

**Building Committee
Meeting Agenda
Tuesday, February 8, 2022 @ 1:00 pm
In the ER Township chambers, 315 River St.**

Dick Hults – ER Township - Chair
Liz Atkinson – Milton
Tom Stephenson – Village
Nannette Miller – Library Director

1. Call to Order
2. Approve Agenda
3. Discuss three proposals for a needs assessment
4. Public Comment
5. Recommendation to board/schedule next meeting
6. Adjourn



**Elk Rapids District Library
Community Needs Assessment Proposal
December 20, 2021**

OVERVIEW

The Elk Rapids District Library (“the library”) is a valued community resource for the citizens of the Village of Elk Rapids, Elk Rapids Township and Milton Township. In order to determine which changes to services and physical space might best meet the needs of residents, library leaders are interested in conducting a Community Needs Assessment (“CNA”). Having the CNA results will allow library leadership to create a plan for upgrades to both physical spaces and other services that best meet the needs of the community today and going forward.

Avenue ISR proposes to partner with the library to conduct the CNA to address these and other questions:

- How do residents currently read, connect and access information today?
- What role does the library play to help meet those needs, both overall and for particular groups of the population (e.g. people with children, retirees, job seekers, people without home internet access, etc.)? What role could the library play?
- Which current resources and services offered by the library are most valued by residents?
- What do residents need from the physical space offered by the library, including materials, reading areas, meeting and study areas, community spaces, etc.? How should the library grow and adapt to meet those needs?
- How can online and virtual services offered by the library adapt to meet the needs of residents?
- How do residents ideally want to learn about events, programs and changes at the library?
- How has COVID changed residents’ desires and expectations for library services?

Plus additional topics and questions generated by library staff, library board and community leaders.

Avenue ISR proposes to help the library board conduct the CNA and generate a report that contains:

- A broad-based understanding of community needs
- Clear and actionable community priorities from which to update plans going forward

APPROACH

Avenue ISR proposes the following approach:

1. Kickoff: Meet with a Project Team chosen by the library board to finalize project approach, lay out key milestones and share any relevant existing information (past surveys and research, strategic plans, etc.)
2. Interviews (~3 Weeks): Understand potential community needs by interviewing 10-15 individuals, including:
 - a. Key staff members
 - b. Board members (as many as wish to be interviewed)

- c. Friends of the Library representatives
 - d. Local elected officials and/or community leaders
 - e. Select residents and library patrons
3. Survey Development (~2 weeks): Draft a survey instrument (questionnaire) in Microsoft Word for review and comment by the Project Team; finalize and generate both of the following:
 - a. An online version that can be completed on computer, tablet or mobile phone
 - b. A printed version that can be made available to any who prefer to offer their feedback in this way
4. Data Collection (~3-4 weeks) Collect data from residents using the following approaches:
 - a. Email invitations to contact lists maintained by the library and Friends of the Library
 - b. Social media posts
 - c. Media releases to local media
 - d. Affiliate communications to local community groups and organizations, such as the Elk Rapids Chamber of Commerce, Rotary Club, local nonprofits, etc.
 - e. Other means of getting out the word suggested by members of the Project Team, who have the community connections to know how to help with promotions
5. Deliverable Development (~3 weeks) Analyze all data and develop implications and reporting:
 - a. Compare survey respondent demographics with those of the Village of Elk Rapids, Elk Rapids Township and Milton Township to determine any appropriate weighting of overall results
 - b. Conduct analysis both overall and for key groups of interest
 - c. Develop a detailed report in PowerPoint detailing community needs and priorities
6. Present all deliverables in one or more public meetings (at the discretion of library leadership)

Total project duration is estimated to be 8-10 weeks. This timing depends on prompt scheduling of key meetings and turnaround of reviewed materials.

Avenue ISR recommends that respondents be offered an incentive for participation such as an opportunity to win a drawing for one of five \$100 gift cards. The cost of these incentives will be covered by the Project Fees (see below).

PROJECT FEES

Professional fees cover the following activities:

- Overall project management and communication
- Research instrument design
- Programming and data collection
- Overall analysis and reporting
- Any participant incentives offered

Total Professional Fees	\$9,000
Costs for data collection, hosting, travel and other incidentals	\$0
TOTAL	\$9,000

A final timeline will be developed once the project is approved and funded.

EXPERIENCE

Since it was founded in 2006 Avenue ISR has conducted well over 100 strategic engagements for established and emerging companies, nonprofits and community organizations. We have helped clients with many strategic needs: assessed market trends, challenges and opportunities;

conducted competitive analyses and benchmarking studies at the strategic and tactical levels; helped clients improve the customer experience; and worked to develop strategic plans and marketing plans. We utilize a variety of techniques, tailored to the needs of each client engagement. Rather than “write reports,” we work to ensure that our work leads to actionable strategies and clear business results. Past and current clients include United Way of Northwest Michigan, Networks Northwest, Housing North, The Great Lakes Commission, 3M, Wells Fargo Bank, Munson Healthcare, the Robert Wood Johnson Foundation, DePaul University and Hagerty Insurance. We work with these clients to write road maps, expand capacity and build momentum toward goals.

Woody Smith, Avenue ISR President, will serve as the Project Lead

Woody Smith is the President and Founder of Avenue ISR. In his 20 years of professional experience, Smith has led engagements focused on guiding growth strategy, developing new products and services and improving the customer experience. Woody has led all of Avenue ISR’s community needs assessment engagements, including extensive work with the Grand Traverse Band of Ottawa and Chippewa Indians, the Grand Traverse Regional Community Foundation and Northwest Michigan Community Action Agency. Other past and current clients include the Great Start Collaborative Grand Traverse Bay, Traverse Connect, The Art House Convergence (a national membership organization of art house movie theaters) and Northwestern Michigan College, among others. Smith is the author of numerous articles concerning marketing research, brand development and retail strategy. Woody holds an MBA from the Kellogg School of Management at Northwestern University and a BA from Williams College.

Ann Tisdale, Senior Research Consultant will serve as the Project Assistant

With more than 15 years of experience in marketing research, data analysis, and strategy consulting, Ann Tisdale provides clients with key customer insights as well as practical solutions for business growth and change. Prior to joining Avenue ISR, Ann worked as an independent researcher and statistical consultant on projects in the healthcare, education, and non-profit sectors. Ann has co-authored several research articles and academic papers in the fields of education, psychology and business strategy. Ann holds a B.S. in Psychology and Statistics from Grand Valley State University and is on her way to completing her Masters at Michigan State University.



MIDWEST COLLABORATIVE
for LIBRARY SERVICES
Building better libraries

Proposal for Services

Strategic Planning for the Elk Rapids District Library

January 24, 2022

This proposal is valid for 90 days

Executive Summary

MCLS uses a model of planning that combines the aspirations of the community with the strengths of the library to create outcomes that are achievable and impactful. We seek community input through engagement tools developed by The Harwood Institute for Public Innovation. During the engagement process the library's appointed Strategic Planning Committee will engage strategically-identified community leaders in one-on-one interviews about what they want their community to be, what challenges they face in realizing these aspirations, what changes are needed to overcome those challenges, and how the library can contribute to meeting their aspirations.

If desired, MCLS can also facilitate Community Conversations in addition to the one-on-one interviews. These are 90-120-minute conversations with small groups of community members which seek input about their aspirations and concerns for their community, as well as how the library can contribute to meeting their aspirations.

In addition to the community leader interviews and conversations (if chosen), MCLS will engage the community more widely through the use of an online survey instrument to gain feedback around library services. The engagement options are outlined further in the Strategic Planning Process Summary and Cost sections.

MCLS will compile this "public knowledge," or community input, gathered by the Strategic Planning Committee interviews and Community Conversations (if chosen) and create a Community Engagement Report that will help to inform the Planning Committee in their work. This process will help your library engage others, discover potential community partners, and develop strategies that strengthen the library's relevance and significance in the community.

After the engagement process, we will combine the public knowledge gathered with expert knowledge from the Strategic Planning Committee and library staff. By using the SOAR framework (strengths, opportunities, aspirations, and results) we will assist your library in identifying key service priorities that are aligned with local community needs and library strengths. Working with library staff we will then assist you in developing goals, measurable objectives, and timelines, resulting in a strategic plan that increases the library's impact, relevance, and visibility.

If conditions are safe to do so, we can conduct this process on-site at your library. We are also able to conduct the entire process in the virtual environment, using virtual collaborative meeting tools, such as Zoom, Padlet, and Google Jamboard.

Strategic Planning Process Summary

The process outlined below can be accomplished over approximately four to five months from a mutually agreed upon start date.

Part 1: Preparation

MCLS will meet with the library director or planning contact in preparation for the planning process.

The Strategic Planning Committee should consist of 12-15 members and may include the director, key staff, 1-2 board members, and representatives of the Friends of the Library.

The role of the Strategic Planning Committee will be to participate in an initial 2-hour kick-off meeting to strategically identify individuals to participate in the engagement stage of the process, to interview community leaders, and to participate in a half-day retreat to identify the library's core values, vision, and key strategic directions.

Part 2: Community engagement

We will gather "public knowledge" (interviews with community leaders and members and/or community conversations) to gather information about the community's needs relative to the library. The public knowledge will be gathered using the aspirations model of The Harwood Institute for Public Innovation and community survey.

Option 1

- The Strategic Planning Committee members will conduct interviews with approximately 30 community leaders
- MCLS will compile the information gathered from the interviews into a themed Community Engagement Report
- MCLS designs and analyzes community survey

Option 2

- The Strategic Planning Committee members will conduct interviews with approximately 30 community leaders
- MCLS will facilitate, record, and theme five Community Conversations to engage up to approximately seventy community members face-to-face
- MCLS will compile the information gathered from the interviews and conversations into a themed Community Engagement Report
- MCLS designs and analyzes community survey

Part 3: Planning

- MCLS will facilitate a half-day retreat with the Strategic Planning Committee to review the community input and use the SOAR methodology to develop/confirm the vision and core values, as well as the key strategic directions.
- MCLS will facilitate another half-day retreat during which the director and key staff members (12-15) review the community input, vision, values, and key strategic directions. At the retreat, staff will operationalize the plan by developing goals and brainstorming activities that the library might implement to accomplish the key priorities. At this time, they will address organizational competencies: things that must be taken care of at the organizational level to achieve the goals, such as policies, procedures, funding, technology, staffing, etc. They will also draft output and outcome measures for assessing progress. The product of this retreat will be a draft plan.
- Following the retreats, MCLS will work closely with the director to prepare the final plan document, including one virtual meeting.
- MCLS will facilitate a final virtual meeting with director and key staff to assist in the development of an implementation timeline and measurement plan.

Proposed Work Schedule

Task	Planning Activity	Month
Task 1	Design the planning process (meet with consultant)	Month 1
Task 2	Start the planning process (establish Strategic Planning Committee)	Month 1
Task 4	Kick-off meeting with Strategic Planning Committee to introduce process strategically identify community members to engage (meeting facilitated by consultant)	Month 2
Task 3	Identify community needs (Interview community leaders and/or conversations)	Month 2
Task 4	Implement community survey	Month 2
Deliverables	Survey Results, Community Engagement Report	Month 3
Task 5	Planning Committee selects values, vision statement, and key strategic directions (retreat facilitated by consultant)	Month 3
Task 6	Operational Retreat - write goals and objectives, potential activities, organizational competencies (retreat with key library staff - facilitated by consultant)	Month 3
Task 7	Write the Strategic Plan	Month 4
Deliverables	Written Strategic Plan , Implementation Plan, Measurement Plan	Month 4

Cost

The costs for strategic planning services are outlined below and include a “not to exceed” cost for the full-service package. Prices include all clerical costs, printing costs, consulting costs, data analysis costs, and travel.

Community Engagement

Option 1

- MCLS compiles report from the community leader interviews \$2,000
- MCLS designs and analyzes community survey \$2,000

Option 2

- MCLS conducts 5 Community Conversations and compiles report combining data from the community leader interviews and Conversations \$6,000
- MCLS designs and analyzes community survey \$2,000

Meeting/Retreat Facilitation, Preparation, and Supplies

- Initial 2-hour kick-off meeting with Strategic Planning Committee to introduce the process and strategically identify community members to engage
- Half-day retreat with the Strategic Planning Committee to review the community input and to develop the vision and values, as well as the key strategic directions
- Half-day operational retreat during which the director and key library staff review the community input, vision, values, and key strategic directions. At the retreat, staff will develop goals and brainstorm activities that the library might implement to accomplish the key strategic directions. They will also draft output and outcome measures for assessing progress. The product of this retreat will be a draft plan.
- 2 additional virtual meetings with Director to complete written plan, implementation timeline, and measurement plan

Meeting/Retreat Facilitation, Preparation, and Supplies Cost \$9,000

Written Plan \$4,000

Option 1 Total not-to-exceed cost for full-service planning \$17,000

Option 2 Total not-to exceed cost for full-service planning \$21,000

Payment of the fee is broken down and tied to project deliverables:

Option 1 - \$4,000 Upon completion of the community interviews and delivery of the survey analysis and Community Engagement Report

Option 2 - \$8,000 Upon completion of the community interviews and Conversations and delivery of the survey analysis and Community Engagement Report

\$9,000 Upon completion of the Strategic Planning Committee retreat and key staff operational retreat

\$4,000 Upon completion of the written plan

Qualifications of Firm and Prospective Team Members

MCLS is a collaborative organization partnering with Indiana and Michigan member libraries, product vendors, and other library entities to provide informational content, operational services, and personal oversight designed to assist libraries in helping themselves better relate to the patrons and communities they serve. We have worked with several libraries on full or partial-service strategic planning and have facilitated multiple other meetings for libraries. Resumes for consultants available upon request.

Past and Current Clients

The following is a partial list of past and current clients of MCLS's consulting services for Strategic Planning and/or Meeting Facilitation.

- Leland Township Public Library (MI)
- Syracuse Turkey-Creek Township Public Library (IN)
- Indiana State Library (IN)
- Branch District Library (MI)
- Paw Paw District Library (MI)
- Hussey-Mayfield Memorial Public Library (IN)
- Knox County Public Library (IN)
- Central Michigan University Libraries (MI)
- Kalamazoo Public Library (MI)
- Chippewa River District Library (MI)
- Michigan State University Libraries (MI)
- Oscoda County Library (MI)
- Suburban Library Cooperative (MI)
- Hamilton East Public Library (IN)
- Anderson Public Library (IN)
- Traverse Area District Library (MI)
- Westchester Public Library (IN)
- Culver-Union Township Public Library (IN)

References

Ryan Wieber, Director, Kalamazoo Public Library, Kalamazoo, MI, ryanw@kpl.gov,
(269) 553-7828

Michele P. Howard, Library Director, Traverse Area District Library, Traverse City, MI,
mhoward@tadl.org, (231) 932-8527

Lisa Stamm, Executive Director of Westchester Public Library, Chesterton, IN, lisa@wpl.lib.in.us,
(219) 926-7696

Erin Lawrence, Director of Culver-Union Township Public Library, Culver, IN,
elawrence@culver.lib.in.us, (574) 842-2941

Kathy Irwin, Dean of University Libraries, Central Michigan University, irwin1km@cmich.edu,
(989) 774-3500

Contact Information

To discuss this proposal, please contact:

Pamela Seabolt
Manager
Engagement, Consulting, and Training
Midwest Collaborative for Library Services (MCLS)
1407 Rensen St. Suite 1
Lansing, MI 48910
Phone: 800-530-9019 ext. 123
Email: seaboltp@mcls.org

Agreement for Services

By Elk Rapids District Library:

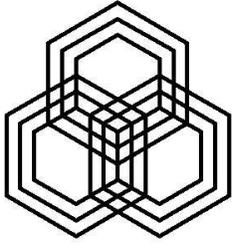
Signature _____ Date _____

Printed Name _____ Title _____

By MCLS:

Signature _____ Date _____

Printed Name _____ Title _____



Library Planning Associates, Inc.

P.O. Box 406
Normal, IL 61761
voice: 309-846-2836
anders@libraryplan.com

January 26, 2022

Richard Hults
Elk Rapids Library District
Elk Rapids, MI

Dear Dick:

I was pleased to talk with you earlier this week about plans to expand and improve the building that houses the Elk Rapids Library District. As you described, plans have been underway for some time now but appear to have stalled. Library supporters seek to reboot the effort by taking a fresh look at the library's service goals and space needs.

I applaud the reboot because, as I often remind clients, those pesky tectonic plates of library service keep shifting. It's valuable, essential even, to revisit the underlying goals of the project, especially when a planning effort draws out, to insure the goals align with needs. In the current case, our recent and ongoing experience of the Covid pandemic has introduced concerns we didn't know about just two years ago, concerns that impact a library's goals and operations and the structure that houses and supports those goals and operations.

Any reboot of the library's planning effort must focus on an assessment of resource and service inventory goals the building is to house. It may be that I emphasize such goals because I am first and foremost a librarian, but the fact is, every library's space needs are shaped and determined by its underlying service goals. This notion is at the heart of the space planning methodology I pioneered while on the staff of the Wisconsin state library agency. *Public Library Space Needs: A Planning Outline* emerged from years of dialog among members of the American Library Association's Building and Equipment Section regarding the shortcomings of then-current space planning tools and standards that had not been updated since the early 1960s.

As a service-based assessment of space need, the methodology invites a library to examine local service needs and establish suitable goals. What kind of collection should the library provide? How many technology stations? How many reader seats? Staff work stations? What kind of meeting and programming capacities should the library support? All of those *service goals* in turn translate directly into a space need. For every 100 items to house, the library needs a quantifiable amount of floor space. Each reader seat requires a certain amount of space. A service-based assessment of space need allows the library to tailor the examination to its unique local needs. Moreover, an important byproduct is a specific understanding of the benefits that will accrue to the community by way of the proposed capital project.

You invited me to prepare a proposal to assist the Elk Rapids trustees and staff with the reboot of its planning effort. For going on forty years, Library Planning Associates, Inc. has provided guidance to

libraries as they consider service goals and space needs. As founding principal of LPA, I've pursued my interest in the intersection of a library's service goals and space needs throughout my whole career. I suggest a workplan grounded in a thorough and careful examination of existing documentation and evidence, complemented with additional input from trustees, staff, and select local opinion leaders. At the library's option, these core activities may be extended with additional efforts to reach out into the community. Details regarding these phases are found in the following brief appendix, along with a concise copy of my credentials.

The centerpiece of the core study is a site visit to Elk Rapids. The site visit affords a chance to tour the existing library and observe directly existing conditions, operations, and resources. The site visit also affords a chance to engage with trustees and staff to elicit priorities and concerns regarding future directions for the library in Elk Rapids. Prior to the site visit, LPA will conduct a thorough examination of existing documentation in order to fashion analytic benchmarks for use in evaluating current conditions at the library and prospective future service goals.

Regarding those analyses, we know from data issued by the Institute for Museum and Library Services that the Elk Rapids District Library maintains a collection of roughly 20,000 items. That's good to know, but is a collection of 20,000 items a lot, or not a lot? We can glean part of an answer to that question by examining sample cohorts drawn from the IMLS database. Among libraries in the U.S. serving 5,000 to 10,000 population, for example, the median collection totals 31,000 items. This could be an indicator that the library's current inventory is undersized (not necessarily a surprise – when a library starts to explore space needs it's often because the existing building creates a constraint that limits inventory). At the same time, Elk Rapids appears to be well-used: on average, the circulation rate per capita is 7.37, versus a median of 5.62 among libraries nationwide serving 5,000 to 10,000 population. It could be that the influx of seasonal residents in the community affects this result. In any case, this kind of comparative analysis creates a useful context for evaluating current services and defining potential future goals, all of which plays directly into an understanding of future space needs. By structuring multiple, varying cohorts, one can stitch together a rich picture of what the library is today and what it might become in the future.

The library may choose to complement this core planning effort with various strategies for community engagement. These may include structured group interviews, key informant interviews, open public hearings, among others. The attached appendix offers information regarding those options.

As outlined in the following material, the tasks involved with the core planning effort will require 75 hours of consulting time. At LPA's standard rate, that translates to a base fee of \$11,250. Allowances for clerical support (\$1,150) and travel (\$800) bring the total cost of this study to \$13,200. Obviously, the addition of any direct community engagement strategies will change the cost estimate accordingly. I am, of course, always open to exploring other approaches to the core planning effort that may be useful in further tailoring the study to the needs of the Elk Rapids District Library.

Please do not hesitate to reach out with any questions you may have.

All best,



Anders C. Dahlgren
President

APPENDIX

The proposed core planning effort focuses on a series of tasks LPA described as “internal” in nature. That is, the resources LPA uses to learn about the library and its community include existing documentation and input from library “insiders” (mostly staff and trustees). LPA has learned that a focus on such internal sources are, by far, the most effective, efficient way to learn about a library and the community it serves. As noted previously, these internal study strategies may be complemented by an assortment of “external” data gathering strategies that involve direct community engagement.

The following tasks comprise the proposed core planning effort:

- **Review of existing documentation** – the library will be asked to assemble an assortment of existing reports and documents for the consultant to review by way of introduction (see following sample Checklist of Documentation)
- **Local annual report summary** – the library’s annual report data of the last 10-20 years will be compiled in order to describe recent developments in service trends
- **Peer comparative analyses** – The IMLS database will source a series of comparisons with peer cohorts to describe a context that facilitates analysis of current conditions and possible future goals. Various cohorts will be drawn to examine the impact of regional service expectations, the impact of larger or smaller populations, the impact of greater or lesser fiscal support, and so on.
- **National trend analysis** – Just as it’s important to understand the development of local trends over time, planners must understand the broader national or regional trends that serve as a background to local planning efforts. There is, for example, clear evidence that for 15 years, U.S. libraries have trended toward leaner collection inventories – a factor that should play into any assessment of future needs at the local level.
- **Site visit** – an essential opportunity to experience the library’s current setting directly, to engage with staff and trustees, review the findings of the preceding studies and start to formulate potential findings
- **Assimilation** – Based on the interactions conducted during the site visit, LPA will complete the analysis of service goals, preparing a working paper outlining recommended future service goals for the library. This will be conveyed to the library for review.
- **Teleconference** – LPA will meet with local representatives to review the working paper and solicit reaction and questions
- **Space needs analysis** – Based on the emerging menu of recommended resource and service inventory goals, LPA will prepare a report on the library’s space needs and convey that to the library for review
- **Teleconference** – LPA will meet with the board and library director to present the recommendations of the service and space needs study. At the library’s’ option, this could be conducted in an in-person setting instead.

Together, these tasks will require an estimated 75 hours of consultant time. At LPA’s standard rate, this produces a base fee of \$11,250. Additional allocations for clerical support (\$1,150) and travel (\$800) bring the final cost for this study to \$13,200.

OPTIONAL COMMUNITY ENGAGEMENT

The library may wish to broaden the extent of the service and space needs inquiry by incorporating “external” data gathering components into the workplan. This may include activities such as open public

hearings, structured group interviews, and key informant interviews. Such efforts extend the depth of the study. By engaging a larger cross section of the community, it can also foster greater buy-in to the study findings. Note that adding any of these tasks will extend the study timetable and add to study costs.

For example, the addition of structured group interviews would involve an additional site visit. During the originally proposed site visit, the specific strategies for those interviews would be confirmed with staff and board. An interval of preparation would follow – probably around six weeks to schedule and arrange the invitations. Each interview should have a target of 10-15 participants, and one can anticipate issuing 1½ invitations for each individual who participates. At least ninety minutes should be reserved for each interview. The group interviews would then be conducted during a follow-up site visit. The number of interviews will determine the duration on-site. The time required for synthesis, summary, and reporting out following the site visit likewise depends on the number of structured group interviews conducted.

A sample budget for four structured group interviews includes, at a minimum, a full day on-site, and possibly a day and a half, depending on the specific schedule that can be arranged for the interviews. Another 12 hours will be needed for synthesis, summary and reporting out. The combined added cost in this instance is estimated at \$4,625 (including allocations for clerical support and travel).

If the library is interested in possibly pursuing additional external data gathering options, we are ready to outline specific.

CHECKLIST OF DOCUMENTATION

At the study begins, the library will be asked to assemble existing documentation including such items as the following:

- * annual reports to the state library agency for 2018 and 2020
- * the library's mission statement
- * any formal long-range plan / statement of goals & objectives adopted by the library board
- * a copy of the current operating budget
- * current organization chart
- * summaries of any recent community and / or user surveys
- * current floor plans with a furnishings layout
- * any demographic overview for the library's service area, such as may be available from a county or regional planning agency or whomever
- * available demographic *forecasts* for the community, anticipating population growth (to the year 2040 preferred) as well as notable shifts anticipated within the composition of the community.
- * a map of the community (note location of current library)
- * the current comprehensive master plan for the community indicating how the area is expected to be developed

Documents can be forwarded to LPA in physical or electronic formats, noting that LPA is a BIG believer in the Use Whatcha Got School of Data-Gathering. If an item on this list isn't readily available, don't make any great effort to dig it up. Just let us know its unavailable and let's do what we can to work around its absence. If we really do need the errant item, we'll let you know, and *then* it'll be time to move mountains! At the same time, feel free to supplement this list with *any* additional documents you feel would be helpful. The list is rather generic and there may be additional, unique infobits that provide insight into the library or its community. Add on, as you see fit!



Anders C. Dahlgren

President and Founding Principal
Library Planning Associates, Inc.

Anders Dahlgren is an acknowledged leader in planning library services and spaces. He founded Library Planning Associates, Inc. (LPA) in 1984 and has since consulted with more than 150 libraries across the country and internationally. As the building consultant for the Wisconsin State Library (1984 to 1998), he worked with more than two-thirds of the state's 380+ libraries. He has planned libraries ranging in size from less than 2,000 square feet to almost 400,000 square feet and prepared program for more than 5 million square feet of library space.

Education

University of Iowa, B.A. in
English, 1976
University of Illinois, M.S.
in Library Science, 1977
University of Wisconsin,
Certificate of Prof'l
Development Program
in Library Management,
1990.

Professional Background

July 1984 to date
Library Planning
Associates, Inc.
Founding principal
June 1996 to Dec 2006
Dominican University
Library School
Adjunct Professor
Oct 1985 to Dec 2002
University of Wisconsin
Instructor
Oct 1984 to July 1998
Wisconsin Division for
Library Services (state
library)
Consultant for Public
Library Construction
and Planning

Among his accomplishments and contributions:

- 14 years on the staff of the Wisconsin state library agency as the state's recognized authority on long-range and facilities planning
- created *Public Library Space Needs: A Planning Outline* while on the staff of the Wisconsin state library agency (the most referenced library space planning tool, often referred to as "the Wisconsin model," it became the basis for the space planning methodology recommended by the International Federation of Library Associations)
- two projects recognized by *Library Journal* as Library of the Year – The Blair Library (Fayetteville, AR) and the Laramie County Public Library (Cheyenne, WY)
- three projects recognized by *Library Journal* as a New Library Landmark – Poplar Creek Library District (Streamwood, IL), Durango (CO) Public Library, Madison (WI) Public Library
- two projects recognized by the American Institute of Architects with the AIA Honor Award, the AIA's highest award – Cambridge (MA) Public Library, the Poetry Foundation (Chicago); the Poetry Foundation headquarters was also cited by *Architectural Record* in its recent list of the "Top 125 buildings" of the last 125 years
- elected by peers three times to the Executive Board of the American Library Association's Building and Equipment Section (BES)
- twice elected to the Standing Committee on Library Buildings and Equipment in the International Federation of Library Associations (IFLA)
- named by the American Library Association six times to serve as a juror for the Library Building Award, jointly sponsored by the American Library Association and the American Institute of Architects to recognize excellence in library design – in the history of the LBA program, no one has served on this jury more

Selected project experience

Jackson-Madison County Public Library, Jackson, TN

Service and space needs assessment study. Delivered September 2020.

Joliet Public Library, Joliet, IL

Service and facilities conceptual study, updating and re-deploying services in the library's two buildings – the 74,000 square foot Ottawa Street facility and the 36,000 square foot Black Road facility, delivered 2018. Building program describing renovation of the Ottawa Street facility delivered 2019. Continuing plan review ongoing.

Scarborough Public Library, Scarborough, ME

Service assessment and building program describing an addition to the existing 12,500 square foot building, bringing the gross area to 30,800 square feet. Delivered November 2019.

Peoria Public Library, Peoria, AZ

Service and facilities configuration study for a rapidly growing community in the Phoenix metro area. In association with Engberg Anderson's Tuscon office. Delivered March 2019.

Fayetteville Public Library, Fayetteville, AR

Building program statement for expansion of main library to 168,000 square feet, in association with MSR Design. Delivered December 2017.

Jefferson College Library, Hillsboro, MO

Building program statement for renovation of library / learning center / center for teaching & learning – 32,000 square feet total, in association with TR,i Architects. Delivered May 2016.

Harper College, Palatine, IL

Programming for remodeling and expansion of the library, incorporating Student Success Services, the Writing Center, the Tutoring Center, the Center for Innovative Instruction, the Center for Adjunct Faculty Engagement, and the Academy – more than 110,000 square feet total – in association with Legat Architects. Delivered November 2015.

Cleveland Park Branch, DC Public Library, Washington DC

Building program and plan review for the 25,000 square foot Cleveland Park Branch, in association with Perkins Eastman DC. Delivered August 2015.