Monterey Public Library
Feasibility Study

Spring 2020
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1. EXECUTIVE SUMMARY

For more than 170 years the Monterey Public Library* has upheld a reputation for delivering excellent, forward-thinking library services responding to ever-evolving community needs. From its founding in 1849 as the first public library in California, MPL has played a vital role in the civic, cultural, educational, and economic life of the City of Monterey and surrounding communities. As its service population has grown and as the local economy and community have changed, the array of services, materials, and technology the Library offers has adapted apace.

Today, the Library is a bustling destination, visited on average by over 800 people each day. MPL consistently exceeds California statewide averages for library service metrics including circulation, program attendance, and Internet usage. Remarkably, MPL has more cardholders (29,552) than the city has residents (28,323), an indication of its popularity among both residents and non-residents. The Library has an excellent location at the edge of downtown, on a prominent corner surrounded by other civic facilities such as the historic City Hall, police and fire headquarters, and the school district office.

A historically significant building in its own right and considered one of the City’s landmark buildings, the MPL facility has seen 70 years of continuous use and 35 years since its last major renovation.

*MPL has more cardholders than the city has residents, indicating its regional draw.

* Referred to as MPL or the Library in this report
most recent facility condition analysis, performed in 2007, identified $3.5 million in deficiencies. While many upgrades have since been completed through City improvement projects, remaining work includes the major tasks of replacing the elevator, replacing building systems (electrical, heating/ventilation/air conditioning, and plumbing systems), replacing windows and doors, and renewing interior and exterior finishes.

Apart from facility maintenance needs, library functionality has become increasingly impaired as services, population, and community needs have evolved. Public space is limited to 23,000 square feet (SF) shared between a main floor and a mezzanine.* A complicated floorplan, multiple entrances, and poorly-lit, cramped shelving areas present challenges for wayfinding, security, access, and use. Staff space is split between two floors. Public feedback has repeatedly mentioned crowding; competition for space between families with children, teens, and those seeking quiet spaces; and related noise conflicts as common challenges. The number of young adults who visit the Library after school far exceeds the Teen Zone’s capacity. Library spaces for collaboration and creation are squeezed into inadequate, uninviting areas. The Library’s unique and treasured local history collections and archives have outgrown the climate-controlled space provided in the California History Room. Further, the California History Room is difficult to find and lacks adequate space both for visitors to conduct research and for staff to process collections. WiFi signals are impaired by the thick concrete structure. In summary, the library building suffers from a severe shortage of space to adequately accommodate community needs and is in significant need of renovation to update interior functionality and aesthetics.

In 2019, the City commissioned a community-based Facility Feasibility Study to determine how to update or expand library spaces and services to meet community needs for the next 20 years. This study was informed by and enriched through extensive participation of over 700 stakeholders and community members from the Monterey area. The study convened a Library Project Team of community leaders and residents; conducted in-person and online surveys; incorporated focus group findings; led meetings of Library and other City staff, the Library Board of Trustees,

* A 3,000 SF basement, used for Library storage, Friends of the Library storage, and mechanical equipment is not publicly accessible.
and the City Council to share community findings, library best practices, and facility expansion options; and finally presented recommendations to City Council.

LIBRARY EXPANSION STRATEGIES

This study recommends a 26,000-square-foot Base Program, excluding the basement, as a minimum target for a renovated Monterey Public Library. The recommendation is based on analysis of the existing facility, current services and uses, best practices in contemporary library design, and community, stakeholder, and City engagement. Space planning strategies – including placement of activity zones, collaboration spaces, divisible rooms, and back of house consolidation – would enable flexibility, ease of use, and simultaneous accommodation of multiple user groups. For instance, the co-location of a group study room with the Teen Zone could accommodate after-school activities, act as a hands-on creativity room (“makerspace”), or serve other groups during off-peak hours.

The Base Program balances current, enhanced, and new library program spaces. Support spaces would be updated and resized to meet building code and Library needs. Further expansion can enable more services and enhanced programming. With increased space, for instance, the Community Room can achieve an assembly capacity of 300, and would be divisible to support simultaneous large events. The introduction of an “Opportunity Space” could support mission-aligned partner organizations, cultural exhibitions, or large civic events.

Four strategies (“levels”) were developed to explore current site and facility capacities for rehabilitation and expansion. Any level of renovation would disrupt library service, possibly resulting in the need for a temporary facility. Relocation to nearby sites was also considered, including opportunities to co-locate with other City functions.

Level 1 Makeover (23,000 SF)

This option was developed as the minimum cost option. It establishes the budget as the constraint that then requires balancing desired improvements with code requirements. While not meeting the specifications of the Base Program, a minimal option for facility renovation could be completed within the current facility walls. Building system renovations would be prioritized and selectively addressed within an
established construction allowance. Less critical or less impactful improvements would be left for future projects.

Level 2 Enclosure (26,000 SF)

The recommended base program at the Library’s current location can be achieved by enclosing 3,000 SF of the east courtyard and landscaping. Part of the 1980s expansion would be demolished and replaced. This Level 2 strategy, as with Levels 3 and 4, would fully upgrade building systems to “like new” conditions and introduce noise abatement strategies to address acoustical challenges of the open floorplan.

Level 3 Expansion (31,000 SF)

A more comprehensive renovation of the current library building would involve transforming the mezzanine into a full-fledged second floor. This would allow expansion of both floors towards the rear of the site.

Level 4 Expansion (36,000 SF)

Expansion of the second floor beyond the Level 3 option would result in a further reduction of the amount of double-height first floor spaces.

Off-Site Relocation (~30,000 SF)

Given the complexity of renovation and expansion of the Library at its current site, several options were explored for building a new library facility of approximately 30,000 SF within three blocks of the current building. This approach would provide flexibility to respond to community interest for a mix of program spaces and would include all-new, unobstructed building systems for improved library experience and operations. Library services would not be disrupted or require temporary facilities during construction and the project might be cost-comparable to an extensive renovation/expansion at the current site. Site acquisition costs are avoided at City-owned sites. There might also be opportunities to co-locate the Library with other City functions.

An additional factor to consider in the relocation strategies for the Library is what the future use of the current building could be. Its historic significance may restrict options for reuse. Additionally, based on initial feedback from the community, the current library building appears to have sentimental value, as well as being a well-located landmark civic facility.
## Recommendations

On August 28, 2019, the Library Board of Trustees reviewed the facility expansion strategies. Considerations guiding Board recommendations included:

- Whether the strategy meets the established Base Program of enhanced library spaces and services;
- Ability to serve Monterey community needs and aspirations for decades to come;
- Cost-effectiveness and useful life;
- Anticipated public support for the strategy;
- Ability to secure ongoing, appropriate use of the current facility; and
- Ability to secure funding and work in concert with City priorities.

Based on these considerations, the Library Board endorsed a preferred strategy of a Level 3 Expansion, encompassing a 31,000 SF renovation and expansion of the Monterey Public Library at its current location. Secondary recommendations made by the Board are, in order: a Level 2 Enclosure of 3,000 SF of the east courtyard, satisfying the Base Program recommendations; and a Level 1 selective makeover of the facility within its current walls.

The Library Board also recommended against the Level 4 expansion (36,000 SF) and the Lot C and Stokes Adobe offsite options.

### Table 1: Facilities Comparison

<table>
<thead>
<tr>
<th>Concept</th>
<th>Base Program 26,000 SF</th>
<th>Expanded 31,000 SF</th>
<th>Expanded 36,000 SF</th>
<th>Preliminary Budget*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level 1 Makeover</strong></td>
<td>23,000 SF capacity</td>
<td></td>
<td></td>
<td>~$12 - $14M</td>
</tr>
<tr>
<td><strong>Level 2 Enclosure</strong></td>
<td>✓</td>
<td></td>
<td></td>
<td>~$28 - $30M</td>
</tr>
<tr>
<td><strong>Level 3 Expanded</strong></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>~$36 - $37M</td>
</tr>
<tr>
<td><strong>Level 4 Expanded</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>~$42 - $43M</td>
</tr>
</tbody>
</table>

### Table 2: Offsite Concept

<table>
<thead>
<tr>
<th>Concept</th>
<th>Base Program 26,000 SF</th>
<th>Expanded 31,000 SF</th>
<th>Expanded 36,000 SF</th>
<th>Preliminary Budget*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lot C (3 stories)</td>
<td>✓</td>
<td></td>
<td></td>
<td>~$21 - $26M</td>
</tr>
<tr>
<td>City Hall Site (2 stories)</td>
<td>✓</td>
<td>30,000 SF site capacity</td>
<td></td>
<td>~$33 - $39M**</td>
</tr>
<tr>
<td>Public Safety Site (1-2 stories)</td>
<td>✓</td>
<td>30,000 SF site capacity (est.)</td>
<td></td>
<td>~$33 - $39M</td>
</tr>
<tr>
<td>Stokes Adobe (as CA History Center)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Capacity evaluation for Monterey Public Library renovation, expansion, and relocation strategies.
**In 2019 dollars. Escalation, parking, and site costs are not included. Budgets are rough order of magnitude (ROM) estimates. (See also Appendix C.)
**May require construction of parking deck at additional $7M - $9M.
1. EXECUTIVE SUMMARY

NEXT STEPS

This report describes how an improved library facility can address evolving community needs. A comprehensive analysis and interdepartmental collaboration will be necessary to align city priorities, identify the preferred development strategy for the Library within the framework of other City facility needs, and then establish an implementation plan. The implementation plan should include a funding plan and a communications plan for raising community awareness.

A renovated and expanded Monterey Public Library will result in improved community services and programs that are operationally efficient and a building that is flexible and able to adapt to evolving community needs. The Monterey Public Library will be more accessible to all ages. Its role as a community hub will be enhanced and the facility will serve Monterey residents far into the future.
2. INTRODUCTION

PROJECT BACKGROUND

Throughout its 170 year history, the Monterey Public Library has developed a rich tradition of innovative library services and modern, community-responsive library spaces. For nearly 70 years, MPL has benefited from the open floorplan design of a visionary postwar facility that has stood the test of time and, in some cases, anticipated 21st century library service delivery. The library building has become a landmark civic facility and a cherished, well-used community resource. Identified as a historically significant building in 2012 (1), the building is part of the City’s rich architectural legacy.

The Monterey Public Library has become a regional hub for gatherings and community programs; scholarly, local, and popular materials; and enrichment services. Thirty-five years since its last major renovation and expansion, the facility is increasingly challenged by aging building systems, evolving library services and programs, updated building codes, and evolving community needs.
On January 7, 2019, the City initiated a Library Facility Feasibility Study to determine how Monterey Public Library should meet community needs of today and through the next 20 years. For this work, the City commissioned Group 4 Architecture, Research + Planning, a firm with experience helping libraries nationwide develop implementable plans that reflect community values and industry best practices for service and design. The project schedule is provided in Appendix A.

PROJECT PROCESS AND PARTICIPATION

The City’s goals for the study included:

- Community needs assessment through robust, multi-channel engagement and evaluation of demographic data;
- Development of a service model responding to input from Library staff;
- General facility assessment to confirm deferred maintenance needs;
- Development of a space allocation program adequate for library services, resources, materials, and operations;
- Development of renovation, expansion, and relocation concepts with cost model projections; and
- Assessment of possible funding sources.
The consultants worked with the following groups:

- A **Project Management Team (PMT)** consisting of the Library Director, a Library Manager, two members of the Library Board of Trustees, a representative of Monterey Public Works, and the consultants. The PMT met regularly to track project progress.

- A **Library Project Team (LPT)** consisting of 17 participants from across the Monterey community. LPT members represented neighborhood associations, other City departments, Monterey Peninsula Unified School District (MPUSD), parents, Library volunteers, and other local and academic organizations. The LPT convened three times over the course of the study.

- **Monterey area residents**, who were directly engaged through various means of outreach, including an online survey (with 330+ respondents) and in-person kiosks (engaging 280 respondents) at various high-traffic locations and events around Monterey, including within the Library and at bookmobile stops. **Focus groups** consisting of teens, service clubs, and neighborhood associations, were conducted by MPL staff concurrent with the Feasibility Study. More than 50 adults and 40 teens shared their aspirations, concerns, and desired actions to meet pressing needs. The conversations were structured on a framework developed by the Harwood Institute for Public Innovation.

- **Library staff**, who met twice during the study to discuss space needs and service model priorities and to confirm developed program options.

- The **City Manager and Community Development, Public Works, and Finance staff**, who were consulted in technical meetings to confirm City planning priorities, financing avenues, and other conditions.

- The **Library Board of Trustees (LBOT)**, who reviewed the project at critical milestones, including a City Council study session. The LBOT reviewed options and made recommendations to be considered by the City Council.

- The **Monterey City Council**, who held a study session to confirm assessment findings and Library vision, and met again at the close of the project to consider the recommendations of this study.

A list of participants is provided in Appendix B.
3. ASSESSMENT

Decades of use, changes in services, and inevitable aging have all impacted the cherished Monterey Public Library. Facility and site conditions, along with local setting and historic significance, define the constraints as well as the opportunities for extending this building's useful life.

FACILITY BACKGROUND

The Monterey Public Library is conveniently located at the corner of Pacific and Madison streets, at the edge of downtown and adjacent to the center of City government. Nineteenth century adobes and Colton Hall reinforce the historic context of the area. Responding to this context, distinguished California architect William Wurster designed a respectful yet altogether modern library building, utilizing an open-format floorplan, generous double-height spaces, and floor-to-ceiling storefront windows which establish strong indoor-outdoor connections. The new Library was completed in 1952, tripling the size of its Carnegie-era predecessor, and emphasizing popular services. A 1984 expansion added 7,500 square feet (SF), extending into the rear courtyard, as well as southward, and enlarging the mezzanine.

A recommendation to again expand emerged from a 2001 Library Facilities Master Plan. The plan sought to modernize spaces to reflect changes in use and services, mitigate space deficiencies, and address supervisory and security challenges. The plan weighed relocation, but determined the present location to be ideal, and the value of the existing facility to be significant (2). Select recommendations from that study have since been implemented, including replacing stacks with a quiet study room in 2013 and a 2016 kitchen/café addition.

A 2007 facility condition analysis (FCA) identified approximately $3.5M in deferred maintenance needs (3). Recommendations included replacement of building systems (roof, heating/ventilation/air conditioning,
electrical, and plumbing), life-safety upgrades, ADA improvements, window and door replacements, and interior and exterior finish upgrades (repainting/staining, patching, washing).

Since the 2007 FCA, the City has completed many of the recommended improvements through its Capital Improvement and Neighborhood and Community Improvement programs. Improvement projects included:

- Replacement of wood roof shingles with fire resistant roofing;
- Installation of ADA-compliant handrails, cabinetry and appliances, drinking fountain, and bathrooms;
- Pavement and tile repairs;
- Exit signage replacement and fire alarm upgrades; and
- Efficient plumbing fixtures and exterior lighting fixtures.

**CURRENT FACILITY CONDITIONS**

The following building improvements are still outstanding following the 2007 assessment:

- **Accessibility.** Modernization of the hydraulic elevator for ADA compliance.
- **Life-safety.** Installation of fire barriers in the boiler room, at the interior entrance to the basement, and throughout the attic.
- **Building systems.** Complete redesign and replacement of the heating, ventilation, and air conditioning (HVAC) system, including comfort cooling of all occupied spaces; complete replacement of the electrical system and interior lighting fixtures; and replacement of the water supply network and sanitary storm drain piping. Additionally, the archival conditioning system (regulating humidity as well as temperature) for the California History Room has, since its replacement, been subject to frequent repairs and adjustment. This system requires inspection and renovation for improved, reliable performance.
- **Architectural.** Replacement of windows, doors, carpeting, and restroom tiling. Interior and exterior surfaces require repainting or re-staining.
Additionally, challenges of the existing building that impair functionality, flexibility, and operations include:

- **Lack of space.** The overall balance of library space emphasizes collections, with poorly lit, closely spaced shelving areas and insufficient room for comfortable seating. While some of the library spaces have gracious, two-story heights, the ceiling clearance on the mezzanine and the area directly beneath it is cramped. The Community Room is in near-constant use and difficult to reserve.

- **Noise.** The building's open floorplan and high ceilings allow sound to carry throughout. During after-school hours, there is insufficient space for the surge of teen patrons. Staff regularly field complaints about teens, children, adults, and even staff being too loud.

- **Inefficient space plan.** Staff offices and work areas are split between two floors. This generates operational inefficiencies. Moreover, the loading dock is no longer usable for shipping/receiving due to the dimensions of modern delivery vehicles. As a result, deliveries must be brought by hand cart through the public entrance. Loading and unloading of the bookmobile entails carrying bags of books across Pacific Street – an active thoroughfare – several times each day.

- **Physical limitations.** The concrete structure and walls inhibit the effectiveness of wireless Internet signals. Electrical and Ethernet conduit must be run along concrete surfaces. The basement lacks sufficient overhead clearance for public use.
SITE AND ZONING

Monterey Public Library is located at the edge of downtown Monterey. The irregularly shaped parcel is bound to the west and north by Pacific and Madison streets, and to the south and east by the Hartnell Creek riparian zone and Stokes Adobe property. The Library is effectively part of a civic district including City Hall, Colton Hall, a public safety building (housing police and fire department stations/headquarters), Monterey Peninsula Unified School District (MPUSD) administration offices, and Monterey High School. A small public parking lot (Lot C) sits just south of the Library across Hartnell Creek. A well-used pedestrian trail running along the creek terminates at the Library’s rear parking lot and connects to a shopping plaza and a United States Post Office one block east.

Measuring 45,600 square feet (or just over one acre), the library parcel is zoned Commercial Office and therefore subject to site use restrictions including maximum building heights of 25 feet, maximum lot coverage of 50%, and a riparian easement of 50 feet from top of bank. These restrictions suggest that an expanded building footprint can occupy 22,800 SF (or 4,000 SF beyond the Library’s current...
footprint) and must be directed eastward, towards Stokes Adobe. In 2016, the library parcel was consolidated with two smaller parcels along Pacific to achieve its current size.

The parcel is bound on three sides by the Downtown Specific Plan designated area (see further discussion on p. 34).

Fourteen parking spaces (including one designated accessible space) are located on site behind the Library. The parking lot connects to Pacific Street by a narrow driveway running between the Library’s south face and Hartnell Creek. Cars exiting the parking lot onto Pacific Street have limited visibility as they pull out across the sidewalk. The driveway is frequently used by pedestrians to access the creekside trail. The City has previously developed plans that would improve the creek easement and extend the trail to run alongside the Library’s driveway and connect to Pacific Street.

Due to limited fresh water supplies in the region, the Monterey Peninsula Water Management District (MPWMD) has placed a District-wide moratorium on additional water uses. The District utilizes water credits to manage and track the transfer of water use across Monterey’s development projects. The Library is a Group I (low-to-moderate) water
use facility – a designation typical of civic buildings. Any facility expansion might increase the building’s water credit needs in proportion with the increased square footage (4). However, MPWMD has permitted the Monterey Public Library as a 46,476 square foot facility (5), considerably larger than the library facility’s actual size or any of the future options considered for the current site.

Soil conditions have been assessed as weak. Foundations of the original building and 1980s expansion consist of long piles and caissons that carry the structural load through to bedrock. Any facility expansion would likely require a similar structural foundation. This would need to be confirmed by further geotechnical assessment.

HISTORIC CONSIDERATIONS
In 2012, a City-commissioned historic survey confirmed that the library building is eligible for local historic designation (6). Should the City proceed with this designation, the building would be subject to the historic standards of the United States Secretary of the Interior (SOI), which the City has adopted as its own. The SOI Standards for the Treatment of Historic Properties specify how historically-designated buildings can and cannot be modified for ongoing use. The Standards’ definition of “rehabilitation” is to make possible a “compatible use for a property through repair, alterations, and additions while preserving those portions or features which convey its historical, cultural, or architectural values” (7). As such, the Library’s character-defining features (including materials and spatial relationships, all of which require confirmation through additional historic assessment) would be preserved wherever possible. Additions are permitted, provided they do not destroy these features and are visually distinct from the historic building.

The State of California utilizes the California Historical Building Code (CHBC). Intended to preserve California’s architectural heritage, the CHBC permits alternative approaches to meeting building code requirements for qualified historical buildings (8). Applicability of the CHBC to the Monterey Public Library has not been determined and would require further exploration as a renovation design takes shape.
4. LIBRARY VISION

COMMUNITY PROFILE

The City of Monterey, with a current population of approximately 28,000, is an economic, academic, and cultural hub of the Monterey Peninsula. Other area cities include Seaside, Marina, Del Rey Oaks, Sand City, Pacific Grove, Carmel-by-the-Sea, and Salinas. With its access to Monterey Bay, prestigious institutions, historic significance, pleasant climate, and proximity to world-renowned destinations, the City of Monterey receives visitors from around the world, year-round.

Modest population growth is anticipated in downtown Monterey through careful, proactive infill of under-utilized lots, as anticipated and facilitated by the City’s General Plan and Downtown Specific Plan (9). Population growth is restricted by the area’s limited water supply (10) and the City’s geography, largely bound by Monterey Bay and neighboring towns.

Monterey is called the “language capital of the world” due to its military and educational language institutions and private sector companies providing translation services. Twenty-three percent of the population speak a language other than English at home (11). Academic institutions including the Naval Postgraduate School, Defense Language Institute, Middlebury Institute of International Studies, Monterey Peninsula College, and nearby CSU Monterey Bay contribute many short-term residents to the area, including a unique demographic of military students and families (12). Monterey’s population includes a higher proportion of young adults (25-34 years old) and older adults (55+ years) compared with County and Statewide averages (13).

The Monterey Peninsula Unified School District (MPUSD) operates a public middle school and high school that serve Monterey. The campuses are located within walking distance of the Library and downtown area. While only 6% of the population fall within this age group (14), the release of some 2,000 12- to 18-year-olds on weekday afternoons has a significant impact on Library operations. Bus service is limited. Many MPUSD students live in neighboring communities and wait in the downtown area until a parent or guardian can transport them home.

Participants in focus groups conducted by the Library have expressed concern about the cost of living and wealth/
income disparities. Workers and students are increasingly commuting into the city – a regional pattern that places new demands on the region’s infrastructure. Monterey’s daytime population, including the workforce, students, and visitors, is an estimated 70,000 people, or nearly two-and-a-half times the number of City residents (15).

**LIBRARY USE PATTERNS**

MPL service and use statistics reflect these unique regional patterns. The Library strives to provide a range of programs and services that appeal to patrons of all ages. In a single year, MPL hosts hundreds of programs ranging from pre-kindergarten storytime and cooking, to young adult life skills and Summer Reading, to financial literacy and digital storytelling workshops for adults. To serve the linguistically diverse population, MPL offers print and online multilingual collections and programs.

For decades, Monterey Public Library has been undersized for the amount of use it receives (16). Statistics for visits, program participation, items checked out, and hours of library technology used well exceed statewide averages (17) – see the Performance Snapshot chart above. It is noteworthy, but not surprising, that the number of Library cardholders exceeds the City’s population, and 47% of circulation is from cardholders who live in surrounding areas (18). Students, workers, business owners, and visitors enjoy MPL’s unique offerings, character, and accessibility, along with local residents (19).
COMMUNITY AND STAKEHOLDER INPUT

This Feasibility Study included robust public engagement to confirm community needs and ambitions for MPL services. Over 600 people participated in an online survey or in-person interactive kiosks.* The online survey was promoted through city and library channels including websites, the Library newsletter, and Instagram, Twitter, and Facebook accounts. Interactive kiosks were positioned at the Library, at La Mesa and Montecito bookmobile stops, and at high-traffic venues and events across Monterey (including at the Monterey High School Open House, Monterey Park’s Cutting Day, and the Friends of the Monterey Public Library Chocolate and Wine Tasting Benefit). The online survey also collected user demographic data, such as towns of residence and work/school, respondent age group, and frequency of library use.

In addition to the outreach conducted for the Feasibility Study, Library staff held a series of focus groups and interviews with teens and adults to learn about their aspirations for their community. Staff conducted five conversations across Monterey with 42 teens and met in small groups with 51 adult representatives from service clubs, volunteer groups,

* Charts for online and in-person feedback are provided in Appendix E.
and neighborhood associations. Input from these conversations, combined with survey results, helped create a deeper understanding of community needs and priorities.

Overall, respondents prioritized space for (in order): 1) collections; 2) children; 3) quiet reading; and 4) the community room. These categories ranked highly across all adult demographics. However, several priorities vary by age group. Children’s space was the top priority among 30-44 year-olds, while 60+ year-olds ranked the California History Room as a high priority. The youngest segments (teens and twenty-somethings) expressed interest in outdoor space, a technology hub, and a creative studio/lab. Teens polled at the Monterey High School Open House cared most about dedicated teen space; the teen focus groups further discussed this priority (see below).

When asked to prioritize activities, all adult age groups ranked reading/research/study at the top. Older adults rated events and performances as their second highest priority, while younger adults preferred computers and Internet activities. Learning/tutoring was a third choice across the board. Younger respondents preferred skills programming and older participants preferred civic engagement. At the Monterey High School Open House, teens prioritized computers/Internet and creating/making over other activities offered at the Library.

The online survey asked respondents what they love about the Monterey Public Library and what could be improved. Respondents commended MPL staff as helpful and friendly, appreciated the Library’s collection, programs and events, and praised the building’s convenient location and inspiring architecture. However, respondents noted that improvements could be made to the level of noise, sense of crowdedness, facility condition, and need for additional programs. Dozens of respondents noted that the library building felt due for an update and an expansion.

Teen and adult focus groups dove more deeply into community aspirations and quality of life concerns that a renovated Monterey Public Library may help address. Staff used the Harwood Institute for Public Innovation practice (20) to hold a series of community conversations. Teens shared that Monterey lacks inclusive, inexpensive, and safe places around town where teens can connect, be creative, and pursue their interests. The groups of adults that staff spoke with would like to see plans for more intergenerational spaces where community members of all ages can actively participate in arts, entertainment, and learning. Participants want Monterey to remain safe, affordable, and community-focused, and want the community to find the means to preserve and celebrate its heritage. All groups saw a shortage of opportunities for interaction between different generations and cultures, and a shortage of places to meet and engage with each other.

STAFF WORKSHOPS

Over the course of two workshops, MPL staff were engaged in conversation about how the library building could better serve the Monterey community. Staff confirmed regular patron requests for meeting, training, tutoring, and group study space – a need exacerbated by a heavily booked Community Room. Staff also reported patron interest in creating an art and cultural hub – a resource otherwise difficult to find in Monterey. Various space needs could be met with more acoustic separation between spaces, in particular to accommodate the large teen presence after school. Staff envisioned flexible spaces with easy access to abundant library resources. Clear wayfinding, prevalent power outlets, accessible WiFi, efficient materials flow, and more visible display of library activities would further improve customer experience.
The Library Project Team – composed of community leaders and city department representatives – provided input on community needs and directed development of library program options over a series of three meetings. The LPT noted two critical roles of MPL:

- Preserve and celebrate Monterey’s multicultural identity with programs and exhibits; and
- Share and preserve the California History Room’s unique collections by providing adequate space to house, manage, and promote them, and by digitizing materials when possible to preserve Monterey’s history into the future.

The LPT echoed an interest in more programs. They acknowledged (along with City Council members) that flexible space design and collaborative partnerships could help accommodate demand. The Library may wish to further collaborate with the Recreation Department (whose master plan includes development of a new teen center) (21), and the Monterey Peninsula Unified School District (whose offices, high school, and middle school are nearby). MPUSD has expressed a keen interest in collaboration. The LPT recognized that Monterey students are important library users and have a significant impact on the library environment after school. MPUSD staff expressed an interest in spaces for creative activities and programs that could be supported by the Library.

The LPT also recognized the need for more creative and collaborative spaces, including tutoring rooms. Public demand, they felt, was stronger than the community survey reflected; several members were familiar with community groups seeking small public gathering spaces (members of the City Council also shared this view).

Additionally, the LPT saw potential for using outdoor space to create a unique experience, taking advantage of the adjacent Hartnell Creek. Some members were open to alternative means of satisfying limited parking for the site, citing how the new events venue at the Cooper-Molera Adobe opened without needing to provide additional parking (as permitted by the Downtown Specific Plan, see pg. 34).

Library Design Best Practices

Architect William Wurster’s open floor plan building was forward-thinking in 1952. Monterey, like other communities across the United States, now struggles to provide 21st century library services and spaces to meet emerging community needs within an aging facility. Space limitations, the lack of flexible floor space, and inadequate power distribution significantly hinder implementation of many of today’s public library best practices. Given an opportunity to renovate and/or expand, however, a series of space design strategies can be tailored to MPL to meet community needs now and into the future.

In keeping with MPL’s forward-thinking tradition, several 21st century library service trends were identified. Some are in practice at MPL, and some are yet to be implemented. The Monterey community was asked which innovations resonated strongest with them. The best practices that received the highest support from the Library Project Team, Library staff, and Monterey City Council members, informed the recommendations of this study. The strategies are organized according to the level of support from the stakeholder groups. Each is accompanied by examples of how such 21st century library trends are applied in public library settings. Library trends are tracked by the Center for the Future of Libraries, in partnership with the American Library Association. This project is called the Library of the Future (LOTF) (22).
4. LIBRARY VISION

- **Accessible to All.** A renovated/expanded Monterey Public Library must serve the needs of every generation within the Monterey community, provide the latest resources and technology in a range of media, and be universally accessible to the entire community. This concept was unanimously supported by stakeholder groups. It echoes the Library’s mission to be “a welcoming community, cultural, and learning center for people of all ages.” The Library of the Future cites Aging Advances (e.g., a generational wave of retirees set to disrupt national demographics) (23) and Income Inequality (24) phenomena as important facets of this trend. With Monterey’s large population of older adults (25), accessibility is important.

- **Vibrant Places and Spaces.** A renovated/expanded MPL should be an active and evolving asset, welcoming and comfortable for all, and grounded in the culture and history of the community. LOTF’s trends of Fast Casual (balancing quick service and casual environments with customized menus, high quality products, and upscale and inviting spaces) (26) and Experiential Retail (elevated services that include hands-on training, well-designed technology integration, entertainment, and hang-out opportunities) (27) reflect the movement among public libraries to provide more interactive patron experiences.

- **Celebrating Community.** MPL should be able to celebrate being a “Third Place” – a comfortable destination for gathering and spending time at no cost, that is neither one’s home nor one’s place of work or study. MPL should provide sufficient space for all visitors to meet and/or pursue their interests. The Library should play a role in encouraging cultural activities and creating healthy communities, showcasing the excellence and creativity of the community, and serving as a hub of civic activity and pride. LOTF highlights the Creative Placemaking phenomenon, where partners from public, private, non-profit, and community sectors are brought together to “shape the physical and social character of a public space through arts and cultural activities that encourage public discourse, neighborhood development, community health and safety, social justice, economic growth, environmental sustainability, civic pride, and an authentic ‘sense of place’” (28).
• **Collaborative Environment.** MPL should connect people to knowledge, ideas, technology, and one another. Services include knowledge sharing of new media and technology, and spaces should be formatted for formal and informal social interactions. Access to community networks and activities should be ensured.

• **Foster Creativity.** MPL should be an outlet for expression, providing spaces and resources for creative skill building; complementary Science, Technology, Engineering, and Mathematics (STEM) and performing/visual arts programming; and opportunities to learn and discover through doing. The Maker Movement is a touchstone of this way of learning, where “do-it-yourselfers, tinkerers, hackers, entrepreneurs, and interested learners are finding opportunities to make what they want and determine their own creative paths” (29).

• **Community Synergies.** MPL should serve as a centralized hub for community activities and resources for everyone, explore partnerships with mission-aligned organizations, identify complementary uses, and reach communities through a strategic combination of internal, external, and online services. These principals are encapsulated by LOTF’s Collective Impact trend; “in the face of limited resources and persistent, big social issues (hunger, poverty, violence, education, health, public safety, the environment), organizations from different sectors are adopting common agendas to combat issues within their communities” (30).
PROGRAM SPACES/ACTIVITY ZONES

Based on community feedback and the best practices discussed above, the following program spaces, or activity zones, are recommended to deliver library services that meet current and future Monterey community needs:

- Quickly reached upon entering the building, the **Marketplace** is a spacious, bustling zone for gathering and lounging; browsing accessible, face-out displays of new and popular books, music, movies, and more; seeking assistance at the staff desk; checking out materials; and utilizing public computer stations. The Marketplace is a library’s central hub that connects visitors to the building’s various offerings, dedicated spaces, and quieter or more collection-heavy zones of the building.

- Meeting the Library’s needs for large group events and activities, a **Community Room** should accommodate the largest number of patrons during the most possible hours. Strategies for flexibility include retractable partitions (that can effectively double the number of meeting spaces), and providing an independent entry and/or a partition-able zone for after-hours library spaces including restroom access.

- **Group Study/Meeting Rooms** – The Library should provide multiple rooms that accommodate smaller groups, ranging from two to twelve. Group rooms support small team collaboration and tutoring,
community and nonprofit meetings, and coworking space for entrepreneurs. They provide opportunities for videoconferencing, remote/online webinars, and library programs. Adjoining rooms can serve larger group or small community functions, host creative programming, offer acoustic isolation, and provide overflow space for periods of high activity.

- **California History Room (CHR)** – Monterey Public Library’s special collection of local and archival documents requires unique attention and care. Currently, the CHR lacks sufficient space for collections, processing, and research. Multiple stakeholder groups recognize that the CHR has the potential to serve as a catalyst for celebrating Monterey’s unique heritage and identity through curated exhibits of its collections and programs.

- In addition to its collections (registered as a top priority in community engagement), the **Adult Section** should offer space for visitors to enjoy those materials, or use and charge personal devices. Lounge and table seating areas (powered to support personal devices) and areas zoned for quiet reading can accommodate a variety of individual pursuits.

- An expanded **Teen Zone** is needed to provide a welcoming environment for teens while continuing to meet the needs of other Library visitors during after-school hours. Focus groups revealed that teens crave an
after-school space in Monterey where their presence is welcomed and encouraged. The Teen Zone should be a spacious area for a mix of activities from visiting and studying to creative pursuits and gaming. Group study room(s) co-located in the teen area could add additional square footage during high traffic periods, and be repurposed as collaboration and creation space when traffic is light.

- A renovated **Children’s Area** including new, vibrant finishes and comfortable seating for children and families could accommodate the children’s collection, allow space for storytimes and special programs, and serve as a more inviting environment for early literacy activities.

- The Library could provide a dedicated **Opportunity Space** for short- or long-term use by mission-aligned partner organizations, without disrupting the ongoing functions of the Community Room. The California History Room could utilize such a space for local and cultural exhibitions and programming. An Opportunity Space can also enable MPL to become more involved in larger civic events.

- A well-appointed **Staff Area** efficiently arranges work and circulation spaces with ergonomic furniture, provides enclosed spaces for one-on-one meetings, and allows opportunities for technology such as a small returned materials sorting machine (Automated Materials Handling) that would further liberate staff from sorting tasks to allow for more patron support and interaction.

- **Support Spaces** – Storage and restrooms need to be sized to meet contemporary building codes, including accessibility standards. Storage is needed for program materials, stackable tables and chairs, and other supplies and operations items. Mechanical rooms must accommodate contemporary electrical and HVAC equipment, including equipment regulating precise climate conditions needed for the preservation and storage of archival collections in the California History Room.

- **Outdoor Spaces** – Courtyards and terraces can uniquely contribute to library spaces and services – especially if they adjoin the Children’s Area or Community Room. However, outdoor spaces require special maintenance and may go underutilized. On a constrained site, outdoor spaces require careful attention to ensure effective use.
5. LIBRARY EXPANSION OPTIONS

There are many challenges associated with major building renovation projects. These challenges increase in complexity with historically significant buildings such as the Library. The ultimate goal for the renovation of the Monterey Public Library would be to retain its historic character while providing a facility that will perform at the level of a 21st century library. One of the most important design considerations for contemporary library buildings is flexibility; buildings need to be able to change and adapt to ever-evolving needs. Historic buildings often do not easily accommodate this flexibility; however, to the credit of architect William Wurster, the Monterey Public Library’s open floorplan can, with thoughtful renovation, be as flexible as a new building. Equally, a Library renovated to “like new” conditions, including code compliant, modern building systems and noise abatement strategies, can address concerns raised by Library staff regarding the limitations of the historic facility.

BASE PROGRAM

Based on community, stakeholder, and City and Library staff feedback, analysis of current use, and library design best practices, this study recommends a “Base Program” of 26,000 square feet as a minimum target for a renovated Library. A Monterey Public Library of this size would begin to address the space needs identified as priorities by the community and staff, and accommodate current best practices for 21st century library design. Space planning strategies include thoughtful placement of activity zones, collaboration spaces, divisible rooms, and consolidated back of house functions that would enable flexibility, ease of use, and simultaneous accommodation of multiple user groups. The co-location of a group study room with the Teen Zone, for instance, could accommodate after-school groups, act as a pop-up “maker space,” and serve other groups during non-peak hours. The Base Program balances current, enhanced, and new library spaces. It also updates support spaces to meet building code and Library needs.
The 26,000 SF Base Program proposes the following space allocations:

- 725 SF Entry + 3,500 SF Marketplace (slightly larger than current);
- 2,450 SF Community Room that increases seating capacity from 90 to 200, and would include a retractable partition;
- 520 SF of Group Study space, effectively re-balancing the space currently shared by two group rooms and the Solarium conference room;
- 100 SF new Gallery space for Library, California History Room, and local exhibitions;
- 7,200 SF Adult space (unchanged from current);
- 1,800 SF California History Room, a 30% increase from its current size;
- 2,600 SF Children’s Area (unchanged from current);
- 660 SF Teen Zone, a 32% increase over the current teen area;
- 3,040 SF of Staff space – unchanged total area but presents opportunities for efficient reorganization, especially if consolidated to a single floor; and
- Restrooms remodeled and expanded to comply with current building codes. Storage would be provided in addition to the unaltered basement storage/mechanical space.

INTRODUCTION TO EXPANSION/RENOVATION CONCEPTS AT CURRENT SITE

Four levels were developed to explore site, facility, and financial capabilities for rehabilitating the Library. Expansion beyond the Base Program can enable more services and enhanced programming. With increased space, for instance, the Community Room can achieve an assembly capacity of 300 and would be divisible to support simultaneous large events. The introduction of an “Opportunity Space” could create an important civic resource supporting mission-aligned partner organizations, cultural exhibitions, or large civic events.

- **Level 1 Makeover (23,000 SF)** – This option was developed as the minimum cost option. It establishes the budget as the constraint that then requires balancing desired improvements with code requirements. While not meeting the specifications of the Base Program, a minimal option for facility renovation could be completed within the current facility walls. Building system renovations would be prioritized and selectively addressed within an established construction allowance. Less critical or less impactful improvements would be left for future projects.

- **Level 2 Enclosure (26,000 SF)** – The recommended base program at the Library’s current location can be achieved by enclosing 3,000 SF of the east courtyard and landscaping. Part of the 1980s expansion would be demolished and replaced. This Level 2 strategy, as with Levels 3 and 4, would fully upgrade building systems to “like new” conditions and introduce noise abatement strategies to address acoustical challenges of the open floorplan.

- **Level 3 Expansion (31,000 SF)** – A more comprehensive renovation of the current library building would involve transforming the mezzanine into a full-fledged second floor. This would allow expansion of both floors towards the rear of the site.

- **Level 4 Expansion (36,000 SF)** – Expansion of the second floor beyond the Level 3 option would result in a further reduction of the amount of double-height first floor spaces.
The following pages illustrate the feasibility of the current library building and site to accommodate the renovation and expansion concepts. All depicted programs, space plans, and limits of expansion are preliminary, serving the purpose of demonstrating space capacity of each level. Depicted program sizes and locations are subject to change through design processes.

Several off-site options are discussed on pages 35-36. These sites were studied for their ability to support a new, 30,000 SF building.

### Monterey Public Library Preliminary Options

<table>
<thead>
<tr>
<th>DRAFT BUILDING PROGRAM</th>
<th>Existing (excluding basement)</th>
<th>Level 1 Makeover</th>
<th>Level 2 Base Program</th>
<th>Level 3 Expansion</th>
<th>Level 4 Expansion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 ENTRY</td>
<td>% of Base 83% 600 SF</td>
<td>725 SF</td>
<td>725 SF</td>
<td>1,045 SF</td>
<td>1,360 SF</td>
</tr>
<tr>
<td>2 MARKETPLACE</td>
<td>3,500 SF 89% 3,100 SF</td>
<td>3,500 SF</td>
<td>3,700 SF</td>
<td>4,200 SF</td>
<td></td>
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<tr>
<td>3 COMMUNITY SPACE</td>
<td>% of Base 57% 1,400 SF</td>
<td>2,100 SF</td>
<td>2,450 SF</td>
<td>3,550 SF</td>
<td>3,550 SF</td>
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<tr>
<td>4 GROUP / COLLABORATION</td>
<td>% of Base 96% 500 SF</td>
<td>480 SF</td>
<td>520 SF</td>
<td>800 SF</td>
<td>920 SF</td>
</tr>
<tr>
<td>5 OPPORTUNITY</td>
<td>% of Base 0% 0 SF</td>
<td>100 SF</td>
<td>100 SF</td>
<td>150 SF</td>
<td>1,000 SF</td>
</tr>
<tr>
<td>6 ADULT</td>
<td>7,200 SF 88% 6,300 SF</td>
<td>7,200 SF</td>
<td>7,900 SF</td>
<td>9,100 SF</td>
<td></td>
</tr>
<tr>
<td>7 CA HISTORY ROOM</td>
<td>% of Base 78% 1,400 SF</td>
<td>1,800 SF</td>
<td>1,800 SF</td>
<td>2,000 SF</td>
<td>2,000 SF</td>
</tr>
<tr>
<td>8 CHILDREN</td>
<td>2,600 SF 80% 2,070 SF</td>
<td>2,600 SF</td>
<td>3,700 SF</td>
<td>4,100 SF</td>
<td></td>
</tr>
<tr>
<td>9 TEEN</td>
<td>% of Base 76% 500 SF</td>
<td>660 SF</td>
<td>660 SF</td>
<td>1,000 SF</td>
<td>1,200 SF</td>
</tr>
<tr>
<td>10 STAFF</td>
<td>% of Base 76% 3,040 SF</td>
<td>3,040 SF</td>
<td>3,040 SF</td>
<td>3,340 SF</td>
<td>3,840 SF</td>
</tr>
<tr>
<td>11 NON-ASSIGNED SPACES</td>
<td>76% 620 SF 76% 620 SF</td>
<td>820 SF</td>
<td>1,020 SF</td>
<td>1,220 SF</td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>21,400 SF 21,000 SF</td>
<td>23,400 SF</td>
<td>28,200 SF</td>
<td>32,500 SF</td>
<td></td>
</tr>
<tr>
<td>Bldg Net-to-Gross Allowance</td>
<td>1,600 SF 2,000 SF</td>
<td>2,600 SF</td>
<td>2,800 SF</td>
<td>3,500 SF</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>23,000 SF 23,000 SF</td>
<td>26,000 SF</td>
<td>31,000 SF</td>
<td>36,000 SF</td>
<td></td>
</tr>
<tr>
<td>12 EXTERIOR SPACES</td>
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<td></td>
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</tr>
<tr>
<td>12.1 Terrace</td>
<td>1,100 SF</td>
<td>1,100 SF</td>
<td>1,100 SF</td>
<td>1,100 SF</td>
<td></td>
</tr>
</tbody>
</table>

Four levels of program space allocations articulate how various sizes of a renovated/expanded Monterey Public Library facility would balance its interior functions and spaces. Red text indicates how a non-expansion option compares to the identified Base Program.
5. LIBRARY EXPANSION OPTIONS

LEVEL 1 MAKEOVER

This option pursues minimal modifications to the current library building, focusing instead on select finishes and building systems upgrades as budget allows. Much of the Base Program (but not all – see sidebar) would be accommodated within the building’s existing footprint and floor plates. This would require decisions during the design phase regarding which spaces to reduce. Since facility improvements would be considered a renewal of existing finishes and systems, full building code compliance would likely not be triggered.

This makeover option reflects a relatively low-cost approach to facility renovation; it would not bring the Library up to the standards of new construction. A makeover would likely have the shortest useful life of any of the options.

**PROGRAM SPACES**
- Marketplace/Lobby
- Community Room/Group Study
- California History Room
- Adult
- Teen Zone
- Children’s Area
- Staff

**Level 1 Makeover compared to Base Program expansion target**
- Entry/lobby/friends (725 SF) *
- Marketplace (3,100 SF)
  - under by 11%; smaller than current
- Community meeting (2,100 SF)
  - under by 14%
- Group Study rooms (480 SF)
  - under by 8%
- Opportunity Space (100 SF) *
- Adult (6,300 SF)
  - under by 12%; smaller than current
- California History Room (1,800 SF) *
- Children’s Area (2,070 SF)
  - under by 20%; smaller than current
- Teen (660 SF) *
- Staff (3,040 SF) *

* = meets target
5. LIBRARY EXPANSION OPTIONS

LEVEL 2 ENCLOSURE

Recapturing the east courtyard (and extending to the curb of the parking lot) would allow the Library's main floor to expand to meet the 26,000 SF Base Program target.

The current Community Room could expand as an activity center to include a conference room; an enlarged, divisible Community Room; storage; the existing kitchen; and enlarged restrooms. The Teen Zone would be expanded to help meet periods of high demand. The California History Room would also see expansion – and possible relocation to the ground floor where more space is available and where stronger ties can be made to exhibition and program functions. The Children’s Area could make use of Community Room, kitchen, and outdoor adjacencies. A dedicated gallery space and Friends’ store could occupy storefront real estate beside the main entrance. Group Study rooms would be located adjacent to the Teen area, realizing group use opportunities. This scheme would also consolidate staff spaces on the main floor, if the California Historical Building Code allows repurposing the mezzanine space.

The 1980s courtyard expansion would be demolished and replaced as part of this scheme. Construction could be broken into two or more phases, but this approach would increase the overall project cost by about 20%.
LVL 3 EXPANSION

A more dramatic expansion of the Library, accommodating a 31,000 SF program, would include transformation of the mezzanine into a fully functional second story and reconstruction of the facility roof above the two-story sections. The main and second floor plates would extend towards the east, replacing several of the on-site parking spaces.

The additional 5,000 SF of space (compared to Level 2) would allow for larger adult, teen, and children’s areas for collections and seating; a Children’s Program Room; additional group study rooms; more research, processing, and collection space for the California History Room; a larger exhibition space; a larger (300 seat) capacity Community Room; larger marketplace; and commensurate enlargements to staff, storage, Friends’ storage, and restroom spaces.

Vertical circulation – stairs and elevator between the first and second floors – would be rearranged, introducing a new elevator core.
LEVEL 4 EXPANSION

The largest proposed expansion, achieving 36,000 SF at the Library’s current site, would allow for a much larger second-story floor plate and limited double-height spaces along the main floor. Such an expansion would require an extensive intervention with the existing building, but would preserve the most iconic character-defining features of the front facade.

The additional 5,000 SF of space (compared to Level 3) would provide larger adult, teen, and children’s collections and seating spaces; additional adult quiet reading spaces; an Opportunity Space for history displays and partner organization exhibits; an additional group study room; a larger marketplace and Friends’ store; and commensurate enlargements to staff, storage, Friends’ storage, and restroom spaces.
PARKING SOLUTIONS FOR CURRENT SITE

The Library currently does not meet the City planning requirement of one on-site parking space per 300 square feet of a Cultural Facility. Eighty-seven spaces are required at the Library’s current size. The on-site parking lot provides 14 spaces and the adjacent City Lot C provides 36 more.

Should the library be renovated and/or expanded at its current site, several innovative approaches could be utilized to meet the City requirements and public demand for parking.

- **Unlocking additional spaces.** A prior study of Lot C found an additional nine spaces possible through reconfiguration within its current area (32). Paving the “Attorney Lot” (recently merged into part of the Library’s parcel) could yield approximately six spaces, albeit with an awkward or potentially unsafe relationship to the Library’s current driveway and to Pacific Street.

- **Synergies with MPUSD.** The Monterey Peninsula Unified School District lot across the street (at 700 Pacific Street), consisting of approximately 44 spaces, may be an option for shared use. Further discussion is required to determine how and when MPUSD uses their parking lot.

- **Incorporation into Downtown Specific Plan.** The library parcel is bound on three sides by the district subject to the Downtown Specific Plan (DSP). Due to an abundance of parking serving downtown, the City has withdrawn parking requirements for DSP parcels. Discussions with Planning Division staff indicated an openness to expanding the DSP boundary to include 625 Pacific Street, thus removing City-imposed parking requirements.

- **Other options.** Precedent has been established in the San Francisco Bay Area for a provision of additional parking spaces commensurate with the extent of the facility’s expansion. Additional parking requirements for a recreation center expansion in San Bruno have been determined by that city to accommodate the size of the expansion alone – and did not trigger the re-evaluation of the existing community center to meet contemporary city ordinances.
5. LIBRARY EXPANSION OPTIONS

OFF-SITE CONCEPTS

Given the complexity of renovation and expansion of the Library at its current site, several options were explored for building a new library facility of approximately 30,000 SF within three blocks of the current building. This approach would provide flexibility to respond to community interest for a mix of program spaces and would include all-new, unobstructed building systems for improved library experience and operations. Library services would not be disrupted, relocated, or discontinued during construction, and the project might be cost-comparable to an extensive renovation/expansion at the current site. Site acquisition costs are avoided at City-owned sites.

Some staff have expressed a preference for a new library building over a renovation of the current facility for the above reasons. However, the type of renovations incorporated in Levels 3 and 4 – and in Level 2 to a lesser extent – would provide most of the benefits of a new building, as well as other benefits of remaining in the current landmark facility.

Alternative Library sites include:

- **City Hall Site.** A cluster of vacant house parcels at the northeast corner of Madison and Van Buren street have a combined site area of approximately 28,000 square feet and capacity for a two-story, 30,000 SF library. Neighboring City Hall, a library at this location would effectively extend a continuous civic center experience. An adjacent surface parking lot could offset (but likely not meet) parking needs, and would present an opportunity for development of an expensive but potentially necessary two-level parking deck. Located within the “Island of Adobes” zone of the Downtown Specific Plan, a new library at this location should adhere to Plan guidelines of being pedestrian friendly and contextually sensitive, at a maximum of two stories (33). The existing houses, originally from the 1880s, are not deemed historically significant. However, the 546 Dutra Street parcel extends beyond the zone of consideration, and includes the Vasquez Adobe. This parcel would have to be subdivided. This site lies behind Colton Hall, and has faced prior public resistance to development; it is also currently being considered for affordable housing.

- **Public Safety Site.** The combined police/fire headquarters at the southwest corner of Madison and Pacific streets – across Madison from City Hall and...
across Pacific from the current Library – may present an opportunity, considering the anticipated renovation/reconstruction of this public safety building. The site occupies about 145,000 square feet. The Downtown Specific Plan identified it as an “opportunity site” for better utilization, and studies have begun to confirm space needs for fire and police functions at this location. However, were a library to join the civic functions at this site, it would likely be a stand-alone facility, thereby avoiding the construction premiums for Emergency Operations Centers. Also, since Police and Fire will likely need access to Pacific Street to maximize response times, the Library would be located away from that highly visible and accessible corridor. The movement of emergency vehicles through the site and the needed security for regular police functions may also present significant challenges to co-location of a library. The security required for the Police jail, for instance, is not compatible with a welcoming public destination. While the site appears large enough to accommodate multistory facilities for Fire, Police, and Library, it is unlikely to also accommodate parking without construction of a parking structure.

Other sites were considered for additional or supplemental library facilities. Such facilities – whether new or adaptively reused – might alleviate the space demands on the current Library, but were deemed unfeasible.

- **Separating the California History Room** as a standalone “California History Center” – possibly at the Stokes Adobe, at Lot C, or in co-location with other museums or city assets – was removed from consideration based on stakeholder feedback as well as inherent financial and operational hurdles. Not only would construction of a new standalone building (or retrofit of the Stokes Adobe) contribute significantly to overall project costs, but the incorporation of the California History Room collections and services is integral to the Library’s mission.

- **Lot C** – the city parking lot immediately south of the library parcel – is demonstrably undersized for meeting the identified Base Program. This parcel is nearly half the size of the current library parcel (25,100 SF versus 45,100 SF). Lot size and creek setbacks on two sides effectively reduce Lot C’s buildable footprint to about 10,000 square feet, necessitating a highly inefficient three-story building.

An additional factor in considering relocation of Monterey Public Library is what the future use of the current building could be. Its historic significance may restrict options for reuse. The existing building is held in high regard as the community’s library. Although other civic uses are conceivable, feedback to date presents a strong case to retain the building for library use.
6. RECOMMENDATIONS

On August 28, 2019, the Library Board of Trustees reviewed the facility expansion strategies. Considerations guiding Board recommendations included:

- Whether the strategy meets the established Base Program of enhanced library spaces and services;
- Ability to serve Monterey community needs and aspirations for decades to come;
- Cost-effectiveness and useful life;
- Anticipated public support for the strategy;
- Ability to secure ongoing, appropriate use of the current facility; and
- Ability to secure funding and work in concert with City priorities.
## 6. RECOMMENDATIONS

Based on these considerations, the Library Board recommended a preferred strategy of a Level 3 Expansion, encompassing a 31,000 SF renovation and expansion of the Monterey Public Library at its current location. Secondary recommendations made by the Board are, in order: a Level 2 Enclosure of 3,000 SF of the east courtyard, satisfying the Base Program recommendations; and a Level 1 selective makeover of the Library within its current walls.

The Library Board recommended against the Level 4 expansion (36,000 SF) and the Lot C and Stokes Adobe offsite options. Phased options were also excluded from consideration. A project split into two or more phases would increase base cost by approximately 20% and would significantly disrupt library operations.

### Table: MPL Site Concept

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<thead>
<tr>
<th>MPL Site Concept</th>
<th>Base Program 26,000 SF</th>
<th>Expanded 31,000 SF</th>
<th>Expanded 36,000 SF</th>
<th>Preliminary Budget*</th>
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<tbody>
<tr>
<td>Level 1 Makeover</td>
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<td></td>
<td></td>
<td>~$12 - $14M</td>
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<td>Level 2 Enclosure</td>
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### Table: Offsite Concept

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<th>Expanded 36,000 SF</th>
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<tr>
<td>Lot C (3 stories)</td>
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<td>City Hall Site (2 stories)</td>
<td>✓</td>
<td>30,000 SF site capacity</td>
<td></td>
<td>~$33 - $39M**</td>
</tr>
<tr>
<td>Public Safety Site (1-2 stories)</td>
<td>✓</td>
<td>30,000 SF site capacity (est.)</td>
<td></td>
<td>~$33 - $39M</td>
</tr>
<tr>
<td>Stokes Adobe (as CA History Center)</td>
<td></td>
<td></td>
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</tbody>
</table>

Capacity evaluation for Monterey Public Library renovation, expansion, and relocation strategies.

---

*In 2019 dollars. Escalation, parking, and site costs are not included. Budgets are rough order of magnitude (ROM) estimates (see Appendix C).

**May require construction of parking deck at additional $7M - $9M.
7. NEXT STEPS AND FUNDING OPTIONS

This report describes how an improved library facility can address evolving community needs. A comprehensive analysis and interdepartmental collaboration will be necessary to align city priorities, identify the preferred development strategy for the Library within the framework of other City facility needs, and then establish an implementation plan. The implementation plan should include a funding plan and a communications plan for raising community awareness.

A funding strategy will need to be developed and funds will need to be secured as part of implementation planning. The City has a number of funding options that could be considered for large capital improvement projects. These would require a two-thirds vote of the community, if designated for a special purpose.

- A **general obligation (GO) bond**, or municipal bond repaid by City-generated revenue. A GO bond for capital improvements would likely increase property taxes. Recent GO bonds to pass in Monterey supported facility improvements for the Monterey Peninsula Unified School District (Measure P in 2010 and Measure I in 2018). Recent successful library bonds include the City of Campbell’s Measure O, passed in 2018, authorizing $50 million in bonds for an innovative library, police emergency operations center, and other civic facilities improvements (34). In 2008, library construction bonds were passed in the cities of Gilroy (Measure F, authorizing $37 million for a new library (35)), Palo Alto (Measure N, authorizing $76 million for improvements or new construction at three city libraries (36)), Berkeley (Measure FF, authorizing $26 million for branch library renovations and expansions (37)), and Martinez (Measure H, authorizing $30 million for park and library facilities renovations and expansions (38)).

- Some cities have funded building improvements through **sales tax** measures. Monterey recently passed Measure G, a sales tax measure that increases the sales tax by 0.5%. However, the purpose of Measure G is to provide financial stability to the City for its operating budget, not for major capital improvement projects. Since the City is now at the maximum allowable sales tax amount, a sales tax measure to fund the building improvements is unlikely.
7. NEXT STEPS + FUNDING OPTIONS

- Increase of the City’s Transient Occupancy Tax (TOT), which is applied to fees for staying at hotels and motels. Monterey currently levies a 10% TOT, a portion of which is directed towards the City’s Neighborhood and Community Improvement Program, supporting community-proposed improvements. Examples of TOT increases for library use include: the City of Sunnyvale’s Measure K, from 2018, raising TOT by 2% to “protect and maintain essential city services” including library programs (39); and the City of South San Francisco’s Measure O, from 2009, increasing TOT by 1% to maintain police, fire, and library services, including preservation of library hours and programs (40).

- Creation of a Mello-Roos Community Facilities District (CFD) would establish a special district and property tax dedicated for public facilities and services. Northern California districts that have created CFDs for funding library improvements include the Santa Clara County Library District (establishing, from 2013, an estimated $6.2 million in annual revenue (41)), the City of Belmont (bonding $8.65 million in 2004 to finance a new library (42)), and Yolo County (creating in 1989 and renewing by election in 2007 a CFD for the Mary L. Stephens Branch Library in Davis; the latter election authorized bonds leading to a $6.4 million issuance for facility expansion (43)).

It has not yet been determined how the City will move forward in packaging and funding various unfunded capital improvement projects. There are advantages and disadvantages in consolidating or separating multiple projects that the City will need to consider. This report is intended to provide options and guidance for the City in selecting the preferred strategy for the Library. That strategy could be considered individually or as part of a larger multi-facility package. Preliminary discussion regarding a multi-facility package has included both a new library building and a new public safety facility, since there are many precedents in California where such packaging has proven successful for both funding and operations. Recent multi-facility examples include:

- In June 2014, the City of Hayward passed Measure C, a 0.5% sales tax for public safety and library facility replacements, among other city services (44). The library was completed in Fall 2019 (45).

- In November 2015, the City of South San Francisco passed Measure W, a 0.5% sales tax for city services and facilities (46). A new Community Civic Campus, including police, fire, library, recreation, community theater, and council chamber components, is scheduled to break ground in early 2020 (47).

- In November 2016, the City of Newark passed Measure GG, a 0.5% sales tax for the redevelopment of its civic center, including replacement of library and police operations facilities (48). This design-build project broke ground in 2019 (49).

- In November 2018, the City of Campbell, as mentioned above, passed Measure O, a $50 million Police and Library Facilities general obligation bond for facility upgrades at its civic center (50).

A public finance specialist can assist the City in identifying and analyzing public funding strategies for the selected projects. Depending on the primary funding source that is selected, the City may also consider a capital campaign – appealing for financial support from the general public and major donors – for supplemental funding. Capital campaigns have historically been successful for libraries, specifically where there is a strong stakeholder group like a Friends group or Library Foundation.

A renovated and expanded Monterey Public Library will result in improved community services and programs that are operationally efficient and a building that is flexible and able to adapt to evolving community needs. The Monterey Public Library will be more accessible to all ages. Its role as a community hub will be enhanced and the facility will serve Monterey residents far into the future – continuing a long tradition of forward-thinking services in line with MPL’s reputation and the City of Monterey’s motto, Anda – “onward.”
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/25</td>
<td>Project initiation</td>
<td>Confirm project goals + objectives, establish project management tools</td>
</tr>
<tr>
<td>3/08</td>
<td>Site analysis</td>
<td>Service model</td>
</tr>
<tr>
<td>3/19</td>
<td>Community needs findings; mtgs preview</td>
<td>Preliminary assessments of library use statistics, previous technical studies and maintenance information, C&amp;O models, community survey, interviews/focus groups, site visits, building tours, expansion concepts</td>
</tr>
<tr>
<td>5/17</td>
<td>Service targets</td>
<td>Ongoing with preliminary service model, customer experience, and operations, site functions, project management team (PMT) #1-3, library project team (LPT) #1, community survey, interviews/focus groups (2)</td>
</tr>
<tr>
<td>8/9</td>
<td>Engagement</td>
<td>Implementation planning, funding opportunities, priorities + phasing concepts, engagement planning, library board meetings</td>
</tr>
<tr>
<td>10/26</td>
<td>Implementation planning + Preferred option</td>
<td>Library board meeting, City Council meeting, staff meeting, pop-up surveys, review options, outreach, confirm preferred option, program + service model, library board, council meeting</td>
</tr>
</tbody>
</table>

**1. KICKOFF + ASSESSMENTS**

- Project initiation
  - Confirm project goals + objectives
  - Confirm work plan + engagement strategy
  - Establish project management tools
- Review Library-provided information
  - Library use statistics
  - Previous technical studies and maintenance information
  - Develop exhibit backgrounds
- Site + facility assessment
  - Tour library site + building
  - Expansion concepts
- Program concepts
  - Public services + spaces
  - Staff + support
  - Service delivery model, customer experience, and operations
  - Site functions
- Engagement
  - Project Management Team (PMT) #1-3
  - Library Project Team (LPT) #1
  - Staff meeting #1
  - Community survey
  - Interviews/focus groups (2)

**2. OPTIONS**

- Project cost model
  - Construction
  - FFE, technology
  - Public art
  - Soft costs
  - Contingencies + escalation
- Service level targets
  - Shelving + seating
  - Public technology
  - Program + meeting spaces
  - Staff work + support
- Options
  - Service model
  - Floor plan layout diagrams
  - Site + building expansion diagrams
- Evaluate options and select preferred strategy

**3. RECOMMENDATIONS**

- Refine preferred site + building option
- Refine service model
- Project budget
- Implementation strategies + timeline
- Draft + final report
- Engagement
  - PMT #7, 8
  - LPT #3
  - Library Board
  - City Council

**PROJECT MANAGEMENT TEAM**

- LPT preview
- Site analysis
- Community needs findings; mtgs preview
- Service targets
- Outreach needs summary
- Program options

**LIBRARY PROJECT TEAM + TECHNICAL MEETINGS**

- LPT #1
- City Managers + Finance
- Public Works + Library Managers
- Staff meeting #1
- Community survey

**STAKEHOLDERS + COMMUNITY**

- Online survey; priorities
- Interviews / Focus groups
- Intercepts

**TECH MINIATURES**

- Collections Service Model
- Library Board
- Staff
- Library Board
- Council
APPENDIX B: PARTICIPANT LIST

More than six hundred Monterey residents and stakeholders provided insight and input for this feasibility study. Staff, stakeholders, and City leadership who participated in this study include:

Feasibility Study Project Management Team

- Bob Petty, Chair, Library Board of Trustees
- Jim Thomson, Library Board of Trustees
- Inga Waite, Library Director
- Kim Smith, Library Manager
- Max Rieser, Public Works Department

Library Project Team

- Elizabeth Anderson, Cultural Heritage Planner (ret.)
- Judy Cole, Library volunteer
- Shannon Conner Lieginger, Junior League of Monterey County
- Kristin Dotterer, CHR volunteer
- Sharon Dwight, New Monterey Neighborhood Association
- Ande Flower, Community Development, City of Monterey
- Bob Gotch, Library volunteer
- Laura Hayes, Library Specialist, Los Arboles Middle School
- Doug Holtzman, President, Friends of the Library
- Ann Jacobson, Naval Postgraduate School
- Shannon Leon, Recreation Division, City of Monterey
- Gerry Low-Sabado, Childcare director (ret.) / Civil rights activist
- Ken Maroon, Naval Postgraduate School
- Richard Ruccello, Friends of the Library / Casanova Oak Knoll Neighborhood Association
- Beth Wodecki, Ass’t-Superintendent, MPUSD
- Bill Wojtkowski, Friends of the Library / City Planning (ret.)
- Audrey Wood, Library Customer

Library Staff

- Ellie Anderson
- Joslyn Baca
- Ivete Botsford
- Keith Brehmer
- Dennis Copeland
- Sandre Cunha
- Alison Day
- Francesca Garibaldi
- Katie Hamilton
- Elinda Hardy
- Eboni Harris
- David Kuhn
- Peggy Langford
- Chanomi Maxwell
- Lisa Maddalena
- Meg Morris
- Lucia Neal
- Kathy Nielsen
- Sarah Nolan
- Orquidea Olvera
- Phoebe Pagano
- Amelia Phelps
- Michael Rieser
- Carl Salbacka
- Susan Siegel
- Svetlana Sinitskaia
- Kim Smith
- Sirie Thongchua
- Jose Valdez
- Inga Waite
- Jodie Weeden
- Joanne White

Other City of Monterey Staff

- Hans Uslar, City Manager
- Lauren Lai, Finance Director
- Kimberly Cole, Community Development Director
- Steve Wittry, Public Works Director

Library Board of Trustees

- Bob Petty, Chair
- Marsha Moroh, Vice-Chair
- Ralph Widmar
- Jim Thomson

City Council

- Mayor Clyde Roberson
- Dan Albert
- Alan Haffa
- Ed Smith
- Tyller Williamson
### Monterey Public Library - Preliminary Options

#### Level 1
- **23K SF Makeover:** Renew 23K SF + Building Systems

#### Level 2
- **26K SF Library:** Demolish 1K SF; Renovate 23K SF; Expand 3K SF

#### Level 3
- **31K SF Library:** Demolish 15K SF; Renovate 9K SF; Build new 22K SF

#### Level 4
- **36K SF Library:** Demolish 21K SF; Renovate 5K SF; New Site; Build new 31K SF

#### Offsite
- New building at 30K SF

---

### APPENDIX C: COST MODEL – PRELIMINARY OPTIONS

#### Budgets

##### Construction Cost Model

<table>
<thead>
<tr>
<th>Level</th>
<th>TOTAL 2019 $'s</th>
<th>TOTAL 2019 $'s</th>
<th>TOTAL 2019 $'s</th>
<th>TOTAL 2019 $'s</th>
<th>TOTAL 2019 $'s</th>
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</thead>
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<td></td>
<td>Budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$/unit area/units</td>
<td>subtotal</td>
<td>$/unit area/units</td>
<td>subtotal</td>
<td>$/unit area/units</td>
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<td>Site Preparation</td>
<td>Site clearing</td>
<td>$1 / GSF</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td></td>
<td>Site clearing</td>
<td>Utilities - allowance per building</td>
<td>$250,000</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>$250,000</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Buildings</td>
<td>Building Demo</td>
<td>$10 / GSF</td>
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<td>$0</td>
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<td></td>
<td></td>
<td>Renovate E Library</td>
<td>$600 / GSF</td>
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<td></td>
<td></td>
<td>New Addition</td>
<td>$650 / GSF</td>
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<td>$0</td>
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<td></td>
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<td>Makeover + Building Systems</td>
<td>$240 / GSF</td>
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<td>New Community Room</td>
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<td>$0</td>
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<tr>
<td></td>
<td></td>
<td>Standalone California History Room</td>
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<td></td>
<td>Subtotal Building &amp; Site Preparation &amp; Construction</td>
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<td></td>
<td>$5,770,000</td>
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<td>Public Art</td>
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<td></td>
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<td></td>
<td></td>
<td>Design/Estimating Contingency</td>
<td>10%</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Subtotal - Building and Site Construction</td>
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<td>$6,347,000</td>
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<td>Furniture, Equipment, Technology and Other Hard Costs</td>
<td>FF&amp;E</td>
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<td>$45 / GSF</td>
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<td></td>
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<td>Technology</td>
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<td>Signage</td>
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<td>Design contingency</td>
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<td></td>
<td>Subtotal - FF&amp;E/Technology</td>
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<td>$1,897,500</td>
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<td>Escalation (per year)</td>
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<td></td>
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<td></td>
<td></td>
<td>Project Contingency</td>
<td>10%</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Subtotal - Escalation and Project Contingency</td>
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<td>$9,069,500</td>
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<td>Total Hard Cost Budget</td>
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<td>$9,069,500</td>
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<tr>
<td></td>
<td></td>
<td>Design, CM, permits, city fees, etc.</td>
<td>31%</td>
<td></td>
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<td></td>
<td></td>
<td>Design+Estimating Contingency</td>
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<td>Subtotal Soft Cost Budget</td>
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<td>$3,094,000</td>
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<td></td>
<td>Total Project Budget</td>
<td></td>
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<td>$12,164,000</td>
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**ESCALATION, PARKING & SITE NOT INCLUDED - preliminary draft**
APPENDIX D: NATIONAL HISTORIC LANDMARK DISTRICT AND DOWNTOWN AREA CONTEXT STATEMENT AND RECONNAISSANCE SURVEY (EXCERPT)

APPENDIX D: NATIONAL HISTORIC LANDMARK DISTRICT AND DOWNTOWN AREA CONTEXT STATEMENT AND RECONNAISSANCE SURVEY (EXCERPT)

State of California -- The Resources Agency
DEPARTMENT OF PARKS AND RECREATION
PRIMARY RECORD

Other Listings
Review Code
Reviewer
Date

Page 1 of 1

*Resource Name or #: (Assigned by Recorder) 625 Pacific Street

P1. Other Identifier: Monterey Public Library
*P2. Location: ☑ Not for Publication ☑ Unrestricted
   *a. County Monterey
   *b. USGS 7.5’ Quad Date __________ T ___; R ___; 1/4 of ____ 1/4 of Sec ___; _____ B.M.
   c. Address 625 Pacific Street City Monterey
   d. UTM: (Give more than one for large and/or linear resources) Zone ____, _______ mE/_______ mN
   e. Other Locational Data: (e.g., parcel #, directions to resource, elevation, etc., as appropriate)

*P3a. Description:
   • Style: Bay Area Style
   • Stories: 2
   • Cladding: see notes
   • Porch: none
   • Door(s): Primary - double, metal, fully glazed, sidelights
   • Windows: Type 1 - grouped, awning, aluminum, fixed, aluminum
   • Roof: cross gable, shake, open eaves, wide eaves
   • Chimney: none visible
   • Ornament: none
   • Landscape Features: planters, plantings
   • Related Features: steps
   • Alterations: none visible
   • Notes: structure (and cladding) is board-formed concrete

*P3b. Resource Attributes: (List attributes and codes)
   HP15. Educational building

*P4. Resources Present: ☑ Building ☑ Structure ☑ Object ☑ Site ☑ District ☑ Element of District ☑ Other (isolates, etc.)

P5a. Photograph

P5b. Description of Photo:
   North and west elevations
   ARG, January 2011

*P6. Date Constructed/Age and Source:
   ☑ Historic ☐ Prehistoric ☐ Both
   1951, City Records

*P7. Owner and Address:
   Not recorded

*P8. Recorded by: Davis/Bubnash/Lyons/Slater
   Architectural Resources Group, Inc.
   Pier 9, The Embarcadero
   San Francisco, California 94111

*P9. Date Recorded: June 2011

*P10. Survey Type: Reconnaissance

*P11. Report Citation: Monterey Downtown
   Area Context Statement and Survey

*Attachments: ☑ NONE ☐ Location Map ☐ Continuation Sheet ☑ Building, Structure, and Object Record
   ☑ Archaeological Record
   ☑ Photograph Record ☐ Other (List): DPR 523A (1/95)

*Required Information
APPENDIX E: RESULTS FROM ONLINE AND IN-PERSON COMMUNITY SURVEYS

Spaces priorities: online and in-person

- Collections
- Children’s
- Quiet Reading Room
- Community Room
- Outdoor Space
- California History Room
- Teen Space
- Technology Hub
- Creative Studio / Lab
- Meeting Rooms

Activities priorities: online and in-person

- Reading / Research / Study
- Events / Performance
- Computers / Internet
- Learning / Tutoring
- Skills Programs
- Civic Participation
- Creating + Making
- Socializing
- Genealogy
- Group Collaboration

Core Library Services:

- COLLECTIONS
- CHILDREN’S
- QUIET READING ROOM
- COMMUNITY ROOM

Most Important Activities:

- READING / RESEARCH / STUDY
- EVENTS / PERFORMANCES
- COMPUTERS / INTERNET
- LEARNING / TUTORING
- SKILLS PROGRAMS

SPACES priorities: 18-29 year-olds

- Collections
- Quiet Reading Room
- Community Room
- Children’s
- California History
- Outdoor Space
- Technology Hub
- Teen Space
- Meeting Rooms
- Creative Studio / Lab

SPACES priorities: 30-44 year-olds

- Collections
- Quiet Reading Room
- Community Room
- Children’s
- California History
- Outdoor Space
- Technology Hub
- Teen Space
- Meeting Rooms
- Creative Studio / Lab

SPACES priorities: 45-59 year-olds

- Collections
- Quiet Reading Room
- Community Room
- Children’s
- California History
- Outdoor Space
- Technology Hub
- Teen Space
- Meeting Rooms
- Creative Studio / Lab

SPACES priorities: 60+ year-olds

- Collections
- Quiet Reading Room
- Community Room
- Children’s
- California History
- Outdoor Space
- Technology Hub
- Teen Space
- Meeting Rooms
- Creative Studio / Lab

SPACES priorities: MHS teens

- Teen Space
- Outdoor Space
- Quiet Reading Room
- Creative Studio / Lab
- Technology Hub
- Collections
- Children’s
- Community Room
- California History
- Meeting Rooms

ACTIVITIES priorities: 18-29 year-olds

- Reading / research...
- Events /...
- Computers /...
- Learning / tutoring
- Civic participation
- Socializing
- Creating + making
- Genealogy
- Group collaboration

ACTIVITIES priorities: 30-44 year-olds

- Reading / research...
- Events /...
- Computers /...
- Learning / tutoring
- Civic participation
- Socializing
- Creating + making
- Genealogy
- Group collaboration

ACTIVITIES priorities: 45-59 year-olds

- Reading / research...
- Events /...
- Computers /...
- Learning / tutoring
- Civic participation
- Socializing
- Creating + making
- Genealogy
- Group collaboration

ACTIVITIES priorities: 60+ year-olds

- Reading / research...
- Events /...
- Computers /...
- Learning / tutoring
- Civic participation
- Socializing
- Creating + making
- Genealogy
- Group collaboration

ACTIVITIES priorities: MHS teens

- Computers / Internet
- Creating + Making
- Skills Programs
- Events / Performance
- Reading / Research /...
- Socializing
- Learning / Tutoring
- Genealogy
- Group Collaboration
- Civic Participation

Online survey overall rankings by age group.

Kiosk responses from teens.
Survey free response:
Like or Love About MPL (themes)

<table>
<thead>
<tr>
<th>Theme</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warm/Helpful (UX)</td>
<td>140</td>
</tr>
<tr>
<td>Collection/Selection</td>
<td>120</td>
</tr>
<tr>
<td>Programs/Events</td>
<td>100</td>
</tr>
<tr>
<td>Architecture/Atmosphere</td>
<td>80</td>
</tr>
<tr>
<td>Location/Convenience</td>
<td>60</td>
</tr>
<tr>
<td>Holds/Requests</td>
<td>40</td>
</tr>
<tr>
<td>Access</td>
<td>20</td>
</tr>
<tr>
<td>California History Room</td>
<td>10</td>
</tr>
<tr>
<td>Community resource</td>
<td>2</td>
</tr>
<tr>
<td>Space to do/to be</td>
<td>1</td>
</tr>
</tbody>
</table>

“The staff is always smiling and willing to assist”

“The huge collection of all kinds of material”

“Nice place for meeting and lectures and research”

“Relaxing atmosphere ...open space”

“I love the location, the convenience for me to get there.”

“I love the atmosphere in general, the location...and the friendliness of the staff.”

Survey free response:
Sought improvements (themes)

<table>
<thead>
<tr>
<th>Theme</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crowded/noise</td>
<td>35</td>
</tr>
<tr>
<td>More programs/events</td>
<td>30</td>
</tr>
<tr>
<td>Update/expand facility</td>
<td>25</td>
</tr>
<tr>
<td>Collection (books)</td>
<td>20</td>
</tr>
<tr>
<td>Homeless/social</td>
<td>15</td>
</tr>
<tr>
<td>More hours</td>
<td>10</td>
</tr>
<tr>
<td>More parking</td>
<td>5</td>
</tr>
<tr>
<td>Specialized spaces</td>
<td>5</td>
</tr>
<tr>
<td>Cleanliness</td>
<td>3</td>
</tr>
<tr>
<td>Computers/tech</td>
<td>1</td>
</tr>
</tbody>
</table>

“Seems a bit cramped. More space for materials, a reading room, bigger community room.”

“Gets busy, sometimes noisy...too often no computers”

“More public community rooms that can be used by outside groups”

“It’s hard for me to find decent parking regularly”

“Teen space shelving is too close to the tables for a comfortable browse”
APPENDIX F: NOTES AND SOURCES

4 The MPWMD Group I water use factor is 0.00007; a 26,000 square foot building would have an acre-foot (AF) capacity of 1.82. An expansion of 5,000 square feet would require additional water use capacity of 0.35 AF for Group I buildings.
5 This figure according to MPWMD’s 2015 permit for the Library’s kitchen expansion.
8 More information on the California Historical Building Code: https://www.dgs.ca.gov/DSA/About/collaborative_task_forces/Page-Content/shbsb/Page-Content/CHBC
19 Monterey Public Library. (2019). Summary Report. Supplemental input from the 2019 online survey conducted for this study, finding the following proportion of non-Monterey residents, from 383 responses: Pacific Grove (8%); Seaside (7%); Marina (6%); Carmel (4%); and Salinas (4%).
20 https://theharwoodinstitute.org/libraries
22 More information on the Library of the Future can be accessed online at the American Library Association’s Center for the Future of Library’s page: http://www.ala.org/tools/future
23 http://www.ala.org/tools/future/trends/aging
The Hartnell Gulch Park lot redesign was conducted in 1988 by Holewinski Blevens Fedelem & Lukes Architects, of Salinas, for the City of Monterey. The design included construction of a pedestrian bridge connecting Lot C with the library parking lot.

Election results findings in this section from Ballotpedia and Smartvoter. The City of Campbell’s Measure O results retrieved from https://ballotpedia.org/Campbell,_California,_Measure_O,_Bonds_for_Emergency_Services_Center_and_Library_(November_2018).

Davis community has had a long love affair with library. https://www.davisenterprise.com/forum/opinion-columns/davis-library-has-been-a-community-love-affair/


