



Liberty Lake Municipal Library

Community & Facility Assessment & Recommendations



Prepared by
Kimberly Bolan and Associates, LLC
ReThinkingLibraries.Org
Rob Cullin, Managing Partner

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Scope



Kimberly Bolan and Associates (KBA) was tasked with conducting a community needs assessment and developing a master plan, which included a strategic plan and a space needs assessment, for the Liberty Lake Municipal Library (LLML). During this process, KBA also assessed the library's current services and reviewed community needs for library services overall. LLML is an independent, single facility library located in Liberty Lake, WA, a city situated on the eastern edge of Spokane County at the eastern border of WA state. Liberty Lake is about 20-30 minutes east of downtown Spokane, WA and west of Coeur d'Alene, ID.

A planned community, Liberty Lake is growing rapidly with an approximate population of about 11,000 and an expected build out population of 18,000, which it should reach in the next 10-15 years. Full demographic profiles of the community can be found in Appendix G.

KBA's specific scope for the project included:

- ✓ Gathering stakeholder input through community and staff discussion groups
- ✓ Conducting an online community survey
- ✓ Completing a building review and assessment
- ✓ Studying current demographics and psychographic profiles of the city
- ✓ Data analytics of library usage and benchmarking to peer libraries
- ✓ A 3-method LLML specific space needs assessment
- ✓ Conducting a community stakeholder retreat to determine key priorities for LLML
- ✓ Developing long-term facility recommendations based on the retreat outcomes and smaller scale recommendations to improve library space and service in the short-term.

Engagement Process



KBA worked in collaboration with LLML staff, Trustees, Friends of the Library, City Officials, and members of the community to assess the community's needs, library services, the library facility, and discuss options for the future of library and its facility.

KBA's community-driven approach included:

1. Conducting community forums and discussion groups in Liberty Lake from September 24-26, 2019
 - 7 sessions were conducted in total and held at the Library and the City Hall.
 - The general public, city and community leaders, library trustees, and staff members were all invited and included in these discussions
 - Attendance at all events was strong for a community the size of Liberty Lake.
 - 72 people attended in total

2. Conducting an online survey the Fall of 2019
 - 479 surveys were completed
 - 359 of those were from Liberty lake
 - The other 120 were from areas surrounding Liberty Lake or declined to specify where they lived

3. Conducting a "Strategic Retreat" where a mix of community members and leaders, library staff and trustees, and City officials convened to review the findings of the process. At this Retreat participants completed a series of collaborative exercises that surfaced what they felt were the key priorities for the library, and more specifically, what courses of action the library should pursue to further improve library services and meet the community's needs.

What the Community Says

Community Input Summary



Community Feedback Sessions Conducted:

- As part of the data gathering process for the Liberty Lake Municipal Library's (LLML) *Community Assessment and Master Planning* project, Kimberly Bolan and Associates conducted seven stakeholder sessions from September 24 through 26, 2019. A variety of Liberty Lake residents, including the general public, library staff, business community, Friends of the Library, senior citizens, parents and caregivers, Library Board Trustees, and City Council members participated in these sessions. Overall, seventy-two people attended.
- During the sessions, a range of topics were discussed including people's thoughts on the Liberty Lake community and their impressions of the Liberty Lake Municipal Library. Other areas include Library-specific topics such as customer service, collections (e.g., books, DVDs, special collections, etc.), children's, teen and adult services and spaces, technology, meeting spaces and community awareness.
- Support for the library was very high with those who attended discussion sessions.
- The vast majority of attendees supported an increase in library space and resources to keep up with the growing demands of the community.
- Many attendees cited not supporting previous ballot measures, but suggested that they would support a measure focused on library expansion/improvement that did not bring in the other elements from the previous ballot measures.

See Appendix A for the full summary of the community input sessions.

What the Community Says

Community Input Summary



Community Survey Conducted:

- KBA assisted LLML with conducting an online community survey. In total 479 survey responses were obtained, of which 395 were 100% completed.
- At least 359 of the respondents were from Liberty Lake, though 101 didn't specify or refused to specify their residential location.
- While the majority of survey respondents were library users, over 10% were infrequent or non-users.
- Most survey respondents were highly supportive of the library.
- The survey respondents clearly value the current services of the library and see it as vital to the community.
- Though the question of support for Library expansion and/or improvement was not directly asked (without better context and community dialogue, questions such as these create more confusion than they do enlightenment about the community's potential support of or opposition to such initiatives), a significant number of respondents specifically called for such action throughout the open-ended questions and comments in the survey.

See Appendix B for the full summary of the community survey.

The community was engaged (via the discussion groups and the online survey) with many questions about the Liberty Lake community and the library. The following is a recap of what was heard:

What do you like most about the Liberty Lake community?

- Overall, people described Liberty Lake as a great family community with a small-town feel, but easily accessible to metro and recreational areas.
- Other consistent feedback included safe, good walkability, and great people/neighbors.

What would make the community better?

- Many community members used this question to state the need for a “bigger and better” library to match the community’s growing size and needs.
- Having more meeting spaces for the community to use
- Better “management” of growth
- Improved openness and inclusivity

What are the most important issues facing the community?

- Areas of concern included: increasing traffic and congestion, long range planning for the town not keeping up with the actual growth.
- Affordability of housing
- Apartments are seen as increasing density and posing challenges for the community. However, it was also said that, “As more people with apartments and smaller living spaces increase, there will be more of a need for the library.”
- It was also mentioned that Liberty Lake needs a center of the city.

- Top Overall Identified Needs from the Community Discussion Groups
 1. More New & popular materials (books, DVDs, etc.), want shorter wait times
 2. Youth programming and Space (especially for kids in the 8-10 yr age range)
 3. Better marketing and promotion of what the library has and offers
 4. More and Bigger Meeting Spaces with better technology and features
 5. Quiet Areas within the Library
 6. Small Study/Meeting Rooms
 7. More appropriate and separated Teen area/space
 8. Interlibrary materials loaning (i.e., getting materials from other libraries)
 9. More power access throughout the building
 10. More adult ongoing type programming (educational, crafting, and cultural)

- Survey: Top Ten Overall Community Identified Needs:
 1. Interlibrary materials loaning (i.e., getting materials from other CIN libraries)
 2. Youth programming
 3. New & popular materials (books, DVDs, etc.)
 4. Free WiFi
 5. Digital content (downloadable books, magazines, movies, etc.)
 6. Teen programming
 7. Small Group Meeting spaces
 8. Meeting Rooms (medium and larger groups)
 9. Delivery to the homebound
 10. Individual (one-to-one) staff assistance

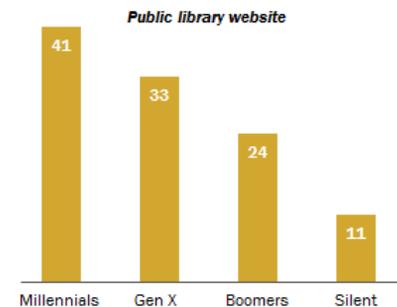
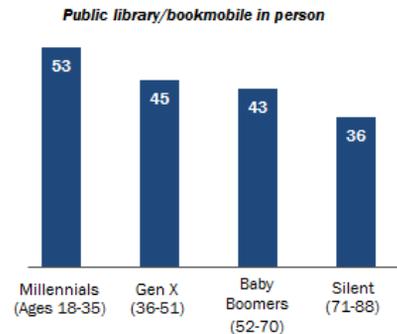
Societal & National Trends



- Books are NOT going away.
 - eBook usage appears to be hitting a plateau.(1)
 - Digital native generations have a strong preference for physical books with most studies showing an over 70% preference for print by Gen Z. (2)
 - Usage is changing and collections need to align to those changes in each community.
- All communities have segments of their populations that desperately need and will always need the library for its wide variety of services and resources. Even more affluent communities like Liberty Lake still have users at or below the poverty line who rely on the library.
- Libraries are leading literacy in all forms and for all ages. This includes reading, technology, and financial literacy.
- There is a national focus on lifelong learning and libraries provide a huge role in this area. Millennials in particular are showing a stronger interest in these kinds of programs and general usage of libraries than older generations. (3)
- Public libraries are seen more and more as community gathering spaces and the hubs of their communities. Particularly in communities like Liberty Lake without other outlets that can also serve this role.

About half of U.S. Millennials have visited a public library or bookmobile in the past year

% in each generation who visited a _____ in the past 12 months (2016)



Source: Survey conducted Sept. 29-Nov. 6, 2016.

PEW RESEARCH CENTER

- “Report: Ebook Usage in U.S. Public Libraries”, Library Journal, 2016
- USA Today Snapshots: “Print’s not Dead to Gen Z students”, USA Today, August 21, 2019
- “Millennials are the most likely generation of Americans to use public libraries”, Library 2016, Pew Research Center, September 2016

Liberty Lake

Demographic Highlights



The following information is both the 2010 U.S. Census and the more recent Advantage Spokane web-published data.

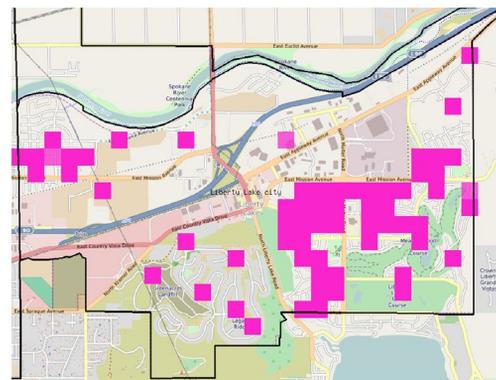
- Overall the Liberty Lake community is a well off mix of mostly well-educated young families and older empty next households at or near the retirement age.
- It is younger on average than the rest of the state or county, and though it has a strong pocket of retirement age people, the percentage of the population over 65 is below state and county averages.
- The community is growing quickly, likely around a 50% increase in population by 2020 versus the census year 2010.
- Digital connectivity (household computer and broadband connection) are slightly above state and county averages (though still not at 100%)
- Education rates (% of population with high school degree and higher education) is significantly higher than state and county averages
- Income per household levels are in line with state average though above the county levels, but Income per capita is higher than both the state and county levels which is unusual given the area has a similar average number of people per household
- Despite the relative affluence of the community, just over 5% of residents live at or below the poverty line (though this is well below state and county levels)

- See Appendix G for additional demographics from Advantage Spokane and psychographic profiles of the community

General
Population
Distribution
(2010 Census)

7,591
(2010 Census)

10,594
(Census Bureau estimate
July 2018)



Liberty Lake Demographic Highlights



The following information is per the 2010 U.S. Census.

Fact	Liberty Lake city, Washington	Washington	Spokane County, Washington
Population estimates, July 1, 2018, (V2018)	10,594	7,535,591	514,631
Population, percent change - April 1, 2010 (estimates base) to July 1, 2018, (%)	39.50%	12.10%	9.20%
Population, Census, April 1, 2010	7,591	6,724,540	471,221
Persons under 5 years, percent	8.60%	6.10%	6.10%
Persons under 18 years, percent	29.20%	22.10%	22.20%
Persons 65 years and over, percent	12.40%	15.40%	16.20%
Female persons, percent	51.90%	50.00%	50.40%
White alone, percent	91.40%	78.90%	89.10%
Black or African American alone, percent	0.00%	4.30%	2.00%
American Indian and Alaska Native alone, percent	0.30%	1.90%	1.80%
Asian alone, percent	3.60%	9.30%	2.40%
Native Hawaiian and Other Pacific Islander alone, percent	0.00%	0.80%	0.60%
Two or More Races, percent	4.00%	4.80%	4.10%
Hispanic or Latino, percent	3.20%	12.90%	5.90%
White alone, not Hispanic or Latino, percent	89.70%	68.00%	84.30%
Veterans, 2013-2017	713	541,122	42,675
Foreign born persons, percent, 2013-2017	4.90%	13.80%	5.40%
Owner-occupied housing unit rate, 2013-2017	65.10%	62.70%	62.40%
Median value of owner-occupied housing units, 2013-2017	\$266,400	\$286,800	\$195,500
Median selected monthly owner costs -with a mortgage, 2013-2017	\$1,661	\$1,763	\$1,349
Median gross rent, 2013-2017	\$1,006	\$1,120	\$842
Households, 2013-2017	3,618	2,755,697	194,995
Persons per household, 2013-2017	2.46	2.55	2.43
Living in same house 1 year ago, percent of persons age 1 year+, 2013-2017	84.60%	82.40%	81.60%
Language other than English spoken at home, percent of persons age 5 years and over, 2013-2017	5.60%	19.10%	7.20%
Households with a computer, percent, 2013-2017	93.50%	91.40%	90.10%
Households with a broadband Internet subscription, percent, 2013-2017	84.90%	84.30%	82.40%
High school graduate or higher, percent of persons age 25 years+, 2013-2017	96.20%	90.80%	93.40%
Bachelor's degree or higher, percent of persons age 25 years+, 2013-2017	46.80%	34.50%	29.40%
With a disability, under age 65 years, percent, 2013-2017	5.10%	9.00%	10.90%
Persons without health insurance, under age 65 years, percent	2.60%	7.10%	6.00%
In civilian labor force, total, percent of population age 16 years+, 2013-2017	69.60%	63.40%	60.10%
In civilian labor force, female, percent of population age 16 years+, 2013-2017	66.80%	58.30%	57.00%
Total retail sales per capita, 2012	\$77,581	\$17,243	\$13,791
Mean travel time to work (minutes), workers age 16 years+, 2013-2017	19.5	27.1	21.5
Median household income (in 2017 dollars), 2013-2017	\$64,955	\$66,174	\$52,159
Per capita income in past 12 months (in 2017 dollars), 2013-2017	\$39,280	\$34,869	\$28,325
Persons in poverty, percent	5.40%	11.00%	14.10%

Space Needs Assessment



As part of the overall community needs assessment an analytical assessment of the library space requirements needed to serve the Liberty Lake community was undertaken. Three (3) different approaches were used to assess what the appropriate level of square footage should be. Each of these assessments were used to calculate the “appropriate” library size for Liberty Lake now, at an estimated population of 11,000, and at its expected build out population of approximately 18,000. KBA was provided CAD drawings of the currently library building.

- *An electronic measurement of the space occupied by the library shows the current library at 9,612 sqft.*

Method 1: Typical Square Footage Per Capita:

- National opinions on the appropriate square footage per capita for a modern public library vary. There is a regional skew to these opinions as libraries in the Northeastern and Midwestern areas of the country are definitely larger on average per capita than in parts of the south and west. It’s not uncommon to see libraries with 1.5, 2 or even 2.5 square feet per capita in communities throughout the Midwest. More affluent communities tend toward those higher numbers, but even smaller rural communities tend to run at or above 1 square foot per capita.
- Based on KBA’s experience with Public Libraries we’ve found 1 square foot per capita to be the right balance of size versus cost impact to the community. However, we do see Northwestern US libraries running, on average, smaller than that, so we’ll show both the 1 square foot and 0.9 square foot calculations to reflect that regional tendency.
- Per Capita Rate :

	@11,000	@18,000
1.0	11,000 sq. ft.	18,000 sq. ft.
0.9	9,900 sq. ft.	16,200 sq. ft.
- It was mentioned in the City Council focus group that a 2009 report “City of Liberty Lake Municipal Library & Public Safety Building Remodel” cited a city established service level of 0.41 square feet per capita. The foundations or rationale of how this service level was established could not be discovered through our research. However, it is significantly below regional and national norms for public libraries in communities of similar size and makeup to Liberty Lake.
- The City Council meeting also made reference to WI State Space Standards.

Space Needs Assessment (Continued)

Method 2 Benchmarked Approach:

- In this method we look at libraries from around the region serving similarly sized communities to determine an average per capita square footage number. Then use that number, just as in Method 1, to determine the needed size for the library.
- Population ranges from around 8,000 to 20,000 were used to get a reasonable sample size for each state. For Oregon we used a narrower range of populations to get a more reasonable comparison list.

Library Name	State	Population Served	Library SqFt	SqFt/ Resident
BURLINGTON PUBLIC LIBRARY	WA	8,715	22,000	2.52
ANACORTES PUBLIC LIBRARY	WA	16,780	28,000	1.67
ELLENSBURG PUBLIC LIBRARY	WA	19,550	12,795	0.65
GRANDVIEW LIBRARY	WA	11,170	16,000	1.43
KELSO PUBLIC LIBRARY	WA	11,980	11,627	0.97
PORT TOWNSEND PUBLIC LIBRARY	WA	9,500	10,100	1.06
SEDRO-WOLLEY PUBLIC LIBRARY	WA	10,950	8,000	0.73
			Average	1.29
BLACKFOOT PUBLIC	ID	11,890	10,005	0.84
BOUNDARY COUNTY DISTRICT	ID	11,921	8,000	0.67
BURLEY PUBLIC	ID	10,464	6,856	0.66
GARDEN CITY PUBLIC	ID	11,602	12,331	1.06
HAILEY PUBLIC	ID	8,218	8,000	0.97
JEROME PUBLIC	ID	11,317	11,288	1.00
MOUNTAIN HOME PUBLIC	ID	13,840	16,000	1.16
LARSEN-SANT/FRANKLIN DISTRICT	ID	13,561	8,750	0.65
NORTH BINGHAM COUNTY DISTRICT	ID	12,429	7,600	0.61
			Average	0.87
ASTORIA PUBLIC LIBRARY	OR	9,770	10,564	1.08
DRIFTWOOD PUBLIC LIBRARY	OR	14,414	23,500	1.63
MILTON-FREEWATER PUBLIC LIBRARY	OR	9,872	12,800	1.30
MONMOUTH PUBLIC LIBRARY	OR	9,745	14,400	1.48
SCAPPOOSE PUBLIC LIBRARY	OR	12,174	11,020	0.91
ST. HELENS PUBLIC LIBRARY	OR	13,120	6,570	0.50
UMATILLA PUBLIC LIBRARY	OR	9,676	4,720	0.49
FERN RIDGE LIBRARY DISTRICT	OR	12,427	10,000	0.80
CHECTO COMMUNITY PUBLIC LIBRARY	OR	13,662	17,574	1.29
COTTAGE GROVE PUBLIC LIBRARY	OR	9,890	8,500	0.86
			Average	0.90
			3 State Average	1.02

- Ultimately this method further validates KBA's typical approach and the 1 square foot per capita "standard" that has emerged. Though if one used ID as the primary comparison you would end up closer to our low range from Method 1.

Method 3: Programmatic Approach:

- This is an area by area programmatic assessment based on specific collection sizes, public seating targets, and other metrics specific to the Liberty Lake Municipal Library. In this approach standards set forth in the Wisconsin State Library Public Library Standards in conjunction with the Public Library Space Needs: A Planning Outline 2009 developed for the State of Wisconsin have been utilized by KBA to build an area by area tool for estimating the amount of space needed for the library. This is completely based on existing collection sizes and programmatic elements and provides adequate space for flexibility in day-to-day programming and sufficient space to meet ADA requirements for spacing and free movement throughout the library.
- The details of this analysis are included in the Appendix C. Programmatic estimates for both population levels were calculated independently. KBA used the most conservative end of the standards when a range was provided. Where the Wisconsin standard document leaves elements open ended, KBA used their deep experience working with and designing libraries to provide the most practical space requirements per item. We've honed these numbers over the 15 years of our practice and continue to adjust them as libraries evolve and realities shift in terms of library programming.
- The programmatic approach used in the calculations to the future state 18,000 was extremely conservative, thus the space estimate for the 18,000-population level is coming in lower here than in Methods 1 & 2. A slightly more dynamic program with additional space for growth would likely end up more aligned with the 1 sq. ft. per capita levels as above.
- **Method 3 Estimates: (see worksheets in Appendix C)**
 - @11,000 Pop: 11,681 sq. ft.
 - @18,000 Pop: 15,688 sq. ft.

Benchmark Assessment



KBA performed a statistical benchmark analysis to compare LLML to similar libraries from the state of Washington.

Analyses Description:

- We pulled the only 5 Single Location Public Libraries in Washington that were within the same population range as Liberty Lake.
- Nearly 50 data points for each library were compared
- We looked at raw numbers, per capita rates, and per visit rates
- We averaged the 5 comparison libraries in all three data tables
- We focused on finding where LLML is “well above” or “below average” on each metric. Then, we looked at how the numbers related and impacted each other for the deeper story.

Key Takeaways

- The two biggest places where LLML deviates from the comparison libraries are Visits and Funding
- *LLML is well below its peers in funding, LLML spends \$47/capita with the average of the comparisons being \$64/capita (range is \$30 – 106) per 2017 state data comparisons*
- Visits are well below comparisons, but Circulation and Programming Attendance are average to well above average.
- This may indicate that the library as currently configured isn't a physically attractive place for residents to visit (compared to the other libraries) other than to pick up materials or attend programming
- 2017 data was analyzed as it was the data available at the time, subsequently 2018 data has been made available and was reviewed but there are no significant changes in data comparisons.

Benchmark Assessment (Continued)



Funding

RAW VALUES COMPARISONS	County	Population Served	Total Operating Expenses	Total Staff Expenses	Total Collection Expenses	Total Other Expenses
LIBERTY LAKE MUNICIPAL LIBRARY	SPOKANE	9,910	\$ 470,945	\$ 385,048	\$ 44,365	\$ 41,532
AVERAGE		13,305	\$ 925,199	\$ 682,253	\$ 68,963	\$ 173,982
BURLINGTON PUBLIC LIBRARY	SKAGIT	8,715	\$ 811,424	\$ 697,524	\$ 110,575	\$ 3,325
PORT TOWNSEND PUBLIC LIBRARY	JEFFERSON	9,500	\$ 1,015,961	\$ 583,347	\$ 70,992	\$ 361,622
KELSO PUBLIC LIBRARY	COWLITZ	11,980	\$ 539,167	\$ 359,954	\$ 36,570	\$ 142,643
ANACORTES PUBLIC LIBRARY	SKAGIT	16,780	\$ 1,330,908	\$ 1,058,938	\$ 46,692	\$ 225,278
ELLENSBURG PUBLIC LIBRARY	KITTITAS	19,550	\$ 928,533	\$ 711,501	\$ 79,988	\$ 137,044
PER CAPITA COMPARISONS						
LIBERTY LAKE MUNICIPAL LIBRARY	SPOKANE	9,910	\$ 47.5	\$ 39	\$ 4.5	\$ 4.2
AVERAGE		13,305	\$ 69.5	\$ 51	\$ 5.2	\$ 13.1
BURLINGTON PUBLIC LIBRARY	SKAGIT	8,715	\$ 93.1	\$ 80	\$ 12.7	\$ 0.4
PORT TOWNSEND PUBLIC LIBRARY	JEFFERSON	9,500	\$ 106.9	\$ 61	\$ 7.5	\$ 38.1
KELSO PUBLIC LIBRARY	COWLITZ	11,980	\$ 45.0	\$ 30	\$ 3.1	\$ 11.9
ANACORTES PUBLIC LIBRARY	SKAGIT	16,780	\$ 79.3	\$ 63	\$ 2.8	\$ 13.4
ELLENSBURG PUBLIC LIBRARY	KITTITAS	19,550	\$ 47.5	\$ 36	\$ 4.1	\$ 7.0

Visits

- Visits are significantly below average
- Only 1 comparison has similarly low visits (on a per capita basis)
- What is most likely suppressing library visits at LLML?
 - Open hours often have the most significant impact on visit levels.
 - Lack of comfortable space/seating?
 - Layout doesn't provide any quiet space?
 - Layout only provides minimal collaborative/gathering spaces?
- As might be expected given the community demographics, Public PC usage is also lower than comparisons

RAW VALUES COMPARISONS	County	Population Served	Total Visits
LIBERTY LAKE MUNICIPAL LIBRARY	SPOKANE	9,910	69,522
AVERAGE		13,305	140,992
BURLINGTON PUBLIC LIBRARY	SKAGIT	8,715	157,431
PORT TOWNSEND PUBLIC LIBRARY	JEFFERSON	9,500	148,404
KELSO PUBLIC LIBRARY	COWLITZ	11,980	99,700
ANACORTES PUBLIC LIBRARY	SKAGIT	16,780	166,508
ELLENSBURG PUBLIC LIBRARY	KITTITAS	19,550	132,917
PER CAPITA COMPARISONS			
LIBERTY LAKE MUNICIPAL LIBRARY	SPOKANE	9,910	7.0
AVERAGE		13,305	10.6
BURLINGTON PUBLIC LIBRARY	SKAGIT	8,715	18.1
PORT TOWNSEND PUBLIC LIBRARY	JEFFERSON	9,500	15.6
KELSO PUBLIC LIBRARY	COWLITZ	11,980	8.3
ANACORTES PUBLIC LIBRARY	SKAGIT	16,780	9.9
ELLENSBURG PUBLIC LIBRARY	KITTITAS	19,550	6.8

Programming

- LLML clearly excels at programming
- LLML is providing more programs and getting better attendance than comparison libraries.
- LLML program attendance represent 16% of library visits. The average of the comparison is only 9%.
- However, the bulk of this is Youth Programming, as LLML draws a larger percentage of its total program attendance from Youth versus the comparison libraries

RAW VALUES COMPARISONS	County	Population Served	Total Library Programs	Total Youth Programs	Total Teen Programs	Total Program Attendance	Total Youth Attendance	Total Teen Attendance
LIBERTY LAKE MUNICIPAL LIBRARY	SPOKANE	9,910	388	275	10	11,459	10,026	115
AVERAGE		13,305	306	193	32	12,313	9,008	413
BURLINGTON PUBLIC LIBRARY	SKAGIT	8,715	248	157	25	17,556	12,107	172
PORT TOWNSEND PUBLIC LIBRARY	JEFFERSON	9,500	335	192	33	7,100	3,958	245
KELSO PUBLIC LIBRARY	COWLITZ	11,980	126	67	48	5,725	4,665	960
ANACORTES PUBLIC LIBRARY	SKAGIT	16,780	420	262	26	15,857	12,394	132
ELLENSBURG PUBLIC LIBRARY	KITTITAS	19,550	401	287	29	15,327	11,916	554
PER CAPITA COMPARISONS								
LIBERTY LAKE MUNICIPAL LIBRARY	SPOKANE	9,910	3.9	2.8	0.1	1.2	1.0	1.2
AVERAGE		13,305	2.3	1.5	0.2	0.9	0.7	3.1
BURLINGTON PUBLIC LIBRARY	SKAGIT	8,715	2.8	1.8	0.3	2.0	1.4	2.0
PORT TOWNSEND PUBLIC LIBRARY	JEFFERSON	9,500	3.5	2.0	0.3	0.7	0.4	2.6
KELSO PUBLIC LIBRARY	COWLITZ	11,980	1.1	0.6	0.4	0.5	0.4	8.0
ANACORTES PUBLIC LIBRARY	SKAGIT	16,780	2.5	1.6	0.2	0.9	0.7	0.8
ELLENSBURG PUBLIC LIBRARY	KITTITAS	19,550	2.1	1.5	0.1	0.8	0.6	2.8
PER VISIT COMPARISONS								
LIBERTY LAKE MUNICIPAL LIBRARY	SPOKANE	9,910	5.6	4.0	0.1	1.6	1.4	0.2
AVERAGE		13,305	2.2	1.4	0.2	0.9	0.6	0.3
BURLINGTON PUBLIC LIBRARY	SKAGIT	8,715	1.6	1.0	0.2	1.1	0.8	0.1
PORT TOWNSEND PUBLIC LIBRARY	JEFFERSON	9,500	2.3	1.3	0.2	0.5	0.3	0.2
KELSO PUBLIC LIBRARY	COWLITZ	11,980	1.3	0.7	0.5	0.6	0.5	1.0
ANACORTES PUBLIC LIBRARY	SKAGIT	16,780	2.5	1.6	0.2	1.0	0.7	0.1
ELLENSBURG PUBLIC LIBRARY	KITTITAS	19,550	3.0	2.2	0.2	1.2	0.9	0.4

Mission, Vision, Values

As a part of this process Library Trustees and Administration developed the following updated Mission, Vision, Values, and Core Service guidelines to provide overall guidance to the library and this process.

Our Mission: Liberty Lake Municipal Library provides resources, opportunities, experiences, and services to inspire, entertain, and empower the community to connect, learn, and grow.

Our Vision: As the heart of the community, the Liberty Lake Municipal Library preserves yesterday, informs today, and inspires tomorrow.

Core Values

- *Safe and Welcoming:* Provide a safe, supportive environment for all.
- *Open Access:* Provide open, equitable access to information and ideas across the community.
- *Good stewardship:* Demonstrate responsible management of the library's financial and material resources.
- *Lifelong Learning:* Provide opportunities for discovery, innovation, inquiry, and growth.
- *Customer Focus:* Provide exceptional positive and rewarding experiences.
- *Intellectual Freedom:* Provide open access to all points of view.
- *Community Success:* We are an engaged and valued community partner.

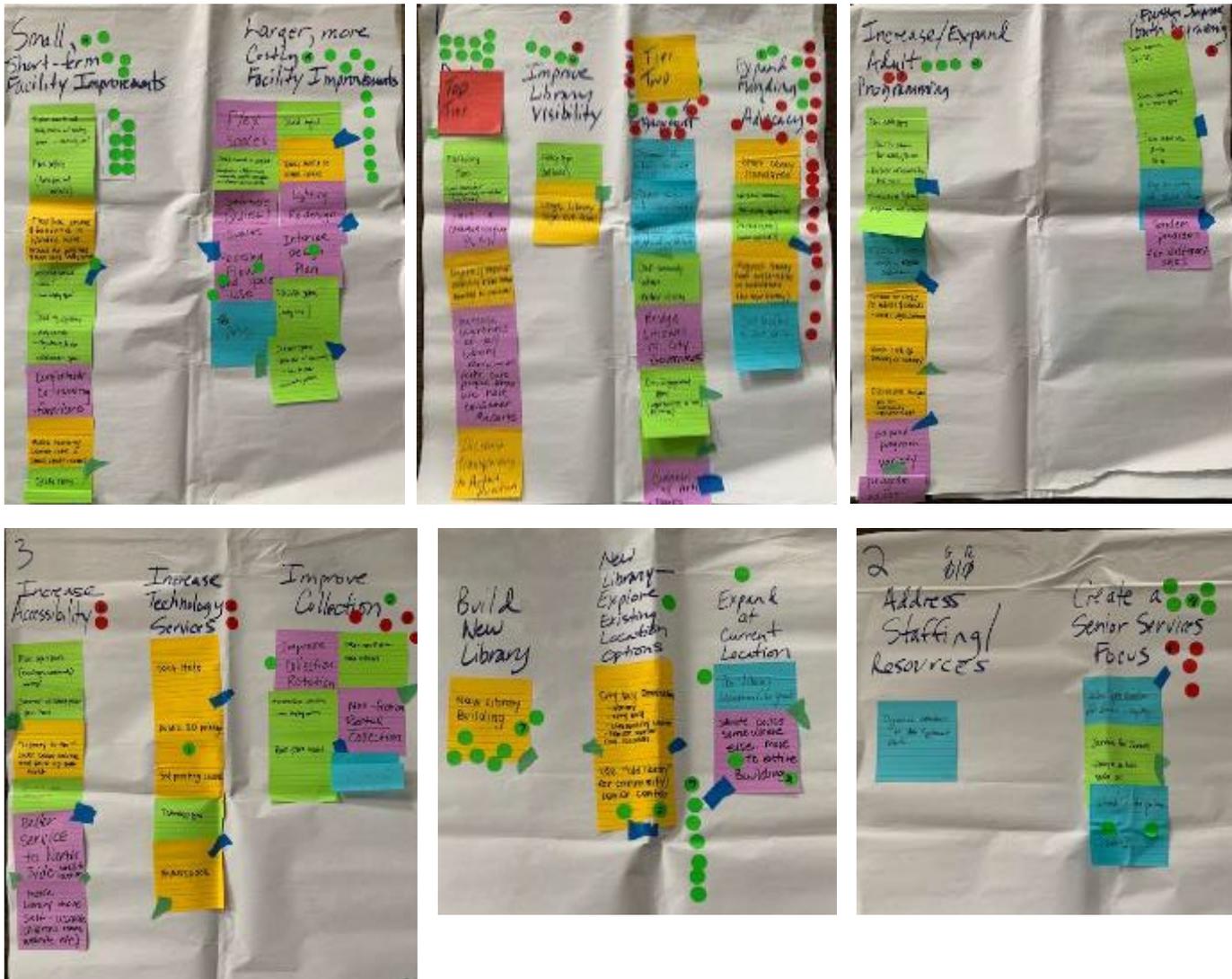
Core Services

- Lend library materials
- Maintain a diverse collection of materials in physical and electronic formats
- Connect readers with books and other materials
- Present programs addressing community needs and interests
- Provide access to computers, connectivity, and other technology resources
- Deliver expert information and research assistance
- Maintain safe, welcoming spaces

The Strategic Plan

Process:

- A “Strategic Retreat” was planned where a mix of community members and leaders, library staff and trustees, and City officials would convene to review the findings of the process.
- At this Retreat on October 29th, 2019, participants completed a series of collaborative exercises that surfaced what they felt were the key priorities for the library, and more specifically, what courses of action the library should pursue to further improve library services and meet the community’s needs.



- The resulting high-level strategic plan following is the outcome of that retreat and the votes and choices made by the group.

Strategic Plan



Liberty Lake Municipal Library - Strategic Plan for 2020-2024

Adopted by the Liberty Lake Municipal Library Board of Trustees on 12/11/2019

Our Mission: Liberty Lake Municipal Library provides resources, opportunities, experiences, and services to inspire, entertain, and empower the community to connect, learn, and grow.

Our Vision: As the heart of the community, the Liberty Lake Municipal Library preserves yesterday, informs today, and inspires tomorrow.

Core Values

- *Safe and Welcoming:* Provide a safe, supportive environment for all.
- *Open Access:* Provide open, equitable access to information and ideas across the community.
- *Good stewardship:* Demonstrate responsible management of the library's financial and material resources.
- *Lifelong Learning:* Provide opportunities for discovery, innovation, inquiry, and growth.
- *Customer Focus:* Provide exceptional positive and rewarding experiences.
- *Intellectual Freedom:* Provide open access to all points of view.
- *Community Success:* We are an engaged and valued community partner.

Core Services

- Lend library materials
- Maintain a diverse collection of materials in physical and electronic formats
- Connect readers with books and other materials
- Present programs addressing community needs and interests
- Provide access to computers, connectivity, and other technology resources
- Deliver expert information and research assistance
- Maintain safe, welcoming spaces

Strategic Focus Areas

Community Engagement and Awareness	Library as Place	Access to Resources
To better raise awareness within the community about the resources and services of the Library	To ensure the Library is best configured and appointed to meet the current and short-term needs of the community	To evolve, as needed, resources (physical, digital, programmatic, and staffing) to best support the needs of a growing and changing community
To increase the trust the community has in the Library as a worthy and valuable investment of public dollars	To develop a long-term facility plan for the Library to support the rapid growth of the community	

Related Strategic Goals

To better raise awareness within the community about the resources and services of the Library

To increase the trust the community has in the Library as a worthy and valuable investment of public dollars

To ensure the Library is best configured and appointed to meet the current and short-term needs of the community

To develop a long-term facility plan for the Library to support the rapid growth of the community

To evolve, as needed, resources (physical, digital, programmatic, and staffing) to best support the needs of a growing and changing community



Liberty Lake Library – Strategic Planning Overview



OVERVIEW OF METHODOLOGY

Beginning in May 2019 and completed in November 2019, under the guidance of the Liberty Lake Municipal Library's (LLML) Library Director and Board of Trustees, the strategic planning process was completed for the Liberty Lake Municipal Library for years 2020–2024. Library consultants, Rob Cullin and Kimberly Bolan of Kimberly Bolan and Associates (KBA), facilitated the process and analysis but the library and its community made all of the choices and decisions in the process.

The Process

LLML's strategic planning process included the following key areas.

Gathering and analyzing community input and data, which involved benchmarking, demographic analysis, and collection analysis. In addition, LLML staff and Liberty Lake residents were involved in exploring ideas and possibilities for the library as a thriving 21st century library. Stakeholder sessions were conducted by KBA September 24-26th, 2019. Participants included the general public, City Council, educators, community leaders, business leaders, senior citizens, Friends of the Library, LLML staff members, and library trustees. Participants included frequent library users and infrequent and non-users and ranged in ages and backgrounds. Overall, seventy-two (72) stakeholders participated in the discussions regarding the LLML's services and strategic future. In addition to the stakeholder sessions, an online survey was conducted between September 23rd and October 14th, 2019. Four hundred and seventy-nine (479) surveys were completed. Survey participants included frequent library users (88%) as well as infrequent and non-users (12%). Survey takers ranged from 19 to over 75 years of age; about 70% of survey takers were between the ages of 26 and 65 years of age, 28% were over 65 and less than 2% were 25 or under.

Developing solutions during a one-day Strategic Planning Retreat held on October 29, 2019. During the Retreat, all data and community input was reviewed with a planning team of thirteen (13) people, consisting of the library director, staff members, library board members, City Council members, community leaders, and the general public. From the data, the group worked to establish essential strategic areas, specific goals, and related investments required to implement the goals to help the library thrive over the next five years and beyond.

What We Heard

The stakeholder sessions and online survey explored several topics including customer service, youth services, adult services, outreach services, programming, technology and digital services, the facility/building, collections and resources, and overall 21st century public library best practices. Detailed summaries of all stakeholder feedback and online survey results were provided in separate documents to LLML's leadership and reviewed in depth during *the Strategic Planning Retreat*. All stakeholder input, data analysis, and follow-up exploration work led to the strategic focuses and goals outlined on page two of this document.

Evaluation & Collaboration

With the goal of achieving all outlined goals over the next five years, LLML administration, staff, and Board of Trustees will regularly evaluate their progress and achievements. Objectives set forth in this plan will be further detailed each year in a 12-month detailed work plan which will be developed by the library staff. These annual 12-month plans will address the specific actions, objectives, and goals, in addition to specifying required staff and financial commitments. In addition, the high-level plan contained in this document will be re-evaluated each year by the board to ensure that the high-level goals still align with the needs and goals of the community, ahead of the staff's development of that year's 12-month plan. This balanced and systematic process also emphasizes that the resulting plan will be iterative and evolve substantially over the next several years.

The keys to LLML's implementation, evaluation and, ultimately, the success of its strategic plan will be:

- A thorough understanding of the plan as well as active involvement in implementing the plan by staff and the Board of Trustees
- Frequent and ongoing communication between administration and staff
- Frequent and ongoing communication between LLML's staff and its community
- Active collaboration between LLML's Board of Trustees, City Council, administration, staff, outside organizations, and the community

Facility Conclusions



At the Strategic Retreat on October 29th, 2019 considerable discussion and debate was conducted on the appropriate direction for the Library's facility.

Through a series of discussions, exercises, and votes, the group concluded that:

- **The current library facility is at capacity and small renovations are needed to improve library service.**
- **An expanded or new library will be needed to serve the community at its build-out population. This library should be 16,500 - 19,500 sq. ft.**
- **Though KBA staff purely acted as facilitators and had no vote in the process, our firm also supports this conclusion based on our experience working with similar communities and based on the data and community input developed during the project.**

The key factors in this conclusion were:

- The library being undersized for the current and projected community size by all three space needs analysis methods.
- Demand for library programs and space constantly exceeding current capacities. (e.g. youth programs are almost always at or beyond capacity)
- The lack of study and meeting rooms means the library can't provide the type of spaces that users need.
- Though the building is ADA compliant overall, many areas (especially youth) are not fully ADA compliant.
- The library lacks adequate space for users of all ages to work, collaborate or gather comfortably.
- Staff lack sufficient space to work effectively and serve the public's needs.
- Adequate parking is a key issue that keeps users away from the library. Providing enough parking to meet peak demand at larger events is not likely realistic; however, parking should be sufficient to accommodate ALL users during typical peak times and regular daily popular events like story times.

Where to go from here



Where to go next with this conclusion:

Even if the community leadership were to immediately act on the recommendations that came out of this process, the timeline for a larger or new library building puts it multiple years away.

Short Term

- The current library should be evaluated for smaller low-cost upgrades that would improve services to the community.
- Space reconfiguration along with changes in some furniture and shelving could significantly improve the library's service, comfort, and day-to-day flexibility.
- Recommendations for key short term priorities follow this page.

Long Term

- Review project findings with City Council, Mayor, and community leaders.
- Conduct a Feasibility Study to explore expansion options of current facility.
- Using the results from the Space Needs Assessment, Feasibility Study, and community input, City and library staff, Council, and community members will work together to develop a plan for investing in library services for our community. This plan will address the long-term library service and facility needs that are the priorities of the City Council and the community.
- Work with the City Council, the Library Board, and a community advocacy group (this group should consist of local residents and community leaders) to support and realize the recommendations of the library service plan and garner community support.
 - For a new or expanded facility, these are possible steps to move forward –
 - Develop a formal building program to determine specific facility needs, evaluate the pros and cons of acquiring a building versus new construction, and provide cost estimates for both options.
 - Given previous unsuccessful attempts by the city to garner public support for city building projects, this project is best served by a more grass-roots community-driven approach.
 - In parallel with the political process of gaining community approval, the grassroots group should also begin a capital fundraising campaign.
 - Voters are far more likely to support a government spending initiative that has private financial support as well.

Short Term Current Building Recommendations



1. Too much library space is currently allocated to shelving books that are not circulating (Non-Fiction, Teen, and to a lesser degree older (3 yrs+) Fiction)
2. Reduce size of general collections in the lower-circulating collections
 - Dramatically increase the amount of face out merchandising
 - Work to highlight that books not on the LLML shelves may still be available via consortium partners
3. Improve Shelving arrangements
 - Narrow shelving aisles to 38- 40” with 60” at turn-around ends which is still slightly beyond ADA requirements but narrower than almost any aisle in the Adult stacks (some aisles are 60”+)
 - Evaluate shelving re-orientation to create better sight lines and improve space allocation and “niche area making”
4. Service Point changes:
 - Reduce down to 2 Service Points
 - Keep current circulation desk location but look at smaller desk solutions.
 - Keep current youth services desk
 - Remove other service points
5. For Adults: Add more comfortable seating (which is more appropriately sized to the space), flexible tables (for 2 on casters) and chairs.
6. Upgrade Early Literacy and Youth Areas:
 - Address ADA aisle width issues in early-literacy by shifting to taller but still browsable shelves which have a higher footprint density
 - Add appropriately sized flexible tables(for 2 on casters) and chairs



Additional Short-term Recommendations Collections

1. Based on current collection usage, reduce the size of the collection segments that have lower circulation and turnover
(see Collection Analysis Appendix D)
2. Convert some (up to all) of the freestanding double-sided shelving to lower mobile shelving with lockable casters (this shelving could be used in a new/expanded library as well
(Image below. Typical costs~\$2,900/unit.)



Additional Short-term Recommendations Meeting Spaces

1. Convert the Learning Center into 1 or 2 study rooms.
2. Maximize availability and usage of the building for the community. Considerations include:
 - Develop policies for vetted groups to use meeting space outside of normal operating hours
 - Have volunteers oversee the space during hours when staff aren't working
 - Explore smart building access options (e.g., RFID, code keypads, etc.) beyond traditional keys to simplify and better control and oversee access to the building



Additional Short-term Recommendations

Technology & Digital Services

1. Reduce number of “fixed” PC stations, and replace with Laptops for check-out and use inside of the library
2. Make power and charging points readily available in all areas where people sit and use technology
3. Add/update technology and audiovisual systems for study and meeting rooms



Short Term Current Building Recommendation Phasing & Budgetary Estimate



Potential phasing approach to shorter term upgrades:

1. Develop an overall plan for all phases first
2. Make shelving and circulation desk changes first as they'll have the highest impact on "creating" more usable space within the library
3. Add comfortable seating and flexible tables into the areas and niches created by this shift
4. Shift a portion of the public PCs to laptops that are checked out for use in the library. Move remaining fixed PCs to more appropriately sized and flexible furniture
5. Shift early literacy shelving to the taller browsable shelving on casters.
6. Convert Learning Center into a "reservable" study/small meeting room or potentially 2 small rooms if possible.

Cost Estimates:

1. Total costs for the above changes could vary dramatically based on:
 - a) Level of professional (interior designer, architect, consultant) involvement in the design and implementation of the changes
 - b) Amount of new furniture and shelving acquired as part of the new layouts, and the price point and finishes of those items
 - c) Use of professional library movers versus being primarily staff completed
2. Since no design has been completed 2 price levels are being provided along with what those levels would get the library
 - a) \$150,000 : Minimal support from a professional designer or movers, some new lower price point furniture and shelving but most furniture would be re-used, simple conversion of the Learning Center to a single room.
 - b) \$300,000 : Moderate professional support, most if not all of the bulky furniture replaced, a significant amount of new shelving on casters, potential conversion of the LC to 2 study rooms

Recommendations for a New or Expanded Library

1. Larger more flexible Meeting/Program Room
2. 1–2 Medium-sized meeting rooms for groups of 8–15
3. 4–6 Study Rooms for 2–4
4. Increased space for youth
5. Enclosed glass/windowed Teen-space
 - Separate Social Area from Quiet study and Teen Collections
6. Increase overall reader/study/work seating and spaces
7. Create a “quiet reading/work area”
8. Drive-up drop-off book drop
9. Create a flexible collaborative space



Recommendations

Staff Space



1. Staff members need appropriate work/office spaces with acoustic separation from the public areas.
2. Space should appropriately support the needs of the staff for program planning, efficient work and material flows, and off-desk time.
3. Storage should be significant to support high levels of programming demand and should be easy for staff to access with efficient storage and organization solutions.
4. Friends group needs sufficient workspace AND storage to support their work of managing the book sales and raising funds for the library.

Potential Capital Project Funding for a New or Expanded Library



1. Given the political and economic climate of the city, the success of a potential capital project like this one would most likely be led by combining private and public funding.
2. Public funding will almost certainly require a ballot measure, which will need to be approached carefully given previous city experiences with somewhat related ballot measures.
3. Working with the EveryLibrary organization (a Chicago based National Library Lobbying and Election Advisory group) should be strongly considered to assist with developing the right strategy for working with the community's electorate and providing supportive materials and infrastructure.

APPENDIX A:

COMMUNITY DISCUSSION SUMMARY

Total Attendance

72

Appendix A:

Community Discussion Sessions



As part of the data gathering process for the Liberty Lake Municipal Library's (LLML) *Community Assessment and Master Planning* project, Kimberly Bolan and Associates conducted seven stakeholder sessions from September 24 through 26, 2019. A variety of Liberty Lake residents, including the general public, Library staff members, the business community, the Friends of the Library, senior citizens, parents and caregivers, the Library Board of Trustees, and the Liberty Lake City Council. Overall, seventy-two people attended.

During the sessions, a range of topics were discussed including people's thoughts on the Liberty Lake community and their impressions of the Liberty Lake Municipal Library. Other areas include Library-specific topics such as customer service, collections (e.g., books, DVDs, special collections, etc.), children's, teen and adult services and spaces, technology, meeting spaces and community awareness.

The following is an overview of key findings from the sessions listed by topic/question.

1. What are your thoughts about Liberty Lake and the community?

- Overall, people described Liberty Lake as a great family community with a small-town feel, but easily accessible to metro and recreational areas. Other consistent feedback included safe, walkable, and great people.
- Areas of concern included increasing traffic and congestion, long range planning for the town not keeping up with the actual growth, affordability of housing and apartments increasing density and posing challenges for the community. It was said that, "As more people with apartments and smaller living spaces increase, there will be more of a need for the library."
- It was also mentioned that Liberty Lake needs a center of the city.

2. What are your first impressions of Liberty Lake Municipal Library?

- Key words included a place for kids and families, books, programs, good service, friendly people, cozy, community center / gathering place for the community.
- Several people stressed how hard it is to identify the LLML as a library and that it is difficult to see from the road. It was also mentioned on several occasions that the size of the building is an issue as it's too small. The importance of looking toward the future was also brought up several times.

3. Customer Service

- The high quality of the Library's customer service was a strong theme.
- Interlibrary loan was also repeatedly mentioned as being a good service.
- There was discussion about investing in staff / people who bring extra value to the library and its services (e.g., digital printing classes were mentioned as something that the library isn't doing).

Appendix A:

Community Discussion Sessions



- In one session library service standards in other states was brought up (Washington doesn't have state standards) and the question was asked, "How do we determine levels of service without state standards?"
- The removal of late fines was viewed as a great thing by many, but not by all.
- A drive-up materials return was mentioned as a service that many other libraries have that is good for families and the elderly.

4. Collections

- Overall, people value the fact that LLML is part of a system where they can borrow from other libraries. The limitations of the collection due to the building's size was repeatedly mentioned. Specific collections that participants feel are lacking include non-fiction, language arts and foreign language materials, magazines, contemporary music, business reference databases.
- The Most Wanted collection is liked by many.
- Having a wider breadth of collections for ages eight and under and more children's books, in general, was included as a necessity.
- The height of the shelves (i.e., they are too tall) was brought up on numerous occasions.
- Frustration for having to wait so long to get books, etc. was repeatedly discussed. It was mentioned that it's frustrating when you must wait weeks to get materials on hold and from other libraries. One person succinctly said, "If there's 35 people on hold for a new book, it won't be "new" once you get it."
- Special collections were a popular topic. Those mentioned as being appropriate for Liberty Lake included passes to museums, etc., musical instruments, seed exchange, and loanable art.

5. Children's Services & Spaces

- There is much pride in children's services at the Library. The Early Literacy area is widely loved and appreciated, but numerous people talked about it being too small, difficult to maneuver in (especially with a stroller), the need for additional collections and interactives. One person missed the iPads that used to be in the children's area. Also, the separation of early literacy and school aged children is good.
- More seating for the older children's area (tables, chairs, lounge seating, etc.) are needed.
- The need for more programming for ages 10 and up was discussed. Also, the fact that these programs needing to be focused on this age group and not including younger kids.

6. Teen Services & Spaces (Ages 11 – 18 at Liberty Lake Municipal Library)

- There was much discussion about middle school being a big struggle and it is often tough for this age group to find something to do, etc. It was mentioned that getting tweens and teens into the library is important.
- It was stated that there isn't a true teen area at LLML as it's open to the whole library and adults gravitate to the space because most of the seating is located there.

Appendix A:

Community Discussion Sessions



7. Adult Services & Spaces

- There is a feeling by many that people don't know what LLML offers, so they use other area libraries.
- Having more regular active and ongoing programs for adults was a need by many. In particular, more programs beyond crafting. For example, Liberty Lake's history, gardening, robotics, more things for men (e.g., fly fishing, etc.), multi-cultural, and multi-generational programming. The library could be a catalyst to various groups (e.g., Writers Group, Travel Groups, etc.).
- It was specifically mentioned that LLML should continue its Memoir Writing Class, the Toastmasters Class, the knitting club, etc. Several people were very proud the Library offers these types of programs.
- Additional outreach to senior citizens was also mentioned on numerous occasions.

8. Quiet & Active Areas

- It was mentioned that LLML is lacking a quiet area and study rooms and several participants expressed a need for adequate quiet and active areas. Also, it was noted that staff areas are open ceilings without privacy. Sound management was expressed as an issue to be addressed.
- Having more of a variety of seating to accommodate both quiet and active activities was mentioned.
- The Learning Center was mentioned as being underutilized and needing to be repurposed into something else.

9. Technology

- Having more access to power throughout the entire library was discussed.
- The adult computer area was mentioned as a problem as it isn't conducive to good service as it's currently configured. Furnishing were stated as being too large. Several mentioned a need for more privacy for individuals using the computers. For privacy reasons, one person would like to see self-serve print that releases the print job when the patron is standing there. Having in-house use laptops as opposed to fixed desktops was discussed as an option to free up space.
- One person mentioned that having a technology help desk at the library would be helpful in the community. Another person thought people should be able to experience / test Virtual Reality at LLML. Another person mentioned other libraries having robotic kits to try out (STEM, STEAM, etc.) and they thought this was fantastic.
- Overall, participants did not seem to think digital creativity / Makerspaces are needed at LLML.

Appendix A:

Community Discussion Sessions



10. Meeting Services and Spaces

- Participants agreed that having free meeting spaces is an asset to the community. Other local meeting spaces such as the Portal were mentioned as other meeting spaces, but they were described as charging a premium.
- Several people talked about the limitations of the existing meeting room due to its small size, lack of furnishings, and fact that it is relatively closed off from the rest of the library. A few people mentioned renovating the meeting room to open it into the rest of the library to better connect the two "areas." The carpet was cited as a negative as it's inappropriate for messy programs. One group felt strongly that the meeting room needs to be elevated to a new level to be more conducive and attractive to adequately serve a variety of types of users and it was mentioned that the existing meeting room seems like an afterthought / catchall.
- There was discussion about the need for tutoring spaces and small meeting rooms to fulfill community needs.

11. Community Awareness

- All groups agreed that they think the community knows there's a library, but not everyone knows where the library is or what it offers. Also, there's a general feeling that there is a lack of communication about what the library offers as well as a feeling that the library is still just books, which it isn't. People need a reason to use the library. For example, local businesses currently don't have a reason.
- One person said a digital sign outside the library would be helpful for people driving by the library.
- The idea of having a monthly activity guide that includes everything at the library for the entire month, etc. was recommended. Individual fliers are not ideal for many people.
- Additional outreach was expressed as a need to help increase community awareness. Need to project more into the schools, businesses, etc. to tell people what the library has. Also, having a library representative speak at local meetings on a regular basis.
- More advertising and, specifically, the Splash and Gazette were mentioned on several occasions. A few commented that they thought the only awareness that LLML has is through Facebook and social media, but they're not sure if other advertising mediums are effective.

12. The following miscellaneous topics were mentioned by several people throughout the sessions:

- Parking is a problem, including regular parking and handicap parking
- The lack of a Community Center and Senior Center is not good for the community
- The low lighting (darkness) of the library was stated as being an issue
- The heating and air is a problem
- The garden is nice, but it is underutilized
- Relocation of either the police station or the library
- Inappropriate staff compensation
- The lack of cohesiveness of the interior design and décor. Very hodgepodge.

APPENDIX B:

COMMUNITY SURVEY SUMMARY

Liberty Lake Municipal Library 2019 Strategic Planning Community Input

Total Responses **479**

Fully Complete
Responses **395**

Respondents were from:

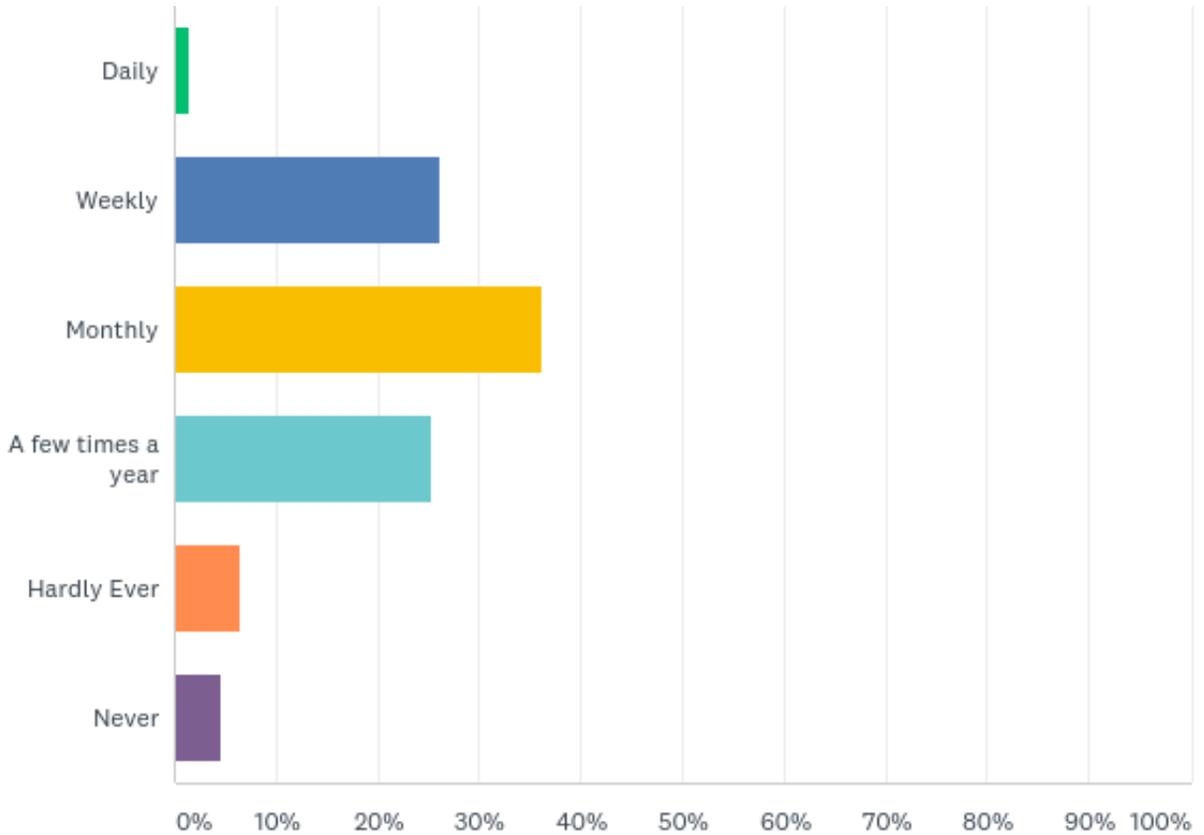
Liberty Lake **359**

Spokane/Spokane Valley **19**

Other or Didn't Specify **101**

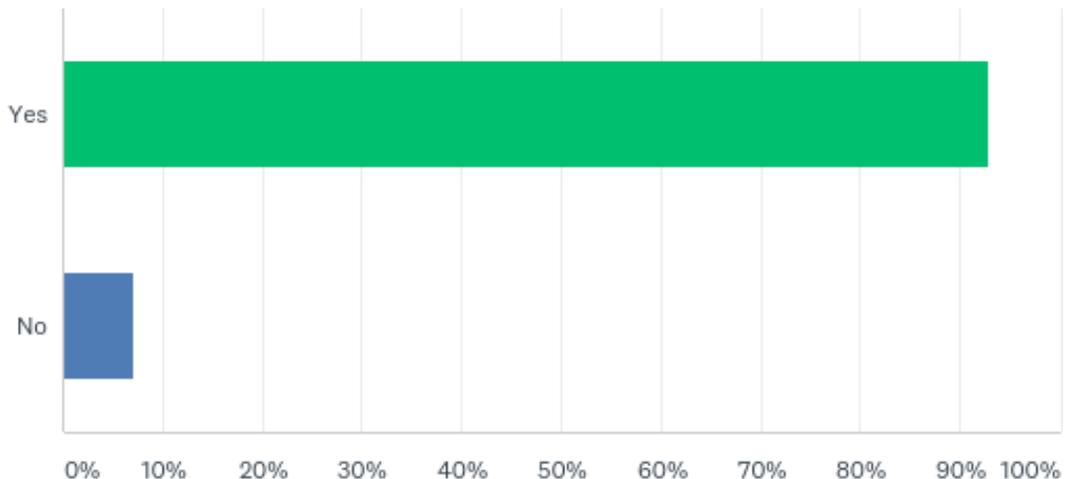
Q1: In the past year, how often have you visited your library?

■ Answered: 479 Skipped: 0



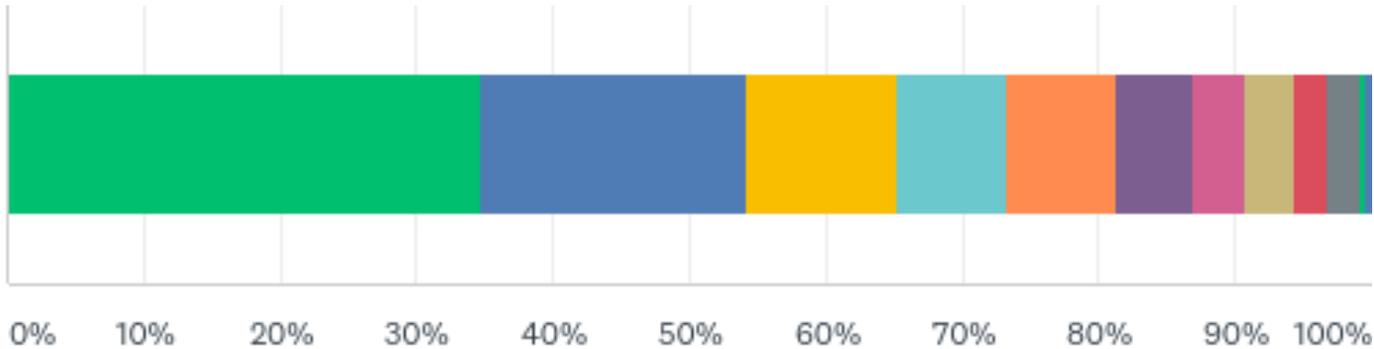
Q3: Do you have a Liberty Lake Municipal Library card?

Answered: 479 Skipped: 0



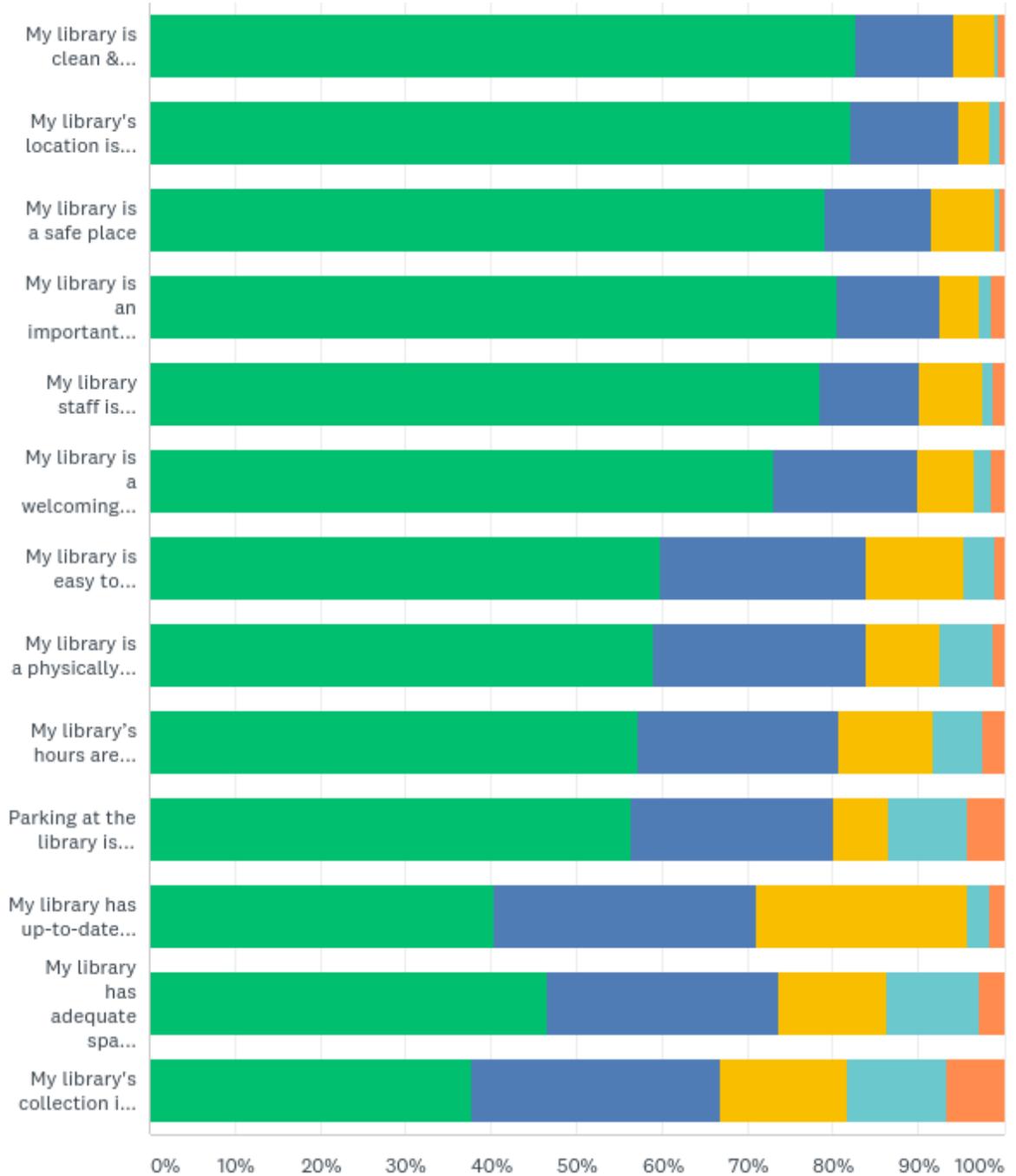
Q2: If you are not a regular library visitor, please tell us why not.

■ Answered: 247 Skipped: 232



- Other (please specify)
- I am a "virtual" library user e.g. downloading books from library website
- I am too busy to use the library ■ I prefer to buy and own my own material
- I never think of the library as an option ■ I couldn't find what I wanted
- My children are grown ■ The library's hours are not convenient.
- I haven't used the library since I was a child.
- It is hard for me to get to the library (e.g. transportation)
- My library card doesn't work ■ I owe fees
- It's confusing to have so many different options

Q4: For each of the following statements describing the Liberty Lake Library, please indicate how strongly you agree or disagree



Open Ended Question – Word Clouds

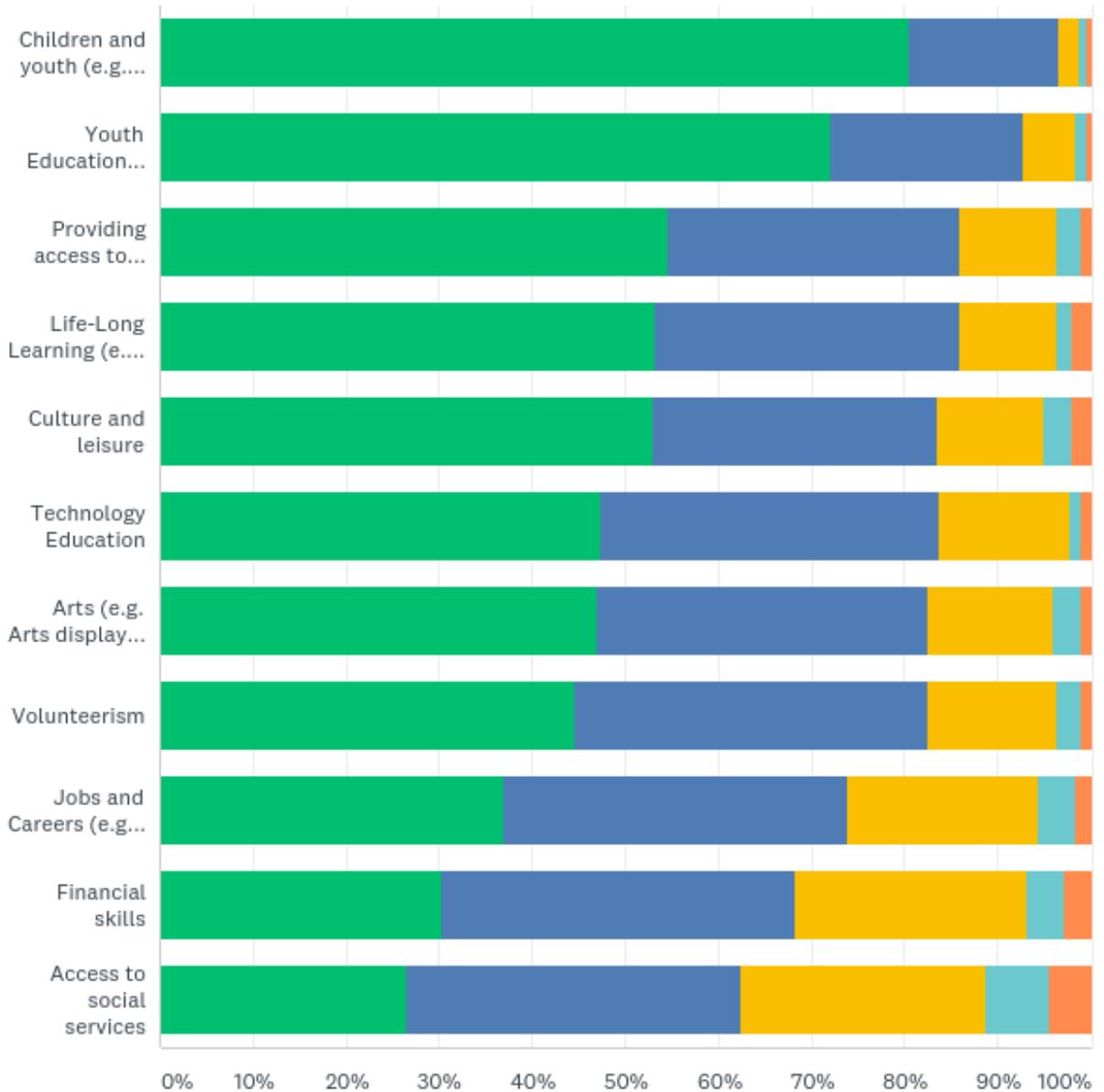
Q5 What do you like most about the Liberty Lake community?

Community activities convenient location convenience everyone size class kids time
 welcoming make care restaurants walkable home walk keep community events etc
 go trees safety around Liberty Lake always live know good green space feel
 helpful staff close nice lots city family Safe clean events everything need
 books well maintained parks things activities programs staff
 Proximity people places friendly beautiful
 community s library trails parks safe years
 location bike trails love walking trails great convenient clean
 schools friendly people using children Easy Small adults helpful
 place live Everything offered small town feel part need sense community
 Friendly
 staff Friendliness farmers market Friendly welcoming services
 active outdoors family oriented Quiet Family friendly Children s programs wonderful
 Easy find area Children program trails recreation clean safe involvement atmosphere
 Walkability friendly helpful bike

Q6 What would make the community better?

growing days town drive cant part schools really Slow growth local LL etc larger library help
 apartments aquatic center children meet shopping friendly infrastructure opportunities
 make try area ages options allow think Larger space city access fast
 Traffic programs Liberty Lake lake classes lot
 community center small events new library Less Stop
 restaurants kids library things community
 services better meeting room need place people Better traffic flow
 parking go bigger Offering books River District great hours
 bigger library nice roads time sure resources activities evening Senior
 housing work home love dog park room Larger space families continue indoor Nothing see
 sidewalks gatherings built Keep open Also new diversity read pool Swimming Pool used
 community pool

Q8: What is the library’s role in the community? Do you think the library should be involved in the following areas?”



■ Strongly Agree
 ■ Somewhat Agree
 ■ Neither Agree or Disagree
■ Somewhat Disagree
 ■ Disagree

Open Ended Question – Word Clouds

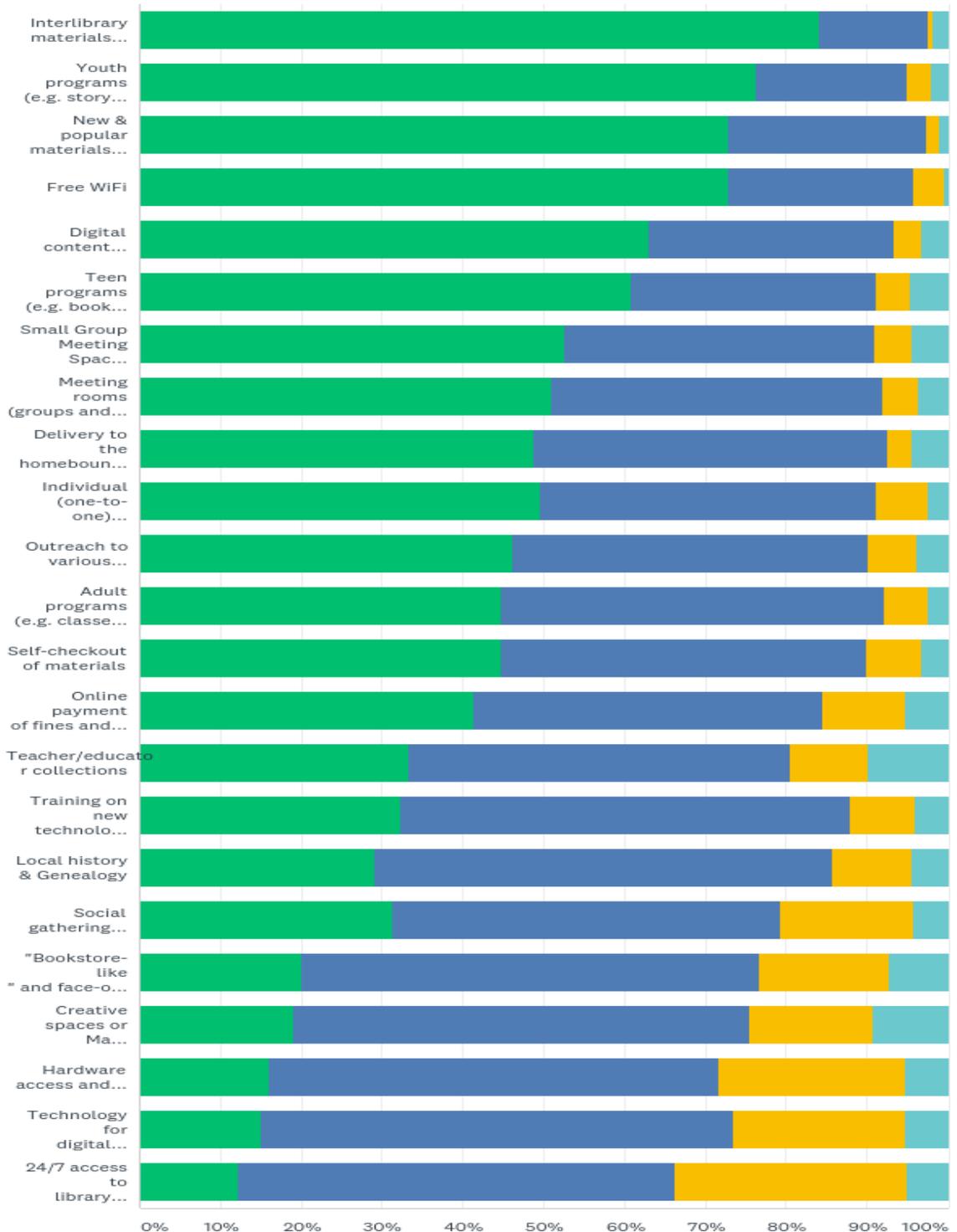
Q7 What are the two or three most important issues facing the community?

Expansion Golf carts way think see s activities leave safe community pool starting
 Meeting Space police people moving Traffic congestion senior control family crime
 shopping many apartments overcrowding schools support new apartments people
 stable planning though building new business Safety development lack
 much infrastructure crowded roads Expanding housing
 Managing growth good books community lack community
 growth freeway access Traffic freeway need especially
 schools Maintaining keep Overcrowding Liberty Lake
 children growing Community center library area increasing moving
 new revenue Rapid growth one population going space security
 business taxes Traffic flow sources kids budget Population growth idea City
 services growth management town fast affordable housing enough lot sure times becoming
 apartments issue

Q9 How do you think the library could help the community achieve what you value most?

already available things need bigger etc one community center family education city make
 craft work staff access current training think great job ages technology youth
 children programming job able Liberty Lake opportunities use resource community
 learning go Keep adult activities interest think will better great job
 events growing providing wonderful classes offered classes
 offer options need love community schools
 library story time books many programs see
 space skills Continue volunteers children know people
 Maybe resources especially place information meetings lot expand
 Continue provide increased love library kids funding support public services local
 also library already sure friendly larger meeting rooms groups hub think library bigger
 allow areas including educational help parking feel home new build

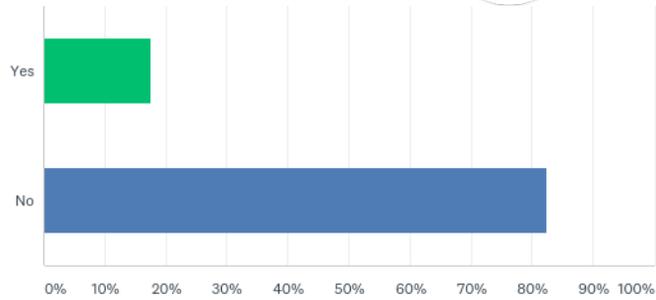
Q10: Please rate the following library services.



■ Must Have
 ■ Nice to Have But Not Critical
 ■ Don't Need
 ■ I don't know / No opinion

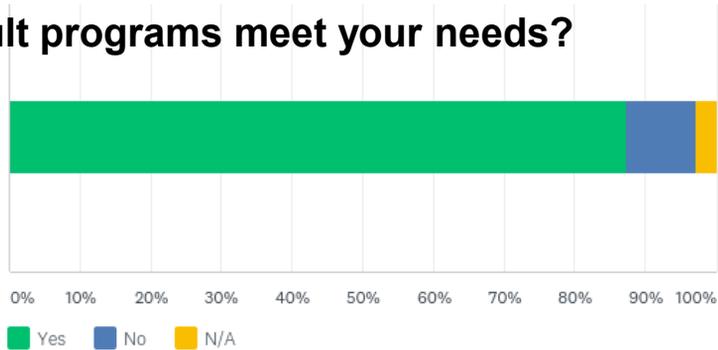
Q12: Do you currently attend adult programs at Liberty Lake Municipal Library?

Answered: 406 Skipped: 73



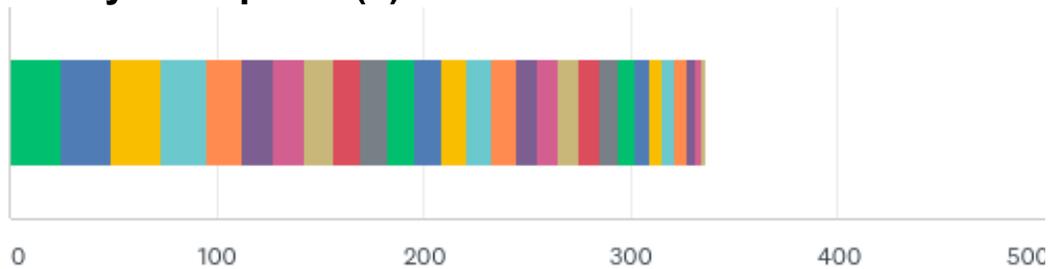
Q13: Do times for adult programs meet your needs?

Answered: 71 Skipped: 408



Q14: What types of adult programs would you like to see at the library? Please check your top five (5).

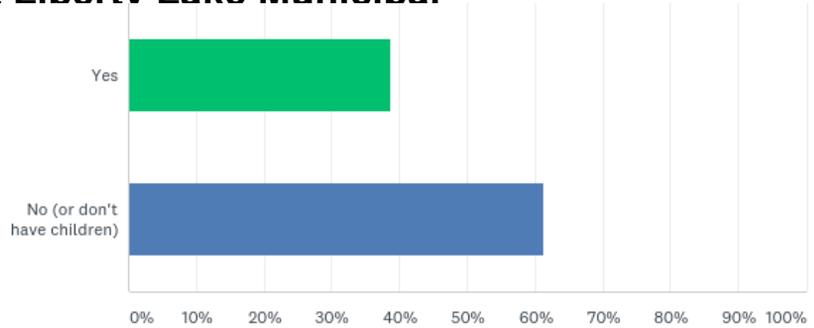
Answered: 71 Skipped: 408



- Crafts
- Technology classes (e.g., How to for iPads, Smartphones, tablets, e-readers, etc.)
- Health and Wellness ■ Programs for Seniors ■ Book club ■ How-to
- Life skills (e.g., parenting, finance, etc.) ■ Travel ■ Basic computer classes
- Art ■ Gardening ■ Maker lab activities (e.g., 3D printing, sewing, etc.)
- Advanced computer classes ■ Adult Author Programs
- Parenting Workshops & Programs ■ Game night ■ Personal growth
- Genealogy Programs ■ Writing Workshops
- Social media apps (e.g., Facebook, Instagram, Pinterest, etc.)
- Financial Literacy ■ Investing ■ Job search and employment
- Music concerts ■ History ■ Small Business / Startups
- Comic-Con & Fandom Programs ■ Robotics and science-related programs
- Movie nights

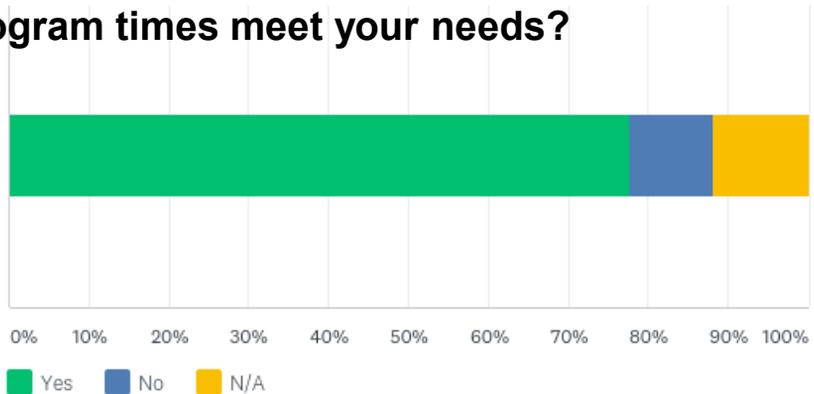
Q15: Do you and/or your children attend children's programs at Liberty Lake Municipal Library?

Answered: 404 Skipped: 75



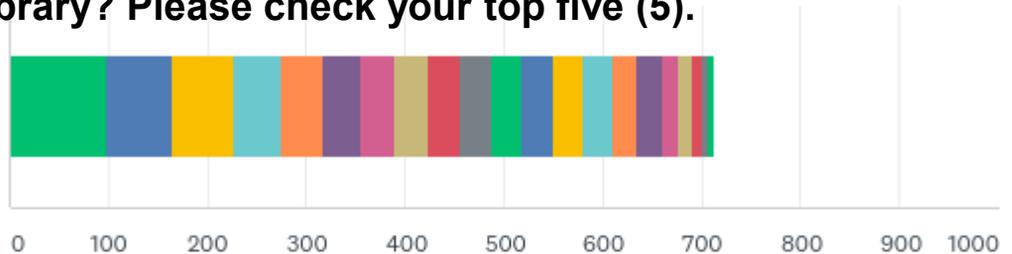
Q16: Do children's program times meet your needs?

Answered: 152 Skipped: 327



Q17: What types of children's (ages 0 -12) programs would you like to see at the library? Please check your top five (5).

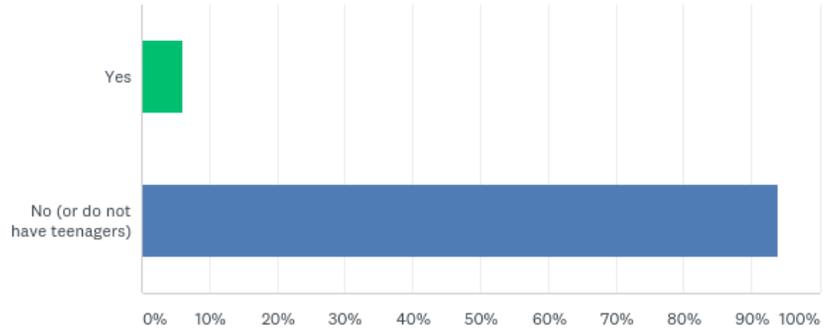
Answered: 152 Skipped: 327



- STEM / STEAM programs (Science, Technology, Engineering, Art, Mathematics)
- Summer Reading ■ Craft programs ■ Preschool storytime
- Toddler storytime ■ Fitness (e.g. Yoga, self-defense, etc.) ■ Robotics
- Homework help ■ Saturday or evening family events
- Baby and toddler play groups/programs (imaginative play, programs other than story)
- Youth book discussions / book clubs ■ Computer / technology classes
- Concerts, puppets shows, and theatrical performances for families
- Music and movement ■ All age drop-in programs ■ Holiday programs
- Baby storytime ■ Special needs programs ■ Parenting workshops
- Anime / Manga club
- Storytimes in languages other than English (please specify in "Other" field)

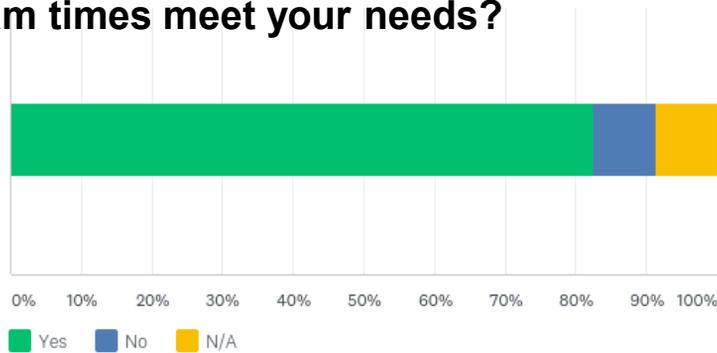
Q18: Do you and/or your teenagers attend teen programs at Liberty Lake Municipal Library?

Answered: 398 Skipped: 81



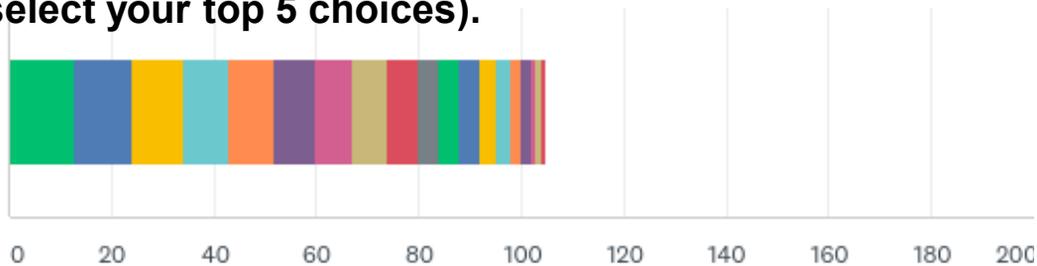
Q19: Do teen program times meet your needs?

Answered: 23 Skipped: 456



Q20: What types of teen (ages 11 - 18) program would you like to see at the library (select your top 5 choices).

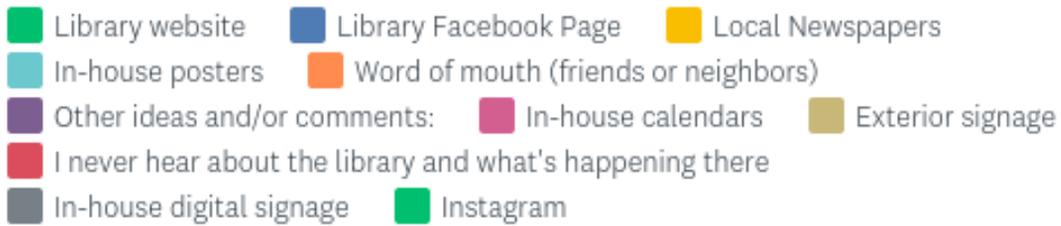
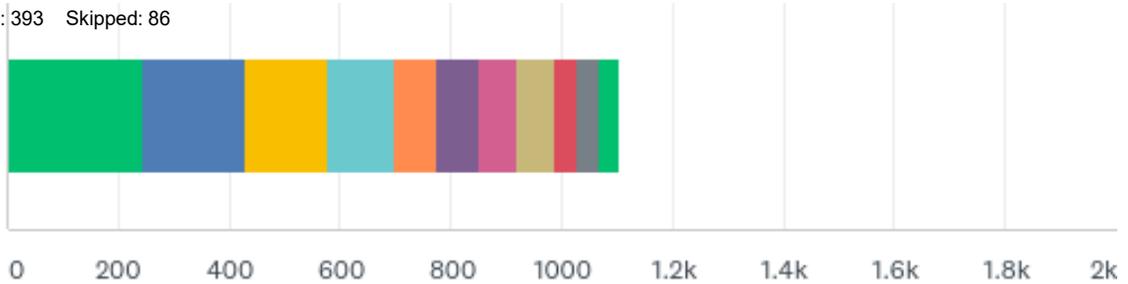
Answered: 23 Skipped: 456



- STEM / STEAM programs (Science, Technology, Engineering, Art, Mathematics)
- Adulting/Life skills ■ Craft programs ■ ACT/SAT Prep classes
- How to (e.g. play guitar, make and fix things, etc.)
- Technology and Robotics programs ■ Summer Reading
- Fitness (e.g. Yoga, self defense, etc.)
- Maker lab activities (e.g., 3D printing, sewing, etc.)
- College selection and preparation classes ■ Book clubs
- Other (please specify): ■ TAB (Teen Advisory Board)
- Job Search and employment help ■ Movie nights
- Comic-Con / Fandom Programs ■ Video game tournaments ■ Concerts
- Holiday programs ■ Anime / Manga club ■ Inclusivity programs

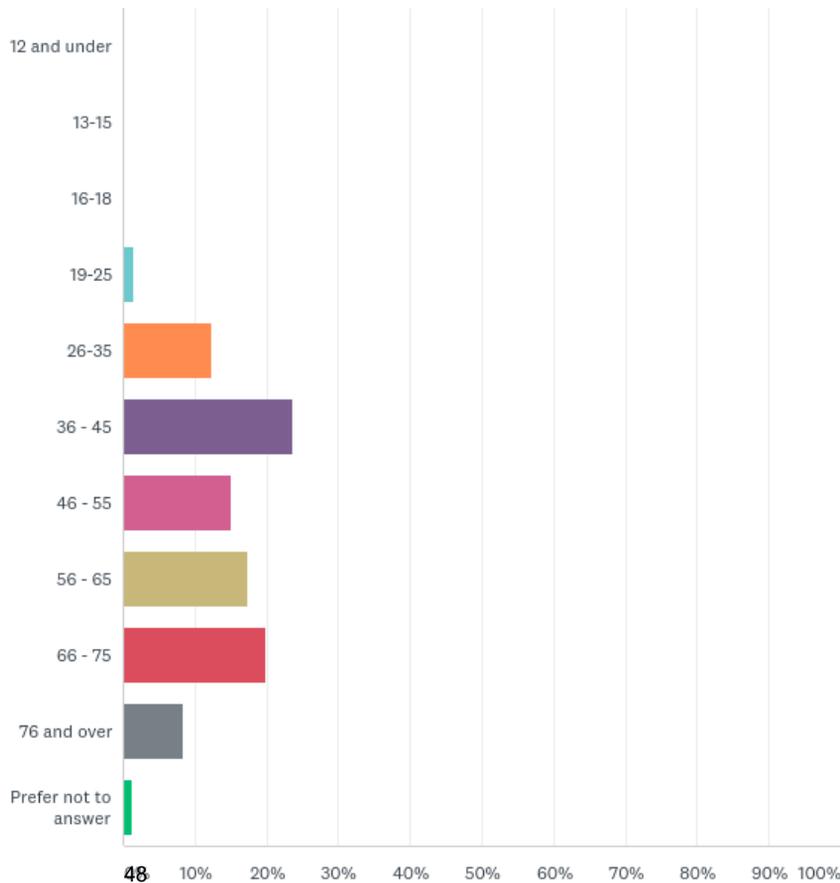
Q21: Please mark your preferred methods of finding out about library news and events? Check all that apply.

Answered: 393 Skipped: 86



Q22: What is your age?

Answered: 392 Skipped: 87



Open Ended Question – Word Clouds

Q11 Is there anything you would like to see added to the building or services?

parking lot selection use sure Bigger improved great expand work community center
 building game meeting room offered love s room think see
 groups better lighting space really library Additional
 parking outside larger kids books time need gathering
 community maybe programs etc area book drop meeting staff children s
 nice children drive place new

Q24 Please provide any additional comments about your needs for the Liberty Lake Municipal Library.

space wonderful worked children community time better providing
 Thank offer Liberty Lake part books think need
 use library make love will programs find staff etc
 love library great job helpful City going enjoy kids Please

APPENDIX C:

SPACE NEEDS ASSESSMENT Worksheet

Method 3: AREA BY AREA BUILT SPACE NEEDS ANALYSIS

Liberty Lake Municipal Library		11,000 Pop PROGRAM Current Needs			18,000 Pop PROGRAM Future Need ~10yr+		
ADULT PUBLIC SPACES		UNIT	SF PER UNIT		UNIT	SF PER UNIT	
Entrance, Friends & Customer Service							
1.01	Entrance lobby	1	50 SF	50 SF	1	75 SF	75 SF
1.02	Internal book return	1	50 SF	50 SF	1	50 SF	50 SF
1.03	Main service point	1	100 SF	100 SF	1	100 SF	100 SF
1.04	Secure Laptop Storage	1	25 SF	25 SF	1	25 SF	25 SF
1.05	Self check stations	2	75 SF	150 SF	2	75 SF	150 SF
1.06	Self-serve holds	400	.08 SF	32 SF	600	.08 SF	48 SF
1.07	Display/Gallery space	0	50 SF	SF	1	50 SF	50 SF
1.08	48" LCD Panels	1	10 SF	10 SF	1	10 SF	10 SF
1.09	Literature rack	1	25 SF	25 SF	1	25 SF	25 SF
1.10	Business Center - Photocopier, Scanner, etc.	1	100 SF	100 SF	1	100 SF	100 SF
1.11	Friends Book Sale	1	50 SF	50 SF	1	100 SF	100 SF
1.12	Reference	150	.10 SF	15 SF	150	.10 SF	15 SF
1.13	Family Restrooms	1	100 SF	100 SF	2	100 SF	200 SF
1.14	Public Restrooms	2	150 SF	300 SF	2	150 SF	300 SF
Subtotal				1,007 SF			1,248 SF
Popular Library							
2.01	New adult books	300 Bks	.125 SF	38 SF	600 Bks	.125 SF	75 SF
2.02	Adult media	2,625 Items	.06 SF	158 SF	2,500 Items	.06 SF	150 SF
2.03	Adult periodicals	15 Titles	1 SF	15 SF	10 Titles	1 SF	10 SF
2.04	Adult lounge seating	4	40 SF	160 SF	5	40 SF	200 SF
2.05	Occasional Tables	2	8 SF	16 SF	3	8 SF	20 SF
Subtotal				386 SF			455 SF
Meeting Rooms							
3.01	Large multi-purpose meeting	70 Occ	10 SF	700 SF	90 Occ	10 SF	900 SF
3.02	Meeting Room Storage	1	100 SF	100 SF	1	100 SF	100 SF
3.03	Small Group Meeting	2	80 SF	160 SF	3	80 SF	240 SF
3.04	Medium Meeting Space	8 Occ	15.0 SF	120 SF	14 Occ	15.0 SF	210 SF
Subtotal				1,080 SF			1,450 SF
Adult Library							
4.01	Adult fiction	4,500 Bks	.09 SF	405 SF	5,000 Bks	.09 SF	450 SF
4.02	Large Print	400 Bks	.09 SF	36 SF	800 Bks	.09 SF	72 SF
4.03	Adult Nonfiction & Bio	3,000 Bks	.10 SF	300 SF	3,000 Bks	.10 SF	300 SF
4.04	Adult Tables and Chairs (2 seats ea.)	3	100 SF	300 SF	4	100 SF	400 SF
4.05	Adult Collaborative Seating (4 seats ea.)	1	200 SF	200 SF	1	200 SF	200 SF
4.06	Adult lounge seating	6	50 SF	300 SF	7	50 SF	350 SF
4.07	Occasional Tables	3	6 SF	18 SF	4	6 SF	21 SF
4.08	OPACs	2	50 SF	100 SF	2	50 SF	100 SF
4.09	Adult public computers	6	75 SF	450 SF	6	75 SF	450 SF
4.10	Printer /Reservation station	1	50 SF	50 SF	1	50 SF	50 SF
Subtotal				2,159 SF			2,393 SF
Eating Area							
6.01	CafeTable Seating (2 seats ea)	0	40 SF	SF	2	40 SF	80 SF
6.02	Vending Machines	0	30 SF	SF	1	30 SF	30 SF

Liberty Lake Municipal Library		11,000 Pop PROGRAM Current Needs			18,000 Pop PROGRAM Future Need ~10yr+		
Subtotal		SF			110 SF		
Maker Space							
7.01	Digital Creativity / Makerspace	0	500 SF	SF	1	500 SF	500 SF
Subtotal		SF			500 SF		
ADULT PUBLIC SPACES		4,632 SF			6,156 SF		
ADMINISTRATION		UNIT	SF PER UNIT		UNIT	SF PER UNIT	
Staff Space - ADMIN							
8.01	Library Director	1	150 SF	150 SF	1	150 SF	150 SF
8.02	Misc Admin Library Storage	1	75 SF	75 SF	1	75 SF	75 SF
Subtotal		225 SF			225 SF		
Staff Space - Staff							
9.01	Head of Circulation	1	125 SF	125 SF	1	125 SF	125 SF
9.02	Other Staff	4	80 SF	320 SF	6	80 SF	480 SF
9.03	Drive-up Service Window Circulation Workspace, Staging, and	0	150 SF	SF	0	150 SF	SF
9.04	Logistics	1	200 SF	200 SF	1	300 SF	300 SF
9.05	Storage	2	100 SF	200 SF	3	100 SF	300 SF
9.06	Adult Librarian	1	100 SF	100 SF	1	100 SF	100 SF
9.07	Miscellaneous Adult Storage	1	100 SF	100 SF	1	100 SF	100 SF
9.08	Youth Library	1	100 SF	100 SF	1	100 SF	100 SF
9.09	Youth Staff	1	80 SF	80 SF	2	80 SF	160 SF
9.10	Miscellaneous Youth Storage	1	175 SF	175 SF	1.5	175 SF	263 SF
9.11	Friends Book Storage	1	100 SF	100 SF	1.5	100 SF	150 SF
9.12	Staff Restroom	1	100 SF	100 SF	1	100 SF	100 SF
9.13	Janitor's closet	1	75 SF	75 SF	1	75 SF	75 SF
9.14	IT Storage	1	75 SF	75 SF	1	75 SF	75 SF
Subtotal		1,750 SF			2,328 SF		
ADMINISTRATION		1,975 SF			2,553 SF		

Liberty Lake Municipl Library	11,000 Pop PROGRAM Current Needs			18,000 Pop PROGRAM Future Need ~10yr+		
YOUTH LIBRARY	UNIT	SF PER UNIT		UNIT	SF PER UNIT	
Children's Service Area / Popular Library						
10.01 Service Point	1	150 SF	150 SF	1	150 SF	150 SF
10.02 Children's Reference Materials	30 Bks	.10 SF	3 SF	30 Bks	.10 SF	3 SF
10.03 New Books Display (Spine & Faceout)	70 Bks	.15 SF	11 SF	100 Bks	.15 SF	15 SF
10.04 Children's DVDs & Videogames	300 Items	.07 SF	21 SF	300 Items	.07 SF	21 SF
10.05 Children's Audiobooks	150 Items	.08 SF	12 SF	50 Items	.08 SF	4 SF
10.06 Children's Periodicals	5	1 SF	5 SF	5	1 SF	5 SF
10.07 48" LCD Panels	0	25 SF	SF	1	25 SF	25 SF
10.08 Art Display Area (2-D and 3-D art)	0	100 SF	SF	1	100 SF	100 SF
Subtotal			202 SF			323 SF
Pre and Early Literacy (Ages 0 - 4)						
11.01 Children's Picture / Board Books	2,700 Bks	.09 SF	243 SF	3,500 Bks	.09 SF	315 SF
11.02 Children's tables and 2-chairs	2	75 SF	150 SF	3	75 SF	225 SF
11.03 Children's lounge seating	4	30 SF	120 SF	5	30 SF	150 SF
11.04 Parent lounge seating	4	50 SF	200 SF	5	50 SF	250 SF
11.05 Early Literacy Computer Stations	1	50 SF	50 SF	2	50 SF	100 SF
11.06 Special feature (e.g., interactives)	1	50 SF	50 SF	2	50 SF	100 SF
Subtotal			813 SF			1,140 SF
Young School aged (ages 5 - 8)						
12.01 Easy Readers	250 Bks	.08 SF	20 SF	400 Bks	.08 SF	32 SF
12.02 Adult-sized Table & Chairs (4 place)	0	100 SF	SF	0	100 SF	SF
12.03 Adult-sized Table & Chairs (2 place)	2	75 SF	150 SF	3	75 SF	225 SF
12.04 Adult-sized Lounge Seating	1	50 SF	50 SF	2	50 SF	100 SF
12.05 Special feature (e.g., interactives)	0	50 SF	SF	1	50 SF	50 SF
12.06 PAC Stations	1	50 SF	50 SF	1	50 SF	50 SF
Subtotal			270 SF			457 SF
Older Children and Pre-Teen (ages 9 - 12)						
13.01 Children's Fiction	2,250 Bks	.08 SF	180 SF	3,000 Bks	.08 SF	240 SF
13.02 Children's Graphic Novels	150 Bks	.08 SF	12 SF	250 Bks	.08 SF	20 SF
13.03 Children's Nonfiction	2,500 Bks	.09 SF	225 SF	2,500 Bks	.09 SF	225 SF
13.04 Adult-sized Table & Chairs (4 place)	0	100 SF	SF	0	100 SF	SF
13.05 Adult-sized Table & Chairs (2 place)	4	75 SF	300 SF	5	75 SF	375 SF
13.06 Adult-sized Lounge Seating	3	50 SF	150 SF	4	50 SF	200 SF
13.07 Multimedia / Gaming / Interactives	1	50 SF	50 SF	2	50 SF	100 SF
Subtotal			917 SF			1,160 SF
Miscellaneous						
14.01 Older Children's Computers	4	65 SF	260 SF	4	65 SF	260 SF
14.02 Parenting Collection	100 Bks	.09 SF	9 SF	150 Bks	.09 SF	14 SF
Subtotal			269 SF			274 SF
YOUTH LIBRARY			2,471 SF			3,354 SF

Liberty Lake Municipal Library		11,000 Pop PROGRAM Current Needs			18,000 Pop PROGRAM Future Need ~10yr+		
TEEN LIBRARY		UNIT	SF PER UNIT		UNIT	SF PER UNIT	
Teen Library							
15.01	Teen New Books and Display	50 Bks	.15 SF	8 SF	75 Bks	.15 SF	11 SF
15.02	Teen Periodicals	4	1.00 SF	4 SF	6	1.00 SF	6 SF
15.03	Teen Graphic Novels and Manga	300 Bks	.08 SF	24 SF	450 Bks	.08 SF	36 SF
15.04	Teen Fiction	2,300 Bks	.08 SF	184 SF	2,600 Bks	.08 SF	208 SF
15.05	Teen Audiobooks	150 Bks	.08 SF	12 SF	Bks	.08 SF	SF
15.06	48" LCD Panels	0	25 SF	SF	1	25 SF	25 SF
15.07	Adult-sized Table & Chairs (2 place)	3	75 SF	225 SF	4	75 SF	300 SF
15.08	Adult-sized Lounge Seating	4	50 SF	200 SF	5	50 SF	250 SF
15.09	Teen Computers	0	50 SF	SF	0	50 SF	SF
15.10	Multimedia / Gaming / Interactives	0	50 SF	SF	2	50 SF	100 SF
15.11	Art Display Area (2-D and 3-D art)	0	75 SF	SF	1	75 SF	75 SF
Subtotal				657 SF	1,011 SF		
				657 SF	1,011 SF		
BUILDING SUB-TOTALS				9,734 SF	13,073 SF		
Circulation Factor			10.00%	973 SF		10.00%	1,307 SF
Footprint, Mechanical & Electrical		1	10.00%	973 SF	1	10.00%	1,307 SF
Totals >>				11,681 SF	15,688 SF		
Existing Conditions				9,612 SF	9,612 SF		
Program Delta				-2,069 SF	-6,076 SF		

APPENDIX D:

COLLECTION ANALYSIS

Collection Analysis - Liberty Lake Municipal Library



Holdings Data: 6/19/2019 :: Circulation Date: 6/19/2018-6/19/2019
 Estimated on Shelf: 6/19/2019 (used Where's Our Stuff report)

Total Service Population:
 appx. 11,000

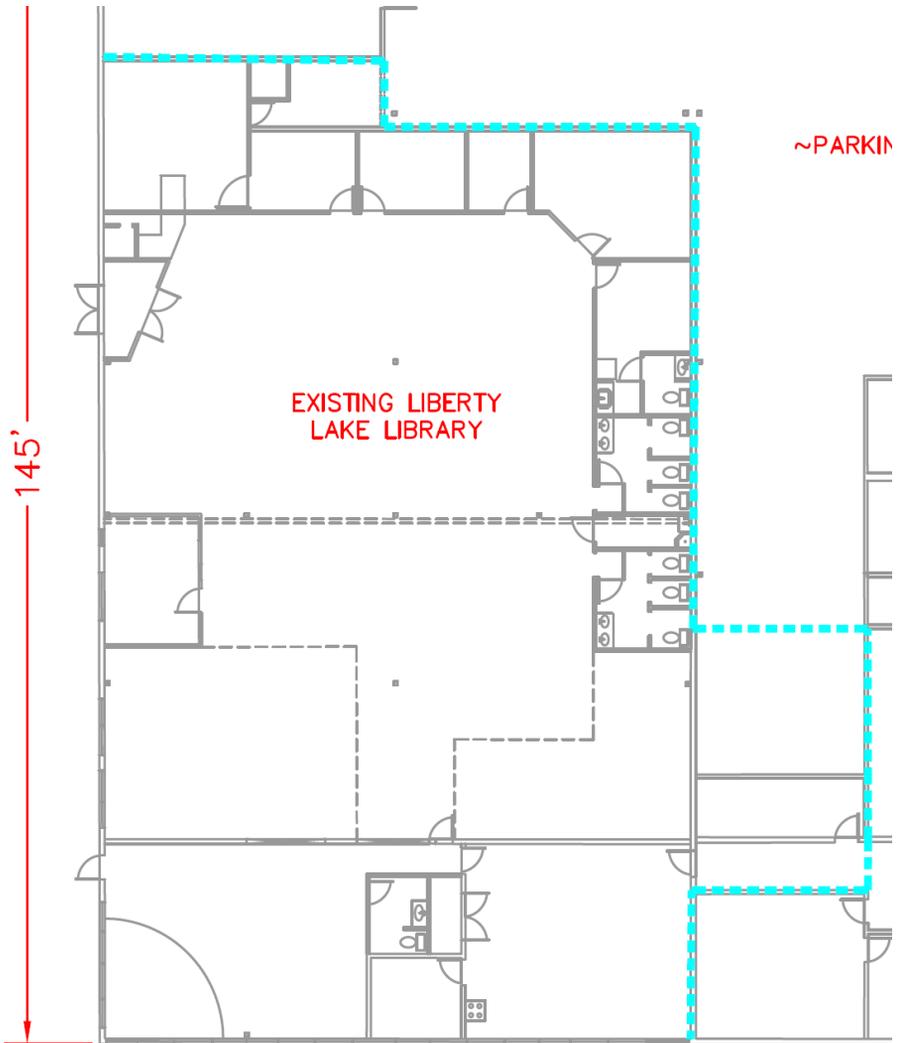
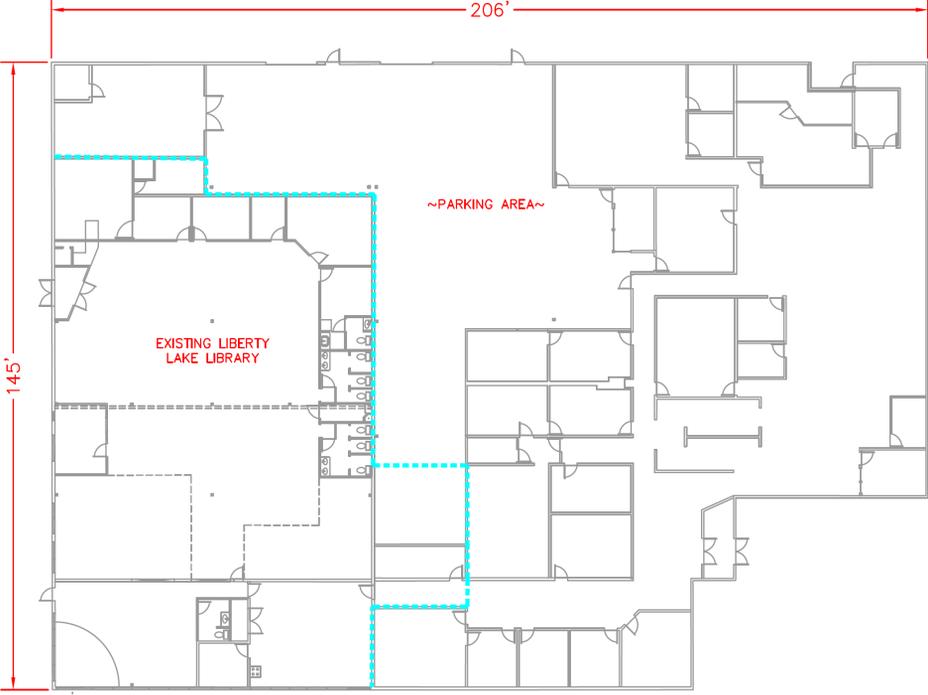
Last rev: 9-24-19

Version 2

Collection	Holdings	Circulation	Turnover Rate	% of Total Collection	% of Total Circulation	% Estimated on Shelf
Adult						
Adult Popular Library						
New Fiction & Non-fiction	251	690	2.75	0.9%	0.8%	49%
Most Wanted	122	657	5.39	0.4%	0.7%	53%
DVDs	1,273	8,476	6.66	4.7%	9.5%	76%
DVD Series	177	1,125	6.36	0.7%	1.3%	72%
Audiobooks	643	2,018	3.14	2.4%	2.3%	83%
ADULT POPULAR TOTAL	2,466	12,966	5.26			
General Adult Collection						
Fiction	4,914	10,457	2.13	18.1%	11.7%	88%
Biography	369	414	1.12	1.4%	0.5%	94%
Large Print	477	1,337	2.80	1.8%	1.5%	82%
Non-Fiction	3,477	4,772	1.37	12.8%	5.4%	86%
GENERAL ADULT TOTAL	9,237	16,980	1.84			
*Non-Circulating" - includes Local History, Genealogy, Reference, etc.						
Reference	145	0				100%
ADULT TOTAL	11,703	29,946	2.56	43.0%	33.6%	
Children (Ages 0 - 12)						
Children's Popular Library						
J New Books	84	147	1.75	0.3%	0.2%	43%
J DVDs	545	5,057	9.28	2.0%	5.7%	61%
J Audiobooks	240	1,304	5.43	0.9%	1.5%	58%
J Popular Library Total	869	6,508	7.49			
Early Literacy						
Picture Books	4,534	30,191	6.66	16.7%	33.9%	58%
Board books	102	566	5.55	0.4%	0.6%	78%
Easy Readers	370	2,333	6.31	1.4%	2.6%	43%
Early Literacy Total	5,006	33,090	6.61			
Young School Aged and Pre-Teen						
J Fiction	3,052	9,685	3.17	11.2%	10.9%	74%
J Graphic Novels / Manga	159	789	4.96	0.6%	0.9%	55%
J Non-Fiction	2,963	3,942	1.33	10.9%	4.4%	89%
J Bio	320	459	1.43	1.2%	0.5%	92%
J Music CD	50	225	4.50	0.2%	0.3%	74%
Upper Level Total	6,544	15,100	2.31			
CIRCULATING CHILDREN'S TOTAL						
	12,419	54,698	4.40			
J Reference (non-circulating)	27	0				
CHILDREN'S TOTAL	12,446	54,698	4.39			
Teen (Ages 13 - 18)						
New Teen Books	64	94	1.47	0.2%	0.1%	
Teen Audiobooks	189	349	1.85	0.7%	0.4%	80%
Teen Fiction	2,674	3,735	1.40	9.8%	4.2%	86%
Graphic Novels	120	340	2.83	0.4%	0.4%	76%
TEEN TOTAL	3,047	4,518	1.48			
TOTAL COLLECTION	27,196	89,162	3.3			
Per Capita Estimates:	2.5	8.1				

APPENDIX E:

FACILITY ANALYSIS



Facility Analysis – Liberty Lake Municipal Library
Completed: 9/26/2019 by KBA (Kim and Rob)



**If something is not applicable, just mark N/A under Notes.*

	Current Assessment			Notes & Ideas for Improvement	
	Good	Adequate	Inadequate	Poor	
LIBRARY ACCESSIBILITY					
Patron Vehicle	X				
Delivery Vehicle		X			Adequate, but a best practice / ideal situation is for deliveries to come through a separate staff / delivery entrance instead of the front door.
Exterior Materials Return(s)			X		The existing return is higher than ideal and only accommodates one item at a time instead of multiple items. Also, a best practice is to have a drive-up return that can be accessed by vehicle.
Pedestrian Access		X			
Daily Parking		X			
Event Parking			X		At the building's current size, it's adequate on a day-to-day basis, but inadequate when there are programs / events.
Proximity to Major Roads	X				
ADA Accessibility (exterior & interior)		X	X		The entrance is ADA compliant. The adult aisle widths are over ADA standards and range from 55" – 63" (standard is 36" – 42"). Check-in and check-out desks are not compliant. Early Literacy / Children's Room is not compliant with 26"-31" aisle widths. This is also a barrier for moms with strollers.
LIBRARY VISIBILITY					
From a distance				X	Not visible from a distance due to positioning of building, lack of signage, and tree overgrowth.
Upon approach				X	Not easily visible upon approach due to lack of signage and tree overgrowth.
Of entry points		X	X		Once the library is located and patrons are in the parking lot, the main entrance is easy to find. Although, the after-hours entrance to the meeting room is not visible and difficult to locate.
Easily identifiable as Library				X	Not easily identifiable as a library due to the design of the building and lack of clear signage.

INTERIOR PUBLIC / SERVICE SPACES					
Lobby / Entrance(s)		X	X		It exists, but it is very congested and dark.
Interior Materials Return			X		Positioning is awkward and not ideal for maximum efficiencies for the public or staff.
Friends Area			X		Storage / workspace is okay, but could use more storage. Friends' sale shelves are poorly positioned and under capacity.
Service point(s) – <i>Include comments about the service “desks”, self-check, self-serve holds and other service point related items.</i>			X		5 service points are far too many for a library of this size. Self-checks aren't in an ideal location.
New Books / Popular Library		X			
Quiet areas				X	There are no quiet areas.
Social / collaboration areas			X		Not enough collaboration spaces beyond the booths in the teen area.
Adult collection space		X			Items aren't jammed on the shelves or shelved on the bottom shelves. Also, there are excessive aisle widths.
Technology spaces			X		Existing computer table is 4' x 12' with 6 PCs. This is oversized for 6 PCs. Also, the location of the computers is not in an ideal location due to traffic flow. Also, there is not adequate amount of privacy per workstation.
Children's collection & area			X		Too small for the amount of use and not ADA compliant.
Teen collection & area		X			Adequate, but too big in relationship to the overall size of the facility.
Small group meeting room(s) / space(s)				X	None in the building.
Medium-sized meeting room(s)		X	X		Okay in general, but needs better sight lines into the main library and could use hard service flooring to accommodate a variety of activities.
Large meeting room(s)				X	None and youth programming calls for a large program room.
Food & beverage area(s)					N/A
Overall furniture and fixtures			X		Not enough types and variety of furniture. Some pieces are too oversized for the facility. Some are in poor condition. Nothing coordinates in terms of look/style.
Ease of wayfinding				X	Overall lack of proper signage and wayfinding.
Restrooms	X				

TECHNOLOGY					
Computers & technologies for the public		X			Possibly too many for the community's need. Need more privacy in between computers/patrons.
Future capacity for additional technology		X			
Online Public Access Catalogs (OPACs)		X	X		Number of OPACs is adequate, but the locations inadequate and the counter is too high.
Self-check availability		X			Number of self-checks is adequate, but the locations inadequate and the counter is too high.
Other technology			X		Lack self-print. Have a 3D printer, but it's not easily accessible to the public.
STAFF AREAS					
Staff Entrance(s)					N/A
Overall Flexibility of Staff Spaces				X	Staff spaces are too small and overcrowded and lack proper sound isolation.
Circulation / Service Desk Functionality, Workflow, Layout, etc.			X		Too many desks with confusing workflow and layout.
Technical Services					See above.
Courier / Delivery			X		Awkward workflow.
Outreach Services					N/A
General Office Space (Admin, Supervisors, etc.)			X		Staff spaces are too small and overcrowded and lack proper sound isolation and storage. Two supervisors share an office, which is ideal. Also, temperature control in offices is poor.
Maintenance Space / Janitorial Space		X			
Other Staff Spaces (Staff Lounge, etc.)		X			
Storage			X		Not enough storage.
EXPERIENTIAL CONSIDERATIONS					
Décor & aesthetics		X	X		Hodge podge of furniture and shelving. Several pieces of furniture is wearing and needs replacement. Also, many pieces are too large for the limited overall space.
Lighting – Natural and artificial				X	Overall library is very dark due to poor artificial lighting design and limited window space often blocked by trees.

Noise management			X		Open floor plan without acoustical treatments / sound management.
VISTAS, VIEWS & OUTDOOR SPACES					
Neighboring elements create views from interior spaces			X		No views.
Opportunity for outdoor program spaces			X		Outdoor reading garden, but no real options for outdoor programming.

Other Items Needed:

Number of existing tables and seats for the public:

Adult: 2 tables and 10 seats (6 computers in main area and 5 in the Learning Center)

Teen: 4 tables and 15 seats (4 computers)

Children: 2 tables, 8 chairs (older children) and 2 tables, 8 chairs, 4 lounge seats (early lit)

Number of meeting room and their capacities:

Small: 0 Medium: 1 for 39 people Large: 0

APPENDIX F:

STRATEGIC RETREAT NOTES AND RESULTS

Present: Bob, Jandy, Mindy, Tim, Tom, Linda, Mike, Katie, Kate, DG, Delain, Jocelyn, Holly

A. Visual Priorities Exercise:

**Listed In Order by Number of Votes Received*

General Services:

- 26 – Increased Meeting Spaces
- 20 – Mobile & Flexible Furnishings
- 13 – Expanded & Zoned Children’s Space for Ages 0 – 12
- 13 – Updated & Comfortable Adult Spaces
- 12 – Small Group Study Rooms
- 11 – Improve Staff Spaces & Work Areas to Meet Needs and Improve Efficiencies
- 10 – Flexible / Reconfigurable Spaces
- 9 – Dedicated & Enclosed Teen Space
- 8 – Residents and/or Student Art Displays
- 8 – Right Size Collections to Meet Population Needs Instead of Space Limitations
- 7 – Active Collaboration Space(s)
- 7 – Readily Accessible Power
- 6 – Mobile Shelving
- 5 – Quiet Spaces
- 5 – Smaller and More Inviting Service & Self-Service Points
- 4 – Improved Public Computer Configurations
- 4 – Large Program Space
- 4 – Lending Things Besides Books & Media
- 3 – S.T.E.M. Tools & Technical Supplies
- 2 – 3-D Printing & Laser Etching/Cutting
- 2 – Co-working Spaces
- 2 – Function & Flexible Outdoor Space (for programming, etc.)
- 1 – Audio Recording, Technology & Software
- 1 – Gaming Equipment & Programs
- 1 – E-sports Equipment, Programs & Support
- 0 – Creative Tools and Supplies
- 0 – Indoor / Outdoor Space
- 0 – Video Recording Equipment & Software
- 0 – Virtual Reality Equipment & Software

Library Building:

- 16 – Build a New Large Standalone Library at Town Square
- 10 – Renovate the Existing Library and Expand as Possible
- 8 – Build a New Large Standalone Library at an Affordable Centralized Location
- 5 – A New Larger Library in a Renovated Existing Building (when available)
- 1 – A New Larger Library in a New or Existing Retail Center / Building / Strip Mall

- 0 – Renovate the Existing Library. Do Note= Expand.
- 0 – Keep the Current Library & Add a Branch to Address Growth and Access
- 0 – Do Nothing. The Library is Fine as is.

Investment:

- 10 – Make Needed and Reasonable Investments in the Community, EVEN IF it affects Tax Rates
- 0 – Only Make Investments in the Community that DO NOT Affect Tax Rates

B. Strategic Foci & Goals:

The below categories were established by the group based on a small group brainstorming session. Four small groups were established. Each group developed ideas and thoughts based on data finding and community input.

1 st Round # of Votes		2 nd Round # of Votes	TOTAL Votes	
11	Expand at Current Location	}		} Top Vote Getters for Round One
9	New Library – Explore Existing Location Options			
7	Build New Library			
15	Larger, More Costly Facility Improvements			
14	Small, Short-term Facility Improvements			
17	Develop Marketing Plan / Strategy			
5	Expand Funding and Advocacy	20	= 25	} Top Vote Getters for Round Two
7	Increase Community Engagement	15	= 22	
8	Create a Senior Services Focus	4	= 12	
2	Improve Collection	2	= 4	
1	Increase Technology Services	2	= 3	
5	Increase Accessibility to the Library	2	= 7	
0	Address Staffing / Resources	0	= 0	
4	Improve Library Visibility	2	= 6	
1	Further Improve Youth Programming	1	= 2	
4	Increase and Expand Adult Programming	2	= 6	

C. Goal Notes:

1. Community Engagement & Marketing
 - o Increase awareness of LLML and its services
2. Access
 - o Improve access to the library and its services
3. Library as Place
 - o Evolve the building to best support the needs of and desired use by the community

APPENDIX G:

DEMOGRAPHIC & PSYCHOGRAPHIC COMMUNITY PROFILE

Advantage Spokane Demographic Data



<https://advantagespokane.com/city-of-liberty-lake/>

Source: Applied Geographic Solutions & GIS Planning 2019

People

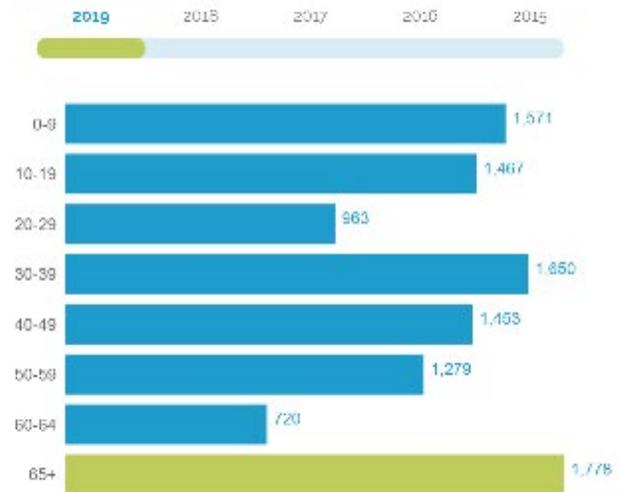
The total population of Liberty Lake is 10,882. The median age is 37.76

10,882

Total Population



Age Distribution



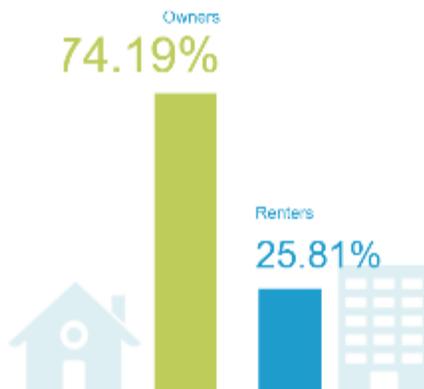
Median Age

38

Housing

There are 187% more households who own their homes than there are renters.

Owners vs. Renters



Advantage Spokane Demographic Data



<https://advantagespokane.com/city-of-liberty-lake/>

Source: Applied Geographic Solutions & GIS Planning 2019

Educational Attainment

The majority of the population in Liberty Lake has a bachelor's degree, and 57.47% have a college degree.



Advantage Spokane Demographic Data



<https://advantagespokane.com/city-of-liberty-lake/>

Source: Applied Geographic Solutions & GIS Planning 2019

Businesses and Jobs

Liberty Lake has a total of 478 businesses. In 2019, the leading industries in Liberty Lake were Manufacturing, Retail, Professional, Scientific, and Technical Services, and Construction.

What are the top industries by jobs?



How many employees do businesses in Liberty Lake have?



1-4 Employees	57.14%
5-9 Employees	19.54%
10-19 Employees	12.35%
20-49 Employees	7.14%
50-99 Employees	1.05%
100+ Employees	2.84%

Advantage Spokane Demographic Data



<https://advantagespokane.com/city-of-liberty-lake/>

Source: Applied Geographic Solutions & GIS Planning 2019

Labor Force

Liberty Lake has a labor force of 5,586 people.

5,586

Labor Force

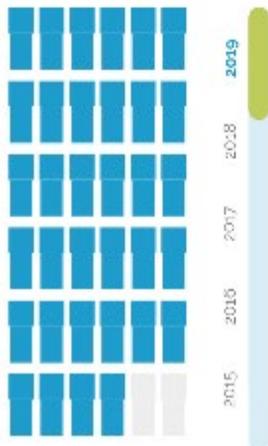
Talent

Where are the top jobs by occupation?



Total Employees

6,453



The work distribution of total employees in Liberty Lake is:



Total Establishments

476



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Advantage Spokane Demographic Data



<https://advantagespokane.com/city-of-liberty-lake/>

Source: Applied Geographic Solutions & GIS Planning 2019

Income and Spending

Households in Liberty Lake earn a median yearly income of 74,529. 49.66% of the households earn more than the national average each year. Household expenditures average 73,533 per year. The majority of earnings get spent on Shelter, Transportation, Food and Beverages, Health Care, and Utilities.

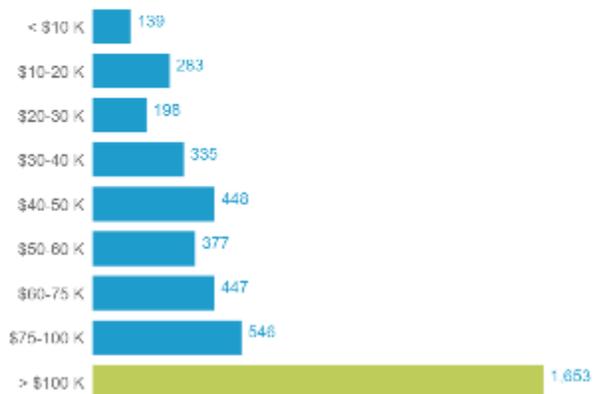


\$74,529

Median Household Income

- 26%** more than the county
- 0%** more than the state
- 17%** more than the nation

Income Distribution



How do people spend most of their money? PER HOUSEHOLD



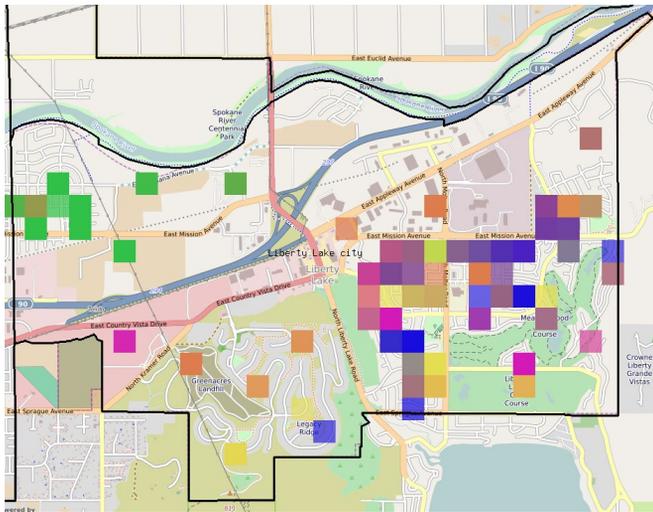
\$73,533

Median Household Expenditure

Top 13 Household Types - 80% of Community

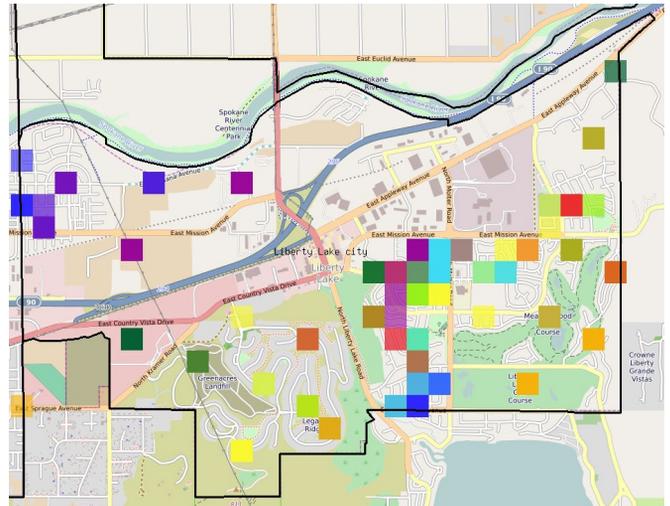
2014 Economic Data via Experian's Mosaic USA database

Top 5 Types ~50%



		<i>Babies And Bliss</i>	725	14.012%
		<i>Fast Track Couples</i>	651	12.582%
		<i>Aging Of Aquarius</i>	598	11.558%
		<i>Digital Dependents</i>	344	06.649%
		<i>Reaping Rewards</i>	325	06.281%

Next 8 Types ~30%



		<i>Wired For Success</i>	323	06.243%
		<i>Birkenstocks And Beemers</i>	255	04.928%
		<i>Couples With Clout</i>	229	04.426%
		<i>Boomers And Boomerangs</i>	221	04.271%
		<i>Picture Perfect Families</i>	206	03.981%
		<i>No Place Like Home</i>	200	03.865%
		<i>Platinum Prosperity</i>	185	03.576%
		<i>Rooted Flower Power</i>	175	03.382%

Babies and Bliss 14%



B • B07 • B08 • B09 • B10

B08

Babies and Bliss

Middle-aged couples with large families and active lives in affluent suburbia

Kevin & Heather

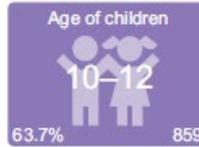
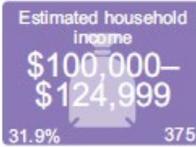
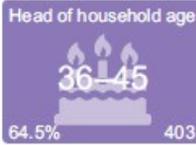
🏠 1.02% | 2.37% 👤



Key Features

- Large families
- Online shoppers
- High-credit awareness
- Child-oriented purchases
- Athletic activities
- Engaged parenting

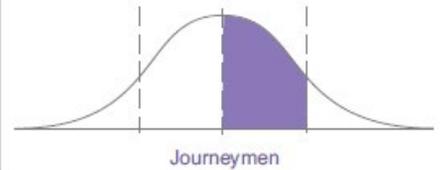
Who We Are



Channel Preference



Technology Adoption



Mosaic USA

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B • B07 • B08 • B09 • B10

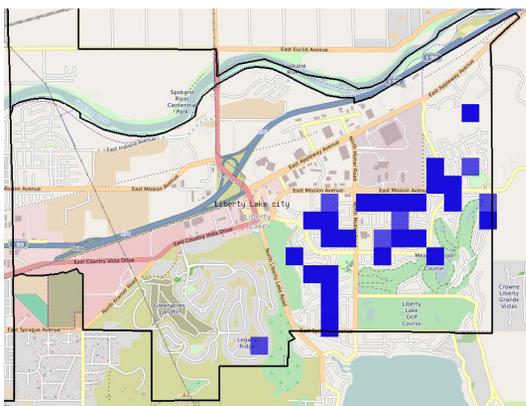
B08

Babies and Bliss

Middle-aged couples with large families and active lives in affluent suburbia

Kevin & Heather

🏠 1.02% | 2.37% 👤



Head of household age

19-24 years	1.09%
25-30 years	0.96%
31-35 years	5.27%
36-45 years	64.5% 403
46-50 years	22.92% 268
51-65 years	4.68%
66-75 years	0.47%
76+ years	0.16%

Family structure

With kids	99.72% 345
Single male	0.10%
Single female	0.07%
Unknown status	0.00%
Without kids	0.11%
Single male	0.00%
Single female	0.00%
Unknown status	0.00%

Age of children

0-3 years	604 44.18%
4-6 years	760 58.95%
7-9 years	747 70.16%
10-12 years	859 63.71%
13-18 years	465 57.58%

Head of household education

Below high school	2.95%
High school diploma	8.45%
Some college	30.67%
Bachelor's degree	46.31% 274
Graduate degree	11.63%

Estimated household income

Less than \$15,000	1.35%
\$15,000-\$24,999	1.62%
\$25,000-\$34,999	1.18%
\$35,000-\$49,999	0.98%
\$50,000-\$74,999	7.35%
\$75,000-\$99,999	30.80% 241
\$100,000-\$124,999	31.89% 375
\$125,000-\$149,999	11.21% 229
\$150,000-\$174,999	7.62% 251
\$175,000-\$199,999	3.54%
\$200,000-\$249,999	1.29%
\$250,000+	1.18%

Home ownership

Homeowner	93.30%
Renter	3.89%
Unknown	2.80%
First-time buyer	5.99%

Estimated current home value

Less than \$50,000	0.00%
\$50,000-\$74,999	0.11%
\$75,000-\$99,999	0.54%
\$100,000-\$149,999	5.05%
\$150,000-\$174,999	6.27%
\$175,000-\$199,999	8.74%
\$200,000-\$249,999	19.04%
\$250,000-\$299,999	17.11% 205
\$300,000-\$349,999	13.44%
\$350,000-\$399,999	9.60% 206
\$400,000-\$499,999	11.33%
\$500,000-\$749,999	7.25%
\$750,000+	1.74%

Length of residency

1 year or less	4.27%
2-3 years	12.16%
4-5 years	15.20%
6-7 years	12.97%
8-9 years	12.77%
10-14 years	28.26% 201
15-19 years	9.54%
20-24 years	3.33%
25+ years	1.51%

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Fast Track Couples 12.6%



F • F22 • F23

F22

Fast Track Couples

Active, young, upper middle-class suburban couples and families living upwardly-mobile lifestyles

Andrew & Ashley

🏠 2.79% | 2.14% 👤



Key Features

- Credit-aware
- Comfortable spender
- Active lifestyles
- Tech-savvy
- Music lovers
- Football fans

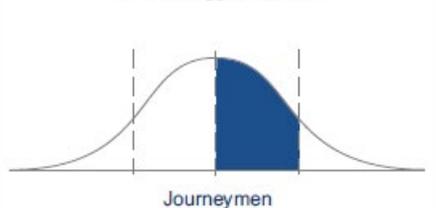
Who We Are



Channel Preference



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F • F22 • F23

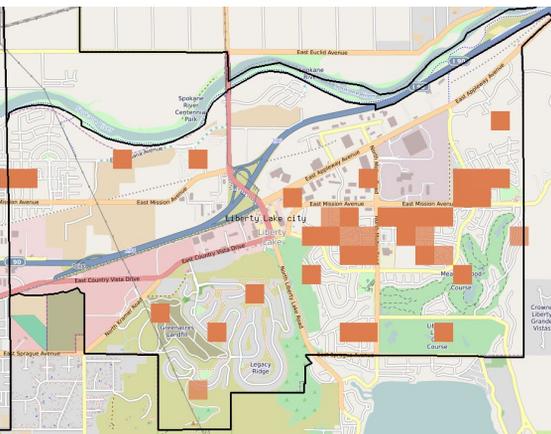
F22

Fast Track Couples

Active, young, upper middle-class suburban couples and families living upwardly-mobile lifestyles

Andrew & Ashley

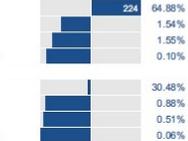
🏠 2.79% | 2.14% 👤



Head of household age



Family structure



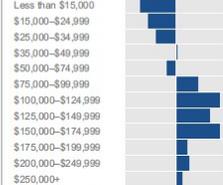
Age of children



Head of household education



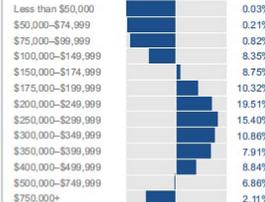
Estimated household income



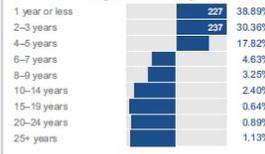
Home ownership



Estimated current home value



Length of residency



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Aging of Aquarius 11.6%

C • C11 • C12 • C13 • C14

C11

Aging of Aquarius

Upscale boomer-aged couples living in city and close-in suburbs

Gary & Donna

🏠 2.46% | 3.27% 👤



Key Features

- Affluent
- Highly educated
- Upscale housing
- College sports fans
- Philanthropic
- Savvy investor

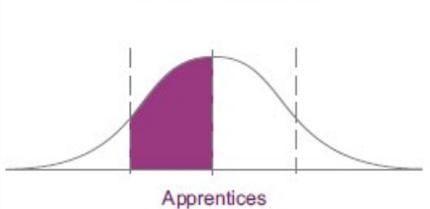
Who We Are



Channel Preference



Technology Adoption



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C • C11 • C12 • C13 • C14

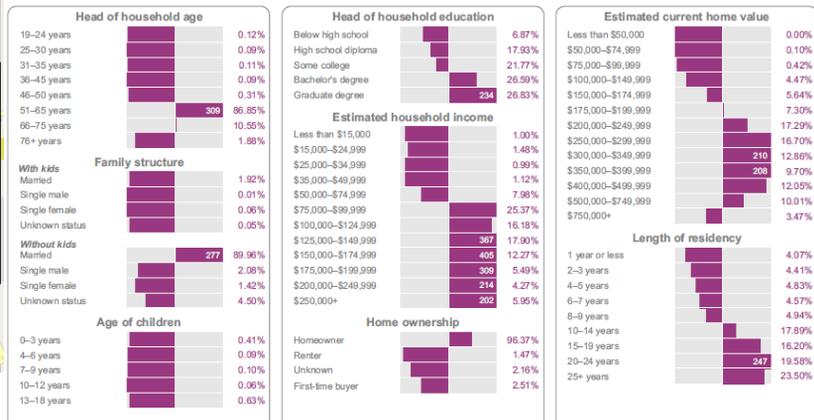
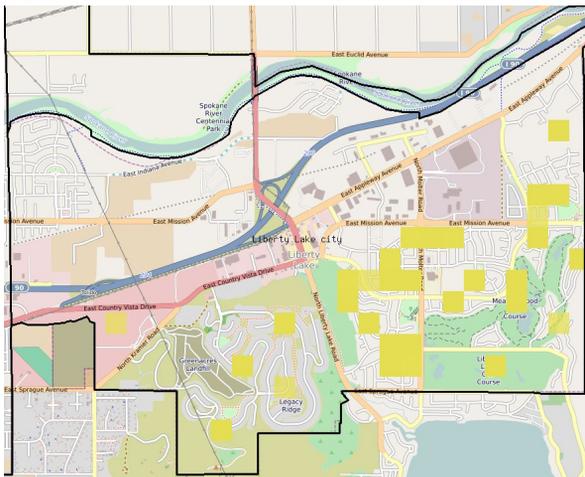
C11

Aging of Aquarius

Upscale boomer-aged couples living in city and close-in suburbs

Gary & Donna

🏠 2.46% | 3.27% 👤



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Digital Dependents 6.7%

0 • O50 • O51 • O52 • O53 • O54 • O55

O51

Digital Dependents

Generation Y and X singles who live digital-driven, urban lifestyles

Tyler & Megan

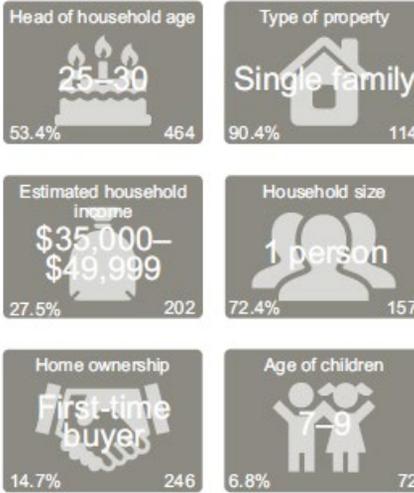
4.18% | 2.66%



Key Features

- Ambitious
- Appearances are important
- Single adults
- Eager to spend
- Music lovers
- Digitally savvy

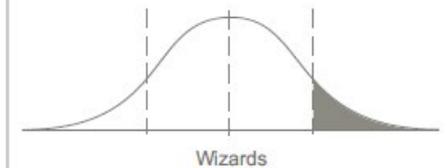
Who We Are



Channel Preference

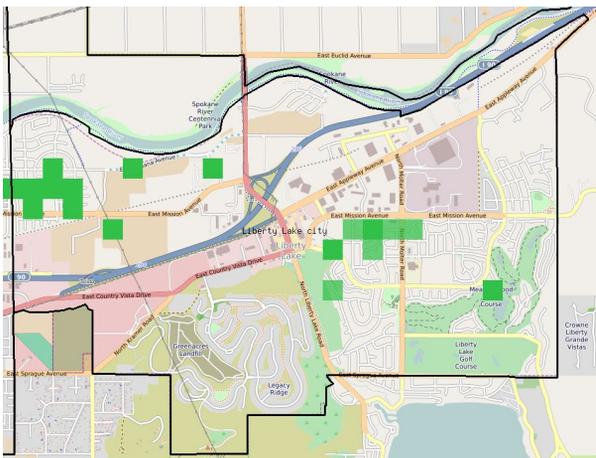


Technology Adoption



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0 • O50 • O51 • O52 • O53 • O54 • O55

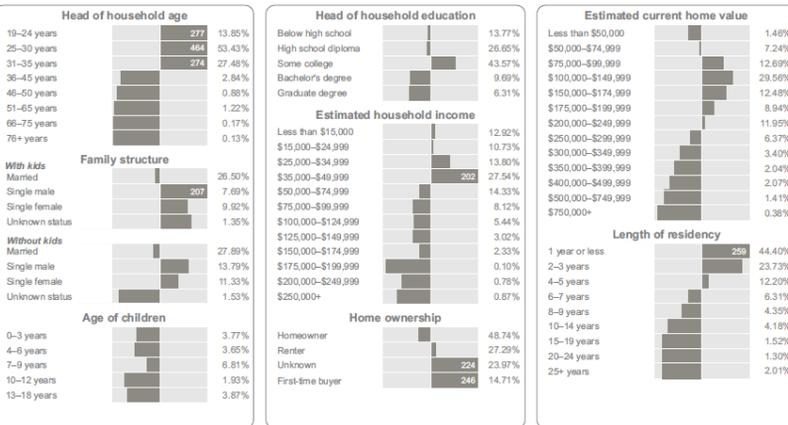
O51

Digital Dependents

Generation Y and X singles who live digital-driven, urban lifestyles

Tyler & Megan

4.18% | 2.66%



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Reaping Rewards 6.3%

Q • Q62 • Q63 • Q64 • Q65

Q62

Reaping Rewards

Relaxed, retired couples and individuals in suburban homes living quiet lives

Jack & Marilyn

1.64% | 1.30%



Key Features

- Retirees
- Established credit
- Cruise vacations
- Brand-loyal
- Daytime entertainment
- Republican supporter

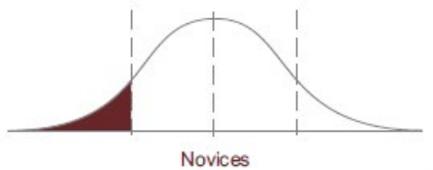
Who We Are



Channel Preference

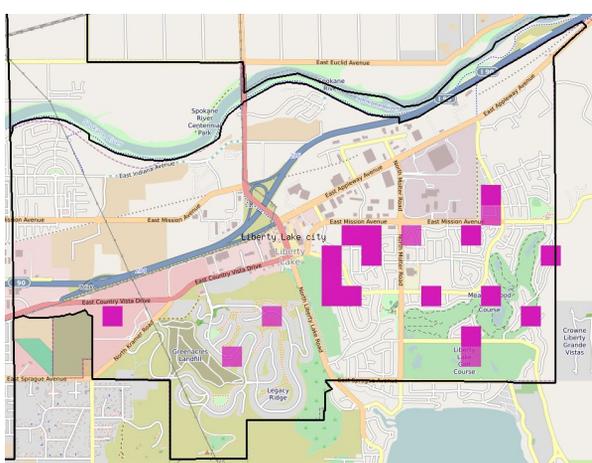


Technology Adoption



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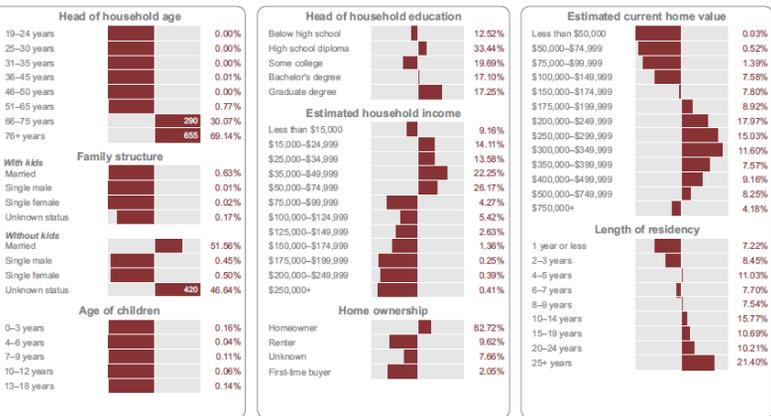
Q • Q62 • Q63 • Q64 • Q65

Q62 Reaping Rewards

Relaxed, retired couples and individuals in suburban homes living quiet lives

Jack & Marilyn

1.64% | 1.30%

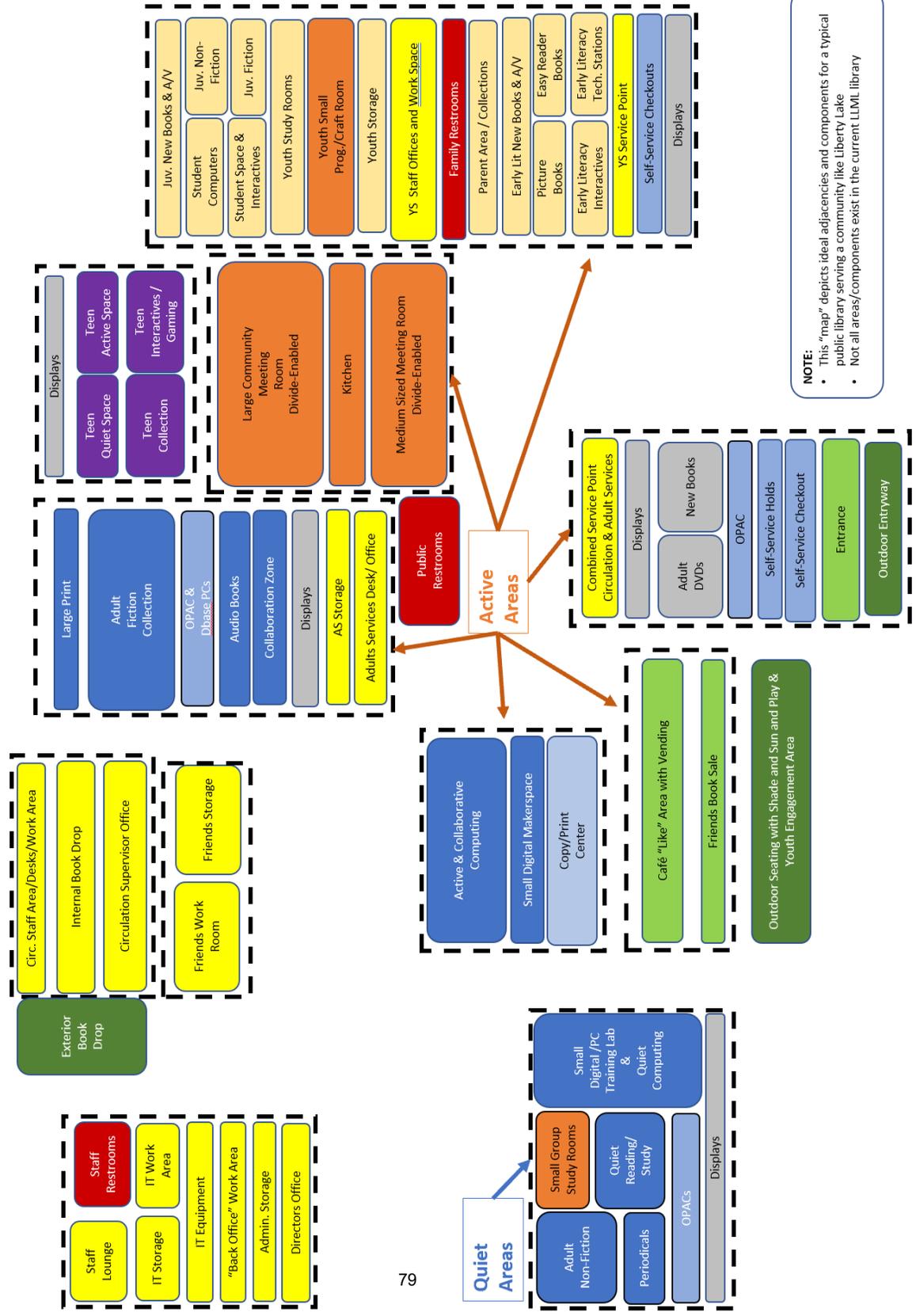


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APPENDIX H:

Preliminary Programmatic Space and Adjacency Maps

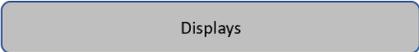


NOTE:

- This "map" depicts ideal adjacencies and components for a typical public library serving a community like Liberty Lake
- Not all areas/components exist in the current LLML library

Map Key

- [Items within dotted lines are required or at least higher priority adjacencies]
- Overall proximities denote desired adjacencies but are not generally high priority unless otherwise noted
- Please note that service point strategies are in flux, so the depictions here are simply a starting point

 Children's Areas	 Displays	 Restrooms
 Teen Areas	 Gathering Areas	 Staff and Service Point Areas
 Adult Areas	 Outdoor Space	 Self-Service Areas
 Meeting & Study Rooms	 Facility Areas	

APPENDIX J:

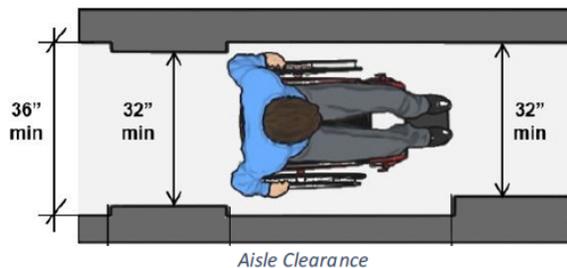
GENERAL ADA GUIDELINES FOR PUBLIC LIBRARIES

ADA Guidelines

"The design standards issued under the Americans with Disabilities Act (ADA) by the Department of Justice and the Department of Transportation are used to ensure access to the built environment for people with disabilities. The ADA Standards apply nationwide, in addition to any applicable state or local codes, where facilities are newly built or altered. Most facilities in the public and private sectors are covered by the ADA."¹

The following guidelines address the ADA Standards for clear floor or ground space and turning space. While a full code compliance review was outside the scope of this project, several areas of concern amongst the branches were identified and will be addressed here.

As stated in section 4.03.5, clear aisle minimum width is 36", with 32" wide at a point allowed for no more than a 24" length. The minimum clearance cannot be reduced by any elements or protruding objects (i.e., oversized books).



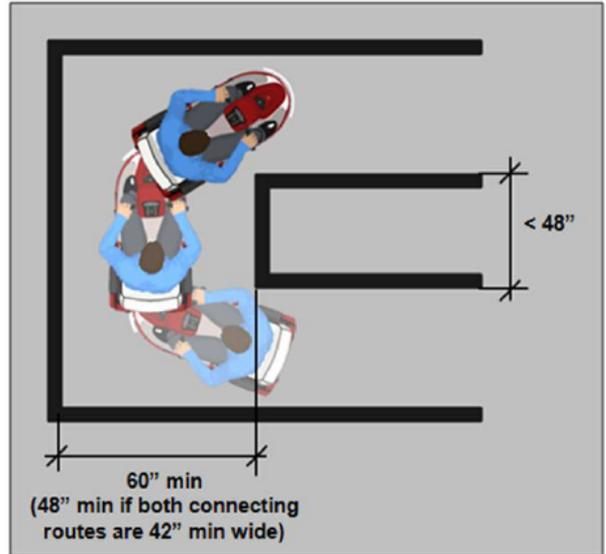
Noncompliance issues occur with frequency regarding turning space. Turning space is required in accessible rooms and recommended in small spaces with entrapment risks, as well as at dead-end aisles and corridors, so that people using wheeled mobility aids do not have to back up considerable distances. Turning spaces are often provided as a 60" circle, but may also be provided as a T-shape. T-shaped spaces require those using wheeled mobility devices to complete a three-point turn. To allow appropriate space for these three-point turns, clear floor areas measuring a minimum of 36" wide in all three aisle directions (i.e., left, right, and behind), plus 60" wide at the top of the T-shape, are needed.

¹ Source: <https://www.access-board.gov/guidelines-and-standards/buildings-and-sites/about-the-ada-standards/guide-to-the-ada-standards>

Special circumstances apply to turning space in some areas where 180 degree turns will occur. As indicated in the *Clear Width at 180 Degree Turn Around a Narrow Obstruction* diagram and section 403.5.2, narrow obstructions measuring less than 48" wide (i.e. shelving units or ranges) require a minimum of 60" of clear floor space (at the "back of the aisle") to complete a 180 degree turn.

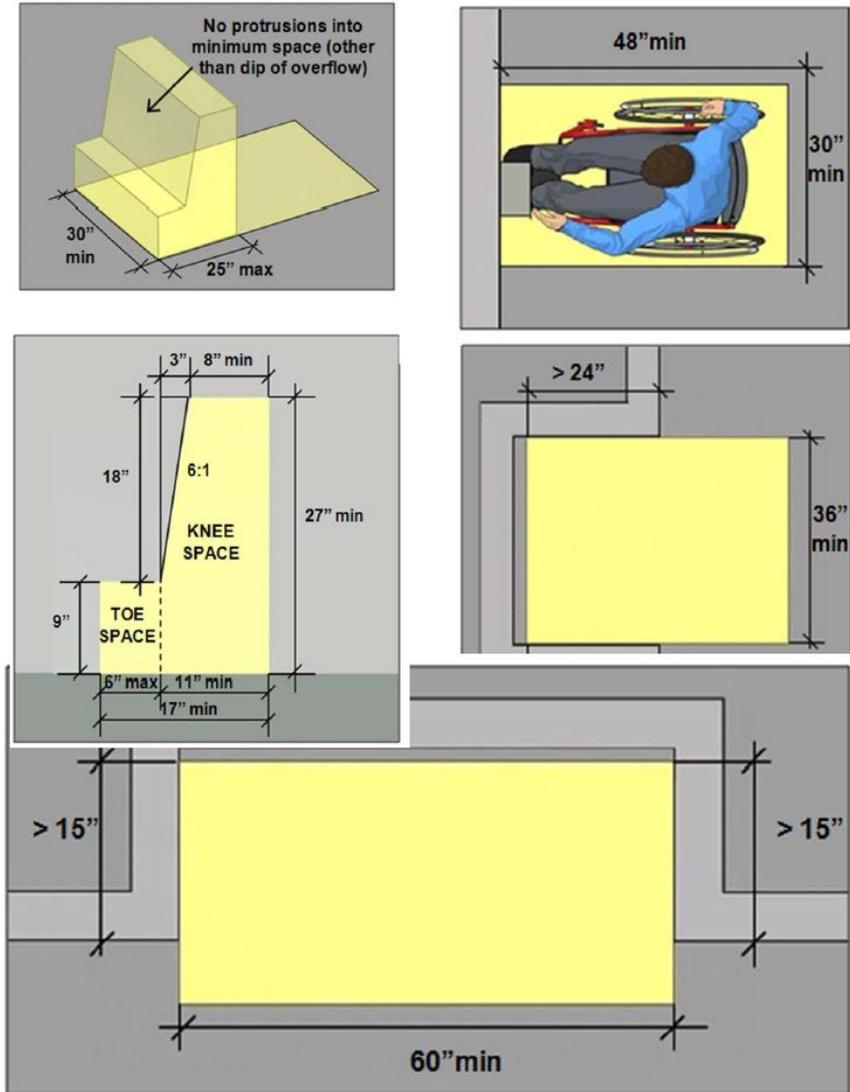
Accessible stations at service desks, including but not limited to self-checkout machines that have been integrated into large millwork desks, present another area of concern. Many sections appear to have been retrofitted to accommodate accessible stations and may or may not be fully compliant.

Section 305.5 states that at most elements, clear floor or ground space can be positioned for either a forward or side approach. For better usability, a forward approach is required at certain elements, including dining and work surfaces, drinking fountains, lavatories, and most sinks. A side approach is typically provided or required at sales and service counters. Centering the clear floor or ground space on elements is often advisable, but only required at drinking fountains, kitchen work surfaces, and washers and dryers; not at service counters. Although not specifically identified in the standards, self-check units are typically treated as requiring a side approach and in line with the standards for service counters.



Clear Width at 180 Degree Turn Around a Narrow Object

Regarding approach size, section 305.3 states: "The minimum size (30" by 48") applies whether the space is positioned for forward or side approaches. Additional space is required when the space is confined on three sides and is obstructed for more than half the depth, such as when elements are recessed in alcoves." In sections 305.4 and 306 knee and toe space allowances for forward approaches are outlined.



Maximums for how far an individual must reach to access an element, such as a self-check, vary for forward and side approach. From section 308.3: “The range for side reach, like forward reach is 15” to 48” if unobstructed. The maximum reach depth for this range is 10” measured from the available clear floor space. The maximum high reach is reduced to 46” when the reach over an obstruction is deeper than 10” (to a maximum of 24”). Obstructions at side reaches are limited to a height of 34.” Care should be taken to ensure that no element of a self-check station is located more than 24” away from the edge of the side approach area or placed more than 46” high.

