BEFORE THE MULTNOMAH COUNTY LIBRARY DISTRICT BOARD

RESOLUTION NO. 2017-057

Adopting the Multnomah County Library Space Planning Framework.

The Multnomah County Library District (MCLD) Board Finds:

a.   Established in 1864, today's Multnomah County Library is one of the busiest, best and most beloved public library systems in the United States.

b.   The library offers a wide range of resources, services and personal assistance to people of all ages.

c.   The library commenced a space planning process in July 2016, engaging nearly 4,000 residents, community leaders, partner agencies, educators and nonprofits for input and carefully reviewed use patterns, demographic data and industry best practices.

d.   The physical structure of this system began in the Andrew Carnegie era, when libraries served vastly different purposes than today.

e.   Multnomah County Library's library spaces total just 260,000 square feet, a rate of just over 0.3 square feet per capita. Other Oregon library systems offer up to three times that amount per capita.

f.   All 19 Multnomah County libraries, plus library office and storage space, would fit into Seattle's downtown library.

g.   Growth projections show an increase of population to more than 910,000 in Multnomah County by 2035.

h.   Demographic data show increasing needs in east Portland and east Multnomah County, which offers just 25% of total library space, yet is home to 40% of residents.

The Multnomah County Library District Board Resolves:

1.   Adopt the findings of Multnomah County Library Framework for Future Library Spaces, authored by Group 4 Architecture.

2.   Envision a resulting system of libraries that provides modern and adequate spaces for people across Multnomah County.

3.   Direct the implementation of the framework to include models for costs, funding, timelines and staging of projects to achieve the Framework's recommendations.

4.   Seek development of a plan to provide space for Multnomah County residents at a rate of 0.6 to 0.8 square feet per capita.

5. Use a model to create equity in space allocation by focusing on creation of larger "destination libraries" in all Zones and a large "flagship library" in East County.

ADOPTED this 29th day of June, 2017.

MULTNOMAH COUNTY LIBRARY
DISTRICT BOARD

Deborah Kafoury

Deborah Kafoury, Chair

REVIEWED:
JENNY M. MADKOUR, COUNTY ATTORNEY
FOR MULTNOMAH COUNTY, OREGON

By_____

Jonathan P. Strauhull, Assistant County Attorney

SUBMITTED BY: Vailey Oehlke, Library Director.

Multnomah County Library

Framework for Future Library Spaces

Final Report | June 16, 2017

with

Hennebery Eddy
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Multnomah County Library
Community Action Committee

June 13, 2017

Deborah Kafoury, Chair
Multnomah County Library District Board
501 SE Hawthorne Blvd.
Portland, OR 97214

Chair Kafoury and Multnomah County Library District Board Members:

As the Community Action Committee, we have worked in tandem with Multnomah County Library, Group 4 Architecture, Research + Planning, Inc., and Hennebery Eddy Architects, Inc. since July of 2016 to prepare a new vision for Multnomah County Library (MCL). This vision is articulated in a capital planning framework that identifies what Multnomah County needs to provide the best library services for all of our residents. You are well aware of the positive impact MCL has on our residents virtually every single day of the year. What you may not know is that the critical services the library provides are done in aging facilities, with extremely limited spaces, in locations that do not necessarily reflect the growth and diversity of our community, specifically in East Multnomah County. In fact, MCL currently operates in an overall footprint that is, by far, the smallest of any major library system in the country; our rapidly increasing population will put further and continuous strain on the system, unless we address the pressing need of more library space. The capital planning process of the past year was launched to address these issues and articulate a vision for the future of MCL.

The Community Action Committee worked throughout the planning process to help shape the conversation from a community perspective. Our membership is composed of stakeholder group representatives, library users, and representatives from local governments. Together, we worked closely with the consultants and MCL staff to shape what we believe is a truly exciting vision for the Library. We believe this vision speaks to our community's shared goals in promoting equity, diversity and sustainability, even as we experience unprecedented growth. This vision speaks to our community's shared goals in promoting equity, diversity and sustainability, even as we experience unprecedented growth. The residents of Multnomah County deserve no less.

It is with pleasure that the members of the Community Action Committee express their endorsement and support of this framework. We look forward to working closely with you in the near future as the framework is implemented.

Sincerely,

Brian Wilson, Chair

(full membership noted on the reverse of this page)

Multnomah County Library
Community Action Committee

Multnomah County Library Community Action Committee Membership

Cynthia Tseng	Library Advisory Board
Danica Stochosky	Library Advisory Board
Ellen Parker	Immigrant & Refugee Community Organization
Eric Chambers	City of Gresham
Erick Flores	Parkrose School Board
Erin Cooper	Library Advisory Board
Jack MacNichol	Library Advisory Board
Jennifer Allen	Friends of the Library
Jon Deitz	Friends of the Library
Josh Mitchell	Phase2 Technology
Julie Ball	The Library Foundation Board of Trustees
Shanna Pittman-Frank	Elders in Action
Laura Bolaῆos	I Have a Dream Oregon
Liz Hawthorne	Library Advisory Board
Lois Leveen	Library Advisory Board
Mardy Stevens	Library Advisory Board
Maripat Hensel	Southwest Neighborhood, Inc.
Megan Dugan	Mt. Hood Community College
Merris Sumrall	The Library Foundation
Ricardo Ruiz	City of Gresham
Rob Edmiston	Board Member, Library Advisory Board
Alan Linhares	Lents Neighborhood Association
Sheila A. Martin	Population Research Center, Portland State University
Sonja Mckenzie	iUrbanTeen
Tom Dwyer	Library Advisory Board
Tom Rinehart	City of Portland
Brian Wilson	Library Advisory Board
Wendy Wray	The Library Foundation Board of Trustees

Multnomah County Library Advisory Board

TO: Chair Deborah Kafoury and County Board of Commissioners

FROM: Multnomah County Library Advisory Board

DATE: June 29, 2017

SUBJECT: Library Advisory Board support for Space Planning Framework

Dear Chair Kafoury and Commissioners,

The Library Advisory Board is an important part of the library's governance, advising the director of libraries and Multnomah County Library District Board on budgetary and policy decisions. Part of this work includes looking to the future for wise planning in services, materials, and physical buildings. With that in mind, the Library Advisory Board heartily endorses the Multnomah County Library Space Planning Framework. We particularly value the widespread level of community engagement throughout the process of developing the plan, details of which are included in the plan document.

Multnomah County Library has long been at the forefront of efforts to adapt library facilities and services to meet the changing needs of patrons and communities. This framework represents an important new stage in this forward-thinking approach. Our library and the communities it serves have come to understand that libraries are not just storage facilities for books but are community spaces where people connect with resources, ideas, and each other. Moreover, as our region experiences unprecedented population growth, coupled with migration within the County by households seeking affordable housing, the library must be poised to anticipate and meet the needs of a larger and more geographically dispersed base of patrons.

Our libraries are already operating with far less space overall, and less consistently located space, than is the norm--let alone the ideal--for an urban library system. To remain vital to the community's health and success, our library system needs an informed, innovative, and implementable framework to guide the future work of Multnomah County Library. By endorsing this plan, we can realize the potential of our library spaces and services for the foreseeable future.

The framework charts a path toward continued excellence, relevance, and service to our community. We look forward to working closely with Multnomah County Library leadership to make this vision become a reality.
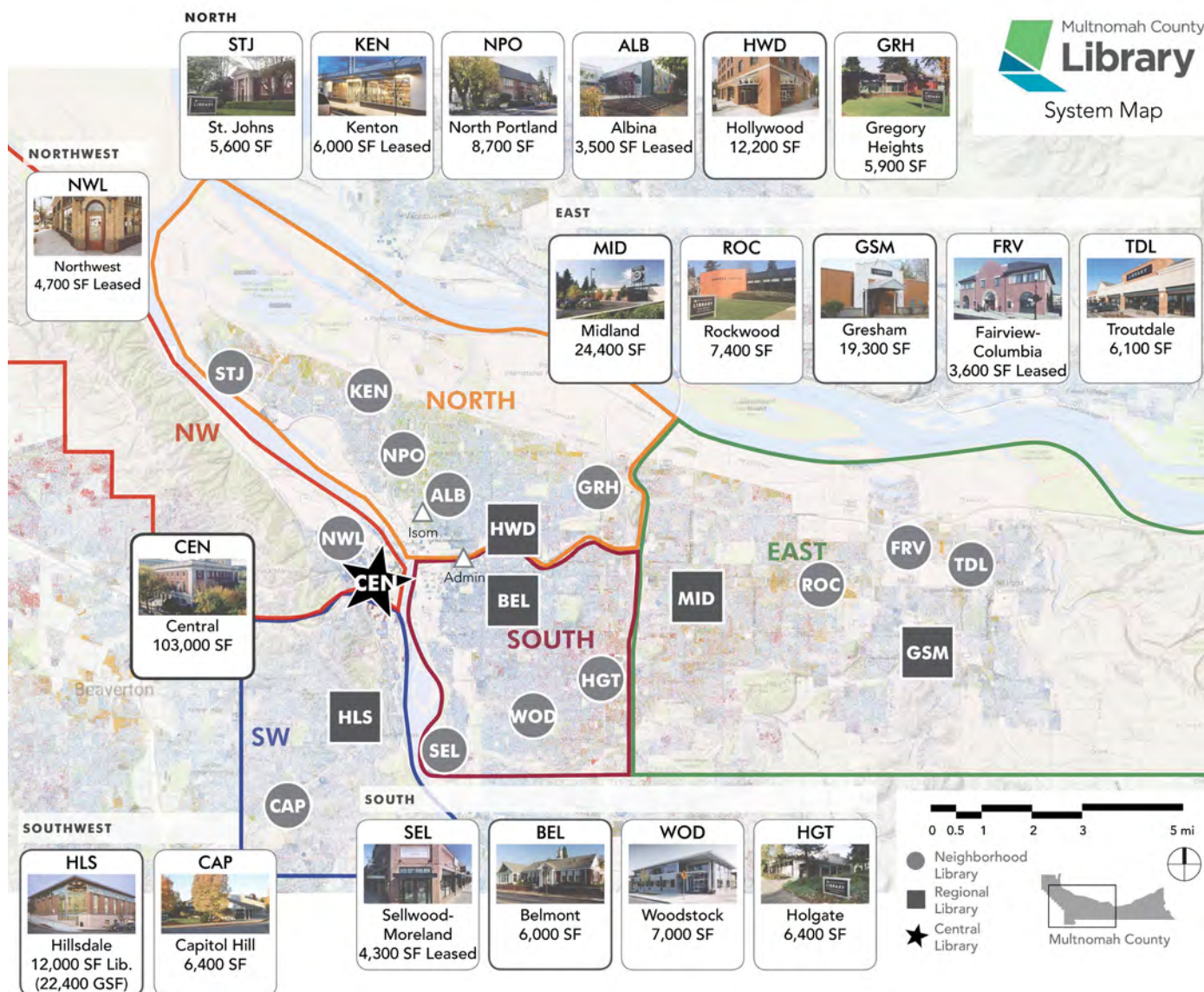
Sincerely,

Erin Cooper
Chair, Multnomah County Library Advisory Board

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Multnomah County Library System Map

NORTH

STJ — St. Johns — 5,600 SF
KEN — Kenton — 6,000 SF Leased
NPO — North Portland — 8,700 SF
ALB — Albina — 3,500 SF Leased
HWD — Hollywood — 12,200 SF
GRH — Gregory Heights — 5,900 SF

NORTHWEST

NWL — Northwest — 4,700 SF Leased

EAST

MID — Midland — 24,400 SF
ROC — Rockwood — 7,400 SF
GSM — Gresham — 19,300 SF
FRV — Fairview-Columbia — 3,600 SF Leased
TDL — Troutdale — 6,100 SF

CEN — Central — 103,000 SF

SOUTHWEST

HLS — Hillsdale — 12,000 SF Lib. (22,400 GSF)
CAP — Capitol Hill — 6,400 SF

SOUTH

SEL — Sellwood-Moreland — 4,300 SF Leased
BEL — Belmont — 6,000 SF
WOD — Woodstock — 7,000 SF
HGT — Holgate — 6,400 SF

Legend:
- Neighborhood Library
- Regional Library
- Central Library

0 0.5 1 2 3 5 mi

Multnomah County

PROJECT PURPOSE AND PROCESS SUMMARY

Multnomah County Library is one of the busiest and most highly regarded libraries in the country. The library has a rich 150-year history of service, marked by regular capital improvements to address the needs of a changing community and evolving models of library service. Today MCL operates the landmark Central Library in downtown Portland as well as a network of 18 small neighborhood libraries in service of a county population of nearly 800,000.

MCL is proactive about taking care of its facilities, and carries no deferred maintenance backlog. The issue for MCL is simply that it lacks space. Overall, MCL's facilities represent a service level of just over 0.3 square feet per capita – a fraction of what peer libraries in Oregon and in other urban metropolitan communities offer. For comparison, all of the space in all of MCL's libraries countywide could fit in the Seattle Central Library with room to spare.

Library service in Multnomah County is highly constrained by this severe lack of space. There are also great inequities in how library facilities and space are distributed in the county, particularly in communities east of I-205. These deficits and inequities will only increase as the population continues to grow; the State of Oregon projects that Multnomah County will grow by another 15% or so by 2035. Expanded library facilities are needed to ensure equitable access to vital services now and into the future.

Building upon its tradition of proactive leadership and planning, in 2016, the library embarked on a facilities capital planning process to identify the directions and scope of facility needs for the next two decades. Through a year-long process, thousands of residents, community leaders, stakeholders, and library staff participated in the visioning and shaping of this Framework for Future Library Spaces and recommendations.

FUTURE LIBRARIES VISION AND FRAMEWORK SUMMARY

This plan envisions a system of **expanded destination libraries** where customers will participate in programs, engage in community conversations, and discover ways to improve their lives. While accommodating significant growth in collections and technologies, MCL's expanded facilities will have a renewed emphasis on in-library service, providing ample space for studying, collaborating, creating, reflection, civic and community engagement, and more. MCL's libraries will also provide rich opportunities to reflect and celebrate the cultural diversity of Multnomah County communities.

Project research shows that MCL customers are highly mobile, and many regularly use two or more library locations. This enables MCL to move away from a "one-size-fits-all" neighborhood library model, and toward a **network model** with strategically-located large performance spaces, sophisticated maker spaces, dedicated literacy and job support centers, and other special offerings.

As MCL's libraries are expanded, Central Library will have the opportunity to move away from a warehouse for books and renew its role as a **flagship facility** with unique, high value services. This planning process also identified the need, opportunity, and support for a new flagship library to serve a similar role for east Multnomah County communities, which currently lack access to Central Library in downtown Portland.

Library space should be provided in proportion to the population at a ratio of **0.6 to 0.8 square feet per capita** – which will require more than double the current amount of library space in order to serve the projected county population of 910,000 people by 2035. The recommended target for library space development is between 0.7 and 0.8 square feet per capita; 0.6 square feet per capita is considered a threshold level, below which MCL's ability to achieve the community's service vision will be increasingly compromised.

To ensure the **equitable distribution of library space**, this Framework proposes five library planning zones based on library use and geographic travel patterns in Multnomah County. Library space should be planned to achieve the 0.6 to 0.8 square feet per capita level in each of these zones relative to their projected populations. MCL can adjust these zones over time as needed to reflect changing library use patterns and other factors.

To maintain **operational and financial sustainability**, the proposed expansion of space should be achieved primarily by enlarging libraries, either on site where possible or through relocation to larger sites. The number of net new libraries should be considered only in underserved areas, and MCL should strive to maintain its total number of public service locations at or under 21. In some locations, such as its historical facilities, MCL may choose to maintain some of its buildings without expansion.

"Multnomah County Library exceeds every expectation I have of a library. I am in awe of what it offers — access to materials in all forms, kindness and welcome to all who come to use these resources...."

— community survey respondent

RECOMMENDATIONS SUMMARY

The table below reflects the general type, size, and distribution of space recommended in this Framework.

MCL PLANNING ZONE	CURRENT (2017)				TARGET (2035)			
	Population (1)	Zone Libraries	Zone Library Space SFE (2)	SF/ Cap.	Population (3)	No. of Locations	Zone Library Space SFE in existing, expansions, relocations & new	Square Foot per Capita
East	314,000	· Midland · Rockwood · Gresham · Fairview-Columbia · Troutdale	60,800 SF + 0 Central Library allocation = 60,800 SFE	0.19	360,000	6 (add 1) includes new flagship	215,000 - 290,000 SFE	0.6 - 0.8
North	184,000	· St. Johns · Kenton · North Portland · Albina · Hollywood · Gregory Heights	41,900 SF + 39,600 Central Library allocation = 81,500 SFE	0.44	211,000	6 (no change)	125,000 - 170,000 SFE	
Northwest	55,000	· Northwest	4,700 SF + 11,800 Central Library allocation = 16,500 SFE	0.30	63,000	1 (no change)	35,000 - 50,000 SFE	
Southwest	84,000	· Hillsdale · Capitol Hill	18,400 SF + 18,100 Central Library allocation = 36,500 SFE	0.43	97,000	2 (no change)	60,000 - 75,000 SFE	
South	156,000	· Sellwood-Moreland · Belmont · Woodstock · Holgate	23,700 SF + 33,500 Central Library allocation = 57,200 SFE	0.37	179,000	~5 (option to add 1)	110,000 - 145,000 SFE	
TOTAL	793,000	18 locations + Central	252,500 SFE	0.32	910,000	19-20 locations + Central	545,000 - 730,000 SFE	0.6 - 0.8
	N/A	· Central	(103,000 SF public space impact distributed to zones above)		N/A		(103,000 SF public space impact distributed to	

(1) Approximate 2017 population taken from 2010 US Census, and extrapolated by straight line projection using Multnomah County growth rate by State of Oregon Office of Economic Analysis. See page 20.
(2) SFE = Square Feet Equivalent; the actual square feet plus the allocated share of Central Library prorated by the zone population. Due to distance the East Zone does not get as much benefit of Central Library and receives no allocation. See page 30.
(3) Approximate 2035 Multnomah County population projection by State of Oregon Office of Economic Analysis, distributed by MCL Planning Zone according to 2010 distribution.

"Thank you!"

— literally dozens of community survey respondents

NEXT STEPS SUMMARY

This Framework can be seen as a "compass" pointing toward the desired goal – where Multnomah County residents enjoy significantly expanded, vibrant, and diverse place-based library services that are equitably distributed and sustainable. These analytical tools, policies, and strategies will provide MCL with the flexibility to navigate through funding, development, and partnership opportunities. The library can now identify early project opportunities and explore funding strategies to implement the overall recommendations.

Without all projects yet defined or funding strategies yet confirmed, this planning process did not establish any phasing plan or implementation timeline for any of the recommendations. Nevertheless, this Framework does set forth a set of considerations and criteria for project sequencing once funding becomes available, with an emphasis on addressing the most significant deficits and inequitable distribution of library space relative to communities with the most need.

This Framework does recommend that MCL prioritize early acquisition of land/sites for expanded libraries.

"I am a life-long Portland resident except for my years in the U.S. Navy and have used the library since I was 6 years old and am now 71. It has been one of my favorite places to visit throughout my entire life."

— community survey respondent

PROJECT BACKGROUND

Multnomah County Library (MCL) is the oldest public library west of the Mississippi. It was originally established as a privately-operated reading room in 1864, when Multnomah County had a population of less than 5,000 people. MCL transitioned to a free countywide public library in 1903, funded through taxes and offering services to a booming population of more than 100,000 people. Over the course of the 20th century, MCL grew along with the community as a cherished partner for literacy and lifelong learning.

Today, MCL is the largest public library in Oregon, serving a county population of more than 790,000. It operates 19 public service locations, including Central Library in downtown Portland and neighborhood libraries throughout the county. MCL provides excellent service, exceptional staff, millions of physical and digital collection materials, and access to a rich variety of programs and technology.

Based on averages, MCL sees each Multnomah County resident walk through the door of a library at least six times per year, seeking a diverse range of services and resources in multiple formats and languages. The average Multnomah County resident uses an MCL computer at least once and logs into two wifi sessions per year. MCL's website is visited nearly five million times per year. Use of MCL's digital collection has tripled in the last five years and continues to grow.

However, what MCL's customers cannot find is much space in the library for people. Compared to other urban libraries with large service populations, MCL's overall facilities footprint is one of the smallest in the nation. Every square inch of MCL's facilities would fit into Seattle's Central Library, with room to spare. Many other libraries in Oregon and Washington already provide or are planning to build significantly more space relative to their service population than MCL – in some cases even double or triple the amount.

The lack of space in its facilities is a significant barrier for MCL in responding to community needs and demands for service. More than half of MCL's collection must be kept at Central Library because of limited shelf space in the neighborhood libraries – to the detriment of other services that this grand building could be providing. Seating and computers in most MCL facilities are limited and frequently occupied. Countywide, MCL only has two meeting rooms that can accommodate 100 people or more, which limits its ability to offer large programs, from large scale musical performances, to candidate debates, to popular author lectures.

Multnomah County voters passed two bond measures in the 1990s to fund library capital improvements. Although most of MCL's facilities were renovated through this capital improvement program, very little space was added. MCL is proactive about ongoing capital maintenance, and its facilities are well-maintained and attractive.

But the deficit of library space was essentially locked in more than two decades ago, and that deficit continues to grow as Multnomah County's population increases. MCL's current public funding does not generate sufficient revenue for a major building campaign, nor can it easily accommodate additional staff for additional libraries. MCL is often approached with offers of tenant space, service partnerships, developer proposals, and other opportunities with varying levels of capital costs, ongoing operational expense, space added, and anticipated ROI.

"We grab books and leave because the only place to look at books is while sitting on the floor in someone else's way."

— community survey respondent

MCL 2016-2018 STRATEGIC PRIORITIES

Multnomah County Library is a key community asset, serving people and enabling individual and community development. We use three-year strategic priorities to shape library services, programs and culture. As the world around us changes rapidly, we hold constant three pillars that define the library's role and value in this community:

- *Free access for all*

- *A trusted guide for learning*

- *The leading advocate for reading*

We make forward-thinking decisions to ensure that Multnomah County Library remains relevant for people of all ages and backgrounds and uses resources wisely. We will anticipate the changing needs of our community and adapt to provide the best service possible.

We reflect and serve a diverse community

We serve every patron with respect and dignity. We offer resources that advance opportunity and equity. We hire and support talented staff members who reflect the community we serve.

We enable creation and learning

We support learning and literacy across the full spectrum of interests, ages and backgrounds. We assist educators, families and caregivers. We offer programs, materials and tools of creation to people who have limited access or opportunity.

We champion reading

We partner with individuals and the community in the pursuit of reading. We assist people with friendly personal service, expert advice and a wide range of materials. We offer a rich variety of programs and services to nurture and sustain a culture of reading.

We build digital literacy

We provide access, training and technology to everyone, and we champion the need for all people to be connected online. We partner with other organizations to expand the scope and impact of our work and ensure success in a digital world.

We re-imagine library service and spaces

We put people first as we design our buildings and online services to offer the best possible experience. We continually adapt to provide the best service possible to the people and the community we serve.

"I'm proudest of how passionate people are about serving the community and how committed people are to the library's mission of serving everyone."

— MCL staff member

PROJECT PURPOSE

MCL's mission is "Empowering the community to learn and create." It describes its core role and value in the community in the form of three "pillars" – free access for all; a trusted guide for learning; and the leading advocate for reading. MCL updates its service priorities on a three-year cycle in order to respond to changing community needs. The library's 2016-2018 priorities include "re-imagining library services and spaces" in order to maximize its ability to serve and deliver positive impacts in the community.

As such, MCL initiated a facilities capital planning process in 2016. The goals for the plan included:

- developing a vision for the future of MCL's facilities;

- assessing the amount, type, and distribution of library space needed over the next 20 years;

- identifying strategies for building 21st century libraries that can be operated within available funds;

- providing a set of lenses through which to identify and evaluate options and opportunities as they arise;

- confirming a set of priorities to guide project sequencing as funding becomes available; and

- engaging the community, elected leadership, stakeholders, and MCL staff in the development of the framework.

The capital plan was envisioned as a framework of analytical tools, policies, and strategies providing MCL with the flexibility to identify and take advantage of different funding and development opportunities over time.

METHODOLOGY AND PARTICIPATION

In 2016, MCL selected Group 4 Architecture, Research + Planning, Inc., to lead the facilities capital planning process; Group 4 specializes in helping large, complex public library systems develop master plans for future facilities. Group 4 partnered with Hennebery Eddy Architects, Inc., a Portland-based firm that has designed improvements at most of MCL's facilities for more than a decade. Tigard-based Architectural Cost Consultants LLC provided insights into current and anticipated construction market conditions in Multnomah County and the greater Portland metropolitan area. Portland-based MultiCultural Collaborative facilitated outreach to community-based organizations in Multnomah County, focusing on communities of color that may not access MCL's services in order to include their perspectives in the development of the framework. Library thought leader and innovator Nate Hill facilitated a workshop with MCL staff focused on customer service and experience opportunities in 21st century libraries.

Group 4 and Hennebery Eddy worked closely with MCL leadership and staff, stakeholders, partners, and community members over the course of a year. The process included a series of milestone meetings with:

- Community Action Committee (CAC) – representatives of neighborhood associations, community-based organizations, K-12 districts, and higher educational institutions; staff of constituent cities and the county; and representatives of key library stakeholder groups including MCL's Advisory Board, The Library Foundation, and the Friends of the Library. The CAC was an invaluable community-based sounding board for the project, coming together four times to review findings, explore concepts, and evaluate options and opportunities.

- Think Tank – an expanded version of MCL's Executive Management Team. The Think Tank met with the consultant team four times, bringing an organizational and operational perspective to the evaluation of findings and opportunities for future improvements.

- Project Management Team (PMT) – a core group of MCL leadership as well as key Group 4 and Hennebery Eddy team members. The PMT met regularly over the course of the project to review project progress.

Community meeting at Midland Library, April 2017

Strategic Vision Workshop, October 2016

Community Action Committee, March 2017

"I don't know what I'd do without you!"

— community survey respondent

Community conversations, December 2016

MCL staff workshop, January 2017

Community, staff, and stakeholder engagement for this project also included:

- A Strategic Vision Workshop held in the fall of 2016, bringing together community leadership and key stakeholder groups for a full-day focused workshop.

- Nearly 2,000 people engaged via informal "Community Conversation" intercepts facilitated by MCL staff at more than 50 in-library and community locations throughout Multnomah County in November and December 2016.

- More than 1,700 respondents to an online community survey made available online on MCL's website in November and December 2016.

- More than 120 participants in 13 focus groups facilitated in partnership with community-based organizations from November 2016 through March 2017 (a summary of these focus groups is incorporated as an appendix to this report).

- Community meetings held at North Portland and Midland libraries in the spring of 2017, where several dozen community members provided feedback on preliminary master plan recommendations.

- Presentations to the MCL Library Advisory Board, the Friends of Multnomah County Library, and The Library Foundation.

- An informal staff "survey" consisting of five questions posted in the work room/ break room at each MCL location.

- Eight of MCL's teen councils (about 75 teens total) were asked the five questions from the staff "survey."

- Two interactive workshops with more than 60 MCL staff about customer experience in service and facility design.

A partial list of project participants is included as an appendix to this report.

"What I'd like to see is cultural relevance and space for African American Heritage and the support of these children and families... [who we know] suffer the most in the digital divide and in literacy opportunities and achievement. Acknowledging this AND coming alongside this group to say 'we can help, we will help and there is a place for you here' is critical!"

— community survey respondent

VISION OF A 21ST CENTURY LIBRARY

In 2014 the Aspen Institute convened a multi-stakeholder forum of national thought leaders to explore and champion the future of U.S. public libraries. In the context of American society transitioning from old industrial and service-based economic models to a new economy in which knowledge and creativity are the drivers of productivity and economic growth: information, technology and learning are becoming more central to economic performance and prosperity. The forum recognized that libraries are essential to success and progress in this new digital age by expanding access to education, learning opportunities and social connections.

The Aspen Institute's report *Rising to the Challenge* identified three key assets to the emerging value proposition of the public library — people, place and platform. The report describes how in this growing world of virtual services, the physical presence of the library as anchor in the community is more important than ever by:

- **Providing a Safe and Trusted Location** for youth, families, and seniors, and building community resilience.

- **Establishing Personal Connections** by creating opportunities to rub shoulders with and understand diverse community members.

- **Strengthening Community Identity** by reflecting all library users with collections, displays and spaces of linguistic and cultural relevance.

- **Providing an Anchor** for small business incubation, workforce development, and economic development.

The amount of space in Multnomah County Library today is so limited, much of this 21st century vision is simply unobtainable.

ASPEN INSTITUTE: RISING TO THE CHALLENGE

In Rising to the Challenge, the Aspen Institute proposes three key assets that the public library provides.

• *PEOPLE — The public library is a hub of civic engagement, fostering new relationships and strengthening the human capital of the community. Librarians are actively engaged in the community. They connect individuals to a vast array of local and national resources and serve as neutral conveners to foster civic health. They facilitate learning and creation for children and adults alike.*

• *PLACE — The public library is a welcoming space for a wide range of purposes—reading, communicating, learning, playing, meeting and getting business done. Its design recognizes that people are not merely consumers of content but creators and citizens as well. Its physical presence provides an anchor for economic development and neighborhood revitalization, and helps to strengthen social bonds and community identity. The library is also a virtual space where individuals can gain access to information, resources and all the rich experiences the library offers. In the creative design of its physical and virtual spaces the public library defines what makes a great public space.*

• *PLATFORM — The public library is user-centered. It provides opportunities for individuals and the community to gain access to a variety of tools and resources with which to discover and create new knowledge. The platform enables the curation and sharing of the community's knowledge and innovation. A great library platform is a "third place" – an interactive entity that can facilitate many people operating individually and in groups – and supports the learning and civic needs of the community.*

VISION FOR MCL

Thousands of Multnomah County community members, elected officials, MCL leadership and staff, and stakeholder and partner organizations participated in the process of establishing the vision for MCL's future facilities. The engagement strategy and activities for this capital facilities planning process is described in the previous chapter; a partial list of participants is included as an appendix to this report.

"The library has felt like home my whole life."

— community survey respondent

A PLACE TO DISCOVER

More than 150 years ago, MCL was founded as a repository of materials and a place to check out books. Over time, MCL has also emerged as an essential center for learning and discovery. Multnomah County residents continue to value and appreciate these vital services and roles. "A place to find materials and resources" and "a place to learn and discover" were the top two choices among participants in the "Community Conversations" events held for this capital planning process in November and December 2016. When asked about what role the library does or should play in the community, community survey respondents ranked "promote value of lifelong learning" and "help prepare children for school" as the first and second choices, followed closely by "build language and literacy skills" at number three.

Whereas learning has traditionally focused on the classroom, new models of self-directed independent and collaborative learning have been evolving. MCL can support these new models at a wide range of scales and settings by providing spaces for individual study, one-on-one tutoring, and group collaboration.

Technology is an important component of learning and discovery, and MCL staff report that this is an area of growing need in the community. The library will continue to be a place for people to come use MCL-provided computers, individually and in learning groups. Customers will also be able to find copious power connections for their own devices, wifi connectivity, and even staff assistance.

One MCL staff member described the vision for the library as "open, bright, inviting, safe, intellectually free, technologically sophisticated, and full of fresh, interesting materials." The collection will have space in the library to grow and breathe – with more items, in more formats, and in more languages. Shelving will support face-out displays, and staff curation around themes of community interest. One community survey respondent described the "delight of discovery of things I am NOT familiar with…. [with] more space for materials browsing, and for staff picks…."
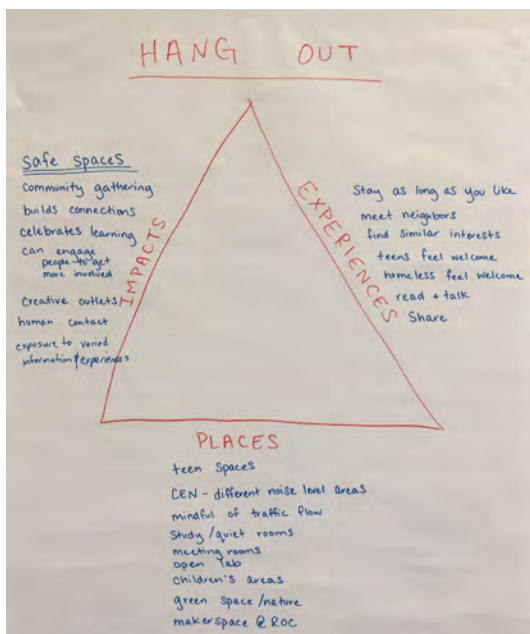
In the customer experience workshop, MCL staff spoke about the importance of maintaining access to well organized collections where customers "can discover more than what they came for."

Staff and community members alike also spoke of the opportunity for MCL to expand into a "library of things," taking the concept of lending beyond books and into other items. Tools, seeds, technology devices, and other items were mentioned as ways to support community members who cannot afford them, to build sustainable community through sharing and reduced individual consumption, and simply "for fun and learning."

"I love the third floor exhibits [at Central Library], they are always so interesting and well done -- wish there was more room for more such things at the branch libraries."

— community survey respondent

A PLACE TO ENGAGE

The concept of the library as a place for people was a thread woven through virtually every conversation and analysis conducted for this capital facilities planning process. A member of MCL's leadership team described the library as a "place for people to gather, discover, learn and have civic (and civil) discussions." Another MCL staff member envisioned "beautiful spaces for people to gather and share their work, projects, and passions."

A variety of spaces to support a wide range of activities and preferences is envisioned for MCL's future facilities, such as:

- Plentiful, well-designed space for library programs. Information literacy programs, citizenship classes, and technology instruction are just a few of the list of growing community needs mentioned by MCL staff on the staff survey.

- Welcoming, comfortable space designed for youth and teens. At least 25% of participants overall in the Community Conversations events said that the library should be a place to "hang out" – and this choice ranked significantly higher among school-age and teen participants.

- Vibrant and expanded space for children's programming, where the youngest Multnomah County residents can discover the joy and wonder of reading and learning.

- Space to create and share arts and culture.

Essential to the vision of a people-oriented library are comfortable, attractive furnishings to support a variety of uses, body types, abilities, and individual preferences. Community survey respondents spoke of the need for more "comfortable, cushiony" seating that would enable them to linger longer in the library.

"I LOVE all the programming for adults. I probably go to at least 2 or 3 adult programs at the library per week and it's fun and I learn a lot and get a chance to connect with my community."

— community survey respondent
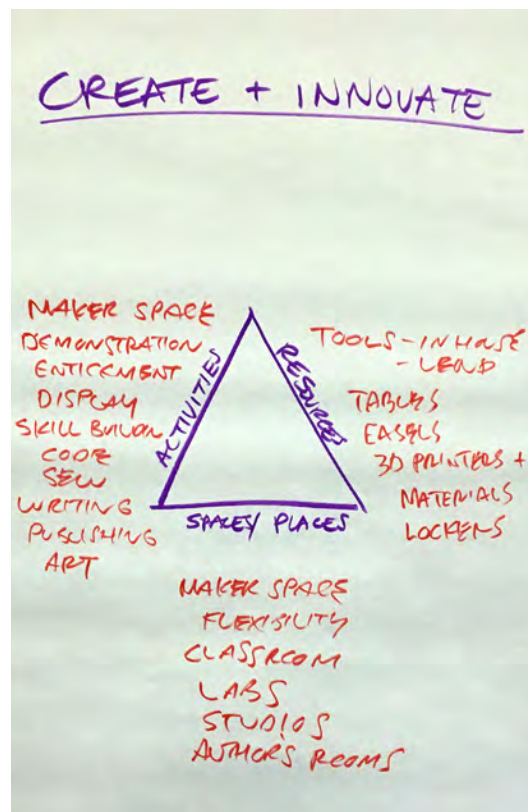
A PLACE TO INNOVATE

Part of what makes libraries timeless is that they are constantly changing – responding to evolving community needs, adopting new formats and technologies, and embracing new partnerships. Many MCL staff spoke of the vision for expanded libraries that are highly flexible, able to accommodate different functions and user groups over the course of the day.

One MCL staff member envisions the library as "one of the first places our patrons think of when they ask themselves 'how/where can I do that?'" Nearly 30% of Community Conversation participants agreed that the library should be a place to create and innovate. At the Strategic Vision Workshop, OMSI emerged as a popular example of a place that is innovative and inspires creativity.

Community survey respondents spoke highly of the Rockwood makerspace and its community impacts, including educational, skills, and workforce development. They envision its expansion to other locations and other user groups – adults want in on the hands-on learning opportunities too.
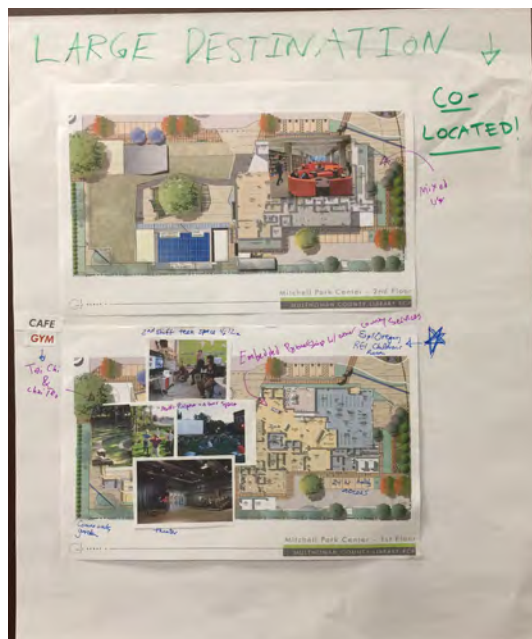
An important role of the library is to lower barriers to explore new ideas, interests, and capabilities. Project advisor Nate Hill described the benefits of observational learning in the library. Observing community members collaborating, building, and creating sparks interest and invites others to try developing new skills. By locating creative spaces and media studios in high traffic areas, community members making a trip to the library are sure to be exposed and inspired to undertake new explorations.

MCL staff also envision the future library as a place with "opportunities for staff to experiment" in programming and service delivery – where MCL is "leading rather than following library trends." MCL's libraries will have space where staff can create and try new things in order to respond to community needs. The libraries will also be operationally efficient, leveraging design and technology to reduce the workload associated with materials flow and make staff available for more personal service to customers.

"When I go to the library, especially Rockwood, I always see people using the computers, children reading books, and employees communicating with visitors in their native languages. I have also seen students getting help with homework. I appreciate the commitment that the library has to being a place of resources and encouragement!"
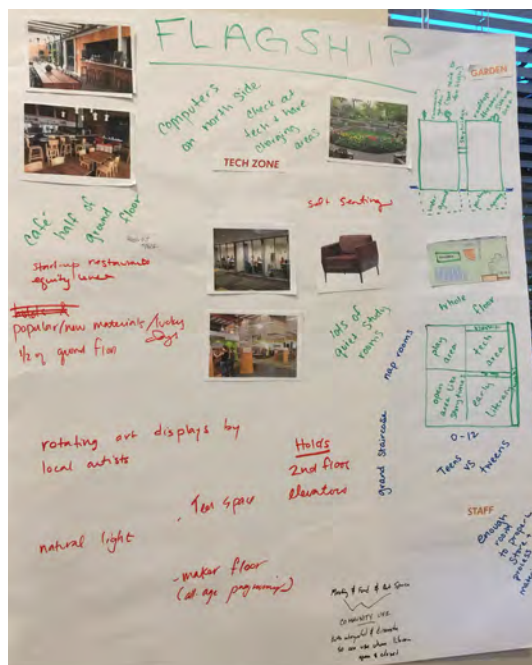
— community survey respondent

CUSTOMER EXPERIENCE

MCL strives to provide a variety of options on how and where to spend time in the library, and recognizes that the experience of visiting the library is as important as the resources provided. To help imagine what qualities the MCL experience should promote, library staff participated in two workshops to model staff-customer experiences and explore space design concepts for each of MCL's proposed library typologies through collages of pictures and words.

Ideas and themes that emerged from this workshop included:

Flagship and Destination Libraries

- Ample, age-appropriate spaces for teens and tweens
- A whole maker floor in the new flagship
- Rotating art displays by local artists
- Cafés
- Garden spaces
- Lots of quiet study rooms
- Rooms suitable for movement and active learning
- Space for permanent embedded services by county partners
- Space for rotating embedded services by NGOs, local businesses, and other partners offering community based service programs.

Library Qualities

- Welcoming and inviting
- Social, fun, vibrant
- Flexible and multi-purpose
- Airy, bright
- Comfortable and cozy

Customer-Staff Interactions

- Easy to find staff who can help you anywhere in the library
- Places to get quick help and spend more time
- Move service from transactional to transformational
- Leverage service to help individuals work towards solving deeper community problems
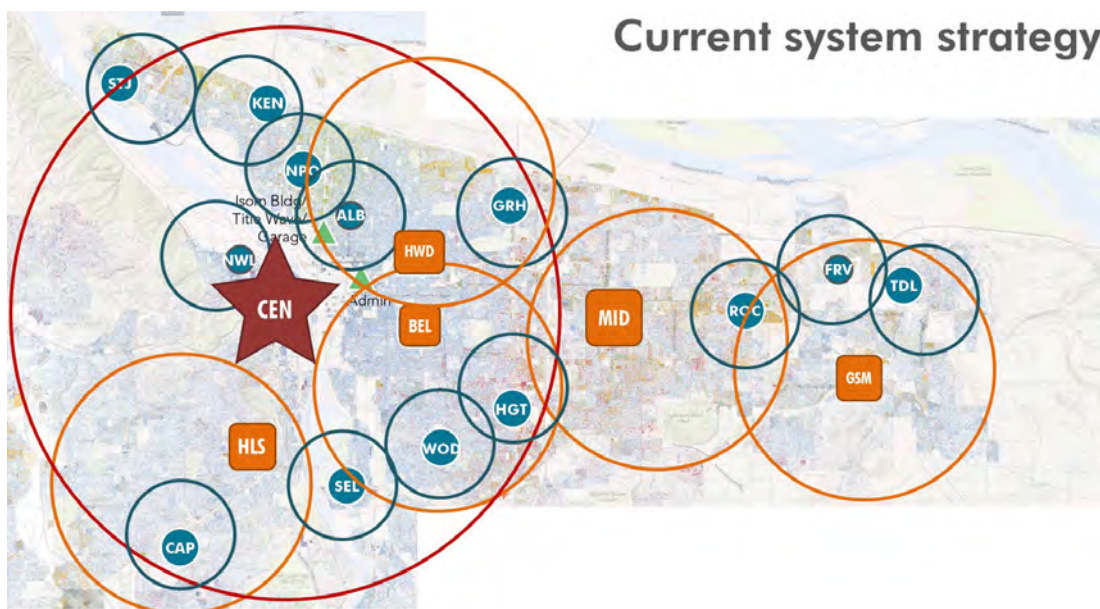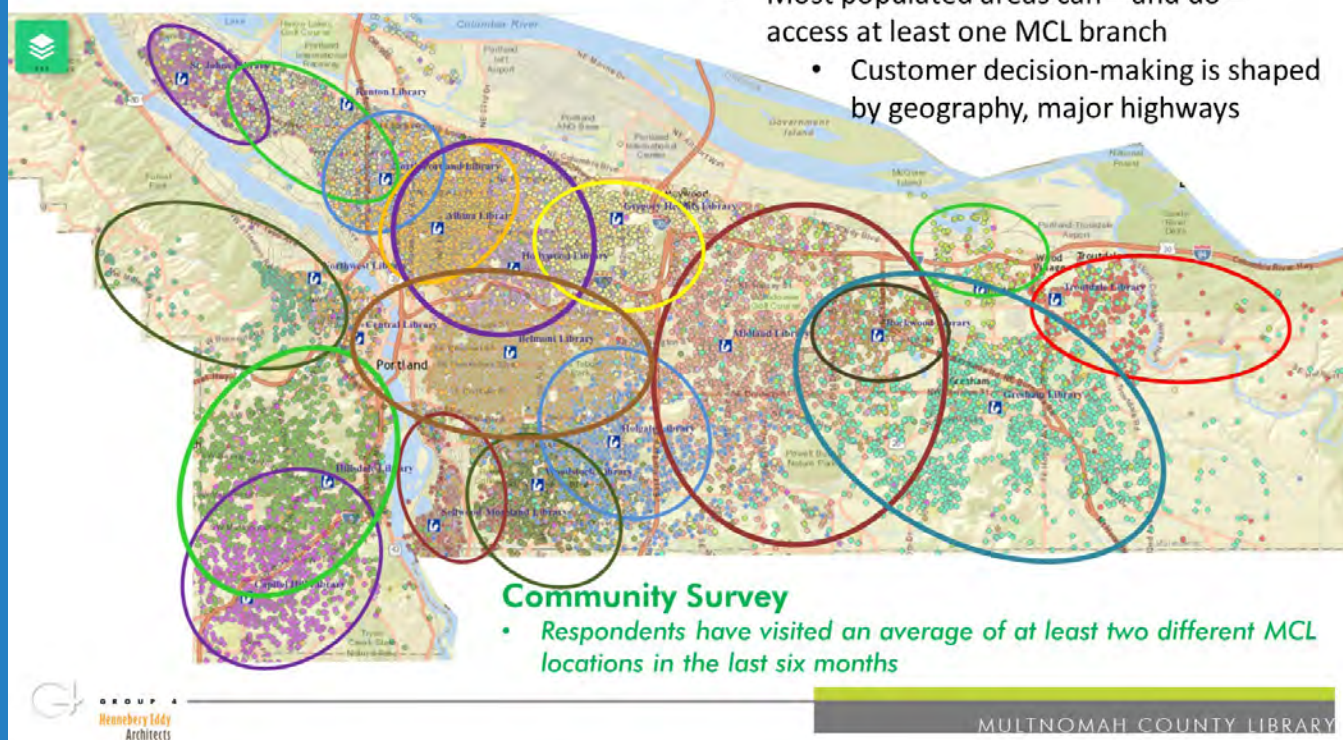
SYSTEM MODEL

Library facilities in Multnomah County have been developed over time according to a fairly traditional system model – a generously-sized Central Library at the heart of a network of small neighborhood branches providing core library services in proximity to where most community members live. These small neighborhood libraries – most of which are less than 8,000 square feet – have become impacted by the increased demand from population growth and densification over time. Changing demographics are requiring these small libraries to choose between breadth and depth of service as they struggle to respond to increasingly diverse community needs. Because the smaller libraries are proportionately more expensive to operate than the larger locations, there is less impact for each dollar invested in providing service. Meanwhile, shifting population centers have led to increasingly insufficient local library service.

Central Library plays an essential role in Multnomah County's library system, although that role has evolved over time. Historically, systemwide MCL functions such as Administration were housed at Central Library, but over the years many of these have relocated to other facilities such as the Isom Building. Today, half of MCL's collection is warehoused at Central Library. Ironically, however, more than 85% of MCL's physical materials checkouts happen at the neighborhood libraries rather than at Central Library.

MCL's last big facilities capital program push was in the 1990s, funded through two voter-approved bond measures. That program emphasized renovation over expansion, and as a result, relatively little facility capacity was added in the MCL system at that time. MCL continues to be proactive about facility maintenance, and regularly refreshes finishes and systems in order to provide a welcoming and attractive environment for customers – there is no deferred maintenance backlog. MCL has also implemented some service and operational updates at its smaller facilities – such as increasing self-service options – in order to improve customer service, increase efficiency, and carve out more space for people and programs. However, such improvements have not been able to overcome the fundamental reality that many of MCL's facilities are very small, and cannot accommodate community needs and demands for service.

Current system strategy

Library use patterns

Library access
- Most populated areas can – and do – access at least one MCL branch
  - Customer decision-making is shaped by geography, major highways

Community Survey
- Respondents have visited an average of at least two different MCL locations in the last six months

MULTNOMAH COUNTY LIBRARY

Mapping of all checkouts from MCL neighborhood libraries during one week in June 2016 (above). The color of each dot is coded to a particular neighborhood library; the location of the dot marks the home address of the customer who checked out the item.

LIBRARY USE PATTERNS IN MULTNOMAH COUNTY

Maps of MCL materials circulation data show that residents of all geographic areas of the library's service area can – and do – access at least one full-service MCL location. This finding is supported by the results of the community survey conducted as part of this process; on average, survey respondents reported that they had visited at least two library locations within the past six months.

That said, MCL locations vary in their geographic "draw" – the distance which people appear willing to travel to the library. The library with the widest geographic draw within the MCL system is Central Library in downtown Portland; mapping shows that most Portland residents visit Central Library. Whether Central Library is a primary destination or a convenient add-on to other trips likely varies from person to person, but the mapping nonetheless shows that it is an important and well-used resource for much of MCL's service population.
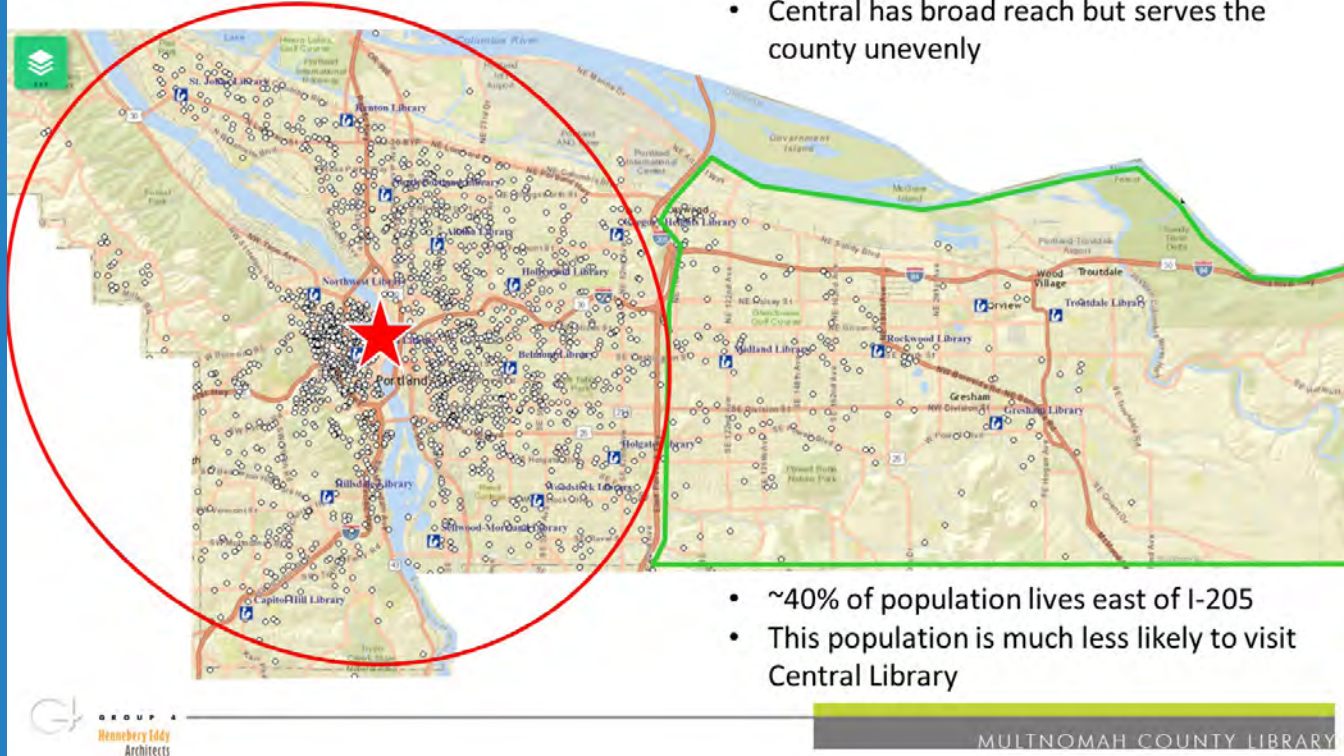
"You are a national treasure. Please know how much your community supports you."

— community survey respondent

Library use patterns

Central Library
- Central has broad reach but serves the county unevenly

- ~40% of population lives east of I-205
- This population is much less likely to visit Central Library

GROUP 4
Hennebery Eddy
Architects

MULTNOMAH COUNTY LIBRARY

However, there is a limit to how far Multnomah County residents are willing to travel to reach Central Library – and for many that limit is I-205. Mapping shows that residents of communities to the east of this vital transportation corridor are significantly less likely to use Central Library. This indicates a lack of access not just to the larger collection available at Central Library, but also to the other expanded and specialty resources and services it provides. The reduced access to Central Library exacerbates the general deficit of library space relative to the current and projected population size in east county communities.

Mapping of MCL circulation data also identified or confirmed other geographic barriers that appear to influence patrons' decision-making about which libraries to visit. The Willamette River definitely shapes library use patterns; although there is good connectivity, people tend to choose libraries on the same side of the river as where they live. Between the Willamette River and I-205, there is a clear divide between library use patterns on the north and south sides of the Banfield Expressway; this north-south divide becomes less evident east of I-205.

Mapping of checkouts from Central Library (avove)

"I think pushing the bounds of lending opportunities is creative and worthwhile. I would like to see more of this... so that we can be a more sustainable community...."

— community survey respondent

Albina Library (3,500 SF)

North Portland Library (8,700 SF)

Gresham Library (19,300 SF)

"My library is too small to have any place to sit and catch my breath and look over a book I might want to check out. I have difficulty reaching or looking at titles in lower shelves.... The library is a lifelong love for me and I want to keep enjoying it as I age."

— community survey respondent

DISTRIBUTION OF LIBRARY SPACE AND SERVICES

Today, MCL's public service facilities provide approximately 0.32 square feet of library space for each Multnomah County resident, which is quite low. For comparison, other multi-branch library systems with large service populations are planning and building libraries to provide significantly more space per capita. Examples include Pierce County Library System in Washington (0.7-0.8 SF/capita); San Jose Public Library in northern California (1.0 SF/capita); Cuyahoga County Library in Cleveland, Ohio (0.8-1.0 SF/capita); and Columbus (Ohio) Metropolitan Library (0.7-1.0 SF/capita).

That MCL is out of space is plainly visible in nearly all of its facilities. Despite strong growth and community use of digital materials, the physical collection still takes up a significant proportion of space in each library; at the same time, regular MCL users know that their best hope of finding a specific title is to reserve it in advance online. Many reader tables have been co-opted for use as computer stations over time – and all types of seats are frequently filled to capacity. The heavy tables and solid wood reader chairs in most libraries cannot be easily rearranged for different purposes and changing needs over the course of each day. Meeting space at most MCL locations can only accommodate small program attendance; children, teens, and adults alike are regularly turned away from programs due to space restrictions and fire marshal regulations.

Compounding the effects of the deficit of library space in Multnomah County is its uneven distribution. More than 75% of MCL's public service space is located west of I-205 – and more than half of this is concentrated at the Central Library in downtown Portland. By contrast, approximately 40% of the total county population lives east of I-205 – but less than 25% of MCL's library space is located in this area. Mapping of MCL data also reveal that the distance from eastern areas of the county to downtown Portland is a barrier to accessing the increased resources and special services provided by the Central Library.

The State of Oregon's Office of Economic Analysis projects that the population of Multnomah County will grow by nearly 15% over the next two decades, reaching about 910,000 people by 2035. Without expansion of MCL's facilities, the ratio of library space to population will fall below 0.3 square feet per capita by 2035 – further constraining the library's ability to provide service.
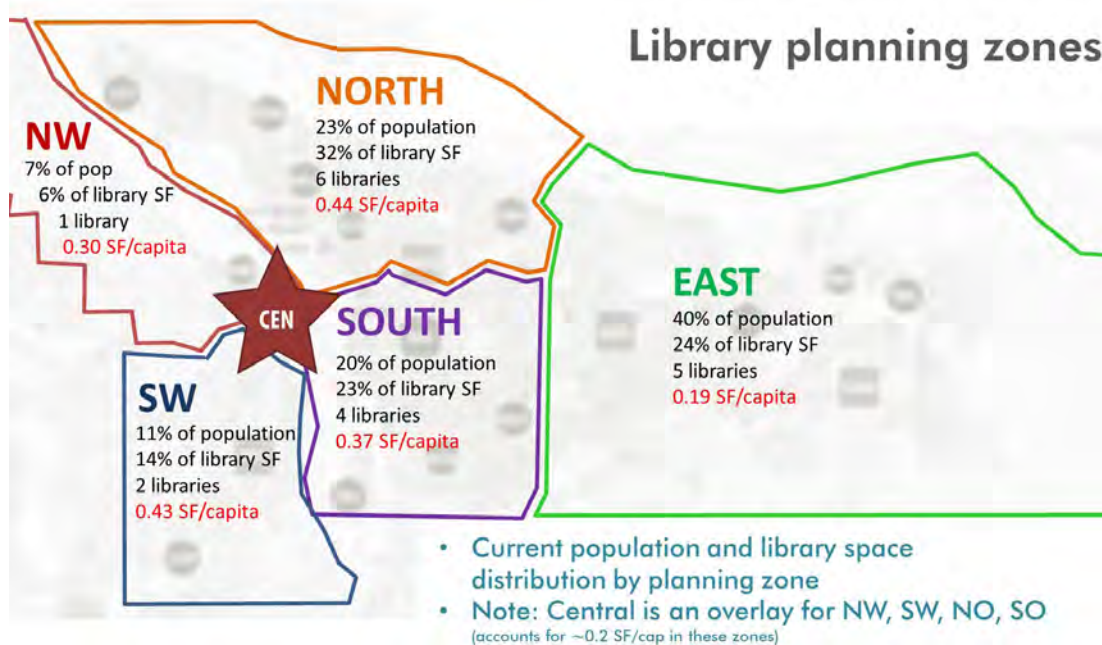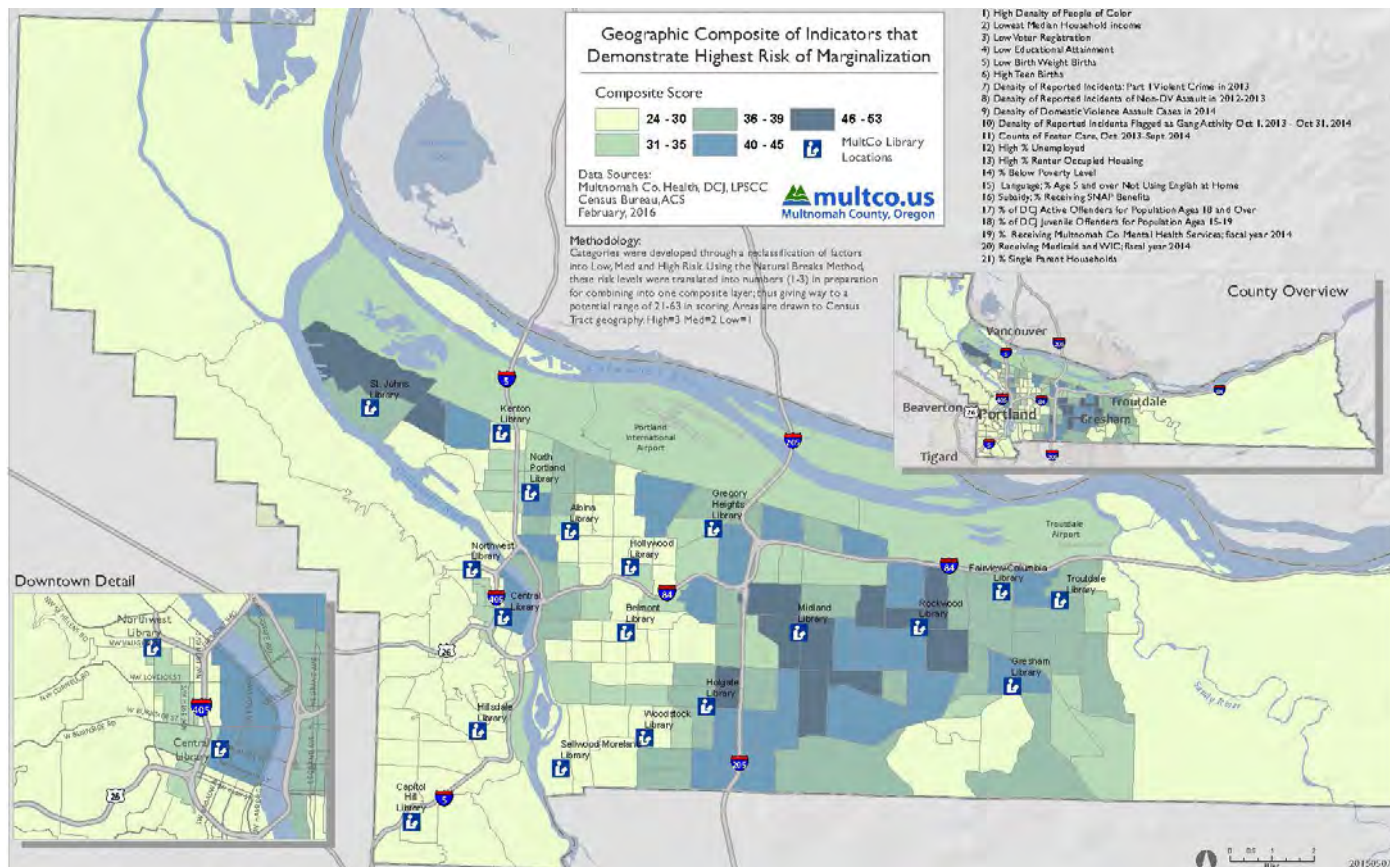
Mapping of library circulation data revealed customer use patterns that guided the analysis of current facilities as well as future planning. These patterns formed the basis for the establishment of five MCL facility planning zones.

For facility planning purposes, MCL's zones are:

- The East Zone includes all county areas east of I-205. More than 314,000 people live in this zone, which is expected to grow by nearly 50,000 people by 2035. Data from the American Community Survey in 2015 show that the East Zone is home to nearly 60% of Multnomah County's Hispanic/Latino population and more than 40% of its African-American communities. US Census data 2010 also showed a relatively high proportion of Asian residents in this zone.

- The North Zone includes Portland communities north of I-84, west of I-205, and east of the Willamette River. The population of this zone today is approximately 185,000, and nearly 30,000 more people are expected over the next 20 years. ACS 2015 data show that 40% of Multnomah County's African-American residents and 21% of its Hispanic/Latino community members live in this zone.

- The Northwest Zone includes downtown Portland as well as areas north of US Highway 26 and west of the Willamette River. Although it has the smallest population of the five zones, more than 55,000 people currently live here, and growth of at least 15% is expected over the next 20 years.

- The Southwest Zone is bounded by the county line to the west and south, the Willamette River to the east, and US Highway 26 and I-405 on the north side. Nearly 85,000 people live in this zone, which is expected to reach nearly 100,000 people by 2035.

- The South Zone includes Portland communities south of I-84 and east of the river. More than 150,000 people currently live in this zone, which anticipates adding another 20,000 people or more over the next two decades. This zone had the second-highest proportion of Asian residents (7%) per US Census 2010 data.

These zones are based on analysis of current use patterns and available demographic data. Zones should be periodically reevaluated and confirmed or adjusted as needed based on changing use patterns and updated population data.

Library planning zones

NW
7% of pop
6% of library SF
1 library
0.30 SF/capita

NORTH
23% of population
32% of library SF
6 libraries
0.44 SF/capita

CEN

SOUTH
20% of population
23% of library SF
4 libraries
0.37 SF/capita

EAST
40% of population
24% of library SF
5 libraries
0.19 SF/capita

SW
11% of population
14% of library SF
2 libraries
0.43 SF/capita

- Current population and library space distribution by planning zone
- Note: Central is an overlay for NW, SW, NO, SO
  (accounts for ~0.2 SF/cap in these zones)

The Marginalization index (above) is a composite of more than 20 demographic indicators, including:
- *median household income*
- *poverty rate*
- *density of populations of color*
- *low weight and teen birth rate*
- *percent receiving Medicaid, WIC, SNAP*
- *unemployment rate*
- *high school/ GED completion*
- *crime rate/ offender data*
- *number of children in foster care*
- *adult and juvenile offender populations*
- *rate of renter-occupied housing*
- *gang activity*
- *percent of population registered to vote*

Refer to Appendix B for a larger version of this map.

"Continue to be a leader for access, equity, and learning."

— MCL staff member

GUIDING PRINCIPLES FOR THE FRAMEWORK

This section discusses the primary principles upon which the facilities capital framework is built. These principles address a range of concepts and considerations for facilities at both the system and individual location levels, and are reflected in the recommendations for facility improvements in this framework. They provide a set of lenses through which MCL can identify and evaluate options and opportunities as they arise, and establish priorities for project sequencing as funding becomes available.
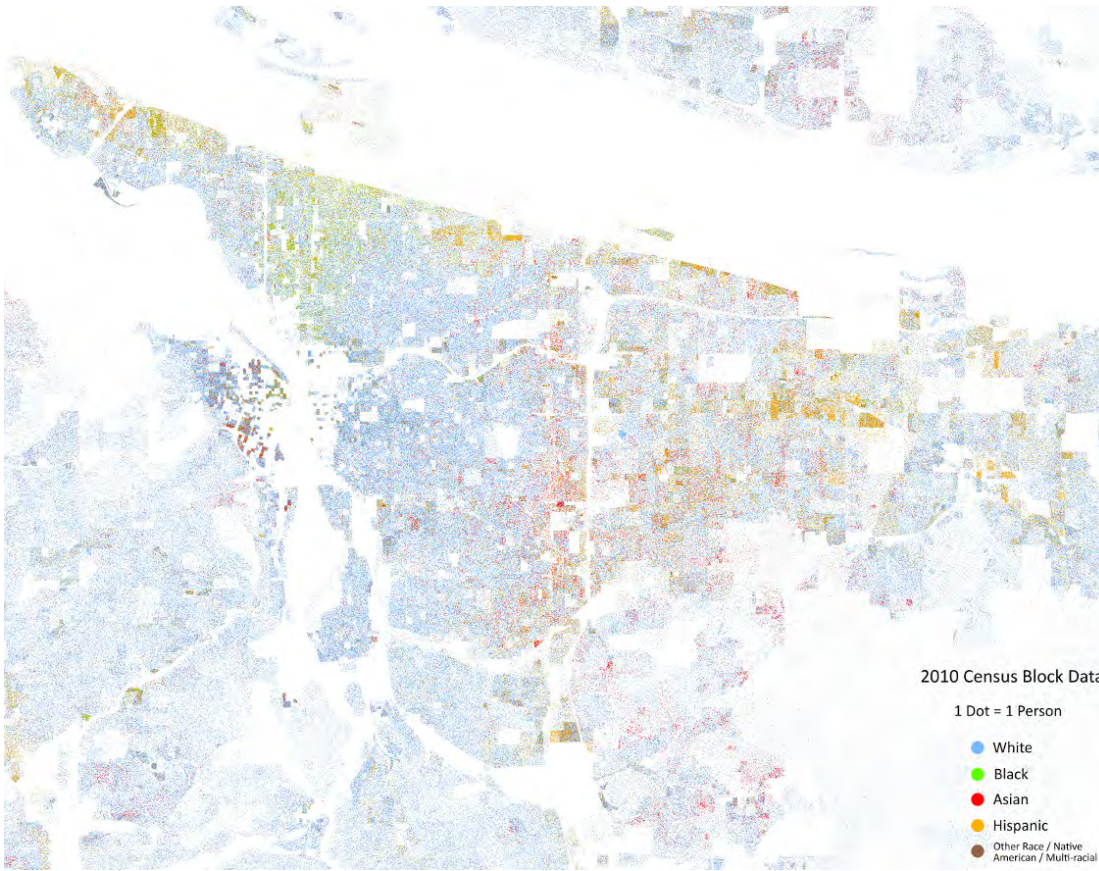
BUILD EQUITY

Although Multnomah County's population is becoming more diverse overall, market forces and gentrification are changing the demographic profile at the neighborhood level. As Portland neighborhoods become less affordable, eastern areas of the county are growing more diverse. Multnomah County tracks a composite index of risk factors for marginalization; geographic mapping of this index shows clearly that east county communities – particularly east of I-205 – are among the areas of highest risk.

MCL is proactive in understanding and responding to issues of community equity and empowerment. The library is committed to helping create equitable outcomes and positive impacts for the individuals and communities it serves. MCL strives to provide a safe, welcoming space for the community to come together – one of the most important drivers of this capital planning process.

2010 Census Block Data

1 Dot = 1 Person

- White
- Black
- Asian
- Hispanic
- Other Race / Native American / Multi-racial

Map source (left): Demographics Research Group, University of Virginia.

Additional information about Multnomah County is available at www.oregonmetro.gov

Expanded library facilities will significantly improve MCL's ability to provide diverse programs, resources, and space to help build a more equitable future in Multnomah County.

- **MCL will increase its investment in underserved communities**. Particularly in the East Zone, MCL's facilities cannot accommodate the breadth, depth, and scale of library programs and services that the community needs. Expanded and improved MCL facilities are essential for bringing people together in a shared community space. Capital improvements and library expansion are a top priority in the East Zone, as well as in other underserved areas such as Cully.

- **MCL will provide flagship library services in east Multnomah County**. Community members participating in this capital planning process enthusiastically supported the idea of creating a second "Central Library" in the East Zone to provide access to unique, specialized, and high value library services. This would provide balance to Multnomah County communities west of I-205, as residents of MCL's East Zone disproportionately lack access to the special resources of Central Library.

- **MCL will explore opportunities to move its outreach operations base closer to its target service populations**. MCL's East Zone has the most demographically diverse population, and MCL commits a significant amount of resources to providing rich outreach services in these communities. Currently, the outreach team's base of operations is in the Isom Building, located near Albina Library. Moving the outreach operations base to a more central or east county location could improve both service and efficiency.
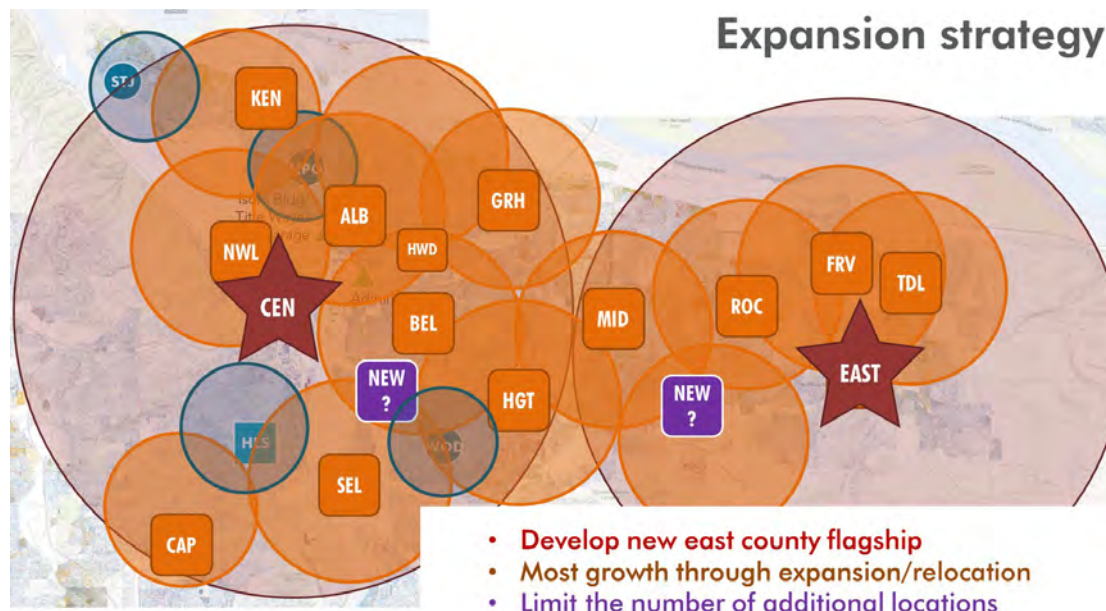
EXPAND SUSTAINABLY

MCL is funded through a dedicated property tax approved by voters in 2012. The current tax rate is $1.18 per $1,000 of assessed value (AV); the maximum allowable rate is $1.24 per $1,000 AV. For four years, MCL has demonstrated its ability to operate successfully within this revenue stream, and intends to continue demonstrating fiscal responsibility and operational sustainability moving forward.

More than half of MCL's annual budget is dedicated to staffing and operations of its facilities. On average, the operating budget for each neighborhood library in the MCL system is more than $1.1 million per year, and each regional library is budgeted at nearly $2.2 million. Each new library added to the MCL system also adds incremental expense, which – within MCL's fixed revenue stream – must be reallocated from something else in the annual budget.

The traditional model of growth by adding new library locations is not sustainable within MCL's revenue model. For this reason, MCL intends to pursue expansion strategies that can be operated sustainably.

- **MCL will grow by expanding its existing facilities**. MCL's primary growth strategy will be to expand each of its facilities where possible. On sites with expansion capacity, this may be accomplished by expanding or replacing the existing facility. If expansion cannot be accomplished on the current site, MCL will look for an alternate site with more expansion capacity.

- **MCL will limit the number of net new public service locations**. Adding net new public service locations will be considered only in areas with a demonstrated lack of access to other MCL locations, and/or where sufficient space cannot be developed through expansion of existing libraries.

- **MCL will not build or add any new small libraries**. Small libraries are the least efficient and cost-effective for MCL to operate, and do not support the breadth or depth of service that MCL strives to provide for the community. While MCL may choose to maintain some of its current small libraries, it will not build new libraries of less than 20,000 square feet.

Expansion strategy

- Develop new east county flagship
- Most growth through expansion/relocation
- Limit the number of additional locations

MAXIMIZE RETURN ON INVESTMENT

This capital planning process has confirmed that MCL is currently operating with a severe deficit of space, which will require a significant level of investment to correct.

- **MCL will expand on owned sites as much as possible**. Where practical, MCL will take advantage of opportunities to expand on its currently owned sites, many of which can accommodate some degree of facility expansion. MCL will also look for opportunities to purchase sites in areas identified for expanded facilities. Because of the challenges of finding suitable sites and increasing land costs, land acquisition should be an early priority.

- **MCL will not pursue small expansion projects.** Notwithstanding the priority of expanding on owned sites, MCL will avoid small facility expansions. Adding a small amount of space can be a very expensive proposition, particularly if it triggers the need for full code upgrades of the rest of the building.

- **MCL will take advantage of partnership opportunities for land and development**. The library is recognized as a desirable development partner, as evidenced by projects such as Hollywood Library. MCL will continue to evaluate opportunities for land ownership and construction that are generally consistent with the principles of this capital planning framework.

- **MCL will consider opportunities for facility ownership**. MCL will evaluate opportunities to decommission current leased facilities where feasible, and replace them with sites and facilities it owns and controls, in order to reduce expensive rents and maximize return on investment. MCL can continue to consider leased facilities in certain circumstances, such as to meet short-term space needs or to test the market for library services in a particular neighborhood.

MCL's Hollywood Library was developed through a partnership.

The Vancouver Community Library demonstrates many of the characteristics of a destination library, including a vibrant Early Learning Center filled with light, color, and engaging furnishings.

The new flagship Main Library in Dayton, Ohio is used for a wide variety of community events as well as library services and programs.

LIBRARY EXPANSION FRAMEWORK

LIBRARY TYPOLOGIES

MCL libraries function as a network, offering customers multiple points of access to a shared set of resources, as well as to community-focused services unique to each location. Analysis shows that many customers can and do use libraries other than the one closest to their home. On the community survey conducted for this capital planning process, respondents reported that they had used an average of at least two libraries within the past six months.

This Framework proposes a set of library typologies to guide development of future libraries. The intent of this Library Typologies section is to establish a shared vision and understanding of the general size and role of each typology within the MCL network.

This should not be taken to mean, however, that all libraries of the same typology must be identical. On the contrary – MCL's proven network functionality means that not every library needs to be the same. Individual library locations can continue to tailor programs, services, and spaces to meet needs of the neighborhoods and communities they serve.

This Framework references the following typologies.

- **Destination libraries**. Destination libraries are 30,000 to 60,000 square feet, providing a rich variety of services, resources, and spaces to meet diverse community needs. They are MCL's workhorse, together housing the majority of the system's shared collection materials — but they are not *full* of books. Destination libraries provide well-designed space and seating to support a wide range of customer needs, from quiet individual study to collaborative work to social engagement. Technology is provided in types and quantities to maximize access and meet community needs, and supports training as well as open use. Vibrant spaces for children and teens prepare Multnomah County's youth for a lifetime of learning and literacy from the earliest ages, and keep them engaged as they grow. Space is provided for small group collaborations as well as larger library programs and community events. Partner agencies and organizations can find space in the library to complement MCL's services and increase community impact.

"If it could somehow help me connect to the community I live in — and not just be a building where I pick up and return library materials."

— community survey respondent

- **Flagship libraries**. Flagship facilities are 80,000 square feet and larger. They are the "go to" for unique, specialized, and high-value programs and resources beyond what's available in MCL's full-service destination libraries. Central Library in downtown Portland is Multnomah County's original flagship library – a robust and beautiful building with the capacity for at least another century of innovative and responsive library service. MCL's expansive service geography and growing population also merit the development of a second flagship library in east Multnomah County to support distinctive civic, cultural, and community programs. Examples of 21st century flagship library facilities include Dokk1 in Aarhus Denmark, the new Main Library in Dayton OH, and ImaginOn in Charlotte NC.

- **Small libraries**. Small libraries are less than 20,000 square feet. In general they are more expensive to build and to operate per square foot than their destination library counterparts, and lack the space to provide a full range of 21st century library services. This Framework proposes moving away from small libraries as MCL's primary library typology, and does not recommend development of any new small libraries. However, this Framework recognizes that not every current MCL small library can or should be expanded. MCL may choose to continue operating small libraries where the benefits of expansion or relocation may be significantly outweighed by the costs – capital and otherwise. Examples include cherished historic facilities such as St. Johns and North Portland, as well as newer facilities such as Woodstock and Hillsdale.

- **Focused service locations**. While this Framework does not specifically address or make recommendations for alternative service delivery strategies, it embraces and encourages their use by MCL to target particular needs in a cost-effective way. There is a wide variety and growing diversity of such strategies, from self-service options (e.g., automated materials kiosks and remote book lockers), to embedded staff/services in partner facilities, to pop-up services in high traffic locations.

Dokk1 is a flagship library and community facility in Aarhus, Denmark.

St. Johns Library is a cherished and historic small neighborhood resource.

"I am 66 and all of my life the library has felt like home. As a young child I visited the Gresham Library. Other libraries that have been important to me are the St. Johns and the Downtown [Central] Library. To me, libraries represent freedom."

— community survey respondent

SPACE PLANNING TARGET

"Square foot per capita" is an important metric for planning library facilities. Because population growth is strongly correlated with the demand for library services, it is appropriate to plan library space relative to the size of the service population. The specific ratio of space to population used for library planning is tailored to each community and library system, taking into account a range of variables including each community's unique profile, mobility, needs, and patterns of library use, as well as their library's organizational characteristics, service priorities, partnerships, and resources.
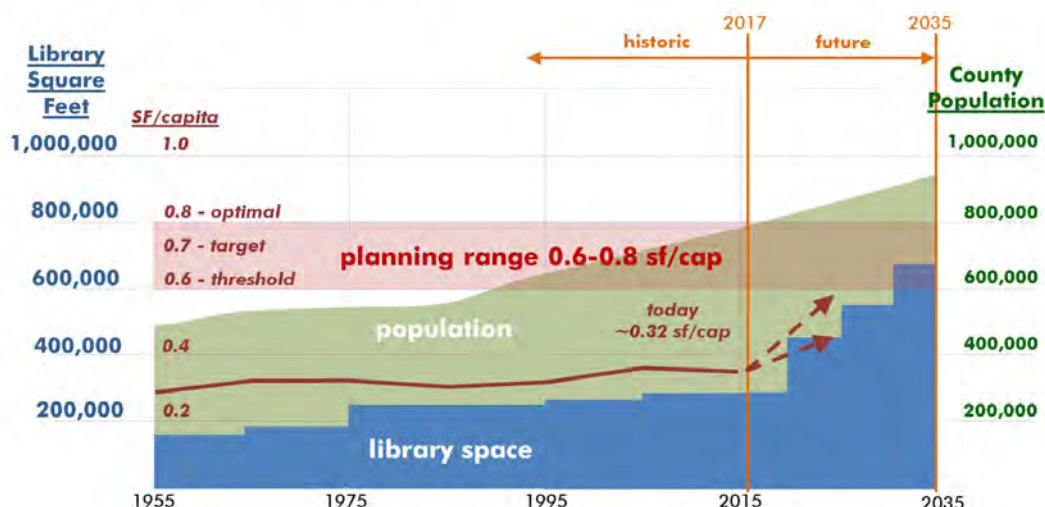
Characteristics and circumstances that shape the library space planning target in Multnomah County include:

- **Large service population** – As communities grow in size, their library buildings can increasingly achieve economies of scale in terms of the amount of space they need. Multnomah County is currently home to about 800,000 people, and is anticipated to grow to more than 900,000 people by 2035. While Multnomah County needs significantly more library space overall, its planning target for library space per capita may be lower than the target used in a community with a smaller service population.

- **Population mobility** – Multnomah County and its constituent cities have made significant investments in community mobility, including multi-modal transit opportunities as well as pedestrian- and bike-friendly infrastructure. Mapping of MCL data for this project revealed good mobility overall and relatively few barriers to library access in most parts of Multnomah County. Communities with good mobility can have a lower library space planning target than communities with strong barriers that inhibit movement. That said, MCL recognizes that lower income communities can be less freely mobile than their more affluent neighbors, which also must be considered.

- **Robust online services** – MCL's collection of print/physical materials must be heavily managed due to space constraints within its current library facilities. MCL does need room to significantly grow its physical collection. However, the community's preference for digital collection formats continues to grow, which may mitigate some of the need for extensive space for book stacks in MCL's libraries.

- **Extensive outreach services** – MCL is recognized as a national leader in outreach services, delivering thousands of programs and classes each year at partner and community locations. MCL is committed to continuing its investment in these programs and services even with expanded facilities, which can therefore be planned using a lower space target.

"I loved to hang out before Belmont was stuffed to the gills with computers. I do feel offering computer access to people who don't have it is a really important service. But there really is no room for much of anything else."

— community survey respondent

Space planning range

In consideration of these and other factors, the recommended target space planning range for MCL's public service locations is 0.6 to 0.8 square feet per capita. There is flexibility inherent in this range, and depending on the opportunities that MCL is able to take advantage of within its resources, achieving any level within this range may be acceptable. Below the 0.6 SF/capita threshold, however, MCL will face more significant compromises to its long-term ability to meet the community's need for services.

Space for MCL systemwide services – including Administration, Outreach, and Operations – is not included in this SF/capita target. Space needs for these services are driven by staff and operational considerations, which do tend to grow proportionately to population size but at a lower rate.
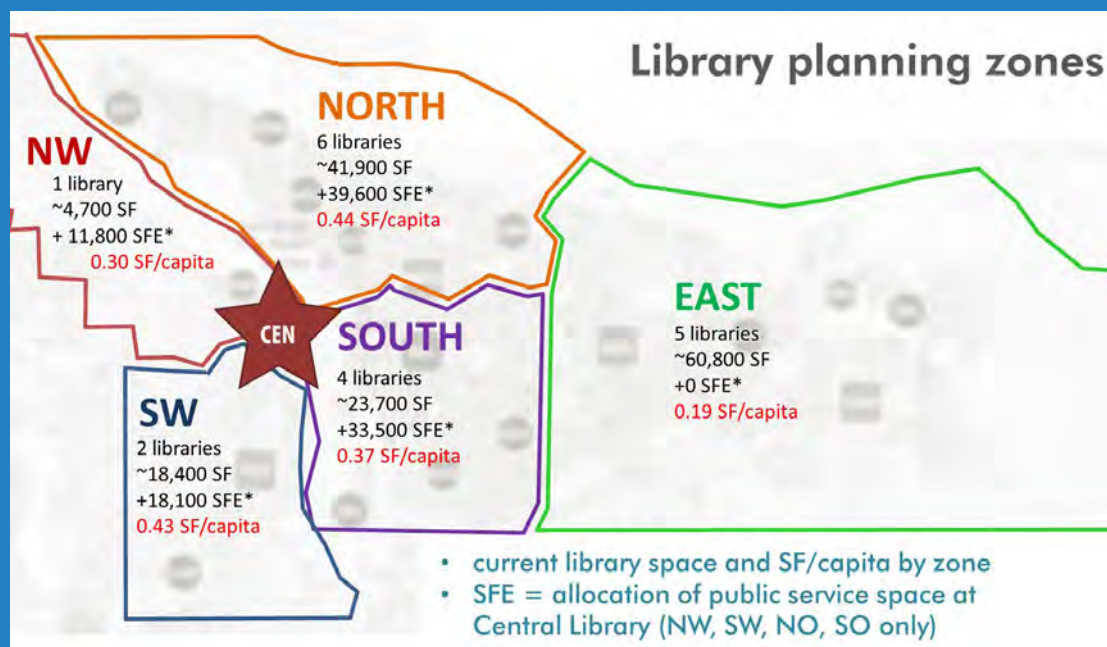
[What would be more useful or relevant for you?]
"Delight of discovery of things I am NOT familiar with. So, more space for materials browsing, and for staff picks. If I already know what I want (like currently popular books) it's pretty easy to get them on hold; but when I want the challenge and serendipity (and fun!) of finding unfamiliar topics and books, it's harder."

— community survey respondent

"My place at home is pretty chaotic, because I live in a small apartment with 5 roommates. The only problem is there aren't any comfortable, cushiony chairs at the library, which makes me so sad.... The library should be a sanctuary for readers, which includes providing comfortable, cushiony seating areas."

— community survey respondent

Library planning zones

NORTH
6 libraries
~41,900 SF
+39,600 SFE*
0.44 SF/capita

NW
1 library
~4,700 SF
+ 11,800 SFE*
0.30 SF/capita

CEN

SOUTH
4 libraries
~23,700 SF
+33,500 SFE*
0.37 SF/capita

EAST
5 libraries
~60,800 SF
+0 SFE*
0.19 SF/capita

SW
2 libraries
~18,400 SF
+18,100 SFE*
0.43 SF/capita

- current library space and SF/capita by zone
- SFE = allocation of public service space at Central Library (NW, SW, NO, SO only)

SQUARE FEET EQUIVALENT

This Framework uses a "square feet equivalent" (SFE) methodology to account for the use and impact of Central Library within the MCL system.

As the mapping analysis on page 19 shows, Central Library is accessible to and highly used by Multnomah County residents living west of I-205. Because of this broad reach, Central Library is not assigned to any single MCL planning zone. Rather, Central Library's space is considered a supplement to the space provided in the libraries in MCL's North, Northwest, South, and Southwest planning zones.

The approximately 103,000 square feet of public service space at Central Library is distributed among these four zones approximately proportionate to the population of each zone. This allocation is expressed in terms of "square feet equivalent," or SFE, and added into the total library square footage in each zone. Each SFE allocation is considered as a constant amount of space that will not change relative to population growth or other factors in each zone.

For example: the population of the Southwest Zone currently represents about 18% of the population of the four zones served by Central Library (i.e., all zones except East Zone). Therefore, Southwest Zone gets a credit for about 18% of the public service area at Central Library – or approximately 18,000 square feet – in addition to the current square footage of Capitol Hill and Hillsdale libraries. Together, this calculates to nearly 36,500 SFE.

Assuming that the amount of space for public service at Central Library remains at around 103,000 square feet in the future, then Southwest Zone can continue to incorporate 18,000 SFE into the calculations of its space needs – even though its population may change overall or as a percentage relative to other zones. On the other hand, if Central Library is renovated in the future to free up significant additional space for public service, then MCL may wish to adjust these SFE allocations accordingly.

RECOMMENDATIONS SUMMARY

Based on the space planning range of 0.6 to 0.8 square feet per capita, Multnomah County Library needs to more than double the amount of space in its public service library facilities to serve the projected 2035 county population of more than 900,000. The total amount of space needed is between 545,000 and 730,000 square feet, which includes Central Library and all public service library locations. This growth should be accomplished primarily by expanding smaller branches to be full-service destination libraries, without adding more than two to three libraries to the system overall. (Refer to page 26 for a description of the library typologies.)
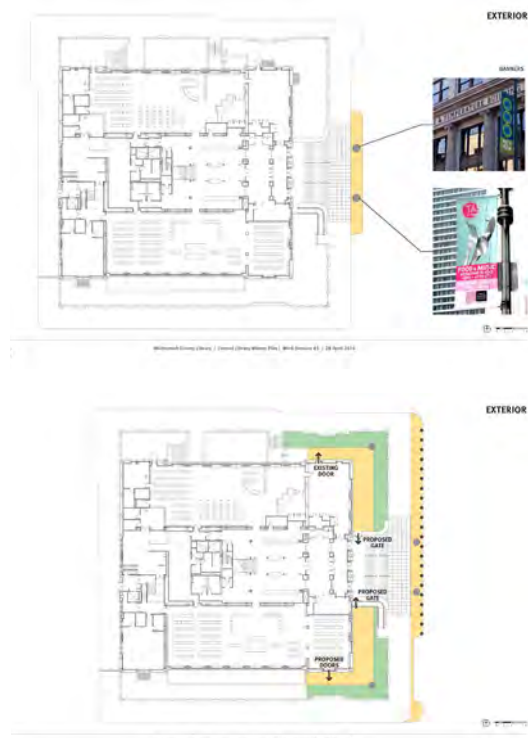
LIBRARY RECOMMENDATIONS BY PLANNING ZONE

Library space should be proportionate to and distributed among the five library planning zones.

- The East Zone needs at least three times as much library space to correct the current space deficit and expand to serve its projected 2035 population of more than 360,000 people. Because of the magnitude of the space increase, most facilities in this zone should be developed as destination libraries. In some cases this will require MCL to acquire and relocate to alternate, larger sites. One net new public service location may be added, for a total of six libraries in this zone. One of the libraries in this zone should be developed as a flagship library – an East Zone counterpart to Central Library in downtown Portland.

- The North Zone's population is anticipated to grow to more than 210,000, with an associated need for at least twice as much library space as is currently available. It is recommended that this zone maintain a total of six libraries (i.e., no net new locations). Three libraries – St. Johns, North Portland, and Hollywood – are anticipated to remain at their current sizes and locations. Larger alternative sites may be required to accommodate destination facilities for the other three libraries in this zone.

- The Northwest Zone's population is projected to grow to approximately 63,000 by 2035. The current small, leased library facility in this zone should be replaced with a larger destination library. As mapping of customer use patterns shows that residents of the Northwest Zone have excellent access to Central Library, no net new libraries should be needed in this zone.

- The South Zone should have at least triple the amount of library space to serve its 2035 population of nearly 180,000 people. MCL should strive to achieve this expansion without increasing the number of libraries in this zone, although it may consider a net addition of one library depending on development opportunities.

- The Southwest Zone should up to double its library space to serve its projected 2035 population of nearly 100,000. It is recommended that MCL maintain a total of two libraries in this zone.

More detailed recommendations by zone and individual facility are included in the next chapter.

"Comfortable seating.... Coffee shop.... Greatly expanded schedule of events (speakers, forums, book clubs). Meeting spaces that accommodate groups of varying sizes. Study spaces.... It's a beautiful and historic building... but compared to Seattle or Vancouver, MCL's Central Library is wholly inadequate and dysfunctional."

— community survey respondent

Concepts for Central Library by Hennebery Eddy

Concepts for Central Library by Group 4

CENTRAL LIBRARY RECOMMENDATIONS

Central Library will continue to be a flagship facility in the future. As capacity expands at MCL's other libraries, some of the collection materials and other systemwide resources at Central Library can be redistributed to other MCL locations. Reducing the concentration of these resources at Central Library will provide the opportunity to re-think future services and spaces in this historic building.

MCL has worked with Group 4 and Hennebery Eddy in recent years to re-envision Central Library as a place for people and programs. Concepts and strategies include developing a large forum space that can support major library and civic events; creating nodes within the library for gathering, creativity, technology, and other flagship services; and a more fluid indoor-outdoor connection with the street. Renovation would also improve security and sightlines, and leverage technology to increase operational efficiency and availability of staff to provide personalized service.

SYSTEMWIDE SERVICES RECOMMENDATIONS

MCL should evaluate opportunities to relocate Administration to library-owned space, ideally close to its current leased space in the Lloyd Corporate Plaza (east side) which is relatively central to MCL's service area overall.

MCL should evaluate opportunities to relocate its operations base for outreach from the Isom Building further east, which is where it anticipates that it will continue to provide a significant proportion of services. Depending on the opportunities that arise for expanded public service locations in the East Zone, MCL could evaluate the feasibility and cost-effectiveness of adding space at an existing library (such as Midland) for outreach use.

The Isom property is a significant asset and offers the potential to accommodate a variety of public service and/or administrative functions. MCL has commissioned studies of the current Isom Building and opportunities to improve space organization and allocations. Further study of property could focus on development opportunities and strategies to maximize use and benefit to MCL and the community.

CAPITAL PROJECT DEVELOPMENT

This Framework provides a clear vision and strong foundation for future libraries in Multnomah County, but this is only the beginning. There is much work to be done in order to turn this vision into bricks and mortar. This section describes some of the tasks ahead for MCL to develop and implement a successful capital improvement program.

ACQUIRE SUITABLE SITES

A number of the recommended library expansion projects in this Framework will require additional land or new sites to accommodate larger buildings and associated parking requirements. As real estate market conditions and development pressures in Multnomah County continue to trend upward, MCL should make land acquisition an early priority.

Considerations and evaluation criteria for potential new sites include:

Location

- *Site is well-located within the community it is intended to serve*
- *Site is prominent and visible to the community*

Capacity

- *Site is large enough to accommodate the proposed library size and associated parking. [For significant expansion projects, MCL may need to compare the costs and benefits of purchasing additional land for surface parking vs. developing an intensive parking solution – e.g., under-building garage or multi-level parking structure.]*
- *Site proportions can accommodate a building floor plate that supports effective library service and efficient operations*
- *Site has already been developed with a building that can be adapted for use as a library*

Compatibility

- *Site is zoned (or can be re-zoned) for development as a library*
- *Adjacent uses are compatible and complementary with a library*
- *A library is compatible with the community's development plans and expectations for the site*

Accessibility

- *Site can be easily accessed on foot and by bike*
- *Site is (or is planned to be) well served by public transit*
- *Site topography supports development for universal access for people of all abilities*

Availability and cost

- *Cost to acquire the site*
- *Site is or will become available*
- *Any construction premium costs – e.g., poor soil conditions, hazardous materials abatement, etc.*
- *Site can support or create a high-value partnership for MCL*

From Opportunity Gateway Concept Plan and Redevelopment Strategy, 2000

DEVELOP WIN-WIN PARTNERSHIPS

Libraries are recognized as high-value partners that can draw a large and diverse range of people from throughout the community. MCL is regularly approached with proposals and opportunities, such as tenant space in existing and new buildings that could be developed into library service locations. Considerations for MCL in evaluating such opportunities include:

▪ Is it consistent with the capital development and long-range library operations principles of this Framework?

▪ Can it accelerate implementation of a project recommended in this Framework?

▪ Is it an equitable, win-win partnership?

▪ Is the opportunity likely to provide long-range value for MCL and the community?

"As important as books are (and they are essential), libraries need to continue transforming themselves into hubs for learning, collaborating, working, sharing, and providing access to many different kids of information in many ways. Public libraries can fill these kinds of gaps in our social fabric better than almost any other kind of institution. Multnomah County Library is doing a great job with the resources it has. Always looking for how it can do better is a big part of that success."

— community survey respondent

As sites and partnership opportunities are identified, MCL can start to better define the scope and parameters for individual projects. The following is not intended as a comprehensive list, but as a starting point for planning.

Project size and scope

- How big will the library be?

- Will it be new construction, expansion of an existing library, or adaptive reuse of another existing building type?

- Will it be a standalone library, or developed as a joint facility in partnership?

- Will the project require an intensive parking solution such as under-building garage or multi-level parking structure?

Project budget

For project success, it is critical to be as comprehensive as possible in identifying all of the associated costs.

- Site and building construction costs – including any anticipated premium development costs such as hazmat abatement

- Local and state mandates – such as for public art and energy generation

- Library and staff furniture, shelving, special equipment (e.g., automated materials handling), technology, graphics/signage, and collection development

- Soft costs – including design/engineering fees, regulatory costs, moving costs, county management costs, etc.

- Land acquisition costs if applicable

- Appropriate contingencies and anticipated escalation

The project budget should be revisited regularly and revised to account for changes in scope, construction market conditions, development timeline, etc.

Development timeline

- When are funds for design and construction anticipated to be available?

- Is the project anticipated to be developed through a traditional design-bid-build process, design-build, or another method?

- When will the design process begin, and how long will it take?

- How long will construction take for a project of this type and size?

- When will MCL need to have staff trained and ready to move into the expanded facility?

- If temporary library facilities will be required, when will they need to be operational, and what is the process for getting them ready?

As each project is defined, it will also be important to consider whether adjustments will be needed to other improvement projects in order to achieve the space planning target for that planning zone. For example, if MCL decides to develop a project that is significantly larger or smaller than the options presented in this Framework, how might the size of other libraries need to be adjusted in order to accomplish the space planning target for that zone?

Staff Workshop, November 2016

"There are very few safe spaces for queer people. The library is one of the few spaces I walk into and don't feel 'wrong' for being a queer person. I have so much gratitude that I can feel that way, at least in one space.... Even though there are supposed to already be spaces like this, more spaces is never a nuisance. It becomes one more space to give us access to safety, and makes us all proud."

— *community survey respondent*

PROJECT SEQUENCING

At the time of the publication of this Framework, funding strategies to implement the recommendations have not yet been confirmed. As funding becomes available, MCL will need to make decisions about project sequencing. This Framework proposes a set of considerations and criteria for evaluating the sequencing and phasing of the recommended projects.

Build equity

- Projects in areas of Multnomah County with higher marginalization index scores
- Projects to address the greatest deficits/inequity in library service/space
- Projects that support and demonstrate new types of library services

Expand sustainably

- Projects that add a significant amount of space
- Expansion projects that can be operated with existing or slightly increased staffing levels (vs. net new library locations that will require a new complement of staff)
- Opportunities to redeploy staff temporarily during construction

Maximize ROI

- Early acquisition of land
- Renovation projects at facilities that are due for life-cycle capital maintenance
- Projects that replace high-rent leased space with MCL-owned facilities
- Whether temporary facilities will be needed during construction

Leveraging opportunities

- Projects with a high level of community interest/support
- Projects that are well-defined and ready to move forward
- Projects that take advantage of new opportunities that arise, including sites, partnerships, and funding

This list is intended as a starting point for discussion. Considerations can be added and further refined over the course of working with communities, stakeholders, and partners to develop projects and funding.

BUILDING SUPPORT FOR BUILDING LIBRARIES

STAKEHOLDER AND COMMUNITY ENGAGEMENT

Extensive stakeholder and community outreach was conducted for this capital facilities planning process, but there is much more to come. It will be important for MCL to continue the conversation with community members, leadership, and partners about the need for improved library facilities in Multnomah County. Building a shared understanding for the vision and directions for library improvements will be critical for securing support and funding for the projects recommended in this Framework.

Once funded, each individual project should be designed in partnership with the community in order to ensure that the libraries respond to their unique needs and celebrate their values.

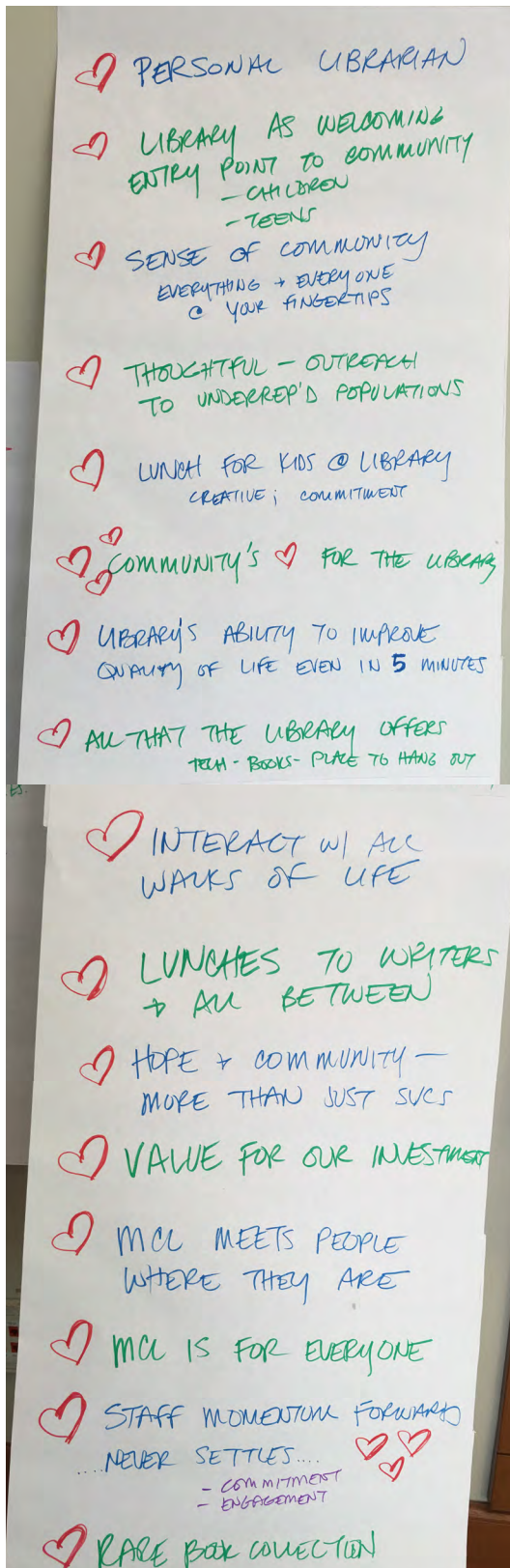
Strategic Visioning Workshop, October 2016

Community conversations event at Central Library, November 2016

Community conversations event at Fairview Tree Lighting, December 2016

"The library system is one of the best examples of taxpayer money best used. The library provides resources for the entire community regardless of who or where someone is from. I find it to be a safe place for all. I am grateful for all the services provided."

— community survey respondent

FUNDING STRATEGIES

A multi-faceted approach will be necessary to raise the funds for the countywide needs outlined in this Framework.

- **Library District Operating Budget**. MCL currently budgets approximately $1 million annually for capital maintenance projects at its facilities as part of its annual operating budget. Moving forward, MCL has established a library district capital fund for construction projects contemplated in this Framework, which will be separate from and in addition to its capital maintenance budget.

- **Grants**. In the past, library projects have been eligible to get a share of select federal and state grant programs. The library will seek out and apply for current or future opportunities when available as a way to leverage local dollars.

- **Regional Partners**. Local municipalities, school districts, and other governmental agencies can be enlisted to contribute land, or funding, or project related services.

- **Private Funding**. Local philanthropy can be tapped to support or enhance capital projects. Support from library foundations, for example, has been instrumental for successful capital building campaigns in many other communities. The Library Foundation has been a generous long-term funder of MCL programs and fundraising drives.

- **Public-Private Partnerships**. The private sector often views libraries as excellent development partners and great neighbors who attract a lot of foot traffic. MCL's Hollywood Library has been a national model of a successful mixed use residential development, and other models exist with office and/or commercial partners.

- **Voter Approved Funding Measure**. On multiple occasions throughout MCL's history, voters have supported funding measures for library construction and renovation. There are a variety of funding mechanisms that could be explored.

The pace and scale of funding will determine how quickly the improvements envisioned here will be realized. While the work could be finished sooner, facility improvement plans of this scale in other communities have taken from 10 to 20 years.
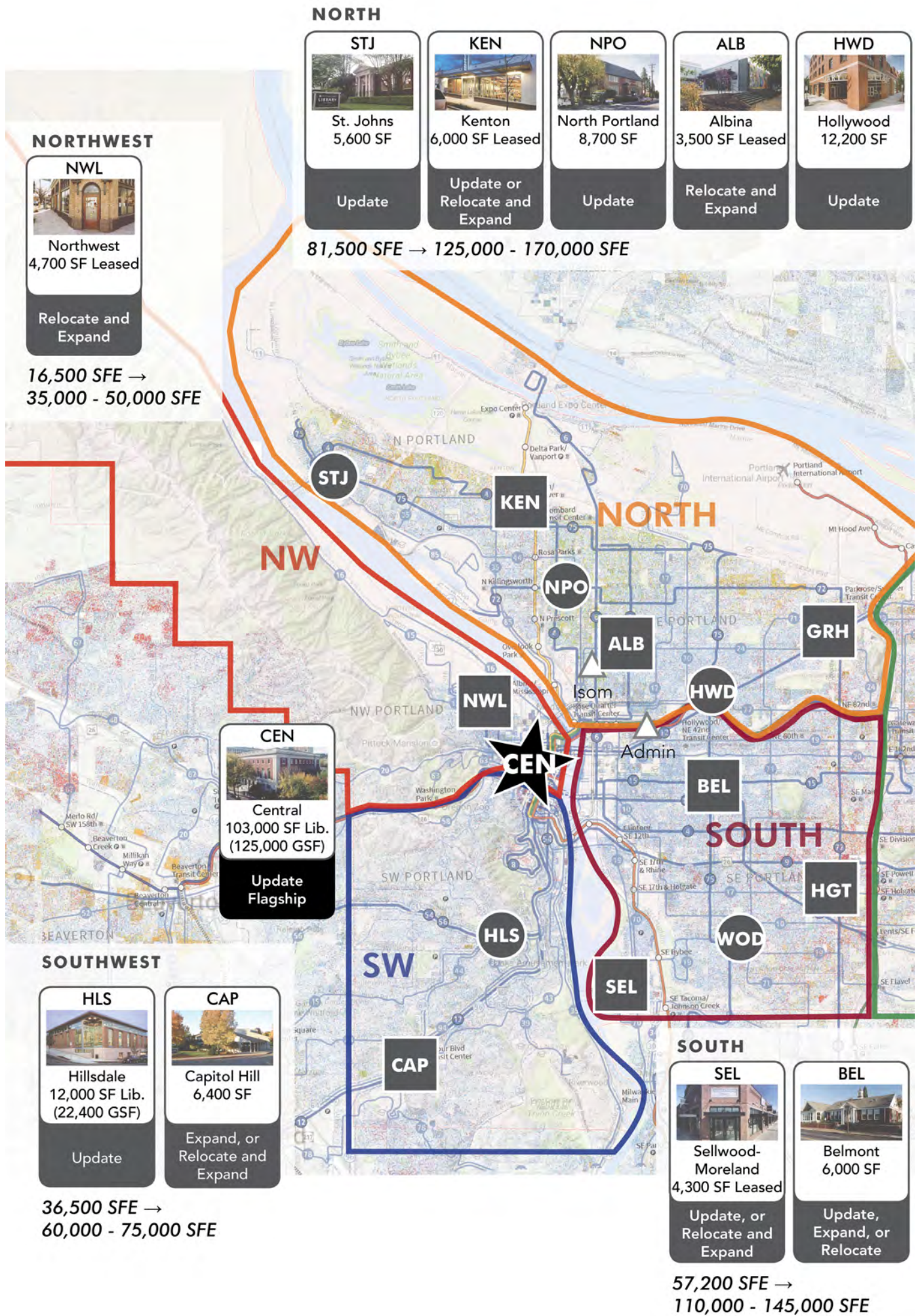
This section summarizes the findings, space planning ranges, and proposed capital improvement recommendations for each of MCL's library service locations. It should be noted that these recommendations are a starting point based on known information and opportunities at the time of this report. MCL should regularly revisit and update the recommendations for each location as opportunities arise, decisions are made, and specific projects develop.

MCL PLANNING ZONE	CURRENT (2017)				TARGET (2035)			
	Population (1)	Zone Libraries	Zone Library Space SFE (2)	SF/Cap.	Population (3)	No. of Locations	Zone Library Space SFE in existing, expansions, relocations & new	Square Foot per Capita
East	314,000	· Midland · Rockwood · Gresham · Fairview-Columbia · Troutdale	60,800 SF + 0 Central Library allocation = 60,800 SFE	0.19	360,000	6 (add 1) includes new flagship	215,000 - 290,000 SFE	0.6 - 0.8
North	184,000	· St. Johns · Kenton · North Portland · Albina · Hollywood · Gregory Heights	41,900 SF + 39,600 Central Library allocation = 81,500 SFE	0.44	211,000	6 (no change)	125,000 - 170,000 SFE	
Northwest	55,000	· Northwest	4,700 SF + 11,800 Central Library allocation = 16,500 SFE	0.30	63,000	1 (no change)	35,000 - 50,000 SFE	
Southwest	84,000	· Hillsdale · Capitol Hill	18,400 SF + 18,100 Central Library allocation = 36,500 SFE	0.43	97,000	2 (no change)	60,000 - 75,000 SFE	
South	156,000	· Sellwood-Moreland · Belmont · Woodstock · Holgate	23,700 SF + 33,500 Central Library allocation = 57,200 SFE	0.37	179,000	~5 (option to add 1)	110,000 - 145,000 SFE	
TOTAL	793,000	18 locations + Central	252,500 SFE	0.32	910,000	19-20 locations + Central	545,000 - 730,000 SFE	0.6 - 0.8
	N/A	· Central	(103,000 SF public space impact distributed to zones above)		N/A		(103,000 SF public space impact distributed to	

(1) Approximate 2017 population taken from 2010 US Census, and extrapolated by straight line projection using Multnomah County growth rate by State of Oregon Office of Economic Analysis. See page 20.
(2) SFE = Square Feet Equivalent; the actual square feet plus the allocated share of Central Library prorated by the zone population. Due to distance the East Zone does not get as much benefit of Central Library and receives no allocation. See page 30.
(3) Approximate 2035 Multnomah County population projection by State of Oregon Office of Economic Analysis, distributed by MCL Planning Zone according to 2010 distribution.

NORTH

STJ
St. Johns
5,600 SF

Update

KEN
Kenton
6,000 SF Leased

Update or
Relocate and
Expand

NPO
North Portland
8,700 SF

Update

ALB
Albina
3,500 SF Leased

Relocate and
Expand

HWD
Hollywood
12,200 SF

Update

81,500 SFE → 125,000 - 170,000 SFE

NORTHWEST

NWL
Northwest
4,700 SF Leased

Relocate and
Expand

*16,500 SFE →
35,000 - 50,000 SFE*

CEN
Central
103,000 SF Lib.
(125,000 GSF)

Update
Flagship

SOUTHWEST

HLS
Hillsdale
12,000 SF Lib.
(22,400 GSF)

Update

CAP
Capitol Hill
6,400 SF

Expand, or
Relocate and
Expand

*36,500 SFE →
60,000 - 75,000 SFE*

SOUTH

SEL
Sellwood-
Moreland
4,300 SF Leased

Update, or
Relocate and
Expand

BEL
Belmont
6,000 SF

Update,
Expand, or
Relocate

*57,200 SFE →
110,000 - 145,000 SFE*

Map labels: STJ, KEN, NPO, ALB, HWD, GRH, NWL, CEN, BEL, HGT, WOD, HLS, SEL, CAP, Isom, Admin

NORTH   SOUTH   NW   SW

GRH

Gregory Heights
5,900 SF

Update, or Relocate and Expand

Multnomah County Library

System Map

EAST

MID
Midland
24,400 SF

Expand, or Relocate and Expand

ROC
Rockwood
7,400 SF

Update or Expand

GSM
Gresham
19,300 SF

Update, Expand, or Relocate

FRV
Fairview-Columbia
3,600 SF Leased
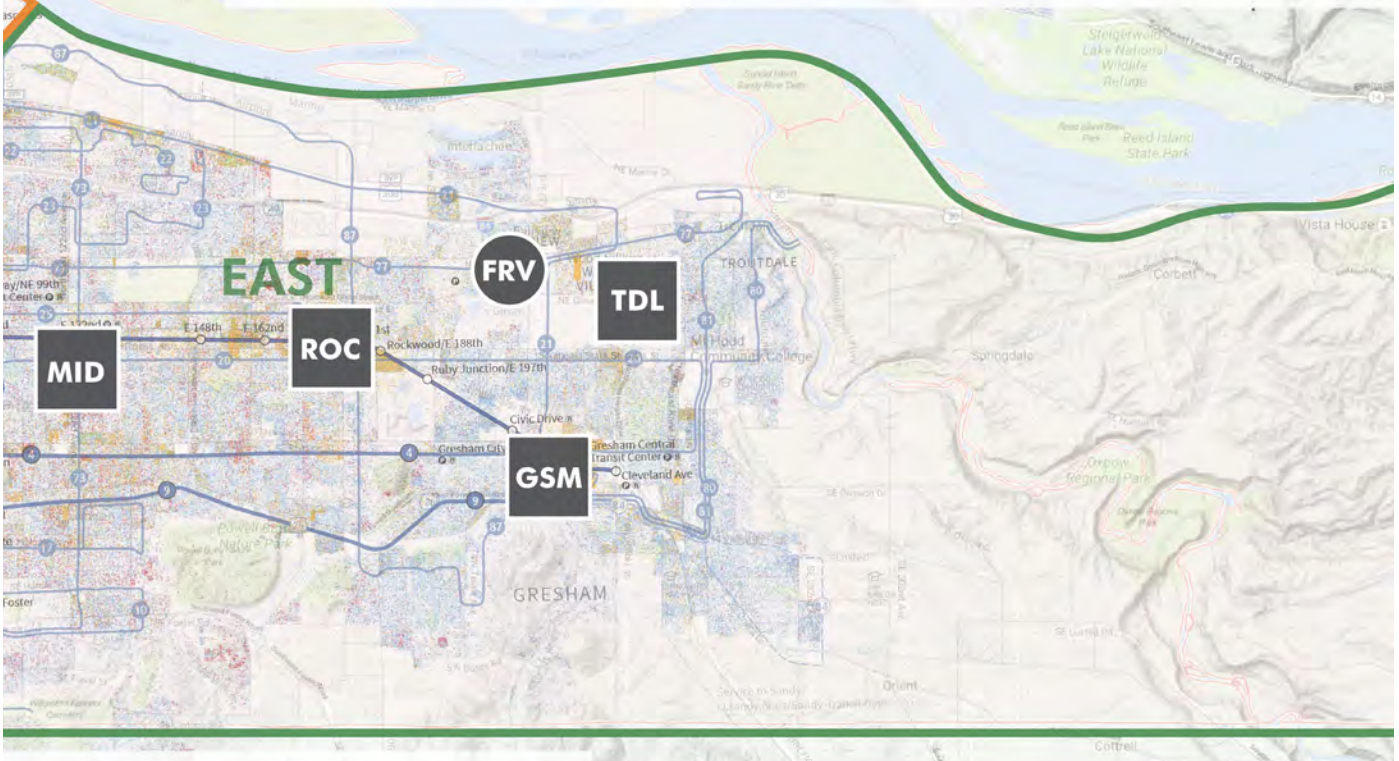
Update or Relocate

TDL
Troutdale
6,100 SF

Relocate and Expand

TBD
New Flagship Library

60,800 SFE → 215,000 - 290,000 SFE

EAST

FRV
TDL
ROC
MID
GSM

GRESHAM

WOD
Woodstock
7,000 SF

Update

HGT
Holgate
6,400 SF

Expand, or Relocate and Expand

TBD
Optional New Library

0   0.5   1   2   3   5 mi

● Neighborhood Library

■ Destination Library

★ Central Library

Multnomah County

NORTH

ABOUT THIS CHAPTER

This chapter focuses on findings and recommendations for MCL's public service locations, which were the primary focus of this capital facilities planning process. This chapter is divided into six sections – one for each of the five planning zones, and one for Central Library.

Refer to page 21 for a discussion of MCL's planning zones. Refer to page 32 for a discussion of the improvement strategies for MCL systemwide services such as administration and outreach operations.

Sections by Zone

Each zone section begins with a summary of findings and recommendations.

- Current population size and selected demographics are based on US Census and American Community Survey data.

- Population projections for 2035 are based on the State of Oregon's anticipated growth for Multnomah County.

- Current library use patterns are based on MCL data, including selected 2015/2016 annual statistics and a GIS mapping analysis of one week of material checkouts from June 2016.

- Selected community survey findings, where included, are for the subset of respondents who reported living in one of the ZIP codes in each zone.

Each zone introduction also totals the space (square feet) of all libraries currently serving that zone.

- For MCL-owned facilities, this is calculated based on the total area of the building, including back-of-house staff/support spaces, building core and circulation, etc. as well as public use areas.

- For leased facilities, it represents the tenant space area only.

- Except in the East Zone, a "square foot equivalent" (SFE) amount of space is included in the total for each zone in order to represent the impact of the Central Library. This impact is calculated proportionate to the current population of each of these zones.

The recommended amount of space for each zone uses the 0.6-0.8 square feet per capita space planning range and the projected 2035 population; the current "square foot equivalent" impact of Central Library is also carried forward as a credit as well. For a discussion of the space planning range, refer to page 29 of this report. For a discussion of the relative service impacts of Central Library in areas west of I-205, refer to page 18.

Facility Summaries

Following each zone summary are findings and recommendations for libraries within that zone. Each facility summary includes a narrative assessment, key data, network role, and current library site and floor plans.

- Key facility data include building and site areas, ownership status, dates of opening and renovation (where applicable), etc. Most building areas have been rounded to the nearest hundred square feet. Selected library performance statistics from Fiscal Year 2015-2016 are also included.

- Floor plan diagrams are color-coded generally to show the relative allocations and distribution of space for the collection (blue), formal and informal use areas for the public (green), and staff service points and work spaces (tan).
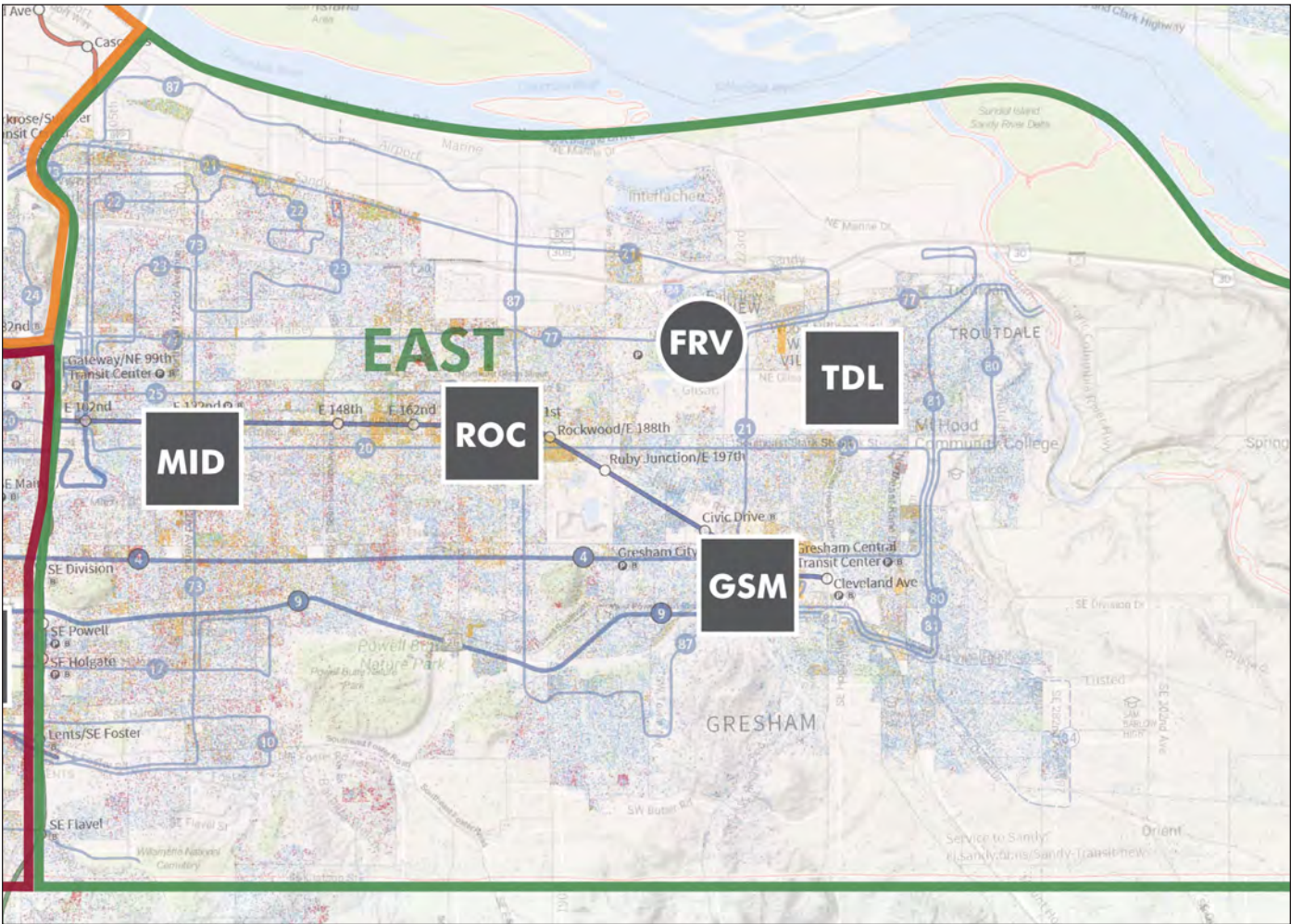
The network role for each location (other than Central Library) is based on its current MCL designation as either a regional library or a neighborhood library. Currently, MCL operates five regional libraries – Belmont, Gresham, Midland, Hollywood, and Hillsdale. Regional libraries offer extended hours of operation as well as selected other services.

Recommendations for improvements at each location include the target library typology (refer to page 26 for information about this) as well as the applicable capital improvement strategies:

- "Update" is recommended for neighborhood libraries anticipated to remain in their current facilities without expansion or relocation. This is a renovation project that also includes library service model and operations updates as well as upgrades/ replacement of key building systems, finishes, and furniture. An "update" recommendation should not be taken as a poor reflection of MCL's capital maintenance practices, which are excellent and highly proactive. Rather, it recognizes that even MCL's most recently-renovated libraries will require another round of upgrades in the future.

- An "Expand" recommendation describes the transformation of a neighborhood branch into a destination library. This may be accomplished either by an addition to an existing building or by total replacement of the existing facility with a larger building. The specific development strategy for each library will vary depending on individual opportunities and constraints at each site.

- "Relocate" is the recommended strategy for libraries that cannot expand to destination size on their current sites. It is also the recommended strategy where MCL is looking to move out of currently leased space and into a larger, MCL owned facility.

As MCL moves forward with development and implementation of individual projects, these strategies may be adjusted or changed consistent with the principles set forth in this Framework.

EAST

MID	ROC	GSM	FRV	TDL	TBD
Midland 24,400 SF	Rockwood 7,400 SF	Gresham 19,300 SF	Fairview-Columbia 3,600 SF Leased	Troutdale 6,100 SF	☆ New Flagship Library
Expand, or Relocate and Expand	Update or Expand	Update, Expand, or Relocate	Update or Relocate	Relocate and Expand	

60,800 SFE → 215,000 - 290,000 SFE

EAST ZONE PROFILE

The East Zone is a combination of easternmost Portland, a cluster of incorporated cities and towns (Gresham, Troutdale Fairview, Wood Village), and unincorporated rural areas and Cascades foothills. It is the largest of MCL's five planning zones, with approximately 314,000 residents representing 40% of the county's population. According to 2015 American Community Survey data, the East Zone is home to nearly 60% of Multnomah County's Hispanic/Latino residents and more than 40% of its African American residents. The population of this zone is projected to reach 360,000 by 2035.

The East Zone is currently served by five libraries totaling approximately 60,800 square feet, for a service level of approximately 0.19 SF/capita. Mapping and library usage data analysis show that library service in this zone is dominated by its two largest libraries, Midland and Gresham, which are designated regional libraries that offer extended open hours. Centrally-located Rockwood Library also has a somewhat broad geographic reach, which may be due in part to its new makerspace.

Mapping analysis shows that residents of the East Zone use Central Library significantly less than residents of other zones.

According to community survey respondents living in this zone, top roles and opportunities for MCL include promoting lifelong learning, preparing children for school, building access to technology, building language and literacy skills, and supporting formal education.

SUMMARY OF RECOMMENDATIONS

Library space in the East Zone should increase to more than triple or even quadruple the amount of space available today. One of the libraries in this zone should be developed as a flagship library. One net new library may be added in this zone, for a total of six.

LOCATION	CURRENT SIZE	OWNER	STRATEGIES TO REACH 0.6-0.8 SF/CAPITA
Midland Library	24,000 SF	MCL	Expand to destination library on current site or alternate site
Rockwood Library	7,400 SF	MCL	Update at existing size, or expand to destination library on current site
Gresham Library	19,300 SF	MCL	Update at existing size, or expand to destination library on current site or alternate site
Fairview-Columbia Library	3,600 SF	Leased	Update at existing leased location, or relocate to alternate destination library location
Troutdale Library	6,100 SF	Leased	Relocate and expand to destination library
Add Library			Build new flagship library at location to be determined
Central Library (1)	0 SFE		N/A
TOTAL (approx.)	**60,800 SFE**		**215,000 - 290,000 SFE**

(1) Central Library square foot equivalent (SFE) space does not apply to this zone. Refer to page 30 for an explanation of SFE.

MIDLAND LIBRARY

805 SE 122nd Avenue, Portland

- 24,400 SF, single story on approximately 2.1 acre site
- Opened in 1996

Midland Library is one of east Multnomah County's two designated regional libraries. It has a large geographic draw, according to mapping of materials circulation data collected for this report. Midland is one of the most-visited and highest-circulating libraries in the MCL system.
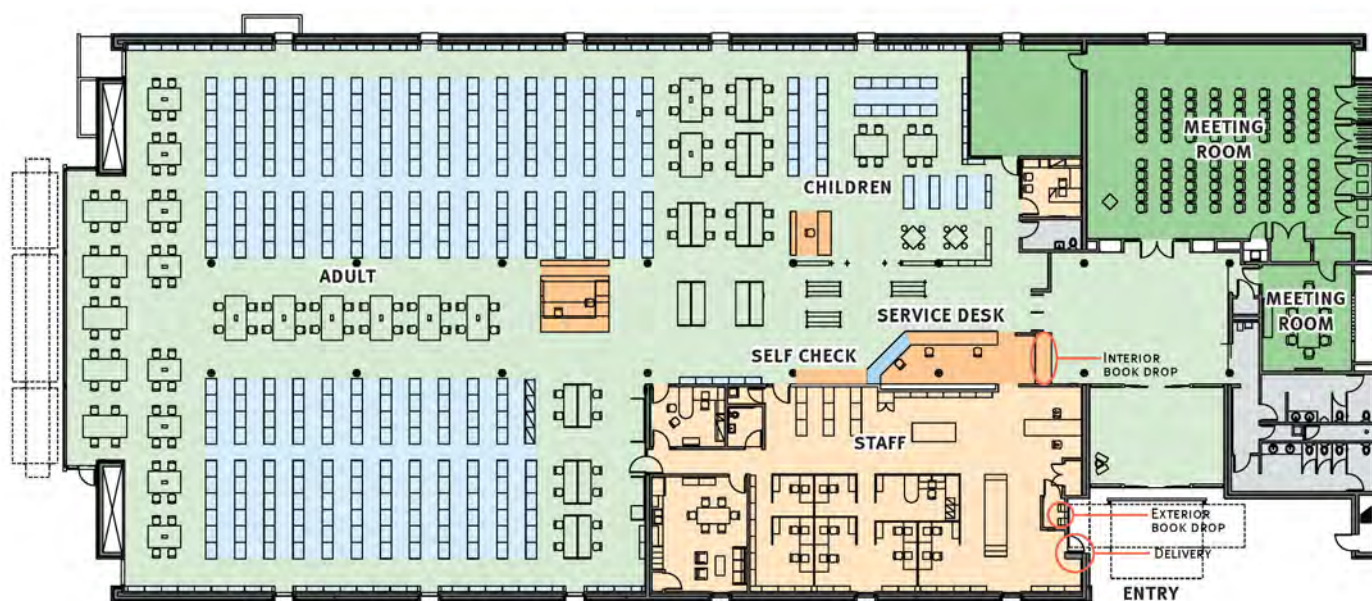
Midland Library is very accessible, being highly walkable and close to public transportation. It provides adequate off-street parking. The interior space has good natural light but poor sight lines. The facility includes three program rooms, including one of only two meeting rooms in the MCL system that can accommodate more than 100 people.

A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving, while projecting long-range needs to include incorporating more flexible design, more power outlets for public use, and more flexible community program spaces.

This could also be a candidate site for relocation of MCL's outreach operations base.

Recommendations

- The current site appears to offer capacity for expanding Midland to a destination library; or
- Midland Library could be developed at destination library size on an alternate site. In this scenario, MCL may wish the feasibility of adapting the current Midland Library building for outreach operations and/or other MCL uses.

Floor plan labels: MEETING ROOM, CHILDREN, MEETING ROOM, ADULT, SERVICE DESK, SELF CHECK, INTERIOR BOOK DROP, STAFF, EXTERIOR BOOK DROP, DELIVERY, ENTRY

LEGEND

- Staff, Service
- Collection, Self-Check
- People, Programs, Technology
- Service

0 4 8 16 32

NORTH

Characteristics

+ Good central location
• Public Transportation
  Bus routes: 20 & 73
• 94 parking spaces
− Poor sight lines
+ Good natural light
+ Large amount of holds
+ Three program spaces
• 89,733 site square footage
• 24,400 building square footage
+ Potential for expansion on site
• Built in 1996

Development Opportunities

• Change in zoning = Commercial Mixed Use 2 (CM2)
• FAR 2.5
• 224,000sf Building (without bonus sf)
• Required parking = 1 per 500sf (to be verified)
• Max building height 45'

ROCKWOOD LIBRARY

17917 SE Stark Street, Gresham

- 7,400 SF, single story on an approximately 1.2 acre site
- Opened in 1963; subsequent expansions to 7,400 SF

Rockwood Library is a small but very accessible location in east Multnomah County. It is accessible via public transit and provides a reasonable amount of parking for its size.

Overall, the interior of Rockwood Library is crowded, offering little seating, inflexible spaces, and poor acoustics. A new highlight of this library is its makerspace showcasing the benefits of interactive learning with a youth focus.

Recommendations

- The current Rockwood Library site appears to offer capacity for additional expansion to a destination library size; or
- Depending on how much space can be developed in other libraries in the East Zone, Rockwood Library could also be updated and maintained at its current size.

DELIVERY

MEETING ROOM

STAFF

EXTERIOR BOOK DROP
INTERIOR BOOK DROP

COMPUTER ROOM

CATALOG

HOLDS

ENTRY

SELF CHECK

SERVICE DESK

MAKER SPACE

ADULT

CHILDREN

ENTRY

Characteristics

+ Great walkability
• Public Transportation
    Bus routes: 20, 25 & 87
+ 38 parking spaces
+ Good sight lines in main reading room
+ High ceiling
– Few places to sit
– Noisy at times
+ Three program spaces
• 50,530 site square footage
• 7,400 building square footage
• Built in 1963, remodels/additions 1998 and 2016 (makerspace)
+ Potential for expansion on site

Development Opportunities

• Zoning: CMF - Corridor Multi - Family
• 50% lot coverage
• 65' height limit
• Parking - 3 spaces per 1,000 sf (to be verified)

LEGEND

- Staff, Service
- Collection, Self-Check
- People, Programs, Technology
- Service

0 4 8   16   32

NORTH

GRESHAM LIBRARY

385 NW Miller Avenue, Gresham

- 19,300 SF, single story on an approximately one acre site
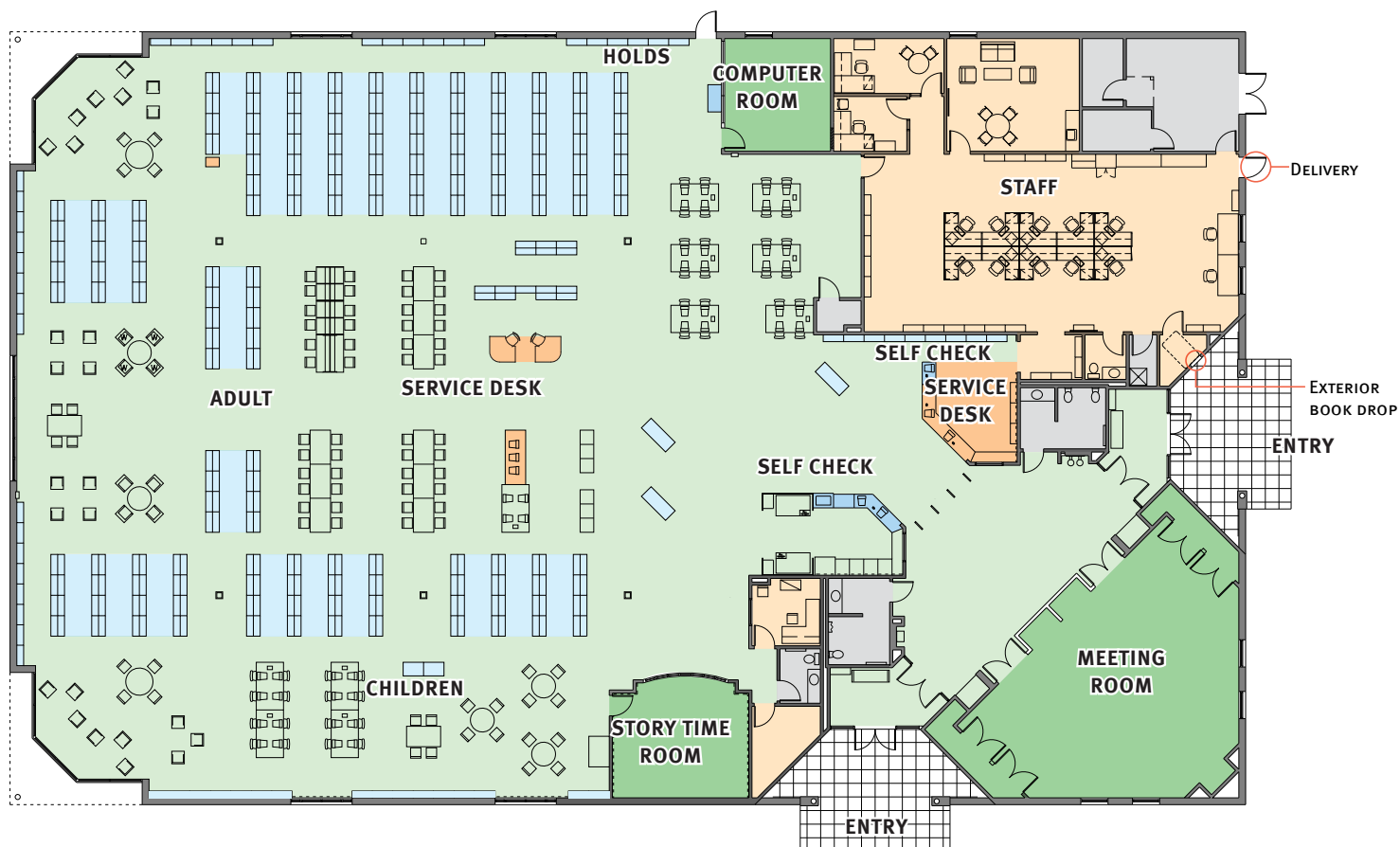- Opened in 1989; renovated in 2012

Gresham Library is one of two regional libraries in the East Zone that is open for extended hours.

Gresham Library is well located, with excellent walkability and access to public transit, and adequate parking. The facility feels spacious, with high ceilings with skylights and good sight lines. Three program spaces support various sizes and types of group activities.

A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving, while projecting long-range needs to include additional power outlets for public use, and a community-based service model requiring additional flexible design.

Recommendations

- Gresham Library could be expanded to a destination library size on its current site or at an alternate location;
- Gresham Library could be redeveloped as a flagship library on a larger site; or
- Depending on how and where other libraries are developed in the East Zone, Gresham Library may also be updated and maintained at its current size.

Floor Plan

HOLDS

COMPUTER ROOM

STAFF

Delivery

SELF CHECK

SERVICE DESK

ADULT

SERVICE DESK

SELF CHECK

Exterior book drop

ENTRY

CHILDREN

STORY TIME ROOM

MEETING ROOM

ENTRY

LEGEND

- Staff, Service
- Collection, Self-Check
- People, Programs, Technology
- Service

0 4 8 16 32

NORTH

Characteristics

+ Great walkability
• Public Transportation
   Bus routes: 9 & 87
+ Adequate parking
+ Good sight lines
+ High ceilings with skylights
+ Three program spaces
• 43,124 site square footage
• 19,300 building square footage
• Built in 1989, remodeled in 2012
+ Potential for expansion on site

Development Opportunities

• Zoning:
• No change: DMU - Downtown Mixed Use
• FAR - 3.5:1 (with bonus up to 7:1)
• Minimum off street parking per Gresham Code 4.1230
   • 1 space: 1,000 sf for institutional within Gresham Plan District (to be verified)

FAIRVIEW-COLUMBIA LIBRARY

1520 NE Village Street, Fairview

- 3,600 SF, single story lease space in a mixed use building
- Opened in 2001

Fairview-Columbia Library is a small neighborhood library. Many of its service metrics are very low compared with other MCL libraries; in FY 2015, Fairview-Columbia Library had the lowest visits, circulation, and program attendance of any MCL location. Mapping analysis shows that it has a very localized draw.

The library is in an inconvenient location with poor walkability and access to one bus line. However, parking is available. The interior space has good natural light and good sight lines, but is small and inflexible, with few places to sit.

A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving, while projecting long-range needs to include relocation, flexible design, power outlets for public use, and community based programs and spaces.
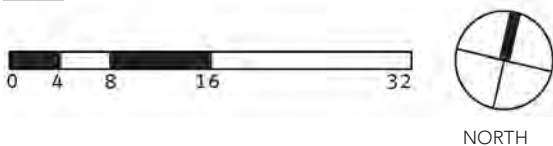
The lease expires in August 2031.

Recommendations

- Evaluate opportunities to relocate to an alternate destination library site; or
- Update Fairview-Columbia Library at its current size.

CHILDREN

ADULT

ENTRY

SERVICE DESK

HOLDS

DELIVERY

STAFF

MEETING ROOM

EXTERIOR BOOK DROP

Characteristics

– Poor walkability

• Public Transportation
  Bus routes: 77

+ Parking is available

+ Good sight lines in main reading room

+ Good natural light

– Few places to sit most of the time

• 3,600 square feet

• Lease expires 8/31

LEGEND

Staff, Service

Collection, Self-Check

People, Programs, Technology

Service

0 4 8   16   32

NORTH

TROUTDALE LIBRARY

2501 SW Cherry Park Road, Troutdale

- 6,100 SF lease space
- Opened in 2010

A neighborhood library, Troutdale opened in 2010 in a shopping center anchored by a grocery store. This location was added in response to population growth in East County.
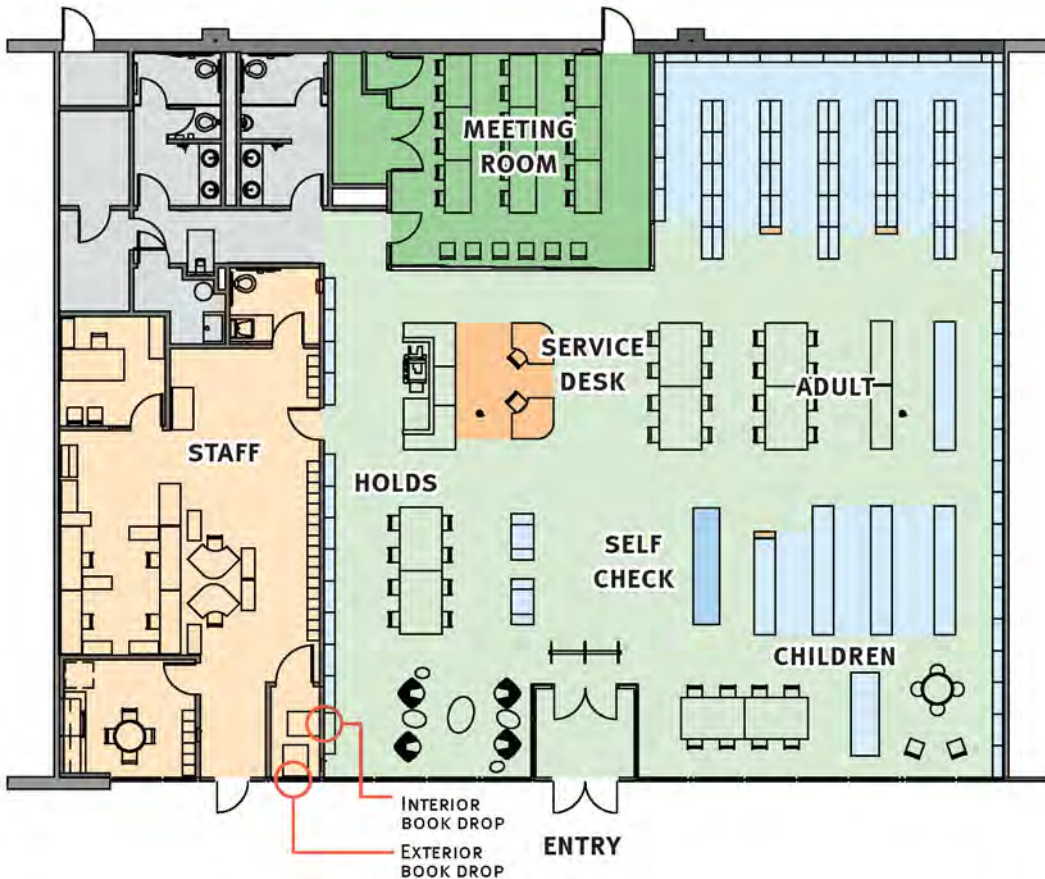
Troutdale Library is not very walkable, and lacks access to public transit; however, parking is plentiful in the shared shopping center lot. The interior of the library has good natural light and good sight lines, but is crowded with furniture and shelves; there are few places to sit.

A 2013 County Facilities Strategic Plan did not identify any immediate needs, but recognized a future need for more flexible, community-focused spaces.

The lease expires in March 2020, with renewal options through 2035.

Recommendation

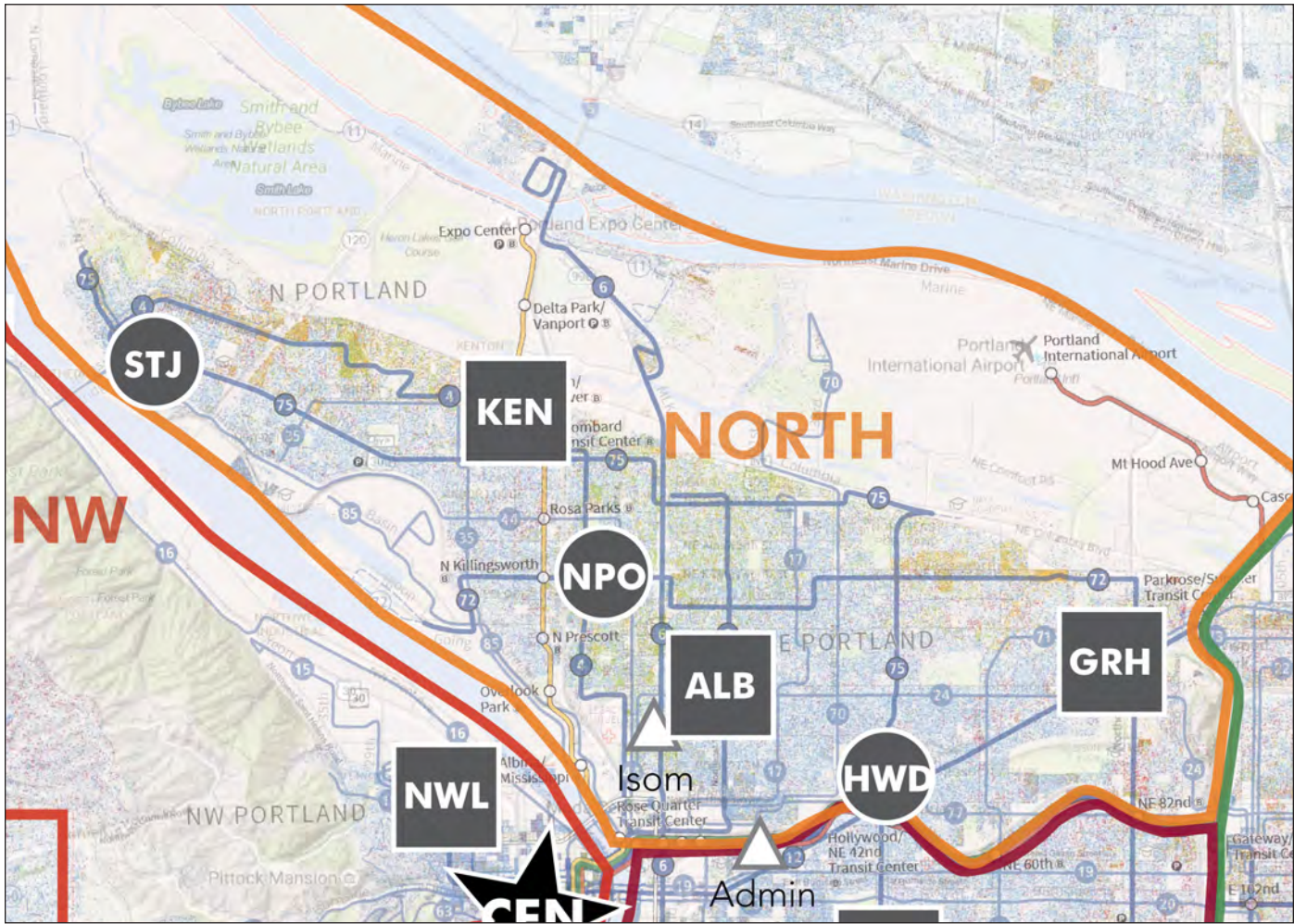Expand Troutdale Library as a destination library on an alternate site.

MEETING ROOM

SERVICE DESK

ADULT

STAFF

HOLDS

SELF CHECK

CHILDREN

INTERIOR BOOK DROP

EXTERIOR BOOK DROP

ENTRY

LEGEND

- Staff, Service
- Collection, Self-Check
- People, Programs, Technology
- Service

0 4 8 16 32

NORTH

Characteristics

- – Poor walkability
- • Public Transportation
    Bus routes: 81
- + Parking within shopping center
- + Good sight lines
- + Good natural light
- • 6,100 square feet
- • Leased in 2010 - expires 3/20
    Three five-year extensions
- + Potential for lease expansion

STJ	KEN	NPO	ALB	HWD	GRH
St. Johns 5,600 SF	Kenton 6,000 SF Leased	North Portland 8,700 SF	Albina 3,500 SF Leased	Hollywood 12,200 SF	Gregory Heights 5,900 SF
Update	Update or Relocate and Expand	Update	Relocate and Expand	Update	Update, or Relocate and Expand

81,500 SFE → 125,000 - 170,000 SFE

NORTH ZONE PROFILE

Approximately 184,000 people — nearly one-fourth of Multnomah County's population — lives in the North Zone. According to 2015 American Community Survey data, the North Zone is home to 40% of the county's African-American population and more than 20% of its Hispanic/Latino population. The North Zone's population is projected to reach 211,000 by 2035.

Library service in the North Zone is currently provided in six locations totaling approximately 42,000 SF of space. Mapping analysis shows that residents throughout the North Zone also use Central Library, which increases MCL presence in this Zone to approximately 0.44 SF/capita. Hollywood Library is a designated regional library; although it is open for extended hours, it has a relatively localized draw, according to mapping analysis.

According to community survey respondents living in this zone, top roles and opportunities for MCL include promoting lifelong learning, preparing children for school, building access to technology, building language and literacy skills, and connecting people and communities with information and resources.

SUMMARY OF RECOMMENDATIONS

Library space in the North Zone's should be increased to at least two to three times the current amount of space over the next 20 years. No net new libraries are recommended in this zone.

LOCATION	CURRENT SIZE	OWNER	STRATEGIES TO REACH 0.6-0.8 SF/CAPITA
St. Johns Library	5,600 SF	MCL	Update (no expansion)
Kenton Library	6,000 SF	Leased	Update at existing size, or expand to destination library on alternate site
North Portland Library	8,700 SF	MCL	Update (no expansion)
Albina Library	3,500 SF	Leased	Relocate and expand to destination library
Hollywood Library	12,200 SF	MCL	Update (no expansion)
Gregory Heights Library	5,900 SF	MCL	Update at existing size, or expand to destination library on alternate site
Central Library (1)	~39,600 SFE		Maintain impact at 39,600 SFE
TOTAL (approx.)	81,500 SFE		125,000 - 170,000 SFE

(1) Central Library square foot equivalent (SFE) space allocation for this zone. Refer to page 30 for an explanation of SFE.

ST. JOHNS LIBRARY

7510 N Charleston Avenue, Portland

- 5,600 SF, single story building on an approximately half-acre site
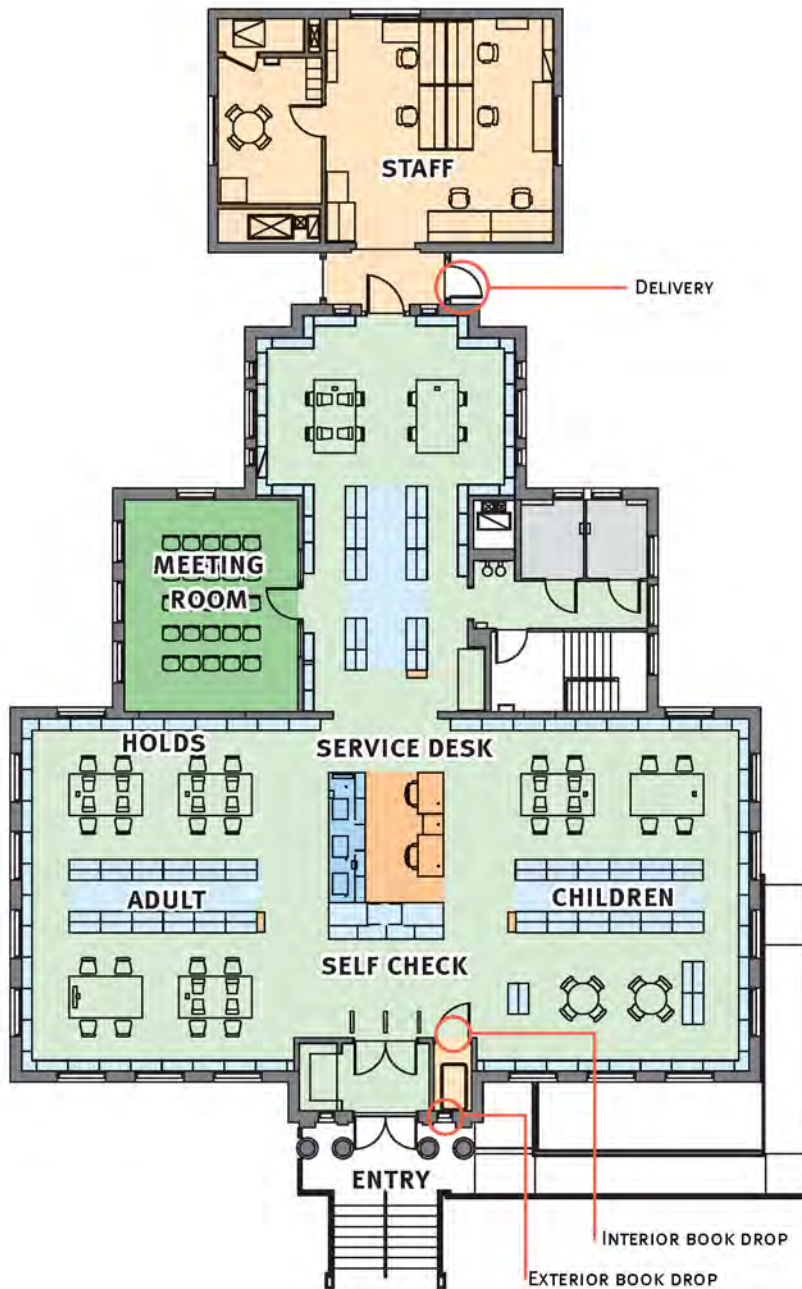- Opened in 1917; remodeled in 1999

St. Johns Library is a City-listed historic building located in the St. Johns neighborhood in North Portland. It has a highly walkable location with access to public transit. Parking is reasonable for a building of this size.

The building's layout somewhat limits the flexibility of the interior space. Interior spaces have pleasant light but are small and crowded with shelving and heavy furniture.

A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving, while projecting long-range needs to include addition of space, flexible design, and power outlets for public use.

Recommendation

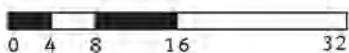Update and maintain St. Johns Library at its current size.

DELIVERY

STAFF

LEGEND

	Staff, Service
	Collection, Self-Check
	People, Programs, Technology
	Service

MEETING ROOM

HOLDS   SERVICE DESK

ADULT   SELF CHECK   CHILDREN

Characteristics

+ Great walkability
• Public Transportation
   Bus routes: 4, 16, 44 & 75
• 15 parking spaces, 6 additional available
− Inadequate sight lines
+ Good natural light
− Few places to sit
+ Historic - listed in the City of Portland's Historic Resource Inventory
• 22,286 site square footage
• 5,600 building square footage
• Built in 1917, remodeled in 1999

INTERIOR BOOK DROP

EXTERIOR BOOK DROP

ENTRY

0 4 8   16   32

NORTH

KENTON LIBRARY

8226 N Denver Avenue, Portland

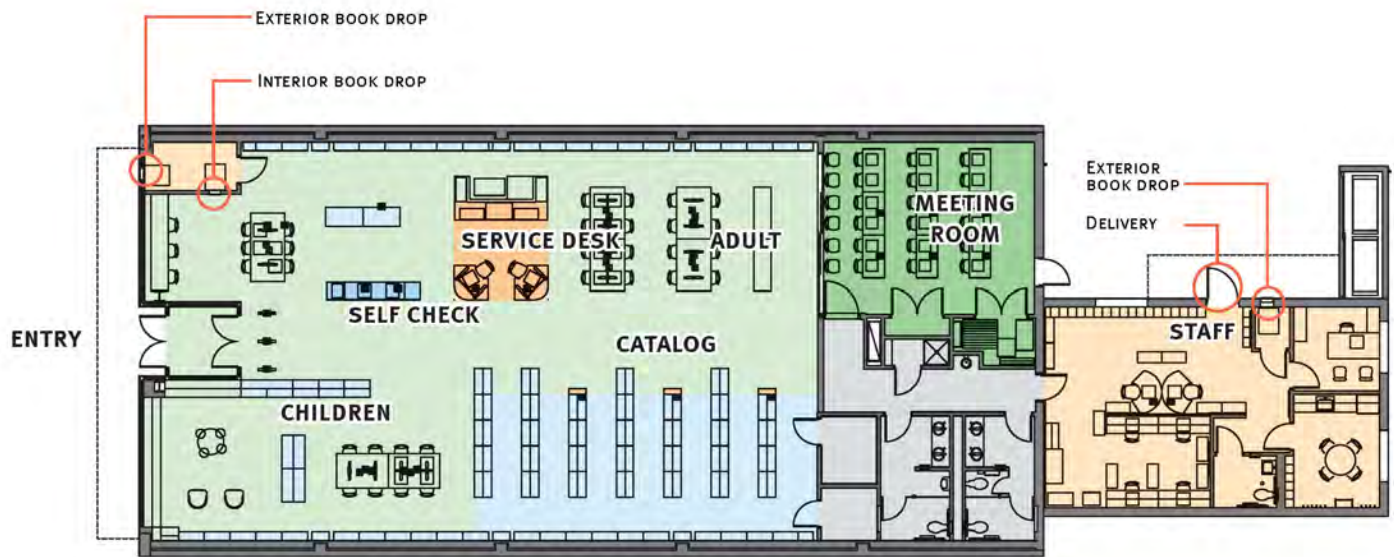- 6,000 SF, single story lease space
- Opened in 2010

Kenton Library is a neighborhood library in a leased space along a business corridor. The central location is extremely walkable and also is accessible by multiple transit lines; on-site parking is very limited. The interior space has high ceilings and good sight lines, and a pleasing design.

A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving, while projecting long-range needs to incorporate more parking, more flexible space design features, more power outlets for public use, and more, flexible community program spaces.

The lease expires in December 2019, with an option for a five year renewal.

Recommendations

- Kenton Library could be expanded to a destination library on an alternate site; or
- Depending on how and where other destination libraries are developed in this zone, Kenton Library may also be updated and maintained at its current size.
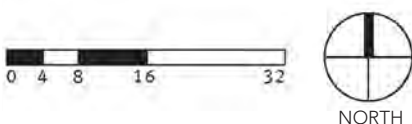
EXTERIOR BOOK DROP

INTERIOR BOOK DROP

EXTERIOR
BOOK DROP

DELIVERY

MEETING ROOM

ENTRY

SERVICE DESK

ADULT

SELF CHECK

CATALOG

CHILDREN

STAFF

Characteristics

+ Great walkability
• Public Transportation
   Bus routes: 4 & MAX
− 3 parking spaces
+ Good sight lines
+ High ceilings
• 6,000 square feet
• Leased in 2009 - expires 12/19
   One five-year renewal

LEGEND

◼ Staff, Service

◼ Collection, Self-Check

◼ People, Programs, Technology

◼ Service

0 4 8   16   32

NORTH

NORTH PORTLAND LIBRARY

512 N Killingsworth Street, Portland

- 8,700 SF, two stories and basement on an approximately 0.4 acre site
- Opened in 1914; renovated in 1998

The North Portland Library is located along a business corridor, on the corner of a block also occupied by a high school. The location is extremely walkable with access to public transit. No on-site parking for the public is provided.

The building is listed on the City's inventory of historic resources. The first floor interior is attractive but somewhat crowded with shelving and heavy furniture, and provides little seating. The second floor meeting room is a very pleasant space, and it supports a wide variety of activities each day.

A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving, while projecting long-range needs to incorporate more space, more flexible space design features, more power outlets for public use, and more, flexible community program spaces.

Recommendation

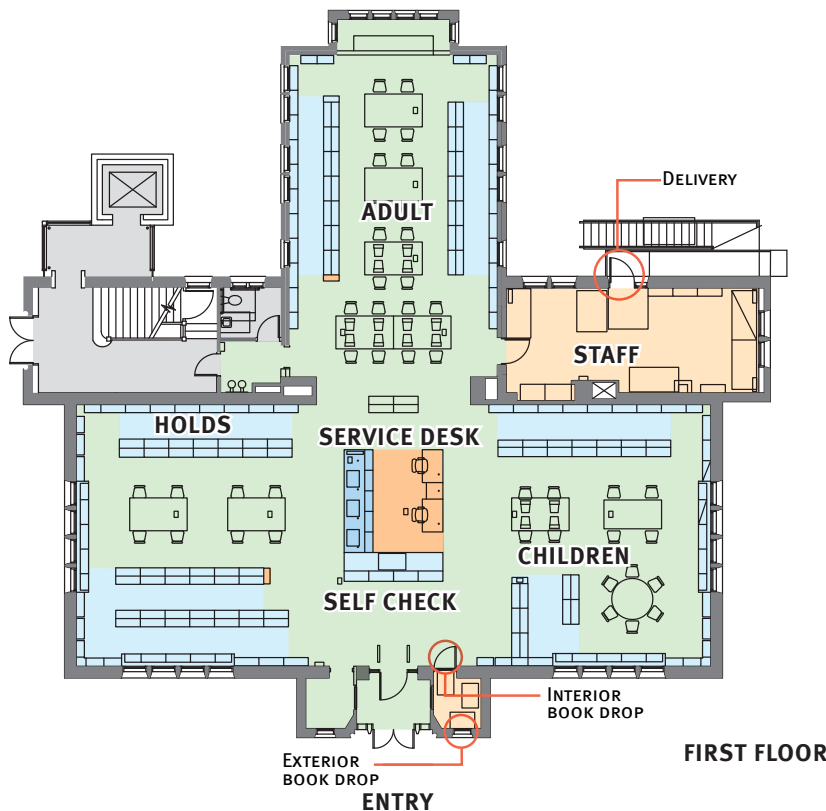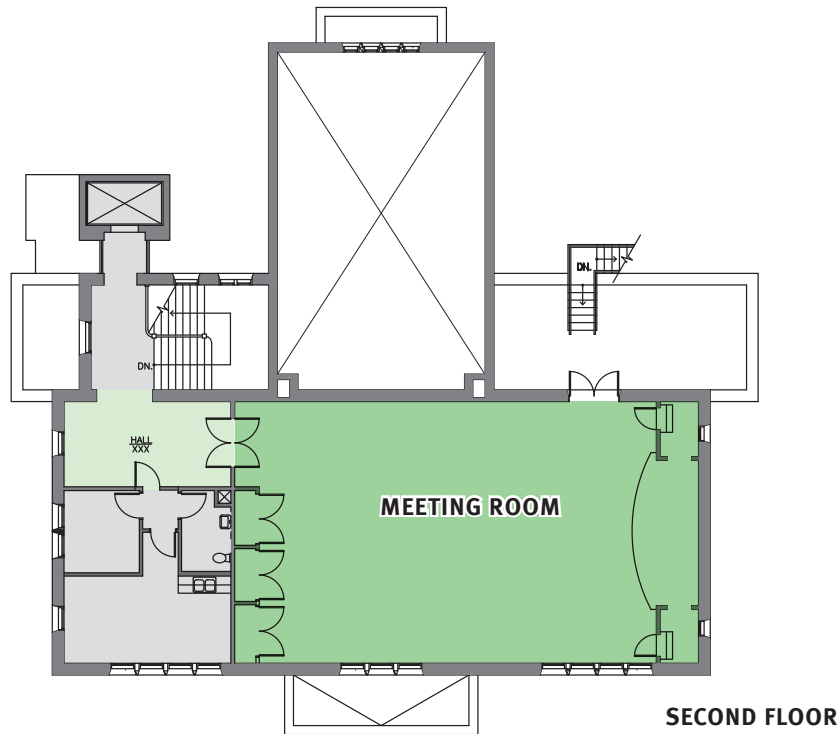Update and maintain North Portland Library at its current size.

MEETING ROOM

HALL
XXX

DN.

DN.

0 4 8   16   32

NORTH

SECOND FLOOR

LEGEND

- ■ Staff, Service
- ■ Collection, Self-Check
- ■ People, Programs, Technology
- ■ Service

DELIVERY

ADULT

STAFF

HOLDS

SERVICE DESK

CHILDREN

SELF CHECK

INTERIOR BOOK DROP

EXTERIOR BOOK DROP

ENTRY

FIRST FLOOR

Characteristics

+ Great walkability

• Public Transportation

　Bus routes: 4, 44 & 72

– Zero parking spaces

+ Good sight lines

+ Good natural light

– Few places to sit most of the time

– Small staff room

+ Large meeting room can be used when library is closed

+ Historic - listed in the City of Portland's Historic Resource Inventory

• 15,351 site square footage

• 8,700 building square footage

• Built in 1914, remodeled in 1998

ALBINA LIBRARY

3605 NE 15th Avenue, Portland

- 3,500 SF, one story in leased space in a shopping center

Albina Library is a neighborhood library in a small tenant space at the end of a small shopping plaza anchored by Whole Foods Market. The library is walkable and accessible by public transit. Parking is shared with other shopping center tenants.

Interior space in the library is very limited, with few places to sit, no dedicated program space or meeting room, and poor acoustics. However, the library has good natural lighting and good sight lines.

A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving and parking for strollers, while projecting long-range needs to incorporate more space, more flexible space design features, more parking, more power outlets for public use, and more, flexible community program spaces.

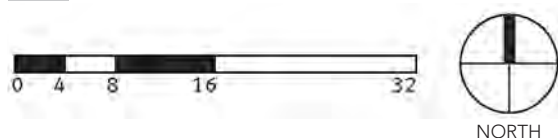The lease expires in May 2020, with a five-year renewal option.

Recommendation

Replace Albina Library with a destination library at an alternate site; the Isom Building site may be a good candidate. Master planning for the Isom Building site (see page 32) should include an evaluation of the suitability and feasibility of an expanded Albina Library.

Characteristics

+ Great walkability
• Public Transportation
    Bus routes: 8 & 24
+ Parking spaces within shopping center
+ Good sight lines
+ Good natural light
– No dedicated program space
– Few places to sit some of the time
– Noisy
• 3,500 square feet
• Lease expires 5/20
    One five-year renewal

LEGEND

▢ Staff, Service

▢ Collection, Self-Check

▢ People, Programs,
    Technology

▢ Service

0   4   8   16   32

NORTH

HOLLYWOOD LIBRARY

4040 NE Tillamook Street, Portland

- 12,200 SF, one story, in a mixed use building (two-party ownership)
- Opened in 2002

Hollywood Library serves as a regional library with extended open hours. It is one of the busiest libraries in the MCL system, often among the top five on annual service metrics such as visits, circulation, and program attendance.

Hollywood Library is located amidst a mixed-use commercial district that is highly walkable, with access to transit. The library occupies a ground-level space in a building shared with a cafe and apartments. There is one dedicated parking space for the library at this location, reserved for deliveries and staff uses. Ten parking spaces are reserved for library customers during library hours, but are open for public use at other times.

Interior spaces in Hollywood Library are pleasant and light-filled. Seating at tables and computers is limited and can fill quickly. The library's enclosed study rooms and large program room are in high demand and heavily used.

A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving and parking for strollers, while projecting long-range needs to incorporate more space, more flexible space design features, more parking, more power outlets for public use, and more, flexible community program spaces.

Recommendation

Update and maintain Hollywood Library at its current size.

MEETING ROOM

CHILDREN

ENTRY

EXTERIOR
BOOK DROP

SERVICE DESK

SERVICE DESK

SELF CHECK

ADULT

SERVICE DESK

INTERIOR
BOOK DROP

HOLDS

STAFF

DELIVERY

0 4 8   16   32

NORTH

LEGEND

Staff, Service

Collection, Self-Check

People, Programs,
Technology

Service

Characteristics

+ Great walkability
• Public Transportation
  Bus routes: 12 & 75
– 10 parking spaces
+ On street parking available
+ Good sight lines
+ Good natural light, high ceilings
+ Five study rooms
+ Large amount of holds
– Few places to sit some of the time
• 12,200 square feet
• Built in 2002
• Apartments above

GREGORY HEIGHTS LIBRARY

7921 NE Sandy Boulevard, Portland

- 5,900 SF, single story on an approximately half-acre site
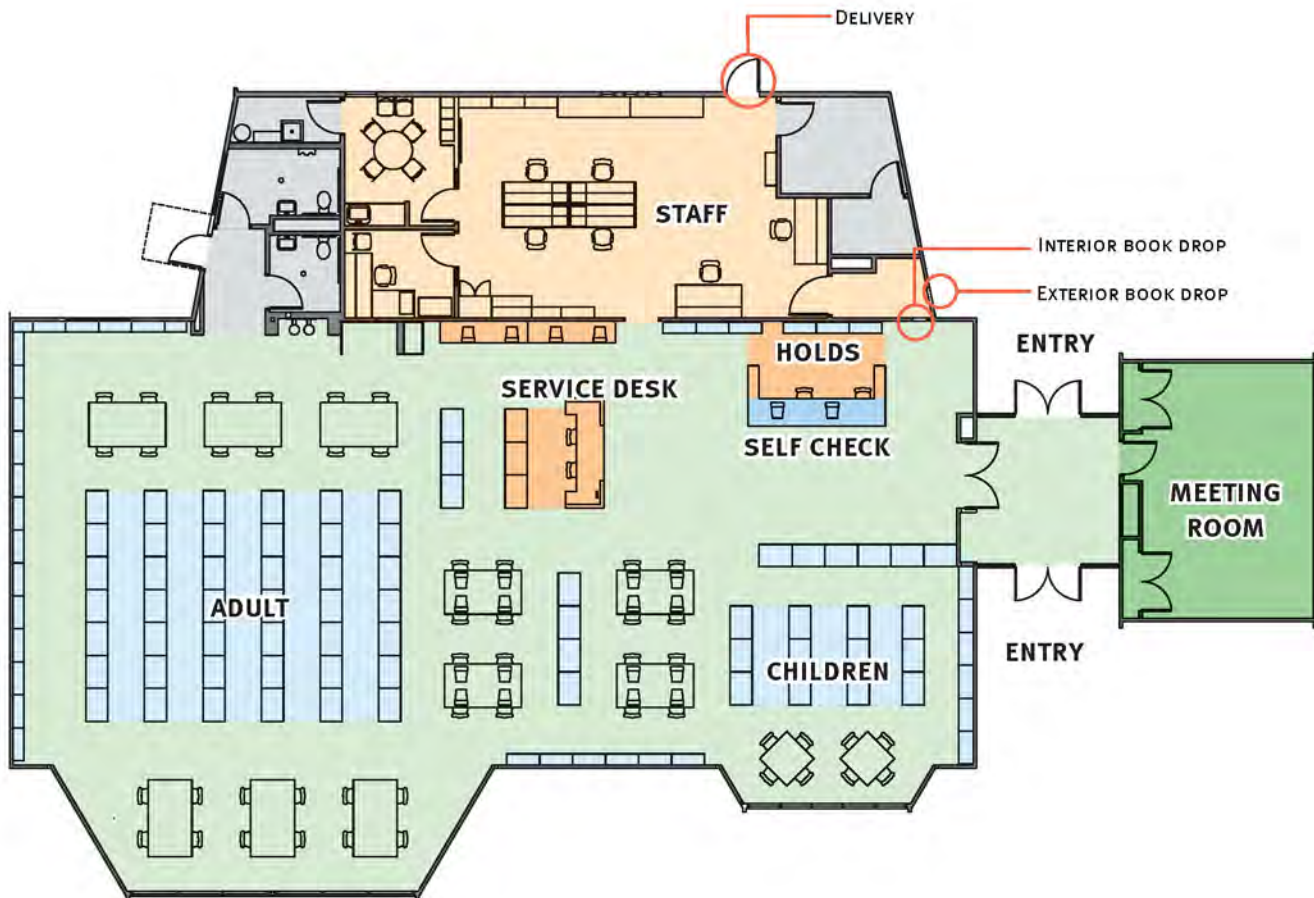- Opened in 1966; renovated in 1999

Gregory Heights Library is a neighborhood library located on the Sandy Boulevard corridor. It has a walkable location with close proximity to transit. Parking is limited.

The interior of the library is crowded with shelving and heavy, inflexible furniture. Acoustics are poor and seating is limited during peak use hours. The age and configuration of the original building inhibit spatial flexibility.

A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving, while projecting long-range needs to incorporate more flexible space design features, more power outlets for public use, and more, flexible community program spaces.

Recommendations

- Gregory Heights Library could be expanded to a destination library on an alternate site; or
- Depending on how and where other destination libraries are developed in this zone, Gregory Heights Library may also be updated and maintained at its current size.
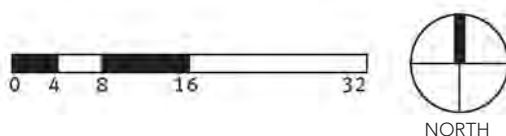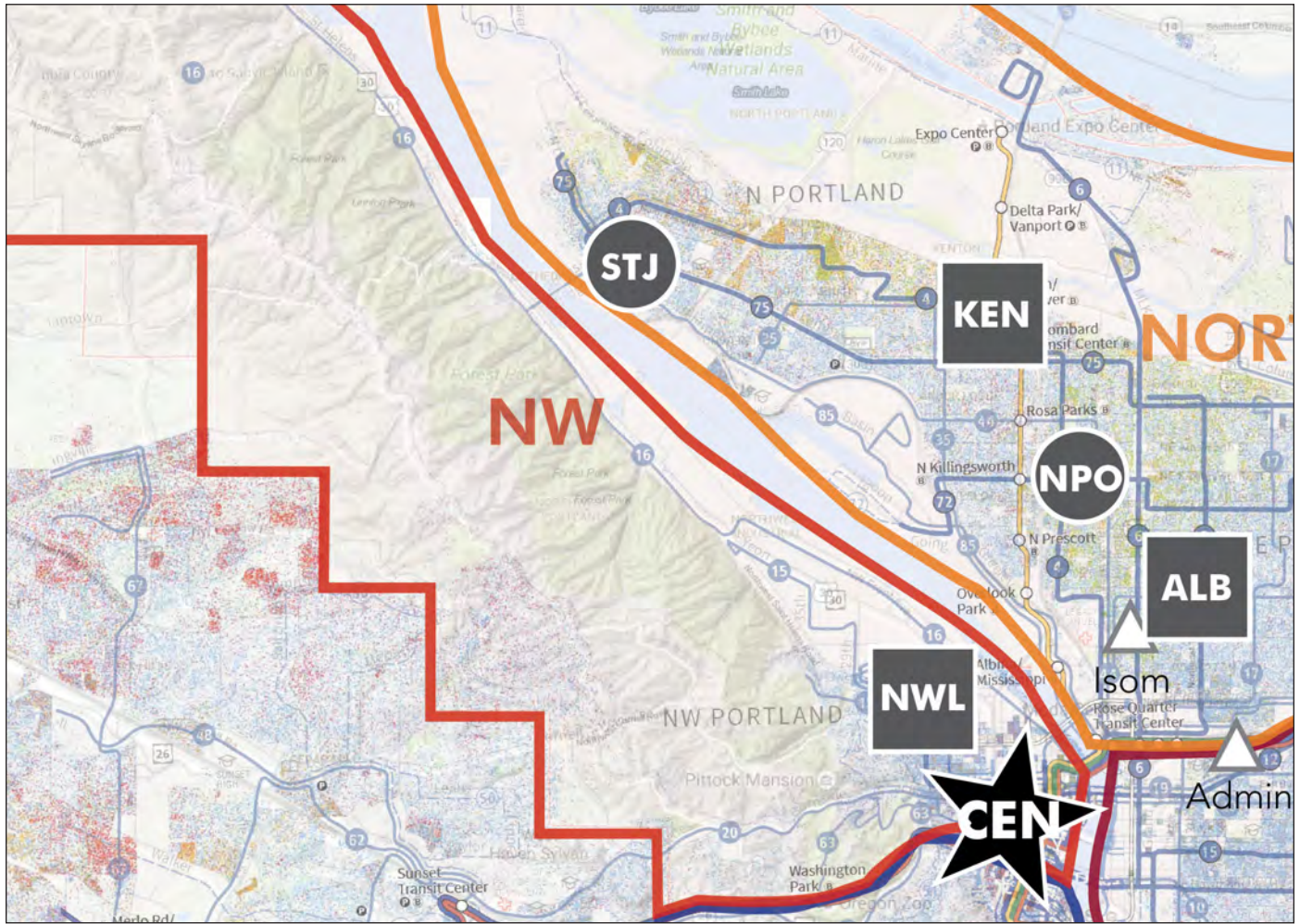
DELIVERY

STAFF

INTERIOR BOOK DROP

EXTERIOR BOOK DROP

HOLDS

ENTRY

SERVICE DESK

SELF CHECK

MEETING ROOM

ADULT

CHILDREN

ENTRY

Characteristics

+ Great walkability
• Public Transportation
   Bus routes: 12
• 11 parking spaces
– Poor sight lines
+ Good natural light
– Few places to sit at times
– Noisy
• 22,070 site square footage
• 5,900 building square footage
• Built in 1966, remodeled in 1999

Development Opportunities

• Change in zoning = Commercial Mixed Use 2 (CM2)
• 55,175sf Building (without bonus sf)
• Required parking = 1 per 500sf (to be verified)
• Max building height 45'

LEGEND

Staff, Service

Collection, Self-Check

People, Programs, Technology

Service

0   4   8   16   32

NORTH

NWL

Northwest
4,700 SF Leased

Relocate and
Expand

16,500 SFE →
35,000 - 50,000 SFE

Although the Northwest Zone has only one neighborhood library, Central Library is also located within the zone boundaries — providing residents with excellent access to library service. The current population of the Northwest Zone is approximately 55,000 (7% of the county). Including an proportionate allocation of space at Central Library, MCL's presence in this zone is approximately 0.30 SFE/ capita.

Northwest Zone's 2035 population is projected to reach 63,000.

According to community survey respondents living in this zone, top roles and opportunities for MCL include promoting lifelong learning, providing access to technology, connecting people with community resources, building language and literacy skills, and helping prepare children for school.

SUMMARY OF RECOMMENDATIONS

The Northwest Zone should maintain a single library service location (in addition to Central Library). This location should expand to a destination library, which will require relocation to a site with greater capacity.

LOCATION	CURRENT SIZE	OWNER	STRATEGIES TO REACH 0.6-0.8 SF/CAPITA
Northwest Library	4,700 SF	Leased	Relocate and expand to destination library
Central Library (1)	~11,800 SFE		Maintain impact at 11,800 SFE
TOTAL (approx.)	16,500 SFE		35,000 - 50,000 SFE

(1) Central Library square foot equivalent (SFE) space allocation for this zone. Refer to page 30 for an explanation of SFE.

NORTHWEST LIBRARY

2300 NW Thurman Street, Portland

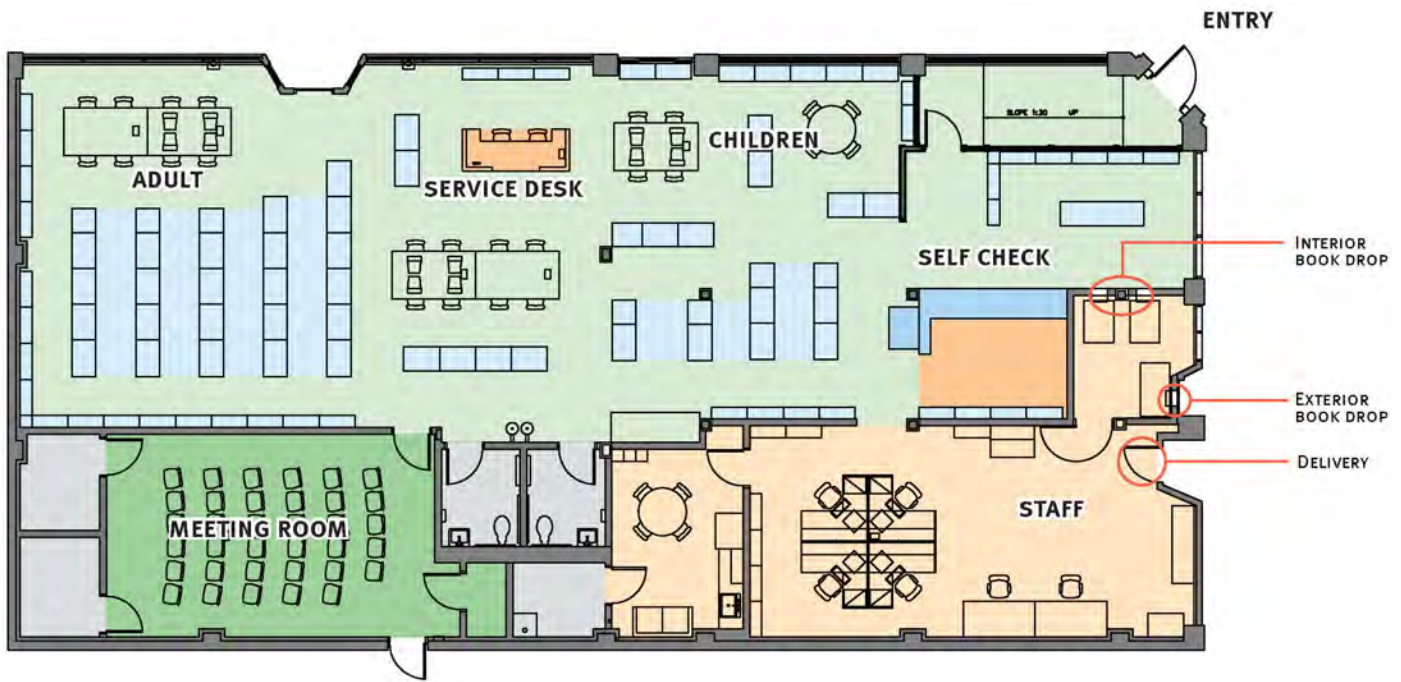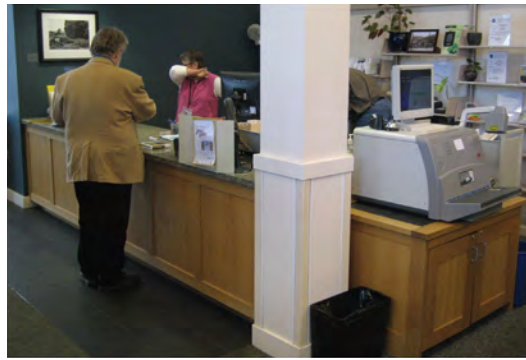- 4,700 SF, single story lease space
- Opened in 2001

Northwest Library is a neighborhood library located in a mixed use district – a walkable location accessible from public transit. The interior has pleasant natural light but is crowded, with few places to sit.

A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving, while projecting long-range needs to incorporate more space, more parking, flexible space design features, more power outlets for public use, and more, flexible community program spaces.
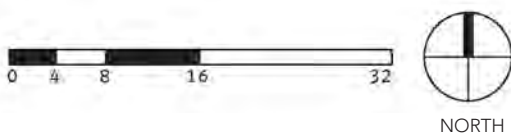
The lease expires in April 2021.

Recommendation

Northwest Library should relocate and expand on a site that can accommodate a destination library.
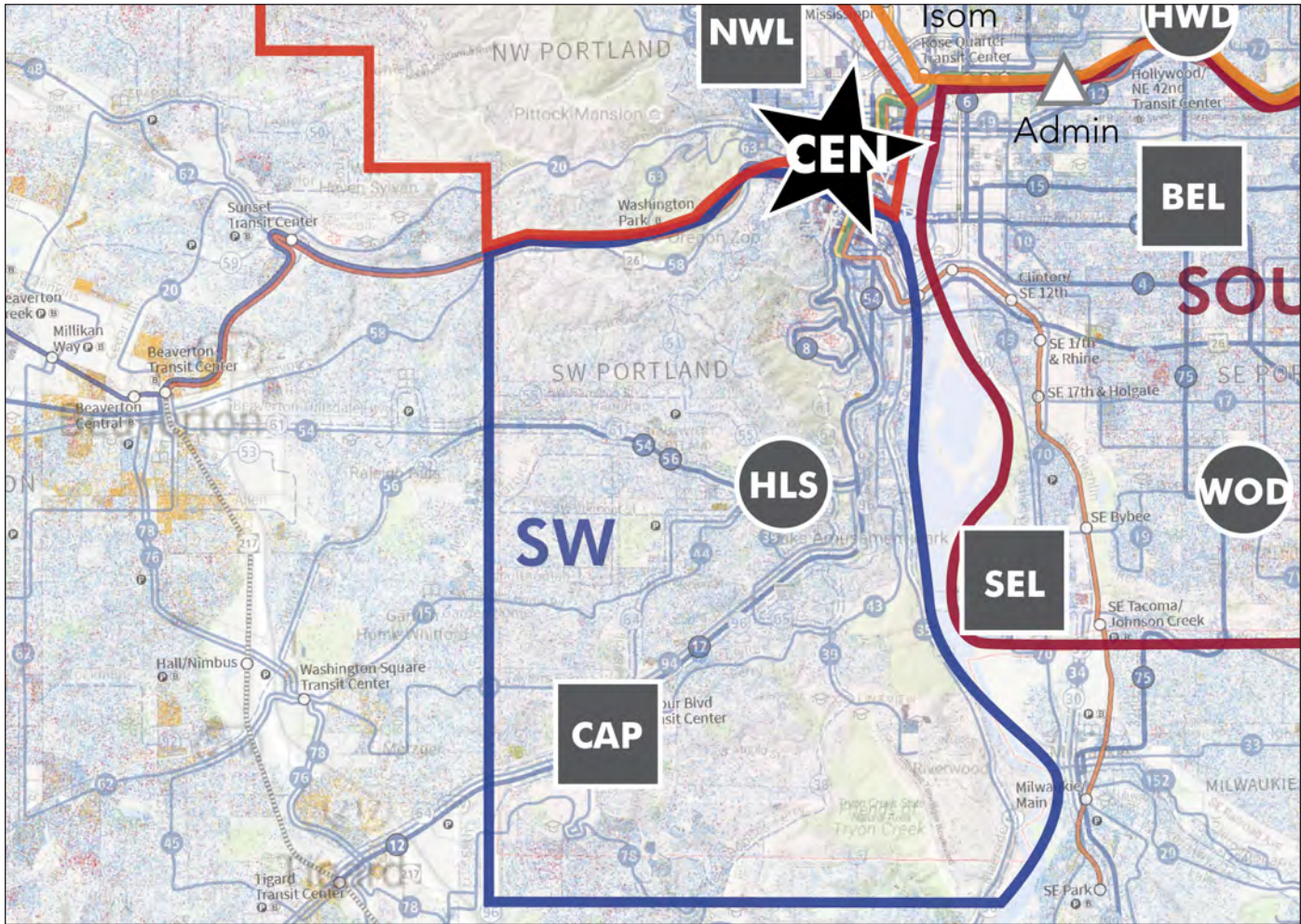
ENTRY

ADULT

SERVICE DESK

CHILDREN

SELF CHECK

INTERIOR BOOK DROP

EXTERIOR BOOK DROP

DELIVERY

MEETING ROOM

STAFF

Characteristics

+ Great walkability

• Public Transportation
  Bus routes: 15 & 77

• 12 parking spaces

+ Good sight lines

+ Good natural light

– Few places to sit most of the time

• 4,700 square feet

• Lease expires 4/21

LEGEND

■ Staff, Service

■ Collection, Self-Check

■ People, Programs, Technology

■ Service

0   4   8   16   32

NORTH

HLS	CAP
Hillsdale 12,000 SF Lib. (22,400 GSF)	Capitol Hill 6,400 SF
Update	Expand, or Relocate and Expand

36,500 SFE →
60,000 - 75,000 SFE

The Southwest Zone has a population of about 84,000 (11% of the county), and is served by two neighborhood libraries totaling approximately 28,800 SF. The impact of Central Library increases MCL's presence in this zone to about 0.43 SFE/capita.

Hillsdale Library is one of MCL's largest facilities. It is currently designated as one of MCL's regional libraries and provides extended hours.

Southwest Zone's 2035 population is projected to reach 97,000.

According to community survey respondents living in this zone, top roles and opportunities for MCL include promoting lifelong learning, helping prepare children for school, providing access to technology, building language and literacy skills, and supporting formal education.

SUMMARY OF RECOMMENDATIONS

The Southwest Zone should maintain two libraries; no net additional locations are recommended. It is recommended that library space in this zone should at least double, through expansion of Capitol Hill Library to a destination library; this may require relocation if it cannot be achieved on the current site.

LOCATION	CURRENT SIZE	OWNER	STRATEGIES TO REACH 0.6-0.8 SF/CAPITA
Hillsdale Library	12,000 SF Lib. (22,400 GSF)	MCL	Update (no expansion)
Capitol Hill Library	6,400 SF	MCL	Expand to destination library at current site or alternate location
Central Library (1)	~18,100 SFE		Maintain impact at 18,100 SFE
TOTAL (approx.)	36,500 SFE		60,000 - 75,000 SFE

(1) Central Library square foot equivalent (SFE) space allocation for this zone. Refer to page 30 for an explanation of SFE.

HILLSDALE LIBRARY

1525 SW Sunset Boulevard, Portland

- 22,400 GSF
- 12,000 SF allocated for public service + 10,400 SF garage/storage underneath, on a constrained 0.4 acre site
- Opened in 2004

Hillsdale Library is the designated regional library for the Southwest Zone, offering extended hours of operation.

Hillsdale Library is located in a highly walkable location with excellent access to public transit and adequate parking. The space has high ceilings and skylights with good sight lines, a large children's area, a medium-sized program room, and four study rooms.

A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving and improving or expanding the truck delivery area, while projecting long-range needs to incorporate more flexible space design features and more power outlets for public use.
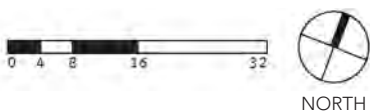
Recommendation

- Update and maintain Hillsdale Library at its current size.

ENTRY

EXTERIOR BOOK DROP

INTERIOR BOOK DROP

CHILDREN

SELF CHECK

ENTRY

V.

H

SERVICE DESK

SERVICE DESK

STAFF

ADULT

SERVICE DESK

MEETING ROOM

Characteristics

+ Great walkability
• Public Transportation
   Bus routes: 14, 15, 66 & 75
+ 26 parking spaces
+ Good sight lines
+ High ceilings and skylights
+ Four study rooms
+ Large children's area
• 17,246 site square footage
• 22,400 building square footage
• Built in 2004

LEGEND

Staff, Service

Collection, Self-Check

People, Programs, Technology

Service

0 4 8 16 32

NORTH

CAPITOL HILL LIBRARY

10723 SW Capitol Highway, Portland

- 6,400 SF, single story on an approximately 1.5 acre site
- Opened in 1973; renovated in 1999

Capitol Hill Library was built in the 1970's using the same floor plan as Holgate Library. It has a highly walkable location and is accessible via public transit. On-site parking is reasonable for a library of this size.

The interior space has high ceilings and good natural light. However, it is inflexible and fairly crowded with stacks and furnishings, providing relatively few places to sit

A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving, while projecting long-range needs to incorporate more flexible space design features, more power outlets for public use, and more, flexible community program spaces.

Recommendation

Capitol Hill Library should be expanded to a destination library either on its current site or at an alternate location.

DELIVERY

EXTERIOR BOOK DROP

ENTRY

INTERIOR BOOK DROP

STAFF

HOLDS

SELF CHECK

CHILDREN
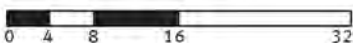
SERVICE DESK

ADULT

MEETING ROOM

Characteristics

+ Great walkability

• Public Transportation
  Bus routes: 44

• 40 parking spaces

– Poor sight lines

+ High ceilings

+ Large amount of holds

– Somewhat crowded

• 67,082 site square footage

• 6,400 building square footage

+ Potential for expansion on site

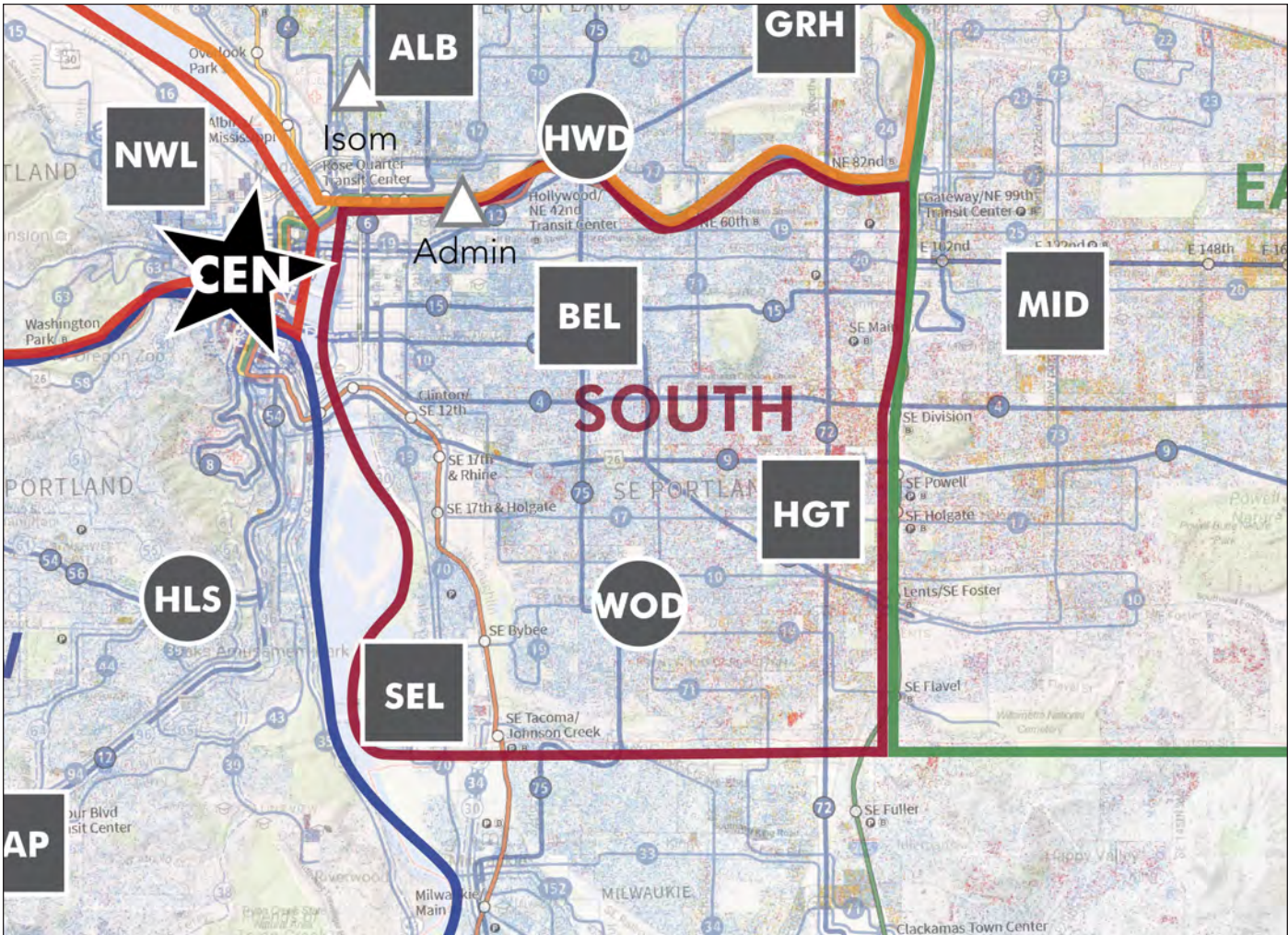• Built in 1973, remodeled in 1999

Development Opportunities

• Current Zoning R7; Zoning recommendation to Commercial Mixed Use 2 (CM2) not shown on revised city zoning map

• CM2 Zoning:

• FAR 2.5

• 167,500sf Building (without bonus sf)

• Required parking = 1 per 500sf (to be verified)

• Max building height 45'

LEGEND

Staff, Service

Collection, Self-Check

People, Programs, Technology

Service

0 4 8   16   32

NORTH

SOUTH

SEL	BEL	WOD	HGT	TBD
Sellwood-Moreland 4,300 SF Leased	Belmont 6,000 SF	Woodstock 7,000 SF	Holgate 6,400 SF	☐ Optional New Library
Update, or Relocate and Expand	Update, Expand, or Relocate	Update	Expand, or Relocate and Expand	

57,200 SFE →
110,000 - 145,000 SFE

SOUTH ZONE PROFILE

The South Zone has a population of 156,000 (20% of the county) and is served by four neighborhood libraries totaling almost 24,000 SF. Central Library increases MCL's presence in this zone to about 0.37 SFE/capita.

Belmont Library is one of MCL's designated regional libraries, offering extended hours access. It is also one of MCL's smallest facilities, but has one of the largest geographic draws, based on mapping analysis of circulation data. Mapping analysis shows that the Holgate and Woodstock neighborhood libraries also have a relatively broad geographic reach, whereas Sellwood-Moreland attracts a more localized customer base.

South Zone's 2035 population is projected to reach 179,000.

According to community survey respondents living in this zone, top roles and opportunities for MCL include promoting the value of lifelong learning, providing access to technology, building language and literacy skills, helping prepare children for school, and helping new immigrants learn about and navigate the community.

SUMMARY OF RECOMMENDATIONS

The South Zone needs more than triple the amount of space to serve its current and projected future population. MCL may consider adding one net new location in this zone as needed to accomplish this increase.

LOCATION	CURRENT SIZE	OWNER	STRATEGIES TO REACH 0.6-0.8 SF/CAPITA
Sellwood-Moreland Library	4,300 SF	Leased	Update at existing size, or expand to destination library on alternate site
Belmont Library	6,000 SF	MCL	Update at existing size, or expand to destination library on current site or alternate site
Woodstock Library	7,000 SF	MCL	Update (no expansion)
Holgate Library	6,400 SF	MCL	Expand to destination library at current site or alternate location
Central Library (1)	~33,500 SFE		Maintain impact at 33,500 SFE
TOTAL (approx.)	57,200 SFE		110,000 - 145,000 SFE

(1) Central Library square foot equivalent (SFE) space allocation for this zone. Refer to page 30 for an explanation of SFE.

SELLWOOD-MORELAND LIBRARY

7860 SE 13th Ave, Portland

- 4,300 SF in leased space
- Opened in 2002

Sellwood-Moreland Library occupies part of the ground floor of a mixed use commercial building. It is located in a highly walkable location with access to public transit. No dedicated parking is provided.

The interior space is pleasing and has good natural light. However, it is crowded with shelving and furniture, and offers few places to sit.
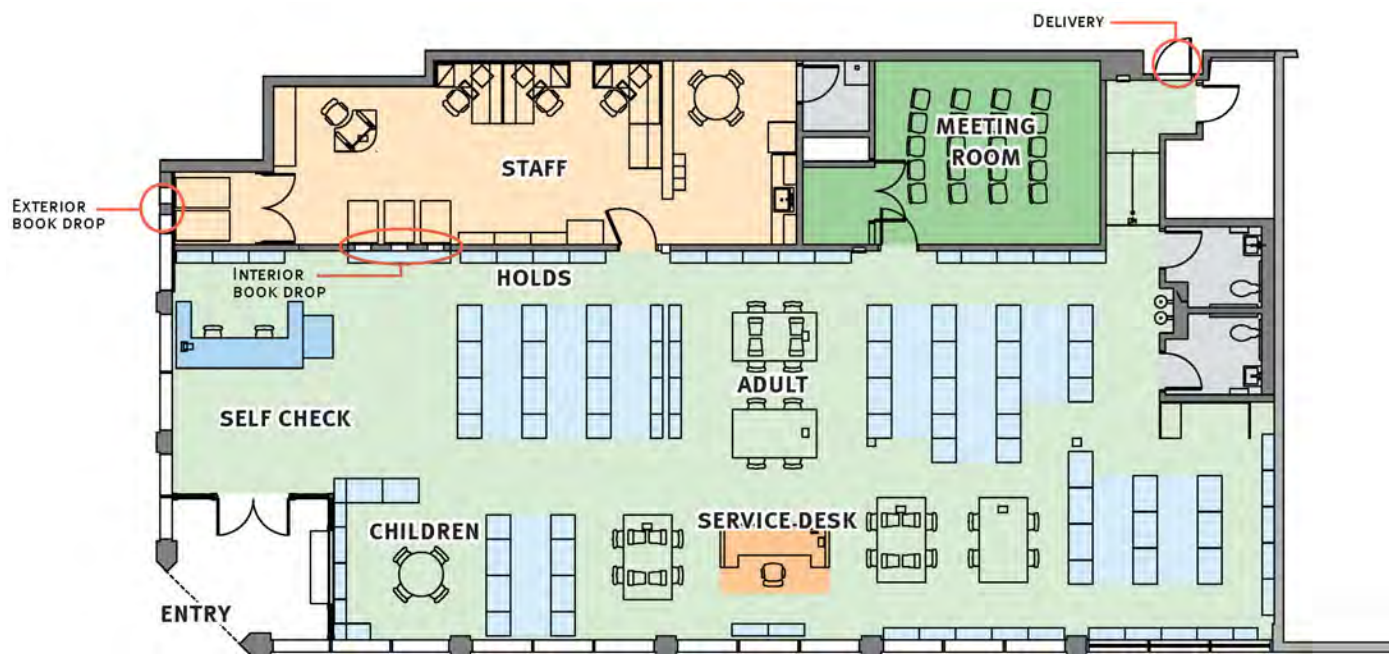
A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving, while projecting long-range needs to include incorporating more flexible design, more power outlets for public use, and more flexible community program spaces.

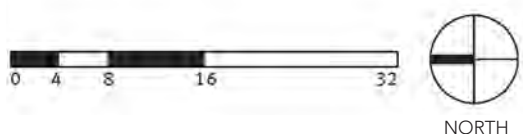The lease expires in January 2032.

Recommendations

Depending on opportunities and other library development in the South Zone, Sellwood-Moreland Library may be:

- Updated/ maintained at its current size or;
- Redeveloped as a destination library on an alternate site.

DELIVERY

MEETING ROOM

STAFF

EXTERIOR BOOK DROP

INTERIOR BOOK DROP

HOLDS

ADULT

SELF CHECK

CHILDREN

SERVICE DESK

ENTRY

Characteristics

+ Great walkability

• Public Transportation

    Bus routes: 70

– Zero parking spaces

– Inadequate sight lines

+ Good natural light

– Few places to sit some of the time

– Noisy

• 4,300 square feet

• Leased - expires 1/32

    One ten-year renewal

• Condominiums above

LEGEND

Staff, Service

Collection, Self-Check

People, Programs, Technology

Service

0   4   8   16   32

NORTH

BELMONT LIBRARY

1038 SE Cesar Chavez Blvd, Portland

- 6,000 SF, single story on an approximately half-acre site
- Opened in 1925; renovated/expanded in 1999

Belmont Library serves as one of MCL's regional libraries that offers extended hours of operation. Mapping analysis shows that it has a very large geographic draw relative to other MCL libraries of a similar size. Belmont Library's service metrics for visits, circulation, and holds are consistently at or near the top of the list in the MCL system — especially impressive given its small footprint.

Belmont Library is included on the City of Portland's list of historic resources. It is located along the busy Cesar Chavez north-south corridor in southeast Portland. It has a highly walkable location with immediate access to public transit, but inadequate on- and off-street parking. The interior is crowded, and there are few places to sit. The small meeting room lacks capacity, particularly for children's programming.

A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving, while projecting long-range needs to include incorporating more flexible design, more power outlets for public use, and more flexible community program spaces.
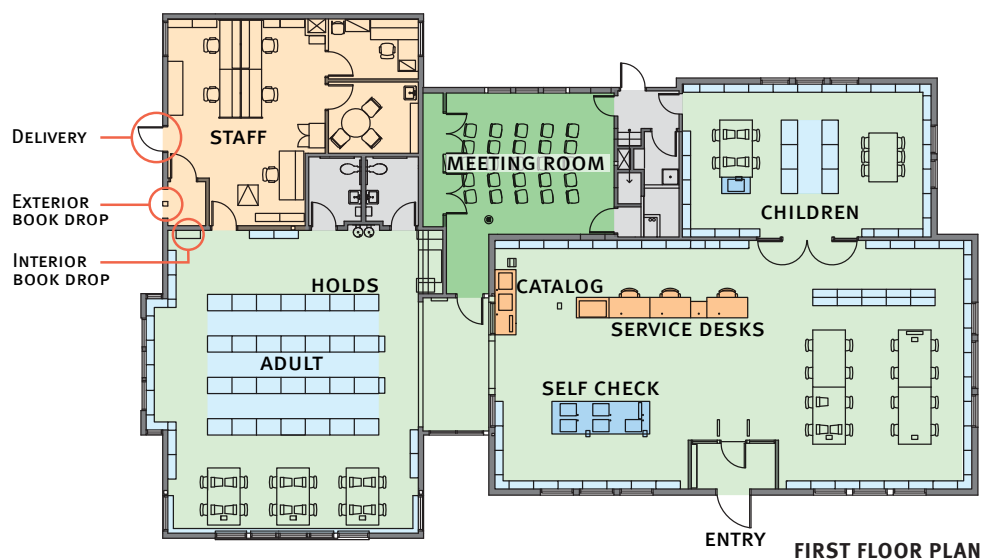
Recommendations

Depending on opportunities and other library development in the South Zone, Belmont Library may be:

- Updated and maintained at its current size;
- Expanded to a destination library on its current site; or
- Redeveloped as a destination library on an alternate site.

Characteristics

+ Great walkability
• Public Transportation
  Bus routes: 14, 15, 66 & 75
+ 11 parking spaces
+ Good sight lines in main reading room
+ High ceilings
+ Large amount of holds
– Few places to sit most of the time
– Noisy
– Small staff room
+ Historic - listed in the City of Portland's Historic Resource Inventory
• 21,136 site square footage
• 6,000 building square footage
• Built in 1925, remodeled in 1999
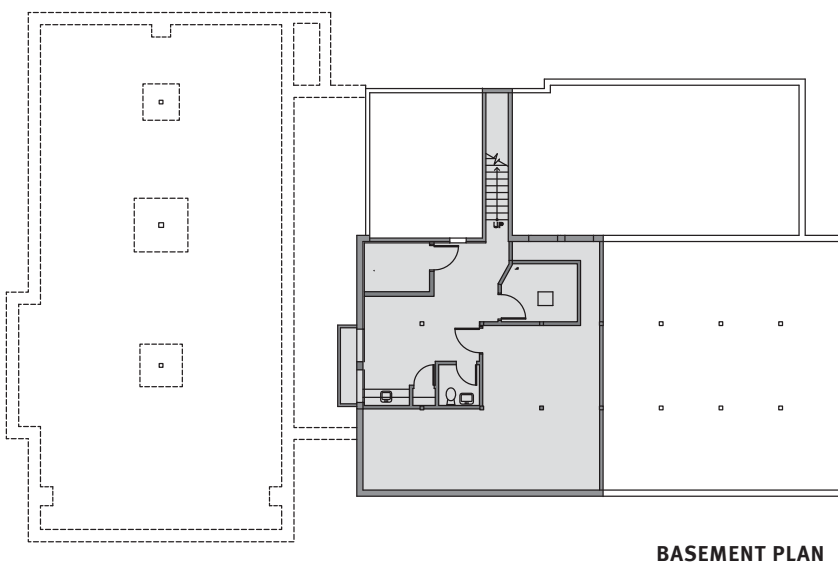+ Potential for expansion on site

Development Opportunities

• Change in zoning = Commercial Mixed Use 2 (CM2)
• FAR 2.5
• 29,000sf Building (without bonus sf)
• Required parking = 1 per 500sf (to be verified)
• Max building height 45'

LEGEND

■ Staff, Service
■ Collection, Self-Check
■ People, Programs, Technology
■ Service

FIRST FLOOR PLAN

BASEMENT PLAN

4 8 16 32

NORTH

WOODSTOCK LIBRARY

6008 SE 49th Ave, Portland

- 7,000 SF, single story on approximately 0.3 acres
- Opened in 2000

Woodstock Library is a highly-used neighborhood library located in a small commercial district. It has a highly walkable location with immediate access to public transit. On-site parking is somewhat low for a library of this size.

Inside and out, the library is aesthetically pleasing, with high ceilings and good natural light. However, the interior space is crowded with fixed shelving and furnishings, and offers few places to sit.

A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving, while projecting long-range needs to include incorporating more flexible design, more power outlets for public use, and more flexible community program spaces.

Recommendation

Woodstock Library should be updated and maintained at its current size.

ENTRY

CHILDREN

SELF CHECK

SERVICE DESK

SERVICE DESK

ADULT

HOLDS

INTERIOR BOOK DROP

EXTERIOR BOOK DROP

STAFF

MEETING ROOM

DELIVERY

Characteristics

+ Great walkability
• Public Transportation
    Bus routes: 19, 71 & 75
• 16 parking spaces
− Poor sight lines
+ High ceilings
− Few places to sit some of the time
• 15,000 site square footage
• 7,000 building square footage
• Built in 2000

LEGEND

■ Staff, Service

■ Collection, Self-Check

■ People, Programs, Technology

■ Service

0   4   8   16   32

NORTH

HOLGATE LIBRARY

7905 SE Holgate Blvd, Portland

- 6,400 SF, single story on approximately 0.8 acres
- Opened in 1973; renovated in 1999

Holgate Library is located in a highly walkable location, with immediate access to public transit. Mapping analysis shows it to be a high traffic library with a broad service reach.

The interior space provides few places to sit. It has a small meeting room that is highly used; Holgate Library has higher program attendance than many other MCL libraries of any size.

A 2013 County Facilities Strategic Plan recognized immediate needs for incorporating moveable furniture/shelving, while projecting long-range needs to include incorporating more flexible design, more power outlets for public use, and more flexible community program spaces.

Recommendation

Holgate Library should be expanded to a destination library size on its current site or an alternate location.

MEETING ROOM

ADULT

SERVICE DESK

SELF CHECK

HOLDS

CHILDREN

STAFF

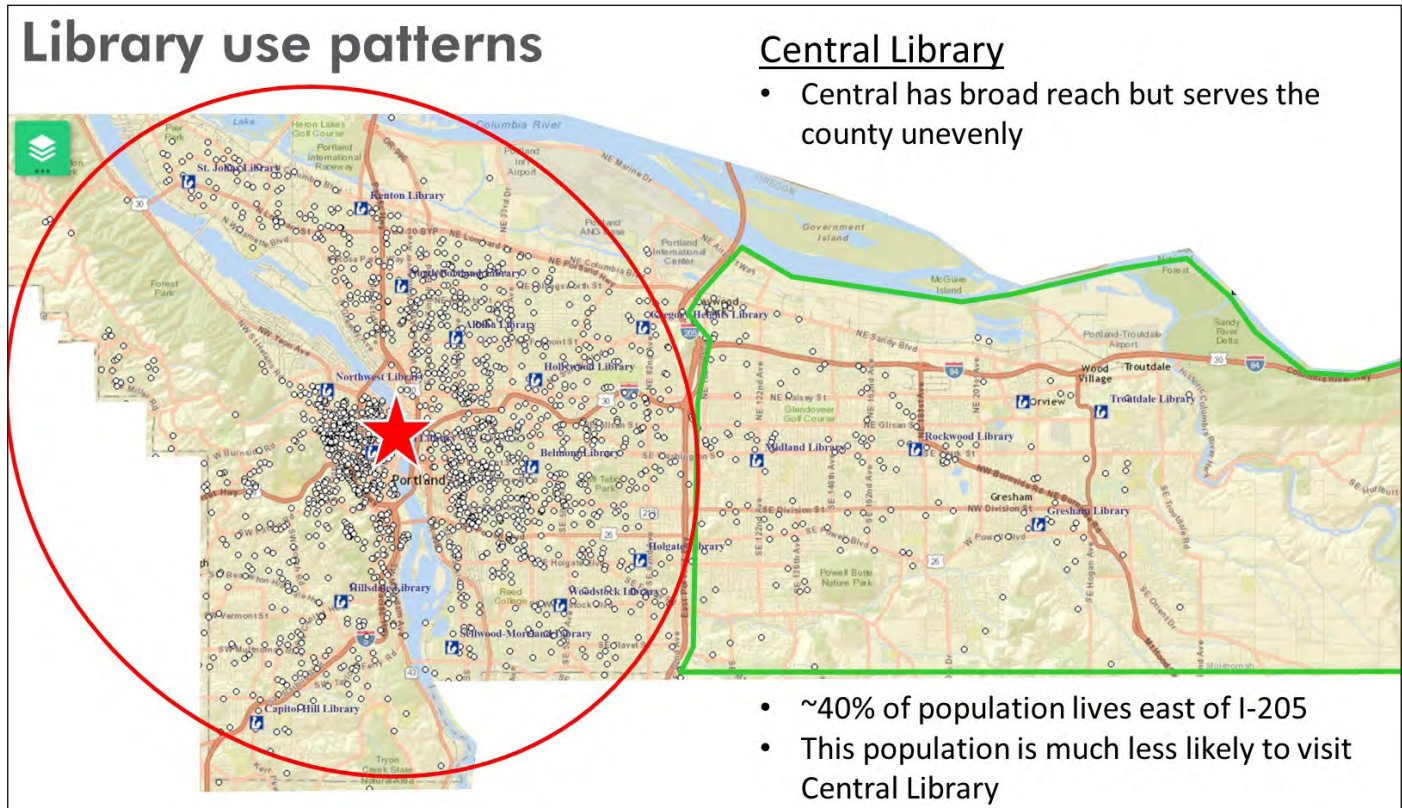Interior book drop

Exterior book drop

ENTRY

Delivery

Characteristics

+ Great walkability

• Public Transportation

   Bus routes: 17 & 72

+ 28 parking spaces

– Poor on street parking

+ Good sight lines in main reading room

+ High ceilings with skylights

– Few places to sit some of the time

• 37,026 site square footage

• 6,400 building square footage

• Built in 1973, remodeled in 1999

+ Potential for expansion on site

Development Opportunities

• No change in zoning = Residential = R-2a (Alternative Design Density overlay)

LEGEND

Staff, Service

Collection, Self-Check

People, Programs, Technology

Service

0   4   8   16   32

NORTH

Library use patterns

Central Library
- Central has broad reach but serves the county unevenly

- ~40% of population lives east of I-205
- This population is much less likely to visit Central Library

CEN

Central
103,000 SF Lib.
(125,000 GSF)

Update Flagship

CENTRAL LIBRARY PROFILE

801 SW 10th Avenue, Portland

- 125,000 GSF on five stories and two basements
- About 103,000 SF allocated for public service
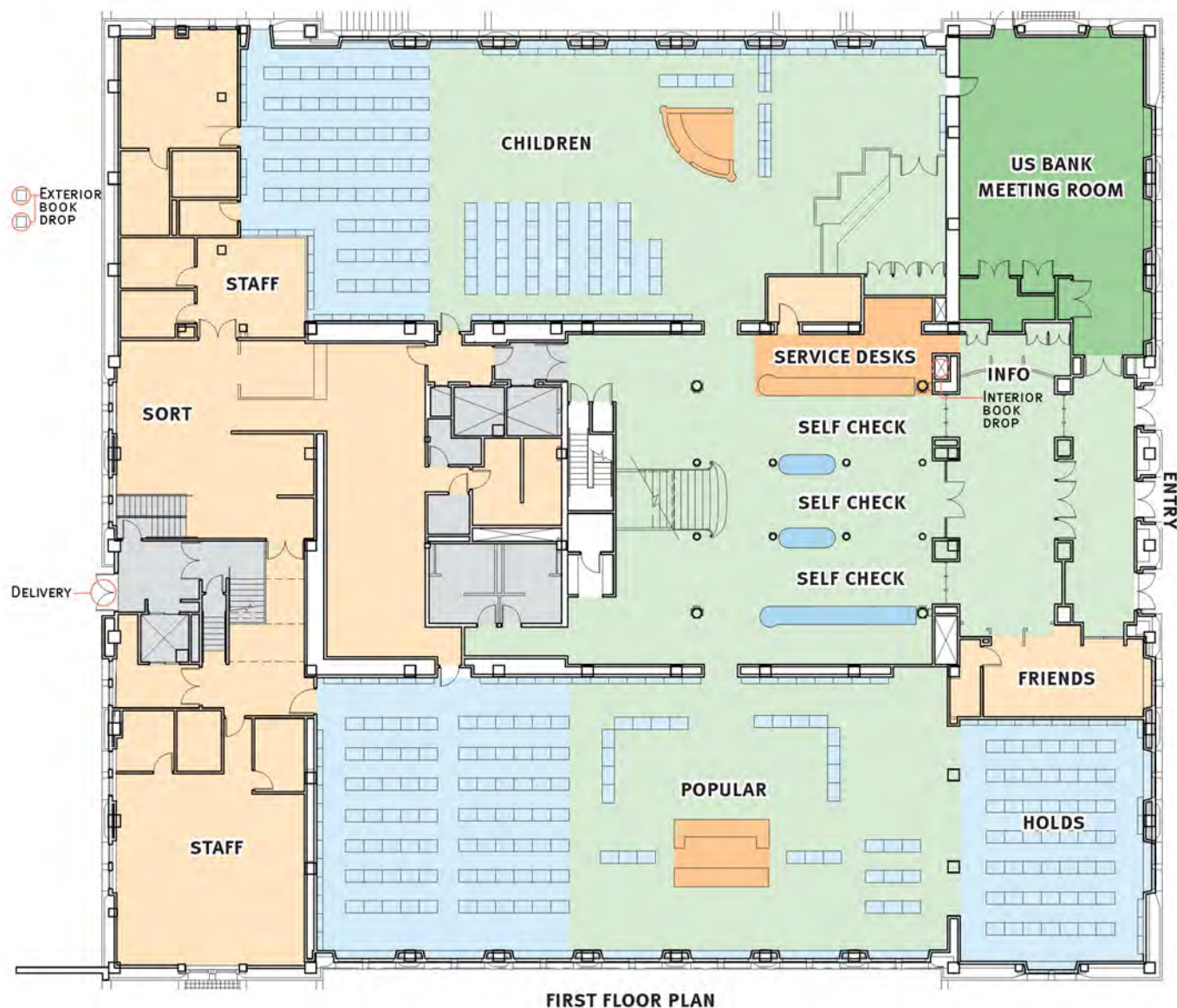- Opened in 1913; renovated in 1996; green roof added 2010

Central Library is MCL's flagship location. Central Library houses many special collections and resources, as well as one of MCL's largest meeting rooms. Multiple floors with poor sight lines require a relatively high allocation of staff to serve and supervise. Fixed stacks and heavy furniture discourage flexible use of space.

Located in downtown Portland, Central Library is extremely walkable and accessible by public transit, but provides no dedicated on-site parking. Mapping of circulation data shows that Central Library attracts residents from throughout Multnomah County. However, its ability to serve East County residents is significantly less than its influence on neighborhoods west of I-205. Refer to page 18 for more information about Central Library's use patterns.

About half of MCL's collection must be housed here due to lack of shelf space in other locations. As other MCL locations expand and their collection capacity increases, there is tremendous potential for reinvention of flagship services and spaces at Central Library.

Recommendation

Update and maintain Central Library as a flagship facility at its current size.

EXTERIOR BOOK DROP

STAFF

CHILDREN

US BANK MEETING ROOM

SORT

SERVICE DESKS

INFO

INTERIOR BOOK DROP

SELF CHECK

SELF CHECK

SELF CHECK

ENTRY

DELIVERY

FRIENDS

STAFF

POPULAR

HOLDS

FIRST FLOOR PLAN

Characteristics

+ Great walkability - excellent central location

• Public transportation

    Bus routes: 15, 51, MAX & Streetcar

– No off street parking

– Poor sight lines, not flexible

• Fortress service desks

• Multi-floor

• Large amounts of full-day visitors

+ Warehouse for collection
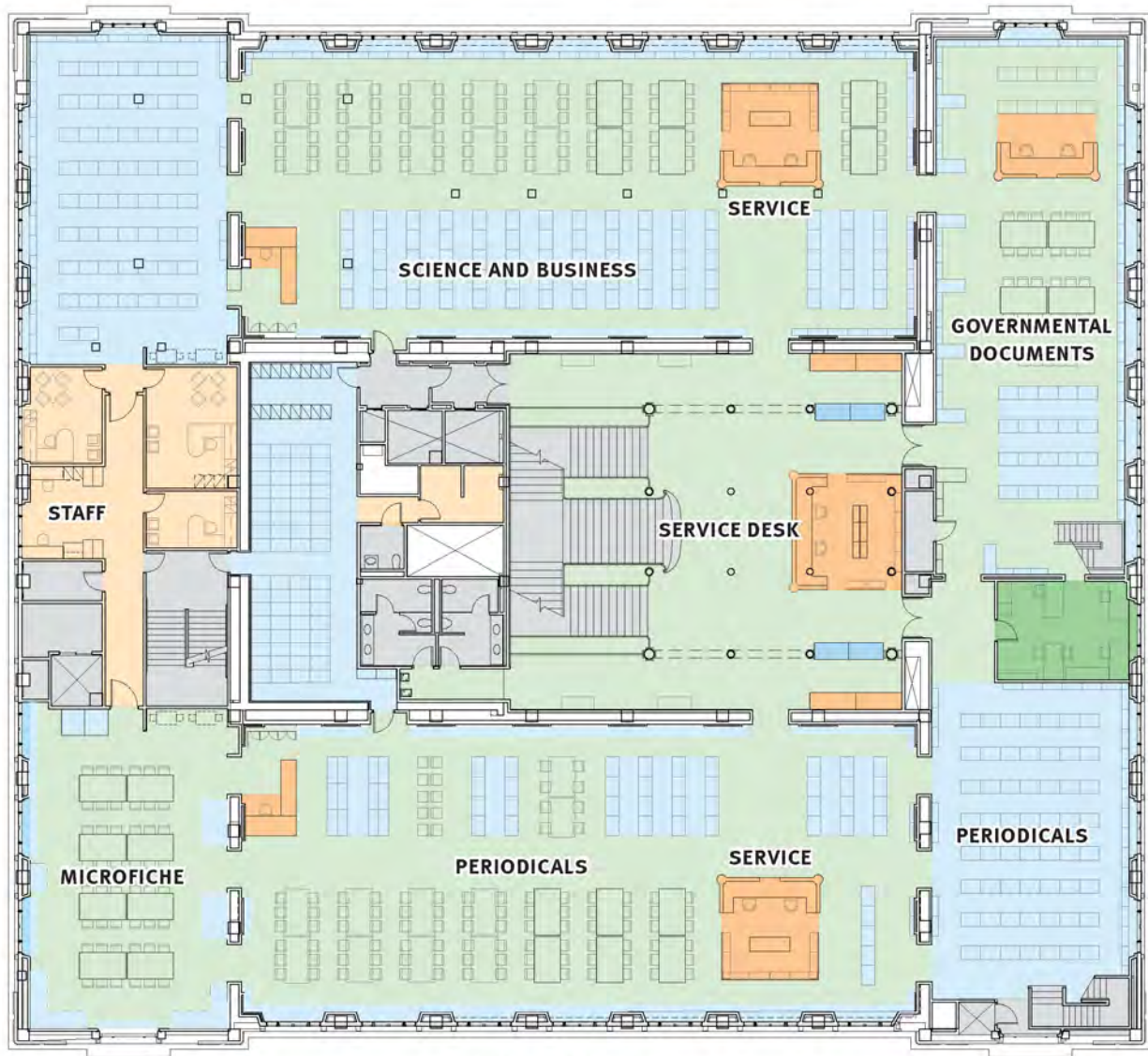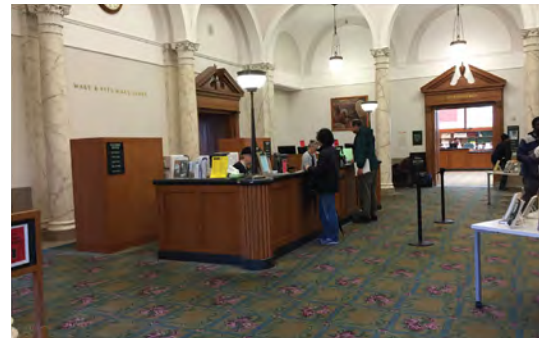
+ Good natural light

+ Large amount of holds

+ Collins Gallery

+ Rare Book Room

+ Historic - National Register of Historic Places 1984

+ Green roof 2010
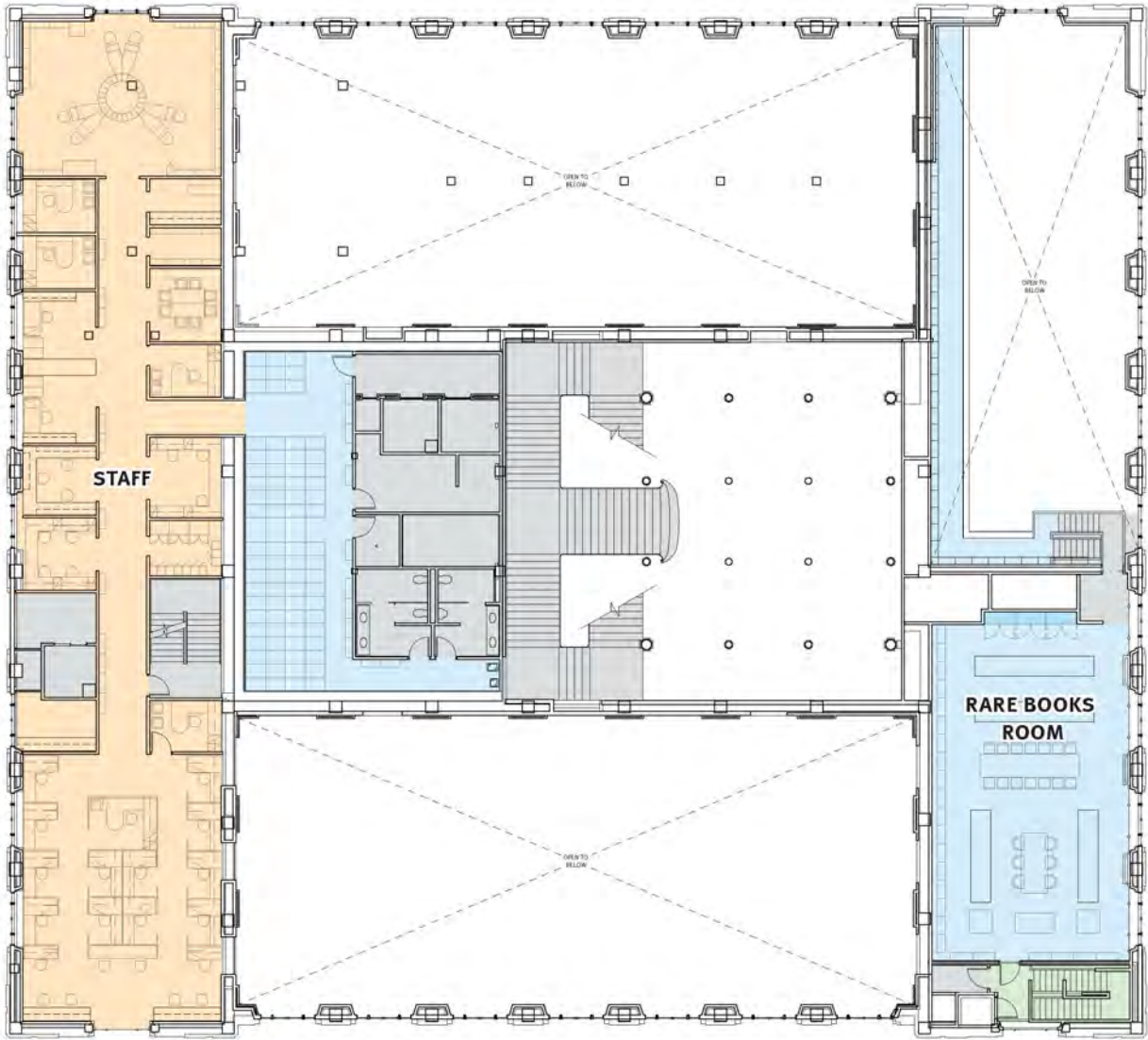
• Built in 1912, remodeled in 1996

SECOND FLOOR PLAN

STAFF

SCIENCE AND BUSINESS

SERVICE

GOVERNMENTAL DOCUMENTS

SERVICE DESK

MICROFICHE

PERIODICALS

SERVICE

PERIODICALS

LEGEND

- Staff, Service
- Collection, Self-Check
- People, Programs, Technology
- Service

0 2 4   8

NORTH

STAFF

RARE BOOKS ROOM

SECOND FLOOR MEZZ PLAN

COMPUTER ROOM

STAFF

RARE BOOKS

SERVICE

MAP ROOM

COLLINS GALLERY

SHEET MUSIC

ART AND MUSIC

SERVICE

MUSIC AND CD'S

THIRD FLOOR PLAN

LEGEND

■ Staff, Service

■ Collection, Self-Check

■ People, Programs, Technology

■ Service

0 2 4 8

NORTH

STAFF

FOURTH FLOOR PLAN

STAFF

FIFTH FLOOR PLAN

0 2 4   8

NORTH

CLOSED STACKS

COMPUTER ROOM

BASEMENT FLOOR PLAN

CLOSED STACKS

SUB-BASEMENT FLOOR PLAN

LEGEND

Staff, Service

Collection, Self-Check

People, Programs, Technology

Service

0 2 4 6

NORTH

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LIBRARY AND COMMUNITY STAKEHOLDERS

Thousands of people participated in the development of this plan, including many who participated anonymously in the community survey as well as in meetings, focus groups, and engagement events for this project. This Appendix contains a partial list and is by no means comprehensive. For more information about the engagement strategy for this project, refer to the Introduction chapter of this report.

MCL CAPITAL PROJECT MANAGEMENT TEAM

- Becky Cobb, Deputy Director
- Shawn Cunningham, Communications Director
- Katie O'Dell, Special Projects Director
- Vailey Oehlke, Library Director

CAPITAL PLANNING COMMUNITY ACTION COMMITTEE

- Jennifer Allen, Friends of the Library
- Julie Ball, The Library Foundation Board of Trustees
- Eric Chambers, City of Gresham
- Erin Cooper, Multnomah County Library Advisory Board
- Alene Davis, Multnomah County Facilities & Property Mgmt
- Jon Deitz, Friends of the Library
- Megan Dugan, Mt. Hood Community College
- Tom Dwyer, Multnomah County Library Advisory Board
- Rob Edmiston, Multnomah County Library Advisory Board
- Laura Fay, The Library Foundation
- Liz Hawthorne, Multnomah County Library Advisory Board
- Maripat Hensel, Southwest Neighborhood, Inc.
- Lois Leveen, Multnomah County Library Advisory Board
- Josh Mitchell, Phase2
- Ricardo Ruiz, City of Gresham
- Mardy Stevens, Multnomah County Library Advisory Board
- Merris Sumrall, The Library Foundation
- Lisa Sun, Immigrant & Refugee Community Organization
- Dan Swerbilov, Multnomah County Library
- Cynthia Tseng, Multnomah County Library Advisory Board
- Karen Wackrow, Elders in Action
- Brian Wilson, Multnomah County Library Advisory Board
- Wendy Wray, The Library Foundation Board of Trustees
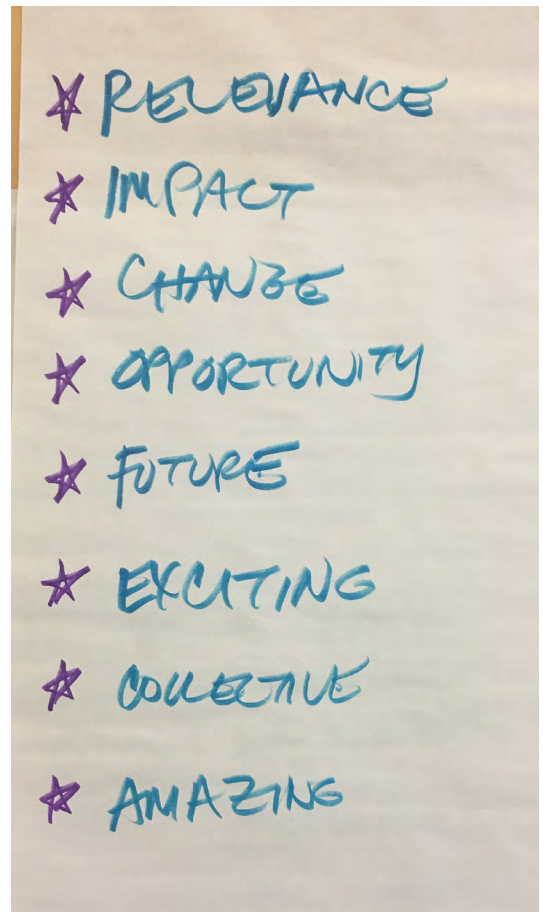

"WE LOVE OUR LIBRARY!"

— *community survey respondent*

ADDITIONAL PARTICIPANTS

- Valarie Pearce, Black Parent Initiative
- Paul Coakley, Centennial School District
- David Berniker, City of Gresham
- Jim Wheeler, City of Gresham
- Tom Rinehart, City of Portland
- Patricia Rojas, El Programa Hispano
- Laura Bolanos, I Have a Dream Oregon
- Ellen Parker, Immigrant & Refugee Community Organization
- Traci Rossi, Innovative Changes
- Sonja Mckenzie, iUrbanTeen
- Alan Linhares, Lents Library Committee
- Andrew Proctor, Literary Arts
- Anna Gordon, Living Cully
- Deborah Kafoury, Multnomah County Chair
- Loretta Smith, Multnomah County District 2 Commissioner
- MeeSeon Kwon, Multnomah County
- Marissa Madrigal, Multnomah County
- Walter Robinson II, Multnomah County
- Jonathan Strauhull, Multnomah County Attorney's Office
- Don Allgeier, Multnomah County Library
- Skylaar Amann, Multnomah County Library
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- Paige Monlux, Multnomah County Library
- Dave Ratliff, Multnomah County Library
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- Jon Worona, Multnomah County Library
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- Danica Stochosky, Multnomah County Library Advisory Board
- Christopher Williams, Multnomah County Library Advisory Board
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- Erick Flores, Parkrose School District
- Kathleen Holloway, Portland Community College
- Sheila A. Martin, Portland State University
- Frank Caropelo, Reynolds School District
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- Kori Allen, The Library Foundation
- Eric Bergstrom, The Library Foundation
- David Blount, The Library Foundation
- Kristin Collins, The Library Foundation
- Peter Galen, The Library Foundation
- Debbie Goldberg Menashe, The Library Foundation
- Jerry Hudson, The Library Foundation
- Marcia Jory, The Library Foundation
- Jamie June, The Library Foundation
- Eva Kripalani, The Library Foundation
- Michelle Lantow, The Library Foundation
- Nate Liebler, The Library Foundation
- Richelle Luther, The Library Foundation
- Judith McGee, The Library Foundation
- Annette Mulee, The Library Foundation
- Laurie Munro Bloch, The Library Foundation
- Greg Palmer, The Library Foundation
- Dilip Ratnam, The Library Foundation
- Kevin Thomas, The Library Foundation

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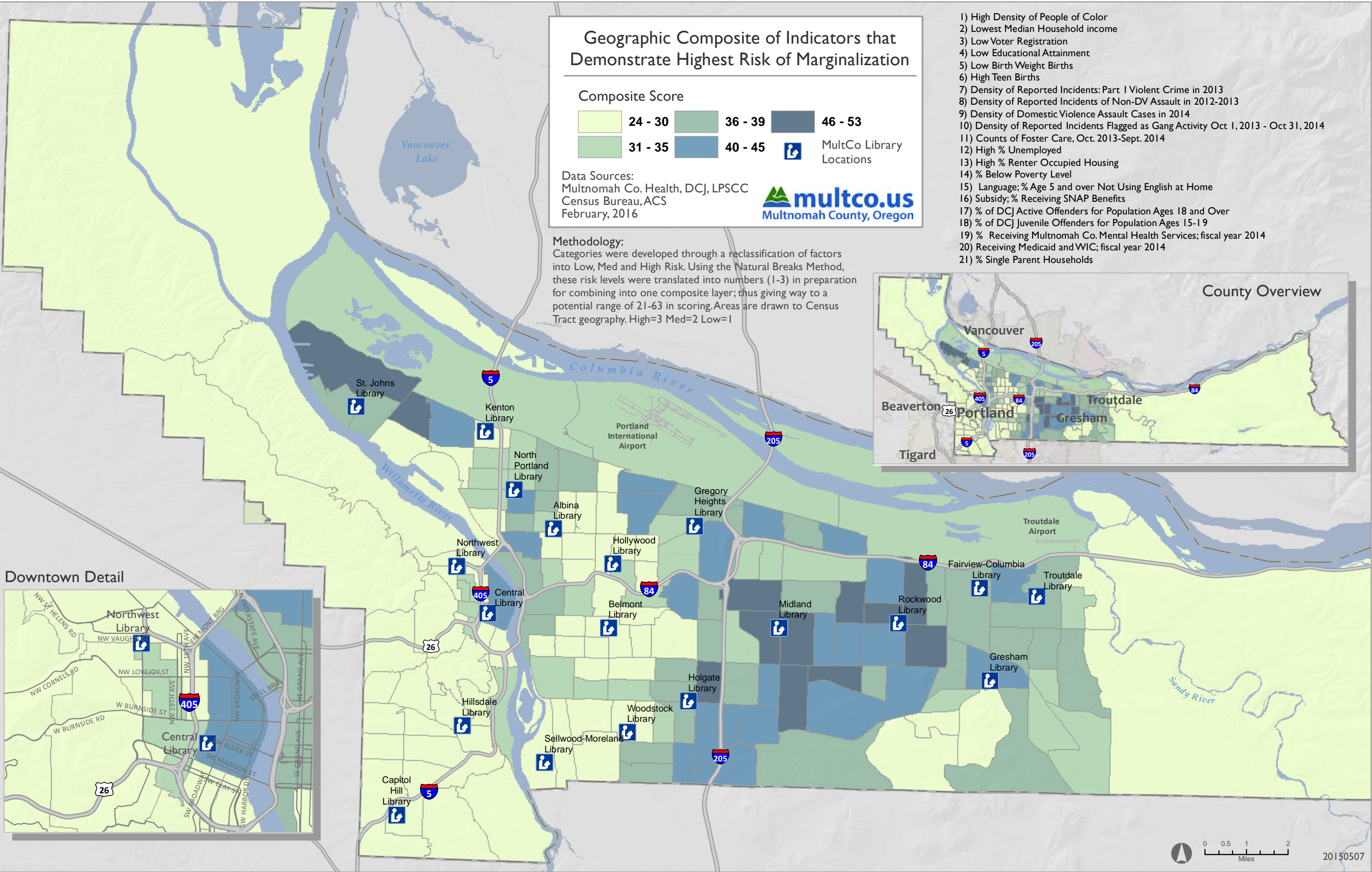- Will Gerstner

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971.400.5415 • www.multiculturalcollaborative.com

- Anita Yap, Founding Partner
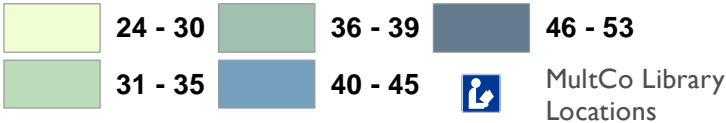- Tony DeFalco, Partner

NATHANIEL HILL

nathanielhill@gmail.com • @natenatenate

Geographic Composite of Indicators that Demonstrate Highest Risk of Marginalization

Composite Score

- 24 - 30
- 31 - 35
- 36 - 39
- 40 - 45
- 46 - 53
- MultCo Library Locations

Data Sources:
Multnomah Co. Health, DCJ, LPSCC
Census Bureau, ACS
February, 2016

multco.us
Multnomah County, Oregon

Methodology:
Categories were developed through a reclassification of factors into Low, Med and High Risk. Using the Natural Breaks Method, these risk levels were translated into numbers (1-3) in preparation for combining into one composite layer; thus giving way to a potential range of 21-63 in scoring. Areas are drawn to Census Tract geography. High=3 Med=2 Low=1

1) High Density of People of Color
2) Lowest Median Household income
3) Low Voter Registration
4) Low Educational Attainment
5) Low Birth Weight Births
6) High Teen Births
7) Density of Reported Incidents: Part I Violent Crime in 2013
8) Density of Reported Incidents of Non-DV Assault in 2012-2013
9) Density of Domestic Violence Assault Cases in 2014
10) Density of Reported Incidents Flagged as Gang Activity Oct 1, 2013 - Oct 31, 2014
11) Counts of Foster Care, Oct. 2013-Sept. 2014
12) High % Unemployed
13) High % Renter Occupied Housing
14) % Below Poverty Level
15) Language; % Age 5 and over Not Using English at Home
16) Subsidy; % Receiving SNAP Benefits
17) % of DCJ Active Offenders for Population Ages 18 and Over
18) % of DCJ Juvenile Offenders for Population Ages 15-19
19) % Receiving Multnomah Co. Mental Health Services; fiscal year 2014
20) Receiving Medicaid and WIC; fiscal year 2014
21) % Single Parent Households

County Overview

Vancouver
Beaverton
Portland
Troutdale
Gresham
Tigard
Troutdale Airport

Downtown Detail

Northwest Library
NW ST HELENS RD
NW VAUGH
NW CORNELL RD
NW LOVEJOY ST
W BURNSIDE ST
W BURNSIDE RD
Central Library
NW ALDER ST
SW MADISON ST
SW BROADWAY
NW BROADWAY
SE GRAND AVE
NE GRAND AVE
SW HARBOR DR
SW CLAY ST

Vancouver Lake

Columbia River

Willamette River

Sandy River

Portland International Airport

Troutdale Airport

St. Johns Library
Kenton Library
North Portland Library
Albina Library
Hollywood Library
Gregory Heights Library
Northwest Library
Central Library
Belmont Library
Midland Library
Fairview-Columbia Library
Rockwood Library
Troutdale Library
Gresham Library
Hillsdale Library
Holgate Library
Woodstock Library
Sellwood-Moreland Library
Capitol Hill Library

0 0.5 1 2
Miles

20150507