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# 2007 Needs Assessment Report

## Concord Public Library

Concord, New Hampshire



Submitted November 5, 2007

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## Executive Summary

Every year, Concord residents spend over two million hours reading, viewing, and listening to public library materials. Hundreds of people enter the library each day to borrow materials, use the Internet, attend programs, and consult with the staff to find useful information. It is a resource-rich community center, but the library facility has not kept pace with use.

In recognition of the deficiencies of the current library facility, the City of Concord retained J. Stewart Roberts Associates, Architects and Nolan Lushington, Library Planner to review the current facility and evaluate options for providing improved library services. In evaluating options for this study, Nolan Lushington reviewed community demographics, met with representatives of the community, reviewed current library trends, assisted the library in refining its mission statement and long-term goals, and developed a building program detailing the space needs of the Concord Public Library. J. Stewart Roberts Associates reviewed current space usage at the library, reviewed the existing physical condition of the library facility, and evaluated options for expanding the library at the current site, as well as options for a new library.

The first critical decision in moving forward with improving library services for the City of Concord is to determine whether to renovate and expand the existing library facility or whether to construct a new library.

Based on the evaluation, this study recommends a new downtown library of approximately 40,000 square feet. This new library will provide the City of Concord with the most efficient and cost-effective solution to providing future library services, responding to the desires of patrons, and potentially stimulating further economic growth in the downtown area.

### The New City Library Model

In the twenty-first century, public libraries have undergone a revolution in services and building design. They have evolved from the old-fashioned "book warehouse and reading room" concept into vibrant, resource-rich community centers.

Downtown city libraries in particular have become recognized as economic engines fueling the development of the new twenty-first century downtown. In cities across the country, from Seattle to Denver, Chicago to New York, new central library buildings have recovered their cost by spearheading revivals that have transformed the economic values of once dormant neighborhoods.



Most newly designed city libraries have:

- Large children's areas including story hour, study, and program spaces
- Open, accessible, well-organized collections
- Ample numbers of electronic workstations with Internet access
- Community meeting spaces for small and large groups
- Teenage areas with music listening and group study facilities
- Attractive food service areas similar to Starbucks or Borders cafés

In contrast, the current Concord Public Library is struggling with a 1940s building several blocks from downtown:

- A third of the collection is in a basement inaccessible to the public. Concord has fewer accessible books than any comparable New Hampshire library.
- There is no dedicated place for teenagers or for children's programs.
- There are limited opportunities for expansion.
- There is insufficient meeting space for community programming.

Therefore it is not surprising that Concord ranks among the lowest in per capita use of books and books available per capita of comparable New Hampshire communities.

Concord is the third largest community in New Hampshire, at 64 square miles in area and with a growing population. Population has increased by 43 percent since the library was last expanded in 1965. However, the library facilities and budget have not kept pace with the increase in population, resulting in very little growth in library use.

### Library Benefits

Very often, new and renovated libraries contribute to the revitalization of downtown areas, and increase the value of neighboring real estate. The Urban Libraries Council shows economic impacts in these areas. Early literacy initiatives promote reading, prepare young children for school and raise levels of education. Workforce initiatives increase workforce skills, provide career training, and facilitate employment and career search. Small business support strengthens small business through the provision of business information and training for both new and experienced business owners. (See *Making Cities Stronger: Public Library Contributions to Local Economic Development*, [www.urbanlibraries.org](http://www.urbanlibraries.org).)

In September 2006, a study was conducted at the University of North Carolina at Chapel Hill, entitled, "Taxpayer Return on Investment in Pennsylvania Public Libraries." (<http://www.statelibrary.state.pa.us/libraries/lib/libraries/PAROIreportFINAL7.pdf>.) This study demonstrated that libraries return almost five times



their cost. Pennsylvania and Florida have documented the economic value of public libraries:

- People spend thousands of hours reading, listening and viewing free library materials that would otherwise cost them millions.
- Early childhood educational development saves communities millions by avoiding the need for remedial educational programs.
- Public libraries engage teenagers and create communities of learning and enjoyment that avoid many teenage community problems.
- Homework helpers give valuable assistance with school projects.
- Lifelong learning opportunities keep adult users' minds stimulated.

Early intervention with young children and sustained library efforts with elementary and high school students yield seven times their cost in deferred social services and/or incarceration. The Canadian Police have initiated an Adopt-a-Library Literacy Program they believe helps keep kids out of jail by partnering the police force with local libraries, to get kids interested in reading. (See [www.fightingcrime.ca](http://www.fightingcrime.ca).)

### Library Space Needs

The current library facility provides 19,850 square feet of usable space in a building totaling 34,725 square feet, or only 57 percent usable space. The non-usable areas are comprised of stairs, corridors, and mechanical spaces. Based on this space need analysis, a new library should contain approximately 32,905 square feet of usable area. This could be accommodated with an addition to the current library, bringing the total square footage to approximately 46,000 square feet. Alternatively, a new efficiently planned library of about 40,000 square feet would also provide the required usable square footage, and a more efficient percentage of usable space, at approximately 82 percent.

Ideally, a library of this size would provide parking for approximately 100 cars.

### Current Concord Public Library

The existing Concord Public Library Building consists of the original building built in 1938 and a rear addition constructed in 1965. The original library is an excellent example of the Art Deco style, but much of the sparse elegance of the original interior has been compromised as library materials have filled the building. One of the main shortcomings of the original building is the closed book stacks. Thirty percent of the entire library collection, which includes half of the adult collection, is located on shelves in the lower level of the building, which is not accessible to patrons for browsing. These books do not circulate with the same frequency as books which are accessible to the public.



The addition expanded the library by creating new space on three levels. The bookmobile garage, originally a part of the addition, has subsequently been renovated into the special collections room.

On-site parking is limited due to the size of the current site.

### Library Building Alternatives

J. Stewart Roberts Associates evaluated the possibilities for both additions and renovations to the existing library building, as well as options for a new library as it could be built on three hypothetical locations, including two downtown sites and a suburban site. At least one diagrammatic plan was developed for each of the sites, meeting the space needs as identified in the proposed library building program. The intent of the diagrams is to test the feasibility of meeting the building program and identifying the relative strengths and weaknesses inherent in each site, as well as to provide the basis for a preliminary comparative project budget.

One suggested alternative was to examine reuse of the Merrimack County Superior Courthouse as a library. Unfortunately, this alternative is not practical because the building is too small for the library program needs, and the existing floors are unlikely to be able to support the weight of book stacks. It is also not easily accessible or walkable from the center of downtown.

In addition to the main library, the City of Concord is large enough to consider the benefit of branch libraries that would be more conveniently located for certain neighborhoods. The existing Penacook Branch desperately needs more space and improved access to its program facilities. Although this report does not address options for branch library building improvements, opportunities to expand, relocate, or build new branch facilities should be actively pursued as part of a long-range strategy to increase library use.

### Renovation and Addition to the Current Facility

While renovation and expansion of the current facility is possible, it does not appear to be the best or most cost-effective solution. Any renovation to the existing facility would require renovations to the lower level of the existing building to make the book stacks open to the public. The existing low ceilings and lack of natural lighting at the lower level make it difficult to create attractive, well-lit stack space. The site is large enough to accommodate an addition only if the entire library property plus the adjacent city parking lot are used to construct a three-story addition with the lowest level completely below grade.

Lack of parking is an issue with the current site. Any expansion of the existing facility would require elimination of the little parking that currently exists. Even with the acquisition of land to the rear of the site for use as parking, and to allow for the expansion of the



current library facility on the current parking areas, lack of convenient parking would likely continue to be an issue.

Multiple levels in the addition, low headroom at the lower level, the lack of natural light in the lower (basement) level, and a high percentage of non-usable areas in the existing floor plan all create difficulties for expansion.

### **New Library on a Suburban Site**

An option was examined for the creation of a new library on a hypothetical suburban site. This new two-story, 40,000 square foot library with parking for 100 cars would require a site of three to four acres. While this option would allow for the creation of a first-rate efficient library facility, community input received as a part of this study has overwhelmingly called for a downtown location.

### **New Downtown Library**

Many Concordians have expressed the desire for a downtown library. Several downtown sites exist which could serve as an excellent location for the library. These sites have a stronger connection to downtown activity than the location of the current library, which is located in an area of state and municipal facilities. A new library at one of these downtown sites could potentially attract more people to the downtown shopping areas and could potentially increase activity and value of adjacent parcels.

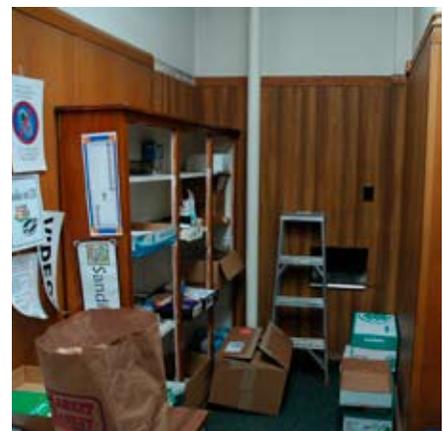
Should a downtown site be chosen as the new library site, the library would benefit from municipal parking already available nearby. Plans for a new downtown library, on either hypothetical site, also include a 40- to 50-car surface lot next to the new library building, with the potential addition of another 50-100 spaces by building a parking structure.

Vacating the existing library facility would make it available for other municipal functions in need of space. While the existing library facility poses a number of challenges limiting its effectiveness as an expanded library facility, it could potentially serve other functions, such as municipal office space, quite well.

### **Recommended Alternative**

In downtown Concord, there exists a unique opportunity for the community to benefit through the construction of a new public library facility to serve as the capstone for the exciting redevelopment of the downtown area. A new downtown library will increase use of the library and maximize the value of the annual cost of maintaining a public library.

Due to the challenges to renovation presented by the existing facility, it appears that a new facility would better serve the needs of library patrons than a renovation and addition at about the same cost.





The existing library building can be returned to the tax rolls or used to expand municipal office space.

A new downtown library will provide the City of Concord with the most efficient and cost-effective solution to providing future library services, providing an amenity to the downtown area and responding to the desires of patrons.

Residents and city leaders in Concord recognize the importance of these benefits. The city needs to take advantage of this unique moment in its history to make a better library for all present and future citizens of Concord.

We have reached these conclusions by engaging the community, conducting interviews with prominent citizens, focus groups with adults and teenagers, holding an open house for the community, and working with the library staff to evaluate the facility and explore alternatives for the Concord Public Library.

## City Profile & Library Goals

### Community Description

#### Demographics

Concord, a large city of 64 square miles, is the third largest community in New Hampshire. There are 10 wards.

Population has grown from 36,000 in 1990 to 43,000 today. It is projected to grow to 48,000 in 2020 and over 50,000 in 2025. It is up 43% since the library was last expanded in 1965. Concord is at the northern edge of commuter growth out of Boston, with opportunities to purchase better residences for less money than the commuter areas to the south. Further growth is anticipated in East Concord.

85% of residents are high school graduates. This is up from 78% in 1980. Household income is lower than the state average. The better-educated census tracts are in the Northwest. The lowest percentage of high school graduates live in the center of Concord, where the present library building is located.

Growth and Change: An Analysis of Concord, New Hampshire

August, 2004

#### A Snapshot of Concord

In 2000, Concord was the third largest community in New Hampshire with 40,687 residents (Table 1). A relatively large number of these residents (8% or 3,267 residents) live in group quarters (nursing homes, college dorms, correctional institutions, etc).

The remaining 37,420 residents lived in the 16,281 households in Concord (an additional 500 housing units were not occupied when the census was taken) (Table 2). Single people living alone occupied one-third of these households, while another 60% were occupied by families (two or more related people living together). The remaining 8% were occupied by non-family households.

On average, each household had 2.30 persons. Households in outlying areas of the city tended to be larger than those in the denser city center, largely because family households (who averaged 2.95 persons per household) were more likely to be living in outlying areas.

A large number of households in Concord were renters in 2000 – nearly one-half (49%) of the occupied housing units were occupied by renters. These renter households were more common in the city center.

The median age of the city's residents was 37.0 years in 2000. Nearly one-quarter of the city's population was under 18 years old and another 14% were 65 years or older. Concord tended to have fewer young residents (under 18), more young adults

(18 - 40), and more elderly (75 years and over) than the state as a whole.

Concord residents were on average better educated than the state as a whole, but earned less per year than the state as a whole. In 2000, nearly 90% of the city's residents (older than 25 years) had graduated high school, and nearly 40% had at least a college degree. The median household income was \$42,447, which was only 86% of the state's median household income.



Excerpt from "Growth and Change: An Analysis of Concord, New Hampshire." August 2004: Planning Decisions Inc., South Portland, ME.

## Neighborhoods

In September 2001, Concord 20/20, a citizen involvement group supporting smart growth in the city, prepared an extensive demographic study of Concord.

Entitled *Concord: City of Villages*, the study identified Five Vision Principles for the City:

1. A vibrant, livable downtown
2. Neighborhoods served by walkable villages.
3. Preservation and access to the natural environment.
4. Economic vitality.
5. Transportation that serves the community.

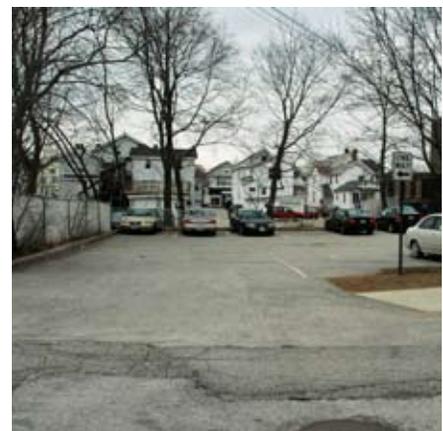
The study identified the following villages of Concord:

- Penacook
- West Concord
- East Concord
- Downtown
- The Heights
- The South End

Only two of these areas have the potential for the critical mass of public use to justify the existence of libraries. Downtown and the Heights, in addition to population concentration, have developed retail areas that attract sufficient traffic for viable libraries.

Recent developments in the downtown area include:

- New construction along Main Street, including recent office and retail developments such as the Capital Commons building. Cultural improvements include the new Red River Theatres at Capital Commons and the Capitol Center for the Arts.
- The city has plans for new bus shelters, a streetscape with benches and refurbished sidewalks, and another parking garage budgeted for 2011.
- Endicott Furniture finished a renovation that won a New Hampshire Main Street Center prize for Best Building Rehabilitation.
- The Capital Commons building and garage includes Centrix Bank, the first business in Capital Commons. The three-screen Red River Theatres is now open. Additional office space is now in use, and the building will eventually house a restaurant as well.
- Nan Hagen, who has worked with Main Street Concord for five years, has organized promotional events, added flower



barrels, designed shopper guides and lobbied for free parking before Christmas.

Across the river and on the other side of Interstate 93 is a linear string of heavily used large retail areas with parking for hundreds of cars. In addition there is Steeplegate Mall also on the other side of the river in the Heights area. This is where there is a heavy concentration of modest single-family homes. Elderly housing developments are in this area.

The current Concord Public Library building is located in the civic, state, and municipal section of the downtown area. This neighborhood, a few blocks away from Main Street, is an area where large, imposing state government service buildings, courthouses, City Hall, and the New Hampshire Historical Society surround the Capitol building. This part of the city is markedly less busy than the Main Street downtown area, with fewer pedestrians and less vehicular traffic. In back of the library there are mostly older single family homes with very little daily activity.

## Library Service Description

### Use

This past year the library was visited 225,000 times. Hundreds of people use the Concord Public Library each day, for a wide variety of purposes:

- People come to read the daily paper and magazines and pursue their lifelong intellectual interests.
- Consumers come to compare potential purchases.
- Mystery and suspense readers come to find the latest bestseller.
- Students of all ages come to pursue their intellectual interests in depth.
- Local business people come to find ways to improve their operations.
- Investors come to check on their stock's performance.
- Caregivers and children come for story hours.
- People come for genealogical and local historical research.
- Families come to find a video for the weekend.
- Vacationers come to plan trips and find out about their destinations.
- People come to use computers to do research and check their e-mail.
- Job seekers come for job information and to study for job tests.

### Services

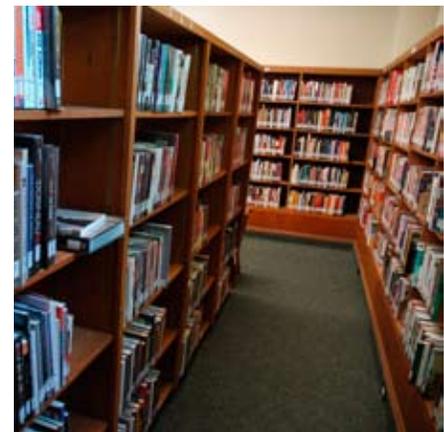
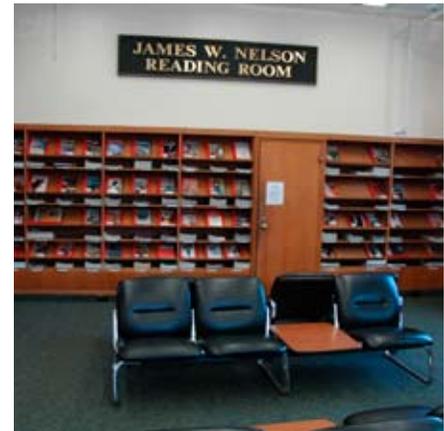
The following is a sample of the types of services that the library staff provides over the course of a year:

#### Collection Development:

9,000 items are selected for purchase from the 50,000 published each year.

#### The Reference Department:

- Answers over 50,000 questions each year.
- Oversees computers used by the public for 30,000 hours each year.
- Offers 15 adult programs attended by 570 people.
- Helps with the Internet, word processing and e-mail.
- Gets books from other libraries through interlibrary loan.
- Helps find books and maps.
- Helps with using CDs, the printer, photocopier, and microfilm.
- Helps tutors find a place to meet students.
- Explains wi-fi access.
- Troubleshoots computer problems.
- Tests new databases.
- Handles book donations – explains gift policy; signs donation slip.
- Takes purchase requests.



### The Circulation Department and Library Pages:

- Checks out and in and shelves 300,000 items per year. Only about 10,000, or 3%, of these come from the closed basement stacks, where 30% of the total collection is shelved.
- Borrows 2,000 items from other libraries for ILL (Interlibrary loan).
- Retrieves and lends 2,000 items to other libraries.
- Directs patrons to other areas and services.
- Issues and renews library cards and nonresident cards.
- Sells book sale items.
- Gives directions to area businesses.
- Reserves items for patrons.
- Checks availability of items.
- Contacts patrons about reserved or overdue materials.
- Gives assistance with accessing patron's account online/ password changes.
- Explains library policies and rules.
- Assists with self-check.



### The Children's Department:

- Delivers 120 story hours attended by 3,700 children and adults, plus additional programming.
- Assists patrons in finding titles and locating books on a variety of topics.
- Registers patrons/issues library cards.
- Checks out books.
- Instructs about OPAC use.
- Orders titles requested by patrons.
- Explains call numbers and the arrangement of books.



### The Technical Services Department:

- Purchases, catalogs, and processes 10,000 items
- Removes 10,000 items from the collections.
- Relocates 10,000 items to the basement closed stack.

All of this work is accomplished by the full-time equivalent of 25 staff members who work a total of about 50,000 hours per year.

The Penacook Branch is a tiny branch library located 6 miles from the Main Library. It serves 4,000 people in a brick former police station with less than 1,000 square feet on each of the two floors. There are only 12 seats, 2 computers, 9,000 books and videos. Circulation was 13,000 in 2007 and program attendance was 462 at 43 programs. The upper floor program room is inaccessible to the handicapped. It has street parking only. This branch is too small. It should be relocated to a larger single-story accessible location with parking.



**Trends**

	<b>1940</b>	<b>1965</b>	<b>2005</b>
Population	27,171	29,500	42,220
Collection	48,837	116,966	138,350
Circulation	162,063	325,930	313,730
Building area	23,700	33,700	33,700

Long-term comparison between 1940 and 2005 shows considerable circulation and collection growth and a more modest building expansion. However, in the recent past there has been limited growth in library use with the exception of the use of computers and media. Attendance at children’s programs is high, but there is comparatively little adult programming and attendance.

With the present building’s accessibility issues and limited resources in staff and budget, there may not be a major change in any of these trends. However, the library is markedly underfunded, and improvements in physical facilities along with a reasonable infusion of additional resources should produce good growth in library use for an increasingly well-educated clientele.

**Comparison with Other New Hampshire Cities**

	<b>Books per capita</b>	<b>Circulation per capita</b>
Concord	3.01	7.4
Dover	3.19	9.4
Merrimack	3.23	9.4
Nashua	2.77	7.47
Portsmouth	6.36	16.4
Salem	3.91	10.28

The above statistics show that in comparison to other similar New Hampshire libraries, Concord is on the low end of the spectrum in terms of books per capita and circulation per capita. This may be due to the fact that far fewer of the volumes owned are available to the public for browsing.

**Collections**

Thirty percent of the collections are located in basement stacks that are inaccessible to the public for browsing. Collections at the Concord Public Library have not grown since 1970, with a high of 153,000 in 1979. New titles can only be accommodated by removing older books.

Staff must examine the collections to determine which books should be relocated to the closed stacks and which books should be discarded.

Total collection as of June 29, 2007 = 142,825  
8,996 items are at the Penacook Branch



133,829 at the Main Library; 47,423 of these are in the inaccessible basement  
35% of the Main Library collection is in storage  
45,719 of 95,263 Main Library Adult materials, or 48%, are in storage  
1,704 of 38,566 Main Library Children's materials, or 4%, are in storage

The staff retrieves about 30 books per day from the closed collections. Considering that the basement stores half of the entire adult book collection, this number is very low for book use, and very likely due to the fact that all of those volumes are not available for browsing and "impulse check-out" by the library patrons.

Open book collections are very small compared to similar communities in New Hampshire. Library staff at the public libraries from the New Hampshire communities below cited the following figures for the percentage of their library's entire collection that is inaccessible and/or in storage:

Dover: less than 10%  
Manchester: 10%  
Merrimack: less than 10%  
Nashua: 5%  
Portsmouth: some, but a trivial percentage  
Salem: less than 10%

Concord has approximately one-third of its entire collection in the closed basement stacks.

Not surprisingly, with so many books in closed stacks, 25% of the collection has not circulated in the past three years. Many of these materials could be discarded to make room for new acquisitions and to give the collections a more exciting appearance by increased display of front covers. A new initiative in the stacks has clearly demonstrated the value of this display arrangement.

The recent introduction of library displays to encourage the use of materials has been very useful but it needs to be more highly developed. There is still a very limited use of general and special display of front covers of library materials except in the children's room.



## Mission, Vision, and Long-Range Plan

### Current Mission Statement

The mission of the Concord Public Library is to provide informational, cultural, educational and recreational resources and services to the people of Concord. The library seeks to accomplish its mission through prudent management and development of its resources, and by providing access to a broad range of materials and services to meet the present and future needs of the community it serves. The library's core services are the following:

- Assistance in the location and use of library materials
- Selection of new books and audiovisual materials
- Acquisition, cataloging, and processing of these materials for the public's use
- Programs for children, teens, and adults to promote books and reading
- Loaning of library materials.

### Proposed New Mission Statement:

The Concord Public Library connects individuals with resources in order to enhance lives and build community.

### Proposed Vision Statement:

The Concord Public Library will be a dynamic place promoting the love of knowledge and the joy of reading.

### Preliminary Draft of New Long-Range Plan

**GOAL #1: The library will help people to access and evaluate information so that they are able to expand skills, become informed citizens, build successful enterprises, make informed decisions, and satisfy curiosity.**

- Objective 1: Support individuals' information needs through services and programs.
- Objective 2: Support individuals' information needs through the selection and maintenance of materials.
- Objective 3: Connect individuals to resources with the support of friendly, knowledgeable staff.
- Objective 4: Increase community awareness of library informational resources.
- Objective 5: Maintain accessible, ergonomic furniture and work space for research purposes and computer use.
- Objective 6: Establish and maintain remote access to informational resources.

**GOAL #2: The library will enhance people's lives through programs and materials that stimulate the imagination.**

- Objective 1: Develop and implement programs and services designed to enhance users' lives.
- Objective 2: Select and maintain reading, viewing and listening materials that enhance users' lives.
- Objective 3: Connect individuals with materials that stimulate the imagination with the support of friendly, knowledgeable staff.
- Objective 4: Increase community awareness of library programs and materials that stimulate the imagination.
- Objective 5: Create and maintain accessible, welcoming browsing areas and meeting spaces.
- Objective 6: Establish and maintain remote access to materials and resources.

**GOAL #3: The library will promote early literacy through programs, services and collections which meet the personal, informational and recreational needs of children from birth through kindergarten, their caregivers and their families.**

- Objective 1: Stimulate the growth of reading skills by offering supporting services and programs.
- Objective 2: Select, maintain and promote reading, viewing and listening materials appealing to a variety of interests.
- Objective 3: Offer staff training on early literacy principles and on the skills required to deliver programs and materials to young children and their caregivers.
- Objective 4: Increase community awareness of the importance of early literacy experiences and the resources available at the library.
- Objective 5: Provide an appealing, engaging and safe environment.
- Objective 6: Build relationships with community groups that serve preschool and kindergarten-age children.

**GOAL #4: The library will be a convenient, welcoming and comfortable place where individuals meet and interact, accessing library services.**

- Objective 1: Improve physical spaces and furnishings to create a center of community activity that provides comfort, safety, and convenience.
- Objective 2: Make all materials accessible.
- Objective 3: Provide friendly and welcoming staff.
- Objective 4: Increase the community's awareness of library facilities.

## Space Needs Analysis & Library Building Program

In this section, existing areas and capacities are compared to the space needs for the Concord Public Library for meeting purposes, materials, and seating, based on the population and mission. These capacities are then converted into square footage requirements for a building.

Sizes are calculated by estimating required seating based on population and library use, and by using standard American Library Association formulas to calculate space necessary for these functions, as well as for public and staff support services.

### Meeting Room

Capacity for the meeting room was determined in consultation with the community and staff based on the library's mission, program attendance and community needs.

### Material Storage Considerations

Intensively used browsing collections are often housed in bookstore-type low display shelving combining spine-out and cover-out display. A relatively small number of materials will need to be displayed in this way since most of them will be out in circulation. This type of shelving may require a square foot of floor space for five volumes.

Children's picture books and CDs with very thin spines that are difficult to read are sometimes shelved in bins that often result in higher circulation rates than conventional shelving. If bins are used, alphabetical separators and bin lettering will be essential as sequencing and finding guides.

Book stack shelving often consists of ranges of shelving 6-7 shelves high spaced 5 feet to 6 feet on centers allowing for a 40 inches or 52 inches aisle. The area size in this program is based on stacks spaced 6 feet on centers with five or six shelves. If the building columns are spaced 30 feet on centers, the stack spacing can be reduced in the future to 5 feet on centers, and an additional seventh shelf and stacks added to increase stack capacity.

### Percentage of Materials in Circulation

The percentage of materials in circulation is constantly changing. A library with a collection of 80,000 books that has 20,000 out in circulation will need space to house 60,000 books while a library with 45,000 books and only 3,000 in circulation will need to house 42,000 books. Variations in seasonal circulation should be considered when sizing the stack. When summer reading materials are returned in the fall the library may need many more book spaces.



### **Re-Shelving and Room for New Materials**

Empty space for at least five books must be reserved on each shelf so that materials out in circulation can be returned to their appropriate sequential location in the stack without the time consuming need to shift many shelves to make room for returns. Space throughout the collection must be reserved for additional materials added to the collection to cover new subjects.

### **Seating**

Numbers of seats are derived from population size. The usual ratio is five seats per thousand population minimum.

To determine space for seating, these sizes were used:

Table seat	30 sq. ft.
Carrel and Seat	35 sq. ft.
Electronic Workstation	40 sq. ft.
Lounge Seat	40 sq. ft.

Many libraries have wireless zones to accommodate users' laptops in any seat in the library seating areas.

### **Architectural Layout**

To some extent the architectural layout of functional areas and the combinations of functions will affect capacities; therefore, the area required may differ from the general estimates contained in the program.

### **Non-Assignable Space**

Non-assignable space is required for arrival space, walls, elevators, stairs, halls, heating, ventilating and air conditioning, risers, bathrooms, and non-library storage. Architectural designs differ in the amount of space for non-assignable functions.

### **Spreadsheet**

The spreadsheet that follows shows the approximate capacities and area sizes of the present library compared with future needs.

Numbers in the materials column are for shelves, NOT for materials. They do not include materials in process or otherwise unavailable for public use.

To convert the shelves to capacity for materials, multiply the number of shelves times the number of materials that would comfortably fit on each shelf. For standard fiction and non-fiction books use 25 books per shelf on average. For thin children's picture books that number might be as high as 50 books per shelf. However, children's picture books are also tall and children's sections are usually lower than adult sections and consequently hold fewer shelves. Adult sections might have 6-7 shelves per section while children's sections will only have 5 shelves.

In the future columns, all books in the existing open and closed stacks (a total of about 3,000 shelves) are included in the "fiction and non-fiction" consolidated stack column, and in the square footage set aside for this function.

Concord Public Library  
 Concord, New Hampshire

Building Program Summary

	<i>Area Now</i>	<i>Area Future</i>	<i>Shelves Now</i>	<i>Shelves Future</i>	<i>Seats Now</i>	<i>Seats Future</i>
<b>Adult</b>						
Browsing		600 SF		67		10
Fiction	965 SF		422			
Non-Fiction (+Fic fut)	1,695 SF	9,000 SF	632	3,000	30	20
Reference	1,800 SF	2,200 SF	210	100	47	40
Reference work	150 SF	300 SF				
Study	600 SF	1,200 SF	30		18	30
Closed Fic	1,410 SF		870			
Closed N-F	1,598 SF		1,160			
Media	1,110 SF	1,200 SF	163	200		10
Magazine	620 SF	1,560 SF	80	100	24	24
Old Mag	385 SF		366			
Special Collections	1,168 SF	1,320 SF	116	166	3	8
<b>Subtotal</b>	<b>11,501 SF</b>	<b>17,380 SF</b>	<b>4,049</b>	<b>3,633</b>	<b>122</b>	<b>142</b>
<b>Young Adult</b>		1,800 SF		166		20
<b>Children</b>						
Small (Pic)	1,696 SF	2,960 SF	291	333	24	24
Tall	1,290 SF	2,840 SF	199	333	21	21
Computers	240 SF	800 SF			8	20
Closed Stacks	116 SF		72			
Story		500 SF				
Staff & Storage	290 SF	600 SF				
<b>Subtotal</b>	<b>3,632 SF</b>	<b>7,700 SF</b>	<b>562</b>	<b>666</b>	<b>53</b>	<b>65</b>
<b>Meetings</b>						
Auditorium	1,325 SF	1,500 SF			*120	*120
Shakespeare	330 SF	330 SF			*18	*18
<b>Subtotal</b>	<b>1,655 SF</b>	<b>1,830 SF</b>			<b>*138</b>	<b>*138</b>
<b>Staff</b>						
Administration	1,157 SF	1,500 SF				
Circulation	280 SF	600 SF				
Technical	980 SF	980 SF				

## Main Library Building Objectives

### Overall

- Access to the collections and staff
- Open, accessible stacks for all materials spaced six feet on centers and five shelves high to provide easy user access
- Single continuous stack sequence for all nonfiction numbered materials to facilitate easy finding of books and subjects
- Open main reading and reference area for improved sight lines and easier access to staff assistance
- Improved display of library materials
- A downtown location

### Computers

- Wired public access Internet computers and wi-fi access throughout the library
- OPACs widely distributed throughout the library
- More public PC stations

### Parking

- Additional dedicated library parking spaces

### Reference

- Reference collections and collaborative electronic workstations in close proximity to the reference desk
- The reference office in close proximity to the reference collection

### Circulation

- Redesigned workspace for ergonomic flexibility and efficient staffing
- Privacy for customers
- Efficient sorting and shelving area
- Displays of books and brochures
- Convenient and accessible self-checkout machines and book return location
- Redesigned staff checkout area and staff circulation work area nearby

### Children's

- Improved convenient access for caregivers with baby carriages
- Program and crafts facilities with sink
- Additional storage

### Teens

- New teen area with music and video facilities and proximity to snack bar

### Technical Services

- Staff and delivery entrance separate from the public
- Improved workflow and security of materials
- Ergonomic workstations and seating for staff

- Improved access for deliveries
- Improved working conditions with access to natural light and improved air circulation for staff who spend long hours in this location

#### **Auditorium**

- Handicapped-accessible program room with outside entry available after hours
- Sufficient rest rooms and kitchen facilities
- Improved sight lines for programs
- Storage for chairs, tables, and electronic equipment
- Natural and improved artificial lighting
- Improved sound system
- Overhead digital projector
- Quiet air handling system

#### **Meeting Room Facilities**

- Additional facilities for a learning center with tutorial and group study space and technological capability, including a learning lab

#### **Library Store**

- For books and writing materials

#### **Seating**

- Additional public seating in a variety of choices — electronic workstations, tables, lounge seats and carrels

#### **Concord Room**

- Additional climate controlled materials storage and seating
- Glass for monitoring

#### **Other**

- Mail room for deliveries and outgoing ILL and books by mail
- Space for volunteers, special projects

## Potential New Initiatives

### Street Presence

- Lighted sign perpendicular to traffic and above car height to signal to citizens that the library is available
- Banners for library programs and shows

### Extended Hours

- Expand upon current operating hours, to be open when downtown businesses are open at night, and to contribute to the vitality of downtown

### Collaboration

- Work with the New Hampshire Historical Society on joint events and shows
- Work with the City Auditorium and Capitol Center for the Arts
- Work with movie theater on exhibits coordinated with movies
- Coordinate book signings with local bookstores
- Send library staff to attend local events

### New Americans

- Work closely with immigrants and refugees to assist them to become citizens
- Counsel for citizenship procedures, job availability, and training
- Provide language skill classes and CD courses for English Language Learners (ELL)
- Offer computer literacy programs

### Family Place

- Work with parents to help select reading materials for children
- Create more places in the library where parents can read to their children
- Provide programs on parenting skills and topics of interest to both parents and children together

### Teen Center

- Create a place where teens can meet, socialize, share music

### Sharing the Best – The Library Encourages Literature and the Arts

- Library encourages users to consult with librarians on sequential reading programs on topics of continuing reader interest
- Weekly time for readers to share their reading experiences with other readers
- Poetry readings
- Art tours sponsored by the library
- Library book and video displays for movies coming to the local theaters
- Book Clubs initiated and supported by the library
- New Hampshire authors talk at the library while local bookstore sells books at the library

### Grab and Go

- Special place at the entrance with recent books, CDs, and DVDs displayed cover-out
- Quick checkout and go
- Special staffing at busiest times
- Friday afternoon “quick video”
- Weekly special topical exhibits at entrance

### The Community Living Room

Ideally, the public library is an inviting, inspiring place — a home away from home, or a workplace away from the office or the classroom. The library has resource-rich collections and knowledgeable, friendly, helpful staff. A library can be a comfortable place for reading magazines and newspapers, using computers, and discussing the affairs of the day.

Lounge-style seating with lamps and side tables, along with a café offering coffee, tea, and cookies will contribute to a relaxed community atmosphere.

### Learning environment

- Computer lab
- Tutorial rooms
- Homework help volunteers and online help services
- Group study rooms

### New Technological Initiatives

- Including downloading opportunities for music and film

### Resources

The city funds basic library services such as staff salaries and utilities.

Fiscal Year 2008

Revenues projected:

Nonresident fees	\$ 12,500
Overdue Book Fines	41,000
Meeting Room Fees	800
Printing Fees	4,800
Trust Funds	141,000
<b>Total</b>	<b>\$200,100</b>

\$1,728,200 budget minus \$200,100 projected revenues = \$1,528,100

\$1,528,100 divided by \$1,728,200 = 88.42% funding from tax dollars

The library budget is part of the city budget (does not include schools). The library gets 4% of the general fund (less than 2% of tax total).

The library’s annual budget should be \$2.2 mil with 30 FTE and uniform operating hours.

### **Resource Constraints**

Existing staff and resource limitations may make it difficult for the library to undertake any new initiatives. However, obtaining additional resources may come about by a concerted effort on the part of the City Council, library staff, and the Concord Public Library Foundation to select initiatives and seek funding for them.

If the library were funded with a full 2% of tax revenues (including schools), it would be possible to undertake many of these initiatives.

### **Funding Opportunities**

The Concord Public Library Foundation might undertake the funding of some portion of library equipment and construction costs, but city funding will continue to be essential for operating expenditures.

The State of New Hampshire, unlike Massachusetts, Rhode Island, and Connecticut, provides no funding to support local public libraries. There is significant interlibrary loan activity but no statewide library card or reciprocal borrowing. Out-of-city users must pay \$95 for a library card. There is no state support for public library operation or construction.

National Endowment for the Humanities funds library buildings only as part of a multi-funding application which includes funding for programs, collections, and materials.

Local and national grant opportunities should be explored as potential funding options. Public-private partnerships should be considered as a possible funding source, as well.

The Concord Public Library Foundation and local businesses could sponsor annual fundraising events:

- New Hampshire author visits
- Annual Summer Solstice Ball

## Existing Conditions Review

The library is located in the center of the city near a cluster of municipal and state buildings. It is several blocks from the retail area on Main Street and more than a mile from the mall and retail area on the other side of the river and Route 93.

The main floor of the library consists of a central hall with two wings. The right wing includes reference services and the non-fiction circulating collections, and the left wing includes the circulation desk, magazines, and fiction. Behind the central hall is a computer center, reference room, study room, and Concord Room.

On the lower level is a large closed stack for the older collections, an auditorium and technical services, and the Ruth May Room for musical recordings. On the second floor is the newly refurbished L-shaped children's wing, the Shakespeare Room, and administrative offices.

### Closed Collections

One of the biggest drawbacks of the current building is that over 30% of the entire library collection, including half of the adult collection, is in the basement in closed stacks not open to the public.

### No Room for New Books

There is no room for new materials, so older materials must be withdrawn to make way for new materials.

### Children's Area

Children's facilities are up a steep set of stairs and the elevator is far from the entrance. This area was redesigned in 2002, but there are no children's program or craft facilities, and no sink. The L-shaped arrangement requires 2 staff locations. Younger children and parents must walk through the older children's area to reach their part of the library.

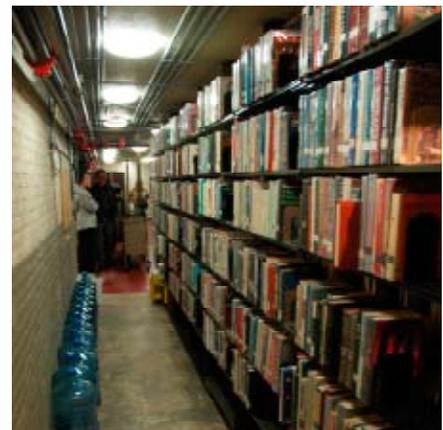
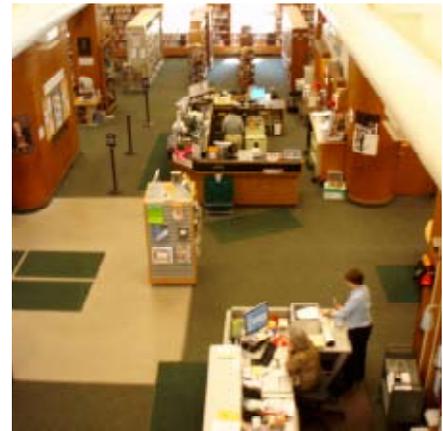
### No Dedicated Space for Teens

There is no area specifically for teenagers to come and enjoy library services tailored to their interests.

### Poor Meeting Facilities

The program room is rudimentary. It seats 100, but handicapped access is by a cumbersome chair lift. The room is far from the entrance and there is no separate outside entrance for late meetings. There are no windows, no restrooms, and no kitchen. It is far from the children's room. Users complain that the basement meeting room is very unattractive, and sight lines make it hard to see films or speakers.

There are no tutorial, group study, or learning lab facilities.



### Main Floor Adult and Reference Area

The main library floor, with a 20 foot high ceiling in the center flanked by two lower 12 foot high areas, is thought by many staff to be too partitioned. It would benefit by being more open for improved flexibility and sight lines. Mirrors are currently used to improve the poor surveillance.

The reference desk acts as a barrier to the public who do not feel invited to participate in the reference transaction. The reference office is not near the reference desk.

### Hard to Find Materials

It is difficult to find a particular item in this library. There is a confusing sequence of non-fiction collections spread out in three areas. Media collections are split with spoken word and DVDs on the main floor, while music CDs are in the lower level Ruth May Room.

Online Public Access Catalogs should be more widely distributed throughout the library.

### The Circulation Area

The circulation office is behind the circulation desk but there are no windows, so staff cannot see to come out to help when there are lines forming. It needs a glass wall or at least a glass door. The staff feel that there is insufficient movement of air in the office. The circulation counter was designed for an older system that is no longer in use. The countertop has two tiers, with the patron side at a higher level than the staff side, and books cannot conveniently be slid across. The book-return slot is hard to see. Keyboards are too high and the sensitizer is too low.

### Technical Services

Staff who work long hours in technical services are located in the basement with poor ventilation. There are small high windows, but little natural light. Traffic from the elevator moves through the technical services area to reach the basement stack storage area so there is no secure storage. There is no service entrance or loading dock. Deliveries come through the public entrance. The basement is at risk of dampness and flooding. There is no supply storage space in the technical services area. The city has temporarily taken over part of the basement for a city project.

### Building Evaluation

The City of Concord has commissioned several engineering studies to review the conditions of the existing library facility. These reports have reviewed the condition of the building envelope, accessibility, HVAC systems, electrical systems, plumbing systems, and site issues.

While some of the recommendations for upgrades proposed in these reports have been implemented, many of the identified deficiencies, as described in the following sections, still exist.



### Building Envelope

The original library building, built in 1938, is constructed of brick with a granite facing. Masonry at window and door openings is supported in steel lintels. Unlike masonry buildings constructed today, there is no cavity in the wall to provide drainage for water penetrating through mortar joints. This condition has created a situation where water can penetrate the vertical joints between the granite facing panels, and run down the inside wall until it hits the steel lintel. After the water collects on the steel lintel, it runs horizontally to the window jamb, where it makes its way onto the backside of the plaster wall at the window jamb. Over time, this water has caused significant damage to the plaster around the windows, especially on the second floor.



Recent upgrades to the building envelope included replacement of windows and sealing of the vertical joints between granite panels to prevent water penetration. Short of stripping all the granite off the building and re-cladding the building to create a drainage cavity inside the wall, this solution appears to provide a good solution to the water infiltration problem. This is not a permanent solution, however. The caulking between the granite panels will naturally break down over time and will need to be replaced. Recently, a few windows have begun to show signs of water penetration. The condition of the caulking should be closely monitored and replaced as required to prevent further damage to the building envelope.



### HVAC Systems

The HVAC systems were reviewed in 2002 and determined to be beyond their useful life. In 2003, the existing heating and ventilation systems were renovated, and a completely new air conditioning system was installed, the first of any type in the history of the building. Any major renovations or additions to the building would, however, entail major modifications to the existing systems.



### Electrical Systems

In the spring of 2006, the City refitted the existing lighting systems in the library, maintaining the fixtures while replacing the ballasts, and replacing the basement lighting to improve energy efficiency. Any proposed renovations to the existing building will, however, include the installation of new fixtures and alteration of power distribution.

### Site

The existing library site is in a cluster of municipal and office buildings that are closed at night when the library is open. Behind the library is a neighborhood of small residential homes that does not have much pedestrian activity.

### **Parking**

There is very little library parking, with only about 12 metered spaces in the rear. Library users constantly complain about not being able to park nearby.



## Library Building Alternatives

### Renovation and Addition to the Existing Concord Public Library Building

The current library facility presents a number of challenges to the creation of an expanded facility that meets current library service needs.

The existing site is relatively small. An addition could be placed to the rear of the existing building on the existing parking lots. In order to meet the building program, an addition to the existing building would require a three-story addition completely filling the zoning envelope of the rear parcel. This would completely eliminate library parking unless additional adjacent parcels are acquired for parking.

The original building was designed with closed stacks on the lower level. The public cannot browse books on lower level, which results in a situation where a significant portion of the current book collection does not circulate frequently. Any renovation should correct this situation to make the entire book collection browsable. Renovation of the lower level is further complicated by low headroom and a lack of natural light.

The current Concord Public Library building contains a total of 34,725 gross square feet. The original library building contains 22,650 gross square feet, while the addition contains 12,018 square feet.

The net usable square footage of the current library is about 19,850 square feet. The remaining 14,818 square feet is “unassigned space” containing mechanical and electrical equipment, toilet rooms, stairs, corridors, and wall thicknesses. The unassigned space comprises 43% of the total area of the building, which is a fairly high percentage. By comparison, a newly constructed library would require only about 25% unassigned space.

The building program projects a need for 32,905 square feet of usable area, or an increase of 13,055 square feet. Because of the high percentage of unassigned space in the existing building, meeting the space needs outlined in the building program with an addition will require a larger total facility than what is needed for a new building. Meeting the space needs in an addition and renovation will require approximately 46,000 square feet, while a new building will require approximately 40,000 square feet.

The addition contains four different floor levels, only two of which align with the floors of the original building. This creates difficulties in providing accessible entry to the lower level meeting room and an accessible entrance into the main level of the addition.

Two options were examined for additions and renovations to the current library. The first option, Floor Plan Diagram A, included

in the Drawings section of this report, proposes maintaining the existing addition and constructing a second new three-story addition on the current parking areas. The second option, Floor Plan Diagram B, proposes removing the existing addition and replacing it with a new three-story addition on the existing parking area.

Of the two options, the second option, Floor Plan Diagram B, which calls for removal of the existing addition, has several advantages. This option allows for a more efficient plan by eliminating constraints imposed by the current addition. By aligning the main level of the new addition with the at-grade level of the original library, it is possible to provide after-hours access to a new meeting room in the addition. By eliminating the small enclosed rooms contained in the current addition, a new addition can provide open library interiors, which are easier for the library staff to supervise and provide better space utilization.

The main level would contain the New Book browsing area, Audio Visual collections, Magazines, Young Adult area, the Circulation Desk, and meeting rooms. A new second entrance in the new addition would provide after-hours access to the meeting rooms and toilets.

The lower level would contain Fiction and Non-Fiction book stacks, Reference, Technical Services, Staff Lounge, and the mechanical room.

The upper level would house Administration, Special Collections, the Shakespeare Room, and the Children's Department.

Although both would add necessary space, the construction of the buildings in either Diagram A or B would create a situation in which the library would be forced to hire extra staff. Any reconfiguration of the existing library would have a considerable level of constraint on space layout due to the existing building floor plan, and therefore staff sight lines and supervision, mandating an increase in library staff.

### **New Library on a Suburban Site**

J. Stewart Roberts Associates prepared a conceptual diagram, Floor Plan Diagram C, for a new two-story library with a parking lot for 100 cars on a hypothetical suburban site. A site of approximately three acres, depending on topography and configuration, would be needed.

The conceptual diagram for this new library organizes the library functions on two floors. The Circulation Desk, Technical Services, Library Administration, Children's Department, New Books, Audio Visual, and meeting rooms are located on the first floor, with Fiction, Non-Fiction, Reference and Magazines on the second floor.

New construction allows the library to be constructed with an open floor plan for easy supervision by library staff. Steel frame construction would allow the library to reconfigure the interiors and easily expand in the future.

This option would provide an efficient and flexible library, but the suburban location does not respond to the request of many patrons who have expressed a desire for a downtown library.

### **New Library on a Downtown Site**

Several downtown sites could potentially serve as the location for a new library. J. Stewart Roberts Associates examined two hypothetical sites to evaluate the feasibility of this option.

#### **Downtown Site I**

The conceptual diagram for this scheme, Floor Plan Diagram - Downtown Site I, shows a three-story library of 40,000 square feet with a parking lot for 40 cars. Additional parking could be accommodated on-site with the construction of a parking structure. The Conceptual Diagram shows meeting rooms and the Children's Department on the first floor, with an entrance directly into that floor. A sloped site would allow access directly into the second floor as well, where the Circulation Desk, Technical Services, Library Administration, New Books, Audio Visual, Magazines, and Fiction would be located. The third floor would house the Non-Fiction Collection, Reference Department, Young Adults, and Local History Room.

The meeting rooms are configured to allow for after-hours use, when the main library is closed.

#### **Downtown Site II**

The second downtown site, Floor Plan Diagram - Downtown Site II, would allow for the construction of a two-story, 40,000 sf library with a parking structure for 50 cars. The site could also potentially contain a larger parking structure for as many as 150 cars.

This two-story configuration would allow for a main entrance into the front of the building, as well as a second entrance directly from the parking garage in the rear.

The first floor would contain the Circulation Desk, Technical Services, Library Administration, Children's Department, and the meeting rooms. The meeting rooms are configured to allow for after-hours use, when the main library is closed.

The second floor contains the majority of adult services, with both the Fiction and Non-Fiction collections, Reference Department,

Local History Room, Magazines, and the Young Adult Room.

New construction allows for an efficient and flexible floor plan.

### **Library Building Recommendation**

Taking into account the current and future needs of the citizens of Concord, in addition to the space needs for the library's collection and programs, it is strongly recommended that a new library building be constructed on a downtown site. This new library building would not only result in improved library facilities and services, it would be an exciting opportunity to revitalize and enrich downtown Concord.

A new downtown library would be fully accessible, and more likely to draw traffic if located in a thriving retail and restaurant area. With new meeting facilities, the library will be able to expand its own program offerings, as well as being an ideal public meeting space for community groups.

The current lack of parking would be remedied, with a new parking lot, availability of surrounding municipal parking, and the possibility for a higher-capacity parking structure.

Library materials would be more readily available, from allowing the current closed stack materials to be publicly accessible, to creating new browsing displays to best show off books, CDs, and DVDs.

A major benefit of creating an entirely new floor plan is the chance to create a space that is designed for the most efficient staffing possible. Sight lines and areas of supervision will be carefully considered and designed for optimal layout. In addition to the improved supervision, staff offices, storage, and other work areas will be more efficient and secure for daily operations.

A new downtown building would have state-of-the-art building systems, from an efficient HVAC system, to new energy-efficient and aesthetically-pleasing lighting. It will be easiest to incorporate "green design" principles in a new facility, which not only benefits the environment and the users, but will be more cost-effective in long-term building maintenance.

A new building can be designed with future flexibility in mind, so the library can grow and adapt to accommodate changing collection numbers, patron demographics, and technologies. The current library building would not go to waste, either, as it could be adapted for use as additional municipal offices, or another such function to benefit the city.

Of the multiple alternatives for improving the facilities of the Concord Public Library, the construction of a new downtown library is the most efficient and cost-effective option when considering the

future of Concord library services. It is truly a unique opportunity to create a new community meeting space and knowledge center that will better serve the citizens of Concord and the library staff, and invigorate the city around it.

### **Project Budget Estimates**

Budget estimates of probable project cost were prepared for each of the conceptual diagrams, with the exception of Floor Plan Diagram A. This option, which proposes to keep the existing building and addition and construct a second, new three-story addition on the current parking areas, was eliminated from further evaluation, as it was considered to be the least efficient and advantageous of the potential alternatives. The estimates contain budget numbers for site acquisition, demolition, construction, fees, furnishings, and project costs, and are intended to provide a comprehensive budget figure.

Final project cost is, of course, dependent on both a final design and on the project schedule.

The construction industry has seen steep annual increases in construction cost over the past four years. Increased international demand for raw materials such as steel and copper, along with rising energy prices, is driving up construction costs at a rate in excess of general inflation. Rider Levett Bucknall, an international construction consulting and cost estimating firm, issues quarterly reports on construction market trends. Since January of 2004, construction cost has risen at a rate of approximately 10% per year.

These annual increases in construction costs must be taken into consideration in developing a project budget for the future. While no one knows for sure exactly how prices will rise over the next few years, it is prudent to allow for increased construction cost on the order of magnitude of recent years.

Cost per square foot was based on other recently completed library projects, including the Portsmouth Public Library, adjusted for annual increases in construction cost.

Project budgets were developed which outline costs under three scenarios: one, if the project moves forward now (early 2008); two, if the project does not move forward for two years; and three, if the project does not move forward for five years.



**Concord Public Library**

Concord, NH

**Comparative Project Budgets**

**Renovation and Addition to the Existing Building:  
 Floor Plan Diagram B**

				<i>Fast Track Move Forward Now</i>	<i>Escalation Two Years</i>	<i>Escalation Five Years</i>
<b>Construction Costs</b>					<i>10%/Year</i>	<i>10%/Year</i>
Demolition		Allow	\$50,000			
Site Work		Allow	\$100,000			
Lower Level Renovation	8,300 SF	\$250/SF	\$2,075,000			
Main Level Renovation	8,300 SF	\$210/SF	\$1,743,000			
Upper Level Renovation	6,077 SF	\$210/SF	\$1,276,170			
New Construction	23,025 SF	\$275/SF	\$6,331,875			
<hr/>						
Subtotal	45,702 SF		\$11,576,045		\$13,891,254	\$17,364,068
<b>Site Acquisition Costs</b>					<i>5%/Year</i>	<i>5%/Year</i>
44-1-3			\$231,200			
44-1-4			\$128,000			
44-1-8			\$10,040			
<hr/>						
Subtotal			\$369,240		\$406,164	\$461,550
<b>Project Costs</b>					<i>5%/Year</i>	<i>5%/Year</i>
Furnishings	40,000 SF	\$22/SF	\$880,000			
Architecture Fee		10.00%	\$1,157,605			
Furn Fee		10.00%	\$88,000			
Expenses		Allow	\$100,000			
Contingency		10.00%	\$1,157,605			
<hr/>						
Subtotal			\$3,383,209		\$3,721,530	\$4,229,011
<hr/>						
<b>Total Budget Estimate</b>				\$15,328,494	\$18,018,948	\$22,054,629

**New 40,000 Square Foot Library on a Suburban Site with a 100 Car Parking Lot:  
 Floor Plan Diagram C**

				<i>Fast Track Move Forward Now</i>	<i>Escalation Two Years</i>	<i>Escalation Five Years</i>
<b>Construction Costs</b>					<i>10%/Year</i>	<i>10%/Year</i>
Site Work		Allow	\$400,000			
New Construction	40,000 SF	\$275/SF	\$11,000,000			
<hr/>						
Subtotal	40,000 SF		\$11,400,000		\$13,680,000	\$17,100,000
<b>Site Acquisition costs</b>					<i>5%/Year</i>	<i>5%/Year</i>
Site Acquisition			\$1,000,000			
<hr/>						
Subtotal	0 SF		\$1,000,000		\$1,100,000	\$1,250,000
<b>Project Costs</b>					<i>5%/Year</i>	<i>5%/Year</i>
Furnishings	40,000 SF	\$22/SF	\$880,000			
Architecture Fee		10.00%	\$1,140,000			
Furn Fee		10.00%	\$88,000			
Expenses		Allow	\$100,000			
Contingency		5.00%	\$570,000			
<hr/>						
Subtotal			\$2,778,000		\$3,055,800	\$3,472,500
<hr/>						
<b>Total Budget Estimate</b>				\$15,178,000	\$17,835,800	\$21,822,500



**New 40,000 Square Foot Library on a Downtown Site with a 40 Car Parking Lot:  
 Floor Plan Diagram D**

			<i>Fast Track Move Forward Now</i>	<i>Escalation Two Years</i>	<i>Escalation Five Years</i>
<b>Construction Costs</b>				<i>10%/Year</i>	<i>10%/Year</i>
Demolition		Allow	\$100,000		
Site Work		Allow	\$300,000		
New Construction	40,000 SF	\$275/SF	\$11,000,000		
Subtotal			\$11,400,000	\$13,680,000	\$17,100,000
<b>Site Acquisition costs</b>				<i>5%/Year</i>	<i>5%/Year</i>
Site Acquisition			\$1,500,000		
Subtotal			\$1,500,000	\$1,650,000	\$1,875,000
<b>Project Costs</b>				<i>5%/Year</i>	<i>5%/Year</i>
Furnishings	40,000 SF	\$22/SF	\$880,000		
Architecture Fee		10.00%	\$1,140,000		
Furn Fee		10.00%	\$88,000		
Expenses		Allow	\$100,000		
Contingency		5.00%	\$570,000		
Subtotal			\$2,778,000	\$3,055,800	\$3,472,500
<b>Total Budget Estimate</b>			\$15,678,000	\$18,385,800	\$22,447,500

**New 40,000 Square Foot Library on a Downtown Site with a 50 Car Parking Structure:  
 Floor Plan Diagram E**

			<i>Fast Track Move Forward Now</i>	<i>Escalation Two Years</i>	<i>Escalation Five Years</i>
<b>Construction Costs</b>				<i>10%/Year</i>	<i>10%/Year</i>
Demolition		Allow	\$100,000		
Site Work		Allow	\$200,000		
New Construction	40,000 SF	\$275/SF	\$11,000,000		
Subtotal			\$11,300,000	\$13,560,000	\$16,950,000
<b>Parking Garage</b>				<i>10%/Year</i>	<i>10%/Year</i>
50 Car Garage	50 Cars	\$33,000/Car	\$1,650,000	\$1,980,000	\$2,475,000
<b>Site Acquisition Costs</b>				<i>5%/Year</i>	<i>5%/Year</i>
Site Acquisition			\$1,500,000		
Subtotal			\$1,500,000	\$1,650,000	\$1,875,000
<b>Project Costs</b>				<i>5%/Year</i>	<i>5%/Year</i>
Furnishings	40,000 SF	\$22/SF	\$880,000		
Architecture Fee		10.00%	\$1,130,000		
Furn Fee		10.00%	\$88,000		
Expenses		Allow	\$100,000		
Contingency		5.00%	\$565,000		
Subtotal			\$2,763,000	\$3,039,300	\$3,453,750
<b>Total Budget Estimate</b>			\$17,213,000	\$20,229,300	\$24,753,750