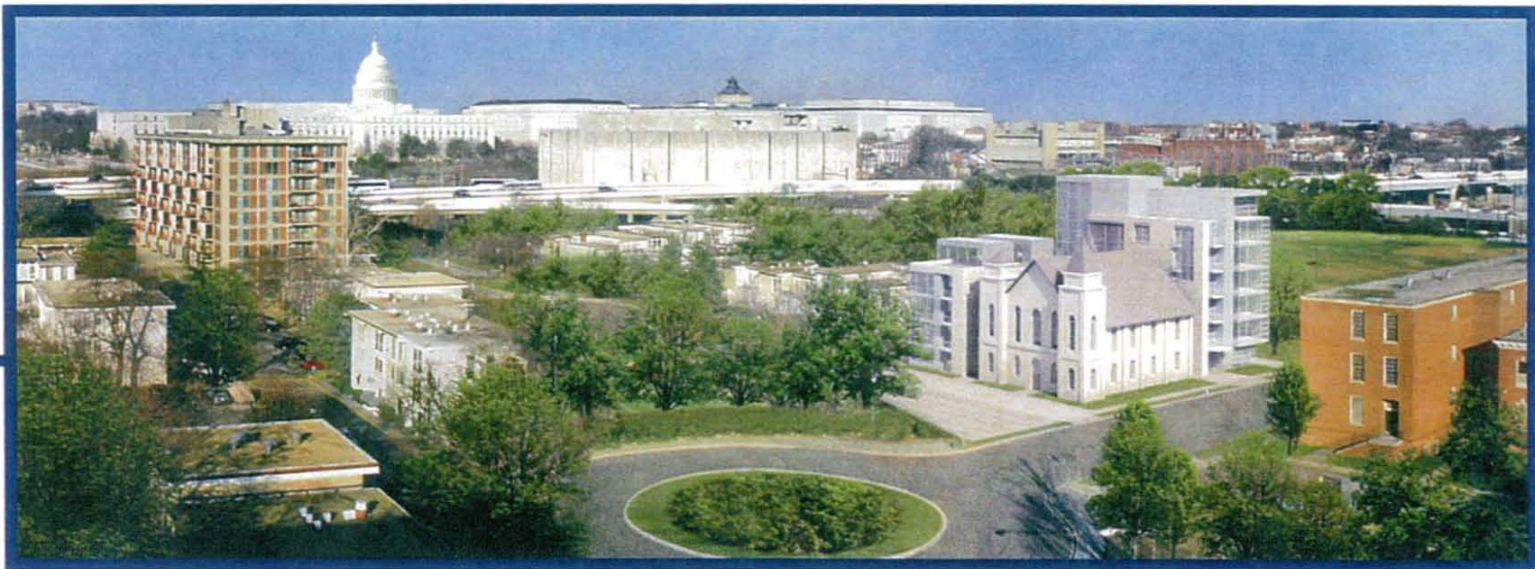




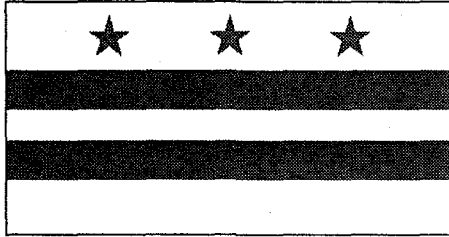
Southwest Branch Public Library Redevelopment Proposal



ZONING COMMISSION
District of Columbia

CASE NO. 03-303

EXHIBIT NO. 10



Southwest Branch Public Library Redevelopment Proposal

Presented to: The Office of the District of Columbia Deputy Mayor for
Planning & Economic Development

Presented by: Square 643 Associates, LLC
Shalom Baranes Associates, PC
Arnold & Porter, LLP

April, 2005

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Confidential for discussion purposes

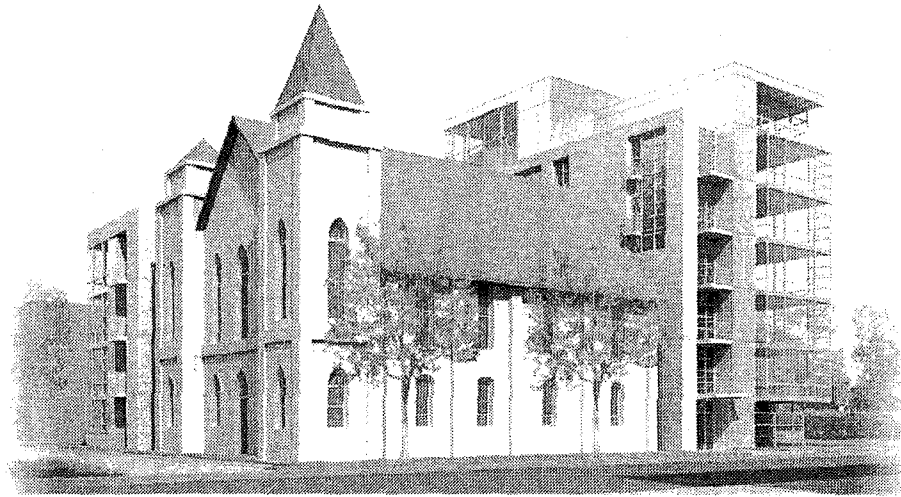
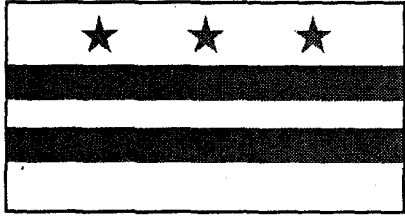
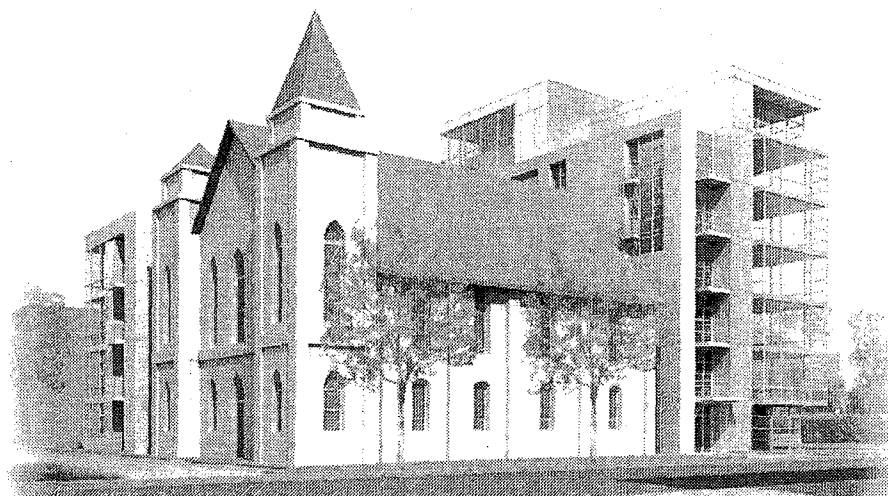
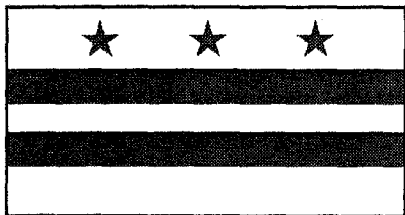


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- III. Proposed New Southwest Branch Public Library
- IV. Unleashing Potential: Sale & Redevelopment of the Existing Public Library Site
- V. Summary and Next Steps
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I. Introduction

The Power of Libraries

- In the past ten years, libraries have undergone major changes: they have become an integral element in urban life.
 - Libraries encourage the use of new kinds of media and electronic information
 - Libraries help draw people to a neighborhood
 - Libraries can be a significant factor in an area's overall vitality
 - Libraries provide space for public & private celebrations, cultural events, and conferences
 - Libraries often include cafes, parks, auditoriums, conference centers, art galleries, and even planetariums

Source: Urban Land October 2003

The Power of Libraries (cont.)

- Given tight municipal budgets, libraries have taken a number of approaches to build modern program & event spaces:
 - Formed partnerships with other institutions such as museums & colleges
 - Funded with the help of private and corporate donors
 - Formed partnerships with developers to build the library as part of a larger mixed-use project

※ Source: Urban Land October 2003

DCPL Plans for the SW Branch Public Library

- DCPL recommends demolition, re-design, and reconstruction to begin in 2012
- Major repairs would be undertaken to sustain the facility in the meantime
- Plan calls for a new, 19,000 square foot SW Branch Public Library to begin construction in 2012
 - Southwest Branch is classified in the 4th group (“Group IV”) of libraries to be replaced/repared
 - Group IV libraries would have to absorb compounded delays of other 3 groups, should DCPL plan fall behind schedule
- Library Plan does not directly address funding, but appears to assume that DC will bear the cost of the new Library in its budget

※ Source: DCPL, The Changing Face of Libraries: Building for the Future (2003)

Proposed Approach to Create A New Southwest Branch Public Library

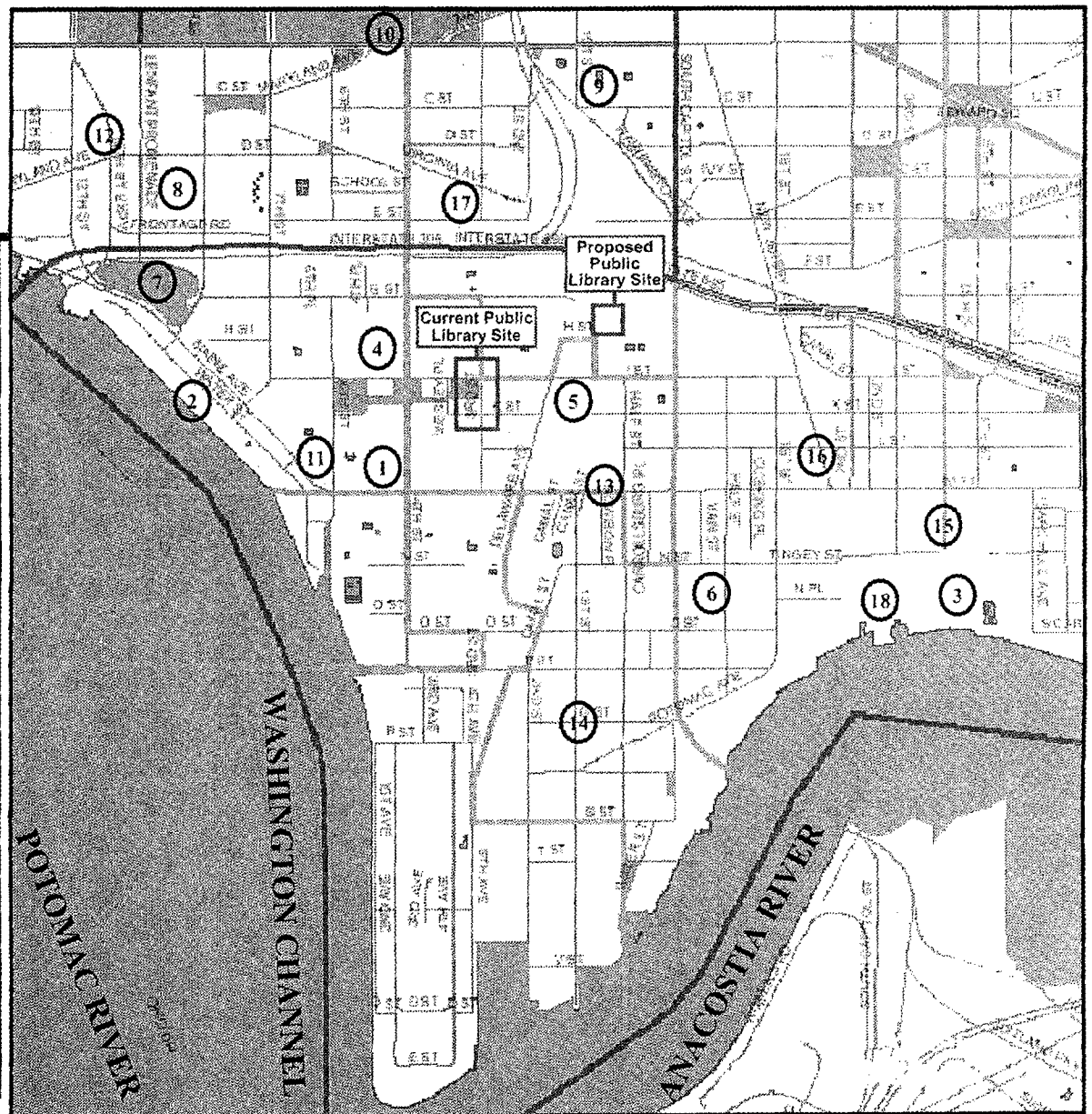
- **Concept:**

- Square 643 Associates, a private developer, works with the District to build a new SW Public Library on the developer's property in connection with a condominium project
 - The new Public Library site is about 800 feet from the current site
 - The new Public Library space would be leased to the District, long term
 - The District would sell the property on which the current library sits for transit-oriented redevelopment, creating net proceeds from the sale and initiating economic vitality and future tax revenues

- **Precedent:**

- Oyster School in Woodley Park (DCPS); Councilmember Brazil's proposed legislation for transit-oriented renovation to public libraries

**The Sites of the
Existing
and Proposed
Public Library are
located at the
epicenter
of major
redevelopment
efforts in Southwest
and
Southeast**



Burgeoning Redevelopment Reflects a Surge of Interest and Investment in Southwest/Southeast

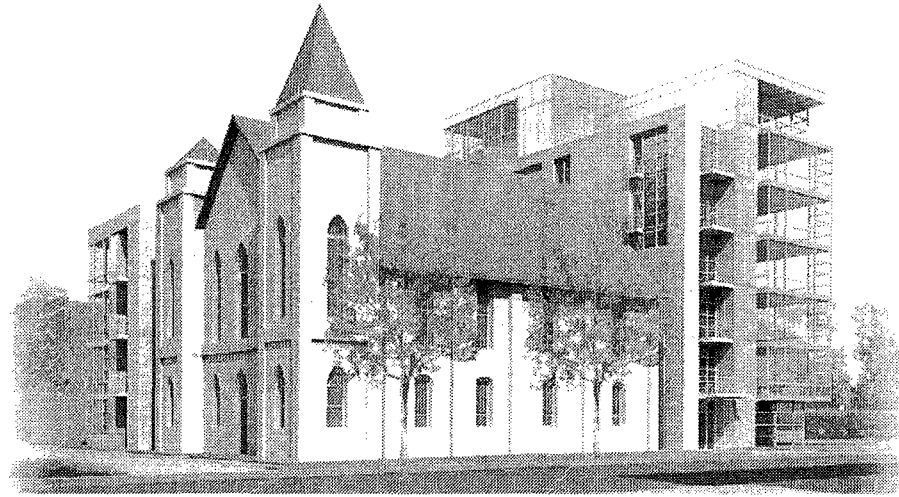
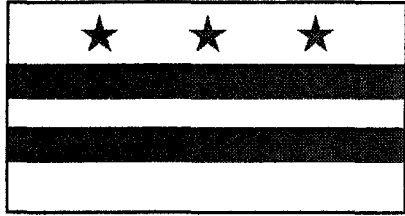
1. “Waterfront” Mixed Use Complex (401 M St. SW)
 - Approved commercial “town center” of Southwest
2. Mayor’s Southwest Waterfront Plan (500 – 1300 Water St. SW)
 - Recently adopted by the D.C. Council
 - Major mixed use development along waterfront
 - \$3 Million allocated to replace Washington Marina piers with floating docks, renovate fish-cutting house and other buildings, build new public plaza and cultural park, construct public piers, etc.
3. Navy Yard
 - New NAVSEA headquarters
 - Several major new office and mixed use projects completed or underway
4. Potomac Place Apartments (300 Units at 800 4th St. SW)
5. Randall School Building (65 “Eye” Street, SW)
 - Future site of the Corcoran School of Art
6. Proposed Washington Nationals Baseball Stadium

Burgeoning Redevelopment reflects a surge of interest and investment in Southwest/ Southeast (cont.)

7. Mandarin Oriental Hotel (400 rooms)
overlooking SW Waterfront (1330 Maryland Ave, SW), first five star hotel in DC to open in 2004
8. L'Enfant Plaza planned redevelopment & retail revitalization
9. National Health Museum (205 C St. SW)
10. National Museum of the American Indian (401 Independence Ave. SW)
11. Arena Stage Theater
planned redevelopment with 21 residential units (6th St. & Maine Ave SW)
12. Potomac Center (550 12th SW) under construction—One Million square feet of office & retail
13. St. Matthew's Redevelopment (222 M St. SW) – Proposed new apartments
14. Buzzard Point Rezoning—Large industrial area to host office, retail, and residential
15. HOPE VI grant of \$35 Million awarded to DC Housing Authority to revitalize Arthur Capper & Carrolsburg community (Bordered by M St., 2nd St, Virginia Ave. & 7th St SE) – transition from 707 public housing units to 1,150 new mixed income units
16. Capitol Hill Towers (140 L St. SE)—
344 apartments(128 affordable) and a 200-room Courtyard by Marriott Hotel
17. Residence Inn by Marriott (333 E St SW)—
233 rooms developed in conjunction with a consortium of Native American Tribal Governments
18. Department of Transportation Headquarters & Associated Development
1.35 Million square feet on Waterfront (3rd & M St SE)

The Proposed New Public Library Offers Urban Planning Advantages

- A new Public Library would help lead and hasten the renaissance, rather than trailing the renaissance by a decade
 - A new Public Library, delivered in a timely fashion, will contribute to the revitalization of SW/SE and create a more exciting place to live
 - DCPL plan can be satisfied ahead of schedule
 - Proposed building would provide a distinctive, architecturally beautiful and inviting, stand-alone presence for the Public Library
 - Other opportunities would be created, such as additional transit-oriented residential units in the neighborhood and additional revenue to the District

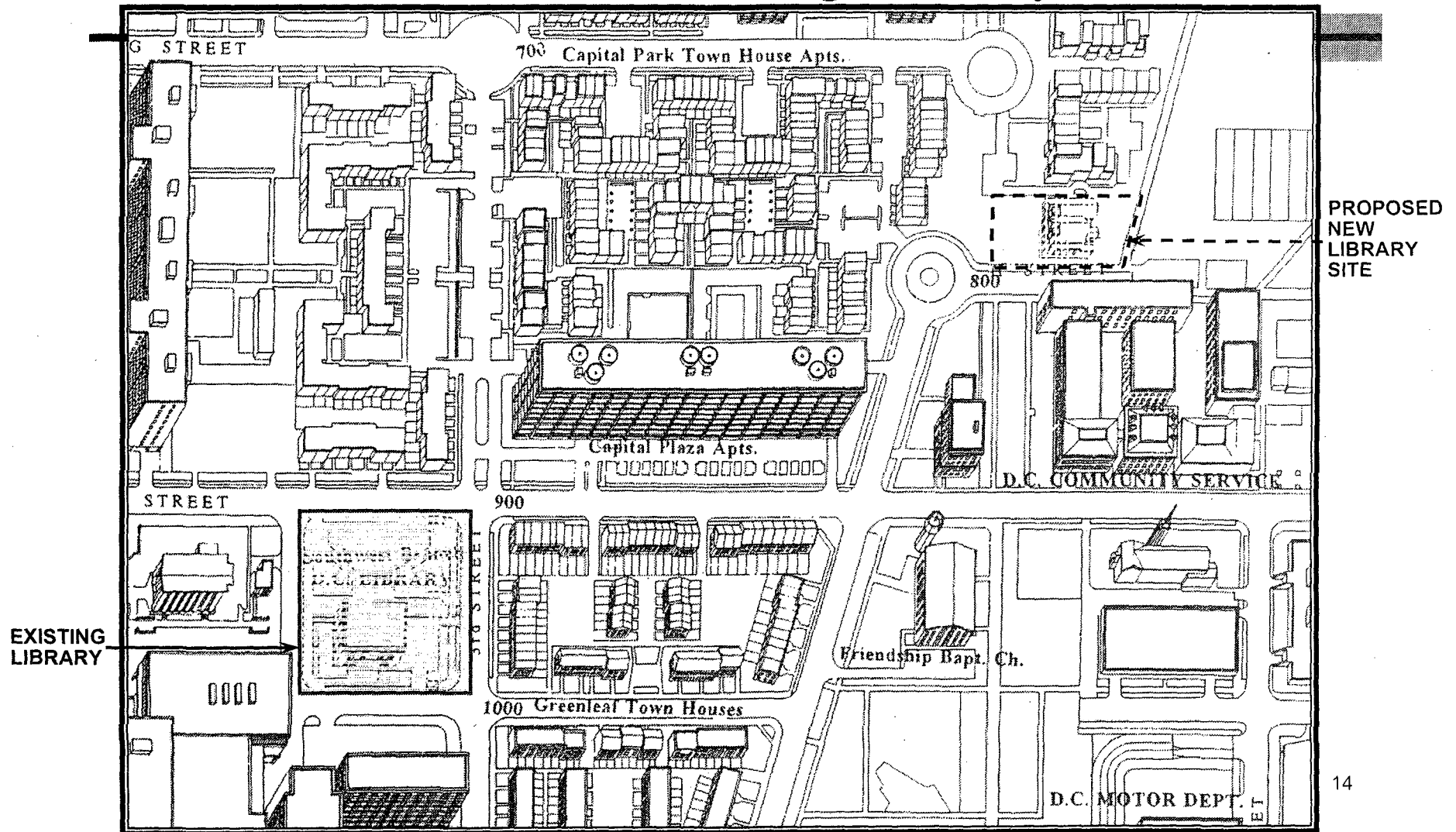


II. Existing Southwest Branch Public Library

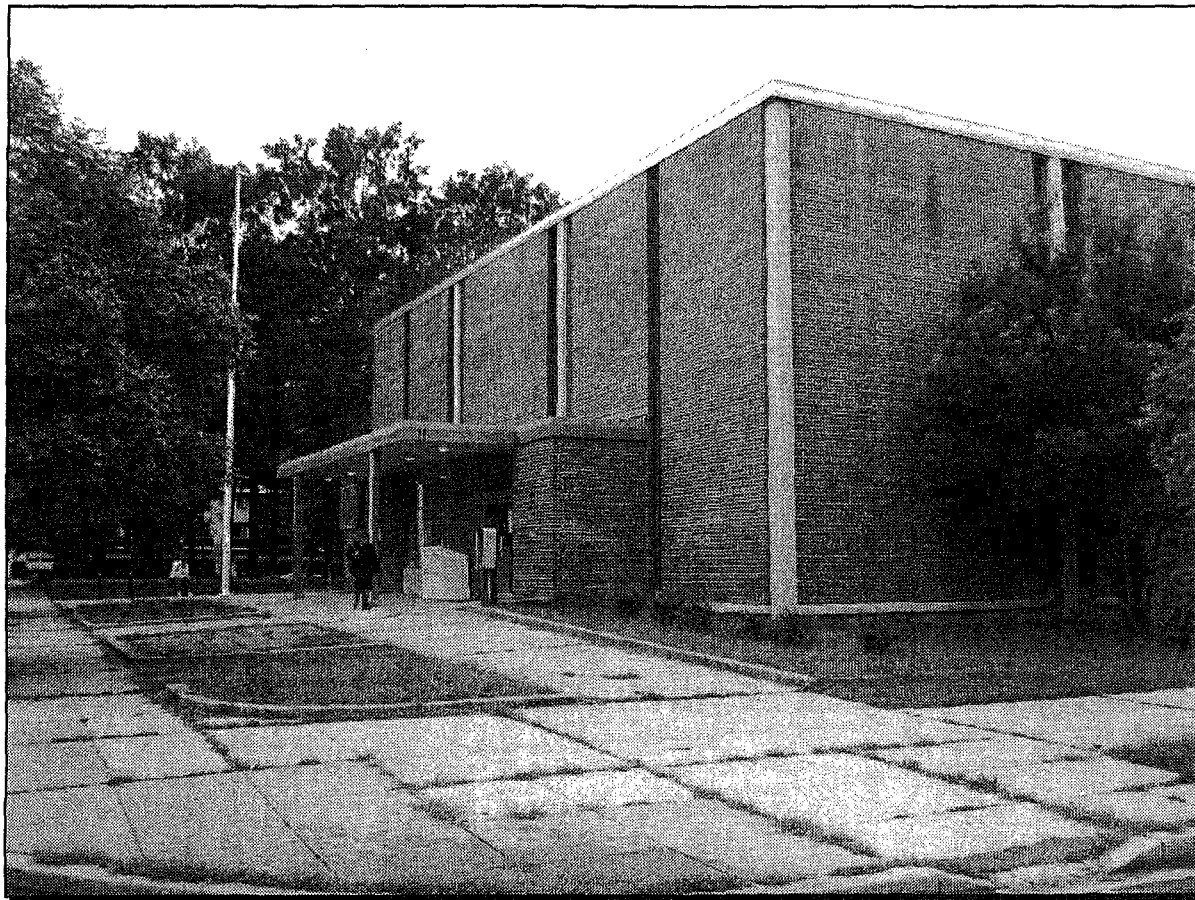
The Southwest Branch Library Serves A Vital Community

- Current Ward Six population is 68,035
 - Youth (17 yrs. old and younger): 11,657
 - Adult: 56,378
- Redevelopment in SW/SE will greatly increase the size of the community served by the library
- Closest public library is at Eastern Market in SE Capitol Hill

Proposed New Public Library Site is about 800 Feet from the Existing Library Site



Existing Library is Aging and Lacks Modern Amenities



April, 2005

Facts About the Existing Library Site

- Library site is very well located:
 - One block from the Waterfront/SEU Metro Station
 - Across the street from the Waterfront Mall PUD
 - Three blocks from the Southwest Waterfront
- Site is zoned R-3, but given location adjacent to Waterfront Town Center and Waterfront Metrorail station, it has the potential to be rezoned for medium-high density residential development
- Library lot is 22,032 square feet (s.f.)
- The adjacent lot of 27,278 s.f. is federal parkland, which could potentially be combined with the library site to achieve a total development site of 49,310 square feet

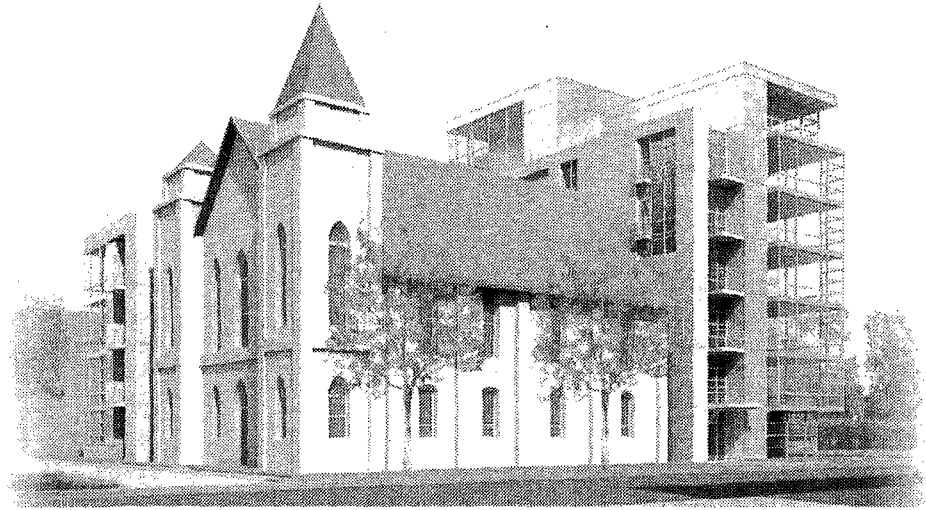
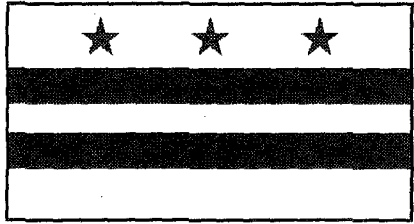
Facts About the Existing SW Branch Library

- International Style building opened in 1965
- 900 Wesley Place, S.W.
- Occupies approximately 20,000 square feet on two floors and a basement level
- Circulation of books is approximately 37,000 volumes per year¹

▪ ¹DCPL (1995), the most recent year for which that information is available

The Condition of the Existing Library is Poor

- Unwelcoming exterior architecture and unpleasant interior design
- Poor layout for modern library: no multipurpose rooms, circulation desk separate from service entrance, poor vertical circulation
- Major mechanical and power distribution systems are aged and need to be replaced
- ADA deficiencies



III. Proposed New Southwest Branch Public Library

Proposed New Public Library

- Proposed new Southwest Branch Public Library would be about 800 feet from existing Library
- Proposed new Public Library would be positioned with a new condominium building of a contemporary non-intrusive aesthetic and massing that is sympathetic to its context
- New Public Library would still have a separate landmark identity due to the exterior preservation and re-use of a gothic-revival historic church, which has been and will remain the architectural focal point of the site

Proposed New Public Library (cont.)

- The proposed new Library incorporates most DCPL design guidelines from the DCPL Library Plan
 - New library could occupy 20,000 square feet
 - Children's library at ground level, with its own entrance and bathrooms
 - Adult main library room on the second level
 - 6 multipurpose rooms for meetings, community use, training, etc.
 - Large-windowed staff workroom and lounge
 - Large lobby with open stair to second (adult) level
 - Modern conduit grid for data, telephone and other wiring

Proposed New Public Library (cont.)

- The new Library would incorporate the vacant historic church building that occupies the site, reusing the building's interior for the most prominent library use: the reading room
 - Building was vacated approximately four years ago by the congregation that previously owned the building
 - Congregation attempted unsuccessfully for several years to find a new congregation to use the building
 - Building was severely impacted by years of neglect by previous owners, who lacked funds to maintain it
 - Developer filed for Landmark Status for the property, which was approved by the Historic Preservation Review Board (HPRB)
 - Developer is currently seeking PUD approval for the project. The OP Staff report (See Attachment B) recommends a public hearing which should take place in May, 2005

Proposed New Public Library—Conceptual Rendering: **Side Elevation (Delaware Ave.)**



Proposed New Public Library—Conceptual Rendering: **H Street Elevation**



Proposed New Public Library—Conceptual Rendering



April, 2005

Proposed New Public Library—Conceptual Rendering

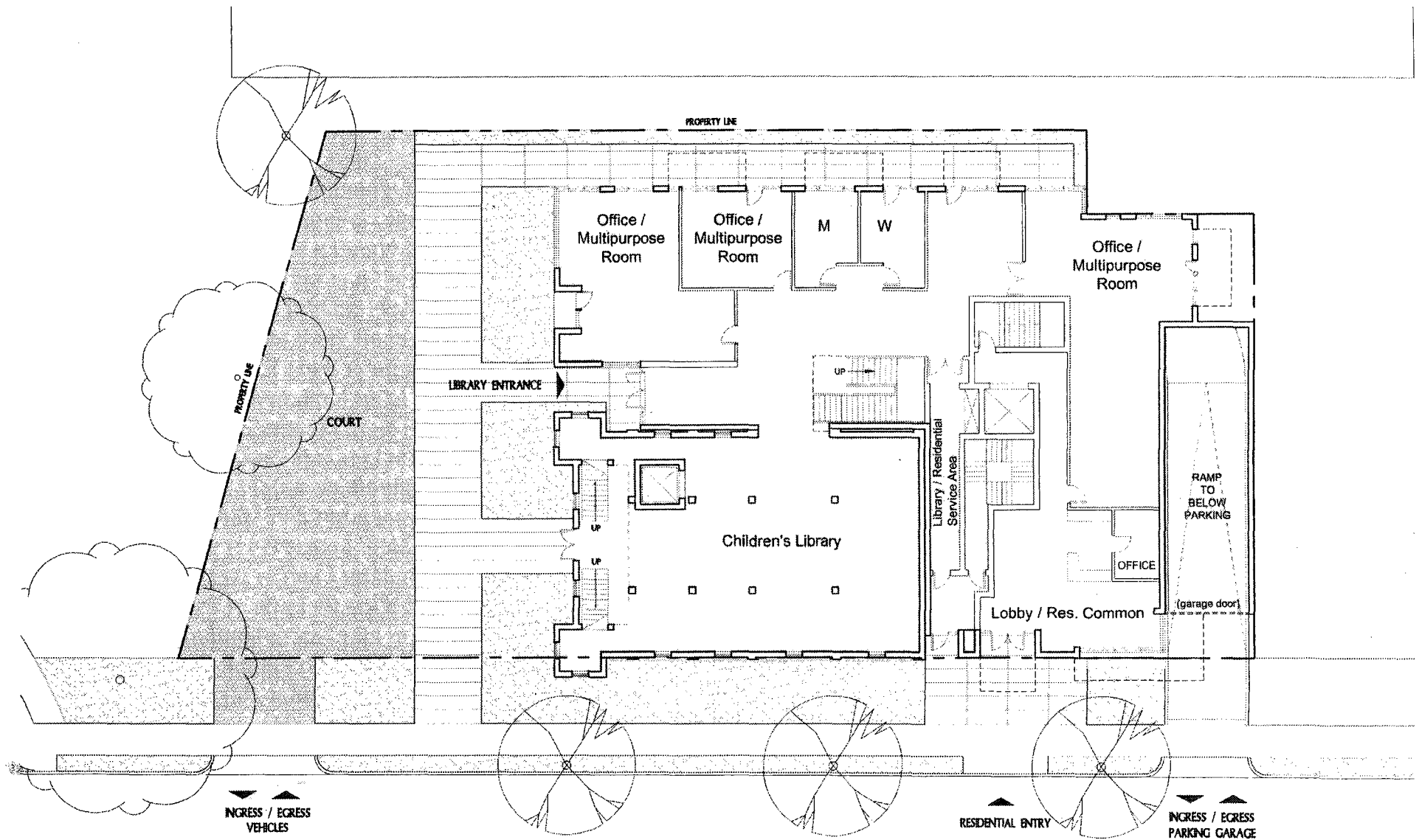


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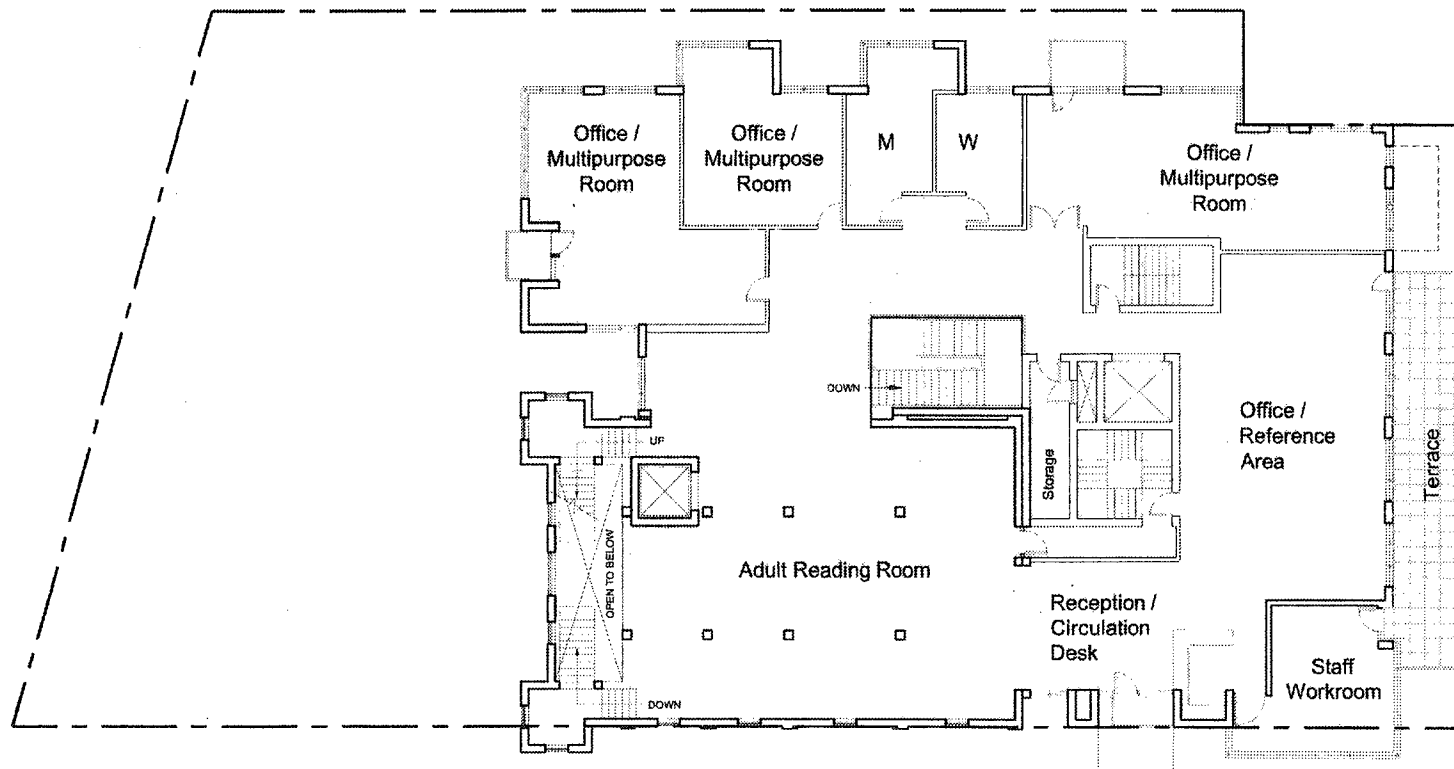
Proposed New Public Library—Conceptual Rendering



Proposed New Public Library—Conceptual Floor Plan: Ground Floor Plan



Proposed New Public Library—Conceptual Floor Plan: **Second Floor Plan**



Proposed Public Library Could be Part of a Planned Unit Development (PUD) Application

- Historic approvals have been obtained from the HPRB, and the developer will file a PUD application for the project
- Developer will file for a change from R-4 zoning to R-5-C in conjunction with a PUD: 20,000 sf of non-profit space, 20 to 25 condominium units, 7 stories, 32 parking spaces
- Public Library could occupy a newly preserved and adapted church building, plus portions of two levels of a new adjacent building

Proposed Library Could be Part of a Planned Unit Development (PUD) Application (cont.)

- The project's proposed massing and design have strong neighborhood support
 - Strong verbal support from neighbors during multiple neighborhood meetings
 - Support from Capitol Park IV Condominiums (immediate neighbor to North and West)
 - Support from Southwest Neighborhood Assembly
 - Support from Redeemed Temple of Jesus Christ, congregation which previously owned and occupied the building
 - Support from D.C. Council Member Sharon Ambrose
 - Support from ANC 6-D
- **There have been no public discussions about the Library concept with the general public (as a matter of protocol)**

This Proposal Provides Significant Benefits to a broad array of Stake-holders

- The goal of the Preservation effort and PUD application is to create a mixed use community with medium-density transit-oriented housing and a community gathering place which will be a greater catalyst to further revitalize SW/SE, while adaptively re-using the church building in a way that maximizes its public accessibility
- Parties that would benefit from the Library proposal:
 - the larger SW/SE community
 - the neighbors
 - members of the Friendship Baptist Church
 - the District of Columbia
 - SW DCPL employees
- Shalom Baranes' architectural design and mixed use concept uniquely bridges Southwest's Past, Present, and Future

The Proposed Library Utilizes Significant Aspects of Both Interior and Exterior of the Existing Church

- The proposal features adaptive reuse of elements of the church building, maintaining the look of the church while addressing landmark issues
- The proposed Public Library would be positioned to complement the historic building and be sympathetic to the original L'Enfant Plan street grid, and restore the building to its original, proper orientation in the neighborhood
- The exterior of the church building would be restored to closely match its original exterior appearance, reusing salvaged decorative elements (stained glass windows, medallions, etc.) to the extent possible

The Proposed Public Library Recreates Public Access to the Space

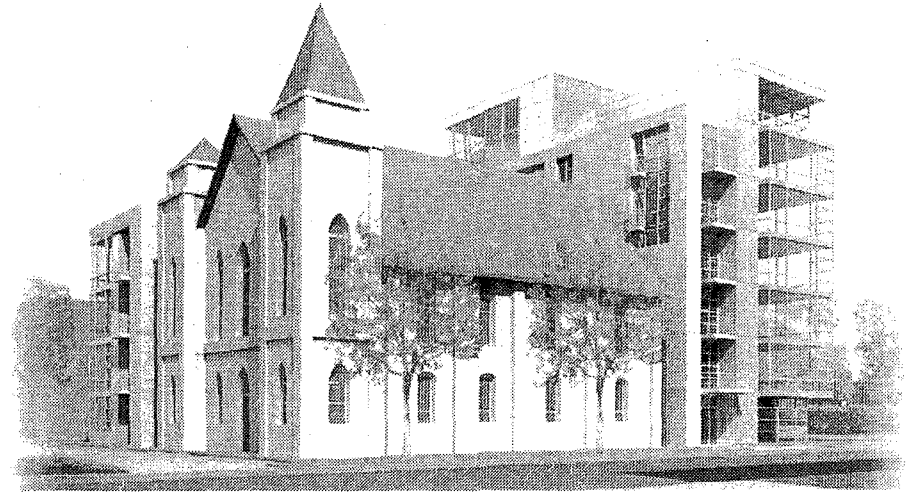
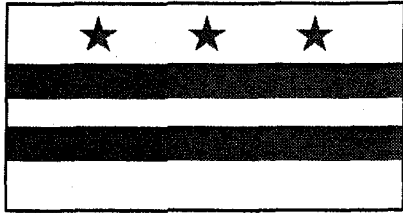
- The DC Public Library's use of the newly revitalized space would reestablish the public access that existed with the previous use as a church

New Public Library/Mixed Use Proposal Provides Significant Benefits to the Public

- Provides new, modern Public Library that is located only 800 feet from the existing Library, and is still Metro accessible
- Creates residential use that won strong neighborhood support
- Provides density and activity to a section of the neighborhood that requires revitalization
- Across from the Corcoran Art School PUD — creating a cluster of public-access facilities, including Randall Recreation Center and the Southwest Community Health Center
 - This large development project will incorporate the Corcoran Art School, residential mixed-use, and retail
- Provides public access via new meeting space for monthly ANC/ Southwest Neighborhood Assembly meetings
- Frees 49,000 square feet of well-located land (i.e. site of existing library) for other purposes of greater benefit to the community and DC
- Library staff offices and circulation desk are located to provide view of H Street, existing parking and cul-de-sac, providing critical “eyes on the street”
- Cul-de-sac Public Library site is safer for children and pedestrians

New Public Library/Mixed Use Proposal Provides Significant Benefits to The District

- Delivers a cultural amenity that may be associated with the Anacostia Waterfront Initiative and the newly formed Anacostia Waterfront Development Corporation
- Allows the District to provide a new Library facility today to an emerging neighborhood which otherwise would not be possible until at least 2012
- Allows the District to raise significant revenue from the sale and redevelopment of the current library site
- Facilitates potential new sources of property and income tax revenue
- Saves the District the cost of operation and maintenance of the current Library's antiquated physical plant



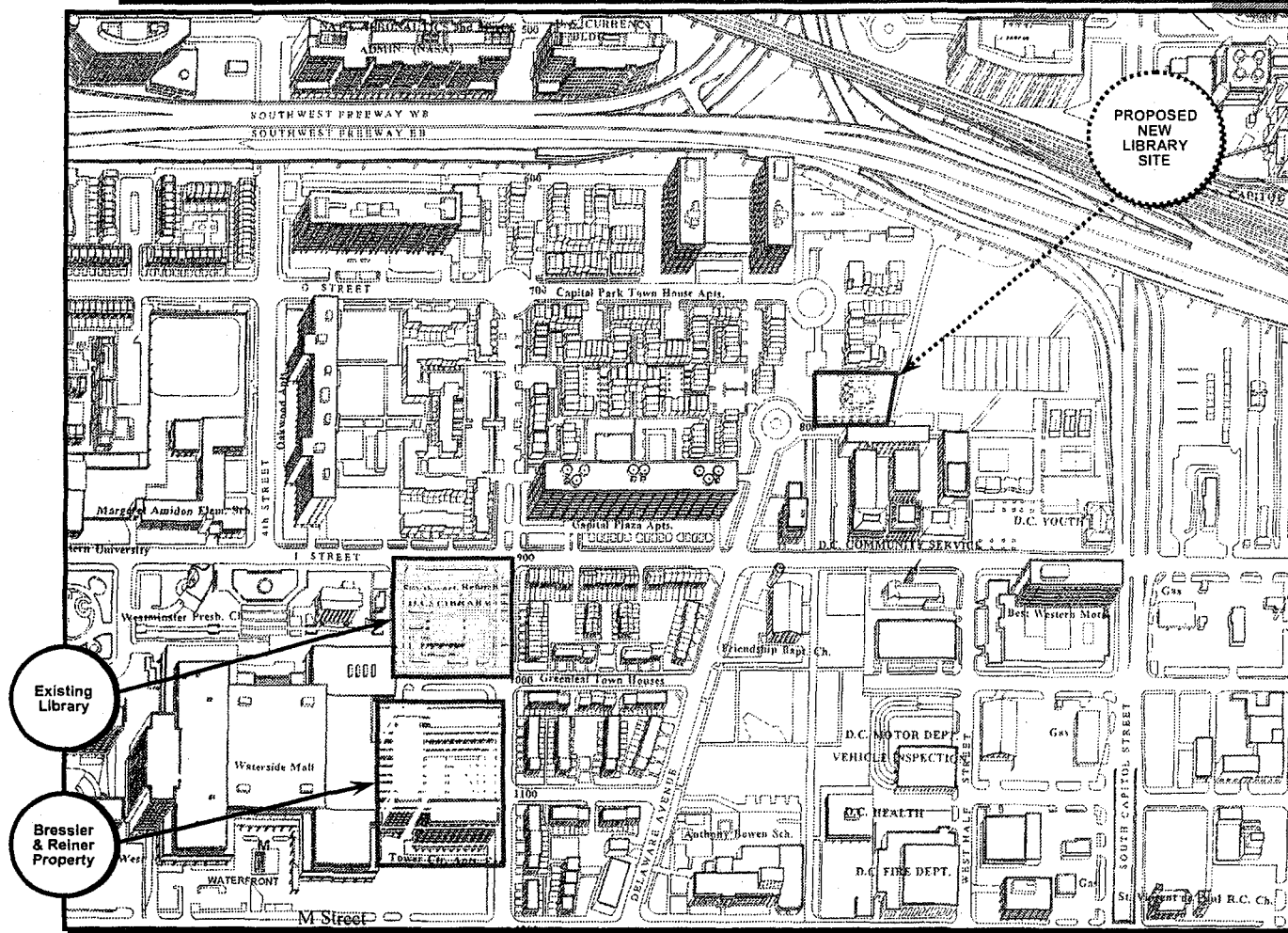
IV. Unleashing Potential: Sale and Redevelopment of the Existing Public Library Site

Existing Library Site—Development Parameters Under Current and Potential New Zoning

- **The current library site is 49,310 square feet and zoned R-3, which allows:**
 - Single family row houses
 - Maximum height of 40 feet (three stories)
 - Minimum Lot size of 2,000 square feet with a minimum width of 20 feet
 - Approximately 22 town homes could be built, assuming that both current lots are used and that no land (other than yard space) is set aside for open space

- **Consider a rezoning to R-5-D (90' 4.5 FAR) (which is the zoning of the property to the south) through a PUD process, which would allow:**
 - Medium-high-density transit-oriented residential units totaling approximately 155,000 square feet
 - This density allows for the northern 30% of the site to be maintained as public open space along “Eye” Street
 - Consider developing in concert with adjacent landowners to the south to increase potential

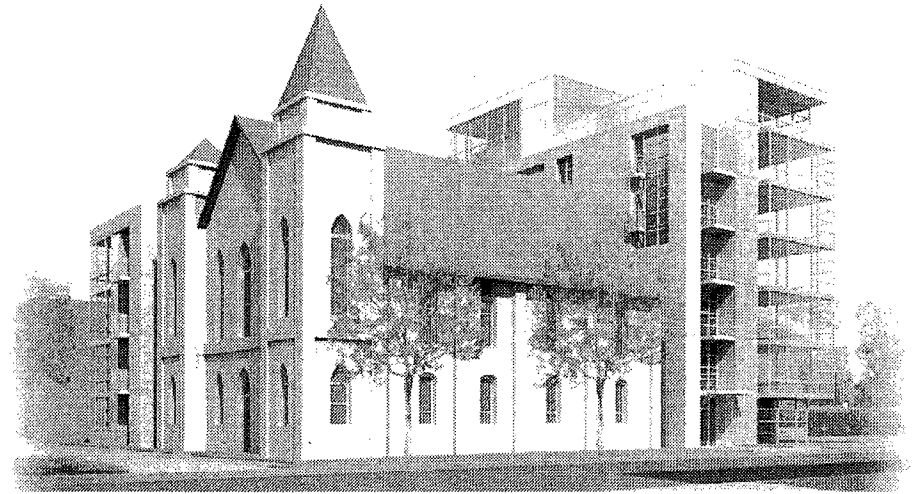
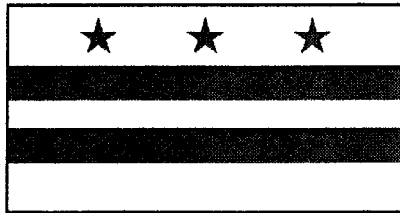
Existing Public Library Site—Map



- Existing Library lot is 49,310 square feet
- Neighboring lot ground-leased by Bressler & Reiner is 134,263 square feet
- B&R lot is being considered for redevelopment. Site is zoned R-5-D, which would allow 3.5 - 4.5 FAR (PUD) and 470,000 - 600,000 square feet
- Consider PUD of entire site from M St. to Eye St. to include residential, retail, and commercial town center
- Development of these parcels has economic merit to the District

The Potential Economic Benefits to The District Could Be Substantial

- Redevelopment of the current Library site with residential or mixed uses would generate significant property and income taxes, while adding residents to the neighborhood who will support local businesses and bring added vitality to this vicinity
- Due to several projects in the neighborhood, particularly the baseball stadium, the revitalized Waterfront Mall, and the Corcoran Art School PUD, opportunity is at hand to spur the renaissance of the neighborhood
- Facilitating a PUD application from Eye Street to M Street with the adjacent neighbor creates another town center with a mixed-use FAR potential of over 700,000 square feet



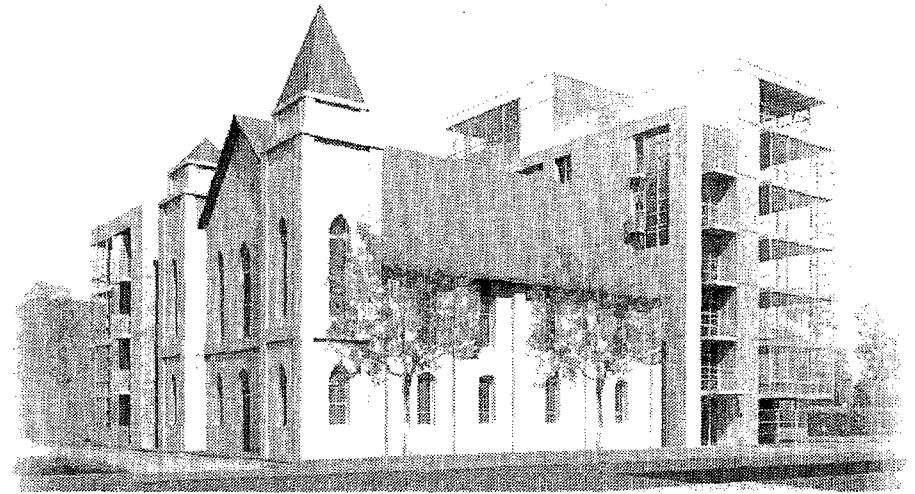
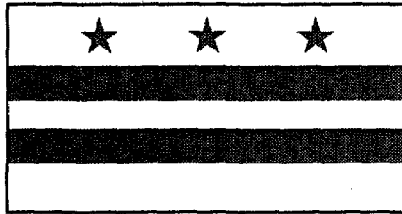
V. Summary & Next Steps

Summary—Benefits

- Community benefits from a new Public Library only blocks from its current Library, years ahead of schedule
- New library could be a community gathering place which is a catalyst for further revitalization of SW/SE
- District stands to realize significant net revenue from the sale and redevelopment of existing library site
- Current library site is freed up for more suitable transit-oriented development, possibly from M St. to Eye St.
- 20 to 25 new residential units built adjacent to new Public Library, helping to fulfill the Mayor's plan for new housing
- Additional income and property tax revenue will be generated from new residential units
- Eliminate excessive maintenance and operations for the existing obsolete Library building
- Project sets positive example of public-private library/mixed use development

Next Steps

- Obtain Zoning Commission approval for the massing and design at the May, 2005 Hearing
- Enlist active support of the Mayor and City Council
- File PUD modification application to expand non-profit use of the site from 10,000 square feet to 20,000 square feet, which would allow a New SW Branch Public Library as a component of the mixed-use plan



VI. Attachments

Attachments

- A. Development Team
- B. Copy of Office of Planning Staff Report and Recommendation
- C. DCPL: The Changing Face of Libraries: Building for the Future, 2003
- D. The Power of Libraries (Urban Land, October 2003)



Attachment A

Development Team

Development Team

DEVELOPER—Square 643 Associates, LLC

- Stephen Tanner, Principal
 - Based in the District of Columbia, lives in SE
 - Major Projects:
 - Responsible for the design, construction, financing, leasing and sale of two office buildings in the Downtown CBD totaling over 400,000 square feet
 - Previously:
 - Managed a portfolio of office, residential, and retail projects for the Charles E. Smith Companies of Alexandria, Virginia (now an affiliate of Vornado REIT)
 - Managed property acquisition and finance for NHP, a large multi-family residential property owner (now an affiliate of AIMCO REIT)

Development Team:

ARCHITECT—Shalom Baranes Associates, PC

- **Shalom Baranes Associates, PC** is one of Washington, DC's premiere architectural firms, with an acclaimed reputation for its expertise in challenging, mixed-use redevelopment projects. Since its founding in 1981, the firm has played an integral part in the growth and revitalization of the city's downtown core and surrounding neighborhoods. The firm's strength and growth have been based on its ability to combine successful new design with existing historic structures that require preservation and adaptive re-use, gaining approval for complex and often controversial projects. Among its notable recent efforts are the award-winning **Georgetown Incinerator** development, incorporating an abandoned historic building; adaptive re-use, preservation and expansion of the historic **Columbia Hospital for Women** as a new condominium complex; and the new **Langston Lofts** residential and commercial development in the District's historic U Street corridor. SBA enjoys a reputation for design excellence in both new construction and historic renovations, as evidenced by over 50 awards from professional and industry organizations. Recent historic preservation projects have included the landmark **Thurgood Marshall Center** and **Sixth and I Street Synagogue**.
- **SBA Principal Designer Robert Sponseller, AIA** spearheads the firm's work in residential and mixed-use projects. His extensive experience include the design, development, and execution of both mid-sized and large projects, totaling over 2 million sf of multi-unit residential building programs, often incorporating historic structures' preservation or built within historic contexts. In addition to the **Georgetown Incinerator** and **Langston Lofts** developments, Mr. Sponseller's recent projects include expansion of the landmark Sears Building on Wisconsin Avenue to accommodate 180 units; adaptive reuse and expansion of historic **912 F Street**; and the new **2200 M Street/Ritz Carlton** hotel and residential development. Currently in development is the adaptive reuse of the O Street Market, between 7th and 9th Streets, NW, incorporating residential, commercial, and market uses. Mr. Sponseller's award-winning designs have included the new **Nigerian Chancery** at the International Center in Washington, DC.

Development Team:

LEGAL ADVISOR—Arnold and Porter, LLP

- Arnold & Porter is one of the two largest law firms to call the District of Columbia home. It has a full-service real estate practice in the District, including development, zoning and land use, historic preservation, acquisitions and dispositions, financing, bankruptcy and workouts, hospitality and leasing.



Attachment B

Copy of Office of Planning Staff Report
and Recommendation

GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF PLANNING



Office of the Director

MEMORANDUM

DATE: February 14, 2005
TO: District of Columbia Zoning Commission
FROM: Ellen McCarthy, Interim Director OP
SUBJECT: Zoning Commission Case No. 03-30, amended - 734 1st Street SW

I. APPLICATION-IN-BRIEF

Applicant: Square 643 Associates LLC
Location: Square 643, Lot 830; Ward 6; Advisory Neighborhood Commission 6D.
Proposal: A revised consolidated Planned Unit Development and Zoning Map amendment for the construction of a 21-unit condominium apartment building, with retention of an existing former church structure for use as non-profit space.

II. RECOMMENDED ACTION

The Office of Planning recommends that the Zoning Commission set down for public hearing the revised consolidated Planned Unit Development and Zoning Map amendment for Square 643 (734 1st Street SW) from R-4 (row dwellings and flats) to R-5-C (medium density residential).

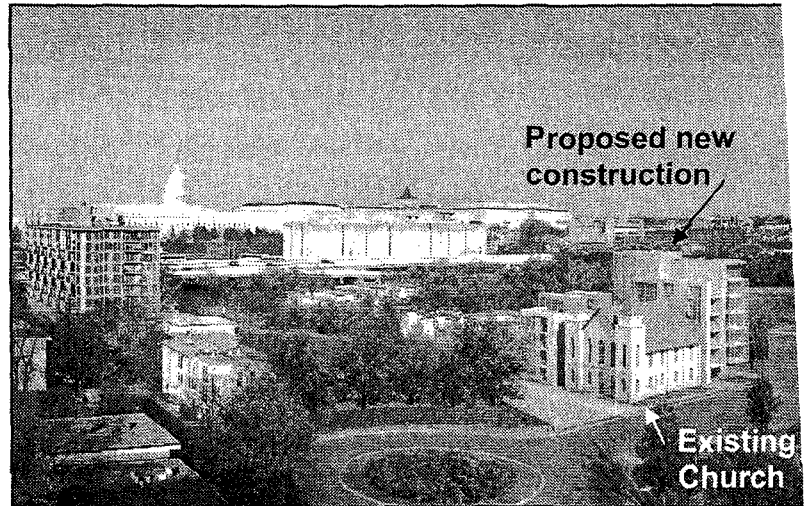
III. EXECUTIVE SUMMARY

This rezoning (from R-4 to R-5-C) and consolidated PUD application would permit the construction of a new 5 - 7 story development with 21 new condominium units, as well as rehabilitation of an existing land marked church structure as office space, intended for use by a non-profit organization with public access. This application significantly amends the original application, which the Zoning Commission at its March 8, 2004 meeting voted to not set down for a Public Hearing, pending the resolution of a number of then outstanding issues, mainly related to the historic status of the church, the height of the proposed development, and the amenity package.

Since that time, the applicant has addressed issues related to the historic status of the existing church structure by undertaking and receiving historic land marking of the structure, and altering the design of new construction to include its retention. The issue of height was addressed by lowering and staggering the height of new construction to ensure conformity to the Height Act and to the character of the church structure and adjacent development. The amenity package has also been amended; OP will continue to work with the applicant to refine and further define the package prior to the public hearing. OP has no concerns with most of the minor relief required from zoning regulations related to setback and courtyards, but cannot, at this time, provide the required analysis of the potential impact on the neighborhood of the applicant's special exception request for the use of the existing church volume by a non-profit organization, because the applicant has not yet identified an eventual user.

IV. CONTEXT – refer also to Context Map Attachment I and Photos Attachment II

The subject property is located in Square 643 in the Southwest Waterfront neighborhood. It fronts onto H Street SW which dead ends directly to the east of the site. Delaware Avenue SW terminates in a circle directly to the southwest of the site. Early maps show Delaware Avenue SW open to the US Capitol Building. H Street SW and 1st Street SW were also open. The Southeast-Southwest Freeway is a few blocks to the north of the site, and South Capitol Street is a block to the east. The Waterfront metro station is located a few blocks to the southwest.



The area has a diverse housing stock, including townhouses and low and high-rise apartments constructed as part of the Southwest Urban Renewal Plan of the 1950's – 1970's. The Capital Park apartments and townhouses complex is to the north and west. To the south is the former Randall Junior High School site. To the east of the site are play fields associated with the recreation center.

V. HISTORIC STATUS

The site is developed with a church constructed in 1886-87. 1904 maps show the church with adjacent town houses to the north and east. These townhouses have long since been demolished, and additions to the church were constructed on its north (1952) and east sides (1930). The Friendship Baptist Congregation sold the structure to another congregation many years ago, and currently holds services in a church building two blocks away. The Redeemed Temple of Jesus Christ Congregation was the last user of the site in question. According to the applicant, they attempted to sell the building to another congregation, but did not receive offers so sold it to the applicant. The structure is now vacant.

The applicant sought and received historic landmark status for the church structure from the Historic Preservation Review Board (HPRB) at its March 15, 2004 meeting. The HPRB subsequently reviewed revised design drawings for the site, and at its meeting of October 28, 2004, granted conceptual design approval for the proposal now before the Zoning Commission.

VI. PROPOSAL

The applicant originally submitted a proposal including a map amendment from R-4 to R-5-D and a consolidated PUD, to facilitate the development of a 9-story, 90' high condominium building with 60 apartments. The existing church structure was to be demolished. Underground parking would be accessed from the west (front) side of the building.

The current proposal involves a considerably different program and design, including:

- rezoning to R-5-C rather than R-5-D;
- rehabilitation and retention of the now landmarked church structure as office space intended for a non-profit organization;

- a 21 unit condominium building with a height of 50 feet / 5 stories on the north side of the church and 70 feet / 7 stories on the east side;
- access to 25 underground parking stalls from H Street to permit the creation of a paved and landscaped courtyard in front of the structure along the former Delaware Avenue right-of-way.

VII. GENERALIZED LAND USE MAP

The area is designated on the Generalized Land Use Map as “*medium density residential – multiple-unit housing and mid-rise apartment buildings are the predominant uses; may also include low and moderate density housing...*”. All of the land adjacent to the site, and most of the land in close proximity, has the same designation. The proposed zoning and the proposed development are not inconsistent with this designation.

VIII. COMPREHENSIVE PLAN

The proposal would appear to further the following major themes of the Comprehensive Plan, as listed in Section 101.1:

- (a) *Stabilizing and improving the District's neighborhoods*
- (e) *Respecting and improving the physical character of the District*
- (g) *Preserving the historic character of the District*
- (i) *Promoting enhanced public safety*

The proposed retention of the historic church structure and addition of residential development supports a number of specific Comprehensive Plan objectives and policy statements, including:

CHAPTER 3 HOUSING ELEMENT

302 Housing: General

- 302.2 (a) *Encourage the private sector to provide new housing to meet the needs of present and future District residents at locations consistent with District land-use policies and objectives ...;*
- (f) *Encourage the private sector to meet housing needs through the development of infill housing ...*

CHAPTER 7 URBAN DESIGN ELEMENT

707 Built Environment

- 707.1 *The built environment objective is to strengthen and enhance the distinguishable physical qualities of the District.*

708 Buildings

- 708.2 (a) *Design ... buildings to complement or enhance the physical character of the District;*
- (b) *Design buildings to include the use of appropriate arrangements of building materials, height, scale, massing, and buffering to complement the immediate region.*

712 Areas In Need Of New And Improved Character

712.2 (a) Encourage well-designed developments in areas that are vacant, underused, or deteriorated. These developments should have strong physical identities;

CHAPTER 8 PRESERVATION AND HISTORIC FEATURES ELEMENT

801 Goals And Objectives

801.1 The new preservation and historic features goal for the District is to preserve the important historic features of the District while permitting new development that is compatible with those features.

805 Specific Policies For Protection And Enhancement Of Historic Properties

805.1 Every effort should be made to provide for the continued, appropriate use of all historic properties. If the original use or a reasonable intensification of the original use is no longer feasible, appropriate adaptive uses consistent with applicable land use regulations should be encouraged.

805.4 Within historic districts and particularly within the L'Enfant City, original street patterns should be preserved by maintaining public rights-of-way.

805.16 New construction on historic landmarks or in historic districts should be compatible with the historical architectural character and cultural heritage of the landmark or district. In design, height, proportion, mass, configuration, building materials, texture, color, and location, new construction should complement these valuable features of the landmark or district, particularly features in the immediate vicinity to which the new construction will be visually related.

CHAPTER 13 WARD 2 PLAN

Although the site is currently in Ward 6, it was in Ward 2 at the time of drafting and adoption of the Comprehensive Plan.

1367 Ward 2 The Neighborhood Ring: Southwest

1367.3 To protect and enhance the character of the Southwest community, the Southwest Neighborhood Assembly commissioned the Urban Land Institute to study concepts that would improve the neighborhood, including the potential for redeveloping Waterside Mall and the Southwest waterfront. The Urban Land Institute met with residents and other stakeholders in 1998 and recommended the following improvements:

(e) Between ninety-five and one hundred seventy-five (95 and 175) units of new, market-rate housing targeted to younger adults;

(l) A standard of architectural excellence for the one-half million square feet of new construction that will be built in the next few years;

CHAPTER 17 WARD 6 PLAN

1705 Ward 6 Objectives For Housing

1705.1 (b) To stimulate production in Ward 6 of new and rehabilitated housing ... to provide housing opportunities to accommodate and allow for residential growth and stability according to area needs ...

1706 Ward 6 Policies In Support Of Housing Objectives

1706.1 (c) Stimulate private investment in housing in Ward 6 and expand home ownership opportunities;

1721 Ward 6 Objectives For Urban Design

1721.1 (c) To encourage a high quality of architecture consistent with the styles and characteristics of buildings in Ward 6.

1725 Ward 6 Objectives For Preservation And Historic Features

1725.1 (c) To encourage new development and renovations of structures that are sensitive to the character of the historic districts in Ward 6;

(d) To monitor the use, modifications, and proposed demolitions of buildings to ensure preservation and compatibility with historic districts in the Ward 6 area.

IX. SNAP – CLUSTER 9

The SNAP planning process identified near-term goals for individual neighborhood clusters, and documented the tracking of issues to ensure that they are addressed through to completion. The subject property is within Cluster 9. Cluster workshop participants were asked to identify priorities for additional action planning. Residents of this cluster agreed to the following priorities:

- **Affordable and Diverse Housing** –retaining low- and moderate-income residents that live in the community, and increase the number of homeowners by providing a mix of housing options;
- **Public Safety** – strategies to reduce drug activity and other types of crime; and
- **Public Schools and Community Development** - expanding and improving academic programs, providing additional extra-curricular activities, and updating public school buildings.

The proposal would further these goals in that it would add to the variety of housing in the neighborhood; and would likely add to perceived safety by providing residents and “eyes on the street” in a section of the neighborhood which is perceived by residents to be troublesome. The retention of the church for a non-profit use could, depending on the eventual user, also further public safety and community development objectives.

X. PURPOSE OF A PLANNED UNIT DEVELOPMENT

The purpose and standards for Planned Unit Developments are outlined in 11 DCMR, Chapter 24. The PUD process is “*designed to encourage high quality developments that provide public benefits.*” Pursuant to Section 2402.3, the applicant has elected to file a consolidated PUD. Through the flexibility of the PUD process, a development that provides amenity to the surrounding neighborhood can be achieved.

XI. STANDARDS FOR PLANNED UNIT DEVELOPMENT

The application meets the minimum 15,000 square foot area requirements of Section 2401.1 (c) to request a PUD, for a property zoned R-5-C. The PUD standards state that the “*impact of the project on the surrounding area and upon the operations of city services and facilities shall not be unacceptable, but shall instead be found to be either favorable, capable of being mitigated, or acceptable given the*

quality of public benefits in the project.” Based on the information provided, OP believes that the project is generally favorable, although additional refinement of the amenity package is required.

XII. PUBLIC BENEFITS AND AMENITIES

Section 2403.5 through 2403.13 discusses the definition and evaluation of public benefits and amenities. In its review of a PUD application, §2403.8 of the Zoning Regulations states that “*the Commission shall judge, balance, and reconcile the relative value of the project amenities and public benefits offered, the degree of development incentives requested, and any potential adverse effects according to the specific circumstances of the case*”. To assist in the evaluation, the applicant is required to describe amenities and benefits, and to “*show how the public benefits offered are superior in quality and quantity to typical development of the type proposed...*” (§2403.12).

Amenity package evaluation is based on an assessment of the additional development gained through the application process. Additional development, in this case, is difficult to determine because the existing R-4 zone does not establish a maximum FAR. To estimate the R-4 development potential, the site (including the footprint of the church) would yield 9 rowhouse lots fronting H Street SW, with a maximum square footage of about 3,300 sq.ft. each, for a total of approximately 30,000 sq.ft. of development¹. The additional FAR to be gained through this process, therefore, is 15,332 sq.ft., including the area of the church.

	R-4	R-5-C PUD
Proposed Sq. Ft.:	45,322 sq.ft. total	45,322 sq.ft. total
Max. Sq. Ft.:	approx. 30,000 sq.ft.	66,527 sq.ft. max
Difference:	+15,322 sq.ft.	-21,205 sq.ft.

In its November 5, 2004 revised submission, the applicant proposed the following amenity items:

1. Historic preservation of the landmarked church structure – OP agrees that this can be considered an amenity item. Although the applicant has indicated that the space will be rented at market rate, the preservation of the structure and the restoration work proposed are of benefit to the physical character and cultural heritage of the area.
2. Stabilizing and Improving the District’s Neighborhoods – The proposal furthers this Comprehensive Plan objective, and this is of benefit to the surrounding neighborhood.
3. Urban Design and Architecture – The design of the new construction compliments the form and character of the neighborhood and the existing structure, and is of superior quality, provided the high quality details and materials as proposed are carried through to construction;
4. Housing Supply and Population – While this meets Comprehensive Plan objectives and is of benefit to the District, the provision of housing in a residential zone is not considered an amenity item; and

¹ Based on maximum size of rowhouse development on the entire site, with an average lot size of 1,840 sq.ft., 3 story buildings, and 60% lot occupancy.

5. Employment and Training Opportunities – The applicant has agreed to enter into a First Source Hiring Agreement and a Memorandum of Understanding with the Local and Small Business Opportunity Commission, both of which are considered amenity items.

Subsequent to the applicant's submission of November 5, 2004, OP and the applicant had a number of discussions at which OP indicated that it was our opinion that the package as had been presented was somewhat weak. As a result of these discussions, the applicant has added the provision of affordable housing to the package. The provision of affordable or subsidized housing is now a common and anticipate amenity item for PUD applications, in the amount of approximately 15% of the density gained through the PUD / rezoning process. In this case, this would be 15% of 15,322 square feet, or about 2,300 sq.ft., or 2 or 3 units. The applicant, however, has assessed density gained based on the amount of residential FAR above what would be permitted as of right, which would discount the church space that is intended to be leased to a non-profit. In this formula, the density gained for residential use is closer to 4,300 square feet, 15% of which would be 650 sq.ft. or one small unit within the building.

The applicant has further noted that many area residents prefer the provision of market rate housing to balance the local neighborhood supply of subsidized housing; that the development is only proposing 21 new housing units; and that the preservation of the church structure and the high quality of new construction are substantial amenity items which support a smaller than normal affordable housing proffer. As is the case with all PUD applications that include a residential component, OP feels that the provision of affordable housing is an appropriate and important amenity, but also recognizes the unique circumstances associated with this project. OP will continue to work with the applicant to refine this issue prior to a public hearing.

Another common amenity item in recent PUD applications is the provision of "green building" or environmentally conscious design. The applicant has offered to provide or consider a number of such initiatives in this building, which may lead to LEED (Leadership in Energy and Environmental Design) certification, and will provide additional detail prior to the Public Hearing.

Two amenity items proposed as part of the original application – the landscaping of the traffic circle at Delaware Avenue and improvements to area playground equipment – are no longer being proffered due to the increased value of the on-site amenities.

OP feels that, with the inclusion of affordable housing and green building principles, the amenity package is sufficient to warrant setting down the project, and will ensure that refinement and details are available to the Commission prior to the Public Hearing.

XIII. ZONING REGULATIONS – refer to Revised Project Profile, Attachment III

The property and directly adjacent land are zoned R-4, which permits a moderate density residential row dwelling or flat development. The zone also permits the conversion of an existing building to an apartment building. Land in the general vicinity has a mixture of zone designations, including R-5-C. The project would be within the R-5-C permitted FAR and the R-5-C PUD height maximum. Relief would be required for the following zoning regulations:

Standard	Existing Zoning R-4	Proposed Zoning R-5-C	Proposed Development
Use:	row dwelling, flat	Medium density apartment	21 unit condo; non-profit office /

Standard	Existing Zoning R-4	Proposed Zoning R-5-C	Proposed Development
			community space
Rear Yard Setback: (§404.1)	20' min.	4" / ft. of height; 15' min. if provided = 16.7 to 23.3' min.	8.1 ft.
Side Yard Setback: (§405.6)	3" / ft. of height; 8' min. if provided	3" / ft. of height; 8' min. if provided = 10' west, 17.6' east	40' west side 10.1' east side;
Open Court Width: (§406.1)	4" / ft. of height	3" / ft. of height = #1 = 10'; #2 = 15'	#1 = 8'; #2 = 6'
Roof Structure: Setback §400.7b.):	equal to height = 8 feet	= to height = 8 ft. min.	approx 4 ft.

OP has no major concerns at this time with any of the setback or court width relief requests, and notes that the project provides a significant amount of open space at the front of the building, which highlights the historic importance of the church and maintains a streetscape-like presence for the front façade on an open courtyard where Delaware Avenue once ran. This, combined with development patterns on adjacent lots, ensures minimal light, air, or privacy impacts.

Non-profit office or community space within the former church structure is also requested, in accordance with DCMR11 Section 2405.7. This use of the space is intended to provide for preservation of the interior volume of the church (rather than having this space broken up into private housing units), and to ensure public access to the interior of the landmarked building. Although the Commission is not required to apply the special exception standards of §217, OP has referred to these standards as a way of assessing the request. The proposal appears to generally meet the requirements of §217, since the office space would be within a historic landmarked building (§217.1 a) that has received conceptual approval from the HPRB (§217.5), and is 10,000 sq.ft. in area (§217.1 b). The applicant is proposing as many as 9 parking spaces for this use (5 on grade and 4 underground, not including 2 optional additional spaces located in "vault" space below the H Street right-of-way), and is proposing a series of conditions on the operation of any use within the space, including restricted hours of operation and number of employees and certification that §217.4 restrictions on the manufacture or sale of non- intrinsic merchandise by the nonprofit organization will be complied with. However, at this point, the applicant has not proposed a specific user, and has requested flexibility to possibly offer the space for other permitted non-residential uses such as a clinic, private club, or museum.

Although OP is supportive of the concept of retaining this space for a publicly accessible use and the general conditions on the use of the space proposed by the applicant, it is not at this time possible to comment on the potential impact of the proposed use on the surrounding neighborhood. The eventual use for this space will dictate potential impact, including neighborhood fit, amount of public access to the interior of the church space, parking needs, traffic impacts, noise generation, and security needs. On the advice of the Office of the Attorney General, OP recommends that unless the applicant confirms a user for this space prior to the Public Hearing and provides the necessary information required to assess neighborhood impact, the Zoning Commission not rule on this special exception relief request and that the applicant instead submit this request to the Board of Zoning Adjustment in a separate application, following review of this PUD application by the Commission.

XIV. ANC 6D

The applicant has made presentations to the ANC on a number of occasions. At its November 8, 2004 meeting, the ANC adopted a motion in favor of the revised proposal.

XV. PUBLIC COMMENTS

The applicant notes that the Capital Park IV Condominium Association (located directly to the north of the subject site) and the Southwest Neighborhood Assembly have indicated support for the proposal. A number of letters from area residents and members of the Friendship Baptist Church (former occupants of the existing church on the site) were also received prior to landmarking of the church structure and design revisions, indicating opposition due to the height and scale of the then proposed building, and the demolition of the church structure. The applicant has since reduced the height and scale of new construction, and amended the proposal to include retention of the church structure.

XVI. AGENCY REFERRALS

This application will be referred to the following District government agencies for review and comment:

1. Department of Consumer and Regulatory Affairs (DCRA);
2. Department of Parks and Recreation (DPR);
3. Department of Housing and Community Development (DCHD);
4. DC Public Schools (DCPS);
5. Department of Public Works (DPW);
6. District Department of Transportation (DDOT);
7. Fire and Emergency Medical Services Department (FEMS);
8. Historic Preservation (HP) Office;
9. Metropolitan Police Department (MPD); and
10. Water and Sewer Agency (WASA).

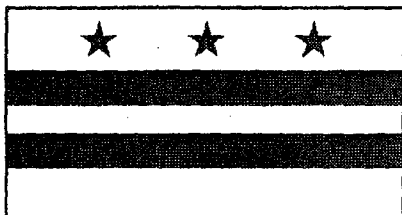
XVII. OP RECOMMENDATION

OP recommends that this application for a consolidated PUD and map amendment from R-4 to R-5-C be set down for public hearing. The revised proposal would be of high quality and in character with other development in the Southwest area, is generally consistent with the Comprehensive Plan and the Generalized Land Use Map, provides for retention of and public access to the landmarked church structure, and should add stability and security to this area. As such, the application warrants discussion at a public hearing. Additional information related to the amenity package will be provided prior to the Public Hearing.

ATTACHMENTS:

- I. Context Plan
- II. Photos
- III. Project Profile

EM/jl



Attachment C

DCPL: The Changing Face of Libraries:
Building for the Future, 2003



The Changing Face of Libraries:
Building for the Future



District of Columbia Public Library
Capital Construction/Renovation
Master Plan for Branch Libraries

To All Residents, Elected Officials, and Other Key Library Stakeholders:

The first formal planning document issued by the District of Columbia Public Library, *2000 – 2002 Strategic Plan: Building Capacity for Building Community*, followed an 18-month planning process in 1998-1999. That process gathered community input from a 29-member Strategic Planning Committee, numerous focus groups, and nearly 3,500 surveys completed by respondents throughout the District, in addition to staff input at all levels. The plan was adopted by the Board of Library Trustees, the governing body of the Library, which is legally charged with the “authority to provide for the care and preservation of the library.” (DC Code 39-105)

The plan identified, as a top priority, the compelling need to address the neglected and deteriorating library facilities, resulting from virtually no capital investment in buildings over three decades and completely inadequate operational maintenance funding during that time. The need is to transform these facilities into “...inviting library facilities that are safe and comfortable and inspire reading, learning, and personal success.” In a time when the Internet has become central to how we get and use information, the library as “place” continued to be seen as vitally important. In other words, citizens and other library stakeholders wanted these libraries to become once again cultural and educational centers within their neighborhoods, a role that public libraries have played for decades.

A comprehensive approach to “fixing our facilities” became our centerpiece for the next decade. This meant not just making our buildings look good but also making them function effectively. In order to approach this formidable challenge in a systematic way, we began developing this *Master Facility Plan*, a guide to addressing the facility issues in all locations. The sources that were used to develop this *Plan* included building-by-building assessments, a feasibility study that looked at representative branch libraries that are found in the District of Columbia, and a building consultant’s study addressing issues about where facilities are located and how well they serve their designated communities.

This *Plan* is a living document that will change over time. It is one that will be frequently reviewed by the Library Administration as well as re-assessed by the Board of Library Trustees in the years during which the plan is implemented.

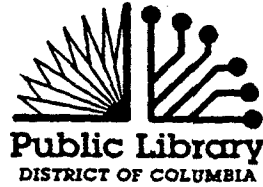
This *Plan* has been developed under the able leadership of Shirley Diamond, Capital Program Manager, and oversight of Richard L. Jackson, Assistant Library Director for Management and Support Services. The plan would not have been possible without the dedication of Evelyn Tobin, who provided administrative assistance throughout the process and worked tirelessly to present it in the form that follows. We owe all of them a debt of gratitude for taking us this far.

Now the challenge is to make this a plan that becomes reality, and for that, we will need everyone’s help.

Mary E. (“Molly”) Raphael, Director

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Introduction

A. Background

The Board of Trustees, Director and Staff of The District of Columbia Public Library (DCPL) have advocated the need for a comprehensive master plan to embody their vision of compelling library service from newly renovated, state-of-the-art libraries, with associated upgrades to their electrical, mechanical and networked data systems. Consequently, a Capital Construction/Renovation Master Plan ("the Plan") is being formulated to enhance the existing and future library infrastructure and programs. The Plan will also provide an intelligent resource for the library's administrators in planning a **long-range strategy** for the physical development of the system's buildings over the next ten to fifteen years.

The Plan also reflects the DCPL's vision of the library as: "a recognized force in the community for engaging the mind, expanding opportunities and elevating the quality of life." Central to this vision is a belief that "equitable access to information, tailored to customer needs, equips people to learn all their lives, embrace diversity and build a thriving city."

Together with the library's mission of a "commitment to service that responds to our customers, to the wise use of library resources, and to joint efforts with community partners to ensure sustained excellence," this vision provides the foundation for implementation of the proposed Plan. Superior library services and facilities are particularly crucial for realizing the Library's mission, as well as achieving two of the goals articulated in the Library's 2000 - 2002 Strategic Plan: "**Building Capacity for Building Community.**" These goals are:

1. "Citizens will have inviting library facilities that are safe and comfortable and inspire reading, learning and personal success."
2. "Citizens will find a variety of environments conducive to reading, research and idea exchange."

They reinforce DCPL's need for excellent libraries, which:

- Inspire, inform and educate;
- Encourage learning, exploration and discovery in accessible, safe, efficient and environmentally sound environments that are comfortable, pleasant, logically arranged for efficient workflow and meet ergonomic considerations;
- Provide spaces that encourage and support civic engagement and community building;

- Provide infrastructure that can support research and instruction in an electronic age, side-by-side with the more traditional hard copy resources;
- Contain adequate, flexible and adaptable spaces that can be changed over time to meet the demand for a broad range of services;
- Are open, vibrant and welcoming places for all people, including those persons who are physically challenged; and
- Feature easy-to-locate entrances and clear floor plans to facilitate unrestricted movement among various spaces and services.

At present, the library system does not meet the above goals because of several deficiencies, including an inadequate technological infrastructure, outdated mechanical systems, ineffective use of space, and poorly coordinated service areas. According to DCPL's Marketing Plan 2001-2002, the deteriorating buildings, equipment and furnishings are viewed as weaknesses, and decaying library buildings as a threat.

The changes proposed in the new Plan are based on a new paradigm of library use in the Twenty-First Century, reflecting new patterns of learning, accessing, generating and transmitting knowledge. It will outline the building treatments necessary to reinvigorate the library buildings by addressing critical structural, mechanical, electrical, and life safety deficiencies, as well as providing for a more effective use of new technology, to result in modern, world-class libraries that will have the flexibility to respond to changing needs.

DCPL's new generation of libraries must also ensure that safety and security are in the forefront along with comfort and convenience. The buildings shelves, meeting rooms and stack areas, while remaining open and free, must also be conducive to mitigating conditions that foster theft, damage and personal harm to its patrons. Elements that will be included in the design and construction of the buildings will include equipment that manages material, property and building contents, access controls (doors, windows, etc.), appropriate fencing and gates, intrusion detection, fire protection, closed circuit television and appropriate interior and exterior lighting.

Public libraries today and into the future will place emphasis on building improvements that reflect *community-centered* facilities. Research indicates that there must be a balance for the future. Today's library users want the look of modern, streamlined spaces that include computers and rooms for historically offered services. The challenge will be to balance the traditional services that libraries offer with technology. The library's 2000-2002 Strategic Plan offered community input that included both books and bytes.

The incorporation of new research conducted jointly by the Benton Foundation and W. K. Kellogg Foundation, a trip to the library is considered a meaningful family event.

Public libraries present an equal opportunity theme, appealing not only to users with home access to PCs and the Internet, but also to low income and minorities who view libraries as *bootstrap* institutions, particularly for their children. Libraries are a part of the American Dream. Survey results indicated that parents more and more count on public libraries to assist the public schools in delivering basic education through programs for children.

In effect, Americans generally see public libraries as playing an important role in their communities.

Particularly, this research indicates that Americans value the maintenance and building of public library facilities. There is strong support to use library budgets to preserve and erect library buildings, ranking third in the survey's findings: a total of sixty-five (65) percent thought this was a library priority and is an inherent part of the library's identity. Support for maintaining and building new facilities comes after purchasing new books and the purchase of new computers and computer access.

The following table shows the survey results:

**HOW IMPORTANT ARE THESE LIBRARY SERVICES TO YOU?
SURVEY PARTICIPANTS RESPOND**

	Very	Moderately	Slightly	Not	Don't Know
Providing reading hours & other programs for children	83	12	2	3	1
Purchasing new books & other printed material	72	19	5	3	1
Maintaining, repairing, & building public library buildings	65	25	5	5	1
Providing computers & online services to children & adults who don't have their own computers	60	25	8	6	1
Providing a place where librarians help people find information through computers & online services.	58	28	9	5	1
Making it possible for people to access library information through their home computers	46	32	10	8	3
Purchasing computers & providing access to information & online services through computers	42	34	12	9	3
Providing meeting rooms & auditoriums for the use of community groups & for public activities	34	36	17	12	1
Setting up computers in public places such as shopping malls & community centers so that people can access library information from these places	18	28	22	29	2

Also, a recent study contracted through the American Library Association (ALA) and the University of Illinois Library Research Center finds that when the economy goes down, public library use goes up. People see libraries as America's great information equalizers and turn to their libraries in times of economic downturns.

1999 DCPL SURVEY RESULTS					
HOW IMPORTANT ARE THESE LIBRARY SERVICES TO YOU?					
DISTRICT OF COLUMBIA RESIDENTS RESPOND					
	Very Important	Important	Less Important	Don't Know	
Cleanliness, Safety, Attractiveness & Comfort of Libraries	2,447	775	63	37	3,322
Martin Luther King Memorial Library & 26 Branches	2,097	870	184	137	3,288
Information Navigators (librarians) to Assist & Advise You	2,094	596	163	79	2,932
Programs (Author Talks, How-to, Cultural Enrichment) for Children	2,044	830	217	117	3,208
Computers with Software for Public Use	2,024	923	287	82	3,316
Internet Access & Assistance	1,966	962	280	105	3,313
Programs (Author Talks, How-to, Cultural Enrichment) for Teens	1,860	885	290	136	3,171
College Information	1,826	976	394	109	3,305
African-American Studies Materials	1,819	959	415	133	3,326
Professionally Reviewed Books, Music, Periodicals, Books-on- tape, & Videos	1,801	1,177	248	101	3,327
Business & Career Information	1,751	1,114	361	104	3,330
Computer Classes & Call-in Community Help Desk	1,724	1,070	382	119	3,295
Literacy Support for Adults	1,722	1,116	269	145	3,252
Latest Fiction & Nonfiction Titles	1,670	1,189	390	87	3,336
Summer Reading Program	1,602	1,200	318	172	3,292
Place to Get Tax Forms & Senior Citizen Metro Passes	1,582	1,200	442	109	3,333
Programs (Author Talks, How-to, Cultural Enrichment) for Seniors	1,580	1,055	360	162	3,157
Tutor and Mentor Support	1,571	1,153	362	177	3,263
Neighborhood Learning Centers	1,547	1,226	336	194	3,303
Information on Services in Your Community	1,546	1,332	358	81	3,317
Programs (Author Talks, How-to, Cultural Enrichment) for Adults	1,544	1,148	392	100	3,184

Balance Between Books (traditional materials) & Bytes (newer technologies)	1,487	1,256	246	152	3,141
Compact Discs (CDs), Digital Video Discs (DVDs), Databases, & Recommended Web Sites	1,479	1,196	483	135	3,293
Place Where You can Fax, use Phones & Copiers	1,459	1,116	637	101	3,313
Story Times, Class Visits, & Curriculum Support	1,455	1,264	395	143	3,257
Government Information (DC & Federal)	1,400	1,362	459	99	3,320
Information using DCPL Web Site (www.dclibrary.org)	1,393	1,233	429	215	3,270
Computer Software & Electronic Books for Borrowing	1,389	1,154	553	180	3,276
Interlibrary Loan Service	1,371	1,227	523	221	3,342
Parent Education Programs	1,352	1,270	478	172	3,272
Reach Out And Read (ROAR) Visits to Licensed Day Care Centers	1,318	1,176	482	307	3,283
Local History and Genealogy	1,275	1,356	596	114	3,341
Space for Exhibits, Bulletin Boards, Meetings & Gatherings	1,237	1,430	534	98	3,299
Foreign Language Titles	1,100	1,162	846	193	3,301
Coffee Shop or Refreshment Area	694	813	1,581	207	3,295

B. Purpose and Organization of the Document

This document aims to provide the DCPL with a conceptual and policy framework for the construction and renovation of neighborhood branch libraries over the next 10-15 years. This Plan will not address building treatments for the Martin Luther King Jr., Memorial Library or the community libraries and kiosk at this time.

The rationale for not addressing the treatment of the Martin Luther King, Jr. Memorial Library is that a separate process is underway within DCPL in collaboration with the Mayor's Office (specifically in the Office of the Deputy Mayor for Planning and Economic Development) to include a new central library as part of the redevelopment of the existing convention center site (bordered by 9th Street on the East, H Street on the South, 11th Street on the West, and New York Avenue on the North). Alternatively, the existing MLKML, now at 9th and G Streets, NW will be substantially rebuilt and renovated. Whichever option is ultimately selected will require leadership and participation of the city's elected officials (Mayor and Council) beyond the DCPL itself. Central libraries of the 21st Century are seen as cultural and civic centers for the entire community and require a financing commitment beyond that needed to renovate neighborhood branch libraries.

Building treatment recommendations and decisions for the four (4) community libraries and one (1) kiosk will be a part of the 2003-2004 Capital Project/ Renovation Master Plan.

The Plan is structured in three parts.

Section I: Planning Context and Process lays out the planning process for the Plan as it has unfolded against the backdrop of the changing role of the system's libraries, emerging trends in library buildings and kinds of usage occurring in the system.

Section II: The District of Columbia Public Library System highlights the history and background of the individual libraries and describes findings from previous assessments of their physical condition, followed by guidelines and objectives for their future.

Section III: Implementation Plan integrates the above components within a comprehensive set of building program assumptions, as well as building treatments, for the different types of library buildings in the DCPL system including space planning, redesign, reconstruction, upgrading and modernization of existing facilities.



Executive Summary

The Capital Construction/Renovation Master Plan of the District of Columbia Public Library (DCPL) is the guide for future capital investment and physical development of the system's 21 **neighborhood libraries** over the next ten to fifteen years. Among the important reasons for developing the Plan are changes impacting the library system, many of which are due to new patterns of learning, accessing, generating and transmitting knowledge; the rapid evolution of technology for information and learning; and changing demographics. Other changes include increased needs and expectations of the system's libraries by users and its response in terms of broader collections and other resources.

This document aims to:

- Identify goals of the DCPL pertinent to its future strategic planning, with projections for the population that the system expects to serve over time.
- Provide a relevant history and analysis of the setting and patterns of development of the neighborhood libraries in the system, evaluating existing building conditions, historical significance and potential market value.
- Formulate and analyze potential facilities needs within the three major architectural categories reflected – International, Carnegie and Georgian Revival - focusing on specific service-related needs and different kinds of building treatments involved in their re-design, renovation, reconstruction or replacement.
- Set forth the comprehensive Plan for the neighborhood library buildings, including library service delivery, environmental management, technological and utilities infrastructure, energy efficiency, security, space needs and flexibility analysis and planning, etc.
- Address capital improvements planning, including exploring operating feasibility on all buildings, replacement versus major repair on deferred maintenance projects and associated costs, etc.

The Plan comprises both short and long-range activities. Long-range planning addresses new construction and/or fundamental upgrades to existing buildings through modernization, renovation and/or reconstruction. This is because many of the library buildings were designed and constructed from the early twentieth century through the 50's and 60's thus

there is a need for the buildings to be upgraded or reconstructed to meet current standards and future needs.

Short-range planning involves renovations, major repairs that specifically address the backlog of deferred maintenance projects. This is needed at a number of library properties in order to reduce the deterioration of buildings and their components that will improve operations as well as achieve compliance with current building and safety codes. Due to a history of under funding maintenance and operations of building systems and components, systems that should have been replaced has led to unplanned breakdowns of mechanical, electrical systems and excessive utility costs. Renovation of buildings, that is a standard in the private sector, was not planned or funded for the DCPL system.

Building condition evaluations of the library building, therefore, indicate serious structural, mechanical, safety and building code deficiencies, which relate to both age and deferred maintenance. Corrections of the deficiencies would involve, specifically:

- Life cycle based replacement of air distribution systems, including perimeter heating and cooling units;
- Installation of emergency generators;
- Updating of fire alarm systems and security automation;
- Replacement of carpeting and furniture;
- Refurbishment of plumbing fixtures;
- Modernization of lighting fixtures and building automation;
- Compliance with Life Safety and ADA codes;
- Improving accessibility to areas, features, and amenities of the building interior; and
- Reconfiguring space to meet the changing needs and functions of Twenty-First Century library facilities.

These projects would be aimed at increasing/improving programmatic functionality; providing space for additional user seating and activities; reorganizing and housing library collections to be more accessible; and creating larger and more aesthetically pleasing, welcoming and fully operational environments, as well as spaces that would support community needs and civic discourse.

Developing the Master Plan has involved systematic analysis of existing facilities, usage and services, comparisons with similar urban library systems, and significant community involvement. Teams of librarians, planners and library consultants have been working for over a year to facilitate a process that included the following:

- Comprehensive inspections of library buildings conducted by architects, engineers, maintenance staff, etc., through the D.C. Office of Property Management's Office of Standards, including analysis of the sites and buildings for safety, security and ease of access.
- A feasibility study on the different kinds of building treatment involved in the renovation and replacement/reconstruction of the branch library buildings in the system, carried out by the firm of Sorg and Associates, P.C.
- A study to determine the viability of DCPL's existing twenty-six (26) facilities with recommendations prepared by Providence Associates, Inc., a library consulting firm.
- A series of "Community Conversations," held among library users in different neighborhoods whereby DCPL gained insight into the community's views on current and future treatment to the systems' buildings.

Implementing the Master Plan represents considerable financial commitment. DCPL will utilize its authority to fund small capital renewal projects to reduce the deferred maintenance backlog. The capital cost of implementing deferred maintenance on the neighborhood libraries is \$14 Million, and on the central library \$31 Million. The projected total of fiscal year 2002 maintenance-spending plan is \$1.2 Million, comprising \$617,000 for the central library and \$582,000 for the neighborhood libraries.

During the next five years DCPL envisions that approximately three major projects will be designed and placed in construction phases, coupled with major renovations. DCPL will begin its implementation of the Master Plan by constructing two new branch libraries - Benning and Tenley-Friendship - and undertaking significant renovations to Watha T. Daniel/Shaw and Anacostia, which are authorized for design during FY 2002 and reconstruction beginning in FY 2003. DCPL and OPM will support additional mechanical upgrades, renovations for ADA and building standards, and enhance interior/exterior structural improvements.

Outcomes from the Master Facility Plan are expected to help DCPL, the Mayor and the City Council determine requirements on building projects and schedules over the term of the Plan, in order to provide comprehensive improvements in library services in the District of Columbia. By the end of the 4th quarter of FY 2003, DCPL expects to have four (4) neighborhood libraries in the programming and design phases as well as completion of refurbishment at three (3) neighborhood libraries.

The Capital Construction/Renovation Master Plan represents a giant leap for the DCPL and provides an exciting vision for the library of the future. Approval and implementation of this Plan will make a significant contribution toward integrating the Library's resources, services and users in facilities that are commensurate with the nature and quality of the services offered, as well as with the dynamic, information-based Twenty-First Century society in which the Library now operates.



Section I: Planning Context and Process

A. Emerging Trends in Library Uses and Users

The District of Columbia is currently engaged in numerous multi-million dollar construction projects in the core of the city, around the location of the central library - the Martin Luther King, Jr. Memorial Library (MLKML). Burgeoning new residential complexes, as well as the new Convention Center, within the booming downtown business area are increasing the central library's value as a significant resource for learning, leisure and personal growth, worthy of citizens' respect and support. The neighborhoods, also, have witnessed considerable dynamic growth, requiring their libraries to maintain their relevance by providing strong collections and high-quality user services to meet ever-increasing demand.

Several critical factors shape the scale and scope of the future development of the DCPL system:

- The system must maintain and increase its quality and relevance to its user groups; its existing service program does not adequately meet current or projected needs of the library's patrons;
- The public wants its public libraries to take a leadership role in providing access to computers and digital information. Nationally, citizens have strongly indicated their willingness to pay additional taxes and fees for these services;
- Electronic resources are increasing in number and importance and have radically changed how library users locate and use information. Much of the change and growth taking place in the system will be driven by new developments in multi-media and information technologies (IT), that now offer unprecedented opportunities for both information retrieval and engagement of users in new and powerful ways of learning. In the digital age, information literacy has become a core proficiency and libraries are leaders in helping to bridge the "digital divide," which restricts access to electronic resources;
- The Benton/Kellogg Foundation survey respondents do not think libraries' importance will decrease with the digital age. Also, drawing strong popular support is the role of librarians as "knowledge navigators." Essentially those polled see digital information as a public rather than a private good. They see spending tax

dollars for digital information to be collected by public libraries rather than spending their own resources for such information. Most importantly, these findings negate the notion that home PC users, who navigate the Internet, do not need nor want public libraries;

- The size of the user population is changing and will undergo further significant change and growth over the projected 10-15 years of the Plan; and
- Based on information from the District of Columbia's Office of Planning, the total population of 457,067 reflects significant age and ethnic diversity. The following tables show the 2000 population, by ward, by age and ward, then by race and ward for the Youth (0-17) and Adult (18+) population groups.

Table I-1: Population by Ward

Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8
73,364	68,869	73,718	74,092	72,527	68,035	70,540	70,914

Table I-2: Population by Age and Ward

Ward	Age 0-4	Age 5-17	Age 18-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+	Total
1	4,104	8,997	11,386	17,959	12,007	8,326	4,900	5,684	73,364
2	1,803	3,710	17,786	16,720	9,788	7,599	5,191	6,272	68,869
3	2,857	5,960	9,864	15,519	10,863	10,864	7,653	10,138	73,718
4	4,916	11,495	5,723	9,438	11,629	11,478	7,441	12,692	74,092
5	4,001	11,327	8,030	8,764	10,734	10,077	6,670	12,924	72,527
6	3,342	8,315	6,417	14,016	11,934	9,939	6,287	7,785	68,035
7	4,963	14,457	5,721	8,808	10,634	9,832	6,726	9,849	70,540
8	7,269	18,195	7,710	10,538	10,088	7,645	4,915	4,554	70,914

Table I- 3: Youth Population (0-17) by Race and Ward

Ward	White	Black/ African American	American Indian/ Alaskan Native	Asian	Native Hawaiian Other Pacific Islander	Other Race	Two Or More Races	Hispanic	Total
1	2,315	6,507	85	456	7	3,014	718	5,102	13,102
2	1,862	2,411	42	407	6	577	208	1,206	5,513
3	7,278	375	20	422	9	233	480	756	8,817
4	2,781	10,284	51	139	10	1,767	659	2,980	15,691
5	303	14,385	47	72	8	253	260	478	15,328
6	1,351	9,658	20	159	4	152	313	357	11,657
7	102	18,891	40	22	8	72	185	216	19,420
8	1,163	23,689	47	75	19	132	339	413	25,464

Table I- 4: Adult Population (18+) By Race And Ward

Ward	White	Black/ African American	American Indian/ Alaskan Native	Asian	Native Hawaiian Other Pacific Islander	Other Race	Two Or More Races	Hispanic	Total
1	20,961	27,047	293	2,132	40	7,199	2,590	13,097	60,262
2	43,175	11,312	192	4,862	105	2,018	1,693	5,781	63,356
3	54,369	3,884	120	3,809	30	1,277	1,412	4,271	64,901
4	10,331	42,123	171	582	20	3,572	1,602	6,257	58,401
5	6,493	48,461	183	536	10	626	891	1,378	57,199
6	20,162	33,020	182	1,80	39	677	1,118	1,696	56,378
7	874	49,321	115	111	8	158	533	442	51,120
8	2,582	41,844	105	226	25	223	445	603	45,450

This data provides a sound basis for estimating programmatic and building size requirements for the library system well into the future. The libraries' traditional user population has declined, giving way to new users with a broader range of backgrounds, experiences, motivations, learning styles, language skills and recreational interests and

needs. There is an additional demand created for different kinds of services corresponding pressure on types of facilities.

The growing diversity of users places importance on designing spaces that not only address the complexity of today's library uses but also are flexible enough to support additional changes in the ways that users rely on libraries. Whether planning programs for low-literate users, adult library users, young children, teens/young adults, or specific ethno-cultural groups, demographics will play an important role in the process. As an example, in areas serving large numbers of children, the library buildings might offer increased space for story hours, film screenings, craft activities and homework help, and restrooms with infant changing tables, in addition to such amenities as a children's garden, amphitheatre, and performance auditorium.

In cases where large numbers of teens visit the library, special consideration might be given to acoustical and spatial issues so that teens could play loud music without disturbing other library users and carry out their activities in casual, "hang-out" spaces and cozy study rooms. To attract this age group, planning could also include various types of displays and audiovisual collections, including videos, CDs, and DVDs. Perhaps changing demographics are having the greatest impact on the libraries' collections, i.e., materials selected, quantities, where they are housed and how they are displayed for maximum appeal. Opportunities for aggressive marketing of collections and services will be used in designing spaces.

The Capital Construction/Renovation Master Plan will propose recommendations for the re-designing, re-constructing and substantial renovations of the buildings. A schedule of current/projected activities and funding requirements to address the deferred maintenance items noted in the Building Condition Survey Report will also be addressed in the Plan.

B. Planning Framework and Process

The first step in the planning process was to assemble teams of librarians, planners and library consultants; Studies and analysis have also targeted current building conditions and requirements for upgrading the structures. Data were drawn from the following sources:

1. Building Condition Survey Report prepared by the District of Columbia's Office of Property Management, Office of Standards and Inspections, in 2000 and 2001. The Report focused on the deterioration of building components and deferred maintenance needs of the buildings.
2. A Feasibility Study by Sorg and Associates in May 2002 that recommended building treatments, i.e., demolition, reconstruction, and substantial interior renovations. The Study assessed the cost/benefits of the foregoing treatments.

3. Information from a Providence Associates, Inc., draft report also reviewed the viability of the twenty-one (21) full-service neighborhood libraries, five (5) community libraries and the central library. The focus of the analysis was the need for physical improvements, utilization of existing spaces, building replacement and the potential expansion, relocation, or consolidation of some library facilities.

The reports confirmed the library's own knowledge that the buildings are suffering from serious deterioration to the physical plants and the buildings cannot accommodate new technology requirements and have spaces that must be re-configured to meet user needs.

A vital part of the planning process has been the concerted effort to keep users and staff informed and ensure fluid communication for everyone involved. A series of "Community Conversations" was held in the spring of 2001 in which the community was asked to discuss their views on current and future treatment to the system's buildings. Comments and recommendations from those "Community Conversations" are presented in **Appendix B**.

C. Design Guidelines and Objectives

An integral part of re-designing, re-constructing and renovating the buildings in the system is establishing general design guidelines that will guide the programming, design and construction processes in creating state-of-the-art library buildings. Detailed below are general parameters to be considered:

General

- Establish a physical identify for the library buildings so that they will integrate visually and functionally into their environments and neighborhoods.
- Create environments conducive to reading, learning and community discussion.
- Create safe, efficient and productive spaces that will provide a broad spectrum of service alternatives and allow flexibility in designing programs and services.

Site Design

- Apply sustainable architecture ("green buildings") that will allow the libraries to maintain functionality over time.
- Ensure that the designs for the buildings become models for future renovation and/or new construction projects.
- Utilize the physical resources of each building site, to ensure safety, comfort and optimum functionality.

- Enhance site characteristics and qualities, specifically, landscaping, irrigation and water retention features, to create public spaces that satisfy both safety and esthetical requirements.

Service Area

- Integrate loading docks into in the design of the buildings, to provide services access for the wide variety of functions that occur within the buildings.

Parking Area

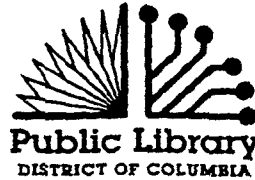
- Integrate into the design of the buildings, to the extent individual building sites permit, adequate and accessible parking for library patrons and employees, making special provision for physically disabled persons, emergency vehicles, service vehicles and bicycles.

Information Technology

- Ensure that reconstruction or reconfiguration of the buildings will effectively accommodate information technology infrastructure, to organize and enable access to a wide range of electronic information resources.

Security

- Integrate into the design and construction of the buildings system Closed Circuit Television (CCTV) system that monitors the buildings (internally and externally) on a twenty-four hour basis, coupled with (keyless) access control systems for digital imaging and security identification.
- Integrate into the design and construction elements that enhance the library's materials, property, resources and access points.



Section II: District of Columbia Public Library System

A. Overview

The DCPL system includes, a central library, twenty-one (21) neighborhood libraries, four (4) community libraries (porta-structures), and one (1) kiosk (Table II-1). The total square footage is 855,384, consisting of 440,000 square feet for the central library and 415,384 square feet for the branches. The neighborhood libraries range in size from the smallest, Takoma Park, at 6,431 square feet, to the largest Washington Highlands, at 29,793 square feet.

Table II-1: The District of Columbia Public Libraries

Central Library	Neighborhood Libraries	Community Libraries	Kiosk
Martin Luther King, Jr. Memorial Library	Anacostia Benning Capitol View Chevy Chase Cleveland Park Watha T. Daniel/Shaw Georgetown Francis A. Gregory Lamond-Riggs Mt. Pleasant Northeast Palisades Petworth Southeast Southwest Juanita E. Thornton-Shepherd Park Tenley-Friendship Takoma Park Washington Highlands West End Woodridge	Langston R.L. Christian Sursum Corda Parklands-Tumer	Deanwood

B. History and Evolution of the Library Branches

As noted in the building age matrix below the average age of the branches in the DCPL system is forty-seven (47) years.

Table II- 2: Building Age Matrix

Library	Year Opened	Date(s) of Last Renovation
Takoma Park	1911	1977-78, 1982
Southeast	1922	1974-75, 1982
Mount Pleasant	1925	1984, 1985
Northeast	1932	1982
Georgetown	1935	1976, 1984
Petworth	1939	1982
Cleveland Park	1953	
Anacostia	1956	1984
Woodridge	1958	
Washington Highlands	1959	
Tenley-Friendship	1960	
Francis A. Gregory	1961	
Benning	1962	
Palisades	1964	
Capitol View	1965	
Southwest	1965	
West End	1967	
Chevy Chase	1968	
MLKML	1972	
Watha T. Daniel/Shaw	1975	
Deanwood	1976	
R.L. Christian	1981	
Lamond-Riggs	1983	
Langston	1983	
Parklands-Turner	1984	
J.E. Thornton/Shepherd Park	1990	
Sursum Corda	1993	

The Benning Branch Library opened on May 18, 1962. Over the years, it has played an important role in the community. Some programs undertaken by the library include film series, an annual Black History Contest, and an Annual Book Bag Giveaway. The Friends of the Benning Branch Library, a volunteer library support group established in 1983, assists in equipping the branch by holding fundraising events and advocating use of the library.

Today, the Benning Branch Library offers special collections, which includes the A.V. Howard Black Reference Collection, the Umoja Reading Club, pre-school films and computer classes. The library also offers help in tax preparation for seniors, a meeting room for community groups and small rooms for tutors. The library also has a Homework Help Plus Center where children can obtain assistance with their schoolwork and adults can work on their GED or get help with resumes and their job searches.

Capitol View Branch

The Capitol View Branch Library represents the culmination of a ten-year struggle on the part of the Capitol View community to acquire a branch of the D.C. Public Library. Funded under the D.C. Public Works Program, the library opened January 23, 1965 in its 20,000 square-foot, brick and concrete building with an initial collection of 24,400 volumes.

Capitol View received a weed and seed grant that opened a brand new computer lab in the branch. In 2001, the Capitol View Branch Library circulated 10,611 items.

The Friends of the Capitol View Branch was established in March 1, 1981. It is a voluntary support group that encourages use of the library, promotes the library's visibility among municipal agencies and provides financial and volunteer assistance to the branch.

Chevy Chase Branch

The Chevy Chase Branch was dedicated on March 21, 1968. The first Chevy Chase Library opened in April 1920 with a collection of several hundred books housed in the kindergarten room of the local Elizabeth V. Brown School. The community paid for a part-time librarian.

For its first six years, the Citizens' Association of Chevy Chase supported the library, until Congress provided an appropriation in 1926. The library became a full-time branch on September 5, 1944, offering sixty-four hours of service a week.

Construction on the current building began in March 1966 and was completed in the summer of 1967; however, planned September opening was postponed until March 1968 because strikes delayed the delivery of shelving.

The Friends of the Chevy Chase Library was formed in 1981 to raise funds to support services to the library. The volunteer organization has donated disks, books on tape, magazine subscriptions and other library materials, equipment, furnishings and plantings. The Friends have also undertaken steps to prepare the library users for the technological information age by purchasing equipment and co-sponsoring the telecommunications

system and sponsoring free telecommunication classes.

Today, the Chevy Chase offers computer training classes and weekly preschool film programs and has a long-standing waiting list for its very popular "Tales for Twos" children's program. The library has the highest circulation of any branch library in the District of Columbia with a 2001 circulation of 121,714.

Cleveland Park Branch

The Cleveland Park Branch Library was erected in 1953 and opened on October 15th of that year. The Cleveland Park Branch Library is located within the Cleveland Park National Register Historic District designated in 1987.

The Cleveland Park Library began as a small collection of books provided by the public library system and housed in a single room of the John Eaton School at 34th and Lowell streets, N.W. Between 1944 and 1945, several community activists led a drive to collect \$30,000 as the community's contribution towards the purchase of a library site with Congress providing the remaining \$45,000 needed to purchase land.

In the 1951-1952 District budget, Congress allocated \$335,000 for construction of the new branch library in Cleveland Park. When it was finished, the Cleveland Park Library, officially named the Cleveland Park Memorial Library, was one of the largest branch buildings in the District of Columbia and in 1953, the community raised funds to erect an auditorium.

The Friends of the Cleveland Park Library was organized in 1980 and incorporated in 1981. The group supports the library through fundraising events, volunteer services and annual events. The Cleveland Park Friends were actively engaged in supporting the formation of Friends groups in other neighborhood libraries.

In 2001, the library circulated more than 103,000 items placing it second among the branch libraries in circulation rates. Special collections include a "Great Books" collection, and a Cleveland Park Neighborhood History File. Programs and services include the Cleveland Park Film Club and four meeting rooms.

Francis A. Gregory Branch

The Francis A. Gregory Library was erected in 1961. On a land transferred from the National Capital Planning Commission. Originally known as the Fort Davis Branch, the library was renamed in 1986 in honor of a local educational leader and first African American President of the Board of Library Trustees, who had resided in the community. The branch was the fifth of eleven branch libraries funded under the D.C. Public Works Program.

In 1957, the Public Library's Board of Trustees began searching for an appropriate site. The Fairfax Village-Fort Davis Library Association supported the acquisition at its current site. The groundbreaking ceremony for the new Fort Davis Branch Library occurred September 15, 1959. The library was finally completed and readied for its dedication on February 16, 1961.

The D.C. Public Library was the recipient of an Elizabeth Holden Bequest in the amount of approximately \$1 Million designated for the Francis Gregory Branch.

The Friends of Francis Gregory was formed in 1982 with the goal of benefiting the library and its community. The Friends have sponsored numerous local events including arts and crafts programs for senior and "Operation College Bound. The group also has helped by purchasing equipment holding fundraising events and providing snacks for the children's story hour.

Today, Francis Gregory has a large concentration of "latchkey" children that use the branch to do homework. In 2001 Francis Gregory circulated more than 17,000 items. Over the years, the Friends have sponsored numerous local events including arts and crafts programs for seniors and Operation College Bound.

Georgetown Branch

George Peabody established a fund in 1867 for the purpose of building a library in Georgetown. Peabody expressed his wish to donate a gift to the residents of Georgetown, but the library was not established until after Peabody's death.

By the early 1930s, Georgetown had outgrown the Peabody Library. The Georgian Revival style building was originally built on the site of the Georgetown Reservoir that served as the water supply for Georgetown residents. The current Georgetown Branch opened in October 1935 and was heralded in the press as "the pride of the community." It is located within the Georgetown National Register Historic District, which was designated in 1967.

A Peabody Room was designated to hold the Peabody Collection that is related to the history of Georgetown. The Peabody Room serves as the City's only special collection of Georgetown history. The branch today circulates more than 56,000 items. When the Peabody Association dissolved in the 1970s, its assets were given to the D.C. Public Library for the support of the Peabody Room and library service to Georgetown residents in general. The assets included several hundred thousand dollars in blue chip stocks.

The Friends of the Georgetown Branch was formed in the 1970's and provides support to the library through advocacy, fund raising and volunteer work. The Georgetown Friends actively supported the formation of other Friends groups in the 1980s.

Lamond Riggs Branch

The Lamond Riggs Branch Library opened October 24, 1983. The branch was the only new library opened in the 1980s and was built after significant community advocacy and involvement. In 1957, the Citizens' Association of the Chillum neighborhood submitted a request for a branch library to the D.C. Commissioners. The branch has extensive photography exhibits, how-to workshops and offers pre-school and summer reading programs targeted toward elementary aged youth.

The Friends of Lamond Riggs has over the years, offered support to the library through its fundraising, volunteer and advocacy programs. It provides funds for holiday activities, puppet shows and prizes for the summer reading program.

Mount Pleasant Branch

The Mount Pleasant Branch Library opened in May 1925, and is the third oldest public library building still in use in Washington. The construction of the Mount Pleasant Branch was funded primarily by the Carnegie Corporation. It was the last branch built with Carnegie funding.

The branch currently serves a large diversity of users as well as the largest Spanish-speaking community in the City. The Mount Pleasant branch houses several collections featuring a diversity of languages. The Mount Pleasant Branch circulated 41,489 items in 2001 and will soon open a Homework Help Plus Center in 2002.

The Friends of the Mount Pleasant Library was organized in 1982. The group encourages use of the library, makes donations, supports its physical rehabilitation and maintenance and assists in providing volunteer help for the library.

Northeast Branch

The Northeast Branch Library is the fourth oldest library building in the city still in operation and was the first public library branch to be built in the District entirely with public funds. Built in 1932, it opened on March 11th of that year.

The Northeast Branch played a role in the "Victory Book Campaign," during which World War II provided book lending to overseas servicemen. It also served as the meeting place of the air raid wardens assigned to Stanton Park and Lincoln Park.

The Friends of the Northeast Branch was established in 1981 and has since been active in supporting the branch through fundraising events, advocacy initiatives and volunteer projects.

In 2001, First Lady Laura Bush kicked off the American Library Association's Campaign for America's Libraries "@ your library", a national public relations venture to raise awareness of libraries of all kinds, at the Northeast Branch.

Palisades Branch

The Palisades Branch Library opened to the public on November 20, 1964. The building is the second home of the library which was started as a sub-branch in a one room schoolhouse in 1928. As the sixth oldest branch of the D.C. Public Library this sub-branch served the Palisades community for 36 years.

A library for what was then called the Potomac Heights neighborhood was first proposed in 1927. The Conduit Road School building was converted to a library and was regarded from the beginning as a temporary solution to the area's need for a library.

The library was renamed the Macarthur Boulevard Branch on November 16, 1942 following the renaming of Conduit Road for General Douglas Macarthur in March 1942. The name was again changed on March 24, 1950 to the Palisades Branch after the Citizens' Association had adopted "The Palisades" as the name for the community.

The Friends of Palisades was formed in the fall of 1980. They continue to show their support to the library by testifying in support of library funding before D.C. City Council. They make annual contributions to the adult and children's book funds, provide yearly subscriptions to a number of magazines, contribute to the children's programs, purchase furnishings and equipment and contribute volunteer time.

Today, the Palisades Branch Library lends about 62,000 items annually and offers special collections in neighborhood history and adult basic education. Its programs include films and story times for children and a "Time for Twos" program for very young children.

Petworth Branch

Petworth Branch Library was the sixth branch library to be opened in Washington, DC, and the third to be funded strictly through public appropriations. The library opened on January 27, 1939 to rave reviews.

As early as 1927, the citizens of the Petworth neighborhood began planning their campaign to petition the D.C. Board of Commissioners for a branch library on the east to Rock Creek Park on the west. The Petworth Branch served as a civilian defense station during World War II and was reported to be the most active of the library branches and the second largest producer of Red Cross emergency sewing in Washington, DC.

Petworth was the first branch in the system to establish an extensive reference and circulating African American special collection. A "Friends" organization was established in the 1990's and continues to support the branch through testimonials during budget hearings and other public discussions. They also provide financial support for several of the library's programs.

Southeast Branch

The Southeast Branch of the District of Columbia's public library system was the second branch library to be erected and proved to be one of the busiest during its early years. The branch was opened December 8, 1922. It is one of the three Carnegie libraries in the system.

The Southeast Branch was immediately successful with an average daily circulation of 550 books during its first two weeks of operation. Nearly 1,400 extra books had to be transferred to Southeast from the Central Library to meet the demand. By the end of June 1923, after only seven months of operation, the library had circulated 86,822 books and registered 3,904 patrons.

The Southeast Branch offers special collections focused on the history of the Eastern Market and Capitol Hill communities and adult basic education. The library also makes real estate assessment rolls for Ward 6 available to the public.

Friends of the Southeast Branch were established in 1982. The group provides fundraising support in the form bi-annual book sales and serves as an advocate for the branch to the Board of Trustees and City Council when necessary.

Today the branch features arts programs and workshops, author talks and young adult programs. It also provides special services that include pre-school arts, movies, and story hours.

Southwest Branch

The Southwest Branch Library originally opened in the wing of the newly built Thomas Jefferson Memorial Junior High School on January 3, 1941. The library served a population of approximately 26,000 people, half of whom were African-Americans.

The Southwest Branch operated in a wing of the school until October 22, 1965, when a new freestanding library building was dedicated. The new branch was the ninth of eleven branch libraries erected between 1956 and 1968 under the D.C. Public Works Program.

The Southwest Library received a federal grant for a computer based adult literacy program. The program assists adults who are working on their GED, job skills or resumes. Trained volunteer neighborhood tutors supplement computer programs. This branch has a significant usage by surrounding governmental agencies and businesses.

In 1976, the Friends of Southwest Branch was formed to provide volunteer and financial support to the branch. The Friends have helped plan adult and children's programs, such as film programs and reading clubs.

Takoma Park Branch

The Takoma Park neighborhood received the first purpose-built branch library in the history of the DC Public Library system on November 17, 1911. The current Takoma Park Branch was funded by a \$40,000 contribution from philanthropist Andrew Carnegie. The Takoma Park Branch Library stands in the Takoma Park National Register Historic District designated in 1983.

The library quickly assumed a central role in the life of the community. Community use of the library peaked in 1925 when 230 meetings and classes were held for 5,716 patrons. The library houses a special collection covering Takoma Park history and has an on-going poetry reading series.

The Friends of the Takoma Park Branch Library, a volunteer support organization, was formed in 1982. It sponsors fundraising initiatives and volunteer staffing of the library.

Tenley-Friendship Branch

The present Tenley-Friendship branch of the DC Public Library was dedicated on October 27, 1960. The first public library branch located in the Tenleytown area occupied a single

room of the newly opened Bernard T. Janney School, built at Wisconsin Avenue and Albemarle Street, N.W. in 1925.

The community library soon outgrew its space at the Janney School. When the police department vacated its Sub-T building at 4539 Wisconsin Avenue, N.W. in October 1927, the building was rehabilitated to accommodate the Tenley-Friendship branch of the public library. The Tenley Library remained in the reused police station for thirty-two years, undergoing several renovations over the years.

In 1955, the Board of Education voted to transfer a small portion of the Janney School grounds, allotted in 1935 for use by the proposed public library, to the D.C. Commissioners. Construction of the library did not begin, however, until July 1959 because of a heated debate over the use of the site.

As with Francis Gregory, Tenley-Friendship has a heavy usage of its resources by "latchkey" children and young adults. The community surrounding this branch established the first Friends of the Library group in the 1970s.

Juanita E. Thornton/Shepherd Park Branch

The Juanita E. Thornton/Shepherd Park Branch Library opened on July 29, 1990. The dedicated efforts of neighborhood residents, led by a retired D.C. administrator made the branch a reality after five years of planning.

Juanita E. Thornton, a retired D.C. school administrator and community activist concerned about the construction of another new fast food restaurant, quickly united the community to stop the restaurant from being erected, using the rallying cry of "Books Not Burgers." After three years of planning, ground was broken for the new Shepherd Park Branch Library on September 26, 1988. In October 1992, the library held a renaming ceremony to honor Ms. Thornton, who had passed away in September 1990. Today, the Juanita E. Thornton/Shepherd Park Branch Library serves its community with a wide range of reference and reader's advisory services, community meeting spaces, books and magazines, compact discs, books-on-tape, and videotapes.

The Friends of the Juanita E. Thornton/Shepherd Park Branch Library was organized in the fall of 1990. The organization continues to provide support to the branch through its fundraising, volunteer and advocacy activities.

Washington Highlands Branch

The Washington Highlands Branch of the D.C. Public Library was erected in 1959 as the third of eleven branch libraries funded under the D.C. Public Works Program.

In 1956, after a struggle of several years, Congress finally appropriated funds for the purchase a site for the planned Washington Highlands Branch. Although the Washington Highlands Branch could accommodate 50,000 volumes, it was not fully equipped when it opened on October 15, 1959 due to budget shortfalls.

During its thirty-eight years of service, the Washington Highlands Branch Library has played an important role in educating and serving the community. It is the largest of DCPL branches. The Friends of the Washington Highlands Branch Library plays a crucial role in supporting community activities. Formed in the 1980's, the organization has sponsored various community events, provides financial and volunteer support to the library and serves as the advocacy group for the branch.

Today, Washington Highlands has one of the highest "occupancy" statistics of any branch in the system despite its modest circulation numbers.

Watha T. Daniel/Shaw Branch

The Watha T. Daniel Branch Library located in the Shaw neighborhood of Northwest Washington, DC, opened on September 27, 1975. The branch, initially known as the Shaw Branch was renamed in honor of the first chairman of the D.C. Model Cities Commission and a civically active Shaw resident.

The proposed branch did not receive funding until 1969, when the National Capital Planning Commission adopted the D.C. Commissioners' "Shaw School Urban Renewal Plan." The Planning Commission rejected the initial design stating the design should provide a "more open and inviting facility" with larger windows, setbacks, and arcade-like openings on the first story. The D.C. Department of Buildings and Grounds that proceeded with the construction ignored these recommendations.

Alarmed by the Public Library's disregard of the NCPC's directive, the chairman of the Model Cities Commission requested an injunction to halt construction of the Shaw Branch Library. Construction was temporarily stopped while the architect was given the chance to defend his design and the D.C. Corporation Council investigated the legal ramifications. Corporation Council eventually resolved the matter by ruling that, in this case, the NCPC had no authority over aesthetics. Since its opening, the Watha T. Daniel Library Branch has become a center for community activity and houses a Homework Help Plus Center.

The Friends of the Watha T. Daniel Branch Library was established in the 1980's. The group provides support to the library through its fundraising events, advocacy activity and volunteer time.

West End Branch

The West End Branch Library opened February 24, 1967. The area today known as West End obtained its name in the 1950s when area developers attempted to create a newly fashionable residential neighborhood akin to the west ends of other major American cities.

Although local citizens' groups in the West End had petitioned the Public Library for a branch in their neighborhood as early as the 1920s, the earliest mention of a plan for the branch did not appear in the D.C. Public Library's annual report until 1958-1959.

The first annual report of the West End Branch Library delineated the library's main constituency as businessmen, office workers, George Washington University students, and neighborhood residents. In 1972, the library's public services areas were consolidated onto

the first floor due to the low usage of the children's room on the second floor, and a desire to decrease operating costs.

Formed in 1990, the West End Library Friends group provides vital support to the branch through fundraising events, volunteer time and public programs. The Friends has received funds from both bequests and economic development amenity programs.

Woodridge Branch

The current Woodridge Branch of the DC Public Library opened January 16, 1958. During the 29 years Woodridge Sub-branch was in existence, the Woodridge community continuously urged its replacement with a full-fledged, purpose-built branch library. In 1958 with the opening of the new 20,000 square foot building Woodridge was the second of six public library branches built under the DC Public Works Programs.

The mainly residential neighborhood of Woodridge was located in the Northeast quadrant of the District of Columbia. By the 1920s, the area had become densely populated with generally middle-class residents. The idea of a public library branch

in Woodridge was first presented to the Rhode Island Avenue Citizen's Association in August 1921. The appropriation for the Woodridge Sub-branch Library became available on July 1, 1929. A permit was issued on August 28, 1929 for the erection of a one-story, brick and concrete, "store/branch" public library.

Opening exercises for the Woodridge Sub-branch Library were held December 6, 1929. The sub-branch opened with a book stock of approximately 2,000 volumes and fifteen periodicals.

The Friends of the Woodridge Library was established in the 1980s and continues to support the branch through advocacy, volunteerism, fundraising, and program support.

The D.C. Public Library is also the recipient of a \$1 Million Elizabeth Holden Bequest for the benefit of the Woodridge Branch.

D. Building Conditions

As noted in the previous section the majority of the buildings in the library system were constructed prior to current library program demands and information technology requirements. These increasing demands impact the maintenance operations as well as the library's ability to reconfigure floor space and equipment. Additionally, environmental abatement requirements have also impacted space utilization within the structures.

The DCPL annual maintenance budget supports three major service categories for facility operations of one (1) central library, twenty-one (21) neighborhood libraries, four (4) community libraries and the one (1) kiosk. The service categories are as follows:

- Facility management;
- Public Safety/Security; and
- Building maintenance.

The Fiscal year 2002 maintenance-spending budget was \$1.2 million comprised of \$617,000 for the central library and \$582,000 for branches.

A building's condition is based on such factors as age, schedule of improvements undertaken, system replacements, i.e., HVAC, boilers, etc. In 2000 and 2001 the Office of Property Management's Office of Standards and Inspections conducted a visual inspection of the buildings in the system. Note, the Anacostia, Benning, Tenley Friendship and Watha T. Daniel/Shaw branches are not included in this section because they are scheduled for demolition, new construction and substantial renovation in Fiscal Year (FY) 2003.

The observations identified the backlog of maintenance projects, by building, approximate costs to eradicate the backlog and a timeframe in which the projects should be undertaken.

Conditions observed were in the following categories:

- Life cycle based replacement of air distribution systems, including perimeter heating and cooling units;
- Installation of emergency generators;
- Up-grading of fire alarms systems and security automation;
- Replacement of worn-out carpeting and old furniture;
- Age based refurbishment of plumbing fixtures;
- Modernization of lighting fixtures and building automation; and
- Compliance with regulatory issues on life safety and ADA.

Detailed below is a synopsis, by building, of the deferred maintenance items and general conditions observed in the 2000 through 2001 survey.

Capitol View Branch

The overall condition of the sub-structural system appeared to be sound. The overall condition of the roof system appeared to be good; however, due to the improper slope of the roof, water ponds at the northeast and southeast corners of the building will damage the roofing system.

The mechanical system components were originally installed in 1963-1965. All of the components are nearing the end of their useful life, and nameplates are missing, making it difficult to access component capacities and adequacies. The air-handling system needs to be replaced. The boiler appeared to be in fair condition, with the chiller, cooling tower, condenser, chilled water pumps and associated piping being recently replaced. The building elevator does not meet American Disabilities Act (ADA) requirements, nor do the restrooms, i.e., missing telephone and audible signals, no floor passing tones.

A preventative maintenance program is needed.

Chevy Chase Branch

The overall condition of the super-structure and the interior of the building appeared to be relatively good. The acoustical ceiling is damaged in various locations, the carpet is completely worn-out and interior wood finishes have also worn off. The HVAC system was originally installed in 1965 and is nearing the end of its useful life. The principal units, boiler and chiller, appear to have been replaced within the last fifteen years. All of the remaining components, i.e., air-handling units, fin tube radiators, etc., are original and need to be replaced. As with all of the buildings in the system, the elevator does not meet ADA requirements nor do the restrooms.

At the time of the Report, an underground storage tank (UST) was on-site. The tank was removed in May 2002.

A preventive maintenance program is needed.

Cleveland Park Branch

For its age, the super-structure of the building is in good condition. The entire built-up roof was replaced approximately two years prior to this Report and appears to be in good condition.

The overall condition of the interior is relatively good for its age; however, the carpet was recently replaced. The overall condition of the elevator is fair, at best, and does not meet ADA requirements.

The systems in this building were originally installed in 1956 and are ending the end of their useful life. A proper evaluation of the HVAC system was not undertaken, due to the lack of drawings and operational history documentation. The air-handling system appeared to be at least twenty-five years old and should be replaced.

At the time of the Report, an underground storage tank (UST) was on-site. The tank was removed in May 2002.

As with other buildings in the system, preventive maintenance is lacking.

Francis A. Gregory Branch

The super-structure appeared to be structurally sound, with no signs of uneven settlement. The overall condition of the interior finishes is good; however, acoustical tiles are damaged and/or missing at various locations in the building. Paint on the plaster walls and ceilings is peeling and falling off at certain locations in the building.

Due to the lack of a maintenance history, evaluation of the elevator's electrical mechanical condition could not be ascertained; however, visual inspection revealed corrosion damage on walls and enclosure.

The building has a new boiler, chiller, air compressor for the pneumatic controls and the air-handling unit in the basement meeting room is in fair working condition but needs servicing. The exhaust fans serving the first and second floor toilets do not work and need replacement.

At the time of the Report, an underground storage tank (UST) was on-site. The tank was removed in May 2002.

Georgetown Branch

The physical condition of the super-structure appeared to be in good condition; however, most of the floor framings are covered by plaster that prohibited a visual inspection of the super-structure.

All of the exterior doors, windows and dormers are in very poor condition, due to weathering and poor maintenance. The existing slate roof appeared to be the original and is nearing the end of its useful life of approximately seventy years. Generally, every twenty years, replacement of slates (2 percent to 3 percent) and flashing should occur. The level of replacement maintenance has not been occurring since the roof was put in place in 1935.

The interior finishes in the building are not in good condition but all of the finishes should be refinished and refurbished to prolong their useful life.

A new boiler was installed approximately eight years ago but when fired, vibrations occurred. However, the source of the vibrations could not be identified because there was no evidence of preventive maintenance. A check-up and repair program needs to be instituted. The HVAC system, including boiler, associated piping and controls, have all outlived their useful lives and need to be replaced. The power distribution system appeared to be in good operating condition but a maintenance program needs to be put in place. The emergency power system is adequate and in compliance with code requirements, however, the outdoor emergency generator is rusting and needs to be cleaned and maintained.

Juanita E. Thornton/Shepherd Park Branch

The overall condition of the super-structure appeared good. The wall of the roof level at the north side of the adult reading room is bulging. The main wall structure housing the window frame appeared to be distorted, due to torsion that is causing water leaks from window gaps. An investigation of the problem has been performed and the corrective work has been scheduled.

The interior of the building is in good condition; however, the carpet needs to be replaced.

The building has a split system with the major equipment being approximately eleven (11) years old. Corrective maintenance work is needed on the condensers to ensure full cooling capacity. The HVAC systems appeared to be in good working condition and with proper maintenance should last another five (5) to six (6) years.

The entire power distribution system continues to be in good operating condition but is dependent on a good maintenance program.

Lamond Riggs Branch

The overall super-structure appeared good. The overall condition of the interior is relatively good and the carpeting has been replaced. The HVAC system is approximately eighteen (18) years old and appeared to be in good working condition. Given the useful life of twenty years, a regular preventive maintenance program for all the system's components will allow this equipment to reach its full useful life.

The existing electrical service is in excellent condition and the power distribution system continues to be in good operating condition. The emergency power is adequate for the building and in compliance with code.

Mount Pleasant Branch

The footing and foundation walls appeared to be in structurally sound condition. The condition of the super-structure could not be determined because the floor framing is covered with plaster and acoustical ceiling tiles.

This building is approximately seventy-five (75) years old. There was minor renovation work done in 1984. The windows are in very poor condition. The Spanish roof appeared to be in good condition; however the useful life of this type of roof is seventy years, thus a thorough inspection of the roof and any minor required repairs should be undertaken.

This building does not have central heating and air and has a hybrid system of chilled water-cooling, split system and roof top units exist. The diversity and age of the components should be checked regularly to ensure a trouble-free operation, along with timely maintenance work. The power distribution system appeared to be in good condition; however, there was no evidence of preventive maintenance.

Interior and exterior lighting is in fair condition and should be upgraded as soon as possible. The emergency generator appeared to be installed in 1984, thus, batteries are nearing the end of their useful life and should be replaced.

At the time of the Report, an underground storage tank (UST) was on-site. The tank was removed in May 2002.

Northeast Branch

The condition of the super-structure could not be determined, due to plaster covering. The exterior wood frame windows are single-pane originals and have virtually no caulking. All windowsills and frames require refurbishing by sanding, staining and/or painting. All of the exterior doors are in poor condition, which affect proper shutting.

The roofing system is the original installed in 1932. While the slate roof has had some repair work, poor maintenance requires the entire system, including the metal flashing and drainpipes, to be replaced.

The overall condition of the interior is fairly good, despite peeling paint, plaster, damaged wood, damaged ceramic tile floors and worn carpet. The paint in the basement (ceiling and walls) in work areas the workshop should be abated.

The HVAC is a mix of new and old components. The water-cooled chiller is operating with a repaired compressor that makes this component unreliable. All of the terminal heating, cooling units, ducting and HVAC controls have aged and have outlived their useful life.

Electrical service equipment is in fair condition. The power distribution is more than twenty-five (25) years old and should be replaced. The remaining distribution system (panel board, disconnect switches, etc.) is in good operating condition. The emergency power system is adequate for the building but, as with all of the building components, a regular maintenance program is required.

Palisades Branch

The overall condition of the super-structure appeared in good. The column on the east side of the building is spalling, with the rebar at two locations being exposed. The exterior doors, window louvers and guards are aged and weathered and require repairing and painting.

The overall condition of the interior is good but needs carpet replacement throughout the space. Elevator condition is fair but does not meet ADA requirements.

The major mechanical system equipment has been replaced within the past two years. At the time of the Report, the chiller, cooling tower, chilled water and condenser pumps, were being replaced. The air-handler, controls, exhaust fans, hot water convectors and finned tube radiators have reached the end of their useful lives and must be replaced.

The evaluation of the HVAC system was based solely on interior, environmental conditions because nameplates on the equipment were missing, making it difficult to assess capacities and adequacies. Electrical service equipment is in excess of thirty years old but is in fair condition. The power distribution is of the same age and appears to be in fair condition. The building has no emergency power and it is recommended that at least 20 kW emergency generators and an automatic transfer switch be installed and integrated into the power system.

At the time of the Report, an underground storage tank (UST) was on-site. The tank was removed in May 2002.

Petworth Branch

The footings and foundation walls appeared to be structurally sound with no signs of uneven settlement or cracking.

The overall condition of exterior walls, windows, doors and roof appeared good. The entire slate roof was replaced in 1995. Age and weathering has caused paint peeling and flaking

off the window wood frames and exterior doors. Painting, cleaning and re-caulking of exterior window frames and exterior doors is required.

The interior finishes are relatively good, however, the plaster painted walls and ceiling are peeling and falling off in various locations throughout the building, including stair wells.

The HVAC is a mix of new and old components. The chiller is not reliable, all terminal heating/cooling units and ducting have outlived their useful lives and should be replaced. Other system components are in either fair to relatively good condition.

The existing electrical equipment is in good condition. The main distribution panel boards are all beyond thirty years of age and cannot be considered dependable so should be replaced. There was no evidence of preventive maintenance for the building but a program should be established that cleans inside/outside of all major electrical equipment enclosures. The emergency power system for the building is in compliance with code.

The hydraulic passenger elevator is in good operating condition, but the traction elevator was out of service at the time of the inspection.

Southeast Branch

The substructure system appeared in good condition. As with the other buildings, the super-structure could not be visually determined. The exterior walls, windows and doors are in relatively good condition.

The interior finishes appeared to be in relatively good condition, although there is peeling paint falling from the walls and ceilings in certain locations of the building.

Several of the mechanical, heating and cooling systems, i.e., air cooled condensing unit, dual temperature water circulating pump, existing fan coil units, exhaust fans, etc., need to be replaced.

The existing electrical equipment and power distribution systems are in good condition. There appeared to be no preventive maintenance program and one should be put in place. The emergency power is adequate for the building and meets code.

All of the elevator relays need to be cleaned, as well as restoration of the enclosure and panel doors.

Southwest Branch

The overall condition of the super-structure appeared good. The exterior doors, windows, walls and roofing system appeared to be in good condition although the exterior doors need repainting. The exterior door to the boiler room is corroded and needs to be replaced.

The interior finishes are in relative good condition; however, the carpet needs to be changed.

The most critical mechanical system components have been replaced and are approximately one year old. The system is aged and needs to be replaced, particularly the unit serving the basement, because it does not have the capacity to cool the room. The basement heating, ventilating unit and exhaust fans have outlived their useful lives and require replacement.

The HVAC observations were based on interior, environmental conditions, which appeared to be satisfactory, because nameplates were missing on the old equipment. A preventive maintenance program for the systems in this building is needed.

Existing electrical service appeared in good operating condition. The power distribution system needs to be replaced. As with the above systems, a preventive maintenance program must be instituted.

The elevator is in good operating condition but has some ADA deficiencies.

At the time of the Report, an underground storage tank (UST) was on-site. The tank was removed in May 2002.

Takoma Park Branch

The footing and foundation walls appeared to be structurally sound with no signs in uneven settlement, undue stress or deterioration. As with the other buildings, the super-structure condition could not be visually determined due to plaster coverage; however, the overall condition of the super-structure appeared to be good.

The overall condition of the interior appeared relatively good, but the plaster walls and ceiling need to be repaired. The carpeting and vinyl flooring need to be replaced because they are over ten years old.

The mechanical system in the building was renovated in 1980-1981. There were no major problems with the system at the time of the inspection, with the exception of two (2) jammed ceiling mounted radiator valves. Air circulation in the building is difficult, due to the ceiling-high bookshelves, which need to be corrected.

The major HVAC components (air handlers, chiller, etc.) are nearing the end of their useful lives and should be replaced. Electrical service system appeared in fair condition. Power distribution appeared to be in good operating condition; however, there is no evidence of a preventive maintenance program.

Emergency power appeared adequate for the building and is in compliance with code. The outdoor emergency generator is dirty and needs to be cleaned and serviced.

Washington Highlands Branch

The overall condition of the super-structure appeared good. The condition of the roof system is fair. The gutters need to be cleaned on a regular basis to ensure proper drainage. Additionally, there is an improper gutter type, between the gutter and roof fascia at the

canopy that is causing water leakage around the perimeter of the canopy. This part of the roofing system should be replaced.

Overall condition of the interior finishes appeared relatively good, however, the carpet needs to be replaced and the ceilings in various locations need to be repainted.

The mechanical system appeared to be operating despite the fact that most of the components are in excess of twenty (20) years old. Air handlers, controls, exhaust fans, etc., are near the end of their useful lives. The boiler appeared to be in good condition, with a new chiller installed in 2000. Nameplates were missing from the HVAC equipment thus, determining the capability and adequacy of the system was based solely on interior, environmental conditions.

The electrical service system and power distribution are approximately thirty years old and are operating in fair operating condition. The continued reliability of the systems is dependent on good maintenance. There is no emergency power to the building. At a minimum, a 20 kW emergency generator and automatic transfer switch should be installed and integrated into the building's power system.

The elevator, while in relatively good condition, does not meet ADA requirements.

At the time of the Report, an underground storage tank (UST) was on-site. The tank was removed in May 2002.

West End Branch

The super-structure, footings and foundation walls appeared to be in good condition. The overall condition of the roof system appeared to be in fair condition.

The interior finishes appeared to be in relatively good condition, but new carpet is needed, plaster ceilings need work in certain areas, and broken windows and damaged acoustical ceiling tiles need attention. Additionally, there was evidence of "active" water stains on the acoustical tiles around the perimeter of the building, which should be thoroughly investigated to determine the cause.

The mechanical system in this building is over capacity because it was designed with future expansion in mind. Most of the heating and cooling system components are original, with the exception of the boiler and chiller; however, there are several issues that need to be addressed, i.e., condenser pump, pressure gauges giving false readings, name plates missing from pumps, etc. Preventive maintenance is clearly lacking.

The electrical service and power distribution systems are in fair, operating condition but require an on-going maintenance program to ensure continued reliability.

There is no emergency power for this building. It is recommended that at a minimum, a 20kW emergency generator and automatic transfer switch be installed and integrated into the building's power distribution system.

Woodridge Branch

The footings, foundation walls and super-structure appeared in good condition. The overall condition of the interior finishes was relatively good; however, the carpet and ceiling tiles need to be replaced. The elevator was not operating at the time of the inspection but it was determined that the motor and controller, located in the basement elevator machine room, was flooded with water resulting from steam condensation due to malfunction of the boiler relief valve. At a minimum, a drain should be installed in the elevator machine room.

The mechanical system is a mixture of old and new components. The boiler is malfunctioning, the steam condensate receiver tank and pumps are in poor condition and the chilled water pump appeared to be in fair condition with a new chiller. However, the air-handling unit is in fair to poor condition. Exhaust fans, supply and return air ducts need to be cleaned, HVAC controls need to be replaced, perimeter heat convectors do not provide heat on all floors of the building and in those locations, where bookshelves are blocking inlet return air to the face grilles, heat is being effectively reduced.

Electrical service equipment appeared to be in good condition. Power distribution components are in good condition, with the exception of the panel board in the boiler room. There is no emergency power to this building and should have a 20kW emergency generator and automatic transfer switch installed and integrated into the buildings power system.

At the time of the Report, an underground storage tank (UST) was on-site. The tank was removed in May 2002.

D. Comprehensive Deferred Maintenance and Replacement Plan

It is DCPL's objective to develop and implement a comprehensive deferred maintenance and replacement plan that is based on a life cycle renewal of certain fixed assets beyond emergency recovery actions. To achieve the above objective, DCPL is using business accounting and asset management principles to preserve the integrity of the system's physical components through scheduled life cycle planning.

The DCPL Office of Facility Management (OFM) and Capital Construction (CC) will provide operating budget and "small" capital budget requirements to address annual life cycle costs associated with deferred and on-going maintenance projects and replacement of systems that have completed their use-full life.

The FY 2003 budget projection for maintenance is based on the FY 2002 funding at \$1.2 Million for 855,384 square feet, or \$1.40 per square foot. The "small" capital replacement budget of \$462,801 in combination with the above \$1.2 Million has resulted in the Office of Facility Management utilizing emergency spending and other actions in an effort to maintain a "minimal" operating status for the buildings within the system. Maintaining value of the system's component assets, i.e., roof, boilers, chillers, etc., coupled with techniques to maintain and strengthen these assets through planned upgrades, instituting proper accounting methods for tracking value, formal integration of systems that have

previously operated separately or improperly installed or maintained due to funding limitations can no longer be the standard.

Projected depreciation streams over the useful lives of certain physical assets is the standard method by which facility managers develop, project and schedule the maintenance and replacement of a plant's physical assets. To that end, DCPL is establishing replacement cost and life cycle schedules to determine planning and funding requirements for replacement and upgrades.

To offset escalating deferred maintenance costs, DCPL must have between 8% to 12% of a building's component replacement cost for each building in the system. The Building Treatment Decision Matrix details not only the deferred maintenance costs but also provides the basis for determining the necessary re-construction and/or renovation of the twenty-one (21) full service branches in the system. As will be discussed later in the Plan, buildings with high-deferred maintenance cost and minimal real property value have been categorized to ensure that the buildings receive the appropriate attention outside normal operations and maintenance.

Recommended Funding for Deferred Maintenance and Replacement

The recommended annual funding level for component replacements must be between 8 percent to 12 percent of the deferred maintenance noted in Table II-3. The deferred maintenance plan schedule will be in three (3), five (5) and ten (10) year expenditures cycles based on the following requirements:

- Identifying projects, based on life cycle replacement criteria;
- Emergency and/or operational requirements, and
- Re-constructed and/or substantially renovated buildings coming on-line.

It must be noted the order in which the branches appear in the Deferred Maintenance/Replacement Cost Schedule is in concert with the Building Treatment Schedule in Section III of the Plan as well as refurbishment activities in FY 2002 and 2003.

Table II-3: Deferred Maintenance/Replacement Cost Schedule

Location	Deferred Maintenance \$	Percentage	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Cleveland Park	753,870	8%	60,300	60,300			
Petworth	500,490	12%	60,000	60,000			
Washington Highlands	734,385	12%	88,125	88,125			
Woodridge	504,080	8%	40,325	40,325			
Francis A. Gregory	445,325	12%	53,440	53,440	53,440		
Mount Pleasant	578,475	12%	69,415	69,415	69,415		
Takoma Park	447,870	12%	53,745	53,745	53,745		
Chevy Chase	329,975	8%	26,400	26,400	26,400		
Capitol View	661,554	8%	52,925	52,925	52,925	52,925	
Northeast	431,160	12%	52,000	52,000	52,000	52,000	
Southeast	250,875	12%	30,000	30,000	30,000	30,000	
Palisades	471,390	12%	56,500	56,500	56,500	56,500	
West End	525,885	8%	42,100	42,100	42,100	42,100	
Georgetown	920,185	8%	73,615	73,615	73,615	73,615	73,615
Southwest	501,500	8%	40,120	40,120	40,120	40,120	40,120
Lamond Riggs	168,800	8%	13,400	13,400	13,400	13,400	13,400
J.E. Thornton/Shepherd Park	247,900	8%	19,800	19,800	19,800	19,800	19,800

It is also important to note that the above funding requirements do not include any inflation or escalation factors.

The replacement strategy over the last two fiscal years has been to replace equipment that had reached and/or exceeded its useful life i.e., boilers, chillers, roofs, as well as the lighting upgrades. It is anticipated equipment replacements will continue that will include automating mechanical systems, fire alarms systems to ensure the buildings are meeting code as well as life safety measures. There will also be continued upgrading of restrooms throughout the system to meet ADA requirements.

The Building Owners and Managers Association (BOMA) provides a schedule for building systems which include the average life years based on regular preventative maintenance done in properly performed frequencies. While there are several factors that can affect the average useful life of a component the BOMA guidelines are accepted by the building maintenance industry.

SYSTEMS

AVERAGE USEFUL LIFE YEARS

HVAC

Air Conditioners	15
Air Handling Units	25-30
Heat Pumps	15-18
Boilers (Steam)	25-30
Boilers (Hot Water)	15-35
Burners	18
Furnaces	18
Radiant Heaters	10-25
Air Terminals	10-25
Ductwork	30
Coils	12-22
Commercial Heat Exchangers	13-25
Package Chillers	15-30
Cooling Towers	18-35
Condensers	14-20
Pumps	10-25
Controls (Pneumatic, Direct Digital)	18-20
Heating/Cooling Piping System	30

Vertical Transportation

Elevators (Hydraulic)	15-30
Interior Cab Finish	10
Carpet	.05
Escalator	40
Elevator Door Operations	20

SYSTEMS**AVERAGE USEFUL LIFE YEARS****Plumbing**

Hot Water Heaters	10
Flush Valves	12
Fixtures (Commercial)	7-30
Pumps	10-25
Backflow Preventors	5
Domestic Hot Water Piping	30

Roofing

4-Ply (Asphalt, Cold Tar Membrane)	18-30
2-Ply (Flat, Slopped)	15-20
Single Ply	15-20
Metal	25-75+
Asphalt Shingles	15-30
Slate	50-100

Electrical

Motors	18
Transformers (Oil, Dry)	30
Motor Control Center	30
Automatic Transfer Switch	25
Uninterrupted Power (Battery, Rotary)	10-15
Batteries	30
Circuit Breakers	30
Light Fixtures	20
Emergency Generator Set	20
Ground Fault Switch	30

Fire/Life/Safety/Security

Fire Alarm	10
Fire Pumps	25
Sprinklers	25
Security System	10
Access Control System	10
Closed Circuit TV	40-10
Standby Power Supply (Battery)	5

Interior Finisher**AVERAGE USEFUL LIFE YEARS**

Flooring (Carpet, Tile, Stone)	5-15
Walls	4-15
Ceilings	13-30
Door Hardware	5

Structural

Steel	Life of Bldg.
Concrete	Life of Bldg.
Wood	Life of Bldg.
Façade (Brick, Stone)	Life of Bldg.
Metal Curtain Wall	40
Glass Curtain Wall	30
Pre-Cast	35
Stone Veneer	35
Windows	30

Parking

Underground	Life of Bldg.
Outdoor (Exposed, Covered)	30

As with capital replacements, in FY 2000 through 2002 DCPL, the deferred maintenance plan was to replace carpeting, paint building interiors and exteriors and upgrade lighting fixtures. In FY 2003, this strategy will be continuing these activities as well as replace old furniture. The grounds at four branch libraries will be landscaped.

Operating funds will be used to continue maintenance of mechanical and electrical equipment to prevent buildings from closing as well as utilize in house services for routine operations while outsourcing other services where specific expertise is required.

Table II-4: FY 2002 Annual Operating Maintenance Spending Plan

Buildings Systems	Costs Per Sq. Ft.	Repairs & Maintenance
HVAC (plant & HVAC systems)	\$0.36	\$ 300,000.00
Electrical (systems)	\$0.12	\$ 100,000.00
Exteriors & Roofs	\$0.11	\$ 92,000.00
Life Safety Systems	\$0.06	\$ 65,000.00
Grounds	\$0.02	\$ 15,000.00
Elevators	\$0.14	\$ 119,648.00
Plumbing	\$0.07	\$ 55,000.00
Furniture	\$0.12	\$ 100,000.00
Carpet & Window Cleaning	\$0.02	\$ 20,000.00
Insect& Rodent control	\$0.02	\$ 19,000.00
Trash Removal/Recycling	\$0.06	\$ 53,000.00
Vehicular Maintenance	\$0.03	\$ 25,000.00
Alterations	\$0.06	\$ 50,000.00
Janitorial/HVAC (parts &supplies)	\$0.12	\$ 100,000.00
Vehicular Rentals	\$0.02	\$ 20,000.00
Interiors	\$0.07	\$ 66,352.00
Total	\$1.40	\$1,200,000.00

While the maintenance budget in FY 2002 increased from previous years to the \$1.2 Million of \$1.40 per square foot the national industry standard is \$3.23 per square foot. In order to adequately address the system's deferred maintenance backlog the annual operating maintenance budget must be comparable to the national standard.

Table II-5: FY 2003 Annual Operating Maintenance Spending Plan

Buildings Systems	Costs Per Sq. Ft.	Repairs & Maintenance
HVAC (plant & HVAC systems)	\$0.36	\$ 300,000.00
Electrical (systems)	\$0.12	\$ 100,000.00
Exteriors & Roofs	\$0.11	\$ 92,000.00
Life Safety Systems	\$0.06	\$ 65,000.00
Grounds	\$0.02	\$ 81,352.00
Elevators	\$0.14	\$ 119,648.00
Plumbing	\$0.07	\$ 55,000.00
Furniture	\$0.12	\$ 100,000.00
Carpet & Window Cleaning	\$0.02	\$ 20,000.00
Insect & Rodent control	\$0.02	\$ 19,000.00
Trash Removal/Recycling	\$0.06	\$ 53,000.00
Vehicular Maintenance	\$0.03	\$ 25,000.00
Alterations	\$0.06	\$ 50,000.00
Janitorial/HVAC (parts & supplies)	\$0.12	\$ 100,000.00
Vehicular Rentals	\$0.02	\$ 20,000.00
Total	\$1.40	\$1,200,000.00

While the maintenance budget in FY 2002 increased from previous years to the \$1.2 Million of \$1.40 per square foot the national industry standard is \$3.23 per square foot. In order to adequately address the system's deferred maintenance backlog the annual operating maintenance budget must be comparable to the national standard.

Table II-6: FY 2002 Small Capital Replacement Expenditures

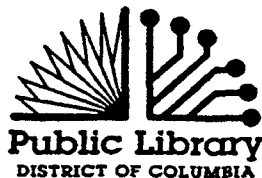
Location	Scope Summary	Expenditures
Francis A. Gregory	Underground Storage Tank Removal	\$15,406
Woodridge	Underground Storage Tank Removal, Boiler, Carpeting	\$75,400
Georgetown	Chiller, Control Replacement and HVAC Upgrade	\$100,800
West End	Roof Replacement	\$82,695
Southwest	Underground Storage Tank Removal	\$15,406
Cleveland Park	Underground Storage Tank Removal	\$15,406
Washington Highlands	Underground Storage Tank Removal	\$15,406
Watha T. Daniel/Shaw	Underground Storage Tank Removal	\$15,406
J.E. Thornton/ Shepherd Park	Glulam Roof Framing Skylights	\$34,440
Tenley-Friendship	Underground Storage Tank Removal	\$15,406
Mt. Pleasant	Underground Storage Tank Removal	\$15,406
Petworth	Underground Storage Tank Removal	\$15,406
Palisades	Underground Storage Tank Removal	\$15,406
Capitol View	Underground Storage Tank Removal	\$15,406
Anacostia	Underground Storage Tank Removal	\$15,406
Total		\$462,801

Table II-7: FY 2003 Small Capital Replacement Estimates

Location	Scope Summary	Cost Estimates
Francis A. Gregory	General Renovations, Elevator Modernization, Carpet	\$920,000
Woodridge	Elevator Modernization, Carpet, Fire Alarm Upgrade, ADA Restroom Compliance	\$401,818
Georgetown	Elevator Modernization, ADA Restroom Compliance, Fire Alarm Upgrade, Heating and HVAC Upgrade	\$ 646,802
Cleveland Park	Heating and HVAC Upgrade, Elevator Modernization, Interior Renovations	\$957,402
Takoma Park	Elevator Modernization, Interior Renovations, Fire Alarm Upgrade, Heating and HVAC Upgrade	\$454,545
Mt. Pleasant	ADA Restroom Compliance, Elevator Modernization, Control Replacement, Heating and HVAC Upgrade, Fire Alarm Upgrade	\$647,402
Petworth	Carpet, ADA Restroom Compliance, Control Replacement, Heating and HVAC Upgrade, Elevator Modernization	\$672,402
Palisades	Elevator Modernization, Control Replacement, Heating and HVAC Upgrade, ADA Restroom Compliance	\$729,545
Northeast	Elevator Modernization, Carpet, Control Replacement, Fire Alarm Upgrade, Heating and HVAC Upgrade	\$615,175
Southeast	ADA Restroom Compliance, Elevator Modernization, Control Replacement, Heating and HVAC Upgrade, Roof Replacement	\$791,217
Chevy Chase	ADA Restroom Compliance	\$ 12,000
Total		\$6,848,308

Table II-8: FY Small Capital Replacement Expenditures

Location	Scope Summary	Cost Expenditures
Capitol View	Heating and HVAC Upgrade, Fire Alarm Upgrade, Elevator Modernization (Interior Upgrade)	\$325,728
Southwest	Elevator Modernization, Heating and HVAC Upgrade (Interior Upgrade)	\$299,248
West End	Elevator Modernization, Fire Alarm Upgrade (Interior Upgrade)	\$230,655
Total		\$855,631



Section III: Implementation Plan

A. Design Population

An integral part of the library's construction/renovation program is determining the design population and/or identifying the population that the system expects to serve over time. Knowledge of this element allows the calculation of service parameters needed to assess space requirements.

Key factors to be considered in establishing the design population are as follows:

- Estimating the population in the system's service area, in order to respond to current and future needs; and
- Taking into account the fact that the system's service area extends beyond the District's boundaries, i.e., significant usage by federal employees whose offices are nearby certain branches and suburbanites in route to their homes. (Note: DCPL joined with MD and VA suburban public libraries in 1979 and adopted a reciprocal borrowing agreement DC Code 39-103.)

According to the 2000 census, the District's adult population was 457,067. The systems' annual circulation was 1,945,585; residents borrowed 853,698 items representing seventy-one percent (71 percent of the circulation). Assuming a nominal projected population increase, the projected design population for the system in the future will be approximately 708,131.

B. Collection Space

In addition to understanding design population requirements, the size of a collection or collections must be determined. Based on the size of the collection(s) the amount of space needed to house a library's collection can be quantified. Several factors guide the projection of a collection size as noted below:

1. Application of the system's current library standards
2. Calculation of the rate for adding to its collections
3. Service priorities
4. Service patterns
5. Availability of electronic and digital information

The application of a "standard", i.e., basic, moderate, or advanced, for projecting collection size, is another way of defining collection size. Working in conjunction with the various program areas throughout the system, the determination of an appropriate "standard" - a recommended collection size - can be developed by multiplying the "standard" by the design population.

Library shelving affords a specific amount of linear feet of shelving space that allows a certain capacity per shelving unit. Each shelving unit occupies a discrete amount of floor space from which one can estimate the number of volumes that can be "housed" per square foot of floor space. For example, when determining space requirements for books, the number of volumes that may be stored in a given space may vary from five (5) to thirty (30) volumes per square foot, depending on several factors, including shelving height, width of the aisles, type of material (reference books versus children's books). A general rule of "thumb" for different types of material housed in different library environments is ten (10) volumes per square foot. There are similar rules of "thumb" for periodicals, non-print materials and computer workstations.

Digital and electronic information is the final component in determining collection resources. The number of public terminals available will determine the degree and type of access to this information for patrons. Applying a formula for this element varies widely; however, factors to be considered are as follows:

- Current and future daily traffic through the buildings. The suggested formulas range from one terminal for every twenty (20) visits to one terminal for every ten (10) visits;
- The type of environment to be created around the computer stations;
- The level of separate hardware platforms needed to access digital information;
- Direct observation; and
- Experience of neighboring jurisdictions.

It is anticipated that when the projected collection size(s) has (have) been determined, the amount of space or square footage needed will be calculated as follows:

Books	Periodicals	Non-Print Materials	Computer Work Stations
Divide total book collection by 10.	Divide number of titles by 1.0; storage will be determined by multiplying titles by .05. Multiply the product by the average number of years to be retained. Add the two numbers together.	Divide the total projected collection by 10.	Multiply the number of terminals by 50.

C. Reader Seating Space

A general estimate will be used to ensure that adequate reader seating is provided in each building. This factor will be determined by multiplying the number of projected seats in a particular building by thirty (30) square feet.

D. Staff Work Space

The Library envisions that the re-construction and substantial renovation of the buildings throughout the system will provide an opportunity to re-organize the buildings and make them state-of-the art, efficient structures. The efficiency goal for the system is to have all of the buildings achieve, at a minimum, an 85 percent efficiency factor (usable area divided by gross building area).

Understanding appropriate service points and appropriate staffing to meet a service need requires an analysis of current staff assignments and workloads. As the buildings are programmed and designed, the industry standard of 125 to 150 square feet for a workstation (area) will be applied.

E. Meeting Room Space

The District's public library buildings are heavily used for library-sponsored and community-based meetings. The allocation of space within a building will be determined by anticipated library program activities as well as the availability of similar rooms in each respective community.

Some of the renovated and re-constructed buildings are expected to include general program space (lecture hall or theater style seating), conference room space and children's story time space. As the buildings are programmed and designed the following industry standards will be applied:

General Meeting Room	Conference Room	Story time Room	Computer Lab
10 square feet per audience seat + 100 square feet for presentation area.	Assuming a conference table, 25 ft. per seat and a 10 sq. ft. variance for additional seating.	A minimum of 10 sq. ft. per child + 50 sq. ft. for presentation area.	50 sq.ft. per station + 80 sq.ft. for presentation area.

F. Non-Assignable Space

The goal of the construction/renovation program is to allocate no more than fifteen (15) percent of the gross usable building area for this usage, i.e., mechanical rooms, storage areas, vestibules, corridors and stairwells.

G. Building Program

The Building Program defines the spatial, physical characteristics and systems for the buildings in the library system, independent of any specific site considerations. In anticipation that the design, re-construction or renovation of the buildings will be driven by programmatic requirements, the goal is to have one-story buildings if possible.

The general Building Program characteristics will include, but are not limited to the following:

Exterior/Superstructure

- Maximum utilization of window walls;
- Conduit grid for data, telephone, fire, intrusion detection and panic duress;
- Keyless structure;
- Efficient and attractive entrances and exits;
- A unique design element that identifies the building as a library;
- Clearly visible, attractive signage;
- Landscape/hardscape that allows full visibility of the building and surrounding grounds; and
- Lighting that is at least 0.9 foot-candles for pedestrian use and 0.2 foot-candles for less used areas.

Lobby/Entrance

- Public restrooms and telephones;
- Special display shelving, i.e., library pamphlets, tax forms, etc.;
- Electronic element for public announcements;
- Community information centers;
- Automatic opening doors; and
- Laptop ports.

Interior

- Flexible floor plan, minimal interior walls;
- Scattered and flexible seating;
- Colorful and inviting palette;
- Browsing and circulation areas in close proximity to main entrance;
- Circulation area permitting self-checkout;
- Modular service desk(s) to permit reconfiguration;
- Shelving to accommodate materials merchandising;
- Displays of new materials in close proximity to the main entrance;
- Distinct children's area that is visible from the main entrance;

- Distinct young adult area designed to attract and serve teens;
- An information desk clearly visible from the building entrance as well as within a direct sight line of the circulation desk;
- Non-fiction and periodicals located in quiet areas of the building;
- Enclosed and quiet study areas;
- Public computers in close proximity to the information desk;
- Accessible task lighting throughout the structure;
- Lighting that illuminates stacks from top to floor; and
- Slant shelving with storage for periodicals.

Circulation Area

- In close proximity to the entrance/lobby area allowing access for all patrons;
- In close proximity and accessible from staff workroom;
- Back-of-the-house “alley” or area that can accommodate book storage, shelves, book trucks and adequate staff work space;
- Element that includes shelves, drawers, slots for storage of paper, pencils;
- Element that will accommodate computers, cash collection equipment;
- Merchandising units; and
- Electronic Resource-sharing Stations.

Information/Reference

- Element that will accommodate a minimum of three (3) staff as well as shelving for reference materials, drawers, etc.;
- Element surface area that will allow easy telephone and computer access;
- Location that permits staff to readily assist patrons in using the entire collection in the building; and
- Location that permits staff to monitor, assist and troubleshoot public computer usage.

Children’s Area

- Easy access and visibility from the main entrance;
- In close proximity or adjacent to conference or meeting room(s);
- Design elements characteristic of “fun area”;
- Storytelling space;
- Appropriately sized shelving for small children picture books;
- Appropriately sized shelving for older children’s fiction and non-fiction books;
- Pre-school room(s); and
- Latchkey room(s).

Young Adult and Adult Area

- Design elements for a portion of the space that is unique to young adults, private yet visible from adult information area;
- Display-type shelving;
- Furniture distribution to promote open and comfortable atmosphere;
- Table seating to accommodate a maximum of four patrons; and
- Teen assignment zones.

Meeting Room(s)

- Adjacent, or in close proximity to, public restrooms;
- Storage area for equipment, tables, chairs;
- Screen and mounted video projection system; and
- Element to darken or blackout light for film and video projection.

Special Use Space

- Teleconferencing/Distance Learning area(s);
- Business Information Center (BIC) satellite area(s);
- College Information Center satellite area(s);
- Café Bars; and
- Quiet study area(s);

Staff Offices/Workroom

- No public access;
- Open office layout for area;
- Circulation staff workstation adjacent to circulation desk;
- Sufficient space to accommodate full-time, part-time staff and volunteers.

Staff Lounge

- No public access;
- "Staff only" restrooms;
- Location in close proximity to workroom area; and
- Element for announcements and other information.

H. Building Treatments

As noted earlier in the Plan, in May 2002 Sorg and Associates, P.C., was retained to perform a Feasibility Study. The focus of the Study was to determine the costs/ benefits of replacing, re-constructing or substantially renovating the branches in the system. The

seven “typical” building types analyzed were Anacostia, Francis A. Gregory, Mount Pleasant, Northeast, Takoma, Woodridge and Watha T. Daniel/Shaw.

There are three (3) building types in the DCPL system:

- International Style:*** One-to-two story buildings, CMU wall construction, partially finished basements;
- Carnegie Buildings:*** Two-to-four story buildings, stone and brick facades, partial finished basements; and
- Georgian Revival Style:*** Two-to-four story buildings, stone and brick facades, distinctive architectural features, located in historic districts.

The following table shows the neighborhood libraries, which fall into the above types:

International Style Buildings	Carnegie Buildings	Georgian Revival Style Buildings
Capitol View Chevy Chase Cleveland Park Francis A. Gregory J.E. Thomson/Shepherd Park Lamond Riggs Palisades Southwest Washington Highlands West End Woodridge	Mount Pleasant Takoma Park Southeast	Northeast Petworth Georgetown

The Study involved site visits, examination of the existing site and building conditions, zoning, market research and documentation of findings and recommendations.

The market research component explored the market potential of the land and building value(s) of the sites and analyzed these data to identify both potential market value of the sites or portions of the sites and demand for their disposal. Assumptions used in the analysis were as follows:

Usable square footage

- Parking (structure, unstructured);
- Assumed development/construction start and completion dates;
- Parking rates;

- Projected lease-up/occupancy;
- Holding period;
- Capitalization rate;
- Project cost (excluding land);
- Exterior/interior improvements;
- Floor Area Ratio (FAR);
- Value of existing improvement;
- Total investment; and
- Un-leveraged Internal Rate of Return (IRR).

Additional information considered included the following:

Programmatic Requirements

- Adequate or appropriate space for children and children's programs;
- Quiet study space;
- Adequate space for Home Work Help Plus Centers;
- Adequate space and configuration for computers and computer related technology;
- Classroom activities;
- Media centers;
- Books/collections;
- Joint programs with the District of Columbia Public Schools; and
- Meeting rooms for internal/external use.

Building Requirements

- Energy efficiency;
- Infrastructure required to support state-of-the-art technology demands;
- Security; and
- Space flexibility.

The review and analysis of the structures recommended that the following building treatments be applied:

International Style Buildings

**Capitol View
Chevy Chase
Cleveland Park
Francis A. Gregory
Palisades
Southwest
Washington Highlands
J.E. Thornton/Shepherd
Park
Lamond Riggs
West End
Woodridge**

These buildings were constructed in the 1960's with very limited exterior detailing and concrete trim. In some instances, the only distinguishing exterior feature is a large display window with limited display lighting. The interior spaces are spare, with large floor areas, either underutilized or used as circulation or wasted space, instead of deployed as dedicated program areas or book stacks.

The buildings are distributed throughout the City, with the majority zoned as R-1-B, R-2, and R-4. Market comparables range from as low as \$23 per square foot to \$100+ per square foot. All of these branches have

efficiency ratios below the industry standard of 85 percent ranging from 55 percent to 73 percent coupled with deferred maintenance costs ranging from \$250,000 to \$700,000, the recommended building treatment is demolition, re-design and re-configuration. Re-construction will allow layouts that are flexible, efficient, usable program space and installation of infrastructures and systems to support operating and technological requirements of today.

Carnegie Buildings:

**Mount Pleasant
Takoma Park
Southeast**

The three (3) Carnegie buildings in the system are historically important structures in their respective communities. The exterior features are varied, i.e., arched entrances, quoining at building corners, large arched windows. The interior spaces tend to be dated and inefficient for current library program needs. Efficiency ratios in these buildings range from 62 percent to 74 percent; however, because of their historical significance the recommended building treatment is substantial exterior interior renovation. Again, re-configuration of the interior space is required so a broader range of uses and programs can be accommodated and infrastructure systems can be upgraded to meet today's operating efficiencies and technology offerings.

While the deferred maintenance costs are somewhat high (ranging from \$250,000+ to \$575,000+) the limited market potential for re-use as a different type of facility makes renovation a good investment.

As with the Georgian Revival buildings, the entrances to these buildings must be re-designed to allow convenient access to the general public and physically challenged, in accordance with current standards.

Georgian Revival Style Buildings

Northeast Petworth Georgetown

The three Georgian Revival style buildings were constructed in the 1930's and tend to be two-to four-story structures. All the buildings, with the exception of Petworth, are located in historic districts. They have brick exteriors with architectural details that include stone quoining at the corners and dentils around the perimeter of the eaves with stone entablature and base on a majority of the facades. The facades also consist of large double hung, single pane, arched wood windows and dormers. In addition to these features, these buildings have large masonry chimneys, either at the rear or on the side of the structures. The interior spaces have features such as custom millwork, window seats and mezzanines. These structures tend to have a large central main floor room where the circulation, information and reference areas are located, with rooms on either side for reading areas. While the significant exterior architectural features of these structures will be maintained, the main entrances will need to be re-designed and reconfigured to make them conveniently accessible, not only for the general public but the physically challenged. The interiors will be substantially renovated to provide efficient program spaces and systems to increase the availability of technology in these libraries.

Based on recommendations from the Feasibility Study, deferred maintenance cost estimates in the 2000-2002 Building Condition Survey Report, current building conditions and resources to meet the on going operational and maintenance needs of the buildings in the system, a Building Treatment Decision Matrix has been developed (Table III-1). The purpose of the Matrix is to provide a decision making tool from which decisions concerning which buildings in the system will be demolished, re-constructed or substantially renovated.

Specific factors considered in the Treatment Matrix were:

- Deferred maintenance costs to date
- Efficiency ratio(s)
- Plant value
- Other factors i.e., architectural style, historic designations

While the annual Operating Budget is being used to mitigate deferred and on-going maintenance costs, these resources are not intended to address infrastructure construction requirements, re-designing or re-constructing of the buildings to make them state-of-the-art library structures.

As noted in the Building Treatment Matrix below, all of the building's efficiency percentages are below the industry standard of 85 percent. This efficiency percentage is determined by dividing a building's usable square footage by the gross square footage. The primary reasons for this lack of efficiency are building age and designs reflective of the time period in which the structures were constructed. Re-construction and substantial renovation of the buildings will address this factor.

A critical factor in determining the most effective and efficient means of “treating” a building is the value of the improvement and/or plant. The plant values used in the Matrix are based on data from the District’s Office of Financial Operations and Systems. **It is important to note that land value was not considered because land and buildings are valued separately.** The building (plant) values are based on the initial transaction amount (cost of the improvement), as well as costs of subsequent improvements, the date the improvement(s) was placed in service and the depreciated useful life of the improvement. The depreciable life for a library building is thirty (30) years - thus, with the exception of the J.E. Thornton/Shepherd Park Library Branch all of the buildings have been fully depreciated. The values detailed in the Building Treatment Matrix reflect remaining values for subsequent improvements to the buildings.

While the DC Office of Planning’s Inventory of Historic Structures has listed none of DCPL’s buildings as historic structures, there are six (6) branches in historic districts. The system also has three (3) Carnegie libraries that have distinctive architectural significance and importance in their respective communities. Therefore, in determining the appropriate “treatment” for each of the buildings in these categories it is critical that as much of the architectural integrity of the buildings be maintained yet the necessary infrastructure modifications, re-designing and re-constructing must be done to ensure these buildings are state-of-the-art and can meet the needs of today’s library user.

Based on all of the factors discussed previously, DCPL has determined that the following “treatments” will be utilized in the re-construction and renovation of its library branches:

Table III-1: Treatment Decision Matrix

Location	Deferred Maintenance Cost (\$)	Efficiency Ratio	Plant Value (2) (\$)	Other Factors	Building Treatment Recommendation
Capitol View	661,554	76%	11,940	N/A	Demolition; Re-Construction
Chevy Chase	329,975	70%	120,431	N/A	Demolition; Re-Construction
Cleveland Park	753,870	75%	11,949	Historic District	Selective Demolition; Re-Construction
Francis A. Gregory	445,325	75%	11,949	N/A	Demolition; Re-Construction
Georgetown	920,185	63%	190,834	Historic District	Substantial Exterior/Interior Renovation
J.E. Thornton/Shepherd Park	247,900	75%	2,353,103	N/A	Substantial Exterior/Interior Renovation
Lamond Riggs	168,800	58%	746,504	N/A	Substantial Exterior/Interior Renovation
Mount Pleasant	578,475	62%	273,955	Carnegie & Historic District	Substantial Exterior/Interior Renovation
Northeast	431,160	80%	298,687	Historic District	Substantial Exterior/Interior Renovation
Palisades	471,390	73%	11,950	N/A	Demolition; Re-Construction
Petworth	500,490	61%	388,902	N/A	Demolition; Re-Construction
Southeast	250,875	80%	287,076	Carnegie & Historic District	Substantial Interior Renovation
Southwest	501,500	69%	76,783	N/A	Demolition; Re-Construction
Takoma Park	447,870	74%	120,431	Carnegie & Historic District	Substantial Exterior/Interior Renovation
Washington-Highlands	734,385	69%	85,936	N/A	Demolition; Re-Construction
West End	525,885	55%	11,950	N/A	Demolition; Re-Construction
Woodridge	504,080	63%	120,431	N/A	Demolition; Re-Construction

N

otes: (1) The Anacostia, Benning, Watha T. Daniel/Shaw and Tenley-Friendship library branches are not included in this matrix. These buildings are being substantially renovated or re-constructed in FY 2003. (2) Community libraries and MLKML are not included, but will be addressed in FY 2005 Master Plan.

Table III-2: Building Treatment Schedule

Location	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
GROUP I										
Cleveland Park										
Petworth										
Washington Highlands										
Southeast										
Woodridge										
GROUP II										
Francis A. Gregory										
Mt. Pleasant										
Takoma Park										
Chevy Chase										
GROUP III										
Capitol View										
Northeast										
Palisades										
West End										
GROUP IV										
Georgetown										
Southwest										
Lamond Riggs										
J.E. Thornton/Shepherd Park										

Key: 2 Months - Programming	
4 Months - Design	
6 Months - Solicitation	
24 Months - Construction	

I. Re-Construction, Renovation Costs

Annually the American Library Association (ALA) provides cost data for public and private library new construction projects, new additions, renovations and refurbishments. The data is compiled by fiscal year, project type (as noted above) and by state with a cost summary for each fiscal year. Costs reported include land, hard construction, soft construction, equipment (furniture, fixtures, equipment) and "other" expenses. Construction and renovation costs included in the Plan are based on ALA reported data for projects in the mid-Atlantic region and branch libraries of comparable size and volumes for the periods FY 1995 through FY 2001. (It must be noted costs were not reported for FY 1998.)

During the above referenced fiscal years cost increases/decreases by percentage were as follows:

Fiscal Year	New Construction	Additions Renovations	Equipment	Other Costs
95-96	16%	11%	51%	14%
96-97	21%	4%	48%	23%
97-99	18%	14%	30%	9%
99-00	21%	7%	30%	9%
00-01	18%	6%	30%	1%
01-02	7%	28%	-13%	-15%

In projecting construction and renovation costs for DCPL branches, the primary assumption in the cost projections is a reduction in all of the building's square footage to range from 12,000 to 18,000 square feet. The FY 2002 per square foot costs noted below are based on a maximum net square footage of 18,000 square feet and a five-percent inflation factor to the ALA FY 2002 data.

FY 2002 - New Construction Costs

- Hard Construction \$141.45 psf
- With Equipment \$162.43 psf
- With "Other" Costs \$184.87 psf
- Current Inflation \$194.11 psf
@ 5.0percent

FY 2002 - Renovation Costs

- Hard Construction \$152.55 psf
- With Equipment \$164.75 psf
- With "Other" Costs \$177.93 psf
- Current Inflation \$186.83 psf
@ 5.0 percent

Projected FY 2003 costs for new construction is based on percent increases noted above for FY 2001. The rationale for using FY 2001 increases is because there appears to be aberrations in the FY 2001-2002 percentages that may not remain during FY 2003.

FY 2003 – New Construction Costs

▪ Hard Construction	\$166.91 psf
▪ With Equipment	\$216.98 psf
▪ With “Other” Costs	\$219.15 psf
▪ Projected Inflation at 7%	\$234.49 psf

FY 2003 - Renovation Cost

▪ Hard Construction	\$161.70 psf
▪ With Equipment	\$210.21 psf
▪ With “Other” Costs	\$212.31 psf
▪ Projected Inflation at 7%	\$227.17 psf

DCPL projects in FY 2003 that (5) five branch libraries will be either substantially renovated or reconstructed. Potential new construction costs in FY 2003 are \$16.8 Million and a substantial renovation cost of \$1.4 Million for a total projected cost of \$18.2 Million.

APPENDIX

APPENDIX A:



Capitol View Library Branch Moisture Damage



Francis A. Gregory Library Branch Boiler Room Misuse of space for building utilities



Southeast Library Challenges to Main Entry



Watha T. Daniel Library Branch Book Shelves



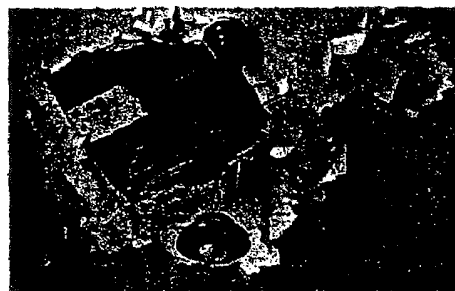
Francis A. Gregory Library Branch Display Case Area



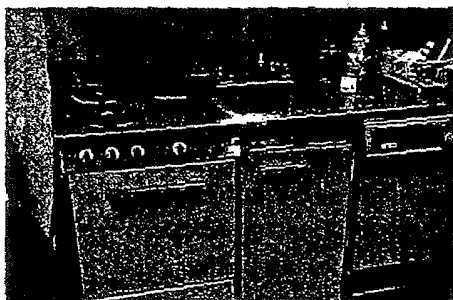
Library Computer Stations



Northeast Library Branch Accessibility Challenges to Main Entry



Southeast Library Branch Structural Damage



Staff Kitchenette



Cleveland Park Library Branch Inadequate Lighting

APPENDIX B:

Community Conversations: "The Changing Face of Libraries: Buildings for the Future"

From March 28-April 1, 2002, DCPL launched a successful library-community initiative to inform citizens about the proposed Capital Renewal Program, offer a framework for understanding the process, and gather feedback on people's perceptions and the level of involvement desired.

Presentations on the theme: "*The Changing Face of Libraries: Buildings for the Future*," were made to the public at four of the libraries - Washington Highlands, Cleveland Park and Lamond Riggs Neighborhood Libraries - and the MLKML, to examine the plan for overall capital renewal, and examine different options for transforming the central library and branches, either by major renovations or new construction.

These forums followed a symposium, part of the Museum's "DC Builds" series, sponsored by the Library and the National Building Museum. Discussions during the symposium had explored how the proposed Capital Renewal program could add significantly to revitalization of the District's downtown area and neighborhoods.

Comments from library patrons and other citizens who attended the "Community Conversations" provided an invaluable reference point for determining future building treatment requirements. These are reproduced verbatim below:

March 28, 2002: Comments from DCPL Staff

- Have Management Analyst look at spaces and workflow.
- Have fliers in community to inform them of meetings / happenings. Fliers should also be in branches. Friends could also help.
- Can our buildings go higher?
- Furniture Company should be involved early in the process.
- We should let the public know that the building does not work.
- What other agencies / services will be in the old convention center space?
- Blow up photos of other libraries and place them around the room.
- Photo of Watha T. Daniel / Shaw library appears brighter than it really is.
- Say up front that we are keeping MLK name and pair it with commitment to remain downtown.
- Say up front that the alternative for MLK is to tear down the interior and redesign.
- Clarify that the Convention Center will be torn down first Carnegie Library in Savannah was renovated beautifully.
- Who makes decision on MLKML and when?
- Subway proximity.
- Where do staffing patterns fit?
- More meaningful room or other dedication to Dr. King.

- Look at safety and security.
- Can MLKML occupy Woodies building?
- Visibility / Lighting / Flood lights / Signage and curb appeal.
- Who are mandatory players?
- Aim for emotional stimulation.
- Timeframe and plan to involve staff.
- There's a concern that we'll tear down Tenley then have no money to rebuild.
- Timeline and order of construction / renovation.
- Reminders / announcements of council hearings and opportunities to advocate for libraries.
- Person to person contact works best.
- How is quality control handled?
- Cost issues re: renovate or build new.
- More photos of new "back rooms."
- Photos of renovated central libraries.
- Tours prior to presentations.
- Funds for other libraries noted for comparison.
- Most buildings built in the late 60's and 70's were not renovated due to inherent design and structural flaws – asbestos, HVAC and technical infrastructure.
- Common look and feel graphic for PowerPoint slides.
- Parking
- Keep pieces of the past as part of the new.
- Safe entrances.
- Use of demographic data to locate libraries.
- Keep present building because of location.
- Fear of closing central library.
- Cost of moving in and out of current building.
- Specialized libraries e.g. library dedicated to children.
- Make sure staff has input.

April 1, 2002: Comments from Friends of the Library and Trustees

- Make sure special collections like Peabody Room and Washingtoniana Division are given special consideration.
- Include community rooms of varying sizes in new buildings.
- Piece on Internal Services needs to be enhanced by visuals.
- Both PowerPoint presentations need to have the same look. Use DCPL Logo. Show comparisons (state of the art vs. reality) side by side.
- Explain the kinds of technology that can be provided. If public does not know, they cannot have the expectations.
- Include more shots of people in the PowerPoint presentations.
- Address underrepresented groups e.g. hearing impaired.
- Make sure there are signers. This should be included in all fliers and posters.
- Have sessions videotaped by Channel 16.
- Videotape sessions in house.
- Some shots in the PowerPoint presentation (Public Services) are dark and need to be touched up.
- Internal Services piece needs visuals.
- Internal Services piece needs more specific information on budget issues.
- Capital improvements that have been budgeted for should be mentioned.
- PowerPoint presentation on Capital Improvement Program needs captions for branch pictures.
- Too long.
- Public Services PP section too long.
- Internal Services section needs to be beefed up or dropped.
- Use boards to display back office functions.
- People will need to know what's allocated for their branch.
- What is the schedule for MLK renovation / new building?
- When will the decision to renovate MLK or move be made?
- Make copies of Building Conditions Survey (BCS) available for Public Comment in Washingtoniana Division.
- Make copies of BCS available at each branch. This could help engage people in advocacy.
- BCS should be available to staff.
- PowerPoint presentation on Capital Improvement Program needs to include more information about what's being renovated and what's being built.
- Survey of what needed to be done at each branch that was done by the Federation of Friends (Building conditions survey) should be updated.
- To whom do branches go when they need to complain about repairs that haven't been done?
- PowerPoint presentation on Capital Improvement Program should add \$ per square ft. comparison on chart.
- Where is the money for all the extras coming from?
- What will happen to the other branches that are not being renovated or replaced?

- Need to establish endowed chairs.
- What publicity has there been for the Community Conversations?
- These meetings should be posted at branches e.g. on bulletin boards.
- Should utilize lists out of Council members' offices.
- Get ANC mailing list from Council member Catania's office. ANC mailing list is also available from ANC website and from the Committee on Public Services, City Council.
- Contact the Federation of Citizens Associations and the Federation of Civic Associations.
- Make sure the library's website is up to date.

April 6, 2002: Comments from the Public

- MLKML needs a bulletin board for what's happening every day so patrons won't need to ask staff.
- Updating books.
- Keeping libraries clean.
- Library as refuge.
- More outreach programs
- Lots of houses being built in Washington Highlands area, so there will be increased demand for library services.
- Conference facilities (outreach to groups of youth).
- Hours open in the evening (at least to 7:00 PM).
- Have to go to other libraries in other jurisdictions for books.
- Atmosphere inside and outside must be conducive to learning.
- Cannot find technical references.
- School assignments bring kids to libraries – need more staff to help. Staff needs adequate compensation.
- Safe haven should be open six days each week.
- Most libraries need more equipment and more staff.
- Need to regain what we had.
- Continue practical services like income tax.
- Customer service – know your community.
- Activities room and programs for young children.
- Subscription to more newspapers - not just Washington Post.

April 9, 2002: Comments from the Public

- Need to be like Barnes and Noble and Borders.
- Cultural assumptions about books and people.
- Functional spaces that meet the needs of demographics.
- Thrilled to hear about the Capital Improvement plans.
- Where does the money come from?
- Give tax benefit for volunteering at the library.
- Need to do better marketing. Simple things can be done.

April 22, 2002: Comments from the Public

- Terrible physical condition, too little parking, small elevator, small restrooms and outdated books at Tenley.
- Our community – especially Friends of the Tenley Library – is very supportive of the rebuilding of our library.
- Tenley library is ugly, has terrible bathrooms and insufficient parking. People like the garden.
- Georgetown library is a beautiful building. Need to expand the computer area.
- Chevy Chase and Tenley libraries are dark and uninviting.
- There isn't much to like at Cleveland Park library.
- I am not in favor of fancy buildings at the expense of adequate material. We need periodicals and books.
- Community Conversations are good and should be expanded.
- Children's room in Cleveland Park needs to be expanded.
- Cleveland Park has limited space, rather grubby appearance, furniture needs upgrading. Thanks for the attractive new carpet.
- Cleveland Park needs expanded reference section, periodical sections, staff work area, restrooms and better lighting.
- Cleveland Park library is the center of the neighborhood.
- Children's Room and computer area at Cleveland Park need to be expanded.
- Bad maintenance and poor physical condition at Cleveland Park.
- Tenley library needs a "book drive-through" to pick up and drop off books since there is no parking.
- Tenley library needs 1st floor lighting, dedicated computers, expanded Young Adult section and space for literacy tutoring.
- The ceiling at Cleveland Park gives me the creeps.
- Music CD section needs to be expanded.
- I'm excited by the possibilities of inspiring buildings! I love the "Wow!" Yes to new Central! Bike parking a must. Yes to quiet space. I'm thrilled this Conversation is taking place. Thank you.
- Watha T. Daniel has poor interior lighting, worn furniture, carpentry etc. Need to expand the computer area.

- Cleveland Park library needs renovation, more tables and more middle grade and teenage non-fiction.
- Video section at Chevy Chase needs to be expanded.
- Chevy Chase library needs longer hours.
- When things break at Chevy Chase we can't get them fixed.
- Conference and meeting rooms need to be expanded.
- Cleveland Park needs a reading room with some comfortable chairs and a computer area that is more structured, separate and has better lighting.
- Teen section, computer space and staff areas at Tenley need to be expanded.
- Need more air conditioning, reliable elevator and new lighting.
- Need to expand the adult reading room at Mt. Pleasant.
- Build another library in Ward 1, Adams Morgan perhaps.
- Computer area at Georgetown needs to have a separate room.
- MLKML should be demolished. User unfriendly, ugly, poor lighting. Move to mixed-use site of current Convention Center.
- Georgetown library is beautiful.

April 29, 2002: Comments from the Public

- Maintenance of facilities needs to improve. (4 responses)
- Why can't DCPL become better coordinated with DCPS? Have school libraries become community libraries.
- Lamond Riggs needs more than one checkout terminal.
- Expand Computer area and Children's area.
- Space is limited at Lamond Riggs.
- Would like to see draft of the Master facilities Plan and any other existing assessment of the state of the system. Would also like to see budget numbers.
- Woodridge needs a new library.
- Reading room, Reference area and computer area should be expanded (2 responses).
- Furniture needs to be improved.
- Lamond Riggs is really inadequate. Needs to be expanded and improved.
- Would like to see a wider selection of audio books for our senior citizens and others with limited vision.
- In future meetings spend less time on your presentations and more on community concerns.
- The space as designed at Lamond Riggs works fine.
- Spend less money on the buildings and more money on staff development. Will be happy to find ways to reuse historic buildings and retrofit them for the 21st Century.

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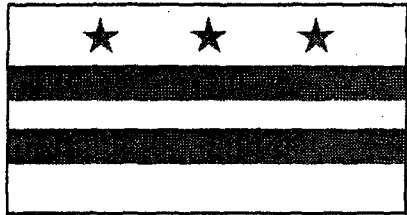
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Attachment D

The Power of Libraries (Urban Land, October 2003)

The Power of Libraries

In the past ten years, libraries have undergone major changes. No longer buildings used solely for reading and reference, they have become active cultural and entertainment venues. Libraries now encourage the use of new kinds of media and electronic information; provide space for public and private celebrations, cultural events, and conferences; and often include cafés, parks, auditoriums, conference centers, art galleries, and even planetariums. They have become an important element in urban life—places where people in the community run into one other and where cultures mix.

has stimulated the development of neighborhood or district amenities, even though the libraries themselves may not house space for community activities. Some libraries have funded their own mixed-use buildings with the help of private and corporate donors; others have gone so far as to let a developer build the library for them as part of a turnkey package. To varying degrees, libraries are now part of the development world.

Vision and leadership, whether they reside with the library or elsewhere in government, have been found to be crucial to the development and success of new libraries. The older public libraries in Boston, New York, Cleveland, and Chicago, for example, were

books. To increase shelf space, they removed seating. Library science training had not prepared them to campaign for new buildings in ways that would win over politicians, city officials, and voters. Although library buildings are often near other city facilities—primarily because the city owned the land—librarians tended not to interact very much with public officials at city hall.

In the early 1990s, the increased role of electronic information changed the view of libraries by both professionals and the public. Initially there were reservations about building larger libraries. People thought perhaps electronic information would replace books, and users would be able to get access to all the information they needed from home. But instead the public accepted the Internet as a parallel source for information and seemed even hungrier to read. They needed help navigating the technology and finding information, so libraries provided instruction as well as high-quality equipment and fast Internet connections. As a result, people came to the library and wanted to stay.

The rise of large bookstore chains throughout the 1980s and 1990s also seemed to threaten the vitality of libraries. Instead, when bookstores established themselves near libraries, there was symbiosis: people bought books not available on the library's shelves and also checked books out of the library to save money.

The new vision for the library as a cultural/educational/entertainment gathering place for the community required new buildings to meet these new needs, but new buildings meant big investments. To justify the cost, librarians engaged more with city administrators, well-heeled donors, private developers, and, of course, a responsive public to promote construction of libraries to meet the public's needs.

There are many well-known examples of libraries in major cities becoming a new downtown focus. The New York City public library, with its grand old lions guarding the main steps, expansive public rooms, and the adjacent tree-filled Bryant Park, can take the better part of a day to experience. Chicago's library, one of the foremost examples of postmodern architecture in the country, features a striking winter garden and innovative cultural programming. The central branch of the Los Angeles library has a gourmet restaurant set in a garden, a store for writers and readers, an auditorium, and the Electronic Information Magnet High School program. Even in one of the most geographically dispersed cities in the country, the library draws people downtown.

Cities that are less destination oriented, such as Minneapolis, Toledo, Indianapolis, and San Jose, are building new libraries and experimenting with combining cultural institutions. The new Minneapolis public li-



By incorporating a conference center into a plan for an addition to its public library, Lucas County, Ohio, was able to get a bond measure passed that resulted in an expanded Toledo-Lucas County public library. A winter garden, which connects the renovated historic main library with the 186,000-square-foot addition, is rented out for after-hours events.

New libraries can make an important contribution to downtowns, but they are complex and expensive to build and to operate. They are popular with city officials because their many free services help to draw people downtown. While they may not be economic engines in their own right, they can be a significant factor in a downtown's overall vitality.

In order to build modern program and event spaces, libraries have taken a number of approaches. Some have formed partnerships with other institutions, such as museums and colleges. In other cases, public investment alone has paid for the building and

the product of a vision of public-spirited individuals. Downtowns grew up around historic libraries, and as a result they were located in the middle of mixed-use environments that included offices, housing, and shopping with good transportation links. They often were located adjacent to a park or large landscaped settings that offered places to meet as well as provided iconic views of the library.

In the late 19th and early 20th centuries, millionaire industrialist Andrew Carnegie provided grants to smaller communities across America for libraries that came into being as a result of public-spirited politicians. The library movement led to librarianship as a distinct profession that managed and disseminated information.

In the 1970s and 1980s, government-funded services came under assault. California was hit hard by Proposition 13, which slashed taxes and capped tax increases. Although public money to build new buildings was scarce, librarians continued to buy new

brary, scheduled for completion in 2006, will include a state-of-the-art planetarium. San Jose took the bold step of bringing San Jose State University's library and the main branch of the public library together in one facility. Nashville combined a library, a conference center, and an upscale French café/bakery. Fresno, California, plans to have its new library help form a cultural district on a site adjacent to several new and existing museums and a historical society.

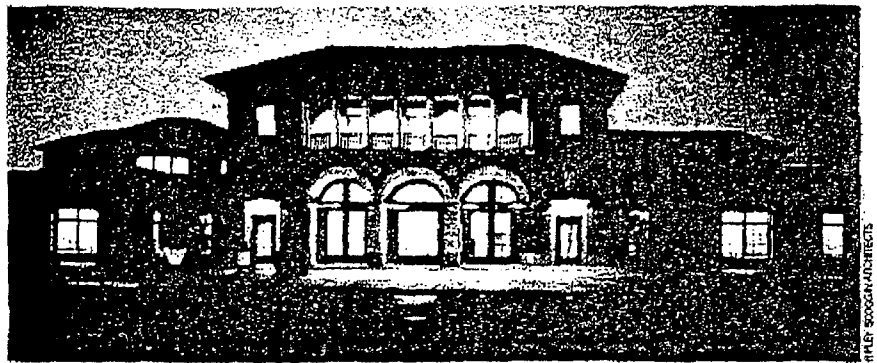
With these new uses comes the possibility of revenue generation. Grand entry spaces, conference facilities, lecture halls, and courtyards are for lease; library restaurants and stores tend to do brisk business. While this income can offset some operational costs, the figures are small compared with the cost of developing and maintaining a library over time. For example, the concessions at the Sacramento public library, which involved a public/private partnership and includes a conference center and food services, net the library \$90,000 a year. Innovations such as using merchandising and inventory management techniques can help reduce operating costs, but not significantly. The chief economic benefit of libraries is that they can act as engines of downtown revitalization.

When libraries offered traditional reading and reference services, voters could see the direct connection between their benefits and taxation. However, the technology revolution, combined with the poor economy and tax revolts, has given taxpayers pause. With a strong public information campaign, new taxes or bond issues can pass, but usually not without some other source of revenue in place—either private funding or the promise of income from leasing the venue, and usually both.

The first time Lucas County, Ohio, put a bond measure on the ballot for the new Toledo-Lucas County library, it did not pass. Then the library reduced its request and better communicated its needs to the community. It also incorporated a conference center into the project. The second bond measure passed, and a new main library recently opened with more requests to lease the conference center than it can handle, according to Margaret Danziger, deputy director of the library. With corporate events being held there, more people see what the library has to offer, which helps with fundraising for core programs and exhibits, reports Chris Kozak, media relations director for the library.

In Nashville, county supervisors approved a property tax increase in 1997 that raised \$115 million for facility and collection improvements to the entire public library system. Since the new main library opened, attendance has soared.

The new downtown building housing the Indianapolis-Marion County library, which will be



completed in 2006, was funded through bonds issued without challenge in 2000. However, Maria Black, the library's public affairs director, says she is not sure that the public would be so generous today.

Even in smaller cities, libraries are having an impact on the downtown. Four recent projects in California illustrate the power of libraries to revitalize downtowns and create more exciting places to live.

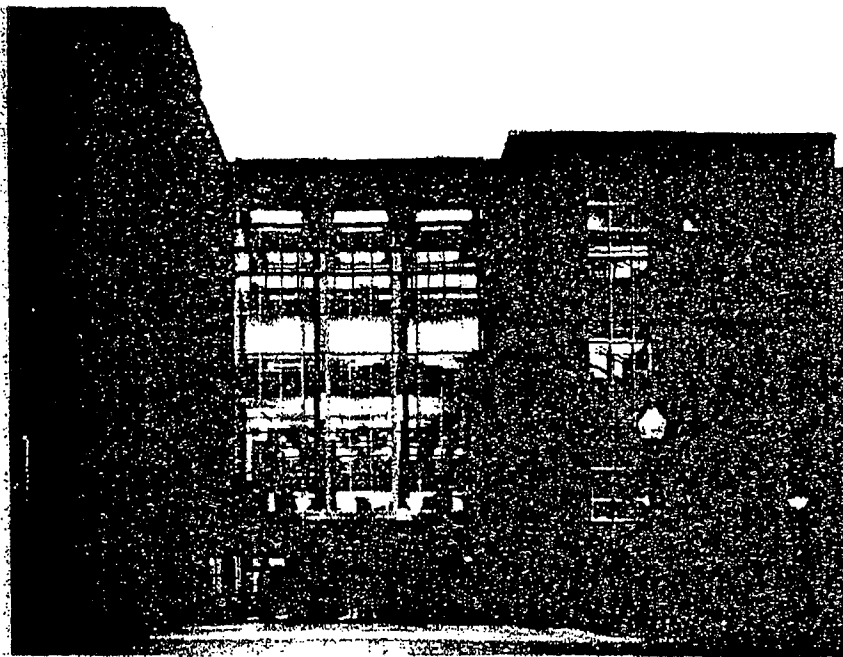
Redwood City. The Redwood City library was an early and critical catalyst in reviving the city's downtown district, according to city librarian Carl Vohlmeyer, who had been advocating enlarging the library for 20 years. The existing city hall, library, and fire station were seismically unsound, so there were serious safety reasons for undertaking the project, as well as economic ones. The architects and the city determined that the fire station across the street from the existing library could be renovated to serve as the core for a new facility, with new structures surrounding it. The former firefighters dormitory was converted into a conference center. Once the new library opened in 1988, people began coming downtown again. The library provided the homeless with library cards and job search training.

Market-rate, medium-density housing has since been completed within walking distance of the library and downtown. Other projects include a new city hall, a retail center, and a transit stop, plus an entrepreneur converted an unused movie theater into a live theater. A 24-screen movie theater complex is to be built nearby.

After the existing library structure in Redwood City, California, was found to be seismically unsound, a fire station across the street was renovated to serve as the core for the new library, with new structures surrounding it (top). The new library served as a catalyst to bring people downtown again, and new market-rate housing (above) has been completed within walking distance of the library and downtown.

Berkeley. Downtown Berkeley had been stagnant for several years as the civil unrest of the 1960s, combined with regional retail patterns, diminished the downtown's economy and security. Designed in 1931, the main branch of the Berkeley public library, located in the increasingly seedy downtown, needed seismic upgrading after the 1989 Loma Prieta earthquake, and it also needed to be renovated and expanded. It had the largest circulation of any library its size in California, but most patrons parked, checked out books, and left. The library had become a home base for Berkeley's large transient population and for students from the nearby high school. Although the library was adjacent to a large parking lot, the owner was unwilling to sell.

After several years, the city was able to acquire a different lot behind the library that could be connected to the existing building. The historic art moderne library was retrofitted and an addition built. The funds came from a \$30 million bond measure passed by voters in 1996; private donors also raised an additional \$4 million. The mayor at the time was strongly



The main branch of the Berkeley public library needed seismic upgrading, renovation, and expansion. The historic art moderne building was retrofitted inside (below) and an addition was built (left); shortly afterward, a number of renovations and new space for performing arts venues were undertaken in the immediate area.



committed to building an arts district downtown, which included several new and renovated performing arts venues in the immediate area (see "Arts as Economic Catalyst," page 56, February 2001). At the same time, a renovated city hall was completed and construction began on a new high school addition.

The renovated and expanded library opened in 2002 and quickly began drawing more patrons to use the building and stay downtown. Since then, the owner of the parking lot has proposed a high-density housing project called Library Gardens, which will include a public garden—a concession from the developer to achieve the desired density—that will link the library entry courtyard and the entry to the housing. It also will preserve views and daylight for the library and the housing.

Danville. In 1993, Danville sold a part of a former school site to a local developer while reserving the portion closest to downtown for a new library. The town used the revenue from the land sale and the expertise of the developer to help manage development of the new library, and the developer agreed to build the library and manage construction in lieu of paying a development assessment. When the developer's design was deemed not "civic enough," the city brought in its own architect. The developer continued in a project management role.

Local business leaders were involved in the design review and advisory committee that helped determine that the project needed both a library and community center. Unlike some suburbs, Danville had a viable downtown, but no town hall to symbolize civic pride. The architects responded by organizing the two struc-

tures around a traditional village green and integrating a formal entry, columns, and high windows. "The library and community center have given people a 'pride of place,' and I think that has not only improved the downtown, but caused people to participate more in town politics and events," relates Steve Lake, development services director for Danville. The completed library and community center, which opened in 1995, now holds small cultural events, classes, and meetings, and has facilities available for lease for private events.

Milpitas. Because of its role as a housing and employment center in Silicon Valley, Milpitas is undergoing development pressure. Developed in the 1960s and 1970s as an automobile-oriented suburban community with shopping malls, Milpitas is now a sophisticated community with residents who want a diverse mix of retail, restaurant, and entertainment space without having to drive to San Francisco. The overall strategy is to create a mixed-used community with high-density, transit-oriented housing and a central community gathering place, and still maintain needed industrial services and commercial uses. The city funded a comprehensive plan to guide the development of the midtown area, which includes the original Milpitas downtown, encouraging mixed-use development and private investment over a 20-year period.

A feasibility study was conducted to evaluate construction of a 65,000-square-foot library to replace the smaller existing library in the civic center, adjacent to a new city hall, but not close to midtown. City officials soon realized the power of locating a new library in the midtown district instead, a location that would be more central, bring people of all ages downtown,

and fit into the pedestrian transit environment the city wants to create. The library is the type of "public investment that will really convince the private sector that we are serious about change in this area of town," points out city planning director James Lindsey. Funding for the project is expected to come from bonds repaid with redevelopment income as the district is revitalized.

City officials and developers seldom identify the public library as the first project for downtown development. Instead they think of housing, ballparks, and performing arts centers—all venues with paying customers to offset the investment. And yet in the cities where they have been built, libraries have been a significant player in redevelopment.

Persuading communities to tax themselves for this kind of facility will continue to be a challenge. Libraries, even if they generate some revenue, will require public financing combined with a healthy dose of individual and corporate donations. Although strategic partnering with other institutions can reduce operational costs, it likely will not offset the cost of construction. Fundamentally, libraries are investments for a community, not profit centers. If employed properly, they can take on a major role in shaping and improving downtowns. —*Cynthia Ripley, founder of RipleyScoggin Architecture, Planning, Interiors, a San Francisco-based architecture firm that focuses on libraries and other public and institutional projects (Currently completing the program and feasibility study for the Milpitas library, her firm designed the Redwood City library, the Danville library, and the Berkeley central library, a joint venture with Boora Architects.)*