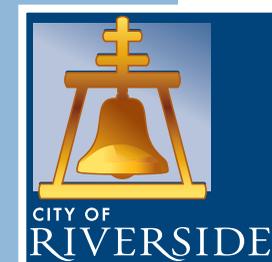
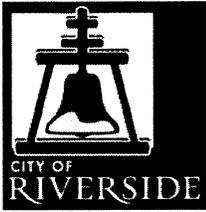


LIBRARY/MUSEUM



TASK FORCE



City Council Memorandum

TO: HONORABLE MAYOR AND CITY COUNCIL **DATE: March 18, 2008**
FROM: MAYOR LOVERIDGE AND COUNCILMAN GARDNER
ITEM NO: 12
WARD: ALL
SUBJECT: FUTURE EXPANSION OF LIBRARY/MUSEUM

ISSUE:

The future for both our Downtown Library and Metropolitan Museum should be the focus of a sustained conversation. It is also time to focus on directions rather than differences, opportunities rather than obstacles.

Riverside has come of age as a 21st Century City. Two key features of arts and culture, the Downtown Library and Metropolitan Museum, should likewise come of age in the 21st Century.

The Downtown Library and Metropolitan Museum should be cornerstone projects for Riverside Renaissance. They deserve a prominent place in the most far reaching “bricks and mortar” initiative in the City’s history.

Thus far, a sustained community conversation has not happened, at least to reach a constructive consensus. What kind of Library and Museum do we need, want, and can fund?

We agree with the Press Editorial (February 17, 2008) which reads in part, “Whatever plans emerge also need to look beyond square footage to the kind of library and museum residents want. While no city has unlimited funds, the type and scale of service Riverside needs should dictate space decisions, not the other way around.”

RECOMMENDATIONS:

That the Council approve the establishment of a Blue Ribbon Library/Museum Task Force – the membership is listed below. The Blue Ribbon Task Force would be hosted by the Mayor and the Ward One Council Member. Within 90 days, the Task Force would report back to the Council, as well as to the Library and Museum Boards. The Task Force would be staffed by the Library and Museum Directors, with the help of an outside consultant (Jeffrey Scherer, CEO and Founding Principal; Meyer Scherer & Rockcastle, Ltd) hired by the City.

The Task Force will look at best ways to meet future service and space needs of the Downtown Library and Metropolitan Museum. They should draw on the “best practices” and research of the

Library and Museum Directors. One request is that the Task Force also look at whether the Library and/or Museum should be relocated. The City Manager will identify funding choices, and constraints. The time frame should be the next 40 years, looking at needs and services out through 2050.

BACKGROUND:

As to the membership of the Blue Ribbon Task Force, we would recommend the appointment of the following people:

Chair: Charlie Field (Retired Superior Court Judge);

Vice Chair: Larry Geraty (Retired President of La Sierra University).

Others:

Kathy Allavie (RUSD School Board)

Dave Bristow (Past Chair, Museum Board);

Molly Carpenter (Immediate Past President of Riverside Library Foundation);

Damon Castillo (Retired Superintendent, Alvord District)

Wade Coe (Principal, Poly High School);

Yue Deng (Youth Council)

Wayne Disher (Library Director, City of Hemet)

Tom Donahue (General Manager, Riverside Marriott);

Bob Jabs (past Chair of Mayor's Commission on Aging).

Ruth Jackson (Chief Librarian, University of California, Riverside);

Peter Keller (Executive Director, Bowers Museum);

Linda Lacy (Interim President, Riverside Community College);

Rose Mayes (Executive Director, Riverside County Fair Housing);

Bob McKernan (Executive Director, San Bernardino County Museum);

Janice Penner (Executive Director, Riverside Downtown Partnership);

Matthew Taylor (Chair, Youth Council);

Wendel Tucker (Chair, Library Board);

Norton Younglove (Chair, Museum Board);

Ofelia Valdez-Yeager (Chief Administrative Liaison to Superintendent, RCOE);

Ted Weggeland (Entrepreneurial Corporate Group).

The future needs of the Library and Museum are not easy questions, and there are no obvious answers. Information technology is changing everything. There are indeed divergent views of their future.

For example, the PE's Perspective (December 30, 2007) offered a view of our informational-connected world by Herbert London, President of the Hudson Institute in New York; he wrote: "Most libraries will soon be book-free and devoid of people. In the cyberspace age, most research is done online. Google is in the throes of digitizing 32 million books on its site. For the Google entrepreneurs, content hasn't any value. It is the viewer who is important; the person who wants the content....Any topic the mind can conjure is or will soon be researchable. Buildings housing books have become places for repose or for codgers like me who love dusty stacks. But the library of books and archives is quickly becoming an anachronism."

A second viewpoint was offered by Jim Erickson also in a PE Perspective (February 7, 2008). He

wrote, "Our main library must be the beacon, a destination venue drawing people from far and wide and taking its place alongside the Mission Inn and Riverside County Courthouse. It should speak to the quality of our community."

Regardless of personal viewpoint, London and Erickson make the point that the Task Force should take a long term, 21st Century look at the needs and services of the Downtown Library and Metropolitan Museum.

There is unanimous agreement that the Downtown Library and the Metropolitan Museum should be enhanced, improved, reconstructed, and/or rehabilitated. They are certainly cornerstone projects for Riverside Renaissance.

In our view, it is time to come to the table and agree on the 2050 needs and space for the Downtown Library and Metropolitan Museum.

Prepared by:



RONALD O. LOVERIDGE
Mayor



MIKE GARDNER
Councilmember, Ward 1

LIBRARY/MUSEUM TASK FORCE MEMBERS

Charlie Field – Chair
Retired, Superior Court Judge

Larry Geraty – Vice Chair
Retired President, La Sierra University

Kathy Allavie
Riverside Unified School District School Board

Molly Carpenter
Immediate Past President, Riverside Library Foundation

Damon Castillo
Retired Superintendent, Alvord School District

Wade Coe
Principal, Poly High School

Yue Deng
Youth Council

Wayne Disher
Library Director, City of Hemet

Tom Donahue
General Manager, Riverside Marriott

Bob Jabs
Past Chair, Mayor's Commission on Aging

Ruth Jackson
Chief Librarian, University of California, Riverside

Peter Keller
President, Bowers Museum of Art

Linda Lacy
Interim President, Riverside Community College

Rose Mayes
Executive Director, Riverside County Fair Housing

Robert McKernan
Executive Director, San Bernardino County Museum

Janice Penner
Executive Director, Riverside Downtown Partnership

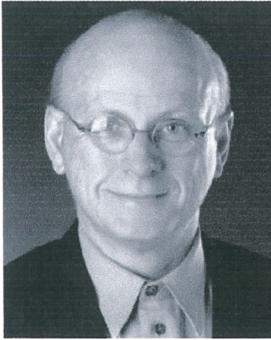
Matthew Taylor
Chair, Youth Council

Wendel Tucker
Chair, Library Board of Trustees

Norton Younglove
Chair, Riverside Metropolitan Museum Board

Ofelia Valdez-Yeager
Chief Admin Liaison to Superintendent, Riverside County Office of Education

Ted Weggeland
Entrepreneurial Corporate Group



MS&R KEY PERSONNEL

JEFFREY SCHERER, FAIA

EDUCATION

Graduate Studies, Architectural Association (London, England), 1973

Bachelor of Architecture with Honors, University of Arkansas, 1971

Summer Art Program, University of Rome (Rome, Italy), 1965

REGISTRATION

NCARB Certification #33992, File #43374

PROFESSIONAL EXPERIENCE

Founding Principal/Supervisory Architect—MS&R, 1981–Present

Project Architect—Hodne/Stageberg Architects, 1977–1981

Project Architect—Farrell/Grimshaw Partnership (London, England), 1973–1977

Project Designer—Candilis, Josic, Woods, Schiedhelm (Berlin, Germany), 1971–1973

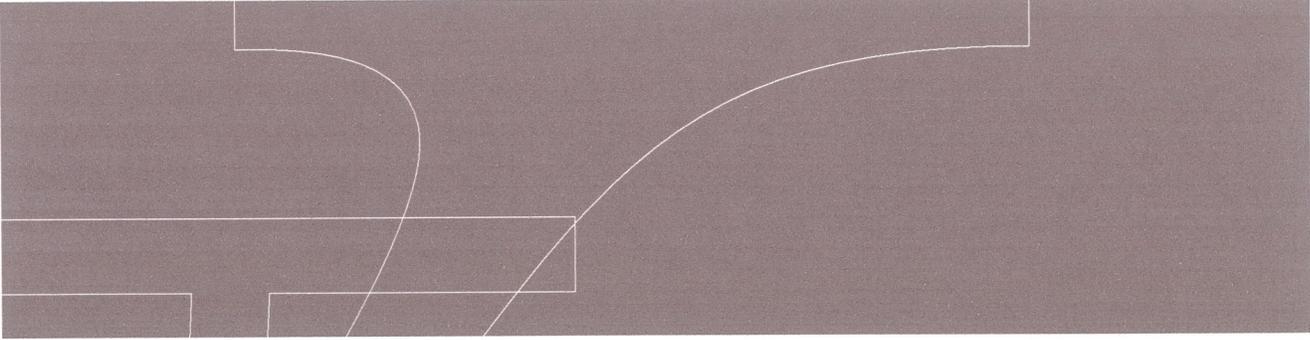
PUBLIC LIBRARIES

- » **Cook Memorial Library** (Libertyville, IL)
- » **Detroit Lakes Public Library** (Detroit Lakes, MN)
- » **Edina Public Library and Senior Center** (Edina, MN)
- » **Fairfield Public Library** (Fairfield, IA)
- » **Fargo Public Library** (Fargo, ND)
- » **Fayetteville Public Library's Blair Library** (Fayetteville, AR)
- » **Fletcher Community Library** (Little Rock, AR)
- » **Fort Smith Public Library** (Fort Smith, AR)
- » **Greensboro Public Library Interiors** (Greensboro, NC)
- » **Hastings Public Library** (Hastings, NE)
- » **Hedberg Public Library** (Janesville, WI)
- » **Hennepin County Champlin Library** (Champlin, MN)
- » **Hennepin County Maple Grove Library** (Maple Grove, MN)
- » **Hennepin County Ridgedale Regional Center** (Minnetonka, MN)
- » **Hennepin County Southdale Library** (Edina, MN)
- » **Hudson Public Library** (Hudson, WI)
- » **Indiana State Library Interiors** (Indianapolis, IN)
- » **Iowa City Public Library** (Iowa City, IA)
- » **John F. Henderson Memorial Library** (Westville, OK)
- » **Kendall Young Library** (Webster City, IA)
- » **Kitchigami-Pine River Regional Library** (Pine River, MN)
- » **Lawrence Public Library** (Lawrence, KS)
- » **Minneapolis Public Library Franklin Community Library** (Minneapolis, MN)
- » **Minneapolis Public Library Hosmer Community Library** (Minneapolis, MN)
- » **Mount Prospect Public Library** (Mount Prospect, IL)
- » **New Orleans Public Library Alvar Branch Library Remodel** (New Orleans, LA)
- » **New Orleans Public Library System-wide Master Plan** (New Orleans, LA)
- » **Argie Cooper Public Library** (Shelbyville, TN)
- » **Austin Public Library** (Austin, MN)
- » **Bentonville Public Library** (Bentonville, AR)
- » **Bowling Green Public Library Depot Branch Interiors** (Bowling Green, KY)
- » **Bud Werner Memorial Library** (Steamboat Springs, CO)
- » **Carmel Clay Public Library** (Carmel, IN)
- » **Carroll Public Library** (Carroll, IA)
- » **Chanhassen Public Library** (Chanhassen, MN)
- » **Clear Lake Public Library** (Clear Lake, IA)

- » Northland College Library and Fine Arts (Ashland, WI)
- » Omaha Public Library Charles B. Washington Branch Library (Omaha, NE)
- » Omaha Public Library Millard Branch Library (Omaha, NE)
- » Omaha Public Library W. Dale Clark Central Library (Omaha, NE)
- » Oshkosh Public Library (Oshkosh, WI)
- » Palo Alto Public Library (Palo Alto, CA)
- » Pleasant Hill Public Library (Hastings, MN)
- » Poteau Public Library (Poteau, OK)
- » Prior Lake Public Library (Prior Lake, MN)
- » Rancho Mirage Public Library (Rancho Mirage, CA)
- » Robert W. Barlow Memorial Library (Iowa Falls, IA)
- » Sahara West Public Library and Fine Arts Museum (Las Vegas, NV)
- » Saint Cloud Public Library (Saint Cloud, MN)
- » Saint Paul Public Library Merriam Park Branch Library (Saint Paul, MN)
- » San Diego Central Library Interiors (San Diego, CA)
- » Savage Public Library (Savage, MN)
- » Ramsey County Shoreview County Library (Shoreview, MN)
- » Springdale Public Library (Springdale, AR)
- » State of Ohio Library (Columbus, OH)
- » Stewart Public Library (Grinnell, IA)
- » Stillwater Public Library (Stillwater, MN)
- » Thousand Oaks Public Library (Thousand Oaks, CA)
- » Toledo-Lucas County Public Library (Toledo, OH)
- » Washington County Park Grove Public Library (Cottage Grove, MN)
- » Wescott Public Library Interiors (Eagan, MN)
- » West Des Moines Public Library (West Des Moines, IA)
- » West Duluth Library and Service Center (Duluth, MN)
- » Wilkinson Public Library (Telluride, CO)

ACADEMIC AND PRIVATE LIBRARIES

- » Arkansas State University Abingdon Library (Beebe, AR)
- » Arkansas Technical University Ross Pendergraft Library and Technology Center (Russellville, AR)
- » Bakken Library and Museum of Electricity in Life (Minneapolis, MN)
- » Bemidji State University A. C. Clark Library Interiors (Bemidji, MN)
- » Carleton College Laurence McKinley Gould Library (Northfield, MN)
- » Carthage College Hedberg Library (Kenosha, WI)
- » Concordia University Buenger Memorial Library and Information Technology Center (Saint Paul, MN)
- » Luther Seminary Library and Electronic Classroom (Saint Paul, MN)
- » Metropolitan State University Library and Learning Center (Saint Paul, MN)
- » North Carolina State University Libraries Master Plan and D.H. Hill Library Renovation (Raleigh, NC)
- » Philander Smith College Library and Technology Center (Little Rock, AR)
- » Rhode Island School of Design Library (Providence, RI)
- » Saint Cloud State University James W. Miller Learning Resources Center (Saint Cloud, MN)
- » Saint John's University Alcuin Archive Library (Collegeville, MN)
- » United States Senate Library (Washington, DC)
- » University of Arkansas-Pine Bluff Library (Pine Bluff, AR)
- » University of New Mexico Library & Learning Center (Los Alamos, NM)
- » University of Saint Thomas O'Shaughnessey-Frey Library (Saint Paul, MN)
- » Winona State University Library (Winona, MN)



INSTITUTIONAL WORK

- » **Hazelden Meditation Center** (Center City, MN)
- » **Life University Campus Master Plan** (Marietta, GA)
- » **Southern Theater** (Minneapolis, MN)
- » **University of Minnesota Frederick R. Weisman Art Museum** (Minneapolis, MN), (with Frank O. Gehry & Associates)

OFFICE DESIGN

- » **Andersen Corporation Administration Offices** (Oak Park Heights, MN)
- » **Carmichael Lynch Offices** (Minneapolis, MN)
- » **Creative Memories Corporate Headquarters** (Saint Cloud, MN)
- » **Facility Systems, Inc., Corporate Headquarters** (Plymouth, MN)
- » **Guilford of Maine Administrative Headquarters** (Guilford, ME)
- » **Herman Miller Design Yard & Front Door Addition** (Holland, MI)
- » **HRK Foundation Offices** (Saint Paul, MN)
- » **Lagerquist Corporate Headquarter** (Minneapolis, MN)
- » **McKnight Foundation Offices** (Minneapolis, MN)
- » **Northwest Area Foundation Offices** (Saint Paul, MN)
- » **Pre-paid Legal Services, Inc., Corporate Headquarters** (Ada, OK)
- » **Ripsaw Offices** (Minneapolis, MN)
- » **SEI Investments Corporate Headquarters** (Oaks, PA)
- » **Urban Outfitters Corporate Headquarters** (Philadelphia, PA)
- » **Zero Base Advertising Offices** (Columbus, OH)

ENTERTAINMENT/RETAIL PROJECTS

- » **FC Pennsylvania Major League Soccer Stadium** (Philadelphia, PA)

MULTI-UNIT HOUSING

- » **Happy Harry's Housing** (Wilmington, DE)
- » **Glendale Townhomes** (Minneapolis, MN)
- » **Minneapolis Public Housing Authority High-rise Needs Assessment** (Minneapolis, MN)
- » **Lyndale/Olson Housing** (Minneapolis, MN)

PRIVATE RESIDENCES

- » **Design for more than 30 private residences**

ACADEMIC EXPERIENCE

- » Adjunct Associate Professor, College of Architecture and Landscape Architecture (CALA), University of Minnesota, 1979–Present
- » Lecturer, Central London Polytechnic (London, England), 1976

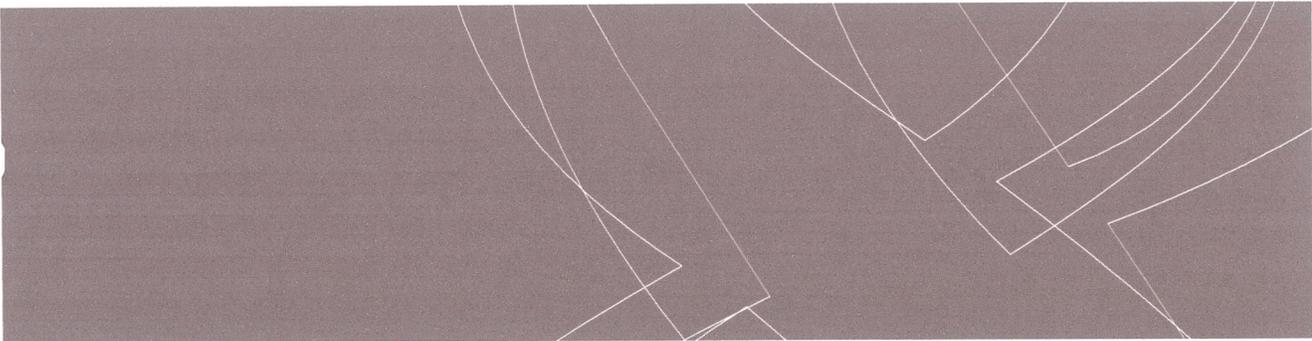
SELECT HONORS AND AWARDS

2007

- » Urban Land Institute Award for Excellence (Urban Outfitters Corporate Campus)
- » National Trust for Historic Preservation Honor Award (Urban Outfitters Corporate Campus)
- » Pennsylvania Historic Preservation Award (Urban Outfitters Corporate Campus)
- » Preservation Alliance of Greater Philadelphia Achievement Award (Urban Outfitters Corporate Campus)
- » AIA/ALA Library Building Awards (Rhode Island School of Design Fleet Library)

2005

- » Gale Thomson/*Library Journal* Library of the Year (Blair Library)

**2004**

- » Fayetteville Chamber of Commerce Golden Shovel Award (Blair Library)
- » Saugatuck-Douglas Historical Society Heritage Preservation Award for New Home Construction (Private Residence in Douglas, Michigan)

2003

- » Saint Paul Heritage Preservation Award (Drake Marble Building Restoration)

2002

- » Minnesota Chapter ASID Interior Design Award Honorable Mention in the Contract/Private Sector Division (Hazelden Meditation Center)
- » American Library Association's John Cotton Dana Library Public Relations Award (Bowling Green Public Library Depot Branch)
- » Minnesota Concrete and Masonry Design and Construction Award (Hazelden Meditation Center)

2001

- » *Almanac of Architecture & Design 2001*, 100 Leading U.S. Architecture Design Firms
- » Associated Builders & Contractors Arkansas Chapter Award of Excellence in Construction (Fort Smith Public Library)
- » *Building Design & Construction's* Project Team Merit Award (Carmel Clay Public Library)

2000

- » *City Pages'* "Best of the Twin Cities for Best Obscure Museum" (Bakken Library and Museum of Electricity in Life)
- » Minneapolis Committee on Urban Environment (CUE) Award (Bakken Library and Museum of Electricity in Life)

- » Minneapolis Heritage Preservation Award for Addition to Historic Building (Bakken Library and Museum of Electricity in Life)

1999

- » AIA Minnesota Firm Award
- » National Terrazzo Mosaic Association Honor Award "Job of the Year" (Carmel Clay Public Library)
- » King Fahad National Library Design Competition Finalist, Riyadh, Saudi Arabia
- » AIA Nebraska Masonry Institute Honor Award for Innovative Excellence in Masonry (Omaha Public Library Millard Branch Library)

1998

- » Minneapolis Heritage Preservation Award for Restoration and New Addition (Minneapolis Public Library Hosmer Community Library)
- » Elected to The American Institute of Architects College of Fellows

1997

- » Minneapolis Committee on Urban Environment (CUE) Award (Hosmer Community Library)

1992

- » AIA Minnesota Honor Award (Stillwater Public Library)

1991

- » AIA/ALA Honor Award (Stillwater Public Library)

SELECT PUBLISHED WORK**2006**

- » "2006 Showcase of New and Renovated Facilities," *American Libraries*, April (Fayetteville Public Library's Blair Library)

- » “From Bureaucracy to Adhocracy—The Many Virtues of a Messy Workplace,” *Mavericks at Work: Why the Most Original Minds in Business Win*, by William C. Taylor and Polly LaBarre, HarperCollins Publishers (SEI Investments Corporate Headquarters)

2005

- » “Beyond Books,” by Gayleen Langthorn, *Ozarks Magazine*, Winter (Bentonville Public Library and Fayetteville Public Library’s Blair Library)
- » “Thoughtful Design Keeps New Libraries Relevant,” by Scott Carlson, *Chronicle of Higher Education*, September 30 (Metropolitan State University Library and Learning Center)

2004

- » “The Architect, The Library, and The Community,” by Jeffrey Scherer, *arcCA*, Issue 04.2

2003

- » “Public Input Yields Greener Library Design,” by Louise Levy Schaper, *Library Journal*, December (Fayetteville Public Library’s Blair Library)
- » “Reading Between the Lines,” by Melissa Terry, *Environmental Design + Construction*, June (Fayetteville Public Library’s Blair Library)

2002

- » “Historic Character,” *Architecture Minnesota*, September/October (Drake Marble Building Restoration and Northwest Area Foundation Offices)
- » *Office Design Atlas*, Birkhäuser Publishing, Ltd., Fall (SEI Investments Corporate Headquarters)
- » “Esprit de Place...Maintaining and Designing Library Buildings to Enhance a Community Sense of Place,” by Jeffrey Scherer and Sam Demas, *American Libraries*, April

- » “U.S. Senate Library renovated by Meyer Scherer & Rockcastle,” by John Czarnecki, *Architectural Record*, February (United States Senate Library)

2001

- » “Over the Top,” *Bloomberg Wealth Manager*, July/August (SEI Investments Corporate Headquarters)
- » “Design and the Bottom Line,” by Peter Lawrence, *Design Does Matter: An Anthology of Essays*, edited by Beverly Russell and Georgy Olivieri, Teknion, June (SEI Investments Corporate Headquarters)
- » “Open Arms, Open Book,” by Larry Flynn, *Building Design & Construction*, June (Carmel Clay Public Library)
- » *Design Cost Data*, March/April (Carmel Clay Public Library)

2000

- » *Arkansas Democrat Gazette*, “High Profile: Jeffrey Allen Scherer,” June 18
- » *Architecture Minnesota*, “Renewable Practice,” AIA Minnesota Firm Award, March/April

1999

- » *Minneapolis Star Tribune*, “Meyer, Scherer & Rockcastle Honored: AIA Bestows Firm Award,” October 31
- » *Minneapolis Star Tribune*, October 10 (Hennepin County Ridgedale Regional Center)
- » *Architecture Minnesota*, September/October (Bakken Library and Museum of Electricity in Life)
- » *Minneapolis Star Tribune*, June 20 (Bakken Library and Museum of Electricity in Life)

1998

- » *Public Art Review*, “Library Verse” by Margy Ligon, Fall/Winter (Hosmer Community Library)

- » *Design Cost Data*, May/June (Fairfield Public Library)

1997

- » *Minneapolis Star Tribune*, October 3 (Hosmer Community Library)
- » *Architectural Record*, March (Sahara West Public Library and Fine Arts Museum)
- » *Minneapolis Star Tribune*, March 2 (Bakken Library and Museum of Electricity in Life)

1996

- » *Design Quarterly* 168, Spring (Sahara West Public Library and Fine Arts Museum)
- » *The Des Moines Register*, April 29 (West Des Moines Public Library)
- » *Architecture*, April (Sahara West Public Library and Fine Arts Museum)

1995

- » *Design Cost & Data*, May/June (Pleasant Hill Public Library)
- » *Architectural Record*, "The Profession: Reinvesting the Library," May (United States Senate Library)
- » *Architecture Minnesota*, September/October (Pleasant Hill Public Library)

1994

- » *Design Cost & Data*, January/March (Merriam Park Branch Library)

1993

- » *Mpls/St. Paul Magazine*, "Architecture in Action," (MS&R firm work)

1991

- » *Architecture Minnesota*, July/August (Detroit Lakes Public Library)
- » *American Libraries*, April (Stillwater Public Library)

1990

- » *American Libraries*, "Function versus Beauty," April

1989

- » *Architecture Minnesota*, "Borrowed Time: Minnesota's Carnegies," September
- » *American Libraries*, April (Stillwater Public Library)

1988

- » *Ottogono*, "The Work of Meyer, Scherer & Rockcastle, Ltd.," June

1985

- » *Architecture Minnesota*, March/April (Park Grove Public Library)

SPEAKING ENGAGEMENTS

2007

- » Speaker: Lifelong Access Institute (University of North Carolina, Chapel Hill), August 1
Topic: Library (R)evolution
- » Speaker: PALINET Mid-Atlantic Futures Conference: Imagination to Transformation (Atlantic City, NJ), May 7
Topic: Library Space: Is It the Last Frontier in the Digital Age?

2006

- » Moderator: *Library Journal* Design Institute (New York, NY), December 5
Topic: "The Changing Design Landscape for Libraries"
- » Panelist: NCSU Library Committee and The Digital Library Initiatives Department's Library of the Future Panel Discussion (Raleigh, NC), November
Topic: "The Research Library of the Future: Form & Function, Place & Space"

- » Speaker: The Lifelong Access Libraries Leadership Institute (Chapel Hill, NC), August
Topic: "Space Planning for Social Connections"
- » Speaker: American Bar Association Tri-annual Conference (Seattle, WA), March 25
Topic: "See me, Hear me: Lighting and Acoustics in Library Space"
- » Speaker: Public Library Association Annual Conference (Boston, MA), March 24
Topic: "Show Me the Money: The Insider's Guide to Building and Furnishing Budgets"

2005

- » Panelist: Salinas Forum on the Future of the Public Library, Americans for Libraries Council (Salinas, California), October 8
- » Speaker: Librarians International Colloquium (Guadalajara, Mexico), November 28
Topic: "The Architecture of an Idea: The Information Commons and the Future of the Library"

2004

- » Speaker: University of Minnesota CALA (Minneapolis, MN)
Topic: Library Transformation: From Repository to Community Resource
- » Speaker: Educause Conference (Denver, Colorado), October
Topic: "The Architecture of an Idea: Creativity and the Planning of the Information Commons"

2003

- » Speaker: University of Arkansas College of Architecture (Fayetteville, Arkansas), October 24
Topic: "A Tale of Two Cities: Fayetteville, Arkansas, and Rancho Mirage, California, Public Library Design. The Ethical Imperative of Balancing Original Design and Systemic Sustainability."

- » Speaker: International Federation of Library Associations Conference (Paris, France), July 31
Topic: "Designing the Sustainable Library: An Ethical Imperative"
- » Speaker: Moldovan Library Management Delegation Conference (Saint Paul, MN), sponsored by Connect/USA-Russia, June 23
Topic: "Creating a Sense of Place in the Library"

2002

- » Speaker: International Federation of Library Associations Conference (Glasgow, Scotland), August 22
Topic: "Creating the Modern Library in Historic Structures"
- » Speaker: American Library Trustee Association Opening Session (Atlanta, GA), *Keys to the Dream Teams: The 'E' Word and the 'F' Word*, June 15
Topic: "Foundations: Connecting the 'E' and the 'F'"
- » Speaker: Public Library Association Annual Conference, Phoenix, March 15-16
Topics: "Commodity, Firmness, and Delight: Librarians and Architects Define Words" and "Reference Desk Programs"

2001

- » Panelist: North Carolina State University Library Committee and the Digital Library Initiatives Department, November 6
Topic: "The Research Library of the Future: Form and Function, Place and Space"
- » Presenter: Dominican University of Chicago Master of Library and Information Science, November 2-3
Topic: "The Librarian-Architect Relationship"
- » Workshop Leader: Stanford-California State Library Institute on 21st Century Librarianship
Topic: "Technology and Library Building Planning"

- » Speaker (with Thomas Meyer and Garth Rockcastle): AIA Wisconsin Annual Conference, Milwaukee, May 3
Topic: "A Firm Connection"
- » Speaker: The Johnson Foundation Wingspread, Racine, April 26-28
Topic: "The Impact of New Technologies on Young Children, Families, and Library Services"
- » Speaker: Public Library Association Spring Symposium, Chicago
Topic: "Enhance Your Vision: Lighting in Libraries" (part of the *Building the Perfect Library* workshop)

1999

- » Speaker: Special Libraries Association Annual Conference, Minneapolis
Topic: "Planning for Emerging Technologies"
- » Speaker: Public Library Association Spring Symposium, Chicago
Topic: "Planning, Designing, and Building the Perfect Library: Impact of Technology"

1998

- » Speaker: American Library Association Annual Conference, Washington
Topic: "Changes in the Library Acoustical Environment" (part of the *Not Just Shhh . . . Anymore: Improving Library Acoustics* workshop)
- » Speaker: Public Library Association
Topic: "Envisioning Technology for Library Buildings"
- » Speaker: ARCHITALKS (Minnesota Historical Society, The Friends of the Minneapolis Public Library, AIA Minnesota)
Topic: "Minneapolis Neighborhood Branch Libraries"

1997

- » Speaker: American Library Association Annual Conference, San Francisco
Topic: "Technology and Library Building Form"

1996

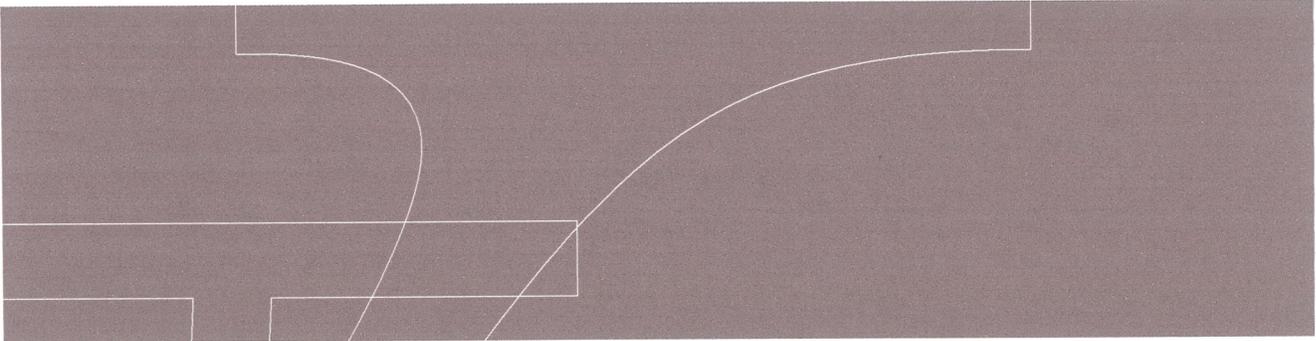
- » Speaker: Urban Design Institute
Topic: "Critique of New York Public Science Industry and Business Library and Vancouver Public Library"
- » Speaker: Public Library Association
Topic: "Library Technology"
- » Keynote Speaker: LITA/LAMA Conference
Topic: "Library Technology: The Technology-Proof Library"
- » Speaker: Northwest Regional Libraries-Ohio
Topic: "Library Planning and Technology"
- » Speaker: Public Library Association
Topic: "Library Lighting and Signage"

1995

- » Speaker: Arkansas Library Association
Topic: "Transforming the Library for the 21st Century"

1994

- » Technical Consultant, Minnesota State University Library System
- » Speaker: Public Library Association Annual Meeting, Atlanta
Topic: "Library Design and Technology"
- » Speaker: Department of Library Services, State of Florida
Topic: "Library Lighting and Signage"



1993

- » Speaker: International Association of Metropolitan Librarians, Las Vegas
- Topic: “Tradition and Technology in the Urban Library”

1991

- » Speaker: Midwest Librarian’s Conference, Minneapolis

1990

- » Speaker: American Library Association Mid-winter Conference

SELECT PROFESSIONAL AND PUBLIC SERVICE

2007

- » Chairperson, Americans for Libraries Council
- » Juror, AIA Arkansas Honor Awards
- » Juror, Syracuse University School of Information Studies WISE Consortium, Designing the Public Library of the Future Student Projects

2006

- » Board President, IFP Minnesota

2005

- » American Institute of Architects (AIA)/American Library Association (ALA) Honors Award Jury
- » Board Vice President, IFP Minnesota

2004–PRESENT

- » Council and Board Member, Americans for Libraries Council

2002

- » President, AIA Minnesota

2001–PRESENT

- » Architect Representative, Illuminating Engineering Society of America Library Lighting Committee

2001

- » Juror, American Institute of Architects Design Awards: Central Illinois, Gulf States Region, Iowa, Kansas, Michigan, Missouri, Ohio, South Dakota, Wisconsin
- » Jury Chair, National Cast Stone Awards

2000

- » Vice President, AIA Minnesota
- » President, The Library Foundation of Hennepin County Board of Directors

1998–2000

- » Vice President, The Library Foundation of Hennepin County Board of Directors

1998

- » Juror, Structural Board Association Student Design Competition

1995–PRESENT

- » Member, American Library Association (ALA) and Library Administration and Management Association (LAMA) and

1995

- » Attendee, Library of Congress Conference on *The Role of Technology and the Library of the Future*, Washington
- » Member, Small and Medium-sized Section, Public Library Association

1993–1998

- » Member, Minnesota Library Planning Task Force (Chair through 1997)

1991

- » Juror, Innovation in Housing, American Plywood Association, *Better Homes and Gardens* and *Progressive Architecture* Magazines

**LIBRARY/MUSEUM TASK FORCE
MEETING SCHEDULE**

Meeting 1: Kick Off Meeting

April 11, 2008

Riverside City Hall – Mayor’s Ceremonial Room

3:00 -5:00 p.m.

Meeting 2: Community Group Presentations

April 23, 2008

Riverside City Hall – Mayor’s Ceremonial Room

Time TBD

Meeting 3: Community Group Presentations

May 19, 2008

Riverside City Hall – Mayor’s Ceremonial Room

Time TBD

Meeting 4: Task Force Review, Discussion, and Findings

June 6, 2008

Riverside City Hall – Mayor’s Ceremonial Room

Time TBD

Meeting 5: Task Force Public Recommendations Presentation

June 7, 2008

Riverside City Hall Location: TBD

Time TBD

PROCEDURES MANUAL

Subject: MISSION STATEMENT, LIBRARY
VISION AND CHALLENGE TO LIBRARY
STAFF

Effective Date: August 2007

Review Date: August 2010

Prepared By: Library Director

Approval: Barbara S. Custer
Library Director

LIBRARY MISSION STATEMENT

The mission of the Riverside Public Library is to circulate books and other library resources, promote personal competency in seeking and evaluating information, and present quality programs in a welcoming environment to the residents of the City of Riverside so that they may become productive participants in the literate society.

LIBRARY VISION

The Riverside Public Library is the foremost promoter of self-directed life long learning. We spark curiosity, and provide tools for discovery.

Adopted June, 1999

LIBRARY BRAND

Riverside Public Library
"sparking curiosity and providing tools for discovery".

Adopted July, 2004

CHALLENGE TO LIBRARY STAFF

See that your library is interesting to the people of the community, the people who own it, the people who maintain it.

John Cotton Dana (1856-1929)

Riverside Public Library
A Vision

Adopted by the Riverside Library Board of Trustees
August 28, 1995

Background

Riverside, under the guidance of a new mayor and city council, has recently been examining some alternative scenarios regarding its future. One such scenario envisions making Riverside the "Downtown of the Inland Empire." A vision of that project is available in the document "The Future is Now. " Another set of objectives was presented to the city council on February 7, 1995, which outlined an economic development strategy which is heavy on support of entrepreneurs, sharing of technological resources and cooperation with the four colleges which are housed in the city.

The current state of commitment toward libraries for the City of Riverside is laid out in the 1987 General Plan. There the community's need for libraries is measured in service radius (three miles from each resident), the number of volumes per capita (two), and the size of facilities per capita (.6 sq. ft.). Since that plan was adopted, the city has suffered shortages of available funds, new portions of the city have been developed and annexed, and technology has resulted in a shift away from books as a sole or primary source of information.

In view of the developments and recent planning activity, the Trustees of the Riverside City and County Libraries feel that this is the time to revisit the vision for the Riverside City Library system. In fact, they were recently asked to do so by the city council. What follows is a broad vision, a picture of a city library system of which Riverside could be proud. The financing and logistics of obtaining this system are not specifically addressed here, though they are alluded to and will be dealt with further at a future date.

Current Situation

The Trustees view the library system as essential to the view of Riverside as a major intellectual center in Southern California. An excellent library system will enhance the standing of the community and improve the quality of life for residents of the area.

twenty years. Other specialties may emerge to add to these. In the meantime, the general reference collection needs strengthening as well.

The Central Library of our vision includes healthy reference collections and a circulating recreational collection as well. Research or reference focused activities would be facilitated by periodical collections, grantsmanship centers, job search centers, training opportunity centers, access points for the internet, and collections on loan from or purchased by professional groups or companies.

A circulating collection would remain at the Downtown Library to serve downtown residents and visitors from other parts of the city but it would not have copies of all books available in the Library system. Improved neighborhood libraries would serve a major portion of the circulation and children's homework needs.

The children's section of the Central Library should be expanded, developed and preserved for the children of Riverside and for those who use it for children's literature research. It may need to be moved to another building built adjacent to the Central Library to provide it the room and customization required.

Other possible projects exist in our imaginations only at this point. Some of them would help to support the library with their entrepreneurial opportunities. A few such ideas are:

Conference and Meeting Rooms -- There is a need for these facilities in the area. They could be developed in the existing building or in the Mission Inn Annex building area situated across the street from both the Mission Inn and the library.

Shops could be leased to vendors on the front apron of the downtown library. Obvious vendors would include a Friends of the Library Bookstore, a copy-producing center, a teleconference facility, and snack shops.

A children's activity center could be built along the front of the lot. There are several ideas afloat for a children's museum, children's theater, etc., any of which would bring the downtown patrons who are stated as desirable in the mayor's plans.

Branch Libraries

With regard to the location of branch libraries, the trustees still feel that a three mile radius is an ideal goal for location of city libraries.

libraries are a public treasure that private money is willing to support, given a well presented opportunity.

PROCEDURES MANUAL

Subject: LIBRARY CUSTOMER
SERVICE GOAL

Effective Date: August 2007

Review Date: August 2010

Prepared By: Deputy Library Director

Approval: Barbara S. Costen
Library Director

LIBRARY CUSTOMER SERVICE GOAL

The Library Customer Service Goal is to maintain a high standard of service for external and internal customers, with a user friendly attitude from and for each person, to foster the growth of an informed community.

DEFINITIONS:**To maintain a high standard of service**

- ◆ Readers will find current and available materials in a variety of formats
- ◆ Inquirers will be satisfied
- ◆ Learners will use the Library as a gateway to independent and advanced study

For external and internal customers

- ◆ All subsets of the public
- ◆ All staff and volunteers
- ◆ Each customer is a new beginning
- ◆ Quality programming reaching out to these identified subsets

With a user friendly attitude

- ◆ Professional in appearance and language
- ◆ Comprehensive and clear internal signage
- ◆ Improved telephone automated attendant system
- ◆ Customer service training to ALL who meet customers
- ◆ Platinum service training

Adopted January 2, 2001

PROCEDURES MANUAL

Subject: Riverside Public Library
Organization Chart

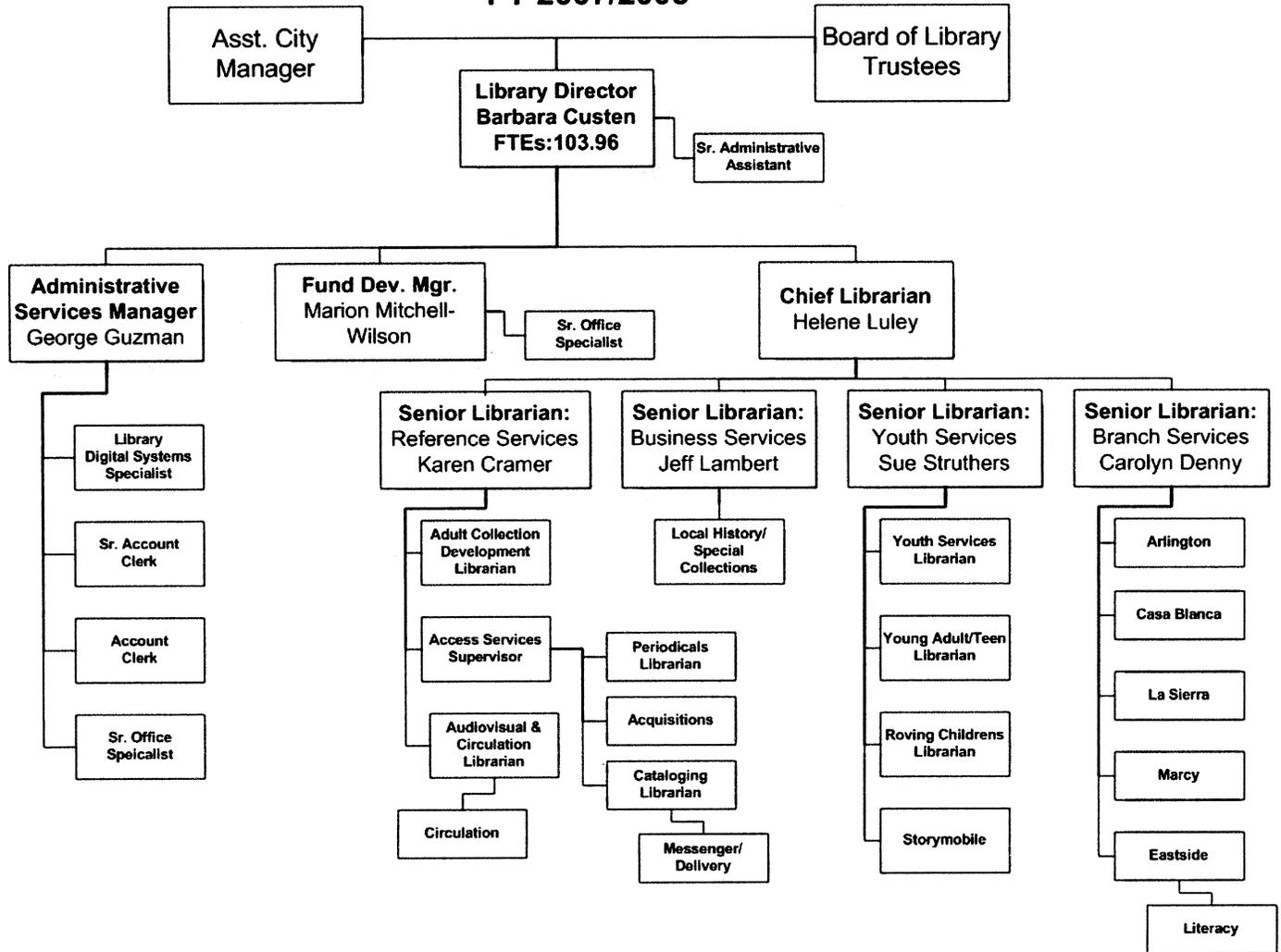
Effective Date: June 2007

Review Date: June 2008

Prepared By: Deputy Library Director

Approval: Barbara S. Custen
Library Director

Riverside Public Library
FY 2007/2008



Chronologies of the Branch Libraries

The brief chronologies that follow are not intended to be full histories. They offer historical highlights for each branch based on materials in the RCCPL Archive and on questionnaires which were sent to all of the Library's Branch Heads during the course of the Centennial History project. Primary research was conducted "in the field" only when the Library's own records presented an obviously incomplete view, as in the case of older municipal libraries which subsequently became County Library branches.

CENTRAL LIBRARY

- 1888, July 9: The Riverside City Board of Trustees takes responsibility for the book collection of the Riverside Library Association and appoints a committee to oversee the establishment of a public library.
- 1889, June 1: The Riverside Public Library opens in two upstairs rooms in the Handy Building, on the north side of Eighth Street, between Main and Orange streets.
- 1890, Jan.: The Library collection is moved to the second floor of the Loring Building.
- 1890, Nov. 10: A reading room opens in the Loring Building.
- 1901, Aug. 16: Andrew Carnegie grants Riverside \$20,000 for a library building.
- 1902: Construction begins on a downtown library at the northeast corner of Seventh and Orange streets. The Mission Revival building is the work of the architectural firm of Burnham and Blieser of Los Angeles; the general contractor is J. W. Carroll of Riverside.
- 1903, July 31: The Carnegie Library opens to the public. It has a 20,000-volume capacity.
- mid-1909: An addition to the back of the Carnegie Library is completed. Partially funded by another Carnegie Grant, the \$15,000 project creates a children's room for the first time.
- 1912, Mar. 7: The Riverside Library Service School is formally established.
- 1912, July: Ethan Allen Chase creates the Library's first trust fund.
- 1917, June 30: Riverside voters defeat a \$40,000 bond issue and cause the loss of matching funds from the Carnegie Foundation to expand the Library and the Library Service School facilities.
- 1920, Jan.: The foundation of the Carnegie Library settles, shattering the west wall and southwest corner of the building.

- 1920, Nov.: The City Council agrees to raise \$30,000 to purchase the Allatt and Humphrey houses to the east of the Library in return for \$25,000 from the Carnegie Foundation to repair and expand the Carnegie Building.
- 1922, Feb. 25: The new "Reference Wing," designed by Riverside architect G. Stanley Wilson, is opened to the public. The Carnegie Library now has a 100,000-volume capacity.
- 1922, summer: The Library School occupies the remodeled Allatt House.
- 1930: After remodeling, the Humphrey House becomes a children's library and is designated as the "Junior Branch."
- 1930s, early: The Library loses one-half of its City funding due to the Depression.
- 1942, May 15: Fearing bombing or invasion, the Library ships its rarest books, local history materials, and archives to the University of Colorado at Boulder for storage.
- 1943, Aug. 14: The Library Service School closes and the County Library offices move into the Allatt House.
- 1947: The Library becomes a depository for California state and federal government documents.
- 1961, Oct. 17: Sixty-nine percent of Riverside's voters approve a \$1.7 million bond issue to construct a new downtown library building after having defeated the same proposal six months earlier.
- 1963, Apr. 1: The site for the new library is approved by the City Council after eighteen months of controversy over the location and size of parking lots around the building.
- 1963, June 25: A groundbreaking ceremony is held for the new downtown library.
- 1964, Nov.-Dec.: The Carnegie Library and the Allatt and the Humphrey houses are demolished; the new downtown library building is occupied and opened to the public.
- 1965, Mar. 21: Riverside's new downtown library, soon to be called the "Central Library," is dedicated. The 61,420-square-foot structure, designed by the Riverside architectural firm of Moise, Harbach and Hewlett, has a 300,000-volume capacity and seating for 550 patrons.
- 1976-1981: City austerity budgets and Proposition 13 bring significant cutbacks in the Central Library's staff, materials, and public service hours.
- 1984, Mar.: The late Dr. Lola L. Pedlow leaves a majority of her estate to the City Library for book purchases, thereby creating the largest of the Library's trust funds.
- 1984, July 19: Materials begin to be checked out electronically at the Central Library.

CITY BRANCH LIBRARIES

Arlington:

- 1908: When Andrew Carnegie agrees to fund half of a \$15,000 extension to the Riverside Carnegie Library, the City applies \$7,500 it has raised for that purpose to the construction of an Arlington branch. Riverside architect Seeley L. Pillar is selected to design a joint library and fire station facility.
- 1909, June 1: The Arlington Branch Library is dedicated. The Classical Revival building, with its Mission Revival interior, houses only 960 volumes. A fire station occupies the rear of the building until 1938.
- 1927, Apr.: The Arlington Library building is abandoned because of structural problems and the Branch is moved into rented quarters.
- 1928, June 12: The Arlington Library is formally reopened after an \$8,000 restoration of the building is completed. G. Stanley Wilson has been architect for the project and W. J. Wetherly and Son has served as the contractor.
- 1959, Dec. 11: Delayed due to another extensive renovation project, a ceremony is held marking the 50th Anniversary of the opening of the Arlington Branch Library.
- 1968: The rear of the Branch building, the former fire station, is converted into a children's room. The facility's usable space is increased to 3,700 square feet.
- 1984, June 2: The Branch celebrates its 75th Anniversary.
- 1987: The Branch's collection stands at over 38,000 items.

Casa Blanca:

- 1938, Jan. 10: Responding to a petition from the Reverend John McFadden of St. Anthony's Catholic Church in Casa Blanca, the Library Board authorizes a book station for the Church's parish hall.
- 1955, Apr. 9: A City Library branch opens in a rented house at 3133 Madison Street in response to a study and petition presented to the City Council by the Casa Blanca School P.T.A. The Branch is partially staffed by volunteers.
- 1958, Sept.: The Branch and the Home of Neighborly Service begin a tutoring service for junior and senior high school students.
- 1960, May: The City Council votes to retain the Branch, rejecting the City Manager's recommendation that the Bookmobile be used to serve Casa Blanca.
- 1968, Jan. 12: The Branch moves into a portion of the former Casa Blanca School building on Madison Street. The space is leased for \$1 per year from the Riverside Unified School District.

**RIVERSIDE PUBLIC LIBRARY
BOARD OF LIBRARY TRUSTEES**



Agenda Item #12
February 26, 2001

To: Board of Library Trustees

From: Judith M. Auth, Library Director *Judith M. Auth*

Subject: **PROPOSAL FOR BALLOT MEASURE IN NOVEMBER**

Background:

There has been no significant augmentation of the library budget in ten years. The materials budget, as an indicator of library purchasing power, has decreased from its high point in 1990/91 of \$431,900 to \$297,700. Purchasing power has been further diminished by the effect of inflation on the price of books and other library materials. The demand for traditional library services continues and the introduction of electronic information sources has added new costs for delivering services. The Library Foundation has been established to provide a margin of excellence for the library over the long term, but it cannot augment operational budgets in the short term. Successful grant applications and fundraising activities now account for a 20% augmentation of budgeted library funding and provide enhanced programming, but again, cannot address increasing operational costs. Therefore, we commissioned a public survey to determine if a ballot measure requesting the taxpayers in the city of Riverside to increase their support of the public library would be approved by the necessary 2/3rds of the voters. The top line results of that survey may be available by the meeting on February 26.

In the Mayor's State of the City address, the Mayor pledged his support to asking the voters to augment funding for the library. Meanwhile, the Riverside Unified School District has indicated that they intend to place a General Obligation Bond measure on the November 2001 ballot. The Mayor has convened a meeting between RUSD and City staff, including the Library Director and the President of the Board of Library Trustees, to discuss mutual benefit in supporting each other's campaign. A decision was made to use survey information to determine if the public would support both measures, only one measure, or neither measure.

Fiscal Impact:

If the City Council is willing to place a parcel tax for the library on the ballot of the regularly scheduled election in November, there will be no cost to the Library.

Recommendation:

That, if the survey results indicate a possible 2/3rds approval rating of the library measure, the Board of Library Trustees recommend to the City Council that they place the measure on the November 2001 ballot.

1 RESOLUTION NO. 20035

2 A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF RIVERSIDE,
3 CALIFORNIA, ORDERING, CALLING, PROVIDING FOR AND GIVING NOTICE OF A
4 SPECIAL MUNICIPAL ELECTION TO BE HELD IN THE CITY OF RIVERSIDE ON
5 THE 5TH DAY OF MARCH, 2002, FOR THE PURPOSE OF SUBMITTING TO THE
6 QUALIFIED ELECTORS OF THE CITY OF RIVERSIDE A SPECIAL TAX TO BE
7 USED FOR CITY LIBRARY SERVICES, AND GIVING NOTICE AND ORDERING
8 THAT SAID SPECIAL MUNICIPAL ELECTION IS CONSOLIDATED WITH ALL
9 OTHER ELECTIONS BEING HELD IN THE SAME TERRITORY ON THE SAME
10 DATE.

11 WHEREAS the City of Riverside's Public Library provides life-long learning services to the
12 entire community and has been funded historically by a portion of the property tax revenues
13 received by the City and the City's general fund; and

14 WHEREAS beginning in 1992, the State's Educational Revenue Augmentation Fund shifted
15 property tax dollars away from the City of Riverside and the Library to meet the State's obligation
16 to K-12 schools; and

17 WHEREAS the population of the City has grown by 72% since 1977 when the last City
18 library, the La Sierra Neighborhood Library, was built, and existing libraries including the new Casa
19 Blanca Family Learning Center provide only 58% of the General Plan standard for library service;
20 and

21 WHEREAS there have been no local mitigation and/or impact fees for providing library
22 services to new populations; and

23 WHEREAS on March 7, 2000, the voters of the State of California approved Proposition 14,
24 the California Reading and Literacy Improvement and Public Library Construction and Renovation
25 Bond Act of 2000, which authorized three hundred and fifty million dollars (\$350,000,000) for the
26 funding of eligible library construction projects; and

27 WHEREAS eligibility requires the local jurisdiction to provide matching funds equal to one-
third of the construction costs plus a commitment to operate the proposed project as a public library
for 20 years; and

WHEREAS on January 26, 2001, in his State of the City Address, the Mayor pledged his
support for a ballot measure to augment funding for the public library; and

1 WHEREAS the Board of Library Trustees, appointed by the City Council to advise them of
2 library needs, identified a special tax, to wit, a parcel fee as the only means by which both capital
3 and increased operating costs could be met, and

4 WHEREAS on February 26, 2001, the Board of Library Trustees voted to recommend to the
5 City Council that the City Council place such special tax on the ballot at the earliest feasible
6 election; and

7 WHEREAS on August 14, 2001, the City Council approved in concept a library ballot
8 measure to go to the voters on March 5, 2002; and

9 WHEREAS California Election Code Section 9222 authorizes the City Council to submit to
10 qualified electors of the City a ballot measure by ordinance or resolution; and

11 WHEREAS the State of California will conduct an election on March 5, 2002.

12 NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Riverside, as
13 follows:

14 Section 1: The City Council, pursuant to its right and authority under Elections Code
15 Section 9222, hereby orders that the following question be submitted to the qualified electors of the
16 City at a special election on March 5, 2002:

17 City of Riverside Public Library:
18 Shall the voters of the City of Riverside increase public library service hours and after
19 school programs for children, and provide matching funds to establish the City of
20 Riverside's eligibility for State of California Library Construction and Renovation Bond
21 funds by authorizing the City of Riverside to establish a special tax within the City of
22 Riverside in the amount of nineteen dollars (\$19) per parcel for the duration of ten years
23 only, with such revenues being lawfully restricted for library purposes only?

24 Section 2: The City Clerk is hereby authorized, instructed and directed to take all action
25 necessary to place the measure described herein on the special municipal election ballot for the
26 special municipal election on March 5, 2002.

27 Section 3: That in accordance with the provisions of the Charter of the City of Riverside ar

1 the Constitution and election laws of the State of California, a special municipal election be held
2 and the same is hereby called and ordered to be held in the City of Riverside on March 5, 2002, for
3 the purpose of submitting to the qualified electors of the City of Riverside a special tax to be used
4 for City library services.

5 Section 4: That the polls for said election shall be opened at 7:00 a.m. of the day of said
6 election and shall remain open continuously from said time until 8:00 p.m. of the same day, when
7 the polls shall be closed, except as provided in Section 14401 of the Elections Code.

8 Section 5: That the City Council consents to the consolidation of the special municipal
9 election hereby called with all other elections being held in the same territory on March 5, 2002, and
10 said elections, where possible, shall be held in all respects as if there were only one election within
11 the City of Riverside and only one form of ballot shall be used and the precincts, polling places and
12 officers of election for said elections shall be the same as provided for the State-wide municipal
13 election.

14 Section 6: That for the purpose of holding said special municipal election there shall be and
15 hereby are established consolidated voting precincts, consisting of a consolidation of the regular
16 election precincts in the City of Riverside established for the holding of State and County elections
17 as said regular election precincts exist on the date of this resolution.

18 Section 7: That the form and contents of the ballots to be used at the said election shall be as
19 provided by law.

20 Section 8: That in accordance with Section 10002 of the Elections Code, the Board of
21 Supervisors of Riverside County is hereby requested to consent to the Registrar of Voters rendering
22 election services to the City of Riverside as may be requested by the City Clerk of said City, the
23 County of Riverside to be reimbursed in full for such services as are performed.

24 Section 9: That the election services which the City of Riverside requests the Registrar of
25 Voters, or such other official as may be appropriate, to perform, and which such officer is hereby
26 authorized and directed to perform if the said Board of Supervisors consents, include: the
27 preparation, printing and mailing of sample ballots and polling place cards; the establishment or

1 appointment of precincts, polling places, and election officers, and making such publications as are
2 requested by law in connection therewith; the furnishing of ballots, voting booths and other
3 necessary supplies or materials for polling places; the canvassing of the returns of election and the
4 furnishing of the results of such canvassing to the City Clerk of the City of Riverside; and the
5 performance of such other election services as may be requested by said City Clerk.

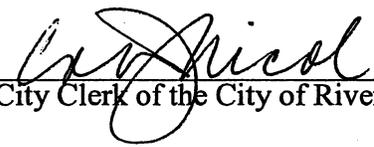
6 Section 10: That the City Clerk of said City shall receive the canvass of the Special
7 Municipal Election and shall certify the results to this City Council, as required by law.

8 ADOPTED by the City Council and signed by the Mayor and attested by the City Clerk this 13th
9 day of November, 2001.



Mayor of the City of Riverside

12 Attest:



City Clerk of the City of Riverside

17 I, Colleen J. Nicol, City Clerk of the City of Riverside, California, hereby certify that the
18 foregoing resolution was duly and regularly introduced and adopted at a meeting of the City Council
19 of said City at its meeting held on the 13th day of November, 2001, by the following vote, to wit:

21 Ayes: Councilmembers Beaty, Moore, Defenbaugh, Kane, Adkison, Thompson,
22 and Pearson.

23 Noes: None.

25 Absent: None.

27 IN WITNESS WHEREOF I have hereunto set my hand and affixed the official seal of the City

1 of Riverside, California, this 13th day of November, 2001.

2

3



City Clerk of the City of Riverside

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

11/01/01 sw
G:\CLK\COUNCIL\RESOLU~1\NOV_13~1\LIBRARY.WPD

27



City of Riverside

City Council Memorandum

People Serving
People

June 11

HONORABLE MAYOR AND CITY COUNCIL

DATE: June 4, 2002

ITEM NO:

SUBJECT: MEASURE "C" LIBRARY PARCEL TAX - RESOLUTION ADOPTION

BACKGROUND:

On March 5, 2002 the voters of Riverside approved Measure "C" with a 69.03% majority. This measure will provide funding to increase public library service hours and after school programs for children. The measure will also provide funding for the improvement of library facilities.

The measure authorized an annual \$19 per parcel special tax for a period of ten years, with the revenues restricted for library purposes. Adoption of a resolution levying the special annual tax of \$19 per parcel for a period of ten years is now required. This special tax will be collected on the property tax bill in the same method as the City's Street Light Assessment District annual assessment.

For ease of administration, the parcels exempt from the library parcel tax are recommended to be the same parcels exempt from the Street Light Assessment District. Parcels exempt from these special taxes shall be those listed as exempt from general property taxes by the Riverside County Assessor, or parcels which are not capable of being developed because of small size. Lots, which do not have frontage on dedicated City streets, are also exempted with the exception of condominium, private residential communities and planned unit developments. Parcels owned by churches or non-profit organizations are exempted if the parcel is used for church or non-profit purposes. *The Finance Committee of the City Council shall consider and determine issues regarding exempt status of individual parcels.*

In order to place the special tax on the property tax bills, a tax roll needs to be prepared. As the taxable parcels and exemptions will be identical to the Street Light Assessment District, AA Webb Associates, the Assessment Engineer for the Street Light District has submitted a proposal to prepare the 2002/03-library parcel tax for a fee of \$3,000.

FISCAL IMPACT:

Implementation of the Measure "C" library parcel tax will provide, for a period of ten years, annual revenue of approximately \$1,250,000 to increase public library service hours and after school

THE PRESS-ENTERPRISE

MARCIA MCOJERN
Editor and Publisher

JOEL BLAIN
Editorial Page Editor

HOWARD H. HAYS JR.
Chairman Emeritus

One for the books

Walk into Riverside's Downtown Main Library any afternoon or evening and there's likely to be a waiting line to use one of just 10 personal computer terminals. That's symbolic of how thin all the library's resources are stretched these days.

Riverside is a city that hasn't built a new branch library since 1976; meanwhile, its population has increased 72 percent. The average age of library facilities is 50 years (the architecturally exquisite Arlington branch dates to 1909). Half the system's books are 20 years old or more. Only the Main Library has upgraded wiring to permit fast Internet access. The Eastside has only a small, busy "cybrary," Casa Blanca has a new branch under construction but awaits a private fund drive to furnish it, and fast-growing Orangecrest has nothing at all.

Does the library need a big lift? Beyond question. And the chance is at hand to provide one, and at a bargain discount. The opportunity takes the form of Measure C on the ballot in the City of Riverside.

Measure C would put up a required one-third local share for library improvements and operating costs. This would take the form of a \$19-per-parcel annual fee, to be collected with property taxes for 10 years. That would make the city eligible to claim the lion's share of needed cash from a state library fund.

As a revenue question, Measure C needs a two-thirds vote to pass. That sets the bar high. But in every way, it's worth both the effort and the cost.

Here would be money to keep the libraries open significantly longer — 12 hours more a week, including four evenings, at every library. Here's money to help build a replacement for the terminally cramped Arlington li-

brary (it would move just down the street, to the now-vacant lot where the old Arlington Theater stood). Here's money to create more community meeting space, money to dedicate toward the creation of neighborhood facilities in Orangecrest and the Eastside.

Here would be money as well for the addition of 5,000 books and materials each year to library collections. Here would be money to add 100 more computer workstations across the library system.

And about that, a word. Some predicted the Internet would make libraries obsolete. The dynamic is just the opposite. It has redoubled library value. A large portion of the community is getting its first Internet exposure through the libraries, and it's clear that a large hunger has been discovered. Circulation is rising, but in-library use of materials is exploding.

It's in the community's interest to feed this hunger. Do we want kids to read better in school? School age program attendance in the library is up 47 percent, and would be increased through Measure C. Do we want more literate adults, parents who can help with homework? Adult program attendance is up 98 percent. Do we want a better educated work force, a stronger local economy? Here's one place where that can begin.

Public libraries are places where knowledge is free, where opportunity is there for all who would make something of it. They are part of what sets this nation apart from most of the world. They're a resource every one of us can use often, and we have an obligation to sustain them. To do that, and get a bargain in the process, we recommend a Yes vote on Measure C on the Riverside ballot.

WILMERSIDE PORT

Now accepting
Mastercard and Visa



Look For The Special Pullout: PARK & RECREATION GUIDE B-1

City of Riverside

Summer 2002

Manager, continued from page A1.

In 1984, City Manager Carvalho began work for the City of Bakersfield. During his four years there he initiated an aggressive downtown project-oriented, redevelopment program to construct a convention center hotel and railroad grade separation. He also worked with the Federal Aviation Administration to acquire the Bakersfield Airpark and re-align and lengthen the runway.

When the voters formed the new City of Santa Clarita in 1988, the newly elected mayor and city council asked George Carvalho to help them get started. City Manager Carvalho stayed in Santa Clarita more than 13 years. He faced many challenges in starting the new city.



City Manager Carvalho met many people at the reception held April 9th. He will start his job in Riverside on May 6th.
Photo by Michael Blumenthal

When Santa Clarita was formed, it incorporated four different communities: Saugus, Valencia, Canyon Country and Newhall. City Manager Carvalho developed the new municipal government and negotiated contracts for new city services. He coordinated an economic development strategy and developed a regional shopping center, Town Center, Conference Center Hyatt Hotel, Home Depot and Price Club. Throughout his years in Santa Clarita, he has secured millions of dollars in grants and implemented capital improvement projects such as bridges, roads, parks, trails, a library and a sports complex.

Santa Clarita was hard-hit in the 1994 Northridge Earthquake which caused \$7 million dollars damage in the valley and \$4.5 million dollars damage to the City Hall. City Manager Carvalho provided the necessary leadership to bring the city through the tragic event

MEASURE C PASSES THANKS TO PUBLIC SUPPORT

The people of Riverside love their library and want to see it thrive. They supported Measure C to renew their library by 69.03%. On election night the mayor remarked that this was the first supermajority achieved for a municipal measure since 1968. Riverside was one of four California jurisdictions that passed a measure on March 5 to support and augment their public library services. The other three were National City (San Diego County); El Dorado Hills (El Dorado County), and Walnut Creek (Contra Costa County). The library staff is already hard at work meeting its responsibility to fulfill the promise of the opportunity provided. Now to renew the library as promised!



New Hours

Supporters of Measure C asked for more hours. Starting the first of October, the Riverside Public Library will be open 20% more. Marcy, Arlington and La Sierra will be open 60 hours per week. Main Library will be open 65 hours. The Casa Blanca Family Learning Center now under construction will open with 60 hours per week instead of just 48 as previously planned.

New Buildings

Residents asked for new and upgraded library buildings. With the income from Measure C, we can meet the eligibility requirements to compete for Proposition 14, Library Construction and Renovation Bond funds. The application is currently being prepared for submittal by the June 14 deadline. The firm of BP/Architecture has been engaged to work with the library staff, the Arlington community, and the City, to prepare the conceptual design of the proposed 13,000 square feet new Arlington Library.

Look for the expanded La Sierra Library by June 2002. An additional 1,000 square feet will be available for children's collections and programs. Corona Constructors is handling the remodel.

Also look for a substantially improved Main Library by Fall, and the new Casa Blanca Family Learning Center by January 2003.

New Computers

The community also asked for more public access computers and computer training. You will find them at the expanded La Sierra Neighborhood Library, the upgraded Main Library and, of course, at the new Casa Blanca Family Learning Center in 2003.

Your support through the passage of Measure C is already at work to make your library better!

LA SIERRA NEIGHBORHOOD

RENEWING THE LIBRARY

On March 5, 68.9% of Riverside's voters approved a special tax for the library. On election night the mayor remarked that this was the first supermajority achieved for a municipal measure since 1968. An opinion poll conducted in 1998 had indicated a high level of support; but by the time it was politically possible to put the measure on the ballot, things had changed. A follow-up poll conducted during the dark days of the energy crisis in February 2001 predicted that even an \$11 fee with a sunset would be difficult. After reviewing our profile of "yes" voters, we settled on a \$19 per parcel per year for 10 years as the smallest amount it would be worthwhile to mount a campaign for and the largest amount we could expect to propose and win.

This was the first local library ballot measure since 1961 when 69% of Riverside's voters approved a \$1.7 million dollar bond issue to construct a new downtown library building to replace a 1901 Carnegie building which the community had outgrown. But while the public voted for the replacement library, the international modernist style in which it was constructed caused them to lament the loss of a building that Carnegie himself described as one of "the most beautiful libraries in California that I have ever seen." To this day when I talk about the library, someone in the audience will ask, "Why did you tear down the old library?"

To win the popular vote, we realized that we would have to tap into the emotional response Riversiders have for what the library represents, to transfer the loyalty and affection of the public for their first real library-- the Carnegie building—to the future of their library system in the 21st Century. Through the library's own public information campaign and the separate campaign committee we were able to do so in different ways.

In January the Library published its annual report as a full page in the local newspaper. In an open letter to readers we said, "There is a new kind of wealth in the world, but rather than the ownership of factories and forges, today's wealth is knowledge. And the knowledge that comprises this new wealth is inextricably tied to access to the technology that fostered the proliferation of that knowledge. Those who have access are able to grow themselves in ways hitherto unimagined.

It is, in short, very much like Andrew Carnegie's time. Amidst the turmoil of the industrializing world, a poor Scottish immigrant boy found a place where his nationality and his poverty didn't matter, a place where he could—if he made the effort—change his own outcome, take charge and shape his own future. That place was a free public library.

Through Carnegie's generosity, America is a singular example of the power of the free public library as a democratic institution. Libraries have sheltered us from ignorance and opened doors to discovery. They have leveled the playing field in places where schools were furnished and funded according to the wealth of their neighborhoods. They have plucked the unlikely from the mire of whatever restrained them—from physical

limitations, from troubled families, from poverty—and whispered the poetry of possibility in their ear.

Some say Carnegie was paying for his sins as an industrialist with his gifts. If so, it would have been hard for him to create greater good for a longer time by any other means. It is hard to imagine a more American institution than the free public library.”

The planning group for the campaign named itself *The Renew the Library Committee*. They met for the first time on the evening of September 11. In spite of the terrible events of the day, everyone who was invited showed up. The mission they embraced was first to inform and second to evoke the meaning of the Measure—support for the library. A series of ads and a mailer showing business and community leaders, school principals, and families, all standing on the open pages of a large book—uplifted by it—encapsulated their message and provoked the desired response. In fact, no opposition was registered when the proposition was filed. The letters to the editor ran 10-1 in favor. The newspaper editorial wrapped it up nicely.

“Public libraries,” *The Press-Enterprise* editor wrote, “are places where knowledge is free, where opportunity is there for all who would make something of it. They are part of what sets this nation apart from most of the world. They’re a resource every one of us can use often, and we have an obligation to sustain them. To do that, and get a bargain in the process, we recommend a Yes vote on Measure C on the Riverside ballot.”

And we got it. As campaigners we achieved our goal. As library staff it is now our responsibility to fulfill the promise of the opportunity we have won.

This article was submitted for publication in the April 2002 California Libraries, a publication of the California Library Association, by Judith Auth.

Since October 1, 2002

The Effect of Measure C

What did we do with first year Measure C? A 20% increase in library revenue.

Hired more staff, did more programs for children. added more materials, set aside funds to purchase property for the replacement Arlington Library

Result

Increased annual hours open from 13,000 to 16,000 hours. A 23% increase.

Presented more programs, especially for children

Attendance at all library locations is up 15%, from 849,857 visits in 01/02 to 978,383 visits in 02/03. Answered 14% more reference questions

Did twice as many programs for school age children and increased attendance at children's programs by 84%. Participation in the Summer Reading Program was the highest ever, with 4,400 children participating, a 32% increase over the previous year..

Programming attendance overall was up 52% and included opportunities for high schools students and the general public to meet nationally famous authors: Ray Bradbury, Donald Hall, Gayle Brandeis, Susan Straight, Victor Villasenor

Added 8,000 more new books, a 17% increase over the previous year. Circulated over a million volumes with a 25 % increase in circulation of non-English language material.

Refurbished libraries:

Upgraded restrooms in Main Library with CDBG funds

New carpet, service desks, and computers at La Sierra with General Fund

New carpet and service desks at Main Library with Betterments and Improvement funds

New library in Casa Blanca built with Redevelopment funds, opened March 23.

This year Measure C funds dedicated to:

Upgrade to the Integrated Library System/Catalog

More computer workstations

Lease on the Eastside Cybrary

Landscape refurbishment

More pre-school storytimes, evenings and Saturdays

Bulding program for OrangeTerrace Library

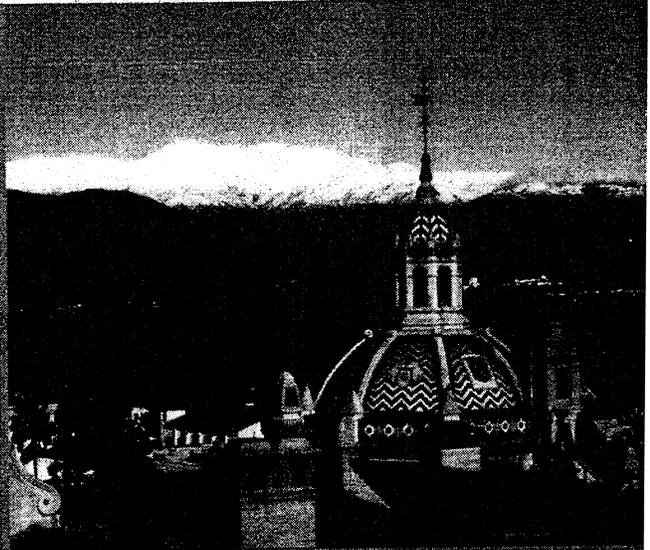
Disk with Book

RIVERSIDE PUBLIC LIBRARY

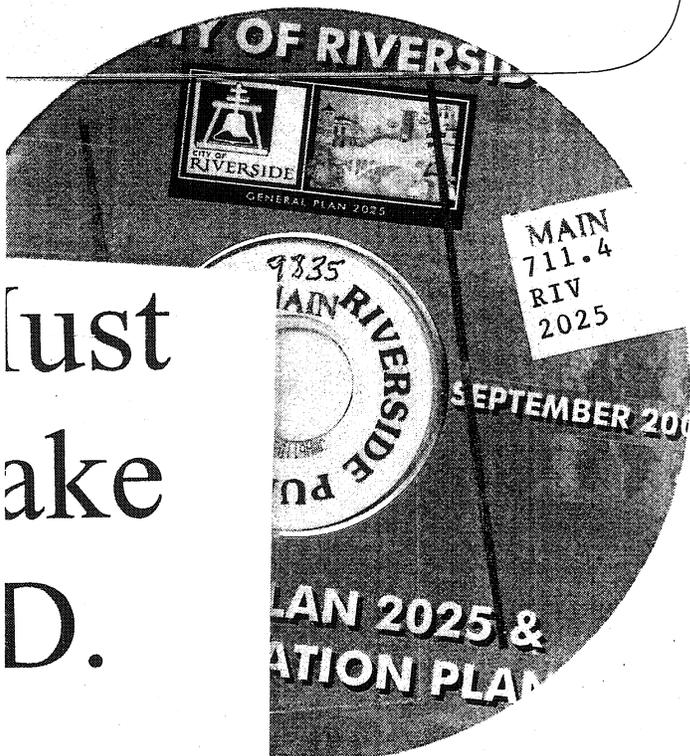
ML



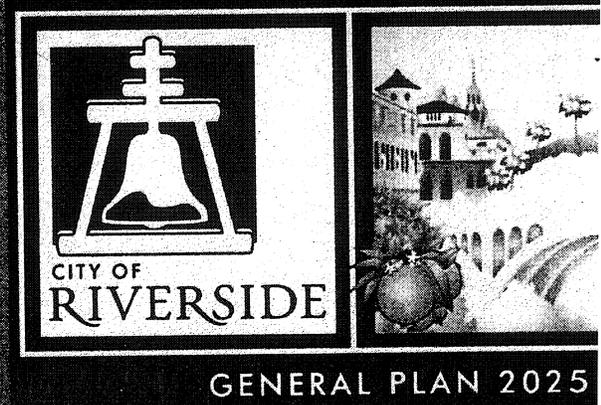
RIVERSIDE GENERAL PLAN 2025

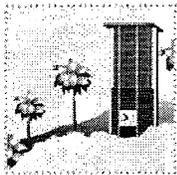


CHICAGO ONE STOPPING
U.S. PAT. NO. 5,283,881



Just
take
D.





EDUCATION ELEMENT

education of school traffic safety issues, engineering solutions and enforcement of pedestrian and vehicle safety.

See the Circulation and Community Mobility & Public Safety Elements for more information on safe routes to schools.

In particular, review Objectives CCM-8, CCM-10 and PS-5.

Objective ED-4: Maintain a safe environment at all campus facilities and on routes to school.

Policy ED-4.1: Work with the school districts and colleges and universities to ensure well-planned, safe, pedestrian-friendly schools and education facilities.

Policy ED-4.2: Work with the Riverside Transit Agency to ensure that schools are effectively served by bus routes.

Policy ED-4.3: Work with the school districts to incorporate bicycle access, racks and bike lanes into school design.

Policy ED-4.4: Work with the school districts to effectively plan for and manage access, congestion and parking around schools.

Policy ED-4.5: Support the Police Department's on-campus school resource officers.

Policy ED-4.6: Work towards providing a bicycle network within Riverside that connects schools, employment centers and residential areas.

Policy ED-4.7: Plan transit facilities near educational facilities.

Policy ED-4.8: Support the Safe Routes to School programs of the Alvord and Riverside Unified School Districts.

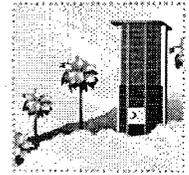
LIBRARIES

"We need to create partnerships within existing facilities such as libraries and community centers."

- General Plan Technical Advisory Committee April 2003

Libraries provide communities with diverse resources and services. Libraries preserve culture and history and transmit them from one generation to the next. They also provide social settings for community activities, support of formal education, and provide opportunities for individuals that can last a lifetime.

The Riverside Public Library system is committed to being a promoter of self-directed life-long learning. Its mission is to "spark curiosity and provide tools for discovery." The library system includes five neighborhood libraries that provide books, multimedia, sound recordings, magazine subscriptions, internet access and other



resources. The Riverside Library system also includes two cybraries that provide a collection of “virtual” materials and educational resources.

MAIN LIBRARY

The Riverside Main Library, completed in 1965, encompasses approximately sixty-thousand square feet and was designed to hold three hundred thousand items. An expansion of the Main Library is in the planning stages to increase the Library by 40,000 square feet. Today it holds more than four hundred fifty thousand items. Visitors can browse the traditional collections or access collections via the Internet on the many available work stations. The Main Library also hosts performances and other community meetings in its meeting room.

ARLINGTON NEIGHBORHOOD LIBRARY

The historic Arlington Neighborhood Era Library, was built in 1909 as a Carnegie Library, is a four-thousand-square-foot facility that serves neighborhoods along Magnolia Avenue on the west side of town. In response to a growing population and increased demand, the City has identified a real need to expand and/or relocate library services within the Arlington neighborhood. An expansion of the Arlington Library is underway which will increase the Library to nearly 13,000 square feet.



The Arlington Neighborhood Library serves neighborhoods along Magnolia Avenue in western Riverside.

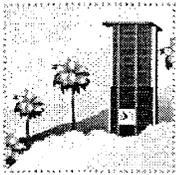
CASA BLANCA FAMILY LEARNING CENTER

Completed in 2003, the Casa Blanca Family Learning Center is a 10,000 square-foot facility that serves this historically Latino community with books and other materials in English and Spanish. The community meeting room provides a location for educational and cultural programs, and a computer training room is used for classes taught by Riverside Community College instructors.

MARCY NEIGHBORHOOD LIBRARY

The Marcy Neighborhood Library, built in 1956, is a 4,200 square-foot facility that provides local library services to central Riverside. In addition to books and related collections, the library includes public access computer workstations.





EDUCATION ELEMENT

LA SIERRA NEIGHBORHOOD LIBRARY

The La Sierra Neighborhood Library, expanded in 2002 to create 11,000 square feet of space, offers traditional library resources and community meeting rooms. The library housing the Adult Literacy Program and the companion Family Literacy Program.

ORANGE TERRACE NEIGHBORHOOD LIBRARY

The Orange Terrace Library when completed, will be a 13,000 square foot facility. It is to be constructed on a 1.5 acre parcel located north of the intersection of Orange Terrace Parkway and Hopseed Circle within the neighborhood of Orangecrest. This will be a full service library and is being built in partnership with the Public Utilities, Parks and Recreation and the Development Department. Additional components planned for the project are Gymnasium, Multi-purpose Community Rooms, Park and Recreation offices and a Banquet Room.

EASTSIDE LIBRARY AND CYBRARY

The Eastside Library and cybrary is a 10,816 square foot leased facility located in a shopping center storefront near the corner of Chicago and University Avenues. The Library's Literacy Program is also located in this facility. Services at this branch are focused on technology access and training, after-school homework assistance, youth programming and adult literacy.

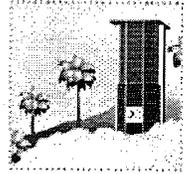
NICHOLS CYBRARY CENTER

The **Nichols Cybrary Center**, located in the Joyce Jackson Community Center at Nichols Park, opened its doors in 2000 as a satellite service point of the Riverside Public Library. This center also offers students a collection of "virtual" materials found through the library's online databases and the internet.



The Eastside Cybrary offers a collection of "virtual" materials and youth and adult computer training classes.

The cybraries allow the City to make information and resource materials conveniently available to broader populations at reduced cost, and have proven successful as life-long learning tools. The City looks to build on the success of the cybraries to extend the education continuum and increase learning opportunities for all.



Objective ED-5: Ensure that the library system remains a premier information and independent learning resource for the Riverside residents and a complement to formal education.

See the Public Facilities Element under "Telecommunications Infrastructure" for more information on cybraries.

Policy ED-5.1: Provide ample and convenient library facilities.

In particular, review Policy PF-8.3.

Policy ED-5.2: Outreach to the community to assess, select, organize and maintain collections of materials and information sources of value desired by the community.

Policy ED-5.3: Partner with the school districts, universities, colleges and community and child care centers to operate joint-use learning and information resource centers.

Policy ED-5.4: Encourage joint exhibits and functions between the Central Branch of the Riverside Public Library, Riverside Municipal Museum and the Museum of the Mission Inn Foundation.

See the Arts and Culture Element for additional policies regarding museums and the education they provide.

In particular, review Objectives AC-6 and AC-7.





CITY OF
RIVERSIDE

PUBLIC
LIBRARY

A PLAN FOR THE RIGHT

MAIN LIBRARY

FOR THE HEART OF

RIVERSIDE

THE CORE OF A CITY-WIDE SYSTEM OF SERVICE

LEGACY

“More than a century ago, Judge John W. North envisioned a large agricultural colony centered on a settlement that had ‘All the advantages which a first call Town provides’. A public library and a reading-room were the first two such advantages he sought, inviting only ‘...such people to join our colony as will esteem it a privilege to build them’”.

Serving Through Partnership: Centennial History of the Riverside City and County Public Library, 1888-1988

By Ron Baker, Local History Librarian

Approved by the Board of Library Trustees January 28, 2008

NEW
MAIN LIBRARY

Revitalized

Supportive

WOW

Cutting-Edge

Exhilarating

Grand

Open/Inviting

Inspirational

Bustling

Rich Collection

Visually
Exciting

Efficient

Flexible

Light

Cultured

Spacious

Easy to
Navigate

VISION

The Riverside Public Library is the foremost promoter of self-directed life long learning. We spark curiosity and provide tools for discovery

Riverside Public Library Vision Statement, June 1999

“As Daniel Burnham stated in the influential 1909 Plan of Chicago, ‘Make not little plans; they have not magic to stir men’s blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remember that a noble, logical diagram once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency.’”

*Visioning Riverside: A Report from the Community
October 2002*

Main Library Plan of Service 2007 – 2025

“I like to think libraries are open and inclusive. We have always been places where people who are not wealthy or more educated can come ... public institutions that believe in empowering people.”

Leslie Burger, President, American Library Association

**RIVERSIDE PUBLIC LIBRARY
COMMUNITY NEEDS ASSESSMENT
PUBLIC OUTREACH GODBE
RESEARCH, 2001**

Main Library

Personal priorities:

- 1. Children’s Library**
- 2. Technology Center**
- 3. Information Library**

**Changes wanted: more hours,
more parking**

**Liked least: not enough books,
parking**

**Liked most: personnel,
collection**

**More: books, computers,
programs**

**According to the Riverside
County Center for Demographic
Research, the city of Riverside
is projected to grow as follows**
2010 - 300,522
2015 - 312,924
2020 - 335,468
2025 - 353,162

THE RIGHT MAIN LIBRARY: EXECUTIVE SUMMARY

PURPOSE

The Main Library Plan of Service 2007 – 2025 provides both a conceptual service plan for the Riverside Public Library (RPL) system’s Main Library and an analysis of the space required to support those services for the next twenty years.

BACKGROUND

THE RIGHT LIBRARY SYSTEM FOR RIVERSIDE In 1997, the RPL system had five service points: the Arlington, La Sierra and Marcy branch libraries, the Casa Blanca service point, and the Main Library/Downtown Branch for a total 80,435 sq. ft. In 2001, the Library initiated a strategic facilities planning process for citywide library service. In 2002, the public passed Measure C by 69.03% to provide three branch libraries in three years: the Casa Blanca Family Learning Center, Eastside Library and Cybrary, and the restored and expand Arlington Branch Library. From 2008 – 2011 Riverside Renaissance will fulfill the strategic goals for branch services: by remodeling La Sierra, building the Orange Terrace Library and Arlanza Cybrary, and entering an agreement with Alvord Unified School District for joint use library to expand branch facilities to a total of 103,435 sq. ft. The final strategic goal is to provide the **Right Main Library for Riverside** for the next 20 years.

This Main Library Plan of Service is in accord with the recently adopted *City of Riverside General Plan 2025* and *Visioning Riverside: A Report from the Community*, October 2002 reference therein (pertinent excerpts from both can be found in Appendix II).

This report is substantially informed by the *Riverside Public Library Community Needs Assessment – Public Outreach, 2001*, by **Godbe Research** (Appendix III) and the Riverside Public Library Conceptual Building Program, 2006 by William Sannwald. Other documents which have guided the report include: *Citizens’ Community Congress*, September 2003, *General Plan Technical Advisory Committee*, April 2003, *Riverside Municipal and Community Archives Assessment Report*, 2007 by Dan Lewis.

SUMMARY

The Main Library Plan of Service includes a narrative overview of the Main Library’s contemporary role within the community, service plans for the four divisions of the Library: Adult and Business Services, Local History and Special Collections, Youth Services and Programs and an analysis of the space in which to provide them.

The Plan anticipates service for a population of approximately 354,000 by 2025. A flexible space of 123,900 sq. ft will be required to meet the community’s library service needs. The community expects the **Main Library** to provide a broad range of information services and programs for its diverse constituencies.

The Main Library proposed here will be: an anchor to downtown commercial development and a visual magnet compatible with the surrounding historic resources; a literary and downtown cultural institution with links to other cultural institutions; an adaptable and flexible technology center; the central library, the premiere reference center and community memory for the city as a whole and the branch library for the Downtown Neighborhood.

It will be a comfortable, safe and secure place to linger, relax, gather and connect technologically, to find a quiet retreat, a meeting place with programs and materials that inform, inspire and simulate: a *Third Place*.

ADULT SERVICES AND PROGRAMS

The library is the foremost provider of self-directed life long learning

BUSINESS SERVICES AND PROGRAMS

Help customers manage their lives and businesses for greater success

YOUTH SERVICES AND PROGRAMS

Provides reading readiness, learning to read, reading to learn and reading and writing proficiency from infancy through the teens. Components include:

- Early Learning Center with developmentally appropriate books, toys, and programs. A place where young families can connect.
- Children's Room where parents and their children, and independent readers can find stimulation and fun with materials in many languages through age 13, programs and activities for audiences up to 200 children, and age appropriate technology
- Teen Services – TEEN SPACE is an open and welcoming comfortable place for spending time with peers with technology access and training, engaging programs, connections to community opportunities, online homework help and materials to support school assignments

SPECIAL COLLECTIONS AND LOCAL HISTORY

Special Collections and Local History began to be amassed prior to the incorporation of the City when it was not just a lending library but the only institution of higher learning within the region. It contains not only irreplaceable archival collections but also some of the finest publicly accessible Western Americana, Californiana, art and architectural history and children's literature in Southern California. It is the memory of the community. These are often irreplaceable materials and are therefore non-circulating. They require a higher level of security, environmental control, processing and staffing and thus more space than typical circulating materials.

SPACE RELATIONSHIPS, ADJACENCIES AND SQUARE FOOTAGE ANALYSIS

Based on the above plan of the service, this report proceeds to analyze the square footage needs of the Main Library. It first addresses the important functionality issues of providing these services in the most time and space efficient ways possible. It also takes into account such critical issues as ADA access, security, customer safety and comfort, technology demands and flexibility potential growth. An 1.43% non-assignable space requirement has been factored into the final equation as has the potential benefits of compact shelving for non-circulating materials. It does not consider compact shelving for popular materials, as this approach would be counter to the community's desires.

MAIN LIBRARY FOR 2025 OVERVIEW

GENERAL PLAN 2025 OBJECTIVES:

“Libraries provide communities with diverse resources and services. Libraries preserve culture and history and transmit them from one generation to the next. They also provide social settings for community activities, support of formal education, and provide opportunities for individuals that can last a lifetime.”

“An expansion of the Main Library is in the planning stages to increase the Library by 40,000 square feet. Today it holds more than four hundred fifty thousand items. Visitors can browse the traditional collections or access collections via the Internet on the many available work stations. The Main Library also hosts performances and other community meetings in its meeting room.”

VISIONING RIVERSIDE: A REPORT FROM THE COMMUNITY OCTOBER 2002 (Referenced in General Plan 2025)

“Expand and modernize the City’s public library system ensuring that it becomes premier information and learning resource for the entire city easily accessible from all neighborhoods”

“Establish a library learning center in all city neighborhoods”

“Promote the use of the public library system as a key element in the provision of citywide after-school programs”

CITIZENS’ COMMUNITY CONGRESS 9/2003

“We need more youth-oriented facilities, especially after-school activities and programs in the Downtown.”

THE MAIN LIBRARY FOR 2025

The 61,420 sq. ft. Main Library, designed to hold three hundred thousand items, was opened in 1965 to serve a city population of 88,418. The Main Library Service Plan for 2025 anticipates service for a population four times that number by 2025. To provide that service will require a 123,900 sq. ft. Main Library

The LIBRARY is

- A free public center for self directed life long learning
- The quintessential institution for democracy

Why LIBRARIES do what they do

- For the health of the public
- The library in a community is used as a rating factor for livability studies
- To glory in books, yet stand prepared for unforeseen advances in how information is communicated and stored

The MAIN LIBRARY within a library system is

- A catalyst for local economic development initiatives that focus on people and quality of life
- A downtown cultural institution with links to other arts and cultural institutions
- The keeper of the community memory
- Architecturally compatible with the historic downtown and a visual magnet to draw users
- The provider of central services to support the entire library system
- The branch library for the Downtown Neighborhood
- Appeal to downtown workers on a tight schedule
- The provider of a broad range of information services and support for diverse constituencies
- Welcoming and easily accessible for people of all abilities

“Openness, permeability, accessibility: these seem to be the characteristics driving the design not only of the library’s public spaces but also its service points. ...More customer service approach than a cold-war approach.... Perhaps the existing notion of a library type, usually associated with the archetypal Carnegie library or the Boston or New York public libraries, is inappropriate for the contemporary roles and functions of the institution.”

The New Downtown Library by Shannon Mattern, 2007

ADULT SERVICES & PROGRAMS

GENERAL PLAN 2025

Specific Planning Objectives & Policies

Objective ED-5: Ensure that the library system remains a premier information and independent learning resource for the Riverside residents and a complement to formal education.

Policy ED-5.1: Provide ample and convenient library facilities.

Policy ED-5.2: Outreach to the community to assess, select, organize and maintain collections of materials and information sources of value desired by the community.

Policy ED-5.4: Encourage joint exhibits and functions between the Central Branch [Main Library] of the Riverside Public Library, Riverside Municipal Museum and the Museum of the Mission Inn Foundation.

*Policy AC-2.4: Use community facilities (e.g., parks, schools, community centers, churches, senior centers, **libraries**) to increase opportunities for visual and performing arts throughout the City.*

Policy PF-8.3: Expand development of cybraries.

ADULT SERVICE ROLES

- Community information center and keeper of Riverside's memory – Premier Local History and Special Collections
- Library for all of Riverside with the premiere reference collection in the Inland region with experience librarian navigators
- Center for literary arts and culture
- Community gathering place and forum with democratic access

COMFORT

- Place where people linger, relax and enjoy: a Third Place
- Easily browsable collections
- Comfortable, abundant reader seating with power and wireless access
- Wayfinding signs and tools to help customers navigate
- Quiet places for readers and group meeting spaces
- Flexible programming space
- Friends book sale shop
- Safe and secure
- Clean and accessible restrooms
- Space for affiliates and supporters

TECHNOLOGY AND COLLECTION

- Up-to-date technology accessible from outside the building 24/7
- Library Service Stations which allow customers to access help where needed
- Self service whenever possible with knowledgeable and friendly staff to guide and enhance experience
- Appointments for detailed, extensive reference needs
- Technology classes, library tours and orientations available with individual instruction as needed
- Rich collections in all formats and media
- More databases and electronic resources
- Balance between analog and digital information
- Workforce, employment resources and business resources for economic health
- Personnel health and development resources

BUSINESS SERVICES & PROGRAMS

The number of small businesses in California has risen to nearly 3.6 million, from 985,846 in 2001. In Riverside there are over 15,500 licensed businesses.

“Small business resources and programs are lowering barriers to market entry. One of the biggest traditional barriers to small business has been the access to current and comprehensive business products, supplier, and financing data. Libraries are the source for new online business databases that reach entrepreneurs around the clock. Researchers find that when libraries work with local and state agencies to provide business development data, workshops and research, market entry costs to prospective small businesses are reduced, existing businesses are strengthened, and new enterprises are created. Libraries are also in the vanguard, trying new strategies. The Columbus Public Library (OH) is working with a regional agency to provide business plan development seminars. In Brooklyn, the library hosts a business plan competition with a seed money prize. In Phoenix (AZ), the public library is part of a statewide network of business, economic development and library professionals who are seeking to expand and diversify the economic base by promoting more synergy among clusters of enterprises. Again, in this arena library resources and training facilities are reducing operations costs for other local agencies, and broadening those agencies’ access to more people needing small business assistance. Overall, the community has more resources to support a strong small business sector.”

**Making Cities Stronger:
PUBLIC LIBRARY
CONTRIBUTIONS TO LOCAL
ECONOMIC DEVELOPMENT**

Business Services Vision

The vision of the Business Services section of the Riverside Public Library is to help members of the community run lives and businesses for greater success.

Purpose

Riverside Public Library’s business services program helps people meet their business goals: write a business plan; conduct industry research; market potential customers; find background information on new clients or competitors; look for a new career; or provide free business programs.

The Riverside Public Library Business Services Program provides

- Books and online materials for businesses to succeed
- Networking opportunities to partner with local businesses and educational institutions
- Workforce, employment and business resources for economic health

Free training, seminars and workshops such as: More than two each month

- How To Start and Finance a Small Business
- How to Write a Business Plan
- Power of Motivation: Bringing Out the Best in Others
- “Clutterology”: Eliminate clutter in your life and get organized
- Marketing Your Small Business
- Introduction to Small Business Resources
- Cashing In on Great Ideas: Workshop for Inventors, Innovators, Entrepreneurs and Small Business People
- Networking: Schmooze or Lose - Drop the Sales Pitch and Gain New business
- Financial literacy: home loans, investments, student loans, etc., even if it is your first time

“Really great info! I am amazed that it is free!”-- Business of Being and Artist, participant evaluation

YOUTH SERVICES & PROGRAMS

GENERAL PLAN 2025

*In addition, Riverside's unique educational resources include a public library system and municipal museum. Together with several other specialized museums, these agencies compose the Downtown Museums and **Library Consortium** [Now the Riverside Cultural Consortium]. This educational wealth located in one city is found in few communities across the nation.*

*Riverside must focus on providing greater investments in education but also recognize that this is a community-wide responsibility, requiring partnerships among the school, local government, **libraries**, museums, businesses and parents.*

Policy PF-8.3: Expand development of cybraries.

VISIONING RIVERSIDE: A REPORT FROM THE COMMUNITY OCTOBER 2002 (REFERENCED IN GENERAL PLAN 2025)

"Promote the use of the public library system as a key element in the provision of citywide after-school programs."

CITIZENS' COMMUNITY CONGRESS 9/2003

"We need more youth-oriented facilities, especially after-school activities and programs in the Downtown."

YOUTH SERVICES & PROGRAMS

CHILDREN'S PLACE

- Space where families can share positive time together, learning, without cost
- Friendly place for parents wanting stimulation and fun for their children
- Materials for all ages through age 13
- Materials to support school assignments
- Knowledgeable, well-read staff that excite kids about reading and books (Summer Reading attracts more than 5,000 kids)
- Online homework help
- Meeting space and resources for Home School families
- Tours for schools, scouts and other groups
- Fun after school activities with arts, crafts, stories, cooking, and book clubs
- Space to prepare activities and store supplies and materials
- Space for teen community service workers to work
- Space to provide homework help after school
- Technology linked to local schools teachers and curriculum
- Community service opportunities for youth who learn pre-employment skills
- Materials in several languages
- Regional Science Faire and History Day project resource center
- Outstanding collection of Children's Book Week posters dating from 1926

EARLY LEARNING CENTER

- Developmentally appropriate books, programs, toys, and computers
- Place where young families can connect with one another socially
- Story time space to hold 75 (Currently toddler and preschool average more than 60 kids per week and Baby Story Time 45-55 per week Main Library)

TEEN SPACE –THEIR *THIRD PLACE*

- Open, safe, out-of-school, space "to hangout" with peers for free
- Welcoming, warm, comfortable design for the age group
- Special programs: 461 teens participated in first Summer Reading Program, 2007
- Technology access and training especially for teens
- Targeted programs for personal growth and interests
- Connections for community services, activities and opportunities
- Staff interested and available to listen—another adult in their life
- Online homework help
- Space for homework help program
- Grade appropriate materials to support school assignments

SPECIAL COLLECTIONS & LOCAL HISTORY

THE COMMUNITY'S MEMORY

"What we know of the past we know because of Libraries. The great ones of the world ... are the true cairns of the human path of civilization" by Rob Davis, D Magazine.

"Founded in 1870, Riverside is one of the most historically significant cities in Southern California. Riverside has been described as the birthplace of citriculture and agri-industry by California historian Kevin Starr – part of the largest such region in the world in the 1930s. Its rich and complex water history is also of vital importance to understanding the development of the arid west. Its archaeological and cultural history also.

Riverside has been, and remains, the subject of scrutiny and interest by authors, journalists and historians as wide-ranging as Joan Didion, Harrison Gray Otis, and the aforementioned Kevin Starr. The city's history also remains of interest to vocational and avocational researchers, in the form of its local history content. However, it's also important to note that a number of collections speak to a larger national and international audience. Both types of collections – those of local history interest and those that might be of use to a wider audience – require description, publicizing, centralization, and a variety of other elements to maximize their potential."

Riverside Municipal and Community Archives Assessment Report, by Dr. Daniel Lewis, Hunting Library 2007

SPECIAL COLLECTIONS are non-circulating and often irreplaceable materials. As such they require a higher level of security, environmental control and staffing different from those dealing with circulating collections.

Many Special Collections materials may be stored in locked cases monitored for appropriate temperature and humidity levels. Open stack materials must be located so only staff can gain access. Shelving must be at least 15 inches deep to accommodate the archival and other Special Collections materials.

Customer access to materials must be provided by staff for use in a well lit reading room completely visible from a staff work station. There can be no obstacles to direct line of sight. Locked cases materials should not be in this public area but in an adjacent secured area. Easily accessible supporting reference materials should be in the reading room.

Security must extend to storage, adjacent processing, exhibit preparation and staff work areas. Archival and manuscript materials take longer to process than bound volumes. Adjacent work areas with computer access must be sufficient to organize materials and input information into finding aids, accession lists and administrative forms.

Material should be displayed to inform the public of the extent of the collections and their availability but not for extended periods of time. Exhibit cases may be installed in the Special Collections and Local History reading room.

ADJACENCIES are critical for efficient use of staff and space. **Major processing:** Should be next to the staff reference area to assure efficient use of personnel, oversight of the reference area and with flexibility to deal with current and unforeseen technological advances. Caution: modern technology provides improved access, but does not preserve the collection.

Receiving: The loading dock and/or elevator on which new materials arrive should be next to the processing area and to the collection stacks.

ENVIRONMENTAL CONTROLS in all special collection areas: Processing, storage, exhibit prep., reading room, will require appropriate environmental controls, separate from the staff areas.

These collections are not static entities. They will grow in accord with the collection development policy. In the case of local history, with the growth and maturity of the region covered by the collection.

CWA, Archival Consultant, Chuck Wilson, Principal

Area and Service Adjacencies

“As library planners attempt to create spaces that facilitate patron access to a variety of media, they also need to accommodate patrons with different access plans and learning goals. A library building has to serve patrons who come to browse and those who come to the library with specific book, magazine or audio recording in mind. The Library is equally responsible to patrons who come to the library seeking knowledge and those who come seeking information.”

“How we attend to different media and how library architecture can support those varied conditions of attendance is significant. Yet we also need to create spaces that facilitate the use of multiple media, perhaps even the use of multiple media simultaneously.”

“New staff spaces in which librarians enact their roles as librarians are embodiments of librarian’s preconceived professional identities.... In Seattle’s case, the design team, administration, and staff collaborated in designing a library building that would challenge the staff to develop new modes of service that better serve the patron, while allowing staff to retain the expertise by which they define themselves.”

The New Downtown Library, By Shannon Mattern, 2007

SPACE RELATIONSHIPS, ADJACENCIES

Space relationships and adjacencies are essential elements of library design. Ideally space relationships provide a balance between functionality for the staff, and for customer appeal and convenience. Adjacencies in the library describe how each specific space should relate to surrounding spaces. These goals can be met by recognizing that space relationships and adjacencies necessarily relate to the particular floor where specific spaces are located, as well as to their location on a particular floor. In addition, it is important to establish sight lines that facilitate the supervision and control of library space.

A noisy and bustling entry space, customer services, retail, meeting rooms and auditorium, for example, should be removed from study areas requiring calm and quiet

The children’s area should be adjacent albeit disconnected from space catering to teens

Library customers should be able to quickly find popular materials

Reference materials requiring staff assistance should be adjacent to help desks

Special Collections including local history which are non-circulating and often rare and valuable should be in their own secured area adjacent to their own processing and exhibit fabrication area

The movement of people, materials and equipment should be as convenient as possible, and in the case of materials and equipment not cross public areas. Receiving, processing, sorting and distribution areas should be designed and located for efficiency, security and staffing consideration.

Space configurations should be flexible in design to meet unforeseen technological advances, changing trends and room for growth.

SPACE ANALYSIS SUMMARY

CURRENT STANDARDS IN LIBRARY SERVICE

The Public Library Association (PLA), a division of the American Library Association has moved away from standards, and instead believes that each community is unique and must determine the size of library building by determining the community needs, preparing a library program to meet those needs, and calculating how much space is needed to support the program.

DETERMINING THE SIZE OF THE MAIN LIBRARY FOR 2025

The existing Main Library provides 61,420 square feet of space on three floors.

In determining the size of the expansion to the Main Library, there are three guidelines that are helpful: Standards, Benchmarking and Programmatic Need.

The foregoing narrative proportion of the Main Library Plan of Services 2007 – 2025 outlines the Programmatic Needs. Below are the Standards used to assess space needs. Benchmarks follow.

With a population of nearly 300,000 people, both PLA's and the City of Riverside's standard calls for a total library space of 210,000 square feet. With the existing base of libraries and library branches expected to open in the near future, the City will have total library space of 110,695. Based on both the Public Library Standard and the City of Riverside's adopted standard, the Riverside Public Library lacks 99,305 sq. ft. at present.¹

The anticipated Riverside city population growth for the next 15 years is +53,000 (Riverside County Center for Demographic Research). Riverside is poised at the optimum time to design the best public library space for the future. With guidance from the Blue Ribbon Task Force I recommend to the BLT:

1. *Design smart space making the most of what space is already available and adding only what is necessary*
2. *Take into consideration the usage impact of the 3 new branch libraries when completed and operating for 18 months in the year 2013*
3. *Take into consideration the trends in library usage*
4. *Direct library staff, with the guidance of expert consultant, to research what type and how much additional space is required to deliver these library services:*
 - *Youth programs including storytimes, homework assistance, multimedia*
 - *Adult programs including literary, live performance, business reference*
 - *General public services including home delivery, local history, genealogical research, online databases, print collections, remote access*²

Foot Notes:

1. *Square foot update to more accurately reflect current to date – 3/24/08*
2. *Barbara Custen, Library Director, Presentation to BLT, 3/24/08*

Proposed Space Needs – Direction from Board of Library Trustees

Library Management Staff

03/21/08

Space	Space Includes	Square Footage	Priority	Comments
SERVICE POINT Lobby	Building directory, security checkpoint, events kiosks, display case space, welcome desk, restrooms and drinking fountains, lost and found, flat panel LCD screen	2,500	Essential Display space and events info should be well inside front door, according to workshop staff attended.	May not need a welcome desk – one more desk to staff without the staff Busy lobby should be removed from any nearby study or seminar rooms Could also be used for very small café/cart/kiosk
Community Café	Service counter, seating, and storage	900	Optional ↓	Could be outside area
Community Auditorium	300 fixed seats, stage, media control room, storage, warming kitchen, staging workshop	4,070	Optional ↓	Could be less than 300 seats Should the warming kitchen be next to auditorium or the conference room? How far apart will these be?
Community Gallery	Community Gallery	1,500	Optional ↓	
Community Conference Center	Small conference room (200) and medium conference room (600) and a larger conference room (800)	1,600	Optional ↓	Possibly create another level on top of Main Library. The average attendance for business programs is 25-30. I anticipate this number to grow (maybe double?)
SERVICE POINT Circulation/ Customer Relations	Circulation desk, self check out equipment, automated payment machines, circulation workshop	1,200	Essential	Ideally circulation desk and workshop should be adjacent
Multi-purpose Room	Flexible space with kitchen/pantry and partitions to divide the room into smaller units Lockable to separate entrance	2,500	Essential	Conference room will be 400 sq ft bigger than current auditorium. We do need a space big enough for staff meetings. Desirable to be adjacent to lobby with a separate entrance and restrooms that could be isolated from rest of library
Study Rooms	Individual and group	1,000	Essential See comments	Nine or ten rooms of varying sizes for individual and group study – some study rooms are also planned in the teen area
Friends Gift Shop	Self contained, lockable area with room for cashier, display and book sale shelving, small office, ancillary merchandise storage, and adjacent workshop with shelving	2,000	Essential ↓	Friends have asked for 1,000 sq. ft. retail space and 200 sq. ft. for workshop space – possibly a better combination would be 750 sq. ft. for retail and the rest for storage and sorting. Adjacent to elevator.
Adult Book Collection 220 readers seats	Fiction, non-fiction, large print, genealogy, music scores, federal and state government documents, world languages, periodicals, reader seats (40 tables, 40 individual hot seats that are wired for power with wireless access and 20 lounge seats) and 55 technology stations	26,000	Essential ↓ see comments (Genealogy is listed as 2,102 sq ft)	5ft stacks on floor 7ft stacks on wall perimeter Compact shelving on part of lower level

SERVI Reference/ Technology Center 79 readers seats	Reference collection, microfilm/fiche cabinets, reference desk, shelving, readers seats (6 index tables and 10 table and 15 individual hot seats that are wired for power with wireless access), reference workroom, technology stations (see adult book collection)	6,000	Essential	We currently have 16 index tables and 36 table seating Reference desk, workroom and reference collection should be adjacent OPACs with reference databases adjacent to the Reference desk. These will need attention from the desk staff
SERVICE POINT Local History and Special Collections (includes local documents) 12 readers seats	Staffed, secured monitored public reference space for 12 researchers, 2 technology stations, secured area for processing and exhibit fabrication; includes cage and locked case materials	6,350	Essential	Limited to archival needs; separate processing; workroom with sink Shelving is based on 15" deep, 7' high archival cantilever shelving, arranged back to back with 3.75 aisle clearance. Genealogy should be adjacent to Local History
Multi Media Collection 10 readers seats	All media formats – future to include downloadable books and less video and include 10 readers seats as listening and viewing stations	2,000	Essential	AV collection should be easily accessible by the public from the nearest entry Close to lobby because of noise factor
SERVICE POINT Teen Space 102 readers seats	Young adult circulating, periodicals, readers seats (10 tables, 12 individual hot seats that are wired for power with wireless access and 10 lounge), 20 technology stations, homework center (with 10 tables) with 2 small and 2 medium study rooms, flat panel LCD screen	4,018	Essential ↑ see comments	Assumes 5 ft. shelving stacks Teen space should be adjacent albeit disconnected from the children's space Homework area would ideally be located between children's room and teen space
SERVICE POINT Children's Room 74 readers seats	Service desk, children's book collections, periodicals, readers seats (15 tables, 4 individual hot seats that are wired for power with wireless access and lounge seating for 10), 10 technology stations, display case, early learning center, story/craft room adjacent to children's room, restrooms, office, workroom and preparation room, storage	13,000	Essential ↑ See comments	Assumes 5 ft. shelving stacks Adequate wall space to accommodate all the NLW posters Dorothy Daniels locked case materials located to this area
Administration/ Staff Areas	Administrative offices and conference room for 12, walk-in vault, Foundation office, Inlandia office, 4 Senior Librarian offices,	3,500	Essential ↑	

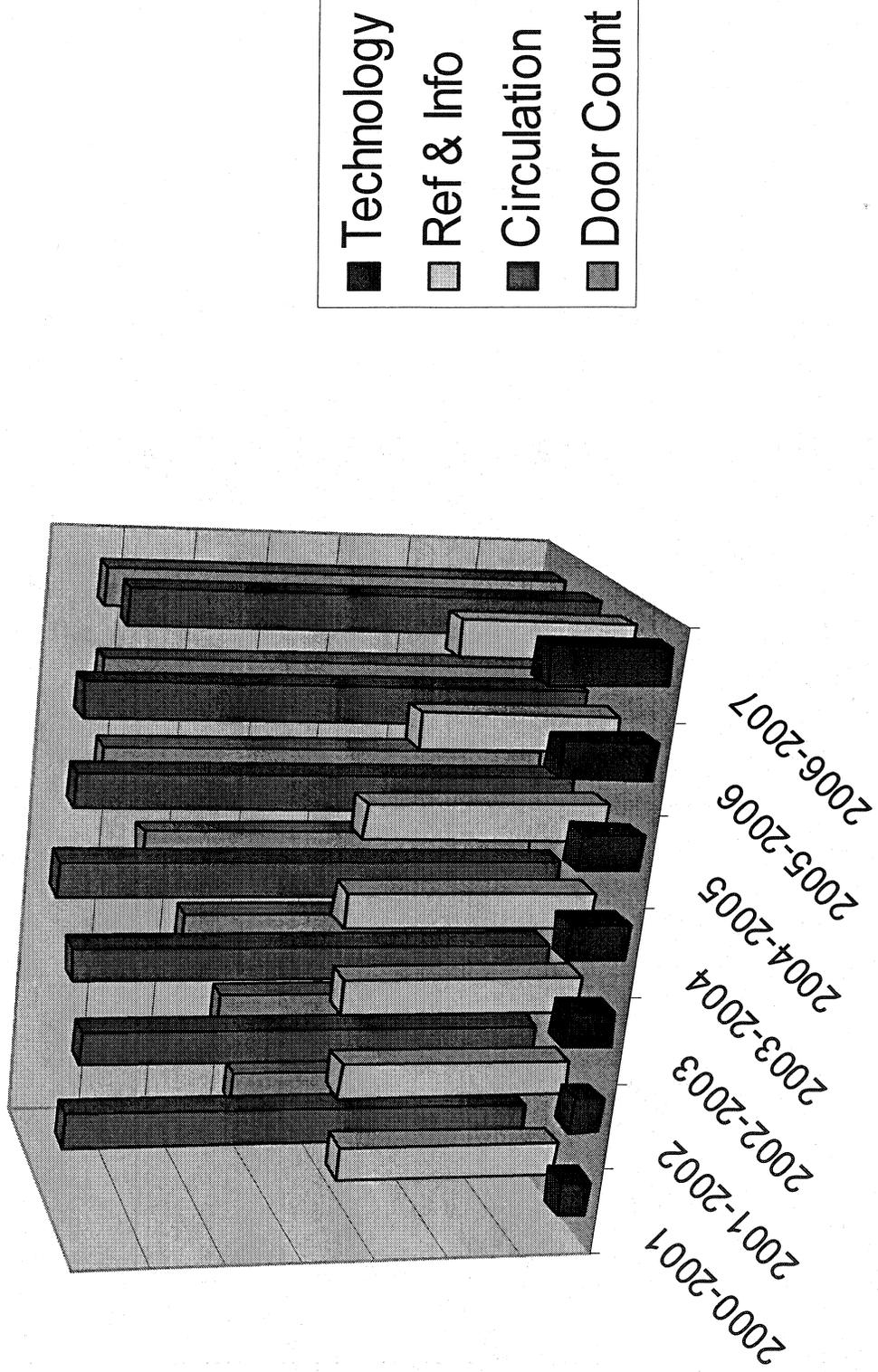
Access Services/ Staff Areas	Cataloging, processing, mending, acquisitions, mail sorting, donations sorting, receiving, IT server room, access services office, technology workroom, secure storage for new collections, surplus area, staff lounge and lockers	8,500	Essential ↑ See comments	IT server room and technology workroom need climate control and adjacency and should be adjacent to freight elevator
Building Support (non-assignable)	Custodial, security, secured parking for Storymobile and delivery van, restrooms and drinking fountains for public on every floor, staff restrooms, staff lockers on each floor, supply room, mechanical room, telecomm room & electrical room	X 1.43	Essential	
Total 497 readers seats		86,638 X 1.43 = 123,892		

Main Library Comparison of Square Footage
Updated 03/21/08

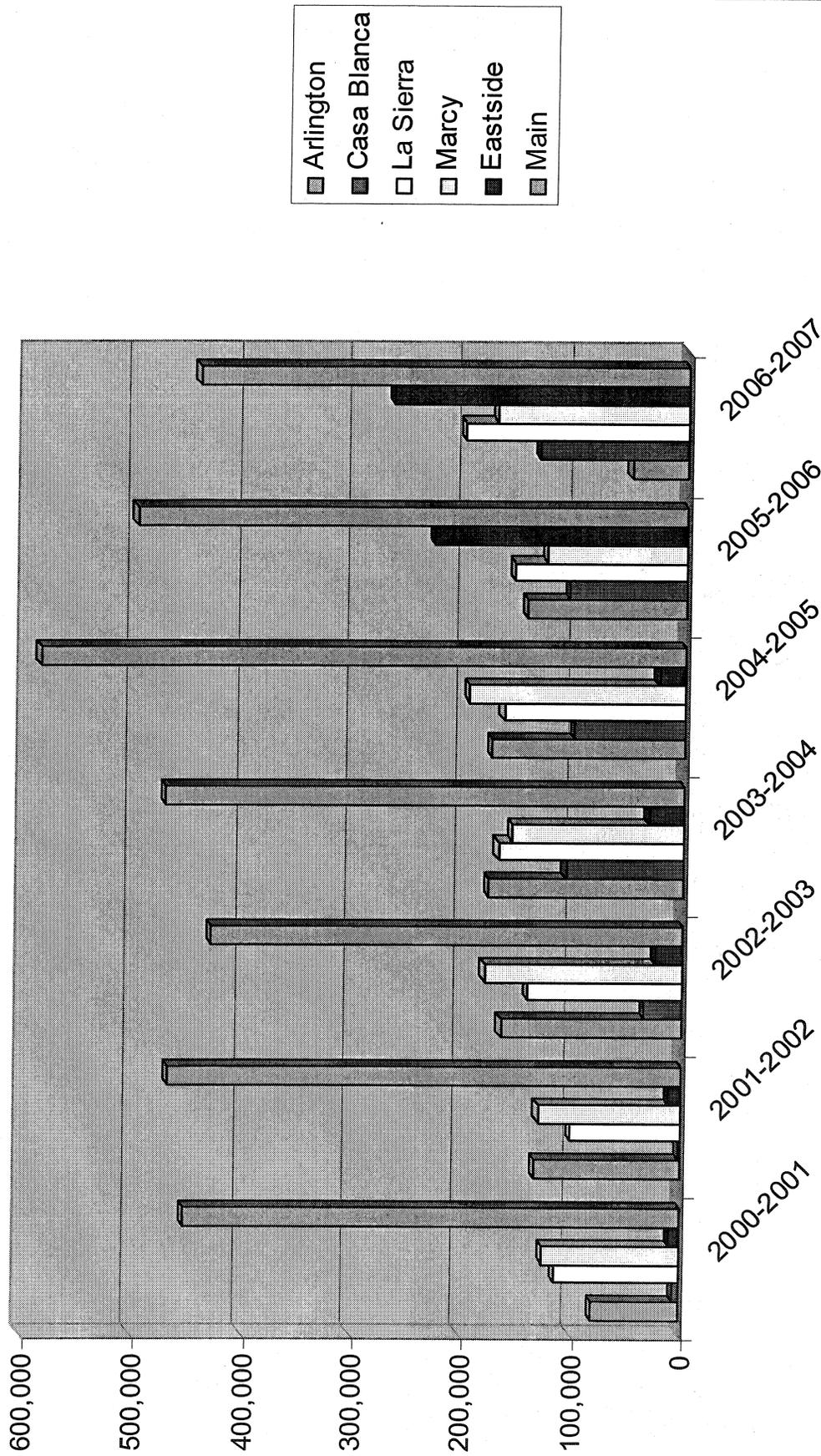
Main Library Area	Area Included	Current Sq. Ft. (2007)	Staff Recommended Sq. Ft. Library Only	Pfeiffer Sq. Ft. Library/Museum Co-located	Sannwald Sq. Ft.
Lobby	Entry		2,500	2,240	350
	Circulation		1,200	1,070	1,608
	Gallery space		1,500		
	Café		900		
	Total	2,270	6,100	3,310	1,958
Community	Fixed Seat Auditorium	2,250	4,070	3,570	
	Multi-purpose Room		2,500		
	Conference Rooms	615	1,600	2,500	
	Study Rooms		1,000		
	Subtotal	2,865	9,170	6,070	4,196
Friends Book Sales	Friends Book Sales	330	1,000	200	
	Friends Workroom	525	1,000	520	
	Subtotal	855	2,000	720	2,797
	Total	3,720	11,170	6,790	6,993
Adult Sections	Fiction	3,670		8391	11,189
	Non-Fiction	10,173		14,051	11,329
	Periodicals	4,610		122	2,797
	Genealogy	522		184	3,497
	Total	18,975	26,000	22,748	28,811
Reference	Reference/Technology	5,331		3,447	6,294
	Business Resources	300			2,448
	Government Docs				1,958
	Total	5,631	6,000	3,447	10,699
Special Collections	Total	2,050	6,350	2,306	3,497
Media	Total	2,150	2,000	1,388	1,748
Young Adult	Total	2,370	4,018	3,618	979
Children's	Total	3,475	13,000	9,521	7,203
Administration	Administration/ Foundation/ Inlandia	2,180	3,500	2,700	4196
	Staff Lounge	745	800		839
	Access Services	1,526	7,700	2,000	2797
	Misc. Administration	2,000			

Administration	Total	6,451	12,000	4,700	7832
Library Total		47,092	86,638	57,828	69,720

Riverside Public Library Trend Analysis



Door Count 5 Year Analysis



Benchmarking for Main Libraries, Southern California
 Comparison to Surveyed Agencies (City Council Approved Labor Market)
 for City of Riverside Classification and Compensation Study

Name of Library	Population	Main Library Sq. Ft.	Main Sq. Ft./Capita	Branches	Branch Sq. Ft.	Total Sq. Ft.	Total SF/Capita	Expenditures/Capita	Annual Circulation	Borrowers	Borrowers/Capita	Internet Sessions
Long Beach	490,166	135,000	0.28	11	71,240	206,240	0.42	\$25.44	1,467,069	261,537	0.53	305,130
Huntington Beach	201,000	115,000	0.57	4	124,000	239,000	1.19	\$23.25	1,025,813	126,831	0.63	94,316
Glendale	206,308	92,000	0.45	6	66,013	158,013	0.77	\$35.82	1,080,098	191,187	0.93	209,818
Anaheim*	342,410	67,500	0.20	4	62,967	130,467	0.38	\$24.58	1,422,072	141,309	0.41	1,315,523
San Bernardino City	201,823	64,800	0.32	3	16,155	80,955	0.40	\$13.66	455,987	116,901	0.58	101,531
Riverside City**	287,820	61,420	0.21	6	61,235	122,655	0.43	\$27.84***	1,204,337	196,119	0.68	207,196
Ontario (City)	171,113	58,000	0.34	1	14,000	72,000	0.42	\$17.58	759,923	158,265	0.92	88,208
Burbank	106,879	44,680	0.42	2	34,700	79,380	0.74	\$49.42	1,254,286	161,828	1.51	197,993
Oceanside	174,925	37,763	0.22	2	16,054	53,817	0.31	\$25.58	504,956	84,130	0.48	188,879
Riverside Ranks:	3 rd	6 th	8 th	2 nd	5 th	5 th	4 th	3 rd	4 th	2 nd	4 th	4 th

*Anaheim added to comparison based on closer population size to Riverside

**Includes expansions at Arlington and Orange Terrace Branch Libraries

***Includes \$6.21 from Measure C

Source: California Library Statistics 2007 (Fiscal year 2005-2006)

Main Library Plan of Service 2007-2025

03/24/08

APPENDICES

- APPENDIX I** Riverside Branch Facilities (p 19)
- APPENDIX II** City of Riverside General Plan 2025 – Pertinent Excerpts (p 20)
- APPENDIX III** Riverside Public Library Community Needs Assessment (pp 21 - 27)
Public Outreach Godbe Research, 2001
- APPENDIX IV** Space Requirements for Local History and Archival Special
Collections (p 28)
- APPENDIX V** Main Library – Reference Center (pp 29-30)
- APPENDIX VI** “Making Cities Stronger: Public Library Contributions to Local Economic
Development” – Pertinent Excerpts and Conclusion, from The Urban Libraries’
Council, January 2007 (pp 31-32)
- APPENDIX VII** Friends of the Riverside Public Library Book Store Proposal, Main Library (p 33)

APPENDIX I

RIVERSIDE BRANCH FACILITIES

VISIONING RIVERSIDE: A REPORT FROM THE COMMUNITY OCTOBER 2002 (REFERENCED IN GENERAL PLAN 2025)

“Expand and modernize the City’s public library system ensuring that it becomes premier information and learning resource for the entire city easily accessible from all neighborhoods.”

“Establish a library learning center in all city neighborhoods.”

Branch Facilities

- The 10,816 sq. ft. Eastside Library and Cybrary
- The 4,200 sq. ft. Marcy Branch Library built in 1956
- The 11,000 sq. ft. La Sierra Branch Library completely renovated in the winter of 2007
- The historic Arlington Branch Library to be restored and expand to a 12,800 sq. ft. facility by April 2008
- The new 13,640 sq. ft. Orange Terrace Library to be completed by winter 2009
- By 2009 the Riverside Public Library system will have expanded branch facilities to 123,876 sq. ft.
- An Arlanza Library and Cybrary is proposed for 2010¹

Footnote

1. *Square footage numbers as of 2/25/08, see Power Point Presentation 3/24/08 for updated figures*

APPENDIX II

CITY OF RIVERSIDE GENERAL PLAN 2025 (Pertinent Excerpts)

EDUCATION

“Riverside has a wealth of educational resources that serve local residents and the region. Riverside hosts three universities and one college, two school districts, several private schools and a variety of continuing education opportunities (see Figure E-1, Education Facilities).

In addition, Riverside’s unique educational resources include a public library system and municipal museum. Together with several other specialized museums, these agencies compose the Downtown Museums and **Library** Consortium [Now the Riverside Cultural Consortium]. This educational wealth located in one city is found in few communities across the nation.

Riverside must focus on providing greater investments in education but also recognize that this is a community-wide responsibility, requiring partnerships among the school, local government, **libraries**, museums, businesses and parents.”

LIBRARIES

Specific Planning Objective and Policies

Objective ED-5: Ensure that the library system remains a premier information and independent learning resource for the Riverside residents and a complement to formal education.

Policy PF-8.3: Expand development of cybraries.

Policy ED-5.1: Provide ample and convenient library facilities.

Policy ED-5.2: Outreach to the community to assess, select, organize and maintain collections of materials and information sources of value desired by the community.

Policy ED-5.3: Partner with the school districts, universities, colleges and community and child care centers to operate joint-use learning and information resource centers.

Policy ED-5.4: Encourage joint exhibits and functions between the Central Branch [Main Library] of the Riverside Public Library, Riverside Municipal Museum and the Museum of the Mission Inn Foundation.

ARTS AND CULTURE

Policy AC-2.4: Use community facilities (e.g., parks, schools, community centers, churches, senior centers, **libraries**) to increase opportunities for visual and performing arts throughout the City.

CREATING PARTNERSHIPS

Creating effective partnerships among the City, *libraries*, school districts, educational programs, colleges and universities, businesses and the community at large will be an important component of supplying educational resources in Riverside. The benefits of effective partnerships are twofold. One, with limited funding, the joint use of facilities and resources can reduce costs and expand services for both public services and educational facilities. Two, allowing local schools, colleges and universities to play a more central role in community life can help engage parents and give surrounding neighborhoods a stake in education.

APPENDIX III

RIVERSIDE PUBLIC LIBRARY COMMUNITY NEEDS ASSESSMENT PUBLIC OUTREACH Godbe Research, 2001

Outreach Activities

A. Foundational Issues

Several issues perceived by the Board of Trustees, Library staff, patrons, and community stakeholders drove the process of public outreach to identify community needs. While Riverside is one of the oldest public library systems in California, a staff and consultant evaluation of facilities and collections revealed that despite the best efforts of staff and Trustees, library facilities and services were in danger of falling seriously behind both the growth and demands of the community.

1. Age:

The average age of Riverside's four existing libraries is 50 years old. The new Casa Blanca Family Learning Center now under construction is the first new library facility to be built in 25 years. Even so, when it opens it will only boost the average age of Riverside's libraries to 40 years old. Aside from the Main Library, none of Riverside's libraries have upgraded cabling or wiring to allow adequate computer facilities and internet access. And while the Main Library may have been rewired, the restrooms must be upgraded to meet standards for access by disabled persons. Only the Main Library, La Sierra, and Casa Blanca include community meeting space.

2. Space:

Riverside's General Plan calls for a little over half a square foot (.6) of library space per resident, about 156,000 square feet total. After the new Casa Blanca library is built, and including temporary facilities like the Eastside Cybrary, Riverside will have only 55% of what is required by our own General Plan. Orangecrest, Riverside's fastest growing neighborhood has no neighborhood library. While the City has land for a library, there is currently no money available through the City budget for such a large capital project.

3. Collections:

The City of Riverside General Plan calls for 2 volumes per resident and while the public library system meets that standard, half of the books and materials are 20 years old or older. Today's Riverside Public Library is meeting the General Plan standard primarily because of the efforts put into building the collection in the past.

4. Open Hours:

Patron surveys reveal that demand exists for Riverside's libraries to be open 65 hours a week—opening at 10 am. Monday through Saturday and closing at 9 p.m. on weekday evenings, 6 p.m. Friday and Saturday, and open from noon to 5 p.m. on Sundays. Even the Main Library operates at less than 88% of the hours people indicate they want and while it is open late, late hours occur only two days per week until 8 p.m.. None of the other libraries are open Sundays.

B. Existing Conditions

The Riverside Public Library system consists of a Main Library and four neighborhood libraries: Arlington, Marcy, La Sierra, and Casa Blanca. In addition, two temporary facilities exist: the Eastside Cybrary—one of the four best programs of its type nationally for bridging the digital divide in low income neighborhoods—and the Nichols Park Homework Assistance Program, a joint use program with the City of Riverside Park and Recreation Department.

Main Library, completed in 1965, is 61,420 square feet and was designed to hold 300,000 items. Today it holds 150% of that number. Patrons must wait to use a computer in the 10 workstation computer center most hours the Library is open. Often, during afternoons the 10 chair waiting area is full. The restrooms are not wheelchair accessible but plans and funding are in place to upgrade restroom facilities were rotated to correct for position bias. Children account for 40% of borrowing but about 6% of space and 10% of the collection.

Arlington was built in 1909. The Classical Revival building with Mission Revival interior was last renovated in 1996 but at 4,000 square feet is less than 1/3 the size it should be. There are 3 public access computer workstations. The City has purchased a site for a new facility, but has no money to build it.

La Sierra is the newest library, built in 1976. It is very heavily used by children as the area has experience exponential housing growth in the last twenty years. La Sierra is now being expanded to 10,100 square feet. The extra space will be used for badly needed children's programming and collections. With this renovation it will be 78% of the size it should be. There are 3 public access computer workstations.

Marcy, built in 1956, is 4,275 square feet. An awning and storage for chairs on the patio was added in 2000 because there was no room inside for children's story time. That is the only renovation in 46 years. There are 2 public access computer workstations.

Casa Blanca Family Learning Center is being funded with redevelopment bonds and is under construction now. It will be 10,000 square feet and a contractor was selected from competitive bids at a price of \$3.1 million to build it. The Riverside Public Library Foundation is running a fundraising campaign to get them.

Orangetown, Riverside's fastest growing neighborhood and a regional destination for the purchase of affordable housing by young southern California families, has land for a library but no money available from the City budget for such a large capital project.

Eastside Cybrary is the newest of the libraries facilities but is in a pilot program in a temporary store front location. It has been recognized nationally as one of the four best programs of its type. It was grant funded in the beginning and grants still make up 80% of its budget. The Cybrary features 20 workstations used by 2,000 members who have completed training between the ages of 10 and 16. It is the only public library facility in the Eastside. It is seriously overcrowded and has no lending collection.

C. Approach to Public Outreach

Public outreach was conducted to identify specifically those facilities and services wanted most by Riverside residents. Staff created a two-part approach that included both scientific survey research conducted in 1998 and in 2001 to define the issues of primary importance to residents. In January 2002 five well advertised workshop-style public meetings held at locations throughout the city were held to further define those needs by placing the tools in participants' hands to design their own "library of the future."

1. Survey Research

a. 1998 Survey

i. Methodology

In October 1998, the Riverside Public Library conducted a survey using the stratified cluster sample method, to conduct telephone interviews of 600 residents. The statistical margin of error for the study was 2.39% to 3.99%.

Questions asked respondents to rank the importance of library services, to test support for the improvement of library services through a local tax or bond, and to identify priorities for improvements and spending.

ii. Results

Maintaining public library services was more important to residents than preventing local tax increases but less important than improving the quality of public education and preventing crime.

Respondents identified the following (in order) as most important to them:

1. Expanding the collection of permanent books and materials
2. Increasing library hours
3. Improving library programs
4. Expanding the central library
5. Constructing new branch libraries

More specific features identified included (in order):

1. Computer workstations for students
2. Rewiring to improve access to computer technology
3. Improving access to restrooms for the disabled
4. A new children's activity center

The most compelling reason for overall improvements was to ensure that the infrastructure was in place to link the library's computers to computer resources at Riverside's four colleges and universities as well as the public school system. Residents indicated a 67% willingness to fund improvements with a local revenue measure.

b. 2001 Survey

i. Methodology

The Riverside Public Library began to move forward to make the desired improvements. As a part of that work, groundwork was laid for a local revenue measure. In addition, Proposition 14 made state funds available. The Library moved forward with an effort to access both sources of improvements and updated the 1998 research with a new survey in 2001.

In February 2002, the Riverside Public Library again conducted a survey using the stratified cluster sample method, to conduct telephone interviews of 400 residents. The statistical margin of error for the study was 4%. Where required, questions were rotated to correct for position bias. Questions again asked respondents to rank the importance of library services, to test support for the improvement of library services through a local tax or bond, and to identify priorities for improvements and spending.

ii. Results

Maintaining public library services again ranked third after reducing crime and improving the quality of public education but ahead of preventing new tax increases.

Compelling arguments for improvements again were:

1. expanding the permanent collection of books and materials (75%)
2. increasing library hours (67%)
3. increasing new library programs and activities (66%)
4. expanding the Main Library (61%)
5. constructing new neighborhood libraries

Compelling reasons for improvements cited were:

1. expanding reading readiness programs for children (85%)
2. improving library access for disabled users (81%)
3. providing adult literacy programs (79%)
4. providing computer instruction for adults (75%)
5. providing computer instruction for children (76%)
6. adding computer workstations (75%)
7. upgrading library technology (74%)
8. providing quiet reading areas (70%)
9. creating a new children's activity center (69%)
10. creating electronic job search resources (67%)

Residents continued to exhibit a willingness to support a local revenue measure to help fund improvements, but at a reduced level from 1998 of 58% at \$19/year for 10 years.

2. Public Workshops

a. Methodology

A series of five public outreach meetings were held throughout Riverside in January of 2002 to ascertain specific needs on a service area by service area basis. Two neighborhoods were not included. The Casa Blanca area has a new 10,000 Family Learning Center currently under construction. This project is the result of an extensive public outreach process in which the community was extremely involved in determining the nature of the facility. The La Sierra area has a 9,000 square foot library currently under renovation to add 1,100 square feet which will permit the creation of a new children's area in response to local area demand. The project will be completed in the summer of 2002.

Residents were invited to the meeting in two ways. All residences within the City of Riverside received a letter from the Library director explaining the reason for the meetings, listing their times and locations and asking residents to attend. Five large advertisements were run in the two and a half weeks prior to the meetings to advise interested residents. Flyers, posters and bookmarks were distributed at all library facilities and in other community locations. Several materials were

translated into Spanish and Spanish language materials and Spanish speakers were available at all meetings. All meetings were held in wheel chair accessible facilities.

Attendees participated in three activities.

They were asked to prioritize from a menu for each of facilities, collections, and programs by marking their preferences on an exhibit displayed at the meeting. After this activity, participants completed a questionnaire which asked them to

- rank factors including nearness, access to technology and collections, and children's programs
- indicate where they wanted changes • say what they liked best and least about the existing system, collections, programs
- identify what they wanted more of

Finally, attendees participated in a facilitated design charrette where they were able to design their own ideal neighborhood library (see attached worksheet) by discussing facilities, collections, and program space and allocating it on an ideal poster-sized floor plan.

b. Results

More than 110 residents signed in at the five workshops.

i. Arlington Meeting:

Identifying Priorities Activity:

Facilities, collections and programs were equally important to Arlington residents. Computer workstations drew the highest ranking among important facilities followed by children's areas and multiple use study/community rooms. Collection priorities were recreational reading followed by children's materials. Homework and children's programs were virtually equaled by the importance of various computer training and adult literacy programs.

Questionnaire Activity: Importance (mean score out of 5):

Above average rankings:

near location (4.3), children's programs (3.7), available books (3.6)

Less than average:

small size (3.0), few available computer workstations (2.7)

Trend for service:

Staying the same (54%), improving (42%), getting worse (4%)

Personal priorities:

1. Preschooler's Programs
2. Information Library
3. Popular Materials

Changes wanted: More hours, space, books, drive by book drop

Liked least: Lack of security

Liked most: Helpful personnel.

More: New books, especially paperbacks

ii Orangecrest Meeting

Identifying Priorities Activity:

Facilities were the most important (43%) to Orangecrest, understandable as they have no neighborhood library. Among desired facilities information and reference were most important followed by computer workstations and children's areas. Information and reference topped the collections list also followed by recreational reading. Learning to use a computer ranked first among important programs followed by reading readiness and homework assistance.

Questionnaire Activity: Importance (mean score out of 5):

Above average rankings:

children's programs(3.3), available books (3.1), periodicals and magazines (3.1)

Less than average:

no local branch (2.3), not enough available computer workstations(2.2)

Trend for service:

Staying the same (50%), improving (41%), getting worse (9%)

Personal priorities:

1. Preschooler's Programs
2. Independent Learning Center
3. Technology Center

Changes wanted: Orangecrest branch, more books and parking at Main Library

Liked least: distant service, parking, restrooms at Main Library

Liked most: personnel.

More: resources, parking, restrooms, computers

iii Eastside Cybrary Meeting

Identifying Priorities Activity:

Programs were most important (46%) to Eastside residents with reading readiness and homework assistance most important. A children's and young adults library were the most important facilities and a virtual library collection with access to online databases and a children's collection were the most important to Eastside participants.

Questionnaire Activity: Importance (mean score out of 5):

Above average rankings:

location (3.8)

Less than average:

size (2.9), books (2.9), magazines/periodicals (2.9), programs (2.9), access to workstations (2.8), audio/video tapes (2.4)

Trend for service:

Staying the same (55%), improving (36%), getting worse (9%)

Personal priorities:

1. Preschooler's Programs
2. Young Adult Services
3. Independent Learning

Changes wanted: bigger, keep up with technology

Liked least: too small, inadequate resources

Liked most: personnel.

More: computers, online databases, hours

iv. Marcy Meeting

Identifying Priorities Activity:

Main Library Plan of Service 2007-2025

03/24/08

Facilities were the most important (42%) with multimedia center, computer work stations, and places to sit and read at the top. Children's books and programs ranked at the top in the collections and programs menus with large print and reference also being priority collections and homework assistance reading readiness, and learning to use a computer the most core programs.

Questionnaire Activity: Importance (mean score out of 5):

Above average rankings:

location (4.6), children's programs (3.4)

Less than average: availability of books (3.3), periodicals/magazines (2.9), size (2.4), computer work stations (2.2), availability of CDs/videos (1.5)

Trend for service:

Staying the same (23%), improving (71%), getting worse (6%)

Personal priorities:

1. Information Library
2. Technology Center
3. Popular Materials Changes wanted: bigger, more hours

Liked least: aging buildings in system

Liked most: personnel.

More: computers, new books

v. Main Library Meeting

Identifying Priorities Activity: Programs were most important (44%) to Main Library attendees with reading readiness, learning to use a computer, and job search resources ranking highest. A children's library and used bookstore were the most important facilities and children's books, large print books, and a CD/Video collection the most important collections.

Questionnaire Activity: Importance (mean score out of 5):

Above average rankings: location (4.1), children's programs (4.1), available books (3.8), available periodicals (3.7), size (3.6)

Less than average: access to computer work stations (2.9)

Trend for service:

Staying the same (30%), improving (65%), getting worse (5%)

Personal priorities:

1. Children's Library
2. Technology Center
3. Information Library

Changes wanted: more hours, more parking

Liked least: not enough books, parking

Liked most: personnel, collection

More: books, computers, programs

III. Conclusions from Community Needs Assessment Public Outreach

The public outreach portion of the Community Needs assessment for the application of the Riverside Public Library is based
Main Library Plan of Service 2007-2025

03/24/08

both in objective quantitative data and subjective qualitative information gathered in workshop settings. From it we can derive a portrait of a community that appreciates and values its Library service but wants more and is very specific in its demands to see underserved neighborhoods and populations, particularly children, served and existing collections hours and programs expanded.

That point of view is supported by the results of a ballot measure put before the electorate in Riverside on March 5, 2002. Measure C for Riverside's Libraries was proposed as a \$19 per year per parcel tax for a duration of 10 years. The parcel tax method was chosen by the Board of Trustees and the City Council because it would both programmatic and capital expenditures. Measure C passed by 69% affirming the 1998 trend to support a ballot measure and significantly surpassing the public support for library improvements predicted by the 2001 survey.

The platform that Measure C proposed specifically included (see included materials):

- Expanded collections of books and materials
- More open hours
- More reading readiness programs for children
- Support for adult literacy
- Increased computer access and instruction in computer technology for everyone, children and adults
- Improved neighborhood facilities

Proposed capital and non-capital budgeting and programming, including this Proposition 14 application, responds directly to these needs as defined by the Riverside community.

APPENDIX IV

Space Requirements for Local History and Archival Special Collections Prepared by CWA Consultants

Space estimates are based upon the report provided by Dan Lewis under a grant from the California Historic Records Advisory Board of the California State Archives and are limited to archival needs. Reference, stack, and processing space are included. The latter includes space for incoming materials, the storage of archival supplies and staff work space.

Shelving estimates are based upon 15 inch deep archival cantilever shelving units which are 7 shelves high, approximately 8 feet high overall and are arranged back to back whenever possible. Aisle clearance between shelves is based upon 3.75 feet.

REFERENCE AREA 812 sq. ft

The area can accommodate a maximum of 12 researchers, provides for exhibit space, shelving for related material and includes the following:

- 2 8'x3' Researcher tables
- 1 6'x3' work station table
- 1 5'x3' exhibit case
- 12 chairs for researchers
- 2 chairs for staff
- 30 12" deep wall shelves, 36" long (3 five shelf units on two of the walls)
- book carts access and 6' foot aisles between tables and from tables to wall shelving

STACK AREA 1740 sq. ft.

This area is configured with back to back standard shelving units with 15" deep shelves and units which include 7 shelves. The shelves are 36" wide and accommodate ca. 3 linear ft. each. Each back to back section will hold 36 linear ft., if the top shelf is not placed into use.

It will require 21 sections to accommodate the ca. 750 linear ft. of archival material identified in the report. These could be configured in three rows of seven sections each with a 45" aisle between the 15" deep shelves. Additional 45" aisles would be needed at the end of the rows.

Given the near capacity of current storage facilities and the need to plan for future acquisitions, as described in the report, it was recommended that the existing storage space be doubled. The estimate above is for space to accommodate both the present and future archival needs of the library.

PROCESSING AREA 3480 sq. ft

This area includes work space for staff, storage for incoming unprocessed materials and storage for archival supplies. The Lewis report recommends this space be twice that of the stack area.

Note: Compact shelving vendors such as Spacesaver advertise they can reduce the storage area by 50%. Such a reduction should not impact the need for space in the Processing Area, as the quantity of material being processed does not change.

VAULT AREA 273 sq. ft

This area is reserved for material of particular importance which needs additional security. It includes a row of 4 back to back 15" deep shelving sections with 48" aisles on either side and 3 single shelving units placed against the wall. A small work table is also included.

TOTAL SPACE REQUIRED 6305 sq. ft

APPENDIX V

MAIN LIBRARY -- REFERENCE CENTER

When the Riverside Public Library was established, there were no institutions of higher learning in the region. Serving the affluent and well education community of Riverside necessitate a library that could help fill that void. From its earliest days, especially under the leadership of Joseph Daniels, RPL established itself a premier reference library.

Now in a community of three universities and a community college, the Riverside Public Library remains the primary reference library for the out of school public and numerous "home schooled" children.

The Riverside Main Library has long maintained the reputation among surrounding library communities as having the most complete reference collection in the Inland area; the strongest between Los Angeles and Phoenix. Customers often comment on the excellence of the reference collection at the Main Library. The print reference collection at the Main Library reflects a wide breadth and scope of authoritative and respected resources that are heavily used by library clientele. The Main Library places major emphasis on the provision of information in print format as well as in electronic format. These two formats of information both have their strengths and weaknesses and are complementary to each other. A strong print reference collection supports an extensive and in-depth reference service to its customers as well as serving the Riverside community as a whole, including acting as a resource for branch libraries. While the branch libraries serve basic information needs of their neighborhoods with a core of reference materials, they do not offer the in-depth sources and special collections of the Main Library. Books are an important complement to electronics resources and remain crucial components of information because of their completeness, accuracy, permanent accessibility, ease of use, browsability and in-depth nature. A large part of the clientele served include high school, college and distance-learning students who are required to utilize both electronic and print resources to complete their assignments. Many customers are uncomfortable using electronic resources and state a definite preference for using print materials.

Reference Materials in the collection include almanacs, dictionaries, (English language, foreign language and subject dictionaries), general encyclopedias, specific subject encyclopedias with strong subject content, handbooks, guidebooks, bibliographies, basic texts with high reference value, statistical/table compilations, biographical sources, manuals, yearbooks, atlases, loose-leaf services, indexes and guides to research.

Electronic databases are far more expensive than print resources, and they fluctuate in price. During lean economic years for libraries -- the seven years of famine, if you will -- print resources prove invaluable. It is risky, too, to give database companies the economic advantage. Fewer printed resources undoubtedly increases a library's dependence on electronic resources, and what's to prevent database companies from driving their prices up in turn?

Special strengths of the Main Library print reference collection include materials which are heavily used by customers in the following subject areas:

- Antiques and Collectibles---Heavily used price guides in a large variety of collectible areas including such diverse areas as coins, comic books, stamps, art work , political and war memorabilia , sports cards, and toys. Printed resources includes such sources as Davenport's Art Reference and Price Guide.
- Art---Art dictionaries and encyclopedias such as the Grove Dictionary of Art and Artists, directories of biographical information on artists, beautifully illustrated art books featuring reproductions of art and sculpture in a large variety of genres and time periods
- Automobile Repair Manuals---the library has repair manuals dating back to 1912 and include coverage of manuals published by companies such as Chilton, Motors and Mitchell. These manuals are heavily used by customers. The Alldata automobile database has coverage only from 1982 to the present and many customers prefer to use the reference print sources.
- Business---local, state and national business directories, guides to business information, sources of industry analysis such as Standard & Poor's Industry Survey, sources of insurance information such as Best's Insurance Report, guides to investment information such as Value Line Investment and Morningstar Mutual Funds.

- **Careers/Grants/ Scholarships Resources**---Heavily used materials include the Encyclopedia of Careers and Vocational Guidance and the Occupational Outlook Handbook. The library is a cooperating member of the Foundation Center and maintains a collection of its core grants sources in print. Resources include job hunting, cover letter, resume, and interviewing books as well as a variety of titles to assist in obtaining scholarships.
- **Criminal Justice**---The reference collection contains materials that are heavily used and difficult to maintain in the circulating collection. They are related to the topics of crime, juvenile delinquency, the criminal justice system, and penology, criminal law and procedure and forensic science. Included are such resources as the Encyclopedia of Crime and Punishment, Encyclopedia of American Crime, and current and retrospective holdings of the Uniform Crime Reports.
- **Health and Medical**---Medical reference titles are among the library's most used materials. The library maintains authoritative and up-to-date medical resources such as medical dictionaries and encyclopedias, prescription drug sources, medical textbooks, guides to diagnosis and treatment of diseases such as Current Medical Diagnosis and Treatment, medical directories such as The Official ABMS Directory of Board Certified Medical Specialists and America's Top Doctors and alternative health reference materials such as Gale Encyclopedia of Alternative Medicine.
- **Historical/Retrospective Materials**-Sources of historical statistical data, copies of historical documents with primary sources heavily used by students featured in such sources as American Historical Documents and historical biographical directories such as Gale Encyclopedia of World Biography. The library has a comprehensive collection of historical resources on a variety of time periods and ethnic groups such as The Handbook of North American Indians.
- **Legal**---California and Federal Codes and Statutes, legal self-help reference materials, case law, legal encyclopedias such as West's Encyclopedia of American Law and legal dictionaries such as Black's Law Dictionary. Biographical directories such as Martindale-Hubbell Law Directory. Building, plumbing and electrical codes are especially heavily used.
- **Language Resources**---General English language and foreign language dictionaries, etymological resources such as the Oxford English Dictionary, rhyming dictionaries, thesauri, English usage handbooks, slang dictionaries, abbreviations dictionaries, sign language dictionaries,
- **Literary Resources**---The complete collection of the heavily used Contemporary Literary Criticism series as well as a variety of other literary criticism reference materials. There are many useful reference handbooks of quotations and poetry in the collection.
- **Maps**---Maps are available in abundance on the Internet, but many customers prefer using printed atlases and maps of local and distant areas. A collection of general and specialized atlases are available with the latest editions of most major atlases and gazetteers such as the Columbia Gazetteer of the World.
- **Occult**---Reference materials on materials that are heavily used but difficult to maintain in the circulating collection such as witchcraft, astrology, palmistry, tarot, magic, spiritualism, and numerology.
- **Religious**---Dictionaries and encyclopedias of religion including specific religions and denominations, biographical dictionaries of saints and other religious figures, concordances, sacred texts such as the Bible, the Qur'an, and the Torah.
- **Science**---A large variety of dictionaries and encyclopedias such the McGraw-Hill Encyclopedia of Science and Technology and specialized sources in scientific disciplines such as biology, botany, microbiology, chemistry, physics, astronomy. Biographical encyclopedias of inventors and scientists.
- **Test Books**---The Main Library has a complete collection of Civil Service Test books and educational test books such as GED that are heavily used and are difficult to maintain in the circulating collection

Nicholas Basbanes writes in his brilliant book, *A Splendor of Letters: The Permanence of Books in an Impermanent World*: "It's wrong to imagine a fight to the death between the printed book and the electronic book" (p. 297).

Appendix VI

Making Cities Stronger:
PUBLIC LIBRARY CONTRIBUTIONS TO LOCAL ECONOMIC DEVELOPMENT
From the Urban Libraries Council, January 2007

A TRUSTED PUBLIC PLACE

Few community services enjoy the type of public support that is generally given to public libraries. In a recent national survey conducted by Public Agenda, people were more likely to rate library service as excellent or good than the service they receive from their local police department, public schools or their local media (PA 2006). In a national public opinion survey conducted for the American Library Association, over 90% of the total respondents said they believe libraries are places of opportunity for education, self-help, and offer free access to all (KRS Research Associates 2002).

About this Report

This report indicates that public libraries today are deeply involved with people, technology, and quality of life. Public libraries have tremendous reach geographically and virtually. Within the U.S. there are over 9,000 public libraries providing services in over 16,000 branch facilities and through the Web. Nearly every one of these locally-funded organizations offers collections and programs that support early literacy, workforce readiness and small businesses. As such, they are an important and dynamic part of the community's learning infrastructure which supports local economic development.

This study finds that the return on investment in public libraries not only benefits individuals, but also strengthens community capacity to address urgent issues related to economic development. Public libraries are increasingly finding their "fit" in the formal and informal network of agencies, corporations, nonprofits, and community organizations working together to elevate levels of education and economic potential, making cities stronger.

Excerpts from the Conclusions

ABOUT PUBLIC LIBRARY CONTRIBUTIONS

With over 16,000 branches in over 9,000 systems across the country, public libraries are among the most widely distributed public services available to Americans. This report highlights some of the ways in which public library resources and services contribute to individual, family, and community economic vitality. The report shows that libraries are positioned to support the expansion of technology skills, continuous learning, critical research, and local-to-global networks of information that are the fuel of economies today.

Public libraries are logical partners for local economic development initiatives that focus on people and quality of life. They provide a broad range of information services to diverse constituencies. They are part of formal and informal community networks and initiatives that support education, jobs and careers, business and cultural activity, and civic pride. Library resources, services and facilities leverage and expand other local agencies' capacity and expertise.

Public libraries are unique, open institutions, where people have access to information, technology and training on an as-needed basis. With digital information and greater outreach, libraries are transforming the way they interact with the public. They are becoming much more proactive and collaborative, contributing in a variety of ways to stronger local economic development conditions.

Early Literacy services are a key foundation for long term economic success. Given strong and growing evidence that investments in early literacy yield a high return and compound over time, public libraries are expanding their traditional role in early literacy, engaging in high impact strategies with community partners. They are leading public awareness campaigns, reaching new mothers with materials and resources that promote reading early and often. Extensive early literacy training with home and professional child care givers is helping to raise levels of school readiness and success. Public libraries are reaching many young children and families in diverse neighborhoods across the country. These services are the first link in a chain of investments needed to build an educated, competitive workforce.

Library employment and career services are preparing workers with new technologies. With an array of public computers, Internet access, and training, public libraries are a first point of entry for many new technology users. Over ninety percent of public libraries regularly offer training to use and build technology skills. New library job and career service

models are mobile and adaptable, providing value to both job seekers and employers. Increasingly, libraries are working with local partners to better understand local workforce trends and to have a greater community-wide impact on work readiness and “retooling” in an era of rapid and transformative change.

Small business resources and programs are lowering barriers to market entry. One of the biggest traditional barriers to small business has been access to current data on products, suppliers, financing sources, and competitors. Public libraries are the source for new online business databases that reach entrepreneurs around the clock. Additionally, libraries are offering an increasing variety of business development workshops conducted with agencies and corporate partners. These resources and programs are reducing market entry costs for start-up businesses, and strengthening the important local sector of small and micro enterprises. Libraries are in the vanguard, trying new business development strategies. In Brooklyn, seed money is awarded to promising new ventures. In Phoenix (AZ), the public library is part of a statewide network of business, economic development and library professionals who are seeking to expand and diversify the economic base by promoting synergy among clusters of enterprises.

Public library buildings are catalysts for physical development. Libraries are frequented local destinations. Researchers for this study repeatedly found that public libraries are highly regarded, and are seen as contributing to stability, safety and quality of life in neighborhoods. Among private sector developers of malls, commercial corridors, mixed-use developments and joint-use facilities, libraries are gaining recognition for other qualities – their ability to attract tremendous foot traffic, provide long-term tenancy, and complement neighboring retail and cultural destinations. Making Cities Stronger adds to the body of research pointing to a shift in the role of public libraries – from passive places for recreational reading and research to active agents for local economic development. Libraries are helping to raise levels of literacy, digital dexterity, and entrepreneurial activity in communities, working collaboratively within local, regional and state networks. Rather than succumbing to obsolescence with the advent of new information technologies, the basic business of public libraries is being recast.

Appendix VII

FRIENDS OF THE RIVERSIDE PUBLIC LIBRARY Book Store Proposal, Main Library

The main Riverside Public Library is critical to the intellectual and cultural life of our community. It is the goal of the Friends of the Riverside Public Library to help our Library secure the resources it needs to provide the best possible services to our community. The primary means of achieving that goal is through the sale of books, magazines, CD's, DVD's and other items donated to the Library. A list of equipment and programs funded all or in part by the Friends is attached.

The Friends currently operate a small book sale area in the lobby of the main Library. This sales area is responsible for annually raising over \$55,000 for the Library through the sale of donated items. The planned renovation and expansion of the main Library offers an opportunity for the creation of a Friends Book Store, a larger venue than we currently have, and one that will enable the Friends to increase the amount of money it raises for the Library.

Several Friends members embarked upon a fact-finding mission to learn about library book stores. They accomplished this by visiting such facilities in Riverside County, San Bernardino County and Los Angeles County. They visited the Corona Public Library, Temecula city and county libraries, Rancho Mirage, Rancho Cucamonga and Smiley Library and the new Santa Monica Public Library. The volunteers who staff these book stores were generous in sharing their time, experience and knowledge of book store operations. The most significant fact learned from this effort was that the larger the sales area and the more books, magazines, etc. available for sale, the more money raised in support of the library.

As a result of this research, we have learned what works and what doesn't work, and have practical suggestions to offer the planning of this new space. We propose that space of approximately 1,000 square feet be set aside in a prominent location in the newly renovated main Library for a book store. We also request a nearby space of roughly 200 square feet for a workroom in which to process donations. We envision a book store that combines the best features of the library book stores visited by the Friends. It will be comfortable, inviting and to the extent possible, resembling a well designed retail book store. We will continue to offer items for sale at a wide range of prices so that all customers will feel comfortable shopping in their Library's book store.

The main Library is a landmark Riverside institution, one that will be made even stronger by its participation in the Riverside Renaissance Initiative. The inclusion of a first-class book store on the premises can only serve to enhance its image as forward looking, dynamic and with the able assistance of its Friends group, creative, innovative and yes, modestly entrepreneurial.

History

"Riverside Public Library was established in 1888 and the first library building was opened to the public July 31, 1902, funded in part by a grant of \$20,000 from Andrew Carnegie. It was located on the corner of Orange and Seventh Street. A children's room was created as part of an addition completed in 1909 partially funded by another Carnegie Grant.

Library Director Joseph Francis Daniels established the Library Service School in 1912. Ethan Allen Chase created the Library's first trust fund in 1912. In 1917 Riverside voters defeated a \$40,000 bond issue and caused the loss of matching funds from the Carnegie Foundation to expand the library and the Library Service School. In 1920 the City Council appropriated \$30,000 to purchase adjacent houses for the School in return for \$25,000 from the Carnegie Foundation for a new reference wing.

A bond issue for \$1.7 million dollars to build a new library building was passed by 69% of Riverside's voters in 1961, after having been defeated six months earlier. The new library designed by Riverside architectural firm of Moise, Harback and Hewlett, was dedicated in 1965."

Riverside Public Library, Conceptual Building Program, December 2005, by Bill Sannwald

Riverside Public Library

MINUTES
Board of Library Trustees
January 28, 2008
4:30 p.m.

PRESIDENT WENDEL TUCKER PRESIDING

Present:

Wendel Tucker
Nancy Melendez
Dildar Ahmad
Susan Coffey
Judith Runyon
Bob Saber
John Schreck
John Vineyard

Staff:

Barbara Custen, Director
Helene Luley, Chief Librarian
Karen Cramer, Reference Manager
George Guzman, Administrative Services Manager
Carolyn Denny, Branch Services Manager
Marion Mitchell-Wilson, Fund Development Manager
Sue Struthers, Youth Services Manager
Heather Firchow, Sr. Admin. Assistant to the Director

Wendel Tucker, President, called the meeting to order 4:30 p.m. and announced that the meeting would end promptly at 6:00p.m.

Items #1-3 **It was moved by John Vineyard seconded by Susan Coffey and unanimously approved by the Board to accept the Consent Calendar: Item #1 - Approval of the Minutes from the December 17, 2007 meeting with one correction by Bob Saber regarding the comment by Vince Moses about a museum study in 2006 which should have read "the Museum study cost \$30,000" instead of "was valued at \$30,000" ; Item #2 – Approval of Trust Fund Expenditures; and Item #3 – Approval of Gift Fund Donations of \$1,000 or more.**

John Schreck asked if the Library Board would be discussing the Library Plan of Service 2007-2025 and Wendel Tucker confirmed that it would be discussed.

Item #4

Construction "Capital Projects" Updates – Carl Carey reported that landscaping had commenced at the **Arlington Library** and carpet was being installed. He added that the building would be substantially completed by the end of January and that city staff would be going through the punch list walk with the contractor in the next few weeks. Mr. Carey added that the inclement weather had delayed completion of the parking lot and that the shelving and interior fixtures would be delivered in the next month.

Mr. Carey reported that the **Orange Terrace Library** construction was progressing nicely. The dry wall installation has been completed. We are very pleased with the team on this project, HMC and Diffenbaugh Contractors.

Mr. Carey reported that the Development Department has almost completed the **Arlanza Cybrary RFP** (Request for Proposal). The city has yet to confirm the location and has been considering alternate locations to the initial site at Cypress and Challen.

Item #5

Main Library and Museum Expansion – Wendel Tucker announced that the Library Board would be focusing on the Library Plan of Service and the staff analysis of space. He then requested a brief update on both documents and added that he would then open the discussion up to Library Board members.

B. Custen reported that in the Plan of Service the library staff felt there was a need for additional space for the library. She commented that these needs would be affected by whether the project would be a stand-alone or a collocated facility with the Museum. She added that there was no absolute formula to determine the square footage that would be necessary to serve the needs of the patrons for a Main Library Branch for Riverside. If you use the standards in public libraries for square footage and you compare and contrast the libraries that have been built in Southern California recently, you will find that Riverside ranks low statistically for square footage per capita. We must determine what would be most useful for Riverside and for our growing community. There are additional factors we must consider including community growth over the next 10-20 years and how opening of the Arlington and Orange Terrace Branches will affect service throughout the library system and in the Main Library before we make a final determination.

Barbara Custen emphasized that the Library Board form a realistic picture of our current situation including the finite budget, the finite amount of land and the space that can be used. The staff considered all of these elements when creating their estimations for library service for the proposed Main Library project. Some of the numbers are larger than the numbers allotted in the Pfeiffer Plan but the numbers are close. The staff is recommending 71,420 square feet of usable space while Pfeiffer's plan has 57,828 square feet for the library.

Wendel Tucker asked what would be the uses for the additional 14,000 square feet staff is recommending. Helene Luley, Chief Librarian, reported that the space would allow more space for the Friends of the Library, for the special collections and a greater amount of space for our reference collection.

Helene Luley reported that Riverside Public Library houses the best reference collection between Los Angeles and Arizona and that the library's collection serves not only the residents of Riverside, but all of the Inland Empire.

Wendel Tucker asked the Library Board to share their reactions to the discussion of space allocation for the Library.

John Schreck felt that the chart on the plan of service was misleading and recommended that the information be displayed in a different format. He then

distributed a document that displayed library usage and noted that the trend for usage had changed. He added that the usage for adult materials had decreased but that usage was offset by the increases in computer and internet usage. He also added that a computer workstation requires more space than the collection, adding that a computer workstation displaces 1.75 the space for the collection. He added that Riverside follows the national trend that shows an increase in the Children's and Youth areas and the technology and audio visual areas.

John Schreck added that it is estimated that the number of Riverside residents without a home internet connection is between 40-60%.

Helene Luley reported that the staff committee used various resources to estimate library needs and usage for the Plan of Service including numbers from the Riverside County Center for Demographic Research. She added that the Main Library is one branch of the entire library system and that the staff considered all of the current branches, the branches that are under construction and the branches that would be added to the system as the Riverside Public Library continues to grow. The data in the projections for the Main Library space needs was based the Main Library and on how staff felt about the evolution of the collection, numbers needed for readers seats, and on needs for technology.

Marion Mitchell-Wilson announced that the library staff used the current Riverside General Plan that was adopted by City Council, used the Sannwald analysis and the Godbe analysis. We then used benchmarks from the city's own set of benchmark communities and that is how we established the standards that are used in this Plan of Service for the Library. She added that these numbers are a solid place in the middle. This Plan of Service was done in one month's time, by the staff with the current information that was available. Each manager examined their department and completed a needs assessment. Pfeiffer did not have a narrative plan of service for their project. This is the first time that a narrative plan of service has been presented to anyone.

Wendel Tucker added that all building projects are constrained by budgets, building size, lot size and other factors. The reality of this project is to design a main library located in downtown Riverside on the footprint of this building and this lot. We need to make sure that our planning factors include these constraints. The budget portion is a different issue; we may decide to make a recommendation to the City Council from the Trustees that we change the budget constraints.

John Schreck then presented various documents to the Library Board of Trustees with regards to the process that he felt should be followed to build a library. His presentation suggested that the Library Board of Trustees suggest to the City Council that we measure the usage and the need to determine what the Main Library should be.

John Schreck recommended the following process for determining what the Main Library should be:

1. The Library staff put together a "Plan of Service" that describes library customers and the services they receive, and how it is going to be delivered and then the City

- puts together a "General Plan" that includes the library's information. (Both of these elements have been completed)
2. The Library Board approves the Library "Plan of Service" and determines, based on the report, how much space is needed. The recommendations are then forwarded to the City Council.
 3. The City Council then determines the final size, cost and location with input from the Library Board, City Manager and City Staff.
 4. The City manages the project with input from the Library Staff.

After an extensive presentation and discussion which covered the Pfeiffer Architects initial plan, library square footage benchmark standards, library usage and space estimates John Schreck recommended that our Main Library should be at least 123,900 square feet of total space for the library to adequately serve the residents of Riverside and future generations.

John Schreck suggested that Pfeiffer would probably like to work outside of the current constraints and create a Riverside Public Library Main Branch which would be a signature building for the company.

John Schreck then proposed that the Library Board of Trustees take a vote regarding the Main Library project. Wendel Tucker suggested that he was hesitant to vote on this information until the library staff and the Library Board of Trustees could review it further. He added that he felt they should postpone a vote.

John Schreck disagreed and stated that the City Council members were waiting for a recommendation from the Library Board. Board members Bob Saber and Dr. Ahmad concurred with John Schreck.

John Schreck suggested that his proposal did not rule out the possibility of the library and Museum co-location but that there would be 123,900 square feet of space for the library and library services. He added that the location and the cost of the project would be determined by City Council.

John Schreck suggested that the Board of Library Trustees make a motion that the amount of space that the Library needs: 123,900 square feet, based on current standards per capita and the City General Plan regarding Library Services for Riverside.

The Library Board then polled the Library Management staff present to determine their opinions on the suggested 123,900 square feet for library services for a Main Library project. The staff consensus was that they were in favor of the 123,900 square foot amount and added that they would have no problem using space for library programming needs whether the facility was stand-alone or collocated.

Wendel Tucker then requested that the Board hear public comment limited to ten minutes and then Library Board of Trustees could vote:

Item #8 Public Comment limited to 3 minutes: This is an opportunity for members of the public to address the Board on any subject matter that is within the Board's jurisdiction

Various members of the public commented on the Library Board's discussion of the Library's Plan of Service and the City's General plan as it pertained to Library services and Library usage. Some members of the public wondered whether the Library Board preferred a stand alone project or a collocated project and inquired whether the Board would make their preferences known to the City Council. There was additional commentary regarding the parking issues at the Main Library and the possible re-location of the Chinese Pavilion located in the Library Plaza and how those issues would be resolved.

It was moved by John Schreck and that the Board of Library Trustees recommend to the City Council that Renovation and Expansion of the Main Library match the guidelines established in the City of Riverside General Plan or 123,900 square feet, concluded by using established formulas for Main Library services, for Riverside's projected 2025 population of 354,000.

Motion carried (7 – yeas, 1-no).

It was moved by Nancy Melendez and seconded by Susan Coffey to accept the Library Plan of Service for 2007-2025 with revised numbers for total square footage for the Renovation and Expansion of Main Library to reflect the 123,900 from the previous motion.

Motion carried (7 – yeas, 1-no).

Item #6 No Facilities Report

Item #7 **Appointment of Nominating Committee for Board Officers for March 2008**

Wendel Tucker appointed John Schreck (Chair), Dildar Ahmad and Susan Coffey as the Nominating Committee for Board Officers for March 2008

Item #9 No Future Agenda topics listed

Item #10 No Announcements

Wendel Tucker thanked the Library Board Members and for their time and adjourned the meeting at 6:10pm

Submitted by Heather Firchow

Riverside Public Library Board of Library Directors Meeting

Conceptual Building Program
March 28, 2006
William W. Sannwald



RIVERSIDE
CALIFORNIA

Background of the Study

- Extension of the 2000 Library Infrastructure Study which called for concentrating on Branches
- Recommended Branch Projects are either completed or underway
- Now is the time to examine alternatives for the Main Library

Purpose of the Study

- Examine site alternatives for Main Library
- Determine if a new building or an expansion of the existing building is the best solution
- Prepare a conceptual building program for the selected alternative

Procedures

- Met with Board and library staff
- Met with elected officials and city management
- Met with community leaders
- Reviewed previous library studies, City planning documents, and regional studies

Main Libraries

- Heart of the library system
- Main library and branches is the model that most US libraries use because it is cost efficient and effective
- Branches could not provide adequate service without the main

Size of Libraries

- Standards
- Benchmarking
- Programmatic needs
- What we can afford



Standards

- Public libraries have moved away from standards in favor of output measures
- City standards call for 0.7 Sq. Ft per Capita
- Public Library Association Standards call for 0.7 Sq. Ft per Capita

How does the Riverside PL Measure Up Using Standards?

- Riverside City and PLA Standards call for 210,000 SF of library space
- At branch build out, the City will have 114,436 SF, or .381 SF per capita

Benchmarking

- Created a Benchmarking Set
 - **Glendale, CA**
 - **Huntington Beach, CA**
 - **Pomona, CA**
 - **Pasadena, CA**
 - **Saint Paul, MN**
 - **Newark, NJ**
 - **Madison, WI**
- Riverside ranked low in all categories
- Riverside PL Main Library is also one of the smallest in the set

Programmatic Needs

- Space for children
- Space for young adults
- Technology space
- Community or commons spaces
- Media spaces
- Special collections and Riverside history
- Seating and stack capacity

Existing Main Library

- Structurally sound
- Site meets all the planning criteria for a main library and is favored by the community
- But the building presents a dreadful public image
 - Dark
 - No fenestration
 - Overcrowded
 - Perception of being outmoded and unsafe
 - People don't want to spend time in the building

Recommendations

- Build on the existing site
- Demolish and build a new building, or expand and renovate?
- Recommendation
 - Expand and renovate – most cost effective
 - Expansion should result in a building of 104,700 SF
 - Renovate the existing building and improve functionality and interior design

March 28, 2006

12

Implementation

- Have the City Council approve a financing plan in the summer of 2006
- Issue and RFP for an architect in the summer of 2006
- Select an architectural design team in the fall of 2006
- Begin a public information campaign in the fall of 2006

Implementation Continued

- Place a ballot measure before voters in the spring of 2007
- If the ballot measure is approved, begin final design in the fall of 2007
- Construction 2009-2011
- Move into the new building in 2011

March 28, 2006

14

Riverside Public Library
Central Library Building
Riverside, CA

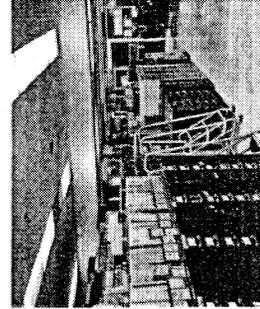
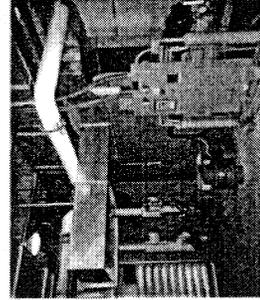
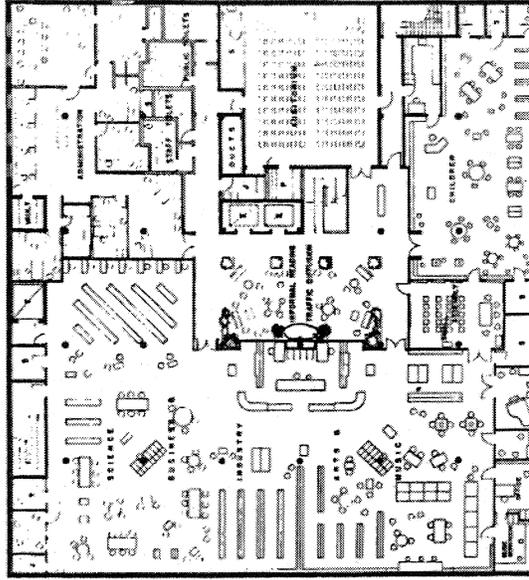
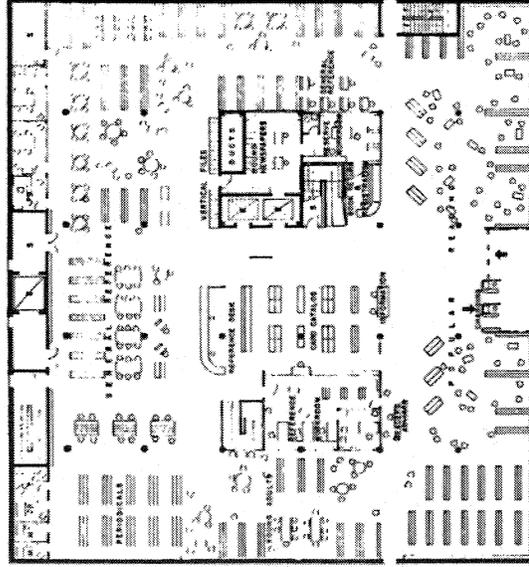
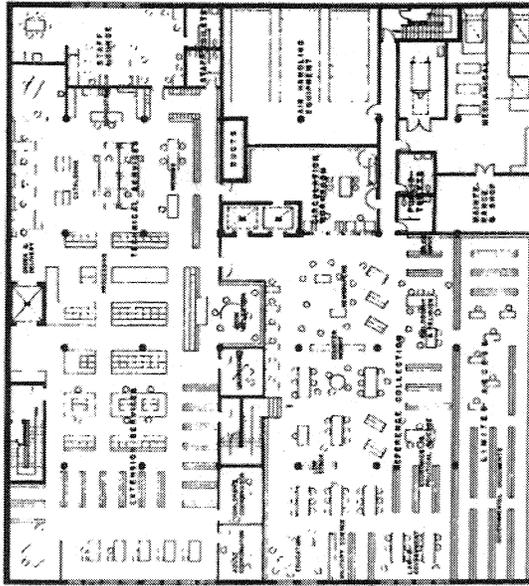
Summary Memo



AnnBeha Architects
20, September 2002

DRAFT

Background



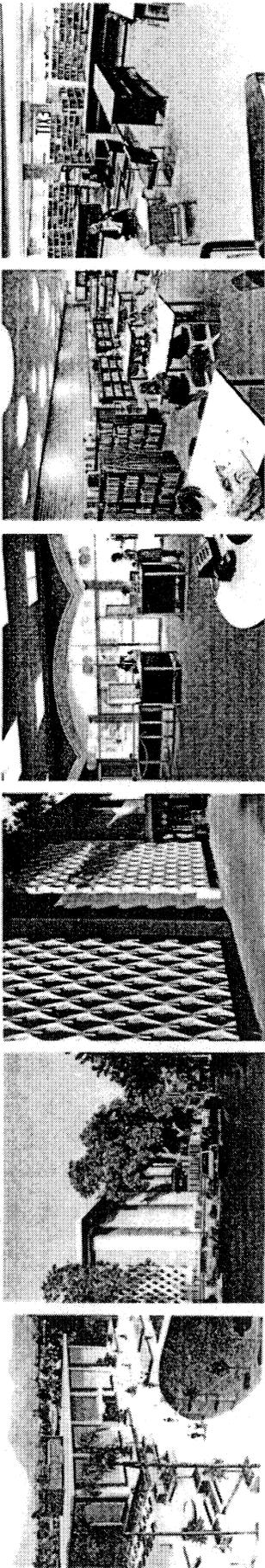
Inadequate Mechanical System

Overloaded Storage

Overburdened Work Area

DRAFT

Table of Contents



Early Images of Main Library

Introduction 1

Background 2

Location 5

Welcome 6

Growth and Flexibility 7

Community Role 8

Conceptual Diagrams 12

Conclusions 15

DRAFT

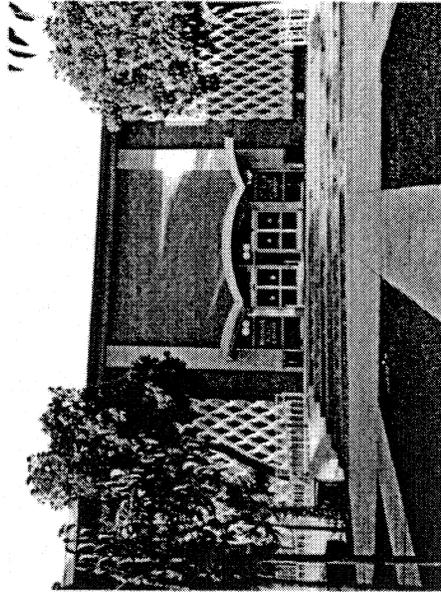
Introduction

Ann Beha Architects were retained by the Riverside Library to carry out a two-day review of "Main Library," Riverside's primary public library facility at 3581 Mission Inn Avenue, on the 18th and 19th of July 2002. The purpose of this review was to consider the potential of the building and site, give an overview of their opportunities and constraints, and develop conceptual planning and design goals.

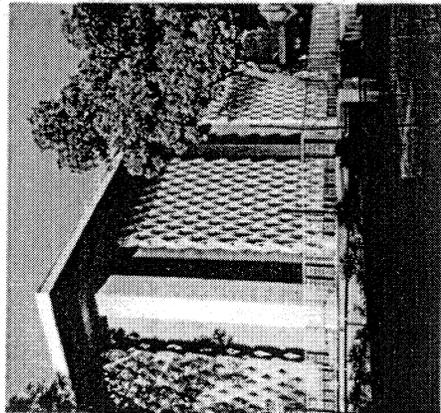
Judith Auth, Library Director, Larry Crilly, Administrative Services Manager, represented the Library throughout the two-day review. Staff members in charge of specific library operations were interviewed individually: Marion Mitchell-Wilson (Fund Development Manager), Sue Struthers (Children's Librarian), Collette Gonzales (Circulation Supervisor), Carol Doods (Acquisitions Librarian), Karen Cramer (Senior Librarian/Reference Manager), and William Swafford (Local History Librarian). Meetings were held with Wendell Tucker and Bob Sabar, Library Trustees, and with Bob Hall, Building Services Superintendent for the City of Riverside.

Thomas M. Hotelling AIA, and Robert Miklos FAIA represented Ann Beha Architects during the two-day review in Riverside. Our observations and recommendations are briefly summarized below, and described in more detail later in this memo:

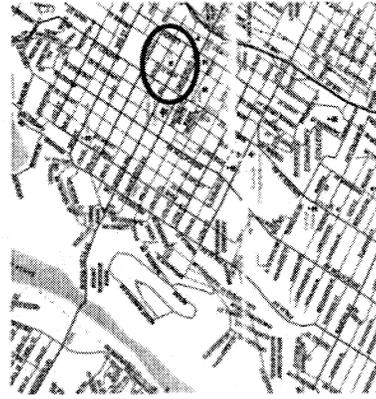
- *Central Library should remain at its present very central and desirable location on Mission Inn Avenue.*
- *A new visual image is needed for the building, one that welcomes patrons and makes Central Library a destination of choice.*
- *The existing 1965 building is a valuable building resource that should be retained and renovated for collections storage, offices, and other library support needs.*
- *Selected public spaces in the building (such as the Santa Court room on the second floor) that still retain original design detail should be restored, as a reflection and record of the building's heritage.*
- *Additional library space is needed; there are a variety of expansion options for the 1965 building that should be explored to accommodate both library needs and community needs.*
- *The Library currently plays an important role in the Riverside community, above and beyond specific library services, as a community center. Its auditorium, meeting and other community spaces should be enlarged and made accessible during the day and after hours to the Riverside community.*
- *A Feasibility Study and Master Plan should now be undertaken, to fully assess the Central Library building, explore options for its renovation and expansion with cost estimates, and identify a final option with a budget and schedule.*



Main Entrance



Detail of Facade



Main Library in Riverside

DRAFT

Background

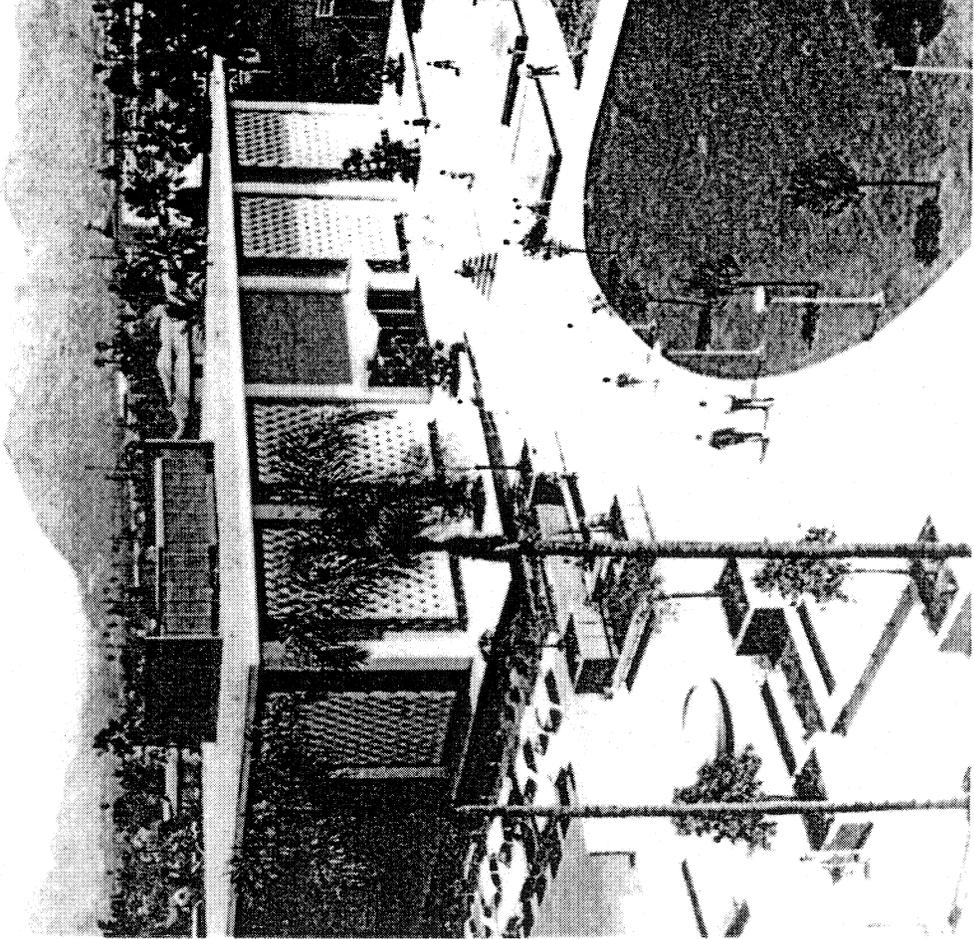
The Riverside Library System

The Riverside Library has a long history of community service. Since its opening in 1870 in the parlor of Judge John W. North's home on Vine Street, it has consistently provided comprehensive library services. Today it serves a City population of 255,000, with five library service points and two computing centers in addition to Main Library.

Main Library Building 1965

Main Library was designed by the Riverside architectural firm of Moise, Harbach, Hewlett and opened in 1965. It occupies the majority of the city block bounded by Mission Inn Avenue, Sixth Street, Orange Street, and Lemon Street. It is a three-story building with a flat roof, on top of which is a penthouse for HVAC (heating, ventilating, and air handling) equipment and elevator machinery. Pre-cast decorative screens and an arched entry canopy provide the only detail relief to the severity of the building's exterior. Its structure is reinforced concrete, with exterior walls of brick with pre-cast stone trim. It is our understanding that the building's structure was designed so that a fourth and fifth floor could be added, but that current seismic codes preclude this possibility.

Main Library's three floors provide 61,420 square feet of space, designed to accommodate in 1965 a total of 300,000 volumes and seating for 550 patrons. Judging from historic photographs, its interior was comprehensively and thoughtfully planned; its layout, interior detail, lighting, millwork, and high-quality furnishings were fully coordinated with each other, and no doubt made the building a very pleasant and comfortable destination for patrons.



Main Library

DRAFT

Background

Main Library Building 2002

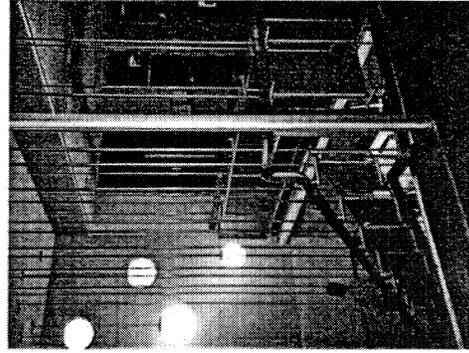
Few changes have been made to the Main Library's exterior since 1965, other than paving and landscape revisions in front of the building. On the interior, successive renovations since 1965 have significantly eroded the original design concept. Patron needs, collections, services, and the staffing required to support them have seriously outgrown the building. Today Main Library houses over 600,000 items, including books, audio-visual materials, government documents, and a local history collection. It has the largest reference collection of any public library between Los Angeles and Phoenix. It serves many more patrons than ever anticipated, and provides only half the number of patron seats that State standards recommend. Mechanical, electrical, and plumbing systems while fully operable, do not address the present and future needs of the Library. Support spaces, such as the loading dock and rest rooms, are inadequate for building demand and do not meet today's building and access codes.

Any renovations to Main Library, however, must be seen in relation to a larger scope of work, one that includes expansion of the building and a new image for it. Renovation, expansion, and image are addressed in this memo in the context of four topics:

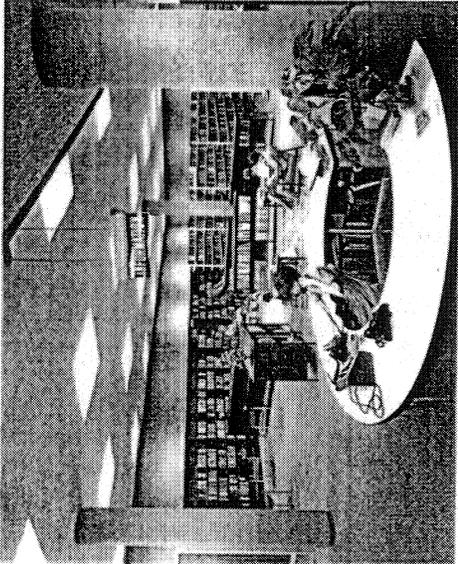
- Location
- Welcome
- Growth & Flexibility
- Community Role



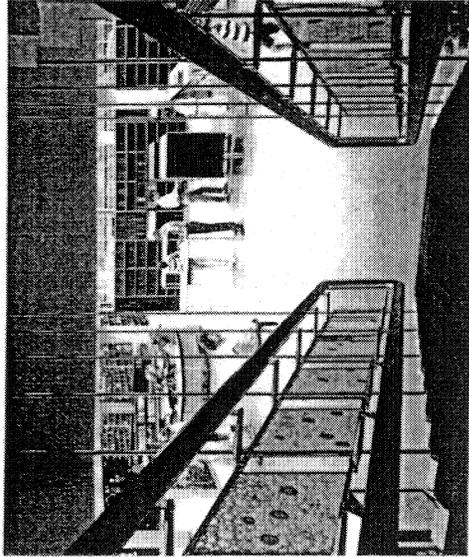
Main Library Today



Main Library Today



Main Library in 1960s



Main Library in 1960s

Location

City Plan

Main Library is located on the site of a previous library building constructed in 1902. The choice of this site followed the "City Beautiful" planning formula in vogue throughout the United States in the late 19th century, whereby important cultural institutions, like libraries, museums, and other civic buildings, were clustered together and given the most prominent locations as urban centerpieces.

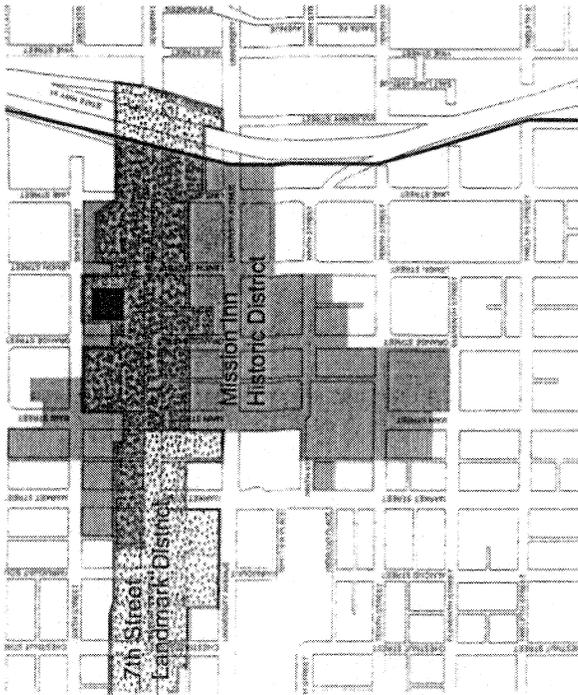
This proved to be a winning formula for Riverside, resulting in the impressive cultural corridor of Mission Inn Avenue. With a prime location on this corridor, Main Library is accessible on foot from surrounding neighborhoods, and by car and public transport from elsewhere in the City. Its site is an excellent one for a public library. The activity of the surrounding cultural institutions and the rejuvenation of the Mission Inn, have created a neighborhood renaissance, of which the Library is both beneficiary and contributor. Main Library is ideally located and should stay at its present site.

Pedestrian Connections

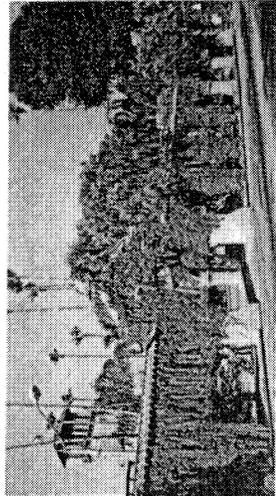
The original vision and plan of Riverside included a pedestrian walkway (along what is now Mission Inn Avenue), well defined by arched building walls and vine-covered pergolas. Visitors arriving on the Southern Pacific and the Santa Fe Railroad Station had a wonderfully animated first impression of Riverside as they walked to the Mission Inn. The continuity of this concept could be re-established on Mission Inn Avenue, and in front of the Library, with both building and landscape elements not unlike the street edge in front of the Mission Inn.

Topics for further consideration include:

- Historic photos and precedent.
- Options for more off-site parking.
- Approaches to security and the homeless (architectural, as well as operational).
- Connections (through landscape, walkways, lighting, etc.) to surrounding buildings.



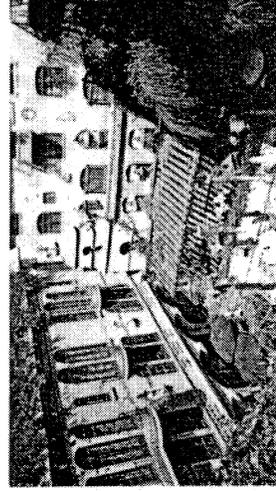
Location Plan



Mission Inn Arcades along Mission Inn Avenue



Municipal Auditorium Garden



Mission Inn Courtyard

DRAFT

Welcome

Image

The source of Main Library's problematic exterior image lies in how the original designers chose to interpret modernism and in its unwelcoming public face, and not in the fact that it is a 1960's modernist building. The majority of texture around the building is solid, hard, and unfriendly. Exterior wall surfaces and pre-cast grills are expansive, with little human scale to them. Almost without any windows, the building's exterior offers few hints to the wonderful breadth of services, collections, and knowledgeable staff contained within, and little visual enticement to enter. Its setback from the street (in contrast to all other buildings on Mission Inn Avenue), the density of plantings that screen it, and the flight of steps leading up to its front door, all contribute to an image that is more mysterious than welcoming.

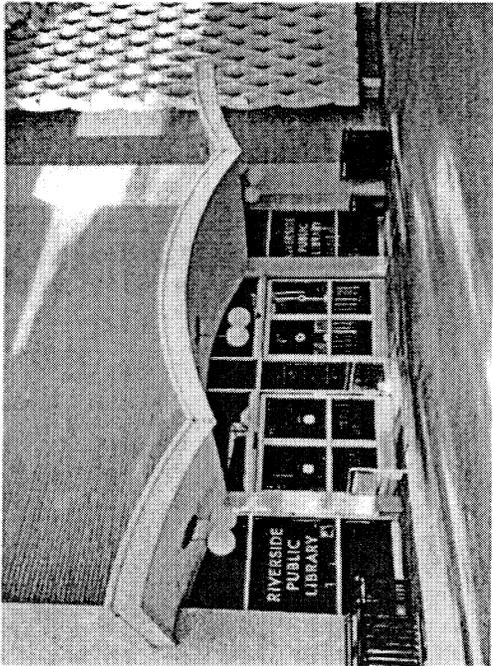
Way-Finding

Interior way-finding (ie the ease with which one navigates the inside of a building) is challenging. Upon entering the building it is difficult to learn what services are offered or where they are, even with the help of signage and friendly staff. The staircase connections to the second floor and to the basement are minimal. They are also not near each other and difficult to find, and there is little indication on the first floor that two-thirds of the building's contents are located on other floors.

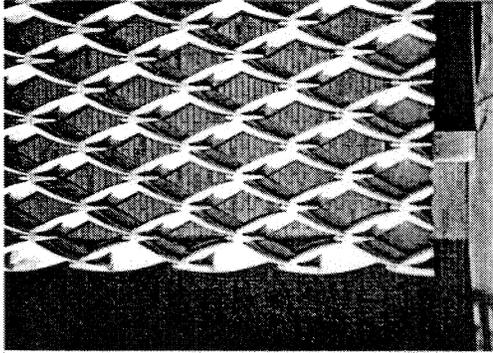
Patron reading areas in the Library are not defined rooms; rather they merge into collections and other service spaces, and as such are not memorable or intimate. It is likely that most patrons use these spaces because they are the only ones the building provides, and not because they necessarily enjoy being in them or actively seek them out. There is no one central or memorable interior public space in the building, and none that serves to organize the building's activities.

Topics for further consideration include:

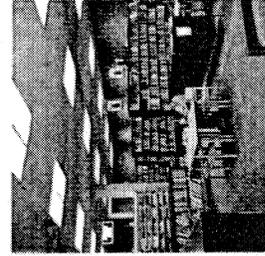
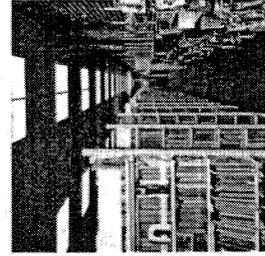
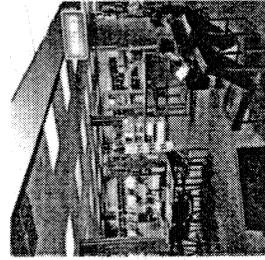
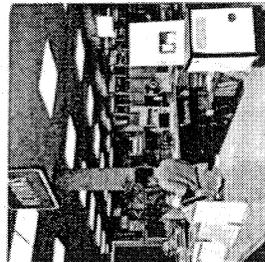
- Exterior image issue - options might include making the original building more transparent with more glazing, or constructing new additions in front of or around the present building, scaled to other structures on Mission Inn Avenue.
- Interior way-finding - options might include a new central hall through the building, or a small central atrium space open to all floors, to orient patrons.
- Reorganizing of interior planning and creation of beautiful, comfortable, and memorable spaces that patrons and staff look forward to using.



Main Entrance



Detail of Pre-cast Grills



Difficult Way-finding

Growth and Flexibility

New Needs and Services

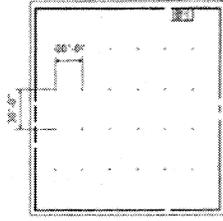
Libraries today are in the midst of great change, offering services never anticipated, and new technologies for accessing knowledge never considered. More and more information is available electronically, requiring new kinds of spaces for equipment and for instruction, all of which will continue to change. Very likely print collections will continue to grow, and this growth will in turn require the ability to expand print collection areas and to periodically reconfigure them.

Together, these trends all speak to a need for spatial flexibility in library design, and the ability to make changes easily and economically. The Architects of the 1965 Main Library building were very far-sighted on the topic of flexibility. They chose for the building's structure a reinforced concrete slab and pan system, supported by concrete columns in a 20' x 30' bay spacing. This allowed for all interior partitioning to be non-structural, meaning that partitions can be easily added – or removed – giving great flexibility to interior planning. This flexibility, coupled with the generosity of the structural bay size, is ideal for libraries today, and speaks very strongly to retaining the existing building in any scheme for library expansion on this site.

Main Library's site is a generous one that allows for expansion without necessarily making significant changes to the existing building. Expansion would be possible in front of the building (along Mission Inn Avenue), providing a new public face if above-ground, or possibly underground, maintaining a plaza with landscaped courtyards. The building could be expanded in back, providing additional space for library support needs. Expansion may even be possible to the sides of the building, constructing over, and incorporating within, the existing parking areas. While any expansion is dependent on zoning and other civic approvals, there appears to be considerable flexibility in how expansion can be accommodated on the site.

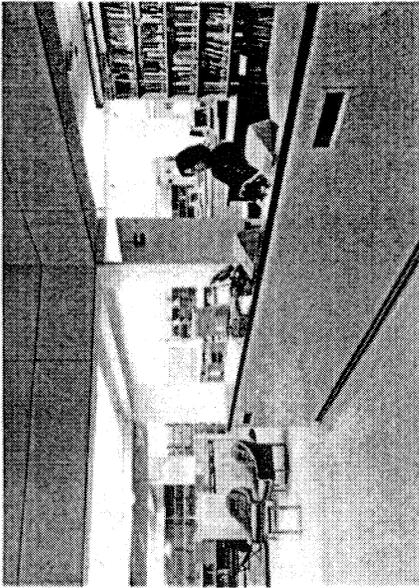
Topics for further consideration include:

- Update of 1982 Building Code study.
- Catching up with past space deficiencies and planning for the present needs, anticipating the future needs and planning for them.
- Compact storage and/or off-site storage, and the implications on space needs for collections at Main Library.
- Wireless technology and its impact on flexibility of interior planning.
- Options for building expansion on the site.



Structural Diagram of Typical Main Library Floor

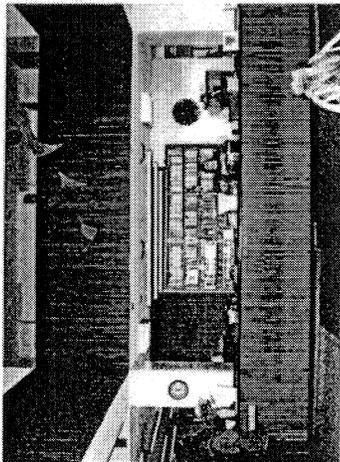
DRAFT



Circulation Desk, Hawthorne-Longfellow Library, Bowdoin College, Brunswick, Maine - After



Technology Commons, Hawthorne-Longfellow Library, Bowdoin College, Brunswick, Maine - After



Circulation Desk, Hawthorne-Longfellow Library, Bowdoin College, Brunswick, Maine - Before



Technology Commons, Hawthorne-Longfellow Library, Bowdoin College, Brunswick, Maine - Before

Community Role

Community Centers

Public libraries today continue to be repositories of information, whether in print or electronic form. Through computer data networks, they have taken on new roles in employment placement, network training, internet access, and as destinations for tapes, CD's, video, and DVD's. More and more, they are becoming community centers, places where the elderly, families, and students of all ages gather. Public libraries can bring families together and by serving all age groups, effortlessly sponsor multi-generational interaction.

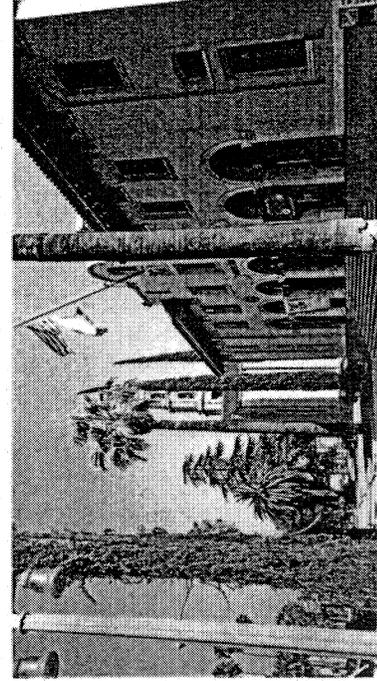
As completely democratic institutions - ones that provide programs and services to a diverse population, regardless of economic, social, ethnic status, or language - public libraries play strong civic roles. Main Library plays just such a role in Riverside, quietly and effectively reinforcing community. Through renovation and expansion, it could play a further role in the ongoing revitalization of downtown Riverside.

Outdoor Civic Amenities

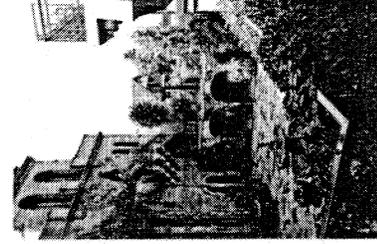
The outdoor spaces at the front of the Library could be developed for both special programming such as children's story hour, folk dancing, the Dickens' festival, first Sundays, musical and theatrical presentations, as well as for casual use. These spaces should be intimately scaled, well defined and able to be secured or supervised. There is a legacy of such garden courts throughout Riverside's historic core - the courtyards and restaurant gardens at the Mission Inn, the sunken garden at the Municipal Auditorium, and the museum café court at the YWCA building. Creating spaces like these at Main Library would connect the Library to the core of the historic district and contribute to the unique pedestrian experience of Riverside. They could be either linked to a café or commercial vendor, or to a significant library program area such as children's services, to ensure that they will be supervised and controlled.



1960s Photograph of Main Library



Riverside Municipal Museum



Courtyard at the Mission Inn

Community Role

Building Expansion

A building expansion in the open space in front of the Main Library along Mission Inn Avenue offers many opportunities to both reinforce the character of the surrounding historic district, and to make the library friendlier, more inviting, and animated.

While these additions might house a community room, a children's library, or a cafe, they should be scaled to reinforce the pattern of buildings in the district. Use of materials and detail compatible with surrounding buildings would further contribute to the district's cohesiveness. Renovations that included large windows would provide transparency to the building's interior, creating an inviting and better-scaled building, one that is better connected to the street.

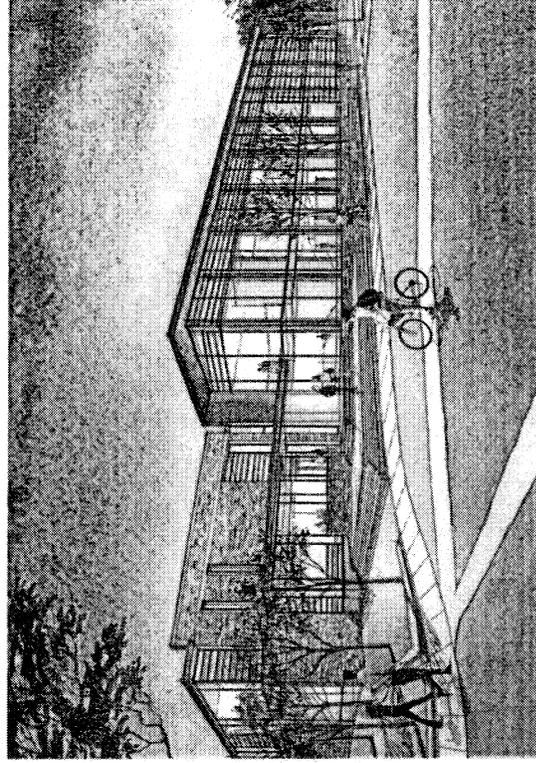
Changes to the library building and its plaza can be accomplished in such a way as to both reinforce and connect this important resource of the city to its historic core. Yet at the same time they could contribute to the district's vitality by creating changes that are exciting and elevate the image of the existing building's modernism. Through renovations and additions to Main Library, Riverside can create a dramatic new statement that represents both the future and its heritage.



Bombolin Cafe



Before - Shilman Library - Lafayette College, Easton, PA



Design Proposal at Entry - Shilman Library

Community Role

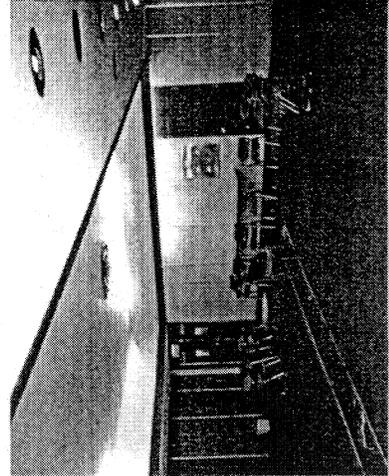
Children's Area and Auditorium

The locations of specific spaces within the Library building need to be re-thought and redistributed to be more accessible for today's needs. There has been exponential growth in the numbers of children and young adults that use Main Library, either for organized events with parents and teachers, or for after-school study in the afternoon. The current children's area is not adequate in size for the community, and its remote location on the second floor is difficult for parent drop-off.

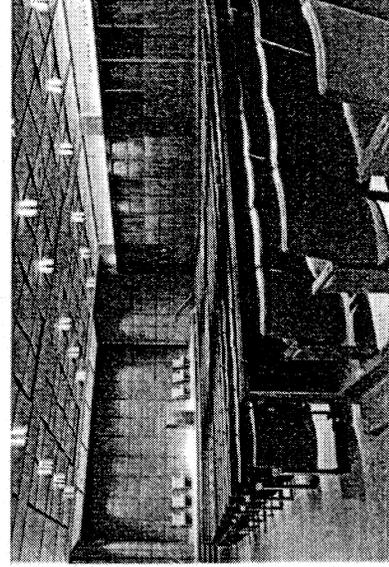
A design study was previously undertaken that recommended a new children's area on the first floor of an addition in front of the building. While this would be an excellent location for the children's area in terms of access and visibility, there are other spaces, such as the auditorium, that could also be appropriately located here; options should be studied. The present auditorium, remotely placed on the second floor, can't be used outside of regular library hours because of its location within the Library's security perimeter. A new auditorium, located toward the front of the building, would give a much-improved new venue for library events, and offer everyone in Riverside access to this space for other community events outside of regular library hours as well. While a feasibility study would need to be done to confirm the need for a civic space like this, our understanding is that there are few smaller (100-200 person) spaces in downtown Riverside and that there is growing need for such spaces, for both civic events and also for private ones, where rental income is a possibility.



Child Activity at Main Library



Auditorium at Main Library



Auditorium at Portland Art Museum, Portland, OR

Community Role

Other Community Spaces

There is an international trend in public libraries to present the range of their materials and services in a more retail format, whereby small selections of each library service or collection are displayed in a public entry area, much as retail facilities display the range of what they sell in display windows. Through signage and adjacency, patrons are then directed to the related resources centers in other parts of library buildings or to other branches. Given the extensive breadth of services and collections in the Riverside Library system, this is an option well worth considering for Main Library.

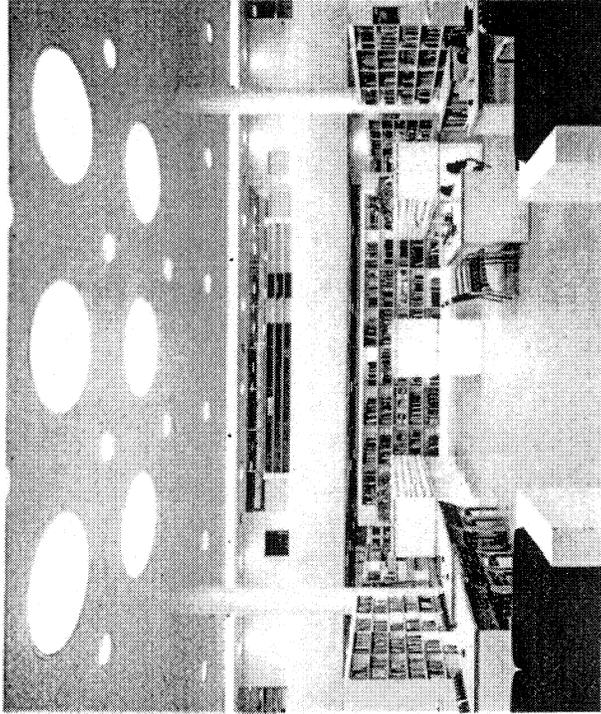
Other possible community spaces might include an exhibition area, either for changing exhibits of library collections, or for community exhibits, or for joint ventures with other cultural venues in the neighborhood. Many libraries now provide coffee carts or café spaces, adjacent to but very separate from library collection and patron areas, on a model much like the Barnes and Noble or Borders bookstores. These amenities can encourage use of libraries by a broader range of people and often provide additional revenue sources for operations and programming.

Topics for further considerations include:

- Redistribution of activities within the building to maximize public use.
- Reconsideration of children's area and young adults area.
- Shared library and civic uses for auditorium and smaller meeting areas and classrooms.
- Links with other cultural organizations in the neighborhood, and shared needs.
- Viability of a coffee cart or café, and interest in franchise for this.
- An outdoor reading garden, within the security confines of the library building, for casual reading, and for outdoor classes and events.
- Joint ventures with surrounding museums and academic institutions (such as the School for the Arts and the Children's Discovery Center).
- Development of the local history collection as a resource center, in alignment with the tourism initiative in Riverside.
- Suite of conference rooms with an auditorium that could serve conferences and seminars in collaboration with the Mission Inn.

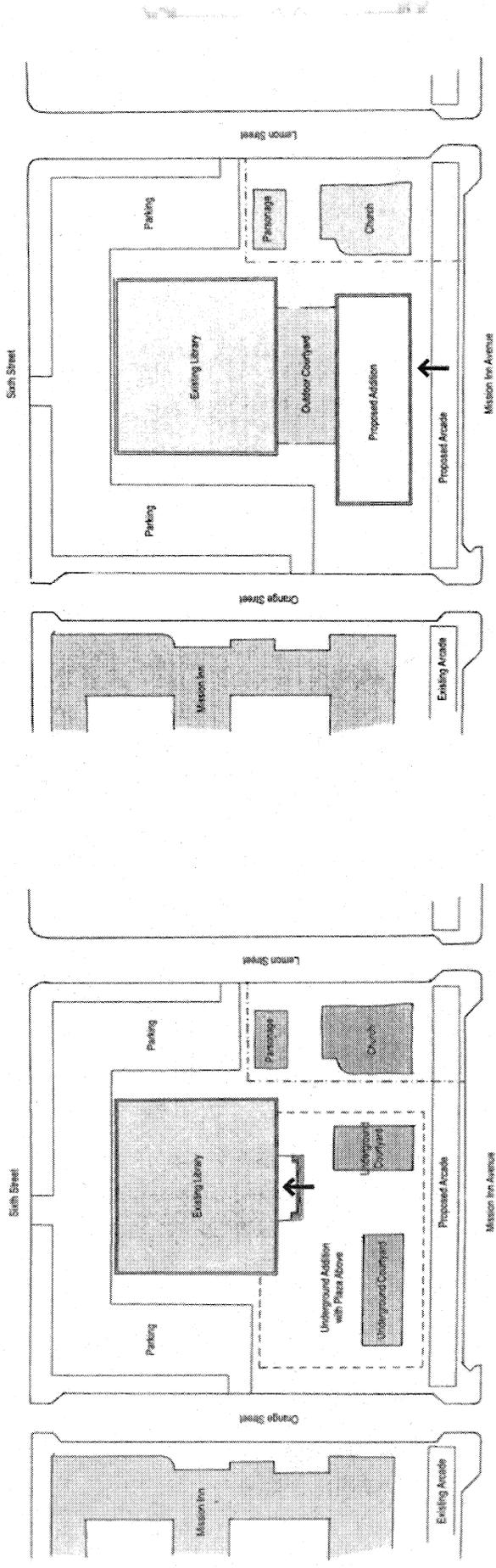


Stockholm Library, Stockholm, Sweden



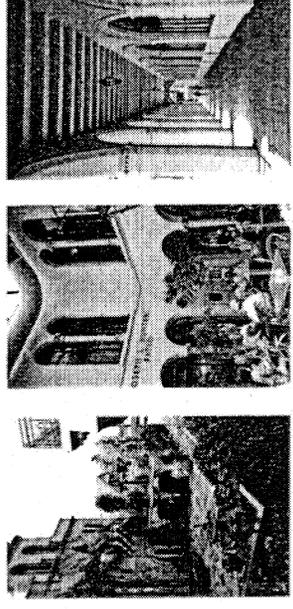
Gentofte Public Library, Hellerup, Denmark

Conceptual Diagrams



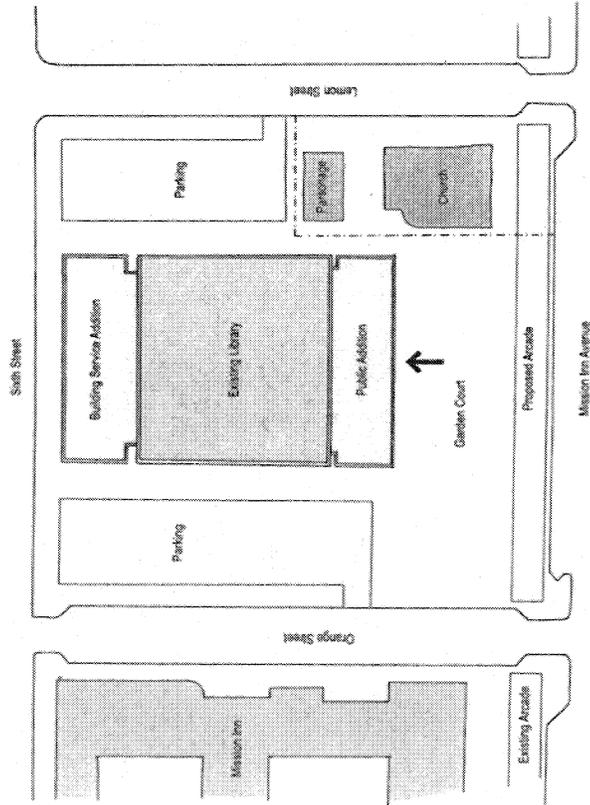
Scheme A - Underground Courtyards
 A series of courtyards cut in to the plaza allow light to filter in to an underground addition. The plaza above remains as a landscaped park. In all schemes, a proposed arcade continues the existing Mission Inn arcade along Mission Inn Avenue.

Scheme B - Mission Inn Avenue Addition
 An addition along Mission Inn Avenue creates a secure courtyard between the new building and existing library.

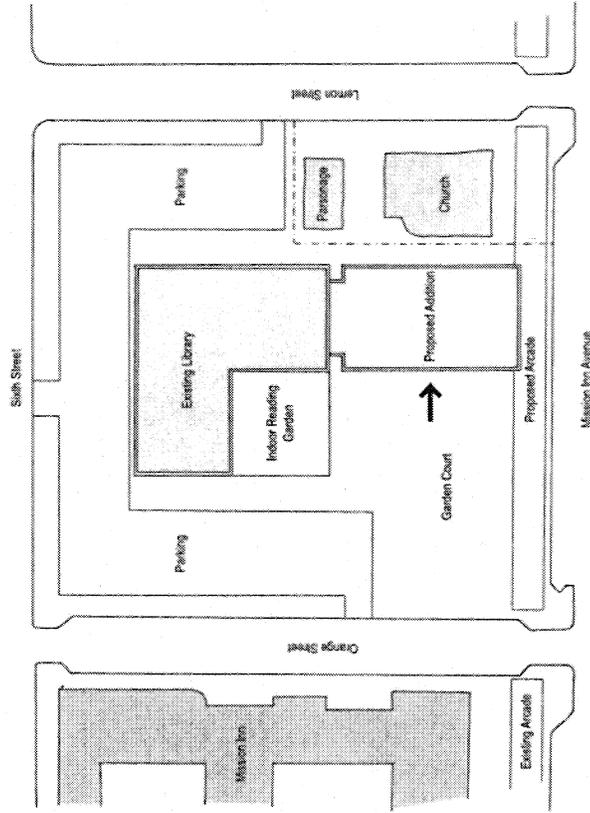


Courtyards and Arcades in Riverside

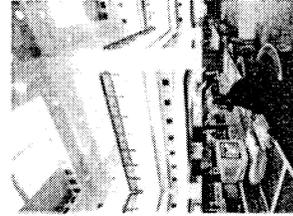
Conceptual Diagrams



Scheme C - Front and Back Expansion
 An expansion behind the existing library creates a new building service zone to organize the building. The expansion in front of the library creates a new public zone for Main Library.



Scheme D - Reconstruction and Expansion
 Reconfiguring one corner of the existing library into an indoor reading garden oriented to the Mission Inn street light to flood the interior. An expansion along Mission Inn Avenue creates a new public image for Main Library.



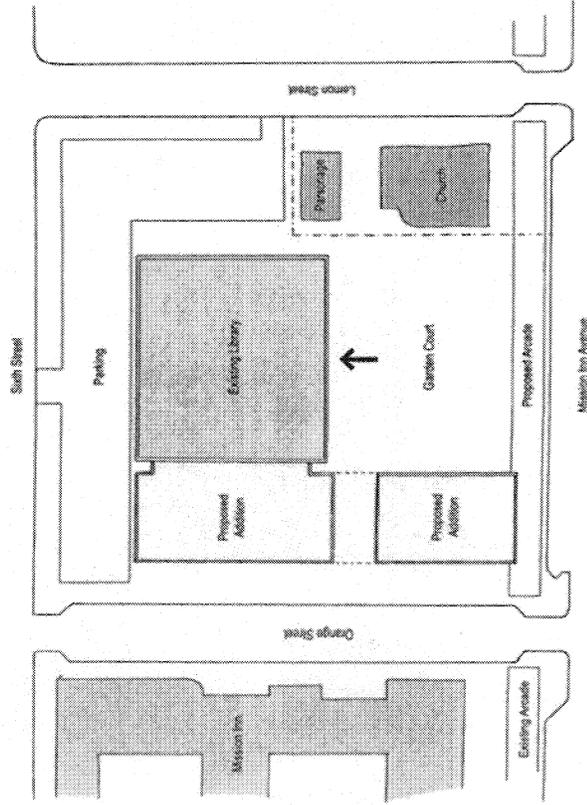
The British Library, London, England



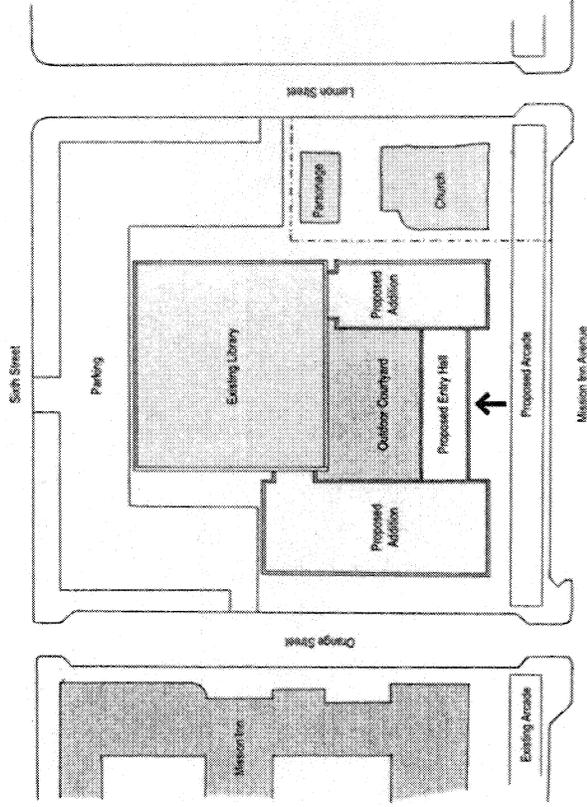
The British Library, London, England

DRAFT

Conceptual Diagrams



Scheme E - Orange Street Addition
 An addition along Orange Street creates a new relationship between the library and the Mission Inn. A landscaped Garden Court in front of the existing library provides a welcoming public park.



Scheme F - Central Courtyard Addition
 Additions that front along Orange Street and Mission Inn Avenue allow Main Library to develop a new relationship with the Mission Inn as well as a new public plaza on Mission Inn Avenue. A secure central courtyard recalls the courtyards of Mission Inn and Historic Riverside.



Courtyard at the Mission Inn

DRAFT

Conclusions

With the perspective of 25 years of experience with adaptive reuse of cultural and educational facilities throughout the USA, we feel that the Main Library building and site offer many excellent options for improvement and expansion, and that the building's image can be transformed. Furthermore, we believe that working with the existing building by renovating and adding to it, is a more cost effective solution than replacement or relocation.

The expansion of Main Library provides both the opportunity for a more cohesive Mission Inn Avenue, and also the opportunity to enhance ongoing revitalization efforts in the neighborhood through expanded library services, community programming, and new civic spaces.

As a next step, Riverside Library should consider undertaking a professional feasibility study and master plan for Main Library. The goals of this would be to assess the existing conditions of the building, identify present and future library and community needs, explore design and financial options for the building's renovation and expansion, and establish a conceptual design direction. Accompanying the master plan would be a magnitude of cost estimate, as well as three-dimensional drawings and models that present the spirit of the design, assist in communicating design intent, and build community consensus for the implementation of the project.

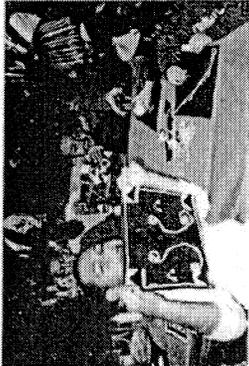
This is a pivotal time for public libraries in America. Their relevance to the communities they serve and the enrichment they provide is becoming increasingly essential to these communities. The renovation and expansion of Main Library is a key project for the Riverside community and one which merits serious consideration.



1st Sundays, March 2002



1st Sundays, December 2001



1st Sundays, December 2001

LIBRARY COMPARISON
Population 150,000 to 400,000

* Ranked by Public Library Total Square Footage

CITY	POPULATION	GF BUDGET (millions)	PUBLIC LIBRARY TOTAL SQ. FT.	MAIN LIBRARY SQ. FT.	BRANCH SQ FT. (Combined)	BOOK MOBILE
Glendale	207,157	162	153,672	92,000	61,672	1
Anaheim	345,556	257	140,467	67,500	72,967	2
Riverside (3)	291,398	214	124,136	59,400	64,736	1
Stockton	289,789	172	111,100	70,000	41,100	1
Chula Vista (2)	227,723	164	93,000	52,000	41,000	1
Santa Rosa (2)	157,985	139	90,040	67,200	22,840	0
Huntington Beach (1)	202,250	188	87,400	75,000	12,400	0
San Bernardino	205,010	147	80,500	64,000	16,500	0
Ontario	172,701	151	72,000	58,000	14,000	0
Modesto (2)	209,174	123	62,000	62,000	0	0
Corona	146,164	127	62,000	62,000	0	1
Pomona	162,140	97	57,000	57,000	0	0
Santa Ana	353,428	230	48,777	39,790	8,987	1
Oceanside	176,644	112	45,000	30,000	15,000	2
Irvine (2)	202,079	139	42,983	21,000	21,983	0
Santa Clarita	177,158	69	41,672	23,966	17,706	1
Garden Grove	172,781	99	32,042	21,484	10,558	0
Fontana (2)	181,640	70	30,000	20,000	10,000	1
Moreno Valley	180,466	98	16,000	16,000	0	0
Rancho Cucamonga	172,331	70	4,550	2,200	2,350	1

(1) Main Library is a multipurpose facility - 75,000 sq ft is dedicated for library use.

(2) Run by County - Fontana has two joint-use branches located at High Schools - Chula Vista has one joint-use branch with school district

(3) Does not include the Arianza Cybrary Project which is currently out to bid - Does include 13,500 sq. ft. for Orange Terrace Library space and 13,100 total sq. ft. for Arlington Branch

LIBRARY COMPARISON

Population 150,000 to 400,000

* Ranked by College and Public Library Total Square Footage

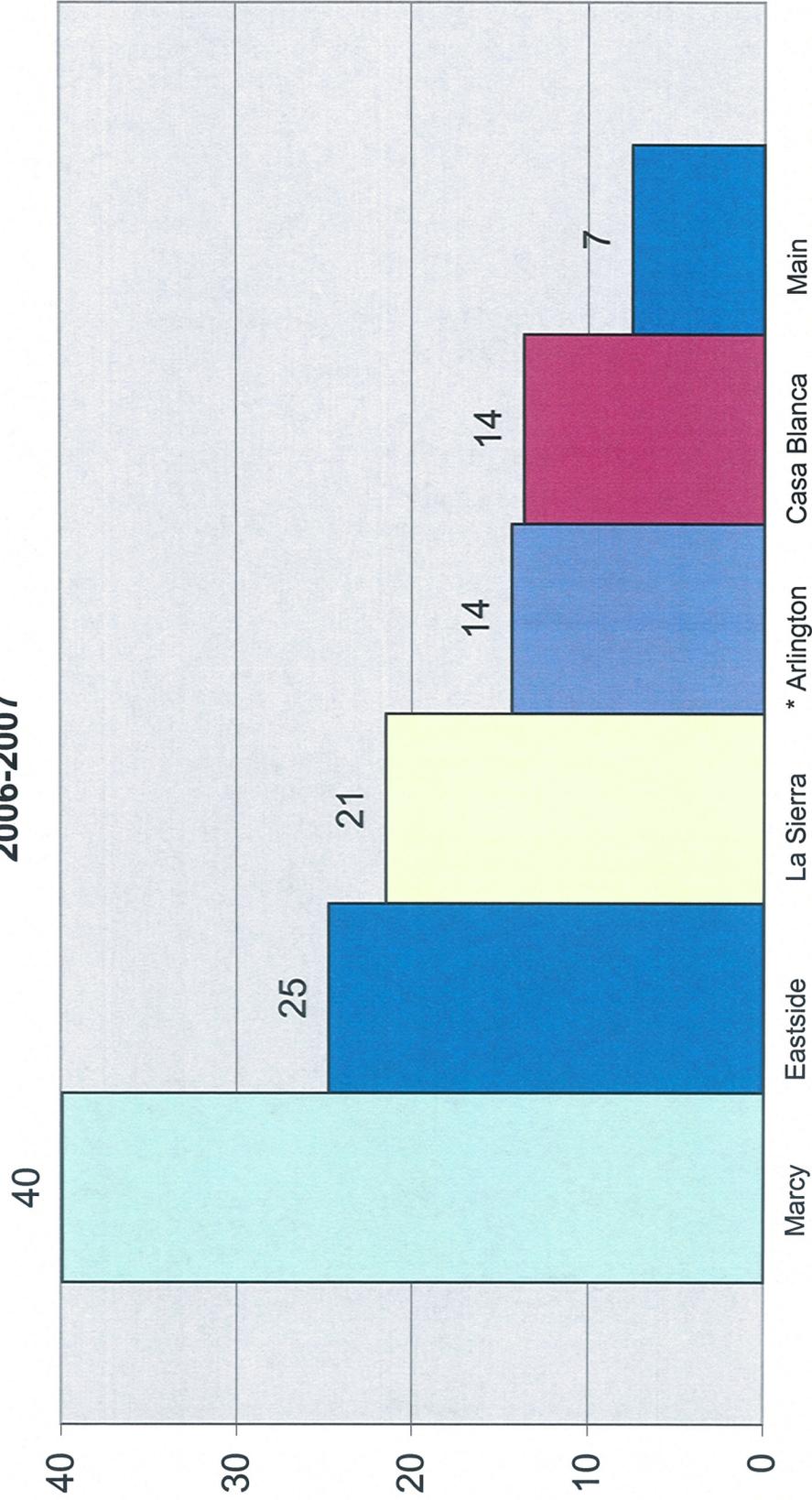
CITY	POPULATION	GF BUDGET (millions)	COLLEGE AND PUBLIC LIBRARY SQUARE FOOTAGE	PUBLIC LIBRARY TOTAL SQ. FT.	MAIN PUBLIC LIBRARY SQ. FT.	BRANCH PUBLIC LIBRARY SQ. FT. (Combined)	BOOK MOBILE	UNIVERSITY / COLLEGE LIBRARY SQ. FT. (Combined)	# OF UNIV / COLLEGES
Riverside ⁽³⁾	291,398	214	772,514	124,136	59,400	64,736	1	648,378	4
San Bernardino	205,010	147	419,916	80,500	64,000	16,500	0	339,416	2
Pomona	162,140	97	364,277	57,000	57,000	0	0	307,277	1
Stockton	289,789	172	292,263	111,100	70,000	41,100	1	181,163	4
Santa Rosa ⁽²⁾	157,985	139	235,040	90,040	67,200	22,840	0	145,000	1
Glendale	207,157	162	213,768	153,672	92,000	61,672	1	60,096	1
Chula Vista ⁽²⁾	227,723	164	168,000	93,000	52,000	41,000	1	75,000	1
Huntington Beach ⁽¹⁾	202,250	188	146,400	87,400	75,000	12,400	0	59,000	1
Anaheim	345,556	257	140,467	140,467	67,500	72,967	2	0	2
Modesto ⁽²⁾	209,174	123	106,652	62,000	62,000	0	0	44,652	1
Irvine ⁽²⁾	202,079	139	103,756	42,983	21,000	21,983	0	60,773	2
Santa Ana	353,428	230	99,250	48,777	39,790	8,987	1	50,473	2
Oceanside	176,644	112	93,900	45,000	30,000	15,000	2	48,900	1
Santa Clarita	177,158	69	80,138	41,672	23,966	17,706	1	38,466	2
Ontario	172,701	151	72,000	72,000	58,000	14,000	0	0	0
Corona	146,164	127	62,000	62,000	62,000	0	1	0	0
Moreno Valley	180,466	98	32,711	16,000	16,000	0	0	16,711	1
Garden Grove	172,781	99	32,042	32,042	21,484	10,558	0	0	2
Fontana ⁽²⁾	181,640	70	30,000	30,000	20,000	10,000	1	0	0
Rancho Cucamonga	172,331	70	5,430	4,550	2,200	2,350	1	880	2

(1) Main Library is a multipurpose facility - 75,000 sq ft is dedicated for library use.

(2) Run by County - Fontana has two joint-use branches located at High Schools - Chula Vista has one joint-use branch with school district

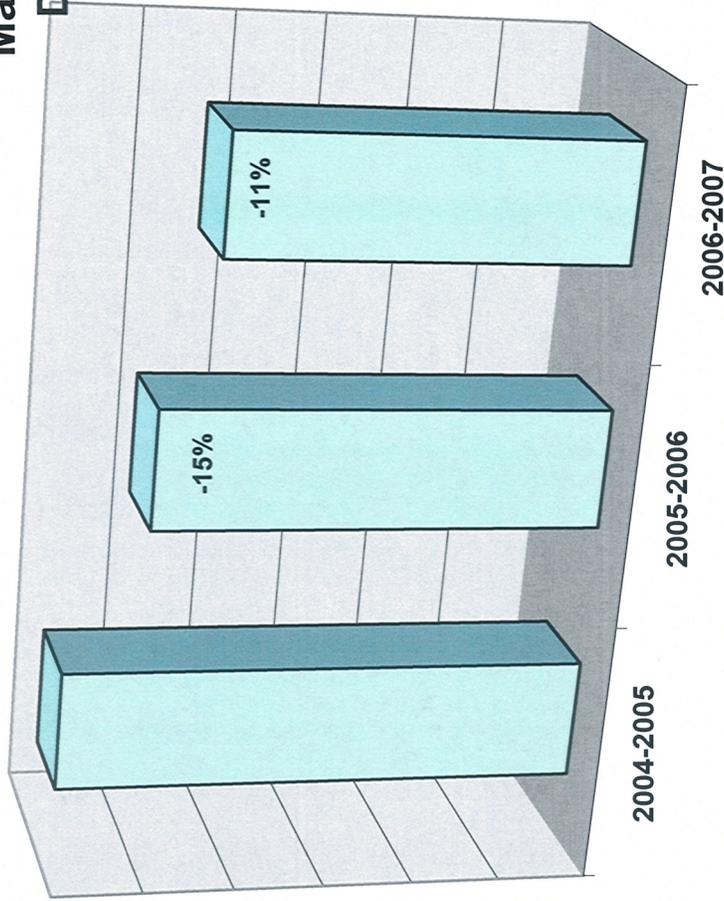
(3) Does not include the Arlanza Cybrary Project which is currently out to bid - Does include 13,500 sq. ft. for Orange Terrace Library space and 13,100 total sq. ft. for Arlington Branch

Library Branch Door Count per Square Foot 2006-2007



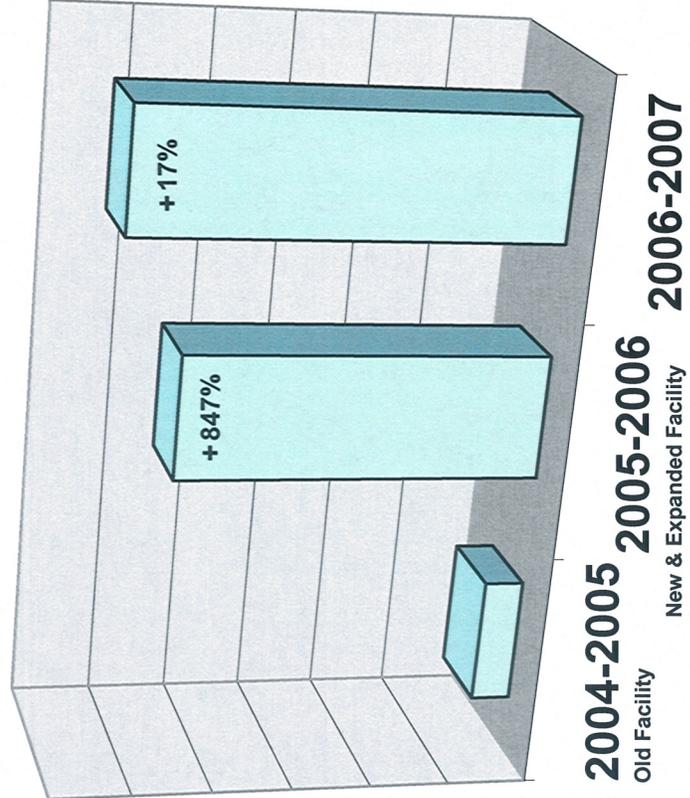
*Arlington Library closed for remodeling since 11/06. Limited services provided via a temporary facility.

**Riverside Public Library
Main Library
Door Count**

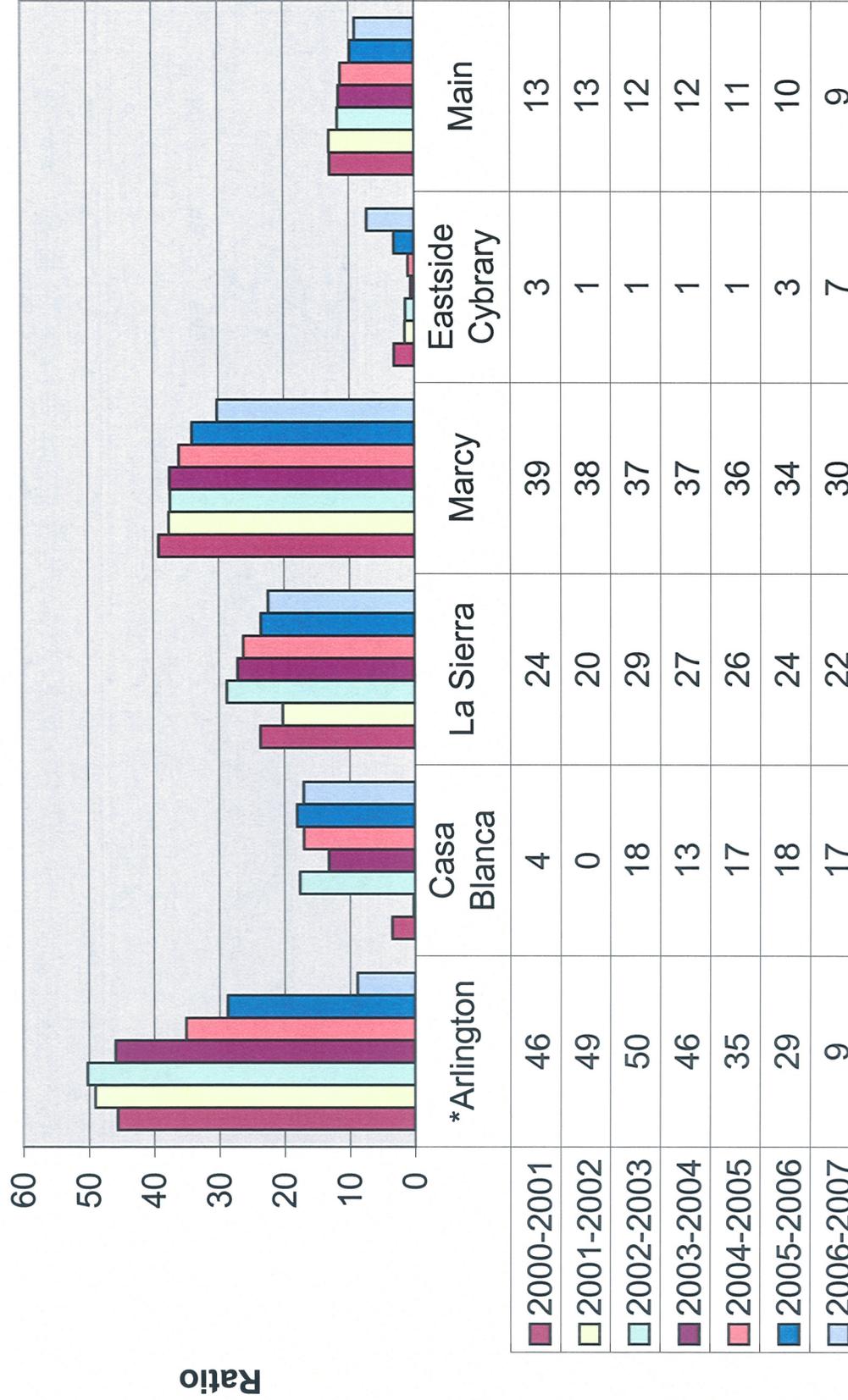


Riverside Public Library Eastside Library & Cybrary

Door Count Opened 7/2005



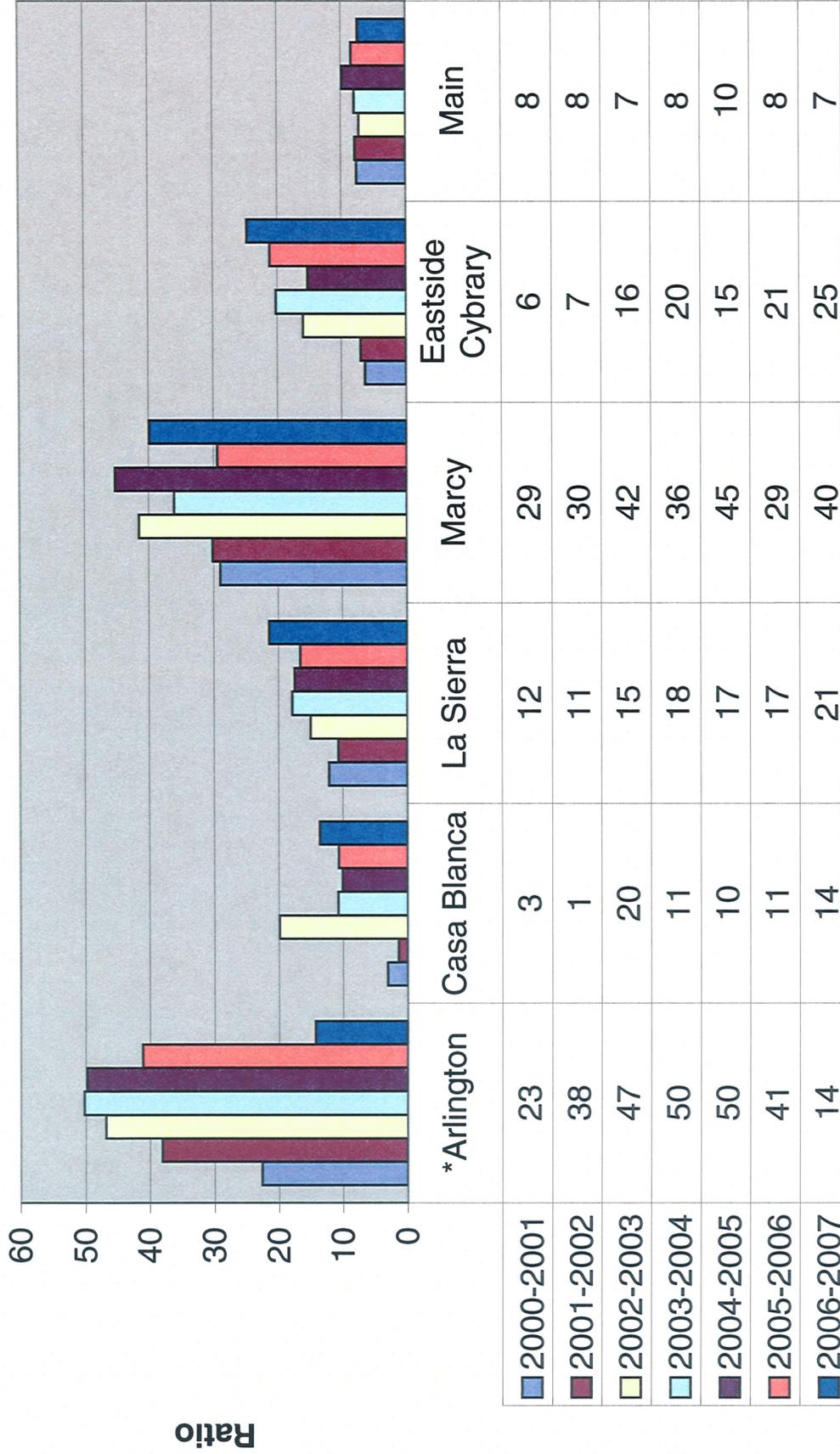
Circulation per Square Foot



Branches

*Arlington Library closed for remodeling since 11/06. Limited services provided via a temporary facility.

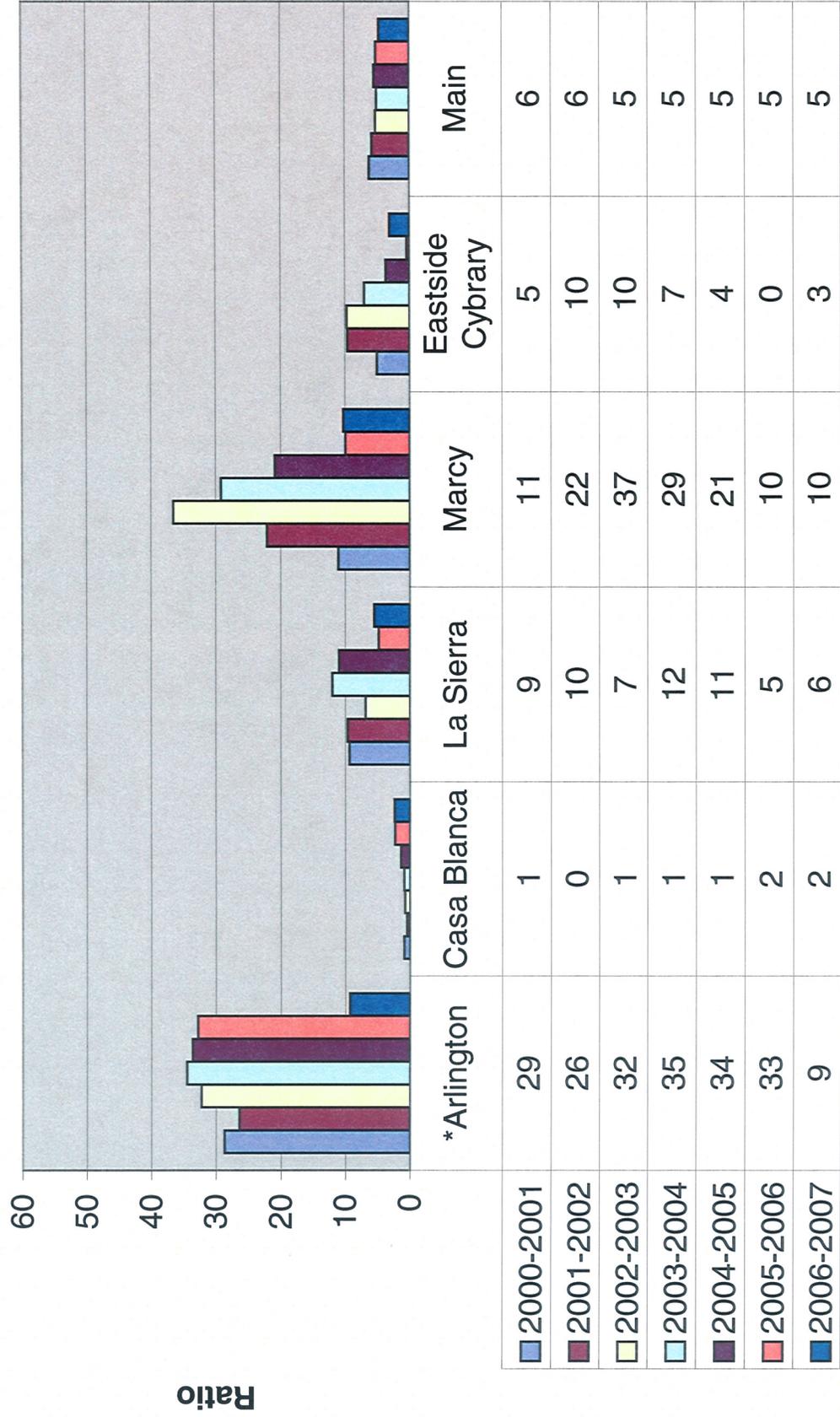
Door Count per Square Foot



Branches

*Arlington Library closed for remodeling since 11/06. Limited services provided via a temporary facility.

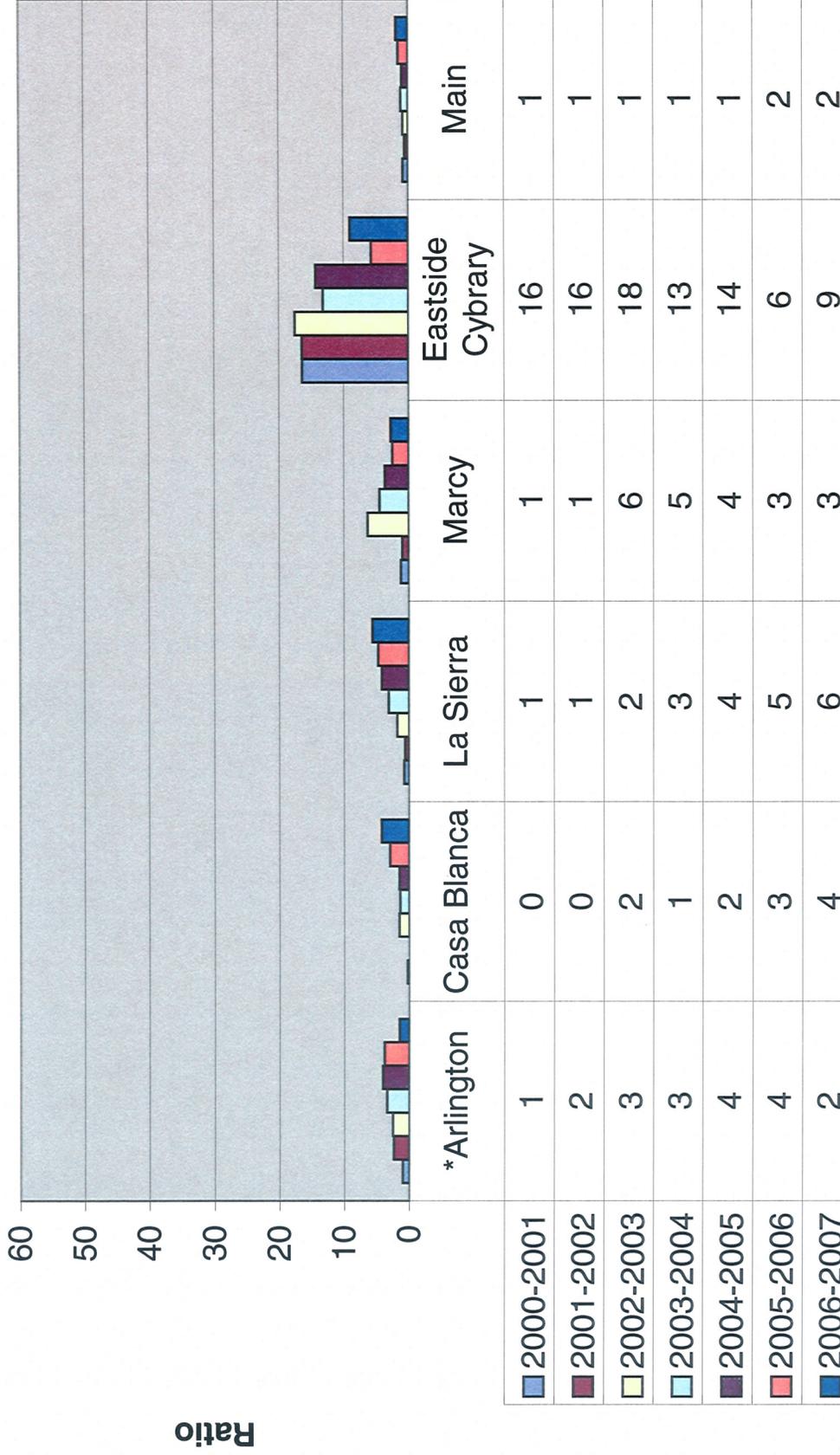
Reference & Information per Sq. Ft.



Branches

*Arlington Library closed for remodeling since 11/06. Limited services provided via a temporary facility.

Technology per Sq. Ft.

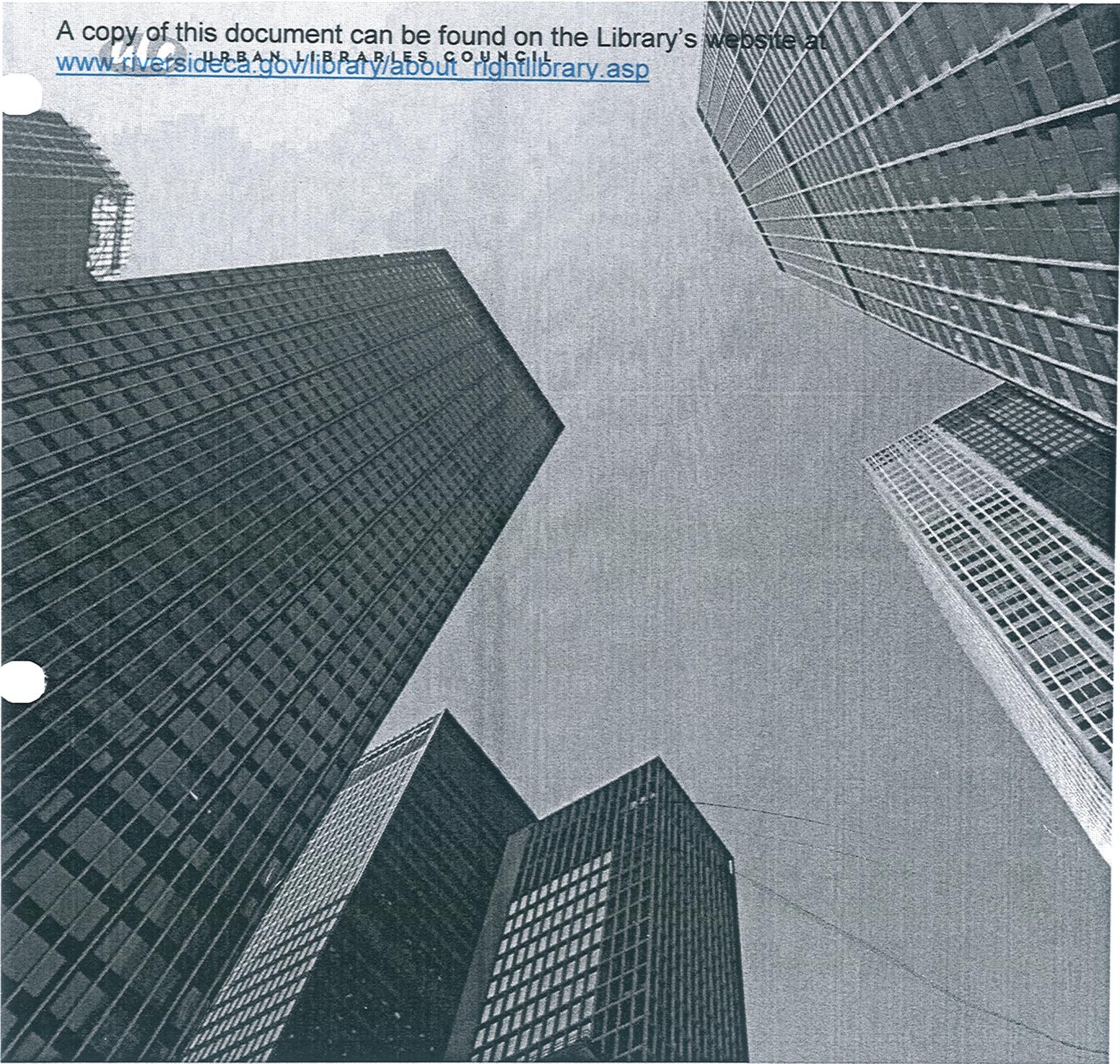


Branches

*Arlington Library closed for remodeling since 11/06. Limited services provided via a temporary facility.

A copy of this document can be found on the Library's website at
www.riversideca.gov/library/about_rightlibrary.asp

URBAN LIBRARIES COUNCIL



Making Cities Stronger:

PUBLIC LIBRARY CONTRIBUTIONS TO
LOCAL ECONOMIC DEVELOPMENT



ABOUT THIS REPORT

The rules of engagement in economic development are changing. More and more, economic development success strategies involve people, technology, and growing an infrastructure for economic activity built on ideas, knowledge, experience, and quality of life.

The Urban Libraries Council commissioned this study to look at how public libraries contribute to the human dimension of economic development. In the process, researchers also uncovered more evidence of the important contributions public libraries make to strengthening places and community quality of life.

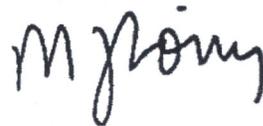
This report indicates that public libraries today are deeply involved with people, technology, and quality of life. Public libraries have tremendous reach geographically and virtually. Within the U.S. there are over 9,000 public libraries providing services in over 16,000 branch facilities and through the Web. Nearly every one of these locally-funded organizations offers collections and programs that support early literacy, workforce readiness and small businesses. As such, they are an important and dynamic part of the community's learning infrastructure which supports local economic development.

This study finds that the return on investment in public libraries not only benefits individuals, but also strengthens community capacity to address urgent issues related to economic development. Public libraries are increasingly finding their "fit" in the formal and informal network of

agencies, corporations, nonprofits, and community organizations working together to elevate levels of education and economic potential, making cities stronger.

We deeply appreciate the public library members of our Urban Libraries Council who provided input for the research of this report. We also appreciate the insights of our Advisory Committee that guided this work, the Urban Institute for helping us to learn more about the businesses we are in, and the support and funding from the Bill & Melinda Gates Foundation and Geraldine R. Dodge Foundation.

We hope you will use this information as a tool to re-frame discussions regarding the public library role in local economic development. Our hope is to stimulate a dialogue among developers, planning professionals, elected officials, business and public library leaders to think differently about the value of public libraries as unique and versatile partners in these human resource and community-building arenas. We urge public libraries to extend and expand their resources and strategies that can profoundly impact local economic development conditions.



Martín Gómez,
President
Urban Libraries Council

ACKNOWLEDGEMENTS

Idea: The Urban Assets Strategy Group, Executive Board, and Martín Gómez, President, of the Urban Libraries Council, Evanston, IL

Research and Publication Copy: Carlos A. Manjarrez, Jessica Cigna, and Beata Bajaj, The Urban Institute, Metropolitan Housing and Community Center, Washington, DC

Editing: Danielle Patrick Milam, Sr. VP/Program & Development, Urban Libraries Council, Evanston, IL

Advisory Committee: Linda Darragh, Professor, University of Chicago School of Business; Katherine Hadley, Director, Minneapolis Public Library; Barbara Mistick, Director, Carnegie Library of Pittsburgh; Heywood Sanders, Professor, University of Texas-San Antonio School of Government

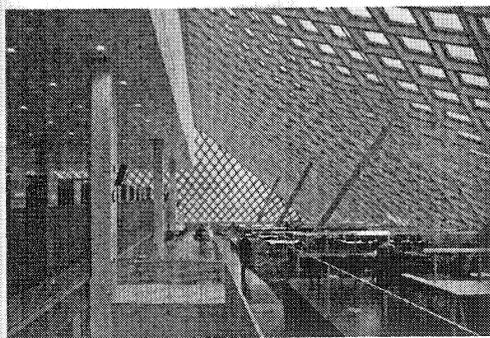
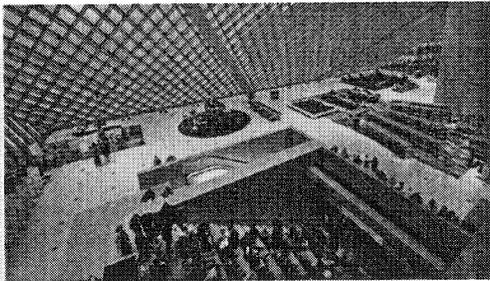
Underwriting: The Bill & Melinda Gates Foundation and the Geraldine R. Dodge Foundation

Making Cities Stronger: Public Library Contributions to Local Economic Development (2007)
A report by the Urban Libraries Council

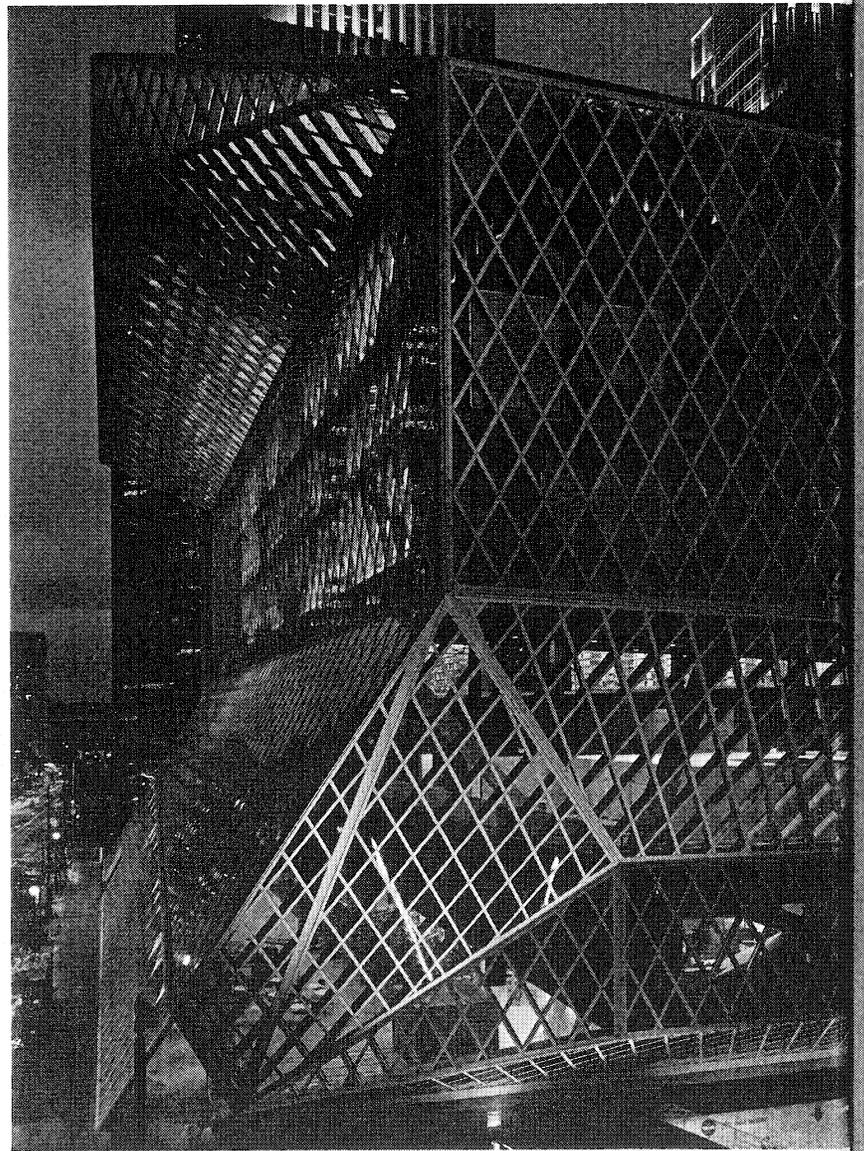
A copy of this book is available for checkout in the Library.

DESIGNING WITH
COMMUNITIES

THE NEW DOWNTOWN LIBRARY



SHANNON
MATTERN



The past twenty years have seen a building boom for downtown public libraries. From Brooklyn to Seattle, architects, civic leaders, and citizens in major U.S. cities have worked to reassert the relevance of the central library. While the libraries' primary functions—as public spaces where information is gathered, organized, preserved, and made available for use—have not changed over the years, the processes by which they accomplish these goals have. These new processes, and the public debates surrounding them, have radically influenced the utility and design of new library buildings.

In *The New Downtown Library*, Shannon Mattern draws on a diverse range of sources to investigate how libraries serve as multiuse public spaces, anchors in urban redevelopment, civic icons, and showcases of renowned architects like Rem Koolhaas, Cesar Pelli, and Enrique Norton. Mattern's clear and careful analysis reveals the complexity of contemporary dialogues in library design, highlighting the roles that staff, the public, and other special interest groups play. Mattern also describes how the libraries manifest changing demographics, new ways of organizing collections and delivering media, and current philosophies of librarianship. By identifying unifying themes as well as examining the differences among various design projects, Mattern brings to light the social forces, as well as their architectural expressions, that form the essence of new libraries and their vital place in public life.

Local Views: Beyond stacks of books

Think of modern libraries as Starbucks for readers

By ERIC NULMAN

Following the recent innovations in communication technology, new social behavioral patterns have emerged. Connectivity and accessibility, which are now measured relative to time rather than to distance, have prompted the market-driven decentralization of people, resources and information.

This shift has transformed our perception of space and has dramatically altered the organizational structures of society -- spawning new relationships and points of connectivity. To retain its usefulness and appeal, the public library must be pliable and adapt as well.

Don't Fear Innovation



2007/The Press-Enterprise

As information is becoming more accessible via the Internet, consumers are relying less on libraries and printed works.

In addition to the innovation required to transform the role of the library, there is an atmosphere of fear and resistance toward innovations in communication technology at the local public library that must be overcome. There is a fear that books will soon disappear, making the need for a physical library obsolete. Yet a public library is not a repository for books -- it is a place where information is made readily available to the community.

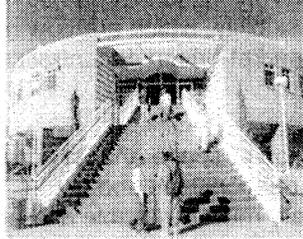
In considering what libraries of the future will consist of, there are two questions that need to be addressed. Does a public library require a physical space to provide access to information? And second, what is the social and cultural significance of the library as a place, and how might it better serve its community users?

Historically, a public library has required a physical space for two reasons: to store printed material (the common source for information) and to provide a place where the community can go to access that information. In the past 20 years, the proliferation of the home computer, the Internet and network systems has offered an alternative means of storage and retrieval, and has enabled information to be compiled and accessed remotely.

As information is becoming more accessible to the individual via the Internet, consumers are relying less on libraries and printed works. However, printed works will continue to remain a valuable resource for information. Although the process has begun on digitally archiving books, e.g., by Google and University of Michigan, their electronic accessibility remains limited.

Once licensing agreements are made with publishers to enable books to be temporarily downloaded, similar to borrowing a book from a physical library, a public library could service a

community by providing information digitally and from a remote location. A digital archive approach and an effective strategy for dissemination of the information will enable the library to provide the community with access to a more comprehensive information database.



1999/*The Press-Enterprise*
Does a public library require a physical space to offer access to information?

It is important to recognize that the means and medium by which information is obtained is not solely the objective of a public library. The public library functions as a de facto social and cultural hub for the community. However, as the library loses its communal appeal as a source for information, its social significance as a "place" wanes.

Public libraries need a grass-roots strategy to engage the community, a flexible approach based on smaller nodes dispersed throughout the community. Envision a system of small libraries, as ubiquitous as Starbucks, which are individually designed to address the needs of their specific neighborhoods.

Offer Unique Place

Libraries of the future need to be more inviting than the traditional library and modeled in a style that appropriately responds to the current social behavioral patterns. Lessons can be learned from the recent success of retail chains such as Barnes & Noble and Starbucks that have created a place where people feel comfortable socially and while reading in public.

We now live in a new type of society, often characterized as informational, which demands a re-examination of the method by which information is archived and disseminated. An indispensable public library offers materials and services that the community desires and cannot obtain elsewhere.

Eric Nulman is an architect and lecturer in the architecture department at Cal Poly San Luis Obispo.



Databases selected: ProQuest News & Magazines

Board tells of library needs // RIVERSIDE; Members say the expanded facility will require 123,000 square feet of total space.

LAURIE LUCAS. *The Press - Enterprise*. Riverside, Calif.: Jan 29, 2008. pg. B.1

Abstract (Summary)

Pfeiffer Partners Architects, Inc., the Los Angeles-based firm hired by the city for the project, is proposing the new building include a 250-seat auditorium, an 8,000-square-foot exhibition space, a 9,500-square-foot children's library section and 1,200 square feet of "flexible" space that was shown as a planetarium in some earlier floor-space drawings.

Full Text (526 words)

Copyright Press Enterprise Jan 29, 2008

After analyzing staff reports, studies and demographic data, the Riverside library board determined that it needs 123,000 square feet of total library space.

In a surprise move at Monday's monthly meeting, the board voted to inform the City Council about the library's space needs to serve a projected 84,320 users to 2025.

"I fully expect them not to give us that much, because I don't see how we can afford it," said Trustee John Schreck, who compiled all the information.

He calculated that the proposal would involve an additional 20,000 square feet of space and \$2.5 million more than an architect's original \$25 million expansion plan.

Polled by the board before the vote, all six library staff members present approved of taking the recommendation to City Hall.

At first, board President Wendel Tucker worried it might be "premature" to recommend this to the City Council without fleshing out more details.

But Trustee Bob Saber pressed the board to vote. He said he had been contacted by a council member who told him a recommendation was expected.

Schreck said all the data are available and would be offered to council members in a report.

Trustees said they're also listening to the 320 people who turned out on Jan. 16 in the City Council chambers to voice support for a separate library renovation instead of a combined one to accommodate exhibit space for the Riverside Metropolitan Museum space. Proponents argued that the combined project would shortchange both the museum and the library.

In contrast, Monday's meeting drew 16 people.

Pfeiffer Partners Architects, Inc., the Los Angeles-based firm hired by the city for the project, is proposing the new building include a 250-seat auditorium, an 8,000-square-foot exhibition space, a 9,500-square-foot children's library section and 1,200 square feet of "flexible" space that was shown as a planetarium in some earlier floor-space drawings.

The project would build to the sidewalk on Mission Inn Avenue, in front of the existing library. City Manager Brad Hudson has said the architecture should reflect the city's heritage.

Members of the library board are concerned that the only addition in Pfeiffer's plans devoted exclusively to the library is the 9,500-square-foot children's section. Helene Luley, the library's deputy director, pointed out more than 4,000 square feet should house special collections, along with offices. She was also concerned that the architects had cut way back on the reference department, "the best," she said, "between Arizona and Los Angeles."

Schreck passed out charts showing an "explosion" in Internet and audio-visual use among children and young adults at Riverside's main library.

As an alternative idea to Pfeiffer Partners' proposal, Schreck suggested the expansion could be three stories: 22,000 square feet of space on the first two levels in front of the existing building and 16,000 square feet for the third level over the existing building. The auditorium might be located on the top floor, he said.

"This is entirely up to the City Council," Schreck said in a phone interview from home after the meeting. "We want to be partners in planning. We're not architects. What the City Council does with (this information) is up to them."

Credit: THE PRESS-ENTERPRISE

Indexing (document details)

Subjects: Libraries, Museum exhibits, Municipal government, Meetings, Expansion, City managers, Architecture, Councils

Author(s): LAURIE LUCAS

Document types: News

Section: LOCAL

Publication title: The Press - Enterprise. Riverside, Calif.: Jan 29, 2008. pg. B.1

Source type: Newspaper

ISSN: 07464258

ProQuest document ID: 1420548991

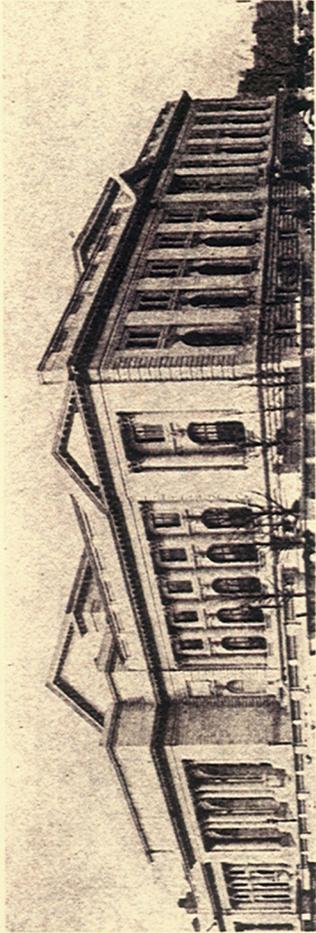
Text Word Count 526

Document URL: <http://0-proquest.umi.com.read.riversideca.gov/pqdweb?did=1420548991&sid=1&Fmt=3&clientId=15376&RQT=309&VName=PQD>

Copyright © 2008 ProQuest LLC. All rights reserved.



The Main Library is the cultural heart of the
community and needs to reflect those
values and standards.



Vic Miceli, Superior Court Judge, Retired
Lead for County Courthouse restoration
Chair of Measure C—Renew the Library Committee 2002
Chair of Re-green Evergreen project

Vic Miceli, Superior Court Judge, Retired
Lead for County Courthouse restoration
Chair of Measure C—Renew the Library Committee 2002
Chair of Re-green Evergreen project

Crown Jewel:

Downtown Riverside has 15 buildings on the National Historic Register. Mission Inn Avenue is arguably one of Southern California's great architectural treasures. The Main Library is the cultural heart of the community and needs to reflect those values and standards.

Size:

If we expanded the Main Library to meet the average it would need to be 75,000 square feet. The Main Library needs to reflect the stature of Riverside in relation to other communities in California.

John Brown, Partner Best, Best & Nierger
City Attorney to BB&K contract cities including Ontario, Lafayette
Chair of Riverside's Homeless Taskforce and many other civic activities

Every major city has a Main Library that is an important component of its reputation as a cultural center. The City of Lafayette, a city of less than 50,000 persons raised \$13 million privately to complete their new main library for which the total cost was \$42 million.

Historic Opportunity:

The renovation and expansion of the Main Library is a once in a lifetime opportunity. Main Library services have been addressed in 1901, 1961 and now in 2008. We must take this opportunity to "get it right" for this important community resource.

Getting it right means the right size, the right architecture, and the right financial resources to get the job done.

Heal the Wound:

When the Main Library was opened in 1965, people were disappointed with the building and mourned the loss of the Old Carnegie. That disappointment persists today, Riverside residents love the Main Library services but can't stand the building.

We have to make sure that the new Main Library we create now heals this wound and is something we can all be proud of.

Jim Erickson, Vice Chancellor Emeritus, University of California
President and executive director of the Community Foundation for Riverside and
San Bernardino Counties

City of the Arts

To prepare our children for participation in the global economy, they need an enlightened understanding of cultures and customs. As the City of the Arts, this community needs a comprehensive main library as the repository of our culture and to show us the way forward to the future through lifelong learning.

Riverside's heritage shows us that we achieve much when we have vision, as city founder John North demonstrated. Access to information in all its forms, as library philanthropist Andrew Carnegie showed, allows individuals to realize their highest and best future.

Susan Straight (statement read by Gail Watson, her mother) National Book Award nominee, prize--winning author, director of the Creative Writing Program at U C Riverside

All of my life I have been an avid user of the Main Library. It would be impossible for me to do my work as a writer without the resources available to me through Main Library.

Dawn Hertz, Attorney, Business Person

This process is backwards. The city started with \$25 million and then asked the architect "How much can we build for that amount?" \$25 million is about 1.4% of the Renaissance budget. It is absurd to think we cannot afford 1.4% of the Renaissance budget for the main library. Riverside can afford to build a library that reflects the quality and stature of the community.

Mary Curtin, author, former member of California Council for the Humanities

Founding member of Riverside Public Library Foundation

Current member of Riverside Public Utilities Board

Changing Nature of Main Libraries:

Libraries function more and more as the intellectual and cultural center of their community and need more interactive, flexible, and program space. Small and medium sized community groups need places to meet and have cultural and intellectual programs.

Laura Klure, researcher, former member of Cultural Heritage Board
Board member of Riverside Historical Society

Changing Space Needs

Libraries have changed. Today more materials are digital and compact, but reader's spaces are larger and must accommodate computers. Digital formats however, are fugitive and their shelf-life is untested. For serious researchers and students we must also have space for microfilm and print sources, some of which are more than 100 years old.

Kathryn Safford, former president of the Riverside Municipal Museum Board. Instructor, California Baptist University
Separate the Museum and Library and Do Right by Both

The current proposal reminds me of a mother with two children, and one coat. To keep them warm she cuts the coat in two and gives one half to each child.

Carolyn Grant, former owner/operator of Tours of the Town
Initiator of the Riverside Dickens Festival

Both buildings are important to attracting visitors downtown and represent significant value on their existing sites.
Don't shortchange either one. Consider separating the two and maximizing development on their existing sites.

The proposed plan disrespects Riverside's Main Library, the most venerable educational/cultural institution in the city. It predicts the Citrus Experiment Station, the colleges and universities, the school districts, and even the incorporation of the city itself.

The 69.1% of the voters who passed Library Measure C voted for more library space, more programs, more library materials.

The City Manager's office promised a 29,000 to 40,000 square foot expansion of the Main Library that would include a shared use temporary exhibit hall for traveling museum exhibits. Under this plan, less than 1/3 of the space is for the library and the rest is for the Museum. That is not the Main Library expansion we were promised.

Kay Roberson, Vice President of the Friends of the Riverside Library

The Friends contribute over \$57,000 annually to the library through the sale of used books.

THE NEW PLAN HAS THESE PROBLEMS—

- The Museum has a gift shop on the Main Floor but the Friends book sales are in the basement. Why can't the main floor retail space be shared?
- The Friends book donation processing area is away from the freight entry so that materials have to be transported through public space constantly.

Kay Robinson, Vice President of the Friends of the Riverside Library

The Friends contribute over \$57,000 annually to the library through the sale of used books.

THE NEW PLAN HAS THESE PROBLEMS—

- The Museum has a gift shop on the Main Floor but the Friends book sales are in the basement. Why can't the main floor retail space be shared?
- The Friends book donation processing area is away from the freight entry so that materials have to be transported through public space constantly.

Making Bratwurst

A bratwurst is a sausage composed of pork, beef, and sometimes veal. The name is German, derived from Old High German brátwurst, from brät- which is fine chopped meat and -wurst, sausage. Though the brat in bratwurst describes the way the sausages are made, it is often misconstrued to be derived from the German verb "braten", which means to pan fry or roast. Etymology aside, frying and roasting are far from the most common methods of preparation. Bratwurst is usually grilled and sometimes cooked in broth or beer.

Process

First

The Library Staff put together a "Plan of Service" that will include who is serviced, what does the service look like, and how is it going to be delivered.

The City puts together a "General Plan" to include the Library

Second

The Library Board approves the Library "Plan of Service" and determines, based on the report, how much room is needed to accomplish this. The recommendations are then passed on to the City Council.

Third

The City Council then determines the final size, cost and location with input from the Library Board, City Manager and City Staff

Fourth

The City manages the project with input from Library Staff.

Where are we now?

Main 61,420 sqft Branches 62,456 sqft

Total of 123,876 sqft = .43 sqft per Person

**How big should the Main Library be
compared to Branches?**

The Main Library should be 50% of the total.

National Business Model

Other Library Systems

Housing Density

Locations

Who are the Cities with larger than 50% Main Libraries?

Pasadena
Thousand Oaks
Inglewood
Torrance
Glendale
Corona
Burbank
Fulerton

Oxnard
Pomona
Ontario
Orange
San Bernardino
Long Beach
Downey
Santa Barbara

Oceanside
Anaheim
Santa Ana
Moreno Valley
Palmdale

Or 21 of the 22 on the benchmark list
(Huntington Beach is at 48%)

Main Library serves 63,326 people now
At .7 SqFt per person a BRANCH should be 44,328 sqft

In 2012 it will serve 72,088 people
a Branch should be 50,461 sqft

In 2025 it will serve 84,320* people
a Branch should be 59,024 sqft

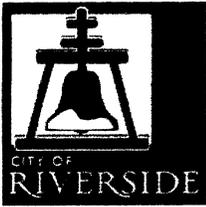
* error + or - 16%

How big should the Main Library be in 2025

Population X General Plan SqFt. X .5 (or 50%)

$$354,125 \times .7 \times .5 = 123,944 \text{ sqft}$$

Main Library should be 123,944 sqft



City Council Memorandum

TO: HONORABLE MAYOR AND CITY COUNCIL **DATE: April 24, 2007**
FROM: DEVELOPMENT DEPARTMENT **ITEM NO: 33**
WARD: 1

SUBJECT: RIVERSIDE RENAISSANCE – PROFESSIONAL SERVICES AGREEMENT WITH PFEIFFER PARTNERS ARCHITECTS, INC., FOR DESIGN SERVICES FOR THE RIVERSIDE MAIN LIBRARY PROJECT AND MUSEUM EXPANSION PROJECT – SUPPLEMENTAL APPROPRIATION

ISSUE

The issue before the City Council is whether to approve the attached Professional Services Agreement (Exhibit "A") with Pfeiffer Partners Architects, Inc., for design services for the City of Riverside Main Library and Museum Expansion project located at 3581 Mission Inn Avenue.

RECOMMENDATIONS

That the City Council:

1. Approve the Professional Services Agreement (Exhibit "A") with Pfeiffer Partners Architects, Inc., for Design Services for the Riverside Main Library and Museum Expansion Project.
2. Authorize the City Manager, or his designee, to execute the Professional Services Agreement with Pfeiffer Partners Architects, Inc.
3. Authorize a supplemental appropriation in the amount of \$2,200,000 from the proceeds of the 2007 Certificates of Participation Issue to an account to be created by the Finance Division.
4. Authorize the Development Director to issue change orders in an amount not to exceed 10% of the Professional Services Agreement price for additional design changes as may be needed.

BACKGROUND

On January 29, 2007, the Development Department issued a Request for Proposal (RFP) for architectural and engineering design services for building assessment, preparation of schematic and design development drawings, construction drawings, and construction administration services for the City of Riverside Main Library and Museum Expansion project.

On March 1, 2007, twenty-seven (27) proposals were received. After review of the proposals, five (5) design firms were short-listed and interviewed on April 2, 2007. It was determined that Pfeiffer Partners Architects, Inc. best met the RFP design criteria for the Library, Museum, and Development Departments. The selection committee included the Library Director, Museum Director, the President of the Library Board of Trustees, a Riverside Metropolitan Museum Board member, and the Capital Projects Manager.

The fee proposed by Pfeiffer Partners Architects, Inc. to complete all design services for this project is a not-to-exceed amount of \$2,000,000. Staff also recommends a 10% change order contingency, for a total amount of \$2,200,000. The proposals were extensively evaluated, and staff recommends awarding the Professional Services Agreement ("Agreement") to Pfeiffer Partners Architects, Inc.

The Agreement's Scope of Services specifies that the consultant will provide complete "turnkey" architectural and engineering design services. The range of services includes conceptual design, project plans, construction administration, and final project close-out. Because the Library and Museum Expansion project is expected to be valued at about \$25 million, the consultant's fee for full-spectrum design and construction management services is within expectations and industry-standard norms.

Throughout the process, the public and stakeholder groups were kept informed and gave input through public meetings of the Library Board of Trustees, the Library Foundation Board, and the Museum Board. The Boards and staff plan to hold a public charrette during the preliminary conceptual design stage of the project.

The Purchasing Services Manager, Library Director, and Museum Director concur with the recommended Professional Services Agreement with Pfeiffer Partners Architects, Inc., and the Chief Financial Officer has confirmed the availability of funds.

FISCAL IMPACT

The cost of the needed professional services is \$2,000,000, plus a recommended contingency of \$200,000 (10%), for a total potential cost of \$2,200,000. Sufficient funds are available from the proceeds of the 2007 Certificates of Participation Issue to accommodate the costs associated with the Agreement's scope of services and the suggested contingency.

Submitted by: Belinda J. Graham, Development Director
Certified as to
availability of funds: Paul C. Sundeen, Assistant City Manager/CFO/Treasurer
Approved by: Michael J. Beck, Assistant City Manager
for Bradley J. Hudson, City Manager
Approved as to form: Gregory P. Priamos, City Attorney

Attachments: Professional Services Agreement (Exhibit "A")

PROFESSIONAL CONSULTANT SERVICES AGREEMENT

PFEIFFER PARTNERS ARCHITECTS, INC.

(Riverside Main Library and Museum Expansion)

THIS PROFESSIONAL CONSULTANT SERVICES AGREEMENT ("Agreement") is made and entered into this _____ day of _____, 2007 ("Effective Date") by and between the CITY OF RIVERSIDE ("City"), a California charter city and municipal corporation, and PFEIFFER PARTNERS ARCHITECTS, INC., a California corporation, ("Consultant").

1. **Scope of Services.** City agrees to retain and does hereby retain Consultant and Consultant agrees to provide the services more particularly described in Exhibit "A," "Scope of Services" ("Services"), attached hereto and incorporated herein by reference, in conjunction with the Riverside Main Library and Museum expansion ("Project").

2. **Term.** This Agreement shall be effective on the date first written above unless otherwise provided in Exhibit "A" Scope of Services and the Agreement shall remain in effect until June 1, 2010, unless otherwise terminated pursuant to the provisions herein.

3. **Compensation/Payment.** Consultant shall perform the Services under this Agreement for the total sum not to exceed Two Million Dollars (\$2,000,000) payable in accordance with the terms set forth in Exhibit "B." Said payment shall be made in accordance with City's usual accounting procedures upon receipt and approval of an itemized invoice setting forth the services performed. The invoices shall be delivered to City at the address set forth in Section 4 hereof.

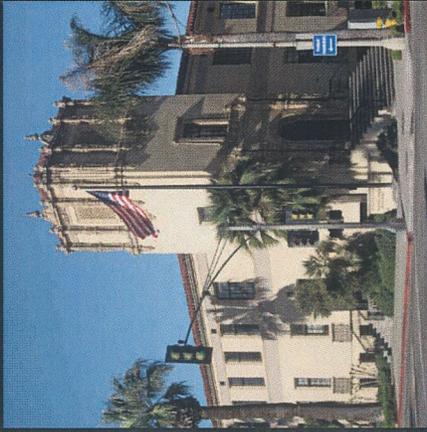
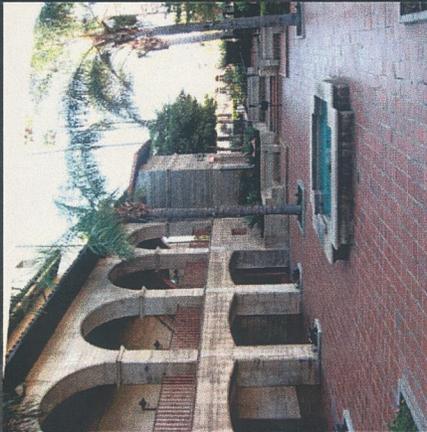
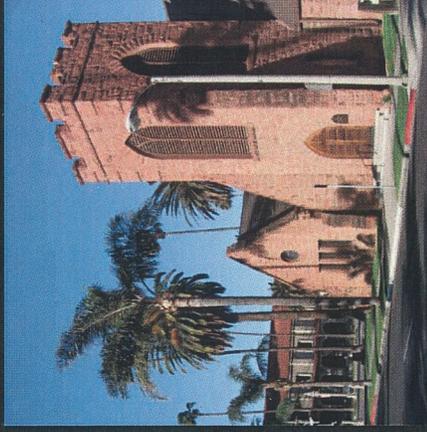
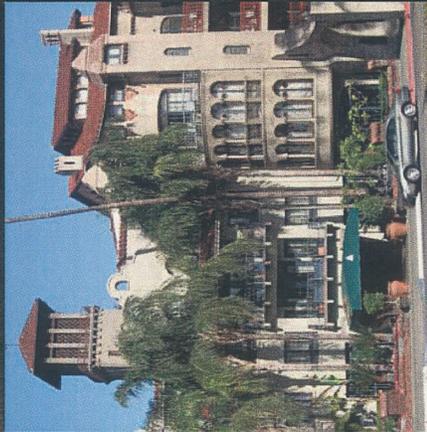
4. **Notices.** Any notices required to be given, hereunder shall be in writing and shall be personally served or given by mail. Any notice given by mail shall be deemed given when deposited in the United States Mail, certified and postage prepaid, addressed to the party to be served as follows:

To City

Development Department
City of Riverside
Attn: Raymond D. Perez
3900 Main Street, 5th Flr.
Riverside, CA 92522

To Consultant

Pfeiffer Partners Architects Inc.
Attn: Stephanie Kingsnorth
811 West 7th Street, 7th Floor
Los Angeles, CA 90017



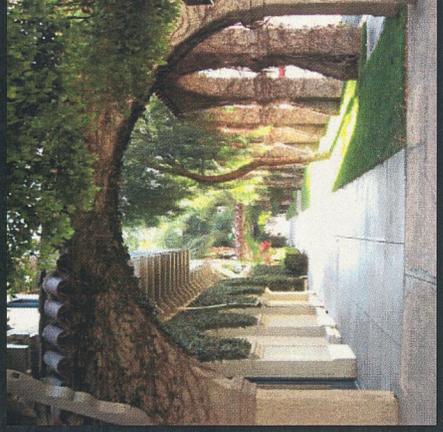
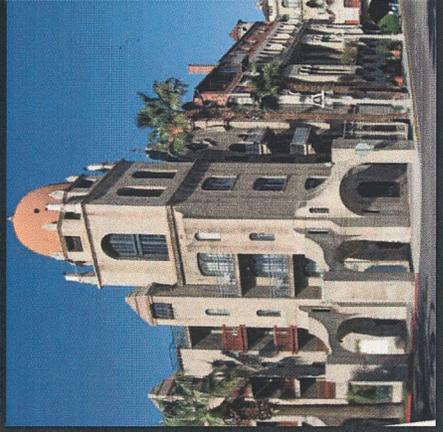
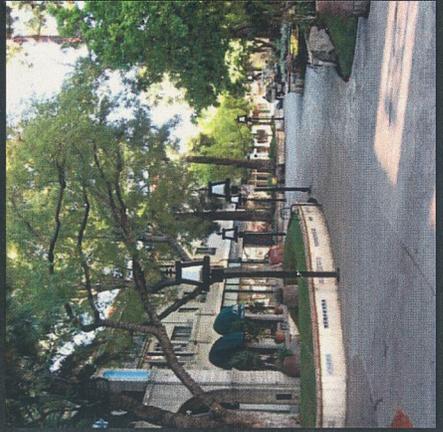
Expansion of the City of Riverside Museum and Library Facility Project

Riverside, California

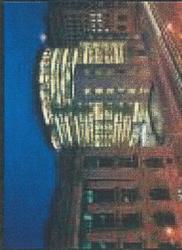
Presentation by

Pfeiffer Partners Architects Inc

April 24, 2007



Library Experience



Current

American University in Cairo, New Cairo, Egypt
 Los Angeles Valley College, Valley Glen, California
 Santa Clara University, Santa Clara, California
 Seattle University A.A. Lemieux Library, Seattle, Washington
 University of British Columbia, Vancouver, British Columbia Irving K.
 University of California - Santa Barbara, California



Completed

American Film Institute, Los Angeles, California
 Anaheim Public Library, Anaheim, California
 Boston Public Library, Boston, Massachusetts
 California Western School of Law, San Diego, California
 Casa De La America, New York, New York
 Carnegie Observatory Library, Pasadena, California
 Columbia Public Library, Columbia, Missouri
 Coronado Public Library, Coronado, California
 Inha University, Jungsuck Library, Seoul, Korea
 Los Angeles County Museum of Art, Los Angeles, California



Raices Museum & Archives, New York, New York
 Seattle Public Library Programming Study, Seattle, Washington
 Soka University, Aliso Viejo, California
UCSD Biomedical Library, La Jolla, California
 University of Central Florida Library Expansion Study, Orlando, Florida
 University of Miami Library Renovation & Addition, Coral Gables, Florida
 University of Oklahoma New Law Library, Norman, Oklahoma
 University of Otago Hocken Library, Dunedin, New Zealand
 University of Otago Library Renovation & Expansion, New Zealand
 University of Utah Marriott Library Program, Salt Lake City, Utah
 Vancouver Library Square Competition, Vancouver, British Columbia
 Vassar College Libraries, Poughkeepsie, New York
 Washington & Lee University Library Study, Lexington, Virginia

Other (Completed as HHPA)

The Bryant Library, Roslyn, New York
 Borough of Manhattan Community College, New York, New York
 Chatham-Effingham-Liberty Regional Library, Savannah, Georgia
 Cleveland Public Library, Cleveland, Ohio
 East Brunswick Public Library, East Brunswick, New Jersey
 Grand Rapids Public Library, Grand Rapids, Michigan
 International Family Institute for Discovery, Harris, New York
 Middle Country Public Library, Centereach & Selden, New York
 New Haven Free Public Library, New Haven, Connecticut



RIVERSIDE PUBLIC LIBRARY



RIVERSIDE METROPOLITAN
 MUSEUM

**PFEIFFER
 PARTNERS**

Museum & Gallery Experience



Completed

Anaheim Muzeo, Anaheim, California (2007)
 Bowers Museum, Santa Ana, California
 Center for Culture and Creativity, Salt Lake City, Utah
 Colorado History Museum, Denver, Colorado
 Columbus Museum of Art, Columbus, Ohio
 Dallas Community Cultural Plan, Dallas, Texas (2001)
 Delaware Art Museum, Wilmington, Delaware
Denver Museum of Nature and Science, Denver, Colorado
 Experience Music Project Study, Seattle, Washington
Griffith Observatory, Los Angeles, California
 Lansing Art and Education Center, Lansing, Michigan
 Los Angeles County Museum of Art, Los Angeles, California
 Madison Arts Center, Madison, Wisconsin
 New Haven Cultural Arts, New Haven, Connecticut
 New Jersey Railroad & Transportation Heritage Center,
 Oklahoma History Center, Oklahoma City, Oklahoma
 RAICES Museum and Archives, New York, New York
 Santa Ana Museum District, Santa Ana, California
 Sharlot Hall Museum, Prescott, Arizona
 The Splot American Museum of Agriculture and Innovation
 University of Delaware, Newark, Delaware
 University of New Mexico Enchanted Skies Park, Horace



Other (Completed as HHPA)

Amon Carter Museum, Fort Worth, Texas
 Bass Museum of Art/Museum Square, Miami Beach, Florida
 Boscobel Visitor Center, Cold Springs, New York
 Bronx Museum of the Arts, Bronx, New York
 Brooklyn Children's Museum, New York, New York
Cooper-Hewitt Museum, New York, New York
 Creighton University, Omaha, Nebraska
 Cultural Ethnic Center, Bronx, New York
The Currier Gallery of Art, Manchester, New Hampshire
 Currier Gallery of Art Climatization, Manchester, New Hampshire
 Eastern Connecticut State University, Willimantic, Connecticut
 Jacob Lawrence Institute for Art and Ideas, Harlem New York
 John Michael Kohler Arts Center, Sheboygan, Wisconsin
 Middlebury College Museum of Art, Middlebury, Vermont
 The Museum of Modern Times, Birmingham, Alabama
 New York School of Interior Design, New York, New York
 New York State Historical Association, Fenimore House,

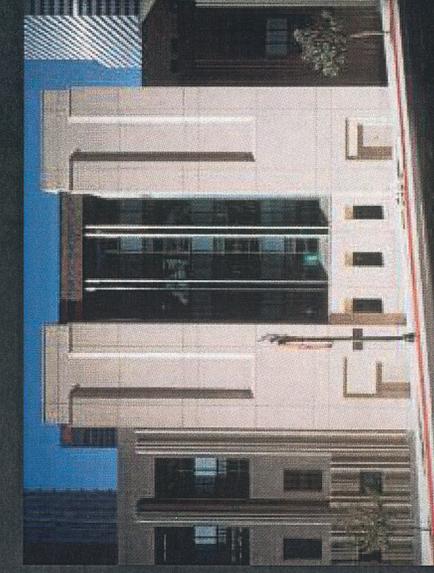
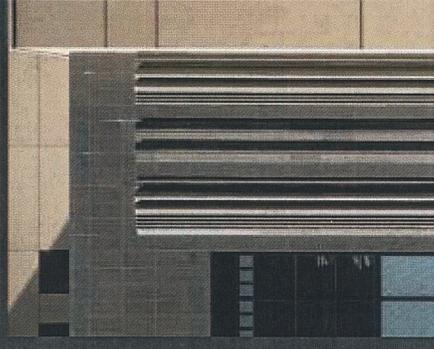
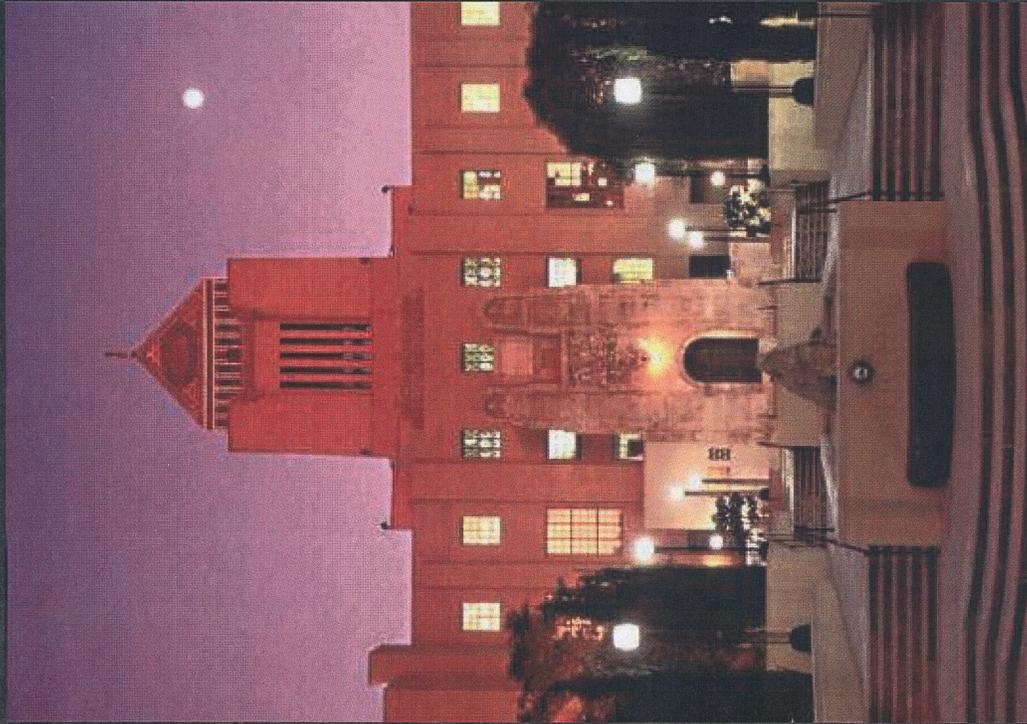


RIVERSIDE PUBLIC LIBRARY



**PFEIFFER
PARTNERS**

Experience — Los Angeles Central Library Los Angeles, California



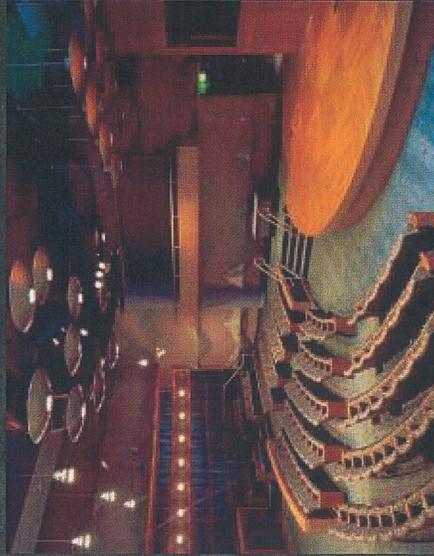
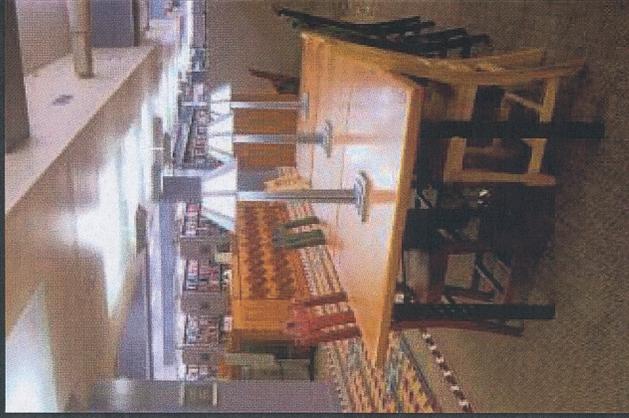
RIVERSIDE METROPOLITAN
MUSEUM
OF ARTS

RIVERSIDE PUBLIC LIBRARY



PFEIFFER
PARTNERS

Experience — Los Angeles Central Library Los Angeles, California



RIVERSIDE PUBLIC LIBRARY



RIVERSIDE METROPOLITAN
MUSEUM

PFEIFFER
PARTNERS

Experience — Los Angeles Central Library Los Angeles, California



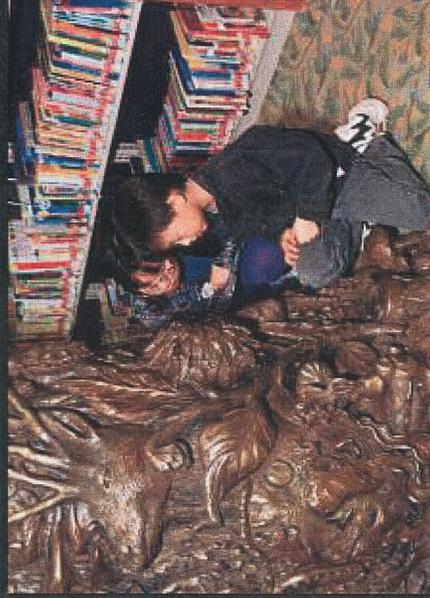
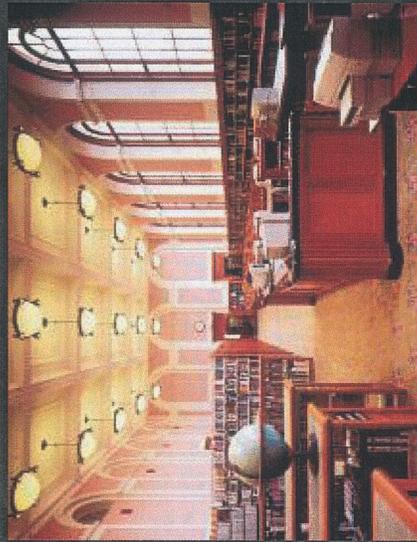
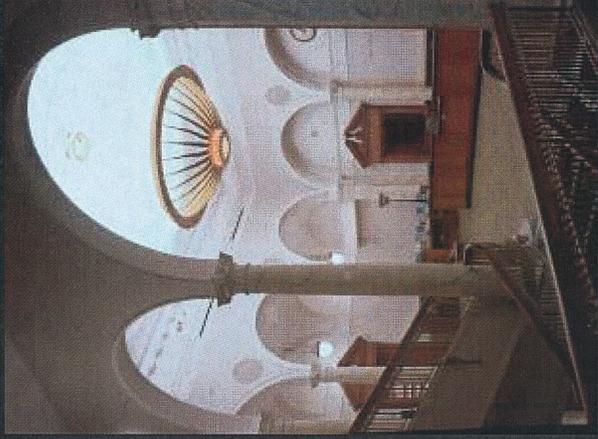
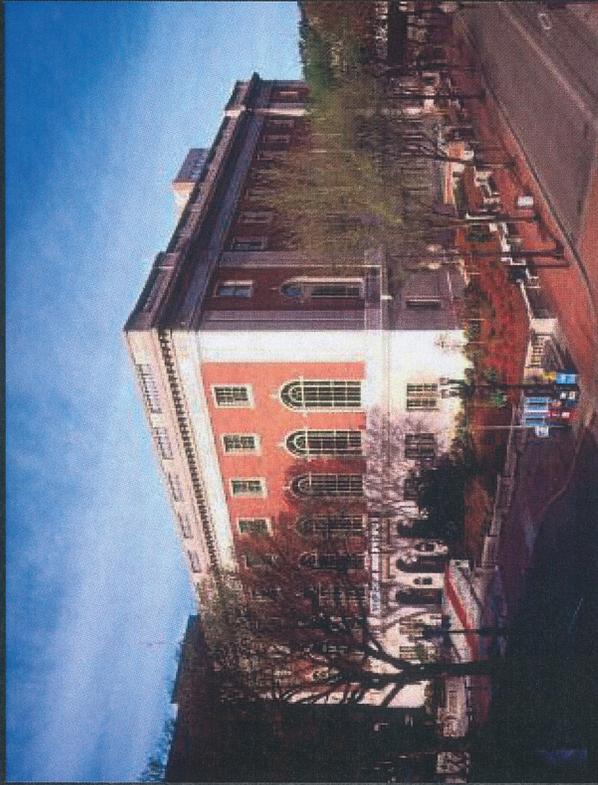
RIVERSIDE PUBLIC LIBRARY



RIVERSIDE METROPOLITAN
MUSEUM

PFEIFFER
PARTNERS

Experience — Multnomah County Central Library Portland, Oregon



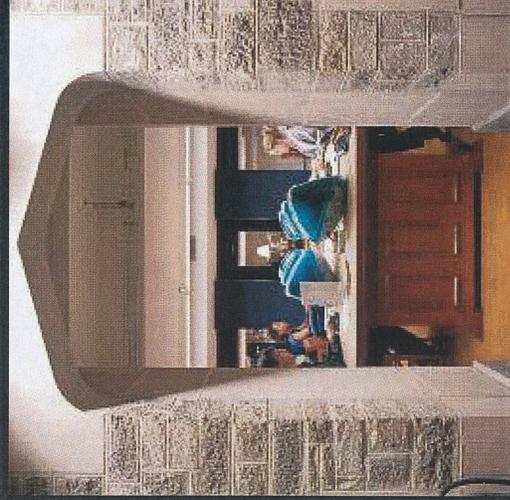
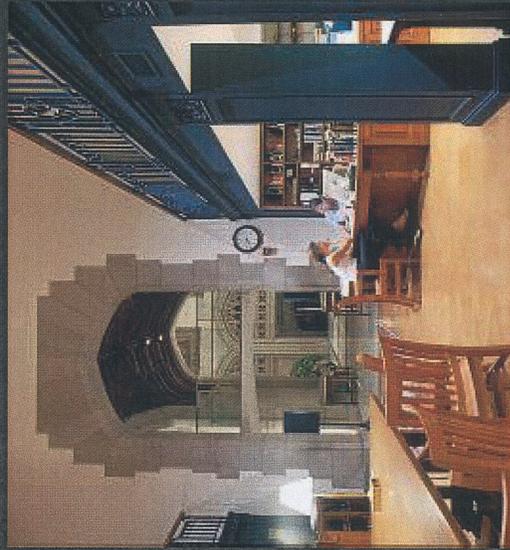
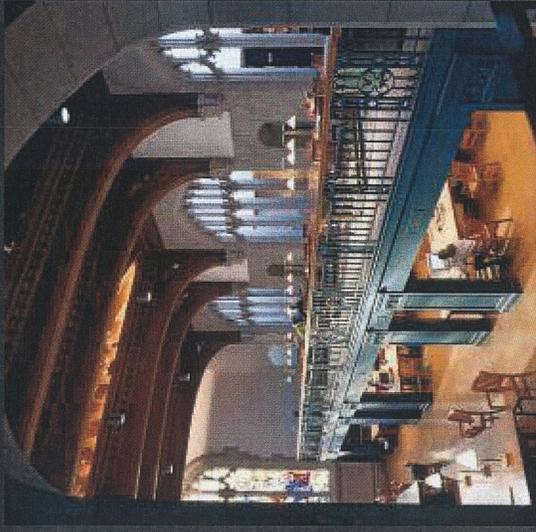
RIVERSIDE PUBLIC LIBRARY



RIVERSIDE METROPOLITAN MUSEUM

PFEIFFER PARTNERS

Experience — Vassar College Libraries Poughkeepsie, New York



RIVERSIDE METROPOLITAN
LIBRARY

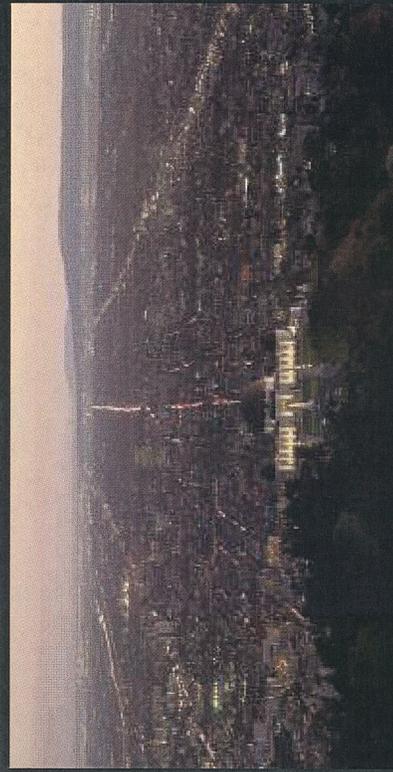
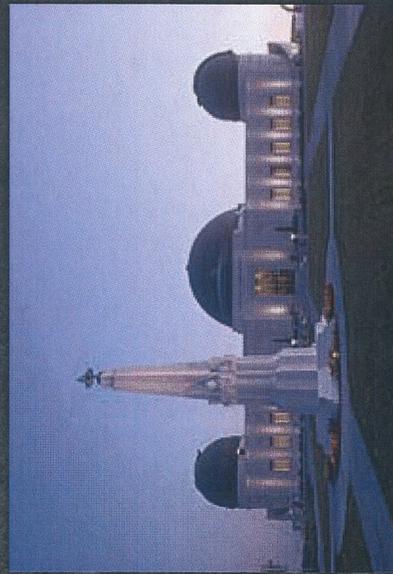


RIVERSIDE METROPOLITAN
LIBRARY

MUSEUM

PFEIFFER
PARTNERS

Experience — Griffith Observatory Los Angeles, California



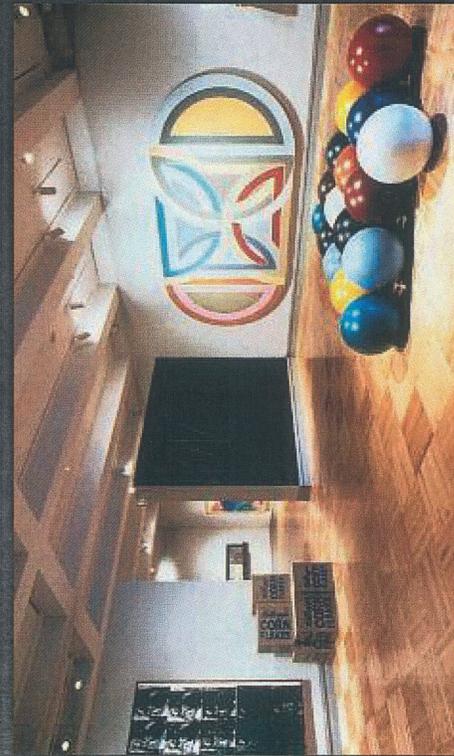
RIVERSIDE PUBLIC LIBRARY



RIVERSIDE METROPOLITAN MUSEUM

PFEIFFER PARTNERS

Experience — Los Angeles County Museum of Art Los Angeles, California



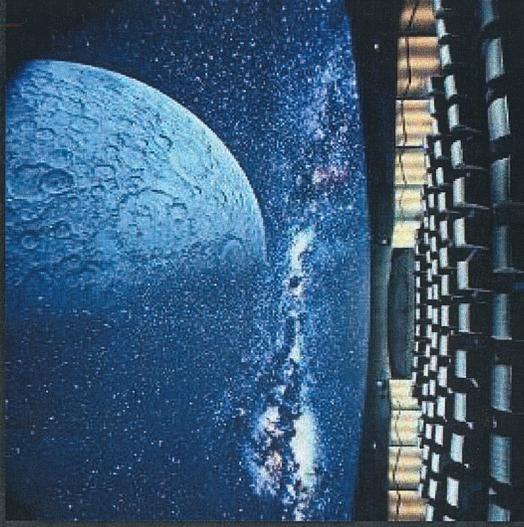
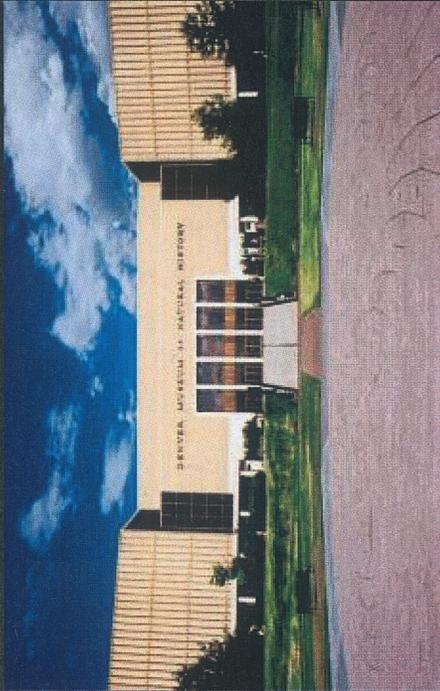
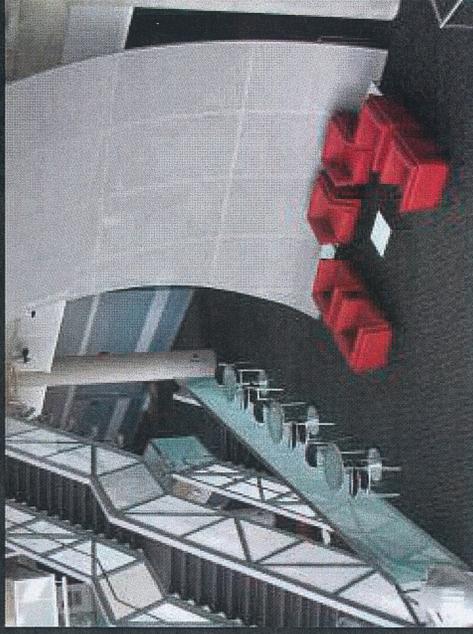
RIVERSIDE PUBLIC LIBRARY



RIVERSIDE METROPOLITAN MUSEUM

PFEIFFER PARTNERS

Experience — Denver Museum of Nature and Science Denver, Colorado



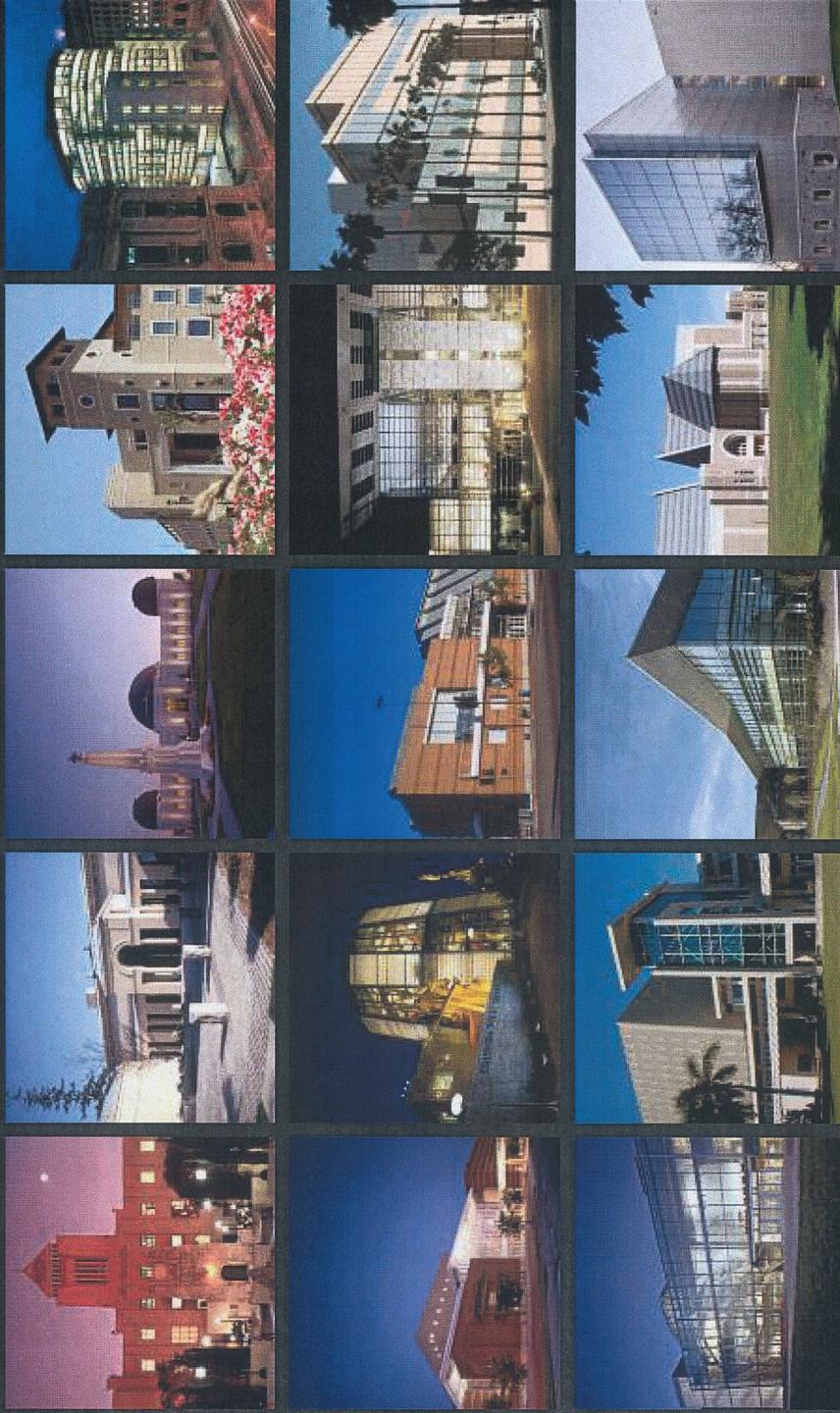
RIVERSIDE PUBLIC LIBRARY



RIVERSIDE METROPOLITAN
MUSEUM

PFEIFFER
PARTNERS

Selected Pfeiffer Partners Projects



RIVERSIDE PUBLIC LIBRARY



RIVERSIDE METROPOLITAN
MUSEUM

**PFEIFFER
PARTNERS**

Riverside Public Library Site



**PFEIFFER
PARTNERS**

RIVERSIDE METROPOLITAN
MUSEUM



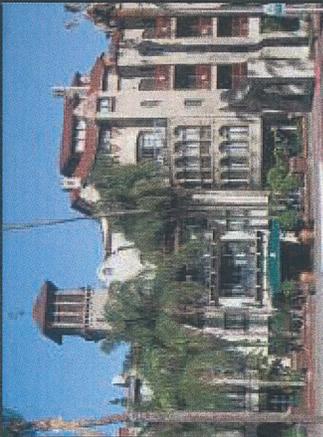
RIVERSIDE PUBLIC LIBRARY



Architectural Context



Old City Hall - 1930



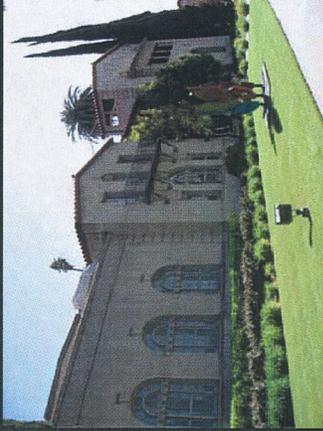
Mission Inn (Arthur Benton et al) - 1902-1920's



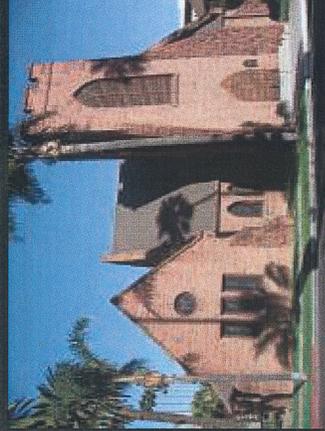
Municipal Auditorium (Arthur Benton) - 1929



Municipal Museum (Original Post Office) - 1912



Riverside Art Museum (YWCA) Julia Morgan - 1929



Universalist Unitarian Church (A.C. Willard) - 1891



Mission Inn (Arthur Benton) - 1902-1920's



First Congregational (Myron Hunt) - 1912



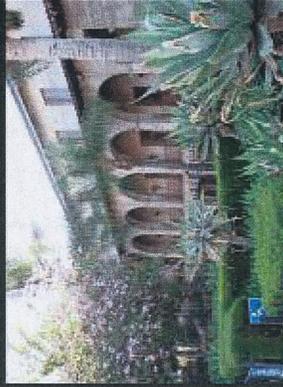
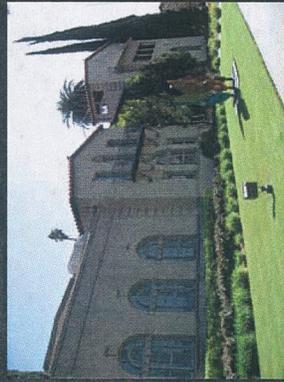
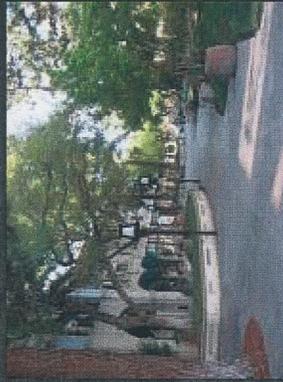
RIVERSIDE METROPOLITAN
MUSEUM



RIVERSIDE PUBLIC LIBRARY

**PFEIFFER
PARTNERS**

Landscape Context



RIVERSIDE METROPOLITAN
MUSEUM



RIVERSIDE PUBLIC LIBRARY

RIVERSIDE METROPOLITAN
MUSEUM

PFEIFFER
PARTNERS

Riverside Public Library Site – Preliminary Thoughts



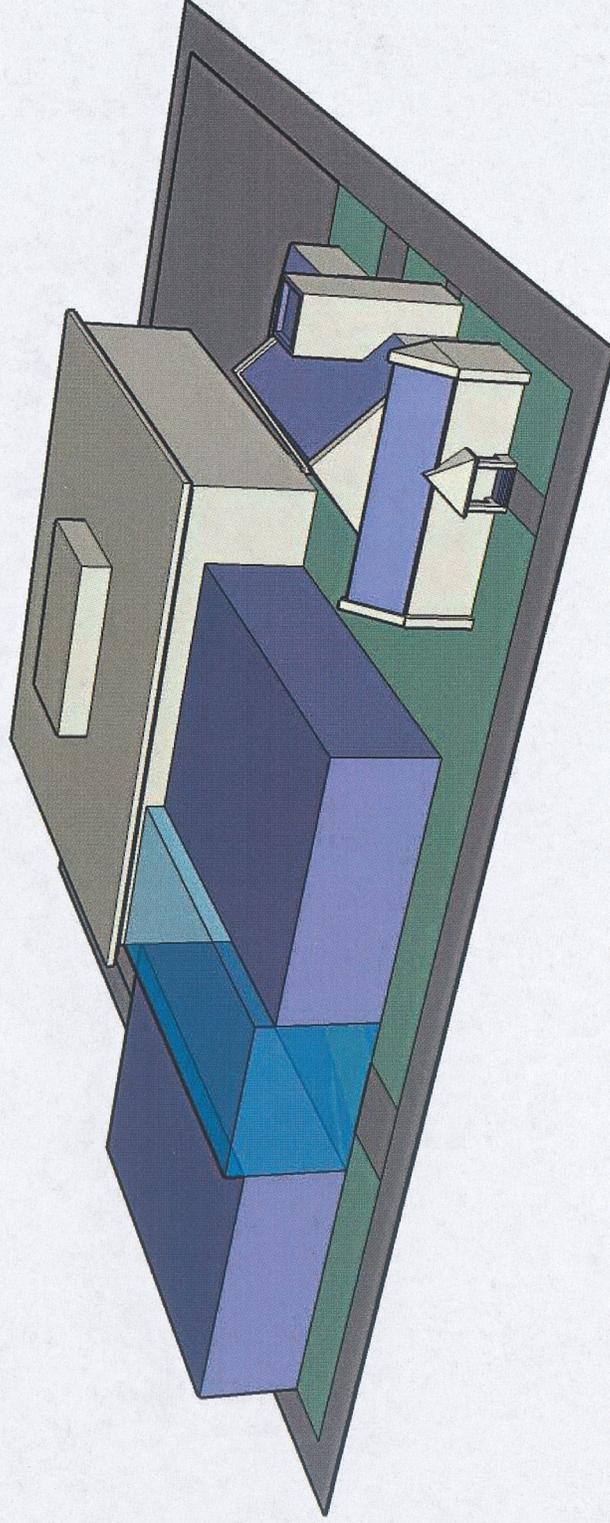
**PFEIFFER
PARTNERS**

RIVERSIDE METROPOLITAN
MUSEUM

RIVERSIDE PUBLIC LIBRARY



Riverside Public Library Site – Preliminary Thoughts



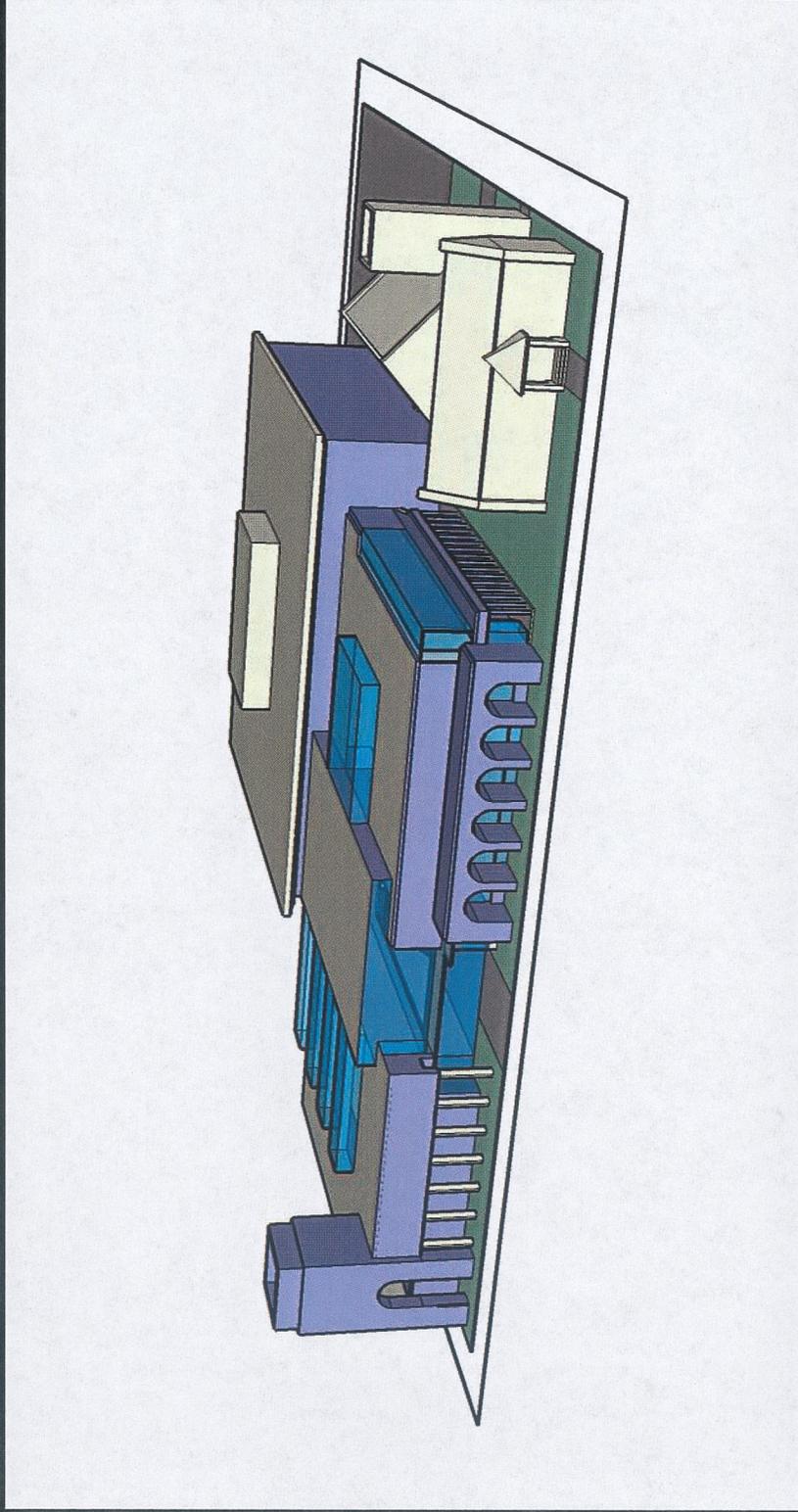
RIVERSIDE METROPOLITAN
MUSEUM

RIVERSIDE PUBLIC LIBRARY



PFEIFFER
PARTNERS

Riverside Public Library Site – Preliminary Thoughts



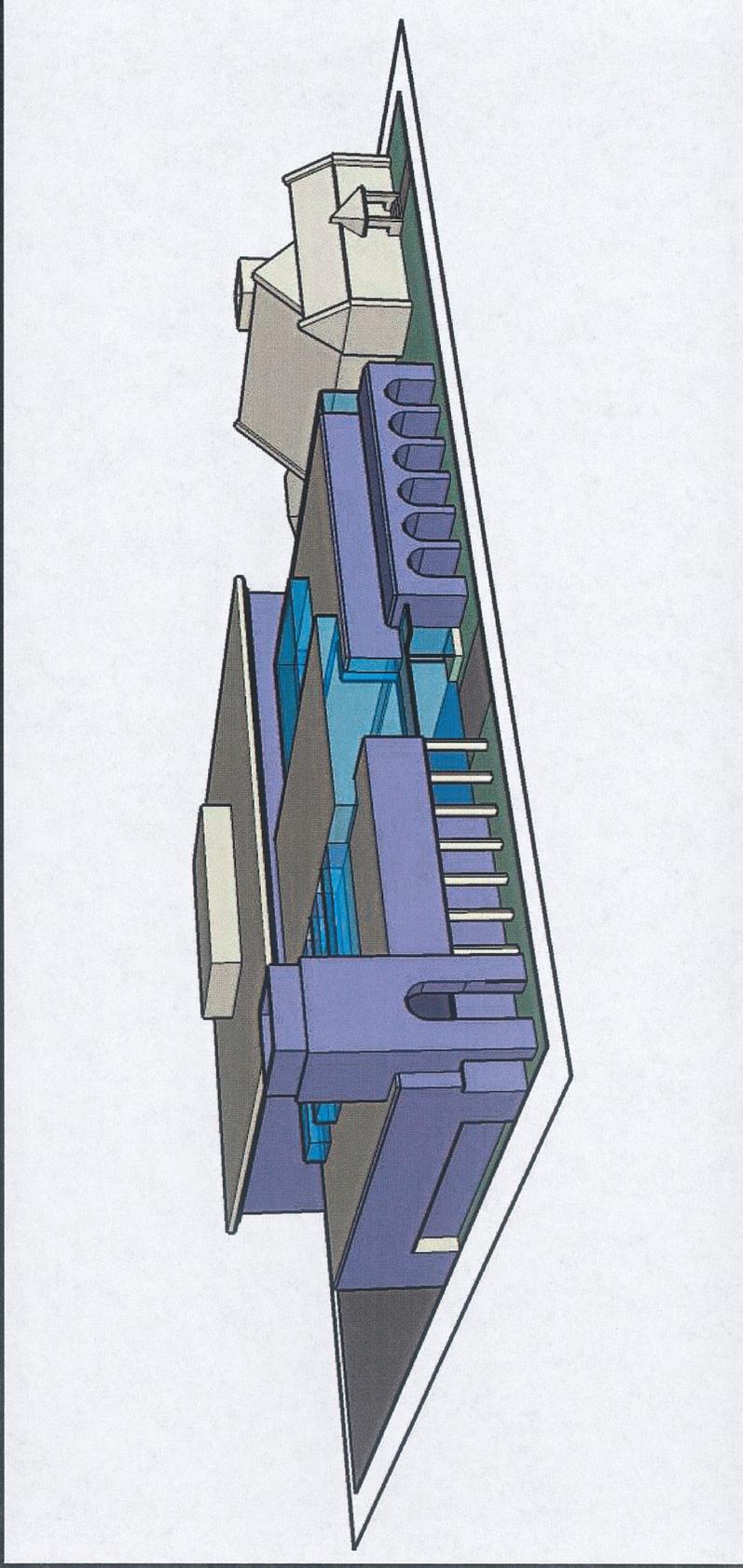
RIVERSIDE PUBLIC LIBRARY



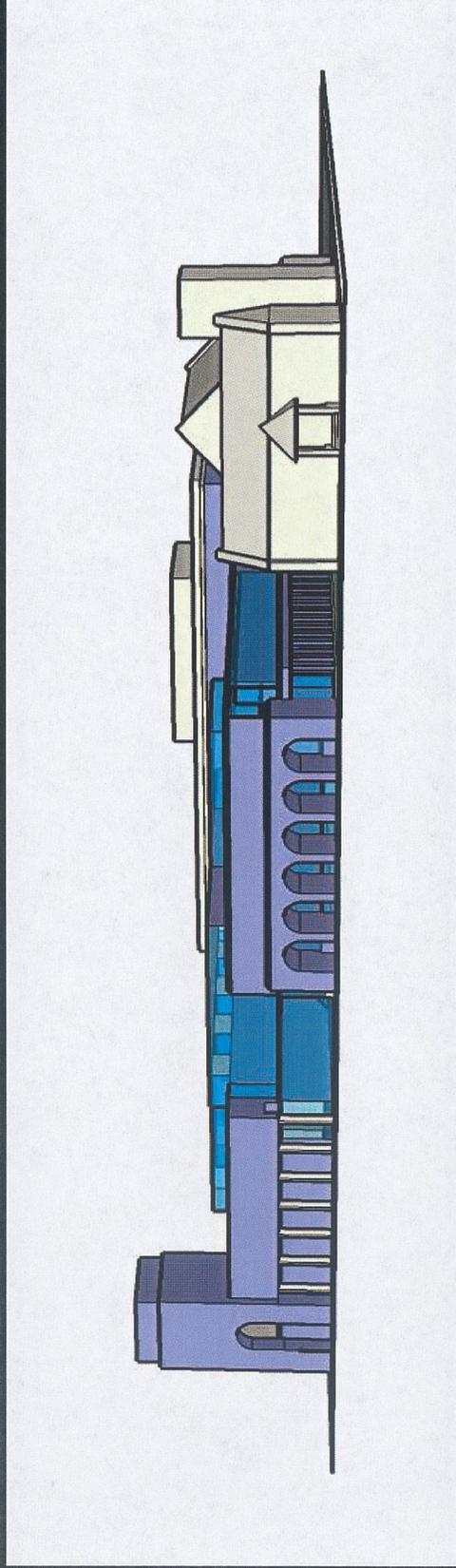
RIVERSIDE METROPOLITAN
MUSEUM

PFEIFFER
PARTNERS

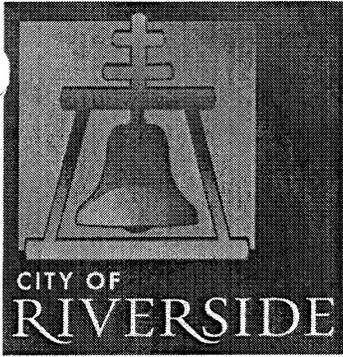
Riverside Public Library Site – Preliminary Thoughts



Riverside Public Library Site – Preliminary Thoughts



HL



**RIVERSIDE PUBLIC LIBRARY
BOARD OF LIBRARY TRUSTEES
Joint Public Meeting with the
Riverside Metropolitan Museum Board
AGENDA (REVISED)
Wednesday, January 16, 2008
2:00 PM
ART PICK COUNCIL CHAMBER, CITY HALL
3900 MAIN STREET, RIVERSIDE, 92501
RIVERSIDE PUBLIC LIBRARY, 951-826-5213**

MISSION STATEMENT

The City of Riverside is committed to providing high quality municipal services to ensure a safe, inclusive, and livable community

Pursuant to Government Code Section 54954.2 the Board of Library Trustees will conduct a meeting at the above time and place for the purpose of transacting or discussing business as identified on this agenda. Complaints, subject officers, representatives or any member of the public wishing to address the board on today's agenda items should submit a "Request to Speak" form to the Administrative Secretary prior to the commencement of the meeting.

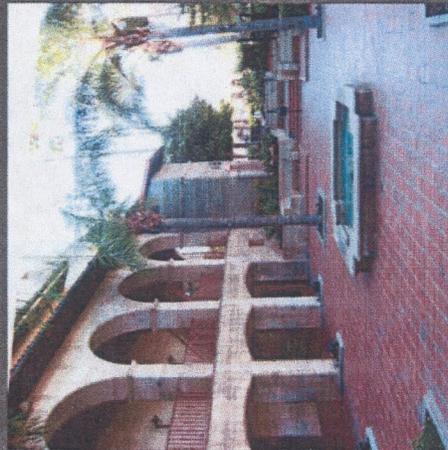
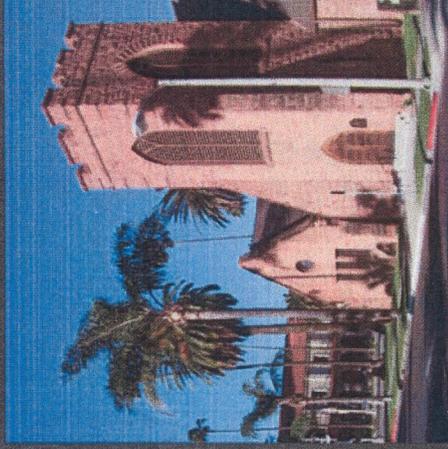
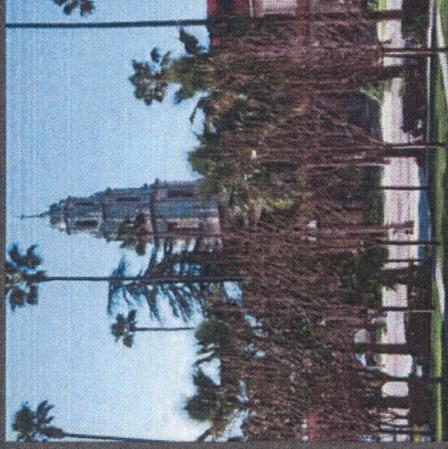
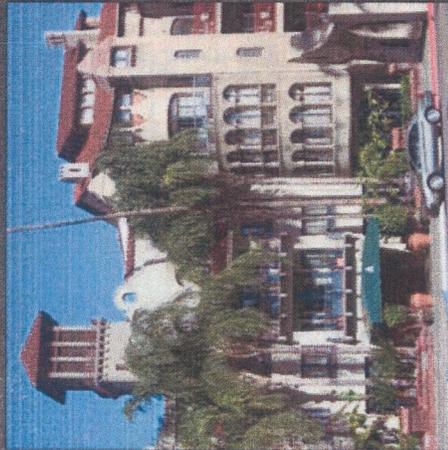
1. **Call to Order**
Wendel Tucker, President, Board of Library Trustees
Norton Younglove, Chair, Riverside Metropolitan Museum Board
2. **Introduction of Library and Museum Board Members**
3. **Library and Museum Expansion Project**
Project Overview (Pfeiffer Partners Architects, Inc.)
Discussion of Programming Options for Library and Museum
Discussion of Preliminary Design Concepts
4. **Public Comment**

Public Comment limited to 3 minutes: This is an opportunity for members of the public to address the Board on any subject matter that is within the Board's jurisdiction

LISTENING ASSISTIVE DEVICES are available for the hearing impaired--please see City Clerk.

The City of Riverside wishes to make all of its public meetings accessible to the public. Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities, as required by Section 202 of the Americans with Disabilities Act of 1990. Any person with a disability who requires a modification or accommodation in order to participate in a meeting, should direct such request to the City's ADA Coordinator at (951) 826-5555 or TDD at (951) 826-2551 at least 48 hours before the meeting, if possible.

Agenda related writings or documents provided to the City Council are available for public inspection in the Office of the City Clerk, at www.riversideca.gov, and in the binder located outside the Council Chamber entry while the meeting is in session.



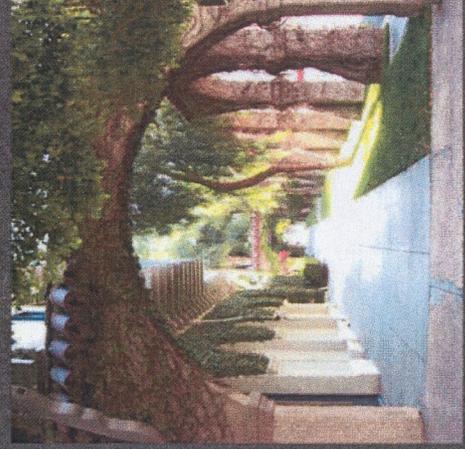
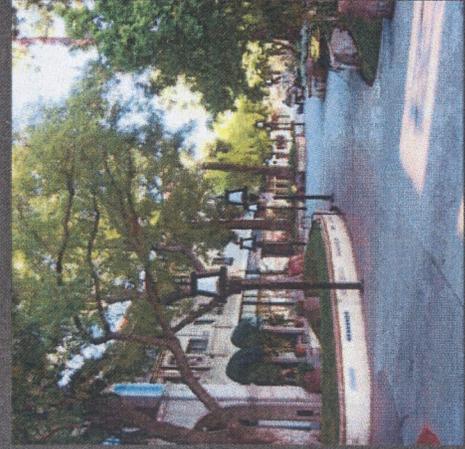
Expansion of the City of Riverside Museum and Library Facility Project

Riverside, California

Presentation by

Pfeiffer Partners Architects Inc

January 16, 2008

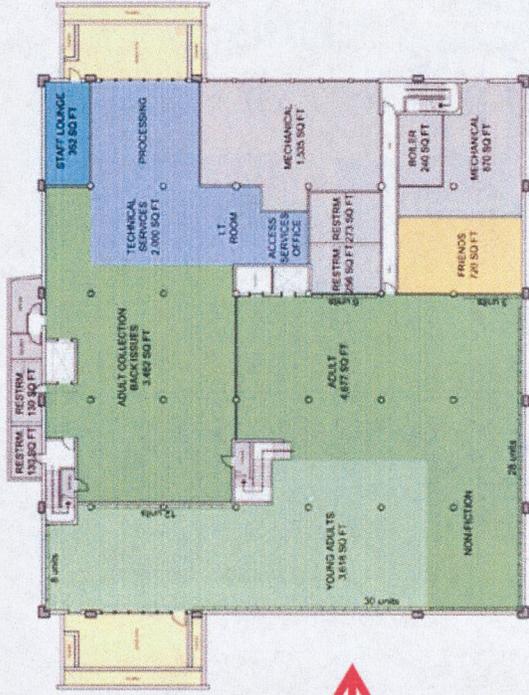


Programming – Lower Level

LOWER LEVEL



Enlarged Diagram

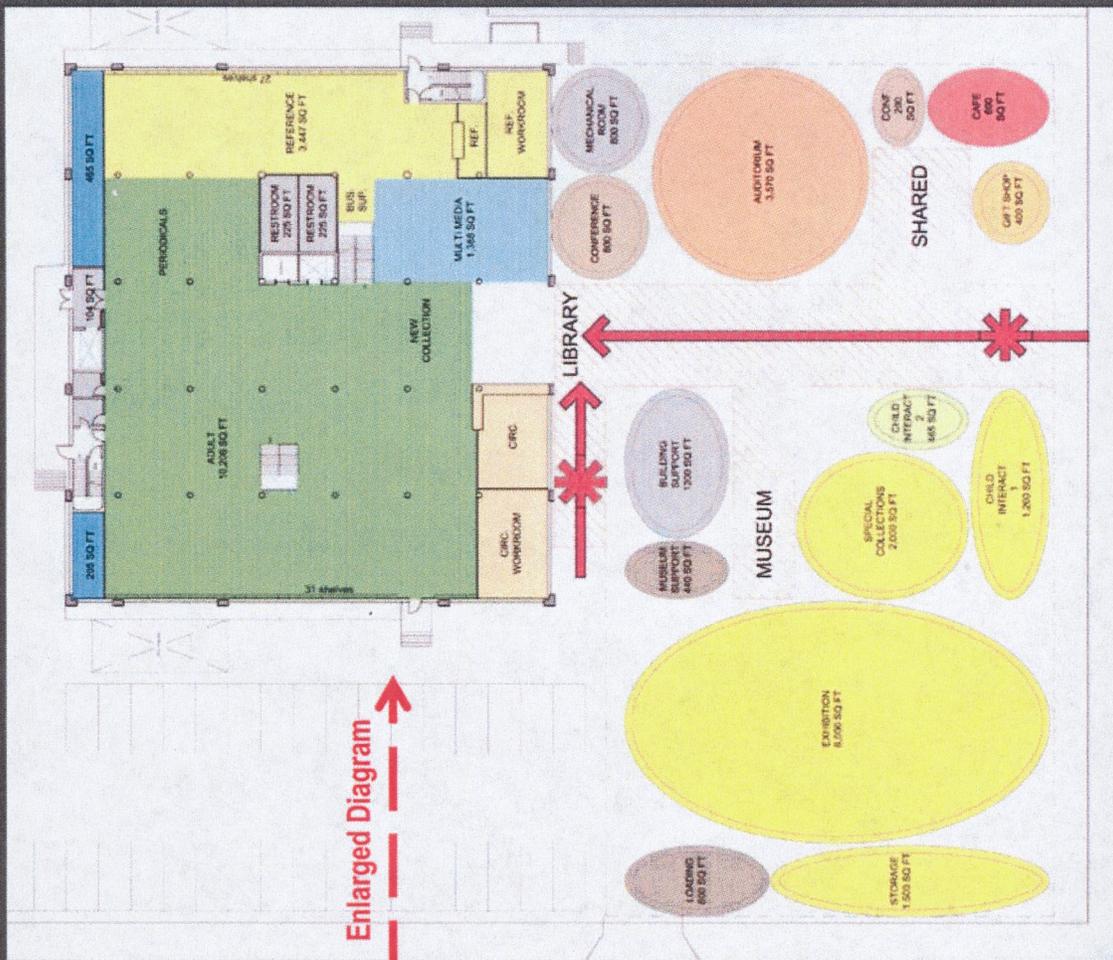
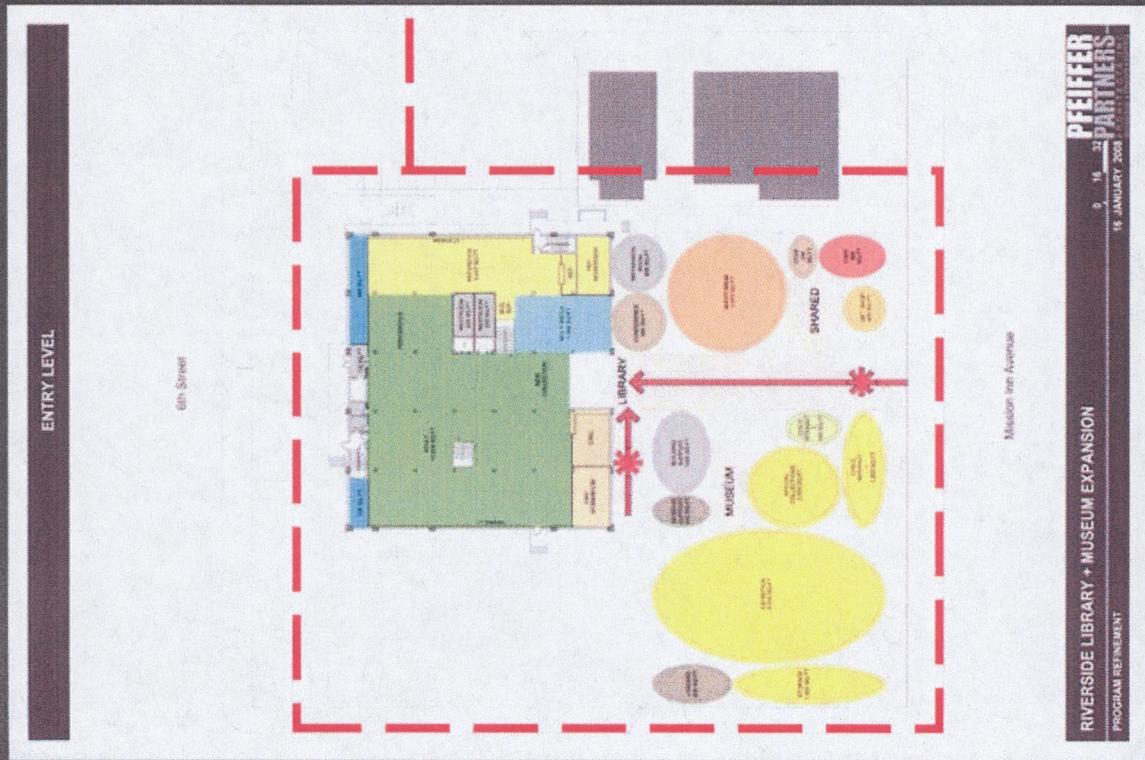


RIVERSIDE LIBRARY + MUSEUM EXPANSION
PROGRAM REF/MENT
PFEIFFER PARTNERS
8 16 22
18 JANUARY 2009

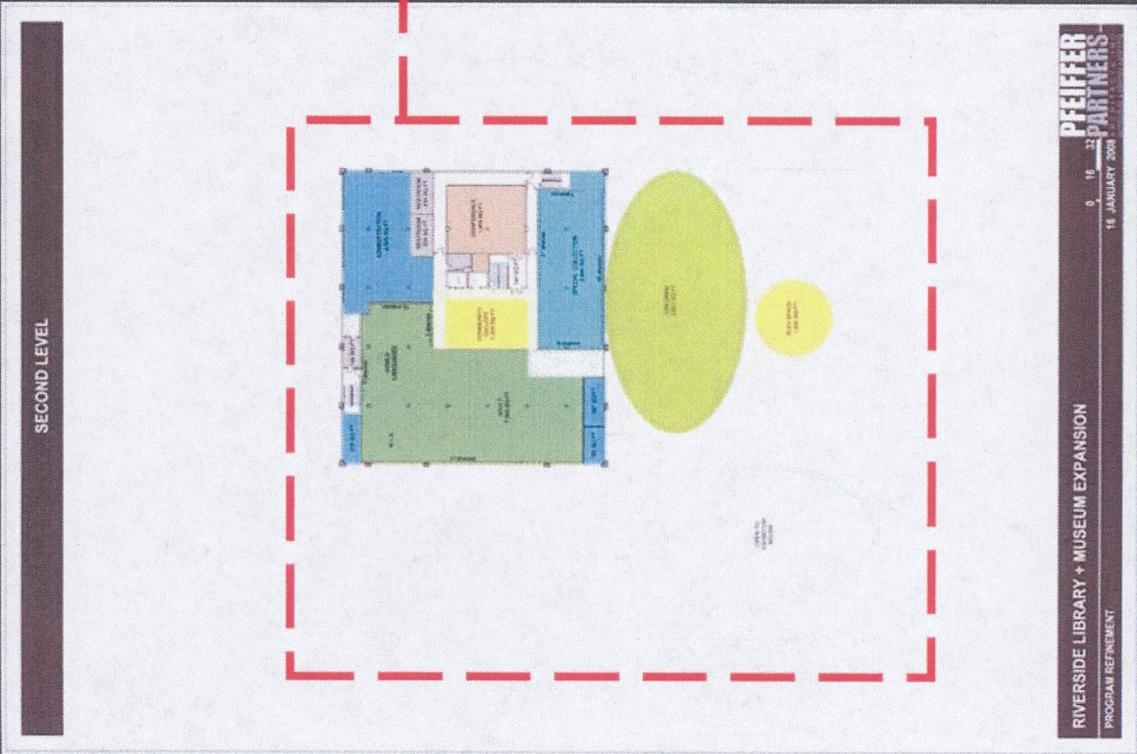
RIVERSIDE METROPOLITAN MUSEUM
RIVERSIDE PUBLIC LIBRARY

PFEIFFER PARTNERS

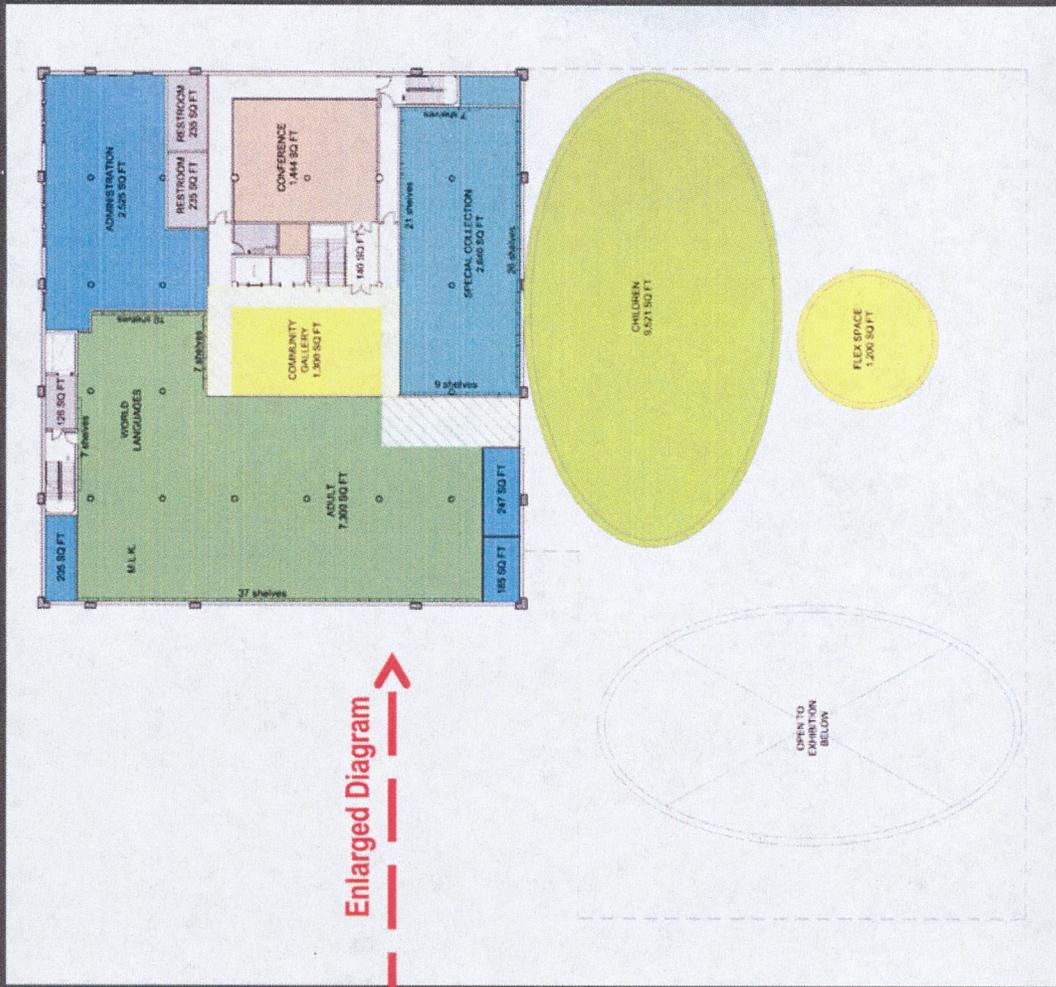
Programming – First Floor (Entry Level)



Programming – Second Floor



Enlarged Diagram →



Building Site



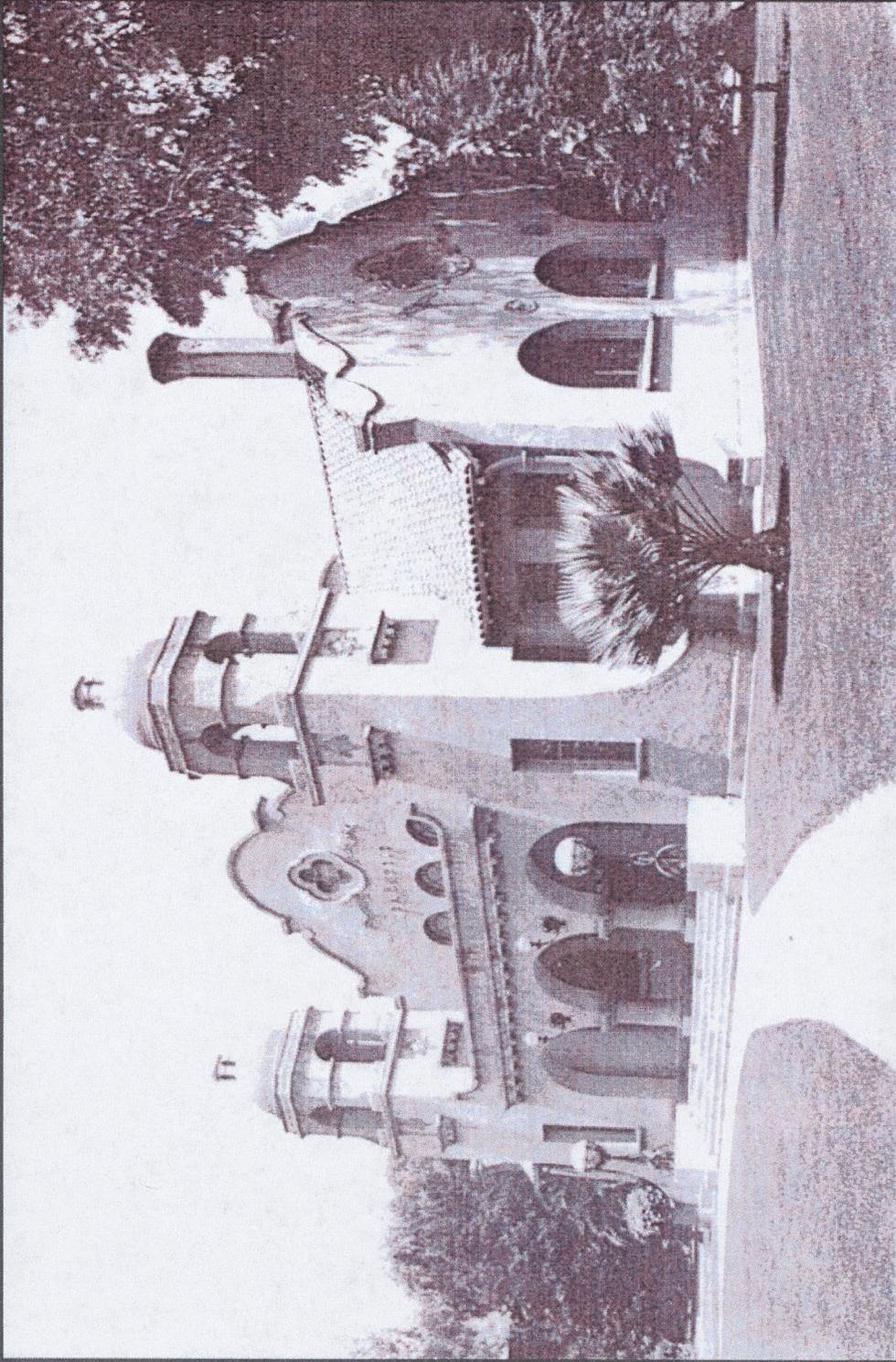
RIVERSIDE PUBLIC LIBRARY



RIVERSIDE METROPOLITAN
MUSEUM

**PFEIFFER
PARTNERS**

Building Site - Community Memory



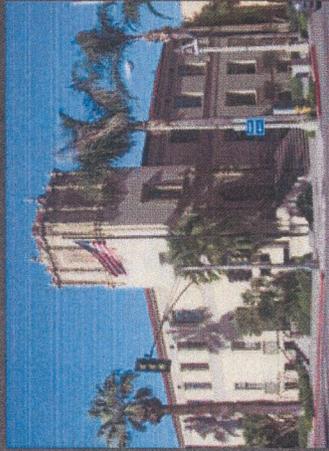
RIVERSIDE PUBLIC LIBRARY



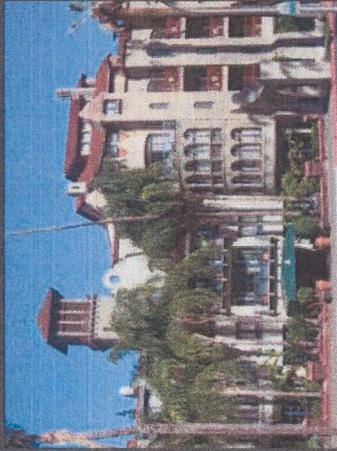
RIVERSIDE METROPOLITAN
MUSEUM

PFEIFFER
PARTNERS

Architectural Context - Buildings



Old City Hall - 1930



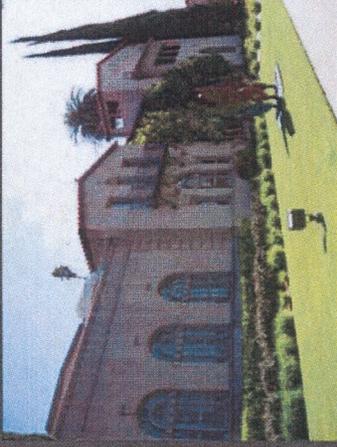
Mission Inn (Arthur Benton et al) - 1902-1920's



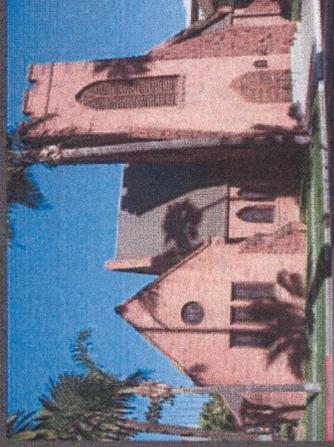
Municipal Auditorium (Arthur Benton) - 1929



Municipal Museum (Original Post Office) - 1912



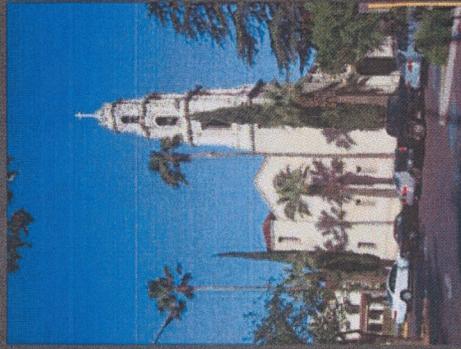
Riverside Art Museum (YWCA) Julia Morgan - 1929



Universalist Unitarian Church (A.C. Willard) - 1891



Mission Inn (Arthur Benton) - 1902-1920's



First Congregational (Myron Hunt) - 1912



RIVERSIDE METROPOLITAN
MUSEUM



RIVERSIDE PUBLIC LIBRARY



**PFEIFFER
PARTNERS**

Architectural Context - Styles



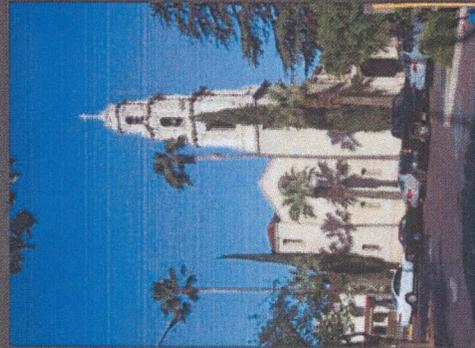
Italianate w/Spanish Colonial Revival



Mission Revival



Spanish Baroque (Influenced)



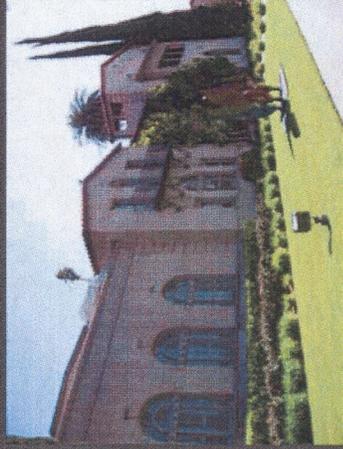
Italianate/Churrigueresque



Moorish (Influenced)



Spanish Colonial Revival



Beaux Arts (Influenced)



Gothic Revival// Rich. Romanesque



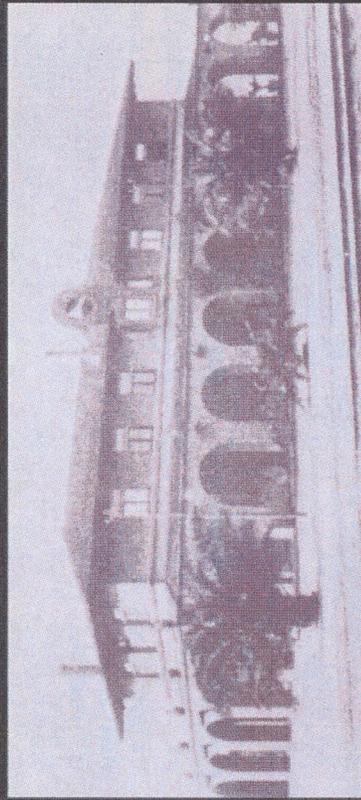
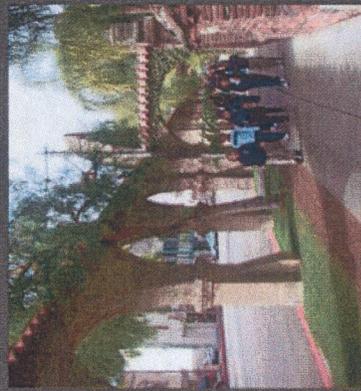
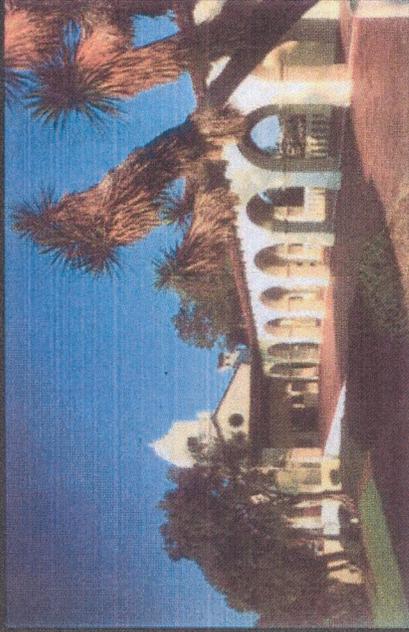
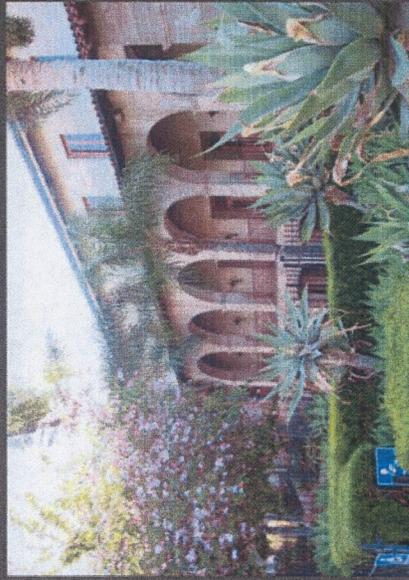
RIVERSIDE METROPOLITAN
MUSEUM

RIVERSIDE PUBLIC LIBRARY



**PFEIFFER
PARTNERS**

Architectural Precedents – Arcades & Loggias

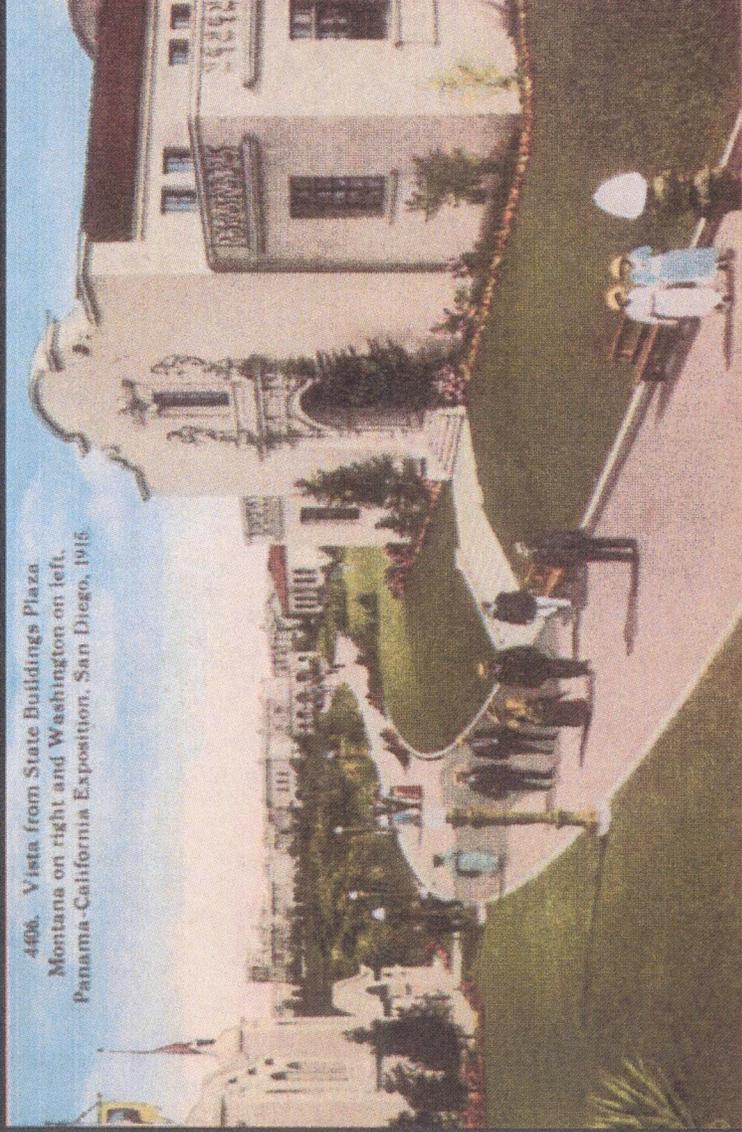
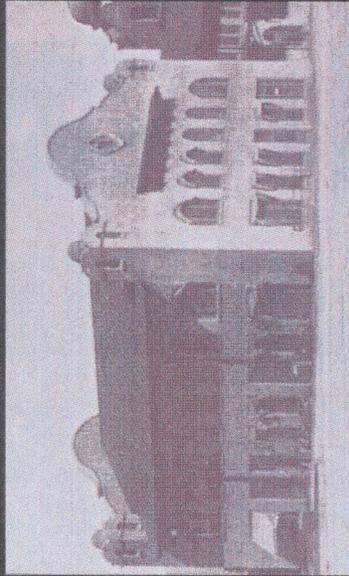
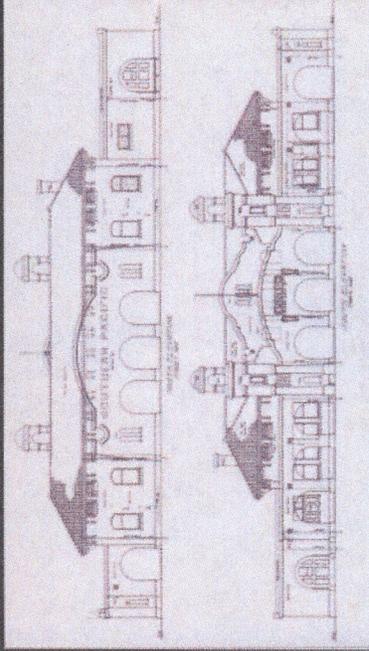
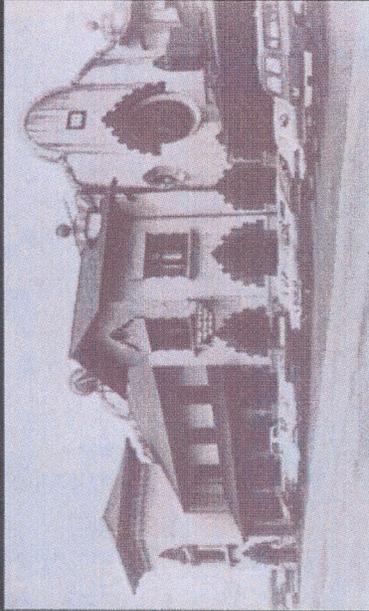


RIVERSIDE PUBLIC LIBRARY

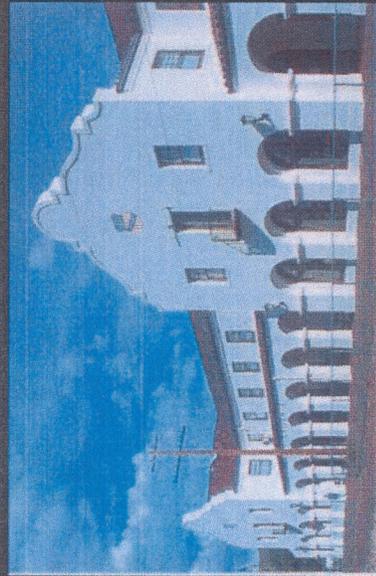
RIVERSIDE METROPOLITAN
MUSEUM

**PFEIFFER
PARTNERS**

Architectural Precedents – Façade Articulation



4406. Vista from State Buildings Plaza. Montana on right and Washington on left. Panama-California Exposition, San Diego, 1916.



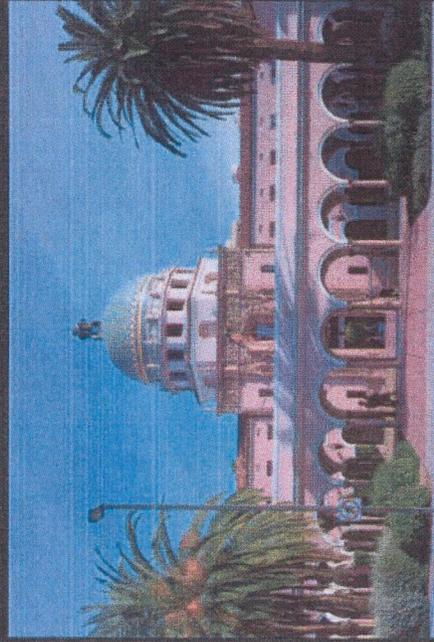
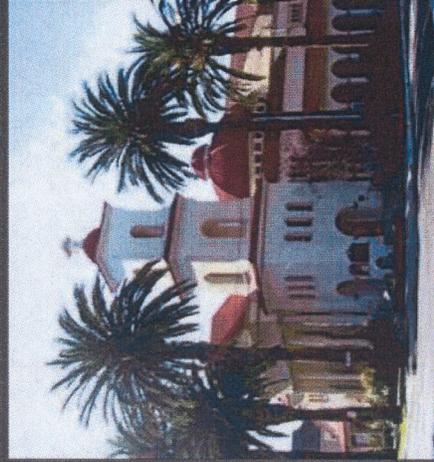
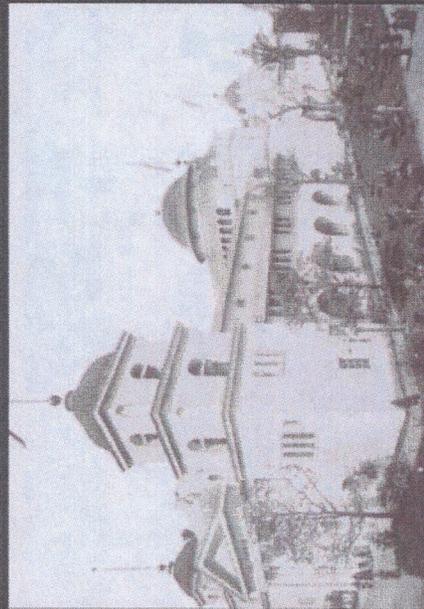
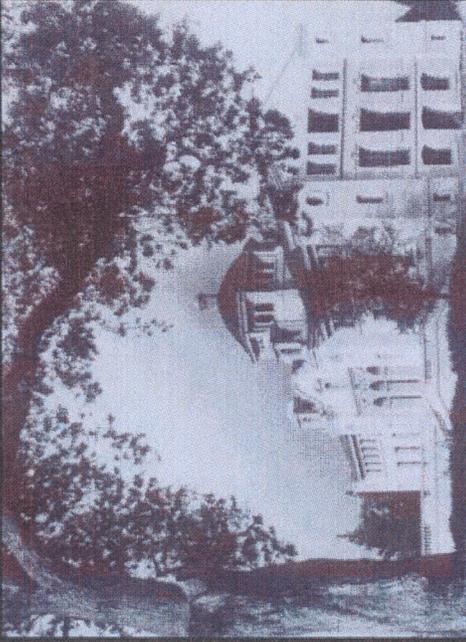
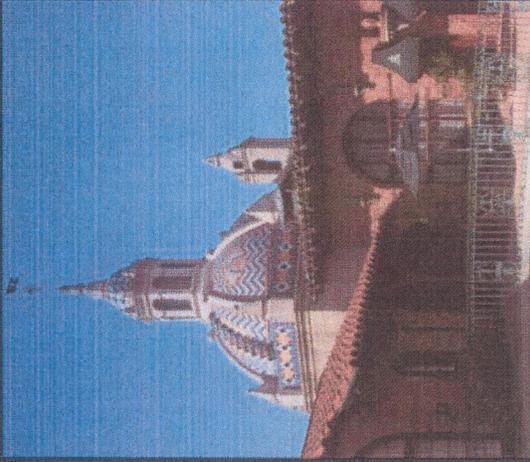
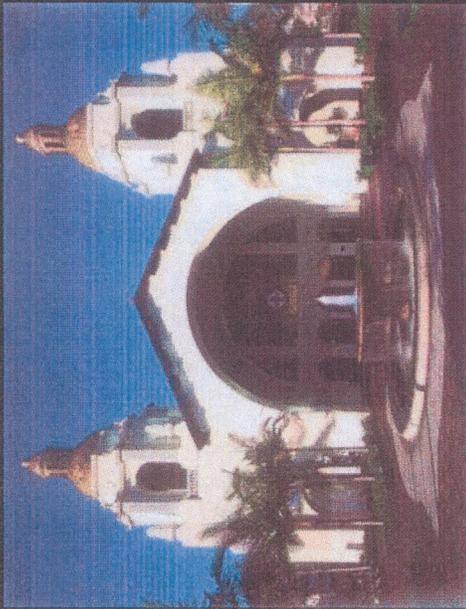
RIVERSIDE PUBLIC LIBRARY



RIVERSIDE METROPOLITAN MUSEUM

PFEIFFER PARTNERS

Architectural Precedents – Domes



RIVERSIDE METROPOLITAN
MUSEUM

RIVERSIDE PUBLIC LIBRARY

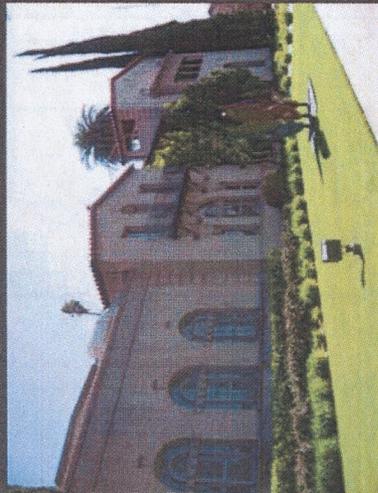


**PFEIFFER
PARTNERS**

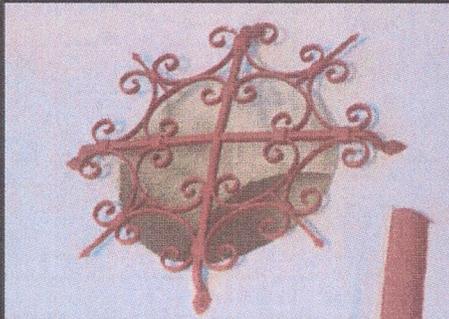
Architectural Precedents – Scale



Large Masses & Openings



Small Details



RIVERSIDE PUBLIC LIBRARY



RIVERSIDE METROPOLITAN MUSEUM

PFEIFFER PARTNERS

Riverside Public Library

MINUTES

Board of Library Trustees Joint Meeting with the
Riverside Metropolitan Museum Board
January 16, 2008
2:00 p.m.

**PRESIDENT WENDEL TUCKER and
NORTON YOUNGLOVE
PRESIDING**

Board of Library Trustees

Present:

Wendel Tucker, President
Nancy Melendez, Vice President
Dildar Ahmad
Wilburn Lopez
Judith Runyon
Bob Saber
John Schreck
John Vineyard

Absent

Susan Coffey

Metropolitan Museum Board

Present:

Norton Younglove, Chair
Bonita Farmer, Vice Chair
Barry Johnson
Venita Jorgensen
Chris Lopez
Geraldine Woods

Absent

Pauline Brabant
Rudy Ruibal

City Staff Present:

Belinda Graham, Development Department Director
Barbara Custen, Riverside Public Library Director
Ennette Morton, Museum Director
Carl Carey, Development Department
Rina Gonzales, Deputy City Attorney

**Item #1 Call to Order: Norton Young, Chair of the Metropolitan Museum Board and
Wendel Tucker, President of the Board of Library Trustees**

Norton Younglove, Chair of the Metropolitan Museum Board, welcomed attendees and introduced Wendel Tucker, President of the Board of Library Trustees who, called the meeting to order 2:00 P.M. Wendel Tucker explained that the meeting was a Joint meeting between the Library Trustees and Museum Board with representatives from the Development Department and Pfeiffer Partners.

Wendel Tucker greeted the audience members and reviewed the meeting agenda. At 3pm a moderated discussion of the submitted comments would take place. Mr. Tucker requested that the public be specific with their comments adding that if a comment card was submitted with contact information city staff would send a copy of the meeting minutes. He added that only two hours had been allocated for the meeting and that the process would be continued with additional meetings.

Item #2 Introduction of the Library and Museum Board Members

Wendel Tucker introduced the members of the Library Board in attendance, then Norton Younglove introduced the members of the Metropolitan Museum Board in attendance and the Mayor, Ron Loveridge.

Mayor Loveridge thanked the Library and Museum Boards and then introduced the City Council members present: Nancy Hart, Ward 6; Rusty Bailey, Ward 3; and Mike Gardner, Ward 1. The critical recommendations for what the final project will look like will be coming from the Museum and Library Boards.

Mayor Loveridge continued that Riverside is a University City, the City of the Arts for the Inland area and Southern California. We made an effort in the early 60's to create a Main Library and we have a chance to do it again and make this facility a defining facility for downtown and for the Inland Empire. Pfeiffer Architects are the best in the nation for this and now it is up to this community to suggest what facility they want for the twenty-first century.

Mayor Loveridge introduced Mike Gardner, Ward 1, City Council representative who stated that the process is just beginning and that everyone in attendance was here to learn what the Boards (Library and Museum) think about the Pfeiffer proposal. He added that the architecture wasn't complete and that they had asked the architects to suspend their work, while the City goes through this process. I have received many messages today who expressed concern about this plan and the Chinese Pavilion. Depending on the final determination is regarding the building renovation and expansion, there will be a public process to determine what should happen to the Chinese Pavilion.

Norton Younglove advised the audience, from his experience, it is best to limit your comments to 30 seconds, as the main focus can be lost if comments are not concise. Mr. Younglove added that the boards were most grateful to the Mayor, Council and City Management for committing 25 million dollars to the project and that there isn't to his knowledge additional funds available for a project that might be greater than that amount.

Items #3 Library and Museum Expansion Project

Wendel Tucker introduced Belinda Graham, the Development Department Director who reported that the City's Development Department is responsible for constructing public facilities. Each construction project has a capital projects team. She introduced, Carl Carey, the project manager for the Library/Museum. Carl Carey will work closely with the Library and the Museum Boards and the architects. All of the questions go through Carl to the architects and then Carl sends the responses back to the Boards.

Belinda Graham added that there have been several meetings to date with the Library and the Museum Boards.

We are here today to hear from Norman Pfeiffer and Stephanie Kingsnorth, who will talk about this project and then we will hear your comments.

Belinda Graham introduces Stephanie Kingsnorth, Architect and Associate with Pfeiffer Partners who described the programming phase of the facility.

Stephanie Kingsnorth gave a PowerPoint presentation with a program matrix. She explained that the process of programming began with shared spaces: the lobby spaces, the bookstore, the museum store. With all of the information collected from the library and museum staff with regards to elements needed we were able to determine the space required for each element. Once we had volume counts, we determined what amount of space is needed for reference, children's or fiction.

We asked the Museum Director, Ennette Morton and her staff, about space; how big are the existing exhibits, what can't you display in your current facilities, do you feel the spaces are sufficient or insufficient and why? That is how we developed the Museum spaces. In addition we looked at the Museum store and asked about sales and space requirements and desired space.

The process of gathering that information took approximately two months.. As we went through the process we had a joint meeting almost every other week to review the numbers with both organizations. We had meetings with Library and Museum representatives to discuss about the shared spaces: the lobby, the auditorium, meeting rooms. This is a cost effective way to spend project money, instead of building these areas twice, which would be a waste because these areas are not used all the time. We designed the conference and meeting rooms in various sizes to accommodate the different uses. These rooms include an Auditorium which is programmed at 250 seats which could house various types of lectures, meetings, events and exhibits. The two organizations will program the uses for the shared spaces together.

By the end of this process we were over on square footage, although not by a tremendous amount. We then asked the Library and the Museum to reevaluate their numbers and reassess what was essential for programming, services and exhibit space and determine what could be modified to fit within the space available and the budget allotted for this project.

The majority of the space for the museum is assigned to accommodate traveling exhibits which was a key element for the museum. This is something the current Museum cannot accommodate. The proposed traveling exhibit space is about 8000 square feet, which includes loading space, space for a curator and some of the current exhibit space that is moving from the current Museum building is the majority of the Museum space.

The Library requested a much enlarged and improved Children's space, almost tripled in size. The larger Children's space was one of the most important elements for the library. Another key conversation was about where the Teen space should be located in regards to the Children's area. The final decision was to move the Teen collection away from the Children's area. As the Teen and Adults share a non fiction collection it was also determined that Teen services should be located by the adult collection.

We eventually got to a number that we needed to be at, a square footage that we were all comfortable with. We didn't feel that we were compromising anything and we factored in for growth of the collection over the next thirty years and programmed those elements into the current diagrams that you will see today.

Stephanie Kingsnorth continued with her PowerPoint presentation by displaying the current program diagrams for the Joint Library and Museum Expansion. Ms. Kings-North emphasized that the diagrams did not show specifics like, architectural styles or exact/final number, etc. The diagrams only reflect the program matrix. She presented each level and described the approximate areas and locations of the various elements for the building project:

First, the elements of the lower level, which would include Teen services, the adult non-fiction collection, compact shelving in the staff area, Technical services, a staff lounge and space for the Friends group and a book sale area.

Second, the Main level of the Library which would have an entry connection to the Museum spaces, Circulation, the new book collection, the Reference Desk, the general collection, small study rooms and various elements. She emphasized that specificity has not been determined for all elements.

The museum area would include the traveling exhibit space, storage, curatorial services and a loading dock. There will also be space for special collections and three Children's Interactive areas which are also exhibit spaces. At the front of the building there are share areas which would include the Auditorium and two conference rooms, additional restrooms, a gift shop and simple coffee/café area which can seat approximately 16-20 people. The auditorium and conference rooms located in the front of the building could be used for events when the library and the museum are closed so we can have as much use of these spaces for the community as possible. There will be an elevation difference between the two areas; the new construction will be at the elevation of the sidewalk.

Third, on the second floor in the existing building there will be general collection, small study rooms, administration, there will be also be space for a community gallery, which would be shared space for the museum and library. Adjacent to the gallery space will be the large conference room which will be modified to fix egress problems with the current building. The current Children's area will become the home of the library special collections and local history. The new Children's area which will be part of the new addition will triple the size of the current Children's space. Within that area will be space for staff, the collection, and a craft area. There is additional space in this area that has not be programmed yet, the usage is yet to be determined but could be a designated story time area or another public meeting venue.

Stephanie Kingsnorth then presented Norman Pfeiffer who discussed the guiding factors the architects will consider when designing the look of the building.

Norma Pfeiffer gave the audience a background on his work and the work of Pfeiffer partners, including the addition and renovation of the Central Library of the Los Angeles Public Library and the Griffith Observatory. Mr. Pfeiffer presented a PowerPoint presentation of various buildings and described the diversity of architectural styles found in the downtown area and within City of Riverside including Mission revival, Tutor revival, French provincial, Spanish Colonial Revival, Craftsman and Beaux Arts. At the end of his PowerPoint presentation he concluded that there would be a process to determine which architectural style(s) will influence the final design of the building.

Wendel Tucker asked the two Boards to postpone their discussion and comment time with the architects to allow for the public to have an opportunity to express their opinions and concerns about the project. He instructed that he would use the comment cards his guide and would give each person who turned in a card with a comment or a question an opportunity to speak.

Mr. Tucker went on to explain that the two Boards will be working very closely with the Development department on this project. He added that each Board will have a group of two-three members on a special committee who would be having ongoing meetings with the Development department, the architects and city staff to review the various elements of the project and then would bring that information back to the Boards for input as the process goes on at their monthly meetings. He finished by stating that there will be additional opportunities for public input regarding this project. He introduced the first public speaker and urged each member to watch the clock.

Items #4 Public Comment

Virginia Field: Was concerned that there wasn't a large gain in space for the library on the displayed plans and was concerned that the library programming needs would not be met adding that the City of Riverside wants a premiere library. She also felt that a combined facility was a good idea.

John Brown: Hoped that the new building would be inspiring and evocative and that the new building would be as compelling in a hundred years as it would be when it is completed, much like the Mission Inn. He added that we need to sacrifice as a community, call on the "world class" city staff and City Council to raise the funds to do this project right.

Jeff Myers: Was concerned that the project would be completed without public input and was concerned about the loss of the Library courtyard with the Chinese Pavilion and the Sundial.

Pat McKeivitt-Ryman: Wanted to express that the City of Riverside wants a building of this time and this era and not a carbon copy of something that came before. Felt that the particular design changes everything and is concerned that we will not have a first class museum and library as many smaller communities do throughout the state and nation. We need to find the money to build first class facilities for both the Library and the Museum.

Dr. Vince Moses: Resident of Ward 1 and retired Riverside Metropolitan Museum Director felt that the City of Riverside had approached the process backwards and that both the Library and the Museum deserve \$25 million. He suggested the Museum needed a systematic comprehensive master plan that would be mission driven and that would define the programmatic components and content. Dr. Moses asked the two Boards to ask the City Council to direct a study which could be given to the architects. Dr. Moses also asked that the attendees consider that the project would not need to be completed on the specific site alone stating that two studies done in 1990 and in 1996 stated that the best site for the Museum would be to renovate the National Register building, and the construction of 57 thousand gross square feet to the immediate rear of the building.

Wendel Tucker then asked for a show of hands from the audience on whether they would like the City Council to consider the project being larger than the \$25 million.

The majority of the audience was in favor of the larger budget.

Wendel Tucker then asked how much of the audience was in favor of a joint facility for the Library and Museum.

The response was very low.

Mr. Tucker then asked the audience, how many were in favor of two separate projects.

The response was high.

Wendel Tucker then encouraged the audience to continue to speak to what is needed in the Library and the Museum and whether the right elements and programs had been included in the plans and not to the square footage which could be increased.

Kay Robertson: Spoke on behalf of the Friends of the Library and stated that their goal was to have the best library possible. Another focus for the Friends in the new facility would be to have a bookstore which could double the average annual contribution of the Friends to the library which is \$57,000.

Barbara Purvis: Was in favor of two separate facilities with shared spacing as necessary. She wanted to emphasize that the space allotted for the coffee/café area would be better utilized for library programming and services. Would like to see that the Metropolitan Museum receive the facility that it needs to live up to its name. She added that the City should continue on with these projects but have separate but equal facilities.

Kathryn Safford: Former chair and member of the Museum Board spoke about the history of the Museum and how valuable and viable a cultural institution the Museum was for the citizens of Riverside. She felt that the Museum would not work well in two different locations. Both properties need more space. There was a bond measure voted on by the citizens to increase the size of the Library. Felt that first the plan needed to be revised to increase the size of the library as the citizens had instructed with their votes.

Jan Lewis: A resident of Ward 1 expressed concern that the current Library Museum Expansion plan was woefully inadequate for student services. She added that the Riverside libraries are filled with students using the services in the evenings, particularly in the Main Library, that these students need a library that can provide them with the technological resources that they do not have access to in their homes. She concluded that we need two projects that don't cheat either institution (Museum or Library).

Judith Auth: Wished to express that this plan disrespects the Public Library, the oldest and most respected institute of learning in this community. She added that Riverside residents marshaled a ballot measure in 2002 which got 69% of voters to agree to tax themselves voluntarily to have more library, space, programs and materials and this plan provides less. Of the proposed 30 to 40 thousand square feet that the City Manager's report April 2007 said would be part of the expansion, the library is only to receive about a third and that is not enough for us for the next 30 years.

Laura Klure: Was concerned that the current plans consider that both of the institutions (library and museum) have changing needs. Digital technologies are wonderful additions to our libraries and Museums. Computers are not substitutes for books, pictures, photographs and microfilms which are still essential. Computers need more space than book readers. The citizens of Riverside deserve a large, comfortable, capably staffed library filled with a variety of media.

Gayle Watson: Read a letter from Author and UCR Professor, Susan Straight which was concerned about short-sightedness for the library and expressed her history of use of the public library during her youth and as an adult. She felt that not increasing the size of the Main Library when the population was increasing seemed small-minded and short-sighted.

Carolyn Graham: A thirty year resident of Riverside. Felt very strongly about the downtown area and how important it is historically. She added that out of town visitors like to visit the library and downtown museums. The library and the museum offer entertainment to the people who stay in downtown hotels. Felt very strongly that both the Library and the Museum receive two separate buildings expanding to the utmost.

Judge Miceli: Announced that there were 24 cities in California with a population between 100,000 and 500,000 and that among these cities Riverside ranked number 19 for Main Library size. Judge Miceli added that in the Inland Empire, San Bernardino, Ontario, Pomona and Corona have half the populations but their libraries are approximately twice the size of the Riverside Main Library. He added that we need an additional 75,000 square feet in order to bring our library to the average and we want better than the average. Judge Miceli felt that the current plan is a bad plan and advised the City Council to do it right or don't do it at all.

Amber (Qiuxia) Zhao: Wanted to express that she supported the library expansion but expressed concern about the congestion in downtown and the difficulty parking. She wanted to request that the library use funds to expand services at the branches. She requested that the Chinese Pavilion stay at the current location.

Dr. Chen: A twenty year resident of Riverside was concerned about the City's commitment to keep the Chinese Pavilion where it stands. Dr. Chen was also concerned that the current Library and Museum expansion plan which would expand the building out to the street would block the view of the Mission Inn and change the appearance of the downtown area.

Mel Ryman: Felt that the aim of the current project is too small. He felt that the current plan short-changed both the library and the museum and urged the community to come together to raise the necessary funding to do "justice" to each institution.

Jerry Gordon: Expressed concern that we needed to remember the concept of the "City of the Arts" and remember what was needed in downtown to translate this concept. He added that we need to build our cultural facilities to follow the same lead that is already there.

Wally Longshore: Expressed concern that the proposed plan of combining the library and the museum would diminish the capacities of both institutions to serve the coming needs of the residents of the city that the younger generations would not receive the tools they needed to triumph against the global crisis they would encounter in their lifetimes. He added that public libraries are essential to basic thinking and that public libraries were where every child can acquire the mental riches to democratically participate in solving the greatest challenges faced by man. Mr. Longshore requested that architectural plans cease and that a citizens' dialog on the definition of a main library and a metropolitan museum that will best meet Riverside's highest destiny be encouraged.

Mary Curtin: 44 year Riverside resident announced that she helped to put together the Riverside Public Library Foundation felt that the library is the "beating heart" of a City. She added that if Riverside had aspirations to be the "City of the Arts" then it deserves a great Main Library. Our non-profit organizations deserve the use of a welcoming, decently-funded, adequately-staffed, beautiful library. Ms. Curtin requested that the citizens of Riverside be given space for both the Library and the Museum and that the citizens would strive for excellence not adequacy.

Knox Mellon: Worked with Norman Pfeiffer on the historic preservation on the Los Angeles Central library and added that Mr. Pfeiffer was an excellent and distinguished architect. He expressed concern that the current plan for the Main Library and Museum Expansion disrespects the public process and felt that this plan needed much more public input. The residents of Riverside should determine what the facility looks like, not just the staff, architects and the Boards.

Dawn Hassett: Felt that if Library and the Museum were to be the crowing jewels of the Riverside Renaissance that we needed to allocate the right architecture, space, resources and money. The

estimated cost of the renovation and the expansion of the Main Library to 75,000 square feet which would bring our library to the average, would be 25 million dollars. She explained that this amount would be 1.4% of the budget of the Riverside Renaissance and felt that the idea that Riverside could not afford it was absurd. We need to make sure that the this public message is carried back to City Council and city staff to make sure that the correct resources are allocated to this project and that the dialog that has begun today continues. Ms. Hassett urged Board members to go to the elected representatives and share with them what the public said and then include the public in the process as it continues.

Mack Brandon: Asked what would happen to the Universalist Church with this new expansion renovation plan and how would this process effect the use of the current Metropolitan Museum structure after the project was completed.

Michael Hernandez: A 40 year resident of Riverside added that we need to keep the books in the library and added new media. We need to be technologically prepared for the next generation.

Karen Wright: Felt that the Main Library and the Museum were both priorities for Riverside residents and felt that the project should not be based on a budget but based on the needs of the Riverside residents. She felt that the expansion should not be added to the front, but the side or the rear of the library and that the plaza be spared. Ms. Wright expressed concern as a used book buyer that the bookstore be located in the front of the library on the main floor.

Randy Johnson: A 48-year Riverside resident felt that parking at the Main Library was an issue that needed to be addressed. He was concerned that many people using the Mission Inn are using the library parking lot.

Reverend Matthew Crary: Pastor of the Universalist Church was interested in what was happening at the library and was grateful for the library and the staff of the library. He felt that there had been a lack of communication with the public on this project.

Daniel Foster: Riverside Art Museum Director added that great art and great architecture were the result of a great process and that this public meeting was a very important element in this process. He added that we needed to substantiate our claim of being the "City of the Arts" and have a strategic planning process. He concluded that we needed to invest in more than just the brick and mortar but in the programs and the quality of staff to support these projects and factor in the word "Green" into these projects.

Wendel Tucker thanked everyone for attending on behalf of the Library Trustees and assured everyone that the all comments would be recorded and that the meeting minutes would be available. Mr. Tucker reintroduced Norton Younglove, Chair of the Metropolitan Museum Board.

Norton Younglove thanked the public, the Mayor and the members of City Council for their attendance and expressed his pleasure at the size of the audience. He remarked that there had been much discussion regarding increasing the budget for the project so that both the Library and the Museum receive larger, more adequate facilities and emphasized that the community should contact the Mayor and City Council to share their desires for this project.

Mike Gardner: Thanked the attendees and added that the Council would be looking to both the Library and the Museum Boards to make recommendations for the project.

4:02 pm adjourned.

Submitted by Heather Firchow

A1 MUSEUM OVERVIEW

Drisko Studio Architects

The Riverside Metropolitan Museum

The Riverside Metropolitan Museum is administered and managed by The City of Riverside in accordance with the highest standards of the museum profession. The administrators and staff continue to strive for improvements in programs and operations as well as in their stewardship of the cultural artifacts and historic properties in the Museum's collection.

The Museum's mission is as a center for learning and a community museum that collects, exhibits, and interprets cultural and natural history. The Museum has a well-balanced program of exhibits, education, administration, and collections care.

Background

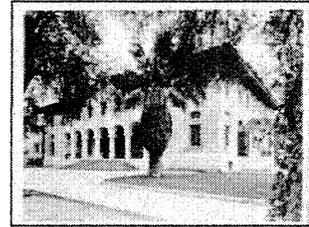
Originally the Cornelius Earle Rumsey Indian Collection, the Museum opened in the basement of old City Hall, across the street from the current facility, in 1924. In 1948, the Museum was relocated to the basement of the current facility, a former U.S. Post Office built in 1912, and shared the building with the police department until 1965 when the Museum began to operate and maintain the entire structure.

The Museum buildings are owned by the City of Riverside and administered by the Museum Director, Ennette Nusbaum. The City is responsible for staffing, operations, and capital improvements. Nine volunteer Riverside citizens serve as Board Members serving in an advisory capacity to the Museum. In addition, the Riverside Museum Associates, a 501(c) 3 nonprofit organization, supports the Museum by funding Museum programs and volunteering.

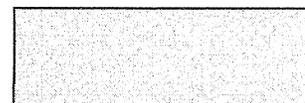
Visitor experience

Programs for visitors currently include adult activities (film screenings, etc), family activities, preschool and kindergarten curriculum (Nature Lab); and third and fourth grade curriculum (local history). All school activities are tied to state curriculum standards and the Museum is seen as a compliment for the 3rd through 5th grades. Riverside is a diverse cross-section of communities, and one-third to one-half of visitors to the Museum are non-English speaking.

The primary goal of the visitor experience is to bring the resources of museum to the local community and to tell a local story. To achieve that, the Museum sees its role as an advocate of acquiring new knowledge and in giving all visitors a sense of place that is local, that belongs to their community.



*Riverside Metropolitan
Museum*



Collections

The Museum has several collections managed by curatorial staff and overseen by Dr. Brenda Focht, Museum Curator of Collections & Exhibitions:

Anthropology Collection

Maggie Weatherbee, Curator of Anthropology

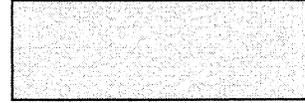
As the founding collection at the Riverside Metropolitan Museum, the Anthropology Collection provides a diverse look at early collectors in Southern California, and in particular, at local Native American culture in the Riverside region. Through the generosity of the community of Riverside, the Anthropology collection at the Riverside Metropolitan Museum holds one of the largest collections of Native American basketry in California. The collections holdings are diverse and vast, spanning many periods of time and types of collections. The collection houses everything from African Hausa hats to Northwest Coast totem poles, from local Native American basketry to Japanese textiles, from Artic people and the Southwest.

Natural History Collection

James Bryant, Curator of Natural History

As part of its mission, the Museum collects, preserves, and interprets specimens that document the natural setting of Riverside and the region around it. The Museum's Geological and Earth Sciences holdings consist of approximately 3,500 specimens including Southern California rocks, minerals, and fossils. The Museum's Life Sciences Collection has over 450 zoology specimens that depict the wildlife of the Riverside region including: local species of mammals, reptiles, amphibians, bird skins, eggs, and nests. Approximately 3,000 insect specimens document regional sites of scientific significance. The Collections also feature approximately 1,000 dry specimens of mollusks, crustaceans, and other marine invertebrates that have been contributed over the years by amateur collectors from the community. The Clark Herbarium has almost 10,000 specimens and serves as a reference library to plant diversity and changes of Southern California.

All these materials now represent an important database describing the distribution of native plant species in the southwestern U.S., which is now a vastly altered environmental setting. In addition, the living collections serve an important function in a community where there is no zoo, so often the Natural History specimens and the Nature Lab are the communities' only access to the living animal and botanical attractions.



History Collection

Dean Ayer, Curator of History

The history collection is the largest of the Museum's collections, and includes citrus labels and industry tools/equipment, archaeological artifacts, quilts, photographs, Victorian furniture and household items; bicycles; and a collection of toys, games and puppet theater objects.



Historic Structures

Lynn Voorheis, Museum Curator of Collections and Historic Structures

In addition to the main site at 3580 Mission Inn Avenue, a historic property on the National Register of Historic Places, the Museum maintains and operates two other historic sites:

The Harada House, a National Landmark, is among the most significant and powerful civil rights landmarks in California.

Heritage House at 8193 Magnolia Avenue also listed on the National Register of Historic Places, which serves as a public museum representative of life in Riverside in the 1890's.

Collection Care

The defining characteristic and core element of the Museum is its collections. One goal of every museum is to make the collections accessible to the public, to researchers, and to other institutions. A second goal is to ensure the long-term safety and preservation of the collections. Objects need one set of conditions while people may need another.

When a museum facility is also a historic building, there are additional challenges. As with a majority of museums in this country, the Riverside Metropolitan Museum's facilities were not design and constructed as museums, but a controlled museum environment can be achieved with proper planning, care and management.

Historic and Cultural Heritage in Riverside

The Museum is a successful institution serving the local community and tourists. The Museum serves an average of over 3,000 visitors per month and that monthly average is expected to increase over the next few years. The Museum is part of a network of historic and cultural monuments in Riverside, many located in the immediate vicinity of the Museum's main building. The Museum not only cares for and displays artifacts that demonstrate local history, but also operates and maintains three significant historic structures on behalf of the City of Riverside. The Riverside Metropolitan Museum exemplifies good leadership and stewardship of our important historic and cultural resources.



A2 BUILDING CONSTRUCTION SUMMARY

Drisko Studio Architects

At the corner of Mission Inn Avenue (formerly 7th Street) and Orange Street, the Riverside Metropolitan Museum is located in the historic downtown area of Riverside. The building is diagonally adjacent to the historic Mission Inn at the northwest corner, and across from what was formerly the Carnegie Library built in 1902, but demolished in 1964 at the northeast corner, and across from the former Riverside City Hall building at the south-west corner. The entry to the Museum fronts Mission Inn Avenue and is one block south-east of Main Street, now a prominent pedestrian mall on axis with the Riverside City Hall.

To the south-east is the First Congregational church, designed by Myron Hunt and constructed in 1913. There is a city-owned alley between the Church and the Museum parking adjacent to the south-east façade of the building. There is a public parking lot to the south-west of the Museum which is on the same land parcel as the Museum. A drive runs along this side of the property between the Museum and the public parking lot.

At the time of the original construction, the building was set back from Mission Inn Avenue (then 7th Street) with a parkway, grass, and eucalyptus trees. While the parkway has since been removed for street widening, the building remains set back from the street curb with a paved plaza. As with the historic setting, today the original north-east, north-west, and south-east facades of the building, their corners and eave lines, as well as the main entry steps are visible from the public streets.

Main Building

Constructed originally in 1912 as the Federal Post Office for the City of Riverside, the Main Building of the Museum reflects the style of an early twentieth century public building, designed in the Neo-Classical style, with a symmetrical plan and façade, but incorporating Mission Revival materials and details common to its Southern California location.

The Main Building is a two-story unreinforced masonry structure with a full basement. Original design drawings show it was designed as a two-story structure with a partial basement, but areas of the basement were either built-out or excavated later to make it a full basement. It is unknown if that was done during original construction or shortly thereafter, but the historic record indicates the full basement was in use by the 1940s. The basement is recessed a half-level below grade.



*Riverside Metropolitan
Museum*



A large portion of the second plan was open to the first floor post office work room below. This two story space was lit by tall windows on the south and by a glass ceiling portion below a rooftop skylight.



See diagram - Main Building building noted as "A".

1928 Addition

There were several structural modifications and additions made to the original building. The most significant addition was made in 1928 at the south side of the building. A one story 30' x 65' addition was made at the south side of the building, covering the original loading dock and enclosing the lower half of the original second floor windows. The eave and shaped pediment of the Main Building were not altered.

The addition is of the same architectural character as the Main Building, though simplified in materials and form. The granite plinth is extended around the addition and the walls are plaster and tall arched windows of the same scale as the arched windows on the north-west and south-east facades of the Main Building. In lieu of the marble and decorative work of the Main Building, the addition has cast stone banding and cast-stone coping at the parapet. The building has a flat roof. A stair leads up the back facade to the roof of the addition. This stair serves as an exit for the second floor space in the main building.

See diagram - 1928 Addition noted as "B".

Main Building Second Floor Infill

In 1954, the two story high space was infilled at the second floor level. This created a large multi-purpose space (named an auditorium) on the second floor. An exit door out onto the roof of the 1928 addition was added.

East Addition

In 1967, a 23' x 24' addition was constructed to the east of 1928 Addition. This addition added useable exhibition space for the Museum. The addition is windowless, but the plaster walls have horizontal plaster trim that follows the line of the granite plinth and cast stone banding on the 1928 addition. And, the three facades walls have arched recessed planes of the same size and character as the windows of the 1928 addition. This addition has flat roof and metal coping at the parapet walls. There is a re-entrant space between the addition and the Main Building with an exit and stair from the first floor east addition to the parking lot grade. This area is enclosed with a wrought iron security gate.

See diagram - East Addition noted as "C".



West Loading Dock

The 1928 addition included a loading dock with an overhead metal canopy on the west side. Recently, a portion of the loading dock was enclosed for Museum storage. The loading dock stair is still visible at the Orange Street elevation, but the sitework and landscaping have been changed such that there is no longer a path to this location.



See diagram -Loading Dock noted as "D".

Construction Summary

The following are descriptions of the structural systems for the Main Building and the Additions:

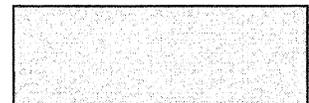
Original 1912 Structure:

Gravity System: At the roof, a concrete roof slab and ceiling slab spans between steel beams, supported by steel trusses or unreinforced brick masonry walls. At the second floor, the concrete floor slab spans between steel beams or unreinforced brick masonry walls. At the second infill area, the floor framing consists of plywood sheathing spanning between 2x wood joists, supported by steel beams. Steel wide flange columns provide support to roof trusses and steel beams at the second floor. At the ground floor, the concrete floor slab spans between steel beams encased in concrete and supported by either steel columns or unreinforced masonry columns. Based on the original construction documents, the foundation system appears to be concrete strip footings and spread footings below the masonry walls and columns, respectively.

Lateral System: Concrete roof and ceiling diaphragm and concrete and wood second floor diaphragms transfer the lateral forces to exterior unreinforced brick masonry walls.

1928 Addition:

Gravity System: At the roof, 1x straight sheathing spans to full sawn 2x12 wood joists at approximately 16 inches on center, supported by steel wide flange girders or unreinforced brick masonry walls. At the raised first floor, 1x diagonal sheathing spans to full sawn 2x12 wood joists at approximately 16 inches on center, supported by 12 inches deep steel wide flange girders or unreinforced masonry walls. Steel wide flange columns provide vertical support for the steel girders. The foundation system consists of concrete strip footings below the masonry walls and 28 inches square by 12 inches thick



concrete pads over a 7" thick concrete slab on grade below the wide flange columns.

Lateral System: 1x straight roof sheathing and 1x diagonal floor sheathing transfer the lateral forces to unreinforced brick masonry walls.

1967 Addition:
Gravity System: At the roof, 1/2 inch plywood sheathing spans to 2x14 roof joists at 24 inches on center, supported by 8 inches thick concrete masonry walls.

Lateral System: A plywood diaphragm transfers lateral forces to the concrete masonry walls. No positive out-of-plane anchorage for the concrete masonry walls was found in the exploratory investigation.

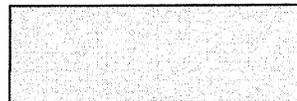


Photo documentation



Photo 1
Interior view of the lobby looking
shortly after construction in
1912.



Photo 2
View from Orange and 7th Street
shortly after original construction
was completed.



Photo documentation



Photo 3
Groundbreaking Ceremony
c. 1912



Photo 4
View looking southwest at
basement excavation.

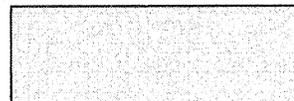


Photo documentation



Photo 5
View looking southeast at
basement excavation.



Photo 6
View looking southeast at
basement walls in progress.

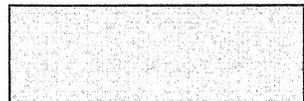


Photo documentation



Photo 7
View looking southwest at
construction in progress.

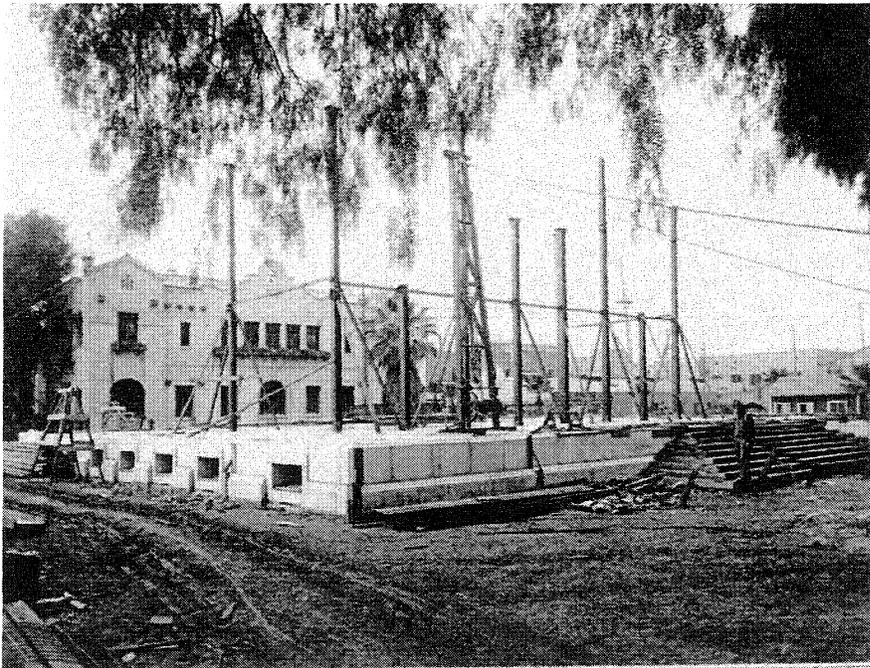


Photo 8
View looking southwest at
construction in progress.



Photo documentation

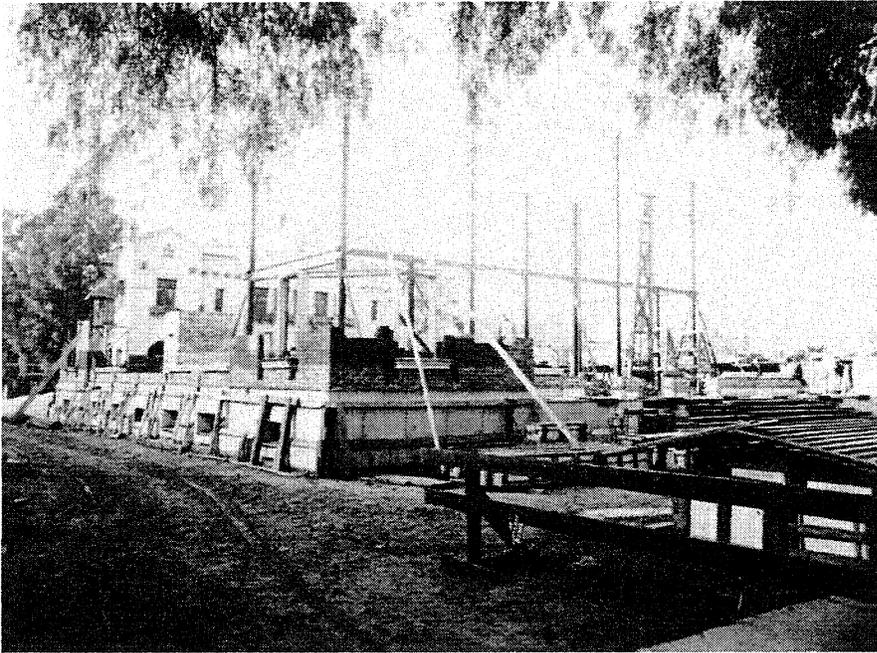


Photo 9
View looking southwest at
construction in progress.

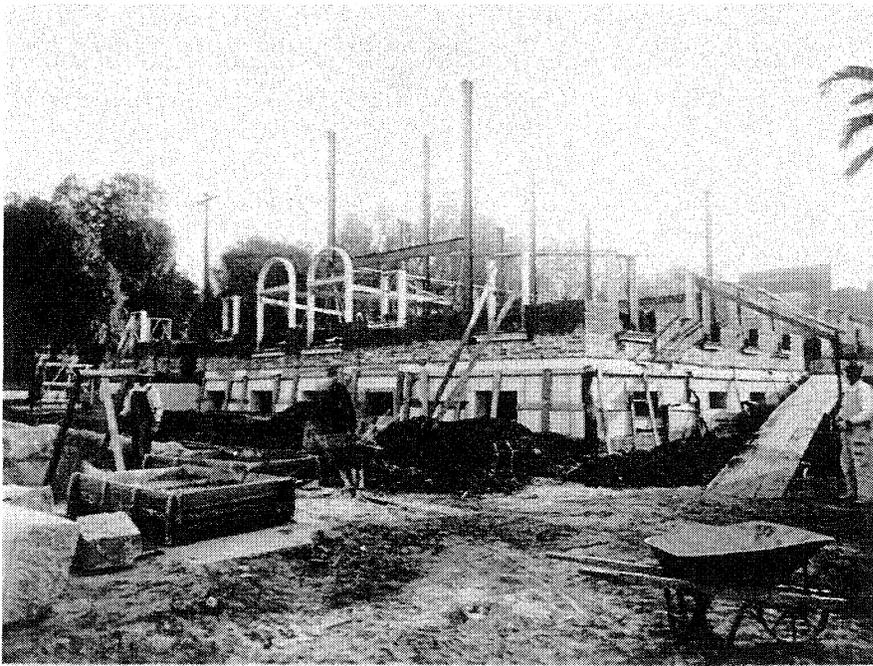


Photo 10
View looking northwest at
construction in progress.



Photo documentation

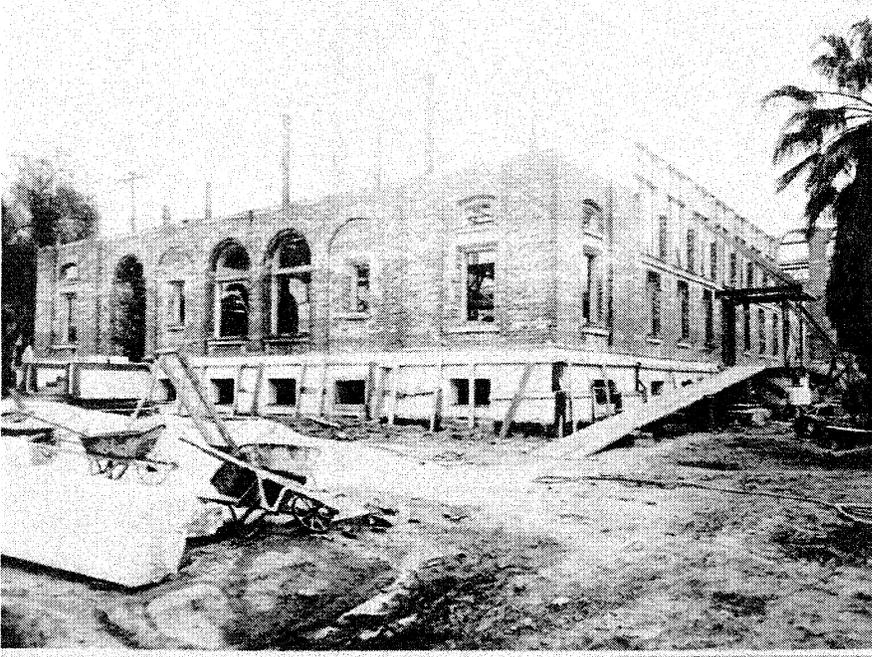


Photo 11
View looking northeast at
construction in progress.

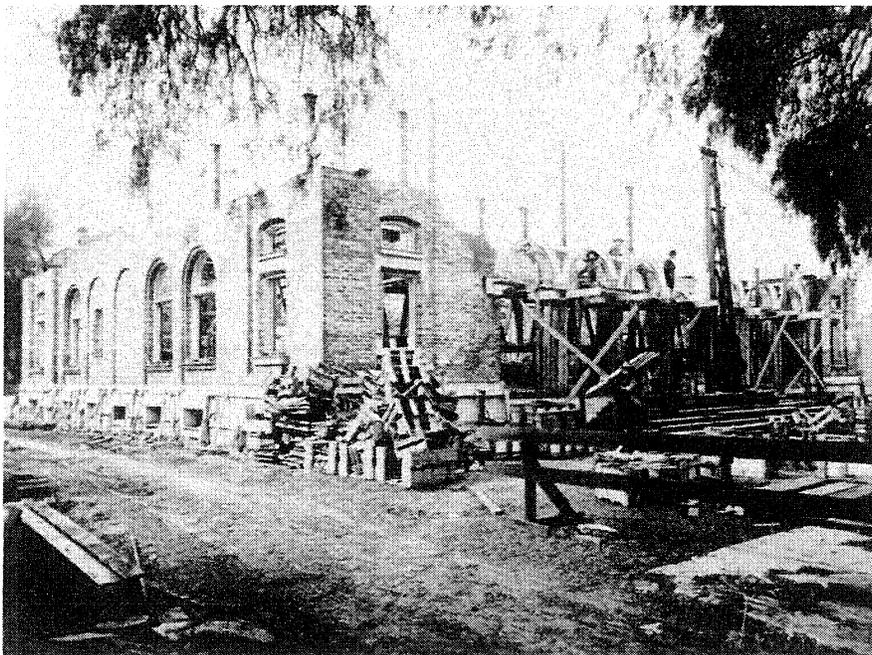


Photo 12
View looking southwest at
construction in progress.



Photo documentation

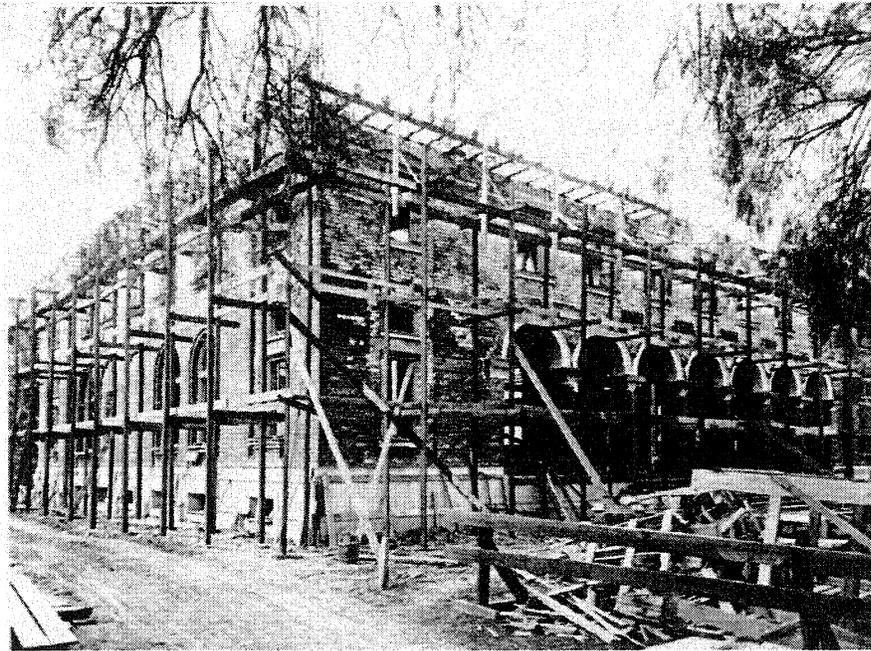


Photo 13
View looking southwest at
construction in progress.

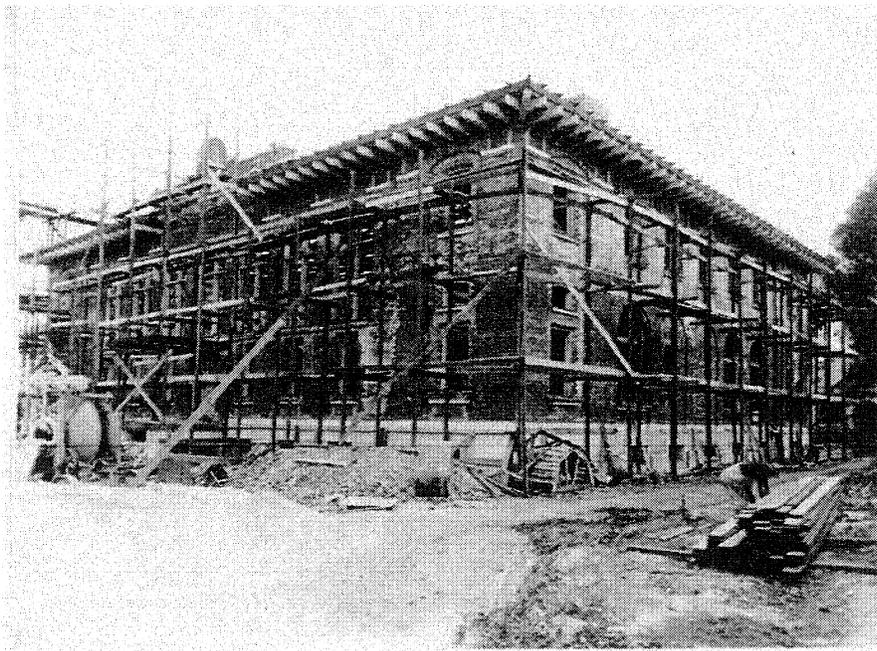


Photo 14
View looking northwest at
construction in progress

Photo documentation

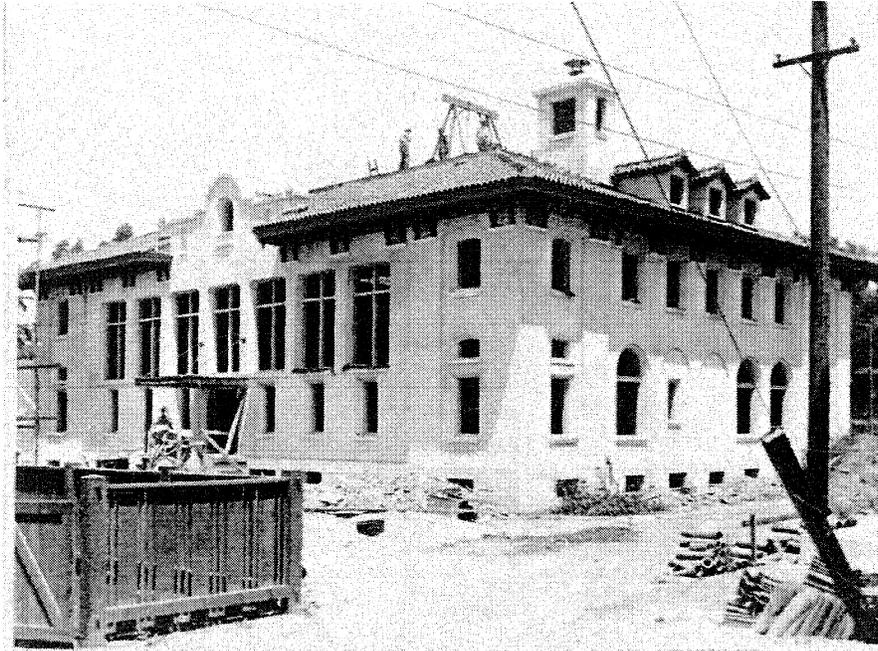


Photo 15
View looking northwest at
construction in progress.

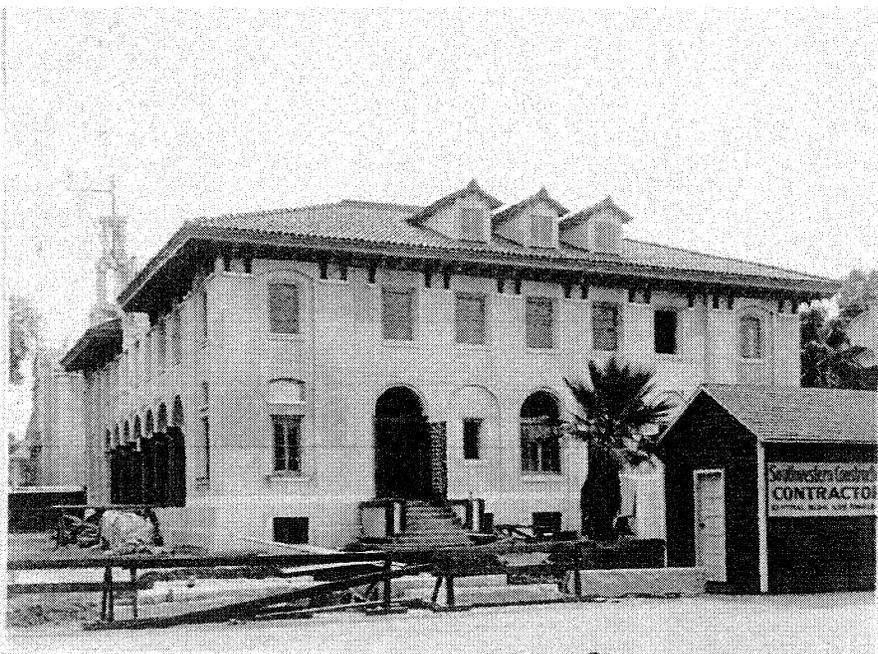


Photo 16
View looking southwest at
construction nearing completion.
The first congregational Church
can be seen in the construction in
the background.



Photo documentation

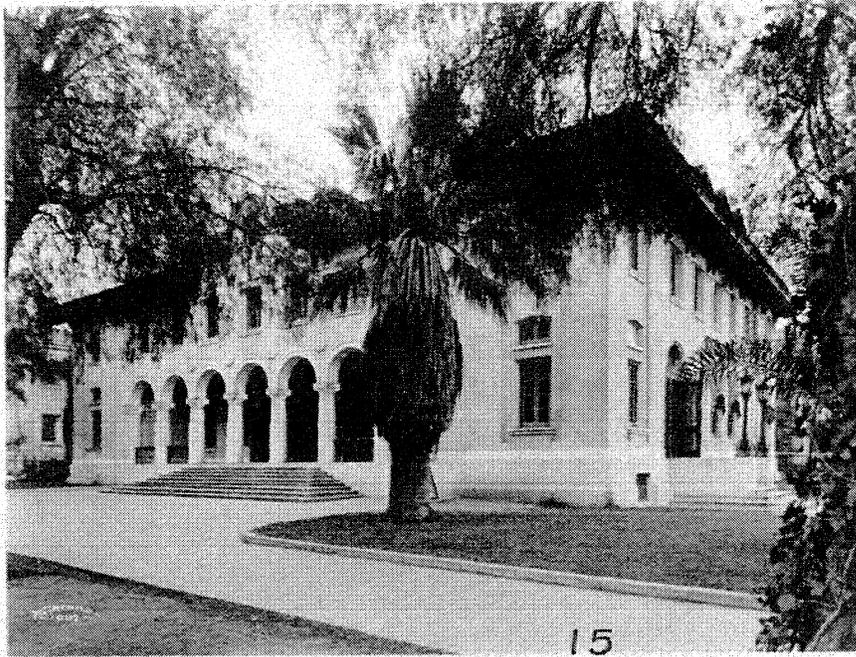


Photo 17
View looking southwest at the
completed 1912 building.

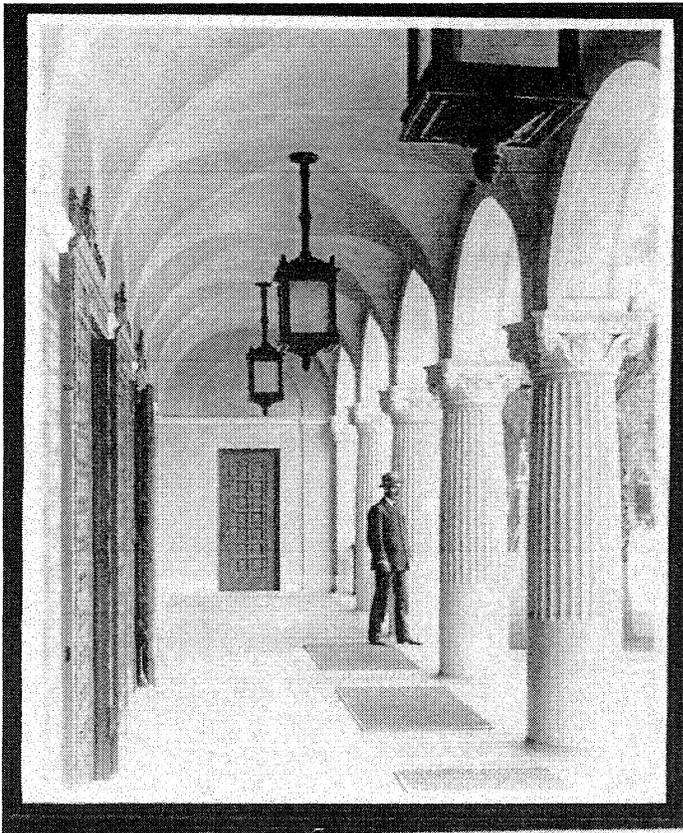


Photo 18
View of the Loggia.



Photo documentation



Photo 19
View of the 1967 East Addition
(2007 Photograph)

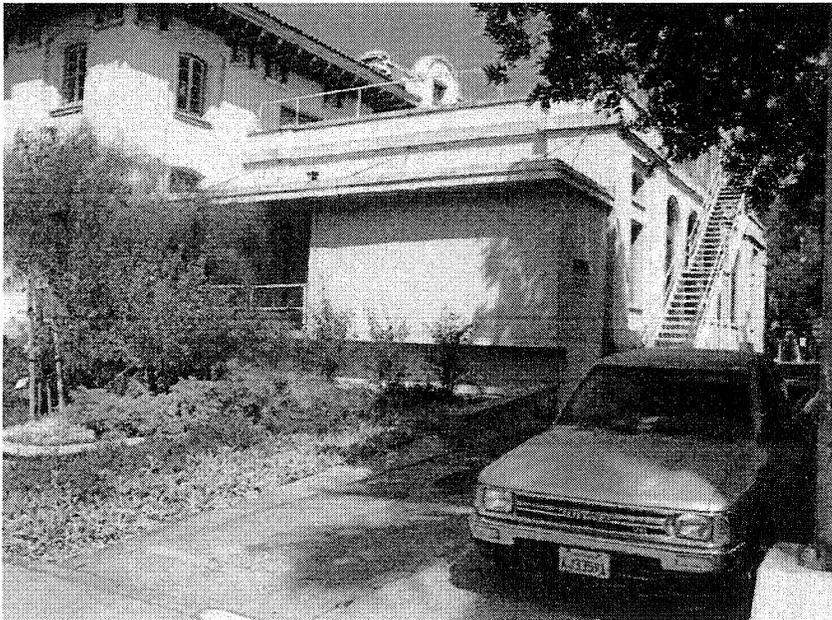


Photo 20
View of the West loading dock
(2007 Photograph)



Photo documentation

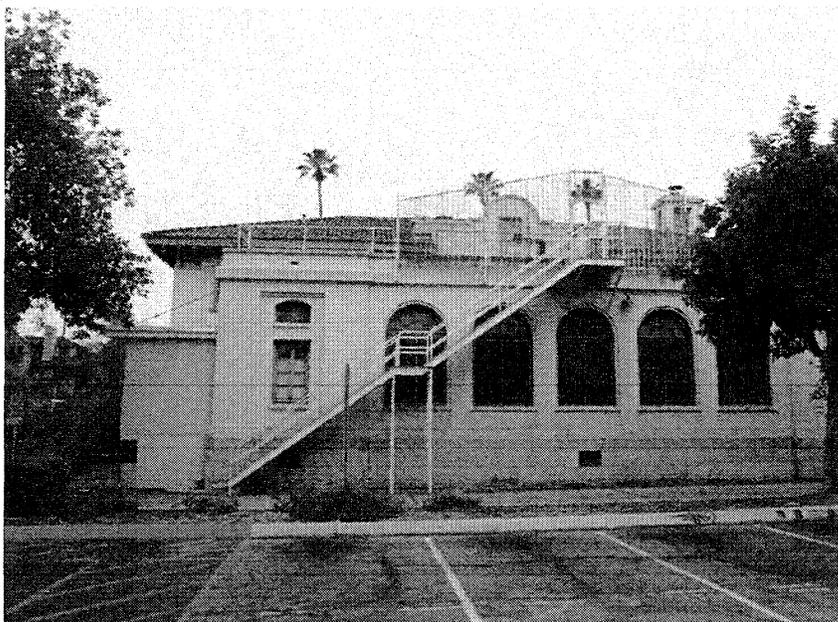
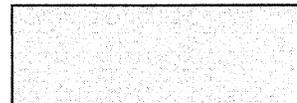


Photo 21
View of the 1928 addition
(2007 Photograph)



RIVERSIDE METROPOLITAN MUSEUM FACILITIES, EXHIBITIONS AND COLLECTIONS

The Riverside Metropolitan Museum [RMM] is a collections-based institution and its exhibitions and programs should, to the greatest extent possible, emphasize the use and care of collections. The Museum's exhibits and public spaces should stress educational content, maximizing hands-on experiences, providing space in exhibit areas for live interpretation, and striving for "universal accessibility" for persons with disabilities. The following information provides a brief overview of the facilities, exhibitions, and collections needs based on the expertise and professional recommendations of the RMM Staff.

Facilities

Stewardship of the institution's collections demands that whether Museum objects and/or collections are on exhibit in RMM galleries, on loan to accredited institutions, stored in dedicated or temporary storage facilities, and/or internal non-public Museum spaces, that these objects are secure, safe, in stable and controllable environments, and protected from the agents of deterioration. As published by the American Association of Museums (AAM), the accreditation agency for the museum profession, "best practices," require that the museum public spaces, galleries, and historic structures (the Museum's "largest objects") provide for the protection and preservation of objects on display while at the same time, allow the public to be served by the museum's exhibitions and associated programs. Building systems [e.g. electrical, plumbing, HVAC] and structural integrity in any facility associated with the Museum's collections need to ensure that the objects are protected and preserved as required by the AAM mandate of stewardship.

The RMM curatorial staff is dedicated to the stewardship of the Museum's collections, for the benefit of the Riverside community and surrounding regions. Recent weather related incidents at RMM facilities, plus the detailed documentation of deferred maintenance, structural and functional deficiencies of the historic 1914 Post Office building, have made it clear the Museum's collections are facing substantial, ongoing risks. As the principle stewards of the collections, it is incumbent upon the RMM staff to address and attempt to mitigate these risks. To this end, the following facility needs have been identified:

- Need for an inventory of facilities risks – including risks to the collections, staff, and public – in order to prioritize the safety and security of facilities spaces by associated levels of risk.
- Need for a re-programming of existing RMM uses of facilities spaces, to mitigate risks and place activities, people, and collections with the most sensitivity to risk in the spaces with the lowest, overall risk levels.

Feb. 12, 2008

Exhibitions

The public dimension of museum collections is realized through exhibitions, publications, and programs. The RMM interpretive plan will address these issues. The interpretative plan must be based upon the diverse holdings of the institution and outline the resources available for RMM staff to provide proper stewardship of the collections as well as describe the types of informative and relevant exhibitions and programs offered to the public. The RMM interpretive plan - inclusive of the main, public facility and historic structures – also must provide guidance for future exhibitions and programs, their spaces, and associated requirements. An interpretive plan is required by the AAM in its current accreditation standards for museums.

Examples of future programmable exhibitions and spaces for the interpretative plan include:

- Large exhibition space that will accommodate a variety of larger scaled exhibitions, programs, and related activities. Associated requirements include appropriate loading areas, temporary collections storage, exhibition preparation and security.
- Family oriented exhibitions, interactive activities and educational experiences. Includes exhibitions and activities for school tours, pre-school and young adults.
- Public access to the RMM extensive archival information, photos, and historic records.
- Exhibits and programs that can be accommodated in present facilities with appropriate interpretation of the curatorial/stewardship activities to the general public.

Collections

The RMM was founded in December 1924 with the donation of 800 objects from the collection of Cornelius Earle Rumsey. Today, RMM has stewardship responsibilities for the objects in its three divisions of Anthropology, History, and Natural History, as well as three historic structures, National Historic Landmark Harada House, National Historic Registered site Heritage House and the main museum facility , a former U.S. Post Office. The museum collection has developed primarily through donations and now is comprised of more than 95,000 objects. The RMM is an AAM accredited museum and utilizes the AAM Standards and Best practices for U.S. Museums to address its stewardship responsibilities.

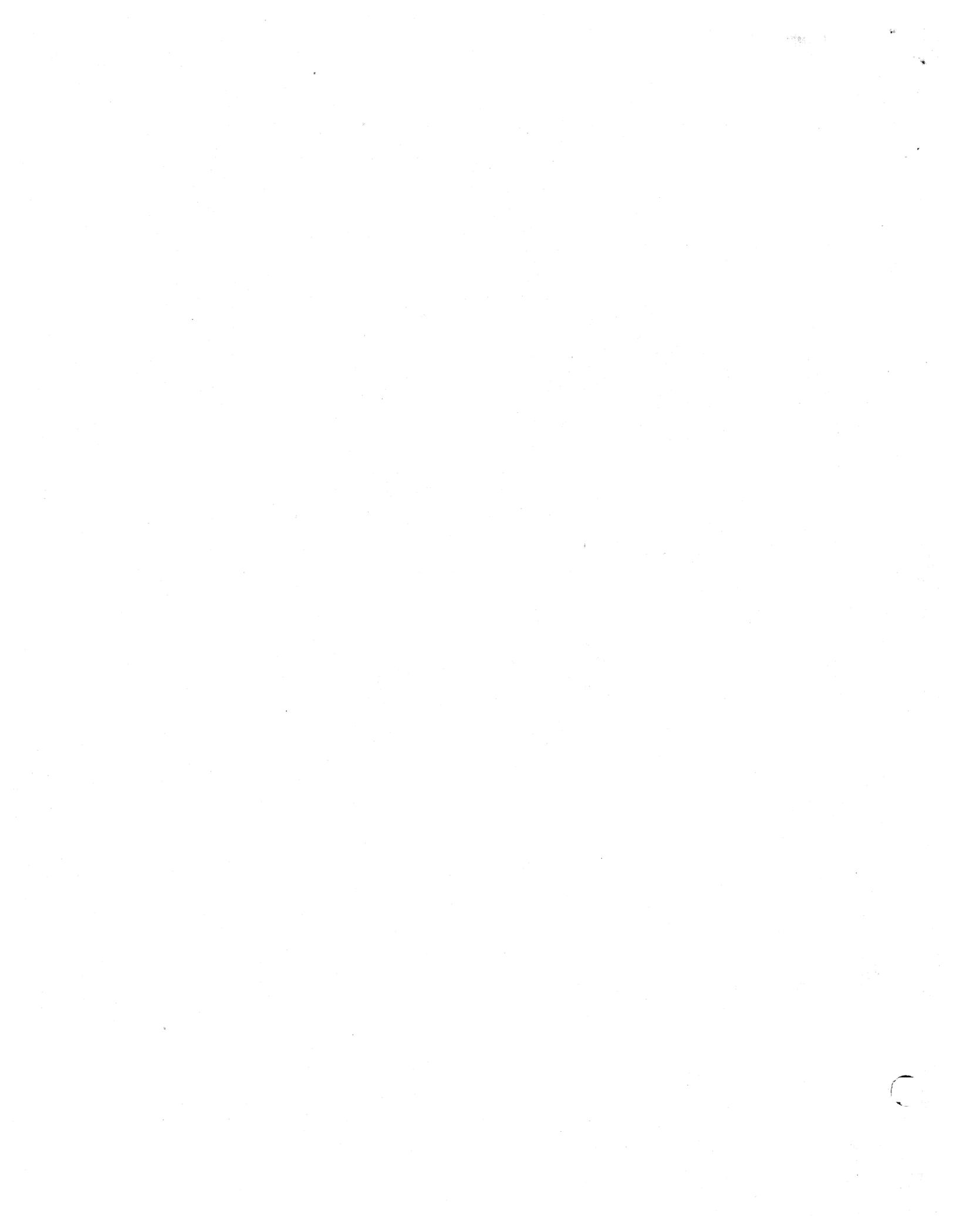
Based on the AAM standards and best practices, the following is needed for the RMM collection:

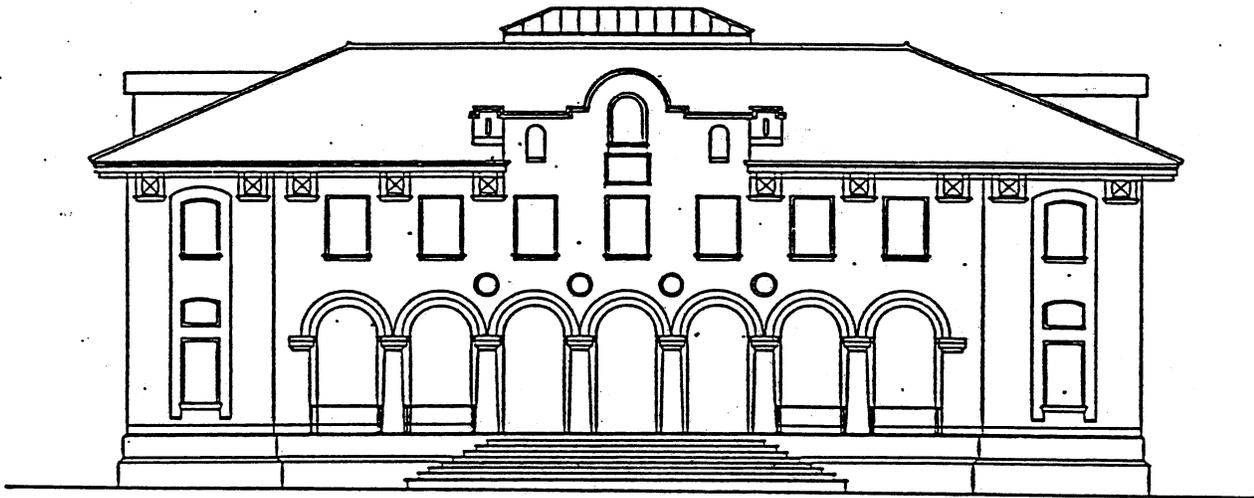
- A comprehensive location and condition inventory of RMM collections, documenting past and recent losses, identifying highly unstable materials in need of immediate conservation, and developing lists of objects for potential de-accession/transfer/disposal.

Recommended action items:

- Interactive community meetings to engage the community and directly receive feedback on specific marketing related questions. This information is necessary for RMM staff to develop future exhibitions and programs, their spaces, and associated requirements. Recommend using Mayor's Night Out, and other appropriate forums to directly address communities throughout the City.
- Review other available marketing studies and reports related to this region to obtain information necessary for developing entertaining and informative exhibitions, programs and activities for RMM audiences.
- Begin drafting comprehensive interpretative plan for RMM Board review and feedback. Information received from community feedback will be incorporated into the plan. The interpretive plan will be used to revise and update RMM strategic plan.

This document was prepared for the Riverside Metropolitan Museum board by:
Ennette Morton, Museum Director
Dean Ayer, Curator of History;
James Bryant, Curator of Natural History;
Brenda Focht, Curator of Collections and Exhibitions;
Kevin Hallaran, Archivist;
Danielle Leland, Associate Curator Education;
Lynn Voorheis, Curator of Historic Structures and Collections;
Maggie Wetherbee, Curator of Anthropology;
Teresa Woodard, Education Curator





RIVERSIDE MUNICIPAL MUSEUM FEASIBILITY STUDY

FINAL REPORT
★ AUGUST 1990

ELS/ELBASANI & LOGAN ARCHITECTS
ARTSOFT MANAGEMENT SERVICES

RIVERSIDE MUNICIPAL MUSEUM FEASIBILITY STUDY

FINAL REPORT

TABLE OF CONTENTS

I.	INTRODUCTION.....	1
II.	PHASE 1 - SUMMARY OF FINDINGS.....	3
III.	PHASE 2 - ALTERNATIVE CONCEPTS AND COSTS	
	A. ALTERNATIVE CONCEPTS.....	5
	B. PROJECT AND CONSTRUCTION COSTS.....	21
	C. OPERATING COSTS.....	26
IV.	PHASE 3 - IMPLEMENTATION	
	A. FINANCIAL STRATEGIES.....	29
	B. ISSUES TO BE RESOLVED.....	32
	C. IMPLEMENTATION ACTION PLAN.....	34
APPENDICES		
	1. SCHEME 2A.....	36
	2. SCHEME 2B.....	38
	3. SCHEME 2C, ALTERNATE CONFIGURATIONS.....	40

I.
INTRODUCTION

The origin of the City of Riverside Historic Resources Department can be traced back to 1925 with the donation of an important collection of Southwest Indian artifacts by Cornelius Rumsey to the City of Riverside. The collection formed the nucleus of a museum which was housed in the basement of City Hall at the corner of Seventh and Orange Streets. In 1947 with the construction of a new federal postal facility in Riverside, the original 1912 Post Office across Orange Street from the City Hall was acquired by the City. The Museum occupied approximately 5,000 to 6,000 sf in the basement with the Police Department on the first and second floor. In 1966 the Riverside Municipal Museum acquired the use of the entire building.

The original 1912 structure had been expanded in 1928 while still a post office and was expanded again in 1967 with the addition of a small extension of the main floor gallery. As the Historic Resources Department developed and programs expanded additional space was acquired in a former Safeway at Third and Main Streets which has become known as the Museum Annex. These facilities total approximately 27,800 sf. and include all of the Museum's collections, exhibition, education and support functions. In addition the current activities of the Department include the care, restoration, and operation of Heritage House; the staff functions for the Cultural Heritage Board which oversees historic preservation for the City of Riverside; and a leadership role on the Museums Coordinating Committee which has established an active cooperative forum for the area's museum community.

In the late 1980's several preliminary reports discussed the need for a long term view of the activities and facility needs of the Historic Resources Department. City and Historic Resources Department staff also recognized more immediate concerns for the replacement of the Museum Annex due to the less than satisfactory condition of the structure for museum functions and the probability that either public or private development will necessitate the use of the Annex site. It is important to the Museum that the Annex not be replaced with yet another temporary solution which is both costly to the operations budget and potentially detrimental to museum artifacts through two moving processes.

ELS/Elbasani & Logan Architects in association with Artsoft Management Services was commissioned in 1989 to prepare a feasibility study to analyze the facility needs of the Riverside Historic Resources Department and the Riverside Municipal Museum and to prepare alternatives for satisfying those needs. Direction to the Consultants emphasized the comparison of two alternatives; renovating and expanding the existing 1912 Post Office building versus a new, purpose-built, museum building. A third alternative, renovation of the Riverside Municipal Auditorium for use by the Historic Resources Department, was suggested during the course of this study, and has been included in narrative form only.

The tasks of the study were organized and presented as follows:

- Phase 1**
- Space needs assessment which suggests both immediate long term needs.
 - Parking analysis for Museum.
 - Facility analysis which identifies the opportunities and constraints of renovating and expanding the existing Museum building.
 - Discussion of the historical significance of the existing Museum building.
 - Analysis of 4 sites for a new Museum building.
- Phase 2**
- Two alternative design concepts for expansion and renovation of the existing Museum
 - Three schemes for a new Museum building.
 - Discussion of renovating the Municipal Auditorium for use as the Municipal Museum.
 - Project costs for the two alternative concepts for expansion and renovation of the existing Museum Building and one of the three schemes for a new building.
 - Operating cost forecast.
- Phase 3**
- Financial strategies and sources of funds for capital costs.
 - Issues to be resolved by the Long Range Planning Committee before proceeding with the project.
 - Implementation action plans for both renovating and expanding the existing Museum or building a new Museum.

The entire Phase 1 report is included in a separate document presented and approved by the Long Range Planning Committee in late 1989. A summary of the findings of Phase 1 is included in this document along with the findings and results of Phase 2 and 3. The Appendices include diagrammatic illustrations of schemes 2A and 2B.

This feasibility study is not an end product, but a first step for the City of Riverside in providing for the facility needs of the Historic Resources Department. The information and ideas developed in the course of the study should be considered tools for decision making by the Long Range Planning Committee. The implementation plan provides a road map for continuing the process.

The Consultant Team would like to acknowledge the support, direction, and enthusiasm of the Museum Staff and the Long Range Planning Committee during the progress of the study.

??
c c

? (Who were they?)

II.
PHASE 1-SUMMARY OF FINDINGS

In October and November 1989 Phase I of the Riverside Municipal Museum Feasibility Study was presented by ELS/Elbasani & Logan Architects and Artsoft Management Services. This included:

Space Needs Analysis

Parking Requirements

Facility Analysis of the Existing Building

Discussion of Alternative Sites for Expansion

After review by Museum Staff and the Long Range Planning Committee of the Board of Trustees the following directions were given to the Consultant in preparation for development of the Alternative Concepts:

1. With minor changes the space program of 51,760 square feet for the Museum's Immediate Needs and 77,060 for Long Term Needs (25 years) was accepted. Additional space for the Museums Coordinating Committee joint facilities should be included if possible. This included 4,500 square feet for storage and a conservation laboratory in the first phase, Immediate Needs, and 6,000 square feet for a lecture theater in a later phase.
2. Dedicated parking for the Museum is necessary. It is desirable to have the parking a part of the building or adjacent to it. The number of dedicated spaces determined in the Phase I report, 50, was acceptable. Since most special events that require additional parking occur in the evenings and on the weekends it is reasonable to consider the additional spaces as "shared" with the business community since the peak times do not coincide.
3. The existing 1912 Museum building is in good physical condition and provides an architectural image desirable for the City's Municipal Museum and Historic Resources Department.

-
4. Site #1, the parking lot behind the Museum, should be given primary consideration for expanding the Museum while maintaining the existing building. Site #2, a City owned property along Seventh Street between Lemon and Lime Streets is the most desirable of the new sites considered and is sufficiently large at approximately 40,000 sf of land area. Site #3, located between Lime St. and the freeway, is approximately the same land area as Site #2. Construction costs and program accommodation would be similar, but Site #3 is less desirable due to its close proximity to the freeway.

Site #4, on the southeast corner of Seventh and Main Streets, was recommended by the City of Riverside Redevelopment Agency since Site 2, is one of the more desirable commercial sites in the downtown and the Agency questions its dedicated use for the Museum. Though the location of Site #4 is also desirable for the Museum, the size of the parcel at 21,000 square feet would require a much denser building to accommodate the program; a minimum of three stories for Phase 1 (without setbacks) and four to five stories for Phase 2. Construction costs would be higher and parking solutions more limited than Site 2.

The Long Range Planning Committee recommended that Site #2 should be pursued as the most desirable from the Museum's perspective at this time. Using the information from this study, one of the other sites could be pursued at a later time if necessary.

III.
PHASE 2-ALTERNATIVE CONCEPTS
& COSTS

A. ALTERNATIVE CONCEPTS

1. (Site 1) Renovate Existing Museum

Two alternatives were originally considered for continued use of the existing Museum building at Seventh and Orange Streets. The first alternative was to use the existing building for public-oriented functions; exhibition galleries, education, space, main offices, auditorium, Museum Associates offices, etc. A Museum Services Building would be constructed at another location to accommodate non-public functions - storage, conservation, exhibition design, preparation, etc., currently partially accommodated at the Museum Annex. No additional land would be required. The second alternative was to expand onto the adjacent parking lot, accommodating all museum functions at one location.

After development of the space needs analysis in Phase I it soon became apparent that the first alternative was not feasible if the Immediate Needs of the Museum were to be met for the following reasons:

1. Almost all of the existing space dedicated to exhibitions (5,465 sf) is located on the first floor of the Museum which includes the later additions to the rear of the building. The Immediate Needs of the Museum identify an expansion of 7,000 sf of exhibition space for a total of 12,500 sf. The existing building is close to the parking lot to the south and to the alley to the east. Ground floor expansion is not really feasible. The basement has limited headroom (less than 10 ft.), as well as numerous columns and bearing walls, seriously restricting its use for anything but support space. The second floor auditorium, classroom, and conference room could become gallery, but this space also lacks proper ceiling height and important public functions would be displaced.
2. Even if the existing building could accommodate the public functions of the building, a remote Museum services building would further separate administrative, curatorial, and support staff, increasing operation costs and decreasing museum efficiency.

It may be necessary to find a temporary replacement location for the Museum Annex functions if the land on which it is located is developed sooner than the preferred scheme can be implemented, but this should be viewed as a short term solution and could be detrimental to Museum artifacts.

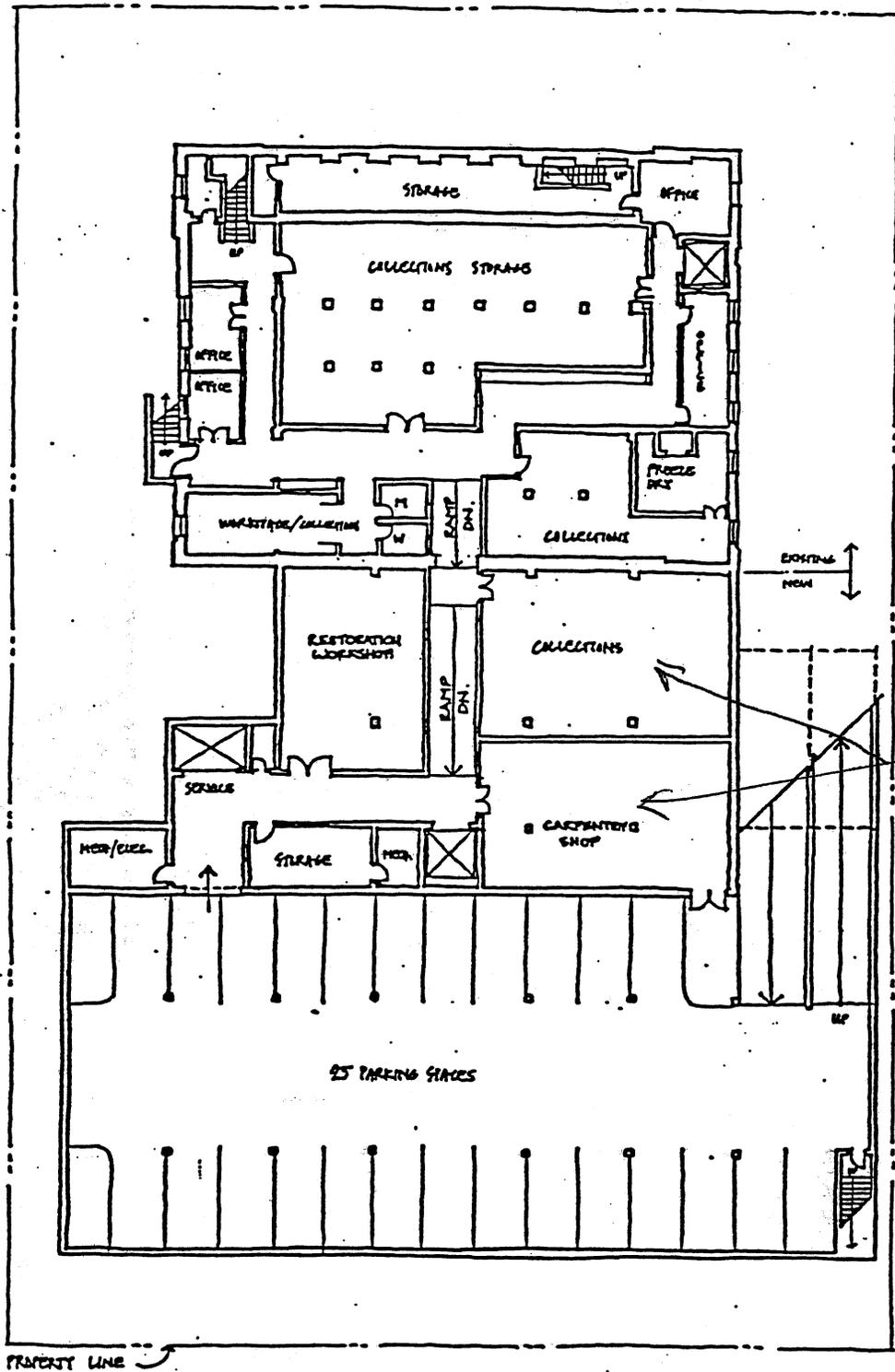
Schemes 1A and 1B

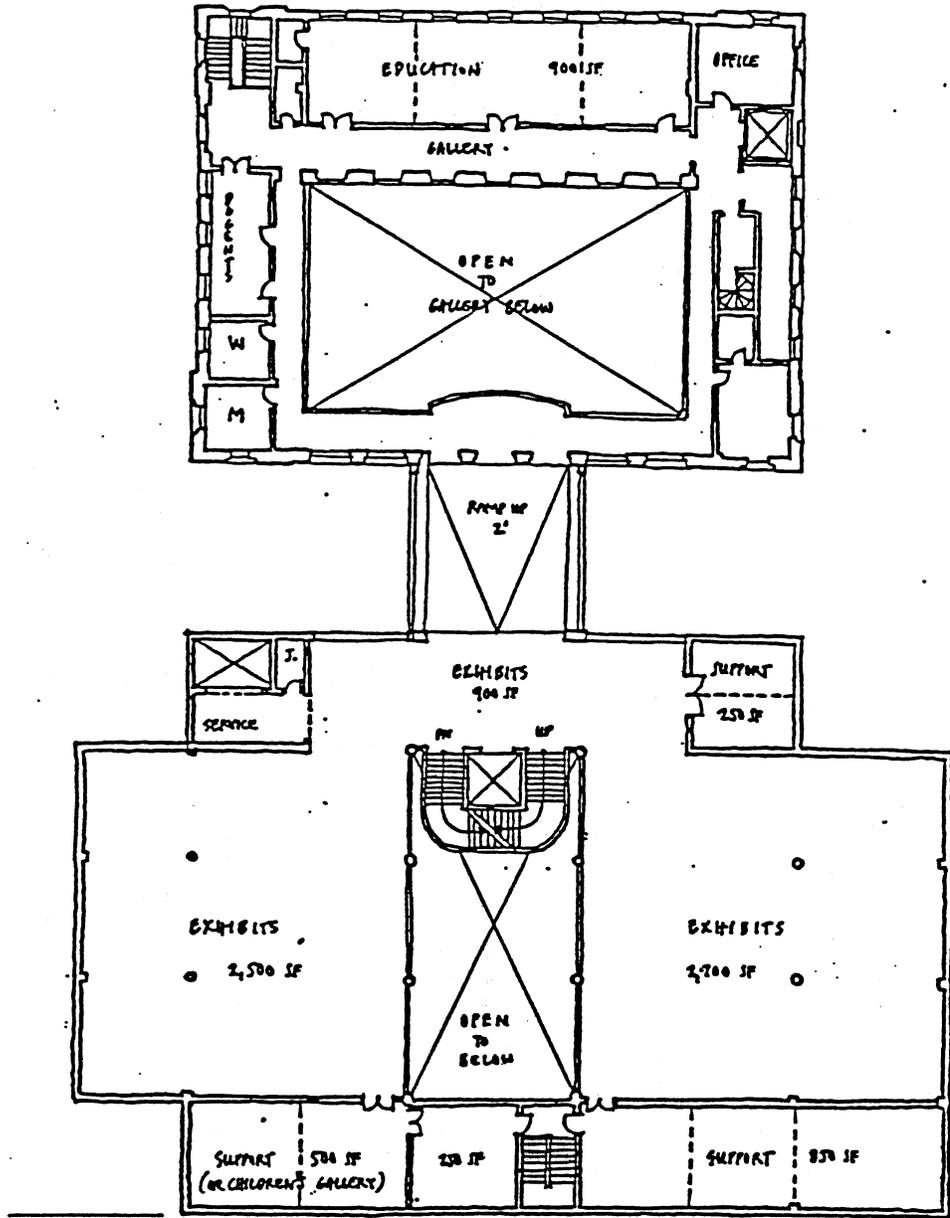
Two conceptual schemes were developed for Site 1, and are illustrated in the following pages. Similarities and differences of the schemes are:

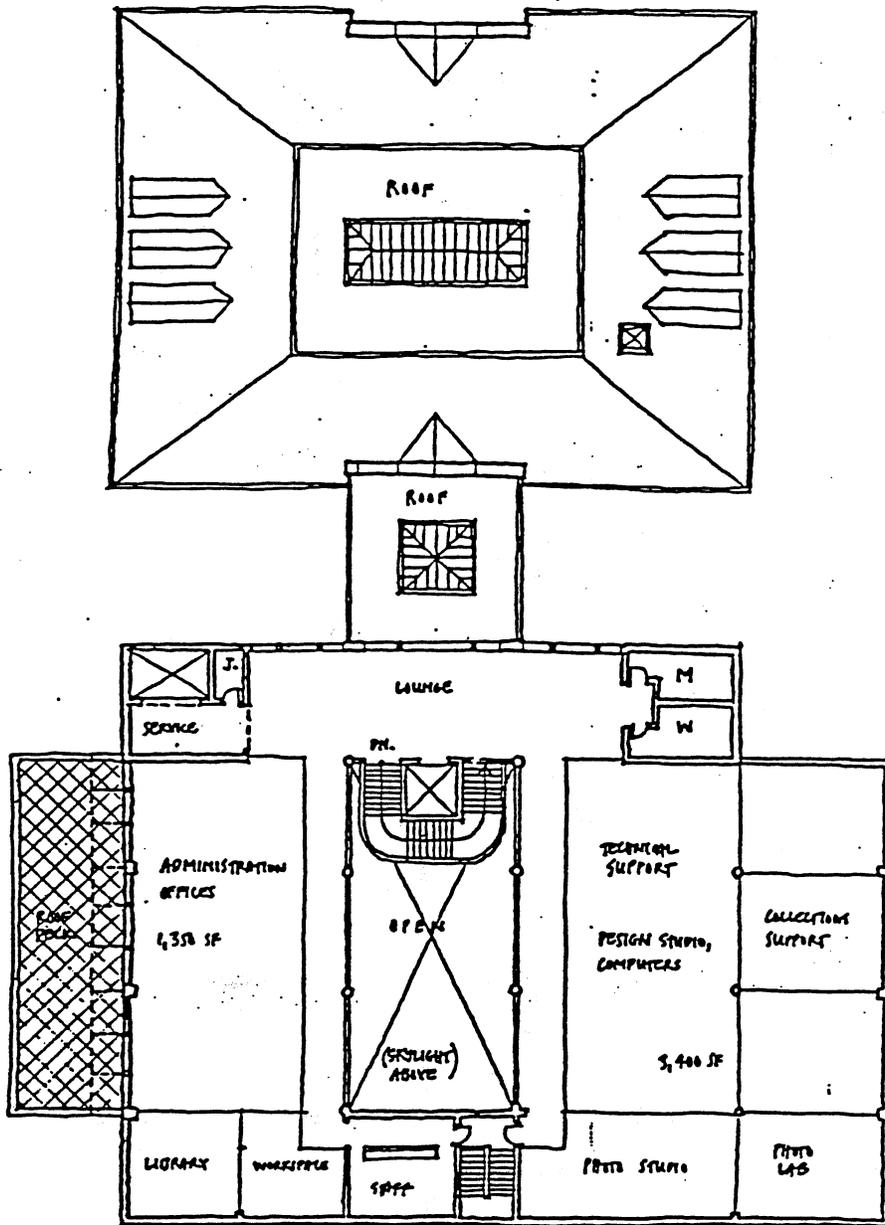
1. Both fully develop the existing parking lot to the south with three new floors of Museum functions.
2. Both accommodate the Immediate Needs program. The public functions of gallery, auditorium, and education, as well as all primary museum staff functions can be accommodated at one location. Some large, stable artifact storage functions may have to occur at another location.
3. Both renovate the former main workroom of the 1912 Post Office Building and restore it as a two story space. This provides a large volume gallery for exhibits previously unavailable to the Museum due to limited ceiling height.
4. Both develop galleries on the first and second floor of a new building connected to the existing building by a glass enclosed "link". This glass link replaces the later additions to the original building, connects the new and restored exhibit galleries, and restores the historical integrity of the structure.
5. Both provide a new lecture hall/multi-purpose room in the new building. The space would include an after-hours entrance from Orange Street and would have adjacent toilet and kitchen facilities. It could be separated from the rest of the Museum, with the temporary exhibition gallery, to allow evening functions without violating the security of the rest of the Museum.
6. Both require that additional space be acquired to accommodate the Long Term Needs of the Museum. Expansion could occur along University by replacing existing or renovating retail buildings. This would require between two and three stories. It may be necessary to include retail at the street level with Museum functions above to conform to University Avenue zoning.

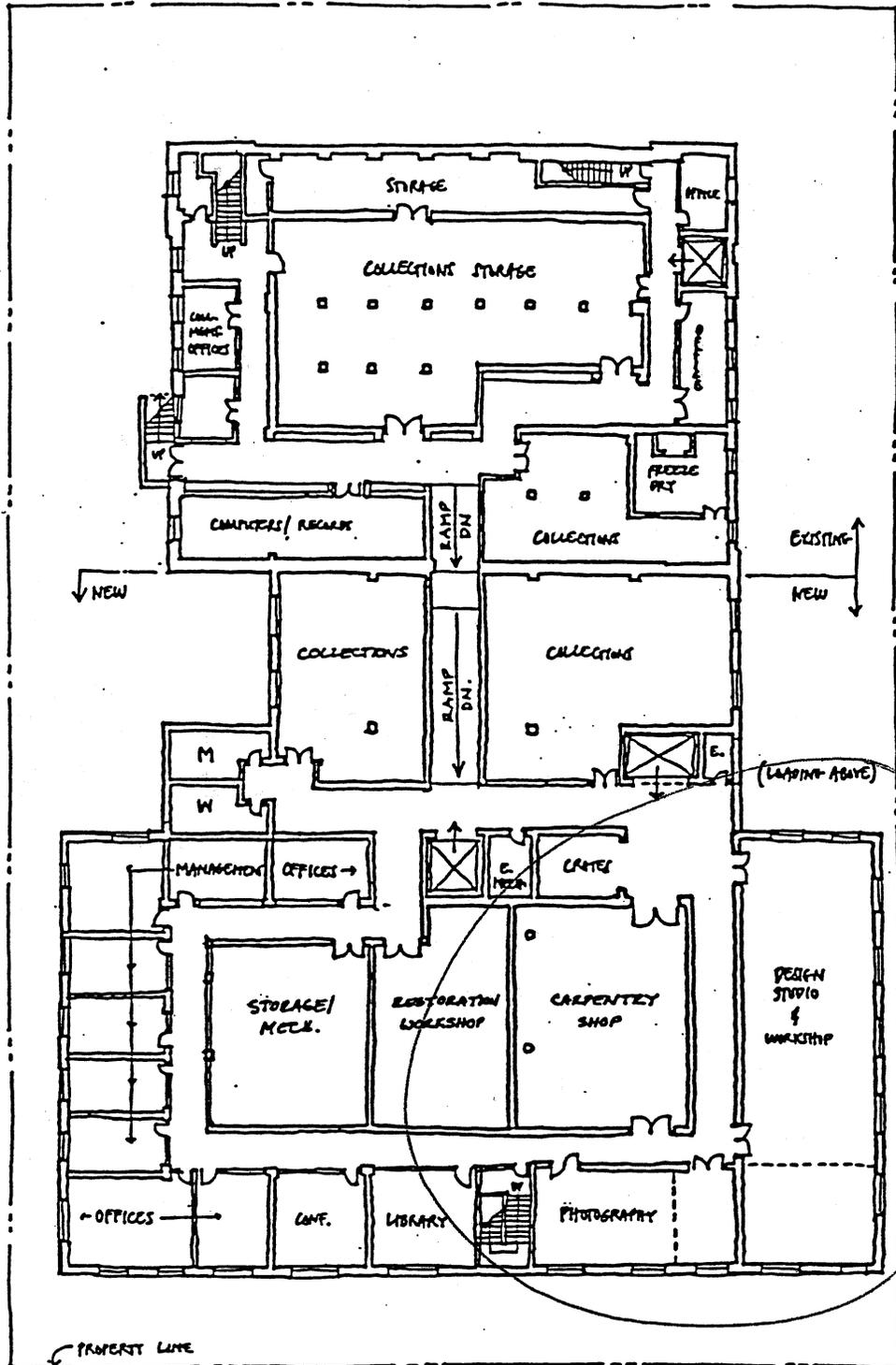
-
7. The primary difference is that Scheme 1A would have 25 parking spaces one half level below grade, beneath the addition, and Scheme 1B would not provide any on-site parking. Scheme 1A would locate offices and other support functions on a fourth level where as Scheme 1B would locate them in the half level below grade in place of the parking. Scheme 1A has advantage of parking as part of the building and office functions with more light and air at the fourth level. The primary advantages of Scheme 1B are a better receiving area, a building scale which is more in harmony with the original 1912 building, and lower construction cost.

If the parking can be developed or acquired in the City of Riverside garage across Orange Street or on the southeast section of the same block, Scheme 1B would provide a building more appropriate to the scale of the original and at less cost.



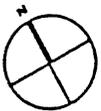
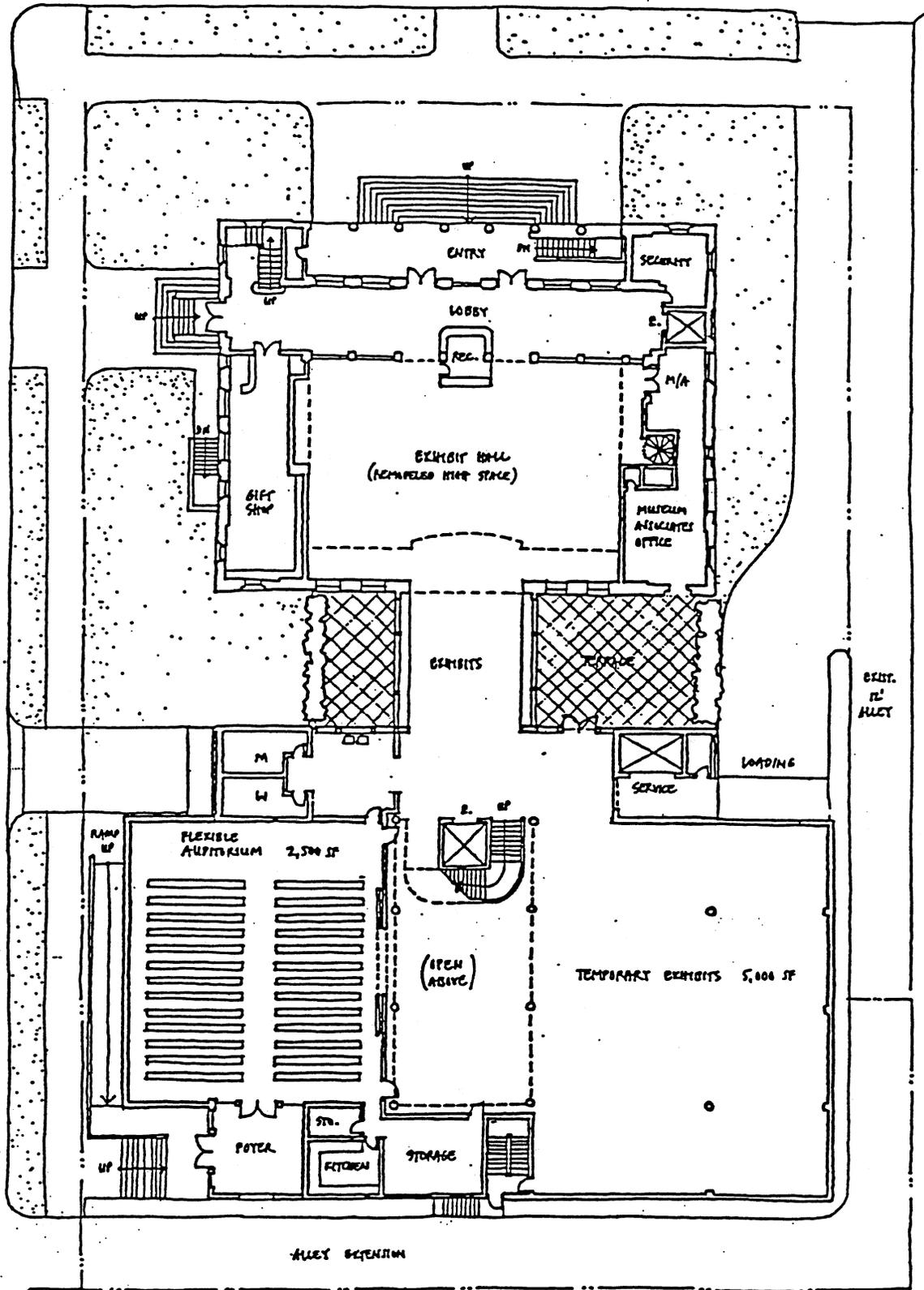


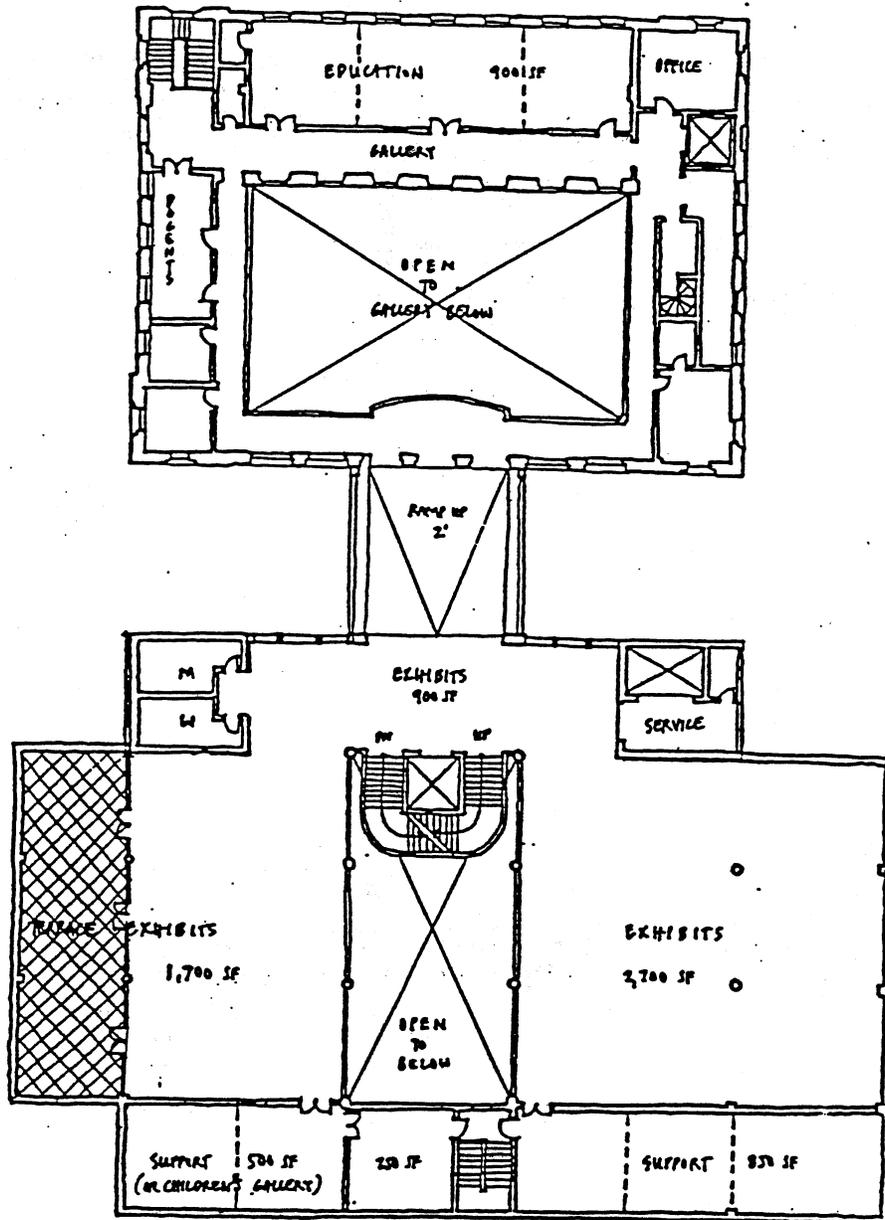


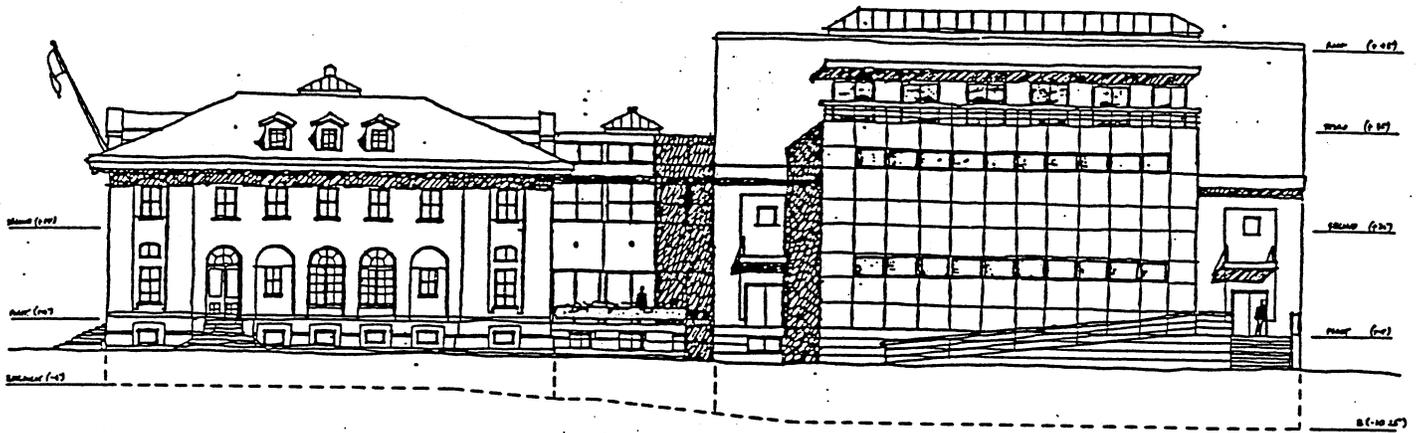


*HVAC/
Ventillate
a serious
concern h
As is fire*

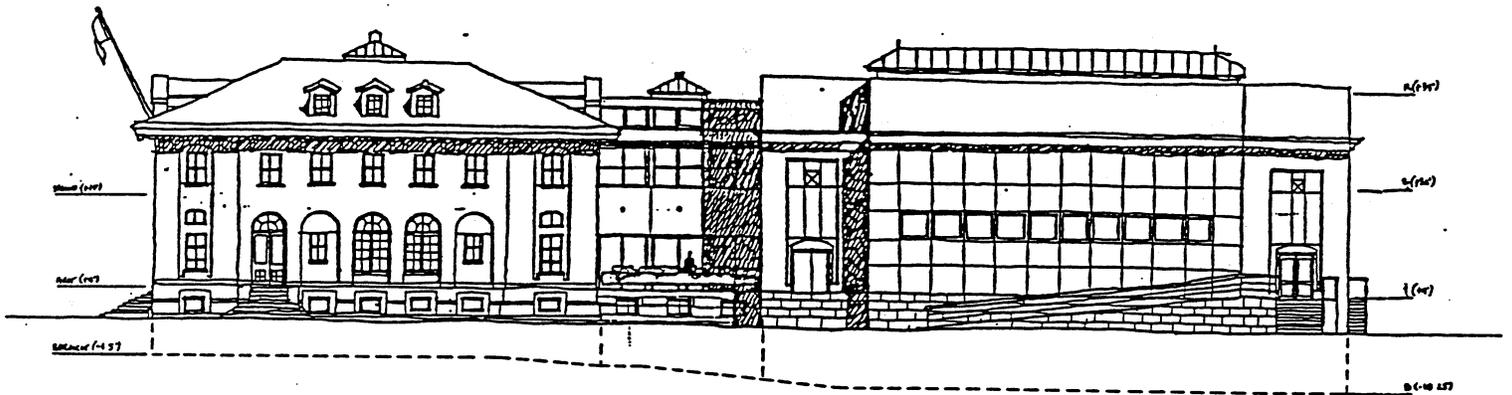
SEVENTH STREET







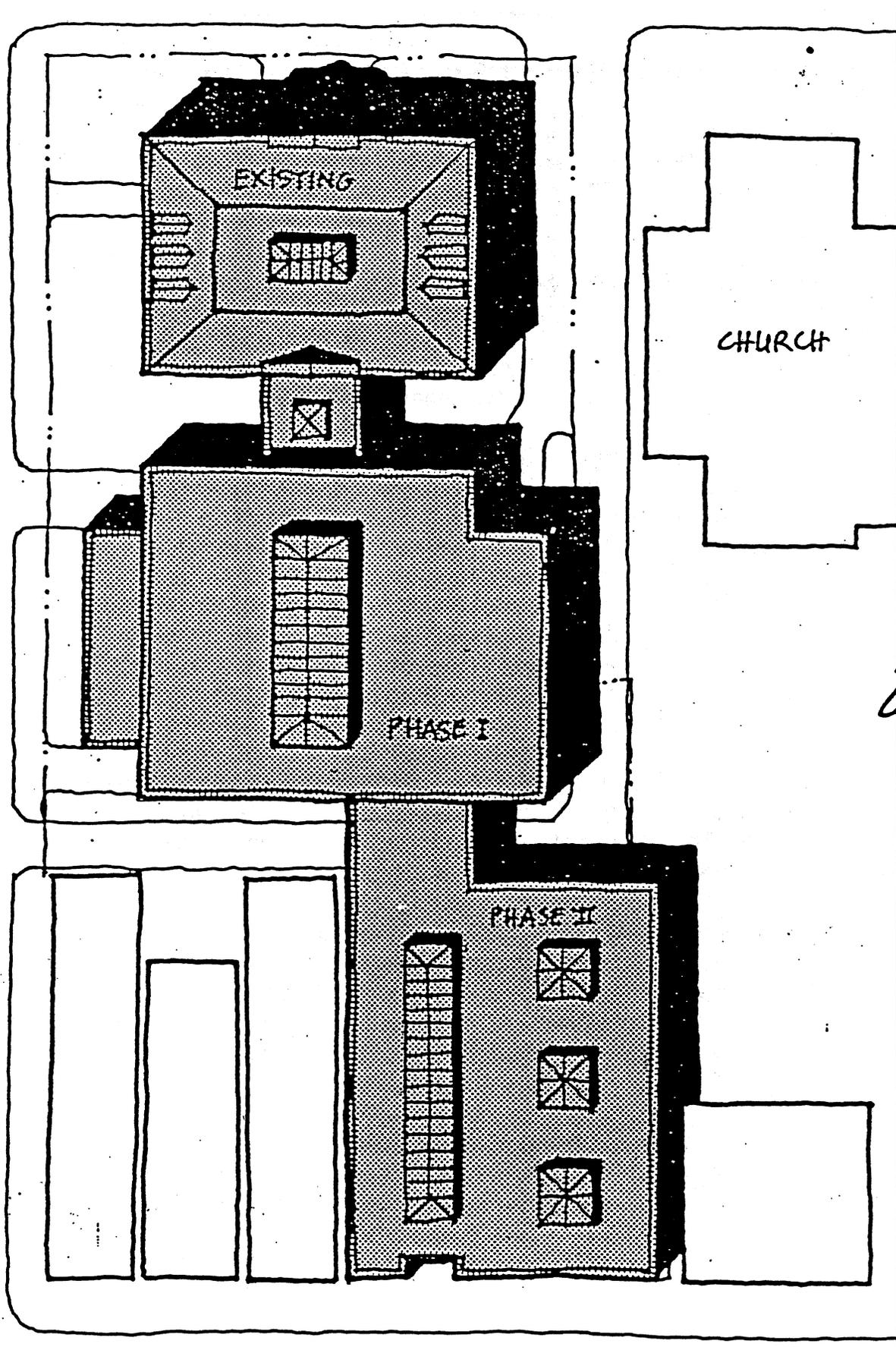
SCHEME 1A



SCHEME 1B

SEVENTH ST.

ORANGE ST.



UNIVERSITY AVE.

2. (Site 2) New Building on Seventh Street Between Lime and Lemon Streets.

Schemes for Site 2 were developed in less detail than for Site 1 since the land parcel was significantly larger and the existing constraints less stringent. Three schemes were initially developed and presented to the Long Range Planning Committee.

Scheme 2A developed a three story, 53,000 sf new Museum over a one level 80 space, underground garage on the western portion of Site 2 over both the City parking lot and the fire station parking. The fire station would remain until a later phase when the Museum building would be expanded for the Long Term Needs. The spaces in the fire station parking lot, would be incorporated in the underground garage.

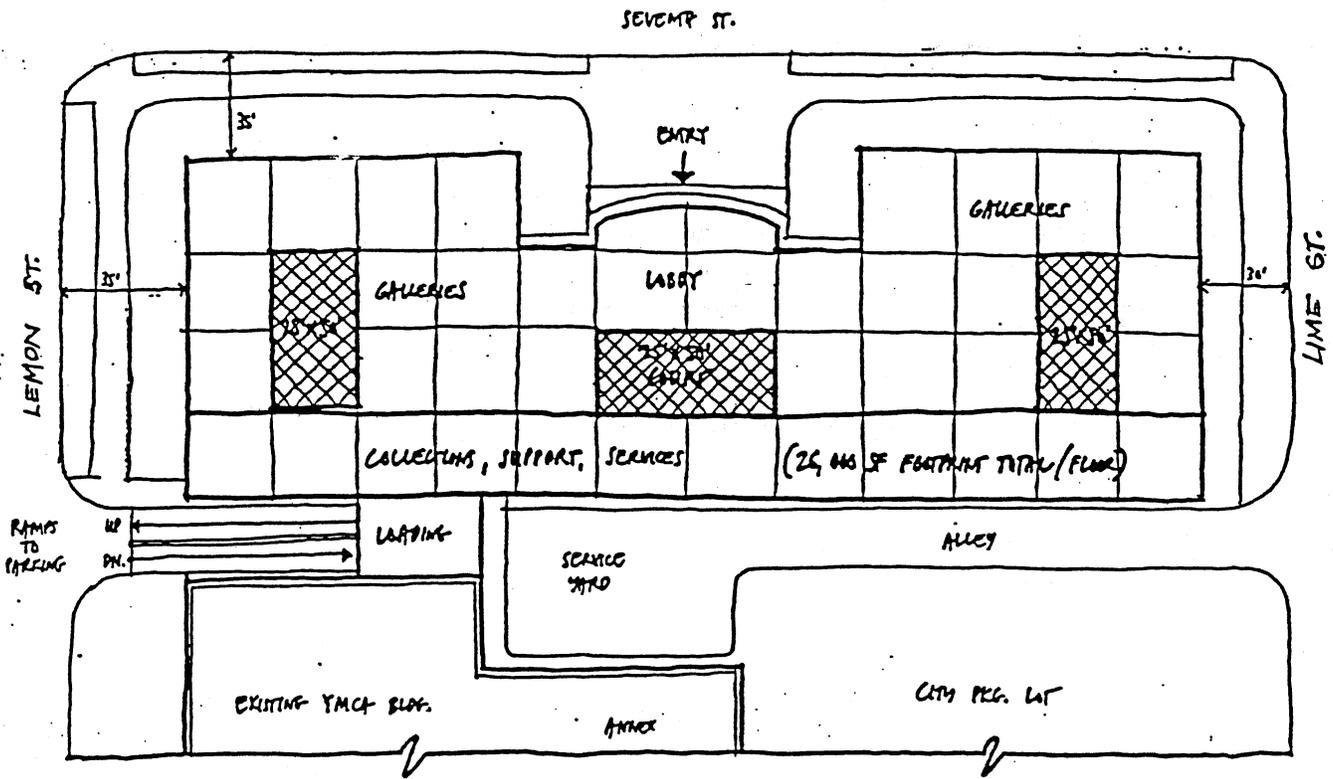
Alternatively, if the fire station function is relocated as has been suggested, it is conceivable that the Historic Resources Department could adapt the fire station for museum support functions currently occurring in the Annex, at least on an interim basis. The apparatus space of the fire station is a large free-span room with significant vertical clearance, appropriate for many museum functions including shop space and large artifact storage. Existing spaces in the two story portion of the fire station could accommodate offices, design studio, and similar functions. At probably more than 20,000 sf., it would be more than adequate as a replacement for the Annex. Specific issues such as environmental control for artifact storage would require further investigation.

Scheme 2B developed only the City parking lot at the corner of Seventh and Lemon as two floors of gallery (10,000 sf each) and one underground parking level for approximately 40 cars. The former YMCA to the south would be renovated for 30,000 sf of Museum support. Long Term Needs were not addressed.

Scheme 2C would take all of Site 2 for the first phase, Immediate Needs, and construct an underground parking garage for approximately 130 to 140 cars. As drawn Scheme 2C shows two stories over the whole site in three configurations for between 52,000 and 56,000 sf. Long Term Needs could be accomplished by constructing "pre-planned" third story space or taking less of the land area in Phase 1 and expand horizontally in Phase 2, not unlike Scheme 2A.

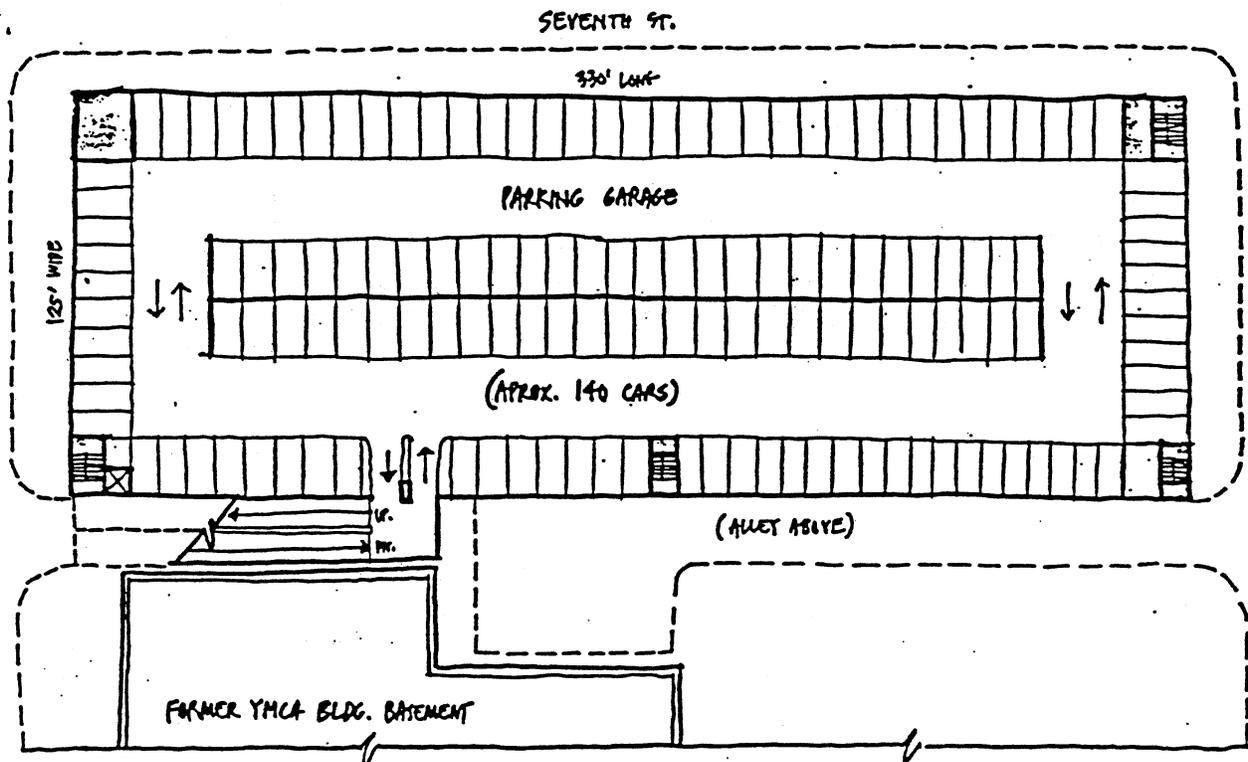
The Consultants feel that either 2A or 2C are workable schemes. The primary difference is that the extra cost for relocating the fire station and for land acquisition in the initial phase of Scheme 2C provides a building that has more significance along Seventh Street. We do not recommend Scheme 2B at this time. Our initial observations of the YMCA conclude that the condition of the building is significantly worse than the existing Museum building, requiring higher renovation costs. It also does not easily accommodate the required functions due to limited ceiling heights.

The Long Range Planning Committee recommended to the Consultant to proceed with Scheme 2C for the development of construction costs. The plan for Scheme 2C is illustrated on the following pages. Schemes 2A and 2B are illustrated in the Appendices.



GROUND/SECOND FLOOR FOOTPRINT #3 (52,000 SF GROSS TOTAL)

1"=60'



BASEMENT FLOOR PLAN (LEVEL -8')

1"=60'

3. Renovate Riverside Municipal Auditorium

This is out!

Since the development of schemes for Site 1 and 2 and their respective cost estimates there has been further discussion concerning the conversion of the Riverside Municipal Auditorium into a new home for the Riverside Municipal Museum. This scenario has not been examined to the extent of schemes 1A, 1B, or 2C nor have costs been developed, but we have the following comments.

1. The Municipal Auditorium is an important historic building in Riverside. An appropriate user would be the Riverside Historic Resources Department for the Municipal Museum. The building is also on Seventh Street, one block from the Mission Inn, and is therefore in the downtown cultural core of Riverside.
2. The building is generally in very good condition as, described in a feasibility study conducted by ELS Architects in 1986 for use as a 1000 seat performing arts facility. Structural strengthening of specific components of the building was indicated including a new roof diaphragm, first floor diaphragm, lateral bracing of the balcony, and securing of the roof tiles. Since the primary building material is concrete as compared to masonry at the Municipal Museum, the structure has not been included in the City of Riverside's recent study for "Earthquake Hazard Reduction".
3. The Municipal Auditorium currently has approximately 50,000 gross square feet. The "Immediate Needs" of the Museum have been identified at 51,700 gross square feet. Certain spaces such as the stage could have a second level installed which could more than accommodate the program numerically.
4. The primary existing spaces in the Municipal Auditorium could be adapted for Museum use as follows:
 - A. Exhibitions - The floor space of the main auditorium is approximately 10,300 s.f. and the existing seating balcony approximately 4,000 s.f.

The clear height to the ceiling in the auditorium is 32 ft. The Museum program identifies an immediate need for 12,500 s.f. and a long term need for 19,000 s.f. The existing balcony is inappropriate for museum exhibition due to its stepped construction. If the existing balcony was replaced with a flat floor mezzanine of 4,000 s.f. in approximately the same location, exhibit space would be 14,300 s.f. About 8,000 s.f. would have 12' to 14' ft. ceilings above and below the new mezzanine and 6,300 s.f. would have a full 32 ft. ceiling. An alternative to the mezzanine would be to construct additional exhibit space where the stage occurs, possibly lowering the floor to align with the main floor.

Technical limitations to the use of the auditorium as exhibit space include the lack of environmental controls, insufficient power, and possible need for additional structural support to accommodate museum floor loading requirements. Possibly more important, the use of the auditorium for exhibitions will require at least some alteration to the historic fabric of the space. By creating a mezzanine in the same location as the balcony, as noted above, this alteration would be less severe and the proscenium end of the space could be left undisturbed.

- B. Collections & Support Facilities - Collections (9,325 s.f.) and Support (14,885 s.f.) make up the majority of the space requirements other than exhibitions. The basement of the Municipal Auditorium includes approximately 20,600 gross s.f. Collections, carpentry shop, restoration workshop, collections management, and mechanical space could be accommodated in terms of total square feet required. Other functions including offices, education department and design studio would have to be accommodated in the stage area or in spaces adjacent to the three level lobby. Consideration must be given to limited ceiling height under the auditorium (10') and stage (13'-9") and the numerous columns currently supporting the floor above.

-
- C. Assembly Area - The program identified a 2,500 s.f. multi-purpose space. Deaver Hall in the Municipal Auditorium is approximately 1,750, somewhat smaller than the program. The deed covenant for the building requires that Deaver Hall be available for use by Armed Forces Veterans. The use of this space would therefore have to be shared.
5. New vertical circulation will be required for both public and services areas in order to accommodate the various levels of the building and the differential to the exterior grade, and to provide a permanent solution for access for the disabled.
6. The primary drawbacks are the lack of available land area for parking and for expansion to meet the Museum's Long Term needs. Through the addition of mezzanines at various locations, such as in the stage area, it might be possible to reach 55,000 to 60,000 gross s.f., but it will be difficult to accommodate the Long Term program goal of 77,060 s.f. within the building shell. Since adjacent buildings, the Riverside Art Museum and the Christian Science Church are both very close to the Auditorium and are both City of Riverside Landmarks expansion could only occur in a separate building.

The use of the Municipal Auditorium as a new home for the Riverside Municipal Museum may be a cost effective alternative, but there are some serious limitations as noted above and the proposal will require further investigation beyond the scope of this study.

In addition, recent recommendations by the City of Riverside "Year 2,000 Committee" for recreation and culture have suggested:

"The development of the Municipal Auditorium as an additional multi-purpose location for exhibit and support space (i.e., storage and office space) for museums, visual and performing arts should be accomplished."

This identifies a multi-use arts strategy for the Municipal Auditorium which would limit the amount of space devoted to the Historic Resources Department and thus preclude the concept of the Municipal Museum functions being entirely relocated to the Auditorium.

B. PROJECT AND CONSTRUCTION COSTS

Phase II, Task 2 of the scope of work for this study provided for the preparation of an order of magnitude construction cost estimate in order to compare the design alternatives. We have also included additional project costs which should be considered when anticipating the fund raising effort necessary for implementation of the desired scheme. Please note that these are preliminary assumptions which should be updated as the project continues. There will also be other Owner's costs (legal, fund-raising, project management, etc.) which are not known at this time and are beyond the scope of this study.

Construction Costs were prepared by Hanscomb Associates, professional cost consultants. They represent a medium quality level equal to other museums of this type. Unit cost assumptions for new building included a steel-framed building with an exterior cladding of high quality pre-cast concrete with stone or masonry accents. Actual materials would be developed in a future design phase. Assumptions for the existing building were to match existing historic finishes where appropriate and upgrade all building systems. Costs are in Spring 1990 dollars such that escalation should be added to the midpoint of construction @ 5% per year. A summary of the estimate is attached and is divided into costs for the new construction in each of the three alternatives, the renovation costs for the existing building in Scheme 1A and 1B, and the underground parking for Scheme 2C. The complete detailed estimate, approximately 90 pages, is provided in a separate volume. In general costs averaged just over \$200/sf for new construction exclusive of parking and just over \$70/sf for renovation to the existing building.

Seismic Upgrade for the existing Museum building will have to be considered whether the building is renovated for use by the Museum as in Scheme 1A and 1B or whether it is abandoned for museum use as in Scheme 2C. If the building is used by another City department the upgrade will still have to occur due to the new "Earthquake Hazard Reduction" ordinance as set forth in the Riverside Municipal Code. If the building is sold for private use it is assumed the cost of seismic upgrade would reduce the fair market value of the building or the work would be performed before the sale.

The cost for seismic upgrade of the existing Municipal Museum, as identified in the attached project cost summary, has been taken from a report prepared by Kevin B. Cozad and Associates, Inc. for the City of Riverside in February 1990. It must be noted that, as stated in the report and per our discussion with Kevin B. Cozad and Associates in July 1990, the description of the scope of work and the associated costs is very preliminary in nature. The inspection of the building was "visual", a complete set of drawings representing existing conditions was not available, and the cost estimate was "cursory". A more in-depth study will be required which should involve core samples and testing of masonry, concrete and connections. The scope and cost of seismic upgrade may also vary depending on building use and whether the work is included as part of a larger construction project.

Demolition costs for the current rear addition to the existing Museum are included in the base estimate for Scheme 1A and 1B. Costs for demolishing the fire station have been assumed for Scheme 2C.

Permanent exhibitions will require both design and installation costs for any of the three schemes. It is assumed that since only half of the permanent gallery will be retained, and this will be extensively remodeled, all exhibitions will be new. Exhibition design and construction can vary extensively depending on the type of artifacts for display, condition of the artifacts, and the design concept for the exhibition. Costs can easily reach \$300/sf for certain types of exhibits. A price of \$200/sf has been assumed, but this should be updated when an exhibition concept is developed. This assumes all work, design and fabrication, would be done on a contract basis. Some savings may be realized if a portion of the work is completed by Museum staff (currently all exhibits are constructed by Museum staff). A figure of \$30/sf was used for additional equipment, lighting, etc. in the temporary exhibition galleries.

Equipment and furnishings costs were anticipated based on requirements for similar buildings. It is assumed that a portion of the existing equipment and furnishings will be reused. Some specific information has been received from Museum staff and incorporated during the development of these costs. Computer systems were not included.

Fees were anticipated for both the design team and for construction management.

Parking requirements anticipated 50 spaces, excluding special events, as detailed in the Phase 1 report. The three schemes varied relative to parking supplied. A plus or minus figure was applied to equalize the schemes for comparison relative to parking.

Land costs were excluded from the scope of this study, but some comments can be made. Both Sites 1 and 2 are currently owned by the City of Riverside and will, therefore, not have to be purchased publicly. Since they are currently not under the jurisdiction of the Historic Resources Department, some inter-departmental reimbursement could be assumed. Discussion with City of Riverside Property Services Department have indicated a possible land value for Site 1 of \$20/sf ($\$20 \times 12,128 \text{ sf} = \$242,560$) and \$22/sf for Site 2 ($\$22 \times 41,250 \text{ sf} = \$907,000$). In addition, use of Site 2 would involve either determining the current value of the Fire Station or partial reimbursement for the cost of a new Fire Station at another location. Likewise, value for the parking at Site 1 and 2 could be determined by the projected cost of replacing the parking on a per space basis in a new downtown parking garage, say \$12,000/space, in lieu of actual land purchasing.

The sale of the existing Museum Building on Site 1 could also help provide funds for a new building if the decision were made to proceed with Site 2. The market value of the building is difficult to determine since the arrangement of spaces limits the potential uses. Due to the historic importance of the building, it could not be torn down.

RIVERSIDE MUNICIPAL MUSEUM PROJECT AREAS AND COSTS

	<u>SCHEME 1A</u>	<u>SCHEME 1B</u>	<u>SCHEME 2C</u>
Areas:			
Total sf - Museum	51,354	50,130	52,000
Total sf - Parking	8,280	—	43,075
Parking Spaces	-25-	-0-	-130-
<hr/>			
Costs:			
Construction			
Renovation	\$ 1,215,458	\$ 1,215,458	
Seismic Upgrade (9)	764,500	764,500	\$ 764,500
New	7,901,686	6,788,617	11,499,321
Parking	(1)	—	2,487,785
Subtotal	9,881,644	8,768,575	14,751,606
Demolition	(2)	(2)	43,200 (3)
Exhibits (4)	1,650,000	1,650,000	1,650,000
Equipment (5) & Furnishings	490,000	490,000	490,000
Fees (6)	1,367,575	1,200,611	2,098,065
Parking Req.	300,000 (7)	600,000 (7)	-1,530,880 (8)
Total	\$ 13,689,219	\$ 12,709,186	\$ 17,501,991
Escalation	— TO BE DETERMINED —		

(1) Included in New Construction.

(2) Included in Site Preparation.

(3) Demolition of Fire Station (14,400 sf x 3/sf = 43,200).

(4) Permanent Exhibitions Design and Installation
(7,500 sf x \$200/sf = 1,500,000).
Temporary Exhibition Equip
(5,000 sf x 30/sf = 150,000).

(5) See attached Schedule.

(6) Assume total Design Fee @12% and Construction Management at 3% of Construction Cost.

(7) Phase I Report assumed 41 weekday and 50 weekend spaces without special event. Using 50 spaces required and assume \$12,000/space for parking in lieu fee.

(8) Scheme 1C provides 130 spaces at \$19,136 for underground garage. Assume "Credit" of 80 spaces @\$19,136/space for comparison to Scheme 1A and 1B.

(9) See report by Kevin B. Cozano & Associates Inc., February 1990

RIVERSIDE MUNICIPAL MUSEUM
 PRELIMINARY EQUIPMENT/FURNISHINGS BUDGET (IMMEDIATE NEEDS)

<u>FUNCTION</u>	<u>SQ.FT.</u>	<u>UNIT COST</u>	<u>AMOUNT</u>
Collections Anthropology History Natural History	9,325	@ 20/sf	\$ 186,500
Education	1,700	@ 25/sf	42,500
Administration	1,810	@ 20/sf	44,200
Library			5,000
Museum Assoc.			4,000
Reception			5,000
Gift Shop		@ 30/sf	18,000
Auditorium	2,500	@ 20/sf	50,000
Shipping/ Receiving			3,000
Restoration Workshop			5,000
Collections Management			15,000
Photography			10,000
Design/Exhibition Studio			10,000
Carpentry Shop			10,000
			<hr/>
			\$ 408,200
Contingency @ 20%			81,640
			<hr/>
Total			\$ 489,840

Total Net Sq. Ft. for Collections,
 Education and Support = 25,910

Equipment/Furnishings = \$18.90/sf

KS:jgm:U187

RIVERSIDE MUSEUM
RIVERSIDE, CA

MARCH 16, 1990

CONSTRUCTION COSTS
MASTER SUMMARY (1)

ELEMENT	NEW CONSTRUCTION			ALTER. 2C PARKING	RENOVATE (2) EXISTING BUILD.
	ALTER. 1A	ALTER. 1B	ALTER. 2C BUILD.		
01 FOUNDATION	75,319	75,319	0	247,953	0
02 SUBSTRUCTURE	254,597	260,363	0	608,038	10,000
03 SUPERSTRUCTURE	886,481	704,362	1,496,815	414,115	112,000
04 EXTERIOR CLOSURE	939,903	701,161	1,692,720	210,480	129,560
05 ROOFING	194,466	194,466	550,500	0	0
06 INTERIOR CONSTRUCTION	1,256,939	1,129,729	1,841,650	86,150	193,800
07 CONVEYING SYSTEMS	200,000	170,000	280,000	100,000	0
08 MECHANICAL	1,133,343	1,020,593	1,651,500	172,300	401,840
09 ELECTRICAL	725,798	564,230	935,850	75,381	0
11 EQUIPMENT	0	0	0	0	0
12 SITE WORK	360,374	357,974	400,000	0	33,567
SUB-TOTAL	6,027,220	5,178,197	8,849,035	1,914,417	880,767
OVERHEAD & PROFIT	843,811	724,948	1,150,375	248,874	176,153
SUB-TOTAL	6,871,031	5,903,145	9,999,410	2,163,291	1,056,920
DESIGN CONTINGENCY	1,030,655	885,472	1,499,911	324,494	158,538
PROJECT TOTAL	7,901,686	6,788,617	11,499,321	2,487,785	1,215,458

(1) Summary of Construction Costs from Hanscomb Associates. Conceptual Estimate, March 1990.

(2) Renovation costs for existing building must be added to new building construction costs. See Project Budget, page 25.

How do these stack up in 1996-97 dollars?

C. OPERATING ESTIMATES

The tables on following pages provide a detailed operating forecast for the proposed expansion of the Museum.

The estimates are based on an analysis of recent operating statements and projected budgets for the Riverside Museum, experience at other museums and discussion with the Director. For the purpose of the long-range estimate the museum's budget, which contains some 50 line item revenue and expense categories, has been simplified to only 15 items. The summarization is based on a sensitivity analysis of the existing budget and analysis of each line items correlation to one of three variables: building size, number of staff and attendance. The estimate is applicable to each of the three possible schemes, since the building size for each is similar and staffing and program requirements will not vary. Staffing assumptions and a management scenario were developed for the Museum and reflect activity increases discussed with the Director. The estimate is for the first full year of operation after the expansion is completed.

At this stage in the planning process, the financial projections must be considered tentative, since available information is limited. For example, building operating and maintenance costs will depend on the final design and engineering of the facilities. Revenues from admission donations and facility rentals are based on limited information regarding patrons' potential interest in the museum's programs, and the forecasted sales from the Museum Shop are based on comparative figures from other museums, rather than detailed market research. Our estimates are therefore conservative; there are clearly opportunities to reduce costs to improve revenues with effective and efficient management once the project is implemented.

Under the expansion scenarios salaries and benefits would increase from the current level of \$540,522 to approximately \$943,724 (1990 dollars) in the first year of operation, anticipated to be in 1995. Estimated building operating costs and program expenses of \$372,276 would bring total expenses to \$1,316,00. Earned revenues would increase with increased attendance, facility rentals and an improved museum shop from the current level of \$10,500 to an estimated \$58,000. It has been assumed that admission to the Museum would remain free, although patrons would be invited to make a voluntary contribution at the door. The operating budget would be balanced through an increased City of Riverside subvention, fundraising efforts and support from the Riverside Museum Associates.

OPERATING FORECAST

<u>Assumptions:</u>	<u>Current</u>	<u>Projected</u>
1. Building Size (Old Post Office)	27,810	52,000
3. Staff:	13	24
4. Attendance (incl. Heritage House)	47,280	100,000
5. Museum Shop Net Sales per attendee	n/a	\$0.70
6. Years to Build-Out	n/a	5

<u>EXPENSES</u>	<u>1989-90</u>	<u>Build-out</u>
<u>Personnel (see schedule)</u>		
Administration	\$103,522	\$182,624
Collections/Preservation	116,164	220,564
Education	46,812	93,712
Gallery	131,970	269,970
Heritage House	84,463	84,463
Historic Preservation	57,591	92,391
Total Personnel expenses	\$540,522	\$943,724
<u>Other Expenses</u>		
General Administration (1)	\$16,322	\$30,132
Utilities(2)	34,720	88,070
<u>Program Costs</u>		
Exhibits(2)	5,467	13,868
Education/Outreach(3)		10,000
Collection(2)	11,469	29,091
Marketing(3)	1,400	20,000
Janitorial & Maintenance(4)	104,483	150,000
Offsite Facilities(4)	4,901	4,901
Allocations(4)	26,214	26,214
Total Other Expenses	\$204,975	\$372,276
TOTAL EXPENSES	\$745,497	\$1,316,000
<u>REVENUE</u>		
Admissions (donations)	\$2,000	\$8,000
Museum Shop Profits	8,000	45,000
Facility rental fees (incl. receptions)	500	5,000
TOTAL REVENUES	\$10,500	\$58,000

Is this realistic?

Notes:

1. Related to number of staff
2. Related to facility square footage
3. Costs estimated - currently included in Museum Associates budget
4. Estimated
5. Related to attendance

NB: All estimates in 1990 dollars

OPERATING FORECAST

PERSONNEL FORECAST		
	1990	Build-out
Administration	\$103,522	\$182,624
Director	1	1
+ Ass't Director	0	1
Secretarial	1	1
+ Clerical	1	2
Collections	\$116,164	\$220,564
Natural History	1	1
+ Assistant Curator	0	1
History	1	1
+ Assistant Curator	0	1
Anthropology	1	1
+ Assistant Curator	0	1
Registrar	1	1
Education*	\$46,812	\$93,712
+ Curator	0	1
Gallery	\$131,970	\$269,970
+ Exhibit Designer	1	2
Carpenter	1	1
+ Preparator	0	1
+ Security	0	1
+ Mtce. Worker	1	2
Historic Preservation	\$57,591	\$92,391
Administrator	1	1
+ Assistant	0	1
Heritage House	\$84,463	\$84,463
Heritage Mtce.	1	1
Restoration Spec.	1	1
TOTAL Personnel	\$540,522	\$943,724
	13	24

this is good

1/2 Interpretive staff at HH

*obl. coordinator
contract coordinator/mgr*

Salaries for added staff (incl. fringes)	
Assistant Director	\$55,000
Curator	\$46,900
Exhibit Designer	\$40,200
Preparator	\$40,200
Mtce wrkr	\$30,800
Assistant Curator	\$34,800
Clerical	\$24,100
Security	\$26,800

* Includes allocated portion of Curator's salary

**IV.
PHASE 3-IMPLEMENTATION**

A. FINANCIAL STRATEGIES

The consultants have identified ten possible sources of funds for capital funding of the project.

1. General Obligation Bond (City)

For every \$1 million financed, a City General Obligation bond would encumber each Riverside property \$1.41/year per \$100,000 assessed value, assuming 7.25 percent interest rate and a 25-year amortization. A \$10 million bond, for example, would add approximately \$21.20 annually to a householder's annual tax bill, assuming an average assessed value of \$150,000.

2. Tax Increment Funding (Redevelopment)

The City's downtown redevelopment agency is currently at the limit of its debt financing potential. A proposal is being considered by the agency to modify the project area by raising the debt limit and combining two project areas. The museum would compete with many projects in the downtown area for funding. (In September 1990 the Agency voted to proceed with the proposal.)

3. Parking District

The existing parking district is currently at its limit of financing capability.

4. City Hotel Tax

A one percent Citywide hotel tax increase would yield approximately \$100,000 annually. This could be used to finance a bond of about \$1 million.

5. State Appropriation

There are no state programs that provide capital funds for museums. A 'tack-on' to an omnibus-type Bill could be negotiated but considerable political support at the State level for the project would need to be generated. (Recent examples include grants in excess of \$1 million each to the Citrus Heritage Park in Riverside and to the Latino History Museum in Los Angeles).

6. National Endowment for the Arts (NEA)

The National Endowment for the Arts (NEA) provides Challenge grants for capital and operating support for museums. Grants range up to \$1 million, and require a two-to-one match.

7. Institute for Museum Services (IMS)

The Institute for Museum Services (IMS) offers grants to museums for capital development related to collections conservation, exhibition and educational programs. Typical grants (usually matching) range from \$25,000 to \$500,000.

8. National Science Foundation (NSF)

In the past few years, a number of Senate and House Bills have been introduced that would provide for the National Science Foundation to assist science museums to develop facilities and programs geared to science curriculum education. HR3154 has been recently proposed as part of the American Math, Science and Engineering Education Act currently being drafted.

9. State Park Bond Funds

In 1984 and 1988 California voters passed propositions that provided a source of capital funds for historic preservation projects. The 1988 election, Proposition 78, The California Coastal and Wildlife Conservation Act, included \$11 million for historic preservation. Grants in the range \$100,000 to \$250,000, and occasionally as much as \$1 million were awarded to wide range of projects throughout the State. As of late 1990 all of the available funds have been committed.

It is anticipated that there will be another bond election in November 1990. Assembly Bill number 145 is currently being discussed in the California legislature and approximately \$8 million is expected to be allocated for historic preservation projects. If the bill passes and the voters approve it, funds could be available as early as 1991 and grants in the same order of magnitude are anticipated.

Not likely in the near term.

10. Fundraising

Based on comparable experience with museums elsewhere, private donations could yield \$3 million or more for a museum/gallery project of this magnitude. This would require strong and well-connected community leadership with a commitment to raising funds. Prior to considering a fundraising campaign a detailed feasibility study should be conducted to establish an appropriate campaign goal and to develop a strategic fundraising plan.

B. ISSUES TO BE RESOLVED

At our June 8, 1990 meeting with the Long Range Planning Committee the decision to proceed with either Alternative 1, renovation and expansion of the existing Museum building or Alternative 2, a new museum building, was deferred. Several key issues, which the Committee felt were beyond the scope of this study, need to be pursued before or along with the Implementation Action Plan in the next section.

1. **SITE ACQUISITION COSTS.** Both alternatives involve transfer of property between City agencies. For Alternative 1 the City parking lot behind the Museum must be acquired. For Alternative 2 the City parking lot at the corner of Seventh and Lemon and the Fire Station site at Seventh and Lime must be acquired. In addition the Fire Station must be relocated. Though the Consultants have prepared some discussion regarding a method for determining the site acquisition costs for both schemes after consultation with Property Services, actual costs involved must be determined.
2. **IMAGE AND FUNCTION.** Alternative 1 maintains the historical 1912 former Post Office building as the Historic Resources Department and Museum's "front door" on Seventh Street within the context of other important historical buildings. Alternative 2 will provide a "new face" for the Department and Museum on Seventh Street. Alternative 1 may involve more compromises in function than Alternative 2 due to the fact that it is a renovation as compared to starting with a clean slate. The Consultants believe that the compromises involved are ones that can be successfully resolved as demonstrated in Scheme 1A and 1B and that the former Post Office could continue to provide an appropriate and desirable image for both the Museum and the Historic Resources Department.
3. **DOWNTOWN DEVELOPMENT.** Choice of Alternative 2, in particular Scheme 2C, would involve the use of a major portion of the block bounded by Lemon and Lime Streets, Seventh Street and University Ave by the Museum. The Riverside Redevelopment Agency staff has indicated this block should be considered for new commercial development. A resolution is required, though the two perspectives are not mutually exclusively.

A public/private joint venture to develop the block with all or a portion of the Museum's program incorporated into a mixed use project could be pursued. Advantages for the Museum would include shared parking and a possible reduction in capital costs through the developer sharing in construction and development costs for the Museum. Disadvantages for the Museum might involve a compromise in program and "stand-alone" public image, as well as delay through a more complex development process dependent on economic fluctuations and real estate market demand.

For the purpose of this study the Long Range Planning Committee elected not to pursue a mixed use approach in order to provide a more direct planning, public image and cost comparison with Alternative 1.

4. **PARKING.** Each of the three schemes pursued by the Consultants at the direction of the Long Range Planning Committee provide for a different amount of parking. (Scheme 1A = 25, Scheme 1B = 0, Scheme 2C = 130). As determined in Phase I, 50 spaces should be for use by the Museum either as a part of a Museum building project or adjacent to it, with 15 of these for staff or Museum vehicles. The cost of parking provided in each scheme is identified in the Project Cost comparison.

The solution for parking must be reviewed in relationship to an overall downtown strategy for parking and for possible joint uses. For Scheme 1A and 1B, a joint development and use of parking with the adjacent Congregational Church and retail uses on University Ave. has been discussed and should be pursued. Scheme 2C could involve joint use of parking with the location of the parking either being beneath the Museum as shown in the scheme or possibly less expensively in a common multilevel, mid-block garage in association with new commercial development on University Avenue.

C. IMPLEMENTATION ACTION PLAN

Project Approval, Organization and Research

The implementation steps for the development of the new museum will depend on the alternative that is chosen to either construct a new museum on the Firehouse site or to renovate and add to the existing museum at the old Post Office.

Alternative 1-Add to Existing Museum

1. Make decision with regard to the inclusion of parking on the site or to secure off-site parking. If the latter is chosen, discussion should ensue regarding the use of Downtown Parking District funding.
2. Conduct detailed seismic study of old Post Office to better determine extent of work required and cost.
3. Determine specific "site acquisition costs" for City parking lot where new addition is proposed. This may require transfer of property from other City Agencies.
4. Gain control of University Avenue properties to facilitate future development of the museum to meet long term needs as identified in Phase I.
5. Conduct necessary studies and research to define a viable funding strategy. If private sector funding is foreseen, professional fundraising assistance should be retained to conduct a feasibility study that would determine appropriate levels of funding from each source, at an estimated cost of \$25,000. If funding is to be included in a broad-based City general obligation bond, consideration should be given to conducting polls to determine voter interests.
6. Identify and confirm sources of additional operating funds of approximately \$265,000 annually.
7. The decision to proceed with development should signal the establishment of an extensive public information campaign, especially if fundraising or an election are undertaken. This campaign would seek to inform the public about the project, its financing, and the range of programs and benefits that will be offered.

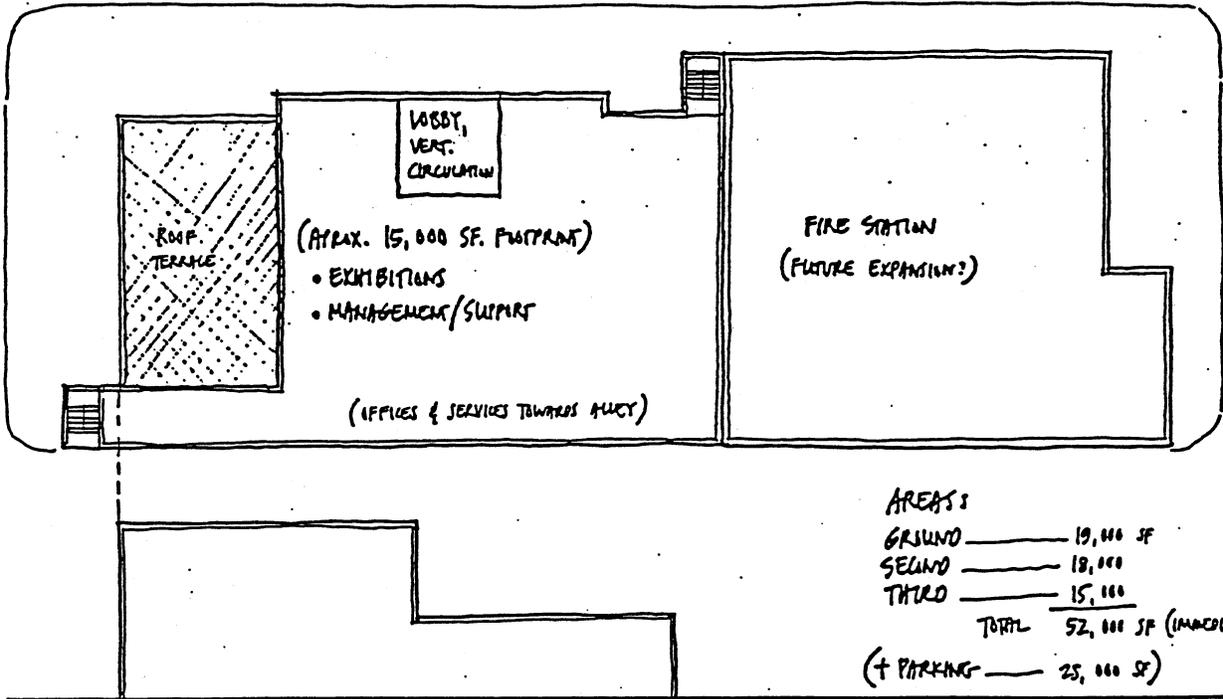
Very difficult at this juncture.

-
8. Architectural design and working drawings should be commenced when sufficient funds have been secured.
 9. With the beginning of the design of the project a more detailed management plan and operating projections should be completed.

Alternative 2-Fire Station Site

1. Determine costs for relocation of existing Fire Station function. This may require transfer of property from other City Agencies. Prepare more in-depth analysis of fire station building if it is considered as replacement for the Museum Annex.
2. Make decision regarding use and ownership of existing Museum building. (Sale of building could provide funds for new museum construction or building could be retained for other City of cultural uses.)
3. Proceed according to step 5 in Alternative A, above.

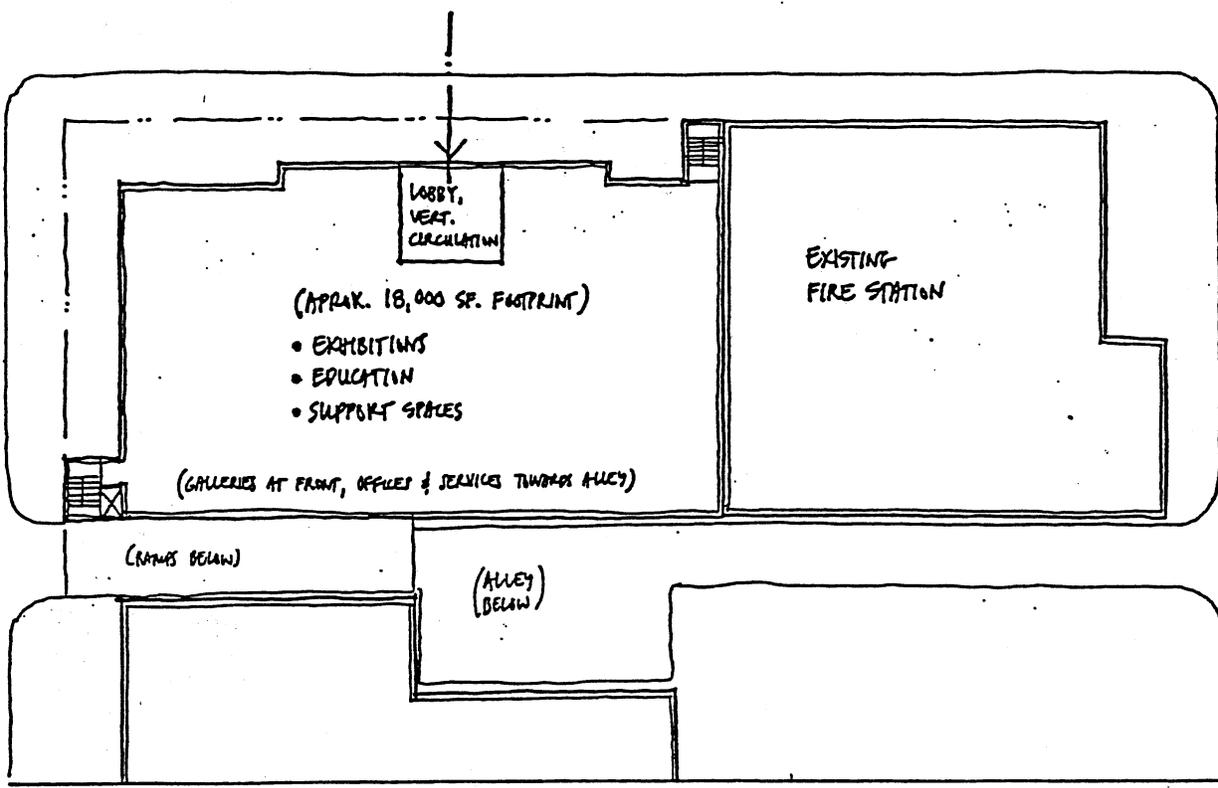
APPENDICES



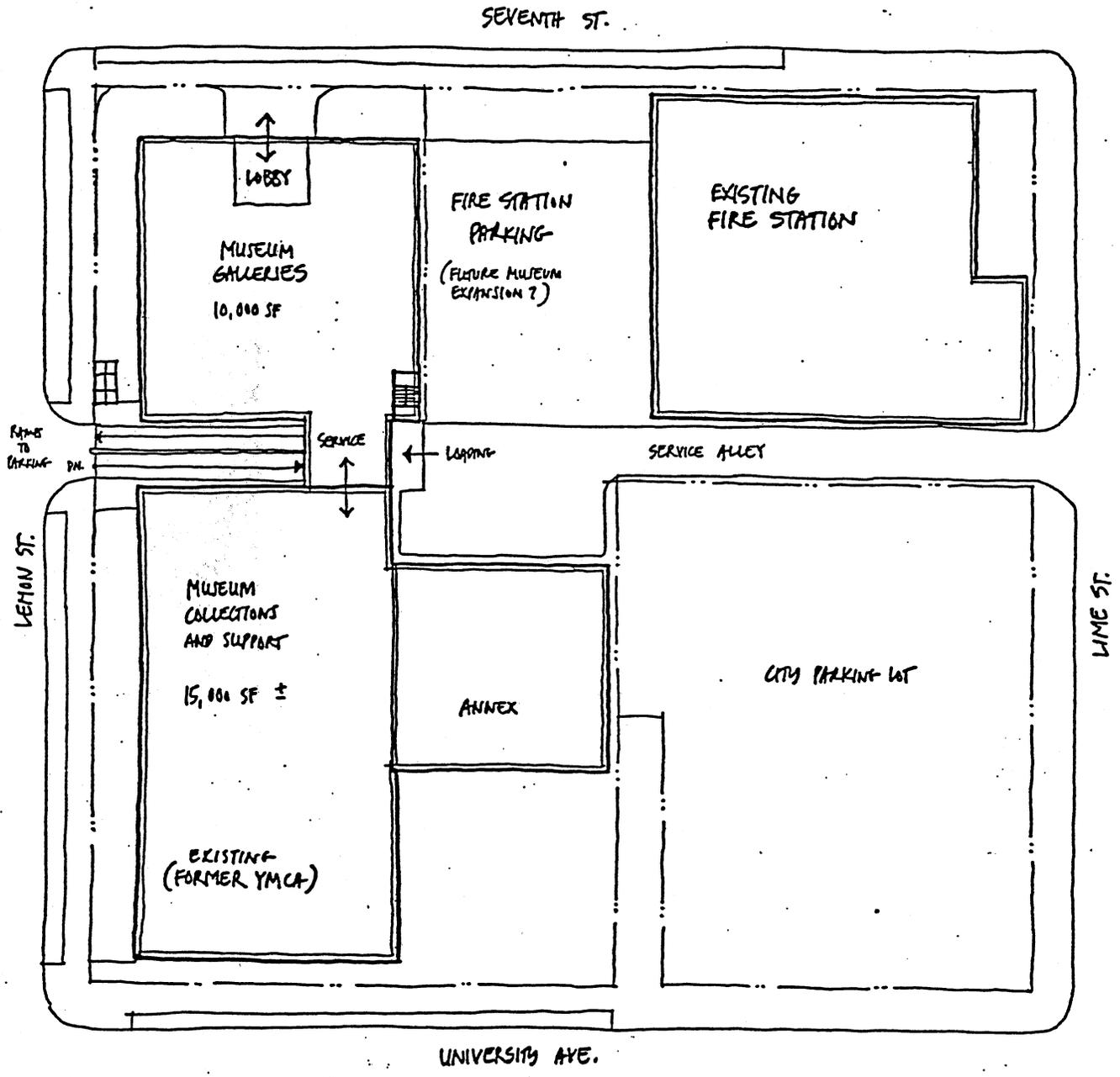
AREAS

GROUND	19,000 SF
SECOND	18,000
THIRD	15,000
TOTAL	52,000 SF (IMMEDIATE GALL.)
(+ PARKING	25,000 SF)

THIRD FLOOR FOOTPRINT (LEVEL +34)

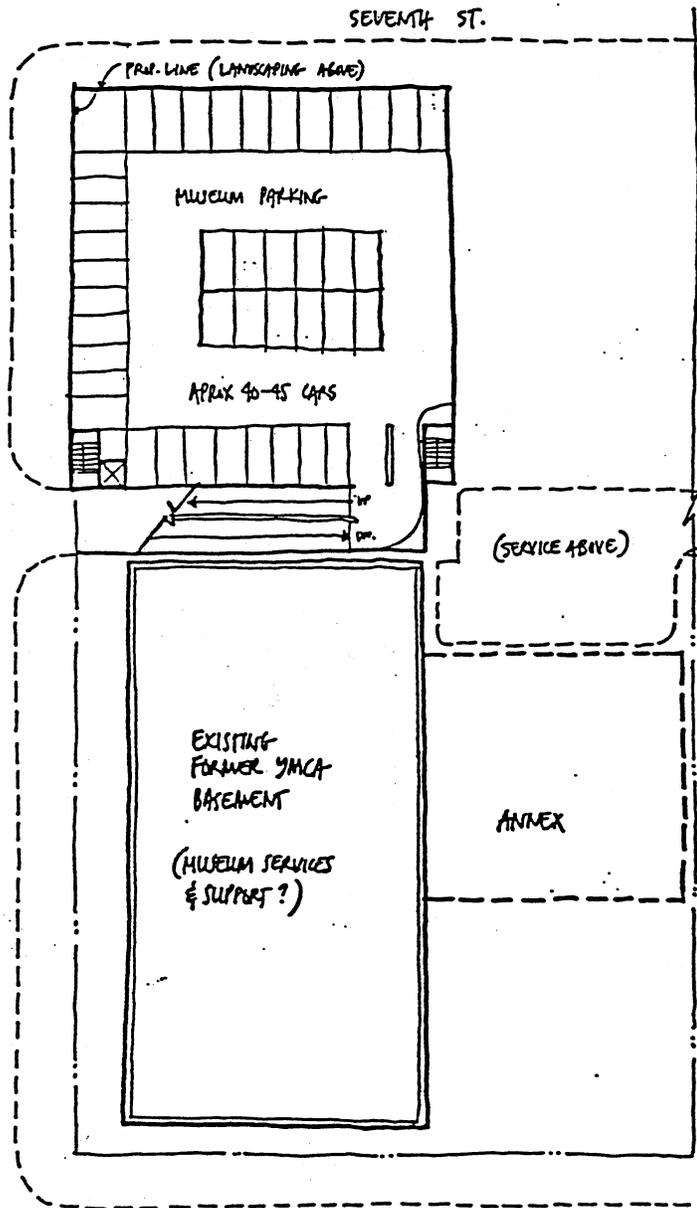


SECOND FLOOR FOOTPRINT (LEVEL +18)

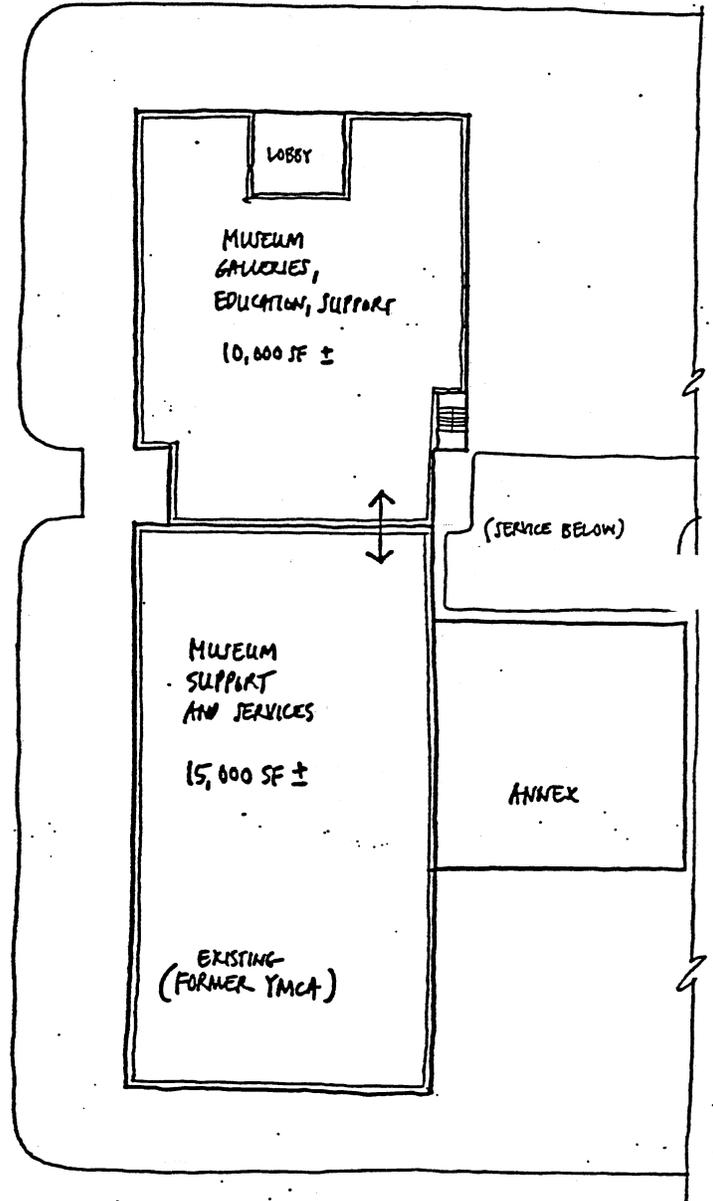


GROUND FLOOR PLAN (LEVEL +2')

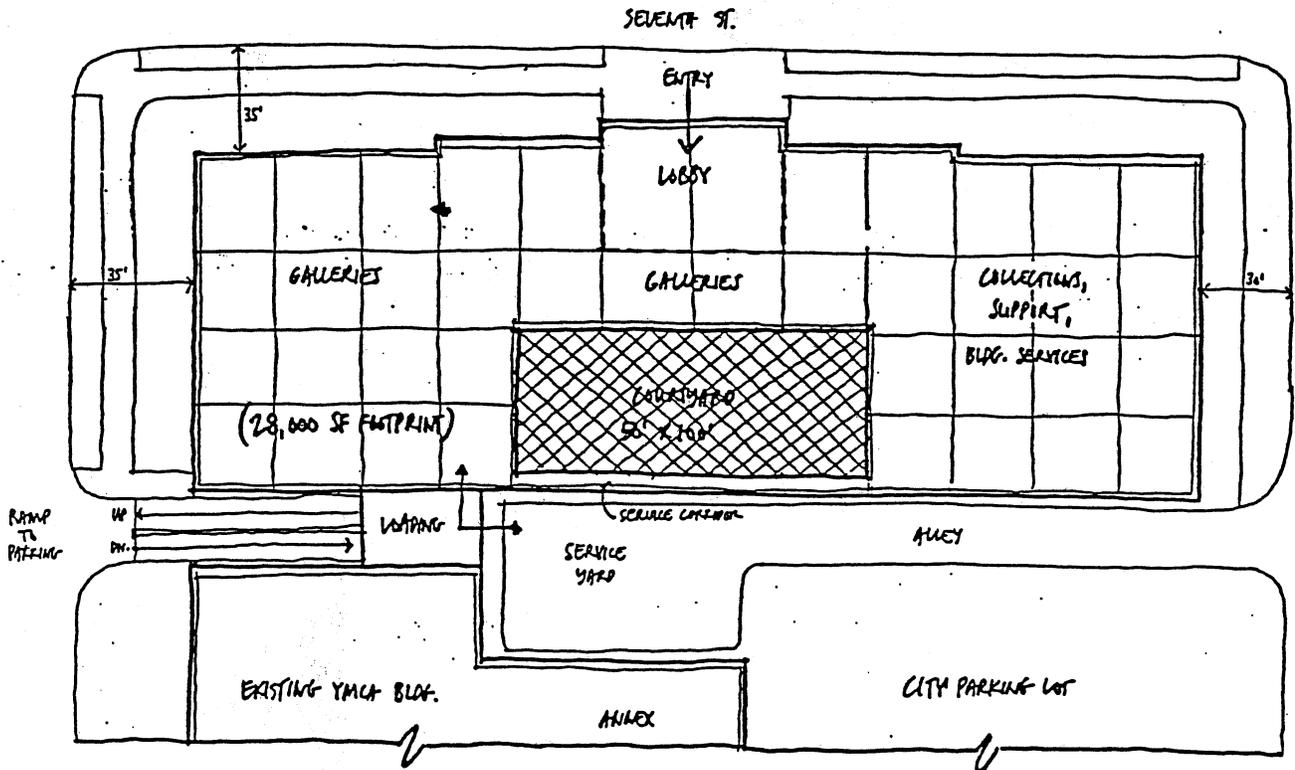
11/23/81



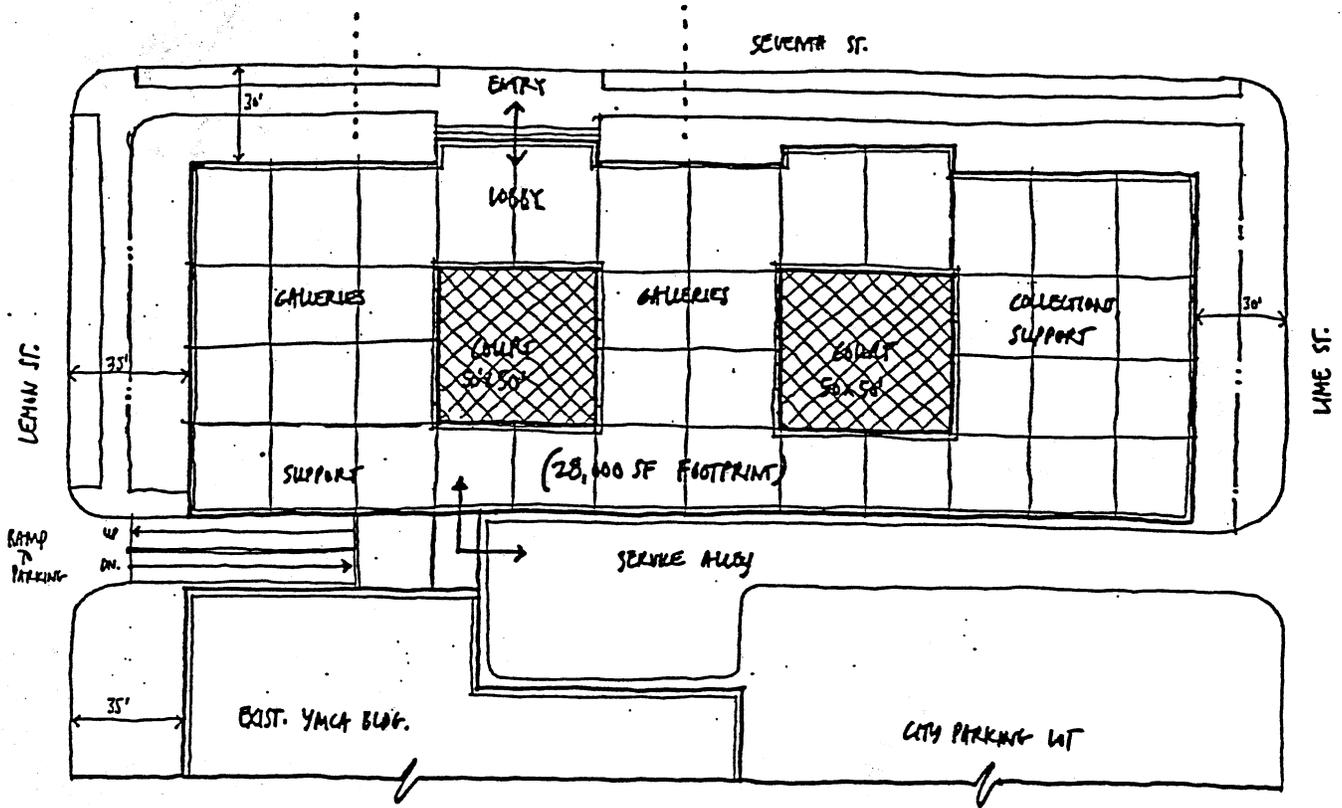
BASEMENT FLOOR PLAN (LEVEL -8)



SECOND FLOOR PLAN



GROUND/SECOND FLOOR FOOTPRINT #2 (56,000 SF GROSS TOTAL)



GROUND/SECOND FLOOR FOOTPRINT #1 (56,000 SF GROSS TOTAL)



RIVERSIDE METROPOLITAN MUSEUM **SITE SELECTION STUDY**

APRIL 10, 2006 **FINAL DRAFT**



Introduction

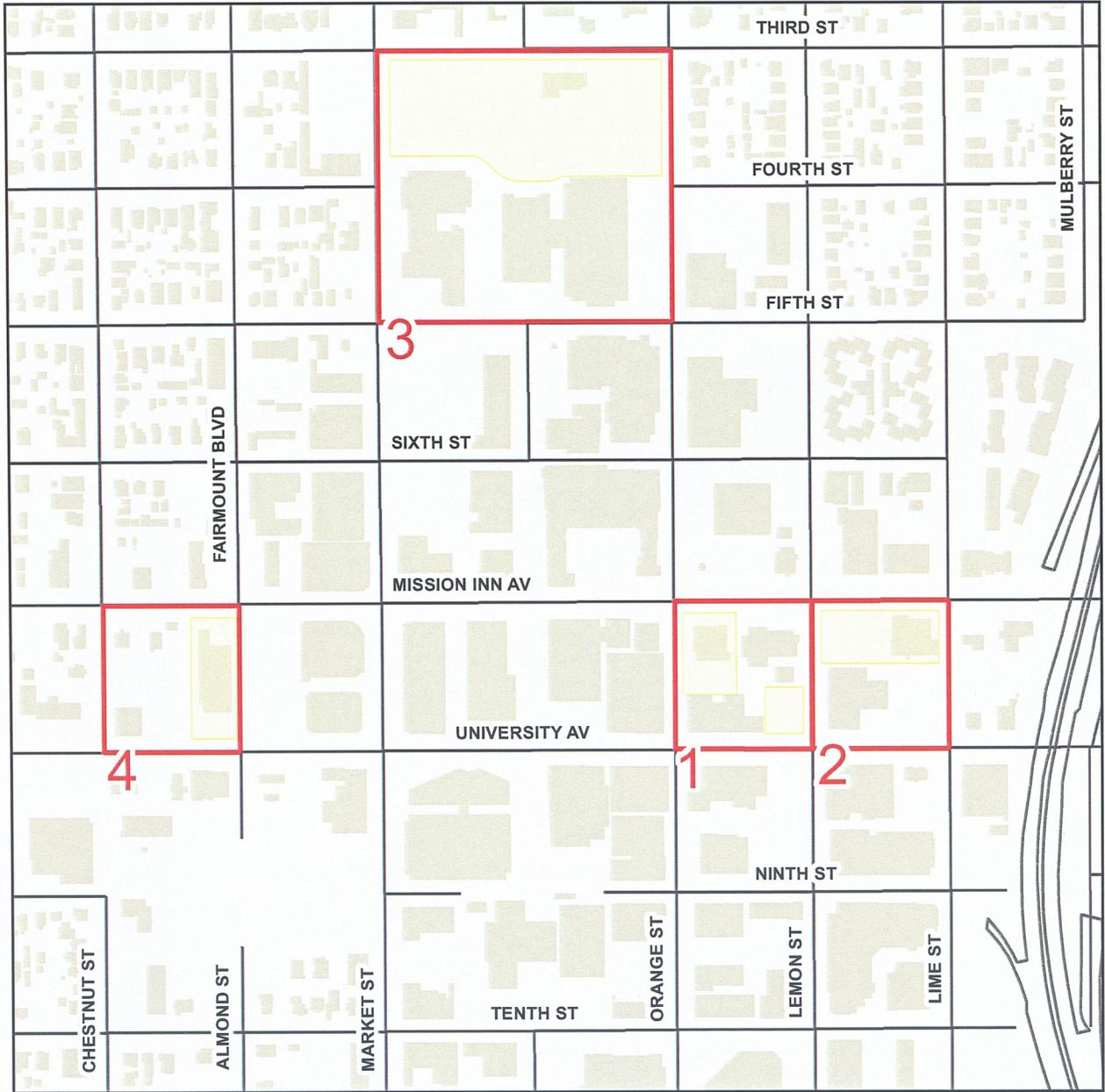
The City of Riverside, California is a unique community with a storied past. Founded in 1870, the community was established with its primary purpose being dedicated to furthering the education and culture of its citizens. The city was laid out based on a mile square that eventually extended creating a 400' x 400' grid for the immediate downtown. The city prospered with the

establishment of the citrus industry, becoming the wealthiest city per capita by 1895. As the city continued to prosper, the Federal Government constructed a new post office in 1912 at the southeast corner of Orange and 7th Street.

Keeping with its commitment to cultural and education growth, in 1925, the City of Riverside Museum Department came into existence with a donation of a collection of Southwest Indian artifacts by Cornelius Rumsey's widow. Housed

in the basement of the City Hall, this collection became the nucleus of the new museum. The museum remained in this location until 1947, when the existing Post Office across the street became available for city use. The city took over the building placing the Police Department on the 1st and 2nd floors and moved the museum into the basement. In 1966, the Riverside Municipal Museum took over the entire building, where it resides today.

Over the course of several years, the museum explored the opportunity to either expand or relocate its facility. A feasibility study of the existing museum in 1990 suggested a possible expansion to the south and a follow-up study in 2000 considered an expansion into the First Congregational Church to the east. Recently, the museum decided to evaluate its future by engaging in a site selection study. This site selection will evaluate four (4) sites in downtown Riverside, including the existing museum location. The museum has engaged RATIO Architects to assist the museum in this site selection process.



Potential Site Locations

The City Council has identified four (4) sites to consider for future Museum expansion. The sites are identified on the accompanying map. Although the site designations include the entire block, the actual site area is limited within each particular block. A description of each of the sites follows on the next page

1. Upper left and lower right portion of the block bounded by Mission Inn Avenue, Orange and Lemon Streets, and University Avenue.
2. Upper portion of the block bounded by Mission Inn Avenue, Lime and Lemon Streets, and University Avenue.
3. Upper portion of the block bounded by Market Street, 3rd Street, and Orange Street, with the Convention Center and Marriott holding down the South boundary.
4. Right portion of the block bounded by University Avenue, Mission Inn Avenue, Chestnut and Fairmount.





Analysis of Sites



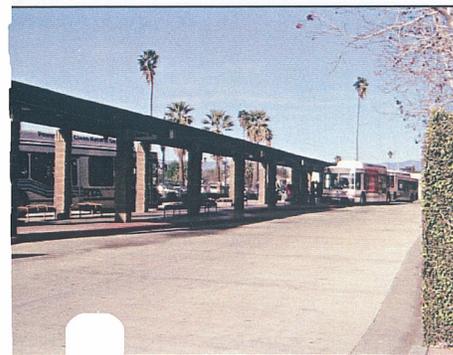
Site No. 1 is the existing museum site located at the southeast corner of Mission Inn Avenue and Orange Street. This site includes the former Post Office Building and the site area currently owned and leased out by the City as a surface parking lot immediately to its south. Other possible considerations for this site area may include the additional surface parking lot to the southeast and/or inclusion of the commercial buildings and/or sites at the southeast corner of University Avenue and Orange Street.



Site No. 2 is located in the block immediately to the east of the museum. The portion of this block under consideration is the area along Mission Inn Avenue between Lemon and Lime Streets and then south to the alley. This site contains a surface parking lot on its western half and an existing Fire Station on its eastern half. It is assumed that the Fire Station will be removed as a consideration of this site, and that no concrete alternative development has been identified for the site.



Site No. 3 is located in the block where the museum annex currently resides. This is the block that also contains the existing Convention Center and Marriott Hotel. The portion of the block under consideration is the northern half of the block, bounded on the north by Third Street, on the west by Market Street, on the east by Orange Street, and on the south by the hotel and convention center. The site contains a surface parking lot on its western half, the annex building in its center, and an open grass field on its eastern half. It is assumed that the annex building will be removed as a consideration of this site.



Site No. 4 is located in the block bounded by Mission Inn Avenue on its north, Chestnut Street on its west, Fairmount Boulevard on its east, and University Avenue on its south. The portion of the block under consideration is roughly the eastern half of the block, which currently contains the existing bus station. The western half of the block contains the recently renovated Chamber of Commerce Building on University Avenue and a couple of single-family residences along Mission Inn Avenue. It is assumed that the existing bus station will be removed as a consideration of this site.



FIRST ST

SECOND ST

THIRD ST

FOURTH ST

FIFTH ST

3

SIXTH ST

MISSION INN AV

UNIVERSITY AV

4

1

2

NINTH ST

TENTH ST

CHESTNUT ST

MARKET ST

ORANGE ST

MULBERRY ST

FAIRMOUNT BLVD

CHESTNUT ST

ALMOND ST

MARKET ST

ORANGE ST

LEMON ST

LIME ST

91 FREE

Land Acquisition Map

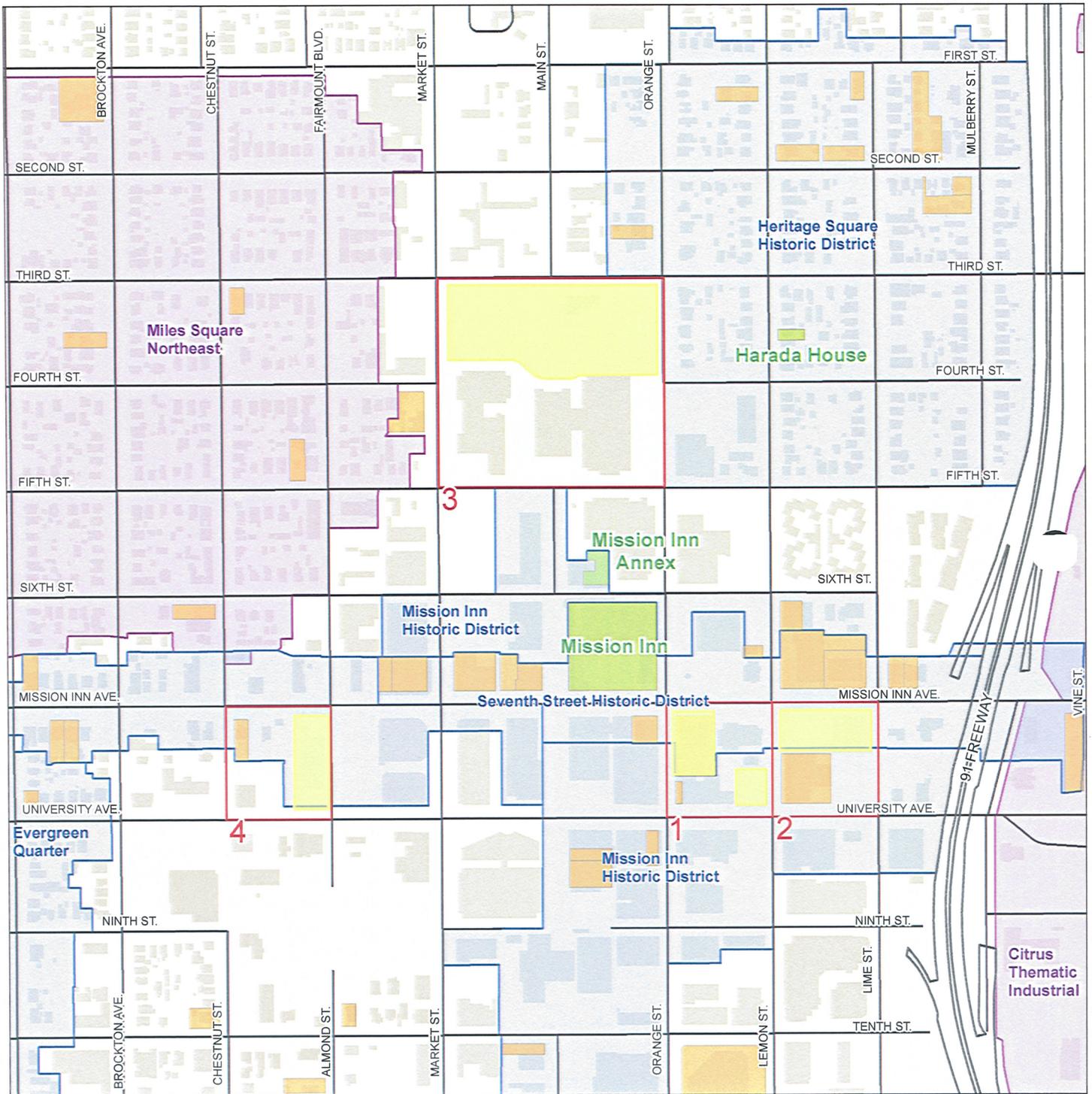
Site No. 1 is currently owned by the City of Riverside, which owns and operates the Riverside Metropolitan Museum. The ownership includes the museum building and the surface parking lot immediately adjacent to the south. The surface lot to the east is not owned by the city but is possibly available for use in this project. The commercial buildings at the corner of University Avenue and Orange Street are privately owned and could be considered for acquisition..

Site No. 2 is currently owned by the City of Riverside. This includes the Fire Station and the surface parking lot to the west. However, this site currently has a Downtown Development Agreement (DDA) with an accompanying Memorandum of Understanding (MOU) for a future mixed-use development. If this project moves forward, as anticipated, this site will no longer be an option for the future museum.

Site No. 3 is currently owned by the City of Riverside. This includes the surface parking lot, the museum annex building, and the open grass field.

Site No. 4 is owned by the City of Riverside. Riverside Transit Authority operates the bus station. A 50-year contract with Grayhound Lines complicates the use of this site.





Historic Resources Map

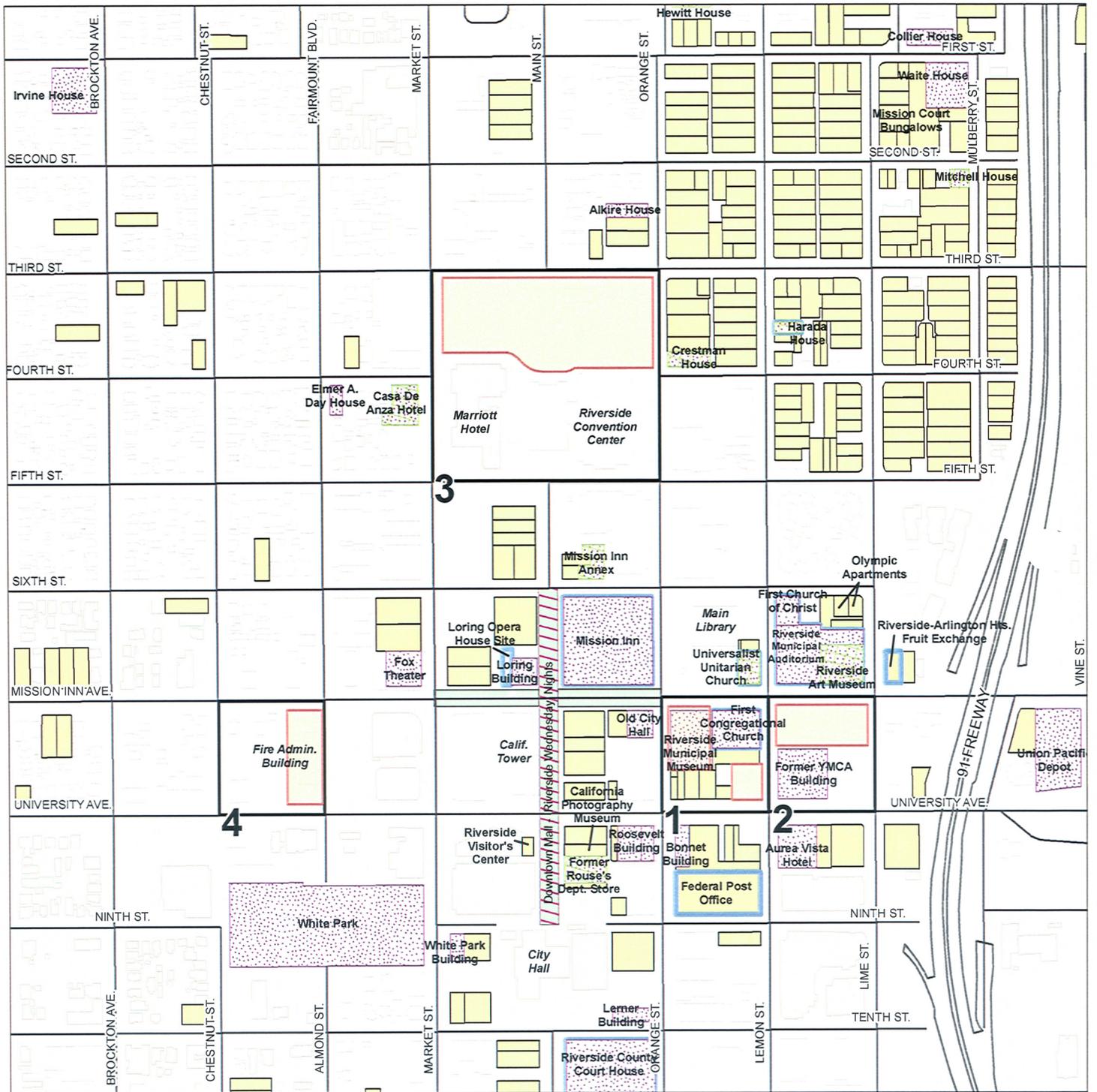
Site No. 1 is located within the Mission Inn Historic District and Seventh Street Historic District, which contains both sides of Mission Inn Avenue, (formerly known as Seventh Street) between Vine Street to the east and Buena Vista Bridge to the west. The post office building and its property has been designated by the Heritage Board as a California Historic Resource Local Landmark, and on the National Register of Historic Places. This designation requires that any alterations to the building and site must be approved by the CHB & comply with Section 106 of the Historic Preservation Act of 1966.

Site No. 2 is also located within the Seventh Street Historic District. The Fire Station and the surface parking lot do not have any further designations placed on them. The Fire Station is however a good example of a mid-century modern building designed by a well-known local architect, Bolton Moise.

Site No. 3 is not within any of the locally designated Historic Districts, nor within any of the identified future potential historic districts.

Site No. 4 is also located within the Seventh Street Historic District. The bus station is not further designated being a relatively newer building.

 City Blocks w/New Museum Sites	 Potential Historic Districts	 Building Footprint
 New Museum Sites	 Cultural Heritage Board Designated National Historic Landmark	
 Historic Districts	 Cultural Heritage Board Designated California Historic Resource	



Cultural Destinations Map

Site No. 1 is proximate to a number of Riverside's cultural destinations. Perhaps Riverside's most important cultural resource is the Mission Inn, which sits directly diagonally across the street. Additionally, one block to the east on the north side of Mission Inn Avenue are the Riverside Municipal Auditorium and the Riverside Art Museum. In the adjacent block to the east is located the Life Arts Building in the former YMCA Building. Mission Inn Avenue is the location of a number art festivals, particularly the First Thursdays Art Walks. It is also one block away from the Main Street Pedestrian Mall where a number of festivals are held.

Site No. 2 is also proximate to a number of Riverside's cultural resources. The primary difference between Site No. 1 and Site No. 2 is that the Mission Inn is one block further to the west and the Riverside Municipal Auditorium and the Riverside Art Museum are directly across the street. The Life Arts Building is also located directly south of this site. This site is on Mission Inn Avenue, allowing for easy participation with the Wednesday Evening Art Walks.

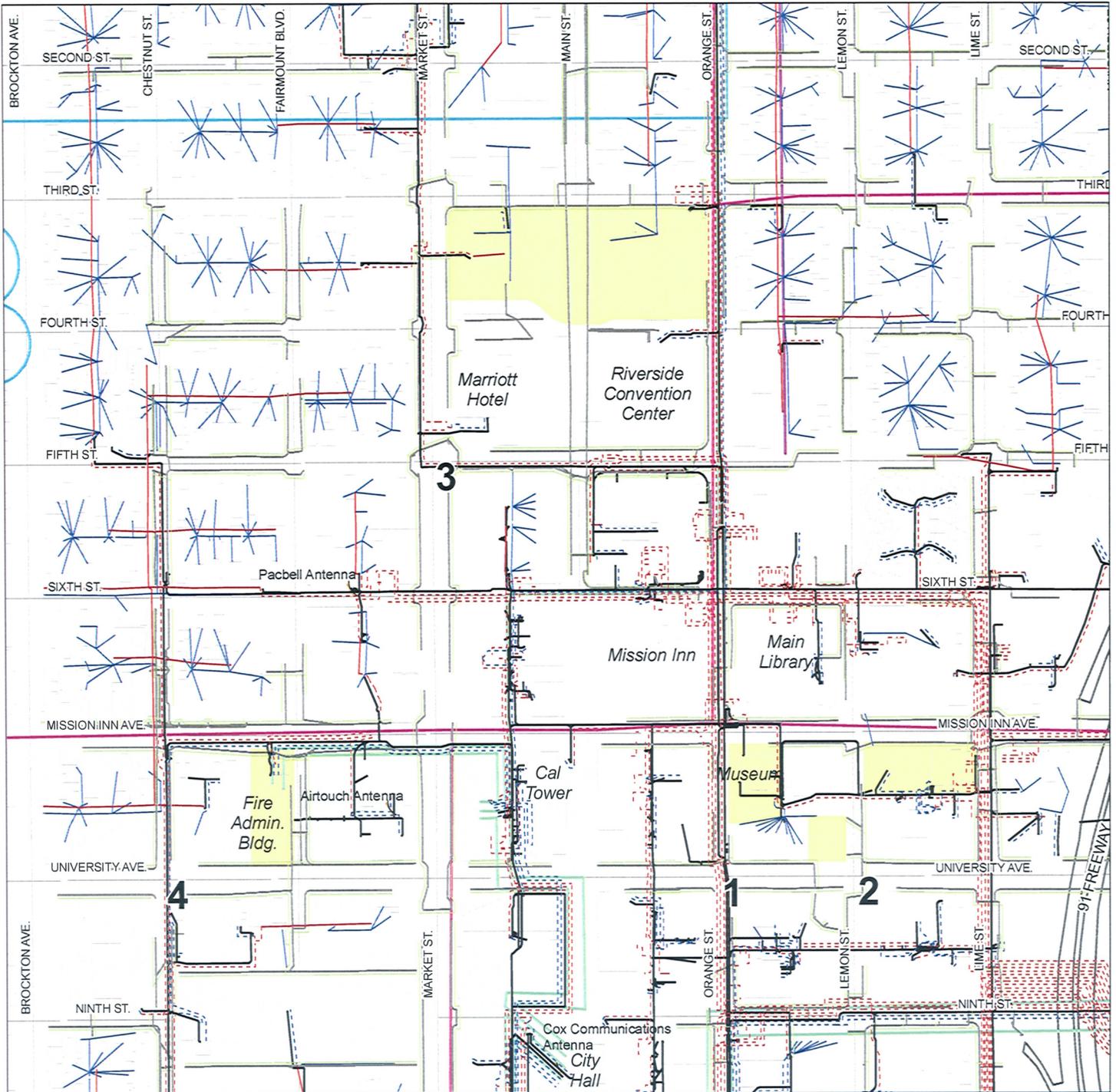
Site No. 3 is the site furthest away from Riverside's cultural destinations. The Mission Inn is located three blocks to the south, with Mission Inn Avenue being four blocks away. The site is the northern terminus to the Main Street Pedestrian Mall where a number of festivals are hosted.

Site No. 4 is also somewhat remote from Riverside's primary cultural destinations. This site is also three blocks from the Mission Inn and five blocks from the Riverside Municipal Auditorium and Riverside Art Museum. Although located on Mission Inn Avenue, this site is quite some distance from the heart of the art walk festivals. The site is located adjacent to the future Riverside School for the Arts that is in the planning stages.

-  City Blocks w/New Museum Sites
-  New Museum Sites
-  Cultural Heritage Board Designated Structures of Merit
-  Location of Riverside Wednesday Nights Festival
-  Cultural Heritage Board Designated City Historic Landmark
-  Both a City Landmark and a Structure of Merit
-  Cultural Heritage Board Designated Riverside County Landmark
-  The Downtown Mall



Electrical & Fiber Optic Utilities



Water Storm & Drain Systems



Utilities Considerations Maps

Site No. 1 has good access to the major utility lines. The Pacbell Fiber Optic line is in Mission Inn Avenue. The primary electrical line is in Orange Street. Main water and sewer lines are both in Mission Inn Avenue and Orange Street. A wireless antenna is located at the intersection of Mission Inn Avenue and Orange Street.

Site No. 2 is also proximate to the major utilities. The Pacbell Fiber Optic line is in Mission Inn Avenue and the primary electrical line is in Lime Street. Water lines are located in Mission Inn Avenue and Lemon Street, with the sewer main being located in Mission Inn Avenue.

Site No. 3 has access to the major utilities. The Pacbell Fiber Optic line and the primary electrical line are in Orange Street. Water and sewer lines are located in Third Street and Market Street.

Site No. 4 has the least flexible access to the major utilities, but likely adequate for the project. The Pacbell Fiber Optic line and primary electrical line are both located in Mission Inn Avenue. The main sewer line is located in University Avenue with the main water lines being located in both University Avenue and Mission Inn Avenue.

ELECTRIC LINES

- Duct Bank
- Overhead Primary
- Overhead Secondary
- Overhead Transmission
- SL Duct Bank
- Underground Light
- Underground Primary
- Underground Secondary
- Underground Transmission

FIBER OPTIC LINES

- Charter Fiber
- City Overhead Fiber
- City Underground Fiber
- Pacbell Fiber
- Wireless Antenna

WATER, STORM, & DRAIN SYSTEMS

- Water Main
- Water Lateral
- Water Service Lateral
- Sewer Main
- Storm Drain Circular Channel



Traffic Access Map

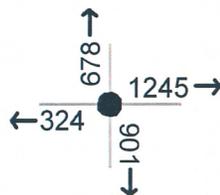
Site No. 1 has good vehicular access being located three blocks off the Mission Inn Avenue exit from Interstate 91. Mission Inn and University Avenues both have significant traffic counts being the primary east west arterials in the downtown.

Site No. 2 also has very good vehicular access being located two blocks off the Mission Inn Avenue exit from Interstate 91. This site can also take advantage of the east west arterials of University and Mission Inn Avenues.

Site No. 3 has poor access from Interstate 91 being located north of the Mission Inn Avenue exit by three blocks. The site is however adjacent to the secondary north south arterial located on Market Street, giving it good access to Interstate 60 to the north.

Site No. 4 has good vehicular access being proximate to both the Mission Inn/University Avenue arterials and the Market Street arterial.

- Freeways / Primary Access
- 120' Arterial
- 100' Arterial
- 88' Arterial
- 66' Arterial



Traffic Counts Recorded From Street Intersection



Traffic Counts Recorded Somewhere Between Two Streets





Parking Availability Map

Site No. 1 contains a surface parking lot with 27 spaces that will be removed if an addition is built onto the existing museum. The surface lot to the southeast contains approximately 40 spaces. The parking garage directly across Orange Street from the museum contains 174 spaces. The surface lots, one block to the east on Mission Inn Avenue, (on Site No. 2) contain 59 spaces. There are two parking garages within two blocks to the west and southwest totaling 459 spaces. The newest garage, just two blocks to the south at 9th Street & Orange Street contains 540 Spaces

Site No. 2 contains a surface parking lot with 59 spaces, which will be removed if a museum is constructed on this site. Directly to the south, just east of the former YMCA is a surface lot containing 67 spaces. The surface lots in the block to the west containing Site No. 1 contains approximately 40 spaces. The closest garage is one and half blocks away and contains 174 spaces.

Site No. 3 contains two surface parking lots with 134 spaces in the west lot and ___ in the east lot. There is one parking garage a block and a half away, directly south of the convention center that contains 478 spaces.

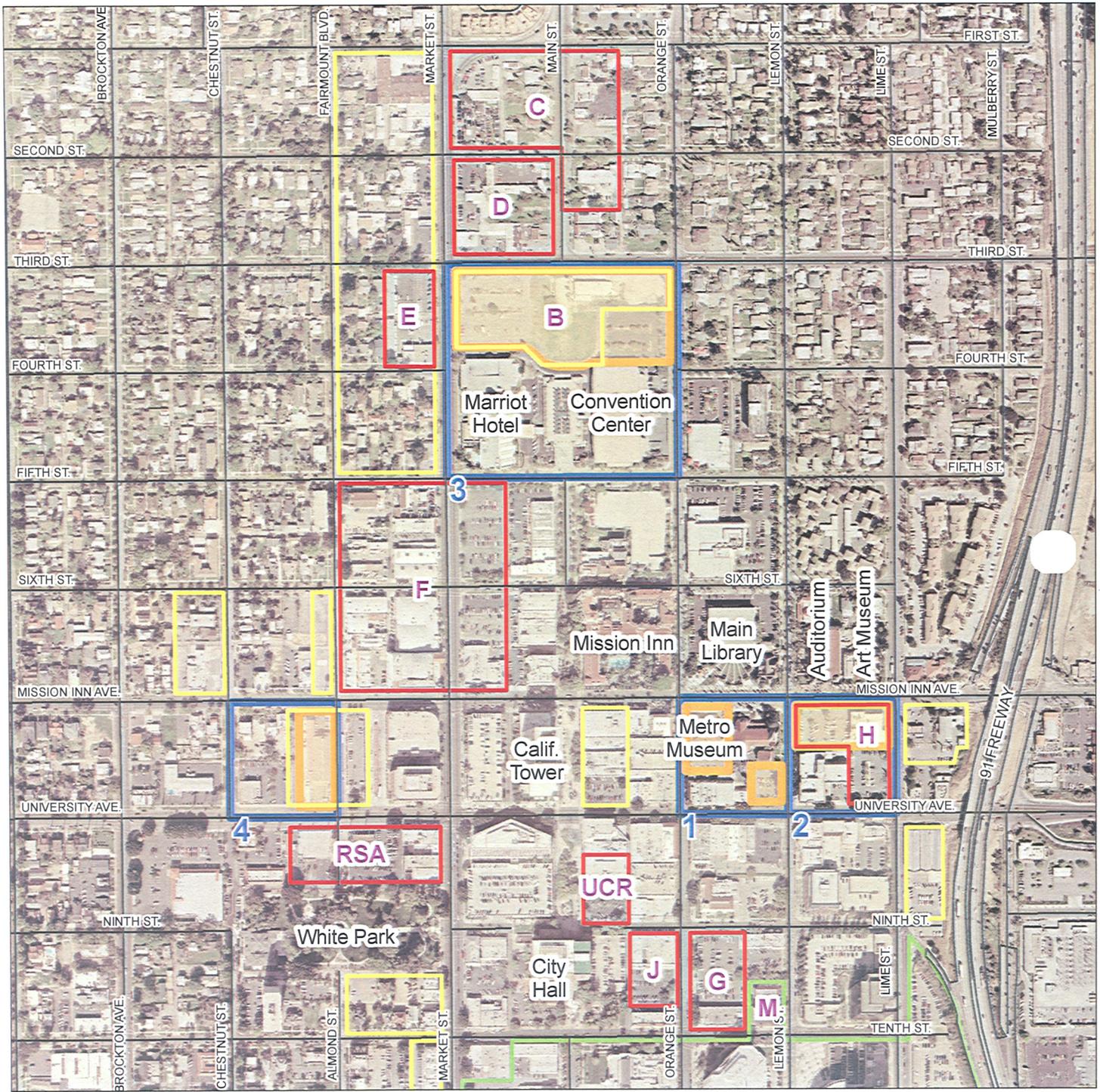
Site No. 4 currently has no parking on its site. The parking lot for the Chamber of Commerce Building is directly to the west and contains approximately 45 spaces. A surface parking lot is directly adjacent to the east and contains 45 spaces. There is a parking garage a block and half away to the east that contains 300 spaces.

 City Blocks w/New Museum Sites	 Leased by the City	 Public Owned by Mission Inn
 New Museum Sites	 Parking Authority	
 City Owned	 Redevelopment Owned	

	Regular/Visitor	Metered	Permit	Reserved	Handicap	Valet	Total
Parking Authority Owned							
Garage 1	151	--	--	17	6	--	174
Garage 2	126	--	--	27	6	--	159
Garage 3	74	--	118	101	7	--	300
Garage 4 (Permit only)	--	--	52	--	--	--	52
Garage 6	402	--	--	138	--	--	540
Lot 16 (2 hour)	25	--	--	--	2	--	27
Lot 18 (1 hour/reserved)	35	--	--	5	2	--	42
Lot 19 (Metered/reserved)	--	22	14	8	2	--	46
Lot 27 (Permit only)	--	--	35	--	2	--	37
Lot 3 (2 hour/permit)	29	--	29	--	2	--	60
City Owned							
City Hall Garage (Employee Only)	--	--	--	295	--	--	295
Lot 1 (2 hour)	78	--	--	2	4	--	84
Lot 24 (Reserved)	--	--	--	22	--	--	22
Lot 30 (2 hour/permit)	32	--	32	--	3	--	67
Lot 33 (Unlimited)	128	--	--	--	6	--	134
Lot 34 (1 hour)	39	--	--	4	4	--	47
Lot 40	--	--	41	--	4	--	45

	Regular/Visitor	Metered	Permit	Reserved	Handicap	Valet	Total
Leased By Redevelopment							
Tumbleweed (Permit only)	--	--	29	--	--	--	29
Redevelopment Owned							
Lot 37 (2 hour/permit)	72	--	48	--	6	--	126
Public Owned by Mission Inn							
Garage 5	347	--	--	--	6	125	478





Economic Development Potential Map

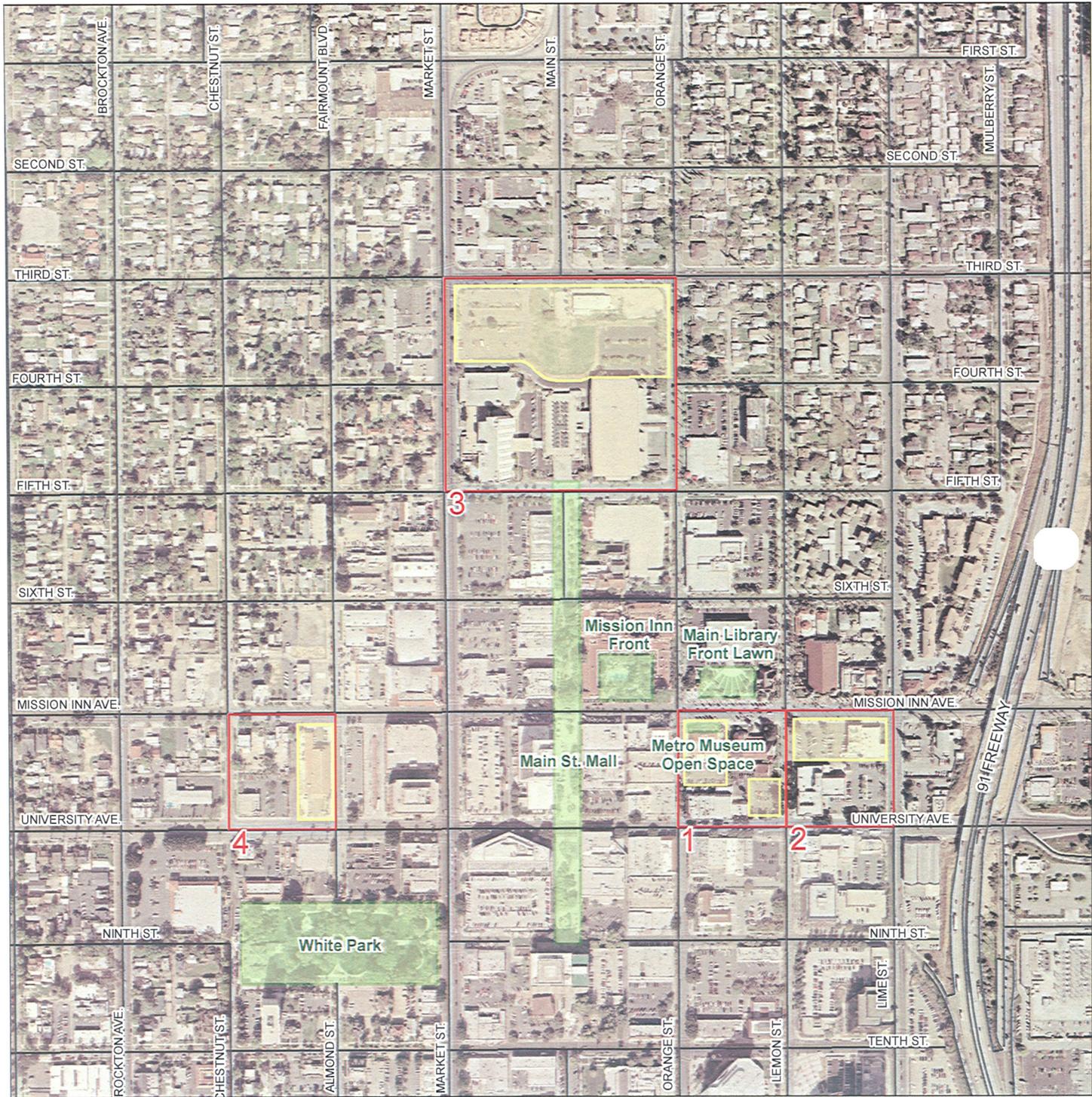
Site No. 1 is in the heart of downtown Riverside. The potential nearby redevelopment sites are somewhat limited due to the economic viability of the existing buildings and lack of vacant land surrounding this site. The property identified for Site No. 2 is scheduled for redevelopment as a mixed-use project, to be known as La Valencianna. This site is one block from the museum site. Two blocks, directly south of this site, are two proposed developments; Orange Square and an Office Building.

Site No. 2 is at the center of a proposed redevelopment, a mixed-use project to be known as La Valencianna. The adjacent redevelopment potential projects are all to the southeast, two and three blocks away. Should this proposed redevelopment not occur, this site is also among a strong economically viable area of the downtown.

Site No. 3, being north of the downtown core has three available parcels currently with proposed developments. Directly north across Third Street are the City View Townhouses and Regional Properties Condos. To the west, across Market Street, is the site of the proposed Save-On Project.

Site No. 4 has two proposed projects immediately adjacent to it. The Metro Pacific Mixed-Use Development is diagonally to the northeast and the Riverside Art School is proposed directly to the south of the site. The redevelopment of the Fox Theatre is a part of the Metro project, which has started construction.

- | | | |
|--|---|------------------------------|
|  Blocks with New Museum Sites |  Proposed Development / Under Construction | |
|  New Museum Sites |  County Controlled Land | |
|  Possible Development Sites | | |
| B – Hotel Convention Ctr Expansion | G – Proposed Office Project | Q – County Courthouse |
| C – CityView Townhomes | H – La Valencianna | |
| D – Regional Properties Condos | J – Orange Square | |
| E – Sav-On Project | L – Robert Presley Detention Ctr. | |
| F – Metro Pacific Mixed-Use | M – Law Library | |



Park and Green Space Map

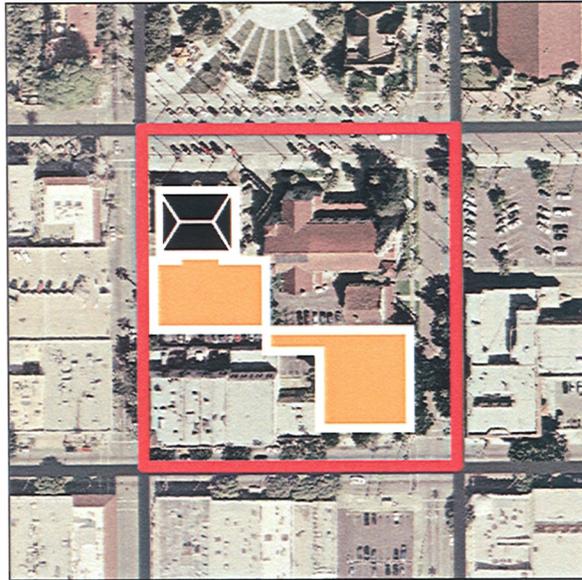
Site No. 1 has two green spaces nearby. The library's front lawn is directly across Mission Inn Avenue to the north, which is used for some community festivals. The other green space is a part of the Mission Inn, which faces Mission Inn Avenue. This green space is primarily used by the inn and is not available for use for community wide functions, except for the holiday lighting festival. Although not an official public green space, Mission Inn Avenue provides some of the amenities of public green spaces by being closed and used for events and festivals which include the Orange Blossom Festival (May), The Family Festival (Oct), The Arts & Culture Festival (Nov), The Day of th Dead Parade (Nov), The Mission Inn Lighting Festival (Nov), and The Dickens Festival (Feb).. The museum participates in and hosts some of these events and is directly adjacent to this corridor. Additionally, the Main Street Mall is just one block to the west where a number of festivals take place, including downtown wednesday nights (10 months), The Fiesta De La Familia (Oct), The MLK Expo (Jan), The youth Multicultural Festival (Apr), and The Harvest Festival (Oct).

Site No. 2 is very similar to Site No. 1 in its proximity to green space, but being slightly further to the east. It too could take advantage of the Mission Inn Avenue events and festivals.

Site No. 3 has a large green space as a part of its site. If a museum was constructed on this site, it is likely that a significant green space could be associated with the new museum. It is just north of the terminus of the Main Street Mall, but this could perhaps be extended to have the museum become the new terminus. This will require significant improvement to the area between the convention center and the Marriott Hotel.

Site No. 4 is somewhat limited in its access to public green space. However, just one block to the south is White Park, which is a two block by one block wide public park. Its access to the Main Street Mall is two and half blocks to the east.

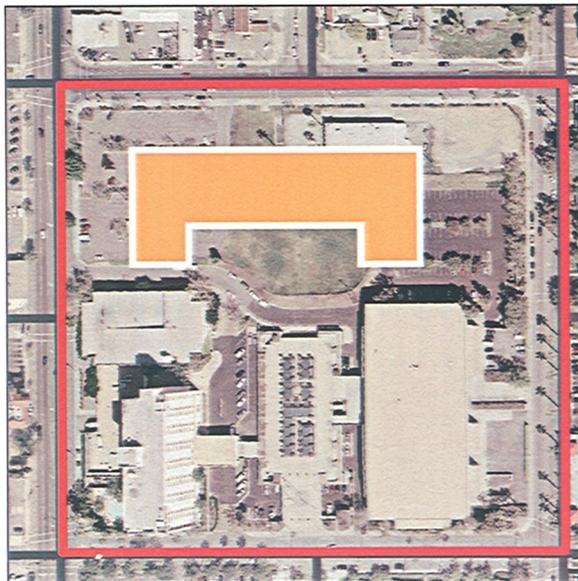
-  City Blocks w/New Museum Sites
-  New Museum Sites
-  Park or Green Space



Site No. 1



Site No. 2



Site No. 3



Site No. 4



Program Accommodation

Site No. 1: The existing museum currently contains approximately 20,500 gross square feet (gsf) located on three floors. The program requirements for the future museum have been identified at approximately 75,000 gsf, requiring an additional museum space of approximately 54,500 gsf. The site area immediately to the south can accommodate a building footprint of approximately 10,000 to 12,000 gsf. Assuming a three-story building addition will yield a museum of approximately 50,000 to 56,000 gsf. To accomplish the full scope of the desired space a separate building will need to be constructed on the open parking lot to the southeast. This site area can accommodate a 10,000 gsf footprint, yielding a 30,000 gsf three story museum annex. Depending on the negotiation with the owner of the small parcel between the two sites, the annex could be connected with the balance of the museum.

Site No. 2: Removal of the existing Fire Station will allow a building footprint of approximately 28,000 gsf. Assuming a three-story building this yields a museum that fully accommodates the desired program. However, if the Fire Station cannot be removed, then the available site area reduces to accommodate a building footprint of approximately 19,000 gsf. Assuming a three-story building this results in a 57,000 gsf building. The only available open property to construct an annex is located to the southeast, which like Site No. 1, could accommodate a 10,000 gsf footprint, yielding a 30,000 gsf three story annex. This annex has greater difficulty being connected with the adjoining parcel as a vehicular alley will need to be either closed or kept open and bridged.

Site No. 3: This site has great flexibility to accommodate the proposed museum program. The site area is large enough that a three-story building with a 25,000 gsf footprint can be constructed providing the 75,000 gsf for the new museum.

Site No. 4: With the removal of the bus terminal the open site will allow for a new museum to be constructed that will accommodate the 75,000 gsf program. It will likely be a three-story building with a 25,000 gsf footprint.



Museum Audience

Most successful museums develop programs and exhibits that have appeal to several audiences within their demographic area. The Riverside Metropolitan Museum is no exception. The museum currently caters to families as their primary audience. These families have interests in the other Riverside museum attractions, as well as the public library and community festivals. Proximity to similar to types of cultural venues will create synergies to increase museum visitation.

Audiences that could be expanded include downtown workers, tourists, youths/young adults, senior citizens, and possibly partnerships with the local academic institutions. To attract these potential new audiences several changes to the existing museum or a new museum need to be considered.

The downtown workers could be attracted to the museum with the inclusion of a café to offer a lunchtime opportunity. The success of this can be seen at the Riverside Museum of Art café, which is regularly busy during the lunch hour. Additionally, the museum could offer lunchtime lectures or after hours business events to attract this group.

The single most important tourist destination in Riverside is the Mission Inn. With over one million visitors to the inn annually, capturing even a portion of this market could have significant impact to the museum. Also developing a partnership with the Mission Inn Museum could create additional connections to the facility. Proximity to the Mission Inn will be important in capturing this burgeoning audience.

To attract youths and young adults will require programming and exhibits that are responsive to this audience. A coffee bar or wireless café could be one possible attraction. Affiliating or coordinating with the programs at the Life Arts Building could provide connection to this group.

Senior citizens often have disposable income and time on their hands to spend at museums. Accessibility and ease of use are important attributes for capturing this market. This group is the primary audience at the Philharmonic, so a coordinated relationship with the Riverside Municipal Auditorium could add new visitors to the museum. Proximity between the two facilities would be important for this audience to participate in both venues.

With the University of California, Riverside and the Riverside Community College residing in the same locale, forging a relationship could yield access to a new audience. Although proximity could be valuable, none of the sites being considered are adjacent to either of these institutions. Nevertheless, developing a partnership with these institutions may yield scholarly opportunities to introduce this audience into the museum. Scheduling academic oriented lectures that coordinate with class subjects could allow students to interact with the downtown, and specifically the museum. RMM intends to become a Smithsonian Affiliate Museum also, enhancing its appeal to RCC and UCR.

The Riverside community is a diverse community and the museum's offerings should take advantage of this opportunity by tailoring their programs and exhibits to capture the attention of these social groups. The African - American community, the Latino community, and the American-Asian community are all significant audiences that may take a larger role in the future visitorship of the museum. The recent exhibit of Cheech Marin's art is one example of an exhibit that will have broad appeal to the Latino segment of the Riverside community.



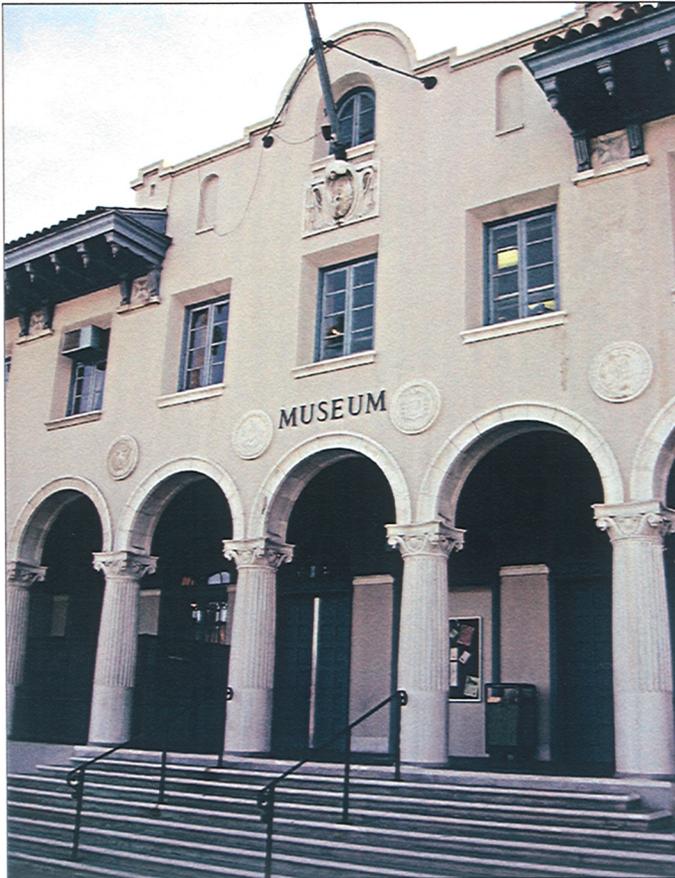
Site Selection Criteria

	Site 1	Site 2	Site 3	Site 4
Proximity to Audience 				
Land Acquisition Costs 				
Impact with Historical Resources 				
Proximity to Cultural Destinations 				
Utility Considerations 				
Traffic Access 				
Parking Availability 				
Economic Impact with Existing Community Investment 				
Probable Construction Costs 				
Program Accommodation (Assume 75,000gsf) 				
Score	37	36	30	23

 = Excellent
 = Good
 = Fair
 = Poor

Note: Each Matrix Category is Assumed to be of Equal Importance

As the evaluation matrix points out, Site No.'s 1 and 2 score very closely together. Site No. 3, although not a very good choice, could be the first alternative if the first two sites prove unworkable. Site No. 4 scored markedly lower and should not be considered as a viable alternative for the museum. With Site No. 2 being designated for a current project, La Valencianna, its realization will eliminate it as a site option. This will then make Site No. 1 the preferred site. However, if the La Valencianna project is not realized, then the choice between the two sites becomes relatively complicated. In an effort to better understand the preferred choice, let's consider the advantages and disadvantages of Site No.'s 1 & 2:



Site No. 1 has the advantage, and some might say disadvantage, of being the existing museum. The advantage is that the museum is a known entity in the community and its image and location are familiar to its patrons. Keeping the museum in its current location maintains this important historical building and does not require the public to relearn its location. The disadvantage is operating the museum during its construction, which can be rather taxing on a museum. It might also be argued that the existing building was constructed for a Post Office and therefore is not as flexible for a museum use as a building constructed specifically as a museum. However many existing building have been successfully adapted, and it appears that this building can in fact accomplish this.

The advantage of its renovation, even considering seismic upgrades, is that the overall cost of the museum project will be less than constructing a totally new museum. The new addition can certainly create a new contextual image for the museum and provide a new dynamic image for the museum while complementing the existing building.

Site No. 1 can be described as the A-1 corner in downtown Riverside. With the Mission Inn and its annual million visitors across the street, the ability to capture this segment of the market could be significant to the future success of the museum. Additionally, this site is in the heart of Riverside's cultural destinations and therefore its audience. Expanding the museum's presence at this location will contribute to the community's consolidation of its cultural resources.

Site No. 2 will result in a new museum building being constructed. The new museum can be configured to align with the functional requirements of the building program, as well as providing a new fresh image for the museum. By being a new building, the museum can move into the finished structure, while maintaining its current operations during its construction. However, there will still likely be a period where the museum will not be operating to allow exhibit materials to be reinstalled in the new exhibits, and for the staff to move.



Site Recommendation

The new location is not significantly different than the existing museum. It too is in the heart of the cultural destinations and will contribute significantly to these community assets. It however is one block away from the Mission Inn, and although this seems a short walk, it will require a different marketing strategy to attract these patrons. It could certainly be argued that a new image could be dynamic enough to overcome this short distance for these patrons.

Vacating the existing museum building will require the City to find a new use or sell/lease the property. This could be advantageous as a possible income source, or could prove to be a liability if an appropriate user/purchaser cannot be found.

As you can see, the choice is somewhat of a toss-up providing that Site No. 2 is available for consideration. This however is a moot comparison if it is not. Our recommendation is therefore as follows:

1) Determine the availability of the southeast parcel of Site No. 1 and the possibility of purchasing all or a portion of the buildings on University Avenue. Also determine whether Site No. 2 is available for consideration.

2) While this determination is occurring, prepare a museum program and market study to identify the museum's functional needs and market capability. It should also be determined whether the museum program should be constructed in phases or built as a single phase. An order of magnitude cost estimate should be prepared based on the completed program requirements to benchmark the anticipated project cost for funding considerations.

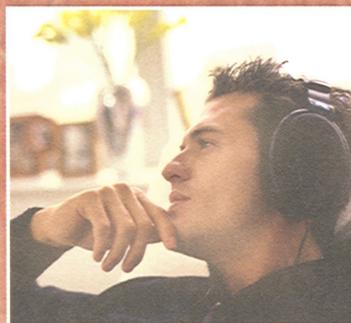
3) Based on the site information and program/market study, proceed to complete a Master Plan for Site No. 1, and if available, Site No. 2. The Master Plan(s) should include the conceptual development of the museum building based on the program, producing a series of drawings depicting the proposed museum. This should include diagrammatic floor plans, elevations and perspective images. Cost estimates should also be completed. If two Master Plans are completed, then a comparison can be made and a final site selection determined.

At the completion of the Master Plan, the new museum images can then be included into the appropriate marketing information for use in a possible capital campaign. Although the funding approach is yet to be determined, whether it

is a publicly or privately funded museum, or a combination of the two, it will be important to build excitement and consensus around the project. The Master Plan documents will provide this platform to create this synergy.



It has been a real pleasure to work with the City of Riverside and the Museum board and staff in completing this site selection study. We hope its completion moves the City a step closer in realizing this important project for the Riverside Community.



PARTNERSHIPS FOR FREE CHOICE LEARNING

*Public Libraries, Museums and
Public Broadcasters Working Together*

Chris Walker
Carlos A. Manjarrez





PARTNERSHIPS FOR FREE CHOICE LEARNING

*Public Libraries, Museums,
and Public Broadcasters
Working Together*

Chris Walker
Carlos A. Manjarrez



The Urban Institute



Urban Libraries Council

About This Report

In the summer of 2000, the Institute for Museum and Library Services (IMLS), under the acting direction of Beverly Shepherd, awarded a grant to the Urban Libraries Council to conduct a research project to explore partnerships among cultural and educational institutions engaged in informal lifelong learning. This research was carried out in support of a new direction for IMLS, which, in addition to supporting partnerships among its traditional museum and library constituents, invited public television and public radio to join in collaborative efforts to expand lifelong learning opportunities. These efforts have included research and demonstration projects as well as several convocations of researchers, funders, and executives and staff of museums, libraries, and public radio and public television stations.

This report is part of the broadening national dialogue around informal lifelong learning, which we refer to as "free choice" learning. The report is based on the results of survey and field research into partnerships among libraries, museums, and public broadcasters. It also draws on the growing body of published case material describing the activities and outcomes of such partnerships.

Its core value is use of a conceptual framework that explores, for the four institutions that are our focus—public libraries, museums, public radio, and public television—the contributions, benefits, and risks of partnering across different types of activities. We build on the extensive case research done before us, and take a further look at a wide variety of activities carried out in practice. In addition, we make use of an extensive survey of adults 18 years or older; a survey of library, museum, and public broadcast station executives and staff; and information from field investigations in seven communities—covering partnerships among libraries, museums, and public broadcasters across 26 projects.

Readers can find more collaborative project information on the searchable database located on the Urban Libraries Council website: www.urbanlibraries.org.

Copyright © January 2003. The Urban Institute and Urban Libraries Council. All rights reserved. Except for short quotes, no part of this book may be reproduced in any form or utilized in any form by any means, electronic or mechanical, including photocopying, recording, or by information storage or retrieval system, without written permission from The Urban Institute and/or Urban Libraries Council. The U.S. Institute for Museum and Library Services (IMLS) reserves, for Federal government purposes, a royalty-free, non-exclusive, and irrevocable license to reproduce, publish, or otherwise use the work and authorize others to reproduce, publish, or otherwise use the work.

Printed in the United States of America

ISBN: 1-885251-27-0

()

CONTENTS

Cultural institutions across the country are experimenting with partnerships in efforts to expand offerings to current clients and/or broaden their appeal to reach new constituencies. These partnerships offer important lessons for institutions hoping to engage new constituencies and for policy makers concerned with broadening access to public resources and fostering creative opportunities for free choice learning.

1 I. Introduction

We explore a variety of partnering behaviors across libraries, museums, and public broadcasters in seven communities, involving 26 different kinds of partnership arrangements.

5 II. Individuals and Free-Choice Learning Opportunities

The test of institutional and partnership value is whether learning opportunities expand. A conceptual framework supported by national survey data shows how characteristics of individuals and communities link to participation choices--the potential payoffs from partnering.

17 III. Assets and Liabilities of Partnerships

The four types of institutions discussed here have different governing, financing, and legal arrangements. They also differ in the ways they engage their constituents, their organizational assets, and the imperatives and challenges they face.

31 IV. Partnerships and Their Activities

Each group of partnering activities carries a unique set of challenges and opportunities for the partnering institutions and the community. Meeting these challenges and exploiting new opportunities depends upon both the routine demands of the activity and the institutional resources available to carry out the work.

47 V. Partnership Risks and Mitigation Strategies

Engaging in partnerships involves risks, but also returns. Risks increase with the degree of project innovation, complexity, and level of institutional interdependence. But partnerships have learned how to mitigate these risks and reap positive returns.



57 VI. Partnership Dynamics

Institutional partnerships evolve through a sequence of program stages, from a partnership's gestation to its final termination or transformation. As a partnership changes, different partnering structures evolve.

63 VII. Conclusions

Partnership initiatives show that public institutions can be linked in ways that not only broaden opportunities for individuals but also provide unique public benefits to communities.

65 Appendix I: List of Respondents

Acknowledgements

The authors thank George D'Elia, Director of the Center for Applied Research in Library and Information Science at the State University of New York at Buffalo for use of the survey data he collected as part of this project, and Robin Redford for her help in field data collection. We thank Joey Rodger and Danielle Patrick Milam of the Urban Libraries Council for their insights, support, and sound advice, which made this publication substantially better than it would have been otherwise.

We thank our Advisory Panel--Ellsworth Brown (Carnegie Library and Museums of Pittsburgh), Martín Gómez (Friends of San Francisco Library), Barbara Gubbin (Houston Public Library), Jim Fellows (Hartford Gunn Institute), Irene Hirano (Japanese-American Museum), Dan Bradbury (Kansas City Public Library), and Steve Salyer (Public Radio International)--for their good company and good counsel.

And we thank the many local museum, library, public television, and public radio staff members for their contributions of time and talent to this effort.

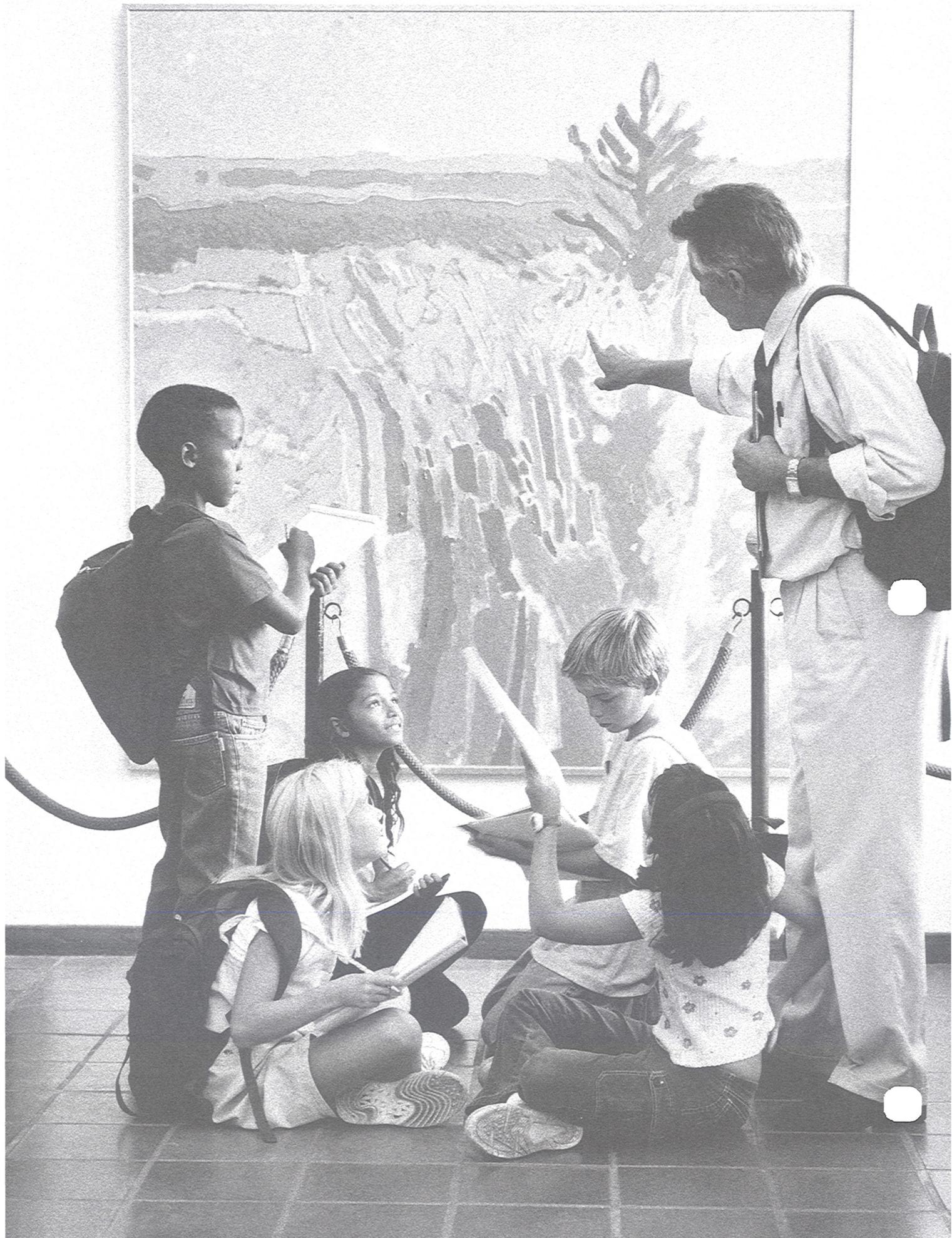
Disclaimer

The views expressed here are those of the authors and should not be attributed to the Urban Libraries Council or the Urban Institute, its trustees or its funders.



LIST OF EXHIBITS

- 2 **EXHIBIT 1** Types of Partners Involved in Projects by Study Sites
- 6 **EXHIBIT 2** Percent of Public School Enrollment Grades K-12 Who Were Minorities, by Region: October 1972-2000.
- 8 **EXHIBIT 3** Framework for Participation in Free Choice Learning
- 9 **EXHIBIT 4** Learning Activities Most Usefully Pursued by Each of the Four Learning Methods
- 10 **EXHIBIT 5** Percent of Regular Users of the Four Institutions
- 11 **EXHIBIT 6** Percent of Regular Users that Patronize One or More Types of Institution
- 13 **EXHIBIT 7** Top Reasons for Partnering Offered by Institution Executives
- 14 **EXHIBIT 8** Overlapping Market Shares of Libraries, Museums, Public Radio Stations and Public Television Stations
- 21 **EXHIBIT 9** Sources of Personal Engagement
- 23 **EXHIBIT 10** Commonly Perceived Assets and Liabilities of Partners
- 27 **EXHIBIT 11** Director's Average Ratings of Institutional Characteristics of Libraries, Art Museums, Public Radio and Public Television
- 28 **EXHIBIT 12** Core Characteristics of Partners by Institution
- 32 **EXHIBIT 13** Categories of Partnering Activities and Typical Effect on Free Choice Learning Opportunities
- 33 **EXHIBIT 14** Model of Institutional Partnerships
- 35 **EXHIBIT 15** Outreach and Marketing Projects
- 36 **EXHIBIT 16** Investment Pro Forma for Outreach and Marketing
- 37 **EXHIBIT 17** Joint Programming Projects
- 38 **EXHIBIT 18** Composite Investment Pro Forma for Joint Programming Projects
- 40 **EXHIBIT 19** Digitization and Other Web-Based Projects
- 41 **EXHIBIT 20** Composite Investment Pro Forma for Digitization Projects
- 43 **EXHIBIT 21** Shared Infrastructure Projects
- 44 **EXHIBIT 22** Investment Pro Forma for Shared Infrastructure
- 50 **EXHIBIT 23** Risks of Partnering Activities
- 53 **EXHIBIT 24** Summary of Risk Mitigation Strategies
- 58 **EXHIBIT 25** Partnership Dynamics



I. INTRODUCTION

Libraries, museums, and public broadcasters face an extraordinary challenge in the coming century. A surge of new populations, languages, and cultures has placed added demands on the content and quality of the services these institutions provide.

But innovative digital technologies offer exciting opportunities to meet this demand, even as they pose threats to traditional ways of doing business. Library, museum, and public broadcasting executives have begun to explore creative ways to seize these opportunities—through partnering with one another to expand and improve the services they provide.

We offer a framework here that helps in understanding how such partnerships can help executives of libraries, museums, and public broadcasters expand learning opportunities for a new urban America. The framework shows how different institutions offer different pathways to opportunity, so that partnerships can help increase the ways these organizations can connect to their audiences. It also shows how partnering can raise the quality of these opportunities, making them more rewarding to those who would seize them.

Partnerships are not necessarily easy, nor do they automatically lead to better programs. The institutions we studied have assets, but they also have liabilities. Partnering organizations need to get a fix on both, and on the ways they affect different types of projects, to minimize and mitigate the risks of failure. The partnerships we reviewed have found ways to do just that, even for innovative and complex projects. These examples of smart responses to problems offer guidance to others thinking about, or already involved in, partnerships with other institutions.

Cultural and educational institutions across the country are experimenting with partnerships in an effort to expand the range, quality, and accessibility of learning opportunities for America's citizens. Museums, libraries, and public broadcasters are

worthy members of this group. They all do cultural programming, and all have either deep connections to educational institutions or educational departments within their own organizations. At stake for all of them is their ability to attract the sustained engagement of citizens, which is essential to the survival of the institutions themselves.

Political, civic, and business leaders agree on the importance of continuing education to the life of the nation. Some have argued for a grand alliance of libraries, public television, museums, public radio, and elementary, secondary, and higher educational institutions across the country to further the nation's commitment to learning in all of its forms. This alliance, they say, would organize support for policies, programs, and research to further the vision of a continuously learning citizenry, workforce, culture, and community.

But such an alliance will have little traction among political and business supporters unless its members can demonstrate their ability to produce concrete improvements in the number, quality, and accessibility of learning opportunities for all citizens. This monograph shows how local partnerships among libraries, museums, public radio, and public television are doing just this.

EXHIBIT 1

Types of Partners Involved in Projects by Study Sites

SITE	PUBLIC LIBRARY	CHILDREN'S MUSEUM	OTHER MUSEUM (HISTORY/SCIENCE/ART)	PUBLIC TV/RADIO
Chicago	✓	✓	✓	✓
Denver	✓		✓	
Cleveland	✓		✓	✓
Houston	✓	✓	✓	✓
Indianapolis	✓	✓		
Madison	✓	✓	✓	✓
Rochester	✓	✓	✓	

RESEARCH SOURCES AND METHODS

This monograph relies for the most part on field investigations carried out in 2001 and 2002 in seven communities—Houston, Denver, Indianapolis, Cleveland, Chicago, Madison, and Rochester. We selected these cities based on the variety of partnerships carried out by the four types of institutions that are our focus. In each city, we spoke with the directors of institutions involved in partnerships and staff responsible for day-to-day conduct of partnership activities. We also spoke with staff of institutions involved as secondary actors in these partnerships—those who played supporting roles but had no

primary responsibility for the design or implementation of partnership initiatives. (Appendix I gives a complete list of persons we interviewed.)

The diverse institutions in our seven communities provide a rich set of comparisons. The public libraries range from mid-sized urban library systems, such as Madison Public Library and the Rochester Public Library, to large urban systems, such as the Chicago Public Library and the Houston Public Library. The museums vary considerably by size and content area. Children's museums are most common, with five of the seven cities having a local children's museum as principal partner. We found partnerships involving historical societies and museums in Denver, Madison, and Rochester; and art museums in Chicago, Denver, Cleveland, and Houston. Public radio and television stations were less common as partners, but we found them involved in partnerships in Chicago, Houston, Madison, and Cleveland. The report also relies on research carried out by Dr. George D'Elia, Director of the Center for Applied Research in Library and Information Science at the State University of New York (SUNY) at Buffalo. Supported by the same IMLS grant as the Urban Institute investigators, Dr. D'Elia was responsible for two surveys.

He engaged Goldhaber Research Associates to conduct a Random Digit Dialing Telephone survey in 100 of the largest US metropolitan areas. The 1,205 respondents were asked about their patronage of the institutions included in this survey, their interests and preferred modes of learning about their interests, and certain of their economic and demographic characteristics.

Dr. D'Elia and his staff also conducted a survey of library and museum directors and the chief executive officers (CEOs) of public radio and television stations in the top 100 U.S. metropolitan areas. Survey respondents were asked to report on their partnering activities, their reasons for partnering with any of the other three types of organizations, and their perceptions of their own and others' strengths as institutions. A supplement to the main survey asked the project managers of these partnerships to report on their activities.

STRUCTURE OF THE REPORT

Section II provides a conceptual framework for assessing the opportunities and challenges presented by any partnering initiative. This framework builds on the premise that individual and community characteristics govern the participation choices institutions depend on for audience expansion and seek through partnering. Section III discusses the institutional assets and liabilities that must be taken into account when making partnering decisions. Section IV follows up this discussion with a review of different partnership structures and types of activity. Section V makes the point that partnership involves risks as well as returns and illustrates how partnerships can work to mitigate those risks. Section VI discusses how partnership structures inevitably change over time, as specific projects change or end. The report concludes with a brief discussion of how the types of partnerships reviewed here can help reshape public resources—to better meet free choice learning needs in our rapidly changing cultural and technological environment.



II. INDIVIDUALS AND FREE CHOICE LEARNING OPPORTUNITIES

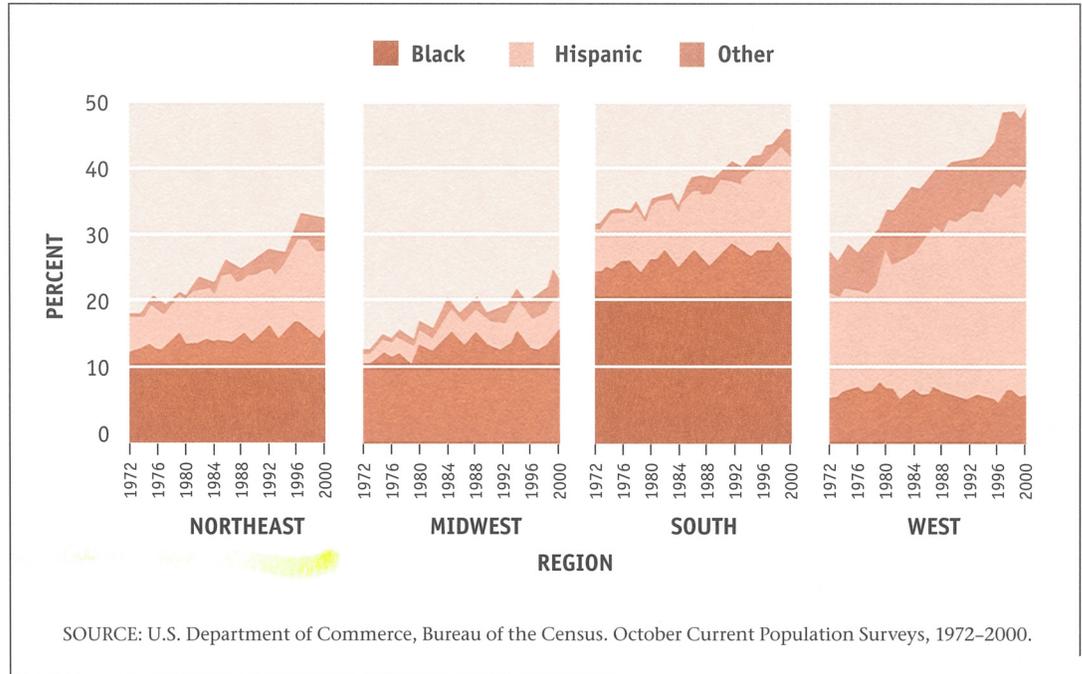
The 2000 U.S. Census confirms what ordinary citizens know: Dramatic changes are under way in the American population as new immigrant groups change the demographic face of urban, suburban, and even rural communities. The most obvious example is the astronomical growth of the Hispanic population in places where few Latinos lived only twenty years ago. Since 1980, the Hispanic population of Atlanta has grown nearly 1,000 percent; of Portland, Oregon, 437 percent; of Indianapolis, 338 percent. This change has diversified both the economic and cultural mix of central cities and suburbs alike. More of today's urban Americans were born abroad than at any time since the last great wave of immigration at the turn of the 20th century. Nearly one-quarter of school-age children speak a language other than English at home.

These changes imply new and more diverse demands for cultural and educational opportunities than those traditionally provided by libraries, museums, and public broadcasters. The foreign language collections – increasingly known as community language collections – in most library systems have expanded rapidly over the last several years, as have demands for children's reading programs and adult reference services provided in languages other than English. Children's museums, science centers, art museums, historical societies, and other cultural and educational institutions have struggled to attract new patrons with exhibitions, programs, and events organized around new cultural themes.

Simultaneous with this demographic transformation and the new demands it brings are the continuing aftershocks of the high-technology revolution. Digital technology has democratized information in unprecedented ways, involving broad new access to ideas, images, and information, as well as the ability to reproduce and communicate them to others. Individuals now command "reference services" once



EXHIBIT 2 Percent of Public School Enrollment Grades K-12 Who were Minorities, by Region: October 1972-2000



available only in libraries; enjoy interactive learning experiences once available only in museums; watch, listen to, and even participate in cultural and public affairs programming once available only on public television and radio. Thus, these institutions confront new and serious competition for their services, and can no longer claim a unique custodial role for the services they typically provide. At the same time, digital technologies make possible new forms of programming that may allow libraries, museums, and public broadcasters to dramatically expand their cultural and educational offerings.

These new urban communities and new information technologies challenge libraries, museums, and public broadcasters to **change the way they do business if they are to sustain their claims to public support.** Innovations in institutional practices will help cultural and educational institutions increase the number and content, quality and accessibility of the learning opportunities they provide. But institution directors and staff can better understand how to increase learning opportunities by asking how and why individuals participate. The choices available to people have proliferated: How do people exercise them? New communities of people bring new interests and abilities to the urban mix: How do these influence what and where people seek to educate themselves or express themselves culturally? Does participation occur in ways that suggest effective collaborative opportunities? The following framework is helpful in answering these questions.

A FRAMEWORK FOR UNDERSTANDING THE STRUCTURE OF OPPORTUNITY

The framework presented here illustrates how individuals exercise choices to participate in cultural and educational opportunities. This individual point of view corresponds to a new paradigm for understanding individual learning activities. Developed by John Falk, and called "free choice learning," it looks at a world of individual learning activities that are freely engaged in, intrinsically rewarded, and not motivated by the formal requirements of educational institutions.¹

The term free choice carries powerful and uniquely compelling connotations for Americans. Choice implies a range of alternatives or opportunities from which to choose, which embraces nearly every learning encounter one may have, ranging from personal and informal exchange to structured classroom settings. Choice also implies that the individual is the originator of his or her own experiences.² Empowering an individual to exercise choice, in other words, means shifting at least some responsibility for the creation of learning opportunities from the institution to the individual. This, in turn, implies that providers of learning opportunities must encourage individuals to creatively combine the various elements of educational experience. **The individual, therefore, is the entry point of our framework.**³

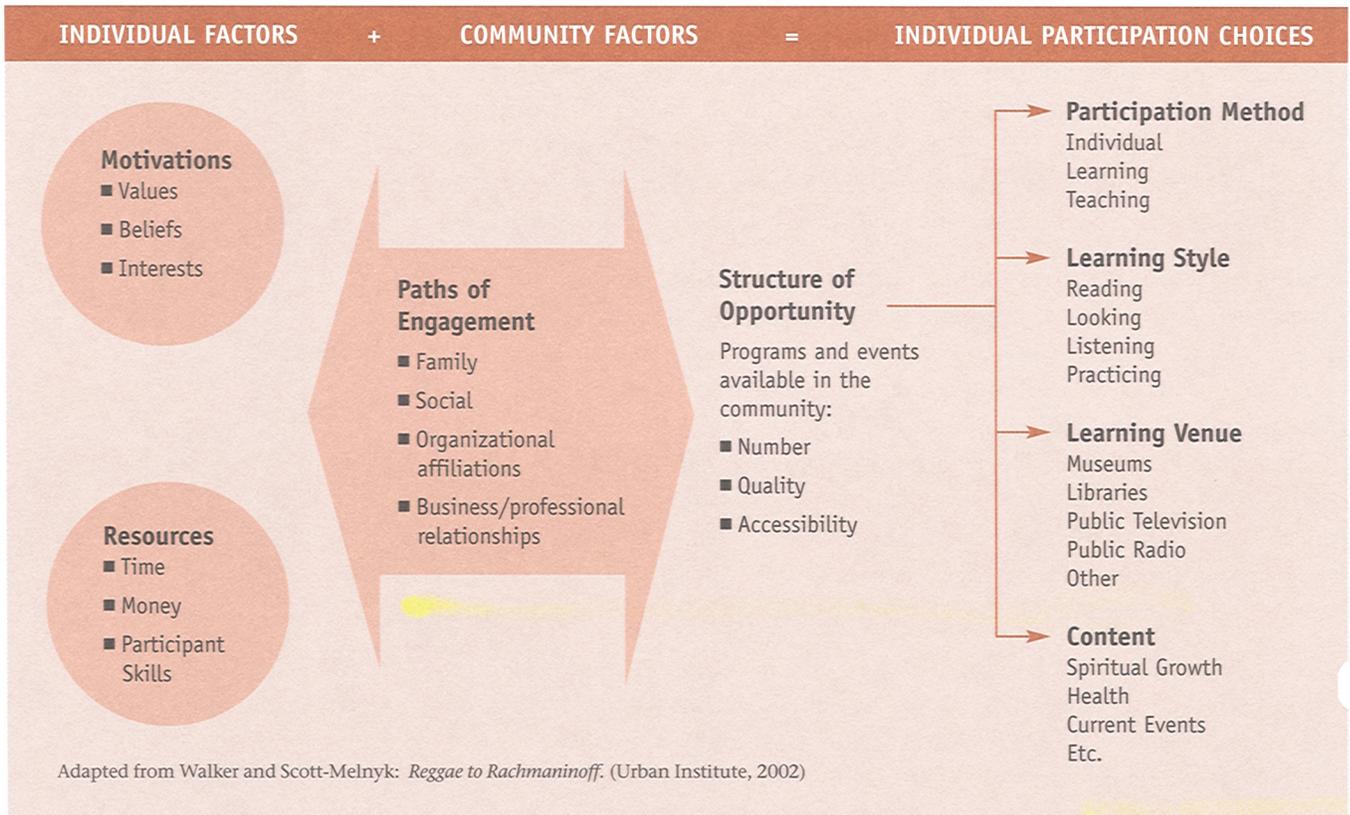
Exhibit 3 shows how individual factors combine with community factors to produce individual learning choices. A number of factors contribute to an individual's decision to participate in free choice learning activities, some tied directly to the person and others that can be influenced by the community. Individuals must have sufficient **motivation to attend** (which depends on their values, beliefs, and interests). To participate effectively, individuals also **need resources** (time, money, and skill) that not everyone has in equal measure. Communities can influence how participants connect to and become engaged in free choice learning—paths of engagement—as well as make available a structure of opportunity (programs and events). **Note that paths of engagement can go both ways, with family and social ties, organizational affiliation, and business/professional relationships influencing individual motivations and resources as well as the structure of opportunity.** Individual and community factors together constitute the necessary conditions for free choice learning—which help determine the resulting participation choice an individual makes (in terms of participation method, learning style, learning venue, and content). These participation choices are the primary product institutions are looking for when they decide to partner—with the hope of expanding the structure of opportunity available to the individual in ways that increase that individual's participation.

¹ John Falk and Lynn Dierking, *Lessons Without Limit: How Free-Choice Learning is Transforming Education*. (Walnut Creek, CA: AtlaMira Press, 2002).

² David Carr, "Cultural Institutions as Structures for Cognitive Learning", in Cavaliere and Sgroi, *Learning for Personal Development, New Directions in Continuing Education*. (San Francisco: Jossey-Bass, 1992).

³ This framework is based on theoretical and empirical research in the areas of political, arts, and cultural participation.

EXHIBIT 3
Framework for Participation in Free Choice Learning



It is useful to preface a more detailed discussion of the elements of our framework with a hypothetical example. Consider a person choosing to participate by learning about Mesoamerican art through attendance at a museum exhibition. This decision depends first of all on the individual having an interest in the subject (a motivation factor). The individual must also have the money to buy a ticket to the exhibition (a resource factor). The initial interest may have been influenced by family or social ties to tradition (a path of engagement), which may also influence the museum's decision to hold such an exhibit in that community (structure of opportunity). The individual's ultimate participation choice will involve individual learning (participation method) at the museum (learning venue) through looking at objects (a style of learning) and possibly a visit to the library as well (another learning venue) to reading about these objects from an ancient culture (another style of learning).

Individual Factors

Motivations cover a wide range of personal, social, cultural, and civic reasons people give to explain why they seek satisfaction in learning activities and attach importance to

them, and why they choose to participate. Motivations may be grouped into four classes of learning: (1) to acquire formal education, from prekindergarten through postgraduate education, (2) to foster work-related interests, principally improvements to job skills, (3) to pursue personal avocations, including cultural interests, recreation, hobbies, casual inquiries, and (4) to meet personal and family needs, such as health and finances.

Resources include not only time and money, but also what we refer to as participation skills. Participation skills include awareness of opportunities to participate; knowledge of how to use libraries and museums; and aptitude and skill in assembling various pieces of information into a useful framework of understanding.⁴ (Participation skills as they pertain to politics have been found to exert a particularly powerful influence over the frequency and type of political participation.) Navigating the offerings of different types of institutions requires different skills. Partnering may be particularly profitable in helping institutions to ease people from one kind of resource contribution to another, thereby diversifying their participation skills.

The salience of particular issues and the diversity of learning styles associated with them provide important information for institutional collaboration. The four major learning styles, as shown in Exhibit 3, are reading, listening, looking, and practicing. Exhibit 4 ranks the four areas of interest people believe are most usefully pursued

EXHIBIT 4

Learning Activities Most Usefully Pursued by Each of the Four Learning Methods

READING	RANK	LOOKING	RANK
Health Issues**	1	Arts	1
Spiritual/Personal Growth**	2	Nature and Environment	2
Current Events*	3	Health Issues**	3
Science and Technology*	4	Science and Technology*	4

LISTENING	RANK	PRACTICING	RANK
Current Events*	1	Job Skills	1
Spiritual/Personal Growth**	2	Spiritual/Personal Growth**	2
Health Issues**	3	Basic Communication	3
Understanding Others	4	Hobbies	4

Source: George D'Elia, National Survey of Markets for Museums, Public Libraries Public Television, Public Radio, and Their Engagement in Informal Learning Activities.

Note: * = Ranked among the top 4 choices in 2 learning styles. ** = Ranked among the top 4 choices in 3 learning styles.

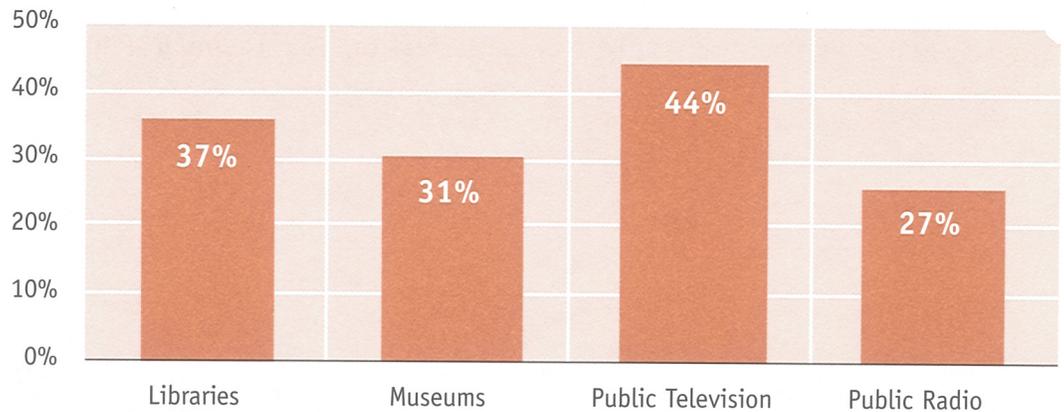
⁴These skills are required no matter what type of learning activities are participated in, whether to find out about the latest John Grisham novel or the most recent translation of Dostoevsky's *Brothers Karamazov*.

through each of the four learning styles. These match well with the typical offerings of museums, libraries, and public broadcasters—suggesting the value of institutional partnering around activities in the following areas: spiritual or personal growth (reading, listening, practicing), current events (reading and listening), and health issues (reading, listening, and looking and practicing).⁵

The good news for partnering is that people participate in multiple institutions. The national survey undertaken for this research indicates how frequently people who say they are "regular" users of the four types of institutions actually participate. Regular usership is defined as once a week or more for public TV, once a week or more for public radio, once a month or more for public libraries use and two times a year or more for museums. The results are shown in Exhibit 5. Public television heads the list, with 44 percent of the respondents saying they are regular users, compared with 37 percent for libraries, 31 percent for museums, and 27 percent for public radio.⁶

Of those households that say they are regular users (as shown in Exhibit 6), 37 percent participate in two institutions, 17 percent in three, and 7 percent in all four. Thus, 61

EXHIBIT 5 Percent of Regular Users of the Four Institutions



Source: George D'Elia. National Survey of Markets for Museums, Public Libraries Public Television, Public Radio, and Their Engagement in Informal Learning Activities.

Note: Regular users are individuals reporting public radio/TV use one or more times a week, library use once a month or more and museum use two or more times a year.

⁵ These also are three of the four activities that people generally most often engage in (the other is non-job-skills or hobbies, learned by practicing).

⁶ The figure reported here for regular radio listeners is higher than comparable surveys of public radio listenership. Mediamark reports an NPR audience of 7.5% in their Profile of 2002 National Public Radio Station Audiences and National Public Radio reports 12.6% regular listeners (Artibtron National, Act 1, Spring 2002).

percent of those patronize more than one institution on a regular basis.⁷

Community Influences

Paths of Engagement are the ways individuals become connected to, or engaged with, participation opportunities. People typically become involved in free choice learning through four types of relationships.

First are family ties, which communicate information about opportunities or reinforce family commitments

to the variety of interests and attachments that prompt learning activities. Second are social ties, which operate much the same way. Third are organizational relationships, including belonging to religious or volunteer organizations, attending schools, and taking part in other associations that directly sponsor learning activities. These groups communicate the importance of certain kinds of participation and connect people with the social networks that are the source of invitations or requests to participate. Fourth are business and professional relationships, which create expectations for learning.⁸

People belonging to different cultural communities may follow different paths of engagement. The centrality of the church to African American communities is well known, for example. The Latino reliance on family connections as a source of information and support is also widely observed. These different pathways are especially noteworthy in immigrant communities, which are forming ever-larger parts of American urban areas. Providers of free choice learning opportunities need to be aware of, and take advantage of, these different paths of engagement.

Paths of engagement also suggest certain kinds of community connections that may not be customarily regarded as profitable by cultural and educational institutions. In addition to the four types of institutions that are our focus here, for example, churches, commercial entities, and voluntary organizations become eligible partners for

EXHIBIT 6
Percent of Regular Users that Patronize One or More Types of Institution

PATRONIZATION	PERCENT
One type of institution	39%
Two types of institutions	37%
Three types of institutions	17%
Four types of institutions	7%
	100%

Source: George D'Elia, National Survey of Markets for Museums, Public Libraries Public Television, Public Radio, and Their Engagement in Informal Learning Activities. 2003.

Note: Regular users are individuals reporting public radio/TV use one or more times a week, library use once a month or more and museum use two or more times a year.

⁷ This result is supported by other research. Indeed, the more active a participant, the more likely he or she is to participate in multiple forms of arts and cultural life (and in civic and community life, as well). Chris Walker and Stephanie Scott-Melnyk, *From Reggae to Rachmaninoff: Why and How People Participate in Arts and Culture*. (Urban Institute, 2002).

⁸ Direct marketing by cultural and educational institutions to potential participants is another path of engagement.

broadening learning opportunities. Individuals do not invent themselves from whole cloth. They acquire their tastes, preferences, biases, interests, resources, and social connections through the residential, professional, and cultural communities from which they come.

Structure of Opportunity encompasses the programs and events available in a community that match the interests of potential participants and that they perceive as accessible. Events and programs can range from casual encounters with sources of informal learning, sometimes from family members or friends, to attendance at programs sponsored by formal institutions. Opportunity has three basic aspects: (1) the number of educational and cultural programs or informal providers, (2) the quality of these offerings, and (3) their accessibility. Increases or decreases in the number, quality, or accessibility of educational and cultural programs and informal opportunities have the potential to encourage or constrain participation. Broadening opportunities allows a freer range of choice, which can be made available in ways that allow individuals to combine opportunities in the most appropriate ways for them.

Participation Choices

Methods of Participation refers to whether, and how often, as well as how people participate. Most discussions of participation in free choice (or informal lifelong) learning emphasize the role of individuals as "consumers." It is important to remember that people can participate in other ways as well: as supporters (through donations, volunteer work as docents or fundraisers, or political support); through membership on boards; or through direct provision of education and cultural opportunities, such as by teaching others.

Styles of Learning encompass the way people learn—the reading, looking, listening, and practicing styles already noted.

Learning Venues are the locations where participants engage in free choice learning. In addition to the institutions that are our focus here, they include schools and universities, parks, community centers, and a multitude of other sites, including participants' own homes.

Content refers to areas of individual interests. The top three reported in our household survey overall are spiritual growth, personal health, and current events.

Our survey evidence suggests that changes in structures of opportunity influence the types of free choice learning in which people are likely to engage. Expansion of the range of opportunities can influence (1) the frequency with which people participate, as new types of opportunities increase the likelihood of a match between educational and cultural offerings and people's motives for participating; (2) their abilities to participate; and (3) the ways they engage. Important to this interconnection among resources, motives, paths of engagement, and opportunities is the role of new opportunities in inducing people to discover new interests and to pursue them

actively. In other words, peoples' interests are by no means fixed. Their appetites can be whetted if appropriate opportunities are offered.

CREATION OF PARTICIPATION OPPORTUNITIES THROUGH PARTNERING

The policies, programs, activities, and assets of educational and cultural institutions, and their relationships with one another, create a rich range of free choice learning opportunities. Researchers and policymakers are accustomed to drawing distinctions among the variety of institutions based on size, nonprofit status, and other characteristics. But from the individual's perspective, our research suggests that it does not matter whether opportunities are provided by the public sector or private sector, whether they are free or paid for, whether they are provided by major cultural institutions or small community-based concerns, or whether they are provided by a lone institution or several acting in partnership. What matters are the number, quality, and accessibility of opportunities to participate.

Museums, libraries, public television, and public radio executives all understand that creation of public benefit is the core test of whether partnering is worth engaging in. In our survey of executive directors and chief executive officers of these four types of institutions, they were asked, among other things, to give the reasons why they had partnered with other institutions. The top two reasons given across all four types of institutions were (1) to expand educational opportunities and (2) to meet community need (see Exhibit 7).

EXHIBIT 7 Top Reasons for Partnering Offered by Institution Executives

LIBRARIES	RANK	ART MUSEUMS	RANK
To Enhance Use*	1	Expand Educational Opportunities***	1
Meet Community Need***	2	Expand Audience	2
Expand Educational Opportunities***	3	To Enhance Use*	3
Enhance Stature**	4	Meet Community Need***	4
PUBLIC TV	RANK	PUBLIC RADIO	RANK
Meet Community Need***	1	Enhance Stature**	1
Expand Educational Opportunities***	2	Expand Educational Opportunities***	2
Enhance Stature**	3	Meet Community Need***	3
To Be a Good Civic Player*	4	To Be a Good Civic Player*	4

Source: George D'Elia. Collaborations Among Museums, Public Libraries, Public Television Stations and Public Radio Stations: The Results of a National Survey.

Note: * = Ranked among the top 4 choices of 2 institutions.

** = Ranked among the top 4 choices of 3 institutions.

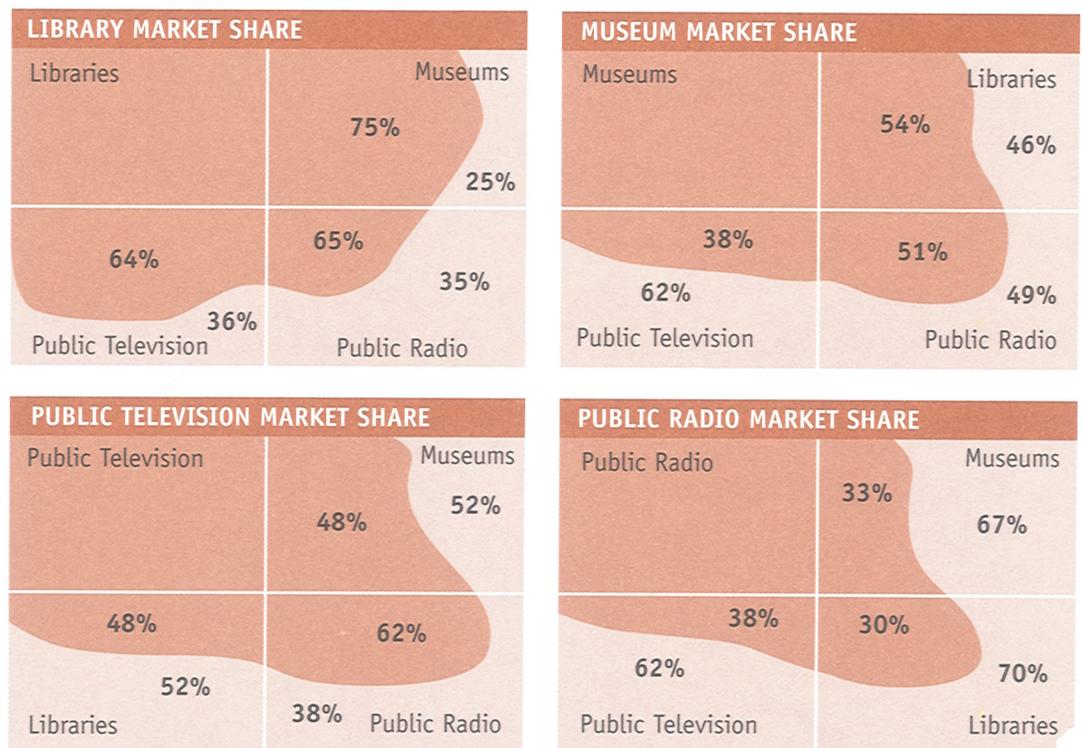
*** = Ranked among the top 4 choices across all 4 institutions.

A particular value of our survey approach is that it ensured that these goals were not abstractions, but were anchored in the core missions and capabilities of the respondents' own institutions.

It may be surprising to readers that audience building or diversification was not the top-rated reason for partnering, even though representatives of all four institutions said this was an important factor influencing their partnering activities. Some of these activities were intended to increase the numbers of participants in institutional offerings, although few were obliged to show their funders or internal supporters that they were producing immediate audience development results. Partnering was not seen as compensation for institutional shortcomings. It is also important to emphasize that directors and CEOs did not partner because they wanted to reduce costs. Partnering was seen as primarily about improving the quality of the product they delivered.

What are the potential benefits from partnering in terms of expanded participation, on the assumption that partnering does improve product quality? Our research into market shares reveals substantial room for expansion. Exhibit 8 shows the currently overlapping market shares of the four types of institutions and, more important for our purpose, the shares of

EXHIBIT 8
Overlapping Market Shares of Libraries, Museums, Public Radio Stations and Public Television Stations



Source: National Survey of Markets for Public TV, Public Radio, Public Libraries and Museums, 2001

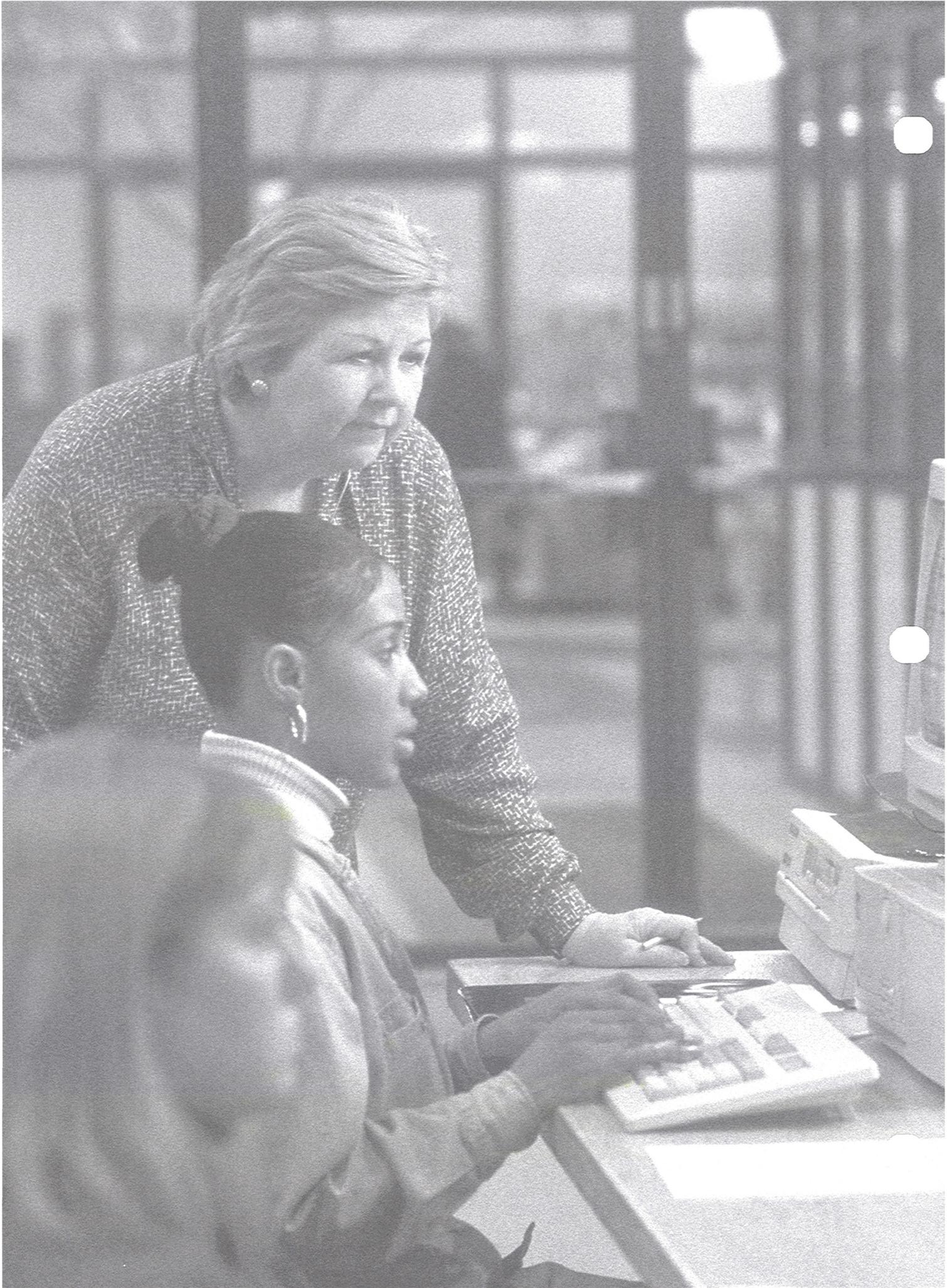
each type of institution's primary market that are potentially available as targets for another type of institution through partnership efforts. The top left-hand square, for example, shows the opportunities for libraries. They currently reach 75 percent of the museums' clientele, leaving them a maximum of only 25 percent of that market to reach through museums as partners. They currently reach 65 percent of public radio's primary market, giving any partnership initiative with public radio a potential target of 35 percent of that primary market. For public radio, current penetration rates are generally low, yielding potential targets for partnership initiatives in the 62 percent to 70 percent range.

These findings make it clear that different types of partnering can be expected to yield different audience development results. Because untapped patronage is relatively small between libraries and public television, partnering may help improve the quality of offerings, but is unlikely to yield gains for either partner in audience shares. Overall, public radio appears to have most to gain in audience development from partnerships with other institutions. These institutions will gain less in audience expansion but can expect incremental improvements to quality made possible through the resources of public radio. It needs to be kept in mind in such efforts that the primary market of one's partner is likely to display somewhat different economic and social characteristics than one's own traditional clients, indicating the importance of identifying and taking into account those differences in efforts to reach those untapped participants.

* * *

We end this section by pointing out that adopting an individual's point of view makes it possible to ask questions in new ways, which can lead to a re-thinking of traditional institutional roles. A story from the history of housing policy makes the point: For decades, federal support for affordable housing came as aid to local public housing authorities, which built and maintained housing for poor and working-class families. Over the years, housing policy became defined in terms of the policies and activities of public housing agencies, which equated public support for their agencies with support for housing the poor. The liberating moment in housing policy came when legislators and policymakers began to ask not "What do public housing authorities need to better serve their clientele?" but "What does society need to do to ensure that citizens are better-housed?" The result was engagement of a wide range of private and nonprofit housing providers—leading to a substantial broadening in the policies, responses, and hence supporters of federal housing aid.

Understanding and acting upon the changing landscape of individual participant choice has implications beyond the survival of the four institutions that are the subject of this monograph. Business leaders have come to recognize their reliance on high-quality information and the abilities of their employees to analyze it effectively. Political and civic leaders have recognized the importance of citizens' active and informed engagement with one another and their government. In a similar way, the participation of individuals in cultural/educational free choice learning can be thought of as a crucial test of the value of the activities libraries, museums, and public broadcasters undertake and the partnerships they forge with one another to carry out these activities.



III. THE ASSETS AND LIABILITIES OF PARTNERING

The different types of institutions that are our collaborators in this research each have their own typical governing structures, methods of finance, legal issues, forms of participant engagement and support, institutional assets, and environmental and internal pressures. These differences shape the nature of each institution's contributions to joint efforts, as well as the demands they place on partners and the expectations for reward they bring with them. For institutions to be attractive as potential partners, they must have a mission at least somewhat aligned with that of the potential partners, and they must be effective pathways into new communities of free choice learning practice. They must also have assets that are complementary and liabilities that are sufficiently offsetting not to outweigh those assets.

INSTITUTIONAL MISSIONS

The correspondence of mission among libraries, museums, and public television stations provides a natural basis for partnering. All are committed to expanding educational and cultural opportunities.

Libraries

The clientele of public libraries is as broad as the communities they serve. Their doors are open to people of all ages; of varying degrees of literacy, from early readers to independent scholars; and of varying interests, from lovers of popular fiction to devotees of the classics. The roles that the public library can play in a community may include provider of basic literacy, business and career information, a public commons, community referral, consumer information, cultural awareness, current topics and titles, formal learning support, general information, government information, information literacy, lifelong learning and local history and genealogy.⁹

⁹ This list is from Himmel and Wilson, *Planning for Results: The Guidebook*, American Library Association, 1998.

Each community shapes its public library differently, selecting its roles from these and other potential choices, assigning each role a priority, and designing and developing services to make these roles tangible and meaningful in the lives of the community's citizens. Some libraries follow this process informally. Others follow it formally—establishing, through the library board of directors and library administration, a mission statement, operational and materials selection policies, long-term plans, and yearly goals and objectives. Although each public library is unique in a sense, virtually all are built on the same ideological foundation: a belief in the right of all citizens—regardless of age, race, faith, personal beliefs, social status, physical abilities, or educational background—to enjoy free and equal access to the broadest possible spectrum of information. Here is an example:

The Cleveland Public Library's mission is to be the "best urban library system in the country by providing access to the worldwide information that people and organizations need in a timely, convenient, and equitable manner." The institution sees itself as a community leader in the area of public education, calling itself the "People's University."

Museums

Among other roles, museums serve as cultural conservators; they collect and interpret artworks, books, periodicals, maps, manuscripts, relics, newspapers, and audio and graphic materials; they maintain facilities that are at once museum, library, and research facility. Often they are connected to a broader set of institutions such as historic sites, school services, area research centers, and affiliated local societies. Museums often administer a program of artistic and/or historic preservation. Many publish scholarly or popular books and materials related to either exhibits or their holdings. Three kinds of museums appeared most often in our canvas of partners—children's museums, historical societies (or archives), and art museums. Here are examples of each:

The Indianapolis Children's Museum's mission is to "create extraordinary learning experiences that have the power to transform the lives of children and families." To achieve this mission, the museum has outlined five key goals:

- 1) Create extraordinary family learning experiences.
- 2) Design and build the physical and virtual museum to meet the changing needs of our visitors, community, and staff.
- 3) Lead a revitalization effort within the neighborhood to create an extraordinary place for families to live, work, learn, shop, play and prosper.
- 4) Operate the museum as a world-class institution.
- 5) Ensure the financial means and reputation to fulfill the museum's mission.

The Wisconsin Historical Society, one of the oldest historical societies in the nation, is both a state agency and a private membership organization. It was founded in 1846, two years before Wisconsin became a state, and chartered in 1853. It is the oldest American historical society to receive continuous public funding and is charged, by statute, with collecting, advancing, and disseminating knowledge of Wisconsin and of the trans-Appalachian West. The society, according to its mission, engages "the public with the excitement of discovery, inspires people with new perspectives on the past, and illuminates the relevance of history in our lives today." The principles guiding that mission are to:

- 1) Reach out and partner with the broadest possible public.
- 2) Present and promote sound and authentic history.
- 3) Share our riches of staff, collections, and services in ways that captivate and respect our many audiences.
- 4) Collect and safeguard evidence of our diverse heritage according to the highest standards of stewardship.

The Chicago Museum of Contemporary Art (MCA), though a much younger institution than the previous two museums, has a very similar statement of mission—to provide the Chicago area with an "innovative and compelling center of contemporary art where the public can directly experience the work and ideas of living artists, and understand the historical, social, and cultural context of the art of our time." The goal is to do so by engaging a "broad and diverse audience," creating a sense of community and creating an environment "for contemplation, stimulation, and discussion about contemporary art and culture."

Public Television

Public television programs have traditionally been distributed by broadcasting on a single channel or through a network of channels, though some stations have the capability of providing a second service on a local cable channel and most sell videocassette copies of programs they have produced. Over the last few years many stations have begun to supplement their broadcast programs by providing related materials on the World Wide Web. Public television stations are under a federal mandate to adopt new and powerful digital broadcast technologies. This shift will impose a heavy capital cost on broadcasters. It will also enable broadcasters to create new forms of interactive "television," able to exploit a vast archive of images, documents, books, and other material.

The mission of public television stations is to acquire, produce, and deliver cultural, educational, and informational programs and services to diverse audiences. Public television stations invest in production facilities and have the capability to produce very high quality programs that can attract audiences in a competitive marketplace. Here is an example:

The Cleveland Public Radio/Television corporation, WVIZ/PBS and WCPN public radio seek to strengthen "communities by providing distinctive, thought-provoking programs and services that enlighten, inspire, educate and entertain." This new corporation, called Ideastream, was formed when the two public broadcasting stations created a new organization to serve northeast Ohio. It distributes programs across an array of platforms, including videotapes, CD-ROM, internet, microwave signals, cable, and more. The two stations work together as one company, and have developed projects with the explicit intent of identifying what northeast Ohioans think about the region and how the public stations can help improve life here. Programming is being developed from "town hall" type meetings and will address a variety of listener and viewer concerns and input.

Public Radio

The public radio universe is comprised of nearly 700 noncommercial public radio stations that are generally owned by universities, local and state governments, libraries, or community nonprofit organizations. Stations vary widely in size from multi-million dollar organizations with hundreds of employees to those with few paid staff. Public radio stations range in format from classical music to news to a "mixed format" combining news and talk with music during mid-day and evenings.

Public radio stations air programming that is either created locally or that is purchased from the two national networks, Public Radio International (PRI) and National Public Radio (NPR). The vast majority of stations are affiliates of PRI and members of NPR. All stations operate autonomously from the national networks; they produce, purchase, and schedule programs according to their own market strategies and local listener preferences. In aggregate, approximately 47 percent of stations' schedules are made up of local programming and 53 percent is national programming, although these shares vary from station to station.

Here is an example of a public radio station mission:

Chicago Public Radio, WBEZ, has the following mission:

"Offer programs that speak with many voices to community needs, and are a reflection of the distinctive and diverse Chicago area. We help listeners learn about issues and ideas that affect the community, the nation, and the world.

"We produce, acquire, and distribute engaging, thoughtful, and entertaining programs of depth, breadth, diversity, and substance that speak powerfully.

"We are principally a broadcaster. We also serve our local and national community with supplemental distribution initiatives. We expand our outreach to the community and enhance our production effort through partnerships and educational programs with local and national institutions."

PATHS OF ENGAGEMENT

Sources of personal engagement (see Exhibit 9) are the pathways through which patrons engage the institution as participants and supporters. As noted, many people become involved in free choice learning through family and social ties that communicate information about opportunities, or reinforce family commitments to the variety of interests and attachments that prompt learning activities. Others become engaged through their organizational memberships, or through business and professional relationships that create expectations for, or produce an incentive to engage in, free choice learning.

EXHIBIT 9
Sources of Personal Engagement

	LIBRARIES	MUSEUMS	PUBLIC TV	PUBLIC RADIO
Family	Children's collections and storytime. Summer reading programs.	Family days, summer camps. Core programming for Children's Museums.	Extensive children's programming. Marketing of pre-school learning products. Trademark characters.	
Social and community	Space for community meetings. Friends-of groups. Sponsorship of literary activities.	Museums. Friends-of groups. Some distance-learning activities.	Local public affairs programming. Pledge drives, volunteers	Public affairs programming. Literary activities.
Organizational	Reference collections, archives.	Private group viewings, programs and events.	Pledge drives, volunteers.	Pledge drives, volunteers.
Educational and Professional	Student use. Professional and business journals, periodicals, special reference collections.	School programs. Corporate programs and events, board memberships. Some distance learning activities.	Educational programming and distance learning broadcasts.	Special interest programming.

People's community affiliations are of great importance for our study of partnerships, insofar as many of the community connections people make are with organizations that, in turn, partner with one of the four types of institutions discussed. This means that these institutions, to varying degrees, are themselves pathways into communities of free choice learning practice—a feature that can make them attractive as partners.

Libraries, in particular, typically maintain well-developed relationships with local public schools, service organizations, and other community-based organizations that use neighborhood (and main) branches to hold meetings and put on community programs and events. Museums also maintain ties to local schools, offer educational

and other programming, and sponsor support organizations active in some forms of community service.

Increasingly, public television stations have become involved in supporting community activities, sometimes tied to their children's programming. Public radio has established an important presence in local literary efforts. These connections all encourage feelings of familiarity, trust, habitual patronage, and active support.

ASSETS AND LIABILITIES FOR PARTNERING

Assets refer to the comparative advantages institutions bring to free choice learning activities. Liabilities refer to the weaknesses or challenges faced by institutions as they strive to improve their cultural and educational offerings. Both assets and liabilities impel partnering activities and stand in the way of their constructive development.

Exhibit 10 groups commonly perceived assets and liabilities of our four types of institutions into four major categories: public perceptions of them, the scope and strength of their constituencies, their organizational technologies, and their corporate culture. These assets and liabilities are a synthesis of views elicited during research interviews from people involved in partnerships across institutional boundaries. In some cases, both assets and liabilities reflect directors' and staff views of their own institutions. The exhibit discusses each of the four categories of assets and liabilities briefly.

Public Perceptions

Commonly held views of the values, assets, and liabilities possessed by the partnering institutions are bound up with the forms of constituent engagement just noted. They merit separate discussion because of the importance of the engagement pathways they represent. These perceptions of the authenticity, authoritative character, public benefit, and other positive features of institutions are counterbalanced (to varying degrees) by negative perceptions of institutions as elitist (or proletarian), hidebound, shallow, or some other epithet. Just as goodwill has monetary value in the corporate community, so do positive public perceptions have value among public institutions.

In addition to their concrete ties with communities of free choice learning practice, each of the four types of institutions is branded by its history of public service—libraries as the "people's universities"; museums as the authoritative custodians of aesthetic, cultural, historical, or scientific value; public broadcasters as mass providers of unique cultural, educational, and public affairs information, interpretation, and entertainment. An important reason for institutions to partner with one another is to create new opportunities to invest these reputational assets.

Constituent Scope and Strength

The most active users of institutions donate time and money to their efforts, as board members and funders. These constituents comprise networks of relationships

EXHIBIT 10

Commonly Perceived Assets and Liabilities of Partners

INSTITUTION	PUBLIC PERCEPTIONS	CONSTITUENT SCOPE AND STRENGTH	ORGANIZATIONAL TECHNOLOGIES	CORPORATE CULTURE
Public Libraries	<p>Highly valued civic institution available to all. Highly ranked in citizen surveys. Seen as comfortable, safe places for families.</p> <p>Diminished relevance in digital age. Uneven quality of services in tough fiscal environment.</p>	<p>Ties to diverse communities. Strong support across races, classes, generations.</p> <p>Beholden to political demands for services. Barrier to reallocation of resources.</p>	<p>Public collections, free internet access, historical archives.</p> <p>Decentralized network of facilities. Strong community programming. Staff expertise in reference, research, information management.</p> <p>Outdated collections, inaccessible archives, deteriorating facilities, shortage of technically trained staff.</p>	<p>Commitment to service, freedom to choose.</p> <p>Inward looking. Conservative. Defensive.</p>
Art Museums	<p>Source of civic pride. Viewed as authoritative cultural voice. Increasing prominence of outreach/ public education.</p> <p>Elitist and aloof. Diminishing relevance in digital age, era of "democratizing" culture.</p>	<p>Ties throughout political, civic and economic and philanthropic elites. Access to major sources of financial support.</p> <p>Shallow support in minority, non-European cultural communities.</p>	<p>Collections, public education programs, prominent facilities. Staff research and curatorial expertise. Strong development departments.</p> <p>Inaccessible collections, not connected to community arts and culture. Copyright issues.</p>	<p>Commitment to excellence, scholarship, integrity of curatorial standards.</p> <p>Conservative, inward looking.</p>

EXHIBIT 10

Commonly Perceived Assets and Liabilities of Partners (continued)

INSTITUTION	PUBLIC PERCEPTIONS	CONSTITUENT SCOPE AND STRENGTH	ORGANIZATIONAL TECHNOLOGIES	CORPORATE CULTURE
<p>Public TV Stations</p>	<p>Unique source of cultural, public affairs and children’s programming. Valued alternative to commercial media. Timely public affairs programming.</p> <p>Elitist adult programming. Lack of audience in segments between children and older adult viewers.</p>	<p>Ability to appeal directly to users for funds. Demonstrated community support. National sources of financial / political support.</p> <p>Shallow support in minority, non-European cultural communities. No strong ties to philanthropic funding. Lack of discretionary funding.</p>	<p>Production technology and staff expertise. Connection to national production and distribution networks. Brand identity.</p> <p>Large capital requirements for digital conversion. Upcoming shortage of program content. Lack of digital asset management standards. Copyright issues.</p>	<p>Commitment to relevance, timeliness, technical quality, production values.</p> <p>Medium over message; form over content.</p>
<p>Public Radio Stations</p>	<p>Unique source of cultural and public affairs programming. Valued alternative to commercial media. Timely public affairs programming.</p> <p>Elitist. Programming primarily for older listeners.</p>	<p>Ability to appeal directly to listeners for funds. Demonstrated community support. National sources of financial / political support.</p> <p>Shallow support in minority, non-European cultural communities. No strong ties to philanthropic funding. Lack of discretionary funding.</p>	<p>Production technology and staff expertise. Connection to national production and distribution networks. Brand identity.</p> <p>Lack of local content. Large capital requirements for digital conversion. Upcoming shortage of program content. Lack of digital asset management standards. Copyright issues.</p>	<p>Commitment to relevance, timeliness, technical quality, production values.</p> <p>Medium over message; form over content.</p>

throughout communities. And these extensive connections are, at least in principle, exploitable by partners engaged in joint activities. The creation of new networks of relationships as a result of partnering activities is one of the enduring public benefits of partnership formation.

Constituencies also are liabilities, however, insofar as they constrain the kinds of activities viewed as appropriate or beneficial to the institution. Each of the four types of institutions is under pressure to demonstrate its value to the public. These pressures operate differently on different institutions, however. Libraries are called upon to **respond to the everyday needs of increasingly multicultural populations**, who prefer materials and staff support in languages other than English and Spanish. Immigrants tend to require different kinds of services than do native-born library patrons. These new demands come at a time when municipal budgets are once again under stress, and libraries must bear a share of the burden of fiscal retrenchment.

Similarly, many museums are viewed as failing to keep pace with changes in urban communities, putting pressure on these institutions to diversify their patronage, staff, leadership, and boards. Public television and radio continue to be regarded by some as programming for only the most educated listeners (emphasizing classical and European culture, for example) putting pressure on these institutions to justify the public tax revenues they receive. They are under Federal mandates to convert to digital technologies, opening up multi-channel possibilities and substantially increasing their potential demand for new programming content.

Organizational Technologies

These are the physical, human, and technical assets of institutions, and the typical ways they are combined to produce public benefits. Within museums, for example, curatorial skills and practices are "technologies" just as much as are the skills and equipment required to produce audio or video programming.

These technologies have evolved over decades (if not generations) of practice, and however confining they appear to be to efforts to create new policies and programs, they arise out of the institutions' core mission. These technologies pertain in part to (1) the work styles of specific disciplines, from the typically individual approach of curators or reference librarians to the team approaches of television and radio production staff; and (2) the typically extended time frames that mark development of museum exhibitions and the tight turnaround expected in production of public affairs programs. They also extend to the basic relationships between the staff of institutions and ordinary patrons, as in the agnostic approach of librarians to the content of images and text, or the authoritative interpretation of curators of exhibits or producers of certain types of broadcast programming.

Organizations need the technologies to function, but they can become straitjackets of institutional flexibility. Work routines make efficient performance of core organizational tasks possible, but they sometimes become decoupled from their

underlying purposes. This is particularly likely when new activities require different kinds of practice, which was often the case in the partnerships we reviewed.

Such technologies create their own imperatives, related to the need to incorporate new technologies into institutional programs and practices. Widespread internet availability is a common challenge to all the types of institutions noted here, but they are affected in different ways. Libraries are obliged to provide internet access to patrons—an expansion of services but also a challenge in terms of access to material that may be unsuitable for public view. All institutions have established some form of Web presence, including e-catalogues and databases, virtual museum tours, and video and audio streaming. These represent unprecedented opportunities to open up access to collections and programs, and have been an important source of partnering behavior.

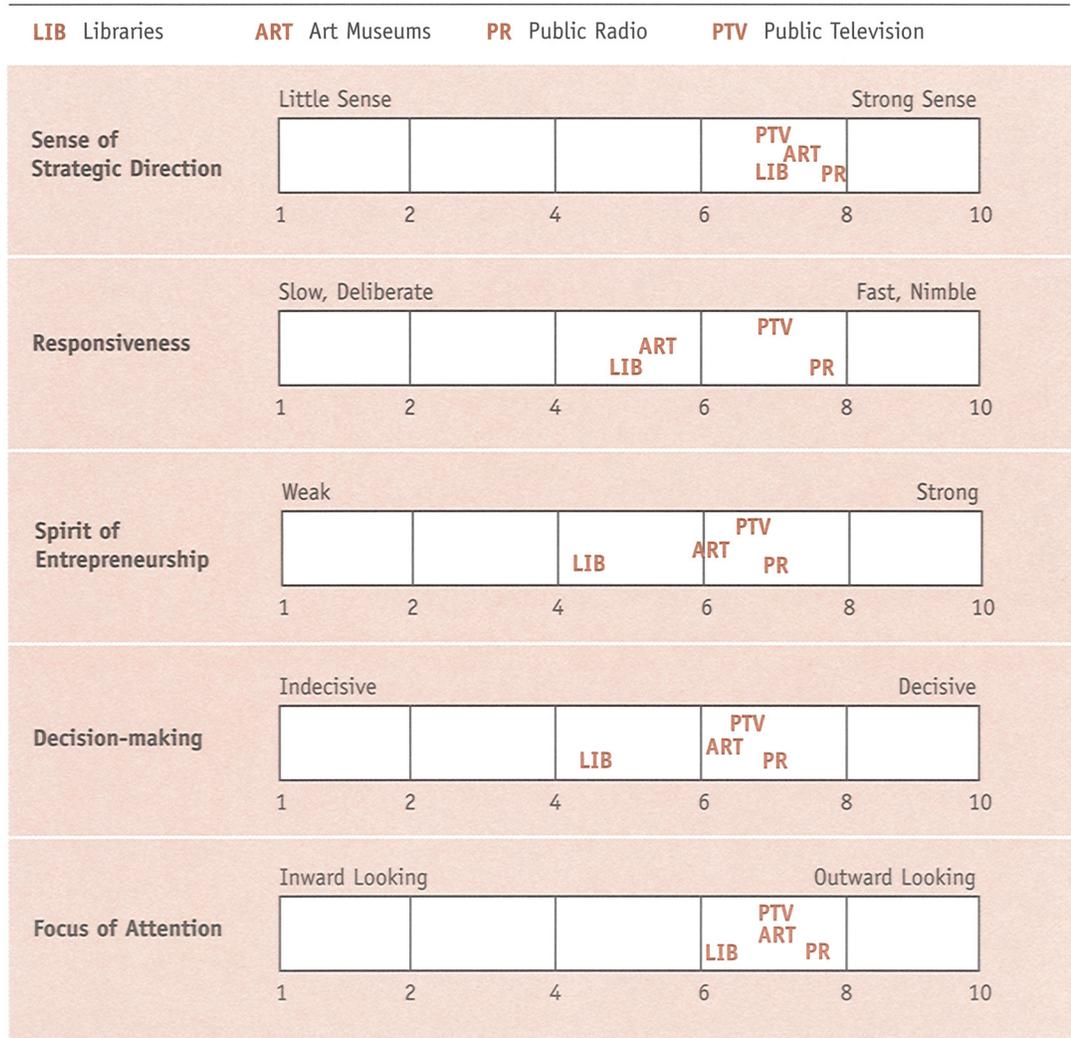
Particularly important for public broadcasters are the new obligations and opportunities posed by digital broadcasting. The federally mandated shift to digital television imposes large capital costs on public television stations. It also stimulates strong demand for new content, which museums and libraries have been called upon to help satisfy. These technologies offer exciting new opportunities to substantially widen community access to cultural opportunities, as some of our partnerships show.

Corporate Culture

Corporate culture consists of the norms, obligations, "authorities," and types and sources of information that allow people to form productive and trusting relationships with one another. These aspects of corporate culture define relationships among staff members in different departments, between staff and directors, between leaders and board members. But they can make relationships across organizations difficult, particularly when they interfere with clear communication or undermine agreement on what constitutes "quality" work. For example, public broadcasters exert a unique claim to relevance based on their ability to respond quickly to pressing concerns of the day (indeed, of any given day) with clear and forceful messages. Museum staff exert a unique claim to cultural stewardship based on the depth of their understanding of art, science and technology, and natural history and how these may have changed over thousands of years. Broadcasts may be written and produced within hours; museum exhibitions may require years to fund, curate, assemble and install. These very different styles of work and professional imperatives are well understood and valued within each institution; across institutions, they may be misread and dismissed.

Corporate culture pervades institutions, forming an important part of their public persona. Evidence shows, for example, that libraries are not viewed as particularly entrepreneurial by the directors of art museums or public television or public radio stations. In contrast, public radio stations are viewed by directors of other institutions as entrepreneurial and responsive. Exhibit 11 shows the average ratings given each institution by their counterpart CEOs in the other three institutions on five aspects of corporate culture. Ratings were given on a one-to-ten scale.

EXHIBIT 11
**Director's Average Ratings of Institutional Characteristics of Libraries,
 Art Museums, Public Radio and Public Television**



CORE CHARACTERISTICS IMPORTANT TO PARTNERING

Exhibit 12 shows the three structural aspects of the four institutional types that are important to understanding the opportunities and challenges partnering entails. These aspects—governance, finance, and legal issues—pertain to the core structural properties of each institution and, unlike the assets and liabilities discussed above, are relatively fixed.

Governance

Governance refers to the form of the institution's corporate decision making. All the partnerships we reviewed had a corporate board as the institutional decision maker. These boards nearly always have been supportive of the activities carried out by the

institutions they govern, and on some occasions have been an important source of support, if not the impetus, for new institutional directions. Board support for major new institutional commitments appears most common among private sector institutions, which do not operate under the same political constraints as do politically appointed or elected boards that govern public libraries.

Finance

All the types of institutions in our study rely heavily on public support—in the form of tax revenue for public libraries, and individual donations for museums and public broadcasters. Libraries enjoy the relative predictability of tax support, which conveys financial stability that museums, for example, may lack. But museums draw more freely on foundation support, which is helpful in making innovation possible. Public broadcasters, like libraries, have the advantage of tax support, including federal and state tax supported contributions. Broadcasters and most libraries get some combination of local, regional, and national foundation support, which helps fund

EXHIBIT 12
Core Characteristics of Partners, By Institution Type

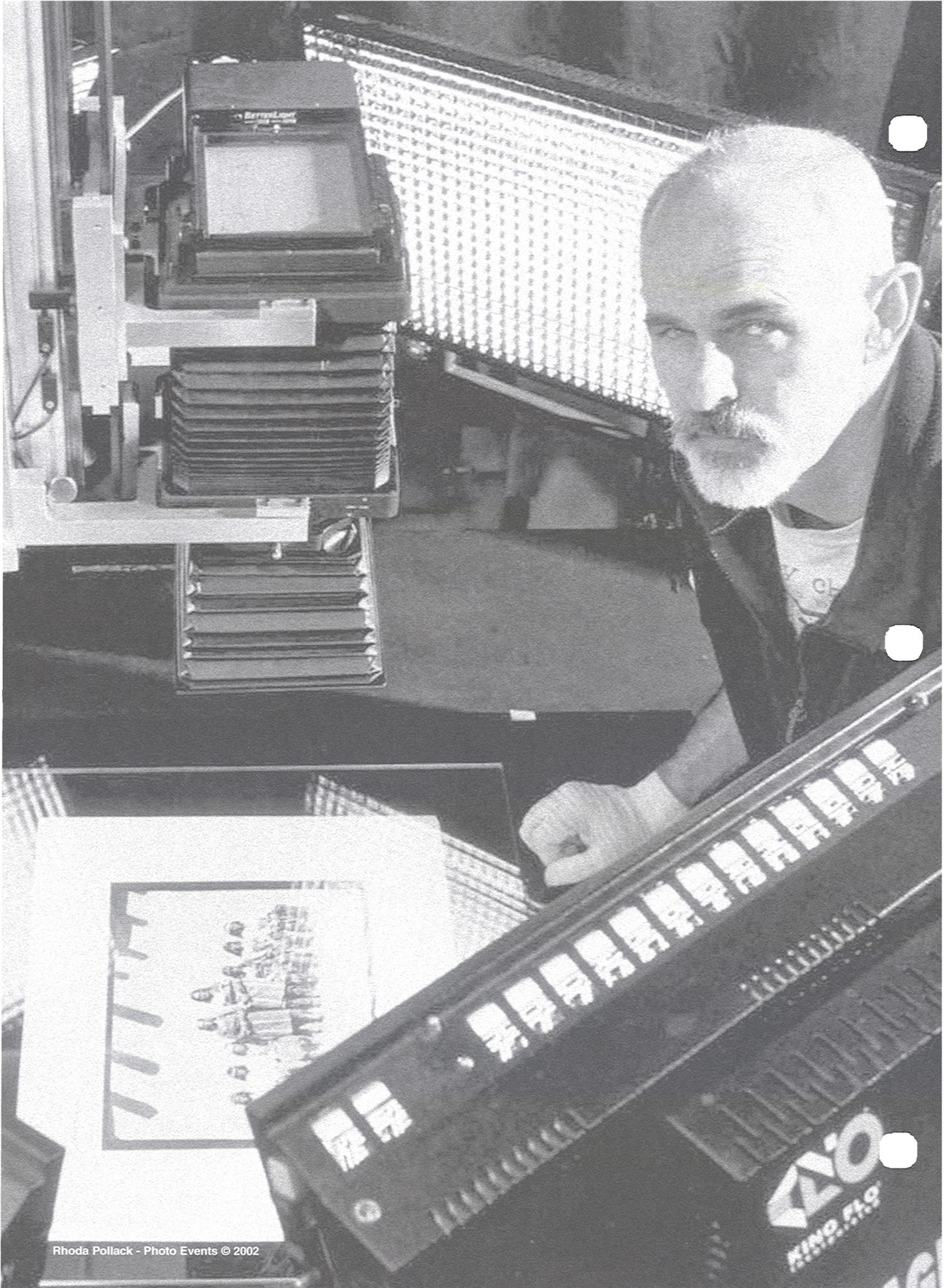
INSTITUTION	GOVERNANCE	FINANCE	LEGAL ISSUES
Libraries	Public agency, Politically appointed or elected board.	General tax revenues, some dedicated taxes, foundation support.	Freedom of speech issues re: collection content and internet access. Copyright issues. Usually required to provide free access.
Museums	Government or Nonprofit. Self-perpetuating board.	Individual, corporate, foundation contributions; government support; and earned income.	Free speech issues re: exhibition content; image ownership; cultural repatriation; authenticity.
Public TV Stations	Nonprofit. Diverse board selection and composition depending on ties to state government, universities.	Federal and state, local and national corporate, local and national foundation revenue, listener contributions.	Restrictions on political speech (Fairness Doctrine); liability for program content.
Public Radio Stations	Nonprofit. Diverse board selection and composition.	Federal and state, local and national corporate, local and national foundation revenue, listener contributions.	Restrictions on political speech (Fairness Doctrine); liability for program content.

new institutional directions. In addition, public broadcasters and museums get corporate contributions, often in the form of underwriting programs or exhibitions.

Legal Issues

The statutory constraints under which institutions operate are also an important structural factor. Libraries operate within the parameters established by laws in the individual states. Laws address such things as funding and governance structures, qualifications for directors, and requirements for services to be made available without cost. Public broadcasting is responsive to federal law and regulation, including FCC monitoring of employment practices and requirements having to do with program sponsorship and underwriting. The Corporation for Public Broadcasting, established by the federal government to channel support to television and radio stations, includes licensing language with certain performance obligations to qualify for funding. Moreover, as a venue for public speech, they operate under libel law constraints from which libraries and museums are typically free. Rarely are museums guided or restrained by a body of law unique to their institutions.





IV. PARTNERSHIPS AND THEIR ACTIVITIES

Institutional partnerships can substantially increase opportunities for community members to engage in free choice learning. However, a broad new set of organizational challenges often accompanies these partnerships. Partnerships don't exist in the abstract—they are formed and carried out in the context of specific activities and concrete tasks. The ability to meet their challenges depends upon the nature of these activities and the institutional characteristics of the partners, including the assets and liabilities they bring to collaborative efforts.

PARTNERSHIP STRUCTURE

Partnership arrangements may take on a variety of forms, as defined by the numbers of partners, their responsibilities, and the level of influence they have over decisions taken by the partnership. In corporate law, legal forms of partnership distinguish between general and limited partners, each with different responsibilities and claims on the benefits from joint enterprise. General partners have the most at risk but the most to gain from partnership activities; limited partners bear limited risks, but they can expect correspondingly limited gains.

Most of the partnerships we reviewed included only two "general" partners. But even between two partners, decision-making responsibility tended to lodge more completely with one partner or the other. When multiple parties were involved in defining and carrying out the work of the partnership, some of the partners indeed played more limited roles. For example, in the Colorado Digitization Project, the extension of the project to small historical societies around the state after most of the major project decisions had been made (and risks taken) reflected engagement of more and more limited partners as the effort progressed. Although not among the



partnership arrangements we reviewed, Connecticut Public Broadcasting carried out a project supported by Penn State and the Corporation for Public Broadcasting Partners in Public Service initiative, which created formal tiers of partnerships to reflect differing levels of "willingness and investment in the project."¹⁰

Partnerships need not involve formal marriages, codified in the form of legal agreements, memoranda of understanding, or contracts. But most of the partnerships we reviewed did cement their relationships in this way, in large part because partners' respective obligations were stipulated by grant agreements between project applicants and government or foundation funders. Regardless of the formal specification of tasks and responsibilities, most negotiation around tasks and schedules took place informally, leading to not-always-documented but well-understood assignment of responsibilities.

PARTNERING ACTIVITIES

We identified four classes of partnering activities, defined by the types of resources required for their conduct and the purposes for which these activities were undertaken (see Exhibit 13). These classes of activities—marketing/outreach, joint programs,

EXHIBIT 13
Categories of Partnering Activities and Typical Effect on Free Choice Learning Opportunities

ACTIVITY	DESCRIPTION	EFFECT
Outreach / Marketing	Coordinated efforts to publicize offerings, recruit participants, offer discounts.	Increase access
Digitization	Digitization of images and archival materials, such as maps, plans, legal agreements, and letters for web-based distribution.	Increase access Create new opportunities
Joint Production	Programs and exhibits that rely on contributions of content, venue, or both from different institutions.	Create new opportunities Increase access Increase quality
Shared Facilities / Infrastructure	Efforts to jointly develop or improve buildings, shared sites, common technologies.	Create new opportunities Increase access Increase quality

¹⁰ PIPS, (6)

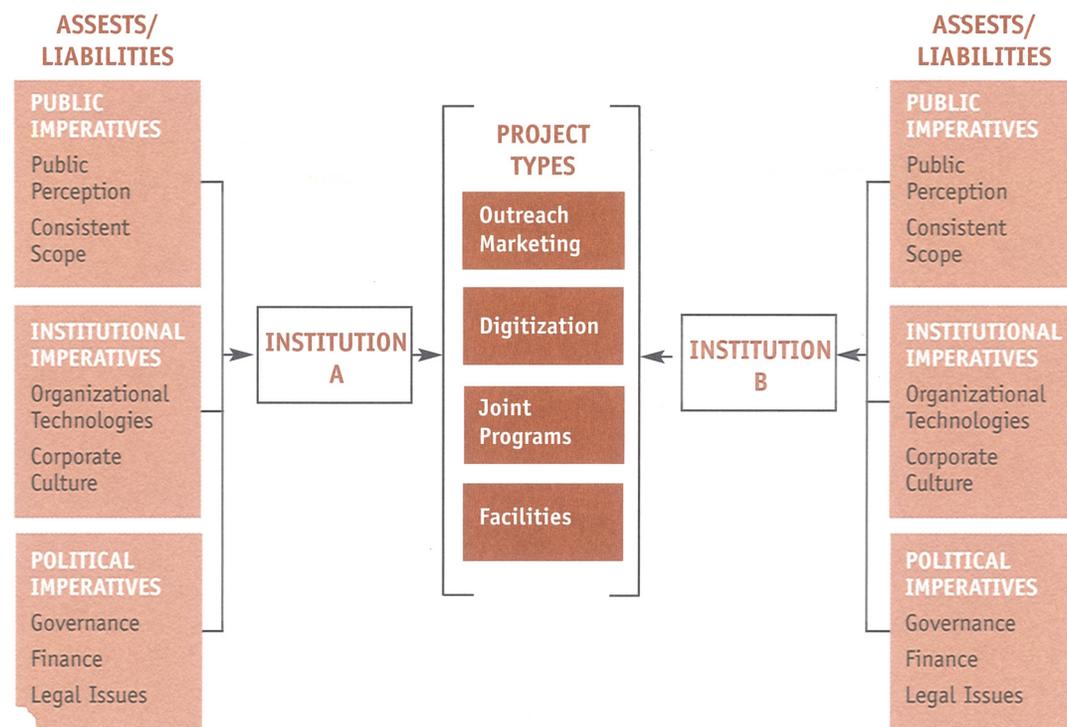


digitization, and shared facilities/infrastructure—are based on the resources these activities demand of the institutions that pursue them. (Several of the projects we visited had components that could be placed into multiple categories.)

Each activity class has different effects, as shown in Exhibit 13, on the number of educational and cultural programs or informal providers, the quality of these offerings, and their accessibility. Creation of new programs, improvements to the quality of educational and cultural offerings, or increases in community access to programs and informal opportunities can encourage broader, deeper, or more diverse participation in free choice learning opportunities.

Exhibit 14 illustrates how different activities draw upon different institutional assets. Some efforts involve the skill, experience, and patience of individuals willing to work in concert with one another to engage the public in new ways. Others use new technology to convert documents into digital form, making it possible to distribute images more broadly than ever thought possible only a decade ago. The former are relatively inexpensive and easily incorporated into the current policies and practices of the respective partners. The latter have high start-up costs and can be expensive to sustain over time.

EXHIBIT 14
Model of Institutional Partnerships



The four asset types described above can be grouped into two general classes—public assets consisting of positive public perceptions and engagement of core constituencies and organizational assets consisting of core technologies and corporate culture. These assets are the source of institutional contributions to project activities; rewards from participation also fall into one of these two classes. (Recall, however, that these assets also bring corresponding liabilities, which constrain institutions' abilities to carry out activities, and to partner, effectively.) The exhibit also shows that pursuit of collaborative project activities also depends on other core features of the institutions—their governance, financial, and legal characteristics.

Outreach/Marketing

Outreach and marketing projects get the word out about the best each institution has to offer. They aim to increase usage of existing resources, not to develop wholly new programs. They are explicit efforts to engage their partners' constituents, drawing on established goodwill and community reputation. These efforts usually do not require substantial amounts of new investment because they rely primarily on already-built capacity within partnering institutions.

Partnerships engaged in outreach are both common and varied in our sample of partnership sites. Outreach projects in our sample fall into two categories: (1) those designed to engage existing patrons in new ways and (2) those designed to engage a new group of patrons. Examples of the first include development of museum discovery kits, which included videos, books, manipulative objects, and other learning resources, made available through library branches. Children can check them out like any other library material to take home and explore. A summary of these projects are included in Exhibit 15.

An example of the second is the Art Access program in Chicago, a partnership between Chicago Public Library and more than a dozen area museums. The program makes getting a free pass to the city's world-class museums as easy as checking out a book. Art Access passes, which are cataloged and charged to a patron's library card, are available at all 78 branch library locations. This program allows parents and children easier access to Chicago's educational and cultural institutions, without requiring new resource investments. Local branch libraries check out cards that grant the card holder free family access to local museums. All that is needed is the production of plastic access cards and assignment of a bar code so that they can be checked out on a patron's library card. For the museum staff, participation is even easier. The Access Cards program simply notifies the front line staff that the new cards entitle holders to free museum admission.

Each of the four classes of activities, including this one, requires certain kinds of contributions from partners, who expect some return from their investment. In the real estate development industry, assessments of whether certain types of investments are worthwhile in view of the returns they generate are called development proformas. Similarly, in considering whether partnerships are worthwhile, partners can

EXHIBIT 15

Outreach and Marketing Projects

SITE/PROJECT	PARTNERS	DESCRIPTION OF ACTIVITY
Indianapolis: InfoZone Discovery Kits	Indianapolis-Marion County Public Library & Indianapolis Children's Museum	Discovery kits (media/project bags filled with videos, books and other educational materials) are developed by library and museum staff. The bags are checked out of the InfoZone by anyone with a valid library card.
Chicago: Art Access Cards	Chicago Public Library, Chicago Museum of Contemporary Art, Grant Park Museums, Lincoln Park Zoo	The Access Card program, available at all 78 Chicago branch locations, allows a library patron to check out a small plastic card granting free family admission at a participating Chicago museum for an entire week.
Chicago: Chicago Matters (series cross promotion)	Chicago Public Library, Chicago Public Television (WTTW), Chicago Public Radio (WBEZ), The Chicago Reporter & Chicago Community Trust	Chicago Matters series video, audio and text materials are archived in all branch libraries. The series gets cross promotion on WBEZ and WTTW. The Library sponsors the opening event.
Houston: Discovery Kits	Houston Museum of Natural Science, Houston Public Library	Discovery Kits support Museum outreach to library branches by making instructional materials, objects, and education staff available to support story hours and other activities in branch libraries.
Cleveland: Museum Walk	Cleveland Museum of Art, Museum of Natural History	Museums sponsor family days and coordinate hours.

construct their own pro-forma analysis. Exhibit 16 describes the contributions and returns for outreach and marketing projects.

Joint Programming

Joint programming projects require two or more partners to collaborate to produce programs and events. Joint programming typically requires that partners explore new ways of providing services, rather than simply refining or extending services that rely on existing competencies and technologies.

EXHIBIT 16
Investment Pro Forma for Outreach and Marketing

INSTITUTION	CONTRIBUTION	RETURNS
<p>Library (Chicago Art Access Cards)</p>	<p>Branch libraries manage the access cards by incorporating them into routine circulation. Cards are charged to a patron's library card like other books or media.</p> <p>Library promotes Art Access program at the local branches.</p>	<p>Patrons get a new set of cultural services/opportunities at their local branch library.</p> <p>Access Cards can attract new patrons who may not go to branch libraries for traditional services but are drawn in for new program. Tie to circulation process may induce a continuing relationship to these new patrons.</p>
<p>Museum (Chicago Art Access Cards)</p>	<p>Museums assume the costs of Access Card production.</p> <p>Museums assume the costs of family admission.</p>	<p>Patrons who might not access a museum due to cost or some other barrier are given a new opportunity to do so through an institution that may be more familiar or convenient to them.</p> <p>Museums gain greater visibility in the Chicago neighborhoods through the program.</p> <p>Increased public reputation as a civic player for institutions that are often seen as national resources, but less responsive to local needs.</p> <p>Allows museums to target marketing in select communities by analyzing card use data.</p>
<p>Public Radio (Chicago Matters - Cross Promotion)</p>	<p>Cross promotion of citywide reading, discussion, and broadcasting program is done through regular broadcast schedule.</p> <p>Radio needed to inform library of programming in advance to help with the libraries program planning and for the town hall meetings that were part of the series.</p>	<p>Radio station gained 78 distribution points for past programming through information packets in local library.</p> <p>Library resources helped broadcasters sponsor events that required a physical space, such as town hall meetings.</p> <p>Program made a concrete connection between the radio station with other public affairs institutions in the city.</p>



EXHIBIT 17

Joint Programming Projects

SITE/PROJECT	PARTNERS	SHORT DESCRIPTION OF ACTIVITY
Houston: Travelling Art Exhibits	Houston Public Library, Houston Museum of Fine Arts	Fifteen-year long collaboration to bring small exhibitions of original art to library branches, which hold program activities tied to objects on view, including storytimes, lectures for seniors, after-school programs, and art-making workshops.
Houston: ScienceQuest	Houston Museum of Natural Science, KUHT Channel 8	Series of weekly 30-minute live interactive science programs for students, produced by Channel 8 using the Museum's staff, research and objects. Supporting lesson plans allow students to conduct experiments and do other in-classroom activities related to topics explored in the broadcasts.
Denver: Real West Exhibition	Denver Public Library, Denver Museum of Art, Colorado State Archives	Collaborative, multi-site exhibit on themes from Western history drawing from partners' collections. Staff from three institutions jointly designed, curated, assembled, and installed the exhibition.
Wisconsin: Wisconsin Stories	Wisconsin Historical Society & Wisconsin Public Television	Partners created a new documentary television series highlighting Wisconsin history. The Wisconsin Stories project drew upon the holdings and resources of the Wisconsin Historical Society and the video production and documentary expertise of Wisconsin Public Television.
Chicago: Chicago Matters Series	Chicago Public Library, Chicago Public Television (WTTW), Chicago Public Radio (WBEZ), The Chicago Reporter & Chicago Community Trust	Chicago Matters partners collaborate on the selection of a series theme one year in advance. Each series is designed to enhance public understanding of a policy matter affecting the Chicago region and is selected through a process that includes staff from the various institutions. Past Chicago Matters series have addressed issues of health, housing, immigration, regionalism, religion and violence.
Chicago: Contemporary Art Lecture Series	Chicago Public Library & Chicago Museum of Contemporary Art	MCA provides a contemporary art lecture series in six CPL branch libraries. Lectures are given February through May of each year and are arranged by a museum education staff member and staff member at the participating branch library.
Madison: Discovery To Go	Madison Public Library & Madison Children's Museum	The Discovery To Go project used the library's book mobile to conduct outreach to children and youth in resource poor communities throughout Madison. The partners worked with 10 local day care and community centers to provide the service. Library and museum staff developed the curricula, transported materials and delivered the programs.



EXHIBIT 18
Composite Investment Pro Forma for Joint Programming Projects

INSTITUTION	CONTRIBUTION	RETURNS
<p>Library</p>	<p>Made branch library spaces available for museum exhibits and lectures and public radio outreach activities. Collaboration with museum staff to decide program content. (Houston, Chicago).</p> <p>Contributed art works and photographs from special collection of regional and historical subjects. (Denver)</p>	<p>Improved variety and quality of library programming. Attraction of seniors and others to library branches for special programming.</p> <p>Opened up access to collections. Staff learned value of museum curation, of interpreting context and meaning of objects. Increased public recognition of value of library archives. Expanded knowledge of museum collections.</p>
<p>Museums</p>	<p>Contributed art and artifacts and time and expertise of education department staff, curators and other lecturers. (Houston, Chicago)</p> <p>Contributed art works and photographs from special collection of regional and historical subjects. Coordinated partners' activities. (Denver).</p> <p>Contributed text, images, and artifacts as well as experts in a wide range of fields. Connected broadcasters to local historical societies and schools. (Wisconsin, Houston).</p>	<p>Improvement in accessibility of museum programs to diverse groups of library branch patrons. Improvement to staff understanding of the learning styles and interests of different cultural communities.</p> <p>Learned from library staff the importance of clear and understandable interpretation of exhibition items, of a narrative or literary point of view. Expanded knowledge of library's collections.</p> <p>Significant expansion of public information about and knowledge of holdings and staff expertise. Increase in reputations of curatorial and research staff. Strengthened relationships between local affiliates and State Historical Society (Wisconsin).</p> <p>Created staff and organizational capacity to produce high-quality programming. Increased museum reputation beyond city and state boundaries. (Houston.)</p>
<p>Public TV</p>	<p>Technical support and production facilities to produce ongoing programming. Brought strong public identification with high-quality documentary or distance-learning productions. (Wisconsin, Houston).</p>	<p>Highest Nielsen ratings of locally produced programs, strengthening market presence. Burnished reputation for high-quality historical and documentary programming. Gained familiarity with important historical society holdings. (Wisconsin)</p> <p>Access to new content for to support high-quality science programming. (Houston)</p>



Two projects involved collaboration between public television stations and local cultural institutions. Wisconsin Stories, a partnership between the Wisconsin Historical Society and Wisconsin Public Television, consisted of two seasons of a ten-part series highlighting the people and history of Wisconsin. Some of the program themes covered persons and events that were centuries-old, relying heavily on the Historical Society's archival material and curatorial expertise, enlivened by Wisconsin Public Television's considerable ability to tell a good story. ScienceQuest, a partnership between KUHT in Houston and the Houston Museum of Natural Science involves creation of an on-going distance learning series on natural science subjects for school children throughout the country. Production expertise and program distribution is provided by television station staff, with objects and on-camera expertise provided by the museum.

Other projects relied on public libraries as a place to hold community – oriented programming delivered by major art institutions. The Houston Public Library has maintained a long-standing partnership with the Houston Museum of Fine Arts to present art exhibits and lectures to groups of children, teens, seniors and others who may readily participate in offerings at their community library branches, but would be far less likely to travel downtown to the museum. Similarly, the Chicago Public Library branches provided venues for the contemporary art lecture series sponsored by the Museum of Contemporary Art.

Exhibit 18 summarizes the contributions and returns experienced by selected participants in joint programming projects. Libraries offered their partners unequalled access to communities not always served by museums and public broadcasters, and in some cases provided valuable document and photographic collections to joint efforts. The content provided by museum partners enriched joint programs by giving the partners' patrons access to material formerly not available outside the museum. Some museums gave their partners access to affiliated institutions throughout the broader community. Public television stations contributed technical support and production talent and facilities, in addition to a public reputation for quality work.

As returns on investment, libraries substantially improved the quality of some of their programming, and increased their public recognition as repositories of unique archival collections. Museums gained access to diverse communities, and at the same time found new appreciation for the importance of clear and understandable communication of culturally important ideas and values. Public broadcasters also were able to reach new audiences, and also gained access to rare, high-quality, collections of images that have proven invaluable in certain types of documentary programming.

Digitization and Other Web-based Projects

Digitization refers to the electronic recording and storage of images and text for purposes of internet-based transmission, typically involving digital reproduction of photographs, drawings, paintings, and other visual arts images; maps; legal documents; and other historical and often fragile material. Nearly all the cases in our sample used the Web as a principal vehicle for "exhibiting" newly digitized material.

These projects often aim to increase access to archived collections, and by doing so create new learning opportunities. Rochester Images, a partnership among the Monroe County Public Library, the Rochester Museum of Science and Industry, and the Rochester School District, drew from two collections of historical photographs, maps, and other materials to create an on-line resource for students, historians, genealogists, artists, advertisers, costume designers, decorators and others. Before digitization, those wanting to view these materials would have had to navigate the

EXHIBIT 19 Digitization and Other Web-Based Projects

SITE/PROJECT	PARTNERS	SHORT DESCRIPTION OF ACTIVITY
Wisconsin: Wisconsin Stories	Wisconsin Historical Society & Wisconsin Public Television	A web resource was developed to showcase the Wisconsin Stories 10-episode television series. The site contains the video in digital form as well as supplemental resource materials for each episode.
Chicago: Chicago Matters Series	Chicago Public Library, Chicago Public Television (WTTW), Chicago Public Radio (WBEZ), The Chicago Reporter & Chicago Community Trust	Community partners collaboratively decided upon the annual theme for city-wide public information series. Each partner produced material for the series at their respective institution and then supplied the content to Community Trust, which subcontracted with a private firm for web development.
Indianapolis InfoZone	Indianapolis-Marion County Public Library & Indianapolis Children's Museum	Partners are collaborating to build an icon-driven book and image database to support the InfoZone space and make the resources more accessible to outside users.
Denver: Colorado Digitization	Colorado State Archives Denver Public Library	Partners have created on-line archive of historical photographs, maps, documents, and other historical materials drawing on collections of the State Archives and Public Library, as well as from local historical societies around the State.
Rochester: Rochester Images	Monroe County Public Library, Rochester Historical Society, Rochester Museum of Science and Industry, Rochester Public School District	Partners developed a web archive of historical photographs, newspapers, and other documents. The images are catalogued and interpreted, and aspects of site content and structure, as well as training for users, are linked to local public school curriculum and the State's educational standards.

collections of two different institutions, meaning that only those with a professional interest were likely to use the collections. Web access, coupled with teacher training on using the materials to help students meet state standards, has created new opportunities for students to learn about their community's history.

EXHIBIT 20

Composite Investment Pro Forma for Digitization Projects

INSTITUTION	CONTRIBUTION	RETURNS
Library (Rochester Images)	<p>Tied image cataloging to public catalogue, drawing heavily on library staff expertise.</p> <p>Played lead role in technology acquisition and application. Invested in training for library and museum staff.</p> <p>Took lead responsibility for organizing, recording, and monitoring the implementation of partners' decisions.</p>	<p>Increase in public accessibility to hitherto hidden collections. Expansion of library services to school children through ties to elementary curriculum.</p> <p>Staff learned new ways to describe and arrange collections. Mastery of new technology and linkages for web mounted products. Ability to market large format capacity around the region.</p> <p>Lead role helped library establish more central leadership role among area cultural and educational institutions. Increased community reputation for ability to deliver high quality services; to partner effectively.</p>
Museums (Rochester Images)	<p>Contributed unique collection of photographs and past efforts to catalogue them.</p> <p>Curated images and participated in thematic organization of images into web "pathways" for public access.</p> <p>Contributed volunteer labor to monitor image color balance and scanned image quality.</p>	<p>Increase in public access to collections, including historical African-American and abolitionist newspapers and documents.</p> <p>The collaboration helped the museum staff place new value on collection accessibility and on the primacy of service delivery as a corporate ethos. Also learned to digitize 3-D objects in collection.</p>
Public TV (Wisconsin Stories)	<p>Production of documentary programming, drawing on expertise of staff.</p> <p>Program marketing drawing on public reputation for production quality, educational excellence.</p>	<p>Avidly-watched series on state history and new advances in range and quality of documentary programming.</p> <p>Increase in public reputation for high-quality work and connection to community interests.</p>

Digitization projects can require significant capital investments, as well as changes in institutional practices, depending on the amount of interpretive work (or curation) the images demand. These efforts are content- and labor-intensive, and involve considerable coordination of work activities and sustained interaction among partners.¹¹ The contributions of library partners were very much connected to the ways these institutions organize their work. For example, the Rochester Images project required substantial bibliographic research and image cataloging, and the partnership benefited from Monroe County Public Library's 20-plus years of experience cataloging its own photographic collection in the Local History Collection.

Museums involved in digitization projects contributed to the project's content and design. Museum partners drew heavily from their own collections to provide photographs, historical documents, and other archival materials; and their curatorial experience played a key role in the presentation of materials on the Web. This is seen quite clearly in InfoZone's Web resource developed jointly by the Indianapolis Children's Museum and the Indianapolis-Marion County Public Library. The site, which provides multiple ways to search for information, includes an array of colorful icons, designed by an illustrator of children's books, that invite the user to click and explore. For the Rochester Images project, the museum and civic partners contributed journalistic photographs from the early part of the 20th century, historical photographs depicting city events and official government services, and images from other adjacent communities.

Both the library and the museum partners saw substantial returns from their involvement. Library staff learned new ways to describe and arrange collections based on content and interpretation and linkages for Web-mounted projects. Library staff also gained a stronger emphasis on image and cataloging quality, as well as new ways to describe and arrange collections. Museum partners gained greater visibility through their digitization activity. The Strong Museum, one of the Rochester Images partners, saw improved public relations and public access to its holdings. Museum staff also learned from their library partners the importance of broad access to collections and state-of-the-art cataloging techniques for records and images. In Wisconsin Stories, public television built on digitization work to ramp up its ability to produce high-quality documentary programming.

Shared Facilities/Infrastructure

Shared infrastructure projects require development of spaces in which one or more partners share in their design, programming, and operation. All of our examples involve collaborations among children's museums and libraries to create spaces that are part circulating library, part museum exhibit. These provide young people or their parents with a broader menu of activities to choose from under one roof. In the words of one project participant, "try to capitalize on the initial spark kids get from an exhibit

¹¹ Web use for promotional purposes—for example, announcing receipt of IMLS grants, describing the work of the partnership, or providing links to the partner sites—are not included in this analysis.



EXHIBIT 21

Shared Infrastructure Projects

SITE/PROJECT	PARTNERS	ACTIVITY TASKS
Indianapolis: InfoZone	Indianapolis Children's Museum & Indianapolis-Marion County Public Library	The InfoZone, housed at the Indianapolis Children's Museum is a fully functioning branch library of the IMCPL system. The project costs were covered by foundation support, development of the project and operational support for the space will come from a 4.5 million dollar endowment.
Houston: Children's Library Museum Branch	Houston Public Library, Houston Children's Museum	The Houston Public Library operates a parent resource library inside the Children's Museum to provide books, brochures, and other materials on parenting and literacy to museum visitors. Materials may be checked out and returned to any branch library throughout the community.
Rochester: Children's Library Museum Branch	Rochester Children's Museum & Monroe County Public Library	The Rochester Children's Museum sponsors a fully-operational branch of the public library within the museum space. Children's "book nooks" are fully integrated into exhibits throughout the museum, with books selected to match exhibit themes. The library trains staff, provides the circulation system, helps select books, and handles acquisition.

and push it further with books and other materials that can be checked out and explored at home."

The InfoZone in Indianapolis and branch libraries at the Strong Children's Museum in Rochester and the Children's Museum of Houston are solid examples of this partnership form in practice. These projects set out to develop new opportunities for children, creating literacy-based learning spaces that parallel the physical exhibits in the museum. In one case the reading and information space was integrated into the exhibit. In another, the project took the form of a branch library connected to the museum. Libraries help shape the physical spaces to make them more inviting than traditional children's sections of the local libraries.

InfoZone is a fully operational branch library with 20 computers in five kiosks.

Visitors access information from Web sites and databases or reserve books, kits, and other resources to be picked up after their museum visit. Traditional library services are given a new twist, as children browse through the collection's labels by content areas that match the exhibits and check them out, or use a shoe for collateral when checking out a wireless laptop. The wireless Web server, which is displayed and labeled

↳ a plastic case, gives young people the freedom to plop down anywhere in the

EXHIBIT 22
Investment Pro Forma for Shared Infrastructure

INSTITUTION	CONTRIBUTION	RETURNS
<p>Library (Info Zone)</p>	<p>Library makes resource contribution to building, holdings and helps with the cost of maintenance.</p> <p>Two full time employees staff the InfoZone.</p> <p>Library's InfoZone staff attend Children's Museum's staff meetings and develop book lists and other resource tie-ins to museum exhibits.</p>	<p>Increased library services to neighborhood around the Children's Museum, an area that lost its branch library over 20 years ago.</p> <p>InfoZone provided the Library with a new model of children's library services.</p> <p>InfoZone became one of the highest circulating branch libraries in the system.</p> <p>Collaboration with Museum had a direct impact on the design plans of the new central library.</p>
<p>Museum (InfoZone)</p>	<p>Museum development department took the lead in fundraising and put forward the initial construction costs.</p> <p>Infozone facility is on the museum grounds. Curatorial staff coordinate work with Infozone librarians and maintainance staff help with facility upkeep.</p> <p>Museum drew from curatorial expertise for the design of the InfoZone space.</p>	<p>Project provides public reputation benefit to the museum as local residents had a greater incentive to engage through the InfoZone's branch library services.</p> <p>Deepens the museum experience for patrons who check out materials related to exhibits.</p>

InfoZone to use the Internet or other on-line services. Librarians staff the InfoZone, which is attached to the Children's Museum and has its own entrance and operating hours. The museum draws visitors from across the state, but has had difficulty drawing in children who live within walking distance. The library space gives the museum a new way to engage local residents, and it conveys a substantial benefit to the library as well. In the first month of operation, InfoZone circulated more materials than three of the system's 21 branches, 500 library cards were issued, and 3,000 people per day walked through its doors.

The effects of the collaboration on the library system extend well beyond the InfoZone space. The success of the collaboration has allowed program planners in the library system to explore dramatic changes for their new central library. For example, the

library has chosen to employ a museum design firm for its new central library instead of architects experienced in public library design. As of the design stage, the new library space included design elements that feature information technologies in ways that are both visually engaging and tailored to the ways in which people access these information resources. Teen spaces include cyber cafe-like internet portals. Activity zones can be adapted for use by individual family learning activities on one day, or learning for home school and other groups on another.

* * * *

The partnership activities discussed here expand free choice learning opportunities by multiplying the points at which individuals access institutions, increasing the menu of free choice learning opportunities, creating new spaces (both virtual and physical) for individuals to engage, and increasing the value of their own programs and services by combining and augmenting their resources with those of their partners. These efforts are not without risk. Though educational and cultural institutions draw on very different and often complementary resources, partnership activities place a number of demands on the respective partners, as discussed in the next section.





V. PARTNERSHIP RISKS AND STRATEGIES FOR RISK MITIGATION

Challenges are inevitable, failure is not. The premise of this section is that the risks of failure can be anticipated – others who have embarked on similar projects have accumulated a body of experience that shows where problems are likely to arise – that several factors are known to aggravate these risks, and that others have worked out effective strategies to mitigate these risks.

TYPES OF RISK

In any new initiative, and certainly in the ones discussed in this monograph, institutions draw upon their assets to invest in activities intended to produce benefits to themselves and communities. But project failure can mean damage to public reputation, constituent support, organizational resources (not least, cash invested), and the strength of internal values, ties, and ways of doing business that comprise corporate culture. In other words, organizational assets are placed at risk.

Institutions engaged in partnership arrangements worked hard to overcome challenges posed by any project, let alone collaborative ones. But, certain factors specific to partnerships pose additional risks not faced by those who carry out activities on their own. These risks include:

Capacity risk

Capacity risk refers to the prospect that partners will be unable to perform agreed upon tasks. Even good faith commitments by executive directors or staff cannot be upheld because of shortfalls in technical capacity, finance, project management, or other organizational assets. This risk was real in several of the projects we reviewed.



The Real West art and cultural exhibition in Denver was a massive undertaking, ultimately engaging more than 100 staff, full-time, from three institutions. Production of Wisconsin Stories required increasingly large commitments of time from the short-staffed Wisconsin Historical Society. Digitization projects in Rochester, Colorado, and Wisconsin posed considerable technical demands on project participants.

Strategy risk

Even well-conceived, adequately-resourced, projects may not pan out as their designers intended. Because navigating new terrain is difficult, project staff cannot always accurately reckon the investments required and the likely payoffs from collaboration. As an example, the Real West exhibition in Denver, however worthwhile in the view of project participants, disappointed some project participants on several counts: they had hoped for a more positive review from local art critics; they had hoped for even greater attendance than realized.

Commitment risk

In some circumstances, not all partners will commit fully to successful accomplishment of partnership goals. Senior management may change in mid-stream, introducing a new team with a different set of priorities, ones less supportive of a course already agreed-upon with partners. In other instances, senior management may make commitments that more junior staff do not feel obliged to honor, or conversely, junior staff may find that senior management won't back up the commitments made lower down. In Rochester, senior managers committed to leading a digitization project encountered initial resistance from one department wary of the new technology. In the Discovery to Go project, some daycare staff expected to participate fully in the museum collaboration preferred to use the museum time to take a break from the children.

Compatibility risk

Assets and liabilities sometimes don't match. In the best partnerships the assets of one partner offset the liabilities of another. Museums that do not have a strong track record of community engagement can partner with libraries that do; libraries without collections and interpretive materials of interest to senior citizens can partner with museums that have them. But different institutions can clash—museum curators and librarians disagree on how much and what kind of interpretive materials patrons should receive, as shown in nearly all of the digitization projects and joint exhibitions we reviewed.

SOURCES OF HEIGHTENED RISK

These four kinds of risks are not found to the same degree in every project. As in the corporate world, the risks (and returns) of one firm engaging another in corporate alliance or merger often depend upon willingness to break from traditional practice and to innovate;¹² the ability to pool resources to accomplish complex tasks;¹³ and the degree to

¹² Gulati and Gargiulo 1999. "Where do organizational networks come from?" *American Journal of Sociology*. 104 (5): 1439-1493

¹³ Pfeffer, Jeffrey and Phillip Nowak. 1976. "Joint Ventures and Interorganizational Dependence". *Administrative Science Quarterly* 21: 398-418; Stinchcombe, Arthur. 1990. *Information and Organizations*. Berkeley: University of California Press.

which organizations already are embedded in a set of exchange relationships, and are thus interdependent.¹⁴ These concepts of organizational innovation, project complexity, and partners' interdependence provide a useful lens through which to examine the risks of and returns to institutional partnerships for free choice learning.

These three sources of risk are present in varying degrees in each of the project types we studied (see Exhibit 23). Each block of the insert describes a challenge drawn from the experience of one or more of the free choice learning partnerships we reviewed, and reflects the parties' assessment of the degree of risk involved.

Innovation

Innovation refers to policies or practices that break from customary ways of doing business, such as uses of unfamiliar or untested technologies, outreach to new communities, and changes to organizational practices and forms of organization. Some activities are inherently more risky, insofar as they require major departures from current practice. Other activities come with uncertain levels of risk; e.g., because activities may be far removed from their institution's usual practices and culture, resource requirements may be very difficult to estimate. These partnership activities typically required new learning on the part of all partners, and heightened the need for trust among project partners.

InfoZone, a shared infrastructure project partnership between the Indianapolis Children's Museum and Indianapolis-Marion County Public Library, was conceived as a way to "extend the visit" of children at the museum by linking their experience to books and other materials relevant to exhibits. This new space, which resembles both a children's library and a museum exhibit, was seen as a way to bridge the interests of the library, attempting to replace a local branch lost years ago, and a museum eager to develop new ways to engage local residents. Planning and fundraising from local foundations required two years. During that time, a change in senior leadership introduced a new director with concerns about the financial viability of the project over the long-term. Both institutions agreed to undertake a \$4 million endowment campaign to support the InfoZone's \$200,000 dollar annual operating budget.

In Wisconsin Stories, the partners didn't anticipate the amount of coordination and planning required to produce a regular series. The staff of the Wisconsin Historical Society, especially, found it difficult to balance the project time with their regular work load: they had to collaborate on script development, produce archival material, and review first cuts. And for Wisconsin Public Television, producing a series in which whole crews traveled the state to collect interviews and footage for local story segments became very expensive.

Complexity

Activities that required substantial investment of resources from different levels within and across partnering institutions pose special difficulties in marshalling the skills and resources needed for these projects. This is true even when resources of the partnering institutions complement one another. Mobilization of resources from a variety of offices often meant inviting new voices into planning and development of projects,

¹⁴ Granovetter, Mark. 1985. "Economic Action and Social Structure: The Problem of Embeddedness." *American Journal of Sociology*. 91(November):

EXHIBIT 23 Risks of Partnering Activities

	INNOVATION	COMPLEXITY / SCALE	INTERDEPENDENCE
Digitization	Medium Interest in web resources difficult to gauge, thus risking investment in resource that few people use. High risk if web resource is only activity.	Medium –High Specialized skills needed means that project tasks are assigned to single work group. But content options beyond text (e.g. video, sound and high-resolution images) require multiple inputs and investments.	Low – Medium Higher with multiple content providers. Some issues between libraries and museums around level of interpretation and curation.
Joint Programming	High Often requires new relationships with partners and (on occasion) outside agencies. Demands new skills of staff and new financial commitments.	Medium Usually not resource intensive, especially when the actual work of the project can be delegated to a relatively few staff members from each institution.	High Usually called for pooling of talents and resources from the institutional partners. High demands on communication and need for joint decision-making strategies.
Outreach & Marketing	Low Cross promotion requires few changes to a partner's regular practices, as partners often promote in-house activities and programs.	Low These efforts were often concentrated in pre-existing outreach offices such as marketing or education departments.	Medium Partners required to establish consistent communication to coordinate activities and information.
Shared Infrastructure	High These projects challenge partners to justify costs for projects that are untested and whose outcome is uncertain.	High Facilities development requires intensive work for planning, resource development, contracting.	Medium New roles and policies must be agreed upon by directors of partnering institutions in design, development, and maintenance phases.

reconciling incompatible interests and priorities of different project participants, and contending with the goals, priorities, and resource constraints of "third party" institutions often involved in complex projects. Such projects heighten the importance of strong communication and coordination among the partners.

Partners in Wisconsin Stories immediately saw the potential of the Web as a supplement to the documentary series they set out to produce. Each of four short stories in a half-hour historical news magazine format called for difficult decisions on which images to select from

among those in the Wisconsin State Historical Society's rich collection. The Web became a way to deepen the content available to those interested in particular subjects by providing information not covered in the segments. But Web content presented a new set of challenges. The effort mushroomed as each thirty-minute show became its own Web project. For each show (or story), curators wrote summary essays; staff posted digitized museum artifacts like maps, newspaper clippings, and photographs; staff produced resource pages with links for further investigation; and staff posted teaching materials for youth groups and educators. The flexibility of the Web and the wealth of resources available for each story induced the partners to invest considerably more time in site development than anticipated. Project partners found it necessary to "close the book" on some story Web sites in an effort to keep costs down.

The Rochester Images project to digitize items from the historical archives of two institutions required the acquisition of new and unfamiliar technology, integration of work flows from two institutions, recruitment of volunteers to review the quality of scanned images, consultation with the school district on priorities for selection of images and development of text that matched the state learning standards, and adoption of seamless-to-the user cataloguing that covered both images and bibliographic materials in the library collection. The project crossed internal bureaucratic boundaries, required library staff to work off-site at the museum, and encountered copyright and difficult cataloguing issues.

The risks of complexity seem to be relatively high for joint programming. For example, producing joint programs for public broadcast requires considerable capital investment and the coordination of many different workers with specialized expertise. For the Wisconsin Stories project, whole production crews were sent to different parts of the state to videotape historic sites or interview people. But partners sometimes found it difficult to agree on program content. Historians felt the story wasn't being conveyed with enough breadth, but public television staff felt they needed to keep the story concise to engage viewers.

Institutional Interdependence

Interdependence refers to the inter-weaving of project tasks across institutions. Even though project participants spoke of the "natural" connections between resources of their own institutions and those of their partners, these ready matches were no guarantee that sequencing and timing would work out smoothly. In some cases, these demands placed obstacles in the way of staff continuing to meet the demands of their own institutions.

Interdependent projects may suffer from ambiguous assignment of project responsibility and heightened costs to coordinate the work of multiple departments and organizations and to sustain the engagement of junior and middle-level staff on projects that do not have equal importance across institutions. Interdependence required coming to terms with the schedule and resource limitations of other partners, a situation aggravated where institutions draw upon different resource bases. When projects depend upon the resources of two or more institutions, the constraints of one partner become the constraints of all.

Discovery to Go embarked upon a new outreach initiative targeting 12 community centers, neighborhood centers, and child-care centers. Project staff developed literacy-based programs designed as mobile "kid-friendly" exhibits and the Madison Public Library bookmobile transported exhibits, books, and program materials from site to site. Library and museum staff presenting the materials jointly planned the exhibits. The project was

well received by community partners, but project staff found it difficult to develop a broad menu of outreach materials and establish relationships with local community centers at the same time. Integrated programming took both partners a considerable amount of staff time. Conversations among partners often led to changes in exhibits and book selections, and pre-exhibit visits produced changes in outreach projects. Because of these difficulties, partners chose to reduce the number of agencies they contacted in the second year, allowing them more time to develop the curriculum and more easily coordinate logistics.

The Real West exhibit in Denver required the cooperative efforts of three different institutions to put on a joint exhibit of documents, artworks, photographs and other objects pertaining to the varied histories and cultures of the American West. Each institution contributed content; each institution was a venue for the exhibit (made possible by their close proximity). The project created huge management demands, required reconciliation of many diverse points of view concerning content, interpretation, presentation, timing, marketing and a range of other tasks. Working groups consisting of staff from all three institutions carried out most of the work in a project that did not allow easy allocation of project tasks to one institution or another. Although most staff agreed that the effort was successful, few would be willing to take on another project of the same scale.

RISK MITIGATION STRATEGIES

Partnerships found ways of mitigating the risks they incurred and of resolving the difficulties encountered as they pursued their projects. Many of these approaches resemble generic, commonly used strategies for carrying out projects done without partners. But these approaches gain force with the need to communicate across corporate cultures and institutions with different constituent service imperatives, organizational technologies, and public reputations to maintain.¹⁵

The organizational management literature is replete with advice on how to develop and implement complex projects successfully. The importance of the following prescriptions increases with overall levels of interdependence, innovation, and project complexity, whether partners are involved or not. And they certainly gain force with inclusion of one or more partners, especially as some partners—particularly those in libraries, and to some extent, museums—are not equally adept at project management (the corporate culture and organizational technologies of both emphasize process over projects).

Clear goals and objectives

What are the projects about? What are the partners expected to accomplish? Clarity on these issues helps the parties make decisions about timetables and allocation of responsibility more easily and effectively.

Feasible timetables of tasks and deliverables

Who does what, when? Feasibility should be understood in terms not only of the simple ability of any partner to accomplish work in a timely way, but also of the episodic demands

¹⁵ Other, less obvious, strategies have been adopted by parties to the activities explored here, and are reported separately.

EXHIBIT 24

Summary of Risk Mitigation Strategies

Define clear goals and objectives	What are the projects about? What are the partners expected to accomplish?
Establish feasible timetables of tasks and deliverables	Who does what, when?
Ensure timely communication among project staff	Who knows what, when?
Make clear and appropriate project assignments	Who is responsible for what?
Recognize contributions	Who gets credit for what?
Connect like with like	Where's the right match-up across institutions?
Borrow models	Has something like this been seen before?
Accept increased risk of failure	What really counts as success when there are no benchmarks?
Create consultative mechanisms	Who should have a say, and how should they say it?
Involve senior staff in project review and decision-making	What problems require high-level resolution?

partners face in the course of their ordinary work that might prevent them from accommodating unexpected changes in schedules. In *Discovery to Go*, project staff arrived at an explicit decision to scale down the work in subsequent project phases to avoid capacity issues faced in earlier phases. In *Rochester Images*, partners proceeded incrementally through a demonstration phase before embarking on a full scale digitization efforts. In contrast, *Real West* project staff believed, in retrospect, that an ambitious major multi-party exhibition was probably not the right scale for an initial effort.

Timely communication among project staff

Who knows what, when? Several of the projects found communication through e-mail to be useful, but not all the staff from various institutions were equally reliant on that tool. Again in the *Real West* project, staff found themselves in near-constant communication with project partners from other institutions, reflecting the scale, complexity and interdependence of project work.

Clarity and appropriateness of assignments

Who is responsible for what? Even when worked out in advance of project implementation, assignments are not always clear or appropriate in practice. Lack of clarity especially pertains to tasks not directly related to work content, such as communication with funders, documentation of decisions, and cost accounting. As an example, actual work of digitization projects seems to flow to the partners with the right technological capacity, and in each of these, libraries involved tended to play a lead role. But even in these instances, projects did not necessarily fit with the current bureaucratic allocation of work. Sometimes, avoiding existing bureaucratic boundaries and assigning work to parts of the organization that might not have seemed the obvious choice was useful and important, as in the Rochester Images project.

Some partnerships were able to bypass challenges by dividing up parts of the project based on the skills and resources of their partners, thus maximizing the autonomy each partner had over a given part of the project and reducing some of the risks associated with interdependence. However, this risk reduction strategy has the disadvantage of moving the partners away from the potentially richest returns of partnering with entities that have different strengths.

In Chicago, the program content was the product of a joint decision-making process between the various partners, but actual productions were not. Chicago Matters partners convened a year in advance to decide jointly on a series topic, but once a decision was made, individual institutions set about developing the programming independently of one another. During the year, WTTW Channel 11 produced documentaries; WBEZ radio produced and aired documentaries and short news stories, and the libraries developed reading lists, sponsored opening events, book discussions, and lectures, and at the end of the series, became its archival home.

Recognition of contributions

Who gets credit for what? Always important within institutions, this aspect of joint project work gains particular force when multiple parties need recognition to ensure that their own staff are rewarded properly and that funders realize the full value of their support (or the true capabilities of the institutions they are being asked to support).

Connecting like with like

Where's the right match-up across institutions? It is often helpful to connect institutions with one another at places that resemble one another. In one project, one museum staff member explained that "The library and the museum had a shared concept of order; it was easier to work with the library than with our own education department." The partnership between the Rochester Children's Museum and the Public Library was greatly aided by the museum's strong, in-house library and research center, a function that pre-dated creation of the museum itself. In the Real West project, the strong education department at the Denver Art Museum advocates for public accessibility in ways that resemble the traditional orientation of the Denver Public Library. These connections, even if they are slightly off-center to the main project work, can help like-minded people cross boundaries between sometimes un-like minded institutions.



Borrowing models

Have we seen this one before? Some project participants adopted models from other projects or activities that generally resembled those being pursued in partnership. To mitigate risks and ensure project success, projects used partners' currently available technologies; improving upon the wheel rather than reinventing it. Models can be borrowed even within the same project. For the Chicago Public Library Access Cards, the library extended the access card model to other museums in the city. Two of the Children's Museum projects we studied – in Houston and Denver – had benefited from the earlier experience in Indianapolis.

Recognizing increased risk of failure

What really counts as success? It is especially important at the beginning of projects to ensure that major stakeholders understand that new projects, and partnerships, entail higher risk. This means that in the event project goals are renegotiated, it will not count as failure.

Creating consultative mechanisms

Who should have a say, and how should they say it? More complex and interdependent projects benefit from creation of diverse sources of information on project requirements and outcomes, and empowerment of individuals to resolve issues at lower management levels.

Complexity places a premium on in-project reviews and inclusive decisionmaking, although inclusion risks delay and unnecessary debate. But especially where partners have not worked together in the past and their activities mesh throughout project implementation, junior managers may be the only staff with a solid view of what is going well or badly.

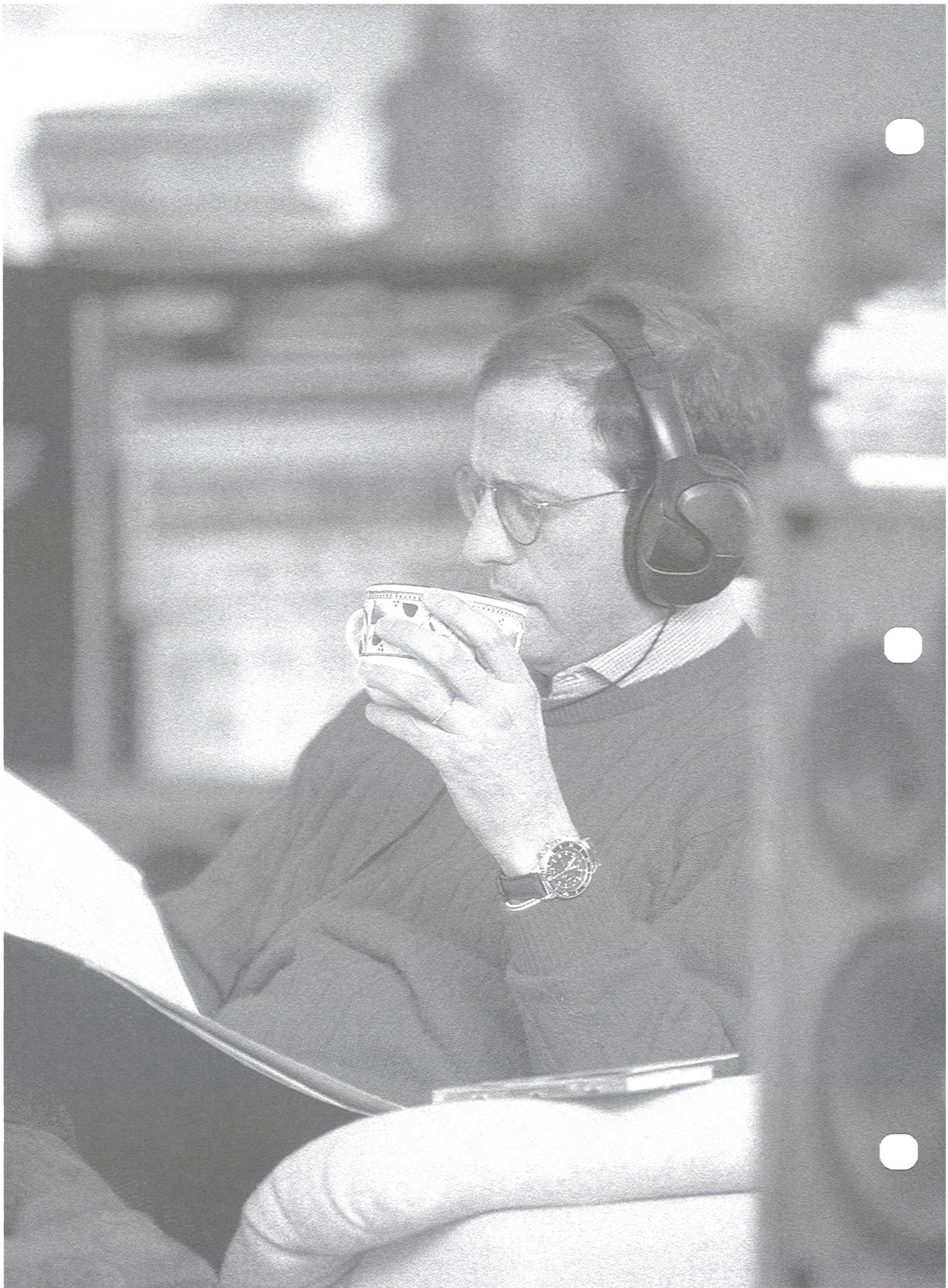
After the first year of struggling through the increasing demands of program production, the Wisconsin Stories partnership established a set of committees to manage decisionmaking. One large "story" committee developed the ten episode themes for the series. Ten smaller committees developed sub-stories within episodes, and even smaller work groups fleshed out these sub-stories, provided content, and produced each one. Committees communicated via e-mail and met throughout the production process and had final sign-off on the product at a prescreening meeting (improved communication and inclusion).

Senior-level involvement in project review and decision making

What problems require high-level resolution? This is sometimes needed in circumstances where it might not otherwise be required or welcomed in projects not carried out by partnerships. This involvement is needed to reconcile the sometimes competing views of lower-level staff within one's own organization, or to negotiate solutions across institutional boundaries.

These responses to the levels of risk encountered in partnership projects sometimes impel organizations to shift responsibilities within and across organizations. These changes may alter the structure of partnerships or the partners' contributions and returns—in other words, partnership dynamics, a subject to which we now turn.





VI. PARTNERSHIP DYNAMICS

Institutional partnerships, like most relationships, evolve over time. The evolution of partnerships can be thought of as a sequence of stages from gestation to transformation or termination. As partnerships change over time, different partnering structures sometimes evolve to execute partnership activities. Typical changes in partnerships are discussed here, along with some of the long-term effects of partnering on institutions and communities.

SEQUENCE OF PROGRAM STAGES

Gestation

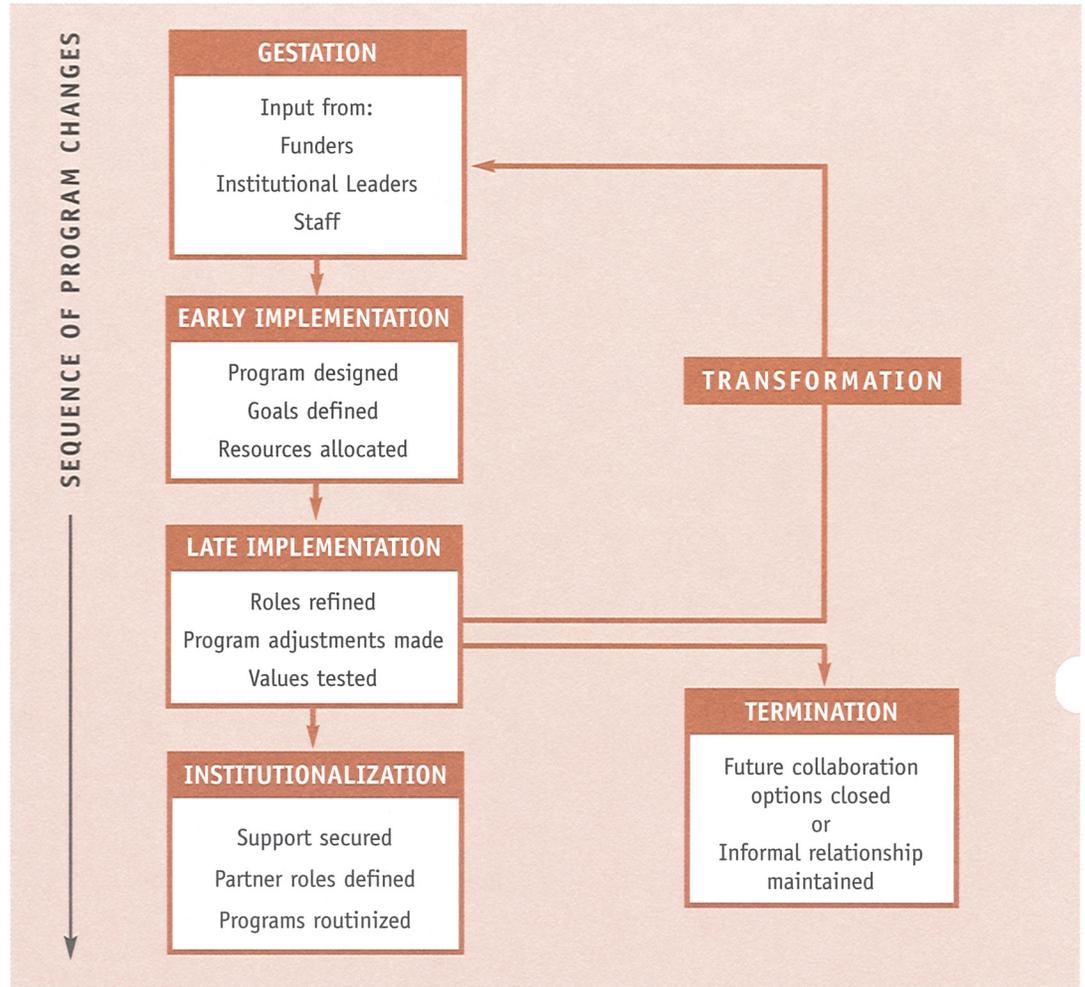
Gestation is the initial germ of the idea of partnering. It can have three basic sources—funders, institutional leaders, or staff. Funder-initiated partnerships typically stem from national foundation initiatives that aim to encourage particular activities through partnerships. These initiatives typically begin with invitations for grant proposals linked to national demonstrations and are therefore tied to concrete prospects for funded projects. Leader-initiated partnerships come from informal (or sometimes more structured) conversations among principal board members or CEOs of the institution interested in looking for a partnership. Staff-initiated partnerships usually stem from ongoing discussions among staff in two or more institutions that already have some kind of working relationship.

Design and Early Implementation

Design and early implementation is the stage when project goals, resource allocation (including staffing), schedules, and other project details are hammered out. Contact among staff of the different institutions tends to be most frequent during this stage,



EXHIBIT 24
Partnership Dynamics



although the degree of interaction is tied, obviously, to the timing of project responsibilities and whether the institution is a full or limited partner. Typical stresses during this phase pertain to sorting out basic responsibilities among partners.

Late Implementation

Late implementation is the stage when critical project activities take place—where the value of the partners’ efforts is tested. For digitization projects, this phase occurs at the rollout of Web-access to digitized images; for joint programs, at the opening of exhibitions, programs, or events; for outreach, at the initiation of exhibitions, programs, or marketing materials; for shared infrastructure, at the completion of physical development activities. Each has its tests of project success.

Termination or Transformation

This is the stage when projects either end or become something else; they rarely continue indefinitely without considerable alteration, if only in the scale of the work. Termination is the expected result for time-limited projects funded from external sources. It also may result from decisions by one or more of the parties that continued efforts do not serve their interests further.

Transformation typically happens when initial external funding comes to an end but the parties choose to continue their partnership funded from internal sources. In those rare instances in which partnerships were initiated and funded from internal sources alone, some institutional changes typically are required to sustain the project once the parties conclude that continuation is worthwhile. In some of our cases, sustainability came from extremely close alignment of missions and core competencies and the presence of a committed funder. In several other instances, projects were sustained because the partners were able to fundraise for an endowment to cover operating costs.

CHANGES IN PARTNERING STRUCTURES AND BEHAVIORS

In the cases examined for this research, the evolution of each partnering relationship, as well as the allocation of responsibilities within institutions, pursued its own particular course. Nevertheless, we did observe general patterns of change that partnerships can expect.

Changing Nature of Leadership

Early stages of partnership, especially when projects are leadership-initiated, typically require different kinds of leadership than do later stages. Early phases of partnerships, when most project elements are not fully formed or assignment of institutional responsibilities has not yet been fully resolved, require two forms of leadership. The first is articulation of a project vision that helps inform mundane decision-making; the second is negotiation at senior executive levels to help guide staff-level decisions on, and acceptance of, project roles.

Later stages seem to demand something else of senior managers—the demonstration of interest and recognition of staff responsibility for successful conduct of the work. In principle, this shift in leadership is no different than would be required for projects carried out entirely within one institution, except for higher risk to external reputations. This additional risk places a premium on continued senior executive oversight.

Devolution of Staff Responsibility

Consistent with the changing nature of leadership is devolution of responsibility for project completion or continuation. Responsibility may move down the hierarchy and become lodged in line departments. Outreach/marketing and joint programs provide

good examples of devolution. These projects tend to be planned by offices with greater authority and then carried out by front-line workers. The Chicago Access Card project, for example, was developed by the director of development at the Chicago Public Library. She contacted the marketing departments of the various museums and got them to agree to the terms of the Access Cards. Once the museums were identified and the Access Cards produced and catalogued at the various branch libraries, the actual work of the partnership was left to the checkout persons at the branch library and the museum admissions staff. None of the Access Card partners have asked the library for use reports, nor do they appear to collect their own. The contemporary art lecture series (a joint program) is another good example of the devolution of work. Here the arrangement was conceived by the marketing department of the Museum of Contemporary Art and the development office of the Chicago Public Library. Once the library branches had been selected, the day-to-day work of the program—setting up lecture dates, coordinating schedules, selecting series content—was left to the outreach docent from the education department of the Museum of Contemporary Art and staff from the various branch libraries.

Migration of Lead Responsibility

In our pool of projects, we encountered several instances in which lead responsibility for project implementation shifts from one party to another between design and late implementation. This shift is accompanied by additional demands on leadership. The challenge is to ensure that project vision follows changes in bureaucratic assignments. Because it is a predictable project phase, the stresses that accompany this transfer can be anticipated and reduced. The importance of documenting earlier processes and decisions is critical at this stage.

LONG-TERM EFFECTS ON INSTITUTIONS AND COMMUNITIES

Not everything worth doing is worth preserving. Many of those engaged in partnerships, including those who fund them, believe that sustainability is the acid test of project success. Is the project valued enough by the participating institutions that they are willing to fund it from internal sources? One director we spoke with stressed that he didn't engage in any partnership project that he didn't view as a possible, even probable, add-on to the core activities of his institution. In his view, if activities did not merit this status, they were not worth pursuing in the first place. This point of view is valid and instructive but not necessarily the only way to think about project success.

In our view, there are three good reasons why even temporary collaborative projects, funded and carried out with a view toward short-term gains, can produce useful longer-term results. They are reforms in institutional management, institutional convergence, and creation of relationships that make future partnering more profitable.



Changes in Institutional Management

Institutions usually do not collaborate around routine tasks; they participate in joint projects in order to improve or expand their services. Partnership activities typically are innovative ones. This fact places twin demands on leaders and staff, called upon to both carry out a new activity and to do so in new ways. Not all staff are equally able to meet the two challenges, and in many of the partnerships we examined, directors tended to rely on staff who were somehow outside the ordinary lines of authority within their institutions. This tendency was far more noticeable in libraries and museums than in public broadcasting, where work assignments tend to be more fluid and team projects far more common.

In several instances, directors created formal or informal special projects departments within which to lodge responsibility for partnering arrangements. These special departments usually reported directly to the CEO. In at least one instance, an informal working group established to carry out a new technology project ended up becoming the nucleus of a new division, staffed by the top technical talent within the institution. In these ways, managers have created centers of innovation within their organizations, initially in response to the need to be effective partners with external actors, but subsequently to create more general centers of creativity and innovation within their organizations. For example, one organization created a special projects office to house people with entrepreneurial skills and strong partnering instincts. This organization also created a new division within its information systems group to handle high tech projects. These centers then became the platform for new work and new partnering activities.

Institutional Convergence

Partners learn from one another. In the partnerships we reviewed, we found a number of instances in which staff from one institution began to take on some of the typical values, attitudes, and practices of another with which they partnered. We also found that changes within institutions, particularly their embrace of new technologies, have led them to emulate the kinds of programs and services typically provided by others. This convergence provides a ready basis for future productive partnering.

Several of the collaborative projects we reviewed between museums and libraries, whether involving digitization or some other kind of joint programming, led to particularly interesting mutual borrowings of institutional practices. These practices concerned the way in which objects, exhibits, or other articles on view were labeled, as well as more fundamental approaches to work; e.g., the way in which education and outreach staff communicated in immigrant communities. As one staff member put it, "we think that we became something more like a museum and they became something more like a library." This statement referred to the library's recognition of the considerable value that interpretation (curation) adds to a patron's understanding of an historic image, and the museum's recognition of the importance of interpretive materials being clear and understandable to a full range of possible viewers.

Technological change is producing yet other forms of convergence, in which museums (and some libraries) have become more heavily involved in distance learning. Several museums have acquired the program production staff, equipment, and institutional support to produce high-quality arts and natural history programming with interactive capability and on-demand video archiving. In other instances, such capabilities have been supplied by local public television stations, with museums responsible only for scripts, on-air talent, and creation and distribution of supplemental educational materials. With the declining costs of new technologies, increasing numbers of large arts and cultural institutions may begin to acquire their own production capability and public television may become more of a distributor than an originator of distance learning programming.

The Cleveland Museum of Art exemplifies this trend. Building on years of experience in distance learning efforts, it has acquired production equipment and expertise to produce its own local content with only modest amounts of new investment. This means that one of public broadcasters' presumed advantages may be eroding, and that their enduring value now lies in distribution and brand identification. This appears to be true in Pittsburgh, where the Carnegie Library provides a server and tech support and WQED provides graphical assistance and "advice on a new branding identity."

According to our interviews, staff find considerable reward in the creation of new mind-sets, new approaches to everyday work, and new tools for carrying it out. Where salaries and upward mobility opportunities are constrained by the necessarily bureaucratic and hierarchical character of both libraries and museums, the changing nature of work and the opportunity to think creatively is even more highly prized than it might be in other work environments.

Community Relationships

In one important respect, partnering creates a public good. Public goods are benefits from which people cannot be excluded. The example typically given is clean air, for which people cannot be charged. Partnerships create another kind of public good—the habits and techniques of effective partnering—which, once present in a single institution, become available to others. Similarly, the relationships among institution directors and staff thus created are the future conduits of information about resources and opportunities to the original partners, as well as to others who may partner with them in future.

In every community of educational and cultural institutions, staff migrate from organization to organization and carry their partnering experience with them. For example, a staff member of a strong local historical society, which had partnered with a library and a school district, moved on to direct a local historical site. One of her first acts as director was to initiate a joint project with her erstwhile library partner. In this way, her new institution benefited from the skills and relationships she acquired in her former position. The longer-term payoff from partnering activities carried out by multiple institutions over several years is creation of communities of practice that value partnering, come to be good at it, and thereby expand the range of free choice learning opportunities to community residents.



VII. CONCLUSION

Partnering activities and the changes they induce in institutions and local communities of practice have the long-term potential to equalize access to free choice learning opportunities. Access Cards encourage citizens to consider options across a broad range of cultural and educational institutions, not just those they are accustomed to patronizing. Joint museum and library exhibitions improve the quality of branch library offerings to people who feel uncomfortable in "elite" institutions. Partnering between public television and libraries to make historical photographs and documents accessible to ordinary people allows students and adult citizens to learn about their past in new and exciting ways. Partnerships between public radio and public libraries have helped many establish virtual connections to authors and poets and offer deeper understanding of their work. These activities offer three basic benefits to communities. They:

- Expand the range of cultural and educational opportunities available in communities, through projects to digitize previously hidden cultural artifacts, to link the unique experiences of art, literature, and moving images in new ways, and to bring children and adults together as learners.

- Increase access to those opportunities that are already present, through efforts to present the many cultural heritages of Americans in the communities where they live; to break down barriers of distance, cost, and familiarity; and to bring books inside children's exhibits.
- Improve the quality of existing programming, through blends of images, text and physical objects that tell stories to children in powerful ways, encourage adults to encounter historical and cultural topics, or provide exhibits that take advantage of objects from multiple collections.

Nearly all these new learning initiatives depart from traditional institutional practices in some way, presenting real challenges to collaborators. But partnership initiatives reviewed for this study demonstrate that it is possible to change public institutions in ways that can deepen their ability to serve their communities and at the same time:

- Broaden, deepen, and diversify audiences by expanding the reach of institutional offerings through mass communication, internet-accessible collections, exhibitions and programs in urban, rural, and immigrant communities, and programs that exploit the multiple ways people choose to learn.
- Afford opportunities for staff and managers to initiate creative new programs, learn from the best practices of other institutions, adopt work styles and methods that make for more creative and productive work situations, and learn ways of seeing cultural assets as new resources for public service.
- Demonstrate to funders and constituents that educational and cultural institutions merit the support they receive, and indeed, that their services are critical to the future health of democratic institutions, the knowledge-based economy, and personal fulfillment through free choice of cultural and educational opportunities.

In so doing they not only help broaden life opportunities for individuals, but they provide a unique public benefit at a time when private companies command new technologies in a rapidly evolving information marketplace. These partnerships highlight what is possible when public resources are reshaped to meet community need. They redefine the role of the public institution in community life and present policymakers and foundations with a significant justification for renewed investment in cultural projects and institutions that have a direct impact on people's lives.



APPENDIX I: LIST OF RESPONDENTS

CHICAGO SITE RESPONDENTS

Phillip Bahar, *Director of Marketing*,
Museum of Contemporary Art

Anne Blanton, *Vice-President*,
The Chicago Community Trust

Sue Teller Marshall, *Manager of Academic Programs*,
Lincoln Park Zoo

Jeanne Salis, *Director of Community Services*,
Chicago Children's Museum

Sarah Tschaen, *Education Coordinator*,
Museum of Science and Industry

Wendy Woon, *Director of Education*,
Museum of Contemporary Art

CLEVELAND SITE RESPONDENTS

Virginia Desharnais, *Director of Programs*
Children's Museum of Cleveland

Mike Gesing, *President*
Smart Coast, Inc.

Jan Ridgeway, *Head of Branches and Outreach Services*
Cleveland Public Library



Mercia Robinson
Cleveland Public Library

Leonard Steinbach, *Chief Information Officer*
Cleveland Museum of Art

Andrew Venable, *Director*
Cleveland Public Library

Jerry Wareham, *President and CEO*
WVIZ/PBS

Frank Wilson, *Educational Projects and Instructional TV Director*
WVIZ/PBS

DENVER SITE RESPONDENTS

Kelly Campbell, *Children's Library Manager*
The Denver Public Library

Diane Schieman-Christman, *Director of Development*
The Denver Public Library

Jim Kroll, *Manager, Western History/Geneology Department*
The Denver Public Library

Eric Paddock, *Curator of Photography & Film*
Colorado Historical Society
The Colorado History Museum

Jennifer Thom, *Curator of Photos, Western History Department*
The Denver Public Library

Ann E. Werner, *Development Officer*
The Denver Public Library

Patty Williams, *Dean of Education*
Denver Art Museum

Kay Wisnea, *Senior Reference Librarian*
The Denver Public Library

HOUSTON SITE RESPONDENTS

Cindy Bandemer, *Director of Education*
Museum of Health and Medical Science

Gayle Barnett, *Marketing/Community Relations*
Museum of Health and Medical Science

Jeff Clarke, *General Manager*
Channel 8 Television

Ann Beall Crider, *Director, Community Education and Outreach*
KUHT

Nancy Davis, *Director of Development*
Museum of Health and Medical Science

Barbara Gubbin, *Director*
Houston Public Libraries

Connie Hill, *Education Coordinator/Ready to Learn*
Houston Public Television

Tammie Kahn, *Executive Director*
The Children's Museum of Houston

Andrea R. Lapsley, *Director, Marketing and Development*
Houston Public Libraries

Cheryl McCallum, *Director of Education*
Children's Museum of Houston

Beth Schneider, *Director of Education*
Houston Museum of Art

Douglas H. Smith, *Office Manager, Education Department*
Houston Museum of Natural Science

INDIANAPOLIS SITE RESPONDENTS

Chris Cairo, *Director, Project Development Services*
Indianapolis-Marion County Public Library

Francine Kelly, *Director, Community Initiatives*
The Children's Museum of Indianapolis

Ann Kitchen, *Campaign Manager*
Indianapolis-Marion County Public Library Foundation



Sonja Staum-Kuniej, *Director/Team Leader*
Herron Art Library of IUPUI University Library

Beverly Martin, *Director*
Johnson County Public Library

Kelli Park, *Teacher*
Johnson County High School

MADISON SITE RESPONDENTS

Kelly Hamilton, *Field Coordinator, Museum Archeology Program*
Wisconsin Historical Society

Monica Harrison, *Special Events & Program Coordinator*
Wisconsin Historical Society

Debbie Kmetz, *Coordinator, Public History Division*
Wisconsin Historical Society

Carol Larson, *Producer*
Wisconsin Public Television

Linda Olsen, *Youth Services Coordinator*
Madison Public Library

ROCHESTER SITE RESPONDENTS

Rahleigh Adams, *Director*
Strong Museum

Connie Bodner, *Senior Director of Programs*
Genesee Country Village and Museum

Linda Cruttenden, *Director*
Rochester School Library System
Rochester Public School District

Marion French, *Assistant Vice-President*
Education and Marketing Services
WXXI Radio

Carole Joyce, *Assistant Director for Technology and Systems Services*
Rochester Public Library

Richard Panz, *Director*
Rochester Public Library

Jenny Peer, *Director*
Rush Public Library

Rod Perry, *Assistant Director for Organization Development*
Rochester Public Library

Carol Sandler, *Library Director*
Strong Museum

Paula Smith, *Assistant Director for Central Services*
Rochester Public Library





The Urban
Institute

2100 M Street, N. W.
Washington, D.C. 20037
Phone: (202) 833-7200
Fax: (202) 429-0687
Email: paffairs@ui.urban.org
<http://www.urban.org>



URBAN LIBRARIES COUNCIL

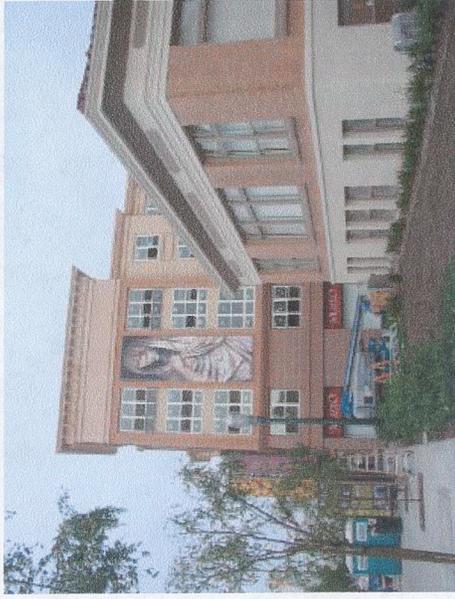
125 S. Wacker Drive
Suite 1050
Chicago, IL 60606
Phone: (312) 676-0999
Fax: (312) 676-0950
Email: info@urbanlibraries.org
www.urbanlibraries.org

anaheim muzeo

city of anaheim
anaheim, california
13,000 sf
2007
\$2.4 m (interior)

Pfeiffer Partners designed the Anaheim Muzeo for the City of Anaheim on the corner of Broadway and Anaheim Boulevard. Our work includes the 13,000 square foot tenant improvement on the first floor of Building A3.

The Muzeo, which brings together the local history collection of the Anaheim Public Library and the current Anaheim Museum with new community programs, is part of the master plan for the mixed-use development of downtown Anaheim which Pfeiffer Partners completed in 2002. The Muzeo includes a changing exhibition area operating in conjunction with exhibit spaces and programs in the housed in the adjacent former Carnegie Library. It also serves as the city's primary heritage center, housing artifacts from different eras of the city's development ranging from its wine growing years to more recent entertainment and sports influences.



Exterior during Construction

The Muzeo is housed in 11,000 square feet of the ground floor of the mixed-use Carnegie Plaza, with access from Center Street Promenade and from parking below. A landscaped plaza is located between the Muzeo and the Anaheim Museum, housed in a former Carnegie Library, allows circulation and outdoor exhibitions between the facilities as well as small concerts, craft fairs, and private functions.

Interior spaces include an exhibit lobby; a gift shop; a large, open area for temporary and traveling exhibits; a more intimate community gallery space with a flexible wall system; an orientation gallery; the Anaheim History Reading Room; as well as staff offices and collection storage space.



Interior Display



Model of Exterior









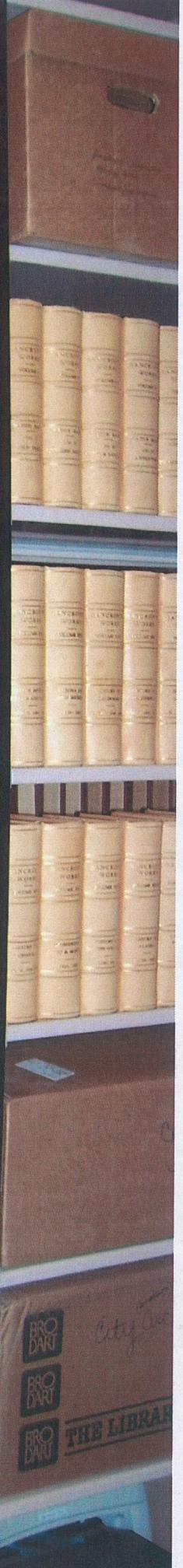




Ready Reference Sources

Books and Documents

Books and Documents



PRO DART THE LIBRARY



