

Gibson Memorial Library

Business Plan

January 2012

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This document produced in conjunction with Paul J. Strawhecker, Inc. to provide information about the Gibson Memorial Library's move to the former Lincoln School. Information in this document is deemed accurate unless otherwise noted. Questions and comments regarding this business plan should be directed to Marilyn Ralls, Library Director.

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Executive Summary

Since 1931, the Gibson Memorial Library has provided residents of Union County with resources for lifelong learning, a knowledgeable staff and a welcoming place to gather. It is an open access library and any resident in the state of Iowa may use the library's services without a fee.

Located at 200 West Howard Street, the 7,831 sq. ft. library offers its patrons a variety of materials, including books, periodicals, newspapers, magazines, large print books, local history, audio books, videos/DVDs and more. Residents also have access to many community services, including reading programs for children, teens and adults, inter-library loan opportunities and Internet access.

Beyond all of these materials and services, the library is a place where residents can gather with friends, meet new acquaintances and learn more about the world around them. It is a place for community and a place to grow, and the only public library serving Union County.

Trends in Libraries

More than 125 years ago philanthropist Andrew Carnegie spent what today would be about \$3 billion to build 1,689 libraries around the U.S. He "saw the potential of the public library to be the center of enlightened learning in every community. He offered to build libraries if communities would contribute land, furnish money for annual maintenance, and exercise governance and oversight."¹

In 1997 Bill Gates, founder of Microsoft, funded the development of technology in public libraries through the Gates Foundation. The first Gates grants targeted libraries and branches of libraries in the urban core and rural areas of the country, and attempted to bridge the digital divide. Both Gates and Carnegie transformed libraries from what they were into what they could be. There are, of course, many other changes at work on public libraries. Some even question whether Carnegie's "University of the People" is relevant in this age of instant access to information. By considering those changes and various options for its library system the Gibson Memorial Library helps assure its continued relevance to the population it serves in Creston, Union County and the surrounding area.

¹ Ruth A. Wooden, "The Future of Public Libraries in an Internet Age," *National Civic Review* (Winter 2006): 3-7.

Where we came from: The library of the past

To a great extent, our view of the modern public library and its core services was set in the first decade of the 20th century as a direct result of Carnegie's funding of library buildings. Those core services included:

- Quiet place for study, research, and reading
- Collections of books – both circulating and reference
- Collections of current and retrospective newspapers and magazines
- Knowledgeable librarians

These services are still considered important for the modern library. Libraries have modified their services as technologies and community needs change.

Some examples are:

- Age-specific service specialties like large print books
- Audio books on cassette, compact discs (CDs) or downloadable
- Videos on VHS tapes, DVDs, Blu-Ray, or streaming
- Music on compact discs (CDs) or downloadable
- Magazines in print or digitized
- Computer access and training
- Internet access and wireless connectivity
- Exhibits and meeting spaces
- Study areas and community information
- Literacy training
- Amenities like coffee shops, gift shops, and used book sales

Where we are: Today's public library and the trends that affect it

For many years, public libraries were thought of as quiet places for study and research, and good places for children. Citizens supported the construction of libraries in their communities and fought against library closings, but many citizens didn't use libraries unless they had a specific need. Today's libraries, by contrast, are often the most popular places in town.

Libraries have been the focus of quite a bit of recent research. Among others, the federal Institute for Museum and Library Services (IMLS), OCLC (Online Computer Library Center), the Urban Libraries Council (ULC), the Pew Trust, the American Library Association, Public Agenda, the Americans for Libraries Council and the Bill and Melinda Gates Foundation have invested in research on today's libraries.

A handful of these studies help us understand today's library and foresee future developments. Those studies include three from ULC, *The Engaged Library* (2005), *Making Cities Stronger: Public Library Contributions to Local Economic Development* (2007), and *Welcome Stranger* (2005); the 2005 OCLC Scan; and *Long Overdue* from the Americans for Libraries Council.

Most libraries have taken on new roles, beyond that of providing books and quiet places to read.

The library as destination

Libraries have become destination places, rather than only a place to check out a book or DVD. Libraries are becoming a "third space" for people. One's "first place" is the home and those that one lives with. The "second place" is the workplace. Third places are "anchors" of community life and facilitate and foster broader, more creative interaction for citizens. All societies have informal meeting places; what is new in modern times is the intentionality of seeking them out as vital to current societal needs. The hallmarks of a "third space" are that it is free or inexpensive; food and drink, while not essential, are important; the location is highly accessible; the venue involves those who regularly gather there; it is welcoming and comfortable and both new and old friends are found there. A number of youth and adults in the Creston area have mentioned all these things as important to them for a public library.

The library as community change agent

Libraries are a focal point for community change as they help people of all ages learn new skills and apply for jobs. A December 10, 2008, NBC Nightly News report emphasized the increased demand for library services during these tough economic times. Union County's unemployment rate (4.9% as of October 2011) is less than the state of Iowa (5.1%). However, during the recent recession, people developed a greater reliance on the resources of the Gibson Memorial Library. Union County has seen a 7.1% increase in employment in the past five years (2006-2011). The need for more technical people and a lack of workers was cited as a weakness of Union County in its "2010 Existing Industry Report" *Union County Development Association*. The expansion of the Gibson Memorial Library will provide a place for entrepreneurs to gather, share ideas and resources and access much needed technology in the area. The Gibson Memorial Library's facility and technology will provide the community with access to human capital and thereby strengthen the economic vitality of Creston and Union County.

As local agencies face decreased state and federal funding, the relocation of the Gibson Memorial Library will provide an opportunity for collaboration and sharing of resources – both in space and human capital. The relocated library will become a destination, not only for accessing print resources and other media but also other community resources.

The library as the place for education, workforce and small business learning.

The 2007 Pew Report found that 53% of the adults surveyed had visited a public library in the last year. The age breakdown is support for the continued relevance of libraries.

- 62% of 18-30 year olds
- 59% of 31-42
- 57% of 43-52
- 46% of 53-71
- 32% 72+

Thirteen percent of those surveyed reported turning to libraries when seeking answers to problems, including: decisions about schooling, paying for education, or getting training for themselves or for a child; jobs; serious illness; taxes; Medicare, Medicaid, food stamps.

Once people are at the library, they use a variety of services.

- 69% got help from library staff
- 68% used library computers
- 38% got one-on-one help with those computers
- 58% sought reference material
- 42% used newspapers and magazines

Small businesses and entrepreneurs rely on library services, including access to digital resources like Small Business Reference Center and even automobile manuals. It is not unusual to see an individual basically running a small business via the library's computers and a cell phone. Now that most companies require submission of an application online, staff often go beyond providing instruction on computer skills to sitting down with an individual to help him or her actually complete the employment application.

Role of the Gibson Memorial Library in the future

Some options for focusing library services over the next decade could include the services listed below. No one library could fill all of these roles. Rather, a library may select a limited number of service roles and then work to achieve excellence in those areas. Some public libraries have adopted one or more of these roles already, while others are just beginning the exploration.

Technology center

Libraries have a new role of providing access to knowledge (not just information) and online resources to share created content. This might include computer equipment for producing video and music content as well as access to web spaces that can be posted and shared. For example, the Lexington, Kentucky, Public Library recently announced the opening of its own production studio, and the Public Library of Charlotte & Mecklenburg County has a similar set-up. Library homepages are now content-rich rather than just marketing tools. An example of this can be found at The Topeka and Shawnee County Public Library in Kansas, which includes staff-created and –monitored blogs, where staff members and the public talk about books and ideas. And a number of libraries, including the Kansas City, Missouri, Public Library, are taking library programming a step further by posting video recordings on the Internet of library programs. They also provide digital access to the rich resources of their local history room.

Resource for small-business owners and entrepreneurs

Libraries are moving beyond providing print resources (pamphlets, books, or other paper items) for small businesses. Now it's not unusual to find things like computers with Internet access and software that aids business productivity, scanning and faxing capability, WiFi, access to online databases like Business Source Elite and Small Business Reference Center, and even small study rooms that can serve as temporary office space as more people work away from established workplaces.

Workforce training center

Libraries are providing classes on entrepreneurship, presentation skills, computer skills, financial planning, marketing and other business-related topics in order to improve the workplace skills and marketability of community

members. They also support those seeking jobs by providing resources and consultation for resume writing and interview skills. This is in addition to free Internet access for searching online job sites like Iowa Workforce Development, Monster.com and Careerbuilder.com. The International City Manager's Association considers this an important enough role to make it the focus of a new grant funding opportunity for public libraries whose city managers are members of the group.

Resource for information on local government, forms and applications

Libraries act as one-stop-shops for all government forms as well as provides resources and sometimes advice about filling out the forms and submitting them.

Preschool learning area

By providing experiences for young children and their parents where emergent literacy is supported, the children's areas of libraries play an important role in school readiness.

Children's area

The library will offer regular learning programs for school-age children and also support their school-related learning needs, thereby being a place where children can learn about things that are not mandated by the school curriculum.

Teen area

Teens in most communities have a limited number of places that welcome them. The library will provide a safe place for teens to gather outside of school. They will be able to get help with schoolwork, access Internet resources and have group meetings. Technology will play an important role in the teen area of the library.

This area will also provide a space for teens who are involved with programs of community philanthropy and enhancement to engage in their activities. The new library will provide space on the upper level of the north end of the facility for teens to gather.

Community center

The library serves as the place where citizens can gather formally and informally by providing space for meetings and special events, and for socializing with friends.

Research center

Libraries provide access to information on a wider variety of topics than you can find anywhere else through their online databases, reference materials, and the expertise of librarians.

Where the books are

All studies about the role of public libraries emphasize that the library's role as provider of books, as a place where reading is important and where individuals can connect, whether in person or online, to discuss and share the ideas from those books, is still vital.

The expert in “new literacy”

The Pew Report provided some implications for libraries to consider in planning their future. It identified various components of what the authors call “new literacy,” and suggested that libraries could provide expertise to the public. Components include:

Graphic literacy – understanding visual cues (icons, etc.) on a computer or tablet's screen.

Navigation – being able to access information in a variety of ways.

Context – the importance of seeing connections.

Focus – the value of reflection.

Skepticism – the capacity to evaluate.

Ethical behavior – living responsibly.

Personal literacy – understanding digital footprints.

A Growing Need

The Gibson Memorial Library has a history of meeting the needs of the community through resources, services and programming. However, in the last decade, the Library's services and programs have outgrown the current facility, and space is at a premium.

With more than 10,000 registered borrowers, Gibson Memorial Library's usage has increased dramatically. For example, during fiscal year 2000, there were 27,902 library visits; in 2010, there were 42,603.

The Library's holdings have also increased, from 27,807 items in 2000 to 38,455 in 2010. Storing the library's holdings has crowded public spaces, leaving no room for quiet study areas, or space for community meetings or programming. Currently there is no dedicated space for teens to gather in, and only room for about 15 feet of books.



There is also inadequate space to expand the library's digital collection of materials or provide technological access to them. The simple lack of space prevents increasing the number of computer workstations to meet public demand.

The current facility not only prevents the library from adequately carrying out its current programming, but also prevents it from adapting to its growing patronage and providing a top-rate library experience for future generations.

Better Serving the Community

Recognizing and responding to the need for more space, leaders of the Gibson Memorial Library have explored several options to address the current facility's issues. With support from many community members, they have determined that the library can best continue to meet the increasing needs of its patrons by relocating to and renovating the former Lincoln School building at 1001 W. Jefferson Street, which has been vacant for the past six years.

The 23,642 sq. ft. school building holds meaningful memories for many area citizens. It is also located in the area of Creston with the highest concentration of children, and serves as a pick-up and drop-off point for three buses of students throughout the school year.



The Gibson Memorial Library seeks to preserve and repurpose this historic structure, while adapting it for use as a library.

By relocating and renovating the former school building, the Gibson Memorial Library will:

- Preserve a building that has historical significance to the community
- Create an attractive and exciting destination for residents
- Provide community meeting rooms for groups to gather, collaborate and socialize
- Enhance opportunities to access electronic information through technology (computers, e-books, etc.)
- Expand onsite programming opportunities for all age groups
- Provide a positive, dedicated space for teens to study, socialize and access information
- Conveniently serve many of the community's children and teens
- Provide a family-friendly environment for activities
- Expand the genealogy collection
- Create quiet spaces for reading or study
- Offer greater opportunities for off-street parking
- Maximize staffing efficiencies by housing the entire collection on one level

Plans for the renovation also include installing geothermal heating and cooling. Applications elsewhere have shown that the initial installation cost can be recovered in as little as six years.

The projected cost of the proposed Lincoln School building renovation is \$1.8 million, including construction costs, furnishings and equipment. Proceeds from the sale of the existing library facility will go toward the project. The Gibson Memorial Library has also received approximately \$300,000 from previous fundraising efforts toward this project. The Gibson Memorial Library is asking for philanthropic support of the renovation from the community it will serve.

The planned relocation and renovation will allow Gibson Memorial Library to expand its programming and better serve the community. The Library will continue to be an important cultural and economic asset, enhancing the quality of life and learning for residents of Union County.

Library Mission

The Gibson Memorial Library provides a welcoming place to meet and gather, offers staff who can access the collection of materials and electronic resources to satisfy recreational and lifelong learning needs.

Gibson Memorial Library provides materials and services of popular interest to the community, emphasizing and encouraging reading by children and adults and supplementing the educational and informational needs of Union County and surrounding area. Our mission statement, above, is based on the following assumptions:

- Responsibility to provide free access to information, technology, plus print and electronic (CDs, DVDs, etc.) materials
- A commitment by the City of Creston and Union County to a public library
- Responsiveness to the community's needs and desires
- Utilization of modern technology
- Cooperative efforts with other City of Creston departments, other area libraries (primarily Southwestern Community College, Creston Public Schools, and St. Malachy School and Mayflower School), and other agencies
- Commitment to provide intellectual freedom for all

The Library's Past, Present and Future

In 1873 the Creston Library was first opened in a building at the corner of Union and Maple Streets. It was paid for by the Burlington Railroad. The railroad was interested in founding a library to provide a pleasant place for its employees to spend their evenings. A room on the ground floor was used for a library and the second floor was used for entertainment on weekdays and for religious services on Sunday. The rental of the hall was used to cover expenses. For many years the library was in prosperous circumstances, but as time went on it slowly became involved in debt. It was moved several times back and forth from the north to the south side of Creston. The books were given to the Board of Education in 1897 and the library was then opened in a room at the high school building. It was used for reference work by the students but was also open to the public. When the new high school was opened in 1889 the students had access to a library of their own at the school and did not use the old library as extensively as before. There was now a noticeable lack of reading material for Creston citizens.

After two attempts to obtain a Carnegie library failed, Jane and Frank Phillips bought a building site at the southwest corner of Maple and Howard Streets for \$10,000 and presented the deed, along with another \$15,000 in seed money to

the library building fund. Frank was one of the founders of the Phillips 66 Petroleum Company. This money was used to erect a joint clubroom and library. The Matilda J. Gibson Memorial Library was formally opened April 7, 1931. The Creston City Council was only too pleased to name the new facility the Matilda J. Gibson Memorial Library, in honor of Jane Phillips' mother.

The City of Creston added a mill and a half to the taxes of its citizens to take care of library maintenance. In spite of this, there was still a shortage of funds to completely finish the building. The walls of the clubroom in the basement had been left unpainted. It was rented out to various organizations and on Sunday it was used for religious services. The money obtained from rental payments was used to buy new books and keep the building and grounds in good condition but not enough funds to finish the basement. Eventually, the basement walls were cleaned, repaired and painted and the improvements led to more organizations willing to rent the space.

In November 1943, a children's wing was added. The present stone-trimmed brick structure at 200 West Howard Street measures approximately 66 by 51 feet and is set on two lots.

During the early 1980's it became apparent that the Gibson Memorial Library needed some improvements. The lack of handicapped accessibility would result in the library losing its accreditation. After a change in city and library leadership and discussions with architects and contractors, a vote was taken by Creston's citizens and it was decided to remodel the Gibson Memorial Library facility. The foundation was reinforced and the old basement clubrooms and bathrooms became the main floor of the building. A new entrance was added to the west of the building, making it handicapped accessible. New plumbing, sprinkler and electrical systems were added. The air conditioning and heating systems were replaced and new bathrooms were added on the main floor.

Offices for the staff and a storage room were placed on the main floor. The children's area and some computers for youth were also placed on the main floor. The upper level was accessible by means of an elevator or stairs and more computer space was added on the upper level. The book collections were also upstairs.

Also included in the remodeling was a genealogy room located on the northwest side of the upper level, along with room for ICN. Woodwork was added to match the woodwork of the original building.

Remodeling was completed at a cost of approximately \$700,000 to \$800,000. \$700,000 of this expense was approved by a city vote and the balance was provided through private donations. An open house of the newly remodeled building was held in February, 1999.

Librarians for the Matilda J. Gibson Library have been Mrs. Matilda Bowman, Rose Hill, Gertrude Hutton, Mabel Hutton, Carrie Hutton, Mrs. Gertrude Jay, Bella Alderson, Margaret Ball, Phyllis Arnold, Carole Stanger, Sonja Breen, Diana Dillinger and presently Marilyn Ralls. Many dedicated support staff have also worked there since the inception of the library.

Library Services

The Gibson Memorial Library adheres to the American Library Association's Library **Bill of Rights** (please see below) which affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

I. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.

II. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

III. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

IV. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

V. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.

VI. Libraries that make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Adopted June 19, 1939, by the ALA Council; amended October 14, 1944; June 18, 1948; February 2, 1961; June 27, 1967; January 23, 1980; inclusion of "age" reaffirmed January 23, 1996.

This **Bill of Rights** is used by the Gibson Memorial Library as a basis for the development, implementation, and administration of its programs and services.

The Gibson Memorial Library is open from:

- Monday: 10 a.m. – 8 p.m.
- Tuesday: 10 a.m. – 6 p.m.
- Wednesday: 10 a.m. – 8 p.m.
- Thursday: 10 a.m. – 6 p.m.
- Friday: 10 a.m. – 6 p.m.
- Saturday: 10 a.m. – 3 p.m.
- Sunday: Closed

The Gibson Memorial Library has a wide assortment of periodicals, newspapers, electronic media and books. The library's holdings were 38,455 items in 2010. In addition to the library's regular collection, the Gibson Memorial Library has an extensive genealogy section containing over 1,800 genealogy items in its collection and focusing primarily on Union County and the surrounding area. However, patrons may also access large genealogical databases. The library has paid access to the following Internet sites:

- Heritage Quest
- Ancestry Library

The Gibson Memorial Library provides the following services to the public:

Services for Pre-school and Youth

- A collection of print and non-print materials.
- Regularly scheduled story times for toddlers and pre-school children.
- Special programs throughout the year for all age children.
- Annual summer library programs to encourage reading and related activities for school age children.
- Library staff visits the schools to describe the library's services and activities.
- Tours are offered year round

Services for Teens

- Annual summer library program to encourage reading and related activities
- Special programs offered on early out school days.

Reference and Information Services

- Reference questions are answered 49 hours a week in person, over the phone or via e-mail.
- Public Internet workstations are available at no charge.
- One-on-one Internet assistance is available at no charge.
- The library's website is updated with links to valuable online information.
- Interlibrary loan service for items not in the Gibson Memorial Library's collection.
- Genealogical Request process for patrons seeking data. Available through correspondence- mail, telephone and on the library's website.
- Assist in requests for Vital Records

General Services

- Copier services
- Allowing patrons to request holds be placed on materials desired but not in the building, thus ensuring their access to needed/wanted information
- Fax (fee)
- Wi-Fi access to the Internet
- Income tax forms are available to the public
- Renewals by phone
- Materials on reserve
- Public restrooms
- Reader's advisory for all age patrons
- Large print titles
- Collections of books, magazines, audio books and videos

The library currently has computers, photocopier and a printer available for public use. Due to space restrictions we are not able to offer a dedicated meeting space.

The library offers a variety of online services on their website. They offer a collection of subject guides of free resources available on the web. They provide access to the following paid resources:

- Magazines and newspapers through EBSCOhost.
- Genealogy resources by Heritage Quest.
- Downloadable audio books and e-books through the WILBOR consortium.
- Small Business Reference Center through EBSCOhost.

Management and Stakeholders

The Gibson Memorial Library operates under the authority of a Board of Trustees and is owned by the City of Creston. All resident board members are appointed and approved by Creston's Mayor with the approval of the Creston City Council. The nonresident board member is appointed by the Union County Board of Supervisors. Operational expenses (salaries, maintenance, utilities and part of the library's collection acquisition) is funded by the City of Creston and, to a much lesser extent, the townships of Union County.

Gibson Memorial Library Board members

Ann Coulter, Chair
Calvin Huffman, Vice Chair
Karin Coleman, Secretary
Ed Ritter
Jean Ide

Gibson Memorial Library Director and Staff

Marilyn Ralls, Director
Sue Teutsch, Children's Librarian & Assistant Director
Terry Madison, Library Aide
Merle Lee Pugh, Library Aide
Ron Walter, Library Aide
Donna Walsh, Library Aide
Randy Rief, Janitor

Marilyn Ralls is the Director of the Gibson Memorial Library. She has been director for almost nine years. She holds a Masters degree from the University of Northern Iowa in School Library Media Studies and has worked in libraries for over 17 years.

Sue Teutsch is the assistant director and children's librarian. She has been with the library over 20 years.

Terry Madison and **Ron Walter** have been library aides since 2004.

Donna Walsh has been a library aide for three years.

Merle Lee Pugh has been a library aide for two years.

All staff is either certified by the State Library of Iowa or working towards certification. Below is information from the State Library's website:

Certification Program for the Public

Iowa Certification Program for Public Librarians is intended to:

- Improve library service in Iowa by developing the skills of public library directors and staff
- Encourage public librarians to acquire, maintain, and develop their skills through basic and continuing education
- Provide recognition for public librarians
- Enhance the public image of librarians and libraries
- Provide guidelines that public library boards may use in developing staff hiring policies

The Gibson Memorial Library is accredited by the State Library of Iowa. See their website for more information:

<http://www.statelibraryofiowa.org/ld/a-b/accr-and-standards>

Stakeholders

Stakeholders to the success of the Gibson Memorial Library include the Board of Trustees, the City of Creston, The Friends of the Gibson Memorial Library and the citizens of Creston and Union County.

Consultants

In 2010, the Gibson Memorial Library Board hired Laugerman + Architects, Inc. of West Des Moines, Iowa to assess and make recommendations regarding the proposed rehabilitation of the former Lincoln Elementary School for repurposing it as a library. Details of the review may be found in Appendix A of this document.

The Space and Design

In designing a library it is recommended that the layout of the floor plan be as open as possible. This allows for an area to be easily repurposed for the future needs of the library. The proposed design of the former Lincoln Elementary

School is to remove the walls that create the hallways. This will make the area more accessible and user-friendly. Classrooms will be opened up so that there will be a continuous flow from one room to another. Support pillars will help identify previous individual classrooms. The original wood flooring, trim and accessories will be retained where possible so that the historic character of the building will be maintained.

Designated areas in the library will include genealogy, technology, teen, children, family and coffee bar.

There is a need for an expanded area for the genealogy collection. The local genealogy group has more resources they would like to make available to the public. The current building does not have room for these added resources.

In addition to providing WI-FI for the public to access the Internet, we have designated an area for computers and other technology. The area would be convenient for taking online classes, completing homework, applying for jobs online, creating resumes and other documents, and using social media. There will also be individual study rooms with a technology port so individuals can video conference without disturbing other library users.

Our teens need an area that is welcoming and willing to meet their needs. The current teen area is almost non-existent due to the lack of space. The new library will offer the teens a gathering area. There will be room for booths, tables and chairs, bean bag chairs and book shelves. The teens will be able to do homework, collaborate on projects, hold club meetings, and socialize. It will be located on the north end of the building.

The children's area will be expanded. There will be areas for designated story times, crafts, programs and small group activities. This area can also have a designated homework help area. The library can be a resource for programming as the state of Iowa puts more emphasis on the reading levels of third graders.

The family area of the library will be the middle of the building. It will include magazines, DVDs, audio books, displays, comfy chairs, tables and chairs. Displays by community groups would be encouraged.

One of the goals of this project is to be as environmentally friendly as possible. In addition to installing a geothermal system, the library would have energy efficient windows that would open so we can have fresh air when the weather allows. The natural lighting of the building would allow us to use less

electricity. It would also be cost efficient to have motion detection lighting in the areas. All of the current library furnishings that are moveable will be reused in the new library. There will be a need to purchase some new furniture for areas that do not exist in the current library. Some of these items will be for the teen and children's area furniture, comfy chairs, tables and chairs and a circulation desk.

The coffee group at the current library has been very active and supportive of the library. The revenue from this group has provided matching funds for grants and purchased new computers for the library. We want to continue to serve this group and expand the service to other library users. Our current experience with the coffee group has made us aware that people with hearing aids appreciate having carpeting. As a result area rugs may be needed in different areas of the building. This area needs to have comfortable tables and chairs, countertop and cupboards for storage. It would be nice to have a small dishwasher and sink for easy cleanup. The coffee area could also be the location for youth fundraisers.

The green space to the north of the former Lincoln Elementary School can be an asset to the library. The library would like to see this area include a gazebo with seating for library programming, benches, and open areas for kids to play. This area could be used for organized activities sponsored by other entities in the community. At this time the pocket park concept is not a part of this project due to budget constraints.

The building renovation will be conducted in the following order:

1. **Replacement of the entire roof section.** The entire roof will be prepared and sealed as a single unit. This will eliminate the patching that was done previously and create a single membrane over the top of the facility. Total estimated cost of the roof will be \$105,000 to \$115,000.
2. **Replacement of all of the windows.** Energy efficient window units would replace the current ones. This will result in an increase in energy efficiency. Total estimated cost of the window units and their installation will be \$96,720 to \$111,956 (plus sunscreens will be an additional \$15,000).
3. **Reinforcing of the floors to meet the standards for book shelving.** I have never seen a separate cost estimate for doing this. The west side of the building will have the highest density of books shelves as it will be the majority of the fiction collection.

4. **Installation of a geothermal heating and cooling system for the entire building.** Recently, St. Malachy School in Creston replaced their heating and cooling system with a geothermal system. The utility cost savings were noticed immediately. St. Malachy's facility is similar in size to that of the former Lincoln Elementary School. Making a perfect estimate on utility costs for a renovated facility that the Gibson Memorial Library will be using is difficult at this time. St. Malachy School installed a geothermal system in the Summer of 2005. This replaced a 1956 boiler system. Their windows were replaced and they added air conditioning – something they did not have prior to 2005. What is interesting to note is that after St. Malachy School did this, their utility bills did not go up. 2005 was the year gas prices skyrocketed upward and had they not changed their system, the utility cost would have been at least 50% higher. Currently, St. Malachy School (a facility similar in size to the former Lincoln Elementary School) is \$27,000 per year for gas and electric. Total estimated cost for installation of a geothermal system will be \$100,000 to \$120,000.
5. **Renovation of the main level interior walls, doors and rooms.** Renovation will begin with the primary library space that will be used in the front of the facility. This will allow the Gibson Memorial Library to move as quickly as possible into its new location and make the current library facility available for its next owner. The goal of the library's capital campaign is to raise at least \$1.3 million above what was previously gifted for this project and revenue that will come through the sale of the existing library property. It is realized that, although a philanthropic planning study showed this is possible, a contingency needs to be built into this project so that taxpayers are not burdened with an undue financial expense because of it. The intent of interior renovation will be to complete the entire project. However, if necessary funds are not fully available, at least half of the building will be renovated and used for public library space. Total estimated cost for installation of the interior renovation will be \$304,280 to \$344,930.
6. **Updating infrastructure.** New electrical wiring and plumbing will be installed, as well as any needed infrastructure for computers and other technology. The former Lincoln Elementary School building is built over crawlspace, which allows for easy installation of these items at a reduced cost. It also allows greater flexibility in the future, as the library's and community's needs change over the next few decades. Total estimated cost for infrastructure will be \$475,850 to \$524,535.
7. **Renovation of the community space on the lower level of the addition.** When the library's capital campaign is complete, an

assessment will be done as to whether or not there are funds available for renovation of the community space. This space will provide additional revenue to the Library, much as similar space did eighty years ago in Creston. This additional revenue will offset Library expenses and be a benefit to the residents of Creston – both in its availability for use to rent and reducing overall library operational expense. Total estimated cost for renovation of the community space will be \$193,670 to \$210,000.

8. **Tuckpointing and exterior wall repair for the entire building.** Repair will be made to the exterior walls by removing and replacing damaged mortar, resetting bricks that have shifted and installing other materials which will prevent further deterioration of the facility. Total estimated cost of this repair and materials will be \$40,000 to \$44,000.

Pre-Capital Campaign Assessment

In mid-2011, a philanthropic planning study (feasibility study) was conducted to test the feasibility of a \$1.8 million campaign to raise funds to convert and renovate the former Lincoln School facility for library use.

A total of 37 interviews, with 51 individuals, were conducted by Paul J. Strawhecker, Inc. on behalf of the Gibson Memorial Library by Scott Larson, CFRE, Associate. The interviews were conducted in May through August of 2011. The vast majority of these interviews were conducted face-to-face with the balance being conducted by phone. An additional eight individuals were given a tour of the former Lincoln Elementary School on September 9, 2011. Following these interviews, Scott Larson personally met with over twenty additional individuals to discuss the library project's ability to collaborate with Union County area needs and organizations.

Opinions, attitudes, observations, perceptions and judgments were sought through direct questioning and informal discussions on the following subjects:

- Interviewees' knowledge, feelings and perceptions about the Gibson Memorial Library
- The perceived strengths and weaknesses of the library and its function
- The feasibility of a \$1.8 million fundraising goal for relocating the library to the former Lincoln Elementary School
- Sources and giving levels for leadership gifts
- Campaign leadership and volunteers
- Other factors which might affect the success of a campaign

In addition to personal interviews, 13 online responses and 11 mail survey responses were received. The online survey was accessible to respondents between Friday, June 3, 2011 and Sunday, June 12, 2011. Thirty-four copies of the mail survey and case statement were made available to the public, at the library's circulation desk. Thirty-three of these copies were taken by individuals.

Illiteracy and the level of poverty (60% of Creston Public Schools students qualify for free or reduced lunch) in the Creston area creates a heightened awareness of the need for a quality community library that addresses reading, communication and educational skills. English adult learning opportunities are a need in the community and the library could play a role in helping raise the illiteracy rate, through collaboration with the community college, schools and other agencies.

Interviewees frequently mentioned that many people in Creston or Union County likely aren't aware of the library's services or its collection. When asked to describe the community's view of the library, most interviewees who expressed an opinion believed that the general public would be neutral to positive about the library. Among the benefits and strengths of the Gibson Memorial Library, staff was cited as its greatest attribute.

The library provides access to information and technology that many area residents cannot afford. Creston's and Union County's lack of financial resources heighten the importance of collaboration among the public library, community college library and both public and private school libraries. Interviewees who expressed an opinion about the library's importance in the community mentioned the need for cooperation among the libraries to maximize use of the total collections available in the area. The WILBOR Consortium (West/Central Iowa Libraries Building Online Resources) was mentioned by several interviewees as providing affordable access to downloadable audio books to patrons of the library. This was viewed as progressive and a valuable service for those who possess e-readers, iPods, MP3 players, or similar devices.

The concept of a community center in conjunction with a greatly expanded library facility, combined with the possibility of after-school programs, progressive designs that allow people to socialize and interact with technology, and repurposing of a public building will have the potential to enhance the quality of life for Creston and the region.

To date, the Dekko Foundation has provided \$143,990 toward this project. These funds, combined with previous private donations have resulted in

approximately \$300,000 being raised for the relocation of the library to the former Lincoln Elementary School.

The Finances

This section contains financial information related to current and estimated costs regarding library operations, construction/renovation of the former Lincoln Elementary School, utilities and maintenance.

Current Gibson Memorial Library Income and Expenses (2010):

INCOME:

Union County and Townships	\$ 21,875.
City of Creston (property taxes)	\$ 122,329.
Library Fines and Charges	\$ 10,000.
Misc. Charges for Services	\$ 500.
Direct State Aid	\$ 4,500.
Donations	\$ _____

TOTAL INCOME: \$159,204.

EXPENSES:

Salaries and Wages (Regular)	\$ 63,793.
Salaries and Wages (Part-time)	\$ 39,611.
Dues, fees, licenses, etc.	\$ 8,000.
Training and Travel Expenses	\$ 700.
Repair and Maintenance	\$ 4,000.
Telephone	\$ 2,200.
Utilities	\$ 19,500.
Miscellaneous Contract Work	\$ 1,000.
Office Supplies	\$ 1,300.
Misc. Operating Supplies	\$ 1,500.
Postage and Handling	\$ 2,300.
Grant Expenses (State \$)	\$ 5,500.
Books, Films, Recordings, Etc.	\$ 9,000.
Building & Grounds oper. maint.	\$ 800.

TOTAL EXPENSES: \$159,204.

Gibson Memorial Library Relocation Project
To the former Lincoln Elementary School

Sources and Uses of Capital

Sources:

Capital Campaign funds raised	\$ 1,300,000.
Sale of current library facility	\$ 200,000.
Dekko Foundation funds	\$ 143,990.
Private Donations from previous fundraising	\$ 156,010.

TOTAL SOURCES: **\$1,800,000.**

Uses:

	<u>LOW END:</u>	<u>HIGH END:</u>
Replacement of roof	\$105,000	\$115,000
Replacement of window units	\$111,720	\$126,956
Tuckpointing and wall repair	\$ 40,000	\$ 44,000
Geothermal system	\$100,000	\$120,000
Renovation of interior	\$304,280	\$344,930
Upgrading infrastructure	\$475,850	\$523,535
Community room renovation	<u>\$193,670</u>	<u>\$210,000</u>

TOTAL USES: **\$1,330,520** **\$1,484,421**

Other contingencies \$204,000 \$204,000

ESTIMATED TOTALS: **\$1,534,520** **\$1,688,421**

Current Gibson Memorial Library Income and Expenses
2012 and Projected Expenses in the new facility

	2012	2013	2014	2015
INCOME:				
Union County	\$20,000	\$20,000	\$20,000	\$20,000
City of Creston	\$137,000	\$141,110	\$145,343	\$149,703
Library	\$10,000	\$10,000	\$10,000	\$10,000
Fines/Charges				
Misc. Charge for Service	\$500.00	\$500.00	\$500.00	\$500.00
Direct State Aid	\$5,500	\$3,800	\$3,500	\$3,200
Donations				
Total Income:	\$173,00	\$175,410	\$179,343	\$183,403
Expenses:				
Salaries/Wages: Full Time	\$63,793	\$65,707	\$67,678	\$69,083
Salaries/Wages: Part Time	\$39,611	\$40,799	\$42,023	\$43,284
Dues, fees, licenses	\$8,000	\$8,250	\$8,500	\$8,750
Training/Travels	\$700	\$725	\$750	\$775
Repair/Maintenance	\$4,000	\$4,120	\$4,150	\$4,275
Telephone	\$2,200	\$2,300	\$2,400	\$2,500
Utilities	\$19,500	\$20,100	\$20,700	\$21,300
Misc. Contract Work	\$1,000	\$1,100	\$1,200	\$1,300
Office Supplies	\$1,300	\$1,350	\$1,400	\$1,450
Misc. Operating Supplies	\$1,500	\$1,600	\$1,700	\$1,800
Postage/Handling	\$2,200	\$2,300	\$2,400	\$2,500
Grant Expenses	\$5,500	\$3,800	\$3,500	\$3,200
Books, Films, Recordings	\$9,000	\$10,000	\$11,000	\$12,000
Total Expenses:	\$158,304	\$162,151	\$167,401	\$172,217

Appendix A (Report by Laugerman + Architects)
added after this page