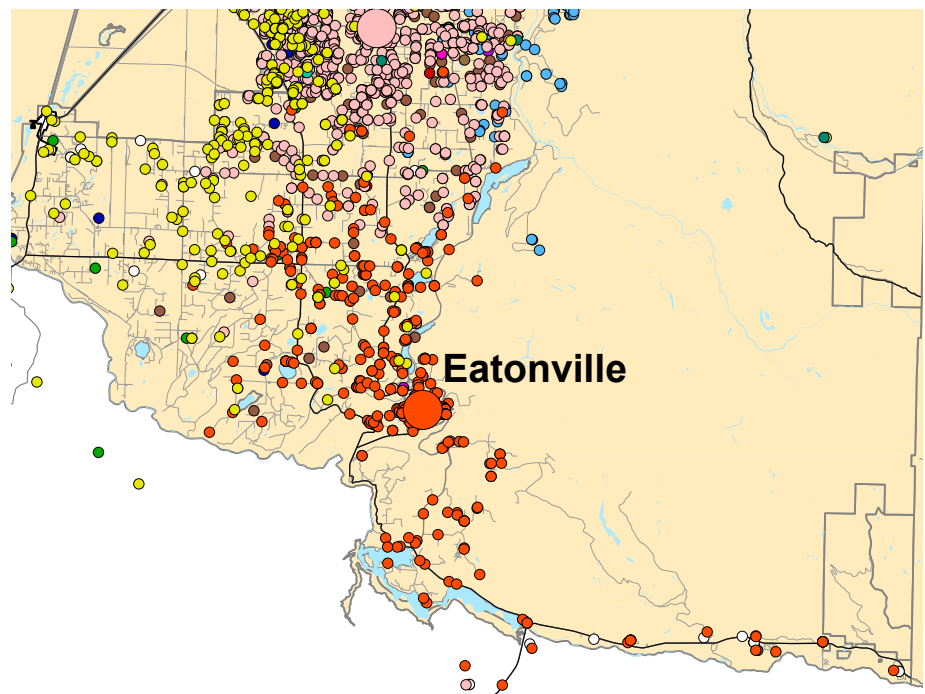
LIBRARY IMPROVEMENT OPTIONS

An expanded facility of 9,300 - 10,800 square feet is recommended for the Eatonville area.

The Eatonville service area is also being considered for an alternative service delivery location.

Recommended Option: Expansion on existing site, with additional land

- The current location is ideally located in the downtown area of Eatonville and near other community resources.

- Capacity at the current site allows for the library to expand on the south side of the building.

- An expansion would require additional parking. The Library should consider the purchase of additional land for expanded parking. If land cannot be found, a joint-use parking agreement with a nearby community partner may be desired.

Site Capacity Improvement Option Diagram

PCLS Property Line

FIFE

In 2010, the Library served the community via bookmobile, and direct service to adult care facilities and childcare centers.

COMMUNITY NEEDS

Fife residents voted to annex to Pierce County Library System for service in November 2009. The agreement for this includes the opening of an initial 6,000 square foot library to serve the community by June 2011. The Library will lease this building.

Fife	Current	2030 proposed
population:	9,090 *(2010 est. pop.)*	13 - 15,000 *(PSRC projected)*
materials *(items per capita)*	0 items	32,000-38,000 items *(2.5 items/capita)*
seating *(per 1,000 people)*	0 seats	45-60 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	0 computers	30-40 computers *(2.5 comp/1,000)*
meeting room seats	0 seats	65-85 seats
group study	0 seats	20-25 seats in 3-4 rooms
total square footage	*0 sf*	*10,200 - 11,800 sf* *(0.73-0.85 sf/capita)*
parking spaces	0 spaces	40-50 spaces

Customer Mapping Analysis
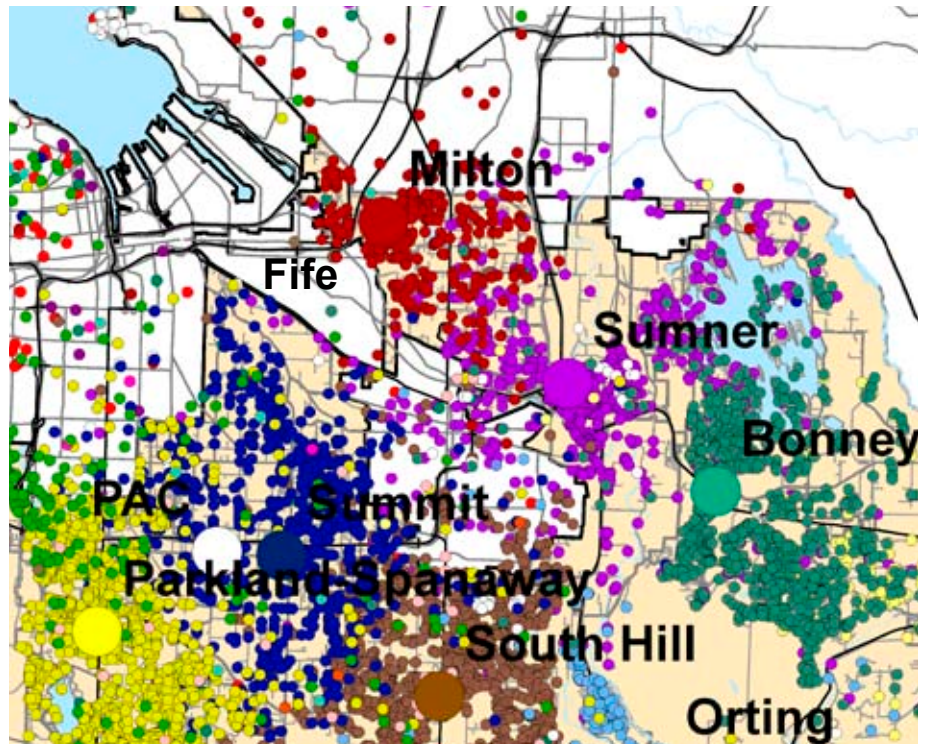
✴ *material checkouts*
Locations used:
✴ *Bonney Lake*
✴ *Milton/Edgewood*
✴ *Parkland-Spanaway*
✴ *Orting*
✴ *South Hill*
✴ *Summit*
✴ *Sumner*

LIBRARY IMPROVEMENT OPTIONS

A 6,000 square foot facility will open in Fife by June 2011 in a leased space.

An expanded facility between 10,200–11,800 square feet is recommended for the Fife area. Preliminary analysis has determined that approximately 0.8–1.1 acres will be needed for this expanded facility. The Library would prefer to own this expanded facility if possible.

Recommended Option: Expansion and potentially relocate

• Expand the initial 6,000 square foot library or relocate to an alternative site, potentially along 20th Street or 54th Ave., either of which would be convenient to the community.

• The locations of the Fife, Milton/Edgewood, and Sumner libraries are seen as linked due to transportation patterns, and should be coordinated at the time of final site evaluation and selection during implementation of the plan.

Map of Potential Sites
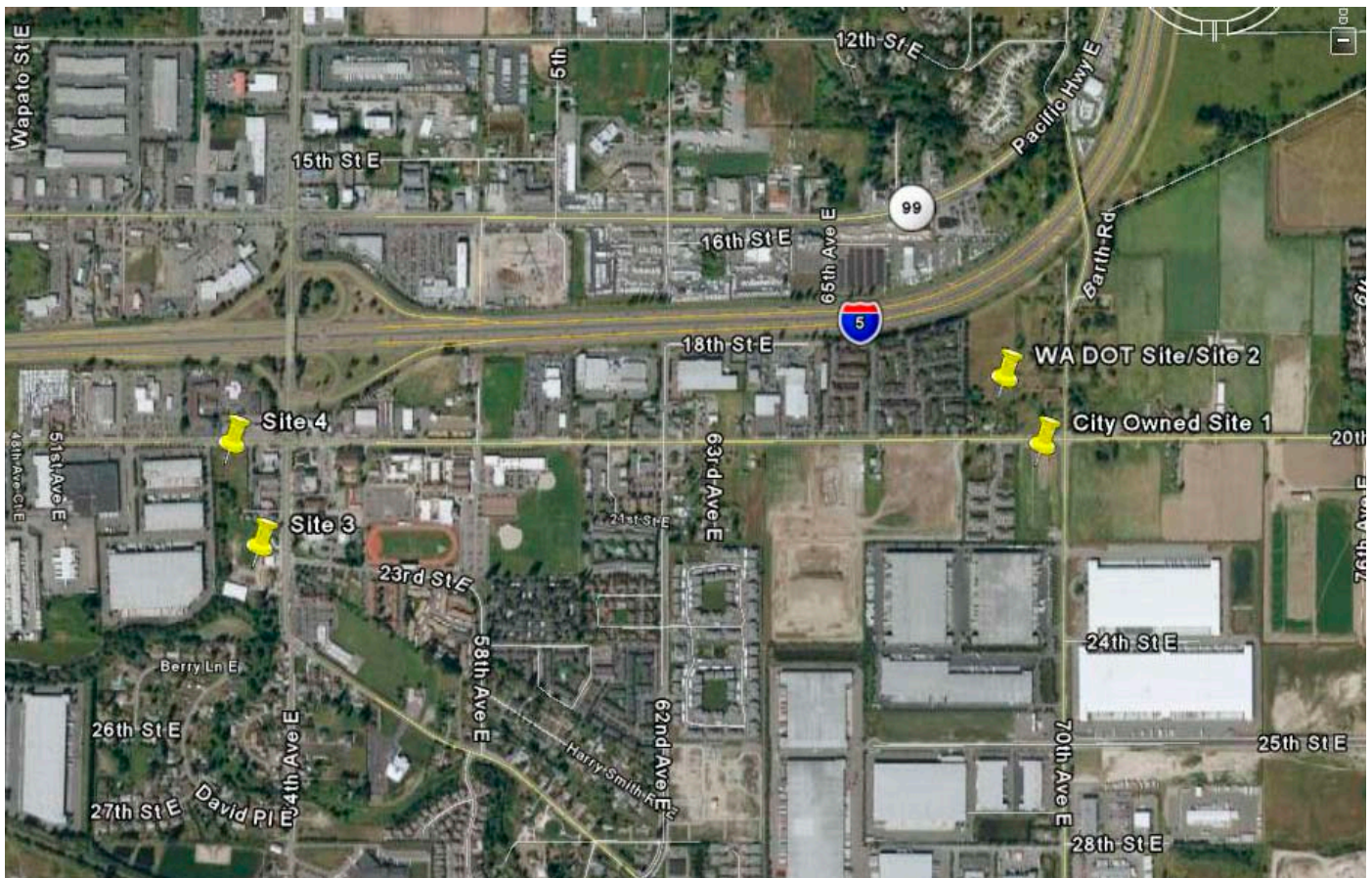
GIG HARBOR/PENINSULA

*Gig Harbor/Peninsula
Pierce County Library
4424 Point Fosdick
Drive N.W.*

Built in 1990

*15,214 Square Foot Facility
2.27 Acre Site (99,070 SF)
98 parking spaces*

*Existing Gig Harbor/Peninsula
Library*

✴ *material checkouts*

Locations used:
✴ *Gig Harbor (Peninsula)*
✴ *Key Center*
✴ *University Place*

COMMUNITY NEEDS

The Gig Harbor/Peninsula Pierce County Library serves the City of Gig Harbor and surrounding unincorporated areas, including Fox Island. Kitsap County residents who live north of Pierce County use this location.

The current library is well-located near shopping and convenient to Highway 16, a major commute route. The Library owns the building and site.

	Current	2030 proposed
population:	47,538 *(2010 est. pop.)*	57 - 63,000 *(PSRC projected)*
materials *(items per capita)*	109,878 items *(2.31 items/capita)*	139,000 - 162,000 items *(2.5 items/capita)*
seating *(per 1,000 people)*	78 seats *(1.64 seats/1,000)*	200 - 250 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	32 computers *(0.67 comp./1,000)*	105 - 135 computers *(2.0 comp/1,000)*
meeting room seats	121 seats	135 - 165 seats + 40 seats in a second room
group study	12 seats in 4 rooms	40 - 50 seats in 6-8 rooms
total square footage	*15,214 sf* *(0.32 sf/capita)*	*35,800 - 41,600 sf* *(0.59-0.69 sf/capita)*
parking spaces	98 spaces	140-170 spaces

Customer Mapping Analysis
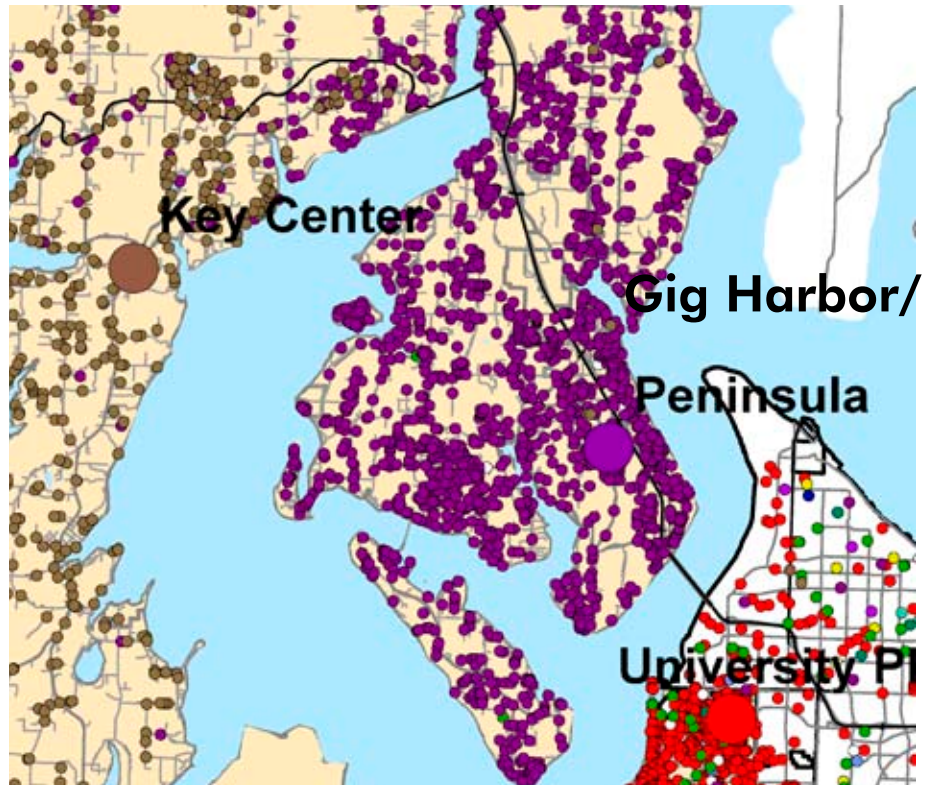
LIBRARY IMPROVEMENT OPTIONS

An expanded facility of 35,800 - 41,600 square feet is recommended for the Gig Harbor area.

The Gig Harbor/Peninsula service area is also being considered for an alternative service delivery location.

Recommended Option: Expansion on existing site

- A one- or two-story addition to the existing building can be accommodated on the existing site, including parking to meet the City's current zoning code. However, the library is primarily accessed by vehicle and this amount of parking does not meet the demand of customers even though it meets code. Therefore, the Library should look at providing additional parking to meet customer needs.

- The Library currently has a joint-use parking agreement with the Peninsula Christian Fellowship Church, its neighbor on two sides, and there is a sidewalk between the two parking lots. There is interest by both the Library and Church to develop part of the Church's parcel as additional shared parking, and to better connect the lots. The City may require a legal shared parking agreement.

Site Capacity Improvement Option Diagram

Area of church parcel identified for potential joint-use parking

PCLS Property Line

Expansion option:
Two story addition to existing one story building

GRAHAM

Graham
Pierce County Library
9202 224th Street E.

Built in 1992

7,152 Square Foot Facility
3.2 Acre Site (137,970 SF)
61 parking spaces

Existing Graham Library

material checkouts
Locations used:
Bonney Lake
Eatonville
Graham
Orting
South Hill
Parkland-Spanaway
Summit

COMMUNITY NEEDS

The Graham service area includes the Graham community and other unincorporated areas on all sides. It currently serves the Fredrickson area to the west, which is recommended for a new facility as part of the implementation of this plan. The area has grown immensely since the Graham Library was added to the System in the 1986 bond measure.

The Graham Library is well-located just off of Meridian Ave. along 224th Street, a major commercial thoroughfare in the community. The Library owns the building and site.

	Current	2030 proposed
population:	50,788 *(2010 est. pop.)* [1]	48-53,000 *(PSRC projected)* [1]
materials *(items per capita)*	50,908 items *(1.0 items/capita)*	116,000-135,000 items *(2.5 items/capita)*
seating *(per 1,000 people)*	31 seats *(0.61 seats/1,000)*	170-210 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	18 computers *(0.35 comp/1,000)*	90-110 computers *(2.0 comp/1,000)*
meeting room seats	57 seats	135-165 seats + 40 seats in a second room
group study	4 seats in 1 room	40 - 50 seats in 6-8 rooms
total square footage	*7,152 sf* *(0.14 sf/capita)*	*30,700 - 35,700 sf* *(0.61-0.71 sf/capita)*
parking spaces	61 spaces	120-145 spaces

1 A portion of the current Graham population will be served by the proposed Frederickson Library.

Customer Mapping Analysis
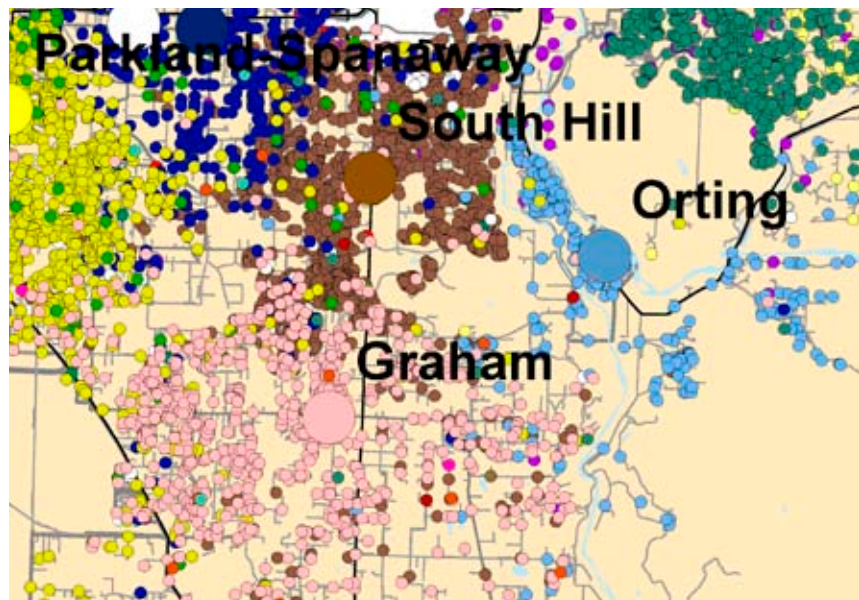
LIBRARY IMPROVEMENT OPTIONS

An expanded facility of 30,700 - 35,700 square feet is recommended for the Graham area, as well as a new facility in the Fredrickson area, which will lessen the population demand on the Graham facility.

Recommended Option: Expansion on existing site

- The existing Graham Library was developed on a large parcel in anticipation of the need for future expansion. There is sufficient capacity for expansion and site improvements on the current site, and several development options will be possible. One-story or two-story additions or a new building, as well as expanded parking, are all viable on this site. The most cost-effective development will be determined at the time of implementation.

Site Capacity Improvement Option Diagrams

PCLS Property Line   Two story addition option

PCLS Property Line   One story addition option

KEY CENTER

Key Center
Pierce County Library
8905 Key Peninsula
Highway N.

Built in 1976

4,066 Square Foot Facility
1.04 Acre Site (45,501 SF)
14 parking spaces


Existing Key Center Library

 material checkouts
Locations used:
 Gig Harbor (Peninsula)
 Key Center
 University Place

COMMUNITY NEEDS

The Key Center service area serves the Key Peninsula, including the Key Center area and the Lake Kathryn area and north and west to the county border. It is located along the central transportation spine of the Key Peninsula Highway in Key Center, adjacent to community resources such as shopping and groceries. This location is also central to the peninsula's population, with two-thirds of the population at Key Center and south, and one-third living between Key Center and the county border. The current Key Center building is a joint-use facility with a community health center, with the library owning both the building and land. The building was built with HUD funds.

	Current	2030 proposed
population:	16,495 *(2010 est. pop.)*	19 - 21,000 *(PSRC projected)*
materials *(items per capita)*	33,067 items *(2.04 items/capita)*	46,000 - 54,000 items *(2.5 items/capita)*
seating *(per 1,000 people)*	20 seats *(1.21 seats/1,000)*	65 - 85 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	10 computers *(0.61 comp/1,000)*	45 - 55 computers *(2.5 comp/1,000)*
meeting room seats	Limited Access	90 - 110 seats
group study	0 seats	30 - 40 seats in 5-6 rooms
total square footage	*4,066 sf* *(0.25 sf/capita)*	*14,500 - 16,900 sf* *(0.73-0.85 sf/capita)*
parking spaces	14 spaces	55-70 spaces

Customer Mapping Analysis
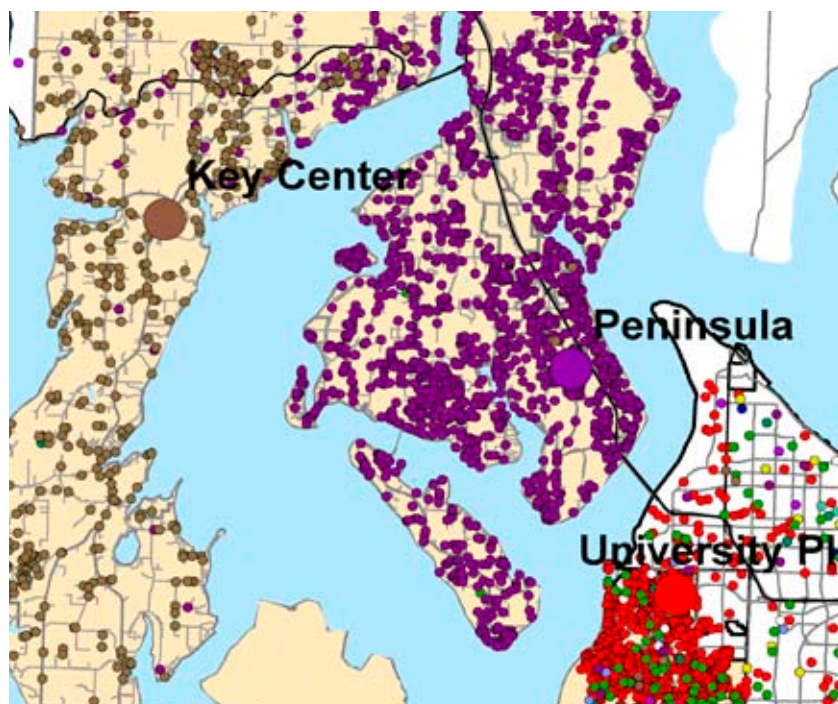
LIBRARY IMPROVEMENT OPTIONS

An expanded facility between 14,500–16,900 square feet is recommended for the Key Center area. Preliminary analysis has determined that approximately 1.2–1.6 acres will be needed for this expanded facility.

Recommended Option: Expansion on existing site, with additional land

- A new, expanded facility in the Key Center area is recommended. The current site is centrally located in the service area, but may need to be expanded to accommodate the square footage recommended. If expansion of the current site is possible this will be preferred.

- An expansion at the current site would require that the community health center find a new location. The Library is a community partner with the health center and will work with them to ensure a smooth transition.

Alternative Option:

- A new, expanded facility at an alternative site within the Key Center area. The Community Leaders Advisory Group discussed several potential locations in the case of a relocation from the current site, and the Key Center area was determined to be most convenient within the Key Peninsula as it is geographically central to the majority of the population.

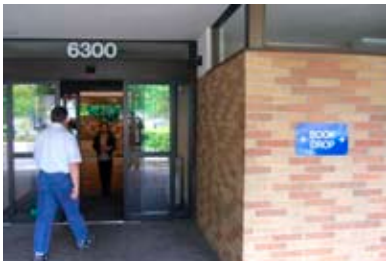- A new, expanded facility at a new site in the Lake Kathryn area.

Site Capacity Improvement Option Diagram

PCLS Property Line   Expansion option at current site

LAKEWOOD

*Lakewood
Pierce County Library
6300 Wildaire Road, S.W.*

Built in 1963; Renovated in 1994

*32,592 Square Foot Facility
1.96 Acre Site (85,483 SF)
68 parking spaces*

Existing Lakewood Library

material checkouts
Locations used:
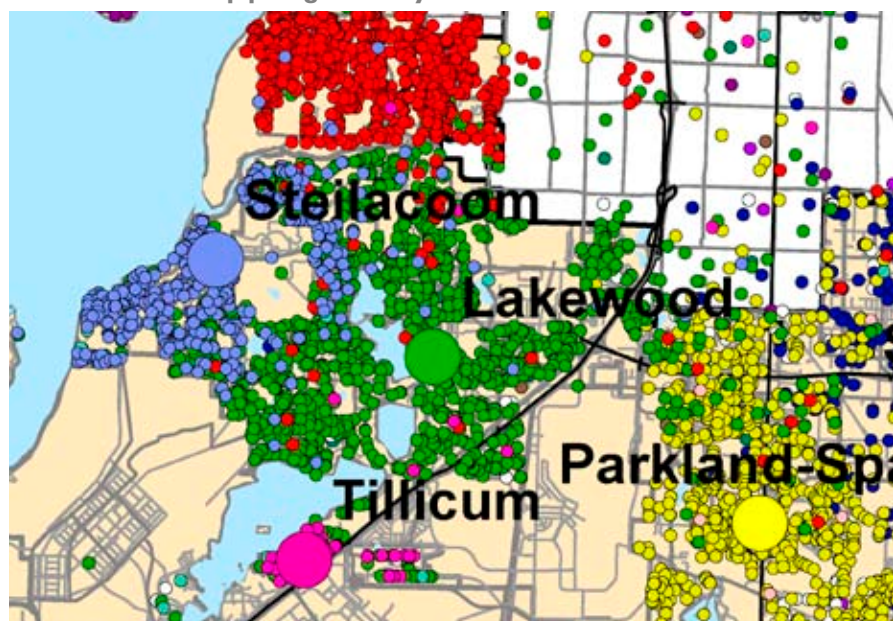Lakewood
Parkland/Spanaway
Steilacoom
University Place
Tillicum

The Lakewood service area includes the City of Lakewood and nearby unincorporated areas. The Tillicum Pierce County Library serves the Tillicum area which is south of Lakewood.

The current facility is located near the high school and the Lakewood Town Center, which includes shopping as well as community services such as the Lakewood City Hall. While it is well-located, the current building and parking is far too small to serve the needs of the service area. The Library owns the building and site.

	Current	2030 proposed
population:	79,878 *(2010 est. pop.)*	73 - 81,000 *(PSRC projected)*
materials *(items per capita)*	152,830 items *(2.01 items/capita)*	178,500 - 207,500 items *(2.5 items/capita)*
seating *(per 1,000 people)*	107 seats *(1.41 seats/1,000)*	260 - 320 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	41 computers *(0.54 comp/1,000)*	100 - 130 computers *(1.5 comp/1,000)*
meeting room seats	129 seats	135 - 165 seats + 60 seats in a second room
group study	16 seats in 5 rooms	40 - 50 seats in 6-8 rooms
total square footage	*32,592 sf* [1] *(0.43 sf/capita)*	*42,500 - 49,400 sf* *(0.55-0.64 sf/capita)*
parking spaces	68 spaces	170 spaces

1 Includes approximately 7,000 sf of Friends of the Library space which is not open to the public.

Customer Mapping Analysis

LIBRARY IMPROVEMENT OPTIONS

An expanded facility between 42,500–49,400 square feet is recommended for the Lakewood area. Preliminary analysis has determined that approximately 2.8–4.3 acres will be needed for this expanded facility.

Recommended Option: Relocate and expand

• Relocate to the Town Center area in close proximity to City Hall if an appropriate site that is large enough for the building and parking is available. The Library will need to reassess the available site locations with the community and city at the time of implementation.

Alternative Options:

• Replacing the existing building with a larger building and structured parking on the existing site.

• An alternative site within the immediate area that is large enough for the required building and parking and convenient to residents.

Map of Potential Sites
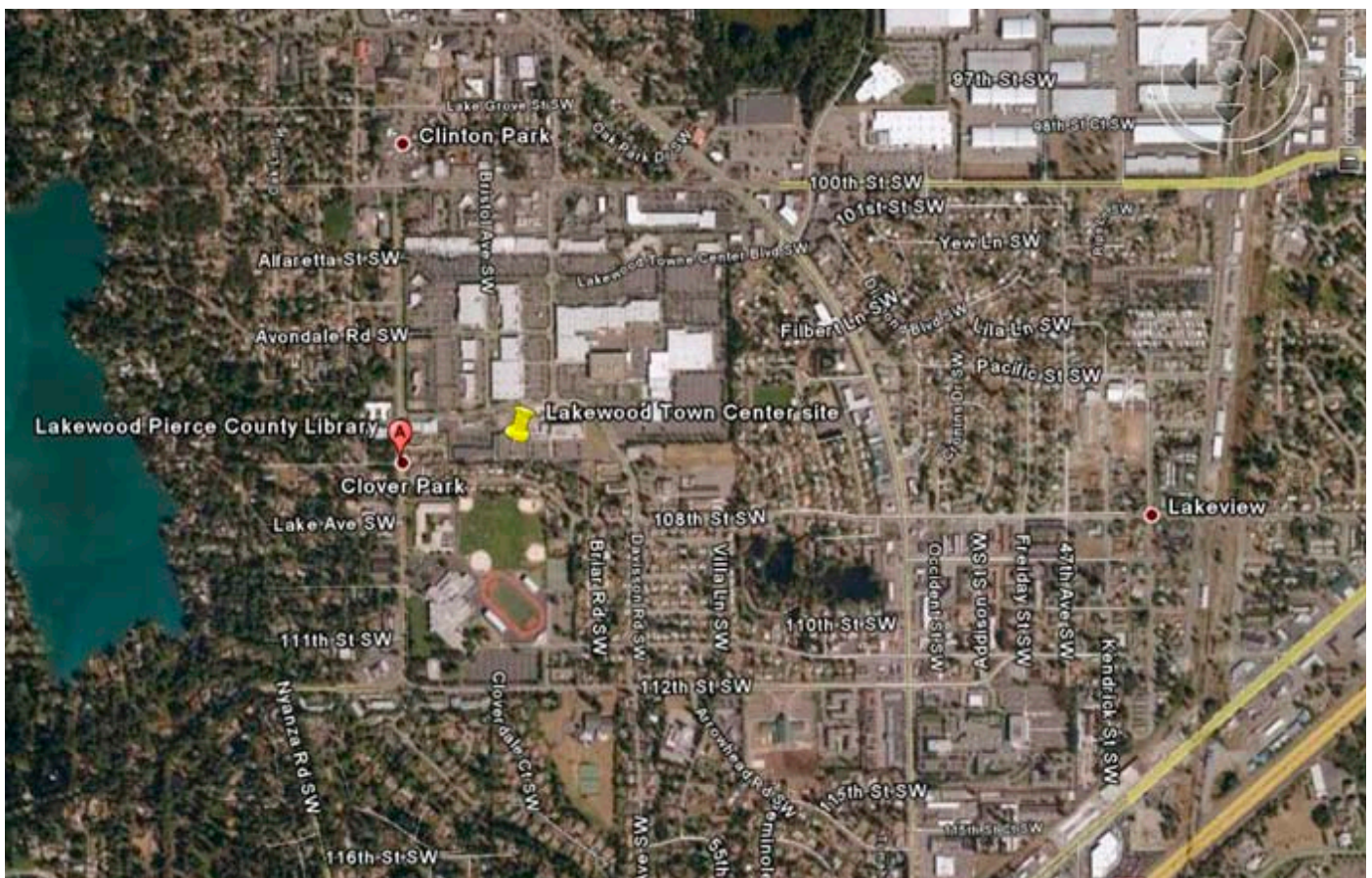
MILTON/EDGEWOOD

Milton/Edgewood
Pierce County Library
1000 Laurel Street

Built in 1982

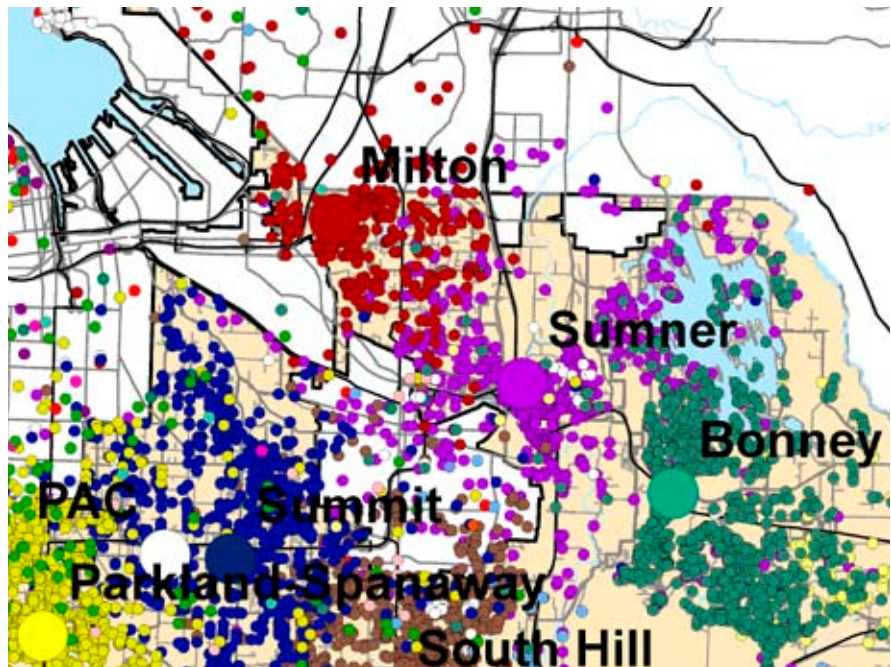*3,300 Square Foot Facility*
80 shared parking spaces

COMMUNITY NEEDS

The Milton/Edgewood service area serves the cities of Milton and Edgewood as well as the surrounding unincorporated area.

The current Milton/Edgewood Library is in a joint-use building with the Milton Senior Center at the Milton City Hall site. The Library does not own the building or the site. The building, which was built with HUD funding, will revert to the City in the future. The current location is convenient to many Milton residents; however, it is not convenient to those who live in Edgewood or areas to the south or east. At the time of this report, the Library is moving the Milton/Edgewood Library to a leased storefront in the Surprise Lake Shopping Center.

	Current	2030 proposed
population:	16,838 *(2010 est. pop.)*	26 - 28,000 *(PSRC projected)*
materials *(items per capita)*	28,715 items *(1.71 items/capita)*	63,000 - 73,000 items *(2.5 items/capita)*
seating *(per 1,000 people)*	24 seats *(1.42 seats/1,000)*	90 - 115 seats *(3.8 seats/1,000))*
computers *(per 1,000 people)*	8 computers *(0.48 comp/1,000)*	60 - 75 computers *(2.5 comp/1,000)*
meeting room seats	Limited Access	90 - 110 seats
group study	8 seats in 1 room	30 - 40 seats in 5-6 rooms
total square footage	*3,300 sf* *(0.20 sf/capita)*	*18,300 - 21,300 sf* *(0.67-0.78 sf/capita)*
parking spaces	80 shared spaces	70-85 spaces

Customer Mapping Analysis

Existing Milton/Edgewood Library

🔬 *material checkouts*
Locations used:
🟥 *Milton/Edgewood*
🟩 *Bonney Lake*
🟨 *Parkland/Spanaway*
🟫 *South Hill*
🟪 *Sumner*
🟦 *Summit*

LIBRARY IMPROVEMENT OPTIONS

The Milton/Edgewood Pierce County Library is scheduled to open in the leased location in Summer 2010. The facility is planned to be approximately 6,650 square feet.

An expanded facility between 18,300–21,300 square feet is recommended for the Milton/Edgewood area. Preliminary analysis has determined that approximately 1.5–2.1 acres will be needed for this expanded facility.

Recommended Option: Relocate and Expand

- A new, expanded facility along Meridian Ave. commercial corridor is preferred by both the Library and its community partners as determined through the Community Leader Advisory Group sessions. The areas and sites closer to the intersection of Meridian and Milton Way were preferred as they are central to both communities.

- The locations of the Fife, Milton/Edgewood, and Sumner locations are seen as linked due to transportation patterns, and should be coordinated at the time of final site evaluation and selection during implementation of the plan.

Map of Potential Site Options
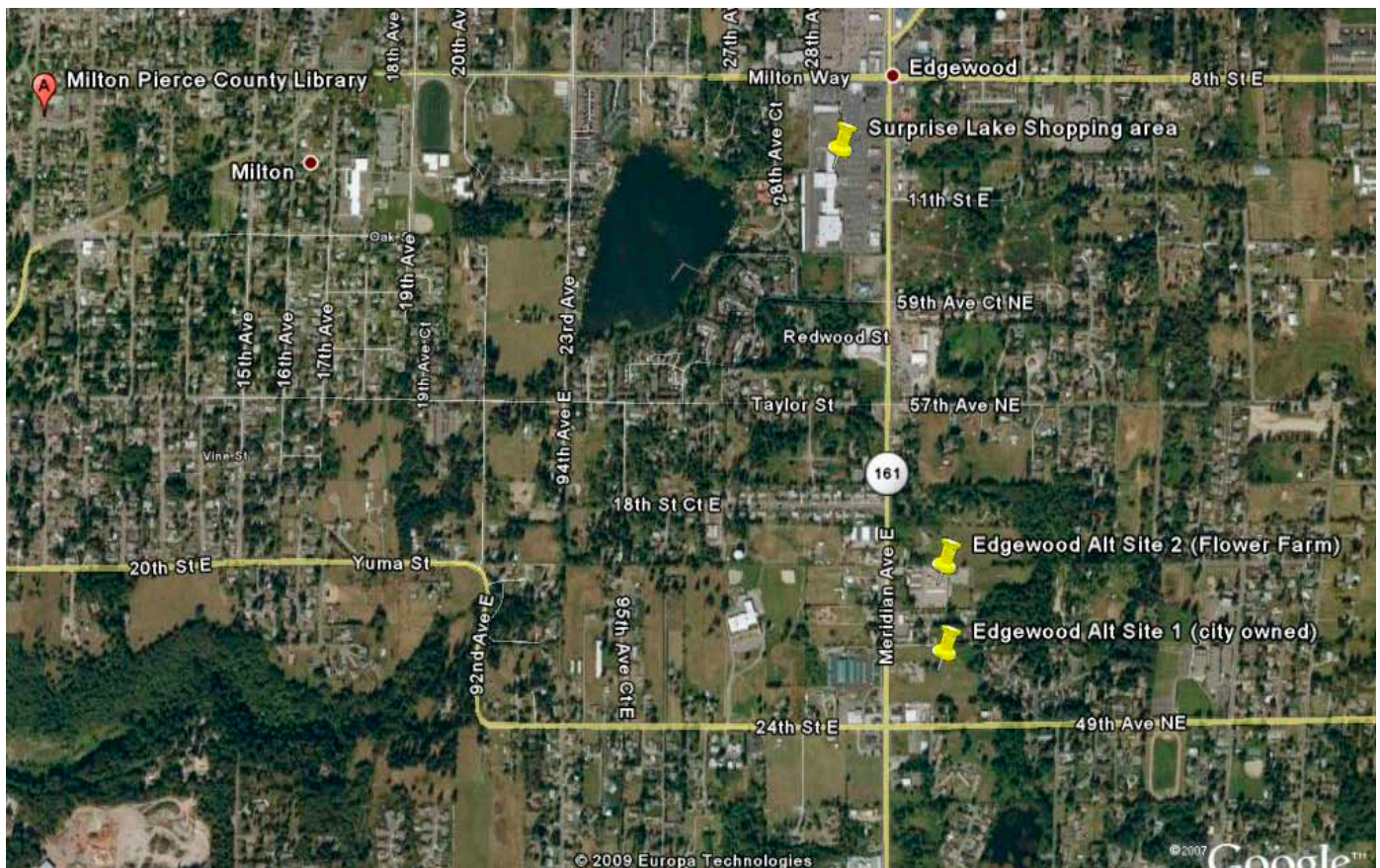
ORTING

Orting
Pierce County Library
202 Washington Ave. S.

Built in 1992

2,700 Square Foot Facility
8 parking spaces

Existing Orting Library

material checkouts
Locations used:
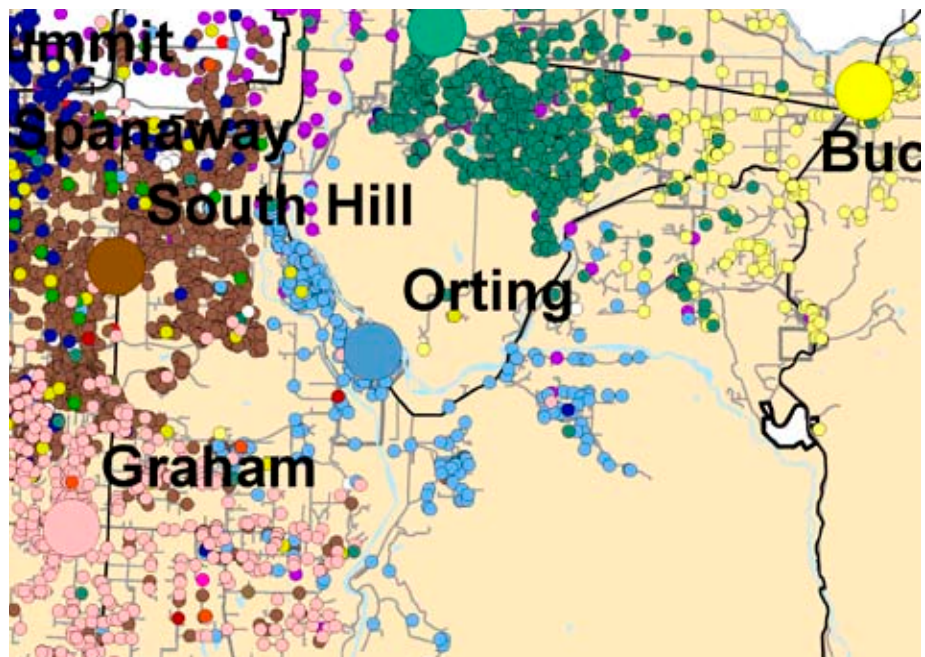Orting
Bonney Lake
Buckley
Graham
South Hill

COMMUNITY NEEDS

The Orting service area serves the City of Orting and the surrounding unincorporated areas along the Carbon River. The current location is in downtown Orting near other community services and shopping. Much of the new residential and commercial development in the City is in the north part of town, while the downtown area is located in the southern part of the City.

The current library is in a joint-use facility with the City of Orting's Recreation Department. The library does not own the building or site, both of which are too small for the needed library services.

	Current	2030 proposed
population:	9,078 *(2010 est. pop.)*	14 - 15,000 *(PSRC projected)*
materials *(items per capita)*	24,991 items *(2.75 items/capita)*	33,000 - 39,000 items *(2.5 items/capita)*
seating *(per 1,000 people)*	18 seats *(1.98 seats/1,000)*	45 - 60 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	10 computers *(1.10 comp/1,000)*	30 - 40 computers *(2.5 comp/1,000)*
meeting room seats	Limited Access	65 - 85 seats
group study	0 seats	20 - 25 seats in 3-4 rooms
total square footage	*2,700 sf* *(0.30 sf/capita)*	*10,400 - 12,100 sf* *(0.72-0.84 sf/capita)*
parking spaces	8 spaces	40-50 spaces

Customer Mapping Analysis

An expanded facility between 10,400–12,100 square feet is recommended for the Orting area. Preliminary analysis has determined that approximately 0.8–1.2 acres will be needed for this expanded facility. A site that minimizes dangers from flooding or lahars is preferred.

Recommended Option: Relocate and expand
- Relocation to a new site in the downtown Orting area that has capacity for both the needed building and parking was preferred by the Community Leader Advisory Group. One potential site is the Orting School District parcel at Leber/Calistoga and Varner/Washington. This option would likely include the demolition of any existing structures and new construction for the library.

- No alternative sites in the downtown area that have adequate capacity

- have been identified.

Alternative Options:
- A new, expanded facility on Orting Sites 2 and 3 were discussed as alternative options to location in downtown. These are not as central as the Orting School District site, but may be considered depending on the availability of the School District site.

Map of Potential Sites
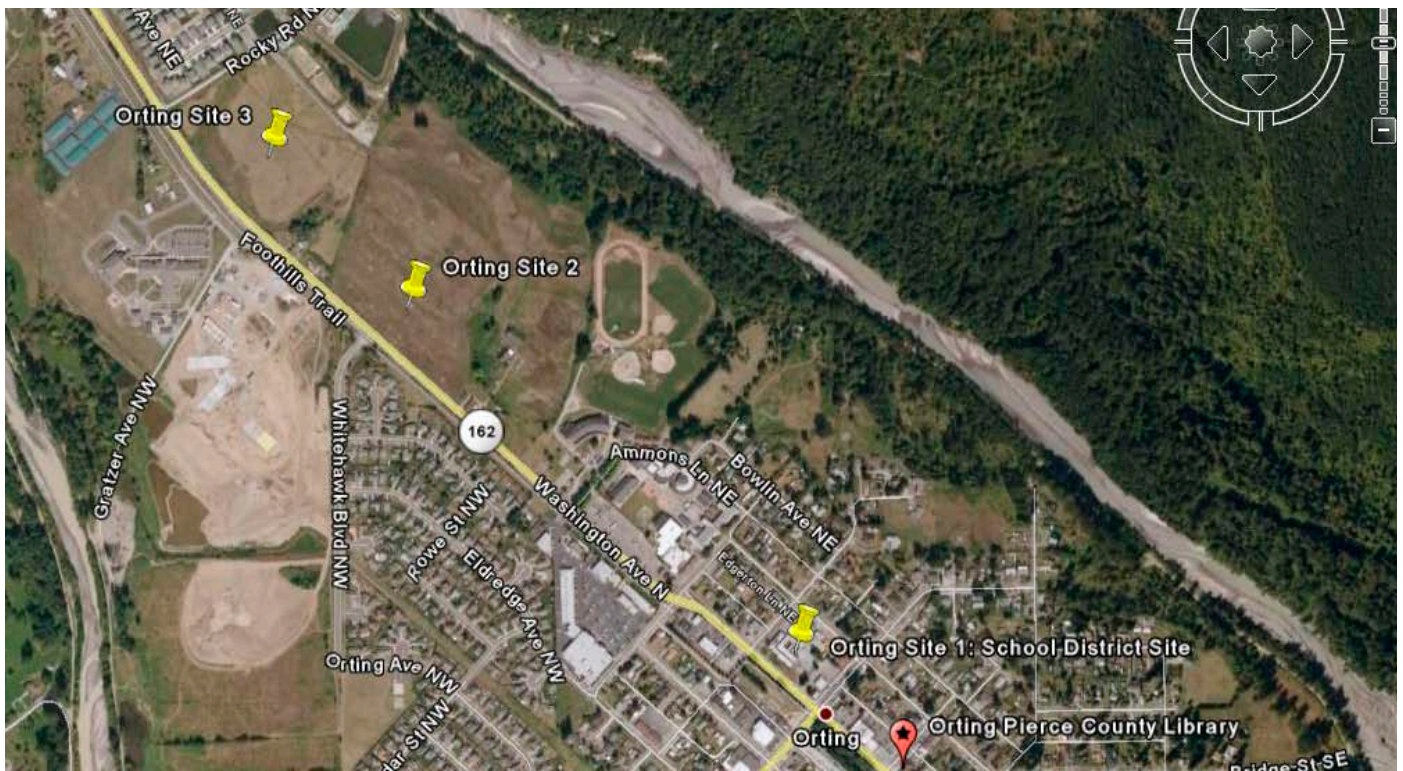
PARKLAND/SPANAWAY

*Parkland/Spanaway
Pierce County Library
13718 Pacific Ave. S.*

Built in 1992

*15,576 Square Foot Facility
2.3 Acre Site (98,618 SF)
69 parking spaces*

*Existing Parkland/Spanaway
Library*

⠿ *material checkouts*

Locations used:

⠿ *Parkland/Spanaway*
⠿ *Graham*
⠿ *Lakewood*
⠿ *South Hill*
⠿ *Summit*

COMMUNITY NEEDS

The Parkland/Spanaway service area includes the unincorporated communities of both Parkland and Spanaway, and serves portions of Frederickson and areas to the south of the Roy Y area due to its convenience along Pacific Ave., a major commercial and commuter route, and the Roy-McKenna Highway.

The current facility is located on Pacific Ave. near shopping and community services. It is well-located to serve the central portion of the Library System's service area, north and east of Fort Lewis and south of Tacoma. The Library owns the building and site.

	Current	2030 proposed
population:	75,514 *(2010 est. pop.)[1]*	77 - 85,000 *(PSRC projected)[1]*
materials *(items per capita)*	116,984 items *(1.55 items/capita)*	187,000 - 217,500 items *(2.5 items/capita)*
seating *(per 1,000 people)*	65 seats *(0.86 seats/1,000)*	275 - 335 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	34 computers *(0.45 comp/1,000)*	105 - 135 computers *(1.5 comp/1,000)*
meeting room seats	82 seats	135 - 165 seats + 60 seats in a second room
group study	12 seats in 4 rooms	40 - 50 seats in 6-8 rooms
total square footage	*15,576 sf* *(0.21 sf/capita)*	*44,300 - 51,500 sf* *(0.55-0.64 sf/capita)*
parking spaces	69 spaces	175-210 spaces

1 A portion of the current Parkland/Spanaway population will be served by a proposed Frederickson Library.

Customer Mapping Analysis
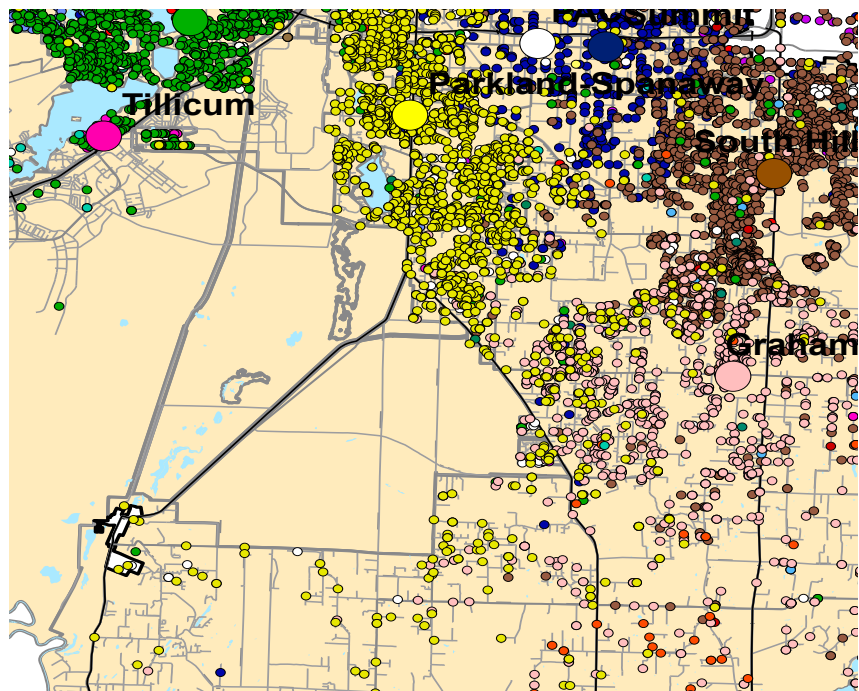
LIBRARY IMPROVEMENT OPTIONS

An expanded facility between 44,300 - 51,500 square feet is recommended for the Parkland/Spanaway area.

Recommended Option: Expansion on existing site

- The existing site has capacity for a two-story addition adjacent to the existing building, which is the recommended option for this site.

- The current facility is well-located along Pacific Ave., although the building is set back from the street and does not have the civic presence on the street that it could. An addition to the building on the Pacific Ave. side of the building could enhance its civic presence in addition to providing additional space for library services.

- To meet the recommended square footage, additional land may need to be acquired for additional parking.

Site Capacity Improvement Option Diagram

15,576 sf current facility (to remain one story)

15,200 sf addition (two story addition)
FRONT: 25 Ft

PCLS Property Line

Expansion option: Two story addition adjacent to existing one story building

SOUTH HILL

South Hill
Pierce County Library
15420 Meridian Ave. E.

Built in 1990

20,100 Square Foot Facility
4.9 Acre Site (213,148 SF)
114 parking spaces

Existing South Hill Library

material checkouts
Locations used:
South Hill
Bonney Lake
Buckley
Graham
Orting
Parkland-Spanaway
Summit
Sumner

COMMUNITY NEEDS

The South Hill service area serves the unincorporated community of South Hill as well as unincorporated areas north to the city of Puyallup, east to the hills above Orting, south toward Graham, and west towards Frederickson and Canyon Road.

The South Hill Library is located along Meridian Ave., the major commercial corridor and commuter route through the community. The street is well-traveled, but is often congested and difficult to navigate, and access to the site makes turning in even more difficult. The location is convenient to many shopping areas and community services, including a new shopping area to the southeast. The Library owns the building and site.

	Current	2030 proposed
population:	63,477 *(2010 est. pop.)*	78 - 86,000 *(PSRC projected)*
materials *(items per capita)*	148,555 items *(2.34 items/capita)*	190,000 - 221,000 items *(2.5 items/capita)*
seating *(per 1,000 people)*	73 seats *(1.15 seats/1,000)*	275- 340 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	36 computers *(0.57 comp/1,000)*	110 - 135 computers *(1.5 comp/1,000)*
meeting room seats	86 seats	135 - 165 seats + 60 seats in a second room
group study	10 seats in 3 rooms	40 - 50 seats in 6-8 rooms
total square footage	*20,100 sf* *(0.32 sf/capita)*	*44,900 - 52,100 sf* *(0.55-0.63 sf/capita)*
parking spaces	114 spaces	180-210 spaces

Customer Mapping Analysis
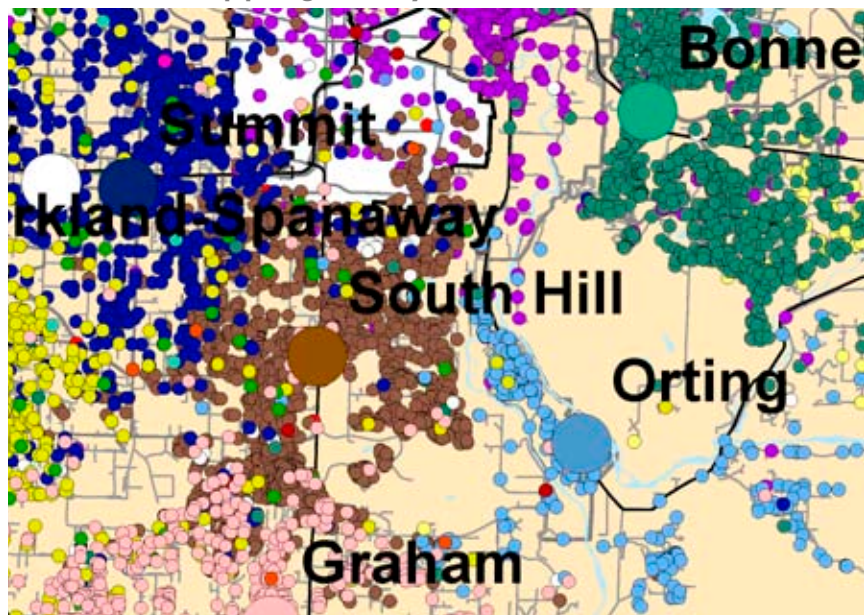
LIBRARY IMPROVEMENT OPTIONS

An expanded facility between 44,900 - 52,100 square feet is recommended for the South Hill area.

Recommended Option: Expansion on existing site

- The existing site is centrally located in the community and has the needed capacity for a two-story addition to the existing building, which is the recommended option for this site.

- The current facility is well-located along Meridian Ave., although the entry off of Meridian is difficult to navigate for vehicles.

- To meet the high range of the recommended additional parking for this site, the parking area will likely need to be re-configured. This reconfiguration could include improved access connections to 152nd Street East and 156th Street East and their signal-controlled intersections on Meridian.

S i t e   C a p a c i t y   I m p r o v e m e n t   O p t i o n   D i a g r a m

building envelope of a two-story addition

parking 23,100 sf 51 spaces

facility size: 54,820 sf (one story building to remain)

parking 76,260 sf 169 spaces

PCLS Property Line   Expansion option: Two story addition adjacent to existing one story building

STEILACOOM

Steilacoom
Pierce County Library
2950 Steilacoom Boulevard

Built in 1990

4,039 Square Foot Facility
0.77 Acre Site (33,541 SF)
38 parking spaces

Existing Steilacoom Library

 material checkouts
Locations used:
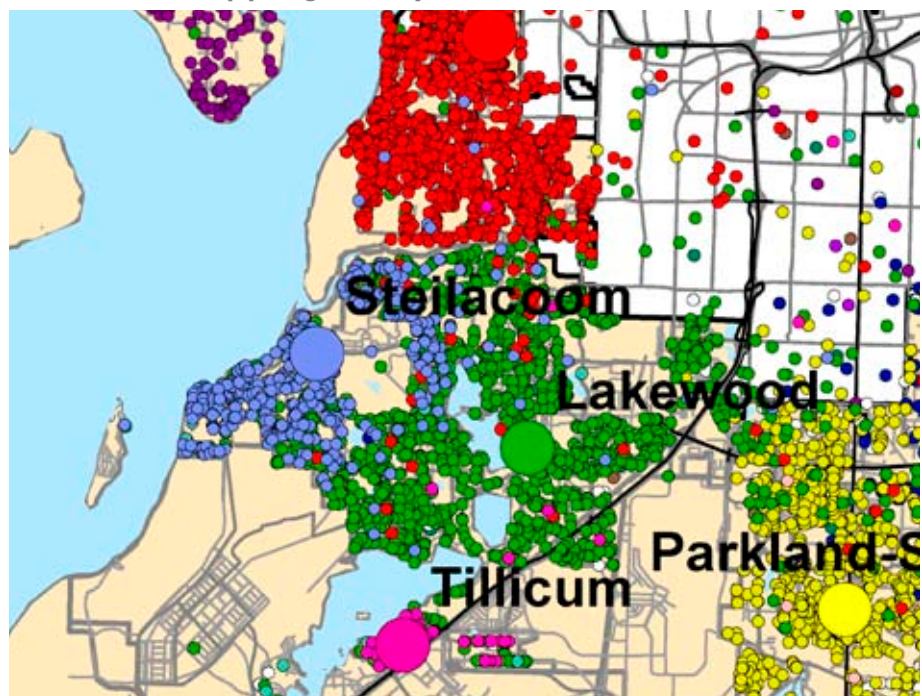 *Steilacoom*
 Lakewood
 Parkland-Spanaway
 Tillicum
 University Place

COMMUNITY NEEDS

The Steilacoom service area serves the town of Steilacoom as well as the unincorporated areas between Steilacoom and Lakewood.

The existing library site is well-located near the high school and along Steilacoom Boulevard, one of only three access points to the town, and is a very well-traveled path for Steilacoom residents. The facility is convenient to the residential areas of the town as well. The current site is at capacity for a one-story building, parking, and a stand of protected native Garry Oak Trees. The Library owns the building and site.

	Current	2030 proposed
population:	11,910 *(2010 est. pop.)*	13 - 14,000 *(PSRC projected)*
materials *(items per capita)*	28,807 items *(2.42 items/capita)*	31,500 - 37,500 items *(2.5 items/capita)*
seating *(per 1,000 people)*	19 seats *(1.60 seats/1,000)*	45 - 60 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	11 computers *(.92 comp/1,000)*	30 - 40 computers *(2.5 comp/1,000))*
meeting room seats	26 seats	65 - 85 seats
group study	2 seats in 1 room	20 - 25 seats in 3-4 rooms
total square footage	*4,039 sf* *(0.34 sf/capita)*	*10,100 - 11,700 sf* *(0.73-0.85 sf/capita)*
parking spaces	38 spaces	40-50 spaces

Customer Mapping Analysis

LIBRARY IMPROVEMENT OPTIONS

An expanded facility between 10,100–11,700 square feet is recommended for the Steilacoom area. Preliminary analysis has determined that approximately 0.8–1.1 acres will be needed for this expanded facility.

Recommended Options: Expansion on existing site or relocate

- The current site is at capacity for a one-story building. A new two-story building at the current site is one of the options for this library due to the lack of other available sites in the area. A two-story building could have the meeting room and parking on the first level and the remainder of the library on the second floor to allow the library to maintain an operationally efficient library and continue to protect the Garry Oak trees. The protection of the Garry Oak trees was a requirement of the conditional use permit for the construction of the current building.

- A new, expanded facility at a new site could also be considered. Potential sites discussed by the Community Leaders Advisory Group included the Washington State Department of Transportation land near Pierce College.

Site Capacity Improvement Option Diagram

PCLS Property Line

SUMMIT

Summit
Pierce County Library
5107 112th Street E.

Built in 1995

7,424 Square Foot Facility
2.2 Acre Site (91,614 SF)
65 parking spaces

Existing Summit Library

* *material checkouts*

Locations used:
* *Summit*
* *Bonney Lake*
* *Graham*
* *Milton/Edgewood*
* *Orting*
* *Parkland-Spanaway*
* *South Hill*
* *Sumner*

COMMUNITY NEEDS

The Summit service area serves the unincorporated areas of Summit and Midland, as well as unincorporated areas to the south near Canyon Road and Frederickson.

The existing Summit Library is well-located along a major commute route just off of the Canyon Road exit of Highway 512. The building is located at the edge of a community shopping area that includes grocery and other stores. Its convenience to commuters can be seen during evening rush hours when the library is especially busy. The building and site are owned by the Library.

	Current	2030 proposed
population:	37,117 *(2010 est. pop.)* [1]	41 - 45,000 *(PSRC projected)* [1]
materials *(items per capita)*	51,403 items *(1.38 items/capita)*	99,000 - 115,500 items *(2.5 items/capita)*
seating *(per 1,000 people)*	38 seats *(1.02 seats/1,000)*	145 - 180 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	18 computers *(0.48 comp/1,000)*	75 - 95 computers *(2.0 comp/1,000)*
meeting room seats	47 seats	90 - 110 seats
group study	4 seats in 2 rooms	40 - 50 seats in 6-8 rooms
total square footage	*7,424 sf* *(0.20 sf/capita)*	*26,100 - 30,300 sf* *(0.61-0.71 sf/capita)*
parking spaces	65 spaces	100-125 spaces

1 A portion of the current Summit population will be served by the proposed Frederickson Library.

Customer Mapping Analysis
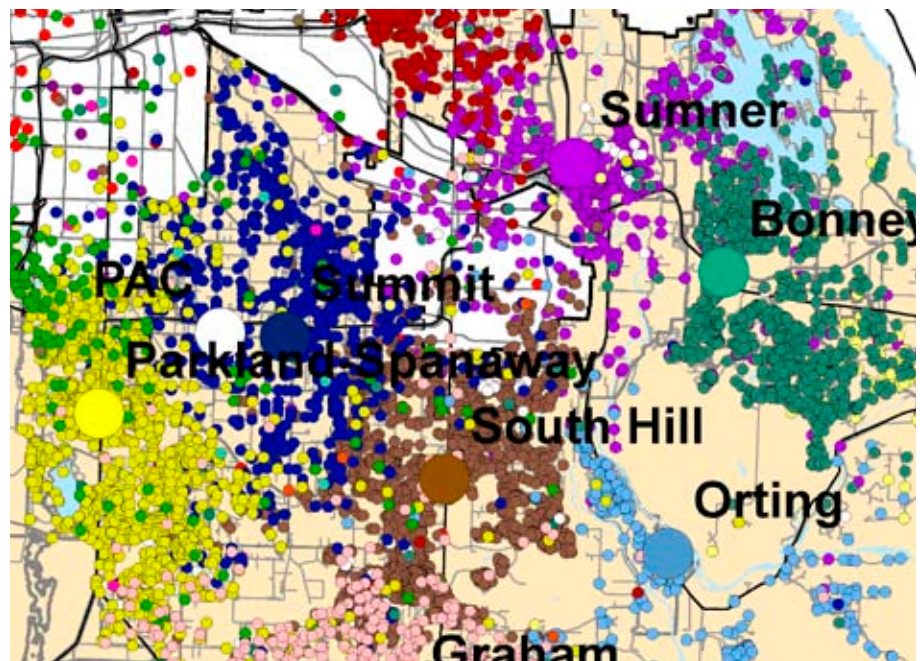
LIBRARY IMPROVEMENT OPTIONS

An expanded facility between 26,100 - 30,300 square feet is recommended for the Summit service area.

Recommended Option: Expansion on existing site

- Expansion on the current site is the recommended option. There is space for an addition to the rear of the building while protecting the landscape at the southwest corner.

- The parking will need to be reconfigured to expand. A potential joint-use parking agreement with the neighboring property owners may also improve access to parking and the building for library customers and improve ingress and egress to the site.

Site Capacity Improvement Option Diagram

PCLS Property Line

SUMNER

Sumner
Pierce County Library
1116 Fryar Ave.

Built in 1992

10,600 Square Foot Facility
59 shared parking spaces

Existing Sumner Library

material checkouts
Locations used:
Sumner
Bonney Lake
Buckley
Milton/Edgewood
Orting
South Hill
Summit

COMMUNITY NEEDS

The Sumner service area serves the City of Sumner as well as unincorporated areas to the south and also north and east to the county border and Lake Tapps.

The existing Sumner Library facility is located near Highway 167 at the western edge of the City of Sumner. The land is owned by the City of Sumner and leased by the Library, and the City and Library each own a one-half interest in the building. The building was built with HUD funds and has an adjacent community service building on the site that is currently vacant.

	Current	2030 proposed
population:	27,927 *(2010 est. pop.)*	41 - 45,000 *(PSRC projected)*
materials *(items per capita)*	80,041 items *(2.87 items/capita)*	100,000 - 116,500 items *(2.5 items/capita)*
seating *(per 1,000 people)*	36 seats *(1.28 seats/1,000)*	145 - 180 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	22 computers *(0.78 comp/1,000)*	75 - 95 computers *(2.0 comp/1,000)*
meeting room seats	61 seats	135 - 165 seats + 40 seats in a second room
group study	4 seats in 2 rooms	40 - 50 seats in 6-8 rooms
total square footage	*10,600 sf* *(0.38 sf/capita)*	*27,200 - 31,700 sf* *(0.63-0.73 sf/capita)*
parking spaces	59 shared spaces	105-130 spaces

Customer Mapping Analysis
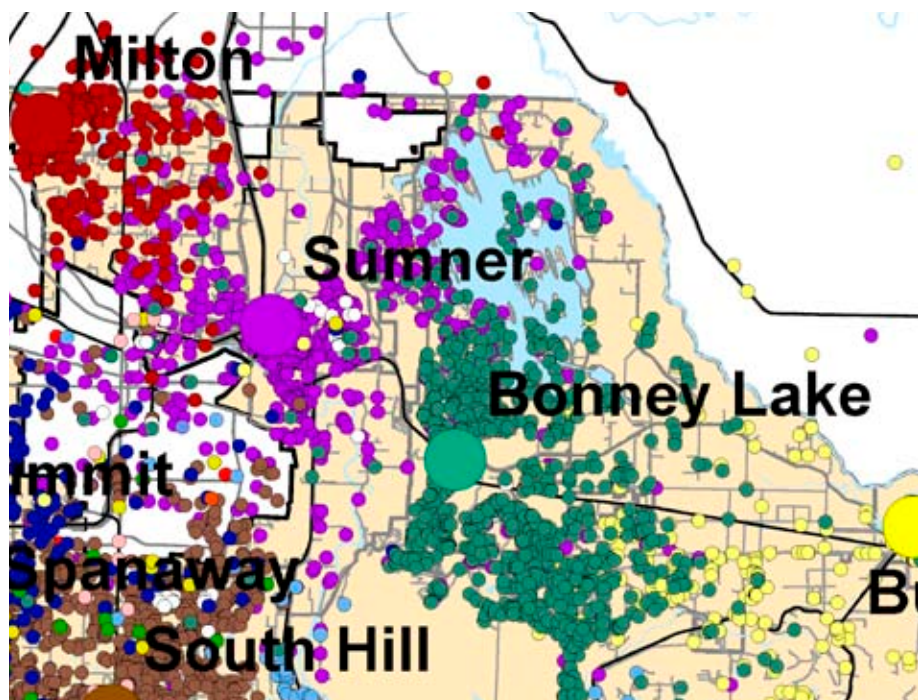
LIBRARY IMPROVEMENT OPTIONS

An expanded facility between 27,200–31,700 square feet is recommended for the Sumner area. Preliminary analysis has determined that approximately 2.2–3.1 acres will be needed for this expanded facility.

Recommended Option: Relocate and expand

• Because the library is not centrally located in the Sumner community, and also not owned by the library, the recommendation for this site is to relocate to a new, expanded facility at a site central to the downtown area.

• A potential joint-use/mixed-use development with the City of Sumner and other partners may be possible at Sumner Site 1 or another location downtown. The Library and City are continuing to explore this possibility.

• The locations of the Fife, Milton/Edgewood, and Sumner locations are seen as linked due to transportation patterns, and should be coordinated at the time of final site evaluation and selection during implementation of the plan.

Alternative Option

• Demolition and replacement of the existing building(s) on the existing site with a new, expanded facility. This option would need to be coordinated with the City due to the City of Sumner's zoning for this parcel and its ownership of the land.

Map of Potential Sites
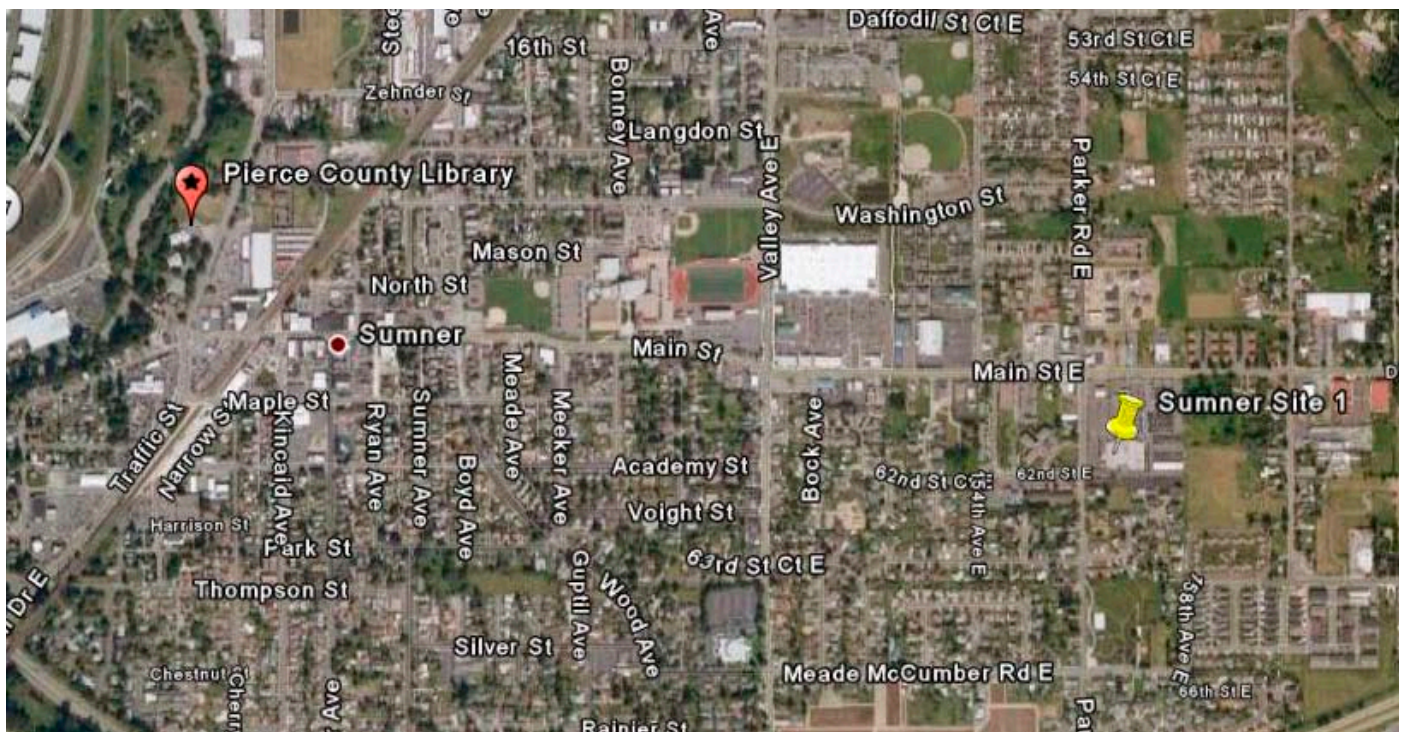
TILLICUM

Tillicum
Pierce County Library
14916 Washington Ave. S.W.

Built in 1979

2,100 Square Foot Facility
38 shared parking spaces
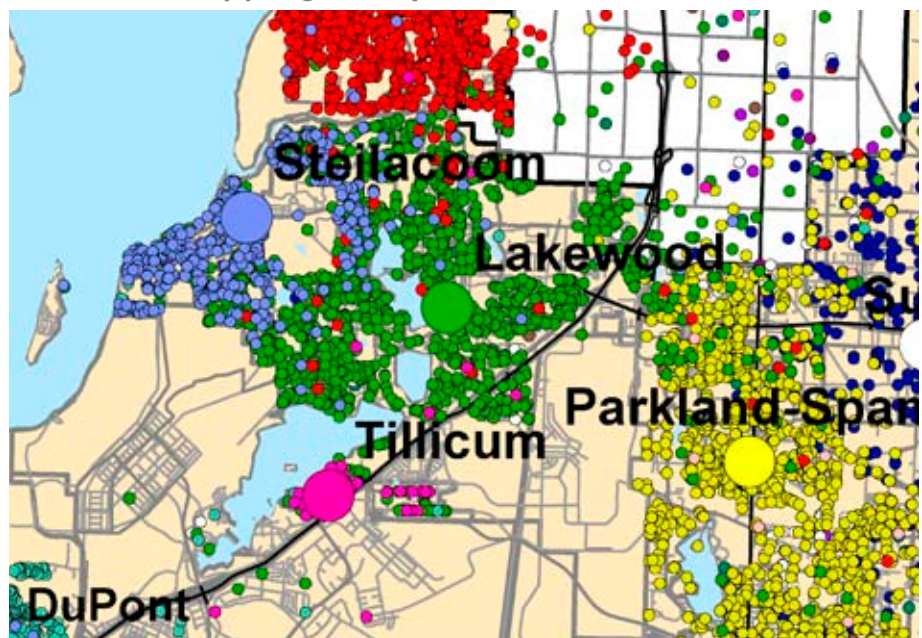

Existing Tillicum Library

COMMUNITY NEEDS

The Tillicum service area serves the Tillicum, Woodbrook, and American Lake Garden areas of the City of Lakewood. These areas are isolated from the rest of the City of Lakewood by Interstate 5, McChord Air Force Base, American Lake, and Fort Lewis. With the introduction of sewer service in 2010, the area is expected to see much development.

The existing Tillicum Library is located in the heart of the Tillicum neighborhood near the Tillicum Elementary School. The library is currently in a joint-use facility with a WIC (Women Infants Children) Community Center. The building is an aging HUD-funded facility which the Library occupies on a no-fee basis. The library does not own the building.

	Current	2030 proposed
population:	4,650 *(2010 est. pop.)*	5 - 6,000 *(PSRC projected)*
materials *(items per capita)*	17,844 items *(3.84 items/capita)*	18,500 - 21,500 items *(3.7 items/capita)*
seating *(per 1,000 people)*	16 seats *(3.44 seats/1,000)*	30 - 40 seats *(6.5 seats/1,000)*
computers *(per 1,000 people)*	7 computers *(1.51 comp/1,000)*	25 - 35 computers *(5.6 comp/1,000)*
meeting room seats	Limited Access	65 - 85 seats
group study	0 seats	10 - 20 seats in 3-4 rooms
total square footage	*2,100 sf* *(0.45 sf/capita)*	*7,500 - 8,700 sf* *(1.39-1.61 sf/capita)*
parking spaces	38 shared spaces	30-35 spaces

Customer Mapping Analysis

material checkouts
Locations used:
Tillicum
Lakewood
Parkland/Spanaway
Steilacoom
University Place

LIBRARY IMPROVEMENT OPTIONS

An expanded facility between 7,500–8,700 square feet is recommended for the Tillicum area. Preliminary analysis has determined that approximately 0.6–0.8 acres will be needed for this expanded facility.

Recommended Option: Relocate and expand

- The library does not own its current site. In addition, a planning study was recently completed by the City of Lakewood that looked at re-zoning and the revitalization of Tillicum.

- A new, expanded facility at a new site in Tillicum is recommended. The site should be centrally located in the service area, and near Maple Street and Union near commercial businesses and the important community resources of the elementary school and WIC center.

- The Library is open to partnerships with community services or retail partners in this area.

Map of Potential Sites
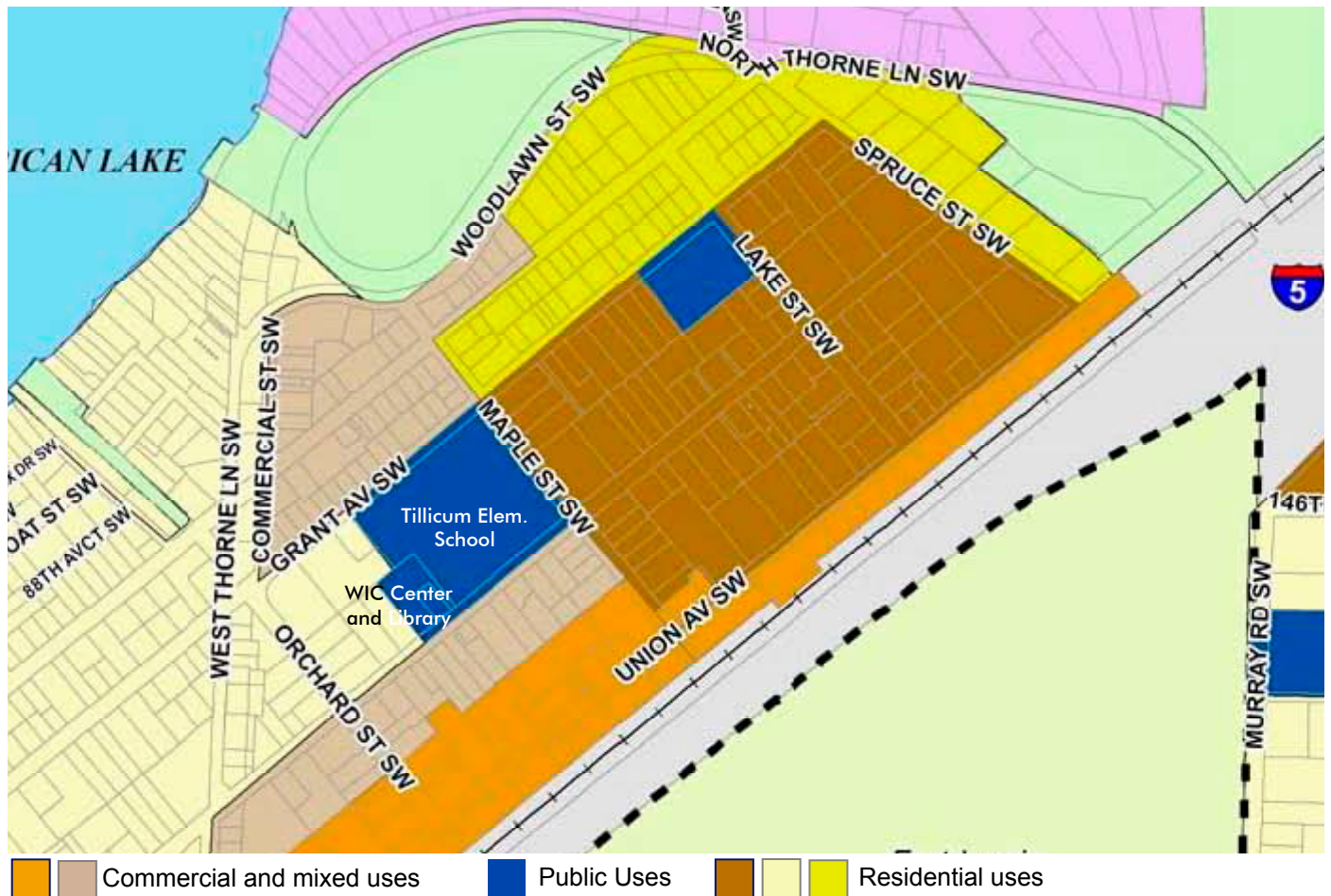
UNIVERSITY PLACE

University Place
Pierce County Library
7315 27th Street W., Suite D

Built in 2010-11
(under construction)

7,000 Square Foot Facility
(temporary)
24 shared parking spaces

Existing University Place Library

material checkouts
Locations used:
University Place
Lakewood
Steilacoom
Gig Harbor/Peninsula

COMMUNITY NEEDS

The University Place service area serves the City of University Place, which is bordered by the cities of Tacoma, Fircrest, and Lakewood and Puget Sound.

At the time of this report, a new 15,000 square foot University Place Library was being built as part of the new University Place Town Center. This facility is located at the former University Place Library site, and is centrally located within the community. The Town Center also will include retail tenants and the University Place City Hall, and may include a police station. The new library will open in 2011, and will be owned by the Library as a condominium agreement.

	Current (temporary lib.)	2030 proposed
population:	34,844 *(2010 est. pop.)*	36 - 50,000 *(PSRC projected)* [1]
materials *(items per capita)*	54,000 items *(1.55 items/capita)*	88,000 - 102,500 items *(2.5 items/capita)*
seating *(per 1,000 people)*	27 seats *(0.77 seats/1,000)*	125 - 160 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	18 computers *(0.52 comp/1,000)*	65 - 85 computers *(2.0 comp/1,000)*
meeting room seats	0 seats	90 - 110 seats
group study	0 seats	40 - 50 seats in 6-8 rooms
total square footage	*7,000 sf* *(0.20 sf/capita)*	*23,700 - 27,500 sf* *(0.62-0.72 sf/capita)*
parking spaces	24 shared spaces	95-110 spaces

Customer Mapping Analysis
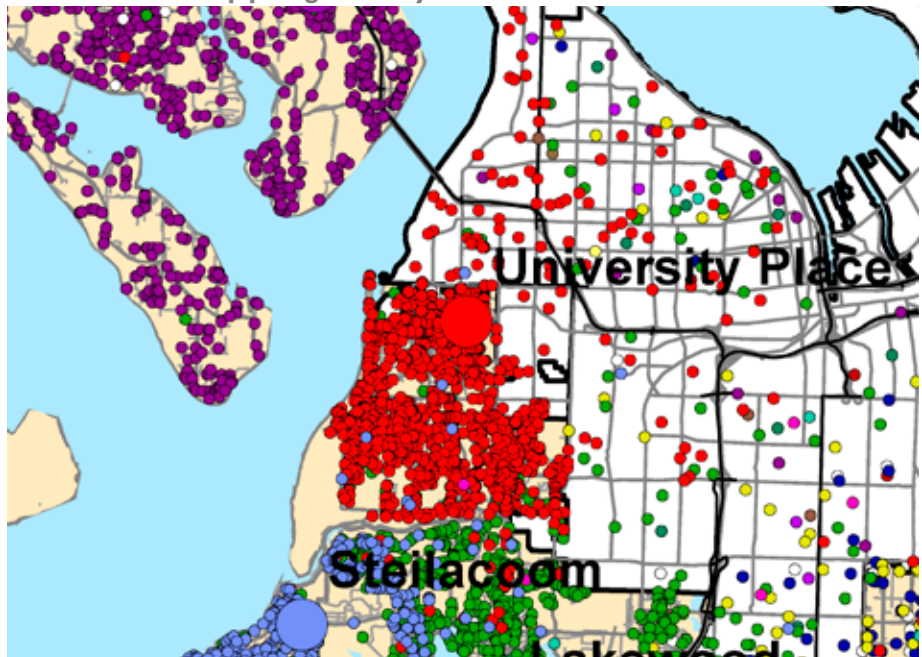
LIBRARY IMPROVEMENT OPTIONS

An expanded facility between 23,700 - 27,500 square feet is recommended for this area.

Recommended Option: Expansion at Town Center site

- At the time of this report, University Place Library was being constructed. It will be 15,000 square feet when completed in 2011. An additional 5,000 square feet of space adjacent to the new library is also being constructed and will be owned by the Library. Only tenant improvements will be needed to finish this space as part of future improvements.

- The recommendation for the additional area recommended in this master plan is for the purchase of additional square footage in the University Place Town Center.

- The University Place Town Center has ample shared parking that will accommodate expansion on this site.

Illustration of University Place Library to open in 2011

FREDERICKSON (PROPOSED)

Proposed Facility

COMMUNITY NEEDS

A proposed new facility is recommended for the Frederickson area of the county, an unincorporated area west of Graham and South Hill and southeast of Parkland/Spanaway. While plans include expansion of all of these facilities, their current sites cannot accommodate the square footage needed to serve the total demand in this area. The Frederickson area has industrial use and has new residential areas being developed. A new library in this area will help meet library needs of the anticipated population and also current and future population from portions of the Graham, Parkland/Spanaway, and Summit areas.

	Current	2030 proposed
population:	0 *(2010 est. pop.)*	28 - 31,000 *(PSRC projected)*
materials *(items per capita)*	0 items	69,000 - 80,500 items *(2.5 items/capita)*
seating *(per 1,000 people)*	0 seats	100 - 125 seats *(3.8 seats/1,000)*
computers *(per 1,000 people)*	0 computers	65 - 85 computers *(2.5 comp/1,000)*
meeting room seats	0 seats	90 - 110 seats
group study	0 seats	30 - 40 seats in 5-6 rooms
total square footage	*0 sf*	*19,700 - 22,900 sf* *(0.66-0.77 sf/capita)*
parking spaces	0 spaces	75-95 spaces

1 The Frederickson Library would serve populations currently in the Summit, Graham, and Parkland/Spanaway service areas.

Customer Mapping Analysis
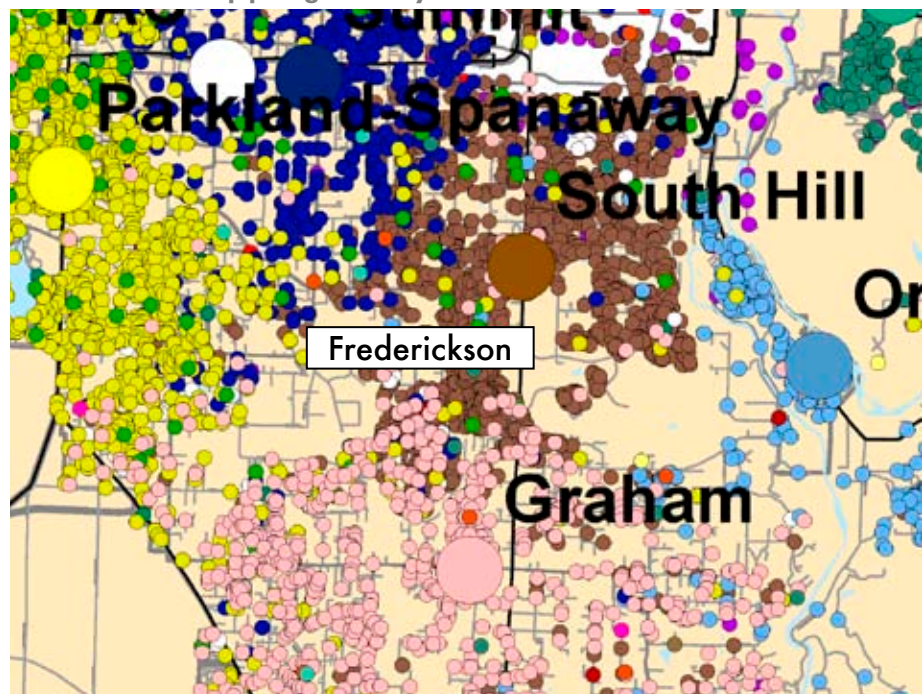
material checkouts

Locations used:
Parkland/Spanaway
South Hill
Graham
Orting
Summit

LIBRARY IMPROVEMENT OPTIONS

A new facility between 19,700 - 22,900 square feet is recommended for the Frederickson area. Preliminary analysis has determined that approximately 1.6–2.2 acres will be needed for this expanded facility.

Recommended Option: New library

• A new facility in the central Frederickson area is recommended. There are several options currently available near the planned central activity zone near Canyon Road and 176th Ave.. Sites should be evaluated at the time of implementation to determine development opportunities.

• Bethel School District has expressed interest in coordinating development activities as they develop new school sites in the area.
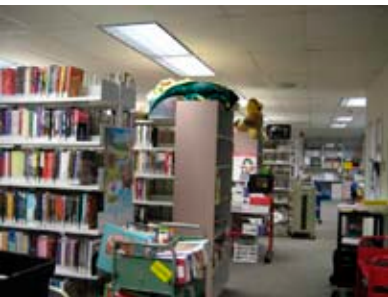
Map of Potential Sites

PROCESSING AND ADMINISTRATIVE CENTER (PAC)

Processing and Administrative Center
3005 112th Street E.

Built in 1992

50,000 Square Foot Facility
4.26 Acre Site (185,639 SF)
248 parking spaces


Processing and Administrative Center

COMMUNITY NEEDS

The Processing and Administrative Center (PAC) for Pierce County Library houses the Library System's administrative offices and central processing areas, as well as outreach services, bookmobiles, and central maintenance functions. The facility also provides space for additional library materials and public meeting rooms.

The current facility generally has the capacity needed for its current functions, with some areas having additional space and some areas undersized. However, many functions/activities in the building have poor adjacencies within workgroups or have spaces scattered throughout the building, which results in inefficient workflow.

The building is ideally located with good access to transportation routes used for library materials delivery to the libraries. The building was designed for a potential expansion at the interior courtyard if necessary in the future. The Library owns the building and the site.

	Current	2030 proposed
materials	93,322 items (PAC) plus outreach items	0 items (PAC) plus outreach items
seating	n/a	n/a
computers	n/a	n/a
meeting room seats	144 seats	144 seats
group study	n/a	n/a
total square footage	*50,000 sf*	*50,000 sf*
parking spaces	248 spaces	248 spaces
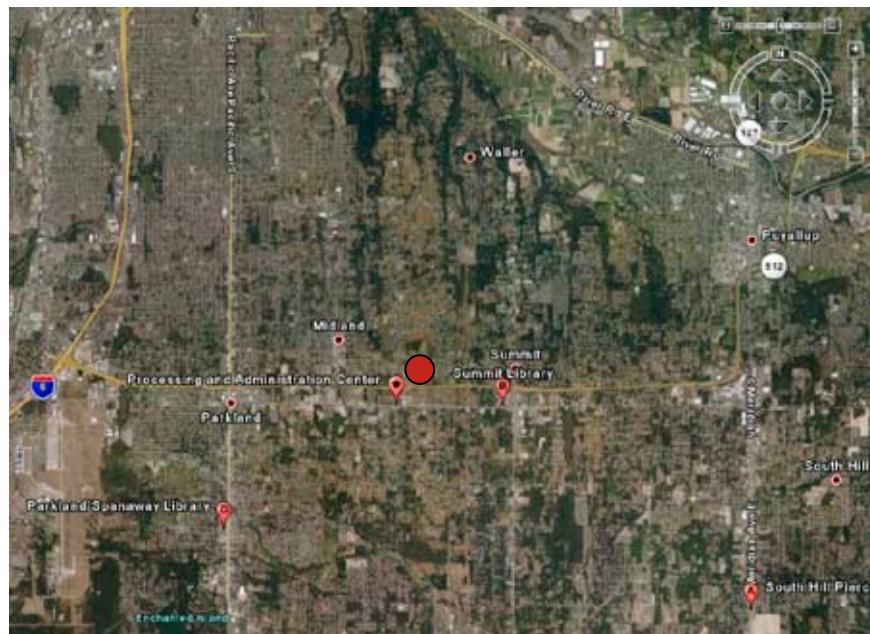
IMPROVEMENT OPTIONS

The books and materials currently at PAC are recommended to be distributed into the expanded libraries. Some of the outreach functions are also anticipated to be better supported by integrating these activities into expanded libraries.

The rest of the functions at PAC, including the administration, overall system wide support functions, and meeting room, are anticipated to remain at the PAC location.

The space vacated by the materials moving into the libraries will help to accommodate a re-organization of the building that would improve adjacencies between some of the departments and functions.

Aerial of Site

PCLS Property Line