UPPER ARLINGTON PUBLIC LIBRARY

2023 Facilities Master Plan

Library Space Assessment & Recommendations

December 2023

HBM
ARCHITECTURE
INTERIOR DESIGN

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Overview

Overview

Noting each facility's condition, location, and capacity to accommodate 21st century library services is an important part of this Facilities Master Plan. UAPL's facilities cannot be one size fits all. Each facility requires thoughtful design to create a tailored and immersive experience that will draw the community into the building and improve the user experience.

Proposed recommendations focus on major renovations to the Tremont Road location as the highest priority with immediate need. Looking further into the future we recommend minor improvements to Miller Park and reconfiguration of the ground floor of Lane Road. While the Miller Park Library is land-locked, interior updates and incorporation of more mobile shelving and furniture could provide further flexibility of the space. However, looking forward, there is a need for additional space here. The Lane Road Library is in need of a reconfiguration to improve use of existing space on the ground level and some cosmetic updates to the children's area should be considered as well. Looking ahead, there is potential for expansion on the current site which could allow for increased services to the community and we would recommend a more in-depth reconfiguration of both floors in order to respond to changing needs at that time.

Recommendations for facility improvements and reconfiguration are geared toward developing flexible spaces, creating spatial efficiencies, and updating adjacencies with the understanding that material formats, technology, and community needs change quickly and adaptability is key.

The Master Plan is intended to be a "working plan" that addresses current conditions while positioning the Library to move forward. Recommendations made in this document are based on the statistics and observations collected during a 10 year span. Due to the COVID-19 pandemic and subsequent modifications in library services, information gathered in 2020 and 2021 may not be an accurate guide for indicating usage patterns. However, this document does take into account lessons learned during the pandemic and an understanding of its lasting impact on library services. It is expected that library materials, technology, programming, and service models will continue to evolve, and usage patterns will change. It is intended that this document will be revisited and updated based on the changes that come.

Service Area Population: 36,010

Median Age: 39.4

Median Household Income: $132,783

Average Home Value: $454,700

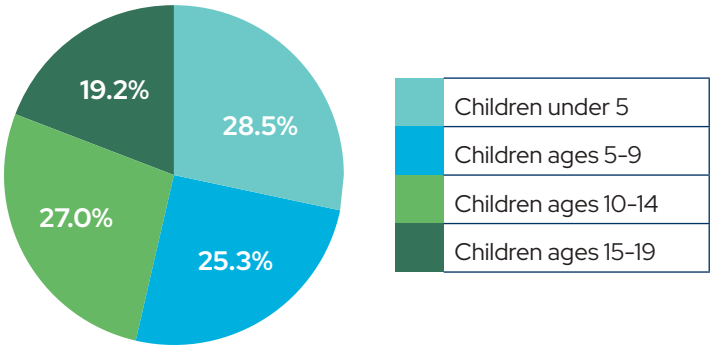
Households with Children: 29.8%

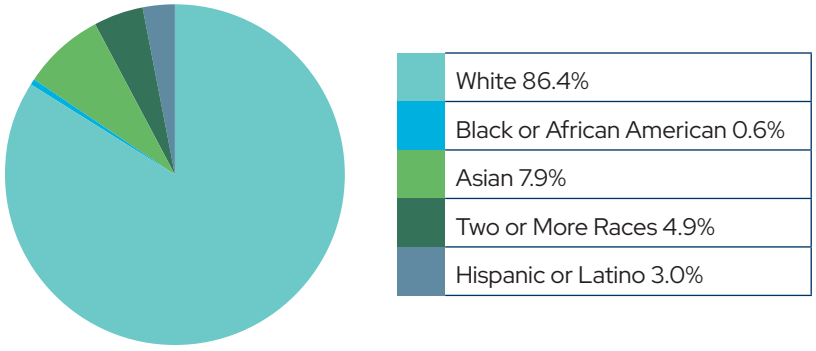
Households with a Computer: 98.3%

Households with Broadband Internet: 96.4%

Education - Bachelors Degree or Higher: 80.1%

Poverty Rate: 2.3%





Overview

ABOUT UPPER ARLINGTON PUBLIC LIBRARY / Strategic Plan

STRATEGIC PLAN 2021-2026

Draft Update 5.26.20

Library Mission

To create educational, social, entertaining experiences to inspire our local community to ***explore, gather, and grow.***

DATA ANALYSIS & MEASUREMENT

Aggressively measure efforts and report on results so we can remain accountable to the community and ourselves.

- 4.1 **Data Inventory**
- 4.2 **Data Analysis Collaboration**
- 4.3 **Data Analysis Plan**
- 4.4 **Data Analysis Evaluation**

MARKETING & COMMUNICATION

Produce effective communication strategy to increase use and awareness of the library's role in the community.

- 2.1 **Audit, Plan, and Implement Internal Communication Plan**
- 2.2 **Audit, Plan, and Implement External Communication Plan**

USE OF SPACE

Optimize space that provides welcoming, engaging, and purposeful activities.

- 3.1 **Audit, Plan, and Implement Public Space Plan**
- 3.2 **Audit, Plan, and Implement Staff Space and Resource Plan**

CUSTOMER IMPACT

Provide exceptional experiences for everyone that promote community, celebrate our traditions, entertain, and inspire lifelong learning.

- 1.1 **Identify & Refine Programming Priorities**
- 1.2 **Review and Revise Collections Philosophy and Circulation Policies**
- 1.3 **Attract and Retain Customer-Focused, Talented, and Motivated Staff**
- 1.4 **Evaluate and Define Tailored Services**
- 1.5 **Finalize and Implement Community Engagement and Outreach Plan**

ABOUT UPPER ARLINGTON PUBLIC LIBRARY / Strategic Plan Continued

DATA ANALYSIS & MEASUREMENT

4.1 **Data Inventory**

A comprehensive audit of the current methods, types, locations, purposes, and frequency of data the library collects.

4.2 **Data Analysis Collaboration**

Help departments define and set priorities with current and potential data.

4.3 **Data Analysis Plan**

Develop and train staff on data collection standards and methods to help evaluate goals.

4.4 **Data Analysis Evaluation**

Evaluate standards on established schedule. Report data out.

MARKETING & COMMUNICATION

2.1 **Audit, Plan, and Implement Internal Communication Plan**

2.2 **Audit, Plan, and Implement External Communication Plan**

Audit current communications and plan appropriate methods to gather, disperse, store, update, and prioritize communications considering target audience, messaging, timing, vehicle, and frequency. Analyze and evaluate for awareness, impact, and effectiveness.

CUSTOMER IMPACT

1.1 **Identify & Refine Programming Priorities**

Audit current programs and use data provided by Impact and Accountability Task Force to review and refine goals. Determine data needs and review priorities to develop program goals.

1.3 **Attract and Retain Customer-Focused, Talented, and Motivated Staff**

Assess the organization and set goals for retention, benefits, salary, work environment, and training. Define and communicate job competencies.

1.2 **Review and Revise Collections Philosophy and Circulation Policies**

Use current data including community interests and trends to review and revise collection philosophy and circulation policies. Develop long term philosophy, short term goals, and create a schedule.

1.4 **Evaluate and Define Tailored Services**

Audit current services and use data provided by Impact and Accountability Task Force to review and refine goals. Determine data needs and review priorities to develop service goals.

1.5 **Finalize and Implement Community Engagement and Outreach Plan**

Develop and maintain existing key partnerships and assess new collaborations. Evaluate partnerships annually to determine scope of work and sustainability.

USE OF SPACE

3.1 **Audit, Plan, and Implement Public Space Plan**

Conduct usability study to determine current use of public space and resources, considering location, size, availability, uses, and amenities; evaluate results; and create a master plan.

3.2 **Audit, Plan, and Implement Staff Space and Resource Plan**

Conduct staff space evaluation to determine areas of need including sufficient resources such as furniture, technology, and equipment in order to maximize performance and workflow.

Overview
SUMMARY OF MODERN LIBRARY SPACES

The following categories describe national trends in library planning and design. Some of these trends have already been considered for future integration where possible.

Strategies for Efficient Space Utilization

One of the most important considerations for a library building is long-term flexibility and the ability to adapt to future changes in services, materials, programs, and technology. Flexibility in layout can be accomplished by using furniture like de-mountable partition walls to create spaces. HBM has found that these glass partition walls work well for study rooms, conference rooms, and office space layouts. They can provide flexibility and visual transparency where needed. More importantly, as usage patterns change over time, these types of walls provide an easier option for reconfiguration than traditionally constructed walls.

A renovated library building should take innovations in infrastructure under consideration such as a raised access floor. This type of system allows for total flexibility in the configuration of the primary library space by being able to relocate technology wiring and access to power outlets. These systems range in depth from 2"-4" and do require slight sloping to maintain accessibility if only a small area will be raised. This system is typically used to add flexibility in technology-rich environments with sufficient ceiling clearance.

It is important for the Upper Arlington Public Library to be able to develop and sustain spaces that meet the current needs of the community while having the flexibility to transform to accommodate future change. Spaces should be easily maintainable and thoughtfully designed. Having service points, displays, and seating that can be easily reconfigured can also give the entry experience a new look and feel to keep things fresh or to better size other areas of the library as usage patterns change without undergoing further major renovation projects. The focus of long-term adaptability is to ensure that you continue to develop a space for everyone.

Building Location

- Buildings located for visibility on / from a main thoroughfare for ease of access, to draw in new library users, and demonstrate the exciting things happening in the library
- Building sites would ideally also allow for adequate parking, the possibility of integrating drive-up services, and the potential for outdoor programming space

Building Exterior

- Well-lit and accessible building entry
- Use of glass to bring natural light into the building in a variety of ways, for both public and non-public staff areas
- Use of glass to create great visibility from outside of the building into the space so that passersby can see what's going on in the library, interesting and fun offerings, activity within, and people.
- Attractive signage that clearly designates this building as a public library
- Opportunity for the Library to advertise events, new offerings, features, etc.
- An external walk-up or drive-up book drop that would ideally feed into the circulation / processing workroom or as close to that area as possible
- Attractive and easily maintained landscaping selections that emphasize native plants and sustainable practices

24/7 Access to Physical Materials

- Popular for providing after-hours access to smart lockers where library users can pick up materials on hold
- Vending machines for books have also been on the rise - especially for libraries located in busy areas and people will be passing by on their way to / from other places
- 24/7 access may not be appropriate for every branch in the system and should be considered based on usage patterns

Overview
SUMMARY OF MODERN LIBRARY SPACES

Walk-up & Drive-up Services

- The Lane Road and Tremont Road locations would benefit from the incorporation of drive-up services.(If possible) This can mean a book drop that feeds into the staff workroom or a service window where customers can pick up holds reserved specifically for drive-up pick up. (Instead of the red awning for curbside pick-up)
- At Lane Road, this would be challenging to accomplish without a full reconfiguration of the ground floor and driveway. This may be easier to accomplish if an addition occurs in the future.
- Drive-up service windows are most effective when located in a staff work area that is easily accessed by staff at the circulation desk or in the circulation workroom for efficiency and oversight.

Entry Experience / First Impressions

- Welcoming entry experience with clear signage and intuitive way-finding
- The entry point should be observable by a single staff person
- Good visibility to material returns, the holds area, a service point, and new materials
- A space designed to be accessible, easily changeable, add interest, and keep the experience fresh

Public Service Points

- Service points with clear oversight of the building entry, public computers, study rooms, etc.
- Should be approachable with multi-height options
- Children's area service points should be integrated into the children's area
- Mobile service points can be used throughout the library to support fixed service points as needed
- Mobile service points should also have appropriate seating for a staff member
- Service points should be identified using way-finding techniques like carpeting and clear sightlines
- Sightlines are very important - both to and from the service point

Cafe Spaces

- A vending machine area with adjacent table and chair seating is sufficient to provide a cafe space in the libraries at this time

Shelving & Collections

- Shelving should be organized to create clear sightlines, prevent hidden corners, and not block windows that are bringing natural light into the library space
- We understand that in some areas, current shelving is higher due to limited available space, however, lowering shelving heights can improve sightlines and put the collection at an easy to retrieve height for customers. Collection use may need to be reassessed to right-size collections for each location
- Consider incorporating seating in collection areas to encourage browsing and comfort
- Consider a dynamic but still easy to browse collection layout to breakup long runs of linear shelving
- Shelving in central areas could be mobile for flexibility (mobile shelving does contain a wheel-locking mechanism)

Merchandising & Display

- Materials arranged to promote browsing and discovery
- Use of slanted shelving in stack areas for face-out display
- Incorporating mobile and possibly fixed display units that feature face-out materials, stacked book displays on tables, etc. Mobile displays (including A-frame style) should not be more than 4 shelves high to maintain sight lines
- Consider end panel display shelving beyond the use of slat wall
- Consider areas to highlight with LED illuminated feature display

Overview
SUMMARY OF MODERN LIBRARY SPACES

Children's Areas

- Consider utilizing lighting, color, and changes in flooring / carpeting to better identify the children's area within a branch library
- In some locations, glass partition walls may also be helpful for noise mitigation
- Consider incorporating an engaging "play, learn, and grow" space that goes beyond early literacy skills to include interactive manipulative elements and activities in the children's area. These items are most effective when openly accessible in a children's area and are typically located in the area geared towards toddlers and younger children.
- Consider also incorporated more active play elements for "big body play" meaning durable but safe pieces that let kids exercise their large muscles.
- Differently themed interactive elements could be featured at each location creating a "children's museum" across the library system
- Be mindful to avoid creating an overall theme for a children's area that is stagnant and limits future flexibility or reconfiguration

Teen Areas

- A designated (and sometimes enclosed) teen space could be a draw at some locations whereas labeling a "teen space" increases the odds that it is left empty and under-utilized at other locations
- Investigate ways to approach and design an area that would naturally draw teens without necessarily labeling it as a Teen Area. This space might include innovative and interactive technology, gaming options, interesting lighting, fun / flexible seating configurations, and access to both loud and quiet areas.
- Teen spaces can be designed to appeal to adults during the day and teens after school creating a multi-purpose space that can be used in a variety of ways
- The entire library can be intended to be a magnet for teens and library users in their 20's without a defined teen space but perhaps instead defining other quieter areas for adults using the branch at the same time. This approach is also successful in libraries that see a high enough amount of use by teens where a designated area would not be sufficient to accommodate use.

Technology

- Access to power for customers throughout public spaces is limited and could be supplemented with some free-standing charging stations. Improving access to power should be a top priority for any building improvement projects.
- An increase in access to power and robust network infrastructure for a variety of library users as the shift to mobile devices continues to grow; mobile charging stations may also be used to supplement access to power; powered tables and chairs could be integrated as well.
- Comfortable, technology-rich environments that are used by a variety of people whether students, active adults, children, those who work remotely, entrepreneurs, etc.
- Security systems to ensure safe spaces for staff and library visitors.
- Technology training and support areas with a focus on education that can also be available to outside groups.
- Public computer stations should be located with good staff and / or security oversight.
- Consider incorporating some collaborative computer stations that can be used by multiple people at the same time.
- Screens placed throughout the buildings should be intentional and connected to a programmatic purpose.
- A shift from desktop computers to mobile devices either through the use of secure laptop / tablet dispensers or other library services. Dispensing units can be kept behind a service point for security and also used for technology training programs instead of fixed computer stations.
- Access to Wi-Fi often extends outside of the library building to the surrounding site providing a vital service in areas where home internet access is not the norm. This can be supported by creating outdoor elements for safe gathering and incorporation of illuminated bollards that can double as a charging station for personal devices.

SUMMARY OF MODERN LIBRARY SPACES

Making

- Providing accessibility to programs and materials that encourage creativity / making while promoting the vital skills of science, technology, reading / writing, engineering, art, and mathematics.
- Flexible content creation / maker spaces designed to be agile and easy to re-purpose as this trend evolves. This can be accomplished through the potential development of a room that features a glass wall that could be created using demountable partitions that can be reconfigured in the future as interests change.
- Depending on how this space is used, walls in this space may be used for display instead of storage.
- Depending on the equipment and activities here, this space may need ventilation to the outside and possibly also make up air to accommodate equipment used.
- In some locations a mobile maker space that houses equipment in a locked cabinet that is brought out into a meeting room space for maker programs may be more appropriate.

Study / Conference Spaces

- There are currently no study rooms at any of the UAPL locations
- A variety of small group study spaces are in demand whether they are enclosed (with or without doors) for privacy, semi-private, or even created using furniture.
- A number of small 4-8 seat meeting rooms with doors, book-able by groups for small meetings could also be helpful at some locations.
- Consider developing "equipment-ready" rooms that can be reserved ahead of time with equipment for recording, music creation, sewing, etc., and have good visibility from a staff service point. This could allow the Library to offer some great creative equipment without needing to create a fixed maker space.
- Areas for collaboration whether through the use of enclosed spaces or through the use of furniture.
- Study / conference rooms should have access to power. Some may also have access to a screen / video conferencing software / plug and play options.

Meeting / Event / Program Spaces

- There meeting room options at Tremont Road are currently inadequate for the demand of use and size of spaces available
- The multi-purpose room at Miller Park is also inadequate for the size and variety of programming at this location. Particularly children's programs.
- Large meeting rooms should have enclosed table and chair storage, a sink area, and if possible, a storage closet / area for more commonly used program items.
- Flexible library spaces that can easily accommodate larger programs.
- Flexible program spaces that can be sub-divided to accommodate groups of various sizes with appropriate wiring, technology, and power operated dividing walls.
- There should be space adjacent to the large event space that can be used for overflow seating or standing room. This space can be connected to the meeting room by use of a sliding partition wall or over garage-style doors. We recommend material display units and furniture in this space that would be convenient to rearrange for larger events.
- Consider the possibility of an indoor / outdoor event space option.
- Large flat-floor space suitable for seated, table and chair, or open set-up.
- This is a space that should be able to capture the interest of library visitors who are unaware that an exciting event is happening. Consider visibility into this space from the lobby or main library space to entice patrons who are unaware of programming options at the location.
- Flexible library spaces that can accommodate pop-up programs as needed.

Overview
SUMMARY OF MODERN LIBRARY SPACES

Restrooms

- Barrier-free public restrooms located on each floor of the library where there is public space. These restrooms should be in clear view of a service point.
- Gender neutral / "family" unisex style restrooms should also be provided and not labelled per a specific gender. These restrooms could also function as the family restrooms within or near the Children's area, or these could be additional unisex restrooms to support public use. Depending on the location, these should be located within clear view of a service point where possible.
- Depending on the location, family restrooms should be located within, or adjacent to, the Children's area and in clear view of the service point.

Staff Work Areas

- Staff areas should be supported with appropriate storage
- Deliveries should enter the building in a climate-safe area adjacent to the staff workroom
- Staff work areas should have access to natural light where possible
- A combination of collaborative team project spaces and quieter work area with designated work stations
- Off-floor / non-public work areas that are flexible for changing staff needs and collaborative for cross-training
- Adjustable height workstations should be considered
- Processing areas should have large flexible work tables for handling materials and equipment
- Space for moving carts around desks and work islands
- UAPL is currently circulating a healthy number of physical items per capita and there may be a need to implement an Automated Materials Handling system (AMH) here
- Staff work areas should be designed with an eye towards preparation for moving towards an AMH processing model
-

Sustainable Design Considerations

- Consider incorporating day-lighting controls
- Energy efficient HVAC equipment and lighting fixtures
- Replacement of inefficient / leaky windows
- Finishes with low VOC materials for paint / wall covering, carpeting, and adhesives
- Designed to achieve cost effective sustainable design
- Consider adding car-charging stations for electric vehicles at locations where this may be in demand
- Consider opportunities to incorporate solar panels where feasible to capture energy
- There may be an interest in developing educational programming around some sustainable design features to encourage interest and exploration in library users. This could also extend to learning about the natural surroundings at library locations with larger sites.

Visual Noise

It is important for the Library's management team to visit each location to identify quick fixes and long-term solutions that can be implemented system-wide. Some service points may be cluttered with myriad paper handouts and signs creating a busy and unwelcoming feel at the desk while also limiting space for patrons to place items. The overall goal is to create a predictive experience that can counter a natural inclination to hang more "words" creating visual clutter. Buildings should be arranged with an intuitive layout that leads users to where they want to be without the need for signs. Signage guidelines could be considered that can unify fonts, color palettes, and sign holders across locations.

Overview
SUMMARY OF RECOMMENDATIONS

Prioritized Recommendations		
Priority 1	**Priority 2**	**Priority 3**
Complete reconfiguration & renovation of Tremont Road Library	Reconfiguration and updates to the first floor of the Lane Road Library	Conduct a feasibility study to examine the possibility of the expansion of Lane Road's First Floor
	Updated FF&E at Miller Park to improve flexibility for programs / events (may also include some layout modifications)	Conduct a feasibility study and partnership meeting with parks department regarding outdoor program space at the Miller Park Library

Priority 1

Complete reconfiguration and renovation of the Tremont Road Library to create a new layout for improved functionality, way-finding, and recapturing under-utilized spaces. This would also include updates to all finishes, furnishings, and equipment inclusive of lighting and shelving.

Targeted areas include the entry experience - the oversized vestibule, circulation department, and atrium space. The media collections area is already being re-imagined in response to waning collection use as with re-imagining of the reference / research area on the lower level. Additionally, improving visibility to the lower level access points and information regarding offerings on the lower level.

This library is in dire need of study and meeting spaces ranging from 2-4 person study rooms to large flexible event and program spaces. Adult, teen, and children's areas should also be addressed in terms of layout / configuration of both public and staff work areas. Re-examination of functions located on the first floor versus the lower level is also needed.

Priority 2A

Reconfiguration and updates to the first floor of the Lane Road Library to create a new layout for improved functionality, adding study rooms, and adapting to changes in how patrons are now using the library.

Priority 2B

Updated FF&E at Miller Park to improve flexibility for programs / events. Furniture and shelving should be updated with mobile options that can help staff more easily reconfigure the space for popular programs. Some modifications to the layout may further support this endeavor in relocation of adult shelving. We also recommend possible relocation of the service desk to create a larger potential program area. This may necessitate a new desk being mindful that staff need space to work on projects at the desk. Updates to Miller Park may also address the need for quiet study space and the under-utilized multi-purpose room, and configuration of the staff office on the first floor.

Priority 3A

Possible expansion of Lane Road Library to better respond to changing patron needs. An expansion could provide an opportunity to create a larger meeting space on the first floor thus converting the lower level meeting room into a designated children's program room or instead to bring the children's area to the first floor to make it easier for those with strollers to navigate the library. An expansion could also support repositioning of the staff work area to offer drive-up services.

Priority 3B

Outdoor program space at the Miller Park Library has been a wish list item for some time. Considering the library building itself is both historic and land-locked, outdoor reading and program space could provided some much needed expansion. The Library would need to work in partnership with the Parks Department to determine the feasibility and scope of this project.

02
User Data

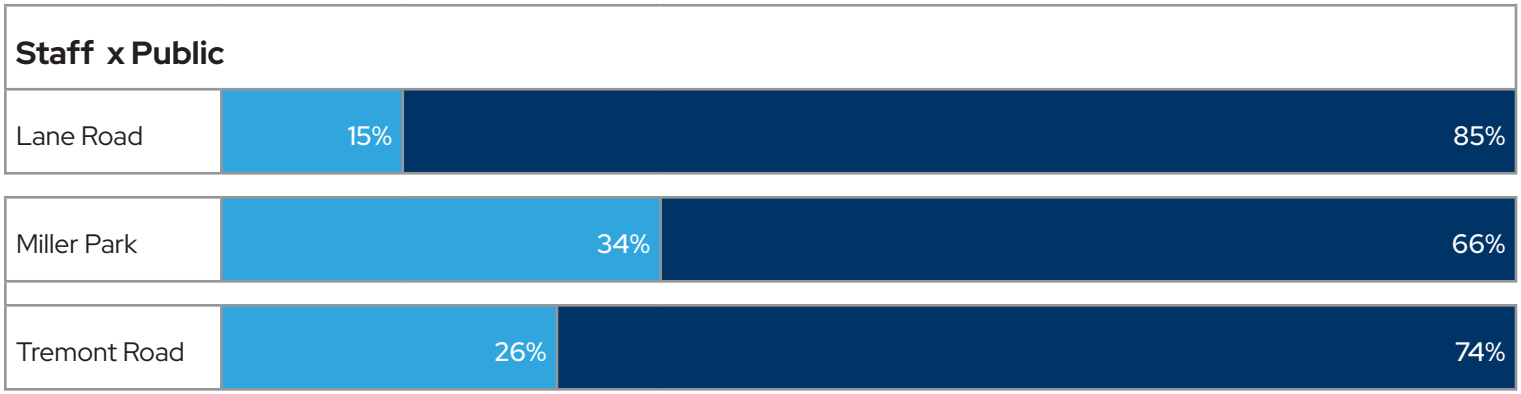
ABOUT THE DATA

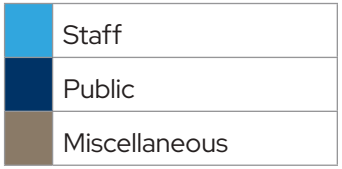
The following section examines use patterns from 2016-2022 when available. The findings and system-wide comparisons contained herein helped to inform the Prioritized Recommendations mentioned in the previous section and the suggested reconfiguration plans described later in the Ideas for Improvement section. The metrics used to evaluate and compare the branch libraries include:

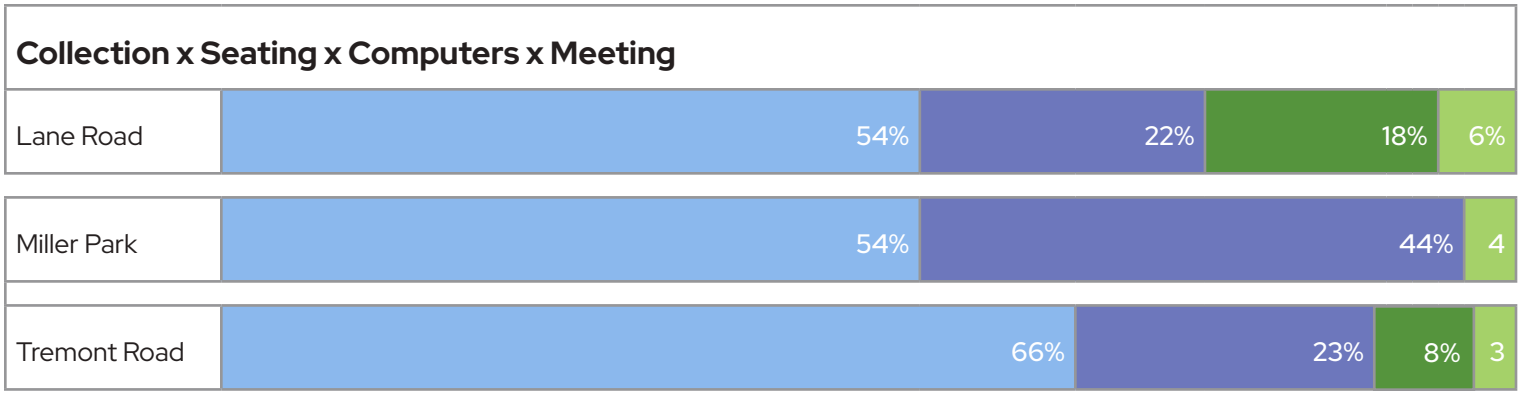
- A comparison of staff areas versus public areas based on square footage
- A comparison of collection to seating to technology / public computer stations, and meeting rooms based on square footage
- A spatial comparison breaking down the allocation of public space for various library functions including: collections, seatings, computers, meeting rooms, quiet reading areas, study rooms, storytime / children's program room, teen spaces, maker spaces, etc.
- A spatial comparison of adult collections
- A spatial comparison of children's areas
- The number of annual library visits per square foot of space over time
- The number of items circulating per square foot of space over time
- The amount of annual library visits per capita
- The amount of items circulating per capita
- A comparison of square feet per capita
- A look at physical items circulating with the square footage allocated to these collections
- A comparison of physical circulation to digital circulation over time
- Digital item circulation over time
- Increases and decreases in public computer and wi-fi use
- Increases and decreases in program attendance, number of programs, and meeting room bookings

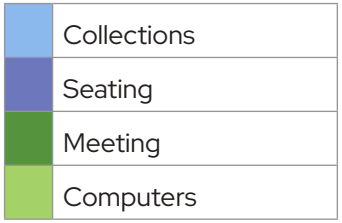
The data used in this section was based on a combination of square footages calculated by HBM and usage statistics provided by UAPL. As with any data set, there may be some anomalies.

SQUARE FOOTAGE COMPARISONS









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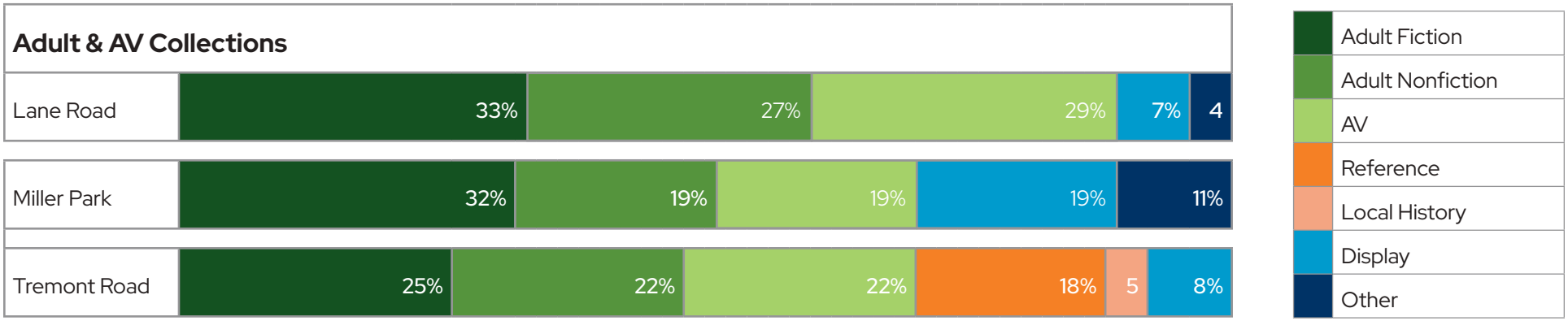
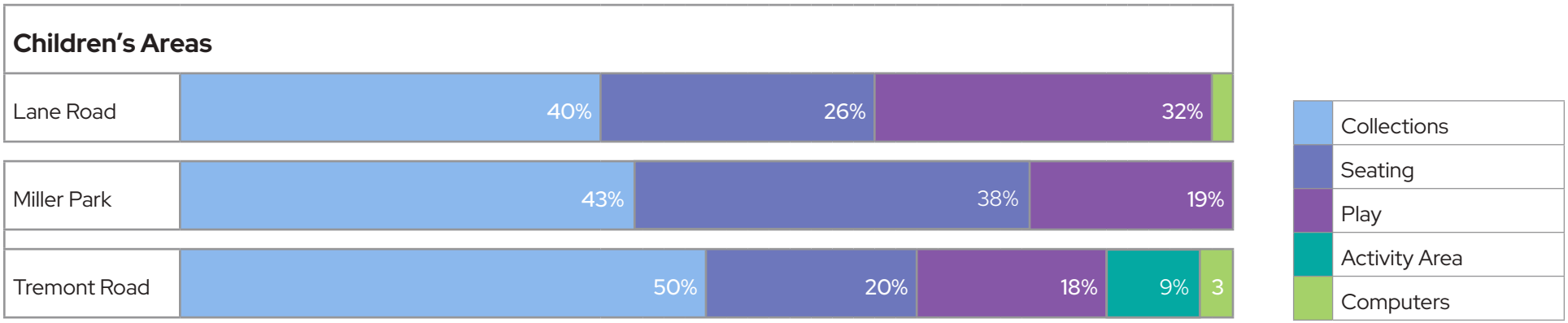
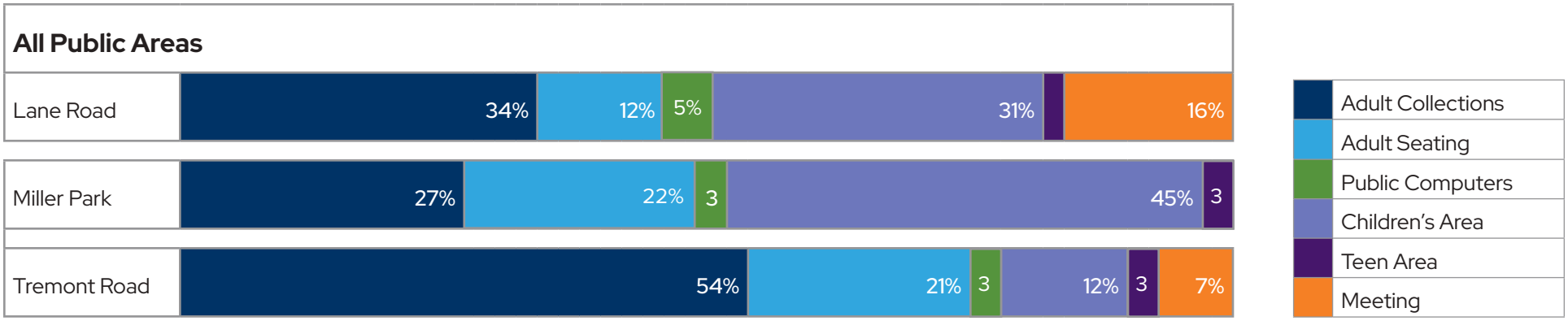


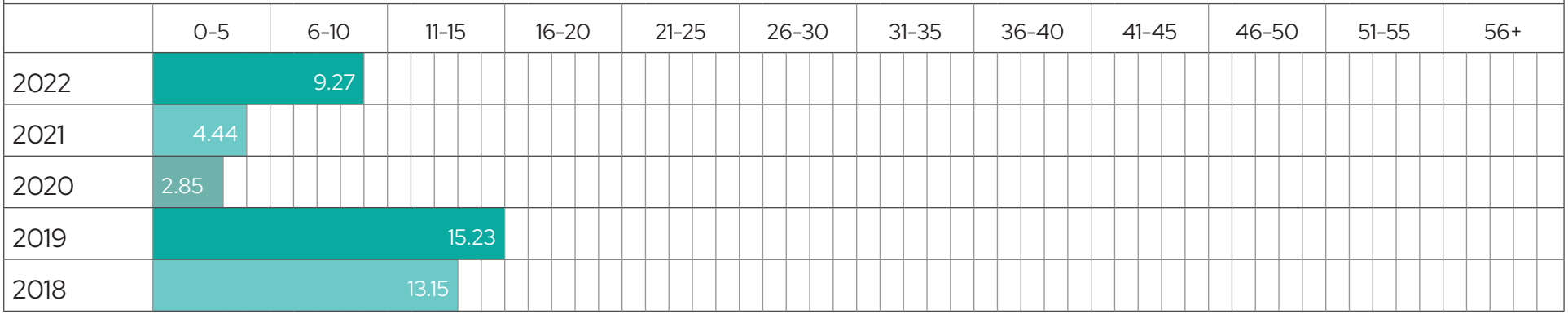




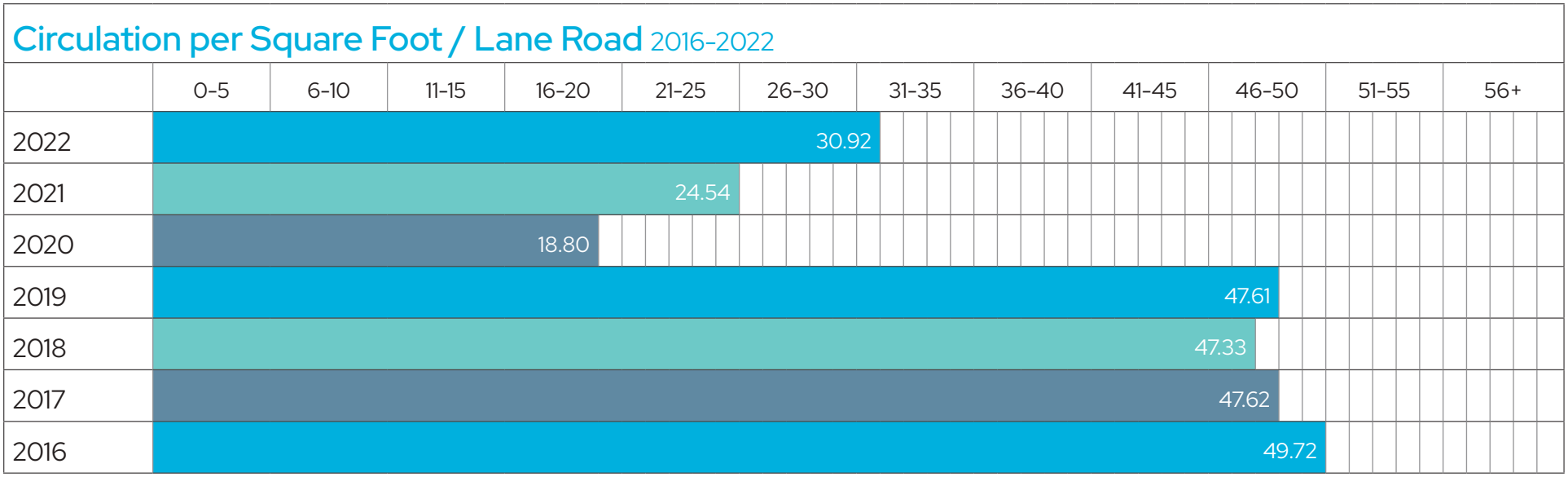
User Data

PATTERNS OF USE 2012 - 2022

Visits per Square Foot / Lane Road 2018-2022



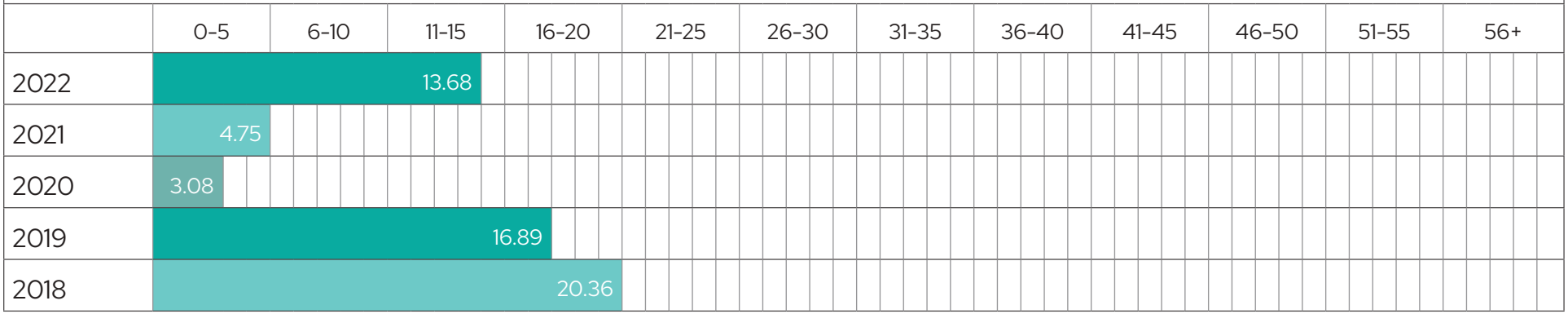
Circulation per Square Foot / Lane Road 2016-2022



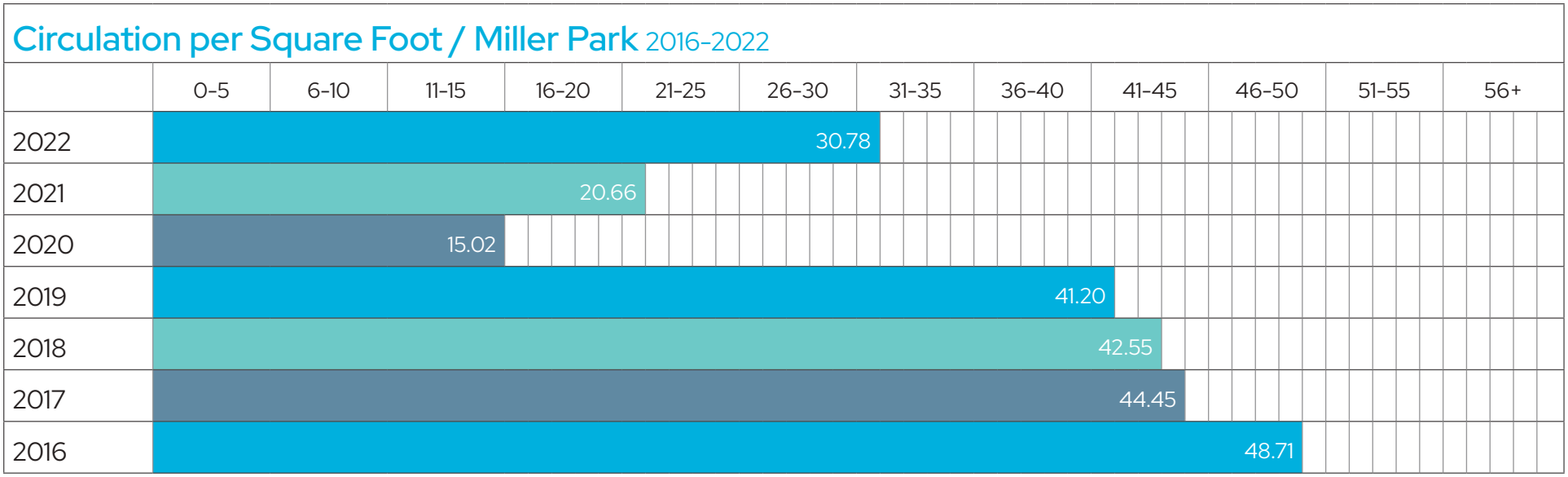
User Data

PATTERNS OF USE 2012 - 2022

Visits per Square Foot / Miller Park 2018-2022



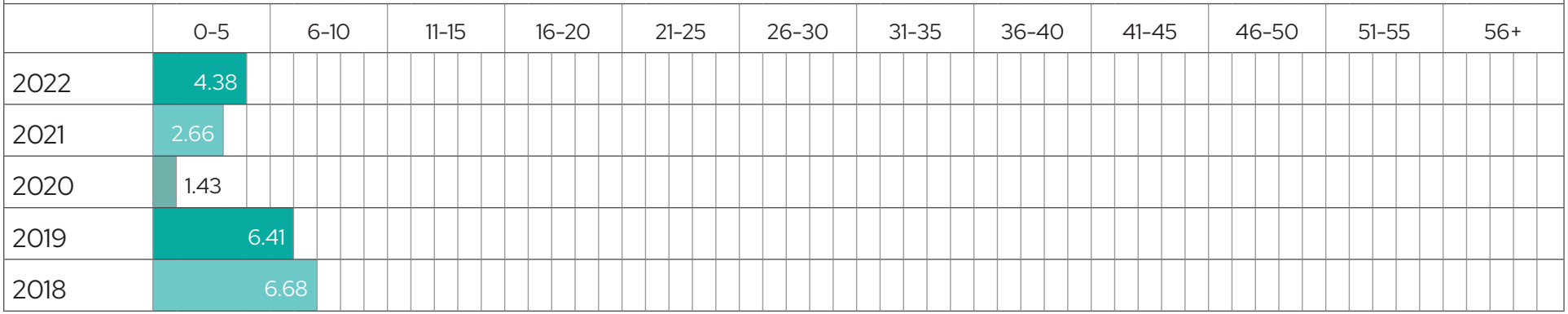
Circulation per Square Foot / Miller Park 2016-2022



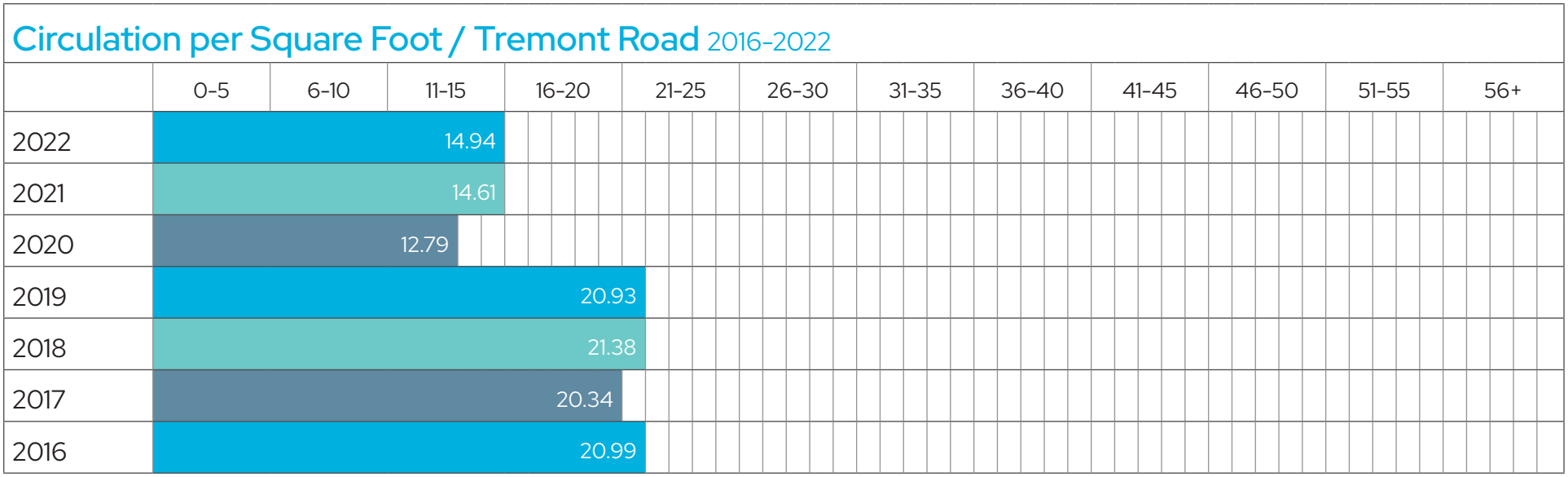
User Data

PATTERNS OF USE 2012 - 2022

Visits per Square Foot / Tremont Road 2018-2022



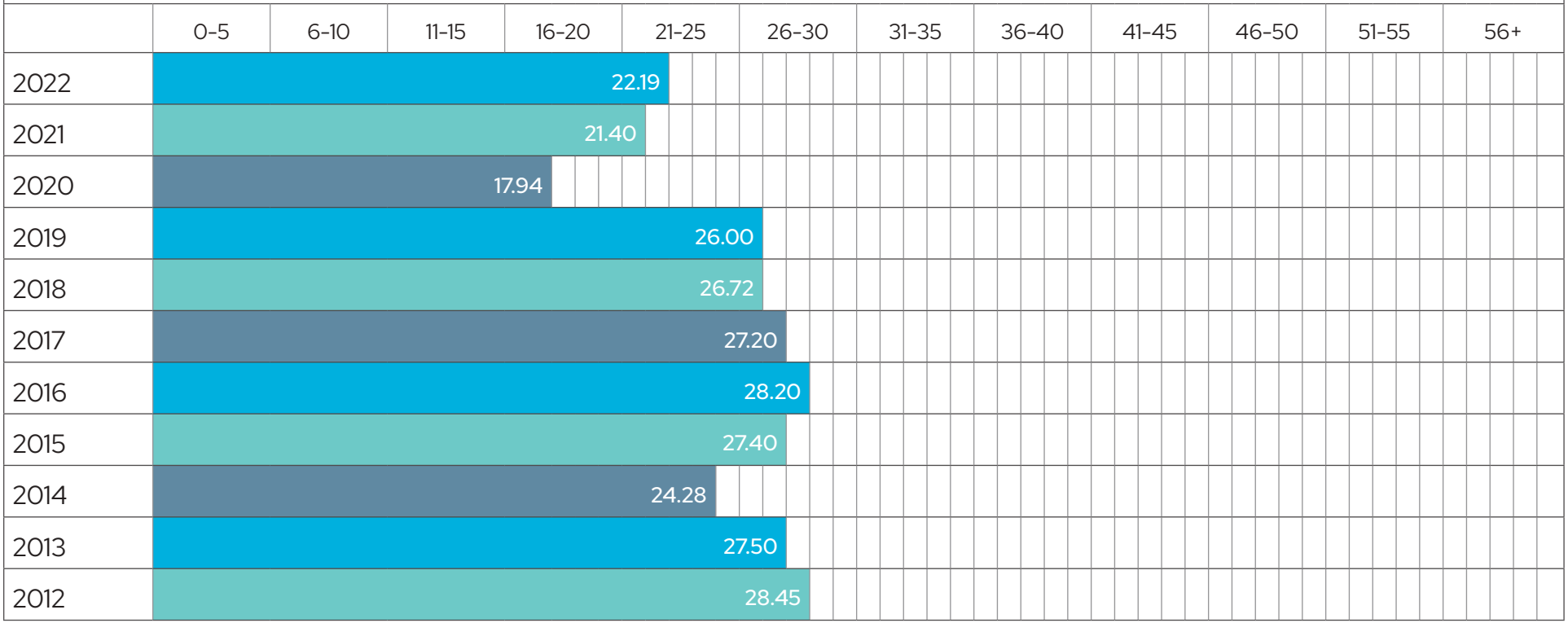
Circulation per Square Foot / Tremont Road 2016-2022



User Data

PATTERNS OF USE 2012 - 2022

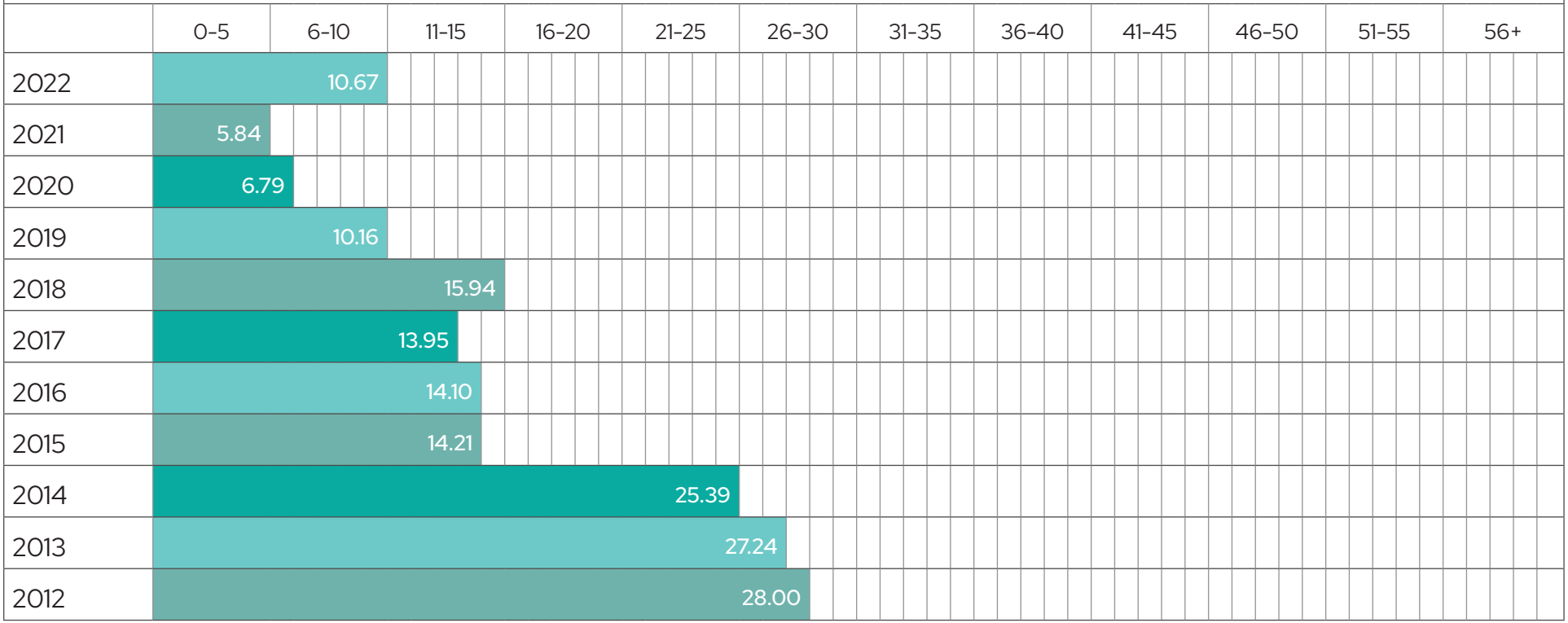
Circulation per Square Foot / All Locations 2012-2022



User Data

PATTERNS OF USE 2012 - 2022

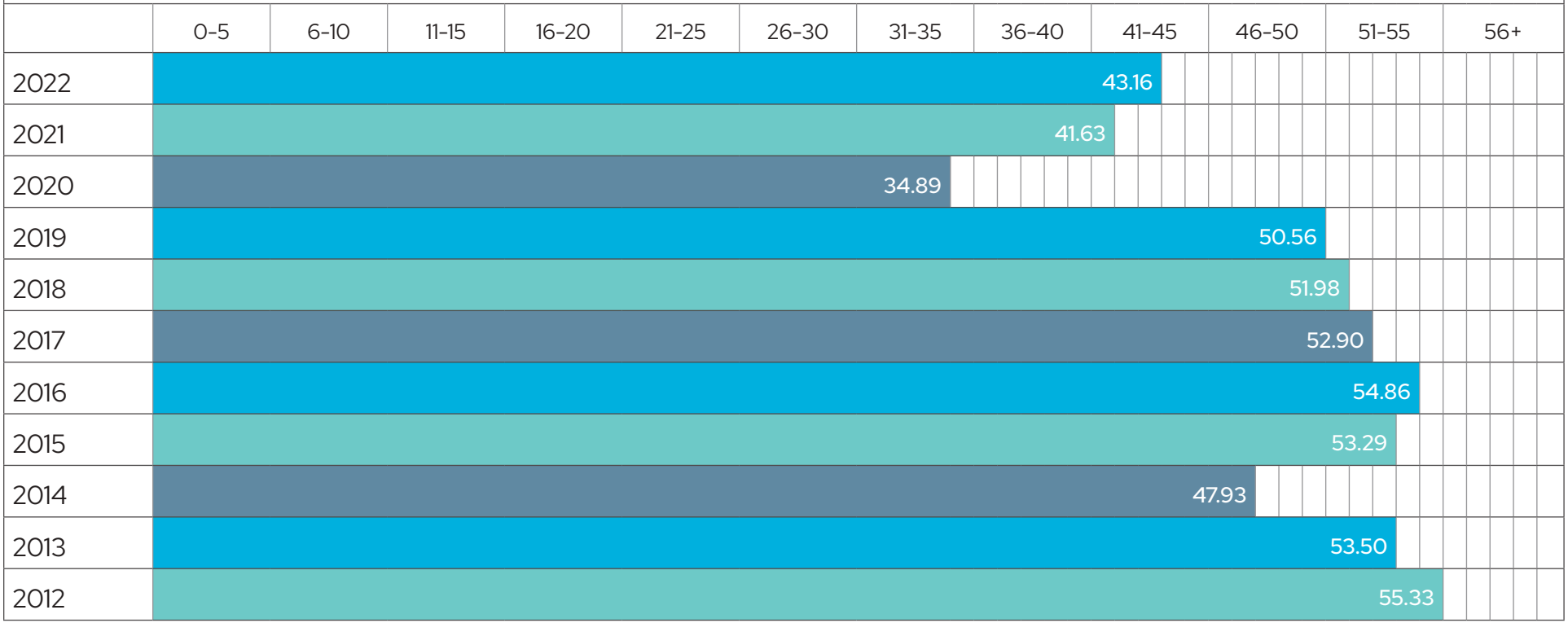
Visits per Capita 2012-2022



User Data

PATTERNS OF USE 2012 - 2022

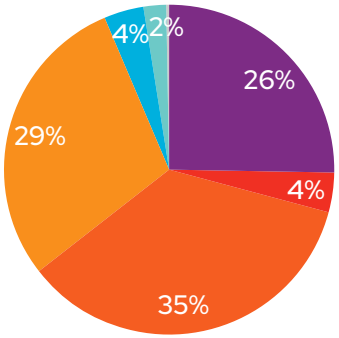
Circulation per Capita 2012-2022



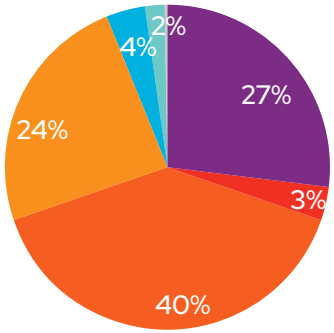
User Data

LANE ROAD COLLECTION USE 2016 - 2022

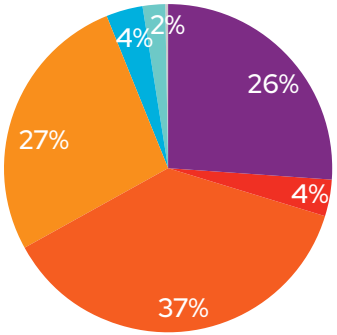
2016



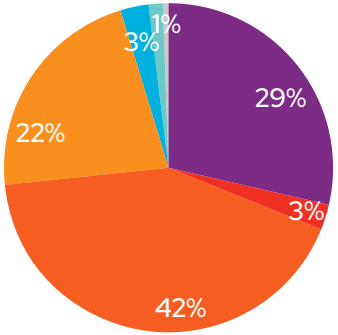
2019



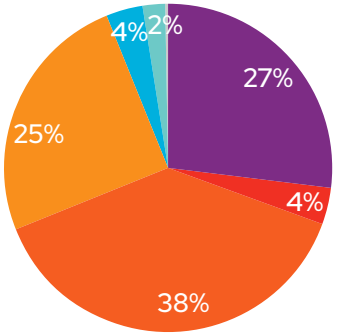
2017



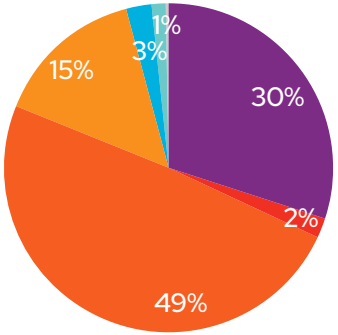
2020



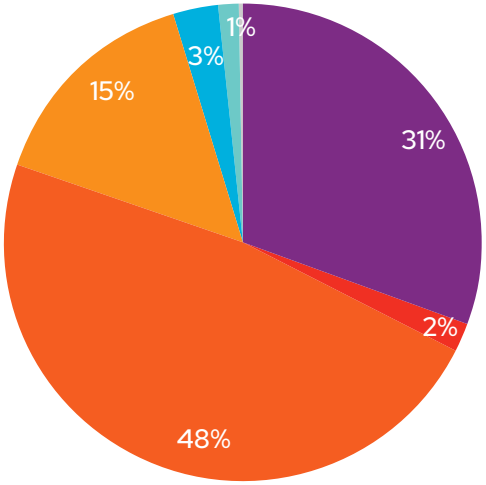
2018

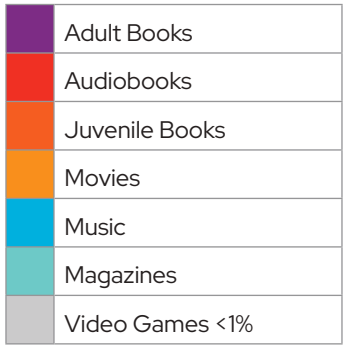


2021

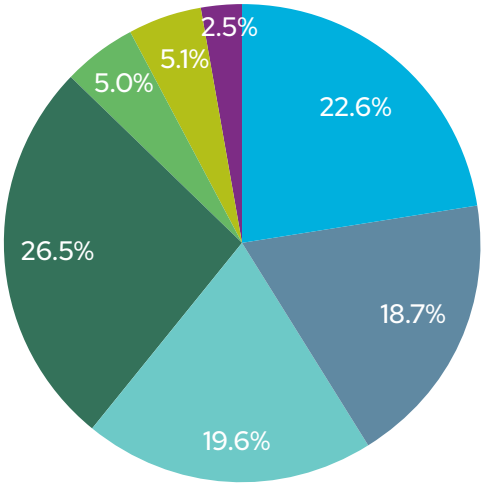


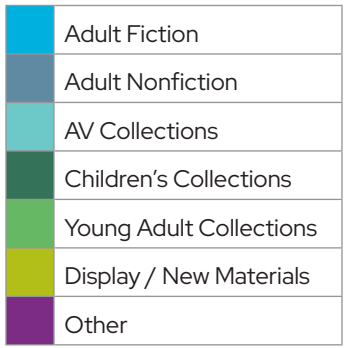
2022





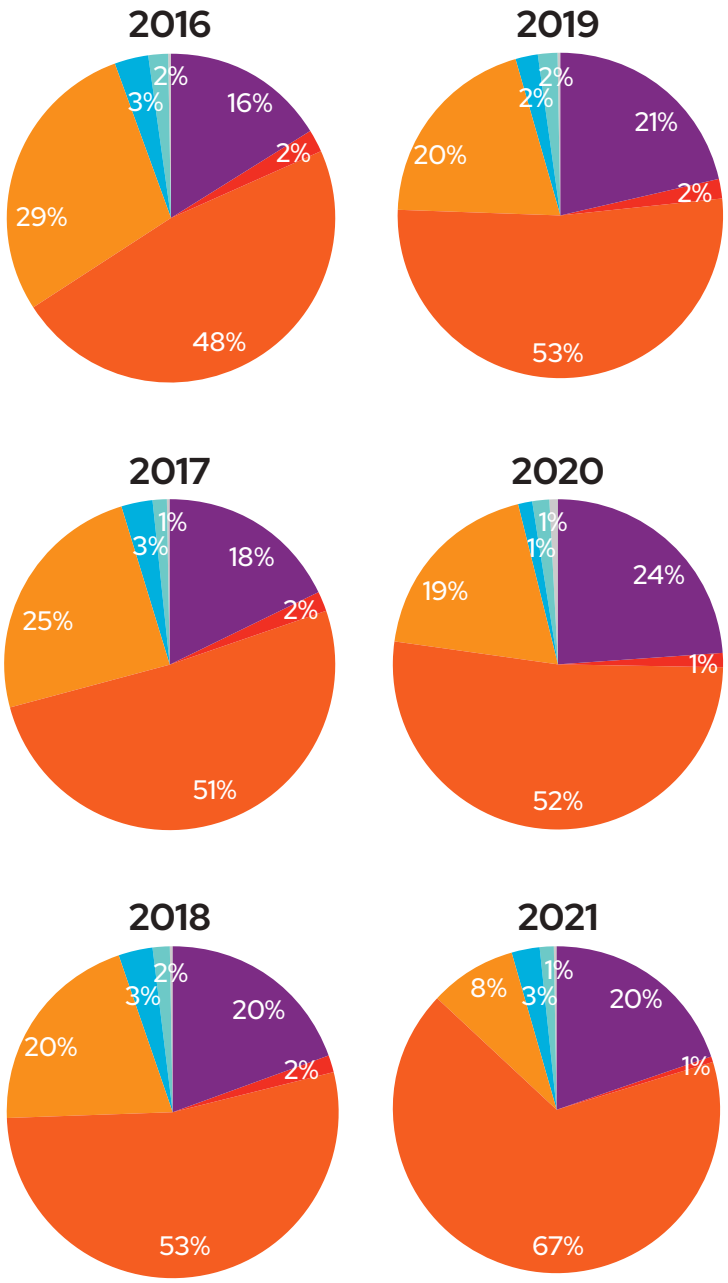
Square Footage Devoted to Each Part of the Collection

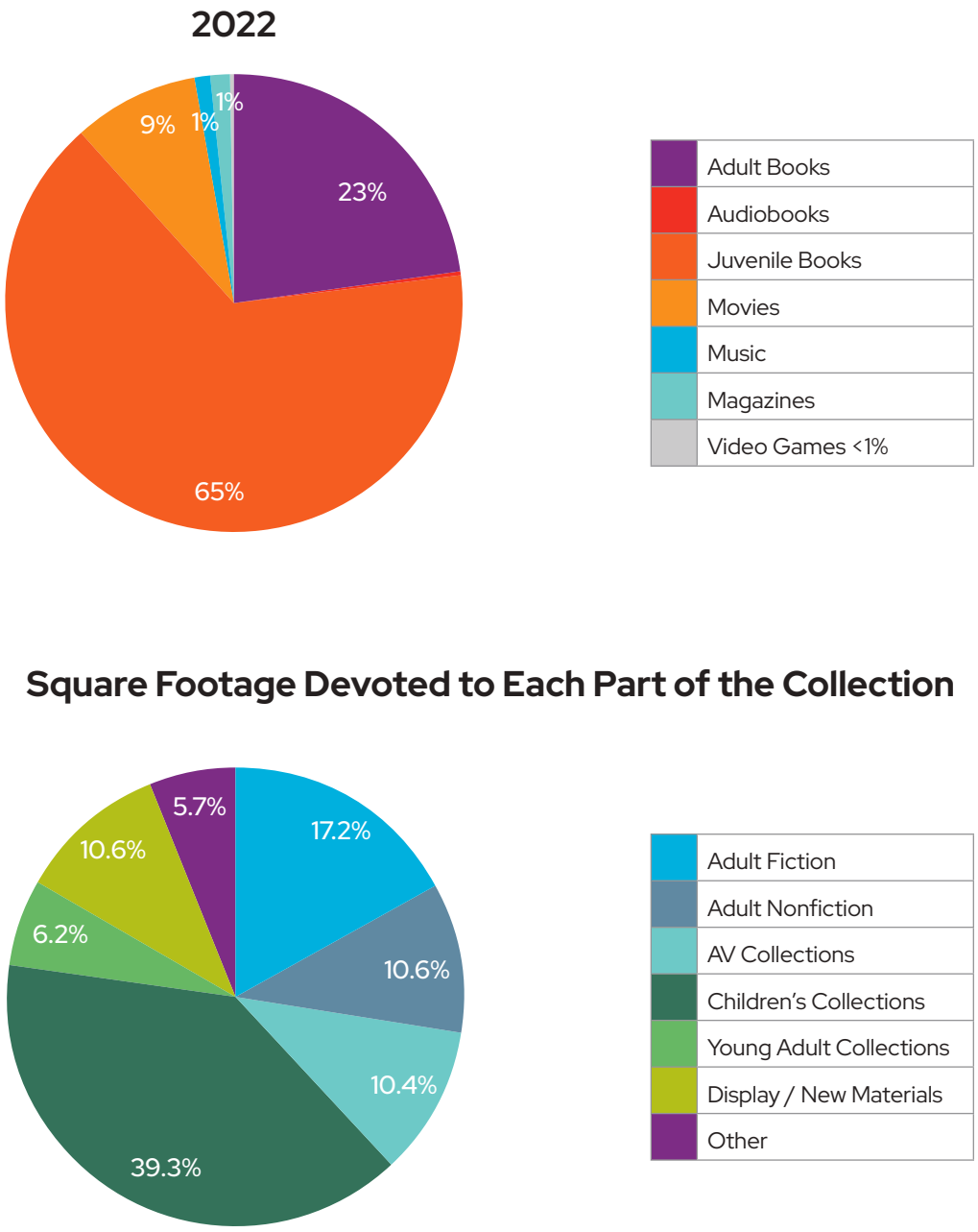




User Data

MILLER PARK COLLECTION USE 2016 - 2022



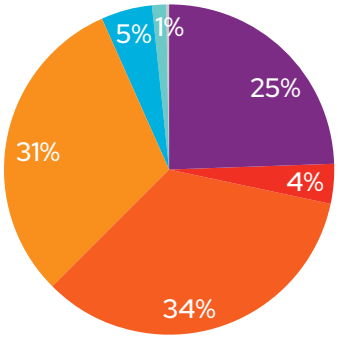


Square Footage Devoted to Each Part of the Collection

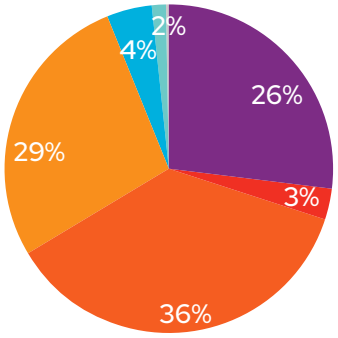
User Data

TREMONT ROAD COLLECTION USE 2016 - 2022

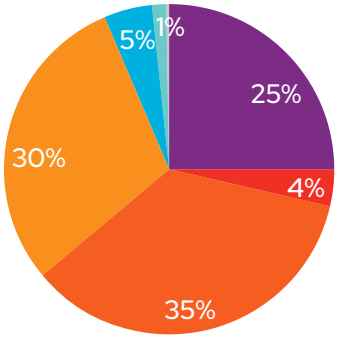
2016



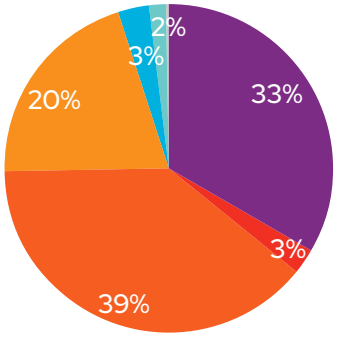
2019



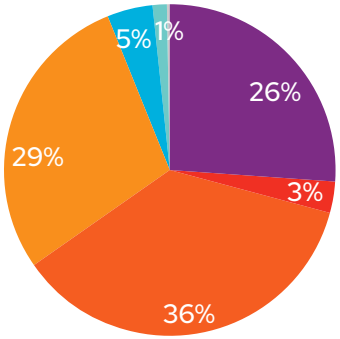
2017



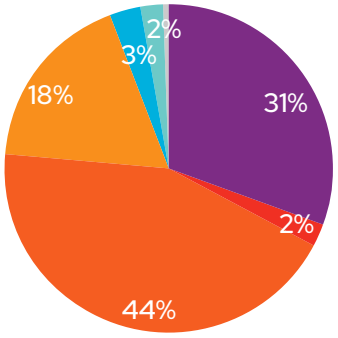
2020



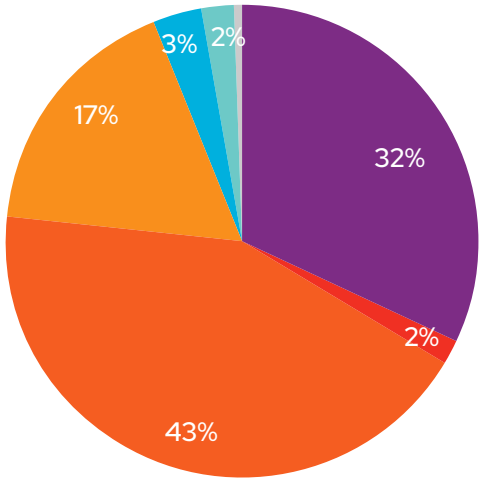
2018

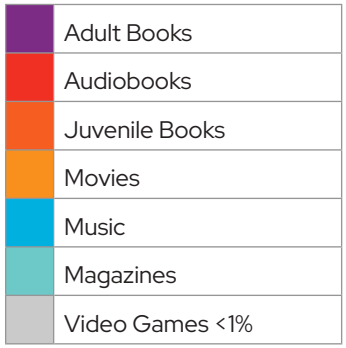


2021

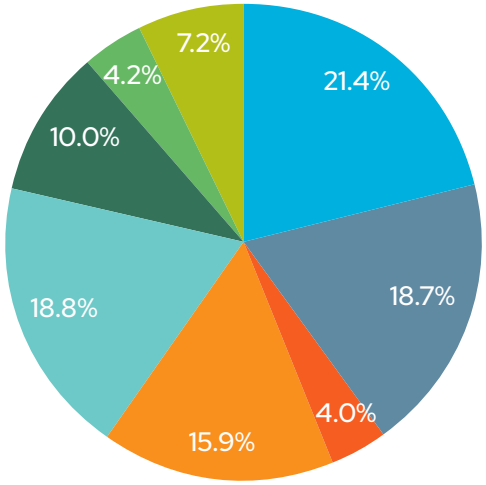


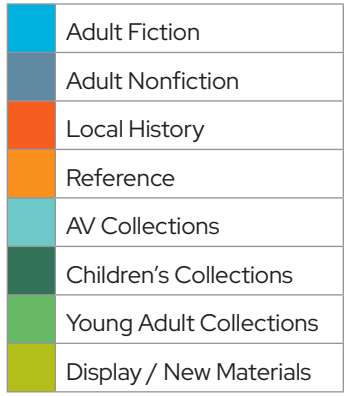
2022





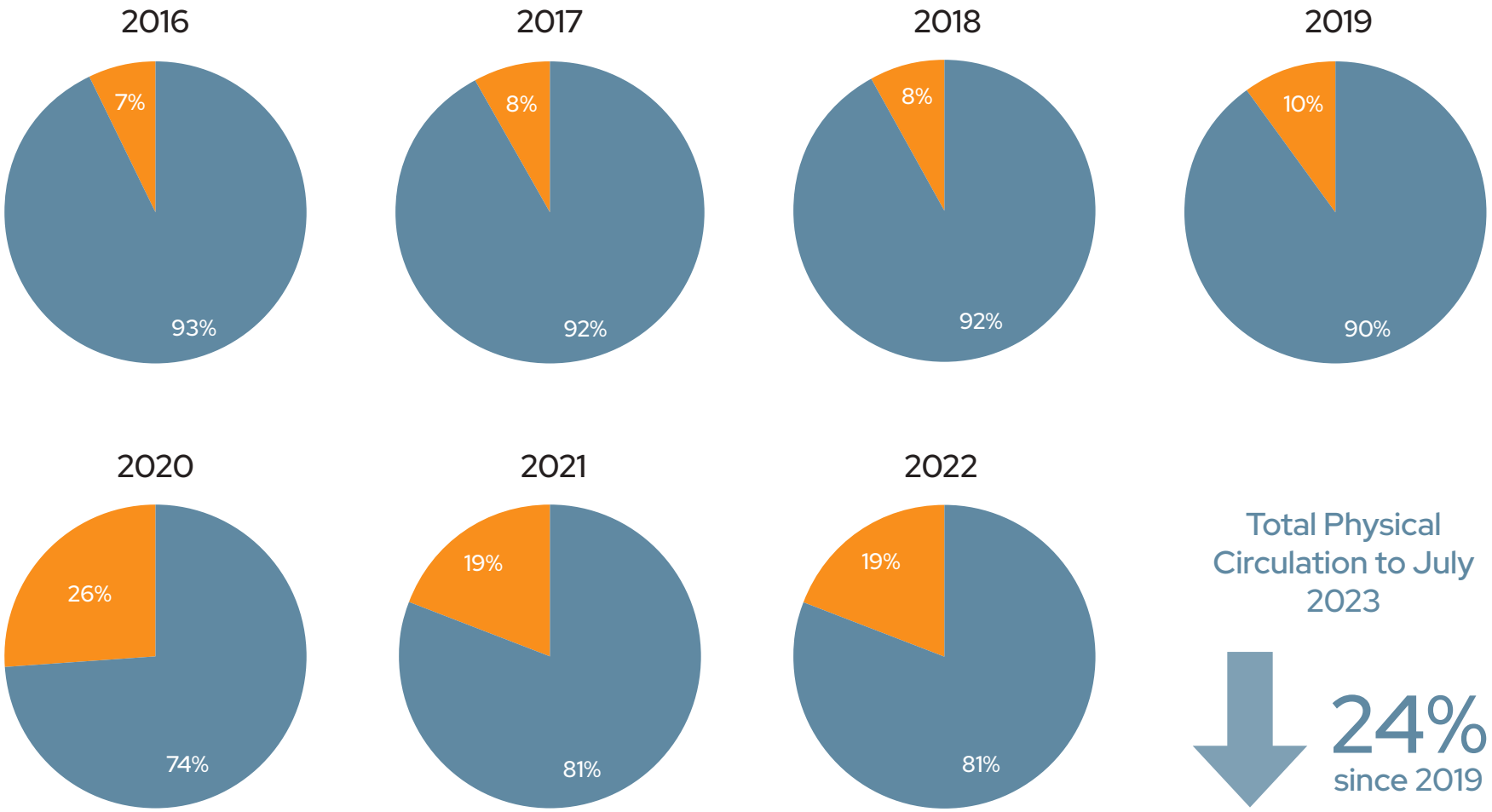
Square Footage Devoted to Each Part of the Collection





User Data

PHYSICAL & DIGITAL COLLECTION USE 2016 - 2022

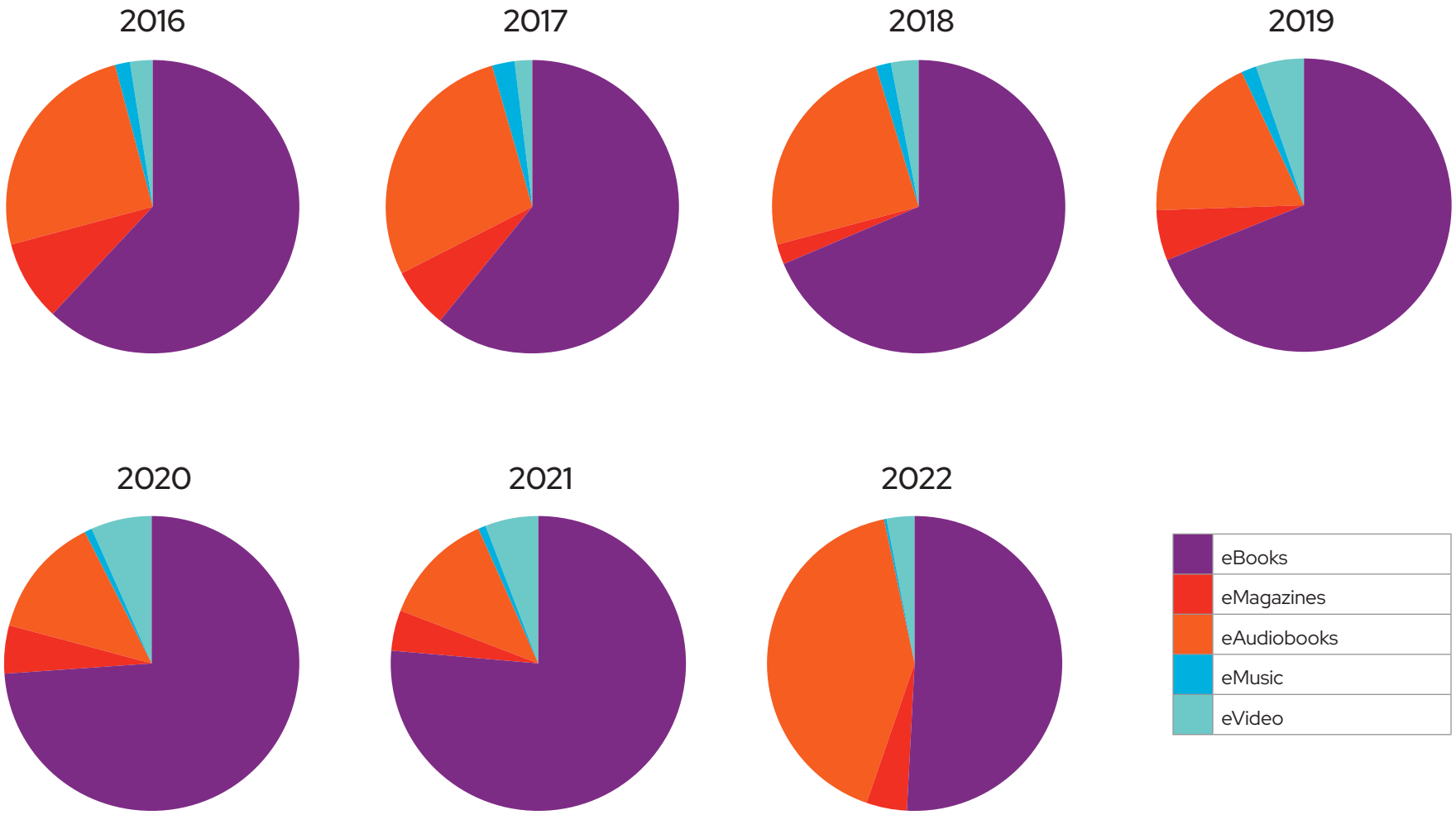


Total Physical Circulation to July 2023

24% since 2019

User Data

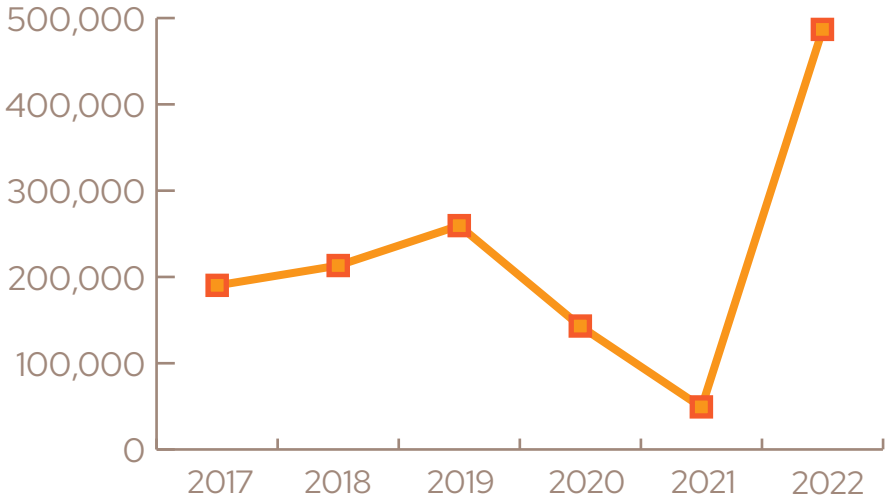
eCIRCULATION 2016 - 2022



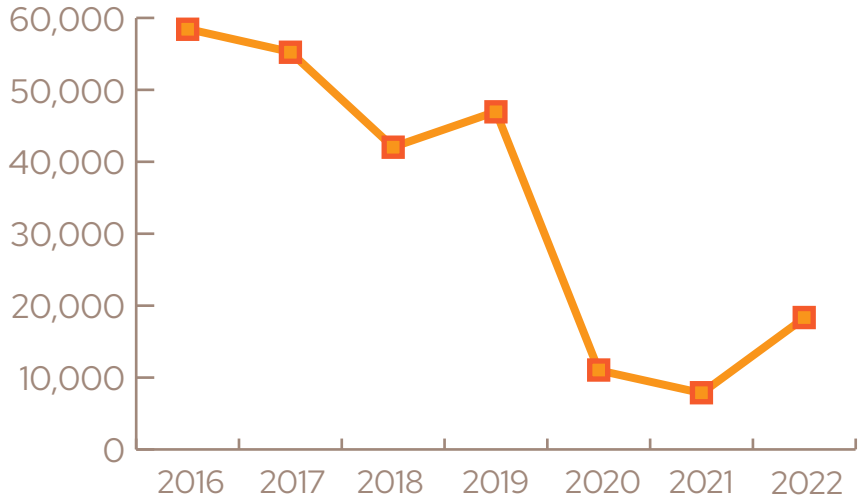
User Data

PATTERNS OF USE 2016 - 2022

Wi-Fi Sessions



Computer Use by Hours



Total Public Computers at Lane Road

6 adult

0 children

Total Public Computers at Miller Park

2 adult

0 children

Total Public Computers at Tremont Road

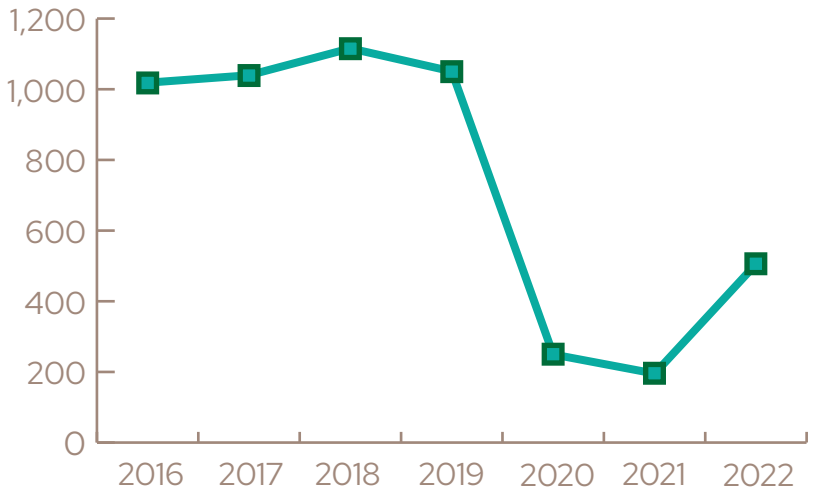
26 adult
(resource:20 + media: 6)

5 children

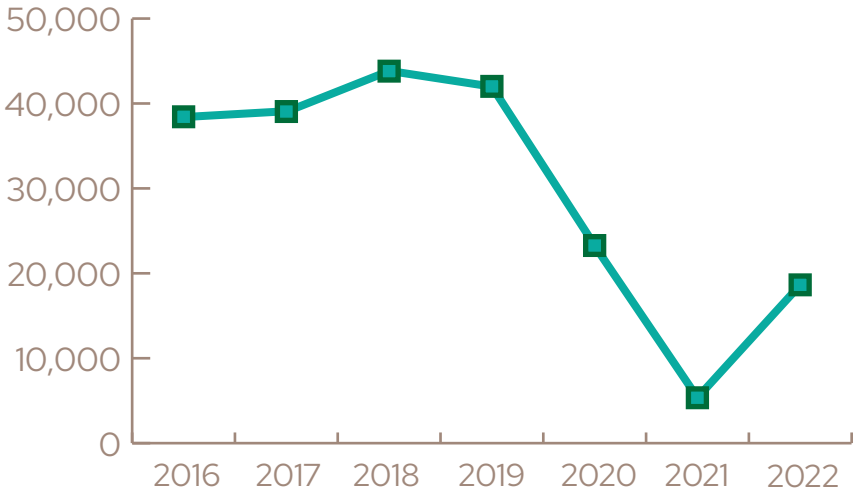
User Data

PATTERNS OF USE 2016 - 2022

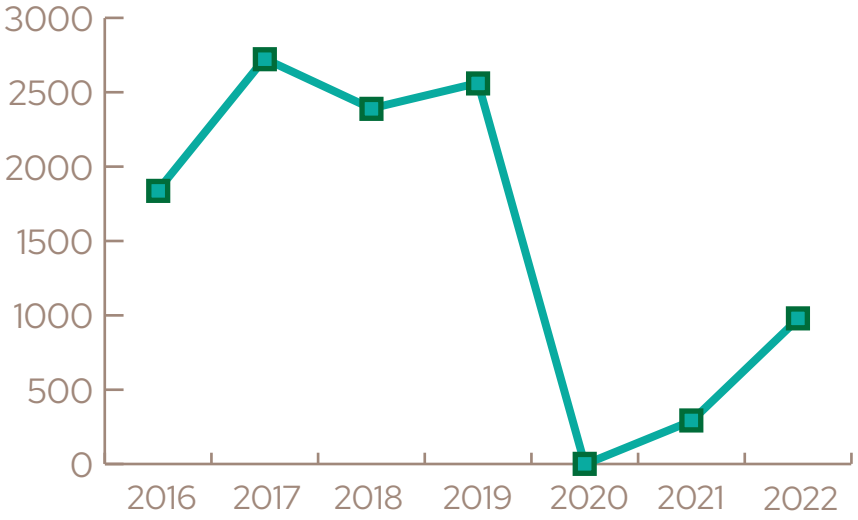
Total Number of Programs



Program Attendance



Meeting Room Bookings



Total Program Attendance to July 2023

29%
since 2019

03
Observations

Lane Road
Library

Observations
LANE ROAD OVERVIEW

About the Building

Building Size: 10,000 SF

Year Constructed: 1975

Years Renovated: 1981, updates over the past 5 years

Number of stories: 2

Overall Impressions of the Space

Entry Experience

- The vestibule feels cramped but is easily to locate from the parking lot
- The vestibule feels older than the rest of the building interior
- The entry is not visible from the main road

Wayfinding

- It is easy to see the service desk, stairs, and elevator from the entry
- Wayfinding is generally good here

Signage

- Due to good wayfinding, not a lot of signage is needed. However, collection signage is needed

Facility Flexibility / Adaptability

- The open floor plan of the first floor lends itself well to future flexibility with minimal intervention
- The lower level has minimal walls in the children's area but does also house the meeting room, staff areas, storage, and a mechanical room. This floor is more subdivided than the first floor.

Response to Service Area Needs & Issues

- The openness of this building and size of the children's area should be able to respond to changing community needs
- An evaluation of the door counts and circulation is recommended to be conducted over the next 5 years to determine if use is changing as a result of Columbus Metropolitan Library system opening a branch nearby

Condition of Interior FF&E

- A renovation should be considered to update and coordinate all finishes, furniture, shelving, lighting, and equipment.

Universal Facility Accessibility

- Accessibility is generally good, however, we found the shelving aisles to be narrow for convenient access with assistive devices and not all provide an opportunity to move around the shelves at the wall
- Unisex restroom options are available
- This building would benefit from the incorporation of automatic sliding doors as many families use this library

Observations
LANE ROAD OVERVIEW

Patron Convenience

Parking Lot Use

- The parking lot flow is easy to navigate and the entry is easy to find from the parking lot
- However, the lot, while designated for library use, can fill quickly used by park visitors

Support for Patron Self-Directed Services

- It is easy for patrons to locate staff, holds, and access to catalog stations / public computers
- The copy / print area is also easy to find and convenient to the public computers
- New / popular materials are conveniently located near the entry

Access to Self-checkout / Holds

- There is a self-checkout station located in view of and convenient to the service desk

Community Information Display

- This is currently located in the vestibule

Drive-up Services

- There is a drive-up book drop in the parking lot near the building entry
- A drive-up service window is not currently available and would be challenging without a possible addition to the building and relocation of the staff work area.

Walk-up Book Drop

- This is not currently available. However, patrons could conveniently drop off materials in the drive-up book drop as it is located convenient to the entry vestibule as well as the parking lot

Smart Lockers

- These are not currently available but could be provided either in the vestibule or outside near the vestibule. We would recommend the lockers are located under cover to protect them from direct weather

Wellness Room

- This is not currently available but could be incorporated into the lower level so that it is convenient to both the children's area and restrooms

Observations
LANE ROAD OVERVIEW

Services & Staff

Access to Staff Assistance

- There is clear access to staff assistance both on the first floor (circulation and adult staff) and on the lower level (children's staff)

Processing & Moving Materials

- The primary workroom is located on the first floor behind the service desk. This space seems functional and well organized. However, the storage area is located on the lower level.
- The service desks on both floors seem sized for staff to work on projects while at the service desk.

Location & Condition of Service Desks

- The first floor desk seems well located for wayfinding but staff would need to roam to better monitor the public computers area and the DVD area is hidden from view
- The lower level is not eye-catching and seems lackluster for a children's area.
- The location of the lower level desk is deeper into the space and sits almost between the play area and juvenile collections. While this location does give good visibility to different parts of the children's area, it is not as convenient to the entry.

Ease of Identifying Service Desks

- The lower level service desk could use a redesign that would better identify it as a children's area desk and tie into the aesthetics of the space

Technology Use

Library Computer Use (patrons)

- The quantity of public computer stations appears sufficient to satisfy demand

Personal Device Use (patrons)

- Many patrons of all ages bring their own device to this location. However, there is a lack of seating and study rooms that would be helpful for patron use.

Access to Power

- There is a limited number of outlets available here particularly in combination with limited seating for people with their own devices. Mobile power stations may need to be considered here as seating options are increased

Observations
LANE ROAD OVERVIEW

Collection Use

Collection Access

- Collections are easy to navigate. However, signage could be improved

Collection Display

- There is minimal collection display to highlight new / popular materials
- Some perimeter shelving does have materials face-out

Organization / Layout of Shelving

- On the first floor, shelving is primarily arranged in more traditional rows
- On the lower level, shelving is primarily along the perimeter with some shelves arranged to create an enclosed space with study tables

Interactive Learning / Play Features

- The children's area has a great play space that could be expanded upon with more interactive elements and also incorporating some "big body play" that supports more active play and creates a safe environment for climbing and jumping

Meeting / Gathering Spaces

Public Meeting Room Access

- There is a meeting room on the lower level that is located near the restrooms, elevator, and stairs

Study Room Access

- There are no study rooms in this library

Seating Options

- There is a combination of lounge seating and table seating but not enough to satisfy the demand for seating to accommodate patrons with their own devices

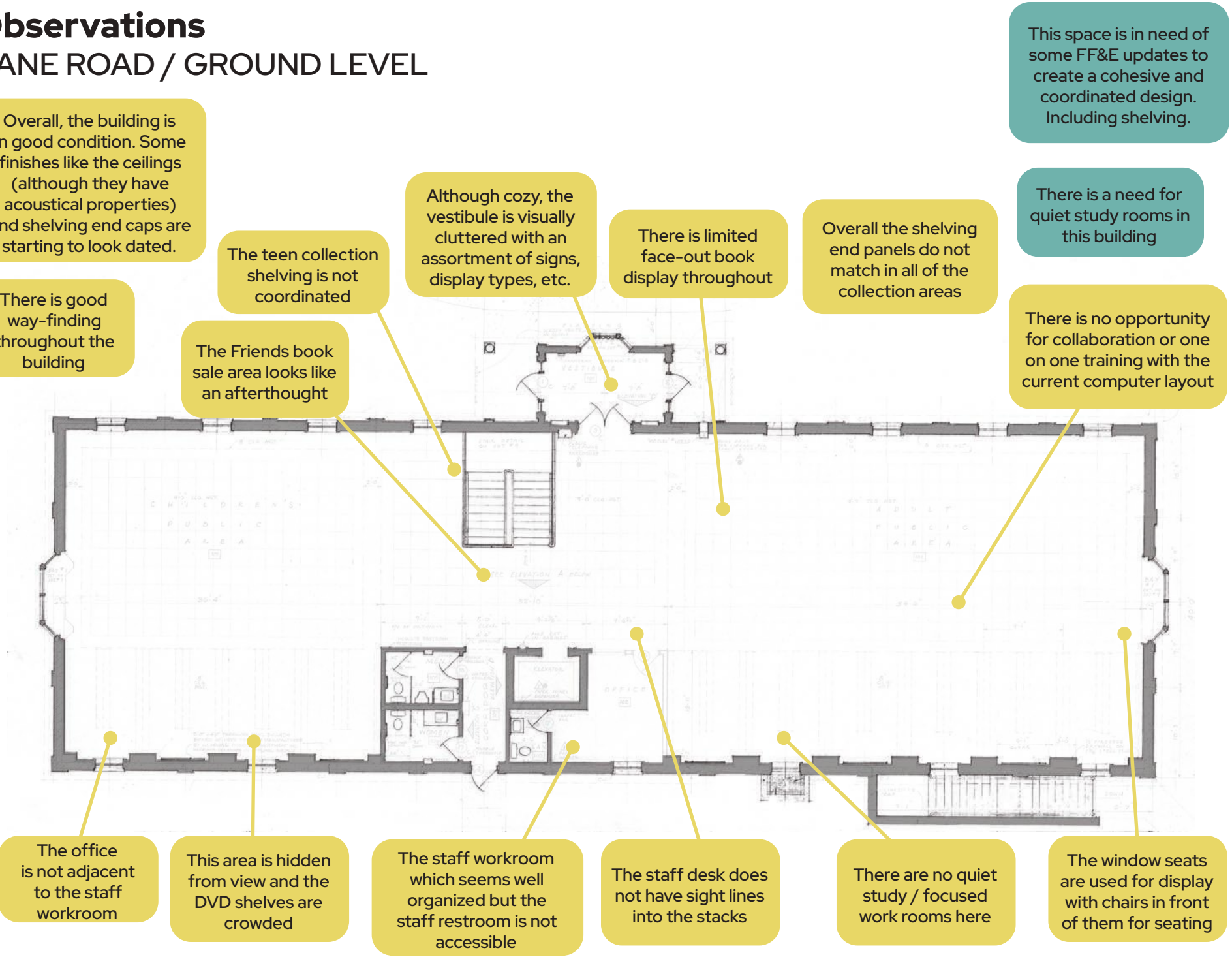
Outdoor Programming Space

- There is no outdoor programming space or reading area
- However, there is room on the site to develop a reading patio and / or program space

There is a lack of curb appeal seeing the back of the building from the Main Road
Lane Rd
Lane Rd
Lane Rd
Lane Rd
Lane Rd
Lane Rd
Lane Rd
Lane Rd
Lane Rd Library
Lane Rd Library
Lane Rd Library
Garvey Law
Upper Arlington Public Library
Turkey Run
Turkey Run
BA Field #1

Observations

LANE ROAD / GROUND LEVEL



Observations
LANE ROAD / LOWER LEVEL

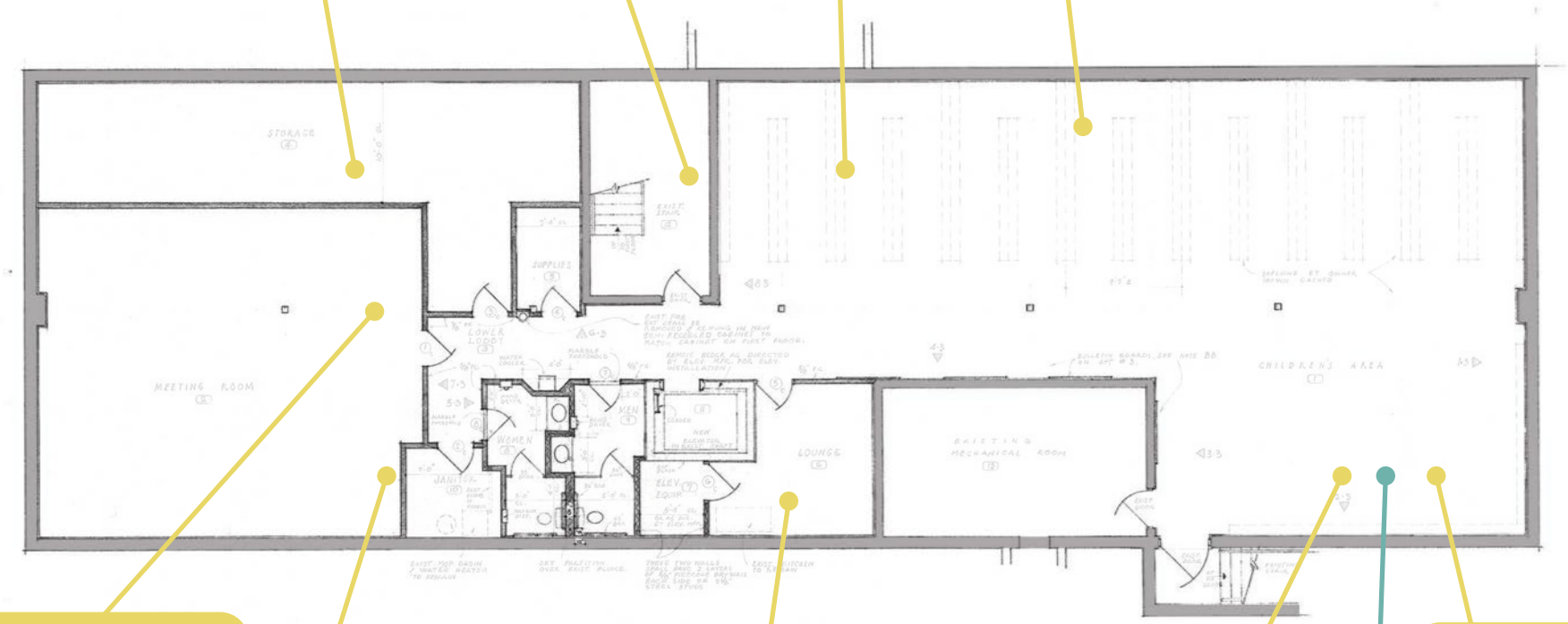
Consider updating the children's area space with new wall finishes so that it feels less like a basement

This storage room also contains some staff workstations

There are collections in the stairwell

The play space is well used and active

Although this space is bright and active, the painted concrete block walls make it feel unfinished and like a basement



The meeting room has no table and chair storage or program storage creating a crowded feel in the corners of the room

The meeting room could also benefit from a kitchenette for children's programs

The breakroom organization is tight and makes it difficult to move through the space

There is no quiet space or study space available to older children

There is a lack of visibility to this area

Reorganization to improve views here and create quiet study spaces for older children in this area (away from the play space)

Miller Park Library

About the Building

Building Size: 3,100 SF

Year Constructed: 1961

Year Expanded / Renovated: 2007

Number of stories: 2

Overall Impressions of the Space

Entry Experience

- The glass vestibule provides nice opportunities for face-out book display
- The entry is visible from the streets and around the corner from the parking lot but still convenient

Wayfinding

- It is easy to find the service point and see both ends of the library from the entrance
- The woodland theme of the children's area acts as a great identifier for that space

Signage

- Due to the size of this library and open layout of the first floor, additional signage is not needed beyond collection identification

Facility Flexibility / Adaptability

- The open layout of this space provides great opportunity for flexibility

Response to Service Area Needs & Issues

- This building could better respond to community needs with the creation of a quiet space / study room and also incorporate mobile items for increased flexibility
- This location could possibly benefit from a small addition to create a program room, however, the building is landlocked on a tight site

Condition of Interior FF&E

- The interior is in generally good condition but could benefit from an update of finishes, furniture, lighting, and equipment.
- Mobile shelving should be considered here instead of traditional stationary shelving
- Consider a new service desk, still large enough for staff to work on projects here, but with a more modern and efficient configuration

Universal Facility Accessibility

- There is good access to restrooms and around shelving
- This building would benefit from the incorporation of automatic sliding doors as many families use this library
- There is a staff workroom and storage area located in the basement here that is only accessible by a staircase

Observations
MILLER PARK OVERVIEW

Patron Convenience

Parking Lot Use

- The parking lot is small and often full

Support for Patron Self-Directed Services

- It is easy for patrons to navigate this building on their own and locate staff for assistance, Holds, and anything else they may be looking for.

Access to Self-checkout / Holds

- Holds are kept behind the service desk, this could be due to lack of space
- A self checkout machine is located on the service desk adjacent to a staff workstation for convenient assistance if needed

Community Information Display

- There is a small display in the vestibule

Drive-up Services

- Drive-up services are not available here and would not be easy to provide without a major reconfiguration and possibly an addition

Walk-up Book Drop

- This feeds directly into the building near the front entry

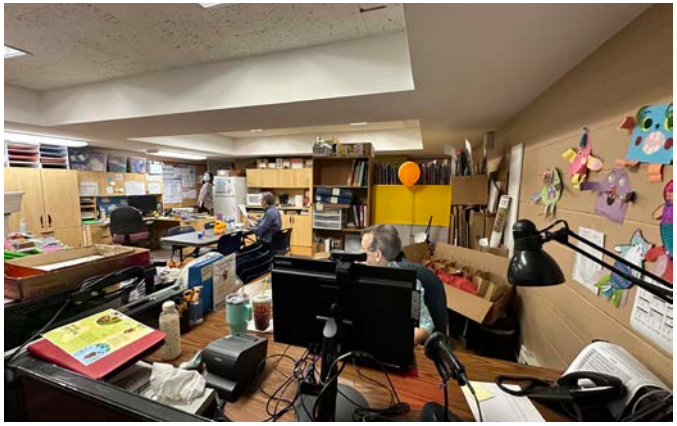
Smart Lockers

- These are not offered at this library but could be located either near the building entrance or parking lot.
- However, there may not be a need for Smart Lockers here as this library is primarily used by families who prefer to visit during open hours

Wellness Room

- This is not available here and may not be able to be incorporated with the current building configuration

Observations
MILLER PARK OVERVIEW



Services & Staff

Access to Staff Assistance

- Staff are easy to see and access

Processing & Moving Materials

- There are some challenges in moving materials as the staff workroom is in the lower level and the dumb waiter is no longer in use

Location & Condition of Service Desks

- The service desk is well located and visible from the entry
- However, to increase flexibility, the service desk may want to be slightly relocated to the side in order to make that front area more of a multi-use space

Ease of Identifying Service Desks

- The service desk is easy to identify

Technology Use

Library Computer Use (patrons)

- There are 2 public computer stations here and that amount seems sufficient as many patrons in this community have their own device

Personal Device Use (patrons)

- Some patrons do bring their own device and there have been requests for a quiet space / study room for focused reading / work / study / etc.

Access to Power

- There is access to power along the perimeter walls. However, this is a small library and the majority of seating is also along the perimeter.
- If there is a need for additional access to power for personal devices, a mobile power station could be acquired

Observations
MILLER PARK OVERVIEW

Collection Use

Collection Access

- Collections are easy to access and well organized
- There is a focus here on children's collections which are shown to be the most popular

Collection Display

- There is limited space for collection display but it is possible that with some minor reconfiguration, there could be space for mobile display units to highlight new / popular materials but maintain flexible space use

Organization / Layout of Shelving

- There is minimal shelving on the floor here outside of the children's area
- The majority of shelving is along the perimeter

Interactive Learning / Play Features

- Although the children's area is small, there is a nice play space here with interactive toys

Meeting / Gathering Spaces

Public Meeting Room Access

- There is no meeting room at this library
- Programs are held in the children's area or in the front of the building near the service desk by reconfiguring tables

Study Room Access

- There are no study rooms at this library but a quiet space is needed

Seating Options

- There is a combination of lounge and table seating here

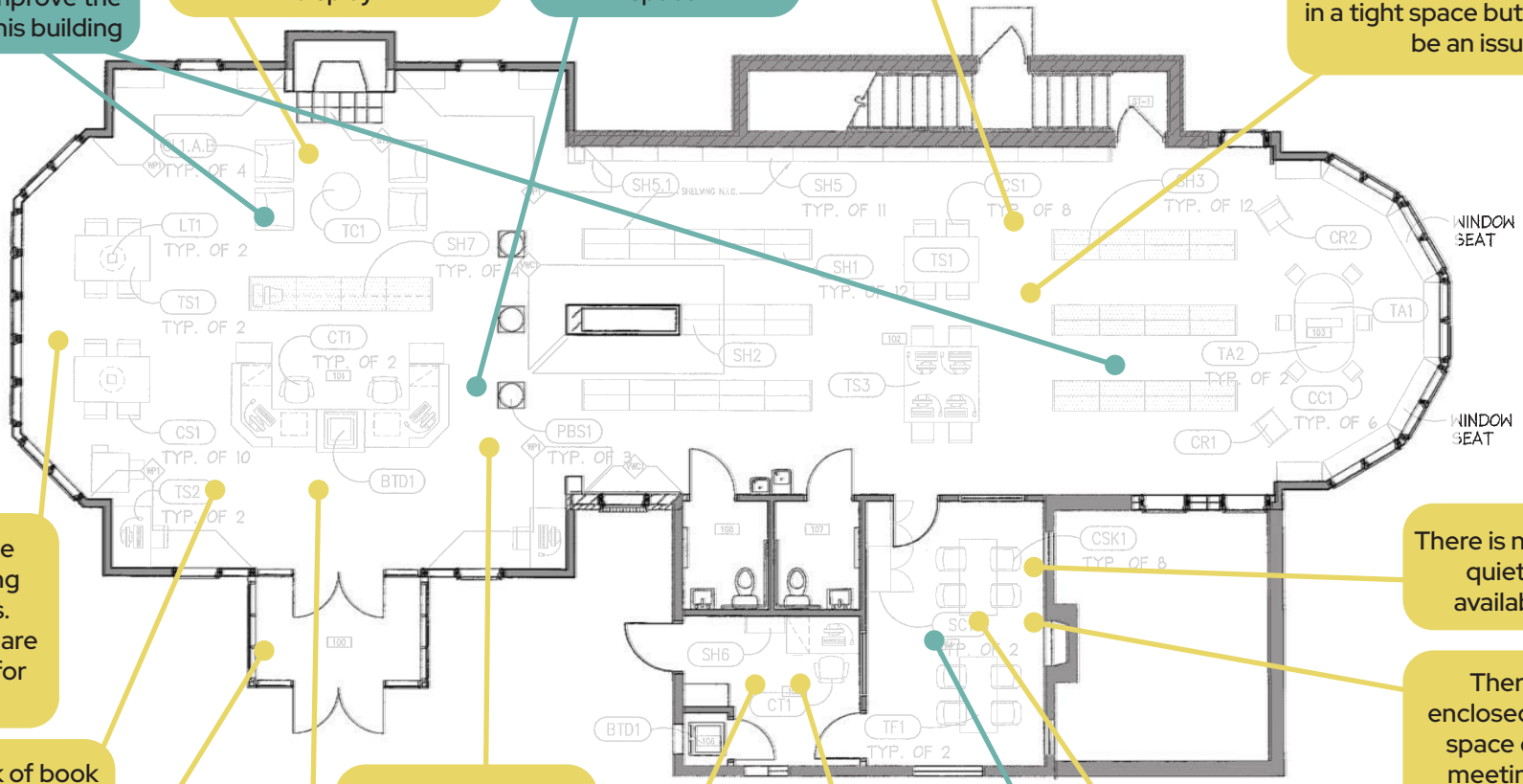
Outdoor Programming Space

- There is no outdoor programming or reading space here
- There might be an opportunity to work in partnership with the local parks department to create a shared outdoor programming space

Tremont Rd
Arlington Ave
Stanford Rd
Upper Arlington Public Library...
Parking Lot
Miller Park

Observations

MILLER PARK / GROUND LEVEL



Overall, the size of this building limits the materials and services that can be provided here.

There is no separation here between adult, teen, and children's spaces for flexibility in a tight space but sound can be an issue

The enchanted forest theme is well executed to denote the children's area

Consider relocating the service desk to create a larger flexible program space

There is nice seating at the fireplace. Shelving could be more populated for face-out new materials display

Consider mobile displays, shelving, and furniture to improve the flexibility of this building

There is no enclosed quiet space available here

There is no enclosed program space or group meeting space available here

The multi-purpose room is under-utilized and could be rethought

Consider a reconfiguration of the office and multi-purpose room space

There is a need for a janitorial closet with mop sink on this floor

Sound comes into the office from the restrooms and the book drop room

There is clear way-finding through the building

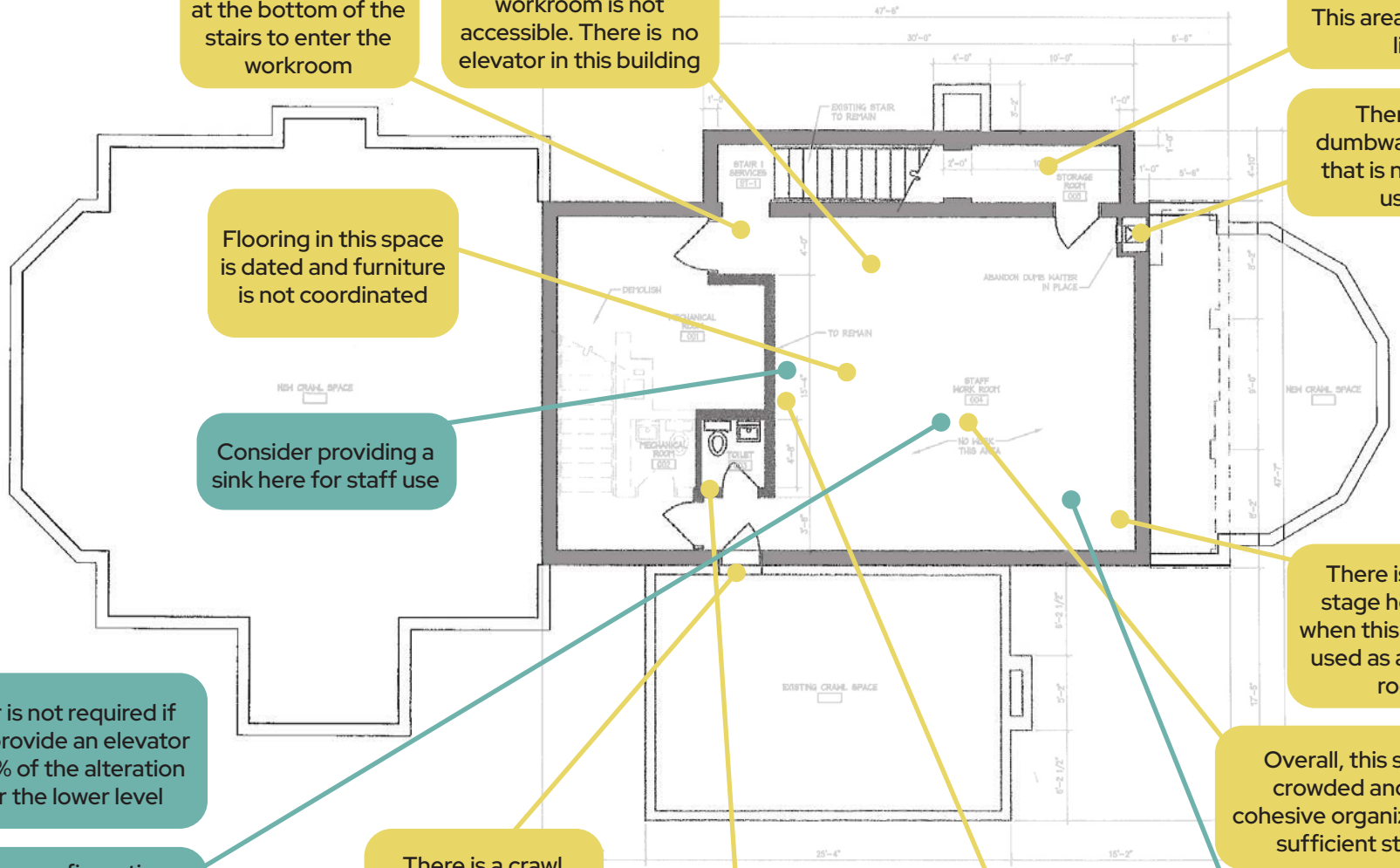
The service desk is large but also serves as the primary staff workspace on this floor

The vestibule is nicely used for new book display

There is a lack of book display when entering the building beyond the vestibule

There is nice seating along the widows. These tables are rearranged for programs

Observations
MILLER PARK / LOWER LEVEL



Tremont Road Library

Observations
TREMONT ROAD OVERVIEW

About the Building

Building Size: 57,500 SF

Year Constructed: 1958

Years Expanded / Renovated: 1973, 1987, 2021 partial interior updates

Number of stories: 2

Overall Impressions of the Space

Entry Experience

- The vestibule is large and does not indicate which way to go (left or right) to enter the building
- This space is oversized for its function

Wayfinding

- The current layout does not support easy wayfinding, particularly to the lower level
- The colorful path along the carpet provides much needed wayfinding to the children's area

Signage

- Signage is needed to guide visitors to the various collection departments on the first floor but also to the lower level.
- Consider signage that also lists the spaces housed on the lower level
- Directional signage should be provided on both floors
- Collection signage could also be improved

Facility Flexibility / Adaptability

- The openness of the first floor does provide opportunities for flexibility
- The lower level is segmented into function-based spaces for staff use, meeting, and the research area

Response to Service Area Needs & Issues

- This building is in need of study rooms and meeting room options in a range of sizes
- The Library is currently in the process of reassessing the physical media collections in order to increase space for other functions

Condition of Interior FF&E

- The interior of the building is due for an update that would create a cohesive vision for finishes, furniture, shelving, lighting, service desks, and equipment

Universal Facility Accessibility

- The entry doors can be automated by pressing the button on a stanchion ahead of the doors
- This building is generally accessible for all users and offers unisex / family restrooms
- Some of the shelving aisles in the adult collection area are narrow for patrons with assistive devices to be able to turn around the ends of the rows

Observations
TREMONT ROAD OVERVIEW

Patron Convenience

Parking Lot Use

- The parking lot is nicely sized for this library with overflow parking that is shared with the adjacent park

Support for Patron Self-Directed Services

- Once inside the building, it is easy for patrons to locate staff, browse new materials, and checkout items
- The current layout does not support easy wayfinding, particularly to the lower level

Access to Self-checkout / Holds

- The Holds area is well located adjacent to the self-checkout stations. This area is also next to the circulation desk with good visibility for staff who may need to assist patrons

Community Information Display

- This is located in the vestibule with additional materials near the self-checkout stations

Drive-up Services

- A drive-up book drop is currently in use
- A drive-up service window is not currently offered but could be possible through reconfiguration of the interior layout and relocation of the circulation department. Some modifications to the current curbside pickup area may also be needed

Walk-up Book Drop

- The walk-up book drops are located both to the right and left side of the main entry

Smart Lockers

- These are not currently available but could be provided under cover near the entry.

Wellness Room

- There is small nursing pod in the children's area. This is near the restrooms but it would be preferred if a wellness room with a sink were available

Observations
TREMONT ROAD OVERVIEW

Services & Staff

Access to Staff Assistance

- It is easy to locate staff throughout the building

Processing & Moving Materials

- Materials are primarily processed through technical services in the lower level and circulation services on the first floor
- There are plans to incorporate an automated materials handling system at this location

Location & Condition of Service Desks

- Service desks are well located for the departments they serve
- Service desks look dated and worn and replacement should be considered

Ease of Identifying Service Desks

- Service desks are generally easy to identify
- Consider a new service desk in the children's area that coordinates with the feel of a children's area and is inviting to young children

Technology Use

Library Computer Use (patrons)

- The amount of public computers currently provided is sufficient for the amount of use
- There is interest in having public computers available on the first floor

Personal Device Use (patrons)

- Many patrons do bring their own devices. This is particularly common for those who work remotely and students

Access to Power

- Access to power is primarily provided in perimeter seating areas
- There may be a need for mobile power stations in non-perimeter seating areas and furniture with access to power

Observations
TREMONT ROAD OVERVIEW

Collection Use

Collection Access

- Collections are easy to access and navigate

Collection Display

- Aside from the Atrium, there is limited collection display. Collections could be further merchandised by incorporating a variety of display unit types

Organization / Layout of Shelving

- The majority of adult collections are in a traditional layout that is well organized for browsing but lacks effective endcap signage and creates a book warehouse feel
- The author name signs in the Adult Fiction collection area are effective

Interactive Learning / Play Features

- The children's area has a great play space that could be expanded upon with more interactive elements and also incorporating some "big body play" that supports more active play and creates a safe environment for climbing and jumping
- There is under-utilized space in the children's area that could be used for expanded play

Meeting / Gathering Spaces

Public Meeting Room Access

- This library currently has a small meeting room in the lower level, a small theater with stepped flooring, and a conference room.
- These spaces are not sufficient for the demand for meeting room options in this area. These spaces are also not particularly functional for patron needs.

Study Room Access

- There are currently no study rooms in this library but study rooms are needed

Seating Options

- There is a combination of lounge and table seating throughout the building. The majority of adult seating is either in the Atrium space or hidden from view along the perimeter

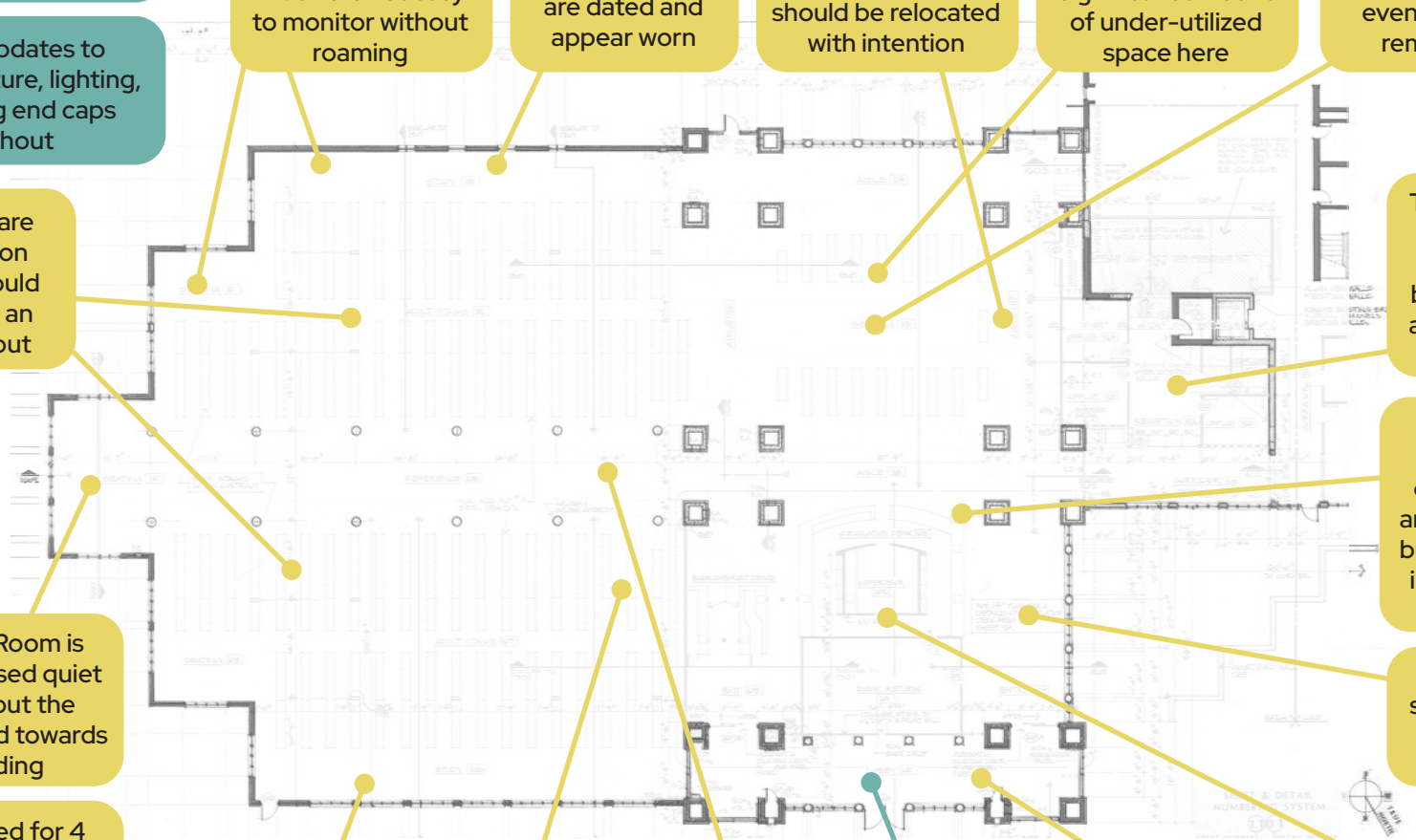
Outdoor Programming Space

- There is currently no outdoor programming space at this library
- However, there is room on the site to incorporate a reading patio and small outdoor space

The book drop and curbside pick up area is often congested and would benefit from being expanded to 2 lanes
The entry vestibule is inefficient and confusing. The entire entry experience should be re-imagined
ATM
Dorset Rd
Tremont Rd
Upper Arlington Public Library
Friends Upper Arlington Public Library Bookstore
Northam Rd
York Rd
Kent Rd

Observations

TREMONT ROAD / GROUND LEVEL - 1985 EXPANSION



Consider a complete reconfiguration of the layout of the spaces here to better incorporate seating, shelving, and display

Consider updates to finishes, furniture, lighting, and shelving end caps throughout

These areas are very collection heavy and would benefit from an updated layout

The Hutson Room is the only enclosed quiet space here but the layout is geared towards quiet reading

There is a need for 4 person study rooms in this building

Seating along the widows is not easy to monitor without roaming

The study carrels are dated and appear worn

The Friends book sale area appears disorganized and should be relocated with intention

There is a significant amount of under-utilized space here

This space is the only option in this building for hosting large events and should remain flexible

The administrative office location restricts the flow between the older and newer parts of the building

There are some face-out book displays here and among the columns but they do not feel intentional in their placement

There is a significant amount of under-utilized space here

Seating along the widows is a mix of types and styles

There is a makeshift staff work area here

The adult services desk is in rough shape

Consider a complete reconfiguration of the entry experience

The vestibule is both overly large and confusing with no wayfinding

The circulation desk and work areas are very large and likely a result of the vestibule design

Observations

TREMONT ROAD / GROUND LEVEL

Consider a complete renovation of the media, teen, and children's areas. Both in public and staff spaces

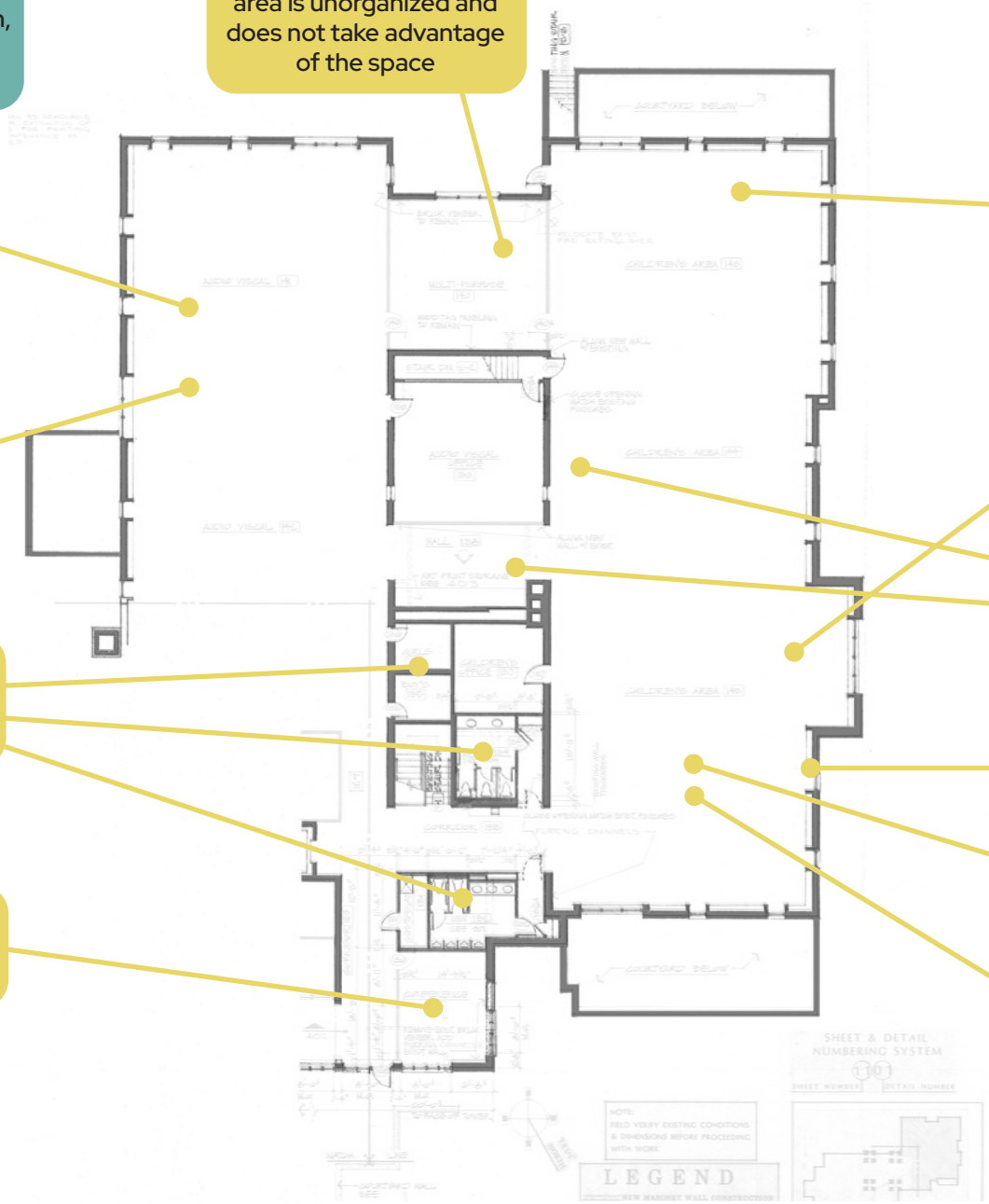
This workroom / storage area is unorganized and does not take advantage of the space

The finishes, furniture, shelving, equipment, and lighting all seem dated an uncoordinated in the media area

We understand that media collection use has been decreasing and there will be a reconceptualization of this space

Its great to have restrooms adjacent to the children's area

The conference room is well used and easy to find



This part of the children's area is under-utilized and could be better outfitted for story time and other children's programs

The finishes, furniture, shelving, equipment, and lighting all seem dated in the children's area aside from the interactive play space

The teen area is small and feels like an afterthought

Many of the perimeter shelves are empty

The children's area lacks any mobile / dynamic / retail style display opportunities

The children's area lacks shelving that is easily browse-able by young children

Observations

TREMONT ROAD / LOWER LEVEL

Consider a complete renovation of the public areas of this floor and some updates to the staff areas

Consider improved signage welcoming patrons to the lower level and wayfinding when here

It is not clear that the lower level has spaces for public use if you are unfamiliar with the library

The Ohio Room is a nice quiet space but hidden from anyone entering the research area

The staff work area is a large open space that seems mostly under-utilized

The sloped floor design of the Friends Theater limits its functionality

The finishes, furniture, shelving, equipment, and lighting all seem dated in the Reference area and all of the public spaces on this floor

The technical services workroom has a variety of uncoordinated furniture and storage options

The Reference area feels like a designated quiet area for reading, study, and computer use

The staff breakroom kitchen and restrooms are not accessible

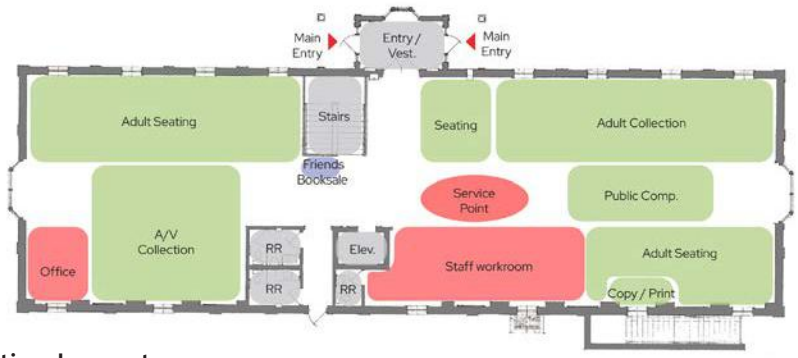
Both the Friends Theater and Meeting Room lack visibility

There is no clear designation for which way the public and staff work areas are located from the bottom of the stair

The restrooms here are dated and the men's restroom stall is awkward

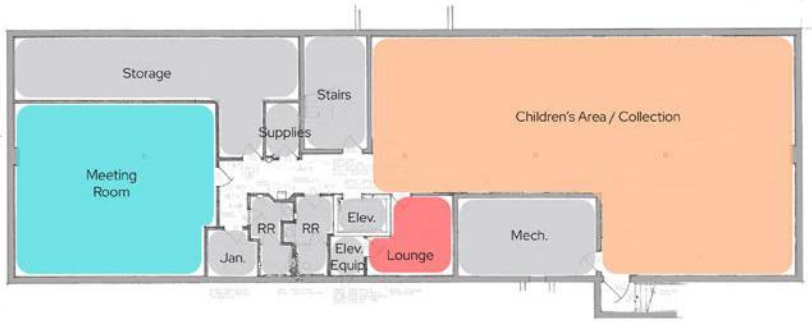
04
Ideas for Improvement

Ideas for Improvement
LANE ROAD / FIRST FLOOR



Existing Layout

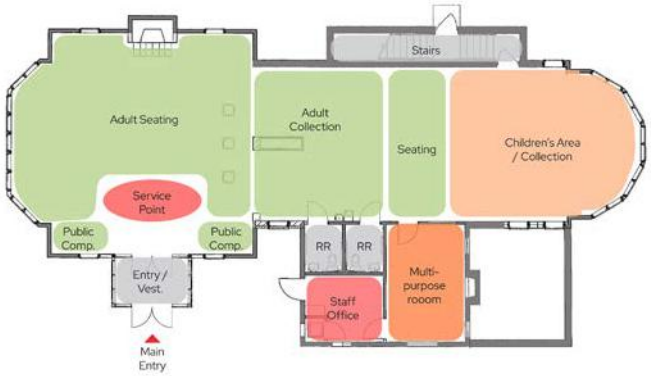
Ideas for Improvement
LANE ROAD / LOWER LEVEL



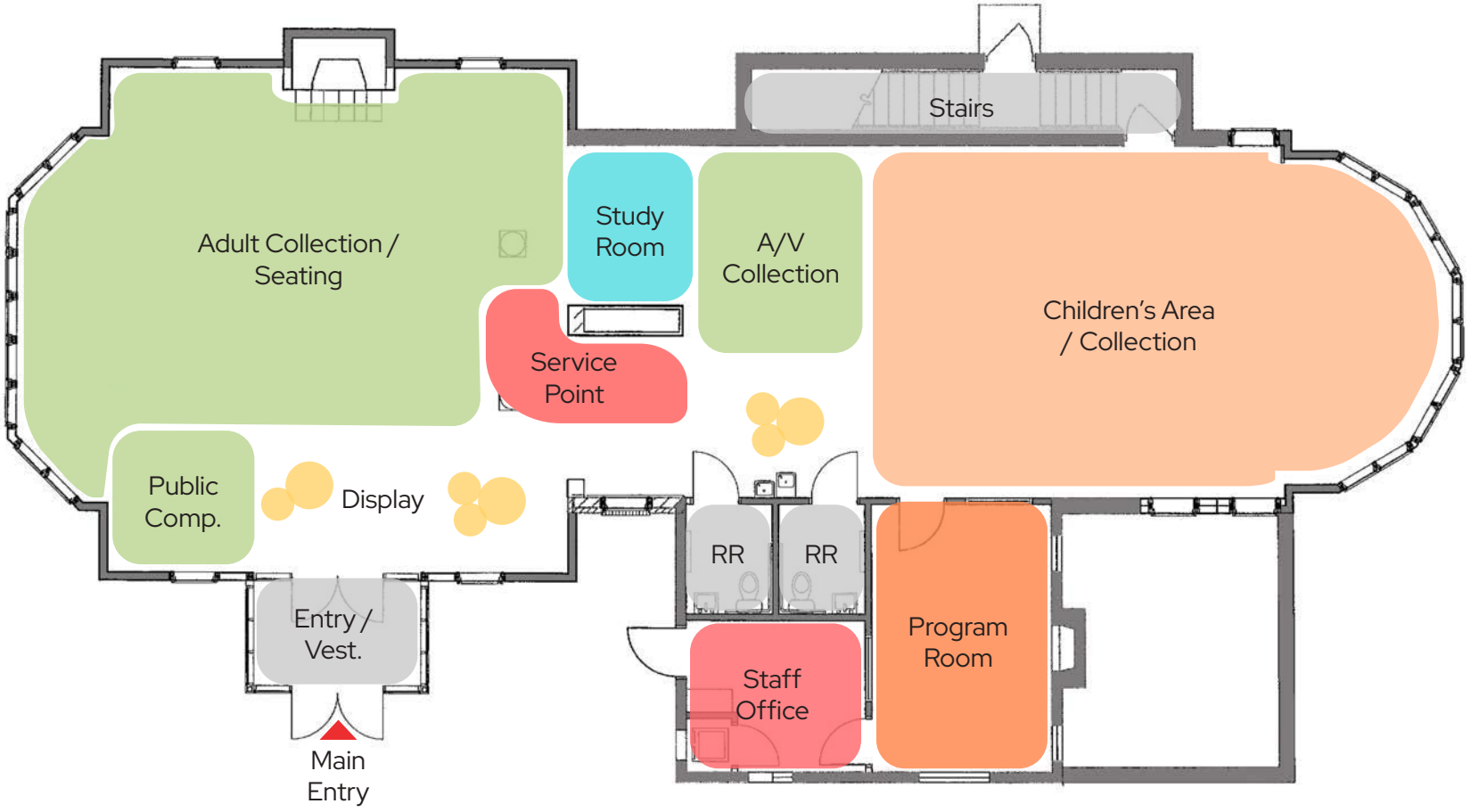
Existing Layout

Ideas for Improvement

MILLER PARK / FIRST FLOOR / *OPTION A*

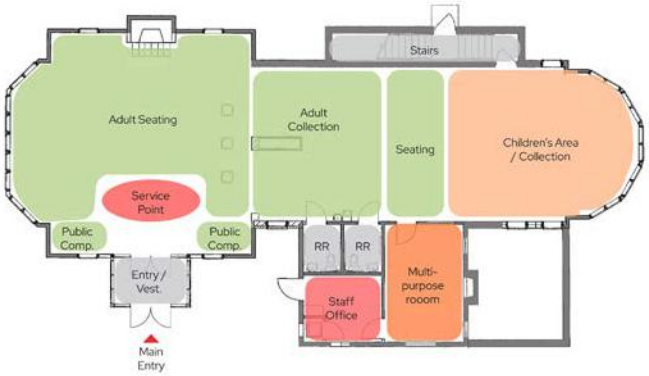


Existing Layout

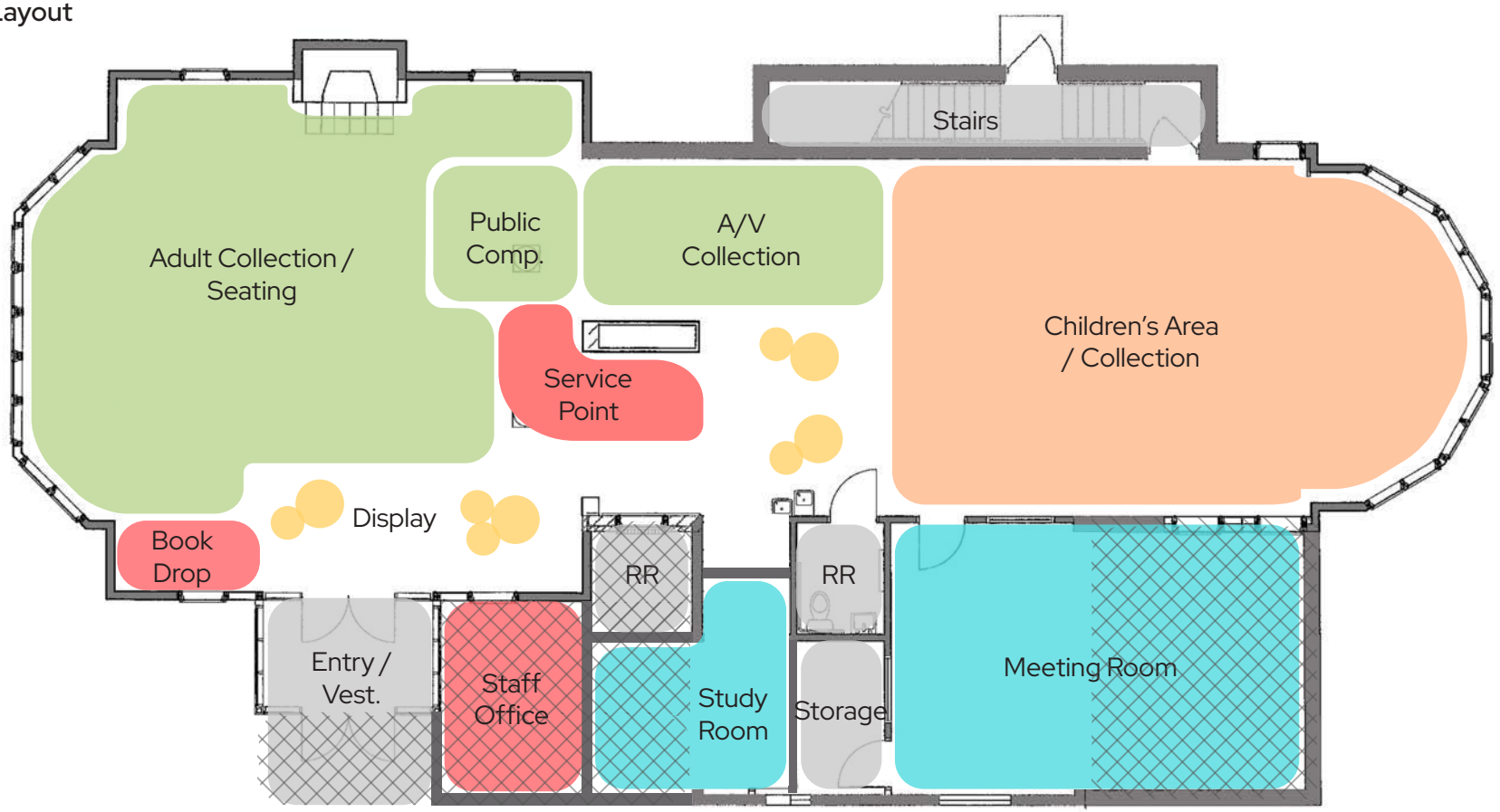


Ideas for Improvement

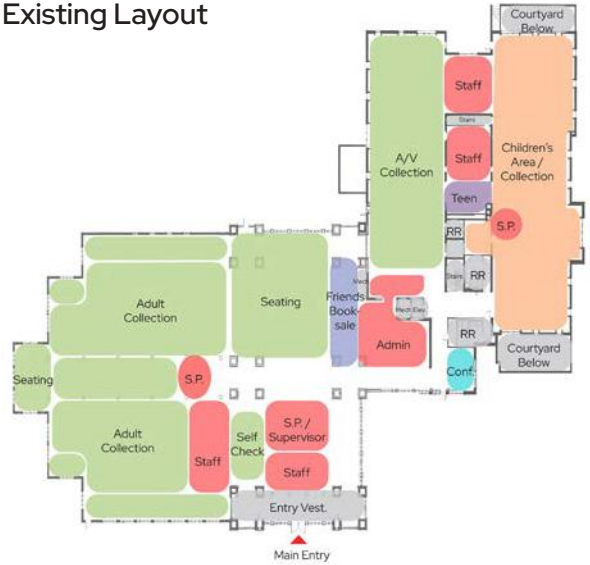
MILLER PARK / LOWER LEVEL / *OPTION B*



Existing Layout



Existing Layout

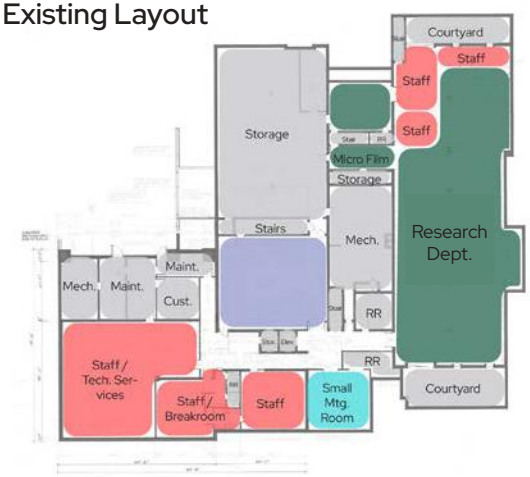


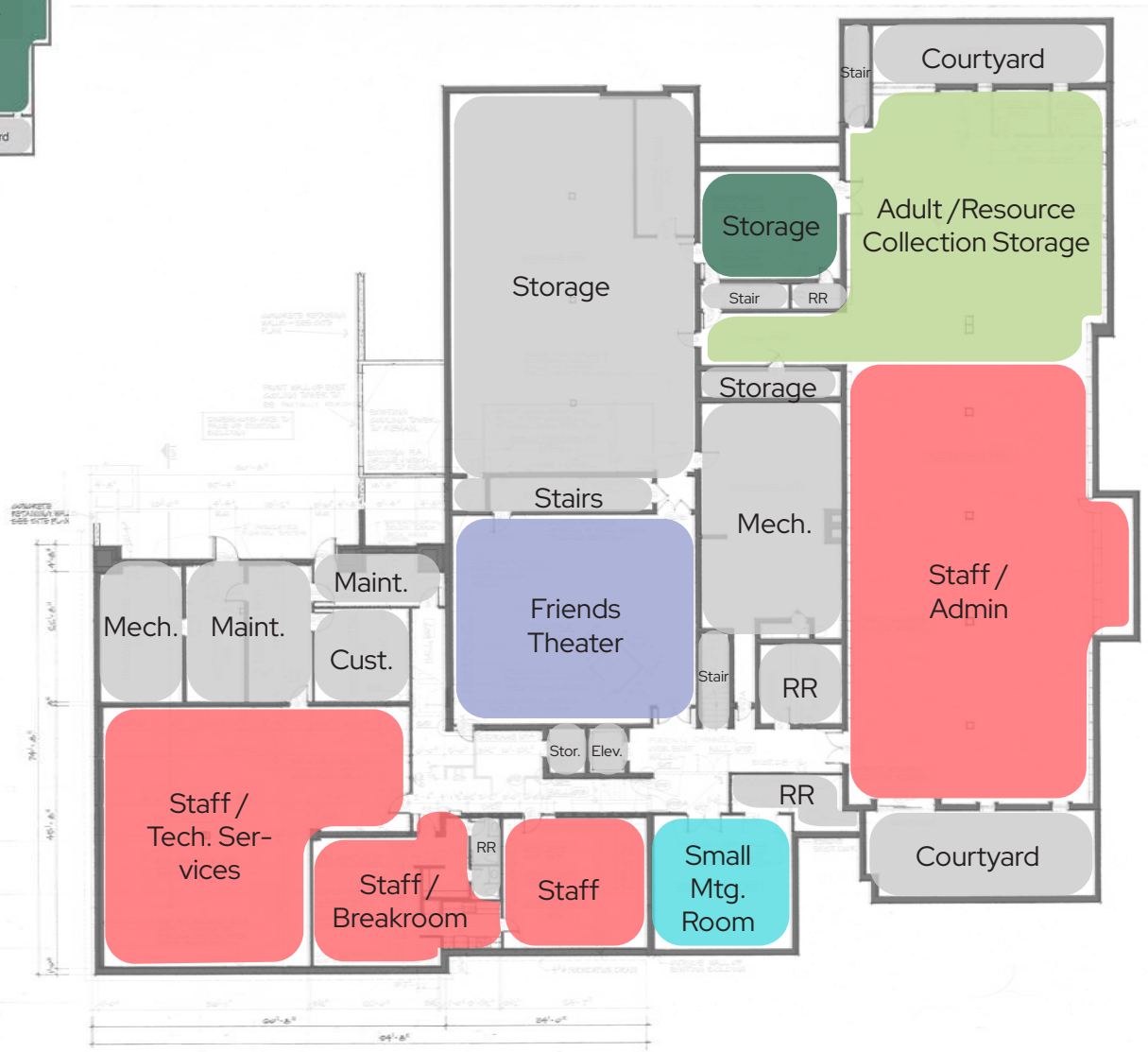
Ideas for Improvement

TREMONT ROAD / FIRST FLOOR / *OPTION A*

Ideas for Improvement
TREMONT ROAD / LOWER LEVEL

Existing Layout





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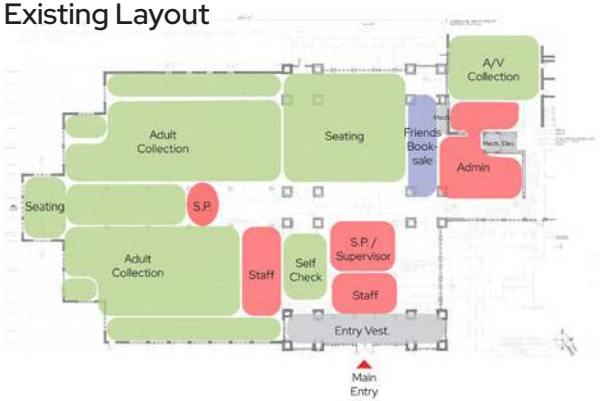
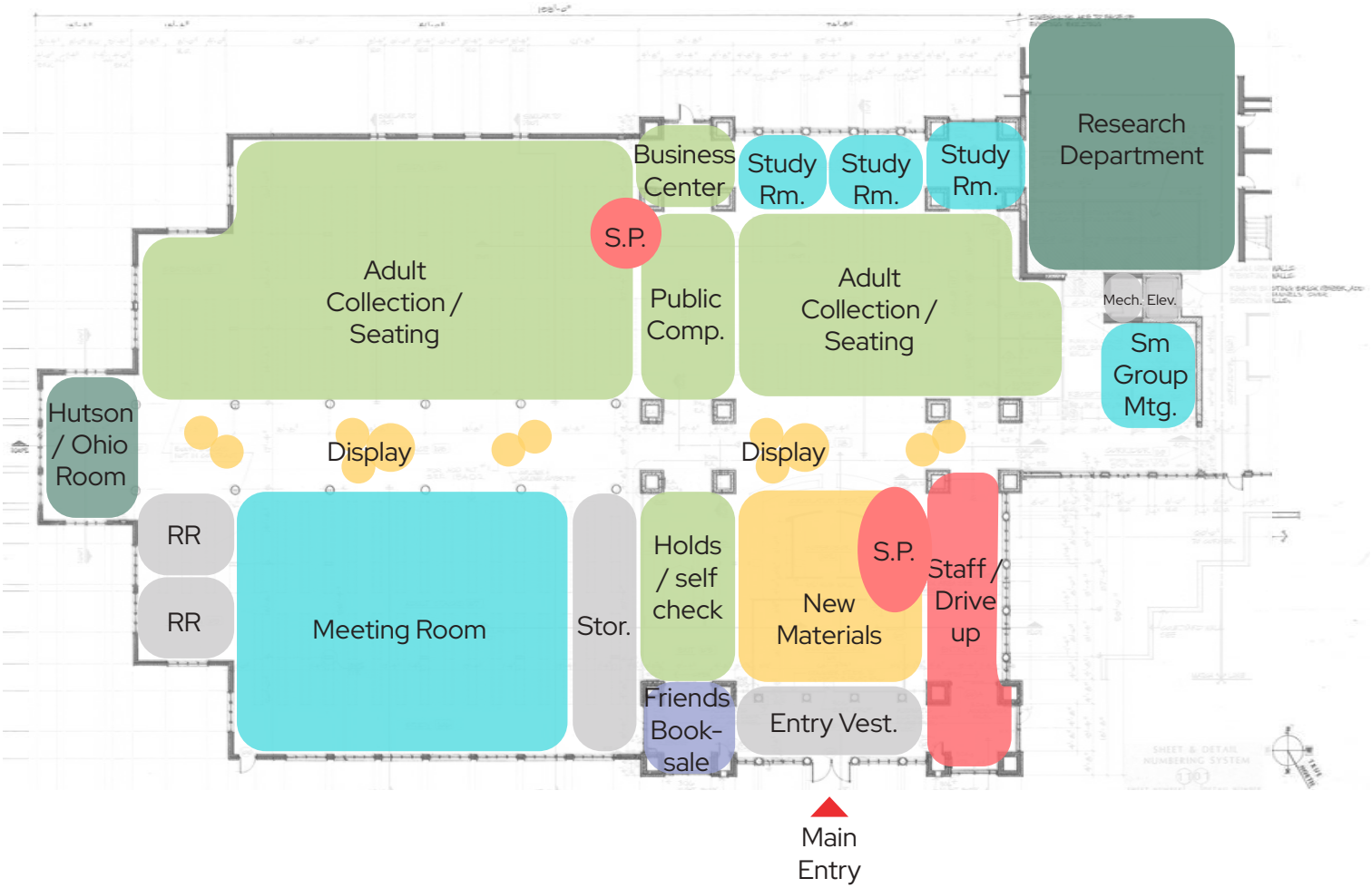


Ideas for Improvement

TREMONT ROAD / FIRST FLOOR / ***OPTION A***

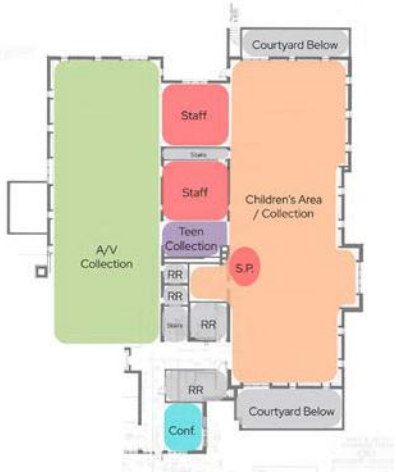
*ZOOM INTO **NEWER** PART OF FIRST FLOOR*



Ideas for Improvement

TREMONT ROAD / FIRST FLOOR / ***OPTION A***

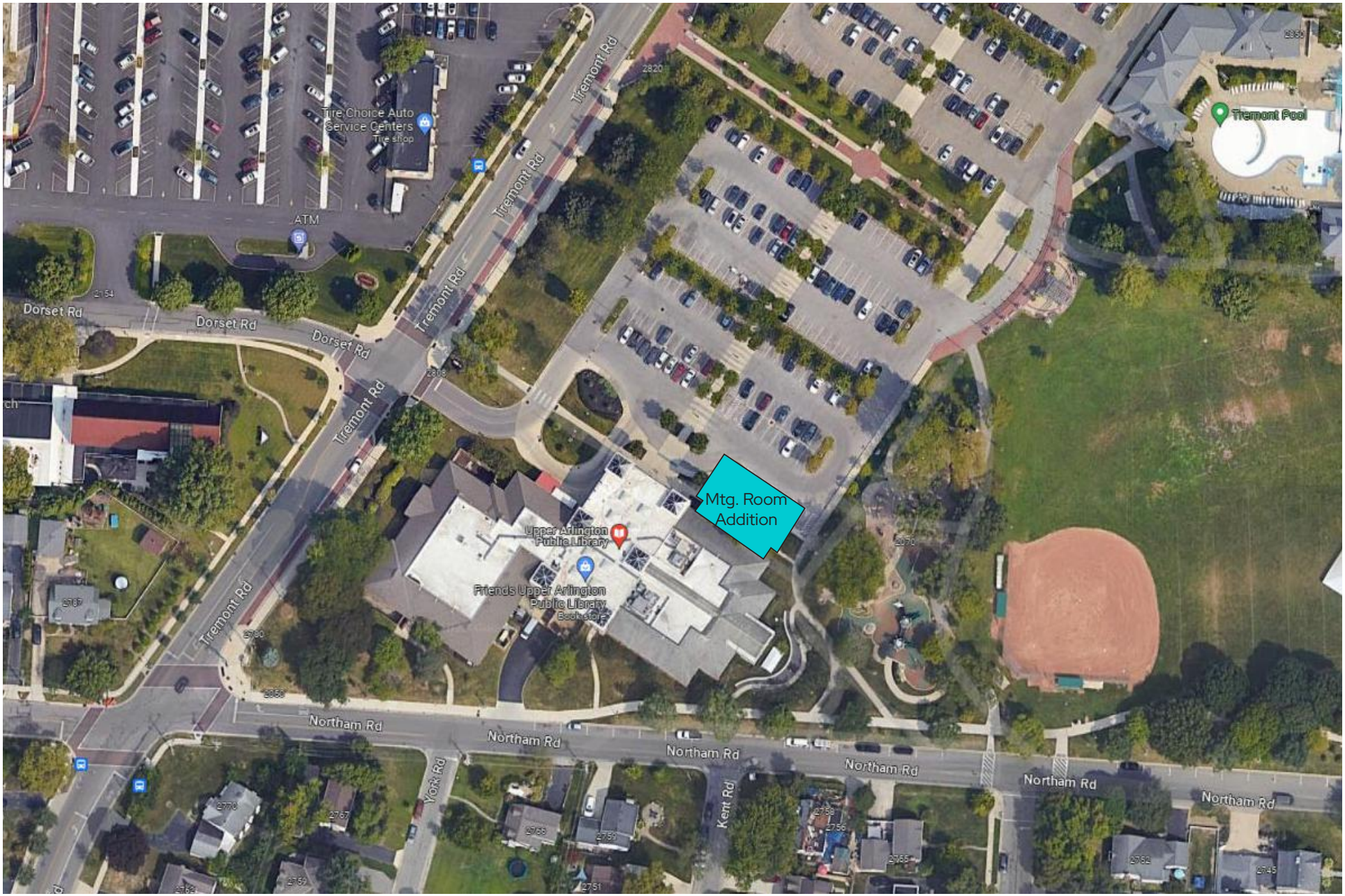
*ZOOM INTO **OLDER** PART OF FIRST FLOOR*



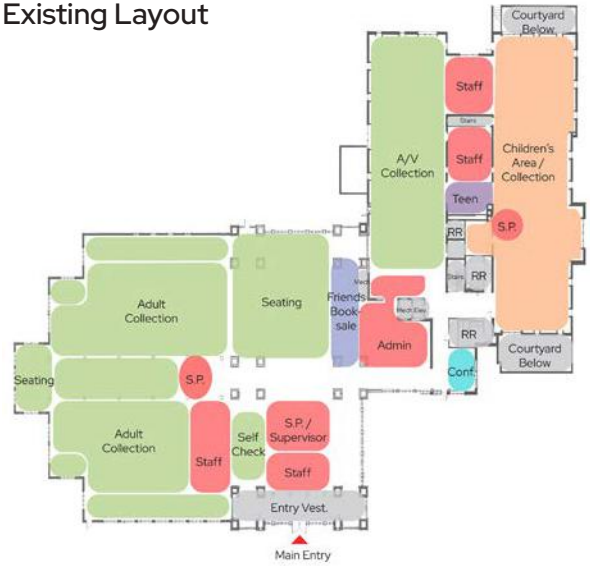
Existing Layout

Ideas for Improvement

TREMONT ROAD / SITE PLAN / ***OPTION B***



Existing Layout



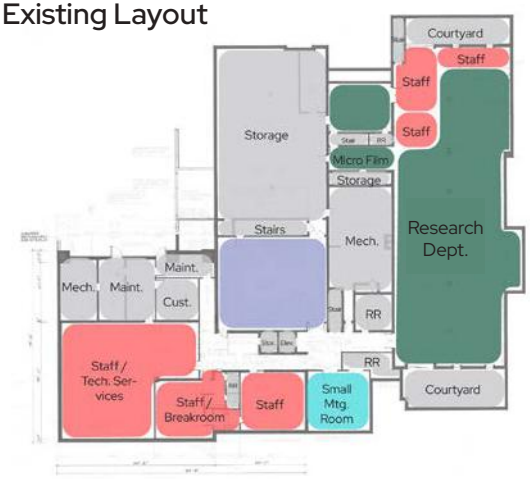
Ideas for Improvement

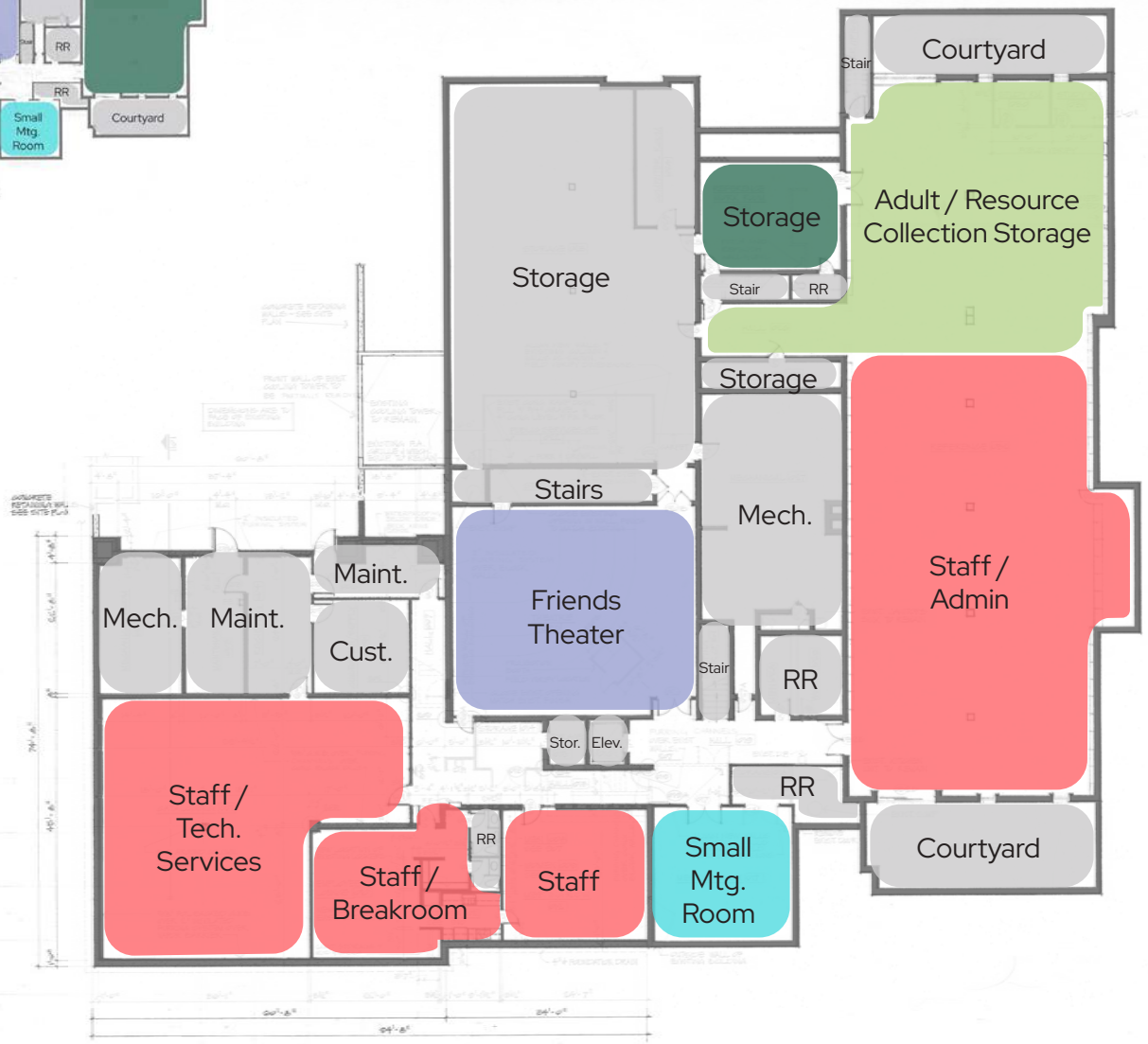
TREMONT ROAD / FIRST FLOOR / *OPTION B*

Addition

Ideas for Improvement
TREMONT ROAD / LOWER LEVEL

Existing Layout



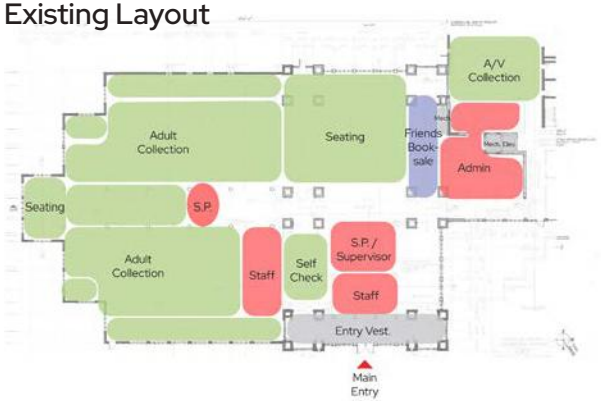


Ideas for Improvement

TREMONT ROAD / FIRST FLOOR / ***OPTION B***

*ZOOM INTO **NEWER** PART OF FIRST FLOOR*

Existing Layout



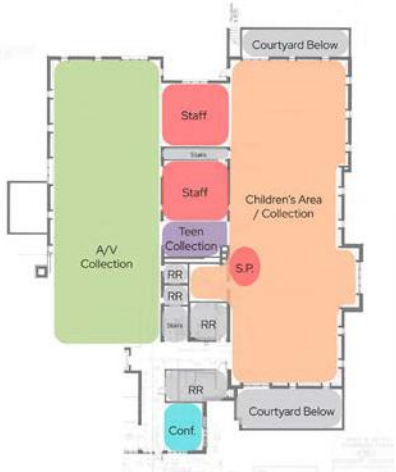
Study Rm.
Study Rm.
Study Rm.
Study Rm.
Program Room
Adult Collection / Seating
Adult Collection / Seating
Mech. Elev.
Conference Rm
Hutson / Ohio Room
Public Comp.
S.P.
Display
Research Department
Staff
Holds / self check
New Materials
S.P.
Staff / Drive up
Study Rm.
Study Rm.
Study Rm.
Friends Book-sale
Entry Vest.
Gallery / Pre-function
RR
RR
Stor.
Main Entry
Meeting Room
Courtyard / Patio

Addition

Ideas for Improvement

TREMONT ROAD / FIRST FLOOR / ***OPTION B***

*ZOOM INTO **OLDER** PART OF FIRST FLOOR*



Existing Layout

05 Cost Projections

Cost Projections
DRAFT PROJECT COST ANALYSIS

LANE ROAD LIBRARY

						5,000 SF per floor
1.0	Building Construction	sf cost	$225 First Floor	$1,125,000		
		sf cost	$125 Lower Level	$ 625,000		
						$1,750,000
2.0	Library Interiors	$30				
	Shelving					
	Furniture					
	Subtotal			$ 300,000		
						$ 300,000
3.0	Design Contingency	10%				
	Subtotal			$ 205,000		
						$ 205,000
4.0	Soft Costs	30%				
	Subtotal			$ 676,500		
						$ 676,500
			Cost of the Work			**$2,931,500**

No escalation has been included. Please refer to page 76.

Cost Projections
DRAFT PROJECT COST ANALYSIS

MILLER PARK LIBRARY

3,100 SF first floor, 600 SF lower level

1.0	Building Construction	sf cost	$50 First Floor Renovation	$155,000	
	Additions	sf cost	$700 Additions	$ 420,000	
					$575,000
2.0	Library Interiors	$30			
	Shelving				
	Furniture				
	Subtotal			$ 111,000	
					$ 111,000
3.0	Design Contingency	10%			
	Subtotal			$ 68,600	
					$ 68,600
4.0	Soft Costs	30%			
	Subtotal			$ 205,800	
					$ 205,800
			Cost of the Work		**$ 960,400**

No escalation has been included. Please refer to page 76.

Cost Projections
DRAFT PROJECT COST ANALYSIS

TREMONT ROAD LIBRARY - NO ADDITION

8,000 SF lower level, 23,000 SF first floor new, 12,000 SF first floor old

1.0	Building Construction	sf cost	$150 Lower Level	$1,200,000	
			$225 First Floor New	$5,175,000	
			$150 First Floor Old	$1,800,000	
					$8,175,000
2.0	Library Interiors	$30			
	Shelving				
	Furniture				
	Subtotal			$ 1,290,000	**$1,290,000**
3.0	Design Contingency	10%			
	Subtotal			$946,500	**$946,500**
4.0	Soft Costs	30%			
	Subtotal			$2,839,500	**$2,839,500**
			Cost of the Work (Without Addition)		**$13,251,000**

No escalation has been included. Please refer to page 76.

Cost Projections
DRAFT PROJECT COST ANALYSIS

TREMONT ROAD LIBRARY - WITH ADDITION

8,000 SF lower level, 23,000 SF first floor new, 12,000 SF first floor old

1.0	Building Construction	sf cost	$150 Lower Level	$1,200,000	
			$175 First Floor New	$4,025,000	
			$150 First Floor Old	$1,800,000	
	Addition	sf cost	$600 Addition	$2,700,000	
					$9,725,000
2.0	Library Interiors	$30			
	Shelving				
	Furniture				
	Subtotal			$ 1,290,000	$1,290,000
3.0	Design Contingency	10%			
	Subtotal			$ 1,101,500	$1,101,500
4.0	Soft Costs	30%			
	Subtotal			$3,304,500	$3,304,500
			Cost of the Work (With Addition)		**$15,421,000**

No escalation has been included. Please refer to page 76.

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TOTAL BUDGET FOR WORK

Budget for the Work (NO Addition at Tremont Road)	**$17,142,900**

Budget for the Work (WITH Addition at Tremont Road)	**$19,312,900**

No Escalation Included

This preliminary cost information is presented for the purpose of planning, feasibility and budgeting. While all efforts have been made to arrive at an accurate representation of the construction costs there will likely be variances.

Several things that may affect the actual costs would include though not be limited to:

- Final scope of work defined for each of the projects
- The volatility of construction markets and related economic factors
- Individual contractor's interpretations of what the above factors are having on their associated costs

The information contained in the following table is based on overall square footage cost for the various level / categories of renovation or new construction and the pricing information is based on rates that are current to fall / winter of 2023.

Items not considered in this preliminary cost information:

- Testing and or removal of any Hazardous Materials
- Building or site acquisition, feasibility, and financing costs
- Work to City streets and sidewalks
- Escalation. Depending on when actual renovation or expansion of each location occurs, a factor should be applied to the total project budget.

UPPER ARLINGTON PUBLIC LIBRARY