MIDDLETON PUBLIC LIBRARY
SPACE NEEDS & BUILDING STUDY
January, 2016
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TABLE OF CONTENTS

Executive Summary ................................................................................................................................................................... 1
  Purpose
  Methodology
  Findings
  Conclusions
  Recommendations

20-Year Growth ........................................................................................................................................................................... 7
  2015-2035 Projections
  Collection Size
  Service Offerings
  Space Needs
  Flexibility
  Staff Needs
  Branch

Design Options ............................................................................................................................................................................... 14
  Overview of Five Facility Options
  Summary of Capital Cost Estimates
  Summary of Operational Costs
  Rationale for Narrowing the Options
  Evaluation Matrix of Design Options

Background .................................................................................................................................................................................. 20
  Library Overview
  About the Feasibility Study
  Past Studies Related to Feasibility
  Scope of Study (RFP)
  Study Goals – Methodology
Expansion is needed in order for the Middleton Public Library to continue to serve its population area at the high standards the community has come to expect, and to be able to provide the flexibility for offering 21st century services and ideas.

This Middleton Public Library Feasibility Study integrates extensive data from the community of Middleton and from reputable published studies in order to establish long-term library needs and priorities. This study provides a well-rounded understanding of what is required for the library to effectively service the community, now and into the future.

This Feasibility Study reviewed the ability of the existing library building to address community desires in order to engage citizens and embrace long-range trends. However, when examined in the wider context of new concepts and future ideas about public libraries, study findings demonstrate a need to expand the Middleton Public Library.

By completing this study, Middleton Public Library gains an opportunity to connect with, and remain vital to, its growing and ever-changing community. This study confirms that libraries are a place of information, knowledge, innovation, and community; libraries like the Middleton Public Library are a community window to the world.

**Purpose**

The primary purpose of the Feasibility Study is to determine if Middleton Public Library is in need of physical expansion in the immediate future, and if so, to what extent and how, e.g., replacement, expansion of the existing and/or the creation of a branch library.

**Methodology**

The Feasibility Study engaged citizens from the community and diverse stakeholders into a variety of in-depth exchanges and dialogues about Middleton Public Library’s future. Several methods were used, without any preconceptions about why, why not or how.

Public input opportunities were held in order to gather current and future community needs and articulate the public’s design style preferences, sustainability goals, and comments on expansion options for the existing library facility versus a new building on an undefined Greenfield site. Public exchanges included: Listening Sessions, online surveys customized to target audiences, a Design Workshop (charrette), a Stacking and Blocking Diagram exercise, and a Visual Listening session. These opportunities were publicized in advance to maximize citizen participation.
A diverse group of stakeholders were consulted for long-range strategic facility planning and the articulation of long-range facility objectives. Techniques included question-based planning, future trends analyses and numerous meetings. Groups engaged in the process included: Middleton Public Library and South Central Library System staff, the Library Board and its Building Committee, and other community groups (such as the Senior Center and Historical Society).

In addition, the study drew upon published reports from a variety of reputable sources, including the Wisconsin Department of Public Instruction, the American Library Association, and the PEW Research Center, among others.

Gathered data (Listening Sessions alone generated over 700 discretely different ideas) is organized in a logical fashion; synthesized for purposes of verifying the need, or lack thereof, for expansion; and presented for maximum comprehension of the various options available to resolve space needs. As such, this Feasibility Study documents 20-year growth projections, potential design options, background information, objective and demographic data, comparisons to Peer Group libraries (four analogous area public libraries), facility and service assessments, input from the public and staff, future trends, and long-term strategies.

**Findings**

Community groups, staff and stakeholders (i.e. the Library Board and Building Committee) shared input on Middleton Public Library through in-person and virtual methods to help determine future needs of the facility. Data was also collected from relevant studies. Collected information was analyzed and synthesized to reach the following summary of findings:

**Among the Busiest Libraries in the Nation**

- Measuring circulation per capita for U.S. libraries with a service population of 25,000-49,999, **Middleton Public Library is the only Wisconsin public library in the top 25, ranking 9th.**

- Using a national measure, total circulation per service hour, Middleton is the **busiest of all area public libraries, including the Madison Public Library.** This is a municipal circulation rate, not a per capita (service population) rate, and comes from data published by the Department of Public Instruction entitled, “2014 Wisconsin Public Library Service Data Preliminary.”

- Middleton Public Library leads its Peer Group in total circulation, total non-resident circulation, total number of library visits, hours open per week, total programs offered, and total number of public access computers.

**Middleton Public Library ranks 9th in the nation for circulation per capita and is the only Wisconsin public library listed in the top 25.**

**Middleton Public Library is the busiest of all area public libraries, including Madison Public Library (based on total circulation per service hour).**

**Middleton ranks second to last in total square footage in its Peer Group.**
Inadequate Space Contributes to Lower Rankings

- Middleton Public Library falls in the middle of its Peer Group libraries for operating income per capita, municipal appropriations per capita, and operating expenses per capita, it falls in the middle of its Peer Group libraries. However, Middleton Public Library's total square footage puts it second to last in its Peer Group.

- Department of Public Instruction annually evaluates State public library service level standards (Excellent, Enhanced, Moderate, and Basic) for all public libraries; Middleton Public Library’s goal of Excellent is achieved in five of the nine categories. Lack of space causes its print collection to only meet the Basic service level.

Education and Cultural Enrichment

- Among Middleton Public Library’s greatest strengths, the existing building and its downtown location, the friendly and supportive staff, and its wide range of programs and offerings are frequently mentioned.

- Middleton Public Library provides opportunities for life-long learning, information and technology resources, use as a “community center,” and it also helps drive downtown Middleton’s economic development.

Library Popularity Contributes to City Vitality

- Public input showed a preference toward a downtown location; universally, citizens believe the library’s downtown location is ideal.

- According to an economic study commissioned by Wisconsin Department of Public Instruction (DPI), the return on investment in library services is $4.06 for each dollar of taxpayer money.

A Need to Nearly Triple in Size

- While there is definitely a trend for public libraries to dramatically increase their e-book holdings, there is not a correspondingly dramatic trend to reduce their print collections. Various surveys, including information gathered from Middleton Public Library users, indicate that library patrons are still very attached to print materials. Research published by the Pew Research Center in 2013 found that among Americans who had visited a library or bookmobile in person in the past 12 months, 72% in the 16-29 age group borrowed a print book, and 73% aged 30 and older borrowed a print book.

- Space needs today call for almost doubling its current square footage to accommodate the preferred collection size alone.
• Middleton Public Library’s **20-year projected space needs (year 2035) would require almost triple its current square footage**, correlating to a +/- 20% construction budget of at least $18,000,000 (in 2017 dollars). Projected space needs represent growth and changes in collections, technology, classes and events, study and meeting rooms, The Friends Shop, services, and exhibit spaces.

**Viable Options for Expansion**

• The public perceives that Middleton Public Library has expansion space in the parking lots west and south of the existing building, although the parking is insufficient; access for people in cars, arriving via bus transit, on foot or by bicycle is difficult.

• While technically feasible, vertical expansion within the existing building’s footprint is not an economically viable option; the original building was not designed for vertical expansion, making the addition of a second story complicated and exceedingly expensive.

• The two best options for library expansion-renovation are 1) building west of the existing facility in the City-owned parking lot along Hubbard Avenue; or, 2) building southwest of the existing facility in the City-owned parking lot along Terrace Avenue, and connecting to the existing facility by a pedestrian underpass beneath the railroad tracks.

• A civic center concept could be considered for the city-owned surface parking lot between the City Hall and Senior Center, which could include the library and underground parking.

**Conclusions**

Middleton Public Library provides opportunities for life-long learning, information and technology resources; it functions as a community center; and it helps support downtown Middleton’s economic development.

Middleton Public Library is, and should continue to be, a strong player in the economic growth and vitality of the west metropolitan area, providing essential services for the community. Its role in literacy and helping children be school-ready is critical to the long-term well being of the area. It offers classes and events for teens and tweens that teach important life skills. Middleton Public Library provides homework help and reading programs that make it an important partner in child development.

Libraries are more than repositories for collections, however current and growing space limitations hamper Middleton Public Library’s delivery of these services and other desirable cultural offerings. Middleton Public Library has an opportunity to provide flexible and collaborative spaces for technology use and training, study, creativity (Maker Spaces/Media Lab), exhibit space, resources for small local businesses, and cultural programming. There is also an increased ability to partner with other groups in the community.
In 20 years, given population growth projections and many other factors, including current space needs, the Middleton Public Library should nearly triple in size.

**Recommendations**

The following recommendations reflect the values of the community, based on extensive data gathering of more than 500 stakeholders, including residents, library patrons, and staff. This information was collected at public events and through online surveys.

The recommendations are also based on findings from a study of the building’s structure; an evaluation of the library’s current holdings, services, and needs; on the library’s space needs over the next 20 years; on population projections; and on trends in library services. Data was also gathered from national studies on library services, needs, and standards.

Although many public libraries around the country are suffering from cuts in funding, many others are expanding and evolving with the full support of their communities. Wisconsin Department of Public Instruction (DPI) commissioned a study on “The Economic Contribution of Wisconsin Public Libraries to the Economy of Wisconsin”, published in 2008. The study was conducted by NorthStar Economics and found that the return on investment in library services was $4.06 for each dollar of taxpayer investment. See the Appendix for the full study.

**Expansion Required**
A renovation/addition is required to enable Middleton Public Library to maintain its excellent service to the Middleton community.

**Downtown Location**
The recommended location is to keep the Middleton Public Library downtown. Data collected from the public, staff and interested parties overwhelmingly indicates a desire for a downtown location.

**Community Engagement**
Engage the community in a thorough discussion about available options for a “future” Middleton Public Library, keeping the focus on twenty (20) years out.

**Explore Funding**
Explore a variety of capital and operational funding methods. Consider a capital campaign and public-private partnering, such as the possible use of air rights for a downtown residential component.

**Refine Plans**
Initiate a more detailed architectural scheme and refined budget, once a preferred downtown expansion site is selected, to avoid a “band-aid” approach to solving facility-related problems. Develop a finalized strategic space plan to help the Middleton Public Library meet the desire needs of its service area for many years into the future.
Continued Excellence
Support, maintain, and enhance Middleton Public Library's excellent staff toward continuing to provide outstanding levels of service.

Centerpiece of Downtown
Recognize that the Middleton Public Library is, and should remain, a centerpiece for downtown Middleton, providing a strong sense of civic pride and community.

The following map of downtown Middleton underscores the library's position as a complement to many local businesses, attractions and public services available in the community. Public libraries generate foot traffic, increase quality of life, improve public safety, and help diversify a community.

At Attractions
1 Capital Brewery
2 The National Mustard Museum
3 Quarry Skate Park

Shopping
4 Chauette
5 Happy Pastime
6 Middleton Dress Company
7 Neena
8 "Tis The Season

Food & Spirits
9 Barriques
10 Bloom Bake Shop

Food & Spirits cont.
11 The Free House Pub
12 Hody Bar & Grill
13 Hubbard Avenue Diner
14 K-Peppers
15 Louisanne's ETC
16 Orient Express
17 Pasta Nuovo
18 The Roman Candle Pizzeria
19 Sofra Family Bistro
20 Villa Dolce
21 The Village Green
22 Vin Santo

Services
23 City Hall
24 Middleton Chamber of Commerce
25 Middleton Library
26 Middleton Senior Center
27 Post Office
28 Restoring Hope Transplant House
29 Visitor Center/Middleton
30 Middleton Historical Museum
31 Hubbard Art Center

Historical Highlights
30 Middleton Historical Museum
Recreation
31 Hubbard Art Center
20-YEAR GROWTH

2015-2035 Projections

Library planning is based on 20-year planning standards in order to withstand the test of time for current and future growth.

For this feasibility study, Middleton Public Library’s current collection was analyzed and physically measured within the existing facility. An additional step to review collections and preferred collection sizes in 2015 was undertaken due to the existing building constraints. The 20-year projection was reviewed in all collections, including collections that have just started to take place in the library, such as Emerging Formats.

Our society has experienced many technology changes over the past several years, from VHS to DVD to Launch Pads. Technology will remain important in libraries due to the demand from patrons for computers, iPads, and new technologies still to be developed; these technologies need to be incorporated into the library in order to serve the community properly in the coming years.

Collection Size

Two areas of Middleton Public Library with the largest projected/needed growth are the: Children’s Library and Teen/Tween Library.

The Children’s Library requires the largest percentage of growth at 4.5 times its current size. This is not only due to future growth and display needs, but also due to existing constraints of current shelf heights being too high for certain collections, existing bookshelves that are full with no room for growth or display, and appropriate aisle widths for parents, kids, strollers to easily maneuver around the library.

The Teen/Tween Library has a projected growth of four (4) times its current size. The shelves are at capacity with no room for growth or display, DVDs are stored in slim line cases to maximize quantities on shelves, and collections have been pared down in order to fit within existing space. These collections have limited display opportunities for materials.

The Adult Fiction, Nonfiction and A/V collections each have smaller growth projections of 1.6 times of their existing size. Nonfiction collections are becoming more separated into specialized collections, such as travel, cookbooks, do-it-yourself, etc., requiring display similar to bookstore layouts. A/V collections are stored in slim line cases to maximize quantities on shelves. Overall, the collections need face-out display incorporated into the shelving, similar to bookstore arrangements.

Middleton Public Library has been selected to permanently house the SCLS World Language collection, another new space need. In addition to the World Language collection, the Spanish collection has shown a large increase in use and size.
A summary of the library collections follows. See the Library Collection Analysis in the Appendix for a full breakdown of the collection.

### MIDDLETON PUBLIC LIBRARY-COLLECTION ANALYSIS

<table>
<thead>
<tr>
<th>COLLECTION COMPONENT</th>
<th>EXISTING COLLECTION</th>
<th>PREFERRED 2015 COLLECTION</th>
<th>20-YEAR FUTURE GROWTH COLLECTION</th>
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</thead>
<tbody>
<tr>
<td>CHILDREN'S PRINT</td>
<td>Existing net square footage: 1,680</td>
<td>Preferred 2015 net square footage: 5,400</td>
<td>20-year growth net square footage: 7,605</td>
</tr>
<tr>
<td>CHILDREN'S AV</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TEEN'S PRINT (PREFER TWEEN LIBRARY)</td>
<td>Existing net square footage: 765</td>
<td>Preferred 2015 net square footage: 1,755</td>
<td>20-year growth net square footage: 3,105</td>
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<tr>
<td>TEEN'S AV</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ADULT PRINT (LOWER LEVEL)</td>
<td>Existing net square footage: 2,670</td>
<td>Preferred 2015 net square footage: 3,405</td>
<td>20-year growth net square footage: 3,840</td>
</tr>
<tr>
<td>ADULT PRINT (1st FLOOR)</td>
<td>Existing net square footage: 3,300</td>
<td>Preferred 2015 net square footage: 4,385</td>
<td>20-year growth net square footage: 6,045</td>
</tr>
<tr>
<td>ADULT AV</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRAND TOTAL NET SQUARE FOOTAGE:</td>
<td>Total existing NSF: 8,745</td>
<td>Total Preferred NSF: 15,295</td>
<td>Total 20-year Growth NSF: 21,090</td>
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</tbody>
</table>

### Service Offerings

The library has a vast number of services available to the community. A large library print collection; e-books and downloadable audio books; computers; Wi-Fi; business machines, fax, and copiers; wireless printing; media maker lab; meeting and study rooms; various programs available to children, tweens, teens, and adults; and various other reference resources available to the community. See Programs and Community Use under the Assessment Section within this report for a description of programs offered to the community.

### Space Needs

In addition to growth within the library collections, additional spaces are needed to support library needs, programming, and outreach. Collections need bookshelves and aisle space. Other spaces are needed to support life-long learning.

More soft-seating areas, study rooms, tutoring/proctoring rooms, and computer stations will need to be incorporated throughout the library floor plan.

Additional meeting rooms, community learning space, dedicated media lab and auditorium will not only support library programs, but community programs as well for The Friends of the Library, Senior Center, and Middleton Area Historical Society.

A larger lobby space will be required to support additional meeting rooms, community spaces, and an auditorium that would be located right off the lobby. Restrooms will be needed throughout to support meeting rooms and a larger library facility.

Additional staff spaces are needed to support the larger facility and increased programming. Staff is currently doubled-up in offices in order to fit within existing spaces.

A summary of the space needs follows. See the Appendix for a complete breakdown of the space needs.
### Middleton Public Library Space Needs Analysis

<table>
<thead>
<tr>
<th>Area</th>
<th>Room #</th>
<th>Room Name</th>
<th>Existing Net Square Feet-Approx.</th>
<th>Proposed Change Net SF</th>
<th>2035 Preferred Net SF - Approx.</th>
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<tbody>
<tr>
<td>Entry / Lobby Total</td>
<td></td>
<td></td>
<td>499</td>
<td>2033</td>
<td>2532</td>
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<tr>
<td>Staff / Office Total</td>
<td></td>
<td></td>
<td>3246</td>
<td>5278</td>
<td>8524</td>
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<tr>
<td>Support Space Total</td>
<td></td>
<td></td>
<td>4466</td>
<td>350</td>
<td>4816</td>
</tr>
<tr>
<td>Circulation Total</td>
<td></td>
<td></td>
<td>1355</td>
<td>713</td>
<td>2068</td>
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<tr>
<td>Adult Fiction Total</td>
<td></td>
<td></td>
<td>3464</td>
<td>3829</td>
<td>7293</td>
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<tr>
<td>Adult Non-Fiction Total</td>
<td></td>
<td></td>
<td>3061</td>
<td>3579</td>
<td>6640</td>
</tr>
<tr>
<td>Teen / Tween Total</td>
<td></td>
<td></td>
<td>1005</td>
<td>3590</td>
<td>4595</td>
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<tr>
<td>Children's Total</td>
<td></td>
<td></td>
<td>2688</td>
<td>9688</td>
<td>12376</td>
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<tr>
<td><strong>Meeting Room Total</strong></td>
<td></td>
<td></td>
<td>1777</td>
<td>2780</td>
<td>4557</td>
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<tr>
<td>Study Room Total</td>
<td></td>
<td></td>
<td>357</td>
<td>1068</td>
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<td>Auditorium</td>
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<td>Auditorium-flat floor</td>
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<td>2000</td>
<td>2000</td>
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<td>Auditorium Storage</td>
<td>0</td>
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<td>300</td>
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<tr>
<td>Auditorium</td>
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<td>Stage and Back Stage</td>
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<td>500</td>
<td>500</td>
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<tr>
<td>Auditorium</td>
<td></td>
<td>Mens Changing Room</td>
<td>0</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Auditorium</td>
<td></td>
<td>Womens Changing Room</td>
<td>0</td>
<td>400</td>
<td>400</td>
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<tr>
<td>Auditorium</td>
<td></td>
<td>AV/Video/Recording Room</td>
<td>0</td>
<td>200</td>
<td>200</td>
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<tr>
<td>Auditorium</td>
<td></td>
<td>Mens Green Room</td>
<td>0</td>
<td>300</td>
<td>300</td>
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<tr>
<td>Auditorium</td>
<td></td>
<td>Womens Green Room</td>
<td>0</td>
<td>300</td>
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<tr>
<td><strong>Auditorium Total</strong></td>
<td></td>
<td></td>
<td>0</td>
<td>4400</td>
<td>4400</td>
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<tr>
<td>Community Learning</td>
<td></td>
<td>Community Learning Soft Seating</td>
<td>0</td>
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<td>500</td>
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<td>Community Learning</td>
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<td>General Gallery-3D space</td>
<td>0</td>
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<tr>
<td>Community Learning</td>
<td></td>
<td>Community Learning Commons</td>
<td>0</td>
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<td>750</td>
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<td>Community Learning</td>
<td></td>
<td>Digital Public Library</td>
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<td>0</td>
<td>0</td>
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<td>Community Learning</td>
<td></td>
<td>Digital Gallery</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Community Learning</td>
<td></td>
<td>Touch Wall</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Community Learning</td>
<td></td>
<td>Exhibitions</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Community Learning</td>
<td></td>
<td>Preservation Lab</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td><strong>Community Learning Total</strong></td>
<td></td>
<td></td>
<td>0</td>
<td>1550</td>
<td>1550</td>
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<tr>
<td>Media Lab</td>
<td></td>
<td>Art Studio</td>
<td>0</td>
<td>1000</td>
<td>1000</td>
</tr>
<tr>
<td>Media Lab</td>
<td></td>
<td>Art Studio Storage</td>
<td>0</td>
<td>250</td>
<td>250</td>
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<tr>
<td>Media Lab</td>
<td></td>
<td>Media Lab</td>
<td>0</td>
<td>1000</td>
<td>1000</td>
</tr>
<tr>
<td>Media Lab</td>
<td></td>
<td>Laser Engraving &amp; Cutting</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Media Lab</td>
<td></td>
<td>3D Printer &amp; Scanner</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Media Lab</td>
<td></td>
<td>Vinyl Cutting Machine</td>
<td>0</td>
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<td>0</td>
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<tr>
<td>Media Lab</td>
<td></td>
<td>Photo-Video-Graphics</td>
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<td>0</td>
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<tr>
<td><strong>Media Lab Total</strong></td>
<td></td>
<td></td>
<td>0</td>
<td>2250</td>
<td>2250</td>
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<tr>
<td><strong>Total Net SF</strong></td>
<td></td>
<td></td>
<td>21918</td>
<td>41108</td>
<td>63026</td>
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<tr>
<td><strong>TOTAL GROSS</strong></td>
<td></td>
<td></td>
<td>33805</td>
<td>97000</td>
<td></td>
</tr>
</tbody>
</table>

**Note:** Net square feet represents clear, usable area inside the walls, whereas gross square feet reflects the total building space, including such things as mechanical rooms and stairwells.
The new components of the library outlined on the previous chart support current and future trends occurring in library services. An explanation of the need for these new or expanded spaces follows:

**Children’s Library**
The new Children’s Library needs to triple its space in order to have books on appropriate height bookshelves and browsers for children. Other additions include: seating areas incorporated throughout, restrooms appropriate for children, a family comfort room, and a dedicated family study room. There should be additional storage provided in the expanded Storytime area, as well as offices and workroom.

**Teen/Tween Library**
New spaces within the Teen/Tween Library would include a dedicated Teen/Tween study room and study pod, corral/gaming room, sensory room, and Tweens collection.

**Adult Fiction Collection**
The Adult Fiction Collection, which includes large print books, is housed on taller bookshelves. The increased collection size would incorporate lower shelves, which is important for collections such as large print. Additional soft seating areas, computer stations at all levels, and music listening stations are needed to support the collection.

**Adult Nonfiction Library**
Libraries are seeing a trend toward specialized collections and for seating to be provided for these areas, e.g. cookbooks, world language, travel, and do-it-yourself books. Additional space should be allocated for special collection pods, similar to a bookstore arrangement, along with soft seating and a larger computer lab.

**Circulation**
With increased square footage, an additional file server room is required. The circulation desk also needs storage space for digital devices that will be checked out, a kiosk for all electronic devices, and a charging station for these devices.

**Entry/Lobby**
A larger library requires a larger lobby to support spaces that are open when the library itself is not. These community spaces would include areas like the auditorium, meeting rooms and The Friends Bookstore/coffee shop. The lobby also serves as pre-function space and art exhibit/gallery space for the library. The main toilet rooms serving these spaces would be off the lobby as well.
Meeting Rooms
An additional multi-purpose meeting room (300 square feet larger than both Archer Rooms) should be added for larger events, along with a demonstration kitchen. A program support room, storage, and laundry room would support the meeting rooms, the library, and community programs using these rooms.

Study Rooms
Seven additional study rooms, two literacy rooms and one proctoring-tutoring room are needed. All rooms would be flexible and able to accommodate all uses. As much as libraries are becoming open plan spaces, enclosed, quiet study rooms continue to be in high demand across all age groups.

Auditorium
An auditorium will provide a large performance space for various programs in the library. This space would be used for library programs and would be available for community performances and functions. The space would be multi-functional, and have a flat floor (not sloped auditorium seating) with a stage and back stage, in order to provide the most flexibility for a variety of programs and events. The auditorium would also require support spaces for storage, changing rooms, AV/video/recording room and green rooms.

Community Learning Commons
Community learning commons are spaces that support the trend of providing educational environments in libraries. It is a highly flexible and fluid space that offers seating, art gallery space, and educational tools, such as a digital public library, digital gallery, touch wall, exhibits, and preservation lab. The space is an inviting, casual learning environment that draws patrons in by offering a comfortable place for interaction, collaboration and study. The space encourages social and community involvement, allows individual study and research, and group collaboration and study.

Media Lab (Maker Space)
A future trend in libraries is to provide a media lab. A media lab is a dedicated space that provides tools for patrons to create content through various resources and new technologies. New technologies demand new skills and libraries are in a position to develop those skills, as many people have no other means of accessing these new technologies. A media lab is an extension of what the library already does and is a tool that supports the library’s mission.

Staff/Office
With a larger library also comes the need for additional staff to support the library. Additional single occupant offices, a larger workroom, a staff meeting room, larger storage rooms, and a conference/board room.
**Support Space**
Additional support spaces needed are restrooms, storage rooms and low voltage systems (IT, systems, etc.) rooms.

**Flexibility**
A library's needs change as its service population shifts, new technologies emerge, and ideas and needs for new services arise. Such changes may take place over years, but they can also happen day-to-day, as patrons look to libraries to serve their needs of the moment. These various levels of flexibility within the environment need to be incorporated in the early stages of design.

Flexibility can be built into the actual structure by designing for future expansion and by designing interior spaces that can be used for multiple purposes. In any library, various activities occur during the typical week and the library services will need to expand and/or change. Multi-use space is one way of addressing this problem.

For example, a dedicated community learning space may go unused for significant amounts of time. If, instead of a dedicated community learning space, a "great hall community learning space," is incorporated within the library footprint, the space remains usable at all times, hosting different functions. All furniture and equipment in this space would be easily movable to accommodate a large event. Furniture can become a separator of space and in the next moment it can be an inviting place to sit for a large public event.

Technology needs to be incorporated into the infrastructure so data and outlets are readily available throughout the building. Because technology changes so quickly, ease of adding to the infrastructure needs to be well thought out. Abundant wiring throughout the library, in floor, walls and ceilings, is important in providing flexibility in the use of library spaces and the various programs occurring within the spaces.

Service flexibility is also a growing demand on the part of library patrons and the community. One example would be an after-hours section of the library that can stay open longer, either with minimal or no staffing (depending on the after-hours services offered). The after-hours area might include an auditorium, meeting room, media lab, community learning commons, and/or art gallery/exhibit space. Service flexibility is linked to both flexible space and movable furniture, along with technology throughout the infrastructure to best serve after-hours functions.

Another way of looking at flexibility is to view it as “future-proofing.” We live in an age of rapid changes; flexibility allows for the possibility that existing functions, including material types, may disappear and that entirely new functions and services may need to be integrated. Libraries today need to create an environment that allows for malleable patterns of interacting, learning, accessing information and accommodating new services; changes are inevitable and planning for flexibility is mandatory.

Crowded staff office space in Middleton.

**Flexibility is one of the most essential aspects of a library building today.**

**Flexibility can be built into the actual structure, but it can also be achieved by designing interior spaces that can be used for multiple purposes.**

**Technology needs to be incorporated into the infrastructure.**

**Flexibility is a way to try to “future-proof” your building.**
Additional staff would be needed to maintain the facility’s increased space, increased traffic, and expanded programming. Depending on the option selected, an additional service desk may also be required. A larger building will increase cleaning and maintenance requirements and five (5) additional library staff would be necessary for areas like the media lab, and a volunteer and ambassador coordinator.

A branch option was reviewed with staff, and spaces were allocated with approximately 12,465 net square feet (19,200 GSF) allotted for a branch. A branch would not solve the needs of the existing library.

While a branch could help underserved populations and areas within Middleton, overall, a branch would duplicate services offered by the existing main library and would require additional collection materials and additional personnel to staff. Depending on when the main library project would occur, there might be a few spaces that would not be needed in one of the buildings if a branch were built, such as a meeting room. This would need to be reviewed further to determine if and what these “saved” spaces might be.

After-hours sections in libraries are in high demand. After hours areas could include such things as an auditorium, meeting room, media lab, and art gallery/exhibit space.

A branch will not solve the needs of the existing library.
DESIGN OPTIONS

Overview of Five Facility Options

Following public and staff input sessions, a design workshop was held to develop conceptual stacking and blocking diagrams. This exercise allowed the attendees, members of the public, Building Committee, and Library Board, a way to develop the desired spatial relationships among the library programs. The workshop session produced five distinct designs; two were Greenfield developments on undefined sites, and the remaining three were variations of expansion/remodeling.

The process led to several main design themes and emerging constraints, including: a concern for providing adequate parking so as to not burden surrounding businesses, bringing the adult collections together, after-hours access to community rooms, and providing staff space adjacent to each collection. Other concerns were: providing open sight lines through collections, accessibility, reuse of the existing building, and some form of indoor/outdoor program space.

The initial design ideas were further developed and refined. The site-specific constraints were applied while trying to maintain the conceptual integrity of the design. Through this process, the Greenfield site options were merged into a single design. Additionally, a branch option was explored only to the extent of developing program square footage requirements.

These options are representative of conceptual ideas and spatial relationships only and should not be thought of as being final. They are, in fact, only a few solutions among many that could fulfill the future needs and growth of the library. Further schematic and design development is required to ensure full code compliance and program needs. Brief descriptions of each concept follow.

Option A: Branch

Square footage: 19,200 square feet

The branch concept was only developed to the extent of creating program space needs requirements. These included: modest collection spaces totaling 6,500 square feet, associated computer and soft-seating areas, staff work areas, study rooms, and a 1,500 square foot multipurpose room. The generated program had a total of 12,500 net square feet, equivalent to a 19,200 gross square foot total to allow for circulation space, mechanical space and space that is not assignable. A complete branch library program list is in the Appendix. Because the community had voiced such a strong desire to keep the library downtown, and because it was determined that a branch library would not solve the needs of the existing library, it was decided Option A was not viable.
The design options represent conceptual ideas and spatial relationships. They are but a few solutions that could fulfill the future needs and growth of the library.

The design options included two Greenfield development sites and three variations of expansion/renovation.

Option B: Greenfield Site Concept
Square footage: 98,200 square feet
Option B was set on an undefined Greenfield site with no space limitations. It was originally assumed to be out of the downtown area. A Greenfield site was explored through the feasibility study at various stages with the Building Committee and Library Board. Because of the building's size of 98,200 square feet, the library would need to be at least a partial two-story building to accommodate the library spaces. Because the downtown location request would have been compromised in this option, it was decided Option B was viable if appropriate space was found downtown.

Library staff received requests from members of the city council to combine library facility planning with other civic facility plans, for a civic center concept. Though the Library Board and Library Building Committee are not in the position to determine the facility needs of other civic departments, the greenfield option in place of the parking lot between the Senior Center and City Hall could address the needs of the library and allow for a second phase rebuild of City Hall. Underground parking across both is certainly possible and would restore needed parking. This new site would provide more flexibility for library design elements and more convenient options for users. The library's current facility could be used for other civic purposes or sold to help defray the cost of new building.

Option C: Parking Lot Addition - Addition/Renovation of Existing-Most Collections on 1st Floor
Square footage: 94,200 square feet
Option C was developed to integrate all library spaces on one level, which would include the entire first floor of the existing library and an addition encompassing the entire city parking lot between the library and Hubbard Avenue Diner. After further review of the Space Needs Analysis, it was determined that not all the library spaces would fit within this footprint. At this point, the Building Committee and Library Board concluded that Option C was not viable.

Option D: Hubbard Avenue Addition/Renovation
Square footage: 92,800 square feet

Refer to the Space Needs Analysis chart within the 20-Year Growth section of this report for color-coding of spaces.
The Option D proposal is similar to Option C, as it is set on the existing site and adjacent city-owned parking lot. The scheme features a full renovation of the existing building with an addition to the adjacent parking lot. This scheme renovates the existing library and repurposes it for more community-oriented roles, such as meeting rooms and the auditorium. The teen/tween collection, study rooms, and media lab would be located on the first floor of the expansion. The children’s library would occupy the entire second floor, and the adult collections the third. A small rooftop terrace has also been proposed. Underground parking has been allocated for the basement levels of the expansion and within the existing library building lower level.

**Option E: Terrace Avenue Addition/Renovation**

*Square footage: 90,000 square feet*

Refer to the Space Needs Analysis chart within the 20-Year Growth section of this report for color-coding of spaces.

Option E concept has some similar attributes to Option D. The program layout is similar, with collections being distributed between three floors of a new building. The primary difference between the two options is that rather than expanding to the lot adjacent to the current library, this option expands to the city parking lot along Terrace Ave. The proposal calls for an underground pedestrian passageway below the railroad tracks.

Although this option would require additional permitting and review of the design by the railway, it is technically feasible with only a modest premium on cost of construction for the underpass. Additionally, both structures are proposed to have underground parking while retaining the current library parking lot. Retaining the current parking lot helps to support existing downtown businesses and city services. This option offers the highest parking count of the downtown expansion/renovation options.
Summary of Capital Cost Estimates

A summary of the hard cost estimates associated with the previously described conceptual options follows. These estimates are reflective of costs related to 2017 construction. Branch construction relates to 2016 construction. Square footages are based on 20-year space needs (2035).

Option A: Branch
Square footage: 19,200 square feet
Cost estimate: $4.5 million ($234 per square foot, not including land)

Option B: Greenfield Site Concept
Square footage: 98,200 square feet
Cost estimate: $24.5 million ($251 per square foot, not including land)

Option C: Parking Lot Addition - Addition/Renovation of Existing Most Collections on 1st Floor
Square footage: 94,200 square feet
Cost estimate: $19 million ($202 per square foot for renovation; $287 per square foot for addition)

Option D: Hubbard Avenue Addition/Renovation
Square footage: 92,800 square feet
Cost estimate: $18.5 million ($200 per square foot for renovation; $285 per square foot for addition)

Option E: Terrace Ave Addition/Renovation
Square footage: 90,000 square feet
Cost estimate: $18 million ($200 per square foot for renovation; $290 per square foot for addition)

Note: Allow +/- 20% for cost estimates. Refer to the detailed cost estimates and floor plans for Options D and E in the Appendix for a breakdown of costs.

Summary of Operational Costs

Current energy costs reflecting a more energy efficient building are typically:
Natural gas: $0.50/SF/year
Electricity: $1.00/SF/year

Additional staffing costs (including salary and benefits):
1 (FTE) Media Maker Coordinator: $86,000
1 (FTE) Marketing and Communication: $86,000
1 (FTE) LA III Service Desk & Security Coordinator: $76,000
1 (FTE) Volunteer & Ambassador Coordinator: $76,000
1 (FTE) Human Services: $60,000

Maintenance increase: Additional $24,000 per year for cleaning and maintenance.
Rationale for Narrowing the Options

After an in-depth discussion regarding the merits of each scheme, the Board determined it was best to narrow the focus of the options and pursue only two—Option D: Hubbard Ave Expansion/Renovation and Option E: Terrace Ave Expansion/Renovation.

The decision to eliminate the other options was a result of several factors. The branch and Greenfield sites were not pursued further because of the repeated and consistent public input expressing desire for the library to remain downtown. The Board recognized that while the Greenfield site option would be the optimal solution programmatically, the increased building cost and loss of downtown location meant the option did not merit further study. Additionally, the Board felt that the branch library wouldn’t fully resolve the programmatic and spatial shortcomings of the current library and would only be a short-term solution for long-term problems.

The Board also recognized that although the initial design intent behind the two Hubbard Avenue parking lot expansion options were different, the two had become very similar. The intent of Option C had been to create a space for all the collections on a single floor, but the site limitations required additional floors to be introduced to the design. Option D maintained its conceptual integrity of bringing program space out of the basement, reusing the existing space for community-oriented spaces and shifting the library program into the expansion across three floors. This integrity of the conceptual design led to the decision to eliminate Option C.

The chosen design options were intended to be examples of possibilities rather than actual, final designs; therefore, the selection of Option D and E for further analysis does not rule out future opportunities.
Evaluation Matrix of Design Options

Upon narrowing down the five design options to two, the evaluation matrix of facility objectives was reviewed again to see how the option of “Doing Nothing” would compare to the two selected options, Hubbard Avenue and Terrace Avenue. The chart below scores the three scenarios (“Do Nothing,” Hubbard Avenue option, and Terrace Avenue option) from 1-5 on the top sixteen facility objectives.

Even though Hubbard and Terrace Avenue scored similarly, there are advantages and disadvantages to each. For example, selecting the Hubbard Avenue space would reduce the available downtown public parking north of the railroad tracks. “Do Nothing” rates much lower on the facility objectives and would not support the library’s mission. Further community engagement and city council involvement to evaluate these and other possible options is recommended.

<table>
<thead>
<tr>
<th>FACILITY OBJECTIVES</th>
<th>OPTIONS</th>
<th>SCORE</th>
<th>SCORE</th>
<th>SCORE</th>
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<tr>
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<td>&quot;DO NOTHING&quot;</td>
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<td>4</td>
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<td>HUBBARD AVE</td>
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<td>5</td>
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</tr>
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<td>TERRACE AVE</td>
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<td>4</td>
<td>5</td>
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<td>SERVICE OFFERINGS</td>
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<td>OUTREACH</td>
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<td>5</td>
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<td>OPERATIONS</td>
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<tr>
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<td>TERRACE AVE</td>
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<td>5</td>
<td>5</td>
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<tr>
<td>HUMAN RESOURCES</td>
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<td>4</td>
<td>4</td>
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<tr>
<td></td>
<td>TERRACE AVE</td>
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<td>5</td>
<td>5</td>
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<tr>
<td>TECHNOLOGY</td>
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<td>HUBBARD AVE</td>
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<td>SUSTAINABILITY</td>
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<tr>
<td></td>
<td>TERRACE AVE</td>
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<tr>
<td>TOTAL (Out of possible 80)</td>
<td></td>
<td>45</td>
<td>75</td>
<td>74</td>
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BACKGROUND

Library Overview

Library Expansion History
The Middleton Public Library started as a shelf of books in the Burmeister-Kruse Department Store, located at the northwest corner of Hubbard and Parmenter, in 1927. Members of the Middleton Progressive Women’s Club donated the books.

Three years later, the library moved to a second-story room in the village hall. Before the end of the decade, the library ran out of space and expanded into an adjacent room. By 1948, the library experienced another space crunch and moved to a large room on the first floor of the village hall. Needing more space yet again in 1958, the library moved to the Lubcke Building (formerly the Elk’s Hotel), located on the northeast corner of Hubbard and Parmenter.

The library moved again in 1964 with the construction of a new city hall that included 2,200 square feet of library space. In 1966, Middleton joined the Dane County Library Service. In 1974, the city hall provided an additional 3,300 square feet of space for the library. By 1985, Middleton Public Library went online with a shared computerized circulation system.

In 1990, the library received its own space of 32,000 square feet on two levels, with most of the lower level unfinished. In 1994, the library introduced an online public access computer catalog. In 2003, the library renovated the unfinished lower level space to gain 10,000 square feet of usable space, and expanded slightly in the northeast corner for a total of 33,805 square feet.

Between 1997 and 2009, Middleton Public Library has conducted a number of studies to evaluate the adequacy of its current library facility and identify areas that need improvement. Each report identified areas for improvement, based either on community input or evaluation of current conditions against library service standards. The 2009 study projected a significant growth in space needs and service population through 2030.

Middleton Public Library’s history is not unusual; all public libraries have continued to need more space for their collections and services since they were first established. Interestingly, this continual outgrowth of space has primarily occurred over a time period in which library collections have been relatively stable; that is, through 2004 libraries were mainly collecting print books and magazines, and toward the end of that period also videos, records, cassette tapes and CDs. The surge in demand for public access computer stations and e-books is relatively recent.

Libraries run out of room a variety of reasons: 1) their service population increases, 2) the services they offer increase, 3) the services they offer change and require different sorts of spaces, 4) their collections add more and different types of media requiring different storage needs, and 5) the needs of their communities change.
“The mission of the Middleton Public Library is to make a positive difference in the quality of life in our community.”

Between 2003 and 2014, the library's annual circulation increased 137%.

Between 2003 and 2014, the library had a 580% increase in Internet access computers owned.

Between 2003 and 2014, the library had a 2,513% increase in digital items owned.

**Library Mission**

Middleton Public Library’s mission statement is: “The mission of the Middleton Public Library is to make a positive difference in the quality of life in our community.” This mission statement is flexible and allows the library to meet unanticipated community needs as they arise. The community may change, but the library’s mission can remain relevant.

Middleton Public Library identified specific ways to accomplish its mission:

- Offering a safe and welcoming environment in an aesthetically pleasing and conveniently organized facility;

- Supplying free and open access to information and diverse ideas, while protecting the privacy of our patrons;

- Meeting the educational, informational, and recreational needs of the community through information collections, resources, programming and outreach; and

- Providing highly competent staff to assist, guide, and instruct the public in the use of library resources and information gathering.

**Unforeseen Changes**

Middleton Public Library’s services, programs, and space needs have expanded over time and its collection has undergone dramatic changes. The following table demonstrates some of these changes:

<table>
<thead>
<tr>
<th>Library Service Data</th>
<th>1990</th>
<th>2003</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td>Licensed Electronic Databases</td>
<td>0</td>
<td>1</td>
<td>56</td>
</tr>
<tr>
<td>Internet Access Computers</td>
<td>0</td>
<td>10</td>
<td>58</td>
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<tr>
<td>Digital Items Owned</td>
<td>0</td>
<td>6,069</td>
<td>152,544</td>
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<td>Books Owned</td>
<td>43,416</td>
<td>65,636</td>
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<tr>
<td>Audiovisual Owned</td>
<td>3,506</td>
<td>13,892</td>
<td>26,603</td>
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<tr>
<td>Annual Circulation</td>
<td>255,011</td>
<td>523,796</td>
<td>718,840</td>
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<tr>
<td>Program Attendance</td>
<td>NA</td>
<td>4,268</td>
<td>25,404</td>
</tr>
</tbody>
</table>

*Information sourced from Middleton Public Library’s 2014 Annual Report*

As the table demonstrates, some of these changes were unforeseen. For example, in 1990 Middleton Public Library owned no digital items, had no Internet access computers, and no licensed electronic databases. By 2003, Middleton Public Library owned 6,039 digital items and 10 Internet access computers.
By 2014, the library saw a 2,513% increase in digital items owned and a 580% increase in Internet access computers. These were new library services that could not have been foreseen in 1990 and the increase in demand was astronomical over the 11-year period after they had been introduced.

Hence, it is not only the standard/typical changes in holdings and services that occur over time, but also the unforeseen changes and the speed of new technological innovations that led Middleton Public Library to undertake this feasibility study. This feasibility study is a way to identify the library’s best options to meet its current needs, accommodate future changes in its collections and services, and address the future needs of its community.

**A Community Resource**

All public libraries provide access to things people may not have: Internet connected computers, databases far too expensive for most people to purchase access to, ways to promote literacy, a community's history, skills training, etc.

Public libraries provide a wide variety of aid to their patrons, including employment help (e.g., helping with job searches, resume writing, and online applications), educational opportunities (e.g., applying for admission to schools, colleges, and training programs), literacy programs, health resources, medical care information, nutrition information, smart investments, consumer comparisons, bus stop routes, renters rights, technology applications, small business start-ups, and government and community services. Additionally, people often require help in understanding and filling out forms, particularly governmental applications for services such as Medicare.

However, in many places, public libraries are under siege because of tight municipal budgets and the assumption that any information one needs is readily available via the Internet. Not everyone has a home computer with Internet access. Additionally, not everything that appears on an Internet search provides reliable or accurate information. Public libraries do not simply provide access, but librarians provide navigational skills to assess, explain, and evaluate the information available. More importantly, public libraries are a community resource that provides much more than simply Internet access.

In 2014, Middleton Public Library offered 750 programs with a total program attendance of 25,404. Had there been more space available, attendance figures would likely have been even larger.

Library programs included:

- Storytime programs for children, tweens, teens, and adults. Child-aged programs included Baby and Tiny Tots, Toddlers, Bilingual, and Sensory Storytime programs.

- Events for seniors such as book clubs, fitness activities, and informational learning programs, e.g. Getting to Know Medicare.
• Jewelry making, woodworking and crafting programs for all age levels.
• Tween and teen programs such as theme bands, yoga, engineering, crafts and movies.
• The library’s new Media Maker Lab has led to new programs such as TechThursdays for teens, tweens, and adults, and daytime and evening programs for technology-related sessions.
• Middleton Public Library partnered with the Public Lands Department to introduce youth and families to Middleton’s community garden.

Community demand for the use of study and meeting rooms for purposes such as proctoring exams and book group discussions has also increased.

Public libraries are viewed by their communities as an information resource about anything and everything. People who come to the library may end up on a public access computer only after they have spent time with a librarian figuring out what information they need and how to get it. And not every inquiry leads to spending time on the computer.

While future trends and needs predictions are covered later in this feasibility study (see Future Trends within the Future Planning section), what is most clear is that library holdings, services, and programs will undoubtedly change over time, and we will not necessarily know in advance what those changes will be. To remain a vital resource for the community, Middleton Public Library has undertaken a feasibility study in an attempt to make the best plans possible for an ill-defined, but most likely very demanding, future.

About the Feasibility Study

The Library Board of Middleton Public Library conducted a Request for Proposal (RFP) and interview process to select and enter into a contract with Dimension IV Madison Design Group, an experienced public library design firm, to perform a Feasibility Study. The study commenced in October 2014, and included numerous meetings and interactions with the public, staff, Building Committee and Library Board.

The Feasibility Study is intended to define the services and relevancy provided by Middleton Public Library to its patrons, determine and articulate project-specific goals for a 20-year future, and analyze the existing facility’s infrastructure and especially its ability to accommodate a future third floor. In addition, the study predicts expansion and phasing opportunities; some options are further developed in terms of building form, cost, and impact on ongoing operations. The study also explores the possibility of a Branch Library, in addition to potential expansion-renovation of the main library.
Meetings, public listening sessions, online surveys and other methods used (e.g., measuring the entire collection) determined that, both now and for a 20-year future, the existing facility lacks sufficient space for the collection, desired programming, and other space needs for staff and related groups like The Friends of the Middleton Public Library.

**Statement of Need**

The Middleton Public Library site is fully built-out, so the opportunity for vertical expansion is very limited and impractical. Most of the 33,805 Gross Square Foot (GSF) facility infrastructure is 25+ years old, the municipal and service populations are expected to grow, and Middleton Public Library’s circulation has grown by over 157% in the past 20 years. There is continual unfulfilled demand for meeting and multi-purpose type space. If space were available, today’s collection alone would demand an additional 10,000 GSF; in 20 years the collection itself would demand space equivalent to 2.4 times its current size, approximately 32,000 GSF (almost the entire size of the existing facility).

**Statement of Objectives**

Various techniques were used to develop a Statement of Strategic Facility Objectives, which has become a part of the Middleton Public Library’s Mission Statement. Techniques include: future trends discussions, question-based planning, strategic facility plan analyses, and online surveying for the public, staff and multiple other stakeholders.

Some fifty (50) Strategic Facility Objectives in the categories of Environment, Service Offerings, Outreach, Operations, Human Resources, Technology, Sustainability and Finance were identified, weighted, and analyzed in an evaluation matrix against various fundamental options including: 1) Existing; 2) Do nothing; 3) Expansion-Renovation of existing; 4) Renovate existing plus a new Branch; 5) Relocate to City Hall site with a new Library building; 6) Expansion-Renovation plus a new Branch; 7) New main Public Library with a new Branch. While the latter three of these options ranked the highest, further discussions and analyses caused the Library Board to focus on Expansion-Renovation of the existing library as the preferred solution.

Designs that accommodate 20-year space needs are outlined in the Design Options section of this report.
Through techniques including a Stacking and Blocking public workshop, and Visual Listening/Design Workshop (charrette), the vast body of information gathered and ideas generated coalesced into two design concepts for 20-year space needs solutions:

**Terrace Avenue Option**
In the Terrace Avenue option, the Middleton Public Library functions will be located in a new, taller structure immediately south of the library in the City-owned parking lot and connected to the current Middleton Public Library by a pedestrian underpass, with the existing-renovated library facilities used principally for community functions; and

**Hubbard Avenue Option**
The Hubbard Avenue option offers a Middleton Public Library expansion into a taller addition located in the City-owned parking lot west of the existing library, with underground parking.

Total (2017) projected construction costs for these options are $18,000,000 and $18,500,000 respectively.

**Past Studies Related to Feasibility**
Since 1997, five relevant library studies have been conducted. Full copies of these reports are included in the Appendix.

**1997: Community Discussion Groups**
In a 1997 report by Himmel and Wilson on community discussion groups revealed both positive feedback and areas of improvement. Aspects of the library that, at the time, were considered to work well included: the library’s warm feeling, good overall design, easily browseable collections, good parking, and the library’s room for expansion. Among the shortcomings people identified were: desiring Sunday hours, more books on media, separate rooms for group projects, the need for more (and ergonomic) chairs, and the need for more computer terminals.

**2007: Summary of Focus Group Discussions**
The Middleton Public Library 2007 Annual Report summarized the results of six focus group discussions that were led by Ethel Himmel of Himmel & Wilson. The general responses were very positive and no large actionable items were identified. The focus groups preferred one, full-service facility rather than opening a branch. The groups were in favor of more financial support for the library to expand its holdings, programs, and staff. They also indicated a desire for year-round Sunday hours and later Friday evening hours.

**2009: Library Needs Assessment**
The 2009 Library Facilities Needs Assessment, a City of Middleton internal memorandum submitted to the city administrator on August 6, 2009, reported a 27% increase in book holdings and a 32% increase in public access computer
stations over 2007 numbers; audiovisual and periodical holdings remained about the same. This report also showed that in 2008 for Service Standards and Recommended Holdings and for Service Standards and Recommended Staffing, Middleton Public Library met the Enhanced level of service standard developed by the Department of Public Instruction (DPI). The library expressed its desire to achieve an Excellent service level standard rating in all DPI facility and collection benchmarks. In addition, the report projected needs through 2030 and recommended that a substantial increase in square footage would be required for the library to serve the projected 2030 population.

2011: Excellent Service Level Standards
A 2011 report by Municipal Economics & Planning, “2010-2030 Excellent Service Level Standards for Volumes,” projected a 27% growth in the service population in 2030 over 2010 figures. In addition, the study found that Middleton Public Library had achieved DPI’s Excellent service standard in 3 benchmarks: audiovisual holdings, public computer terminals, and FTE staffing level. This report also recommended that the existing 32,000 square foot library be substantially expanded to meet the 2030 projected population service needs.

2013: Downtown Parking Needs Assessment
On March 12, 2013, Walk Parking Associates prepared “Downtown Parking Needs Assessment” for the City of Middleton. The report, while evaluating parking needs in general, also specifically examined constructing a new parking ramp. The assessment concluded that downtown parking needs are currently being met and can support some increase in the total downtown parking demand. However, it noted that despite the overall number of spaces being adequate, some locations have higher utilization rates than the overall average, which results in localized parking deficits.

The report concluded that its findings did not support building a new parking ramp. At present, the city’s parking system is fee-neutral and the addition of supply may not alleviate parking congestion since a ramp requiring a fee would be a person’s last choice. Simply adding supply without economic incentives that would help redistribute parking demand could result in an underutilized ramp.

The study did project a need for an additional 309 parking spaces during peak weekday conditions over the next one to three years, but recommended investigating possible use of the private parking supply (figures were included in the numbers of available parking spaces.) Opening up the private parking supply to the public would effectively accommodate such growth in demand.

Both the 2009 and 2010-2030 reports indicated that the library required a substantial increase in square footage to be able to meet its projected 2030 service needs.

The Downtown Parking Needs Assessment Report indicates that the majority of Middleton’s parking supply is located within a 3 to 5 minute walk of the middle of downtown.

The 2013 “Downtown Parking Needs Assessment” report projected a need for an additional 309 parking spaces, during peak weekday conditions, over the next one to three years.
Scope of Study (RFP)

The scope of this feasibility study was defined in the Request for Proposal (RFP).

The RFP included the following items:

• An assessment of library functions to determine functions that ensure the library continues to be relevant to its service population.

• Definition of specific project goals for success in guiding the Committee and Design Team through the design process.

• A structural analysis of the existing building to assess the option of adding a new floor level within the existing building footprint, and exploration of a branch library option.

• Conduct a design charrette with staff and the Library Board to brainstorm a new library layout and phasing options, such as an expansion to the west, the addition of a floor to the existing building, a branch library.

• Develop a project cost estimate for each selected concept/option.

• Create an evaluation matrix that scores each selected option.

• Presentation of the findings to staff, Library Board, city officials, and the public.

• Provide a compilation of the findings and recommendations.

Responses to each of these scope items are explained in detail elsewhere this document, e.g. see the Assessments section. This document responds to the final scope item, to provide a compilation of the findings and recommendations.

Study Goals – Methodology

This section identifies the methodology used to gather information and data necessary to establish goals.

Library Board and Building Committee

The Library Board created a Building Committee composed of the Library Board and citizen members. As the entire Library Board has many other duties, this Building Committee became the operational group for the Board to participate in the process, prioritize options, provide feedback to the Design Team, and evaluate building design options.

Strategic Facility Plan

Dimension IV Madison Design Group created a Draft Strategic Facility Plan, dated April 2015, for the Middleton Public Library, written after other steps had already
been undertaken. This Strategic Facility Plan was presented as a draft, and was adopted by the Library Board July 14, 2015. The focus of a strategic facility plan is to predict long-term needs for space use, location(s), and financing. Space use correlates to service offerings, outreach, staffing, and flexibility for future change.

**Community Input**
Listening sessions, online surveys, a stacking and blocking workshop, and a visual listening/design workshop that included sustainability goals were held.

These sessions, workshops, and online surveys (which included a library staff survey) produced a multitude of suggestions. The listening sessions alone gathered over 700 discretely different ideas, comments, points of view, and thoughts about the future of the library. After all comments were organized into affinity groups, the Building Committee reviewed and prioritized them.

**Group Input**
Three community groups provided additional input: Middleton Senior Center, Middleton Area Historical Society (MAHS), and Friends of the Middleton Public Library. Information provided by these three groups is covered in some detail in the Public and Staff Input section of this report.

**Assessments – Facility and Site**
The site, building, various functions, and floor load capacity were all assessed. The site assessment included the loading dock, book drop, bicycle parking, pedestrian access, outdoor usable space, and traffic flow. The facility assessment included floor load capacity, existing floor plans, pedestrian paths, and layout of furniture and collections.

**Design Decisions**
The stacking and blocking workshop led to five (5) design concepts.

1. A new building on a Greenfield site; no attempt was made to be site specific.

2. A second option for a new building on a Greenfield site; no attempt was made to be site specific.

3. Expansion and remodeling of the library with the expansion facilities west of the building in a city-owned parking lot.

4. A second option for expansion and remodeling of the library with the expansion facilities west of the building in a city-owned parking lot.

5. Renovation of the existing library with a pedestrian underpass under the railroad tracks leading to a new stand-alone library south of the railroad tracks in a city-owned parking lot.
The Library Board meeting of July 11, 2015, evaluated the design options and decided to consolidate the best elements of options 3 and 4 into one scheme. The Library Board also decided to narrow the focus to two addition/renovation schemes known as the Terrace Avenue and Hubbard Avenue options.

Design options are discussed in more detail under “Overview of Five Facility Options” within the Design Options section of this report.
Concept E Terrace Avenue Option 1st Floor Plan with underground pedestrian passageway (not shown) beneath the railroad tracks.
The City of Middleton’s population is 9.6% foreign born, and 13.7% speak a language other than English at home. (2010 Census Data)

7.8% of Middleton’s population lives below the poverty level. (2010 Census Data)

### OBJECTIVE DATA

#### Demographics

Middleton is the 42nd most populated city in the State of Wisconsin. According to the 2010 U.S. Census Bureau, 27.2% of the City of Middleton population is under 18 years of age and 12.3% is 65 or older. 87.1% of the population is Caucasian, 9.6% are foreign-born, and 13.7% speak a language other than English at home. 95.8% are high school graduates and 55% have a Bachelor’s degree or higher.

The median household income is $60,439, but 7.8% of the population lives below the poverty level.

However, in terms of library usage, registered borrowers of the library extend significantly beyond Middleton city limits. In the two maps below, red dots indicate registered borrowers of Middleton Public Library, which correlates to Middleton Public Library's service population.

---

**Dane County – Middleton – Local View**

**Library Locations**

- Light Blue/Green Dots = Madison Sequoya Public Library
- Yellow Dots = Waunakee Public Library
- Purple Dots = Madison Public Library
- Red Dots = Middleton Public Library
- Green Dots = Rosemary Garfoot Public Library (Cross Plains)
Population Projections

<table>
<thead>
<tr>
<th>Data From</th>
<th>Population</th>
<th>Percentage Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010 Census</td>
<td>17,442</td>
<td>Base</td>
</tr>
<tr>
<td>1/1/2013 Estimate</td>
<td>118,146</td>
<td>4.0%</td>
</tr>
<tr>
<td>2015 Projection</td>
<td>18,540</td>
<td>6.3%</td>
</tr>
<tr>
<td>2020 Projection</td>
<td>19,670</td>
<td>12.8%</td>
</tr>
<tr>
<td>2025 Projection</td>
<td>20,770</td>
<td>19.1%</td>
</tr>
<tr>
<td>2030 Projection</td>
<td>21,780</td>
<td>24.9%</td>
</tr>
<tr>
<td>2035 Projection</td>
<td>22,570</td>
<td>29.4%</td>
</tr>
<tr>
<td><strong>2040 Projection</strong></td>
<td><strong>23,230</strong></td>
<td><strong>33.2%</strong></td>
</tr>
</tbody>
</table>

The State of Wisconsin Department of Administration prepares ongoing municipal population projections for all municipalities in Wisconsin. Its 2035 projection correlates to the 20-year projection figures used in this Feasibility Study.

Wisconsin DOA’s municipal population projection for 2040 predicts a 33.2% increase over the 2010 Census.
<table>
<thead>
<tr>
<th>Year</th>
<th>Patrons Served</th>
<th>Percentage Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010 Actual</td>
<td>27,347</td>
<td>Base</td>
</tr>
<tr>
<td>2011 Actual</td>
<td>26,353</td>
<td>(3.6%)</td>
</tr>
<tr>
<td>2012 Actual</td>
<td>26,462</td>
<td>(3.2%)</td>
</tr>
<tr>
<td>2013 Actual</td>
<td>26,910</td>
<td>(1.6%)</td>
</tr>
<tr>
<td>2014 Estimate</td>
<td>26,708</td>
<td>(2.3%)</td>
</tr>
</tbody>
</table>

Service populations include library patrons from surrounding communities. Therefore changes in library services within these communities have had and will continue to have an impact on Middleton Public Library’s service population. Surrounding communities have upgraded and expanded their facilities which explains the decline in Middleton’s service population.

The Rosemary Garfoot Library and the Alicia Ashman Branch Library have fulfilled, and will continue to fulfill, some of the demand for library services by patrons who had previously been using the Middleton Public Library.

<table>
<thead>
<tr>
<th>School Year</th>
<th>Members*</th>
<th>Percentage Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-2010</td>
<td>5,792</td>
<td>Base</td>
</tr>
<tr>
<td>2010-2011</td>
<td>5,968</td>
<td>3.0%</td>
</tr>
<tr>
<td>2011-2012</td>
<td>6,168</td>
<td>6.5%</td>
</tr>
<tr>
<td>2012-2013</td>
<td>6,338</td>
<td>9.4%</td>
</tr>
<tr>
<td><strong>2013-2014</strong></td>
<td><strong>6,379</strong></td>
<td><strong>10.1%</strong></td>
</tr>
</tbody>
</table>

*Members = Average number of resident full time equivalent students.

Over the past 5 years, the K4-12 school-aged population has increased 10%. Such growth is likely to increase the demand on the Middleton Public Library’s children services, study rooms, and teen services/collections.
Levels of Service

Both the Dane County Library Board and the Department of Public Instruction (DPI) have established library service standards. DPI further delineates its standards into levels of service: Basic, Moderate, Enhanced, and Excellent. Middleton Public Library is committed to achieving DPI’s Excellent service standard.

Achieving Excellent Service Standards

Every public library in Wisconsin is required to submit an annual report to the Department of Public Instruction. These reports provide the data that DPI uses to determine what service level a library is achieving in nine categories.

Middleton Public Library meets the Excellent service standard in five of the nine categories: 1) total full time equivalent library employees per 1000 of service population, 2) library materials expenditure per capita, 3) Internet computers per 1000 of service population, 4) Audio recordings held per capita, and 5) video recording held per capita.

Middleton Public Library, although committed to achieving DPI’s Excellent service standard, does not meet the Excellent service standard for four of the nine measures: 1) periodical titles received per capita, 2) hours open in a typical week, 3) collection size (print, audio and video) per capital, and 4) print volumes held per capita. The library can improve its service standard rating in two areas with a slight expansion of operating hours and by increasing the collection size.

The graphs on the following page compare Middleton Public Library to the Dane County and DPI Excellent standards for two service levels. A full set of graphs representing all services levels evaluated per capita (service population) is included in the Appendix. Note that DPI service standards are periodically revised; the same service level standards are unlikely to be in effect in 2035.

Per capita refers to the library’s service population.
Middleton Public Library meets the “Moderate” level of service for Collection Size. By increasing the size of the facility and expanding the collection, Middleton Public Library could become eligible for an Excellent rating in this category.

Middleton Public Library meets the “Enhanced” level of service for Hours Open in a Typical Week. By expanding hours slightly, Middleton Public Library could become eligible for an Excellent rating in this category.

Middleton Public Library does not meet its goal of achieving DPI’s Excellent level of service in either of these categories (at right and below).
**Existing Collection**

Middleton’s existing collection was analyzed and results were included in the Middleton Public Library Collection Analysis, attached in full in the Appendix. The chart below provides highlights of the net square footage of the library’s existing collections.

### MIDDLETON PUBLIC LIBRARY-COLLECTION ANALYSIS

<table>
<thead>
<tr>
<th>COLLECTION COMPONENT</th>
<th>EXISTING COLLECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHILDREN'S PRINT</td>
<td></td>
</tr>
<tr>
<td>CHILDREN'S AV</td>
<td>Existing net square footage: 1,680</td>
</tr>
<tr>
<td>TEEN'S PRINT (PREFER TWEEN LIBRARY)</td>
<td></td>
</tr>
<tr>
<td>TEEN'S AV</td>
<td>Existing net square footage: 765</td>
</tr>
<tr>
<td>ADULT PRINT (LOWER LEVEL)</td>
<td></td>
</tr>
<tr>
<td>ADULT PRINT (1st FLOOR)</td>
<td></td>
</tr>
<tr>
<td>ADULT AV</td>
<td>Existing net square footage: 2,670</td>
</tr>
<tr>
<td>HOLDS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Existing net square footage: 3,300</td>
</tr>
<tr>
<td><strong>GRAND TOTAL NET SQUARE FOOTAGE:</strong></td>
<td>Total existing NSF: 8,745</td>
</tr>
</tbody>
</table>

**Comparison to Other Libraries**

Middleton Public Library was compared to its Peer Group, Verona, Monona, Fitchburg, and Sun Prairie Public Libraries, across a variety of categories; charts are included in the following pages. The comparison libraries were chosen on proximity, the fact that they are all in the Madison Metropolitan Area, and that none of the libraries has a branch.

Not all of the Peer Group libraries have the same service population size. In national studies, service populations are grouped by size, e.g. 5,000–9,999; 10,000–16,999; and 25,000–49,999. Middleton Public Library, Sun Prairie Public Library, and Fitchburg Public Library each fall in the service population of 25,000 to 49,999. Verona Public Library falls in the service population of 10,000 to 16,999. Monona Public Library falls in the service population of 5,000 to 9,999. The actual service population numbers for each library in the Peer Group are reported in the “Service Population FY 2014” chart within this section. Chart statistics are from the annual reports provided to the Department of Public Instruction (DPI) by every public library in the state and use the actual service population, not the national groupings, for service population size.
Circulation per capita data was collected by the Institute of Museum & Library Services using U.S. public library statistics.

Middleton Public Library, as of 2013 data, has the 9th largest circulation per capita in the U.S. for libraries serving 25,000 to 49,999 people. Middleton is the only Wisconsin public library in the country to make the top 25 for this service population. The full report is included in the Appendix; the top 10 libraries are shown below. Per capita refers to the library’s service population.

Middleton Public Library also has the second highest circulation rate in the South Central Library System, consisting of libraries across seven counties in Wisconsin. This is a municipal circulation rate, not a per capita (service population) rate, and comes from data published by the Department of Public Instruction entitled, “2014 Wisconsin Public Library Service Data Preliminary.”

Circulation Per Capita

<table>
<thead>
<tr>
<th>Library Name or Area</th>
<th>Circulation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>OH - UPPER ARLINGTON P.</td>
<td>56.86</td>
</tr>
<tr>
<td>OH - PORTER PUBLIC LIB.</td>
<td>40.59</td>
</tr>
<tr>
<td>OH - SHAKER HEIGHTS P.</td>
<td>37.38</td>
</tr>
<tr>
<td>OH - NORTH CANTON PUBL.</td>
<td>32.67</td>
</tr>
<tr>
<td>OH - MASSillon PUBLIC LI.</td>
<td>32.45</td>
</tr>
<tr>
<td>IL - ELMHURST PUBLIC LIB.</td>
<td>31.80</td>
</tr>
<tr>
<td>MA - WELLESLEY FREE LIB.</td>
<td>30.86</td>
</tr>
<tr>
<td>OR - LAKE OSWEGO PUBL.</td>
<td>30.04</td>
</tr>
<tr>
<td>WI - MIDDLETON PUBLIC LI.</td>
<td>29.76</td>
</tr>
<tr>
<td>AZ - PRESCOTT PUBLIC LI.</td>
<td>29.72</td>
</tr>
</tbody>
</table>

2013 DATA / SERVICE POPULATION 25,000-49,999

Circulation per capita data was collected by the Institute of Museum & Library Services using U.S. public library statistics.
Middleton Public Library is the busiest library in the Peer Group.

How Busy is Your Library?
(Total Circulation/Annual Service Hours), FY2014

<table>
<thead>
<tr>
<th>Library</th>
<th>Total Circulation/Annual Service Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun Prairie Public Library</td>
<td>185</td>
</tr>
<tr>
<td>Monona Public Library</td>
<td>76</td>
</tr>
<tr>
<td>Fitchburg Public Library</td>
<td>110</td>
</tr>
<tr>
<td>Verona Public Library</td>
<td>175</td>
</tr>
<tr>
<td>Middleton Public Library</td>
<td>204</td>
</tr>
</tbody>
</table>

Middleton Public Library is the busiest library in the Peer Group, circulating 10% more items per hour than the next busiest library. This high traffic/usage indicates a need for more square footage in the Middleton facility. Some of the peer libraries are newer, underscoring the growth phenomenon common to new facilities.

Middleton Public Library has the third largest service population of the Peer Group libraries.

Service Population, FY2014

<table>
<thead>
<tr>
<th>Library</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middleton Public Library</td>
<td>26,708</td>
</tr>
<tr>
<td>Verona Public Library</td>
<td>16,737</td>
</tr>
<tr>
<td>Fitchburg Public Library</td>
<td>28,286</td>
</tr>
<tr>
<td>Monona Public Library</td>
<td>9,141</td>
</tr>
<tr>
<td>Sun Prairie Public Library</td>
<td>40,229</td>
</tr>
</tbody>
</table>

Middleton Public Library has the third largest service population in the Peer Group. Per capita comparisons in other charts reference the service population size.
Middleton Public Library has the highest total circulation among the Peer Group libraries.

Middleton Public Library's total circulation is 12% higher than libraries with the next highest total circulation in the Peer Group, and is almost 3 times higher than the library in the Peer Group with the lowest total circulation.

Middleton Public Library has the second largest number of registered borrowers in the Peer Group.

Middleton Public Library has the second largest number of registered borrowers in the Peer Group. Despite having 18% fewer total registered borrowers than Sun Prairie Library, Middleton Public Library has a 12% higher total circulation rate, and 36% more library visits than Sun Prairie.
48% of Middleton Public Library's circulation is by registered borrowers living outside the City of Middleton; Sun Prairie Public Library has 32% of its registered borrowers living outside its city limits.
Middleton Public Library has by far the highest total number of library visits in the Peer Group, showing 36% more visits than Sun Prairie and 35% more visits than Verona.

Middleton Public Library also has the highest number of library visits per capita within the Peer Group.

When library visits are analyzed in terms of service population, the number of Middleton’s visits falls in the middle of the Peer Group. Among the three libraries with the same “grouped” size service population of 25,000 to 49,999 (Middleton, Fitchburg, and Sun Prairie), Middleton has the highest circulation per capita.
Middleton Public Library is the second smallest library in the Peer Group by square footage.

Middleton Public Library is second to last in total square footage in the Peer Group, with 6,000 less square feet than Fitchburg Public Library, which has the most. The smallest library in the Peer Group also has the smallest service population group.

Middleton Public Library is the second smallest library in the Peer Group by service population size.

Middleton Public Library has the second smallest square footage per capita (service population) in the Peer Group.
Middleton Public Library falls in the middle of the Peer Group for operating income.

Operating Income Per Capita, FY2014

Middleton Public Library falls in the middle of the Peer Group for operating income per capita; it is 16% below the library with the highest operating income per capita.

Municipal Appropriation Per Capita, FY2014

Middleton Public Library falls 9% below average for municipal appropriation per capita.

The average Peer Group municipal appropriation per capita is $43; Middleton Public Library is 9% below the average at $40 per capita.
Middleton Public Library falls in the middle of its Peer Group on total operating expenditures per capita; its expenditures are 9% less than Verona Public Library, which has the highest total operating expenditures per capita in the Peer Group.
**Busiest Library, Small Square Footage**
The preceding charts comparing Middleton Public Library to its Peer Group libraries reveal a number of interesting facts:

1. Middleton Public Library is **second to last in total square footage** within the Peer Group, holding 6,000 square feet less than Fitchburg Public Library.

2. Middleton Public Library is also the **second lowest for square footage per capita** (actual service population) within the Peer Group.

3. Middleton Public Library has the **second highest number of registered borrowers** within the Peer Group.

4. Middleton Public Library has the **highest total circulation** and the **highest total non-resident circulation** within the Peer Group, despite having 4,094 fewer registered borrowers than Sun Prairie Public Library (which had the highest number of registered borrowers).

5. Middleton Public Library is the **busiest library** in the Peer Group. It has the **highest number of library visits** among the Peer Group libraries and the **highest circulation per service hour**.

6. Middleton Public Library's operating income per capita, municipal appropriations per capital, and total operating expenses per capita all fall in the middle of the Peer Group.

As the **busiest library in the Peer Group**, Middleton is operating in the **low- to mid-range of its Peer Group** libraries on the measures of total square footage, square footage per capita, operating income, appropriations, and operating expenses.

Collections at Sun Prairie Public Library.
While the busiest library, Middleton Public Library operates in the low- to mid-range of its Peer Group on several important measures.
Programs and Participants

Middleton Public Library offers a wide variety of programs to its service population; but programming is limited due to lack of space. Some programs are very stable (e.g., storytime), while others (e.g., technology training) change as new technologies, devices, and applications become popular. Library programs are discussed in more detail under “Programs and Community Use” in the Assessments section of this report.

Library programs are designed for and offered to all age groups, from babies to seniors. A few of the programs offered by the Middleton Public Library include:

- Storytime for different age groups
- Adult crafts
- Organizing photos online
- Marshmallow builders for tweens
- Masquerade ball for teens
- Summer reading programs
- Writing and drawing contests for teens
- Library book exchanges
- TechThursdays for adults, teens, and tweens (e.g., learning through YouTube for adults)
- Creative writing for adults

Having fun at Dane County Trivia Night.

TechThursdays is a program for adults.

A Frozen sing-a-long event.

An all-ages family yoga program.
The following charts provide data on Middleton Public Library’s program attendance and the number of programs offered, again compared its Peer Group of other area libraries chosen by proximity, the fact that they are all in the Madison Metropolitan Area, and that none of the libraries has a branch.

Chart statistics are from the annual reports provided to the Department of Public Instruction (DPI) by every public library in the state and use actual service population numbers. Per capita refers to the library’s service population.

**Middleton Public Library offers the most programs among the Peer Group libraries.**

<table>
<thead>
<tr>
<th>Library</th>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middleton Public Library</td>
<td>750</td>
</tr>
<tr>
<td>Verona Public Library</td>
<td>719</td>
</tr>
<tr>
<td>Fitchburg Public Library</td>
<td>398</td>
</tr>
<tr>
<td>Monona Public Library</td>
<td>419</td>
</tr>
<tr>
<td>Sun Prairie Public Library</td>
<td>525</td>
</tr>
</tbody>
</table>

*Middleton Public Library offers the most programs among the Peer Group; 4% more than Verona which offers the second highest number of programs, but 30–47% more programs than the remaining three libraries in the Peer Group*
Middleton Public Library's program attendance is 43% above the statewide average.

Middleton Public Library comes in third among the Peer Group libraries for program attendance. Interestingly, Sun Prairie, which has the second highest total program attendance is second to last when program attendance is measured per capita. Middleton’s program attendance per capita is 43% above the statewide average.

Middleton Public Library has the third highest program attendance per capita, even though attendance is limited by lack of space.

Middleton Public Library has the third highest level of program attendance even though attendance is limited by lack of available space. This chart is an interesting comparison to the “Total Square Footage of Library, FY2014” chart within the Objective Data section of this report that shows total square footage of the Peer Group libraries; Verona, Fitchburg and Sun Prairie all have more square footage available than Middleton.
ASSESSMENTS

Site

Traffic Flow and Book Drop
The existing Middleton Public Library parking lot presents several challenges. Traffic patterns are often misinterpreted, cars often enter/exit the wrong way and the layout forces pedestrians to cross the entry drive aisles. There is an abrupt transition from auto-oriented zones of the parking lot/street and the pedestrian level of the library entrance. Library staff reports continuous patron complaints about the existing parking lot.

By having the entrance to the lot adjacent to the library, many drivers direct their focus to the oncoming traffic on Hubbard Avenue rather than the pedestrians within the parking lot. This is a safety concern given the number of young children, senior citizens, and disabled people that visit the library. In addition, because the existing book drop is walk-up only, cars will often park briefly in the drive aisle to return books. This adds to congestion and presents additional visual disruptions that increase pedestrian hazards.

Although the Library currently offers bike racks, it does not offer other amenities that are considered to be a component of a bike-friendly facility. These additional amenities include covered parking, changing rooms and shower facilities. These are critical components to promote employee and guest bicycle commuting.

City of Middleton Parking/Zoning Requirements
Middleton Public Library is in the B-4 Downtown Business zoning district. Typically, this zoning district does not require off-street parking; people shopping at downtown establishments are expected to park on the street. However, libraries have a parking requirement: “Libraries, art galleries and museums shall provide one space for each eight hundred (800) square feet of gross floor area.” The 2035 parking requirement amounts to 113-116 stalls, based on the design options outlined earlier in this report.

Middleton zoning ordinances also require that “When the intensity of use of any building, structure or premises shall be increased through addition of dwelling units, gross floor area, seating capacity or other units of measurements specified herein for required parking or loading facilities, parking and loading facilities as required herein shall be provided for such increase in intensity of use.”

And that, in regard to numbers, size, layout, landscaping and surfacing, “The standards of the City for number of parking spaces, size of spaces, layouts of parking areas, surface access from parking areas to streets or driveways, and landscaping shall be governed by Specifications and Standards, promulgated administratively by the Director of Public Works and approved by the Plan Commission. These Specifications and Standards shall be periodically reviewed
and updated, as necessary. In the formulation and review of such standards, requirements as to handicapped access, variations in size and type of vehicles and other relevant considerations shall be taken into account.

Lot/Expansion

The existing library building is already built up to the front lot line and offers only minimal setbacks from the adjacent property lines. These constraints, when combined with the structural limitations preventing possible vertical expansion, present only one remaining viable option for expansion of the existing building. This is to expand into the city-owned parking lot to the west or south of library or green space. Any future expansion will likely need to offer underground parking to avoid a net loss of parking to the downtown area (please see the "Downtown Parking Needs Assessment" report included in the Appendix). Such underground parking may also support efforts to have less impervious surface parking on the site. The public also communicated various parking issues and problems; a solution to the existing parking lot situation is needed to solve these.

Facility

The existing Middleton Public Library facility is 33,805 gross square feet (GSF). All but approximately 800 square feet was constructed in 1989 (the original building). Much of the Lower Level was left unfinished when the 1989 construction was completed.

In 2003-04, a major interior renovation was undertaken to add usable finished space to the library, focusing particularly on the Lower Level. At that time, the Quiet Reading Room and the Lower Level utility spaces below it were added (the approximately 800 square feet added, 400 per floor, in the northeast corner).

Various improvements have been made since then, such as more energy-efficient lighting, finishes replacements, and general maintenance updates. Relatively minimal Upper Level improvements were included in the 2003-04 project; the project concentrated on the Lower Level and the newly-constructed middle stair/elevator. In 2015, carpeting replacement and miscellaneous other modifications were completed. In summary, the bulk of the existing 2003-04 renovated spaces are in good, reasonably well-maintained condition given the 11-12 years of service they have provided.

By today's standards, the existing building's roof and wall insulations are considered minimal. Walls are currently insulated with 2” of rigid insulation, which at the time of installation, performed at not greater than R-11 when tested at 40 deg F. Roofs are insulated with 3” of rigid insulation which, at the time of installation, performed at not greater than R-16 when tested at 40 deg F. These types of rigid insulation lose their R-value over time due to chemical
decomposition. Wisconsin winter conditions often experience lower than 40 deg F temperatures in the heating season, and these rigid insulations can perform either better or worse in colder (and cooling season) conditions, depending upon the type of insulation used. Today’s standards for wall and roof insulation R-values, for a building of this type, would be in the range of R-20 to R-24 for walls, and R-24 to R-50 or more for roofs.

Mortar joints on exterior brick walls appear to be tight and sound. Windows appear to have “double-glazing” insulating glass, common to the late-1980s and prior to “Low-E” glass. Window frames are wood with metal cladding, generally in good condition given their age of about 25 years of service. Some aluminum storefront door-window systems are used at certain locations, such as the main entry.

Toilet rooms appear to be in good, serviceable, well-maintained condition. Generally speaking, the entire building appears to have been well-maintained over the years.

Services

Middleton Public Library provides patrons and others in the community with a wide range of services, going beyond traditional public library services like reference questions, support for book clubs, interlibrary loans, and computer training.

New Technologies

The advent of e-books and downloadable books, wireless online printing from remote locations, and other forms of technology have all contributed to the dramatic changes in the library’s service offerings. Fairly recently, Middleton Public Library established a Media Maker Lab with the library’s first 3-D printer, the Ultimaker 2. Daytime and evening programs for technology-related sessions are offered ranging from “apps,” blogging, publishing, and introductory programs for beginners. TechThursdays for teens, tweens and adults is one such program.

Room Demand

Demand for Study and Meeting Rooms has been great with intended uses like proctoring exams and book group discussions; these rooms must be reserved and scheduled. Library Board policy dictates that the various meeting rooms are primarily for Middleton Public Library use, and for use by community and other not-for-profit groups for programs of an informational, educational, cultural, or civic nature. Excluded are non-library programs involving the sale, advertising or promotion of products or services; use by business firms and other for-profit organizations soliciting or selling products or services; private social functions, such as showers, birthday parties, and dances; and programs which would interfere with the library’s operation by causing excessive noise, a safety hazard, and/or security risks. The demand for meeting space has been so great that, for example, Book Discussion meetings have been compelled to go off-site.
Events
Events offered at Middleton Public Library, programs generally categorized by the various age groups such as children, tweens, teens and adults, have been steadily increasing in both number and participants. Very popular programs include the “1000 Books before Kindergarten” and the Summer Reading Programs. Technology-related offerings are available for each age group as well. Bilingual (Spanish) collections and programming have been established. Travel, yoga, fantasy football, creative writing, musical events and many other programs round out the offerings. Programming has generally been conducted six days a week, with occasional programming on Sundays.

Items for Sale
Books, DVDs and other donated collection materials are offered for sale by The Friends, supported by library staff, with ongoing items for sale on the Upper Level near the Adult Fiction shelving, plus many more available in the Lower Level Friends Booksale area, with specific hours of operation. To expand its service offerings, Middleton Public Library also facilitates volunteerism, such as individuals who volunteer their time for reshelving returned materials, a Teen Advisory Committee that helps staff by recommending materials to purchase, and participation in Friends activities, such as donated book sorting and sales.

Universally, patrons indicate that the level of service provided to them by staff is exceptional and superior to services provided at other area libraries.

The comparison libraries in the following charts were chosen based on proximity, the fact that they are all in the Madison Metropolitan Area, and that none of the libraries has a branch. Per capita refers to the library’s service population.
Middleton Public Library leads the Peer Group in total numbers of public computers and Internet computers.

Middleton Public Library leads the Peer Group in total number of public computers, even though it is second to last in total square footage and in square footage of library space per capita.

Middleton Public Library offers the most Internet computers of the Peer Group, while ranking second to last in total square footage and in square footage of library space per capita.
In terms of Internet computers available per 1,000 of the library's service population, Middleton ranks third in the Peer Group.

![Bar chart showing public computers in FY2014](image)

Middleton Public Library could use more computers to serve its population of users. However, in terms of Internet computers available per 1,000 of the libraries’ service populations, Middleton Public Library ranks third in the Peer Group. Despite having the highest total number of Internet computers available, Middleton Public Library could use more space and more computers to serve its population of users. Still, 2.28 Internet computers per 1000 of service population exceeds DPI’s Excellent level of service standard (which is 1.34).

**Technology**

Computer technology at Middleton Public Library is generally considered to be “current” in terms of the number of computer stations available for library patron and library staff use, applications found, online catalogues, and Wi-Fi throughout. Middleton Public Library has a dedicated Information Technology staff member that keeps very busy with Help Desk and other related data and A/V projects.

The ceiling of the Lower Level is used for data cabling distribution for both floors of the library. Retrofitting the facility for the Cat 5e data cabling has been challenging; above-ceiling cables are strung throughout where possible. The closet used for the file server is functional, but cramped for space.

There are some analog phones at Middleton Public Library, but most phones are VOIP. Patrons are permitted to use their cellphones on the Upper Level if they are not noisy, or in the Lobby-Vestibule. Patrons have experienced dropped calls in the Lower Level.

Middleton Public Library currently has a high-definition IP security camera system and is the library's own system via a vendor; it is more than adequate and can take on many more cameras.
The three most recent, major Information Technology “projects” accomplished were the installation of the returned-materials sorter (RFID), the acquisition-installation of the Self-Check devices, and the acquisition-installation of the 3-D Model Maker. The RFID conveyor-bins and the 3-D Model Maker took up valuable space in the staff workroom as no other appropriate space was available.

**Programs and Community Use**

Middleton Public Library offers a variety of library and community programs for children, tweens, teens, and adults. These typically occur in the Archer Meeting Rooms, except for Storytime programs, which are held in the Children’s Library.

**Storytime Area of the Children’s Library**

Storytime is typically held two times per day, three days a week; more sessions are scheduled in the summer. Storytime programs in the Children's Library include: Baby and Tiny Tots, Toddlers, Bilingual, and Sensory Storytime Programs. There are up to 50 participants in the Storytime area with an average of 20-30 per session. These numbers include parents, who either sit in chairs or on the floor. Overcrowded Storytime sessions also include a take-home paper, as crafts are not part of the Storytime session due to space limitations.

If a program is not being held, the Storytime area is open for use by patrons daily until 7:00 p.m. It is used as a tech-free, play and learn space. During this time, Storytime items are stored in a small closet. Additional storage space is needed, as well as better access to toilet rooms and children’s collections related to the Storytime area.

**Archer Meeting Room Programming**

Programs held in the Lower Level Archer Meeting Rooms are not able to accommodate large group events because of the rooms’ sizes. Program attendance can range from a handful to 100+ with standing-room only, depending on the program.

Examples of programming held in the Archer Meeting Rooms include:

- A variety of technology classes, such as Tips and Tricks, Tech for Beginners, Apps for Phones, Digital Storytelling, iPad Academy, Organizing Photos, YouTube, and Internet Safely for Families.

- All ages performances like concerts, magic shows, and author/book signings.

- Events for seniors like book clubs, fitness activities, and informational learning programs, e.g. Getting to Know Medicare.

- Meeting rooms act as an art studio for jewelry, woodworking and craft programs for all age levels.
Tween and teen programs can include theme bands, yoga, engineering, crafts, haunted house, and movies.

Summer Reading Programs are popular for all age groups; Final Summer Reading Programs for children and teens/tweens are well-attended events.

Limited storage is available and accessible access exists for only one of the meeting rooms. A small, non-accessible kitchenette is provided; however, a full-size kitchen with a washer and dryer is needed in order to better support the programs. Flexible seating and tables would be ideal, especially for ease of setting up and taking down, which is typically done by a single staff member. A mini-stage would be favored as well.

Access to the Archer Meeting Rooms is problematic. The rooms are located on the Lower Level and can be accessed via the elevator or stairs off the First Floor Lobby, but not from the Lower Level adult nonfiction, computer lab, and other areas. Ideally, the meeting rooms would be more visible and inviting, located off the Lobby and easily accessible by all ages and abilities. Because of its location, patrons may not even realize that programs are taking place in these rooms.

Structural

Dimension IV Madison's structural consultant, OTIE, analyzed the existing building's structure for potential internal expansion of a possible second floor "floated" above the existing main level. OTIE's structural engineer designed Middleton Public Library's most recent renovation-expansion project and is familiar with the structure. The original building was not designed for vertical expansion of an additional floor.

The existing two flat roof areas (their roof framing structure) cannot support any floor loading. Therefore, for either of those areas, an "overbuild" would be required; essentially a new structure and floor, constructed above the existing roof, which would remain in place. In both situations (south and/or west vertical expansion above the flat roofs) there would be significant disruption inside the existing building on both levels, as several new interior columns and footings would need to be constructed. New outboard columns and footings would also be needed. While all this is technically feasible, it would be quite costly and practical only if other options were not available (i.e., horizontal expansion).

Structural calculations and sketches were developed for consideration of a new "floated" floor via two options within the high-ceiling space on the existing upper level. In either option, the code-required 150 pounds per square foot live load floor loading capacity for library stacks cannot be achieved due to the size of the existing columns, beams and footings and their load-bearing capacities.

The code also requires office occupancies to have live load capacities in the 50 to 100 pounds per square foot (PSF) range, i.e., lobbies, 100 PSF; upper level...
corridors, 80 PSF; within offices, 50 PSF. Either option would significantly change the appearance of the main space, not necessarily in a good way. These options would also require new interior columns and footings, and related disruption, for a minimally larger expanded floor area. The actual space gained would be minimal, and two stairs and elevator access would be required. Space gained would be in the range of 2,500 net square feet (NSF) of usable space. Because the added square footage is so small, the unit cost would be in the range of $300-400/NSF, much more than you could expect to pay for a horizontal expansion for new space.

As a result, while “internal” vertical expansion is possible, it is impractical and thus was eliminated from further consideration.

**Mechanical/Electrical**

Mechanical/Electrical systems in the existing building are largely original equipment, installed during the initial 1988-89 design-construction. The International Building Code first took effect in Wisconsin in 2002. However, the 2003-04 small addition (Quiet Reading Room and Lower Level mechanical beneath) and interior renovation project was designed under the previous Wisconsin Enrolled Commercial Building Code, as was the original design-construction.

The majority of building infrastructure is original. While one new air-handling unit was added with associated ductwork to serve the remodeled Lower Level in the 2003-04 renovations, the original 1988-89 MEPFP equipment was largely unchanged at the time, except for the electrical panels needed to serve the air handling unit, air conditioning condensing units, and the new elevator.

Various systems have been modified, replaced, or upgraded in recent years, such as data cabling, temperature and damper controls, and various types of maintenance items. At present, the Library is experiencing a boiler replacement, with expected completion before the heating season of 2015-16. The new high-efficiency boilers will have extra capacity in the range of 20-25%, not nearly sufficient for any major building expansion. Similarly, existing electrical capacity is not nearly sufficient for a major expansion. Plumbing systems are adequate for renovation, but additional domestic water supply and waste piping would be necessary for a major expansion. Fire protection sprinklering would likely demand a new water lateral and fire riser as well.

**Accessibility**

Since the original structure and the 2003-04 renovation-addition were completed under the Wisconsin Enrolled Commercial Code, as opposed to today’s building code (the International Building Code or International Existing Building Code), certain elements of accessibility do not meet today’s code standards. Examples include the staff entry, exterior ramp slopes, toilet room grab bars, and side clearance requirements at doors with closers. Various toilet rooms are generally
wheelchair accessible, as are the elevators and main front entry where automatic doors have been installed. While the building code would not require bringing the entire building and its site up to current code accessibility standards, the federal civil rights legislation known as the Americans With Disabilities Act and its companion ADAAG Guidelines, apply to Middleton Public Library and other public buildings, regardless of the building code currently in effect.

Under the building code, should the “Work Area” (i.e. the area being renovated, measured in square feet) exceed 50% of the entire floor area, then the entire facility must be accessible per current code requirements. The building code classifies these alterations as “Level 3”, the most restrictive of the code requirements. The building code further defines “Level 2” and “Level 1” alterations, the least restrictive. In simplest terms, Level 1 alterations constitute changes of finishes, such as wall painting or new floor coverings, without requiring major modifications for improving accessibility. The middle “Level 2” alterations have various requirements depending on numerous factors. Accessibility requirements under Level 2 alterations are similar to, but slightly greater than, those for Level 1 alterations, depending upon the reconfiguration of space.

In 2015, exterior improvements to make the staff entry accessible and other miscellaneous minor modifications are planned. In summary, the existing 2003-04 renovated facilities provide reasonably good accessibility given the age of the facilities. Obviously any new construction would have to meet the current codes, but this new construction would not count in determining which alteration level one must meet for the renovation of the existing library. Renovations to the existing library would only count the “Work Area” in the existing building to determine how much of the building would be required to meet the current accessibility code.
**Existing First Floor**

Less than 20% of the Upper Level is devoted to the Children's Library.

*Floor plan of the Upper Level (first floor) at Middleton Public Library.*
PUBLIC AND STAFF INPUT

Listening Sessions

Two, in-person listening sessions were conducted to get input from the community regarding their ideas of what they would like the library to offer. Key findings are listed in the Synthesis of Input section of this study.

Online Surveys

Surveys were created that were offered to the public, staff and stakeholders (i.e. the Library Board and Building Committee) to compile information on preferences, needs, wants, and desires. Key points are listed with the Synthesis of Input section of this study.

Stacking and Blocking Workshop

A stacking and blocking workshop was held for the public at which participants could manipulate “blocks” of paper representing identified portions of the library to try different arrangements of the library areas. From this workshop the five design concepts were developed, two for Greenfield non-specific site locations and three for addition-renovation options.

Visual Listening, Sustainability Goals and Design Workshop

A visual listening, sustainability goals and design workshop was held that included approximately 100 pictures of other libraries, town halls, and municipal buildings for people to view and express their likes and dislikes. The five design concepts were presented and participants were asked to fill out a questionnaire to elicit their opinions; this questionnaire included sustainability options and issues. Again, key findings are listed in the Synthesis of Input section of this study.

Library, Other City Staff and South Central Library Services (SCLS) Input

Twelve meetings were held with library and city staff and SCLS on the various components of the building. Discussions included all library components and collections, along with IT, municipal networks in the city, facility management/parking, and Friends book sales.

Community Outreach

Input was gathered from three community groups: the Senior Center, Middleton Area Historical Society (MAHS), and Friends of the Middleton Public Library. A summary of the wishes and needs of these groups follows.
**Senior Center**

Interviews with Senior Center representatives resulted in a wide variety of wishes and suggestions:

- Public access computers will become even more important, as the Senior Center will be eliminating its PC labs.
- Continued access to books and audiobooks.
- More one-on-one technology opportunities.
- More programs for seniors.
- More meeting spaces.
- Soundproof spaces.
- Space for small group performances.
- Coffee bar.
- Food service and gift shop.
- Combination library, senior center, daycare/eldercare services, living spaces, and recreation center.

**Middleton Area Historical Society (MAHS)**

The MAHS space is currently very limited and difficult for more than one person to use at a time. Hours are also severely limited and environmental conditions are poor for safe storage of valuable historic materials. With those current limitations in mind, MAHS proposed several ideas:

- Part of the new library could be dedicated to the creation of a Middleton History Center consisting of a display-reference room and a MAHS office-research room.
- This History Center within the library would house MAHS's historic documents and photographs along with other Middleton historical documents and reference materials.
- The library currently has its own collection of historic reference materials, and there are historic materials currently stored at Middleton High School. Ideally, all of these materials would reside together in a new Middleton History Center at the library. Such an arrangement would provide immensely greater access to historic materials and provide the materials with a safer environment.

The Senior Center, Middleton Area Historical Society, and Friends of the Middleton Public Library all have visions for services that would require more space in the Middleton Public Library.
**Friends of the Middleton Public Library**

The Friends of the Middleton Public Library has a purpose to work to enhance and improve library services and consists of members from the city and surrounding areas. This group consistently funds $30,000-40,000 annually for library programming. The Friends offered the following:

- The Friends organization would like to see no reduction in any of the spaces they currently use.
- The Friends Board would support any expansion to these current spaces, especially to enhance the book/library store concept and/or coffee shop and book shop model.
- The Friends desire no reduction in the current programming spaces and would support any expansion of spaces for library programming.
- The Friends Board supports the use of library space during off-hours to host major fundraising events, such as performances.
- The Friends Board anticipates that book sales will continue to be a source of income in the next 20 years, but it may also seek revenue through a coffee shop/library store and perhaps through the rental of e-reading devices and sales of downloads of media to e-reading devices.

These ideas could allow for increased opportunity to sustain funding for library programming and make books affordable to those who wish to purchase them. Spaces to sort, store, and sell books and other items remain a necessity.

**Synthesis of Input**

Data from all of the aforementioned activities were tabulated and circulated to the Library Board and Building Committee for ongoing review. Summarized highlights of the findings follow.

**Public Input Summary**

More than 1,000 discretely different ideas were captured via the Listening Sessions, online surveys, and Visual Listening/Sustainability Goals Design Workshop.

- Online surveys revealed that 90% of the survey respondents use the collection; 46% use the Quiet Reading/Study Space; 60% said the library has shortcomings; and 55% expressed a preference for expansion of the current space, while 12% preferred a new branch.
- Initial public reactions included, “We like the library the way it is and where it is,” “Great library and staff,” and “Didn’t the remodeling just happen?” The most recent library remodeling occurred 12 years ago.
• Existing facility themes included mixed opinions (from “the library is great,” to “the library is outdated”) but showed a preference for a downtown location.

• Universally, the public considers the existing downtown location to be ideal.

• Other findings indicated that the Lower Level is consistently an issue, feeling claustrophobic and providing little natural light, a split adult collection, and a poor image.

• Universally, the public thinks parking needs to be improved. There is poor traffic flow and poor pedestrian access to the library entrance. Bike and stroller parking are desired, and a plaza would be nice.

• Universally, the Upper Level is considered welcoming and inviting, while the Lower Level is perceived as remote, dark, windowless for the most part, and uninviting. The Entrance Lobby is congested; there are noisy, distracting acoustics; noise carries to the Lower Level; and the colors, fabrics, and furniture are outdated.

• There is a high demand for additional and improved meeting rooms, including a desire for a 200-person multipurpose room. There is high demand for study/tutorial rooms, instructional spaces, and a comfortable and flexible performance space for library and community programs.

• There is an increasing demand for technology (e.g. iPads, tablets, Kindles, launch pads, interactive displays, download and charging stations). Other technology themes from public input sessions included a desire for innovative learning spaces (e.g. media lab, community learning commons); more offerings, especially for kids; and more computer carrels throughout the library.

• Sustainability themes included (in order of importance; not all items are listed):
  ◦ Natural daylighting to reduce energy
  ◦ Use of renewable energy
  ◦ Alternate transportation options (bus/bikes)
  ◦ Efficient heating/cooling
  ◦ Increased ventilation
  ◦ Reduced water usage
  ◦ Water efficient landscaping (but keep the garden!)

• Miscellaneous themes that were popular included:
  ◦ Don’t get rid of the books!
  ◦ Separate spaces for young adult versus tweens
  ◦ Coffee shop
  ◦ In-house social worker
Future Trends

Future trends in library collections and services are important to consider in planning for a facility expansion. Below are a number of trends and predictions, gleaned from published reports, articles and people interested in the future of libraries. Example sources include the Pew Research Center and the American Library Association.

Print Books

While there is definitely a trend for public libraries to dramatically increase their e-book holdings, there is not a correspondingly dramatic trend to reduce their print collections. The only nationwide data found on decreasing print collections tracked the years 2000-2009 and showed a 4% decrease over those ten years. More recent articles and reports have focused on individual libraries and have tended to show a 2-4% decrease in print holdings every year.

Various surveys, including information gathered from Middleton Public Library users, indicate that library patrons are still very attached to print materials. Research published by the Pew Research Center in 2013 found that among Americans who had visited a library or bookmobile in person over the past 12 months, 72% in the 16-29 age group borrowed a print book, and 73% aged 30 and older borrowed a print book. These figures suggest that significantly reducing print book holdings is not a viable option for libraries to gain space for other needs.

New Media and Replacement Technologies

Media formats evolve over time and old technologies disappear. The 8-track tape is gone; it’s becoming difficult to purchase equipment that will play cassette tapes; and the life span of CDs is winding down. The telephone has morphed from the dial phone, to push button phones, to cordless phones, to cell phones, to some sort of combination music player, satellite radio, and game playing device.

Gamification, one of 21 trends identified by The Center for the Future of Libraries, is defined as the application of game elements and digital game design techniques to nongame settings. Game-based learning is game playing that has defined learning outcomes. The Center claims that game-based learning is seeing greater adoption and recognition in educational and professional settings. Libraries are considered ideal for the type of learning and discovery promoted by these types of games in small groups or large classes.

Changing Lifestyles

People today lead lives that are much more rushed than before. We sleep, on average, two hours less per night than 80 years ago. About one third of us eat our lunches on the run. Two-thirds of young people surf the web and watch television at the same time. One survey found that 43% of people in our society have trouble...
making decisions because of sheer data overload. In general, we are hurried, harried, and overloaded. We welcome any avenue of assistance, not only in how to use new devices, but also in how to evaluate them.

**Unplugged**
Related to changing lifestyles is another trend identified by The Center for the Future of Libraries: Unplugged. The Center argues that people are at risk of cognitive overload. Even as libraries are being urged to become more interactive, provide more spaces for groups, provide more connectedness (technological and personal), libraries should also capitalize on their reputations as quiet reading places by making some spaces in their building as a place to unplug. Programming and services that allow for quiet reflection or limit the use of technology might be surprisingly popular.

**Transition from Information Center to Culture/Community Center**
The idea of the public library as “simply” a repository of facts and information has been changing rapidly. The notion of library as a cultural center is a more useful vision for the library of the future. We think of cultural centers as museums, theaters, parks, and educational institutions, yet the library of the future could include aspects of all or any of these. For example, it could incorporate the community's historical museum. Libraries might provide spaces for viewing such collections in community learning spaces.

**The Maker Movement**
Easier access to tools (e.g., 3D printers, laser cutters, design software), and components, (e.g., circuit boards, sensors) provide opportunities to invent and create in new ways, beyond manufacturing and businesses. Couple this tool availability with easy access to needed information (e.g., online forums for sharing expertise, questions, and experiences), and you have created communities of makers. The library could provide spaces and equipment for creators to work in and create media, called a Maker Space. Maker Spaces provide places where individuals can gather, use shared equipment, and learn.

**Flipped Learning / Connected Learning**
In a flipped learning model, students review content online via video lectures and assignments are completed during class time with students and teachers working collaboratively. Connected learning occurs across learning networks, including school, home, libraries, and community centers. It supports the idea that people learn best when learning is reinforced and supported in multiple settings.

Librarians may be called on to assist in assembling the materials needed and to provide library spaces where students without home access can view recorded lectures, and have spaces available for study. These learning concepts suggest a closer working relationship between a community’s schools and its public library.
“Despite their embrace of technology, 62% of Americans under age 30 agree there is ‘a lot of useful, important information that is not available on the Internet,’ compared with 53% of older Americans who believe that.”

Digital Natives
Digital natives are those children and young people who have grown up with Internet access, depend heavily on mobile devices, are heavy consumers of social networking services, consider speed to be of vital importance, and routinely multitask across devices and between work and play. At the same time, research by the Pew Internet and American Life Project found that this group’s media and technology behaviors straddle the print and digital environments; they use the library for quiet study as well as a place to collaborate and hang out.

A Pew Research Center Report from September 2014 found that “Despite their embrace of technology, 62% of Americans under age 30 agree there is ‘a lot of useful, important information that is not available on the Internet,’ compared with 53% of older Americans who believe that.”

Future Research and Discussion
There is virtually no end of ideas for how libraries might do more. Some of these ideas will become community demands. Libraries must evaluate any future direction in terms of their mission and their communities. It is easy to get caught up in new technologies, however some technologies won’t last long and may provide little benefit. A library’s function cannot be reduced to its technical services and information offerings. Knowledge is never solely a product of technology.

With all this in mind, a 90-minute brainstorming session was conducted in collaboration with Van Mell Associates. Selected participants were to come up with topics for further research and discussion, outlined in the 2014 report “Facility Planning; Future Trends.” The full report, with its prioritized findings, is included in the Appendix. Selected findings include:

Increasing Need for Gathering Places
There is an increasing need for social gathering spaces that are more open by nature. Libraries can provide a range of gathering places, like collaborative spaces and meeting rooms, and provide an open, interactive library that allows personal interactions to take place.

More Automation Throughout the Library
To provide flexibility and to make the most use of all available space, the library needs to have power outlets and access for various technologies throughout the library, not only in dedicated areas.

Need for More One-on-One Services
Librarians are routinely asked for help by individual patrons. Libraries can provide one-on-one programming services for specific patron needs, whether it is genealogy research, early literacy, specialized research, or assistance with understanding government forms.
More Partnering
To assist the library in being an educational tool for its patrons, opportunities for partnering with local businesses, organizations, and schools should continue to be explored. Ideas might include job training support, classes on retirement benefits, and providing support for school projects.

Question-Based Planning / Question Discovery Outline
In conjunction with Van Mell Associates and selected participants, a question-based planning/question discovery outline was created. The December 5, 2014 report identified important questions Middleton Public Library managers had about the library’s future and identified the 15 most important.

The top three questions about the library’s future were:

• What do we need room for that we don’t have now?
• What does the community want from our building(s)?
• Is our technology adequate for staff and patrons?

The report is included in the Appendix.

Long-Range Strategic Facility Goals
Long-range strategic facility objectives were established by the Library Board and Building Committee using the findings from the Strategic Facility Plan, Future Trends December 11, 2014 report, the Question-Based Planning/ Question Discovery Outline, and online surveying of the public, staff, and multiple stakeholders. Fifty (50) facility objectives were identified.

A few of the identified facility objectives were:

• Maintain “ideal” downtown presence.
• Define and integrate “community center” components.
• Establish sustainability goals and meet or exceed them.
• Increase fundraising via gifts and grants.
• Provide enhanced access to programs and services.

The Facility Objectives Evaluation Matrix included on the following page analyzes these objectives versus options.
## Facility Objectives Evaluation Matrix

### Environment

<table>
<thead>
<tr>
<th>Objective</th>
<th>Weight</th>
<th>Existing score</th>
<th>20-25 years score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain &quot;ideal&quot; presence downtown</td>
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<tr>
<td>Facilitate a welcoming, safe and inviting &quot;feel&quot;</td>
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<tr>
<td>Fully integrate natural light with artificial illumination</td>
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<tr>
<td>Enhance biking and walkability</td>
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<tr>
<td>Integrate defined noise-level-appropriate library facilities</td>
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<tr>
<td>Provide adequate parking</td>
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<tr>
<td>Provide more flexible studio/creation spaces</td>
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<tr>
<td>Create a greater sense of inclusion and sense of community spirit</td>
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<tr>
<td>Maintains long-term expansion opportunities</td>
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<tr>
<td>Provide enhanced accessibility</td>
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### Service Offerings

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<td>Define and integrate &quot;community center&quot; components</td>
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<tr>
<td>Offer learning opportunities that support a wide array of learning styles</td>
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<tr>
<td>Facilitate more and larger group meeting and study rooms</td>
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<td>Enhance lifelong learning and literacy opportunities</td>
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<tr>
<td>Support the efforts of regional educational and cultural organizations</td>
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<tr>
<td>Facilitate enhanced creative program space</td>
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<td>Provide enhanced performance-type functions</td>
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<td>Provide enhanced Friends' services and space needs</td>
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<tr>
<td>Provide enhanced technology training</td>
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<td>Integrate local history services and space needs</td>
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<td>Enhance wellness, nutrition, and educational offerings</td>
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<td>Integrate food &amp; beverage offerings</td>
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<td>Provide enhanced spaces for children, tweens, &amp; teens</td>
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### Outreach

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<td>Engage all of our citizens in our diverse offerings</td>
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<td>Accommodate current and future service and program partnering</td>
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<td>Accommodate live feed broadcasting</td>
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### Operations

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<td>Continue improvements in customer service</td>
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<tr>
<td>Improve patron flow and workflow throughout the facilities and outdoor spaces</td>
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<td>Integrate a driveup bookdrop into the RFID sorting system</td>
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<td>Provide appropriate sightlines for the collection, computers, etc.</td>
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<tr>
<td>Continue improvements to programming and the collection</td>
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<tr>
<td>Enhance and fully integrate volunteerism</td>
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<td>Minimize disruption of patrons, services, programs and staff</td>
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<td>Provide appropriate staff work space</td>
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<td>Retain our great staff</td>
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<tr>
<td>Be able to recruit and retain great future staff members</td>
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<tr>
<td>Provide effective training and development</td>
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<td>Enhance facility-related staff productivity and efficiency</td>
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### Technology

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<tr>
<td>Increase technology offerings for patrons, interactive displays, etc.</td>
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<td>Leverage technology for greater staff productivity</td>
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<td>Integrate flexibility for rapidly changing technological advances</td>
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<tr>
<td>Provide for rapid digital &amp; online expansion</td>
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<td>Expand data security, reliability &amp; privacy</td>
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### Sustainability

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<tbody>
<tr>
<td>Establish sustainability goals and meet or exceed them</td>
<td>5</td>
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<td>Reduce energy usage</td>
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<td>Provide interactive energy-usage demonstration displays</td>
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### Finance

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<td>Increase fund raising via gifts and grants</td>
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<td>Define and implement effective cost management</td>
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<td>Increase revenue sources through space offerings</td>
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Total | 454               | 263               |

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<th>Relocate to City Hall site-New Bldg</th>
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Long-Term Viability of the Library

Not uncommon in today’s dialogue regarding public libraries is the rhetorical question, “Can libraries viably sustain themselves, and are they necessary, for the long-range future?” One clear challenge is that, compared to even a decade ago, public libraries are expected to have collection materials in multiple media (for example, DVD and Blu-ray) and there is no evidence of a substantial diminishing interest in hardcover and softcover books. As a part of our discovery process, we looked at future trends in libraries and collections and gathered ideas as to how long-term trends might reshape location/access, design and financing of libraries.

Supporting the Community

Public libraries play an important role with respect to literacy and poverty in our country. Life-long learning behavior starts at the toddler age. Early learning literacy and literacy training for parents supports school-readiness. Unfortunately, many homes lack computers and/or Internet access.

Library services needs vary widely by demographic elements. The success of, or lack of, public transportation factors into the ability to service members of the community. The growth in the aging population and the multi-family housing component in Middleton also play roles in the library’s future.

There is an ever-increasing demand upon public libraries to do more, with less. More automation throughout the library, more staffing and staff training, more commuters in the workforce, more home-business entrepreneurs using the Study Rooms at public libraries for Wi-Fi access, and more people using phone-in services are all contributing factors.

Another common theme is the public library is becoming “the place” for multi-generational community gatherings and events. Positioning Middleton Public Library in the future, vis a vis the Historical Society, the Senior Center, The Friends, and the myriad of other groups that would like to call the library “home,” will also influence its facilities and service offerings.

A Public Resource

Can public libraries continue to meet demands placed on them, without the benefit of operating endowments? Do public libraries overlap, or complement, similar services and offerings in the K-12 setting? Are public roadways and public safety elements more, less, or equally important to the community?

It is highly unlikely that libraries would become “unnecessary” any time soon. Public libraries are recognized for free access to information, they provide a critical role for all citizens and are appreciated as educational, cultural and economic assets in communities.
The legal basis and rationale for public libraries has been established by the State Legislature; public libraries are organized by statute under Chapter 43. While public libraries are prohibited by statute from charging user fees for certain service offerings, they do uniquely qualify, as a segment of municipal government, as an entity eligible for tax-deductible gifts, and grants, through their 501(c)(3) counterparts, The Friends Group.

Public libraries also make significant contributions to the local economy in several ways. For details, please refer to Making Cities Stronger: Public Library Contributions to Local Economic Development by the Urban Library Council, and The Economic Contribution of Wisconsin Public Libraries to the Economy of Wisconsin by NorthStar Economics, in the Appendix.

**Workforce Development**
Public libraries, including Middleton Public Library, support job hunting and career development. Workforce development is accomplished via partnerships with area employers. Support for small business can include workspace, Wi-Fi, and related computer training; information access; financing alternatives; and tailored support such as technical assistance.

**Library as a Catalyst**
Many communities have also demonstrated that their public library buildings are catalysts for physical development, complementing local development planning and often changing developers’ perceptions about a downtown or a community as a whole. For downtowns, public libraries anchor development, generate foot traffic, increase quality of life and public safety, help diversify a community, and generate great synergy for consumers and service providers, unlike most other municipal buildings.
FINAL THOUGHTS

It has been our pleasure to work with the Middleton Public Library staff, Library Board, the Building Committee, and hundreds of City of Middleton residents to pull together this Feasibility Report.

We are exceedingly impressed with the services, programs, and skills offered by Middleton Public Library, its director, and staff. And we feel confident that with the obvious affection and support that Middleton residents have for their library, that the library will have a long and fruitful future continuing to “wow” its patrons.

I love my library because...

The library is a beautiful sharing and discovering of ideas. It’s really like traveling the world in my own neighborhood! Thank you.
APPENDIX


2. Branch Library Program List, draft dated 06-19-2015


14. Group Input Statements
   ◦ Friends of Middleton Public Library Input
   ◦ Middleton Area Historical Library Input
   ◦ Senior Center Input

15. Himmel & Wilson April 1997 Community Discussion Groups Report


29. Middleton Public Library Collection Analysis

30. Middleton Public Library Levels of Service compared to Department of Public Instruction (DPI) Levels of Service Standards, 2014; charts.


34. Option D: Addition/Renovation of Existing Library – Hubbard Avenue Cost Estimate and Floor Plans

35. Option E: Addition/Renovation of Existing Library – Terrace Ave Expansion Cost Estimate and Floor Plans


