

PHASE III - FINAL REPORT

EXECUTIVE SUMMARY:

Continuing shortage of space and concerns regarding the operational and functional efficiency of the existing library facility resulted in the issuance of a Request for Proposal by the Town of Cape Elizabeth for assistance with a “needs assessment” and the development of a “design concept for a library improvement program.”

The consulting team that was selected (Himmel & Wilson, Library Consultants and Casaccio Architects), supplemented by a local engineering firm, identified more than 100 deficiencies in the existing structure(s).

Needs Assessment & Library Improvement Program Findings:

- The heating systems are extremely inefficient. Ventilation is inadequate. It would be extremely difficult, if not impossible, to retrofit the existing structures with a system that would meet current American Society of Heating, Refrigerating and Air Conditioning Engineers standards.
- There are many evidences of water damage and there is a strong possibility that the foundation walls (at least in the Spurwink School annex basement) may be structurally unsound and/or may contain mold.
- Ceiling heights in the basement public areas are sub-standard.
- The floors of both the old Pond Cove School and the Spurwink School buildings are inadequate to support the weight of the fully-loaded library stacks that are in place. Both electrical wiring and the internal data network are at or beyond capacity.
- The existing building complex is highly inefficient from a staffing perspective.
- Meeting facilities are uninviting and impose limits on Library and community programs.

Based on considerable input from the public and by applying widely accepted library planning standards, the consultants calculated that a facility of approximately 19,500 gross square feet (GSF) would be needed to meet core library needs. It was determined that providing adequate quality space for the Cape Elizabeth Historic Preservation Society and space for both three dimensional and wall-hung art displays would require an additional 2,000 – 3,000 gross square feet of space.

The Library Study Committee directed the consultants and architects to provide additional information, including cost estimates, regarding three approaches: 1) Reprogramming Existing Space, 2) Building an Addition that Reuses some of the Existing Structure(s) and 3) Building a New Facility (“Clean Slate” Scenario).

- The space reprogramming concept was rejected because well over \$ 1 million could be spent addressing some of the many structural, mechanical and accessibility issues with little gain in functionality.
- The estimated cost range to implement the addition scenario (expressed in 2009 dollars) fell in a range between \$5 million and \$7.5 million.
- The estimated cost range for implementing the “clean slate” concept was nearly identical to the cost of the addition scenario: clean slate costs (in 2009 dollars) would be between \$ 5.1 million and \$ 7.8 million.

After considerable discussion and consideration, the Library Study Committee directed the consultants and architects to pursue the clean slate scenario in greater depth. After careful consideration, the Study Committee selected a scenario that involves the construction of a new building on the Scott Dyer Road site.

Conceptual Plan:

The building represented is approximately 23,000 gross square feet in size and could be built at a cost (in 2009 dollars) of between \$ 5.1 and \$ 7.8 million. It includes:

- introduction of a significant amount of natural light into the library and interior views from the streets and sidewalks.
- considerably more space for library collections, public access computers, several special purpose areas for tutoring and group study and comfortable seating areas for study and reading.
- a considerably larger children’s library with a dedicated programming room and convenient access to the larger all-purpose meeting facilities for larger gatherings. The all-purpose meeting room would be designed to be sub-divided for simultaneous use by two smaller gatherings. A smaller conference room would also be available for smaller community and Library meetings.
- space for displays of three dimensional items as well as for items in enclosed cases in the Maine Room/CEHPS area.
- a dedicated young adult area including a separate group study area equipped for the development of multi-media presentations.

- staff and storage areas with a service entrance for the delivery of new materials and interlibrary loan materials to the technical services area and to the circulation department without traversing through public areas.

The new library concept that is presented portrays the library as the bridge between the past and the future. The light pouring out from the facility would continue William Widgery Thomas' depiction of the library as a "lighthouse of knowledge" in a literal way.

The consultants believe that it is extremely important for the Town of Cape Elizabeth to move forward with planning a replacement facility for the existing Thomas Memorial Library. The deficiencies of the current library complex are significant, and in some cases, pose unacceptable hazards. Furthermore, there are negative long-term cost implications of doing nothing. The fragmented nature of the existing structure wastes a very costly resource, i.e., staff time. An examination of costs associated with a "band-aid" approach led to a conclusion that money spent addressing the documented deficiencies would yield little in functional gains.

In addition, the shortcomings of the current building seriously hamper the Library's efforts to offer high-quality, 21st century library services. Finally, interaction with a large number of community residents leads to the conclusion that many people want the Library to play an expanded role as a center of community life in Cape Elizabeth. Doing so within the confines of the existing structure will be next to impossible.



PROLOGUE:

A DAY IN THE LIFE OF THE THOMAS MEMORIAL LIBRARY - 2011

It's 8:45 on a crisp sunny morning in October, 2011 in Cape Elizabeth, Maine. Every few minutes another car pulls up to the Library's drive-through book-drop to return books, CDs and DVDs. A small group of people is starting to gather in the Library's outer lobby awaiting the 9:00 AM opening time. A woman in a business suit glances at her watch as two older gentlemen share their observations on the weather, Washington, and the world. A young woman in a hard hat and well-worn construction boots joins the group and a middle-aged man in a pick-up truck parks near the Library's entrance just as a staff member approaches the interior door with keys in hand. Another day is about to begin at the new Thomas Memorial Library.

As the door opens, the people stream into the building, each with a specific purpose in mind. The senior men head for the comfortable chairs in the periodicals section where the staff has just put out today's morning newspapers. They'll soon be joined by three or four other "regulars" who will sip coffee, scan the newspapers and discuss the issues of the day. Occasionally they glance up at four flat screen TVs mounted on a nearby wall that are set to closed captioning and are tuned to CNN Headline News, the Weather Channel, CNBC, and Fox News.

The woman in the business suit heads to a study table, opens her briefcase, takes out her laptop computer and spreads some papers next to it. It takes her only a moment to log on to the Library's wireless network so she can check her e-mail and download updated information from her home office in Boston. Although she lives in Massachusetts, she has a vacation home in Cape Elizabeth and telecommutes to work throughout the summer and fall. The Library serves as her office away from home when she's servicing clients in Maine and New Hampshire.

The "pick-up truck man" and the woman in the construction boots head for the computer reservation terminal where they're quickly assigned a computer to use. The pick-up man logs on and checks his e-mail. He does so every morning at opening time. He's exceptionally pleased today when he finds a response to a message he sent yesterday. The email was to his daughter, a Second Lieutenant in the Army, who has been stationed in Iraq for the last seven months. Assured that his daughter is safe and sound for another day, he sends off his daily message and then moves on to several websites. He checks the Boston Globe and Manchester Union Leader headlines and then proceeds to the Portland Press Herald site to check the final score in last night's Portland Pirates' home-opener hockey game.

The woman in the hard-hat has a different agenda. Before she leaves the Library, she will update her resume, scour several job sites, and submit her qualifications to three prospective employers. She's pleased that she's able to include the fact that she recently completed an online course in construction management using Library computers as her classroom.

Meanwhile, a group of seniors is gathering in the multi-purpose meeting room for a brief orientation session. A reference librarian and a local nutritionist are about to present a program that covers how to use both online and print reference resources to find reliable information about diet and nutrition. After the presentation, the class will go to the computers in the adult services area to gain some hands-on experience using the quality electronic database resources available through MARVEL, Maine's Virtual Library. Later, the group will get a similar opportunity to learn more about some of the Library's print materials on the topic. By the end of the visit, the group will appreciate that real research on important topics involves much more than doing a Google™ or Yahoo™ keyword search.

A pre-school story hour is taking place in the colorful and whimsical children's programming area. The children and their parents are actively engaged in an exercise that combines word-play with physical activities designed to assist in the development of gross motor skills. The giggles of delight fill the room as the tots discover that learning can be fun.

Five people are seated in the Library café that is operated by a local vendor. A woman sitting at a table by herself is lost in a new treasure she found in the new book section as she sips her cappuccino. At another table, a couple page through used books that they just bought at the Friends of the Library book sale area that adjoins the café. A lawyer and her client sit at a third table and sip coffee as they review contract language before heading to a real estate closing.

Throughout the day, a constant stream of people combine their visit to the Library to select books, books-on-CD and DVDs with a viewing of a new exhibit of watercolors by local artists in the gallery area. The area around the cupola from the old Pond Cove School that sits just beyond the circulation desk near the entrance of the adult area has become a favorite meeting point in Town where friends and neighbors convene. Meanwhile the reference librarians are busy answering questions that arrive in person, by telephone, and through the Library's website as well as "talking books" with some of the Library's "regulars."

In the afternoon, a small group of emergency medical technicians is gathering in the conference room. They're about to participate in a webinar on emergency preparedness. The session is part of a series of distance education classes offered by

Southern Maine EMS. Early in the afternoon a first grade class from Pond Cove School arrives at the Library. They're headed to the children's program area to listen to an African-American folktale entitled "Sukey and the Mermaid." After the story, they'll have a chance to pick out some books to take home.

About a half-dozen people are in the Maine Room. Two people are looking at an exhibit in the display area about the history of the Spurwink Church. Another is methodically working her way through a microfilm containing 1870 U.S. Census records that she's using to fill in some gaps in her family history. A man is sitting at a large table examining several documents from the Cape Elizabeth Historical Preservation Society collection in preparation for a presentation he's going to give at the South Portland – Cape Elizabeth Rotary Club about the role of Fort Williams during World War II. Two others are reading quietly in the easy chairs that are positioned near the façade of the Spurwink School that has been reconstructed inside the Maine Room.

After school, the teens arrive and quickly head to the Teen section. Three begin to work on a media-rich PowerPoint™ presentation at an oversized computer workstation in the group study area. The presentation will be their report for a group project they're doing for their social studies class. Meanwhile, a pair of sixteen year-olds don headphones and watch a DVD in the video den. The video will be the subject of a discussion program scheduled for later that afternoon. They're going to compare McG's 2010 film *Twenty Thousand Leagues Under the Sea: Captain Nemo* with the 1873 English translation of Jules Verne's original novel. The program was planned by the Library's teen advisory council, which is composed of a dozen kids ranging in age from 15 to 18.



A mom and her home-schooled child are studying quietly in the children's room. Before they arrived at the Library they had already checked the online catalog for materials related to a unit that they're doing on explorers of the "new world." They're particularly interested in Samuel de Champlain and John Smith since both play a role in the history of Cape Elizabeth. When they were selecting their books, the children's librarian asked them if they were familiar with the Virtual Jamestown website that offers a wealth of material on Smith and the Jamestown, Virginia settlement as well as information about his exploration of New England. They quickly connect to the website to explore this exciting new possibility. The mother and daughter will be joined in a few minutes by two other home-schoolers and their parents for a weekly study session that will be held in the Library's group study room.

The meeting rooms at the Library are busy throughout the evening. A group of six would-be entrepreneurs are meeting in the conference room with representatives of the Small Business Administration and the Senior Corps of Retired Executives (SCORE). Among other things, they learn about an upcoming session at the Library on how to develop a business plan. In one portion of the multi-purpose room, a group of 15 mystery fans are gathered to discuss "One Was a Soldier," the newly published "Clare Fergusson/Russ Van Alstyne" novel by Julia Spencer-Fleming. The group has been reading through all of Spencer-Fleming's novels in advance of the author's upcoming visit to the Library.



In one of the tutoring rooms, a literacy volunteer tutors a young man in his twenties who is working toward a Graduate Equivalency Diploma (G.E.D.). In the other, one high school student is helping another who is struggling with advanced algebra.

Adults, young adults and families continue to pass through the Library doors all evening long. The small children are particularly drawn to the “discovery” area that provides them with an opportunity to use puppets and to “play library.” Some of the adults are looking for a good bestseller; others search for a book to help them deal with a health issue or to give them decorating ideas. Every computer workstation is filled.

At 9 PM, the Library finally closes its doors for the day, but library service doesn't end. Well into the night, people are accessing MINERVA to reserve and renew books and to access the "MARVEL" databases. Reference service also continues after hours because the "Ask-A-Librarian" service has been expanded through cooperation with other libraries throughout the United States and Canada to offer virtual reference service on a "24X7" basis. The virtual reference service also answers reference questions online in "real time."

Far-fetched? Not at all. The scenario portrayed above isn't a dream. Some of the services and activities are already provided by the Thomas Memorial Library. Others are offered at many public libraries and could be a reality in Cape Elizabeth if a high-quality library facility was available.

BACKGROUND:

Cape Elizabeth is an exceptional community that offers good library service from an increasingly inadequate facility. Numerous efforts over the last decade have extended the useful life of the amalgamation of structures that make up the Thomas Memorial Library. Collections, services and staff have been squeezed into every nook, cranny and closet. Continuing shortage of space and concerns regarding the operational and functional efficiency of the existing facility resulted in the issuance of a Request for Proposal by the Town for assistance with a “needs assessment” and the development of a “design concept for a library improvement program.”

A contract was subsequently awarded to Himmel & Wilson, Library Consultants in cooperation with their architectural partner, Casaccio Architects. The consulting team set about to quantify the Library’s space deficit and to determine the size and the nature of a library facility that would meet the library and information needs of Cape Elizabeth residents for the next 20 – 30 years. The consulting team worked with a Library Study Committee that included the Library Director, members of the Library Board of Trustees and representatives of the Town Council, the Thomas Memorial Library Foundation and the Cape Elizabeth Historical Preservation Society.

The project was divided into three distinct phases. During the first phase, the consulting team, supplemented by a local engineering firm, identified more than 100 deficiencies in

the existing structure(s). These deficiencies ranged from relatively minor problems to serious concerns such as inadequate floor loading capacity, potentially dangerous electrical panels (which have since been replaced), and inefficient heating and ventilation systems.

The consulting team also engaged the community through a series of focus groups, surveys, and interviews. In all, more than 1,000 Town residents, more than 10% of the population, offered their opinions and ideas for how library services and facilities might be improved. The consultants also conducted a peer analysis that looked primarily at other libraries in Maine and in the northeast United States.

Based on this wealth of information, the consultants applied widely accepted standards for library planning to determine how large a library would be needed to adequately serve the Cape Elizabeth community for the decades to come.

During Phase II of the project, the consultants also worked closely with the Library Study Committee to explore alternative ways to meet the Library's growing space needs. The consultants and the Study Committee considered improvements to the existing structure(s), numerous addition scenarios, and the construction of a new facility both on the Scott Dyer Road site or elsewhere in the community. After careful consideration, the Study Committee selected a scenario that involves the construction of a new building on the Scott Dyer Road site.

The final phase of the project, Phase III, involved refining the selected concept and creating conceptual drawings that can be used as a point of reference as the community moves forward in determining the future of the Thomas Memorial Library. The drawings that are included in this report are conceptual in nature. They are offered to help the readers of this report and other community residents understand the size and general scope of a building that would fulfill the space and functional needs of the Library during the first half of the 21st century.

Following are short synopses of the Phase I and Phase II reports. The full reports are several hundred pages in length and provide documentation regarding existing deficiencies, public input and many of the concepts that have been considered in the course of the project. All documents can be found on the Cape Elizabeth town website <http://www.capeelizabeth.com/aTML_studycommittee.html>

PHASE I – NEEDS ASSESSMENT:

The demographic profile of the Town of Cape Elizabeth is nearly ideal in terms of public library usage. The community's level of educational attainment, income level and age would suggest that public library usage should be very high. In fact, library usage in

Cape Elizabeth is good; however, it is not as robust as might be predicted by socio-economic factors.

The amalgamation of buildings that together make up the Thomas Memorial Library, while quaint and in some ways charming, are extremely inefficient both physically and functionally. The areas housing the Library's primary collections of books and other materials are, at best marginally inaccessible. In a community with a median age that is ten years higher than the national average, library patrons are confronted with the prospect of climbing stairs or using an outdated and often inoperable lift system.

In addition to the stairs, the Library fails to meet several Americans with Disabilities Act guidelines. For example, the aisle widths in many locations in the adult services area are too narrow and some doorways are undersized.

The heating systems (there are multiple obsolete systems in place) are extremely inefficient. Air quality is poor due to inadequate ventilation. The engineering assessment indicated that it would be extremely difficult, if not impossible, to retrofit the existing structures with a system that would meet current American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE) standards.

Ceiling heights in the basement areas used for meetings, young adult services, library offices and the Cape Elizabeth Historical Preservation Society and the Library's Maine collections are sub-standard. In fact, many areas would be considered uninhabitable under some building codes. There are many evidences of water damage and there is a strong possibility that the foundation walls (at least in the Spurwink School annex basement) may be structurally unsound and/or may contain mold.

The floors of both the old Pond Cove School and the Spurwink School buildings are inadequate to support the weight of the fully-loaded library stacks that are in place. Exposed pipes and wiring are unsightly and, in some instances pose hazards. Both electrical wiring and the internal data network are at or beyond capacity. Library staff members are sometimes confronted with the need to unplug one device in order to plug in another.

Furthermore, the existing building complex is highly inefficient from a staffing perspective. A majority of returned materials being re-shelved are carried up by hand up the stairs to the adult and children's areas instead of being conveyed by the book-truck load since the lifts, even when they are operational, are extremely slow and noisy.

The Library facility is extremely difficult to supervise because there are ~~many~~ so many distinct areas on multiple levels. The lack of a separate service entrance and an appropriate space for accepting shipments of new materials and items arriving through

interlibrary loan creates a severe bottleneck and cluttered conditions at the front entryway/circulation desk area.

Meeting facilities are uninviting and impose limits on Library and community programs. Quiet and comfortable seating areas for reading are in short supply and the number of public access computers is well below what has emerged as the basic standard. A majority of Library users visit the building for a very short period of time and others simply do not use the Library or use libraries in neighboring communities because TML is inadequate.

In short, usage of the Library is being constrained by a facility that is sub-standard.

The Phase I report provides a series of recommendations ranging from short-term safety issues (the replacement of electrical disconnect switches that have a history of failure and pose a fire hazard – these were immediately replaced when the Library and the Town became aware of the situation) to long-term solutions (the provision of a larger, highly functional library facility).

Recommendations were provided for achieving greater efficiency (preparation for the implementation of a radio-frequency identification system for materials handling) to the selection of mechanical systems based on life-cycle costs rather than on initial cost. Certainly the most significant recommendation of Phase I is that a considerably larger facility will be required to meet the long-term library needs of the Town of Cape Elizabeth.



PHASE II - LIBRARY IMPROVEMENT PROGRAM

Phase II of the project applied the wealth of information collected during Phase I and created no fewer than seven scenarios for addressing the community's space needs. The Library Study Committee examined all of the concepts carefully and, in keeping with the original intent of the Request for Proposal, directed the consultants and architects to provide additional information, including cost estimates, regarding three approaches:

- Reprogramming Existing Space
- Building an Addition that Reuses some of the Existing Structure(s)
- Building a New Facility ("Clean Slate" Scenario)

The existing TML complex provides approximately 15,000 square feet of space. This is not exceptionally small for a library serving a community of less than 10,000 people. While many examples of larger libraries serving similar populations could be cited (and some, in fact, are in the peer comparisons presented in the Phase I Report), many smaller libraries can be identified as well. What severely limits TML's ability to provide expanded and enhanced services is a combination of factors. They are as follows:

1. The existing space is fragmented and inefficient. The design of the structure demands that many square feet be devoted to corridors connecting the various components of the building.
2. The demographics of the people of Cape Elizabeth are exceptional for library use. Significantly greater use is predicted if enhanced facilities are provided.
3. A portion of the existing facility is devoted to ancillary services (Cape Elizabeth Historic Preservation Society and gallery space used largely by the Art Commission).

The consultants developed a spreadsheet detailing the space needs of the Library at five year increments for the next 20 years. In fact, nearly all the space deficit discovered is "near-term." The stability of the population and projections that show little or no significant population growth means that if the community were to build a library facility to meet near-term (five-year) needs, the resulting structure would very likely be sufficient in size to meet ten, twenty, and thirty year needs as long as a relatively open plan that could be reconfigured to meet changing priorities was implemented.

The consultants calculate that a facility of approximately 19,500 gross square feet (GSF) would be needed to meet core library needs. Providing adequate quality space for the Cape Elizabeth Historic Preservation Society and space for both three dimensional and wall-hung art displays would require an additional 3,000 gross square feet of space.

The additional space envisioned would be distributed among many different identified needs. Space for collections would be increased modestly as would space for public access computer workstations. The entire children's services area would increase significantly in size. The space allocated for teens would increase modestly. However, both the children's space and the teen space would be designed to provide the targeted audiences with an experience that entices and encourages use by school children of all ages.

Both study seating and leisure seating for adults would be increased, albeit, rather modestly. What would change more dramatically are the environments within which these types of seating will be placed. Space designed for quiet, solitary study as well as for collaborative learning and social interaction would be provided.

The quality of meeting room spaces would be enhanced and both the size and variety of types of meeting spaces would be increased. Finally, staff workspaces would be improved and both "off-the-floor" workroom space and appropriate storage spaces for supplies, equipment and gift materials would be included.

Concepts That Were Considered

Reprogramming Existing Space

A reprogramming of space in the existing facility was considered by the Library Study Committee. After careful consideration, the path of reprogramming existing space was rejected. It was determined that the configuration of the existing footprint of the building simply cannot support the range of services that were envisioned by the public. Furthermore, the expense involved in updating the current facility was seen as producing a poor return on investment. In short, considerable money might be spent to solve a few problems, but many other problems and inefficiencies would remain. The consultants estimated that the Town could spend between \$ 1 million and \$ 2 million dollars addressing accessibility, structural, and mechanical issues and that this expenditure would yield little in terms of gains in functionality (improvements that would enhance direct library services).

Addition Scenario

No fewer than seven separate design concepts were considered. Most reused the Pond Cove building and several attempted to preserve the old Pond Cove and Spurwink schools while eliminating the more recent "connector" addition. After lengthy deliberation, the Study Committee selected an addition concept that would preserve the

old Pond Cove building but would move it forward on the Town-owned property and would place it on a new, somewhat deeper foundation. The concept included a two-story section (the upper level of the old Pond Cove building on the new foundation) and a single story addition.

The single story addition provided 15,744 GSF of new space. In the addition scenario, a new, far more usable basement would be placed under the old Pond Cove building and would provide an additional 3,129 GSF of space. A total of 3,129 GSF of the main level of the old Pond Cove building would be renovated under this scenario.

Clean Slate Scenario

The “clean slate” scenario removed all existing structures and a new single story library of approximately 21,624 GSF would be built. This structure is slightly smaller than the addition scenario in part because the addition scenario would require space for “vertical transportation” (elevator and stairs).

In both concepts, portions of the Spurwink School would be incorporated in the design. A design based on the “addition” concept could use elements of the Spurwink building in the new construction that would be added to the old Pond Cove School building. Architectural elements of both the old Pond Cove School and the Spurwink School could be included in a design based on the “clean slate” concept.

The Scott Dyer Road site is long, narrow, and oddly shaped. In both the addition scenario and in the clean slate scenario, the front of the building is moved closer to the road. This was done to fully utilize the limited space available for the library and the parking required to support general library use as well as meeting room use.

The Library Study Committee carefully considered all options and thoroughly discussed them. Following is a summary of the Committee’s discussion comparing the pros and cons of retaining the old Pond Cove School building as part of the new Library’s structure.

Pros of Retaining Pond Cove

- It is part of Cape’s history and heritage for the past century.
- Renovation of building may bring out interesting architectural features
- Continues to present a well-known “library face” to Scott Dyer Road
- Modest cost savings to retain and renovate.
- May provide leverage for fundraising effort.

Cons of Retaining Pond Cove

- Perpetuates the multi-level issues of the current configuration, including but not limited to:
 - Cost and space considerations for elevators and/or stairways
 - Limits flexibility to repurpose the space as the needs of the community evolves over the next 20 – 30 years.
 - Inhibits sightlines and efficient access and/or supervision of space.
- Retaining the building does not save a significant amount of construction cost. Saving from reusing space are mostly offset by cost of constructing a new foundation, moving and renovating the upper level of the Pond Cove building.
- Due to the many unknowns associated with a renovation, they rarely come in at or below estimated cost, and we still have a 100 year old building.
- This alternative (clean slate scenario) will result in lower operating cost, which translates to lower total cost over time.
- The current location of the building takes up prime space on the library lot and inhibits “clean slate” creativity. The building does not have enough significant architectural features to compensate for the design gerrymandering necessary to make it work well and efficiently.

Costs

As was noted above, the space reprogramming concept was rejected because it was seen as providing Town residents with a very poor return on their investment. Well over \$ 1 million could be spent addressing some of the many structural, mechanical and accessibility issues with little gain in functionality.

The estimated cost range to implement the addition scenario (expressed in 2009 dollars) fell in a range between \$5 million and \$7.5 million. Most of the cost savings involved in reusing a major portion of the old Pond Cove School would be offset due to the need to move the building, erect a new foundation and renovate the interior space.

The estimated cost range for implementing the “clean slate” concept was nearly identical to the cost of the addition scenario. The consultants and architects indicated that costs (in 2009 dollars) would be between \$ 5.1 million and \$ 7.8 million.

Obviously, costs for both scenarios are quite comparable. In fact, decisions that might be made regarding the degree to which the old Pond Cove building would be renovated and choices of building materials used could result in either of the concepts being more or less costly.

After considerable discussion and consideration, the Library Study Committee directed the consultants and architects to pursue the clean slate scenario in greater depth. This decision was based on an assessment that placed the greatest emphasis on long-term utility and operating efficiency. In short, it was believed that a new, single level facility would offer the residents of Cape Elizabeth a higher level of service and lower operating costs than would be the case if the old Pond Cove School building was reused. At the same time, the Committee underscored the importance of including architectural elements of both the Spurwink and Pond Cove buildings in any new facility that is built.



PHASE III – CONCEPTUAL PLAN

The original Request for Proposal for the Library study called for the further development of the “most effective” concept. The drawings that are provided on the following pages represent a refinement of the “clean slate” scenario selected by the Library Study Committee as being most effective in meeting the needs of the community. The drawings are based on creating an all-new single floor library on the Scott Dyer Road site.

The building represented is approximately 22,500 gross square feet in size and could be built at a cost (in 2009 dollars) of between \$ 5.1 and \$ 7.8 million. The exterior view of the new facility is not intended to suggest a particular architectural style. The building that is eventually built could be more traditional or more modern than the facility that is presented. The drawing is intended to provide the reader with a sense of the size and scope of the proposed facility and to illustrate some of the concepts that are viewed as being of some importance.

The building as shown attempts to introduce a significant amount of natural light into the library and it makes an effort to “engage” the community and street by offering the public interior views as they drive by or approach the library entrance either by car or on foot. The area in the front corner (along the driveway) of the drawing is the area that would house the Library’s Maine collection and the Cape Elizabeth Historic Preservation Society (CEHPS). Those looking through the windows would see the original façade of the Spurwink School, which would serve as an interior wall in the Maine Room/CEHPS area. In sharp contrast, the portion of the building that extends toward the street would house the children’s “discovery” area. This area, also very visible from the street would be colorful and vibrant and would encourage young minds to come into the library to explore the world of books, multi-media, and learning.

The concept portrays the library as the bridge between the past and the future. The light pouring out from the facility would continue William Widgery Thomas’ depiction of the library as a “lighthouse of knowledge” in a literal way.

The entrance to the library would invite patrons into a light-filled area that would offer a panoramic view of almost all of the public service areas of the facility. The central location of the circulation desk will afford staff an overview of the majority of the public service areas. Circulation office and storage space would be provided to allow for the return of materials through return slots in the wall of the entry hall into a sorting/office area that is out of the public’s view.

The cupola from the old Pond Cove School could be re-erected as a central focal point where community members could meet and greet each other. A small café, operated by the Friends of the Library or by an outside vendor under contract could be provided

at the intersection between the entrance hall and the “main street” that extends the length of the building.

From a practical standpoint, the envisioned library would provide considerably more space for library collections and far more in the way of comfortable seating areas for study and reading. The number of public access computer workstations would be increased and several special purpose areas for tutoring and group study would be created. A reincarnation of the poetry room would be created and would serve as a “quiet room” as well.

The children’s library would be considerably larger than it is at the present time and would include a dedicated programming room for small storytime events as well as convenient access to the larger all-purpose meeting facilities that would be used for larger gatherings. The all-purpose meeting room would seat approximately 120 -130 people and would be designed to be sub-divided so it could be used simultaneously for two smaller gatherings. A smaller conference room would be available for smaller community and Library meetings such as the TML Board of Trustees, TML Foundation, and book discussion groups. Meeting rooms would be designed to allow for secure separation from the library proper to allow for off-hour use.

The Maine Room/CEHPS area would offer space for displays of three dimensional items as well as for items in enclosed cases. Considerably more shelving space and a climate controlled archival storage room would be included in the design. Study tables and comfortable seating for reading would be offered in the shadow of the façade of the Spurwink School.

A dedicated young adult area would be provided and would include a separate group study area equipped for the development of multi-media presentations. The area would incorporate a modern design and would offer a feeling of privacy even though it could be easily observed from the public service/circulation desk.

Staff and storage areas, which are sorely lacking in the existing facility, would be provided. A service entrance would allow the delivery of new materials and interlibrary loan materials to the technical services area and to the circulation department without traversing through public areas. A staff lunchroom/break room would be located in close proximity to the majority of staff members.

Finally, the concept that is presented would enable the Town to create a building that is highly energy efficient. The mechanical systems that are selected, the location of windows and the materials used would all exemplify the state-of-the art in environmental stewardship.



CONCEPT FLOOR PLAN



CASACCIO
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THOMAS MEMORIAL LIBRARY
CAPE ELIZABETH, MAINE

HIMMEL & WILSON
LIBRARY CONSULTANTS

JULY 29, 2009



CONCEPTUAL EXTERIOR VIEW

THOMAS MEMORIAL LIBRARY
 CAPE ELIZABETH, MAINE

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CONCEPTUAL INTERIOR VIEW
ADULT AREA

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CONCEPTUAL INTERIOR VIEW
CHILDREN'S AREA

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COST AND FUNDING

As was suggested earlier in this document, the cost of erecting a new, free-standing library approximately 22,500 gross square feet in size would be between \$ 5.1 and \$ 7.8 million dollars (2009 dollars). The relatively wide cost range presented reflects both the wide variation in library building costs that prevail nationally and the fact that this is a conceptual study. Decisions regarding the style, materials, and furnishings to be incorporated in the building will greatly influence the eventual costs of carrying the project forward.

That said, even the \$ 5.1 million dollar figure presented as the low end of the range represents a significant expense for a community of less than 10,000 people. However, many other communities that have been confronted with similar challenges have managed to see new library projects through to completion. A major question that each of these communities had to answer is “Where will the funding come from?”

Determining the appropriate mix of public and private dollars for a capital project is an art rather than a science. Every community is different both in its ability to contribute to a capital fund and its inclination to do so. A majority of funding for public library construction nationwide comes from public sources. Nevertheless, most projects also attract at least some private funding.

The consultants could list numerous projects that were totally funded with public dollars and many that were funded solely with private gifts (usually from a single donor). Nevertheless, a vast majority of projects fall between these two extremes. Without a formal fundraising feasibility study, it is impossible to accurately assess the willingness of Cape Elizabeth residents to support a library building project. Some excellent information was collected by Critical Insights a number of months ago. The data in the telephone survey conducted by Critical Insights offered several reasons to be optimistic about the Library’s ability to attract significant support.

The Library was viewed positively by most in the community and it was seen as an important institution in the community. More than half of the respondents to the survey indicated that they would be inclined to contribute to a capital campaign for the Library if “...the organization’s leaders were to demonstrate a compelling need to expand...” More than one-quarter of respondents indicated that they would be “very likely” to support expansion if a compelling need was demonstrated. The survey also showed particularly strong support for expenditures related to services to children and for upgrading technology at the Library.

Capital Fund Targets

One approach used by some libraries is to use public funds to construct the facility (including architectural fees, site preparation, bonding costs, etc.) and to seek donations to purchase the furniture and equipment. Other libraries are confronted with an expectation by elected officials to raise a specific percentage of the entire project cost. Commonly observed targets for private funding range from 10% to 33% of total project cost.

Following is a brief analysis of what these different funding levels would mean for the envisioned Cape Elizabeth library building project:

Cost estimates (in 2009 dollars) for the clean slate scenario that has been selected by the Library Study Committee fell in a range between \$ 5.1 and \$ 7.8 million. For our illustration, we will use an easily divisible figure that falls between the two extremes. Our discussion will use a cost of \$ 6.6 million.

The estimated cost for equipment and furniture for the clean slate scenario was estimated to be \$756,840. This amount represents approximately 11.5% of the \$ 6.6 million dollar figure. In the consultants' opinion, this target for private funding would be modest and quite achievable. A high end target has also been suggested in conversations with some community leaders. That percentage is 33.33% (1/3) of the project costs. This would amount to a fundraising target of \$ 2.2 million. The consultants are unable to speculate on whether this is a realistic target beyond saying that there are libraries that have been successful in their efforts to attract contributions of this magnitude. Nevertheless, it is clear that this target would represent a considerable challenge.

The typical approach to a major campaign of this magnitude is to look at the effort in terms of a pyramid with a small number of large donations accounting for a large percentage of the total amount raised and a large number of smaller donations accounting for the balance. The table on the following page offers an illustration of a typical breakdown of giving that would approach or exceed the \$ 2.2 million target:

Fund-Raising “Pyramid” Example

# of Gifts	Average/Range of Gift	Low	High
1 or 2	\$ 500,000 - \$ 1,000,000	\$750,000	\$1,000,000
6	\$ 75,000 - \$ 125,000	\$450,000	\$750,000
10	\$ 25,000 - \$ 50,000	\$250,000	\$500,000
100	\$500 - \$1,000	\$50,000	\$100,000
1000	\$50 - \$100	\$50,000	\$100,000
		\$1,550,000	\$2,450,000
	Percentage of \$ 6.6 million	23.50%	37.12%

As is illustrated above, the success of a campaign such as this is very dependent on a small number of large gifts. There are a number of residents of Cape Elizabeth (and some former residents of Cape Elizabeth with fond memories of the Town) who would be capable of making the “capstone” gifts to the Library. However, it is unclear at this time whether anyone with the capacity to give such a gift is inclined to do so. Further exploration will be needed to determine whether a low-end target (fundraising for furniture and equipment) or a high-end target (25% – 35%) of total costs would be appropriate.

Encouraging Giving

As was noted in the Critical Insights survey, people are more or less likely to contribute to aspects of a facility about which they hold strong feelings. There are several aspects of the Thomas Memorial Library project that would appear to be attractive components to emphasize in fundraising efforts. Critical Insights noted that respondents to the survey were most likely to give if children benefit from their contribution. The construction of new, high-quality quarters for the Cape Elizabeth Historic Preservation Society may also be attractive to some donors. Some libraries establish specific targets for various aspects of the project such as technology, children’s services and local history facilities.

One frequently employed strategy used to attract major gifts is “naming rights.” While naming rights are often given to the entire building (the Town and the Library Study Committee will need to determine whether the “Thomas” name is inviolate), naming rights are sometimes extended to library departments, reading and study areas, meeting rooms, and so forth. The picture on the following page is an interior shot from a Texas Library (Canyon, TX) where numerous donors were recognized for sections of the Library.



Some libraries that go in the direction of fundraising for furniture and equipment develop “wish-list” catalogs that picture specific furnishings needed along with the quantity needed and estimated cost. While this approach is very unlikely to attract the major “capstone” donor, it is an effective approach to garnering the many smaller gifts that make up the base of the pyramid.

NEXT STEPS

The consultants believe that the logical next steps for the Town and for the Library would be the development of an initial design for the library. One should remember that the drawings provided in this document are intended to be “neutral” and conceptual rather than suggesting a specific architectural style. An initial determination on style and the development of elevation drawings and renderings would prove to be an effective tool for ongoing discussions with the community and potential donors. A second step should be conducting a fundraising “capacity” study to determine what may be reasonable to expect in terms of private funding. The drawings and renderings would help potential donors understand the scope and nature of the project under consideration.

MOVING FORWARD

The consultants believe that it is extremely important for the Town of Cape Elizabeth to move forward with planning a replacement facility for the existing Thomas Memorial Library. The deficiencies of the current library complex are significant, and in some cases, pose unacceptable hazards. Furthermore, there are negative long-term cost implications of doing nothing. The fragmented nature of the existing structure wastes a very costly resource, i.e., staff time. An examination of costs associated with a “band-aid” approach led to a conclusion that money spent addressing the documented deficiencies would yield little in functional gains.

In addition, the shortcomings of the current building seriously hamper the Library’s efforts to offer high-quality, 21st century library services. Finally, interaction with a large number of community residents leads to the conclusion that many people want the Library to play an expanded role as a center of community life in Cape Elizabeth. Doing so within the confines of the existing structure will be next to impossible.

The cost associated with building a new library is significant. However, history demonstrates that the cost of building a similar building a decade from now will be considerably higher. Cape Elizabeth has an opportunity to invest in a public facility that will serve as a cornerstone of community life. A new Thomas Memorial Library will provide greatly enhanced library and information services, will serve an important place where the community comes together and will go a long way in creating the Town Center that Cape Elizabeth wants and needs.