

**NEW ORLEANS PUBLIC LIBRARY
MASTER PLAN**

Speaking Volumes for the Future



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NEW ORLEANS PUBLIC LIBRARY MASTER PLAN

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Prepared by

Meyer, Scherer & Rockcastle, Ltd. (MS&R)
Library Architects and Interior Designers

with

Library Planning Associates, Inc. (LPA)

and

E. Eean McNaughton Architects

for

New Orleans Public Library Foundation

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New Orleans Public Library Foundation

Contact



Jeffrey A. Scherer, FAIA
710 South Second Street, 7th Floor
Minneapolis, MN 55401
T 612 359 3223, E jeffrey@msrltd.com

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New Orleans Public Library

Donna Schremser, Director
Kerry Crowley, Maintenance Engineer
Shawn Touro, Maintenance Engineer
Irene Wainwright, Head Archivist and Head of Louisiana Division
Valencia Hawkins, Head of African American Resource Center (AARC)
Jim Mitchell, Head of Branch Services
Linda Marshall Hill, Head of Main Library Public Services
Elisabeth Konrad, Head of Technical Services
Rica Trigs, Chief Operating Officer

New Orleans Public Library Board of Directors

Irvin Mayfield, Chairperson
Craig B. Mitchell, Vice Chairperson
William A. Settoon, Vice Chairperson
Helen S. Kohlman
Duane Stelly
Lynette Causey, PhD
Ike Spears
Steve Martin
Lee C. Reid

New Orleans Public Library Foundation

Craig B. Mitchell, President
Irvin Mayfield, Vice President
William A. Settoon
Helen S. Kohlman
Duane Stelly
Lynette Causey, PhD
Ike Spears
Steve Martin
Lee C. Reid
Madalyn Schenk
Ruth McCusker
Marcelle Saussy
Tania Tetlow
Belinda Little-Wood
Ronald Biava, Executive Director

City of New Orleans

C. Ray Nagin, Mayor
William Raymond (Ray) Manning, AIA
David M. Cody, Resources Development
Dr. Brenda G. Hatfield, Chief Administrative Officer
Cynthia Sylvain-Lear, Deputy Chief Administrative Officer
David Becnel, Capital Projects Administrator

Office of Recovery Management

Dr. Edward J. Blakely, Executive Director
Jessie Smallwood, MPH, Deputy Director

Regional Planning Commission for Jefferson, Orleans, Plaquemines, St. Bernard, and St. Tammany Parishes (RPC)

Walter Brooks, Executive Director
Lynn E. Dupont, Senior Planner

Libraries for the Future (LFF)

Bruce Astrein, Executive Director

E. Ean McNaughton Architects

E. Ean McNaughton, FAIA
Ean McNaughton III
Paul H. Gamard, AIA
Michael L. Thiele

Julien Engineering & Consulting, Inc.

Kerwin E. Julien, PE, President

Henry Martin Consultant, LLC

Henry Martin, PE, President

Concordia Architecture and Planning, LLC

Steven B. Bingler, AIA, REFP, NCARB, Founder

Lura Belle Productions

Laura Tennyson, President

Recovery School District of Louisiana

Constance Caruso

Crumb Engineering, LLC

Jason T. Crumb, PE

Executive Summary

This Master Plan provides the New Orleans Public Library (NOPL) with a road map to build a world-class library system for the citizens of New Orleans and its region, as well as the city's visitors. In the world of library service, customers usually judge the quality of a library based on their answers to the following questions:

1. Does the library have the materials that I need for education or entertainment?
2. Is the library conveniently located near where I live or work?
3. Is the library open when I need to use it?
4. Is the library building welcoming and designed to support my library needs?
5. Does the library provide programs that supplement and complement the printed and audio/visual materials in its collection?
6. How does my library compare to others in similar cities?

If the answers to these six questions are positive, chances are residents will feel that the library cares about and is responsive to their needs. If fully implemented, the recommendations in this Master Plan will create the world-class library that the NOPL Board of Directors envisions, and will enable residents of New Orleans to answer a resounding yes to all of these questions.

The Central Links of a World-Class Library System

A library system has four central links:

1. The people served.
2. The services that will be provided to the residents.
3. The money it takes to pay the staff and build, open, operate, and maintain the buildings.
4. The places where services, materials, and programs will be provided to the residents and visitors.

As with any chain, a library system is only as strong as its weakest link. After the devastation of Katrina, all of these links were severely weakened.

People

Like any business, the library system uses the number of people it serves to help it decide the number of print and non-print items, seats, computers, programs, meeting rooms, and parking spaces for each library. The number of citizens living in New Orleans before Katrina is estimated to be 484,684. After Katrina, the New Orleans population decreased by 55% to 264,969. For the purposes of planning the new library system, this Master Plan is using a population projection, provided by the Regional Planning Commission, of 409,056 by the year 2030. This is 16% less than pre-Katrina.

Services

The NOPL was under-resourced even before 2005. In 2004, the Library's print holdings placed it below the 25th percentile in relation to its peer libraries in other cities. The number of volumes per capita—1.69 at the time—was below the lower quarter measure of 1.90, and well below the peer average of 2.80. Put simply, New Orleanians have had far fewer books from which to choose than have citizens of most peer cities.

This Master Plan recommends an increase in print items per capita to 2.97 or 1,214,896 total items—a 45% increase over 2004 that would bring NOPL up to about the peer average. Non-print items would shift from 5.95% of print (23rd percentile) to 11.0%, placing NOPL in the 60th percentile.

Libraries must have enough staff to serve customers well and to keep libraries open when needed, including evenings and weekends. Immediately before Katrina, there were 216 full-time equivalent (FTE) staff members, or one staff member per 1,142 square feet of library space, or 0.55 FTE per 1,000 people served. After plunging to 20 employees immediately after Katrina, NOPL staff will reach 96 FTE employees by the end of 2008. This Master Plan recommends an ultimate staff size of approximately 250 FTE (150 for branches, 4 for the Foundation, and 96 for the Main Library). This level allows the libraries to remain open every day, for an average of 69 hours per week.

Achieving these objectives—increased collection size, expanded staff, and greater service hours—are among the steps necessary to achieve other key goals: an increase in per capita circulation from 2.97 items per capita per year to 6.20, and an increase in gate count (customers through the doors) from 3.73 visits per capita per year to 6.10. Improved circulation and gate count will be important indicators of the success of the Master Plan.

Money

Operating Budgets

In 2004, NOPL's budget was approximately \$18.45 per capita—placing it among the lowest of its peer libraries, at the 16th percentile. When fully realized in 2030, this Master Plan would require an annual budget of \$16,579,120 (expressed in 2008 dollars) or \$40.53 per capita—above the peer average of \$34.68 per capita. In fact, NOPL would be in the upper quartile of its peers. Driving this increase are personnel costs, which would more than double—a dramatic increase necessary for world-class service and operating hours.

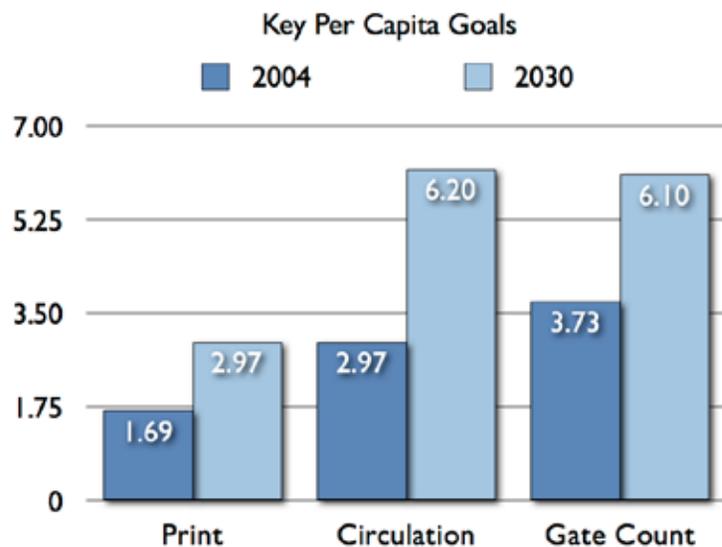


Figure 1

Capital Budgets

As described further below, NOPL has long functioned with libraries smaller than its peers. This Master Plan recommends repairs, renovation, and new construction that will create a world-class library system—not merely to replace what flooding destroyed. The proposed total capital cost for the new and renovated branch libraries in 2008 dollars is \$199,211,191. This total is distributed as follows:

Branch Type	Capital Cost/Type	# of Buildings	Total Capital Cost
Main Library	\$87,950,193	1	\$87,950,193
Louisiana Collection	\$28,853,563	1	\$28,853,563
Storefront	\$951,530	1	\$951,530
Neighborhood	\$3,003,692	2	\$6,007,384
Community	\$6,227,961	4	\$24,911,845
District	\$8,899,532	1	\$8,899,532
Regional	\$12,361,915	3	\$37,085,744
<i>Subtotal</i>	<i>\$148,248,385</i>	<i>13</i>	<i>\$194,659,791</i>
Branch Renovations		4	\$4,551,400
Grand Total	\$152,799,785	17	\$199,211,191

Figure 2

This total of \$199,211,191 (in 2008 dollars), escalated over time for the start of construction dates for each proposed library, will total \$276,545,483. All renovations and library building are proposed to be completed by the year 2022. It is noted that the Main Library project budget does not include a structured parking garage. If the selected site requires a purpose-built parking garage, the overall project budget will increase by approximately \$16 million for an 800-car parking structure.

Places

Before Katrina, there were 12 branches plus the Main Library serving a total of 484,684 people. The system had a total of 242,096 gross square feet or about 0.50 square feet per capita. This placed New Orleans in the bottom quartile of peer cities. This Master Plan recommends a total of 380,833 square feet for a projected population of 409,056, or about 0.96 square feet per capita. Accomplishing this expansion would nearly double the per capita space NOPL can offer New Orleansians for reading, computer use, educational programs, and community meetings. This expansion would move NOPL from the lower quartile to the 90th percentile among its peer cities.

2030 Profile of Complete System

Number	Type	Location(s)
New Libraries		
1	Storefront	Central City
2	Neighborhood	Cita Dennis Hubbell and Norman Mayer
4	Community	Downriver, Robert E. Smith, Tremé, and Upriver
1	District	Pontilly
3	Regional	Algiers Regional, Carrollton, East New Orleans Regional
1	Main Library	Downtown
Renovated Libraries		
1	Neighborhood	Alvar Street
1	Community	Martin Luther King
Repurposed Existing Libraries		
2		Milton H. Latter, Rosa Keller

Figure 3

Convenient locations are as important as size for public libraries. This Master Plan defines “convenient” as no more than 2 miles from a residence to the branch, with the exception of the East New Orleans Regional Library. To meet this goal, conform to the Unified New Orleans Plan, and reflect the Regional Planning Commission’s projected population redistribution, the Master Plan recommends a network of a main library and branches as described below.

Main Library

The current Main Library should be replaced with a new landmark civic building that is a dynamic, resource-rich, and a unique and an important downtown destination that complements the mission and purpose of the Library and the city. It is also recommended that this important modern building be saved and preserved but with a new, as yet undetermined, purpose. A detailed analysis of the rationale is contained in this report on pages 69 and on page 2 of Appendix F. The highlights include:

- » The basement and sub-basement space are not suitable for the Louisiana Collection
- » The land available to add on to the building is inadequate—forcing any addition to be inefficient and expensive
- » The building structure was not designed to support the code-required load capacity of a library.
- » The buildings systems, over 40 years old, are completely worn-out.
- » The cost to renovate and add on to the building is approximately \$500,000 more than building new.
- » There is no adjacent land to provide the critically important parking for an urban library to be customer friendly.

The new Main Library will house the world-renowned Louisiana Division, NOPL administrative offices, and core collection, serving the residents, businesses, and government agencies in the Central Business District (CBD), French Quarter, Warehouse District, and adjacent neighborhoods. This plan recommends that construction of a new, secure, above-ground archival facility for the Louisiana Division be constructed in central New Orleans. Given the vulnerability of the collection, now housed below ground, it is imperative that construction begin as soon as possible but no later than 2010. This archival facility would be the first phase of the completely new Main Library, to be under construction by no later than 2016. By phasing the project, the at-risk collection can be housed in a safe environment as soon as possible. The first phase of the Louisiana Collection will require a total of

Disposition of Remaining Existing Library Buildings

Cita Dennis Hubbell	2,7320 sf, preserve, possibly convert into community center
Nix	2,940 sf, closed
Children's Resource Center	2,014 sf, preserve, disposition unknown at this time
Existing Main Library	138,380 sf, preserve, disposition unknown at this time
Nora Navra	2,500 sf, closed

Figure 4

\$28,853,563. The second phase, the remainder of the Main Library, will require \$84,950,193. Construction of both phases is projected to cost \$113,803,156 (in 2008 dollars). An allocation of \$3,000,000 is also recommended for new materials in the Main Library. The cost of phasing the work is included in these dollar amounts.

Branches

A healthy community is served by both a central and equitably distributed branch libraries. The branch libraries serve their communities with convenient access to meeting rooms, collaborative and individual workspaces, books and other materials, and computers. While it might be ideal to place a library branch on nearly every corner, it is not realistic. This Master Plan addresses the issues of access and convenience by establishing five prototype branches. In every case, the sites for these branches should be sufficiently large to support expansion in the future if conditions warrant. The prototypes are:

1. Storefront
size: 2,838 square feet
readers' seats: 12
computers: 10
This small branch would be located within leased retail space. Its primary purpose is to provide quick access to computers and a limited collection and for pick-up of reserve materials. It might be considered a test branch for neighborhoods that may merit a permanent, free-standing branch in the future. Use of storefronts allows NOPL to minimize capital costs, while honoring its commitment to serve all of the citizens.
2. Neighborhood
size: 6,100 square feet
readers' seats: 24
computers: 10
meeting room seats: 30
This branch type is the smallest, purpose-built library prototype. It would house a basic array of collection materials, reader seats, computers, and one meeting room.

3. Community
 size: 12,991 square feet
 readers' seats: 30
 computers: 24
 meeting room seats: 30
 other areas: children's area program space
 This prototype expands on the services offered in the neighborhood model by increasing the collection size, more than doubling the number of computers, and providing more staff to assist with technology.
4. District
 size: 18,849 square feet
 readers' seats: 60
 computers: 30
 meeting room seats: 60
 other areas: 30-seat story time area
 This prototype significantly adds collection, seating, and meeting room space and adds a dedicated space for children's story time.
5. Regional
 size: 27,762 square feet
 readers' seats: 100
 computers: 36
 meeting room seats: 150
 other areas: 30-seat story time area
 The largest prototype would support a collection five times the size a neighborhood branch, several meeting rooms, and an increased staff for circulation, reference and children's services.

Locating the Branches

Branch libraries serve both practical and symbolic purposes. On a practical level, they allow local residents quick access to reading materials or reference resources, a place for children to meet and learn together, and a gateway to the world of information through access to computers. Increasingly important is the role they play as community centers. The devastation wrought by Katrina altered each New Orleans community's access to library services and in many cases eradicated the local community library. The branch libraries that remained after the storm became even more important symbols and centers of access.

This report makes specific recommendations regarding the size (type) of branches that should serve communities, as well as general locations, but does not recom-

mend actual sites for new branches. Recommendations are based on projected population recovery by planning district. Described below, in alphabetical order, are the recommendations for repair and renovation of existing branches and for construction of new branches.

Algiers Regional	Replace with new Regional prototype branch by 2010-2012.
Alvar Street (Bywater)	Already renovated, this small branch can continue to serve Bywater and adjacent neighborhoods until recovery warrants a new, larger branch.
Carrollton	A new Regional prototype—one of three with Algiers and East New Orleans—to be located in the Carrollton Recovery Zone (vicinity of Carrollton Avenue and I-10) and started by 2012.
Central City	A Storefront prototype to be located in the Recovery Zone along Oretha Castle Haley Blvd. and opened by 2010-2012.
Children’s Resource Center (Uptown)	Complete exterior repairs to this small historic branch and maintain use until about 2016, when it should be replaced by new Downriver and Upriver branches and become available for new purposes.
Cita Dennis Hubbell (Algiers Point)	Repair structure immediately and maintain use until 2020. This small branch will be replaced at that time with a new Neighborhood prototype branch in the vicinity to better serve Algiers Point and adjacent areas. The Cita Dennis Hubbell Branch will be available for new purpose.
Cita Dennis Hubbell (new)	A Neighborhood prototype to replace the existing and historic Cita Dennis Hubbell Branch by 2022.
Downriver	A Community prototype branch to be established by 2020 in the Uptown area downriver of Napoleon Avenue. This branch will replace a portion of the service provided by the Milton Latter branch.

East New Orleans	Replace with new District prototype branch by 2014, in the general vicinity of I-10 and Read Blvd. This building will be expanded to a Regional type by 2022.
Martin Luther King (Lower Ninth Ward)	Already renovated, maintain use as a community branch serving the neighborhood and the charter school in which it is housed.
Mid-City	Maintain this Storefront branch, one of six temporary branches, until 2012, when its services can be replaced by the larger Carrollton Regional branch and a new Smith branch in Lakeview.
Milton Letter	Complete exterior repairs immediately and maintain present use until 2025. Repurpose and renovate for greater use as a center for Library support organizations, community meetings, and cultural programs. Replace with two new Community branch prototypes in 2025-2030. (See Downriver and Upriver.)
Nix	This small branch will be very difficult to renovate to meet current standards. Replace after 2016 with Rosa Keller Neighborhood branch and Carrollton Regional branch, and after 2020 by new Downriver and Upriver branches.
Nora Navra	This small heavily damaged branch will be replaced by services of the Pontilly, new Norman Mayer, and Treme branches.
Norman Mayer (Gentilly)	This heavily-damaged branch on a small site should be replaced soon by a Storefront prototype and eventually by a larger Neighborhood prototype by 2014.
Pontilly	A District prototype branch to be established by 2012 in the general vicinity Elysian Fields Avenue and Robert E. Lee Blvd. This branch will support recovery of the Gentilly community and will serve Lakeview, Treme, and East New Orleans while their branches are being built.

Robert E. Smith (Lakeview)	Maintain modular or Storefront branch until replaced by 2018 with a new Community prototype branch.
Rosa Keller (Broadmoor)	Renovate and reopen 2010-2012. Note: Consistent application of this Master Plan's standards and principles would call for replacement of this under-sized, significantly damaged branch. The recommendation to renovate is made in view of the Rosa Keller branch's central position in the neighborhood's recovery plan and the commitment of public and private funds to implement this plan.
Tremé	Establish a Storefront branch by 2010 in the St. Bernard Recovery Zone. Replace by 2022 with a Community prototype branch.
Upriver	A Community prototype branch to be established by about 2020 in the Uptown area upriver of Henry Clay Avenue. This branch will replace a portion of the service provided by the Milton Latter branch.

First Phase Recommendations

To summarize the first phase of recommendations:

- » Repair Children's Resource Center, Cita Dennis Hubbell, and Milton Latter branches to preserve buildings and permit continuing uses.
- » Renovate Rosa Keller Neighborhood branch.
- » Construct new Pontilly District prototype branch.
- » Construct new Algiers Regional prototype branch.
- » Undertake detailed planning and site selection for new Louisiana Division archival facility and Main Library.

The New Orleans Public Library Mission and Purpose

The New Orleans Public Library (NOPL) inspires the individual and enriches the community through access to information, resources, technology, and programming that are delivered by knowledgeable and creative staff.

The New Orleans Public Library is the premier cultural institution that preserves and celebrates the collective memory and living history of New Orleans, Louisiana, and the world. We foster the future aspirations and democratic dreams of all.

The New Orleans Public Library is New Orleans' gateway for education, information, communication, culture, and recreational enrichment—by utilizing the fundamentals of sight, sound, and taste.

Like Jazz, the New Orleans Public Library is authentic to New Orleans. We embrace the democratic values of Jazz and the healing spirit of New Orleans through:

Improvisation—individual investigation
Blues—the sound of American optimism
Swing—quality and style with participation
Ceremony, celebration, and competition

The New Orleans Public Library leads the recovery and the economic redevelopment of our community, fosters the future aspirations of every individual, and protects intellectual freedom and the democratic dreams of all.

Introduction

The recommendations presented herein are based on the service requirements and mission of the New Orleans Public Library (NOPL); demographic projections through the year 2030; and past utilization of the library space and collection by the residents. They are also based on the premise that the citizens will respond to a world-class library system with expanded usage. Finally, it is a central premise of this Master Plan that the NOPL takes the opportunity at this important point in its history to assess what is the best system to rebuild, rather than simply rebuilding exactly what was in place prior to Katrina. This last point is crucial and ties closely to the overall Unified Plan adopted by the City. Simply put, library service must be equitably provided where people will be living.

In order to determine the required space allocation for the public library, many sources of information are used. For the purposes of this study, the consultants have used their best professional judgment where information was not up to date. The recommendation is also based on comparative statistics from communities with a similar size and profile as New Orleans. Our peer comparative group included libraries serving a population between 350,000 and 500,000, thus bracketing the Library's former, current, and projected service population. This comparative group excluded libraries that reported a "decentralized" service configuration—that is the libraries that did not maintain a traditional central library. These space needs will enable the Board of Directors to establish a Library of Excellence for citizens of New Orleans, Louisiana.

The sources used in the preparation of this report are:

1. Mission Statement as provided by the Library.
2. Service Goals as recommended by the consultant and confirmed with the library staff.
3. Current and projected population data from the Regional Planning Commission and the US Census Bureau.
4. Annual Reports for the New Orleans Public Library.
5. U.S. Department of Education, National Center for Education Statistics, Federal Cooperative System for Public Library Data, Public Libraries Survey.
6. Critique and comment from the NOPL staff.
7. Comments from the Library Board of Directors during a retreat.
8. Public comments presented at the public vision sessions.

This report does:

- » Provide a survey of the existing library branches' physical conditions and recommendations for rebuilding, removing, or relocating with a new structure.
- » Recommend the total square feet in aggregate and by building type required for the New Orleans Public Library to serve the city up to the year 2030.
- » Recommend zones for the location of the library facilities and criteria for location.
- » Provide staffing projections and operation costs for the new system.
- » Provide a project budget for the construction and operation of the library system.

This report does not:

- » Provide a comprehensive and detailed library program document.
- » Provide exact final locations for the main or branch libraries.
- » Recommend the highest and best uses of the existing main library building.

Assessment of Library Space Needs

The assessment establishes the number of library square feet required to serve the citizens of New Orleans. It is based on a planning window to the year 2030.

In order to determine the required space allocation for the public library, many sources of information are used. For the purposes of this study, the planning team has used its best professional judgment where supplied information was not up-to-date. The recommendation is also based on comparative statistics from communities with a similar size and profile as New Orleans.

The sources used in the preparation of this assessment are:

1. Mission statement as provided by the library.
2. Service goals as recommended by the planning team and confirmed by the library staff.
3. Current and projected population data from the Regional Planning Commission and the U. S. Census Bureau.
4. Annual reports: The Library's annual report for 2004 served as the base year for comparative analysis since it was the last full year before Hurricane Katrina.
5. U. S. Department of Education's National Center for Education Statistics through the Federal Cooperative System for Public Library Data Public Libraries Survey.
6. Critique and comments from the NOPL staff.
7. Comments from the Library Board of Directors during a retreat.
8. Public comments presented at the public visioning sessions.
9. Comments from city agencies.
10. Direct observation of the library buildings.
11. Comments from representatives of Libraries for the Future.

What Can the Library Be?

“After all, the most enduring and flexible learning institution is the library—organized for well over two millennia and predating the first universities and schools by well over one millennium—to provide self paced and self selected transmission of knowledge.”
—Dr. Alan Bundy, University Librarian
University of South Australia ²

¹ In 2000, U.S. libraries bought 54.8 million books or about 5.2 per capita. *Library Journal* reports that 4,066,276 square feet of new or renovated libraries were built in the United States in 2003.

² “Places of Connection: New Public and Academic Library Buildings in Australia and New Zealand,” Library Buildings Conference, Bournemouth, United Kingdom, Feb. 5-6, 2004.

The devastation wrought by Hurricane Katrina in August 2005 created the opportunity for the NOPL to rethink how and where it should provide services to the citizens of New Orleans. With foresight and courage, the directors have chosen to reimagine rather than simply rebuild the system as it was. While the latter choice would be politically easier, the former choice is the right one. The construction of a new library system is the act of building social and educational capital. Today, patrons are rediscovering that libraries are essential community-based learning centers in addition to being providers of traditional library services, such as study space, materials for serious scholarly work, collections for entertainment purposes, and computer access to databases and the Internet.

Similar to the explosion of library construction at the turn of the 20th century, communities across the United States are building new libraries in this new millennium. ¹ Conceived and realized as distinct places for individual user groups, libraries are being designed extremely flexible with retailing techniques in mind to enhance the experience for young and old alike. And sustainable design strategies such as energy conservation are increasingly part of the process. In addition to responding to these emerging trends, the NOPL should provide places for people to obtain information in the event of another catastrophic storm or other natural disaster. NOPL was a first responder immediately after Katrina, providing the citizens of New Orleans with vital information, faxing, internet access, and in some cases, the only working telephones available.

Successful libraries respond to their communities’ specific service needs. As institutions, they are reasserting themselves as important centers of learning and community focus. With the right resources and political will, the NOPL can become the institution of first resort for all things cultural, intellectual, and educational. What Hurricane Katrina wrought can be righted with a renewed financial, political, and community effort. The Library should not be forced to diminish its service aspirations or dispose of useful resources because of lack of space. For instance, relocation of the Louisiana Division (currently located in a substandard below grade space in the Main Library) must be done immediately. The citizens of New Orleans need to act as a community and support a Library system in total to prevent it from becoming a series of separate libraries unequally serving neighborhoods. They must also recognize and support the effort and resources required to agree on the recommended locations, sizes, and operational costs for the libraries. The only institution in a city that serves the minds of all of the population, one individual at a time, the public library remains the most equitable and democratic institution to serve all needs without judgment.

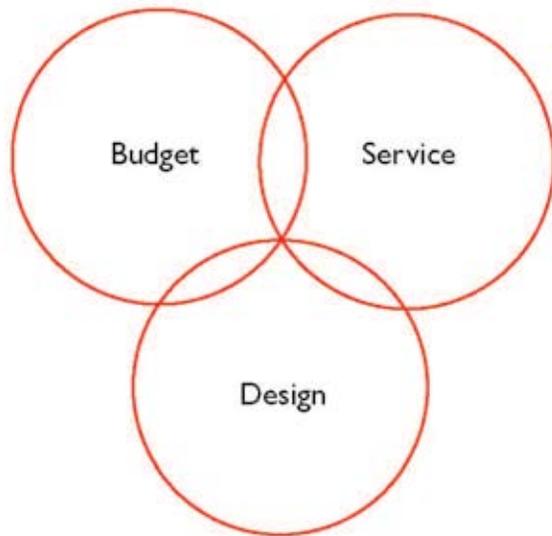


Figure 5

¹ Randall, M. “The Science of Technologies of Participation in Public Libraries: Community Building,” proceedings of the 7th WALGA Biennial Conference, Fremantle, WA, March 7, 2003, Adelaide: Auslib Press, 2003, pp. 65-73.

² World Bank, “What Is Social Capital?” *Poverty Net*, 1999

Ways that the library can build a good community:

- » Inform citizens.
- » Break down boundaries.
- » Level the playing field.
- » Value the individual.
- » Nourish creativity.
- » Open minds.
- » Return high dividends.
- » Offer sanctuary.
- » Preserve the past.
- » Offer a content-rich collection.

The library serves as the main institution that can facilitate community building and the creation of social capital. Social capital, as first defined by Coleman, Bourdieu, and others, “is essentially the network of linkages, trust and bonds within a society that allow an individual to operate within a society that accrues advantages to that individual.”¹ The World Bank defines social capital as “the institutions, relationships, and norms that shape the quality and quantity of a society’s social interactions.... Social capital is not the sum of the institutions that underpin a society—it is the glue that holds it together.”²

In Bowling Alone: The Collapse and Revival of American Community, Robert Putnam states that it is necessary for us to transcend our social, political, and professional identities to connect with people unlike ourselves. The library facilitates these connections and enables us to connect to the minds of others through its collection, resources, and service. Libraries operate on many levels simultaneously. They can be a meeting place, learning resource, comfortable place to relax alone or visit with a friend, meet a group, teach a child, learn a new skill, research a stock or business, write a resume, find a car to buy, pick up a form, or find the name of a local musician to hire.

The successful library is one that has a healthy equilibrium between the primary components of its operation: budget, service, and design. The budget provides the ability to attract talented staff and provide up-to-date and relevant print, non-print and e-resources. World-class service is tailored to the specific needs of the community and its many individuals. Design creates beautiful, context-sensitive, comfortable, and efficient library buildings.

From assessing national trends in library services, coupled with the unique attributes of New Orleans, the planning team recommends that the Library:

- » Provide space that is more closely aligned with the needs of each specific age group being served. In other words, one space does not fit all. Each age group needs spaces that are tailored to its needs, including specialized collections, seating, and technology.
- » Be designed for flexibility and change, including, but not limited to, furniture that can be easily rearranged, technology that is adaptable, and service points that can shift depending on the changing demographics of a particular community.
- » Be as efficient as possible, providing staff service points where staff can securely see all spaces within the library.
- » Provide adaptable storage for materials that will accommodate unknown and evolving formats, including, for example, print-on-demand, audio/video downloads, and increasing volume of materials in multiple languages.
- » Reflect the library customers' changing expectations. While print materials continue to be in demand, audio/video offerings are increasingly demanded by the library patron. Students seek space to work cooperatively, and special groups need space to meet. Collaborative work spaces and office work space for home-based businesses or home schooling are also in demand.
- » Provide adequate space for community meetings and cultural events.
- » Accommodate the demand for easier and quicker access, as the quality of library space and service increases. This demand also can put pressure on a library system to provide more than corresponding costs will support. In this Master Plan, we have tried to strike a balance between this demand and the ability of the NOPL and the City to fund and operate the libraries at a high standard.
- » Focus on convenience. In addition to the demand for equitable service in terms of materials, seating, and technology, community members also want their local branch libraries to be convenient. Experience teaches us that the community will call the library system great if it: a) provides services and materials that they individually deem best, b) is convenient, and c) demonstrates equity across all neighborhoods.

To summarize, the library of the future is one that: a) recognizes and supports the dynamic and changing needs of the community, b) provides places for non-traditional activities, such as community meetings, joint projects with education groups, distance learning, literacy organizations, community agencies, and other non-profit groups, c) is flexible in its design, and d) acknowledges through space and materials the diversity of age, culture, and ethnic patterns within the community.

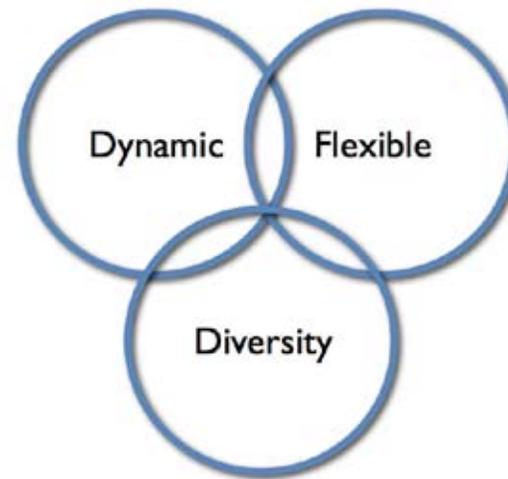


Figure 6

Population and the Library Service Size

One measure for understanding a library’s ability to provide world-class service is to correlate the number of people to be served and the space needed to provide that service. Instead of beginning with a pre-determined goal for the number of square feet per capita, this Master Plan establishes the service goals and, from them, a resulting square feet per capita emerges. In 2000, the City of New Orleans had a population of 484,674 people. According to the U.S. Census bureau, this population was reduced by 54% from 2000–2007 to 223,388. As point of reference, the City of New Orleans 2006 American Community Survey Data Profile Highlights are shown below and on the next page:

2006 Social Characteristics for New Orleans	Estimate ¹	New Orleans	U.S.
Average household size	2.89	(X) ²	2.61
Average family size	4.06	(X)	3.20
Population 25 years and over	147,040		
High school graduate or higher	(X)	81.1%	84.1%
Bachelor’s degree or higher	(X)	31.7%	27.0%
Civilian veterans (civilian population 18 years and over)	14,399	8.3%	10.4%
Disability status (population 5 years and over)	31,994	15.6%	15.1%
Foreign born	10,427	4.7%	12.5%
Male, now married, except separated (15 yrs and over)	30,048	36.4%	52.4%
Female, now married, except separated (15 yrs and over)	30,326	30.7%	48.4%
Speak a language other than English @ home (5 yrs and over)	15,285	7.4%	19.7%
Household population	212,245		
2006 Economic Characteristics for New Orleans			
	Estimate ¹	New Orleans	U.S.
In labor force (population 16 years and over)	105,853	59.0%	65%
Median household income (in 2006 inflation-adjusted dollar)	35,859	(X)	48,451
Median family income (in 2006 inflation-adjusted dollar)	47,754	(X)	58,526
Per capita income (in 2006 inflation-adjusted dollar)	23,809	(X)	25,267
Families below poverty level	(X)	16.0%	9.8%
Individuals below poverty level	(X)	22.2%	13.3%

¹ These estimates are from the US Census Bureau’s American Community Survey and Census 2000 Supplementary Survey. Data for the American Community Survey and Census 2000 Supplementary Survey are collected from a sample of housing units and used to produce estimates of the actual figures that would have been obtained by interviewing the entire population using the same methodology.

² (X) indicates data not available.

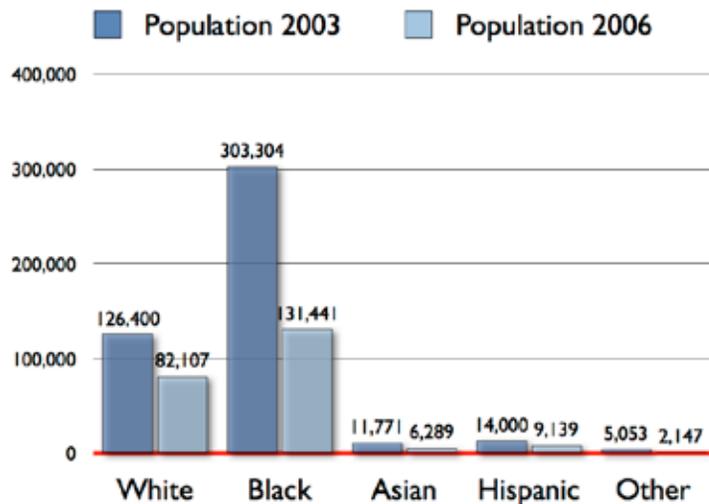
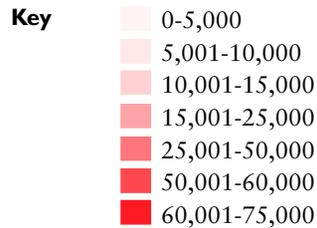
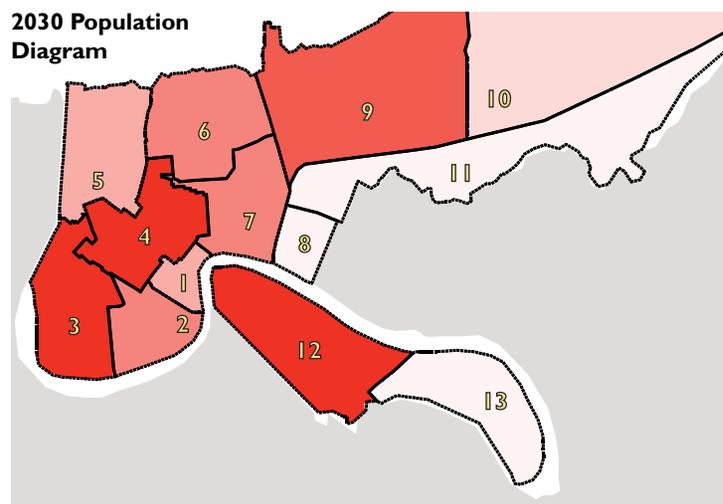
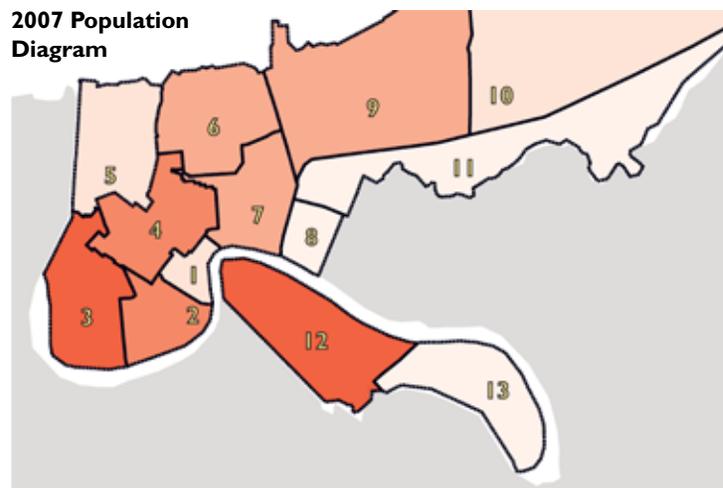


Figure 8

2006 Housing Characteristics	Estimate	New Orleans	U.S.
Total housing units	105,661		
Occupied housing units	73,516	69.6%	88.4%
Owner-occupied housing units	37,273	50.7%	67.3%
Renter-occupied housing units	36,243	49.3%	32.7%
Owner occupied homes	37,273		
2006 ACS Demographic Estimates	Estimate	New Orleans	U.S.
Total Population	223,388		
Male	102,463	45.9%	49.2%
Female	120,925	54.1%	50.8%
Median age (years)	40.6	(X)	36.4
Under 5 years	15,468	6.9%	6.8%
18 years and over	173,532	77.7%	75.4%
65 years and over	31,968	14.3%	12.4%
One race	222,084	99.4%	98.0%
White	82,107	36.8%	73.9%
Black or African American	131,441	58.8%	12.4%
American Indian and Alaska Native	354	0.2%	0.8%
Asian	6,289	2.8%	4.4%
Native Hawaiian and other Pacific Islanders	101	0.0%	0.1%
Some other race	1,792	0.8%	6.3%
Two or more races	1,304	0.6%	2.0%
Hispanic or Latino (of any race)	9,139	4.1%	14.8%

Source: U.S. Census Bureau, 2006 American Community Survey. Explanation of Symbols: (X)—The value is not applicable or not available.

Figure 7



Note: Numbers in diagrams refer to planning districts.

Figure 9

According to the Regional Planning Commission (RPC), the City of New Orleans lost 219,705 citizens, or 45% of its population, after August 2005, as a result of Hurricane Katrina, decreasing the population to 264,969 people. As stated above, the U.S. Census Bureau believed that the population, by 2006, was 223,388. This difference of 41,581 people highlights one of the challenges of using population statistics as a central measure in establishing service models for the library. Unless a benchmark is established, it will be difficult to measure success and equity in the system until the population stabilizes and is more predictable. For this reason, the planning team used the population figures as determined by the Regional Planning Commission. RPC uses not only census data, but also information from the United States Postal Service, public utilities, ESRI Business Analyst demographic data, 2007; Entergy New Orleans account-level utility data, 2005–2007; Metro Disposal Garbage Can Registration, October, 2007; and building permit data from the City of New Orleans, September 2007. Orleans, Plaquemines, and St. Bernard projections through the year 2032 were based on post-Katrina analysis. We recommend updating this Master Plan when the 2010 census results are tabulated.

The Regional Planning Commission estimates that by the year 2030, the city's population will be at 84% of its 2000 census population or 409,056. This projected population growth is the basis of the recommendations in this report. In the accompanying map (Figure 9), the population changes are illustrated by planning district. The Regional Planning Commission predicts that the population will shift from one planning district to another and not mirror the pre-Katrina population profile by planning district. This redistribution varies from a low of 23% in Planning District 8 (the Lower Ninth Ward and Holy Cross neighborhoods) to a high of 227% in Planning District 1 (the Central Business District, French Quarter and the upper portion of Lower Garden District neighborhoods). (See Figure 10.)

District	Y2000	Y2007	Y2010	Y2015	Y2020	Y2025	Y2030	%/2000
1	6,802	6,597	8,625	11,660	13,916	14,967	15,444	227%
2	47,515	34,821	39,130	43,006	44,612	46,114	47,615	100%
3	67,069	55,028	55,136	56,332	57,836	59,509	61,406	92%
4	79,435	35,138	50,952	63,788	66,822	69,186	71,392	90%
5	25,897	8,869	13,233	16,656	17,322	17,889	18,460	71%
6	44,133	17,388	23,785	29,001	30,311	31,379	32,379	73%
7	41,163	17,193	21,922	26,146	27,631	28,710	29,625	72%
8	19,515	2,559	2,947	3,537	4,017	4,273	4,409	23%
9	81,408	21,385	37,645	50,384	52,676	54,431	56,166	69%
10	13,195	6,331	8,073	9,349	9,532	9,797	10,110	77%
11	1,760	327	553	724	752	777	802	46%
12	55,635	57,624	56,031	55,573	56,593	58,149	60,003	108%
13	1,147	1,709	1,335	1,116	1,164	1,206	1,245	109%
	484,674	264,969	319,367	367,272	383,184	396,417	409,056	
%/2000	100%	55%	66%	76%	79%	82%	84%	

Figure 10

Along with a population loss of 45%, the library lost 24% of the total square feet of library space. However, of the branches (not counting the main library), the library lost 63%, or 57,660 square feet of library space—going from 92,096 square feet to 34,436 square feet.¹ As a percentage of the total area, the branches dropped from 38% to 18% of the system-wide space.

¹This calculation includes the 3,500 square-foot Mid-City Temporary Branch.

District	Y2000	% of Total	Y2030	% of Total
1	6,802	1.4%	15,444	3.8%
2	47,515	9.8%	47,615	11.6%
3	67,069	13.8%	61,406	15.0%
4	79,435	16.4%	71,392	17.5%
5	25,897	5.3%	18,460	4.5%
6	44,133	9.1%	32,379	7.9%
7	41,163	8.5%	29,625	7.2%
8	19,515	4.0%	4,409	1.1%
9	81,408	16.8%	56,166	13.7%
10	13,195	2.7%	10,110	2.5%
11	1,760	0.4%	802	0.2%
12	55,635	11.5%	60,003	14.7%
13	1,147	0.2%	1,245	0.3%
	484,674	100%	409,056	100%

Figure 11

Summary of Hurricane Katrina's damage to the New Orleans Public Library:

- » All libraries in the system were damaged.
- » Eight of the 13 libraries were damaged so heavily that they could not be re-opened.
- » Nearly half of the NOPL collection was destroyed.
- » Layoffs immediately following the storm reduced staff from 216 to 20.

New Orleans Public Library



Milton H. Latter Memorial Branch



Main Library



Alvar Street Branch



Rosa Keller Branch

At the end of 2004—the last full reporting year prior to Hurricane Katrina—the New Orleans Public Library operated the main library downtown and twelve branches. According to data reported to the National Center for Education Statistics (NCES), the main library building offered 147,000 square feet, while the branches held a combined 100,152 square feet. The smallest branch had 1,672 square feet, while the largest had 22,270 square feet. The average size branch facility was 8,346 square feet.

The library had a combined collection of 780,896 volumes in that last year before Hurricane Katrina—1.69 volumes per capita. A total of 1,811 magazine titles (including some duplication) were available across the library's thirteen facilities. The library offered a combined non-print collection of 28,274 audio recordings and 18,173 video recordings—a ratio of 5.95 non-print items held for every 100 print items held.

Survey and Assessment of Existing New Orleans Public Library Buildings

Hurricane Katrina damaged all thirteen of the New Orleans Public Library's buildings, putting eight completely out of use. The NOPL system is comprised of the main library and twelve branch libraries. Brief reports on ten of the branch libraries provide age, area, status (open or closed) and a general description and comments on the architecture, structure, and mechanical and electrical systems. These are as follows:

- » Algiers Regional Branch
- » Alvar Street Branch
- » Children's Resource Center
- » East New Orleans Regional Branch
- » Martin Luther King Branch
- » Norman Mayer (Gentilly) Branch
- » Mid-City (Temporary) Branch
- » Nora Navra Branch
- » Nix Branch
- » Robert E. Smith Branch

Detailed assessment reports for the main library and three of the branch libraries are included in this Master Plan document. These three branch libraries are:

- » Cita Dennis Hubbell Branch
- » Rosa F. Keller Branch
- » Milton H. Latter Memorial Branch

An estimated capital cost for renovation of the main library and these three branches is included in the detailed assessment reports of each. All square footages given in the reports are gross areas.

With the possible exception of the Martin Luther King Branch Library, all of the buildings were built under the jurisdiction of earlier building codes, or under no codes at all. Analysis for compliance with the current Uniform Building Code (UBC) and National Fire Prevention Code (NFPA) is not in the scope of this Master Plan. The extent of damage is included in the description of each building. None of the New Orleans Public Library buildings currently meets today's standards for energy conservation. Most, if not all, are woefully below standard. New buildings and the renovation of buildings to remain in service should be designed using the U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) Green Building Rating System to achieve at least a Silver Rating. The matrix that follows provides a current overview of the New Orleans Public Library buildings system wide.

Reports on ten of the branch libraries and detailed reports on the Main Library and three branch libraries are included in Appendix F.



Children's Resource Center



Martin Luther King Branch



East New Orleans Regional



Nora Navra Branch



Algiers Regional Branch



Nix Branch

New Orleans Public Libraries System-wide Matrix

Library	Status	Sq.Ft.*	Year Built	Renovation(s) †	Katrina Flooding ‡	Water Damage not related to Flooding	Building Condition §	FEMA Storm Damage Estimate	CNO Storm Damage Estimate
Main 219 Loyola Avenue 70112	Open	138,380	1958	1993 (Mech)	No	No	Minor Damage	\$ -	\$ 169,824.00
Algiers Regional 3014 Holiday Drive 70131	Closed	13,130	1966	1998 - 1990	No	Yes	Sever Damage/Partially Gutted	\$ 460,836.00	\$ 3,209,002.00
Alvar Street 913 Alvar Street 70117	Open	3,086	1940	1982, 2000 & 2006	12-14 inches	Yes	Interior Renovations Completed	\$ -	\$ -
Children's Resource Center 913 Napoleon Avenue 70115	Open	2,014	1908	1990, 1994, 2000 & 2006	No	Yes	Interior Renovations Completed Exterior Renovations Scheduled	\$ -	\$ -
Cita Dennis Hubbell 725 Pelican 70114	Open	2,730	1907	1975, 1990 & 1997	No	Yes	Interior Repairs Completed	\$ 119,939.00	\$ 88,230.00
East New Orleans Regional 5641 Read Boulevard 70127	Closed	13,500	1968	1988 & 2002	14-16 inches	Yes	Partially Gutted	\$ 345,701.00	\$ 2,869,440.00
Martin Luther King 1611 Caffin Avenue 70117	Open	11,166	1995	2006-2007	± 5 foot 6 inches		Interior/Exterior Renovations Complete	\$ -	\$ -
Mid-City (Temporary) 330 N. Carrollton Avenue 70119	Open	3,620	2007	N/A	N/A	N/A	New Facility in Commercial Shopping Center	\$ -	\$ -
Milton H. Latter 5120 St. Charles Avenue 70115	Open	9,000	1907 (House) 1949 (Library)	1984 & 1990	No	Yes	Interior/Exterior Renovations Scheduled	\$ 26,046.00	\$ 213,499.00
Nix 1401 S. Carrollton Avenue 70118	Open	2,940	1930	1980 & 1992	No	Yes	Interior Repairs Complete	\$ 2,525.00	\$ 41,969.00
Nora Navra 1902 St. Bernard Avenue 70116	Closed	2,500	1954	1983, 1990 & 1995	± 3 feet		Partially Gutted	\$ 392,704.00	\$ 541,563.00
Norman Mayer (Gentilly) 2098 Foy Street 70122	Closed	7,850	1949	1969, 1986 1991 & 2000	24-36 inches	Yes	Partially Gutted	\$ 100,151.00	\$ 1,725,768.00
Rosa F. Keller 4300 S. Broad Street 70125	Closed	10,710	1919 (House) 1993 (Library)	2002	A few inches to 2 feet	Yes	Partially Gutted	\$ 818,627.00	\$ 3,722,104.00
Robert E. Smith 6301 Canal Boulevard 70124	Closed	9,970	1979	1993 & 1999	± 6 feet	No	Partially Gutted	\$ 491,764.00	\$ 2,635,668.00
		230,596						\$ 2,758,293.00	\$ 15,217,067.00

* Square footages are a combination of information supplied by NOPL and EMA's research of drawings of the branches supplied by NOPL.

† Renovation information supplied by NOPL.

‡ Flooding depths supplied by NOPL.

§ Building condition determined by visual observation by EMA (2007) and NOPL post storm investigations 9/18/2005 thru 9/27/2005

|| 2 feet of flood water in the new addition, solarium and basement of the original house, a few inches in the historic house.

Figure 12



Figure 13

The service configuration and holdings today are much changed from any pre-storm benchmarks, as the Library continues to rebuild. System-wide, the Library now operates the main building and nine branches, with several branches in temporary facilities. The combined collection numbers 484,016 volumes (more than a quarter million volumes were lost) and 29,532 non-print items (less than two-thirds of what was available before the storm).

Figure 14 shows the current distribution of print and non-print resources among the library's current facilities, illustrating that a higher proportion of non-print resources are located in the branches.

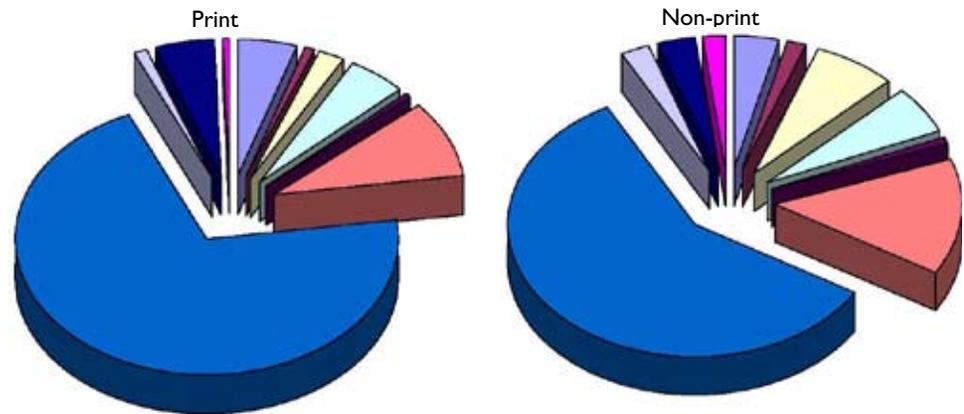


Figure 14

Figure 15 shows the current proportionate distribution of print and non-print holdings at the main and each branch. System-wide, non-print holdings represent 5.75% of the Library's total holdings (a proportion down slightly from pre-storm levels), but that ratio varies from location to location. The Nix Branch has the lowest proportion of non-print holdings (3.83% of total holdings) followed by the Algiers Regional Branch and the Main Library. The locations with the highest proportion of non-print holdings are the Robert E. Smith Branch (18.83%), which will be completely rebuilt, followed by the Cita Dennis Hubbell Branch and the temporary Mid-City Branch. Clearly the character of the Library's essential holdings is in transition.

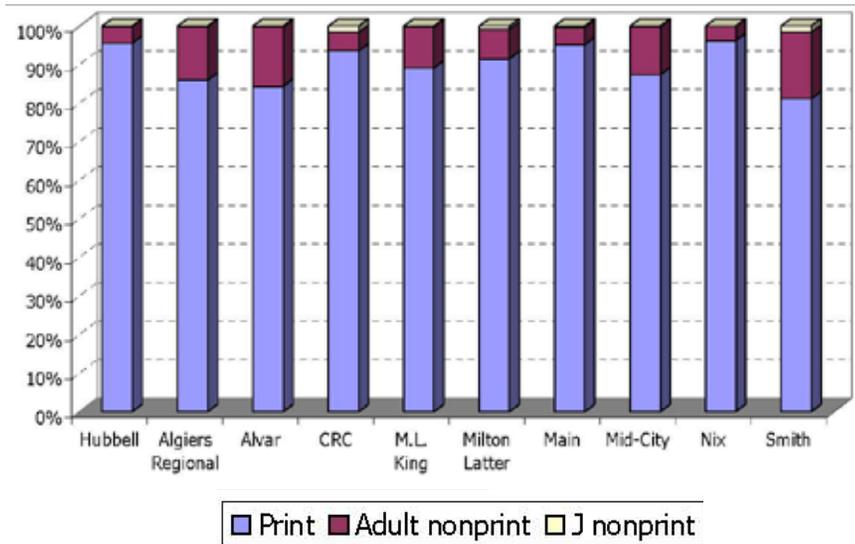


Figure 15

Peer Library Comparisons

As one means of defining potential service goals for the New Orleans Public Library, the planning team identified a group of peer libraries and analyzed their service goals as a point of comparison. This comparative peer group includes libraries serving a population of 350,000 to 500,000, bracketing the library's former, current, and projected service population. The comparative group excludes libraries that reported a decentralized service configuration, meaning libraries that did not maintain a traditional central library. Data was then drawn from the public library statistical database maintained by the National Center for Education Statistics for the purpose of a comparative benchmark analysis. (Note that the frame of reference is reporting year 2004—the last full year before the storm.)

Figure 16 summarizes the key findings from the peer comparative analysis. This table illustrates the data range from high to low for selected key collection inventory and service measures along with interim benchmark distributions.

Population 350,000-500,000

Library	Population	Facilities					
		Total sf	Main pct total sf	Min br sf	Max br sf	Ave sf per br	sf per cap
Low	350,312	59,600	2.18%	332	8,160	3,083	0.14
25th %	392,342	142,506	30.41%	1,618	16,020	7,548	0.3
40th %	412,633	181,226	33.90%	1,830	21,958	9,215	0.45
50th %	432,093	227,634	39.15%	2,000	25,341	10,553	0.54
60th %	448,205	256,531	42.60%	2,260	31,040	11,215	0.61
70th %	456,296	280,967	52.77%	6,415	34,328	13,535	0.72
75th %	458,467	298,118	54.92%	3,638	35,000	14,906	0.74
80th %	462,269	347,584	56.20%	4,218	38,080	17,174	0.75
85th %	468,396	357,339	56.90%	5,380	43,900	20,233	0.84
90th %	478,746	379,462	59.55%	6,559	56,330	22,906	0.91
95th %	489,500	581,479	63.10%	7,377	59,684	25,907	1.28
High	498,344	933,058	69.84%	16,000	77,000	74,573	2.08

Figure 16

Against this peer group, in 2004, New Orleans Public Library ranked just below the 60th percentile in terms of total square feet provided, well below its 95th percentile ranking for population. The median number of branches operated by this peer group was twelve, precisely the number of branches operated by NOPL at the time of the data survey. The median branch size among this peer group was 10,553 square feet, while at NOPL the corresponding measure was 8,346 square feet. In 2004, NOPL provided 0.53 square feet per capita, which placed the library below the median in comparison with this peer group.

Figure 17 summarizes additional findings regarding collection resources from the peer comparative analysis.

Population 350,000-500,000

Library	Holdings				Holdings Analysis				
	Volumes	Periodical subscriptions	Audio Cases	Videos	Vol per cap	Subscr per K pop ¹	Audio per K pop ¹	Video per K pop ¹	AV as % of prt
Low	441,152	751	14,120	13,717	1.0	1.70	31.13	33.89	3.75
25th%	726,306	1,217	43,025	22,652	1.8	2.67	73.21	72.57	5.97
40th %	838,530	1,584	30,006	29,370	1.9	3.92	100.52	54.50	7.02
50th %	887,347	1,811	45,608	34,224	2.07	4.45	113.56	89.12	8.95
60th %	1,053,276	2,039	51,948	42,022	2.48	4.81	121.51	94.32	10.46
70th %	1,149,948	2,110	59,427	44,472	3.01	4.92	145.74	105.2	12.05
75th %	1,264,695	2,228	68,429	53,178	3.29	5.28	159.78	122.9	12.56
80th %	1,350,158	2,342	90,761	64,278	3.42	5.87	238.07	152.4	14.72
85th %	1,605,242	2,774	114,253	88,541	3.70	6.81	285.03	205.4	15.62
90th %	2,240,735	3,995	123,794	117,465	4.68	10.44	311.32	261.6	17.93
95th %	2,748,254	5,971	147,193	128,649	6.57	12.66	316.61	312.2	18.99
High	3,437,728	10,755	149,042	177,048	7.77	23.57	328.91	392.9	21.78

¹ per population of 1,000.

Figure 17

Peer Library Comparison

	Population	Vol held/ capita	Circula- tion/capita	sf/ capita	PC's/ 1,000 pop.
New Orleans Public Library (pre-K)	462,269	1.69	2.17	0.53	0.36
Mobile Public Library (AL)	350,312	1.44	5.25	0.37	0.94
Wichita Public Library (KS)	354,617	3.01	5.37	n.a.	0.26
Fort Bend County Libraries (TX)	363,058	1.85	6.60	0.75	0.75
Great River Regional Library (MN)	377,933	2.23	7.68	0.37	0.42
Johnson County Library (KS)	381,237	3.19	15.30	0.71	0.99
Minneapolis Public Library (MN)	382,618	7.77	6.55	0.54	0.59
Akron-Summit County Public Library (OH)	383,599	3.42	12.37	0.74	1.24
Knox County Public Library System (TN)	389,327	2.52	5.72	0.60	0.43
Greenville County Library System (SC)	395,357	1.91	7.45	0.56	0.83
Monmouth County Library (NJ)	399,613	3.38	8.35	0.87	0.18
Fort Vancouver Regional Library District (WA)	401,400	1.80	8.03	0.26	0.16
Birmingham Public Library (AL)	401,611	1.82	3.97	0.88	1.10
East Baton Rouge Parish Library (LA)	412,633	3.91	6.21	0.68	0.67
Virginia Beach Public Library (VA)	428,400	2.07	6.44	0.40	0.51
Oakland Public Library (CA)	430,300	2.67	4.14	0.46	0.47
Wayne County Public Library (MI)	432,039	1.83	2.79	0.36	0.34
City of Mesa Library (AZ)	434,215	1.54	8.04	0.35	0.35
West Florida Regional Library (FL)	440,947	1.00	2.60	0.14	0.17
Omaha Public Library (NE)	448,205	2.48	5.30	2.08	0.57
Toledo-Lucas County Public Library (OH)	450,632	5.60	14.26	1.18	1.05
Jefferson Parish Library (LA)	453,590	1.90	4.12	0.54	0.23
Cleveland Public Library (OH)	456,296	7.53	10.98	1.36	0.67
Onondaga County Public Library (NY)	458,336	1.13	3.34	0.44	0.25
Carnegie Library of Pittsburgh (PA)	458,597	3.48	6.66	0.78	0.87
Bucks County Free Library (PA)	464,092	1.81	4.85	0.28	0.23
Sonoma County Library (CA)	472,700	1.46	6.07	0.40	0.22
Dayton Metro Library (OH)	478,746	4.68	12.89	0.63	0.84
Long Beach Public Library (CA)	487,100	2.01	3.16	0.42	0.19
Stanislaus County Free Library (CA)	491,900	1.47	4.52	0.30	0.27
Lee County Library System (FL)	498,344	2.11	7.26	0.73	0.60

	Population	Vol held/ capita	Circula- tion/capita	sf/ capita	PC's/ 1,000 pop.
Minimum	350,312	1.00	2.60	0.14	0.16
25th percentile	392,342	1.82	4.52	0.38	0.26
50th percentile	432,039	2.11	6.44	0.54	0.47
75th percentile	458,467	3.38	8.03	0.74	0.79
90th percentile	478,746	4.86	12.47	0.91	0.99
Maximum	498,344	7.77	15.30	2.08	1.24

NOPL Master Plan Recommended Goals for 2030

Vol held/ capita	Percentile for vol held/capita	Circula- tion/ capita	Percentile for circula- tion/capita	sf/capita	Percentile for sf/ capita	PC's/ 1,000 pop.	Percentile for PC's/ 1,000 pop.
2.97	70th	6.20	50th	0.96	90th	1.03	95th

Figure 18

Note: These statistics come from the National Center for Education for fiscal year 2004. The table shows pre-K figures for NOPL. The peer libraries listed here are US libraries serving populations between 350,000 and 500,000, not including those libraries that do not have a traditional main library. Also note, the high-low, average, and percentile measures are calculated for the peer group listed, excluding NOPL.

The New Orleans Public Library's current inventory of print collection is smaller than the reported holdings of almost any of the libraries in its peer group.

In 2004, NOPL held a collection of 1.69 volumes per capita, ranking below the 25th percentile against the peer sample studied.

Against this peer group, NOPL's pre-Katrina holdings of 780,000+ volumes ranked it below the 25th percentile. The library's current inventory of print collection is smaller than the reported holdings of almost any of the libraries in its peer group. The number of audio recordings and video recordings held at NOPL in 2004 also ranked below the 25th percentile, and the current inventory ranks even lower. In 2004, NOPL held a collection of 1.69 volumes per capita, ranking below the 25th percentile against this peer sample. The library's rate of holdings for non-print formats at the time of this data survey—61.16 audio recordings per 1,000 population and 39.31 video recordings per 1,000 population—ranked the library well below the 25th percentile for this peer group.

The corresponding rate of holding today for print collections is 1.83 volumes per capita. This increase results from the fact that the tally of the library's service population and its print holdings have declined since Katrina, but the service population has lost a larger share of its pre-storm level. The combined rate of holdings for non-print collections is 61.01 items per 1,000 population, well below the combined 100.47 items per 1,000 population before the storm.

Library System Square Foot Analysis

Branch	Year Built/ Add	Square Feet	% of Total	% of Main	Post 2005	% of Total	% w/o Main
Algiers Regional	1966	13,130	5.42	14.26	closed	0.00	0.00
Alvar Street	1940	3,086	1.27	3.35	3,086	1.67	8.96
Children's Resource Center	1908	2,014	.83	2.19	2,014	1.09	5.85
Cita Dennis Hubbell	1907	2,730	1.13	2.96	2,730	1.48	7.93
East New Orleans	1968	13,500	5.58	14.66	closed	0.00	0.00
Main Library	1960	138,380	61.96	NA	138,380	81.33	NA
Martin Luther King	1995	11,166	4.61	12.12	11,166	6.05	32.43
Mid-City (Temp)	2007	3,500	1.45	3.80	3,500	1.90	10.16
Milton H. Latter Memorial	1907	9,000	3.72	9.77	9,000	4.88	26.14
Nix	1930	2,940	1.21	3.19	2,940	1.59	8.54
Nora Navra	1954	2,500	1.03	2.71	0	0.00	0.00
Norman Mayer (Gentilly)	1949	7,850	3.24	8.52	0	0.00	0.00
Robert E. Smith	1979	9,970	4.12	10.83	closed	0.00	0.00
Rosa Keller	1919/1963	10,710	4.42	11.63	0	0.00	0.00
Total system SF		242,096	100		184,436	100	
Total w/o Main		92,096	38		34,436	18	

Figure 19

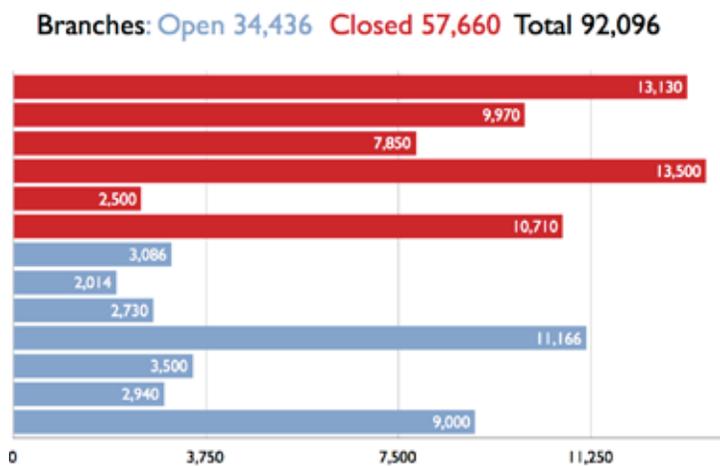


Figure 20

Square Feet per Capita

In 2000 with all branches in operation, NOPL had 0.49 sf/capita, compared to a peer group average of 0.64 sf/capita and 90th percentile of 0.97/capita.

Between 1900 and 2000, NOPL grew from 0 to 238,596 square feet of library space. Using the population in the year 2000, there was 0.49 square feet of library space per capita. Up until the construction of the Main library in 1960, the City of New Orleans never provided more than 0.05 square feet per capita. In 1960, after the opening of the Main library, this figure increased to 0.29. After Katrina, this increased to 0.69 square feet per capita in 2007. Even considering the closure of 54,160 square feet of library space as a result of Hurricane Katrina, the library system improved, on the single measure of square feet per capita. However, this abstract measure does not paint the entire picture. What is more critical is the space distribution in relationship to the population served. For example, post-Katrina, 58% of the branch library service was being provided by the Milton Lettier and Martin Luther King branches. Figure 21 graphically represents the disproportionate nature of the library service.

Peer Comparison

Using the projected population of 409,056 in the year 2030, there are 29 U.S. cities within this population range. Shown below is an executive summary of the square feet per capita provided by these communities:

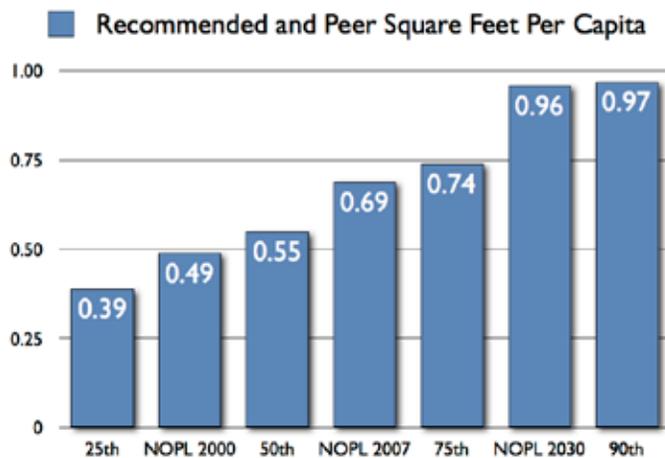


Figure 21

	Pop	Configuration				Facilities			
		Ctrl	Brch	Bkmb	Main sf	Brch sf	Main % of total sf	Ave SF per Brch	sf per capita
NO 2000	484,674	1	12	0	138,380	88,596	62	7,383	0.49
NO 2007	264,969	1	8 ¹	0	138,380	34,436	82	4,919	0.69
Low	354,617	1	2	0	4,500	32,100	2.18	3,083	0.14
25th %	395,357	1	10	0	58,850	87,438	30.93	7,408	0.39
50th %	432,039	1	12	0	92,774	144,777	39.15	10,553	0.55
75th %	458,336	1	17	1	123,426	204,099	54.26	14,590	0.74
90th %	480,417	1	20	3	227,835	250,469	57.96	22,927	0.97
High	498,344	1	31	4	324,450	671,153	69.84	74,573	2.08
Average	428,532	1	13	1	107,468	166,818	39.46	14,043	.64

Abbreviations: Pop: Population; Ctrl: Central Library; Brch: Branch Library; Bkmb: Bookmobile; sf: Square Feet; Avg: Average.

¹ This includes the temporary branch at the Mid-City Branch.

Figure 22

World-Class Library

Our service goals for the New Orleans Public Library will place the library within the 90th percentile by the year 2030 if fully implemented.

Planning Framework

It is the expressed desire of the New Orleans Public Library and its Board of Directors to create a world-class library system. At the same time, this goal will be tempered by political, economic and practical realities. As illustrated in Figure 22, the New Orleans Public Library, in the year 2000 ranked, on a square foot per capita basis, in the 55th percentile of its peer cities. Our service goals for the New Orleans Public Library will place the Library within the 90th percentile by the year 2030 if fully implemented.

A direct connection exists between the resource and service inventories a library seeks to house and the amount of space it needs. All other things being equal, a library will require more floor space if it aims to develop a collection of 250,000 volumes than if its collection development goal was 100,000 volumes; all other things being equal, a library will require more floor space if it seeks to provide 200 reader seats rather than 120.

The recommended space needs assessment methodology applied in this study is organized around six kinds of floor space to be found in most libraries:

- » **Collection space:** Housing the library's basic print and non-print collection.
- » **Reader seating space:** Providing a variety of comfortable seating for library patrons to use the library's resources in-house.
- » **Staff space:** Providing staff work stations as needed to support the library's various routines and operations (circulation, technical services, public services, administration, etc.).
- » **Programming/meeting space:** Accommodating library programming for the general public, meetings of the Library Board and/or staff, as well as meetings of other community groups.
- » **Special use space:** Housing those pieces of library furniture or special library functions that have not been accounted for in previous types of space (e.g., photocopiers, pamphlet files, microfilm readers, public typewriters, a public refreshment area or café, small group study rooms, a staff lounge, etc.).
- » **Non-assignable space:** Housing those spaces which must be provided to support a functioning building but which cannot be assigned directly to library purposes (e.g., vestibules, restrooms, stairwells, furnace rooms, etc.).

A library can define service parameters relating to each of these six types of space. The service parameters can then be converted into an estimate of space needs by applying appropriate unit space allowances. These unit space allowances are actu-

ally expressed as a range reflecting the fact that specific space needs are conditioned by a variety of environmental parameters. Book collections, for example, may be housed in various settings that can support wider or narrower aisles, taller or lower shelving, more face-out marketing displays or fewer such displays. All of these factors affect the floor space required by the collection. In an optimum setting—with generous aisles, and lower, patron-friendly shelving, ample marketing and display of the collections—a library will need one square foot for every 10.0 volumes to house. In other settings—with increasingly narrower aisles, taller shelves, and so on—this allowance shifts. A moderate allowance for the book collection is one square foot for every 11.5 volumes to house; a low allowance is one square foot for every 13.0 volumes to house; and a minimum allowance is one square foot for every 17.5 volumes to house. The latter calculation anticipates an extremely dense arrangement of the collection, maximizing the number of volumes held in a given area, even to the detriment of ease of use for the staff and public.

When these allowances are applied to a library's recommended service parameters, an estimate of the library's space needs can be made ranging from an optimum level to a minimum level. Within this range, a recommended estimate is defined based on expectations of density of housing the library's resources and economies of scale in the eventual building layout. One of the first steps in making an assessment of a library's space need, however, is the determination of the library's service population—the population of the library's service community, on which the design for the new building (s) should be based. While per capita measures are not the sole tool to establish service goals, they remain one of the most reliable and useful tools available for calculating recommendations regarding individual program needs within a library's broader range of services. Besides population, the consultant used the Library's own service goals and the unique character of New Orleans, Louisiana. While per capita measures enable a community to see how it compares with other peer communities—they also should be viewed with some caution since there are no two communities exactly alike. It is essential that the Library should represent a projection of the service community's size, preferably twenty years hence. This corresponds with the axiom that facilities planning should meet the community's long-term needs. Therefore, this assessment plans for a library through the year 2030.

According to data assembled by the Regional Planning Commission, the current population of New Orleans is estimated to be 264,969, down from a pre-Katrina census of more than 462,000. RPC estimates forecast growth to 319,000+ in

2010. By 2020, the population is estimated to be 383,000+. And by 2030, the population estimate from the RPC is 409,056. This became an important consideration in planning future services for the New Orleans Public Library.

Within the context of this study it is also important to recognize the regional nature of the City of New Orleans and the manner in which tourist traffic affects the local economy and library use patterns. Together with population growth within the Library’s primary service jurisdiction, these factors affect the determination of the Library’s unique, individual service needs. These recommendations are then specifically tailored to reflect quantitative measures of specific activities such as technology work stations, browsing collection areas and meeting rooms. This community based planning method is essential—since the last quantitative measure for public library floor space used by the American Library Association appeared in the *Interim Standards for Small Public Libraries*, published in 1962.

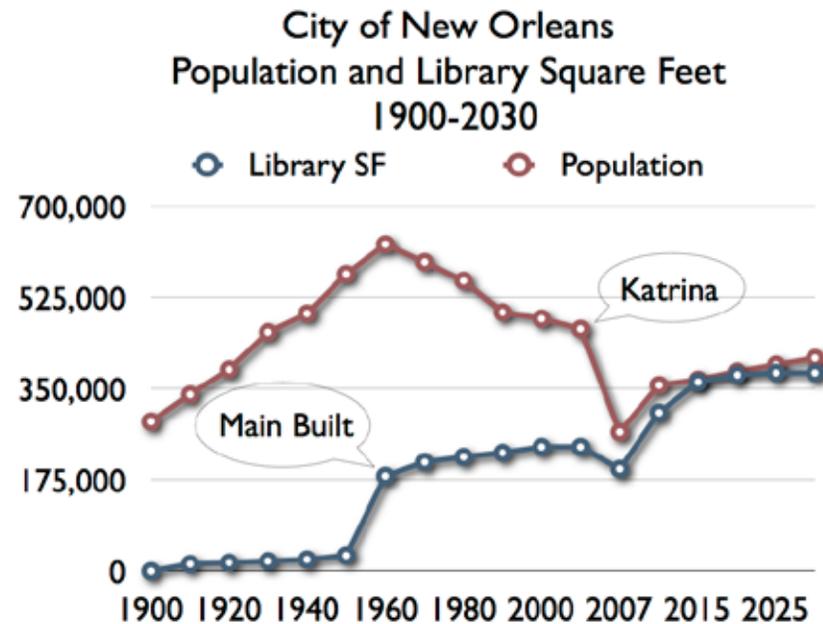


Figure 23

While this report is recommending that the central library of New Orleans be considered a regional resource, it is central to the Master Plan that the Library maintains its identity as a cultural institution for the city. As such, its design and program will reflect the best relationship between the demonstrated need and the community's desire for library service.

To ensure that the Library is planned properly, we are recommending that the Library be created with these guiding principles in mind:

Guiding Principles for Planning the New Orleans Public Library

- » Each decision will be based on a balance of the needs of the city itself and its residents.
- » The growth of the city will be an integral consideration in guiding the decisions on the size of the facility.
- » The cultural and intellectual aspirations of the community will be a centerpiece for all decisions.
- » The planning for the building will respect the need to balance space for the materials, programs, staff and patrons.
- » The community will participate through a consensual process to shape the design of the building.

Essential Service Parameters for the New Orleans Public Library

For purposes of this assessment, the combined services and resources of the New Orleans Public Library were organized into several components and groups, the better to support the service needs of the Library's various constituents. This section of the report describes that organization and summarizes key themes and goals that guided the development of the recommendations in this Master Plan. On one very basic level, this study has organized the Library's collections, resources, and services into main library functions and branch library functions.

Main library operations were further subdivided into five categories, including:

1. **Main Public Library Services:** These are the essential collections and resources made available to the public, including the general classified collection, computer network terminals for public use, a variety of reader seating, staff support desks, program spaces, and the like. Within the Main Library, there are seven distinct centers of service. Each center will have its own service point, collection, seating, and dedicated space. These centers of service include:
 - a. Adult reading
 - b. Young adult section
 - c. Children's area
 - d. Periodicals
 - e. Audiovisual collection
 - f. Computer training center
 - g. Learning center
2. **Louisiana Division/City Archives:** This special research collection of unique local documents dates back to the initial settlement of the city. Much of this collection is maintained in closed stack storage.
3. **African-American Research Center:** This newer special research collection focuses on African-American historical and cultural resources. The planning team approached this collection as a separate, dedicated sub-collection of the main one in order to better preserve its identity in the context of this study.
4. **Central Services/Administration:** These areas include the library director's office, workrooms for personnel and the business office, an office for the library foundation, and office space for other administrative staff.
5. **Central Services/Technical Services:** These include the acquisitions and cataloging functions, as well as the library's information technology/computer network services operations.

To some degree, these five components of function and space at the main library were identified as separate planning elements to give local planners greater flexibil-

ity in adapting this Master Plan to reflect the changing realities during implementation. For example, these five divisions are presently co-located at the Library's main downtown facility, a configuration that affords a number of operational advantages and conveniences. They are not, however, absolutely or inherently bound to be co-located. For example, the Louisiana Division/City Archives could be housed in a separate facility. Likewise, the administration or technical services could also be located elsewhere. The planning team is not necessarily recommending such separation, but by approaching these elements as separate and distinct planning elements, it reserves more flexible response options for implementation.

Branch library services were categorized into five different models for branch services—a storefront branch, a neighborhood branch, a community branch, a district branch, and a regional branch. The particulars of these branch types are detailed in the following section of this report. The library system has already embarked on using modular buildings as an interim, short-term solution to the pressing space needs. These modular branches are not detailed in this Master Plan document.

System-wide Service Goals for the New Orleans Public Library

System-wide Service Goals

- » *Build a world-class library better than before Hurricane Katrina.*
- » *Increase print collection from 1.69 volumes per capita to 2.97, the peer group median.*
- » *Double the proportion of non-print items to print material, reflecting New Orleans' musical and performance traditions.*
- » *Provide meeting and program spaces to all but the smallest locations.*
- » *Create a range of branch sizes, including small storefronts, to create an optimal network.*
- » *Increase total print collection to 1.35 million volumes.*
- » *Increase the total number of computers from 165 to 422, or approximately 1 per 1,000 people.*

As noted in the preceding section, there is a direct connection between the resources and services to be housed in a library and that library's space needs. This correlation is true on both a system-wide level and building-by-building level. The following key themes emerged from the consultant's work with library staff, trustees, and other community representatives. These themes have guided the definition of resource inventory goals and the allocation of resources into the service components listed above.

- » An important recurring theme throughout this master planning process has been the Library's desire and intent to rebuild better, to identify the changes needed to transform the New Orleans Public Library into a world-class library. Throughout the process, the planning team has asked at each critical decision point how the issue at hand would support these over-arching goals.
- » The New Orleans Public Library has been under-resourced even prior to Hurricane Katrina. In 2004, the Library's print holdings placed it below the 25th percentile in relation to its peers. The number of volumes held per capita—1.69 at the time of the data reported for the peer comparative analysis—was below the lower quarter measure of 1.90 and well below the median measure of 2.07. It was determined that the Library should do better, but at the same time there was an acknowledgement that as the city rebuilds, support from the Library's tax base may lag. A balance would need to be struck. There was broad agreement that the national peer sample average of 2.78 volumes per capita would be a suitable minimum starting point to describe an improved and more responsive collection to support the needs and interests of the citizens of New Orleans.
- » Similarly, the Library's non-print holdings have been historically under-resourced. In 2004, the Library held 5.95 non-print items for every 100 print items in the collection. The median rate reported by the Library's peers was 8.95 items for every 100 print items. Recognizing the growing importance of non-print collections for any public library in today's service environment—and especially for a library like NOPL, which serves a community so steeped in musical and performing traditions—there was broad agreement that the Library should expand non-print resources aggressively and strive to provide non-print holdings at a rate of 10.0 items for every 100 print items held.
- » As can be seen in the following peer analysis table on the following page, this Master Plan is proposing an aggressive increase in the number of computers per capita. Prior to Katrina, NOPL had only 0.36 computers per 1,000 in population. This Master Plan is recommending that NOPL move from the 30th percentile to the 95th percentile. Because of their proximity to the neigh-

	# of PC's	PC/1,000 population
NOPL pre-K	165	0.36
Low	65	0.16
25th percentile	113	0.26
50th percentile	201	0.47
75th percentile	317	0.79
90th percentile	400	0.99
Proposed NOPL for the year 2030	422	1.03
High	475	1.24

Figure 24

- neighborhoods and direct convenience for the library's patrons, branch inventories for computer network stations are especially critical.
- » Recognizing the importance of programming in today's library and growing role of the public library as a community gathering place, meeting spaces are assuming greater prominence in the planning process. The plan recommends a wider variety of meeting spaces for the main library and meeting rooms for most of the branch library service models.
 - » The number and type of branches will ultimately affect the combined collection resources and services to be provided by the Library. A certain level of duplication always occurs between a main library and the branches and among the branches. As branches are added to a system, an accommodation should be made in the system's total holdings to account for the increased duplication that will be introduced by the new branch. As an adjustment for the duplication introduced by a branch, a protocol was adopted to increase the Library's system-wide holdings in an amount equal to 50% of the combined holdings of all the branches. The sole exception to this protocol involves the proposed storefront branch service model. This service model describes a small service outlet, with a limited collection, small enough that it would have at best only a marginal impact on duplication. Moreover, the idea behind the storefront branch is to offer a service model that the Library can introduce in a variety of trial locations, so ultimately there may be more or fewer storefront locations over time.
 - » Within the main library, a portion of the classified collection is allocated to the Louisiana Division/City Archives (73,800 volumes) and a portion is allocated to the African-American Research Center (15,000 volumes). Incorporating the number of branches to be developed and the adjustments for system-wide duplication of collection resources among the branches, the plan recommends a combined print collection of 1.35 million volumes. Roughly 572,000 volumes will be housed in the branches, with the remainder housed in the main library (including the allocations to the Louisiana Division/City Archives and the African-American Research Center).

Branch Service Models for the New Orleans Public Library

As the New Orleans Public Library rebuilds, there was broad consensus among library staff, board members, and other local planners that a traditional, centralized approach to the provision of library service afforded the strongest, most effective means of delivering library services across the entire city. A strong core collection at a main library—including the resources housed in the Louisiana Division/City Archives and the African-American Resource Center—combined with a well-considered array of branch service models offer the best approach for the Library to be able to respond flexibly to changing demographics and service needs as the city is repopulated.

Working closely with library staff, the planning team defined a series of service protocols for different branch service models. Five distinct models for branch service were devised, in a spectrum of smaller to larger:

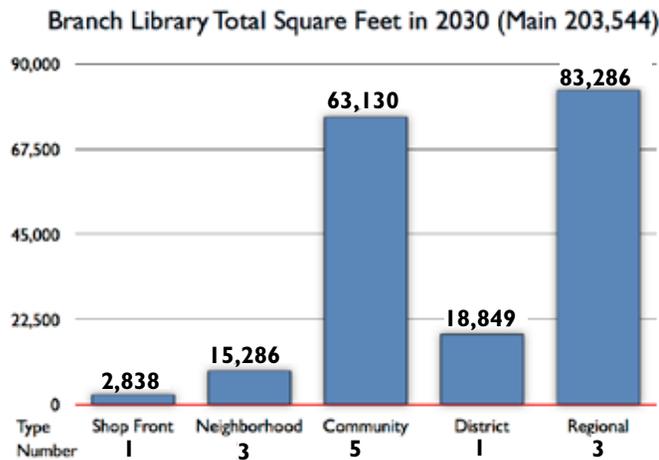


Figure 25

1. **Storefront:** A very small library outlet, with minimal collections but with a notable electronic presence, the storefront library will often be found in rental space and may be used by the library to explore the feasibility of establishing new service in a new area and/or to introduce basic service in an area that might not otherwise be able to support a more complete range of services.
2. **Neighborhood:** This is the most basic of the branch types, housing a core collection of print and non-print materials, with a basic complement of computers for public use and a small meeting room to seat 30 for library programs and neighborhood events
3. **Community:** A community library supports an expanded collection, including a larger print and non-print collection, as well as more than twice the number of computer network stations for public use. The community branch also provides additional staffing to offer dedicated staff support for branch computer use.
4. **District:** Collection resources (print, non-print, and electronic) are expanded in the district branch, along with enhanced general staffing areas, a larger meeting room to seat up to 60, and a separate, dedicated space for children's story times.
5. **Regional:** A regional library provides the most comprehensive collection resources among the different branch types, supporting a collection five times the size of one in a neighborhood branch and twice the size of that provided in a community branch. Staffing is organized around a triad of key service points (for circulation, adult/reference service, and children's service), and the meeting room seats 100.

Underlying each of these models are different levels of collection resources, service capability, and patron expectations. Each type houses a larger inventory of computer network stations for public use, each successive type accommodates a larger inventory of reader seating, and each type provides a larger staff complement, the better to support the public's use of the library and its resources. The specific, detailed calculation of space needs for each branch type is presented in Appendix C.

The resource and service inventories and space needs for each of these branch types are summarized in Figure 26.

Summary of Branch Service Models

	Branch Types				
	Storefront	Neighborhood	Community	District	Regional
Collection Space					
Books	5,000	16,000	40,000	60,000	80,000
Magazines	20	20	25	40	50
Non-print	500	1,600	4,000	6,000	8,000
Public PCs	10	10	24	30	36
Reader Seating Space (qty)	12	24	30	60	100
Staff Work Space (qty)	3	4	7	9	15
Meeting Room Space (qty)					
Program room 1	-	30	60	120	250
Story Time Room 1	-	-	-	30	30
Gross Area Recommended (in sf)	2,838	6,100	12,991	18,849	27,762

Figure 26

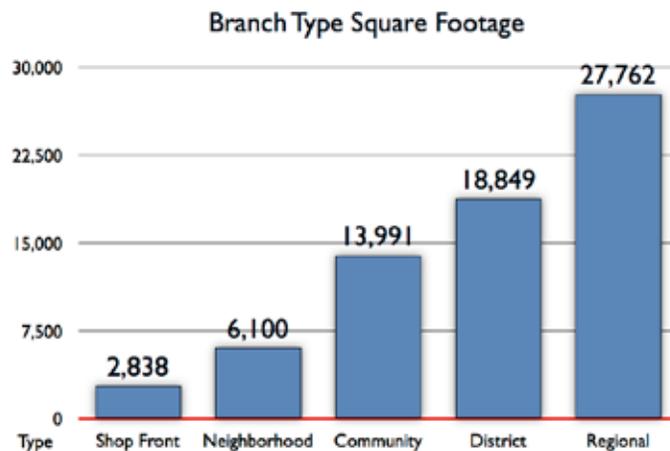


Figure 27

These branch models provide the basis for an examination of alternatives for the distribution of library services throughout the city. The final distribution of branch services and locations affects the balance of resources between the branches and the main library, which in turn affects final recommendations regarding space needs.

National Comparative Statistics with Final Recommendation: ¹

System	Population	\$/Capita ²	Items/Capita	sf/Capita	Annual Circ/ Capita
City of New Orleans in 2004	484,674	\$17.15	1.69	0.49	2.17
Average for Peer Libraries	428,532	\$34.68	2.80	0.64	6.69
Recommended for 2030	409,000	\$40.53	2.97	0.96	6.20

Figure 28

Service Recommendations for New Orleans Public Library

Based on a projected 2030 population of 409,056, this recommendation establishes overalls goal of:

	Plan	Increase over 2004
Number of Books	1,214,896	45%
Number of Non-Print Items	125,900	171%
Circulation	3,272,448	226%
Total Building Area (in sf)	386,744	54%
Total Repurposed Space (in sf)	19,710	
Grand Total Area (in sf)	406,454	
Annual Budget	\$16,579,120	232%

Figure 29

Cost Item	Budget	% of Total
Staff and Benefits	\$11,682,908	70%
General Operating Costs	\$1,229,702	8%
Facilities Operating Costs	\$1,201,629	7%
Library Materials	\$2,124,880	13%
Automation Services	\$340,000	2%
Total Annual Budget	\$16,579,120	100%

Figure 30

See page 79 for details on personnel costs.

¹ All dollar amounts are in 2008 dollars and are not adjusted for future inflation.

² This covers all operating costs, including materials, labor and building utilities and maintenance.

Area Recommendations in Square Feet for Branches

Shown below is a summary of the total space allocated by use for the branch types.

Space	Storefront	Neighborhood	Community	District	Regional
Collection	930	2,030	4,998	6,556	8,576
Reader Seating	360	720	900	1,800	3,000
Staff Work	413	550	963	1,238	2,063
Meeting Room	0	360	610	1,245	2,325
Special Use	355	763	1,949	2,827	4,164
Nonassignable	780	1,678	3,571	5,183	7,635
Special Allowances	0	0	0	0	0
Total Square Footage	2,838	6,101	12,991	18,849	27,762

Figure 31

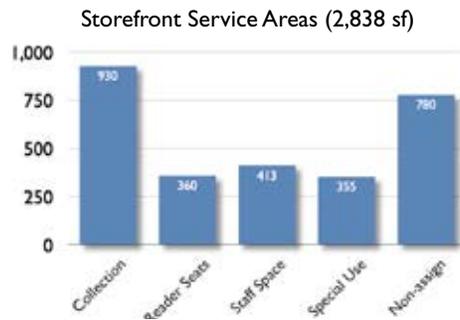


Figure 32

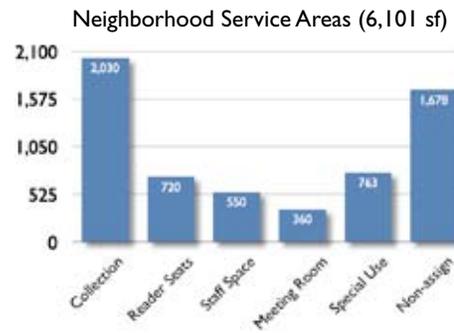


Figure 33

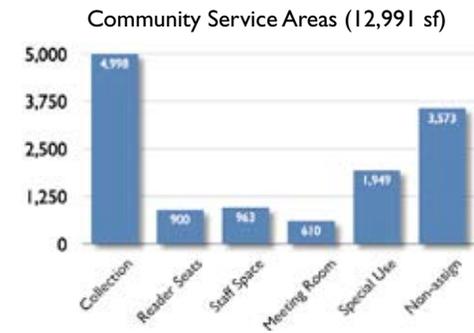


Figure 34

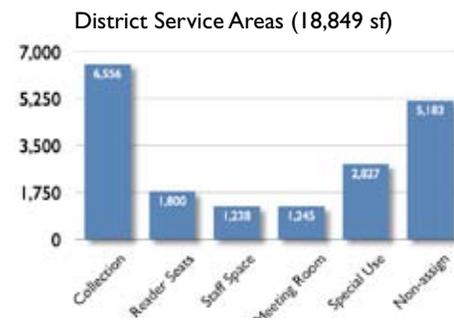


Figure 35

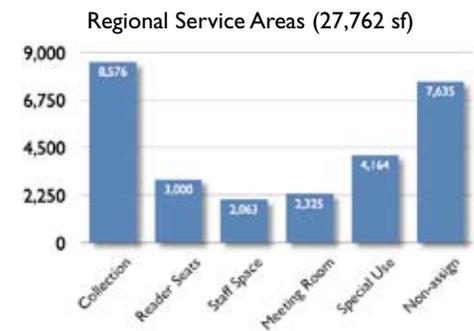


Figure 36

Area Recommendations in Square Feet for Main Library

Space	Main Public	LA Division	AARC	Admin	Technical	Total
Collection	45,757	19,954	1,624	0	0	67,335
Reader Seating	7,313	1,750	1,170	0	0	10,233
Staff Work	7,838	2,613	875	3,438	3,900	18,664
Meeting Room	12,150	0	0	912	0	13,062
Special Use	19,058	6,343	957	1,135	1,017	28,510
Nonassignable	34,940	11,629	1,755	2,080	1,865	52,269
Special Allowances	6,475	0	500	2,800	3,500	13,275
Total Square Footage	133,531	42,289	6,881	10,365	10,282	203,348

Figure 37

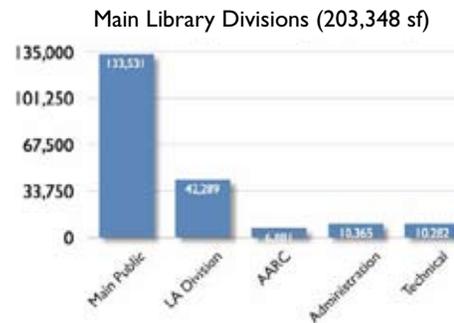


Figure 38

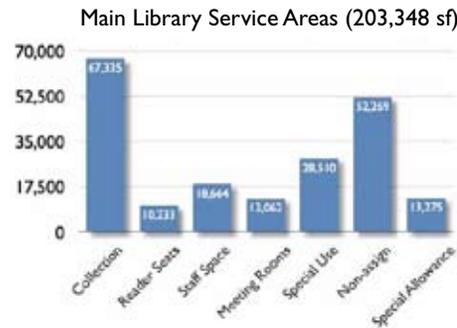


Figure 39

Recommended Locations

The associated square footage for each of the five branch library types and main library are:

Storefront.....	2,838 sf
Neighborhood.....	6,100 sf
Community.....	12,991 sf
District.....	18,849 sf
Regional.....	27,762 sf
Main.....	203,348 sf

It is recommended that by the year 2030, the NOPL system have a total of 380,833 square feet, or about 1.0 square foot per capita (0.96). This recommendation also includes the phased replacement of the following libraries:

Children’s Resource Center.....	2,014 sf
Mid-City Temporary Branch.....	3,500 sf
Nix Branch.....	2,940 sf
Nora Navra.....	2,500 sf

These libraries would be replaced by larger neighborhood and community libraries that could better serve the citizens with increased collections, more non-print materials, and expanded study space and meeting areas. The closing of these libraries would happen gradually as the new replacement branches are added.

The planning team also recommends that the Milton H. Latter Memorial Branch ultimately be converted into a community cultural center with space for the NOPL Foundation, other support activities, and library services such as computers, book pick-up, and magazines. The building would serve as ceremonial space for community cultural events and be the formal meeting place for the Library Board and other library support organizations. With the understanding that Uptown residents would be better served by two smaller branches, the Master Plan proposes creating two new Community branch prototypes: the Downriver and Upriver Branches.

The Cita Denis Hubbell branch is a wonderful 2,730 square-foot building. It sits comfortably within the neighborhood and, as an original Carnegie Library, and has served the community as a library from 1907 to 1965 and since 1975 (it closed for 10 years because of Hurricane Betsy). Like the Milton H. Latter Memorial Branch, this building is important historically and loved by the residents of the West Bank neighborhood of Algiers Point. Also as with Milton Latter, the Hubbell branch is

too small to provide the world-class library services that these residents deserve. The plan recommends that this branch be retained as a cultural and community center that will complement a new Neighborhood type branch of 6,100 square feet. It is believed that this combination will enable the building to be preserved and used, while affording the residents of this community the library services they deserve.

The Master Plan also calls for replacement of the Rosa Keller branch because it is under-sized and significantly damaged. The Rosa Keller branch plays a central position in its neighborhood's recovery plan, and public and private funds have been committed to implement this plan.

This report recommends rebuilding six existing branch libraries (Algiers Regional, Cita Dennis Hubbell, East New Orleans Regional, Norman Mayer, Rosa Keller, and Robert E. Smith) either at their existing sites or within a defined zone in close proximity to the existing locations. Since rebuilt library branches are proposed to be larger than the pre-Katrina branch size (at all locations), rebuilding at the existing site may not be feasible; thus nearby sites are necessary for consideration. Final decisions on reusing an existing site or relocating nearby will be made by the Library Board of Directors when they decide to proceed with construction on specific branches. This report provides recommended zones for relocation, when it is deemed appropriate, which are based on the following criteria:

- » Providing access to public transit services is critical in neighborhoods where historical precedents and demographic predictions support patrons using public transit to visit the library.
- » Co-locating to realize synergies from businesses and community services within a 3 block walking distance by creating walkable neighborhood centers.
- » Relocating close by an existing site to maintain continuity for the existing neighborhood patrons.
- » Locating within a Recovery Target Area (RTA), identified by the Office of Recovery Management, where possible, recognizes that development of core community services will be concentrated in these nodes within the city and the libraries belong in these clusters of commercial and civic activities.
- » Believing that library buildings must be located on highly visible sites. The old adage "out of site, out of mind" rings true for a branch library. Maintaining a strong visual connection to community residents' normal paths through the city increases the public use of the facility.
- » Public libraries are a community resource to be celebrated. Libraries should be

positioned in prime neighborhood locations to demonstrate the community's highest aspirations for the public's access to knowledge and to nurturing community.

- » Library branches are sited to achieve a distribution of services aligned with the planning district population density projections provided by the Regional Planning Commission (see Appendix B). These are the most accurate population projections available, being widely used by other Parish entities undergoing similar planning processes.
- » Comparable library service for every resident should be provided throughout the city. This does imply that services will be equal at each branch, but recognizes the imperative that access to knowledge by every citizen is vital to a healthy, engaged, and productive society.

This report also recommends opening six new branch libraries (Carrollton, Central City, Pontilly, Tremé, Downriver, and Upriver). Locations for these new branches are predicated upon similar criteria to those listed above, in addition to some unique considerations.

The proposed Central City storefront branch is an auxiliary branch in the southeast portion of the Central City neighborhood. This branch will provide service to an underserved area within the city. The location is easily accessible along a major transit route. The street houses a number of small, unique service and commercial businesses that create a walkable district.

The proposed Carrollton branch combines the service areas of Mid-City (a temporary location) and Nix branches into a larger service model to better serve the greater neighborhood's needs. The Carrollton RTA was selected for this new, larger facility to provide a central location accessible to public transit from multiple directions and adjacent to existing businesses. The city identified the Carrollton Avenue corridor as a significant service node for this region of the city and thus the location within the RTA reduces structural barriers when accessing the library by collocating this branch in close proximity to other community services and programs. This is also a highly visible site and a major gateway into the city from Metairie and Kenner to the west.

The proposed new Pontilly branch should be located along a major neighborhood thoroughfare so access to and visibility by the greater citizenry will be assured. Since there are no RTA districts in this sector of the city, the decision to locate a branch here is reliant upon the existing community fabric and its expected health

for years to come. The most logical sites in the Pontilly neighborhood are the intersections of Leon C. Simon Drive at Franklin Avenue and at Elysian Fields Avenue. Leon C. Simon is a major east-west thoroughfare while Franklin and Elysian Fields are arteries conveying large volumes of traffic towards to and from the lakefront and the University of New Orleans. These locations provide a link for the services areas between Norman Mayer to the south and between East New Orleans Regional and Robert E. Smith to the west. Distributing these four larger service models across the northern swath of the city provides service options for this region of the city that is highly reliant upon the automobile for transportation.

The proposed new Tremé branch will be located in the St. Bernard Recovery Zone, initially as a Storefront prototype and then replaced with a Community prototype branch by 2020.

The Milton Latter branch, currently serving Uptown, is 9,000 square feet, of which only 6,500 square is used for the public library services. As a former residence and a historically significant building, it is an important part of the community. It also serves as the storage (in the basement) and the sales (in the Carriage House) for the Friends of the New Orleans Public Library. As a former residence, the building has only a very limited ability to serve as a world-class library space for the 21st century. The room configuration, floor loading, and the percentage of space given over to structure, walls, and stairs limit flexibility, capacity, and the services that can be provided.

This branch will remain part of the library system but change its emphasis. It will house offices for the Friends of the NOPL, the NOPL Foundation, space for book pick-up, a limited number of computers, and space for cultural events, such as readings. Two Community type branches will replace the Milton Latter branch, each with 12,991 square feet for a total of approximately 26,000 square feet.

The proposed new Downriver branch will be located in the Uptown area downriver of Napoleon Avenue. This branch will replace a portion of the service provided by the Milton Latter branch. The proposed new Upriver branch will be located in the Uptown area upriver of Henry Clay Avenue. This branch will replace a portion of the service provided by the Milton Latter branch.

Finally, the Alvar Street and Martin Luther King branches are recommended to remain open and used as is. These are functional and vital community assets that would cause undue stress to immediate, surrounding communities to rebuild or

relocate.

It is recommended that the Main Library be replaced with a new, state-of-the-art library and archive facility. As noted in this report, the existing main library was built between 1956 and 1958. It received awards and is recognized by local and national architects as an important modern building that has enriched the architectural heritage of New Orleans. For this reason, this report advocates that this building be preserved—but not as the main library.

While the building has served its purpose as a library for the past 40 years, it was built with two critical flaws that cannot, in the opinion of this report, be overcome:

1. Based on two independent engineering assessments, the present Main Library does not conform to code for structural loading for a library.
2. The Louisiana collection, one of the most historically significant and precious archival collections in the country, is stored below ground (and below sea-level) in space that was not specifically engineered for archival materials (with little or no climate control). This lower level accounts for 61,455 square feet of the total 138,380 square feet or 44% of the total. This space can not be used for library or other critical storage purposes.

While these are the two most crucial flaws, there are others:

3. More than 40 years old, the library's electrical and HVAC systems are obsolete.
4. The exterior envelope would have to be completely rebuilt to increase its performance and sustainability. It is noted that the expense of upgrading the exterior is not shown in the calculations below.
5. To meet the space needs of the library, an addition of approximately 125,000 gross square feet would be required. This addition, by necessity, would have to be 6 stories because of the constraints imposed by the size and physical geometry of the site. The functionality of the library would be compromised by having part of the building (existing) situated on 3 levels, while the new adjacent space would be on 6 levels. This configuration would increase the number of service points, the building size (requiring space for additional vertical circulation, such as stairs and elevators), and cost (because footing loads will increase and additional elevator stops will be needed). These necessary adjustments will require approximately 20,000 additional square feet.
6. The lack of adjacent land for dedicated parking eliminates the possibility of convenient parking for patrons and staff.
7. The current floor to ceiling height would not accommodate energy efficient ambient lighting and a raised floor data and air distribution system.

The current Main Library in New Orleans should be replaced with a new landmark civic building that is a dynamic, resource-rich, and significant downtown destination that complements the mission and purpose of the Library and the city. This new library will become a community gathering place that inspires learning, invites interaction, and improves access to information and knowledge for everyone. It will include increased space for research and circulating collections that augment branch collections, additional seating, meeting and study room space, a café, and a state-of-the-art auditorium for dynamic presentations and community cultural events. The building's technology systems and layout will enable improved information technology access, such as: a high tech access and training center, program and exhibit space for community and cultural events, dedicated program space for youth and teens, a family center offering programs and services for all ages, and increased parking and accessibility. The new Main Library will house the world-renowned Louisiana Division, NOPL administrative offices, and core collection, and it will serve the residents, businesses, and government agencies in the Central Business District (CBD), French Quarter, Warehouse District, and adjacent neighborhoods. The new building is also proposed to be a LEED Platinum certified building—the highest rating given by the U.S. Green Building Council for a sustainable building.

This plan also recommends the construction of a new, secure, above-ground archival facility for the Louisiana Division, to begin as soon as possible in central New Orleans. The start date for construction should be no later than 2010. This archival facility would be the first phase of the completely new Main Library—to be completed by the year 2018. Construction of both phases is projected to cost \$113,803,756 (in 2008 dollars) plus \$20 million for a dedicated parking structure (if required by the selected site.) The total, not including land acquisition, would be \$133,803,756 for the building and structured parking. The capital costs to expand and renovate the existing library would be approximately \$108,801,279, not including parking. Thus, it will cost approximately \$437,587 more to renovate the Main Library than to build new. Given the scale of the project, this is essentially a break-even. This difference, as noted, does not include cost of land acquisition, credit for the existing library real estate, or construction of the parking. The estimated minimum capital costs of a renovated and expanded existing library are shown in the following table.

	Square footage	Cost/sf	Capital Cost
Renovation of 3 Floors of Existing Main Library	76,925	\$300	\$23,077,500
New Construction of Louisiana Collection/Archives	42,287	\$532	\$22,499,720
Expansion of Main Library	84,143	\$414	\$34,821,202
Total sf of Main Library	203,355		
Additional sf needed of inefficiency of expansion	20,336	\$300	\$6,100,650
Clean up and repair basements	61,455	\$50	\$3,072,750
Construction cost			\$89,571,821
Furniture, fixtures & equipment (FF&E)			\$8,806,581
Soft costs			\$10,422,876
Subtotal			\$108,801,279
Contingency (5%)			\$5,440,064
Total cost to renovate/expand current Main Library			\$114,241,342
Estimated cost to building new library			\$113,803,756
Difference between new and renovated/expanded building			(\$437,587)

Figure 40

This estimate includes the following:

- » Rebuilding the exterior glass curtain walls to substantially increase performance.
- » Strengthening the structure. However, the code requirement of 150 lbs./sf live load may not be achievable without extensive modification of the structure, which is not included in the estimated cost to renovate the Main Library.
- » Relocating all mechanical and electrical equipment from the basement to the new addition. It also includes new building electrical service and transformers.
- » Completely gutting the existing Main Library and replacing mechanical, electrical, and lighting systems, as well as adding a fire suppression system (sprinkler system) and other special systems.

This estimate does not include the following:

- » An estimate to raise the first floor of the library building to mitigate potential damage from flood waters.
- » A dollar credit for the sale or other disposition of the existing Main Library, if a new Main Library is built.

The following chart illustrates the final recommendation for disposition of existing libraries and construction of new libraries.

	Planning districts	Existing Building Area (sf)	Open Currently	New	Remain As Is	Close	Branch Type
Algiers Regional ¹	12	13,130		27,762			Regional
Alvar Street	7	3,086	X		3,086		Neighborhood
Carrollton	4	-		27,762			Regional
Central City	2	-		2,838			Storefront
Children's Resource Center	3	2,014	X			2,014	-
Cita Dennis Hubbell ¹	12	2,730	X	6,100			Neighborhood
Downriver	2			12,991			Community
Martin Luther King	8	11,166	X		11,116		Community
Mid-City (temp)	4	3,500	X			3,500	-
Milton H. Latter	3	9,000	X		9,000		Repurposed Community
East New Orleans Regional ¹	9	13,500		27,762			Regional
Nix	3	2,940	X			2,940	-
Nora Navra	4	2,500				2,500	-
Norman Mayer (Gentilly) (new) ¹	6	7,850		12,991			Community
Pontilly	6	-		18,849			District
Robert E. Smith (new) ¹	5	9,970		12,991			Community
Rosa Keller	3	10,710			10,710		Repurposed Community
Tremé	4	-		12,911			Community
Upriver	3			12,991			Community
Main	1	150,000	X	203,544 ²			Main

¹ New branch to replace existing one.

² Main: Archives and AARC, and Main: All other services.

Figure 41

Summary of Total Recommended Library Space by Year 2030

Type	#	sf New	sf Unchanged	Total sf	% of Total
Storefront	1	2,838	0	2,838	.72%
Neighborhood	3	12,200	3,086	15,286	2.33%
Community	5	51,964	11,166	63,130	19.34%
District	1	18,849	0	18,849	4.79%
Regional	3	83,286	0	83,286	21.15%
Main	1	203,355	0	203,355	51.68%
Total	14	372,492	14,252	386,744	100%
sf/capita				.96	
Repurposed	2		19,710	19,710	NA
Grand Total sf				406,454	

Figure 42

Location of Current Libraries (2008)



Figure 43

Location of Proposed Libraries (2030)



Figure 44

Library Construction Phasing Plan

Name (N=New; E=Existing)	E	N	Year Construction Commences							Type	Area (SF)	
			2008	2010	2012	2016	2020	2025	2030			
Algiers Regional		X		◀							Regional	27,762
Alvar	X										Existing Neighborhood	3,086
Carrollton		X		◀							Regional	27,762
Central City		X		◀							Storefront	2,838
Children's Resource Center	X					closed					Neighborhood	2,014
Cita Dennis Hubbell (existing; repurpose in 2020)	X										Neighborhood	2,730
Cita Dennis Hubbell (new)		X				◻-->	◀				Neighborhood	6,100
Downriver		X									Community	12,991
East New Orleans (new District)		X		◀							District	18,849
East New Orleans East (expand to Regional)		X				◻-->	◀				Regional	27,762
Martin Luther King	X										Existing Community	11,166
Milton H. Latter (library)	X										Community	9,000
Milton H. Latter (repurposed)	X						◻-->				Repurposed Community	9,000
Norman Mayer (new Storefront)		X	◀								Storefront	2,838
Norman Mayer (expand to Neighborhood)		X		◻-->	◀						Neighborhood	6,100
Pontilly		X		◀							District	18,849
Robert E. Smith (new)		X				◀					Community	12,991
Rosa Keller	X										Repurposed Community	10,710
Treme (new Storefront)		X		◀							Storefront	2,838
Treme (expand to Community)		X				◻-->	◀				Community	12,991
Upriver		X									Community	12,991
	code	code					Building construction finished in 2022					
Storefront			1	3	1	2	1	1	1	Storefront	2,838	
Neighborhood			3	3	3	3	3	3	3	Neighborhood	15,286	
Community			2	2	2	3	5	5	5	Community	63,130	
District			0	1	2	2	1	1	1	District	18,849	
Regional			0	1	2	2	3	3	3	Regional	83,286	
Repurposed			0	1	1	1	2	2	2	Repurposed	19,710	
Total Branch Libraries			6	11	11	13	15	15	15		203,099	
Main:												
Archives & AARC (existing)												
Archives & AARC (new)			◻-->	◀							42,287	
All Other Services (existing)												
All Other Services (new)					◻-->	◀					161,068	
Grand Total Area in 2030											406,454	

Figure 45

Phasing Master Plan for Library Buildings

		Name	Type	Area (SF) by Year								
				Y2007	Y2008	Y2010	Y2012	Y2016	Y2020	Y2025	Y2030	
Branch Type (Typical Sizes):		Algiers Regional	Regional	-	836 ¹	27,762	27,762	27,762	27,762	27,762	27,762	27,762
Storefront	2,838 SF	Alvar	Existing Neighborhood	3,086	3,086	3,086	3,086	3,086	3,086	3,086	3,086	3,086
Neighborhood	6,100 SF	Carrollton	Regional	-	-	-	27,762	27,762	27,762	27,762	27,762	27,762
Community	12,991 SF	Central City	Storefront	-	-	2,838	2,838	2,838	2,838	2,838	2,838	2,838
District	18,849 SF	Children's Resource Center	Existing Neighborhood	2,014	2,014	2,014	2,014	Closed	-	-	-	-
Regional	27,762 SF	Cita Dennis Hubbell (new)	Existing Neighborhood	2,730	2,730	2,730	2,730	2,730	Closed	-	-	-
			Neighborhood	-	-	-	-	-	6,100	6,100	6,100	6,100
		Downriver	Community	-	-	-	-	-	12,991	12,991	12,991	12,991
		East New Orleans (new)	District	-	-	-	18,849	18,849	Closed	-	-	-
			Regional	-	-	-	-	-	27,762	27,762	27,762	27,762
		Martin Luther King	Existing Community	11,166	11,166	11,166	11,166	11,166	11,166	11,166	11,166	11,166
		Mid-City (Temporary)	Temporary Storefront	3,500	3,500	3,500	Closed	-	-	-	-	-
		Milton H. Latter	Repurposed Community	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
		Nix	Existing Neighborhood	2,940	2,940	2,940	2,940	Closed	-	-	-	-
		Nora Navra	Existing Neighborhood	Closed	-	-	-	-	-	-	-	-
		Norman Mayer (Gentilly) (new) ²	Storefront	-	2,838	2,838	Closed	-	-	-	-	-
			Neighborhood	-	-	-	6,100	6,100	6,100	6,100	6,100	6,100
		Pontilly	District	-	-	18,849	18,849	18,849	18,849	18,849	18,849	18,849
		Robert E. Smith (new)	Community	-	-	-	-	12,991	12,991	12,991	12,991	12,991
		Rosa Keller	Repurposed Community	-	836 ¹	10,710	10,710	10,710	10,710	10,710	10,710	10,710
		Treme	Storefront	-	-	2,838	2,838	2,838	-	-	-	-
			Community	-	-	-	-	-	12,991	12,991	12,991	12,991
		Upriver	Community	-	-	-	-	-	12,991	12,991	12,991	12,991
		Main										
		Old Main		150,000	150,000	150,000	150,000	Closed	-	-	-	-
		Archives & AARC		-	-	42,287	42,287	42,287	42,287	42,287	42,287	42,287
		New Main		-	-	-	-	161,068	161,068	161,068	161,068	161,068
Total Library System Area (SF)				184,436	188,946	292,558	338,931	358,036	406,454	406,454	406,454	406,454
City Population Projection				264,969	283,101	319,367	355,632	371,151	383,184	396,417	409,056	409,056
Library Area (SF) /Per Capita				0.70	0.67	0.92	0.95	0.96	1.06	1.03	0.99	0.99

Notes:

1. Module

2. While the Office of Recovery Management has announced Gentilly will be rebuilt in its current location, that is not the recommendation of this report.

This plan recommends a new district type library be built to the north and west of Pontchartrain Park.

Figure 46

Personnel Costs for Libraries

The operating costs for the Library represent another crucial dimension for local planners to consider, in addition to the proposed distribution of branch locations, branch types, and resource and service inventories. As with most libraries, the greatest share of the operating costs are devoted to personnel costs. In a branch setting, three factors come together to determine staffing costs:

- » **Number of service points:** The number within the branch that need to be staffed (this has been defined in the context of the five distinct branch library service models presented previously).
- » **Schedule of service at the branch:** A longer schedule of service will obviously require more staff at a greater cost. We recommend 69 hours per week.
- » **Balance between on-desk/public-service time** for staff and time spent away from direct public contact. There are necessary behind-the-scenes activities that need to be accommodated during the staff's off-desk time, including discharging materials, sorting and shelving, account maintenance, etc. But a more generous allowance of off-desk time creates a wider variety of opportunity to pursue other tasks that may otherwise be shorted (such as having staff going out into the neighborhoods served by the branch to promote the Library, maintain community connections, etc.).

The planning team developed a costing model to estimate the staff costs for each of the five branch types. This model was based on providing staff coverage of the service points defined for the branch in the respective service models. In the storefront and neighborhood branches, for instance, there is a single service point. In the community branch model, a computer help desk is added as a service point. In the regional branch model, a children's service desk is added.

The model estimates staff costs based on a gold standard of operating hours from 9 am to 9 pm Monday through Thursday, 9 am to 5 pm Friday and Saturday, and 1 pm to 5 pm on Sundays (69 hours per week in all).

The branch staffing cost models were used to make estimates of the combined staffing costs for the recommended service configuration for the New Orleans Public Library. This estimate assumes development of a single storefront branch, two neighborhood branches, five community branches, one district branch, and three regional branches. As shown in Figure 47, the combined estimated personnel costs for this configuration of branches operating on a schedule of 69 hours per week with an optimum balance between on-desk and off-desk time for staff is \$6 million.

Branch Type	#	Hours Per Week	Cost of Personnel by Type	Total Cost of Personnel
Storefront	1	69	\$181,120	\$181,120
Neighborhood	3	69	\$219,440	\$658,320
Community	5	69	\$601,600	\$3,008,000
District	1	69	\$821,696	\$821,696
Regional	3	69	\$1,076,672	\$3,230,016
Milton Latter	1	69	\$397,056	\$397,056
Rosa Keller	1	69	\$300,800	\$300,800
<i>Subtotal for Branches</i>	<i>15</i>			<i>\$8,597,008</i>
Main Library	1	69	\$3,010,900	\$3,010,900
Total	16			\$11,682,908

Figure 47

Material Costs

The recommended total operating budget for 2030, \$16.6 million, will place NOPL in the 70th percentile among its peers, up from the 16th percentile.

In 2004, NOPL reported acquisitions expenses of \$536,000. This amount includes print, non-print, and electronic resources. The total projected material costs budget is \$2,124,880, based on a goal of 2.97 volumes/capita and doubling the proportion of non-print items to print materials to 11%. Other costs—including heating and cooling, electricity, cleaning and miscellaneous supplies—are budgeted at \$3.00 per square foot or \$1,201,629.

The proposed total budget, including the Main Library, is projected, in 2008 dollars to be:

- » Personnel Costs: \$11,682,908 (70% of total costs)
- » General Operating Costs: \$1,229,702 (8% of total costs)
- » Facilities Operating Costs: \$1,201,629 (7% of total costs)
- » Library Materials: \$2,124,880 (13% of total costs)
- » Automation Services: \$340,000 (2% of total costs)
- » Total: \$16,579,120 or \$40.53 per capita

This recommended funding level will place NOPL at the 70th percentile, up from the 16th percentile, among peer libraries.

Construction Project Budgets

This project budget is based on the following considerations:

- » We have used the national average cost for libraries of this size—adjusted for the New Orleans area. This assumes a moderately high quality basis.
- » The cost to renovate and update existing branches has been prepared based on visual observation only.
- » No site acquisition costs are included. We have assumed that there are no environmentally hazardous conditions on any of the sites that would require extraordinary clean-up.
- » The figures shown are in 2008 dollars.
- » Since the final sites have not been selected, we do not have geotechnical or environmental information. Therefore the cost for subsurface excavation is based on the presumption that the conditions are normal.
- » No parking structures are included. If required, the Main Library will need to accommodate 800 cars at \$20,000/car. Using preliminary estimates from Walker Parking Consultants, this structure would add \$16 million to the budget.
- » No computer equipment purchasing is included in the project budget.

The Main Library and branch libraries (storefront, neighborhood, community, district, and regional) project budget estimates are intended to provide a general sense of cost for each building type.

These project budgets are based on the following assumptions:

- » Dollar amounts are based on December 2008 dollars.
- » Provisions have been made in the structure and building systems for future expansion of the branch models, but not for the Main Library.
- » Branch libraries are single story facilities. The Main Library is a 3-story building.
- » There are no phasing requirements.

The cost estimates are based on the building construction types and components that are typical for like buildings at peer locations. The level of fit and finish varies across the sizes of the branch models and Main Library. Some particulars are as follows:

- » **Storefront branch library:**
 - a. This is a typical tenant build-out situation, where the shell of the building is provided and NOPL constructs the interior.
 - b. Gypsum wall board/metal stud partitions with solid core wood doors.
 - c. Walls to be painted. Tile in rest rooms and kitchens. Upgraded tile on walls in entry lobby.
 - d. Floors to be mid-quality carpet and quarry tile in public areas, vinyl composition tile in work areas, and ceramic tile in rest rooms.
 - e. Ceilings are an upgraded suspended 2 x 2 grid ceiling system.
 - f. Lighting fixtures are pendant mounted, indirect strip fluorescent fixtures in public areas, with decorative pendants in select areas. Recessed fluorescent fixtures are used in staff work areas.
 - g. Code compliant electrical, HVAC, plumbing, and sprinkler services are included.

- » **Neighborhood branch library:**
 - a. Typical pile supported slab at base flood elevation with a light gauge metal structural framing system for exterior walls and roof.
 - b. Facing materials are brick with a glass storefront system.
 - c. Exterior glazing is high performance low-e.
 - d. SBS modified bituminous membrane roofing.
 - e. Gypsum wall board/metal stud interior partitions with solid core wood doors.
 - f. Walls to be painted. Wall tile wainscot in rest rooms and kitchens. Upgraded tile on walls in main lobby area.
 - g. Floors to be high quality carpet and quarry tile in public areas, vinyl composition tile in work areas, and ceramic tile in rest rooms.
 - h. Ceilings are an upgraded suspended 2 x 2 grid ceiling system.
 - i. Lighting fixtures are pendant mounted, indirect strip fluorescent fixtures in public areas with decorative pendants in select areas. Recessed fluorescent fixtures are used in staff work areas.
 - j. Code compliant electrical, HVAC, plumbing, and sprinkler services are included.

- » **Community, district, and regional branch libraries:**
 - a. Typical pile supported slab at base flood elevation with a steel superstructure and bar joist roof structural system.
 - b. Facing materials are brick and stone with a glass storefront system.
 - c. Exterior glazing is high performance low-e.
 - d. SBS modified bituminous membrane roofing.
 - e. Gypsum wall board/metal stud interior partitions with solid core wood doors.
 - f. Walls to be painted. Wall tile wainscot in rest rooms and kitchens. Upgraded tile on walls in main lobby area.
 - g. Floors to be high quality carpet and stone tile in public areas, vinyl composition tile in work areas, and ceramic tile in rest rooms.
 - h. Ceilings are an upgraded suspended 2 x 2 grid ceiling system.
 - i. Lighting fixtures are pendant mounted, indirect strip fluorescent fixtures in public areas with decorative pendants in select areas. Recessed fluorescent fixtures are used in staff work areas.
 - j. Code compliant electrical, HVAC, plumbing, and sprinkler services are included.

- » **Main Library:**
 - a. Typical pile supported slab at base flood elevation with composite metal decking and concrete floors for 2nd and 3rd floor structures.
 - b. A steel superstructure and bar joist roof structural system.
 - c. Facing materials are stone with a glass curtain wall system.
 - d. Exterior glazing is high performance low-e.
 - e. SBS modified bituminous membrane roofing.
 - f. Gypsum wall board/metal stud interior partitions with solid core wood doors.
 - g. Walls to be painted. Wall tile wainscot in rest rooms and kitchens. Stone walls tile accents on walls in main public spaces.
 - h. Floors to be high quality carpet and stone tile in public areas, vinyl composition tile in work areas, and ceramic tile in rest rooms.
 - i. Ceilings are an upgraded suspended 2 x 2 grid ceiling system.
 - j. Lighting fixtures are pendant mounted, indirect strip fluorescent fixtures in public areas with decorative pendants in feature areas. Recessed fluorescent fixtures are used in staff work areas.
 - k. Code compliant electrical, HVAC, plumbing, and sprinkler services are included.

These project budgets do not include the following:

- » Contingencies for changes to the recommended building programs defined elsewhere in this document.
- » Land acquisition costs.
- » Inflation of the estimates from December 2007 forward.
- » Inflation during the decision-making, design, and construction process.
- » Sustainable design features, such as rainwater harvesting, advanced lighting controls, and green roofs. For LEED certification of the branches, assume an increase of 3-10%, depending on level of certification.
- » Hazardous site material handling, disposal, and abatement.
- » Provisions for phasing of construction.
- » An RFID tracking system.
- » A parking garage for the Main Library. If shared parking is not available, assume a construction cost of \$8,000,000 for a 500-stall parking garage (\$16,000/parking stall).
- » Extreme variations may exist between sites, affecting cost to achieve the base flood elevation. In some neighborhoods, the base flood elevation is substantially below the actual height of flooding experienced by Hurricane Katrina.

Summary of Project Budget (in 2008 Dollars)

Type	Construction Cost	FF&E Costs	Soft Costs	Contingency	Opening Day Collection	# of New Buildings	Total
Main Library	\$66,655,352	\$6,731,761	\$7,517,832	\$4,045,247	\$3,000,000	1	\$87,950,193
Louisiana Collection	\$22,499,720	\$2,074,820	\$2,905,044	\$1,373,979	n.a.	1	\$28,853,563
Storefront	\$438,560	\$119,207	\$191,309	\$37,454	\$165,000	1	\$951,530
Neighborhood	\$1,734,285	\$266,448	\$357,069	\$117,890	\$528,000	2	\$6,007,384
Community	\$3,532,874	\$548,806	\$592,569	\$233,712	\$1,320,000	4	\$24,911,845
District	\$5,009,445	\$805,338	\$775,247	\$329,502	\$1,980,000	1	\$8,899,532
Regional	\$7,035,055	\$1,187,048	\$1,036,864	\$462,948	\$2,640,000	3	\$37,085,744
Totals	\$106,905,291	\$11,733,428	\$13,375,934	\$6,600,733	\$9,633,000	13	\$194,659,791
Branch Library Renovations							\$4,551,400
Grand Total							\$199,211,191

Figure 48

Capital Costs for New Construction Escalated by Year Construction Begins (all buildings started by 2020)

Type	Estimated by Type in 2008 \$	2008	2010	2012	2016	2020	Total
Main Library	\$87,950,193				\$129,942,492		\$129,942,492
Louisiana Collection	\$28,853,563		\$33,401,605				\$33,401,605
Storefront	\$951,530	\$951,530	\$2,150,576				\$3,102,106
Neighborhood	\$3,003,692			\$2,619,137		\$5,394,200	\$8,013,337
Community	\$6,227,961				\$9,661,612	\$34,392,411	\$44,054,023
District	\$8,899,532		\$10,057,027	\$11,358,308			\$21,415,335
Regional	\$12,361,915		\$14,310,462	\$15,777,284		\$6,528,840	\$36,616,585
Total for New Construction		\$951,530	\$59,919,670	\$29,754,729	\$139,604,104	\$46,315,450	\$276,545,483
Branches Requiring Renovation							
Cita Dennis Hubbell		\$1,088,000					\$1,088,000
Milton H. Latter		\$463,400					\$463,400
Nix		\$600,000					\$600,000
Rosa Keller		\$2,400,000					\$2,400,000
Total for Branch Repairs		\$4,551,400					\$4,551,400
Grand Total for Capital Costs		\$5,502,930	\$59,919,670	\$29,754,729	\$139,604,104	\$46,315,450	\$281,096,885

The above capital costs do not include the Alvar Street Branch or Martin Luther King Branch because the renovation of these branches is completed.

Figure 49

Phasing on New Buildings by Type

Main Library		-	-	-	1	-	1
Louisiana Collection		-	1	-	-	-	1
Shop front		1	2	(1)	-	(1)	1
Neighborhood		-	-	1	-	1	2
Community		-	-	-	1	3	4
District		-	1	1	-	(1)	1
Regional		-	1	1	-	1	3
Total New Buildings		1	5	2	2	3	13

(#) indicates expansion of building to next type

Figure 50